June 29, 2011

The Honorable Mayor and City Council

RE: Transmittal - Fiscal Year 2012 Budget

It is my pleasure to present to you the FY 2012 Tentative Budget for your review. Since the Proposed Budget there have been some major changes to the budget document. The largest difference is in the Water Fund where $ 33,690,000 was removed from the refunding of the 2004 & 2006 Water Bonds. An additional listing is being provided for other changes that occurred. There have been several budget work sessions with Council and department heads to review, in detail, their staffing, programs, and project planned expenditures. This year's total tentative expenditures budget is $78,422,500, including all estimated reserves, potential grants and financing options. Compare this to last fiscal year revised budget of $60,679,865, which does not contain reserves, or financing options and grants that did not come to fruition; the overall increase is $17,742,635. Other items that attribute to the difference are the reallocation of resources for continuing projects, and new projects being proposed for the new fiscal. 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 Wastewater Fund which includes some reserves and planned facilities expansion. The remainder of this year's budget also includes several rollover projects that have not yet started or will not be completed prior to the close of the current fiscal year and therefore are budgeted in FY 2012. A general discussion about the funds follows; however, in-depth information is in the Key Issues section of this document.

The General Fund's overall budget is $21,784,395, including transfers-out. This is a $7,090,235 increase over the previous fiscal year revision of $14,694,160. This net increase includes $4,264,635 in reserve funds in the City Council's budget. At the end of FY 2011 two frozen positions were reclassified and filled as the Purchasing Manager, and the Civil Engineering Technician. For FY 2012 one additional position will be filled; Public Works & Utility Maintenance Specialist.

Despite the struggling economy the merit program has been budgeted for FY 2012, however, there is no Cost of Living Adjustment (COLA) planned. Public Safety Personnel Retirement contributions increased from 21.94% to 23.20% for the Police Department and 14.55% to 12.35% for the Fire Department. As for the contributions to the Arizona State Retirement System, rates increased from 9.85% to 10.75%. A current capital equipment and capital projects summary as it is currently programmed can be found towards the end of this transmittal letter on page viii.

The total budget for the Special Revenue Funds is $7,859,660, including transfers out. This fund's expenditures increased by $4,683,315 over last year's expenditures of $3,179,345. This increase is primarily due to the rollover projects reprogrammed and new projects expected to be initiated in FY 2012. Currently planned for FY 2012 are the continued work on the reconstruction of West Mingus Street and 12th Street reconstruction from Fir Street to 89A. Funding for these projects will be from reserves and a $4.48M bond issue.

Cottonwood Area Transit (C.A.T.) has completed its transition to the Northern Arizona Intergovernmental Public Transportation Authority (N.A.I.P.T.A.) and is no longer reflected in the Special Revenue Funds. It is now a line item in the General Fund. The Library increase is due to a possible grant to upgrade its heating, ventilation, and air conditioning (HVAC) system at the facility. The Airport Fund shows a sizeable increase in the revenue budget due to the loss of the Fixed Base Operator (FBO) and the City taking over the fuel depot. The CDBG and grant programs have several projects in the works, solar panels at the airport, and a 10th Street improvement for roughly $350,000. These projects increased the CDBG and Grant Fund by over $1.1M.

The Debt Service Fund is budgeted for $3,274,365. Last year's revised budget was $3,280,515. The expenditures for the Greater Arizona Development Authority (GADA) loan for the Recreation Center Debt Service were transferred back into the Debt Service Fund in FY 2008. The Library Debt Service will continue through July 1, 2013 in this fund. The other two Greater Arizona Development Authority (GADA) loans for Public Safety and Rail Road Wash were transferred back into the Debt Service Fund in FY 2009.

The City budgeted $15,672,255 in the Capital Projects Fund this year which is mainly reserves and a transfer to the Sewer Fund of $3.3M for continued design of a water reclamation project at Riverfront Park. Other items of interest in the Capital Projects Fund are flood improvements, architectural and remodel work on some Old Town buildings, as well as some parking lot improvements in the same area. Still other great projects are solar water heating for the Recreation Center, and continuing the feasibility study for a possible Regional Public Safety Communication Center. The Airport Capital Grants are also in the Fund including Solar Panels, Runway 32, and Beacon LED Lighting. The Capital Projects Fund still has reserves being held for future Capital Project needs.

The Enterprise Fund budgets, which consists of water and wastewater, have increased from last fiscal year's $23,625,875 to $29,459,705 for FY 2012. The $5,833,830 increase is due to Hwy 260 design/construction projects for both enterprises and a water reclamation facility project. Reserves are estimated at $5,873,945 and $8,100,710 for the Wastewater and Water Utilities, respectively. All reserves are dependent on bonding capabilities, revenue generation ability and expenditure containment.

Fiduciary Fund aggregate total is up by $25,300. There is a decrease in this Fund due to dropping interest rates and the City's short term disability being used more often by the City's Employee Benefits Trust. The City's Volunteer Firefighters Pension Fund is anticipated to increase in value by 39.1% to $189,750 due to increased participation with a redesigned volunteer program and less withdrawal from this Fund.

General Commentary

The preparation of the budget continues to cause an extraordinary challenge to all department heads this year. The last few 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 play an integral part in surviving the downturn in our local economy. There are, however, issues that are out of our control such as rising health insurance rates, retirement contribution increases, utility costs, and common expenditures in general. Some external forces are also placing demands on our staffing and capital equipment requirements. These issues along with the City's dedication to the citizens' insistence for quality services are one of its highest priorities causing an increased challenge to balancing this budget.

KEY ISSUES - FISCAL YEAR 2012

GENERAL FUND

A slow recovery of the local economy and sluggish growth continue to be the major issues facing the City in the development of the budget. Below are listed some of the foremost issues intended to be addressed within this budget.

- **Slow Recovery Of The Local Economy** – After three consecutive strong fiscal years, 2004 to 2006, FY 2007 brought with it the worst economic slide seen in over 16 years. This downward spiral in the economy has slowed but is expected to continue well into FY 2012. The most critical component of this fiscal decline has been the local sales tax which early on saw double digit decreases. Recently, however, single digit losses with some positive months are now more the norm. The local economy is still the single largest challenge the City of Cottonwood is facing.

- **Taxes** – The City of Cottonwood has prided itself on managing its affairs on local transaction privilege tax, commonly called sales tax. Though successful for many years, it has displayed the fallacy of the notion that it can continue to provide quality services on a major source of revenue that is at the mercy of the economy. The City Council passed a .8% sales tax increase that actually went into effect in November 2008 and increased Cottonwood's tax rate to 3%. This increase along with cost cutting measures is helping Cottonwood stay fiscally sound.

- **State Shared Revenues** – These revenue sources are always of concern to municipalities. The budget reflects a decrease in State Shared Income Tax of $106,060 from last year's $1,056,875, a 10.0% reduction. State Shared Sales Tax is budgeted at a 4.6% increase over FY 2011, and is anticipated to generate $852,270 in 2012. The State of Arizona's budget is not looking any more sound than it has over the past five years and our concerns are with any pillaging of our State Shared Revenues in the future.

- **General Staffing & Compensation –** Even with the slow growth of our community, the need for services has not diminished. Most departments continue to provide the necessary basic coverages wherever they are needed. Budgetary constraints have caused a delay in a compensation study that was originally budgeted in FY 2009. For FY 2011, a one-time allocation of 2.5% of base salary was implemented. This option was designed to show appreciation to staff for their high level of service during the year with no merit increase. As for FY 2012, the merit program is currently projected however, no Cost of Living Adjustment will be budgeted. The budget contains $35,000 toward a compensation study for to be implemented as soon as the economy shows signs of improvements. Cottonwood is doing everything it can to keep its valuable employees.

- **Public Safety Compensation**
  - The Police Department continues to experience some salary compression among the different levels in the departmental hierarchy. Some Patrol Officers are earning as much as Sergeants, and Sergeants are earning as much as Commanders. The City has budgeted for a compensation study to be conducted in order to deal with these matters as soon as the economy improves.

  - The Fire Department implemented a 24/48 work schedule at the start of FY 2009. This work schedule is currently a standard method of work among fire departments. The Fire Department hired 12 new Fire Fighters funded through a Staffing for Adequate Fire Emergency Response (S.A.F.E.R.) Grant. Along with the new Fire Fighters there were three new Engineer positions and three new Lieutenant positions. These additional positions will enable the Fire Department to be ready to staff future fire stations.

- **Recreation Center** - The Multigenerational Recreation Center was completed in February 2010 and opened May 1, 2010. This facility was anticipated to have a 70% cost recovery rate; however, the struggling economy has hampered these goals. Currently we are recovering slightly above 50% of the expenditures. The largest concerns stem around the future maintenance and operational costs of the facility during a slowing economy.

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

- **Water Issues** – The growth of Cottonwood and its neighboring communities continues the need for the City to maintain an active role in the water issues that are affecting the local area, as well as the Verde Valley region. Issues of water quality, availability, management, water rights, water system development, conservation, and fire protection are all critical issues in which we need to become more involved. Recently, the City received its 100 year water adequacy designation from the Arizona Department of Water Resources (ADWR), the first in the Verde Valley. Another recent issue is the downgrading of the Water Utility Bonds due to inadequate debt service coverage. This has been addressed over the past years resulting in an 8% increase in FY 2010. This increase was not sufficient to satisfy the 135x debt service coverage ratio required by the bonding agencies and will need to be addressed again.

- **Wastewater Issues –** The City of Cottonwood Wastewater Treatment Facility is slowly reaching its capacity and the infrastructure is getting more difficult to maintain. It is expected that even with the current slower growth patterns, the City needs to move forward with satellite wastewater treatment facilities. The Riverfront Park Facility is expected to be the first satellite reclamation plant. These small package plants will be strategically placed to not only treat, but produce quality reclaimed water for use by City parks, home landscaping and fire sprinklers, dual plumbing, dust control, and many other possible uses.

City Staffing

This budget for FY 2012 includes funding of the employee merit program but no Cost of Living Adjustment (COLA) due to the economy. This year there were three requests for additional staffing, however, with the City still having 10 positions frozen and the slow economy, it was decided that only one additional position needed to be added at this time. However, two of the frozen positions have been given up in order to fill three needed positions. Two of which were filled in FY 2011; Purchasing Manager, and Civil Engineering Tech and one will be filled in FY 2012; Public Works and Utility Maintenance Specialist. The City's primary concern is with fairly compensating our current employees.

Job Description	Requested Range	Est. Salary	Benefits	Est. Annual Costs
Assitant Fire Chief	53	$57,641	$14,410	$72,051
Recreation Center Custodial Maintenance Worker	24	$28,167	$7,042	$35,209
Public Works and Utility Maintenance Specialist	28	$31,091	$7,773	$38,864
		$116,899	$29,225	$146,124

There were also 10 reclassification requests, none of which will be budgeted for in FY 2012. The decision was to wait until the compensation study was conducted later in FY 2012 and deal with it at that time.

RECLASSIFICATIONS						
Job Description	Current Range	Requested Range	Current Salary	New Salary	Est Increase Benefits	Est.Annual Costs
Accounting/Budget Manager	42	50	$58,962	$58,962	$0	$0
Utility Admin Manager	47	50	$59,148	$59,148	$0	$0
Human Resource Manager	40	50	$42,660	$42,660	$0	$0
IT Technician IT Manager	42	50	$50,589	$0	$0	$0
Recreation Manager	46	48	$56,573	$56,573	$0	$0
Operations Manager	43	48	$57,198	$57,198	$0	$0
Bldg. & Ground Maintenance Manager Bldg, Streets & Grounds Maint.	37	48	$53,994	$53,994	$0	$0
Communications Supervisor	30	44	$48,177	$53,847	$1,418	$7,088
Communications Supervisor Communications & Information	30	42	$46,289	$51,253	$1,241	$6,205
Evidence Technician Property and Evidence Technician	26	32	$39,136	$43,050	$979	$4,893
						$18,185

Total expenditures for personnel requests are $164,309. These would be recurring costs if budgeted.

Contributions to Dependent Health Insurance Coverage

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

In the past two 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.

These changes are required by ACA took effect in July 2011:

- Coverage will be available to dependent children regardless of marital status through age 26
- Prohibits pre-existing condition exclusion for individuals under age 19
- Removes lifetime benefit dollar maximum
- New claims and appeals process
- Over-the-counter medication no longer eligible for reimbursement through an FSA or HSA plan unless prescribed by a physician
- Penalty for using Health Savings Account (HSA) funds for non-medical or non-medically related expenses increases from 10% to 20%

The APEHP Board approved these changes:

- 100% cost coverage to allow one physical exam and gynecology exam/pap smear test each plan year
- 100% cost coverage on prostrate screenings as part of wellness benefit
- High-deductible health plan (HDHP) deductible for dependent coverage will increase the $1,500 HDHP and the $2,500 HDHP
- Basic life insurance coverage will increase to $2,000 for all dependents

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

Employee Health Care Rates Summary July 01, 2011 to June 30, 2012								
Category	**Core/Co-Pay Plan**		**Core-Plus Plan**		**HDHP ($1,500)***		**HDHP ($2,500)***	
	Employer	**Employee**	**Employer**	**Employee**	**Employer**	**Employee**	**Employer**	**Employee**
Employee	524.00	0.00	524.00	85.00	524.00	(138.00)	524.00	(176.00)
Employee +Spouse	884.50	154.50	884.50	326.50	787.90	113.10	761.30	101.70
Employee + Children	796.00	68.00	796.00	210.00	723.20	49.80	703.20	44.80
Employee + Family	996.80	315.20	996.80	533.20	870.80	231.20	836.00	208.00

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

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

Dental Coverage		
Category	**Employer**	**Employee**
Employee	37.00	0.00
Employee +Spouse	63.60	11.40
Employee + Children	57.00	5.00
Employee + Family	71.80	23.20

Voluntary Vision Coverage		
Category	**Employer**	**Employee**
Employee	0.00	9.21
Employee +Spouse	0.00	13.90
Employee + Children	0.00	14.88
Employee + Family	0.00	23.78

New Programs

Currently, the budget has some new programming planned for this year. Arizona's Centennial Celebration is being used in conjunction with the Walkin' on Main Street and Rhythm and Ribs with the goal of making Cottonwood and the Verde Valley a tourist destination. This programming is expected to bring in some much needed activity to the area through lodging, increased restaurant and retail sales.

BUDGET POLICIES - FISCAL YEAR 2012

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

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

With this fund now over $1,000,000, the City Council, at the recommendation of Management, made the decision to cap this fund at $1,000,000 and use any excess for everyday maintenance and operational costs until the economy improves. $279,095 is currently available in additional capital reserves, which come from the excess .2% Library Debt Service sales tax and a Public Safety CIP reserve of $777,240 for capital projects. These policies, along with development of five-year budget projections, will ensure the financial stability of the City into the future.

BUDGET DEVELOPMENT

Long range financial planning played an integral part in the budget development. Revenues and expenditures were prepared for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrated that revenues barely keep up with operational expenditures for the next five years. This is mainly due to the economy and the state's future financial picture. Any capital acquisition would require some financing alternatives (see pages ____ not included at this time). 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 2012, 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 2012

Included in the budget is $21,286,135 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 283-287. 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 2012 are budgeted.

Equipment	
Function	Estimated Cost
General Government	$61,255
Public Safety	322,525
Culture & Recreation	26,000
Health & Sanitation	50,000
Airport	0
Streets	98,000
Total Equipment	557,780

Capital Projects	
Project Description	**Estimated Cost**
General Government	6,703,000
Public Safety	1,073,870
Culture & Recreation	753,600
Health & Sanitation	7,741,100
Airport	307,995
Streets	5,137,595
Total Capital Projects	$ 21,717,160

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 budget Analyst in assembling this informative document. Special thanks to the Administrative Services Finance Division staff for the time spent in providing the financial information needed during the budget process. In addition, thanks to the rest of the General Managers, Department Heads, supervisors and staff that assisted in the development of the 2012 Annual Budget.

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

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EXECUTIVE SUMMARY

City Profile

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

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

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

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

Date of Incorporation - 1960

Form of Government - Council-Manager

Demographics/Economics

Area - Square Miles	**2011 Property Tax Assessed Valuation** (a)	
2007 – 15.75 Square Miles	Primary	$ 118,014,127
	Secondary	$ 122,594,325

Paved Streets

38 Miles

Cottonwood Labor Force Data (b)

	2008
Civilian Labor Force	5,305
Employed	4,981
Unemployed	324
Unemployment Rate	6.1%

Source:

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

Year	Population (a)	Public School Enrollment (b)	Unemployment Rate (c)
2010	11,265	3,418	9.3%
2009	12,180	2,876	8.4%
2008	11,260	3,369	6.1%
2007	11,130	3,008	4.1%
2006	10,925	3,190	4.0%
2005	10,860	3,432	4.4%
2004	10,665	2,981	3.7%
2003	10,240	2,642	4.3%.
2002	10,020	2,559	4.5%
2001	9,770	2,510	3.8%

Sources:

(a) Department of Economic Security - Research Administration Division – website - www.workforce.az.gov adjusted for 2010 census number

(b) School census - Cottonwood School Districts

(c) Arizona Department of Commerce – Cottonwood Community Profile

Gross Taxable Sales (a)		Building Permits (b)		
		Year	Number	Value
2010		2010	325	
2009	373,520,909	2009	362	
2008	421,814,909	2008	454	46,000,000
2007	447,902,863	2007	529	30,793,999
2006	427,052,394	2006	880	45,924,027
2005	357,682,343	2005	767	43,759,186
2004	311,644,070	2004	485	46,687,964
2003	286,236,364	2003	418	23,867,359
2002	300,179,591	2002	750	34,611,071
2001	275,164,224	2001	714	37,668,159

Source:

(a) City of Cottonwood Finance Department

(b) City of Cottonwood Community Development

Major Private Employers (a)	Education (b)	
Verde Valley Medical Center	Elementary Schools	2
Wal-Mart - Retail	High School	1
	Exceptional Children Program	1
Major Public Employers	Community College	1
Arizona Public Service	Students:	
City of Cottonwood	Grades K-8	2,165
Cottonwood/Oak Creek Schools	Grades 9-12	1,253
Mingus Union High School	**Total Students**	3,418
Yavapai County		

Source:

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

(b) Cottonwood/Oak Creek and Mingus School Districts

2011 Service Statistics

Fire Protection	
Stations	1
Employees (Full-time)	28
Fire & Haz Mat Calls	242
Rescue & Medical Calls	2,041
Public Assist Calls	267
Good Intent Calls	0
Fire Inspections (various kinds)	2,063
Plan Reviews & Permits	552
Public Ed Contact Hours	16,047

Public Works	
Engineering Reviews (ea. proj)	25
Subdivisions (lots)	374
Right of Way Permits (ea)	60
Flood Plain Inquires	160
Streets Inspected (LF)	10,000
Contract Administration	4,700,000

Recreation Programs	
Participation:	
Adult Sports	35,000
Special Events	23,000
Recreational Swimming	19,000
Instructional Classes	21,000
Youth Sports	10,500

Sewer	
Sewer Line Inspected (LF)	120,000
Miles of Line	48
Average Daily Treatment	1.08mg
Plant Capacity	1.5mgd
Blue Stake Requests	1,050
Reclaimed Water Sold	25 mg
Number of Sewer Accounts	42,000
Sewer Taps installed	15

Police Protection	
Stations	1
Employees (Full-time)	49
Sworn	33
Non-Sworn	16
Part I Crimes	525
Part II Crimes	18,066
Traffic Warnings	1,600
Traffic Citations	2,478
Calls for Service Dispatched	19,134

Library	
Items in Collections	96,000
Total Items Circulated	350,000
Circulation Transactions Per Day	1,163

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

Transit System	
Annual Ridership	59,365
Miles Traveled	180,687
Cottonwood Ridership	43,687
Disabled Ridership Estimation	30%

Water Utility	
Blue Stake Requests	2,600
Pumping Capacity	100mgd
Average Pumpage	34mgd
Number of Wells	26
Number of Storage Tanks	24

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 41.

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

BUDGET POLICY

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

Budget Philosophy

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

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

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

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

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

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

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

Public hearings on the budget are held each year in accordance with legal requirements in order to obtain comments from local taxpayers. To ensure compliance with the state imposed expenditure limitation, a uniform expenditure report must be filed with the state each year. This report reconciles total City expenditures from the audited financial statements to total expenditures for reporting in accordance with the state's uniform expenditure reporting system (ARS §41-1279.07).

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

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

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

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

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

Process For Changing the Budget

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

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

Budget Monitoring

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

Tentative Budget Calendar for FY 2012

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 15, 2011
Distribute Goals & Performance Measures Forms & Instructions	February 15, 2011
Distribute Personnel Request & Reclassification Forms	February 15, 2011
Budget Worksheets Due to Finance	February 22, 2011
Distribute Capital Improvements Schedules, Forms, & Instructions	February 22, 2011
Goals & Performance Measures due to Finance	February 24, 2011
Personnel Requests & Reclassifications due to Finance	February 24, 2011
Potential Budget Issues Meeting - City Manager	March 02, 2011
Potential Goal Setting Meeting – City Manager	March 04, 2011
Capital Improvement Forms due back to Finance	March 8, 2011
Council Annual Goal Setting Workshop	April 12, 2011
Capital Improvements Meeting (Finance & City Manager)	March 15, 2011
Review of 1st. Budget Draft with Finance & Administration	March 14-18, 2011
1st. Round Departmental Budget Meetings	March 21-25, 2011
Present *Proposed* FY 2012 Budget to City Council	May 31, 2011
Budget Work Sessions with City Council @ Council Chambers	June 2011
o Introduction to the Budget / Personnel Matters / Capital Requests	June 6, 2011
o Departmental Presentations	June 8, 2011
o Departmental Presentations / Budgetary Wrap-up	June 13, 2011
o Reserved for additional Budget Meeting	June 14, 2011
Present Tentative FY 2012 Budget to City Council	July 5, 2011
Public Hearings on Tentative Budget	July 5, 2011
Adopt *Tentative* FY 2012 Budgets, set Exp. Limitation	July 5, 2011
Present Final FY 2012 Budget to City Council	Aug 2, 2011
Public Hearing on Final Budget	Aug 2, 2011
Adopt *Final* FY 2012 Budget	Aug 2, 2011
Budget Due to GFOA for Award Review	November 2, 2011

Fund Accounting

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

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

Internal Service Fund - The Internal Service Fund is used to report any activity that provides goods and services to other funds, departments, or agencies of the primary government and its component units, or other governments, on a cost-reimbursement basis.

Fiduciary Funds

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

Agency Fund - The Agency Fund is used to account for the City's cemetery operations assets held by the City in a trustee capacity from which both principal and interest may be expended.

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

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

Budget Basis

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

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

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

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

Compensated absences and depreciation are not budgeted.

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

FISCAL POLICY

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

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

Financial stability of the City

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

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

DEBT SERVICE POLICY

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

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

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

Computation of Legal Debt Margin June 30, 2011	
Net secondary assessed valuation (Full Cash Value)	$122,594,325
Calculation of 20% Debt Limitation	
20% of secondary net assessed valuation	$24,518,865
Bonds outstanding	0
Net 20% Debt Limitation	$24,518,865
Calculation of 6% Debt Limitation	
6% of secondary net assessed valuation	$7,355,660
Bonds outstanding	0
Net 20% Debt Limitation	$7,355,660
Total Bonding Capacity	$31,874,525

Policy Statement

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

- The City will carefully monitor compliance with all bond covenants.

Debt Performance

- The City will limit long-term debt to only those capital improvements that cannot be financed through current revenues or designated capital reserves.

- Terms of repayment for any debt will not exceed the estimated useful life of the asset acquired.

- Debt will not be issued for recurring expenditures normally considered maintenance and operational expenditures.

- Minimize debt service impact to taxpayers by:
  - Creating sinking funds when possible to provide for expansion or replacement of capital equipment.
  - Seeking grant funding opportunities and lower interest debt options such as Water Infrastructure Finance Authority (WIFA) or Greater Arizona Development Authority (GADA), or the State Revolving Loan Funds to lower the size of the debt obligation.
  - Working closely with the City's financial advisors to structure debt in such a way that the debt load is explicitly related to the operating budget yet not impair operational needs.
  - Maintaining a good working relationship with City Financial Advisors, bond rating agencies, and insurance carriers, and providing full disclosure on all financial reports.

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

Total Outstanding Debt by Type of Bond
As of June 30, 2011

Project	Term	Principal	Interest	Funding Revenue
GO Bonds-Library Expansion	07/2013	290,000	24,350	0.2% Sales Tax
GADA-Railroad Wash Improvements	07/2013	185,000	16,575	0.2% Sales Tax
GADA-Public Safety Building	07/2013	505,000	34,425	0.2% Sales Tax
GADA – Recreational Center	08/2027	17,285,000	7,371,781	1.0% Sales Tax
MPC-Senior Lien Water Rev Bonds - 2004	07/2029	11,420,000	5,751,984	User Fees
MPC-Senior Lien Water Rev Bonds - 2006	07/2035	22,270,000	15,916,456	User Fees
Total Debt Service		$51,955,000	$29,115,571	

INVESTMENT POLICY

Policy

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

Scope

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

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

Objectives

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

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

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

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

Standard of Care

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

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

large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

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

Authorized Financial Dealers and Institutions

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

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

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

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

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

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

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

Safekeeping and Custody

Delivery vs. Payment - All trades of marketable securities will be executed by delivery vs.

payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

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

Collateralization shall be required on two types of investments:

- Certificates of deposits
- Repurchase agreements

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

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

Suitable and Authorized Investments

Authorized Investments

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

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

Prohibited Investments

- Reverse Repurchase Agreements
- Futures, Contractual Swaps, Options
- Inverse Floaters
- Interest Only Securities

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

Investment Pools

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

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

Diversification and Maturity Limitations

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

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

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

Reporting

Method

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

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

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

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

Performance Standards

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

Investment Policy Adoption

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

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STRATEGIC PLANNING

City Accomplishments for Fiscal Year 2011

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal year 2011 goals obtained are summarized within this list of accomplishments:

Physical Development

- Completed the new Soccer Field at Riverfront Park
- Completed the new Disc Golf Course
- Completion of several drainage improvements throughout the city
- Started the construction of the Pine Shadows Water Line

Community and Economic Development

- Completed the Business Assistance Center (BAC)
- Attracted the wine industry to Old Town and became a part of the Wine Trail
- Successfully organized and operated the 2nd Annual "Walk-In-On-Main-Street" in conjunction with the City's 50th Anniversary Celebration and programmed to more than 3,800 citizens and local artists.
- Successfully provided large scale Special Events programming to the community to over 20,000 participants

Public Safety

- Obtained Public Safety Stabilization Program Grant for $40,000 to purchase accident reconstruction equipment and DUI Investigation
- Completed GIS Mapping upgrade
- Completed implementation of electronic ticketing system
- Assumed fire department coverage responsibility for the Belsanti Annexation area
- Obtained $40,000 FEMA/AFG grant to purchase narrow band compliant mobile and portable radios
- Had the largest ever National Night Out with over 800 attending
- Partnered with VVMC and installed ten Automatic Defibrillators in three schools within the City
- Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
- Obtained State funded 9-1-1 system upgrade, to include new wireless Phase II mapping system
- Conducted numerous community fire & life safety education programs

General

- Developed the Historic Preservation Commission
- Created Annual Citizen Survey to ascertain community's perception of City services and retail store wishes
- Completed transition of the Cottonwood Area Transit (CAT) to the Northern Arizona Intergovernmental Public Transport Authority (NAIPTA)

- Obtained 12th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for Fiscal Year 2011

Organizational Goals - Fiscal Year 2012

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 2012.

Physical Development

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

> **Fiscal/Programmatic Impact**
> This $100,000 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 – Fire Hydrant/Flow Upgrades (reprogrammed)
This project will enhance the Fire Department's ability to provide fire suppression services by installing properly sized water lines and adding and/or replacing fire hydrants throughout the City's water service area.

> **Fiscal/Programmatic Impact**
> The addition of fire hydrants coupled with properly sized water lines will lower the local fire departments ISO rating which will result in lower homeowners insurance rates for our customers. Having adequately sized water lines will allow more volume of water flow which in turn decreases the amount of water hammer and associated damage to the distribution system. The $250,000 budgeted will be funded through water reserves.

Project – Waste Water – Hwy 260 extension
This project will extend the sanitary sewer collection system from Fir Street southeast to just before Goddard Road. The project involves installation of a gravity collection system, lift station and force mains.

Fiscal/Programmatic Impact
This area currently does not have sanitary sewer service to a large commercial area which has stifled commercial growth. An increase in commercial activity and the associated sales tax revenues will be a fiscal bonus to the general fund. Currently the funding of $100,000 is planned through existing reserves and other financing sources.

Project – Waste Water – Storage
The reclaimed water reservoir will allow this system to meet peak demands and reduce the cycling of the reclaimed water booster pumps.

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

Project – General Fund – ADEQ Brownsfield Grant
ADEQ grant funded site assessment testing of former recycling yard, that was recently purchased by the City of Cottonwood

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

Project – Waste Water – West Mingus Reconstruction- Reclaimed Water
This project is for the installation of approximately 2500 lin/ft. of 12" diameter PVC waterline for reclaimed water distribution. This project is part of a much larger redesign/ upgrade of Mingus Ave. from 89A to Willard Ave. When complete, this reclaimed water line will loop through central Cottonwood supplying reclaimed irrigation water to parks, schools, and other public areas.

Fiscal/Programmatic Impact
This project could potentially eliminate or reduce water costs associated with irrigation of public site landscaping and will be funded through existing capital reserves budgeted at $255,000.

Project – Waste Water – Waste Water Treatment Plant Upgrades
This item consists of installation and/or replacement of process piping, valves, wells, and associated equipment which are the high dollar maintenance projects at the wastewater treatment plant.

Fiscal/Programmatic Impact
This project will be funded through existing capital reserves and is budgeted at $400,000.

Project – Waste Water – Collections System Lining and Point Repair
Cleaning and closed circuit television inspection of the collections system concluded in FY 2010. Areas of clay sewer pipe were broken, cracked and fractured. Wastewater staff identified areas and used a rating system beginning with the most crucial. This is a three-year program designed to address the areas requiring attention by utilizing a point repair and lining system. The first year would accommodate twenty-five point repairs and five areas of lining encompassing a total of 1600 ft of collections line.

Fiscal/Programmatic Impact
The use of a lining and point repair system substantially lowers the cost of the project compared to conventional underground repair or replacement work. Raw sewage spills can be quite costly

to remediate and severe regulatory penalties may apply. The Arizona Department of Environmental Quality has the authority to levy penalties and fines. This project will be funded through existing capital reserves and is budgeted at $85,000.

Project – Waste Water – Concrete/Steel for Centrifuge Processing Area
This is for replacement of the concrete and steel runners that are used to aid the drop off and pick up of the 22-ton roll-off containers that are utilized for bio-solids hauling. The concrete in the area where the roll-offs are loaded and unloaded is original to the plant expansion, and is showing signs of severe deterioration. The steel runner plates are also bowing and causing the roll-offs to catch when moved. The current concrete and steel are a vehicular and staff safety hazard.

Fiscal/Programmatic Impact
The current concrete/steel structure creates a liability when personnel and contractors are on site. The concrete/steel repair will provide a safe and stable walking and/or driving surface and reduce wear on equipment used in the process. This project will be funded through existing capital reserves and is budgeted at $60,000.

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

Fiscal/Programmatic Impact
As the current plant reaches capacity, the ability to safely and effectively treat wastewater begins to deteriorate. The new plant would allow the City to redirect wastewater flow from the southeastern side of the City to the new plant and reduce pumping distance and cost. This project will be funded through existing capital reserves and is budgeted at $3,000,000 for FY 2012 for the design phase and $7,000,000 estimated for FY 2013.

Project – Utilities – West Mingus Reconstruction – Water Line Replacement
This project will replace approximately 2500 lin/ft of failing, inadequate potable water line. This is part of a larger street reconstruction project on Mingus Ave. between 89A and Willard Ave.

Fiscal/Programmatic Impact
This water system project will improve system hydraulics, fire flow availability, decreased maintenance and potential for damage due to major water leaks. Currently the funding of $256,000 is planned through existing reserves and other financing sources.

Project – Utilities – Hwy 260 Water Line Extention
This project is for the installation of approximately 5000 lin/ft. of potable waterline along the west side of Hwy. 260.

Fiscal/Programmatic Impact
This project will be funded with current reserves. The total project will be $1,250,000.

Project – HURF – Pavement Maintenance (on-going)
This project is to execute pavement maintenance contracts to extend the useful life of the streets. Pavement maintenance has typically been chip seal coating. Other types of seal coats such as slurry

coats may also be used. Chip seals are the only affordable treatment for most "local streets". Cottonwood historically gets a very long useful life out all pavement types, far in excess of the expected useful life. Routine pavement maintenance is required to keep the streets from "going to gravel".

Fiscal/Programmatic Impact

Funding for this program has been transferred solely to the HURF. There is a strong need to upgrade our streets, including the addition of sidewalks when funds are available. There is $652,000 allocated in FY 2012 due a rollover project from FY 2011. Costs are traditionally $350,000 per year and increase with construction inflation. The City's Street Maintenance Department will be responsible for the program.

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 in the amount of $695,400. The total cost of this project is estimated at $2,318,000

Project – HURF – W. Mingus Reconstruction (On Going)

This 1800-foot segment of Mingus Avenue, from SR 89A to Willard Street, is narrow, lacks sidewalk and bike lanes, and has poor drainage. Since the completion of the Mingus Avenue Extension to Cornville Road in 2004, trips on this segment of Mingus have grown to 6,000 per day. The existing pavement condition is poor. This project will not only rebuild the street, it will add sidewalks, bike lanes, curbs and gutter.

Fiscal/Programmatic Impact-

This project will be funded through HURF and Contracting Sales Tax. The total project will be $2,338,195.

Project – HURF – Main Street, Traffic Impact Analysis (TIA) Study, Mingus to 8th

This project will contract with a traffic engineer to conduct a Traffic Impact Analysis (TIA) on Main Street with particular attention focused on the 10th and Main Street intersection and analyze the impact on traffic of reducing Main Street to one lane in each direction with a center turn lane.

Fiscal/Programmatic Impact

This Study will allow the City to make an informed and educated decision before entering into the costly design and reconstruction of the 10th and Main Street intersection and the possible restriping of Main Street.

Project – HURF – Sidewalk Additions

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

Fiscal/Programmatic Impact

Costs are expected to be $137,000 in FY 2012 due to rollover projects from FY 2011. They are normally budgeted at $80,000 per year and are potentially being funded through the HURF and Contracting Sales Tax.

Project – Flood Control Grants – Willard Street Drainage/Rail Road Wash

This project will construct approximately 300 feet of underground drainage pipe in order to realign Rail Road wash and remove approximately 23 parcels from flood hazard. Also, a new engineering flood study will be conducted in which the FEMA flood plain will be revised per realignment.

Fiscal/Programmatic Impact

The owners of the 23 parcels including the City's Public Library will be removed from potential flood hazard. This project's cost of $165,000 is being funded by a grant from Yavapai County Flood Control District.

Project – Flood Control Grants – 6th Street Silver Springs Wet Crossing

This project will install drainage pipes under 6th street at the crossing with Silver Springs Wash. The elevation of the road will remain approximately the same after construction. The underground pipes will be sized to carry a 10 year event under 6th Street

Fiscal/Programmatic Impact

This project will allow 6th Street to remain open during seasonal storm events which cause the Silver Springs Wash to flow. Also, the project will save city staff time by reducing the amount of times 6th Street will need to be closed due to storm events and the time for cleaning the road after events. The $120,000 project cost is being funded by the Yavapai County Flood Control District.

Project – Flood Control Grants – Camino Real Street and Oak Wash Wet Crossing

This project will install drainage pipes under Camino Real Street at the crossing with oak Wash. The elevation of the road will remain approximately the same after construction. The underground pipes will be sized to carry a 10 year event under Camino Real Street.

Fiscal/Programmatic Impact

This project will allow Camino Real Street to remain open during seasonal storm events which cause the Oak Wash to flow. Also, the project will save city staff time by reducing the amount of times Camino Real Street will need to be closed due to storm events and the time for cleaning the road after events. The $120,000 project cost is being funded by the Yavapai County flood Control District.

Project – Airport Grants- Runway 32 Extension

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

Fiscal/Programmatic Impact

This project will be funded through Federal & State grants and is budgeted at $210,000. The City's share of that will be $5,000.

Project – Airport Grants- Energy Efficient Block Grant- Electrical Panels
The project will install an array of solar voltaic panels at the airport. The panels will supply renewable electric power to energize the airport runway lighting systems. The solar system will be able to supply power to the grid when the airport's demand cannot use the full amount of power produced.

Fiscal/Programmatic Impact
This project includes design and construction costs and will be funded 100% through the grant for $72,995. The clean energy produced on-site will benefit the airport fund through lower power bills for the 20 year life of the project.

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

Fiscal/Programmatic Impact
The fiscal impact of about $5,500,000 may be bonded to cover total cost over FY 2012 & FY 2013. Currently the facilities are over-crowded, old, and scattered throughout Old Town and the community. A new facility would be up to current life safety code standards, it would centralize more of city staff, eliminating unnecessary pedestrian and vehicle trips, for staff and the public. Increase in operating costs would be offset by vacating existing properties and selling them.

Project – Engineering/Public Works– Old Town Parking
This project will construct a 40-55 space public parking lot for the old town jail, the jail trail and businesses in old town. Significant grading and sub-grade preparation will be needed in order to construct the parking which has increased the expected construction cost.

Fiscal/Programmatic Impact
The public parking lot will add additional parking spaces in old town which is meant to assist businesses and generate revenue. Minimal maintenance costs are associated with this project once completed. This Project is budgeted at $190,000 through Capital Reserves.

Project – Engineering/Public Works– Gardner Property Demolition
Demolition of the existing buildings located at 1032 N First Street.

Fiscal/Programmatic Impact
The buildings as currently configured are a liability to the City and a danger to the public.

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

Fiscal/Programmatic Impact
These combined projects will cost approximately $114,600 and will prevent further damage of the parking area and asphalt that is already there. Maintenance costs for the short term future are minimal, once completed.

Project – Culture and Recreation – Library Parking Lot
Reconstruct the pavement and base section of the existing library parking lot. Little to no curb or concrete work should be needed.

Fiscal/Programmatic Impact
The pavement section will have a 10-15 year useful life. This project will cost approximately $80,000 and is budgeted in the General Fund. Once completed there is expected to be minimal maintenance costs.

Public Safety

Project – Police - Vehicle Replacement Program (on-going)
This project provides for the systematic replacement of police patrol vehicles before they become too costly to maintain. This year the Police Dept will purchase a motorcycle and four vehicles.

Fiscal/Programmatic Impact
This year the budgeted amount for this program is $170,000, which will be paid through the .2% sales tax reserve. By having a newer fleet, maintenance costs are reduced and down time is avoided.

Project – Public Safety – Fire Engine Pumper Type 1
Due to increased demand for emergency services and related activities we need to replace one of the engines that is over 12 years old and has in excess of 140,000 miles.

Fiscal/Programmatic Impact
The budget amount for the Fire Engine Pumper Type 1 is $498,870 and will be funded by lease purchase paid through the .2% sales tax reserves. The city already has the staffing in place but the vehicle needs replacing. Maintenance costs should be greatly reduced.

Project – Public Safety – SCBA Replacement Program (Air Packs)
This program entails the purchase of 25 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 $125,000. 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 though the Federal Fire Act 90%/10% matching grant. The matching amount will be paid through the .2% sales tax revenue. Reduced maintenance costs are expected once the program is complete.

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

Fiscal/Programmatic Impact

This program involves the purchase of at least 8 mobile radios and at least 20 portable radios at an estimated cost of $50,000 over the next two years. FY 2012 includes $5,000 from City funds and $40,090 in grant funding. Additional funds will be allocated in FY 2013. This project is funded though the .2% sales tax reserves and grant funds. Improved communications and lower maintenance costs are anticipated.

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 $120,000 in FY 2012 and $2,000,000 in FY 2013. The city already has the staffing at one fire house. Twelve firefighters would be moving to this new station along with one engine.

Organizational Goals for the Future - Fiscal Year 2013-17

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

Grant Funds

Project - Airport – Acquire Land II (12.4 acres)

This program is to acquire 12.4 AC at the southwest line of the airport to meet standards for object free area (OFA) for the relocated Taxiway A. And to acquire property to meet standards for parallel taxiway object free area (OFA) area. This property adjoins the SW property line of the airport. 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 $825,000 and is anticipated that a 97.5% FAA and ADOT grant will assist along a City contribution of 2.5% local share from the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and Airport Layout Plan (ALP). There are no additional costs anticipated with maintenance or operations of this project.

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

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

Fiscal/Programmatic Impact
The $335,000 expense is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP. Maintenance costs after completion of this project are expected to be minimal and no additional staffing is necessary.

Project - I Airport – Design T-Hangars Apron/Taxiway
This project is to design an apron and taxiway for new T-hangars.

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

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

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

Project - Airport – Grading for T-Hangars
This project is for site preparation for new T-hangars in the vicinity of the current parachute drop zone. The site will need substantial excavation of material to bring it down to the airfield elevation.

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

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

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

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

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

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

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

Physical Development

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

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

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

Fiscal/Programmatic Impact
An estimated cost of $135,000 is to be funded in FY 2014 from the City's 1% sales tax dedicated to general government facilities. The resurface will extend the life of the courts which are used heavily year-round.

Project – Parks – 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 2015 and is planned over a period of three years.

Project – HURF - 6th Street Reconstruction
This reconstructs 2,600 feet of pavement from Mingus Avenue to SR 89A. The pavement thickness will be improved with the project, to ensure it can handle the weight and the volume of traffic. The drainage problem will also be addressed.

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

Project – HURF – 10th Street Reconstruction
From N. Main Street to Mingus Avenue, reconstruct the 1500-foot street adding curb, gutter and sidewalk on both sides. Mill and overlay the pavement to tie the project in.

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

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

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

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

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

Project – HURF – Main St to Mingus
Mill and overlay the pavement on Main Street to Mingus Ave

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

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

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

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

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

Project – Utilities – 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 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 $271,000 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 $307,000 and will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

Project – Public Safety – Fire Rescue/Extrication-Jaws of Life
This project also allows for the purchase of miscellaneous rescue, extrication and special operations equipment on an annual basis to replace worn out, outdated or out of commission equipment and personal protection and to keep up with changing technology to meet service delivery demands in our rapidly growing community

Fiscal/Programmatic Impact
This project also includes the purchase of a hydraulic rescue tool including power unit, spreader tool, cutter tool and hydraulic rams. This unit (the "jaws of life") is used to facilitate rescue of persons from vehicles, buildings, etc. where entrapment makes rescue difficult or impossible without removing metal, doors, concrete, wood, superstructure, etc. This project is funded though the .2% sales tax reserves and $35,000 is budgeted in FY 2013.

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

Fiscal/Programmatic Impact
The budget amount for this project is $3,700,000 with $360,000 being allocated in FY 2013 This project will be funded by bonding and paid through the .2% sales tax reserves.

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

Fiscal/Programmatic Impact
This project will provide a realistic training prop for Fire Prevention and Life Safety Training to the citizens of Cottonwood. Primary audience will be children, the elderly and other "at risk" groups. The project costs of $360,000 are being allocated in FY 2013 and are funded through Grants.

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 a 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 $1,100,000. This project will be funded by Grants, partnerships with private sector development, and bonding which would be paid through the .2% sales tax reserves.

Long Range Financial Projections

GENERAL FUND

Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Taxes	$8,868,780	$9,130,465	$9,398,865	$9,719,600	$10,047,380
Licenses and Permits	125,670	128,810	132,030	135,330	138,710
Intergovernmental Revenues	2,863,110	2,596,020	2,351,020	2,131,070	2,036,600
Charges for Services	2,202,300	2,233,770	2,266,110	2,299,310	2,333,400
Fines and Forfeitures	168,120	172,320	176,630	181,040	185,560
Use of Monies & Properties	16,400	16,810	17,230	17,660	18,100
Miscellaneous Revenues	37,540	38,470	39,440	40,420	41,440
Other Financing Sources	6,660	8,800	8 ,800	8 ,800	8 ,800
Total Revenues	**$14,288,580**	**$14,325,465**	**$14,390,125**	**$14,533,230**	**$14,809,990**

Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Government	$6,706,170	$7,044,960	$7,401,340	$7,926,370	$8,170,740
Public Safety	7,376,360	7,770,160	8,185,510	8,623,660	9,085,840
Culture & Recreation	1,983,870	2,085,280	2,191,910	2,304,070	2,421,990
Total Expenditures	**$16,066,400**	**$16,900,400**	**$17,778,760**	**$18,854,100**	**$19,678,570**
Gain/(Loss)	**($1,777,820)**	**($2,574,935)**	**($3,388,635)**	**($4,320,870)**	**($4,868,580)**

CONCLUSION

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

Other issues that are out of the City's control are some of the rising employee benefits costs. Health insurance costs for employees and their dependents will mostly likely increase after July 01, 2011. A 7% increase is reflected in this forecast. Workman's compensation will see a slight increase in FY 2012. The higher claims in FY 2011 increased the City's experience modifier (E-mod).

There are required capital reserves that need to be met. To fund these reserves the General Fund will run a deficit in current operating that will have to be covered by fund balance. That, too, poses a different set of issues. The S.A.F.E.R. Grant revenue, which funded 90% of the cost of the 12 new firefighters in 2010, continues to reduce every year until it is completely eliminated in FY 2014. At that time the City will be solely responsible for funding the 12 new firefighters. The new Multi-generational Recreation Center became fully operational for a whole year starting in FY 2011 and is forecasted to cover slightly above 60% of its expenditures through its own revenue stream.

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

SPECIAL REVENUE FUND

Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Street Department	$1,344,150	$1,406,590	$1,468,620	$1,540,350	$1,613,900
Library	772,840	811,480	852,050	894,670	939 ,420
Airport	294,840	303,690	312,810	322,200	331,860
Grants	500,000	500,000	500,000	500,000	500,000
CDBG	0	0	0	0	0
Total Revenues	**$2,911,830**	**$3,021,760**	**$3,133,480**	**$3,257,220**	**$3,385,180**

Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Street Department	$738,485	$776,900	$817,330	$859,920	$904,750
Library	929,680	976,170	1,024,950	1,076,160	1,129,980
Airport	269,900	283,410	297,600	312,480	328,100
Grants	500,000	500,000	500,000	500,000	500,000
CDBG	0	0	0	0	0
Total Expenditures	**$2,438,065**	**$2,536,480**	**$2,639,880**	**$2,748,560**	**$2,862,830**
Gain/(Loss)	**$473,765**	**$485,280**	**$493,600**	**$508,660**	**$522,350**

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

CAT, the City's transit system was transitioned to NAIPTA during FY 2012 and is now being budgeted in the General Fund-Non-Departmental budget in contractual services.

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 2013	FY 2014	FY 2015	FY 2016	FY 2017
Interest Income	$2,610	$10	$10	$10	$10
User Fees	0	0	0	0	0
City Sales Tax	1,735,230	1,616,150	1,656,550	1,697,960	1,740,410
Total Revenues	**$1,737,840**	**$1,616,160**	**$1,656,560**	**$1,697,970**	**$1,740,420**

Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Trustee Fees	$0	$0	$0	$0	$0
Interest Payments	786,575	716,075	683,075	648,775	613,075
Principal Payments	900,000	775,000	810,000	840,000	875,000
Total Expenditures	**$1,686,575**	**$1,491,075**	**$1,493,076**	**$1,488,775**	**$1,488,075**
Gain/(Loss)	**$51,265**	**$125,085**	**$163,485**	**$209,195**	**$252,345**

CONCLUSION

The special two-tenths of a percent (.2 %) city sales tax enacted in 1992, funds the debt service of the Library Project of 1992. The coverage of income to debt payment is expected be 5.8x in FY 2011 and 5.8x in FY 2012. This trend is expected to continue to increase, demonstrating exceptional coverage. Final disposition of the library debt service and the .2% sales tax is July 1, 2013.

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

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

ENTERPRISE FUND – SEWER & WATER

Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Interest Income	70,610	72,360	74,140	75,970	77,850
User Fees	6,490,190	6,659,780	6,833,830	7,012,470	7,195,790
Miscellaneous Income	384,470	394,230	404,240	414,500	425,030
Total Revenues	**$6,945,270**	**$7,126,370**	**$7,312,210**	**$7,502,940**	**$7,698,670**

Expenses	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Operations	3,687,445	3,874,350	4,067,300	4,269,970	4,482,770
Administration	1,315,220	1,381,000	1,450,060	1,522,550	1,598,680
Debt Service	2,549,810	2,525,680	2,512,410	2,578,615	2,574,900
Total Expenses	**$7,552,475**	**$7,781,030**	**$8,029,770**	**$8,371,135**	**$8,656,350**
Gain/(Loss)	**($607,205)**	**($654,660)**	**($717,560)**	**($868,195)**	**($957,680)**

CONCLUSION

The Enterprise Funds, which includes the Water and Wastewater Divisions are both self-sufficient and depend on their user fees to fund their operations. The Wastewater Division is no longer being subsidized by the special one-percent sales tax enacted in 1987, or the General Fund. The City began "weaning" itself off the dependence of this subsidy in FY 2001 and now relies predominately on user fees. Rate will have to increase to cover any operational and debt service short falls.

The Water Division also relies on only its user fees to fund all of its operations, including capital projects and debt service. Original bond distributions assist the company to handle some system improvements. Other revenue sources for both divisions are interest on investments, building rentals, sale of effluent, and miscellaneous income. Currently the City is reviewing possible rate increases for FY 2012 and future years that will help balance these operating deficits.

FIDUCIARY FUND

Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Interest Income	41,200	42,440	43,710	45,020	46,370
Contributions	24,470	25,210	25,970	26,750	27,560
Total Revenues	**$65,670**	**$67,650**	**$69,680**	**$71,770**	**$73,930**

Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Benefits Paid	38,430	40,360	42,380	44,060	8,430
Total Expenditures	**$38,430**	**$40,360**	**$42,380**	**$44,060**	**$8,430**
Gain/(Loss)	**$27,240**	**$27,290**	**$27,300**	**$27,710**	**$65,500**

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 Verde Valley Employee Benefits Pool, which provides health, dental, and vision coverage for many of the schools and cities in the Verde Valley. This fund now funds the City's short-term disability coverage for the City employees. Reserves will be used to fund deficits. It is estimated that this fund will be depleted by FY 2017 at which time the City may choose to continue to fund this program from the General Fund. The Fiduciary Fund also includes the Alternate Pension and Benefit Trust, which provides retirement benefits to Volunteer Firefighters.

CEMETERY TRUST FUND

Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Other Income	$0	$0	$0	$0	$0
Charges for Services	1,750	1,800	1,850	1,900	1,950
Total Revenues	**$1,750**	**$1,800**	**$1,850**	**$1,900**	**$1,950**

Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Operations	27,310	28,680	30,120	31,620	33,200
Total Expenditures	**$27,310**	**$28,680**	**$30,120**	**$31,620**	**$33,200**
Gain/(Loss)	**($25,560)**	**($26,880)**	**($28,270)**	**($29,720)**	**($31,250)**

CONCLUSION

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

REVENUE AND EXPENDITURE ANALYSIS

Consolidated Revenues - All Funds

Revenue projections were based on several different factors this year, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local sales tax and the economic situation at the State and Federal level. FY 2011 is showing signs of our local sales tax beginning to stabilize and for FY 2012 we are projecting that revenues will level out and only slight increases are projected over the next few years.

A listing of All Funds Consolidated Revenues by Sources is on page 66. A further breakdown by source and fund may be found on page 68.

Consolidated Expenditures - All Funds

Expenditure projections for Fiscal Year 2012 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 are still frozen for FY 2012 but some are anticipated to be filled beginning in the FY 2013 projections. Salaries are also projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments for future years beginning in FY 2013

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

General Fund - Revenues

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

Taxes

Special attention was given to our local city sales tax. With a .8% hike in FY 2009, the City Sales Tax has continued to drop. 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 56.8 % of all General Fund revenues. FY 2012 matches allocations dating back to FY 2008

State shared revenues constitute 16.8% of total operating revenues or about $2.4M for FY 2012. This is down from last year's revenues by 17.6%. State finances as well as state legislation can have a dramatic affect on the City's budget. These revenue sources are being watched closely for any legislative action that could trickle down to cities, especially with the current State Government economic climate.

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

Licenses and Permits

License and permit revenues which had peaked in FY 1998 and declined again due to the poor economy are budgeted at $122,600 for FY 2012 which is an increase of 8.2% from FY 2011. It is expected to stay in the lower to mid $100K for the next few years until the economy starts to improve and growth resumes.

Intergovernmental Revenues

Intergovernmental revenues are based on a sharing of state sales taxes, state income taxes and motor vehicle in-lieu tax on a per capita basis. Using the 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 4.13% for this year, including all police and fire grants. The State Shared Income Tax is distributed to the cities based on collections two years prior.

Charges for Services

Charges for services have increased significantly over the past couple years mainly due to the opening of the Recreation Center. An additional increase of 11.8% is planned for FY 2012.

Fines and Forfeitures

Fines and forfeitures have decreased an average of 6.7% per year over the past five years. There was a sharp increase in FY 2006 due to a new judge being sworn in. The subsequent years traditionally taper off with the trend expected to change with a replacement judge having been sworn in for the past judge. For the upcoming year, revenues in this area are expected to remain the same as FY 2011

Uses of Monies and Properties

The City adopted an investment policy to allow greater investment flexibility to capitalize on opportunities other than strictly the State's Local Government Investment Pool (LGIP). With the preparation of the five year capital plan, this policy will be a very useful tool. Investments are expected to earn a higher return over the next few years as interest rates begin to climb out of the recession.

Miscellaneous

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

General Fund - Expenditures

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

Expenditures

Total General Fund expenditures are projected to increase by 40.2% this fiscal year. This translates to a $6,024,575 increase over the previous fiscal year of $14,984,215. This net increase includes some rollover projects and $4,654,635 in reserves. Two positions were added and filled at the end of FY 2011. The Purchasing Manager in the new Purchasing Division and the Civil Engineering Technician in the Engineering Department. The Purchasing Manager position replaces the frozen Accounting Technician position. One additional Public Works & Utility Maintenance Specialist position will be added and filled in the Public Works Department in FY 2012, replacing one of the frozen Streets Department's Maintenance positions.

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 7.5% in FY 2011 and a 7% increase is anticipated for FY 2012.

