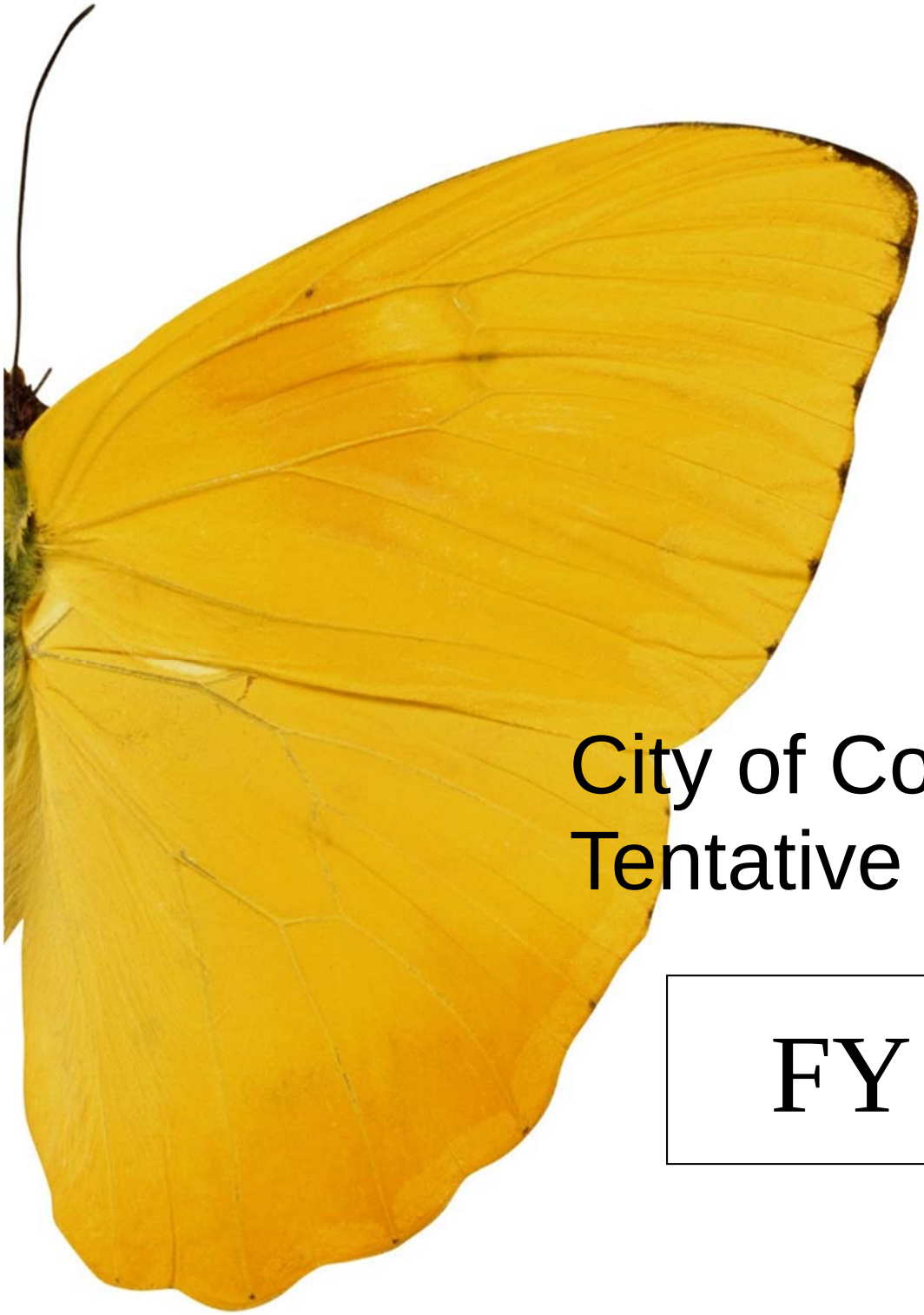


City of Cottonwood
Tentative Budget

FY 2015

July 7, 2014

The Honorable Mayor and City Council

RE: Transmittal - Fiscal Year 2015 Budget

It is my pleasure to present to you the FY 2015 Tentative Budget for your review. Since the Proposed Budget there have been several changes to the budget document. There have been several budget work sessions with Council and department heads to review, in detail, their staffing, programs, and planned project expenditures. This year's total tentative expenditures budget is $86,638,905, including all estimated reserves, potential grants and financing options. Compare this to last fiscal year revised budget of $57,895,580, which does not contain reserves, or financing options and grants that did not come to fruition; the overall increase is $28,743,325. Other items that attribute to the difference are the reallocation of resources for continuing projects, and new projects being proposed for the new fiscal year. These substantial increases between revised and proposed are noted in any fund that has reserves, grants or financing options.

The largest planned single increase is in the Enterprise Fund, which includes the refinancing of the 2004 Bank of New York Water Bond. A general discussion about the funds follows; however, in-depth information is in the Key Issues section of this document.

The General Fund's overall budget is $22,246,955, including transfers-out and reserves. This is a $4,244,490 increase over the previous fiscal year revision of $18,002,465. This increase includes $3,639,900 in reserves. There was four additional staff approved by the City Council for the FY 2015 budget. There is one reclassification that was approved, totaling only $6,540.

The merit program has been budgeted for FY 2015 as well as a Cost of Living Adjustment (COLA) of 1.5%. Public Safety Personnel Retirement contributions decreased from 29.88% to 29.83% for the Police Department and from16.81% to 16.20% for the Fire Department. As for the contributions to the Arizona State Retirement System, rates increased from 11.54% to 11.60%. A current capital equipment and capital projects summary can be found towards the end of this transmittal letter on page viii and detail can be found on pages 275-278.

The total budget for the Special Revenue Funds is $16,630,635, including transfers out. This fund’s expenditures increased by $11,554,715 over last year's revised expenditures of $5,083,920. This increase is primarily due to the reprogrammed rollover projects and new projects expected to be initiated in FY

2015. The reconstruction of 12th Street and the Mingus Ave. Willard to Main Street projects are a major portion of the Special Revenue Funds increases. Funding for these projects will be from reserves and a $6,800,000 financing mechanism. The 12th Street project is expected to cost approximately $3,329,700 with the remainder of financing to be reimbursed to the Capital Improvements Fund to replenish that fund.

The Transit department has settled in after its second year of transferring back from Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) on July 1, 2012. Both the Lynx system and the Cottonwood Area Transit System (C.A.T.S.) have added additional services in FY2014. The Transit System budget of $1,994,775 is supported through fares, neighboring community financial support, state grants and city contributions.

The Airport Fund shows a slight increase due to projects and a transfer out to the Grants Fund as a match for the grants for several airport related projects. Those projects include Pavement Preservation and a grant to increase the fence height at the Airport. The Community Development Block Grant (CDBG) for the 10th Street Reconstruction project was completed in FY 2014, while other grants include $500,000 for any occasional grants that come along and were not budgeted.

The Debt Service Fund is budgeted for $3,282,100, which is $1,395 less than last year's revised budget of $3,280,705. This includes the restricted fund balance which rolled over from FY 2014. The Recreation Center Debt Service will continue through August 2027. The Library Debt Service expired July 1, 2013. The two Greater Arizona Development Authority (GADA) loans for Public Safety and Rail Road Wash were also be paid in full on July 1, 2013.

The City budgeted $11,745,775 in Capital Projects which includes a transfer to the Sewer Fund of $7,879,975 for construction of a water reclamation project at Riverfront Park. Other items of interest in the Capital Projects Fund are the construction and rehab of the bathrooms at the local parks, the Highland Square Senior Apartments and HVAC for the Civic Center. Still another project is the construction of the Emergency Communication Center for approximately $3.7M. The Capital Projects Fund still has reserves being held for future Capital Project needs.

The Enterprise Fund budget, which consists of water and wastewater, have increased from last fiscal year’s revised amount of $16,956,265 to $32,653,365 for FY 2015. The $15,697,100 increase can, in part, be attributed to the Riverfront Wastewater Reclamation Plant, which is expected to begin construction in FY 2015, and the refunding of the 2004 Water Bonds.

The Fiduciary Fund aggregate total is down by $13,500. Both the City’s Alternate Pension and Benefits Plan and the Employee Benefits Trust Fund are anticipated to decrease. The Employee Benefits Trust Board was disbanded in FY 2013; and the only activity is interest on the remaining fund balance.

General Commentary

The preparation of the budget continues to be an extraordinary challenge to all departments. The last five years have been especially difficult with a continuous decline in some of our largest revenue sources. Prior cost containment measures are providing value back to the City of Cottonwood and helping maintain current personnel and services. Those same measures have played an integral part in surviving the downturn in our local economy.

Some issues are out of our control, such as rising health insurance premiums, large retirement contribution increases, utility costs, and common expenditures in general. Some external forces are also placing demands on our staffing and capital equipment requirements. These issues along with the City's dedication to the citizens' insistence on quality services are one of its highest priorities causing an increased challenge to balancing this budget. On a more encouraging note, it has become apparent that our sales tax figures have started to improve. The local economy as a whole is showing signs of improvement.

KEY ISSUES - FISCAL YEAR 2015

GENERAL FUND

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

- **Slow Recovery of the Local Economy** – After nearly six years of declining revenues, the City has started to show some slow growth ranging from 2% – 6%. Though not a significant growth number, it is an improvement from prior years double digit declines. The local economy is still the single largest challenge the City of Cottonwood is facing.

- **Taxes** – The City of Cottonwood has prided itself on managing its affairs on local transaction privilege tax, commonly called sales tax. Though successful for many years, it has displayed the fallacy of the notion that it can continue to provide quality services as a major source of revenue that is at the mercy of the economy. The City Council passed a .8% sales tax increase that went into effect in November 2008 to counter the declining economy. This increase made the total Cottonwood local sales tax rate 3%. This increase along with cost cutting measures helps Cottonwood stay fiscally sound. Cottonwood does not collect a property tax for services.

- **State Shared Revenues** – These revenue sources are always of concern to municipalities due to the state's history of trying to reallocate them for state purposes. The budget reflects an increase in State Shared Income Tax of $106,840 from last year's $1,256,780. This is the third increase seen since FY 2009. State Shared Sales Tax is also up at a 7.10% increase over FY 2014 and is anticipated to generate $1,017,890 in FY 2015. Both of these revenues are projected by the Arizona Department of Revenue.

- **General Staffing & Compensation –** Even with the slow recovery in our community, the need for services continues to increase. Most departments continue to provide the necessary basic coverage with few enhancements. In FY 2013 a compensation study was completed and implemented at a cost of nearly $500,000. For FY 2015 we are programming a 1.5% Cost of Living Adjustment (COLA) to keep up with the growing economy. The Longevity Program is not currently budgeted. The City of Cottonwood is doing everything it can to recruit and keep its valuable employees.

- **Recreation Center** - The Multigenerational Recreation Center was completed in February 2010 and opened May 1, 2010. This facility was anticipated to have a 70% cost recovery rate; however, the struggling economy has hampered this goal. Currently, we are recovering slightly above 54% of the expenditures. The largest concern stems around the future maintenance and operational costs of the facility during a slowing economy. To counter rising costs and improve the recovery rate, the City has eliminated many of the discounts and has restructured the management portion of the operations. The staff will look additional options to increase revenues and reduce costs.

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

- **Water Issues** – The growth of the Verde Valley Region continues the need for the City to maintain an active role in the water issues that are affecting the local area, as well as the City of Cottonwood. Issues of water quality, availability, management, water rights, water system development, conservation, and fire protection are all critical issues in which we need to become more involved. One recent issue is the downgrading, by Standard and Poors, of the Water Utility Bonds due to inadequate debt service coverage. This was addressed during the budget process in FY 14 with a rate increase and will be looked at again in FY 2015. A rate increase is not calculated into the budget due to its uncertainty of coming to fruition. Any rate increase should guarantee the 1.35X coverage required by the bond covenants.

- **Wastewater Issues –** The City of Cottonwood Wastewater Treatment Facility is slowly reaching its capacity and the infrastructure is getting more difficult to maintain. It is expected that even with the current slower growth patterns, the City needs to move forward with satellite wastewater treatment facilities. The Riverfront Park Facility is expected to be the first satellite reclamation plant. Small package plants will be strategically placed to not only treat but also produce quality reclaimed water for use by City parks, home landscaping and fire sprinklers, dual plumbing, dust control, and many other possible uses. This enterprise is requesting a rate increase to counter the large drops in available fiscal resources. The increased rates are not reflected in the budget due to their uncertainty at this time.

City Staffing

The budget for FY 2015 includes funding for the employee merit program, and 1.5% Cost of Living Adjustment (COLA). There were ten requests for additional staffing; only four are included in the budget two will be hired in November 2014 to reduce costs.

PERSONNEL REQUESTS								
Dept	**Job Description**	**Requested Range**	**Range Parameters**			**Est. Salary (min +5%)**	**Benefits**	**Est. Annual Costs**
Admin	Marketing/Public Information Coordinator	24	51,640	59,794	76,103	51,640	20,656	$72,296
Fire	Deputy Fire Chief	31	72,662	84,136	107,085	76,295	30,518	$106,813
Court	Court Clerk I	13	30,193	34,960	44,496	31,702	12,681	$44,383
Fin/HR	Administrative Assistant - 3/4 year	13	30,193	34,960	44,496	31,702	12,681	$44,383
Finance	Accounting Specialist I	13	30,193	34,960	44,496	31,702	12,681	$44,383
HR	Safety Training Specialist - 3/4 year	26	56,933	65,922	83,904	59,779	23,912	$83,691
Utilities	Electrical Technician	15	33,287	38,543	49,057	34,952	13,981	$48,932
Transit	Driver	12	28,755	33,295	42,377	30,193	12,077	$29,227
Parks	Social services Program Supervisor	19	40,461	46,850	59,629	40,461	16,184	$56,645
Police	Records Clerk - 1/2 year	13	30,193	34,960	44,496	30,193	12,077	$42,270
					Total Requested	418,620	167,448	573,025
PERSONNEL REQUESTS - BUDGETED								
Fin/HR	Administrative Assistant - 3/4 year	13	30,193	34,960	44,496	31,702	12,681	$ 33,287.40
HR	Safety Training Specialist - 1/4 year	26	56,933	65,922	83,904	59,779	23,912	$ 20,922.78
Utilities	Electrical Technician	15	33,287	38,543	49,057	34,952	13,981	$ 48,932.00
Transit	Driver	12	28,755	33,295	42,377	30,193	12,077	$ 29,227.00
					Total Budgeted	156,626	62,650	132,369
					Total Not Budgeted	261,994	104,798	440,656

There were three reclassification requests but only one was approved and it involves a $6,450 allocation to upgrade a position from Civil Engineer Tech I to Drafter/Designer. The total requested amount for additional personnel, which were not approved, was $440,656. These positions would have been recurring costs if budgeted.

Contributions to Dependent Health Insurance Coverage

In fiscal year 2010, the Verde Valley Employee Benefits Pool (VVEBP), the City's health insurance provider, changed its name to Arizona Public Employers Health Pool (APEHP) to broaden its ability to attract new members to the Pool, which will help contain costs. During these tough economic times adjustments to the plan have remained single digit. For FY 2015 the City will see a rate increase of 9%.

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

Listed below are some of the changes taking effect on July 1, 2014:

- APEHP no longer provides the Core Plus Plan,
- No longer pre-existing condition limitation,
- Acupuncture and Chiropractic limit changes, and
- Out-of-Pocket limits changed for the Core and Co-Pay Plans

The tables on the following page summarize the total costs for health insurance for the City, our employees and their dependents. The APEHP has successfully contained costs of health coverage by way of plan changes, education, and sound health care management. For families in good general health, an employee can choose from two High Deductible Health Plans and save on their dependent coverage, while taking advantage of the City's increased contribution into their Health Savings Account (HSA). For moderately healthy families, an employee has the option to choose either the Core Plan or the Co-Pay Core Plan.

Medical & Basic Life Coverage	Core Plan/Co-Pay Plan			HDHP Plan ($1500/$3000)			HDHP Plan ($2500/$5000)		
Monthly	Employer	Employee	Total	Employer	Employee	Total	Employer	Employee	Total
Employee Only	$637.00	$0.00	$637.00	$637.00	($168.00)	$805.00	$637.00	($215.00)	$852.00
Employee + Spouse	$1,076.60	$188.40	$1,265.00	$791.00	$138.00	$929.00	$711.10	$123.90	$835.00
Employee + Child(ren)	$968.20	$82.80	$1,051.00	$711.40	$60.60	$772.00	$640.40	$54.60	$695.00
Employee + Family	$1,213.00	$384.00	$1,597.00	$891.40	$281.60	$1,173.00	$803.00	$254.00	$1,057.00

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

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

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

Voluntary Vision Coverage	Employer	Employee	Total
Employee Only	$0.00	$10.10	$10.10
Employee + Spouse	$0.00	$15.25	$15.25
Employee + Child(ren)	$0.00	$16.33	$16.33
Employee + Family	$0.00	$26.09	$26.09

Vision coverage is strictly voluntary

New Programs

- **Funding Outside Agencies:** Last year the City added two agencies to the list of organizations that it partners with. The Old Town Center for the Arts requested $20,000 for its endeavors and the City Council has elected to again fund the Center for FY 2015 for $20,000. The local Boys and Girls Club was budgeted to receive $25,000 in FY 2014 provided it met certain requirements. Unfortunately they did not obtain the budgeted funding.

  Some of the other local agencies that will receive support in FY 2015 from the City of Cottonwood are listed below. These agencies include:

Old Town Association	FY 2014 - $15,000	FY 2015 - $10,000
Senior Center	FY 2014 - $55,000	FY 2015 - $55,000
Adopt for Life	FY 2014 - $44,320	FY 2015 - $43,880

BUDGET POLICIES - FISCAL YEAR 2015

This budget reflects the fund balance policies of the City Council. These policies currently 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 $2,539,900. This is also estimated to be about 60 days of expenditures coverage. Additionally, an accumulating reserve of 2.67% of the previous year's general fund operating revenues is reserved for capital projects. This year represents the thirteenth year of this policy.

In November 2006 the Council decided, with a recommendation from management, to fund an additional $700,000 from excess sales tax into this capital accumulation fund. With this fund now over $1,000,000, the City Council, at the recommendation of management, made the decision to cap this fund at $1,000,000 and use any excess for everyday maintenance and operational costs until the economy improves.

Due to the heavy use of this fund over the last few years to cover Capital Improvements there is currently nothing budgeted or available in additional capital reserves, which comes from a 1% sales tax that is used to work on some General Fund capital projects. These policies, along with the development of the five-year budget projections, will ensure the financial stability of the City into the future.

BUDGET DEVELOPMENT

Long range financial planning plays an integral part in the budget development. Revenues and expenditures were prepared for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrated that revenues barely keep up with operational expenditures for the next five years. This is mainly due to the economy and the state's future financial picture. Any capital acquisition would require some financing alternatives, see pages 29-40. All other funds will continue to operate within their respected revenues.

LONG RANGE PROGRAMMATIC AND FINANCIAL PLANNING

Included within the budget is a section establishing long-range organizational programmatic goals, and the five-year capital improvement plan. The organizational goals identified are presented programmatically, including a statement of operational fiscal impact to the City. Goals identified for fiscal year 2015, have been integrated into the work plans of the appropriate department responsible for implementation. A summary depicting the funding resources available for the many projects is also presented.

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

CAPITAL ACQUISITION PLAN – FISCAL YEAR 2015

Included in the budget is $25,183,985 in equipment acquisitions and construction projects. These items are detailed in each department's budget and summarized in the appendix of this budget on pages 275-278. A summary by function is provided for review and does not necessarily reflect the full cost of ongoing projects. Only those amounts to be expended for fiscal year 2015 are budgeted.

Capital Equipment	
Function	Estimated Cost
General Goverment	$46,980
Public Safety	367,120
Culture & Recreation	13,480
Health & Sanitation	162,900
Transportation (CAT & Airport)	781,065
Streets	0
Total Capital Equipment	$1,371,545

Capital Projects	
Function	Estimated Cost
General Goverment	$1,615,000
Public Safety	1,283,600
Culture & Recreation	0
Health & Sanitation	10,511,140
Transportation (CAT & Airport)	1,152,000
Streets	9,250,700
Total Capital Projects	$23,812,440

Employee Vision, Mission Statement and Values

Our Vision:

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

Our Mission Statement:

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

Our Values:

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

ACKNOWLEDGMENTS
The preparation of this municipal budget document is attributed to the many hours spent by our Accounting/Budget Manager Kirsten Lennon and Budget Analyst Helen Bartels, who met with and compiled data from the various departments. A special thanks to the Administrative Services Finance Division staff for the time spent in providing the financial information needed during the budget process. In addition, thanks to the General Managers, Department Heads, supervisors and staff that assisted in the development of the 2015 Annual Budget document.

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

Sincerely,

Doug Bartosh
City Manager

This page intentionally left blank

Table of Contents

City Manager's Transmittal ..... **i-x**

EXECUTIVE SUMMARY ..... **PAGE**
City Profile - Demographic/Economics 1
Budget Philosophy/Policies 5
Budget Process 5
Process for Changing the Budget 6
Budget Monitoring 6
Budget Calendar 7
Fund Accounting 8
Budget Basis 9
Fiscal Policy 10
Debt Service Policy 11
Investment Policy 13

STRATEGIC PLANNING
City Accomplishments FY 2014 19
Organizational Goals FY 2015 20
Organizational Goals FY 2016 – 2020 25
5 year Capital Improvement Projects- 29
Community Timeline – 38
Long Range Financial Projections 39
Revenues and Expenditures Analysis 44
Organizational Chart 47

FINANCIAL RESOURCES
City Sales Tax Revenue 51
State-Shared Income Tax Revenue 52
State-Shared Sales Tax Revenue 53
Motor Vehicle In-Lieu Revenue 54
Investment Revenue 55
Building Permits Revenue 56
Fines and Forfeitures 57
Franchise Tax Revenues 58
Highway User Revenue Funds - HURF 59
Local Transportation Assistance Revenues- LTAF 60
Wastewater User Fees 61
Water Utility User Fees 62

CONSOLIDATED SUMMARY - ALL FUNDS
Comprehensive Summary Revenues & Expenditures- All Funds 63
Revenues - All Funds - Graph 64
Expenditures - All Funds - Graph 65
Consolidated Budget Summary - By Fund 66

Table of Contents

GENERAL FUND ..... PAGE
Description and Fund Balance Presentation 67
Consolidated Revenues & Expenditures.....68
Revenues/Expenditures Comparison - Graph.....69
Revenues Summaries - Charts & Graphs.....70
Expenditures Summaries - Charts & Graphs 74

General Government
Administration 77
Personnel.....81
City Council 85
Natural Resources 89
City Clerk's Office.....93
Finance.....97
IT Services 101
Purchasing.....105
Community Development.....109
Economic Development.....113
Municipal Court 117
Legal 121
Non-Departmental.....125
Engineering 129
Public Works.....133
Parks and Building Maintenance 137
Custodial Services.....141

Public Safety
Police..... 145
Ordinance Enforcement 149
Communications 153
Fire 157

Cultural and Recreation
Parks and Recreation.....161
Recreation Center Operations 165

SPECIAL REVENUE FUND
Description and Fund Balance Presentation 169
Consolidated Statement of Revenues/Expenditures 170
Departmental Budgets
HURF Revenues/Expenditures Summary.....171
Street Department 175
Street Construction.....179
Cottonwood Area Transit System (C.A.T.)/LINX.....183
Library.....189
Cemetery Trust Fund 195
Airport 201
Airport Improvement/Capital Fund 207
Other Grants.....211
Community Development Block Grant 216

Table of Contents

DEBT SERVICE FUND **PAGE**
Description and Revenues and Reserves Presentation....221
Debt Service....223
Bonded Indebtedness
Greater Arizona Development Authority-Recreation Center....229
Computation of Direct and Overlapping Debt....230
Computation of Legal Debt Margin....231

CAPITAL PROJECTS FUND
Fund Description....233
Consolidated Statement Revenues/Expenditures Summary....234
Railroad Wash Improvements....235
Capital Projects Fund....240
Recreation Projects....244

PROPRIETARY/ENTERPRISE FUNDS
Fund Description....249
Consolidated Statement of Revenues/Expenses Summary....250
Wastewater Department....251
Water System Department....257
Water System Revenue Bond 2004....263
Water System Revenue Bond 2006....264

FIDUCIARY FUNDS
Descriptions/Fund Balance....265
Consolidated Revenue/Expenditures Summary....266
Alternative Pension and Benefits Plan Fund....267
Employee Health Benefit Trust Fund....271

APPENDIX .... **PAGE**
Capital Outlay....275-279
Salary Ranges....281
Authorized Position Classification Plan & Three Year Comparison....283-286
Resolution Adopting the FY 2014 Budget (not available at this time)....287
Schedules -
Schedule A....288
Schedule B....289
Schedule C....290-293
Schedule D....294
Schedule E....295
Schedule F....297
Schedule G....294
Glossary of Terms....298-302
Glossary - Acronyms....304-305
City Map....306

This page intentionally left blank

EXECUTIVE SUMMARY

City Profile

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

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

Cottonwood, located in Yavapai County is approximately 100 miles north of Phoenix and 50 miles south of Flagstaff, near the geographic center of the entire state of Arizona, and close to Interstate 17 on State Highway 89A and 260. The City lies at an elevation of 3,320 feet above sea level with a total geographic area of 15.91 square miles.

The 2010 census sets the City's population at 11,265 depicting a 22.7% increase over the 2000 census. The main industries are tourism, government services, retail and education.

Date of Incorporation - 1960

Form of Government - Council-Manager

Demographics/Economics

Area - Square Miles	**2013 Property Tax Assessed Valuation** (a)	
2013 – 16.65 Square Miles	Primary	$ 82,129,126
	Secondary	$ 82,365,547

Paved Streets

52 Miles

Cottonwood Labor Force Data (b)

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

Source:

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

Year	Population (a)	Public School Enrollment (b)	Unemployment Rate (c)
2013	11,810	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%
2004	10,665	2,981	3.6%

Sources:

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

Gross Taxable Sales (a)		Building Permits (b)		
		Year	Number	Value
2013	$372,907,000	2013	26	$4,033,518
2012	352,666,100	2012	27	4,113,790
2011	345,453,043	2011	10	1,467,400
2010	338,430,216	2010	13	1,510,901
2009	373,520,909	2009	19	1,235,804
2008	421,814,909	2008	76	8,667,927
2007	447,902,863	2007	58	5,651,406
2006	427,052,394	2006	165	18,546,037
2005	357,682,343	2005	81	7,587,717
2004	311,644,070	2004	73	14,908,544

Sources:

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

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

Sources:

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

2014 Service Statistics

Fire Protection	
Stations	1
Employees (Full-time)	28
Fire & Haz Mat Calls	227
Rescue & Medical Calls	2,260
Public Assist Calls	258
Fire Inspections (various kinds)	1,895
Plan Reviews & Permits	317
Public Ed Contact Hours	9,530

Public Works	
Engineering Reviews (ea. Proj.)	300
Subdivisions (lots)	341
Right of Way Permits (ea.)	60
Flood Plain Inquires	164
Streets Inspected (LF)	189
Contract Administration	4,900,000

Recreation Programs	
Participation:	
Adult Sports	31,200
Special Events	24,800
Recreational Swimming	19,400
Instructional Classes	23,400
Youth Sports	9,100

Sewer	
Sewer Line Inspected (LF)	1,650
Miles of Line	52
Average Daily Treatment	.972 mgd
Plant Capacity	1.5 mgd
Blue Stake Requests	919
Reclaimed Water Sold *	7.2 mg
Number of Sewer Accounts	4,547
Sewer Taps installed	5

*Estimated June 2013 number

Police Protection	
Stations	1
Employees (Full-time)	54
Sworn	34
Non-Sworn	20
Part I Crimes	592
Part II Crimes	14,427
Traffic Warnings	1,537
Traffic Citations	3,332
Calls for Service Dispatched	14,977

Library	
Items in Collections	105,296
Total Items Circulated	221,848
Circulation Transactions Per Day	705

Municipal Parks	
Developed Parks	5
Developed Acres	38.7
Undeveloped Acres	91.3
Swimming Pools	2
Tennis Center	1
Lighted Ball fields	8
Community Recreation Centers	2

CAT/LYNX Transit System	
Annual Ridership	122,043
Miles Traveled	318,125
Cottonwood Ridership	67,360
Disabled Ridership Estimation	11%

Water Utility	
Blue Stake Requests	1,350
Pumping Capacity	10.0mgd
Average Pumpage	3.3 mgd
Number of Wells	25
Number of Storage Tanks	25

Weather

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

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

Governmental Organization and Services Provided

The Mayor is elected directly by the voters and serves a four-year term. The voters elect six City Council representatives for staggered four-year terms. The City Council appoints a City Manager, who is responsible for the general administrative operations of the various departments within the City. An organizational chart is shown on page 49.

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

BUDGET 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 as follows.

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

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

Balanced Budget – The City of Cottonwood will develop a balanced budget in which current resources (current revenues plus fund balance) will equal or exceed current expenditures. The City will avoid budgetary or accounting procedures that balance the budget at the expense of meeting future 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 tentative budget is presented to the City Council by the City Manager.

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

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

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

Public hearings on the budget are held each year, in accordance with legal requirements, 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 seperate 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 we began by directing departments to:

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

As in the past, all department heads were required to justify expenditures within their department 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.

Budget Calendar for FY 2015

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

Distribute Budget Worksheets & Instructions	February 14, 2014
Distribute Personnel Request & Reclassification Forms	February 14, 2014
Distribute Goals & Accomplishments Forms & Instructions	February 14, 2014
Budget Worksheets, Personnel Requests & Reclassifications due to Finance	February 27, 2014
Distribute Capital Improvements Schedules, Forms, & Instructions	March 3, 2014
Revenue Review—Finance	March 3-5, 2014
Potential Budget Issues & Goal Setting Meeting – City Manager	March 3-5, 2014
Capital Improvement Forms due back to Finance	March 14, 2014
Goals & Performance Measures due to Finance	March 14, 2014
1st. Round Departmental Budget Meetings	March 17-20, 2014
Capital Improvements Meeting (Finance & City Manager)	March 19-20, 2014
Revenue Update - City Council *[work session]*	April 8, 2014
Review of 1st. Budget Draft (Worksheets) with Finance & Administration	April 22, 2014
2nd ·Round Departmental CIP/Budget Meetings	April 28-May 2, 2014
Final day for changes to the Proposed Budget	May 2, 2014
Present ***Proposed*** FY 2015 Budget to City Council	May 20, 2014
Budget Work Sessions with City Council @ Council Chambers	May 2014
o Introduction to the Budget / Personnel Matters / Capital Requests	May 27, 2014
o Departmental Presentations	May 29, 2014
o Departmental Presentations / Budgetary Wrap-up	June 5, 2014
o Budget Wrap-up	June 10, 2014
Final day for changes to the Tentative Budget	June 10, 2014
Present Tentative FY 2015 Budget to City Council	July 8, 2014
Public Hearings on Tentative Budget	July 8, 2014
Adopt ***Tentative*** FY 2015 Budgets, set Expenditure Limitation	July 8, 2014
Final day for changes to the Final Budget	July 15, 2014
Present Final FY 2015 Budget to City Council	July 15 ,2014
Public Hearing on Final Budget	August 5, 2014
Adopt ***Final*** FY 2015 Budget	August 5, 2014
Budget Due to GFOA for Award Review	November 12, 2014

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; therefore, this activity is included in the budget as a component unit. Component units are legally separate entities for which the primary government is financially accountable.

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

Fiduciary Funds

Alternative Pension and Benefits Plan Fund - The Pension Trust Fund is used to account for the City's Volunteer Firefighter's Relief and Pension Fund, a defined contribution plan for which the City holds the assets in a trustee capacity. Contributions are made by the City 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 Funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example outstanding purchase orders) are budgeted as expenses, but revenues are recognized only when they are actually received.

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

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

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

Compensated absences and depreciation are not budgeted.

The Comprehensive Annual Financial Report (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 which are be open to the public.
- Copies of the budget will be made available to citizens and elected officials prior to work sessions.
- Budgetary emphasis will focus on providing those municipal services which provide the maximum level of services, to the most citizens, in the most cost effective manner, with due consideration to economic, fiscal, and social costs.
- The budget will provide for adequate maintenance of capital, plant, and equipment and their timely replacement.
- The City will avoid budgetary practices that balance current expenditures at the expense of meeting future years' expenses.
- The City will give highest priority 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".

General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation above, the City may issue bonds for general improvement purposes or for specific projects. For statutory purposes, the City's current outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2011 were secured by sales taxes and user fee revenues instead of property taxes.

Computation of Legal Debt Margin
June 30, 2013

Net secondary assessed valuation (Full Cash Value)	$105,439,689

Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	21,087,938
Bonds outstanding	0
Net 20% Debt Limitation	21,087,938

Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	6,326,381
Bonds outstanding	0
Net 6% Debt Limitation	6,326,381
Total Bonding Capacity	$27,414,319

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.

Total Outstanding Debt by Type of Bond As Of June 30, 2014				
Project	Term	Principal	Interest	Funding Source
GADA - Recreation Center	8/1/2027	$14,860,000	$5,876,231	1.0% Sales Tax
MPC - Senior Lein Water Revenue Bonds -2004	7/1/2029	10,040,000	4,751,566	User Fees
MPC - Senior Lein Water Revenue Bonds -2006	7/1/2035	20,710,000	13,833,514	User Fees
Total Debt Service		$45,610,000	$24,461,311	

INVESTMENT POLICY

Policy

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

Scope

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

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

Objectives

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

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

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

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

Standard of Care

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

Ethics and Conflicts of Interest - Investment officials shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials shall disclose to the City Manager any material personal financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

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

Authorized Financial Dealers and Institutions

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

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

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

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

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

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Administrative Services General Manager.

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

Safekeeping and Custody

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

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

Collateralization shall be required on two types of investments:

- Certificates of deposits
- Repurchase agreements

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

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

Suitable and Authorized Investments

Authorized Investments

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

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

carry as a minimum one of the A ratings of Moody's Investors Service or one of the A ratings of Standard and Poor's Rating Service or their successors.

- Commercial Paper with an A-1/P-1 rating or higher.
- 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 over concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification standards by security type and issuer shall not exceed the following:

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

The Administrative Services General Manager shall be required to diversify maturities. To the extent possible, the Administrative Services General Manager and the City Manager will attempt to match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Administrative Services General Manager may not invest more than 25% of the portfolio for a period greater than three years. Unless matched to a specific requirement, the Administrative Services General Manager may not invest any portion of the portfolio for a period greater than 5 years.

Reporting

Method

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

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

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

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

This page intentionally left blank

STRATEGIC PLANNING

City Accomplishments for Fiscal Year 2014

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal year 2014 goals obtained are summarized within this list of accomplishments:

Physical Development

- Began construction of new Regional Emergency Communications Center
- Started construction on the 12th Street to 89A project
- Completed the 10th Street rehabilitation project
- Completed Construction of reclaimed line to Yavapai College
- Continued Old Town waterline replacement project
- Developed Arsenic media replacement and solids handling research and pilot testing project
- Completed Construction of Old Town Jail Parking and Old Town Arch

Community and Economic Development

- Installed Children's Water Feature play apparatus in the Aquatics Center
- Hosted Thunder Valley Rally, Rhythm and Ribs and Walkin On Main Street
- Completed year 5 of 5 year Economic Development Plan
- Started developing City Wide Branding plan
- Developed "Annual Authors Forum" with 28 local authors
- Received 3 LSTA grants for software, furniture and equipment to help with Digital Learning and Community Education Opportunities

Public Safety

- Completed construction of EOC in the Multi-purpose room
- Facilitated and coordinated a Regional Active Shooter Training for All Verde Law Enforcement
- Obtained and equipped military surplus MRAP for SWAT
- Expanded "SHARE CPR" program providing "no cost' CPR training for employees of local businesses
- Completed Cottonwood Fire Department "Rules and Regulations" Manual
- Assisted Wal-Mart with an aggressive Shoplifter Identification and apprehension detail

General

- Began renovations on the Old Town Civic Center
- Completed feasibility study for the recharge of reclaimed water
- Completed Verde River Base flow studies

Organizational Goals - Fiscal Year 2015

The following goals have been identified and included within the budget. These goals, established during budget planning sessions with the City Council, are integrated into departmental work plans for fiscal year 2015.

Physical Development

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

> **Fiscal/Programmatic Impact-**
> This project is budgeted at $191,000 for FY 2015 to do various upgrades to the lifts stations and the facility.

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

> **Fiscal/Programmatic Impact**
> This project will be funded through existing capital reserves and is budgeted at $150,000.

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

> **Fiscal/Programmatic Impact**
> This $150,000 project is funded through system improvements reserves. It provides a more efficient and reliable operation directly related to less crisis management and a reduction in the amount of time staff spends monitoring and maintaining the system.

Project – Utilities – Riverfront Park Reclamation Facility Project
This project is for the planned construction of new water reclamation facility at Riverfront Park to ease the burden on the current facility. The plant will recycle waste water and produce quality effluent to help with the irrigation needs at Riverfront Park. This project will help with the increasing need to take some of the load off of the Waste Water plant on Mingus Ave.

> **Fiscal/Programmatic Impact**
> As the current plant reaches capacity, the ability to safely and effectively treat wastewater begins to deteriorate. The new plant would allow the City to redirect wastewater flow from the southeastern side of the City to the new plant and reduce pumping distance and cost. This project will be funded through existing capital reserves and is budgeted at $7,884,140.

Project – Utilities – Roofing Replacement
This project is for the planned to replace the roofing materials over the Waste Water holding ponds. The roofing is heavily corroded and falling apart. The roof will be replaced with solar paneling to help with energy costs at the Waste Water Treatment plant.

Fiscal/Programmatic Impact
This project is budgeted at $550,000

Project – Utilities – Fire Hydrant Improvements
This is an ongoing project to make sure that there are Fire Hydrants in needed areas throughout the water system.

Fiscal/Programmatic Impact
This project will be funded with current reserves. The total project will be $400,000.

Project - Utilities - Water Storage/Well Booster
This project is to build bolted reservoirs at current production well sites and a planned future well site. When complete, the reservoirs will millions of gallons of storage to the City's water system. The increased storage will benefit the entire system.

Fiscal/Programmatic Impact
This is an ongoing project and is budgeted at $150,000 for FY 2015.

Project – HURF – West Mingus Ave Reconstruction Willard to Main
This is a 3700 foot reconstruction project from SR 89A to Fir Street. The existing collector street lacks a sidewalk and is constantly potholing due to clay sub-soils. The vertical alignment does not meet standards (hills too high and valleys too low). The project would need to address the poor sub-soils and add curb, gutter and sidewalk. Underground utility replacements are the responsibility of the utility companies.

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

Project – HURF – 12th Street. Reconstruction 89A to Fir (On Going)
This is a 3700 foot reconstruction project from SR 89A to Fir Street. The existing collector street lacks a sidewalk and is constantly potholing due to clay sub-soils. The vertical alignment does not meet standards (hills too high and valleys too low). The project would need to address the poor sub-soils and add curb, gutter and sidewalk. Underground utility replacements are the responsibility of the utility companies.

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

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

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

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

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

Project – HURF/Transit – Four Buses
The purchase of four CAT busses to replace busses currently in service and getting high on mileage. The ADOT Transit program has a recommended mileage limits and the current busses are reaching those limits.

Fiscal/Programmatic Impact
The cost for four busses is budgeted at $540,000. The City is only responsible for the local match that could be either 7% or 20% depending on ADOT funding.

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

Fiscal/Programmatic Impact
This project will be funded through bonding. The total project is estimated at $5,526,000 and all will be budgeted in FY 2015. The project will be done in two phases because Willard to 10th will be grant funded. No increased M&O costs are anticipated.

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

Fiscal/Programmatic Impact
The $1,000,000 is funded 90% from ADOT and 10% from local share matching. Additional M&O costs are not anticipated for this project

Project – Airport – Increase Fence Height
This project will utilize federal and state grants to cover 95% of the cost to increase a 4 foot fence at the airport. The majority of the airport is surrounded by a 6 foot tall fence, except for the west side. This project would increase the security at the airport.

Fiscal/Programmatic Impact
The $152,000 is funded 90% from FAA and 5% from local share matching and 5% from ADOT. Additional M&O costs are not anticipated for this project

Public Safety

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

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

Project – Public Safety – Fire Vehicle Replacement
This project provides for the systematic replacement of Fire Vehicles before they become too costly to maintain.

Fiscal/Programmatic Impact
The budget amount for FY 2014 is $50,000 of which is a carryover from FY 2013. This program will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

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

Fiscal/Programmatic Impact
The budget amount for this project is the remaining amount due since this was started in FY 2014, FY 2015 has a budget of $1,283,600. This project will be funded by bonding and paid through the .2% sales tax reserves.

Organizational Goals for the Future - Fiscal Year 2016-2020

The following long-range goals address issues facing the City in the future. The timing of the various programs and projects are reflected on the five-year Capital Improvement Plan on pages 29-40. The current year is included in the City's organizational goals – Fiscal year 2015 on 19-23.

Grant Funds

Project - Airport – Acquire Land II (11.6 acres)
This program is to acquire 11.6 AC at the southwest line of the airport to meet standards for object free area (OFA) for the relocated Taxiway A. And to acquire property to meet standards for parallel taxiway object free area (OFA). This property adjoins the SW property line of the airport. The acquisition will allow for the taxiway parallel to the runway to move an additional 90' away from the runway.

Fiscal/Programmatic Impact
This greater separation will increase safety for the Airport users. Funding for this project is $675,000 and is anticipated that a 97.5% FAA and ADOT grant will assist along a City contribution of 2.5% local share from the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and Airport Layout Plan (ALP). There are no additional costs anticipated with maintenance or operations of this project.

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

Fiscal/Programmatic Impact
This project updates the current Airport Master Plan in FY 2015. The $80,000 expense is funded 97.5% FAA and ADOT grant funding, with 2.5% local share provided by the Airport Plan.

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

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

Project - Airport – GPS Approach Survey
Provide a detailed survey of the terrain and obstructions for the end of Runway 32.

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

Project - Airport – Install JetA Tank
Provide the installation of a JetA tank at the airport.

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

Project – HURF – Main Street to Mingus Ave.

Fiscal/Programmatic Impact
This project will be funded through bonding. The total project is estimated at $3,000,000

Physical Development

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

Fiscal/Programmatic Impact
An estimated cost of $135,000 is to be funded in FY 2016 from the City's 1% sales tax dedicated to general government facilities. The resurface will extend the life of the courts which are used heavily year-round.

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

Fiscal/Programmatic Impact
General Fund obligation and potential for State Heritage Funds to offset most of the acquisition and construction costs are planned. This project begins FY 2016 and is planned over a period of three years.

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

Fiscal/Programmatic Impact
The rehabilitation is expected to carry a price tag of approximately $130,000 and is scheduled for FY 2015. This project anticipates financing through the State Historic Preservation Office

(SHPO) since the building is on the Historical Registry in the form of a grant. The General Fund would need a 50% match in funds. Maintenance and operation expenditures should go down as the building is restored.

Project HURF - Pavement Maintenance Program (Ongoing)
This program executes pavement maintenance contracts to extend the useful life of the streets. Pavement maintenance has typically been chip seal coating.

Fiscal/Programmatic Impact
This project is budgeted every other year. Other types of seal coats such as slurry coats may also be used. Chip seals are the only affordable treatment for most "local streets". Cottonwood historically gets a very long useful life out of all pavement types, far in excess of the expected useful life. Routine pavement maintenance is required to keep the streets from "going to gravel". This ongoing program is funded through HURF and the 1% construction sales tax initiated January 1, 2006.

Project – Utilities – Water System Upgrades (on-going)
This project is the continued funding of water system upgrades to track the arsenic mitigation needs and the development of the water infrastructure.

Fiscal/Programmatic Impact
Fiscal impact will be $170,000 per year to cover needed maintenance and construction to the existing water lines and to further develop the water system with $500,000 planned for FY 2017. These funds will be covered by the current water reserves.

Project – Utilities – Fire Flow Upgrades (on-going)
This program replaces undersized, substandard and defective water lines and installs fire hydrants in areas which do not currently have a sufficient flow amount to provide adequate fire protection

Fiscal/Programmatic Impact
This program will allow increased fire protection capability and replace substandard and/or defective water lines which inhibit safe delivery of potable water. It will also reduce the amount of waterline repairs. The $500,000 in FY 2015 and $250,000 annual cost will be provided through system improvement reserves and user fees.

Public Safety

Project – Public Safety – Fire Vehicle Replacement
This project provides for the systematic replacement of Fire Vehicles before they become too costly to maintain.

Fiscal/Programmatic Impact
The budget amounts for the next five years total $250,000 and will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

Project – Public Safety – Police Vehicle Replacement
This project provides for the systematic replacement of police patrol vehicles before they become too costly to maintain.

Fiscal/Programmatic Impact

The budget amounts for the next five years total $250,000 and will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

Project –Public Safety – Fire Stations

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

Fiscal/Programmatic Impact

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

Project – Public Safety – Aerial Ladder Truck (Quint)

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

Fiscal/Programmatic Impact

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

This page intentionally left blank

Five-Year Capital Improvement Plan

A Capital Improvement Plan (CIP) is a multi-year plan that projects spending for anticipated capital projects. The City's CIP represents a five-year program totaling $41,272,300 This figure is imposing and cannot realistically be funded from normal operating revenues (pay-as-you-go financing). It will be necessary for many of the proposed improvements to be funded through other sources. Such funding sources may be the issuance of bonds, lease purchases and grants.

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

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

GRANTS FUND POLICY

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

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	$53,620	$14,620	$14,620	$14,620	$14,620
Transfers In	0	12,005	12,005	12,006	12,007
FAA Aeronautic Grants	579,500	988,000			
Energy Efficient Block Grant					
Wind Socks					
ADOT Grants	900,000				
ADOT Airport Matching	15,250	26,000			
LP - Jet A Tank	95,000				
Airport FAA Fund Matching	115,250	26,000			
Funds Available	$1,758,620	$1,066,625	$26,625	$26,626	$26,627
Financing Commitments					
LP - Jet A Tank		12,005	12,005	12,006	12,007
Subtotal Commitments	0	12,005	12,005	12,006	12,007
Revenue (net of commitments)	$1,758,620	$1,054,620	$14,620	$14,620	$14,620
Planned Expenditures					
Airport					
ADOT Apron Reconstruction	1,000,000				
ADOT Fence Height Repair					
ADOT Taxiway Pavement Preservation					
Extend Runway 32		365,000			
FAA Install AWOS (All Weather Operating System)					
FAA Aircraft Layout Plan	80,000				
FAA Aircraft Wash Rack	$200,000				
FAA Design & Construct displaced Threshold	50,000				
FAA Environmental Assessment/Review	200,000				
FAA GPS Approach Survey - GRANT	80,000				
Install JetA Tank	95,000				
Land Acquisition (11.6 acres)		$675,000			
Relocate Segmented Circle	$39,000				
Subtotal Planned Expenditures	1,744,000	1,040,000	0	0	0
Resources Available	$14,620	$14,620	$14,620	$14,620	$14,620

0.2% SALES TAX

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

- Current commitments are priority
  - Library Debt Service
  - Public Safety Building – GADA Loan
  - Public Safety Lease Purchase
- Restricted to Public Safety capital
  - 1st priority is fleet
  - 2nd priority is to other projects

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	($170,747)	$9,028	($270,176)	($426,573)	($774,018)
Annual Deposit (net of DS)	718,880	744,041	773,803	804,755	804,756
Grant Funding					
GOHS /RICO	15,000				
Aerial Ladder Truck	1,200,000				
Other Financing Sources					
LP - Fire Response Vehicles			760,000		
LP - PD Vehicles - 15-18	850,000				
GADA - Fire Stations - 2	2,500,000				
GADA - Fire Stations - 3			2,800,000		
Revenue	$ 5,113,133	$ 753,249	$ 4,063,627	$ 378,182	$ 30,738
Financing Commitments					
Other Financing Uses					
LP - Fire Dept.				142,260	142,260
LP - FY12 City Wide Equip (25% PS)	126,225	126,225			
LP - FY13 PS Veh & Equip	142,260	142,260	142,260		
LP - FY16 PS Veh & Equip		272,120	272,120	272,120	272,120
GADA - Fire Stations - 2		123,700	123,700	123,700	123,700
GADA - Fire Stations - 3				250,000	250,000
GADA - Regional Communications Bldg	272,170	272,120	272,120	272,120	
Subtotal Commitments	540,655	936,425	810,200	1,060,200	788,080
Revenue (net of commitments)	4,572,478	(183,176)	3,253,427	(682,018)	(757,342)
Planned Expenditures					
Fire					
Commincations/Radio/MCT Infrastructure	50,000	30,000	30,000	30,000	30,000
EMS Equipment - Defibrillators	50,000	25,000	55,000	30,000	30,000
Grant - Aerial Ladder Truck	1,200,000				
Fire Stations GADA - 2	2,500,000		2,800,000		
Fire Engine Pumper Type 1	600,000		650,000		
Fire Vehicle Replacements	50,000	52,000	55,000	57,000	59,000
Fire Suppression & Rescue Equipment	60,000	35,000	65,000	35,000	65,000
Police					
Police Vehicle Replacement	110,000		110,000		110,000
CompStat Dashboards	43,450				
Subtotal Planned Expenditures	4,563,450	87,000	3,680,000	92,000	234,000
Resources Available	$9,028	($270,176)	($426,573)	($774,018)	($991,342)

1.0% SALES TAX

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

- Anticipated commitment of funds
  - Remaining revenue prorated among remaining areas
    - 50% Recreation Center Debt Service
    - 50% General Government M&O

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	($117,786)	($1,988,951)	($1,270,245)	($3,959,228)	($5,084,842)
Annual Deposit	803,460	831,581	860,687	890,811	921,989
Grant Funding					
Urban Trails System	45,000	180,000	350,000		
Tennis Center 6 Plex Facility		550,000			
Miscellaneous Income					
Interest Income	2,000	2,000			
Other Financing Sources					
GADA-Youth/Adult Sports, Leisure & Open		4,300,000			
GADA - Large Park Acreage - Future Ball Field		3,500,000			
Funds Available	$732,674	$7,374,630	($59,558)	($3,068,417)	($4,162,853)
Financing Commitments					
GADA - Recreation Center	1,541,275	1,541,275	1,539,875	1,542,825	1,542,826
LP - FY12 City Wide Equip (75% Gen Gov)					
GADA - Large Park Acreage - Future Ball Field			269,065		
GADA-Youth/Adult Sports, Leisure & Open space			292,130		
Subtotal Commitments	1,541,275	1,541,275	2,101,070	1,542,825	1,542,826
Revenue (net of commitments)	($808,601)	$5,833,355	($2,160,628)	($4,611,242)	($5,705,679)
Planned Expenditures					
Culture & Recreation					
Bicycle network Improvements (Planning)	42,750				
Urban Trail System - Heritage Grant		45,000	180,000	350,000	
Tennis Center Resurface		135,000			
Tennis Center 6 Plex Facility - Grant Funded		550,000			
Large Park Acreage - Future Ball Field & Sports Park		2,000,000	1,500,000		
Riverfront Parking Lot Curb & Asphalt Overlay Project					
Park Acreage-Pocket Neigborhood Parks - Grant Fun	250,000	450,000			
Youth/Adult Sports, Leisure & Open space Facilities	500,000	3,800,000			
Park Open space & Master Plan Study	122,000				
Old Town Field Conversion to Cultural Park - Grant Fu	120,000				
Library Sidewalk Addition	10,000				
General Government					
Stormwater Programs	48,600	48,600	48,600	48,600	48,600
Hazmat Cleanup Event	20,000	20,000	20,000	20,000	20,000
City Wide Irrigation Rehabilitation	30,000	30,000	30,000	30,000	30,000
City Wide Computer Replacement Program	37,000	25,000	20,000	25,000	25,000
Subtotal Planned Expenditures	1,180,350	7,103,600	1,798,600	473,600	123,600
Resources Available	($1,988,951)	($1,270,245)	($3,959,228)	($5,084,842)	($5,829,279)

HIGHWAY USER REVENUE FUND AND TRANSIT

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

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

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	$2,926,096	($1,246,921)	($1,266,558)	($1,827,709)	($1,727,450)
HURF Funds (net M&O)	0	0	0	0	0
1% Construction Sales Tax	233,006	244,656	256,889	269,733	283,220
General Fund Contribution (including portion of 1% Sales Tax)	881,003	925,053	971,305	1,019,871	1,070,864
Grants					
Other Financing Sources					
Funds Available	$4,040,104	($77,213)	($38,364)	($538,105)	($373,367)
Financing Commitments					
GADA Loan - Mingus, W. Mingus, & 12th St.	760,960	760,960	760,960	760,960	760,960
GADA- N Main Mill & Fill, 6th St. Aspen-89A	146,065	146,065	146,065	146,065	146,065
Loan - N Main St 10th to Mingus		202,320	202,320	202,320	202,320
Subtotal Commitments	907,025	1,109,345	1,109,345	1,109,345	1,109,345
Revenue (net of commitments)	$3,133,079	($1,186,558)	($1,147,709)	($1,647,450)	($1,482,712)
Planned Expenditures (*Council Strategic Initiative)					
Streets Construction & Maintenance					
State Road Diet Grant					
Pavement Maintenance Program	600,000		600,000		600,000
Sidewalk Additions Alternative	80,000	80,000	80,000	80,000	80,000
Mingus Ave. Reconstruction Willard to Main					
Main St to Mingus	3,000,000				
*12 S. St. Reconstruction 89A to Fir					
Mingus Willard to 10th	700,000				
Subtotal Planned Expenditures	4,380,000	80,000	680,000	80,000	680,000
Resources Available	($1,246,921)	($1,266,558)	($1,827,709)	($1,727,450)	($2,162,712)

WASTERWATER USER FEES

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

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	$1,455,461	$1,817,576	$2,422,481	$2,740,066	$3,322,220
User Fees	$1,612,700	$1,612,700	$1,612,700	$1,612,700	$1,612,700
Transfers in from Capital					
Interest Income	25,000				
Other Financing Sources					
Bonding / WIFA Loan 2009-10					
Bonding/WIFA Loan FY 2014					
Funds Available	$3,093,161	$3,430,276	$4,035,181	$4,352,766	$4,934,920
Financing Commitments					
Bonding / WIFA Loan FY 2015	581,485	581,485	581,485	581,486	581,487
Subtotal Commitments	581,485	581,485	581,485	581,486	581,487
Revenue (net of commitments)	$2,511,676	$2,848,791	$3,453,696	$3,771,280	$4,353,433
Planned Expenditures					
Impact Fee Study					
Furnishing & Equipment		100,000		100,000	
Construction	500,000		500,000		150,000
Line Extensions	150,000		165,000		
Riverfront Wwtp-Design/Feasibi					
Lift Station		180,000		198,000	
Wwtp Upgrades		100,000		100,000	
Effluent Disposal System	44,100	46,310	48,630	51,060	
Budget Reserve					
Subtotal Planned Expenditures	694,100	426,310	713,630	449,060	150,000
Resources Available	$1,817,576	$2,422,481	$2,740,066	$3,322,220	$4,203,433

WATER USER FEES

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

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	$7,624,605	$9,334,056	$13,766,354	$18,793,511	$24,677,940
User Fees	7,037,993	7,601,032	8,209,115	8,865,844	9,575,112
Interest Income	152,492	186,681	275,327	375,870	493,559
Other Funding Sources					
Bonding or WIFA Loan Bella Montana					
Funds Available	$14,815,090	$17,121,769	$22,250,796	$28,035,225	$34,746,611
Financing Commitments					
Bonding or WIFA Loan	2,546,834	2,551,215	2,553,085	2,553,085	2,553,085
Bonding or WIFA Loan Hwy 260	104,600	104,600	104,600	104,600	104,601
Bonding or WIFA Loan Bella Montana	104,600	104,600	104,600	104,600	104,601
Subtotal Commitments	2,756,034	2,760,415	2,762,285	2,762,285	2,762,287
Revenue (net of commitments)	$12,059,056	$14,361,354	$19,488,511	$25,272,940	$31,984,324
Planned Expenditures					
Arsenic Mitigation	750,000	50,000	50,000	50,000	50,000
Well Booster Station	100,000	0	100,000	0	0
Water System Upgrades	250,000	170,000	170,000	170,000	170,000
Well Improvements	75,000	75,000	75,000	75,000	75,000
Fire Hydrant Improvements	250,000	250,000	250,000	250,000	250,000
Well Generators	50,000	50,000	50,000	50,000	50,000
SR 260 System Upgrades	1,250,000	0	0	0	0
Subtotal Planned Expenditures	2,725,000	595,000	695,000	595,000	595,000
Resources Available	$9,334,056	$13,766,354	$18,793,511	$24,677,940	$31,389,324

The City entered into an operating lease contract for its arsenic treatment equipment and an in-house Arsenic Specialist was hired several years ago to help defray cost and will continue to explore new technologies as they develop in the future.

WATER RESOURCE RESERVE FUND

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

Funding Availability	NOTES	FY2016	FY2017	FY2018	FY2019	FY2020
Beginning Balance		$6,316,959	$7,053,202	$7,804,170	$8,570,157	$9,351,464
Resource Development	79.47%	475,190	475,190	475,190	475,190	475,191
WAC	6.36%	38,010	38,010	38,010	38,010	38,011
Adjudication	9.21%	55,065	55,065	55,065	55,065	55,066
Conservation	4.96%	29,680	29,680	29,680	29,680	29,681
Interest Income		138,298	153,023	168,042	183,362	198,988
Funds Available		$7,053,202	$7,804,170	$8,570,157	$9,351,464	$10,148,402
Planned Expenditures						
Water Development						
Resource Development						
Water Advisory						
Adjudication						
Conservation						
Subtotal Planned Expenditures		0	0	0	0	0
Resources Available		$7,053,202	$7,804,170	$8,570,157	$9,351,464	$10,148,402

CAPITAL IMPROVEMENTS FUND

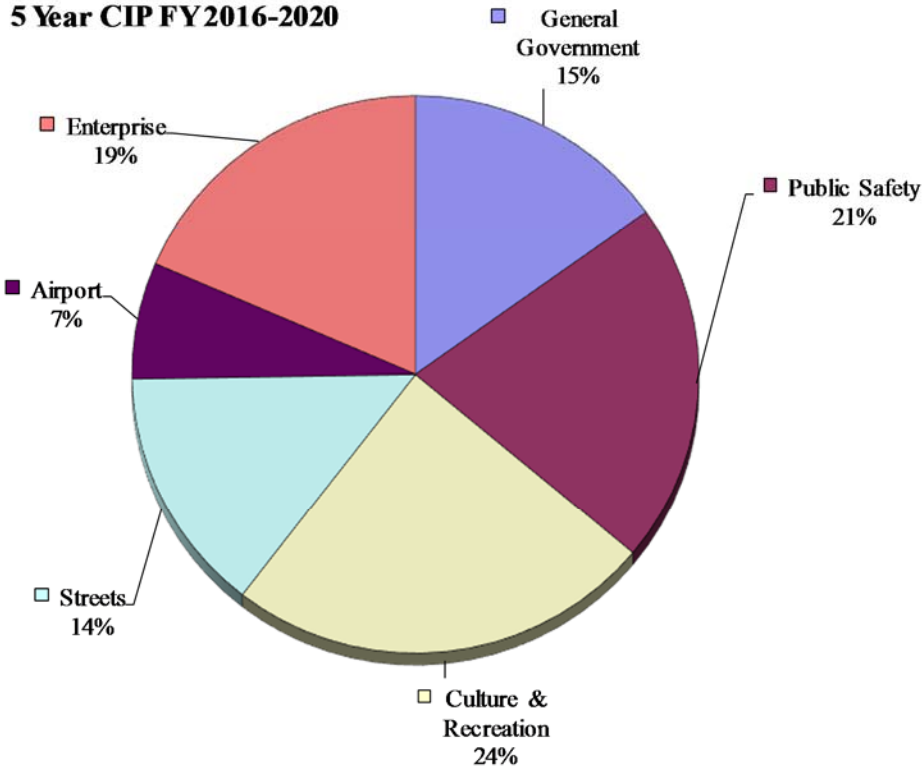
These accumulations are from an excess sales tax accumulated prior to July 1, 2007 and set aside for capital improvements throughout the City organization. During the recent recession it was decided to cap this fund at $1,000,000 until the economy recovers and sales tax begins to see gains.

