

## BUDGET DOCUMENT OVERVIEW

This overview serves to assist the reader in navigating through this budget document as reading and understanding it can be challenging if one is not familiar with its layout. This budget document consists of several sections and their content can be found by referencing the Table of Contents on the pages iii-vi.

There are six key sections in this document:

1. **Executive Summary:** This is a narrative of the current financial outlook for the City of Cottonwood by fund as well as a narrative of Employees & Benefits and Capital for the upcoming budget. This section also includes the City's budget and investment policies.
2. **Strategic Plan:** This is an overview of projected five-year capital needs requested by Department Heads, for future development and projected five-year operational revenues as well as expenditures.
3. **Description and History of Major Revenues:** This section shows an overview of the major revenue sources for the City of Cottonwood represented through narratives, graphs and values.
4. **Comprehensive Summary:** This summary includes all estimated Revenues and Expenses and shows Total Expenditures and Net Income (Loss) for all Funds. This section also has graphs that depict estimated revenue and expenses from distinct sources. All of the information in this Summary will be examined in the Financial Information section.
5. **Financial Information:** This section presents estimated Revenues & Expenditures by Fund and is broken down in six major Fund Types. Each fund type will show a consolidation of projected revenues and expenses of all their departments that roll up and combine to show the total Fund Revenue & Expense amount for each fund and roll up to the Comprehensive Summary. Included in the Financial Information section are:
  - a. General Fund: General Government, Culture and Recreation, and Public Safety
  - b. Special Revenue Funds: HURF (Street Construction & Operations), Transit, Library, Cemetery, Airport, and Grants Funds
  - c. Debt Service
  - d. Capital Improvements Fund
  - e. Enterprise/Proprietary Funds: Water Utility and Wastewater Utility
  - f. Fiduciary Funds: Alternative Pension and Benefits Plan Fund (for Fire Fighters) and Employee Benefit Trust Fund

For every department in each fund type, more specific information is provided on four pages that address:

- i. The department's Organizational Chart, a General Description, Accomplishments from the previous budget year, Goals for the upcoming budget year, and Budget Highlights.
  - ii. Performance Indicators
  - iii. Summary of Expenses, Revenues, and Personnel Listing
  - iv. Detailed information on Expenditures and Capital Outlay
6. **Supplementary Information:** Capital Outlay Listing & Personnel Information, Appendix and Glossary.

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July 2, 2020

The Honorable Mayor and City Council

**RE: Transmittal – Fiscal Year 2021 Budget**

It is my pleasure to present to you the FY 2021 Final Budget for your review. Several budget work sessions with directors and managers have taken place to review, in detail, their staffing, programs, and planned project expenditures.

The City was faced with some unprecedented challenges during the budget process with the closing of City offices and businesses in general due to the Corona virus pandemic. COVID-19 strongly impacted local, state, national and international economies. As a result, current year's revenues and the revenues for FY 2021 became difficult to forecast. Budget meetings and budget presentations were affected and although we planned several presentations to citizens, we were only able to hold one Town Hall meeting and one employee meeting for input and ideas.

This year's total approved expenditures budget is \$79,468,850. It includes all estimated reserves, potential grants and financing options, compared to last fiscal year's revised budget of \$70,026,845 which does not contain reserves, financing options or grants that did not come to fruition. Some of the items that attribute to the difference with FY 2020 are the reallocation of resources for continuing projects and new projects that were part of the original FY 2020 budget.

<b>FY 2021 Final Budget - \$79,468,80</b>	
Fiscal Year	Original Budget
2011	\$100,876,915
2012	\$78,422,500
2013	\$73,417,765
2014	\$70,875,846
2015	\$86,638,905
2016	\$117,084,020
2017	\$73,112,570
2018	\$85,054,740
2019	\$69,528,685
2020	\$76,016,900

The largest planned single increases are in the Special Revenues Fund and Enterprise Funds due to projects and proposed grants. A general discussion about the funds will follow; however, in-depth information can be found in the General Information section of this document.

## FISCAL YEAR 2021

The City of Cottonwood continues to face many issues in budgeting and revenue generation. Below are listed some of the foremost issues addressed within this budget.

-  **The Local Economy** – After years of declining revenues, the City had started to show revenue growth ranging from 2% - 5% for the last several years. The increase in the Transaction Privilege Tax (TPT) rate of .5% in fiscal year 2019 is a key factor in keeping the main revenue source for Cottonwood growing and reserves increasing. Though not a significant growth percentage, it is an improvement from prior years’ double digit declines. The local economy is still the single largest challenge that the City of Cottonwood is facing.
-  **Taxes** – The City of Cottonwood has prided itself on managing its affairs through local transaction privilege tax, commonly called sales tax. Though successful for many years, it has shown the fallacy of the notion that it can continue to provide quality services as a major revenue source that is at the mercy of the economy. The City Council passed a .8% sales tax increase that went into effect in November 2008 and a .5% increase in November 2018 to counter the declining economy. These increases brought the total Cottonwood local sales tax rate to 3.5%. Along with cost cutting measures, they have helped Cottonwood stay fiscally sound. However, Cottonwood does not collect a property tax for services and continues to rely heavily on the TPT tax.
-  **Reserves** – The City Council has directed staff to work on increasing reserves and funding streets projects as well as the City’s overall financial future. As part of the .5% sales tax increase in FY 2019, the council directed that 85% of the increase be set aside for reserves or capital projects. The FY 2021 budget reflects that direction by increasing general fund reserves by \$362K and capital reserves by \$241K. Also reflected in this budget as part of the directive received from council are funds designated to Highway User Revenue Funds (HURF) in the amount of \$603K and to sidewalks at \$241K.
-  **Projects** – The budget does not include many capital projects for FY 2021 due to an anticipated reduction in revenues because of the economic effects of the COVID-19 pandemic. The budget does include funding for a Public Safety Radio study to either improve or replace the current radio structure that has proven to not be sufficient at this time. Furthermore, the budget also includes \$341,525 for new sidewalks in the community, a carryover of \$493,130 in road improvements, completion of the repaving and upgrades of Mingus Avenue from 8<sup>th</sup> Street to Main Street, sidewalk extensions at the Library, a Park Master Plan, and a Historic Property Survey that is 80% grant funded. Trails funds for Del Monte wash, a grant to improve the 5<sup>th</sup> street trail entrance and the Riverfront trail entry are included as well.
-  **New Equipment** – The budget includes funds for a new divider in the Recreation Center Gym that is grant funded, new buses for the Transit program that are grant funded, and a mini excavator for the Utilities Department.
-  **Airport Fund** – A significant increase in this fund is due to the hiring of a part-time Airport Manager, who will work on updating the airport leases and getting grant funding to allow the Manager to become full-time. There is a transfer out to the Grants Fund as a match for the grants for airport related projects. The Airport Master Plan is the main project budgeted for FY 2021. The rolled over cost from FY 2020 is \$305,000.

-  **Grants Fund** – The Community Development Block Grant (CDBG) for the Parks Master Plan is budgeted for FY 2021, while Other Grants include \$1,000,000 for any occasional grants that come along and were not budgeted. One new grant in the amount of \$1,630,310 is budgeted for the Old Town Flood FEMA (Federal Emergency Management Agency) grant. Three grants are carried over from FY 2020; these grants are for a Drainage Master Plan, a Storm Water Diversion Plan, and a Verde Recreational Trails Plan.
-  **Outside Agency Community Grants** – The City has funded this program for FY 2021 at \$100,000. This program assists local non-profit organizations that do not qualify for the outside agency program. This program will be advertised early in the 2021 fiscal year.
-  **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. At the creation of this budget the State had not yet given updated figures for FY 2021. The budget reflects estimates based on previous distributions from the State for State Shared Sales Tax. Urban Revenue Sharing or State Income Tax figures, however, are from two years prior and show an increase in State Shared Income Tax of \$194,280 from last year’s \$1,577,510. State Shared Sales Tax is anticipated to decrease by 1.37% over FY 2020 estimated budget figures of \$1,168,050 and generate an estimated \$1,151,990 in FY 2021. Both of these revenues are projected by the Arizona Department of Revenue.
-  **General Staffing & Compensation** – The need for services continues to increase with city growth and citizen engagement. Most departments continue to provide the necessary basic coverage with few enhancements. For FY 2021, no Cost of Living Adjustment (COLA) was funded. The Longevity Program is currently not budgeted for FY 2021 nor is the merit program. The City of Cottonwood is doing everything it can to recruit qualified staff and keep its valuable employees. Due to COVID-19 the City of Cottonwood did a Reduction in Force and eliminated four full-time staff positions and one part-time position.
-  **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, achieving this goal has proven to be a challenge. During FY 2020, changes were implemented that hopefully will help the Recreation Center attain a goal of at least 70% with the hope of actually having a cost recovery of 75%. To counter rising costs and improve the recovery rate, the City has eliminated many of the offered discounts and restructured the management portion of the operations. The staff will examine additional options to increase revenues and reduce costs in the future.
-  **Capital Infrastructure Planning** – The City has been struggling with capital planning caused by the slow recovery pace of the local economy and the need to fund services. Some projects will continue to be postponed until funds are available. In FY 2019 the City Council designated a portion of a .5% sales tax increase to be allocated towards Capital Improvements. As these reserves build, the City will plan projects based on the available resources. Other projects will, however, move forward, funded through other financing sources.
-  **Water Department** – The growth of the Verde Valley region continues the need for the City to maintain an active role in the water issues that are affecting the region as well as the City of Cottonwood. Water quality and availability, water management and conservation, water rights, water system development, and fire protection are all critical issues in which we need to become more involved. A rate increase is calculated into the budget due to the passing of a 4-year rate increase plan by the City Council, beginning in FY 2021.

The City of Cottonwood did implement impact fees for new construction for the water system in fiscal year 2019 to help fund the water system's maintenance.

 **Wastewater Department** – The City of Cottonwood's Mingus Avenue Wastewater Treatment Facility infrastructure is in need of maintenance and repair due to the age of the facility. In FY 2018, the Riverfront Water Reclamation Facility, the first satellite reclamation was completed. This enterprise was granted a rate increase in September of FY 2020 and additional rate increase for the following four fiscal years to increase available fiscal resources. The increased rate is reflected in the budget as well as increased capital construction projects that are to begin repairs at the Mingus Avenue Wastewater Treatment Facility. The Wastewater staff is working with Arizona Department of Environmental Quality (ADEQ) to determine if the Riverfront Water Reclamation Facility can be converted to allow for potable water reuse.

## ACKNOWLEDGMENTS

The creation of this municipal budget document is attributed to the many hours of preparation spent by our Financial Services Director Kirsten Lennon and Budget Analyst Helen Bartels. They met with representatives from the various departments and compiled their departmental data. In addition, thanks to the directors, manager, supervisors and staff who assisted in the development of the 2021 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. As the City Manager, I appreciate this opportunity to continue this strong financial state through the preparation of this budget document.

## *Vision and Mission Statement*

### *Mission*

*Inspiring a Vibrant Community*

### *Vision*

-  *The City of Cottonwood strives to maintain a uniquely desirable and sustainable community.*
-  *We are unique because of our people, our grand natural resources, public amenities, leadership, diversity and home town atmosphere.*
-  *We will continue to conserve, preserve and manage our precious resources, including the Verde River and its unique riparian habitat.*
-  *We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism.*
-  *The City of Cottonwood provides leadership and solutions to ensure a prosperous community where a diversity of people and nature thrive.*

Sincerely,

Ron Corbin, City Manager

## **General Commentary**

The General Fund's overall budget is \$27,363,585 including transfers out and reserves. This is a \$5,864,795 increase over the previous fiscal year's revision of \$21,498,790. This increase includes \$4,919,650 in reserves, fully budgeted staffing and budgeted capital requests. The FY 2021 budget for the General Fund shows a 1.41% decrease over the budgeted amount for FY 2020 of \$27,750,605. This decrease is attributable to some reorganization in departmental budgets, a reduction in force along with the elimination of a number of vacant positions, and the willingness of departments to cut expenses and maintain services.

The merit program has not been budgeted for FY 2021 but will be re-evaluated in the next budget cycle. In the past, the City of Cottonwood has used the Social Security Administration's annual COLA figure to determine if a COLA will be given in that budget cycle. The Social Security Administration established a 1.6% COLA for the current year. Due to a shift in the economy from the COVID-19 pandemic late in FY 2020, there is no COLA budgeted for FY 2021.

The City of Cottonwood has always funded the annual amount requested by both the Public Safety Personnel Retirement System (PSPRS) and the Arizona State Retirement System (ASRS), even though the requested amount did not fully cover the liability for the City's future pensions. Prior to FY 2015, the unfunded liability was only reported by the individual retirement systems. In FY 2015, the Governmental Accounting Standards Board (GASB) implemented GASB #68, an accounting policy change that required entities to record their own underfunded liability amounts.

As a whole, the Public Safety Personnel Retirement System is about 53.6% underfunded, which amounts to a shortfall of \$9.3B at the end of FY 2019. The City's portion of that is approximately \$13.7M. The City of Cottonwood is looking at different options to pay down this liability such as prepaying its estimated annual contribution at the beginning of the fiscal year and contributing additional funding from any savings due to vacancies throughout the year. The City's portion of the \$15.5B Arizona State Retirement System liability is \$11.4M. Due to the difference in how the two systems are organized and managed, this liability is being handled by the ASRS through continued increases in annual contribution amounts. The Public Safety Personnel Retirement contributions for both the Police and Fire systems saw another increase for FY 2021 due to the large unfunded liability that the retirement system has developed. The Police system has gone up from 48.94% to 58.39% for the Police Department and is up from 25.93% to 27.10% for the Fire & Medical Department. As for the employer contributions to the Arizona State Retirement System, rates increased slightly from 12.11% to 12.22%.

A current capital equipment and capital projects summary can be found towards the end of this transmittal letter on page viii and details can be found on pages 285-290.

The total budget for the Special Revenue Funds is \$14,220,670, including transfers out and carryovers. This is an increase in these funds' expenditures over last year's revised expenditures of \$5,142,385. This increase is due to the budgeting of several large projects in the Highway User Revenue Fund (HURF), the Grant Funds and a planned expansion of the LYNX transit programming. The reconstruction project of Mingus Avenue from 8<sup>th</sup> Street to Main Street is a major portion of the Special Revenue Funds costs. This project was split between several years and is scheduled to be completed in FY 2021. The resurfacing of Mingus Avenue from Willard Street to Main Street is estimated to cost over \$4M total.

The Transit System transferred from Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to the City on July 1, 2012. Both the LYNX system and the Cottonwood Area Transit (CAT) added additional services in FY 2014.

The LYNX hours and program expanded in FY 2020, increasing the LYNX budget. The City of Sedona agreed to fund this expansion. This funding as well as funding for several replacement buses are reflected in the Transit System's budget of \$3,483,910, resulting in an increase of \$1,087,315 for FY 2021. The Transit System is supported through fares, neighboring community financial support, state and federal grants, and City contributions. The CARES Act funding that addresses the economic fallout of COVID-19 has the federal grant funds for the Transit system increasing to cover 100% of the costs of the program until the funds are expended. Arizona Department of Transportation (ADOT) that handles the grant fund distribution for the Federal Transit Administration (FTA) anticipates 100% funding through at least the next federal fiscal year that will end in September of 2021.

The Airport Fund shows a significant increase for FY 2021 with the addition of an Airport Manager position that is anticipated to be funded through grants. There is a transfer out to the Grants Fund as a match for the grants for airport-related projects. The Airport Master Plan that was started in FY 2020 and carried over to FY 2021 is the main project budgeted for FY 2021 at a cost of \$305,000. The Community Development Block Grant (CDBG) for the Parks Master Plan was carried over from FY 2021, while Other Grants include \$1,000,000 for any occasional grants that come along and were not budgeted. Three grants were carried over from FY 2020; these grants are an Old Town Flood FEMA (Federal Emergency Management Agency) grant, and grants for a Storm Water Diversion Plan and a Verde Recreational Trails Plan.

The Debt Service Fund is budgeted for \$2,011,050, which is slightly higher than last year's revised budget of \$2,009,055. The Recreation Center Debt Service was refinanced in FY 2017 and was finalized in FY 2018. This refinancing has payments through 2027. The Excise Tax Bond that was funded at the end of FY 2015 was split between the funds where the projects were expensed and can therefore be found in the Debt Service Fund, Streets Capital Improvements, and in the Water and Wastewater budgets.

The City budgeted \$1,201,340 in the Capital Projects Fund, which is \$240,615 more than the revised budget for FY 2020. The expenses in this fund for the last several years have only been for the Railroad Wash drainage improvements that are funded through a grant from Yavapai County. With the increase in City Sales Tax in FY 2019, Council designated funds to be set aside for reserves for Capital Improvements. As the reserves in this fund grow and sufficient funds are available, large projects will be budgeted. No new large capital projects are budgeted for FY 2021. The rehabilitation of the restrooms at the parks was finished in FY 2017 and the HVAC-installation for the Cottonwood Club House (Civic Center) was finished and included in the CDBG fund for FY 2018.

The Enterprise Fund budget, which consists of Water and Wastewater, has decreased slightly from last fiscal year's revised amount of \$36,093,765 to \$34,374,080 for FY 2021. The \$1,719,685 decrease can, in part, be attributed to finishing up some projects in FY 2020. The planned 260 Water Line Project for \$2M and some planned large projects at the Mingus Wastewater Treatment plant are carried over to FY 2021. The Riverfront Water Reclamation Facility was completed in FY 2018 and the Utilities Department is developing plans to use the effluent water from this facility.

The Fiduciary Fund aggregate total is up by \$8,900. Both the City's Alternate Pension and Benefits Plan and the Employee Benefits Trust Fund are earning small amounts of interest. The Employee Benefits Trust Board was disbanded in FY 2013; the only activity occurring is interest on the remaining fund balance.

The preparation of the budget continues to be an extraordinary challenge for all departments. Our largest revenue sources, i.e. sales tax, can be unpredictable and fluctuates based on the current economic climate. In FY 2019, the City Council approved a sales tax increase of .5% with the stipulation that the majority of the revenues be used to create reserves and fund streets projects. These reserves and allocations along with prior cost containment measures are providing value back to the City of Cottonwood and helping maintain the current staffing and services. Those same measures have played an integral role 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 matters, along with the City's dedication to the citizens' insistence on quality services, are part of the highest priorities creating a greater challenge to balancing this budget during the COVID-19 pandemic. The .5% TPT tax increase that was instituted in November of 2018 has helped with maintaining City services and is allowing the City to increase reserves and to help fund some infrastructure projects.

### **City Staffing**

The budget for FY 2021 does not include funding for the longevity or employee merit program. The merit program will be re-evaluated in the next budget cycle. There were twelve requests for additional full-time staffing, and six for part-time staffing. Three new full-time staff are included in the budget.

There were fifteen reclassifications and range increase requests made, and six were approved. They include an allocation of \$29,000 to start a Water and Wastewater certification program. The minimum wage for part-time employees is increasing in January 2021 at a rate that hasn't been released by the state but will be calculated based on a type of cost of living adjustment. The current rate is \$12 dollars an hour. Departments were asked to maintain their current funding levels and adjust staffing patterns to contain costs. The total requested amount for additional personnel that were not approved was \$608,733. If budgeted, these positions would have been recurring costs.

### **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 its ability to attract new members to the Pool to help contain costs. In FY 2018, the City transitioned with APEHP to a new health insurance pool called Kairos Health Arizona, Inc. The transition to Kairos has reduced costs since it is a much larger pool of organizations. For FY 2021, there's a 10% increase in the health insurance rates and a 3% increase in dental insurance rates.

Every year, there are 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 Board to keep on providing quality services and efficiencies.

Listed below are some of the changes taking effect on July 1, 2020:

-  Diabetics can get up to six nutritional counseling sessions per year at no cost
-  Health Savings Account (HSA) allowable contributions are going up
-  The Employee Assistance Program (EAP) offers video counseling and online support groups

The tables below summarize the total costs for health insurance for the City, our employees and their dependents. For families in good general health, an employee can choose from three 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 has the option to choose either the Core Plan or the Co-Pay Plan.

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

CORE PLAN & COPAY PLAN			HDHP \$2500		
Coverage	Employer	Employee	Coverage	Employer	Employee
Employee	848.00	-	Employee	560.00	(288.00)
Spouse	595.00	255.00	Spouse	391.30	167.70
Children	448.80	112.20	Children	293.60	73.40
Family	778.20	518.80	Family	513.60	342.40
HDHP \$1500			HDHP \$5000		
Coverage	Employer	Employee	Coverage	Employer	Employee
Employee	623.00	(225.00)	Employee	412.00	(273.08)
Spouse	434.00	186.00	Spouse	333.20	142.80
Children	326.40	81.60	Children	251.20	62.80
Family	570.60	380.40	Family	436.20	290.80

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

<b>Dental Coverage</b>	Employer Pays	You Pay	Total Costs
Employee	40.00	0.00	
Employee & Spouse	41.00	12.30	6.15
Employee & Children	26.00	5.20	2.60
Employee & Family	63.00	25.20	12.60
<b>Voluntary Vision Coverage</b>	Employer Pays	Bi-Monthly	Monthly
Employee		3.79	7.58
Employee & Spouse		7.58	15.16
Employee & Children		8.11	16.22
Employee & Family		12.96	25.92

\*Vision Insurance is Voluntary

## Supporting Programs

 **Funding Outside Agencies:** In previous fiscal years the City supported the local agencies directly. After discussion with Council the City staff has developed an Outside Agency Grant program that will involve an application and financial information from all interested in receiving funding. This program is funded at \$100,000 for FY2021 and will make the process more competitive and allow smaller agencies a chance to receive funding.

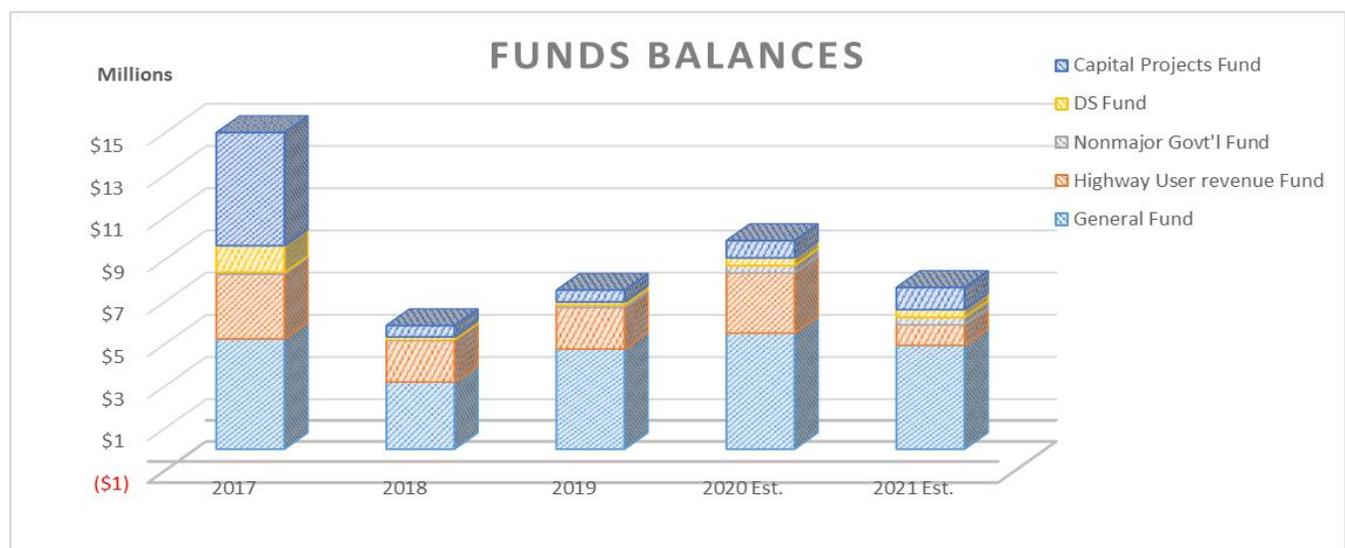
### **BUDGET POLICIES – FISCAL YEAR 2020**

The fund balance policies of the City Council are reflected in this budget. Currently, these policies require 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 brought this year's restricted fund balance reserve to \$3,501,010. This amount is also estimated to be about 60 days of general fund expenditures coverage.

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 reaching 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 more significantly. As part of the TPT tax increase of .5% in FY 2019 Council asked that there be some additional reserves from these revenues and the budget reflects those additional reserves of \$356,120.

The chart below depicts the fund balances for General Fund, Special Revenue Funds and other non-major funds for the last five years.

FUNDS	2017	2018	2019	2020	2021
General Fund	\$5,228,183	\$3,183,980	\$4,745,160	\$5,502,715	\$4,919,650
Highway User revenue Fund	\$3,067,432	\$1,965,848	\$1,965,848	\$2,856,830	\$971,965
Nonmajor Govt'l Fund	\$82,589	\$9,483	\$109,866	\$343,995	\$351,925
DS Fund	\$1,267,788	\$159,310	\$156,292	\$366,240	\$366,240
Capital Projects Fund	\$5,844,637	\$537,964	\$557,988	\$813,665	\$1,053,340
Fund balances @ year end	\$15,490,629	\$5,856,585	\$7,535,154	\$9,883,445	\$7,663,120



## BUDGET DEVELOPMENT

Long range financial planning plays an integral part in the budget development. Revenues and expenditures are projected for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrates that revenues barely keep up with operational expenditures for the next five years. Any capital acquisition would require some financing alternatives, see pages 45-52.

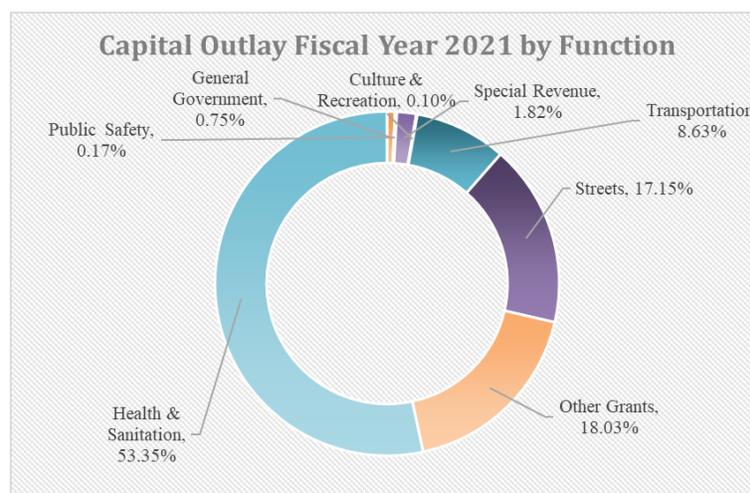
### LONG RANGE PROGRAMMATIC AND FINANCIAL PLANNING

Included in 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 2021 have been integrated into the work plans of the appropriate departments 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 2021

Capital Equipment		Capital Projects	
Function	Estimated Cost	Function	Estimated Cost
General Government	17,470	General Government	117,000
Public Safety	0	Public Safety	30,000
Special Revenues	0	Special Revenue	328,000
Culture & Recreation	18,000	Culture & Recreation	0
Health & Sanitation	143,195	Health & Sanitation	9,486,315
Transportation (CAT & Airport)	1,253,200	Transportation (CAT & Airport)	305,000
Other Grants	0	Other Grants	3,254,210
Streets	0	Streets	3,096,115
<b>Total Capital Equipment</b>	<b>\$1,431,865</b>	<b>Total Capital Projects</b>	<b>\$16,616,640</b>

The budget includes \$1,431,865 in equipment acquisitions and \$16,616,640 in construction projects. These items are listed in detail in each department's budget and summarized in the appendix of this budget on pages 285-290. A summary by function is provided for review and does not necessarily reflect the full cost of ongoing projects. Only those amounts expected to be expended for fiscal year 2021 are budgeted.



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## **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 Verde Valley. The community was established in 1879 as the Town of Cottonwood and incorporated in 1960.

In 1874, soldiers from nearby Camp Verde were stationed in an existing adobe structure in Old Town Cottonwood where the City of Cottonwood was founded. 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 the crossroads of State Route 89A and 260. The city lies at an elevation of 3,320 feet above sea level with a total geographic area of 16.65 square miles.

The 2010 census sets the city’s population at 11,265 depicting a 22.7% increase over the 2000 census. The city’s 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>2020 Property Tax Assessed Valuation</u> (a)	
2015 – 16.65 Square Miles	Primary	\$101,427,381
	Secondary	\$144,894,937
<u>Paved Streets</u>		
67 Miles		

### **Yavapai County Labor Force Data** (b)

	<u>2019</u>
Civilian Labor Force	107,107
Employed	102,820
Unemployed	4,287
Unemployment Rate	4%

Source:

- a) Arizona Department of Revenue, Property Tax Division
- b) Arizona Department of Administration

<u>Year</u>	<u>Population</u> (a)	<u>Public School Enrollment</u> (b)	<u>Unemployment Rate</u> (c)
2019	12,249	3,283	4%
2018	12,199	2,828	4.6%
2017	11,974	3,000	3.6%
2016	11,818	3,060	5.4%
2015	11,532	3,191	5.5%
2014	11,402	3,331	6.3%
2013	11,313	3,102	7.9%
2012	11,224	2,889	8.2%
2011	11,237	3,108	10.4%
2010	11,265	2,722	9.7%
2009	12,180	2,876	9.1%
2008	11,260	3,369	5.1%
2007	11,130	3,008	3.7%
2006	10,925	3,190	3.9%
2005	10,860	3,432	4.4%

## Sources:

- (a) Department of Economic Security - Research Administration Division – website:  
<https://population.az.gov/sites/default/files/documents/files/pop-estimates2015-04pla.pdf>
- (b) School census – Cottonwood School Districts
- (c) Arizona Department of Administration – Yavapai County

<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>
2020	483,048,989	2020	400	\$18,750,000
2019	501,274,855	2019	551	20,121,556
2018	498,227,233	2018	479	19,282,160
2017	458,930,700	2017	373	18,252,623
2016	408,910,513	2016	379	26,750,004
2015	404,669,000	2015	304	22,306,303
2014	391,129,000	2014	343	15,891,831
2013	372,907,000	2013	26	4,033,518
2012	351,940,000	2012	27	4,113,790
2011	344,346,000	2011	10	1,467,400
2010	358,070,000	2010	13	1,510,901
2009	364,689,000	2009	19	1,235,804
2008	436,982,000	2008	76	8,667,927
2007	447,904,000	2007	58	5,651,406

## Sources:

- (a) City of Cottonwood
- (b) City of Cottonwood Community Development – Single Family homes

**Major Private Employers** (a)

Verde Valley Medical Center  
Wal-Mart – Retail

**Major Public Employers**

Arizona Public Service  
City of Cottonwood  
Cottonwood/Oak Creek Schools  
Mingus Union High School  
Yavapai County

**Education** (b)

Elementary Schools	2
Exceptional Children Program	1
High School	1
Community College	1
Students - 2020:	
Grades K-8	2,376
Grades 9-12	<u>1,300</u>
<b>Total Students</b>	<b>3,676</b>

## Sources:

(a) Arizona Department of Commerce – Community Profile for Cottonwood, AZ

(b) Provided by the AZ Department of Education website enrollment report - <http://www.azed.gov/accountability-research/data/>**Weather**

<b><u>Month</u></b>	<b><u>Average Daily Temperature (F)</u></b>		<b><u>Average Total</u></b>
	<b><u>Maximum</u></b>	<b><u>Minimum</u></b>	<b><u>Precipitation (inches)</u></b>
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

## 2019 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)	58
Fire & Hazmat Calls	287	Sworn	34
Rescue & Medical Calls	2,737	Non-Sworn	24
Public Assist Calls	360	Part I Crimes	556
Fire Inspections (various kinds)	1,306	Part II Crimes	1,098
Plan Reviews & Permits	610	Traffic Warnings	232
Public Ed Contact Hours	7,334	Traffic Citations	2,056
		Arrests – Charged	1,938
<b><u>Recreation &amp; Parks Department</u></b>		<b><u>CAT/LYNX Transit System</u></b>	
Community Recreation Centers	2	Annual Ridership	163,871
Swimming Pools	2	Miles Traveled	453,012
Youth Center	1	CAT Ridership	89,125
Instructional Classes	50,082	LYNX Ridership	53,886
CRC Rentals	228	ADA Ridership	20860
CRC Annual Visitors	231216		
CRC Current Membership	4354		
<b><u>Municipal Parks</u></b>		<b><u>Water Utility</u></b>	
Developed Parks	5	Blue Stake Requests	2982
Developed Acres	38.7	Pumping Capacity	10.0mgd
Undeveloped Acres	91.3	Average Pumpage	3.3 mgd
Tennis Center	1	Number of Wells	27
Lighted Ball fields	8	Number of Storage Tanks	25
<b><u>Library</u></b>		<b><u>Sewer</u></b>	
Items in Collections	101,122	Sewer Line Inspected (LF)	15,923
Ebooks & Audio in Collection	8,912	Miles of Line	60
Total Items Circulated	175,703	Average Daily Treatment	.843 mgd
Ebooks and Audio Circulated	210,699	Plant Capacity	1.5 mgd
Circulation Transactions Per Day	541	Blue Stake Requests	1150
		Reclaimed Water Sold	8.6mg
		Number of Sewer Accounts	4,251
		Sewer Taps installed	4
<b><u>Public Works</u></b>			
Engineering Reviews (ea. Proj.)	60		
Subdivisions (lots)	52		
Right of Way Permits (ea.)	17		
Flood Plain Inquires	141		
Contract Administration	5,300,000		

**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 **XX**.

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.



Mayor  
Tim Elinski



Vice Mayor  
Michael Matthews



Council Member  
Tosca Henry



Council Member  
Doug Hulse



Council Member  
Jackie Nairn



Council Member  
Debbie Wilden



Council Member  
Ruben Jauregui



City Manager  
Ron Corbin

## **BUDGET POLICIES**

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

**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 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 in executing the budget. A part of this execution is the desire to review issues that 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 years’ expenditures, such as postponing expenditures, accruing future years’ 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. The “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 final budget is presented to the City Council by the Finance Department.

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

Per state law, expenditures may not legally exceed the expenditure limitation of all fund types as a whole. For management purposes, the City adopts a budget by department for each separate 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 with the demands of the community. These activities lead directly to the preparation of the next fiscal year's budget. Thus, some part of the budgetary process for the current fiscal year is occurring simultaneously with the preparation for the next year's budget.

Prior to FY 1996, the City's budget process focused only on line item budgeting. City management recognized the need to improve the process and 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 fiscal year.
-  Establish goals for their departments for the new fiscal year.

As in the past, all department heads are required to justify expenditures within their department 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 the 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 FY 2021 BUDGET CALENDAR

This budget calendar serves to illustrate the progression of the budget process and has been structured to allow for adequate coordination of the budget activities. As needed, additional items may be added to the calendar. Ultimately, the process will result in a balanced budget as well as a sound fiscal and capital plan. As a gentle reminder, this budget is always subject to change as the year progresses and as revenue projections can be reasonably measured.

Day	November 2019	Due
8	Distribution of Goals & Accomplishments and Performance Indicators Forms to Department Heads	29-Nov-19
15	Distribution of Personnel Request/Reclassification Forms to Department Heads	6-Dec-19
<b>December 2019</b>		
3	Distribution of 5-Year Capital Improvement Plan Templates to Department Heads	3-Jan-20
13	Council–Strategic Planning	
<b>January 2020</b>		
27	Departmental Meetings to Discuss 5-Year Capital Requests and Capital Improvement Plans	31-Jan-20
<b>February 2020</b>		
10	Review of 5-Year Departmental Capital Improvement Plans–City Mgr, Dep. City Mgr and Finance Staff	
11	Council Work Session–Informative Budget Presentation by Finance Department	
11	Council Work Session–Department Presentations [Council • Administration • City Clerk • Finance • Human Resources • Purchasing • Municipal Court • Library • Economic Development]	
14	Distribution of Budget Worksheets to Department Heads	2-Mar-20
<b>March 2020</b>		
4	Start of Department Budget Meetings	27-Mar-20
10	Council Work Session–Department Presentations [IT • Airport • Cemetery • Engineering • Maintenance • Public Works • Streets • Parks & Recreation • Recreation Center]	
<b>April 2020</b>		
14	Council Work Session–Department Presentations [Legal • Community Development • Police • Communications • Ordinance Enforcement • Fire & Medical Services • Natural Resources • Water & Wastewater Utilities, Transit]	
24	Preliminary Budget Review–Mayor, City Manager, Deputy City Manager and Finance Staff	
28	Council Work Session–Overview of FY 2021 Budget	
29	Council Work Session–Overview of FY 2021 Budget	
<b>May 2020</b>		
5	Council Regular Meeting–Formal Presentation of Proposed FY 2021 Budget	
5	Council Regular Meeting–Final Day for Changes to Proposed FY 2021 Budget	
5	Council Regular Meeting–Adoption of Proposed FY 2021 Budget	5-May-20
13	Budget Meetings with Individual Council Members, City Manager and Staff	15-May-20
27	Town Hall Meeting Presenting Proposed FY 2021 Budget	
TBD	Informal Public Meeting Presenting Proposed FY 2021 Budget	
TBD	Informal Public Meeting Presenting Proposed FY 2021 Budget	
<b>June 2020</b>		
16	Council-Regular Meeting–Formal Presentation of Tentative FY 2021 Budget	
16	Council-Regular Meeting–Public Hearing Tentative FY 2021 Budget	
16	Council Regular Meeting–Final Day for Changes to Tentative FY 2021 Budget	
16	Council Regular Meeting–Adoption of Tentative FY 2021 Budget; Set Expenditure Limitation	16-Jun-20
<b>July 2020</b>		
7	Council Regular Meeting–Formal Presentation of Final FY 2021 Budget	
7	Council Regular Meeting–Public Hearing on Final FY 2021 Budget	
7	Council Regular Meeting–Final Day for Changes to Final FY 2021 Budget	
7	Council Regular Meeting–Adoption of Final FY 2021 Budget	7-Jul-20
<b>October 2020</b>		
4	Submission of Adopted FY 2021 Budget Document for GFOA's Distinguished Budget Presentation Award	

## FUND ACCOUNTING

This budget includes all the funds of the City of Cottonwood. The City of Cottonwood is financially responsible for the Municipal Property Corporation (MPC). The Municipal Property Corporation will be disbanded as soon as it has a full board to vote for disbanding and gets Council approval. At this time there are funds or budget for the MPC. 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** – The Capital Project Fund is used to account for financial resources 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 and 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 issued through normal avenues. Currently, this fund provides short term disability to all City employees.

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

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

## **Budget Basis**

The budgets of general government type funds (for example, the General Fund, Special Revenue, Debt Service, and Capital Projects Fund) 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 (CAFR) 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 objectives 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 that are 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 to the use of one-time revenues for 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 ensure 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.”

<b>Computation of Legal Debt Margin</b> <b>'June 30, 2020</b>
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Net secondary assessed valuation (Full Cash Value)	\$144,894,937
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### Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	28,978,987
Bonds outstanding	0
<b>Net 20% Debt Limitation</b>	<b>28,978,987</b>

### Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	8,693,696
Bonds outstanding	0
<b>Net 6% Debt Limitation</b>	<b>8,693,696</b>

<b>Total Bonding Capacity</b>	<b>\$37,672,684</b>
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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, 2020 were secured by sales taxes and user fee revenues instead of property taxes.

### Policy Statement



A five-year Capital Improvements Plan (CIP) 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 Electronic Municipal Market Access (EMMA).
-  Pay-as-you-go financing will be an essential part of the City's Capital Improvement Plan.
-  The City will carefully monitor compliance with all bond covenants.

### **Debt Performance**

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

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

As of June 30, 2020				
Project	Term	Principal	Interest	Funding Source
US Bank Pledged Revenue Refunding	7/1/2027	9,305,000	1,693,625	Sales Tax
Excise Bond - Various Capital Projects	7/1/2034	9,960,000	3,883,850	Sales Tax
2015 - Water Infrastructure Finance Authority Loan	7/1/2030	7,680,328	998,304	User Fees
2016 - Water Infrastructure Finance Authority Loan	7/1/2035	11,972,194	1,682,597	User Fees
Total Debt Service		\$ 38,917,522	\$ 8,258,376	

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

### **Authorized Financial Dealers and Institutions**

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

Banks and Savings and Loans shall provide their most recent “Consolidated Report of Condition” (call report) at the request of the City.

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

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

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

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

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

### **Safekeeping and Custody**

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

**Safekeeping** – All securities shall be held by a third party custodian designated by the Financial Services Director. The third party custodian shall be required to issue a safekeeping receipt to the City listing the specific instrument, rate, maturity and other pertinent information.

Collateralization shall be required on two types of investments:

-  Certificates of deposits
-  Repurchase agreements

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

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

### **Suitable and Authorized Investments**

#### **Authorized Investments**

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

-  Fully insured or collateralized certificates of deposit and other evidence of deposit at banks and savings and loan associations
-  Interest bearing savings accounts in banks and savings and loan institutions doing business in Arizona whose accounts are insured by federal deposit insurance
-  Repurchase agreements with a maximum maturity of one hundred eighty days, collateralized at no less than 102 percent, provided a signed PSA Master Repurchase Agreement is on file with the counterpart bank or broker\dealer
-  Deposits in the local government investment pool operated by the Treasurer of the State of Arizona
-  Bonds or other evidences of indebtedness of the United States or any of its agencies or instrumentalities if the obligations are guaranteed as to principal and interest by the United States or by any agency of instrumentality of the United States

-  Bonds or other evidences of indebtedness of this state or any of its counties, incorporated cities or towns, school districts, or municipal improvement districts that 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
-  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, 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 the securities are 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 overconcentration 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 CDs  | 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 Financial Services Director shall be required to diversify maturities. To the extent possible, the Financial Services Director and the City Manager will attempt to match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Financial Services Director may not invest more than 25% of the portfolio for a period greater than three years. Unless matched to a specific requirement, the Financial Services Director may not invest any portion of the portfolio for a period greater than 5 years.

## **Reporting**

### **Method**

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

-  Comments on fixed income markets and economic conditions
-  Discussions regarding restrictions on percentage of investment by category
-  Possible changes in portfolio structure going forward, and
-  Thoughts on investment strategies.

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

The Financial Services Director shall include a market report on investment activity and returns in the 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 Financial Services Director and significant modifications thereto must be approved by the City Council.

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## STRATEGIC PLANNING

### City Accomplishments – Fiscal Year 2020

Biennially, the City Council with staff assistance develops a Strategic Plan for the upcoming two-year fiscal years. In 2019, the council met on January 10 and 11 to discuss a new two-year strategic plan for FY 2020 and FY 2021. A two-day session was held after which the Council agreed to five main points of emphasis for future development:

-  Facilitate economic growth
-  Protecting water resources
-  Promote quality of life
-  Developing and improving infrastructure
-  Strengthening the budget process

Based on these five initiatives, City staff then worked on developing strategic goals. On December 13, 2020, the City Council and City staff met again to update the goals and to further develop them for the FY 2021 budget cycle.

Listed below are just a few of the many accomplishments from FY 2020's strategic plan.

#### **Facilitate Economic Growth**

-  Implemented Community Grant for outside agencies in the amount of \$100,000.
-  Updated and renewed tourism policy and the agreement with the Cottonwood Chamber of Commerce as well, meeting Council's desire for a more progressive approach to marketing Cottonwood in the future.
-  Expanded business call-backs to companies and hotel groups in-state and out-of-state identifying the theme of "Cottonwood is open for business."
-  Continued economic development efforts, which have contributed to the recognition of Cottonwood and the Verde Valley as an emerging American wine region in national articles and polls.
-  Worked with the Hang Gliding Association to identify a new landing spot outside of the secured airport operations area.
-  In conjunction with Parks & Recreation held "We Are Cottonwood" Fest in August to celebrate City Hall Selfie Day and encourage further citizen engagement.
-  Helped negotiate in-escrow sale of vacant property on 6<sup>th</sup> Street to a development group that intends to construct a new, 85-bed Springhill Suites hotel on the property, which is estimated to generate between \$200,000 and \$250,000 in additional direct tax revenues to the City.
-  Implemented extended service hours and Sunday service for the Verde LYNX public transportation service.
-  Successfully started extended hours for the Cottonwood Connect so passengers that ride the late hour Verde LYNX transportation service can get home.
-  Obtained a Section 5339 Buses and Bus Facilities Grant Program for \$550K with only \$82,500 matching.

## Strengthening the Budget Process

-  Implemented City of Cottonwood Strategic Plan.
-  Researched and developed a plan to reward employees for cost savings and sustainability ideas to promote fiscal responsibility and economic growth.
-  Produced an informative monthly budget update document to be presented to Council.
-  Proposed and implemented a conservative budget.
-  Secured an Arizona Homeland Security grant money to enhance the City's cybersecurity.
-  Decreased the net program costs of Walkin' on Main by 46% through decreased operating expenses and increased revenues.
-  Decreased staffing costs while increasing hours of operations, including holiday hours and reducing closed days of the facility.

## Protecting Water Resources

-  Completed the design phase of the new reclaimed waterline from Riverfront Park to the cemetery.
-  Worked with The Nature Conservancy to seek external funding for the construction of the new reclaimed waterline from Riverfront Park to the cemetery.
-  Completed Highway 89A waterline extension and installation of Lower 5 booster generator to satisfy mitigation requirements of Arizona Department of Environmental Quality (AZDEQ) and Arizona Department of Homeland Security (AZDHS).
-  Obtained the Underground Storage Permit (USF) from Arizona Department of Water Resources and began recharging reclaimed water.
-  Completed the installation of the Parshall flume flow-metering channel at the Mingus Wastewater Treatment Plant to comply with ADEQ permit requirements.
-  Initiated rehabilitation of Lift Station 4 of the wastewater system.

## Promote Quality of Life

-  Continued operation of the Cottonwood Community Garden.
-  The Safety Committee raised funds, for the purchasing and installation of two public automated external defibrillators (AEDs) on Main Street in the Old Town area.
-  Created and implemented the Public Library's Strategic Plan.
-  Maximized hours of operation by increasing the library's opening hours in times of need and reducing hours during low-use times. Overall, an increase of three (3) operating hours a week with no increase in staffing costs.
-  Received \$4,000 of Library Services and Technology Act funding to improve Spanish language materials.
-  Added to the security of the City by installing video surveillance systems at Garrison Park/ Military Service Park and the Recreation Center.
-  Installed a "School Zone" area along Mingus Avenue, in the vicinity of the Cottonwood Community School.
-  Hosted and funded the Fall Carnival through community sponsorships with no cost to the City. Held the City's first "New Year's Eve Celebration."
-  Hosted the Arizona State Regional Little League Tournament and partnered with the National Softball Association to host the 30-team Cottonwood Classic Fastpitch Tournament for girls 18 and under.

-  Implemented a new recreation management software system that will reduce the City’s transaction charges and allow for a more streamlined online registration and integration into an online platform.
-  Helped establish and participate in new Safe Housing Task Force to assist individuals and families who are displaced because of dilapidated/unsafe housing conditions.
-  Prioritized code enforcement to be more proactive and developed a task force to address dilapidated and unsafe rental housing structures that are neglected by landlords.
-  Reviewed city ordinances specific to health, safety, public peace and overall quality of life in Cottonwood as it pertains to animal issues.
-  Community Development and Police Department worked together to improve the overall beauty of Cottonwood through education, resources and enforcement of ordinance issues.
-  Created formalized training program requirements to meet GI Bill On the Job Training program.
-  Hosted “Vacation Fire School” for area youth to promote fire safety and let them explore possible fire service careers.
-  Partnered with Yavapai County Sheriff’s Office (YCSO) and other communications centers to conduct and participate in regional training and in-service opportunities.
-  Snake Safety Awareness Training was provided to City employees, focusing on employees who work outside.

## Developing and Improving Infrastructure

-  Developed a plan to conduct internal biennial audits of fixed assets and produced a policy document for auditing the City’s Assets.
-  Received a \$462K grant from Yavapai County Flood Control District to complete a detailed floodplain study of the Railroad Wash and the Silver Spring Gulch and to complete the city-wide Drainage Master Plan Update.
-  Completed the structural rehabilitation of the double tees and facilitated the installation of a new roof membrane at Mingus Waste Water Treatment Plant.
-  Completed the design and construction of the Camino Real Sidewalk Infill project.
-  Completed the sidewalk infrastructure map and programmed sidewalk infill projects along Camino Real, North Main Street, Cactus Street and Willard Street for construction.
-  Completed the pavement condition index maps and used them to identify roads to be treated under the FY 2020 Pavement Preservation projects.
-  Completed the sidewalk infrastructure map and programmed sidewalk infill projects along Camino Real, North Main Street, Cactus Street and Willard Street for construction.
-  Conducted routine street sweeping activities along the highway, arterial and collector streets and on City parking lots.
-  Coordinated with APS to implement new street banner locations along Main Street.
-  Completed the Sidewalk Infrastructure Map and programmed sidewalk infill projects along Camino Real, North Main Street, Cactus Street and Willard Street for construction.
-  Completed the implementation of the Main Street road diet from Willard Street to Mingus Avenue (Phase 1).
-  Completed audit of Water and Wastewater Utilities.
-  Completed installation of radio read water meters in Verde Village 7 resulting in reduced costs and improved efficiency.

## Organizational Goals – Fiscal Year 2021

The following goals have been identified and included in the budget. These goals, established during budget planning sessions with the City Council and in the Strategic Planning sessions, are integrated into departmental work plans for fiscal year 2021.

### **Facilitate Economic Growth**

-  Participate in Verde Valley efforts to increase workforce housing.
-  Continued evaluation and improvement of the City’s efforts towards being a more business receptive organization with regard to “being open for business.”
-  Develop a plan and strategy that supports and promotes the City’s Arts, Culture & Entertainment District.

### **Developing and Improving Infrastructure**

-  Complete engineering study for upgrade of public safety radio system.
-  Develop a comprehensive Capital Improvement Plan (CIP) to guide all sub-departmental activities.
-  Complete engineering design of the blower system at the Mingus Wastewater Treatment Plant and implement the design recommendations.
-  Improve the city’s infrastructure by increasing the budget allocation for insulation of sidewalks above the annual allotment of sidewalk maintenance, and identify and implement roadway improvements.

### **Promote Quality of Life**

-  Seek out and apply for grant funding for additional homeless, mental health, substance abuse, and elderly services.
-  Re-establish Chaplain Program.
-  Develop and publish educational media to elevate awareness of bicycle safety.
-  Identify and acquire grant and/other funding sources to provide smoke detectors to further expand smoke detector program targeting high risk/low income areas of community.
-  Partner with Cottonwood veterinarian clinics to conduct wellness services and a vaccine clinic to promote animal wellness in Cottonwood through potential grants.

### **Protecting Water Resources**

-  Switch the Riverfront Park’s irrigation system over to reclaimed water, sourced from the Riverfront Water Reclamation Facility.
-  Incorporate first of its kind real time monitoring and automation of arsenic treatment at Wellsite 8-2.
-  Complete Highway 260 Wellsite and waterline project to improve the reliability of water to portions of Cottonwood and the Verde Villages.
-  Install new reservoir and booster pump system at Quail Canyon wellsite to improve fire protection, reduce site maintenance costs and improve reliability of water supply in the Verde Village.

## Strengthening the Budget Process

-  Develop a citizen outreach program to get citizen input during the budget process.
-  Streamline the budget planning and review process.
-  Continue to assist management in the rightsizing of the organization through careful evaluation of current and upcoming position openings, reclassifications and departmental reorganizations.
-  In accordance with the City's Sustainability Plan, utilize the preference to purchase environmentally friendly or recycled products in at least one procurement by fiscal year end if within 5% of lowest quote is provided.
-  Search for alternative funding sources to purchase new ladder apparatus to replace current 33-year old ladder apparatus.



"Inspiring a Vibrant Community"

**Strategic Plan  
2019-2020**

<p><b>A. Facilitate Economic Growth</b></p>	<p>1) Create and Maintain a Business Friendly and Customer Focused Community              a) Promote and develop policies and procedures that support workforce housing              b) Promote and expand business infill and retention opportunities              c) Explore opportunities for new industry related to the city's airport              d) Partner with local education agencies to promote workforce development              e) Evaluate and improve current customer service practices from the customer's perspective</p> <p>2) Promote and Invest in our Unique Quality of Life              a) Develop/Maintain outdoor recreation in a manner that promotes economic growth              i) Promote parks, open space, river access, bikeways and trails</p>	<p>3) Improve Infrastructure              a) Prioritize investment in Cottonwood's arterial roads to reinforce the brand philosophy              i) To include: sidewalks, bike lanes, wayfinding signage, streetscape</p> <p>4) Solidify Identity of Brand as the HEART of Arizona Wine Country              a) Create and implement city-wide logo standard              i) Tee-shirts, business cards, merchandise, pins, logos in conference rooms              ii) Update monument signs</p> <p>b) Develop and implement internal city-wide brand strategy that reinforces the city's brand philosophy              i) Connect decisions of departments to brand philosophy</p>
<p><b>B. Maximize Efficient Water Use and Reuse</b></p>	<p>3) Invest in Water Infrastructure              a) Continue to support water settlement negotiations              b) Develop plan to expand reclaimed and potable water infrastructure throughout Cottonwood              c) Evaluate and invest in the City's stormwater management program</p> <p>4) Become the Leader in Water Reuse and Education              a) Develop comprehensive water reuse program              b) Plan land use to further reuse of reclaimed water</p>	<p>1) Engage the Community              a) Create an intelligent water use citizen engagement council              b) Continue and expand water educational programs for the Verde Valley              c) Utilize water conservation grants for education</p> <p>2) Emphasize the Verde River when Promoting Cottonwood              a) Create access and signage to the Verde River              b) Partner with water conservation organizations for events and programs</p>
<p><b>C. Promote Quality of Life</b></p>	<p>3) Evaluate Use of our Community Parks              a) Host community events at local parks              b) Explore and evaluate opportunities for creating pocket parks and gathering spaces on city owned property              i) Explore alternative funding sources              c) Support and promote Parks Master Plan</p>	<p>1) Increase Community Involvement              a) Encourage and support citizen driven community events              b) Develop I am Cottonwood campaign              c) Implement adopt a street/sidewalk/trail cleanup program</p> <p>2) Strengthen Community Awareness and Education              c) Develop promotional plans for Arts and Entertainment District, Trails Master Plan, Parks Master Plan, Riverfront Wastewater Plant, and Cottonwood Community Clubhouse</p>
<p><b>D. Develop and Improve Infrastructure</b></p>	<p>1) Prepare for the Future              a) Develop plan for long-term improvements of Mingus Wastewater Treatment Plant and Collection System              b) Continue to develop a regional transit system to include bikes, trails and sidewalks              c) Evaluation and implement maintenance plans for City assets and invest in replacements              d) Including streets, buildings and vehicles              e) Explore solutions to current and future traffic patterns</p>	<p>2) Continue to Support Street and Sidewalk Improvements              a) Analyze and update the street/bridge inventory              b) Update street and sidewalk replacement schedule              c) Complete Mingus Avenue and implement Main St. road diet</p> <p>3) Evaluate Viability of New City Hall              a) Include in capital improvement plan and budget</p>
<p><b>E. Refine Budget Process</b></p>	<p>1) Promote Cost Saving Initiatives              a) Develop an employee incentive program for creation of cost saving measures              b) Expand cooperative purchasing efforts              c) Review current organizational structure and staffing models</p>	<p>2) Enhance Communication Between the Council, City Staff and Citizens              a) Ensure departmental goals, objectives and performance measures support the City's brand philosophy and mission statement              i) Align department budgets to support the City's brand philosophy and mission statement              b) Expand citizen input methods              c) Promote collaborative interaction among the council, staff and citizens</p>

## **ORGANIZATIONAL GOALS FOR THE FUTURE – FISCAL YEARS 2022-2026**

The following are some of the long-range goals to address issues facing the City in the future. The timing of the various programs and projects are reflected in the Five-Year Capital Improvement Plan (**under construction**) on pages 33-48.

### **GRANT FUNDS**

#### **Developing and Improving Infrastructure – Airport - Extend Runway 32**

The project will convert the existing 300' of pavement (runway safety area) at the end of Runway 32 into usable runway for take offs. The addition of 300' is an increase of 7% to the existing 4,280' runway. Aircrafts that require longer take-off runs, like small business jets, will use the runway extension. Once the parallel taxiway is extended to the south end of the extension, all aircrafts will use the 300' extension for take-offs.

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

To allow for small business jets to take off out of the Cottonwood Municipal Airport, we can increase the use of the airport and increase fuel sales. This project would cost approximately \$90,000 in FY 2025. The project would be partially funded with FAA and ADOT grant funding.

#### **Developing and Improving Infrastructure – Engineering - Flood Mitigation Project**

Completion of this project will result in drainage improvements to Del Monte Wash to implement flood mitigation improvement project identified in the “Old Town” Floodplain Delineation Study (currently underway). Funding for this project is anticipated to be through a grant from the Arizona Department of Emergency and Military Affairs under the FEMA Hazard Mitigation Grant Program.

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

This grant program has a 25% matching requirement. The total cost would be \$2,717,193 spread over a three-year period. Federal Grants have a fiscal year of October to September and therefore this project is budgeted for 9 months of FY 2021 at \$1,630,313 with the remaining to be finished in FY 2022 at \$1,086,880. The City matching of \$679,298 will also be split over the two-year period and is expected to be funded with sales tax revenues and reserves.

#### **Developing and Improving Infrastructure – Engineering - Railroad Wash Detailed Floodplain Study**

The completion of detailed study from State Route 89A south to the City Limits would include studying the Cottonwood Airport and Industrial Park and their impacts on the watershed. This project would include a task for submitting the Letter of Map Revision (LOMR) for the grant funded work performed at Cottonwood Village in 2017. The submission of the LOMR will allow the FEMA FIRM Panel to be revised to show the assisted living facility as being outside of the 100-year Floodplain.

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

The cost for this study will be approximately \$143,000 in FY 2021. The funding for this project is anticipated to be from grant funds from the Yavapai County Flood Control District. This is an ongoing project that isn't estimated to occur annually.

### **Developing and Improving Infrastructure & Promoting Quality of Life – Parks - Tennis Center Resurface**

The City has four courts at the tennis center located near Garrison Park which will be resurfaced and then have the lines and court interior/exterior boundaries marked. This project will allow for the complete subsurface of the Tennis Center courts to be rebuilt with new asphalt materials and new elastomeric layered paint materials.

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

The budget of \$178,000 is to be funded in FY 2023 from the City's sales tax. A resurface was done in FY 2020 that will extend the life of the courts which are used heavily year-round but this court will need to be completely rehabilitated in FY 2023.

### **Developing and Improving Infrastructure – Project - Retrofit all Sports Lighting**

This project would involve replacing/retrofitting all of the lighting at the fields to LED. The current lights at the Riverfront Park fields, Little League Fields, Tennis Center and the Skate Park use a lot of power and need to be retrofitted to use LED lighting.

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

The upfront costs to retrofit the lighting at all the field locations would be approximately \$620,000 in FY 2024, \$145,000 in FY 2025 and \$480,000 in FY 2026. By changing out the lighting to LED, there might be some major cost savings in utilities and future maintenance.

### **Promote Quality of Life – Parks - Riverfront Parking Lot Curb & Asphalt Overlay Project**

The current parking lot at Riverfront Park along the northeast section near the park's Ramada's and play apparatus is seeing major stratification and cracking of the asphalt in the parking lot's surface materials. The integrity of the asphalt is being seriously compromised due to the intense degradation of the sub-service areas of the asphalt. Many areas of the asphalt along the outside sections and interior island areas of the parking lot are also cracking and eroding severely.

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

This project would extend the life of the parking lots and add to the overall aesthetic of the park. The project is projected to take place in FY 2022 for a total cost of \$185,000

### **Promote Quality of Life – Parks - Old Town Field Project: Conversion to Cultural Park**

This project will enable the City to expand current park amenities/components at the Old Town Activity Park. This project has been continuously identified in both the "Cottonwood General Plan" and the Parks & Recreation Commission Five-Year Planning document. This park area is currently being used by the Parks & Recreation Department for Thunder Valley Rally event activities, Farmers' Market, Fall Carnival, and small concerts.

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

This project could possibly be grant funded and is currently estimated to be spread over two fiscal years, FY 2022 and 2023 respectively, for a total cost of \$200,000.

### **Developing and Improving Infrastructure 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**

As part of the 2017 strategic plan, Council increased the amount for Pavement Maintenance from \$600,000 to \$750,000 and directed that it be 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 the Highway User Revenue Fund (HURF) and the 1% construction sales tax initiated on January 1, 2006, and the .5% TPT tax increase initiated in FY 2019.

### **Developing and Improving Infrastructure – Project HURF - 6<sup>th</sup> Street - Mingus Ave to Aspen Street)**

This 6<sup>th</sup> Street project would involve reconstruction and drainage improvements to 6<sup>th</sup> Street for the section from Mingus Avenue to Aspen Street. The roadway is in need of reconstruction due to high traffic. This would be the first phase of this project that would also include sidewalks.

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

The cost of this project would be partially funded by the HURF revenues with the General Fund supplementing any additional costs. The projected amount is \$155,000 for design in FY 2021 and \$300,000 for the start of construction in FY 2022, and \$1,100,000 finishing construction for FY 2023.

### **Developing and Improving Infrastructure – Project HURF - 6<sup>th</sup> Street - Aspen Street to SR89A**

This project would be the second phase of the 6<sup>th</sup> Street project and involve reconstruction and drainage improvements to 6<sup>th</sup> Street for the section from Aspen to State Route 89A. The roadway is in need of reconstruction due to high traffic. This project would also include sidewalks.

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

The cost of this project would be partially funded by the HURF revenues with the General Fund supplementing any additional costs. The projected amount for design is \$50,000 in FY 2023 and for construction in FY 2024 and FY 2025, \$750,000 and \$1,900,000 respectively.

### **Developing and Improving Infrastructure – HURF - 6<sup>th</sup> Street - Culvert at Silver Spring Gulch**

This project would involve drainage improvements on 6<sup>th</sup> Street for the stretch of Mingus Avenue to State Route 89A. This is a project for a new culvert to eliminate the existing low water crossing at Silver Spring Gulch.

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

The cost of this project would be partially funded by the HURF revenues with the General Fund supplementing any additional costs. The projected amount is estimated to be \$ 75,000 for design in FY 2024, and currently \$450,000 is projected for construction in FY 2025.

### **Developing and Improving Infrastructure – HURF - Sidewalk Additions**

This project is budgeted every year. Its funding is to be used to add curbs and sidewalks on streets where needed. This ongoing program is funded through HURF and the 1% construction sales tax initiated on January 1, 2006.

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

The budget for this project is included in the Capital Improvements Plan at \$100,000 a year and on an as needed basis.

### **Developing and Improving Infrastructure – 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. This includes upgrades to the SCADA programs and the upgrading of pumping, electrical work and equipment.

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

Fiscal impact will be a total of \$653,000 over the next four years to cover needed maintenance of and construction to the existing water lines and to further develop the water system. These funds will be covered by the current water reserves.

### **Developing and Improving Infrastructure – Utilities - Fire Flow Upgrades (ongoing)**

This program aims to improve service quality by replacing undersized, substandard and defective water lines, which do not currently have a sufficient flow to conserve water.

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

This program will allow for increased fire protection capability and replace substandard and/or defective water lines, which inhibit safe delivery of potable water. For the future, it will also reduce the amount of waterline repairs. The \$250,000 annual cost will be provided through system improvement reserves and user fees.

### **Developing and Improving Infrastructure – Utilities - Lift Station Rehab**

The project aims to rehabilitate all lift station sites by bypassing, cleaning and coating all pipes, replacing pipes where necessary, and upgrading electrical and pumps. The budget is anticipated to cover one site per year, based on the condition, for repairing the aging infrastructure and maintaining operational status.

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

The lift stations were installed in 1989-1990 and have only had emergency upgrades to keep the plant operating. The cost over a five-year period to rehab one lift station a year is approximately \$325,000 and this project should be completed between 2022 and 2026.

### **Developing and Improving Infrastructure – Utilities - Centrifuge Replacement**

The centrifuge, used to dewater biosolids at the Mingus Wastewater Treatment Plant, needs to be designed and replaced. The centrifuge is several years past its lifespan and has started to malfunction. This project involves the centrifuge's design and then its implementation over several years.

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

The cost of the design to replace the units 1 and 2 would be \$110,000 in FY 2022 and \$110,000 in FY 2023. The construction would be done in phases; unit 1 would be replaced in FY 2024 at a cost of \$700,000 with unit 2 being replaced in FY 2025 with an additional cost of \$990,000.

### **Developing and Improving Infrastructure – Public Safety - Fire Stations**

New Satellite Fire Station. Purchase land, design and construct a Satellite Fire Station in the Fir Street/State Route 260 or Mingus Avenue/State Route 89A area to serve the southern commercial corridor and annexation areas of the city. By establishing the City’s presence 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 \$3,000,000 in FY 2022. The City already has the staffing at one fire house. Twelve firefighters would be moving to this new station along with one fire engine.

### **Promote Quality of Life – Public Safety - EKG Monitor Defibrillators**

EKG monitor/defibrillators are crucial equipment utilized by paramedics to provide emergency cardiac care. They need to be replaced every five years and ours are over six years old. This project provides for replacement of three monitor/defibrillators.

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

The fiscal impact of the defibrillators would be a cost of \$90,000 that would be spread out over three years starting in FY 2022 and purchasing the final one in FY 2024.

### **Developing and Improving Infrastructure – Public Safety - Aerial Ladder Truck**

The acquisition of a 100’ ladder truck will enable the Fire & Medical Department to provide an increased level of safety for their firefighters while also providing increased fire suppression and rescue capabilities. This apparatus will be of a “Quint” type that has the attributes of an aerial ladder truck plus the features 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 the current ISO grading of Class 4. The increase in operation and maintenance costs will be minimal. Estimated cost for this vehicle and necessary equipment is anticipated to be \$1,400,000. This project may be funded by lease purchases proceeds in FY 2022, partnerships with private sector development and/or bonding, which would be paid through the sales tax reserves.

### **Developing and Improving Infrastructure – Public Safety - Police Department Design and Build New Evidence Building**

Design and build a multi-departmental Property and Evidence building on City owned property, which is adjacent to the current Public Safety Campus. The building will co-locate the personnel of Police Property and Evidence, a multi-agency drug task force, City of Cottonwood IT, and the Cottonwood Fire & Medical Department.

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

Currently, the Police Department utilizes space in three different locations for the storage of property and evidence. A new building will consolidate them onto one public safety campus. This building will co-locate City departments and also allow for the Utility and Public Works departments and the City to properly recapture the current storage spaces and to utilize those resources in a more efficient manner. The costs for the design portion would be budgeted for \$500,000 in FY 2023 with the costs for construction being budgeted for FY 2024 at \$4,875,000. The City would need to bond for the design and construction costs.

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**LONG RANGE FINANCIAL PROJECTIONS****GENERAL FUND**

<b>Revenues</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Taxes	\$14,501,620	\$15,122,850	\$15,794,250	\$16,524,670	\$17,325,060
Licenses and Permits	462,470	474,033	485,884	498,032	510,491
Intergovernmental Revenues	4,007,440	4,147,470	4,292,390	4,442,370	4,597,600
Charges for Services	3,009,095	3,095,998	3,186,215	3,279,835	3,377,047
Fines and Forfeitures	237,950	243,890	249,990	256,230	262,630
Use of Monies & Properties	39,820	41,080	42,380	43,760	45,190
Miscellaneous Revenues	65,650	67,320	69,050	70,820	72,630
<b>Total Revenues</b>	<b>\$22,324,045</b>	<b>\$23,192,642</b>	<b>\$24,120,158</b>	<b>\$25,115,717</b>	<b>\$26,190,648</b>
<b>Expenditures</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
General Government	\$9,216,530	\$9,573,718	\$9,994,944	\$10,435,877	\$10,896,757
Public Safety	1,601,400	1,668,290	1,738,030	1,810,680	1,886,340
Culture & Recreation	12,174,690	12,723,580	12,862,170	13,468,600	15,322,720
<b>Total Expenditures</b>	<b>\$22,992,620</b>	<b>\$23,965,588</b>	<b>\$24,595,144</b>	<b>\$25,715,157</b>	<b>\$26,889,327</b>
<b>Gain/(Loss)</b>	<b>(\$668,580)</b>	<b>(\$772,950)</b>	<b>(\$474,990)</b>	<b>(\$599,440)</b>	<b>(\$698,680)</b>

**CONCLUSION**

This five-year analysis of the General Fund demonstrates that operating revenues will not keep up with operating expenditures for the next five years. This reflects the City's inability to substantially increase the current revenue streams through rate increases or by diversifying the current revenues with additional fees or charges for services. These projections were developed with the current economic outlook in mind but do not forecast any type of major economic downturn. Any downturn in the economy will impact the major revenue stream for the City and cause major deficits in future years.

The City Council voted for a .5% sales tax increase in FY 2019 and designated a large portion of the increased revenues to reserves. This increased the reserves that the City of Cottonwood has and also helped with keeping up with current expenditures. These reserves are not reflected in the forecasting, but will be a positive if an economic downturn happens in future years.

Some issues that are out of the City's control are rising employee benefits costs and rising wages. Health insurance costs for employees and their dependents will increase as of July 1, 2020 by 10%. Workers compensation will see a slight increase in FY 2021 as will both the Arizona State Retirement and the Public Safety Retirement Systems. Even though these types of increases are out of the City's control, they will need to be covered by the revenue streams available.

There are requirements for capital needs and capital reserves that need to be met. To fund these reserves, the General Fund will run a deficit in current operating expenditures that will have to be covered by fund balance. That too poses a number of different issues.

At the time the community voted to build the Cottonwood Recreation Center that was completed in 2010, it was projected to have a cost recovery of 70%. Since 2010, the Recreation Center has never reached a 70% cost recovery and continues to rely heavily on the General Fund for support. The Recreation Center is an important economic driver and an amenity that the City of Cottonwood is proud to have. The City will continue to work on increasing the cost recovery with a goal of at least 75%.

This analysis reflects a conservative view of current City revenue sources and the managers estimated the costs to carry on the 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 them.