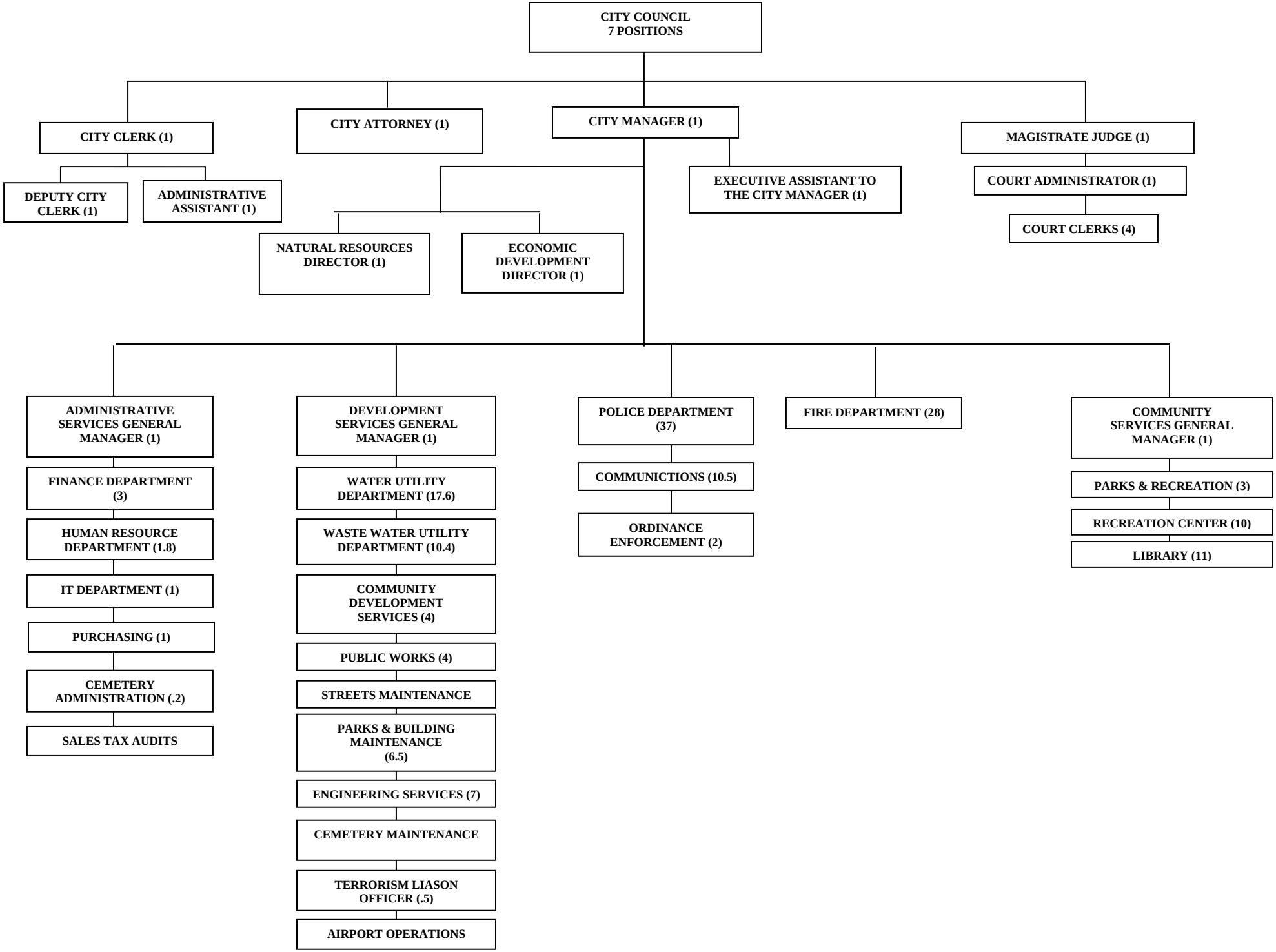
Operating supplies category has increased from $585,440 last year to $680,655 this year. This increase is due to the general growth of the City government and increases in cost charged by vendors due to the economy. Cost control measures set in place in previous years due to uncertain local economic slowdowns and the dependency on local and state shared sales tax revenues are keeping this category from escalating even further. Department heads take a very close look at their operating supplies and most are able to stay within their overall requests.

Contractual Services is anticipated to increase by 10.1%

Other Services and Charges reflect a 29.71% increase, which is mainly due to the cost of the CAT transit system, which is no longer a part of the City, moving into the General Fund.

Capital Outlay increased by $1,472,855 or 77.9% over last year's revised figure of $607,240. This large increase is due to the rollover of the acquisition of the Fire Truck and capital grants that are being budgeted this fiscal year.

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


CITY COUNCIL
7 POSITIONS
CITY CLERK (1)
DEPUTY CITY CLERK (1)
ADMINISTRATIVE ASSISTANT (1)
CITY ATTORNEY (1)
CITY MANAGER (1)
NATURAL RESOURCES DIRECTOR (1)
ECONOMIC DEVELOPMENT DIRECTOR (1)
EXECUTIVE ASSISTANT TO THE CITY MANAGER (1)
MAGISTRATE JUDGE (1)
COURT ADMINISTRATOR (1)
COURT CLERKS (4)
ADMINISTRATIVE SERVICES GENERAL MANAGER (1)
FINANCE DEPARTMENT (3)
HUMAN RESOURCE DEPARTMENT (1.8)
IT DEPARTMENT (1)
PURCHASING (1)
CEMETERY ADMINISTRATION (.2)
SALES TAX AUDITS
DEVELOPMENT SERVICES GENERAL MANAGER (1)
WATER UTILITY DEPARTMENT (17.6)
WASTE WATER UTILITY DEPARTMENT (10.4)
COMMUNITY DEVELOPMENT SERVICES (4)
PUBLIC WORKS (4)
STREETS MAINTENANCE
PARKS & BUILDING MAINTENANCE (6.5)
ENGINEERING SERVICES (7)
CEMETERY MAINTENANCE
TERRORISM LIASON OFFICER (.5)
AIRPORT OPERATIONS
POLICE DEPARTMENT (37)
COMMUNICTIONS (10.5)
ORDINANCE ENFORCEMENT (2)
FIRE DEPARTMENT (28)
COMMUNITY SERVICES GENERAL MANAGER (1)
PARKS & RECREATION (3)
RECREATION CENTER (10)
LIBRARY (11)

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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.

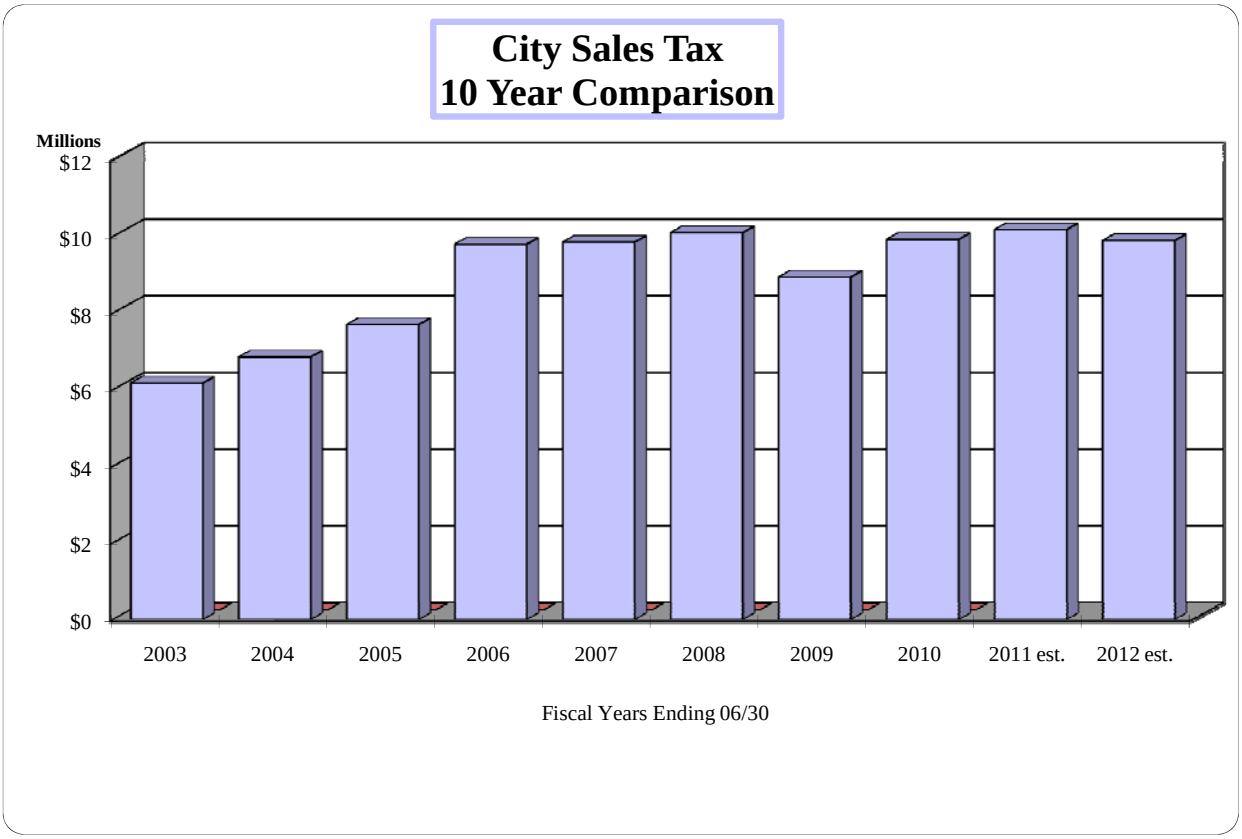
Please note: For this analysis we are not including the Bed Tax or the Utility Tax.

Analysis:

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

The method in which the City accounts for sales tax accruals changed in FY 2003 with the introduction of GASB 34. The economic decline that affected the entire nation is clearly reflected in the FY 2009 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 have been higher than projected and the current estimate is reflecting a 2.58%% increase. It is being projected that we will stay at this level in FY 2012.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	6,176,084	6.26%
2004	6,856,170	11.01%
2005	7,703,224	12.35%
2006	9,798,510	27.20%
2007	9,853,864	0.56%
2008	10,102,433	2.52%
2009	8,943,592	-11.47%
2010	9,925,086	10.97%
2011 est.	10,181,455	2.58%
2012 est.	9,894,440	-2.82%

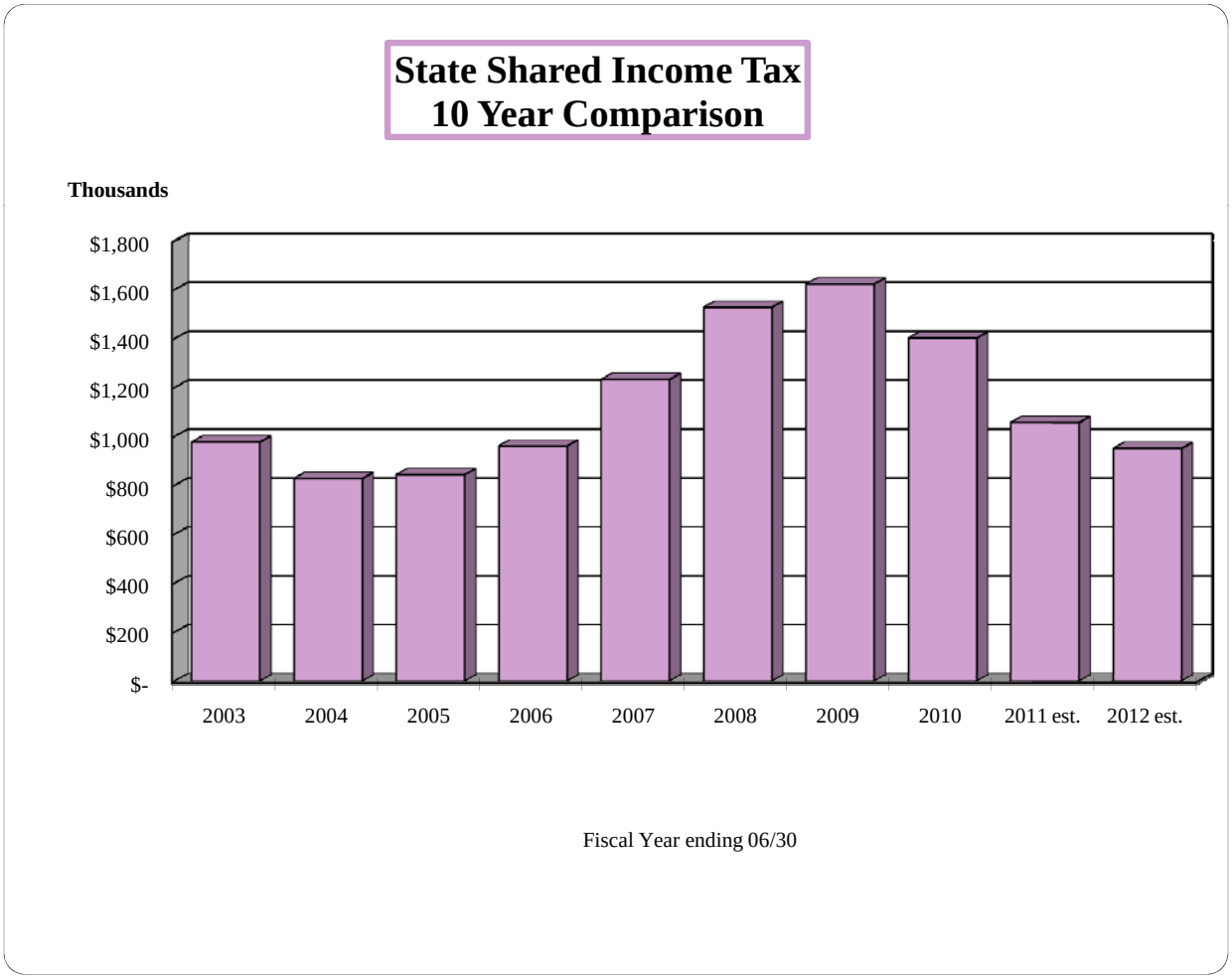


State Shared Income Tax Revenue

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 mirrors the Federal Income Tax system with similar allowed deductions, federal tax cuts initiated by the federal government affected this State Shared revenue. The state estimates for FY 2012 are down by 10.04% over last fiscal year, due to the lack of improvement in the unemployment rate.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	976,932	22.88%
2004	827,665	-15.28%
2005	843,803	1.95%
2006	961,036	13.89%
2007	1,232,997	28.30%
2008	1,528,328	23.95%
2009	1,623,403	6.22%
2010	1,402,140	-13.63%
2011 est.	1,056,875	-24.62%
2012 est.	950,815	-10.04%

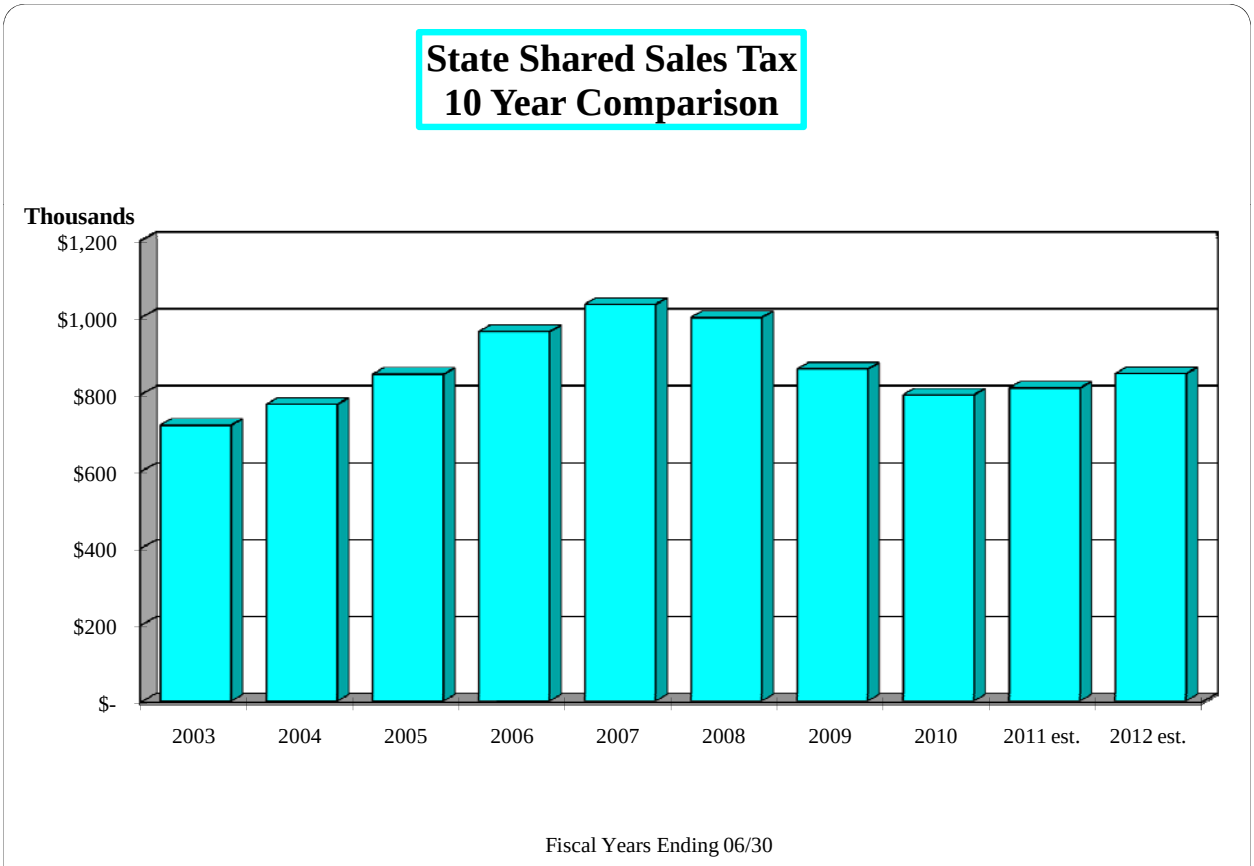


State Shared Sales Tax Revenue

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 and the State projected an increase in revenues of about of 2.23% in FY 2011 and 4.61% in FY 2012.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	717,869	15.15%
2004	772,232	7.57%
2005	850,346	10.12%
2006	961,036	13.02%
2007	1,032,214	7.41%
2008	998,077	-3.31%
2009	864,056	-13.43%
2010	796,966	-7.76%
2011 est.	814,740	2.23%
2012 est.	852,270	4.61%

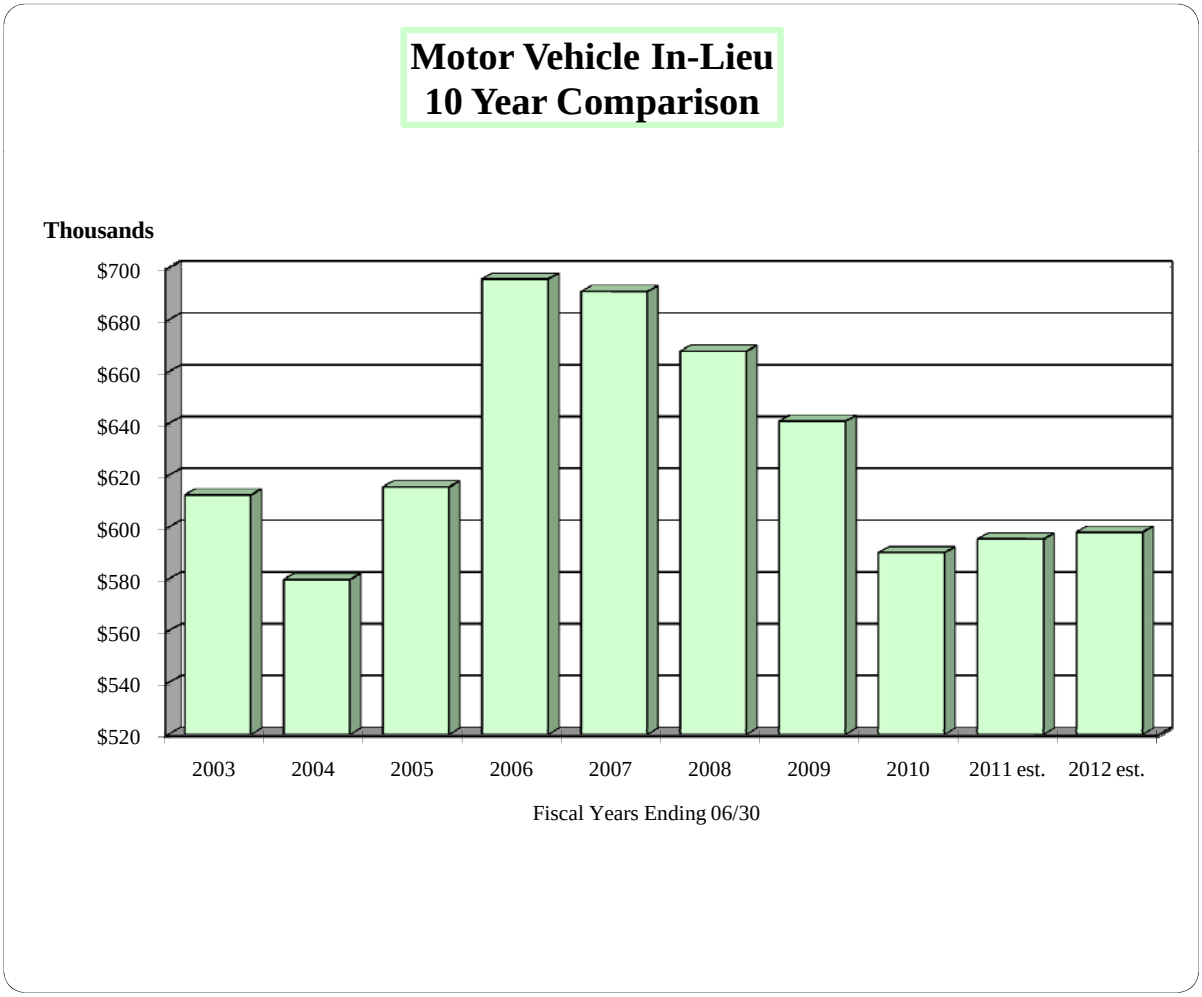


Motor Vehicle In-Lieu Revenue

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 for the communities to receive their revenues by half.

Analysis:
The falling auto sales in FY 2008 through FY 2010 is reflected in this chart. These revenues are leveling out in FY 2011 through FY 2012 and a slight increase is projected by the League of Arizona Cities and Towns

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	612,487	20.20%
2004	579,864	-5.33%
2005	615,579	6.16%
2006	695,836	13.04%
2007	690,992	-0.70%
2008	667,929	-3.34%
2009	640,992	-4.03%
2010	590,201	-7.92%
2011 est.	595,439	0.89%
2012 est.	598,165	0.46%

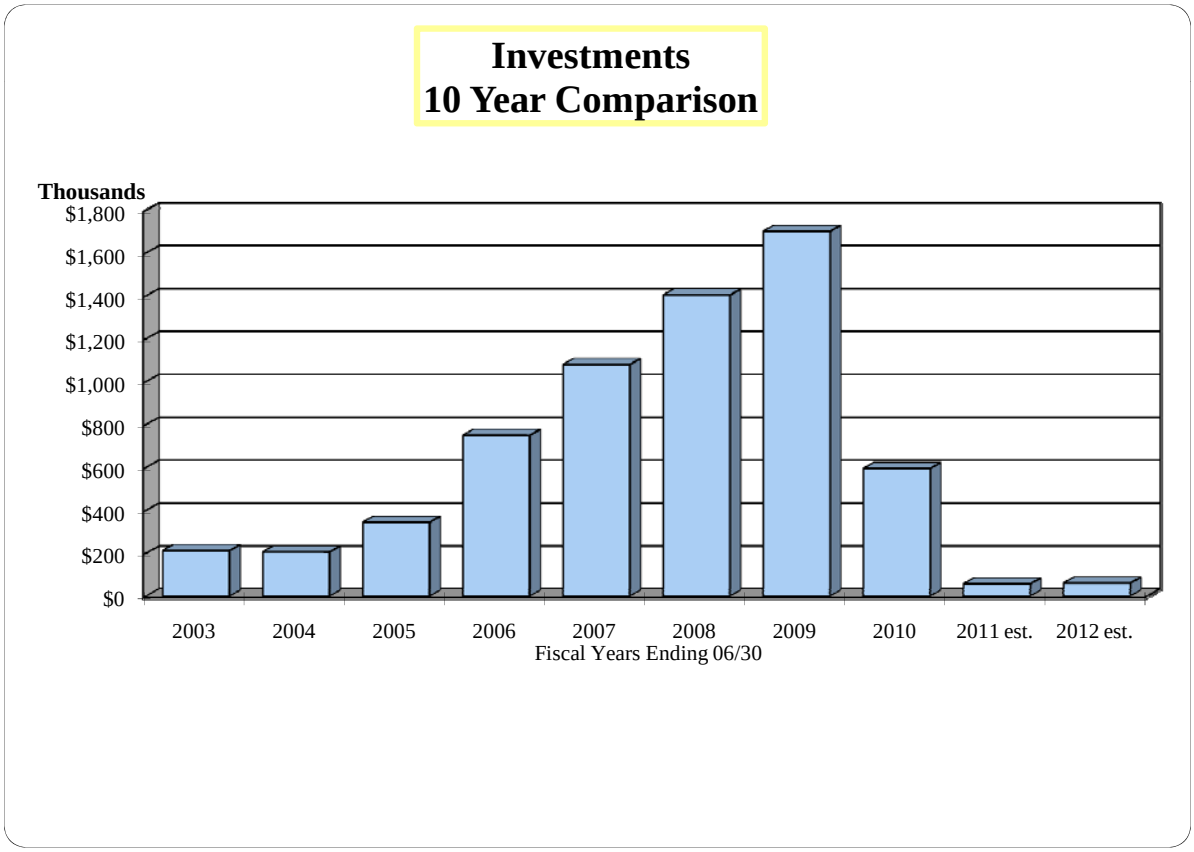


Investment Revenues

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

Analysis:
In 2005, the rise in interest rates and the acquisition of four water companies requiring substantial debt service and capital improvement reserves were driving these revenues to such growth. The growth stopped in FY 2010 for these revenues as interest rates dropped dramatically and the City began to use funds from its capital reserves for major projects. Lack of improvement in interest rates continues to hamper this revenue stream.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	212,205	-45.20%
2004	206,174	-2.84%
2005	344,890	67.28%
2006	749,981	117.46%
2007	1,079,902	43.99%
2008	1,403,868	30.00%
2009	1,701,210	21.18%
2010	595,496	-65.00%
2011 est.	57,740	-90.30%
2012 est.	61,740	6.93%

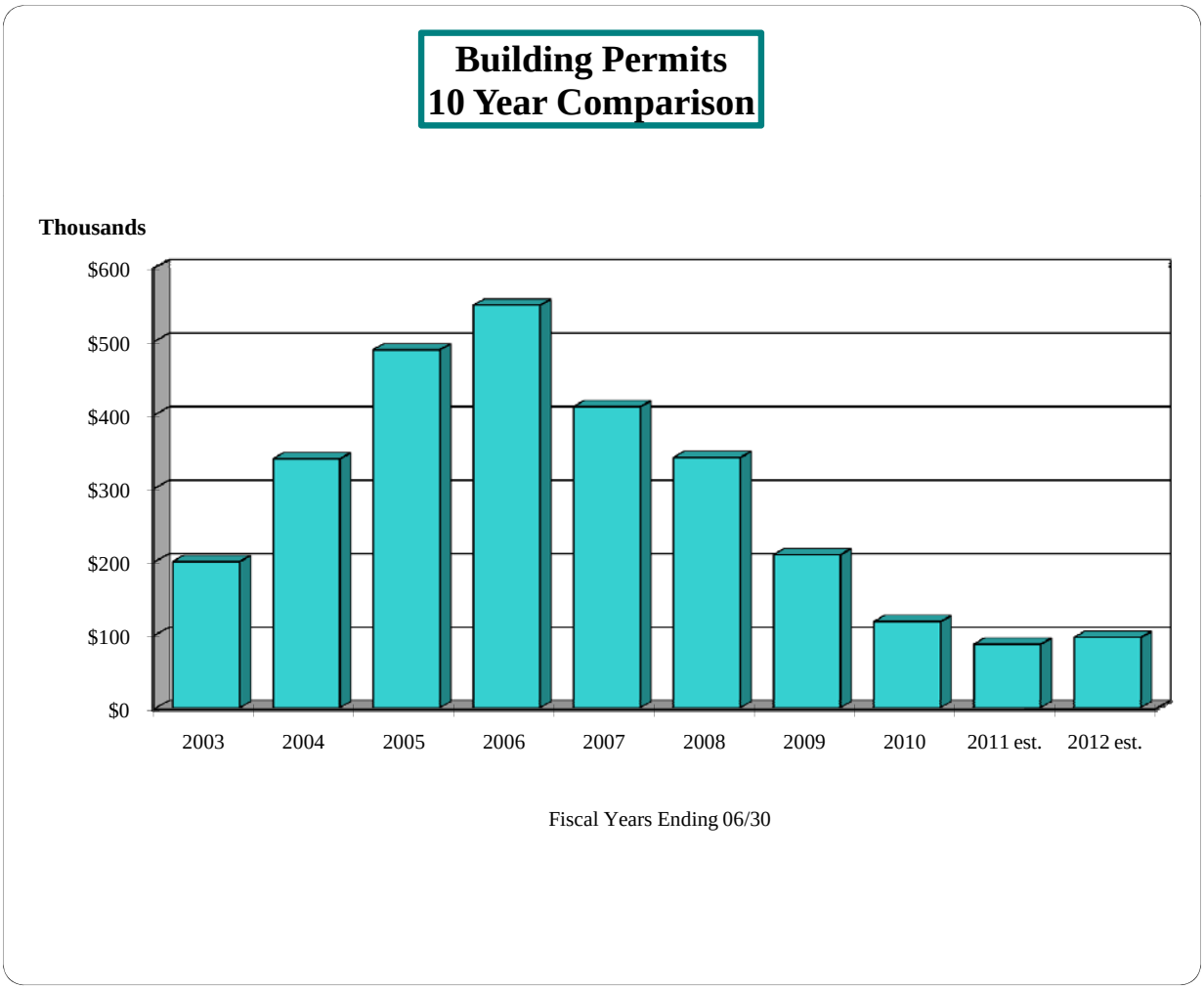


Building Permits Revenue

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. Current projections are showing a slight increase in the FY 2012 permits.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	198,971	-10.00%
2004	338,815	70.28%
2005	487,417	43.86%
2006	547,891	12.41%
2007	409,752	-25.21%
2008	340,638	-16.87%
2009	208,297	-38.85%
2010	117,278	-43.70%
2011 est.	86,550	-26.20%
2012 est.	95,750	10.63%

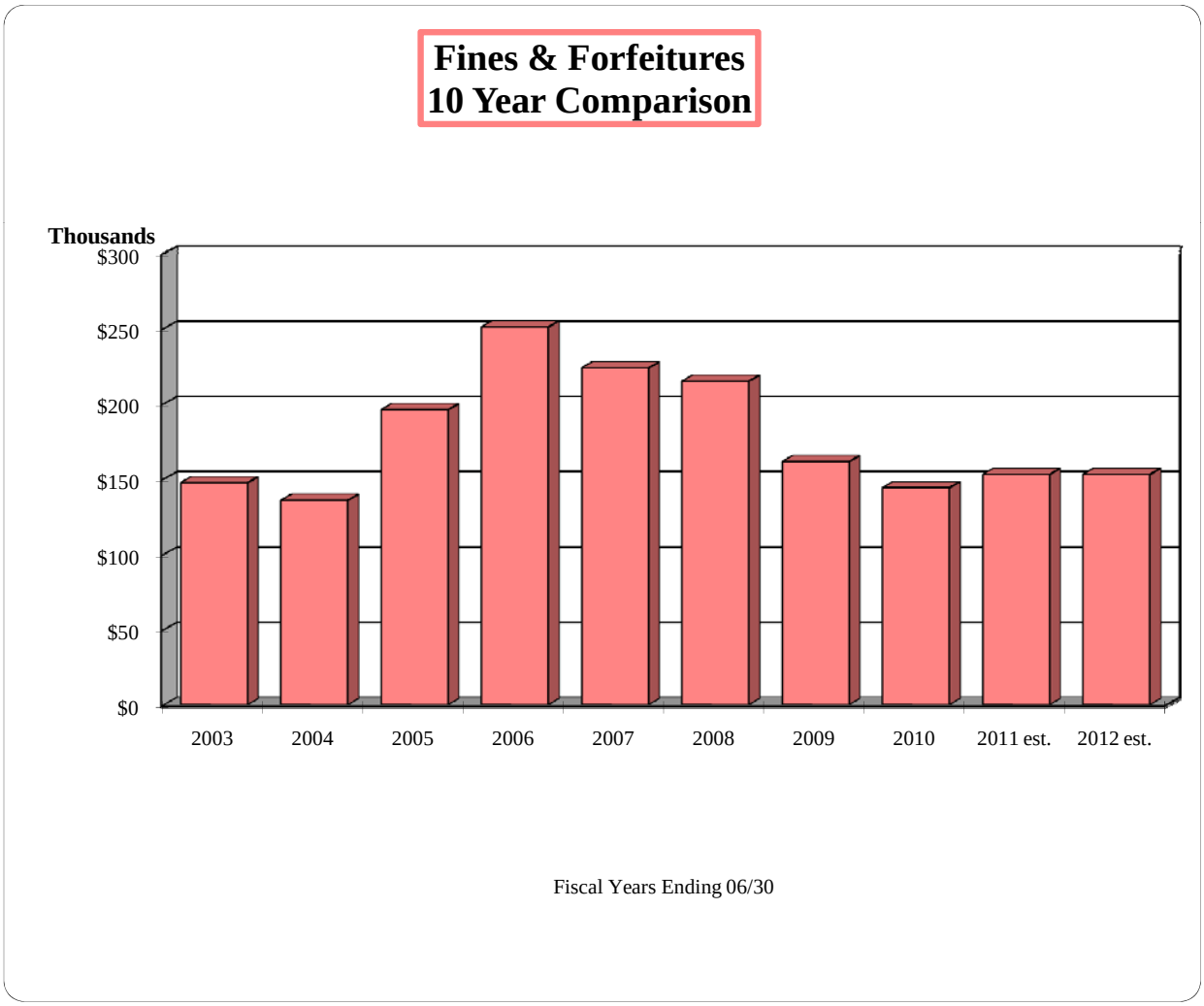


Fines And Forfeitures

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

Analysis:
This City revenue fluctuates each year based on traffic enforcement. 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 was appointed by the Council. This magistrate plans to continue the established practices. For Fiscal Years 2010-2012 the 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.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	147,505	14.00%
2004	135,839	-7.91%
2005	196,084	44.35%
2006	250,972	27.99%
2007	223,768	-10.84%
2008	214,940	-3.95%
2009	161,562	-24.83%
2010	144,122	-10.79%
2011 est.	153,000	6.16%
2012 est.	153,000	0.00%

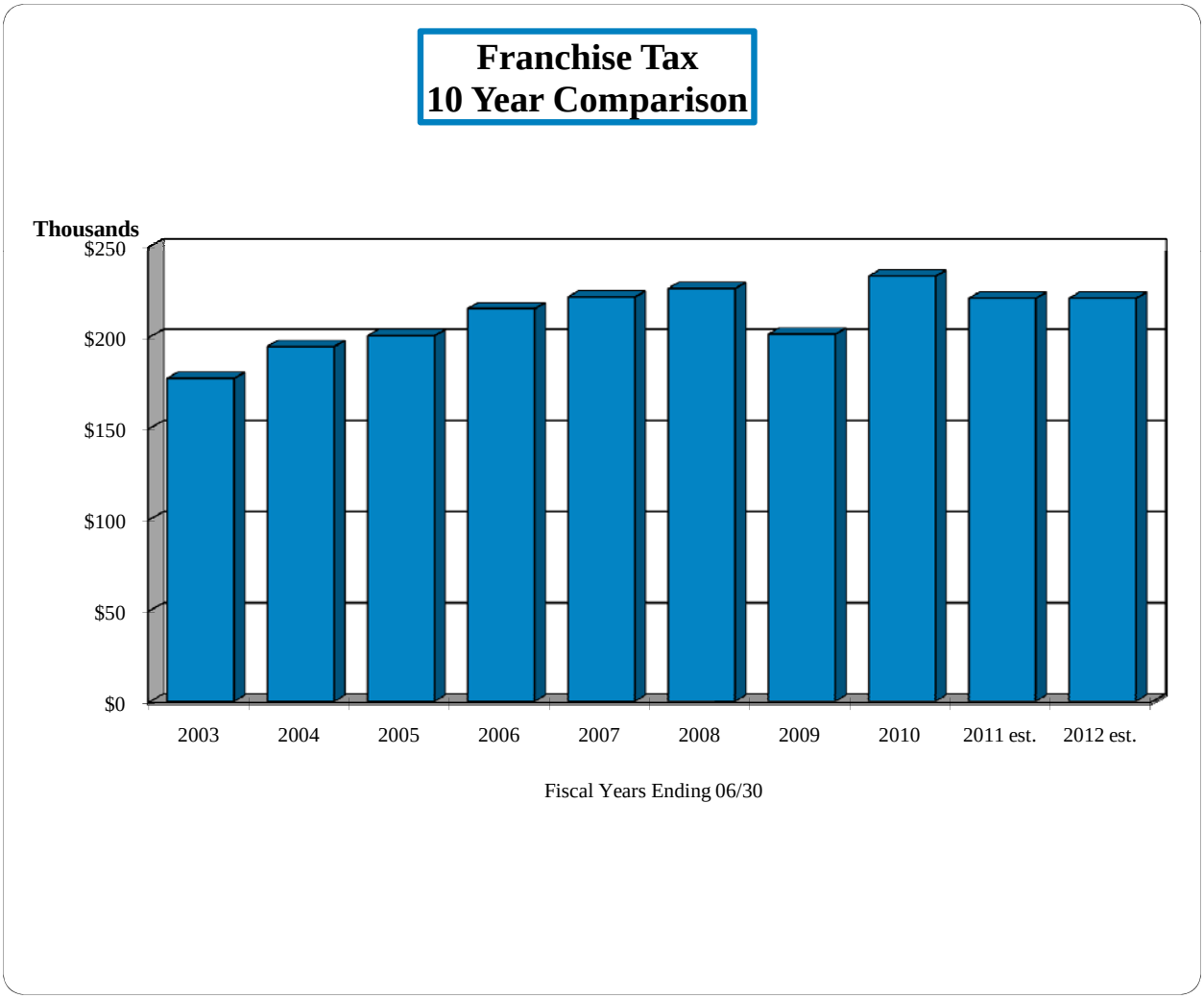


Franchise Tax Revenues

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

Analysis:
This revenue has shown a steady increase as the utility companies continue to increase their rates to cover costs. In FY 2009 a decrease was realized as the economy continued to falter. FY 2010 showed a rebound most likely due to the approved rate increase APS received from the Corporation Commission. For FY 2011 a slight decrease has been seen and FY 2012 is being projected to level out.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	177,065	21.79%
2004	194,534	9.87%
2005	200,448	3.04%
2006	215,249	7.38%
2007	221,675	2.99%
2008	226,368	2.12%
2009	201,322	-11.06%
2010	233,129	15.80%
2011 est.	221,000	-5.20%
2012 est.	221,000	0.00%



Highway User Revenue Funds - HURF

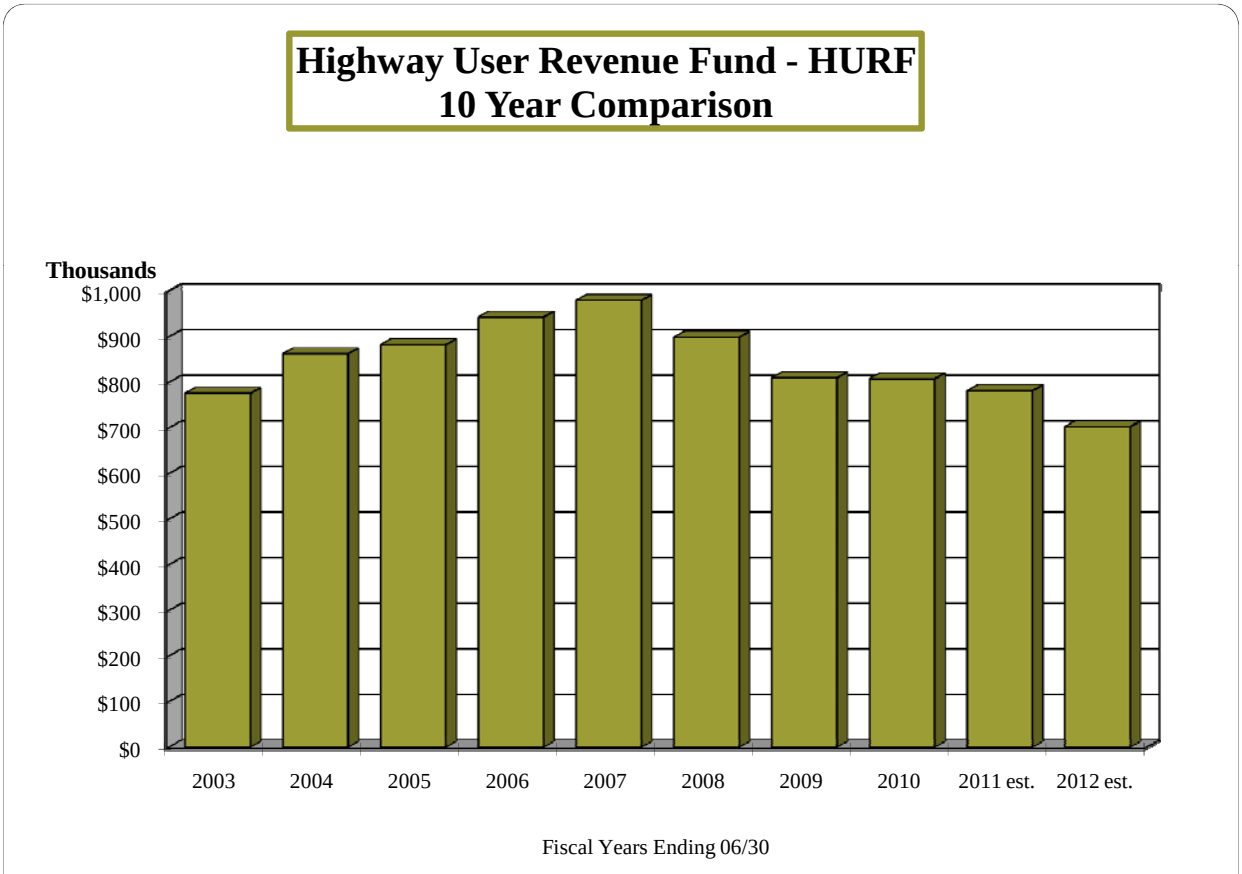
Description:

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. Though fuel consumption has increased over the last several years, the State continues to raid this State Shared fund to cover it's Department of Public Safety budget shortfalls.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	775,795	14.13%
2004	862,813	11.22%
2005	882,656	2.30%
2006	943,333	6.87%
2007	979,659	3.85%
2008	899,089	-8.22%
2009	809,827	-9.93%
2010	807,864	-0.24%
2011 est.	781,725	-3.24%
2012 est.	702,707	-10.11%



Local Transportation Assistance Fund Revenues - LTAF

Description:

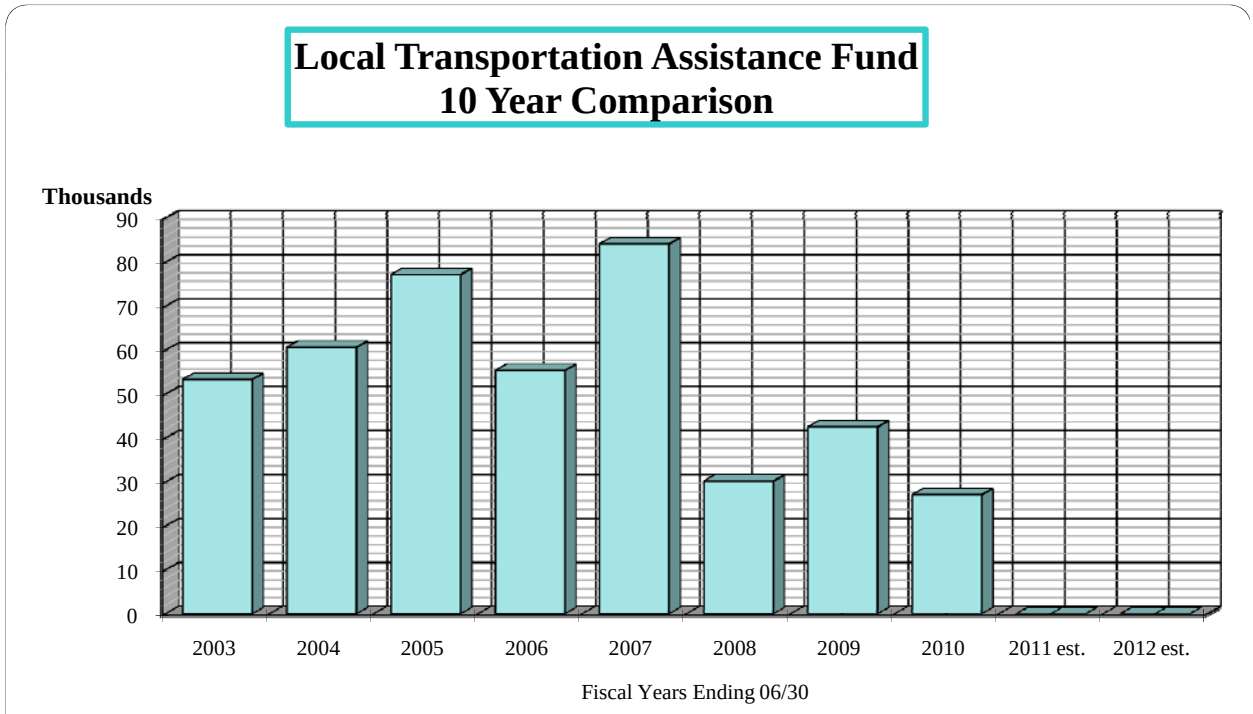
Local Transportation Assistance Fund Revenues (LTAF) consist of two LTAF distributions, LTAF and LTAF II. LTAF monies are derived from the State Lottery Fund. Arizona cities have been receiving a portion of the proceeds of the Arizona lottery since 1982. The original LTAF allocation was based on individual 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 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.
2003	53,341	-7.26%
2004	60,665	13.73%
2005	77,213	27.28%
2006	55,405	-28.24%
2007	84,155	51.89%
2008	30,207	-64.11%
2009	42,541	40.83%
2010	27,118	-36.25%
2011 est.	0	-100.00%
2012 est.	0	-100.00%



Wastewater User Fees

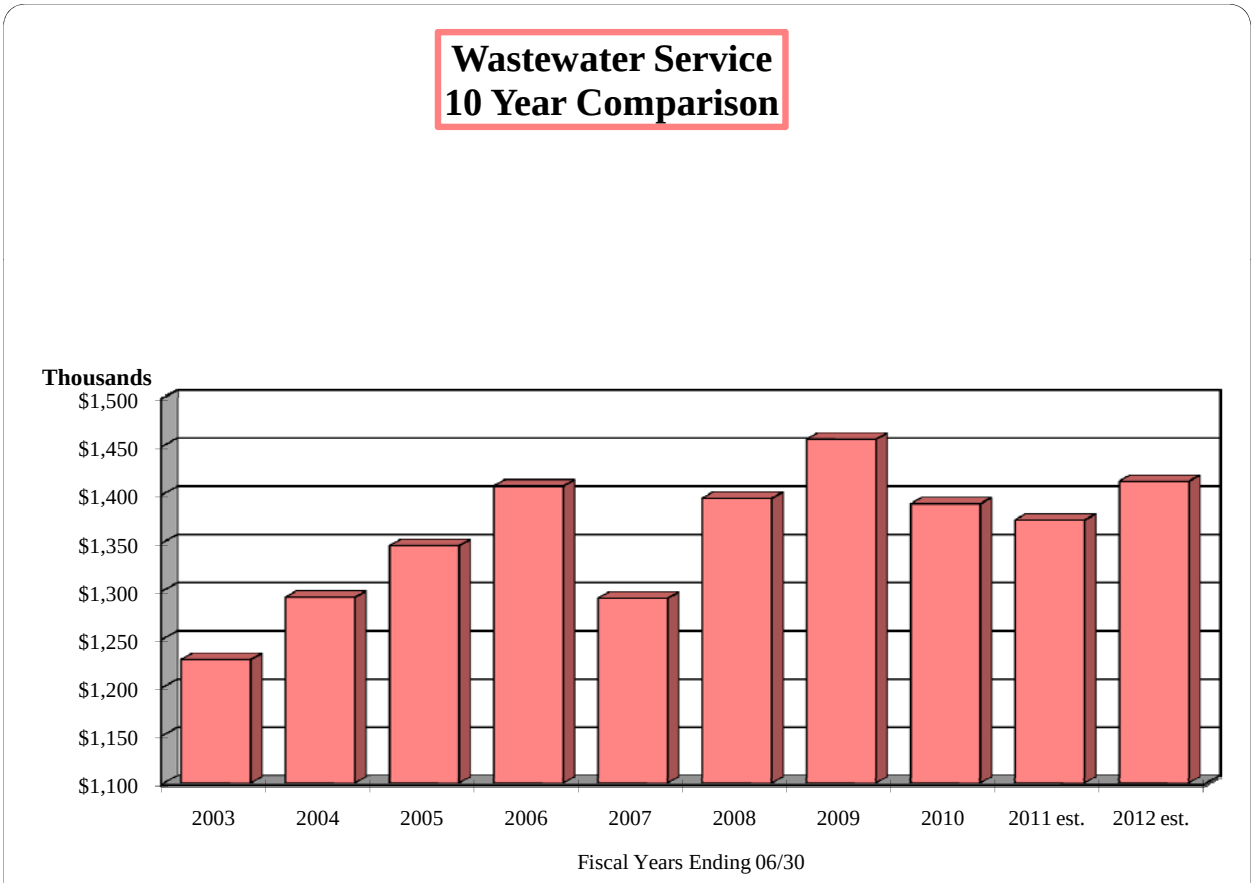
Description:

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 have increased due to steady city growth. The system became operational October 1, 1990. The initial residential user fee was $6.75 per month. The rate was increased in 1995 to $13.20 per month, which the Council at the time froze for a five year period. The current rate is $16.75; these fees are evaluated annually to determine if an increase is necessary. The last increase was in FY 2002.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	1,228,051	9.79%
2004	1,292,709	5.27%
2005	1,346,191	4.14%
2006	1,408,017	4.59%
2007	1,291,744	-8.26%
2008	1,395,464	8.03%
2009	1,456,567	4.38%
2010	1,389,721	-4.59%
2011 est.	1,372,825	-1.22%
2012 est.	1,412,900	2.92%



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.

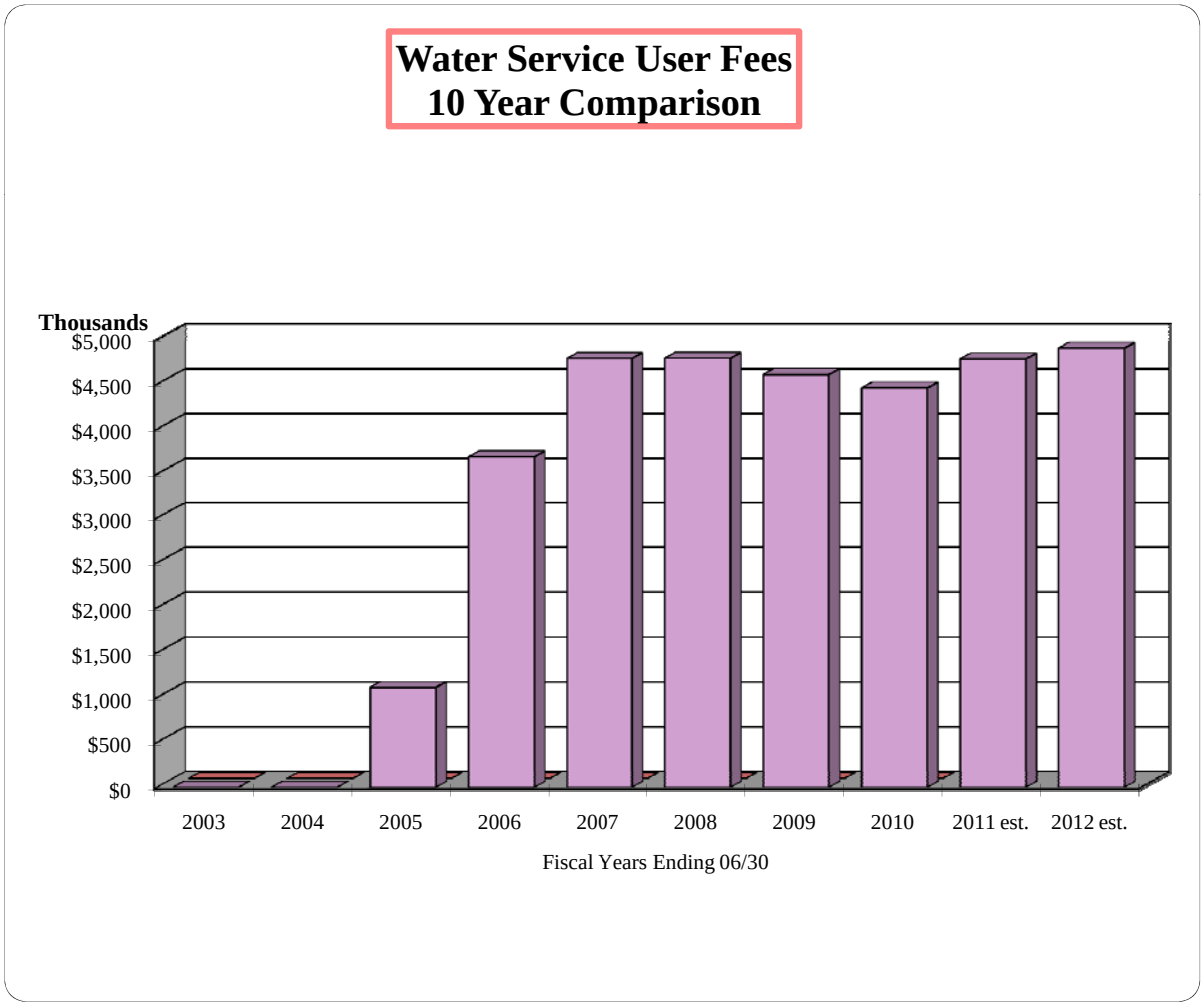
Analysis:

These revenues have been steadily growing since the acquisition of the last area water company in early 2006. FY 2012 reflects the eighth full year of the Cottonwood Municipal Water and Wastewater Utility. The base fee is $23.74 for the first 1,000 gallons. A tiered structure above 1,000 gallons is as follows. These rates are evaluated annually to determine if an increase is necessary.