Funding Availability	FY2016	FY2017	FY2018	FY2019	FY2020
Beginning Balance	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Interest Income	$25,000	$25,000	$25,000	$25,000	$25,000
Airport Reimbursement	$0	$0	$0	$0	$0
Supplemental Contributions					
Annual Deposit					
Funds Available	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000
Financing Commitments					
GADA - Railroad Wash Improvements					
Transfer to GF	25,000	25,000	25,000	25,000	25,000
Subtotal Commitments	25,000	25,000	25,000	25,000	25,000
Revenue (net of commitments)	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Planned Expenditures					
Subtotal Planned Expenditures	0	0	0	0	0
Resources Available	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000

Funding Availability	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Balance	$ 21,922,007	$19,593,757	$18,214,192	$20,722,486	$24,384,145
Taxes	2,636,348	2,689,630	2,804,198	2,923,759	3,016,349
User Fees	8,650,693	8,650,693	9,213,732	9,821,815	10,478,544
Excess Revenue	0	0	0	0	0
Grants	2,304,000	2,435,181	1,390,000	-	-
Interest Income	342,790	204,492	211,681	300,327	400,870
Water Resource Fees	597,945	597,945	597,945	597,945	597,949
Other Financing Sources	3,350,000	7,800,000	3,560,000	-	-
Revenue	$ 39,803,783	$41,971,698	$35,991,748	$34,366,333	$38,877,857
Financing Commitments					
Annual Debt Service - Bonds & Capital Leases	6,766,334	7,380,810	7,816,250	7,508,007	7,235,892
Subtotal Commitments	6,766,334	7,380,810	7,816,250	7,508,007	7,235,892
Revenue (net of commitments)	$33,037,449	$34,590,888	$28,175,498	$26,858,326	$31,641,965
Planned Expenditures					
General Government	249,600	123,600	118,600	5,623,600	123,600
Public Safety	4,563,450	87,000	3,680,000	92,000	234,000
Culture & Recreation	1,044,750	6,980,000	1,680,000	350,000	-
Streets	4,380,000	80,000	680,000	80,000	680,000
Airport	1,744,000	1,040,000	-	-	-
Enterprise	3,419,100	1,021,310	1,408,630	1,044,060	745,000
Subtotal Planned Expenditures	15,400,900	9,331,910	7,567,230	7,189,660	1,782,600
Resources Available	$17,636,549	$25,258,978	$20,608,268	$19,668,666	$29,859,365

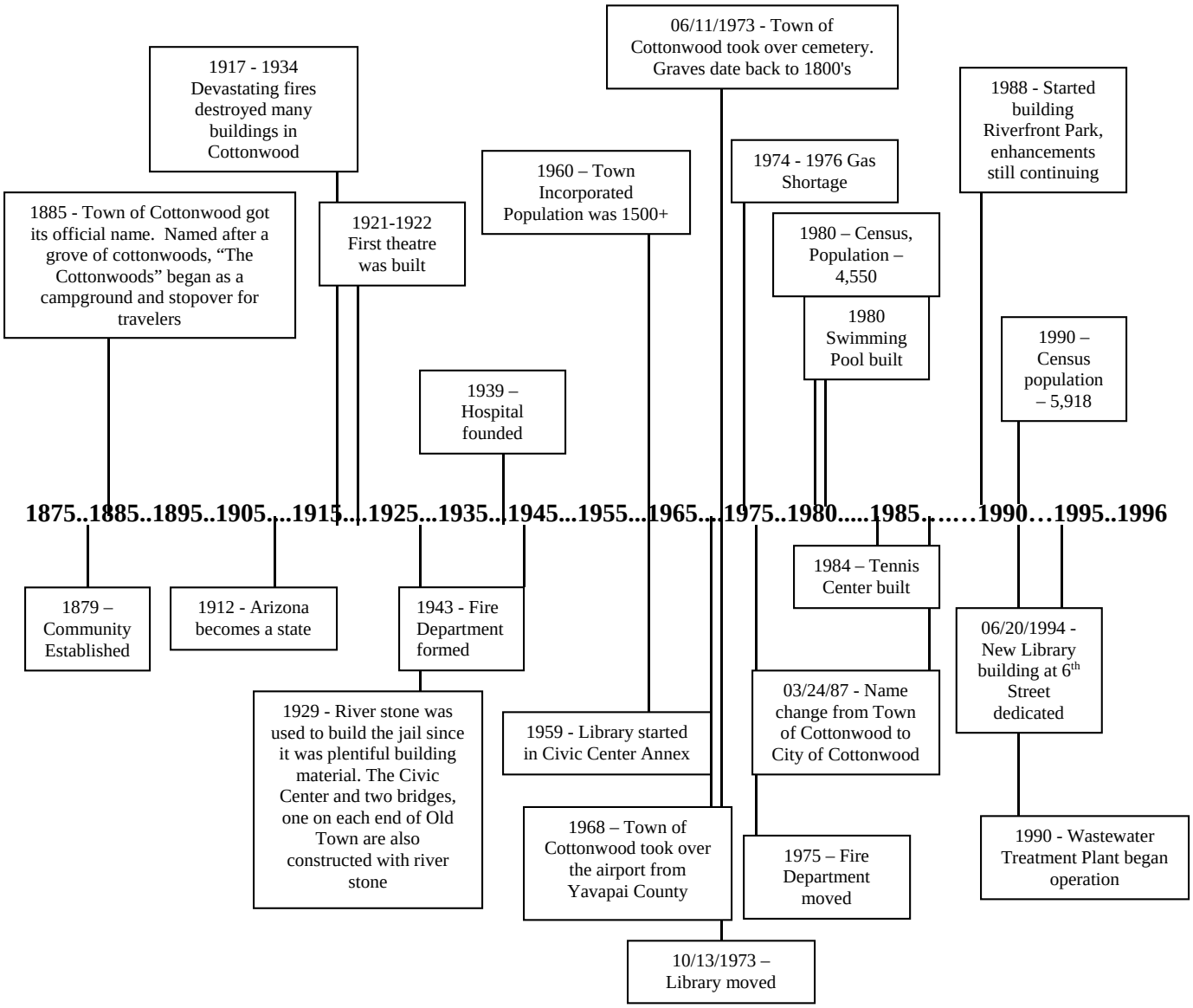
SUMMARY OF CAPITAL

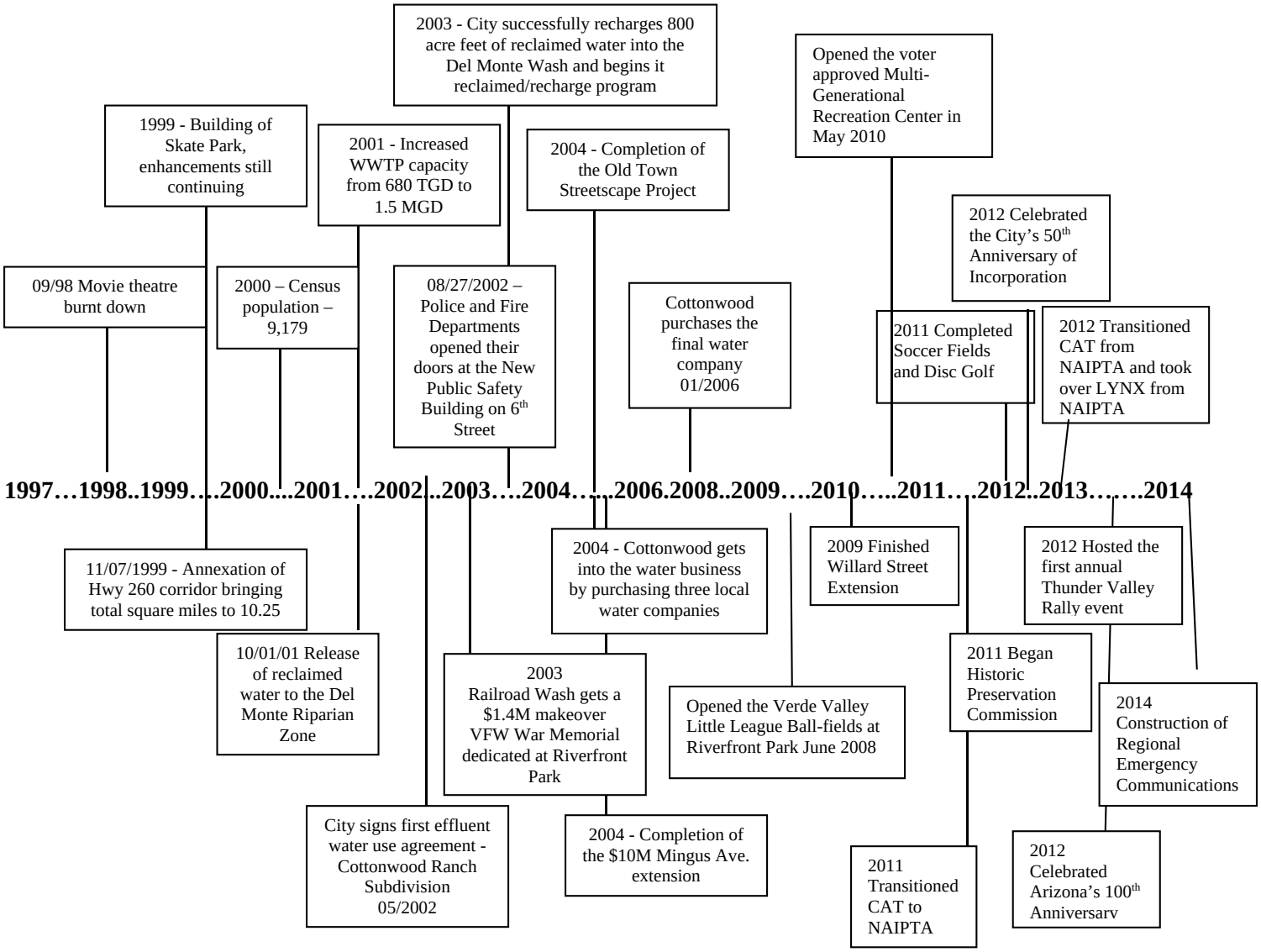
Consolidated Expenditures
5 Year CIP FY 2016-2020



Planned Expenditures	
General Government	6,239,000
Public Safety	8,656,450
Culture & Recreation	10,054,750
Streets	5,900,000
Airport	2,784,000
Enterprise	7,638,100
Capital Purchases	41,272,300
Other Financing Uses	36,707,293
Total Capital & Financing	$77,979,593

Funding Availability	
Taxes	14,070,284
User Fees	46,815,477
Excess Revenue	-
Grants	6,129,181
Interest Income	1,460,161
Water Resource Fees	2,989,729
Total Funding Sources	71,464,831
Other Financing Sources	24,384,145
Use of Reserves	0
Total Finance Available	$95,848,976


06/11/1973 - Town of Cottonwood took over cemetery. Graves date back to 1800's
1917 - 1934 Devastating fires destroyed many buildings in Cottonwood
1988 - Started building Riverfront Park, enhancements still continuing
1960 – Town Incorporated Population was 1500+
1974 - 1976 Gas Shortage
1885 - Town of Cottonwood got its official name. Named after a grove of cottonwoods, "The Cottonwoods" began as a campground and stopover for travelers
1921-1922 First theatre was built
1980 – Census, Population – 4,550
1980 Swimming Pool built
1990 – Census population – 5,918
1939 – Hospital founded
1875..1885..1895..1905...1915...1925...1935...1945...1955...1965...1975..1980.....1985.....1990…1995..1996
1984 – Tennis Center built
1879 – Community Established
1912 - Arizona becomes a state
1943 - Fire Department formed
06/20/1994 - New Library building at 6th Street dedicated
03/24/87 - Name change from Town of Cottonwood to City of Cottonwood
1929 - River stone was used to build the jail since it was plentiful building material. The Civic Center and two bridges, one on each end of Old Town are also constructed with river stone
1959 - Library started in Civic Center Annex
1968 – Town of Cottonwood took over the airport from Yavapai County
1975 – Fire Department moved
1990 - Wastewater Treatment Plant began operation
10/13/1973 – Library moved


2003 - City successfully recharges 800 acre feet of reclaimed water into the Del Monte Wash and begins it reclaimed/recharge program
Opened the voter approved Multi-Generational Recreation Center in May 2010
1999 - Building of Skate Park, enhancements still continuing
2001 - Increased WWTP capacity from 680 TGD to 1.5 MGD
2004 - Completion of the Old Town Streetscape Project
2012 Celebrated the City's 50th Anniversary of Incorporation
09/98 Movie theatre burnt down
2000 – Census population – 9,179
08/27/2002 – Police and Fire Departments opened their doors at the New Public Safety Building on 6th Street
Cottonwood purchases the final water company 01/2006
2011 Completed Soccer Fields and Disc Golf
2012 Transitioned CAT from NAIPTA and took over LYNX from NAIPTA
1997…1998..1999….2000….2001….2002..2003….2004…..2006.2008..2009….2010…..2011….2012..2013…….2014
11/07/1999 - Annexation of Hwy 260 corridor bringing total square miles to 10.25
2004 - Cottonwood gets into the water business by purchasing three local water companies
2009 Finished Willard Street Extension
2012 Hosted the first annual Thunder Valley Rally event
10/01/01 Release of reclaimed water to the Del Monte Riparian Zone
2003 Railroad Wash gets a $1.4M makeover VFW War Memorial dedicated at Riverfront Park
Opened the Verde Valley Little League Ball-fields at Riverfront Park June 2008
2011 Began Historic Preservation Commission
2014 Construction of Regional Emergency Communications
City signs first effluent water use agreement - Cottonwood Ranch Subdivision 05/2002
2004 - Completion of the $10M Mingus Ave. extension
2011 Transitioned CAT to NAIPTA
2012 Celebrated Arizona's 100th Anniversary

This page intentionally left blank

Long Range Financial Projections

GENERAL FUND

Revenues	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Taxes	$14,270,140	$14,874,750	$15,526,810	$16,234,550	$17,008,130
Licenses and Permits	354,560	363,432	372,520	381,823	391,373
Intergovernmental Revenues	1,621,820	1,642,400	1,683,460	1,725,550	1,768,690
Charges for Services	1,043,550	1,095,470	1,072,960	1,122,660	1,136,590
Fines and Forfeitures	225,500	231,140	236,920	242,840	248,920
Use of Monies & Properties	40,400	40,800	41,210	41,620	42,040
Miscellaneous Revenues	44,180	45,280	46,420	47,570	48,770
Other Financing Sources	0	0	0	0	0
Total Revenues	**$17,600,150**	**$18,293,272**	**$18,980,300**	**$19,796,613**	**$20,644,513**

Expenditures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Government	$6,915,110	$7,228,830	$7,558,150	$7,903,840	$8,266,670
Public Safety	8,812,390	9,253,120	9,715,810	10,201,680	10,711,770
Culture & Recreation	2,031,900	2,133,530	2,240,230	2,352,250	2,469,880
Total Expenditures	**$17,759,400**	**$18,615,480**	**$19,514,190**	**$20,457,770**	**$21,448,320**
Gain/(Loss)	**($178,730)**	**($322,210)**	**($533,890)**	**($661,160)**	**($803,810)**

CONCLUSION

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

Other issues that are out of the City's control are some of the rising employee benefits costs. Health insurance costs for employees and their dependents will increase after July 01, 2014. A 9% increase is reflected in this forecast. Worker's compensation will see a slight increase in FY 2015 as will both Retirement Systems.

There are required 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 different set of issues. The S.A.F.E.R. Grant revenue, which funded 90% of the cost of the 12 new firefighters in 2010, was completely eliminated in FY 2014. At this time the City is solely responsible for funding the 12 firefighters. The new Recreation Center has been fully operational since FY 2011 and is forecasted to cover slightly under 60% of its expenditures through its own revenue stream.

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

SPECIAL REVENUE FUND

Revenues	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Street Department	$1,115,220	$1,170,980	$1,229,530	$1,291,010	$1,355,560
CAT/LINX	1,512,830	1,558,200	1,604,940	1,653,090	1,702,670
Library	951,180	997,950	1,047,040	1,098,570	1,152,660
Airport	379,990	391,390	403,130	415,220	427,670
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
Total Revenues	**$3,959,220**	**$4,118,520**	**$4,284,640**	**$4,457,890**	**$4,638,560**

Expenditures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Street Department	$2,430,310	$2,548,710	$2,672,940	$2,803,210	$2,939,850
CAT	945,810	986,170	1,028,280	1,072,190	1,117,970
Library	970,900	1,013,510	1,057,980	1,104,460	1,153,000
Airport	379,990	391,390	403,130	415,220	427,670
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
Total Expenditures	$4,727,010	$4,939,780	$5,162,330	$5,395,080	$5,638,490
Gain/(Loss)	**$64,325**	**$14,400**	**($39,350)**	**($97,180)**	**($159,410)**

CONCLUSION

Street Department

Revenues are a bit more stable in the HURF due to the City Council approving a 1% Contracting Activities Sales Tax designated for street improvements. The Capital Projects Fund will help ease this fund's fiscal problems where larger projects are planned.

Transit System

The City took back the CAT system and added the LYNX system that travels to Sedona and back to Cottonwood. The Transit system is partially funded by ADOT funds, Fares and through inter-city revenues. Even with the funding received by other agencies the General Fund is having 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

Revenues	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Interest Income	$0	$0	$0	$0	$0
User Fees	0	0	0	0	0
City Sales Tax	1,541,275	1,541,275	1,539,875	1,542,075	1,542,825
Total Revenues	**$1,541,275**	**$1,541,275**	**$1,539,875**	**$1,542,075**	**$1,542,825**

Expenditures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Trustee Fees	$0	$0	$0	$0	$0
Interest Payments	666,275	631,275	594,875	557,075	507,825
Principal Payments	875,000	910,000	945,000	985,000	1,035,000
Total Expenditures	**$1,541,275**	**$1,541,275**	**$1,539,875**	**$1,542,075**	**$1,542,825**
Gain/(Loss)	**$0**	**$0**	**$0**	**$0**	**$0**

CONCLUSION

The special two-tenths of a percent (.2 %) city sales tax, enacted in 1992, funds the debt service of the Library Project of 1992. The trend is expected to increase as the economy recovers, demonstrating exceptional coverage. Final disposition of the library debt service was July 1, 2013.

The Debt Service for the Recreation Center is reflected in 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 will be reflected in the Debt Services Fund until August 2027. 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. January 2006 was the month in which the City of Cottonwood completed the acquisition of the Cottonwood Water Company. Currently this fund has ample reserves to cover this deficit.

ENTERPRISE FUND – SEWER & WATER

Revenues	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Interest Income	$8,140	$8,340	$8,550	$8,760	$8,970
User Fees	8,821,210	9,041,750	9,267,820	9,499,500	9,736,990
Miscellaneous Income	24,170	24,780	25,410	26,040	26,690
Total Revenues	**$8,853,520**	**$9,041,750**	**$9,301,780**	**$9,534,300**	**$9,772,650**

Expenses	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
Operations	$4,640,710	$4,855,860	$5,081,100	$5,316,930	$5,563,770
Administration	1,499,850	1,572,970	1,649,670	1,730,110	1,814,520
Debt Service	2,549,810	2,525,680	2,512,410	2,578,615	2,574,900
Total Expenses	**$8,690,370**	**$8,954,510**	**$9,243,180**	**$9,625,655**	**$9,953,190**
Gain/(Loss)	**$163,150**	**$120,360**	**$58,600**	**($91,355)**	**($180,540)**

CONCLUSION

The Enterprise Funds, which includes 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 of this subsidy in FY 2001 and now relies predominately on user fees. Rates will have to increase to cover any operational and debt service shortfalls.

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 2014 with differential rates for inside and outside the City limits to help with the debt service coverage. Currently the City is considering possible rate increases for FY 2015 and future years that will help balance any operating deficits.

FIDUCIARY FUND

Revenues	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Interest Income	-	-	-	-	-
Contributions	-	-	-	-	-
Total Revenues	**$27,970**	**$28,810**	**$29,670**	**$30,560**	**$31,480**

Expenditures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Benefits Paid	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**
Gain/(Loss)	**-**	**-**	**-**	**-**	**-**

CONCLUSION

The Fiduciary Fund includes our Employee Benefits Trust Fund, which used to be the City's health insurance for employees and dependents. In FY 2002, the City became a member of the Arizona Public Employers Health Pool (APEHP), which provides health, dental, and vision coverage for many of the schools and cities in the Verde Valley. For FY 2015 and beyond, no activity is expected for the Volunteer Pension Fund and the Employee Benefits Trust Fund.

REVENUE AND EXPENDITURE ANALYSIS

Consolidated Revenues - All Funds

Revenue projections were based on several different factors this year, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local sales tax and the economic situation at the State and Federal level. FY 2014 showed our local sales tax improving and for FY 2015 we are projecting that revenues will increase by 4.5% and will continue to increase slightly over the next few years.

A listing of All Funds Consolidated Revenues by Sources is on page 63. A further breakdown by source and fund may be found on page 66.

Consolidated Expenditures - All Funds

Expenditure projections for Fiscal Year 2015 began with the preparation of a "*base budget*" for each department. The base budget is defined as "*the essential expenses to operate a department at its current level of service*". Projections were made in commodities and utilities based on an inflationary projection of 5-7% due to anticipated increases being proposed by the various local utilities and rising cost of fuel. Several positions throughout the City that were frozen in FY 2012 and FY 2013 were eliminated and are still not included in the projections for FY 2015. Salaries are also projected to increase at an annual rate of slightly over 5%, excluding any personnel requests and salary adjustments from the compensation study for future years beginning in FY 2015.

With the completion of the base budget, departmental budget requests were reviewed. Requests for new programs, buildings projects, 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. General Fund Revenues Schedule is provided on pages 70 and 71 of this document.

Taxes

Special attention was given to our local city sales tax. With a 2.52% hike in FY 2008, the City Sales Tax continued to drop until FY 2011. Local sales tax compared to total operating revenues is still important despite the current trend in sales tax and the transfer of sales tax to pay the Recreation Center Debt Service. Large fluctuations in the economy can dramatically affect this revenue source. Local Sales Tax constitutes 60.3 % of all General Fund revenues.

State shared revenues constitute 10.7% of total operating revenues or about $2.3M for FY 2015. This is up from last year's revenues by 8%. State finances as well as state legislation can have a dramatic effect on the City's budget. These revenue sources are being watched closely for any legislative action that could trickle down to cities, especially with the current State Government economic climate.

Franchise revenues are a percentage of utility sales to customers. The City no longer receives a 1% fee for water, since it acquired all the local water companies. It does, however, collect 2% from power, 2% for gas, and a 3% fee from cable television. Franchise revenues have been stagnate over the past five years as the economy tries to recover.

Licenses and Permits

License and permit revenues, which had peaked in FY 2006 and declined again due to the poor economy are budgeted at $255,600 for FY 2015 which is an increase of 4.41% from the FY 2014 revised budget. It is expected to start to increase for the next few years as the economy begins to improve and growth resumes.

Intergovernmental Revenues

Intergovernmental revenues are based on a sharing of state sales taxes, state income taxes and motor vehicle in-lieu tax on a per capita basis. Using the 2010 census and the Department of Economic Security (DES) population estimates, intergovernmental revenues were adjusted to the new per capita formula. The City can expect a combined increase of 10.58% for FY 2015, including all police and fire grants. The State Shared Income Tax is distributed to the cities based on collections from two years prior.

Charges for Services

Charges for services have increased significantly over the past couple of years, mainly due to the opening of the Recreation Center. An increase of 7.25% is planned for FY 2015.

Fines and Forfeitures

Fines and forfeitures have increased an average of 2.09% per year over the past ten years. However, FY 2011 saw the first increase since FY 2006. This increase is partly attributed to a new "Court Enhancement" fee that began in FY 2010. For the upcoming year, revenues in this area are budgeted to be 4.74% lower than FY 2014.

Uses of Monies and Properties

The City adopted an investment policy to allow 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 are expected to earn a higher return over the next few years as interest rates begin to climb again after the recession.

Miscellaneous

Miscellaneous revenues have always fluctuated wildly with donations and one-time revenues that do not fit into other revenue line accounts. This category is conservatively budgeted and remains about the same.

General Fund - Expenditures

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

Expenditures

This fiscal year total General Fund expenditures are projected to increase by 23.58%. This translates to a $4,244,490 increase over the previous fiscal year of $18,002,465. This net increase includes some rollover projects and $3,639,900 in fund balance reserves. The $1,084,485 increase of funds for personnel increases is due to the merit program, a 1.5% Cost of Living Adjustment (COLA), health insurance, and other related taxes.

The City provides paid Health Insurance coverage for all employees and part of dependent coverage based on a tiered system, implemented as a cost containment measure to offset rising premiums. The tiered system is based on the number of dependents being covered dictating the amount of contribution from the employee. A containment effort by the Arizona Public Employers Health Pool helped to keep the rate constant for two years but the rate was increased by 6.5% in FY 2014 and a 9% increase is anticipated for FY 2015.

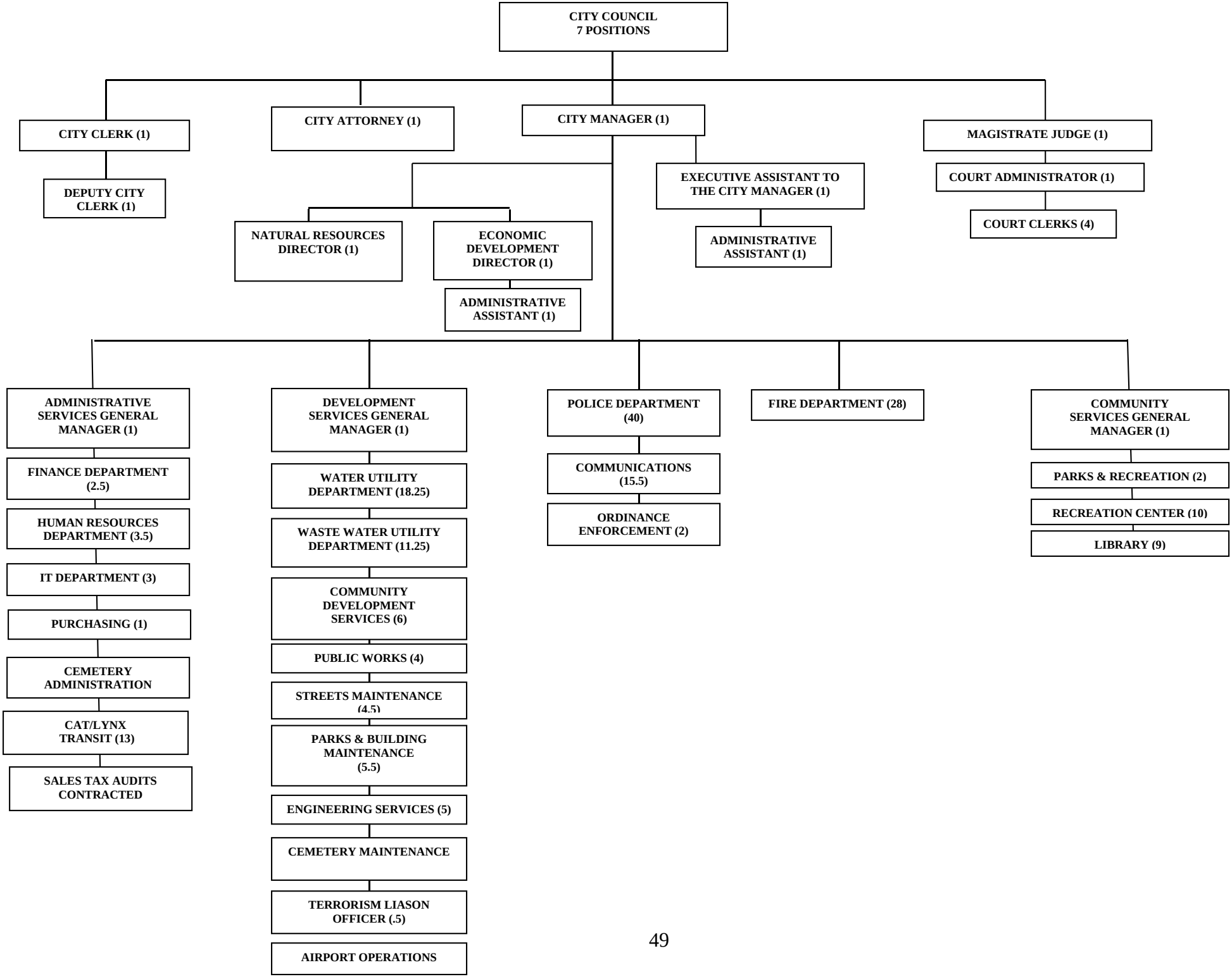
Operating supplies category has decreased from $560,530 for last year to $557,845 for this year. This decrease is the result of the departments re-evaluating their needs and cutting their operating budgets to only what is necessary. Department heads take a very close look at their operating supplies and most are able to stay within their overall requests.

Contractual Services is anticipated to decrease by less than 1%.

Other Services and Charges reflect an increase, which is mainly due to the departments adding services back into the budget that had been cut in previous years due to the slowing economy.

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

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


CITY COUNCIL
7 POSITIONS
CITY CLERK (1)
DEPUTY CITY CLERK (1)
CITY ATTORNEY (1)
CITY MANAGER (1)
NATURAL RESOURCES DIRECTOR (1)
ECONOMIC DEVELOPMENT DIRECTOR (1)
ADMINISTRATIVE ASSISTANT (1)
EXECUTIVE ASSISTANT TO THE CITY MANAGER (1)
ADMINISTRATIVE ASSISTANT (1)
MAGISTRATE JUDGE (1)
COURT ADMINISTRATOR (1)
COURT CLERKS (4)
ADMINISTRATIVE SERVICES GENERAL MANAGER (1)
FINANCE DEPARTMENT (2.5)
HUMAN RESOURCES DEPARTMENT (3.5)
IT DEPARTMENT (3)
PURCHASING (1)
CEMETERY ADMINISTRATION
CAT/LYNX TRANSIT (13)
SALES TAX AUDITS CONTRACTED
DEVELOPMENT SERVICES GENERAL MANAGER (1)
WATER UTILITY DEPARTMENT (18.25)
WASTE WATER UTILITY DEPARTMENT (11.25)
COMMUNITY DEVELOPMENT SERVICES (6)
PUBLIC WORKS (4)
STREETS MAINTENANCE (4.5)
PARKS & BUILDING MAINTENANCE (5.5)
ENGINEERING SERVICES (5)
CEMETERY MAINTENANCE
TERRORISM LIASON OFFICER (.5)
AIRPORT OPERATIONS
POLICE DEPARTMENT (40)
COMMUNICATIONS (15.5)
ORDINANCE ENFORCEMENT (2)
FIRE DEPARTMENT (28)
COMMUNITY SERVICES GENERAL MANAGER (1)
PARKS & RECREATION (2)
RECREATION CENTER (10)
LIBRARY (9)

This page intentionally left blank

City Sales Tax Revenue

Description:

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

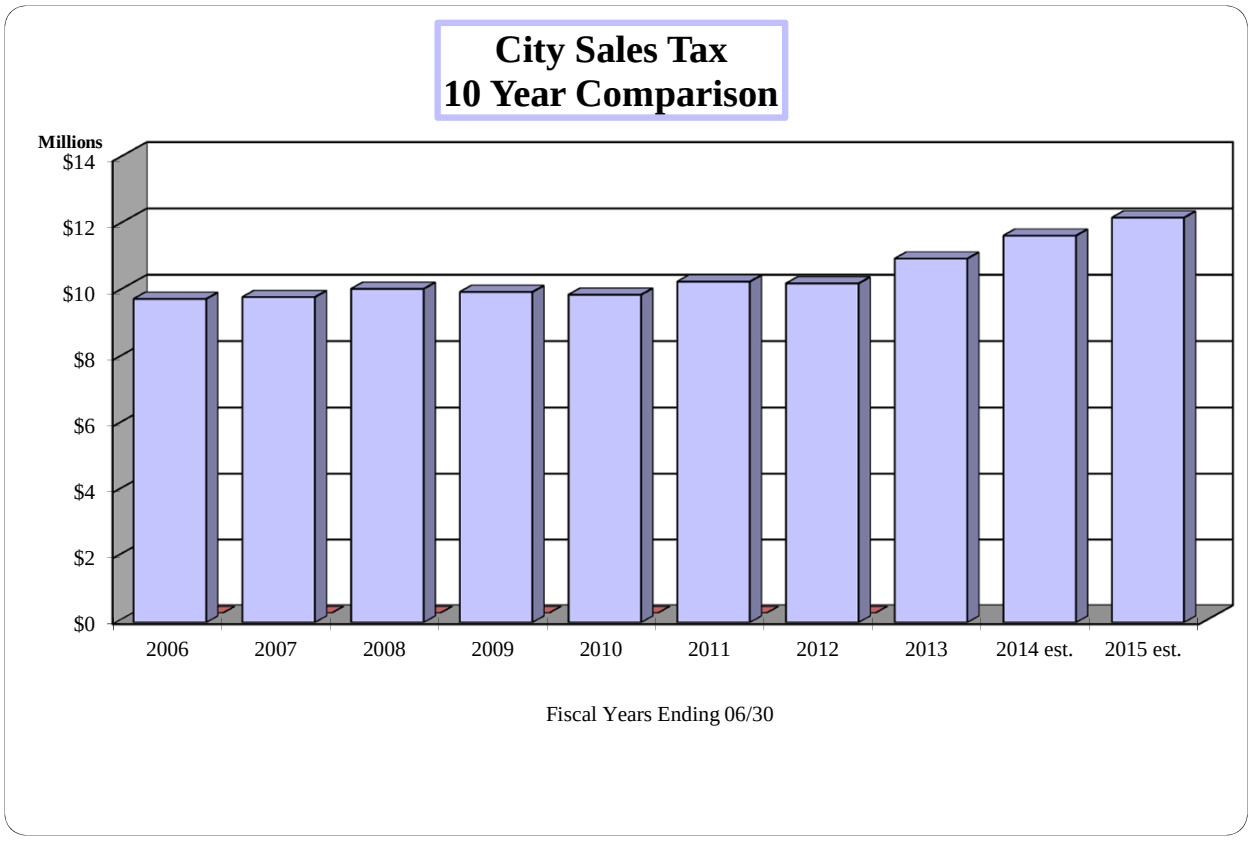
Please note: For this analysis we are not including the Bed Tax or the Utility Tax.

Analysis:

The City of Cottonwood serves as the retail center of the upper Verde Valley. In fiscal years 2004-2008, gross business sales continued to increase proportionally to the population increase in the upper Verde Valley Area. Most of the population growth continues to be in the unincorporated areas.

The economic decline that affected the entire nation is clearly reflected in the FY 2009 and FY 2010 figures. The first full year of the .8% sales tax increase is reflected in the increase in FY 2010. A decline was originally budgeted for FY 2011. However, actual sales tax revenues were higher, 3.98% above FY 2010. The continued growth in sales tax since FY 2010's decline is partially due to the .8% sales tax increase. Although sales tax is showing steady growth with FY 15 being 4.63% higher then FY 14, the City is still not seeing sales at the same level as before the economic downturn.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	9,798,510	27.20%
2007	9,853,864	0.56%
2008	10,102,433	2.52%
2009	10,007,515	-0.94%
2010	9,925,087	-0.82%
2011	10,319,948	3.98%
2012	10,265,356	-0.53%
2013	11,014,097	7.29%
2014 est.	11,707,085	6.29%
2015 est.	12,249,425	4.63%



State Shared Income Tax Revenue

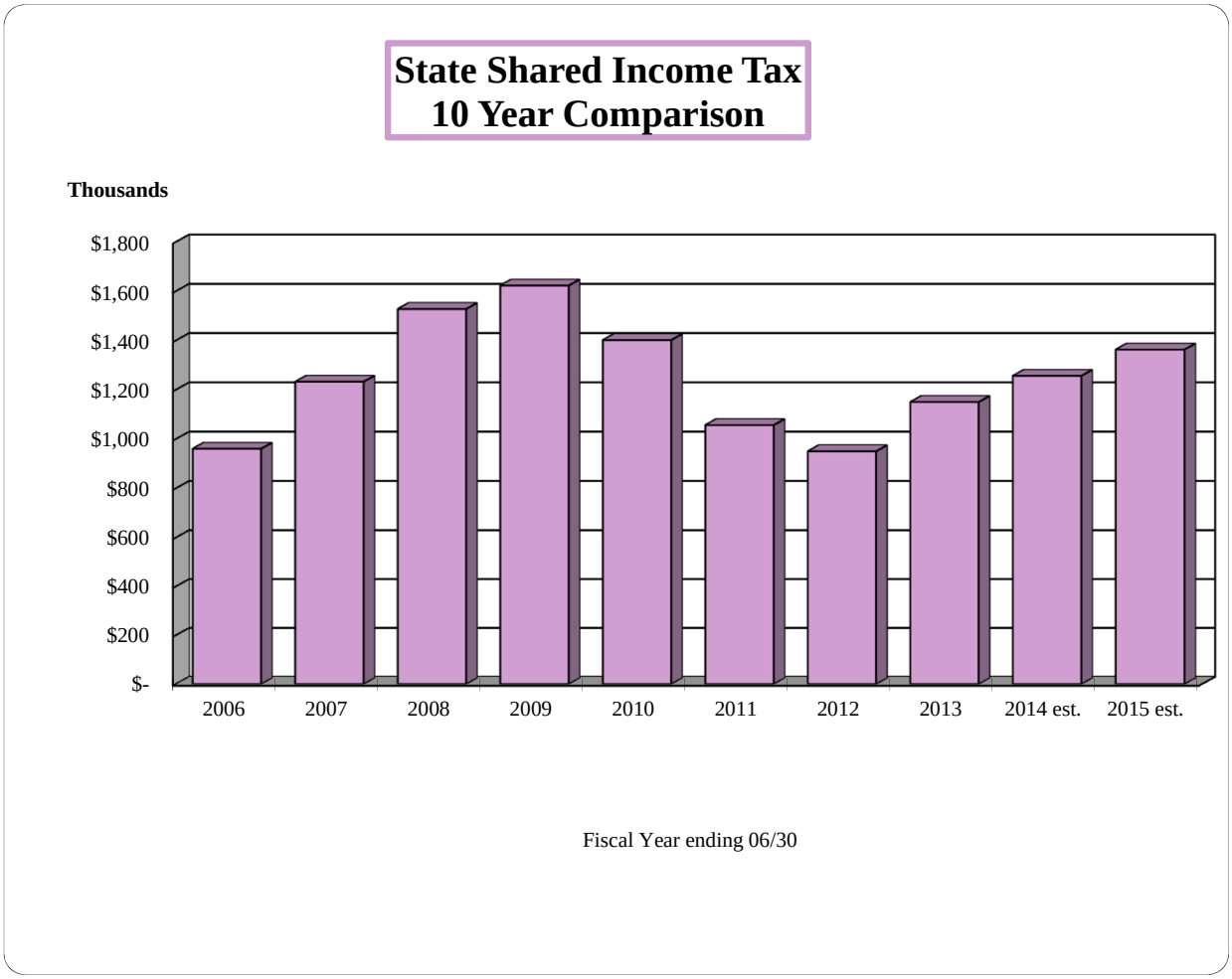
Description:

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

Analysis:

The growth of this revenue has not been very consistent with the economy over the past few years. In fiscal year 2004 and 2005, this source suffered due to the slowing of the economy in 2002 and 2003, forcing the loss of jobs and since the State Income Tax system closely mirrored the Federal Income Tax system with similar allowed deductions. Federal tax cuts initiated by the federal government affected this State Shared revenue. In 2012, the state implemented new tax percentages that were not based on the IRS deductions which increased this revenue. The FY 2013 and FY 2014 both showed signs of the improving economy and the State has estimated that FY 2015 will show another increase of 8.5%.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	961,036	13.89%
2007	1,232,997	28.30%
2008	1,528,328	23.95%
2009	1,623,403	6.22%
2010	1,402,140	-13.63%
2011	1,057,034	-24.61%
2012	950,774	-10.05%
2013	1,150,696	21.03%
2014 est.	1,256,780	9.22%
2015 est.	1,363,620	8.50%



State Shared Sales Tax Revenue

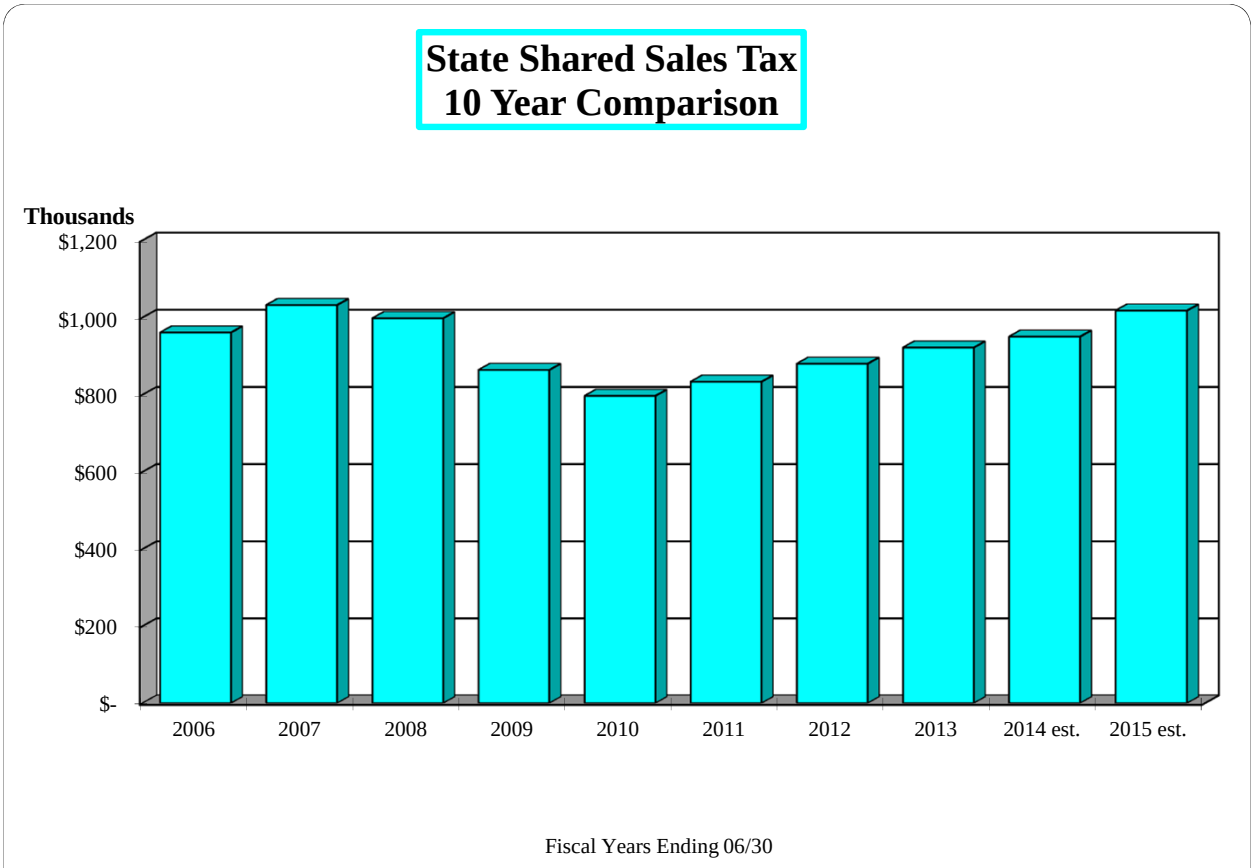
Description:

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

Analysis:

The increase in population numbers deferred the impact of the slowing economy until FY 2008 through FY 2010. Since then the economy has been showing signs of picking up with steady increases from FY 2011 to FY 2015 estimates. The growth of this revenue is based on the current economic expansion and the growing population in Arizona. The state has estimated a 7.10% growth for FY 2015 over FY 2014.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	961,036	13.02%
2007	1,032,214	7.41%
2008	998,077	-3.31%
2009	864,056	-13.43%
2010	796,966	-7.76%
2011	833,600	4.60%
2012	880,250	5.60%
2013	922,061	4.75%
2014 est.	950,400	3.07%
2015 est.	1,017,890	7.10%

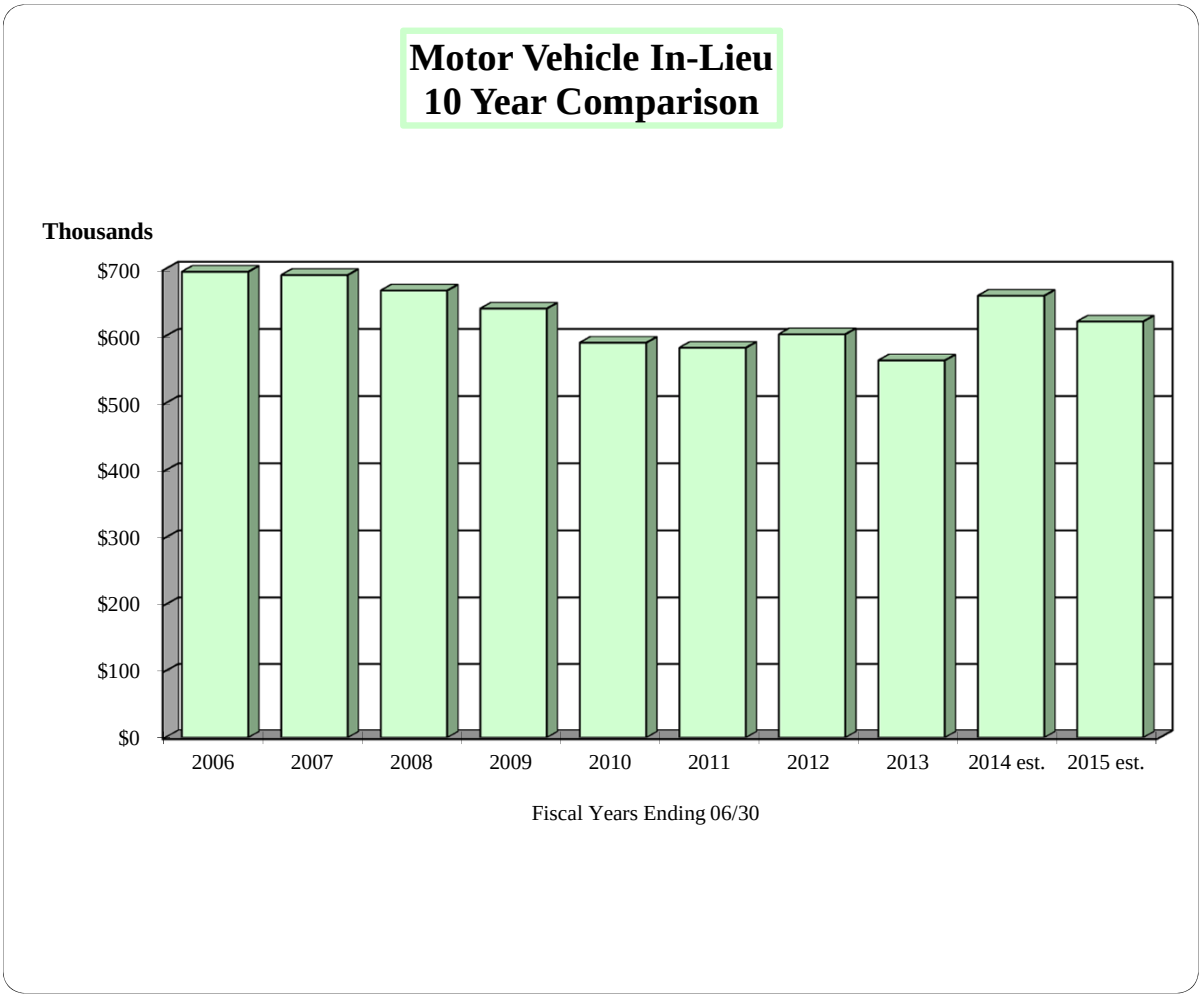


Motor Vehicle In-Lieu Revenue

Description:
Arizona cities receive a 25% share of the net revenues collected for the licensing of vehicles in their related county. Each city's share within their county is determined based on the city's population in relation to the county as a whole. These revenues are distributed by the State Treasurer. The State began distributing the revenues collected directly to the communities rather than giving it to the counties and letting them distribute the funds. This change reduced the lag time by half for the communities to receive their revenues.

Analysis:
The falling auto sales in FY 2008 through FY 2010 is reflected in this chart. These revenues were still declining in FY 2011 and although there was a slight increase in FY 2012, the League of Arizona Cities and Towns has projected a decrease in these revenues for FY 2013 and an estimated increase for FY 2014 of 17.08%, and again another decrease for FY 2015 of 5.81%.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	695,836	13.04%
2007	690,992	-0.70%
2008	667,929	-3.34%
2009	640,992	-4.03%
2010	590,201	-7.92%
2011	582,707	-1.27%
2012	602,832	3.45%
2013	563,851	-6.47%
2014 est.	660,140	17.08%
2015 est.	621,770	-5.81%



Investment Revenues

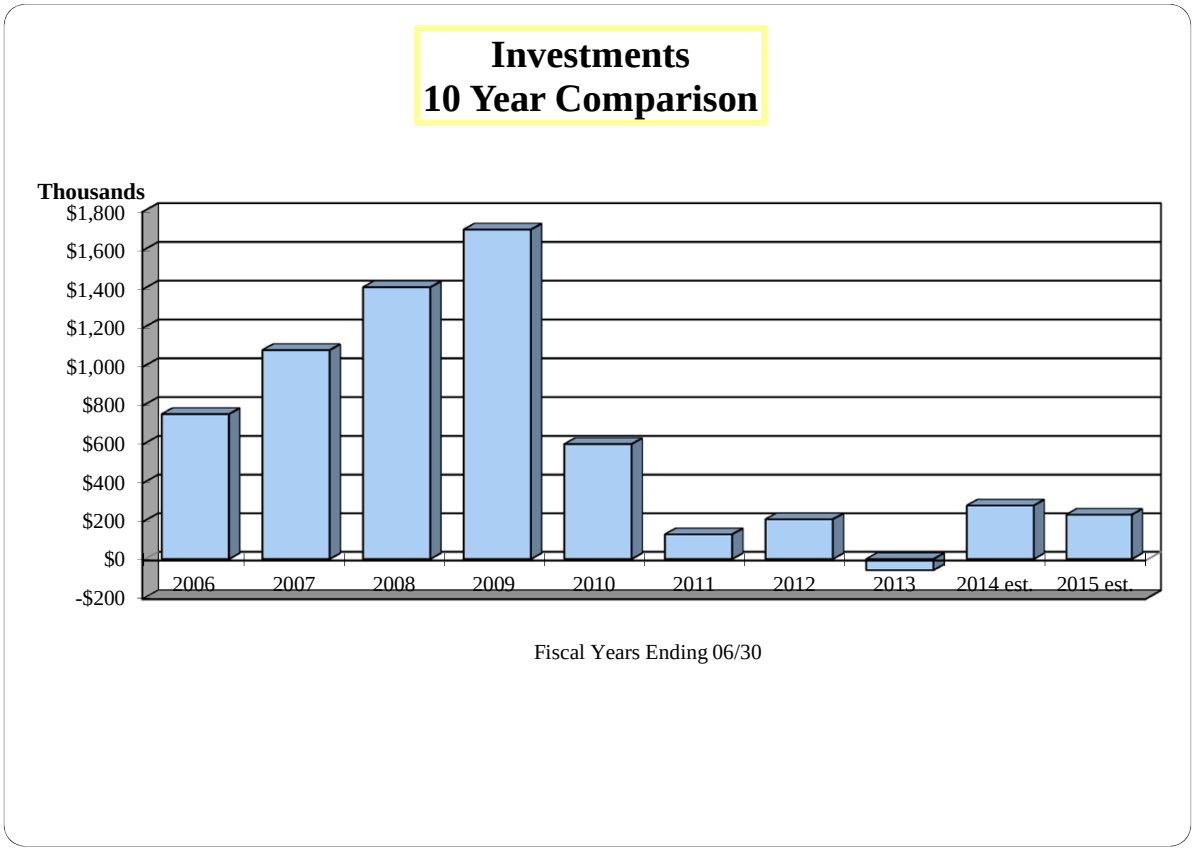
Description:

Investment income is derived from idle funds which include the proceeds from bonds during the time of construction, planned reserves, fund balances and operating funds received in advance of required needs. Unrealized gains and losses are included to reflect the fair maket value of investments.

Analysis:

In 2005, the rise in interest rates and the acquisition of four water companies requiring substantial debt service and capital improvement reserves were driving these revenues to such growth. The growth of these revenues has stopped in FY 2010 interest rates dropped dramatically and the City began to use funds from its capital reserves for major projects. FY 2012 and FY 2013 have shown an improvement in these revenues as the economy recovered. The projections for FY 2014 and Fy 2015 are down due to the use of some of the City's investments for projects.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	749,981	117.46%
2007	1,079,902	43.99%
2008	1,403,868	30.00%
2009	1,701,210	21.18%
2010	595,496	-65.00%
2011	128,312	-78.45%
2012	206,489	60.93%
2013	(57,590)	-127.89%
2014 est.	277,680	-582.17%
2015 est.	230,160	-17.11%

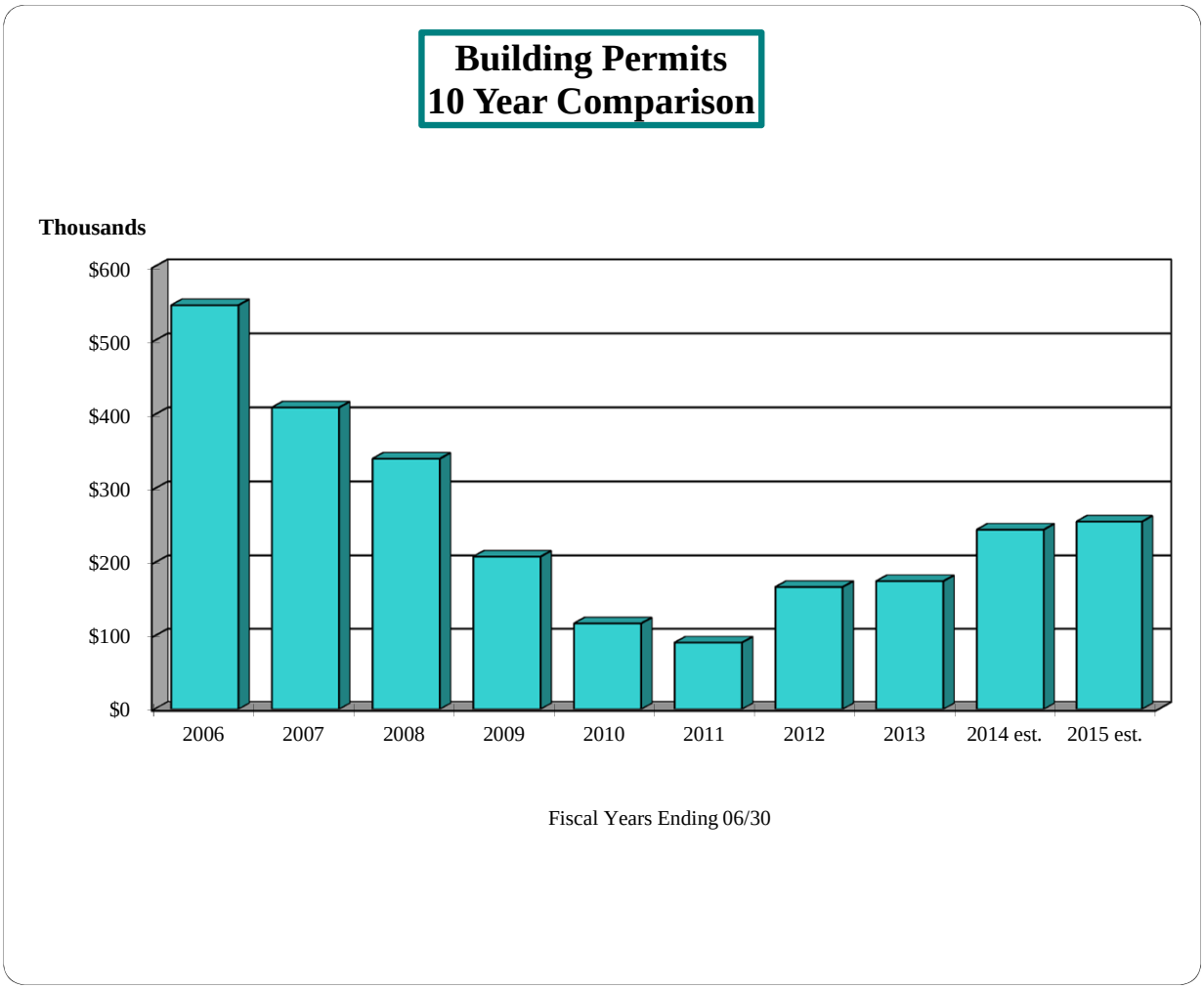


Building Permits Revenue

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

Analysis:
From FY 2004 through FY 2006, the City saw growth as the local hospital, medical facilities were expanded, and businesses were moving into Cottonwood. Included in the growth was a Wal-Mart Supercenter which opened its doors early in the third calendar quarter of 2004. In FY 2007, a slowing economy led to the decrease in the amount of building permits which has steadily decreased over the last few years. FY 2012 reflects the first increase since 2006, and current projections are showing a slight increase for fiscal years 2013 and 2014, although they are still down 70.7% from FY 2008 and down 81.8% since the peek in FY 2006. With the improved economy, there has been an increase in construction projects. FY 2013 showed small signs of growth and FY 2014 and FY 2015 have also shown growth.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	547,891	12.41%
2007	409,752	-25.21%
2008	340,638	-16.87%
2009	208,297	-38.85%
2010	117,278	-43.70%
2011	91,054	-22.36%
2012	167,007	83.42%
2013	174,930	4.74%
2014 est.	244,800	39.94%
2015 est.	255,600	4.41%



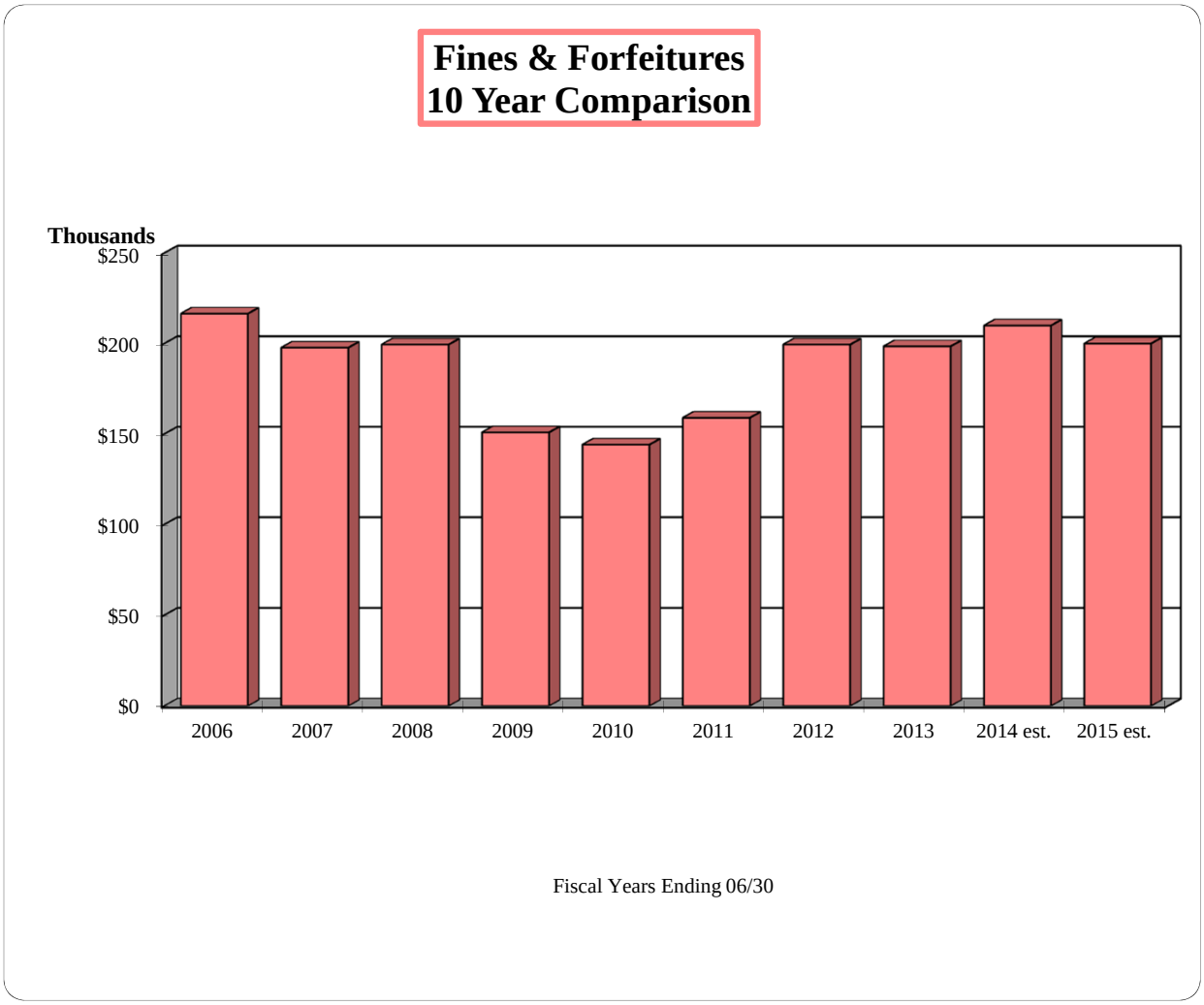
Fines And Forfeitures

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

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

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

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	216,512	21.22%
2007	197,714	-8.68%
2008	199,435	0.87%
2009	150,913	-24.33%
2010	144,122	-4.50%
2011	158,977	10.31%
2012	199,445	25.46%
2013	198,445	-0.50%
2014 est.	209,950	5.80%
2015 est.	200,000	-4.74%

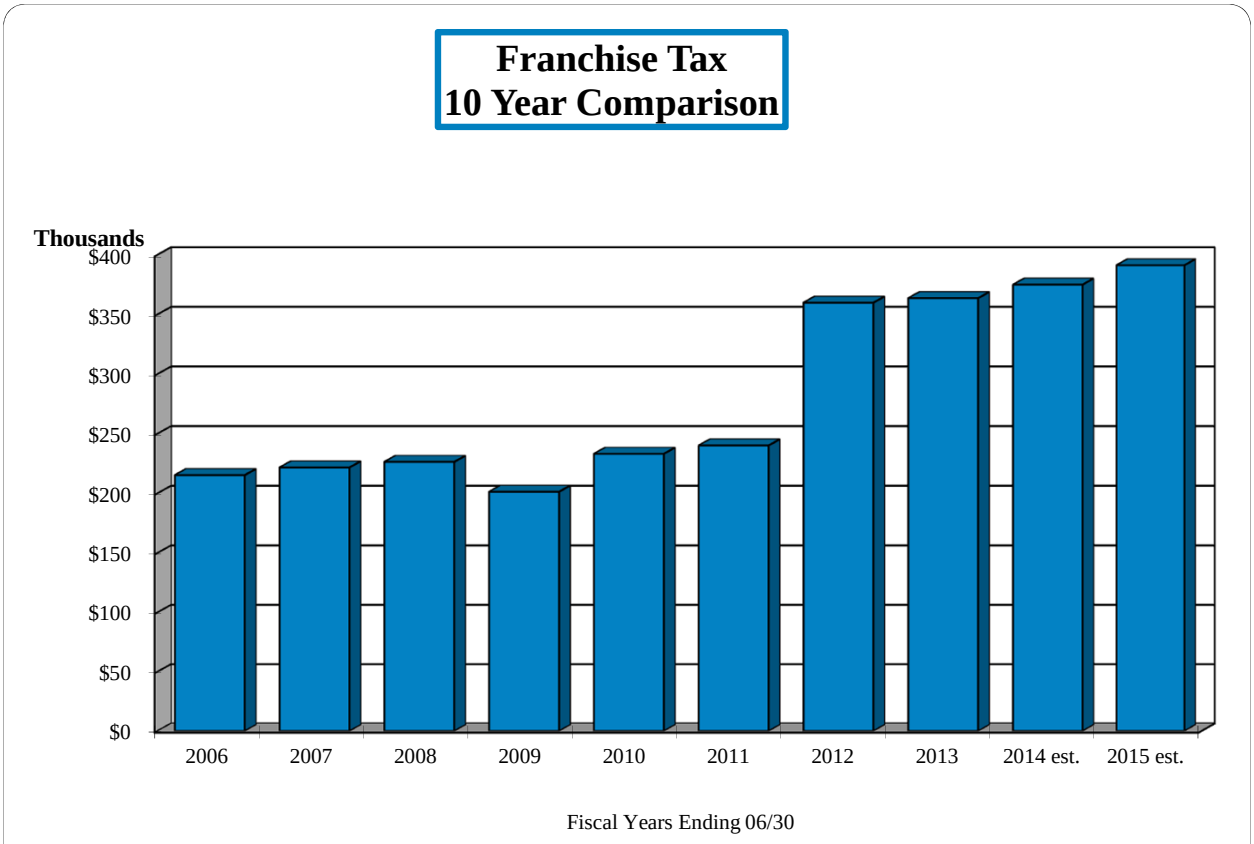


Franchise Tax Revenues

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

Analysis:
This revenue has shown a steady increase as the utility companies continue to increase their rates to cover costs. In FY 2009 a decrease was realized as the economy continued to falter. FY 2010 showed a rebound most likely due to the rate increase APS got approved by the Corporation Commission. This revenue shows slight increases for FY 2013, FY 2014 and FY 2015 due to a new agreement with APS for fees.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	215,249	7.38%
2007	221,675	2.99%
2008	226,368	2.12%
2009	201,322	-11.06%
2010	233,129	15.80%
2011	240,140	3.01%
2012	359,872	49.86%
2013	363,653	1.05%
2014 est.	375,000	3.12%
2015 est.	391,230	4.33%



Highway User Revenue Funds - HURF

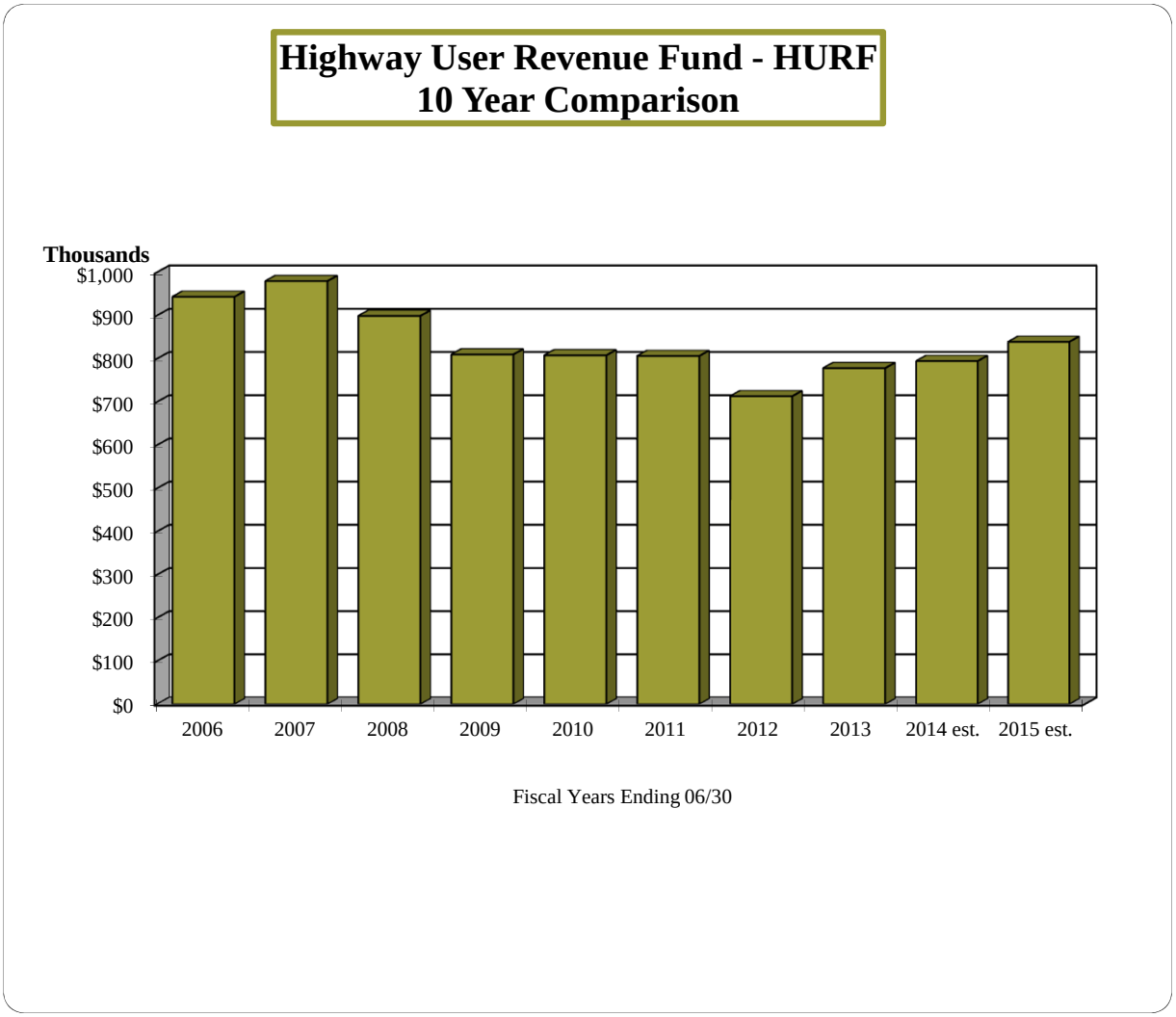
Description:

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

Analysis:

This State shared revenue has been fluctuating. The tax is based on a fixed charge per gallon of fuel and not a percentage of the fuel purchased. Fiscal year 2015 shows only a small increase in the estimates from the state.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	943,333	#REF!
2007	979,659	3.85%
2008	899,089	-8.22%
2009	809,827	-9.93%
2010	807,864	-0.24%
2011	806,386	-0.18%
2012	713,231	-11.55%
2013	778,265	9.12%
2014 est.	794,630	2.10%
2015 est.	839,050	5.59%



Local Transportation Assistance Fund Revenues - LTAF

Description:

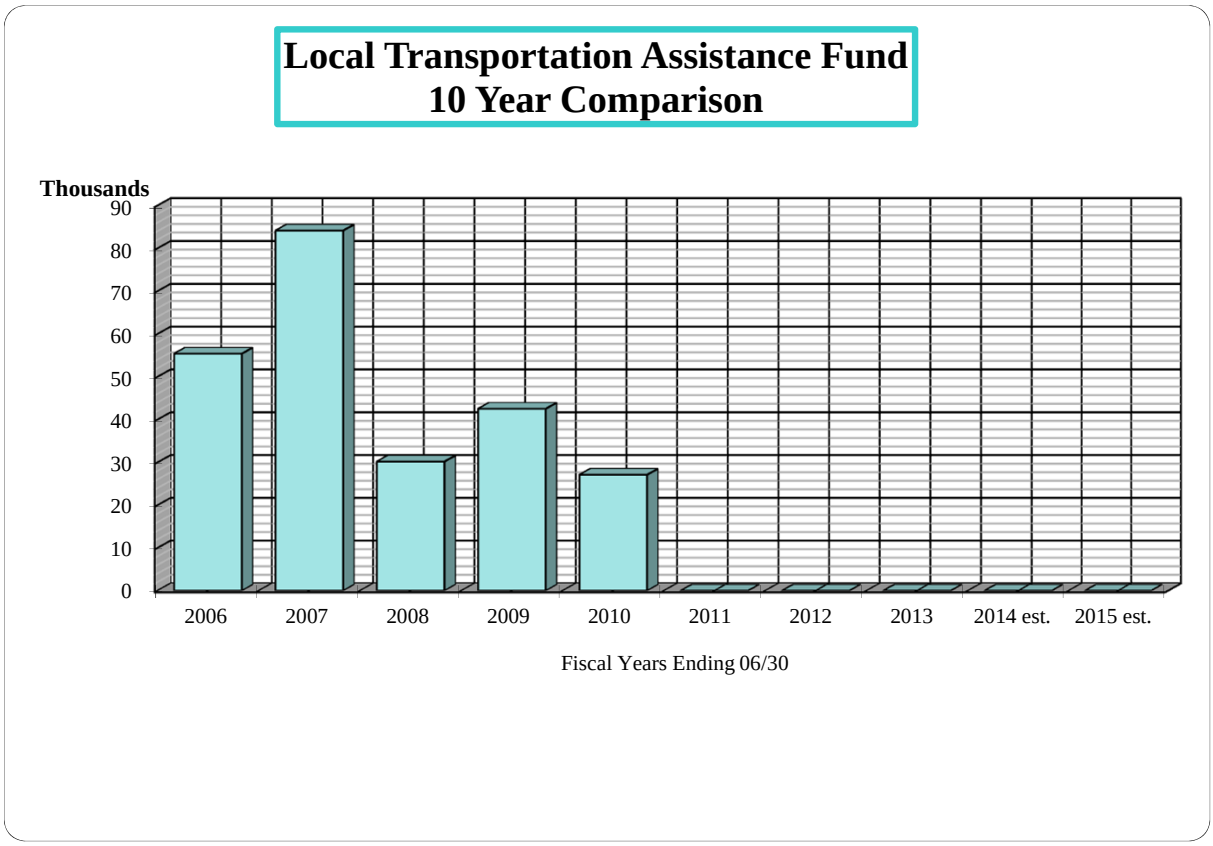
Local Transportation Assistance Fund Revenues (LTAF) consist of two LTAF distributions, LTAF and LTAF II. LTAF monies are derived from the State Lottery Fund. Arizona cities have been receiving a portion of the proceeds of the Arizona lottery since 1982. The original LTAF allocation was based on individual cities' populations in relation to the total state population. Eligible expenditures for these funds include street and highway projects as well as transit programs. The legislature set a ceiling on the amount of lottery funds which the state would have to share. This ceiling was set at $23,000,000 since the program's inception.