### **SPECIAL REVENUE FUND**

<b>Revenues</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Street Department	\$2,346,940	\$2,393,890	\$2,441,760	\$2,490,600	\$2,540,410
CAT/LYNX	2,212,013	2,278,370	2,346,730	2,417,150	2,489,650
Library	1,073,610	1,120,550	1,169,550	1,220,740	1,274,180
Airport	174,750	179,990	185,380	190,950	196,680
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Revenues</b>	<b>\$5,807,313</b>	<b>\$5,972,800</b>	<b>\$6,143,420</b>	<b>\$6,319,440</b>	<b>\$6,500,920</b>
<b>Expenditures</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
HURF / Streets	2,629,155	1,900,600	2,716,410	2,036,990	2,860,270
CATS	2,328,030	2,429,660	2,535,770	2,646,570	2,762,260
Library	1,073,610	1,120,550	1,169,550	1,220,740	1,274,180
Airport	208,800	219,260	230,230	241,740	253,820
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$6,239,595</b>	<b>\$5,670,070</b>	<b>\$6,651,960</b>	<b>\$6,146,040</b>	<b>\$7,150,530</b>
<b>Gain/(Loss)</b>	<b>(\$432,282)</b>	<b>\$302,730</b>	<b>(\$508,540)</b>	<b>\$173,400</b>	<b>(\$649,610)</b>

### **CONCLUSION**

#### **Streets Department**

Revenues are a bit more stable in the HURF due to the City Council's approval of a 1% Contracting Activities Sales Tax designated for street improvements. Annual fuel tax contributed by the State of Arizona is unstable because of the State raiding the HURF funds. The Capital Projects Fund will help ease this fund's fiscal problems where larger projects are planned. The City Council in FY 2019 dedicated a portion of the .5% sales tax increase for streets, sidewalks and road projects. The resulting revenues are helping with the operations of this fund. This forecast does not include large street or sidewalk projects.

**Transit System**

The City provides with CAT (Cottonwood Area Transit) a fixed-route bus system and paratransit programs in Cottonwood, Verde Village and Clarkdale areas. The LYNX public transportation system is a commuter service that connects Cottonwood with Sedona. 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 has to transfer funds in to cover shortages.

**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>Revenues</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Interest Income	\$650	\$650	\$650	\$650	\$650
User Fees	0	0	0	0	0
City Sales Tax	1,677,040	1,710,580	1,744,790	1,779,690	1,815,280
<b>Total Revenues</b>	<b>\$1,677,690</b>	<b>\$1,711,230</b>	<b>\$1,745,440</b>	<b>\$1,780,340</b>	<b>\$1,815,930</b>
<b>Expenditures</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Trustee Fees	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Principal Payments	1,235,700	1,300,050	1,337,290	1,395,985	1,449,680
Interest Payments	405,450	346,680	304,580	249,470	191,920
<b>Total Expenditures</b>	<b>\$1,677,690</b>	<b>\$1,711,230</b>	<b>\$1,745,440</b>	<b>\$1,780,340</b>	<b>\$1,815,930</b>
<b>Gain/(Loss)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**CONCLUSION**

The Debt Service for the Cottonwood Recreation Center and the 2015 Excise Bond are reflected in the 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 are reflected in the Debt Services Fund until August 2027. The 2015 Excise Bond was split between Streets, Debt Service, Water and Wastewater because it funded projects in all four funds. The Carryover and Reserves are not calculated for Maintenance and Operations purposes.

The Debt Service for the water company is reflected in the Enterprise Funds. In January 2006, the City of Cottonwood completed the acquisition of the Cottonwood water company, called Cottonwood Water Works, Inc. Currently, this fund has ample reserves to cover this deficit.

**ENTERPRISE FUND – WATER AND WASTEWATER**

<b>Revenues</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Interest Income	\$227,100	\$232,790	\$238,610	\$244,580	\$250,690
User Fees	11,544,680	11,833,300	12,129,130	12,432,360	12,743,170
Miscellaneous Income	120,890	123,910	127,010	130,190	133,440
<b>Total Revenues</b>	<b>\$11,892,670</b>	<b>\$12,190,000</b>	<b>\$12,494,750</b>	<b>\$12,807,130</b>	<b>\$13,127,300</b>

<b>Expenses</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operations	\$4,503,400	\$4,706,720	\$4,919,320	\$5,141,700	\$5,374,220
Administration	1,508,710	1,577,410	1,649,250	1,724,380	1,802,990
Debt Service	2,034,970	2,044,790	2,048,926	1,899,635	1,855,220
<b>Total Expenses</b>	<b>\$8,047,080</b>	<b>\$8,328,920</b>	<b>\$8,617,496</b>	<b>\$8,765,715</b>	<b>\$9,032,430</b>
<b>Gain/(Loss)</b>	<b>\$3,845,590</b>	<b>\$3,861,080</b>	<b>\$3,877,254</b>	<b>\$4,041,415</b>	<b>\$4,094,870</b>

**CONCLUSION**

The Enterprise Funds, which include the Water and Wastewater Divisions, are 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 on this subsidy in FY 2001 and now relies predominately on user fees. Rates have been increased in FY 2020 and will be increased every year until FY 2024 to help cover any operational and debt service shortfalls. Rates will be reviewed every fiscal year to determine if a rate increase is needed to cover operational and debt service costs.

The Water Division also relies only on 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. The City established a rate increase in FY 2015 and in FY 2016 with differential rates for inside and outside the city limits to help with the debt service coverage. In FY 2020, the City Council approved rate increases for FY 2021 to FY 2024 that will help balance any operating deficits.

**FIDUCIARY FUND**

<b>Revenues</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Interest Income	\$21,300	\$21,920	\$22,560	\$23,220	\$23,900
Contributions	-	-	-	-	-
<b>Total Revenues</b>	<b>\$21,300</b>	<b>\$21,920</b>	<b>\$22,560</b>	<b>\$23,220</b>	<b>\$23,900</b>

<b>Expenditures</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Benefits Paid	\$10,200	\$10,620	\$11,060	\$11,520	\$12,010
<b>Total Expenditures</b>	<b>\$10,200</b>	<b>\$10,620</b>	<b>\$11,060</b>	<b>\$11,520</b>	<b>\$12,010</b>
<b>Gain/(Loss)</b>	<b>\$11,100</b>	<b>\$11,300</b>	<b>\$11,500</b>	<b>\$11,700</b>	<b>\$11,890</b>

**CONCLUSION**

The Fiduciary Fund includes the City's Employee Benefits Trust Fund, which used to be the City's health insurance for employees and dependents. In FY 2018, the City became a member of KAIROS Health Arizona, Inc. that provides health, dental, and vision coverage for many entities, including schools and cities in Arizona. For FY 2022 and beyond, no activity is expected in the Volunteer Pension Fund and the Employee Benefits Trust Fund.

## **REVENUES AND EXPENDITURES ANALYSIS**

### **Consolidated Revenues – All Funds**

These fiscal year’s revenue projections are based on several different factors, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local sales tax and the economic situation at the State and Federal level. FY 2019 showed revenue from our local sales tax improving and the beginning of FY 2020 had sales tax up by approximately 7% before a global coronavirus pandemic caused businesses to close and a stay-at-home order was issued by the federal and state governments. Arizona’s stay-at-home order lasted for two months and stifled the economy for that period. Although the state has opened as of the creation of this budget document, the economy is not expected to fully recover until January of 2021 or later. We are projecting that revenues will actually decrease 3.5% in FY 2021, compared to FY 2020. The outlook for future years is looking positive and we anticipate that the economy will rebound in FY 2021 or FY 2022.

A listing of All Funds Consolidated Revenues by Sources is on page 73. A further breakdown by source and fund may be found on page 74.

### **Consolidated Expenditures – All Funds**

Expenditure projections for FY 2021 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 in commodities and utilities are based on an inflationary projection of 3%-5% 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 the fiscal years 2012 and 2013 were eliminated and are still not included in the projections for FY 2021. Salaries are also projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments.

With the completion of the base budget, departmental budget requests were reviewed. Requests for new programs, buildings projects, new position requests, position reclassifications and equipment were assessed 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 that can be made at this time. The General Fund – Revenues Schedule is provided on pages 72 and 73 of this document.

### **Taxes**

Special attention was given to our local city sales tax. This tax had been dropping for several years after the economic downturn, but since had been rising at 3% to 5% for the last two or three years until the Corona virus pandemic, COVID-19. Comparing the local sales tax to total operating revenues is 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 59% of all General Fund revenues.

State shared revenues constitute 13.6% of total operating revenues or about \$3.8M for FY 2021. This is up by 2.83% from last year’s revenues. State finances and 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’s economic climate.

Franchise revenues are a percentage of the 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 a 2% fee from the electric company, 2% from the gas company, and 3% from cable television. Franchise revenues have been stagnating in the past five years.

### **Licenses and Permits**

License and permit revenues are budgeted at \$451,180. This is a 15.67% increase in FY 2021 over FY 2020, resulting from a fee increase that was adopted in July of 2019. Construction had been increasing at the beginning of FY 2020 with a new Dutch Bros, Starbucks and a Dunkin Donuts being built, and several housing developments starting construction. We are anticipating that after a temporary downturn due to COVID-19, construction will continue to grow again starting in FY 2022.

### **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. The state was using the 2010 census and the Department of Economic Security (DES) population estimates. Until FY 2018, intergovernmental revenues were adjusted to a new per capita formula. As of FY 2021, the revenues are estimated based on the current U.S. Census numbers that reflect a more accurate population estimate. The City can expect a combined increase of 4.63% for FY 2021, including all police and fire grants. The State Shared Income Tax, or Urban Revenue Sharing, is distributed to the cities based on collections from two years prior.

### **Charges for Services**

Charges for services had increased significantly over the past couple of years, mainly due to the opening of the Recreation Center. These revenues have stabilized and the estimate for FY 2021 is expected to increase 3.8% over the year end figure for FY 2020; a moderate increase, partially due to the anticipated increase of 5% for dispatching fees and the fact that revenues for FY 2020 are expected to be down because of COVID-19.

### **Fines and Forfeitures**

Since FY 2011 and the creation of a new “Court Enhancement” fee, these revenues have increased slightly every year. For the upcoming year, revenues in this area are budgeted to be .06% higher than in FY 2020.

### **Uses of Monies and Properties**

An investment policy that the City has adopted in the past allows for greater investment flexibility to capitalize on opportunities other than just 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 had been earning a higher return as interest rates climbed from 2015 to 2020. Due to the current pandemic, interest rates have been lowered and we are not anticipating a great return for FY 2021. Therefore, this revenue is budgeted to be down by 38.74% from FY 2020.

### **Miscellaneous Revenues**

Miscellaneous revenues have always fluctuated wildly with donations and one-time revenues that do not fit into other revenue line accounts. This category is budgeted to be down by 61.23% from FY 2020.

## **General Fund Expenditures**

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

### **Expenditures**

This fiscal year's total General Fund expenditures are projected to decrease by 1.41% from the FY 2020 original budgeted amount. This translates in an increase of \$5,864,795 over that of the previous fiscal year's revised budget of \$21,498,790. This net increase includes some rollover projects and \$4,919,650 in fund balance reserves.

The increase in funds for personnel is because of increases in health insurance, retirement and other related taxes, but it is lower than in previous years due to the restructuring of several departments and a reduction in force that eliminated five positions in the General Fund.

The City provides paid health insurance coverage for all employees and part of dependent coverage, based on a tiered system. This system was implemented as a cost containment measure to offset rising premiums and is based on the number of dependents being covered, dictating the contribution amount from the employee. A containment effort by the Arizona Public Employers Health Pool (APEHP) helped to keep the insurance rates constant for two years, but in FY 2015 the rate was increased by 9%, in FY 2016 by 7%, and for FY 2017 there was a slight increase of 2%. With health care costs continuing to rise, APEHP and the City of Cottonwood decided to move all members out of APEHP, starting FY 2018, into a new insurance pool called Kairos Health Arizona, Inc. By spreading the liability over more pool participants in Kairos, rates will be kept from increasing drastically. FY 2021 will show a 10% increase in health insurance rates.

The Operating Supplies category has increased by \$68,380 from \$540,500 last year to \$608,880 for this year. This increase is the result of a re-evaluation of each department's needs after cutting operating budgets in previous years. Department heads continued to take a very close look at their operating supplies and most were able to stay within their overall requests.

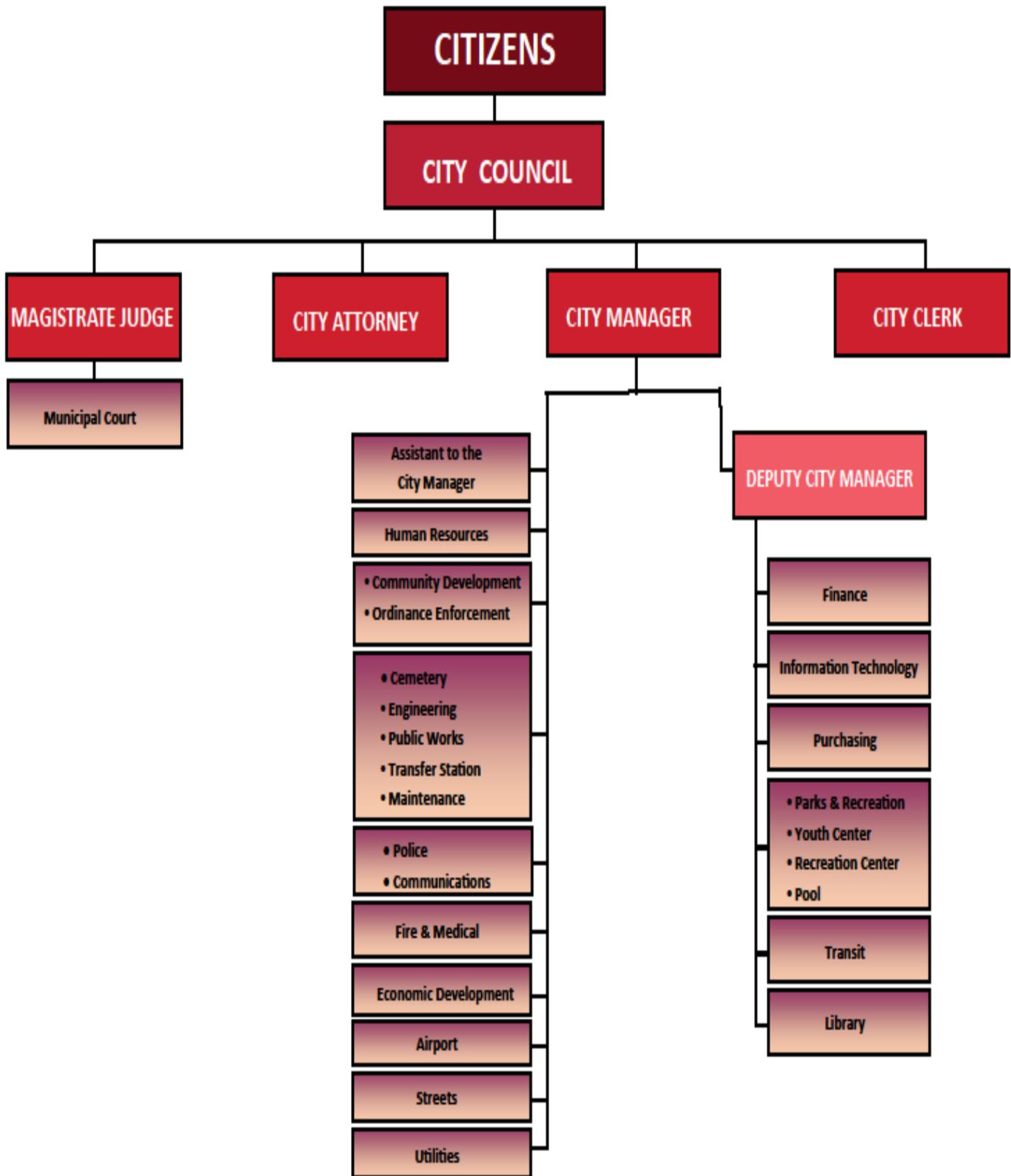
Contractual Services is anticipated to increase by 18.2%. This is partially due to the continued need for specific services that will be performed by independent contractors since staffing is decreasing.

Other Services and Charges reflect an increase, which is mainly due to departments adding services to the budget that are deemed necessary.

Capital Outlay is budgeted to decrease. The City is only budgeting major projects and postponing capital purchases to future fiscal years.

More information can be viewed on the summary pages of the individual funds and departments.

# ORGANIZATIONAL CHART



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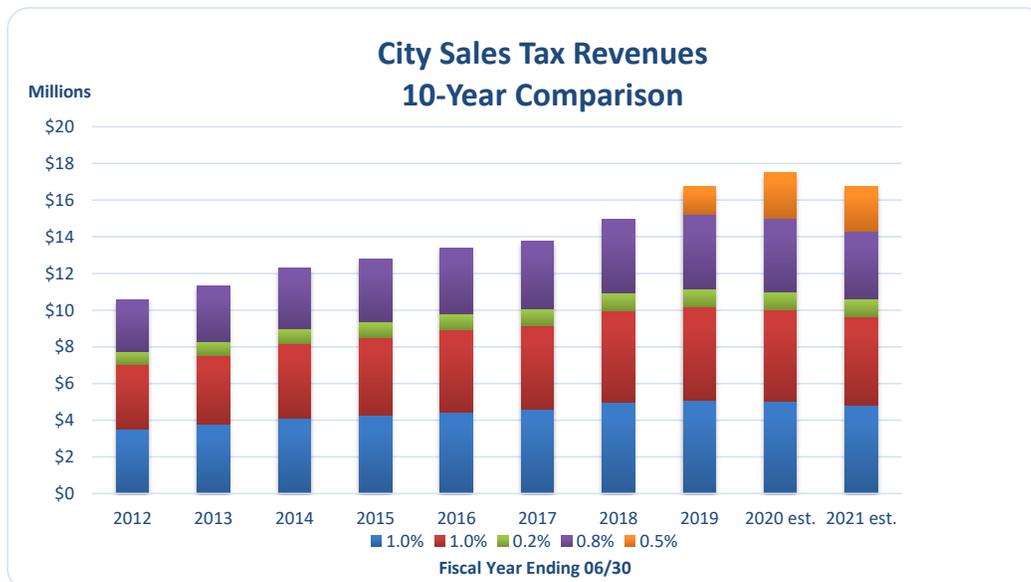
**Description:**

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 FY 2009, taking the rate to 2.2%. In 2009, Council voted to increase the rate by .8% taking the rate to 3%. In 1999, a change was made in the method used to accrue tax revenues to coincide with the State of Arizona's collections. The current tax rate is three and 1/2 percent (3.5%) after the Council approved an increase of .5% in FY 2019 that took effect on November 1, 2018.

**Analysis:**

Fiscal Year Ending 06/30	1.0%	1.0%	0.2%	0.8%	0.5%	Total Sales Tax 3.5%	% Inc. / (Dec.)
2012	3,526,661	3,526,661	705,332	2,821,329		10,579,983	-0.70%
2013	3,776,451	3,776,451	755,290	3,021,161		11,329,353	7.08%
2014	4,092,206	4,092,206	818,441	3,273,764		12,276,617	8.36%
2015	4,258,287	4,258,287	851,657	3,406,629		12,774,860	4.06%
2016	4,461,752	4,461,752	892,350	3,569,402		13,385,257	4.78%
2017	4,589,307	4,589,307	917,861	3,671,446		13,767,921	2.86%
2018	4,982,272	4,982,272	996,454	3,985,818		14,946,817	8.56%
2019	5,081,918	5,081,918	1,016,384	4,065,534	1,490,715	16,736,468	11.97%
2020 est.	5,005,689	5,005,689	1,001,138	4,002,068	2,502,845	17,517,429	4.67%
2021 est.	4,830,490	4,830,490	966,098	3,687,227	2,415,245	16,729,550	-4.50%

The City of Cottonwood serves as the retail center of the upper Verde Valley. In fiscal years 2010-2018, the gross business sales increased proportionally to the population in the area. Most of the population growth continues to be in the unincorporated areas of the valley. The economic decline that affected the entire nation in 2007 also affected the City of Cottonwood. To mitigate the effect of the declining economy, the City increased its sales tax by .8% in 2008 to 3%. The continued growth in sales tax since the FY 2010 decrease is partially due to this .8% sales tax increase and a slowly recovering economy. Fiscal years 2013 and 2014 showed an increase in consumer confidence and spending. Since FY 2014, sales tax revenue has steadily increased through FY 2017 when taxable sales reached pre-recession numbers. The result of Council's approval of a .5% tax rate increase in 2018 is evident in the growth of the sales tax revenues for fiscal year 2019. The estimated growth in gross taxable sales was projected at 2%, but accounting for the .5% increase appears to bring FY 2020 revenues 4.7% over that of FY 2019. Due to the global COVID-19 pandemic, the projected revenues for FY 2021 are a negative 4.50% from FY 2020. The economy was strong before the pandemic and we are optimistic that FY 2022 will show that same strength.



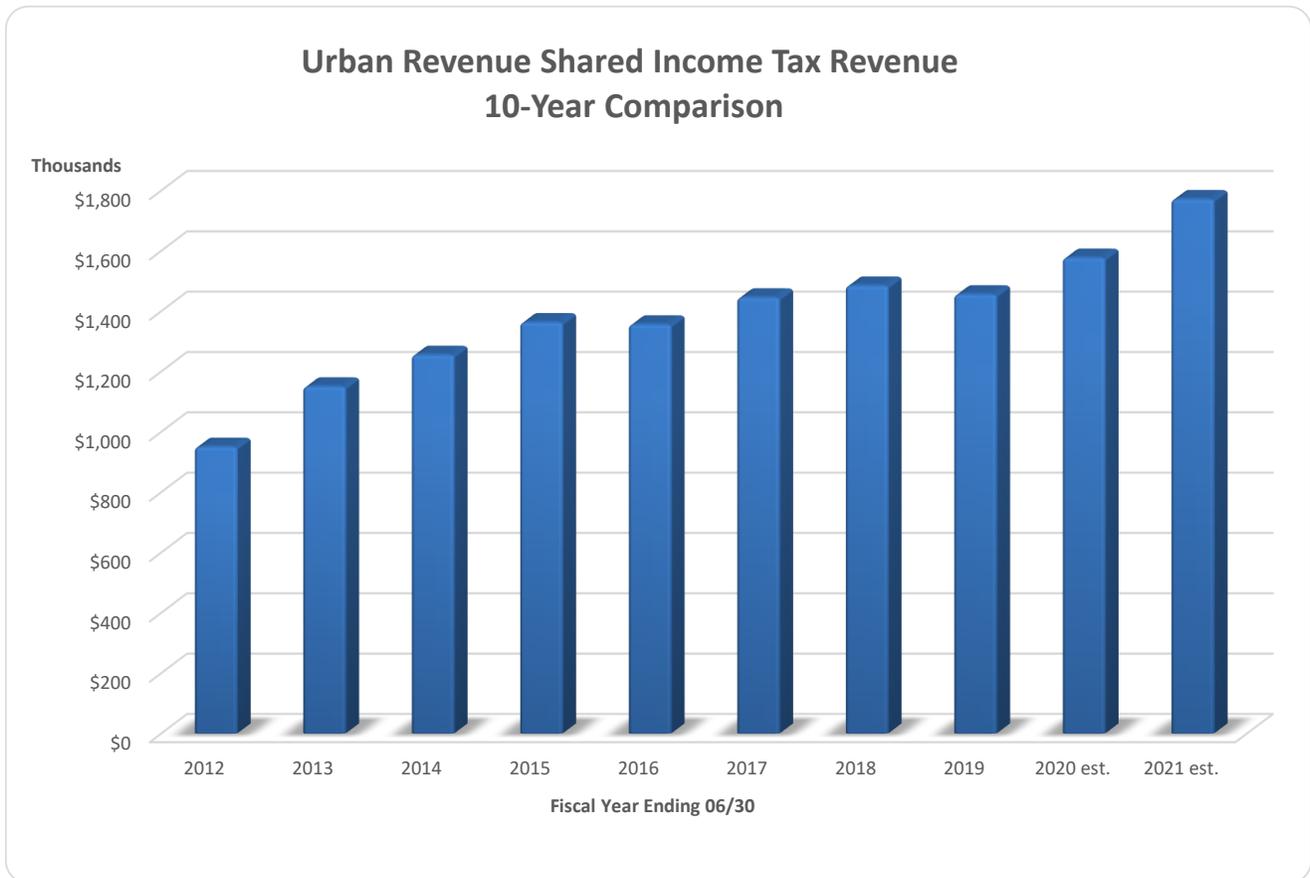
**Description:**

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. The 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:**

In 2012, the implementation by the State of new tax percentages, not anymore based on the IRS deductions, increased this revenue in the following years. Both FY 2013 and FY 2014 showed signs of an improving economy, but the growth tapered off and was fairly flat over fiscal years 2015 and 2016. There was a spike in the revenue in FY 2017 that was the result of the improving economy that seems to have continued. Overall, the last ten years have shown pretty steady growth and fiscal year FY 2020 reflects an estimated growth of 8.35% over FY 2019 and FY 2021 shows an estimated 12.32% increase over FY 2020. These figures are based on collections by the State from two years prior.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	950,774	-10.05%
2013	1,150,696	21.03%
2014	1,255,627	9.12%
2015	1,363,698	8.61%
2016	1,356,305	-0.54%
2017	1,445,847	6.60%
2018	1,485,075	2.71%
2019	1,455,985	-1.96%
2020 est.	1,577,510	8.35%
2021 est.	1,771,790	12.32%



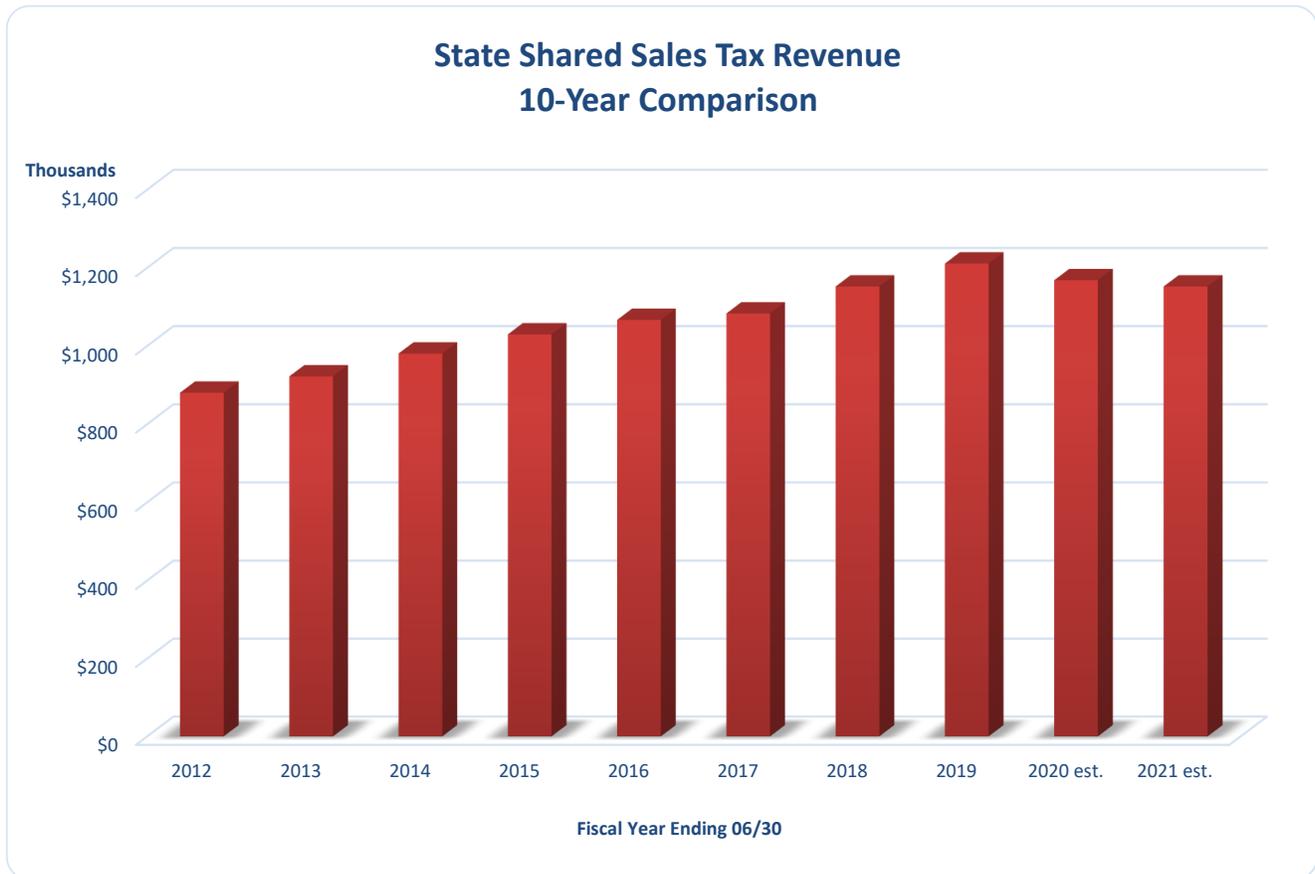
**Description:**

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. Therefore, the City's sales tax projection and State Shared Sales Tax do not correlate. The estimate is provided by the Arizona Department of Revenue and the League of Arizona Cities and Towns.

**Analysis:**

The increase in population numbers before 2006 deferred the impact of the slowing economy from FY 2008 through FY 2010. Since then, the economy has been showing signs of recovery with steady increases from FY 2011 to FY 2020. The growth of this revenue is based on the current economic expansion and the growing population in Arizona. For FY 2020 an increase of 6.42% was originally budgeted, but has been revised down to a decrease of 3.53% due to the economic fallout of COVID-19. The revenue for FY 2021 is also estimated to decrease due to the current economic climate, but to a lesser degree. This revenue source is projected at the state level and the State may adjust this number later in the year depending on the state's economy.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	880,250	5.60%
2013	922,061	4.75%
2014	980,537	6.34%
2015	1,029,494	4.99%
2016	1,066,539	3.60%
2017	1,083,047	1.55%
2018	1,151,996	6.37%
2019	1,210,830	5.11%
2020 est.	1,168,050	-3.53%
2021 est.	1,151,990	-1.37%



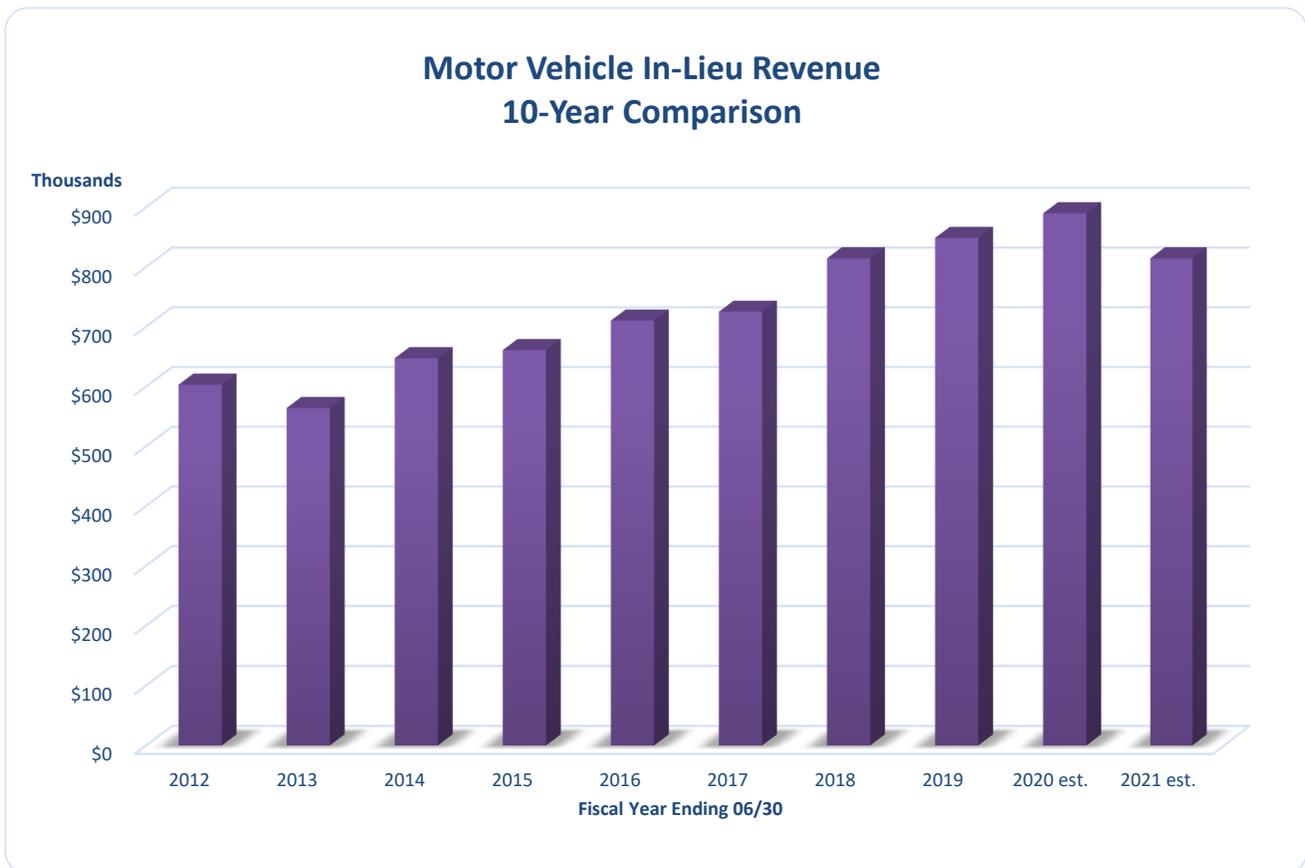
**Description:**

Arizona cities receive a 25% share of the net revenues collected from 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 that of 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 by half for the communities to receive their revenues.

**Analysis:**

The falling auto sales in FY 2008 through FY 2010 are reflected in this chart. These revenues were still declining in FY 2011 and although there was a slight increase in FY 2012, the following year showed a relatively sharp decline which The League of Arizona Cities and Towns had already projected. There was a large rebound in FY 2014. The revenues received starting in FY 2015 are closer to the level of 2008 and they have grown at a pretty steady pace since then. This revenue for FY 2020 is estimated to be 4.86% higher than that of FY 2019 and shows that the economy had almost fully recovered. However, the estimate for FY 2021 reflects the impact that COVID-19 is anticipated to have on the local Arizona economy. Before the pandemic the State and the City of Cottonwood were both projecting large increases in vehicle sales.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	602,832	3.45%
2013	563,851	-6.47%
2014	647,250	14.79%
2015	660,786	2.09%
2016	710,155	7.47%
2017	725,012	2.09%
2018	814,361	12.32%
2019	848,580	4.20%
2020 est.	889,800	4.86%
2021 est.	814,360	-8.48%



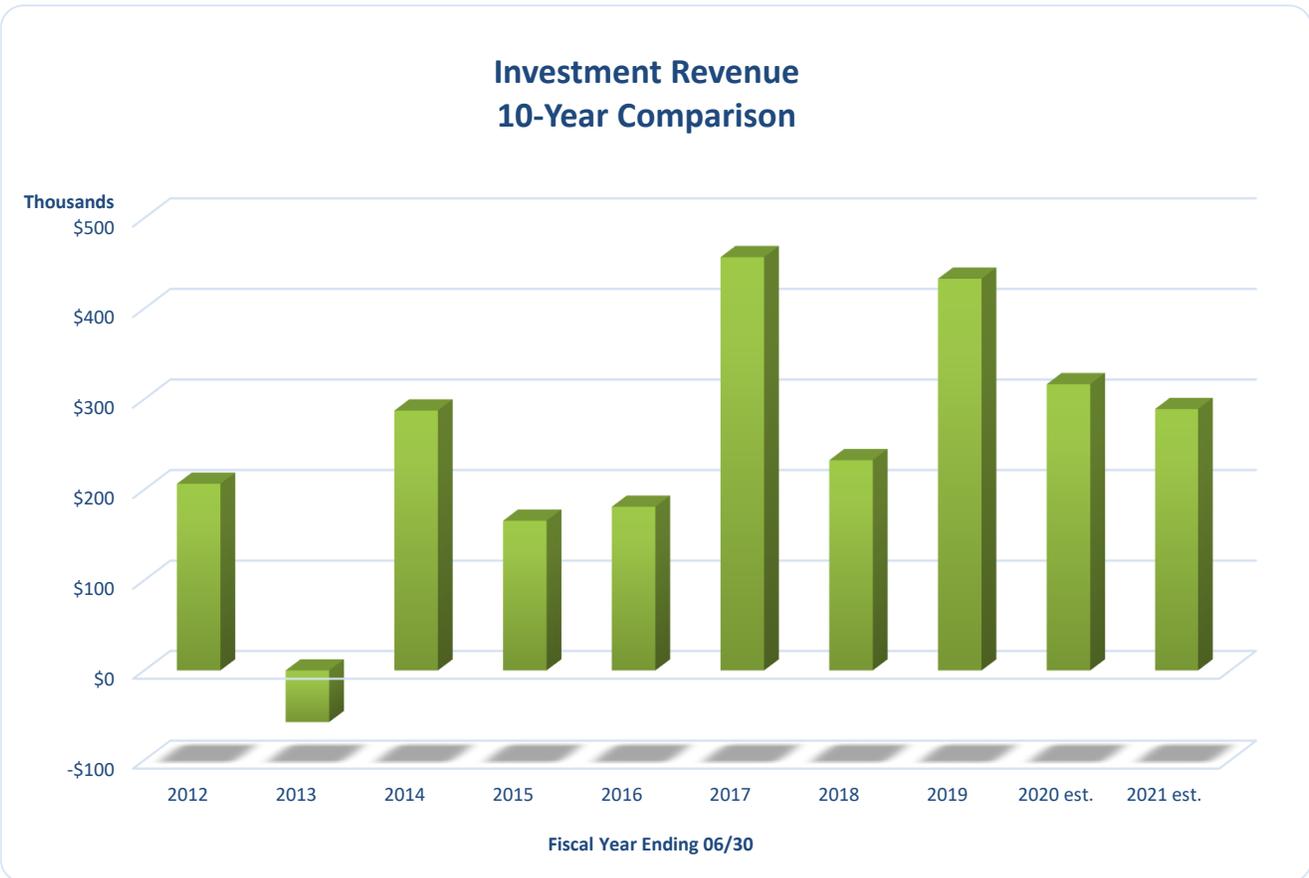
**Description:**

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:**

The growth of these revenues began to slow in FY 2010 as interest rates had started dropping dramatically as a result of the economic downturn. During this time, the City began to use funds from its capital reserves for major projects in order to bolster the local economy. By FY 2013, with interest rates in the .03% range and much of the capital reserves having been used, the City began cashing in investments and taking a loss on them. However, since 2014 the City of Cottonwood has increased its cash position and has stopped investing any excess funds in order to keep better availability to these resources. The Council has directed staff to use a large amount of the .5% sales tax increase enacted in FY 2019 to start increasing the City reserves. The federal government cut interest rates midway through FY 2020 due to the economic decline caused by COVID-19. Interest rates aren't expected to be increased until late FY 2021 or in FY 2022. This will cause a dip in this revenue source for both FY 2020 and FY 2021.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	206,489	60.93%
2013	(57,590)	-127.89%
2014	287,425	-599.09%
2015	165,704	-42.35%
2016	181,159	9.33%
2017	456,811	152.16%
2018	232,547	-49.09%
2019	433,020	86.21%
2020 est.	316,515	-26.91%
2021 est.	289,110	-8.66%



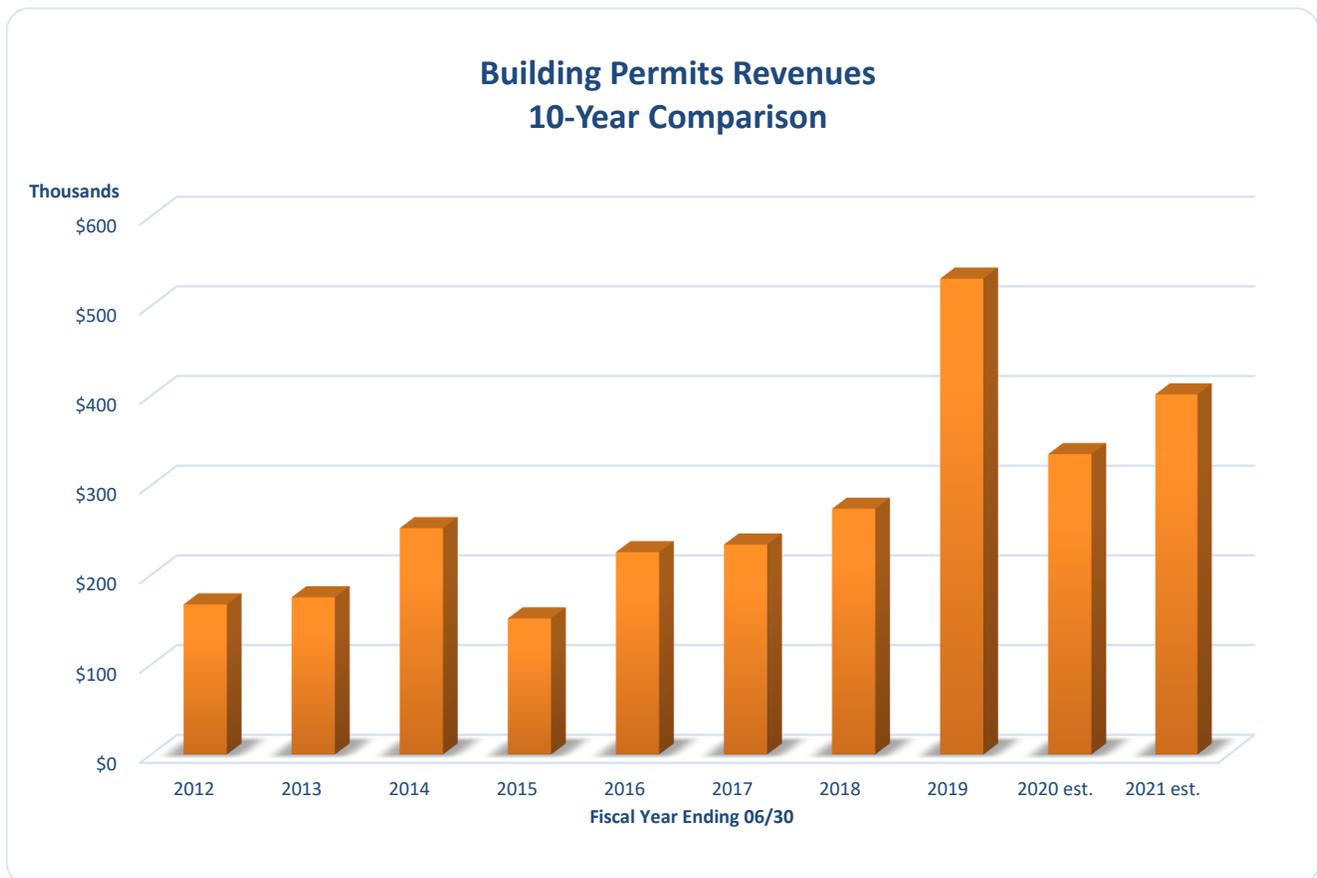
**Description:**

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

**Analysis:**

The economy had started slowing in 2008 and led to a continued decrease in this revenue in the years after. The decrease came to a halt in FY 2012 when the economy began to turn around and in FY 2014 the revenues reached a level that exceeded that of FY 2009. There was a decline in FY 2015, but FY 2016 showed again a strong increase due to growth in the commercial sector. Even though forecasted at a moderate rate, the revenue for FY 2018 exceeded this expectation and in FY 2019 it nearly doubled. Currently, there are two large residential home developments being planned and hopefully this revenue will increase as these homes are built and sold. The revenue for FY 2019 increased substantially from FY 2018 by 93.77% because of growth in development. The building permit fees were increased in FY 2020. FY 2020 revenues, however, are projected to be down by 36.9% from FY 2019 as COVID-19 seems to have construction. FY 2021 is projected to increase by 19.9% over FY 2020 as a rebound is anticipated when the economy improves.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	167,007	83.42%
2013	174,930	4.74%
2014	252,014	44.07%
2015	151,390	-39.93%
2016	225,261	48.80%
2017	233,723	3.76%
2018	273,676	17.09%
2019	530,295	93.77%
2020 est.	334,595	-36.90%
2021 est.	401,180	19.90%



**Description:**

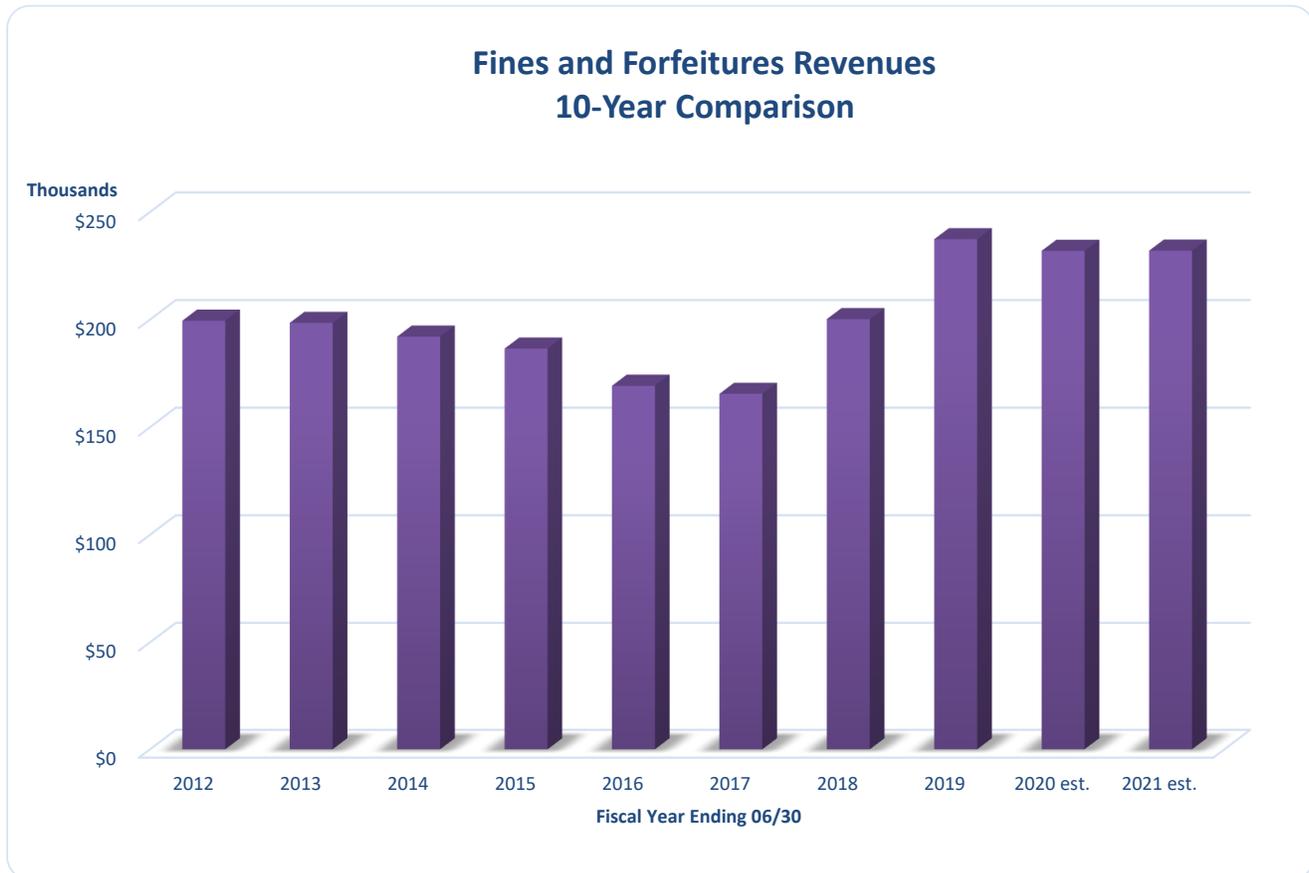
Fines and Forfeitures revenues are generated as a result of imposed fines for the violation of various state laws and city ordinances. They include traffic violations, violations of city code and other criminal misdemeanors.

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

**Analysis:**

These City revenues fluctuate each year based on traffic enforcement. In FY 2005, a 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, introduced in FY 2010 and authorized by the State, helps the Court stay current with technology and other capital needs. Since FY 2013, this revenue has remained pretty steady. The estimates for FY 2020 and FY 2021 are expected to remain relatively stable. In FY 2019, the City Council voted to decrease the magistrate's position to a 60% FTE, but during FY 2020 it was determined that a 80% FTE is warranted and it is part of this FY 2021 budget to increase the cost of this position.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	199,445	25.46%
2013	198,445	-0.50%
2014	192,054	-3.22%
2015	186,504	-2.89%
2016	169,218	-9.27%
2017	165,464	-2.22%
2018	200,185	20.98%
2019	237,320	18.55%
2020 est.	231,930	-2.27%
2021 est.	232,000	0.03%



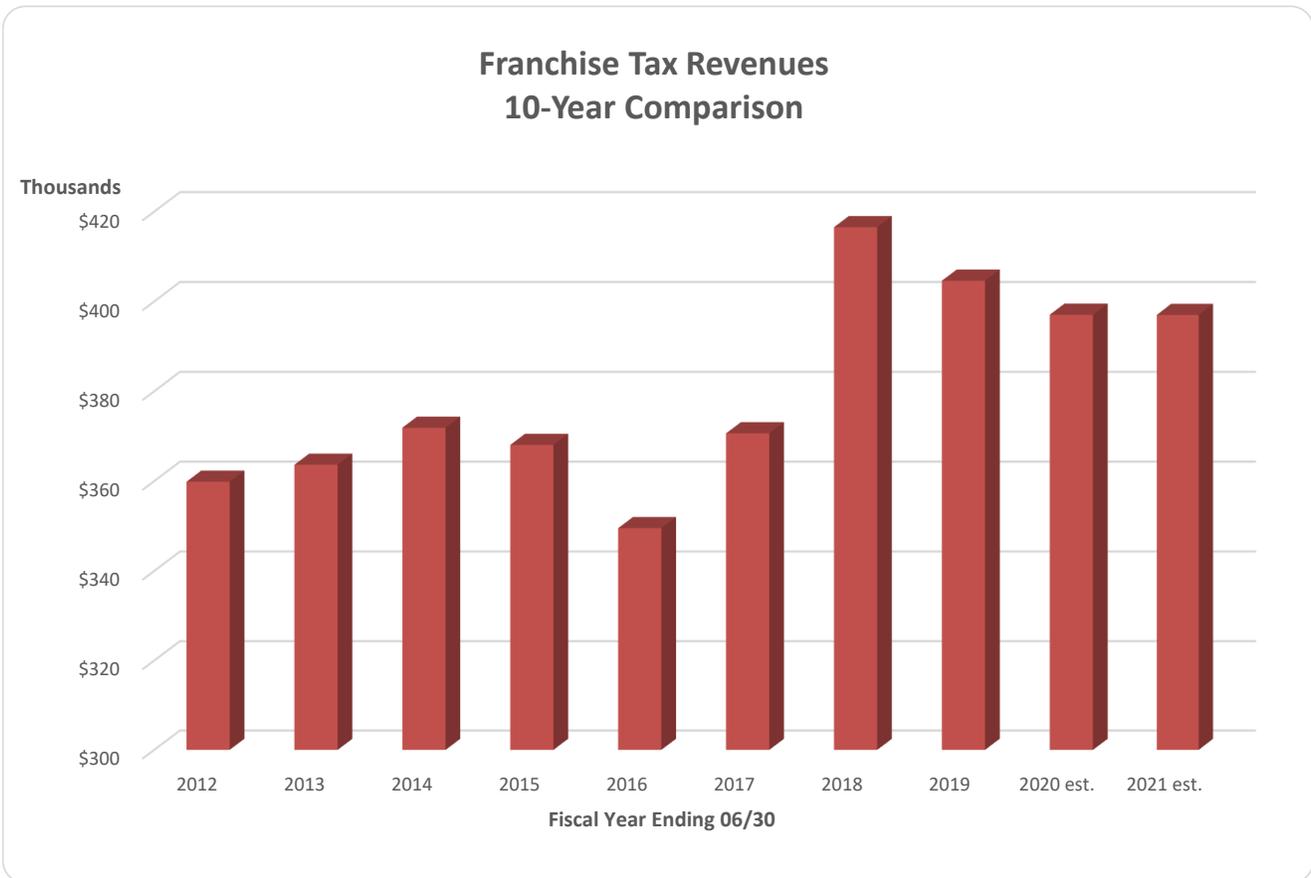
**Description:**

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

**Analysis:**

These revenues have shown a steady increase as the utility companies continue to increase their rates to cover their costs. In FY 2009, there was a decrease as the economy was faltering. FY 2010 showed a rebound, most likely due to the rate increase APS got approved by the Corporation Commission. FY 2012 showed a strong surge, followed by a sharp decline in the following year. Since FY 2013, these revenues have been hovering around the same level with a small uptick in FY 2017. Fiscal year 2019 estimates are 2.86% less than FY 2018 and FY 2020 is budgeted at a decrease of 1.87% and it remaining flat in FY 2021.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	359,872	49.86%
2013	363,653	1.05%
2014	371,886	2.26%
2015	368,062	-1.03%
2016	349,537	-5.03%
2017	370,646	6.04%
2018	416,543	12.38%
2019	404,620	-2.86%
2020 est.	397,050	-1.87%
2021 est.	397,000	-0.01%



**Highway User Revenue Funds (HURF)**

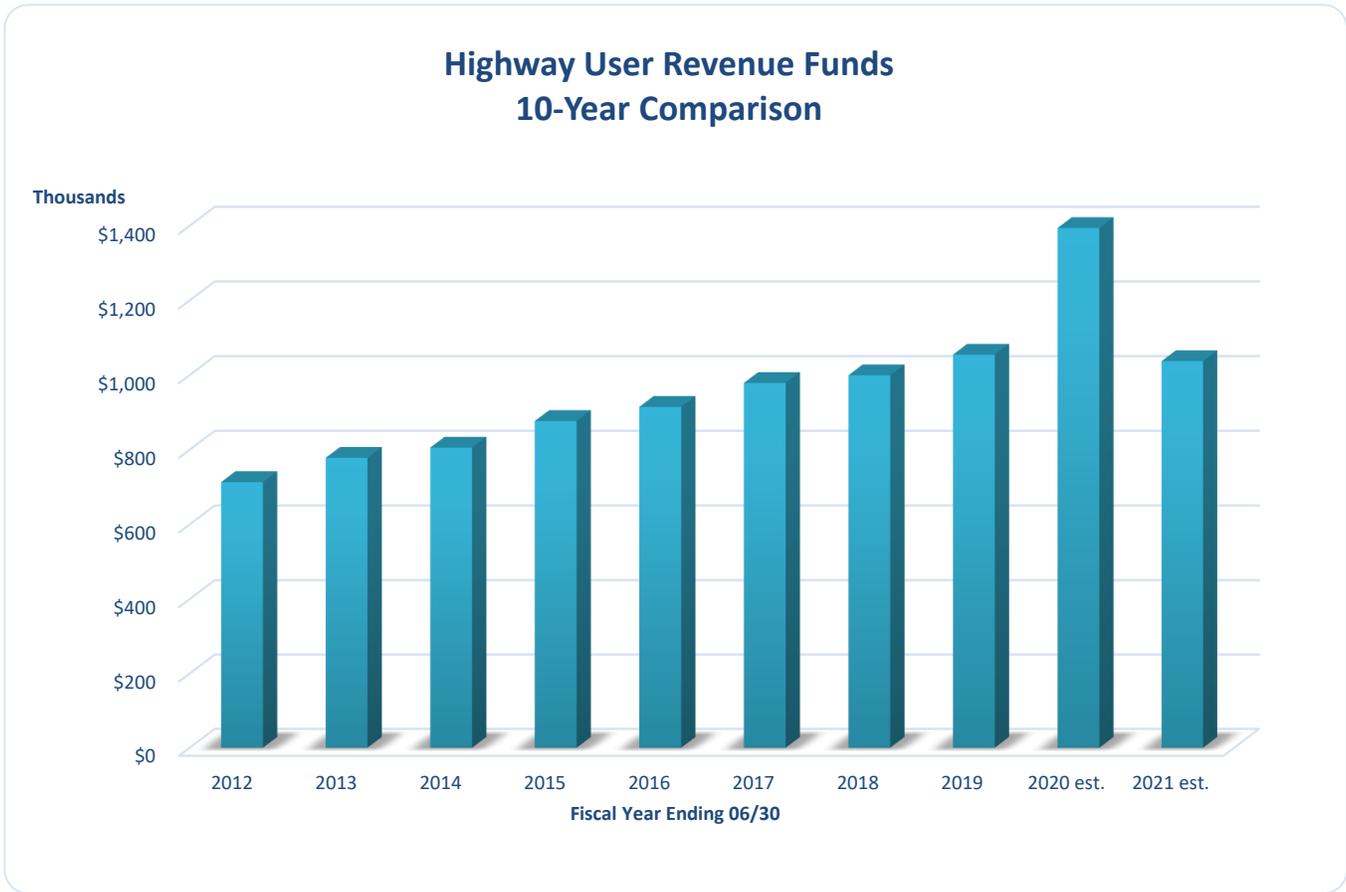
**Description:**

Arizona cities receive a share of State Motor Vehicle Fuel Taxes (Highway User Revenue Funds). The formula used is based on two separate calculations; the first calculation (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 continuously fluctuated. The tax is based on a fixed charge per gallon of fuel and not on a percentage of the fuel purchased. The State continues to raid these funds as needed to balance the state budget. The FY 2017 estimate from the state showed a decrease of .87% over FY 2016, but the year ended instead with an increase of 7.01%. FY 2019 shows an increase and this is also anticipated for FY 2020 that shows an estimated increase of 32.17%, partially due to the State budget having allocated additional revenues towards city infrastructure. These revenues were originally estimated to be \$150K, but the City received \$192K. FY 2021 is projected to decrease by 25.59%, partially because the additional State revenues was one time payment only.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	713,231	-11.55%
2013	778,265	9.12%
2014	805,540	3.50%
2015	876,817	8.85%
2016	914,640	4.31%
2017	978,739	7.01%
2018	999,331	2.10%
2019	1,054,486	5.52%
2020 est.	1,393,690	32.17%
2021 est.	1,037,110	-25.59%



**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 from 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.

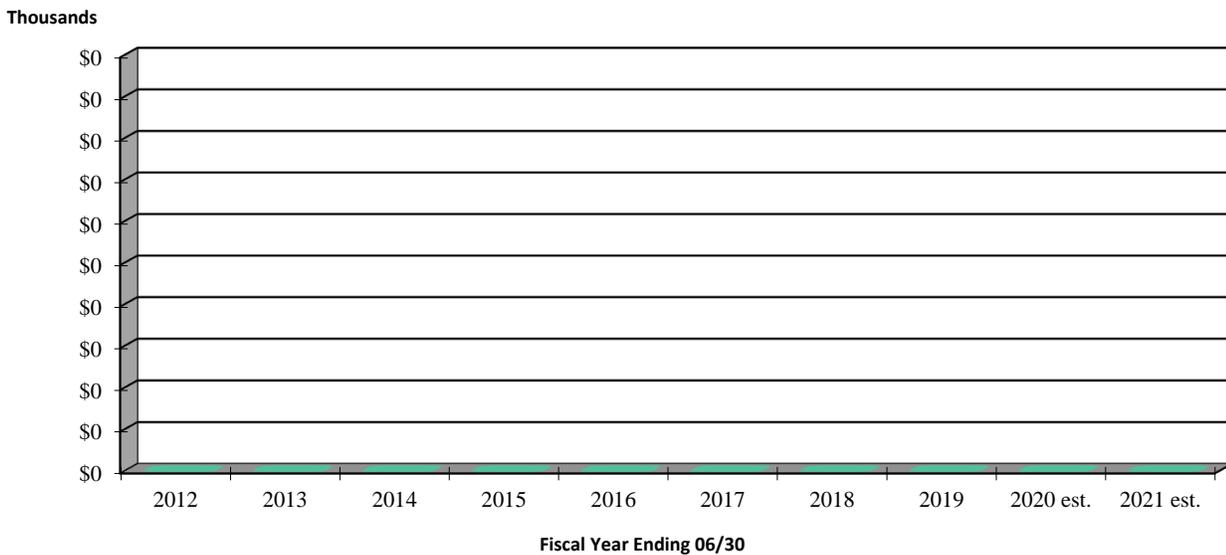
LTAF II monies are derived from the Powerball Lottery and have been distributed since 1997. The LTAF II allocations were awarded as a grant to cities and towns on a one-to-four match and could only be used for public transportation services, including operating and capital purposes.

**Analysis:**

This program was swept by the State in FY 2010 and resulted in a drastic decline in the revenues received. Since FY 2011, this program is no longer being funded by the State that needs to keep these funds at the state level.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	0	0.00%
2013	0	0.00%
2014	0	0.00%
2015	0	0.00%
2016	0	0.00%
2017	0	0.00%
2018	0	0.00%
2019	0	0.00%
2020 est.	0	0.00%
2021 est.	0	0.00%

**Local Transportation Assistance Fund Revenues  
10-Year Comparison**



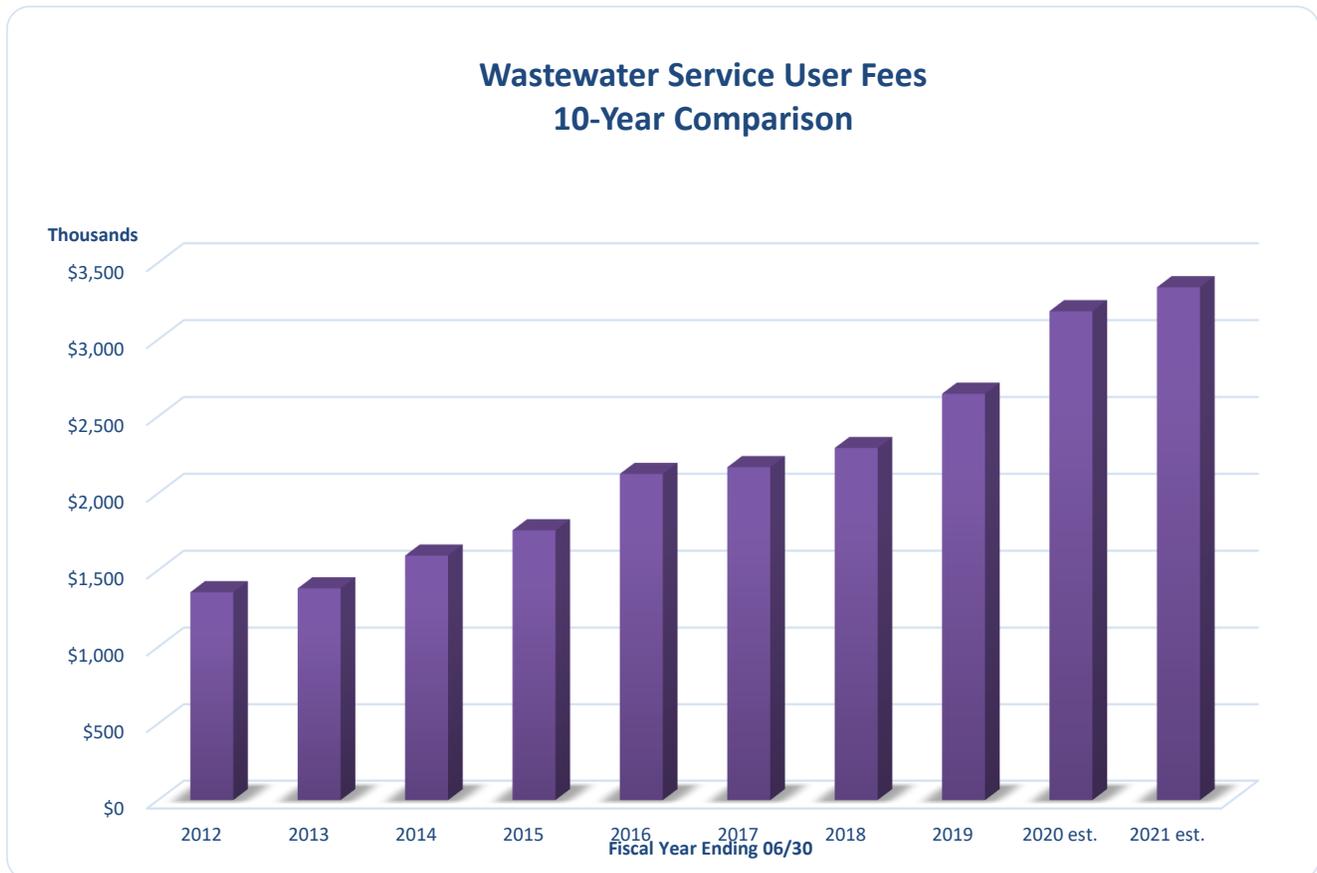
**Description:**

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:**

The wastewater system became operational on 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 that time froze for a five-year period. In 2002, a new rate of \$16.75 was established. Considering city growth and the aging wastewater system, a rate study was done in FY 2014 and effective October 1 of that year, the rate was increased to \$26.25. In January 2015 and March 2016, the rate was increased again after another rate study showed the necessity to increase revenues to cover the cost of system maintenance, upgrades and rehabilitation, and equipment. The City Council voted to incrementally increase rates over a five-year period starting September 2019 and then every July thereafter. The rate as of July 1, 2020 will be \$43.15 and with annual rate increases, starting July 1, 2023 the final rate will be \$58.85.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	1,356,438	-1.81%
2013	1,381,902	1.88%
2014	1,594,815	15.41%
2015	1,759,260	10.31%
2016	2,126,351	20.87%
2017	2,169,989	2.05%
2018	2,294,614	5.74%
2019	2,647,920	15.40%
2020 est.	3,184,760	20.27%
2021 est.	3,340,500	4.89%



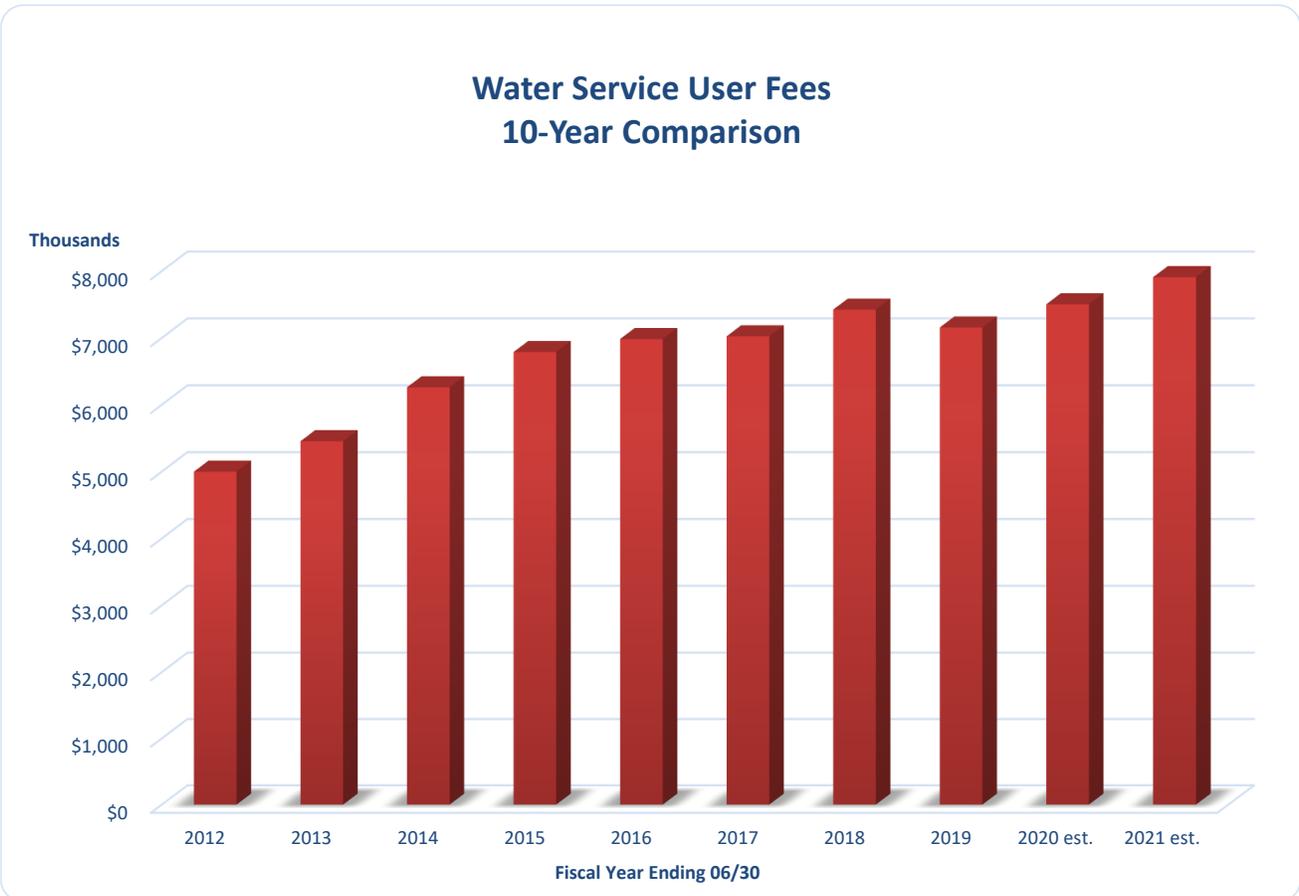
**Description:**

User Fees are charged to residential, commercial and industrial customers for the distribution of water. These User Fees are not only used 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, but 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. However, the growth experienced a small drop for a couple of years due to the economic downturn. FY 2011 showed a remarkable growth that was repeated in fiscal years 2013 and 2014. Since then the growth rate has slowed. In FY 2015, differential rates for inside and outside of the city limits as well as a rate increase were established to help with the large cost of servicing the unincorporated area. The most recent rate increase was in March 2016. The base fee is determined by the water line size with additional charges in a tiered structure starting after the first 1,000 gallons. The fees are scheduled to increase as of July 1, 2020 and will increase every year. The last increase will be on July 1, 2023 for FY 2024.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2012	4,997,833	0.24%
2013	5,453,178	9.11%
2014	6,259,609	14.79%
2015	6,787,255	8.43%
2016	6,981,671	2.86%
2017	7,022,609	0.59%
2018	7,421,206	5.68%
2019	7,154,130	-3.60%
2020 est.	7,501,635	4.86%
2021 est.	7,907,550	5.41%