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

The last rate increase was in FY 2011.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2003	0	0.00%
2004	0	0.00%
2005	1,114,035	0.00%
2006	3,692,409	0.00%
2007	4,787,501	0.00%
2008	4,789,358	0.04%
2009	4,607,776	-3.79%
2010	4,459,160	-3.23%
2011 est.	4,781,800	7.24%
2012 est.	4,902,530	2.52%



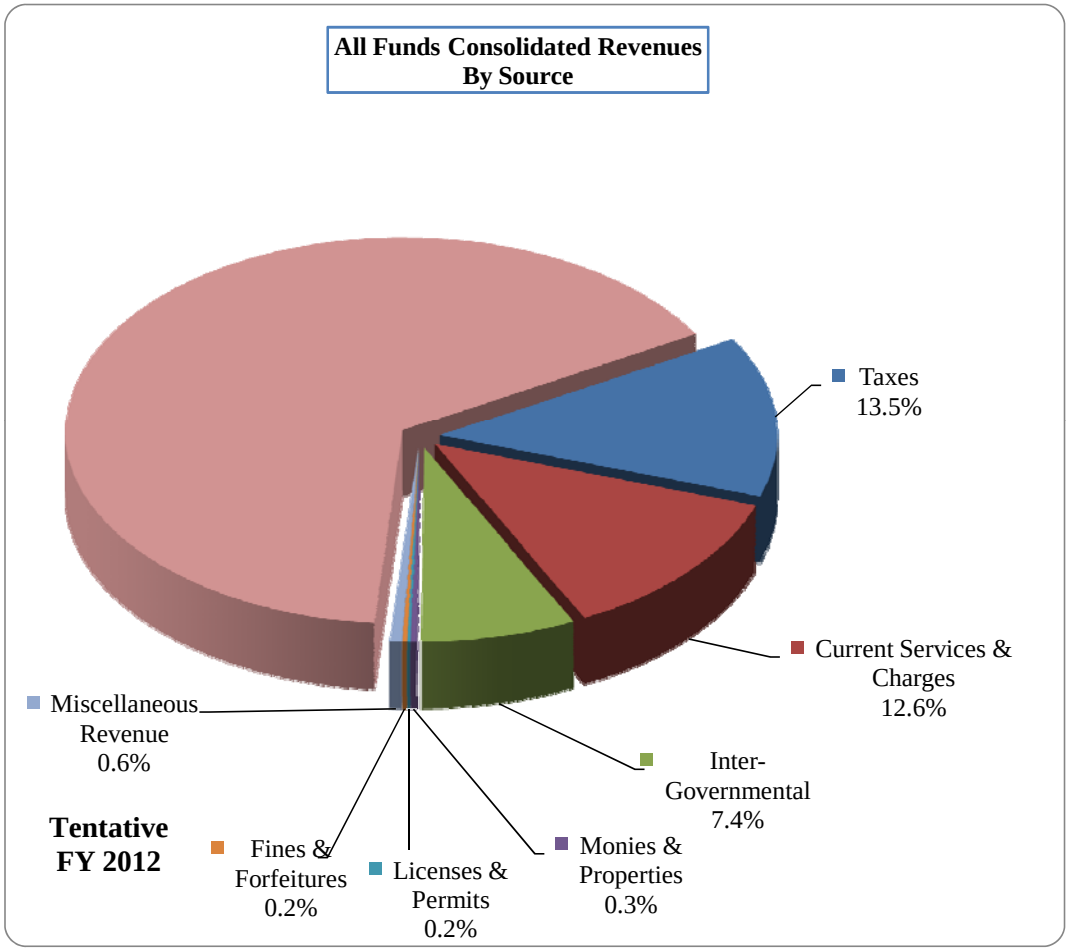
Fiscal Year 2012 Budget

Consolidated Summary of Revenues/Expenditures/Changes in Fund Balance & Retained Earnings

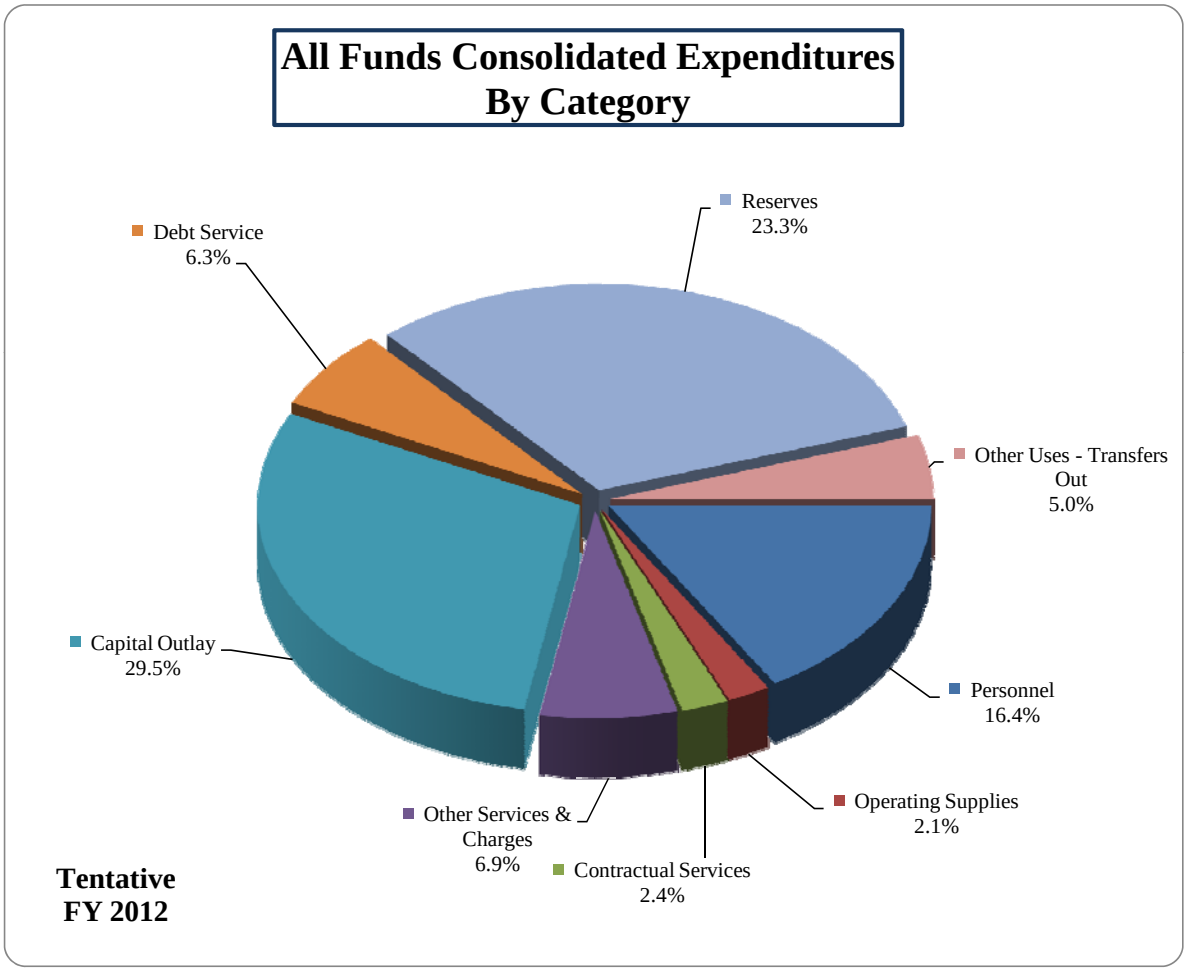
All Funds

Fund	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenues Sources:					
General Fund	$14,609,207	$13,022,515	$13,979,465	$14,812,700	5.96%
Special Revenue Funds	2,653,821	2,593,285	1,629,570	2,256,735	38.49%
Capital Projects Funds	869,107	448,870	20,000	705,495	3427.48%
Debt Service Funds	2,052,777	1,701,885	2,070,385	2,063,435	-0.34%
Enterprise Funds	7,058,286	7,203,680	7,205,390	7,290,870	1.19%
Fiduciary Funds	43,711	47,750	63,750	63,750	0.00%
Total Revenues	27,286,909	25,017,985	24,968,560	27,192,985	8.91%
Other Financing Sources:					
Transfers In	807,564	1,181,740	851,015	3,910,525	359.51%
Residual Equity Interfund Trans	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	45,160,000	0	12,365,000	100.00%
Total Other Financing Sources	37,756,604	75,858,930	42,063,560	51,229,515	21.79%
Total Available Resources	65,043,513	100,876,915	67,032,120	78,422,500	16.99%
Expenditures:					
General Fund	12,462,126	14,400,825	13,833,805	16,532,725	19.51%
Special Revenue Funds	3,996,940	7,473,615	3,153,355	7,828,670	148.26%
Capital Projects Funds	14,438,027	13,873,475	15,448,155	12,387,255	-19.81%
Debt Service Funds	2,071,942	2,537,875	3,280,515	3,274,365	-0.19%
Enterprise Funds	7,983,881	56,114,920	23,625,875	29,459,705	24.69%
Fiduciary Funds	57,625	296,210	346,820	372,120	7.29%
Total Expenditures	41,010,541	94,696,920	59,688,525	69,854,840	17.03%
Other Uses:					
Transfers Out	807,564	1,181,740	751,340	3,913,025	420.81%
Total Other Financing Uses	807,564	6,179,995	991,340	8,567,660	764.25%
Total Expenditures and Other Uses	41,818,105	100,876,915	60,679,865	78,422,500	29.24%
Net Income	$23,225,408	$0	$6,352,255	$0	

Revenues for All Funds	
Taxes	$10,565,170
Current Services & Charges	9,872,425
Inter-Governmental	5,809,420
Monies & Properties	220,540
Licenses & Permits	122,000
Fines & Forfeitures	164,000
Miscellaneous Revenue	439,430
Other Financing Sources	51,229,515
Total Revenues for All Funds	$78,422,500



Expenditures for All Funds	
Personnel	$12,866,955
Operating Supplies	1,675,010
Contractual Services	1,850,645
Other Services & Charges	5,387,640
Capital Outlay	23,125,990
Debt Service	4,960,685
Reserves	24,642,550
Subtotal	74,509,475
Other Uses - Transfers Out	3,913,025
Total Expenditures for All Funds	$78,422,500



Fiscal Year 2012 Budget
Consolidated Budget Summary - By Fund

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Fiduciary Funds	Grand Total
Funding Sources							
Taxes	$8,350,315	$152,270	$2,062,585	$0	$0	$0	$10,565,170
Licenses & Permits	122,000	0	0	0	0	0	122,000
Intergovernmental	3,291,970	1,788,955	0	705,495	0	23,000	5,809,420
Charges for Services	2,824,795	200,700	0	0	6,846,930	0	9,872,425
Fines and Forfeitures	164,000	0	0	0	0	0	164,000
Uses of Monies & Prop.	22,500	88,290	850	0	68,900	40,000	220,540
Miscellaneous	37,120	26,520	0	0	375,040	750	439,430
Total Revenues	14,812,700	2,256,735	2,063,435	705,495	7,290,870	63,750	27,192,985
Other Financing Sources	6,971,695	5,602,925	1,210,930	14,966,760	22,168,835	308,370	51,229,515
Total Revenue & Other Financing Sources	21,784,395	7,859,660	3,274,365	15,672,255	29,459,705	372,120	78,422,500
Total Available All Source	$21,784,395	$7,859,660	$3,274,365	$15,672,255	$29,459,705	$372,120	$78,422,500
Expenditures							
Personnel	10,459,640	766,225	0	0	1,641,090	0	12,866,955
Operating Supplies	680,655	270,305	0	0	724,050	0	1,675,010
Contractual Services	1,164,810	244,175	360	0	403,900	37,400	1,850,645
Other Services & Charges	2,158,520	827,320	0	0	2,397,600	4,200	5,387,640
Capital Outlay	1,698,650	5,720,645	0	7,915,595	7,791,100	0	23,125,990
Reserves	4,654,635	0	1,211,080	4,471,660	13,974,655	330,520	24,642,550
Debt Services	370,450	0	2,062,925	0	2,527,310	0	4,960,685
Subtotal of Expenditures	21,187,360	7,828,670	3,274,365	12,387,255	29,459,705	372,120	74,509,475
Other Uses							
Transfers Out	597,035	30,990	0	3,285,000	0	0	3,913,025
Total Expenditures & Other Uses	21,784,395	7,859,660	3,274,365	15,672,255	29,459,705	372,120	78,422,500
Net Income	$0	$0	$0	$0	$0	$0	$0

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.

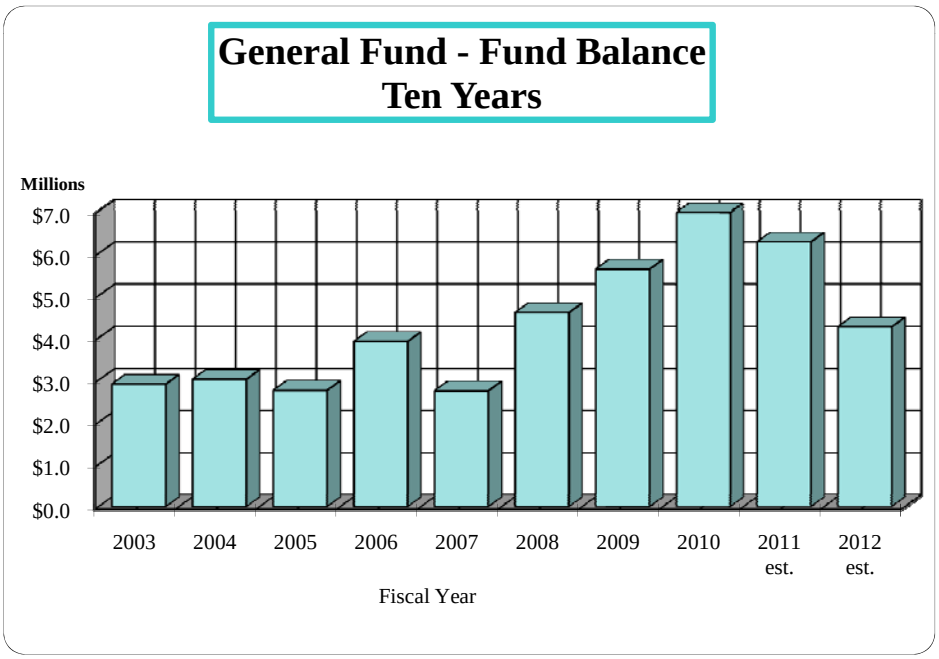
Fund Number	Description
01	General Fund

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
Personnel	Legal	Communications	
City Council	Non-Departmental	Fire	
Natural Resources	Engineering Services		
Finance	Public Works		
Information Technology	Building Maintenance		
Purchasing	Custodial		
Planning & Zoning			

Fund Balance:

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



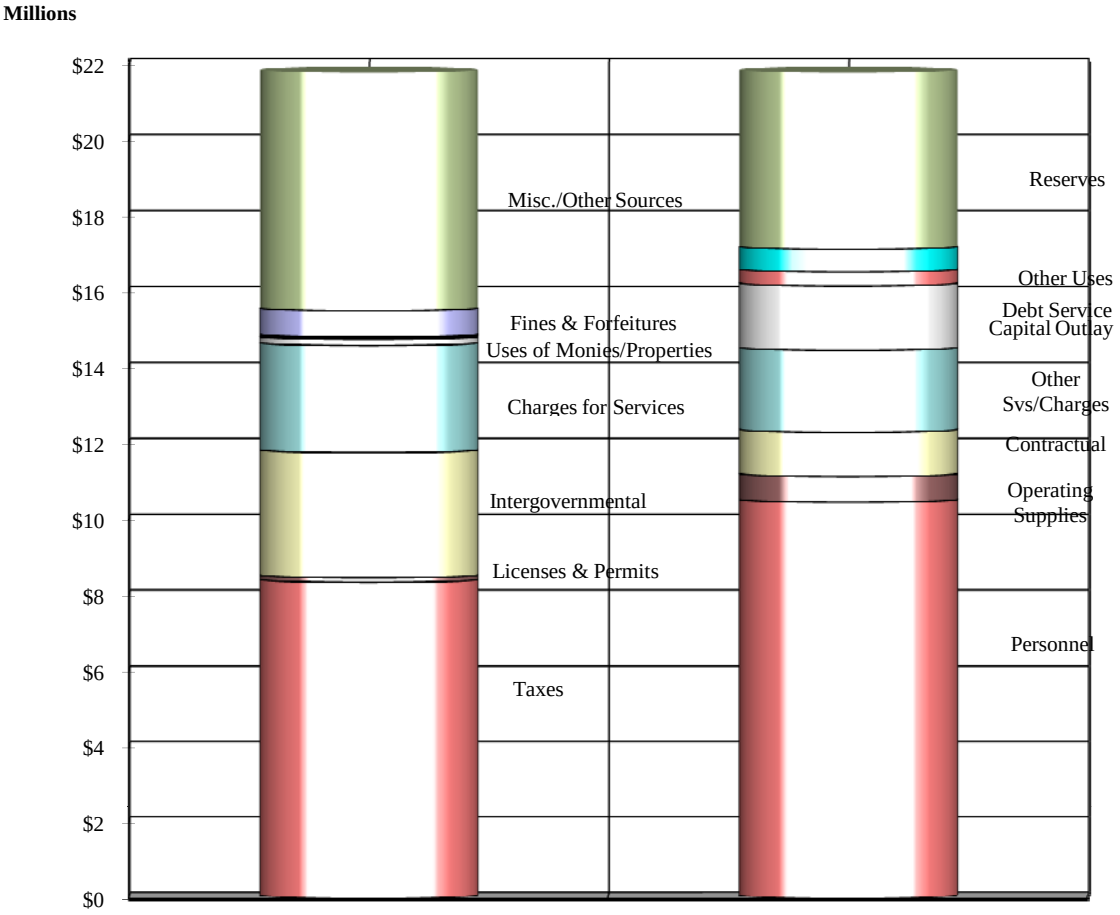
Fiscal Year	Fund Balance
2003	2,905,840
2004	3,018,814
2005	2,758,100
2006	3,916,360
2007	2,748,395
2008	4,602,025
2009	5,631,616
2010	6,969,407
2011 est.	6,278,205
2012 est.	4,264,635

All transfers out affecting this fund balance can be viewed on page 119.

General Fund Consolidated Revenues & Expenditures

Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
Revenue Sources:				
Taxes	$8,393,200	$7,825,880	$8,628,430	$8,350,315
Licenses & Permits	142,032	114,000	112,800	122,000
Intergovernmental Revenues	3,925,984	3,251,160	3,161,345	3,291,970
Charges for Services	1,453,305	1,622,000	1,851,970	2,824,795
Fines & Forfeitures	158,593	147,100	164,000	164,000
Uses of Monies & Properties	71,043	31,500	23,800	22,500
Miscellaneous Revenues	465,050	30,875	37,120	37,120
Total Revenue Sources	14,609,207	13,022,515	13,979,465	14,812,700
Other Financing Sources:				
Transfers In	23,490	23,490	23,490	23,490
Carryforward	5,631,549	6,502,200	6,969,410	6,278,205
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	500,000	0	670,000
Total Other Financing Sources	5,655,039	7,025,690	6,992,900	6,971,695
Total Available Resources	20,264,246	20,048,205	20,972,365	21,784,395
Expenditures:				
Personnel	8,821,277	9,853,925	9,767,210	10,459,640
Operating Supplies	473,820	549,575	585,440	680,655
Contractual Services	1,064,263	1,118,855	1,089,585	1,164,810
Other Services and Charges	1,343,602	1,539,000	1,664,180	2,158,520
Capital Outlay	409,685	897,760	303,685	1,698,650
Debt Service	349,479	441,710	423,705	370,450
Total Expenditures	12,462,126	14,400,825	13,833,805	16,532,725
Other Uses:				
Transfers Out	782,522	649,125	620,355	597,035
Reserves	0	4,998,255	240,000	4,654,635
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	782,522	5,647,380	860,355	5,251,670
Total Expenditures and Other Uses	13,244,648	20,048,205	14,694,160	21,784,395
Net Income / (Loss)	$7,019,598	$0	$6,278,205	$0

Revenues vs. Expenditures
Fiscal Year 2012 Budget



Revenues		Expenditures	
Taxes	$8,350,315	Personnel	$10,459,640
Licenses & Permits	122,000	Operating Supplies	680,655
Intergovernmental Revenues	3,291,970	Contractual Services	1,164,810
Charges for Services	2,824,795	Other Services and Charges	2,158,520
Fines & Forfeitures	164,000	Capital Outlay	1,698,650
Uses of Monies & Properties	22,500	Debt Service	370,450
Miscellaneous Revenues	37,120		
		Total Operating Expenditures	16,532,725
Total Operating Revenues	14,812,700		
Carryover Balance	6,278,205	Reserves	4,654,635
Other Sources	693,490	Other Uses	597,035
Total Revenues Available	$21,784,395	Total Expenditures	$21,784,395

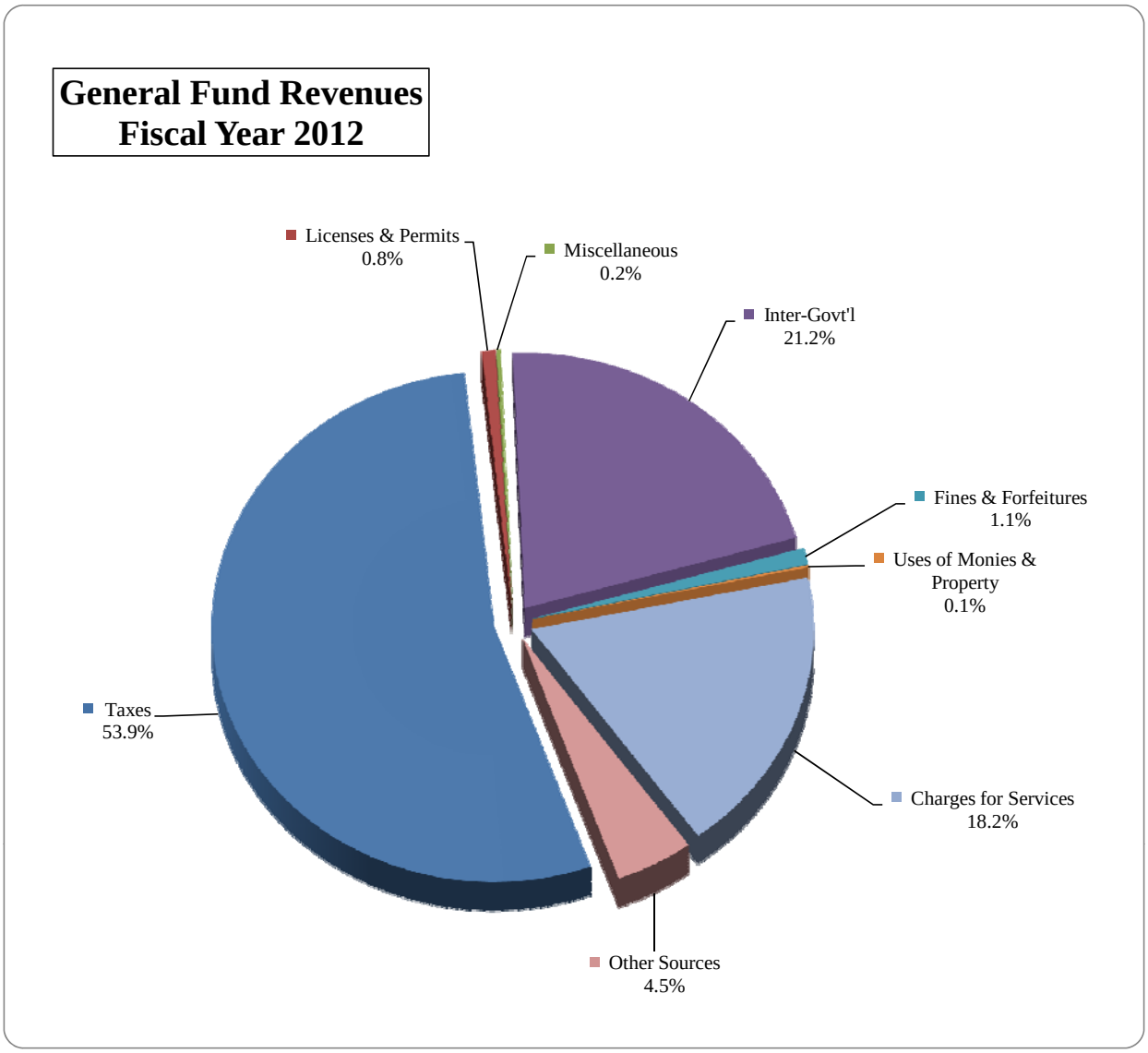
Fiscal Year 2012 Budget

General Fund Revenues Schedule

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Taxes					
Franchise Taxes	$233,129	$204,800	$221,000	$221,000	0.00%
City Sales Tax	7,872,854	7,322,200	8,111,430	7,831,315	-3.45%
Bed Tax	93,694	97,000	102,000	104,000	1.96%
Construction Sales Tax	0	0	0	0	0.00%
Utility Tax	193,523	201,880	194,000	194,000	0.00%
Subtotal	8,393,200	7,825,880	8,628,430	8,350,315	-3.22%
Licenses & Permits					
Business Licenses	31,604	30,000	30,000	30,000	0.00%
Construction Permits	103,919	75,000	75,000	89,000	18.67%
Planning & Zoning Fees	6,509	9,000	7,800	3,000	-61.54%
Subtotal	142,032	114,000	112,800	122,000	8.16%
Intergovernmental					
M.V. Lieu Tax	590,201	595,440	595,440	598,165	0.46%
State Revenue Sharing	1,402,140	1,056,880	1,056,875	950,815	-10.04%
State Shared Sales Tax	796,966	814,740	814,740	852,270	4.61%
Pant Grant	251,604	83,000	83,000	83,000	0.00%
School Resource Grant	108,058	118,250	118,250	118,250	0.00%
Miscellaneous Police Grants	7,579	29,750	3,000	3,000	0.00%
Emergency Med Serv Grant	0	2,500	2,500	2,500	0.00%
GOHS Grant	29,861	29,400	10,000	58,940	489.40%
Victims Rights Grant	2,519	2,600	2,000	2,000	0.00%
Y.C. - FEMA/AFG Grants	0	51,460	0	152,590	0.00%
Miscellaneous Fire Grants	5,000	0	0	0	0.00%
AZ DUI Abatement Grant	5,965	0	2,400	2,400	0.00%
DOJ -JAG & Computers	27,009	0	0	0	0.00%
AZ Auto Theft Grant	1,112	0	0	0	0.00%
Homeland Security Grant	90,009	51,040	51,040	8,000	-84.33%
Yavapai Apache Revenue Share	10,000	0	0	0	0.00%
State Land Dpt Reimbursement	13,582	0	0	0	0.00%
Brown Field Grant	0	0	0	200,000	0.00%
NACOG-EWD OJT Funding	67,080	0	6,000	0	-100.00%
S.A.F.E.R Fire Grant	517,299	416,100	416,100	260,040	-37.51%
Subtotal	3,925,984	3,251,160	3,161,345	3,291,970	4.13%
Fines & Forfeitures					
Court Fines	132,848	120,600	135,000	135,000	0.00%
Court-Deferred Surcharge	347	2,500	0	0	0.00%
Court Restitution	(635)	0	3,000	3,000	0.00%
Court Atty Reimbursement	14,124	14,000	11,000	11,000	0.00%
Court Enhancement Fee	11,909	10,000	15,000	15,000	0.00%
Subtotal	158,593	147,100	164,000	164,000	0.00%
Uses of Monies & Properties					
Interest Income	61,799	25,000	17,300	16,000	-7.51%
Building Rental	9,244	6,500	6,500	6,500	0.00%
Subtotal	71,043	31,500	23,800	22,500	-5.46%

General Fund Revenues Schedule

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Charges for Service					
Spillman Fees	19,348	18,000	18,000	18,000	0.00%
Dispatch Fees	145,950	147,300	147,300	147,300	0.00%
Animal Control Fees	1,353	1,500	3,000	3,000	0.00%
Recreation Fees	11,718	15,000	15,000	15,000	0.00%
HURF - Indirect Cost	145,987	144,000	144,000	443,545	208.02%
Library - Indirect Cost	121,710	118,000	120,000	142,255	18.55%
Open/Close Graves	6,560	6,000	2,600	2,600	0.00%
Airport-Indirect Cost	40,956	41,700	50,220	60,055	19.58%
Natural Resource Fees	2,594	2,600	2,600	2,600	0.00%
Engineering Fees	3,350	3,500	2,000	2,000	0.00%
Plan Check Fees	3,500	3,200	1,750	1,750	0.00%
Pool Revenue	13,954	5,000	14,000	14,000	0.00%
Weight Room Fees	5,469	0	0	0	0.00%
Summer Youth Program	36	0	0	0	0.00%
Sewer - Indirect Cost	111,993	110,000	88,000	371,055	321.65%
Rec/Fees-Softball Tournaments	26,438	20,000	39,120	30,000	-23.31%
Rhythm & Ribs Revenue	12,087	15,000	27,830	54,000	94.04%
Pool - Snack Bar Sales	3,980	2,700	4,000	4,000	0.00%
Pool - Swimming Lessons	8,465	11,000	9,000	9,000	0.00%
Water - Indirect Cost	420,558	368,000	420,900	710,635	68.84%
10K Memorial Run	6,633	10,000	17,050	8,000	-53.08%
Cemetery-Indirect Cost	10,281	15,000	2,400	9,400	291.67%
Recreation Center Fees	294,558	550,000	650,000	700,000	7.69%
Recreation Center Building Rental	15,288	0	16,400	17,500	6.71%
Recreation Center Classes/Programs	8,295	0	43,700	46,000	5.26%
Riverfront Park - Snack Bar	9,737	11,000	11,000	11,000	0.00%
Batting Cage Revenue	1,907	1,500	1,500	1,500	0.00%
Sewer Inspection Fees	500	1,500	500	500	0.00%
Sewer Accounting Fees	100	500	100	100	0.00%
Subtotal	1,453,305	1,622,000	1,851,970	2,824,795	52.53%
Miscellaneous Revenues					
Other Income	67,783	15,875	22,000	22,000	0.00%
Cash (Short)/Over	42	0	0	0	0.00%
Police Donations - P.R.	728	2,000	2,000	2,000	0.00%
Donations	1,805	500	8,620	8,620	0.00%
Sale of City Property	13,286	10,000	2,000	2,000	0.00%
Other Financing Sources	379,450	0	0	0	0.00%
Post - Reimbursement	1,956	2,500	2,500	2,500	0.00%
Subtotal	465,050	30,875	37,120	37,120	0.00%
Other Financing Sources					
Transfers In	23,490	23,490	23,490	23,490	0.00%
Carryover	5,631,549	6,502,200	6,969,410	6,278,205	-9.92%
Lease Purchase	0	500,000	0	670,000	0.00%
Bond Proceeds	0	0	0	0	0.00%
Subtotal	5,655,039	7,025,690	6,992,900	6,971,695	-0.30%
Total Revenues	$20,264,246	$20,048,205	$20,972,365	$21,784,395	3.87%



General Fund Revenues	
Taxes	$8,350,315
Licenses & Permits	122,000
Miscellaneous	37,120
Inter-Govt'l	3,291,970
Fines & Forfeitures	164,000
Uses of Monies & Property	22,500
Charges for Services	2,824,795
Other Sources	693,490
Carryover Balance	6,278,205
Total General Fund Revenues	$21,784,395

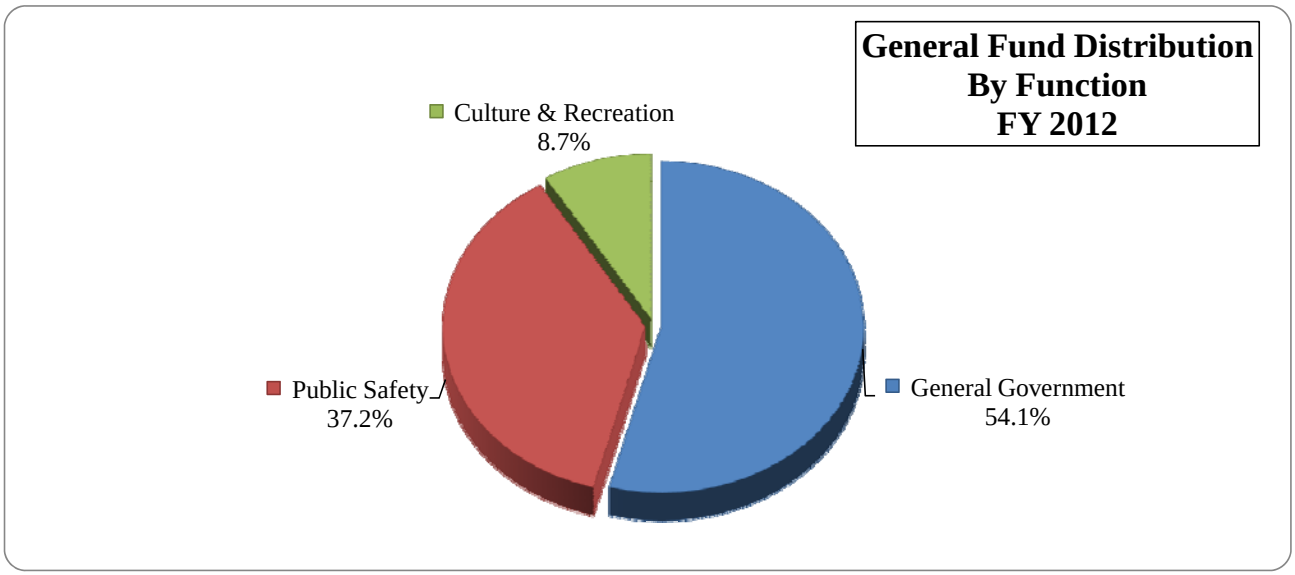
General Fund Revenues

	Taxes	Licenses & Permits	Inter-Govt'l	Charges for Services	Fines & Forfeitures	ses of Moni & Property	Misc. Revenue	Other Sources
Franchise Taxes	$221,000							
City Sales Tax	7,831,315							
Bed Tax	104,000							
Utility Tax	194,000							
Business Licenses		$30,000						
Construction Permits		89,000						
Planning & Zoning Fees		3,000						
State Revenue Sharing			$950,815					
State Shared Sales Tax			852,270					
M.V. Lieu Tax			598,165					
School Resource Grant			118,250					
Pant Grant			83,000					
Fire & Emergency Services Grants			415,130					
Miscellaneous Grants			205,000					
Police Grants			69,340					
Yavapai Apache Revenue Share			0					
Dispatch Fees				$18,000				
Spillman Fees				147,300				
Animal Control Fees				3,000				
Recreation Fees/Rhythm & Ribs/10K Memorial Run				77,000				
HURF - Indirect Cost				443,545				
Library - Indirect Cost				142,255				
Summer Youth Program				0				
Open/Close Graves				2,600				
National Resource Fees				2,600				
Engineering Fees				2,000				
Plan Check Fees				1,750				
Pool Revenue				14,000				
Weight Room Fees				0				
Riverfront Park - Snack Bar				11,000				
Pool - Snack Bar Sales				4,000				
Batting Cage Revenues				1,500				
Pool - Swimming Lessons				9,000				
Equestrian Center Revenue				0				
Rec/Fees-Softball Tournament				30,000				
Recreation Center Fees				763,500				
Airport - Indirect Costs				60,055				
Sewer - Indirect Costs				371,055				
Water - Indirect Costs				710,635				
Sewer Inspection Fees				500				
Sewer Accounting Fees				100				
Cemetery-Indirect Cost				9,400				
Court Fines					$135,000			
Court Restitutions & Reimbursements					14,000			
Court Deferred Surcharge					15,000			
Building Rental						$6,500		
Interest Income						16,000		
Other Income							$6,500	
Donations							30,620	
Carryover								$6,278,205
Lease Purchase Proceeds								670,000
Transfers In								23,490
Totals	$8,350,315	$122,000	$3,291,970	$2,824,795	$164,000	$22,500	$37,120	$6,971,695

Total General Fund Revenues Available $21,784,395

General Fund Disbursement Schedule

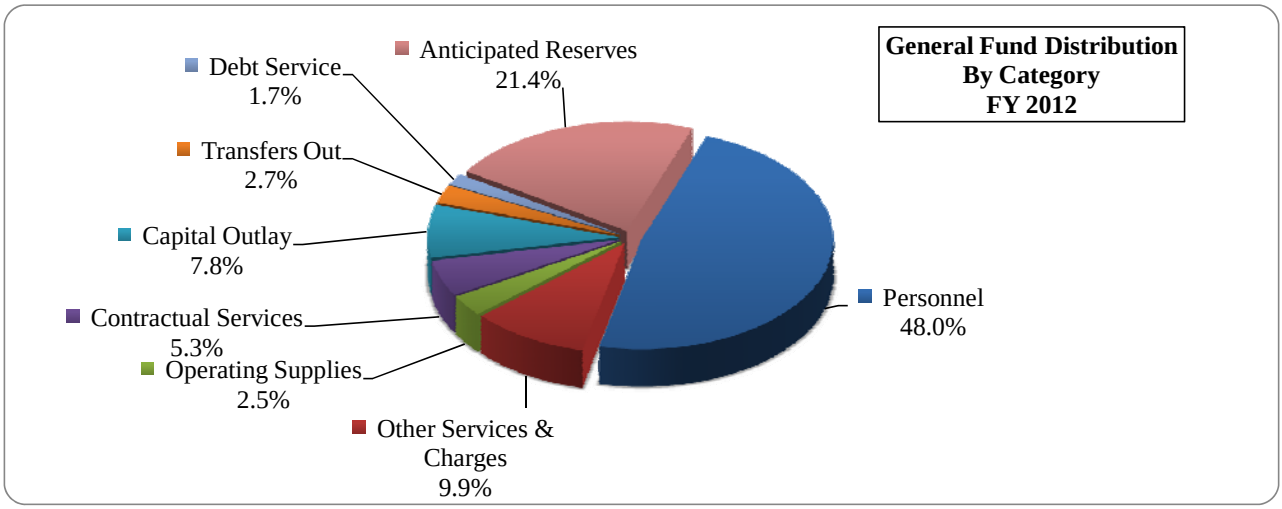
Item Description	2009 Actual	2010 Budget	2010 Revised	2012 Tentative	Percent Change
General Government					
Administration	$606,690	$656,000	$648,375	$675,860	4.24%
Personnel	145,624	143,860	135,760	184,800	36.12%
City Council	411,821	5,415,745	628,360	5,498,040	774.98%
Natural Resource Project	135,050	56,010	51,690	164,195	217.65%
City Clerk	202,636	254,435	266,470	266,265	-0.08%
Finance	338,616	339,630	331,030	654,435	97.70%
IT Services	78,927	88,630	98,710	125,610	27.25%
Purchasing	0	0	18,280	73,010	299.40%
Planning & Zoning	287,009	297,140	308,530	313,285	1.54%
Economic Development	89,036	94,490	102,035	102,905	0.85%
Municipal Court	415,463	419,355	412,330	425,435	3.18%
Legal	363,358	300,770	301,175	317,580	5.45%
Non-Departmental	1,489,744	1,469,335	1,398,950	1,592,785	13.86%
Engineering	388,183	528,460	529,360	523,595	-1.09%
Building Maintenance	457,697	436,305	492,090	427,645	-13.10%
Custodial	122,418	112,500	113,500	132,000	16.30%
Public Works	253,235	262,905	258,980	311,830	20.41%
Total General Government	5,785,507	10,875,570	6,095,625	11,789,275	93.41%
Public Safety					
Police	3,634,494	3,442,620	3,449,180	3,749,455	8.71%
Ordinance Enforcement	130,452	180,385	164,760	185,800	12.77%
Communications	653,751	687,750	685,975	770,220	12.28%
Fire	2,216,128	3,123,035	2,533,075	3,393,395	33.96%
Total Public Safety	6,634,825	7,433,790	6,832,990	8,098,870	18.53%
Culture & Recreation					
Parks & Recreation	519,517	368,410	470,810	459,690	-2.36%
Recreation Center	304,799	1,370,435	1,294,735	1,436,560	10.95%
Total Culture & Recreation	824,316	1,738,845	1,765,545	1,896,250	7.40%
Total General Fund Expenditures	$13,244,648	$20,048,205	$14,694,160	$21,784,395	48.25%



General Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
General Government								
Administration	$643,115	$3,300	$650	$28,795	$0	$0	$0	$0
Personnel	99,310	6,090	41,150	38,250	0	0	0	0
City Council	48,540	1,500	207,750	255,615	330,000	0	0	4,654,635
City Clerk	211,505	7,010	4,440	32,160	11,150	0	0	0
Natural Resources	124,405	2,190	32,100	5,500	0	0	0	0
Finance	211,235	8,050	81,650	53,500	300,000	0	0	0
IT Services	66,955	3,000	19,500	3,850	32,305	0	0	0
Purchasing	65,640	1,180	3,240	2,950	0	0	0	0
Community Development	294,710	7,000	370	11,205	0	0	0	0
Economic Development	74,180	1,310	75	25,840	1,500	0	0	0
Municipal Court	313,435	8,200	70,750	27,550	5,500	0	0	0
Legal	175,160	320	134,000	8,100	0	0	0	0
Non-Departmental	0	0	1,500	623,800	0	597,035	370,450	0
Engineering Services	493,385	13,150	1,500	15,560	0	0	0	0
Building Maintenance	260,420	58,400	44,600	53,425	10,800	0	0	0
Custodial	0	0	132,000	0	0	0	0	0
Public Works	295,870	8,650	1,575	5,735	0	0	0	0
General Government Totals	3,377,865	129,350	776,850	1,191,835	691,255	597,035	370,450	4,654,635
Public Safety								
Police	3,095,250	205,505	33,210	220,555	194,935	0	0	0
Ordinance Enforcement	129,300	5,500	50,000	1,000	0	0	0	0
Communications	585,930	132,450	10,600	39,740	1,500	0	0	0
Fire	2,245,785	93,550	148,500	110,600	794,960	0	0	0
Public Safety Totals	6,056,265	437,005	242,310	371,895	991,395	0	0	0
Culture & Recreation								
Parks & Recreation	128,490	32,000	28,350	254,850	16,000	0	0	0
Recreation Center	897,020	82,300	117,300	339,940	0	0	0	0
Culture & Recreation Totals	1,025,510	114,300	145,650	594,790	16,000	0	0	0
General Fund Category Totals	$10,459,640	$680,655	$1,164,810	$2,158,520	$1,698,650	$597,035	$370,450	$4,654,635

General Fund Expenditures	$17,129,760
Anticipated Reserves	4,654,635
Total General Fund Budget	$21,784,395



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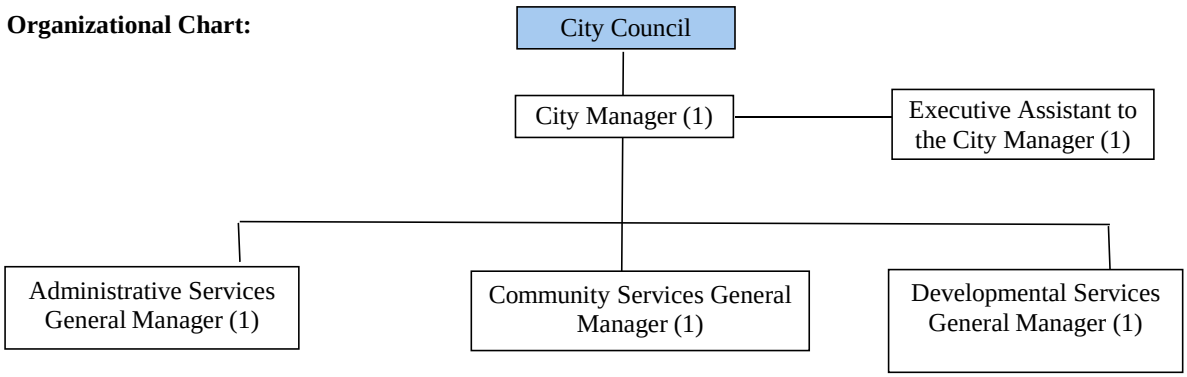
Administration

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 2011 Accomplishments:

* Attracted the wine industry to Old Town and became a part of the Wine Trail
* Developed the Historic Preservation Commission
* Organized the City of Cottonwood 50th year Anniversary of Incorporation Celebration
* Completed the transition of Cottonwood Area Transit to Northern Arizona Intergovernmental Public Transportation Association (NAIPTA)
* Created Annual Citizen Survey to ascertain community's perception of City services and retail store wishes
* Relocated Gardner's Recycling to a more compatible location

FY 2012 Goals:

* Remodel/renovation of Old Town Jail and Court House
* Complete annexation of the 10 sections of state trust land
* Organize an Arizona 100th Year of Statehood celebration
* Promote Neighborhood Clean-Ups through "Lookin' Good Cottonwood" campaign
* Refinance water bonds to improve interest rate and separate debt from Clarkdale
* Expand Holiday lighting display for Old Town

Budget Highlights:

The Manager's contingency is back at $10,000 and there is no capital planned for FY 2012. The 83% decease in Copier Supplies is due to this expense moving to Printing & Forms.

General Government	Administration	Fund 01 - General Fund	Cost Center	10-00

Performance Indicators

Value Statement: Citizen Participation
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: Annually
Scoring: Target 10%
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Percentage Returned	N/A	N/A	13%	15%

Value Statement: Citizen Satisfaction with City Operations
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: Annually
Scoring: Increase satisfaction rates on surveys returned - FY2012 Goal is 4%
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Satisfaction Response Averages	N/A	N/A	3.9%	4.0%

Value Statement: City Manager Outreach
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 (20 Inside Cottonwood / 5 media releases)
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Media Outreach Events	N/A	N/A	18	25

Value Statement: Strategic Initiatives
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 percentage of number of strategic goals completed
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Goals Completed Percentage	N/A	N/A	41%	55%

General Government	Administration	Fund 01 - General Fund	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$581,867	$633,755	$613,930	$643,115	4.75%
Operating Supplies	4,697	2,975	10,575	3,300	-68.79%
Contractual Services	174	130	650	650	0.00%
Other Services and Charges	19,952	19,140	23,220	28,795	24.01%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$606,690	$656,000	$648,375	$675,860	4.24%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$675,860	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2012 Budget
City Manager	1.00	1.00	1.00	5856	8491	$113,400
Executive Assistant	1.00	1.00	1.00	3082	4468	49,015
Administrative Svcs GM	1.00	1.00	1.00	7313	10604	98,200
Developmental Svcs GM	1.00	1.00	1.00	7313	10604	98,750
Community Services GM	1.00	1.00	1.00	7313	10604	97,170
Car Allowance						9,000
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						50,045
Insurance & Taxes						127,535
Employee Related Expenses						0
Totals	5.00	5.00	5.00			$643,115

General Government	Administration	Fund 01 - General Fund	Cost Center	10-00

Supplemental Data: Expenditures

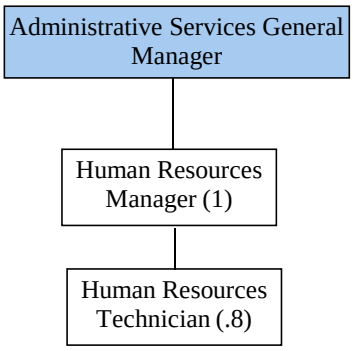
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	1,351	1,000	1,275	1,500	17.65%
Copier Supplies	2,790	1,500	9,000	1,500	-83.33%
Gas & Oil	22	0	25	25	0.00%
Vehicle Maint & Repairs	108	0	0	0	0.00%
Equipment Maint & Repairs	62	125	125	125	0.00%
Postage & Freight	364	350	150	150	0.00%
Total Supplies	4,697	2,975	10,575	3,300	-68.79%
Contractual Services					
Computer Support	174	130	150	150	0.00%
Contractual Services	0	0	500	500	0.00%
Total Contractual Services	174	130	650	650	0.00%
Other Services and Charges					
Travel & Training	441	1,000	1,400	1,500	7.14%
Subscriptions & Memberships	617	1,000	1,000	1,000	0.00%
Printing & Forms	437	500	65	5,000	7592.31%
Utilities	5,820	3,640	5,370	5,640	5.03%
Telephone	6,436	3,000	5,385	5,655	5.01%
Legal Advertising	125	0	0	0	0.00%
Manager's Contingency	6,076	10,000	10,000	10,000	0.00%
Total Other Services & Charges	19,952	19,140	23,220	28,795	24.01%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
N/A					
	$0	$0	$0	$0	

Personnel

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2011 Accomplishments:

* Participated in Emergency Preparedness Training offered by Homeland Security, and notified employees about National Incident Management System (NIMS) training that is required for certain City employees
* Facilitated a smooth transition for CAT employees to NAIPTA
* Coordinated a Wellness and Health Fair for employees
* Worked with supervisors and managers to begin the process of revising and updating job descriptions
* Participated in several compensation surveys throughout the year
* Continued working the NACOG to receive on-the-job funding for training new employees who met qualifications of the program
* Attended meetings, training sessions and webinars to stay updated on various topics in human resources, risk management, and safety
* Provided the opportunity and information for employees to enroll in a new Long Term Care Insurance program
* Successfully represented City of Cottonwood interests as liaison to several boards or commissions, including Judicial Review Board, Personnel Board, and Employee Benefit Trust Board; also met with other City groups, including the SARMC (safety committee) and the SSRT (employee event planning)
* Began revising and updating portions of the Employee Manual

FY 2012 Goals:

* Set up connection to and ability to track on-line training courses provided by AMRRP (this will allow employees to avail themselves 24/7 to safety training resources)
* Continue revising Employee Manual as issues, laws and regulations change
* Continue promoting and tracking NIMS training required for some employees
* Continue working with NACOG to obtain on-the-job training funds for eligible new employees
* Coordinate Health and Wellness Fair for employees; perhaps add a Financial Fair portion this year
* Arrange for a Compensation Study to be done
* Simplify the process of obtaining Certificates of Insurance – this will include working with P&Z, PARD, and other departments to see where there are overlaps, what's missing in the event permitting process, etc
* Work more closely with the SSRT to plan more activities to boost employee morale

Budget Highlights:

FY 2012 includes $35,000 for the Employee Compensation Study. No capital has been budgeted.

General Government	Personnel	Fund 01 - General Fund	Cost Center	10-01

Mission Statement: Value the tax dollar and maintain sound fiscal policies.

Goal: To efficiently use City funds in productive, mission based activities by minimizing expenditures for accidents, injuries, and liability claims.

Objective: Reduce # of OSHA recordable injuries or illnesses as compared to previous year by10%

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: Up - In tight economic times, claims typically increase

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Worker's Compensation Claims	16	20	18	20
Insurance Claims/Incidents Filed	58	63	60	75

Mission Statement: Endeavor to hire the best people and help them develop their abilities.

Goal: Recruitment of qualified applicants.

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: Down - The City currently is in a "hiring chill", however Part Time employees were hired to staff the new Recreation Center in Fy2010

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
New Employees Processed	50	49	50	50
Percent of new Hires completing orientation period	4%	2%	2%	2%
Employees Leaving Service	43	45	45	40
Applications Filed	726	750	800	650

Mission Statement: Endeavor to hire the best people and help them develop their abilities.

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:	2009	2010	2011	2012
Number of Employee Grievances	0	0	1	1
Number of Grievances resolved	N/A	N/A	1	1
Number of EEO Complaints	1	4	0	1
Complaints with substantiated findings	0	Still Pending	Still Pending	0
Number of EEO Complaints Dismissed	0	2	2	0

General Government	Personnel	Fund 01 - General Fund	Cost Center	10-01

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$96,138	$90,770	$99,065	$99,310	0.25%
Operating Supplies	5,747	6,600	4,895	6,090	24.41%
Contractual Services	7,119	8,150	3,150	41,150	1206.35%
Other Services and Charges	35,629	38,340	28,650	38,250	33.51%
Capital Outlay	991	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$145,624	$143,860	$135,760	$184,800	36.12%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$184,800	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

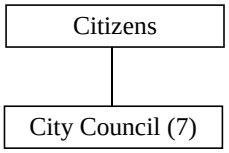
Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2012 Budget
Human Resources Manager	1.00	1.00	1.00	3319	4812	42,660
Human Resource Tech.	0.80	0.80	0.80	1788	2593	29,935
Emp of the Qtr/Year						650
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						7,875
Insurance & Taxes						18,190
Employee Related Expenses						0
Totals	1.80	1.80	1.80			$99,310

General Government	Personnel	Fund 01 - General Fund			Cost Center	10-01
Supplemental Data: Expenditures						
		2009	2010		2012	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		1,380	2,500	1,550	2,000	29.03%
Copier Supplies		2,592	2,500	2,500	2,700	8.00%
Vehicle Maintenance		605	500	300	500	66.67%
Equipment Maintenance and Supplies		678	600	300	600	100.00%
Gas & Oil		0	0	35	40	14.29%
Postage & Freight		492	500	210	250	19.05%
Total Supplies		5,747	6,600	4,895	6,090	24.41%
Contractual Services						
Compensation Study		0	0	0	35,000	0.00%
Computer Support		149	150	150	150	0.00%
Employee Physicals		6,970	8,000	3,000	6,000	100.00%
Total Contractual Services		7,119	8,150	3,150	41,150	1206.35%
Other Services and Charges						
Travel & Training		573	300	400	700	75.00%
Subscriptions & Memberships		631	1,200	600	600	0.00%
Training Supplies		53	500	150	150	0.00%
Printing & Forms		0	100	50	100	100.00%
Utilities		3,235	3,240	4,200	4,500	7.14%
Telephone		2,025	2,000	1,750	2,000	14.29%
Recruitment Expense		6,499	8,000	4,500	8,000	77.78%
Safety Committee		2,062	1,000	2,000	2,200	10.00%
Unemployment Insurance (City)		20,551	22,000	15,000	20,000	33.33%
Total Other Services & Charges		35,629	38,340	28,650	38,250	33.51%

Supplemental Data: Capital Outlay					
Item	2009	2010		2012	
Description	Actual	Budget	Revised	Tentative	
Desktop Computers	$991				
	$991	$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. 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 2011 Accomplishments:

* Conducted a Council planning retreat and developed strategies to guide FY 2012 budget priorities
* Held combined meetings to review implementation of plans, recommendations in the General Plan and evaluate economic development
* Continued to meet regularly with community members through Coffee Talks and Outreach meetings
* Developed a Historic Preservation Commission
* Completed transition of the Cottonwood Area Transit (CAT) to the Northern Arizona Intergovernmental Public Transport Authority (NAIPTA)
* Completed the Business Assistance Center (BAC)

FY 2012 Goals:

* Continue combined meetings with Planning & Zoning, Youth, Senior and Judicial Commissions, the Cottonwood Economic Development Council and the Chamber of Commerce
* Conduct Arizona Statehood Centennial celebration
* Move forward with annexation investigations and processing
* Develop water adequacy for our citizens for today and into the future
* Continue investigation of Historic Preservation requirements and options for qualified local structures
* Continue revitalization of Old Town

Budget Highlights:

The council contingency account is fully funded for FY 2012. The employee merit program will also be funded from the Council' $350,000 reserve for this purpose. $330,00 is planned in capital for the Library parking lot, Trust Land annexation and Old Town parking for $80,000, $50,000 and $200,000 respectively.

