May 18, 2012

The Honorable Mayor and City Council

RE: Transmittal - Fiscal Year 2013 Budget

It is my pleasure to present to you the Fiscal Year 2013 Proposed Budget for your review. 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 proposed expenditures budget is $72,606,740, including all estimated reserves, potential grants and financing options. Compare this to last fiscal year revised budget of $63,545,380, which does not contain reserves, or financing options and grants that did not come to fruition; the overall increase is $9,061,360. Other items that attribute to the difference are the reallocation of resources for continuing projects, and new projects being proposed for the new fiscal year. These substantial increases between revised and proposed are noted in any fund that has reserves, grants or financing options.

The largest planned single increase is in the HURF fund which includes some rollover street construction projects along with bringing the C.A.T. and LYNX bus system back on board as a city department. A general discussion about the funds follows; however, in-depth information is in the Key Issues section of this document.

The General Fund's overall budget is $22,413,365, including transfers-out and reserves. This is a $6,219,860 increase over the previous fiscal year revision of $16,193,505. This increase includes $4,793,490 in Reserves of which $830,000 has been put aside for the implementation of the Compensation Study. With the compensation study pending, no additional positions or reclassifications were approved for FY 2013 other than making some “interim” assignments permanent in the Fire department and allowing an additional firefighter position to receive paramedic certification pay.

The merit program has been budgeted for FY 2013, however, there is no Cost of Living Adjustment (COLA) planned. Public Safety Personnel Retirement contributions increased from 23.2% to 24.9% for the Police Department and 12.35% to 14.63% for the Fire Department. As for the contributions to the Arizona State Retirement System, rates increased from 10.1% to 11.14%. A current capital equipment and capital projects summary can be found towards the end of this transmittal letter on **page viii** and detail can be found on **pages 295-299**

The total budget for the Special Revenue Funds is $9,910,520, including transfers out. This fund's expenditures increased by $6,182,520 over last year's expenditures of $3,728,000. This increase is primarily due to the rollover projects reprogrammed and new projects expected to be initiated in FY 2013. Currently planned for FY 2013 is the continued work on the reconstruction of West Mingus Ave from 89A to Willard, and from Willard to Main and the 12th Street reconstruction from Fir Street to 89A. Funding for these projects will be from reserves and a $4.74M financing mechanisms.

The Cottonwood Area Transit (C.A.T.) will transition back to the City of Cottonwood from the Northern Arizona Intergovernmental Public Transportation Authority on July 1, 2012. Re-integration of services will also include the Verde Lynx system which will be providing connector/commuter services from Cottonwood to Sedona. The Airport Fund shows an increase in contractual services/indirect costs due to additional time required by our staff to run operations. The CDBG and grant programs have several projects in the works including an Auto Weather Observation Station (AWOS), Pavement Preservation, and repair of the terminal parking lot; and a 10th Street improvement for roughly $257,500. These projects increased the CDBG and Grant Fund by over $940,000.

The Debt Service Fund is budgeted for $3,282,540 which is $9,240 more than last year's revised budget of $3,273,300, This includes the restricted fund balance which rolled over to FY 2013. The Recreation Center Debt Service will continue through August 2027. The Library Debt Service will expire July 1, 2013. The other two Greater Arizona Development Authority (GADA) loans for Public Safety and Rail Road Wash will also be paid in full on July 1, 2013.

The City budgeted $13,002,520 in Capital Projects which includes a transfer to the Sewer Fund of $3.6M for construction of a water reclamation project at Riverfront Park. Other items of interest in the Capital Projects Fund are planning for a new City Hall, flood improvements, architectural and remodel work on some Old Town buildings. Still other great projects are solar water heating for the Recreation Center carried over from FY 2012, and continuing the feasibility study for a possible Regional Public Safety Communication Center. 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 decreased from last fiscal year's $26,161,270 to $23,616,835 for FY 2013. The $2,544,435 decrease can be attributed to the reduction in reserves as expenditures for maintenance and operations as well as infrastructure continue to deplete these funds.

Fiduciary Fund aggregate total is up by $30,800. The City's Volunteer Firefighters Pension Fund reserve is anticipated to increase in value by 44.2% to $210,480 due to increased participation with a redesigned volunteer program and less withdrawal from this Fund. However, there is a decrease in the City's Employee Benefits Trust fund due to dropping interest rates and the City's short term disability being used heavily by the City's employees.

General Commentary

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

KEY ISSUES - FISCAL YEAR 2013

GENERAL FUND

A slow recovery of the local economy and slow 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 downturn 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 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 an increase in State Shared Income Tax of $199,775 from last year's $950,815. This is the first increase we've seen since FY 2009. State Shared Sales Tax is also up at a 9.1% increase over FY 2012, and is anticipated to generate $941,980 in 2013.