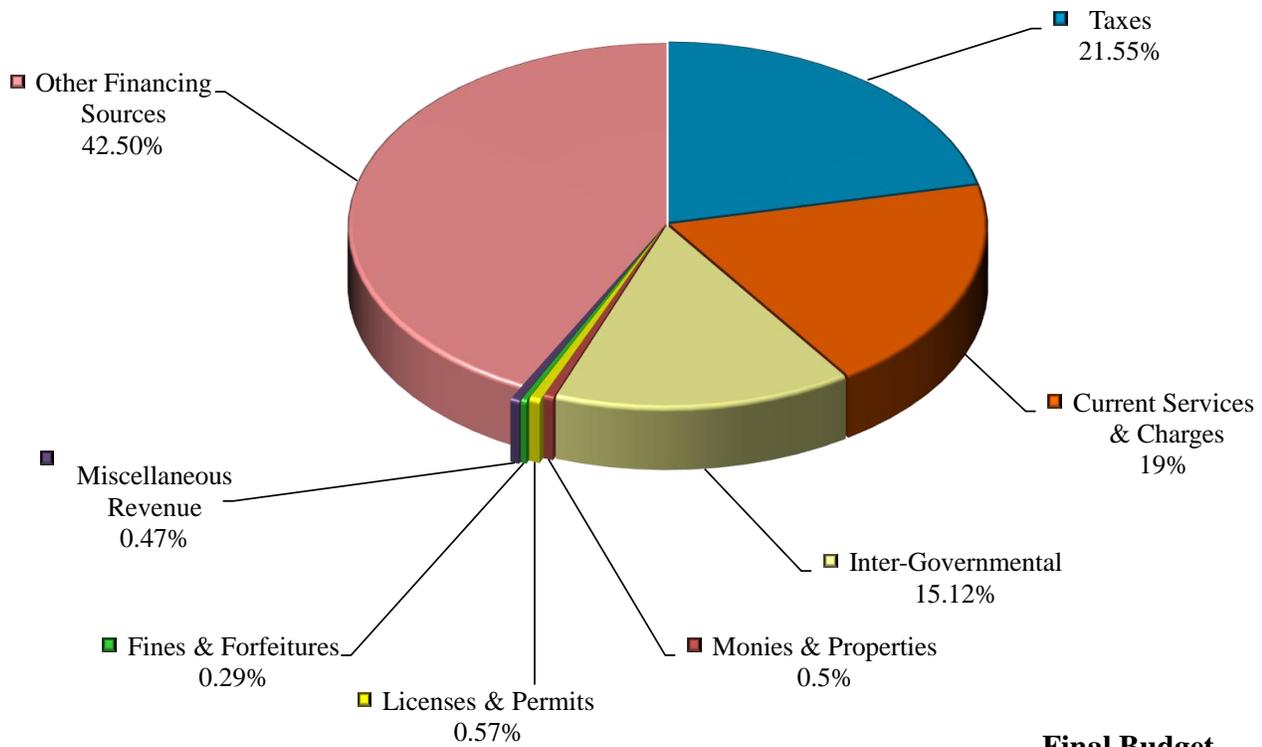
**Comprehensive Summary Revenues & Expenditures**  
**All Funds**

Fund	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenues Sources:</b>					
General Fund	\$22,578,505	\$23,667,620	\$22,304,465	\$21,763,870	-2.42%
Special Revenue Funds	4,238,645	8,081,280	5,700,935	9,682,235	69.84%
Capital Projects Funds	26,016	144,000	402,735	387,675	-3.74%
Debt Service Funds	1,644,899	1,640,765	1,642,815	1,644,810	0.12%
Enterprise Funds	11,236,111	11,093,990	11,654,235	12,193,345	4.63%
Fiduciary Funds	13,228	40,400	20,865	20,700	-0.79%
<b>Total Revenues</b>	<b>39,737,404</b>	<b>44,668,055</b>	<b>41,726,050</b>	<b>45,692,635</b>	<b>9.51%</b>
<b>Other Financing Sources:</b>					
Transfers In	923,647	1,703,455	1,250,605	1,779,055	42.26%
Carryover	0	29,645,390	32,552,905	31,997,160	-1.71%
Other Financing Sources	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%
Capital Lease Proceeds	1,285,928	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>2,209,575</b>	<b>31,348,845</b>	<b>33,803,510</b>	<b>33,776,215</b>	<b>-0.08%</b>
<b>Total Available Resources</b>	<b>41,946,979</b>	<b>76,016,900</b>	<b>75,529,560</b>	<b>79,468,850</b>	<b>5.22%</b>
<b>Expenditures:</b>					
General Fund	21,355,603	20,966,865	19,617,970	20,678,515	5.41%
Special Revenue Funds	4,984,683	11,540,595	6,215,870	13,332,070	114.48%
Capital Projects Funds	5,991	150,000	147,060	148,000	0.64%
Debt Service Funds	1,437,971	1,644,315	1,642,815	1,644,810	0.12%
Enterprise Funds	7,999,799	13,944,550	8,574,525	17,422,105	103.18%
Fiduciary Funds	6,082	11,800	11,800	11,800	0.00%
<b>Total Expenditures</b>	<b>35,790,128</b>	<b>48,258,125</b>	<b>36,210,040</b>	<b>53,237,300</b>	<b>47.02%</b>
<b>Other Uses:</b>					
Transfers Out	923,647	1,703,455	1,250,605	1,779,055	42.26%
Reserves	145,418	26,055,320	32,469,200	24,452,495	-24.69%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>1,069,065</b>	<b>27,758,775</b>	<b>33,719,805</b>	<b>26,231,550</b>	<b>-22.21%</b>
<b>Total Expenditures and Other Uses</b>	<b>36,859,193</b>	<b>76,016,900</b>	<b>69,929,845</b>	<b>79,468,850</b>	<b>13.64%</b>
<b>Net Income / (Loss)</b>	<b>\$5,087,785</b>	<b>\$0</b>	<b>\$5,599,715</b>	<b>\$0</b>	<b>-100.00%</b>

**Revenues for All Funds**

Taxes	\$17,126,550
Current Services & Charges	15,093,005
Inter-Governmental	12,017,040
Monies & Properties	397,305
Licenses & Permits	451,180
Fines & Forfeitures	232,150
Miscellaneous Revenue	375,405
Subtotal	45,692,635
Other Financing Sources	33,776,215
<b>Total Revenues for All Funds</b>	<b>\$79,468,850</b>

**All Funds—Consolidated Revenues by Source**

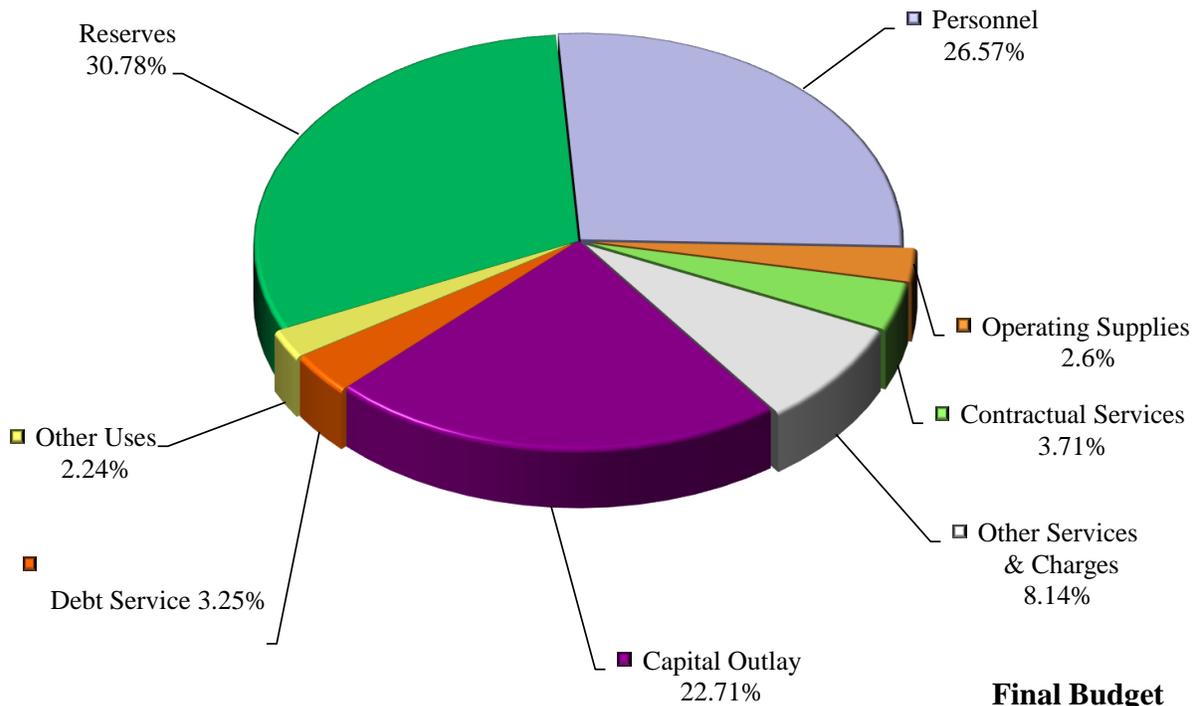


**Final Budget  
Fiscal Year 2021**

**Expenditures for All Funds**

Personnel	\$21,117,770
Operating Supplies	2,069,490
Contractual Services	2,947,985
Other Services & Charges	6,471,315
Capital Outlay	18,048,505
Debt Service	2,582,235
Subtotal	<u>53,237,300</u>
Other Uses – Transfers Out	<u>1,779,055</u>
Reserves	<u>24,452,495</u>
<b>Total Expenditures for All Funds</b>	<b><u><u>\$79,468,850</u></u></b>

**All Funds–Consolidated Expenditures by Category**



**Final Budget  
Fiscal Year 2021**

**All Funds—Consolidated Budget Summary—By Fund**

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Fiduciary Funds	Grand Total
<b>Funding Sources</b>							
Taxes	\$13,828,555	\$1,412,310	\$1,644,160	\$241,525	\$0	\$0	\$17,126,550
Licenses & Permits	451,180	0	0	0	0	0	451,180
Intergovernmental	4,134,285	7,739,755	0	143,000	0	0	12,017,040
Charges for Services	3,015,100	224,050	0	0	11,853,855	0	15,093,005
Fines and Forfeitures	232,150	0	0	0	0	0	232,150
Uses of Monies & Prop.	38,600	115,805	650	0	221,550	20,700	397,305
Miscellaneous	64,000	190,315	0	3,150	117,940	0	375,405
<b>Total Revenues</b>	<b>21,763,870</b>	<b>9,682,235</b>	<b>1,644,810</b>	<b>387,675</b>	<b>12,193,345</b>	<b>20,700</b>	<b>45,692,635</b>
Other Financing Sources	5,599,715	4,538,435	366,240	813,665	22,180,735	277,425	33,776,215
<b>Total Revenue &amp; Other Financing Sources</b>	<b>27,363,585</b>	<b>14,220,670</b>	<b>2,011,050</b>	<b>1,201,340</b>	<b>34,374,080</b>	<b>298,125</b>	<b>79,468,850</b>
<b>Total Available All Sources</b>	<b>27,363,585</b>	<b>14,220,670</b>	<b>2,011,050</b>	<b>1,201,340</b>	<b>34,374,080</b>	<b>298,125</b>	<b>79,468,850</b>
<b>Expenditures</b>							
Personnel	15,979,865	2,378,235	0	0	2,759,670	0	21,117,770
Operating Supplies	608,880	661,900	0	0	798,710	0	2,069,490
Contractual Services	1,474,815	626,210	2,700	0	840,460	3,800	2,947,985
Other Services & Charges	2,267,920	1,180,620	1,642,110	5,000	1,367,665	8,000	6,471,315
Capital Outlay	182,470	8,093,525	0	143,000	9,629,510	0	18,048,505
Debt Services	164,565	391,580	0	0	2,026,090	0	2,582,235
Subtotal of Expenditures	20,678,515	13,332,070	1,644,810	148,000	17,422,105	11,800	53,237,300
<b>Other Uses</b>							
Transfers Out	1,765,420	13,635	0	0	0	0	1,779,055
Subtotal Other Uses	6,685,070	888,600	366,240	1,053,340	16,951,975	286,325	26,231,550
<b>Total Expenditures &amp; Other Uses</b>	<b>27,363,585</b>	<b>14,220,670</b>	<b>2,011,050</b>	<b>1,201,340</b>	<b>34,374,080</b>	<b>298,125</b>	<b>79,468,850</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>
<b>Total Commitments and Fund Balances</b>	<b>\$27,363,585</b>	<b>\$14,220,670</b>	<b>\$2,011,050</b>	<b>\$1,201,340</b>	<b>\$34,374,080</b>	<b>\$298,125</b>	<b>\$79,468,850</b>

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

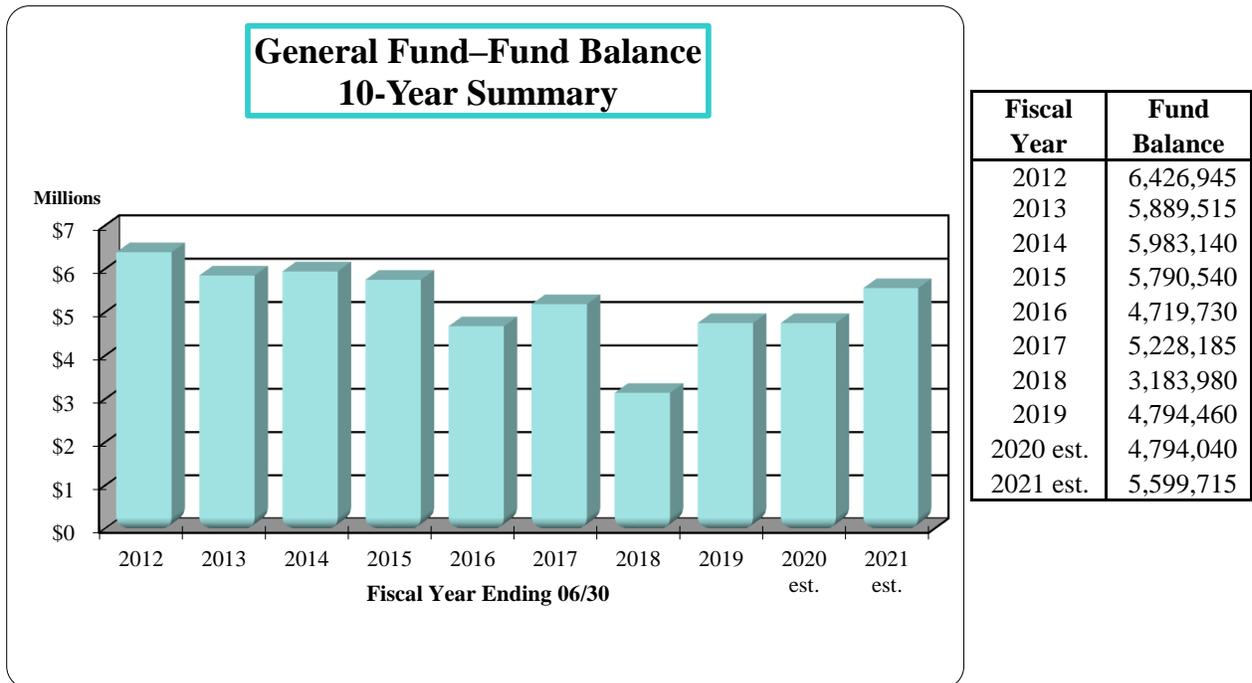
<u>Fund Number</u>	<u>Description</u>
01	General Fund

The following departments are funded by the General Fund:

<u>General Government</u>		<u>Public Safety</u>	<u>Culture and Recreation</u>
City Council	Community Development	Police	Parks & Recreation
City Clerk	Engineering Services	Ordinance Enforcement	Youth Center
Administration	Public Works	Communications	Recreation Center
Finance	Transfer Station	Fire & Medical	
Human Resources	Building Maintenance		
Information Technology	Custodial		
Purchasing	Natural Resources		
Legal	Non-Departmental		
Municipal Court	Economic Development		

**Fund Balance:**

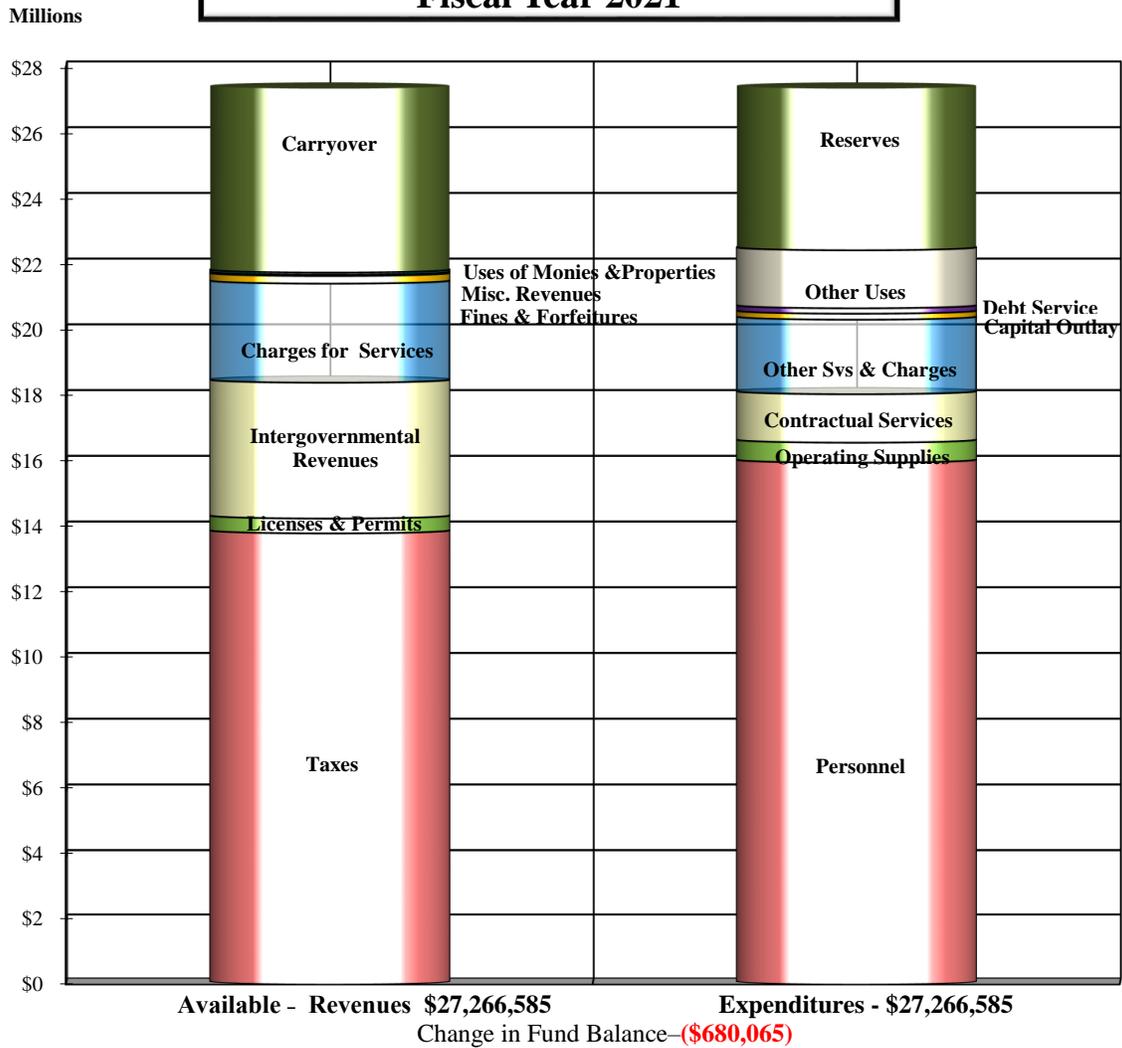
The following illustration depicts a ten-year presentation of the fund balance for the General Fund:



**General Fund–Consolidated Statement of Revenues & Expenditures**

Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$14,369,748	\$15,223,110	\$14,598,290	\$13,828,555
Licenses & Permits	585,062	651,895	390,050	451,180
Intergovernmental Revenues	3,948,157	4,166,765	3,951,310	4,134,285
Charges for Services	3,195,986	3,281,750	2,904,700	3,015,100
Fines & Forfeitures	237,512	193,700	232,020	232,150
Uses of Monies & Properties	100,980	45,600	63,005	38,600
Miscellaneous Revenues	141,060	104,800	165,090	64,000
<b>Total Revenue Sources</b>	<b>22,578,505</b>	<b>23,667,620</b>	<b>22,304,465</b>	<b>21,763,870</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	4,082,985	4,794,040	5,599,715
Residual Equity Interfund Transf	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Capital Lease Proceeds	1,285,928	0	0	0
Proceeds from Bonds	0	0	0	0
Other Financing Sources	0	0	0	0
<b>Total Other Financing Sources</b>	<b>1,285,928</b>	<b>4,082,985</b>	<b>4,794,040</b>	<b>5,599,715</b>
<b>Total Available Resources</b>	<b>23,864,433</b>	<b>27,750,605</b>	<b>27,098,505</b>	<b>27,363,585</b>
			0	97,000
<b>Expenditures:</b>				
Personnel	15,429,353	16,150,105	15,253,380	15,979,865
Operating Supplies	587,242	564,230	540,500	608,880
Contractual Services	1,210,581	1,322,825	1,247,715	1,474,815
Other Services and Charges	2,136,409	2,441,080	2,144,100	2,267,920
Capital Outlay	1,649,370	324,060	267,710	182,470
Debt Service	342,647	164,565	164,565	164,565
<b>Total Expenditures</b>	<b>21,355,603</b>	<b>20,966,865</b>	<b>19,617,970</b>	<b>20,678,515</b>
<b>Other Uses:</b>				
Transfers Out	923,647	1,657,820	1,244,570	1,765,420
Reserves	24,000	5,125,920	636,250	4,919,650
Residual Equity Interfund Transf	0	0	0	0
<b>Total Other Uses</b>	<b>947,647</b>	<b>6,783,740</b>	<b>1,880,820</b>	<b>6,685,070</b>
<b>Total Expenditures and Other Uses</b>	<b>22,303,250</b>	<b>27,750,605</b>	<b>21,498,790</b>	<b>27,363,585</b>
<b>Net Income / (Loss)</b>	<b>\$1,561,183</b>	<b>\$0</b>	<b>\$5,599,715</b>	<b>\$0</b>

## General Fund—Revenues vs. Expenditures Fiscal Year 2021



Revenues		Expenditures	
Taxes	\$13,828,555	Personnel	\$15,979,865
Licenses & Permits	451,180	Operating Supplies	608,880
Intergovernmental Revenues	4,134,285	Contractual Services	1,474,815
Charges for Services	3,015,100	Other Services and Charges	2,267,920
Fines & Forfeitures	232,150	Capital Outlay	182,470
Uses of Monies & Properties	38,600	Debt Service	164,565
Miscellaneous Revenues	64,000		
<b>Total Operating Revenues</b>	<b>21,763,870</b>	<b>Total Operating Expenditures</b>	<b>20,678,515</b>
Carryover Balance	5,599,715	Reserves	4,919,650
Other Sources	0	Other Uses	1,765,420
<b>Total Revenues Available</b>	<b>\$27,363,585</b>	<b>Total Expenditures</b>	<b>\$27,363,585</b>
<b>Changes in Fund Balance—INCR./ (DECR.)</b>		<b>(\$680,065)</b>	

**General Fund—Revenues Schedule**

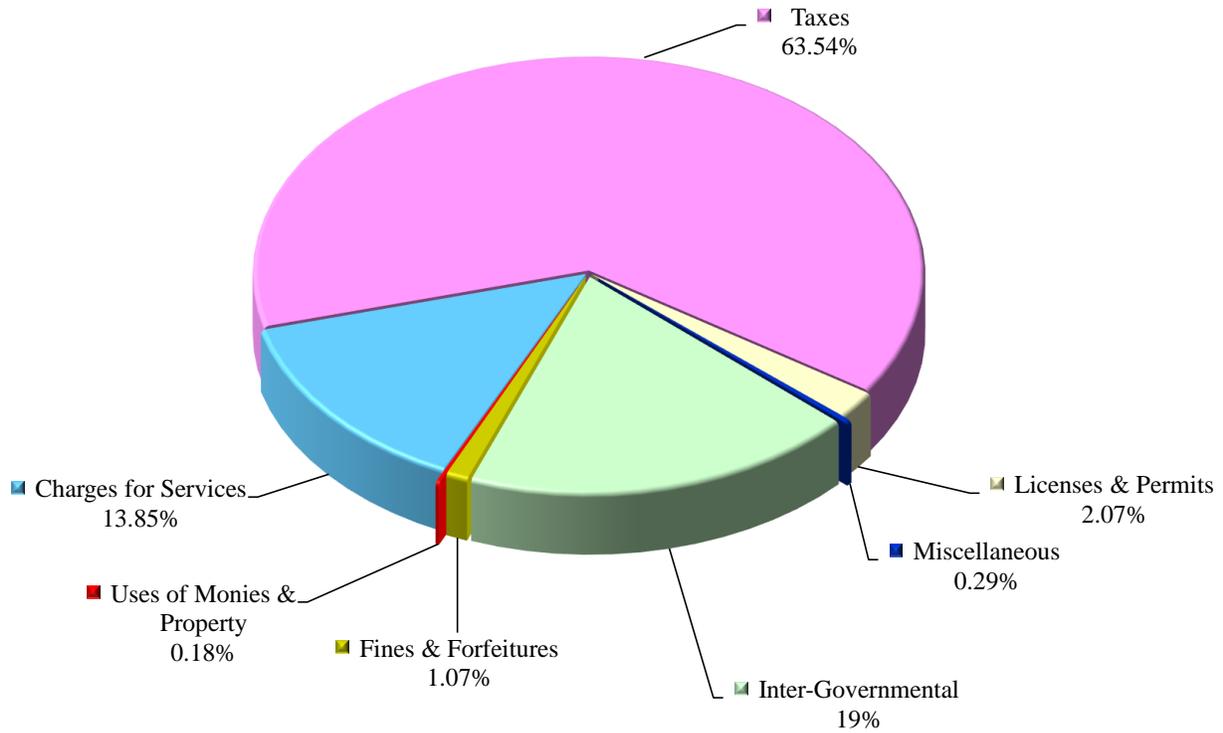
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Taxes</b>					
City Sales Tax	\$13,360,103	\$14,158,730	\$13,602,320	\$12,906,350	-5.12%
Bed Tax	288,333	316,960	276,500	235,025	-15.00%
Utility Tax	316,692	322,420	322,420	290,180	-10.00%
Franchise Taxes	404,620	425,000	397,050	397,000	-0.01%
Subtotals	14,369,748	15,223,110	14,598,290	13,828,555	-5.27%
<b>Licenses and Permits</b>					
Business Licenses	86,152	88,000	88,400	85,000	-3.85%
Construction Permits	481,242	304,285	198,250	245,000	23.58%
Planning & Zoning Fees	17,668	259,610	103,400	121,180	17.20%
Subtotals	585,062	651,895	390,050	451,180	15.67%
<b>Intergovernmental Revenue</b>					
State Shared Sales Tax	1,210,830	1,263,475	1,168,050	1,151,990	-1.37%
Urban Revenue Sharing	1,455,984	1,591,335	1,577,510	1,771,790	12.32%
M.V. Lieu Tax	848,579	885,865	889,800	814,360	-8.48%
NACOG-EWD OJT Funding	0	0	3,960	0	-100.00%
Victims Rights Grant	1,037	38,380	1,890	1,890	0.00%
Historic Preservation Grant	17,949	23,995	4,510	12,000	166.08%
AZ DEMA Grant Cottonwood Village	0	0	0	0	0.00%
Miscellaneous Grants	0	0	0	0	0.00%
Yavapai Apache Revenue Share	18,051	18,000	18,370	16,850	-8.27%
SB1398 Police Equipment	4,423	3,775	3,080	3,775	22.56%
Post - Reimbursement	0	0	0	0	0.00%
Pant Grant	153,590	71,200	48,310	0	-100.00%
School Resource Grant	98,894	100,600	99,710	99,710	0.00%
Misc. Police Grants	2,339	2,400	10,000	0	-100.00%
GOHS Grant	64,306	45,740	26,720	43,670	63.44%
DPS Grants	43,264	57,750	50,000	58,000	16.00%
Miscellaneous Fire Grants	3,847	59,250	0	0	0.00%
Safer Fire Grant	0	0	0	47,500	0.00%
Yav Cty Dept of Emergency Mgmt	0	0	7,400	10,000	35.14%
YC-FEMA Grant	0	0	0	4,750	0.00%
Homeland Security Grant	3,673	0	42,000	93,000	121.43%
Spay Neuter Grant	7,500	5,000	0	5,000	0.00%
ED-Grant Revenues and Match	13,891	0	0	0	0.00%
Subtotals	3,948,157	4,166,765	3,951,310	4,134,285	4.63%
<b>Fines &amp; Forfeitures</b>					
Court Enhancement Fee & Deferred Surcharge	28,632	23,500	22,865	23,500	2.78%
Court Fines	208,972	170,000	209,065	208,500	-0.27%
Court Restitution	(283)	0	0	0	0.00%
Confidential Address Fees	191	200	90	150	66.67%
Subtotals	237,512	193,700	232,020	232,150	0.06%
<b>Uses of Monies &amp; Properties</b>					
Interest Income	83,679	30,000	46,680	25,000	-46.44%
Building Rental	17,301	15,600	16,325	13,600	-16.69%
Subtotals	100,980	45,600	63,005	38,600	-38.74%

Fiscal Year 2021 Budget  
General Fund–Revenues Schedule

Table of Contents

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Charges for Services</b>					
Court Atty Reimbursements	14,615	12,000	5,000	6,000	20.00%
Engineering Fees	31,385	39,150	32,945	35,000	6.24%
Transfer Station Revenue	0	0	0	0	0.00%
Indirect Costs–Airport	54,620	20,000	29,390	132,000	349.13%
Indirect Costs– HURF	367,942	370,000	401,220	400,000	-0.30%
Indirect Costs–Library	223,394	175,000	240,300	240,300	0.00%
Indirect Costs–Cemetery	11,747	17,000	14,400	17,000	18.06%
Indirect Costs–Water	457,590	411,150	290,000	290,000	0.00%
Indirect Costs–Sewer	135,727	220,000	178,050	180,000	1.10%
Tow Fee Revenues	8,570	6,500	2,700	3,000	11.11%
Spillman Fees	0	0	0	0	0.00%
Dispatch Fees	833,834	875,525	875,525	919,300	5.00%
Animal Control Fees	2,824	3,300	2,150	3,000	39.53%
Recreation Fees	5,861	25,625	3,075	25,000	713.01%
Summer Youth Program	2,524	0	160	0	-100.00%
Riverfront Park–Snack Bar	1,424	5,000	2,500	3,000	20.00%
Rec/Fees – Softball Tournaments	8,533	9,000	12,000	12,000	0.00%
Batting Cage	43	0	0	0	0.00%
Community Garden Revenue	2,341	1,500	2,000	2,000	0.00%
Rhythm and Ribs	(5,303)	0	0	0	0.00%
Walkin' on Main Street	8,845	12,000	7,280	8,000	9.89%
10K Memorial Run	15,455	15,000	0	20,000	0.00%
Thunder Valley Rally	152,462	152,000	226,300	10,000	-95.58%
Old Town Historic Tour	2,455	4,000	0	2,000	0.00%
Recreation Center Fees	703,346	725,000	449,860	560,000	24.48%
Recreation Center Classes/Programs	43,457	50,000	33,130	40,000	20.74%
Recreation Center Building Rental	25,525	30,000	19,150	20,000	4.44%
Pool Revenue	19,552	25,000	22,485	16,500	-26.62%
Pool–Snack Bar Sales	3,781	6,000	2,230	4,000	79.37%
Pool–Swimming Lessons	14,525	15,000	13,050	15,000	14.94%
Youth Center Fees	46,012	55,000	37,350	50,000	33.87%
Open/Close Graves	2,900	2,000	2,450	2,000	-18.37%
Subtotals	3,195,986	3,281,750	2,904,700	3,015,100	3.80%
<b>Miscellaneous Revenues</b>					
Other Income	27,215	40,800	27,250	15,000	-44.95%
Cash Over/(Short)	(335)	0	0	0	0.00%
Sale of City Property	82,369	40,000	107,890	25,000	-76.83%
Mineral Royalty Payments	26,935	20,000	25,450	20,000	-21.41%
Police Donations–P.R.	0	0	0	0	0.00%
Donations (Misc.)	4,000	4,000	4,500	4,000	-11.11%
State Land Dept Reimbursement	876	0	0	0	0.00%
Subtotals	141,060	104,800	165,090	64,000	-61.23%
<b>Other Financing Sources</b>					
Transfers In	0	0	0	0	0.00%
Capital Lease Proceeds	1,285,928	0	0	0	0.00%
Other Financing Sources	0	0	0	0	0.00%
Carryover	0	4,082,985	4,794,040	5,599,715	16.81%
Lease Purchase	0	0	0	0	0.00%
Bond Proceeds	0	0	0	0	0.00%
Subtotals	1,285,928	4,082,985	4,794,040	5,599,715	16.81%
<b>Total Revenues</b>	<b>\$23,864,433</b>	<b>\$27,750,605</b>	<b>\$27,098,505</b>	<b>\$27,363,585</b>	<b>0.98%</b>

**General Fund Revenues  
Fiscal Year 2021**



**General Fund Revenues**

Taxes	\$13,828,555
Licenses & Permits	451,180
Miscellaneous	64,000
Inter-Governmental	4,134,285
Fines & Forfeitures	232,150
Uses of Monies & Property	38,600
Charges for Services	3,015,100
Other Sources	0
Sub Total	21,763,870
Carryover Balance	5,599,715
<b>Total General Fund Revenues</b>	<b>\$27,363,585</b>

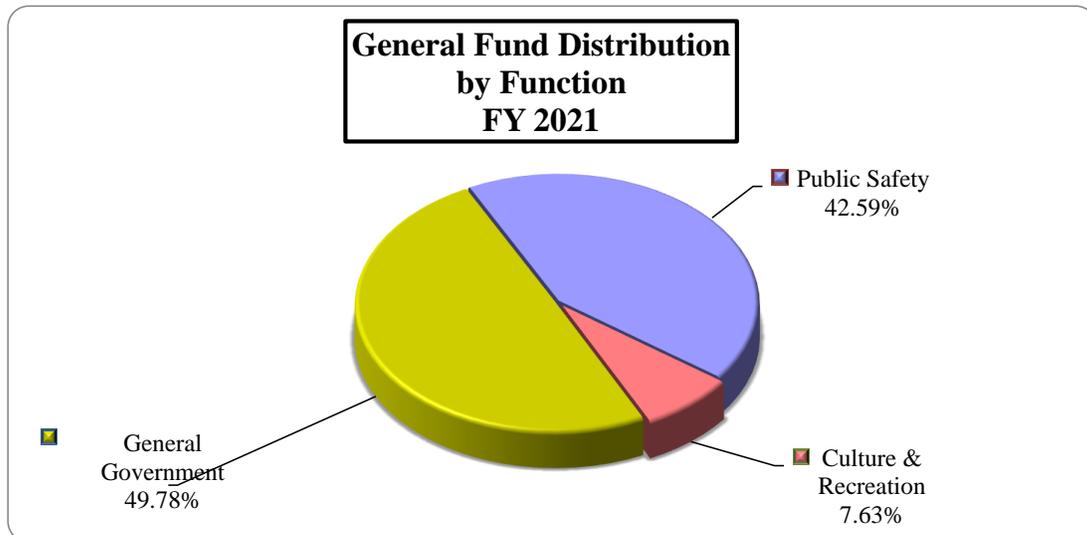
General Fund Revenues

Item Description	Taxes	Licenses & Permits	Inter-Govt'l Revenue	Charges for Services	Fines & Forfeitures	Uses of Monies & Property	Misc. Revenue	Other Sources
Franchise Taxes	\$397,000							
City Sales Tax	12,906,350							
Bed Tax	235,025							
Utility Tax	290,180							
Business Licenses		\$85,000						
Construction Permits		245,000						
Planning & Zoning Fees		121,180						
State Shared Sales Tax			\$1,151,990					
State Revenue Sharing			1,771,790					
M.V. Lieu Tax			814,360					
Yavapai Apache Revenue Share			16,850					
Pant Grant			0					
School Resource Officer / COC Shared Services			99,710					
Fire & Emergency Services Grants			62,250					
Miscellaneous Grants			17,000					
Police Grants			200,335					
Tow Fee Revenues				\$3,000				
Engineering Fees				35,000				
Spillman Fees				\$0				
Dispatch Fees				919,300				
Animal Control Fees				3,000				
Recr. Fees / 10K Memorial Run / Walkin' on Main				53,000				
Old Town Historic Tour				2,000				
Riverfront Park-Snack Bar				3,000				
Recreation Center Fees / Building Rental / Classes & Programs				620,000				
Rec/Fees-Softball Tournament				12,000				
Community Garden				2,000				
Pool Revenue				16,500				
Pool-Snack Bar Sales				4,000				
Pool-Swimming Lessons				15,000				
Youth Center Fees				50,000				
Thunder Valley Rally				10,000				
Airport - Indirect Costs				132,000				
Cemetery-Indirect Costs				400,000				
HURF-Indirect Cost				240,300				
Library-Indirect Cost				17,000				
Sewer-Indirect Costs				290,000				
Water-Indirect Costs				180,000				
Open / Close Graves				2,000				
Court Restitutions / Atty Reimbursements				6,000				
Court Fines					\$208,500			
Court Deferred Surcharge / Confidential Address Fees					23,650			
Interest Income						\$25,000		
Building Rental						13,600		
Other Income							\$60,000	
Donations							4,000	
Carryover								\$5,599,715
Lease Purchase Proceeds								0
Other Financing Sources								0
Transfers In								0
<b>Totals</b>	<b>\$13,828,555</b>	<b>\$451,180</b>	<b>\$4,134,285</b>	<b>\$3,015,100</b>	<b>\$232,150</b>	<b>\$38,600</b>	<b>\$64,000</b>	<b>\$5,599,715</b>

**Total General Fund Revenues Available \$27,363,585**

**General Fund–Disbursement Schedule**

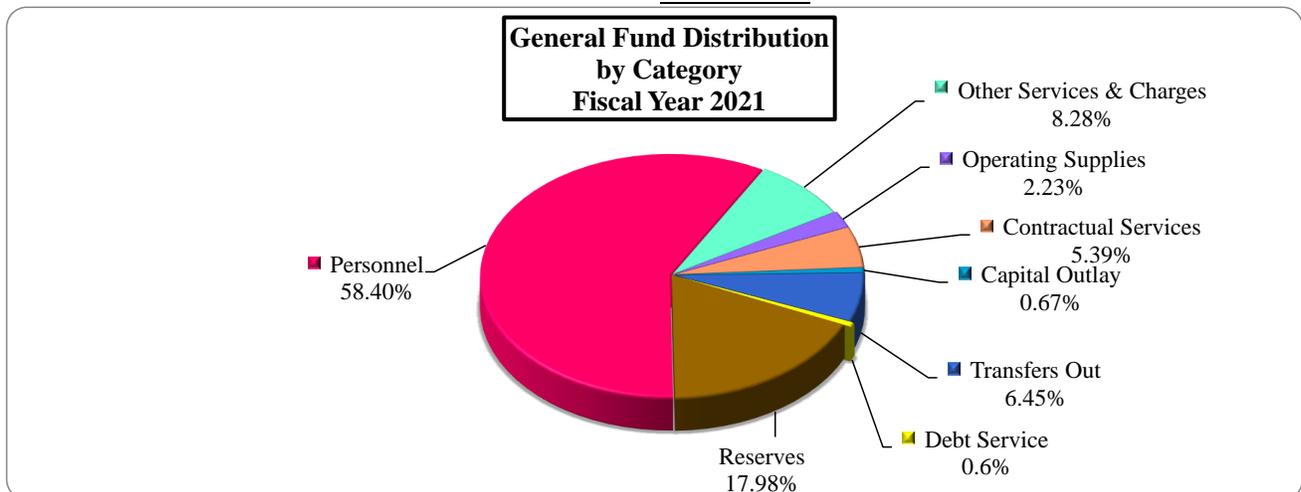
	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>General Government</b>					
City Council	\$302,302	\$5,374,645	\$907,290	\$5,200,385	473.18%
City Clerk	259,301	248,285	245,820	261,780	6.49%
Administration	807,998	734,625	686,590	657,140	-4.29%
Finance	411,620	451,975	439,630	489,685	11.39%
Personnel	210,196	254,745	244,340	283,765	16.14%
IT Services	869,110	993,500	959,010	1,134,250	18.27%
Purchasing	107,108	114,360	114,545	113,360	-1.03%
Natural Resources	189,664	188,455	12,475	0	-100.00%
Economic Development	278,224	303,955	321,295	390,210	21.45%
Legal	363,341	412,155	376,725	404,460	7.36%
Municipal Court	554,025	541,865	540,430	568,245	5.15%
Community Development	683,618	752,095	646,235	642,865	-0.52%
Engineering Services	436,357	497,835	350,050	459,850	31.37%
Public Works	387,040	304,135	267,915	236,120	-11.87%
Building Maintenance	440,331	443,080	434,180	535,040	23.23%
Non-Departmental	1,831,030	2,550,980	1,938,030	2,243,385	15.76%
Custodial	109,915	0	0	0	0.00%
<b>Total General Government</b>	<b>8,241,180</b>	<b>14,166,690</b>	<b>8,484,560</b>	<b>13,620,540</b>	<b>60.53%</b>
<b>Public Safety</b>					
Police	6,702,828	5,614,295	5,585,020	6,065,570	8.60%
Communications	1,496,743	1,768,480	1,687,155	1,845,200	9.37%
Ordinance Enforcement	269,862	223,455	212,000	225,080	6.17%
Fire & Medical	3,197,010	3,468,075	3,263,865	3,518,670	7.81%
<b>Total Public Safety</b>	<b>11,666,444</b>	<b>11,074,305</b>	<b>10,748,040</b>	<b>11,654,520</b>	<b>8.43%</b>
<b>Culture &amp; Recreation</b>					
Parks & Recreation	891,724	1,035,180	926,375	739,495	-20.17%
Youth Center	170,476	138,165	117,875	139,450	18.30%
Recreation Center	1,333,426	1,336,265	1,221,940	1,209,580	-1.01%
<b>Total Culture &amp; Recreation</b>	<b>2,395,626</b>	<b>2,509,610</b>	<b>2,266,190</b>	<b>2,088,525</b>	<b>-7.84%</b>
<b>Total General Fund Expenditures</b>	<b>\$22,303,250</b>	<b>\$27,750,605</b>	<b>\$21,498,790</b>	<b>\$27,363,585</b>	<b>27.28%</b>



**General Fund–Expenditures by Category**

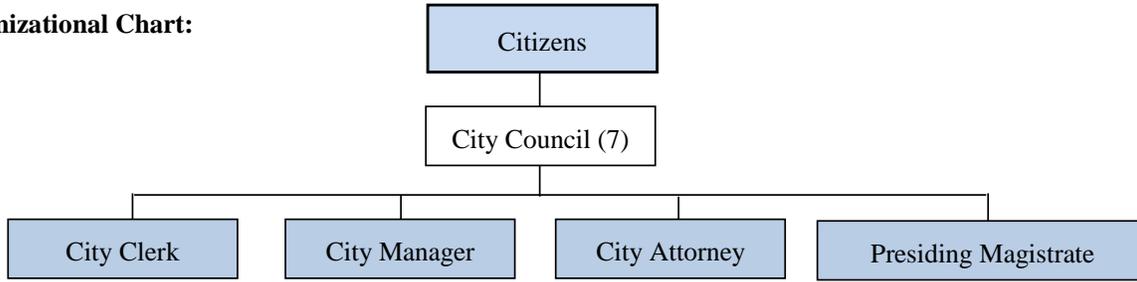
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
<b>General Government</b>								
City Council	\$49,200	\$1,205	\$69,000	\$161,330	\$0	\$0	\$0	\$4,919,650
City Clerk	233,110	2,130	1,380	25,160	0	0	0	0
Administration	613,380	2,675	4,980	36,105	0	0	0	0
Finance	337,050	6,375	81,970	64,290	0	0	0	0
Personnel	201,960	3,325	13,340	65,140	0	0	0	0
IT Services	614,670	62,850	412,115	44,615	0	0	0	0
Purchasing	105,180	900	4,300	2,980	0	0	0	0
Natural Resources	0	0	0	0	0	0	0	0
Economic Development	250,750	2,540	510	136,410	0	0	0	0
Legal	243,290	15	153,600	7,555	0	0	0	0
Municipal Court	382,640	6,150	100,220	79,235	0	0	0	0
Community Development	568,880	14,600	9,885	29,500	20,000	0	0	0
Engineering Services	312,520	8,600	2,800	21,460	114,470	0	0	0
Public Works	194,320	3,050	21,790	16,960	0	0	0	0
Building Maintenance	441,290	51,150	1,290	41,310	0	0	0	0
Non-Departmental	0	0	118,320	195,080	0	1,765,420	164,565	0
Custodial	0	0	0	0	0	0	0	0
<b>General Government Totals</b>	<b>4,548,240</b>	<b>165,565</b>	<b>995,500</b>	<b>927,130</b>	<b>134,470</b>	<b>1,765,420</b>	<b>164,565</b>	<b>4,919,650</b>
<b>Public Safety</b>								
Police	5,275,730	177,010	57,910	524,920	30,000	0	0	0
Communications	1,724,350	12,000	21,000	87,850	0	0	0	0
Ordinance Enforcement	163,630	6,250	54,200	1,000	0	0	0	0
Fire & Medical	3,222,420	112,700	109,000	74,550	0	0	0	0
<b>Public Safety Totals</b>	<b>10,386,130</b>	<b>307,960</b>	<b>242,110</b>	<b>688,320</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Culture &amp; Recreation</b>								
Parks & Recreation	288,210	38,425	50,810	362,050	0	0	0	0
Youth Center	103,910	10,020	10,260	15,260	0	0	0	0
Recreation Center	653,375	86,910	176,135	275,160	18,000	0	0	0
<b>Culture &amp; Recreation Totals</b>	<b>1,045,495</b>	<b>135,355</b>	<b>237,205</b>	<b>652,470</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Category Totals</b>	<b>\$15,979,865</b>	<b>\$608,880</b>	<b>\$1,474,815</b>	<b>\$2,267,920</b>	<b>\$182,470</b>	<b>\$1,765,420</b>	<b>\$164,565</b>	<b>\$4,919,650</b>

General Fund Expenditures \$22,443,935  
 Anticipated Reserves 4,919,650  
**Total General Fund Budget \$27,363,585**



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**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**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, adopt tax-rate fees, and the annual budget. They appoint the City Manager, City Clerk, City Attorney and Presiding Magistrate. The Mayor is elected for a 4-year term, with Council Members serving overlapping 4-year terms. Council elections are held in August and November at even 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 at numerous community functions.

**FY 2020 Accomplishments:**

- \* Increased budgeted reserves.
- \* Obtained the "Silver" designation as a Bicycle Friendly Community from the League of American
- \* Increased the use of social and traditional media to market Cottonwood and "Cottonwood as the Heart of Arizona Wine Country,' designated as a tourist destination.
- \* Maintained participation in the planning meetings of the Verde Front, a regional collaborative in the Sedona-Verde Valley that fosters proactive dialogue, coordination and collective action on stewardship of natural and cultural resources.
- \* Substantial use of Twitter and Facebook has been implemented to help in marketing Cottonwood and obtain input from citizens and visitors.
- \* Implemented City of Cottonwood Strategic Plan 2020.

**FY 2021 Goals:**

- \* Increase budgeted reserves by 5% or more.
- \* Monitor City debt and maintain or decrease ratio of General Fund debt to General Fund revenues.
- \* Improve the city's infrastructure by increasing the budget allocation for insulation of sidewalks above the annual allotment of sidewalk maintenance, and identify and implement roadway improvements.
- \* Implement City of Cottonwood Strategic Plan 2020 Initiatives.
- \* Update Strategic Plan and Initiatives after the 2020 elections.

**Budget Highlights:**

The City Council stays committed to the priorities in its Strategic Plan. The council is moving forward with implementing the initiatives to achieve the strategic goals as well as increase reserves. The increases in the council's budget pertain to fund allocations for public relations, computer support, travel and training and reserves. No Cost of Living Adjustment, merit or longevity pay is budgeted for any department for FY 2021.

General Government	City Council	Fund 01–General Fund	Cost Center	1000	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Tool:</b>					
<b>Type of Measure:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Totals	\$0	\$0	\$0	\$0

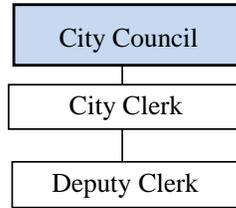
General Government	City Council	Fund 01–General Fund			Cost Center	1000
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$49,075	\$49,245	\$49,185	\$49,200	0.03%	
Operating Supplies	865	850	865	1,205	39.31%	
Contractual Services	147,164	45,000	72,980	69,000	-5.45%	
Other Services and Charges	81,199	153,630	148,010	161,330	9.00%	
Capital Outlay	0	0	0	0	0.00%	
Reserves	24,000	5,125,920	636,250	4,919,650	673.23%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$302,302</b>	<b>\$5,374,645</b>	<b>\$907,290</b>	<b>\$5,200,385</b>	<b>473.18%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$280,735	5.40%
Grants	0	0.00%
Reserves/Fund Balance	4,919,650	94.60%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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 Member	5.00	5.00	5.00	500		30,000
Overtime						0
Temporary / Reserves						0
Retirement						610
Insurance & Taxes						3,590
Employee Related Expenses						0
<b>Totals</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>			<b>\$49,200</b>

General Government	City Council	Fund 01—General Fund			Cost Center	1000
<b>Supplemental Data: Expenditures</b>						
Item Description	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
<b>Operating Supplies</b>						
Office Supplies	834	800	800	1,000	25.00%	
Copier Supplies	26	0	60	200	233.33%	
Postage & Freight	5	50	5	5	0.00%	
<b>Total Supplies</b>	<b>865</b>	<b>850</b>	<b>865</b>	<b>1,205</b>	<b>39.31%</b>	
<b>Contractual Services</b>						
Contractual Services	75,188	45,000	54,980	51,000	-7.24%	
Main Street Program & Old Town Association	0	0	0	0	0.00%	
Verde Valley Senior Center	55,000	0	0	0	0.00%	
Large Item Pick-up	6,989	0	0	0	0.00%	
Recycle Program	0	0	0	0	0.00%	
Rodeo Drive St. Reimbursement	0	0	0	0	0.00%	
Yavapai Apache Nation	9,987	0	18,000	18,000	0.00%	
<b>Total Contractual Services</b>	<b>147,164</b>	<b>45,000</b>	<b>72,980</b>	<b>69,000</b>	<b>-5.45%</b>	
<b>Other Services and Charges</b>						
Public Relations	1,873	1,000	1,000	3,000	200.00%	
Legal Advertising	73	150	200	200	0.00%	
Computer Support	1,755	1,600	2,230	2,500	12.11%	
Utilities	3,897	4,860	3,500	3,850	10.00%	
Parking Lot Lights	3,047	3,220	2,900	3,190	0.00%	
Telephone	0	0	0	0	0.00%	
Gas & Oil	0	0	0	0	0.00%	
Vehicle Maintenance & Repair	86	0	0	0	0.00%	
Youth Commission	1,258	4,000	4,000	4,000	0.00%	
Building Community Grants	11,500	0	0	0	0.00%	
Veterans Van/Events	0	0	0	0	0.00%	
Christmas Lights	151	600	80	90	12.50%	
Outside Agencies	23,000	100,000	100,000	100,000	0.00%	
Community Garden	1,043	1,200	100	1,500	1400.00%	
Birding Festival	1,000	0	1,000	1,000	0.00%	
Annual Appreciation Event	1,613	2,000	2,000	2,000	0.00%	
Travel & Training	6,010	6,000	1,000	10,000	900.00%	
Subscriptions & Memberships	12,614	15,000	16,000	16,000	0.00%	
Council Contingency	12,279	14,000	14,000	14,000	0.00%	
<b>Total Other Services &amp; Charges</b>	<b>81,199</b>	<b>153,630</b>	<b>148,010</b>	<b>161,330</b>	<b>9.00%</b>	
<b>Reserves</b>						
Budget Reserve-Carryover Restricted	0	3,434,090	0	3,501,010	0.00%	
Budget Reserve-Accumulation Fund	0	1,000,000	0	1,000,000	0.00%	
Budget Reserve-Undesignated	24,000	43,880	626,250	356,120	-43.13%	
Budget Reserve-1% Sales Tax GF CIP	0	388,770	10,000	62,520	525.20%	
Reserves for Capital/Programs	0	259,180	0	0	0.00%	
.2% Sales Tax Excess Capital Reserve	0	0	0	0	0.00%	
Budget Reserves Pension Liability	0	0	0	0	0.00%	
Employee Merit Program (distributed in each dept)	0	0	0	0	0.00%	
Budget Reserve - General Fund	0	0	0	0	0.00%	
Budget Reserve-Salary Plan Implementation	0	0	0	0	0.00%	
Budget Reserve-Accumulation	0	0	0	0	0.00%	
<b>Total Reserves</b>	<b>24,000</b>	<b>5,125,920</b>	<b>636,250</b>	<b>4,919,650</b>	<b>0.00%</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The City Clerk's Office works directly for the City Council and is the official record keeper of all Council's proceeding and official City documents. This office compiles and prepares the information and documentation (council meeting packets) necessary for the Council's consideration on matters pertaining to the city; records and produces written minutes of all Council meetings; is responsible for posting of Council's meeting agendas, and of summary and official minutes of City Council meetings; maintains official City documents and records; prepares resolutions and ordinances for legal review and Council's consideration; provides research and information regarding City records for the public and other City departments; processes liquor license applications; prepares and provides information packets for mayor and council candidates; conducts the city/municipal elections; assists the City attorney with research and clerical support; and manages the Cottonwood Community Garden and Rotating Artist Exhibits.

**FY 2020 Accomplishments:**

- \* Compiled and prepared 54 council meeting packets.
- \* Posted 54 council meeting agendas.
- \* Produced 42 council meeting summaries and official minutes.
- \* Processed 28 liquor license applications.
- \* Continued management of the Cottonwood Community Garden.
- \* Coordinated the 2019 City Council retreat.
- \* Prepared candidate packets and information for the city's 2020 election.
- \* Coordinated application and interview process to fill two Council Member positions and assisted new Council Members.
- \* Provided administrative and clerical assistance to the Mayor and Council.
- \* Provided support to City staff with their preparation of Council meeting information.
- \* Coordinated the decoration of Christmas parade float for City Council and the tree lighting ceremony.
- \* Implemented monthly rotating artist exhibit in Council Chambers

**FY 2021 Goals:**

- \* Coordinate three Town Hall meetings.
- \* Lease 100 percent of the Community Garden plots by June 2021.

**Budget Highlights:**

The increase in personnel expenditures is largely due to an increase in health insurance premiums and other personnel related costs. Funds have been allocated to cover the local primary and general election expenses in August and November 2020. There are slight increases in several line items to offset higher costs. No Capital items have been budgeted.

General Government	City Clerk	Fund 01–General Fund	Cost Center	1010	
<b>** Performance indicators are to be determined **</b>					
<b>Mission/Value Statement:</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

General Government	City Clerk	Fund 01–General Fund		Cost Center	1010
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent
	Actual	Budget	Revised	Final	Change
Personnel	\$225,888	\$229,950	\$228,765	\$233,110	1.90%
Operating Supplies	1,302	1,680	2,230	2,130	-4.48%
Contractual Services	1,228	1,200	1,315	1,380	4.94%
Other Services and Charges	25,338	15,455	13,510	25,160	86.23%
Capital Outlay	5,544	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$259,301</u>	<u>\$248,285</u>	<u>\$245,820</u>	<u>\$261,780</u>	<u>6.49%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$261,780	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
City Clerk	1.00	1.00	1.00	Contract		\$113,525
Deputy Clerk	1.00	1.00	1.00	3,408	5,022	51,715
COLA						0
Merit Contingency						0
Longevity						0
Overtime						1,100
Temporary / Reserves						0
Retirement						20,330
Insurance & Taxes						46,440
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$233,110</u>

General Government	City Clerk	Fund 01–General Fund		Cost Center	1010
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	547	700	600	700	16.67%
Copier Supplies	264	500	1,100	1,100	0.00%
Gas & Oil	24	0	50	50	0.00%
Vehicle Maintenance & Repair	443	450	450	250	-44.44%
Equipment Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	24	30	30	30	0.00%
<b>Total Supplies</b>	<b>1,302</b>	<b>1,680</b>	<b>2,230</b>	<b>2,130</b>	<b>-4.48%</b>

**Contractual Services**

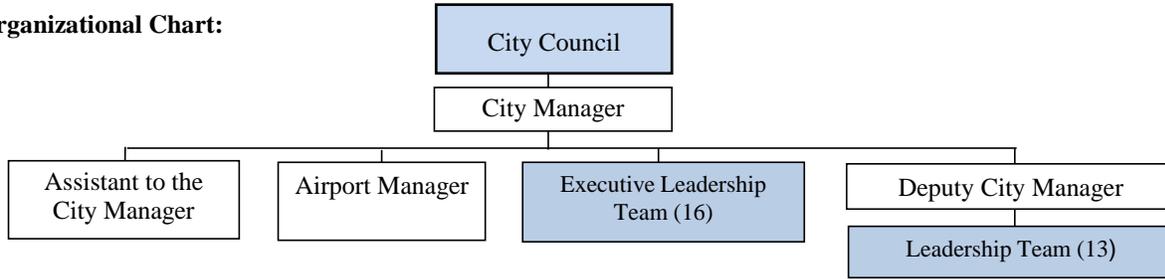
Contractual Services	110	0	0	0	0.00%
Computer Support	1,118	1,200	1,315	1,380	4.94%
<b>Total Contractual Services</b>	<b>1,228</b>	<b>1,200</b>	<b>1,315</b>	<b>1,380</b>	<b>4.94%</b>

**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	2,268	2,915	2,500	2,750	10.00%
Telephone	1,366	1,490	1,460	1,610	10.27%
Election Expense	11,516	2,000	500	11,500	2200.00%
Travel & Training	257	800	800	800	0.00%
Subscriptions & Memberships	9,931	8,250	8,250	8,500	3.03%
<b>Total Other Services &amp; Charges</b>	<b>25,338</b>	<b>15,455</b>	<b>13,510</b>	<b>25,160</b>	<b>86.23%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
	\$5,544				
<b>Totals</b>	<b>\$5,544</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**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, Deputy City Manager, the Administration Department directs the work of other City departments and coordinates the general activities of the city government with other governmental entities. The Executive Leadership Team consists of the Human Resources Director, Economic Development Director, City Engineer/Public Works Director, Natural Resources Director, Police Chief, and Fire Chief. The team members are not included in this budget. The Leadership Team comprises Administrative Services, Information Technology, Parks & Recreation, Recreation Center, Library, and Transit.

**FY 2020 Accomplishments:**

- \* Increase general fund reserves.
- \* Implemented Community Grant for outside agencies in the amount of \$100,000.
- \* Eliminated one senior management position, i.e. Community Services General Manager.
- \* Increased improved trail miles in the City of Cottonwood.
- \* Obtained the underground storage facility and aquifer storage permits from the Arizona Department of Water Resources (ADWR) for the Mingus injection well.
- \* Implemented Strategic Plan 2020.
- \* Achieved Silver award status as a Bicycle Friendly Community from the League of American Bicyclists.
- \* Achieved the Conservation/Bronze level of Sustainable Business Certification through the Sustainability Alliance.
- \* City of Cottonwood became the newest addition to the International Dark-Sky Places program as an International Dark-Sky community.

**FY 2021 Goals:**

- \* Increase General Funds Reserves by 5% or more.
- \* Evaluate staffing levels and adjust as needed.
- \* Complete audit of the Utility Department.
- \* Evaluate public safety radios for improvement or replacement.
- \* Participate in Verde Valley efforts to increase workforce housing.
- \* Begin implementing Strategic Plan 2020 Initiatives.
- \* Complete the operational water requirements of the Arizona Department of Environmental Quality (ADEQ) for certifying the Riverfront Water Reclamation Facility (RWRf).
- \* Investigate the potential for converting and modifying the Riverfront Water Reclamation Facility to meet the requirements for producing potable quality water for direct potable reuse.
- \* Implement the 'Road Diet' design from Main Street and the Bypass into Old Town Cottonwood that will reduce the lanes in order to add bike lanes.
- \* Complete the reconstruction of Mingus Avenue between the intersections with Main Street and 8<sup>th</sup> Street Wash.
- \* Acquire easement of Del Monte Wash for flood plain mitigation.
- \* Conduct a Master Plan Study for the cottonwood Municipal Airport.
- \* Establish and implement a marketing/Tourist Plan to market Cottonwood and have 'Cottonwood as the Heart of Arizona Wine Country' recognized as a tourist destination.

**Budget Highlights:**

A part-time Airport Manager position, filled in FY 2020, will become full-time in FY 2021 if revenues to offset the costs are obtained. Despite this addition, the decrease in personnel costs remains substantial due to a reduction in force resulting from the COVID-19 pandemic; one part-time and one full-time position were eliminated. Several line items have been slightly increased to offset higher costs. No capital items are budgeted.

General Government	Administration Department	Fund 01–General Fund	Cost Center	1100	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Tool:</b>					
<b>Type of Measure:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

General Government	Administration Department	Fund 01—General Fund		Cost Center	1100
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$761,404	\$696,435	\$646,040	\$613,380	-5.06%
Operating Supplies	4,800	2,600	2,595	2,675	3.08%
Contractual Services	3,912	3,900	4,680	4,980	6.41%
Other Services and Charges	22,093	31,690	33,275	36,105	8.50%
Capital Outlay	15,789	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$807,998</b>	<b>\$734,625</b>	<b>\$686,590</b>	<b>\$657,140</b>	<b>-4.29%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$657,140	100.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
City Manager	1.00	1.00	1.00	Contract		\$150,000
Deputy City Manager	1.00	1.00	1.00	10,468	15,426	156,060
Administrative Svcs General Manager	0.00	0.00	0.00	8,639	12,691	0
Community Svcs General Manager	1.00	0.00	0.00	8,639	12,691	0
Airport Manager	0.00	0.00	1.00	6,120	9,019	85,030
Airport Special Projects Director	0.00	1.00	0.00	6,120	9,019	0
Assistant to City Manager	1.00	1.00	1.00	3,945	5,814	50,440
Administrative Assistant	1.00	1.00	0.00	2,670	3,935	0
COLA						0
Car Allowance						10,800
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						55,280
Insurance & Taxes						105,770
Employee Related Expenses						0
<b>Totals</b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>4.00</u></b>			<b><u>\$613,380</u></b>

General Government Administration Department	Fund 01–General Fund			Cost Center	1100
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	1,093	1,000	1,530	1,600	4.58%
Copier Supplies	221	1,200	725	725	0.00%
Gas & Oil	49	0	0	0	0.00%
Vehicle Maintenance & Repair	290	300	290	300	3.45%
Equipment Maintenance & Repair	3,112	0	0	0	0.00%
Postage & Freight	35	100	50	50	0.00%

<b>Total Supplies</b>	4,800	2,600	2,595	2,675	3.08%
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**Contractual Services**

Contractual Services	1,488	1,700	1,880	1,900	1.06%
Computer Support	2,424	2,200	2,800	3,080	10.00%

<b>Total Contractual Services</b>	3,912	3,900	4,680	4,980	6.41%
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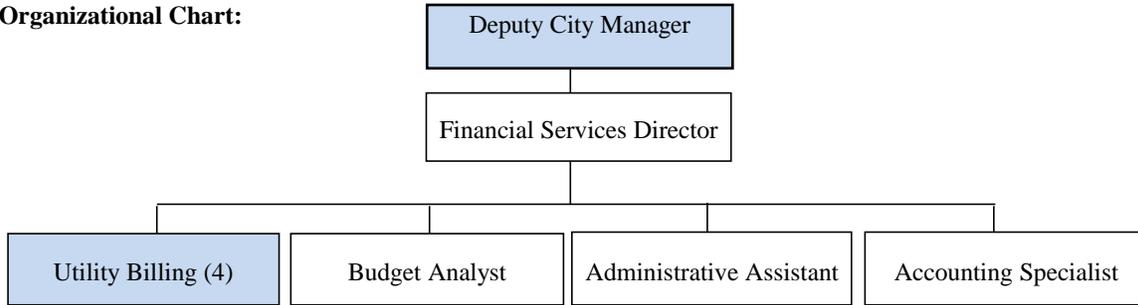
**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	2,191	2,500	1,640	1,900	15.85%
Utilities	6,117	5,670	5,900	6,200	5.08%
Telephone	4,986	5,225	5,510	6,060	9.98%
Travel & Training	3,836	6,000	6,000	5,095	-15.08%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	1,523	2,210	2,460	2,465	0.20%
Manager's Contingency	1,896	8,500	10,180	12,800	25.74%
Enterprise Fleet Lease Expense	1,544	1,585	1,585	1,585	0.00%

<b>Total Other Services &amp; Charges</b>	22,093	31,690	33,275	36,105	8.50%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Lease Equipment	\$15,789				
Totals	\$15,789	\$0	\$0	\$0	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Finance Department, under direction of the Deputy City 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. The department performs analyses 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, sales tax compliance programs, debt management and City investments.

**FY 2020 Accomplishments:**

- \* Completed the FY 2019 Financial Audit, delivering accurate and transparent accounting for citizens.
- \* Collaborated with City Council and City staff on the development of a comprehensive and fiscally responsible budget.
- \* Reached the 16-year anniversary of the City's employee newsletter "Communiqué."
- \* Received for the 29<sup>th</sup> consecutive time the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the Finance Department's Comprehensive Annual Financial Report (CAFR) for the year-ending June 2019.
- \* Obtained the 20<sup>th</sup> Distinguished Budget Presentation Award from the GFOA for FY 2020 budget document.
- \* Successfully facilitated the City of Cottonwood in maintaining an AA bond rating from Standard & Poor's (S&P), showing a very strong capacity to meet the City's financial commitments.
- \* Developed a plan to conduct internal bi-annual audits of fixed assets and produced a policy document for auditing the City's Assets.
- \* Researched and developed a plan to reward employees for cost savings and sustainability ideas to promote fiscal responsibility and economic growth.
- \* Produced an informative monthly budget update document to be presented to Council.

**FY 2021 Goals:**

- \* Prepare and submit the City's FY 2020 CAFR to GFOA to compete for the Certificate of Achievement in Excellence in Financial Reporting and attain the 30<sup>th</sup> certificate.
- \* Prepare and submit application to the GFOA for the 21<sup>st</sup> time to acquire the Distinguished Budget Presentation Award for the City's FY 2021 Annual Budget.
- \* Develop a citizen outreach program to get citizen input during the budget process.
- \* Initiate a new performance indicator plan to measure departmental performance based on the City's Strategic Plan for Fiscal Year 2021.
- \* Streamline the budget planning and review process.
- \* Enhance the current presentation program that informs citizens of the budget process and aims to encourage more citizen engagement.
- \* Conduct an internal audit of Fixed Assets.

**Budget Highlights:**

The increase in personnel expenditures is largely due to higher health insurance costs and budgeting the position of Accounting Specialist for a full year. The budget allocations for a couple of line items have increased, but many remain generally the same. The biggest cost reductions can be seen in Contractual Services and Audit Expense. No funds for Capital items are budgeted.

General Government	Finance Department	Fund 01–General Fund	Cost Center	1200	
<b>Performance Indicators</b>					
<b>Strategic Directive:</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> Attainment certificate awards					
<b>Tool:</b> Preparation of budget document and submission for review to the GFOA					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Yes/No					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021
GFOA Certificate of Achievement		Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award		Yes	Yes	Yes	Yes
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Increase the percentage of ACH Payroll Deposits					
<b>Objective:</b> Increase the cost-effectiveness of Payroll processing					
<b>Type of Measure:</b> Number of Direct Deposit distributions					
<b>Tool:</b> Accounting software reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Percent calculation of ACH payroll deposits to total Checks and Direct Deposits: 80% = good					
<b>Trend:</b> Slightly down					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021
Payroll checks/Deposits distributed		7,453	TBD	7,500	7,500
ACH Payroll Deposits		6,085	TBD	6,500	6,500
ACH Payroll Deposits (%)		81.64%	TBD	86.67%	86.67%
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Decrease the number of voided Checks for Accounts Payable to less than 2%					
<b>Objective:</b> Increase the integrity of the purchasing process, avoid duplicate invoice/payments and reduce the cost of processing Accounts Payable					
<b>Type of Measure:</b> Number of voided checks					
<b>Tool:</b> Accounting software reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> < 2%					
<b>Trend:</b> Down					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021
Accounts Payable – Checks written		4,706	TBD	4,500	4,500
Accounts Payable – Checks voided (incl. lost by vendor and printer errors)		40	TBD	40	40
Percentage increase/decrease in voided Checks		0.8%	TBD	0.9%	0.9%

General Government	Finance Department	Fund 01–General Fund		Cost Center	1200
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$257,862	\$285,670	\$264,090	\$337,050	27.63%
Operating Supplies	8,576	7,800	6,235	6,375	2.25%
Contractual Services	86,050	99,880	108,060	81,970	-24.14%
Other Services and Charges	59,132	58,625	61,245	64,290	4.97%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$411,620</b>	<b>\$451,975</b>	<b>\$439,630</b>	<b>\$489,685</b>	<b>11.39%</b>

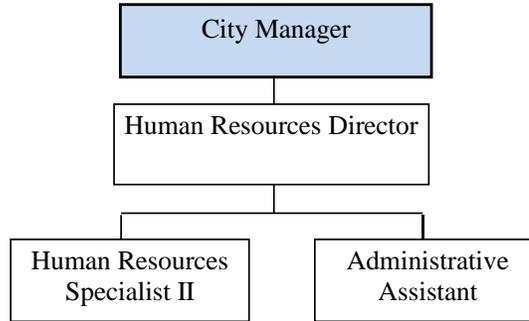
<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$489,685	100.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Financial Services Director	1.00	1.00	1.00	7,085	10,441	\$110,120
Budget Analyst	1.00	1.00	1.00	3,945	5,814	69,675
Accounting Specialist	0.00	1.00	1.00	3,246	4,783	42,025
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	16,260
COLA						0
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						29,090
Insurance & Taxes						69,880
Employee Related Expenses						0
<b>Totals</b>	<b><u>2.50</u></b>	<b><u>3.50</u></b>	<b><u>3.50</u></b>			<b><u>\$337,050</u></b>

General Government	Finance Department	Fund 01–General Fund		Cost Center	1200
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	3,834	3,500	3,500	3,000	-14.29%
Copier Supplies	364	600	875	875	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	259	0	0	0	0.00%
Equipment Maintenance & Repair	328	900	360	500	38.89%
Postage & Freight	3,791	2,800	1,500	2,000	33.33%
<b>Total Supplies</b>	<b>8,576</b>	<b>7,800</b>	<b>6,235</b>	<b>6,375</b>	<b>2.25%</b>
<b>Contractual Services</b>					
Contractual Services	50,834	39,600	51,940	26,990	-48.04%
Audit Expense	30,000	38,980	38,980	31,840	-18.32%
Sales Tax Audits	4,068	8,000	2,000	8,000	300.00%
Computer Support	1,148	13,300	15,140	15,140	0.00%
<b>Total Contractual Services</b>	<b>86,050</b>	<b>99,880</b>	<b>108,060</b>	<b>81,970</b>	<b>-24.14%</b>
<b>Other Services and Charges</b>					
Bank Charges	8,333	9,000	8,500	8,500	10.00%
Legal Advertising	5,758	3,760	5,500	5,500	0.00%
Printing & Forms	2,675	2,700	3,880	4,730	21.91%
Utilities	4,279	6,000	4,650	5,120	10.11%
Telephone	2,290	2,415	2,600	2,860	10.11%
State Annual Municipality Fee	28,841	29,000	31,905	31,930	0.08%
Travel & Training	6,473	4,000	2,810	4,000	42.35%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	483	1,750	1,400	1,650	17.86%
<b>Total Other Services &amp; Charges</b>	<b>59,132</b>	<b>58,625</b>	<b>61,245</b>	<b>64,290</b>	<b>4.97%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Human Resources (HR) Department falls under the direction of the City Manager and is responsible for the hiring of personnel, employee training and development, employee benefits, risk management, City cemetery administration, and other special projects.