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

Performance Indicators

Value Statement: Outreach Events
Goal: Implement a method to increase attendance to outreach events.
Objective: Increase citizen awareness and participation in City events
Type of Measure: Outcome
Tool: Outreach Meetings Attendance Sign In List
Frequency: Quarterly
Scoring: Increase in attendance
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Attendance Numbers	N/A	N/A	133	150

Value Statement: Strategic Initiatives
Goal: Increase number of strategic initiative goals completed
Objective: Have published strategic initiatives accomplished
Type of Measure: Outcome
Tool: Quantity of initiatives and goals addressed
Frequency: Annually
Scoring: Increase percentage of number of strategic goals completed
Trend: New Measures FY2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Goals Completed Percentage	N/A	N/A	41.0%	55.0%

General Government	City Council	Fund 01 - General Fund			Cost Center	11-00
Summary By Category						
Expenditure Category		2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel		$48,544	$48,540	$48,540	$48,540	0.00%
Operating Supplies		1,152	1,300	1,400	1,500	7.14%
Contractual Services		254,831	211,750	207,750	207,750	0.00%
Other Services and Charges		34,220	90,900	97,240	255,615	162.87%
Capital Outlay		73,074	65,000	33,430	330,000	887.14%
Reserves		0	4,998,255	240,000	4,654,635	1839.43%
Debt Service		0	0	0	0	0.00%
Department Totals		$411,821	$5,415,745	$628,360	$5,498,040	774.98%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$643,405	11.70%
Grants	200,000	3.64%
Reserves/Fund Balance	4,654,635	84.66%
	Total Funding	100.00%

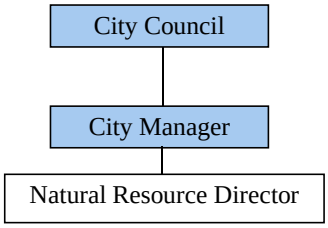
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2012
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Mayor	1.00	1.00	1.00	750		$9,000
Vice-Mayor	1.00	1.00	1.00	500		6,000
Council Members	5.00	5.00	5.00	500		30,000
						0
Temporary / Reserves						0
Overtime						0
Retirement						3,540
Insurance & Taxes						0
Employee Related Expenses						0
Totals	7.00	7.00	7.00			$48,540

General Government	City Council	Fund 01 - General Fund			Cost Center	11-00
Supplemental Data: Expenditures						
		2010	2011		2012	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		308	500	500	500	0.00%
Copier Supplies		812	600	800	800	0.00%
Postage & Freight		32	200	100	200	100.00%
Total Supplies		1,152	1,300	1,400	1,500	7.14%
Contractual Services						
Main Street Program & OTA		2,500	10,000	10,000	10,000	0.00%
Large Item Pick-up		915	3,750	3,750	3,750	0.00%
Recycle Program		24,000	28,000	24,000	24,000	0.00%
Senior Center		56,500	45,000	45,000	45,000	0.00%
Rodeo Drive St. Reimbursement		170,916	125,000	125,000	125,000	0.00%
Total Contractual Services		254,831	211,750	207,750	207,750	0.00%
Other Services and Charges						
Travel & Training		8,688	8,500	10,000	10,000	0.00%
Subscriptions & Memberships		334	12,000	13,030	13,100	0.54%
Computer Support		87	200	100	200	100.00%
Annual Appreciation Event		(64)	1,000	1,000	1,000	0.00%
Utilities		1,977	1,500	4,800	5,040	5.00%
Telephone		1,653	1,200	1,500	1,575	5.00%
Public Relations		868	2,500	3,500	3,500	0.00%
Youth Commission		3,739	2,500	2,500	4,100	64.00%
Senior Commission		98	0	0	0	0.00%
Birding Festival		1,000	1,000	1,000	1,000	0.00%
Veterans Van		2,500	2,500	2,500	2,500	0.00%
Building Comm Grant		0	0	100	0	-100.00%
50th Anniversary/Centennial Celebration		0	23,000	21,610	28,000	29.57%
Council Contingency		12,985	35,000	35,000	35,000	0.00%
Growth Study & Analysis		0	0	0	150,000	0.00%
Parking Lot Lights		355	0	600	600	0.00%
Total Other Services & Charges		34,220	90,900	97,240	255,615	162.87%
Reserves						
Carryover Restricted		0	1,996,400	0	2,108,300	0.00%
Accumulation Fund		0	1,000,000	0	1,000,000	0.00%
Undesignated		0	100,000	0	100,000	0.00%
.2% Sales Tax Excess Capital Reserve		0	236,080	0	279,095	0.00%
1% Sales Tax GF CIP		0	853,330	0	777,240	0.00%
Rec Center Oper		0	362,445	0	0	0.00%
Employee Merit Program		0	450,000	240,000	390,000	62.50%
Salary Plan Implementation		0	0	0	0	0.00%
Total Reserves		$0	$4,998,255	$240,000	$4,654,635	0.00%

Supplemental Data: Capital Outlay				
	2010	2011		2012
Item	Actual	Budget	Revised	Tentative
Laptop Computers	$0	$15,000	$8,355	
Library Parking Lot				$80,000
Old Town Parking	6,297			
Trust Land Annexation	66,777	50,000	25,000	50,000
Property Cleanup			75	200,000
Total Capital Outlay	$73,074	$65,000	$33,430	$330,000

Natural Resources

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2011 Accomplishments:

* Continued efforts to regionally strategize and resolve water related issues
* Continued participation in regional and statewide water related groups
* Facilitated committee meetings with elected officials from the Verde Valley
* Hired a full time Natural Resources Manager

FY 2012 Goals:

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

Budget Highlights:

Increases for FY 2012 is due to the Natural Resources Director's position being fully funded. No capital is scheduled for this department at this time.

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	11-01

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Regional Water related meetings attended	55	72	55	55
Yavapai Water Board related meetings attended (this Board formed mid-1999)	30	38	30	30

Mission/Value Statement:
Goal:
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	11-01

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$130,944	$0	$0	$124,405	0.00%
Operating Supplies	1,634	2,230	2,190	2,190	0.00%
Contractual Services	87	50,180	48,100	32,100	-33.26%
Other Services and Charges	2,385	3,600	1,400	5,500	292.86%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$135,050	$56,010	$51,690	$164,195	217.65%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$155,445	94.67%
Intergovernmental Revenues	8,750	5.33%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2012 Budget
Natural Resources Director	1.00	0.00	1.00	7313	10604	$87,760
Car Allowance						5,400
Merit Pay						0
Temporary / Reserves						0
Overtime						0
Retirement						10,015
Insurance & Taxes						21,230
Employee Related Expenses						0
Totals	1.00	0.00	1.00			$124,405

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	11-01

Supplemental Data: Expenditures

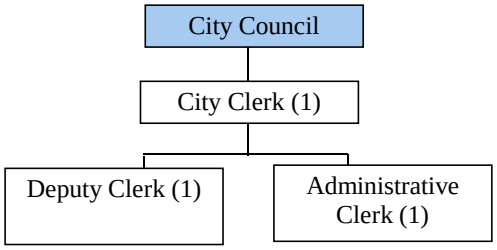
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	(17)	180	190	190	0.00%
Copier Supplies	7	100	50	50	0.00%
Postage & Freight	0	100	100	100	0.00%
Gas & Oil	1,608	1,600	1,600	1,600	0.00%
Vehicle Maintenance	36	250	250	250	0.00%
Total Supplies	1,634	2,230	2,190	2,190	0.00%
Contractual Services					
Contractual Services	0	50,080	48,000	32,000	-33.33%
Computer Support	87	100	100	100	0.00%
Total Contractual Services	87	50,180	48,100	32,100	-33.26%
Other Services and Charges					
Travel & Training	24	2,500	300	2,500	733.33%
Subscriptions & Memberships	0	100	100	100	0.00%
Printing and Forms	623	1,000	1,000	1,000	0.00%
Utilities	771	0	0	900	0.00%
Telephone	967	0	0	1,000	0.00%
Total Other Services & Charges	2,385	3,600	1,400	5,500	292.86%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 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.

FY 2011 Accomplishments:

* Compiled and prepared 50 council meeting packets, agendas, summaries, and official minutes
* Implemented an electronic council meeting packet posted on the city's web site for access by the public
* Processed 1350 business registration applications
* Conducted a primary city election in March 2011
* Conducted a general city election in May 2011
* Implemented a web page for the City Clerk's Department to provide additional information to the public
* Assisted with the Mayor and Council's "Let's Move" program

FY 2012 Goals:

* Increase the compliance of business registration regulations by local business owners
* Implement the use of agenda automation software in order to streamline the council meeting information packet process and reduce the use of paper
* Update the city's Business Registration regulations
* Upgrade the council chambers recording and sound system

Budget Highlights:

A computer replacements has been budgeted for $1,500, as well as a roll over from the Agenda Automation Software for $9,650.

General Government	City Clerk	Fund 01 - General Fund	Cost Center	11-02

Performance Indicators

Mission/Value Statement:

Goal: Have local businesses comply with business registration requirement.

Objective: To increase number of local businesses register their business as required by Municipal Code
Educate local business owners about the requirement to register their businesses.

Type of Mea 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 year.

Trend: New Measure FY 2011

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Registrations	N/A	N/A	1,450	1,525

Mission/Val Wise use of taxpayer's money.

Goal: Produce electronic packets for council meetings

Objective: Reduce the need to purchase paper and copy machine supplies used to produce information packets for council meetings.

Type of Mea Outcome

Tool: Software and iPads

Frequency: Three times a month

Scoring: Decrease amount of supplies purchased to produce paper copies.

Trend: New Measure FY 2012

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Cost to produce Packets	*	*	*	*
Council Packets Prepared	61	65	50	50
Number of Official Meetings & Agendas Posted	61	65	50	50

Mission/Value Statement:

Goal:

Objective:

Type of Measure:

Tool:

Frequency:

Scoring:

Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

*This measure is being developed FY 2012

General Government	City Clerk	Fund 01 - General Fund			Cost Center	11-02
Summary By Category						
Expenditure Category		2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel		$186,770	$199,845	$201,745	$211,505	4.84%
Operating Supplies		5,593	5,300	6,300	7,010	11.27%
Contractual Services		1,276	120	130	4,440	3315.38%
Other Services and Charges		8,997	24,170	45,945	32,160	-30.00%
Capital Outlay		0	25,000	12,350	11,150	-9.72%
Debt Service		0	0	0	0	0.00%
Department Totals		$202,636	$254,435	$266,470	$266,265	-0.08%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$266,265	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2012
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
City Clerk	0.00	1.00	1.00	4463	6471	$81,670
Deputy Clerk	0.00	1.00	1.00	2468	3578	31,200
Administrative Clerk	0.00	1.00	1.00	2076	3010	28,690
Car Allowance						0
Merit Contingency						0
Temporary / Reserves						0
Overtime						1,000
Retirement						15,325
Insurance & Taxes						53,270
Employee Related Expenses						350
Totals	0.00	3.00	3.00			$211,505

General Government	City Clerk	Fund 01 - General Fund		Cost Center	11-02

Supplemental Data: Expenditures

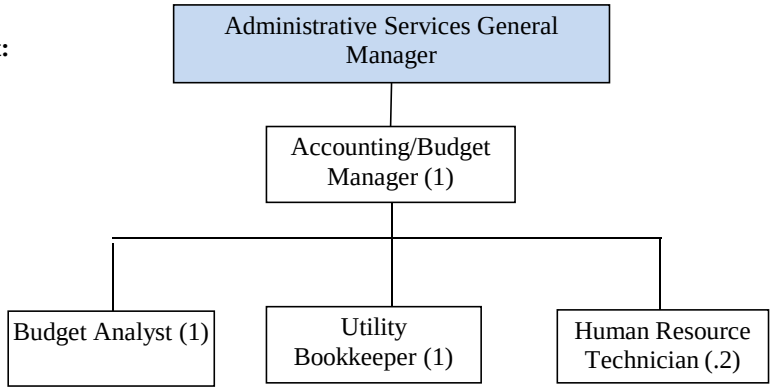
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	1,966	2,000	2,000	2,600	30.00%
Copier Supplies	1,148	1,000	2,000	1,500	-25.00%
Gas & Oil	68	150	150	150	0.00%
Vehicle Maint & Repairs	1,092	200	200	800	300.00%
Equipment Maint & Repairs	62	150	150	160	6.67%
Postage & Freight	1,257	1,800	1,800	1,800	0.00%
Total Supplies	5,593	5,300	6,300	7,010	11.27%
Contractual Services					
Computer Support	174	120	130	140	7.69%
Contractual Services	1,102	0	0	4,300	0.00%
Total Contractual Services	1,276	120	130	4,440	3315.38%
Other Services and Charges					
Travel & Training	528	1,100	1,100	1,500	36.36%
Subscriptions & Memberships	2,052	2,600	2,400	2,600	8.33%
Printing & Forms	511	1,000	1,000	1,200	20.00%
Utilities	3,976	4,470	8,245	8,660	5.03%
Telephone	1,930	3,000	3,000	3,000	0.00%
Legal Advertising	0	0	200	200	0.00%
Election Expense	0	12,000	30,000	15,000	-50.00%
Total Other Services & Charges	8,997	24,170	45,945	32,160	-30.00%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
Agenda Automation Software		$25,000	$12,350	$9,650	
Computer Replacement				1,500	
Total Capital Outlay	$0	$25,000	$12,350	$11,150	

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 2011 Accomplishments:

* Eighth year of producing the city employee newsletter "The Communiqué"
* Obtained 12th Distinguished Budget Presentation Award from Government Finance Officers Association GFOA) for Fiscal Year 2011
* Adopted new Fund Balance policies and procedures
* The Finance Department obtained its 19th 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, 2010 and is complying with all the new GASB requirements
* Establishment of Purchasing Division

FY 2012 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 20th award
* Prepare and submit the City's Annual Budget for the Fiscal Year 2011 to the Government Finance Officers Association's (GFOA) for competition to obtain its 13th Distinguished Budget Presentation Award
* Obtain financing to refund the 2006 MPC Water Bond and the 2004 Water Bond
* Research and obtain financing for additional Water, Wastewater and Streets projects
* Continue developing new budget performance indicator plan based on actual performance percentages
* Continue researching new City wide software to comply with government information and comprehensive reporting

Budget Highlights:

The Accounting Technician position has been eliminated to allow for the Purchasing Manager position to be filled in the new Purchasing division. E-Civics is again programmed in contractual services at $20,000 and the Citywide Software has been budgeted in capital at $300,000.

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

Performance Indicators

Value Statement: **Value the tax dollar and maintain sound fiscal policies**
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:	2009	2010	2011	2012
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Value Statement: **Value the tax dollar and maintain sound fiscal policies**
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:	2009	2010	2011	2012
Payroll Checks/Deposits Distributed	4,771	4,871	4,970	4,871
ACH Payroll Deposits	3,155	3,409	3,597	3,820
Increase in ACH Payroll Deposits	66.13%	69.99%	72.37%	78.43%

Value Statement: **Value the tax dollar and maintain sound fiscal policies**
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 - Fey 2010 increase is mainly due to the frozen AP position

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Accounts Payable Checks Written	6,028	5,767	6,262	6,263
Accounts Payable Checks voided (incl. vendor lost and printer errors)	79	75	350	75
Increase(decrease) in Accounts Payable	-100.00%	-4.33%	8.58%	0.02%

Mission Statement: **V**alue the tax dollar and maintain sound fiscal policies.
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: Up -

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Sales Tax Audits Completed	12	12	8	8
Sales Tax Assessments	49,037	72,362	100,000	35,000
Verification Letters Issued (New Measure FY 2012)	N/A	N/A	22	22
Verification Letters Completed (New Measure FY 2012)	N/A	N/A	31	31

General Government	Finance	Fund 01 - General Fund			Cost Center	12-00
Summary By Category						
Expenditure Category		2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel		$213,896	$198,780	$194,950	$211,235	8.35%
Operating Supplies		7,543	8,200	6,850	8,050	17.52%
Contractual Services		64,861	79,150	75,880	81,650	7.60%
Other Services and Charges		50,164	53,500	53,350	53,500	0.28%
Capital Outlay		2,152	0	0	300,000	0.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$338,616	$339,630	$331,030	$654,435	97.70%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$654,435	100.00%
	Total Funding	100.00%

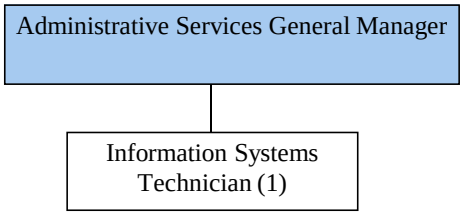
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Finance Director	1.00	0.00	0.00	4689	6799	$0
Accounting/Budget Manager	1.00	1.00	1.00	3487	5056	58,960
Accounting Technician	1.00	0.00	0.00	2235	3241	0
Human Resource Tech	0.20	0.20	0.20	447	648	5,985
Utility Bookkeeper	1.00	1.00	1.00	2933	4253	43,985
Buyer	0.00	0.00	0.00	0	0	0
Budget Analyst	1.00	1.00	1.00	2933	4253	39,400
Merit Contingency						0
Temporary / Reserves						0
Longevity Pay						0
Retirement						15,945
Insurance & Taxes						45,960
Employee Related Expenses						1,000
Totals	5.20	3.20	3.20			$211,235

General Government	Finance	Fund 01 - General Fund			Cost Center	12-00
Supplemental Data: Expenditures						
		2010	2011		2012	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		2,363	2,500	2,100	2,500	19.05%
Copier Supplies		1,942	1,900	1,900	1,900	0.00%
Postage & Freight		2,596	2,800	2,500	2,800	12.00%
Gas & Oil		0	0	50	50	0.00%
Equipment Maint/Repairs		642	1,000	300	800	166.67%
Total Supplies		7,543	8,200	6,850	8,050	17.52%
Contractual Services						
Computer Support		5,879	400	380	400	5.26%
Sales Tax Audits		15,347	15,000	16,500	17,500	6.06%
Contractual Services		6,980	26,000	26,000	26,000	0.00%
Audit Expense		36,655	37,750	33,000	37,750	14.39%
General Counsel		0	0			0.00%
Total Contractual Services		64,861	79,150	75,880	81,650	7.60%
Other Services and Charges						
Travel & Training		3,390	3,000	3,250	3,500	7.69%
Subscriptions & Memberships		1,793	2,000	1,500	1,500	0.00%
Printing & Forms		2,114	2,000	2,100	2,000	-4.76%
Utilities		3,451	4,000	4,500	4,500	0.00%
Telephone		2,320	2,500	2,500	2,500	0.00%
Bank Charges		35,516	38,000	38,000	38,000	0.00%
Legal Advertising		1,580	2,000	1,500	1,500	0.00%
Bad Debt Expense		0	0	0	0	0.00%
Total Other Services & Charges		50,164	53,500	53,350	53,500	0.28%

Supplemental Data: Capital Outlay					
Item	2009	2010		2011	
Description	Actual	Budget	Revised	Tentative	
Desktop Computers	$2,152				
City-Wide Software Program				300,000	
	$2,152	$0	$0	$300,000	

IT Services

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2011 Accomplishments:

* Completed Parks and Recreation portion of the website
* Modified the website so the City Clerk's office can upload council info and make changes to their City Clerk page
* Implemented Microsoft Exchange online
* Completed website transfer to the Wordpress platform to allow all departments control over their own pages
* Implemented first half of microwave project connecting Utilities to Finance so we can eliminate the Qwest T1s to save money and increase speeds
* Assisted with the tech setup for the BAC

FY 2012 Goals:

* Implement second half of microwave project connecting PD, FD, Library, and the Rec Center to Finance using microwaves to eliminate T1s and increase speeds
* Setup Qwest 30 Mbps link to replace our cable internet service
* Hold training for all departments for them to learn how to modify their web pages in Wordpress

Budget Highlights:

Capital outlay includes the new microwave internet and security software for $17,035 and $15,000 respectively.

General Government	IT Services	Fund 01 - General Fund	Cost Center	12-01

Performance Indicators

Mission Statement: Operate in an efficient and professional manner
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:	2009	2010	2011	2012
File Server Uptime	99.90%	99.93%	99.90%	99.00%

Mission Statement: Operate in an efficient and professional manner
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:	2009	2010	2011	2012
Average Initial Helpdesk Response Time	3 days	1 day	1 day	2 days

Mission Statement: Operate in an efficient and professional manner
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:	2009	2010	2011	2012
Time to Post Agendas and Minutes to Website	1 day	Same day	Same day	Same day

General Government	IT Services	Fund 01 - General Fund	Cost Center	12-01

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$64,111	$66,055	$66,135	$66,955	1.24%
Operating Supplies	788	3,000	2,550	3,000	17.65%
Contractual Services	11,154	15,500	18,000	19,500	8.33%
Other Services and Charges	2,874	4,075	2,955	3,850	30.29%
Capital Outlay	0	0	9,070	32,305	256.17%
Debt Service	0	0	0	0	0.00%
Department Totals	$78,927	$88,630	$98,710	$125,610	27.25%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$125,610	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
IT Technician	1.00	1.00	1.00	3487	5056	$50,590
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						5,440
Insurance & Taxes						10,925
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$66,955

General Government	IT Services	Fund 01 - General Fund		Cost Center	12-01

Supplemental Data: Expenditures

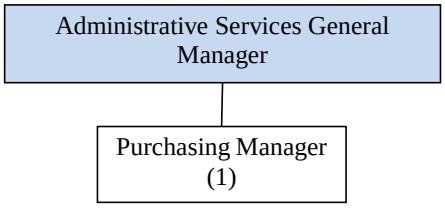
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	242	500	600	700	16.67%
Copier Supplies	0	600	200	500	150.00%
Postage & Freight	0	100	50	100	100.00%
Equipment Maint/Repairs	0	500	500	500	0.00%
Gas & Oil	52	500	400	400	0.00%
Vehicle Maintenance & Repair	494	700	700	700	0.00%
Printing & Forms	0	100	100	100	0.00%
Total Supplies	788	3,000	2,550	3,000	17.65%
Contractual Services					
Computer Support	3,944	3,500	3,500	3,500	0.00%
Contractual Services	7,210	12,000	14,500	16,000	10.34%
Total Contractual Services	11,154	15,500	18,000	19,500	8.33%
Other Services and Charges					
Travel & Training	124	1,250	500	500	0.00%
Subscriptions & Memberships	225	325	325	400	23.08%
Utilities	745	500	930	950	2.15%
Telephone	1,780	2,000	1,200	2,000	66.67%
Total Other Services & Charges	2,874	4,075	2,955	3,850	30.29%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Microwave Internet - City Wide Project			$9,070	$17,305
Security Software				15,000
	$0	$0	$9,070	$32,305

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 2011 Accomplishments:

* Establishment of Purchasing Division
* Establishment of standard operating procedures for purchasing activities
* Creation of standardized purchasing forms

FY 2012 Goals:

* Consolidate all purchasing documents
* Review all purchase document for improvements
* Develop templates for bidding documents
* Conclude training by consultant on proper procurement procedures and methods
* Development of vendor database
* Send out information to current vendors on signing up on Public Purchase vendor listing

Budget Highlights:

This will be the first full year of the Purchasing Division. FY 2011 was budgeted at about a quarter of the total expected. No capital outlay has been budgeted for FY 2012.

General Government	Purchasing	Fund 01 - General Fund	Cost Center	12-02

Performance Indicators

Performance Measures will be developed in FY 2012
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Value Statement:
Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Value Statement: **Value the tax dollar and maintain sound fiscal policies**
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission Statement: **V**alue the tax dollar and maintain sound fiscal policies.
Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

General Government	Purchasing	Fund 01 - General Fund			Cost Center	12-02
Summary By Category						
Expenditure Category		2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel		$0	$0	$10,070	$65,640	551.84%
Operating Supplies		0	0	190	1,180	521.05%
Contractual Services		0	0	6,040	3,240	-46.36%
Other Services and Charges		0	0	480	2,950	514.58%
Capital Outlay		0	0	1,500	0	-100.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$0	$0	$18,280	$73,010	299.40%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$73,010	100.00%
	Total Funding	100.00%

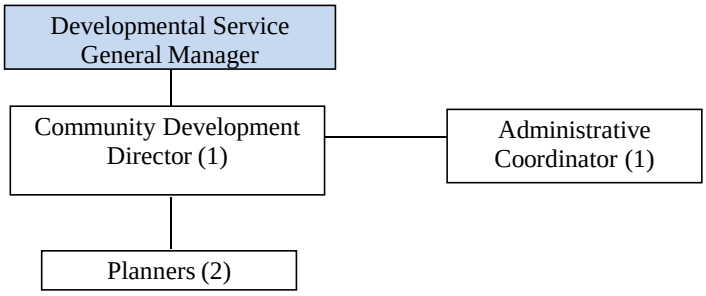
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Purchasing Manager	0.00	1.00	1.00	3487	5056	$49,500
Merit Contingency						0
Temporary / Reserves						0
Longevity Pay						0
Retirement						5,320
Insurance & Taxes						10,820
Employee Related Expenses						0
Totals	0.00	1.00	1.00			$65,640

General Government	Purchasing	Fund 01 - General Fund			Cost Center	12-02
Supplemental Data: Expenditures						
		2010	2011		2012	Percent
Item		Actual	Budget	Revised	Tentative	Change
Supplies						
Office Supplies		0	0	80	500	525.00%
Copier Supplies		0	0	60	380	533.33%
Postage & Freight		0	0	50	300	500.00%
Gas & Oil		0	0	0	0	0.00%
Equipment Maint/Repairs		0	0	0	0	0.00%
Total Supplies		0	0	190	1,180	521.05%
Contractual Services						
Computer Support		0	0	30	160	433.33%
Sales Tax Audits		0	0	10	80	700.00%
Contractual Services		0	0	6,000	3,000	-50.00%
Total Contractual Services		0	0	6,040	3,240	-46.36%
Other Services and Charges						
Travel & Training		0	0	80	500	525.00%
Subscriptions & Memberships		0	0	70	400	471.43%
Printing & Forms		0	0	0	150	0.00%
Utilities		0	0	150	900	500.00%
Telephone		0	0	80	500	500.00%
Bank Charges		0	0	0	0	525.00%
Legal Advertising		0	0	100	500	400.00%
Total Other Services & Charges		0	0	480	2,950	514.58%

Supplemental Data: Capital Outlay					
Item	2009	2010		2011	
Description	Actual	Budget	Revised	Tentative	
Desktop Computers			$1,500		
	$0	$0	$1,500	$0	

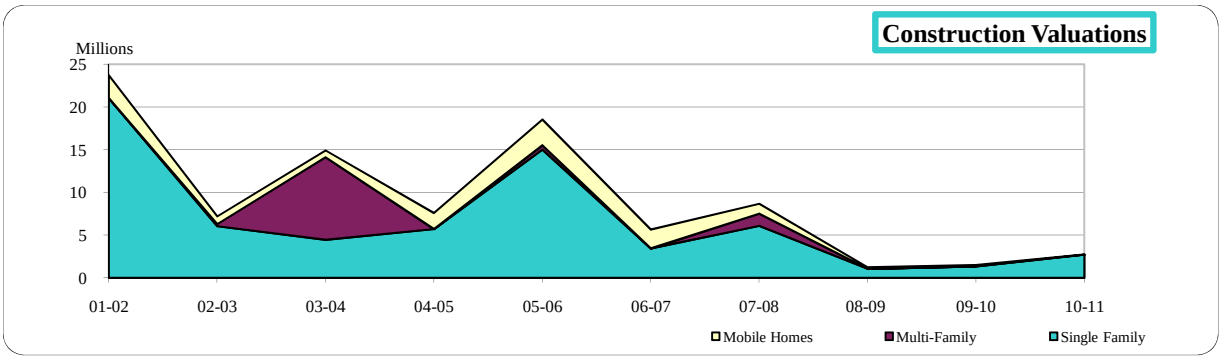
Community Development

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 2011 Accomplishments:

* Completed move to Development Services building
* Re-established the Hearing Officer program following retirement of our zoning enforcement position
* Review of new development projects including Big 5, the new V.A. Clinic, VV ambulance center, Yavapai County Medical Clinic, Dollar General, Wal-Mart renovation, Taylor-Padgett Village Center, the Tavern Hotel renovation in Old Town; and the Highlands Square Senior Living complex. Issued permits and conducted all related inspections throughout the process of construction
* Conclusion of CDBG application process associated with 10th Street improvements
* Developed codes pertaining to building height and medical marijuana
* Participation in Verde Front trails planning process
* Facilitated annexation process pertaining to Quail Canyon and Verde Santa Fe
* Continued participation in State Trust lands planning process
* Continued development of design manual in support of Design Review process

FY 2012 Goals:

* Continue semi-annual updates P&Z/Council on General Plan implementation/re-adoption, due in 2013
* Initiate Special Area Planning process in prep for review of General Plan
* Complete Design Review for policy manual and related slopes ordinance. Examine green codes
* Assist development of "shovel ready sites" program, possible housing rehab opportunities
* Administer CDBG funding process as follow up to application due this summer
* Develop zoning ordinance and design review process for the Old Town Historic District
* Commence block by block pro-active zoning enforcement process. Follow with neighborhood clean-up process
* Continue participation in State Trust annexation and related General Plan amendment process
* Continue implementation of Bicycle plan objectives and promotional materials
* Upgrade department data system and website

Budget Highlights:

No capital outlay is budgeted for this department.

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

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Special Planning Projects	5	5	6	5
Zoning Change Appls	1	2	2	2
Gen Plan Amends	0	0	0	2
Conditional Use Pmts	15	26	10	20
Subdiv Plats	0	2	2	2
Joint Sessions / GP Updates	4	2	1	2
Muni Code Changes	8	4	4	8
Zoning Complaints Opened	101	12	130	150
Zoning Complaints Closed	92	4	145	120
Hearing Officer Revs	16	0	60	120
Board of Adjustmt Cases	2	4	3	4
Code Review Appls	38	24	24	40
Design Review Appls	18	16	21	35
Annexations	0	0	2	2

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$270,234	$278,690	$286,635	$294,710	2.82%
Operating Supplies	5,896	6,150	5,950	7,000	17.65%
Contractual Services	323	2,000	350	370	5.71%
Other Services and Charges	7,681	7,300	10,680	11,205	4.92%
Capital Outlay	2,875	3,000	4,915	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$287,009	$297,140	$308,530	$313,285	1.54%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$313,285	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Community Development Director	1.00	1.00	1.00	4689	6799	$75,805
Planner	2.00	2.00	2.00	3319	4812	106,490
Administrative Coordinator	1.00	1.00	1.00	2235	3241	30,405
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						22,865
Insurance & Taxes						59,145
Employee Related Expenses						0
Totals	4.00	4.00	4.00			$294,710

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

Supplemental Data: Expenditures

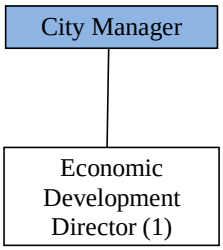
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	1,945	2,000	1,225	1,500	22.45%
Copier Supplies	2,836	2,000	2,625	3,000	14.29%
Postage & Freight	147	250	600	600	0.00%
Gas & Oil	(495)	400	800	800	0.00%
Vehicle Maint & Repairs	1,202	1,000	400	800	100.00%
Equipment Maint & Repairs	261	500	300	300	0.00%
Total Supplies	5,896	6,150	5,950	7,000	17.65%
Contractual Services					
Computer Support	323	2,000	350	370	5.71%
Contractual Services	0	0	0	0	0.00%
General Counsel	0	0	0	0	0.00%
Total Contractual Services	323	2,000	350	370	5.71%
Other Services and Charges					
Travel & Training	981	1,000	1,500	1,500	0.00%
Subscriptions & Memberships	714	500	450	600	33.33%
Printing & Forms	49	100	0	0	0.00%
Utilities	4,067	3,500	5,545	5,820	4.96%
Telephone	1,216	700	1,985	2,085	5.04%
Legal Advertising	654	1,000	1,200	1,200	0.00%
Graphics/Reproductions	0	500	0	0	0.00%
General Plan Expense	0	0	0	0	0.00%
Total Other Services & Charges	7,681	7,300	10,680	11,205	4.92%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
Desktop computer	$2,875	$3,000	$4,915		
Plotter					
Database Software					
	$2,875	$3,000	$4,915	$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 2011 Accomplishments:

* Implemented year 2 of 5 "Focus on Success" goals – 5 year economic development strategy
* Optimized effectiveness through the use of technology and economic development tools
* Supported industry targets as outlined in Focus on Success, i.e. healthcare and social services, viticulture, manufacturing, transportation, warehousing, wholesale trade, finance, insurance, professional, scientific, technology services, accommodations, food, and home based businesses
* Opened Business Assistance Center
* Became member of Arizona Wine Growers Association in an effort to grow industry in Cottonwood

FY 2012 Goals:

* Implement year 3 of 5 "Focus on Success" goals – 5 year economic development strategy
* As we come out of the great recession continue to position Cottonwood as a great place to grow your business through business retention and expansion (B3) techniques such as "economic gardening
* Continue to grow the effectiveness of the Business Assistance Center
* Research grant opportunities
* Submit Revolving Loan Fund application to USDA Rural Development

Budget Highlights:

Focus on Success is programmed again at $18,000 and capital outlay includes a replacement computer budgeted at $1,500.

General Government	Economic Development	0	Cost Center	15-00

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$70,548	$73,455	$74,010	$74,180	0.23%
Operating Supplies	118	600	900	1,310	45.56%
Contractual Services	87	75	75	75	0.00%
Other Services and Charges	18,283	20,360	24,340	25,840	6.16%
Capital Outlay	0	0	2,710	1,500	-44.65%
Debt Service	0	0	0	0	0.00%
Department Totals	$89,036	$94,490	$102,035	$102,905	0.85%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$102,905	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Economic Development Directo	1.00	1.00	1.00	3487	5056	$56,400
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						6,065
Insurance & Taxes						11,715
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$74,180

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

Supplemental Data: Expenditures

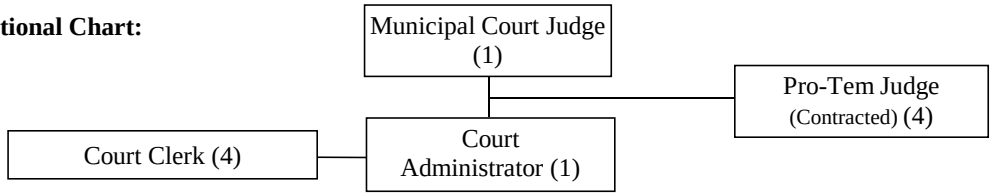
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	104	200	200	200	0.00%
Copier Supplies	0	0	600	960	60.00%
Postage & Freight	0	0	0	0	0.00%
Gas & Oil	14	400	100	150	50.00%
Vehicle Maint & Repairs	0	0	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Total Supplies	118	600	900	1,310	45.56%
Contractual Services					
Computer Support	87	75	75	75	0.00%
Contractual Services	0	0	0	0	0.00%
Total Contractual Services	87	75	75	75	0.00%
Other Services and Charges					
Travel & Training	500	0	300	1,500	400.00%
Subscriptions & Memberships	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	883	1,000	4,530	4,755	4.97%
Telephone	960	960	1,510	1,585	4.97%
Legal Advertising	345	400	0	0	0.00%
Graphics/Reproductions		0	0	0	0.00%
Focus on Success	15,595	18,000	18,000	18,000	0.00%
Total Other Services & Charges	18,283	20,360	24,340	25,840	6.16%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Copier			$2,710	
Computer				$1,500
	$0	$0	$2,710	$1,500

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 2011 Accomplishments:

* Fulfilled COJET training requirements for existing court staff
* Associate Magistrate successfully completed New Judge Orientation
* Court Clerk successfully completed Civil Traffic Hearing Officer training
* Successful transition to the new Sixth Street court building
* Hosted continuing education sessions for court staff, as well as other court staff in the Verde Valley area, reducing travel and training expenses
* Assisted Cottonwood Police Department with Title 10 parking ordinance implementation

FY 2012 Goals:

* Continue efforts enforcing monetary court orders to increase percentage of court revenues
* Promote alternative diversion programs such as Yavapai County Substance Abuse Coalition (MATFORCE), Verde Adult Victim Impact Panel (VCTC), and Victim Offender Mediation (VOMP)
* Complete Multi-Purpose Room in Court building to provide additional space for training and hearings
* Expand the Court’s technology capabilities by implementing the Justice EZ Trac website for civil traffic and parking violations
* Assist Cottonwood Police Department with the Electronic Citation Project implementation

Budget Highlights:

Capital outlay includes $5,500 for the multi-purpose storage room.

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

Performance Indicators

Performance Measures will be developed in FY 2012
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Criminal Traffic	319	376	265	292
Civil Traffic	1,194	1,131	1,221	1,536
Criminal	694	778	540	504
Local Ordinance	0	85	132	88
Protective Order	67	45	47	56

Value Statement:
Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$295,936	$305,255	$292,495	$313,435	7.16%
Operating Supplies	10,065	9,100	8,200	8,200	0.00%
Contractual Services	85,589	85,250	74,950	70,750	-5.60%
Other Services and Charges	23,498	19,750	26,685	27,550	3.24%
Capital Outlay	375	0	10,000	5,500	-45.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$415,463	$419,355	$412,330	$425,435	3.18%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$425,435	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Municipal Judge	1.00	1.00	1.00	Contract		$89,250
Court Clerk	3.00	3.00	3.00	2076	3010	87,900
Court Administrator	1.00	1.00	1.00	3159	4580	43,260
Court Clerk - Position Frozen FY20	1.00	1.00	1.00	2076	3010	0
Merit Contingency						0
Temporary / Reserves/Pro Temp						4,500
Overtime						0
Retirement						23,695
Insurance & Taxes						64,830
Employee Related Expenses						0
Totals	6.00	6.00	6.00			$313,435

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

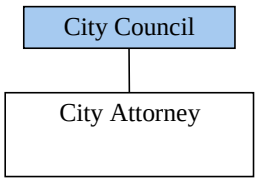
Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	6,416	4,500	4,500	4,500	0.00%
Copier Supplies	513	1,200	800	800	0.00%
Postage & Freight	774	1,000	500	500	0.00%
Vehicle Maint & Repairs	0	0	0	0	0.00%
Equipment Maint & Repairs	2,362	2,400	2,400	2,400	0.00%
Gas & Oil	0	0			0.00%
Total Supplies	10,065	9,100	8,200	8,200	0.00%
Contractual Services					
Computer Support	6,950	8,750	8,750	8,750	0.00%
Contractual Services	16,859	18,500	10,000	10,000	0.00%
Court Appointed Attorney	60,846	52,000	52,000	52,000	0.00%
Pro Tem Services (currently budgeted in salaries)	934	4,500	0	0	0.00%
Jail Expense	0	0	0	0	0.00%
Court Audit	0	1,500	4,200	0	-100.00%
Total Contractual Services	85,589	85,250	74,950	70,750	-5.60%
Other Services and Charges					
Travel & Training	9,818	3,500	3,500	3,500	0.00%
Subscriptions & Memberships	3,760	2,400	4,980	4,980	0.00%
Printing & Forms	290	350	500	500	0.00%
Utilities	5,668	10,000	11,545	12,125	5.02%
Telephone	3,438	3,000	5,660	5,945	5.04%
Legal Advertising	107	0	0	0	0.00%
Jury Fee	0	500	500	500	0.00%
Misc Expense	417	0	0	0	0.00%
Total Other Services & Charges	23,498	19,750	26,685	27,550	3.24%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Bank Card Reader & Supplies	$375			
Office Furniture - Court Enhancement Fee			$10,000	
Multi Purpose Storage Room				$5,500
	$375	$0	$10,000	$5,500

Legal



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

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

FY 2011 Accomplishments:

* Attended and served as legal advisor in approximately 50 public meetings of the City Council and various Boards and Commissions
* Reviewed/edited/drafted approximately 70 Resolutions and 14 Ordinances, including Ordinances that
* update the City's Building and Fire Safety Codes; regulate the height of buildings and other structures; regulate the location and other aspects of medical marijuana dispensaries, infusion facilities and cultivation sites; and established a Historic Preservation Commission
* Assisted in the successful acquisition of the Gardner's Recycling property in Old Town
* Conducted a successful procurement for a new City Prosecutor
* Assisted in the issuance of RFP's/RFQ's for several substantial capital projects, including street improvement projects, Recreation Center Solar, Airport Solar, a Regional Communications Center Needs Assessment, and the planned Riverfront Park Wastewater Treatment Facility
* Assisted City staff in negotiating and effecting a successful and cost-effective transition of the City's Transportation system to NAIPTA
* Developed and assisted in the adoption of a comprehensive set of backflow prevention regulations that protect the public health and safety and mooted a pending lawsuit
* Successfully negotiated a new 25-year electric utility franchise agreement with Arizona Public Service
* Successfully coordinated with various parties and special legal counsel to secure the extension of insurance coverage (defense and indemnity up to $5 million dollars)

FY 2012 Goals:

* Conduct a successful procurement for high-quality, cost-effective court-appointed misdemeanor criminal defense services
* Revise and update the City's Personnel Manual
* Continue to improve and streamline the City's procurement processes
* Standardize and improve the City's insurance requirements and develop procedures to further limit the City's exposure to significant claims and litigation

Budget Highlights:

During FY 2011 it was determined that addition outside council should be budgeted for the possibility that their services may be needed. The increase of 42% for FY 2012 in contractual services reflects this change. No capital has been budgeted in FY 2012.

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

General Government	Legal	Fund 01 - General Fund	Cost Center	18-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$142,553	$167,020	$174,305	$175,160	0.49%
Operating Supplies	206	600	320	320	0.00%
Contractual Services	214,639	125,200	119,000	134,000	12.61%
Other Services and Charges	4,349	7,950	7,550	8,100	7.28%
Capital Outlay	1,611	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$363,358	$300,770	$301,175	$317,580	5.45%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$317,580	100.00%
	Total Funding	100.00%

General Government	Legal	Fund 01 - General Fund	Cost Center	18-00

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Attorney	1.00	1.00	1.00	4185	6069	$135,000
Legal Services Coordinator	0.00	0.00	0.00	3082	4468	0
Vehicle Allowance						5,400
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						15,095
Insurance & Taxes						19,665
Employee Related Expenses						
Totals	1.00	1.00	1.00			$175,160

General Government	Legal	Fund 01 - General Fund		Cost Center	18-00

Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	125	250	125	125	0.00%
Copier Supplies	78	250	155	155	0.00%
Postage & Freight	3	100	40	40	0.00%
Total Supplies	206	600	320	320	0.00%
Contractual Services					
General Counsel	103,566	5,000	0	0	0.00%
Contract Services	15,748	36,000	35,000	50,000	42.86%
Prosecuting Attorney	95,325	84,000	84,000	84,000	0.00%
Computer Support	0	200	0	0	0.00%
Total Contractual Services	214,639	125,200	119,000	134,000	12.61%
Other Services and Charges					
Travel & Training	0	1,500	1,000	1,500	50.00%
Subscriptions & Memberships	3,381	5,000	3,500	3,500	0.00%
Printing & Forms	61	200	0	0	0.00%
Utilities	83	250	1,200	1,200	0.00%
Telephone Expense	824	1,000	1,850	1,900	2.70%
Total Other Services & Charges	4,349	7,950	7,550	8,100	7.28%

Supplemental Data: Capital Outlay

Item Description	2009 Actual	2010 Budget	2010 Revised	2011 Tentative	
Laptop	$1,611				
	$1,611	$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 2011 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 2012 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:

No major changes to this department.

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	23-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	226	1,500	500	1,500	200.00%
Other Services and Charges	357,517	377,000	354,390	623,800	76.02%
Operating Transfers	782,522	649,125	620,355	597,035	-3.76%
Debt Service	349,479	441,710	423,705	370,450	-12.57%
Department Totals	$1,489,744	$1,469,335	$1,398,950	$1,592,785	13.86%

Staffing Levels

Item Description	2010	2011	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$1,592,785	100.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Not Applicable				

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	23-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Not Applicable						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

Supplemental Data: Operating Transfers

Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
Operating Transfers - HURF					0.00%
Operating Transfers - Library	$654,781	$592,700	$582,335	$556,230	-4.48%
Operating Transfers - Cemetery	25,847	38,610	23,850	18,690	-21.64%
Operating Transfers - Airport		17,815	14,170	22,115	56.07%
Operating Transfers - Sewer					0.00%
Operating Transfers - Airport					0.00%
Operating Transfers - CDBG					0.00%
Operating Transfers - Grants					0.00%
Operating Transfers - Capital Projects	101,894				0.00%
Operating Transfers - Debt Services					0.00%
	$782,522	$649,125	$620,355	$597,035	

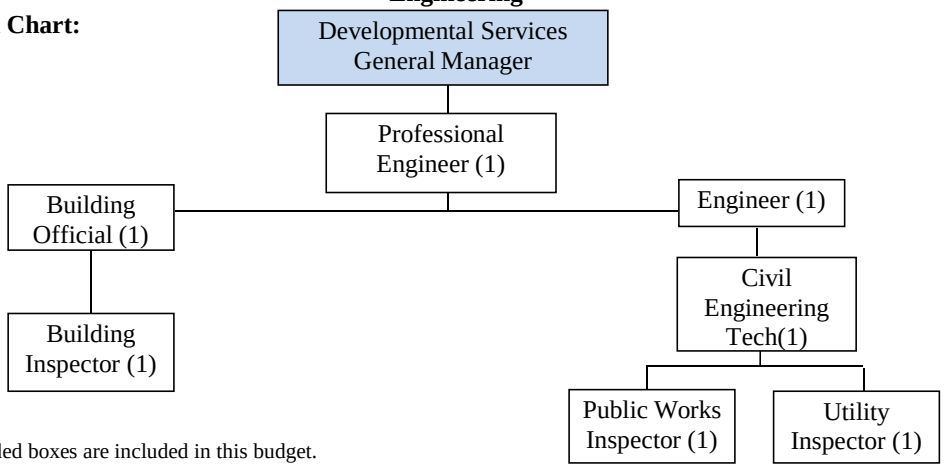
General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	23-00

Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
N/A					
Total Supplies	0	0	0	0	0.00%
Contractual Services					
Emergency Services	0	0	0	0	0.00%
Health Services	0	0	0	0	0.00%
Auction Fees	226	1,500	500	1,500	200.00%
Trustee Fees	0	0	0	0	0.00%
Total Contractual Services	226	1,500	500	1,500	200.00%
Other Services and Charges					
Liability Insurance	250,877	255,000	227,390	200,000	-12.05%
Liability-Claims Deductible	12,946	25,000	25,000	100,000	300.00%
Chamber of Commerce	93,694	97,000	102,000	104,000	1.96%
NAIPTA CONT SVS	0	0	0	219,800	0.00%
Total Other Services & Charges	357,517	377,000	354,390	623,800	76.02%
Debt Service					
Lease Payment - Fire Truck - SunTrust	73,552	90,000	77,030	80,670	4.73%
Lease Payment -PSB- SunTrust	0	0	0	0	0.00%
Lease Payment - Police Cars- SunTrust	93,719	101,820	100,815	69,930	-30.64%
Lease Payment - Police Cars- 09/10	0	84,130	56,610	39,540	-30.15%
Lease Payment - Mobile Data Terminals	143,905	165,760	150,310	156,990	4.44%
Interest- PSB GADA	0	0	0	0	0.00%
Principal - PSB GADA	(1)	0	0	0	0.00%
Interest -LP Fire Rescue	0	0	10,520	5,220	-50.38%
Interest -LP Mobile Data	16,448	0	12,970	9,330	-28.06%
Interest -LP police Fleet	21,856	0	15,450	8,770	-43.24%
Total Debt Service	349,479	441,710	423,705	370,450	-12.57%

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 Adopted 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 2011 Accomplishments:

* Arsenic Treatment Design, Installation, As-builts, Testing, & Approval for the following Well Sites: Verde Village Well 7-2, and Verde Village Well 5-1
* Wrote and completed a new and thorough set of bidding instructions and build contract for large scale water line construction
* Started the construction of the Pine Shadows Water Line
* Set-up and started operation of a City of Cottonwood Basic Soils Laboratory
* Trained personnel to do in-house surveying and eliminated costly outside contract work for all topographic and as-built surveying
* Build Firm for the construction of the Riverfront Wastewater Treatment Plant and Water Reclamation Facility
* Waterline crossing at 16th Street crossing Fir Street in order to interconnect 2 systems was constructed. Plans for a 1000' interconnection line were completed in order to connect the 2 systems utilizing this
* A redundant and parallel booster pump was designed for Lower 5 Booster Station. This is currently ready for ADEQ Review
* A waterline was designed, constructed, as-built, and approved for use behind Good-Will in downtown Cottonwood including the installation of 2 new fire hydrants
* Researched and oversaw the historic ownership for the right of way for Main Street and Yavapai Street for the upcoming quiet-title action as well as verified property boundaries for the Old Jail

FY 2012 Goals:

* Completion of the reservoir installation at Well-Site 8/9
* Oversee the bid and construction of the Highway 260 Water Line
* Completion of the construction of the Pine Shadows Water Line
* Continue training of technician and inspection staff in the use of the soils laboratory
  Continue training of technician and inspection staff in the use of surveying equipment
* Finalize design and commence construction of the Riverfront Water Reclamation Facility
* Finalize Design Plans and commence construction on Mingus Avenue Road Improvement Project
* Completion of the construction of the Lower 5 Booster Station Improvements
* Design and construction of the Cottonwood Ranch Water Line
* Mesquite Hills Well-Site Arsenic Treatment System Design and Site Plan

Budget Highlights:

No capital outlay is budgeted for this department in FY 2012.

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

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

Measures:	Actual 2009	Estimated 2010	Estimated 2011	Anticipated 2012
Engineering Reviews	41	30	33	35
Subdivisions (lots)	225	50	159	167
Right of Way Permits	65	50	54	57
Streets Inspected (LF)	21,910	10,000	30,412	30,412
Permits Issued:				
Building	150	125	200	210
Sewer	75	50	64	67
Sign	87	75	20	21
Others	50	75	216	227
Total Permits Issued	362	325	500	525
Dollar Value of Permits	$27M	$20M	$5.7 M	$5.7 M

Mission/Value Statement:
Goal:
Objective:

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

Measures:	Actual 2009	Actual 2010	Estimated 2011	Anticipated 2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$368,010	$431,810	$429,100	$493,385	14.98%
Operating Supplies	8,429	9,350	9,015	13,150	45.87%
Contractual Services	2,573	1,500	1,500	1,500	0.00%
Other Services and Charges	7,018	6,100	10,045	15,560	54.90%
Capital Outlay	2,153	79,700	79,700	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$388,183	$528,460	$529,360	$523,595	-1.09%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$523,595	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Staff Engineer	1.00	1.00	1.00	3574	5182	48,230
Public Works Inspector	1.00	1.00	1.00	2468	3578	39,245
Building Official	1.00	1.00	1.00	2235	3241	72,045
Building Inspector	1.00	1.00	1.00	3319	4812	43,045
Professional Engineer	1.00	1.00	1.00	4043	5863	60,985
Utility Inspector	1.00	1.00	1.00	2468	3578	31,090
Civil Engineering Technician	0.00	1.00	1.00	3006	4359	43,500
Merit Contingency						0
Temporary / Reserves						0
Overtime						5,600
Retirement						29,210
Insurance & Taxes						120,435
Employee Related Expenses						0
Totals	6.00	7.00	7.00			$493,385

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

Supplemental Data: Expenditures

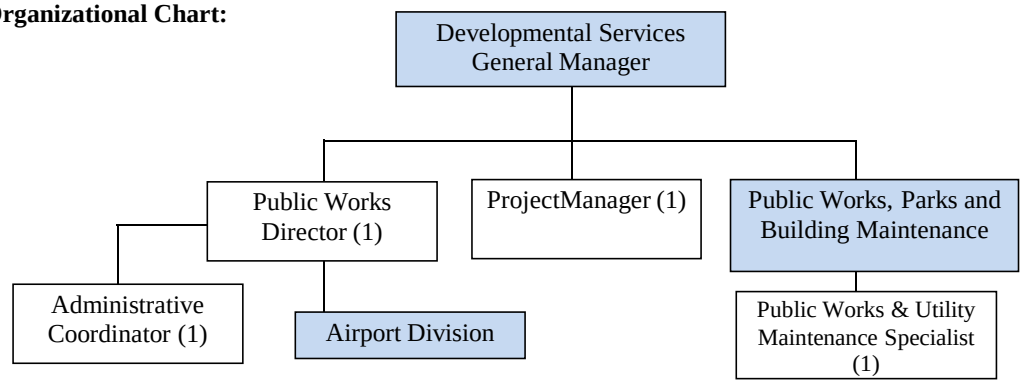
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	629	750	500	750	50.00%
Copier Supplies	2,097	1,500	700	2,250	221.43%
Gas & Oil	2,031	2,400	2,400	2,750	14.58%
Vehicle Maint & Repairs	2,435	3,500	4,515	3,500	-22.48%
Equipment Maint & Repairs	443	500	200	1,200	500.00%
Postage & Freight	15	200	200	200	0.00%
Operational Supplies	779	500	500	2,500	400.00%
Total Supplies	8,429	9,350	9,015	13,150	45.87%
Contractual Services					
Computer Support	1,464	1,500	1,500	1,500	0.00%
Contractual Services	1,109	0	0	0	0.00%
Total Contractual Services	2,573	1,500	1,500	1,500	0.00%
Other Services and Charges					
Travel & Training	0	500	200	4,500	2150.00%
Subscriptions & Memberships	202	200	325	1,200	269.23%
Printing & Forms	0	0	0	0	0.00%
Utilities	4,194	4,500	5,080	5,330	4.92%
Telephone	2,549	900	4,440	4,530	2.03%
Legal Advertising	73	0	0	0	0.00%
Total Other Services & Charges	7,018	6,100	10,045	15,560	54.90%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
Computer Rotation	$2,153				
Safety Lighting for Vehicle					
Server					
Total Station - Survey Equipment		$15,000	$15,000		
Soils & Asphalt Testing Equipment		12,700	12,700		
Survey Equipment		52,000	52,000		
	$2,153	$79,700	$79,700	$0	

Public Works

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2011 Accomplishments:

* ***Not available at printing***
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*
*
*

FY 2012 Goals:

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*
*
*

Budget Highlights:

An additional position, Public Works & Utility Maintenance Specialist, has been added to this department for FY 2012. No capital outlay is budgeted for this department in FY 2012.

General Government	Public Works	Fund 01 - General Fund	Cost Center	22-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$239,749	$247,970	$244,730	$295,870	20.90%
Operating Supplies	5,726	8,975	7,425	8,650	16.50%
Contractual Services	4,016	1,500	1,500	1,575	5.00%
Other Services and Charges	3,744	4,460	5,325	5,735	7.70%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$253,235	$262,905	$258,980	$311,830	20.41%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	3.00	3.00	4.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$311,830	100.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Flood Plain Inquiries		140	135	130
Public Easements (ea)		17	35	75
Contract Admin ($)		11,800,000	8,700,000	4,000,000
Major CIP Projects		8	7	5

General Government	Public Works	Fund 01 - General Fund	Cost Center	22-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Public Works Director	1.00	1.00	1.00	4689	6799	$87,845
Administrative Coordinator	1.00	1.00	1.00	2235	3241	42,880
Program Manager	1.00	1.00	1.00	3319	4812	51,765
Public Works & Utility Mtce. Specialist	0.00	0.00	1.00	2468	3578	31,090
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						22,960
Insurance & Taxes						59,330
Employee Related Expenses						0
Totals	3.00	3.00	4.00			$295,870

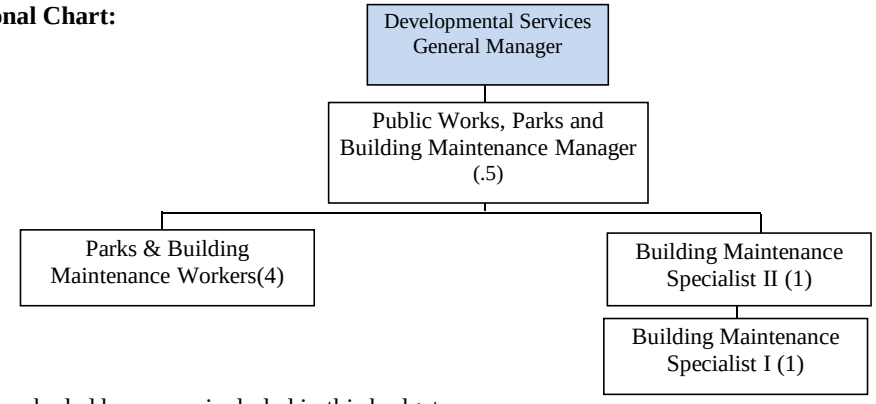
Supplemental Data: Capital Outlay

Item	2010	2011		2012	
Description	Actual	Budget	Revised	Tentative	
	$0	$0	$0	$0	

General Government	Public Works	Fund 01 - General Fund		Cost Center	22-00
Supplemental Data: Expenditures					
	2010	2011		2012	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	1,031	2,500	2,500	2,600	4.00%
Copier Supplies	1,847	1,300	2,500	2,550	2.00%
Gas & Oil	1,625	2,100	600	650	8.33%
Vehicle Maint & Repairs	457	2,500	1,000	2,000	100.00%
Equipment Maint & Repairs	251	125	125	150	20.00%
Operational Supplies	267	450	450	450	0.00%
Postage & Freight	248	0	250	250	0.00%
Total Supplies	5,726	8,975	7,425	8,650	16.50%
Contractual Services					
Computer Support	1,603	1,500	1,500	1,575	5.00%
Contractual Services	2,413	0	0	0	0.00%
Total Contractual Services	4,016	1,500	1,500	1,575	5.00%
Other Services and Charges					
Travel & Training	0	1,000	1,000	1,000	0.00%
Subscriptions & Memberships	96	100	125	325	160.00%
Utilities	1,475	1,160	2,000	2,100	5.00%
Telephone	2,173	2,200	2,200	2,310	5.00%
Auto Allowance	0	0	0	0	0.00%
Legal Advertising	0	0	0	0	0.00%
Total Other Services & Charges	3,744	4,460	5,325	5,735	7.70%

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 2011 Accomplishments:

* Provided a safe work environment for all employees trough safety training, awareness and education programming. No work related injuries were reported
* Improved the administration portion of the overall grounds/buildings maintenance program through prioritization of incoming work and project load
* Completed the new Soccer Field at River Front Park
* Completed the new 9 Hole Disc Golf Course
* Expanded the new Disc Golf Course to include an additional 18 holes

FY 2011 Goals:

* To have no work related injuries resulting in lost time for the department and city. To provide a safe work environment for all employees trough safety training, awareness and education programming
* Create a new City Orchard per the Mayor's request
* Continue to improve the administration portion of the overall grounds/buildings maintenance program through prioritization of incoming work and project load
* Continue improving inspection programs involving identification of building/facility hazards, needs and inspection programs
* Continue working with the Utilities Department pertaining to site planning and future anticipated site location of the new regional sewer plant operation at Riverfront Park

Budget Highlights:

The expense for the Public Works, Parks and Building Maintenance Manager's position has been split 50/50 between HURF and this General Fund department as this position has assumed supervisory duties of the Street maintenance positions. Also a previously frozen position has been eliminated to be replaced with a maintenance position in the Public Works department.