- **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 coverage wherever they are needed. Budgetary constraints have caused a delay in a compensation study that was originally budgeted in FY 2009 and has further hampered our employees from being compensated at a rate equivalent to others in the same job descriptions as other places of business. Therefore, for FY 2013 we have budgeted $830,000 in the City Council's reserves to implement the compensation study that was completed in FY 2012. Cottonwood is doing everything it can to keep its valuable employees.

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

- **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. 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 is being addressed resulting in an 8% rate increase in FY 2010 and a rate study being conducted in FY 2012. This 8% rate increase was not sufficient to satisfy the 135x debt service coverage ratio however, it did raise it from .87 to 1.16x**.**

- **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 2013 includes funding of the employee merit program but no Cost of Living Adjustment (COLA) due to the economy. This year no requests for additional staffing were added to the budget. However during FY 2012 two positions were approved by the City council.

NEW PERSONNEL FY 2012						
Job Description	**Range**	**Suggested Range**		**Estimated overtime**	**Benefits**	**Est. Annual Costs**
IT Technician	39	39	47,593	$0	$14,493	$52,763
Administrative Assistant	21	21	47,593		$12,143	$37,103
					Net Change	$89,866

NEW PERSONNEL FY 2013						
Job Description	**Range**	**Suggested Range**		**Estimated overtime**	**Benefits**	**Est. Annual Costs**
None						$0
					Net Change	$0

Five reclassifications and one certification pay were approved that involved minor adjustments. There were also 3 reclassification requests totaling $12,756 that were not approved in FY 2013. The decision was to wait until the compensation study was implemented in FY 2013 and deal with it at that time.

RECLASSIFICATIONS							
Job Description	**Previous Range**	**Approved Range**	**Current Salary**	**New Salary**	**% Increase**	**Est. Increase Benefits**	**Est. Annual Costs**
Interim Fire Lieutenant - Fire Lieutenant	43	48	55,911	55,911	0.00%	-	$0
Interim Fire Lieutenant - Fire Lieutenant	43	48	64,777	64,777	0.00%	-	$0
Interim Fire Lieutenant - Fire Lieutenant	39	48	47,826	48,520	1.45%	174	$868
Interim Engineer/Firefighter - Engineer/Firefighter	39	43	50,296	50,775	0.95%	120	$599
Interim Engineer/Firefighter - Engineer/Firefighter	39	43	52,057	52,553	0.95%	124	$620
Certified Paramedics (1)				4,500		861	$5,361
					Total Reclassifications		$7,447
				Total all Personnel Changes			$97,313

Total requests for additional personnel that were not approved were $267,236. These would have been recurring costs if budgeted.

Contributions to Dependent Health Insurance Coverage

In fiscal year 2010, the Verde Valley Employee Benefits Pool (VVEBP), the City's health insurance provider, changed its name to Arizona Public Employers Health Pool (APEHP) to broaden their ability to 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 5% for FY 2013.

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

These changes are required by ACA and 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%

There are no major changes planned in health insurance coverage for FY 2013

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, 2012 to June 30, 2013								
Category	**Core/Co-Pay Plan**		**Core-Plus Plan**		**HDHP ($1,500)***		**HDHP ($2,500)***	
	Employer	**Employee**	**Employer**	**Employee**	**Employer**	**Employee**	**Employer**	**Employee**
Employee	550.00	0.00	550.00	89.00	550.00	(145.00)	550.00	(185.00)
Employee +Spouse	928.70	162.30	928.70	342.30	682.20	118.80	614.20	106.80
Employee + Children	835.60	71.40	835.60	220.40	613.80	52.20	553.00	47.00
Employee + Family	1046.20	330.80	1046.20	559.80	769.20	242.80	692.60	218.40

*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	39.00	0.00
Employee +Spouse	67.00	12.00
Employee + Children	59.80	5.20
Employee + Family	75.60	24.40

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

- **Weed Abatement** involves procuring a private company to spray for weed control alongside several city collector streets. These were previously handled by city staff and temporary employees with handheld sprayers and weed whackers both of which are large time consuming processes. There will be an offsetting saving in contractual services for the temp employees that will no longer be required.
- **Street Sweeping Contract:** Currently the city owned street sweeper is in bad repair and would have required replacement in FY 2013 at an estimated cost of $127,000. The sweeping contract will free up city staff time to conduct other projects and should also reduce overtime in that department.
- **Solid Waste Transfer Station:** During 2012 the city took over the operations of the transfer station. It is estimated that revenues received will cover the operational costs to run this new program.
- **HVAC Service Contract** involves procuring a service contract which includes bi-annual routine maintenance of City wide HVAC units which will prepare the units for both the summer and the winter seasons. City staff does not currently have the expertise to concisely provide routine service to these units.