**FY 2020 Accomplishments:**

- \* Facilitated the placement of five Return on Investment (ROI) program interns from Mingus Union High School into various departments and participated in the ROI education "boot camp" week to help prepare interns for the work environment.
- \* Facilitated the hiring process for the Community Development Director position.
- \* The Safety Committee raised funds, purchased and installed two public automated external defibrillators (AEDs) on Main Street in the Old Town area.
- \* Worked with the Recreation Center to advertise City job opportunities on the screens of the cardio equipment.
- \* Participated in the "We Are Cottonwood" Fest, National Night Out, and several job fairs to promote City employment opportunities.
- \* Implemented the "GEM" on-the-spot peer recognition program.
- \* Hosted an Arizona Public Risk Management Association Quarterly Meeting and an Arizona Municipal Risk Retention Pool Round Table Educational Session.
- \* Hosted an open meeting law educational session for volunteers of boards and commissions.
- \* Began revisions of the employee performance evaluation form to increase the accuracy and efficiency of the performance evaluation process.
- \* Assisted with the hiring of 66 employees in various departments.

**FY 2021 Goals:**

- \* Continue to work with departments to create work environments that retain high-performing employees and to attract new employees by highlighting the benefits of working at the City and living in the Cottonwood area.
- \* Further develop a robust recruitment strategy that utilizes free and/or low-cost advertising resources to increase the market range of potential job applicants.
- \* Continue to assist management in the rightsizing of the organization through careful evaluation of current and upcoming position openings, reclassifications and departmental reorganizations.
- \* Update (modernize) the Employee Personnel Manual.

**Budget Highlights:**

The budget allocation in the Personnel category was increased to cover higher health insurance premiums and for Unemployment Insurance due to the coronavirus pandemic. Allocations for the majority of the line items were reduced with the exception of Recruitment Expense to cover the costs of hiring a new Fire Chief in FY 2021 and general recruitment. No capital items are budgeted.

General Government	Human Resources Department	Fund 01–General Fund	Cost Center	1210
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Efficiently and effectively conduct risk management			
<b>Objective:</b>	Implement a safety campaign that includes bi-monthly trainings, implementation of an incentive program and address safety issues in monthly communicate in order to decrease the number of workplace injuries and claims			
<b>Type of Measure:</b>	Claims data			
<b>Tool:</b>	Electronic maintenance and operational data (EMOD)			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Number and costs of claims			
<b>Trend:</b>	Increasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
	(12/31/2019)			
Number of trainings completed	1,976	2,403	2,000	2,400
Number of Workers' Compensation (WC) claims	17	22	20	20
– Percent change in WC claims	6.25%	29.41%	-10%	0%
Cost of Total WC claims	\$41,667.55	\$169,168.71	\$100,500.00	\$115,000.00
– Percent change in cost of WC claims	21.39%	406%	-406%	14,42%
Average cost of individual WC claims	\$2,451	\$7,689	\$5,025	\$5,750
EMOD	1.60	1.60	1.30	1.50

<b>Strategic Directive:</b>	Marketing Cottonwood			
<b>Department Goal:</b>	Create an enticing environment to employ and retain valuable and productive employees			
<b>Objective:</b>	Decrease turnover to reduce new hire implementation costs and promote consistency within departments			
<b>Type of Measure:</b>	Percentage change			
<b>Tool:</b>	Cottonwood employment data			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Turnover rate change; number of retirees vs. terminations			
<b>Trend:</b>	The turnover rate is on schedule to be decreased from 2020. Retirement numbers remain consistent.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
	(12/31/2019)			
Full-time positions filled	47	35	40	35
Full-time transfers	17	8	9	7
Full-time employees–Voluntary termination after orientation period completed	21	7	17	15
Full-time employees–Voluntary termination during orientation period	3	5	4	4
Full-time employees–Termination after orientation period completed	1	1	1	1
Full-time employees–Termination during orientation period	6	3	4	3
Full-time employees–Retirement	7	7	7	7
Full-time employees–Turnover rate	19%	12%	15%	14%
Total number of positions opened (Full-time and part-time)	108	94	90	85
Total number of applications received	998	1,180	1,300	1,300

General Government Human Resources Department		Fund 01–General Fund			Cost Center	1210
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$176,461	\$198,615	\$196,995	\$201,960	2.52%	
Operating Supplies	2,752	4,550	3,210	3,325	3.58%	
Contractual Services	10,863	17,450	14,225	13,340	-6.22%	
Other Services and Charges	20,120	34,130	29,910	65,140	117.79%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$210,196</b>	<b>\$254,745</b>	<b>\$244,340</b>	<b>\$283,765</b>	<b>16.14%</b>	

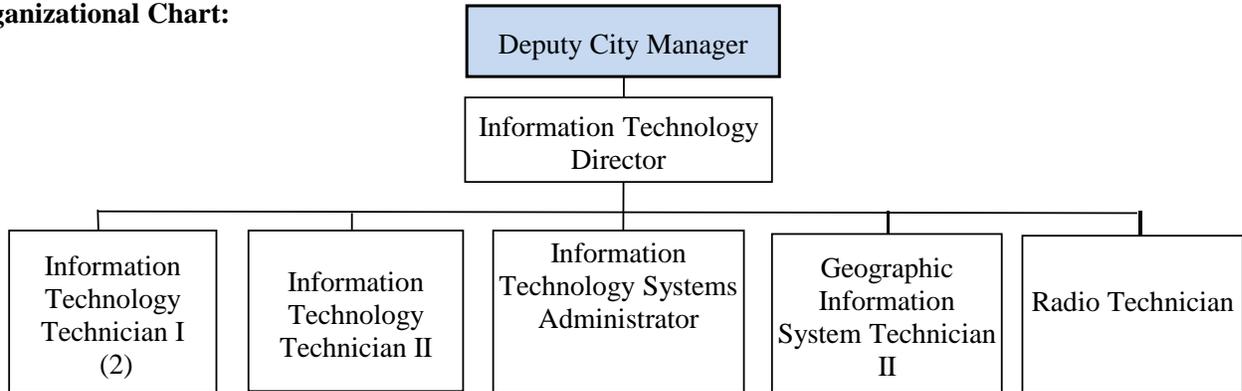
<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$283,765	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Human Resources Director	1.00	1.00	1.00	6,120	9,019	\$77,680
Human Resources Specialist II	1.00	1.00	1.00	3,945	5,814	49,530
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	16,260
COLA						0
Employee Awards						0
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						17,610
Insurance & Taxes						40,230
Employee Related Expenses						650
<b>Totals</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>			<b>\$201,960</b>

General Government Human Resources Department		Fund 01-General Fund			Cost Center	1210
<b>Supplemental Data: Expenditures</b>						
Item Description	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
<b>Operating Supplies</b>						
Office Supplies	1,525	1,700	1,000	1,000	0.00%	
Copier Supplies	363	1,000	1,000	1,000	0.00%	
Gas & Oil	539	500	500	500	0.00%	
Training Supplies	0	0	0	0	0.00%	
Vehicle Maintenance & Repair	72	300	200	300	50.00%	
Equipment Maintenance & Repair	224	1,000	500	500	0.00%	
Postage & Freight	28	50	10	25	150.00%	
<b>Total Supplies</b>	<b>2,752</b>	<b>4,550</b>	<b>3,210</b>	<b>3,325</b>	<b>3.58%</b>	
<b>Contractual Services</b>						
Contractual Services	2,564	2,500	2,500	1,000	-60.00%	
Employee Physicals/Drug Tests	7,834	11,250	8,300	8,300	0.00%	
Compensation Study	0	500	0	0	0.00%	
Computer Support	465	3,200	3,425	4,040	17.96%	
<b>Total Contractual Services</b>	<b>10,863</b>	<b>17,450</b>	<b>14,225</b>	<b>13,340</b>	<b>-6.22%</b>	
<b>Other Services and Charges</b>						
Advertising	0	0	0	0	0.00%	
Printing & Forms	0	80	40	80	0.00%	
Utilities	4,065	4,300	3,720	4,090	10.84%	
Telephone	1,177	1,400	1,150	1,270	11.11%	
Safety/Personnel Committee	4,211	7,200	7,000	7,300	0.00%	
Safety Expenses	162	2,600	750	1,200	0.00%	
Travel & Training	355	4,400	2,500	5,325	9.09%	
Continuing Education	0	0	0	10,000	33.33%	
Subscriptions & Memberships	913	3,300	3,000	5,375	33.33%	
Recruitment Expense	4,702	4,100	5,000	10,500	143.24%	
Unemployment Insurance (City)	4,537	6,750	6,750	20,000	33.33%	
<b>Total Other Services &amp; Charges</b>	<b>20,120</b>	<b>34,130</b>	<b>29,910</b>	<b>65,140</b>	<b>117.79%</b>	

<b>Supplemental Data: Capital Outlay</b>						
Item Description	2019	2020		2021		
	Actual	Budget	Revised	Final		
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Information Technology (IT) Department maintains all computer equipment and computer software, as well as the maintenance of all City servers, under the direction from the Deputy City Manager. IT Services is also responsible for researching new technology and software updates and implementing these changes. Additionally, IT maintains the City website and mobile app. Other services provided include GIS mapping and support, and radio and microwave support and maintenance.

**FY 2020 Accomplishments:**

- \* Expanded Guest Wi-Fi to include a portion of Riverfront Park, Garrison Park and the Military Service In conjunction with Parks & Recreation held "We Are Cottonwood" Fest in August 2019 to celebrate City Hall Selfie Day and further citizen engagement.
- \* Added to the security of the City by installing video surveillance systems at Garrison Park, Military Service Park and the Recreation Center. (expected)
- \* Completed move of the IT Department from the Business Assistance Center (BAC) to Public Safety to further the City's goal of lowering costs and increasing revenue.
- \* Completed project to allow customers to sign up on the website for water and wastewater service.
- \* Installed four (4) electric vehicle chargers in Old Town at no cost through the APS "Take Charge AZ" grant program to encourage sustainability and tourism. (expected)

**FY 2021 Goals:**

- \* Complete Department of Homeland Security grant funded project to enhance our Cyber Security posture.
- \* Extend GIS services through the implementation of an Arc GIS Server, a system software that makes geographical information available that will be beneficial to 911 communications and other City departments. (pending funding)
- \* Complete overhaul of the network's Active Directory, a system that connects all individual devices and applications in a network to a database system, to fix multiple access issues to networked resources. This will streamline access and enable City employees to increase their productivity.
- \* Replace the Police Department's Mobile Data Communication (computers) and all connecting equipment. (pending funding)
- \* Complete engineering study for upgrade of public safety radio system.

**Budget Highlights:**

The largest increases in this department's budget are in the Operating Supplies and Contractual Services categories to cover the increasing costs involved in taking over the management of all of the computer support items for the Communications Department and the Police Department. The large decrease in the Other Services and Charges is due to the expiration of the Homeland Security Grant. There are no new capital items budgeted.

General Government	Information Technology Department	Fund 01–General Fund	Cost Center	1220
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Evaluate and improve customer service practices for the customer's perspective			
<b>Department Goal:</b>	Close Help Desk Tickets quickly to provided better customer service			
<b>Objective:</b>	Resolve 90% of Help Desk requests within one (1) week			
<b>Type of Measure:</b>	Number of Help Desk Tickets submitted and resolved			
<b>Tool:</b>	Help Desk application reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	Decreasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Help Desk Tickets submitted	1,878	1,497	1,181	1,100
Help Desk Tickets resolved within one week (Estimate and anticipated number cannot be determined due to system change)	1,689	1,364		
Percentage of Help Desk Tickets resolved in one week (Estimate and Anticipated number cannot be determined due to system change)	89.94%	91.12%		
Percentage Change (YOY)	n/a	1.18%	-91.12%	0.00%

<b>Strategic Directive:</b>	Evaluate and improve current customer service practices from the customer's perspective			
<b>Department Goal:</b>	Ensure efficient and effective computer operations			
<b>Objective:</b>	Provide permanent resolution to Help Desk Tickets			
<b>Type of Measure:</b>	Percentage of reopened tickets (<5%)			
<b>Tool:</b>	Help Desk application reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	n/a			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Help Desk Tickets reopened	48	25	15	11
Reopened tickets as percentage of overall tickets	2.56%	1.67%	1.27%	1.10%
Response time change	n/a	0.89	0.4	0.17

General Government		Information Technology Department		Fund 01– General Fund		Cost Center	1220
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$588,031	\$613,895	\$572,535	\$614,670	7.36%		
Operating Supplies	40,340	27,350	36,380	62,850	72.76%		
Contractual Services	210,136	286,045	285,580	412,115	44.31%		
Other Services and Charges	27,703	54,210	55,115	44,615	-19.05%		
Capital Outlay	2,900	12,000	9,400	0	-100.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$869,110</b>	<b>\$993,500</b>	<b>\$959,010</b>	<b>\$1,134,250</b>	<b>18.27%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$1,134,250	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
IT Director	1.00	1.00	1.00	7,085	10,441	\$101,790
IT Systems Administrator	1.00	1.00	1.00	4,350	6,410	54,570
Radio & Telecom Technician	1.00	1.00	1.00	4,350	6,410	60,135
GIS Technician II	1.00	1.00	1.00	3,945	5,814	58,535
IT Technician II	1.00	1.00	1.00	3,945	5,814	50,440
IT Technician I	1.00	2.00	2.00	3,578	5,273	91,520
COLA						0
Merit Contingency						0
Longevity						0
Clothing Allowance						400
Temporary Employees / Reserves						0
Overtime						0
Holiday Pay						0
Retirement						50,960
Insurance & Taxes						146,320
Employee Related Expenses						0
<b>Totals</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>			<b>\$614,670</b>

General Government	Information Technology Department	Fund 01–General Fund	Cost Center	1220	
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	6,829	2,400	5,500	3,600	-34.55%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	639	1,250	1,000	1,200	20.00%
Vehicle Maintenance & Repair	3,036	1,100	9,000	2,500	-72.22%
Equipment Maintenance & Repair	232	1,000	1,680	3,600	114.29%
Radio Maintenance & Repair	28,710	21,000	19,000	51,700	172.11%
Postage & Freight	894	600	200	250	25.00%
<b>Total Supplies</b>	<b>40,340</b>	<b>27,350</b>	<b>36,380</b>	<b>62,850</b>	<b>72.76%</b>

**Contractual Services**

Contractual Services	135,854	157,180	157,180	215,000	36.79%
Bank Charges	0	0	0	0	0.00%
Computer Support	74,282	128,865	128,400	197,115	53.52%
<b>Total Contractual Services</b>	<b>210,136</b>	<b>286,045</b>	<b>285,580</b>	<b>412,115</b>	<b>44.31%</b>

**Other Services and Charges**

Employee Physicals/Drug Tests	175	0	200	350	75.00%
Advertising	0	0	485	485	0.00%
Utilities	5,250	8,250	4,545	5,000	10.01%
Telephone	8,714	7,500	7,485	8,230	9.95%
Homeland Security Grant	0	18,100	18,100	0	-100.00%
Travel & Training	2,019	7,400	5,300	11,550	117.92%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	11,546	12,960	19,000	19,000	0.00%
<b>Total Other Services &amp; Charges</b>	<b>27,703</b>	<b>54,210</b>	<b>55,115</b>	<b>44,615</b>	<b>-19.05%</b>

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Computer Equipment – City-wide	\$ 2,900	\$ 12,000	\$ 9,400	
<b>Totals</b>	<b>\$2,900</b>	<b>\$12,000</b>	<b>\$9,400</b>	<b>\$0</b>

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Purchasing Division, under direct supervision of the Deputy City Manager, is responsible for maximizing the effectiveness of our citizens' tax dollars while providing timely and adequate support for 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 with all of the state's procurement statutes.

**FY 2020 Accomplishments:**

- \* Procured construction services utilizing the Arizona State cooperative contract for Job Order Contracting (JOC) and used this tool to compare pricing against former JOC program. The first project procured with this method was performed at a dollar value below the project budget.
- \* [Anticipated] Implemented electronic signature software (DocuSign) for standard form agreements.
- \* Facilitated a new and successful Outside Agency Funding grant application process to promote competition amongst local non-profit organizations that applied for project or program funding.
- \* [Anticipated] Collaborated with the Community Development Department to develop a competitive grant application process for the Historic Preservation Commission (HPC).

**FY 2021 Goals:**

- \* In accordance with the City's Sustainability Plan, utilize the preference to purchase environmentally friendly or recycled products in at least one procurement by fiscal year end if within 5% of lowest quote is provided.
- \* Pending approval and funding, start implementation of the selected contract/COIs tracking software program that meets the needs of Risk Management and the Legal Department and Purchasing Division.
- \* Begin using the Springbrook Enterprise Resource Planning (ERP) software module for Purchase Order Requisitions and Purchase Order Approval.

**Budget Highlights:**

There's a very small increase in budgeted personnel expenditures to cover increased healthcare and other related personnel costs. Overall, the budget is slightly lower than that of FY 2020 with the largest decrease in Contractual Services due to not renewing a contract for a software program that was not needed. No funds have been allocated for capital expenditures.

General Government	Purchasing Division	Fund 01–General Fund	Cost Center	1230	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Process and convert requisitions into purchase orders within two business days after requisitions have been approved by the Finance Department				
<b>Objective:</b>	Purchase requested material goods, services and construction in a timely manner				
<b>Type of Measure:</b>	Processing time				
<b>Tool:</b>	Requisition log and Springbrook software				
<b>Frequency:</b>	Occurrence of requisitions				
<b>Scoring:</b>	100% = Above Average; 95% = Average; 90% = Below Average; 85% or below = Poor				
<b>Trend:</b>	Score at least 90% or higher				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2018	2019	2020	2021
Number of approved requisitions processed		n/a	151	150	160
Number of approved requisitions processed within 2 business days		n/a	140	135	150
Percentage of requisitions processed within 2 business days		n/a	92.70%	90.00%	93.75%

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community				
<b>Department Goal:</b>	Ensure local businesses within the City limits and outside businesses entities that conduct business within the City limits comply with the requirement to register their business with the City				
<b>Objective:</b>	Educate business owners of new and/or unregistered businesses on their responsibility to register the conditions stipulated in the Municipal Code in order to reduce Code Enforcement notifications				
<b>Type of Measure:</b>	Mailing of business registration renewal letters, monitoring of Chamber of Commerce memberships and Code Enforcement notifications				
<b>Tool:</b>	Springbrook software, Chamber of Commerce magazine and Code Enforcement				
<b>Frequency:</b>	Weekly				
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2018	2019	2020	2021
Total number of mailed out business registration renewals		1,337	1,383	1,400	1,420
–Number of business registration renewals paid for on-time (before late penalty)		855	TBD	950	1,000
–Number of new business registrations (% of total business registration renewals that were mailed out) [as of December 1, 2018]		185 (13.8%)	213 (15.4%)	200	200
–Number of registrations/renewals based on late notices/Code Enforcement		297%	TBD	250	220

General Government		Purchasing Division		Fund 01–General Fund		Cost Center	1230
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$101,530	\$103,930	\$103,430	\$105,180	1.69%		
Operating Supplies	1,226	755	825	900	9.09%		
Contractual Services	1,901	6,725	7,680	4,300	-44.01%		
Other Services and Charges	2,452	2,950	2,610	2,980	14.18%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$107,108</u>	<u>\$114,360</u>	<u>\$114,545</u>	<u>\$113,360</u>	<u>-1.03%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$113,360	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Purchasing/Contract Administrator	1.00	1.00	1.00	6,120	9,019	\$77,870
COLA						
Merit Contingency						0
Longevity Pay						0
Temporary / Reserves						0
Retirement						9,520
Insurance & Taxes						17,790
Employee Related Expenses						0
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$105,180</u>

General Government	Purchasing Division	Fund 01–General Fund		Cost Center	1230
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	1,017	350	300	350	16.67%
Copier Supplies	128	250	400	400	0.00%
Postage & Freight	1	5	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	79	150	125	150	20.00%
<b>Total Supplies</b>	<b>1,226</b>	<b>755</b>	<b>825</b>	<b>900</b>	<b>9.09%</b>

**Contractual Services**

Contractual Services	1,667	5,150	5,300	1,800	-66.04%
Computer Support	234	1,575	2,380	2,500	5.04%
<b>Total Contractual Services</b>	<b>1,901</b>	<b>6,725</b>	<b>7,680</b>	<b>4,300</b>	<b>-44.01%</b>

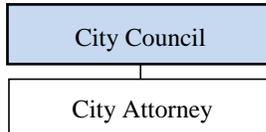
**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	569	550	410	450	9.76%
Telephone	976	1,050	1,070	1,180	9.76%
Travel & Training	723	1,000	1,000	1,000	0.00%
Subscriptions & Memberships	184	350	130	350	169.23%
<b>Total Other Services &amp; Charges</b>	<b>2,452</b>	<b>2,950</b>	<b>2,610</b>	<b>2,980</b>	<b>14.18%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

**Legal Department**

Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

The City Attorney serves as the City's Chief Legal Officer and General Counsel. S/he prepares and reviews legal documents, including contracts, intergovernmental agreements (IGAs), ordinances and resolutions, and provides legal advice and opinions to the Mayor, City Council, City Management, and all City Department Heads and Staff. S/he also advises and represents, and/or oversees the representation of the City in all legal proceedings in state court, federal court, and before state and federal administrative agencies. The City Attorney's office is also responsible for enforcement of the Cottonwood City Code and the prosecution of misdemeanor cases in the Cottonwood Municipal Court, either directly or by contract.

**FY 2020 Accomplishments:**

- \* Helped establish and participate in new Safe Housing Task Force to assist individuals and families who are displaced because of dilapidated/unsafe housing conditions.
- \* Helped negotiate in-escrow sale of vacant property on 6<sup>th</sup> Street to development group that intends to construct a new, 85-bed Springhill Suites hotel on the property which is estimated to generate between \$200,000 and \$250,000 in additional direct tax revenues to the City.
- \* Helped negotiate and finalize contracts for the preparation of a new airport master plan; development of a new Circle K store at the corner of Mingus and Main; and the design of a new blower/aeration system at the Mingus Wastewater Treatment Plant, among others.
- \* Reviewed and assisted in the preparation of approximately 54 City Council packets.
- \* Assisted in the proposed annexation of the Sawmill Gardens Patio Homes neighborhood (in progress).
- \* Worked with the City Clerk's office to make the 2020 City elections (ongoing).
- \* Assisted in the City's designation/recognition as an *International Dark-Sky City*.
- \* Provided Open Meeting Law training to new and incumbent Board and Commission members.
- \* Provided regular, real-time advice and assistance to all City Departments, including Development Services; Planning and Zoning; City Manager; City Clerk; Special Projects; Public Works; Procurement/Contracts; Human Resources; Library; Parks and Recreation; and Public Safety.
- \* Assist in protecting the City's legal and financial interests in pending development proposals including 89 and Vine; Heartland Senior Living; Spring Creek Ranch; and Sedona Verde.
- \* Provide ongoing updates, guidance and assistance to CM, DCM, Leadership, Mayor and Council in responding to the ongoing Covid-19 pandemic and public health emergency.

**FY 2021 Goals:**

- \* Assist the Mayor, Council, Management and Staff in our collective effort to see the community through the Covid-19 public health emergency with as little harm as possible.
- \* Work with the City Clerk to conduct an open, accessible and compliant local election.
- \* Work with new Airport Manager to implement and achieve full compliance with the Council-adopted Airport Commercial Standards.
- \* Work with management, staff, leadership and other community stakeholders to identify and develop new workforce housing resources.
- \* Other goals as identified by the Mayor, Council and City Management.

**Budget Highlights:**

There are no significant changes to this department's budget.

General Government	Legal Department	Fund 01–General Fund	Cost Center	1300	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

General Government	Legal Department	Fund 01–General Fund			Cost Center	1300
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$249,963	\$251,310	\$241,770	\$243,290	0.63%	
Operating Supplies	9	35	15	15	0.00%	
Contractual Services	105,662	153,600	127,730	153,600	20.25%	
Other Services and Charges	7,706	7,210	7,210	7,555	4.79%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$363,341</b>	<b>\$412,155</b>	<b>\$376,725</b>	<b>\$404,460</b>	<b>7.36%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$404,460	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
City Attorney	1.00	1.00	1.00	Contract		\$185,100
COLA						0
Vehicle Allowance						5,400
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						23,280
Insurance & Taxes						29,510
Employee Related Expenses						0
<b>Totals</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>			<b>\$243,290</b>

General Government	Legal Department	Fund 01–General Fund		Cost Center	1300
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	0	0	0	0	0.00%
Copier Supplies	5	10	10	10	0.00%
Postage & Freight	5	25	5	5	0.00%
<b>Total Supplies</b>	<b>9</b>	<b>35</b>	<b>15</b>	<b>15</b>	<b>0.00%</b>

**Contractual Services**

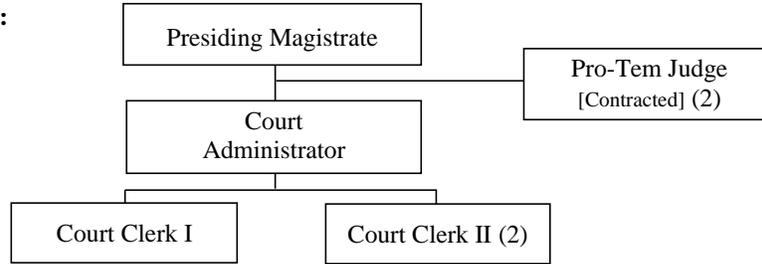
Contractual Services	12,062	60,000	34,130	60,000	75.80%
Prosecuting Attorney	93,600	93,600	93,600	93,600	0.00%
<b>Total Contractual Services</b>	<b>105,662</b>	<b>153,600</b>	<b>127,730</b>	<b>153,600</b>	<b>20.25%</b>

**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	349	350	375	400	6.67%
Utilities	302	350	320	350	9.38%
Telephone Expense	1,385	1,500	1,360	1,500	10.29%
Travel & Training	616	300	150	300	100.00%
Subscriptions & Memberships	5,054	4,710	5,005	5,005	0.00%
<b>Total Other Services &amp; Charges</b>	<b>7,706</b>	<b>7,210</b>	<b>7,210</b>	<b>7,555</b>	<b>4.79%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



**General Information:**

The mission of the Cottonwood Municipal Court is to administer justice efficiently with respect and fairness to all parties according to the law. The Cottonwood Municipal Court is responsible for all judicial functions within the city limits. These functions include the processing of violations including Criminal Misdemeanors, Criminal Traffic offenses, Civil Traffic complaints, and violations of City Ordinances and Codes. The Court is also responsible for the issuance of protective orders, search warrants, and does wedding officiating. The Court is accountable to the Arizona Supreme Court and the Presiding Judge of the Yavapai County Superior Court for judicial matters, and reports to the City Council regarding financial and administrative matters not unique to court operations.

**FY 2020 Accomplishments:**

- \* Successfully obtained grant funding to complete and install the entry metal detector, wands and equipment for the Court Security Officer. (Project completion: September 2019)
- \* Hired and trained a part-time security officer, funded through Court Enhancement Funds, meeting Arizona Supreme Court mandates and providing security and safety for the judge, staff and all persons entering the Court facility.
- \* Continued upgrading and modifying/automation of case management system.
- \* Continued Homeless/Mental Health Court, a specialty court that provides alternative sentencing options through deferred prosecution, and encourages mental health and/or drug-alcohol treatment. This court is supported by prosecuting and defense attorneys, and local health/mental health facilities. It also assists with residential placement.
- \* Continued Court Assistance Program that allows qualified defendants to have their revoked/suspended driver's license reinstated to allow them to find or continue employment.
- \* All Court employees fulfilled 16 hours of COJET (Committee on Judicial Education and Training) as required by the Supreme Court-Administrative Office of the Courts (AOC).

**FY 2021 Goals:**

- \* Request additional staff: (1) permanent part-time Security Officer; currently, position is funded by Court Enhancement Funds; (2) one Court Clerk/Court Compliance Officer (reinstatement of one of the Court Clerk positions that has not been funded since the recession) to enable the Court to meet records retention requirements and continue to move forward with electronic/paperless files and automation. This position would also provide base level oversight of court compliance by defendants.
- \* Provide court employees with the necessary training in the use of the current case management system with emphasis on new processes for obtaining and issuing Protective Orders.
- \* Apply for grant funding for security needs, possibly including bullet proof exterior windows or window coverings to meet Supreme Court-Administrative Office of the Courts' security requirements. Court Enhancement Funds may be needed to meet these requirements if grant funding is not available.
- \* Continue to upgrade and modify automated documents and notifications to increase compliance with court mandates, including collection of fines/fees.
- \* Expand, and re-evaluate, our alternative sentencing program to a community court program to assist homeless/mental health community in court compliance, obtaining resources and housing.
- \* Expand paperless case management system to include criminal cases.
- \* Seek out and apply for grant funding for additional homeless, mental health, substance abuse, and elderly services.
- \* Study and update Fine Schedule for local ordinance violations. (This will be a collaborative effort with the Police Department)

**Budget Highlights:**

The increase in the Personnel category is due to rising health insurance costs and the expansion of the Presiding Magistrate's position from 0.6 FTE to 0.8 FTE. More funds have been allocated for Contractual Services to cover the fees for the Court's computer leases and support as well as the increased costs for pro tem services at the Yavapai County Superior Court.

General Government	Municipal Court	Fund 01–General Fund	Cost Center	1310
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Provide timely services for enforcement of court orders			
<b>Department Goal:</b>	Manage court cases (Manage time from filing to disposition)			
<b>Objective:</b>	Consider, administer, process and complete court cases			
<b>Type of Measure:</b>	Completed court filings			
<b>Tool:</b>	Arizona Judicial Automated Case System (AJACS)			
<b>Frequency:</b>	Quarterly and annual			
<b>Scoring:</b>	Time to disposition is expected to be met in full			
<b>Trend:</b>	Meet or exceed Supreme Court standards			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Civil cases	99%	100%	100%	100%
Criminal cases	95%	100%	100%	100%
Protective Orders	99%	100%	100%	100%

<b>Strategic Directive:</b>	Provide timely services for enforcement of court orders			
<b>Department Goal:</b>	Improve operational efficiency and case processing			
<b>Objective:</b>	Consider, administer, process, complete and close court cases			
<b>Type of Measure:</b>	Number of filings to attorneys pro tem			
<b>Tool:</b>	National Center for State Courts Court Tools			
<b>Frequency:</b>	Annual (Calendar year)			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	Clearance rate equal or greater than 100% due to closure of case files from previous years. Case file closure may occur from collection of defaulted, delinquent. and/or in collection fines/fees, and/or service of active warrants.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Clearance rates	106%	105%	102%	106%
Case file closure may occur from collection of defaulted, delinquent and/or in collection fines/fees and/or service of warrants. Includes collection of fines/fees from the Court's daily operations, DDS, DOR tax intercept and FARE.				

<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Improve operational efficiency and processing of cases			
<b>Objective:</b>	Amount of payments collected and active payment contracts as a percentage of monetary penalties			
<b>Type of Measure:</b>	Number of cases paid or in current payment contract			
<b>Tool:</b>	National Center for State Courts Court Tools			
<b>Frequency:</b>	Annual (Calendar year)			
<b>Scoring:</b>	Expected to remain the same as in the prior year			
<b>Trend:</b>	Ratings of 90-100%			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Collection or payment contracts	96%	98%	98%	98%

General Government	Municipal Court	Fund 01–General Fund			Cost Center	1310
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$418,364	\$360,425	\$368,600	\$382,640	3.81%	
Operating Supplies	4,813	6,350	5,750	6,150	6.96%	
Contractual Services	93,525	96,550	90,095	100,220	11.24%	
Other Services and Charges	37,324	78,540	75,985	79,235	4.28%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$554,025</b>	<b>\$541,865</b>	<b>\$540,430</b>	<b>\$568,245</b>	<b>5.15%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$568,245	100.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Presiding Magistrate	1.00	0.60	0.80	Contract		\$91,520
Court Administrator	1.00	1.00	1.00	4,567	6,730	67,425
Court Clerk II	1.00	2.00	1.00	2,944	4,338	47,185
Court Clerk I	2.00	1.00	2.00	2,670	3,935	54,040
COLA						0
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						14,330
Retirement						31,790
Insurance & Taxes						76,350
Employee Related Expenses						0
<b>Totals</b>	<b>5.00</b>	<b>4.60</b>	<b>4.80</b>			<b>\$382,640</b>

General Government	Municipal Court	Fund 01–General Fund		Cost Center	1310
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	2,792	3,200	3,000	3,200	6.67%
Copier Supplies	681	2,000	1,800	2,000	11.11%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	496	350	350	350	0.00%
Postage & Freight	844	800	600	600	0.00%

<b>Total Supplies</b>	<b>4,813</b>	<b>6,350</b>	<b>5,750</b>	<b>6,150</b>	<b>6.96%</b>
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**Contractual Services**

Contractual Services	12,223	10,000	18,000	15,000	-16.67%
Court Audit	0	3,250	3,250	0	-100.00%
Computer Support	11,255	11,300	11,445	12,020	5.02%
Court Appointed Attorney	70,047	70,000	55,000	70,000	27.27%
Pro Tem Services	0	2,000	2,400	3,200	33.33%

<b>Total Contractual Services</b>	<b>93,525</b>	<b>96,550</b>	<b>90,095</b>	<b>100,220</b>	<b>11.24%</b>
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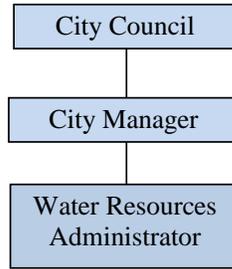
**Other Services and Charges**

Jury Fees	0	200	0	200	0.00%
Legal Advertising	0	0	0	0	0.00%
Printing & Forms	985	0	0	0	0.00%
Utilities	11,077	11,340	9,950	10,950	10.05%
Telephone	2,704	2,975	1,920	2,110	9.90%
JCEF Fund Expenses	5,631	1,400	1,640	1,640	0.00%
FTG-Fill The Gap Expense	2,808	0	0	0	0.00%
Court Enhancement Expenses	9,245	57,625	57,625	57,625	0.00%
Travel & Training	4,002	4,000	4,000	4,500	12.50%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	871	1,000	850	2,210	160.00%
Miscellaneous Expense	0	0	0	0	0.00%

<b>Total Other Services &amp; Charges</b>	<b>37,324</b>	<b>78,540</b>	<b>75,985</b>	<b>79,235</b>	<b>4.28%</b>
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Computer Equipment, Dome Cameras, Copier					
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

This Program has been integrated in the Utilities Department. It was initially established to explore and coordinate water policy as well as resolve water related issues with other communities in the region. Furthermore, the Program involves coordinating the City’s efforts in the statewide general stream adjudication for the protection of water resources and determination of water rights. The water resources administrator develops strategies and solutions to minimize the impacts of the adjudication on Cottonwood’s citizens. Beside representing the city in water resource planning and management efforts at the state level, the administrator also facilitates and participates in settlement negotiations with other communities in the Verde Valley and with

**FY 2020 Accomplishments:**

N/A

**FY 2021 Goals:**

N/A

**Budget Highlights:**

The Natural Resources budget has been reallocated to the Enterprise Funds as a result of the reclassification of the Natural Resources Director to Water Resource Administrator during the FY 2020 budget cycle.



General Government	Natural Resources	Fund 01–General Fund			Cost Center	1700
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$187,235	\$186,885	\$11,780	\$0	-100.00%	
Operating Supplies	2	0	10	0	-100.00%	
Contractual Services	1,163	235	170	0	-100.00%	
Other Services and Charges	1,264	1,335	515	0	-100.00%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$189,664</u>	<u>\$188,455</u>	<u>\$12,475</u>	<u>\$0</u>	<u>-100.00%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$0	0.00%
<b>Total Funding</b>		<u>0.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Water Resources Administrator	1.00	1.00	0.00	8,639	12,691	\$0
COLA						0
Car Allowance						0
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>			<u>\$0</u>

General Government	Natural Resources	Fund 01–General Fund		Cost Center	1700
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	0	0	0	0	0.00%
Copier Supplies	2	0	10	0	-100.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	0	0	0	0	0.00%

<b>Total Supplies</b>	2	0	10	0	-100.00%
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**Contractual Services**

Contractual Services	0	0	0	0	0.00%
Computer Support	1,163	235	170	0	-100.00%

<b>Total Contractual Services</b>	1,163	235	170	0	-100.00%
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**Other Services and Charges**

Printing and Forms	0	0	0	0	0.00%
Utilities	304	375	435	0	-100.00%
Telephone	960	960	80	0	-100.00%
Travel & Training	0	0	0	0	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%

<b>Total Other Services &amp; Charges</b>	1,264	1,335	515	0	-100.00%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

The City of Cottonwood Economic Development Department provides functional support through enhancement of business expansion, development, and growth in Cottonwood. It works in tandem with City management, Community Development and Public Works to achieve and promote a successful and healthy business strategy by promoting and assisting business development through an "open for business" dialogue and hands-on approach. The department promotes values for success for the community and portrays a dynamic community structure of focus on individual business development plus an aggressive business model with spotlight on a vibrant and health business strategy.

**FY 2020 Accomplishments:**

- \* Continued marketing Cottonwood as the "Heart of Arizona Wine Country" and as a desirable tourist destination.
- \* Updated and renewed tourism policy and agreement with the Cottonwood Chamber of Commerce, meeting Council's desire for a more progressive approach to marketing Cottonwood in the future.
- \* Continued assisting with business infill and expansion of Old Town and all other parts of Cottonwood business sectors, working towards 100% occupancy goals.
- \* Led City efforts to support local business, organizing in their economic efforts while working with local realtors, the Old Town Association and Chamber of Commerce.
- \* Expanded business call-backs to companies and hotel groups in state and out of state identifying the theme of "Cottonwood is Open for Business."
- \* Actively promoted Cottonwood, Old Town and the Verde Wine Trail through advertising wine industry with Home Town Radio Group, KQNA and JACK FM.
- \* Upgraded marketing in Sedona with Old Town brochure inserts at each hotel in Sedona plus 3D mapping of Cottonwood, reaching over 1 million visitors a year.
- \* Continued economic development efforts which have contributed to the recognition of Cottonwood and the Verde Valley as an emerging American wine region in national articles and polls.
- \* Continued to pursue economic development prospects associated with the Arts, Culture & Entertainment (ACE) District while working with real estate companies towards creating a more open dialogue with potential business opportunities involving the unique aspect of ACE district ideologies and policies.

**FY 2021 Goals:**

- \* Focus on grant opportunities with NACOG ED involving major project scenarios for sewer/water system buildout at specific locations along State Routes 260 and 89A.
- \* Continued evaluation and improvement of the City's efforts towards being a more business receptive organization with regard to "being open for business."
- \* Develop a plan and strategy that supports and promotes the City's Arts, Culture & Entertainment District.
- \* Hire a full-time Marketing & Information Specialist that accounts for a more aggressive tourism investment strategy involving community promotion and special event/public information activities.
- \* Focus on Workforce Housing Investment into the community. Assist Community Development with infusion of written guidelines for modifying ordinance material for Council review. Work effectively with contractors to generate ideas of smaller (tiny homes) and future housing opportunities for the community.
- \* Continue to market Cottonwood through color brochures, pamphlets and radio advertisements/promo's during annual business slow seasons and summer months.
- \* Create an up to date listing of all current "on the market" properties, as to size, zoning and building specs.

**Budget Highlights:**

A notable change to the Tourism and Economic development budget is the increase of Other Services and Charges with \$100,000 budgeted for developing marketing strategies.

General Government	Economic Development	Fund 01–General Fund	Cost Center	6000	
<b>**Performance indicators are to be determined**</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective (s):</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	219	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

General Government	Economic Development	Fund 01-General Fund		Cost Center	6000
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$234,808	\$259,180	\$287,185	\$250,750	-12.69%
Operating Supplies	1,642	2,540	2,140	2,540	18.69%
Contractual Services	6,622	500	490	510	4.08%
Other Services and Charges	35,152	41,735	31,480	136,410	333.32%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$278,224</u>	<u>\$303,955</u>	<u>\$321,295</u>	<u>\$390,210</u>	<u>21.45%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$390,210	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Economic Development Director	1.00	1.00	0.00	6,426	9,470	\$0
Tourism & Economic DVLP Director	0.00	0.00	1.00	5,829	8,590	80,990
Business Specialist	0.00	0.00	0.00	Grant funded		0
Marketing & Public Information Specialis	1.00	1.00	1.00	3,757	5,537	49,980
Admin. Assistant/Facilities Rental Coord.	0.00	0.00	1.00	2,670	3,935	38,570
COLA						0
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						20,720
Insurance & Taxes						60,490
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>			<u>\$250,750</u>

General Government		Fund 01–General Fund		Cost Center	6000
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	1,226	1,500	1,500	1,500	0.00%
Copier Supplies	23	500	500	500	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	293	500	140	500	257.14%
Postage & Freight	100	40	0	40	0.00%

<b>Total Supplies</b>	<u>1,642</u>	<u>2,540</u>	<u>2,140</u>	<u>2,540</u>	<u>18.69%</u>
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<b>Contractual Services</b>					
Contractual Services	6,171	0	0	0	0.00%
Computer Support	451	500	490	510	4.08%

<b>Total Contractual Services</b>	<u>6,622</u>	<u>500</u>	<u>490</u>	<u>510</u>	<u>4.08%</u>
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<b>Other Services and Charges</b>					
Legal Advertising	0	500	250	500	100.00%
Marketing & Tourism Development	0	0	0	100,000	0.00%
Printing & Forms	45	500	0	500	0.00%
Utilities	8,769	10,260	7,155	7,870	9.99%
Telephone	1,185	1,475	1,850	2,040	10.27%
Focus on Success	20,726	24,000	20,500	20,500	0.00%
Nature Conservancy Grant	0	0	0	0	0.00%
Travel & Training	2,354	3,000	1,270	3,000	136.22%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	2,073	2,000	455	2,000	339.56%

<b>Total Other Services &amp; Charges</b>	<u>35,152</u>	<u>41,735</u>	<u>31,480</u>	<u>136,410</u>	<u>333.32%</u>
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Office Furniture					
Totals	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

The Community Development Department provides planning, zoning, building, and code enforcement services to the general public. The department advises the City Council, Planning and Zoning Commission, Historic Preservation Commission, and Code Review Board of the adopted zoning and building rules and regulations. Community Development is also responsible for securing the Community Development Block Grant (CDBG) and various other grants.

**FY 2020 Accomplishments:**

- \* Adopted the 2018 International Building Codes.
- \* Streamlined permitting process for model homes in order to shorten turnaround times for permit issuance.
- \* Completed ISO audit and instituted needed changes in order to lower our ISO rating for commercial and residential insurance rates.
- \* Addressed more simplified zoning and development requirements in the Arts, Culture and Entertainment District.
- \* Granted International Dark-Sky designation via the International Dark Sky Association.

**FY 2021 Goals:**

- \* Adopt a Tiny House Ordinance.
- \* Continue making necessary changes to the Zoning Ordinance as needed. Make significant changes to the Sign Ordinance.
- \* Purchase new software for the Planning & Building Departments to streamline processes and increase staff efficiency.
- \* Secure the matching grant of \$12,000 from the Arizona State Historic Preservation Office as the third phase in the creation of a historic district in Old Town Cottonwood.
- \* Create reports for Council and City Manager that are easier to read and report information that is needed by Council and City Manager to make decisions.
- \* Work with other departments to close out the large number of open permits in Springbrook.
- \* Update the policy and procedures manual for Building Department.
- \* Adopt sidewalk display ordinance.

**Budget Highlights:**

The decrease in personnel costs is due to the elimination of the Permit Technician position resulting from the COVID-19 pandemic. In anticipation of plan reviews for large commercial projects and the rezoning of properties, the budget for Contractual Services has been increased. Capital has been budgeted in the amount of \$20,000 for the Cottonwood Historic Property Survey Grant.

General Government	Community Development	Fund 01–General Fund	Cost Center	1400
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Ensure the health and safety of residents			
<b>Department Goal:</b>	To ensure the health and safety of residents through code education and enforcement as it relates to property, maintenance, and zoning regulations			
<b>Objective:</b>	Reduce ordinance violations by encouraging residents to maintain their property to achieve a healthy and beautiful living environment			
<b>Type of Measure:</b>	Number of inspections based on sightings and complaints and resulting cases			
<b>Tool:</b>	Code enforcement case logs of reported complaints and Springbrook software reports			
<b>Frequency:</b>	Annual reporting			
<b>Scoring:</b>	-			
<b>Trend:</b>	Reduced number of violations and increased number of resolved cases. The increase was due to a full-time Code Enforcement Officer. As a result of the education outreach efforts by the Code Enforcement Officer, the number of violations has declined.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Total number of code enforcement inspections	371	418	395	372
– Number of resolved cases through voluntary compliance	206 (56%)	282 (67%)	267 (68%)	252 (68%)
– Number of cases resolved through forced compliance	111 (30%)	126 (30%)	91 (23%)	56 (15%)
– Number of unresolved cases (carried over to next fiscal year)	54 (14%)	10 (3%)	37 (9%)	6 (17%)
Avg. number of week days between inspection and voluntary compliance	15	15	12	10
Avg. number of week days between inspection and forced compliance	57	60	48	40

<b>Strategic Directive:</b>	Ensure the safety of buildings within the city limits			
<b>Department Goal:</b>	To ensure the safety of buildings within the city limits by the Building Safety Division by reviewing, approving, and inspecting new developments, owner/tenant improvements and restorations			
<b>Objective:</b>	Provide guidance for building safety to ensure that all structures built and/or remodeled comply with the adopted city building codes			
<b>Type of Measure:</b>	Timely conducted building inspections			
<b>Tool:</b>	Required building inspections			
<b>Frequency:</b>	Ongoing			
<b>Scoring:</b>	-			
<b>Trend:</b>	-			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Total number of permits issued	373	479	551	623
Total number of building inspections performed resulting from issued permit	1,553	1,774	2,006	2,020
–Number of Commercial/Industrial development inspections	224	370	434	440
–Number of Residential development inspections	1,329	1,404	1,572	1,580
Avg. number of days between inspection request and inspection (commercial)	1.5	1.5	1.5	2
Avg. number of days between inspection request and inspection (residential)	1.5	1.5	1.5	2

General Government	Community Development	Fund 01–General Fund	Cost Center	1400
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Strive to provide effective and efficient services.			
<b>Department Goal:</b>	To ensure that proper zoning and land use laws are being followed.			
<b>Objective:</b>	Update various dated sections of the Zoning Ordinance that do not meet current standards.			
<b>Type of Measure:</b>	Number of approved ordinances by City Council			
<b>Tool:</b>	Approved ordinances by City Council.			
<b>Frequency:</b>	Until the Zoning Ordinance is fully updated			
<b>Scoring:</b>				
<b>Trend:</b>	Reduction of zoning ordinance amendments are due to continuous updates to the outdated sections of the code			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of approved ordinances	7	10	6	5

<b>Strategic Directive:</b>	Strive to provide effective and efficient services.			
<b>Department Goal:</b>	To ensure potential developers are provided guidance to proceed with their projects.			
<b>Objective:</b>	Streamline approval processes and provide efficient services to developers looking to locate in the City Limits.			
<b>Type of Measure:</b>	Pre-application meetings			
<b>Tool:</b>	Number of pre-application meetings			
<b>Frequency:</b>	Ongoing			
<b>Scoring:</b>				
<b>Trend:</b>	Increasing due to economic growth within the City and staff's approach to meeting with individuals/ developers prior to formal submittals.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of Pre-Application Meetings	0	8	11	14

General Government	Community Development	Fund 01-General Fund		Cost Center	1400
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$598,087	\$664,225	\$598,115	\$568,880	-4.89%
Operating Supplies	14,199	12,600	13,650	14,600	6.96%
Contractual Services	30,373	8,000	8,770	9,885	12.71%
Other Services and Charges	24,089	27,275	21,190	29,500	39.22%
Capital Outlay	16,871	39,995	4,510	20,000	343.46%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$683,618</u>	<u>\$752,095</u>	<u>\$646,235</u>	<u>\$642,865</u>	<u>-0.52%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$642,865	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Community Development Director	1.00	1.00	1.00	6,120	9,019	\$73,440
Planner	2.00	2.00	2.00	4,350	6,410	106,365
Building Official	1.00	1.00	1.00	4,350	6,410	64,190
Asst. Planner/Code Enforce. Coord.	1.00	1.00	1.00	3,757	5,537	51,880
Building Inspector	1.00	1.00	1.00	3,408	5,022	56,435
Permit Technician	1.00	1.00	0.00	3,091	4,555	0
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	32,050
COLA						
Merit Contingency						0
Car Allowance						0
Longevity Pay						0
Overtime						0
Temporary / Reserves						0
Retirement						46,970
Insurance & Taxes						137,550
Employee Related Expenses						0
<b>Totals</b>	<u>8.00</u>	<u>8.00</u>	<u>7.00</u>			<u>\$568,880</u>

General Government	Community Development	Fund 01–General Fund		Cost Center	1400
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	2,891	4,600	3,600	3,600	0.00%
Copier Supplies	2,926	2,200	2,200	2,200	0.00%
Gas & Oil	1,022	1,000	2,500	2,500	0.00%
Vehicle Maintenance & Repair	3,116	1,000	1,550	2,500	61.29%
Equipment Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	4,244	3,800	3,800	3,800	0.00%
<b>Total Supplies</b>	<b>14,199</b>	<b>12,600</b>	<b>13,650</b>	<b>14,600</b>	<b>6.96%</b>

**Contractual Services**

Contractual Services	26,776	5,000	4,200	7,435	77.02%
Computer Support	3,597	3,000	4,570	2,450	-46.39%
<b>Total Contractual Services</b>	<b>30,373</b>	<b>8,000</b>	<b>8,770</b>	<b>9,885</b>	<b>12.71%</b>

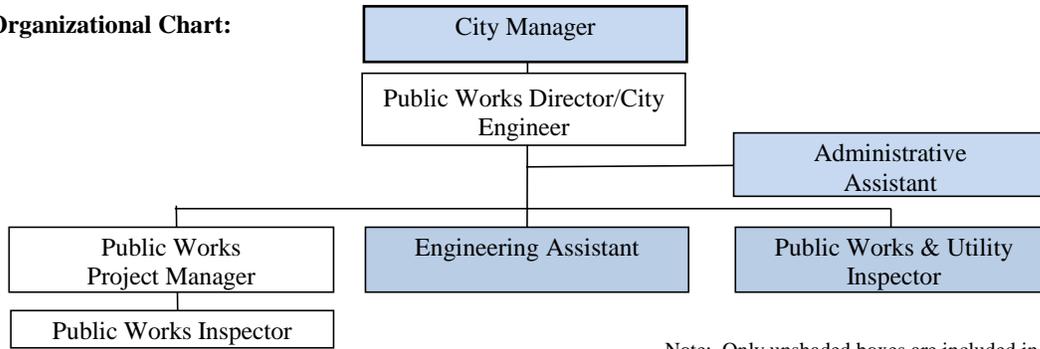
**Other Services and Charges**

Legal Advertising	5,704	6,000	2,500	5,500	120.00%
Printing & Forms	842	600	350	1,000	185.71%
Recruitment Expense	0	0	0	0	0.00%
Utilities	7,391	8,050	7,400	8,140	10.00%
Telephone	3,028	2,625	3,180	3,500	10.06%
Old Town Home Tour	0	0	0	800	0.00%
Travel & Training	5,722	8,500	6,000	6,000	0.00%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	1,400	1,500	1,500	2,000	33.33%
Lease Expense	0	0	260	1,560	500.00%
General Plan Expense	0	0	0	1,000	0.00%
<b>Total Other Services &amp; Charges</b>	<b>24,089</b>	<b>27,275</b>	<b>21,190</b>	<b>29,500</b>	<b>39.22%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Cottonwood Historic Property Survey (Grant)	\$16,871	\$39,995	\$4,510	\$20,000	
<b>Totals</b>	<b>\$16,871</b>	<b>\$39,995</b>	<b>\$4,510</b>	<b>\$20,000</b>	

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**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Engineering Services Department performs plan examinations of proposed public improvements private development improvements and proposed subdivisions. It also performs inspections on public and private development improvement projects to ensure conformance with the approved plans. Additionally, the Engineering Department is also responsible for ensuring that all structures, utilities and construction within the city limits are constructed and maintained in compliance with the minimum safety standards established by Federal, State and Local Building Codes. This includes but is not limited to code review, plan review, issuance of building permits, field inspections, investigation of complaints and performing internal and external public relations. The Engineering Department also supervises certain City building and remodeling projects, as well as the design of Utility and Streets projects.

**FY 2020 Accomplishments:**

- \* Received a \$462,000 grant from the Yavapai County Flood Control District to complete a detailed floodplain study of Railroad Wash (above SR 89A) and Silver Spring Gulch, and to complete the city-wide Drainage Master Plan Update.
- \* Received a \$649,491 grant from the Arizona Department of Transportation to perform engineering design and construction services for the rehabilitation of the Pima Street Bridge.
- \* Adopted the City of Cottonwood's Engineering Design Standards Manual.
- \* Completed the installation of a school zone for a section of Mingus Avenue between Willard Street and Quail Trail adjacent to the Cottonwood Community School.
- \* Completed the design phase of the following sidewalk improvement projects: (a) Camino Real for the section between State Route 89A and Elm Street; (b) Cactus Street for the section between Main Street and City Parking Lot #2; (c) Main Street for the section between Old Jerome Highway and the Main Street Bridge at Pizzeria Bocce Patio Bar; and (d) Willard Street for the section between Mingus Avenue and Beech Street (west side)
- \* Completed the bid and construction phases of the road diet along Main Street between Cactus Street and Mingus Avenue.
- \* Completed the structural rehabilitation of the double tees and installed a new roof membrane at the Mingus Wastewater Treatment Plant (WWTP).
- \* Completed the design phase of the Lift Station #4 Rehabilitation Project and the Parshall flume replacement at the Mingus WWTP Plant.
- \* Began the design phase of the Blower Equipment and Piping Replacement at the Mingus WWTP.
- \* Completed the city-wide Drainage Master Plan Update.
- \* Completed the FY 2020-21 Pavement Preservation program.
- \* Completed the FY 2020-21 Parking Lot Preservation program.
- \* Reduced the review time for development projects from 14 to 10 business days.
- \* Begin the planning phase of the Airport Master Plan.

**FY 2021 Goals:**

- \* Complete the detailed floodplain study of Railroad Wash and Silver Spring Gulch.
- \* Seek external funding sources to fund drainage improvement projects.
- \* Seek external funding sources to fund roadway improvement projects.

**FY 2021 Goals continued:**

- \* Develop a Stormwater Enforcement Ordinance.
- \* Complete the construction phase of the State Route 260 Waterline Project.
- \* Complete the construction phase of the State Route 260 Well Site & Reservoir Project.
- \* Complete the construction phase of Mingus Avenue between 8th Street Wash and Main Street.
- \* Complete the Airport Master Plan.
- \* Complete the design phase of the Blower Equipment and Piping Replacement at the Mingus Wastewater Treatment Plant.
- \* Begin the design phase of the proposed reconstruction of 6<sup>th</sup> Street between Mingus Avenue and Aspen Street.
- \* Begin the design phase of the Pima Street Bridge Rehabilitation.
- \* Seek grant funding through the Federal Emergency Management Agency (FEMA) for a backup generator at the City's Recreation Center.
- \* Obtain grant funding from FEMA for the 'Old Town' Cottonwood Flood Channel Improvements.

**Budget Highlights:**

Capital funds for the Del Monte Wash Trail and the Drainage Project in Old Town Cottonwood have been carried over from the previous fiscal year.

General Government	Engineering Services Department	Fund 01–General Fund	Cost Center	1410	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Develop, support and maintain infrastructure					
<b>Department Goal:</b> Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes					
<b>Objective:</b> Create plans and designs of roadway projects and perform oversight of the construction					
<b>Type of Measure:</b> Completion of engineering phases and construction of roadway projects					
<b>Tool:</b> Project plans					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Meeting intermittent milestones (30%, 60%, 90% Design)					
<b>Trend:</b> One time					
<b>Measures:</b>		Actual	Estimated	Estimated	Anticipated
		2018	2019	2020	2021
<b>(1) Mingus Avenue Reconstruction between 8<sup>th</sup> Street Wash &amp; Main Street</b>					
–Planning phase		50%	100%		
–Design phase			50%	100%	
–Construction phase				25%	100%
<b>(2) Old Town Flood Study</b>					
–Planning phase		50%	100%		
–Design phase			10%	50%	100%
–Grant Funding				50%	100%
–Construction phase					50%
<b>(3) Railroad Wash &amp; Silver Spring Gulch Flood Study</b>					
–Planning phase		50%	100%		
–Study phase				90%	100%
<b>(4) Cottonwood Drainage Master Plan Update</b>					
–Stormwater Map Inventory		100%			
–Drainage Master Plan Update			50%	100%	
<b>(5) Willard Street Dip Repair</b>					
–Design Phase				100%	
–Construction Phase				75%	100%
<b>Strategic Directive:</b> Develop, support and maintain infrastructure					
<b>Department Goal:</b> Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes					
<b>Objective:</b> Create plans and designs of sidewalk improvements and perform oversight of the construction					
<b>Type of Measure:</b> Completion of engineering phases and construction of sidewalk improvement projects					
<b>Tool:</b> Project plans					
<b>Frequency:</b> Meeting intermittent milestones (30%, 60%, 90% Design)					
<b>Trend:</b> One time					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2018	2019	2020	2021
<b>(1) Cactus Street Sidewalk Improvements</b>					
–Planning phase		100%			
–Design phase				0%	100%
–Construction phase		See Streets Construction			
<b>(2) Willard Street Sidewalk Improvements</b>					
–Planning phase		50%	100%		
–Design phase			50%	100%	
–Construction phase		See Streets Construction			
<b>(3) Main Street Sidewalk Improvements</b>					
–Planning phase			100%		
–Design phase				100%	
–Construction phase		See Streets Construction			
<b>(4) Camino Real Sidewalk Improvements</b>					
–Planning phase			100%		
–Design phase				100%	
–Construction phase		See Streets Construction			

General Government	Engineering Services Department	Fund 01–General Fund	Cost Center	1410	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes				
<b>Objective:</b>	Create plans and designs of roadway projects and perform oversight of the construction				
<b>Type of Measure:</b>	Completion of engineering phases and construction of roadway projects				
<b>Tool:</b>	Project plans				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)				
<b>Trend:</b>	One time				
<b>Measures:</b>		Actual	Estimated	Estimated	Anticipated
		2018	2019	2020	2021
<b>(1) State Route 260 Waterline Project</b>					
–Planning phase		100%			
–Design phase			60%	100%	
–Construction phase				20%	100%
<b>(2) State Route 260 Well Site and Reservoir Project</b>					
–Planning phase		100%			
–Design phase			100%		
–Construction phase				20%	100%
<b>(3) Lift Station #4 Wet Well Rehabilitation Project</b>					
–Planning phase		100%			
–Design phase			0%	100%	
–Construction phase				25%	100%
<b>(4) Mingus Wastewater Treatment Plant Aeration Basin Roof Repair Project</b>					
–Planning phase		100%			
–Design phase			100%		
–Construction phase				100%	

General Government		Engineering Services Department		Fund 01-General Fund		Cost Center	1410
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$294,001	\$318,700	\$297,375	\$312,520	5.09%		
Operating Supplies	6,388	7,070	5,650	8,600	52.21%		
Contractual Services	2,894	9,200	2,715	2,800	3.13%		
Other Services and Charges	19,010	22,925	18,840	21,460	13.91%		
Capital Outlay	114,064	139,940	25,470	114,470	349.43%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$436,357</b>	<b>\$497,835</b>	<b>\$350,050</b>	<b>\$459,850</b>	<b>31.37%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$459,850	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>							
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021	
	2019	2020	2021	Minimum	Maximum	Budget	
Public Works Director/City Enginee	1.00	1.00	1.00	7,085	10,441	\$94,740	
Public Works Project Manager	1.00	1.00	1.00	3,945	5,814	70,925	
Public Works Inspector	1.00	1.00	1.00	3,408	5,022	43,045	
COLA							
Merit Contingency						0	
Longevity						0	
Overtime						0	
Clothing Allowance						1,000	
Retirement						26,160	
Insurance & Taxes						76,650	
Employee Related Expenses							
<b>Totals</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>			<b>\$312,520</b>	

General Government	Engineering Services Department	Fund 01-General Fund	Cost Center	1410	
Supplemental Data: Expenditures					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	21	250	250	250	0.00%
Copier Supplies	434	720	500	750	50.00%
Gas & Oil	3,586	3,500	2,800	3,500	25.00%
Operational Equipment & Supplies	1,078	1,000	750	1,000	33.33%
Vehicle Maintenance & Repair	957	1,000	1,000	1,000	0.00%
Equipment Maintenance & Repair	287	500	250	2,000	700.00%
Postage & Freight	27	100	100	100	0.00%
<b>Total Supplies</b>	<b>6,388</b>	<b>7,070</b>	<b>5,650</b>	<b>8,600</b>	<b>52.21%</b>

**Contractual Services**

Contractual Services	275	5,000	1,000	1,000	0.00%
Computer Support	2,619	4,200	1,715	1,800	4.96%
<b>Total Contractual Services</b>	<b>2,894</b>	<b>9,200</b>	<b>2,715</b>	<b>2,800</b>	<b>3.13%</b>

**Other Services and Charges**

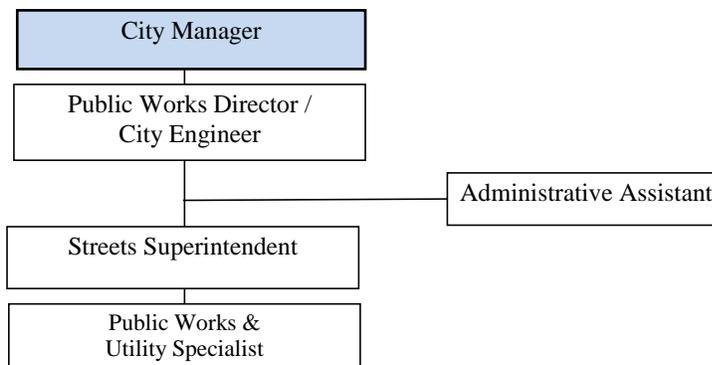
Legal Advertising	163	250	250	250	0.00%
Printing & Forms	41	50	0	0	0.00%
Utilities	2,018	2,875	2,110	2,320	9.95%
Telephone	3,211	4,000	3,230	3,390	4.95%
Travel & Training	4,617	5,500	3,000	4,500	50.00%
Subscriptions & Memberships	8,961	10,250	10,250	11,000	7.32%
<b>Total Other Services &amp; Charges</b>	<b>19,010</b>	<b>22,925</b>	<b>18,840</b>	<b>21,460</b>	<b>13.91%</b>

**Supplemental Data: Capital Outlay**

Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Riverfront/Old Town Connection Trail & Title Reports			\$530		
Drainage Improvement Project	\$107,192	\$70,000			
5 <sup>th</sup> Street Trails		18,000		\$17,470	
Stormwater Management		15,000	15,000		
Old Town Alley Pavement and Drainage		36,940	9,940	97,000	
Title Reports and Miscellaneous Office Equipment	6,872				
<b>Totals</b>	<b>\$114,064</b>	<b>\$139,940</b>	<b>\$25,470</b>	<b>\$114,470</b>	

**Public Works**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

Public Works provides technical and administrative support for the Cemetery, Engineering Services, Streets and Parks & Building Maintenance Departments. This also includes support for vertical and horizontal capital improvement projects.

**FY 2020 Accomplishments:**

- \* Developed Pavement Condition Index Maps to use as a basis for future road improvements/pavement preservation projects.
- \* Developed a Sidewalk Infrastructure Map that shows existing sidewalks across the city and areas of expansion/construction of undeveloped land (infill).
- \* Completed the bidding and implementation phases of the Main Street Striping Improvement Project.
- \* Revised the City's existing Floodplain Ordinance to incorporate updates to the 2018 International Building Codes
- \* Revised the City's existing ordinances related to grading and drainage, and offsite improvements to reflect current City requirements for development.
- \* Developed an annual Community Cleanup Event to eliminate accumulated trash stored on private property throughout the community.

**FY 2021 Goals:**

- \* Develop a comprehensive Capital Improvement Plan (CIP) to guide all sub-department activities.
- \* Develop an easement layer for our developing GIS system showing all known easements within the city.
- \* Develop a comprehensive city-wide Wayfinding Plan.

**Budget Highlights:**

The Public Works Manager position was reclassified to Streets Superintendent and with that the redistribution of this position's cost changed to 0.25 of FTE in Public Works and 0.75 FTE in the HURF Streets Department. A community cleanup/large item pickup has been budgeted for this fiscal year in the amount of \$20,000. No capital items are scheduled.

General Government	Public Works	Fund 01–General Fund	Cost Center	1600
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Create targeted economic development strategies			
<b>Goal:</b>	Guide subdepartment capital project activities			
<b>Objective:</b>	Create a comprehensive, long-range capital improvement planning document that identifies anticipated city capital projects for the next 5-10 years			
<b>Type of Measure:</b>	Completion of activities			
<b>Tool:</b>	Capital Improvement Plan			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Development of initial planning document			100%	
Update initial planning document				100%

<b>Strategic Directive:</b>	Create targeted economic development strategies			
<b>Department Goal:</b>	Review existing city ordinances pertaining to grading and drainage, off-site improvements, and revise accordingly			
<b>Objective:</b>	Rewrite various sections of the City's Municipal Code to reflect current regulations and eliminate any conflicting language that may exist			
<b>Type of Measure:</b>	Completion of the stages of the revision process			
<b>Tool:</b>	City's Municipal Code			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Review and propose to be revised ordinances			75%	100%
Obtain City Council approval for implementation			75%	100%

General Government	Public Works	Fund 01–General Fund		Cost Center	1600
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$371,706	\$271,035	\$250,185	\$194,320	-22.33%
Operating Supplies	2,114	3,450	2,565	3,050	18.91%
Contractual Services	778	13,100	1,750	21,790	1145.14%
Other Services and Charges	12,442	16,550	13,415	16,960	26.43%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$387,040</b>	<b>\$304,135</b>	<b>\$267,915</b>	<b>\$236,120</b>	<b>-11.87%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$236,120	100.00%
Transfer Station Fees	0	0.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Developmental Svcs Manager	1.00	1.00	0.00	6120	9019	\$0
Public Works (PW) Manager	1.00	1.00	0.00	5287	7791	0
Streets Superintendent	0.00	0.00	0.25	5287	7791	19,465
Public Works & Utility Specialist	1.00	1.00	1.00	3091	4555	54,660
Administrative Assistant	1.00	1.00	1.00	2670	3935	43,375
COLA						0
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						0
Overtime						0
Holiday Pay						0
Retirement						21,970
Insurance & Taxes						54,850
Employee Related Expenses						0
<b>Totals</b>	<b>4.00</b>	<b>4.00</b>	<b>2.25</b>			<b>\$194,320</b>

General Government	Public Works	Fund 01-General Fund		Cost Center	1600
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	318	1,000	750	750	0.00%
Copier Supplies	1,047	800	980	1,000	2.04%
Gas & Oil	0		0	0	0.00%
Operational Supplies	301	1,100	750	750	0.00%
Vehicle Maintenance & Repair	308	500	0	500	0.00%
Equipment Maintenance & Repair	121	0	35	0	-100.00%
Postage & Freight	20	50	50	50	0.00%
<b>Total Supplies</b>	<u>2,114</u>	<u>3,450</u>	<u>2,565</u>	<u>3,050</u>	<u>18.91%</u>

**Contractual Services**

Contractual Services	64	5,000	1,000	1,000	0.00%
Computer Support	714	1,100	750	790	5.33%
Large Item Pick-Up/Community Clean Up	0	7,000	0	20,000	0.00%
<b>Total Contractual Services</b>	<u>778</u>	<u>13,100</u>	<u>1,750</u>	<u>21,790</u>	<u>1145.14%</u>

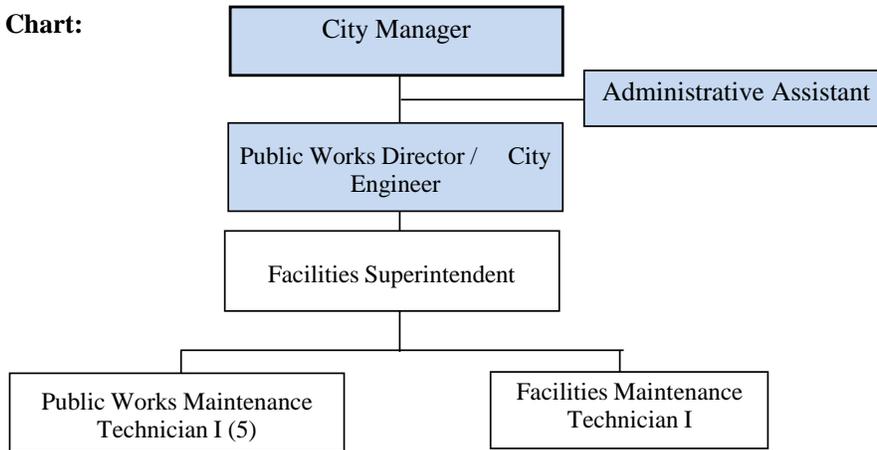
**Other Services and Charges**

Legal Advertising	0	250	250	250	0.00%
Utilities	2,852	3,950	3,985	4,380	9.91%
Telephone	8,023	7,850	7,180	7,830	9.05%
Travel & Training	520	4,000	1,500	4,000	166.67%
Subscriptions & Memberships	1,047	500	500	500	0.00%
<b>Total Other Services &amp; Charges</b>	<u>12,442</u>	<u>16,550</u>	<u>13,415</u>	<u>16,960</u>	<u>26.43%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

**Parks & Building Maintenance Department**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Parks & Building Maintenance Department provides necessary and functional support for all other departments through the management of buildings/facilities maintenance. The department is also responsible for administering the caretaking of total grounds maintenance programs of more than 34 acres of municipal parklands, open space, cemetery facilities, and approximately 180,000 square feet of buildings' surface area.