Capital Outlay for FY 2012 includes a sod cutter for $4,500 and Batting Cage netting for $6,300.

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	21-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$320,353	$281,355	$339,860	$260,420	-23.37%
Operating Supplies	47,723	54,900	53,900	58,400	8.35%
Contractual Services	48,856	55,100	42,600	44,600	4.69%
Other Services and Charges	40,765	44,950	49,220	53,425	8.54%
Capital Outlay	0	0	6,510	10,800	65.90%
Debt Service	0	0	0	0	0.00%
Department Totals	$457,697	$436,305	$492,090	$427,645	-13.10%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	8.00	8.00	6.50

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$427,645	100.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Park Areas Oversight	123 aces	123 acres	125 acres	125 acres
Other Maintenance Areas	3acres	3acres	5 acres	5 acres
Total Acreage	126 acres	126 acres	130 acres	130 acres
Developed Acreage (turf)	28 acres	31 acres	34.5 acres	34.5 acres
Number of Parks	5	6	7	7
Number of Buildings Maintained	18	20	31	31
Square Feet of Buildings Maintained	188,000	241,000	261,800	261,800

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	21-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
P.W., Parks, & Bldg. Mtce. Manager	1.00	1.00	0.50	2773	4022	$27,000
Parks & Building Maintenance Workers	5.00	5.00	4.00	1976	2865	106,227
Building Maint. Specialist II - Frozen	1.00	1.00	1.00	2407	3491	0
Building Maint. Specialist I	1.00	1.00	1.00	1976	2865	27,583
Merit Contingency						0
Holiday Pay						0
Clothing Allowance						2,500
Temporary / Reserves						1,000
Overtime						5,000
Retirement						17,825
Insurance & Taxes						71,785
Employee Related Expenses						1,500
Totals	8.00	8.00	6.50			$260,420

Supplemental Data: Capital Outlay

Item	2009	2010		2011	
Description	Actual	Budget	Revised	Tentative	
17 % share with HURF for ForkLift			$6,510		
Sod Cutter				4,500	
Batting Cage Netting				6,300	
	$0	$0	$6,510	$10,800	65.90%

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	21-00

Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	173	0	200	200	0.00%
Special Department Supplies	0	200	0	0	0.00%
Gas & Oil	11,141	13,500	13,500	15,000	11.11%
Vehicle Maint & Repairs	2,982	3,200	3,200	3,200	0.00%
Equipment Maint & Repairs	6,367	10,000	9,000	10,000	11.11%
Postage & Freight	0	0	0	0	0.00%
Grounds/Parks Maintenance Supplies	27,060	28,000	28,000	30,000	7.14%
Total Supplies	47,723	54,900	53,900	58,400	8.35%
Contractual Services					
Computer Support	87	100	100	100	0.00%
Ground Maintenance Contract	10,798	25,000	12,500	12,500	0.00%
Contractual Services	37,971	30,000	30,000	32,000	6.67%
Total Contractual Services	48,856	55,100	42,600	44,600	4.69%
Other Services and Charges					
Travel & Training	40	1,000	500	1,000	100.00%
Utilities	3,736	5,000	5,000	5,000	0.00%
Telephone	1,022	1,500	500	525	5.00%
Tools	2,082	2,500	1,500	2,000	33.33%
Equipment Rental	1,535	3,500	3,000	3,000	0.00%
Maintenance & Repairs (city buildings)	31,689	30,250	37,520	40,700	8.48%
Vandalism Repairs	661	1,200	1,200	1,200	0.00%
Total Other Services & Charges	40,765	44,950	49,220	53,425	8.54%

Custodial Services

Organizational Chart:
None

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

FY 2011 Accomplishments:

* Contracting has continued to provide a healthful work atmosphere to staff employees and the visiting public.
* Outsourcing has saved the City approximately $50,000 to $75,000 annually for city-wide, full service cleaning operations in the past.
* The cost of outsourcing vs. in-house service was reviewed again in 2011 and these savings calculations are still accurate

FY 2012 Goals:

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

Budget Highlights:
FY 2012 includes an increase of 16% in the custodial contract budget. This increase will allow for additional cleanings of high use areas throughout the City buildings.

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	21-01

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	85	500	0	0	0.00%
Contractual Services	122,333	112,000	113,500	132,000	16.30%
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	$122,418	$112,500	$113,500	$132,000	16.30%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

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

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	21-01

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Custodian		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

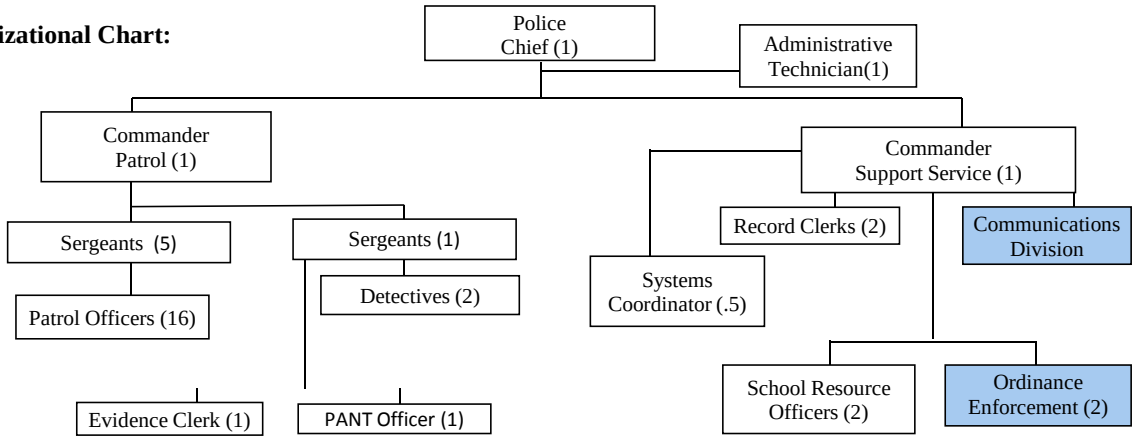
Supplemental Data: Capital Outlay

Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
N/A					
	$0	$0	$0	$0	0.00%

Culture & Recreation	Custodial Services	Fund 01 - General Fund		Cost Center	21-01
Supplemental Data: Expenditures					
	2010	2011		2012	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Gas & Oil	0	0	0	0	0.00%
Vehicle Maint & Repairs	0	0	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Special Department Supplies	0	0	0	0	0.00%
Janitorial Supplies	85	500	0	0	0.00%
Total Supplies	85	500	0	0	0.00%
Contractual Services					
Custodial Contract	122,333	112,000	113,500	132,000	16.30%
Total Contractual Services	122,333	112,000	113,500	132,000	16.30%
Other Services and Charges					
Equipment Rental	0	0	0	0	0.00%
Tools	0	0	0	0	0.00%
Total Other Services & Charges	0	0	0	0	0.00%

Police

Organizational Chart:



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

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

FY 2011 Accomplishments:

* Continued to review and update department general orders
* Revised the City Codes and Ordinances that deal with parking issues and other public safety related ordinances
* Completed GIS Mapping upgrade
* Complete upgrade of Mobile Date Computer system with NetMotion
* Completed purchase and implementation of electronic ticketing system
* Completed development of Mobile Command Unit
* Participated in 12 in DUI Task Force events that netted 37 total arrests
* Recruited, hired and trained 3 new police officers
* Promoted 3 new Sergeant to replace retirements and resignations
* Had the largest ever National Night Out with over 800 attending
* Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
* Obtained 100 Club Grant for safety Helmets $15,000
* Obtained Public Safety Stabilization Program Grant for $40,000 to purchase Accident reconstruction equipment and DUI Investigation
* Obtained Homeland Security Grant to Purchase all New Portable Radios that are Narrow Band Compliant,000

FY 2012 Goals:

* 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
* Complete department build out of Police Computer Domain
* Repeal existing General Orders book and implement new Format
* Maintain current staffing and employee moral
* Maintain current crime prevention ideas
* Obtain COPS Grant/ or State SRO grant to avoid possible force reduction
* Purchase DUI specialty vehicle and 1 patrol car

Budget Highlights:

The capital outlay includes $194,935 for FY 2012. A detailed listing can be viewed on the following page.

Public Safety	Police	Fund 01 - General Fund	Cost Center	14-00

Performance Indicators

Mission/Value Statement: Ensure the safety of the citizens through public safety efforts and programs
Goal: Improve customer service for the Citizens of the City of Cottonwood
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: Prior years services
Trend: Steady

		Actual		Estimated	Anticipated
Measures:		2009	2010	2011	2012
Programs to Civic Groups and School Presentations	Input	209	75	180	200
Number of People Contacted	Input	12,630	2,684	2,864	5,000
Total Calls for Service	Work load	10,940	16,737	14,560	15,000
Crimes Reported	Work load	1486.0	1640.0	1492.0	1,600
Crimes Solved	Input	788.0	662.0	596.0	650
Solved Crime Rate	Outcome	53%	40%	40%	41%

Mission/Value Statement: Ensure the safety of the citizens through public safety efforts and programs
Goal:
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

		Actual		Estimated	Anticipated
Measures:		2009	2010	2011	2012
Traffic: Citations	Work load	2,978	2,116	2,084	2084
Traffic: Written Warnings	Work load	1,082	824	644	644
Total traffic crashes reported in city	Outcome	345	308	276	250
Alcohol related traffic crashes	Outcome	18	24	19	10

Supplemental Data: Capital Outlay

Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
Computer Replacement - Vehicle Laptops	$19,001	$7,500	$1,110	$3,500
K-9 Equipment				
Vehicles	209,654.98		6,390	120,000
Evidence Bar Coding	29,449			
Building Security Hardware		5,000	5,000	1,800
Firearms Training Equip				10,000
Tasers and Peripherals	11,834			9,100
Police Mobile Data Terminals	19,667			9,000
PS Radio Reception Improvements	4,022			
Spillman E-Citation Interface				16,530
Audio/Visual Equipment				11,505
Carpet - Admin Offices & Records Room				13,000
Painting Comm. Vehicle				
NetMotion - Mobile Data Connectivity(100% RICO Grant)		43,000	43,000	
Reverse 911 Grant 75/25 split		33,000		
Phones				500
	$293,628	$88,500	$55,500	$194,935

Public Safety	Police	Fund 01 - General Fund	Cost Center	14-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$2,807,318	2949735	$2,938,405	$3,095,250	5.34%
Operating Supplies	199,737	173,305	212,405	205,505	-3.25%
Contractual Services	3,270	29,750	32,960	33,210	0.76%
Other Services and Charges	330,541	201,330	209,910	220,555	5.07%
Capital Outlay	293,628	88,500	55,500	194,935	251.23%
Debt Service	0	0	0	0	0.00%
Department Totals	$3,634,494	$3,442,620	$3,449,180	$3,749,455	8.71%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$3,325,265	88.69%
Inter-local Govt'l Contracts	201,250	5.37%
Lease Purchase	120,000	3.20%
Grants	102,940	2.75%
Total Funding		100.00%

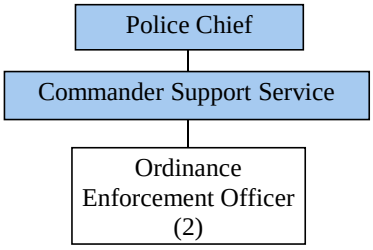
Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Police Chief	1.00	1.00	1.00	4689	6799	$85,420
Commander	2.00	2.00	2.00	4248	6160	145,570
Sergeant	6.00	6.00	6.00	3663	5311	342,835
PANT Officer	1.00	1.00	1.00	3082	4468	41,195
Police Officer	19.00	20.00	20.00	3082	4468	868,690
School Resource Officer (SRO)	2.00	1.00	2.00	3082	4468	98,345
Property & Evidence Technician	1.00	1.00	1.00	2349	3406	39,135
Police Administrative Technician	1.00	1.00	1.00	2291	3322	32,775
Records Clerk	2.00	2.00	2.00	2076	3010	64,280
System Coordinator	0.50	0.50	0.50	1296	1880	23,145
Terrorism Liaison Officer	0.50	0.50	0.50	1832	2656	33,800
Clothing Allowance						30,000
Holiday Pay						45,000
Merit Contingency						0
Car Allowance						5,400
Overtime						120,000
Retirement						421,875
Insurance & Taxes						680,815
Employee Related Expenses						16,970
Totals	36.00	36.00	37.00			$3,095,250

Public Safety	Police	Fund 01 - General Fund		Cost Center	14-00
Supplemental Data: Expenditures					
	2010	2011		2012	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	16,763	15,000	15,000	16,000	6.67%
Copier Supplies	1,738	1,500	1,500	1,500	0.00%
Training Supplies	19,775	15,000	15,000	15,000	0.00%
Gas & Oil	72,881	65,000	75,000	75,000	0.00%
Vehicle Maint & Repairs	63,460	55,000	75,000	75,000	0.00%
Film & Developing	12	100	0	0	0.00%
Equipment Maint & Repairs	10,719	8,505	8,505	8,505	0.00%
Operational Supplies	1,894	2,000	2,500	2,000	-20.00%
Invest / Detective Expenses	1,876	1,500	1,500	1,500	0.00%
DUI Expenses	322	500	500	500	0.00%
Building Supplies	1,988	2,500	2,500	2,500	0.00%
Canine Vet & Feed	2,649	1,500	7,000	1,500	-78.57%
Protective Clothing	4,001	4,000	7,200	5,000	-30.56%
Postage & Freight	1,659	1,200	1,200	1,500	25.00%
Total Supplies	199,737	173,305	212,405	205,505	-3.25%
Contractual Services					
Contractual Services	(4,618)	0	1,560	1,560	0.00%
Medical Investigation Expenses	0	250	0	250	0.00%
Computer Support	5,364	28,250	30,000	30,000	0.00%
Towing Expense	540	250	400	400	0.00%
Medical Testing	1,984	1,000	1,000	1,000	0.00%
Total Contractual Services	3,270	29,750	32,960	33,210	0.76%
Other Services and Charges					
Travel & Training	14,789	20,000	20,000	20,000	0.00%
Subscriptions & Memberships	1,238	2,000	2,000	2,000	0.00%
Printing & Forms	1,289	1,500	1,500	1,500	0.00%
Utilities	28,788	37,590	37,590	39,470	5.00%
Telephone	21,695	24,900	24,900	26,145	5.00%
Explorer Program	1,439	1,200	1,200	1,200	0.00%
Safety Expense	312	200	600	600	0.00%
Legal Advertising	205	0	0	0	0.00%
Community Policing	9,123	5,500	5,500	5,500	0.00%
Community Relations	72	0	0	0	0.00%
SWAT Equipment	39,898	20,000	20,000	20,000	0.00%
Reserve Program	1,502	1,000	1,200	1,200	0.00%
Highway Safety Grant	676	29,400	0	46,940	0.00%
Homeland Security Grant	87,154	51,040	51,040	8,000	-84.33%
DOJ - Grants	25,324	0	0	0	0.00%
County RICO Grant	96,047	0	41,380	43,000	3.91%
AZ Auto Theft Grant	897	0	0	0	0.00%
AZ DUI Abatement Grant	93	0	0	0	0.00%
Misc. Grants	0	7,000	3,000	5,000	66.67%
Total Other Services & Charges	330,541	201,330	209,910	220,555	5.07%

Ordinance Enforcement

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2011 Accomplishments:

* Completed regulations regarding use of the dog park
* Began enforcing parking violations with new parking codes
* Aggressively increased on view activity in regards to trash and debris in yards
* Reduced the number of feral cat colonies in the city
* Worked as a liaison with Animal Disaster group

FY 2012 Goals:

* Continue to improve and maintain a local database of animal licensing information
* Further reduce the number of strays in the City
* Train Humane Society Volunteers and Staff in the use of animal handling equipment in a shelter environment
* Maintain contact with local veterinarians to report possible animal cruelty cases and monitor disease outbreaks
* Educate the public regarding leash laws by attending public events and neighborhood events
* Work on improving and updating City Ordinance in regards to animals
* Revamp vicious dog hearing and vicious dog ordinance
* Establish database for monitoring zoning ordinance violations

Budget Highlights:

No capital outlay has been budgeted for FY 2012.

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

Performance Indicators

Mission/Value Statement: Provide Enforcement and Education on the Humane treatment of all animals
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:	2009	2010	2011	2012
Programs to Civic Groups and School Presentations	N/A	N/A	50	200
Cruelty cases	41	10	20	18
At-large	252	278	325	293
Animal Bite	41	44	48	43

***New Perfomance Indicators are still being developed for this department**
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$91,508	$124,860	$108,760	$129,300	18.89%
Operating Supplies	675	5,000	5,000	5,500	10.00%
Contractual Services	38,269	50,000	50,000	50,000	0.00%
Other Services and Charges	0	525	1,000	1,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$130,452	$180,385	$164,760	$185,800	12.77%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$185,800	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	2349	3406	$75,220
Clothing Allowance						
Holiday Pay						1,000
Merit Contingency						0
Temporary / Reserves						0
Overtime						4,000
Retirement						8,625
Insurance & Taxes						40,455
Employee Related Expenses						0
Totals	2.00	2.00	2.00			$129,300

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

Supplemental Data: Expenditures

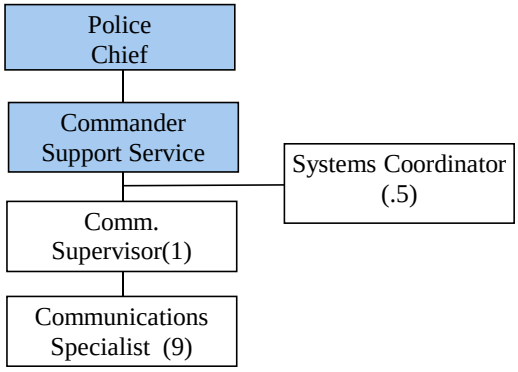
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Gas & Oil	671	3,000	3,000	3,000	0.00%
Vehicle Maint & Repairs	0	1,000	1,000	1,500	50.00%
Equipment Maint & Repairs	0	500	500	500	0.00%
Postage & Freight	0	0	0	0	0.00%
Small Tools	4	500	500	500	0.00%
Total Supplies	675	5,000	5,000	5,500	10.00%
Contractual Services					
Kennel Fees	38,237	50,000	50,000	50,000	0.00%
Misc. Expenses	0	0	0	0	0.00%
Computer Support	32	0	0	0	0.00%
Total Contractual Services	38,269	50,000	50,000	50,000	0.00%
Other Services and Charges					
Travel & Training	0	525	1,000	1,000	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%
Total Other Services & Charges	0	525	1,000	1,000	0.00%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
None				
	$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 2011 Accomplishments:

* Completed the first phase of the Dispatch Consolidation/Feasibility Study
* Continued upgrading of Communications Operating Orders
* Completed GIS mapping revision
* Completed Dispatching IGA with State Parks
* Received State funded 9-1-1 system upgrade, to include new wireless Phase II mapping system
* Completed active shooter training and live drill
* Started migration to domain and Win7 to meet security requirements

FY 2012 Goals:

* Activate Automatic Vehicle Location (AVL) function within the Communications Division
* Complete the design, governance structure, and construction phase for a new Communications Center
* Activate automated Emergency Notification System to deliver information regarding a public safety or emergency management event
* Upgrade radio consoles
* Complete domain/Win7 upgrade in a timely manner
* Ensure for complete functionality and reliability of workstations and MDC's
* Upgrade building security system

Budget Highlights:

$1,500 has been budgeted in capital outlay for new monitors. The increase in equipment maint & repairs is due to some equipment coming off of warranty as well as additional equipment maintenance contracts for newly added security measures.

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

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
Calls Dispatched	22,518	29,962	31,460	

Mission/Value Statement:
Goal:
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$542,575	$567,460	$565,260	$585,930	3.66%
Operating Supplies	69,011	79,290	79,435	132,450	66.74%
Contractual Services	4,903	4,800	4,800	10,600	120.83%
Other Services and Charges	34,762	36,200	36,480	39,740	8.94%
Capital Outlay	2,500	0	0	1,500	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$653,751	$687,750	$685,975	$770,220	12.28%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$604,920	78.54%
Dispatch & Spillman Fees	165,300	21.46%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Systems Coordinator	0.50	0.50	0.50	1296	1880	$23,145
Communications Supervisor	1.00	1.00	1.00	2592	3759	48,175
Communications Specialist	9.00	9.00	9.00	2349	3406	316,970
Clothing Allowance						1,500
Holiday Pay						14,000
Merit Contingency						0
Temporary / Reserves						0
Overtime						20,000
Retirement						45,400
Insurance & Taxes						116,740
Employee Related Expenses						0
Totals	10.50	10.50	10.50			$585,930

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

Supplemental Data: Expenditures

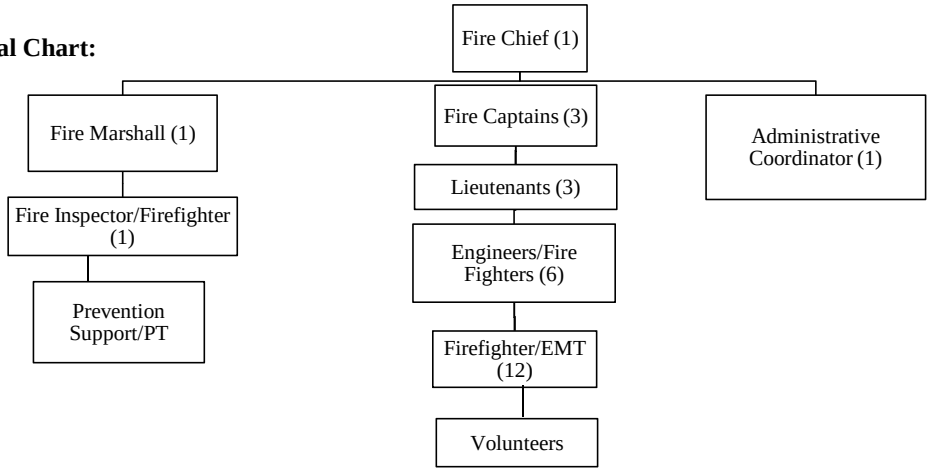
Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	1,716	1,750	1,750	1,750	0.00%
Copier Supplies	418	500	645	700	8.53%
Training Supplies	0	0	0	0	0.00%
Equipment Maint & Repairs	66,877	77,040	77,040	130,000	68.74%
Postage & Freight	0	0	0	0	0.00%
Total Supplies	69,011	79,290	79,435	132,450	66.74%
Contractual Services					
Contractual Services	0	0	0	5,800	0.00%
Computer Support	103	0	0	0	0.00%
Repeater Expense	4,800	4,800	4,800	4,800	0.00%
Total Contractual Services	4,903	4,800	4,800	10,600	120.83%
Other Services and Charges					
Travel & Training	3,533	3,500	3,500	5,000	42.86%
Subscriptions & Memberships	92	100	290	420	44.83%
Printing & Forms	0	0	0	0	0.00%
Utilities	3,649	3,650	4,765	5,000	4.93%
Telephone	16,384	16,350	15,325	16,090	4.99%
Liability Insurance	11,104	12,600	12,600	13,230	5.00%
Total Other Services & Charges	34,762	36,200	36,480	39,740	8.94%

Supplemental Data: Capital Outlay

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Office Chairs (Communications)	$2,500			
Dispatch Monitors				$1,500
	$2,500	$0	$0	$1,500

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 2011 Accomplishments:

* Adopted the 2009 International Fire Code and extended our residential fire sprinkler ordinance to include manufactured/modular housing in the City
* Assumed fire department coverage responsibility for the Besant Annexation area
* Revamped our Volunteer/Part-Time Firefighter Program. Recruited & hired 8 new Firefighter/EMTs
* Completed a needs assessment for fire station location and staffing plans
* Partnered with VVMC and installed ten Automatic Defibrillators in three schools within the City
* Conducted numerous community fire & life safety education programs including: CPR/CCR Training, School Pub Eds, Youth Day @ the Fire Dept, Vacation Fire School, SafeSitter Training, , Child Restraint Seats, Juvenile Probation Diversion Programs, Youth Fitness Programs & Every 15 Minutes
* Responded to 2 major wildfires in the Flagstaff area and generated $33,000 in wildfire revenue
* Awarded $40,000 FEMA/AFG grant to purchase narrow band compliant mobile and portable radios
* Received a $1,000 Wal-Mart grant to expand our Flag Program to high visible areas of the City
* Received Council approval to establish and sponsor a Cottonwood Fire Department Explorer Program

FY 2012 Goals:

* Complete CFD Standard Operational Guidelines update project. Place on our website for ready access
* Develop training program modules to train personnel to the updated Standard Operating Guides
* Continue National Incident Management System (NIMS) compliance training for city staff
* 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
* Exercise our Emergency Operations Center, incorporating N.I.M.S. and new Disaster Plan & Guides
* Assume fire department coverage responsibility for the Quail Canyon Annexation area
* Pursue cooperative partnership with VVAC to share in Emergency Medical Transport in the City
* Pursue FEMA/Fire Act Grants for replacement ladder truck and self contained breathing apparatus
* Continue cooperative planning & operational activities with Verde Valley fire agencies and evaluate the pros & cons of City participation in a JPA to provide Fire & EMS services in the Verde Valley

Budget Highlights:

The capital outlay includes $794,960 for FY 2012. This amount includes the new fire engine budgeted at $498,870. A detailed listing can be viewed on the following page.

Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	16-00

Performance Indicators

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

	Actual		Estimated	Budget
Department Indicators listed by Calendar Year	2009	2010	2011	2012
Fire Suppression/Has-Mat Calls	214	265	275	
EMS / Rescue Service Calls	1914	2060	2200	
Public Assist / Service Calls	249	260	275	
Total Calls For Service	2377	2585	2750	
Average Response Time	5.93	6.25	6.5	
Training Man Hours	7771	8000	8500	
Public Education Contact Hours	8531	9300	9900	
Plan Reviews	265	275	300	
Inspections	1865	2000	2150	

Supplemental Data: Capital Outlay

Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
Refurbish Fire Pumper				
Office Furnishings		$9,000	$9,000	$5,000
Hose & Appliance Upgrades/LDH Hose				
Fire Safety Equipment				
Personal Computers	$10,791	2,000	2,000	3,000
Software		3,000	3,000	3,000
Pagers, Radios,& Station alert Devices		10,000	5,000	5,000
Pagers & Radios (FEMA AFG Grant 95/5)		41,960	0	40,090
"Posichek" for SCBA	9,670		0	
Air Packs SCBA Grant 90/10)				125,000
Rescue Special Ops Equipment				10,000
Fire Act Grant - Aerial Ladder Truck				
Fire Act Grant - Pre-emption system				
Fire Act Grant - Fire Safety Building				
Physical Fitness Equipment				2,000
Thermal Imaging Cameras				
Fire Suppression & Safety Equipment	8,760	30,000	30,000	25,000
Communication Equipment		5,000	5,000	6,000
EMS Equipment	1,105	15,000	15,000	10,000
Command Staff Vehicle Replacement LP		9,000	9,000	50,000
Fire Mobile Data Terminals				
Fire Engine/Pumper (Lease Purchase)		500,000	0	498,870
Fire Extinguisher Training Equip. (100%Grant Funded)		11,600	10,000	12,000
	30,326	$636,560	$88,000	$794,960

Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	16-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$1,926,172	$2,149,725	$2,128,075	$2,245,785	5.53%
Operating Supplies	48,074	89,750	78,800	93,550	18.72%
Contractual Services	144,801	155,000	145,500	148,500	2.06%
Other Services and Charges	66,755	92,000	92,700	110,600	19.31%
Capital Outlay	30,326	636,560	88,000	794,960	803.36%
Debt Service	0	0	0	0	0.00%
Department Totals	$2,216,128	$3,123,035	$2,533,075	$3,393,395	33.96%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$2,431,895	71.67%
Misc Grants	412,630	12.16%
Lease Purchase	548,870	16.17%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Fire Chief	1.00	1.00	1.00	4689	6799	$88,245
Fire Captain	3.00	3.00	3.00	4463	6471	225,025
Fire Inspector	1.00	1.00	1.00	2862	4149	35,370
Firefighter/Engineer	6.00	6.00	6.00	3574	5182	310,650
Administrative Coordinator	1.00	1.00	1.00	2235	3241	33,475
Fire Marshall	1.00	1.00	1.00	3663	5311	51,650
Firefighter	12.00	12.00	12.00	3238	4695	480,200
Engineer/Lieutenant	3.00	3.00	3.00	3574	5182	171,445
Holiday Pay						31,680
Car Allowance						0
Clothing Allowance						21,060
Merit/Certification Contingency						72,000
Temporary / Reserves						34,500
Overtime						70,000
Retirement						196,465
Insurance & Taxes						417,020
Employee Related Expenses						7,000
Totals	28.00	28.00	28.00			$2,245,785

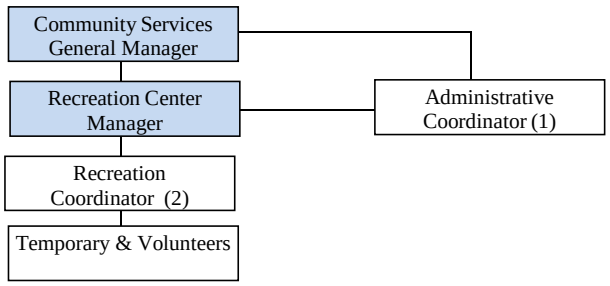
Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	16-00

Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	1,077	1,500	2,000	2,000	0.00%
Copier Supplies	3,315	3,500	3,300	3,500	6.06%
Gas & Oil	15,506	22,500	22,500	30,000	33.33%
Vehicle Maint & Repairs	17,370	30,000	30,000	33,000	10.00%
Equipment Maint & Repairs	7,352	8,000	8,500	10,000	17.65%
Protective Clothing	3,070	9,600	9,600	12,000	25.00%
Emergency Service Grant	0	2,500	2,500	2,500	0.00%
Yavapai County - FEMA Grant	0	11,600	0	0	0.00%
SAFER Fire Grant	0	0	0	0	0.00%
Fire Act Grant	0	0	0	0	0.00%
Postage & Freight	384	550	400	550	37.50%
Total Supplies	48,074	89,750	78,800	93,550	18.72%
Contractual Services					
Contractual Services	131,467	135,000	128,000	128,000	0.00%
Medical Testing	7,356	10,000	9,000	10,000	11.11%
Radio Maintenance	570	3,500	2,500	3,500	40.00%
Computer Support	5,408	6,500	6,000	7,000	16.67%
Total Contractual Services	144,801	155,000	145,500	148,500	2.06%
Other Services and Charges					
Travel & Training	16,040	22,500	17,000	22,500	32.35%
Subscriptions & Memberships	819	2,000	2,000	2,000	0.00%
Operational Equipment & Supplies	8,655	9,300	9,000	9,500	5.56%
EMS Expenses	6,876	9,000	9,000	9,000	0.00%
Utilities	19,198	24,000	26,000	27,000	3.85%
Telephone	6,253	7,500	7,000	7,500	7.14%
Fire Prevention	5,848	7,000	7,000	7,000	0.00%
Emergency Management	290	1,000	4,850	5,000	3.09%
Training Center	2,683	2,700	3,000	2,700	-10.00%
Evaluation expenses	45	0	0	0	0.00%
Fire Hydrants	0	0	0	0	0.00%
Legal Advertising	0	0	600	600	0.00%
Volunteer Fireperson Training	0	4,000	3,500	8,000	128.57%
Volunteer Fireperson Misc	48	3,000	3,000	8,000	166.67%
Retired Volunteers	0	0	750	1,800	140.00%
Total Other Services & Charges	66,755	92,000	92,700	110,600	19.31%

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 2011 Accomplishments:

* Successfully organized and operated the 2nd Annual "Walk-In-On-Main-Street" in conjunction with the City's 50th Anniversary Celebration and programmed to more than 3,800 citizens and local artists. This Old-Town community cultural Arts program continues to provide opportunities for local artists and the community in general to gather together for music, art and a wine tasting venues
* Successfully organized and administered the sixth year of the Cottonwood "Youth Commission" providing additional opportunities for young adult input, leadership, growth and advancement
* Successfully provided large scale Special Events programming to the community to over 20,000 participants (4th of July, Rhythm & Ribs, Farmers Market Jamboree, Walk-In-On-Main-Street, Summer Concert Series, and Fall Kids Carnival)
* Successfully provided Adult League Programming to over 95 teams annually. (softball & volleyball with over 1,000 participants). Tournament programming and opportunities to over 140 teams state-wide, hosting annually a total of over 1,900 participants and over 4,000 spectators.
* Continued to provide Equestrian Center opportunities to the general public for all operations and program events at the Fair Grounds facilities.
* Successfully provided summer aquatics opportunities (over 19,000 user visits logged) and learn-to-swim programming to over 400 children without accident or unsafe conditions.

FY 2012 Goals:

* Provide criteria and standards for selection process for a Community Wide, Parks & Recreation Master Planning Document with Needs Assessment
* Continue to expand special interest class activities meeting the needs of the community
* Increase opportunities for focusing on family/youth programs by offering additional activities/services and recreation pursuits for the public where identified or needed
* Continue working on new opportunities for expansion of services within the community for a variety of program and project needs

Budget Highlights:

The Rhythm & Ribs event is budgeted at a 37% increase for FY 2012 and the 10K Memorial Run has also recieved a 20% increase. The Capital Outlay for FY 2012 includes $3,000 for lighting and sound at the Equestrian Center and $13,000 for All-Weather netting at the Riverfront Ball Field to protect visitors and property from the large softballs.

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

Performance Indicators

Value Statement: A commitment to providing hgh quality special event programs within the community
Goal: Customer satisfaction with special event programs that include Rhythm &Ribs, the 4th, and Walkin on Main
Objective: Increase overall attendance figures at special events by creating positive leisure experiences for all.
Type of Mea Program attendance and outcome
Tool: Progam surveys and actual figures
Frequency: Annually
Scoring: Overall increases in attendance
Trend: upward

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012
results of the customer surveys rated good or excellent and an increase in overall attendance measured by reliable counting methods.		12,000	13,500	14,000

***Additional Goals will be developed for this department**
Goal:
Objective:
Type of Measure:
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2009	2010	2011	2012

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$232,012	$119,460	$154,095	$128,490	-16.62%
Operating Supplies	28,514	26,000	25,290	32,000	26.53%
Contractual Services	27,362	19,700	20,350	28,350	39.31%
Other Services and Charges	231,629	203,250	271,075	254,850	-5.99%
Capital Outlay	0	0	0	16,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$519,517	$368,410	$470,810	$459,690	-2.36%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$459,690	100.00%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Administrative Coordinator	1.00	1.00	1.00	2235	3241	41,525
Recreation Program Specialist	1.00	0.00	0.00	2349	3406	0
Special Events Coordinator	1.00	0.00	0.00	2349	3406	0
* Rec. Coordinator Frozen FY2010	0.00	2.00	2.00	2291	3322	0
Holiday Pay						450
Clothing Allowance						1,000
Merit Contingency						0
Temporary / Reserves						60,000
Overtime						300
Retirement						4,510
Insurance & Taxes						20,705
Employee Related Expenses						0
Totals	3.00	3.00	3.00			$128,490

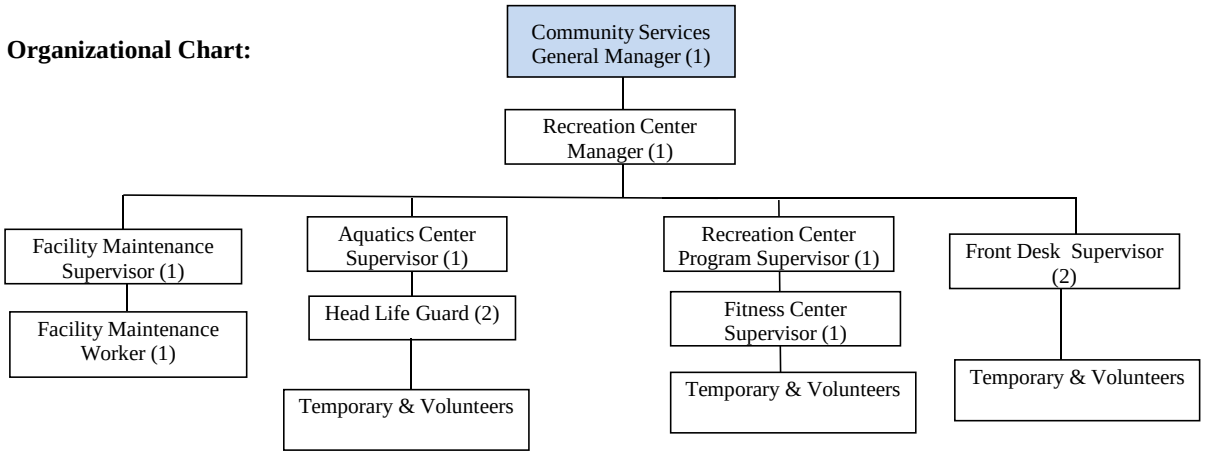
* These positions replaced the Spec Events Coor. And Rec Program Spec. in February, 2010

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund			Cost Center	20-00
Supplemental Data: Expenditures						
Item		2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies						
Office Supplies		1,907	0	500	400	-20.00%
Copier Supplies		367	0	40	0	-100.00%
Gas & Oil		1,565	1,500	100	150	50.00%
Vehicle Maint & Repairs		567	700	1,100	1,400	27.27%
Equipment Maint & Repairs		4,046	2,300	1,500	2,500	66.67%
Snack Bar Supplies		3,257	3,000	2,500	3,000	20.00%
Postage & Freight		251	0	50	50	0.00%
Riverfront Snack Bar		5,481	8,500	8,500	9,500	11.76%
Pool Supplies		11,073	10,000	11,000	15,000	36.36%
Special Dept. Supplies						0.00%
Total Supplies		28,514	26,000	25,290	32,000	26.53%
Contractual Services						
Fireworks		17,000	17,000	17,000	17,000	0.00%
Computer Support		524	0	350	350	0.00%
Contractual Labor		1,230	1,500	1,000	6,000	500.00%
Contractual Services		8,608	1,200	2,000	5,000	150.00%
Total Contractual Services		27,362	19,700	20,350	28,350	39.31%
Other Services and Charges						
Travel & Training		4,263	0	0	0	0.00%
Subscriptions & Memberships		2,209	2,600	3,300	3,400	3.03%
Printing & Forms		0	0	200	200	0.00%
Rec Programs		27,178	25,000	25,000	25,000	0.00%
Verde River Days		1,000	1,000	1,025	1,000	-2.44%
Softball Tournaments		25,173	27,000	27,000	27,000	0.00%
Public Relations		4,836	5,800	5,800	9,000	55.17%
Utilities		121,142	120,000	142,000	107,000	-24.65%
Telephone		5,296	600	3,250	1,250	-61.54%
Summer Youth Program		1,400	3,500	3,500	3,500	0.00%
Rhythm & Ribs		22,524	10,000	38,000	52,000	36.84%
Sizzilin Salsa/Walking Main Street		6,805	6,000	7,000	7,500	7.14%
Legal Advertising		424	0	0	0	0.00%
10K Memorial Run		9,379	1,750	15,000	18,000	20.00%
Total Other Services & Charges		231,629	203,250	271,075	254,850	-5.99%

Supplemental Data: Capital Outlay					
Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
RF Ballfield All Weather Netting				$13,000	
Equestrian Center Lighting and Sound				3,000	
	$0	$0	$0	$16,000	

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 2011 Accomplishments:

* Completing first year of business as of May 1, 2011
* Current average of 15,136 user visits per month
* Over 110 rentals of the Banquet Rooms; 200 Party Room rentals; 1,572 classes taught
* Exceeded 50% cost recovery

FY 2012 Goals:

* Continue working with Silver Sneakers programming for inclusion into Recreation Center membership format. Goal would be to capture 20 to 30% of the 1,452 eligible members (approximately 400 senior citizens)
* Obtain Arthritis Foundation Certification for Recreation Center & Aquatic facility training workshops and classes
* Continue expanding Center special interest classes to fit both public requests and program standards required
* Continue to work towards attaining a minimum of 75% cost recovery ratio of total facility maintenance and operations costs.
* Strive towards meeting all feasibility study elements
* Continue to strive towards meeting “green” operational directives and guidelines thereby minimizing energy and utility waste.
* Continue to work with Public Works towards providing a complete solar water heating system for all indoor/outdoor pool facilities thereby reducing utility costs for pool operations

Budget Highlights:

Equiptment maintenance and repairs have increased substancially at 50% due to most of the new equipment coming off of warrentee. No capital has been budgeted for FY 2012.

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

Performance Indicators

Value Statement: We are commited to our customers and strive to provde competitive pricing for patrons
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:	2009	2010	2011	2012
Senior Memberships		928	1112	1200

Value Statement: A commitment to providing high quality and economically feasible rental options to citizens ens
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: Anuual 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:	2009	2010	2011	2012
Quarterly increases in rentals compared to previous years	N/A	280	310	350
Production of marketing literature pertaining to banquet and party room rentals.	N/A	0	3000 units	5000 units

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

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	192,039	$919,385	$797,045	$897,020	12.54%
Operating Supplies	22,407	56,450	63,850	82,300	28.90%
Contractual Services	27,514	110,500	122,300	117,300	-4.09%
Other Services and Charges	62,839	284,100	311,540	339,940	9.12%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$304,799	$1,370,435	$1,294,735	$1,436,560	10.95%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$673,060	46.85%
Recreation Center Fees	700,000	48.73%
Recreation Center Building Rental	17,500	1.22%
Recreation Center Classes/Programs	46,000	3.20%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2010	2011	2012	Salary Range Minimum	Maximum	2011 Budget
Recreation Center Manager	1.00	1.00	1.00	3849	5580	$56,575
Aquatics Center Supervisor	1.00	1.00	1.00	3082	4468	41,000
Recreation Center Program Superviso	1.00	1.00	1.00	3082	4468	41,000
Fitness Center Supervisor	1.00	1.00	1.00	2407	3491	28,890
Facility Maintenance Supervisor	1.00	1.00	1.00	2407	3491	38,480
Facility Maintenance Worker	1.00	1.00	1.00	1976	2865	26,665
Front Desk Supervisor	2.00	2.00	2.00	2128	3085	51,085
Head Life Guard	2.00	2.00	2.00	2076	3010	52,500
Holiday Pay						2,000
Clothing Allowance						2,200
Merit Contingency						0
Temporary / Reserves						330,000
Overtime						1,600
Retirement						36,530
Insurance & Taxes						188,495
Employee Related Expenses						0
Totals	10.00	10.00	10.00			$897,020

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

Supplemental Data: Expenditures

Item	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	3,336	8,000	8,000	8,000	0.00%
Copier Supplies	45	1,000	1,000	1,200	20.00%
Gas & Oil	178	300	900	1,100	22.22%
Vehicle Maint & Repairs	67	650	1,250	1,000	-20.00%
Equipment Maint & Repairs	3,623	12,000	20,000	30,000	50.00%
Pool Supplies	11,434	25,000	30,000	35,000	16.67%
Postage & Freight	2	8,500	1,000	2,000	100.00%
Tools/Operational Supplies	3,722	1,000	1,700	4,000	135.29%
Total Supplies	22,407	56,450	63,850	82,300	28.90%
Contractual Services					
Computer Support	1,488	500	2,300	2,300	0.00%
Contractual Services	21,447	110,000	112,000	112,000	0.00%
Contractual Services Active Network	4,579	0	8,000	3,000	-62.50%
Total Contractual Services	27,514	110,500	122,300	117,300	-4.09%
Other Services and Charges					
Travel & Training	1,817	800	900	1,000	11.11%
Subscriptions & Memberships	393	500	500	1,000	100.00%
Printing & Forms	0	800	800	800	0.00%
Rec Programs	1,276	25,000	20,000	26,000	30.00%
Utilities	50,938	215,000	218,000	223,000	2.29%
Telephone	2,968	6,000	11,000	12,800	16.36%
Legal Advertising	0	6,000	1,000	2,000	100.00%
Public Relations	5,194	18,000	18,000	24,000	33.33%
Rental Equipment	253	12,000	2,000	10,000	400.00%
Lease Purchase Rec Cntr Equipment	0	0	39,340	39,340	0.00%
Total Other Services & Charges	62,839	284,100	311,540	339,940	9.12%

Supplemental Data: Capital Outlay

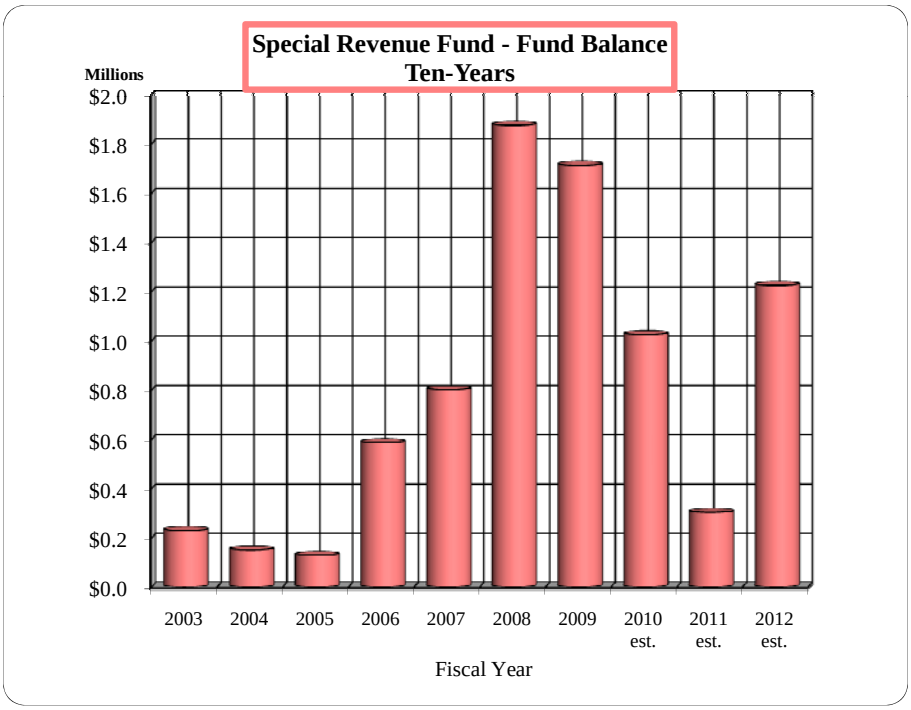
Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	
None					
	$0	$0	$0	$0	

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
02	HURF - Streets/Transit Fund
	Street Department
	Street Construction
	Cottonwood Area Transit (CAT)
03	Cottonwood Library
04	Cottonwood Cemetery
05	Airport Fund
07	Grants Fund
	Other Grants
	Heritage Grants
08	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
2003	229,482
2004	150,644
2005	129,173
2006	586,077
2007	800,979
2008	1,874,971
2009	1,712,685
2010 est.	1,025,155
2011 est.	303,230
2012 est.	1,224,645

The continued fluctuation of the Special Revenues Fund is dependent on the projects being worked and time availability to complete those projects. The Street Department has a larger projects listing for FY 2010 than in FY 2009. This aggressive posturing is due to additional funds being provided by a 1% construction sales tax enacted January 1, 2006 and dedicated to HURF for street improvements. A description of all the projects are reflected in the department's budget summary sheets on pages 169 and 173.

Consolidated Statement of Revenues/Expenditures/Changes in Fund Balances

Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
Revenue Sources:				
Taxes	1,250	0	152,270	152,270
Intergovernmental Revenues	2,170,112	2,290,615	1,201,040	1,788,955
Charges for Services	266,052	71,830	87,720	200,700
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	106,788	114,690	114,690	88,290
Miscellaneous Revenues	109,619	116,150	73,850	26,520
Total Revenue Sources	2,653,821	2,593,285	1,629,570	2,256,735
Other Financing Sources:				
Transfers In	680,628	649,125	620,355	594,535
Carryover	0	513,820	1,003,470	533,390
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	3,750,000	0	4,475,000
Total Other Financing Sources	680,628	4,912,945	1,623,825	5,602,925
Total Available Resources	3,334,449	7,506,230	3,253,395	7,859,660
Expenditures:				
Personnel	1,402,040	1,392,515	1,048,015	766,225
Operating Supplies	481,768	368,860	257,895	270,305
Contractual Services	394,568	395,600	786,310	244,175
Other Services and Charges	488,853	577,300	517,090	827,320
Capital Outlay	1,229,711	4,739,340	544,045	5,720,645
Reserves	0	0	0	0
Debt Service	0	0	0	0
Total Expenditures	3,996,940	7,473,615	3,153,355	7,828,670
Other Uses:				
Transfers Out	25,042	32,615	25,990	30,990
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	25,042	32,615	25,990	30,990
Total Expenditures and Other Uses	4,021,982	7,506,230	3,179,345	7,859,660
Net Income	($687,530)	$0	$74,050	$0

HURF Fund Consolidation Revenues/Expenditures

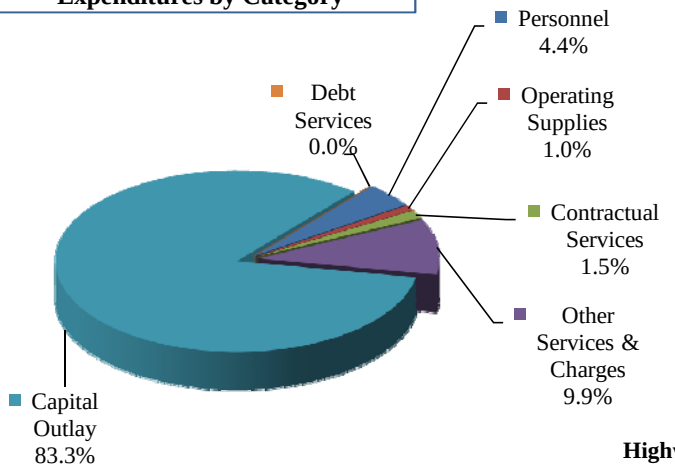
6/29/2011 11:03

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes	0	0	152,000	152,000	0.00%
Intergovernmental Revenues	1,982,424	1,593,365	1,003,790	702,705	-29.99%
Services & Charges	66,751	65,730	42,020	0	-100.00%
Uses of Monies & Properties	2,787	2,000	2,000	2,000	0.00%
Miscellaneous Revenues	89,252	94,000	57,290	12,000	-79.05%
Total Revenue Sources	2,141,214	1,755,095	1,257,100	868,705	-30.90%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	513,820	939,525	447,840	-52.33%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,750,000	0	4,475,000	0.00%
Total Other Financing Sources	0	4,263,820	939,525	4,922,840	423.97%
Total Available Resources	2,141,214	6,018,915	2,196,625	5,791,545	163.66%
Expenditures:					
Personnel	818,028	867,775	540,965	255,525	-52.76%
Operating Supplies	267,764	304,430	173,720	56,600	-67.42%
Contractual Services	241,211	256,530	655,935	85,155	-87.02%
Other Services and Charges	289,588	350,840	281,960	572,620	103.09%
Capital Outlay	1,209,032	4,239,340	544,045	4,821,645	786.26%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	2,825,623	6,018,915	2,196,625	5,791,545	163.66%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	2,825,623	6,018,915	2,196,625	5,791,545	163.66%
Net Income / (Loss)	($684,409)	$0	$0	$0	

HURF - Streets Fund Expenditures By Category

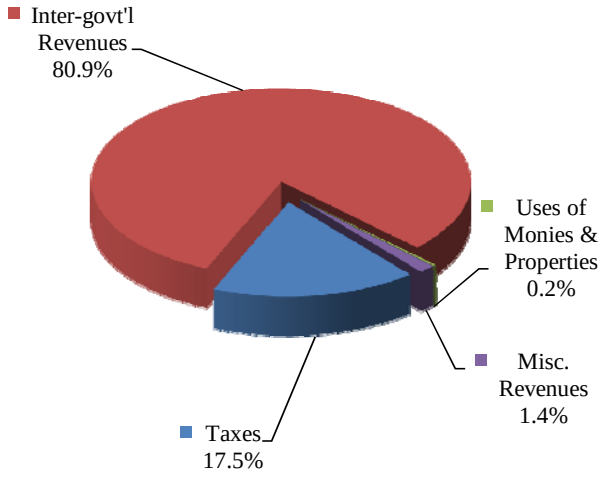
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$255,525	$56,600	$85,155	$572,620	$4,821,645	$0	$5,791,545
	$255,525	$56,600	$85,155	$572,620	$4,821,645	$0	$5,791,545

Highway User Revenue Fund - Streets Expenditures by Category



HURF - Streets Fund Summary	
Revenues	$868,705
Expenditures	(5,791,545)
Revenues over (under) Expenditures	(4,922,840)
Other Funding Sources/Uses	4,922,840
Use of Fund Balance	$0

Highway User Revenue Fund - Streets Revenues by Source



HURF - Streets Fund Revenues By Source	
Taxes	$152,000
Inter-govt'l Revenues	702,705
Uses of Monies & Properties	2,000
Misc. Revenues	12,000
Total Resources Available	$868,705

Street Department Revenues:

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

Street Department Expenditures:
Major commitments totaling $3,785,000 for various street projects are programmed for FY 2012.