BUDGET POLICIES - FISCAL YEAR 2013

This budget reflects the fund balance policies of the City Council. This policy currently requires the City to restrict an amount equal to 16.67% of the previous year's operating revenues as part of its fund balance. This requirement to the policy brought this year's restricted fund balance reserve to $2,249,300. 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. $121,170 is currently available in additional capital reserves, which comes from the excess .2% Library Debt Service sales tax and a Public Safety CIP reserve of $493,020 for capital projects. These policies, along with development of the five-year budget projections, will ensure the financial stability of the City into the future.

BUDGET DEVELOPMENT

Long range financial planning played an integral part in the budget development. Revenues and expenditures were prepared for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrated that revenues barely keep up with operational expenditures for the next five years. This is mainly due to the economy and the state's future financial picture. Any capital acquisition would require some financing alternatives see pages 33-41. All other funds will continue to operate within their respected revenues.

LONG RANGE PROGRAMMATIC AND FINANCIAL PLANNING

Included within the budget is a section establishing long-range organizational programmatic goals, and the five-year capital improvement plan. The organizational goals identified are presented programmatically, including a statement of operational fiscal impact to the City. Goals identified for fiscal year 2013, 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 2013

Included in the budget is $17,829,595 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 295-299**. 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 2013 are budgeted.

Capital Projects	
Function	**Estimated Cost**
General Government	$ 52,235
Public Safety	1,744,920
Culture & Recreation	43,000
Health & Sanitation	99,500
Transportation (CAT & Airport)	100,000
Streets	35,000
Total Capital Projects	**$ 2,075,155**

Capital Projects	
Function	**Estimated Cost**
General Government	$640,200
Public Safety	78,550
Culture & Recreation	741,500
Health & Sanitation	7,732,000
Transportation (CAT & Airport)	728,995
Streets	5,833,195
Total Capital Projects	**$ 15,754,440**

Employee Vision, Mission Statement and Values

Our Vision:

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

Our Mission Statement:

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

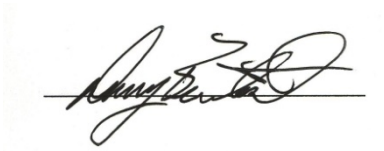
Our Values:

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

ACKNOWLEDGMENTS
The preparation of this municipal budget document is attributed to the many hours spent by our 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 2013 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

This page intentionally left blank

Table of Contents

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

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

STRATEGIC PLANNING
City Accomplishments FY 2012 19
Organizational Goals FY 2013 20
Organizational Goals FY 2014 - 2018 28
5 year Capital Improvement Projects 33
Community Timeline 42
Long Range Financial Projections 45
Revenues and Expenditures Analysis 50
Organizational Chart 53

FINANCIAL RESOURCES
City Sales Tax Revenues 55
State-Shared Income Tax Revenues 56
State-Shared Sales Tax Revenues 57
Motor Vehicle In-Lieu Revenues 58
Investment Revenues 59
Building Permit Revenues 60
Fines and Forfeitures 61
Franchise Tax Revenues 62
Highway User Revenues 63
Local Transportation Assistant Revenues 64
Wastewater Service Revenues 65
Water Utility User Fees 66

CONSOLIDATED SUMMARY - ALL FUNDS
Revenues/Expenditures and Changes in Fund Balance - All Funds 67
Revenues - All Funds - Graph 68
Expenditures - All Funds - Graph 69
Budget Summary - By Fund 70

Table of Contents

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

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

Public Safety
Public Works.....137
Parks and Building Maintenance 141
Custodial Services.....145
Police..... 149
Ordinance Enforcement 153
Communications 157
Fire 161

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

SPECIAL REVENUE FUND
Description and Fund Balance Presentation 173
Consolidated Revenues/Expenditures.....174
Departmental Budgets
HURF Revenues/Expenditures Summary.....175
Street Department 179
Street Construction.....183
Cottonwood Area Transit System (C.A.T.)/LINX.....189
Library.....195
Cemetery Trust Fund 201
Airport 207
Airport Improvement/Capital Fund 212
Other Grants.....217
Community Development Block Grant 221

Table of Contents

DEBT SERVICE FUND **PAGE**

Description and Revenues and Reserves Presentation....225
Debt Service....229
Bonded Indebtedness
Indebtedness Summary....233
Library General Obligation Bonds Information....234
Greater Arizona Development Authority-Recreation Center....237
Computation of Direct and Overlapping Debt....238
Computation of Legal Debt Margin....239
Greater Arizona Development Authority (GADA) Information....241

CAPITAL PROJECTS FUND

Fund Description....245
Consolidated Revenues/Expenditures Summary....246
Railroad Wash Improvements....248
Library Expansion Project....256
Capital Projects Fund....260
Recreation Projects....264

PROPRIETARY/ENTERPRISE FUNDS

Fund Description....267
Revenues/Expenses Summary....268
Wastewater Department....271
Water System Department....277
Water System Revenue Bond 2004....281
Water System Revenue Bond 2006....282