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

Analysis:

This program was swept by the State in FY 2010 resulting in the drastic decline in revenues received. As of FY 2011 this program will no longer be funded by the State due to the need to keep the funds at the State level.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	55,405	-28.24%
2007	84,155	51.89%
2008	30,207	-64.11%
2009	42,541	40.83%
2010	27,118	-36.25%
2011	0	-100.00%
2012	0	0.00%
2013	0	0.00%
2014 est.	0	0.00%
2015 est.	0	0.00%



Wastewater User Fees

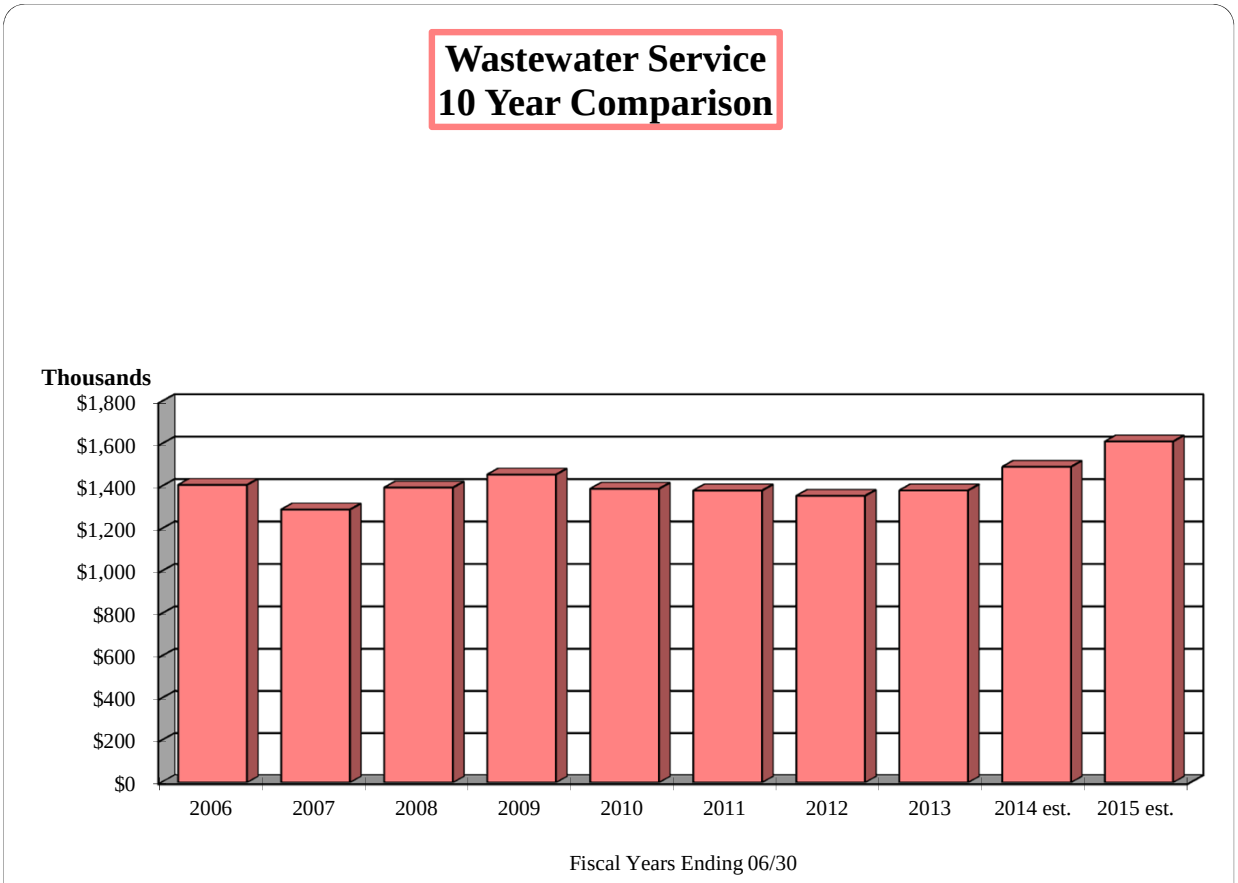
Description:

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

Analysis:

These revenues had increased through FY 2009 due to steady city growth. The system became operational October 1, 1990. The initial residential user fee was $6.75 per month. The rate was increased in 1995 to $13.20 per month, which the Council at the time froze for a five year period. The rate of $16.75 was established in 2002. With City growth and the aging system in FY 2014, a rate study was established and the rate was increased to $26.25 effective October 1, 2014. These fees are evaluated annually to determine if an increase is necessary.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	1,408,017	4.59%
2007	1,291,744	-8.26%
2008	1,395,464	8.03%
2009	1,456,567	4.38%
2010	1,389,721	-4.59%
2011	1,381,487	-0.59%
2012	1,356,438	-1.81%
2013	1,381,902	1.88%
2014 est.	1,493,375	8.07%
2015 est.	1,612,700	7.99%



Water Utility User Fees

Description:

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

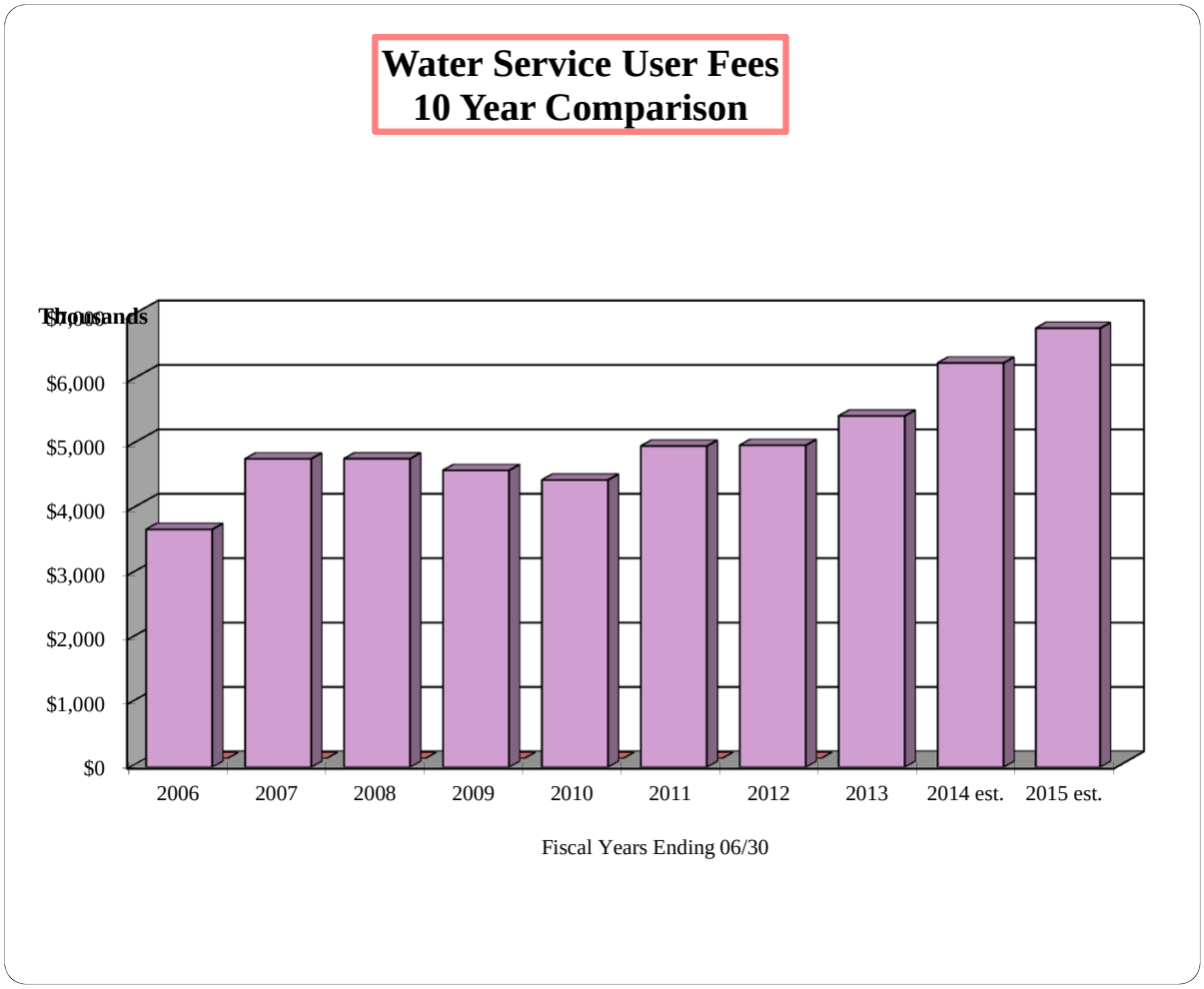
Analysis:

These revenues have been steadily growing since the acquisition of the last area water company in early 2006. The base fee was set at $23.74 in 2011. These rates are evaluated annually to determine if an increase is necessary and in FY 2014 a rate increase was established, with differential rates for In-side and Out-side City limits. The base fee is setup by the size of water line with additional charges in a tiered structure starting after the first 1,000 gallons. The rate structure is listed below:

The last rate increase was in FY 2014.

	Inside	Outside
Base Rate	23.36	30.37
Block 1 (1,001-5,000 gal)	2.90	3.77
Block 2 (5,001-10,000 gal)	3.99	5.19
Block 3 (10,001-15,000 gal)	5.69	7.40
Block 4 (15,001 + gal)	8.10	10.53

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2006	3,692,409	231.44%
2007	4,787,501	29.66%
2008	4,789,358	0.04%
2009	4,607,776	-3.79%
2010	4,459,160	-3.23%
2011	4,985,843	11.81%
2012	4,997,833	0.24%
2013	5,453,178	9.11%
2014 est.	6,276,655	15.10%
2015 est.	6,815,045	8.58%



Fiscal Year 2015 Budget

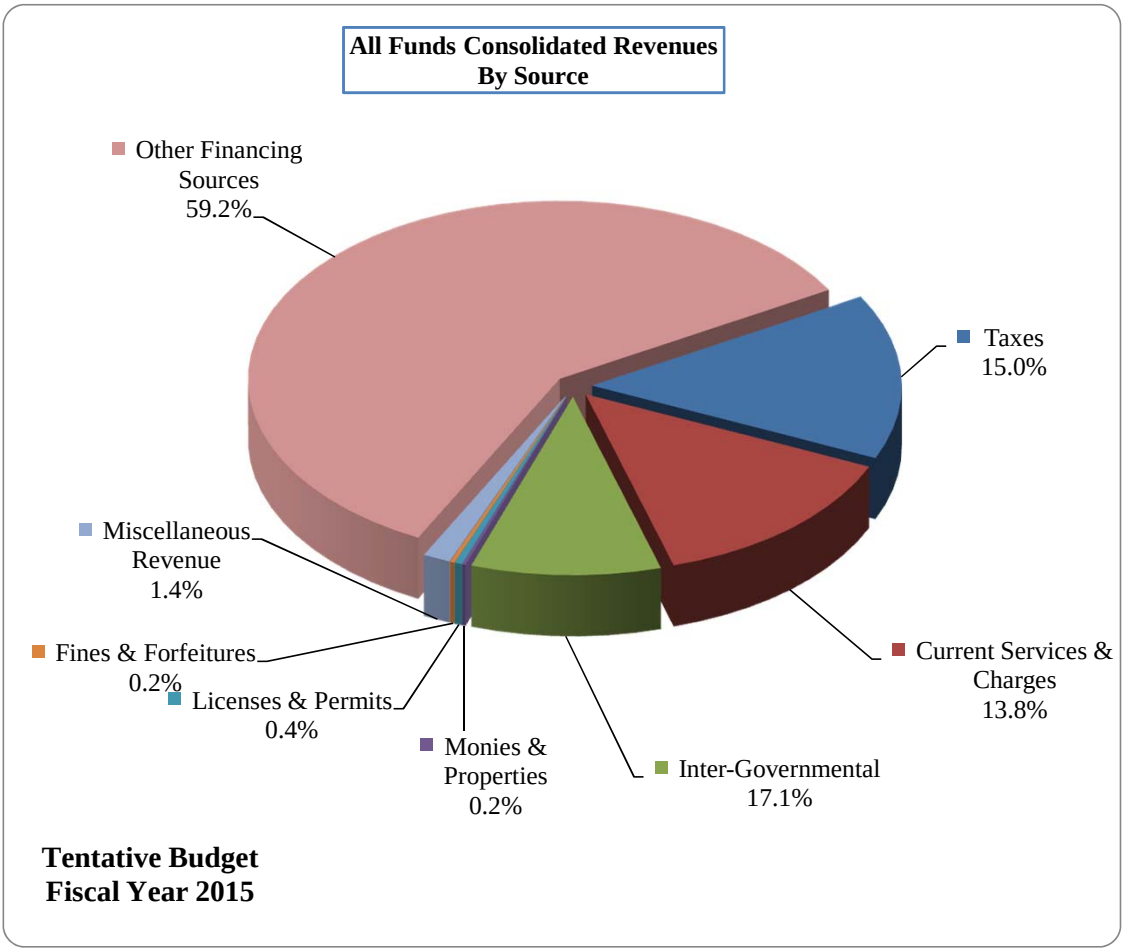
Comprehensive Summary Revenues & Expenditures

All Funds

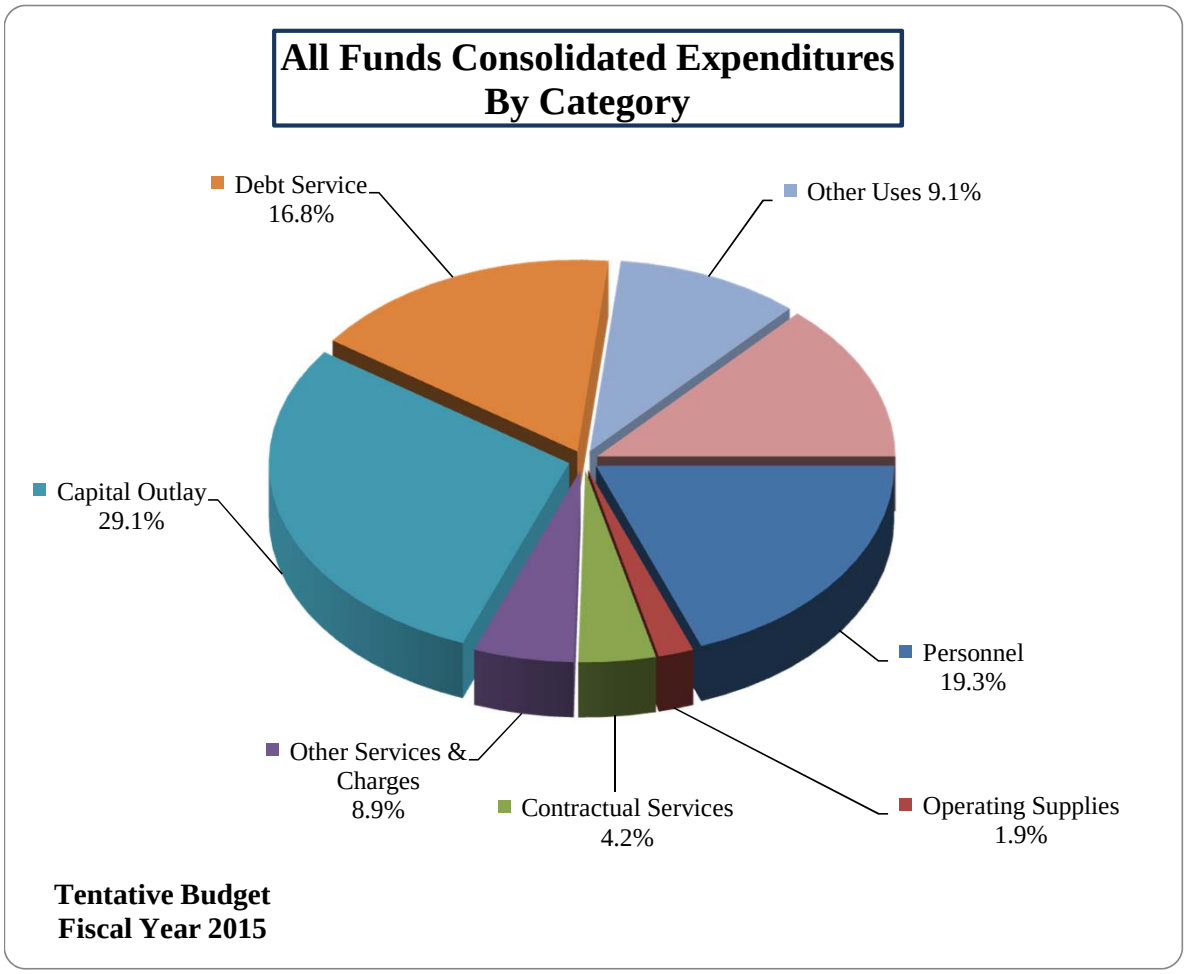
Fund	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenues Sources:					
General Fund	$15,773,226	$15,840,670	$16,621,445	$17,738,460	6.72%
Special Revenue Funds	2,118,867	4,200,485	3,444,825	5,665,740	64.47%
Capital Projects Funds	(122,751)	165,000	348,210	180,000	-48.31%
Debt Service Funds	2,073,531	2,070,575	2,070,575	2,071,975	0.07%
Enterprise Funds	7,767,895	7,705,940	8,998,085	9,718,110	8.00%
Fiduciary Funds	41,910	27,950	26,800	1,200	-95.52%
Total Revenues	27,652,678	30,010,620	31,509,940	35,375,485	12.27%
Other Financing Sources:					
Transfers In	2,341,065	8,413,525	1,477,455	8,661,250	486.23%
Carryover	7,056,400	21,611,700	23,806,680	22,072,170	-7.29%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	616,573	0	2,850,000	0	-100.00%
Proceeds from Bonds	0	10,840,000	2,760,000	20,530,000	100.00%
Total Other Financing Sources	10,014,038	40,865,225	30,894,135	51,263,420	65.93%
Total Available Resources	37,666,715	70,875,845	62,404,075	86,638,905	38.84%
Expenditures:					
General Fund	15,571,098	17,122,710	16,713,340	17,869,400	6.92%
Special Revenue Funds	4,333,956	9,930,405	4,983,280	16,630,635	233.73%
Capital Projects Funds	1,630,371	11,318,530	14,486,650	3,865,800	-73.31%
Debt Service Funds	2,074,024	3,307,595	3,280,705	3,282,100	0.04%
Enterprise Funds	9,058,910	17,005,875	16,956,265	32,653,365	92.57%
Fiduciary Funds	63,173	194,825	85,575	72,075	-15.78%
Total Expenditures	32,731,532	58,879,940	56,505,815	74,373,375	31.62%
Other Uses:					
Transfers Out	2,739,320	8,413,525	1,335,965	8,625,630	545.65%
Reserves	153,103	3,582,380	53,800	3,639,900	6665.61%
Total Other Financing Uses	2,892,423	11,995,905	1,389,765	12,265,530	782.56%
Total Expenditures and Other Uses	35,623,955	70,875,845	57,895,580	86,638,905	49.65%
Net Income	$2,042,760	$0	$4,508,495	$0	

Revenues for All Funds

Taxes	$12,996,905
Current Services & Charges	11,937,870
Inter-Governmental	8,516,475
Monies & Properties	159,560
Licenses & Permits	336,100
Fines & Forfeitures	200,000
Miscellaneous Revenue	1,228,575
Subtotal	$35,375,485
Other Financing Sources	51,263,420
Total Revenues for All Funds	$86,638,905



Expenditures for All Funds	
Personnel	$16,724,075
Operating Supplies	1,656,995
Contractual Services	3,596,760
Other Services & Charges	4,669,995
Capital Outlay	25,183,985
Debt Service	14,584,690
Subtotal	66,416,500
Other Uses - Transfers Out	8,625,630
Reserves	11,596,775
Total Expenditures for All Funds	$86,638,905



Fiscal Year 2015 Budget
Consolidated Budget Summary - By Fund

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Fiduciary Funds	Grand Total
Beginning Balance @ 07/01/2014	$0	$0	$0	$0	$0	$0	$0
Funding Sources							
Taxes	$10,703,020	$221,910	$2,071,975	$0	$0	$0	$12,996,905
Licenses & Permits	336,100	0	0	0	0	0	336,100
Intergovernmental	3,628,960	4,887,515	0	0	0	0	8,516,475
Charges for Services	2,784,580	440,700	0	0	8,712,590	0	11,937,870
Fines and Forfeitures	200,000	0	0	0	0	0	200,000
Uses of Monies & Prop.	61,500	88,925	0	0	7,935	1,200	159,560
Miscellaneous	24,300	26,690	0	180,000	997,585	0	1,228,575
Total Revenues	17,738,460	5,665,740	2,071,975	180,000	9,718,110	1,200	35,375,485
Other Financing Sources	4,508,495	10,972,895	1,210,125	11,565,775	22,935,255	70,875	51,263,420
Total Revenue & Other Financing Sources	22,246,955	16,638,635	3,282,100	11,745,775	32,653,365	72,075	86,638,905
Total Available All Source	$22,246,955	$16,638,635	$3,282,100	$11,745,775	$32,653,365	$72,075	$86,638,905
Expenditures							
Personnel	12,863,610	1,789,555	0	0	2,070,910	0	16,724,075
Operating Supplies	557,845	472,550	0	0	626,600	0	1,656,995
Contractual Services	1,422,570	598,930	0	0	1,571,660	3,600	3,596,760
Other Services & Charges	2,122,320	888,115	0	8,700	1,650,860	0	4,669,995
Capital Outlay	414,100	11,697,245	0	2,398,600	10,674,040	0	25,183,985
Reserves	3,639,900	1,184,240	1,740,825	1,458,500	3,504,835	68,475	11,596,775
Debt Services	488,955	0	1,541,275	0	12,554,460	0	14,584,690
Subtotal of Expenditures	21,509,300	16,630,635	3,282,100	3,865,800	32,653,365	72,075	78,013,275
Other Uses							
Transfers Out	737,655	8,000	0	7,879,975	0	0	8,625,630
Total Expenditures & Other Uses	22,246,955	16,638,635	3,282,100	11,745,775	32,653,365	72,075	86,638,905
Net Income	$0	$0	$0	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$0	$0	$0	$0	$0
Estimated Ending Balance @ 06/30/2015	0	0	0	0	0	0	0
Total Commitments and Fund Balances	$22,246,955	$16,638,635	$3,282,100	$11,745,775	$32,653,365	$72,075	$86,638,905

GENERAL FUND

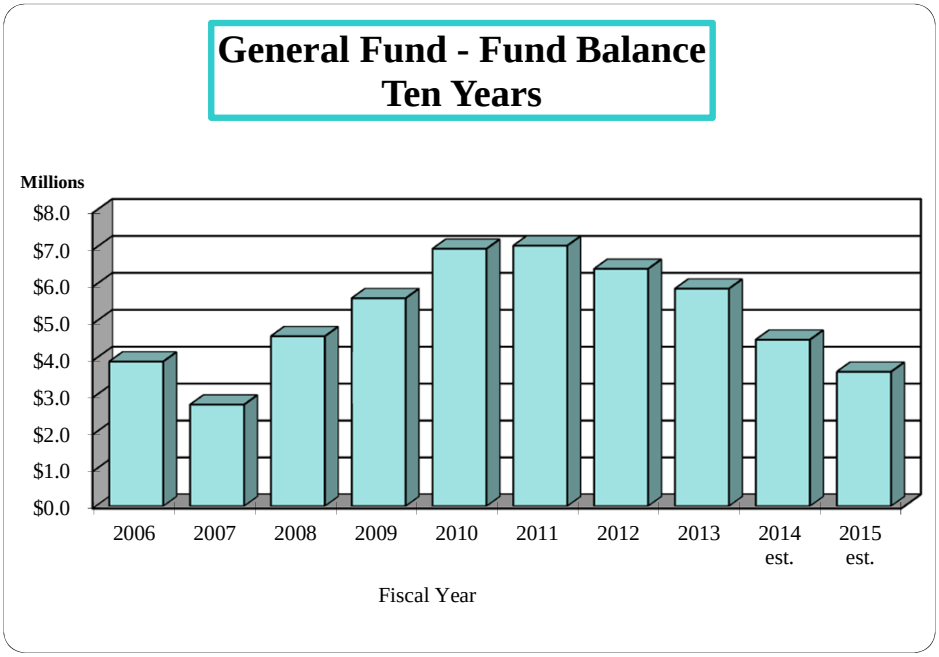
The General Fund is the general operating fund of the City. It is used to account for all financial resources except those to be accounted for in another fund. The General Fund includes the basic governmental functions of the City such as General Government, Public Safety, and Culture and Recreation.

Fund Number	Description
01	General Fund

The following departments are funded by the General Fund:

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

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

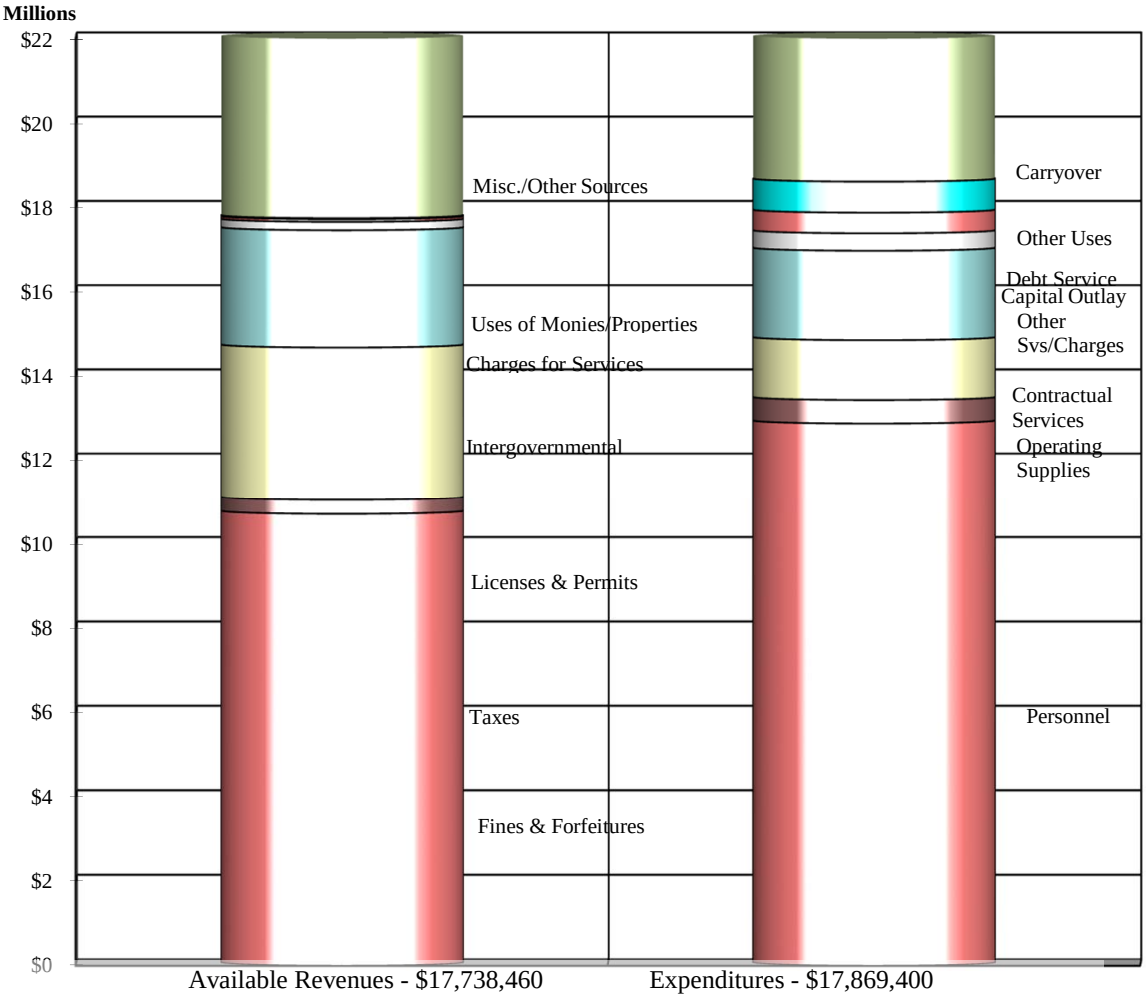


Fiscal Year	Fund Balance
2006	3,916,360
2007	2,748,395
2008	4,602,025
2009	5,631,616
2010	6,969,407
2011	7,055,905
2012	6,426,945
2013	5,889,515
2014 est.	4,508,495
2015 est.	3,639,900

General Fund Consolidated Revenues & Expenditures

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Revenue Sources:				
Taxes	$9,500,365	$9,502,940	$10,141,070	$10,703,020
Licenses & Permits	247,726	238,740	321,400	336,100
Intergovernmental Revenues	2,955,902	3,213,970	3,281,890	3,628,960
Charges for Services	2,558,564	2,616,600	2,596,325	2,784,580
Fines & Forfeitures	189,458	190,895	200,950	200,000
Uses of Monies & Properties	52,567	56,025	56,160	61,500
Miscellaneous Revenues	268,644	21,500	23,650	24,300
Total Revenue Sources	15,773,226	15,840,670	16,621,445	17,738,460
Other Financing Sources:				
Transfers In	23,490	0	0	0
Carryover	7,055,907	6,067,945	5,889,515	4,508,495
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	616,573	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	7,695,970	6,067,945	5,889,515	4,508,495
Total Available Resources	23,469,196	21,908,615	22,510,960	22,246,955
Expenditures:				
Personnel	11,036,941	12,176,495	11,779,125	12,863,610
Operating Supplies	607,389	587,000	560,530	557,845
Contractual Services	1,256,538	1,325,040	1,423,770	1,422,570
Other Services and Charges	1,690,902	1,950,270	1,998,150	2,122,320
Capital Outlay	660,277	680,695	561,700	414,100
Debt Service	319,051	403,210	390,065	488,955
Total Expenditures	15,571,098	17,122,710	16,713,340	17,869,400
Other Uses:				
Transfers Out	1,370,452	1,203,525	1,235,325	737,655
Reserves	0	3,582,380	53,800	3,639,900
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	1,370,452	4,785,905	1,289,125	4,377,555
Total Expenditures and Other Uses	16,941,550	21,908,615	18,002,465	22,246,955
Net Income / (Loss)	$6,527,646	$0	$4,508,495	$0

Revenues vs. Expenditures
Fiscal Year 2015 Budget



Available Revenues - $17,738,460 Expenditures - $17,869,400
Change in Fund Balance - ($868,595)

Revenues		Expenditures	
Taxes	$10,703,020	Personnel	$12,863,610
Licenses & Permits	336,100	Operating Supplies	557,845
Intergovernmental Revenues	3,628,960	Contractual Services	1,422,570
Charges for Services	2,784,580	Other Services and Charges	2,122,320
Fines & Forfeitures	200,000	Capital Outlay	414,100
Uses of Monies & Properties	61,500	Debt Service	488,955
Miscellaneous Revenues	24,300		
		Total Operating Expenditures	17,869,400
Total Operating Revenues	17,738,460		
Carryover Balance	4,508,495	Reserves	3,639,900
Other Sources	0	Other Uses	737,655
Total Revenues Available	$22,246,955	Total Expenditures	$22,246,955
Changes in Fund Balance - Inc./(Dec.)			($868,595)

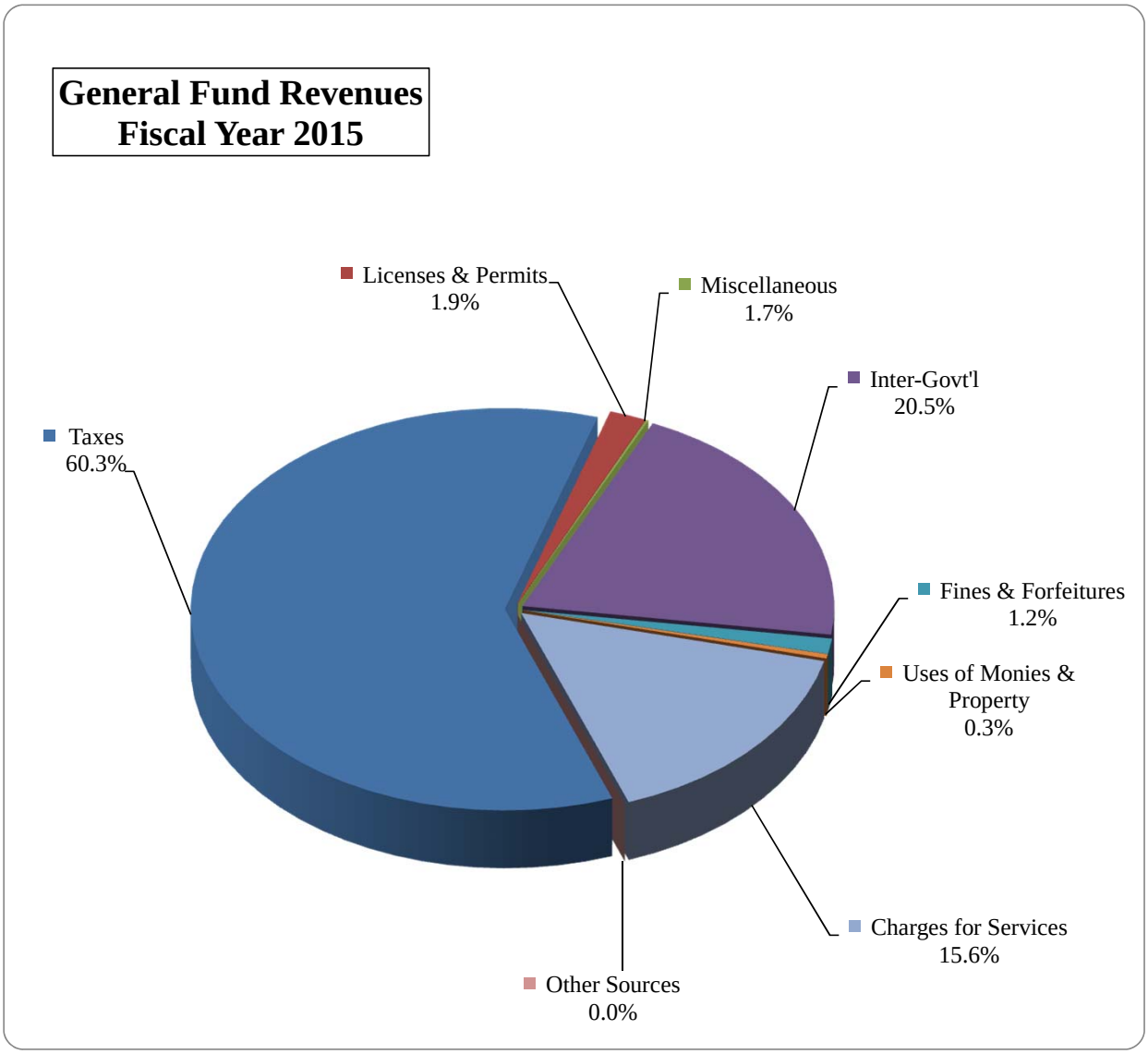
Fiscal Year 2015 Budget

General Fund Revenues Schedule

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Taxes					
Franchise Taxes	363,653	$365,900	$375,000	$391,230	4.33%
City Sales Tax	8,821,456	8,819,040	9,421,070	9,955,540	5.67%
Bed Tax	105,538	110,000	120,000	120,000	0.00%
Utility Tax	209,718	208,000	225,000	236,250	5.00%
Subtotal	9,500,365	9,502,940	10,141,070	10,703,020	5.54%
Licenses & Permits					
Business Licenses	85,219	73,000	85,600	90,000	5.14%
Construction Permits	142,711	146,640	200,000	210,000	5.00%
Planning & Zoning Fees	19,796	19,100	35,800	36,100	0.84%
Subtotal	247,726	238,740	321,400	336,100	4.57%
Intergovernmental					
M.V. Lieu Tax	563,851	586,200	660,140	621,770	-5.81%
Yavapai County	0	0	0	0	0.00%
Cottonwood Oak Creek Shared Services	15,956	18,000	18,000	34,000	88.89%
Urban Revenue Sharing	1,150,696	1,256,780	1,256,780	1,363,620	8.50%
State Shared Sales Tax	922,061	973,380	950,400	1,017,890	7.10%
Post - Reimbursement	0	2,500	1,200	2,500	108.33%
Pant Grant	92,427	162,000	202,890	198,250	-2.29%
School Resource Grant	0	0	55,350	115,000	107.77%
Miscellaneous Police Grants	0	1,000	0	2,620	0.00%
CEDC CIP Grant	0	0	0	0	0.00%
GOHS Grant	20,157	42,960	28,960	65,000	124.45%
Victims Rights Grant	2,337	2,000	1,890	2,000	5.82%
Miscellaneous Fire Grants	2,675	20,000	0	20,000	0.00%
Yav Co Dept of Emergency Svcs	0	5,000	0	0	0.00%
Homeland Security Grant	0	0	30,000	81,000	170.00%
GIITEM Grant Funding	34,352	139,150	66,000	66,000	0.00%
Yavapai Apache Revenue Share	0	0	0	0	0.00%
State Land Dpt Reimbursement	0	0	1,480	0	-100.00%
Spay Neuter Grant	0	0	6,000	0	-100.00%
NACOG-EWD OJT Funding	10,346	0	0	34,310	0.00%
S.A.F.E.R Fire Grant	136,206	0	0	0	0.00%
SB1398 Police Equipment	4,838	5,000	2,800	5,000	78.57%
Subtotal	2,955,902	3,213,970	3,281,890	3,628,960	10.58%
Fines & Forfeitures					
Court Fines	166,164	165,000	170,000	170,000	0.00%
Court Restitution	(2,345)	0	0	0	0.00%
Court Enhancement Fee	25,639	25,895	30,950	30,000	-3.07%
Subtotal	189,458	190,895	200,950	200,000	-0.47%
Uses of Monies & Properties					
Interest Income	38,150	43,320	32,160	40,000	24.38%
Building Rental	14,417	12,705	24,000	21,500	-10.42%
Subtotal	52,567	56,025	56,160	61,500	9.51%

General Fund Revenues Schedule

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Charges for Service					
Spillman Fees	78,429	18,000	39,770	25,000	-37.14%
Dispatch Fees	178,944	0	0	135,540	0.00%
Animal Control Fees	796	500	2,000	1,500	-25.00%
Recreation Fees	3,247	3,000	5,650	5,000	-11.50%
Open/Close Graves	2,885	2,500	4,400	3,500	-20.45%
Community Garden Revenue	525	0	500	500	0.00%
Engineering Fees	3,000	5,190	5,000	5,000	0.00%
Plan Check Fees	1,500	4,000	4,000	4,500	12.50%
Pool Revenue	18,350	21,270	15,900	17,000	6.92%
Rec/Fees-Softball Tournaments	38,153	33,635	37,500	37,500	0.00%
Rhythm & Ribs Revenue	30,164	30,165	15,270	25,000	63.72%
Walkin on Main Street	1,042	1,040	1,040	1,040	0.00%
Pool - Snack Bar Sales	9,169	10,000	1,200	1,300	8.33%
Pool - Swimming Lessons	15,952	10,000	16,800	16,800	0.00%
Equestrian CTR Rev	1,610	0	640	0	-100.00%
Court Atty Reimbursement	12,227	10,250	18,000	18,000	0.00%
10K Memorial Run	27,393	28,000	28,000	28,000	0.00%
Recreation Center Fees	610,036	650,000	616,500	625,000	1.38%
Recreation Center Building Rental	25,591	24,000	35,000	35,000	0.00%
Recreation Center Classes/Programs	61,326	53,000	68,500	68,500	0.00%
Thunder Valley Rally	11,520	22,000	15,230	16,000	5.06%
Riverfront Park - Snack Bar	10,768	8,915	11,800	11,000	-6.78%
Batting Cage Revenue	1,404	1,075	350	350	0.00%
Sewer Inspection Fees	25	0	0	0	0.00%
Sewer Accounting Fees	364	0	300	300	0.00%
Tow Fee Revenues	9,403	2,745	15,000	10,000	-33.33%
Transfer Station Revenue	121,166	114,065	125,700	130,000	3.42%
Airport-Indirect Cost	39,247	48,810	48,810	48,810	0.00%
HURF - Indirect Cost	460,984	517,275	466,300	517,275	10.93%
Library - Indirect Cost	132,340	165,605	165,605	165,605	0.00%
Cemetery-Indirect Cost	1,380	1,125	1,125	1,125	0.00%
Water - Indirect Cost	456,452	580,405	580,405	580,405	0.00%
Sewer - Indirect Cost	193,172	250,030	250,030	250,030	0.00%
Subtotal	2,558,564	2,616,600	2,596,325	2,784,580	7.25%
Miscellaneous Revenues					
Other Income	296,981	14,500	15,600	15,600	0.00%
Unrealized Gain/Los	(65,318)	0	0	0	0.00%
Cash (Short)/Over	(14)	0	0	0	0.00%
Police Donations - P.R.	3,210	1,000	1,200	1,200	0.00%
Donations (Misc)	5,442	2,000	2,850	1,500	-47.37%
Sale of City Property	28,343	4,000	4,000	6,000	50.00%
Subtotal	268,644	21,500	23,650	24,300	2.75%
Other Financing Sources					
Transfers In	23,490	0	0	0	0.00%
Carryover	0	6,067,945	5,889,515	4,508,495	-23.45%
Other Financing Sources	0	0	0	0	0.00%
Lease Purchase	616,573	0	0	0	0.00%
Bond Proceeds	0	0	0	0	0.00%
Subtotal	640,063	6,067,945	5,889,515	4,508,495	-23.45%
Total Revenues	$16,413,289	$21,908,615	$22,510,960	$22,246,955	-1.17%



General Fund Revenues	
Taxes	$10,703,020
Licenses & Permits	336,100
Miscellaneous	24,300
Inter-Govt'l	3,628,960
Fines & Forfeitures	218,000
Uses of Monies & Property	61,500
Charges for Services	2,766,580
Other Sources	0
Sub Total	17,738,460
Carryover Balance	4,508,495
Total General Fund Revenues	$22,246,955

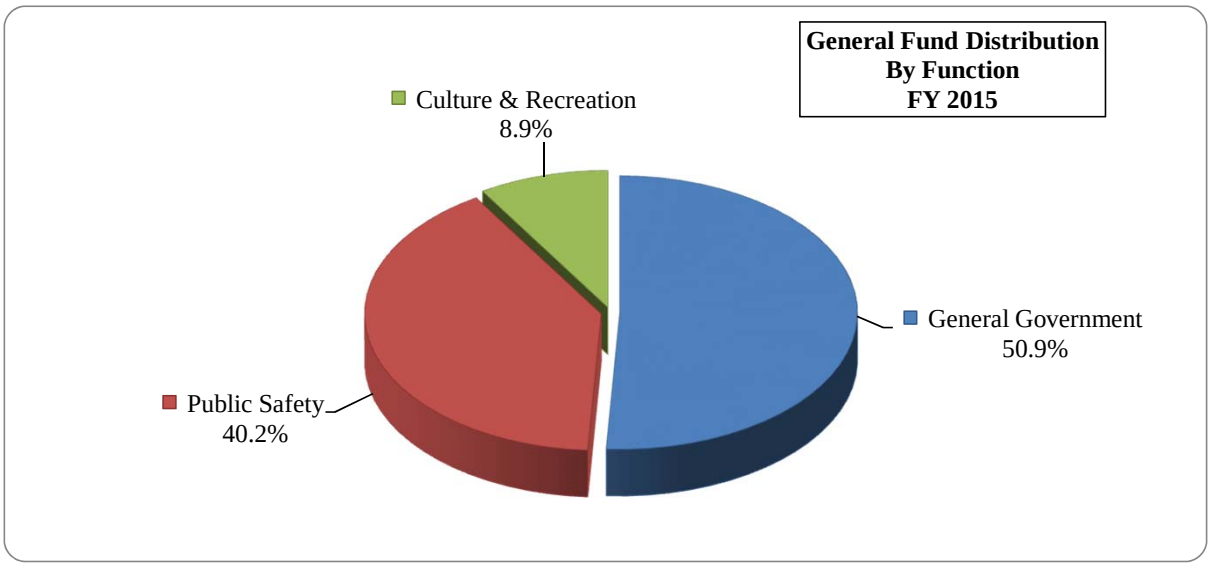
General Fund Revenues

	Taxes	Licenses & Permits	Inter-Govt'l	Charges for Services	Fines & Forfeitures	Uses of Monies & Property	Misc. Revenue	Other Sources
Franchise Taxes	$391,230							
City Sales Tax	9,955,540							
Bed Tax	120,000							
Utility Tax	236,250							
Business Licenses		$90,000						
Construction Permits		210,000						
Planning & Zoning Fees		36,100						
State Revenue Sharing			$1,363,620					
State Shared Sales Tax			1,017,890					
M.V. Lieu Tax			621,770					
GIITEM Funds			66,000					
Pant Grant			198,250					
School Resource Officer/COC Shared Services			149,000					
Fire & Emergency Services Grants			20,000					
Miscellaneous Grants			41,430					
Police Grants			151,000					
Dispatch Fees				$25,000				
Spillman Fees				135,540				
Animal Control Fees				1,500				
Recreation Fees/Rhythm & Ribs/10K Memorial Run/ Sizzilin Sa				59,040				
Thunder Valley Rally				16,000				
HURF - Indirect Cost				517,275				
Library - Indirect Cost				165,605				
Open/Close Graves				3,500				
Engineering Fees				5,000				
Plan Check Fees				4,500				
Tow Fee Revenues				10,000				
Transfer Station				130,000				
Pool Revenue				17,000				
Riverfront Park - Snack Bar				11,000				
Pool - Snack Bar Sales				1,300				
Batting Cage Revenues				350				
Pool - Swimming Lessons				16,800				
Community Garden				500				
Rec/Fees-Softball Tournament				37,500				
Recreation Center Fees				728,500				
Airport - Indirect Costs				48,810				
Sewer - Indirect Costs				250,030				
Water - Indirect Costs				580,405				
Sewer Inspection Fees				0				
Sewer Accounting Fees				300				
Cemetery-Indirect Cost				1,125				
Court Fines					$170,000			
Court Reimbursements					18,000			
Court Deferred Surcharge					30,000			
Building Rental						$21,500		
Interest Income						40,000		
Other Income							$7,200	
Donations							17,100	
Carryover								$4,508,495
Lease Purchase Proceeds								0
Transfers In								0
Totals	$10,703,020	$336,100	$3,628,960	$2,766,580	$218,000	$61,500	$24,300	$4,508,495

Total General Fund Revenues Available $22,246,955

General Fund Disbursement Schedule

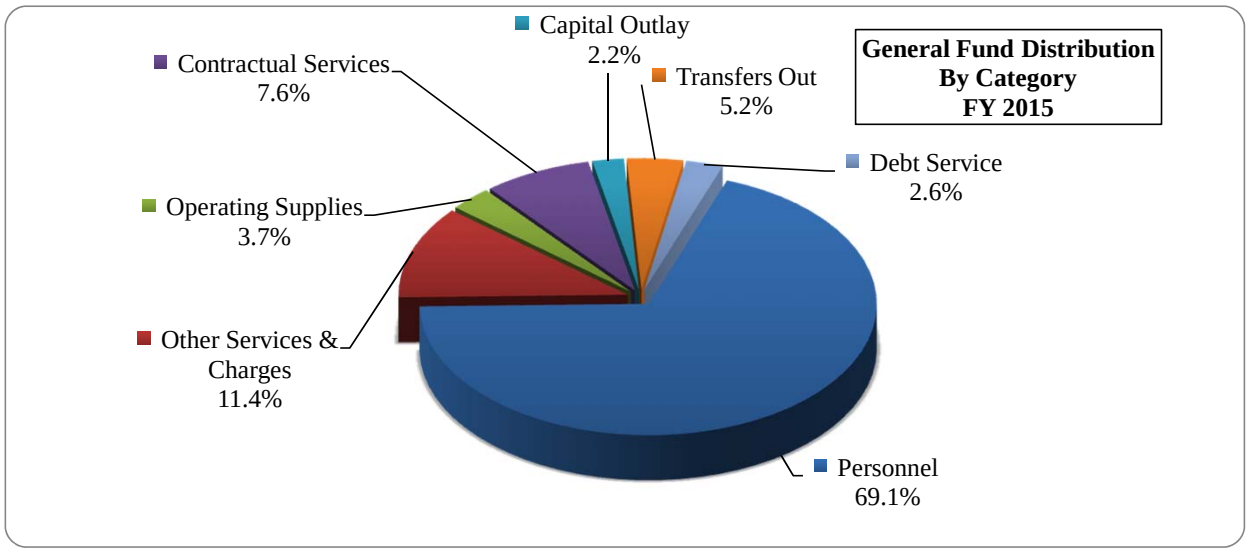
Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
General Government					
Administration	$780,681	$854,045	$828,780	$876,795	5.79%
Personnel	206,103	228,640	194,830	232,340	19.25%
City Council	484,529	4,010,430	568,840	4,151,520	629.82%
Natural Resource Project	152,133	160,485	159,280	150,345	-5.61%
City Clerk	228,683	225,240	207,045	235,160	13.58%
Finance	354,725	388,160	346,420	377,815	9.06%
IT Services	205,323	206,065	270,230	374,070	38.43%
Purchasing	72,295	79,540	55,505	72,420	30.47%
Planning & Zoning	355,150	535,735	479,015	514,620	7.43%
Economic Development	188,850	229,820	209,710	240,140	14.51%
Municipal Court	408,704	481,175	481,050	491,175	2.10%
Legal	305,455	330,245	308,650	359,965	16.63%
Non-Departmental	2,056,315	2,018,235	2,106,720	1,662,110	-21.10%
Engineering	549,046	416,030	330,465	414,580	25.45%
Building Maintenance	436,268	546,260	478,825	499,440	4.31%
Custodial	167,949	144,870	129,000	132,000	2.33%
Public Works	408,708	443,420	480,140	542,330	12.95%
Total General Government	7,360,917	11,298,395	7,634,505	11,326,825	48.36%
Public Safety					
Police	4,052,201	4,391,720	4,436,480	4,460,935	0.55%
Ordinance Enforcement	185,363	196,100	189,895	194,640	2.50%
Communications	739,681	820,025	762,160	1,155,220	51.57%
Fire	2,643,312	3,276,035	2,964,120	3,134,860	5.76%
Total Public Safety	7,620,557	8,683,880	8,352,655	8,945,655	7.10%
Culture & Recreation					
Parks & Recreation	521,072	572,730	656,585	626,900	-4.52%
Recreation Center	1,439,004	1,353,610	1,358,720	1,347,575	-0.82%
Total Culture & Recreation	1,960,076	1,926,340	2,015,305	1,974,475	-2.03%
Total General Fund Expenditures	$16,941,550	$21,908,615	$18,002,465	$22,246,955	23.58%



General Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
General Government								
Administration	$844,095	$2,575	$2,025	$28,100	$0	$0	$0	$0
Personnel	180,840	4,700	16,600	30,200	0	0	0	0
City Council	59,220	2,050	351,000	95,730	3,620	0	0	3,639,900
City Clerk	202,430	4,300	680	27,750	0	0	0	0
Natural Resources	147,620	250	1,200	1,275	0	0	0	0
Finance	226,415	9,800	117,400	24,200	0	0	0	0
IT Services	257,860	7,550	53,000	14,300	41,360	0	0	0
Purchasing	67,370	1,325	1,625	2,100	0	0	0	0
Community Development	487,320	8,600	1,700	17,000	0	0	0	0
Economic Development	180,240	1,700	600	57,600	0	0	0	0
Municipal Court	382,760	7,000	50,150	51,265	0	0	0	0
Legal	210,590	125	144,000	5,250	0	0	0	0
Non-Departmental	0	0	1,500	434,000	0	737,655	488,955	0
Engineering Services	381,730	8,350	6,500	16,000	2,000	0	0	0
Building Maintenance	303,170	49,220	62,700	84,350	0	0	0	0
Custodial	0	0	132,000	0	0	0	0	0
Public Works	357,910	5,750	169,800	8,870	0	0	0	0
General Government Totals	4,289,570	113,295	1,112,480	897,990	46,980	737,655	488,955	3,639,900
Public Safety								
Police	3,781,045	250,200	45,500	302,070	82,120	0	0	0
Ordinance Enforcement	142,360	6,300	45,480	500	0	0	0	0
Communications	980,420	5,500	7,200	162,100	0	0	0	0
Fire	2,642,350	77,750	41,260	88,500	285,000	0	0	0
Public Safety Totals	7,546,175	339,750	139,440	553,170	367,120	0	0	0
Culture & Recreation								
Parks & Recreation	175,690	29,000	24,250	397,960	0	0	0	0
Recreation Center	852,175	75,800	146,400	273,200	0	0	0	0
Culture & Recreation Totals	1,027,865	104,800	170,650	671,160	0	0	0	0
General Fund Category Totals	$12,863,610	$557,845	$1,422,570	$2,122,320	$414,100	$737,655	$488,955	$3,639,900

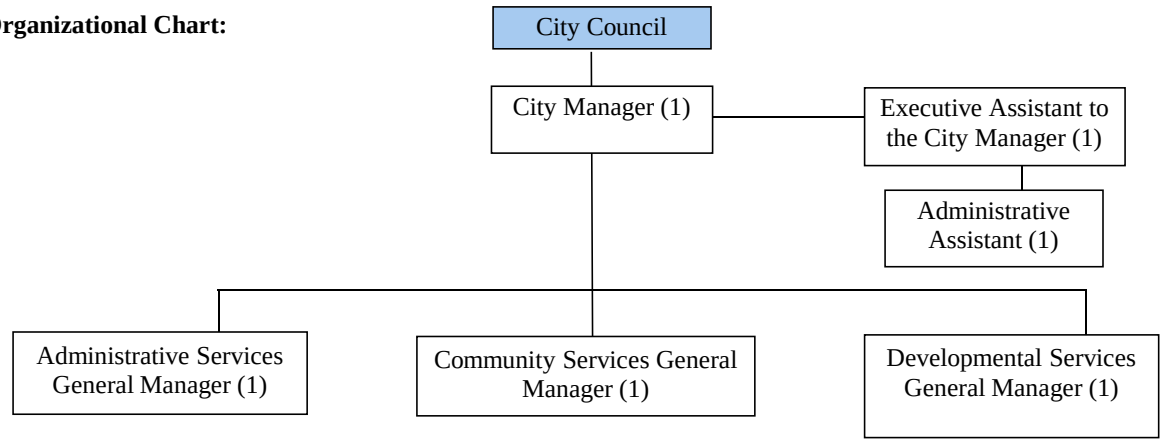
General Fund Expenditures	$18,607,055
Anticipated Reserves	3,639,900
Total General Fund Budget	$22,246,955



This Page Intentionally Left Blank

Administration

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Further expanded holiday lighting display for Old Town
* Finalized Design and began construction of Emergency Communications Center
* Increased marketing of the City Accomplishments
* Developed more Old Town parking
* Initiated Re-Branding of the City
* Complete 12 Street Project

FY 2015 Goals:

* Complete construction of Emergency Communications Center
* Construct Riverfront Park Reclamation facility
* Complete annexation of 10 sections of state trust land
* Further expand holiday lighting display in Old Town
* Complete Re-Branding

Budget Highlights:

The major change to this budget is an increase in personnel costs due the current merit program and a budgeted COLA of 1.5%. No capital outlay has been programmed for FY 2015.