**FY 2020 Accomplishments:**

- \* Replaced damaged/deteriorated signage at City parks.
- \* Relocated the infields on the Youth Softball fields.
- \* Completed painting the exterior of the Public Safety Building.
- \* Completed the interior painting of the Patrol Room in the Public Safety Building.
- \* Complete the makeover of City Hall.
- \* Replace the air-conditioning condenser unit of the City Hall building
- \* Replaced old picnic tables at Riverfront Park with new concrete picnic tables.
- \* Removed the old batting cages at Riverfront Park, located near the softball fields.
- \* Completed the landscaping improvements at the Cottonwood Community Club House.
- \* Assumed responsibility of overseeing and providing building maintenance for the City's Recreation Center, Library, Youth Center and Community Club House.
- \* Repainted the Ramada's at the Cottonwood Kids Park on 12<sup>th</sup> Street.
- \* Replaced the roof on one of the Ramada at the Cottonwood Kids Park on 12<sup>th</sup> Street.
- \* Completed the replacement of the battery backup system at the Cottonwood Public Safety Communications Center.
- \* Completed a draft program for routine maintenance of City facilities (including roofing and HVAC systems).

**FY 2021 Goals:**

- \* Switch the Riverfront Park's irrigation system over to reclaimed water sourced from the Riverfront Water Reclamation Facility.
- \* Continue improving the aesthetics of existing City facilities.
- \* Develop a proactive approach to building maintenance activities for existing City facilities.
- \* Install cameras at the restrooms of the Cottonwood Little League complex and at the Cottonwood Kids Park.
- \* Develop a program to improve the existing City facilities' 'resistance' to vandalism.

**Budget Highlights:**

The significant increase in the Personnel category in this department can be ascribed to the reclassification of the position of Public Works Operations Foreman to Facilities Superintendent. Slight increases in the budgeted amounts for Gas & Oil and Maintenance Supplies were made. No funds for capital items have been allocated.

General Government	Parks & Building Maintenance Department	Fund 01–General Fund	Cost Center	1610	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Maximize efficient water use and reuse					
<b>Department Goal:</b> Switch Riverfront Park irrigation system to new reclaimed water source					
<b>Objective:</b> Water use from the Riverfront Water Reclamation Facility					
<b>Type of Measure:</b> Water usage					
<b>Tool:</b> New piping to water meter					
<b>Frequency:</b> One time					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
		2018	2019	2020	2021
<b>Measures:</b>				25%	100%
Reduction of groundwater usage					

<b>Strategic Directive:</b> Develop and improve infrastructure					
<b>Department Goal:</b> Implement a proactive approach to Building Maintenance activities on existing City facilities					
<b>Objective:</b> Increase frequency by which routine maintenance is performed on City facilities					
<b>Type of Measure:</b> Assessment					
<b>Tool:</b> Development of maintenance programs and schedules					
<b>Frequency:</b> Annual					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
		2018	2019	2020	2021
<b>Measures:</b>				75%	100%
Development of new maintenance programs and associated schedules					
Begin implementing the newly developed maintenance program					50%

General Government Parks & Building Maintenance Department Fund 01-General Fund Cost Center 1610					
Summary by Category					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$309,871	\$358,600	\$355,155	\$441,290	24.25%
Operating Supplies	46,232	43,050	47,125	51,150	8.54%
Contractual Services	234	300	1,230	1,290	4.88%
Other Services and Charges	83,995	41,130	30,670	41,310	34.69%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$440,331</u>	<u>\$443,080</u>	<u>\$434,180</u>	<u>\$535,040</u>	<u>23.23%</u>

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$535,040	100.00%
Total Funding		<u>100.00%</u>

Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Facilities Superintendent	0.00	0.00	1.00	5,035	7,420	\$60,425
PW Operations Foreman	0.50	0.50	0.00	3,757	5,537	0
Facilities Maintenance Technician I	1.00	1.00	1.00	2,543	3,748	30,515
PW Maintenance Technician I	5.00	5.00	5.00	2,543	3,748	158,600
COLA						0
Merit Contingency						0
Longevity						0
Temporary Employees						47,000
Overtime						6,000
Holiday Pay						100
Clothing Allowance						1,600
Retirement						31,240
Insurance & Taxes						105,810
Employee Related Expenses						
Totals	<u>6.50</u>	<u>6.50</u>	<u>7.00</u>			<u>\$441,290</u>

General Government Parks & Building Maintenance Department		Fund 01-General Fund		Cost Center	1610
Supplemental Data: Expenditures					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	18	0	100	100	0.00%
Gas & Oil	10,816	8,000	12,000	12,000	0.00%
Grounds/Parks Maintenance Supplies	25,283	25,000	25,000	28,000	12.00%
Vehicle Maintenance & Repair	3,065	5,000	3,500	6,000	71.43%
Equipment Maintenance & Repair	7,050	5,000	6,500	5,000	-23.08%
Postage/Freight	0	50	25	50	100.00%
<b>Total Supplies</b>	<b>46,232</b>	<b>43,050</b>	<b>47,125</b>	<b>51,150</b>	<b>8.54%</b>

**Contractual Services**

Contractual Services	0	0	0	0	0.00%
Computer Support	234	300	1,230	1,290	4.88%
Ground Maintenance Contract	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>234</b>	<b>300</b>	<b>1,230</b>	<b>1,290</b>	<b>4.88%</b>

**Other Services and Charges**

Utilities	7,550	10,800	7,850	8,640	10.06%
Telephone	480	480	690	760	10.14%
Small Tools	708	1,000	1,200	1,000	-16.67%
Vandalism Repairs	492	2,500	1,500	2,500	66.67%
Maintenance & Repair (City buildings)	73,746	24,100	15,750	23,750	50.79%
Travel & Training	1,018	2,000	2,400	2,500	4.17%
Enterprise Fleet Lease Expense	0	0	1,280	2,160	68.75%
Equipment Rental	0	250	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>83,995</b>	<b>41,130</b>	<b>30,670</b>	<b>41,310</b>	<b>34.69%</b>

Supplemental Data: Capital Outlay					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:** None

**General Information:**

Custodial Services was a division of the Community Services Department, but falls since FY 2020 under Non-Departmental. This division does not deal with groundskeeping.

**FY 2020 Accomplishments:**

N/A

**FY 2021 Goals:**

N/A

**Budget Highlights:**

N/A

Culture & Recreation	Custodial Services	Fund 01–General Fund	Cost Center	1620	
<b>Performance Indicators</b>					
<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

Culture & Recreation	Custodial Services	Fund 01–General Fund			Cost Center	1620
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	0	0	0	0	0.00%	
Contractual Services	109,915	0	0	0	0.00%	
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>\$109,915</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	

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

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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	1620
<b>Supplemental Data: Expenditures</b>						
Item Description	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
<b>Operating Supplies</b>						
Janitorial Supplies	0	0	0	0	0.00%	
<b>Total Supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Contractual Services</b>						
Custodial Contract	109,915	0	0	0	0.00%	
<b>Total Contractual Services</b>	<b>109,915</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Other Services and Charges</b>						
Equipment Rental	0	0	0	0	0.00%	
<b>Total Other Services &amp; Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Supplemental Data: Capital Outlay</b>						
Item Description	2019	2020		2021		
	Actual	Budget	Revised	Final		
Totals	\$0	\$0	\$0	\$0		

**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

**FY 2020 Accomplishments:**

- \* Executed prompt payment of all City capital leases.
- \* Executed prompt payment of all City Debt Service.
- \* Settled all claims promptly through the Risk Management Manager.

**FY 2021 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:**

Payments of capital leases and debt service have been properly and timely maintained.

General Government	Non-Departmental Department	Fund 01–General Fund	Cost Center	1800	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021

<b>Strategic Directive:</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
		2018	2019	2020	2021

<b>Strategic Directive:</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
		2018	2019	2020	2021

General Government	Non -Departmental Department	Fund 01-General Fund	Cost Center	1800	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	2,290	107,800	124,345	118,320	-4.85%
Other Services and Charges	562,446	620,795	404,550	195,080	-51.78%
Operating Transfers	923,647	1,657,820	1,244,570	1,765,420	41.85%
Debt Service	342,647	164,565	164,565	164,565	0.00%
<b>Department Totals</b>	<u>\$1,831,030</u>	<u>\$2,550,980</u>	<u>\$1,938,030</u>	<u>\$2,243,385</u>	<u>15.76%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$2,243,385	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

General Government	Non-Departmental Department	Fund 01–General Fund		Cost Center	1800
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

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

**Contractual Services**

Custodial Contract	0	106,800	113,900	117,320	3.00%
Auction Fees	2,290	1,000	10,445	1,000	-90.43%
State and Federal Fines & Fees	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Trustee Fees	0	0	0	0	0.00%
<b>Total Contractual Services</b>	2,290	107,800	124,345	118,320	-4.85%

**Other Services and Charges**

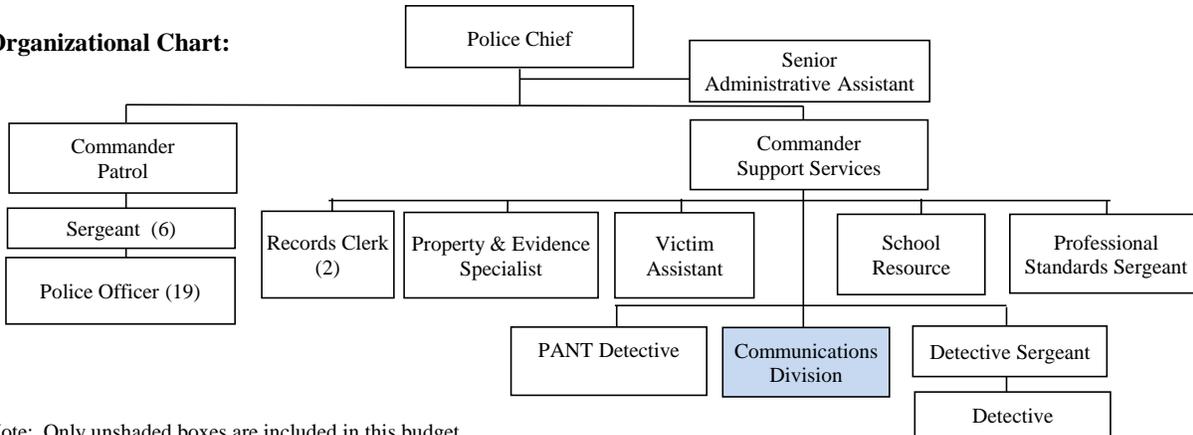
Chamber of Commerce	265,001	230,000	230,000	0	-100.00%
Liability Insurance	283,945	370,795	169,550	175,080	3.26%
Liability – Claims Deductible	13,501	20,000	5,000	20,000	300.00%
<b>Total Other Services &amp; Charges</b>	562,446	620,795	404,550	195,080	-51.78%

**Debt Service**

Lease Payment–Fire Truck-SunTrust	0	0	0	0	0.00%
Lease Payment–Mobile Data Terminals	0	0	0	0	0.00%
Lease Payment–City-wide FY 12	0	0	0	0	0.00%
Lease Payment–Communications Center	175,758	0	0	0	0.00%
Lease Payment–FY 13 City-wide	0	0	0	0	0.00%
Lease Payment–FY 17 City-wide Equipment	155,047	157,530	156,905	160,055	2.01%
Interest–LP Fire Rescue	0	0	0	0	0.00%
Interest–LP Mobile Data	0	0	0	0	0.00%
Interest–LP FY12 City-wide	0	0	0	0	0.00%
Interest–LP Communications Center	2,326	0	0	0	0.00%
Interest–LP FY13 City-wide	0	0	0	0	0.00%
Interest–LP FY 17 City-wide Equipment	9,516	7,035	7,660	4,510	-41.12%
<b>Total Debt Service</b>	342,647	164,565	164,565	164,565	0.00%

<b>Supplemental Data: Operating Transfers</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Operating Transfers–HURF		\$259,180	\$259,180	\$241,525	-6.81%
Operating Transfers–Library	\$846,294	883,465	851,305	859,860	1.00%
Operating Transfers–Cemetery	43,223	122,230	122,100	108,250	-11.34%
Operating Transfers–Airport	8,618		5,950	42,830	619.83%
Operating Transfers–Grant		392,945	5,500	512,955	9226.45%
Operating Transfers–Transit	25,092		420		-100.00%
Operating Transfers–CDBG	420		115		-100.00%
<b>Totals</b>	<b>\$923,647</b>	<b>\$1,657,820</b>	<b>\$1,244,570</b>	<b>\$1,765,420</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Cottonwood Police Department instituted a Strategic Plan in 2017. The plan represents an unwavering commitment to effectively addressing crime and its adverse impact to the quality of life in Cottonwood as well as underscoring the organizational commitment to ethical and contemporary policing practices.

**FY 2020 Accomplishments:**

- \* Established a Task Force Officer (TFO) partnership with Homeland Security Investigations, the investigative arm of the U.S. Department of Homeland Security (DHS).
- \* Became the first police agency in Yavapai County to adopt FirstNet, a cellular communication system that includes priority pre-emption for public safety during critical incidents.
- \* Secured Arizona Department of Homeland Security grant funding to enhance the City’s cybersecurity level.
- \* Implemented a marketing plan for the Neighborhood Officer Program.
- \* Reduced records backlog through temporary employee assignment and part-time records clerk, funded by salary savings.
- \* Implemented a new employee orientation/mentoring program.
- \* Developed and implemented a formalized training program for newly assigned detectives.
- \* Improved crime scene processing capabilities by expanding the role of the Property and Evidence Technician.

**FY 2021 Goals:**

- \* Collaborate with the City's IT Department to improve reliability of radio communications.
- \* Acquire the Record Management System (RMS) “Dashboard” module to enhance crime analysis capabilities and provide an additional resource for the public.
- \* Transition from the Unified Crime Reporting (UCR) Program to the National Incident-Based Reporting System (NIBRS).
- \* Re-establish Chaplain Program.
- \* Develop Project Lifesaver Program to better serve community members who have Alzheimer's, dementia, autism or other medical conditions which contribute to wandering.
- \* Improve the public’s ability to report traffic concerns.
- \* Develop and publish educational media to elevate awareness of bicycle safety.

**Budget Highlights:**

Budgeted personnel expenditures have been increased to cover increased health insurance costs and the perpetually rising costs of the Public Safety Retirement System contributions, which increased by 10% for FY 2021. Funds have been allocated for anticipated contracts and grant awards that account for the larger amount in Other Services and Charges. In Capital, a radio system consultation is scheduled to be conducted.

Public Safety	Police Department	Fund 01–General Fund	Cost Center	2000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Provide the highest level of service to the community			
<b>Department Goal:</b>	Launch annual initiatives identified in the Strategic Plan pertaining to reducing crime, promoting organizational excellence, strengthening of relationships with community, enhancing traffic safety, advancing technology solutions, and improving infrastructure			
<b>Objective:</b>	Complete annual initiatives			
<b>Type of Measure:</b>	Only initiatives completed within departmental control			
<b>Tool:</b>	Police Department's Five-Year Strategic Plan			
<b>Frequency:</b>	Annual assessment			
<b>Scoring:</b>	Percentage of yearly completed strategic initiatives			
<b>Trend:</b>	Maintain or increase, depending on funding, staff and national best practices			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of launched strategic initiatives	78	39	24	13
Completed strategic initiatives	54	17	18	13
Deferred strategic initiatives	24	22	9	0
Percentage of completed yearly strategic initiatives	69%	44%	75%	100%

<b>Strategic Directive:</b>	Maintain or improve the Police Department's transparency and value to the community			
<b>Department Goal:</b>	Increase the number of the Police Department programs provided to the community			
<b>Objective:</b>	Establish and provide interactive community programs			
<b>Type of Measure:</b>	Number of community programs			
<b>Tool:</b>	Reports			
<b>Frequency:</b>	Annual assessment			
<b>Scoring:</b>				
<b>Trend:</b>	Number of programs is steadily increasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Program Totals	17	31	33	35

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Body Worn Cameras		\$42,625	\$95,320	
Patrol Vehicles (2) [Lease]				
Radio System Consultation				\$30,000
Duty Weapons				
Tasers and Peripherals, and Firearms				
2018 Harley Davidson Police Motorcycle (Grant)				
Enterprise Fleet Lease Payments	\$1,306,632			
Datalogic Memory X3 Barcode Scanner & Dock				
Remodeling of Former Communications Center				
Rifles				
Getac Computer Equipment				
Holding Cell Cameras				
Tasers				
Security Camera Upgrade Evidence Building and Impound Lot				
Miscellaneous Equipment				
<b>Totals</b>	<u>\$1,306,632</u>	<u>\$42,625</u>	<u>\$95,320</u>	<u>\$30,000</u>

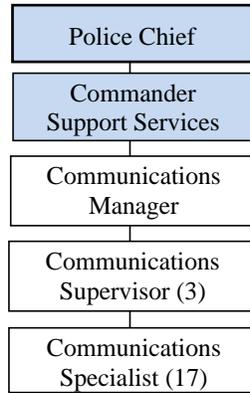
Public Safety	Police Department	Fund 01–General Fund			Cost Center	2000
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$4,869,329	\$5,061,705	\$4,910,270	\$5,275,730	7.44%	
Operating Supplies	195,167	195,850	172,910	177,010	2.37%	
Contractual Services	53,891	57,825	59,210	57,910	-2.20%	
Other Services and Charges	277,809	256,290	347,310	524,920	51.14%	
Capital Outlay	1,306,632	42,625	95,320	30,000	-68.53%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$6,702,828</b>	<b>\$5,614,295</b>	<b>\$5,585,020</b>	<b>\$6,065,570</b>	<b>8.60%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$5,758,815	94.94%
Inter-local Governmental Contracts	99,710	1.64%
Lease Purchase	0	0.00%
SB1398 Police Equipment	3,775	0.06%
Grants	203,270	3.35%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Police Chief	1.00	1.00	1.00	8,639	12,691	\$134,570
Commander	2.00	2.00	2.00	7,085	10,441	205,545
Sergeant	7.00	7.00	7.00	5,287	7,791	472,490
PANT Officer/Sergeant	2.00	2.00	2.00	5,287	7,791	156,460
Police Officer	21.00	21.00	21.00	4,142	6,104	1,242,555
School Resource Officer (SRO)	1.00	1.00	1.00	4,142	6,104	65,995
Terrorist Liaison Officer	0.00	0.00	0.00	4,142	6,104	0
Communications System Coordinator	0.00	0.00	0.00	3,246	4,783	0
Property & Evidence Specialist	1.00	1.00	1.00	3,091	4,555	38,950
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	47,220
Victim Assistant	1.00	1.00	1.00	3,091	4,555	39,520
Records Clerk	2.00	2.00	2.00	2,670	3,935	94,435
COLA						0
Car Allowance						10,800
Merit Contingency						0
Longevity						0
Certification Pay						30,710
Temporary Employees						10,000
Overtime						170,000
Holiday Pay						55,000
Clothing Allowance						25,000
Retirement						1,634,500
Insurance & Taxes						841,980
Employee Related Expenses						0
<b>Totals</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>			<b><u>\$5,275,730</u></b>

Public Safety	Police Department	Fund 01–General Fund		Cost Center	2000
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	14,716	17,000	20,000	17,000	-15.00%
Copier Supplies	929	1,200	750	750	0.00%
Gas & Oil	69,791	72,000	60,000	65,000	8.33%
Operational Equipment & Supplies	14,337	2,500	2,500	2,500	0.00%
Training Supplies	17,873	19,200	19,200	29,200	52.08%
Building Supplies	1,778	6,800	5,000	1,800	-64.00%
Protective Clothing	3,110	5,000	11,500	5,000	-56.52%
Vehicle Maintenance & Repair	55,098	50,000	40,000	40,000	0.00%
Equipment Maintenance & Repair	9,207	12,050	5,000	5,000	0.00%
Invest / Detective Expenses	1,816	3,600	4,100	4,000	-2.44%
DUI Expenses	787	500	760	760	0.00%
Canine Vet & Feed	3,475	4,500	3,000	4,500	50.00%
Postage & Freight	2,251	1,500	1,100	1,500	36.36%
<b>Total Supplies</b>	<b>195,167</b>	<b>195,850</b>	<b>172,910</b>	<b>177,010</b>	<b>2.37%</b>
<b>Contractual Services</b>					
Contractual Services	4,741	5,000	6,500	6,500	0.00%
Employee Physicals/Drug Testing	4,625	3,500	6,000	6,000	0.00%
Computer Support	25,355	47,825	28,960	30,410	5.01%
Towing Expense	19,170	1,500	17,750	15,000	-15.49%
Medical Investigation Expenses	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>53,891</b>	<b>57,825</b>	<b>59,210</b>	<b>57,910</b>	<b>-2.20%</b>
<b>Other Services and Charges</b>					
Recruitment Program	0	2,000	0	0	0.00%
Printing & Forms	897	1,500	1,200	1,200	0.00%
Utilities	35,590	37,750	41,055	45,160	10.00%
Telephone	49,026	47,500	41,800	45,140	7.99%
SWAT Equipment	18,195	15,000	15,000	15,000	0.00%
Safety Expense	1,529	2,000	2,000	2,000	0.00%
Community Policing	7,653	10,000	5,000	5,000	0.00%
Explorer Program	863	750	750	750	0.00%
Reserve/VIP Program	1,680	2,500	2,500	2,500	0.00%
Homeland Security Grant	0	0	41,290	97,500	136.13%
DOJ Grants - Victim Asst.	5,959	0	5,500	5,500	0.00%
Governor's Highway Safety Grant	29,321	10,990	59,915	43,670	-27.11%
County RICO Grant	0	0	0	0	0.00%
Miscellaneous Grants	0	0	0	125,000	0.00%
Yavapai County Grant	0	0	3,000	3,000	0.00%
Travel & Training	26,246	24,000	17,000	24,000	41.18%
Subscriptions & Memberships	2,201	2,500	2,500	2,500	0.00%
Enterprise Fleet Lease Expense	98,649	99,800	108,800	107,000	-1.65%
<b>Total Other Services &amp; Charges</b>	<b>277,809</b>	<b>256,290</b>	<b>347,310</b>	<b>524,920</b>	<b>51.14%</b>

**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 and provides the communications link for area police, fire and ambulance agencies. This division is the Public Safety Answering Point (PSAP), with enhanced 9-1-1 networking for citizens of our community and all neighboring jurisdictions. This ensures the integrity of and supports our goals to provide an emergency number that is answered promptly and serviced professionally for all residents.

**FY 2020 Accomplishments:**

- \* Received Next Generation 9-1-1 (NG9-1-1) system upgrade that includes back-room network upgrade, new front room 911 call processing and mapping equipment, new analytics equipment, and associated user and administrator training. [Scheduled for turn-up of text-to-911 capabilities May-July 2020.]
- \* Implemented use of Rapid SOS Portal which displays additional location information from Apple and Google for mobile 911 callers.
- \* (Anticipated) Completion of radio infrastructure documentation for Police and Fire subscribers to include detailed record of all subscribers’ radio network locations, redundancy, and estimated life span.
- \* (Anticipated) Completion of first step of Project 25 implementation evaluation by exploring feasibility of upgrade for Cottonwood Public Safety Communications Center.
- \* Implemented ability to enter Pre-Arrest Diversion information into Yavapai Coalition database.
- \* (Anticipated [January 2020]) implementation of AZPOINT (Arizona Protective Order Initiation & Notification Tool)
- \* Created formalized training program requirements to meet GI Bill On-the-job-training (OJT) program requirements.
- \* (Anticipated) Implementation of FirstNet communications portals for alternative communications methods with first responders.
- \* (Anticipated [January 2020]) Implementation of Burn Permit application and issuance web portal that citizens can access to apply for and receive a burn permit from their respective fire authority. Citizens can also access the website to see if burning is permissible on a given day per jurisdiction.
- \* (Anticipated [January 2020]) Implementation of Spillman GeoValidation, Learning Management System (LMS), and 2020.1 patch. The department held off on patching until all burn permit functions were reinstated.
- \* Partnership with Yavapai County Sheriff’s Office and other communications centers to conduct and participate in regional training in-service opportunities.
- \* (Anticipated [December 2019]) Transitioned to Voiance Languages Services as primary provider for interpretation services. Also expanded services to Patrol and other police department employees to include VRI services, which allows for video interpretation, to include American Sign Language (Smartphone, tablet, laptop, desktop capabilities).
- \* Completed capital improvement project to replace end of life Uninterrupted Power System batteries June 2019.

**FY 2021 Goals:**

- \* Submit funding request to the Arizona 9-1-1 Program for a new logging recorder. Traditionally, the State partially funded logging recorders, as recording 9-1-1 is mandated. In recent years, this funding has been suspended, but is being reconsidered for next budget year. A new logging recorder is needed to be able to handle the recording of the NG9-1-1 environment. The current logging recorder is not well supported or reliable.
- \* Secure JWI (Justice Web Interface) access to support “e-warrant” functionality.
- \* Research automation tools and technologies for seamless dispatch from computer-aided design (CAD) to radio console (CAD to radio console interface).

**Budget Highlights:**

The increase in health insurance costs and other related personnel costs have been accounted for in the personnel expenditures. Although 21 Communications FTE were included in FY 2020, only 19 of the positions were funded. The FY 2021 budget includes full funding for all 21 positions.

Public Safety	Communications Division	Fund 01–General Fund	Cost Center	2010	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Value the safety of our public safety personnel and citizens				
<b>Department Goal:</b>	Obtain Communications Center Accreditation with the International Academies of Emergency Dispatch® (IAED®)				
<b>Objective:</b>	Complete the third year of the 5-year accreditation process				
<b>Type of Measure:</b>	Demonstrate that the call-taking performance meets the scoring requirements for the Standards for Accreditation				
<b>Tool:</b>	Standards for Accreditation				
<b>Frequency:</b>	Monthly reports				
<b>Scoring:</b>	Partial Compliance Level: 10% or less (of call performance reviews) Low Compliance Level: 10% or less (of call performance reviews) Non-Compliant Level: 7% or less (of call performance reviews) Percentage of Critical Deviations: 3% or less (of call performance reviews) Percentage of Major Deviations: 3% or less (of call performance reviews) Percentage of Moderate Deviations: 3% or less (of call performance reviews) Percentage of Minor Deviations: 3% or less (of call performance reviews)				
<b>Trend:</b>	Improvement in call processing compliance; reductions in errors or deviations				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2018	2019	2020	2021
Partial Compliance Level: 10% or less (of call performance reviews)		12.30%	9.80%	≤10%	≤10%
Low Compliance Level: 10% or less (of call performance reviews)		10.90%	8.40%	≤10%	≤10%
Non-Compliant Level: 7% or less (of call performance reviews)		47.90%	7.20%	≤7%	≤7%
Percentage of Critical Deviations: 3% or less (of call performance reviews)		40.00%	2.90%	≤3%	≤3%
Percentage of Major Deviations: 3% or less (of call performance reviews)		62.00%	5.00%	≤3%	≤3%
Percentage of Moderate Deviations: 3% or less (of call performance review		76.00%	4.00%	≤3%	≤3%
Percentage of Minor Deviations: 3% or less (of call performance reviews)		64.00%	9.00%	≤3%	≤3%

Public Safety	Communications Division	Fund 01–General Fund		Cost Center	2010
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$1,392,973	\$1,627,340	\$1,573,980	\$1,724,350	9.55%
Operating Supplies	6,847	10,800	12,000	12,000	0.00%
Contractual Services	16,152	19,800	21,000	21,000	0.00%
Other Services and Charges	80,772	110,540	80,175	87,850	9.57%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$1,496,743</u>	<u>\$1,768,480</u>	<u>\$1,687,155</u>	<u>\$1,845,200</u>	<u>9.37%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$925,900	50.18%
Dispatch & Spillman Fees	919,300	49.82%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Communications Manager	1.00	1.00	1.00	5,287	7,791	\$89,075
Communications Supervisor	3.00	3.00	3.00	4,142	6,104	164,100
Communications Systems Coordinator	0.50	0.00	0.00	3,246	4,783	0
Communications Specialist	17.00	17.00	17.00	3,408	5,022	756,470
COLA						0
Merit Contingency						0
Longevity						0
Certification Pay						4,505
Overtime						175,000
Holiday Pay						25,000
Clothing Allowance						1,500
Retirement						148,370
Insurance & Taxes						360,330
Employee Related Expenses						0
<b>Totals</b>	<u>21.50</u>	<u>21.00</u>	<u>21.00</u>			<u>\$1,724,350</u>

Public Safety	Communications Division	Fund 01–General Fund		Cost Center	2010
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	3,312	7,000	7,000	7,000	0.00%
Copier Supplies	689	500	500	500	0.00%
Radio Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	2,846	3,300	4,500	4,500	0.00%
Postage/Freight	0	0	0	0	0.00%
<b>Total Supplies</b>	<b>6,847</b>	<b>10,800</b>	<b>12,000</b>	<b>12,000</b>	<b>0.00%</b>

**Contractual Services**

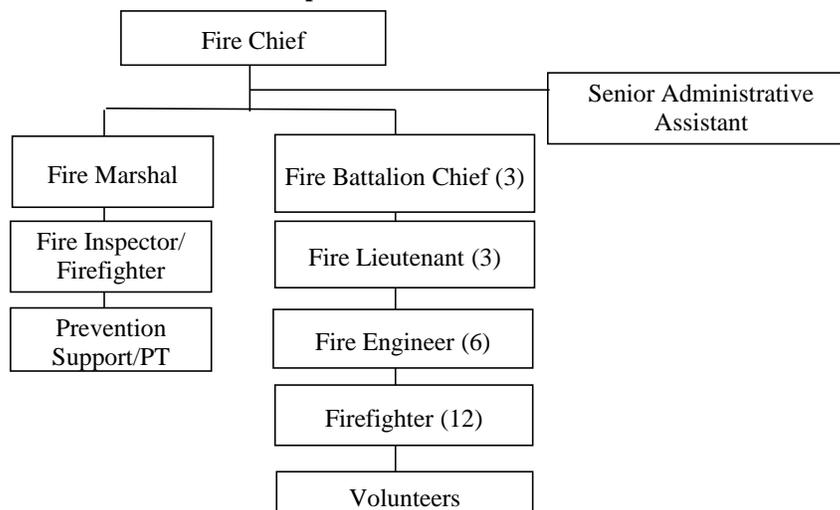
Contractual Services	0	0	0	0	0.00%
Computer Support	4,896	4,800	6,000	6,000	0.00%
Repeater Expense	11,256	15,000	15,000	15,000	0.00%
<b>Total Contractual Services</b>	<b>16,152</b>	<b>19,800</b>	<b>21,000</b>	<b>21,000</b>	<b>0.00%</b>

**Other Services and Charges**

Utilities	38,827	47,000	35,820	39,400	9.99%
Telephone	9,885	10,500	9,615	10,100	5.04%
Employee Physicals/Drug Testing	3,425	4,500	1,500	2,000	33.33%
Safety Expenses	581	600	700	600	-14.29%
Community Policing	17	200	1,000	1,000	0.00%
Travel & Training	5,494	12,500	10,000	12,500	25.00%
Subscriptions & Memberships	1,135	4,740	4,740	4,740	0.00%
Liability Insurance	21,408	30,500	16,800	17,510	4.23%
<b>Total Other Services &amp; Charges</b>	<b>80,772</b>	<b>110,540</b>	<b>80,175</b>	<b>87,850</b>	<b>9.57%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



**General Information:**

Cottonwood Fire & Medical Department (CFMD) protects community values at risk. The department's mission statement is: "WE'RE HERE TO HELP!" They are Cottonwood's "First Response Team" for fire, disaster, and life threatening emergencies. Response services include Fire, EMS, 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 and development ensures a highly skilled professional Emergency Response Team providing high quality, cost effective, proactive customer-oriented service to our community.

**FY 2020 Accomplishments:**

- \* Hosted bi-annual Fire & Medical Department open house in October 2019 to display our capabilities in fire suppression, EMS operations, fire prevention and fire & life safety education.
- \* Was awarded Homeland Security Grant of \$6,400 to purchase ballistic helmets and body armor for our personnel who serve as SWAT (Special Weapons and Tactics) team members.
- \* Was awarded Northern Arizona Emergency Medical Services (EMS) grant of \$1,600 to purchase an Intravenous Training Arm Manikin and an Intraosseous Training Leg Manikin.
- \* Implemented a Fire & EMS training program to ensure we meet ISO and Arizona Department of Health Services (ADHS) training requirements.
- \* Exercise our Emergency Operations Center in cooperation with Yavapai County Emergency Management.
- \* Hosted "Vacation Fire School" for area youth to promote fire safety and let them explore possible fire service careers.
- \* (Anticipate) Conduct "Every 15 Minutes" life safety program at Mingus Union High School to reveal effects of substance abuse.
- \* Had three staff members awarded full tuition scholarships by Waldorf University to complete online Bachelor's Degrees in Fire Science or related studies at that institution.

**FY 2021 Goals:**

- \* Purchase and place in service individual thermal imaging devices on each department airpack to increase firefighter safety.
- \* Identify and acquire grant and/or other funding sources to provide smoke detectors to further expand smoke detector program targeting high risk/low income areas of community.
- \* Have two staff members complete paramedic certification training and testing.
- \* Evaluate potential site locations and initiate preliminary design work to construct a 2<sup>nd</sup> fire station in the area of Highway 260 and Fir Street or in the area of highway 89A and Cornville Road.
- \* Search for alternative funding sources to purchase new ladder apparatus to replace current 33-year old ladder apparatus.
- \* Continue cooperative planning and operational activities with Verde Valley fire agencies.
- \* Pursue grants for fire suppression equipment and public fire & life safety equipment.

**Budget Highlights:**

To cover the increase in health insurance costs and other personnel related costs, the budgeted amount for personnel expenditures has been increased. The amount for the Operating Supplies category was increased as well to allow for the higher cost of protective clothing and rising maintenance costs due to an aging fleet. No capital items are scheduled.

Public Safety	Fire & Medical Department	Fund 01–General Fund	Cost Center	2100								
<b>Performance Indicators</b>												
<b>Strategic Directive:</b> Maintain public safety												
<b>Department Goal:</b> Have each firefighter complete an average of 240 hours per year of fire suppression related training												
<b>Objective:</b> To ensure each firefighter completes two hours of fire/rescue training per shift per ISO guidelines												
<b>Type of Measure:</b> Average number of training												
<b>Tool:</b> Monthly/annual reports												
<b>Frequency:</b> Annually												
<b>Scoring:</b> ≥240 hours/year = meeting goal; < 240 hours = needing improvement												
<b>Trend:</b>												
<table border="1"> <tr> <td colspan="2">Actual</td> <td>Estimated</td> <td>Anticipated</td> </tr> <tr> <td>2018</td> <td>2019</td> <td>2020</td> <td>2021</td> </tr> </table>					Actual		Estimated	Anticipated	2018	2019	2020	2021
Actual		Estimated	Anticipated									
2018	2019	2020	2021									
<b>Measures:</b>												
Number of training hours per person/average completed in support of ISO												
	220	237	261	240+								

<b>Strategic Directive:</b> Maintain public safety												
<b>Department Goal:</b> Conduct an average of 60 commercial building and/or new construction inspections per month												
<b>Objective:</b> To help ensure fire safety in our community, our fire prevention division will perform at least 60 inspections of commercial buildings or new construction per month												
<b>Type of Measure:</b> Number of inspections												
<b>Tool:</b> Monthly reports												
<b>Frequency:</b> Annually												
<b>Scoring:</b> 60 inspections/month average = meeting goal. < 60 inspections/month average = needing improvement												
<b>Trend:</b> Increase expected for FY 2020 and 2021												
<table border="1"> <tr> <td colspan="2">Actual</td> <td>Estimated</td> <td>Anticipated</td> </tr> <tr> <td>2018</td> <td>2019</td> <td>2020</td> <td>2021</td> </tr> </table>					Actual		Estimated	Anticipated	2018	2019	2020	2021
Actual		Estimated	Anticipated									
2018	2019	2020	2021									
<b>Measures:</b>												
Average number of commercial building and/or new construction inspections per month												
	44	52	60	60+								

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Fire Suppression & Safety Equipment–Jaws of Life (2)				
Thermal Imaging Camera		\$9,000	\$10,000	
Radio		24,000	25,000	
Large Diameter Hose Replacement	\$19,351			
Totals	\$19,351	\$33,000	\$35,000	\$0

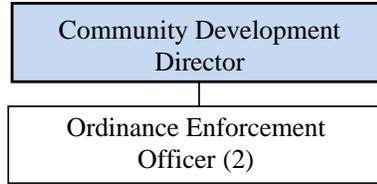
Public Safety	Fire & Medical Department	Fund 01-General Fund			Cost Center	2100
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$3,002,081	\$3,151,445	\$3,040,505	\$3,222,420	5.98%	
Operating Supplies	93,659	98,300	96,200	112,700	17.15%	
Contractual Services	27,823	110,500	28,825	109,000	278.14%	
Other Services and Charges	54,096	74,830	63,335	74,550	17.71%	
Capital Outlay	19,351	33,000	35,000	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$3,197,010</b>	<b>\$3,468,075</b>	<b>\$3,263,865</b>	<b>\$3,518,670</b>	<b>7.81%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$3,433,670	97.58%
Miscellaneous Grants	85,000	2.42%
Lease Purchase	0	0.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Fire Chief	1.00	1.00	1.00	7,811	11,511	\$167,145
Fire Marshal	1.00	1.00	1.00	6,120	9,019	103,405
Fire Battalion Chief	3.00	3.00	3.00	5,829	8,590	286,885
Fire Lieutenant	3.00	3.00	3.00	5,035	7,420	234,910
Fire Engineer	6.00	6.00	6.00	4,142	6,104	383,470
Fire Inspector	1.00	1.00	1.00	4,142	6,104	58,330
Firefighter	12.00	12.00	12.00	3,757	5,537	631,030
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	39,960
COLA						0
Merit Contingency						0
Longevity						0
Certification Pay						72,000
Stipend						29,500
Temporary Employees / Reserves						6,500
Overtime						30,000
Holiday Pay						46,500
Clothing Allowance						21,060
Retirement						570,115
Insurance & Taxes						526,610
Employee Related Expenses						15,000
<b>Totals</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>			<b>\$3,222,420</b>

Public Safety	Fire & Medical Department	Fund 01–General Fund		Cost Center	2100
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	1,219	1,500	800	1,250	56.25%
Copier Supplies	747	1,200	1,200	1,200	0.00%
Gas & Oil	17,543	20,000	18,000	20,000	11.11%
Protective Clothing	18,783	20,000	20,000	30,000	50.00%
Vehicle Maintenance & Repair	42,408	40,000	45,000	45,000	0.00%
Equipment Maintenance & Repair	12,904	15,000	11,000	15,000	36.36%
Postage & Freight	55	600	200	250	25.00%
<b>Total Supplies</b>	<b>93,659</b>	<b>98,300</b>	<b>96,200</b>	<b>112,700</b>	<b>17.15%</b>
<b>Contractual Services</b>					
Contractual Services	2,422	2,500	2,425	2,500	3.09%
Employee Physicals/Medical Tests	17,138	16,000	14,000	16,000	14.29%
Computer Support	4,416	5,000	3,500	3,500	0.00%
Radio Maintenance & Repair	0	2,000	1,500	2,000	33.33%
Yavapai County Emergency Management Grant	3,847	10,000	7,400	10,000	35.14%
Governor's Highway Safety - Fire Act Grant	0	50,000	0	50,000	0.00%
Governor's Highway - Fire Safety Grant	0	20,000	0	20,000	0.00%
YC Federal Emergency Management Agency Grant	0	5,000	0	5,000	0.00%
<b>Total Contractual Services</b>	<b>27,823</b>	<b>110,500</b>	<b>28,825</b>	<b>109,000</b>	<b>278.14%</b>
<b>Other Services and Charges</b>					
Legal Advertising	0	0	0	0	0.00%
Utilities	18,195	19,450	16,760	18,440	10.02%
Telephone	2,013	2,380	2,465	2,710	9.94%
Operational Equipment & Supplies	6,925	12,000	10,000	13,000	30.00%
EMS Expenses	7,018	13,000	11,000	13,000	18.18%
Fire Prevention	3,916	6,000	5,000	5,000	0.00%
Emergency Management	4,844	5,000	4,900	4,900	0.00%
Training Center	3,685	4,500	3,810	5,000	31.23%
Volunteer Fireperson Misc.	246	1,000	500	500	0.00%
Travel & Training	4,817	8,000	6,000	8,000	33.33%
Volunteer Fireperson Training	0	1,000	400	1,000	150.00%
Subscriptions & Memberships	2,438	2,500	2,500	3,000	20.00%
<b>Total Other Services &amp; Charges</b>	<b>54,096</b>	<b>74,830</b>	<b>63,335</b>	<b>74,550</b>	<b>17.71%</b>

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Community Development Department Ordinance Enforcement Division responds to calls for service regarding animal control violations and takes action with on-view ordinance, zoning, and code violations, as well as citizen complaints. Officers enforce city ordinances and state laws pertaining to animals including city licensing, leash control, rabies vaccination compliance, bites, noise complaints, and cruelty cases. Officers may pick up and impound or quarantine canines, animals that bite, and other animals as needed. Ordinance Enforcement Officers assist the Community Development Department with code enforcement, make on-view contact with complainants and violators, order the discontinuance, removal or alteration of conditions which violate city codes and zoning ordinances.

**FY 2020 Accomplishments:**

- \* Reviewed city ordinances specific to health, safety, public peace and overall quality of life in Cottonwood as it pertains to animal issues, and no changes were needed.
- \* Worked with Police Department collaboratively to improve the overall beauty of Cottonwood through education, resources and enforcement of ordinance issues.
- \* Snake safety awareness training provided to City employees, focusing on employees who work outside.

**FY 2021 Goals:**

- \* Enhance use of social media, through the use of Facebook postings and occasionally news paper articles, to inform the public of ordinance enforcement issues.
- \* Increase voluntary compliance of ordinance enforcement violations, utilizing resources, such as the Safe Housing Task Force or other community organizations, for offenders to abate violations with minimal enforcement, such as a warning. Decrease cases that are cited to the Administrative Hearing Officer.
- \* Partner with Cottonwood veterinarian clinics to conduct wellness services and a vaccine clinic to promote animal wellness in Cottonwood through potential grants.

**Budget Highlights:**

Despite increased health insurance premiums and other personnel related costs, the budget for the Personnel category remains largely unchanged because of cost reductions in other personnel line items. The kennel fees paid by the City to the Humane Society have been increased to \$48,000 for FY 2021. There are no capital items planned.

Public Safety	Ordinance Enforcement Division	Fund 01–General Fund	Cost Center	2200								
<b>**Performance indicators are to be determined**</b>												
<b>Strategic Directive:</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>												
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Actual		Estimated	Anticipated									
2018	2019	2020	2021									
<b>Measures:</b>												

<b>Strategic Directive:</b>												
<b>Department Goal:</b>												
<b>Objective:</b>												
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<b>Strategic Directive:</b>												
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Actual		Estimated	Anticipated									
2018	2019	2020	2021									
<b>Measures:</b>												

Public Safety Ordinance Enforcement Division		Fund 01–General Fund			Cost Center	2200
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$156,620	\$163,290	\$158,535	\$163,630	3.21%	
Operating Supplies	2,367	6,450	5,750	6,250	8.70%	
Contractual Services	51,645	52,715	47,715	54,200	13.59%	
Other Services and Charges	984	1,000	0	1,000	0.00%	
Capital Outlay	58,246	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$269,862</b>	<b>\$223,455</b>	<b>\$212,000</b>	<b>\$225,080</b>	<b>6.17%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$225,080	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	3,091	4,555	\$102,930
COLA						0
Merit Contingency						0
Longevity						0
Overtime						1,250
Holiday Pay						2,000
Clothing Allowance						750
Retirement						12,980
Insurance & Taxes						43,720
Employee Related Expenses						0
<b>Totals</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>			<b>\$163,630</b>

Public Safety	Ordinance Enforcement Division	Fund 01–General Fund		Cost Center	2200
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	0	250	250	250	0.00%
Copier Supplies	112	200	0	0	0.00%
Small Tools	719	1,500	1,000	1,500	50.00%
Gas & Oil	1,514	4,500	4,500	4,500	0.00%
Vehicle Maintenance & Repair	23	0	0	0	0.00%
Equipment Maintenance & Repair	0	0	0	0	0.00%
<b>Total Supplies</b>	<u>2,367</u>	<u>6,450</u>	<u>5,750</u>	<u>6,250</u>	<u>8.70%</u>

**Contractual Services**

Contractual Services	187	1,200	1,200	1,200	0.00%
Kennel Fees	43,884	46,515	46,515	48,000	3.19%
Spay/Neuter Grant Expense	7,574	5,000	0	5,000	0.00%
<b>Total Contractual Services</b>	<u>51,645</u>	<u>52,715</u>	<u>47,715</u>	<u>54,200</u>	<u>13.59%</u>

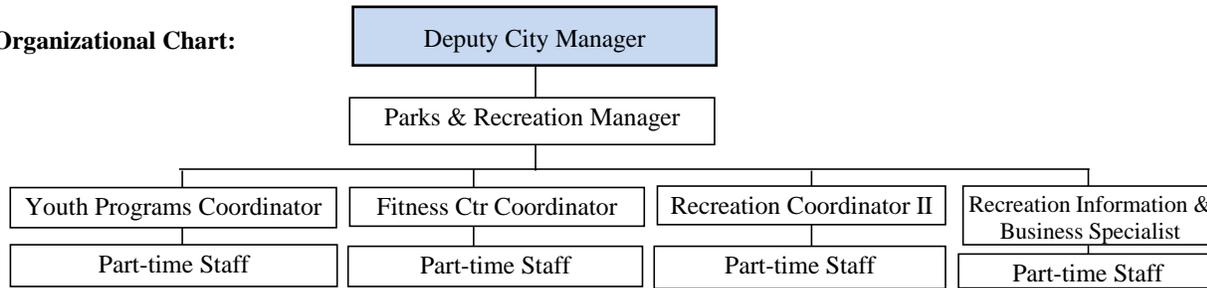
**Other Services and Charges**

Travel & Training	984	1,000	0	1,000	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<u>984</u>	<u>1,000</u>	<u>0</u>	<u>1,000</u>	<u>0.00%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Lease Enterprise Vehicles	\$58,246				
<b>Totals</b>	<u>\$58,246</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

**Parks and Recreation Department**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Parks and Recreation Program Division operates on the concept of bringing multigenerational families, youth and active senior adults together to enjoy and share in recreational benefits that contribute to the city's quality of life. The programs that serve a wide range of guests offer community wellness options, gathering spaces, community events, and athletic

**FY 2020 Accomplishments:**

- \* Successfully implemented the Fall Carnival on Halloween with no budget by securing community sponsorships and participation, resulting in a well attended, family friendly community event that did not cost the City any money.
- \* Successfully covered the Thunder Valley Rally hard cost (except for staffing costs) through increasing ticket prices and sponsorship revenues.
- \* Successfully decreased the net program cost of Walkin' on Main by approximately 46% (\$9,000) through decreased operating expenses, increased revenues, improved marketing and the implementation of strategic partnerships, taking the net program cost from \$17,00 in FY 2019 to \$8,000 in FY 2020.
- \* Successfully implemented the City's first New Year's Eve family celebration and balloon drop.
- \* Coordinated with Mingus Union High School the implementation of youth basketball mini-exhibition games during the varsity boys' home basketball games to increase exposure of the youth basketball program and to continue to encourage and promote youth sports.
- \* Completed Kids at Hope Master's Seminar to work towards establishing the Cottonwood Youth Center as a Kids at Hope facility.
- \* Doubled the number of Adult Softball team registrations for the 2019 Fall Softball League
- \* Increased participation in Youth Basketball by approximately 10% (20 kids).
- \* Rebranded the Brian Mickelsen Memorial to *Cottonwood's Vintage Run* , incorporating the City's branding.
- \* Hosted the regional Arizona State Little League Tournament and partnered with the National Softball Association to host the Cottonwood Classic Girls 18 & Under Fastpitch Tournament featuring 30 teams.
- \* Partnered with the American Red Cross to enroll the Aquatics Department's staff in the Centennial Program which allows staff to attend free professional training. The program offers swim lesson subsidies to qualifying families to increase their ability to participate in the program and also increases community awareness surrounding water safety.
- \* Partnered with and assisted the Sedona-Verde Valley Firefighter Charities in hosting a disc golf tournament at the Riverfront Park Disc Golf Course.

**FY 2021 Goals:**

- \* Continue to incorporate the City's brand as the Heart of Arizona's Wine Country to further identify our special events, such as the vintage Half Marathon, Walkin' on Main, 4<sup>th</sup> of July, and other City sponsored events by (a) Branding our events to match the City's brand with the incorporation of the City's logo in all materials; (b) Continue to partner with organizations, such as the Verde Valley Wine Consortium and Cottonwood Old Town Association, to help align our brand and increase marketing reach through targeted marketing approaches, such as the Verde Valley Wine Trail brochures and other similar opportunities; and (c) Include the serving of wine at appropriate events.
- \* Prioritize Cottonwood in the spending of Bicycle Advisory Committee (BAC) funds with physical representation to further the brand and image of Cottonwood by using the City logo and the BAC logo on all bike racks and other BAC marketing and promotional materials, such as the annual bike maps.
- \* Create more connection opportunities for our community through passive recreation at our City parks and facilities by creating and implementing a traveling PlayNow program that consists of recreational games, such as Cornhole, ping-pong, Ladder Ball, and other similar activities that can be used in any facility or park on a rotating basis.

**FY 2021 Goals cont'd:**

- \* Strengthen supportive and educational programs that promote our vision of a vibrant community by (a) Continuing water safety education through our Learn to Swim programs by partnering with organizations, such as the American Red Cross, to help increase awareness and affordability options to all participants; (b) Integrating philosophies and promote trainings, such as Kids at Hope, that encourage connections with and inclusiveness of our youth.
- \* Continue to collaborate with Community Partners, such as Northern Arizona Health Care, Minerals Research, Cottonwood Old Town Association and Yavapai College, and continue to identify and create more partnerships to further our events, increase our offerings and decrease our expenditures through sponsorships and collaboration; (a) Identify community sponsors to help coordinate events, such as Thunder Valley Rally and Walkin' on Main that allow City staff to focus on the responsibilities that align with the City's mission; (b) Continue building strong partnerships to offset or defer costs of our programs, such as Walkin' on Main, Thunder Valley Rally and other marquee events.

**Budget Highlights:**

The City Council approved the reclassification of Recreation Coordinator III to Parks & Recreation Manager. An increase of the hourly rates for the sports officials was approved as well. The significant decrease in the budgeted personnel expenditures is the result of a redistribution of personnel costs between Parks & Recreation and the Recreation Center that more accurately reflects the time that the staff dedicate to these respective departments and a reduction in staffing due to COVID-19. The budgeted expenditures for Contractual Services have been increased in order to cover the costs of the 4<sup>th</sup> of July celebration that were previously budgted in Other Services and Charges. Budgeted expenditures for large (annual) events have been curtailed and the Cottonwood Vintage Run/Walk, previously known as the Brian Mickelsen Memorial Run & Walk, was postponed in April 2020 due to the COVID-19 pandemic and may now be held in October, and then again in April 2021. No capital items are planned for FY 2021.

Culture & Recreation	Parks and Recreation Department	Fund 01–General Fund	Cost Center	4100	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Promote quality of life				
<b>Department Goal:</b>	Increase family-friendly community event offerings				
<b>Objective:</b>	Hold smaller but more frequent family-friendly community events throughout the year				
<b>Type of Measure:</b>	Number of family-friendly community events held				
<b>Tool:</b>	Cottonwood Events Calendar, family-friendly events programming				
<b>Frequency:</b>	Quarterly				
<b>Scoring:</b>	Expect to increase number of events in 2020 by 12% and in 2021 by 62% over 2019				
<b>Trend:</b>	Increase				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2018	2019	2020	2021
Number of community events held (includes all 13 weeks of ' Old Town Music and the Market' as one event)		6	8	9	13

<b>Strategic Directive:</b>	Facilitate economic growth				
<b>Department Goal:</b>	Strengthen relationships with community partners				
<b>Objective:</b>	Partner with (more) local agencies and groups to help broadening our events programming				
<b>Type of Measure:</b>	Number of events held in partnership				
<b>Tool:</b>	Cottonwood Events Calendar, events programming and partnership list				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Expect to increase number of event partnerships in 2021 by 66% over 2020				
<b>Trend:</b>	Increasing				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2018	2019	2020	2021
Number of event partnerships		N/A	N/A	3	5

Culture & Recreation	Parks and Recreation Department	Fund 01-General Fund	Cost Center	4100	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$356,930	\$439,330	\$341,405	\$288,210	-15.58%
Operating Supplies	44,468	33,400	36,250	38,425	6.00%
Contractual Services	37,516	36,400	41,505	50,810	22.42%
Other Services and Charges	433,554	488,350	428,005	362,050	-15.41%
Capital Outlay	19,256	37,700	79,210	0	-100.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$891,724</b>	<b>\$1,035,180</b>	<b>\$926,375</b>	<b>\$739,495</b>	<b>-20.17%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$739,495	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Parks & Recreation Director	0.00	0.50	0.00	6,120	9,019	\$0
Aquatics Center Supervisor	0.60	0.00	0.00	4,350	6,410	0
Parks & Recreation Manager	0.00	0.00	0.70	3,578	5,273	40,280
Recreation Center Program Supervisor	0.00	0.60	0.00	4,350	6,410	0
Recreation Coordinator II	0.90	0.80	0.60	3,091	4,555	24,440
Fitness Center Coordinator	0.00	0.05	0.10	3,091	4,555	4,665
Facilities Maintenance Technician III	0.00	0.40	0.00	3,246	4,783	0
Facility Maintenance Technician I	0.00	0.80	0.00	2,543	3,748	0
Youth Programs Coordinator	1.00	0.90	0.10	3,091	4,555	3,965
Recreation Information & Business Spec.	0.00	0.80	0.75	3,246	4,783	35,215
Administrative Assistant	0.70	0.00	0.00	2,670	3,935	0
Front Desk Supervisor	0.60	0.50	0.15	2,670	3,935	6,150
COLA						0
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						75,000
Overtime						6,000
Holiday Pay						500
Interim Pay						5,855
Clothing Allowance						1,750
Retirement						15,540
Insurance & Taxes						68,850
Employee Related Expenses						0
<b>Totals</b>	<b>3.80</b>	<b>5.35</b>	<b>2.40</b>			<b>\$288,210</b>

Culture & Recreation	Parks and Recreation Department	Fund 01—General Fund	Cost Center	4100	
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	1,832	1,500	1,200	1,500	25.00%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	761	1,100	600	800	33.33%
Vehicle Maintenance & Repair	507	750	600	600	0.00%
Equipment Maintenance & Repair	30,996	14,500	18,300	14,000	-23.50%
Building Maintenance & Repair	0	0	0	6,000	0.00%
Riverfront Snack Bar	1,119	1,500	1,500	1,500	0.00%
Snack Bar Supplies	1,253	2,500	2,500	2,500	0.00%
Pool Supplies	7,982	11,500	11,500	11,500	0.00%
Postage & Freight	18	50	50	25	-50.00%
<b>Total Supplies</b>	<b>44,468</b>	<b>33,400</b>	<b>36,250</b>	<b>38,425</b>	<b>6.00%</b>
<b>Contractual Services</b>					
Contractual Services	7,091	8,700	13,200	13,200	0.00%
Computer Support	7,525	4,800	5,005	5,260	5.09%
Fireworks	22,900	22,900	23,300	32,350	38.84%
Custodial Contract	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>37,516</b>	<b>36,400</b>	<b>41,505</b>	<b>50,810</b>	<b>22.42%</b>
<b>Other Services and Charges</b>					
Advertising	6	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	168,048	196,000	180,430	198,470	10.00%
Telephone	5,058	5,500	4,980	5,480	10.04%
Public Relations	8,114	7,000	7,000	7,000	0.00%
Softball Programming/Tournaments	6,837	5,500	5,500	5,500	0.00%
Rec Programs	26,964	30,000	30,000	25,500	-15.00%
Youth Programs	6,685	4,000	4,000	4,000	0.00%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Special Annual Events	0	25,500	0	5,000	0.00%
Rhythm & Ribs	(5)	0	0	0	0.00%
Walkin' on Main	24,739	25,000	13,600	20,000	47.06%
10K Memorial Run	18,134	20,000	4,500	33,000	633.33%
Thunder Valley Rally	156,356	160,000	170,000	50,000	-70.59%
Old Town Home Tour	3,951	800	0	0	0.00%
Travel & Training	2,401	3,500	2,890	4,000	38.41%
Subscriptions & Memberships	2,769	2,000	2,500	2,500	0.00%
Enterprise Fleet Lease Expense	2,497	2,550	1,605	600	-62.62%
Continuing Education	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>433,554</b>	<b>488,350</b>	<b>428,005</b>	<b>362,050</b>	<b>-15.41%</b>
<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Tennis Center Resurface			\$36,000		
Lease Enterprise Vehicles	\$19,256				
Clubhouse Chairs & Tables/Security Camera Syst.		\$37,700	43,210		
<b>Totals</b>	<b>\$19,256</b>	<b>\$37,700</b>	<b>\$79,210</b>	<b>\$0</b>	

Culture & Recreation	Parks and Recreation Department [Outdoor Aquatics]	Fund 01–General Fund	Cost Center	4100
<b>**Performance indicators are to be determined**</b>				

<b>Strategic Directive:</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>	2018	2019	2020	2021

<b>Strategic Directive:</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>	2018	2019	2020	2021

<b>Strategic Directive:</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>	2018	2019	2020	2021

<b>Strategic Directive:</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>	2018	2019	2020	2021

Culture & Recreation		Youth Center		Fund 01–General Fund		Cost Center	4140
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$87,351	\$100,870	\$83,395	\$103,910	24.60%		
Operating Supplies	9,189	10,020	9,520	10,020	5.25%		
Contractual Services	9,732	10,400	10,825	10,260	-5.22%		
Other Services and Charges	13,872	16,875	14,135	15,260	7.96%		
Capital Outlay	50,332	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$170,476</b>	<b>\$138,165</b>	<b>\$117,875</b>	<b>\$139,450</b>	<b>18.30%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$139,450	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>							
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021	
	2019	2020	2021	Minimum	Maximum	Budget	
Parks & Recreation Manager	0.00	0.00	0.05	4,795	7,067	2,875	
Youth Programs Coordinator	0.50	1.00	0.90	3,091	4,555	31,705	
COLA						0	
Merit Contingency						0	
Longevity						0	
Temporary Employees / Reserves						46,000	
Overtime						1,000	
Holiday Pay						200	
Clothing Allowance						800	
Retirement						4,370	
Insurance & Taxes						16,960	
Employee Related Expenses						0	
<b>Totals</b>	<b>0.50</b>	<b>1.00</b>	<b>0.90</b>			<b>\$103,910</b>	

Culture & Recreation	Youth Center	Fund 01—General Fund		Cost Center	4140
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Office Supplies	787	800	800	800	0.00%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	455	1,500	1,500	1,500	0.00%
Vehicle Maintenance & Repair	646	720	720	720	0.00%
Equipment Maintenance & Repair	6,423	4,500	4,500	4,500	0.00%
Operational Equip & Supplies	878	2,500	2,000	2,500	25.00%
Postage & Freight	0	0	0	0	0.00%
<b>Total Supplies</b>	<b>9,189</b>	<b>10,020</b>	<b>9,520</b>	<b>10,020</b>	<b>5.25%</b>

**Contractual Services**

Contractual Services	682	500	1,625	1,000	-38.46%
Computer Support	1,089	2,400	1,200	1,260	5.00%
Custodial Contract	7,961	7,500	8,000	8,000	0.00%
<b>Total Contractual Services</b>	<b>9,732</b>	<b>10,400</b>	<b>10,825</b>	<b>10,260</b>	<b>-5.22%</b>

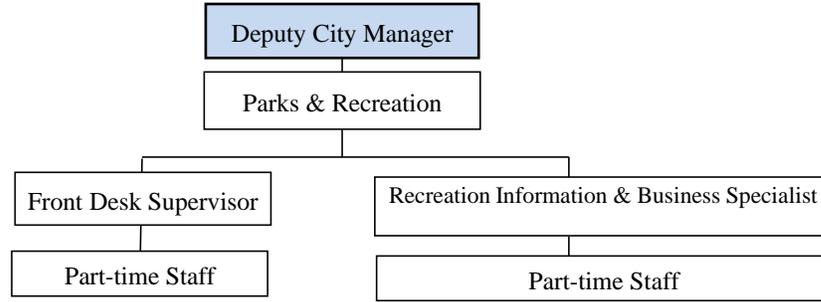
**Other Services and Charges**

Public Relations	442	850	0	0	0.00%
Advertising	20	500	250	800	220.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	2,326	2,850	2,075	2,280	9.88%
Telephone	412	475	435	480	10.34%
Youth Program	6,096	6,000	6,000	6,500	8.33%
Travel & Training	74	1,000	550	500	-9.09%
Continuing Education	0	500	0	0	0.00%
Subscriptions & Memberships	0	200	0	0	0.00%
Enterprise Fleet Lease Expense	4,502	4,500	4,825	4,700	-2.59%
<b>Total Other Services &amp; Charges</b>	<b>13,872</b>	<b>16,875</b>	<b>14,135</b>	<b>15,260</b>	<b>7.96%</b>

**Supplemental Data: Capital Outlay**

Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Lease Enterprise Vehicles	\$50,332				
<b>Totals</b>	<b>\$50,332</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Cottonwood Recreation Center operates on the concept of bringing multigenerational families, youth and active senior adults together to enjoy and share in the recreational benefits provided that contribute to the city's quality of life. The center provides community wellness options, gathering spaces, community events and athletic programming opportunities that serve a wide range of guests. The facility is open 363 days a year.

**FY 2020 Accomplishments:**

- \* Developed and implemented a new fee structure that eliminates in town versus out of town rates that has led to an increase in memberships. To date, the number of memberships increased from 3,940 to 5,049.
- \* Implemented an all-inclusive membership pricing structure whereby one price gives members facility access, childcare, classes, and access to both pools.
- \* Adjusted facility rental rates, executed a consolidated facility rental program, and designed a new service orientated nonprofit program.
- \* Increased hours of operation, also on holidays, and reduced number of closed days, while decreasing staffing costs.
- \* Implemented a new recreation management software system that integrates into our online platform, will reduce the City's transaction charges and also allow for more streamlined online registration.
- \* Installed a guest kiosk system to serve guests faster and reduce volume handled at the Guest Services counter.
- \* Rearranged the phone system, with opening greeting of 'Guest Services,' for a welcoming person-to-person
- \* Developed a Customer Service Training program and a guest services mantra of *2<sup>nd</sup> Mile Service*, putting the customer first.
- \* Conducted a Membership Needs Assessment, including for equipment.
- \* Developed new community programming (New Year's Eve, Volley- and Basketball Tournament, and Movie Night).
- \* Developed a new, intuitively designed website to drive more traffic through our online resources.
- \* Rehabilitation of tennis court complex with courts' resurfacing, refurbished light poles and shade structure.
- \* Implemented a fee program for indoor pool lap lane reservations.
- \* Implemented a low cost 'Fit Zone' to increase fitness space and provide diverse equipment offerings.
- \* Installed new and innovative fitness equipment to attract the younger population to become members.
- \* Developed and implemented two community-led mural programs.
- \* Designed and instituted a new Recreation Center brand to revitalize the facility's identity.
- \* Reorganized staffing model that focuses on guest relations, single point of contact for rentals, and cost recovery.
- \* Addressed the need for hot water solar system to get online to continue to save on utility dollars.
- \* Instrumental in implementing a cost-saving and service-oriented consolidated parks and facilities maintenance
- \* Invested in remote presentation TV screens with more AV capabilities to increase facility rentals (incl. Club House).

**FY 2021 Goals:**

- \* Increase overall cost-recovery for the Recreation Center from 60% to 75% by increasing facility rentals, reducing staffing and custodial costs, employing an effective marketing campaign, automating services, and evaluating solar power use and exercise alternatives.
- \* Increase facility rental revenue by 5%.
- \* Reduce aerobics class times in order to reduce staffing costs.
- \* Reduce custodial contract costs through the evaluation of quality of service, and of processes and procedures.
- \* Develop annual marketing campaign for the Recreation Center, its rental facilities, and for the Club House based on evidence-based data.
- \* Continue to automate services at the Recreation Center.
- \* Evaluate the installation of solar power to cut electricity costs that are currently above \$100,000 annually.
- \* Evaluate options for increasing exercise alternatives at the facility.
- \* Install key fobs on the tennis courts to incentivize memberships and reduce vandalism.

**FY 2021 Goals cont'd:**

- \* Continue to automate services at the Recreation Center.
- \* Evaluate the installation of solar power to cut electricity costs that are currently above \$100,000 annually.
- \* Evaluate options for increasing exercise alternatives at the facility.
- \* Install key fobs on the tennis courts to incentivize memberships and reduce vandalism.

**Budget Highlights:**

Due to a reduction in force because of the COVID-19 pandemic, the position of Parks & Recreation Director was eliminated. The significant decrease in the budgeted personnel expenditures is furthermore the result of a redistribution of personnel costs between the Recreation Center and Parks & Recreation that more accurately reflects the time that the staff dedicate to these respective departments for their duties. The acquisition of a new parks and recreation management software, called CivicRec, has resulted in a cost reduction in Contractual Services. Money has been budgeted in Capital in the amount of \$18,000 for a much needed gym divider and will be reimbursed through a grant.

Culture & Recreation	Community Recreation Center	Fund 01–General Fund	Cost Center	4110
<b>**Performance indicators are to be determined**</b>				

<b>Strategic Directive:</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
<b>Measures:</b>		2018	2019	2020
		2020		2021

<b>Strategic Directive:</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
<b>Measures:</b>		2018	2019	2020
		2020		2021

<b>Strategic Directive:</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
<b>Measures:</b>		2018	2019	2020
		2020		2021

<b>Strategic Directive:</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
<b>Measures:</b>		2018	2019	2020
		2020		2021

Culture & Recreation	Community Recreation Center	Fund 01–General Fund	Cost Center	4110	
Summary by Category					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$739,783	\$758,025	\$674,085	\$653,375	-3.07%
Operating Supplies	100,284	88,730	78,625	86,910	10.54%
Contractual Services	199,114	185,700	186,820	176,135	-5.72%
Other Services and Charges	253,859	285,010	263,610	275,160	4.38%
Capital Outlay	40,386	18,800	18,800	18,000	-4.26%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$1,333,426</u>	<u>\$1,336,265</u>	<u>\$1,221,940</u>	<u>\$1,209,580</u>	<u>-1.01%</u>

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$589,580	48.74%
Recreation Center Fees	560,000	46.30%
Recreation Center Building Rental	20,000	1.65%
Recreation Center Classes/Programs	40,000	3.31%
Total Funding		<u>100.00%</u>

Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Parks & Recreation Director	0.00	0.50	0.00	6,120	9,019	\$0
Aquatics Center Supervisor	0.40	0.00	0.00	4,350	6,410	0
Parks & Recreation Manager	0.00	0.00	0.25	4,795	7,067	14,385
Recreation Services Supervisor	0.00	0.40	0.00	4,350	6,410	0
Recreation Coordinator III	1.00	0.00	0.00	3,578	5,273	0
Recreation Coordinator II	0.10	0.20	0.40	3,091	4,555	16,295
Facility Maintenance Technician III	1.00	0.60	0.00	3,246	4,783	0
Facility Maintenance Technician I	2.00	1.20	2.00	2,543	3,748	65,015
Fitness Center Coordinator	1.00	0.95	0.90	3,091	4,555	41,995
Youth Programs Coordinator	0.00	0.10	0.10	3,091	4,555	3,965
Recreation Information & Business Spec.	0.00	0.20	0.25	3,246	4,783	11,740
Administrative Assistant	0.30	0.00	0.00	2,670	3,935	0
Front Desk Supervisor	1.40	1.50	0.85	2,670	3,935	34,845
Aquatics Coordinator	1.00	0.00	0.00	2,422	3,569	0
COLA						
Merit Contingency						
Longevity						
Temporary Employees / Reserves						295,555
Overtime						4,750
Holiday Pay						300
Interim Premium Pay						9,130
Clothing Allowance						1,800
Retirement						24,740
Insurance & Taxes						128,860
Employee Related Expenses						
Totals	<u>8.20</u>	<u>5.65</u>	<u>4.75</u>			<u>\$653,375</u>

Culture & Recreation	Community Recreation Center	Fund 01–General Fund	Cost Center	4110	
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	3,993	3,000	3,000	3,000	0.00%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	1,069	1,000	1,000	1,000	0.00%
Small Tools	750	650	500	500	0.00%
Vehicle Maintenance & Repairs	1,879	2,900	525	410	-21.90%
Equipment Maintenance & Repairs	72,346	60,000	52,000	60,000	15.38%
Pool Supplies	20,155	21,000	21,500	21,800	1.40%
Postage & Freight	92	180	100	200	100.00%
<b>Total Supplies</b>	<b>100,284</b>	<b>88,730</b>	<b>78,625</b>	<b>86,910</b>	<b>10.54%</b>

<b>Contractual Services</b>					
Contractual Services	29,938	15,000	10,000	10,000	0.00%
Contractual Services Active Network	42,048	47,000	42,000	30,000	-28.57%
Employee Physicals/Medical Testing	0	0	0	0	0.00%
Recruitment Expense	380	200	500	500	0.00%
Computer Support	1,313	1,500	1,500	1,575	5.00%
Custodial Contract	125,435	122,000	132,820	134,060	0.93%
<b>Total Contractual Services</b>	<b>199,114</b>	<b>185,700</b>	<b>186,820</b>	<b>176,135</b>	<b>-5.72%</b>

<b>Other Services and Charges</b>					
Legal Advertising	356	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	185,587	200,000	185,000	194,250	5.00%
Telephone	6,499	7,200	6,000	6,300	5.00%
Rec Programs	4,442	15,000	11,500	15,000	30.43%
Travel & Training	2,302	3,500	2,000	3,000	50.00%
Public Relations	7,848	12,000	12,000	12,000	0.00%
Equipment Rental	0	0	0	0	0.00%
Subscriptions & Memberships	13	500	500	500	0.00%
Enterprise Fleet Lease	3,304	3,300	3,100	600	-80.65%
Lease Purchase Rec Center Equipment	43,508	43,510	43,510	43,510	0.00%
<b>Total Other Services &amp; Charges</b>	<b>253,859</b>	<b>285,010</b>	<b>263,610</b>	<b>275,160</b>	<b>4.38%</b>

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Network Video Recorder (NVR) Camera System		\$8,800	\$8,800	
Physical Fitness Equipment		10,000	10,000	
Equipment Lease	\$40,386			
Gym Divider – Grant Funded				\$18,000
<b>Totals</b>	<b>\$40,386</b>	<b>\$18,800</b>	<b>\$18,800</b>	<b>\$18,000</b>

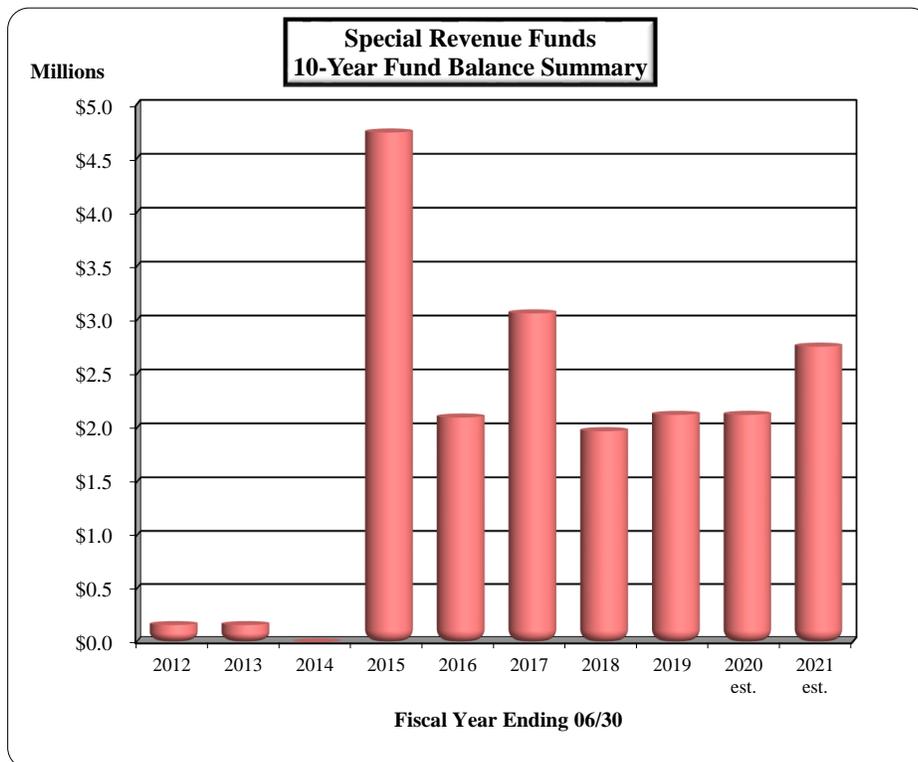
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The Special Revenue Funds budgets are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service and capital projects.