FIDUCIARY FUNDS

Descriptions/Fund Balance....283
Consolidated Revenue/Expenditures Summary....284
Alternative Pension and Benefits Plan Fund....287
Employee Health Benefit Trust Fund....291

APPENDIX ..... PAGE
Capital Outlay 293-297
Salary Ranges.....299
Authorized Position Classification Plan & Three Year Comparison..... 301-304
Resolution Adopting the FY 2009 Budget (not available at this time).....305
Schedules - (not available at this time)
Schedule A 306
Schedule C 307-310
Schedule D 311
Schedule E 312
Schedule F.....313
Glossary of Terms..... 315-319
Glossary - Acronyms 321-322
City Map 323

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
2011	345,453,043	2011	16	2,307,088
2010	338,430,216	2010	14	1,510,901
2009	373,520,909	2009	19	1,235,804
2008	421,814,909	2008	76	8,667,927
2007	447,902,863	2007	58	5,651,406
2006	427,052,394	2006	165	18,546,037
2005	357,682,343	2005	81	7,587,717
2004	311,644,070	2004	73	14,908,544
2003	286,236,364	2003	79	7,193,014

Source:

(a) City of Cottonwood 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

2012 Service Statistics

Fire Protection	
Stations	1
Employees (Full-time)	28
Fire & Haz Mat Calls	255
Rescue & Medical Calls	2,234
Public Assist Calls	365
Fire Inspections (various kinds)	2,063
Plan Reviews & Permits	502
Public Ed Contact Hours	7,723

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)	18,000
Miles of Line	48
Average Daily Treatment	1.08mg
Plant Capacity	1.5mgd
Blue Stake Requests	1,050
Reclaimed Water Sold	3.5 mg
Number of Sewer Accounts	4,547
Sewer Taps installed	5

Police Protection	
Stations	1
Employees (Full-time)	49
Sworn	32
Non-Sworn	17
Part I Crimes	525
Part II Crimes	18,066
Traffic Warnings	1,600
Traffic Citations	3,000
Calls for Service Dispatched	19,134

Library	
Items in Collections	106,535
Total Items Circulated	195,849
Circulation Transactions Per Day	790

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	1,500
Pumping Capacity	10.0mgd
Average Pumpage	3.4mgd
Number of Wells	27
Number of Storage Tanks	23

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 53**.

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

BUDGET POLICY

These budget policies provide general guidance for preparing the City of Cottonwood's operational budget, as well as its adoption, and implementation. These policies 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 2013

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 Performance Measures info & request meetings	December 20, 2011
Distribute Budget Worksheets & Instructions	February 10, 2012
Distribute Personnel Request & Reclassification Forms	February 10, 2012
Distribute Goals & Accomplishments Forms & Instructions	February 10, 2012
Budget Worksheets, Personnel Requests & Reclassifications due to Finance	February 24, 2012
Distribute Capital Improvements Schedules, Forms, & Instructions	February 24, 2012
Revenue Review—Finance	February 27-29, 2012
Potential Budget Issues & Goal Setting Meeting – City Manager	March 05-06 2012
1st. Round Departmental Budget Meetings	March 07-09, 2012
Capital Improvement Forms due back to Finance	March 9, 2012
Goals & Performance Measures due to Finance	March 9, 2012
Capital Improvements Meeting (Finance & City Manager)	March 19-20, 2012
2nd ·Round Departmental CIP/Budget Meetings	March 20-23, 2012
Revenue Update & Council Annual Goal Setting Workshop	March 22, 2012
Review of 1st. Budget Draft (Worksheets) with Finance & Administration	April 02 2012
Final day for changes to the Proposed Budget	April 06, 2012
Review of Proposed (Pre Council) - Finance & Administration	April 23-24, 2012
Present *Proposed* FY 2013 Budget to City Council	Mid May, 2012
Budget Work Sessions with City Council @ Council Chambers	May 2012
o Introduction to the Budget / Personnel Matters / Capital Requests	May 21, 2012
o Departmental Presentations	May 22, 2012
o Departmental Presentations / Budgetary Wrap-up	May 23, 2012
o Reserved for additional Budget Meeting	May 24, 2012
Final day for changes to the Tentative Budget	May 31, 2012
Present Tentative FY 2013 Budget to City Council	Early June 2012
Public Hearings on Tentative Budget	June 19, 2012
Adopt *Tentative* FY 2013 Budgets, set Expenditure Limitation	June 19, 2012
Final day for changes to the Final Budget	June 26, 2012
Present Final FY 2013 Budget to City Council	Mid July, 2012
Public Hearing on Final Budget	July 17, 2012
Adopt *Final* FY 2013 Budget	July 17, 2012
Budget Due to GFOA for Award Review	October 17, 2012

Fund Accounting

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

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

Fiduciary Funds

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

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

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

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

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

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

Budget Basis

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

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

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

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

Compensated absences and depreciation are not budgeted.