Streets Maintenance & Construction - Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes		0	152,000	152,000	0.00%
Intergovernmental Revenues					
Highway User Revenue Fund - HURF	807,864	781,725	781,725	702,705	-10.11%
Local Transportation Assistance Fund/HURF	27,118	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%
ISTEA - Phase III Grant	0	0	0	0	0.00%
12th Street 89A to Fir HELP Loan	0	0	0	0	0.00%
Fed Grant - Willard St. Ext.	0	0	0	0	0.00%
CDBG - 12th Street	315,829	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	2,787	2,000	2,000	2,000	0.00%
Miscellaneous Revenues					
Other Income	16,661	12,000	12,000	12,000	0.00%
Total Revenue Sources	1,170,259	795,725	947,725	868,705	-8.34%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	513,820	939,525	447,840	-52.33%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,750,000	0	4,475,000	0.00%
Total Other Financing Sources	0	4,263,820	939,525	4,922,840	423.97%
Total Available Resources	1,170,259	5,059,545	1,887,250	5,791,545	206.88%
Expenditures:					
Personnel	298,196	290,970	255,620	255,525	-0.04%
Operating Supplies	56,543	56,600	83,540	56,600	-32.25%
Contractual Services	73,355	80,500	84,600	85,155	0.66%
Other Services and Charges	254,502	281,800	267,000	572,620	114.46%
Capital Outlay	928,966	4,080,645	544,045	4,821,645	786.26%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	1,611,562	4,790,515	1,234,805	5,791,545	369.03%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	1,611,562	4,790,515	1,234,805	5,791,545	369.03%
Net Income	($441,303)	$269,030	$652,445	$0	

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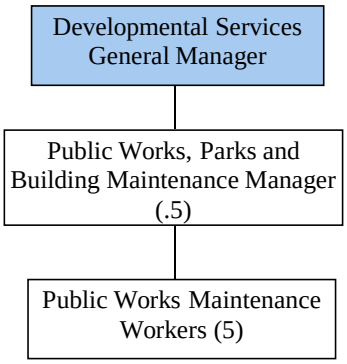
Street Department

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 2011 Accomplishments:

* Preparation for and completion of a seal coating project and striping project on collector streets
* Completion of several drainage improvements at 89A N from sidewalk at N old Clarkdale Highway to bottom end of N. Willard Rd; West side of 89A from entrance to Grey Fox Ridge Road south to Kindra Heights Rd.; Old 260 & Quail Springs Ranch Rd; and Old 260 S. Side approx. 300" south from Arrowhead Ln
* Graffiti obliteration on several bridges and box culverts

FY 2012 Goals:

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

Budget Highlights:

Capital for FY 2012 includes $98,000 for a vehicle broom, plate compactor, message board, and a water truck. Details can be viewed on the following pages.

Public Works	Street Department	Fund 02 - HURF	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$298,196	$290,970	$255,620	$255,525	-0.04%
Operating Supplies	56,543	56,600	83,540	56,600	-32.25%
Contractual Services	73,355	80,500	84,600	85,155	0.66%
Other Services and Charges	254,502	281,800	267,000	572,620	114.46%
Capital Outlay	0	0	30,900	98,000	217.15%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$682,596	$709,870	$721,660	$1,067,900	47.98%

Staffing Levels

Item Description	2010	2011	2011
Full Time Equivalents:	6.00	6.00	5.50

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF / LTAF	1,053,900	98.69%
Miscellaneous	14,000	1.31%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Shoulder/Ditch Grading (LF)	35,000	20,000	30,000	30,000
Weed Control (Man Hours)	4,000	4,500	4,500	4,500
Asphalt Laydown (SY)	1,500	1,000	2,000	2,000
Sidewalk Repairs (SF)	1,200	1,500	7,000	7,000
Street Sweeping (Lane Mile)	4,000	4,500	4,500	4,500
Drainage Imp. Proj. (Properties Benefited)	100	65	100	100
Seal Coating (SY)	85,000	90,000	90,000	90,000
Works Orders	100	75	100	100
Crack Sealing (LF)	250,000	0	250,000	250,000

Public Works	Street Department	Fund 02 - HURF	Cost Center	10-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
P.W., Parks, & Bldg. Mtce. Manager	1.00	1.00	0.50	3082	4468	$27,000
Public Works Maint. Worker	4.00	4.00	4.00	1976	2865	133,100
Public Works Maint. Worker --Frozen F	1.00	1.00	1.00	1976	2865	0
Merit Contingency						0
Clothing Allowance						2,000
Temporary / Reserves						0
Overtime						2,000
Retirement						17,290
Insurance & Taxes						73,635
Employee Related Expenses						500
Totals	6.00	6.00	5.50			$255,525

Supplemental Data: Capital Outlay

Item	2010	2011		2012	
Description	Actual	Budget	Revised	Tentative	
Forklift 83% share with GF			$30,900		
Vehicle Broom				$5,000	
Plate Compactor				2,500	
Message Board				19,500	
Gannon Tractor				31,000	
Water Truck				40,000	
	$0	$0	$30,900	$98,000	

Public Works	Street Department	Fund 02 - HURF	Cost Center	10-00

Supplemental Data: Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	72	600	300	300	0.00%
Operational Supplies	974	1,800	1,800	1,800	0.00%
Postage & Freight	106	200	100	200	100.00%
Gas & Oil	16,075	19,000	19,000	19,000	0.00%
Vehicle Maint & Repairs	6,530	10,000	10,000	10,000	0.00%
Equipment Maint & Repairs	32,786	25,000	20,000	25,000	25.00%
Building Maint & Repairs	0	0	32,340	300	-99.07%
Total Supplies	56,543	56,600	83,540	56,600	-32.25%
Contractual Services					
Computer Support	1,215	1,100	1,100	1,155	5.00%
Contractual Services	32,161	32,000	32,000	33,000	3.13%
Street Lights	39,979	46,400	46,000	46,000	0.00%
Engineering Services	0	1,000	500	0	-100.00%
Pavement Preservation	0	0	5,000	5,000	0.00%
Total Contractual Services	73,355	80,500	84,600	85,155	0.66%
Other Services and Charges					
Travel & Training	0	200	200	500	150.00%
Subscriptions & Memberships	85	150	150	150	0.00%
Utilities	7,559	8,500	8,500	8,925	5.00%
Telephone	1,804	1,800	1,800	1,890	5.00%
Legal Advertising	0	450	350	450	28.57%
Bank Charges	314	0	300	300	0.00%
Tools	2,986	3,000	3,000	3,000	0.00%
Equipment Rental	9,370	12,000	10,000	10,500	5.00%
Liability Insurance	18,980	13,200	13,200	13,860	5.00%
Indirect Cost to General Fund	145,987	144,000	144,000	443,545	208.02%
Culverts	2,280	5,000	3,000	5,000	66.67%
Materials	15,872	26,000	20,000	20,000	0.00%
Street Signs	7,118	14,000	14,000	14,000	0.00%
Street Marking	42,147	50,000	47,000	47,000	0.00%
Rodeo Drive St. Reimbursement	0	0	0	0	0.00%
Street Light Contingency	0	3,500	1,500	3,500	133.33%
Total Other Services & Charges	254,502	281,800	267,000	572,620	114.46%
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 2011 Accomplishments:

* Completion of a chip seal coating project on multiple collector streets
*
*
*

FY 2012 Goals:

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

Budget Highlights:
The capital outlay is $4,723,645 The major projects scheduled for FY 2012 are listed below

Pavement Preservation	$632,000
Sidewalk Additions	137,000
12th St. 89A to Fir	695,400
W. Mingus Reconstruction	2,338,195
10th Street & Main Project	50,000
Total Programmed projects	$3,852,595

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

Public Works	Street Construction	Fund 02 - HURF	Cost Center	10-01

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	928,966	4,080,645	513,145	4,723,645	820.53%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$928,966	$4,080,645	$513,145	$4,723,645	820.53%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF	$976,245	20.67%
Bond	3,747,400	79.33%
Transfer in - GF	0	0.00%
Use of Fund Balance	0	0.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Public Works	Street Construction	Fund 02 - HURF	Cost Center	10-01

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
Pavement Preservation	$323,017	$300,000	$18,000	$632,000
Street Contingency	26,040	295,645	447,840	851,050
12 St. Reconstruction	363,815			
W. Mingus Reconstruction	65,314	1,275,000	6,805	2,338,195
12th St. 89A to Fir	115,017	2,130,000		695,400
Sidewalk Additions	$35,763	80,000	23,000	137,000
6th Street Bridge				10,000
Willard Street Bridge				10,000
Pima Street Asphalt & Gabions			17,500	
10th Stree & Main Project				50,000
	$928,966	$4,080,645	$513,145	$4,723,645

Public Works	Street Construction	Fund 02 - HURF	Cost Center	10-01

Supplemental Data: Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 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%

Cottonwood Area Transit System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$0	$0	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0	$0	$0

Cottonwood Area Transit Fund Revenues by Source	
Inter-govt'l Revenues	$0
Services & Charges	0
Misc Revenues	0
Total Resources Available	$0

Cottonwood Area Transit Fund Summary	
Revenues	$0
Expenditures	0
Use of Fund Balance	$0

CAT Department Revenues:

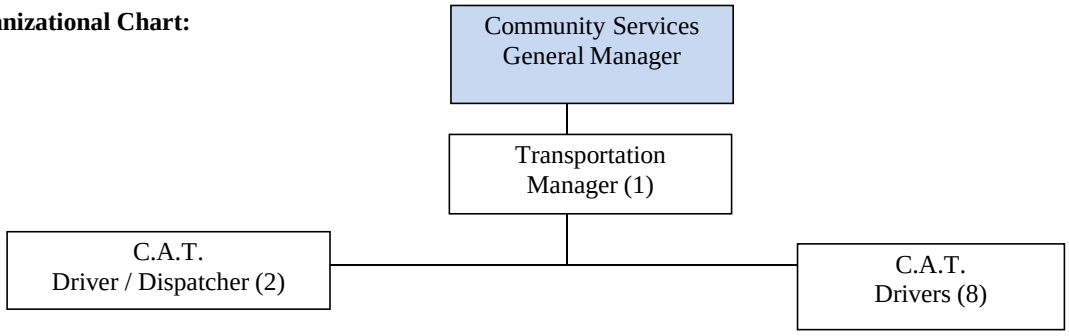
CAT receives most of its funding from the Arizona Department of Transportation - Transit Division. Administrative costs of the program are reimbursed at 50/50 ratio. Its maintenance and operation costs are reimbursed at a 80/20 split with the municipality paying the 20% from its Local Transportation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

Cottonwood Area Transit System - Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai Co.	66,121	73,770	0	0	0.00%
Clarkdale	52,140	51,075	0	0	0.00%
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	454,099	541,535	222,065	0	-100.00%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	259,253	145,260	0	0	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges					
Fare Box	66,751	65,730	42,020	0	-100.00%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	72,591	82,000	45,290	0	-100.00%
Total Revenue Sources	970,955	959,370	309,375	0	-100.00%
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	970,955	959,370	309,375	0	-100.00%
Expenditures:					
Personnel	519,832	576,805	285,345	0	-100.00%
Operating Supplies	211,221	247,830	90,180	0	-100.00%
Contractual Services	167,856	176,030	571,335	0	-100.00%
Other Services and Charges	35,086	69,040	14,960	0	-100.00%
Capital Outlay	280,066	158,695	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	1,214,061	1,228,400	961,820	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	1,214,061	1,228,400	961,820	0	-100.00%
Net Income / (Loss)	($243,106)	($269,030)	($652,445)	$0	0.00%

Cottonwood Area Transit

Organizational Chart:

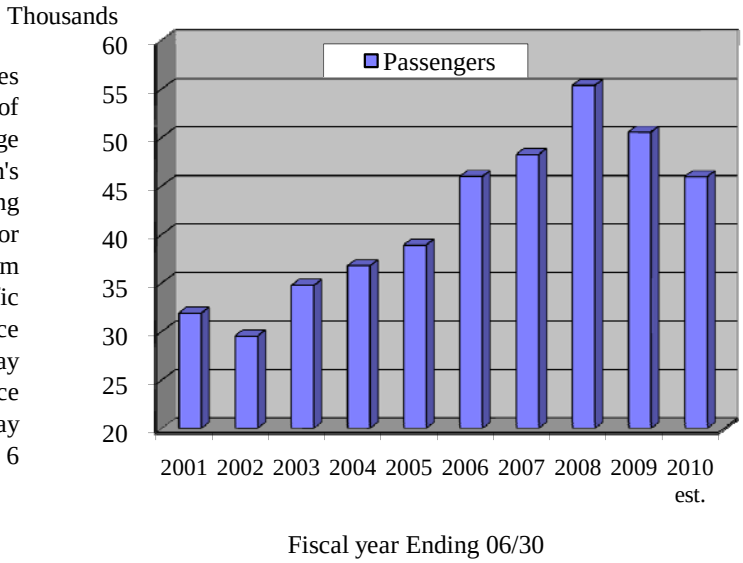


Note: only unshaded boxes are included in this budget.

General Information:

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

Cottonwood Area Transit Ridership



FY 2011 Accomplishments:

* CAT transitioned over to NAIPTA in January 2011 and is no longer a City Department
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FY 2012 Goals:

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Budget Highlights:

Social Services	C. A. T. S.	Fund 02 - Transit		Cost Center	2X-00
Summary By Category					
Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$519,832	$576,805	$285,345	$0	-100.00%
Operating Supplies	211,221	247,830	90,180	0	-100.00%
Contractual Services	167,856	176,030	571,335	0	-100.00%
Other Services and Charges	35,086	69,040	14,960	0	-100.00%
Capital Outlay	280,066	158,695	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$1,214,061	$1,228,400	$961,820	$0	-100.00%

Staffing Levels			
Item Description	2010	2011	2012
Full Time Equivalents:	11.00	11.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$0	0.00%
Services & Charges	0	0.00%
Miscellaneous Revenues	0	0.00%
Use of HURF Fund Balance	0	0.00%
	Total Funding	0.00%

Performance Indicators				
	Actual		Actual	Est.
Department Indicators	2009	2010	2011	2012
Annual Ridership	55,330	50,521	45,915	
Disabled Ridership	3,785	4,163	4,579	
Cottonwood Ridership	25,777	28,354	31,189	
Clarkdale Ridership	8,367	9,203	10,123	
County Ridership	21,186	23,304	25,634	
Miles Traveled	221,819	223,399	225,632	
Fare Recovery (Goal 20%)	32%	23%	23%	

Social Services	C. A. T. S.		Fund 02 - Transit	Cost Center	2X-00
Supplemental Data: Personnel					
Authorized Positions	Number of FTE's			Salary Range	2011
Job Classifications	2010	2011	2012	Minimum / Maximum	Budget
Transportation Manager	1.00	1.00	0.00	N/A	$0
Manager/Dispatcher	0.00	0.00	0.00	N/A	0
Driver / Dispatcher	2.00	2.00	0.00	N/A	0
Drivers	8.00	7.00	0.00	N/A	0
Drivers Frozen	0.00	1.00	0.00	N/A	0
Holiday Pay					
Clothing Allowance					
Merit Contingency					
Temporary / Reserves					
Overtime					
Retirement					
Insurance & Taxes					
Employee Related Expenses					
Totals	11.00	11.00	0.00		$0

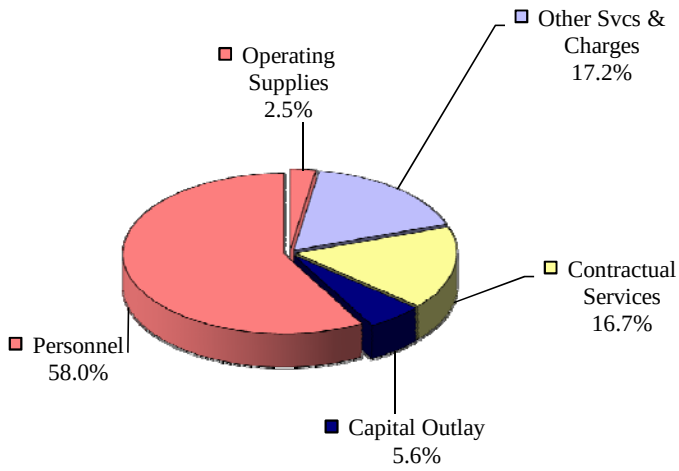
Supplemental Data: Capital Outlay					
Item	2010	2011		2012	
Description	Actual	Budget	Revised	Tentative	
Transit Buses	$250,778	$134,000			
Transit Building		22,195			
Computer Upgrade					
Bus Stop Signs	788				
Bike Racks					
Furniture					
Server					
Copy Lease					
Local Share Larger Fuel Tank		2,500			
Bus Shelters	28,500				
	$280,066	$158,695	$0	$0	

Social Services	C. A. T. S.	Fund 02 - Transit		Cost Center	2X-00
Supplemental Data: Expenditures					
Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	4,743	10,960	950	0	-100.00%
Copier Supplies	272	500	200	0	-100.00%
Gas & Oil	59,042	109,870	31,800	0	-100.00%
Vehicle Maint & Repairs	146,673	126,000	56,300	0	-100.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Postage & Freight	491	500	930	0	-100.00%
Total Supplies	211,221	247,830	90,180	0	-100.00%
Contractual Services					
Computer Support	275	0	0	0	0.00%
Radio Maintenance	0	2,900	100	0	-100.00%
Indirect Cost to G/F	55,590	65,000	36,190	0	-100.00%
Contractual Services	111,991	108,130	535,045	0	-100.00%
Total Contractual Services	167,856	176,030	571,335	0	-100.00%
Other Services and Charges					
Travel & Training	3,045	4,620	1,160	0	-100.00%
Subscriptions & Membershi	323	0	800	0	-100.00%
Utilities	153	0	0	0	0.00%
Telephone	803	0	0	0	0.00%
Printing & Forms	2,751	7,750	130	0	-100.00%
Advertising	7,992	26,110	1,925	0	-100.00%
Audit Expense	1,530	800	800	0	-100.00%
Employee Physicals/Drug Testing	1,699	3,600	0	0	0.00%
Liability Insurance	16,790	26,160	10,145	0	-100.00%
Total Other Services & Charges	35,086	69,040	14,960	0	-100.00%

Cottonwood Library System Fund Expenditures By Category

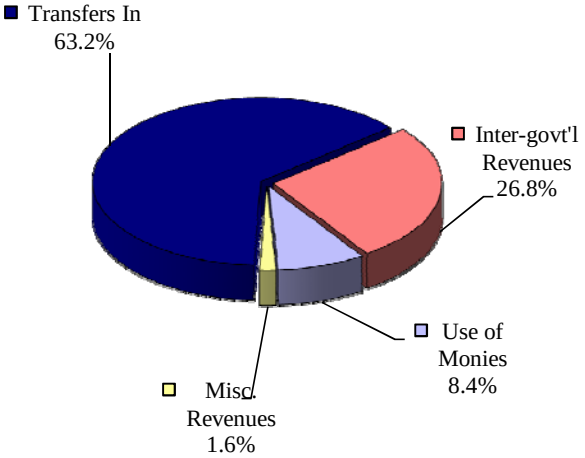
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$510,700	$22,205	$147,045	$151,400	$49,000	$0	$880,350

Cottonwood Library Expenditures by Category



Cottonwood Library System Fund Summary	
Revenues	$250,070
Expenditures	(880,350)
Revenues over (under) Expenditures	(630,280)
Other Funding Sources/Uses	556,230
Use of Fund Balance	($74,050)

Cottonwood Library Revenues by Source



Cottonwood Library System Fund Revenues By Source	
Inter-govt'l Revenues	$236,250
Use of Monies	74,180
Misc. Revenues	13,690
Transfers In	556,230
Total Resources Available	$880,350

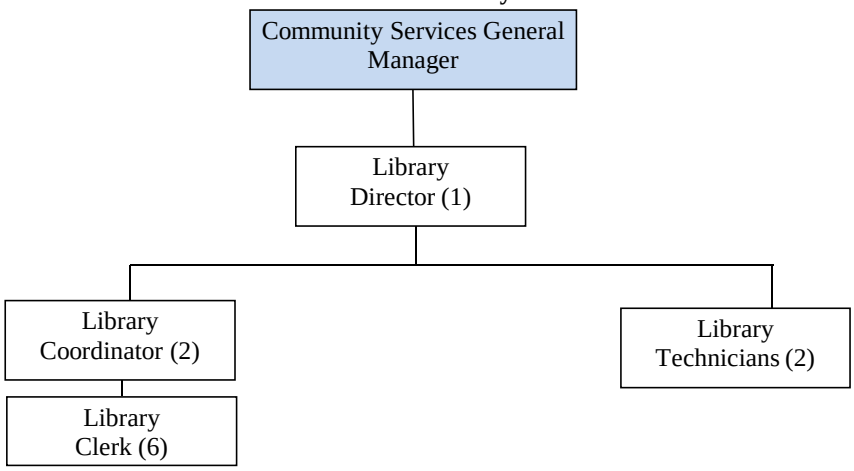
Library Revenues:
Over 89% of the Cottonwood Library operating revenues come from Intergovernmental and transfers in sources. $197,250 is contributed by the Yavapai County Library System based on total circulation for the facility. The General Fund will transfer in $556,230 this year for maintenance 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. This $2.9M expansion alleviated the need for additional space to house more collection materials.

Cottonwood Library System Fund Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	270	270	0.00%
Intergovernmental Revenues					
Yavapai County	187,688	197,250	197,250	197,250	0.00%
HVAC Grant				39,000	
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	116	130	130	130	0.00%
Miscellaneous Revenues					
Other Income	18,675	20,150	15,420	13,420	-12.97%
Total Revenue Sources	206,479	217,530	213,070	250,070	17.37%
Other Financing Sources:					
Transfers In	654,781	592,700	582,335	556,230	-4.48%
Carryover	0	0	74,050	74,050	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	654,781	592,700	656,385	630,280	-3.98%
Total Available Resources	861,260	810,230	869,455	880,350	1.25%
					0.00%
Expenditures:					
Personnel	584,012	524,740	507,050	510,700	0.72%
Operating Supplies	23,809	24,130	21,700	22,205	2.33%
Contractual Services	125,915	122,070	124,400	147,045	18.20%
Other Services and Charges	127,441	139,290	142,255	151,400	6.43%
Capital Outlay	0	0	0	49,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	861,177	810,230	795,405	880,350	10.68%
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	861,177	810,230	795,405	880,350	10.68%
Net Income / (Loss)	$83	$0	$74,050	$0	

Cottonwood Library



General Information:

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

FY 2011 Accomplishments:

* Rated #1 in Arizona in Hennen's American Public Library in April 2010
* Integration of all Youth Services activities under the supervision of the Circulation Coordinator. There have been significant programming increases in pre-school, juvenile and Young Adult programming
* Relocated all one-hour internet use PCs to the area in front of the now nonfunctional fireplace. This cuts down on the traffic and noise in the central bay to an incredible degree

FY 2012 Goals:

* Internal review and implementation of possible changes to the library collection development procedures
* Installation of the Telephone Circulation System - or TeleCirc – this system will be available 24 hours a day to help patrons access their account information. It also sends telephone messages about overdue items or items placed on hold that are ready for pick up

Budget Highlights:

Capital for FY 2012 includes $39,000 for the HVAC Grant to replace two air conditioning units and $10,000 for the RFID (Radio Frequency Identification). The RFID was selected by the Yavapai Library Network in FY 2009 and plans to have it installed in the major public libraries by the end of FY 2013. The cost of $10,000 is Cottonwood's share of the total expense for our library. The additional $92,900 will be paid by Yavapai County.

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$584,012	$524,740	$507,050	$510,700	0.72%
Operating Supplies	23,809	24,130	21,700	22,205	2.33%
Contractual Services	125,915	122,070	124,400	147,045	18.20%
Other Services and Charges	127,441	139,290	142,255	151,400	6.43%
Capital Outlay	0	0	0	49,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$861,177	$810,230	$795,405	$880,350	10.68%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	11.00	11.00	11.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$236,250	26.84%
Uses of Monies	130	0.01%
Miscellaneous Income	13,690	1.56%
Use of Fund Balance	74,050	8.41%
Transfers In - General Fund	556,230	63.18%
	Total Funding	100.0%

Performance Indicators

Department Workload	Actual 2009	Actual 2010	Estimated 2011	Estimated 2012
Items in Collections	97,967	92,500	88,000	88,000
Total Items Circulated	342,722	390,215	430,000	430,000
Reference Questions	208,886	217,212	218,000	224,576
Percent of Volunteer to Paid Hours	45%	44%	61%	48%

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	10-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Library Director	1.00	1.00	1.00	4463	6471	$84,010
Library Coordinator	1.00	1.00	1.00	3082	4468	56,120
Youth Svcs Coordinator - Frozen FY10	1.00	1.00	1.00	2657	3853	0
Library Technician	2.00	2.00	2.00	2128	3085	76,440
Library Clerk	5.00	5.00	5.00	1881	2727	135,470
Library Clerk - Position Frozen FY2010	1.00	1.00	1.00	1881	2727	0
Merit Contingency						0
Temporary / Reserves						18,720
Holiday Pay						0
Retirement						37,840
Insurance & Taxes						102,100
Employee Related Expenses						0
Totals	11.00	11.00	11.00			$510,700

Supplemental Data: Capital Outlay

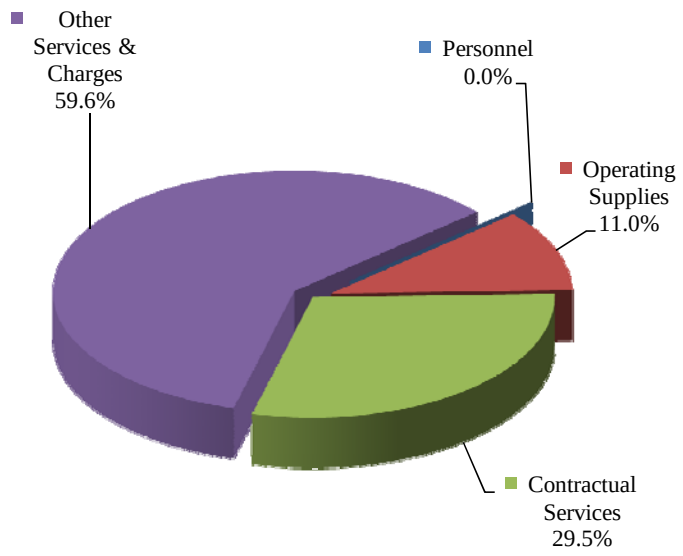
Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
HVAC Grant to replace 2 AC Units				$39,000
RFID Conversion				$10,000
	$0	$0	$0	$49,000

Culture and Recreation	Library	Fund 03 - Library Fund		Cost Center	10-00
Supplemental Data: Expenditures					
	2010	2011		2012	Percent
Item	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	5,479	6,000	6,000	6,300	5.00%
Copier Supplies	1,731	730	900	945	5.00%
Equipment Maint & Repairs	8,612	9,400	9,400	9,400	0.00%
Postage & Freight	7,987	8,000	5,400	5,560	2.96%
Total Supplies	23,809	24,130	21,700	22,205	2.33%
Contractual Services					
Computer Support	1,654	1,200	1,800	1,890	5.00%
Collection Expenses	2,551	2,870	2,600	2,900	11.54%
Indirect Cost to General Fund	121,710	118,000	120,000	142,255	18.55%
Total Contractual Services	125,915	122,070	124,400	147,045	18.20%
Other Services and Charges					
Travel & Training	801	180	535	600	12.15%
Subscriptions & Memberships	219	180	180	180	0.00%
Utilities	46,235	50,000	54,800	56,500	3.10%
Telephone	10,386	11,900	9,000	10,000	11.11%
Youth Programs	1,003	0	380	380	0.00%
Book Purchases	19,493	20,000	20,000	25,000	25.00%
Network/Technology Exps	32,996	34,020	34,000	35,020	3.00%
Annual Volunteer Appreciation Event	808	800	800	0	-100.00%
Liability Insurance	15,100	22,210	22,210	23,320	5.00%
Recruitment Expense	400	0	350	400	14.29%
Total Other Services & Charges	127,441	139,290	142,255	151,400	6.43%

Cottonwood Cemetery Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$0	$3,500	$9,400	$19,000	$0	$0	$31,900
	$0	$3,500	$9,400	$19,000	$0	$0	$31,900

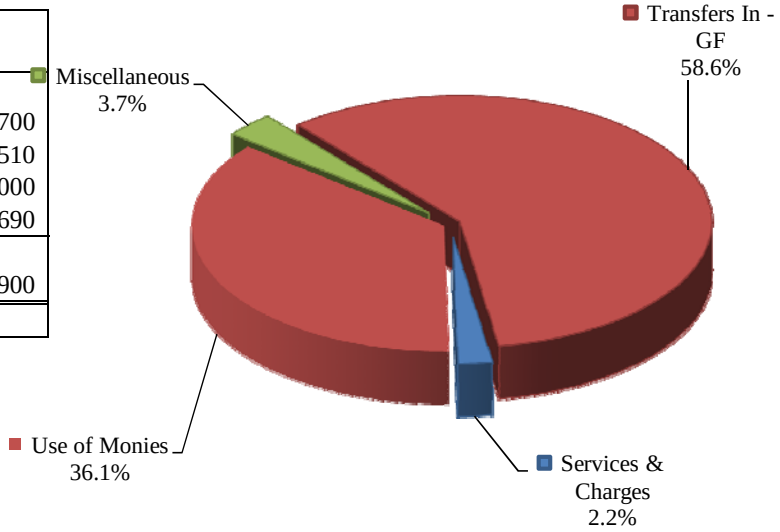
Cottonwood Cemetery Fund Expenditures by Category



Cottonwood Cemetery Fund Summary	
Revenues	$13,210
Expenditures	(31,900)
Revenues over (under) Expenditures	(18,690)
Other Funding Sources/Uses	18,690
Use of Fund Balance	$0

Cottonwood Cemetery Fund Revenues By Source	
Services & Charges	$700
Use of Monies	11,510
Miscellaneous	1,000
Transfers In - GF	18,690
Total Resources Available	$31,900

Cottonwood Cemetery Fund Revenues by Source



Cottonwood Cemetery Revenues/Expenditures/Changes in Fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Charges for Services					
Sale of Grave liners	850	1,300	700	700	0.00%
Uses of Monies & Properties					
Interest Income	3	10	10	10	0.00%
Miscellaneous Revenues					
Other Income	1,190	1,000	1,000	1,000	0.00%
Total Revenue Sources	2,043	2,310	1,710	1,710	0.00%
Other Financing Sources:					
Transfers In	25,847	38,610	23,850	18,690	-21.64%
Carryover	0	0	0	11,500	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	25,847	38,610	23,850	30,190	26.58%
Total Available Resources	27,890	40,920	25,560	31,900	24.80%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	1,860	3,300	3,425	3,500	2.19%
Contractual Services	10,281	15,000	3,500	9,400	168.57%
Other Services and Charges	15,748	22,620	18,635	19,000	1.96%
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	27,889	40,920	25,560	31,900	24.80%
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	27,889	40,920	25,560	31,900	24.80%
Net Income / (Loss)	$1	$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 2010 Accomplishments:

* None

FY 2011 Goals:

* None

Budget Highlights:
No major changes to this department.

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	10-00
Summary By Category					
Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	1,860	3,300	3,425	3,500	2.19%
Contractual Services	10,281	15,000	3,500	9,400	168.57%
Other Services and Charges	15,748	22,620	18,635	19,000	1.96%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$27,889	$40,920	$25,560	$31,900	24.80%

Staffing Levels			
Item Description	2009	2010	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Charges for Service	$700	2.19%
Interest Income	10	0.03%
Miscellaneous Fees	1,000	3.13%
Carryover	11,500	36.05%
Transfer In - General Fund	18,690	58.59%
	Total Funding	100.00%

Performance Indicators				
	Actual		Estimated	Budget
Department Indicators	2009	2010	2011	2012
N/A				

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	10-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Construction & Maintenance Mgr.	0.00	0.00	0.00			$0
Construction & Maint. Worker	0.00	0.00	0.00			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

Supplemental Data: Capital Outlay

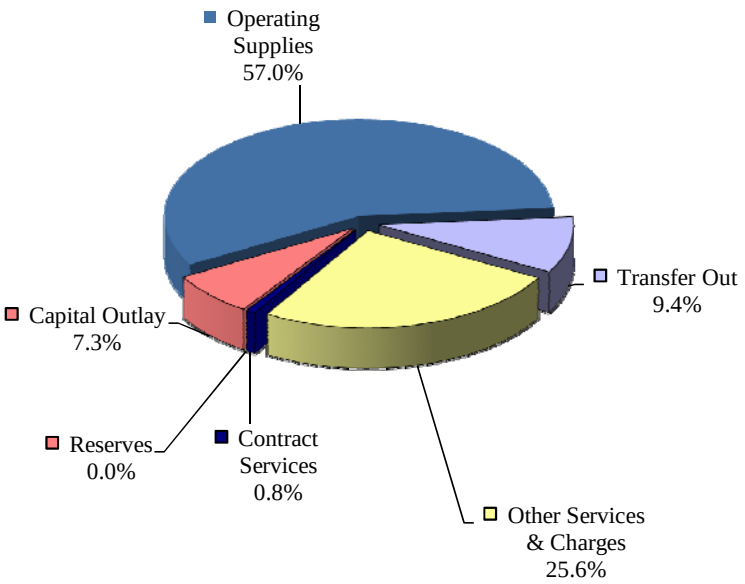
Expenditure	2010	2011		2012	
Category	Actual	Budget	Revised	Tentative	
N/A					
	$0	$0	$0	$0	

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	10-00
Supplemental Data: Expenditures					
Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Special Department Supplies					0.00%
Grave Liners	1,610	2,800	2,800	3,000	7.14%
Equipment Maint & Repairs	0	0	0	0	0.00%
Gas and Oil	0	0	0	0	0.00%
Misc. Expense	250	500	625	500	-20.00%
Total Supplies	1,860	3,300	3,425	3,500	2.19%
Contractual Services					
Indirect Cost to General Fund	10,281	15,000	3,500	9,400	168.57%
Total Contractual Services	10,281	15,000	3,500	9,400	168.57%
Other Services and Charges					
Utilities	15,181	22,000	18,135	19,000	4.77%
Telephone	567.00	620	500	0	-100.00%
Total Other Services & Charges	15,748	22,620	18,635	19,000	1.96%

Airport Fund Expenditures By Category

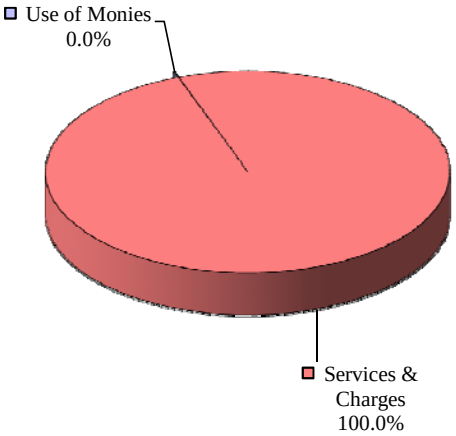
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Reserves	Transfer Out	Total
Category Totals	$0	$188,000	$2,575	$84,300	$0	$0	$30,990	$305,865
	$0	$188,000	$2,575	$84,300	$0	$0	$30,990	$305,865

Airport Authority Fund Expenditures by Category



Airport Authority Fund Summary	
Revenues	$286,250
Expenditures	(305,865)
Revenues over (under) Expenditures	(19,615)
Other Funding Sources/Uses	0
Transfers in - GF	($19,615)

Airport Authority Fund Revenues by Source



Airport Authority Fund Revenues By Source	
Services & Charges	$286,150
Use of Monies	100
Transfers In - GF	19,615
Total Resources Available	$305,865

Airport Revenues:
Most of this department's funding comes from the fuel sales and rental of properties and hangars.

Airport Expenditures:
Increase in expenditures is due to the fuel sales being handled again by the City rather than an FBO.

Airport Authority Fund Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	$1,250	$0	$0	$0	0.00%
Intergovernmental Revenues					
ADOT Grant	0	0	0	0	0.00%
Services & Charges					
Fuel Sales	198,451	4,800	45,000	200,000	344.44%
Uses of Monies & Properties					
Tie Down Rent	21,378	22,500	22,500	22,500	0.00%
Airpark Rents	0	0	0	0	0.00%
FBO Building Rental	3,900	26,400	26,400	0	-100.00%
Land Lease Fees	51,176	33,000	33,000	33,000	0.00%
City Hangar Lease Fees	27,428	30,650	30,650	30,650	0.00%
Miscellaneous Revenues					
Other Income	502	1,000	140	100	-28.57%
Total Revenue Sources	304,085	118,350	157,690	286,250	81.53%
Other Financing Sources:					
Transfers In	0	17,815	14,170	19,615	38.43%
Carryover	0	0	(10,105)	0	0.00%
Residual Equity Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	17,815	4,065	19,615	382.53%
Total Available Resources	304,085	136,165	161,755	305,865	89.09%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	188,335	37,000	59,050	188,000	218.37%
Contractual Services	17,161	2,000	2,475	2,575	4.04%
Other Services and Charges	56,076	64,550	74,240	84,300	13.55%
Capital Outlay	20,679	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	282,251	103,550	135,765	274,875	102.46%
Other Uses:					
Transfers Out	25,042	32,615	25,990	30,990	19.24%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	25,042	32,615	25,990	30,990	19.24%
Total Expenditures and Other Uses	307,293	136,165	161,755	305,865	89.09%
Net Income / (Loss)	($3,208)	$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, and grant management.

FY 2011 Accomplishments:

* Cottonwood Airfest 2010 was a successful, public event at the airport with 2300 people attending the event held October 16, 2010. The fly-in event had many unique aircraft and cars. The event honored WWII airmen in which 32 attended
* The Airport Terminal Building was remodeled to provide more public space and nighttime access for aircrews
* Applied for and received a $91,000 grant from the Arizona Department of Commerce Energy Office for solar voltaic panels at the airport
* Took over the FBO responsibilities

FY 2012 Goals:

* Have a successful, public event at the airport, Cottonwood Airfest 2011, to be held October 15, 2011
* Get a federal grant and start the design for the 300' extension of Runway 32.
* Install the grant-funded, solar voltaic system at the airport through a design/build contract. The solar system will decrease the airport's monthly electric bill by generating renewable energy

Budget Highlights:
Once again the City has taken over the duties of the FBO. The increase in fuel expense and indirect cost can be attributed to this responsibility. No Capital is budgeted in FY 2012 for this department.

Airports	Airport	Fund 05 - Airport	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	188,335	37,000	59,050	188,000	218.37%
Contractual Services	17,161	2,000	2,475	2,575	4.04%
Other Services and Charges	56,076	64,550	74,240	84,300	13.55%
Capital Outlay	20,679	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Transfers Out	25,042	32,615	25,990	30,990	19.24%
Debt Service	0	0	0	0	0.00%
Department Totals	$307,293	$136,165	$161,755	$305,865	89.09%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Fuel Sales	$200,000	65.39%
User & Rental Fees	86,250	28.20%
Fund Balance	0	0.00%
Transfers In - General Fund	19,615	6.41%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Airports	Airport	Fund 05 - Airport	Cost Center	10-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012	
Category	Actual	Budget	Revised	Tentative	
Airport Improvements	$13,020				
Insulation Hangar B	7,659				
	$20,679	$0	$0	$0	

Airports	Airport	Fund 05 - Airport		Cost Center	10-00
Supplemental Data: Expenditures					
Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Equipment Maint & Repairs	7,824	9,000	7,900	8,000	1.27%
Building Maint & Repairs	7,268	24,000	10,000	3,000	-70.00%
Fuel Expenses	173,242	0	39,150	175,000	347.00%
Operational Supplies	0	4,000	2,000	2,000	0.00%
Total Supplies	188,334	37,000	59,050	188,000	218.37%
Contractual Services					
Misc. Expenses/Bank charges	8,054	0	475	475	0.00%
General Counsel	7,343	0	0	0	0.00%
Contractual Services	1,764	2,000	2,000	2,100	5.00%
Total Contractual Services	17,161	2,000	2,475	2,575	4.04%
Other Services and Charges					
Utilities	8,973	11,500	11,500	12,075	5.00%
Telephone	972	1,150	850	870	2.35%
Bad Dept Expense	0	0	0	0	0.00%
Liability Insurance	5,175	5,200	5,200	5,300	1.92%
Airport-Indirect Costs to General Fund	40,956	41,700	50,220	60,055	19.58%
Airport Annual Event	0	5,000	6,470	6,000	-7.26%
Total Other Services & Charges	56,076	64,550	74,240	84,300	13.55%

Grants Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 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	2010 Actual	2011 Budget	2011 Revised	2012 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	0.00%
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 2011 Accomplishments:
None in the FY2011 budget year

FY 2012Goals:

* Obtain grants for multiple projects

Budget Highlights:
This department has $500,000 allocated for any possible grant that may arise.

Grants	Other Grants Fund	Fund 07 - Grants	Cost Center	15-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$500,000	$0	$500,000	0.00%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Federal Grants	$500,000	100%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Grants	Other Grants Fund	Fund 07 - Grants	Cost Center	15-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
Grant Projects		$500,000		$500,000
	$0	$500,000	$0	$500,000

Community Development Block Grant Fund Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 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	0	0	350,000	0.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
Total Revenue Sources	0	0	0	350,000	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover		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	350,000	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	0	0	350,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	0	0	350,000	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	0	0	350,000	0.00%
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 2011 Accomplishments:
None in the FY2011 budget year

FY 2012Goals:

* Obtain grants for multiple projects

Budget Highlights:
This year's budget includes $350,000 for a CDBG construction project on 10th Street.

Public Works	CDBG	Fund 08 - CDBG	Cost Center	1X-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	0	0	350,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$0	$0	$350,000	0.00%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding	% of Funding
Federal Grants	$350,000	100%	
	Total Funding	100.00%	

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Actual 2011	Budget 2012
N/A				

Public Works	CDBG	Fund 08 - CDBG	Cost Center	1X-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
CDBG 10th St Construction Grant		$0		$350,000
	$0	$0	$0	$350,000

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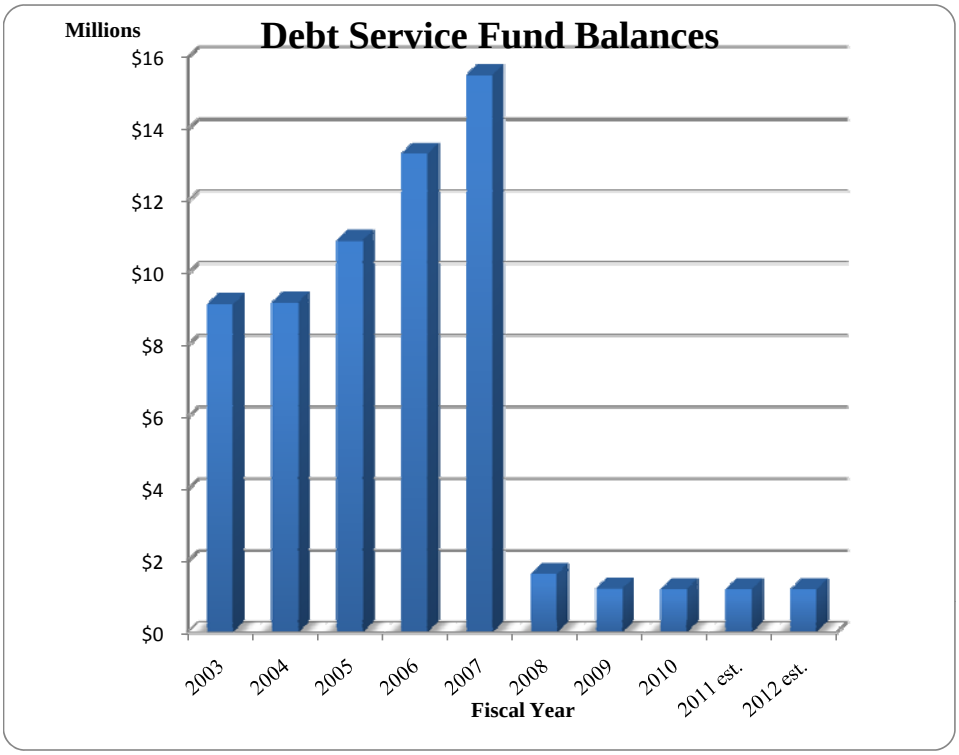
DEBT SERVICE FUNDS

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
13	Debt Service



Fiscal Year	Balance
2003	9,132,888
2004	9,179,655
2005	10,905,003
2006	13,322,698
2007	15,510,865
2008	1,637,437
2009	1,229,290
2010	1,210,129
2011 est.	1,210,930
2012 est.	1,211,080

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

The Library reserves were moved to the Capital Improvements Fund in 2006 in anticipation of the expansion of the Public Library Facility. No additional revenues are anticipated to be placed in this fund, thus eliminating it completely.

Both of these reserves were hit with a loss in November 2002, when an investment in the Arizona Local Government Investment Pool's (LGIP) portfolio went bankrupt. The losses were $87,830 and $41,570 for the Sewer and Library reserves, respectively.

Consolidated Statement of Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Revenue Sources:				
Taxes	2,052,233	1,701,775	2,068,885	2,062,585
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	544	110	1,500	850
Miscellaneous Revenues	0	0	0	0
Total Revenue Sources	2,052,777	1,701,885	2,070,385	2,063,435
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	0	835,990	1,210,130	1,210,930
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	835,990	1,210,130	1,210,930
Total Available Resources	2,052,777	2,537,875	3,280,515	3,274,365
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	1,049	20,000	360	360
Other Services and Charges	0	0	0	0
Capital Outlay	0	0	0	0
Reserves	0	447,850	1,210,130	1,211,080
Debt Service	2,070,893	2,070,025	2,070,025	2,062,925
Total Expenditures	2,071,942	2,537,875	3,280,515	3,274,365
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenditures and Other Uses	2,071,942	2,537,875	3,280,515	3,274,365
Net Income / (Loss)	($19,165)	$0	$0	$0

Debt Service Fund Revenues/Expenditures/Changes in fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	1,896,947	1,543,275	1,910,725	1,906,875	-0.20%
City Sales Tax - Library	155,286	158,500	158,160	155,710	-1.55%
Charges for Services					
User Fees - Water Co. Debt Serv	0	0	0	0	0.00%
Uses of Monies & Properties	0				
Interest Income	544	110	1,500	850	-43.33%
Total Revenue Sources	2,052,777	1,701,885	2,070,385	2,063,435	-0.34%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover Funds	0	835,990	1,210,130	1,210,930	0.07%
Residual Equity Interfund Transf	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	835,990	1,210,130	1,210,930	0.07%
Total Available Resources	2,052,777	2,537,875	3,280,515	3,274,365	-0.19%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	20,000	360	360	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	447,850	1,210,130	1,211,080	0.08%
Debt Service	2,070,893	2,070,025	2,070,025	2,062,925	-0.34%
Total Expenditures	2,071,942	2,537,875	3,280,515	3,274,365	-0.19%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transf	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	$2,071,942	$2,537,875	$3,280,515	$3,274,365	-0.19%
Net Income / (Loss)	($19,165)	$0	$0	$0	

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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 2011 Accomplishments:

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

FY 2012 Goals:

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

Budget Highlights:
No significant changes are planned for this department.

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service		Cost Center	10-0X
Summary By Category					
Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	20,000	360	360	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	447,850	1,210,130	1,211,080	0.08%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,070,893	2,070,025	2,070,025	2,062,925	-0.34%
Department Totals	$2,071,942	$2,537,875	$3,280,515	$3,274,365	-0.19%

Staffing Levels			
Item Description	2009	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Other Income	$850	0.03%
Taxes	2,062,585	62.99%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	1,210,930	36.98%
	Total Funding	100.00%

Performance Indicators				
	Actual		Estimated	Budget
Department Indicators	2009	2010	2011	2012
N/A				

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service	Cost Center	10-0X

Supplemental Data: Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Contractual Services					
Trustee Fees - Sewer	0	20,000	0	0	0.00%
Trustee Fees - Library	689	0	0	0	0.00%
Trustee Fees - WIFA	360	0	360	360	0.00%
Trustee Fees - Water	0	0	0	0	0.00%
Total Contractual Services	$1,049	$20,000	$360	$360	0.00%
Debt Service					
Interest - FmHA Loan - Library	60,000	65,000	65,000	65,000	0.00%
Principal - FmHA Loan - Library	13,000	10,000	10,000	6,750	-32.50%
Principal - Library Bonds	65,000	70,000	70,000	75,000	7.14%
Interest - Library Bonds	17,400	13,500	13,500	9,300	-31.11%
Principal - GADA - Recreation Center	720,000	750,000	750,000	775,000	3.33%
Interest - GADA - Recreation Center	822,075	793,275	793,275	763,275	-3.78%
Principal GADA-RR Wash	80,000	85,000	85,000	90,000	5.88%
Interest GADA-RR Wash	19,662	15,420	15,420	10,875	-29.47%
Principal GADA-PS Building	230,001	235,000	235,000	245,000	4.26%
Interest GADA-PS Building	43,755	32,830	32,830	22,725	-30.78%
Total Other Services & Charges	$2,070,893	$2,070,025	$2,070,025	$2,062,925	-0.34%
Reserves					
FmHA Reserve	0	447,850	0	0	0.00%
GADA Reserve	0	0	1,210,130	1,211,080	0.08%
Sewer Reserves	0	0	0	0	0.00%
Water Reserves	0	0	0	0	0.00%
Capital Reserves	0	0	0	0	0.00%
Library Reserves	0	0	0	0	0.00%
Total Reserves	$0	$447,850	$1,210,130	$1,211,080	0.08%

Supplemental Data: Transfers Out

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 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%

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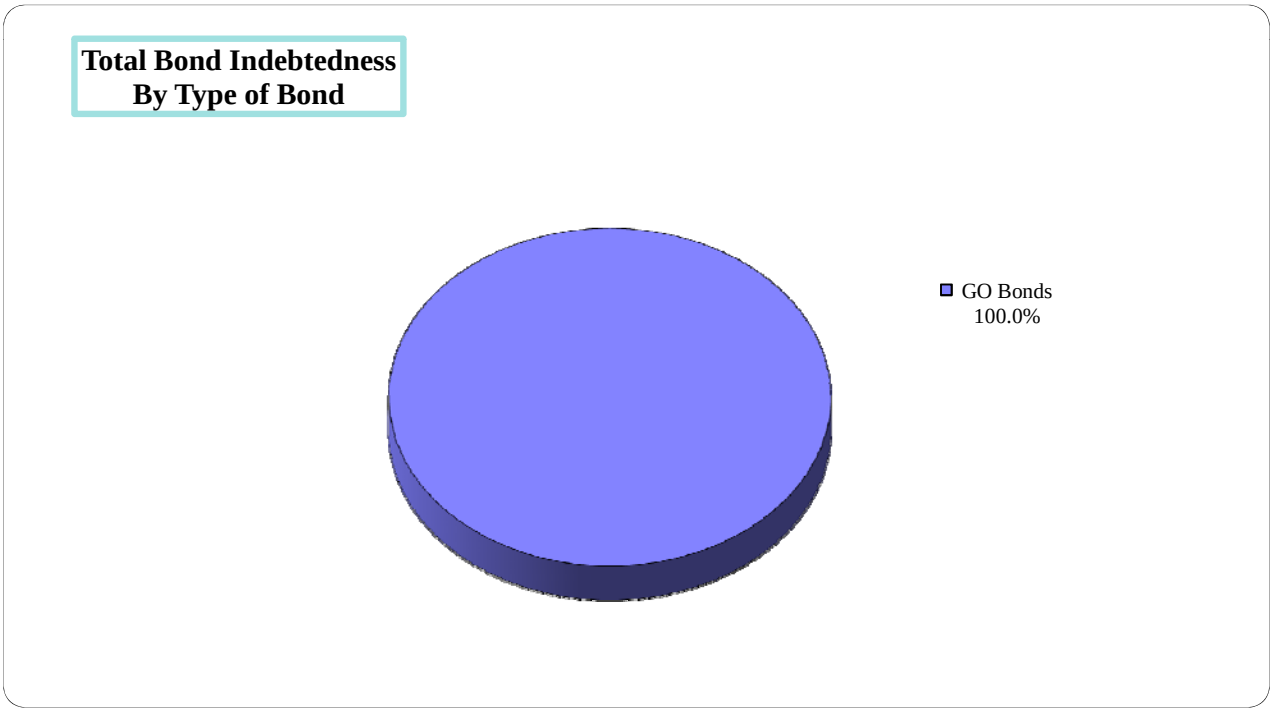
BONDED INDEBTEDNESS
Summary

The City presently has three different types of securities outstanding; Sewer Revenue bonds, General Obligation bonds and Municipal Facilities Corporation revenue bonds ("MPC" Bonds) secured by certain excise taxes. In addition, the City has entered into loan agreements with two state agencies, the Water Infrastructure Loan Authority ("WIFA") and the Greater Arizona Development Authority ("GADA"). These loan arrangements commit the City to make periodic principal and interest payments over a prescribed period of time, similar to bonds, and therefore they are included in this summary.

The majority of bonds issued by the City have been used to construct and to make improvements to the Wastewater Collection and Treatment system. In addition, the City has financed a new city library, which was financed with general obligation bonds in 1993. For financing a portion of the wastewater system and the library, the City has taken full advantage of low cost federal loans from the Farmers Home Administration, which has served to considerably lower the annual debt service costs associated with these projects. For example, in 1994, the City was able to successfully refinance $900,000 or 50% of the total cost of the city library through Farmers Home at a below-market, long-term interest rate of 5.0%. In addition, the City entered into a low interest rate loan agreement with WIFA in 1999 in order to raise funds for additional expansion and improvements of the Sewer System. In FY 2000 and again in FY 2001, the City borrowed $895,000 and $2,500,000 from GADA to finance the cost of constructing a wash flood control project and the Public Safety Building, respectively. Both state agency loans are secured by city sales tax.

Total Outstanding Debt by Type of Bonds
June 30, 2011

GO Bonds	Library General Obligation Bonds	155,000
	Total Indebtedness	$155,000



LIBRARY GENERAL OBLIGATION BONDS

On January 7, 1992, the qualified electors of the city authorized the sale of $1,800,000 aggregate principal amount of general obligation bonds. The general obligation bonds were authorized to provide funds to design, construct, equip and furnish a municipal library facility complete with interior furnishings, books and periodicals, acquire land for the municipal library facility, improve the grounds of the municipal library facility so constructed (the "Project"), and pay all expenses incidental thereto and to the issuance and sale of the general obligation bonds.

The voters authorized the enactment of a special two-tenths of a percent special city sales tax to fund the project. The tax will end on July 1, 2013, with the payment of the last outstanding bonds. The city has two outstanding bond issues with the Library Project of 1992.

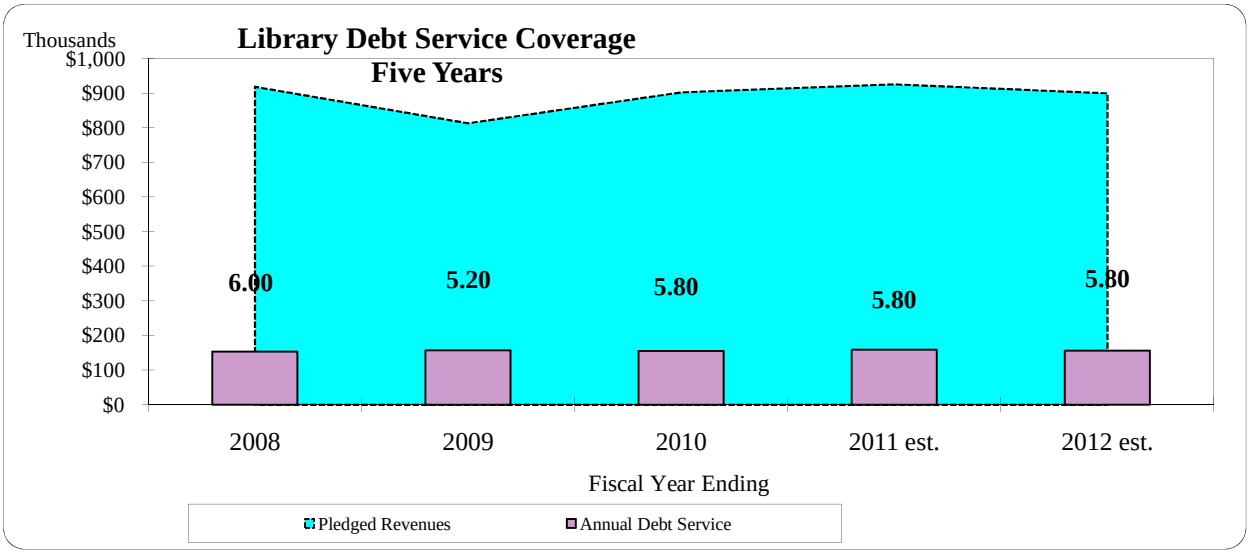
-Farmers Home Administration (FmHA) - $900,000: The bonds were issued on July 1, 1994, at an interest rate of 5%.