<u>Fund/Account Number</u>	<u>Description</u>
10	Highway-User Revenue Fund (HURF) – Streets Fund Streets Department Streets Construction
15	Cottonwood Area Transit (CAT) / Verde LYNX
03	Cottonwood Public Library
04	Cottonwood Cemetery
05	Airport Fund
11	Grants Fund Airport Improvement Projects Other Grants Heritage Grants
12	Community Block Development Grants (CDBG)

**Fund Balances:**

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



Fiscal Year Ending 06/30	Fund Balance
2012	161,640
2013	161,640
2014	0
2015	4,745,120
2016	2,101,860
2017	3,067,430
2018	1,975,335
2019	2,126,330
2020 est.	2,126,745
2021 est.	2,759,380

The continued fluctuation of the Special Revenues Fund is dependent on the projects being done and the time availability to complete those projects. A description of all the projects are reflected in the departments' budget summary sheets.

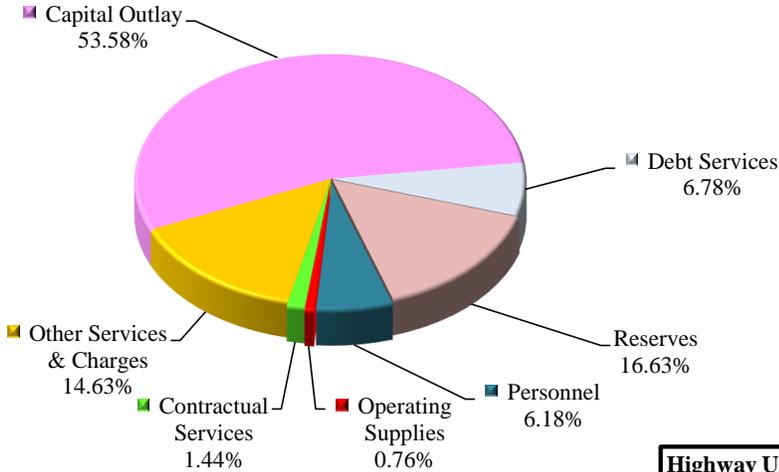
## Special Revenue Funds—Consolidated Statement of Revenues &amp; Expenditures/Changes in Fund Balances

Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$1,133,159	\$1,696,490	\$1,428,805	\$1,412,310
Intergovernmental Revenues	2,565,425	6,013,800	3,972,190	7,739,755
Charges for Services	369,454	239,050	168,625	224,050
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	144,061	110,540	118,115	115,805
Miscellaneous Revenues	26,546	21,400	13,200	190,315
<b>Total Revenue Sources</b>	<b>4,238,645</b>	<b>8,081,280</b>	<b>5,700,935</b>	<b>9,682,235</b>
<b>Other Financing Sources:</b>				
Transfers In	923,647	1,703,455	1,250,605	1,779,055
Carryover	0	1,962,680	2,126,745	2,759,380
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>923,647</b>	<b>3,666,135</b>	<b>3,377,350</b>	<b>4,538,435</b>
<b>Total Available Resources</b>	<b>5,162,291</b>	<b>11,747,415</b>	<b>9,078,285</b>	<b>14,220,670</b>
<b>Expenditures:</b>				
Personnel	2,088,417	2,325,410	2,197,200	2,378,235
Operating Supplies	700,976	771,595	763,635	661,900
Contractual Services	481,426	435,225	504,060	626,210
Other Services and Charges	802,574	983,055	981,145	1,180,620
Capital Outlay	520,181	6,633,990	1,378,510	8,093,525
Debt Service	391,109	391,320	391,320	391,580
<b>Total Expenditures</b>	<b>4,984,683</b>	<b>11,540,595</b>	<b>6,215,870</b>	<b>13,332,070</b>
<b>Other Uses:</b>				
Transfers Out	0	19,670	6,035	13,635
Reserves	0	187,150	2,856,380	874,965
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>206,820</b>	<b>2,862,415</b>	<b>888,600</b>
<b>Total Expenditures and Other Uses</b>	<b>4,984,683</b>	<b>11,747,415</b>	<b>9,078,285</b>	<b>\$14,220,670</b>
<b>Net Income / (Loss)</b>	<b>\$177,608</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**HURF—Streets Fund—Revenues & Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Reserves	Total
Subtotals	\$357,020	\$44,200	\$83,240	\$845,460	\$3,096,115	\$391,580	\$863,800	\$5,681,415
Totals	\$357,020	\$44,200	\$83,240	\$845,460	\$3,096,115	\$391,580	\$863,800	\$5,681,415

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

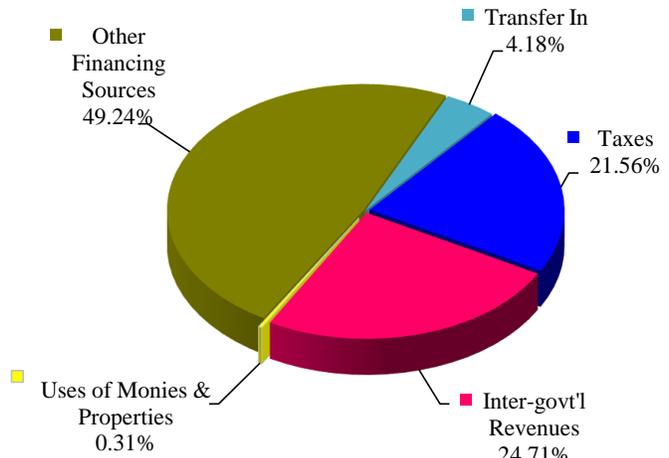


<b>HURF—Streets Fund Summary</b>	
Revenues	\$2,691,675
Expenditures	(5,681,415)
Revenues over (under) Expenditures	(2,989,740)
Other Funding Sources/Uses	2,989,740
Use of Fund Balance	\$0

**HURF—Streets Fund Revenues by Source**

Taxes	\$1,245,815
Inter-gov'tl Revenues	1,427,860
Uses of Monies & Properties	18,000
Other Financing Sources	2,748,215
Transfer In	241,525
Miscellaneous Revenues	0
<b>Total Resources Available</b>	<b>\$5,681,415</b>

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



**Streets 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.

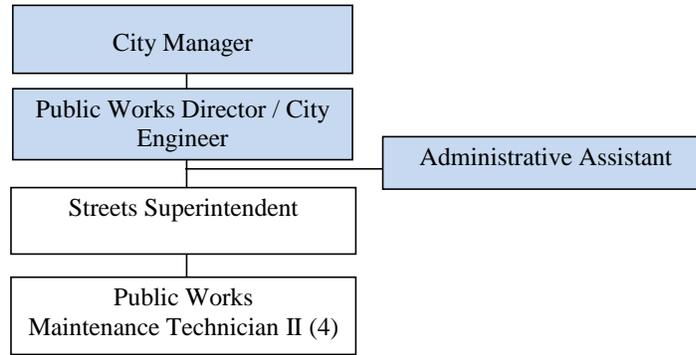
**Streets Department Expenditures:**

The details for these expenditures can be viewed on page 287.

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

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	\$738,664	\$1,317,520	\$1,295,280	\$1,245,815	-3.82%
Intergovernmental Revenues					
Highway User Revenue Fund – HURF	1,054,486	1,187,110	1,393,690	1,037,110	-25.59%
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	0	0.00%
12 <sup>th</sup> Street Federal Grant	0	0	0	0	0.00%
Mingus Willard to 10 <sup>th</sup> Street	0	0	0	0	0.00%
Fed Grant – 12 <sup>th</sup> Street	0	0	0	0	0.00%
Rehab Pima Bridge Grant	0	0	0	235,750	0.00%
6 <sup>th</sup> Street Reconstruction	0	0	0	155,000	0.00%
Uses of Monies & Properties					
Interest Income	26,950	10,000	22,920	18,000	-21.47%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>1,820,100</b>	<b>2,514,630</b>	<b>2,711,890</b>	<b>2,691,675</b>	<b>-0.75%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	259,180	259,180	241,525	0.00%
Carryover	0	1,861,635	2,115,580	2,748,215	29.90%
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>2,120,815</b>	<b>2,374,760</b>	<b>2,989,740</b>	<b>25.90%</b>
<b>Total Available Resources</b>	<b>1,820,100</b>	<b>4,635,445</b>	<b>5,086,650</b>	<b>5,681,415</b>	<b>11.69%</b>
<b>Expenditures:</b>					
Personnel	309,275	324,845	308,785	357,020	15.62%
Operating Supplies	48,476	53,700	50,700	44,200	-12.82%
Contractual Services	85,952	94,965	76,655	83,240	8.59%
Other Services and Charges	508,809	646,740	666,185	845,460	26.91%
Capital Outlay	326,745	2,946,680	747,790	3,096,115	314.04%
Debt Service	391,109	391,320	391,320	391,580	0.07%
<b>Total Expenditures</b>	<b>1,670,366</b>	<b>4,458,250</b>	<b>2,241,435</b>	<b>4,817,615</b>	<b>114.93%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	177,195	2,845,215	863,800	-69.64%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>177,195</b>	<b>2,845,215</b>	<b>863,800</b>	<b>-69.64%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,670,366</b>	<b>4,635,445</b>	<b>5,086,650</b>	<b>5,681,415</b>	<b>11.69%</b>
<b>Net Income / (Loss)</b>	<b>\$149,734</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**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 repair, sweeping, debris removal, weed control, sign maintenance, drainage maintenance, sidewalk repair, pavement maintenance, and traffic signal maintenance. The Streets Division also assists with the construction of engineering projects, annual city clean-up days, airport maintenance, trash pickup and removal, and transient camp cleanups.

**FY 2020 Accomplishments:**

- \* Digitized the City's Street Sweeping Priority Map.
- \* Conducted routine street sweeping activities along the highway, arterial and collector streets, and on City's parking lots.
- \* Installed Uninterrupted Power System (UPS) at the Mingus Avenue and Main Street traffic light.
- \* Completed the Ocotillo Street Drainage Improvement.
- \* Installation of a school zone along Mingus Avenue in the vicinity of the Cottonwood Community School.
- \* Coordination with APS to implement new street banner locations along Main Street.

**FY 2021 Goals:**

- \* Make safety improvements, including handrails, along Main Street between State Route 89A/Cottonwood Street and Old Town.
- \* Begin in-house crack sealing program of city streets.

**Budget Highlights:**

The increase in the Personnel category is, besides a increase in health insurance premiums and other personnel related costs, to be attributed to the reclassification of the Public Works Manager position to Streets Superintendent and with that the redistribution of this position's FTE of 75% in the HURF Streets Department and 25% in Public Works. Increases in Other Services and Charges have been budgeted for street markings and street materials. No capital items are scheduled for streets maintenance and operations.

Public Works	Streets Department	Fund 10–HURF	Cost Center	3100
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Reduce the amount of unsightly buildup of debris along the city's roadways			
<b>Objective:</b>	Conduct routine street sweeping activities along highways, arterial and collector streets and City parking			
<b>Type of Measure:</b>	Volume of street sweepings disposal			
<b>Tool:</b>	Street sweeping schedule			
<b>Frequency:</b>	Monthly			
<b>Scoring:</b>	Volume of street sweepings disposal			
<b>Trend:</b>	Increase			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Volume of street sweepings disposals (tons)	148	185	125	125

<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Improve public safety at existing at grade wash crossings on 6 <sup>th</sup> Street at Silver Spring Gulch, on 6 <sup>th</sup> Street-approximately 300 feet south of Aspen Street), and at wet crossings on Camino Real that are routinely closed multiple times during the monsoon season with the installation of flashing beacons			
<b>Objective:</b>	Monitoring incidents of stranded vehicles			
<b>Type of Measure:</b>	Number of vehicles stranded			
<b>Tool:</b>	Reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of vehicles stranded	0	0	0	0

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Crosswalk Project at Main & Cherry Streets Rectangular Rapid-Flashing Beacons (RRFB) and Sonotubes –Main & Cherry Streets and Sonotubes				
Uninterrupted Power System for Traffic Light –Main Street and Mingus Avenue		\$11,000	\$11,000	
Light-Emitting Diodes (LEDs) Street Lighting–Old Town		6,500	6,500	
Totals		\$0	\$17,500	\$0

Public Works	Streets Department	Fund 10–HURF			Cost Center	3100
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$309,275	\$324,845	\$308,785	\$357,020	15.62%	
Operating Supplies	48,476	53,700	50,700	44,200	-12.82%	
Contractual Services	85,952	94,965	76,655	83,240	8.59%	
Other Services and Charges	508,809	646,740	666,185	845,460	26.91%	
Capital Outlay	0	17,500	17,500	0	-100.00%	
Reserves	0	177,195	2,845,215	863,800	-69.64%	
Debt Service	391,109	391,320	391,320	391,580	0.07%	
<b>Department Totals</b>	<b>\$1,343,621</b>	<b>\$1,706,265</b>	<b>\$4,356,360</b>	<b>\$2,585,300</b>	<b>-40.65%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues–HURF	0	0.00%
Taxes	0	0.00%
Use of Monies & Properties	18,000	0.70%
Miscellaneous Revenues	0	0.00%
Use of Fund Balance	0	0.00%
Transfers In–General Fund	2,567,300	99.30%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>							
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021	
	2019	2020	2021	Minimum	Maximum	Budget	
Streets Superintendent	0.00	0.00	0.75	5,287	7,791	\$58,400	
Public Works Operations Foreman	0.50	0.50	0.00	3,757	5,537	0	
PW Maintenance Technician II	4.00	4.00	4.00	2,804	4,132	160,960	
COLA						0	
Merit Contingency						0	
Longevity						0	
Temporary Employees / Reserves						0	
Overtime						5,000	
Clothing Allowance						1,000	
Retirement						27,420	
Insurance & Taxes						104,240	
Employee Related Expenses						0	
<b>Totals</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>			<b>\$357,020</b>	

Public Works	Streets Department	Fund 10–HURF		Cost Center	3100
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	134	200	100	200	100.00%
Gas & Oil	18,240	15,500	11,200	11,500	2.68%
Operational Equipment & Supplies	9,248	2,000	1,750	6,000	242.86%
Vehicle Maintenance & Repair	2,288	16,000	14,800	6,500	-56.08%
Equipment Maintenance & Repair	18,556	20,000	22,850	20,000	-12.47%
Postage & Freight	10	0	0	0	0.00%
<b>Total Supplies</b>	<b>48,476</b>	<b>53,700</b>	<b>50,700</b>	<b>44,200</b>	<b>-12.82%</b>
<b>Contractual Services</b>					
Contractual Services	6,741	22,500	8,500	8,500	0.00%
Pavement Preservation	0	0	200	0	-100.00%
Computer Support	248	365	255	270	5.88%
General Counsel	0	0	0	0	0.00%
Street Lights	78,963	72,100	67,700	74,470	10.00%
Engineering Services	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>85,952</b>	<b>94,965</b>	<b>76,655</b>	<b>83,240</b>	<b>8.59%</b>
<b>Other Services and Charges</b>					
Legal Advertising	0	0	0	0	0.00%
Small Tools	379	500	500	500	0.00%
Street Materials	11,921	10,000	12,000	19,000	58.33%
Street Signs	2,292	3,000	2,750	3,000	9.09%
Street Marking	47,246	175,000	175,000	344,000	96.57%
Bank Charges	0	0	260	260	0.00%
Employee Physicals/Medical Testing	256	500	250	250	0.00%
Utilities	13,187	12,825	14,240	15,660	9.97%
Telephone	609	600	820	860	4.88%
Culverts	0	500	400	500	25.00%
Travel & Training	4,085	4,000	1,300	1,300	0.00%
Equipment Rental	0	0	0	0	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%
Liability Insurance	17,126	25,975	13,605	14,290	5.03%
Liability Claims Deductible	0	0	0	0	0.00%
Indirect Cost to General Fund	367,942	370,000	401,220	400,000	-0.30%
Street Light Contingency	0	0	0	0	0.00%
LP–FY17 City Wide Equipment Lease-Principa	19,629	40,050	39,890	40,690	2.01%
LP–FY17 City Wide Equipment Lease-Interest	22,205	1,790	1,950	1,150	-41.03%
Street Improvements	1,932	2,000	2,000	4,000	100.00%
Bond Issuance Costs	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>508,809</b>	<b>646,740</b>	<b>666,185</b>	<b>845,460</b>	<b>26.91%</b>
<b>Debt Service</b>					
2015 Excise Bond - Principal	201,684	205,930	205,930	214,425	4.13%
2015 Excise Bond - Interest	189,425	185,390	185,390	177,155	-4.44%
<b>Total Debt Service</b>	<b>391,109</b>	<b>391,320</b>	<b>391,320</b>	<b>391,580</b>	<b>0.07%</b>

**Organizational Chart:**

N/A

**General Information:**

The Engineering Services Department performs plan examinations of proposed public improvements private development improvements and proposed subdivisions. It also performs inspections on public and private development improvement projects to ensure conformance with the approved plans. Additionally, the Engineering Department is also responsible for ensuring that all structures, utilities and construction within the city limits are constructed and maintained in compliance with the minimum safety standards established by Federal, State and Local Building Codes. This includes but is not limited to code review, plan review, issuance of building permits, field inspections, investigation of complaints and performing internal and external public relations. The Engineering Department also supervises certain City building and remodeling projects, as well as the design of Utility and Streets projects.

**FY 2020 Accomplishments:**

- \* Completion of the Camino Real sidewalk infill (installation of sidewalks, curbs and gutter).
- \* Completion of the sidewalk infill on North Main Street, between Cactus Street and Old Clarkdale Highway.
- \* Completion of Phase 1 of the road diet on Main Street, from Mingus Avenue to Willard Street.
- \* Completion of pavement preservation-chip seal of residential streets located east of the Cottonwood cemetery and north of Main Street
- \* Completion of pavement preservation on City parking lots focused on areas of high use by general public.

**FY 2021 Goals:**

- \* Complete the construction phase of Mingus Avenue for the section between 8<sup>th</sup> Street Wash and Main Street.
- \* Complete the construction phase of the Cactus Street Sidewalk Improvements.
- \* Complete the construction phase of the Willard Street Sidewalk Improvements.
- \* Repair the dip in the roadway along South Willard Street, near the Cottonwood Business Park.
- \* Begin a 'Local Road Repair' Program.
- \* Begin conducting safety improvement along Main Street.
- \* Install flashing beacons on 6<sup>th</sup> Street at the Silver Spring Gulch, on 6<sup>th</sup> Street (approximately 300 feet south of Aspen Street) and at wet crossings on Camino Real that are routinely closed multiple times during the monsoon season.
- \* Install Rectangular Rapid-Flashing Beacons (RRFB) at the crosswalks at the intersections of Main Street with 10<sup>th</sup> Street, Aspen Street and Birch Street.

**Budget Highlights:**

A total of \$3,096,115 has been scheduled for construction: \$175,000 for the Willard Street Dip Repair/Spectrum Hillside Site; \$155,000 for the design of 6<sup>th</sup> Street reconstruction (between Mingus Avenue and Aspen Street); a carryover of \$132k for sidewalk improvements with additional sidewalk projects of \$341,525 ; \$250,000 for the rehabilitation of the Pima Bridge in Old Town; \$493,130 for pavement preservation; and \$1,550,000 for Mingus Avenue (between 10th and Main Street).

Public Works	Streets Construction	Fund 10-HURF	Cost Center	1410	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local building codes				
<b>Objective:</b>	Create plans and designs of roadway projects and perform oversight of the construction				
<b>Type of Measure:</b>	Completion of engineering phases and construction of roadway projects				
<b>Tool:</b>	Project plans				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)				
<b>Trend:</b>	One time	Actual	Estimated	Estimated	Anticipated
<b>Measures:</b>		2018	2019	2020	2021
<b>Mingus Avenue Reconstruction between 8<sup>th</sup> Street Wash &amp; Main St.</b>					
-Planning phase	See Engineering Services Department				
-Design phase	See Engineering Services Department				
-Construction phase			50%	100%	
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local building codes				
<b>Objective:</b>	Create plans and designs of sidewalk improvements and perform oversight of the				
<b>Type of Measure:</b>	Completion of engineering phases and construction of sidewalk improvement projects				
<b>Tool:</b>	Project plans				
<b>Frequency:</b>	Meeting intermittent milestones (30%, 60%, 90% Construction)				
<b>Trend:</b>	One time				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2018	2019	2020	2021
<b>(1) Cactus Street Sidewalk Improvements</b>					
-Planning phase	See Engineering Services Department				
-Design phase	See Engineering Services Department				
-Construction phase				100%	
<b>(2) Willard Street Sidewalk Improvements</b>					
-Planning phase	See Engineering Services Department				
-Design phase	See Engineering Services Department				
-Construction phase			100%		
<b>(3) Main Street Sidewalk Improvements</b>					
-Planning phase	See Engineering Services Department				
-Design phase	See Engineering Services Department				
-Construction phase			100%		
<b>(4) Camino Real Sidewalk Improvements</b>					
-Planning phase	See Engineering Services Department				
-Design phase	See Engineering Services Department				
-Construction phase			100%		

Public Works	Streets Construction	Fund 10–HURF		Cost Center	3110
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	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	326,745	2,929,180	730,290	3,096,115	323.96%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$326,745</u>	<u>\$2,929,180</u>	<u>\$730,290</u>	<u>\$3,096,115</u>	<u>323.96%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues–HURF	\$1,037,110	33.50%
Bonds	0	0.00%
Grants	0	0.00%
Sales Tax	1,245,815	40.24%
Use of Fund Balance	813,190	26.26%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Public Works	Streets Construction	Fund 10-HURF		Cost Center	3110
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

N/A

<b>Total Supplies</b>	0	0	0	0	0.00%
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**Contractual Services**

2015 Excise Bond-Trustee Fees

0      0      0      0      0.00%

<b>Total Contractual Services</b>	0	0	0	0	0.00%
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**Other Services and Charges**

N/A

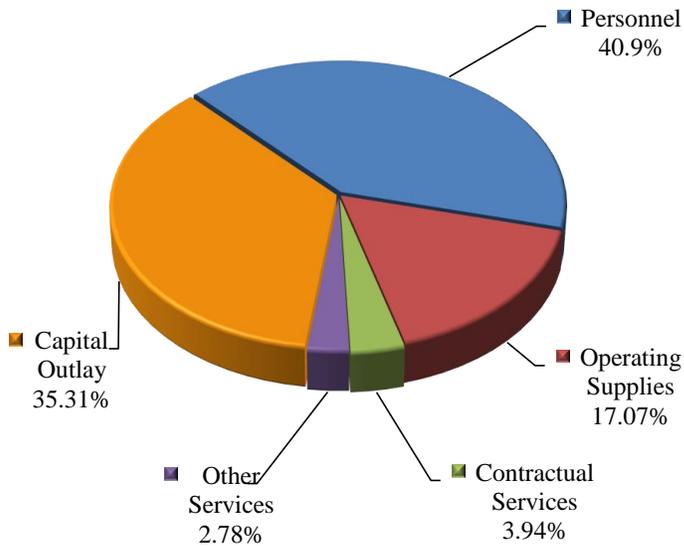
<b>Total Other Services &amp; Charges</b>	0	0	0	0	0.00%
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<b>Supplemental Data: Capital Outlay</b>					
Item/Project Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Pavement Preservation	\$273,844	\$750,000	\$347,570	\$493,130	
Street Contingency		50,000	50,000		
Main Street Road Diet Grant					
Reconstr. Mingus Ave from Willard St. to 10 <sup>th</sup> St.	5,020				
Sidewalk Improvements/Additions		359,180	227,720	472,985	
6 <sup>th</sup> Street Mingus Ave to Aspen Street (Grant)		120,000		155,000	
Reconstr. Mingus Ave. from 10 <sup>th</sup> St. to Main St.	47,881	1,650,000	100,000	1,550,000	
Mingus/Main Signal					
Willard Extension			5,000	175,000	
Rehab Pima Bridge (Grant)				250,000	
<b>Totals</b>	<b>\$326,745</b>	<b>\$2,929,180</b>	<b>\$730,290</b>	<b>\$3,096,115</b>	

**Transit Fund Revenues & Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Sub-totals	\$1,424,940	\$583,700	\$125,240	\$96,830	\$1,253,200	\$0	\$3,483,910
Totals	\$1,424,940	\$583,700	\$125,240	\$96,830	\$1,253,200	\$0	\$3,483,910

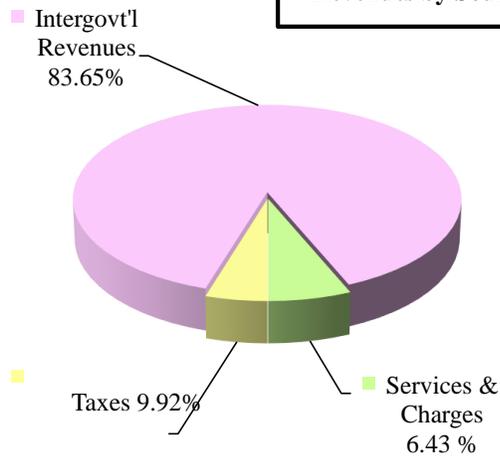
**TRANSIT FUND Expenditures by Category**



Revenues	\$3,483,910
Expenditures	(3,483,910)
Revenues over (under) Expenditures	0
Other Funding Sources/Uses	0
Use of Fund Balance	\$0

Taxes	\$166,495
Inter-gov't'l Revenues	3,093,565
Services & Charges	223,850
Miscellaneous Revenues	0
Other Financing Sources	0
<b>Total Resources Available</b>	<b>\$3,483,910</b>

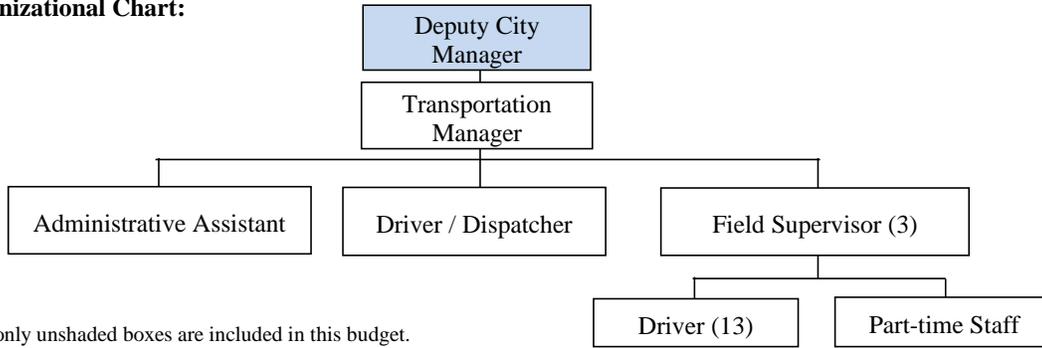
**TRANSIT FUND Revenues by Source**



## Cottonwood Area Transit–Revenues &amp; Expenditures

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	\$394,495	\$378,970	\$133,525	\$166,495	24.69%
Intergovernmental Revenues					
Yavapai County	35,000	45,000	35,000	83,150	137.57%
Clarkdale	34,500	36,000	34,500	66,575	92.97%
Sedona	165,863	418,980	327,510	346,910	5.92%
HURF – Fuel Tax	0	0	0	0	0.00%
Local Transportation Assistance	0	0	0	0	0.00%
Fund/Transit					0.00%
ADOT Grant	951,163	1,295,425	1,697,215	2,596,930	53.01%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	0	0	0	0	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges					
Fare Box	211,490	238,850	168,425	223,850	32.91%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>1,792,511</b>	<b>2,413,225</b>	<b>2,396,175</b>	<b>3,483,910</b>	<b>45.39%</b>
<b>Other Financing Sources:</b>					
Transfers In	25,092	0	420	0	-100.00%
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>25,092</b>	<b>0</b>	<b>420</b>	<b>0</b>	<b>-100.00%</b>
<b>Total Available Resources</b>	<b>1,817,603</b>	<b>2,413,225</b>	<b>2,396,595</b>	<b>3,483,910</b>	<b>45.37%</b>
<b>Expenditures:</b>					
Personnel	1,160,631	1,355,735	1,293,395	1,424,940	10.17%
Operating Supplies	468,736	613,195	605,685	583,700	-3.63%
Contractual Services	74,780	90,640	104,425	125,240	19.93%
Other Services and Charges	85,013	103,655	90,085	96,830	7.49%
Capital Outlay	28,860	250,000	303,005	1,253,200	313.59%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,818,020</b>	<b>2,413,225</b>	<b>2,396,595</b>	<b>3,483,910</b>	<b>45.37%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	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>\$1,818,020</b>	<b>\$2,413,225</b>	<b>\$2,396,595</b>	<b>\$3,483,910</b>	<b>45.37%</b>
<b>Net Income / (Loss)</b>	<b>(\$417)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

**Organizational Chart:**



Note: only unshaded boxes are included in this budget.

**General Information:**

The Cottonwood Area Transit (CAT), which includes the Verde Lynx route, provides public transportation services for the City of Cottonwood, City of Sedona, Town of Clarkdale, Yavapai College, and the unincorporated Verde Village in Yavapai County. Services include full fixed route services coupled with ADA paratransit service for passengers who are wheelchair-confined or otherwise limited in mobility.

**FY 2020 Accomplishments:**

- \* Implemented extended services hours and Sunday service for the LYNX system.
- \* Implemented extended hours for the Cottonwood Connect to get passengers that ride the late hour LYNX system.
- \* Obtained a 5339 Bus and Bus Facilities Grant for \$775,000 with a 15% match of \$117,500 for shelters and new LYNX buses.

**FY 2021 Goals:**

- \* Develop a partnership with Yavapai College to improve student ridership and to help with our sustainability initiative.
- \* Cooperate with Yavapai College to develop a local CDL (Commercial Driver's License) training program.
- \* Research into opportunities for expansion and funding for areas such as Jerome, Cornville and Village of Oak Creek.

**Budget Highlights:**

The increase in the Personnel category is due to an additional Field Supervisor position that became effective during FY 2020 and increased personnel related costs. The budgeted expenditures for Contractual Services have been increased to cover the costs of the lease of a LYNX bus and in Building Maintenance & Repair for repairs and installations ranging from general repairs to Cintas Fire protection to backflow inspections. The capital outlay in the amount of \$1,254,200 includes Bus Monitors and Programs, Office Security Upgrades, a Bus Shelter, a Ridership Survey, a Canopy Extension for a Transit Bus Station 2 Van Replacements, and 5 Bus Replacements.

Social Services	CAT / LYNX	Fund 15–Transit	Cost Center	15XX
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Strive to provide effective and efficient services			
<b>Department Goal:</b>	Improve ADA on time pickup performance			
<b>Objective:</b>	Achieve and maintain minimum of 95% of all pickups to be on time			
<b>Type of Measure:</b>	Calculation of percentage on time pickups			
<b>Tool:</b>	RouteMatch Software Tools			
<b>Frequency:</b>	Monthly and annually			
<b>Scoring:</b>	Despite a 3% decrease in FY 2018, the percentage of on time pickups remained over 95%			
<b>Trend:</b>	For FY 2020, the number of riders we picked up for Verde Valley Caregivers Coalition nearly doubled, which resulted in a decrease in on time performance. A large percentage of rides are rides from our normal operating area and for 2021 an increase is anticipated with the adherence percentage largely remaining the same.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of trips	16,874	17,497	18,916	20,429
On time pick-up	16,038	16,664	17,997	19,435
Percentage of adherence to on time pickups	95.05%	95.24%	95.14%	95.13%

<b>Strategic Directive:</b>	Strive to provide effective and efficient services			
<b>Department Goal:</b>	Improve CAT on time route performance			
<b>Objective:</b>	Achieve at least 95% on time adherence to printed schedule			
<b>Type of Measure:</b>	Calculation percentage of on time adherence to printed schedule			
<b>Tool:</b>	RouteMatch Software Tools			
<b>Frequency:</b>	Monthly and annually			
<b>Scoring:</b>				
<b>Trend:</b>	A slight increase for 2020 and 2021 is being forecast.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of riders	91,937	89,490	96,132	96,450
Number of stops	144,588	138,953	138,953	138,953
Number of on time pickup of riders	102,860	115,537	117,250	118,000
Percentage of adherence to printed schedule	71.14%	83.15%	84.38%	84.92%

<b>Strategic Directive:</b>	Strive to provide effective and efficient services			
<b>Department Goal:</b>	Improve LYNX on time route performance			
<b>Objective:</b>	Achieve at least 95% on time adherence to printed schedule			
<b>Type of Measure:</b>	Calculate percentage of on time adherence to printed schedule			
<b>Tool:</b>	RouteMatch Software Tools			
<b>Frequency:</b>	Monthly and annually			
<b>Scoring:</b>	In FY 2019, the percentage of adherence to the schedule was quite low, but is expected to increase slightly in 2020 and 2021.			
<b>Trend:</b>	The relatively low scoring in on time pickups is mainly caused by the heavy road traffic in Sedona that makes it extremely hard to stick to the schedule. When the pickups appear to be more than a half an hour late, another bus is sent from Cottonwood to get the schedule back on track. This happens primarily on the weekends and during high visitor times throughout the year.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Number of riders	53,178	54,545	58,262	59,175
Number of stops	88,381	84,442	86,450	86,450
Number of on time pickup of riders	58,933	66,355	68,395	69,450
Percentage of adherence to printed schedule	66.68%	78.58%	79.12%	80.34%

Social Services	CAT / LYNX	Fund 15–Transit		Cost Center	15XX
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$1,160,631	\$1,355,735	\$1,293,395	\$1,424,940	10.17%
Operating Supplies	468,736	613,195	605,685	583,700	-3.63%
Contractual Services	74,780	90,640	104,425	125,240	19.93%
Other Services and Charges	85,013	103,655	90,085	96,830	7.49%
Capital Outlay	28,860	250,000	303,005	1,253,200	313.59%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$1,818,020</b>	<b>\$2,413,225</b>	<b>\$2,396,595</b>	<b>\$3,483,910</b>	<b>45.37%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Taxes	\$166,495	4.78%
Intergovernmental Revenues	3,093,565	88.80%
Services & Charges	223,850	6.43%
Miscellaneous Revenues	0	0.00%
Transfers In–General Fund	0	0.00%
Use of Fund Balance	0	0.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Transportation Manager	1.00	1.00	1.00	5287	7791	\$81,425
Field Supervisor	2.00	2.00	3.00	3091	4555	120,060
Administrative Assistant	1.00	1.00	1.00	2670	3935	38,495
Driver / Dispatcher	1.00	1.00	1.00	2670	3935	47,220
Drivers	9.00	13.00	13.00	2543	3748	423,970
COLA						0
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						146,900
Overtime						91,000
Holiday Pay						13,800
Clothing Allowance						1,600
Retirement						113,160
Insurance & Taxes						347,310
Employee Related Expenses						0
<b>Totals</b>	<b>14.00</b>	<b>18.00</b>	<b>19.00</b>			<b>\$1,424,940</b>

Social Services	CAT / LYNX		Fund 15–Transit		Cost Center	15XX
<b>Supplemental Data: Expenditures</b>						
Item Description	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		

**Operating Supplies**

Office Supplies	4,265	7,000	7,000	7,000	0.00%
Copier Supplies	1,548	4,640	2,180	2,400	10.09%
Gas & Oil	151,386	165,000	165,000	165,000	0.00%
Small Tools	6,064	6,425	6,300	7,000	11.11%
Vehicle Maintenance & Repair	305,041	425,000	423,000	400,000	-5.44%
Equipment Maintenance & Repair	233	4,750	2,000	2,000	0.00%
Postage & Freight	199	380	205	300	46.34%
<b>Total Supplies</b>	<b>468,736</b>	<b>613,195</b>	<b>605,685</b>	<b>583,700</b>	<b>-3.63%</b>

**Contractual Services**

Contractual Services	11,809	12,550	37,425	46,940	25.42%
Building Maintenance & Repair	2,422	2,000	9,630	21,500	123.26%
Radio Maintenance & Repair	11,481	15,300	13,650	14,100	3.30%
Computer Support	43,356	54,600	36,800	37,100	0.82%
Custodial Contract	5,712	6,190	6,500	5,600	-13.85%
Indirect Cost to G/F	0	0	420	0	-100.00%
<b>Total Contractual Services</b>	<b>74,780</b>	<b>90,640</b>	<b>104,425</b>	<b>125,240</b>	<b>19.93%</b>

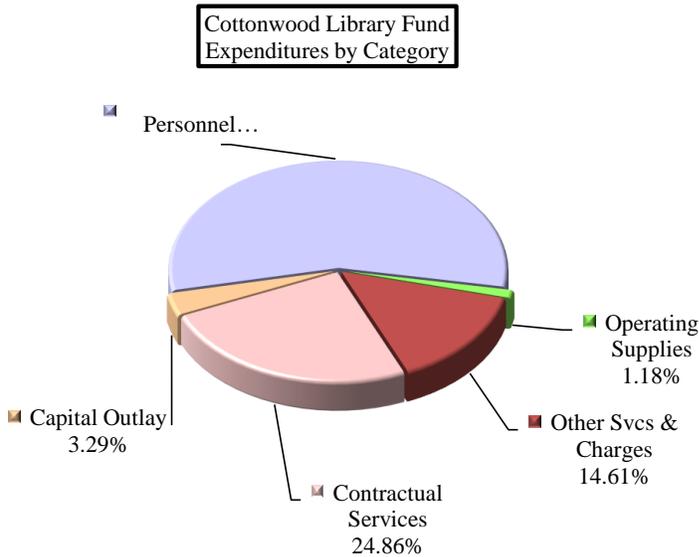
**Other Services and Charges**

Employee Physicals/Drug Testing	3,126	3,470	3,500	3,500	0.00%
Advertising	12,917	18,025	15,500	15,500	0.00%
Printing & Forms	10,004	12,985	18,350	18,500	0.82%
Audit Expense	3,475	3,675	3,675	3,675	0.00%
Utilities	7,457	8,825	8,575	9,430	9.97%
Telephone	13,674	11,475	11,840	13,020	9.97%
Travel & Training	6,132	7,000	3,500	7,000	100.00%
Continued Education	0	0	0	0	0.00%
Subscriptions & Memberships	2,538	2,400	2,845	2,845	0.00%
Liability Insurance	25,690	35,800	22,300	23,360	4.75%
<b>Total Other Services &amp; Charges</b>	<b>85,013</b>	<b>103,655</b>	<b>90,085</b>	<b>96,830</b>	<b>7.49%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Transit Bus Parking Canopy Extension (LYNX)				\$125,000	
Bus Shelter at Stop Hwy 260 & Rodeo Drive (LYNX)				100,000	
Commuter Bus Replacement (LYNX)				550,000	
Bus Replacement and Route Software (CAT)		\$250,000	\$303,005	455,000	
Cottonwood Street–Sidewalk	\$13,851				
Bus and Van Purchase (CAT)	15,009				
Monitors, Bus Stops, Office Security				23,200	
<b>Totals</b>	<b>\$28,860</b>	<b>\$250,000</b>	<b>\$303,005</b>	<b>\$1,253,200</b>	

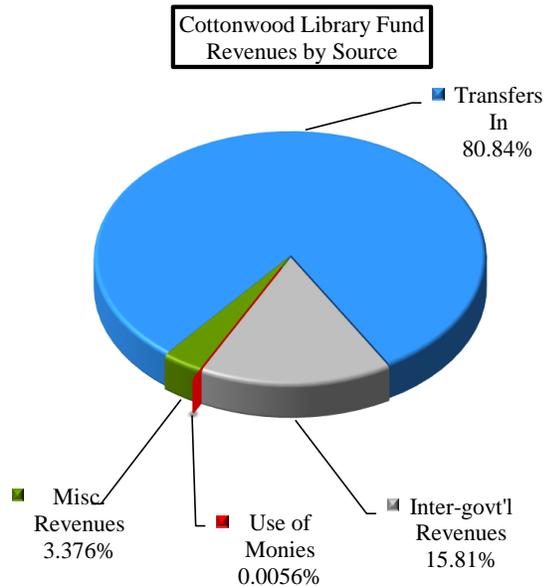
**Cottonwood Library Fund—Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$596,275	\$12,500	\$264,440	\$155,415	\$35,000	\$0	\$1,063,630
Totals	\$596,275	\$12,500	\$264,440	\$155,415	\$35,000	\$0	\$1,063,630



<b>Cottonwood Library Fund Summary</b>	
Revenues	\$203,770
Expenditures	(1,063,630)
Revenues over (under) Expenditures	(859,860)
Other Funding Sources/Uses	859,860
Use of Fund Balance	\$0

<b>Cottonwood Library Fund Revenues by Source</b>	
Inter-gov't'l Revenues	\$168,210
Use of Monies	60
Miscellaneous Revenues	35,500
Transfers In—General Fund	859,860
Total Resources Available	\$1,063,630



**Library Revenues:**

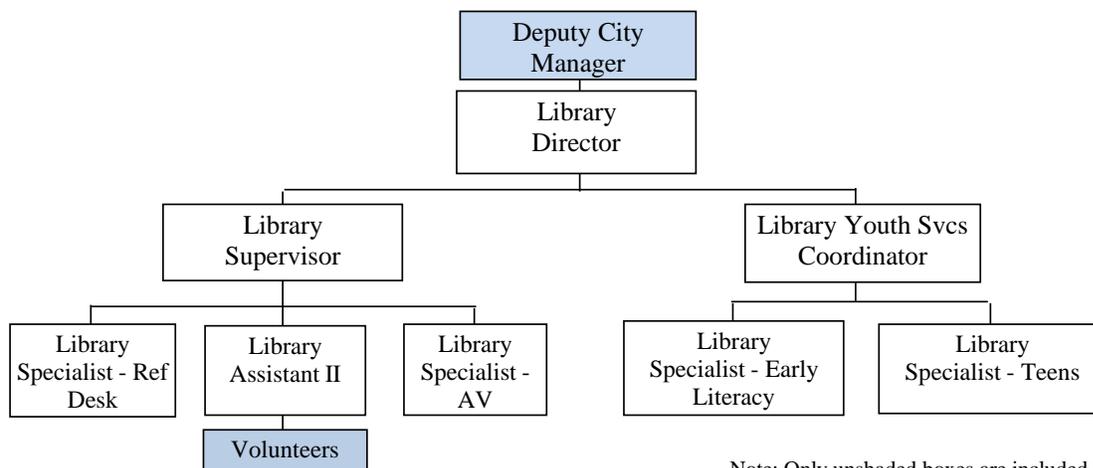
Just over 80% of the Cottonwood Library's operating revenues are intergovernmental. \$168,210 is contributed by the Yavapai County Library System based on total circulation for the facility. This year, \$859,860 will be transferred in from the General Fund for maintenance and operations of the library.

**Library Expenditures:**

Staffing and contractual service costs are the two largest expenditures in the Library budget but provide the most value to the Library patrons. The Cottonwood Public Library isn't just a Library but provides various programming to the community and strives to provide services that aren't available elsewhere. For FY 2021 there is one capital items budgeted for sidewalk improvements.

**Cottonwood Public Library–Fund Revenues/Expenditures/Changes in Fund Balance**

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
Yavapai County	158,652	158,600	168,210	168,210	0.00%
HVAC Grant					0.00%
Grant Revenues	0	35,000	4,000	17,500	337.50%
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	57	40	150	60	0.00%
Miscellaneous Revenues					
Other Income	22,923	21,000	11,500	18,000	56.52%
<b>Total Revenue Sources</b>	<b>181,632</b>	<b>214,640</b>	<b>183,860</b>	<b>203,770</b>	<b>10.83%</b>
<b>Other Financing Sources:</b>					
Transfers In	846,294	883,465	851,305	859,860	1.00%
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>846,294</b>	<b>883,465</b>	<b>851,305</b>	<b>859,860</b>	<b>1.00%</b>
<b>Total Available Resources</b>	<b>1,027,926</b>	<b>1,098,105</b>	<b>1,035,165</b>	<b>1,063,630</b>	<b>2.75%</b>
<b>Expenditures:</b>					
Personnel	618,511	644,830	595,020	596,275	0.21%
Operating Supplies	14,576	14,500	12,500	12,500	0.00%
Contractual Services	253,830	210,400	274,915	264,440	-3.81%
Other Services and Charges	140,699	168,375	148,730	155,415	4.49%
Capital Outlay	75	60,000	4,000	35,000	775.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,027,690</b>	<b>1,098,105</b>	<b>1,035,165</b>	<b>1,063,630</b>	<b>2.75%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	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>1,027,690</b>	<b>1,098,105</b>	<b>1,035,165</b>	<b>1,063,630</b>	<b>2.75%</b>
<b>Net Income / (Loss)</b>	<b>\$236</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



Note: Only unshaded boxes are included in this budget

**General Information:**

The Cottonwood Public Library serves as a cultural, recreational, educational and research center for residents of the City of Cottonwood and Yavapai County. The library selects processes for and maintains an organized collection of information in print and non-print form. Through its programs and referrals to area literacy programs, educational institutions and other self-help organizations, it attempts to foster a lifelong love for learning and an individual sense of responsibility for self-advancement.

**FY 2020 Accomplishments:**

- \* Maximized hours of operation by increasing hours in times of need and reducing hours during low-use times. Overall, an increase of three (3) operating hours a week with no increase in staffing costs.
- \* Created a more inviting space by removing the new books from the main entrance, paint and TV added to the reference desk, and rearranged public computers to showcase fireplace area.
- \* Received \$4,000 Library Services and Technology Act (LSTA) funding to improve Spanish language materials.
- \* Received Yavapai Community Foundation Grant funding to continue Open Mic program and implement 'Music in the Stacks.'
- \* Participated in field trip to Lowell Observatory (Flagstaff) with eight teenage patrons.
- \* Attended the "We Are Cottonwood" Fest, National Night Out, Head Start Resource Fair, Trunk or Treat, and Fall Carnival to engage public.
- \* The addition of the online movie streaming program Kanopy.
- \* Creation of a Library logo that is aligned with the City's logo and brand.
- \* Received Grand Prize and Judges Award in the Cottonwood Christmas Parade.
- \* Created and implemented the Library's Strategic Plan.

**FY 2021 Goals:**

- \* Create and maintain a regularly attended teen program that engages kids in a way that challenges them creatively and is enjoyable to create consistent attendance of an average of eight teens.
- \* Remove empty book stacks to improve flexible spaces in the library for patrons to utilize in the way they choose.
- \* Share the story of how everyone in the community can benefit from their use of the library through increasing outreach by 10%.
- \* Assist the City with the 2020 US Census by installing computers and reaching out to underrepresented populations in our community.
- \* Evaluate, and if feasible implement, a "Fine Free" library.
- \* Implement one or two new programs each quarter.

**Budget Highlights:**

A reduction in force, caused by the COVID-19 pandemic, led to the elimination of the Library Technical Assistant I position and a decrease in the budgeted personnel expenditures. Grant funding and a capital appropriation of \$35,000 is for a sidewalk extension.

Culture and Recreation	Cottonwood Public Library	Fund 03–Library Fund	Cost Center	4000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Increase the attendance in Adult and Youth Services programming			
<b>Objective:</b>	Fulfill the needs of the community with quality programming			
<b>Type of Measure:</b>	Monthly attendance figures and surveys			
<b>Tool:</b>	Attendance logs and surveys			
<b>Frequency:</b>	Monthly and weekly			
<b>Scoring:</b>	Expect an attendance increase of 0.69% in 2020 over 2019 and of 2.31% in 2021 over 2020			
<b>Trend:</b>	Increase in attendance			
<b>Measures:</b>		Actual	Estimated	Anticipated
		2018	2019	2020
Attendance adult staff sponsored programs		8,771	9,230	9,300
Attendance Youth Services staff sponsored programs		8,041	7,952	8,000
	Totals	16,812	17,182	17,300
Percentage increase/(decrease) from prior year		8.57%	2.20%	0.69%
				2.31%

<b>Strategic Directive:</b>	Promote quality of life			
<b>Department Goal:</b>	Increase awareness for STEAM during the annual Verde Valley SciTech Festival			
<b>Objective:</b>	Produce a program that engages families in fostering a passion for and participate in STEAM			
<b>Type of Measure:</b>	Number of participants			
<b>Tool:</b>	Number of sign-ins and survey(s) upon sign-in for programs			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Expect a strong increase 2020 over 2019 that will be tapering off in 2021			
<b>Trend:</b>	Decrease			
<b>Measures:</b>		Actual	Estimated	Anticipated
		2018	2019	2020
Number of participating families		141	126	140
Percentage increase/(decrease) of number of families participating		15.57%	-10.64%	11.11%
				3.57%

Culture and Recreation		Cottonwood Public Library		Fund 03–Library Fund		Cost Center	4000
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$618,511	\$644,830	\$595,020	\$596,275	-3.60%		
Operating Supplies	14,576	14,500	12,500	12,500	0.00%		
Contractual Services	253,830	210,400	274,915	264,440	-3.81%		
Other Services and Charges	140,699	168,375	148,730	155,415	4.49%		
Capital Outlay	75	60,000	4,000	35,000	775.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$1,027,690</u>	<u>\$1,098,105</u>	<u>\$1,035,165</u>	<u>\$1,063,630</u>	<u>2.75%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$185,710	17.46%
Uses of Monies	60	0.01%
Miscellaneous Revenues	18,000	1.69%
Use of Fund Balance	0	0.00%
Transfers In–General Fund	859,860	80.84%
<b>Total Funding</b>		<u>100.0%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Library Director	1.00	1.00	1.00	5,287	7,791	\$82,555
Library Supervisor	1.00	1.00	1.00	3,757	5,537	47,340
Library Youth Svcs Coordinator	1.00	1.00	1.00	3,246	4,783	44,555
Library Public Service & Outreach	1.00	0.00	0.00	3,246	4,783	0
Library Assistant II	0.00	1.00	1.00	2,804	4,132	38,950
Library Technical Assistant I	1.00	1.00	0.00	2,804	4,132	0
Library Specialist	4.00	4.00	4.00	2,422	4,132	142,660
COLA						0
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						54,605
Overtime						0
Holiday Pay						0
Retirement						43,510
Insurance & Taxes						142,100
Employee Related Expenses						0
<b>Totals</b>	<u>9.00</u>	<u>9.00</u>	<u>8.00</u>			<u>\$596,275</u>

Culture and Recreation	Cottonwood Public Library	Fund 03–Library Fund		Cost Center	4000
<b>Supplemental Data: Expenditures</b>					
Item	2019	2020		2021	Percent
Description	Actual	Budget	Revised	Final	Change

**Operating Supplies**

Office Supplies	3,645	4,000	4,000	4,000	0.00%
Copier Supplies	2,586	3,000	2,500	2,500	0.00%
Equipment Maintenance & Repairs	6,080	5,500	4,500	4,500	0.00%
Postage & Freight	2,265	2,000	1,500	1,500	0.00%

<b>Total Supplies</b>	<b>14,576</b>	<b>14,500</b>	<b>12,500</b>	<b>12,500</b>	<b>0.00%</b>
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**Contractual Services**

Building Maintenance & Repair	21,224	25,000	25,000	15,000	-40.00%
Contractual Services	357	0	0	0	0.00%
Collection Expenses	1,548	1,800	1,860	1,000	-46.24%
Bank Charges	0	0	5	0	-100.00%
Computer Support	7,307	8,600	7,750	8,140	5.03%
Indirect Cost to General Fund	223,394	175,000	240,300	240,300	0.00%

<b>Total Contractual Services</b>	<b>253,830</b>	<b>210,400</b>	<b>274,915</b>	<b>264,440</b>	<b>-3.81%</b>
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**Other Services and Charges**

Advertising	0	500	600	750	25.00%
Utilities	45,400	51,000	47,200	49,560	5.00%
Telephone	1,803	1,915	1,800	1,900	5.56%
Network/Technology Exps	30,289	35,000	35,000	35,000	0.00%
Youth Programs	806	600	600	1,000	66.67%
Annual Volunteer Appreciation Event	1,252	1,000	1,250	1,250	0.00%
Travel & Training	664	1,000	1,200	1,500	25.00%
Subscriptions & Memberships	453	8,000	2,000	2,000	0.00%
Book Purchases	46,418	50,000	50,000	53,000	6.00%
Liability Insurance	12,844	18,860	8,400	8,755	4.23%
Recruitment Expense	770	500	680	700	2.94%

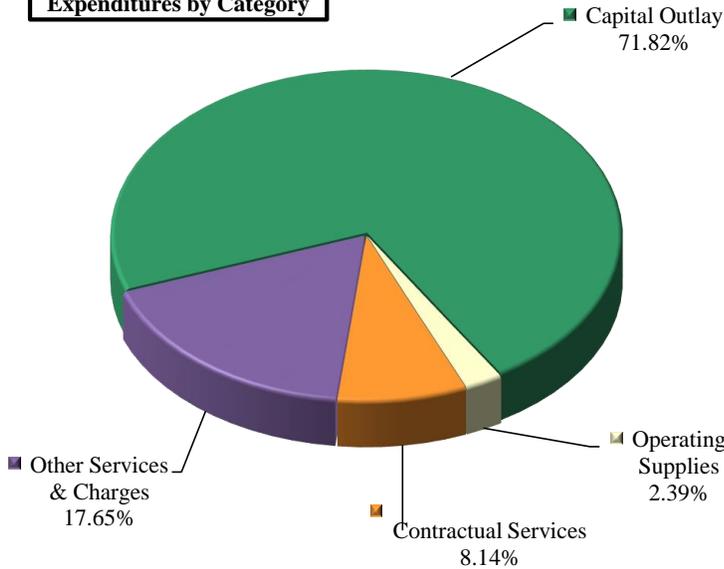
<b>Total Other Services &amp; Charges</b>	<b>140,699</b>	<b>168,375</b>	<b>148,730</b>	<b>155,415</b>	<b>4.49%</b>
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<b>Supplemental Data: Capital Outlay</b>					
Item	2019	2020		2021	
Description	Actual	Budget	Revised	Final	
Library Services and Technology Act Grant	\$75	\$10,000	\$4,000		
Sidewalk Extension Project (Construction Grant)		50,000		\$35,000	
<b>Totals</b>	<b>\$75</b>	<b>\$60,000</b>	<b>\$4,000</b>	<b>\$35,000</b>	

**Cottonwood Cemetery Fund—Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$0	\$5,000	\$17,000	\$36,850	\$150,000	\$0	\$208,850
Totals	\$0	\$5,000	\$17,000	\$36,850	\$150,000	\$0	\$208,850

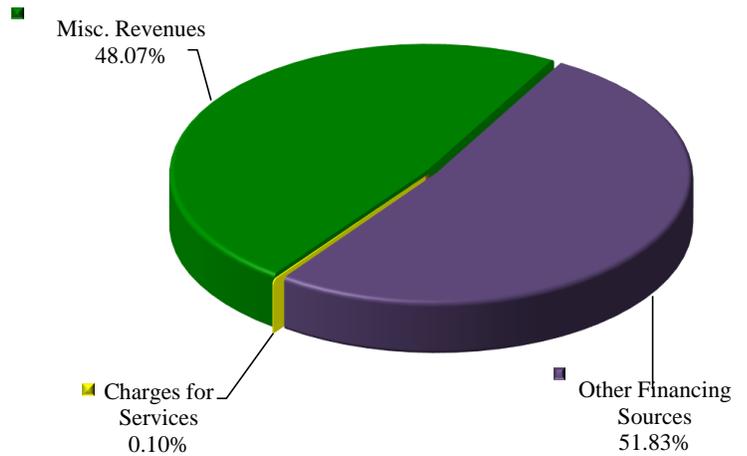
**Cottonwood Cemetery Fund Expenditures by Category**



Cottonwood Cemetery Fund Summary	
Revenues	\$100,600
Expenditures	(208,850)
Revenues over (under) Expenditures	(108,250)
Other Funding Sources/Uses	108,250
Use of Fund Balance	\$0

**Cottonwood Cemetery Fund Revenues by Source**

Cottonwood Cemetery Fund Revenues by Source	
Charges for Services	\$200
Use of Monies	0
Miscellaneous Revenues	100,400
Other Financing Sources	108,250
Total Resources Available	\$208,850



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

Item Description	2019	2020		2021	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	200	200	200	200	0.00%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	250	300	600	100,400	16633.33%
<b>Total Revenue Sources</b>	<b>450</b>	<b>500</b>	<b>800</b>	<b>100,600</b>	<b>12475.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	43,223	122,230	122,100	108,250	-11.34%
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>43,223</b>	<b>122,230</b>	<b>122,100</b>	<b>108,250</b>	<b>-11.34%</b>
<b>Total Available Resources</b>	<b>43,673</b>	<b>122,730</b>	<b>122,900</b>	<b>208,850</b>	<b>69.93%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	1,575	75,050	75,000	5,000	-93.33%
Contractual Services	11,747	17,000	14,400	17,000	18.06%
Other Services and Charges	29,901	30,680	33,500	36,850	10.00%
Capital Outlay	0	0	0	150,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>43,223</b>	<b>122,730</b>	<b>122,900</b>	<b>208,850</b>	<b>69.93%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	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>43,223</b>	<b>122,730</b>	<b>122,900</b>	<b>208,850</b>	<b>69.93%</b>
<b>Net Income / (Loss)</b>	<b>\$450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**

N/A

**General Information:**

The Cemetery Fund accounts for the contributions 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 gravesites, and support from the General Fund.

**FY 2020 Accomplishments:**

- \* Began Land/Title Ownership Cleanup Project.
- \* Completed the design phase of routing a reclaimed waterline from the Riverfront Water Reclamation Facility to the cemetery.

**FY 2021 Goals:**

- \* Partner with The Nature Conservancy to construct a new reclaimed waterline from the Riverfront Water Reclamation Facility to the Cottonwood Cemetery to switch the irrigation system over to reclaimed water.
- \* Evaluate the construction of a new columbarium.
- \* Evaluate the cost of expanding the Veterans' section of the cemetery.

**Budget Highlights:**

An amount of \$150,000 has been allocated for a grant funded capital project to switch the cemetery irrigation over to effluent.

Cemetery	Cottonwood Cemetery	Fund 04–Cemetery	Cost Center	4200
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Maximize efficient water use & reuse			
<b>Department Goal:</b>	Switch the Cottonwood Cemetery irrigation system from the existing potable water source to the newly developed reclaimed water stream provided by the Riverfront Water Reclamation Facility			
<b>Objective:</b>	Completion of construction project			
<b>Type of Measure:</b>	Progress of construction project			
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>	Project delayed due to uncertainty of land title/ownership. Resolution is currently underway.			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Land Title/Ownership Resolution			75%	100%
Design Phase			100%	
Construction Phase				100%
<b>Strategic Directive:</b> Develop and improve infrastructure				
<b>Department Goal:</b> Consider planning for an expansion of the Cottonwood Cemetery				
<b>Objective:</b> Sale of new burial plots				
<b>Type of Measure:</b> Identifying a location with				
<b>Tool:</b> Written plan				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b> Execution dependent upon the Council's desire to expand the cemetery				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Cemetery Expansion Planning				100%
<b>Strategic Directive:</b> Develop and improve infrastructure				
<b>Goal:</b> Provide additional burial space at the existing Cottonwood cemetery				
<b>Objective:</b> Completion of construction project				
<b>Type of Measure:</b> Progress of construction project				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b> Execution dependent upon the Council's desire to expand the cemetery				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Construct a new Columbarium at the Cottonwood cemetery				100%

Cemetery	Cottonwood Cemetery	Fund 04–Cemetery	Cost Center	4200	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	1,575	75,050	75,000	5,000	-93.33%
Contractual Services	11,747	17,000	14,400	17,000	18.06%
Other Services and Charges	29,901	30,680	33,500	36,850	10.00%
Capital Outlay	0	0	0	150,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$43,223</u>	<u>\$122,730</u>	<u>\$122,900</u>	<u>\$208,850</u>	<u>69.93%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Charges for Services	\$200	0.10%
Uses of Monies & Properties–Interest Income	0	0.00%
Miscellaneous Revenues	100,400	48.07%
Carryover	0	0.00%
Transfer In–General Fund	108,250	51.83%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Cemetery	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	4200	
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Operating Supplies**

Grave Liners	1,575	0	0	0	0.00%
Equipment Maintenance & Repairs	0	0	0	0	0.00%
Misc. Expense	0	75,050	75,000	5,000	-93.33%
<b>Total Supplies</b>	<u>1,575</u>	<u>75,050</u>	<u>75,000</u>	<u>5,000</u>	<u>-93.33%</u>

**Contractual Services**

Indirect Cost to General Fund	11,747	17,000	14,400	17,000	18.06%
<b>Total Contractual Services</b>	<u>11,747</u>	<u>17,000</u>	<u>14,400</u>	<u>17,000</u>	<u>18.06%</u>

**Other Services and Charges**

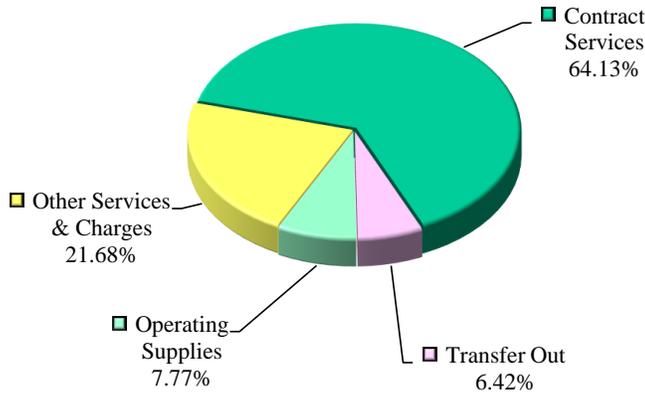
Utilities	29,901	30,680	33,500	36,850	10.00%
Telephone	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<u>29,901</u>	<u>30,680</u>	<u>33,500</u>	<u>36,850</u>	<u>10.00%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
Irrigation Switchover to Effluent				\$150,000	
<b>Totals</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$150,000</u>	

**Airport Fund–Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Transfer Out	Total
Subtotals	\$0	\$16,500	\$136,290	\$46,065	\$0	\$13,635	\$212,490
Totals	\$0	\$16,500	\$136,290	\$46,065	\$0	\$13,635	\$212,490

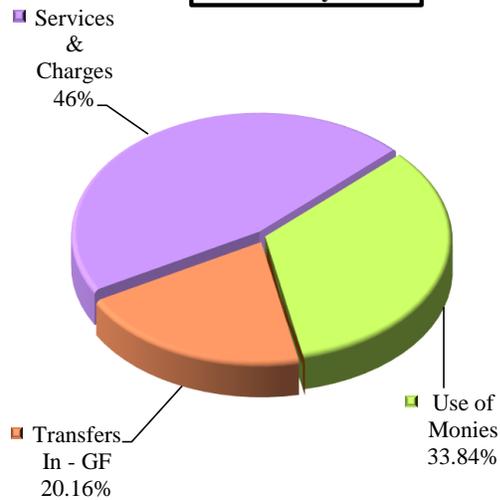
**Airport Fund Expenditures by Category**



Airport Fund Fund Summary	
Revenues	\$169,660
Expenditures	(212,490)
Revenues over Expenditures	(42,830)
Other Funding Sources/Uses	42,830
Use of Fund	\$0

Airport Fund Revenues by Source	
Services & Charges	\$97,745
Use of Monies	71,915
Other Financing Sources	0
Transfers In - GF	42,830
<b>Total Resources Available</b>	<b>\$212,490</b>

**Airport Fund Revenues by Source**



**Airport Revenues:**

Most of this department's funding comes from fuel sales, and rental of properties, hangars and tie-downs.

**Airport Expenditures:**

The Airport is being managed by a fixed-base operator (FBO) as well as by City of Cottonwood staff and is charged through indirect cost for their services.

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

Item Description	2019	2020		2021	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	0.00%
Services & Charges					
Fuel Sales	157,764	0	0	0	0.00%
Uses of Monies & Properties					
Tie Down Rent	16,951	19,000	14,500	16,950	16.90%
Airpark Rents	0		0		0.00%
FBO Building Rental	0	0	0	0	0.00%
Land Lease Fees	41,793	42,000	41,795	41,795	0.00%
City Hangar Lease Fees	58,309	39,500	38,750	39,000	0.65%
Miscellaneous Revenues					
Other Income	3,373	100	1,100	71,915	6437.73%
<b>Total Revenue Sources</b>	<b>278,190</b>	<b>100,600</b>	<b>96,145</b>	<b>169,660</b>	<b>76.46%</b>
<b>Other Financing Sources:</b>					
Transfers In	8,618	0	5,950	42,830	619.83%
Carryover	0	0	0	0	0.00%
Residual Equity Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>8,618</b>	<b>0</b>	<b>5,950</b>	<b>42,830</b>	<b>619.83%</b>
<b>Total Available Resources</b>	<b>286,809</b>	<b>100,600</b>	<b>102,095</b>	<b>212,490</b>	<b>108.13%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	167,613	15,150	19,750	16,500	-16.46%
Contractual Services	55,117	22,220	33,665	136,290	304.84%
Other Services and Charges	38,153	33,605	42,645	46,065	8.02%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>260,883</b>	<b>70,975</b>	<b>96,060</b>	<b>198,855</b>	<b>107.01%</b>
<b>Other Uses:</b>					
Transfers Out	0	19,670	6,035	13,635	125.93%
Reserves	0	9,955	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>29,625</b>	<b>6,035</b>	<b>13,635</b>	<b>125.93%</b>
<b>Total Expenditures and Other Uses</b>	<b>260,883</b>	<b>100,600</b>	<b>102,095</b>	<b>212,490</b>	<b>108.13%</b>
<b>Net Income / (Loss)</b>	<b>\$25,926</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**

None

**General Information:**

The operation of the Cottonwood Municipal 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 2020 Accomplishments:**

- \* Worked with the Hang Gliding Association to identify a new landing spot outside of the secured Airport Operations Area.

**FY 2021 Goals:**

- \* Kickoff the Airport Master Plan project/process.

**Budget Highlights:**

As part of the grant funded Airport Master Plan, \$4,000 has been set aside for professional engineering services. Additional personnel costs for the Airport Manager are included in the Indirect Cost to General Fund line item.

Airport	Cottonwood Municipal Airport	Fund 05–Airport	Cost Center	1500	
<b>Performance Indicators</b>					
<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Strategic Directive:</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>		2018	2019	2020	2021

Airport	Cottonwood Municipal Airport	Fund 05–Airport		Cost Center	1500
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	167,613	15,150	19,750	16,500	-16.46%
Contractual Services	55,117	22,220	33,665	136,290	304.84%
Other Services and Charges	38,153	33,605	42,645	46,065	8.02%
Capital Outlay	0	0	0	0	0.00%
Transfers Out	0	19,670	6,035	13,635	125.93%
Reserves	0	9,955	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$260,883</u>	<u>\$100,600</u>	<u>\$102,095</u>	<u>\$212,490</u>	<u>108.13%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Services & Charges–Fuel Sales	\$0	0.00%
Uses of Monies & Properties–User & Rental Fees	169,660	79.84%
Fund Balance	0	0.00%
Transfers In–General Fund	42,830	20.16%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Airport	Cottonwood Municipal Airport	Fund 05–Airport			Cost Center	1500
<b>Supplemental Data: Expenditures</b>						
Item Description	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
<b>Operating Supplies</b>						
Operational Supplies	5,655	4,500	5,000	5,000	0.00%	
Fuel Expenses	134,336	0	4,200	0	-100.00%	
Oil Expense	65	0	0	0	0.00%	
Office Supplies	181	150	300	500	66.67%	
Vehicle Maintenance & Repairs	342	0	0	750	0.00%	
Equipment Maintenance & Repairs	25,213	9,500	10,000	10,000	0.00%	
Building Maintenance & Repairs	1,821	1,000	250	250	0.00%	
<b>Total Supplies</b>	<b>167,613</b>	<b>15,150</b>	<b>19,750</b>	<b>16,500</b>	<b>-16.46%</b>	
<b>Contractual Services</b>						
Contractual Services	278	2,000	4,000	4,000	0.00%	
Computer Support	219	220	275	290	100.00%	
General Counsel	0	0	0	0	0.00%	
Airport-Indirect Costs to General Fund	54,620	20,000	29,390	132,000	349.13%	
Miscellaneous Expenses	0		0	0	0.00%	
<b>Total Contractual Services</b>	<b>55,117</b>	<b>22,220</b>	<b>33,665</b>	<b>136,290</b>	<b>304.84%</b>	
<b>Other Services and Charges</b>						
Utilities	13,413	16,000	24,670	27,140	10.01%	
Telephone	1,277	1,285	1,355	1,490	9.96%	
Airport Annual Event	0	0	0	0	0.00%	
Bank Charges	7,143	0	300	300	0.00%	
Liability Insurance	16,320	16,320	16,320	17,135	4.99%	
<b>Total Other Services &amp; Charges</b>	<b>38,153</b>	<b>33,605</b>	<b>42,645</b>	<b>46,065</b>	<b>8.02%</b>	
<b>Supplemental Data: Capital Outlay</b>						
Item Description	2019	2020		2021		
	Actual	Budget	Revised	Final		
Totals	\$0	\$0	\$0	\$0		

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

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues	165,758	2,507,685	248,965	2,765,720	1010.89%
Miscellaneous Revenue	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>165,758</b>	<b>2,507,685</b>	<b>248,965</b>	<b>2,765,720</b>	<b>1010.89%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	438,580	11,535	526,590	4465.15%
Carryover	0	101,045	11,165	11,165	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>539,625</b>	<b>22,700</b>	<b>537,755</b>	<b>2268.96%</b>
<b>Total Available Resources</b>	<b>165,758</b>	<b>3,047,310</b>	<b>271,665</b>	<b>3,303,475</b>	<b>1116.01%</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	164,078	3,047,310	260,500	3,292,310	1163.84%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>164,078</b>	<b>3,047,310</b>	<b>260,500</b>	<b>3,292,310</b>	<b>1163.84%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	0	11,165	11,165	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>11,165</b>	<b>11,165</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>164,078</b>	<b>3,047,310</b>	<b>271,665</b>	<b>3,303,475</b>	<b>1116.01%</b>
<b>Net Income / (Loss)</b>	<b>\$1,680</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

The grant funding for specific projects can be found on page **XXX**.