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

FISCAL POLICY

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

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

Financial stability of the City

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

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

DEBT SERVICE POLICY

The goal of the City of Cottonwood's debt management policy is to maintain the City's ability to incur debt at the most favorable interest rates in the amounts needed for financing capital projects and equipment, while keeping adverse 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, 2012

Project	Term	Principal	Interest	Funding Revenue
GO Bonds-Library Expansion	07/2013	150,000	8,300	0.2% Sales Tax
GADA-Railroad Wash Improvements	07/2013	95,000	5,700	0.2% Sales Tax
GADA-Public Safety Building	07/2013	260,000	11,700	0.2% Sales Tax
GADA – Recreational Center	08/2027	16,510,000	6,608,506	1.0% Sales Tax
MPC-Senior Lien Water Rev Bonds - 2004	07/2029	10,975,000	5,270,046	User Fees
MPC-Senior Lien Water Rev Bonds - 2006	07/2035	21,750,000	14,864,588	User Fees
Total Debt Service		$49,740,000	$26,768,840	

INVESTMENT POLICY

Policy

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

Scope

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

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

Objectives

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

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

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

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

Standard of Care

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

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

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

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

Authorized Financial Dealers and Institutions

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

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

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

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

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

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

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

Safekeeping and Custody

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

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

Collateralization shall be required on two types of investments:

- Certificates of deposits
- Repurchase agreements

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

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

Suitable and Authorized Investments

Authorized Investments

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

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

Prohibited Investments

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

Investment Pools

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

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

Diversification and Maturity Limitations

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

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

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

requirement, the Administrative Services General Manager may not invest any portion of the portfolio for a period greater than 5 years.

Reporting

Method

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

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

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

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

Performance Standards

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

Investment Policy Adoption

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

This page intentionally left blank

STRATEGIC PLANNING

City Accomplishments for Fiscal Year 2012

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal year 2012 goals obtained are summarized within this list of accomplishments:

Physical Development

- Completed demolition and rehabilitation of old court building into City Clerk's Office
- Successfully took over the operations of the Solid Waste Transfer Station
- Applied for and obtained a $22,000 grant for a new beacon and lighted windsock at the Airport
- Completion of 7,200 ft. 12" water main to Pine Shadows Mobile Home Park
- Installation of 1,000 ft. of 8" water main on Fir Street to provide an interconnection between Cottonwood water system and Verde Village #6

Community and Economic Development

- Cottonwood Airfest 2011 was a successful public event at the airport with 3,000 people attending the event held October 11, 2011
- Hosted Thunder Valley Rally, Relay for Life, and the Bicycle Rodeo
- Obtained Arthritis Foundation Certification for the Recreation Center & Aquatic facility training workshops and classes
- Completed installation of our self-checkout stations and security gates at the public library
- Library adult services went from 9 patron internet use computers to 17 internet use computers through the AZPac BTOP grant received by the State Library

Public Safety

- Implemented the Electronic Citation Project
- Reinstituted the bicycle patrol program
- Completed the implementation of Automatic Vehicle Locator (AVL) in MDC's
- Took delivery of, equipped & placed in front line service, a new $465,000 Rosenbauer fire engine with state of the art technology including compressed air foam & an advanced emissions system
- Awarded a $40,000 AFG Grant from FEMA. Purchased & placed in service 21 narrow band compliant mobile & portable radios
- Hosted the bi-annual CFD open house where we sponsored the Pink Heals Tour Event that drew 500 attendees and raised $2,300 for female cancer victims in the Cottonwood/Verde Valley area
- Awarded a $12,000 GOHS Grant. Purchased & placed in service rescue air bags & stabilization struts for use in rescue and extrication of trapped victims

General

- Successfully hosted the City of Cottonwood's 100th year Anniversary of Incorporation Celebration
- Completed a cost and benefit analysis of a regional public safety communications facility
- Completed plans to transition the City's transit service from Northern Arizona intergovernmental Public Transit Authority to the City of Cottonwood

Organizational Goals - Fiscal Year 2013

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 2013.

Physical Development

Project – Utilities – Well Improvements (ongoing)
This project was a prerequisite to installation of the arsenic remediation equipment mandated by the United States Environmental Protection Agency (USEPA). Continued construction and improvement of the well sites will enhance the ability of the utilities to take care of all the 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 $500,000 budgeted will be funded through water reserves.

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

> **Fiscal/Programmatic Impact**
> This area currently does not have sanitary sewer service to a large commercial area which has stifled commercial growth. An increase in commercial activity and the associated sales tax revenues will be a fiscal bonus to the general fund. Currently the funding of $40,000 is planned through existing reserves and other financing sources.

Project – Waste Water – 12th Street: fir-89A Reclamation Lines
Information not available at printing

Fiscal/Programmatic Impact
This project will be funded through existing capital reserves and is budgeted at $125,000.