General Government	Administration	Fund 01 - General Fund	Cost Center	1100

Performance Indicators

City Council Goal: Communicate and actively listen
Department Goal: Implement a citizen participation measurement and benchmark system.
Objective: Increase citizen participation and awareness of City departments and activities
Type of Measure: Outcome
Tool: Citizen Survey
Frequency: Bi-Annually
Scoring: Increase return of surveys mailed out
Trend: Up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percentage Returned	9.50%	NA	9.60%	N/A

City Council Goal: Be responsive and accountable
Department Goal: Implement a performance measurement and benchmark system for all departments.
Objective: Ascertain citizen satisfaction with departments and focus on methods of improvement
Type of Measure: Outcome
Tool: Citizen Survey
Frequency: Bi-Annually
Scoring: Increase satisfaction rates on surveys returned
Trend: Upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Satisfaction Response Averages	3.90%	N/A	4.10%	N/A

City Council Goal: Communicate and actively listen
Department Goal: Public information notices and participate in televised outreach efforts
Objective: Increase citizen knowledge and participation in City activities
Type of Measure: Outcome
Tool: Quantity of Media Releases and Inside Cottonwood TV shows
Frequency: Monthly
Scoring: Increase outreach publication/TV events
Trend: Upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Media Outreach Events	25	45	60	65

City Council Goal: Maintain a uniquely desirable and sustainable community
Department Goal: Increase number of strategic initiative goals completed
Objective: Accomplish listed strategic initiatives
Type of Measure: Outcome
Tool: Quantity of initiatives and goals addressed
Frequency: Annually
Scoring: Increase number of strategic initiative goals completed and/or begun
Trend: Upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Goals Completed Percentage	55%	55%	59%	62%

General Government	Administration	Fund 01 - General Fund	Cost Center	1100

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$744,629	$823,245	$800,000	$844,095	5.51%
Operating Supplies	3,088	2,400	2,875	2,575	-10.43%
Contractual Services	2,058	2,025	1,775	2,025	14.08%
Other Services and Charges	30,906	26,375	24,130	28,100	16.45%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$780,681	$854,045	$828,780	$876,795	5.79%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$876,795	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
City Manager	1.00	1.00	1.00	11418	16827	$153,740
Executive Assistant to CM	1.00	1.00	1.00	3717	5478	58,840
Administrative Svcs GM	1.00	1.00	1.00	8115	11959	119,780
Developmental Svcs GM	1.00	1.00	1.00	8115	11959	119,820
Community Services GM	1.00	1.00	1.00	8115	11959	116,440
Administrative Asst	1.00	1.00	1.00	2516	3708	30,340
COLA						8,970
Car Allowance						9,000
Merit Contingency						23,500
Temporary / Reserves						0
Overtime						0
Retirement						74,290
Insurance & Taxes						129,375
Employee Related Expenses						0
Totals	6.00	6.00	6.00			$844,095

General Government	Administration	Fund 01 - General Fund		Cost Center	1100

Supplemental Data: Expenditures

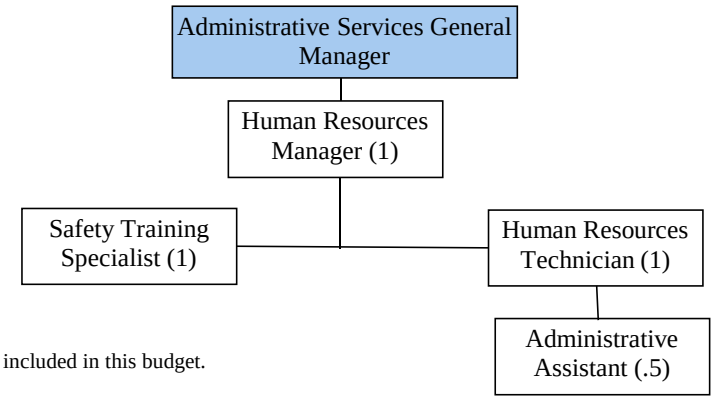
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	1,195	1,000	1,500	1,100	-26.67%
Copier Supplies	1,773	1,100	1,100	1,100	0.00%
Gas & Oil	44	50	25	25	0.00%
Vehicle Maint & Repairs	6	0	0	0	0.00%
Equipment Maint & Repairs		150	0	150	0.00%
Postage & Freight	70	100	250	200	-20.00%
Total Supplies	3,088	2,400	2,875	2,575	-10.43%
Contractual Services					
Computer Support	1,520	1,325	1,325	1,325	0.00%
Contractual Services	538	700	450	700	55.56%
Total Contractual Services	2,058	2,025	1,775	2,025	14.08%
Other Services and Charges					
Travel & Training	1,799	1,000	500	1,000	100.00%
Subscriptions & Memberships	1,698	1,100	900	1,100	22.22%
Printing & Forms	5,090	3,000	3,150	3,000	-4.76%
Utilities	6,380	7,275	7,500	7,500	0.00%
Telephone	7,486	6,500	4,500	6,500	44.44%
Legal Advertising	0	0	80	0	-100.00%
Manager's Contingency	8,453	7,500	7,500	9,000	20.00%
Total Other Services & Charges	30,906	26,375	24,130	28,100	16.45%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Human Resources

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Provided recruitment, employee orientation, supervisor/employee training and other employment-related services to departments, boards and commissions
* Tracked employee training for National Incident Management System (NIMS) that is required for some City employees
* Coordinated testing and remediation work on mold problems in the Civic Center, as well as the basketball court adjacent to it
* Worked with Arizona Municipal Risk Rention Pool (AMRRP) on Loss Control Audits of City facilities
* Participated in several salary studies throughout the year
* Coordinated cemetery actions between funeral homes and maintenance department to have grounds prepared and ready for services; researched historical cemetery records for family members
* Monitored board and commission expiration dates; worked with departments to get seats filled; liaison to several boards or commissions, including the Personnel Board; also meet with other City groups, including the SARMC (safety committee) and the SSRT (employee event planning)
* Participated in the Temporary Use Permit process
* Conducted OSHA-required training for all staff on the Globally Harmonized System of Classification and Labeling of Chemicals (GHS)
* Met with representatives and City/Town Managers from other Verde Valley areas to discuss sharing a safety position among our municipalities
* Reported and coordinated follow-up actions related to Worker's Compensation claims, Incident Reports and Liability Claims with insurance provider AMRRP

FY 2015 Goals:

* Begin sharing a safety position with three other Verde Valley municipalities
* Work with a consultant to get the Employee Manual and the Personnel Operations Guide revised and
* updated, and perhaps combined into one document
* Will host an in-classroom training for the NIMS MAG300 and MAG400 courses

Budget Highlights:

This department is adding a Safety Training Specialist to be hired late in the fiscal year. The position will be part of a cooperative agreement with shared costs to other local cities. The Personnel budget is also increasing due to an added shared Administrative Assistant position with Finance and taking the full cost of the HR Technician, merit and a COLA of 1.5%. There is no capital budgeted for FY 2015.

.

General Government	Human Resources	Fund 01 - General Fund	Cost Center	1210

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Workers' Compensation Claims	19	19	19	18
Percent Increase/Decrease of Workers' Comp Claims	0%	0%	0%	-5%
Insurance Claims/Incidents Filed	19	19	18	17
Percent Increase/Decrease of Insurance Claims	46%	16%	-5%	-6%

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Positions Filled (FT, PT, Transfers)	103	83	85	85
Percent of new Hires (FT) not completing orientation period	21%	24%	26%	29%
Employees (FT) Leaving Service	22	20	22	25
Turnover Rate (FT)	12.00%	14.06%	15.10%	15.00%
Applications Received (FT, PT, Transfers)	809	782	950	980

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of Employee Grievances to Personnel Board	2	0	1	1
Number of EEO Complaints/Lawsuits	0	0	0	0
Complaints with substantiated findings	0	1*	0	0
Number of EEO Complaints Dismissed *	0	0	0	0

* One case from 2009 closed in 2013

General Government	Human Resources	Fund 01 - General Fund	Cost Center	1210

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$135,167	$135,610	$135,430	$180,840	33.53%
Operating Supplies	4,976	5,875	4,500	4,700	4.44%
Contractual Services	30,378	53,060	24,000	16,600	-30.83%
Other Services and Charges	35,582	34,095	30,900	30,200	-2.27%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$206,103	$228,640	$194,830	$232,340	19.25%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$232,340	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Human Resources Manager	1.00	1.00	1.00	5587	8233	$72,840
Human Resources Specialist	0.80	0.80	1.00	2048	3017	27,440
Safety Training Specialist	0.00	0.00	1.00	3677	5419	14,950
Administrative Assistant	0.00	0.00	0.50	1950	2874	11,320
COLA						1,890
Emp of the Qtr/Year						650
Merit Contingency						4,350
Temporary / Reserves						0
Overtime						0
Retirement						15,480
Insurance & Taxes						31,920
Employee Related Expenses						0
Totals	1.80	1.80	3.50			$180,840

General Government	Human Resources	Fund 01 - General Fund	Cost Center	1210

Supplemental Data: Expenditures

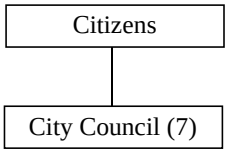
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	1,075	1,300	1,500	1,500	0.00%
Copier Supplies	2,430	2,100	1,500	1,500	0.00%
Gas & Oil	17	600	100	300	200.00%
Vehicle Maintenance	623	700	400	400	0.00%
Equipment Maintenance and Supplies	431	900	500	500	0.00%
Postage & Freight	400	275	500	500	0.00%
Total Supplies	4,976	5,875	4,500	4,700	4.44%
Contractual Services					
Compensation Study	20,000	0	0	0	0.00%
Computer Support	4,233	8,060	8,000	8,000	0.00%
Employee Physicals	6,145	20,000	6,000	6,000	0.00%
Contractual Services	0	25,000	10,000	2,600	-74.00%
Total Contractual Services	30,378	53,060	24,000	16,600	-30.83%
Other Services and Charges					
Travel & Training	576	800	800	1,000	25.00%
Subscriptions & Memberships	372	600	400	400	0.00%
Training Supplies	0	0	0	200	0.00%
Printing & Forms	1,586	250	300	300	0.00%
Utilities	4,495	5,260	3,600	4,500	25.00%
Telephone	1,928	2,185	800	800	0.00%
Recruitment Expense	10,000	12,000	12,000	10,000	-16.67%
Safety Committee	1,676	3,000	3,000	3,000	0.00%
Unemployment Insurance (City)	14,949	10,000	10,000	10,000	0.00%
Total Other Services & Charges	35,582	34,095	30,900	30,200	-2.27%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

City Council

Organizational Chart:



General Information:

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

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

FY 2014 Accomplishments:

* Completed a Council planning retreat and developed strategies to guide FY 2014 budget priorities
* Completed design and majority of construction of a Regional Public Safety Communication Center
* Marketed and expanded transit system
* Continued rebranding of the City
* Began renovation of the Civic Center via bathroom facility updates
* Completed design of Riverfront Reclamation Facility
* Completion of Old Town Jail Parking and construction of Old Town Arch

FY 2015 Goals:

* Work towards the completion of the City Council's 2015 Strategic Initiatives
* Complete construction of Riverfront Reclamation Facility
* Continue to build a strong diversified economy which promotes local businesses through enhanced marketing, promoting the city's reputation as a business friendly community
* Complete Civic Center HVAC replacement and continue to develop plans and secure funding for the renovation of the Civic Center
* Implement city rebranding plan
* Complete construction of 12th St from SR 89A to Fir Street
* Continue to expand and coordinate transit system to increase services throughout the Verde Valley

Budget Highlights:

There are no significant changes to this budget. Included in the budget is a part-time position from NACOG for an assistant for the Mayor that has an offsetting revenue in the General Fund Revenues. Also included is $20,000 for the Old Town Center for the Arts, $10,000 for the Old Town Association, $55,000 for the Senior Center and $15,000 for the Building Better Community Grant of which $5,000 is designated for the Walton Family Tourism Grant if the funding is received. There is also $3,120 budgeted for a small upgrade to the broadcasting equipment for the Council Chambers.

General Government	City Council	Fund 01 - General Fund	Cost Center	1000

Performance Indicators

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

Supplemental Data: Capital Outlay

Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Council Chambers Broadcasting Equip Upgrade				$3,120
Library Parking Lot	$80,558			
Old Town Parking				
Trust Land Annexation	1,733	$2,500	$500	500
Property Cleanup				
Total Capital Outlay	$82,291	$2,500	$500	$3,620

General Government	City Council	Fund 01 - General Fund		Cost Center	1000
Supplemental Data: Expenditures					
	2013	2014		2015	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	618	500	450	500	11.11%
Copier Supplies	1,184	1,000	1,500	1,500	0.00%
Postage & Freight	36	50	50	50	0.00%
Total Supplies	1,838	1,550	2,000	2,050	2.50%
Contractual Services					
Main Street Program & OTA	10,000	15,000	15,000	10,000	-33.33%
Large Item Pick-up	8,989	6,000	6,000	6,000	0.00%
Recycle Program	20,890	1,000	8,710	0	-100.00%
Rodeo Drive St. Reimbursement	201,176	190,000	275,000	280,000	1.82%
Senior Center	33,750	55,000	55,000	55,000	0.00%
Total Contractual Services	274,805	267,000	359,710	351,000	-2.42%
Other Services and Charges					
Travel & Training	6,039	7,000	7,000	7,000	0.00%
Subscriptions & Memberships	11,639	13,000	13,000	13,500	3.85%
Fuel & Oil	0	1,200	600	800	33.33%
Vehicle Maintenance & Repari	0	500	200	500	150.00%
Computer Support	1,004	930	1,000	1,000	0.00%
Christmas Lights	10,306	10,000	7,400	10,000	35.14%
Public Relations	1,747	3,000	2,000	3,000	50.00%
Advertising	0	0	650	650	0.00%
Parking Lot Lights	882	1,200	2,500	2,500	0.00%
Utilities	1,845	3,000	2,500	2,500	0.00%
Telephone	1,632	1,635	1,000	1,000	0.00%
Community Garden	1,085	1,000	1,000	1,000	0.00%
Council Contingency	20,531	15,695	15,000	11,880	-20.80%
Annual Appreciation Event	858	300	400	400	0.00%
Youth Commission	4,295	4,000	4,000	4,000	0.00%
50th Anniversary/Centennial Celebration	(9)	0	0	0	0.00%
Veterans Van	13,750	0	0	0	0.00%
Outside Agencies	0	45,000	45,000	20,000	-55.56%
Growth Study & Analysis		0	0	0	0.00%
Birding Festival	1,000	1,000	1,000	1,000	0.00%
Building Community Grants	0	0	0	15,000	0.00%
Gardner Property	402	0	0	0	0.00%
Total Other Services & Charges	77,006	108,460	104,250	95,730	-8.17%
Reserves					
Carryover Restricted	0	2,268,830	0	2,539,900	0.00%
Accumulation Fund	0	1,000,000	0	1,000,000	0.00%
Undesignated	0	53,800	53,800	100,000	85.87%
Reserves for Capital/Programs	0	0	0	0	0.00%
.2% Sales Tax Excess Capital Reserve	0	0	0	0	0.00%
1% Sales Tax GF CIP	0	214,750	0	0	0.00%
Employee Merit Program (distributed in each dept	0	0	0	0	0.00%
Salary Plan Implementation	0	45,000	0	0	0.00%
Total Reserves	$0	$3,582,380	$53,800	$3,639,900	0.00%

General Government	City Council	Fund 01 - General Fund	Cost Center	1000

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$48,589	$48,540	$48,580	$59,220	21.90%
Operating Supplies	1,838	1,550	2,000	2,050	2.50%
Contractual Services	274,805	267,000	359,710	351,000	-2.42%
Other Services and Charges	77,006	108,460	104,250	95,730	-8.17%
Capital Outlay	82,291	2,500	500	3,620	624.00%
Reserves	0	3,582,380	53,800	3,639,900	6665.61%
Debt Service	0	0	0	0	0.00%
Department Totals	$484,529	$4,010,430	$568,840	$4,151,520	629.82%

Departmental Fund Sources

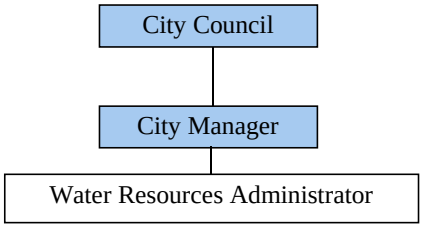
Funding Sources	Amount	% of Funding
General Fund	$511,620	12.32%
Grants	0	0.00%
Reserves/Fund Balance	3,639,900	87.68%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Mayor	1.00	1.00	1.00	750		$9,000
Vice-Mayor	1.00	1.00	1.00	500		6,000
Council Members	5.00	5.00	5.00	500		30,000
Temporary / Reserves						10,640
Overtime						0
Retirement						0
Insurance & Taxes						3,580
Employee Related Expenses						0
Totals	7.00	7.00	7.00			$59,220

Natural Resources

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Participated in Legislative Study Committee efforts statewide that resulted in passage of legislation aimed at funding the water supply development revolving fund
* Completed feasibility study for the recharge of reclaimed water
* Applied for and received authorization to utilize CAP Trust monies for a recharge study/project.
* Participated in the development and completion of a water demand model.
* Initiated paired well groundwater resource study
* Completed Verde River Base flow studies

FY 2015 Goals:

* Continue participation in regional and statewide water related groups
* Continue efforts to regionally strategize and resolve water related issues
* Continue and complete reclaimed water recharge project
* Continue acquisition of surface water rights
* Present to Council final comprehensive conservation program for their action

Budget Highlights:

The major change to this budget is in personnel costs because of the merit program and a 1.5% COLA. There is a decrease in contractual services due to the contract for outside resources being reduced. There is no capital budgeted for FY 2015

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	1700

Performance Indicators

City Council Goal: Maintain a uniquely desirable and sustainable community
Department Goal: Continue participation in regional and statewide water related groups
Objective: Stay abreast of current and future water resource development and funding efforts both regionally and statewide and ensure the City's interests are protected and their concerns are fully addressed
Type of Measure: Outcome
Tool: Internal Reports
Frequency: Monthly
Scoring: Maintain projected attendance
Trend: Added new meeting FY 2012

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Regional Water related meetings attended	55	55	40	40
Yavapai Water Board related meetings attended	30	36	36	30
Statewide Water Resource Development Meetings	30	30	20	20

City Council Goal: Maintain a uniquely desirable and sustainable community
Department Goal: Provide guidance for long-term water planning, quantify the needed water resources and the necessary water conservation needed over time, and the utilization of reclaimed water
Objective: Collect, analyze and provide information in one location in order to provide the most cost effective, reliable service to the City's utility customers
Type of Measure: Output
Tool: Development of a comprehensive water resource conservation prgoram and recharge project
Frequency: N/A
Scoring: Plan should be 100% completed by FY 2015
Trend: N/A - New Goal

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Completion of the Plan	N/A	20%	50%	100%

City Council Goal: Maintain a uniquely desirable and sustainable community
Department Goal: Monitor, track and provide feedback on legislation related to the regulation and management of water resources
Objective: Ensure the City's water resources and the utility services provided to its customers are not negatively impacted by statewide legislative efforts.
Type of Measure: Output/outcome
Tool: Weekly Legislative summary updates and recommendations to City Council
Frequency: Weekly during the legislative session
Scoring: 20
Trend: N/A - New Measure FY 2012

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Summary Updates	20	21	25	25
Meetings with legislators and League of Cities legislative updates	20	20	20	20

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	1700

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$135,669	$142,885	$142,645	$147,620	3.49%
Operating Supplies	149	250	250	250	0.00%
Contractual Services	15,101	15,100	15,200	1,200	-92.11%
Other Services and Charges	1,214	2,250	1,185	1,275	7.59%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$152,133	$160,485	$159,280	$150,345	-5.61%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$150,345	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Water Resources Administrator	1.00	1.00	1.00	7862	11585	$108,340
COLA						1,625
Car Allowance						5,400
Merit Pay						905
Temporary / Reserves						0
Overtime						0
Retirement						13,490
Insurance & Taxes						17,860
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$147,620

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	1700

Supplemental Data: Expenditures

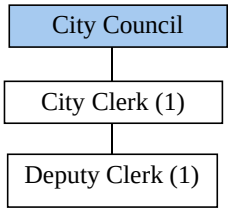
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	0	150	0	0	0.00%
Copier Supplies	149	50	250	250	0.00%
Postage & Freight	0	50	0	0	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance	0	0	0	0	0.00%
Total Supplies	149	250	250	250	0.00%
Contractual Services					
Contractual Services	14,987	15,000	15,100	1,100	-92.72%
Computer Support	114	100	100	100	0.00%
Total Contractual Services	15,101	15,100	15,200	1,200	-92.11%
Other Services and Charges					
Travel & Training	90	500	100	100	0.00%
Subscriptions & Memberships	0	100	0	0	0.00%
Printing and Forms	0	500	0	0	0.00%
Utilities	118	100	125	125	0.00%
Telephone	1,006	1,050	960	1,050	9.38%
Total Other Services & Charges	1,214	2,250	1,185	1,275	7.59%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

City Clerk

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Prepared agendas, informational packets, summary minutes, and full minutes for 44 council meetings, which includes work sessions and special meetings
* Scanned and saved agreements/intergovernmental agreements into file through the City's computer network for access by City staff
* Provided directions/information to walk-in tourists and citizens, and also by phone, regarding the City and other City departments

FY 2015 Goals:

* Conduct successful General Plan update election
* Create a network file with City ordinances, so staff can access ordinances that are adopted by reference
* Continue to provide information to Council, staff and the public in a timely manner

Budget Highlights:

No Capital is programmed for FY 2015 and the only change to this budgetis due to the merit program and a 1.5% COLA increasing personnel costs.

General Government	City Clerk	Fund 01 - General Fund	Cost Center	1010

Performance Indicators

Mission/Value Statement: *Performances Indicators are still being developed for this department*

City Council Goal:

Department Goal:

Type of Measure:

Tool:

Frequency:

Scoring:

Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

General Government	City Clerk	Fund 01 - General Fund			Cost Center	1010
Summary By Category						
Expenditure		2013	2014		2015	Percent
Category		Actual	Budget	Revised	Tentative	Change
Personnel		$179,330	$196,630	$191,795	$202,430	5.54%
Operating Supplies		2,755	4,550	3,320	4,300	29.52%
Contractual Services		767	730	680	680	0.00%
Other Services and Charges		45,831	23,330	11,250	27,750	146.67%
Capital Outlay		0	0	0	0	0.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$228,683	$225,240	$207,045	$235,160	13.58%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$235,160	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
City Clerk	1.00	1.00	1.00	5492	8094	$98,500
Deputy Clerk	1.00	1.00	1.00	3211	4732	41,070
COLA						2,090
Merit Contingency						6,290
Temporary / Reserves						0
Overtime						1,000
Retirement						17,280
Insurance & Taxes						36,200
Employee Related Expenses						0
Totals	2.00	2.00	2.00			$202,430

General Government	City Clerk	Fund 01 - General Fund		Cost Center	1010

Supplemental Data: Expenditures

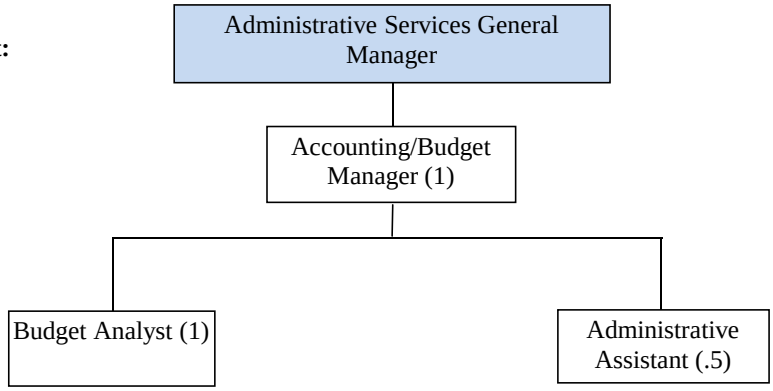
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	886	1,800	1,600	1,800	12.50%
Copier Supplies	1,315	1,200	1,200	1,200	0.00%
Gas & Oil	246	300	250	250	0.00%
Vehicle Maint & Repairs	289	1,000	250	1,000	300.00%
Equipment Maint & Repairs	0	200	0	0	0.00%
Postage & Freight	19	50	20	50	150.00%
Total Supplies	2,755	4,550	3,320	4,300	29.52%
Contractual Services					
Computer Support	724	680	680	680	0.00%
Contractual Services	43	50	0	0	0.00%
Total Contractual Services	767	730	680	680	0.00%
Other Services and Charges					
Travel & Training	942	1,500	1,000	1,500	50.00%
Subscriptions & Memberships	8,802	5,600	5,600	6,500	16.07%
Printing & Forms	0	150	150	150	0.00%
Utilities	3,033	3,700	3,400	3,400	0.00%
Telephone	1,631	2,180	1,100	1,100	0.00%
Advertising	270	200	0	100	0.00%
Election Expense	31,153	10,000	0	15,000	0.00%
Total Other Services & Charges	45,831	23,330	11,250	27,750	146.67%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
Total Capital Outlay	$0	$0	$0	$0	

Finance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Tenth year of producing the City employee newsletter "The Communique"
* Developed and organized the City's Water and Sewer Rate Committee and Tentative rate change for FY 2014
* The Finance Department obtained its 21st consecutive Certificate of Achievement in Excellence in Financial Reporting from the Government Finance Officers Association - (GFOA) for its Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2013 and is complying with all the new GASB requirements
* Procurred CityWide Software with Springbrook Software and started implementation and conversion
* Obtained 15th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for Fiscal Year 2013

FY 2015 Goals:

* Prepare and submit the City's Comprehensive Annual Financial Report to the Government Finance Officers Associations' (GFOA) to compete for the Certificate of Achievement in Excellence in Financial Reporting for the 22nd award
* Prepare and submit the City's Annual Budget for the Fiscal Year 2015 to the Government Finance Officers Association's (GFOA) for competition to obtain its 16th Distinguished Budget Presentation Award
* Continue developing new budget performance indicator plan based on actual performance percentages
* Research and obtain financing for Streets projects
* Implement the new Citywide software to comply with government information and comprehensive reporting

Budget Highlights:

There is no Capital budgeted for FY 2015. Personnel costs will increase due to the 1.5% COLA and merit program over FY 2014 but be less then FY 2013 due to the elimination of one position and the addition of a shared Administrative Assistant with Human Resources. There is $20,000 budgeted in Contractual Services for a fixed Asset Audit.

General Government	Finance	Fund 01 - General Fund	Cost Center	12-00

Performance Indicators

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: To maintain external validation of Best Practices in governmental accounting and reporting
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award
Type of Measure: Outcome
Tool: Produce Documents and Submit for Review
Frequency: Annual
Scoring: Yes/No
Trend: Level

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Increase the percent of ACH Payroll Deposits
Objective: Reduce the cost of processing Payroll
Type of Measure: Outcome
Tool: Accounting Software Reports
Frequency: Annual
Scoring: ACH to total Checks and Direct Deposits - good 80%
Trend: Up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Payroll Checks/Deposits Distributed	6,620	6,825	7,564	7,700
ACH Payroll Deposits	4,615	5,160	5,879	5,900
Increase in ACH Payroll Deposits	69.71%	75.60%	77.72%	76.62%

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Decrease the number of voided Checks to less than 2%
Objective: Increase the integrity of the purchasing process, avoiding duplicate invoice/payments and reducing the cost of processing Accounts Payable
Type of Measure: Outcome
Tool: Accounting Software Reports
Frequency: Annual
Scoring: < 2%
Trend: Up - FY 2010 the increase is mainly due to the frozen AP position

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Accounts Payable Checks Written	5,615	5,493	5,180	5,000
Accounts Payable Checks voided (incl. vendor lost and printer errors)	137	96	177	87
Increase(decrease) in Accounts Payable	1.30%	-2.17%	-5.70%	-3.47%

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Increase tax payer awareness of tax responsibility
Objective: To collect all sales tax that is due to the City of Cottonwood
Type of Measure: Outcome
Tool: Reports from Sales Tax Auditor
Frequency: Annual
Scoring: Increase/Decrease from Prior Year
Trend: Steady

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Sales Tax Audits Completed	8			
Sales Tax Assessments	100,000			
Verification Letters Issued (New Measure FY 2012)	N/A			
Verification Letters Completed (New Measure FY 2012)	N/A			

General Government	Finance	Fund 01 - General Fund			Cost Center	1200
Summary By Category						
Expenditure Category		2012 Actual	2013 Budget	2013 Revised	2014 Tentative	Percent Change
Personnel		$238,778	$275,070	$211,220	$226,415	7.19%
Operating Supplies		10,863	8,800	9,800	9,800	0.00%
Contractual Services		79,325	79,690	103,400	117,400	13.54%
Other Services and Charges		25,759	24,600	22,000	24,200	10.00%
Capital Outlay		0	0	0	0	0.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$354,725	$388,160	$346,420	$377,815	9.06%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$377,815	100.00%
	Total Funding	100.00%

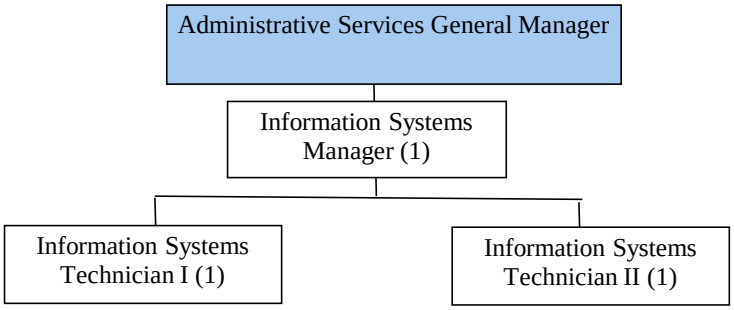
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
Accounting/Budget Manager	1.00	1.00	1.00	5587	8233	$89,220
Budget Analyst	1.00	1.00	1.00	3602	5307	55,340
Administrative Assist - 3/4 yr	0.00	0.00	0.50	2438	3592	11,320
COLA						2,340
Merit Contingency						5,950
Temporary / Reserves						0
Retirement						19,040
Insurance & Taxes						43,205
Employee Related Expenses						0
Totals	2.00	2.00	2.50			$226,415

General Government	Finance	Fund 01 - General Fund			Cost Center	1200
Supplemental Data: Expenditures						
		2013	2014		2015	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		3,536	3,600	3,000	3,000	0.00%
Copier Supplies		2,426	1,700	1,500	1,500	0.00%
Gas & Oil		1	0	0	0	0.00%
Vehicle Maint/Repairs		83	0	0	0	0.00%
Equipment Maint/Repairs		431	1,000	800	800	0.00%
Postage & Freight		4,386	2,500	4,500	4,500	0.00%
Total Supplies		10,863	8,800	9,800	9,800	0.00%
Contractual Services						
Computer Support		8,072	20,240	20,400	20,400	0.00%
Contractual Services		14,284	5,500	20,000	42,000	110.00%
Audit Expense		28,299	33,950	38,000	35,000	-7.89%
Sales Tax Audits		28,670	20,000	25,000	20,000	-20.00%
Total Contractual Services		79,325	79,690	103,400	117,400	13.54%
Other Services and Charges						
Travel & Training		3,042	3,200	3,200	3,700	15.63%
Subscriptions & Memberships		1,547	1,200	1,200	1,500	25.00%
Printing & Forms		3,009	3,500	4,500	4,500	0.00%
Utilities		4,899	5,500	3,800	5,000	31.58%
Telephone		4,343	4,000	3,800	4,000	31.58%
Legal Advertising		1,921	1,800	2,000	2,000	0.00%
Bank Charges		6,998	5,400	3,500	3,500	5.26%
Total Other Services & Charges		25,759	24,600	22,000	24,200	10.00%

Supplemental Data: Capital Outlay					
Item	2013	2014		2015	
Description	Actual	Budget	Revised	Tentative	
N/A					
	$0	$0	$0	$0	

IT Services

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Developed redundant email server
* Setup new VOIP servers, added redundancy so the loss of one server would not affect operations
* Assisted with data migration to the Springbrook municipal software suite
* Setup centralized image deployment, software update, and remote control system
* Upgraded microwave backbone to 1 Gbps to increase speed to be 10 times faster than current infrastructure
* Updated Court phones to City VOIP
* Migrated remaining machines to Windows 7, unless they had a legacy program that only worked in XP
* Added Court phones to City network with ability to migrate computers over in the future
* Moved IT support services in house for the Police Department to help reduce contractual services costs for the Police Department

FY 2015 Goals:

* Relocate the Communications department and technology components to the new Emergency Communications Center
* Upgrade the Public Safety department phone system to Microsoft Lync VOIP
* Migrate users and phones from current VOIP system to Microsoft Lync
* Deploy public and private Wi-Fi to all City buildings

Budget Highlights:

Capital in the amount of $16,000 has been budgeted to upgrade the City-Wide Wi-fi. There is also $25,360 budgeted in capital for Computers. The IT department will be taking over all the costs of purchasing computers for the entire City. This change has also increased several lines in the IT budget. Personnel costs reflect an increase due to IT gaining a second IT Tech II position, the merit program and a 1.5% COLA.

General Government	IT Services	Fund 01 - General Fund	Cost Center	1220

Performance Indicators

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Continue to maintain a less than 2% down time
Objective: Reduce server down time by maintaining and upgrading servers as needed and responding quickly to service calls.
Type of Measure: Outcome
Tool: Call Logs and system reports
Frequency: Annual
Scoring: 98%
Trend: Level

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
File Server Uptime	99.00%	99.00%	99.90%	999.99%
Email Server Uptime			98.00%	99.00%

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: To respond to service calls within two days
Objective: To provide responsive internal service to all departments thereby maximizing technology's effectiveness.

Type of Measure: Outcome
Tool: Call Logs and system reports
Frequency: Annual
Scoring: 2 days
Trend: Level

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Average Initial Helpdesk Response Time	1 day	1 day	1 day	1 day

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: To post Agendas and Minutes to the website the same day they are made available to IT
Objective: To make the Agendas and Minutes available to the public as soon as possible
Type of Measure: Outcome
Tool: Call Logs
Frequency: Annual
Scoring: Same day
Trend: Level

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Time to Post Agendas and Minutes to Website	Same day	Same day	Same day	Same day

General Government	IT Services	Fund 01 - General Fund	Cost Center	1220

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$162,179	$175,050	$214,030	$257,860	20.48%
Operating Supplies	3,065	1,600	2,350	7,550	221.28%
Contractual Services	26,734	21,600	21,000	53,000	152.38%
Other Services and Charges	7,729	7,815	10,850	14,300	31.80%
Capital Outlay	5,616	0	22,000	41,360	88.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$205,323	$206,065	$270,230	$374,070	38.43%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$374,070	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
IT Manager	1.00	1.00	1.00	6468	9531	$86,430
IT Technician II	0.00	1.00	1.00	3602	5307	45,050
IT Technician I	1.00	1.00	1.00	3267	4814	40,460
COLA						2,580
Merit Contingency						4,160
Temporary / Reserves						13,200
Overtime						0
Retirement						20,730
Insurance & Taxes						45,250
Employee Related Expenses						0
Totals	2.00	3.00	3.00			$257,860

General Government	IT Services	Fund 01 - General Fund		Cost Center	1220

Supplemental Data: Expenditures

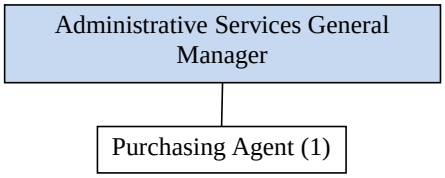
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	475	350	1,000	6,000	500.00%
Copier Supplies	70	350	100	350	250.00%
Gas & Oil	306	400	350	400	14.29%
Vehicle Maintenance & Repair	2,214	500	500	500	0.00%
Equipment Maint/Repairs	0	0	400	300	-25.00%
Printing & Forms	0	0	0	0	0.00%
Postage & Freight	0	0	0	0	0.00%
Total Supplies	3,065	1,600	2,350	7,550	221.28%
Contractual Services					
Computer Support	5,013	1,600	3,000	38,000	1166.67%
Contractual Services	21,721	20,000	18,000	15,000	-16.67%
Total Contractual Services	26,734	21,600	21,000	53,000	152.38%
Other Services and Charges					
Travel & Training	0	500	450	500	11.11%
Subscriptions & Memberships	499	500	400	500	25.00%
Utilities	4,601	4,650	7,000	7,300	4.29%
Telephone	2,629	2,165	3,000	6,000	100.00%
Total Other Services & Charges	7,729	7,815	10,850	14,300	31.80%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Microwave Internet - City Wide Project			$22,000	
City Wifi				$16,000
Ipad, Laptops	$5,616			
Computers - City Wide				25,360
	$5,616	$0	$22,000	$41,360

Purchasing

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Assisted in the acquisition of a new City-wide software system
* Took over the Business Registration process from City Hall. Revised the Business Registration Application, added additional fields to the database to assist with tracking and comparisons, located approximately seventy (70) businesses operating without current Business Registrations of which forty-five (45) are now currently registered, and posted a listing of current Business Registrations on the City's website
* Assisted in developing the Purchase Order process and the Accounts Payable Process in the new City Wide Software

FY 2015 Goals:

* Continuing working towards registering unregistered business's,
* Continue to streamline formal solicitation
* Work on developing a plan to greater centralize purchasing
* Develop Vendor listing and Vendor approval process
* Participate in trainings and reach out to local agency Purchasing Departments to help in developing a better

Budget Highlights:

There is no siginificant change to the Purchasing. The budget does not include any capital but does include a merit increase and 1.5% COLA.

General Government	Purchasing	Fund 01 - General Fund	Cost Center	1230

Performance Indicators

City Council Goal: Operating in an efficient and effective manner
Department Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved
Objective: To make purchases for requested material goods, services and construction in a timely manner
Type of Measure: Outcome
Tool: Total or length of time
Frequency: Annually
Scoring: 100% = Above Average; 95% = Average; 90% = Below Average; 85% or below = Poor
Trend: N/A - New Measure

Measures:	2012	2013	2014	2015
Percentage of requisitions processed into purchase orders within a 24 hour time period after the requisition has been approved.	N/A	98%	95%	95%

City Council Goal: Operating in an efficient and effective manner
Department Goal: To process formal solicitation requests within three (3) weeks of receiving specifications. Final approval from the originating department and legal is required prior to publication.
Objective: To make purchases for requested material goods, services and construction in a timely manner.
Type of Measure: Outcome
Tool: Total or length of time
Frequency: Annually
Scoring: 100% = Above Average; 85% = Average; 80% = Below Average; 75% or below = Poor
Trend: Up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percentage of formal solicitation requests processed within two (3) weeks of receiving completed specifications.	N/A	56%	85%	85%

City Council Goal: Be Innovative
Department Goal: Have local businesses comply with business registration requirement.
Objective: To increase number of local businesses registering their business as required by Municipal Code
Educate local business owners about the requirement to register their businesses.
Type of Measure: Outcome
Tool: Outreach program to contact business owners.
Frequency: Two hours a week contact business owners in person
Scoring: Increase number of registrations from prior calendar year.
Trend: New Measure FY 2011

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Registrations	1,449	1,433	1,500	1,550

General Government	Purchasing	Fund 01 - General Fund	Cost Center	1230

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$68,299	$74,275	$50,625	$67,370	33.08%
Operating Supplies	1,316	1,415	1,265	1,325	4.74%
Contractual Services	892	1,625	1,625	1,625	0.00%
Other Services and Charges	1,788	2,225	1,990	2,100	5.53%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$72,295	$79,540	$55,505	$72,420	30.47%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$72,420	100.00%
	Total Funding	100.00%

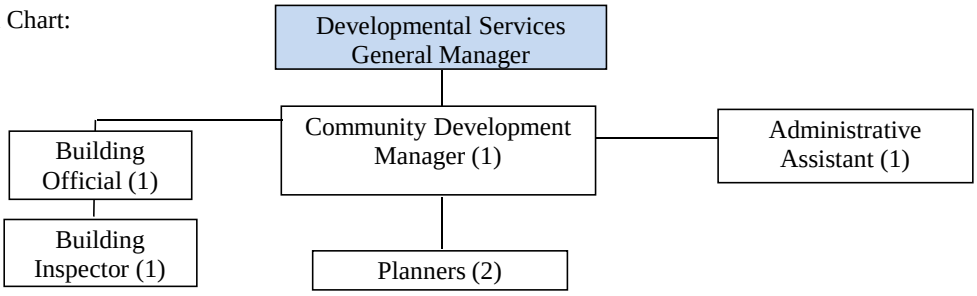
Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Purchasing Agent	1.00	1.00	1.00	3782	5573	$46,840
COLA						700
Merit Contingency						2,340
Temporary / Reserves						0
Longevity Pay						0
Retirement						5,790
Insurance & Taxes						11,700
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$67,370

General Government	Purchasing	Fund 01 - General Fund			Cost Center	1230
Supplemental Data: Expenditures						
		2013	2014		2015	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		402	500	450	500	11.11%
Copier Supplies		838	700	500	500	0.00%
Postage & Freight		14	15	15	25	66.67%
Vehicle Maintenance & Repair		0	100	0	0	0.00%
Equipment Maint/Repairs		62	100	300	300	0.00%
Total Supplies		1,316	1,415	1,265	1,325	4.74%
Contractual Services						
Computer Support		892	1,625	1,625	1,625	0.00%
Contractual Services		0	0	0	0	0.00%
Total Contractual Services		892	1,625	1,625	1,625	0.00%
Other Services and Charges						
Travel & Training		126	150	400	500	25.00%
Subscriptions & Memberships		521	550	550	550	0.00%
Printing & Forms		117	150	150	150	0.00%
Utilities		402	390	390	400	2.56%
Telephone		622	785	300	300	2.56%
Legal Advertising		0	200	200	200	0.00%
Total Other Services & Charges		1,788	2,225	1,990	2,100	5.53%

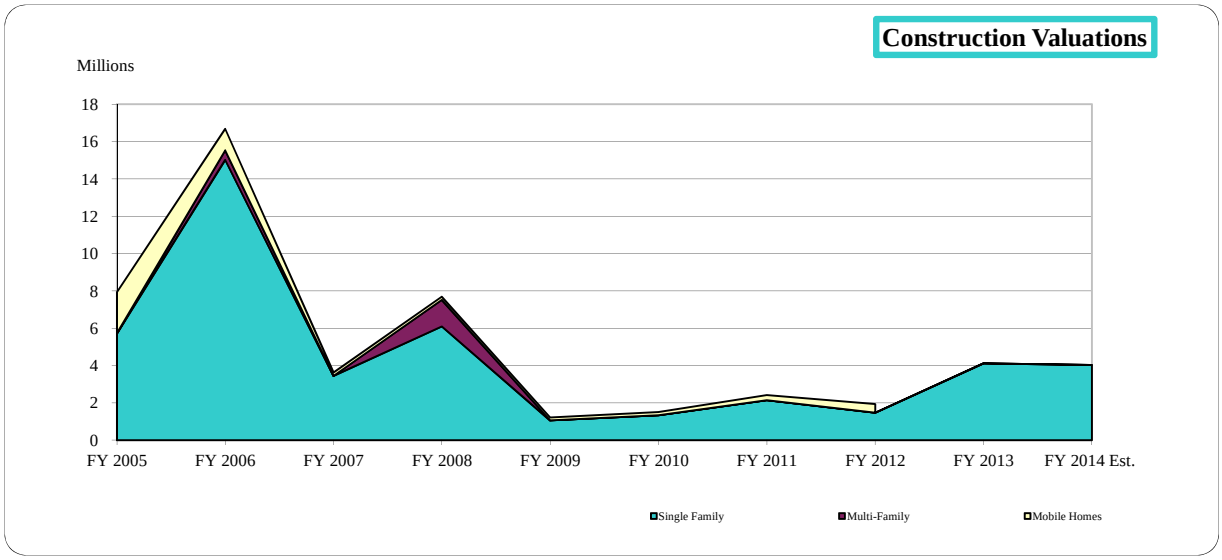
Supplemental Data: Capital Outlay					
Item	2013	2014		2015	
Description	Actual	Budget	Revised	Tentative	
N/A					
	$0	$0	$0	$0	

Organizational Chart:



General Information: Note: Only unshaded boxes are included in this budget.

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



FY 2014 Accomplishments:

* Reviewed and processed new development proposals, small scale renovations to existing locations/businesses, and numerous sign permits
* Approval of Zoning Ordinance changes regarding Electronic Message Display Signs, wireless communication tower height, Historic Preservation/landmarking
* Updated Zoning, Land Use, and other maps
* Worked towards transitioning into new the new City-Wide Springbrook Software Building Permits and Code Enforcement Modules

FY 2015 Goals:

* Process annexation request for 13 properties, currently split by the City/County boundary
* Process annexation request for Duncan property located along Mingus Avenue
* Study creation of an Entertainment District to include the Old Town area
* Revise/Update parts of the Zoning Ordinance relating to parking in Old Town
* Move forward with landmarking historic buildings and residences and adopt design guidelines
* Adoption of new General Plan
* Improve Code Enforcement process including Hearing Officer Process and follow-up
* Revise Temporary Use Permit/Special Event procedures

Budget Highlights:

There are no siginificant changes to this budget but there is a slight increase in personnel costs due to the merit program and a 1.5% COLA budgeted for FY 2015. There is no capital scheduled for FY 2015.

General Government	Community Development	Fund 01 - General Fund	Cost Center	1400

Performance Indicators

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Upgrade Staff Technologies
Objective: Enhancements to web, GIS and tracking of permits & enforcement
Type of Measure: Completion of this process
Tool: Acquisition and installation of software
Frequency: 5 yrs
Scoring: 100% by 2014
Trend: N/A New Measure

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percent of Completion	0	50%	75%	100%

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: To preserve the integrity of the City's General Plan
Objective: Re-Adoption of the City's General Plan by 2015
Type of Measure: Completion of this process
Tool: General Plan Re-Adoption Calendar
Frequency: 10 Years
Scoring: 100% by 2015
Trend: N/A New Measure

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percent of Completion	30%	40%	95%	100%

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percent of Completion	N/A	100%	90%	100%

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percent of Completion	N/A	50%	0	5%

General Government	Community Development	Fund 01 - General Fund	Cost Center	1400

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$322,256	$509,020	$451,510	$487,320	7.93%
Operating Supplies	17,484	7,100	7,805	8,600	10.19%
Contractual Services	2,404	3,740	5,400	1,700	-68.52%
Other Services and Charges	13,006	15,875	14,300	17,000	18.88%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$355,150	$535,735	$479,015	$514,620	7.43%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$514,620	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Community Development Manager	1.00	1.00	1.00	5068	7468	$73,030
Planner	2.00	2.00	2.00	3971	5851	115,890
Senior Administrative Assistant	1.00	1.00	1.00	2822	4158	35,130
Building Official	0.00	1.00	1.00	3267	4814	65,910
Building Inspector	0.00	1.00	1.00	3602	5307	49,720
COLA						5,080
Merit Contingency						10,880
Temporary / Reserves						0
Overtime						3,500
Retirement						41,660
Insurance & Taxes						86,520
Employee Related Expenses						0
Totals	4.00	6.00	6.00			$487,320

General Government	Community Development	Fund 01 - General Fund	Cost Center	1400

Supplemental Data: Expenditures

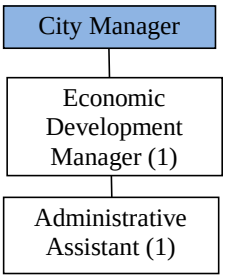
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	2,308	1,500	2,500	1,800	-28.00%
Copier Supplies	6,211	2,500	1,500	1,500	0.00%
Postage & Freight	346	1,000	2,000	2,000	0.00%
Gas & Oil	387	800	1,300	1,300	0.00%
Vehicle Maint & Repairs	6,106	800	500	2,000	300.00%
Equipment Maint & Repairs	2,126	500	5	0	-100.00%
Total Supplies	17,484	7,100	7,805	8,600	10.19%
Contractual Services					
Contractual Services	20	0	4,200	500	-88.10%
Computer Support	2,384	3,740	1,200	1,200	0.00%
Total Contractual Services	2,404	3,740	5,400	1,700	-68.52%
Other Services and Charges					
Travel & Training	860	3,000	600	2,600	333.33%
Subscriptions & Memberships	1,078	1,500	1,500	1,100	-26.67%
Printing & Forms	438	1,200	500	750	50.00%
Utilities	5,386	6,075	6,000	6,600	10.00%
Telephone	2,320	2,300	2,600	2,750	5.77%
Legal Advertising	1,621	1,500	2,600	2,600	0.00%
General Plan Expense	1,303	300	500	600	20.00%
Total Other Services & Charges	13,006	15,875	14,300	17,000	18.88%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Economic Development

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Completed year 5 of 5-year Economic Development Plan (Focus on Success)
* Submitted request to APS for ED Strategy funding
* Continued good relationship with USDA regarding Revolving Loan Fund
* Continued to identify (recruitment) niche businesses and industries that complement our community charact
* Continued to provide resources to existing businesses to help them grow (expansion)
* Continued to provide services to help (retain) existing businesses
* Provided marketing and public relations support for business community
* Provided leadership for the Cottonwood Economic Development Center (CEDC)
* Fully utilized the leasable space at the Business Assistance Center (BAC). Three start-up businesses are presently located and paying monthly rent at the BAC
* Graduated 2 BAC businesses: Verde Valley Wine Consortium & Blue Stone Strategy Group
* Increased BAC training opportunities for our clients
* Provided economic development value to Cottonwood by actively partnering with The Verde Valley Regional Economic Organization, the Arizona Wine Growers Association, Verde Valley Wine Consortium, Arizona Commerce Authority, United States Department of Ag, Northern AZ Council of Governments, Local First AZ, Arizona office of Tourism, Sustainable Economic Development Initiative, AZ Town Hall, Verde Valley Ag Coalition, Yavapai College, Old Town Association and other
* Continue to work with the outside organizations

FY 2015 Goals:

* Complete Cottonwood Branding project including strategy, logo, website and, tagline
* Wrap up 5- year Economic Development Strategy (Focus on success)
* Develop a new 5-year Economic Development Strategy (Focus on success II)
* Continue to build our reputation and offerings at the BAC
* Recruit new businesses to Cottonwood
* Help existing businesses grow
* Continue to work towards completion of the strategic initiatives and the goals listed in the City Council strategic plan related to economic development

Budget Highlights:

There is no siginificant change to this budget except in personnel where there is merit increases and 1.5% COLA. There is no capital budgeted for FY 2015.

General Government	Economic Development	Fund 01 - General Fund	Cost Center	6000

Performance Indicators

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Increase the level of business retention and expansion of existing business
Objective: Help increase local business effectiveness leading to better retention rates and expansion
Type of Measure: Outcome
Tool: Business retention and expansion surveys
Frequency: Yearly
Scoring: Increase/decrease yearly
Trend: N/A new measure FY 2013

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of businesses retained	N/A	5	10	
Number of expansions	N/A	10	15	

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Increase the level of new businesses interested in locating in Cottonwood
Objective: Increase lead activity
Type of Measure: Outcome
Tool: County reports, business registrations
Frequency: Annual
Scoring: Increase/decrease from prior year
Trend: up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Unemployment Rate (Yavapai County)	10%	9%	8%	
Number of new businesses	5	10	15	

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Provide excellent customer service and more value added use of facility and 100% occupancy
Objective: Increase usage of facility
Type of Measure: Outcome
Tool: Usage reports, training surveys
Frequency: Yearly
Scoring: Desired growth would be 50 new customers per year
Trend: level

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of business people using facility	200	250	300	300
Number of leases (maximum occupancy 4 businesses)	400.00%	4	4	4
Number of satisfied trainees	N/A	25000.00%	300	300

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Increase exposure to outside value added resources, i.e. ACA, AAED, etc
Objective: Increase the level of support from outside sources to help grow our economy
Type of Measure: Outcome
Tool: Arizona Commerce Authority reports
Frequency: Annual
Scoring: Steady increase desired
Trend: Increasing

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of Leads from Arizona Commerce Authority	10	10	15	
Grant dollars received	$0	$200,000	$100,000	

General Government	Economic Development	Fund 01 - General Fund	Cost Center	6000

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$158,370	$169,875	$168,780	$180,240	6.79%
Operating Supplies	769	1,235	2,830	1,700	-39.93%
Contractual Services	566	600	500	600	20.00%
Other Services and Charges	27,976	33,110	37,600	57,600	53.19%
Capital Outlay	1,169	25,000	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$188,850	$229,820	$209,710	$240,140	14.51%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$240,140	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2014 Budget
Economic Development Manager	1.00	1.00	1.00	5867	8645	$91,880
Administrative Assistant	1.00	1.00	1.00	2438	3592	32,190
COLA						1,860
Merit Contingency						4,210
Temporary / Reserves						0
Overtime						0
Retirement						15,100
Insurance & Taxes						35,000
Employee Related Expenses						0
Totals	2.00	2.00	2.00			$180,240

General Government	Economic Development	Fund 01 - General Fund	Cost Center	6000

Supplemental Data: Expenditures

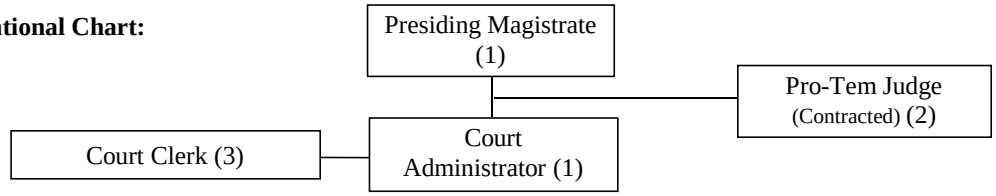
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	0	100	2,000	750	-62.50%
Copier Supplies	741	1,000	500	750	50.00%
Postage & Freight	4	10	200	100	-50.00%
Gas & Oil	18	100	130	100	-23.08%
Vehicle Maint & Repairs	6	25	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Total Supplies	769	1,235	2,830	1,700	-39.93%
Contractual Services					
Computer Support	566	600	500	600	20.00%
Total Contractual Services	566	600	500	600	20.00%
Other Services and Charges					
Travel & Training	775	500	2,000	2,000	0.00%
Subscriptions & Memberships	720	450	2,000	2,000	0.00%
Printing & Forms	0	500	500	500	0.00%
Utilities	9,773	10,700	12,000	12,000	0.00%
Telephone	1,167	960	1,100	1,100	0.00%
Legal Advertising	100	0	0	0	0.00%
Focus on Success	15,441	20,000	20,000	40,000	100.00%
Total Other Services & Charges	27,976	33,110	37,600	57,600	53.19%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Copier				
Computer	$1,169			
City Branding		$25,000		
	$1,169	$25,000	$0	$0

Municipal Court

Organizational Chart:



General Information:

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

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

FY 2014 Accomplishments:

* Fulfilled sixteen (16) hour COJET training requirements for all court employees, including judicial staff
* Developed a Municipal Court webpage with web links and online payment capability
* Hosted continuing education sessions for court staff, as well as other court staff in the Verde Valley area, reducing travel and training expenses
* Implemented Phase I of the Administrative Office of the Court's (AOC) electronic document management scanning (EDMS) program. Installed a document scanner at the court window and a touch screen monitor on the Judge's bench in the courtroom
* Implemented the first phase of the Department of Public Safety (DPS) electronic disposition reporting. Identified criminal case files with pending dispositions and developed a plan to achieve compliance. The court used local court funds from the Municipal Fill The Gap Fund (FTG) to hire a temporary staff person who will complete outstanding manual disposition reports to DPS
* In cooperation with the City of Cottonwood Information Technology (IT) Department, installed microwave connectivity equipment at the court building location for future wireless connectivity access to other city departments

FY 2015 Goals:

* In conjunction with the AOC Information Technology (IT) Division, implement the Technology Refresh Project computer hardware upgrade.
* Implement Phase II of the AOC's EDMS program. Prepare current case files for scanning. Develop policy and procedure in cooperation with the AOC to implement back date scanning of completed case files. The court will use local court funds from the Judicial Court Enhancement Fund (JCEF) to hire a temporary staff person who will assist the Court Administrator with implementation
* Court administration will continue to participate in statewide AOC court committees to develop a new limited jurisdiction case management system.
* The court will continue to offer court employees leadership training opportunities and develop training sessions in the Verde Valley area with the Yavapai County Field Trainer and the AOC
* In an effort to improve collection of monetary penalties, court administration will explore installing a payment kiosk in the court lobby for online payment transactions. The court will also explore technology tools to improve sentence compliance
* In an effort to improve court security, the court will install video surveillance equipment throughout the court building. Window film protection will also be installed on exterior building windows.

Budget Highlights:

The only significant changes to this budget is an increase in personnel due to the 1.5% COLA and the merit program and an increase in the use of Court Enhancement funds will install window film for security and hire a part-time Court Clerk.

General Government	Municipal Court	Fund 01 - General Fund	Cost Center	1310

Performance Indicators

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Ensure public receives adequate access to court services and is treated fairly
Objective: Measure public access and fairness by conducting an annual survey
Type of Measure: Outcome
Tool: Survey
Frequency: Annual
Scoring: Rating of 90-100%
Trend: up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
National Center for State Courts Court Tools Survey				
Access & Fairness Survey	91%	90%	92%	92%

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Manage cases in compliance with all legal requirements
Objective: Measure case filings and terminations to clearance rates
Type of Measure: Number of outgoing cases as a percentage to number of incoming cases
Tool: Total Incoming Cases ÷ Total Outgoing Cases
Frequency: Annual by Calendar Year
Scoring: Clearance rate of 90 - 100%
Trend: up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
National Center for State Courts Court Tools Measure 2				
Clearance Rates	103%	105%	100%	100%

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Improve operational efficiency and case processing
Objective: Measure payments collected as a percentage of total monetary penalties
Type of Measure: Number of payments to total receivables
Tool: Total Incoming Payments ÷ Outstanding Receivables
Frequency: Annual by Calendar Year
Scoring: Rating of 90 - 100%
Trend: up

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
National Center for State Courts Court Tools Measure 7				
Collection of Monetary Penalties	91%	88%	90%	91%

General Government	Municipal Court	Fund 01 - General Fund	Cost Center	1310

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$317,738	$372,825	$352,910	$382,760	8.46%
Operating Supplies	8,156	5,520	7,150	7,000	-2.10%
Contractual Services	59,086	57,175	68,740	50,150	-27.04%
Other Services and Charges	23,724	45,655	52,250	51,265	-1.89%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$408,704	$481,175	$481,050	$491,175	2.10%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$491,175	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Presiding Magistrate	1.00	1.00	1.00	Contract		$103,390
Court Administrator	1.00	1.00	1.00	4169	6144	56,750
Court Clerk II	0.00	1.00	1.00	2688	3960	36,580
Court Clerk I	3.00	2.00	2.00	2438	3592	69,190
COLA						3,980
Merit Contingency						5,660
Temporary / Reserves/Pro Temp						4,500
Overtime						0
Retirement						31,960
Insurance & Taxes						70,750
Employee Related Expenses						0
Totals	5.00	5.00	5.00			$382,760

General Government	Municipal Court	Fund 01 - General Fund	Cost Center	1310

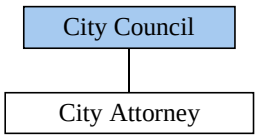
Supplemental Data: Expenditures

Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	3,834	2,300	4,000	4,000	0.00%
Copier Supplies	427	420	600	450	-25.00%
Gas & Oil	146	200	0	0	0.00%
Vehicle Maint & Repairs	0	0	0	0	0.00%
Equipment Maint & Repairs	3,084	2,100	1,750	1,750	0.00%
Postage & Freight	665	500	800	800	0.00%
Total Supplies	8,156	5,520	7,150	7,000	-2.10%
Contractual Services					
Computer Support	9,004	10,450	10,150	10,150	0.00%
Court Appointed Attorney	41,520	36,500	46,000	33,000	-28.26%
Contractual Services	8,562	6,225	8,500	7,000	-17.65%
Court Audit	0	4,000	4,090	0	-100.00%
Total Contractual Services	59,086	57,175	68,740	50,150	-27.04%
Other Services and Charges					
Travel & Training	4,100	3,800	4,000	4,350	8.75%
Subscriptions & Memberships	1,026	1,530	1,200	1,350	12.50%
Printing & Forms	1,122	960	1,400	1,400	0.00%
Utilities	10,090	11,615	11,000	11,615	5.59%
Telephone	4,947	5,100	3,600	4,000	11.11%
Jury Fee	0	500	500	500	0.00%
JCEF Fund Expenses	2,439	4,150	1,500	1,500	0.00%
FTG-Fill The Gap Expense	0	16,000	8,000	2,000	-75.00%
Court Enhancement Expenses	0	2,000	21,050	24,550	16.63%
Total Other Services & Charges	23,724	45,655	52,250	51,265	-1.89%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Legal



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Provided ongoing counsel, assistance and representation to City management/department heads in a wide range of legal, transactional, risk management, personnel and other matters
* Oversaw a successful municipal prosecution program that saw no appeals or formal complaints
* Assisted and participated in the bid/contracting process for various City projects.
* Assisted and participated in the development of a detailed RFP/procurement process to solicit proposals for the purchase and redevelopment of the Old Recreation Center building while maintaining its historic character; as well as in extensive negotiations with the successful proposers to purchase and redevelop the property into a restaurant/brewpub
* Drafted and advised City management and Council on the City's new Civil Union Ordinance and Civil Union certification/recognition process
* Reviewed and consulted with staff regarding several drafts of a proposed Intergovernmental Agreement (IGA) with ADOT for SR 260 improvements
* Working with staff and outside counsel on significant FAA airport compliance issues (ongoing)
* Assisted staff in negotiating a professional services agreement with the Railroad Wash floodplain delineation consultant
* Advised and assisted HR in the development of new protocols and procedures for conducting background checks on new hires and certain volunteers

FY 2015 Goals:

*

*

*

Budget Highlights:

The only significant change to this budget is in the Personnel line with a 1.5% COLA and the merit program. There is no capital programmed for FY 2015

Performance Indicators

City Council Goal: **** New Performance Indicators are being developed for this department ****
Department
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

General Government	Legal	Fund 01 - General Fund	Cost Center	1310

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$184,040	$201,135	$197,970	$210,590	6.37%
Operating Supplies	24	50	60	125	108.33%
Contractual Services	114,639	119,000	104,000	144,000	38.46%
Other Services and Charges	6,752	10,060	6,620	5,250	-20.69%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$305,455	$330,245	$308,650	$359,965	16.63%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$359,965	100.00%
	Total Funding	100.00%

General Government	Legal	Fund 01 - General Fund	Cost Center	1310

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
City Attorney	1.00	1.00	1.00	Contract		$163,500
COLA						2,440
Vehicle Allowance						5,400
Merit Contingency						7,500
Temporary / Reserves						0
Overtime						0
Retirement						20,750
Insurance & Taxes						11,000
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$210,590

General Government	Legal	Fund 01 - General Fund			Cost Center	1310
Supplemental Data: Expenditures						
		2013	2014		2015	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		22	25	50	100	100.00%
Copier Supplies		0	0	0	0	0.00%
Postage & Freight		2	25	10	25	150.00%
Total Supplies		24	50	60	125	108.33%
Contractual Services						
Prosecuting Attorney		84,000	84,000	84,000	84,000	0.00%
Contract Services		30,639	35,000	20,000	60,000	200.00%
Total Contractual Services		114,639	119,000	104,000	144,000	38.46%
Other Services and Charges						
Travel & Training		136	1,500	800	1,000	25.00%
Subscriptions & Memberships		4,249	6,200	3,800	2,300	-39.47%
Utilities		508	510	890	750	-15.73%
Telephone Expense		1,844	1,850	1,130	1,200	6.19%
Legal Advertising		15	0	0	0	0.00%
Total Other Services & Charges		6,752	10,060	6,620	5,250	-20.69%

Supplemental Data: Capital Outlay					
Item	2013	2014		2015	
Description	Actual	Budget	Revised	Tentative	
N/A					
	$0	$0	$0	$0	

Non-Departmental

General Information:

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

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

FY 2014 Accomplishments:

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

FY 2015 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:

For FY 2015, there is one new Lease Purchase for the Communications Center Equipment. There are no other siginificant changes to this budget.