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

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
ADOT - Airport Masterplan	\$0	\$0	\$0	\$0	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT Grant	0	19,670	6,035	13,635	125.93%
FAA - AWOS	0	0	0	0	0.00%
FAA - Fence Extension	0	0	0	0	0.00%
FAA - Master Plan	0	400,665	122,930	277,735	125.93%
FAA - Pavement Preservation	96,520	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>96,520</b>	<b>420,335</b>	<b>128,965</b>	<b>291,370</b>	<b>125.93%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	19,670	6,035	13,635	225.93%
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>19,670</b>	<b>6,035</b>	<b>13,635</b>	<b>125.93%</b>
<b>Total Available Resources</b>	<b>96,520</b>	<b>440,005</b>	<b>135,000</b>	<b>305,005</b>	<b>125.93%</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	15,983	440,000	135,000	305,000	125.93%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>15,983</b>	<b>440,000</b>	<b>135,000</b>	<b>305,000</b>	<b>125.93%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	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>15,983</b>	<b>440,000</b>	<b>135,000</b>	<b>305,000</b>	<b>125.93%</b>
<b>Net Income / (Loss)</b>	<b>\$80,537</b>	<b>\$5</b>	<b>\$0</b>	<b>\$5</b>	

**Organizational Chart:**

None

**General Information:**

This fund was established to track major airport improvements, primarily funded by the Federal Aviation Administration (FAA) and the Arizona Department of Transportation (ADOT) – Aeronautics Division, and the City of Cottonwood.

**FY 2020 Accomplishments:**

- \* N/A

**FY 2021 Goals:**

- \* Complete Airport Master Plan.

**Budget Highlights:**

The amount of \$305,000 has been reserved for the grant funded Airport Master Plan.

Airport	Airport Improvement Fund	Fund 11–Grants	Cost Center	1500	
<b>Performance Indicators</b>					
<b>Strategic Directive:</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>		2018	2019	2020	2021

<b>Supplemental Data: Capital Outlay</b>					
Item/Project Description	2019	2020		2021	
	Actual	Budget	Revised	Final	
FAA–Airport Master Plan Automatic Weather Observation Station (AWOS)		\$440,000	\$135,000	\$305,000	
FAA–Pavement Preservation	\$15,983				
FAA–Fence Extension					
Totals	<u>\$15,983</u>	<u>\$440,000</u>	<u>\$135,000</u>	<u>\$305,000</u>	

Airport	Airport Improvement Fund	Fund 11–Grants		Cost Center	1500
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	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	15,983	440,000	135,000	305,000	125.93%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$15,983</u>	<u>\$440,000</u>	<u>\$135,000</u>	<u>\$305,000</u>	<u>125.93%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenue–FAA Grants	\$277,735	91.06%
Intergovernmental Revenue–ADOT Grants	13,635	4.47%
Miscellaneous Grants	0	0.00%
Transfers in–Airport	13,635	4.47%
Fund Balance	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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>

**Other Grants Fund—Revenues / Expenditures**

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
State Grants	\$0	\$0	\$0	\$0	0.00%
Bicycle Feasibility Study	0	0	0	0	0.00%
City-wide Master Drainage Plan	0	113,000	120,000	0	-100.00%
ADOT - Pavement Preservation	4,738	0	0	0	0.00%
Drainage Improvement Plans	0	0	0	0	0.00%
EDA Grant - Main St	0	0	0	0	0.00%
Old Town Flood Plain Study	0	1,222,740	0	1,222,740	0.00%
Civic Center Upgrades	64,500	0	0	0	0.00%
Mingus Ave Stormwater Diversion	0	150,000	0	150,000	0.00%
Verde River Rec Trails Plan	0	101,610	0	101,610	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Other Grants	0	500,000	0	1,000,000	0.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>69,238</b>	<b>2,087,350</b>	<b>120,000</b>	<b>2,474,350</b>	<b>1961.96%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	418,910	5,500	512,955	9226.45%
Carryover	0	101,045	11,165	11,165	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>519,955</b>	<b>16,665</b>	<b>524,120</b>	<b>3045.03%</b>
<b>Total Available Resources</b>	<b>69,238</b>	<b>2,607,305</b>	<b>136,665</b>	<b>2,998,470</b>	<b>2094.03%</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	148,095	2,607,310	125,500	2,987,310	2280.33%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>148,095</b>	<b>2,607,310</b>	<b>125,500</b>	<b>2,987,310</b>	<b>2280.33%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	0	11,165	11,165	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>11,165</b>	<b>11,165</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>148,095</b>	<b>2,607,310</b>	<b>136,665</b>	<b>2,998,475</b>	<b>2094.03%</b>
<b>Net Income / (Loss)</b>	<b>(\$78,857)</b>	<b>(\$5)</b>	<b>\$0</b>	<b>(\$5)</b>	

**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 2020 Accomplishments:**

- \* N/A

**FY 2021 Goals:**

- \* Obtain grants for multiple projects

**Budget Highlights:**

The total amount budgeted for various grant funded projects is \$2,987,310 for FY 2021: \$157,000 for the Trails Plan (Riverfront Trails and Signage); \$200,000 for Old Town Drainage Improvement plans; \$1,000,000 for miscellaneous grant projects that may arise during the course of the 2021 budget year; and \$1,630,310 for a Flood Mitigation Project (FEMA).

Grants	Other Grants Fund	Fund 11–Grants	Cost Center	0000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	<b>* Performance indicators are not applicable to this fund *</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
	2018	2019	2020	2021

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2019	2020		2021
	Actual	Budget	Revised	Final
Miscellaneous Grant Projects		\$500,000		\$1,000,000
Old Town Flood Plain Study		1,630,310		1,630,310
City-wide Master Drainage Plan		120,000	\$120,000	
Mingus Avenue Stormwater Diversion		200,000		200,000
Verde River Recreation & Trails Plan	\$39,138	157,000	5,500	157,000
Civic Center Upgrades	108,957			
<b>Totals</b>	<u>\$148,095</u>	<u>\$2,607,310</u>	<u>\$125,500</u>	<u>\$2,987,310</u>

Grants	Other Grants Fund	Fund 11–Grants		Cost Center	0000
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	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	148,095	2,607,310	125,500	2,987,310	2280.33%
Reserves	0	0	0	11,165	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$148,095</u>	<u>\$2,607,310</u>	<u>\$125,500</u>	<u>\$2,998,475</u>	<u>2289.22%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
(Inter)Governmental Grants	\$2,998,475	100%
Transfer In–General Fund	0	0%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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 (CDBG) Fund—Revenues/Expenditures/Changes in Fund Balance

Item Description	2019	2020		2021	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%
Brownfield Grant Revenues	3	0	0	0	0.00%
Federal Grants	0	330,000	63,100	266,900	322.98%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>3</b>	<b>330,000</b>	<b>63,100</b>	<b>266,900</b>	<b>322.98%</b>
<b>Other Financing Sources:</b>					
Transfers In	420	0	115	0	-100.00%
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>420</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>-100.00%</b>
<b>Total Available Resources</b>	<b>423</b>	<b>330,000</b>	<b>63,215</b>	<b>266,900</b>	<b>322.21%</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	423	330,000	63,215	266,900	322.21%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>423</b>	<b>330,000</b>	<b>63,215</b>	<b>266,900</b>	<b>322.21%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	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>423</b>	<b>330,000</b>	<b>63,215</b>	<b>266,900</b>	<b>322.21%</b>
<b>Net Income / (Loss)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**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 2020 Accomplishments:**

- \* N/A

**FY 2021 Goals:**

- \* Obtain grants for multiple projects
- \* Develop Parks Master Plan

**Budget Highlights:**

Funds in the amount of \$266,900 have been earmarked for the grant funded project of developing a Parks Master Plan.

Public Works	Community Development Block Grant	Fund 12-CDBG	Cost Center	3110
<b>Performance Indicators</b>				
<b>* Performance indicators are not applicable to this fund *</b>				

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2019	2020		2021
	Actual	Budget	Revised	Final
Parks Master Plan	\$423	\$330,000	\$63,215	\$266,900
Totals	<u>\$423</u>	<u>\$330,000</u>	<u>\$63,215</u>	<u>\$266,900</u>

Public Works	Community Development Block Grant	Fund 12-CDBG	Cost Center	3110	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	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	423	330,000	63,215	266,900	322.21%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$423</u>	<u>\$330,000</u>	<u>\$63,215</u>	<u>\$266,900</u>	<u>322.21%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Federal Grants	\$266,900	100%
Interest Income	0	0%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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>

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Fiscal Year 2021 Budget  
**DEBT SERVICE FUND**

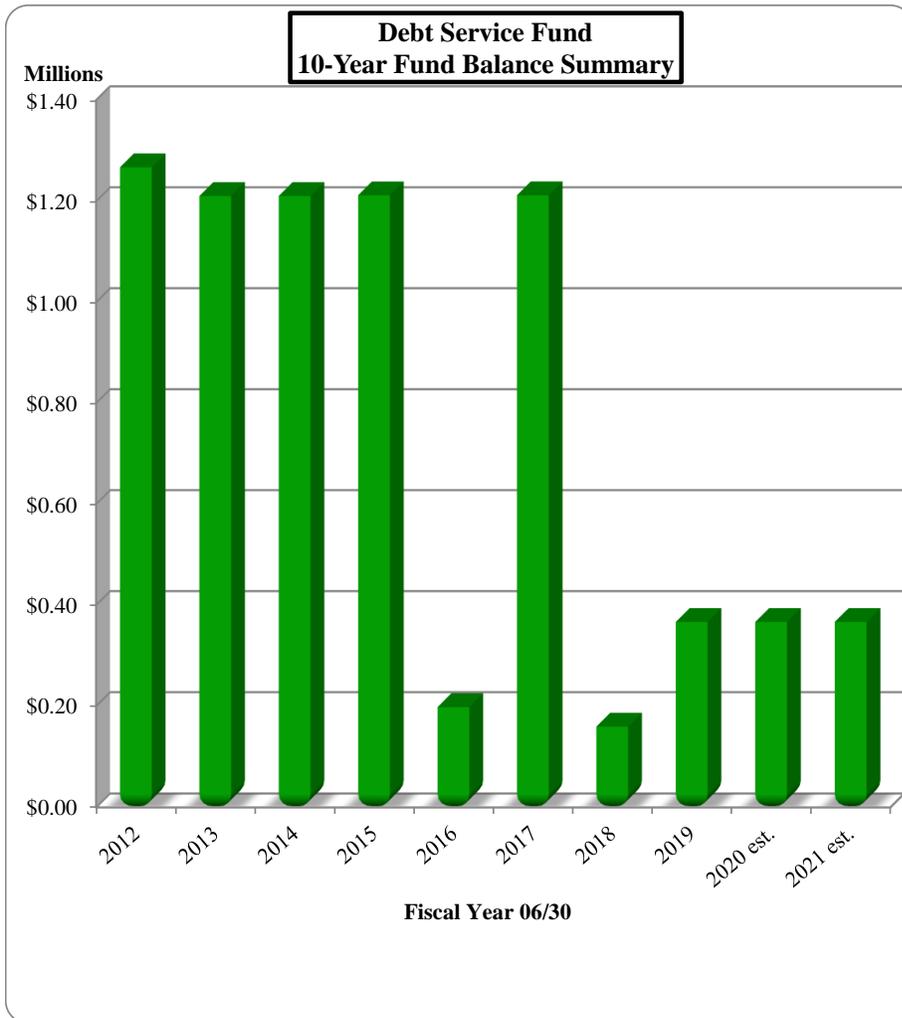
The Debt Service Fund is set up to account for the accumulation of resources and the payment of general long-term debt principal and interest.

**Fund/Account Number**

**Description**

20

Debt Service



<b>Fiscal Year 06/30</b>	<b>Balance</b>
2012	1,267,020
2013	1,210,130
2014	1,210,130
2015	1,211,500
2016	197,840
2017	1,211,535
2018	159,310
2019	366,240
2020 est.	366,240
2021 est.	366,240

**Debt Service Fund—Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance**

Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$1,643,708	\$1,640,115	\$1,642,065	\$1,644,160
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	1,191	650	750	650
Miscellaneous Revenues	0	0	0	0
<b>Total Revenue Sources</b>	<b>1,644,899</b>	<b>1,640,765</b>	<b>1,642,815</b>	<b>1,644,810</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	155,760	366,240	366,240
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>155,760</b>	<b>366,240</b>	<b>366,240</b>
<b>Total Available Resources</b>	<b>1,644,899</b>	<b>1,796,525</b>	<b>2,009,055</b>	<b>2,011,050</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	2,700	4,200	2,700	2,700
Other Services and Charges	1,435,271	1,640,115	1,640,115	1,642,110
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>1,437,971</b>	<b>1,644,315</b>	<b>1,642,815</b>	<b>1,644,810</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Reserves	0	152,210	366,240	366,240
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>152,210</b>	<b>366,240</b>	<b>366,240</b>
<b>Total Expenditures and Other Uses</b>	<b>1,437,971</b>	<b>1,796,525</b>	<b>2,009,055</b>	<b>2,011,050</b>
<b>Net Income / (Loss)</b>	<b>\$206,928</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Debt Service Fund—Revenues / Expenditures / Changes in Fund Balance

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$1,645,217	\$1,640,115	\$1,642,065	\$1,644,160	0.13%
City Sales Tax - GADA	(1,509)	0	0	0	0.00%
City Sales Tax - Library	0	0	0	0	0.00%
Charges for Services					
User Fees - Water Co. Debt Service	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	1,191	650	750	650	-13.33%
<b>Total Revenue Sources</b>	<b>1,644,899</b>	<b>1,640,765</b>	<b>1,642,815</b>	<b>1,644,810</b>	<b>0.12%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	155,760	366,240	366,240	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>155,760</b>	<b>366,240</b>	<b>366,240</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>1,644,899</b>	<b>1,796,525</b>	<b>2,009,055</b>	<b>2,011,050</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	2,700	4,200	2,700	2,700	0.00%
Other Services and Charges	1,435,271	1,640,115	1,640,115	1,642,110	0.12%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,437,971</b>	<b>1,644,315</b>	<b>1,642,815</b>	<b>1,644,810</b>	<b>0.12%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	152,210	366,240	366,240	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>152,210</b>	<b>366,240</b>	<b>366,240</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,437,971</b>	<b>1,796,525</b>	<b>2,009,055</b>	<b>2,011,050</b>	<b>0.10%</b>
<b>Net Income / (Loss)</b>	<b>\$206,928</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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**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 2020 Accomplishments:**

- \* Consistently maintained timely payments of special Debt Service accounts through the set-up of monthly deposits.

**FY 2021 Goals:**

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

**Budget Highlights:**

The Recreation Center bond and the 2015 Excise Bond are budgeted in the Debt Service Fund. The City continues to pursue other financing resources to help fund some current Streets and Capital Improvement Projects.

Interest & Sinking	Debt Service Fund	Fund 20–Debt Service			Cost Center	8XXX
<b>Summary by Category</b>						
Expenditure Category	2019	2020		2021	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	0	0	0	0	0.00%	
Contractual Services	2,700	4,200	2,700	2,700	0.00%	
Other Services and Charges	1,435,271	1,640,115	1,640,115	1,642,110	0.12%	
Capital Outlay	0	0	0	0	0.00%	
Reserves	0	152,210	366,240	366,240	0.00%	
Transfers Out	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$1,437,971</u>	<u>\$1,796,525</u>	<u>\$2,009,055</u>	<u>\$2,011,050</u>	<u>0.10%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Other Income	\$650	0.03%
Taxes	1,644,160	81.76%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	366,240	18.21%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Transfers Out</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Transfers Out - Sewer				
Transfers Out - Library				
<b>Totals</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Interest & Sinking	Debt Service Fund	Fund 20–Debt Service	Cost Center	8XXX
<b>Performance Indicators</b>				
<b>* Performance indicators are not applicable to this fund*</b>				

<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	

**Contractual Services**

Trustee Fees–Library	0	0	0	0	0.00%
Trustee Fees–WIFA	0	0	0	0	0.00%
Trustee Fees–GADA Loan	0	0	0	0	0.00%
Trustee Fees–2017 Pledge Rev Rfnd	0	1,500	1,500	1,500	0.00%
Trustee Fees–2015 Excise Bond	2,700	2,700	1,200	1,200	0.00%

<b>Total Contractual Services</b>	<u>2,700</u>	<u>4,200</u>	<u>2,700</u>	<u>2,700</u>	<u>0.00%</u>
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**Debt Service**

Interest–FmHA Loan-Library	0	0	0	0	0.00%
Principal–FmHA Loan-Library	0	0	0	0	0.00%
Interest–Library Bonds	0	0	0	0	0.00%
Principal–Library Bonds	0	0	0	0	0.00%
Interest–GADA-Recreation Center	0	0	0	0	0.00%
Principal–GADA-Recreation Center	0	0	0	0	0.00%
Interest GADA–RR Wash	0	0	0	0	0.00%
Principal GADA–RR Wash	0	0	0	0	0.00%
Interest GADA–PS Building	0	0	0	0	0.00%
Principal GADA–PS Building	0	0	0	0	0.00%
2017 Pledge Rev Rfnd–Interest	372,325	343,025	343,025	319,850	-6.76%
2017 Pledge Rev Rfnd–Principal	796,004	1,030,000	1,030,000	1,055,000	2.43%
Bond Issuance Costs	0	0	0	0	0.00%
2015 Excise Bond– Interest	129,287	126,535	126,535	120,910	-4.45%
2015 Excise Bond–Principal	137,655	140,555	140,555	146,350	4.12%

<b>Total Other Services &amp; Charges</b>	<u>1,435,271</u>	<u>1,640,115</u>	<u>1,640,115</u>	<u>1,642,110</u>	<u>0.12%</u>
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**Reserves**

GADA Reserve	0	152,210	366,240	366,240	0.00%
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<b>Total Reserves</b>	<u>0</u>	<u>152,210</u>	<u>366,240</u>	<u>366,240</u>	<u>0.00%</u>
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<b>US Bank Pledged Revenue Refunding of GADA Recreation Center Bond Infrastructure Revenue Bonds</b>
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Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2021					159,925	
July 1, 2021	1,055,000	5,130,000	7,220,000	3.000%	159,925	\$1,374,850
January 1, 2022					144,100	
July 1, 2022	1,085,000	6,215,000	6,135,000	5.000%	144,100	\$1,373,200
January 1, 2023					116,975	
July 1, 2023	1,145,000	7,360,000	4,990,000	3.000%	116,975	\$1,378,950
January 1, 2024					99,800	
July 1, 2024	1,175,000	8,535,000	3,815,000	4.000%	99,800	\$1,374,600
January 1, 2025					76,300	
July 1, 2025	1,225,000	9,760,000	2,590,000	4.000%	76,300	\$1,377,600
January 1, 2026					51,800	
July 1, 2026	1,270,000	11,030,000	1,320,000	4.000%	51,800	\$1,373,600
January 1, 2027					26,400	
July 1, 2027	1,320,000	12,350,000	0	4.000%	26,400	\$1,372,800
	<u>\$8,275,000</u>				<u>\$1,350,600</u>	<u>\$9,625,600</u>

<b>Pledged Revenue Obligations, Series 2015</b>
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Maturity	Principal			Int/Fees	Debt Service
	Payments	Retired	Balance		
January 1, 2021				208,613	
July 1, 2021	505,000	2,390,000	8,970,000	208,613	922,225
January 1, 2022				202,300	
July 1, 2022	520,000	2,910,000	8,450,000	202,300	924,600
January 1, 2023				194,500	
July 1, 2023	535,000	3,445,000	7,915,000	194,500	924,000
January 1, 2024				181,125	
July 1, 2024	560,000	4,005,000	7,355,000	181,125	922,250
January 1, 2025				167,125	
July 1, 2025	590,000	4,595,000	6,765,000	167,125	924,250
January 1, 2026				152,375	
July 1, 2026	620,000	5,215,000	6,145,000	152,375	924,750
January 1, 2027				136,875	
July 1, 2027	650,000	5,865,000	5,495,000	136,875	923,750
January 1, 2028				120,625	
July 1, 2028	680,000	6,545,000	4,815,000	120,625	921,250
January 1, 2029				103,625	
July 1, 2029	715,000	7,260,000	4,100,000	103,625	922,250
January 1, 2030				85,750	
July 1, 2030	750,000	8,010,000	3,350,000	85,750	921,500
January 1, 2031				67,000	
July 1, 2031	790,000	8,800,000	2,560,000	67,000	924,000
January 1, 2032				51,200	
July 1, 2032	820,000	9,620,000	1,740,000	51,200	922,400
January 1, 2033				34,800	
July 1, 2033	855,000	10,475,000	885,000	34,800	924,600
January 1, 2034				17,700	
July 1, 2034	885,000	11,360,000	0	17,700	920,400
Totals	<u>\$9,475,000</u>			<u>\$3,447,225</u>	<u>\$12,922,225</u>

**Note:** Payments are paid out of HURF, CIP, Water, and Wastewater based on the percentage of projects being paid by the bond.

**Computation of Direct and Overlapping Bonded Debt  
'June 30, 2018**

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	\$19,265,000	100.00%	\$19,265,000
Yavapai County	0	0.00%	0
Yavapai Community College District	28,600,000	42.98%	12,292,280
Cottonwood/Oak Creek School District	0	0.00%	0
Mingus Union High School District	14,995,000	11.39%	1,707,931
<b>Total Direct and Overlapping Debt</b>			<b><u><u>\$33,265,211</u></u></b>

Jurisdiction	Total Assessed Valuation
City of Cottonwood	\$144,894,937
Yavapai County	3,810,753,690
Yavapai Community College District	3,810,753,690
Cottonwood/Oak Creek School District	353,624,921
Mingus Union High School District	423,981,598
	<u>\$8,544,008,836</u>

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, 2020 were secured by sales taxes instead of property taxes.

**Computation of Legal Debt Margin  
'June 30, 2020**

Net secondary assessed valuation (Full Cash Value)	<u>\$144,894,937</u>
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**Calculation of 20% Debt Limitation**

20% of secondary net assessed valuation	28,978,987
Bonds outstanding	<u>0</u>
<b>Net 20% Debt Limitation</b>	<u>28,978,987</u>

**Calculation of 6% Debt Limitation**

6% of secondary net assessed valuation	8,693,696
Bonds outstanding	<u>0</u>
<b>Net 6% Debt Limitation</b>	<u>8,693,696</u>

<b>Total Bonding Capacity</b>	<u><b>\$37,672,684</b></u>
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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 listed above, the City may issue bonds for general improvement purposes or for specific

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, 2019 were secured by sales taxes instead of property taxes.

**CAPITAL PROJECTS (Capital Improvements Plan–CIP) FUND**

Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

<u>Fund/Account Number</u>	<u>Description</u>
30-1800	Railroad Wash Improvements
30-2300	Capital Projects Fund

**Capital Projects (CIP) Fund—Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance**

Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$0	\$0	\$250,285	\$241,525
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	3,776	143,000	143,000	143,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	22,240	1,000	9,450	3,150
<b>Total Revenue Sources</b>	<b>26,016</b>	<b>144,000</b>	<b>402,735</b>	<b>387,675</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	31,965	557,990	813,665
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>31,965</b>	<b>557,990</b>	<b>813,665</b>
<b>Total Available Resources</b>	<b>26,016</b>	<b>175,965</b>	<b>960,725</b>	<b>1,201,340</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	5,991	7,000	4,060	5,000
Capital Outlay	0	143,000	143,000	143,000
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>\$5,991</b>	<b>\$150,000</b>	<b>\$147,060</b>	<b>\$148,000</b>
<b>Other Uses:</b>				
Transfers Out	0	25,965	0	0
Reserves	0	0	813,665	1,053,340
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>25,965</b>	<b>813,665</b>	<b>1,053,340</b>
<b>Total Expenditures and Other Uses</b>	<b>5,991</b>	<b>175,965</b>	<b>960,725</b>	<b>1,201,340</b>
<b>Net Income / (Loss)</b>	<b>\$20,025</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Improvement Plan—Capital Projects Fund—Revenues / Expenditures / Changes in Fund Balance**

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	\$0	\$0	\$250,285	\$241,525	-3.50%
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Intergovernmental	3,776	143,000	143,000	143,000	0.00%
Miscellaneous Income					
Other Income	22,240	1,000	9,450	3,150	-66.67%
<b>Total Revenue Sources</b>	<b>26,016</b>	<b>144,000</b>	<b>402,735</b>	<b>387,675</b>	<b>-3.74%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	31,965	557,990	813,665	45.82%
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>31,965</b>	<b>557,990</b>	<b>813,665</b>	<b>45.82%</b>
<b>Total Available Resources</b>	<b>26,016</b>	<b>175,965</b>	<b>960,725</b>	<b>1,201,340</b>	<b>25.05%</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	5,991	7,000	4,060	5,000	23.15%
Capital Outlay	0	143,000	143,000	143,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>5,991</b>	<b>150,000</b>	<b>147,060</b>	<b>148,000</b>	<b>0.64%</b>
<b>Other Uses:</b>					
Transfers Out	0	25,965	0	0	0.00%
Reserves	0	0	813,665	1,053,340	29.46%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>25,965</b>	<b>813,665</b>	<b>1,053,340</b>	<b>29.46%</b>
<b>Total Expenditures and Other Uses</b>	<b>5,991</b>	<b>175,965</b>	<b>960,725</b>	<b>1,201,340</b>	<b>25.05%</b>
<b>Net Income / (Loss)</b>	<b>\$20,025</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**

None

**General Information:**

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

**FY 2020 Accomplishments:**

N/A (All accomplishments for this fund are reflected in the departments that are responsible for the projects)

**FY 2021 Goals:**

N/A

**Budget Highlights:**

A capital expenditure of \$143,000, funded by the Yavapai County Flood Control District) has been designated for a flood plain study (Yavapai County Flood Control). Small capital projects are generally scheduled in their respective departments. The City Council designated 10% of the .5% TPT tax increase in FY 2019 to be allocated to fund a reserve for Capital Improvement Projects starting in FY 2020.

General Government	Capital Projects (CIP) Fund	Fund 30–Capital Projects	Cost Center	XXXX	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	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	5,991	7,000	4,060	5,000	23.15%
Capital Outlay	0	143,000	143,000	143,000	0.00%
Reserves	0	0	813,665	1,053,340	29.46%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$5,991</u>	<u>\$150,000</u>	<u>\$960,725</u>	<u>\$1,201,340</u>	<u>25.05%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Capital Reserves	\$1,201,340	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	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>

General Government	Capital Projects (CIP) Fund	Fund 30-Capital Projects	Cost Center	XXXX
<b>Performance Indicators</b>				
<b>* Performance indicators are not applicable to this fund *</b>				

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2019	2020		2021
	Actual	Budget	Revised	Final
Railroad Wash Improvements/Flood Plain Study		\$143,000	\$143,000	\$143,000
<b>Totals</b>		<u>\$0</u>	<u>\$143,000</u>	<u>\$143,000</u>

Enterprise funds are used to account for operations:

- 1) that are financed and operated in a 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 revenues earned, expenses incurred, and/or net income is appropriated 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>
51	Wastewater Facility Fund
50	Water System Fund

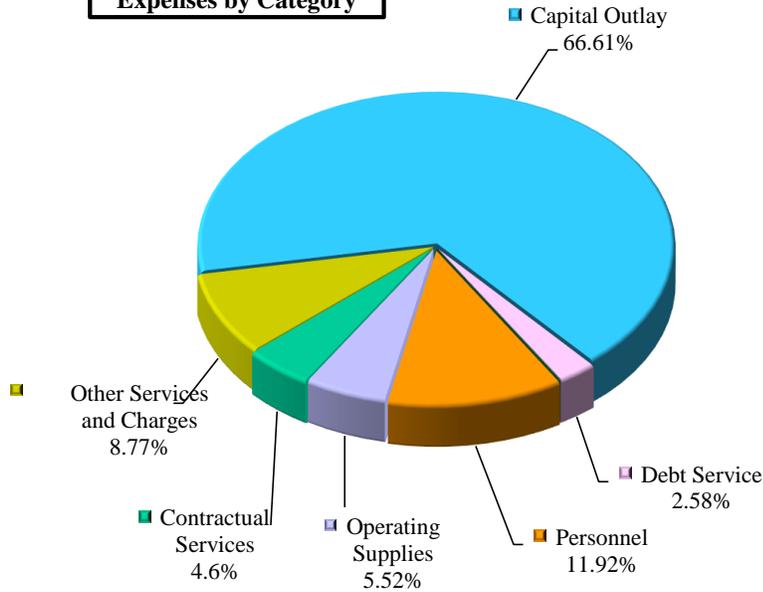
**Enterprise Funds—Consolidated Statement of Revenues/Expenses**

Item Description	2019	2020		2021
	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	10,405,726	10,574,030	11,292,200	11,853,855
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	287,184	157,480	215,700	221,550
Miscellaneous Revenues	543,201	362,480	146,335	117,940
<b>Total Revenue Sources</b>	<b>11,236,111</b>	<b>11,093,990</b>	<b>11,654,235</b>	<b>12,193,345</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	23,132,860	24,439,530	22,180,735
Other Financing Resources	0	0	0	0
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>23,132,860</b>	<b>24,439,530</b>	<b>22,180,735</b>
<b>Total Available Resources</b>	<b>11,236,111</b>	<b>34,226,850</b>	<b>36,093,765</b>	<b>34,374,080</b>
<b>Expenses:</b>				
Personnel	2,153,982	2,425,505	2,491,590	2,759,670
Operating Supplies	667,756	703,600	594,300	798,710
Contractual Services	926,799	1,138,450	881,670	840,460
Other Services and Charges	1,483,245	1,413,600	1,217,985	1,367,665
Depreciation	2,015,515	0	0	0
Capital Outlay	273,866	6,237,470	1,333,130	9,629,510
Debt Service	478,636	2,025,925	2,055,850	2,026,090
<b>Total Expenses</b>	<b>7,999,799</b>	<b>13,944,550</b>	<b>8,574,525</b>	<b>17,422,105</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Reserves	121,418	20,282,300	27,519,240	16,951,975
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>121,418</b>	<b>20,282,300</b>	<b>27,519,240</b>	<b>16,951,975</b>
<b>Total Expenses and Other Uses</b>	<b>8,121,217</b>	<b>34,226,850</b>	<b>36,093,765</b>	<b>34,374,080</b>
<b>Net Income / (Loss)</b>	<b>\$3,114,894</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Wastewater Facility Fund–Expenses by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Reserves	Total
Subtotals	\$871,490	\$405,450	\$337,980	\$643,850	\$4,892,385	\$189,845	\$3,940	\$7,344,940
Totals	\$871,490	\$405,450	\$337,980	\$643,850	\$4,892,385	\$189,845	\$3,940	\$7,344,940

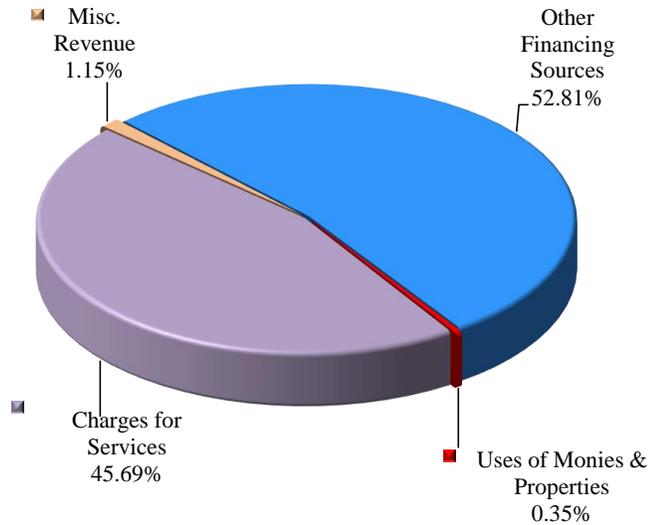
**Wastewater Facility Fund Expenses by Category**



Wastewater Facility Fund Summary	
Revenues	\$3,466,030
Expenses	7,344,940
Revenues over/(under) Expenses	(3,878,910)
Other Funding Sources/Uses	3,878,910
(Use)/Source of Retained Earnings	\$0

**Wastewater Facility Fund Revenues by Source**

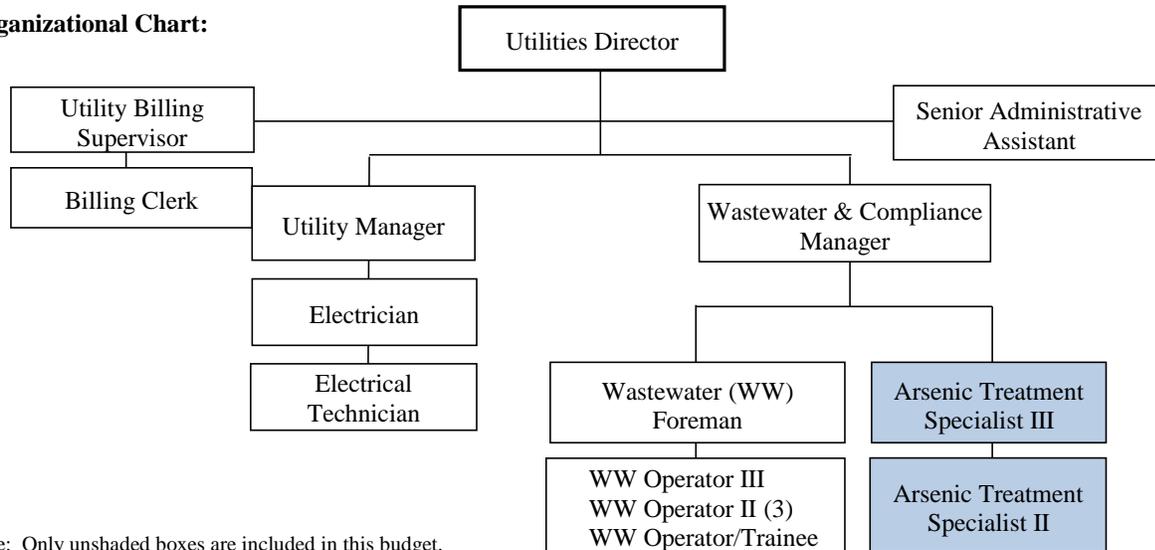
Wastewater Facility Fund Revenues by Source	
Uses of Monies & Properties	\$26,000
Charges for Services	3,355,530
Miscellaneous Revenue	84,500
Other Financing Sources	3,878,910
Total Resources Available	\$7,344,940



## Wastewater Facility Fund—Revenues / Expenses / Changes in Retained Earnings

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$0	\$0	\$0	\$0	0.00%
Charges for Services					
User Fees	2,647,918	2,565,605	3,184,760	3,340,500	4.89%
Tap Fees	0		0		0.00%
Effluent Revenue	12,907	15,000	15,030	15,030	0.00%
Uses of Monies & Properties					
Interest Income	47,823	8,000	26,125	26,000	-0.48%
Miscellaneous Revenues					
Other Income	414,563	311,040	116,945	84,500	-27.74%
<b>Total Revenue Sources</b>	<b>3,123,211</b>	<b>2,899,645</b>	<b>3,342,860</b>	<b>3,466,030</b>	<b>3.68%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	3,486,145	3,494,145	3,878,910	11.01%
Other Financing Sources	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>3,486,145</b>	<b>3,494,145</b>	<b>3,878,910</b>	<b>11.01%</b>
<b>Total Available Resources</b>	<b>3,123,211</b>	<b>6,385,790</b>	<b>6,837,005</b>	<b>7,344,940</b>	<b>7.43%</b>
<b>Expenses:</b>					
Personnel	679,396	790,930	761,965	871,490	14.37%
Operating Supplies	288,044	353,350	254,500	405,450	59.31%
Contractual Services	300,264	459,900	335,120	337,980	0.85%
Other Services and Charges	546,490	613,650	583,730	643,850	10.30%
Depreciation	824,812	0	0	0	0.00%
Capital Outlay	160,059	2,610,000	833,130	4,892,385	487.23%
Debt Service	77,470	190,725	189,650	189,845	0.10%
<b>Total Expenses</b>	<b>2,876,535</b>	<b>5,018,555</b>	<b>2,958,095</b>	<b>7,341,000</b>	<b>148.17%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	1,367,235	3,878,910	3,940	-99.90%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>1,367,235</b>	<b>3,878,910</b>	<b>3,940</b>	<b>-99.90%</b>
<b>Total Expenses and Other Uses</b>	<b>2,876,535</b>	<b>6,385,790</b>	<b>6,837,005</b>	<b>7,344,940</b>	<b>7.43%</b>
<b>Net Income / (Loss)</b>	<b>\$246,676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Wastewater Department is responsible for the operation and maintenance of two wastewater treatment facilities, the Mingus Wastewater Treatment Plant (MWTP) and the Riverfront Water Reclamation Facility (RWRF), with a total capacity of 1.8 MGD. The division also maintains 61 miles of collection system main lines, six sewage lift stations and the reclaimed water delivery system. The reclaimed water delivery system provides water for construction via a standpipe and for irrigation to the developments of Del Webb and Mesquite Hills, and the vineyards at Yavapai College. The Wastewater Division is also responsible for tap installations for new homes and businesses, conducting field location (blue staking) of the underground collection system, performing educational outreach and for completion of public information requests.

**FY 2020 Accomplishments:**

- \* Completed the engineering for the blower system at the Mingus Wastewater Treatment Plant (MWTP).
- \* Completed the Parshall flume installation at the Mingus WTP.
- \* Initiated the assessment of the sewer collection system.
- \* Completed the integration of the Riverfront Water Reclamation Facility's maintenance into the Antero software program allowing it to be monitored from the Mingus Wastewater Treatment Plant.
- \* Refurbished the auto crane on the Ford F-550 Super Duty Chassis Cab Truck.
- \* Refurbished the roof of the Mingus Wastewater Treatment Plant.
- \* Began using reclaimed water from the Riverfront Water Reclamation Facility to irrigate Riverfront Park.

**FY 2021 Goals:**

- \* Complete the engineering design of the blower system at the Mingus WTP and begin the implementation of the design recommendations.
- \* Complete required infrastructure upgrades to the Mingus injection well to automate and begin recharging reclaimed water.
- \* Complete upgrade to lift station 4 (at Garrison Park in Cottonwood).
- \* Complete the installation of a new generator at lift station 5 (in Cottonwood).
- \* Complete the integration of SCADA, a centralized supervisory control and data acquisition system, between the Riverfront Water Reclamation Facility and the Mingus Wastewater Treatment Plant.
- \* Initiate installation of the reclaimed water line from the Riverfront plant to the cemetery for irrigation use.
- \* Conduct a comprehensive sewer force mains inspection and assessment program to determine the condition of the pressurized sewer lines and their future maintenance requirements.
- \* Complete in depth audit of the Wastewater Department.

**Budget Highlights:**

Included in the Personnel category expenditures besides increased amounts for health insurance premiums and other personnel related costs are also the costs for a new Wastewater Operator III position, the reclassification of the Regulatory Compliance, Safety and Education Administrator to Wastewater and Compliance Manager, and certification pay for wastewater operators who obtain higher grade level certifications. Expenditures for lab testing, polymer and equipment maintenance & repair have also been increased. The capital outlay for this department can be found on page 289.

Health and Sanitation	Wastewater Department	Fund 51–Enterprise Fund	Cost Center	71XX
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Effectively treat wastewater to produce reclaimed water that meets regulatory standards and requirements.			
<b>Objective:</b>	Meet permit requirements			
<b>Type of Measure:</b>	Permit requirements and regulations			
<b>Tool:</b>	System monitoring, reporting and operational feedback			
<b>Frequency:</b>	Daily, weekly, bi-monthly, quarterly, semi-annual and annual testing, monitoring and reporting			
<b>Scoring:</b>	Gallons treated (relative to conservation efforts), gallons of reclaimed water sold, gallons of reclaimed water recharged; exceedances: 1-3=90%, 4-6=75%, >6=50%			
<b>Trend:</b>	Compliance and steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
<b>Mingus Wastewater Treatment Plant:</b>				
–Wastewater treated (millions of gallons)	345	326	340	345
–Number of regulatory permit exceedances	4	3	1	1
–Reclaimed water sold	15.20	17.70	19.50	21.50
–Reclaimed water recharged (millions of gallons)	N/A	N/A	103.00	103.00
<b>Riverfront Water Reclamation Facility:</b>				
–Wastewater treated (millions of gallons)	N/A	N/A	108	108
–Number of regulatory permit exceedances	N/A	N/A	5	3

<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Evaluate, preserve and manage the wastewater collections system infrastructure			
<b>Objective:</b>	Combat sewer overflows and blockages, improve condition of aging infrastructure			
<b>Type of Measure:</b>	Inspections, videotaping/cleaning, repair/rehabilitation of sewer lines			
<b>Tool:</b>	Visual observations, repair reports and system monitoring			
<b>Frequency:</b>	Continuous process			
<b>Scoring:</b>	Overflows = percent reduction from previous, number of repairs/rehabs (based on availability of budget): 2-5 = 50%, 6-8 =75%, 9+ = 100%. Videotaping and cleaning (ft.): 1,000-10,000 = 50%, 11,000-20,000 = 75%, 20,000+ = 100%			
<b>Trend:</b>	Steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2018	2019	2020	2021
Sewer line video taped (ft.)	9,000	600	84,480	84,480
Sewer line cleaned (ft.)	9,000	0	84,480	84,480
Number of overflows	6	2	2	2
Number of repairs or rehabilitations of sewer lines	6	0	10	10+

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Miscellaneous	\$2,738			
Lift Station 4 Wet Well Expansion/Rehabilitation	41,035	\$390,000	\$37,760	\$650,000
Riverfront Facility Upgrades	39,153	805,000		
Mingus Wastewater Treatment Plant Headworks				108,000
WWTP Construction & Centrifuge & Digester/Aeration Blower:	48,563	1,050,000	597,320	3,944,385
Generator Replacement & Crane Truck Replacement	492	200,000	198,050	100,000
Gen. Construction & Recl. Pump and Lines, Flume, Materials		110,000		
Effluent Disposal System				90,000
260-Design				
Impact Fee Study	6,135			
Reclaimed Sewer Line Mingus/89A & Selna Project	21,943	55,000		
<b>Totals</b>	<u>\$160,059</u>	<u>\$2,610,000</u>	<u>\$833,130</u>	<u>\$4,892,385</u>

Health and Sanitation		Wastewater Department		Fund 51–Enterprise Fund		Cost Center	71XX
<b>Summary by Category</b>							
Expenditure Category	2019	2020		2021	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$679,396	\$790,930	\$761,965	\$871,490	14.37%		
Operating Supplies	288,044	353,350	254,500	405,450	59.31%		
Contractual Services	300,264	459,900	335,120	337,980	0.85%		
Other Services and Charges	546,490	613,650	583,730	643,850	10.30%		
Depreciation (net)	824,812	0	0	0	0.00%		
Capital Outlay	160,059	2,610,000	833,130	4,892,385	487.23%		
Reserves	0	1,367,235	3,878,910	3,940	-99.90%		
Debt Service	77,470	190,725	189,650	189,845	0.10%		
<b>Department Totals</b>	<b>\$2,876,535</b>	<b>\$6,385,790</b>	<b>\$6,837,005</b>	<b>\$7,344,940</b>	<b>7.43%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Taxes	\$0	0.00%
Charges for Services	3,355,530	45.68%
Miscellaneous Revenues	110,500	1.50%
Other Financing Sources	3,878,910	52.81%
<b>Total Funding</b>		<b>100.00%</b>

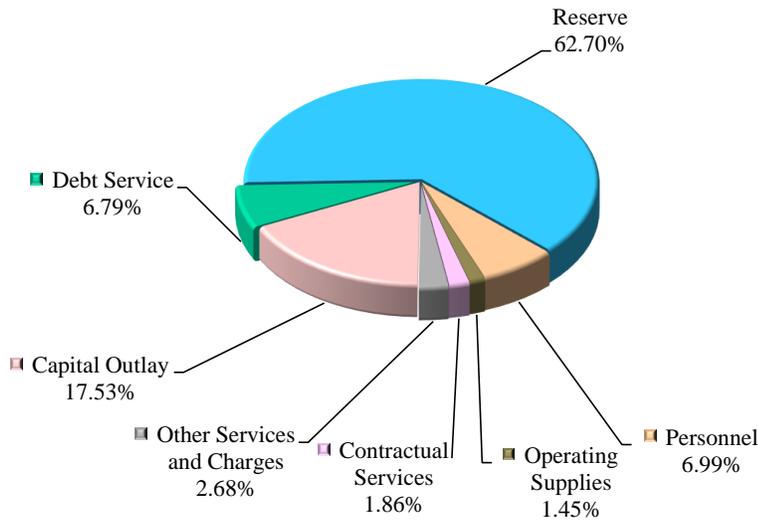
<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Utilities Manager	0.50	0.50	0.50	6,120	9,019	\$46,130
Wastewater & Compliance Manager	0.00	0.00	1.00	5,287	7,791	80,180
Regul. Compl. Safety & Educ. Adminr	1.00	1.00	0.00	5,035	7,420	0
Electrician	0.50	0.50	0.50	3,945	5,814	27,745
Utility Billing Supervisor	0.35	0.35	0.35	3,757	5,537	18,495
WW Foreman	1.00	1.00	1.00	3,757	5,537	45,090
WW Operator III	0.00	0.00	1.00	3,408	5,022	40,895
WW Operator II	2.00	2.00	3.00	3,091	4,555	135,045
WW Operator I	2.00	2.00	2.00	3,091	4,555	38,035
WW Operator I/Trainee	1.00	1.00	0.00	2,944	4,338	33,645
Senior Administrative Assistant	0.50	0.50	0.50	2,804	4,132	27,330
Electrical Technician	0.50	0.50	0.50	2,543	3,748	20,525
Utility Billing Clerk	1.05	1.05	1.05	2,543	3,748	34,405
COLA						0
Merit Contingency						0
Longevity						0
Overtime						50,200
Holiday Pay						2,000
Certification Pay						10,000
Clothing Allowance						1,900
Retirement						74,510
Insurance & Taxes						185,360
Employment Related Expenses						0
<b>Totals</b>	<b>10.40</b>	<b>10.40</b>	<b>11.40</b>			<b>\$871,490</b>

Health and Sanitation	Wastewater Department	Fund 51–Enterprise Fund		Cost Center	71XX
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	2,969	3,150	2,450	3,750	53.06%
Copier Supplies	69	0	0	0	0.00%
Gas & Oil	6,321	10,000	4,500	4,500	0.00%
Operational Equipment & Supplies	11,433	25,000	15,000	25,000	66.67%
Chlorine	0	5,700	5,500	5,700	3.64%
Polymer	16,348	22,500	26,500	32,000	20.75%
Odor Control Supplies	0	0	0	0	0.00%
Vehicle Maintenance & Repairs	2,099	4,000	6,300	5,000	-20.63%
Equipment Maintenance & Repairs	221,834	255,000	165,000	300,000	81.82%
Building Maintenance & Repairs	1,811	1,000	2,500	2,500	0.00%
Postage & Freight	25,160	27,000	26,750	27,000	0.93%
<b>Total Supplies</b>	<b>288,044</b>	<b>353,350</b>	<b>254,500</b>	<b>405,450</b>	<b>59.31%</b>
<b>Contractual Services</b>					
Contractual Services	58,381	132,000	44,500	45,000	1.12%
Computer Support	1,396	3,500	3,770	3,960	5.04%
Custodial Contract	3,842	4,400	8,640	8,640	0.00%
Employee Physicals/Medical Testing	88	0	160	380	137.50%
Sludge Disposal	100,626	100,000	100,000	100,000	0.00%
Auction Fees	204	0	0	0	0.00%
Indirect Cost to General Fund	135,727	220,000	178,050	180,000	1.10%
<b>Total Contractual Services</b>	<b>300,264</b>	<b>459,900</b>	<b>335,120</b>	<b>337,980</b>	<b>0.85%</b>
<b>Other Services and Charges</b>					
Small Tools	1,991	3,000	2,500	2,500	0.00%
Legal Advertising	10	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Bank Charges	450	450	1,080	1,080	0.00%
Utilities	445,058	482,050	452,230	497,450	10.00%
Telephone	5,613	6,150	5,715	6,290	10.06%
Travel & Training	2,686	7,500	3,150	11,100	252.38%
Liability Insurance	29,971	44,500	19,055	20,430	7.22%
Subscriptions & Memberships	13	0	0	0	0.00%
Lab/Testing	46,408	45,000	75,000	80,000	6.67%
ADEQ Annual Fee	14,290	25,000	25,000	25,000	0.00%
ASRS Pension Expense	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>546,490</b>	<b>613,650</b>	<b>583,730</b>	<b>643,850</b>	<b>10.30%</b>
<b>Debt Service</b>					
2015 Excise Bond–Principal	0	98,895	98,895	102,970	4.12%
2015 Excise Bond–Interest	74,284	89,030	89,030	85,075	-4.44%
Bond Issuance Costs	0	0	0	0	0.00%
2015 Excise Bond–Trustee Fees	0	0	0	0	0.00%
Investment Expense	3,186	2,800	1,725	1,800	4.35%
<b>Total Debt Service</b>	<b>77,470</b>	<b>190,725</b>	<b>189,650</b>	<b>189,845</b>	<b>0.10%</b>

**Water System Facility Fund—Expenses by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services	Capital Outlay	Debt Service	Reserves	Total
Subtotals	\$1,888,180	\$393,260	\$502,480	\$723,815	\$4,737,125	\$1,836,245	\$16,948,035	\$27,029,140
Totals	\$1,888,180	\$393,260	\$502,480	\$723,815	\$4,737,125	\$1,836,245	\$16,948,035	\$27,029,140

**Water System Facility Fund Expenses by Category**

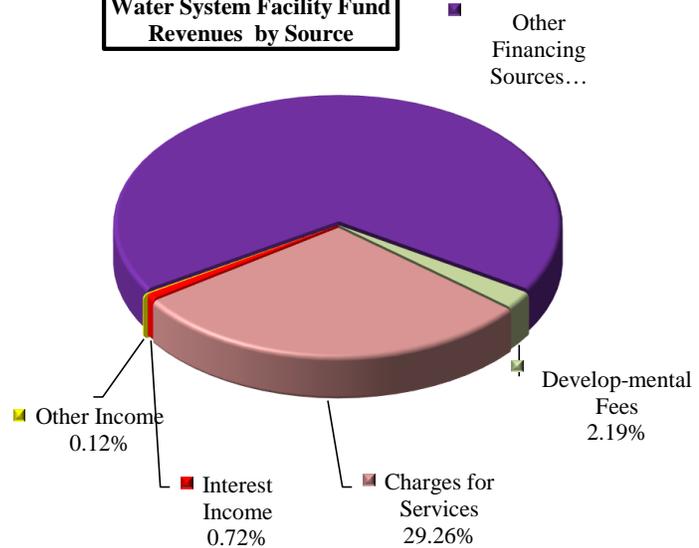


Revenues	\$8,727,315
Expenses	27,029,140
Revenues over/(under) Expenses	(\$18,301,825)
Other Funding Sources/Uses	\$18,301,825
(Use)/Source of Retained Earnings	\$0

**Water System Facility Fund Revenues by Source**

Developmental Fees	\$590,775
Charges for Services	7,907,550
Interest Income	195,550
Other Income	33,440
Other Financing Sources	18,301,825
Proceeds from Bonds	0
<b>Total Resources Available</b>	<b>\$27,029,140</b>

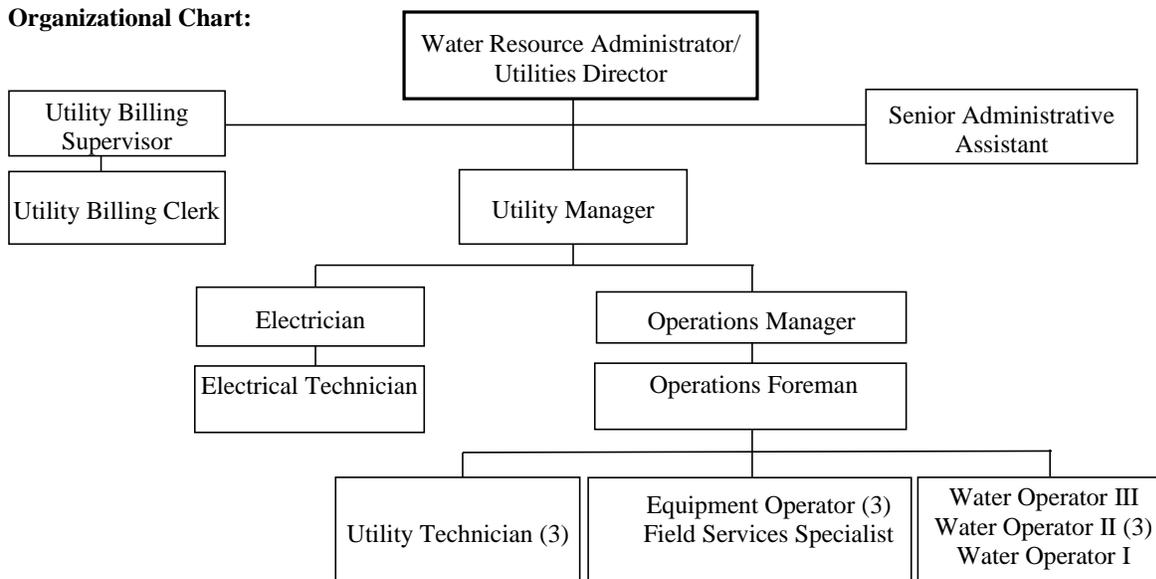
**Water System Facility Fund Revenues by Source**



## Water System Facility Fund—Revenues / Expenses / Changes in Retained Earnings

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$0	\$0	\$0	\$0	0.00%
Charges for Services					
User Fees	7,154,131	7,404,100	7,501,635	7,907,550	5.41%
Reserves	590,770	589,325	590,775	590,775	0.00%
Uses of Monies & Properties					
Interest Income	239,361	149,480	189,575	195,550	3.15%
Miscellaneous Revenues					
Other Income	128,638	51,440	29,390	33,440	13.78%
<b>Total Revenue Sources</b>	<b>8,112,900</b>	<b>8,194,345</b>	<b>8,311,375</b>	<b>8,727,315</b>	<b>5.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	19,646,715	20,945,385	18,301,825	-12.62%
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>19,646,715</b>	<b>20,945,385</b>	<b>18,301,825</b>	<b>-12.62%</b>
<b>Total Available Resources</b>	<b>8,112,900</b>	<b>27,841,060</b>	<b>29,256,760</b>	<b>27,029,140</b>	<b>-7.61%</b>
<b>Expenses:</b>					
Personnel	1,474,586	1,634,575	1,729,625	1,888,180	9.17%
Operating Supplies	379,712	350,250	339,800	393,260	15.73%
Contractual Services	626,535	678,550	546,550	502,480	-8.06%
Other Services and Charges	936,755	799,950	634,255	723,815	14.12%
Depreciation	1,190,703	0	0	0	0.00%
Capital Outlay	113,807	3,627,470	500,000	4,737,125	847.43%
Debt Service	401,166	1,835,200	1,866,200	1,836,245	-1.61%
<b>Total Expenses</b>	<b>5,123,264</b>	<b>8,925,995</b>	<b>5,616,430</b>	<b>10,081,105</b>	<b>79.49%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	121,418	18,915,065	23,640,330	16,948,035	-28.31%
Other Finances Uses	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>121,418</b>	<b>18,915,065</b>	<b>23,640,330</b>	<b>16,948,035</b>	<b>-28.31%</b>
<b>Total Expenses and Other Uses</b>	<b>5,244,682</b>	<b>27,841,060</b>	<b>29,256,760</b>	<b>27,029,140</b>	<b>-7.61%</b>
<b>Net Income / (Loss)</b>	<b>\$2,868,218</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



**General Information:**

The Water Department is responsible for the operation and maintenance of more than 170 miles of distribution system, 30 active wells, 18 arsenic treatment systems, one injection well and four monitoring wells. The operation and maintenance of that system includes installing new water lines, repairing and replacing water lines, valves and meters, installing and maintaining pumps, reading meters, billing for water usage and for completing all other tasks and functions as necessary for the efficient and successful operation of the Cottonwood Municipal Utilities.

**FY 2020 Accomplishments:**

- \* Completed engineering of Highway 260 well site and pipeline project.
- \* Completed resolution of contractual dispute of Mingus water line replacement.
- \* Completed replacement of media at six well sites.
- \* Completed the abandonment of an old water line and installation of a replacement water line on Main Street between Willard Street and 8<sup>th</sup> Street.
- \* Completed the water line extension on Highway 89A to area residences affected by the Trichloroethylene (TCE) plume.
- \* Completed installation of a new generator at lower 5 well site (in Cottonwood).
- \* Initiated the audit of the Water and Wastewater Departments.
- \* Initiated the risk & resilience assessment and emergency response plan for two of our water systems in order to comply with America's Water Infrastructure Act of 2018.
- \* Initiated the installation of radio-read water meters for zone 4 (in the Verde Villages) of the water system.

**FY 2021 Goals:**

- \* Install new generators at two well sites in Cottonwood.
- \* Replace arsenic treatment system at one well site.
- \* Install new storage reservoir and booster pack at Quail Canyon in the Verde Villages.
- \* Contract with vendor to implement valve location and exercise program.
- \* Purchase, install and implement a Backflow Prevention Management software as part of the Arizona Department of Environmental Quality (ADEQ) cross connection control program.
- \* Install SCADA, a centralized supervisory control and data acquisition system, at three additional well sites.
- \* Complete in depth audit of the Water Department.

**Budget Highlights:**

The City Council approved the reclassification of a Water Operator I position to Field Services Specialist, the addition of a Water Operator III and an Arsenic Treatment Specialist III position, and the funding for certification pay for water operators who earn higher grade level certifications. The capital outlay for this department can be found on page 289.

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund	Cost Center	7XXX										
<b>Performance Indicators</b>														
<b>Strategic Directive:</b> Maximize efficient water use and reuse/invest in water infrastructure														
<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 better water quality and reduce service disruptions														
<b>Type of Measure:</b> Water quality measures														
<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 system leaks														
<b>Trend:</b> Varies, depending upon system requirements														
<table border="1"> <thead> <tr> <th></th> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> </table>						Actual		Estimated	Anticipated		2018	2019	2020	2021
	Actual		Estimated	Anticipated										
	2018	2019	2020	2021										
System leaks repaired														
	118	121	240	220										
Water main replaced (linear feet)														
	7,230	6,850	7,100	7,100										
<b>Strategic Directive:</b> Maximize efficient water use, reuse water and invest in water infrastructure														
<b>Department Goal:</b> Ensure regulatory arsenic compliance (ADEQ/EPA)														
<b>Objective:</b> Conduct arsenic mitigation activities														
<b>Type of Measure:</b> Constant testing, treatment, and documenting at all affected sites														
<b>Tool:</b> Regulatory notification; operator logs; improved documentation														
<b>Frequency:</b> Daily, weekly, monthly and annual reports														
<b>Scoring:</b> ADEQ/EPA compliance based on number of sites per quarter														
<b>Trend:</b> Constant improvement														
<table border="1"> <thead> <tr> <th></th> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> </table>						Actual		Estimated	Anticipated		2018	2019	2020	2021
	Actual		Estimated	Anticipated										
	2018	2019	2020	2021										
Number of (in-house) arsenic tests performed														
	1,350	1,444	1,400	1,400										
Arsenic regeneration procedures performed														
	988	1,015	990	990										
Number of (external) contract laboratory tests performed/Number of compliances														
	100 / 98	120 / 117	125 / 119	125 / 123										
Percentage ADEQ/EPA compliance														
	96.00%	97.50%	95.20%	98.40%										
<b>Strategic Directive:</b> Become a leader in water reuse and education														
<b>Department Goal:</b> Provide educational opportunities to encourage understanding of reclaimed water, water treatment and conservation														
<b>Objective:</b> Conduct educational tours at water treatment and production facilities, and participate in public events														
<b>Type of Measure:</b> Number of tours and events														
<b>Tool:</b> Site tours, presentations of educational materials														
<b>Frequency:</b> Varies (*=Current disruption due to Covid-19 related closures)														
<b>Scoring:</b> Number of tours and events														
<b>Trend:</b> Uncertain, pending resumption														
<table border="1"> <thead> <tr> <th></th> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> </table>						Actual		Estimated	Anticipated		2018	2019	2020	2021
	Actual		Estimated	Anticipated										
	2018	2019	2020	2021										
Number of tours given														
	20	21	21*	23*										
Number of events attended														
	5	6	6*	8*										

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
Water System Upgrades & Reservoir / Water Line – Hwy 260	\$3,328	\$2,155,470	\$75,000	\$2,248,430
Valve Repair		60,000		160,000
Miscellaneous Equipment	(4,577)			43,195
Impact Fee Study	6,135			
Line Replacements & Extensions	5,507	315,000	80,000	250,000
Water/Wastewater Masterplan				
W Mingus Reconstruction & System Upgrade		40,000		
Water Storage/Well Booster		115,000		75,000
Well Improvements, Booster & Construction – General Plan	30,470	162,000	130,000	347,000
Fire Hydrants Improvements & Quail Canyon Reservoir	19,117	340,000	55,000	540,000
Well-site Generators & Dump Truck				
Utility Backhoe Replacement		65,000	65,000	290,000
Arsenic Mitigation Equip & Trailer, Generator & Trailer	53,827	375,000	95,000	783,500
	\$113,807	\$3,627,470	\$500,000	\$4,737,125

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund		Cost Center	7XXX
Summary by Category					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$1,474,586	\$1,634,575	\$1,729,625	\$1,888,180	9.17%
Operating Supplies	379,712	350,250	339,800	393,260	15.73%
Contractual Services	626,535	678,550	546,550	502,480	-8.06%
Other Services and Charges	936,755	799,950	634,255	723,815	14.12%
Depreciation (net)	1,190,703	0	0	0	0.00%
Capital Outlay	113,807	3,627,470	500,000	4,737,125	847.43%
Reserves	121,418	18,915,065	23,640,330	16,948,035	-28.31%
Transfers Out–Debt Service	0	0	0	0	0.00%
Debt Service	401,166	1,835,200	1,866,200	1,836,245	-1.61%
<b>Department Totals</b>	<b>\$5,244,682</b>	<b>\$27,841,060</b>	<b>\$29,256,760</b>	<b>\$27,029,140</b>	<b>-7.61%</b>

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Development Reserves	\$590,775	2.19%
Charges for Services	7,907,550	29.26%
Miscellaneous Revenues	228,990	0.85%
Fund Balance	18,301,825	67.71%
<b>Total Funding</b>		<b>100.00%</b>

Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2021
	2019	2020	2021	Minimum	Maximum	Budget
Utilities Director	0.00	0.00	1.00	8,639	12,691	\$152,285
Utilities Manager	0.50	0.50	0.50	6,120	9,019	46,125
Utility Operations Manager	1.00	1.00	1.00	5,035	7,420	77,920
Project Manager	1.00	0.00	0.00	4,795	7,067	0
Utility Billing Supervisor	0.65	0.65	0.65	3,945	5,814	34,345
Engineering Assistant	0.00	1.00	1.00	3,757	5,537	45,085
Operations Foreman	1.00	1.00	1.00	3,757	5,537	66,445
Electrician	0.50	0.50	0.50	3,757	5,537	27,745
Arsenic Treatment Specialist III	1.00	1.00	1.00	3,578	5,273	42,940
PW & Utility Inspector	1.00	1.00	1.00	3,246	4,783	37,095
Water Operator III	0.00	0.00	1.00	2,944	4,338	40,895
Arsenic Treatment Specialist II	0.00	0.00	1.00	2,804	4,132	38,950
Equipment Operator	3.00	3.00	3.00	3,408	5,022	119,730
Water Operator II	1.00	1.00	3.00	3,091	4,555	131,405
Senior Administrative Assistant	0.50	0.50	0.50	2,543	3,748	27,330
Electrical Technician	0.50	0.50	0.50	3,091	4,555	20,525
Field Services Specialist	0.00	0.00	1.00	2,543	3,748	49,580
Water Operator I	3.00	3.00	1.00	2,804	4,132	35,255
Utility Technician	3.00	3.00	3.00	3,091	4,555	97,385
Utility Billing Clerk	1.95	1.95	1.95	3,246	4,783	64,300
Overtime						120,200
Holiday Pay						4,500
Certification Pay						10,000
Car & Clothing Allowance						10,900
Retirement						158,300
Insurance & Taxes						428,940
Employee Related Expenses						0
<b>Totals</b>	<b>19.60</b>	<b>19.60</b>	<b>23.60</b>			<b>\$1,888,180</b>

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund		Cost Center	7XXX
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Operating Supplies</b>					
Office Supplies	11,559	7,500	6,000	6,500	8.33%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	38,862	36,000	33,500	36,000	7.46%
Operational Supplies	15,501	26,000	35,000	35,000	0.00%
Small Tools	3,111	5,000	4,700	11,000	134.04%
Chemicals	42,689	43,000	36,000	43,000	19.44%
Vehicle Maintenance & Repairs	23,564	17,500	17,500	21,560	23.20%
Equipment Maintenance & Repairs	206,954	175,000	175,000	200,000	14.29%
Building Maintenance & Repairs	3,036	4,000	800	2,000	150.00%
Postage & Freight	34,436	36,250	31,300	38,200	22.04%
<b>Total Supplies</b>	<b>379,712</b>	<b>350,250</b>	<b>339,800</b>	<b>393,260</b>	<b>15.73%</b>
<b>Contractual Services</b>					
Contractual Services - M&O	149,450	258,000	245,000	200,000	-18.37%
Computer Support	1,887	5,400	6,350	6,980	9.92%
General Counsel	1,462	0	0	0	0.00%
Custodial Contract	2,722	4,000	4,000	4,000	0.00%
Employee Physicals/Drug Tests	542	0	1,200	1,500	25.00%
Indirect Cost to General Fund	457,590	411,150	290,000	290,000	0.00%
Lease Financing Principal	0	0	0	0	0.00%
Lease Purchase Payments	12,882	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>626,535</b>	<b>678,550</b>	<b>546,550</b>	<b>502,480</b>	<b>-8.06%</b>
<b>Other Services and Charges</b>					
Legal Advertising	120	400	200	300	50.00%
Printing & Forms	365	0	0	0	0.00%
Bank Charges	20,481	22,000	15,400	15,400	0.00%
Auction Fees	0	500	0	500	0.00%
Utilities	413,020	486,000	383,635	422,000	10.00%
Telephone	13,085	14,000	11,790	12,970	10.01%
Payment Assistance Program	10,750	15,000	15,000	15,000	0.00%
Travel & Training	2,925	8,250	5,200	10,500	101.92%
Subscriptions & Memberships	2,371	2,000	2,000	2,500	25.00%
Liability Insurance	42,815	62,500	30,170	32,145	6.55%
Liability Insurance Deductible	5,918	7,500	0	0	0.00%
Bad Debt	185,319	0	0	0	0.00%
Arsenic System Maintenance	152,614	100,000	100,000	120,000	20.00%
Lab/Testing	16,381	19,000	28,000	30,000	7.14%
ADEQ Annual Fee	18,849	25,300	26,000	26,000	0.00%
Aid in Lieu of Construction	38,843	30,000	580	20,000	3348.28%
Verde River Days	1,000	0	1,000	1,000	0.00%
Equipment Rental	0	1,000	1,000	1,000	0.00%
Investment Expense	11,899	6,500	14,280	14,500	1.54%
ASRS Pension Expense	0	0	0	0	0.00%
ASRS OPEB Expense	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>936,755</b>	<b>799,950</b>	<b>634,255</b>	<b>723,815</b>	<b>14.12%</b>

Health and Sanitation Water System Facility	Fund 50–Enterprise Fund			Cost Center	8XXX
<b>Supplemental Data: Expenditures</b>					
Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Debt Service</b>					
Interest - 2004 MPC Bond	\$0	\$0	\$0	\$0	0.00%
Principal - 2004 MPC Bond	0	0	0	0	0.00%
Trustee Fees - 2004 MPC Bond	0	0	0	0	0.00%
Principal - 2006 MPC Bond	0	0	0	0	0.00%
Trustee Fees - 2006 MPC Bond	0	0	0	0	0.00%
Issuance Costs	0	0	0	0	0.00%
Principal - 2015 WIFA Bond	0	665,130	665,130	679,760	2.20%
Interest - 2015 WIFA Bond	183,285	168,970	168,970	154,345	-8.66%
Trustee Fees - 2015 WIFA Bond	0	1,000	1,000	1,000	0.00%
Issuance Costs	0	0	0	0	0.00%
Principal - 2016 WIFA Bond	0	719,790	719,790	732,050	1.70%
Interest - 2016 WIFA Bond	216,066	204,010	204,010	191,740	-6.01%
Trustee Fees - 2016 WIFA Bond	2,000	1,000	1,000	1,000	0.00%
Issuance Costs	0	0	0	0	0.00%
Trustee Fees - 2015 Excise Bond	0	0	1,000	1,000	0.00%
Principal - 2015 Excise Bond	-	39,625	69,625	41,260	-40.74%
Interest - 2015 Excise Bond	(185)	35,675	35,675	34,090	-4.44%
<b>Total Debt Service</b>	<b>401,166</b>	<b>1,835,200</b>	<b>1,866,200</b>	<b>1,836,245</b>	<b>-1.61%</b>

<b>Water Infrastructure Finance Authority</b>
<b>2015 Loan</b>

Maturity	Principal		Rate	Int/Fees	Debt Service	
	Payments	Retired				Balance
January 1, 2020				84,484		
July 1, 2020	665,130	3,204,328	7,015,198	2.200%	84,484	834,097
January 1, 2021				77,167		
July 1, 2021	679,763	3,884,091	6,335,435	2.200%	77,167	834,097
January 1, 2022				69,690		
July 1, 2022	694,718	4,578,809	5,640,718	2.200%	69,690	834,097
January 1, 2023				62,048		
July 1, 2023	710,001	5,288,810	4,930,716	2.200%	62,048	834,097
January 1, 2024				54,238		
July 1, 2024	725,621	6,014,431	4,205,095	2.200%	54,238	834,097
January 1, 2025				46,256		
July 1, 2025	741,585	6,756,016	3,463,510	2.200%	46,256	834,097
January 1, 2026				38,099		
July 1, 2026	757,900	7,513,916	2,705,610	2.200%	38,099	834,097
January 1, 2027				29,762		
July 1, 2027	774,574	8,288,490	1,931,037	2.200%	29,762	834,097
January 1, 2028				21,241		
July 1, 2028	791,614	9,080,104	1,139,422	2.200%	21,241	834,097
January 1, 2029				12,534		
July 1, 2029	809,030	9,889,134	330,392	2.200%	12,534	834,097
January 1, 2030				3,634		
July 1, 2030	826,828	10,715,963	-496,436	2.200%	3,634	834,097
Totals	<u>\$8,176,764</u>				<u>\$998,304</u>	<u>\$9,175,068</u>

\*The balance of the loan is based on funds drawn to date.