Project – Waste Water – Bella Montana Subdivision
Information not available at printing

Fiscal/Programmatic Impact
This project will be funded through existing capital reserves and is budgeted at $100,000.

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 $130,000.

Project – Waste Water – Lift Station 4 Wet Well Expansion
Information not available at printing

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

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 $90,000.

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 $3,600,000 for FY 2013 for the design phase and $4,000,000 estimated for FY 2014.

Project – Water – 12th Street: fir-89A Reclamation Lines
Information not available at printing

Fiscal/Programmatic Impact
This project will be funded through existing capital reserves and is budgeted at $160,000.

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 $130,000 is planned through existing reserves and other financing sources.

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

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

Project – 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
The City's Street Maintenance Department will be responsible for the program. Funds are being allocated every other year. For FY 2013 nothing has been allocated, but it is projected that $600,000 will be allocated in FY 2014.

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 $4.738.195. The total cost of this project is estimated at $2,318,000 and $1,600,000 is being programmed for FY 2013. No increased M&O costs are anticipated.

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 bonding. The total project is estimated at $2,338,195 and $1,838,195 is being programmed for FY 2013. No increased M&O costs are anticipated.

Project – HURF/ADOT – 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 CDBG, HURF, 1% sales tax and Street Reserves is anticipated to be $320,000.

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

Fiscal/Programmatic Impact
This project will be funded through bonding. The total project is estimated at $2,300,000 and $1,300,000 is being programmed for FY 2013. No increased M&O costs are anticipated.

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

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

Project – Flood Control Grants – Railroad Wash Improvement Project
Rail Road Wash near Willard Street and SR 89A is undersized and currently overflows Willard Street during a 100 year storm.

Fiscal/Programmatic Impact
This is a 100% grant funded project through Yavapai County Flood control district and $225,000 has been budgeted for FY 2013. No additional M&O costs are projected for 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. This is required for instrument approaches and commuter service.

Fiscal/Programmatic Impact
This equipment that provides accurate weather information is an important safety issue for airport users as the airport becomes increasingly busy. The $115,650 is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and Airport Layout Plan (ALP). No increased M&O costs are anticipated.

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

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

Project – Airport - Terminal Parking Lot
The Cottonwood airport's terminal parking lot is in bad repair and cannot contain enough vehicles for weekly meetings. Because the parking lot is not large enough, vehicles have begun parking inside the security fence.

Fiscal/Programmatic Impact
This $210,000 project will be funded $199,500 from FAA, $5,250 from ADOT and $5,250 from local share matching. No increased M&O costs are anticipated.

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 2013 & FY 2014. Currently the facilities are over-crowded, old, and scattered throughout Old Town and the community. A new facility would be up to current life safety code standards, it would centralize more of city staff, eliminating unnecessary pedestrian and vehicle trips, for staff and the public. Increase in operating costs would be offset by vacating existing properties and selling them. For FY 2013 $100,000 is being allocated for design.

Project – Engineering/Public Works– Old Court Building Remodel (Continued)
Information not available at printing

Fiscal/Programmatic Impact
For FY 2013 $60,000 has been budgeted from the Capital Projects Fund.

Project – Engineering/Public Works– Gardner Property Demolition (On Going)
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. For FY 2013 $55,000 has been allocated.

Project – Parks – Riverfront Parking & Overlay (Reprogrammed)
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 $108,600 in FY 2013 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.

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 $149,320, 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 – Communications/Radio/MCT's Infrastructure
In order to meet federal interoperability and narrow band frequency requirements, we will have to contribute to the communications infrastructure development in the Verde Valley. This includes but is not limited to radio towers, microwave links, digital paging, station alert systems, GIS programs, narrow band capable radios, mobile computer terminals. This project also includes funds to replace radio and paging equipment on an annual basis in subsequent years as needed due to obsolescence and normal wear and tear

Fiscal/Programmatic Impact
Capital expenditures for FY 2013 are estimated at $7,000. This project is funded though the .2% sales tax reserves and grant funds when available. Communication equipment requires routine maintenance and repairs; a service contract remains in place and is expected to be reduced approximately $10,000 in FY 2013.

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 $75,000 are being allocated in FY 2013 and are funded through Grants.

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

Fiscal/Programmatic Impact
This program provides for the purchase of 25 SCBA units at a cost of $5,000 per unit for a total cost of $150,000. The purchase of these SCBA will enable CFD to meet the new 2012 NFPA standard for NFPA as well as provide us much increased interoperability with our automatic aid agencies who have already replaced their SCBA. This project is funded 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 – Aerial Ladder Truck (Quint)
The acquisition of a 100' ladder truck (Quint) will enable the Fire Department to provide an increased level of safety for our firefighters while also providing increase fire suppression and rescue capabilities. This apparatus will be a "Quint" type apparatus. A Quint apparatus has the attributes of an aerial ladder truck plus the attributes of a pumper truck allowing for increased versatility.