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	1800

City Council Goal: **** New Performance Indicators are being developed for this department ****
Department
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department
Objective:
Type of Mea
Tool:
Frequency:
FY 2014 Acc
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

FY 2015 Goals:
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
	2012	2013	2014	2015

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	1800

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	6,377	1,500	1,500	1,500	0.00%
Other Services and Charges	360,435	410,000	479,830	434,000	-9.55%
Operating Transfers	1,370,452	1,203,525	1,235,325	737,655	-40.29%
Debt Service	319,051	403,210	390,065	488,955	25.35%
Department Totals	$2,056,315	$2,018,235	$2,106,720	$1,662,110	-21.10%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$1,662,110	100.00%
FY 2014 Accomplishments:	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						
Temporary / Reserves						
Insurance & Taxes Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	1800

Supplemental Data: Expenditures

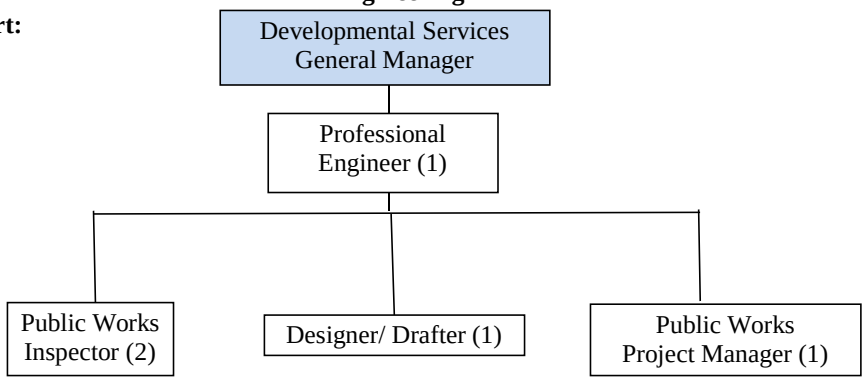
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
N/A	0	0	0	0	0.00%
Total Supplies	0	0	0	0	0.00%
Contractual Services					
Auction Fees	2,967	1,500	1,500	1,500	0.00%
Contractual Services	3,410	0	0	0	0.00%
Trustee Fees	0	0	0	0	0.00%
Total Contractual Services	6,377	1,500	1,500	1,500	0.00%
Other Services and Charges					
Liability Insurance	268,323	280,000	280,000	294,000	5.00%
Liability-Claims Deductible	(13,700)	20,000	79,830	20,000	-74.95%
Chamber of Commerce	105,812	110,000	120,000	120,000	0.00%
FY 2014 Accomplishments:					
Total Other Services & Charges	360,435	410,000	479,830	434,000	-9.55%
Debt Service					
Lease Payment - Police Cars- 09/10	19,942	41,840	41,840	43,460	3.87%
Lease Payment - Fire Truck - SunTrust	81,605	86,460	86,460	10,545	-87.80%
Lease Payment - Mobile Data Terminals	81,096	0	0	0	0.00%
	0	0	0	0	
Lease Payment - City Wide FY 12	114,016	117,395	117,390	119,760	2.02%
Lease Payment - Communications Center	0	0	0	165,100	0.00%
Lease Payment - FY13 City Wide	0	131,240	119,400	121,330	1.62%
Interest -LP PD VEH 09-10	4,450	2,885	2,885	1,260	-56.33%
Interest -LP Fire Rescue	8,395	3,540	3,540	250	-92.94%
Interest -LP Mobile Data	1,784	0	0	0	0.00%
Interest -LP - FY12 City Wide	7,763	8,830	9,130	6,760	-25.96%
Interest -LP Communications Center	0	0	0	12,990	0.00%
Interest -LP FY13 City Wide	0	11,020	9,420	7,500	-20.38%
	319,051	403,210	390,065	488,955	25.35%

Supplemental Data: Operating Transfers

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Operating Transfers - HURF-Streets/Transit	$268,222	$288,535	$450,000		-100.00%
Operating Transfers - HURF-Transit		150,400			0.00%
Operating Transfers - Library	644,236	737,205	768,000	$718,430	-6.45%
Operating Transfers - Cemetery	16,750	24,075	17,325	19,225	10.97%
Operating Transfers - Airport	42,988	3,310			0.00%
Operating Transfers - Debt Services	398,256				0
	$1,370,452	$1,203,525	$1,235,325	$737,655	

Engineering

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Updated the City's Storm Water Management Plan and implemented staff programs
* Designed Civic Center Parking Lot

FY 2015 Goals:

* Complete the construction of 12th street from Fir to 89A
* Begin Construction on the Riverfront WRF
* Complete the design of Mingus Ave from Willard to 10th Street
* Complete the Re-surfacing of Mingus Ave from Main Street to 89A/Cornville Road
* Complete the re-delineation of Railroad wash with FEMA
* Begin the City wide drainage study and mapping of all storm sewer system outfalls
* Continue to run and implement the City’s Stormwater Management Plan
* Construct Civic Center parking lot
* Design and construct sidewalk on Mickelsen Parkway
* Create maps of City facilities: Riverfront park, Cemetery, Kids park, street light map
* Construct Lift Station 4 wet well
* Update the City’s right-of-way permit
* Create a permit for placing obstacles within the right-of-way or on City property
* Design the 8th Street wash/Aspen Street Drainage improvements
* Submit Road safety analysis for both Mingus Ave from Willard to Main and Main Street from 10th Street to Mingus
* Create a flood plain development permit

Budget Highlights:

There is $2,000 budgeted for Auto Turn Software. The only other significant change to this budget is in personnel costs due to the merit program and a 1.5% COLA.

General Government	Engineering	Fund 01 - General Fund	Cost Center	1410

Performance Indicators

City Council Goal: **** Performance Measures are still being developed for this Department***
Department
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual	Estimated	Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

General Government	Engineering	Fund 01 - General Fund	Cost Center	1410

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$507,337	$375,630	$300,610	$381,730	26.99%
Operating Supplies	12,093	18,800	7,005	8,350	19.20%
Contractual Services	2,097	6,900	8,500	6,500	-23.53%
Other Services and Charges	16,608	14,700	14,350	16,000	11.50%
Capital Outlay	10,911	0	0	2,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$549,046	$416,030	$330,465	$414,580	25.45%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$414,580	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Public Works & Utility Inspector	2.00	2.00	2.00	3111	4585	$80,880
Professional Engineer	1.00	1.00	1.00	5068	7468	62,770
Drafter/Designer	0.00	1.00	1.00	3267	4814	53,230
Public Works Project Manager	1.00	1.00	1.00	3602	5307	57,110
COLA						2,670
Merit Contingency						5,190
Overtime						6,000
Retirement						31,070
Insurance & Taxes						82,810
Employee Related Expenses						0
Totals	4.00	5.00	5.00			$381,730

General Government	Engineering	Fund 01 - General Fund		Cost Center	1410

Supplemental Data: Expenditures

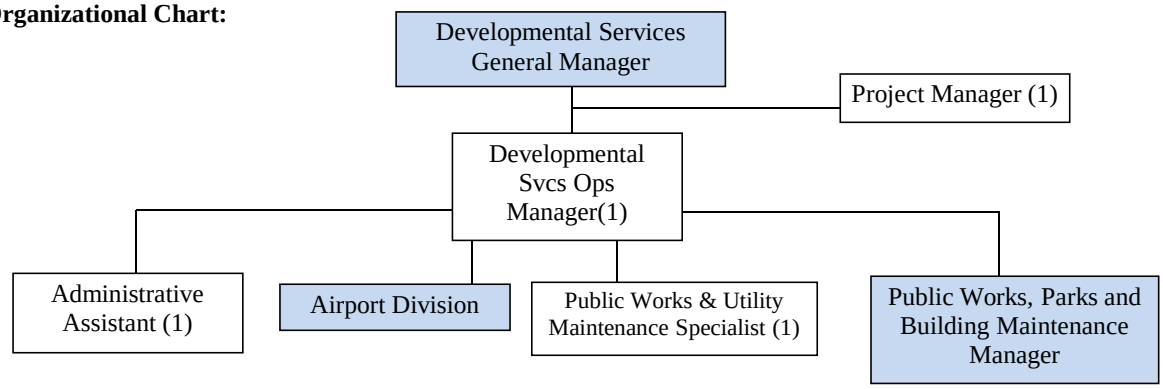
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	2,771	750	200	500	150.00%
Copier Supplies	518	2,000	1,000	1,200	20.00%
Gas & Oil	5,654	7,500	3,090	3,100	0.32%
Vehicle Maint & Repairs	2,737	4,000	1,200	1,500	25.00%
Equipment Maint & Repairs	0	1,500	500	500	0.00%
Operational Supplies	405	3,000	1,000	1,500	50.00%
Postage & Freight	8	50	15	50	233.33%
Total Supplies	12,093	18,800	7,005	8,350	19.20%
Contractual Services					
Computer Support	1,597	1,500	1,500	1,500	0.00%
Contractual Services	500	5,400	7,000	5,000	
Total Contractual Services	2,097	6,900	8,500	6,500	-23.53%
Other Services and Charges					
Travel & Training	3,261	3,000	0	2,000	0.00%
Subscriptions & Memberships	2,881	1,200	2,800	2,800	0.00%
Printing & Forms	189	200	100	200	100.00%
Utilities	6,681	6,975	8,700	8,000	-8.05%
Telephone	3,596	3,325	2,750	3,000	9.09%
Total Other Services & Charges	16,608	14,700	14,350	16,000	11.50%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Laptops/Toughbooks	$3,750			
Auto CADD	7,161			
Auto Turn Softwre				$2,000
	$10,911	$0	$0	$2,000

Public Works

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

Public Works provides technical and administrative support to the Street, Airport, Facilities Maintenance and Cemetery Divisions. Streets capital projects, such as new street construction, overlays and surface treatments are managed by Public Works staff. With the addition of the Project Manager, building capital projects are managed at Public Works.

FY 2014 Accomplishments:

* Maintain and Service existing street, sidewalk, storm water and airport infrastructure and facilities
* Operated City Solid Waste Transfer Station

FY 2015 Goals:

* Continue operation of solid waste transfer station
* Implementation of new regional solid waste transfer station
* Procure new street striping contractor for bi-annual City wide street striping
* Conduct free waste drop off day for City residents

Budget Highlights:

There is no capital budgeted for FY 2015 but personnel costs are higher due to a 1.5% COLA and the merit program. Contractual services are significantly higher due to $48,600 being budgted for the Stormwater program.

General Government	Public Works	Fund 01 - General Fund	Cost Center	1600

Performance Indicators

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Keep the Transfer Station open to the public as much as possible
Objective: Increase hours of operations at the transfer station while maintaining a positive cash flow
Type of Measure: Efficiency
Tool: Cash Reconciliation Sheets
Frequency: Weekly
Scoring: Average monthly cost recovery (Revenue ÷ Cost) is positive
Trend: N/A New Measure FY 2012

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Hours of Operation (weekly)	48	48	48	48
Revenue (monthly)	9,500	$10,097	$10,670	$10,800
Operational Cost (monthly)	8,750	$8,750	$10,900	$10,900
Cost recovery (monthly)	108%	113%	98%	99%

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

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Total number of work order	Unknown	Unknown	Unknown	Unknown
% Work orders begun within 48 hours	70%	75%	75%	75%

General Government	Public Works	Fund 01 - General Fund	Cost Center	1600

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$312,267	$346,120	$335,755	$357,910	6.60%
Operating Supplies	7,771	7,900	6,250	5,750	-8.00%
Contractual Services	80,415	81,500	130,000	169,800	30.62%
Other Services and Charges	8,255	7,900	8,135	8,870	9.04%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$408,708	$443,420	$480,140	$542,330	12.95%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$412,330	76.03%
Transfer Station Fees	130,000	23.97%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Developmental Svcs Ops Manager	1.00	1.00	1.00	5587	8233	$74,660
Administrative Assistant	1.00	1.00	1.00	2438	3592	34,110
Project Manager	1.00	1.00	1.00	4378	6451	61,390
Public Works & Utility Mtce. Sp.	1.00	1.00	1.00	2822	4158	44,140
COLA						3,210
Merit Contingency						5,170
Temporary / Reserves						33,670
Overtime						2,500
Retirement						30,030
Insurance & Taxes						69,030
Employee Related Expenses						0
Totals	4.00	4.00	4.00			$357,910

General Government	Public Works	Fund 01 - General Fund		Cost Center	1600

Supplemental Data: Expenditures

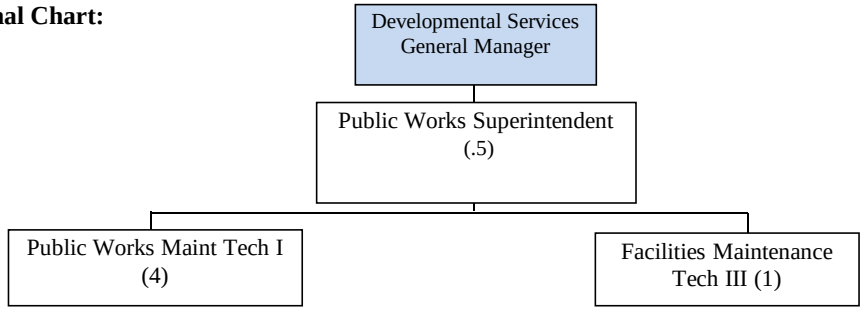
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	2,870	1,500	850	1,000	17.65%
Copier Supplies	1,234	1,200	1,800	1,500	-16.67%
Gas & Oil	915	1,000	900	1,000	11.11%
Vehicle Maint & Repairs	985	1,000	1,200	1,000	-16.67%
Equipment Maint & Repairs	571	2,150	500	250	-50.00%
Operational Supplies	1,031	950	950	950	0.00%
Postage & Freight	165	100	50	50	0.00%
Total Supplies	7,771	7,900	6,250	5,750	-8.00%
Contractual Services					
Computer Support	1,059	1,200	1,000	1,200	20.00%
Contractual Services	79,356	80,300	129,000	168,600	30.70%
Total Contractual Services	80,415	81,500	130,000	169,800	30.62%
Other Services and Charges					
Travel & Training	1,005	1,000	500	1,000	100.00%
Subscriptions & Memberships	796	350	0	0	0.00%
Utilities	2,243	2,100	4,470	4,610	3.13%
Telephone	4,123	4,350	3,165	3,260	3.00%
Legal Advertising	88	100	0	0	0.00%
Total Other Services & Charges	8,255	7,900	8,135	8,870	9.04%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Parks & Building Maintenance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Established and maintained the disc golf course
* Continued the maintenance of all buildings and parks
*
*
*
*

FY 2015 Goals:

* Continue to operate all parks and buildings including the disc golf course

Budget Highlights:

There is no capital budgeted for FY 2015. There are increases budgeted for the general upkeep of the Library Building and to fix the Library automatic door openers, in the Parks Maintenance line budget for Stabilizer at the ball fields and sand at Garrison Park and in the Fire Department Building Maintenance line to paint the outside metal at the Fire Station. There is also a slight increase in personnel due to the 1.5% COLA and the merit program.

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	1610

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Maintain existing acres of field mowed
Objective: Mow all City owned/maintained turf weekly during mowing season
Type of Measure: Acres of field mowed
Tool: System monitoring
Frequency: Weekly
Scoring: Field acre
Trend: Maintain existing acres of field mowed

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Acres of turf	31	33	33	33

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Provide park, grounds and building maintenance and respond in a timely manner
Objective: Begin tracking work orders and respond to 75% of work orders within 48 hours
Type of Measure: Outcome
Tool: Work Orders
Frequency: Monthly
Scoring: % above 75%
Trend: Steady Improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Total number of work orders	NA	NA	NA	NA
Percentage of work orders responded to within 48 hours	NA	NA	NA	75%

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	1610

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$242,790	$290,315	$248,705	$303,170	21.90%
Operating Supplies	48,149	60,505	50,720	49,220	-2.96%
Contractual Services	52,170	63,240	57,700	62,700	8.67%
Other Services and Charges	47,659	57,200	46,700	84,350	80.62%
Capital Outlay	45,500	75,000	75,000	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$436,268	$546,260	$478,825	$499,440	4.31%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$499,440	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Public Works Superintendent	0.50	0.50	0.50	4169	6144	$32,500
Public Works Maintenance Tech.	4.00	4.00	4.00	2106	3103	118,860
Facilities Maint Tech III	1.00	1.00	1.00	2211	3258	39,560
COLA						2,860
Merit Contingency						7,390
Holiday Pay						250
Clothing Allowance						1,500
Overtime						5,200
Retirement						23,970
Insurance & Taxes						71,080
Employee Related Expenses						0
Totals	5.50	5.50	5.50			$303,170

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	1610

Supplemental Data: Expenditures

Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	137	300	0	0	0.00%
Gas & Oil	16,630	18,500	13,200	14,000	6.06%
Vehicle Maint & Repairs	3,404	4,700	4,000	4,700	17.50%
Equipment Maint & Repairs	6,892	7,000	5,500	5,500	0.00%
Grounds/Parks Maintenance Supplies	21,056	30,000	28,000	25,000	-10.71%
Postage/Freight	30	5	20	20	0.00%
Total Supplies	48,149	60,505	50,720	49,220	-2.96%
Contractual Services					
Computer Support	453	740	200	200	0.00%
Contractual Services	45,939	50,000	45,000	50,000	11.11%
Ground Maintenance Contract	5,778	12,500	12,500	12,500	0.00%
Total Contractual Services	52,170	63,240	57,700	62,700	8.67%
Other Services and Charges					
Travel & Training	186	1,000	0	1,000	0.00%
Utilities	9,087	8,900	6,500	7,000	7.69%
Telephone	496	500	250	250	0.00%
Tools	2,147	2,000	2,000	2,000	0.00%
Equipment Rental	117	2,000	1,000	1,500	50.00%
Maintenance & Repairs (city buildings)	33,987	41,600	35,750	71,400	99.72%
Vandalism Repairs	1,639	1,200	1,200	1,200	0.00%
Total Other Services & Charges	47,659	57,200	46,700	84,350	80.62%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Gator		$19,000	$19,000	
Sod Cutter				
Batting Cage Netting				
Skate Park Construction		25,000	25,000	
Roller Hockey Court Board		25,000	25,000	
Mowers (3)	$39,070			
Playground Apparatus (for parks x3)	6,430	6,000	6,000	
Field Groomer				
	$45,500	$75,000	$75,000	$0

Custodial Services

Organizational Chart:
None

General Information:
Custodial Services handles all the cleaning of all city-owned buildings. This department does not deal with grounds-keeping. Custodial Services is a division of the Community Services Department.

FY 2014 Accomplishments:

* Contracting of services has continued to provide a healthful work atmosphere to staff employees and the visiting public
* Outsourcing of these services has continued to save the City approximately $50,000 to $75,000 annually for citywide, full service cleaning operations in the past
* Outsourcing costs verses in-house service operations were reviewed in 2011 and cost saving calculations continue to be accurate for this budget cycle

FY 2015 Goals:

* Continue to provide and offer quality full service operations (seeking ways to increase efficiency in operations with less funding available to support services)
* Work with Contractor in meeting present service requests/needs, service factors, monthly evaluations as established by departmental priorities and quality requirements
* Provide cross over communications from contractor personnel to city staff through communication logs, web site ratings, inspection reports and email system reports/evaluations
* Provide proper accountability, communications and quality control through monthly contract evaluation forms and from each department/facility monthly communications. Keep response times from contractor to within one (1) hour of department complaint or concern
* Establish a high level rating with quality control functions through proper communications and reporting of problem issues

Budget Highlights:
There are no significant changes to this departments budget.

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	1620

Performance Indicators

City Council Goal: Providing excellence and quality in delivering a healthful and sanitary work environment to staff employees and the visiting public at all city buildings and facilities.

Department Goal: Continue to provide quality full service custodial operations with a constant reliance upon efficiency and sa

Objective: Increase quality control and effective operational support to staff thereby mitigating poor services city wide.

Type of Measure: Monthly quality control and operations review through facility staff critique of services

Tool: Monthly Evaluation totals on Service Review forms

Frequency: Monthly

Scoring: Increase in monthly average totals

Trend: upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Increase in overall monthly averages as totaled on an annual basis	12%	18%	20%	22%

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	1620

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel		$0		$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	167,949	144,870	129,000	132,000	2.33%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$167,949	$144,870	$129,000	$132,000	2.33%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$132,000	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 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
Totals	0.00	0.00	0.00			$0

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	1620

Supplemental Data: Expenditures

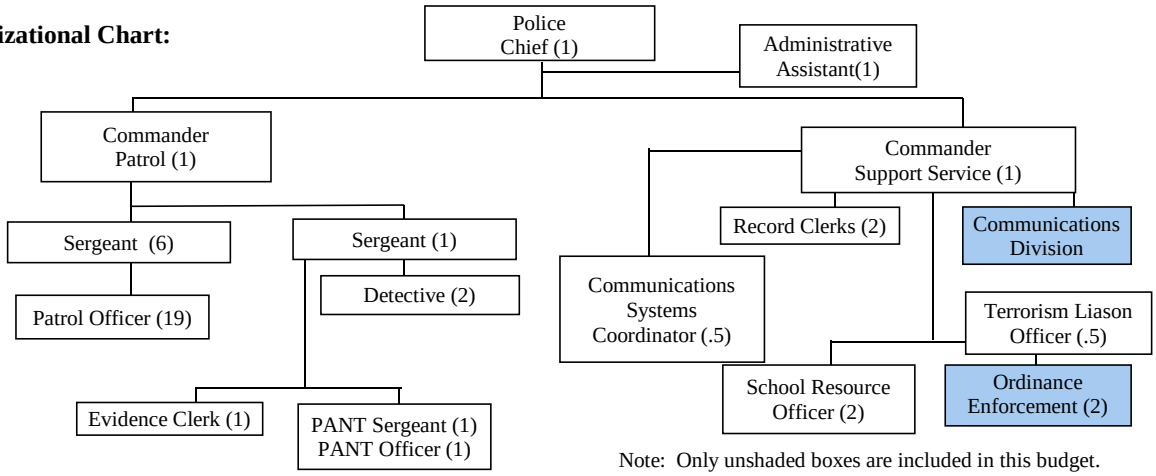
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Janitorial Supplies		0			0.00%
Total Supplies	0	0	0	0	0.00%
Contractual Services					
Custodial Contract	167,949	144,870	129,000	132,000	2.33%
Total Contractual Services	167,949	144,870	129,000	132,000	2.33%
Other Services and Charges					
Equipment Rental	0	0	0	0	0.00%
Total Other Services & Charges	0	0	0	0	0.00%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
N/A					
	$0	$0	$0	$0	0.00%

Police

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Completed construction of Emergency Operations Center EOC in the Multi-purpose room
* Department K9 trained for and completed patrol certification
* Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
* Facilitated and coordinated a Regional Active Shooter Training for all Verde Law Enforcement
* Obtained and installed 10 in car video systems in patrol cars
* Added additional repeater site at Duncan Hill
* Assisted Walmart with an aggressive Shoplifter Identification and apprehension detail
* Obtained and equipped military surplus Mine-Resistant Ambush Protected vehicle (MRAP) for SWAT

FY 2015 Goals:

* Pursue grants specifically in the area of School Safety Officer
* Implement a training and incentive program for the development of bi-lingual employees
* Continue to coordinate with Verde Valley law enforcement agencies to create a regional communications and emergency operations center
* Pursue Grants for Aggressive driving and DUI enforcement vehicle
* Maintain current crime prevention ideas
* Pursue grants for radio capabilities upgrade
* Complete In-Car-Video build out
* Implement paid Reserve Officer Program

Budget Highlights:

For FY 2015 capital is budgeted at a total of $82,120, this includes $2,890 for K9 Equipment, $18,700 for Tasers, $57,030 to upgrade Security Cameras and $3,500 for rifles. Personnel costs are also slightly higher due to the 1.5% COLA and the merit program budgeted for FY 2015.

Public Safety	Police	Fund 01 - General Fund	Cost Center	2000

Performance Indicators

City Council Goal: Be Responsive and Accountable
Department Goal: Ensure the safety of the citizens through public safety efforts and programs
Objective: Improve solved crime rate and improve public image of law enforcement to foster future partnership while staying in touch and work with our ever changing socio-economic climate
Type of Measure: Outcome
Tool: System reports
Frequency: Annual
Scoring: Increase from prior year incidents
Trend: Steady

Measures:		Actual 2012	Actual 2013	Estimated 2014	Anticipated 2015
Programs to Civic Groups and School Presentations	Input	180	64	200	100
Number of People Contacted	Input	2,864	3,413	3,000	3,500
Total Calls for Service	Work load	14,560	16,226	17,000	15,500
Crimes Reported	Work load	1,492	15,722	1,700	15,000
Crimes Solved	Input	596	3100	650	3,000
Solved Crime Rate	Outcome	40%	20%	38%	20%

City Council Goal: Be Responsive and Accountable
Department Goal: Ensure the safety of the citizens through public safety efforts and programs
Objective: Reduce the number of traffic crashes and Alcohol related crashes in the city
Type of Measure: Outcome
Tool: System reports and http://www.azdot.gov/mvd/statistics/crash/
Frequency: Annual
Scoring: Reduce from prior year incidents
Trend: Down

Measures:		Actual 2012	Actual 2013	Estimated 2014	Anticipated 2015
Traffic: Citations	Work load	2,084	2,880	2,000	2,600
Traffic: Written Warnings	Work load	644	1519	800	1,000
Total traffic crashes reported in city	Outcome	276	345	200	300
Alcohol related traffic crashes	Outcome	19	12	15	20

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Computers, Spillman, other technology	$90,849			
Motorcycle Replacement			45,900	
Vehicles (Lease Purchase)	$89,871	$91,390	96,860	
Bicycle Patrol Program (possible grant funding)	6,336			
Building Security Hardware			2,135	
K9 Equipment				2,890
Tasers and Peripherals & Firearms	5,715			18,700
Police Mobile Data Terminals	128,175			
Security Camera Upgrades & Watchguard Camera				57,030
Vehicle Cameras		52,805	89,530	
Carpet - Admin Offices & Records Room				
Tahoe Storage Boxes	1,749			
File Storage Movable Units	7,067			
Animal Control Restraint	3,389			
Rifles				3,500
Emergency Operation Center Equipment		32,000	21,820	
VoIP Upgrade		25,000	25,455	
	$333,151	$201,195	$281,700	$82,120

Public Safety	Police	Fund 01 - General Fund	Cost Center	2000

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$3,253,313	$3,620,275	$3,671,760	$3,781,045	2.98%
Operating Supplies	271,755	252,000	231,750	250,200	7.96%
Contractual Services	24,410	44,500	45,500	45,500	0.00%
Other Services and Charges	169,571	273,750	205,770	302,070	46.80%
Capital Outlay	333,151	201,195	281,700	82,120	-70.85%
Debt Service	0	0	0	0	0.00%
Department Totals	$4,052,201	$4,391,720	$4,436,480	$4,460,935	0.55%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$3,870,175	86.76%
Inter-local Govt'l Contracts	315,750	7.08%
Lease Purchase	91,390	2.05%
SB1398 Police Equipment	5,000	0.11%
Grants	178,620	4.00%
Total Funding		100.00%

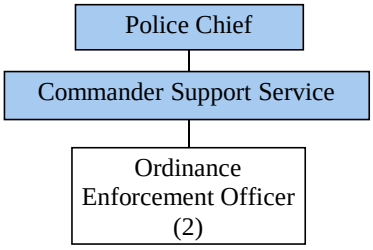
Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Police Chief	1.00	1.00	1.00	7131	10508	$109,250
Commander	2.00	2.00	2.00	5867	8645	176,960
Sergeant	7.00	7.00	7.00	4378	6451	449,450
PANT Officer/Sergeant	1.00	2.00	2.00	3430	5055	115,970
Police Officer	19.00	21.00	21.00	3430	5055	931,400
School Resource Officer (SRO)	1.00	0.00	2.00	3430	5055	94,320
Property & Evidence Specialist	1.00	1.00	1.00	2822	4158	45,850
Senior Administrative Assistant	1.00	1.00	1.00	2822	4158	39,250
Records Clerk	2.00	2.00	2.00	2438	3592	75,630
Communication System Coordinato	0.50	0.50	0.50	2963	4366	26,640
Terrorist Liaison Officer	0.50	0.50	0.50	3430	5055	25,705
COLA						31,275
Merit Contingency						53,750
Clothing Allowance						32,000
Holiday Pay						50,000
Car Allowance						5,400
Certification Pay						36,150
Overtime						130,000
Retirement						593,190
Insurance & Taxes						758,855
Employee Related Expenses						0
Totals	36.00	38.00	40.00			$3,781,045

Public Safety	Police	Fund 01 - General Fund		Cost Center	2000
Supplemental Data: Expenditures					
	2013	2014		2015	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	13,784	15,000	15,000	13,500	-10.00%
Copier Supplies	1,195	1,500	1,500	1,200	-20.00%
Invest / Detective Expenses	4,248	5,000	2,000	2,000	0.00%
Training Supplies	13,898	15,000	15,000	15,000	0.00%
Gas & Oil	101,333	100,000	95,000	100,000	5.26%
Vehicle Maint & Repairs	88,242	92,000	75,000	90,000	20.00%
Film & Developing	0	0	0	0	0.00%
DUI Expenses	451	500	250	500	100.00%
Equipment Maint & Repairs	34,543	12,000	12,000	12,000	0.00%
Operational Supplies	1,952	2,000	2,000	2,000	0.00%
Postage & Freight	1,831	1,500	2,000	2,000	0.00%
Building Supplies	2,672	2,500	2,500	2,500	0.00%
Canine Vet & Feed	1,650	2,000	1,500	1,500	0.00%
Protective Clothing	5,957	3,000	8,000	8,000	0.00%
Total Supplies	271,755	252,000	231,750	250,200	7.96%
Contractual Services					
Computer Support	21,093	40,000	40,000	40,000	0.00%
Contractual Services	2,886	2,000	2,500	2,500	0.00%
Medical Testing	(1,066)	1,000	1,500	1,500	0.00%
Towing Expense	1,499	1,500	1,500	1,500	0.00%
Medical Investigation Expenses	0	0	0	0	0.00%
Total Contractual Services	24,410	44,500	45,500	45,500	0.00%
Other Services and Charges					
Travel & Training	15,781	15,000	18,000	20,000	11.11%
Subscriptions & Memberships	2,141	2,000	2,000	2,000	0.00%
Printing & Forms	1,477	1,500	1,500	1,500	0.00%
Utilities	36,839	41,405	44,980	46,300	2.93%
Telephone	44,661	43,895	36,700	30,800	-16.08%
Legal Advertising	2,175	0	0	0	0.00%
Explorer Program	645	750	650	750	15.38%
Safety Expense	732	600	600	600	0.00%
Community Policing	5,284	7,000	7,000	6,000	-14.29%
Reserve Program	77	500	500	500	0.00%
SWAT Equipment	20,386	15,000	15,000	15,000	0.00%
Homeland Security Grant	0	69,700	30,000	81,000	170.00%
Highway Safety Grant	1,500	42,400	18,840	65,000	245.01%
County RICO Grant	35,634	30,000	30,000	30,000	0.00%
Misc. Grants	2,240	4,000	0	2,620	0.00%
Total Other Services & Charges	169,571	273,750	205,770	302,070	46.80%

Ordinance Enforcement

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

*
*
*
*
*
*
*
*
*

FY 2015 Goals:

*
*
*
*
*

*
*

Budget Highlights:

Public Safety	Ordinance Enforcement	Fund 01 - General Fund	Cost Center	2200

Performance Indicators

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Reduce animal disease and cruelty issues.
Objective: Reduction through education and enforcement
Type of Measure: Outcome
Tool: System reports
Frequency: Annual
Scoring: Reduce from prior year incidents
Trend: Down

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Programs to Civic Groups and School Presentations	50	200		
Cruelty cases	20	18		
At-large	325	293		
Animal Bite	48	43		

***Additional Indicators are still being developed for this department**
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Public Safety	Ordinance Enforcement	Fund 01 - General Fund	Cost Center	2200

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$128,245	$143,795	$136,265	$142,360	4.47%
Operating Supplies	7,272	7,750	6,200	6,300	1.61%
Contractual Services	49,678	43,555	46,430	45,480	-2.05%
Other Services and Charges	168	1,000	1,000	500	-50.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$185,363	$196,100	$189,895	$194,640	2.50%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$194,640	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	2822	4158	$88,360
COLA						1,320
Merit Contingency						1,740
Holiday Pay						3,100
Overtime						2,500
Retirement						11,070
Insurance & Taxes						34,270
Employee Related Expenses						0
Totals	2.00	2.00	2.00			$142,360

Public Safety	Ordinance Enforcement	Fund 01 - General Fund	Cost Center	2200

Supplemental Data: Expenditures

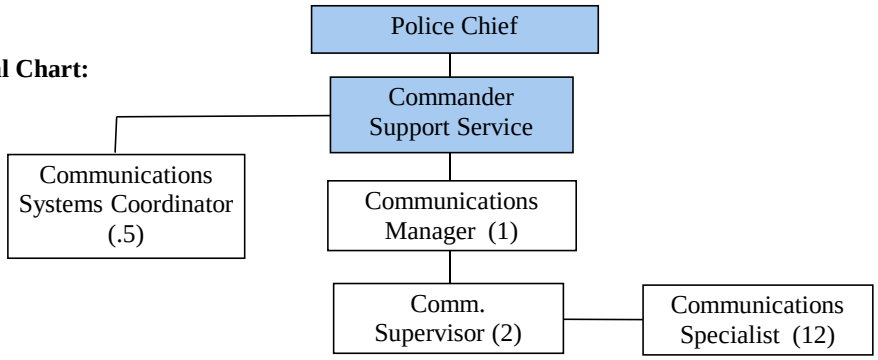
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Gas & Oil	6,681	7,000	5,700	6,000	5.26%
Vehicle Maint & Repairs	224	250	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Small Tools	367	500	500	300	-40.00%
Total Supplies	7,272	7,750	6,200	6,300	1.61%
Contractual Services					
Computer Support	618	1,155	1,110	600	-45.95%
Spay/Neuter Grant Expense	0	0	1,000	1,000	0.00%
Kennel Fees	49,060	42,400	44,320	43,880	-0.99%
Total Contractual Services	49,678	43,555	46,430	45,480	-2.05%
Other Services and Charges					
Travel & Training	168	1,000	1,000	500	-50.00%
Subscriptions & Memberships	0	0	0	0	0.00%
Total Other Services & Charges	168	1,000	1,000	500	-50.00%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Communications

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Completed design and had groundbreaking for the new Emergency Communications Center
* Implemented CritiCall program forpre-employment testing of new communication applicants
* Improved Mobile Data Communications (MDC) functionality and decreased downtime with timely IT support
* Successfully negotiated agreements with subscriber agencies: Verde Valley Ambulance Company, Clarkdale Fire Department, and Jerome Fire Department
* Increased radio functionality with additional repeater at Duncan Hill
* Purchased and installed HipLink Paging software for Fire/EMS to provide wireless emergency alerts
* Researched and selected new radio hardware for use in new communications center
* Completed installation of, instruction and certification in the use of ProQA software for core group of
* communications specialists to prepare for dispatching services

FY 2015 Goals:

* Transition to new Emergency Communication Center
* Successful transition to Fire/EMS dispatching service
* Maintain Communication Center staffing levels
* Update Communication Center training manuals to reflect new systems
* Complete ProQA certification for all new Communications Center employees
* ENP certification for Communication Center supervisors
* Complete requirements to meet National Center for Missing and Exploited Children (NCMEC) Missing Kids Readiness Project
* Upgrade camera and building access/security system
* Increase radio support systems for Fire/EMS services
* Expand services to additional subscribers
* Expand use and functionality of Community Emergency Notification System (CENS) program to other City departments/increase number of subscribers through public education/media
* Work toward APCO Project 33 center certification (training program certification)
* Work toward meeting NFPA 1221 standards for communications center operation
* Assess Records Management System (RMS) for possible migration to Spillman
* Complete DPS Technical Audit

Budget Highlights:

In this budget personnel is the main increase for FY2015 with 5 additional employees added, the merit program and 1.5% COLA personnel costs will rise almost 60% over FY2014. There is no capital budgeted for FY 2015, the Emergency Communications Center construction and equipment are budgeted in the Capital Improvements Fund.

Public Safety	Communications	Fund 01 - General Fund	Cost Center	2010

Performance Indicators

City Council Goal: **** New Performance Indicators are being developed for this department ****
Department
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Calls Dispatched	19,527	15,306	15,688	21,834

City Council Goal:
Department
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Public Safety	Communications	Fund 01 - General Fund	Cost Center	2010

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$596,847	$663,830	$615,290	$980,420	59.34%
Operating Supplies	2,797	6,500	4,000	5,500	37.50%
Contractual Services	6,257	7,700	7,200	7,200	0.00%
Other Services and Charges	133,780	141,995	135,670	162,100	19.48%
Capital Outlay	0	0	0	0	0.00%
Department Totals	$739,681	$820,025	$762,160	$1,155,220	51.57%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$994,680	86.10%
Dispatch & Spillman Fees	160,540	13.90%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Communications Systems Coor.	0.50	0.50	0.50	2963	4366	$26,640
Communications Supervisor	1.00	1.00	2.00	3430	5055	91,660
Communications Specialist	9.00	9.00	12.00	2688	3960	410,950
Communications Manager	0.00	0.00	1.00			57,250
COLA						8,805
Merit Contingency						22,075
Clothing Allowance						1,000
Holiday Pay						25,500
Overtime						57,000
Retirement						81,190
Insurance & Taxes						198,350
Employee Related Expenses						0
Totals	10.50	10.50	15.50			$980,420

Public Safety	Communications	Fund 01 - General Fund		Cost Center	2010

Supplemental Data: Expenditures

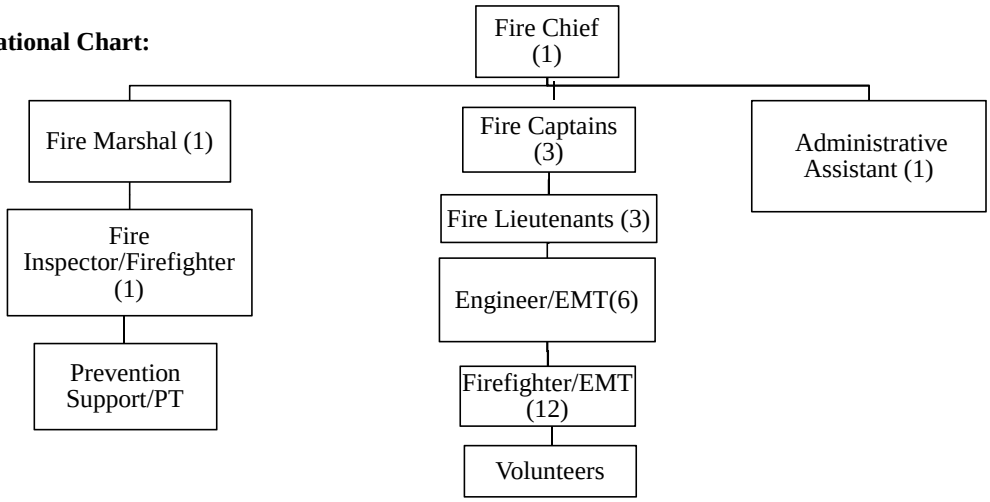
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	2,329	6,000	3,500	5,000	42.86%
Copier Supplies	468	500	500	500	0.00%
Total Supplies	2,797	6,500	4,000	5,500	37.50%
Contractual Services					
Contractual Services	0	0	0	0	0.00%
Computer Support	257	500	0	0	0.00%
Repeater Expense	6,000	7,200	7,200	7,200	0.00%
Total Contractual Services	6,257	7,700	7,200	7,200	0.00%
Other Services and Charges					
Travel & Training	3,323	5,000	7,500	12,000	60.00%
Subscriptions & Memberships	421	500	500	500	0.00%
Equipment Maint & Repairs	99,217	105,000	100,000	110,000	10.00%
Utilities	3,557	4,110	3,600	10,800	200.00%
Telephone	14,326	14,120	11,270	15,800	40.20%
Liability Insurance	12,936	13,265	12,800	13,000	1.56%
Total Other Services & Charges	133,780	141,995	135,670	162,100	19.48%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
N/A					
	$0	$0	$0	$0	

Fire Department

Organizational Chart:



General Information:

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

FY 2014 Accomplishments:

* Completed ISO review with our Public Protection Classification improving from a class 4 to a class 2 which will improve insurance rates substantially for our citizens and businesses
* Expanded "SHARE CPR" program to provide "no cost' CPR training to local citizens with resulting designation from AZ Department of Health Services of City of Cottonwood as a "Heart Safe Community"
* Hosted bi-annual Fire Department open house with over 300 citizens learning our capabilities in fire suppression, EMS operations, fire prevention and fire & life safety education
* Responded to 1 in-state Wildfire (Yarnell Hill Fire) generating over $7,000 in revenue
* Completed CFD "Rules and Regulations" manual to replace outdated (> 25 year old) version
* Evaluated, purchased and placed in service 3 new multi-function EKG monitor/defibrillators to increase our ability to provide 'state of the art' pre-hospital cardiac care
* Reviewed & implemented acting officer and driver operator program to improve personnel development and provide consistency in having qualified personnel to respond to emergencies
* Placed ATV in service as "Special Event 411" in partnership with Verde Valley Ambulance Co.

FY 2015 Goals:

* Continue cooperative planning & operational activities with Verde Valley fire agencies
* Exercise our Emergency Ops Center in cooperation with Yavapai County Emergency Management
* Expand smoke detector program to target high risk/low income areas of community to ensure lifesaving smoke detectors are located in all residences
* Update the Municipal code to reflect the roles and responsibilities of the Fire Department to include Fire, Rescue, EMS, and Disaster Response & Management in the City
* Evaluate potential site locations and initiate preliminary design work to construct 2nd fire station in the area of Hwy 260 and Fir St. or in the area of Hwy 89A and Cornville Rd
* Evaluate, purchase & place in service 30+ Self Contained Breathing Apparatus replacing 12 year old well-worn SCBA, improving firefighter safety and efficiency
* Pursue Grants for fire suppression equipment and public fire & life safety equipment

Budget Highlights:

This budget includes $285,000 for Capital, $120,000 for SCBA, $50,000 for a staff vehicle, $50,000 to repair the driveway at the fire station and $65,000 for various fire equipment. The personnel budget also reflects a slight increase due to the 1.5% COLA and the merit program.

Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	2100

Performance Indicators

City Council Goal: Maintain Public Safety
Department Goal: Have each firefighter complete an average of 240 hours per year fire suppression related training
Objective: To ensure each firefighter completes 2 hours of fire/rescue training per shift per ISO guidelines
Type of Measure: Program effectiveness
Tool: Monthly/Annual reports
Frequency: Annually
Scoring: Over 240 hours/year = meeting goal. < 240 hours= need improvement.
Trend: <-->

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of training hours per person/average completed in support of ISO	79.00	140.00	180.00	240.00

City Council Goal: Maintain Public Safety
Department Goal: Conduct an average of 60 commercial building and/or new construction inspections per month
Objective: To help ensure fire safety in our community, our fire prevention division will perform at least 60 inspections of commercial building or new construction per month.
Type of Measure: Program Goal
Tool: Monthly reports
Frequency: Annually

Scoring: >60 inspections/month average = meeting goal. < 60 inspections/month average = needs improvement
Trend: <-->

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Average number of commercial building and/or new construction inspections per month	68	60	65	60

nental Data: Capital Outlay

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Office Furnishings				
Personal Computers				
Thermal Imaging Cameras (2)		$30,000	$30,000	
EMS Equipment	$2,901			$5,000
Rescue Special Ops Equipment				
Fire Suppression & Safety Equipment	13,734	30,000	30,000	20,000
Fire Engine/Pumper				
Vehicle Replacement	100,569	50,000		50,000
Station Apron Repair				50,000
Pagers & Radios (FEMA AFG Grant 95/5)				
Air Packs SCBA		150,000		150,000
Physical Fitness Equipment				
Communication Equipment	5,747			10,000
VoIP Equipment Upgrade		25,000	25,000	
EKG Monitor/Defibrillators (2)		60,000	60,000	
Aerial Ladder Truck (Grant Funded 95/5)				
Fire Safety HS Grant 95/5				
Emergency Operation Center Equipment		32,000	32,000	
	$122,951	$377,000	$177,000	$285,000

Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	2100

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$2,275,023	$2,565,310	$2,501,450	$2,642,350	5.63%
Operating Supplies	68,775	80,200	78,500	77,750	-0.96%
Contractual Services	111,965	154,500	121,280	41,260	-65.98%
Other Services and Charges	64,599	99,025	85,890	88,500	3.04%
Capital Outlay	122,951	377,000	177,000	285,000	61.02%
Debt Service	0	0	0	0	0.00%
Department Totals	$2,643,312	$3,276,035	$2,964,120	$3,134,860	5.76%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$3,104,860	99.04%
Misc Grants	20,000	0.64%
Lease Purchase	10,000	0.32%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2014 Budget
Fire Chief	1.00	1.00	1.00	7131	10508	$98,920
Fire Captain	3.00	3.00	3.00	4826	7112	236,120
Fire Inspector	1.00	1.00	1.00	3782	5573	48,010
Engineer/EMT	6.00	6.00	6.00	3782	5573	352,000
Senior Administrative Asst.	1.00	1.00	1.00	2822	4158	43,990
Fire Marshal	1.00	1.00	1.00	5068	7468	79,390
Firefighter/EMT	12.00	12.00	12.00	3430	5055	547,760
Fire Lieutenant	3.00	3.00	3.00	4378	6451	194,380
COLA						16,810
Merit						57,790
Certification Contingency						72,000
Holiday Pay						45,000
Clothing Allowance						21,060
Temporary / Reserves						26,560
Overtime						30,000
Retirement						294,970
Insurance & Taxes						471,590
Employee Related Expenses						6,000
Totals	28.00	28.00	28.00			$2,642,350

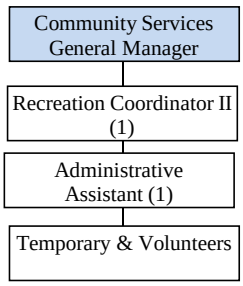
Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	2100

Supplemental Data: Expenditures

Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	1,444	1,500	1,200	1,000	-16.67%
Copier Supplies	1,763	2,500	2,000	2,000	0.00%
Gas & Oil	24,261	25,000	26,000	26,000	0.00%
Vehicle Maint & Repairs	16,050	25,000	25,000	23,000	-8.00%
Equipment Maint & Repairs	13,775	14,000	12,000	13,000	8.33%
Protective Clothing	11,392	12,000	12,000	12,350	2.92%
Postage & Freight	91	200	300	400	33.33%
Total Supplies	68,775	80,200	78,500	77,750	-0.96%
Contractual Services					
Radio Maintenance	1,512	2,000	2,000	2,000	0.00%
Computer Support	3,738	5,500	4,500	4,500	0.00%
Contractual Services	104,596	113,000	105,780	3,760	-96.45%
Medical Testing	2,119	9,000	9,000	11,000	22.22%
Emergency Service Grant	0	5,000	0	0	0.00%
GOHS - FIRE Grant	0	10,000	0	20,000	0.00%
FEMA Grant	0	10,000	0	0	0.00%
Total Contractual Services	111,965	154,500	121,280	41,260	-65.98%
Other Services and Charges					
Travel & Training	10,090	18,000	18,000	18,000	0.00%
Subscriptions & Memberships	1,683	2,100	1,600	2,000	25.00%
Operational Equipment & Supplies	3,596	9,000	8,000	8,000	0.00%
EMS Expenses	8,732	9,500	9,500	9,000	-5.26%
Utilities	21,198	31,000	26,000	26,000	0.00%
Telephone	6,547	7,000	7,000	7,000	0.00%
Fire Prevention	5,335	6,000	6,000	6,500	8.33%
Emergency Management	4,844	5,500	5,000	5,500	10.00%
Legal Advertising	0	125	125	0	-100.00%
Training Center	0	2,000	2,000	2,500	25.00%
Volunteer Fireperson Training	1,238	3,000	500	2,000	300.00%
Volunteer Fireperson Misc	577	4,000	2,000	2,000	0.00%
Vol Fire Retirement	759	1,800	165	0	-100.00%
Total Other Services & Charges	64,599	99,025	85,890	88,500	3.04%

Parks and Recreation

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Assisted with MS Bike Rally and Ride – 3 day cycling event in Cottonwood.
* Developed Strategic Plan with the BAC working towards silver rating from the League of American Bicyclist. Worked with B.A.C. - National Bike Month programs; hosted Bicycle Rodeo in partnership with Yavapai County
* Planned and implemented a "Full" Marathon held in conjunction with the Brian Mickelsen Half Marathon, 10k and 2 Mile Fun Walk
* Assisted Page Springs Winery - 10th Year Anniversary Event "Tilted Earth Wine & Music Festival" and supported Old Town Association (OTA) with "Run for the Roses" program
* Developed "promoter based" partnerships for Rhythm & Ribs and Thunder Valley Rally (TVR), expanding program venues while lowering operating costs
* Hosted the Junior Pro Rodeo Event bringing state and regional people to Cottonwood
* Worked directly with the Council's Cottonwood Youth Commission providing over 1,000 hours of community service, $5,000 of in-kind monetary donations to local non-profits, and represented the City through state-wide youth programs. Partnered with MatForce concerning youth issues & attract youth oriented business
* Hosted Youth Little League Tournaments, Softball Tournaments and raised funds for non-profits through select tournaments
* Provided signature series/community events: Annual Rhythm & Ribs, Thunder Valley Rally, Independence Day - 4th of July Celebration, Annual Easter Egg Hunt, Walkin' On Main Celebration, Farmer's Market Jamboree, and Fall Carnival

FY 2015 Goals:

* Continue creating additional partnerships with outside agencies to defray costs of special events, focused priority towards options and opportunities involving TVR, Rhythm & Ribs and Walkin' on Main programming
* Partner with Tournament Sports bringing additional tournaments to Cottonwood.
* Complete transition of Equestrian Center operations to Verde Valley Fairgrounds.
* Develop young leaders through the Cottonwood Youth Advisory Commission that provide a united voice for youth and is a driven motivated group reaching out to disadvantaged teens.
* Continue to increase total user visits to the Recreation Center facility.
* Assist with continued program development involving Old Town through the Old Town Association.
* Work towards the development of a Citywide Parks, Recreation, Open Space/Trails Master Plan.
* Continue to explore options for increased youth sports tournaments as they have a proven focused economic impact on the community

Budget Highlights:

There are no significant changes to this budget. Personnel costs show a small increase due to the 1.5% COLA and the Merit program. There is no capital budgeted for this department.

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund	Cost Center	4100

Performance Indicators

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Customer Satisfaction with special event programs that include Rhythm and Ribs and Thunder Valley Rally

Objective: Increase overall attendance figures at special events by creating positive leisure experiences for all
Type of Measure: Program attendance and outcome
Tool: Internal Records
Frequency: Annually
Scoring: Increases in attendance
Trend: upward

	Actual		Estimated	Anticipated
Measures:	2011	2012	2013	2014
Increase in overall attendance measured by factual counting methods	13450	17,500	18,300	18,900

City Council Goal: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Department Goal: Participant satisfaction pertaining to the Brian Mickelsen Run Race
Objective: Increase event attendance figures for this special event.
Type of Measure: Program attendance and outcome.
Tool: Internal Records
Frequency: Annually
Scoring: Overall Increase in attendance
Trend: Upwards

	Actual		Estimated	Anticipated
Measures:	2011	2012	2013	2014
Increase in overall attendance based on actual registrations	526	557	650	750

City Council Goal:

Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2011	2012	2013	2014

City Council Goal:

Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2011	2012	2013	2014

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund	Cost Center	4100

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$128,980	$171,380	$173,455	$175,690	1.29%
Operating Supplies	29,810	24,100	40,900	29,000	-29.10%
Contractual Services	23,855	23,800	24,050	24,250	0.83%
Other Services and Charges	338,153	353,450	412,680	397,960	-3.57%
Capital Outlay	274	0	5,500	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$521,072	$572,730	$656,585	$626,900	-4.52%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$626,900	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Administrative Assistant	1.00	1.00	1.00	2438	3592	$43,840
Recreation Coordinator II	0.00	0.00	1.00	2822	4158	35,470
COLA						1,190
Merit Contingency						1,810
Holiday Pay						300
Clothing Allowance						350
Temporary / Reserves						48,000
Overtime						2,300
Retirement						9,850
Insurance & Taxes						32,580
Employee Related Expenses						0
Totals	1.00	1.00	2.00			$175,690

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund	Cost Center	4100

Supplemental Data: Expenditures

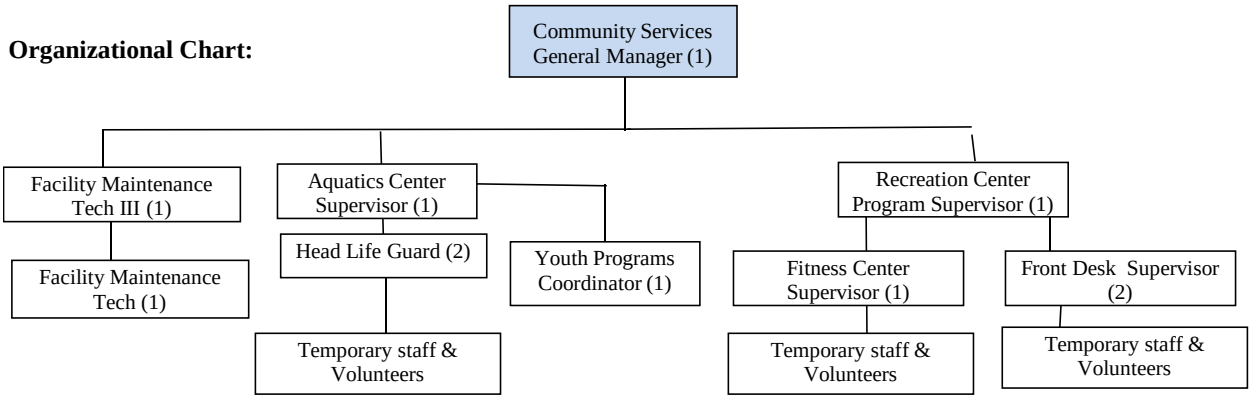
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	576	0	900	400	-55.56%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	623	600	800	2,400	200.00%
Vehicle Maint & Repairs	590	100	1,000	200	-80.00%
Equipment Maint & Repairs	5,631	400	15,000	4,800	-68.00%
Riverfront Snack Bar	8,283	6,500	6,500	6,000	-7.69%
Postage & Freight	31	0	0	0	0.00%
Pool Supplies	12,540	15,000	15,000	13,500	-10.00%
Snack Bar Supplies	1,536	1,500	1,700	1,700	0.00%
Total Supplies	29,810	24,100	40,900	29,000	-29.10%
Contractual Services					
Computer Support	2,225	2,200	2,350	2,350	0.00%
Fireworks	20,000	20,000	20,000	20,000	0.00%
Contractual Labor	0	300	0	0	0.00%
Contractual Services	1,630	1,300	1,700	1,900	11.76%
Total Contractual Services	23,855	23,800	24,050	24,250	0.83%
Other Services and Charges					
Travel & Training	2,001	500	500	1,200	140.00%
Subscriptions & Memberships	3,288	3,200	2,700	2,700	0.00%
Printing & Forms	0	0	70	100	42.86%
Rec Programs	23,506	24,000	24,000	22,000	-8.33%
Verde River Days	1,022	1,000	1,000	1,000	0.00%
Softball Tournaments	7,502	15,000	10,000	9,000	-10.00%
Public Relations	8,673	10,000	8,500	8,500	0.00%
Utilities	160,054	181,300	206,700	207,000	0.15%
Telephone	2,745	2,750	2,460	2,460	0.00%
Summer Youth Program	4,272	4,500	4,500	4,000	-11.11%
Rhythm & Ribs	43,927	45,000	70,000	58,000	-17.14%
Walking Main Street	8,347	8,200	14,250	14,000	-1.75%
Legal Advertising	106	0	0	0	0.00%
10K Memorial Run	20,126	20,000	20,000	20,000	0.00%
Thunder Valley Rally	52,584	38,000	48,000	48,000	0.00%
Total Other Services & Charges	338,153	353,450	412,680	397,960	-3.57%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
RF Ball Field All Weather Netting					
Equestrian Center Lighting and Sound					
iPad and Debt/Credit Scanner	$274				
Tennis Center Resurface			$5,500		
	$274	$0	$5,500	$0	

Recreation Center

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Community Recreation Center is a 52,500 square foot facility under the administration and direction of the Parks & Recreation Department. This center became operational May 2010 with approximately 10 new full time employees and approximately 40 part-time employees. The Community Recreation Center provides office facilities for the entire Parks & Recreation Department. Programming operations include the following: special events; after school programming, special needs children programming, therapeutic recreation activities, sports programs and leagues, indoor aquatics programming, rock climbing opportunities, banquet hall facilities, baby sitting facilities, gymnasium facilities, large scaled fitness/health facilities, and teen game room interactive programs. The center functions as a multi-generational concept bringing families, youth and active senior adults together for shared opportunities for quality of life enrichment.

FY 2014 Accomplishments:

* Installation of Indoor Aquatics Center - Children's Water Feature play system
* Successfully administered United Healthcare's Silver Sneaker membership program for the 3rd year and expanded program significantly in 2014 in numbers and new programs
* Accelerated marketing campaigns to promote Rec. Center programming/activities
* Implemented Council requested actions towards increasing Cost Recovery options (increases in Center revenues by 13.5% over previous 2 years from July - November
* Continued to balance Solar Panel Water Heating Systems to the facility
* Continued expanding Center Special Interest Classes to fit both public requests and required program standards . Increase of 30% in class program numbers along with user visits .

FY 2015 Goals:

* Continue working with Public Works Department to determine solutions for calcium scale buildup within piping and equipment
* Continue to explore options and opportunities for maximization towards increasing annual cost recovery ratios and public user visits to the facility
* Structure marketing strategies towards specific use of both the Community Events Hall, After School program and Party Rooms to gain interest from the public and increase revenues
* Strive towards meeting all feasibility guidelines and work towards providing a healthy clean operation with daily custodial efforts; annual deep clean; renovation of facility and furnishings/equipment where needed with facility 7 day shut-down each November
* Explore opportunities to advance a fully accredited "After School Program" in conjunction with the Cottonwood Oak-Creek Elementary School District, DES and the Arizona Center for Afterschool Excellence

Budget Highlights:

There is no capital budgeted for FY 2015. The only change to this budget is a slight increase in personnel costs due to the 1.5% COLA and the merit program.

Culture & Recreation	Recreation Center	Fund 01 - General Fund	Cost Center	4110

Performance Indicators

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Increase the attendance figures of seniors in the recreation center by adding the Silver Sneakers Program
Objective: Engage third party insurance providers and explore payment options for seniors
Type of Measure: Outcome
Tool: Monthly attendance figures and program surveys
Frequency: Quarterly
Scoring: 5 % increase quarterly or 20 % annually
Trend: N/A

	Actual		Estimated	Anticipated
Measures:	2012	213	2014	215
Senior Memberships	1700	2900	3000	3000
Percent increase from prior year	5.7%	70.6%	3.4%	0.0%

City Council Goal: Strive to Provide Effective and Efficient Services
Department Goal: Increase the number of facility rentals by 20 percent annually
Objective: Market recreation center amenities internally and with outside marketing outlets.
Type of Measure: Annual increases in facility rentals
Tool: Monthly rental figures and customer feedback
Frequency: Quarterly
Scoring: Quarterly increases in rentals
Trend: N/A

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Quarterly increases in rentals compared to previous years	353	386	401	417
Production of marketing literature pertaining to banquet and party room rentals.	5,000 units	5,000 units	5,000 units	

Culture & Recreation	Recreation Center	Fund 01 - General Fund	Cost Center	4110

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$897,095	$875,680	$830,340	$852,175	2.63%
Operating Supplies	104,484	88,900	91,000	75,800	-16.70%
Contractual Services	124,610	131,630	146,580	146,400	-0.12%
Other Services and Charges	254,401	257,400	290,800	273,200	-6.05%
Capital Outlay	58,414	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$1,439,004	$1,353,610	$1,358,720	$1,347,575	-0.82%

0

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$619,075	45.94%
Recreation Center Fees	625,000	46.38%
Recreation Center Building Rental	35,000	2.60%
Recreation Center Classes/Programs	68,500	5.08%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Recreation Center Manager	1.00	1.00	0.00	Position Eliminated		
Aquatics Center Supervisor	1.00	1.00	1.00	3782	5573	$59,160
Recreation Center Program Superviso	1.00	1.00	1.00	3782	5573	58,870
Facility Maintenance Tech III	1.00	1.00	1.00	2963	4366	45,800
Fitness Center Coordinator	1.00	1.00	1.00	2822	4158	37,620
Youth Programs Coodinator	0.00	1.00	1.00	2822	4158	35,130
Front Desk Supervisor	2.00	2.00	2.00	2822	4158	64,460
Facility Maintenance Tech	1.00	1.00	1.00	2211	3258	28,210
Head Life Guard	2.00	2.00	2.00	2211	3258	56,990
COLA						5,800
Merit Contingency						9,530
Holiday Pay						650
Clothing Allowance						3,000
Temporary / Reserves						218,000
Overtime						5,100
Retirement						47,250
Insurance & Taxes						176,605
Employee Related Expenses						0
Totals	10.00	11.00	10.00			$852,175

Culture & Recreation	Recreation Center	Fund 01 - General Fund	Cost Center	4110

Supplemental Data: Expenditures

Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	5,045	6,500	4,700	4,300	-8.51%
Copier Supplies	30	50	50	50	0.00%
Gas & Oil	3,051	3,000	3,100	1,000	-67.74%
Vehicle Maint & Repairs	5,467	2,000	500	1,000	100.00%
Equipment Maint & Repairs	56,678	45,000	55,000	45,000	-18.18%
Pool Supplies	27,546	23,000	25,000	22,000	-12.00%
Postage & Freight	333	350	250	250	0.00%
Tools/Operational Supplies	6,334	9,000	2,400	2,200	-8.33%
Total Supplies	104,484	88,900	91,000	75,800	-16.70%
Contractual Services					
Computer Support	3,661	3,500	2,400	2,400	0.00%
Recruitment Expense	0	0	180	0	
Contractual Services	93,700	114,130	117,600	117,600	0.00%
Contractual Services Active Network	27,249	14,000	26,400	26,400	0.00%
Total Contractual Services	124,610	131,630	146,580	146,400	-0.12%
Other Services and Charges					
Travel & Training	1,236	3,500	3,500	4,000	14.29%
Subscriptions & Memberships	1,681	1,000	1,000	1,000	0.00%
Printing & Forms	0	0	100	0	-100.00%
Rec Programs	11,113	20,000	16,000	17,500	9.38%
Public Relations	14,694	18,000	13,500	17,000	25.93%
Utilities	175,153	165,000	208,000	185,000	-11.06%
Telephone	11,125	10,500	9,300	9,300	0.00%
Legal Advertising	60	0	0	0	0.00%
Rental Equipment	0	0	0	0	0.00%
Lease Purchase Rec Cntr Equipment	39,339	39,400	39,400	39,400	0.00%
Total Other Services & Charges	254,401	257,400	290,800	273,200	-6.05%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
Computer Support	$7,517				
Tile Installation	10,867				
NuStep	6,958				
Scissors Lift	7,830				
Equip Replacement Fund	25,242				
	$58,414	$0	$0	$0	

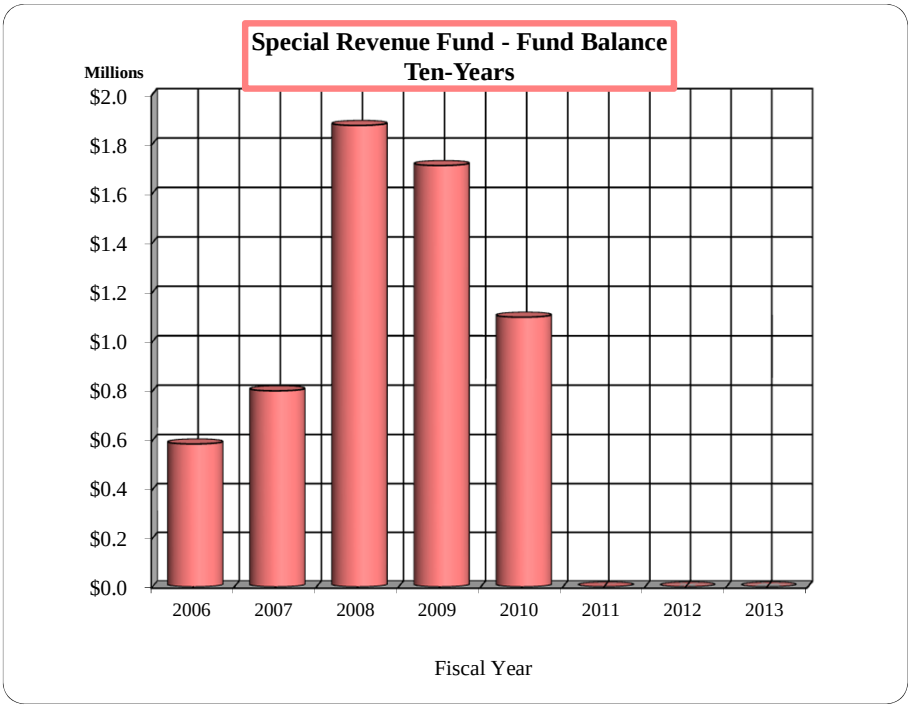
SPECIAL REVENUE FUNDS

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

Fund/Account Number	Description
10	HURF - Streets/Transit Fund
	Street Department
	Street Construction
	Cottonwood Area Transit (CAT)
03	Cottonwood Library
04	Cottonwood Cemetery
05	Airport Fund
11	Grants Fund
	Airport Improvement Projects
	Other Grants
	Heritage Grants
12	CDBG Grants

Fund Balances:

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



Fiscal Year Ending 6/30	Fund Balance
2006	586,077
2007	800,979
2008	1,874,971
2009	1,712,685
2010	1,099,115
2011	0
2012	0
2013	0
2014 est.	0
2015 est.	0

The continued fluctuation of the Special Revenues Fund is dependent on the projects being worked and time availability to complete those projects. The Street Department has two large project listed for FY 2015. A description of all the projects are reflected in the department's budget summary sheets on pages 179-182.