-General Obligation Library Bonds $900,000: The bonds were used on July 1, 1993, at an average interest rate of 5.67%.

In November, 1998, the voters authorized the two-tenths percent special city sales tax to have a dual purpose, library debt service payment and capital improvement reserves. The arrangement is to cover the annual debt service with any surplus to return to the General Fund and be restricted for Capital Improvements.

Despite this change of usage, the city still tracks and compares the coverage ratio. The City's estimated coverage ratio (annual revenues as compared to annual bond payments) is estimated at 5.9x coverage for fiscal year 2012. The coverage ratio has steadily increased since FY 2008, demonstrating excellent coverage, or the city's ability to meet its debt obligation. Example: 2.5x coverage would be $2,500,000 in annual revenues to meet $1,000,000 in annual debt payments.

Coverage Ratio (5 yrs)			
Fiscal Year Ending 06/30	Pledged Revenues	Annual Debt Service	Debt Service Coverage Ratio
2008	918,402	152,995	6.00
2009	813,053	157,000	5.20
2010	902,280	155,400	5.80
2011 est.	925,586	158,500	5.80
2012 est.	899,494	156,050	5.80



General Obligation Bonds, Series A 1993 - Library Project
Project of 1992 - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2012					4,650	
July 1, 2012	75,000	815,000	85,000	6.00%	4,650	$84,300
January 1, 2013					4,800	
July 1, 2013	80,000	895,000	5,000	6.00%	0	$84,800
Totals	$155,000				$14,100	$169,100

General Obligation Refunding Bonds, Series 1994
FmHA - Library Project - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt
	Payments	Retired	Balance			Service
January 1, 2012					3,375	
July 1, 2012	65,000	830,000	70,000	5.00%	3,375	$71,750
January 1, 2013					3,500	
July 1, 2013	70,000	900,000	0	5.00%	0	$73,500
Totals	$135,000				$10,250	$145,250

Greater Arizona Development Authority - Recreation Center Projects
Infrastructure Revenue Bonds - Series 2007A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
February 1, 2012					381,638	
August 1, 2012	775,000	3,425,000	16,510,000	4.000%	381,638	$1,538,275
February 1, 2013					366,138	
August 1, 2013	810,000	4,235,000	15,700,000	4.000%	366,138	$1,542,275
February 1, 2014					349,938	
August 1, 2014	840,000	5,075,000	14,860,000	4.000%	349,938	$1,539,875
February 1, 2015					333,138	
August 1, 2015	875,000	5,950,000	13,985,000	4.000%	333,138	$1,541,275
February 1, 2016					315,638	
August 1, 2016	910,000	6,860,000	13,075,000	4.000%	315,638	$1,541,275
February 1, 2017					297,438	
August 1, 2017	945,000	7,805,000	12,130,000	4.000%	297,438	$1,539,875
February 1, 2018					278,538	
August 1, 2018	985,000	8,790,000	11,145,000	5.000%	278,538	$1,542,075
February 1, 2019					253,913	
August 1, 2019	1,035,000	9,825,000	10,110,000	5.000%	253,913	$1,542,825
February 1, 2020					228,038	
August 1, 2020	1,085,000	10,910,000	9,025,000	4.000%	228,038	$1,541,075
February 1, 2021					206,338	
August 1, 2021	1,130,000	12,040,000	7,895,000	4.125%	206,338	$1,542,675
February 1, 2022					183,031	
August 1, 2022	1,175,000	13,215,000	6,720,000	4.125%	183,031	$1,541,063
February 1, 2023					158,797	
August 1, 2023	1,225,000	14,440,000	5,495,000	4.250%	158,797	$1,542,594
February 1, 2024					132,766	
August 1, 2024	1,275,000	15,715,000	4,220,000	5.000%	132,766	$1,540,531
February 1, 2025					100,891	
August 1, 2025	1,340,000	17,055,000	2,880,000	5.000%	100,891	$1,541,781
February 1, 2026					67,391	
August 1, 2026	1,405,000	18,460,000	1,475,000	5.000%	67,391	$1,539,781
February 1, 2027					32,266	
August 1, 2027	1,475,000	19,935,000	0	4.375%	32,266	$1,539,531
	$17,285,000				$2,195,425	$24,656,781

Computation of Direct and Overlapping Bonded Debt
June 30, 2009

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	$290,000	100.00%	$290,000
Yavapai County	25,000,000	0.00%	0
Yavapai Community College District	50,470,000	375.00%	189,262,500
Cottonwood/Oak Creek School District	0	38.37%	0
Mingus Union High School District	14,325,000	32.19%	4,611,218
	Total Direct and Overlapping Debt		$194,163,718

The above data was obtained from: http://www.azdor.gov/Portals/0/Bonding/FY09-Bonding-Report.pdf

Jurisdiction	Total Assessed Valuation
City of Cottonwood	$146,396,047
Yavapai County	3,274,078,347
Yavapai Community College District	3,824,935,514
Cottonwood/Oak Creek School District	373,753,610
Mingus Union High School District	454,794,192

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, 2011

Net secondary assessed valuation (Full Cash Value)	$122,594,325

Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	24,518,865
Bonds outstanding	0
Net 20% Debt Limitation	24,518,865

Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	7,355,660
Bonds outstanding	0
Net 20% Debt Limitation	7,355,660
Total Bonding Capacity	$31,874,525

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

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GADA INFRASTRUCTURE REVENUE BONDS - SERIES 2000A

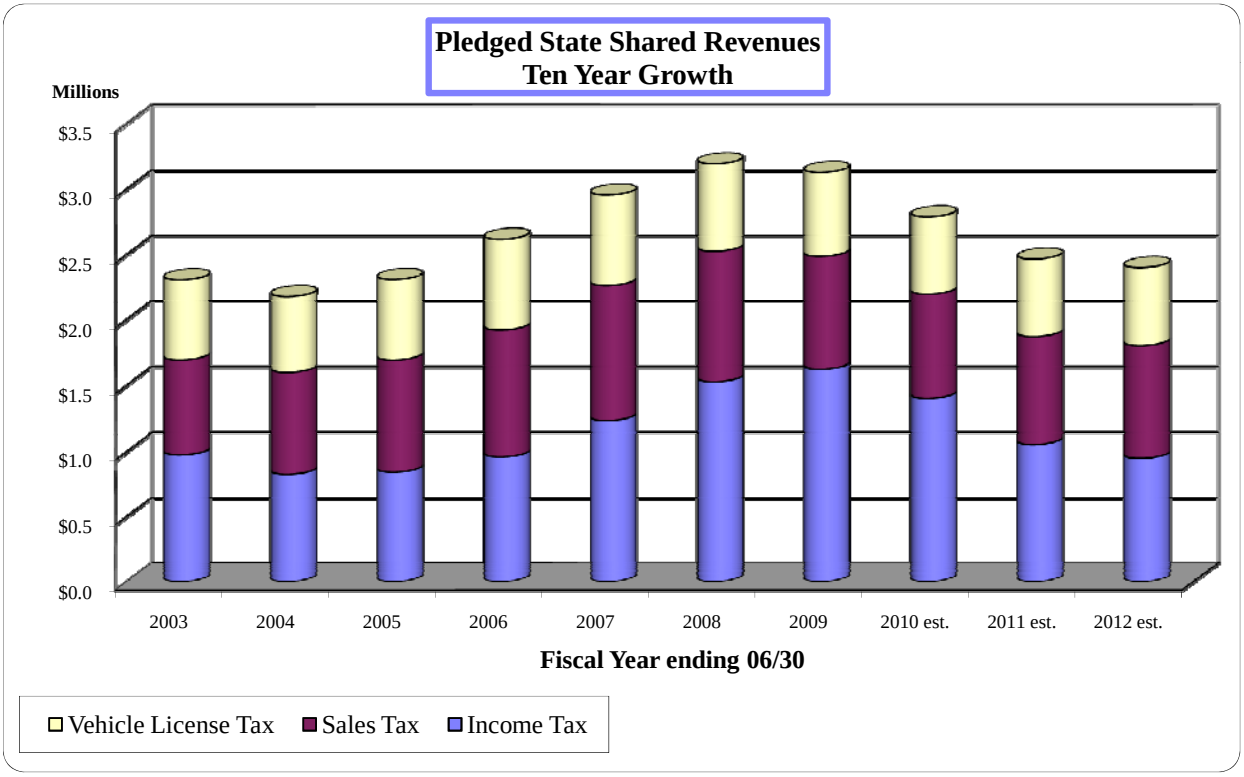
The Greater Arizona Development Authority (GADA) was created by the legislature of the State of Arizona in 1997. It is a body corporate and politic, established to assist in the planning and financing of local public projects. GADA has powers to issue bonds to provide financial assistance for construction and improvement of infrastructure, finance infrastructure projects, and guarantee debt obligations to political subdivisions, special districts and Indian tribes. It also provides technical assistance through staff or other professional assistance.

The GADA Fund consists of monies appropriated by the State Legislature; monies received from the United States government to carry out the purposes of GADA; monies received from political subdivisions, special districts and Indian tribes as loan repayments, interest, administrative fees and penalties; interest and other income received from investing monies in the fund; gifts, grants and donations received from any public or private source to carry out the purposes of GADA.

In May, 2000, GADA issued $18,930,000 in bonds to provide funds through loans to the City of Cottonwood and Town of Gilbert to assist in financing certain projects. Plans for improvements to the Railroad Wash as a flood control project were estimated at a cost of $1,262,300. $895,000 and was being financed using GADA funds from the nearly $19M issued, $279,400 being funded through the Yavapai County Flood Control District with the remaining $87,900 coming from interest earned while the project was under construction.

In February, 2001, GADA again issued $2,750,000 in bonds to provide funds through loans to the City of Cottonwood and City of Holbrook. The City of Cottonwood completed the construction phase of the Public Safety Building at an estimated cost of $3.7M. $2.5M of the project is from GADA proceeds, $871,000 was from the General Fund Capital Projects reserve fund and the remaining amount came from interest earned from these funds while the project was completed.

The revenues pledged to this obligation are state shared revenues, including state shared sales tax and urban revenue sharing funds, similar to those pledged for the Municipal Facilities Revenue Bonds.



Greater Arizona Development Authority - Railroad Wash Improvements
Infrastructure Revenue Bonds - Series 2000A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2012					5,438	
July 1, 2012	90,000	795,000	100,000	5.35%	5,438	$100,875
January 1, 2013					5,700	
July 1, 2013	95,000	890,000	5,000	5.75%	0	$100,700
Totals	$185,000				$16,575	$201,575

Greater Arizona Development Authority - Public Safety Building Construction Infrastructure Revenue Bonds - Series 2001A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2012					11,363	
July 1, 2012	245,000	2,160,000	270,000	4.30%	11,363	$267,725
January 1, 2013					11,363	
July 1, 2013	260,000	2,420,000	10,000	4.50%	11,363	$282,726
Totals	$505,000				$45,451	$550,451

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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
07-14-XX	Airport Improvement Projects
11-10-01	Railroad Wash Improvements
07-10-00	Heritage Grant - Riverfront Park Project
11-10-02	Library Expansion Project
11-10-03	Capital Projects Fund
11-14-00	Recreation Center Projects
11-15-00	Evidence Storage Building
11-16-00	Land Acquisition

Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance

6/29/2011 11:03

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	536,815	448,870	20,000	705,495
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	332,292	0	0	0
Total Revenue Sources	869,107	448,870	20,000	705,495
Other Financing Sources:				
Transfers In	103,446	9,125	104,755	292,500
Carryover	28,421,851	13,915,480	15,428,395	14,674,260
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	28,525,297	13,924,605	15,533,150	14,966,760
Total Available Resources	29,394,404	14,373,475	15,553,150	15,672,255
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	0	0	0	0
Other Services and Charges	(63,004)	0	35	0
Capital Outlay	14,501,031	7,056,995	773,860	7,915,595
Reserves	0	6,816,480	14,674,260	4,471,660
Debt Service	0	0	0	0
Total Expenditures	14,438,027	13,873,475	15,448,155	12,387,255
Other Uses:				
Transfers Out	0	500,000	104,995	3,285,000
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	500,000	104,995	3,285,000
Total Expenditures and Other Uses	14,438,027	14,373,475	15,553,150	15,672,255
Net Income / (Loss)	$14,956,377	$0	$0	$0

Capital Projects - Airport Improvement Fund Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
ADOT - Runway 32	0	9,125	0	5,000	0.00%
ADOT - Perimeter Road	2,499	0	0	0	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT -Construction Electrical	0	0	0	0	0.00%
ADOT - Pavement Preservation	12,697	0	0	0	0.00%
FAA - Runway 32	0	346,750	0	200,000	0.00%
FAA - Construction Electrical	0	0	0	0	0.00%
FAA - Pavement Preservation	494,570	0	0	0	0.00%
FAA - AIP Land Acquisition	0	0	0	0	0.00%
Beacon & LED Windsocks	0	0	0	22,500	0.00%
Energy Efficient Block Grant	0	92,995	20,000	72,995	264.98%
Total Revenue Sources	509,766	448,870	20,000	300,495	1402.48%
Other Financing Sources:					
Transfers In	1,552	9,125	0	7,500	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	1,552	9,125	0	7,500	0.00%
Total Available Resources	511,318	457,995	20,000	307,995	1439.98%
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	508,819	457,995	20,000	307,995	1439.98%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	508,819	457,995	20,000	307,995	1439.98%
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	508,819	457,995	20,000	307,995	1439.98%
Net Income / (Loss)	$2,499	$0	$0	$0	

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Airport Improvement Fund

Organizational Chart:
None

General Information:
This fund is established to track major airport improvements primarily funded by the Federal Aviation Administration (FAA) and the State of Arizona Department of Transportation - (ADOT) - Aeronautics Division and the City of Cottonwood.

FY 2011 Accomplishments:

* N/A

FY 2012 Goals:

* N/A
*

Budget Highlights:
Capital for FY 2012 includes $210,000 to extend Runway 32, $72,995 for solar panels through the Energy Efficient Block grant, and $25,000 for Beacon & LED Windsocks.

Airports	Airport Improvement Fund	Fund 07 - Grants	Cost Center	14-0X

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	508,819	457,995	20,000	307,995	1439.98%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$508,819	$457,995	$20,000	$307,995	1439.98%

Staffing Levels

Item Description	2009	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
FAA Grant	$200,000	64.94%
Energy Efficient Block Grant	$72,995	23.70%
ADOT Grant	5,000	1.62%
Airport Transfer In	7,500	2.44%
	Total Funding	92.69%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Airports	Airport Improvement Fund	Fund 07 - Grants	Cost Center	14-0X

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	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

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
Perimeter Road				
Design Lighting & Runway Improvements				
Construction Electrical				
Pavement Preservation	$508,819			
Extend Runway 32		$365,000		$210,000
Solar Panels (Energy Efficient Block Grant)		92,995	$20,000	72,995
Beacon & LED Windsocks				25,000
	$508,819	$457,995	$20,000	$307,995

Capital Projects - Railroad Wash Improvements Fund Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Yavapai County	27,049	0	0	405,000	0.00%
A.D.O.T.		0	0	0	0.00%
Total Intergov'tl Revenue	27,049	0	0	405,000	0.00%
Miscellaneous Revenues					
Other Income		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	27,049	0	0	405,000	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	92,783	0	0	405,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	92,783	0	0	405,000	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	92,783	0	0	405,000	0.00%
Net Income / (Loss)	($65,734)	$0	$0	$0	

Railroad Wash Improvements

Organizational Chart:
None

General Information:
This project continues as grant funds are available.

FY 2011 Accomplishments:
Not applicable

FY 2012Goals:
Not applicable

Budget Highlights:
Capital has been budgeted for FY 2012 as a few grants have become available though Yavapai County. These include: $165,000 for RailRoad Wash, $120,000 for 6th Street and Silver Springs Wet Crossing, and $120,000 for Camino Real Street and Oak Wash Wet Crossing.

Public Works	Railroad Wash Improvements	Fund 11 - Capital Projects	Cost Center	11-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	92,783	0	0	405,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$92,783	$0	$0	$405,000	0.00%

Staffing Levels

Item Description	2010	2012	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Yavapai County	$405,000	100.00%
GADA Loan Proceeds(carryover)	0	0.00%
Interest Income	0	0.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Not Applicable				

Public Works	Railroad Wash Improvements	Fund 11 - Capital Projects	11-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	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

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012	
Category	Actual	Budget	Revised	Tentative	
Railroad Wash Improvements	$92,783			$165,000	
6th Street and Silver Springs Wet Crossing				120,000	
Camino Real Street and Oak Wash Wet Crossing				120,000	
	$92,783	$0	$0	$405,000	0.00%

Capital Projects - Heritage Grant Revenues/Expenditures/Changes in Fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	1	0	0	0	0.00%
Total Revenue Sources	1	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	1	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)	$1	$0	$0	$0	
Ending Fund Balance:					
Operating Surplus/(Losses)	1	0	0	0	0.00%
Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Ending Fund Balance	$1	$0	$0	$0	0.00%

Ending Fund Balance Designation		
	Unrestricted	$0
	Restricted	0
	Total Fund Balance	$0

Heritage Grant

Organizational Chart:
None

General Information:
Project complete.

FY 2010 Accomplishments:
Not applicable

FY 2011 Goals:
Not applicable

Budget Highlights:
Not applicable

Culture & Recreation	Heritage Grant	Fund 07 - Grants	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	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%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Intergovernmental	$0	0.00%
Other Income	0	0.00%
Carry forward	0	0.00%
Transfers In - General Fund	0	0.00%
	Total Funding	0.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Culture & Recreation	Heritage Grant	Fund 07 - Grants	Cost Center	10-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	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

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012	
Category	Actual	Budget	Revised	Tentative	
	$0	$0	$0	$0	

Capital Projects - Library Expansion Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income		0	0	0	0.00%
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	66,870	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	66,870	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	66,870	0	0	0	0.00%
Net Income / (Loss)	($66,870)	$0	$0	$0	

CIP - Library Expansion Project

Organizational Chart:
None

General Information:
With the growing population of the Verde Valley, it has become a priority to expand the Public Library to accommodate the walk in traffic of the facility. Monies set aside from a .2% sales tax and its interest was accumulating until November 1999 when a public vote decided to release any future revenues for general capital project that the City deemed necessary. The remaining balance at the time, however, was to be for Library expansion and construction only.

FY 2010Accomplishments:

* Completed the expansion of the Library

FY 2011 Goals:

N/A

Budget Highlights:
N/A

Culture & Recreation	CIP Library Expansion	Fund 11 - Capital Projects	Cost Center	10-02

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	66,870	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$66,870	$0	$0	$0	0.00%

Staffing Levels

Item Description	2010	2011.00	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Capital Reserves	$0	0.00%
Interest Income	0	0.00%
	Total Funding	0.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Culture & Recreation	CIP Library Expansion	Fund 11 - Capital Projects	Cost Center	10-02

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	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

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012	Percent
Category	Actual	Budget	Revised	Tentative	Change
Library Expansion Project	$66,870				
	$66,870	$0	$0	$0	0.00%

Capital Projects - Capital Projects Fund-Revenue/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	283,571	0	0	0	0.00%
Total Revenue Sources	283,571	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	28,421,851	12,491,330	14,644,855	14,074,260	-3.90%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	28,421,851	12,491,330	14,644,855	14,074,260	-3.90%
Total Available Resources	28,705,422	12,491,330	14,644,855	14,074,260	-3.90%
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	(75,014)	0	0	0	0.00%
Capital Outlay	953,106	6,599,000	465,600	6,317,600	1256.87%
Reserves	0	5,392,330	14,074,260	4,471,660	-68.23%
Debt Service	0	0	0	0	0.00%
Total Expenditures	878,092	11,991,330	14,539,860	10,789,260	-25.80%
Other Uses:					
Transfers Out	0	500,000	104,995	3,285,000	3028.72%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	500,000	104,995	3,285,000	3028.72%
Total Expenditures and Other Uses	878,092	12,491,330	14,644,855	14,074,260	-3.90%
Net Income / (Loss)	$27,827,330	$0	$0	$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 2010Accomplishments:

* NA

FY 2011 Goals:

N/A

Budget Highlights:
Several projects have been budgeted for FY 2012. A listing can be viewed on the following pages.

General Government	CIP Capital Projects Fund	Fund 11 - Capital Projects		Cost Center	10-03
Summary By Category					
Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	(75,014)	0	0	0	0.00%
Capital Outlay	953,106	6,599,000	465,600	6,317,600	1256.87%
Reserves	0	5,392,330	14,074,260	4,471,660	-68.23%
Debt Service	0	0	0	0	0.00%
Department Totals	$878,092	$11,991,330	$14,539,860	$10,789,260	-25.80%
		($500,000)			

Staffing Levels			
Item Description	2010	2011.00	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	$10,789,260	100.00%
Interest Income	0	0.00%
	Total Funding	100.00%

Performance Indicators				
	Actual		Estimated	Budget
Department Indicators	2009	2010	2011	2012
N/A				

General Government	CIP Capital Projects Fund	Fund 11 - Capital Projects	Cost Center	10-03

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	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

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
Building Purchase - New Court Bldg.	$554,758			
Land Acquisition			$300,900	$50,000
Remodel - New Court Bldg.	398,241		78,300	
Architecture Design - City Hall	107	$100,000		100,000
Capital Projects		5,500,000		5,500,000
Portal Signs to the City		5,000		10,000
Remodel - Old Court Bldg.		100,000	5,200	102,800
Old Town Jail remodel		70,000	16,800	60,200
Library Parking Lot Reconstruction		78,000		
Regional Communications Bldg (GADA) feasibility		360,000		
Old Town Parking		150,000	62,000	190,000
Ramada Parking @ Riverfront Park		116,000	1,400	114,600
		120,000		120,000
Garrison Park			1,000	
Gardner Property Demo				70,000
	$953,106	$6,599,000	$465,600	$6,317,600

Capital Projects - Recreation Projects Revenues/Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
City Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	48,720	0	0	0	0.00%
Total Revenue Sources	48,720	0	0	0	0.00%
Other Financing Sources:					
Transfers In	101,894	0	104,755	285,000	172.06%
Carryover	0	1,424,150	783,540	600,000	-23.42%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	101,894	1,424,150	888,295	885,000	-0.37%
Total Available Resources	150,614	1,424,150	888,295	885,000	-0.37%
					0
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	12,010	0	35	0	-100.00%
Capital Outlay	12,879,453	0	288,260	885,000	207.01%
Reserves	0	1,424,150	600,000	0	-100.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	12,891,463	1,424,150	888,295	885,000	-0.37%
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	12,891,463	1,424,150	888,295	885,000	-0.37%
Net Income / (Loss)	($12,740,849)	$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 will provide the community with a state-of-the-art Aquatics/Multigenerational Center in the near future for all to enjoy. The City will bond out for the project on July 1, 2007 with direction from the City Council on Architectural Design and the hiring of various firms to initiate construction documents shortly thereafter.

FY 2010 Accomplishments:

* Completed 100% of Construction phase of the project on February 20, 2010.

FY 2011 Goals:
N/A

Budget Highlights:
For FY 2012 $600,000 has been allocated for solar pannels to help reduce the high cost of electricity at the Recreation Center.

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 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	12,010	0	35	0	-100.00%
Capital Outlay	12,879,453	0	288,260	885,000	207.01%
Reserves	0	1,424,150	600,000	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$12,891,463	$1,424,150	$888,295	$885,000	-0.37%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Capital Reserves	$600,000	67.80%
Interest Income	0	0.00%
Transfers In	285,000	32.20%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

Supplemental Data: Capital Outlay

Expenditure	2010	2011		2012
Category	Actual	Budget	Revised	Tentative
Communications building architectural design			$75,000	$285,000
Evidence bldg	$101,894		29,755	
Rec Center Construction	11,814,273		161,525	
Rec Center Furnishing & Equip	669,821		20,850	
Rec Center Architectural	292,645		1,130	
Land Acquisition	820			
Rec Center Solar Project				600,000
	$12,879,453	$0	$288,260	$885,000

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ENTERPRISE FUNDS

Enterprise funds are used to account operations:

1) that are financed and operated in manner similar to a private business enterprise - where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or

2) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes to the residents.

Fund/Account Number	Description
06-10-0X	Wastewater Treatment Fund
16-10-0X	Water System Fund

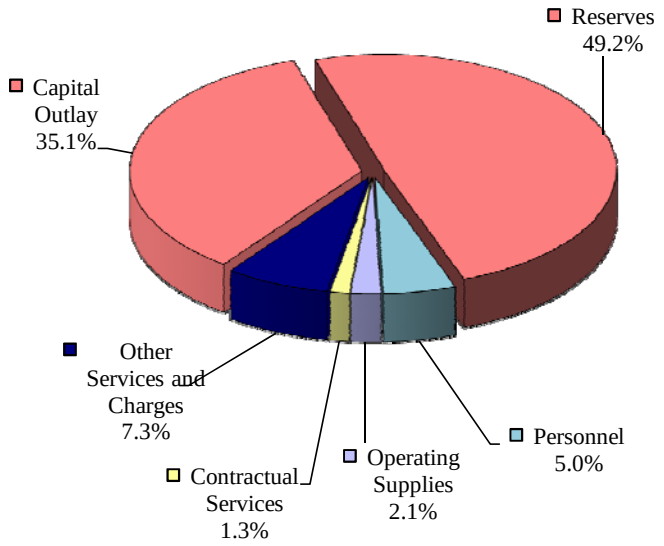
Consolidated Statement of Revenues/Expenses

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,381,417	6,882,190	6,697,055	6,846,930
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	186,082	186,190	68,865	68,900
Miscellaneous Revenues	490,787	135,300	439,470	375,040
Total Revenue Sources	7,058,286	7,203,680	7,205,390	7,290,870
Other Financing Sources:				
Transfers In	0	500,000	102,415	3,000,000
Carryover	2,895,640	7,501,240	16,318,070	11,948,835
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	40,910,000	0	7,220,000
Total Other Financing Sources	2,895,640	48,911,240	16,420,485	22,168,835
Total Available Resources	9,953,926	56,114,920	23,625,875	29,459,705
Expenses:				
Personnel	1,561,259	1,642,490	1,596,280	1,641,090
Operating Supplies	680,626	647,350	608,630	724,050
Contractual Services	348,254	842,050	273,415	403,900
Other Services and Charges	1,509,501	35,324,540	1,767,975	2,397,600
Depreciation	1,564,866	0	0	0
Capital Outlay	675,383	7,386,800	2,027,980	7,791,100
Reserves	36,545	7,752,890	14,836,295	13,974,655
Debt Service	1,607,447	2,518,800	2,515,300	2,527,310
Total Expenses	7,983,881	56,114,920	23,625,875	29,459,705
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	7,983,881	56,114,920	23,625,875	29,459,705
Net Income / (Loss)	$1,970,045	$0	$0	$0

Wastewater Facility Fund Expenses By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Reserves	Total
Sub-Total	$599,440	$248,550	$158,600	$864,955	$4,181,750	$0	$5,873,945	$11,927,240
Total	$599,440	$248,550	$158,600	$864,955	$4,181,750	$0	$5,873,945	$11,927,240

Wastewater Facility Fund Expenses by Category

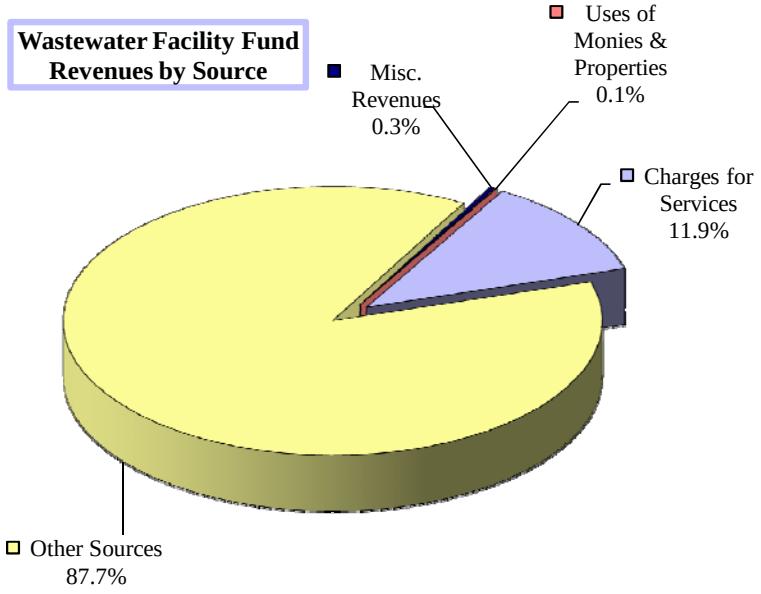


Wastewater Facility Fund Summary	
Revenues	$1,465,900
Expenses	(11,927,240)
Revenues over (under) Expenses	(10,461,340)
Other Funding Sources/Uses	10,461,340
(Use)/Source of Retained Earnings	$0

Wastewater Facility Fund Revenues By Source

Uses of Monies & Properties	$10,000
Charges for Services	1,422,400
Other Sources	10,461,340
Misc. Revenues	33,500
Total Resources Available	$11,927,240

Wastewater Facility Fund Revenues by Source



Fiscal Year 2012 Budget

Wastewater Facility Fund Revenues/Expenses

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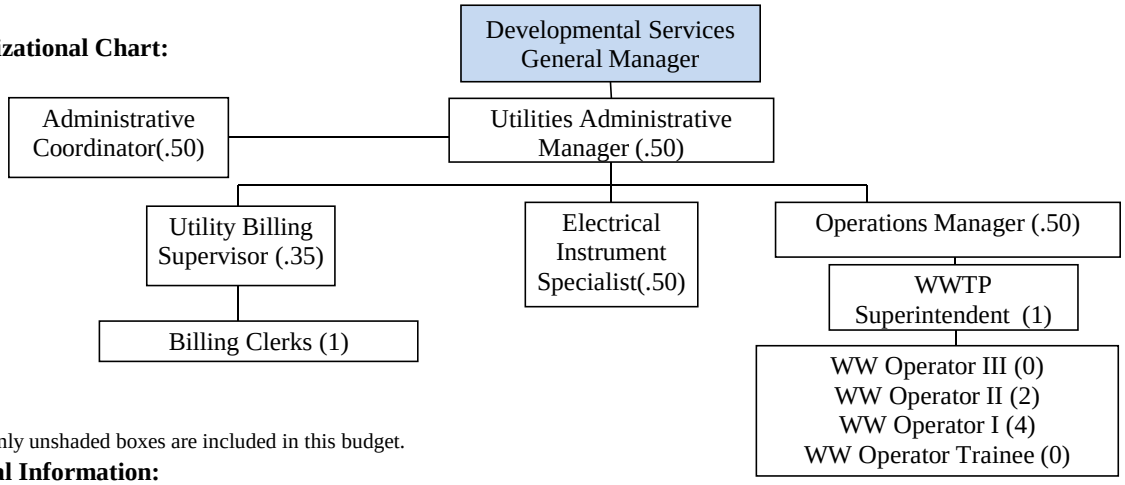
Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax (Portion of 1%)	0	0	0	0	0.00%
Charges for Services					
User Fees	1,389,721	1,233,900	1,372,825	1,412,900	2.92%
Tap Fees	8,884	500	500	500	0.00%
Effluent Revenue	0	9,000	10,500	9,000	-14.29%
Uses of Monies & Properties					
Interest Income	68,683	60,000	10,000	10,000	0.00%
Miscellaneous Revenue					
Other Income	91,290	52,500	98,000	33,500	-65.82%
Total Revenue Sources	1,558,578	1,355,900	1,491,825	1,465,900	-1.74%
Other Financing Sources:					
Transfers In	0	500,000	102,415	3,000,000	2829.26%
Carryover	0	2,367,700	3,628,100	3,461,340	-4.60%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	4,000,000	0	4,000,000	0.00%
Total Other Financing Sources	0	6,867,700	3,730,515	10,461,340	180.43%
Total Available Resources	1,558,578	8,223,600	5,222,340	11,927,240	128.39%
Expenses:					
Personnel	553,456	591,860	575,445	599,440	4.17%
Operating Supplies	218,871	227,350	218,225	248,550	13.90%
Contractual Services	117,684	158,050	84,410	158,600	87.89%
Other Services and Charges	518,333	554,900	562,920	864,955	53.66%
Depreciation	544,707	0	0	0	0.00%
Capital Outlay	66,493	3,868,000	320,000	4,181,750	1206.80%
Reserves	0	2,823,440	3,461,340	5,873,945	69.70%
Debt Service	0	0	0	0	0.00%
Total Expenses	2,019,544	8,223,600	5,222,340	11,927,240	128.39%
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	2,019,544	8,223,600	5,222,340	11,927,240	128.39%
Net Income / (Loss)	($460,966)	$0	$0	$0	

Wastewater Facility Fund

Organizational Chart:

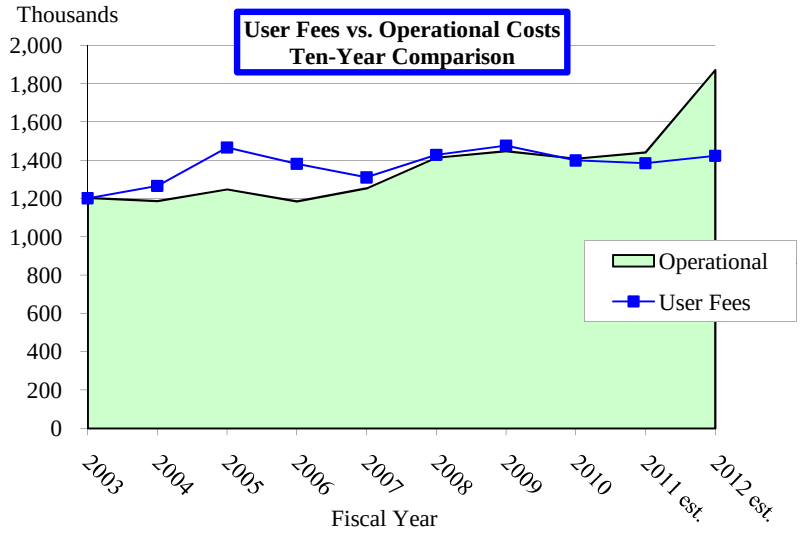


Note: Only unshaded boxes are included in this budget.

General Information:

The Wastewater Division is responsible for the operation and maintenance of 1.5 million gallons per day (MGD) wastewater treatment facility, 52 miles of collection system, five sewage lift stations, approximately 80 acres of effluent reuse area, and the Del Monte Riparian Zone. The Wastewater Division is also responsible for tap installations for new homes and businesses, operation of Reclaimed Water Delivery System, and field locating (blue staking) of the underground collection system.

	Operational Costs	User Fees Fees
2003	1,204,227	1,201,131
2004	1,187,349	1,265,088
2005	1,247,680	1,466,036
2006	1,185,770	1,380,700
2007	1,253,748	1,310,073
2008	1,413,466	1,427,683
2009	1,448,131	1,475,935
2010	1,408,344	1,398,605
2011 est.	1,441,000	1,383,825
2012 est.	1,871,545	1,422,400



FY 2012 Accomplishments:

Projects Completed:

* Sand Filter replacement phase 2
* UV re-lamp phase 3
* Riverfront WRF - Preconstruction Stage

FY 2012 Goals:

Projects Scheduled:

* Lift station 4 expansion project
* WWTP telescoping valve installation
* Riverfront WRF Design approval
* Lift Station Pump upgrade- Working on options
* Reclaimed water irrigation Vault upgrade
* Headworks-Engineering upgrades

Budget Highlights:

Capital for FY 2012 has been budgeted at $4,181,750. Several large projects are in the works including $3,000,000 for the new Riverfront Wastewater Reclamation Facility. A complete listing can be viewed on the following pages within this departments budget.

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund	Cost Center	10-0X

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$553,456	$591,860	$575,445	$599,440	4.17%
Operating Supplies	218,871	227,350	218,225	248,550	13.90%
Contractual Services	117,684	158,050	84,410	158,600	87.89%
Other Services and Charges	518,333	554,900	562,920	864,955	53.66%
Depreciation (net)	544,707	0	0	0	0.00%
Capital Outlay	66,493	3,868,000	320,000	4,181,750	1206.80%
Reserves	0	2,823,440	3,461,340	5,873,945	69.70%
Debt Service	0	0	0	0	0.00%
Department Totals	$2,019,544	$8,223,600	$5,222,340	$11,927,240	128.39%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	10.35	10.40	10.40

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Taxes	$0	0.00%
Charges for Service	1,422,400	11.93%
Other Income	43,500	0.36%
Other Sources	10,461,340	87.71%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
Wastewater Treated (millions of gallons)	370	388	400	400.0
Reclaimed Water Sold (1,000s of gallons)	10,000	10,000	53,000	53,000
Blue Stake Requests	1060	1120	634	634
Taps Installed	12	15	5	5
Sewer Billings	39,000	40,000	42,000	42,000
Sewer Line Video Taped	120,636	10,000	2,000	2,000
WWTP Efficiency (Permit Required):				
BOD (85% Required)	97%	97%	97%	97%
TSS (85% Required)	99%	99%	99%	99%

Health and Sanitation	Fund 06 - Enterprise Fund				Cost Center	10-0X
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	3945	5720	29,575
Operations Manager	0.50	0.50	0.50	3574	5182	20,020
WWTP Superintendent	1.00	1.00	1.00	3238	4695	48,930
WW Operator III	1.00	1.00	1.00	2407	3491	0
WW Operator II	3.00	3.00	3.00	2291	3322	72,640
WW Operator I	2.00	2.00	2.00	2076	3010	121,420
Administrative Coordinator	0.50	0.50	0.50	559	810	17,315
Electrical Inst. Specialist	0.50	0.50	0.50	1467	2127	23,935
Utility Billing Supervisor	0.35	0.35	0.35	1079	1564	15,575
Utility Billing Clerk	1.00	1.05	1.05	1976	2865	29,260
Holiday Pay & Overtime						37,000
Clothing Allowance						2,500
Car Allowance & Cert pay						960
Merit Contingency						0
Retirement						44,900
Insurance & Taxes						135,410
Other Related Expenses						0
Totals	10.35	10.40	10.40			$599,440

Supplemental Data: Capital Outlay					
Item	2010	2011		2012	
Description	Actual	Budget	Revised	Tentative	
Hwy 260 Line Extensions		$1,900,000		$100,000	
Parking Lot Reconstructin				57,000	
Laboratory Info Mngmt Sys		25,000			
Billing Computers	$842				
Backup Pumps/Storage	26,039	400,000	$100,000	150,000	
Lift Station	971				
Bella Montana Water Reclamation Facility					
Conf. Spc gas detector, tripod & hoist -	5,449				
Riverfront Wastewater Reclamation Plant		500,000	7,000	3,000,000	
Manual Transfer Switch LS#4		7,000			
3/4Ton Truck & Utility Vehicle		47,000			
W. Mingus reconstuction - Reclaimed water lines	0	255,000	0	255,000	
Lift Station Roof Repair		6,000			
Lift Station SCADA Upgrades	(36,897)	6,000			
Cable and line Locator & GPS unit for ADEQ					
Upgrades - WWTP Construction		500,000	100,000	400,000	
Protective coating-Plant		22,000			
Server for Utilities @ 50%	4,649				
Reclaimed Water Pumping System Upgrade	14,919				
Lining and Point Repair				85,000	
Generator Lift Station 1				40,000	
Concrete/Steel for Centrifuge Processing Area				60,000	
UV Disinfection Lamps and Hardware	9,715				
WW Collection System Master Plan					
WWTP HEADWORKS					
Building Purchase & Remodel	0				
WWTP Master Plan	40,806				
ADEQ Brownsfield Grant (Gardner Property)		200,000	0	0	
M&O Equipment			113,000	34,750	
	$66,493	$3,868,000	$320,000	$4,181,750	

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund	Cost Center	10-0X

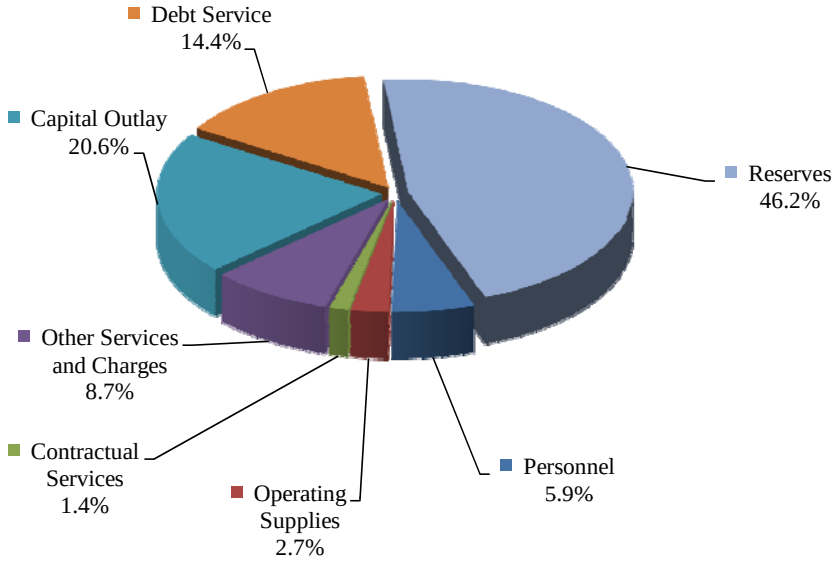
Supplemental Data: Expenditures

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Supplies					
Office Supplies	4,330	1,600	1,600	1,900	18.75%
Copier Supplies	650	750	750	750	0.00%
Gas & Oil	7,902	8,000	10,875	11,000	1.15%
Vehicle Maint & Repairs	4,671	7,000	4,500	7,000	55.56%
Equipment Maint & Repairs	156,396	150,000	150,000	150,000	0.00%
Chlorine	2,014	2,000	2,500	2,500	0.00%
Polymer	14,693	16,000	16,000	16,000	0.00%
Postage & Freight	11,048	11,000	10,000	8,400	-16.00%
Building Maint & Repairs	2,657	3,000	2,000	23,000	1050.00%
Operational Supplies	14,510	28,000	20,000	28,000	40.00%
Total Supplies	218,871	227,350	218,225	248,550	13.90%
Contractual Services					
Contractual Services	44,502	54,000	19,000	54,000	184.21%
Computer Support	3,438	4,000	5,110	4,000	-21.72%
Sludge Disposal	69,302	100,000	60,000	100,000	66.67%
Employee Physicals	403	0	100	100	0.00%
Legal Advertising	39	50	200	500	
General Counsel	0	0	0	0	0.00%
Total Contractual Services	117,684	158,050	84,410	158,600	87.89%
Other Services and Charges					
Travel & Training	2,232	2,000	1,000	2,000	100.00%
Subscriptions & Memberships	224	750	500	750	50.00%
Printing & Forms	1,121	1,500	1,500	750	-50.00%
Utilities	296,260	316,500	352,600	367,600	4.25%
Telephone	3,109	3,000	3,270	3,400	3.98%
Bad Debt Expense	17,105	12,000	12,000	12,000	0.00%
Lab/Testing	40,916	50,000	50,000	50,000	0.00%
Tools	295	1,500	1,500	1,500	0.00%
Equipment Rental	1,179	1,500	1,000	1,500	50.00%
Liability Insurance	26,780	36,750	36,750	38,600	5.03%
ADEQ Annual Fee	13,379	15,000	14,000	15,000	7.14%
Indirect Cost to General Fund	111,993	110,000	88,000	371,055	321.65%
Investment Expense	3,567	4,000	400	400	0.00%
Auction Fees	0	0	0	0	0.00%
Bank Charges	173	400	400	400	0.00%
Total Other Services & Charges	518,333	554,900	562,920	864,955	53.66%

Water System Facility Fund Expenses By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Reserves	Total
Category	$1,041,650	$475,500	$245,300	$1,532,645	$3,609,350	$2,527,310	$8,100,710	$17,532,465
	$1,041,650	$475,500	$245,300	$1,532,645	$3,609,350	$2,527,310	$8,100,710	$17,532,465

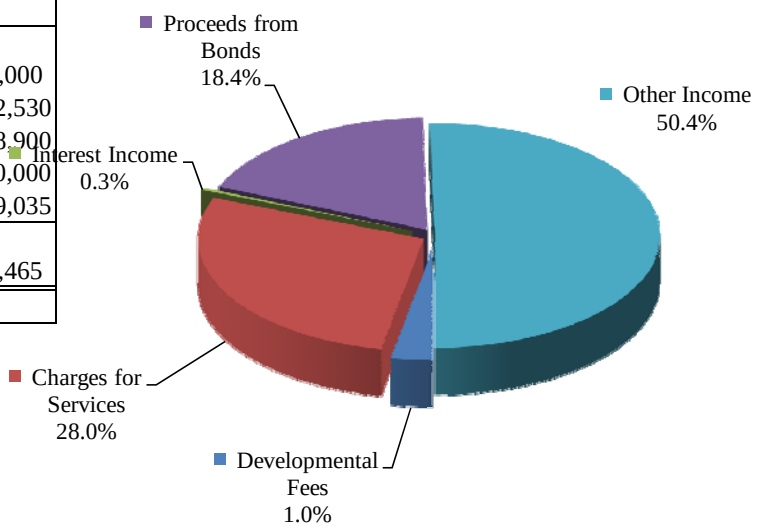
Water System Facility Fund Expenses by Category



Water System Facility Fund Summary	
Revenues	$14,312,465
Expenses	(17,532,465)
Revenues over (under) Expenses	(3,220,000)
Other Funding Sources/Uses	3,220,000
(Use)/Source of Retained Earnings	$0

Water Facility Fund Revenues By Source	
Developmental Fees	$522,000
Charges for Services	4,902,530
Interest Income	58,900
Proceeds from Bonds	3,220,000
Other Income	8,829,035
Total Resources Available	$17,532,465

Water System Facility Fund Revenues by Source

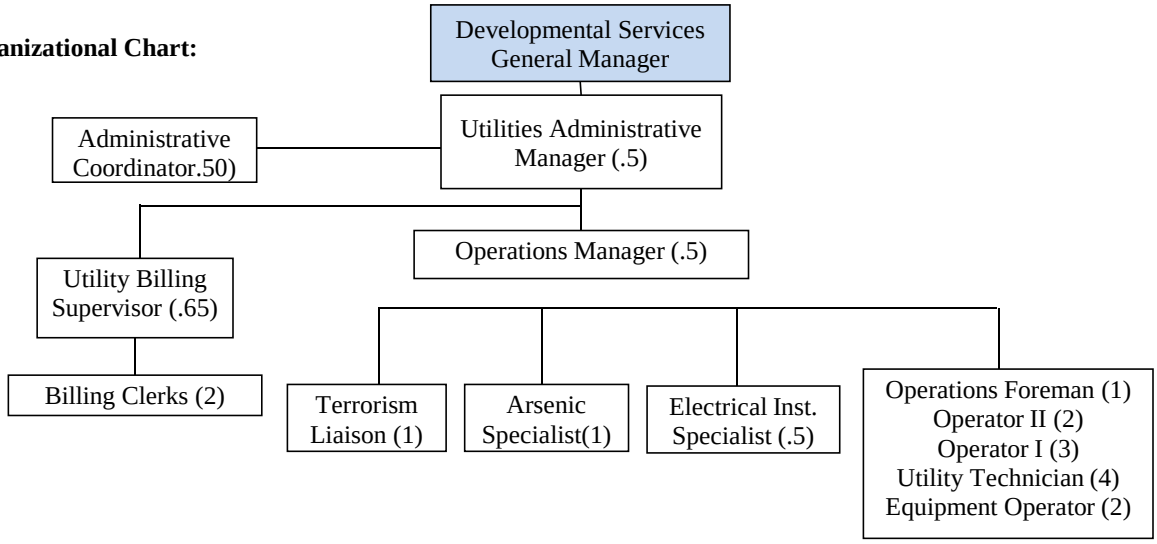


Water System Facility Fund Revenues/Expenses/Changes in Retained Earnings

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	0	0	0	0	0.00%
Charges for Services					
User Fees	4,459,160	5,114,960	4,781,800	4,902,530	2.52%
Reserves	523,652	523,830	531,430	522,000	-1.77%
Uses of Monies & Properties					
Interest Income	117,399	126,190	58,865	58,900	0.06%
Miscellaneous Revenue	0				
Other Income	399,497	82,800	341,470	341,540	0.02%
Total Revenue Sources	5,499,708	5,847,780	5,713,565	5,824,970	1.95%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	2,895,640	5,133,540	12,689,970	8,487,495	-33.12%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	36,910,000	0	3,220,000	0.00%
Total Other Financing Sources	2,895,640	42,043,540	12,689,970	11,707,495	-7.74%
Total Available Resources	8,395,348	47,891,320	18,403,535	17,532,465	-4.73%
Expenses:					
Personnel	1,007,803	1,050,630	1,020,835	1,041,650	2.04%
Operating Supplies	461,755	420,000	390,405	475,500	21.80%
Contractual Services	230,570	684,000	189,005	245,300	29.78%
Other Services and Charges	991,168	34,769,640	1,205,055	1,532,645	27.18%
Depreciation	1,020,159	0	0	0	0.00%
Capital Outlay	608,890	3,518,800	1,707,980	3,609,350	111.32%
Reserves	36,545	4,929,450	11,374,955	8,100,710	-28.78%
Debt Service	1,607,447	2,518,800	2,515,300	2,527,310	0.48%
Total Expenses	5,964,337	47,891,320	18,403,535	17,532,465	-4.73%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	5,964,337	47,891,320	18,403,535	17,532,465	-4.73%
Net Income / (Loss)	$2,431,011	$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.

FY 2011 Accomplishments:

* Projects Completed:
    * Clemenceau System Decommission
    * Verde Village well 6-1 Decommission
    * Verde Village well 8-1 Decommission
    * Complete Arsenic system installation and compliance
    * Wellsite 8/9 Reservoir-site work under way
    * Quail Canyon well rebuild
    * Verde Village, Verde Santa Fe well electrical upgrades

FY 2012 Goals:

* Projects Scheduled:
    * Mingus Waterline
    * Pine shadows Waterline
    * HWY 260 waterline
    * Combined billing for water and Wastewater
    * Budget Billing - Equalizing monthly payments for customers
    * Cottonwood Cares-donation
    * Well site 8/9 Reservoir - construction
    * Purchase, design and build second mobile arsenic regeneration trailer
    * Mesquite Hills wellsite aresenic installation

Budget Highlights:

Capital for FY 2012 has been budgeted at $3,609,350. Several large projects are in the works including $1,250,000 for water system upgrades on Hwy 260. A complete listing can be viewed on the following pages.