Fiscal/Programmatic Impact
This purchase will replace the 1987 ladder apparatus and is needed for the above stated reasons as well as to maintain our current ISO grading of Class 4. Operation and maintenance costs increase will be minimal. Estimated cost for this vehicle and necessary equipment is anticipated to be $600,000. This project will be funded by Grants, partnerships with private sector development, and bonding which would be paid through the .2% sales tax reserves.

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

Fiscal/Programmatic Impact
The budget amount for FY 2013 is $47,000 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 – 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 $4,700,000 with $500,000 being allocated in FY 2013. This project will be funded by bonding and paid through the .2% sales tax reserves.

Project – Public Safety – Spillman IBM Server
Purchase, configuration, and installation of a new IBM server which will house only Spillman applications used by the Cottonwood Police Dept., the Camp Verde Marshal's Office, the Clarkdale Police Dept., and the Yavapai-Apache Tribe Police Dept.

Fiscal/Programmatic Impact
The budget amount for this project is $120,000 allocated in FY 2013. This project will be funded by lease purchase and paid through the .2% sales tax reserves.

Organizational Goals for the Future - Fiscal Year 2014-18

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 2013 on **pages 20-27.**

Grant Funds

Project - Airport – Acquire Land II (11.6 acres)
This program is to acquire 11.6 AC at the southwest line of the airport to meet standards for object free area (OFA) for the relocated Taxiway A. And to acquire property to meet standards for parallel taxiway object free area (OFA) 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 $675,000 and is anticipated that a 97.5% FAA and ADOT grant will assist along a City contribution of 2.5% local share from the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and Airport Layout Plan (ALP). There are no additional costs anticipated with maintenance or operations of this project.

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

Project - Airport – 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.

<u>Physical Development</u>

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

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

Project – Parks – Urban Trail System

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

Fiscal/Programmatic Impact

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

Project –Parks - Civic Center Rehabilitation

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

Fiscal/Programmatic Impact

The rehabilitation is expected to carry a price tag of approximately $130,000 and is scheduled for FY 2014. This project anticipates financing through the State Historic Preservation Office (SHPO) since the building is on the Historical Registry in the form of a grant. The General Fund would need a 50% match in funds. Maintenance and operation expenditures should go down as the building is restored.

Project – HURF - 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 – North Main Street Paving

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

Fiscal/Programmatic Impact

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

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

Fiscal/Programmatic Impact
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 in FY 2014 and $250,000 annual cost will be provided through system improvement reserves and user fees.

Public Safety

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

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

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

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

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

Fiscal/Programmatic Impact
The fiscal impact would be to obtain bonding to fund the construction and design of the new building; the planned costs are $1,620,000 with $120,000 anticipated in FY 2014 for design review. The city already has the staffing at one fire house. Twelve firefighters would be moving to this new station along with one engine.

Project – Public Safety – Aerial Ladder Truck (Quint)
This is set here in case the grant purchase in FY 2013 is not received. It will not be a second Aerial Ladder Truck. The acquisition of a 100' ladder truck (Quint) will enable the Fire Department to provide an increased level of safety for our firefighters while also providing increase fire suppression and rescue capabilities. This apparatus will be a "Quint" type apparatus. A Quint apparatus has the attributes of an aerial ladder truck plus the attributes of a pumper truck allowing for increased versatility.

Fiscal/Programmatic Impact
This purchase will replace the 1987 ladder apparatus and is needed for the above stated reasons as well as to maintain our current ISO grading of Class 4. Operation and maintenance costs increase will be minimal. Estimated cost for this vehicle and necessary equipment is anticipated to be $1,100,000. This project will be funded by lease purchases proceeds *if grant funding is not available again in FY 2013*, partnerships with private sector development, and bonding which would be paid through the .2% sales tax reserves.

Five-Year Capital Improvement Plan

A Capital Improvement Plan (CIP) is a multi-year plan that projects spending for anticipated capital projects. The City's CIP represents a five-year program totaling $62,624,420. This figure is imposing and cannot realistically be funded from normal operating revenues (pay-as-you-go financing). It will be necessary for many of the proposed improvements to be funded through other sources. Such funding sources may be the issuance of bonds, lease purchases and grants.