Consolidated Statement of Revenues/Expenditures/Changes in Fund Balances

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Revenue Sources:				
Taxes	133,542	125,000	215,440	221,910
Intergovernmental Revenues	1,515,248	3,588,275	2,683,250	4,887,515
Charges for Services	375,835	379,500	440,390	440,700
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	78,276	92,120	87,525	88,925
Miscellaneous Revenues	15,966	15,590	18,220	26,690
Total Revenue Sources	2,118,867	4,200,485	3,444,825	5,665,740
Other Financing Sources:				
Transfers In	2,317,575	1,330,935	1,477,455	781,275
Carryover	0	168,435	161,640	161,620
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	6,800,000	0	10,030,000
Total Other Financing Sources	2,317,575	8,299,370	1,639,095	10,972,895
Total Available Resources	4,436,441	12,499,855	5,083,920	16,638,635
Expenditures:				
Personnel	1,430,734	1,581,630	1,569,680	1,789,555
Operating Supplies	450,320	478,270	457,820	472,550
Contractual Services	300,557	381,440	386,420	598,930
Other Services and Charges	778,990	867,475	816,390	888,115
Capital Outlay	1,373,355	6,465,995	1,555,730	11,697,245
Reserves	0	155,595	197,240	1,184,240
Debt Service	0	0	0	0
Total Expenditures	4,333,956	9,930,405	4,983,280	16,630,635
Other Uses:				
Transfers Out	108,279	2,569,450	100,640	8,000
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	108,279	2,569,450	100,640	8,000
Total Expenditures and Other Uses	4,442,235	12,499,855	5,083,920	16,638,635
Net Income	($5,794)	$0	$0	$0

HURF Fund Revenues/Expenses/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes	133,542	125,000	215,440	221,910	3.00%
Intergovernmental Revenues	1,328,021	2,077,740	2,040,050	3,157,515	54.78%
Services & Charges	188,975	179,500	194,590	195,300	0.36%
Uses of Monies & Properties	(1,585)	1,000	1,000	1,000	0.00%
Miscellaneous Revenues	583	150	0	150	0.00%
Total Revenue Sources	1,649,536	2,383,390	2,451,080	3,575,875	45.89%
Other Financing Sources:					
Transfers In	1,528,811	438,935	591,490	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	6,800,000	0	10,030,000	0.00%
Total Other Financing Sources	1,528,811	7,238,935	591,490	10,030,000	1595.72%
Total Available Resources	3,178,346	9,622,325	3,042,570	13,605,875	347.18%
Expenditures:					
Personnel	924,170	1,044,910	1,025,880	1,217,745	18.70%
Operating Supplies	249,651	270,670	253,420	263,550	4.00%
Contractual Services	117,594	157,680	158,760	371,270	133.86%
Other Services and Charges	597,562	673,075	623,550	692,415	11.04%
Capital Outlay	1,244,916	4,953,950	910,390	10,031,765	1001.92%
Reserves	0	0	0	1,029,130	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	3,133,894	7,100,285	2,972,000	13,605,875	357.80%
Other Uses:					
Transfers Out	41,011	2,522,040	70,570	0	-100.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	41,011	2,522,040	70,570	0	-100.00%
Total Expenditures and Other Uses	3,174,905	9,622,325	3,042,570	13,605,875	347.18%
Net Income / (Loss)	$3,441	$0	$0	$0	

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

Streets Maintenance & Construction - Revenues/Expenditures

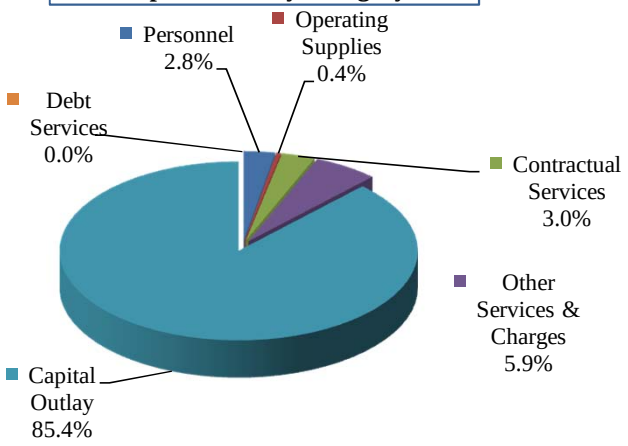
Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes	133,542	125,000	215,440	221,910	3.00%
Intergovernmental Revenues					
Highway User Revenue Fund - HURF	778,265	794,630	794,630	839,050	5.59%
Local Transportation Assistance Fund/HURF	0	0	0	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	50,000	50,000	0	-100.00%
12th Street Fed Grant	0	0	0	1,045,000	0.00%
Mingus Willard to 10th Street	0	0	0	0	0.00%
Fed Grant - 12th Street	0	179,390	179,390	0	-100.00%
Uses of Monies & Properties					
Interest Income	(1,585)	1,000	1,000	1,000	0.00%
Miscellaneous Revenues					
Other Income	583	150	0	150	0.00%
Total Revenue Sources	910,805	1,150,170	1,240,460	2,107,110	69.87%
Other Financing Sources:					
Transfers In	1,528,811	438,935	591,490	0	-25.79%
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	6,800,000	0	10,030,000	0.00%
Total Other Financing Sources	1,528,811	7,238,935	591,490	10,030,000	1595.72%
Total Available Resources	2,439,615	8,389,105	1,831,950	12,137,110	562.52%
Expenditures:					
Personnel	267,466	294,610	285,530	301,185	5.48%
Operating Supplies	51,662	47,400	44,200	44,600	0.90%
Contractual Services	84,680	115,680	109,500	319,700	191.96%
Other Services and Charges	549,408	625,025	554,610	621,185	12.00%
Capital Outlay	1,244,773	4,633,950	590,390	9,295,300	1474.43%
Reserves	0	0	0	1,029,130	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	2,197,990	5,716,665	1,584,230	11,611,100	632.92%
Other Uses:					
Transfers Out	41,011	2,522,040	70,570	0	-100.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	41,011	2,522,040	70,570	0	-100.00%
Total Expenditures and Other Uses	2,239,001	8,238,705	1,654,800	11,611,100	601.66%
Net Income	$200,614	$150,400	$177,150	$526,010	

This Page Intentionally Left Blank

HURF - Streets Fund Revenues & Expenditures By Category

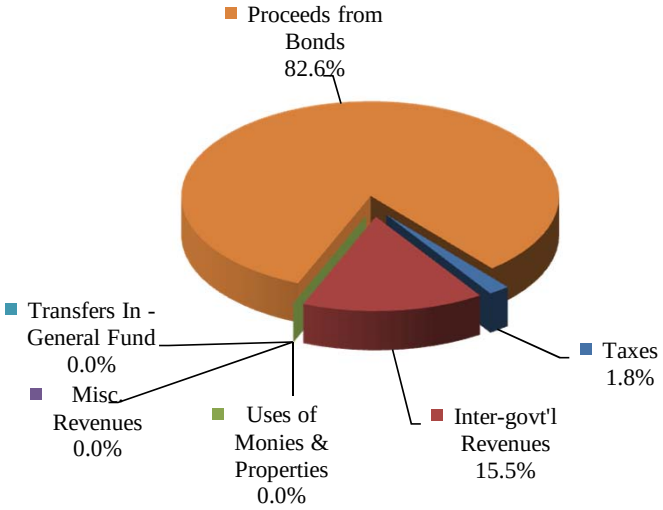
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$301,185	$44,600	$319,700	$621,185	$9,295,300	$0	$10,581,970
	$301,185	$44,600	$319,700	$621,185	$9,295,300	$0	$10,581,970

Highway User Revenue Fund - Streets Expenditures by Category



HURF - Streets Fund Summary	
Revenues	$2,107,110
Expenditures	(10,581,970)
Transfers Out	0
Revenues over (under) Expenditures	(8,474,860)
Other Funding Sources/Uses	0 10,030,000
Use of Fund Balance	$1,555,140

Highway User Revenue Fund - Streets Revenues by Source



HURF - Streets Fund Revenues By Source	
Taxes	$221,910
Inter-govt'l Revenues	1,884,050
Uses of Monies & Properties	1,000
Misc. Revenues	150
Transfers In - General Fund	0
Proceeds from Bonds	10,030,000
Total Resources Available	$12,137,110

Street Department Revenues:

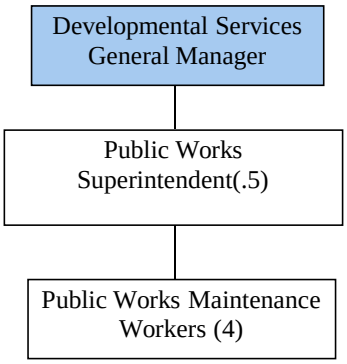
The Street Department receives its primary funding from the City's share of state taxes imposed on gasoline, diesel fuels and other related fees to be used solely for street and highway projects. Fuel taxes are shared on a per capita basis similar to the general fund intergovernmental revenues.

Street Department Expenditures:

Major commitments, totaling $9,295,300 for various street projects, are programmed for FY 2015. Details can be viewed on page 180. Bonding will be utilized to fund these larger construction projects.

Street Department

Organizational Chart:



Note: only unshaded boxes are included in this budget.

General Information:

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

FY 2014 Accomplishments:

* Conducted inventory of all street signs within Cottonwood city limits
* Provided assistance responding to emergency street closures
* Reparied damaged sidwalk, potholes and signs

FY 2015 Goals:

* Install all signs provided by the HSIP Grant
* Continue to repair damaged sidwalk and potholes
* Continue to sweep City streets and respond to emergency road closures

Budget Highlights:

There is no significant changes in this budget except the 1.5% COLA and the Merit program. There is capital budget for Street Sweeper repair $21,500, Bridge Inspections $10,000, Street Contingency $1,600 and Sidewalk repair $4,000. The total capital budgeted is $44,600.

Public Works	Street Department	Fund 10 - HURF	Cost Center	3100

Performance Indicators

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Maintain clean swept streets throughout the City
Objective: Sweep all City collector streets weekly
Type of Measure: Outcome based
Tool: System monitoring
Frequency: weekly
Scoring: Lane mile
Trend: Maintain existing lane miles per month

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Lane Miles swept per month	60	60	60	60

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Provide Street Maintenance and respond in a timely manner
Objective: Begin tracking work orders and respond to 75% of work orders within 48 hours
Type of Measure: Outcome
Tool: Work Orders
Frequency: Monthly
Scoring: % above 75%
Trend: Steady Improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Percentage of work orders responded to within 48 hours	75%	75%	75%	75%

Supplemental Data: Capital Outlay

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Street Improvements	$1,583	$1,600	$3,000	$1,600
Backhoe	2,180			
Sweeper Repair				21,500
Dust Control Measures				7,500
Street Light Aspen & 6th		6,000	6,000	
Pavement Roller & Trailer	3,442			
Vehicle Broom				
Plate Compactor				
Message Board	9,640			
Sidewalk Repair				10,000
Bridge Inspection				4,000
Street Sign Equip & Misc				
	$16,845	$7,600	$9,000	$44,600

Public Works	Street Department	Fund 10 - HURF	Cost Center	3100

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$267,466	$294,610	$285,530	$301,185	5.48%
Operating Supplies	51,662	47,400	44,200	44,600	0.90%
Contractual Services	84,680	115,680	109,500	319,700	191.96%
Other Services and Charges	549,408	625,025	554,610	621,185	12.00%
Capital Outlay	16,845	7,600	9,000	44,600	395.56%
Reserves	0	0	0	1,029,130	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$970,062	$1,090,315	$1,002,840	$2,360,400	135.37%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF	615,660	26.08%
Miscellaneous	1,000	0.04%
Transfers In from General Fund	1,743,740	73.87%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Public Works Superintendent	0.50	0.50	0.50	4169	6144	$32,500
PW Maint Tech II	4.00	4.00	4.00	2438	3592	144,660
COLA						3,010
Merit Contingency						5,290
Clothing Allowance						1,500
Temporary / Reserves						0
Overtime						3,000
Retirement						21,870
Insurance & Taxes						88,355
Employee Related Expenses						1,000
Totals	4.50	4.50	4.50			$301,185

Public Works	Street Department	Fund 10 - HURF		Cost Center	3100
Supplemental Data: Expenditures					
Item	2013	2014		2015	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	268	400	200	200	0.00%
Operational Supplies	1,846	1,800	1,000	1,200	20.00%
Postage & Freight	66	50	0	50	0.00%
Gas & Oil	21,478	20,000	20,000	20,000	0.00%
Vehicle Maint & Repairs	10,359	10,000	8,000	8,000	0.00%
Equipment Maint & Repairs	17,639	15,000	15,000	15,000	0.00%
Building Maint & Repairs	6	150	0	150	0.00%
Total Supplies	51,662	47,400	44,200	44,600	0.90%
Contractual Services					
Computer Support	684	680	500	500	0.00%
General Council	216	0	0	0	
Street Lights	48,987	50,000	60,000	68,200	13.67%
Engineering Services	0	0	0	0	0.00%
Contractual Services	30,517	60,000	47,000	247,000	425.53%
Pavement Preservation	4,276	5,000	2,000	4,000	100.00%
Total Contractual Services	84,680	115,680	109,500	319,700	191.96%
Other Services and Charges					
Travel & Training	15	500	500	500	0.00%
Subscriptions & Memberships	0	100	0	100	0.00%
Utilities	8,456	8,000	9,000	9,200	2.22%
Telephone	1,827	1,900	2,200	2,500	13.64%
Legal Advertising	158	400	0	0	0.00%
Bank Charges	561	150	100	100	0.00%
Tools	4,138	2,000	2,500	2,000	-20.00%
Equipment Rental	0	1,000	1,000	1,000	0.00%
Liability Insurance	13,927	14,700	17,010	17,010	0.00%
Liability Claims Deductible	0	0	0	0	0.00%
Indirect Cost to General Fund	460,984	517,275	466,300	517,275	10.93%
Culverts	2,201	2,500	2,000	2,500	25.00%
Materials	21,359	20,000	20,000	18,000	-10.00%
Street Signs	14,557	6,000	8,000	5,000	-37.50%
Street Marking	21,224	47,000	25,000	42,500	70.00%
Street Light Contingency	0	3,500	1,000	3,500	250.00%
LTAF Cultural Expense	0	0	0	0	0.00%
Total Other Services & Charges	549,408	625,025	554,610	621,185	12.00%
Debt Service					
Principal - Bonds	0	0	0	0	0.00%
Interest - Bonds	0	0	0	0	0.00%
Total Debt Service	0	0	0	0	0.00%

Street Construction

Organizational Chart:
None

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

FY 2014 Accomplishments:

* Completed the design of the south phase of 12th street and began construction
* Completed the design and construction of 10th Street from Main Street to Mingus Ave.

FY 2015 Goals:

* Complete construction of the south phase of 12th Street
* complete the design and construction of the north phase of 12th Street
* Complete the design of Mingus Ave from Willard Street to 10th Street

Budget Highlights:
The major increase in this years budget is the work to be completed on the south phase of 12th street construction and Mingus Ave from Willard St to 10th Street. More information on these projects can be found on page .

Public Works	Street Construction	Fund 02 - HURF	Cost Center	3110

Performance Indicators

City Council Goal: **** Performance Measures are being developed for this department ****
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
N/A				

City Council Goal:
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Public Works	Street Construction	Fund 02 - HURF	Cost Center	3110

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
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	1,227,928	4,626,350	581,390	9,250,700	1491.14%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$1,227,928	$4,626,350	$581,390	$9,250,700	1491.14%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF	$223,390	2.41%
Bond	10,030,000	108.42%
Sales Tax	221,910	2.40%
Use of Fund Balance	0	0.00%
	Total Funding	113.24%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Public Works	Street Construction	Fund 02 - HURF	Cost Center	3110

Supplemental Data: Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
N/A					
Total Supplies	0	0	0	0	0.00%
Contractual Services					
N/A					
Total Contractual Services	0	0	0	0	0.00%
Other Services and Charges					
N/A					
Total Other Services & Charges	0	0	0	0	0.00%

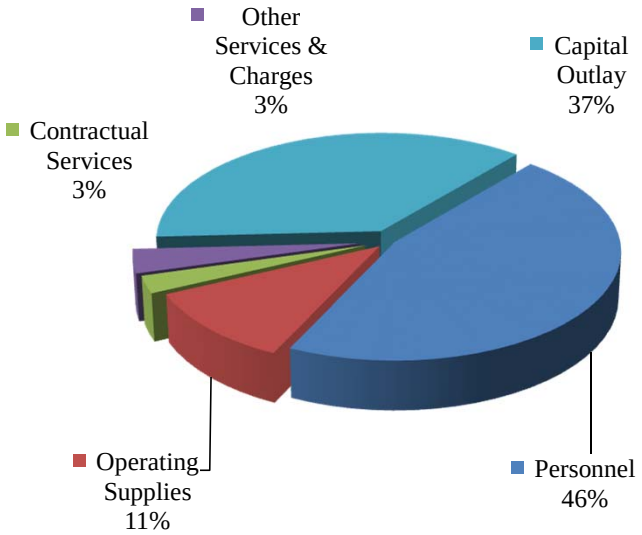
Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Pavement Preservation	$310	$300,000		$250,000
Street Contingency		11,960		10,000
Mingus/Main Signal		5,000		5,000
W. Mingus Reconstruction	1,013,707		$72,000	
12th St. 89A to Fir	67,603	4,000,000	200,000	3,329,700
Sidewalk Additions	146,149	80,000	80,000	80,000
6th Street Bridge				
Willard Street Bridge				
10th Street & Main Project	155			
Mingus Willard to Main	4		50,000	5,526,000
Main Street Road Diet Grant		50,000		50,000
HSIP Sign Replacement		179,390	179,390	
Mingus Willard to 10th				
	$1,227,928	$4,626,350	$581,390	$9,250,700

Transit System Fund Revenues & Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$916,560	$218,950	$51,570	$71,230	$736,465	$0	$1,994,775
	$916,560	$218,950	$51,570	$71,230	$736,465	$0	$1,994,775

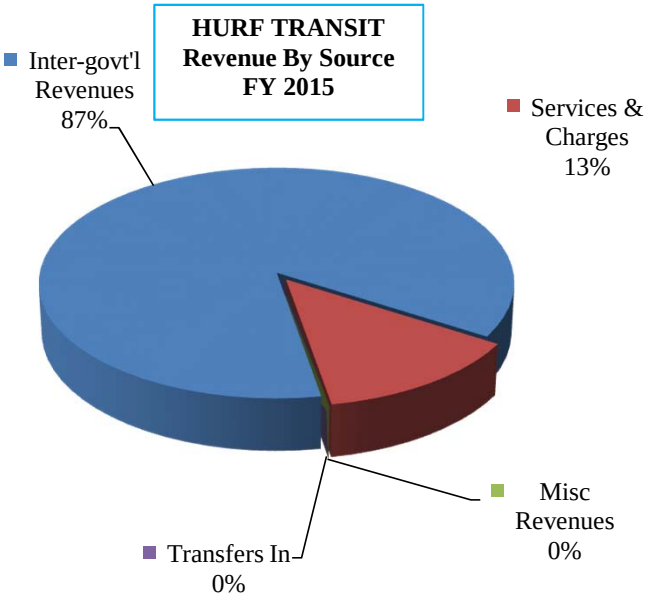
HURF TRANSIT Expenditures By Category FY 2015



Cottonwood Area Transit Fund Summary	
Revenues	$1,468,765
Expenditures	(1,994,775)
	(526,010)
Other Funding Sources/Uses	0
Use of Fund Balance	($526,010)

Cottonwood Area Transit Fund Revenues by Source	
Inter-govt'l Revenues	$1,273,465
Services & Charges	195,300
Misc Revenues	0
Transfers In	0
Total Resources Available	$1,468,765

HURF TRANSIT Revenue By Source FY 2015



Cottonwood Area Transit System - Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai Co.	0	35,400	20,000	25,000	25.00%
Clarkdale	30,822	35,400	26,960	30,235	12.15%
Sedona	66,938	166,120	68,800	87,490	27.17%
HURF - Fuel Tax	0	0	0	0	0.00%
Local Transportation Assistance	0	0	0	0	0.00%
Fund/Transit	0	0	0	0	0.00%
ADOT Grant	451,996	560,800	900,270	1,130,740	25.60%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	0	256,000	0	0	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges					
Fare Box	188,975	179,500	194,590	195,300	0.36%
Uses of Monies & Properties	0				
Interest Income		0	0	0	0.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	738,731	1,233,220	1,210,620	1,468,765	21.32%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	738,731	1,233,220	1,210,620	1,468,765	21.32%
Expenditures:					
Personnel	656,704	750,300	740,350	916,560	23.80%
Operating Supplies	197,989	223,270	209,220	218,950	4.65%
Contractual Services	32,914	42,000	49,260	51,570	4.69%
Other Services and Charges	48,154	48,050	68,940	71,230	3.32%
Capital Outlay	143	320,000	320,000	736,465	130.15%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	935,904	1,383,620	1,387,770	1,994,775	43.74%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	935,904	1,383,620	1,387,770	1,994,775	43.74%
Net Income / (Loss)	($197,173)	($150,400)	($177,150)	($526,010)	0.00%

Social Services	CATS./LYNX	Fund 10 - Transit	Cost Center	15XX

Performance Indicators

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

City Counci
Department
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

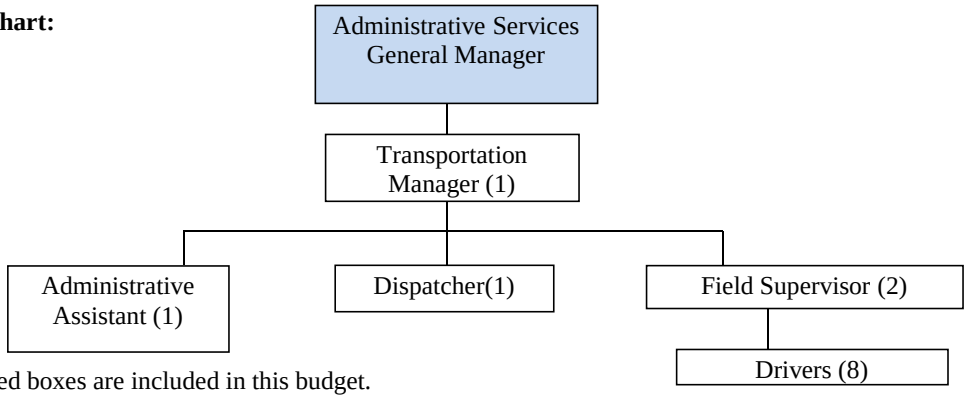
	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Cottonwood Area Transit / Verde LYNX

Organizational Chart:

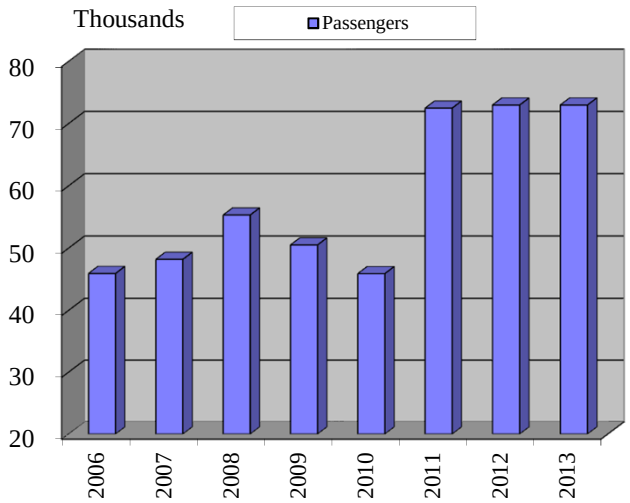


Note: only unshaded boxes are included in this budget.

General Information:

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

Cottonwood Area Transit Ridership



Fiscal year Ending 06/30

FY ending 06/30	Passengers
2006	45,947
2007	48,212
2008	55,330
2009	50,521
2010	45,915
2011	72,500
2012	73,000
2013	73,000
2014	
2015	

FY 2014 Accomplishments:

* Reconfigured CAT and LYNX services to better connect at the 6th Street Transfer Station , added 3rd route to CAT Service and reduced blue line to reflect County contribution, and made all CAT Routes 45 minutes
* Added a second Lynx bus in the morning and aftrnoon
* Assisted Yavapai Apache Nation in getting their transit system ready to start service

FY 2015 Goals:

* Implement advertising program on the buses, which could produce revenues as high as $40,000/year
* Implement new half price fares for seniors and students
* Expand service on CAT for a limited Saturday service, from 9am-3pm. This would include 3 fixed routes and paratransit

Budget Highlights:

This budget reflects an increase due to adding a Fulltime driver in FY 2014 and in FY 2015, as well as Capital that is budgeted at $736,465, which will be partially funded by ADOT. There is also an increase in personnel due to the 1.5% COLA and the merit program.

Social Services	CATS./LYNX	Fund 10 - Transit		Cost Center	33-0X
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$656,704	$750,300	$740,350	$916,560	23.80%
Operating Supplies	197,989	223,270	209,220	218,950	4.65%
Contractual Services	32,914	42,000	49,260	51,570	4.69%
Other Services and Charges	48,154	48,050	68,940	71,230	3.32%
Capital Outlay	143	320,000	320,000	736,465	130.15%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$935,904	$1,383,620	$1,387,770	$1,994,775	43.74%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$1,273,465	63.84%
Services & Charges	195,300	9.79%
Miscellaneous Revenues	0	0.00%
Transfers In General Fund	0	0.00%
Use of HURF Fund Balance	526,010	26.37%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
Transportation Manager	1.00	1.00	1.00	4826	7112	$64,340
Administrative Assistant	1.00	1.00	1.00	2438	3592	33,950
Driver / Dispatcher	1.00	1.00	1.00	2438	3592	38,000
Field Supervisor	1.00	2.00	2.00	2438	3592	67,740
Drivers	6.00	7.00	8.00	2322	3421	248,260
COLA						8,640
Merit Contingency						10,810
Holiday Pay						6,500
Clothing Allowance						3,500
Temporary / Reserves						149,000
Overtime						17,200
Retirement						62,380
Insurance & Taxes						206,240
Employee Related Expenses						
Totals	10.00	12.00	13.00			$916,560

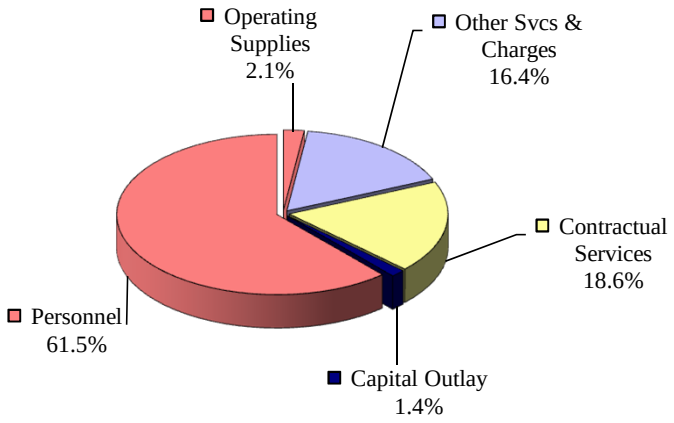
Social Services	CATS./LYNX	Fund 10 - Transit		Cost Center	15XX
Supplemental Data: Expenditures					
Item	2013	2014		2015	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	6,649	6,500	6,500	6,500	0.00%
Copier Supplies	1,574	2,100	50	200	300.00%
Gas & Oil	120,439	125,170	118,300	123,500	4.40%
Vehicle Maint & Repairs	69,019	87,000	83,120	87,000	4.67%
Postage & Freight	308	500	200	250	25.00%
Tools	0	2,000	1,050	1,500	42.86%
Total Supplies	197,989	223,270	209,220	218,950	4.65%
Contractual Services					
Computer Support	1,303	2,500	5,320	4,500	-15.41%
Contractual Services	25,436	21,500	33,300	28,950	-13.06%
Custodial Contract	2,874	0	6,980	6,120	
Radio Maintenance	3,301	1,800	1,460	6,500	345.21%
Indirect Cost to G/F	0	1,200	0	0	0.00%
Building/Grounds Mtce	0	15,000	2,200	5,500	150.00%
Total Contractual Services	32,914	42,000	49,260	51,570	4.69%
Other Services and Charges					
Travel & Training	5,323	3,200	1,000	5,000	400.00%
Subscriptions & Membershi	939	600	600	100	-83.33%
Utilities	8,511	8,800	11,370	12,500	9.94%
Telephone	4,575	5,700	14,320	9,300	-35.06%
Printing & Forms	6,795	5,300	12,200	8,800	-27.87%
Advertising	4,263	5,000	5,000	9,200	84.00%
Liability Insurance	16,275	17,250	21,350	21,350	0.00%
Audit Expense	0	1,400	1,400	3,000	114.29%
Employee Physicals/Drug Testing	1,473	800	1,700	1,980	16.47%
Total Other Services & Charges	48,154	48,050	68,940	71,230	3.32%

Supplemental Data: Capital Outlay				
Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Route Match Software				$23,165
Buses (2)		320,000	320,000	
Buses (4)				540,000
Sidewalk Repairs ADA				170,000
Computers	143			3,300
	$143	$320,000	$320,000	$736,465

Cottonwood Library System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$571,810	$19,500	$172,605	$152,700	$13,480	$0	$930,095

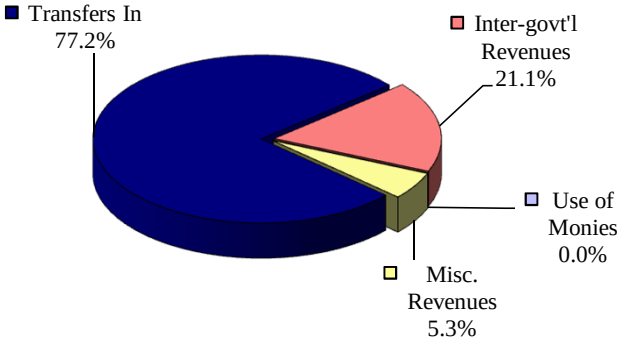
Cottonwood Library Expenditures by Category



Cottonwood Library System Fund Summary	
Revenues	$211,665
Expenditures	(930,095)
Revenues over (under) Expenditures	(718,430)
Other Funding Sources/Uses	718,430
Use of Fund Balance	$0

Cottonwood Library Revenues by Source

Cottonwood Library System Fund Revenues By Source	
Inter-govt'l Revenues	$162,520
Use of Monies	25
Misc. Revenues	49,120
Transfers In	718,430
Total Resources Available	$930,095



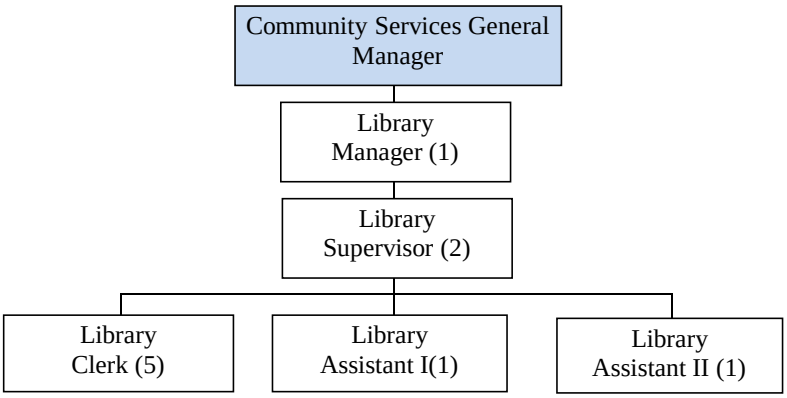
Library Revenues:
Over 93% of the Cottonwood Library operating revenues come from Intergovernmental revenues and transfers in sources. $163,900 is contributed by the Yavapai County Library System based on total circulation for the facility. The General Fund will transfer in $737,205 this year for maintenance and operation of the library.

Library Expenditures:
The Library has struggled to keep up with the growth of walk-in patrons and the need for additional services. The Library completed its expansion project in fiscal year 2010. This $2.9M expansion alleviated the need for additional space to house more collection materials.

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

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai County	162,899	163,900	162,520	162,520	0.00%
HVAC Grant		0			
Grant Revenues	0	58,050	38,000	23,480	
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	24	20	25	25	0.00%
Miscellaneous Revenues					
Other Income	14,938	15,000	15,700	25,640	63.31%
Total Revenue Sources	177,861	236,970	216,245	211,665	-2.12%
Other Financing Sources:					
Transfers In	644,236	737,205	768,000	718,430	-6.45%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	644,236	737,205	768,000	718,430	-6.45%
Total Available Resources	822,097	974,175	984,245	930,095	-5.50%
					0.00%
Expenditures:					
Personnel	506,564	536,720	543,800	571,810	5.15%
Operating Supplies	20,654	17,000	20,000	19,500	-2.50%
Contractual Services	137,877	171,605	172,605	172,605	0.00%
Other Services and Charges	140,977	152,800	145,840	152,700	4.70%
Capital Outlay	16,026	96,050	102,000	13,480	-86.78%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	822,097	974,175	984,245	930,095	-5.50%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	822,097	974,175	984,245	930,095	-5.50%
Net Income / (Loss)	($0)	$0	$0	$0	

Cottonwood Library



Note: only unshaded boxes are included in this budget

General Information:

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

FY 2014 Accomplishments:

* Partnered for a month with "Adopt for Life Center for Animals" as a drop off site for blankets
* Partnered for a day with "Community Legal Services"," who offered free legal advice to the public
* Partnered with the Community Development department as a drop off point for donations of items for Vets for the Cottonwood Fall Veterans Disc Golf classic
* Partnered with the Verde Valley Caregivers as a drop off point for gifts for seniors for Christmas
* Participated in "International Game Day," which provide an opportunity for friends and families to play
* games together
* Purchased "School Zone" computer software, which provides help with math, spelling, phonics, time, money and fractions for our youth
* Author J.A. Jance did a presentation and signed copies of her books
* Had the first "Annual Authors Forum," with 28 local authors presenting their books
* Submitted and received two Library Services and Technology Act grants. The "Digital Literacy Initiative for Cottonwood Youth" for $28,000 and used for software, furniture, equipment and facilitators for youth
* workshops. The "Community Education Opportunities,' grant was for $18,000 and was used to purchase
* notebooks, furniture, equipment and facilitators for adult workshops
* Had our Open House for the Youth Services new teen area upstairs, called "The Hideaway"
* Upgraded/replaced 2 Early Literacy station computers in the children's area
* Two fundraisers were held for the library. "Allie Ollie Boutique" did a fashion show and "The Manheim Gallery" had a silent auction for Youth Services, Summer Reading Program

FY 2015 Goals:

* Had a visit from Secretary of State, Ken Bennett for recognition of receipt of the LSTA grants
* Look for more sources for library funding via grants/sponsorships
* Seek more learning opportunities/workshops to give the library patrons of all ages
* Keep abreast of emerging technology trends and seek ways to supply information library patrons
* Continue to find training opportunities for staff to enhance a patrons' library experience
* Continue to look for avenues to meet the community needs for programming and meeting room activity
* Increase our Outreach services to the community
* Promote the teen area as a safe place for youth to gather
* Show improvement on customer services skills

Budget Highlights:

There are no significant changes to this budget. There is a 1.5% COLA and the merit program budgeted, as well as $13,480 in Capital to finish out the LSTA Grant.

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	4000

Performance Indicators

City Council Goal: Strive to provide effective and efficient services to the public that we serve
Department Goal: Increase the attendance in Adult and Youth Services programming
Objective: Provide more free and cultural programming to the public and increase public awareness of our service
Type of Measure: Program attendance and outcome
Tool: Monthly attendance figures and surveys
Frequency: Monthly/Weekly
Scoring: 5% increase in attendance
Trend: upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Adult staff sponsored programs attendance	408	428	250	263
Youth Services staff sponsored programs attendance	3,398	3,568	5,277	5,541
Adult programs attendance	3,033	3,363	2,885	3,029
Youth Services Programs attendance	519	545	635	667
TOTALS	6,625	9,191	9,650	9,650
Percent increase/decrease from prior year	8%	28%	5%	5%

City Council Goal: Strive to provide effective and efficient services to the public that we serve
Department Goal: Increase availability of library services
Objective: Increased hours will provide more availability to our patrons for circulation, internet and job service
Type of Measure: Surveys and statistics
Tool: monthly statistics
Frequency: Daily/weekly/monthly
Scoring: 5-10% increase in attendance
Trend: upward

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Job Service computer usage	39	214	234	245
Youth Service computer usage	2,520	4,135	5,314	5,580
Adult Services computer usage	24,676	29,870	27,062	28,415
Internet Guest card usage	7,947	12,867	10,633	11,697
Total Usage	35,182	40,418	42,440	42,440
Percent increase/decrease from prior year	28%	15%	5%	0%
Circulation of library items	241,675	243,120	235,470	235,470
** Decrease reflects difference of 54 hr/ work week vs. 40 hr/work week **		**		
Library hours of operation	40	44	44	44
Percent increase/decrease from prior year	-4%	1%	-3%	0%

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	4000

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$506,564	$536,720	$543,800	$571,810	5.15%
Operating Supplies	20,654	17,000	20,000	19,500	-2.50%
Contractual Services	137,877	171,605	172,605	172,605	0.00%
Other Services and Charges	140,977	152,800	145,840	152,700	4.70%
Capital Outlay	16,026	96,050	102,000	13,480	-86.78%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$822,097	$974,175	$984,245	$930,095	-5.50%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$162,520	17.47%
Uses of Monies	25	0.00%
Miscellaneous Income	25,640	2.76%
Use of Fund Balance	0	0.00%
Transfers In - General Fund	718,430	77.24%
	Total Funding	97.5%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
Library Manager	1.00	1.00	1.00	4826	7112	$69,770
Library Supervisor	1.00	1.00	1.00	3430	5055	45,480
Library Asst II	1.00	1.00	1.00	2963	4366	43,280
Library Asst I	1.00	1.00	1.00	2560	3772	46,030
Library Clerk	5.00	5.00	5.00	2211	3258	146,130
COLA						5,240
Merit Contingency						12,820
Temporary / Reserves						46,640
Holiday Pay						0
Retirement						42,780
Insurance & Taxes						113,640
Employee Related Expenses						0
Totals	9.00	9.00	9.00			$571,810

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	4000

Supplemental Data: Expenditures

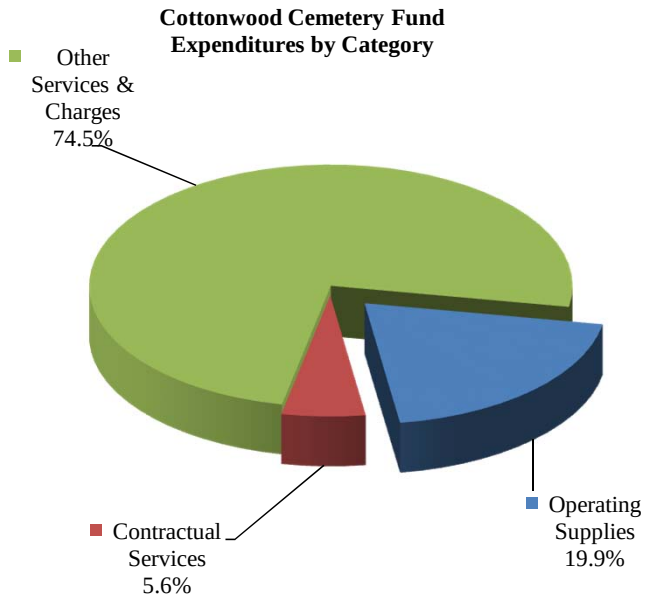
Item	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Office Supplies	4,256	4,500	4,500	4,000	-11.11%
Copier Supplies	3,210	2,500	3,500	3,500	0.00%
Equipment Maint & Repairs	6,495	6,000	6,000	6,000	0.00%
Postage & Freight	6,693	4,000	6,000	6,000	0.00%
Total Supplies	20,654	17,000	20,000	19,500	-2.50%
Contractual Services					
Computer Support	3,648	4,500	4,500	5,000	11.11%
Collection Expenses	1,656	1,500	2,500	2,000	-20.00%
Advertising	233	0	0	0	0.00%
Indirect Cost to General Fund	132,340	165,605	165,605	165,605	0.00%
Total Contractual Services	137,877	171,605	172,605	172,605	0.00%
Other Services and Charges					
Travel & Training	907	800	800	800	0.00%
Subscriptions & Memberships	193	200	200	200	0.00%
Utilities	49,689	55,000	52,000	55,000	5.77%
Telephone	6,317	3,600	2,000	2,000	0.00%
Youth Programs	223	400	390	450	15.38%
Book Purchases	39,730	41,000	41,000	41,000	0.00%
Network/Technology Exps	28,903	35,000	31,000	35,000	12.90%
Annual Volunteer Appreciation Event	752	750	750	750	0.00%
Liability Insurance	13,763	15,750	17,000	17,000	0.00%
Recruitment Expense	500	300	700	500	-28.57%
Total Other Services & Charges	140,977	152,800	145,840	152,700	4.70%

Supplemental Data: Capital Outlay

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Lighting and Ballast Replacement				
RFID Conversion				
Security Gate	$16,026			
Grant Expenditures		$58,050	$64,000	$13,480
Carpet		38,000	38,000	
	$16,026	$96,050	$102,000	$13,480

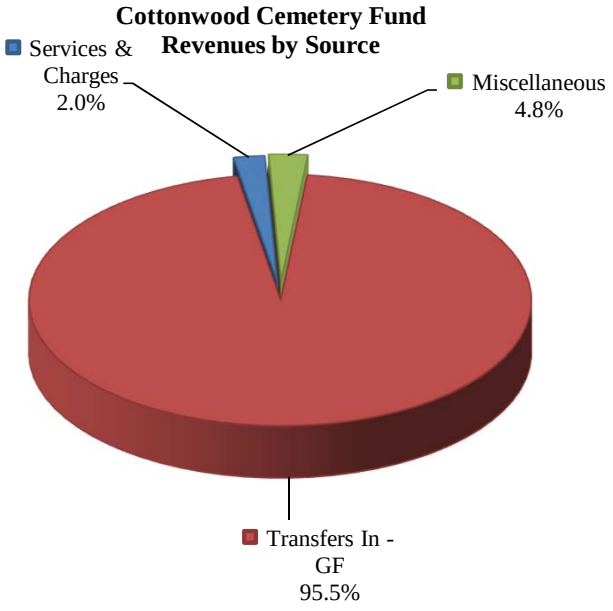
Cottonwood Cemetery Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$0	$4,000	$1,125	$15,000	$0	$0	$20,125
	$0	$4,000	$1,125	$15,000	$0	$0	$20,125



Cottonwood Cemetery Fund Summary	
Revenues	$900
Expenditures	(20,125)
Revenues over (under) Expenditures	(19,225)
Other Funding Sources/Uses	19,225
Use of Fund Balance	$0

Cottonwood Cemetery Fund Revenues By Source	
Services & Charges	$400
Use of Monies	0
Miscellaneous	500
Transfers In - GF	19,225
Total Resources Available	$20,125



Cottonwood Cemetery Revenues/Expenditures/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Charges for Services					
Sale of Grave liners	300	0	800	400	-50.00%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	275	150	2000	500	-75.00%
Total Revenue Sources	575	150	2800	900	-67.86%
Other Financing Sources:					
Transfers In	16,750	24,075	17,325	19,225	10.97%
Carryover					0.00%
Residual Equity Interfund Transfer					0.00%
Proceeds from Lease Purchase					0.00%
Proceeds from Bonds					0.00%
Total Other Financing Sources	16,750	24,075	17,325	19,225	10.97%
Total Available Resources	17,325	24,225	20,125	20,125	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	14	4,100	0	4,000	0.00%
Contractual Services	1,380	1,125	1,125	1,125	0.00%
Other Services and Charges	15,931	19,000	19,000	15,000	-21.05%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	17,325	24,225	20,125	20,125	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	17,325	24,225	20,125	20,125	0.00%
Net Income / (Loss)	$0	$0	$0	$0	

Cottonwood Cemetery

Organizational Chart:
None

General Information:
The Cemetery Fund accounts for the contribution received by the City for which principal and interest are to be used solely for the maintenance of the Cottonwood Cemetery.

Revenues are generated from the sale of grave liners, the opening and closing of grave sites, and support from the General Fund.

FY 2013 Accomplishments:

* N/A

FY 2014 Goals:

* N/A

Budget Highlights:
None

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	4200

Performance Indicators

City Council Goal: **** Performance Measures are being developed for this department ****
Department
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

City Council Goal:
Department
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Mission/Value Statement:
Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	4200
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	14	4,100	0	4,000	0.00%
Contractual Services	1,380	1,125	1,125	1,125	0.00%
Other Services and Charges	15,931	19,000	19,000	15,000	-21.05%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$17,325	$24,225	$20,125	$20,125	0.00%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Charges for Service	$400	1.99%
Interest Income	0	0.00%
Miscellaneous Fees	500	2.48%
Carryover	0	0.00%
Transfer In - General Fund	19,225	95.53%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
N/A						$0
Temporary / Reserves						0
Merit Contingency						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

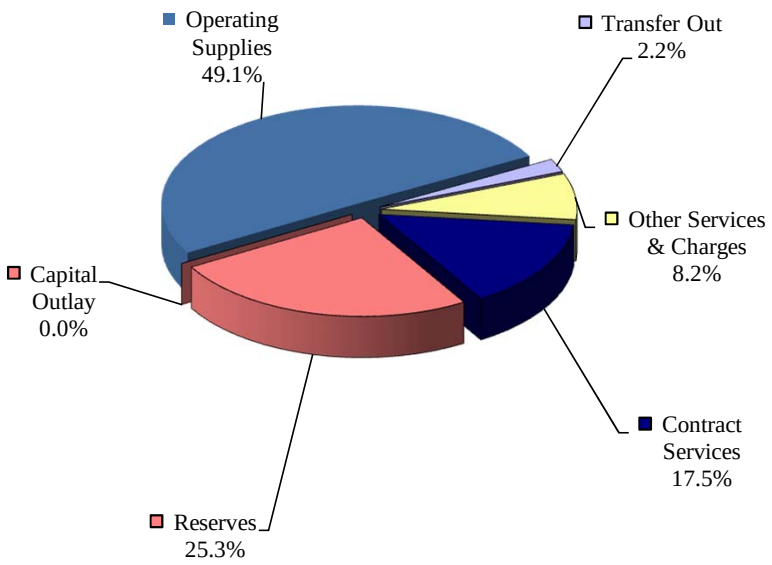
Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	4200
Supplemental Data: Expenditures					
Item	2013	2014		2015	Percent
Description	Actual	Budget	Revised	Final	Change
Supplies					
Grave Liners	0	3,000	0	3,000	0.00%
Equipment Maint & Repairs	0	600	0	500	0.00%
Misc. Expense	14	500	0	500	0.00%
Total Supplies	14	4,100	0	4,000	0.00%
Contractual Services					
Indirect Cost to General Fund	1,380	1,125	1,125	1,125	0.00%
Total Contractual Services	1,380	1,125	1,125	1,125	0.00%
Other Services and Charges					
Utilities	15,931	19,000	19,000	15,000	-21.05%
Telephone		0	0	0	0.00%
Total Other Services & Charges	15,931	19,000	19,000	15,000	-21.05%

Supplemental Data: Capital Outlay					
Expenditure	2013	2014		2015	
Category	Actual	Budget	Revised	Tentative	
N/A					
	$0	$0	$0	$0	

Airport Fund Expenditures By Category

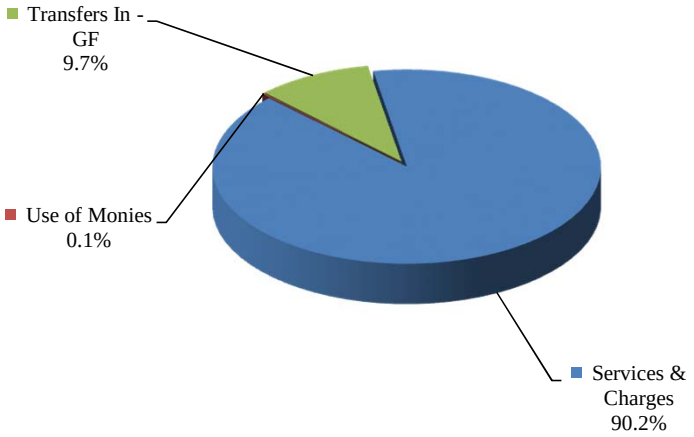
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Reserves	Transfer Out	Total
Category Totals	$0	$185,500	$53,930	$28,000	$0	$93,490	$8,000	$368,920
	$0	$185,500	$53,930	$28,000	$0	$93,490	$8,000	$368,920

Airport Fund Expenditures by Category



Airport Fund Summary	
Revenues	$333,300
Expenditures	(368,920)
Revenues over (under) Expenditures	(35,620)
Other Funding Sources/Uses	35,620
Use of Fund Balance	$0

Airport Fund Revenues by Source



Airport Fund Revenues By Source	
Services & Charges	$332,900
Use of Monies	400
Transfers In - GF	35,620
Total Resources Available	$368,920

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

Airport Expenditures:
The airport is being managed by City of Cottonwood staff and is charged through indirect cost for their services.

Airport Authority Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	$0	$0	$0	$0	0.00%
Intergovernmental Revenues					
ADOT Grant		0	0	0	0.00%
Services & Charges					
Fuel Sales	186,560	200,000	245,000	245,000	0.00%
Uses of Monies & Properties					
Tie Down Rent	14,860	18,200	14,900	15,000	0.67%
Airpark Rents	0	0	0	0	0.00%
FBO Building Rental	0	0	0	0	0.00%
Land Lease Fees	31,560	32,900	31,600	32,900	4.11%
City Hangar Lease Fees	33,417	40,000	40,000	40,000	0.00%
Miscellaneous Revenues					
Other Income	159	290	520	400	-23.08%
Total Revenue Sources	266,556	291,390	332,020	333,300	0.39%
Other Financing Sources:					
Transfers In	42,988	3,310	0	35,620	0.00%
Carryover	0	12,840	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%
Total Other Financing Sources	42,988	16,150	0	35,620	0.00%
Total Available Resources	309,544	307,540	332,020	368,920	11.11%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	180,001	186,500	184,400	185,500	0.60%
Contractual Services	43,706	51,030	53,930	53,930	0.00%
Other Services and Charges	24,521	22,600	28,000	28,000	0.00%
Capital Outlay	3,284	0	0	0	0.00%
Reserves	0	0	35,620	93,490	162.46%
Debt Service	0	0	0	0	0.00%
Total Expenditures	251,512	260,130	301,950	360,920	19.53%
Other Uses:					
Transfers Out	67,268	47,410	30,070	8,000	-73.40%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	67,268	47,410	30,070	8,000	-73.40%
Total Expenditures and Other Uses	318,780	307,540	332,020	368,920	11.11%
Net Income / (Loss)	($9,236)	$0	$0	$0	

Airport

Organizational Chart:
None

General Information:
The operation of the Cottonwood Airport is provided by the City. The City is responsible for the collection of rents, fuel purchase and building and airfield maintenance. Public Works staff provides airport management including staffing the Airport Commission, airport planning, capital improvements, grant management, and airport grounds, equipment and facility maintenance.

FY 2014 Accomplishments:

* An Automated Weather Observation System (AWOS) was installed at the airport with FAA and ADOT grant funds.
* The airport runway was overlayed with 1 inch of asphalt to extend the useful life of the runway.

FY 2015 Goals:

* Continue to pursue grants to fund the apron resurfacing project
* Pursue grants to increse the height of the 4 foot tall outer security fence
* Pursue grants to update the City's Airport Layout Plan
* Develop a plan to update the airport land leases

Budget Highlights:
The FY 2015 budget shows no significant changes and no capital.

Airport	Airport	Fund 05 - Airport	Cost Center	1500

Performance Indicators

City Council Goal: Value the tax dollar and maintain sound fiscal policies
Department Goal: Maintain adequate and safe fuel levels
Objective: Maintain an adequate fuel level in order to not lose any sales due to lack of fuel
Type of Measure: Outcome
Tool: Fuel Level
Frequency: weekly
Scoring: Fuel Sales
Trend: Fuel level never below 2,000 gallons

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Minimum monthly fuel level	1,500	1,500	1,500	1,500

City Council Goal: Value the tax dollar and maintain sound fiscal policies
Department Goal: Decrease cost of electric power used at the airport
Objective: Measure the amount of power comsumed at the airport
Type of Measure: Outcome Based
Tool: System Monitoring
Frequency: Monthly
Scoring: Percentage decrease in power consumed
Trend: N/A - New Measure FY 2013

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Decrease in electric consumption	0%	50%	30%	N/A

City Council Goal:
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Airport	Airport	Fund 05 - Airport	Cost Center	1500

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	180,001	186,500	184,400	185,500	0.60%
Contractual Services	43,706	51,030	53,930	53,930	0.00%
Other Services and Charges	24,521	22,600	28,000	28,000	0.00%
Capital Outlay	3,284	0	0	0	0.00%
Reserves	0	0	35,620	93,490	162.46%
Transfers Out	67,268	47,410	30,070	8,000	-73.40%
Debt Service	0	0	0	0	0.00%
Department Totals	$318,780	$307,540	$332,020	$368,920	11.11%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Fuel Sales	$245,000	66.41%
User & Rental Fees	88,300	23.93%
Fund Balance	0	0.00%
Transfers In - General Fund	35,620	9.66%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Airport	Airport	Fund 05 - Airport		Cost Center	1500

Supplemental Data: Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Supplies					
Vehicle Maint & Repairs	1,396	1,000	500	500	0.00%
Equipment Maint & Repairs	8,849	8,000	8,000	8,000	0.00%
Building Maint & Repairs	1,198	1,500	100	1,000	900.00%
Fuel Expenses	166,869	175,000	175,000	175,000	0.00%
Oil Expense	158	0	0	0	0.00%
Operational Supplies	1,531	1,000	800	1,000	25.00%
Total Supplies	180,001	186,500	184,400	185,500	0.60%
Contractual Services					
Misc. Expenses	0	0	0	0	0.00%
Computer Support	114	120	120	120	0.00%
General Counsel	833	0	0	0	0.00%
Contractual Services	3,512	2,100	5,000	5,000	0.00%
Airport-Indirect Costs to General Fund	39,247	48,810	48,810	48,810	0.00%
Total Contractual Services	43,706	51,030	53,930	53,930	0.00%
Other Services and Charges					
Airport Annual Event	0	0	0	0	0.00%
Utilities	10,628	10,000	12,000	12,000	0.00%
Telephone	772	800	800	800	0.00%
Bank Charges	6,366	5,000	7,000	7,000	0.00%
Liability Insurance	6,755	6,800	8,200	8,200	0.00%
Total Other Services & Charges	24,521	22,600	28,000	28,000	0.00%

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	
Office Furniture					
Airport Improvements	$3,284				
	$3,284	$0	$0	$0	

Airport Improvement Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
ADOT - Runway 32	0	0	0	0	0.00%
ADOT - Terminal Parking	0	0	0	0	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT -Fence Extension	0	0	0	8,000	0.00%
ADOT - Pavement Preservation	0	351,310	0	900,000	0.00%
FAA - Fence Extension	0	0	0	136,000	0.00%
FAA - Airport Apron	0	0	0	0	0.00%
FAA - AWOS	0	107,275	160,550	0	-100.00%
FAA - Pavement Preservation	0	0	0	0	0.00%
FAA - Terminal Parking	0	0	0	0	0.00%
Beacon & LED Windsocks	18,859	0	0	0	0.00%
Energy Efficient Block Grant	839	0	0	0	0.00%
Total Revenue Sources	19,698	458,585	160,550	1,044,000	550.26%
Other Financing Sources:					
Transfers In	43,778	47,410	30,070	8,000	57.67%
Carryover	0	155,595	161,640	161,620	-0.01%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	43,778	203,005	191,710	169,620	-11.52%
Total Available Resources	63,476	661,590	352,260	1,213,620	244.52%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	63,476	505,995	190,640	1,152,000	504.28%
Reserves	0	155,595	161,620	61,620	-61.87%
Debt Service	0	0	0	0	0.00%
Total Expenditures	63,476	661,590	352,260	1,213,620	244.52%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	63,476	661,590	352,260	1,213,620	244.52%
Net Income / (Loss)	$0	$0	$0	$0	

Airport Improvement Fund

Organizational Chart:
None

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

FY 2014 Accomplishments:

* N/A They are the same as the Airport

FY 2015 Goals:

* N/A

Budget Highlights:
Capital in the amounts of $152,000 to increase the fence height at the Airport and $1,000,000 for Pavement Preservation are included for FY 2015. Both projects have offsetting revenue sources from ADOT and the FAA.

Airport	Airport Improvement Fund	Fund 11- Grants	Cost Center	1500

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
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	63,476	505,995	190,640	1,152,000	504.28%
Reserves	0	155,595	161,620	61,620	-61.87%
Debt Service	0	0	0	0	0.00%
Department Totals	$63,476	$661,590	$352,260	$1,213,620	244.52%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
FAA Grant	$0	0.00%
Misc Grants	$0	0.00%
ADOT Grant	908,000	74.82%
Airport Transfer In	8,000	0.66%
Fund Balance	161,620	13.32%
	Total Funding	88.79%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Airport	Airport Improvement Fund	Fund 11- Grants	Cost Center	1500

Performance Indicators

City Council Goal: ***N/A They are the same as the "Airport"***
Department Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Pavement Preservation	$39,035	$390,345	$20	$1,000,000
Extend Runway 32				
Solar Panels (Energy Efficient Block Grant)				
Beacon & LED Windsocks	24,441		21,620	
AWOS Auto Weather Observation Station		115,650	169,000	
Terminal Parking				
Fence Extension				152,000
Airport Apron				
	$63,476	$505,995	$190,640	$1,152,000

Grants Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues	0	500,000	0	500,000	0.00%
Miscellaneous Revenue	0	0	0	0	0.00%
Total Revenue Sources	0	500,000	0	500,000	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	500,000	0	500,000	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Reserves	0	0	0	0	
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	500,000	0	500,000	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	0	500,000	0	500,000	0.00%
Net Income / (Loss)	$0	$0	$0	$0	

The Grants Fund accounts for several grants which are depicted on the following pages. The revenues and expenditures have been extracted for each of the grants individually.

Other Grants Fund Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
State Grants	0	0	0	0	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Federal Grants	0	500,000	0	500,000	0.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
Total Revenue Sources	0	500,000	0	500,000	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	500,000	0	500,000	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	500,000	0	500,000	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	0	500,000	0	500,000	0.00%
Net Income / (Loss)	$0	$0	$0	$0	

Other Grants Fund

Organizational Chart:
None

General Information:
This fund accounts for all funds that are applied for and approved however, not specifically budgeted. Grants such as the Greenwood Chipping grant, Riverfront Park grant and others fall under this department's budget. This fund serves as a buffer to prevent the possible loss of grant opportunities.

FY 2014 Accomplishments:

* None

FY 2015 Goals:

* Obtain grants for multiple projects

Budget Highlights:
N/A

Grants	Other Grants Fund	Fund 07 - Grants	Cost Center	0000

Performance Indicators

City Council Goal: **** Performance Measures are not applicable to this fund ****
Department Goal:
Objective:

Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
N/A				

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Grant Projects		$500,000		$500,000
	$0	$500,000	$0	$500,000

Grants	Other Grants Fund	Fund 07 - Grants	Cost Center	0000

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$500,000	$0	$500,000	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Federal Grants	$500,000	100%
	Total Funding	100.00%

Supplemental Data: Personnel

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

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

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
State Grants	0	0	0	0	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Federal Grants	4,630	330,000	282,130	0	-100.00%
Miscellaneous Revenue					
Interest Income	11	0	0	0	0.00%
Total Revenue Sources	4,641	330,000	282,130	0	-100.00%
Other Financing Sources:					
Transfers In	41,012	80,000	70,570	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%
Total Other Financing Sources	41,012	80,000	70,570	0	-100.00%
Total Available Resources	45,653	410,000	352,700	0	-100.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	45,653	410,000	352,700	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	45,653	410,000	352,700	0	-100.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	45,653	410,000	352,700	0	-100.00%
Net Income / (Loss)	$0	$0	$0	$0	

Community Development Block Grant

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 2014 Accomplishments:

* None

FY 2015 Goals:

* Obtain grants for multiple projects

Budget Highlights:

N/A

Public Works	CDBG	Fund 12 - CDBG	Cost Center	3110

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
CDBG 10th St Construction Grant	$45,653	$410,000	$352,700	
	$45,653	$410,000	$352,700	$0

Public Works	CDBG	Fund 08 - CDBG	Cost Center	3110

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
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	45,653	410,000	352,700	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$45,653	$410,000	$352,700	$0	-100.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding	% of Funding
Federal Grants	($80,000)	#DIV/0!	
HURF Fund	$80,000	#DIV/0!	
	Total Funding	#DIV/0!	