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund		Cost Center	10-0X
Summary By Category					
Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$1,007,803	$1,050,630	$1,020,835	$1,041,650	2.04%
Operating Supplies	461,755	420,000	390,405	475,500	21.80%
Contractual Services	230,570	684,000	189,005	245,300	29.78%
Other Services and Charges	991,168	34,769,640	1,205,055	1,532,645	27.18%
Depreciation (net)	1,020,159	0	0	0	0.00%
Capital Outlay	608,890	3,518,800	1,707,980	3,609,350	111.32%
Reserves	36,545	4,929,450	11,374,955	8,100,710	-56.66%
Transfers out - Debt Service	0	0	0	0	
Debt Service	1,607,447	2,518,800	2,515,300	2,527,310	0.48%
Department Totals	$5,964,337	$47,891,320	$18,403,535	$17,532,465	-4.73%

Staffing Levels			
Item Description	2010	2011	2012
Full Time Equivalents:	16.15	18.10	18.10

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Development Reserves	$522,000	2.98%
Charges for Service	4,902,530	27.96%
Other Income	400,440	2.28%
Other Sources	11,707,495	66.78%
	Total Funding	100.00%

Performance Indicators				
	Actual		Estimated	Budget
Department Indicators	2009	2010	2011	2012
Pumping Capacity (Million gallons per day)	8	9	9	
Average Pumpage (Million gallons per day)	3	3	2	
Number of Wells	28	23	31	
Number of Storage Tanks	27	21	26	
Blue Stakes Requested	2,116	2,150	1,396	
Meters Read	109,500	120,000	123,000	
Leaks Repaired	200	250	250	

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X

Supplemental Data: Personnel

Authorized Positions	Number of FTE's			Salary Range		2011
Job Classifications	2010	2011	2012	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	2959	4290	$29,575
Operations Manager	0.50	0.50	0.50	2680	3886	$37,180
Utility Billing Supervisor	0.65	0.65	0.65	3402	4932	28,925
Utility Technician	4.00	3.00	3.00	2003	2904	75,955
Utility Billing Clerk	2.00	1.95	1.95	1976	2865	54,345
Operator I	3.00	3.00	3.00	1976	2865	61,025
Operator II	2.00	2.00	2.00	2076	3010	70,895
Operations Foreman	1.00	1.00	1.00	2291	3322	43,235
Electrical Inst. Specialist	0.50	0.50	0.50	2657	3853	23,935
Administrative Coordinator	0.50	0.50	0.50	1467	2127	17,315
Arsenic Specialist - new 3/4 of year	1.00	1.00	1.00	1118	1621	39,545
Terrorism Liaison Officer	0.50	0.50	0.50	1234	1789	32,815
Utility Equipment Operator	0.00	2.00	2.00	3319	4812	96,635
Utility Technician Frozen	0.00	1.00	1.00	2529	3667	0
Overtime						81,500
Holiday Pay						2,000
Car & Clothing Allowance						6,000
Merit Contingency						0
Retirement						71,170
Insurance & Taxes						269,100
Employee Related Expenses						500
Totals	16.15	18.10	18.10			$1,041,650

Supplemental Data: Capital Outlay

Item	2010	2011		2012
Description	Actual	Budget	Revised	Tentative
Computers/Laptops	$7,956	$11,800	$156,765	
Trailer Mounted Air Compressor				$9,000
Acquisition Costs	2,218			
Arsenic Mitigation		250,000	250,000	
Aid in Lieu of Construction	138,145	130,000	117,375	130,000
Line Extensions	27,554			
Water System Upgrades	188,522	500,000	500,000	500,000
Fire Hydrant/Flow Improvements	217,736	500,000	500,000	250,000
Well Improvements	19,360	250,000	150,000	100,000
Water Storage/Well Booster		125,000	16,180	750,000
Arsenic Trailer				55,000
3/4 Ton Truck W/Crane				36,500
Stand-by Generator				44,000
Well site 8/9 permanent Generator				108,600
Mini Excavator		21,000		
Computers/Laptops				6,250
Trust Land Annexation	7,399	200,000	2,920	
Construction-General Plan				114,000
Building Purchase & Remodel			14,290	
Valves		25,000		
Hwy 260 Water Systems Upgrades		1,250,000	450	1,250,000
W. Mingus Reconstruction - Replace Failing Wtr Lines		256,000		256,000
	$608,890	$3,518,800	$1,707,980	$3,609,350

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund		Cost Center	10-0X
Supplemental Data: Expenditures					
Item	2010	2011		2012	Percent
Description	Actual	Budget	Revised	Tentative	Change
Supplies					
Office Supplies	13,801	7,500	11,000	11,000	0.00%
Copier Supplies	2,507	2,500	1,500	1,500	0.00%
Gas & Oil	38,332	40,000	40,000	40,000	0.00%
Vehicle Maint & Repairs	12,874	12,000	12,050	12,000	-0.41%
Equipment Maint & Repairs	288,111	201,000	201,000	240,000	19.40%
Chemicals	24,329	100,000	60,000	100,000	66.67%
Postage & Freight	38,369	36,500	36,200	37,500	3.59%
Tools	3,533	4,000	4,000	4,000	0.00%
Building Maint & Repairs	3,686	2,500	4,655	4,500	-3.33%
Operational Supplies	36,213	14,000	20,000	25,000	25.00%
Total Supplies	461,755	420,000	390,405	475,500	21.80%
Contractual Services					
Contractual Services	201,221	250,000	150,000	205,800	37.20%
Contractual Services M&O	0	400,000	0	0	0.00%
Contractual Services Billing	6,345	0	4,505	0	-100.00%
Contractual Services GP	13,500	30,000	30,000	30,000	0.00%
Operating Lease	9	0	0	0	0.00%
Computer Support	5,610	4,000	4,500	4,500	0.00%
General Counsel	3,885	0	0	5,000	0.00%
Total Contractual Services	230,570	684,000	189,005	245,300	29.78%
Other Services and Charges					
Travel & Training	5,954	9,000	3,500	8,500	142.86%
Subscriptions & Memberships	772	1,600	1,300	1,600	23.08%
Printing & Forms	17,369	15,000	15,000	14,000	-6.67%
Utilities	352,731	304,000	354,000	339,200	-4.18%
Telephone	13,144	14,500	27,065	28,420	5.01%
Bad Debt Expense	1,693	0	0	0	0.00%
Legal Advertising	303	1,500	1,000	3,000	200.00%
Liability Insurance	47,541	47,540	77,290	80,290	3.88%
Lab/Testing	15,788	20,000	15,000	25,000	66.67%
Verde River Basin Partnership	0	0	1,000	1,000	0.00%
Equipment Rental	150	3,000	1,000	2,000	100.00%
Arsenic Systems Maintenance	0	250,000	250,000	250,000	0.00%
Indirect Cost to General Fund	420,558	368,000	420,900	710,635	68.84%
ADEQ Annual Fee	24,500	30,000	24,500	50,000	104.08%
Payment Assistance Program	10,500	10,500	10,500	15,500	47.62%
Bonding Expense	0	33,690,000	0	0	0.00%
Investment Expense	79,165	4,000	3,000	3,500	16.67%
Verde River Days	1,000	1,000	0	0	0.00%
Bank Charges					0.00%
Total Other Services & Charges	991,168	34,769,640	1,205,055	1,532,645	27.18%
Debt Service					
Interest - 2004 MPC Bond	530,665	521,030	521,030	507,440	-2.61%
Principal - 2004 MPC Bond	0	435,000	435,000	445,000	2.30%
Trustee Fees - 2004 MPC Bond	2,001	5,000	1,500	1,500	0.00%
Interest - 2006 MPC Bond	1,073,280	1,071,270	1,071,270	1,051,870	-1.81%
Principal - 2006 MPC Bond	0	485,000	485,000	520,000	7.22%
Trustee Fees - 2006 MPC Bond	1,501	1,500	1,500	1,500	0.00%
Total Other Services & Charges	1,607,447	2,518,800	2,515,300	2,527,310	0.48%

Municipal Property Corporation

Senior Lien Water System Revenue Bonds, Series 2004 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal			Rate	Int/Fees	Debt
	Payments	Retired	Balance			Service
January 1, 2012					254,470	
July 1, 2012	445,000	2,605,000	10,975,000	3.25%	254,470	$953,940
January 1, 2013					247,239	
July 1, 2013	460,000	3,065,000	10,515,000	3.38%	247,239	$954,478
January 1, 2014					239,477	
July 1, 2014	475,000	3,540,000	10,040,000	3.50%	239,477	$953,954
January 1, 2015					231,164	
July 1, 2015	495,000	4,035,000	9,545,000	3.63%	231,164	$957,328
January 1, 2016					222,192	
July 1, 2016	510,000	4,545,000	9,035,000	3.75%	222,192	$954,384
January 1, 2017					212,630	
July 1, 2017	530,000	5,075,000	8,505,000	3.75%	212,630	$955,260
January 1, 2018					202,692	
July 1, 2018	550,000	5,625,000	7,955,000	4.00%	202,692	$955,384
January 1, 2019					191,692	
July 1, 2019	570,000	6,195,000	7,385,000	4.00%	191,692	$953,384
January 1, 2020					180,292	
July 1, 2020	595,000	6,790,000	6,790,000	4.13%	180,292	$955,584
January 1, 2021					168,020	
July 1, 2021	620,000	7,410,000	6,170,000	4.20%	168,020	$956,040
January 1, 2022					155,000	
July 1, 2022	645,000	8,055,000	5,525,000	4.31%	155,000	$955,000
January 1, 2023					138,875	
July 1, 2023	680,000	8,735,000	4,845,000	4.41%	138,875	$957,750
January 1, 2024					121,875	
July 1, 2024	710,000	9,445,000	4,135,000	4.55%	121,875	$953,750
January 1, 2025					104,125	
July 1, 2025	750,000	10,195,000	3,385,000	4.55%	104,125	$958,250
January 1, 2026					85,375	
July 1, 2026	785,000	10,980,000	2,600,000	4.55%	85,375	$955,750
January 1, 2027					65,750	
July 1, 2027	825,000	11,805,000	1,775,000	4.55%	65,750	$956,500
January 1, 2028					45,125	
July 1, 2028	865,000	12,670,000	910,000	4.55%	45,125	$955,250
January 1, 2029					23,500	
July 1, 2029	910,000	13,580,000	0	5.00%	23,500	$957,000
Totals	$11,420,000				$5,778,986	$17,198,986

Municipal Property Corporation

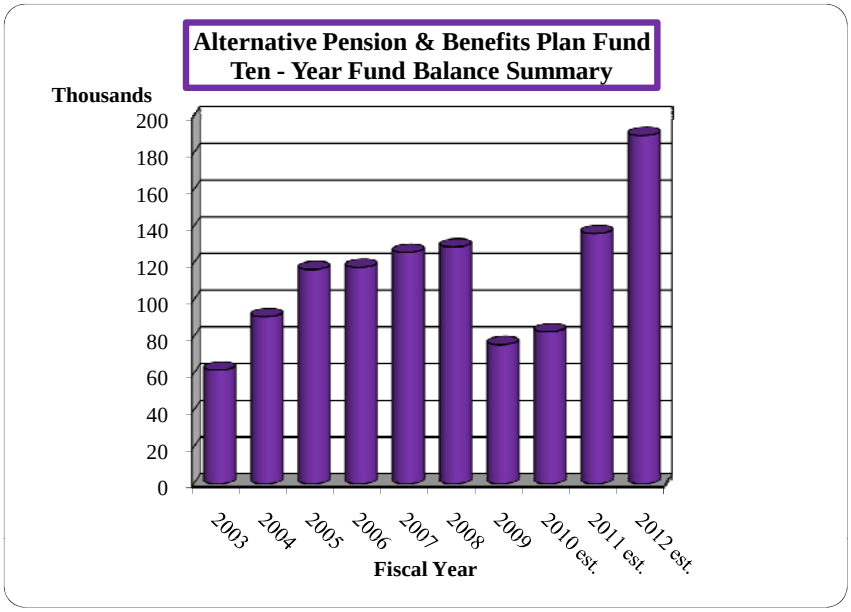
Senior Lien Water System Revenue Bonds, Series 2006 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Int/Fees	Debt Service
January 1, 2012					525,936	
July 1, 2012	520,000	2,215,000	21,750,000	4.00%	525,936	$1,571,872
January 1, 2013					515,535	
July 1, 2013	515,000	2,730,000	21,235,000	5.00%	515,535	$1,546,070
January 1, 2014					502,660	
July 1, 2014	525,000	3,255,000	20,710,000	3.75%	502,660	$1,530,320
January 1, 2015					492,816	
July 1, 2015	610,000	3,865,000	20,100,000	3.80%	492,816	$1,595,633
January 1, 2016					481,226	
July 1, 2016	630,000	4,495,000	19,470,000	5.00%	481,226	$1,592,453
January 1, 2017					465,476	
July 1, 2017	665,000	5,160,000	18,805,000	5.00%	465,476	$1,595,953
January 1, 2018					448,851	
July 1, 2018	700,000	5,860,000	18,105,000	4.00%	448,851	$1,597,703
January 1, 2019					434,851	
July 1, 2019	725,000	6,585,000	17,380,000	4.00%	434,851	$1,594,703
January 1, 2020					420,351	
July 1, 2020	760,000	7,345,000	16,620,000	4.00%	420,351	$1,600,703
January 1, 2021					405,151	
July 1, 2021	790,000	8,135,000	15,830,000	4.10%	405,151	$1,600,303
January 1, 2022					388,956	
July 1, 2022	820,000	8,955,000	15,010,000	4.13%	388,956	$1,597,913
January 1, 2023					372,044	
July 1, 2023	855,000	9,810,000	14,155,000	1.25%	372,044	$1,599,088
January 1, 2024					353,875	
July 1, 2024	890,000	10,700,000	13,265,000	5.00%	353,875	$1,597,750
January 1, 2025					331,625	
July 1, 2025	935,000	11,635,000	12,330,000	5.00%	331,625	$1,598,250
January 1, 2026					308,250	
July 1, 2026	980,000	12,615,000	11,350,000	5.00%	308,250	$1,596,500
January 1, 2027					283,750	
July 1, 2027	1,030,000	13,645,000	10,320,000	5.00%	283,750	$1,597,500
January 1, 2028					258,000	
July 1, 2028	1,080,000	14,725,000	9,240,000	5.00%	258,000	$1,596,000
January 1, 2029					231,000	
July 1, 2029	1,135,000	15,860,000	8,105,000	5.00%	231,000	$1,597,000
January 1, 2030					202,625	
July 1, 2030	1,190,000	17,050,000	6,915,000	5.00%	202,625	$1,595,250
January 1, 2031					172,875	
July 1, 2031	1,255,000	18,305,000	5,660,000	5.00%	172,875	$1,600,750
January 1, 2032					141,500	
July 1, 2032	1,315,000	19,620,000	4,345,000	5.00%	141,500	$1,598,000
January 1, 2033					108,625	
July 1, 2033	1,375,000	20,995,000	2,970,000	5.00%	108,625	$1,592,250
January 1, 2034					74,250	
July 1, 2034	1,450,000	22,445,000	1,520,000	5.00%	74,250	$1,598,500
January 1, 2035					38,000	
July 1, 2035	1,520,000	23,965,000	0	5.00%	38,000	$1,596,000
Totals	$22,270,000				$15,916,460	$38,186,460

FIDUCIARY FUNDS

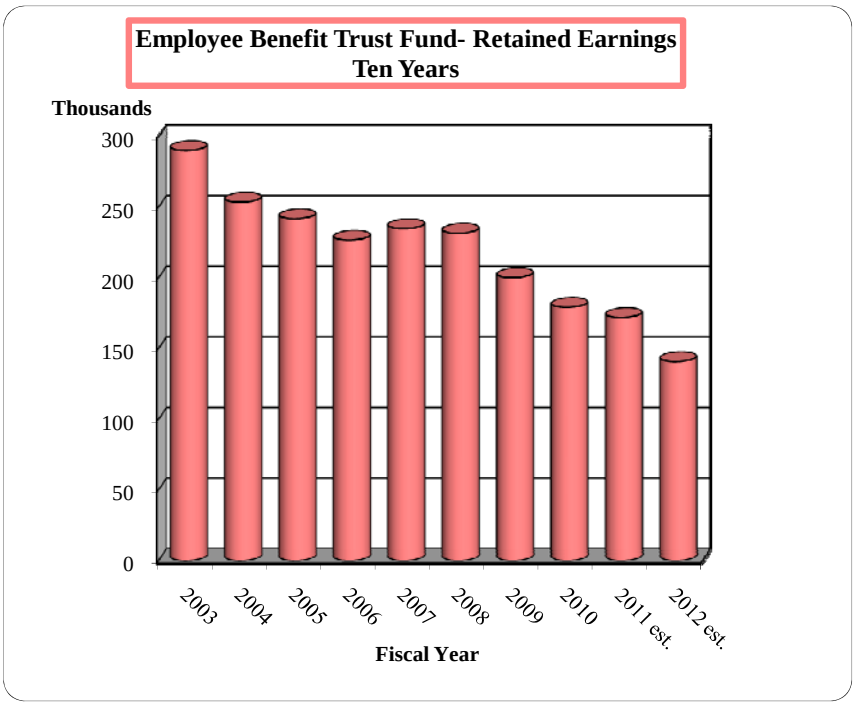
These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fund/Account Number	Description
09	Alternative Pension and Benefits Plan Fund
10	Employee Benefit Trust Fund



Fiscal Year	Fund Balance
2003	62,060
2004	91,127
2005	116,761
2006	117,891
2007	126,025
2008	129,017
2009	75,900
2010 est.	82,973
2011 est.	136,400
2012 est.	189,750

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
2003	290,146
2004	253,466
2005	241,814
2006	226,721
2007	234,811
2008	231,573
2009	200,101
2010	179,117
2011 est.	171,970
2012 est.	140,770

Consolidated Statement of Revenues/Expenditures

6/29/2011 11:03

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative
Revenue Sources:				
Taxes	0	0	0	0
Intergovernmental Revenues	24,606	23,000	23,000	23,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	17,893	24,000	40,000	40,000
Miscellaneous Revenues	1,212	750	750	750
Total Revenue Sources	43,711	47,750	63,750	63,750
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	0	248,460	283,070	308,370
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	248,460	283,070	308,370
Total Available Resources	43,711	296,210	346,820	372,120
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	30,236	37,600	34,250	37,400
Other Services and Charges	27,389	12,400	4,200	4,200
Capital Outlay	0	0	0	0
Reserves	0	246,210	308,370	330,520
Debt Service	0	0	0	0
Total Expenditures	57,625	296,210	346,820	372,120
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	57,625	296,210	346,820	372,120
Net Income / (Loss)	($13,914)	$0	$0	$0

Alternative Pension and Benefits Plan Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	24,606	23,000	23,000	23,000	0.00%
Uses of Monies & Properties					
Interest Income	14,802	20,000	40,000	40,000	0.00%
Miscellaneous Revenues					
Other Income	1,107	750	750	750	0.00%
Total Revenue Sources	40,515	43,750	63,750	63,750	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	117,000	82,970	136,400	64.40%
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	117,000	82,970	136,400	64.40%
Total Available Resources	40,515	160,750	146,720	200,150	36.42%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	7,256	7,600	7,320	7,400	1.09%
Other Services and Charges	26,189	10,000	3,000	3,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	143,150	136,400	189,750	39.11%
Debt Service	0	0	0	0	0.00%
Total Expenditures	33,445	160,750	146,720	200,150	36.42%
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	33,445	160,750	146,720	200,150	36.42%
Net Income / (Loss)	$7,070	$0	$0	$0	

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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 2011 Accomplishments:

* Maintained the financial health of the pool
* Worked with Investment Manager to develop a better investment pool

FY 2012 Goals:

* Continue to search for ways to improve plan
* Maintain the financial stability of the pool

Budget Highlights:
Not Applicable

Fiduciary Fund	Alternative Pension and Benefits Plan	Fund 09	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	7,256	7,600	7,320	7,400	1.09%
Other Services and Charges	26,189	10,000	3,000	3,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	143,150	136,400	189,750	39.11%
Debt Service	0	0	0	0	0.00%
Department Totals	$33,445	$160,750	$146,720	$200,150	36.42%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Contributions	($12,570)	-6.28%
Interest Income	40,000	19.99%
Other Income	750	0.37%
Fund Balance	171,970	85.92%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Employee's Benefit Trust Fund Revenues/Expenses/Changes in Fund Balance

Item Description	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Revenue Sources:					
Uses of Monies & Properties					
Interest Income	3,091	4,000	0	0	0.00%
Miscellaneous Revenues					
Other Income	105	0	0	0	0.00%
Total Revenue Sources	3,196	4,000	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	131,460	200,100	171,970	-14.06%
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	131,460	200,100	171,970	-14.06%
Total Available Resources	3,196	135,460	200,100	171,970	-14.06%
Expenses:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	22,980	30,000	26,930	30,000	11.40%
Other Services and Charges	1,200	2,400	1,200	1,200	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	103,060	171,970	140,770	-18.14%
Debt Service	0	0	0	0	0.00%
Total Expenses	24,180	135,460	200,100	171,970	-14.06%
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	24,180	135,460	200,100	171,970	-14.06%
Net Income / (Loss)	($20,984)	$0	$0	$0	0.00%

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Employee Benefit Trust

Organizational Chart:
None

General Information:
The Employee Benefits Trust Fund accounted for the City's partially self-funded health & medical insurance for many years. Currently, the trust no longer provides the services since the City is a member of the Verde Valley Employee Benefit Pool.

FY 2010 Accomplishments:
Not applicable

FY 2010 Goals:
Not applicable

Budget Highlights:
The only change in this department is the reserve fund. The City is going to continue to fund the Short Term Disability program out of this budget.

Internal Services	Employee Benefit Trust	Fund 10	Cost Center	10-00

Summary By Category

Expenditure Category	2010 Actual	2011 Budget	2011 Revised	2012 Tentative	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	22,980	30,000	26,930	30,000	11.40%
Other Services and Charges	1,200	2,400	1,200	1,200	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	103,060	171,970	140,770	-18.14%
Debt Service	0	0	0	0	0.00%
Department Totals	$24,180	$135,460	$200,100	$171,970	-14.06%

Staffing Levels

Item Description	2010	2011	2012
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Interest Income	$0	0.00%
Miscellaneous Revenues	0	0.00%
Retained Earnings	171,970	100.00%
	Total Funding	100.00%

Performance Indicators

Department Indicators	Actual 2009	Actual 2010	Estimated 2011	Budget 2012
N/A				

Capital Outlay

General Fund			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
City Council	Library Parking Lot	80,000	80,000
	Trust Land Annexation	50,000	50,000
	Property Cleanup	200,000	200,000
	Subtotal	330,000	330,000
City Clerk's	Desktop Computer	1,800	1,500
	Agenda Software Completion	9,650	9,650
	Subtotal	11,450	11,150
Community Development	Permit Software (Will incorporate into City-Wide Software Plan)	25,000	0
	Subtotal	25,000	0
Finance	CityWide Software Plan	300,000	300,000
	Subtotal	300,000	300,000
I.T.	Security Software	15,000	15,000
	Microwave Internet - City Wide Project	17,305	17,305
	Subtotal	32,305	32,305
Municipal Court	None		
	File Cabinet Replacement	2,000	0
	Media Upgrade	3,500	0
	Multi Purpose Storage Room	5,500	5,500
	Subtotal	11,000	5,500
Economic Development	Desktop Computer	1,500	1,500
	Subtotal	1,500	1,500
Police	Building Security Hardware	5,000	1,800
	Computers and Peripherals	9,500	3,500
	Mobil Data Computing Connectivity (100% Grant)	9,000	9,000
	Phones	5,000	500
	Dispatcher Monitors - Communications	1,500	1,500
	Spillman E-Citation Interface	16,528	16,530
	Fireams Training & Equipment	13,050	10,000
	Tasers and Peripherals	9,100	9,100
	Vehicles	120,000	120,000
	Audio/Visual Equipment	11,506	11,505
	Carpet - MP Room	8,500	0
	Carpet - Admin. Offices & Records Room	13,000	13,000
	Subtotal	221,684	196,435

Capital Outlay

Special Revenue Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Fire	Telescoping /articulating light tower	25,000	0
	Computer Replacement Program	10,000	3,000
	Computer Software Replacement Program	5,000	3,000
	Pagers & Radios	25,000	5,000
	Officer & Station Equip	10,000	5,000
	Physical Fitness Eq (including for new statior	3,000	2,000
	Rescue Special Ops	10,000	10,000
	EMS Equip-Cardiac Monitor/Defib replacement	10,000	10,000
	Fire Extenguisher Training Eqiup (100%Gran	12,000	12,000
	Communications Infr & MCTs	25,000	6,000
	Fire Suppression & Safety Equipment	30,000	25,000
	Air Packs - (Grant funded 90/10)	125,000	125,000
	Assistance to Firefighter Grants - (equip)	40,090	40,090
	Command/Staff Veh Replacement	50,000	50,000
	Fire Engine Pumper Type 1	498,870	498,870
	Subtotal	878,960	794,960
Parks & Rec	Elm/Viejo park Construction Project- move tc	32,000	0
	RF Ball Field All Weather Netting	13,000	13,000
	Equestrian Center Lighting and Sound	3,000	3,000
	Subtotal	48,000	16,000
Parks & Bldg Maintenance	Sod Cutter	4,500	4,500
	Batting Cage Netting	6,300	6,300
	New/used Pick-up Truck -No longer needed c	17,000	0
	Subtotal	27,800	10,800
Total General Fund Capital Outlay		$1,887,699	$1,698,650

Capital Outlay

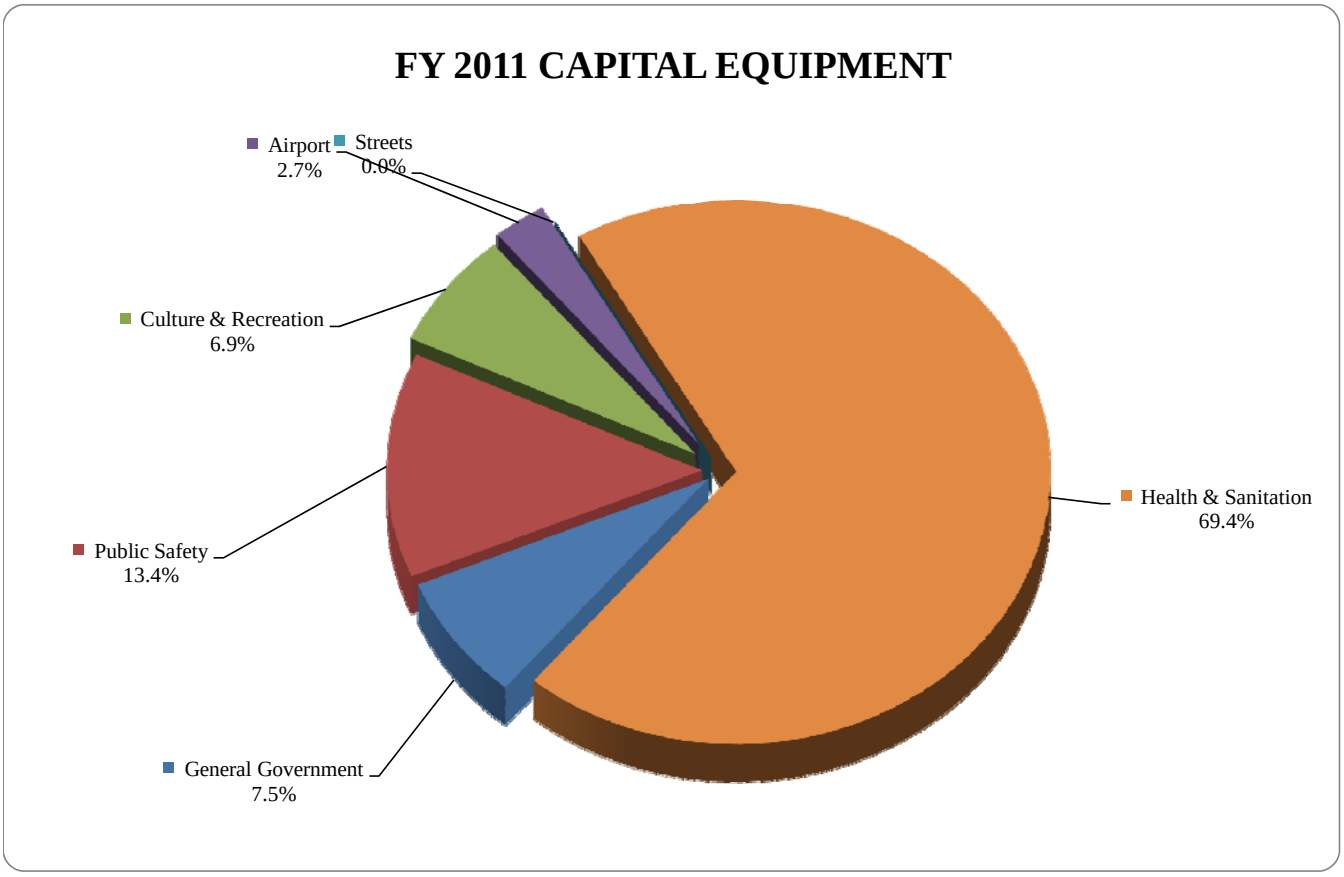
Special Revenue Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Streets-Construction	Pavement Preservation	632,000	632,000
	Sidewalk Additions	137,000	137,000
	W. Mingus Reconstruction	2,338,195	2,338,195
	12th Street Reconstruction from 89A to Fir	695,400	695,400
	6th Street Bridge	10,000	10,000
	Willard Street Bridge	10,000	10,000
	10th Stree & Main Project	50,000	50,000
	Subtotal	3,872,595	3,872,595
Streets - Operations	Vehicle Broom	5,000	5,000
	Plate Compactor	2,500	2,500
	Message Board	19,500	19,500
	Gannon Tractor	31,000	31,000
	Water Truck	40,000	40,000
	Subtotal	98,000	98,000
Library	RFID Conversion	10,000	10,000
	HVAC Grant to replace 2 AC Units	39,000	39,000
	Sub-total	49,000	49,000
Other Grants	Misc Grants	500,000	500,000
	CDBG	350,000	350,000
	Sub-total	850,000	850,000
Total Special Revenue Fund Capital Outlay		$4,019,595	$4,869,595
Airport Grants	Extend Runway 32	210,000	210,000
	Solar Panels (Energy Efficient Block Grant)	72,995	72,995
	Beacon & LED Windsocks	25,000	25,000
	Sub-total	307,995	307,995
Capital Projects Fund	Capital Projects - Bonding	5,500,000	5,500,000
	Architecture Design - City Hall	100,000	100,000
	Portal Signs	10,000	10,000
	Riverfront Parking & Overlay	114,600	114,600
	Old Town Jail	60,200	60,200
	Remodel Old Court Building	102,800	102,800
	Land Acquisition - GADA	50,000	50,000
	Fire Station 2 (GADA) design/consulting	0	120,000

Capital Outlay

Enterprise Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Sewer Construction	Hwy 260 Line Extension		100,000
	Parking Lot Reconstructin		57,000
	Storage		150,000
	Generator Lift Station 1		40,000
	Lining and point repair Collections System		85,000
	Concrete/Steel for Centrifuge Procesing Area		60,000
	Riverfront Wastewater Reclamation Plant		3,000,000
	W. Mingus reconstuction - Reclaimed water lines		255,000
	Wastewater Treatment Plant Upgrades		400,000
	Sub-total	0	4,147,000
Sewer O&M	Self-Propelled Trimmer/Mower	3,500	3,500
	Ozone Unit	25,000	25,000
	Computers	5,250	5,250
	Laptop for Inspector/Technician	1,400	1,000
	Sub-total	35,150	34,750
Water Construction	Aid in Lieu of Construction		130,000
	Water System Upgrades		500,000
	Fire Hydrant/Flow Improvements		250,000
	Well Improvements		100,000
	Water Storage/Well Booster		750,000
	Arsenic Trailer		55,000
	3/4 Ton Truck W/Crane		36,500
	Stand-by Generator		44,000
	Well site 8/9 permanent Generator		108,600
	Construction-General Plan		114,000
	Hwy 260 Water Systems Upgrades		1,250,000
	W. Mingus Reconstruction - Replace Failing Wtr Lines		256,000
	Sub-total	0	3,594,100
Water O&M	Trailer Mounted Air Compressor	9,000	9,000
	Computers	5,250	5,250
	Laptop for Inspector/Technician	1,400	1,000
	Sub-total	15,650	15,250
Total Enterprise Fund Capital Outlay		50,800	7,791,100
Grand Total - All Capital and Equipment & Project		13,598,689	22,274,940

Capital Outlay

	Capital	
	Equipment	Project
Admin., Clerk, & Water Resources	11,150	5,920,200
Council, Municipal Court	5,500	482,800
Community Dev. & Economic Dev.	1,500	0
Finance, IT & Human Resources	32,305	300,000
Police	76,435	405,000
Fire	246,090	668,870
Engineering	0	0
Parks & Recreation / Pool / Weight room	16,000	714,600
Library	10,000	39,000
Building Maintenance	10,800	0
Street Maintenance & Construction	0	5,137,595
Street Operations	98,000	0
Airport	0	307,995
Sewer Operations & Maintenance	34,750	4,147,000
Water Construction & Design	15,250	3,594,100
Capital Projects Fund	0	
Total Capital Equipment & Projects	$557,780	$21,717,160



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Salary Ranges

Salary Range	Minimum	Midpoint	Maximum
1	$15,202	$18,622	$22,043
2	$15,582	$19,088	$22,594
3	$15,972	$19,565	$23,159
4	$16,371	$20,054	$23,738
5	$16,780	$20,556	$24,331
6	$17,200	$21,070	$24,940
7	$17,630	$21,596	$25,563
8	$18,070	$22,136	$26,202
9	$18,522	$22,690	$26,857
10	$18,985	$23,257	$27,529
11	$19,460	$23,838	$28,217
12	$19,946	$24,434	$28,922
13	$20,445	$25,045	$29,645
14	$20,956	$25,671	$30,386
15	$21,480	$26,313	$31,146
16	$22,017	$26,971	$31,925
17	$22,567	$27,645	$32,723
18	$23,132	$28,336	$33,541
19	$23,710	$29,045	$34,379
20	$24,303	$29,771	$35,239
21	$24,910	$30,515	$36,120
22	$25,533	$31,278	$37,023
23	$26,171	$32,060	$37,948
24	$26,826	$32,861	$38,897
25	$27,496	$33,683	$39,870
26	$28,184	$34,525	$40,866
27	$28,888	$35,388	$41,888
28	$29,610	$36,273	$42,935
29	$30,351	$37,180	$44,009
30	$31,109	$38,109	$45,109
31	$31,887	$39,062	$46,236
32	$32,684	$40,038	$47,392
33	$33,502	$41,039	$48,577
34	$34,339	$42,065	$49,792
35	$35,198	$43,117	$51,036
36	$36,077	$44,195	$52,312
37	$36,979	$45,300	$53,620
38	$37,904	$46,432	$54,961
39	$38,851	$47,593	$56,335
40	$39,823	$48,783	$57,743
41	$40,818	$50,002	$59,187
42	$41,839	$51,253	$60,666
43	$42,885	$52,534	$62,183
44	$43,957	$53,847	$63,737
45	$45,056	$55,193	$65,331

Salary Range	Minimum	Midpoint	Maximum
46	$46,182	$56,573	$66,964
47	$47,337	$57,988	$68,638
48	$48,520	$59,437	$70,354
49	$49,733	$60,923	$72,113
50	$50,977	$62,446	$73,916
51	$52,251	$64,007	$75,764
52	$53,557	$65,608	$77,658
53	$54,896	$67,248	$79,599
54	$56,269	$68,929	$81,589
55	$57,675	$70,652	$83,629
56	$59,117	$72,418	$85,720
57	$60,595	$74,229	$87,863
58	$62,110	$76,085	$90,059
59	$63,663	$77,987	$92,311
60	$65,254	$79,936	$94,619
61	$66,886	$81,935	$96,984
62	$68,558	$83,983	$99,409
63	$70,272	$86,083	$101,894
64	$72,028	$88,235	$104,441
65	$73,829	$90,441	$107,052
66	$75,675	$92,702	$109,729
67	$77,567	$95,019	$112,472
68	$79,506	$97,395	$115,284
69	$81,494	$99,830	$118,166
70	$83,531	$102,325	$121,120
71	$85,619	$104,884	$124,148
72	$87,760	$107,506	$127,252
73	$89,954	$110,193	$130,433
74	$92,203	$112,948	$133,694
75	$94,508	$115,772	$137,036
76	$96,870	$118,666	$140,462
77	$99,292	$121,633	$143,973
78	$101,774	$124,674	$147,573
79	$104,319	$127,790	$151,262
80	$106,927	$130,985	$155,044
81	$109,600	$134,260	$158,920
82	$112,340	$137,616	$162,893
83	$115,148	$141,057	$166,965
84	$118,027	$144,583	$171,139
85	$120,978	$148,198	$175,418
86	$124,002	$151,903	$179,803
87	$127,102	$155,700	$184,298
88	$130,280	$159,593	$188,906
89	$133,537	$163,583	$193,628
90	$136,875	$167,672	$198,469

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2010	FY 2011	FY 2012	Min	Max	Number
Administration						
City Manager	1.00	1.00	1.00	5,856	8,491	63
Executive Assistant	1.00	1.00	1.00	3,082	4,468	37
Administrative Svcs GM	1.00	1.00	1.00	7,313	10,604	72
Developmental Svcs GM	1.00	1.00	1.00	7,313	10,604	72
Community Services GM	1.00	1.00	1.00	7,313	10,604	72
Total	5.00	5.00	5.00			
City Clerks Office						
City Clerk	0.00	1.00	1.00	4,463	6,471	52
Deputy Clerk	0.00	1.00	1.00	2,468	3,578	28
Administrative Assistant	0.00	1.00	1.00	2,076	3,010	21
	0.00	3.00	3.00			
Administration - Personnel Division						
Human Resources Manager	1.00	1.00	1.00	3,319	4,812	40
Human Resource Tech.	0.80	0.80	0.80	1,788	2,593	24
Total	1.80	1.80	1.80			
Natural Resources						
Natural Resources Director	1.00	0.00	1.00	7,313	10,604	72
	1.00	0.00	1.00			
Finance Department						
Finance Director	1.00	0.00	0.00	4,689	6,799	54
Accounting/Budget Manager	1.00	1.00	1.00	3,487	5,056	42
Accounting Technician	1.00	0.00	0.00	2,235	3,241	24
Human Resource Tech	0.20	0.20	0.20	447	648	24
Utility Bookkeeper	1.00	1.00	1.00	2,933	4,253	35
Budget Analyst	1.00	1.00	1.00	2,933	4,253	35
Buyer	0.00	0.00	0.00	2,468	3,578	28
Total	5.20	3.20	3.20			
IT Services						
IT Technician	1.00	1.00	1.00	3,487	5,056	42
	1.00	1.00	1.00			
Purchasing						
Purchasing Manager	0.00	1.00	1.00	3,487	5,056	42
	0.00	1.00	1.00			
Community Development						
Community Development Director	1.00	1.00	1.00	4,689	6,799	54
Planner	2.00	2.00	2.00	3,319	4,812	40
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Total	4.00	4.00	4.00			
Economic Development						
Economic Development Director	1.00	1.00	1.00	3,487	5,056	42
	1.00	1.00	1.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2010	FY 2011	FY 2012	Min	Max	Number
Municipal Court						
Municipal Judge	1.00	1.00	1.00	4,689	6,799	54
Court Administrator	1.00	1.00	1.00	3,159	4,580	38
Court Clerk	3.00	4.00	4.00	2,076	3,010	21
Total	5.00	6.00	6.00			
Legal Department						
Attorney	1.00	1.00	1.00	5,574	8,082	61
Legal Services Coordinator	0.00	0.00	0.00	3,082	4,468	37
Total	1.00	1.00	1.00			
Engineering Services Department						
Staff Engineer	1.00	1.00	1.00	3,574	5,182	43
Public Works Inspector	1.00	1.00	1.00	2,468	3,578	28
Building Official	1.00	1.00	1.00	2,235	3,241	24
Building Inspector	1.00	1.00	1.00	3,319	4,812	40
Professional Engineer	1.00	1.00	1.00	4,043	5,863	48
Utility Inspector	1.00	1.00	1.00	2,468	3,578	28
Civil Engineering Technician	0.00	1.00	1.00	3,006	4,359	36
Total	6.00	7.00	7.00			
Public Works						
Public Works Director	1.00	1.00	1.00	4,689	6,799	54
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Program Manager	1.00	1.00	1.00	3,319	4,812	40
Public Works & Utility Mtce Spec	0.00	0.00	1.00	2,468	3,578	28
Total	3.00	3.00	4.00			
Police Department						
Police Chief	1.00	1.00	1.00	4,689	6,799	54
Commander	2.00	2.00	2.00	4,248	6,160	50
Sergeant	6.00	6.00	6.00	3,663	5,311	44
PANT Officer	1.00	1.00	1.00	3,082	4,468	37
Police Officer	19.00	20.00	20.00	3,082	4,468	37
School Resource Officer (SRO)	2.00	1.00	2.00	3,082	4,468	37
Property & Evidence Technician	1.00	1.00	1.00	2,349	3,406	26
Police Administrative Technician	1.00	1.00	1.00	2,291	3,322	25
Records Clerk	2.00	2.00	2.00	2,076	3,010	21
System Coordinator	0.50	0.50	0.50	1,296	1,880	30
Terrorism Liaison Officer	0.50	0.50	0.50	1,832	2,656	44
Total	36.00	36.00	37.00			
Police - Ordinance Enforcement						
Ordinance Enforcement Officer	2.00	2.00	2.00	2,349	3,406	26
Ordinance Enforcement Officer	0.00	0.00	0.00	2,349	3,406	26
Total	2.00	2.00	2.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2010	FY 2011	FY 2012	Min	Max	Number
Police - Communications Division						
Systems Coordinator	0.50	0.50	0.50	1,296	1,880	30
Communications Supervisor	1.00	1.00	1.00	2,592	3,759	30
Communications Specialist	9.00	9.00	9.00	2,349	3,406	26
Total	10.50	10.50	10.50			
Fire Department						
Fire Chief	1.00	1.00	1.00	4,689	6,799	54
Fire Captain	3.00	3.00	3.00	4,463	6,471	52
Fire Inspector	1.00	1.00	1.00	2,862	4,149	34
Firefighter/Engineer	6.00	6.00	6.00	3,574	5,182	43
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Fire Marshall	1.00	1.00	1.00	3,663	5,311	44
Firefighter	12.00	12.00	12.00	3,238	4,695	39
Engineer/Lieutenant	3.00	3.00	3.00	3,574	5,182	43
Total	28.00	28.00	28.00			
Parks and Recreation Department						
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Recreation Program Specialist	1.00	0.00	0.00	2,349	3,406	26
Special Events Coordinator	0.00	2.00	0.00	2,468	3,578	28
* Rec. Coordinator Frozen FY2010	0.00	0.00	2.00	2,291	3,322	25
Total	2.00	3.00	3.00			
Recreation Department						
Recreation Center Manager	1.00	1.00	1.00	3,849	5,580	46
Aquatics Center Supervisor	1.00	1.00	1.00	3,082	4,468	37
Recreation Center Program Supervisor	1.00	1.00	1.00	3,082	4,468	37
Fitness Center Supervisor	1.00	1.00	1.00	2,407	3,491	27
Facility Maintenance Supervisor	1.00	1.00	1.00	2,407	3,491	27
Facility Maintenance Worker	1.00	1.00	1.00	1,976	2,865	19
Front Desk Supervisor	2.00	2.00	2.00	2,128	3,085	22
Head Life Guard	2.00	2.00	2.00	2,076	3,010	21
Total	10.00	10.00	10.00			
Building Maintenance						
P.W., Parks, & Bldg. Mtce. Manager	1.00	1.00	0.50	2,773	4,022	37
Parks & Building Maintenance Workers	5.00	5.00	4.00	1,976	2,865	19
Building Maint. Specialist II - Frozen	1.00	1.00	1.00	2,407	3,491	27
Building Maint. Specialist I	1.00	1.00	1.00	1,976	2,865	19
Total	8.00	8.00	6.50			
Streets Maintenance						
P.W., Parks, & Bldg. Mtce. Manager	1.00	1.00	0.50	3,082	4,468	37
Public Works Maint. Worker	4.00	4.00	4.00	1,976	2,865	19
Public Works Maint. Worker --Frozen F	1.00	1.00	1.00	1,234	1,789	28
Total	6.00	6.00	5.50			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2010	FY 2011	FY 2012	Min	Max	Number
Library Services						
Library Director	1.00	1.00	1.00	4,463	6,471	52
Youth Svcs Coordinator - Frozen FY10	1.00	1.00	1.00	2,657	3,853	31
Library Technician	2.00	2.00	2.00	2,128	3,085	22
Library Clerk	5.00	5.00	5.00	1,881	2,727	17
Library Coordinator	1.00	1.00	1.00	3,082	4,468	37
Youth Svcs Coordinator - Frozen FY10	1.00	1.00	1.00	2,657	3,853	31
Total	11.00	11.00	11.00			
Cemetery						
Construction & Maintenance Mgr.	0.00	0.00	0.00	308	447	37
Construction & Maint. Worker	0.00	0.00	0.00	198	286	19
Total	0.00	0.00	0.00			
Wastewater Treatment Facility						
Utilities Administrative Manager	0.50	0.50	0.50	3,945	5,720	47
Operations Manager	0.50	0.50	0.50	3,574	5,182	43
WWTP Superintendent	1.00	1.00	1.00	3,238	4,695	39
WW Operator III	1.00	1.00	1.00	2,407	3,491	27
WW Operator II	3.00	3.00	3.00	2,291	3,322	25
WW Operator I	2.00	2.00	2.00	2,076	3,010	21
Administrative Coordinator	0.50	0.50	0.50	559	810	24
Electrical Instrument Specialist	0.50	0.50	0.50	1,467	2,127	35
Utility Billing Supervisor	0.35	0.35	0.35	1,079	1,564	37
Utility Billing Clerk	1.00	1.05	1.05	1,976	2,865	19
Total	10.35	10.40	10.40			
Water Distribution System						
Utilities Administrative Manager	0.50	0.50	0.50	2,959	4,290	47
Operations Manager	0.50	0.50	0.50	2,680	3,886	43
Utility Billing Supervisor	0.65	0.65	0.65	3,402	4,932	41
Utility Technician	4.00	3.00	3.00	2,003	2,904	37
Utility Billing Clerk	2.00	1.95	1.95	1,976	2,865	19
Operator I	3.00	3.00	3.00	1,976	2,865	19
Operator II	2.00	2.00	2.00	2,076	3,010	21
Operations Foreman	1.00	1.00	1.00	2,291	3,322	25
Electrical Inst. Specialist	0.50	0.50	0.50	2,657	3,853	31
Administrative Coordinator	0.50	0.50	0.50	1,467	2,127	35
Arsenic Specialist - new 3/4 of year	1.00	1.00	1.00	1,118	1,621	24
Terrorism Liaison Officer	0.50	0.50	0.50	1,234	1,789	28
Utility Equipment Operator	0.00	2.00	2.00	3,319	4,812	40
Utility Technician Frozen	0.00	1.00	1.00	2,529	3,667	29
	16.15	18.10	18.10			
Total City-wide Authorized Full-Time Equivalents	174.00	180.00	181.00			

Insert Schedule A

Insert Schedule C1

Insert Schedule C2

Insert Schedule C3

Insert Schedule C4

Insert Schedule D

Insert Schedule E

Glossary

Action Zone Grant - A program within the CDBG program funding neighborhood improvements as identified by a steering committee made up of selected community representatives. This program is administrated by the Arizona Department of Commerce.

Alternative Expenditure Limitation - A voter approved alternative to the state imposed annual expenditure limitation. The alternative to the state plan is effective for a four year period. This alternative allows local government to establish its own spending cap each year.

Appropriation - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration as to when it may be expended.

Arizona Department of Transportation (ADOT) - A State of Arizona agency responsible for the administration of state highways, transportation and aeronautics. ADOT administrates and funds various road, transit and airport grants.

Arizona Revised Statutes - Laws governing the State of Arizona, as amended by the state legislature.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bonds - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds which are most commonly used for construction of large capital projects such as buildings, streets and sewers.

Budget - A plan of financial operation representing an estimate of Final expenditures and the Final means of financing them for a given period. This official public document reflects decisions, measures service needs, establishes the allocation of resources and is the pecuniary plan for achieving goals and objectives.

Budget Calendar - The schedule of key dates or events which the city follows in the preparation, adoption, and administration of the budget.

Capital Outlay - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have a useful life of more than one year.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by propriety funds and fiduciary funds).

Classification Plan - Employee positions, which are authorized in the Final budget, to be filled during the year.

Community Development Block Grant (CDBG) - A grant program administrated through the state's Department of Commerce focusing on neighborhood rehabilitation and other community based needs.

Community Oriented Policing Services (COPS) - A federal grant funding new police officer positions focused on community based policing.

Comprehensive Annual Financial Report (CAFR) - The official annual audited financial report of the city.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Professional, technical or maintenance expertise typically purchased from external sources.

Glossary

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

Cottonwood Area Transit System (CATS) - A local public transportation system which receives its funding through contributions from the Town of Clarkdale, Yavapai County, user fares, and the ADOT transit division.

Debt - An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debts includes bonds, loans, time warrants and notes.

Debt Service - The long-term payment of principal and interest on borrowed funds.

Debt Service Fund - A fund organized to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Department of Commerce - An agency of the state responsible for the administration of grants and other programs relating to the improvements to neighborhoods, business development, and the promotion of tourism.

Designated Reserves - Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Drug Awareness Resistance Education (DARE) - A national program designed to provide drug and alcohol education to youth.

Employee Benefit Trust Fund - Accounts for the city's partially self-funded health and accident insurance program for the city's employees and their dependents.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees.

Expendable Trust Fund - A trust fund whose resources, including both principal and earnings, may be expended.

Expenditure - Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

FACTS - Database software used by the municipal court.

Farmers Home Administration - An agency of the federal government within the Department of Agriculture which provides low interest loans to governmental and/or private agencies or individuals for qualifying capital improvements.

Federal Aviation Administration (FAA) - An agency of the federal government with oversight responsibility for airports in the country.

Fiduciary Funds - Funds used to account for assets held by a government unit in a trustee capacity (i.e., Alternative Pension and Benefits Plan Fund, Employee Benefit Trust Fund).

Fines & Forfeitures - Income received through the assessments of fines and penalties through the municipal court.

Fiscal Year - A time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Cottonwood has a fiscal year beginning July 1 and ending June 30.

Franchise Fee - A fee paid by public service business for the special privilege to use city streets, alley and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, water, natural gas, and cable television.

Full-time Equivalent Position (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Fund - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitations.

Fund Balance - Fund balance is the excess of assets over liabilities of governmental and fiduciary funds.

Greater Arizona Development Authority - Created by the Arizona Legislature to assist local and tribal governments and special districts with the development of public infrastructure. Housed in the Arizona Department of Commerce, this $20 million bond authority leverages funding for infrastructure projects, helping accelerate project development and lower costs of financing.

General Fund - The operating fund established to account for resources and uses of general operating functions of city departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

General Obligation Bonds - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the city. Limitations for bonding capacity are set by State Statute.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting.

Governmental Funds - Funds used to account for the acquisition, use and balances of expendable financial resources and related current liabilities, except those accounted for in propriety funds and fiduciary funds (i.e., General Fund, Special Revenue Fund, Debt Service Fund, Capital Projects Fund).

Governors Alliance Against Drugs (GAAD) - A division of the state's governors office funding grants providing alternative activities for youth at risk for drug and alcohol abuse.

Grant - Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity or facility.

Heritage Fund - A state grant program funded through lottery proceeds (LTAF funds) dedicated to open space and park improvements.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Insurance Service Organization (ISO) - A national program designed by the insurance industry to review and evaluate a community's ability to suppress fires.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Local Transportation Assistance Fund - A state fund established and funded by lottery proceeds to provide grants for local transit systems, parks and other open space needs, and street maintenance and improvements.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Municipal Property Corporation - A component unit of the city established for the purposes of providing funding for capital projects which directly benefit the city.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable with a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget - Plan of current expenditures and the prepared means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pension Plan Fund - A trust fund used to account for the volunteer firefighters retirement fund. This fund uses the accrual basis of accounting and has a capital maintenance measurement focus.

Proprietary Funds - Funds used to account for a government's ongoing activities that are similar to those often found in the private sector (i.e., Water & Wastewater Enterprise Funds).

Public Hearing - A hearing, publically advertised to promote public input into the annual budget process, held each year prior to the adoption of the Final and Final budget.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Rural Economic Development Initiative (REDI) - A state certification of a community, by the Arizona Department of Commerce, for its readiness for economic development.

Glossary

Service Level - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Special Revenue Fund - A fund used to finance distinct activities and is created out of receipts of specific revenues.

Unreserved Fund Balance - Undesignated monies available for appropriations.

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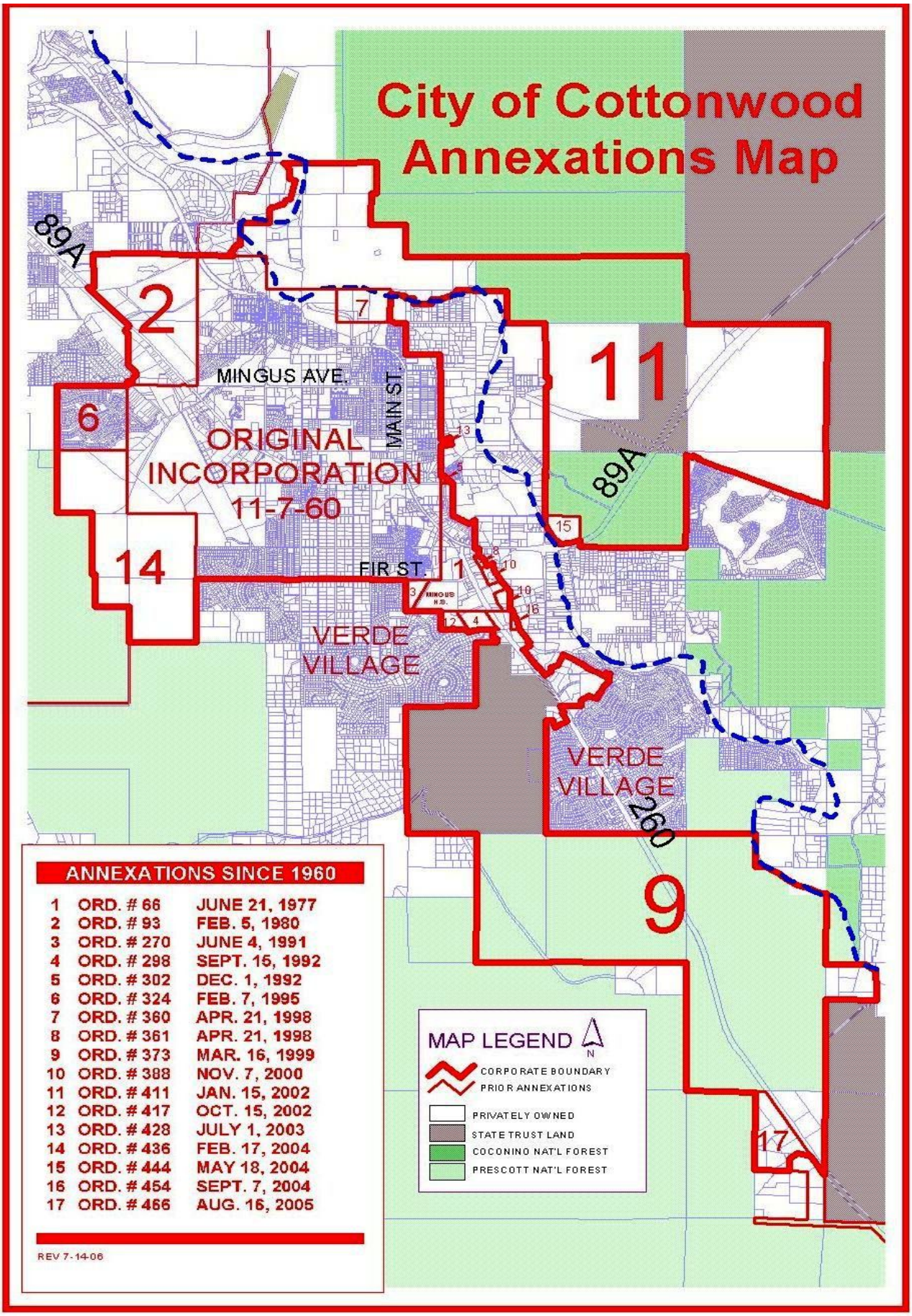
Acronyms

AAED - Arizona Association for Economic Development
AMRRP - Arizona Municipal Risk Retention Pool
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
APS - Arizona Public Service
ARS - Arizona Revised Statutes
A/V - Audio Visual
AWOS - Automatic Weather Observation Station
AZ - Arizona
BAC - Business Assistance Center
CAD - Computer Aided Dispatch
CAFR - Comprehensive Annual Financial Report
CAFS - Compressed Air Foam System
CAT - Cottonwood Area Transit
CCR - Cardio Cerebral Resuscitation
CDBG - Community Development Block Grant
CEDC - Cottonwood Economic Development Council
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
DWRF - Drinking Water Revolving Fund
ED - Economic Development
EEOC - Equal Employment Opportunity Compliance
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
GAAP - Generally Accepted Accounting Principles
GAAD - Governor's Alliance Against Drugs
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
ISCO -
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
LTAF - Local Transportation Assistance Fund
M&O - Maintenance & Operations
MATForce - Methamphetamine Task Force
MPC - Municipal Property Corporation
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
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 & 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

Acronyms (continued)

P&Z - Planning and Zoning
REDI - Rural Economic Development Initiative
RFP - Request for Proposal
RFQ - Request for Qualifications
SAFER - Staffing for Adequate Fire Emergency Response
SARMC - Safety Awareness & Risk Management Committee
SCBA - Self Contained Breathing Apparatus
SHPO - State Historical Preservation Office
SLIM - Specialty Light Manufacturing Association of Yavapai County
SR - State Route
SRO - School Resource Officer
SSRT - Super Secret Response Team
SVCS - Services
SWAT - Strategic Weapons Attack Team
TES - Tavasci Elementary School
TIA - Traffic Impact Analysis
TIP- Trauma Intervention Program
US - United States
USDA - United States Department of Agriculture
USEPA - United States Environmental Protection Agency
VCTC - Verde Consolidated Therapeutic Court
VOMP - Victim Offender Mediation Program
VV - Verde Valley
VVAC - Verde Valley Arts Council
VVAC - Verde Valley Ambulance Company
VVEBP- Verde Valley Employee Benefits Pool
VVL - Verde Valley Leadership
VVMC- Verde Valley Medical Center
VVREDC - Verde Valley Regional Economic Development Committee
VVREO - Verde Valley Regional Economic Organization
VVWC - Verde Valley Wine Consortium
WC - Workers Compensation
WIFA - Water Infrastructure Finance Authority
WMA - Wastewater Management Authority
WSVS - Windows Server update Services


City of Cottonwood
Annexations Map
89A
2
7
MINGUS AVE.
MAIN ST.
11
6
ORIGINAL
INCORPORATION
11-7-60
13
5
89A
15
14
FIR ST.
1
8
10
3
MINGUS H.S.
10
16
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