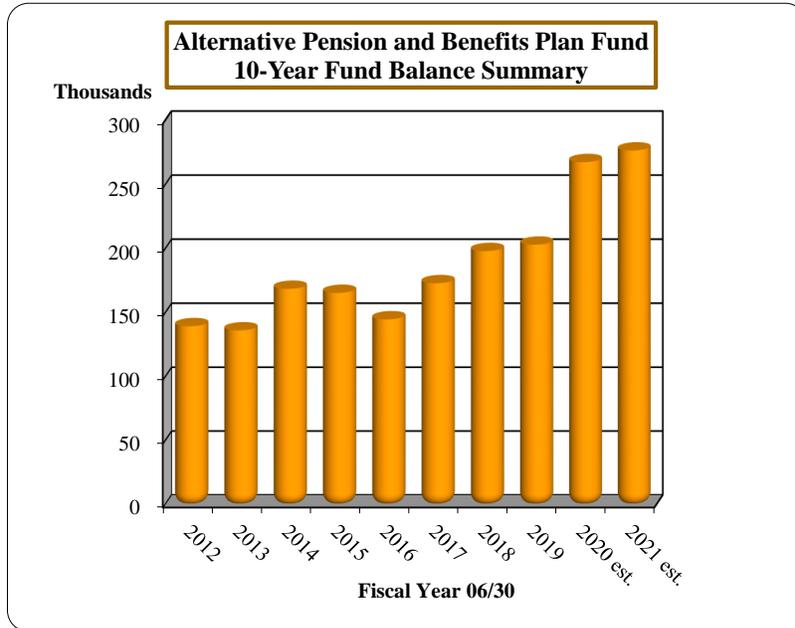
<b>Water Infrastructure Finance Authority</b>
<b>2016 Loan</b>

Maturity	Principal			Rate	Int/Fees	Debt Service
	Payments	Retired	Balance			
January 1, 2020					111,716	
July 1, 2020	719,786	2,807,592	12,392,408	1.704%	111,716	943,218
January 1, 2021					105,583	
July 1, 2021	732,051	3,539,644	11,660,356	1.704%	105,583	943,218
January 1, 2022					99,346	
July 1, 2022	744,526	4,284,169	10,915,831	1.704%	99,346	943,218
January 1, 2023					93,003	
July 1, 2023	757,212	5,041,382	10,158,618	1.704%	93,003	943,218
January 1, 2024					86,551	
July 1, 2024	770,115	5,811,497	9,388,503	1.704%	86,551	943,218
January 1, 2025					79,990	
July 1, 2025	783,238	6,594,735	8,605,265	1.704%	79,990	943,218
January 1, 2026					73,317	
July 1, 2026	796,584	7,391,319	7,808,681	1.704%	73,317	943,218
January 1, 2027					66,530	
July 1, 2027	810,158	8,201,478	6,998,522	1.704%	66,530	943,218
January 1, 2028					59,627	
July 1, 2028	823,963	9,025,441	6,174,559	1.704%	59,627	943,218
January 1, 2029					52,607	
July 1, 2029	838,004	9,863,444	5,336,556	1.704%	52,607	943,218
January 1, 2030					45,467	
July 1, 2030	852,283	10,715,728	4,484,272	1.704%	45,467	943,218
January 1, 2031					38,206	
July 1, 2031	866,806	11,582,534	3,617,466	1.704%	38,206	943,218
January 1, 2032					30,821	
July 1, 2032	881,576	12,464,110	2,735,890	1.704%	30,821	943,218
January 1, 2033					23,310	
July 1, 2033	896,599	13,360,709	1,839,291	1.704%	23,310	943,218
January 1, 2034					15,671	
July 1, 2034	911,877	14,272,585	927,415	1.704%	15,671	943,218
January 1, 2035					7,902	
July 1, 2035	927,415	15,200,000	0	1.704%	7,902	943,218
Totals	<u>\$13,112,194</u>				<u>\$1,979,295</u>	<u>\$15,091,489</u>

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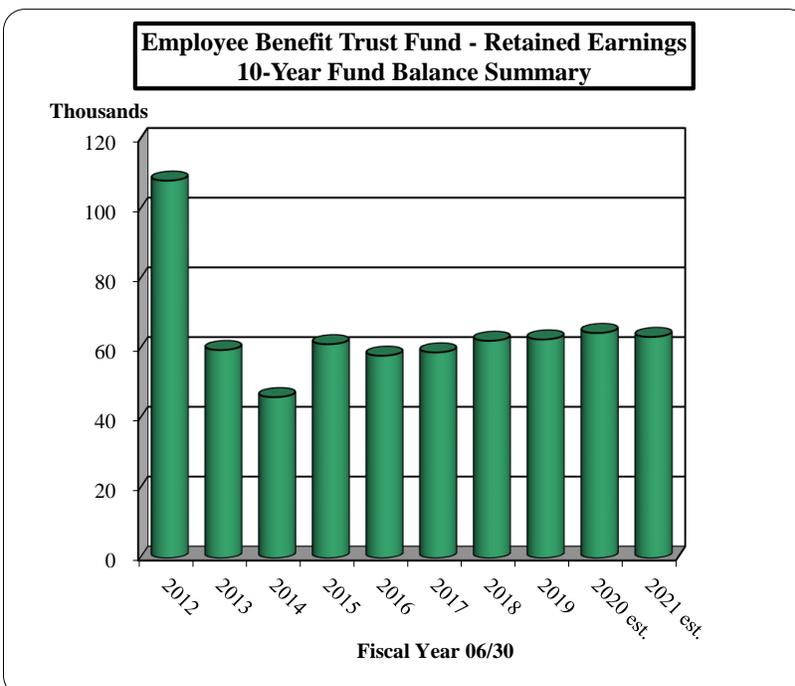
These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

<u>Fund/Account Number</u>	<u>Description</u>
70	Alternative Pension and Benefits Plan Fund
60	Employee Benefit Trust Fund



<b>Fiscal Year 06/30</b>	<b>Fund Balance</b>
2012	140,245
2013	136,970
2014	169,420
2015	166,230
2016	145,600
2017	173,800
2018	198,920
2019	203,890
2020 est.	268,360
2021 est.	277,425

The following represents a ten-year illustration of retained earnings for this fund. The fund balance is providing short term disability for all employees.



<b>Fiscal Year 06/30</b>	<b>Fund Balance</b>
2012	108,191
2013	59,580
2014	46,060
2015	61,250
2016	57,950
2017	58,900
2018	62,220
2019	62,620
2020 est.	64,470
2021 est.	63,335

**Fiduciary Funds—Consolidated Statement of Revenues / Expenditures**

Item Description	2019	2020		2021
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$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	11,718	40,400	20,865	20,700
Miscellaneous Revenues	1,511	0	0	0
<b>Total Revenue Sources</b>	<b>13,228</b>	<b>40,400</b>	<b>20,865</b>	<b>20,700</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	279,140	268,360	277,425
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>279,140</b>	<b>268,360</b>	<b>277,425</b>
<b>Total Available Resources</b>	<b>13,228</b>	<b>319,540</b>	<b>289,225</b>	<b>298,125</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	2,400	3,800	3,800	3,800
Other Services and Charges	3,682	8,000	8,000	8,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>6,082</b>	<b>11,800</b>	<b>11,800</b>	<b>11,800</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Reserves	0	307,740	277,425	286,325
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>307,740</b>	<b>277,425</b>	<b>286,325</b>
<b>Total Expenditures and Other Uses</b>	<b>6,082</b>	<b>319,540</b>	<b>289,225</b>	<b>298,125</b>
<b>Net Income / (Loss)</b>	<b>\$7,147</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Alternative Pension and Benefits Plan Fund Revenues / Expenditures

Item Description	2019	2020		2021	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	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	11,052	40,000	20,000	20,000	100.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>11,052</b>	<b>40,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	216,520	203,890	214,090	5.00%
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>216,520</b>	<b>203,890</b>	<b>214,090</b>	<b>5.00%</b>
<b>Total Available Resources</b>	<b>11,052</b>	<b>256,520</b>	<b>223,890</b>	<b>234,090</b>	<b>4.56%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	2,400	1,800	1,800	1,800	0.00%
Other Services and Charges	3,682	8,000	8,000	8,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>6,082</b>	<b>9,800</b>	<b>9,800</b>	<b>9,800</b>	<b>0.00%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	246,720	214,090	224,290	4.76%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>246,720</b>	<b>214,090</b>	<b>224,290</b>	<b>4.76%</b>
<b>Total Expenditures and Other Uses</b>	<b>6,082</b>	<b>256,520</b>	<b>223,890</b>	<b>234,090</b>	<b>4.56%</b>
<b>Net Income / (Loss)</b>	<b>\$4,970</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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**Organizational Chart:**

None

**General Information:**

Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administrated by the City and a board of trustees for the City's volunteer firefighters.

Revenues are received from the state's Fire Insurance Premium Tax, contributions from the City and members, and interest on investments.

**FY 2020 Accomplishments:**

- \* Maintained the financial health of the pool.

**FY 2021 Goals:**

- \* Continue to search for ways to improve plan.
- \* Maintain the financial stability of the pool.

**Budget Highlights:**

No significant changes to this fund are planned.

Fiduciary Fund	Alternative Pension and Benefits Plan Fund	Fund 70	Cost Center	70-XXXX	
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	2,400	1,800	1,800	1,800	0.00%
Other Services and Charges	3,682	8,000	8,000	8,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	246,720	214,090	224,290	4.76%
Debt Service	0	0	0	0	0.00%
Department Totals	\$6,082	\$256,520	\$223,890	\$234,090	4.56%

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Contributions	\$150,755	64.40%
Interest Income	20,000	8.54%
Other Income	0	0.00%
Total Funding		100.00%

<b>Performance Indicators</b>
<b>* Performance indicators are not applicable to this fund *</b>

**Employee Benefit Trust Fund Revenues / Expenditures**

Item Description	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Uses of Monies & Properties					
Interest Income	\$666	\$400	\$865	\$700	-19.08%
Miscellaneous Revenues					
Other Income	1,511	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>2,177</b>	<b>400</b>	<b>865</b>	<b>700</b>	<b>-19.08%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	0	62,620	64,470	63,335	-1.76%
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>62,620</b>	<b>64,470</b>	<b>63,335</b>	<b>-1.76%</b>
<b>Total Available Resources</b>	<b>2,177</b>	<b>63,020</b>	<b>65,335</b>	<b>64,035</b>	<b>-1.99%</b>
<b>Expenses:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	2,000	2,000	2,000	0.00%
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>Total Expenses</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0.00%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Reserves	0	61,020	63,335	62,035	-2.05%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>61,020</b>	<b>63,335</b>	<b>62,035</b>	<b>-2.05%</b>
<b>Total Expenses and Other Uses</b>	<b>0</b>	<b>63,020</b>	<b>65,335</b>	<b>64,035</b>	<b>-1.99%</b>
<b>Net Income / (Loss)</b>	<b>\$2,177</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

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**Organizational Chart:**

None

**General Information:**

The Employee Benefit Trust Fund accounted for the City's partially self-funded health and medical insurance for many years. The trust no longer provides the services. Currently, the City is a member of Kairos.

**FY 2020 Accomplishments:**

N/A

**FY 2021 Goals:**

N/A

**Budget Highlights:**

The City used this fund to cover short term disabilities. In FY 2014, the trust was eliminated. The balance of this fund will be used for a future employee benefit.

Internal Services	Employee Benefit Trust Fund	Fund 60		Cost Center	60-XXXX
<b>Summary by Category</b>					
Expenditure Category	2019	2020		2021	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	2,000	2,000	2,000	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	61,020	63,335	62,035	-2.05%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$0</u>	<u>\$63,020</u>	<u>\$65,335</u>	<u>\$64,035</u>	<u>-1.99%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Interest Income	\$700	1.09%
Miscellaneous Revenues	0	0.00%
Reserves	63,335	98.91%
Retained Earnings	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Performance Indicators</b>
<b>* Performance indicators are not applicable to this fund *</b>

Fiscal Year 2021 Budget  
**CAPITAL OUTLAY**

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<b>GENERAL FUND</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Human Resources</b>	Compensation Study	\$50,000	
	Subtotal	\$50,000	\$0
<b>Information Technology</b>	Replacement of Storage Servers	\$47,500	
	Spillman Dashboard Module (3)	56,845	
	Subtotal	\$104,345	\$0
<b>Community Development</b>	iWorQ (Community Development Cloud-based Software Application)	\$23,000	
	Historic Preservation Grant	0	\$20,000
	Truck (2)	54,000	
	Subtotal	\$77,000	\$20,000
<b>Engineering</b>	Robotic Total Station (RTS) for Surveying	\$12,500	
	Del Monte Wash Trail (Carryover)	20,000	17,470
	Old Town Drainage Project (Carryover)	0	97,000
	Plotter/Scanner	17,500	
	Miscellaneous City-wide Drainage Projects	50,000	
	Residential Area Drainage Feasibility Studies: Smelter City, Sawmill & Verde Heights Subdivisions	70,000	
	Subtotal	\$170,000	\$114,470
<b>Parks &amp; Building Maintenance</b>	Power Turf Renovator for Turf Renovation	\$15,000	
	Replacement of Airport's HVAC System	16,000	
	Replacement of Public Works's HVAC System	16,000	
	Replacement of Parks's Restroom Partitions	18,000	
	Mini Excavator	32,500	
	General Building Maintenance Repair Fund	75,000	
	Emergency Generator for Recreation Center	125,000	
Subtotal	\$297,500	\$0	
<b>Police</b>	Basic Safety Equipment (Rifle Program)	\$17,150	
	Adviser for the Design of Radio System	30,000	\$30,000
	Logging Recorder Replacement	50,000	
	Design Property & Evidence Building, IT, PANT, Fire Safety	500,000	
	Subtotal	\$597,150	\$30,000
<b>Fire &amp; Medical</b>	Physical Fitness Equipment	\$15,000	
	Thermal Imaging Camera (2)	18,000	
	Off-highway Utility Terrain Vehicle (UTV)	30,500	
	Communications Equipment Upgrade	35,000	
	Portable Radios for Emergency Scenes	36,400	
	Electrocardiogram (EKG) Monitors/Defibrillator (3)	120,000	
	100' Ladder Truck	1,500,000	
	Satellite Fire Station	3,400,000	
Subtotal	\$5,154,900	\$0	

<b>GENERAL FUND</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Parks &amp; Recreation</b>	Replacement Water Fountain (Old Town)	\$7,000	
	Repair of Stone Walls (Old Town)	10,000	
	Skate Park–Shade Structure	17,000	
	Resod Program Park System	28,000	
	Subtotal	\$62,000	\$0
<b>Recreation Center</b>	Refinishing of Tot Slide	\$5,000	
	Street Light Beautification Program	7,000	
	Additional Fitness Equipment	10,000	
	Card Readers for Tennis Court Gates	10,500	
	Replacement of Gym Divider and Motor	18,000	\$18,000
	Variable Frequency Drive Controls for Indoor Pool Pumps	14,000	
	Solar Hot Water Collection Tank Replacement	16,000	
	Addition of Solar Electric	244,400	
Subtotal	\$324,900	\$18,000	
<b>Youth Center</b>	Fire Suppression System	\$30,000	
	Subtotal	\$30,000	\$0
<b>Total General Fund–Capital Outlay</b>		<b>\$6,867,795</b>	<b>\$182,470</b>

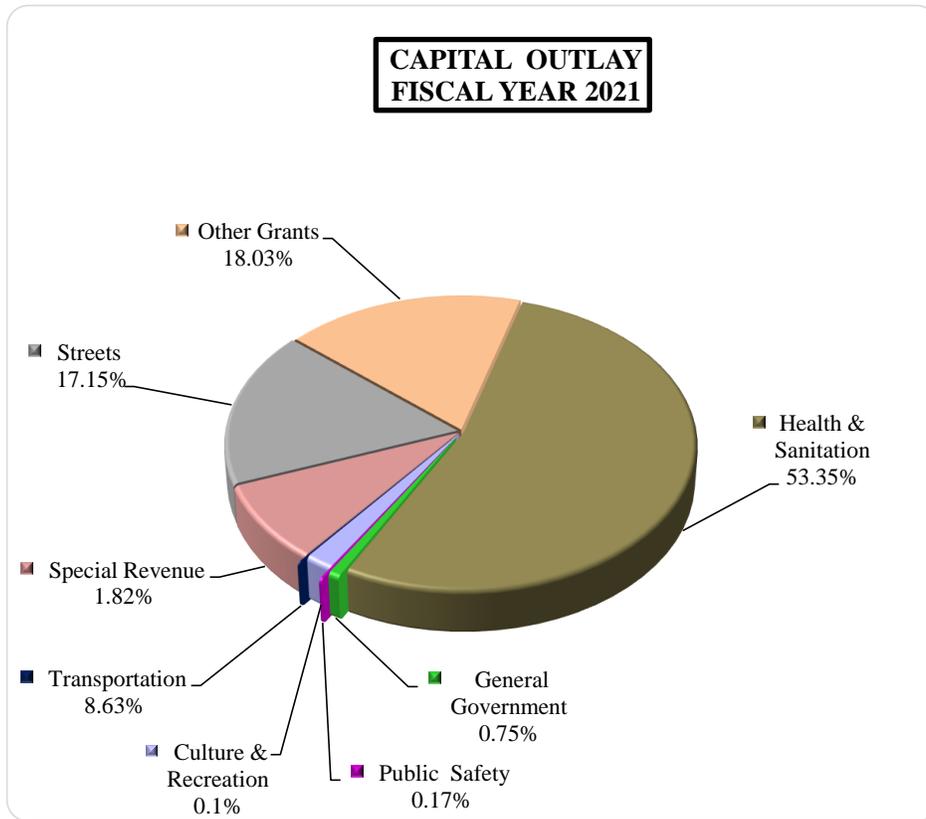
<b>SPECIAL REVENUE FUNDS</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Streets Maintenance &amp; Operations</b>	Vehicle Lift (Public Works Garage)	\$12,000	
	Spare Controller (City's only Traffic Signal at Main Street/Mingus Avenue)	15,000	
	Backhoe	90,000	
	Subtotal	\$117,000	\$0
<b>Streets Construction</b>	ADA Improvements - Funding Pool	\$20,000	
	Install Remote Sensing Wet Crossing Warning Beacons at 6 <sup>th</sup> Street, Aspen Street and Camino Real (Low Water Crossings)	30,000	
	City-wide Local Road Repair Program	35,000	
	Rectangular Rapid-Flashing Beacons at the Crossings of Birch Street, Aspen Street and 10 <sup>th</sup> Street with Main Street	36,000	
	Road Safety Improvements (City-Wide)	35,000	
	Traffic Calming	50,000	
	General Drainage Improvement Program	75,000	
	Spectrum Hillside/	80,000	
	Willard Street Dip Repair/Spectrum Hillside Site	150,000	\$175,000
	Reconstruction 6 <sup>th</sup> Street-Mingus Avenue/Aspen Street	155,000	155,000
	Sidewalk Improvements (Carryover) and Normal Sidewalk	581,460	472,985
	Rehabilitation Pima Bridge	250,000	250,000
	6 <sup>th</sup> & Aspen Design	255,000	
	Pavement Preservation	843,130	493,130
	Paving of Parking Lot Behind City Hall and Club House	600,000	
	Mingus Avenue - 10 <sup>th</sup> to Main Street	1,600,000	1,550,000
Subtotal	\$4,795,590	\$3,096,115	
<b>Transit</b>	Monitors for Buses and Bus Program, Bus Stop Enhancement and Office Security Upgrades	\$11,200	\$11,200
	Bus Shelter for the Bus Stop at Hwy 260 & Rodeo Drive (LYNX)	\$12,000	12,000
	CAT/Lynx Ridership Survey & Right-of-Way Planning and Build	100,000	100,000
	Van Replacement (2)	100,000	100,000
	Transit Bus Parking Canopy Extension (LYNX)	110,000	110,000
	Bus Replacement <30 foot	125,000	125,000
	Bus Replacement 30 Foot Bus (3)	125,000	125,000
	Commuter Bus Replacement (3) [LYNX]	495,000	120,000
		550,000	550,000
Subtotal	\$1,628,200	\$1,253,200	
<b>Library</b>	Recoat Roof Membrane	\$20,000	
	Sidewalk Extension Project-Rec Cntr to Library (Grant)	35,000	\$35,000
	Subtotal	\$55,000	\$35,000
<b>Cemetery</b>	Columbarium	\$50,000	
	Irrigation Switchover (Grant)	150,000	\$150,000
	Subtotal	\$200,000	\$150,000
<b>Airport Improvements</b>	Airport Master Plan (Grant)	\$264,800	\$305,000
	Subtotal	\$264,800	\$305,000

<b>SPECIAL REVENUE FUNDS</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Other Grants</b>	Trails Plan Grant (Riverfront Trails and Signage)	\$157,000	\$157,000
	Old Town Drainage Improvement Plans	200,000	200,000
	Other Grant Projects	1,000,000	1,000,000
	Old Town Flood Mitigation Project–FEMA	1,630,310	1,630,310
	Subtotal	\$2,987,310	\$2,987,310
<b>CDBG</b>	Parks Master Plan (Grant)	\$240,000	\$266,900
	Subtotal	\$240,000	\$266,900
<b>Capital Projects Fund</b>	Yavapai County Flood Control	\$0	\$143,000
	Subtotal	\$0	\$143,000
<b>Total Special Revenue Funds–Capital Outlay</b>		<b>\$10,287,900</b>	<b>\$8,236,525</b>

<b>ENTERPRISE FUNDS</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Wastewater</b>	Replace Fiberglass Wire Gates for Headworks and so on	\$8,000	\$8,000
<b>Construction</b>	Replacement of Programmable Logic Controllers (PLC) for the biosolids handling equipment	11,000	11,000
	Replace Turbidity Pump and Meter, Including the Addition of a Redundant Un	11,500	11,500
	Replacement of Automated Electric Control Valves	22,000	22,000
	Replacement of Digester Selection Valves at the Mingus WWTP	30,000	30,000
	Install Bagger System for the Mingus Hydrodyne Screening System	47,500	47,500
	Replace Items for UV	50,000	50,000
	Replacement of Jetter Unit to Sewer Cleaning	90,000	90,000
	Generator - Carryover		100,000
	Complete Video Inspection and Cleaning of the Sewer Collection System	225,000	225,000
	Repair and Rehabilitation of Lift Station 2	650,000	650,000
	Blower/Aeration Improvements at Mingus WWTP (Partially)	5,200,000	3,647,385
	Subtotal	\$6,345,000	\$4,892,385
<b>Water Maintenance &amp; Operations</b>	TokaySQL Backflow Device registration/ tracking software 2 licenses, integration, implementation and training	\$18,195	\$18,195
	Parking Lot Restoration, Seal and Striping of Development Services	25,000	25,000
	Subtotal	\$43,195	\$43,195
<b>Water Construction</b>	Mini excavator for Utility Repairs	25,000	25,000
	Spare Replacement Well Pump Control System for Upper 5 Well	25,000	25,000
	New Asphalt Driveways for Well Sites 8 and 9, and Lower 5	30,000	30,000
	Re-roof Material Storage Area & Exterior Building Maintenance and Repair	30,000	30,000
	Verde Santa Fe-Well Electrical Upgrade/Generator Extension to Fire Pumps	30,000	30,000
	Ongoing Pipe Replacement and Fire Hydrant Installations	40,000	40,000
	Used Six Wheel 1-ton Dump Truck	50,000	50,000
	HACH Online Arsenic Analyzer	52,500	52,500
	Mesquite Hills: 4-2 SCADA Installation	75,000	75,000
	Yuma Wellsite Arsenic Upgrades Programmable Logic Controller and	97,000	97,000
	Water System Valve GPS/ Exercise/ Assessment Program	100,000	100,000
	Used 24' Box Truck (with in-house modifications by Utility Department staff	109,000	109,000
	Valve Repair	160,000	160,000
	Well Improvements-annual	162,000	162,000
	Emergency Backup Diesel Generator at Yuma & Upper 5 Wellsite	185,000	185,000
	Construction of 500,000 Gallon Reservoir and Booster Pumps at Quail Canyon Wellsite	200,000	500,000
	Water Main Replacements-ongoing	250,000	250,000
	Purchase and Installation of Automated Meter Reader-type Water Meters	450,000	450,000
	Replace Automated Arsenic Treatment System for Well 8-2	525,000	525,000
	Water System Upgrades Highway 260-Design and Construction - Carryover	0	1,798,430
	Subtotal	\$2,595,500	\$4,693,930
<b>Total Enterprise Funds-Capital Outlay</b>		\$8,983,695	\$9,629,510
<b>Grand Total-All Capital Equipment &amp; Projects</b>		\$26,139,390	\$18,048,505

Fiscal Year 2021 Budget  
**CAPITAL OUTLAY**

		Capital	
		Equipment	Project
<b>General Fund</b>	Human Resources	\$0	\$0
	Information Technology	0	0
	Community Development	0	20,000
	Engineering	17,470	97,000
	Parks & Building Maintenance	0	0
<b>Public Safety</b>	Police	0	30,000
	Fire & Medical Services	0	0
<b>Recreation</b>	Parks & Recreation	0	0
	Recreation Center	18,000	0
	Youth Center	0	0
<b>Streets</b>	Streets Operations	0	0
	Streets Construction	0	3,096,115
<b>Transportation</b>	Transit	1,253,200	0
	Airport Improvements	0	305,000
<b>Special Revenue</b>	Library	0	35,000
	Cemetery	0	150,000
<b>Other Grants</b>	Other Grants	0	2,987,310
	CDBG Grant	0	266,900
	Capital Projects Fund	0	143,000
<b>Health &amp; Sanitation</b>	Wastewater Operations & Maintenance	100,000	4,792,385
	Water Operations & Maintenance	43,195	0
	Water Construction	0	4,693,930
<b>Total Capital Equipment &amp; Projects</b>		<b>\$1,431,865</b>	<b>\$16,616,640</b>



**SALARY RANGES****New Hire Range**

<b>Salary Range</b>	<b>1st Quartile</b>	<b>2nd Quartile</b>	<b>Mid Point</b>	<b>4th Quartile</b>	<b>Maximum</b>
1	14,400	17,099	19,800	22,499	25,198
2	15,120	17,955	20,790	23,624	26,458
3	15,876	18,852	21,828	24,805	27,781
4	16,670	19,796	22,920	26,046	29,171
5	17,503	20,785	24,066	27,348	30,629
6	18,379	21,824	25,270	28,715	32,161
7	19,297	22,915	26,533	30,150	33,768
8	20,262	24,061	27,860	31,658	35,457
9	21,276	25,263	29,253	33,241	37,230
10	22,339	27,681	32,050	36,420	40,790
11	23,456	29,064	33,653	38,242	42,830
12	24,630	30,518	35,335	40,153	44,971
13	25,861	32,043	37,102	42,161	47,220
14	27,153	33,645	38,957	44,269	49,581
15	28,511	35,327	40,905	46,483	52,060
16	29,936	37,094	42,950	48,806	54,663
17	31,433	38,949	45,098	51,248	57,397
18	33,004	40,896	47,352	53,809	60,266
19	34,655	42,940	49,720	56,499	63,278
20	36,388	45,088	52,207	59,325	66,444
21	38,208	47,343	54,817	62,291	69,765
22	40,119	49,709	57,558	65,406	73,254
23	42,123	52,195	60,435	68,676	76,917
24	44,230	54,805	63,457	72,109	80,761
25	46,441	57,545	66,629	75,714	84,799
26	48,764	60,422	69,961	79,501	89,040
27	51,202	63,443	73,459	83,475	93,492
28	53,762	66,615	77,132	87,649	98,166
29	56,450	69,947	80,989	92,032	103,075
30	59,273	73,443	85,039	96,634	108,229
31	62,237	77,116	89,291	101,465	113,640
32	65,348	80,972	93,780	106,576	119,371
33	68,615	85,019	98,442	111,865	125,287
34	72,046	89,270	103,365	117,459	131,553
35	75,649	93,735	108,534	123,332	138,131
36	79,431	98,420	113,960	129,499	145,037
37	83,403	103,671	119,658	135,973	152,288
38	87,572	108,510	125,641	142,772	159,903
39	91,951	113,934	131,923	149,910	167,898
40	96,548	119,632	138,518	157,406	176,293
41	101,377	125,612	145,445	165,277	185,108
42	106,445	131,894	152,717	173,540	194,362
43	111,767	138,488	160,353	182,216	204,080
44	117,355	145,413	168,370	191,327	214,284
45	123,222	152,685	176,788	200,894	224,999
46	129,384	160,318	185,628	210,938	236,248
47	135,854	168,333	194,910	221,486	248,062
48	142,646	176,751	204,655	232,559	260,464
49	149,778	185,587	214,888	244,188	273,488
50	157,268	194,867	225,632	256,397	287,161

Fiscal Year 2021 Budget  
**AUTHORIZED POSITIONS BY FISCAL YEAR**

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Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2019	FY 2020	FY 2021	Min	Max	
<b>Administration Department</b>						
City Manager	1.00	1.00	1.00	Contract		42
Deputy City Manager	1.00	1.00	1.00	10,468	15,426	41
Administrative Svcs General Manager	0.00	0.00	0.00	8,639	12,691	37
Community Svcs General Manager	1.00	1.00	0.00	8,639	12,691	37
Airport Manager	0.00	0.00	1.00	6,120	9,019	30
Airport Special Projects Director	0.00	0.00	0.00	6,120	9,019	30
Assistant to City Manager	1.00	1.00	1.00	3,945	5,814	21
Administrative Assistant	1.00	1.00	0.00	2,670	3,935	13
Total	5.00	5.00	4.00			
<b>City Clerk's Office</b>						
City Clerk	1.00	1.00	1.00	Contract		29
Deputy Clerk	1.00	1.00	1.00	3,408	5,022	18
Total	2.00	2.00	2.00			
<b>Finance Department</b>						
Financial Services Director	1.00	1.00	1.00	7,085	10,441	33
Budget Analyst	1.00	1.00	1.00	3,945	5,814	21
Accounting Specialist	0.00	1.00	1.00	3,246	4,783	17
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	13
Total	2.50	3.50	3.50			
<b>Human Resources Department</b>						
Human Resources Director	1.00	1.00	1.00	6,120	9,019	30
Human Resources Specialist II	1.00	1.00	1.00	3,945	5,814	21
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	13
Total	2.50	2.50	2.50			
<b>IT Services</b>						
IT Director	1.00	1.00	1.00	7,085	10,441	33
IT Systems Administrator	1.00	1.00	1.00	4,350	6,410	23
Radio & Telecommunications Technician	1.00	1.00	1.00	4,350	6,410	23
GIS Technician II	1.00	1.00	1.00	3,945	5,814	21
IT Technician II	1.00	1.00	1.00	3,945	5,814	21
IT Technician I	2.00	2.00	2.00	3,578	5,273	19
Total	7.00	7.00	7.00			
<b>Purchasing Division</b>						
Purchasing/Contract Administrator	1.00	1.00	1.00	6,120	9,019	30
Total	1.00	1.00	1.00			
<b>Legal Department</b>						
City Attorney	1.00	1.00	1.00	Contract		41
Total	1.00	1.00	1.00			
<b>Municipal Court</b>						
Presiding Magistrate	1.00	0.60	0.80	Contract		32
Court Administrator	1.00	1.00	1.00	4,567	6,730	24
Court Clerk II	1.00	2.00	1.00	2,944	4,338	15
Court Clerk I	2.00	1.00	2.00	2,670	3,935	13
Total	5.00	4.60	4.80			
<b>Natural Resources</b>						
Water Resources Administrator	1.00	1.00	0.00	8,639	12,691	37
Total	1.00	1.00	0.00			

Fiscal Year 2021 Budget  
**Authorized Positions by Fiscal Year**

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Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2019	FY 2020	FY 2021	Min	Max	
<b>Community Development</b>						
Community Development Director	1.00	1.00	1.00	6,120	9,019	30
Planner	2.00	2.00	2.00	4,350	6,410	23
Building Official	1.00	1.00	1.00	4,350	6,410	23
Planning Assist./Code Enforce. Ofc.	1.00	1.00	1.00	3,757	5,537	20
Building Inspector	1.00	1.00	1.00	3,408	5,022	18
Planning Technician	1.00	1.00	0.00	3,091	4,555	16
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	Total	8.00	8.00	7.00		
<b>Economic Development</b>						
Economic Development Director	1.00	1.00	0.00	6,426	9,470	31
Tourism & Econ. Development Director	0.00	0.00	1.00	5,829	8,590	29
Marketing & Public Information Specialist	0.00	1.00	1.00	3,757	5,537	20
Admin. Assistant/Facilities Rental Coord.	0.00	0.00	1.00	2,670	3,935	13
Administrative Assistant	1.00	1.00	0.00	2,670	3,935	13
Total	Total	2.00	3.00	3.00		
<b>Engineering Services Department</b>						
Public Works Director	0.00	1.00	1.00	7,085	10,441	33
City Engineer	1.00	0.00	1.00	6,120	9,019	30
Public Works Project Manager	1.00	1.00	1.00	3,945	5,814	21
Public Works Inspector	1.00	1.00	1.00	3,408	5,022	18
Total	Total	3.00	3.00	4.00		
<b>Public Works</b>						
Developmental Svcs Manager	1.00	0.00	0.00	6,120	9,019	30
Public Works (PW) Manager	1.00	1.00	0.00	5,287	7,791	27
Superintendent Streets	0.00	0.00	0.25	5,287	7,791	27
Public Works & Utility Mtce Spec	1.00	1.00	1.00	3,091	4,555	16
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	Total	4.00	3.00	2.25		
<b>Parks &amp; Building Maintenance Department</b>						
Facilities Superintendent	0.00	0.00	1.00	5,035	7,420	26
PW Operations Foreman	0.50	0.50	0.00	3,757	5,537	20
PW Facilities Maintenance Technician I	0.00	0.00	1.00	2,543	3,748	12
PW Maintenance Technician I	5.00	5.00	5.00	2,543	3,748	12
Total	Total	5.50	5.50	7.00		
<b>Police Department</b>						
Police Chief	1.00	1.00	1.00	8,639	12,691	37
Commander	2.00	2.00	2.00	7,085	10,441	33
Sergeant	7.00	7.00	7.00	5,287	7,791	27
PANT Officer/Sergeant	2.00	2.00	2.00	5,287	7,791	27
Police Officer	21.00	21.00	21.00	4,142	6,104	22
School Resource Officer (SRO)	1.00	1.00	1.00	4,142	6,104	22
Terrorism Liaison Officer	0.00	0.00	0.00	4,142	6,104	22
Communications System Coordinator	0.00	0.00	0.00	3,246	4,783	17
Property & Evidence Specialist	1.00	1.00	1.00	3,091	4,555	16
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	16
Victim Assistant	1.00	1.00	1.00	3,091	4,555	16
Records Clerk	2.00	2.00	2.00	2,670	3,935	13
Total	Total	39.00	39.00	39.00		

Fiscal Year 2021 Budget  
**Authorized Positions by Fiscal Year**

Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2019	FY 2020	FY 2021	Min	Max	
<b>Communications Division</b>						
Communications Manager	1.00	1.00	1.00	5,287	7,791	27
Communications Supervisor	3.00	3.00	3.00	4,142	6,104	22
Communications Systems Coordinator	0.00	0.00	0.00	3,246	4,783	17
Communications Specialist	17.00	17.00	17.00	3,408	5,022	18
Total	21.00	21.00	21.00			
<b>Ordinance Enforcement Division</b>						
Ordinance Enforcement Officer	2.00	2.00	2.00	3,091	4,555	16
	2.00	2.00	2.00			
<b>Fire &amp; Medical Services Department</b>						
Fire Chief	1.00	1.00	1.00	7,811	11,511	35
Fire Marshal	1.00	1.00	1.00	6,120	9,019	30
Fire Battalion Chief	3.00	3.00	3.00	5,829	8,590	29
Fire Lieutenant	3.00	3.00	3.00	5,035	7,420	26
Fire Engineer	6.00	6.00	6.00	4,142	6,104	22
Fire Inspector	1.00	1.00	1.00	4,142	6,104	22
Firefighter	12.00	12.00	12.00	3,757	5,537	20
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	16
Total	28.00	28.00	28.00			
<b>Parks and Recreation</b>						
Parks & Recreation Director	0.00	0.50	0.00	6,120	9,019	30
Aquatics Center Supervisor	0.60	0.00	0.00	4,350	6,410	23
Parks & Recreation Manager	0.00	0.00	0.55	4,795	7,067	25
Recreation Coordinator III	0.00	0.70	0.00	3,578	5,273	19
Recreation Services Supervisor	0.00	0.60	0.00	4,350	6,410	23
Recreation Coordinator II	0.90	0.80	0.60	3,091	4,555	16
Fitness Center Coordinator	0.00	0.05	0.10	3,091	4,555	16
Facilities Maintenance Technician III	0.00	0.40	0.00	3,246	4,783	17
Facility Maintenance Technician I	0.00	0.80	0.00	2,543	3,748	12
Youth Programs Coordinator	0.10	0.10	0.10	3,091	4,555	16
Recreation Information & Business Specialist	0.00	0.80	0.75	3,246	4,783	17
Administrative Assistant	0.70	0.00	0.00	2,670	3,935	13
Front Desk Supervisor	0.60	0.50	0.15	2,670	3,935	13
Total	2.90	5.25	2.25			
<b>Community Recreation Center</b>						
Parks & Recreation Director	0.00	0.50	0.00	6,120	9,019	30
Aquatics Center Supervisor	0.40	0.00	0.00	4,350	6,410	23
Parks & Recreation Manager	0.00	0.00	0.45	4,795	7,067	25
Recreation Services Supervisor	0.00	0.40	0.00	4,350	6,410	23
Recreation Coordinator III	1.00	0.25	0.00	3,578	5,273	19
Recreation Coordinator II	0.10	0.20	0.40	3,091	4,555	16
Facilities Maintenance Technician III	1.00	0.60	0.00	3,246	4,783	17
Facility Maintenance Technician I	2.00	1.20	0.00	2,543	3,748	12
Fitness Center Coordinator	1.00	0.95	0.90	3,091	4,555	16
Youth Programs Coordinator	0.10	0.10	0.10	3,091	4,555	16
Recreation Information & Business Specialist	0.00	0.20	0.25	3,246	4,783	17
Administrative Assistant	0.30	0.00	0.00	2,670	3,935	13
Front Desk Supervisor	1.40	1.50	0.85	2,670	3,935	13
Aquatics Coordinator	1.00	0.00	0.00	2,422	3,569	11
Total	8.30	5.90	2.95			

Fiscal Year 2021 Budget  
**Authorized Positions by Fiscal Year**

Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2019	FY 2020	FY 2021	Min	Max	
<b>Youth Center</b>						
Parks & Recreation Manager	0.00	0.00	0.05	4,795	7,067	25
Recreation Coordinator III	0.00	0.05	0.00	3,578	5,273	19
Youth Programs Coordinator	0.80	0.80	0.80	3,091	4,555	16
Total	0.80	0.85	0.80			
<b>Streets Maintenance</b>						
Streets Superintendent	0.00	0.00	0.75	5,287	7,791	27
PW Operations Foreman	0.50	0.50	0.00	3,757	5,537	20
PW Maintenance Technician II	4.00	4.00	4.00	2,804	4,132	14
Total	4.50	4.50	4.75			
<b>CAT/LYNX</b>						
Transportation Manager	1.00	1.00	1.00	5,287	7,791	27
Field Supervisor	2.00	2.00	3.00	3,091	4,555	16
Driver / Dispatcher	1.00	1.00	1.00	2,670	3,935	13
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Drivers	9.00	13.00	13.00	2,543	3,748	12
Total	14.00	18.00	19.00			
<b>Cottonwood Public Library</b>						
Library Director	1.00	1.00	1.00	5,287	7,791	27
Library Supervisor	1.00	1.00	1.00	3,757	5,537	20
Library Youth Svs Coordinator	1.00	1.00	1.00	3,246	4,783	17
Library Public Service & Outreach Coord	1.00	0.00	0.00	3,246	4,783	17
Library Assistant II	0.00	1.00	1.00	3,246	4,783	17
Library Technical Assistant I	1.00	1.00	0.00	2,804	4,132	14
Library Specialist	4.00	4.00	4.00	2,422	4,132	14
Total	9.00	9.00	8.00			
<b>Wastewater Facility</b>						
Utilities Manager	0.50	0.50	0.50	6,120	9,019	30
Wastewater & Compliance Manager	0.00	0.00	1.00	5,287	7,791	27
Regul. Compl. Safety & Educ. Adminr.	1.00	1.00	0.00	5,035	7,420	26
Utility Billing Supervisor	0.35	0.35	0.35	3,945	5,814	21
WW Foreman	1.00	1.00	1.00	3,757	5,537	20
Electrician	0.50	0.50	0.50	3,757	5,537	20
WW Operator III	0.00	0.00	1.00	3,408	5,022	18
WW Operator II	2.00	2.00	3.00	3,091	4,555	16
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	16
Electrical Technician	0.50	0.50	0.50	2,944	4,338	15
WW Operator I	2.00	2.00	2.00	2,804	4,132	14
WW Operator Trainee	1.00	1.00	0.00	2,543	3,748	12
Utility Billing Clerk	1.05	1.05	1.05	2,543	3,748	12
Total	10.40	10.40	11.40			
<b>Water System Facility</b>						
Utilities Director	0.00	0.00	1.00	8,639	12,691	37
Utilities Manager	0.50	0.50	0.50	6,120	9,019	30
Utility Operations Manager	1.00	1.00	1.00	5,035	7,420	26
Project Manager	1.00	0.00	0.00	4,795	7,067	25
Utility Billing Supervisor	0.65	0.65	0.65	3,945	5,814	21
Engineering Assistant	0.00	1.00	1.00	3,757	5,537	20
Operations Foreman	1.00	1.00	1.00	3,757	5,537	20
Electrician	0.50	0.50	0.50	3,757	5,537	20

Fiscal Year 2021 Budget  
**Authorized Positions by Fiscal Year**

Table of Contents

Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2019	FY 2020	FY 2021	Min	Max	
<b>Water System Facility cont'd</b>						
Arsenic Treatment Specialist III	0.00	0.00	1.00	3,578	5,273	19
Arsenic Treatment Specialist II	1.00	1.00	1.00	3,246	4,783	17
Electrical Technician	0.50	0.50	0.50	2,944	4,338	15
Field Services Specialist	0.00	0.00	1.00	2,804	4,132	14
PW & Utility Inspector	1.00	1.00	1.00	3,408	5,022	18
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	16
Utility Billing Clerk	1.95	1.95	1.95	2,543	3,748	12
Utility Equipment Operator	3.00	3.00	3.00	3,091	4,555	16
Utility Technician	3.00	3.00	3.00	2,543	3,748	12
Water Operator I	3.00	3.00	1.00	2,804	4,132	14
Water Operator II	1.00	1.00	3.00	3,091	4,555	16
Water Operator III	0.00	0.00	1.00	3,246	4,783	17
Total	19.60	19.60	23.60			
Total City-wide Authorized						
Full-Time Equivalents	209.00	213.60	211.80			

Resolution

Summary Schedule of Estimated Revenues and Expenditures/Expenses (Schedule A)

CITY OF COTTONWOOD - Final  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2021

Fiscal Year	Description	FUNDS										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Fiduciary Fund	Enterprise Funds Available	Internal Service Funds				
2020	Adopted/Adjusted Budgeted Expenditures/Expenses*	27,750,000	11,747,415	1,796,525	178,905	319,540	34,226,880	0				70,018,000
2020	Actual Expenditures/Expenses**	20,993,540	6,233,070	1,642,915	147,000	11,800	13,013,030	0				42,810,315
2021	Fund Balance/Net Position at July 1**	5,912,715	2,856,300	396,240	813,605	277,425	22,300,735					31,997,100
2021	Primary Property Tax Levy	0										0
2021	Secondary Property Tax Levy											0
2021	Estimated Revenues Other than Property Taxes	21,703,870	9,892,235	1,644,810	3,077,875	20,700	12,993,345	0				45,602,635
2021	Other Financing Sources	0	0	0	0	0	0	0				0
2021	Other Financing (Uses)	0	0	0	0	0	0	0				0
2021	Interfund Transfers In	0	1,779,055	0	0	0	0	0				1,779,055
2021	Interfund Transfers (Out)	1,705,420	13,603	0	0	0	0	0				1,719,023
2021	Reduction for Amounts Not Available											
LESS: Amounts for Future Debt Retirement:												
	Future Capital Projects	1,000,000	875,963		1,033,340		14,014,325					16,943,628
	Maintained Fund Balance for Financial Stability	374,320		396,240		206,325						1,026,885
	Amounts for Operating Reserve Purposes	3,953,910										3,953,910
2021	Total Financial Resources Available	20,993,915	13,428,070	1,644,810	148,000	11,800	14,349,735	0				54,135,930
2021	Budgeted Expenditures/Expenses	27,363,995	14,220,870	2,011,040	1,201,340	206,125	34,374,000	0				70,498,630

EXPENDITURE LIMITATION COMPARISON

	2020	2021
1 Budgeted expenditure net expenses	\$ 74,018,000	\$ 79,498,630
2 Adjusted: estimated net reconciling items		
3 Budgeted expenditure net expenses adjusted for reconciling items	74,018,000	79,498,630
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 74,018,000	\$ 79,498,630
6 EEC expenditure limitation		

The city 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 the current year from Schedule E.
- \*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
- \*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Revenues Other Than Property Taxes (Schedule C-page 1)

**CITY OF COTTONWOOD - Final  
Revenues Other Than Property Taxes  
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 14,158,730	\$ 13,602,320	12,906,350
Bed Tax	316,960	276,500	235,025
Utility Tax	322,420	322,420	290,180
Franchises	425,000	397,050	397,000
<b>Licenses and permits</b>			
Business Licenses	88,000	88,400	85,000
Construction Permits	343,435	231,195	280,000
Planning & Zoning Fees	259,610	103,400	121,180
<b>Intergovernmental</b>			
Federal Revenue	127,485	123,230	258,920
State Revenue	2,854,810	2,745,560	2,923,780
County (including Motor Vehicle Tax)	885,865	889,800	824,360
Other Entities			
<b>Charges for services</b>			
Dispatch & Spillman Services	875,525	875,525	919,300
Recreation Fees	1,130,125	830,410	787,500
Animal Control Fees	3,300	2,150	3,000
Other Services			
<b>Fines and forfeits</b>			
Municipal Court	244,080	238,910	240,040
<b>Interest on Investments</b>			
Interest Income	30,000	46,680	25,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	4,000	4,500	4,000
<b>Miscellaneous</b>			
Miscellaneous Income	369,525	363,455	194,335
Lease Proceeds			
Rentals	15,600	9,600	9,600
Other Financing Sources	1,213,150	1,153,360	1,259,300
<b>Total General Fund</b>	<b>\$ 23,667,620</b>	<b>\$ 22,304,465</b>	<b>\$ 21,763,870</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.

Revenues Other Than Property Taxes (Schedule C-page 2)

<b>CITY OF COTTONWOOD - Final Revenues Other Than Property Taxes Fiscal Year 2021</b>			
<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2020</b>	<b>ACTUAL REVENUES* 2020</b>	<b>ESTIMATED REVENUES 2021</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>HIGHWAY USER REVENUE FUNDS</b>			
Fuel Tax	\$ 1,187,110	\$ 11,393,690	1,037,110
Additional Sales Tax	1,317,520	1,295,280	1,245,815
Federal Grants			390,750
State Grants			
Other Income	10,000	22,920	18,000
<b>Total Street Maintenance &amp; Construction</b>	<b>\$ 2,514,630</b>	<b>\$ 12,711,890</b>	<b>\$ 2,691,675</b>
<b>COTTONWOOD AREA TRANSIT SYSTEM</b>			
<b>Intergovernmental</b>			
State Grant	\$ 1,295,425	1,697,215	2,596,930
City Sales Tax	378,970	133,525	166,495
Other Entities	499,980	397,010	496,635
<b>Charges for services</b>			
Fare Box	\$ 210,000	168,425	223,850
<b>Miscellaneous</b>			
Other Income	\$ 28,850		
<b>Total Cottonwood Area Transit System</b>	<b>\$ 2,413,225</b>	<b>\$ 2,396,175</b>	<b>\$ 3,483,910</b>
<b>LIBRARY FUND</b>			
<b>Intergovernmental</b>			
County Library	\$ 158,600	168,210	168,210
<b>Charges for services</b>			
Collection Income	\$ 21,000	11,500	18,000
<b>Interest on Investment</b>			
Interest Income	\$ 40	150	60
<b>Miscellaneous</b>			
Other Income (Including grants)	\$ 35,000	4,000	17,500
<b>Total Library Fund</b>	<b>\$ 214,640</b>	<b>\$ 183,860</b>	<b>\$ 203,770</b>
<b>CEMETERY</b>			
<b>Charges for services</b>			
Sale of Grave Liners	\$ 300	200	200
<b>Uses of monies &amp; properties</b>			
Other Income	200	600	100,400
<b>Total Cemetery</b>	<b>\$ 500</b>	<b>\$ 800</b>	<b>\$ 100,600</b>
<b>AIRPORT</b>			
<b>Intergovernmental</b>			
Federal Grants	400,665	122,930	277,735
<b>Charges for services</b>			
Fuel Sales & Oil Sales	\$		
<b>Uses of monies &amp; properties</b>			
Rental & Leases	\$ 100,600	96,145	97,745
Other Income	19,670	6,035	85,550
<b>Total Airport Authority</b>	<b>\$ 520,935</b>	<b>\$ 225,110</b>	<b>\$ 461,030</b>
<b>OTHER GRANTS</b>			
Intergovernmental Revenues	\$ 2,087,350	120,000	2,474,350
<b>Total Other Grants Fund</b>	<b>\$ 2,087,350</b>	<b>\$ 120,000</b>	<b>\$ 2,474,350</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANTS</b>			
<b>Intergovernmental</b>			
Federal Grants	\$ 330,000	63,100	266,900
Other Entities	-		
<b>Total Community Development Block Grants</b>	<b>\$ 330,000</b>	<b>63,100</b>	<b>266,900</b>
<b>Total Special Revenue Funds</b>	<b>\$ 7,751,280</b>	<b>\$ 2,048,525</b>	<b>\$ 9,682,235</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.

Revenues Other than Property Taxes (Schedule C-page 3)

<b>CITY OF COTTONWOOD - Final Revenues Other Than Property Taxes Fiscal Year 2021</b>			
<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2020</b>	<b>ACTUAL REVENUES* 2020</b>	<b>ESTIMATED REVENUES 2021</b>
<b>Fiduciary Funds</b>			
<b>EXPENDABLE TRUST FUNDS</b>			
Health & Benefits Trust Fund	\$ 400	865	700
Alternative Pension Fund	40,000	20,000	20,000
<b>Total Expendable Trust Funds</b>	<b>\$ 40,400</b>	<b>\$ 20,865</b>	<b>\$ 20,700</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Local Taxes</b>			
City Sales Tax	\$ 1,640,115	\$ 1,642,065	1,644,160
<b>Charges for services</b>			
Water User Fees - Debt Service	\$ -	-	-
<b>Interest</b>			
Interest Income	\$ 650	\$ 750	650
<b>Total Debt Service Funds</b>	<b>\$ 1,640,765</b>	<b>\$ 1,642,815</b>	<b>\$ 1,644,810</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Intergovernmental</b>			
Federal Grants	\$ -	-	-
State Grants	-	-	-
County Revenue	143,000	143,000	143,000
City Sales Tax	-	250,285	241,525
<b>Miscellaneous</b>			
Other Income	\$ -	-	-
Interest Income	1,000	9,450	3,150
<b>Total Capital Projects Funds</b>	<b>\$ 144,000</b>	<b>\$ 402,735</b>	<b>\$ 387,675</b>
<b>ENTERPRISE FUNDS</b>			
<b>WASTEWATER</b>			
City Sales Tax	\$ -	-	-
User Fees	2,580,605	3,199,790	3,355,530
Interest Income	8,000	26,125	26,000
Other Financing Sources	-	-	-
Other Income	311,040	116,945	84,500
<b>Total Wastewater Enterprise</b>	<b>\$ 2,899,645</b>	<b>\$ 3,342,860</b>	<b>\$ 3,466,030</b>
<b>WATER</b>			
City Sales Tax	\$ -	-	-
User Fees	7,404,100	7,501,635	7,907,550
Interest Income	149,480	189,575	195,550
Clarkdale Reimbursements	-	-	-
Other Income	640,765	620,165	624,215
<b>Total Water Enterprise</b>	<b>\$ 8,194,345</b>	<b>\$ 8,311,375</b>	<b>\$ 8,727,315</b>
<b>Total Enterprise Funds</b>	<b>\$ 11,093,990</b>	<b>\$ 11,654,235</b>	<b>\$ 12,193,345</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 44,338,055</b>	<b>\$ 38,073,640</b>	<b>\$ 45,692,635</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.



Expenditures/Expenses by Fund (Schedule E)

CITY OF COTTONWOOD - Final Expenditures/Expenses by Fund Fiscal Year 2021				
FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURE\$/EXPENSE\$ 2020	EXPENDITURE/EXPENSE ADJUSTMENT\$ APPROVED 2020	ACTUAL EXPENDITURE\$/EXPENSE\$* 2020	BUDGETED EXPENDITURE\$/EXPENSE\$ 2021
<b>GENERAL FUND</b>				
Administration	\$ 734,625	\$	\$ 686,590	\$ 657,140
Personnel	254,745		244,340	283,765
City Council	5,374,645		271,040	5,218,385
Natural Resource Project	188,455		12,475	
City Clerk	248,285		245,820	261,780
Finance	451,975		439,630	489,685
IT Services	993,500		959,010	1,134,250
Purchasing	114,360		114,545	113,360
Community Development	752,095		646,235	642,865
Economic Development	303,955		321,295	390,210
Municipal Court	541,865		540,430	568,245
Legal	412,155		376,725	404,460
Non-Departmental	893,160		693,460	477,965
Engineering	497,835		350,050	459,850
Building Maintenance	443,080		434,180	535,040
Custodial				
Public Works	303,135		266,450	234,620
Police	5,614,295		5,585,020	6,065,570
Ordinance Enforcement	223,455		212,000	225,080
Communications	1,768,480		1,687,155	1,845,200
Fire	3,468,075		3,263,865	3,518,670
Parks & Recreation	910,630		806,855	612,475
Recreation Center	1,336,265		1,221,940	1,191,580
Transfer Station	1,000		1,465	1,500
Pool	124,550		119,520	127,020
Youth Center	138,165		117,875	139,450
Operating Transfers	1,657,820		1,244,570	1,765,420
<b>Total General Fund</b>	<b>\$ 27,750,605</b>	<b>\$</b>	<b>\$ 20,862,540</b>	<b>\$ 27,363,585</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund-HU	\$ 4,635,445	\$	\$ 2,241,435	\$ 5,681,415
Cottonwood Area Transit-CAT / LYN	2,413,225		2,396,595	3,483,910
Library	1,098,105		1,035,165	1,063,630
Cemetery	122,730		122,900	208,850
Airport Fund	100,600		102,095	212,490
Grants	3,047,310		271,665	3,303,475
Community Development Block Grant	330,000		63,215	266,900
<b>Total Special Revenue Funds</b>	<b>\$ 11,747,415</b>	<b>\$</b>	<b>\$ 6,233,070</b>	<b>\$ 14,220,670</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	\$ 1,796,525	\$	\$ 1,642,815	\$ 2,011,050
<b>Total Debt Service Funds</b>	<b>\$ 1,796,525</b>	<b>\$</b>	<b>\$ 1,642,815</b>	<b>\$ 2,011,050</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Projects Fund	\$ 175,965	\$	\$ 147,000	\$ 1,201,340
<b>Total Capital Projects Funds</b>	<b>\$ 175,965</b>	<b>\$</b>	<b>\$ 147,000</b>	<b>\$ 1,201,340</b>
<b>FIDUCIARY FUNDS</b>				
Volunteer Firefighter Fund	\$ 256,520	\$	\$ 9,800	\$ 234,090
Health Fund	63,020		2,000	64,035
<b>Total Permanent Funds</b>	<b>\$ 319,540</b>	<b>\$</b>	<b>\$ 11,800</b>	<b>\$ 298,125</b>
<b>ENTERPRISE FUNDS</b>				
Wastewater Treatment	\$ 6,385,790	\$	\$ 2,958,095	\$ 7,344,940
Water System Operations	27,841,060		10,954,935	27,029,140
<b>Total Enterprise Funds</b>	<b>\$ 34,226,850</b>	<b>\$</b>	<b>\$ 13,913,030</b>	<b>\$ 34,374,080</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 76,016,900</b>	<b>\$</b>	<b>\$ 42,810,315</b>	<b>\$ 79,468,850</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.

Full-time Employees and Personnel Compensation (Schedule G)

CITY OF COTTONWOOD - Final Full-Time Employees and Personnel Compensation Fiscal Year 2021						
FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	144	\$ 10,432,056	\$ 2,795,535	\$ 2,048,890	\$ 599,474	\$ 15,875,955
<b>SPECIAL REVENUE FUNDS</b>						
Highway User Revenue Fund - HURF	5	\$ 225,661	\$ 27,420	\$ 67,640	\$ 34,010	\$ 354,761
Cottonwood Area Transit - CAT/Lux	19	\$ 994,202	\$ 113,160	\$ 238,370	\$ 98,761	\$ 1,414,493
Library	8	\$ 411,967	\$ 43,510	\$ 105,210	\$ 48,263	\$ 608,960
Total Special Revenue Funds	32	\$ 1,601,890	\$ 184,090	\$ 411,220	\$ 181,035	\$ 2,378,235
<b>DEBT SERVICE FUNDS</b>						
		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>						
		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>						
		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>						
Wastewater Treatment	11	\$ 609,720	\$ 74,510	\$ 127,390	\$ 59,870	\$ 871,490
Water System Operations	24	\$ 1,295,440	\$ 199,300	\$ 272,400	\$ 162,040	\$ 1,898,160
Total Enterprise Funds	35	\$ 1,905,160	\$ 232,810	\$ 399,790	\$ 221,910	\$ 2,759,670
<b>INTERNAL SERVICE FUND</b>						
		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	<b>211</b>	<b>\$ 13,938,106</b>	<b>\$ 3,212,435</b>	<b>\$ 2,859,900</b>	<b>\$ 1,002,419</b>	<b>\$ 21,013,860</b>

Official City/Township Budget Forms

SCHEDULE G

4/19 Arizona Auditor General's Office

## A

### **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 limitation is effective for a four year period. It 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.

## B

### **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, and establishes the allocation of resources. It 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.

## C

### **Capital Outlay**

Expenditures resulting in the acquisition of 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 proprietary 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. This 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 (CAT)**

The local public transportation system which receives its funding through contributions from the Town of Clarkdale, Yavapai County, user fares, and the ADOT transit division.

**D**

**Debt**

An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debts include 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 neighborhood improvements, 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.

## E

### **Employee Benefit Trust Fund**

This 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.

## F

### **Farmers Home Administration (FmHA)**

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 and 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 date for recording financial transactions. The City of Cottonwood has a fiscal year beginning July 1 and ending June 30.

### **Franchise Fee**

A fee paid by a public service business for the special privilege to use city streets, alleys and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, water, natural gas, and cable

### **Full-time Equivalent (FTE) Position**

An FTE of 1.0 is equivalent to a full-time employee. 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 that has 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.

## G

### **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.

### **Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards and guidelines for financial accounting and reporting.

### **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.

### **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 proprietary funds and fiduciary funds (i.e., General Fund, Special Revenue Fund, Debt Service Fund, and Capital Projects Fund).

### **Governor's Alliance Against Drugs (GAAD)**

A division of the state's governor's 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.

### **Greater Arizona Development Authority (GADA)**

Created by the Arizona State Legislature to assist local and tribal governments as well as 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 and aims to help accelerate project development and lower costs of financing.

## H

### **Heritage Fund**

A state grant program funded through lottery proceeds (LTAF funds) dedicated to open space and park improvements.

## I

### **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.

## L

### **Line-item Budget**

A budget prepared along departmental lines that focuses on what is to be bought.

### **Local Transportation Assistance Fund (LTAF)**

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.

## M

### **Municipal Property Corporation**

A component unit of the City established for the purposes of providing funding for capital projects that directly benefit the city.

## O

### **Objective**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within 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. They include such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

## P

### **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 and Wastewater Enterprise Funds).

### **Public Hearing**

A hearing held each year prior to the adoption of the Final budget publically advertised to promote public input into the annual budget process

## **R**

### **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.

## **S**

### **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 created out of receipts of specific revenues.

## **U**

### **Unreserved Fund Balance**

Undesignated monies available for appropriations.

**A**

AAED	Arizona Association for Economic Development
ACA	Arizona Commerce Authority
ACA	Affordable Care Act
ACAP	AZ Court Automation Project
ACIP	Airport Capital Improvement Plan
ACJC	Arizona Criminal Justice Commission
ACJIS	Arizona Criminal Justice Information System
ADA	American with Disabilities Act
ADOSH	AZ Division of Occupational Safety & Health
ADOT	Arizona Department of Transportation
ADS	Animal Disaster Services
ADWR	Arizona Department of Water Resources
AFG	Assistance to Firefighters Grant
AFIS	Automated Fingerprint Identification System
AG	Agriculture
AIP	Airport Improvements Project
ALF	American LaFrance
ALP	Airport Layout Plan
AMRRP	Arizona Municipal Risk Retention Pool
AOC	Administrative Office of the Court
ANS	American National Standards (ANS)
APCO	Association of Public Safety Communications Officials
APEHP	Arizona Public Employers Health Pool
APP	Aquifer Projection Permit
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASL	American Sign Language
ASRS	Arizona State Retirement System
AV	Audio Visual
AVL	Automatic Vehicle Locator
AWOS	Automatic Weather Observation Station
AZ	Arizona
AZDEQ	AZ Department of Environmental Quality
AZPac	Arizona Public Access Computers

**B**

BAC	Business Assistance Center
BOD	Biological Oxygen Demand
BTOP	Broadband Technology Opportunities Program

**C**

CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAT	Cottonwood Area Transit
CCR	Cardio Cerebral Resuscitation
CD	Certificates of Deposit
CDBG	Community Development Block Grant
CEDC	Cottonwood Economic Development Council
CENS	Community Emergency Notification System
CFM	Cottonwood Fire & Medical Services Department
CIP	Capital Improvement Plan

CJEF	Criminal Justice Enhancement Fund
CM	City Manager
COC	Chamber of Commerce
COI	Certificate of Insurance
COJET	Committee on Judicial Education and Training
COLA	Cost of Living Adjustment
COP	Citizens on Patrol
COPS	Community Oriented Policing Services
CP	Community Paramedicine
CPI	Consumer Price Index
CPR	Cardiac Pulmonary Resuscitation
CPS	Child Passenger Safety
CPSCC	Cottonwood Public Safety Communications Center
CPST	Child Passenger Safety Technician
CWRF	Clean Water Revolving Fund

**D**

DARE	Drug Awareness Resistance Education
DEA	Drug Enforcement Agency
DES	Department of Economic Security
DNS	Domain Name Services
DOHS	Department of Homeland Security
DPS	Department of Public Safety
DUI	Driving Under the Influence
DVP	Delivery vs. Payment
DWRF	Drinking Water Revolving Fund

**E**

ED	Economic Development
EDA	Economic Development Administration
EDMS	Electronic Document Management Scanning
EEOC	Equal Employment Opportunity Compliance
EFD	Emergency Fire Dispatcher
EKG	Electrocardiogram
EMD	Emergency Medical Dispatcher
EMMA	Electronic Municipal Market Access
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ENP	Emergency Number Professional
EPD	Emergency Police Dispatcher
ETA	Estimated Time of Arrival

**F**

FAA	Federal Aviation Administration
FARE	Fines/Fees and Restitution Enforcement
FBO	Fixed Base Operations
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map
FLSA	Fair Labor Standards Act
FmHA	Farmers Home Administration
FSA	Flexible Spending Account
FTE	Full-time Equivalent

**G**

GAAD	Governor's Alliance Against Drugs
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIMP	GNU Image Manipulation Program (Image Editing)
GM	General Manager
GO Bond	General Obligation Bond
GOHS	Governor's Office of Highway Safety

**H**

HDHP	High Deductible Health Plan
HELP	Highway Expansion and Extension Loan Program
HHS	U.S. Department of Health and Human Services
HIPAA	Health Insurance Portability & Accountability Act
HR	Human Resources
HSA	Health Savings Account
HSIP	Highway Safety Improvement Program
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation and Air Conditioning

**I**

ICC	International Code Council
ID	Identification
IFR	Instrument Flight Rules
IGA	Intergovernmental Agreement
ILMS	Institute of Museum and Library Services
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency Act

**J**

JCEF	Judicial Collection Enhancement Fund
JPA	Joint Powers Agreement

**L**

LDH	LDH - Large Diameter Hose
LED	LED - Light Emitting Diode
LGIP	Local Government Investment Pool
LLBG	LLBG - Local Law Enforcement Block Grant
LOMr	Letter of Map Revision
LSTA	LSTA - Library Services and Technology Act
LTAF	LTAF - Local Transportation Assistance Fund

**M**

M & O	Maintenance & Operations
MATForce	Methamphetamine Task Force
MDC	Mobil Data Communication
MDT	Mobile Data Terminal
MPC	Municipal Property Corporation
MRAP	Mine Resistant Ambush Protected Vehicle
MUHS	Mingus Union High School
MV	Motor Vehicle
MVD	Motor Vehicle Division

**N**

NACOG	Northern Arizona Council of Governments
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMWUA	Northern Arizona Municipal Water Users Association
NAU	Northern Arizona University
NCIC	National Crime Information Center
NCMEC	National Center for Missing and Exploited Children
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NIBRS	National Incident-Based Reporting System
NIMS	National Incident Management System
NRCDC	Natural Resource Conservation District
NRMSIR	Nationally Recognized Municipal Securities Information Repository

**O**

OFA	Object Free Area
OJT	On-the-Job Training
OSC	Orders to Show Cause
OSHA	Occupational Safety and Health Administration
OTA	Old Town Association

**P**

P & Z	Planning and Zoning
PANT	Prescott Area Narcotics Taskforce
PAPI	Precision Approach Path Indicator
PARD	Parks and Recreation Department
PC	Personal Computer
PD	Police Department
PHI	Protected Health Information
PHSG	Peacock, Hislop, Staley & Givens, Inc.
PPV	Positive Pressure Ventilation
PRIMA	Public Risk Management Association
PS	Public Safety
PSA	Public Securities Association
PSAP	Public Safety Answering Point
PSPRS	Public Safety Personnel Retirement System
PW	Public Works

**R**

REDI	Rural Economic Development Initiative
RF	Riverfront
RFP	Request for Proposal
RFQ	Request for Qualifications
RICO Act	Racketeer Influenced and Corrupt Organizations Act
RMS	Records Management System
RRFB	Rectangular Rapid-Flashing Beacon
RWRF	Riverfront Water Reclamation Facility

**S**

SAFER	Staffing for Adequate Fire Emergency Response
SARMC	Safety Awareness and Risk Management Committee
SCBA	Self Contained Breathing Apparatus
SciTech	Science and Technical features.
SDS	Safety Data Sheets
SHPO	State Historical Preservation Office
SIP	Session Initiation Protocol
SLIM	Specialty and Light Manufacturing Association of Yavapai County
SR	State Route
SRO	School Resource Officer
SSRT	Super Secret Response Team
STEAM	Science, Technology, Engineering, Arts, Math
STEP	Supervisor Training and Education Program
SVCS	Services
SWAT	Strategic Weapons Attack Team

**T**

TFO	Task Force Officer
TIA	Traffic Impact Analysis
TIP	Trauma Intervention Program
TLC	Teen Library Council
TPT	Transaction Privilege Tax
TSS	Total Suspended Solids

**U**

UAS	Unmanned Aircraft System
UNICOM	Universal Communication
US	United States
USDA	United States Department of Agriculture
USEPA	United States Environmental Protection Agency
USF	Underground Storage Facility
UV	Ultraviolet
UTV	Utility Terrain Vehicle

**V**

VCTC	Verde Consolidated Therapeutic Court
VoIP	Voice over Internet Protocol
VOMP	Victim Offender Mediation Program
VPN	Virtual Private Network
VV	Verde Valley
VVAC	Verde Valley Ambulance Company
VVAC	Verde Valley Arts Council
VVEBP	Verde Valley Employee Benefits Pool
VVREDC	Verde Valley Regional Economic Development Committee
VVREO	Verde Valley Regional Economic Organization
VVTPO	Verde Valley Transportation Planning Organization
VVWC	Verde Valley Wine Consortium

**W**

WC	Workers' Compensation
WIFA	Water Infrastructure Finance Authority
WMA	Wastewater Management Authority
WOM	Walkin' on Main
WSUS	Windows Server Update Services
WWTP	Wastewater Treatment Plant