Supplemental Data: Personnel

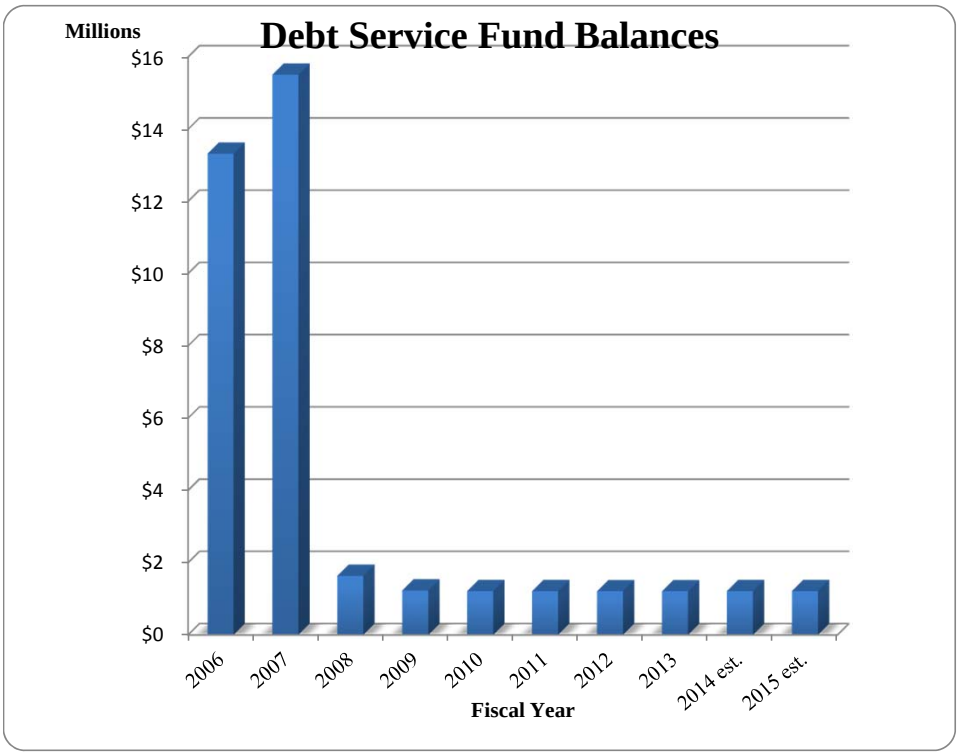
Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

This Page Intentionally Left Blank

DEBT SERVICE FUNDS

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

Fund/Account Number	Description
20	Debt Service



Fiscal Year	Balance
2006	13,322,698
2007	15,510,865
2008	1,637,437
2009	1,229,290
2010	1,210,129
2011	1,210,129
2012	1,209,315
2013	1,209,315
2014 est.	1,210,130
2015 est.	1,210,125

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

Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Revenue Sources:				
Taxes	2,059,099	2,070,575	2,070,575	2,071,975
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	14,432	0	0	0
Miscellaneous Revenues	0	0	0	0
Total Revenue Sources	2,073,531	2,070,575	2,070,575	2,071,975
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	493	1,237,020	1,210,130	1,210,125
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	493	1,237,020	1,210,130	1,210,125
Total Available Resources	2,074,024	3,307,595	3,280,705	3,282,100
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	1,049	0	0	0
Other Services and Charges	0	0	0	0
Capital Outlay	0	0	0	0
Reserves	0	1,767,720	1,740,830	1,740,825
Debt Service	2,072,975	1,539,875	1,539,875	1,541,275
Total Expenditures	2,074,024	3,307,595	3,280,705	3,282,100
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenditures and Other Uses	2,074,024	3,307,595	3,280,705	3,282,100
Net Income / (Loss)	$0	$0	$0	$0

Debt Service Fund Revenues/Expenditures/Changes in fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	1,905,069	2,070,575	1,539,875	1,541,275	0.09%
City Sales Tax - Library	154,030	0	530,700	530,700	0.00%
Charges for Services					
User Fees - Water Co. Debt Serv	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	14,432	0	0	0	0.00%
Total Revenue Sources	2,073,531	2,070,575	2,070,575	2,071,975	0.07%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover Funds	493	1,237,020	1,210,130	1,210,125	0.00%
Residual Equity Interfund Trans	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	493	1,237,020	1,210,130	1,210,125	0.00%
Total Available Resources	2,074,024	3,307,595	3,280,705	3,282,100	0.04%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,767,720	1,740,830	1,740,825	0.00%
Debt Service	2,072,975	1,539,875	1,539,875	1,541,275	0.09%
Total Expenditures	2,074,024	3,307,595	3,280,705	3,282,100	0.04%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Trans	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	$2,074,024	$3,307,595	$3,280,705	$3,282,100	0.04%
Net Income / (Loss)	$0	$0	$0	$0	

This Page Intentionally Left Blank

Debt Service Fund

Organizational Chart:
None

General Information:
The Debt Service Fund plans the payment of general obligation bond principal and interest payments and the accumulation of reserves for future payments from government resources. The City has two outstanding debt issues, the public library project of 1992, and the Recreation Center. Principal and interest for both projects are paid from special sales taxes. Currently the City does not have a debt policy in place.

A City sales tax of 1% was enacted July 1, 1987 for the wastewater project and a City sales tax of .2%, effective April 1, 1992, funds the library project.

FY 2014 Accomplishments:

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

FY 2015 Goals:

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

Budget Highlights:
The Recreation Center bond is the only remaining bond for this fund. The City is pursuing 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

Performance Indicators

**** Performance Measures are not applicable for this fund****

Supplemental Data: Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Contractual Services					
Trustee Fees - Library	689	0	0	0	0.00%
Trustee Fees - WIFA	360	0	0	0	0.00%
Total Contractual Services	$1,049	$0	$0	$0	0.00%
Debt Service					
Interest - FmHA Loan - Library	9,333	0	0	0	0.00%
Principal - FmHA Loan - Library	64,167	0	0	0	0.00%
Interest - Library Bonds	4,800	0	0	0	0.00%
Principal - Library Bonds	80,000	0	0	0	0.00%
Interest - GADA - Recreation Center	732,275	699,875	699,875	666,275	-4.80%
Principal - GADA - Recreation Center	810,000	840,000	840,000	875,000	4.17%
Interest GADA-RR Wash	5,700	0	0	0	0.00%
Principal GADA-RR Wash	95,000	0	0	0	0.00%
Interest GADA-PS Building	11,700	0	0	0	0.00%
Principal GADA-PS Building	260,000	0	0	0	0.00%
Total Other Services & Charges	$2,072,975	$1,539,875	$1,539,875	$1,541,275	0.09%
Reserves					
GADA Reserve	0	1,767,720	1,740,830	1,740,825	0.00%
Total Reserves	$0	$1,767,720	$1,740,830	$1,740,825	0.00%

Interest & Sinking	Debt Service Fund	Fund 20 - Debt Service		Cost Center	8XXX
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Final	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,767,720	1,740,830	1,740,825	0.00%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,072,975	1,539,875	1,539,875	1,541,275	0.09%
Department Totals	$2,074,024	$3,307,595	$3,280,705	$3,282,100	0.04%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Other Income	$0	0.00%
Taxes	2,071,975	63.13%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	1,210,125	36.87%
	Total Funding	100.00%

Supplemental Data: Transfers Out					
Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Transfers Out - Sewer	$0	$0	$0	$0	0.00%
Transfers Out - Library	0	0	0	0	0.00%
	$0	$0	$0	$0	0.00%

This Page Intentionally Left Blank

Greater Arizona Development Authority - Recreation Center Projects
Infrastructure Revenue Bonds - Series 2007A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Interest	Debt Service
February 1, 2015					333,138	
August 1, 2015	875,000	5,950,000	13,985,000	4.000%	333,138	$1,541,275
February 1, 2016					315,638	
August 1, 2016	910,000	6,860,000	13,075,000	4.000%	315,638	$1,541,275
February 1, 2017					297,438	
August 1, 2017	945,000	7,805,000	12,130,000	4.000%	297,438	$1,539,875
February 1, 2018					278,538	
August 1, 2018	985,000	8,790,000	11,145,000	5.000%	278,538	$1,542,075
February 1, 2019					253,913	
August 1, 2019	1,035,000	9,825,000	10,110,000	5.000%	253,913	$1,542,825
February 1, 2020					228,038	
August 1, 2020	1,085,000	10,910,000	9,025,000	4.000%	228,038	$1,541,075
February 1, 2021					206,338	
August 1, 2021	1,130,000	12,040,000	7,895,000	4.125%	206,338	$1,542,675
February 1, 2022					183,031	
August 1, 2022	1,175,000	13,215,000	6,720,000	4.125%	183,031	$1,541,063
February 1, 2023					158,797	
August 1, 2023	1,225,000	14,440,000	5,495,000	4.250%	158,797	$1,542,594
February 1, 2024					132,766	
August 1, 2024	1,275,000	15,715,000	4,220,000	5.000%	132,766	$1,540,531
February 1, 2025					100,891	
August 1, 2025	1,340,000	17,055,000	2,880,000	5.000%	100,891	$1,541,781
February 1, 2026					67,391	
August 1, 2026	1,405,000	18,460,000	1,475,000	5.000%	67,391	$1,539,781
February 1, 2027					32,266	
August 1, 2027	1,475,000	19,935,000	0	4.375%	32,266	$1,539,531
	$14,860,000				$5,176,356	$20,036,356

Computation of Direct and Overlapping Bonded Debt
June 30, 2013

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	$0	0.00%	$0
Yavapai County	2,470,000	100.00%	2,470,000
Yavapai Community College District	40,470,000	4.55%	1,841,385
Cottonwood/Oak Creek School District	0	38.37%	0
Mingus Union High School District	12,326,706	44.98%	5,544,552
	Total Direct and Overlapping Debt		$9,855,937

Jurisdiction	Total Assessed Valuation
City of Cottonwood	$91,915,155
Yavapai County	2,398,647,405
Yavapai Community College District	2,398,647,405
Cottonwood/Oak Creek School District	217,225,704
Mingus Union High School District	275,244,248
	5,381,679,917

Debt allocation is based on distribution of assessed valuation within overlapping tax districts.

The secondary assessed valuation is used in Yavapai Community College District, Cottonwood/Oak Creek and Mingus Union High School District. The primary assessed valuation is used for Yavapai County.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2010 were secured by sales taxes instead of property taxes.

Computation of Legal Debt Margin
June 30, 2013

Net secondary assessed valuation (Full Cash Value)	$105,439,689

Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	21,087,938
Bonds outstanding	0
Net 20% Debt Limitation	21,087,938

Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	6,326,381
Bonds outstanding	0
Net 6% Debt Limitation	6,326,381
Total Bonding Capacity	$27,414,319

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

General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation above, the City may issue bonds for general improvement purposes or for specific projects.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2012 were secured by sales taxes instead of property taxes.

This Page Intentionally Left Blank

CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Fund/Account Number	Description
30-2300	Railroad Wash Improvements
30-1800	Capital Projects Fund
30-4110	Recreation Center Projects
30-4000	Library Expansion
30-2000	Emergency Communications Center

Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	168,200	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	(122,751)	165,000	180,010	180,000
Total Revenue Sources	(122,751)	165,000	348,210	180,000
Other Financing Sources:				
Transfers In	0	2,442,040	0	0
Carryover	0	9,652,040	10,528,440	11,565,775
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	850,000	0
Proceeds from Bonds	0	3,700,000	2,760,000	0
Total Other Financing Sources	0	15,794,080	14,138,440	11,565,775
Total Available Resources	(122,751)	15,959,080	14,486,650	11,745,775
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	0	0	0	0
Other Services and Charges	9,210	8,600	8,900	8,700
Capital Outlay	1,621,161	4,501,000	2,911,975	2,398,600
Reserves	0	6,808,930	11,565,775	1,458,500
Debt Service	0	0	0	0
Total Expenditures	1,630,371	11,318,530	14,486,650	3,865,800
Other Uses:				
Transfers Out	1,260,589	4,640,550	0	7,879,975
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	1,260,589	4,640,550	0	7,879,975
Total Expenditures and Other Uses	2,890,960	15,959,080	14,486,650	11,745,775
Net Income / (Loss)	($3,013,711)	$0	$0	$0

Capital Projects - Railroad Wash Improvements Fund Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Yavapai County	0	0	168,200	0	-100.00%
A.D.O.T.	0	0	0	0	0.00%
Total Intergov'tl Revenue	0	0	168,200	0	-100.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	0	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	0	2	0	-100.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	168,198	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	168,198	0	0	0	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	168,198	0	0	0	0.00%
Net Income / (Loss)	($168,198)	$0	$2	$0	

This Page Intentionally Left Blank

Railroad Wash Improvements

Organizational Chart:
None

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

FY 2014 Accomplishments:
Not applicable

FY 2015 Goals:
Not applicable

Budget Highlights:
There is nothing budgeted for this project for FY 2015.

Public Works	Railroad Wash Improvements	Fund 30 - Capital Projects	2300

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Railroad Wash Improvements	$168,198			
6th Street and Silver Springs Wet Crossing				
Camino Real Street and Oak Wash Wet Crossing				
	$168,198	$0	$0	$0

Public Works	Railroad Wash Improvements	Fund 30 - Capital Projects	Cost Center	2300

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
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	168,198	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$168,198	$0	$0	$0	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Yavapai County	$0	0.00%
GADA Loan Proceeds(carryover)	0	0.00%
Interest Income	0	0.00%
	Total Funding	0.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

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

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Beginning Fund Balance	$0	$0	$0	$0	0.00%
Less: Designated Reserves	$0	$0	$0	$0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Intergovernmental	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	(122,751)	165,000	180,010	180,000	-0.01%
Total Revenue Sources	(122,751)	165,000	180,010	180,000	-0.01%
Other Financing Sources:					
Transfers In	0	2,442,040	0	0	0.00%
Carryover	0	9,652,040	10,528,440	11,565,775	9.85%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	850,000	0	-100.00%
Proceeds from Bonds	0	3,700,000	2,760,000	0	-100.00%
Total Other Financing Sources	0	15,794,080	14,138,440	11,565,775	-18.20%
Total Available Resources	(122,751)	15,959,080	14,318,450	11,745,775	-17.97%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	9,210	8,600	8,900	8,700	-2.25%
Capital Outlay	1,621,161	4,501,000	2,911,975	2,398,600	-17.63%
Reserves	0	6,808,930	11,565,775	1,458,500	-87.39%
Debt Service	0	0	0	0	0.00%
Total Expenditures	1,630,371	11,318,530	14,486,650	3,865,800	-73.31%
Other Uses:					
Transfers Out	1,260,589	4,640,550	0	7,879,975	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	1,260,589	4,640,550	0	7,879,975	0.00%
Total Expenditures and Other Uses	2,890,960	15,959,080	14,486,650	11,745,775	-18.92%
Net Income / (Loss)	($3,013,711)	$0	($168,200)	$0	

CIP - Capital Projects Fund

Organizational Chart:
None

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

FY 2014 Accomplishments:

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

FY 2015 Goals:

* NA

Budget Highlights:

The Capital Improvements fund carries major projects for many different departments. In FY 2015, this department will, to name a few, fund $120,000 for the Highland Senior Condominiums, $160,000 for the Civic Center HVAC, $650,000 for bathrooms at Riverfront Park, Garrison Park and the Kids Park; and $1,283,000 for the remainder of the Emergency Communciations Center project.

General Government	CIP Capital Projects Fund	Fund 30 - Capital Projects	Cost Center	XXXX

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Capital Projects-Highland Senior Condominium	$21,738		$4,880	$120,000
Court Building Remodel	113,579		3,590	
Civic Center HVAC		60,000	36,000	160,000
Communications Center	71,124	3,700,000	2,313,725	1,283,600
Architecture Design - City Hall	7,520	$200,000	10,500	
Software - City Wide	179,847	180,000	110,000	70,000
Portal Signs to the City	6			
Old Town Jail remodel	29,094		1,200	
Stage				80,000
Library Ballast Project				35,000
Old Town Parking	419,335	156,000	175,000	
Parks Remodel	89,349			650,000
Fire Station 2 (GADA) design/consulting				
Rec Center Solar Installation	449,624	205,000	255,000	
Gardner Property Demo	71,748		2,080	
	$1,452,963	$4,501,000	$2,911,975	$2,398,600

General Government	CIP Capital Projects Fund	Fund 30 - Capital Projects		Cost Center	XXXX
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
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	9,210	8,600	8,900	8,700	-2.25%
Capital Outlay	1,452,963	4,501,000	2,911,975	2,398,600	-17.63%
Reserves		6,808,930	11,565,775	1,458,500	-87.39%
Debt Service	0	0	0	0	0.00%
Department Totals	$1,462,173	$11,318,530	$14,486,650	$3,865,800	-73.31%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	$3,685,800	95.34%
Interest Income	180,000	4.66%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Capital Projects - Recreation Projects Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
City Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	0	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	0	0	0	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	0	0	0	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	0	0	0	0	0.00%
Net Income / (Loss)	$0	$0	$0	$0	

Organizational Chart:
None

General Information:
With the culmination of the voter's initiative on November 7, 2006, voters approved the building of a $17 million Recreation Aquatics Center facility. The construction of this capital improvement project provides the community with a state-of-the-art Aquatics/Multigenerational Center . The City bonded out for the project on July 1, 2007, with direction from the City Council on Architectural Design and the hiring of various firms to initiate construction documents shortly thereafter. Construction phase of this project was completed on February 20, 2010.

FY 2013 Accomplishments:

* N/A

FY 2014 Goals:

N/A

Budget Highlights:

NA

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Final
Communications building architectural design				
Evidence bldg				
Rec Center Construction				
Rec Center Furnishing & Equip				
Rec Center Architectural				
Rainbow Colors Pool Play System				
Rec Center Solar Project				
	$0	$0	$0	$0

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Final	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$0	$0	$0	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Capital Reserves	$0	0.00%
Interest Income	0	0.00%
Transfers In	0	0.00%
	Total Funding	0.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2013	2014	2015	Salary Range Minimum	Maximum	2015 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

This Page Intentionally Left Blank

ENTERPRISE FUNDS

Enterprise funds are used to account operations:

1) that are financed and operated in manner similar to a private business enterprise - where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or

2) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes to the residents.

Fund/Account Number	Description
51	Wastewater Treatment Fund
50	Water System Fund

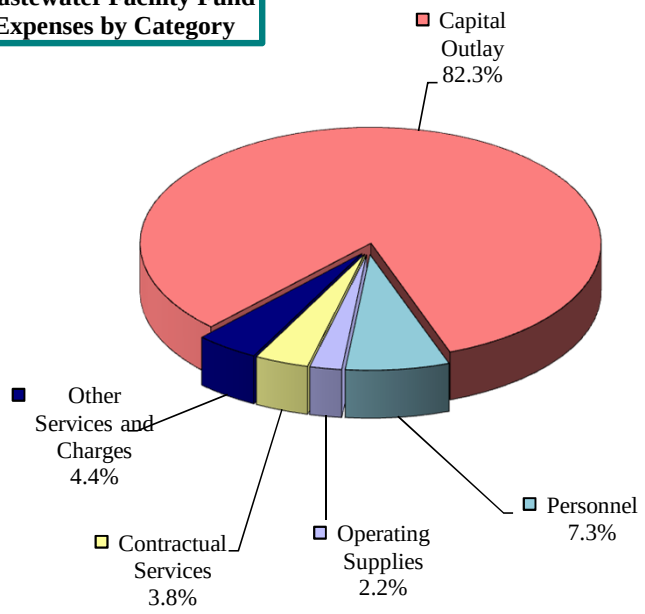
Consolidated Statement of Revenues/Expenses

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	7,117,692	7,239,770	8,048,255	8,712,590
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	13,946	28,755	63,285	7,935
Miscellaneous Revenues	636,257	437,415	886,545	997,585
Total Revenue Sources	7,767,895	7,705,940	8,998,085	9,718,110
Other Financing Sources:				
Transfers In	0	4,640,550	0	7,879,975
Carryover	0	4,319,385	5,958,180	4,555,280
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	2,000,000	0
Proceeds from Bonds	0	340,000	0	10,500,000
Total Other Financing Sources	0	9,299,935	7,958,180	22,935,255
Total Available Resources	7,767,895	17,005,875	16,956,265	32,653,365
Expenses:				
Personnel	1,798,540	1,952,700	1,877,920	2,070,910
Operating Supplies	622,725	601,950	624,400	626,600
Contractual Services	933,297	1,169,140	1,164,765	1,571,660
Other Services and Charges	1,545,206	1,658,745	1,555,050	1,650,860
Depreciation	1,827,991	0	0	0
Capital Outlay	596,674	9,099,070	4,539,070	10,674,040
Reserves	153,103	38,495	4,706,685	3,504,835
Debt Service	1,581,374	2,485,775	2,488,375	12,554,460
Total Expenses	9,058,910	17,005,875	16,956,265	32,653,365
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenses and Other Uses	9,058,910	17,005,875	16,956,265	32,653,365
Net Income / (Loss)	($1,291,015)	$0	$0	$0

Wastewater Facility Fund Expenses By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Sub-Total	$789,430	$243,400	$411,210	$481,040	$8,933,990	$0	$10,904,070
Total	$789,430	$243,400	$411,210	$481,040	$8,933,990	$0	$10,904,070

Wastewater Facility Fund Expenses by Category

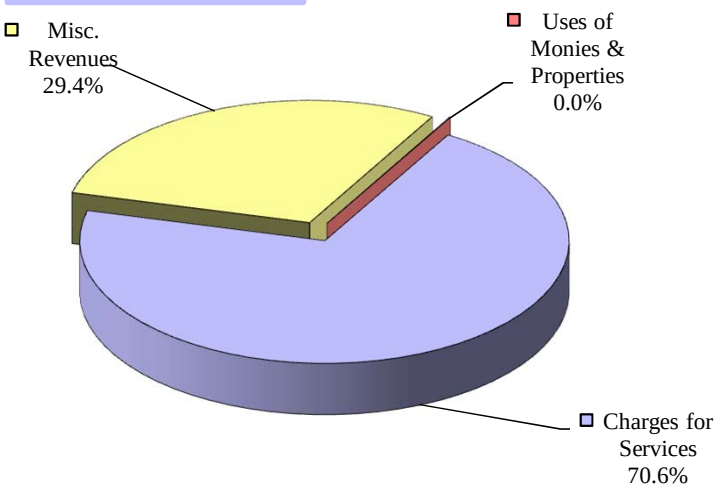


Wastewater Facility Fund Summary	
Revenues	$2,299,820
Expenses	(10,904,070)
Revenues over (under) Expenses	(8,604,250)
Other Funding Sources/Uses	8,604,250
(Use)/Source of Retained Earnings	$0

Wastewater Facility Fund Revenues By Source

Uses of Monies & Properties	$1,000
Charges for Services	1,623,200
Misc. Revenues	675,620
Other Sources	8,604,250
Total Resources Available	$10,904,070

Wastewater Facility Fund Revenues by Source

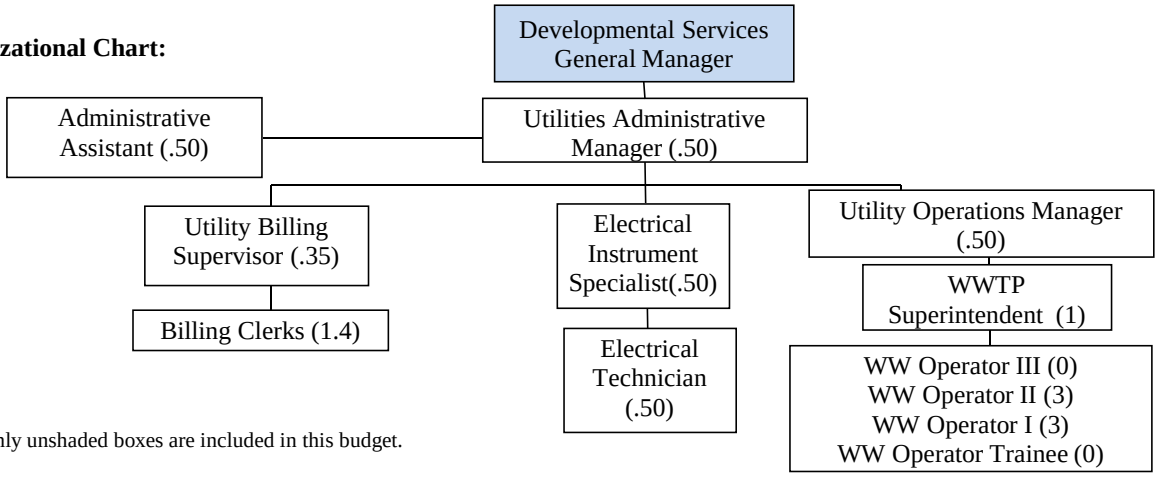


Wastewater Facility Fund Revenues/Expenses/Changes in Retained Earnings

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax (Portion of 1%)	0	0	0	0	0.00%
Charges for Services					
User Fees	1,381,902	1,431,080	1,493,375	1,612,700	7.99%
Tap Fees	400	200	0	0	0.00%
Effluent Revenue	21,183	10,500	9,880	10,500	6.28%
Uses of Monies & Properties					
Interest Income	7,820	20,000	0	1,000	0.00%
Miscellaneous Revenue					
Other Income	152,811	104,680	556,580	675,620	21.39%
Total Revenue Sources	1,564,116	1,566,460	2,059,835	2,299,820	11.65%
Other Financing Sources:					
Transfers In	0	4,640,550	0	7,879,975	0.00%
Carryover	0	595,780	1,108,010	224,275	-79.76%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	340,000	0	500,000	0.00%
Total Other Financing Sources	0	5,576,330	1,108,010	8,604,250	676.55%
Total Available Resources	1,564,116	7,142,790	3,167,845	10,904,070	244.21%
Expenses:					
Personnel	649,082	735,870	678,250	789,430	16.39%
Operating Supplies	228,179	229,450	244,700	243,400	-0.53%
Contractual Services	338,947	410,845	416,210	411,210	-1.20%
Other Services and Charges	456,365	491,625	475,160	481,040	1.24%
Depreciation	540,339	0	0	0	0.00%
Capital Outlay	122,386	5,275,000	1,140,000	8,933,990	683.68%
Reserves	0	0	213,525	45,000	-78.93%
Debt Service	0	0	0	0	0.00%
Total Expenses	2,335,298	7,142,790	3,167,845	10,904,070	244.21%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	2,335,298	7,142,790	3,167,845	10,904,070	244.21%
Net Income / (Loss)	($771,182)	$0	$0	$0	

Wastewater Facility Fund

Organizational Chart:



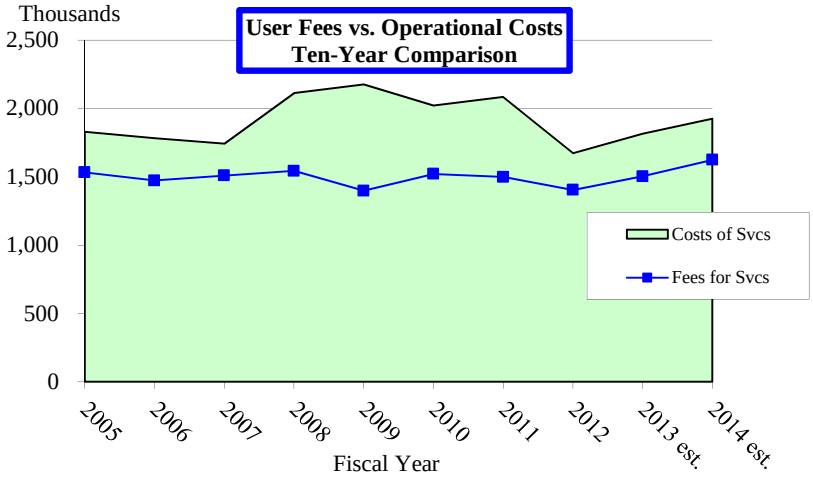
Note: Only unshaded boxes are included in this budget.

General Information:

The Wastewater Division is responsible for the operation and maintenance of a 1.5 million gallons per day (MGD) wastewater treatment facility, 52 miles of collection system, five sewage lift stations, approximately 80 acres of effluent reuse area, and the Del Monte Riparian Zone. The Wastewater Division is also responsible for tap installations for new homes and businesses, the operation of Reclaimed Water Delivery System, and field locating (blue staking) of the underground collection system.

	Costs of Svcs	Fees for Svcs
2005	1,829,552	1,532,600
2006	1,783,106	1,472,875
2007	1,741,877	1,508,667
2008	2,111,798	1,542,468
2009	2,175,251	1,397,594
2010	2,020,026	1,520,972
2011	2,083,265	1,497,939
2012	1,672,573	1,403,485
2013 est.	1,814,320	1,503,255
2014 est.	1,925,080	1,623,200
2015 est.		

Please Note: The net difference is operating fees and services is covered by fund banance and non-operating revenue.



FY 2014 Accomplishments:

* Completed purchase and installation of new odor control unit at headworks
* Completed construction of the Yavapai College reclaimed line
* Finalized design and received bids for the completion of the Lift Station 4 wet well expansion
* Hired a structural engineer to evaluate and report findings on the aeration building roof

FY 2015 Goals:

* Finalize implementation of structural repair for Aeration Building roof
* Complete Wet Well expansion for Lift Station 4
* Begin construction of Riverfront Waste Water Reclamation Facility

Budget Highlights:

The personnel line of this budget shows slight increases due to the 1.5% COLA and the merit program. Budgeted capital for FY 2015 includes the Riverfront Waste Water Reclamation Facility at $7,884,140, the structural repair of aeration building roof at $550,000, the expansion of the wet well at Lift Station 4 at $191,000, lining and point repair at $90,000 , a new pump at $36,000, fixing the driveway at the plant at $27,350 and a Plotter to be split with the Water Department.

Health and Sanitation	Fund 51 - Enterprise Fund	Cost Center	71XX

Performance Indicators

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Provide wastewater treatment that meets or exceeds Federal, State and Local compliance
Objective: Improve influent/effluent treatment plant quality
Type of Measure: Outcome Based
Tool: System Monitoring, reporting and operational feedback
Frequency: Daily, Weekly, Monthly, Quarterly, Semi-Annual and Annual Reports
Scoring: Percentage above required 85% from previous
Trend: Steady Improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Wastewater Treated (millions of gallons)	389.0	350.0	402.0	405.0
WWTP Efficiency (Permit Required):				
BOD (85% Required)	98%	98%	98%	98%
TSS (85% Required)	98%	98%	98%	98%

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Ensure regulatory compliance of effluent (reclaimed water) and encourage use of reclaim
Objective: Produce and distribute reclaimed water that meets or exceeds regulatory standards
Type of Measure: Outcome
Tool: Laboratory testing, metering
Frequency: Daily, Monthly, Quarterly, Semi-Annual, Annual testing, reports
Scoring: Exceedances :1-3= 90% 4-6= 75% >6= 50%, Sold = steady improvement
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Reclaimed Water Sold(millions)	3.5	4.0	3.5	4.5
Number of regulatory permit exceedances	2	2	2	2

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Maintain reliable infrastructure
Objective: Reduce the number of Sanitary Sewer Overflows through proper maintenance and inspection
Type of Measure: Outcome
Tool: System monitoring, visual observation and reports
Frequency: Ongoing Project
Scoring: Blockages= percent reduction from previous, Cleaning and video taping (ft)= 1,000-10,000 =50% 11,000-20,000=75% 20,000+ =100%
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Sewer Line Video Taped (ft)	15,840	1,800	15,000	2,000
Sewer Line Cleaned(ft)	16,000	2,500	17,000	3,000
Number of Main Line Blockages	1	1	1	0

Supplemental Data: Capital Outlay

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Hwy 260 Line Extensions	$1,260	$40,000		
Lining and Point Repair				$90,000
NPW Pump				36,000
12th St: Fir-89A Reclamation Lines			$5,000	
Lift Station 4 Wet Well Expansion	2,000	150,000	$245,000	150,000
Riverfront Wastewater Reclamation Plant		4,500,000	400,000	7,884,140
Driveway Repair at Plant				27,350
Upgrades - WWTP Construction	$60,179	100,000	100,000	191,000
General Constuction	28,608	50,000	5,000	550,000
Effluent Disposal System	30,339	95,000	95,000	
Yavapai College Reclaimed Line Installation		340,000	290,000	
Plotter (Shared with Water)				5,500
	$122,386	$5,275,000	$1,140,000	$8,933,990

Health and Sanitation	Wastewater Facility Fund	Fund 51 - Enterprise Fund		Cost Center	71XX
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$649,082	$735,870	$678,250	$789,430	16.39%
Operating Supplies	228,179	229,450	244,700	243,400	-0.53%
Contractual Services	338,947	410,845	416,210	411,210	-1.20%
Other Services and Charges	456,365	491,625	475,160	481,040	1.24%
Depreciation (net)	540,339	0	0	0	0.00%
Capital Outlay	122,386	5,275,000	1,140,000	8,933,990	683.68%
Reserves	0	1,371,590	213,525	45,000	-78.93%
Debt Service	0	0	0	0	0.00%
Department Totals	$2,335,298	$8,514,380	$3,167,845	$10,904,070	244.21%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Taxes	$0	0.00%
Charges for Service	1,623,200	14.89%
Other Income	676,620	6.21%
Other Sources	8,604,250	78.91%
	Total Funding	100.00%

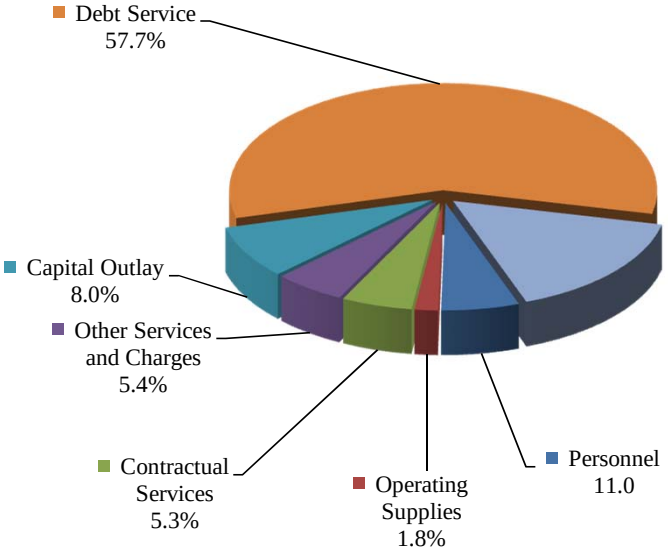
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	2661	3921	$36,630
Utility Ops MGR	0.50	0.50	0.50	2298	3387	30,640
WWTP Superintendent	1.00	1.00	1.00	3782	5573	57,690
WW Operator III	1.00	0.00	0.00	3111	4585	0
WW Operator II	3.00	2.00	3.00	2822	4158	125,550
WW Operator I	2.00	4.00	3.00	2560	3772	102,660
WW Operator Trainee	0.00	0.00	0.00	2322	3421	0
Administrative Assistant	0.50	0.50	0.50	1411	2079	22,420
Electrician	0.50	0.50	0.50	1715	2527	28,310
Electrical Technician	0.00	0.00	0.50			16,640
Utility Billing Supervisor	0.35	0.35	0.35	1261	1858	18,530
Utility Billing Clerk	1.05	1.40	1.40	813	1197	42,570
COLA						7,220
Holiday Pay & Overtime						56,000
Clothing Allowance						2,100
Car Allowance & Cert pay						960
Merit Contingency						15,150
Retirement						65,080
Insurance & Taxes						161,280
Other Related Expenses						0
Totals	10.40	10.75	11.25			$789,430

Health and Sanitation	Fund 51 - Enterprise Fund			Cost Center	71XX
Supplemental Data: Expenditures					
Item	2013	2014		2015	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	1,348	3,350	2,500	2,900	16.00%
Copier Supplies	556	0	0	0	0.00%
Gas & Oil	14,115	15,000	14,200	14,500	2.11%
Vehicle Maint & Repairs	5,812	7,000	4,000	5,500	37.50%
Equipment Maint & Repairs	152,184	150,000	175,000	150,000	-14.29%
Chlorine	2,185	2,700	2,700	2,500	-7.41%
Polymer	16,976	16,500	16,000	16,500	3.13%
Operational Supplies	13,703	14,000	14,000	14,000	0.00%
Postage & Freight	15,329	12,900	12,300	11,500	-6.50%
Odor Control Supplies	0	0	0	0	0.00%
Building Maint & Repairs	5,971	8,000	4,000	26,000	550.00%
Total Supplies	228,179	229,450	244,700	243,400	-0.53%
Contractual Services					
Computer Support	2,021	2,760	2,680	2,780	3.73%
Contractual Services	53,211	31,000	63,000	48,000	-23.81%
Sludge Disposal	88,730	90,000	90,000	99,000	10.00%
Employee Physicals	525	105	250	450	80.00%
Legal Advertising	375	1,450	250	950	280.00%
General Counsel	913	4,000	0	0	0.00%
Impact Fee Study	0	31,500	10,000	10,000	0.00%
Indirect Cost to General Fund	193,172	250,030	250,030	250,030	0.00%
					0.00%
Total Contractual Services	338,947	410,845	416,210	411,210	-1.20%
Other Services and Charges					
Travel & Training	1,820	2,000	2,000	2,000	0.00%
Subscriptions & Memberships	236	750	400	500	25.00%
Printing & Forms	2,304	3,000	1,000	500	-50.00%
Utilities	348,900	378,190	378,190	378,290	0.03%
Telephone	4,478	4,480	3,950	4,700	18.99%
Bad Debt Expense	9,176	0	0	0	0.00%
Lab/Testing	41,606	48,000	42,000	45,000	7.14%
Tools	565	1,500	1,100	1,300	18.18%
Equipment Rental	127	1,000	500	1,000	100.00%
Liability Insurance	29,593	36,955	30,270	32,000	5.72%
ADEQ Annual Fee	16,443	15,000	15,000	15,000	0.00%
Investment Expense	1,117	750	750	750	0.00%
Bank Charges	0	0	0	0	0.00%
Total Other Services & Charges	456,365	491,625	475,160	481,040	1.24%

Water System Facility Fund Expenses By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category	$1,281,480	$383,200	$1,160,450	$1,169,820	$1,740,050	$12,554,460	$21,749,295
	$1,281,480	$383,200	$1,160,450	$1,169,820	$1,740,050	$12,554,460	$21,749,295

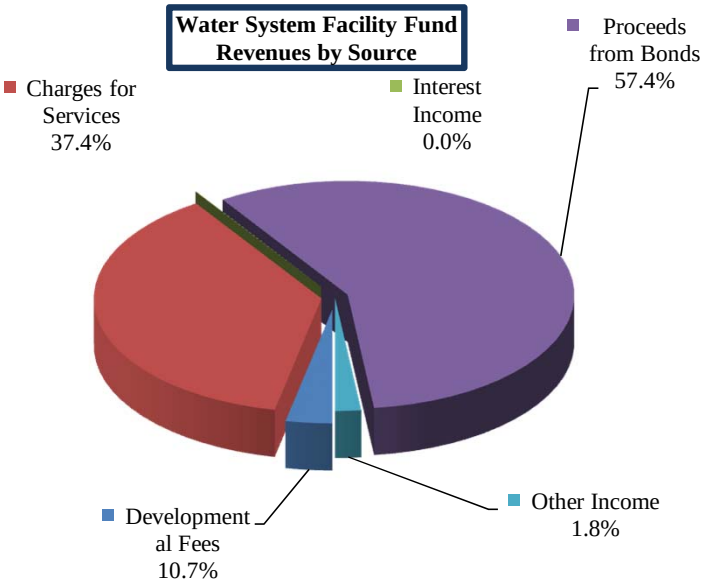
Water System Facility Fund Expenses by Category



Water System Facility Fund Summary	
Revenues	$ 7,418,290
Expenses	(21,749,295)
Revenues over (under) Expenses	(14,331,005)
Other Funding Sources/Uses	(5,668,995)
(Use)/Source of Retained Earnings	($20,000,000)

Water Facility Fund Revenues By Source	
Developmental Fees	$ 572,730
Charges for Services	6,516,660
Interest Income	6,935
Proceeds from Bonds	10,000,000
Other Income	321,965
Sub Total	17,418,290
Other Sources	4,331,005
Total Resources Available	$39,167,585

Water System Facility Fund Revenues by Source

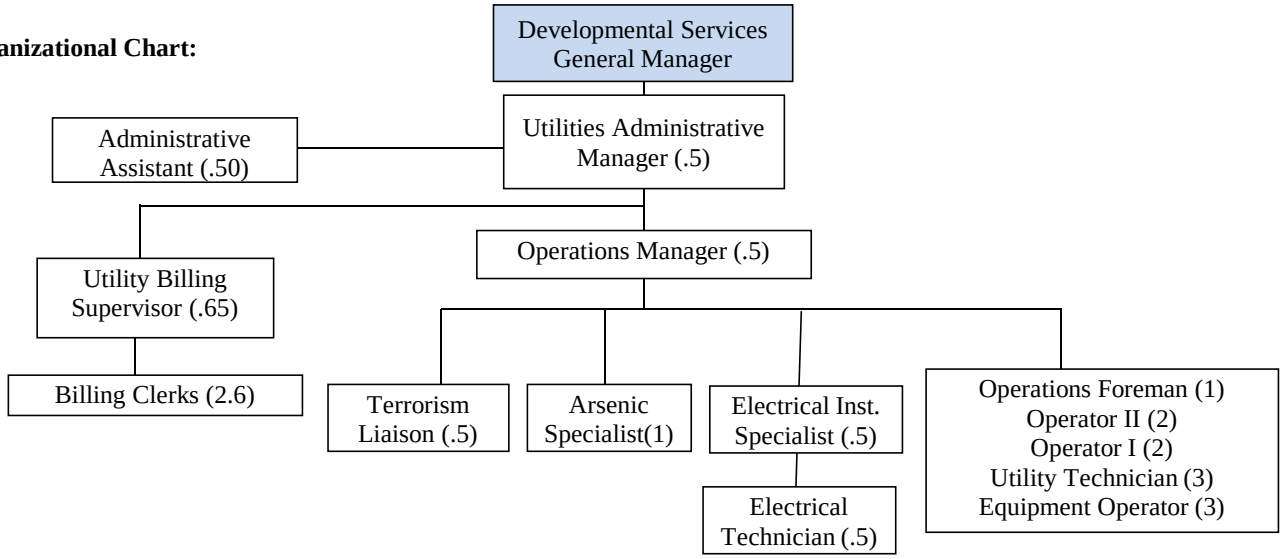


Water System Facility Fund Revenues/Expenses/Changes in Retained Earnings

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	0	0	0	0	0.00%
Charges for Services					
User Fees	5,141,046	5,225,975	5,972,270	6,516,660	9.12%
Reserves	573,161	572,015	572,730	572,730	0.00%
Uses of Monies & Properties					
Interest Income	6,126	8,755	63,285	6,935	-89.04%
Miscellaneous Revenue					
Other Income	483,446	332,735	329,965	321,965	-2.42%
Total Revenue Sources	6,203,779	6,139,480	6,938,250	7,418,290	6.92%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	3,723,605	4,850,170	4,331,005	-10.70%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	2,000,000	0	-100.00%
Proceeds from Bonds	0	0	0	10,000,000	0.00%
Total Other Financing Sources	0	3,723,605	6,850,170	14,331,005	109.21%
Total Available Resources	6,203,779	9,863,085	13,788,420	21,749,295	57.74%
Expenses:					
Personnel	1,149,458	1,216,830	1,199,670	1,281,480	6.82%
Operating Supplies	394,546	372,500	379,700	383,200	0.92%
Contractual Services	594,350	758,295	748,555	1,160,450	55.03%
Other Services and Charges	1,088,841	1,167,120	1,079,890	1,169,820	8.33%
Depreciation	1,287,652	0	0	0	0.00%
Capital Outlay	474,288	3,824,070	3,399,070	1,740,050	-48.81%
Reserves	153,103	38,495	4,493,160	3,459,835	-23.00%
Debt Service	1,581,374	2,485,775	2,488,375	12,554,460	404.52%
Total Expenses	6,723,612	9,863,085	13,788,420	21,749,295	57.74%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	6,723,612	9,863,085	13,788,420	21,749,295	57.74%
Net Income / (Loss)	($519,833)	$0	$0	$0	0.00%

Water System Facility Fund

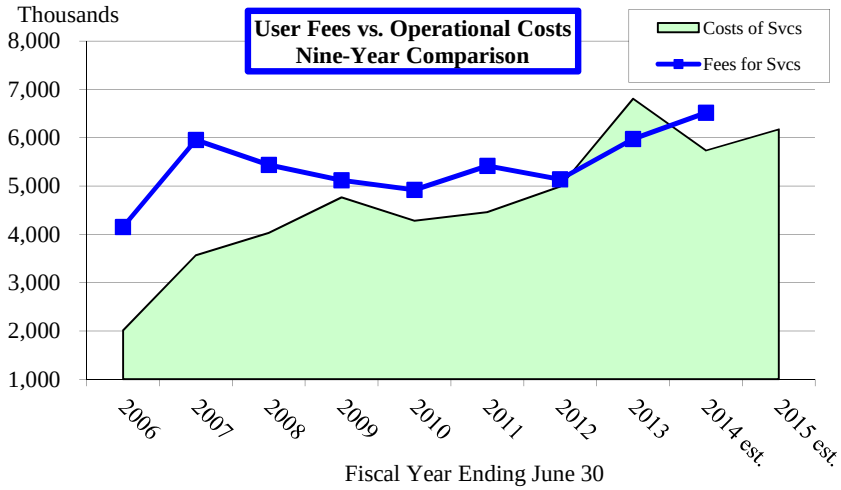
Organizational Chart:



General Information:

The Water Utilities Department is responsible for the operation and maintenance of the water department, installing water line, repairing water line, billing for water usage, arsenic remediation and all functions that pertain to the Cottonwood Municipal Water and Wastewater Utilities.

	Costs of Svcs	Fees for Svcs
2006	2,007,321	4,152,316
2007	3,566,309	5,955,818
2008	4,030,530	5,439,508
2009	4,764,688	5,120,693
2010	4,279,726	4,920,251
2011	4,462,193	5,417,637
2012	4,989,135	5,141,046
2013	6,806,885	5,972,270
2014 est.	5,735,000	6,516,660
2015 est.	6,173,305	6,516,660



FY 2014 Accomplishments:

* Continued Old Town waterline replacement program. Portions of Pinal, Pima and Main Street water mains and services replaced with new fire hydrants installed. This resulted in improved water quality, pressure and fire flows
* Elimination of sewer disposal of arsenic backwash water from wells 4/7, 5 and 8/9
* Completed Quail Canyon water transmission line which provides a stable, arsenic compliant water supply to Verde Village 6 and 7
* Continued the Arsenic media replacement and solids handling research and pilot testing project
* 12th Street water main replacement project

FY 2015 Goals:

* Completion and start-up of arsenic media replacement and sludge handling facilities
* Completion of Arsenic re-gen trailer
* North Willard water main replacement
* Valve replacement in Verde Villages. This on-going project is to replace inoperable and add new water main valves
* Well 3-1 Generator purchase and installation
* Continued water distribution and storage system improvements as opportunities, personnel and funding allow

Budget Highlights:

The capital budgeted for FY2015 is listed on page 262. The only other increase to this budget is due to the 1.5% COLA and the merit program and is reflected in the personnel costs.

Health and Sanitation	Water System Facility Fund	Fund 50 - Enterprise Fund	Cost Center	7XXX

Performance Indicators

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Improve reliability of potable water service to residents of Cottonwood and adjacent areas
Objective: Improve supply and distribution systems to improve water quality and reduce customer service disruptions
Type of Measure: Outcome
Tool: System monitoring, service reports, and Operator feedback,
Frequency: Daily, Weekly, Monthly and Annual reports
Scoring: numerical reduction in leaks from previous year
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
System leaks repaired	120	125	120	110
Water Main Replaced LF	9,000	9000	10000	8000

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Ensure regulatory arsenic compliance of potable water service to residents of Cottonwood and adjac
Objective: consistent testing and treatment practices at all affected sites
Type of Measure: Outcome
Tool: analytical results, arsenic treatment operator logs
Frequency: Daily, Weekly, Monthly and Annual reports
Scoring: Percentage ADEQ/EPA compliance based on # of sites per quarter per year =100%
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of process (in-house) arsenic tests performed	1,250	1,250	1,300	1,310
Number of compliance sample tests performed	80	80	90	1,000
Percentage ADEQ/EPA compliance	98.75%	98.75%	100.00%	100.00%
Arsenic Regeneration procedures performed	850	850	900	950

City Council Goal: Strive to maintain a uniquely desirable and sustainable community
Department Goal: Improve Utility Billing customer satisfaction rating
Objective: Combine water and sewer billing
Type of Measure: Outcome based
Tool: numerical data
Frequency: ongoing project
Scoring: numerical reduction in separate water/sewer accounts
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2012	2013	2014	2015
Number of combined residential water/sewer accounts	1,100	2,500	3,000	3,800
Number of combined commercial water/sewer accounts	0	250	300	425
Number of remaining water/sewer accounts to be merged	2,264	864	364	0

Supplemental Data: Capital Outlay

Item	2013	2014		2015
Description	Actual	Budget	Revised	Tentative
Laptops		$7,000	$7,000	
Trust Land Annexation/Reserves	$627			
Water Storage/Well Booster	24,940	500,000	250,000	$150,000
Well Generator				75,000
Water System Upgrades & Reservoir	151,182	170,000	170,000	160,000
Well Improvements & Construction-General Plan	41,274	150,000	150,000	75,000
Fire Hydrant/Flow Improvements	184,107	500,000	500,000	400,000
Arsenic Mitigation Equip & Trailer,Generator & Tailer	10,362	990,000	2,065,000	750,000
Hwy 260 Water Systems Upgrades		1,250,000		
Scada Upgrades, Plotter (shared with Wastewater)				34,500
Trace Detect Arsenic Analyzer				31,550
FY 14-2 Full sized pickups, UTAM thermal Imaging Device	61,796	257,070	257,070	
(2) Utility Trucks				64,000
	$474,288	$3,824,070	$3,399,070	$1,740,050

Health and Sanitation	Water System Facility Fund	Fund 50 - Enterprise Fund		Cost Center	7XXX
Summary By Category					
Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$1,149,458	$1,216,830	$1,199,670	$1,281,480	6.82%
Operating Supplies	394,546	372,500	379,700	383,200	0.92%
Contractual Services	594,350	758,295	748,555	1,160,450	55.03%
Other Services and Charges	1,088,841	1,167,120	1,079,890	1,169,820	8.33%
Depreciation (net)	1,287,652	0	0	0	0.00%
Capital Outlay	474,288	3,824,070	3,399,070	1,740,050	-48.81%
Reserves	153,103	38,495	4,493,160	3,459,835	-99.14%
Transfers out - Debt Service	0	0	0	0	
Debt Service	1,581,374	2,485,775	2,488,375	12,554,460	404.52%
Department Totals	$6,723,612	$9,863,085	$13,788,420	$21,749,295	57.74%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Development Reserves	$572,730	2.63%
Charges for Service	6,516,660	29.96%
Other Income	328,900	1.51%
Fund Balance	14,331,005	65.89%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2015
Job Classifications	2013	2014	2015	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	2661	3921	$36,630
Operations Manager	0.50	0.50	0.50	2298	3387	30,640
Utility Billing Supervisor	0.65	0.65	0.65	1971	2711	34,420
Utility Technician	3.00	5.00	3.00	2322	3421	87,720
Utility Billing Clerk	1.95	2.60	2.60	1271	1747	78,970
Operator I	3.00	1.00	2.00	2560	3772	73,660
Operator II	2.00	2.00	2.00	2822	4158	83,410
Operations Foreman	1.00	1.00	1.00	3111	4585	51,480
Electrician	0.50	0.50	0.50	1715	2527	28,310
Electrical Technician	0.00	0.00	0.50	1344	1980	16,650
Administrative Assist	0.50	0.50	0.50	1411	2079	22,420
Arsenic Specialist	1.00	1.00	1.00	3267	4814	47,130
Terrorism Liaison Officer	0.50	0.50	0.50	1715	2527	22,930
Utility Equipment Operator	2.00	2.00	3.00	2822	4158	113,030
COLA						10,910
Overtime						114,160
Holiday Pay						2,000
Car & Clothing Allowance						5,000
Merit Contingency						26,640
Retirement						104,870
Insurance & Taxes						290,000
Employee Related Expenses						500
Totals	17.10	17.75	18.25			$1,281,480

Health and Sanitation	Water System Facility Fund	Fund 50 - Enterprise Fund		Cost Center	7XXX
Supplemental Data: Expenditures					
Item	2013	2014		2015	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	6,791	11,000	8,000	7,500	-6.25%
Copier Supplies	93	0	0	0	0.00%
Gas & Oil	48,313	50,000	45,000	45,000	0.00%
Vehicle Maint & Repairs	19,297	16,000	20,000	15,000	-25.00%
Equipment Maint & Repairs	174,194	150,000	180,000	176,000	-2.22%
Chemicals	44,871	65,000	45,000	63,000	40.00%
Operational Supplies	28,325	25,000	25,000	24,000	-4.00%
Postage & Freight	57,913	47,500	47,200	46,200	-2.12%
Tools	7,568	4,000	4,000	3,500	-12.50%
Building Maint & Repairs	7,181	4,000	5,500	3,000	-45.45%
Total Supplies	394,546	372,500	379,700	383,200	0.92%
Contractual Services					
Computer Support	4,874	3,160	2,700	2,900	7.41%
Contractual Services & M&O	119,061	123,730	114,000	110,000	-3.51%
Employee Physicals	372	0	450	450	0.00%
Impact Fee Study	0	43,500	43,500	43,500	0.00%
General Counsel	8,847	7,500	7,500	5,000	-33.33%
Indirect Cost to General Fund	456,452	580,405	580,405	580,405	0.00%
Lease Purchase Payments	4,744	0	0	418,195	0.00%
Total Contractual Services	594,350	758,295	748,555	1,160,450	55.03%
Other Services and Charges					
Travel & Training	8,694	9,000	8,500	8,000	-5.88%
Subscriptions & Memberships	1,698	2,000	2,000	2,000	0.00%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Printing & Forms	13,335	12,000	8,500	10,000	17.65%
Public Relations	0	0	0	0	0.00%
Utilities	377,548	413,200	416,700	426,400	2.33%
Telephone	14,366	13,700	18,930	19,420	2.59%
Legal Advertising	3,107	3,000	2,500	1,500	-40.00%
Lab/Testing	7,285	25,000	15,000	25,000	66.67%
Equipment Rental	1,199	2,000	2,000	1,000	-50.00%
Liability Insurance	59,431	62,120	60,360	62,500	3.55%
ADEQ Annual Fee	25,103	26,000	26,000	26,000	0.00%
Arsenic Systems Maintenance	449,845	465,000	395,000	460,000	16.46%
Aide in Lieu of Constructions	112,335	115,000	107,900	115,000	6.58%
Payment Assistance Program	0	15,500	15,500	12,000	-22.58%
Bank Charges	0	200	0	0	0.00%
Bad Debt	12,727	0	0	0	0.00%
Investment Expense	1,168	2,400	0	0	0.00%
Total Other Services & Charges	1,088,841	1,167,120	1,079,890	1,169,820	8.33%
Debt Service					
Interest - 2004 MPC Bond	523,821	477,455	477,455	460,830	-3.48%
Principal - 2004 MPC Bond	0	475,000	475,000	10,495,000	2109.47%
Trustee Fees - 2004 MPC Bond	1,500	1,500	4,100	1,500	-63.41%
Interest - 2006 MPC Bond	1,054,553	1,005,320	1,005,320	985,630	-1.96%
Principal - 2006 MPC Bond	0	525,000	525,000	610,000	16.19%
Trustee Fees - 2006 MPC Bond	1,500	1,500	1,500	1,500	0.00%

Municipal Property Corporation
Senior Lien Water System Revenue Bonds, Series 2004 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Int/Fees	Debt Service
January 1, 2015					231,164	
July 1, 2015	495,000	4,035,000	9,545,000	3.63%	231,164	$957,328
January 1, 2016					222,192	
July 1, 2016	510,000	4,545,000	9,035,000	3.75%	222,192	$954,384
January 1, 2017					212,630	
July 1, 2017	530,000	5,075,000	8,505,000	3.75%	212,630	$955,260
January 1, 2018					202,692	
July 1, 2018	550,000	5,625,000	7,955,000	4.00%	202,692	$955,384
January 1, 2019					191,692	
July 1, 2019	570,000	6,195,000	7,385,000	4.00%	191,692	$953,384
January 1, 2020					180,292	
July 1, 2020	595,000	6,790,000	6,790,000	4.13%	180,292	$955,584
January 1, 2021					168,020	
July 1, 2021	620,000	7,410,000	6,170,000	4.20%	168,020	$956,040
January 1, 2022					155,000	
July 1, 2022	645,000	8,055,000	5,525,000	4.31%	155,000	$955,000
January 1, 2023					138,875	
July 1, 2023	680,000	8,735,000	4,845,000	4.41%	138,875	$957,750
January 1, 2024					121,875	
July 1, 2024	710,000	9,445,000	4,135,000	4.55%	121,875	$953,750
January 1, 2025					104,125	
July 1, 2025	750,000	10,195,000	3,385,000	4.55%	104,125	$958,250
January 1, 2026					85,375	
July 1, 2026	785,000	10,980,000	2,600,000	4.55%	85,375	$955,750
January 1, 2027					65,750	
July 1, 2027	825,000	11,805,000	1,775,000	4.55%	65,750	$956,500
January 1, 2028					45,125	
July 1, 2028	865,000	12,670,000	910,000	4.55%	45,125	$955,250
January 1, 2029					23,500	
July 1, 2029	910,000	13,580,000	0	5.00%	23,500	$957,000
Totals	$10,040,000				$4,296,614	$14,336,614

Municipal Property Corporation

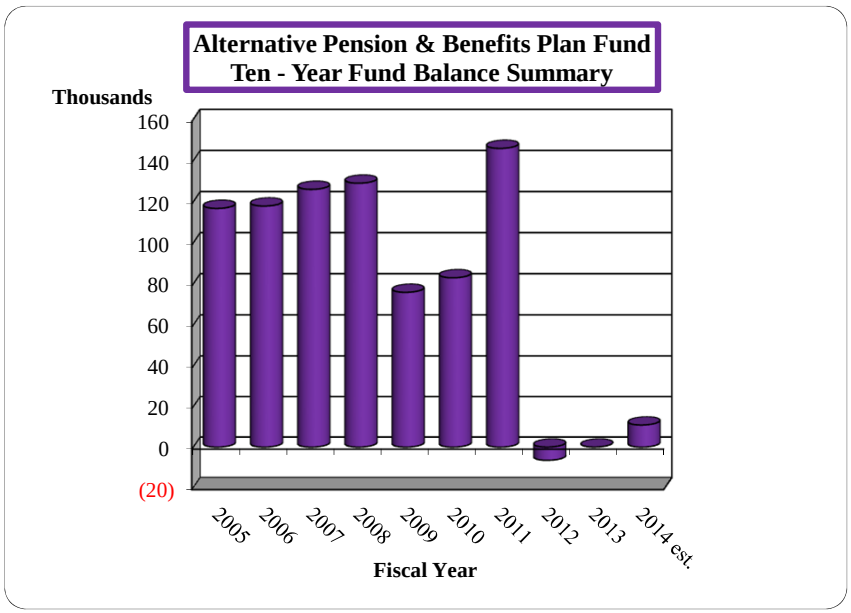
Senior Lien Water System Revenue Bonds, Series 2006 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Int/Fees	Debt Service
January 1, 2015					492,816	
July 1, 2015	610,000	3,865,000	20,100,000	3.80%	492,816	$1,595,633
January 1, 2016					481,226	
July 1, 2016	630,000	4,495,000	19,470,000	5.00%	481,226	$1,592,453
January 1, 2017					465,476	
July 1, 2017	665,000	5,160,000	18,805,000	5.00%	465,476	$1,595,953
January 1, 2018					448,851	
July 1, 2018	700,000	5,860,000	18,105,000	4.00%	448,851	$1,597,703
January 1, 2019					434,851	
July 1, 2019	725,000	6,585,000	17,380,000	4.00%	434,851	$1,594,703
January 1, 2020					420,351	
July 1, 2020	760,000	7,345,000	16,620,000	4.00%	420,351	$1,600,703
January 1, 2021					405,151	
July 1, 2021	790,000	8,135,000	15,830,000	4.10%	405,151	$1,600,303
January 1, 2022					388,956	
July 1, 2022	820,000	8,955,000	15,010,000	4.13%	388,956	$1,597,913
January 1, 2023					372,044	
July 1, 2023	855,000	9,810,000	14,155,000	1.25%	372,044	$1,599,088
January 1, 2024					353,875	
July 1, 2024	890,000	10,700,000	13,265,000	5.00%	353,875	$1,597,750
January 1, 2025					331,625	
July 1, 2025	935,000	11,635,000	12,330,000	5.00%	331,625	$1,598,250
January 1, 2026					308,250	
July 1, 2026	980,000	12,615,000	11,350,000	5.00%	308,250	$1,596,500
January 1, 2027					283,750	
July 1, 2027	1,030,000	13,645,000	10,320,000	5.00%	283,750	$1,597,500
January 1, 2028					258,000	
July 1, 2028	1,080,000	14,725,000	9,240,000	5.00%	258,000	$1,596,000
January 1, 2029					231,000	
July 1, 2029	1,135,000	15,860,000	8,105,000	5.00%	231,000	$1,597,000
January 1, 2030					202,625	
July 1, 2030	1,190,000	17,050,000	6,915,000	5.00%	202,625	$1,595,250
January 1, 2031					172,875	
July 1, 2031	1,255,000	18,305,000	5,660,000	5.00%	172,875	$1,600,750
January 1, 2032					141,500	
July 1, 2032	1,315,000	19,620,000	4,345,000	5.00%	141,500	$1,598,000
January 1, 2033					108,625	
July 1, 2033	1,375,000	20,995,000	2,970,000	5.00%	108,625	$1,592,250
January 1, 2034					74,250	
July 1, 2034	1,450,000	22,445,000	1,520,000	5.00%	74,250	$1,598,500
January 1, 2035					38,000	
July 1, 2035	1,520,000	23,965,000	0	5.00%	38,000	$1,596,000
Totals	$20,710,000				$12,828,198	$33,538,198

FIDUCIARY FUNDS

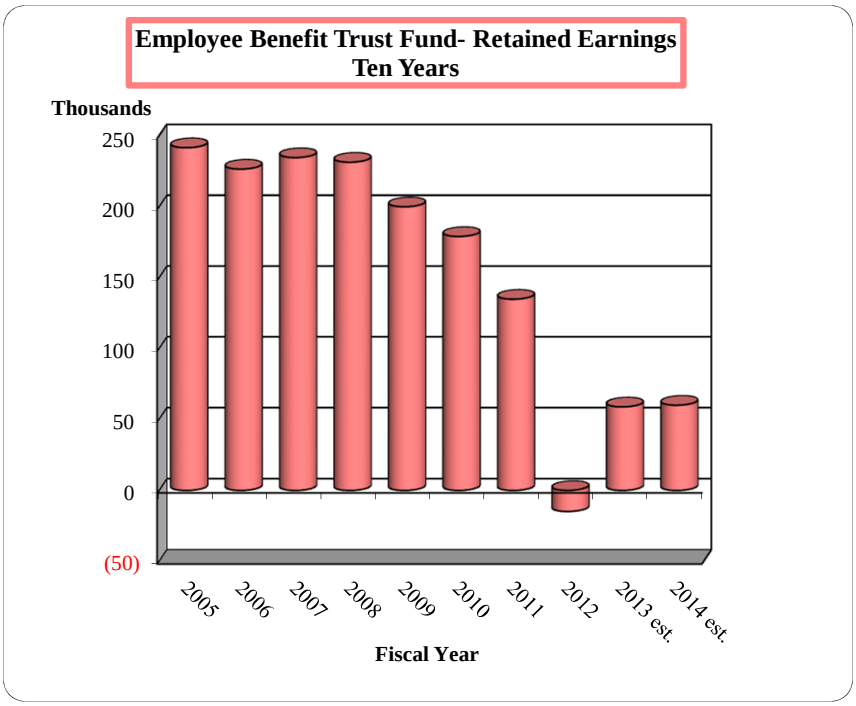
These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fund/Account Number	Description
70	Alternative Pension and Benefits Plan Fund
60	Employee Benefit Trust Fund



Fiscal Year	Fund Balance
2005	116,761
2006	117,891
2007	126,025
2008	129,017
2009	75,900
2010	82,973
2011	145,970
2012	(6,509)
2013	0
2014 est.	10,900
2015 est.	0

The following represents a ten-year illustration of retained earnings for this fund. The fund balance is providing short term disability for all employees.



Fiscal Year	Fund Balance
2005	241,814
2006	226,721
2007	234,811
2008	231,573
2009	200,101
2010	179,117
2011	134,830
2012	(14,754)
2013 est.	58,775
2014 est.	59,975

Fiscal Year 2015 Budget

Consolidated Statement of Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Intergovernmental Revenues	23,738	23,700	23,800	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	14,626	650	1,200	1,200
Miscellaneous Revenues	3,546	3,600	1,800	0
Total Revenue Sources	41,910	27,950	26,800	1,200
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	0	166,875	58,775	70,875
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	0	166,875	58,775	70,875
Total Available Resources	41,910	194,825	85,575	72,075
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	19,426	47,210	7,700	3,600
Other Services and Charges	43,747	1,200	7,000	0
Capital Outlay	0	0	0	0
Reserves	0	146,415	70,875	68,475
Debt Service	0	0	0	0
Total Expenditures	63,173	194,825	85,575	72,075
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenditures and Other Uses	63,173	194,825	85,575	72,075
Net Income / (Loss)	($21,263)	$0	$0	$0

Alternative Pension and Benefits Plan Fund Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	23,738	23,700	23,800	0	-100.00%
Uses of Monies & Properties					
Interest Income	16,526	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	3,546	3,600	1,800	0	-100.00%
Total Revenue Sources	43,810	27,300	25,600	0	-100.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	120,815	0	10,900	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	120,815	0	10,900	0.00%
Total Available Resources	43,810	148,115	25,600	10,900	-57.42%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,882	14,700	7,700	3,600	-53.25%
Other Services and Charges	40,437	0	7,000	0	-100.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	133,415	10,900	7,300	-33.03%
Debt Service	0	0	0	0	0.00%
Total Expenditures	50,319	148,115	25,600	10,900	-57.42%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	50,319	148,115	25,600	10,900	-57.42%
Net Income / (Loss)	($6,509)	$0	$0	$0	

This Page Intentionally Left Blank

Alternative Pension and Benefits Plan Fund

Organizational Chart:
None

General Information:
Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administrated by the City and a board of trustees for the City's volunteer firefighters.

Revenues are received from the state's Fire Insurance Premium Tax, contributions from the city and members, and interest on investments.

FY 2014 Accomplishments:

* Maintained the financial health of the pool

FY 2015 Goals:

* Continue to search for ways to improve plan
* Maintain the financial stability of the pool

Budget Highlights:
No significant changes are planned for this department.

Fiduciary Fund	Alternative Pension and Benefits Plan	Fund 09	Cost Center	10-00

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,882	14,700	7,700	3,600	-53.25%
Other Services and Charges	40,437	0	7,000	0	-100.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	133,415	10,900	7,300	-33.03%
Debt Service	0	0	0	0	0.00%
Department Totals	$50,319	$148,115	$25,600	$10,900	-57.42%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Contributions	($49,075)	-450.23%
Interest Income	0	0.00%
Other Income	0	0.00%
Fund Balance	59,975	550.23%
	Total Funding	100.00%

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Employee's Benefit Trust Fund Revenues/Expenditures

Item Description	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Revenue Sources:					
Uses of Monies & Properties					
Interest Income	(1,900)	650	1,200	1,200	0.00%
Miscellaneous Revenues					
Other Income		0			0.00%
Total Revenue Sources	(1,900)	650	1,200	1,200	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	46,060	58,775	59,975	2.04%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	46,060	58,775	59,975	2.04%
Total Available Resources	(1,900)	46,710	59,975	61,175	2.00%
Expenses:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,544	32,510	0	0	0.00%
Other Services and Charges	3,310	1,200	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	13,000	59,975	61,175	2.00%
Debt Service	0	0	0	0	0.00%
Total Expenses	12,854	46,710	59,975	61,175	2.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	12,854	46,710	59,975	61,175	2.00%
Net Income / (Loss)	($14,754)	$0	$0	$0	0.00%

This Page Intentionally Left Blank

Employee Benefit Trust

Organizational Chart:
None

General Information:
The Employee Benefits Trust Fund accounted for the City's partially self-funded health & medical insurance for many years. Currently, the trust no longer provides the services since the City is a member of the Verde Valley Employee Benefit Pool.

FY 2014 Accomplishments:

* Successfully eliminated the trust.

FY 2015 Goals:

* NA

Budget Highlights:
The City used these funds to cover short term disabilities. The balance of these funds will be used for a future employee benefit.

Internal Services	Employee Benefit Trust	Fund 10	Cost Center	10-00

Summary By Category

Expenditure Category	2013 Actual	2014 Budget	2014 Revised	2015 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,544	32,510	0	0	0.00%
Other Services and Charges	3,310	1,200	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	13,000	59,975	61,175	2.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$12,854	$46,710	$59,975	$61,175	2.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Interest Income	$1,200	1.96%
Miscellaneous Revenues	0	0.00%
Retained Earnings	59,975	98.04%
	Total Funding	100.00%

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Capital Outlay

General Fund			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Admin	Improve Audio Broadcast Equipment	86,000	0
	Subtotal	86,000	0
City Council	Improve Audio Broadcast Equipment	0	3,120
	Trust Land Annexation	500	500
	Subtotal	0	3,620
IT	City Wide Computer Replacement Program	28,000	25,360
	City Wide Wifi Upgrade	16,000	16,000
	Subtotal	44,000	41,360
Economic Development	City Branding/Focus on Success	40,000	0
	Subtotal	40,000	0
Municipal Court	Impact Window Upgrade	3,500	0
	Bicycle Rack Installation	2,000	0
	Telephones Upgrade to VOIP	4,500	0
	Subtotal	4,500	0
Engineering	AutoTurn Software	2,580	2,000
	Subtotal	2,580	2,000
Police	Rifles	3,500	3,500
	Tasers	13,700	13,700
	Security Camera Upgrades	22,800	22,800
	Duty Weapons	5,000	5,000
	K9 Equipment	2,890	2,890
	Brazos Accident Mobile	6,400	0
	WatchGuard Camera	34,230	34,230
	Breaching Shotguns	6,000	0
	New Patrol Vehicles (2)	110,000	0
	CompStat Dashboards	43,450	0
	Subtotal	247,970	82,120

Capital Outlay

General Fund			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Fire			
	Office & Station Equip	7,000	0
	Communications/Radio/MCT' Infr	30,000	10,000
	EMS Equipment Replacement Program	20,000	5,000
	Physical Fitness Eq (including for new stations)	5,000	0
	Station Apron Repair	50,000	50,000
	Aerial Ladder Truck (Quint)	1,200,000	0
	Command Staff Vehicle -2013 Lease Purchase	50,000	50,000
	Fire Suppression & Rescue Equipment	60,000	20,000
	Airpacks SCBA - 2013 Lease Purchase	150,000	150,000
	Subtotal	1,572,000	285,000
Recreation Center	Lounge Furniture Out-Door Pool	9,500	0
	Life Guard Stands	2,500	0
	Mini-Van	18,000	0
	Long Bed Pickup	18,000	0
	Light Towers	12,000	0
	Subtotal	9,500	0
Parks & Recreation	Park/Trails Open Space & Master Plan study	122,000	0
	Subtotal	122,000	0
Parks & Bldg Mtce	New Sand at Garrison Park and Volleyball Court	3,500	0
	Stabilzier for Softball Fields	9,800	0
	Box Truck for Building Maintenance	20,000	0
	Subtotal	33,300	0
Public Works	Stormwater Programs	48,600	0
	Hazmat Cleanup Event	20,000	0
	Subtotal	48,600	0
Total General Fund Capital Outlay		$2,207,870	$414,100

Capital Outlay

Special Revenue Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Streets-Construction	Sidewalk Additions	80,000	80,000
	Pavement Maintenance	250,000	250,000
	Mingus Ave Reconstruction Willard to Main	5,780,000	5,526,000
	12th St Recosntruction 89A to Fir	3,300,000	3,329,700
	10 Street & Main Project	320,000	-
	Street Contingency	10,000	10,000
	Mingus & Main Street Signal	5,000	5,000
	Calming Island in Old Town	50,000	-
	State Road Diet Grant	50,000	50,000
	Subtotal	9,845,000	9,250,700
Streets - Operations	Street Light at Villa and 89A	20,000	0
	Repair Street Sweeper	21,500	21,500
	Street Improvements	1,600	1,600
	Rock Screen	10,500	0
	Dust Control Measures	7,500	7,500
	City Wide Flood Study (Grant)	200,000	0
	Flashing Speed Limit Sign	14,000	0
	Sidewalk trip Hazard Removal	10,000	10,000
	ADOT Bridge Inspections	4,000	4,000
	Subtotal	289,100	44,600
Transit	Light Duty 20-30 Ft Vans (4)	540,000	540,000
	Routematch Software Web Portal	10,270	10,270
	Routematch Software Fixed Route Moduel	12,895	12,895
	Sidewalks ADA Compliance	170,000	170,000
	Computer System Upgrades (3)	3,300	3,300
	Sub-total	736,465	736,465
Library	Two Interior Door Switches	5,000	0
	LSTA - Grant	0	13,480
	Sidewalk Addititition	10,000	0
	Chair Re-Upholstery Project	28,000	0
	Sub-total	43,000	13,480
Other Grants	Misc Grants	500,000	500,000
	Sub-total	500,000	500,000
Airport Grants	ADOT Runway Pavement Preservation	1,000,000	1,000,000
	Airport Increase Fence Height	152,000	152,000
	Sub-total	1,152,000	1,152,000
Total Special Revenue Fund Capital Outlay		$12,565,565	$11,697,245
Capital Projects Fund	Commercial Band Mobile Stage Platform	80,000	80,000
	Kids Park Restrooms	250,000	250,000
	Riverfront Rehab	150,000	150,000
	Garrison Relocation and Rehab	250,000	250,000
	Library Ballasts Project	36,000	35,000
	HVAC Installation - Civic Center	160,000	160,000
	Highland Senior Condominiums	0	120,000
	Software - City Wide	70,000	70,000
	Emergency Communications Center	1,283,600	1,283,600
	Sub-total	2,279,600	2,398,600

Capital Outlay

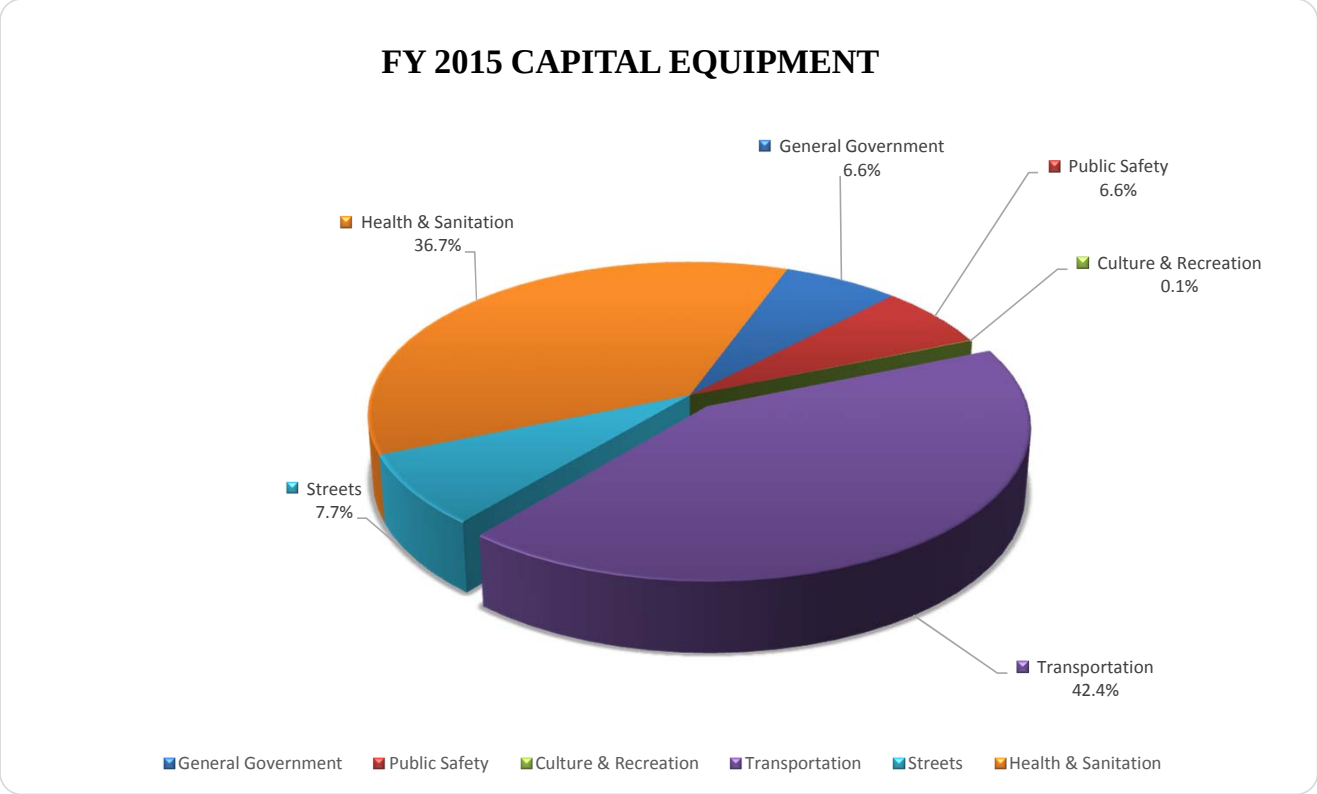
Enterprise Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Sewer Construction			
	NPW Pump Replacement	36,000	36,000
	Lining and Point Repair Collections	90,000	90,000
	Roof Repair at WW Treatment Plant	500,000	550,000
	Riverfront Reclamation Facility	8,500,000	7,884,140
	Lift Station 4 Wet Well Expansion	150,000	150,000
	WWTP Upgrades	100,000	191,000
	Sub-total	9,376,000	8,901,140
Sewer O&M	Treatment Plant Building Maintenance	20,000	0
	Asphalt Driveway at Plant	27,350	27,350
	Wastewater Treatement Basin Lighting	9,000	0
	Plotter - Shared Between Water/Waste Water		5,500
	Sub-total	56,350	32,850
Water Construction	Well 3-1 Generator	37,500	75,000
	Midi Excavator	39,000	
	260 Improvements	1,250,000	
	Arsenic Mitigation	925,000	750,000
	Fire Hydrant Improvements	500,000	400,000
	Well Booster Station	500,000	150,000
	Well Improvements	150,000	75,000
	Water System Upgrades	170,000	160,000
	Sub-total	3,571,500	1,610,000
Water O&M	Utility Repair Truck 4X4	34,000	34,000
	Utilit Repair Turck	30,000	30,000
	Trace Detect - Laborator Arsenic Analyzer	31,550	31,550
	SCADA Upgrades	29,000	29,000
	Plotter - Shared Between Water/Waste Water	0	5,500
	Sub-total	124,550	130,050
Total Enterprise Fund Capital Outlay		13,128,400	10,674,040

Grand Total - All Capital and Equipment & Project	30,181,435	25,183,985

Capital Outlay

	Capital	
	Equipment	Project
City Council	3,620	0
IT	41,360	0
Economic Development	0	0
Municipal Court	0	0
Engineering	2,000	0
Police	82,120	0
Fire	285,000	0
Recreation Center	0	0
Parks & Recreation	0	0
Parks & Bldg Mtce	0	0
Public Works	0	0
Streets-Construction	0	9,250,700
Streets - Operations	44,600	0
Transit	736,465	0
Library	13,480	0
Other Grants	0	500,000
Airport Grants	0	1,152,000
Capital Projects Fund	0	2,398,600
Sewer Construction	0	8,901,140
Sewer O&M	32,850	0
Water Construction	0	1,610,000
Water O&M	130,050	0
	1,371,545	23,812,440

Total Capital Equipment & Projects



This Page Intentionally Left Blank

Table of Contents

Salary Ranges

New Hire Range

Salary Range	1st Quartile	2nd Quartile	Mid Point	4th Quartile	Maximum
1	$14,159	$16,812	$19,467	$22,122	$24,777
2	$14,867	$17,653	$20,440	$23,229	$26,016
3	$15,610	$18,536	$21,462	$24,390	$27,317
4	$16,391	$19,462	$22,536	$25,609	$28,683
5	$17,210	$20,436	$23,662	$26,890	$30,117
6	$18,071	$21,457	$24,845	$28,234	$31,623
7	$18,974	$22,530	$26,088	$29,646	$33,204
8	$19,923	$23,657	$27,392	$31,128	$34,864
9	$20,919	$24,840	$28,762	$32,685	$36,607
10	$21,965	$26,082	$30,200	$34,319	$38,437
11	$23,064	$27,386	$31,710	$36,035	$40,359
12	$24,217	$28,755	$33,295	$37,837	$42,377
13	$25,428	$30,193	$34,960	$39,729	$44,496
14	$26,699	$31,702	$36,708	$41,715	$46,721
15	$28,034	$33,287	$38,543	$43,801	$49,057
16	$29,436	$34,952	$40,471	$45,991	$51,510
17	$30,907	$36,699	$42,494	$48,290	$54,085
18	$32,453	$38,534	$44,619	$50,705	$56,789
19	$34,075	$40,461	$46,850	$53,240	$59,629
20	$35,779	$42,484	$49,192	$55,902	$62,610
21	$37,568	$44,608	$51,652	$58,697	$65,741
22	$39,446	$46,839	$54,235	$61,632	$69,028
23	$41,419	$49,181	$56,946	$64,714	$72,479
24	$43,490	$51,640	$59,794	$67,949	$76,103
25	$45,664	$54,222	$62,783	$71,347	$79,909
26	$47,947	$56,933	$65,922	$74,914	$83,904
27	$50,345	$59,779	$69,219	$78,660	$88,099
28	$52,862	$62,768	$72,679	$82,593	$92,504
29	$55,505	$65,907	$76,313	$86,723	$97,129
30	$58,280	$69,202	$80,129	$91,059	$101,986
31	$61,194	$72,662	$84,136	$95,612	$107,085
32	$64,254	$76,295	$88,342	$100,392	$112,439
33	$67,467	$80,110	$92,759	$105,412	$118,061
34	$70,840	$84,116	$97,397	$110,682	$123,964
35	$74,382	$88,321	$102,267	$116,217	$130,163
36	$78,101	$92,737	$107,381	$122,027	$136,671
37	$82,006	$97,374	$112,750	$128,129	$143,504
38	$86,107	$102,243	$118,387	$134,535	$150,679
39	$90,412	$107,355	$124,307	$141,262	$158,213
40	$94,933	$112,723	$130,522	$148,325	$166,124
41	$99,679	$118,359	$137,048	$155,741	$174,430
42	$104,663	$124,277	$143,900	$163,528	$183,152
43	$109,896	$130,491	$151,095	$171,705	$192,309
44	$115,391	$137,015	$158,650	$180,290	$201,925
45	$121,161	$143,866	$166,583	$189,305	$212,021
46	$127,219	$151,060	$174,912	$198,770	$222,622
47	$133,580	$158,612	$183,657	$208,708	$233,753
48	$140,259	$166,543	$192,840	$219,144	$245,441
49	$147,272	$174,870	$202,482	$230,101	$257,713
50	$154,635	$183,614	$212,606	$241,606	$270,599

This Page Intentionally Left Blank

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2013	FY 2014	FY 2015	Min	Max	Number
Administration						
City Manager	1.00	1.00	1.00	11,418	16,827	44
Executive Assistant to CM	1.00	1.00	1.00	3,717	5,478	21
Administrative Svcs GM	1.00	1.00	1.00	8,115	11,959	37
Developmental Svcs GM	1.00	1.00	1.00	8,115	11,959	37
Community Services GM	1.00	1.00	1.00	8,115	11,959	37
Administrative Assistant	1.00	1.00	1.00	2,516	3,708	13
Total	6.00	6.00	6.00			
City Clerks Office						
City Clerk	1.00	1.00	1.00	5,492	8,094	29
Deputy Clerk	1.00	1.00	1.00	3,211	4,732	18
Total	2.00	2.00	2.00			
Administration - Human Resources Division						
Human Resources Manager	1.00	1.00	1.00	5,587	8,233	30
Human Resources Specialist	0.80	0.80	1.00	2,048	3,017	14
Safety Training Specialist	0.00	0.00	1.00	3,677	5,419	26
Administrative Assistant	0.00	0.00	0.50	1,950	2,874	13
Total	1.80	1.80	3.50			
Natural Resources						
Water Resources Administrator	1.00	1.00	1.00	7,862	11,585	37
	1.00	1.00	1.00			
Finance Department						
Accounting/Budget Manager	1.00	1.00	1.00	5,587	8,233	30
Budget Analyst	1.00	1.00	1.00	3,602	5,307	21
Administrative Assist - 3/4 yr	0.00	0.00	0.50	2,438	3,592	13
Total	2.00	2.00	2.50			
IT Services						
IT Manager	1.00	1.00	1.00	6,468	9,531	33
IT Technician II	0.00	1.00	1.00	3,602	5,307	21
IT Technician I	1.00	1.00	1.00	3,267	4,814	19
Total	2.00	3.00	3.00			
Purchasing						
Purchasing Agent	1.00	1.00	1.00	3,782	5,573	22
Total	1.00	1.00	1.00			
Community Development						
Community Development Manager	1.00	1.00	1.00	5,068	7,468	28
Planner	2.00	2.00	2.00	3,971	5,851	23
Senior Administrative Assistant	1.00	1.00	1.00	2,822	4,158	16
Building Official	0.00	1.00	1.00	3,971	5,851	23
Building Inspector	0.00	1.00	1.00	3,111	4,585	18
Total	4.00	6.00	6.00			
Economic Development						
Economic Development Manager	1.00	1.00	1.00	5,867	8,645	31
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Total	2.00	2.00	2.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2013	FY 2014	FY 2015	Min	Max	Number
Municipal Court						
Presiding Magistrate	1.00	1.00	1.00	Contract		32
Court Administrator	1.00	1.00	1.00	4,169	6,144	24
Court Clerk II	0.00	1.00	1.00	2,688	3,960	15
Court Clerk I	3.00	2.00	2.00	2,438	3,592	13
Total	5.00	5.00	5.00			
Legal						
City Attorney	1.00	1.00	1.00	Contract		41
Legal Services Coordinator	0.00	0.00	0.00	2,620	3,602	18
Total	1.00	1.00	1.00			
Engineering Department						
Public Works & Utility Inspector	2.00	2.00	2.00	3,111	4,585	18
Professional Engineer	1.00	1.00	1.00	5,068	7,468	28
Drafter/Designer	0.00	1.00	1.00	3,267	4,814	19
Public Works Project Manager	1.00	1.00	1.00	3,602	5,307	21
Total	4.00	5.00	5.00			
Public Works						
Developmental Svcs Ops Manager	1.00	1.00	1.00	5,587	8,233	30
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Project Manager	1.00	1.00	1.00	4,378	6,451	25
Public Works & Utility Mtce Spec	1.00	1.00	1.00	2,822	4,158	16
Total	4.00	4.00	4.00			
Police Department						
Police Chief	1.00	1.00	1.00	7,131	10,508	35
Commander	2.00	2.00	2.00	5,867	8,645	31
Sergeant	7.00	7.00	7.00	4,378	6,451	25
PANT Officer/Sergeant	1.00	2.00	2.00	3,430	5,055	20
Police Officer	19.00	21.00	21.00	3,430	5,055	20
School Resource Officer (SRO)	1.00	0.00	2.00	3,430	5,055	20
Property & Evidence Specialist	1.00	1.00	1.00	2,822	4,158	16
Police Administrative Technician	1.00	1.00	1.00	2,822	4,158	16
Records Clerk	2.00	2.00	2.00	2,438	3,592	13
Communication System Coordinator	0.50	0.50	0.50	2,963	4,366	17
Terrorism Liaison Officer	0.50	0.50	0.50	3,430	5,055	20
Total	36.00	38.00	40.00			
Ordinance Enforcement						
Ordinance Enforcement Officer	2.00	2.00	2.00	2,822	4,158	16
Total	2.00	2.00	2.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2013	FY 2014	FY 2015	Min	Max	Number
Communications Division						
Communications Systems Coor.	0.50	0.50	0.50	2,963	4,366	17
Communications Supervisor	1.00	1.00	2.00	3,430	5,055	20
Communications Specialist	9.00	9.00	12.00	2,688	3,960	15
Communications Manager	0.00	0.00	1.00	2,688	3,960	15
Total	10.50	10.50	15.50	4,378	6,451	25
Fire Department						
Fire Chief	1.00	1.00	1.00	7,131	10,508	35
Fire Captain	3.00	3.00	3.00	4,826	7,112	27
Fire Inspector	1.00	1.00	1.00	3,782	5,573	22
Engineer/EMT	6.00	6.00	6.00	3,782	5,573	22
Senior Administrative Asst.	1.00	1.00	1.00	2,822	4,158	16
Fire Marshal	1.00	1.00	1.00	5,068	7,468	28
Firefighter/EMT	12.00	12.00	12.00	3,430	5,055	20
Fire Lieutenant	3.00	3.00	3.00	4,378	6,451	25
Total	28.00	28.00	28.00			
Parks and Recreation Department						
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Recreation Coordinator II	0.00	0.00	1.00	2,822	4,158	16
Total	1.00	1.00	2.00			
Recreation Department						
Recreation Center Manager	1.00	1.00	0.00	5,321	7,841	29
Aquatics Center Supervisor	1.00	1.00	1.00	3,782	5,573	22
Recreation Center Program Supervisor	1.00	1.00	1.00	3,782	5,573	22
Facility Maintenance Tech III	1.00	1.00	1.00	2,963	4,366	17
Fitness Center Coordinator	1.00	1.00	1.00	2,822	4,158	16
Youth Programs Coodinator	0.00	1.00	1.00	2,822	4,158	16
Front Desk Supervisor	2.00	2.00	2.00	2,438	3,592	13
Facility Maintenance Tech	1.00	1.00	1.00	2,211	3,258	11
Head Life Guard	2.00	2.00	2.00	2,211	3,258	11
Total	10.00	11.00	10.00			
Parks & Building Maintenance						
Public Works Superintendent	0.50	0.50	0.50	4,169	6,144	24
Public Works Maintenance Tech.	4.00	4.00	4.00	2,106	3,103	10
Facilities Maint Tech III	1.00	1.00	1.00	2,211	3,258	11
Total	5.50	5.50	5.50			
Streets Maintenance						
Public Works Superintendent	0.50	0.50	0.50	4,169	6,144	24
PW Maint Tech II	4.00	4.00	4.00	2,438	3,592	13
Total	4.50	4.50	4.50			
CAT/LYNX						
Transportation Manager	1.00	1.00	1.00	4,826	7,112	27
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Driver / Dispatcher	1.00	1.00	1.00	2,438	3,592	13
Field Supervisor	1.00	2.00	2.00	2,438	3,592	13
Drivers	6.00	7.00	8.00	2,322	3,421	12
Total	10.00	12.00	13.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2013	FY 2014	FY 2015	Min	Max	Number
Library Services						
Library Manager	1.00	1.00	1.00	4,826	7,112	27
Library Supervisor	1.00	1.00	1.00	3,430	5,055	20
Library Asst II	1.00	1.00	1.00	2,963	4,366	17
Library Asst I	1.00	1.00	1.00	2,560	3,772	14
Library Clerk	5.00	5.00	5.00	2,211	3,258	11
Total	9.00	9.00	9.00			
Wastewater Treatment Facility						
Utilities Administrative Manager	0.50	0.50	0.50	2,661	3,921	29
Utility Ops MGR	0.50	0.50	0.50	2,298	3,387	26
WWTP Superintendent	1.00	1.00	1.00	3,782	5,573	22
WW Operator III	1.00	0.00	0.00	3,111	4,585	18
WW Operator II	3.00	2.00	3.00	2,822	4,158	16
WW Operator I	2.00	4.00	3.00	2,560	3,772	14
WW Operator Trainee	0.00	0.00	0.00	2,322	3,421	12
Administrative Assistant	0.50	0.50	0.50	1,411	2,079	16
Electrical Instrument Specialist	0.50	0.50	0.50	1,715	2,527	20
Electrical Technician	0.00	0.00	0.50	1,344	1,980	15
Utility Billing Supervisor	0.35	0.35	0.35	1,261	1,858	21
Utility Billing Clerk	1.05	1.40	1.40	813	1,197	12
Total	10.40	10.75	11.25			
Water Distribution System						
Utilities Administrative Manager	0.50	0.50	0.50	2,661	3,921	29
Operations Manager	0.50	0.50	0.50	2,298	3,387	26
Utility Billing Supervisor	0.65	0.65	0.65	1,971	2,711	21
Utility Technician	3.00	5.00	3.00	2,322	3,421	12
Utility Billing Clerk	1.95	2.60	2.60	1,271	1,747	12
Operator I	3.00	1.00	2.00	2,560	3,772	14
Operator II	2.00	2.00	2.00	2,822	4,158	16
Operations Foreman	1.00	1.00	1.00	3,111	4,585	18
Electrician	0.50	0.50	0.50	1,715	2,527	20
Electrical Technician	0.00	0.00	0.50	1,344	1,980	15
Administrative Assist	0.50	0.50	0.50	1,411	2,079	16
Arsenic Specialist	1.00	1.00	1.00	3,267	4,814	19
Terrorism Liaison Officer	0.50	0.50	0.50	1,715	2,527	20
Utility Equipment Operator	2.00	2.00	3.00	2,822	4,158	16
	17.10	17.75	18.25			
Total City-wide Authorized Full-Time Equivalents	179.80	189.80	201.00			

CITY OF COTTONWOOD
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014***	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 18,002,465	$ 18,002,465	$ 4,508,495	Primary: $	$ 17,738,460	$	$	$	$ 737,655	$ 21,509,300	$ 22,246,955
2. Special Revenue Funds	5,783,280	5,783,280		Secondary:	5,666,040	10,030,000	10,030,000	745,655	8,000	6,403,695	16,630,635
3. Debt Service Funds Available	3,280,705	3,280,705	1,210,125		2,071,975					3,282,100	3,282,100
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	3,280,705	3,280,705	1,210,125		2,071,975					3,282,100	3,282,100
6. Capital Projects Funds	14,486,650	14,486,650	11,565,775		180,000				7,879,975	3,865,800	3,865,800
7. Fiduciary Funds	85,575	85,575	70,875							72,075	72,075
8. Enterprise Funds Available	16,956,265	16,956,265	4,555,280		10,016,495	10,500,000	10,500,000	7,879,975		22,451,750	32,653,365
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	16,956,265	16,956,265	4,555,280		10,016,495	10,500,000	10,500,000	7,879,975		22,451,750	32,653,365
11. Internal Service Funds											
12. TOTAL ALL FUNDS	$ 58,594,940	$ 58,594,940	$ 21,910,550	$	$ 35,672,970	$ 20,530,000	$ 20,530,000	$ 8,625,630	$ 8,625,630	$ 57,584,720	$ 78,750,930

EXPENDITURE LIMITATION COMPARISON	2014	2015
1. Budgeted expenditures/expenses	$ 58,594,940	$ 78,750,930
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	58,594,940	78,750,930
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 58,594,940	$ 78,750,930
6. EEC or voter-approved alternative expenditure limitation	$	$

[X] The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY OF COTTONWOOD
Tax Levy and Tax Rate Information
Fiscal Year 2015

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$	$
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$	$
B. Secondary property taxes		
C. Total property tax levy amounts	$	$
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total primary property taxes	$	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate		
(2) Secondary property tax rate		
(3) Total city/town tax rate		

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

4/13 **SCHEDULE B**

CITY OF COTTONWOOD
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUND			
Local taxes			
City Sales Tax	$ 8,819,040	$ 9,421,070	$ 9,955,540
Bed Tax	110,000	120,000	120,000
Utility Tax	208,000	225,000	236,250
Franchises	365,900	375,000	391,230
Licenses and permits			
Business Licenses	73,000	85,600	90,000
Construction Permits	146,640	200,000	210,000
Planning & Zoning Fees	19,100	35,800	36,100
Intergovernmental			
Federal Revenue	42,960	58,960	180,310
State Revenue	2,535,810	2,486,640	2,650,260
County (indlucding Motor Vehicle Tax)	591,200	660,140	621,770
Other Entities	39,000	73,350	171,620
Charges for services			
Dispatch & Spillman Services	18,000	39,770	160,540
Recreation Fees	893,100	863,090	882,490
Animal Control Fees	500	2,000	1,500
Other Services	1,705,000	1,691,165	1,740,050
Fines and forfeits			
Municipal Court	195,985	203,750	205,000
Interest on investments			
Interest Income	43,320	32,160	40,000
Uses of monies & properties			
Rentals	5,700	12,705	12,705
Contributions			
Voluntary contributions	3,000	4,050	2,700
Miscellaneous			
Miscellaneous Income	25,415	31,195	30,395
Total General Fund	$ 15,840,670	$ 16,621,445	$ 17,738,460

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF COTTONWOOD
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Fuel Tax	$ 794,630	$ 794,630	$ 839,050
Additional Sales Tax	125,000	215,440	221,910
Federal Grants	179,390	179,390	1,045,000
State Grants	50,000	50,000	
Other Income	150	1,000	1,150
	$ 1,149,170	$ 1,240,460	$ 2,107,110
Local Transportation Assistance Fund			
Lottery Tax	$	$	$
Total Street Maintenance & Construction	$ 1,149,170	$ 1,240,460	$ 2,107,110

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

COTTONWOOD AREA TRANSIT SYSTEM			
Intergovenmental			
State Grant	$ 816,800	$ 900,270	$ 1,130,740
Fuel Tax			
LTAF			
Other Entities	236,920	115,760	142,725
	$ 1,053,720	$ 1,016,030	$ 1,273,465
Charges for services			
Fare Box	$ 179,500	194,590	$ 195,300
Miscellaneous			
Other Income	$ -	-	-
Total Cottonwood Area Transit System	$ 1,233,220	$ 1,210,620	$ 1,468,765
LIBRARY FUND			
Intergovenmental			
County Library	$ 163,900	$ 162,520	$ 162,520
Charges for services			
Collection Income	$ 15,000	$ 15,700	$ 25,640
Interest on investment			
Interest Income	$ 20	$ 25	$ 25
Miscellaneous			
Other Income (including grants)	$ 58,050	$ 38,000	$ 23,480
Total Library Fund	$ 236,970	$ 216,245	$ 211,665
AIRPORT			
Intergovenmental			
State Grants	$ 351,310	$	$ 908,000
Federal Grants	107,275	160,550	136,000
Charges for services			
Fuel Sales	$ 200,000	$ 245,000	$ 245,000
Uses of monies & properties			
Rental & Leases	$ 91,390	$ 87,020	$ 88,300
Total Airport Authority	$ 749,975	$ 492,570	$ 1,377,300

CITY OF COTTONWOOD
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
OTHER GRANTS			
Intergovernmental Revenues	$ 500,000	$ 500,000	500,000
Total Other Grants Fund	$ 500,000	$ 500,000	$ 500,000
HERITAGE GRANT			
Intergovenmental			
Heritage Grant Funds	$ -	$ -	$ -
Other Entities	-	-	-
Matching Funds	-	-	-
Total Heritage Grant Fund	$ -	$ -	$ -

* 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.

COMMUNITY DEVELOPMENT BLOCK GRANTS			
Intergovenmental			
Federal Grants	$ 330,000	$ 282,130	$ -
Other Entities	-	-	-
Total Community Development Block Grants	$ 330,000	$ 282,130	$ -
Total Special Revenue Funds	$ 4,223,685	$ 3,967,025	$ 5,666,040

* 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.

Fiduciary Funds

EXPENDABLE TRUST FUNDS			
Health & Benefits Trust Fund	$ 650	1,200	1,200
Alternative Pension Fund	23,700	23,800	-
Total ExpendableTrust Funds	$ 24,350	$ 25,000	$ 1,200

CITY OF COTTONWOOD
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
DEBT SERVICE FUNDS			
Local Taxes			
City Sales Tax	$ 2,070,575	$ 2,070,575	$ 2,071,975
Charges for services			
Water User Fees - Debt Service	$ -	$ -	$ -
Interest			
Interest Income	$ -	$ -	$ -
Total Debt Service Funds	$ 2,070,575	$ 2,070,575	$ 2,071,975
CAPITAL PROJECTS FUNDS			
Intergovenmental			
Federal Grants	$ -	$ -	-
State Grants	-	-	-
County Revenue	-	168,200	-
Other Entities	-	-	-
Miscellaneous			
Other Income	$ -	$ -	$ -
Interest Income	165,000	180,010	180,000
Total Capital Projects Funds	$ 165,000	$ 348,210	$ 180,000

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

ENTERPRISE FUNDS			
WASTEWATER			
City Sales Tax	$ -	$ -	$ -
User Fees	1,441,780	1,503,255	1,623,200
Interest Income	20,000	-	1,000
Other Entities - Yavapai College	-	219,540	-
Other Income	104,680	337,040	675,620
Total Wastewater Enterprise	$ 1,566,460	$ 2,059,835	$ 2,299,820
WATER			
City Sales Tax	$ -	$ -	-
User Fees	5,797,990	6,849,385	7,387,775
Interest Income	8,755	63,285	6,935
Clarkdake Reimbursements	312,132	304,385	298,385
Other Income	171,314	25,580	23,580
Total Water Enterprise	$ 6,290,191	$ 7,242,635	$ 7,716,675
CLARKDALE WATER ENTERPRISE			
Clarkdale Water	$ -	$ -	$ -
Total Clarkdale Water Enterprise	$ -	$ -	$ -
Total Enterprise Funds	$ 7,856,651	$ 9,302,470	$ 10,016,495
TOTAL ALL FUNDS	$ 30,156,581	$ 32,309,725	$ 35,672,970

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF COTTONWOOD
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2015

FUND	OTHER FINANCING 2015 SOURCES	OTHER FINANCING 2015 <USES>	INTERFUND TRANSFERS 2015 IN	INTERFUND TRANSFERS 2015 <OUT>
GENERAL FUND				
Operating Transfer Out - HURF	$	$	$	$
Operating Transfer Out - Library				718,430
Operating Transfer Out - Cemetery				19,225
Operating Transfers Out - Airport				
Operating Transfer Out - Transit				
Total General Fund	$	$	$	$ 737,655
SPECIAL REVENUE FUNDS				
Transfer Out Airport - Airport Improvements	$	$	$	$ 8,000
Transfer in Ariport Improvements - Airport Fund			8,000	
Operating Transfer In for Library - General Fund			718,430	
Operating Transfer in for Cemetery - General Fund			19,225	
Bond Proceeds	10,030,000			
12th Street 89A to Fir		3,329,700		
Mingus Ave. Willard to Main		5,526,000		
W Mingus Reconstruction Reimbursement		1,174,300		
Total Special Revenue Funds	$ 10,030,000	$ 10,030,000	$ 745,655	$ 8,000
DEBT SERVICE FUNDS				
	$	$	$	$
Total Debt Service Funds	$	$	$	$
CAPITAL PROJECTS FUNDS				
Transfer out - Sewer Fund	$	$	$	$ 7,879,975
Total Capital Projects Funds	$	$	$	$ 7,879,975
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Transfer In - Capital Projects Fund	$	$	$ 7,879,975	$
Bond Proceeds - Waste Water	500,000			
Bond Refunding - Water	10,000,000			
Roof Repair Waste Water Pool Building		500,000		
Refunding of 2004 Water Bonds		10,000,000		
Total Enterprise Funds	$ 10,500,000	$ 10,500,000	$ 7,879,975	$
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 20,530,000	$ 20,530,000	$ 8,625,630	$ 8,625,630

Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
Administration	$ 854,045	$ (25,265)	$ 828,780	$ 876,795
Personnel	228,640	(33,810)	194,830	232,340
City Council	4,010,430	(3,441,590)	568,840	4,151,520
Natural Resource Project	160,485	(1,205)	159,280	150,345
City Clerk	225,240	(18,195)	207,045	235,160
Finance	388,160	(41,740)	346,420	377,815
IT Services	206,065	64,165	270,230	374,070
Purchasing	79,540	(24,035)	55,505	72,420
Planning & Zoning	535,735	(56,720)	479,015	514,620
Economic Development	229,820	(20,110)	209,710	240,140
Municipal Court	481,175	(125)	481,050	491,175
Legal	330,245	(21,595)	308,650	359,965
Non-Departmental	2,018,235	88,485	2,106,720	1,662,110
Engineering	416,030	(85,565)	330,465	414,580
Building Maintenance	546,260	(67,435)	478,825	499,440
Custodial	144,870	(15,870)	129,000	132,000
Public Works	443,420	36,720	480,140	542,330
Police	4,391,720	44,760	4,436,480	4,460,935
Ordinance Enforcement	196,100	(6,205)	189,895	194,640
Communications	820,025	(57,865)	762,160	1,155,220
Fire	3,276,035	(311,915)	2,964,120	3,134,860
Parks & Recreation	572,730	83,855	656,585	626,900
Recreation Center	1,353,610	5,110	1,358,720	1,347,575
Total General Fund	$ 21,908,615	$ (3,906,150)	$ 18,002,465	$ 22,246,955
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund-HU	$ 5,716,665	$ (4,132,435)	$ 1,584,230	$ 11,611,100
Cottonwood Area Transit-CAT / LYN	1,383,620	4,150	1,387,770	1,994,775
Library	974,175	10,070	984,245	930,095
Cemetery	24,225	(4,100)	20,125	20,125
Airport Fund	260,130	41,820	301,950	360,920
Grants	500,000		500,000	500,000
Airport Improvement Grants	661,590	(9,330)	652,260	1,213,620
Community Development Block Grar	410,000	(57,300)	352,700	
Total Special Revenue Funds	$ 9,930,405	$ (4,147,125)	$ 5,783,280	$ 16,630,635
DEBT SERVICE FUNDS				
Debt Service	$ 3,307,595	$ (26,890)	$ 3,280,705	$ 3,282,100
Total Debt Service Funds	$ 3,307,595	$ (26,890)	$ 3,280,705	$ 3,282,100
CAPITAL PROJECTS FUNDS				
Other Major Capital Projects	$ 11,318,530	$ 3,168,120	$ 14,486,650	$ 3,865,800
Total Capital Projects Funds	$ 11,318,530	$ 3,168,120	$ 14,486,650	$ 3,865,800
FIDUCIARY FUNDS				
Volunteer Firefighter Fund	$ 148,115	$ (122,515)	$ 25,600	$ 10,900
Health Fund	46,710	13,265	59,975	61,175
Total Permanent Funds	$ 194,825	$ (109,250)	$ 85,575	$ 72,075
ENTERPRISE FUNDS				
Wastewater Treatment	$ 7,142,790	$ (3,974,945)	$ 3,167,845	$ 10,904,070
Water System Operations	9,863,085	3,925,335	13,788,420	21,749,295
Total Enterprise Funds	$ 17,005,875	$ (49,610)	$ 16,956,265	$ 32,653,365
TOTAL ALL FUNDS	$ 63,665,845	$ (5,070,905)	$ 58,594,940	$ 78,750,930

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF COTTONWOOD
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Highway User Revenue Fund				
HURF	$ 5,428,130	$ (4,293,900)	$ 1,134,230	$ 11,611,100
General Fund	288,535	161,465	450,000	
Department Total	$ 5,716,665	$ (4,132,435)	$ 1,584,230	$ 11,611,100
Cottonwood Area Transit - CAT/LYNX				
Transit	$ 1,233,220	$ 154,550	$ 1,387,770	$ 1,994,775
General Fund	150,400	(150,400)		
Department Total	$ 1,383,620	$ 4,150	$ 1,387,770	$ 1,994,775
Library				
Library Fund	$ 236,970	$ (20,725)	$ 216,245	$ 211,665
General Fund	737,205	30,795	768,000	718,430
Department Total	$ 974,175	$ 10,070	$ 984,245	$ 930,095
Cemetry				
Cemetery Fund	$ 150	$ 2,650	$ 2,800	$ 900
General Fund	24,075	(6,750)	17,325	19,225
Department Total	$ 24,225	$ (4,100)	$ 20,125	$ 20,125
Municipal Airport				
Airport Fund	$ 256,820	$ 45,130	$ 301,950	$ 360,920
General Fund	3,310	(3,310)		3,310
Department Total	$ 260,130	$ 41,820	$ 301,950	$ 364,230
Debt Service				
Debt Services Fund	$	$	$	$
General Fund				
Department Total	$	$	$	$
Grants Fund				
Grants Fund	$ 1,444,180	$ (339,860)	$ 1,104,320	$ 1,705,620
Airport Improvement Fund	47,410	(17,340)	30,070	8,000
HURF	80,000	(9,430)	70,570	
Department Total	$ 1,571,590	$ (366,630)	$ 1,204,960	$ 1,713,620
Capital Improvements Fund				
Capital Improvements Fund	$ 13,517,040	$ 969,610	$ 14,486,650	$ 11,745,775
HURF	2,442,040	(2,442,040)		
Department Total	$ 15,959,080	$ (1,472,430)	$ 14,486,650	$ 11,745,775
Wastewater Enterprise Fund				
Wastewater Enterprise Fund	$ 2,502,240	$ 665,605	$ 3,167,845	$ 3,024,095
Capital Improvements Fund	4,640,550	(4,640,550)		7,879,975

4/13 **SCHEDULE F**

CITY OF COTTONWOOD
Full-Time Employees and Personnel Compensation
Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUND	143	$ 8,951,270	$ 1,408,640	$ 1,586,990	$ 916,710	= $ 12,863,610
SPECIAL REVENUE FUNDS						
Highway User Revenue Fund-HURF	5	$ 189,960	$ 21,870	$ 55,415	$ 33,940	= $ 301,185
Cottonwood Area Transit-CAT / LYN	13	647,940	62,380	126,140	80,100	916,560
Library	9	415,390	42,780	77,680	35,960	571,810
Total Special Revenue Funds	27	$ 1,253,290	$ 127,030	$ 259,235	$ 150,000	= $ 1,789,555
DEBT SERVICE FUNDS						
		$	$	$	$	= $
Total Debt Service Funds		$	$	$	$	= $
CAPITAL PROJECTS FUNDS						
		$	$	$	$	= $
Total Capital Projects Funds		$	$	$	$	= $
PERMANENT FUNDS						
		$	$	$	$	= $
Total Permanent Funds		$	$	$	$	= $
ENTERPRISE FUNDS						
Wastewater Treatment	12	$ 563,070	$ 65,080	$ 98,130	$ 63,150	= $ 789,430
Water System Operations	18	886,110	104,870	191,250	99,250	1,281,480
Total Enterprise Funds	30	$ 1,449,180	$ 169,950	$ 289,380	$ 162,400	= $ 2,070,910
TOTAL ALL FUNDS	200	$ 11,653,740	$ 1,705,620	$ 2,135,605	$ 1,229,110	= $ 16,724,075

Glossary of Terms

Action Zone Grant - A program within the CDBG program funding neighborhood improvements as identified by a steering committee made up of selected community representatives. This program is administrated by the Arizona Department of Commerce.

Alternative Expenditure Limitation - A voter approved alternative to the state imposed annual expenditure limitation. The alternative to the state plan is effective for a four year period. This alternative allows local government to establish its own spending cap each year.

Appropriation - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration as to when it may be expended.

Arizona Department of Transportation (ADOT) - A State of Arizona agency responsible for the administration of state highways, transportation and aeronautics. ADOT administrates and funds various road, transit and airport grants.

Arizona Revised Statutes - Laws governing the State of Arizona, as amended by the state legislature.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bonds - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds which are most commonly used for construction of large capital projects such as buildings, streets and sewers.

Budget - A plan of financial operation representing an estimate of Final expenditures and the Final means of financing them for a given period. This official public document reflects decisions, measures service needs, establishes the allocation of resources and is the pecuniary plan for achieving goals and objectives.

Budget Calendar - The schedule of key dates or events which the city follows in the preparation, adoption, and administration of the budget.

Capital Outlay - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have a useful life of more than one year.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by propriety funds and fiduciary funds).

Classification Plan - Employee positions, which are authorized in the Final budget, to be filled during the year.

Community Development Block Grant (CDBG) - A grant program administrated through the state's Department of Commerce focusing on neighborhood rehabilitation and other community based needs.

Community Oriented Policing Services (COPS) - A federal grant funding new police officer positions focused on community based policing.

Comprehensive Annual Financial Report (CAFR) - The official annual audited financial report of the city.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Professional, technical or maintenance expertise typically purchased from external sources.

Glossary of Terms

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

Cottonwood Area Transit System (CATS) - A local public transportation system which receives its funding through contributions from the Town of Clarkdale, Yavapai County, user fares, and the ADOT transit division.

Debt - An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debts includes bonds, loans, time warrants and notes.

Debt Service - The long-term payment of principal and interest on borrowed funds.

Debt Service Fund - A fund organized to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Department of Commerce - An agency of the state responsible for the administration of grants and other programs relating to the improvements to neighborhoods, business development, and the promotion of tourism.

Designated Reserves - Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Drug Awareness Resistance Education (DARE) - A national program designed to provide drug and alcohol education to youth.

Employee Benefit Trust Fund - Accounts for the city's partially self-funded health and accident insurance program for the city's employees and their dependents.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees.

Expendable Trust Fund - A trust fund whose resources, including both principal and earnings, may be expended.

Expenditure - Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

FACTS - Database software used by the municipal court.

Farmers Home Administration - An agency of the federal government within the Department of Agriculture which provides low interest loans to governmental and/or private agencies or individuals for qualifying capital improvements.

Federal Aviation Administration (FAA) - An agency of the federal government with oversight responsibility for airports in the country.

Fiduciary Funds - Funds used to account for assets held by a government unit in a trustee capacity (i.e., Alternative Pension and Benefits Plan Fund, Employee Benefit Trust Fund).

Fines & Forfeitures - Income received through the assessments of fines and penalties through the municipal court.

Fiscal Year - A time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Cottonwood has a fiscal year beginning July 1 and ending June 30.

Glossary of Terms

Franchise Fee - A fee paid by public service business for the special privilege to use city streets, alley and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, water, natural gas, and cable television.

Full-time Equivalent Position (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Fund - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitations.

Fund Balance - Fund balance is the excess of assets over liabilities of governmental and fiduciary funds.

Greater Arizona Development Authority - Created by the Arizona Legislature to assist local and tribal governments and special districts with the development of public infrastructure. Housed in the Arizona Department of Commerce, this $20 million bond authority leverages funding for infrastructure projects, helping accelerate project development and lower costs of financing.

General Fund - The operating fund established to account for resources and uses of general operating functions of city departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

General Obligation Bonds - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the city. Limitations for bonding capacity are set by State Statute.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting.

Governmental Funds - Funds used to account for the acquisition, use and balances of expendable financial resources and related current liabilities, except those accounted for in propriety funds and fiduciary funds (i.e., General Fund, Special Revenue Fund, Debt Service Fund, Capital Projects Fund).

Governors Alliance Against Drugs (GAAD) - A division of the state's governors office funding grants providing alternative activities for youth at risk for drug and alcohol abuse.

Grant - Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity or facility.

Heritage Fund - A state grant program funded through lottery proceeds (LTAF funds) dedicated to open space and park improvements.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Insurance Service Organization (ISO) - A national program designed by the insurance industry to review and evaluate a community's ability to suppress fires.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Glossary of Terms

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Local Transportation Assistance Fund - A state fund established and funded by lottery proceeds to provide grants for local transit systems, parks and other open space needs, and street maintenance and improvements.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Municipal Property Corporation - A component unit of the city established for the purposes of providing funding for capital projects which directly benefit the city.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable with a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget - Plan of current expenditures and the prepared means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pension Plan Fund - A trust fund used to account for the volunteer firefighters retirement fund. This fund uses the accrual basis of accounting and has a capital maintenance measurement focus.

Proprietary Funds - Funds used to account for a government's ongoing activities that are similar to those often found in the private sector (i.e., Water & Wastewater Enterprise Funds).

Public Hearing - A hearing, publically advertised to promote public input into the annual budget process, held each year prior to the adoption of the Final and Final budget.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Rural Economic Development Initiative (REDI) - A state certification of a community, by the Arizona Department of Commerce, for its readiness for economic development.

Glossary of Terms

Service Level - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Special Revenue Fund - A fund used to finance distinct activities and is created out of receipts of specific revenues.

Unreserved Fund Balance - Undesignated monies available for appropriations.

This Page Intentionally Left Blank

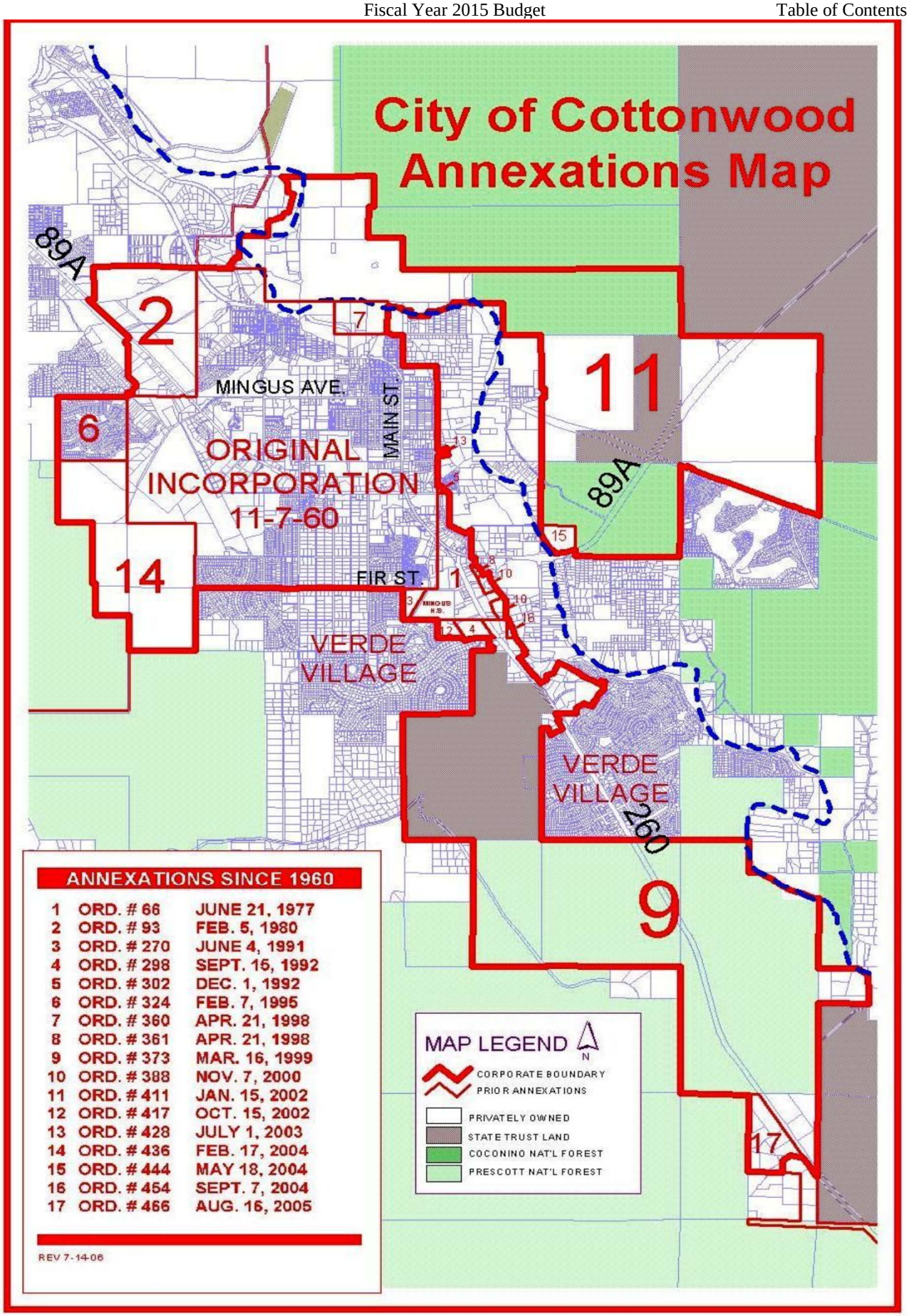
Acronyms

AAED - Arizona Association for Economic Development
ACA - Arizona Commerce Authority
ACAP - AZ Court Automation Project
ACJC - As Criminal Justice Commission
ACJIS - AZ Criminal Justice Information System
ADA - American with Disabilities Act
ADOT - Arizona Department of Transportation
ADS - Animal Disaster Services
ADWR - Arizona Department of Water Resource
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
APS - Arizona Public Service
ARS - Arizona Revised Statutes
A/V - Audio Visual
AVL - Automatic Vehicle Locator
AWOS - Automatic Weather Observation Station
AZ - Arizona
AZPac - Arizona Public Access Computers
BAC - Business Assistance Center
BOD - Biological Oxygen Demand
BTOP - Broadband Technology Opportunities Program
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
CDBG - Community Development Block Grant
CEDC - Cottonwood Economic Development Council
CENS - Community Emergency Notification System
CFD - Cottonwood Fire Department
CJEF - Criminal Justice Enhancement Fund
CPI - Consumer Price Index
CPR - Cardiac Pulmonary Resuscitation
COC- - Chamber of Commerce
COJET - Committee on Judicial Education and Training
COLA - Cost of Living Adjustment
COP - Citizens on Patrol
COPS - Community Oriented Policing Services
CWRF - Clean Water Revolving Fund
DARE - Drug Awareness Resistance Education
DEA - Drug Enforcement Agency
DNS - Domain Name Services
DPS - Department of Public Safety
DUI - Driving Under the Influence
DVP - Delivery vs. Payment
DWRF - Drinking Water Revolving Fund
ED - Economic Development
EDMS - Electronic Document Management Scanning
EEOC - Equal Employment Opportunity Compliance
EMMA - Electronic Municipal Market Access
EMS - Emergency Medical Services
EMT - Emergency Medical Technician
FAA - Federal Aviation Administration
FARE - Fines/fees And Restitution Enforcement
FBO - Fixed Base Operations
FBI - Federal Bureau of Investigation
FD - Fire Department
FEMA - Federal Emergency Management Administration
FHWA - Federal Highway Administration
FLSA - Fair Labor Standards Act
FmHA - Farmers Home Administration
FSA - Flexible Spending Account
FTE - Full Time Equivalent
FY - Fiscal Year
GO Bond - General Obligation Bond
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
GM - General Manager
GOHS - Governor's Office of Highway Safety
HDHP - High Deductible Health Plan
HELP - Highway Expansion and Extension Loan Program
HIPAA - Health Insurance Portability & Accountability Act
HR - Human Resources
HSA - Health Saving Account
HURF - Highway User Revenue Fund
ICC - International Code Council
ID - Identification
IGA- Intergovernmental Agreement
ISO - Insurance Service Organization
ISTEA - Intermodal Surface Transportation Efficiency Act
JPA - Joint Powers Agreement
JCEF - Judicial Collection Enhancement Fund
LDH - Large Diameter Hose

LLBG - Local Law Enforcement Block Grant
LSTA - Library Services and Technology Act
LTAF - Local Transportation Assistance Fund
M&O - Maintenance & Operations
MATForce - Methamphetamine Task Force
MDC - Mobil Data Communication
MPC - Municipal Property Corporation
MRAP - Mine Resistant Ambush Protected Vehicle
MUHS - Mingus Union High School
MV - Motor Vehicle
MVD - Motor Vehicle Division
NACOG - Northern Arizona Council of Governments
NAIPTA - Northern Arizona Inter-Governmental Public Transit Authority
NAU - Northern Arizona University
NCIC - National Crime Information Center

Acronyms (continued)

NFPA - National Fire Protection Association
NIMS - National Incident Management System
NRMSIR - Nationally Recognized Municipal Securities Information Repository
OFA - Object Free Area
OSC - Orders to Show Cause
OSHA - Occupational Safety and Health Administration
OTA - Old Town Association
PANT - Prescott Area Narcotics Taskforce
PAPI - Precision Approach Path Indicator
PARD - Parks and Recreation Department
PC - Personal Computer
PD - Police Department
PPV - Positive Pressure Ventilation
PHSG - Peacock, Hislop, Staley, & Givens, Inc.
PS - Public Safety
PSA - Public Securities Association
P&Z - Planning and Zoning
REDI - Rural Economic Development Initiative
RFP - Request for Proposal
RFQ - Request for Qualifications
RMS - Records Management System
SAFER - Staffing for Adequate Fire Emergency Response
SARMC - Safety Awareness and Risk Management Committee
SCBA - Self Contained Breathing Apparatus
SHPO - State Historical Preservation Office
SLIM - Specialty and Light Manufacturing Association of Yavapai County
SR - State Route
SRO - School Resource Officer
SSRT - Super Secret Response Team
SVCS - Services
SWAT - Strategic Weapons Attack Team
TES - Tavasci Elementary School
TIA - Traffic Impact Analysis
TIP- Trauma Intervention Program
TSS - Total Suspended Solids
US - United States
USDA - United States Department of Agriculture
USEPA - United States Environmental Protection Agency
VCTC - Verde Consolidated Therapeutic Court
VOMP - Victim Offender Mediation Program
VV - Verde Valley
VVAC - Verde Valley Arts Council
VVAC - Verde Valley Ambulance Company
VVEBP- Verde Valley Employee Benefits Pool
VVL - Verde Valley Leadership
VVMC- Verde Valley Medical Center
VVREDC - Verde Valley Regional Economic Development Committee
VVREO - Verde Valley Regional Economic Organization
VVWC - Verde Valley Wine Consortium
WC - Workers' Compensation
WIFA - Water Infrastructure Finance Authority
WMA - Wastewater Management Authority
WSUS - Windows Server Update Services


City of Cottonwood
Annexations Map
89A
2
7
MINGUS AVE.
MAIN ST.
11
6
ORIGINAL
INCORPORATION
11-7-60
13
89A
15
14
FIR ST.
1
8
10
10
16
3
MINGUS H.S.
12
4
VERDE
VILLAGE
VERDE
VILLAGE
260
9
17
ANNEXATIONS SINCE 1960
1 ORD. # 66 JUNE 21, 1977
2 ORD. # 93 FEB. 5, 1980
3 ORD. # 270 JUNE 4, 1991
4 ORD. # 298 SEPT. 15, 1992
5 ORD. # 302 DEC. 1, 1992
6 ORD. # 324 FEB. 7, 1995
7 ORD. # 360 APR. 21, 1998
8 ORD. # 361 APR. 21, 1998
9 ORD. # 373 MAR. 16, 1999
10 ORD. # 388 NOV. 7, 2000
11 ORD. # 411 JAN. 15, 2002
12 ORD. # 417 OCT. 15, 2002
13 ORD. # 428 JULY 1, 2003
14 ORD. # 436 FEB. 17, 2004
15 ORD. # 444 MAY 18, 2004
16 ORD. # 454 SEPT. 7, 2004
17 ORD. # 466 AUG. 16, 2005
REV 7-14-06
MAP LEGEND
N
CORPORATE BOUNDARY
PRIOR ANNEXATIONS
PRIVATELY OWNED
STATE TRUST LAND
COCONINO NAT'L FOREST
PRESCOTT NAT'L FOREST