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

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

GRANTS FUND POLICY

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$0	$0	$0	$0	$0
Transfers In		34,572	12,005	12,005	12,005
FAA Aeronautic Grants	482,618	1,201,081	988,000		
ADOT Grants		203,103			
ADOT Airport Matching	23,691	58,959	26,000		
LP - Jet A Tank	95,000				
Airport FAA Fund Matching	23,691	58,959	26,000		
Funds Available	$625,000	$1,556,675	$1,052,005	$12,005	$12,005
Financing Commitments					
LP - Jet A Tank		12,005	12,005	12,005	12,005
Subtotal Commitments		12,005	12,005	12,005	12,005
Revenue (net of commitments)	$625,000	$1,544,670	$1,040,000	$0	$0
Planned Expenditures					
Airport					
Relocate Segmented Circle		$39,000			
Land Acquisition (11.6 acres)			$675,000		
ADOT Taxiway Pavement Preservation		225,670			
FAA Aircraft Wash Rack	$200,000				
FAA Aircraft Layout Plan		80,000			
Apron Expansion Grading		1,200,000			
FAA Environmental Assessment/Review	200,000				
FAA Design & Construct displaced Threshold	50,000				
Install JetA Tank	95,000				
FAA GPS Approach Survey - GRANT	80,000				
Extend Runway 32			365,000		
Subtotal Planned Expenditures	625,000	1,544,670	1,040,000	0	0
Resources Available	$0	$0	$0	$0	$0

0.2% SALES TAX

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

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	($753,601)	$1,326,247	($156,259)	($195,460)	$2,382,394
Annual Deposit (net of DS)	669,790	689,880	714,030	739,020	768,580
Grant Funding					
None					
Miscellaneious Income					
Interest Income		26,525			47,648
Other Financing Sources					
LP - Fire Response Vehicles		200,000			650,000
LP - PD Vehicles - 10-14	307,000				
LP - FD Vehicles - 14-18	50,000	50,000	50,000	50,000	50,000
LP - FD Vehicles - Aerial Ladder Truck	1,100,000	50,000	50,000	50,000	50,000
GADA - Fire Stations - 2	1,620,000				
GADA - Fire Stations - 3				2,800,000	
Bonds - Regional Communications Bldg	4,200,000				
Revenue	$7,193,189	$2,342,652	$657,771	$3,443,560	$3,948,621
Financing Commitments					
Other Financing Uses					
LP - PS Vehicles 09-10	44,760	22,380			
LP - Fire Vehicles	90,000	36,400	36,400	36,400	36,400
LP - Police Vehicles		11,400	11,400	11,400	11,400
LP - Fire Dept.	18,000	27,000			
LP - FD Engine Pumper Type I	46,200	97,015	97,015		
LP - FY12 City Wide Equip (25% PS)	31,631	31,631	31,631	31,631	
LP - Aerial Ladder Truck		84,565	84,565	84,565	84,565
LP - FY13 PS Veh & Equip	66,350	66,350	66,350	66,350	66,350
GADA - Fire Stations - 2			123,700	123,700	123,700
GADA - Regional Communications Bldg		272,170	272,170	272,120	272,120
Subtotal Commitments	296,941	648,911	723,231	626,166	594,535
Revenue (net of commitments)	$6,896,247	$1,693,741	($65,460)	$2,817,394	$3,354,086
Planned Expenditures					
Fire					
Grant - Aerial Ladder Truck	1,100,000				
Alternative Response Vehicle		200,000			
Fire Stations GADA - 2	120,000	1,500,000		300,000	2,500,000
Fire Engine Pumper Type 1					650,000
Fire Vehicle Replacements	50,000	50,000	50,000	50,000	50,000
Fire Suppression & Rescue Equipment	50,000	50,000	30,000	35,000	50,000
Police					
Police Vehicle Replacement	50,000	50,000	50,000	50,000	50,000
Regional Communications Bldg	4,200,000				
Subtotal Planned Expenditures	5,570,000	1,850,000	130,000	435,000	3,300,000
Resources Available	$1,326,247	($156,259)	($195,460)	$2,382,394	$54,086

1.0% SALES TAX

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

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$331,200	$32,055	($134,054)	$7,146,416	$1,626,526
Annual Deposit	1,726,150	1,738,019	1,754,320	1,773,350	2,793,256
Grant Funding					
Urban Trails System			45,000	180,000	350,000
Tennis Center 6 Plex Facility			550,000		
Pocket Neigborhood Parks			250,000	450,000	
OT Field Conversion to Cultural Park		50,000	120,000		
Miscellaneous Income					
Interest Income	6,624	641	(2,681)	142,928	32,531
Other Financing Sources					
GADA-Youth/Adult Sports, Leisure & Open space Facilities			4,300,000		
GADA - Large Park Acreage - Future Ball Field			3,500,000		
Funds Available	$2,063,974	$1,820,715	$10,382,585	$9,692,695	$4,802,313
Financing Commitments					
GADA - Recreation Center	1,542,275	1,539,875	1,541,275	1,541,275	1,539,875
LP - FY12 City Wide Equip (75% Gen Gov)	94,894	94,894	94,894	94,894	
GADA - Large Park Acreage - Future Ball Field					269,065
GADA-Youth/Adult Sports, Leisure & Open space Facilities					292,130
Subtotal Commitments	1,637,169	1,634,769	1,636,169	1,636,169	2,101,070
Revenue (net of commitments)	$426,805	$185,946	$8,746,416	$8,056,526	$2,701,243
Planned Expenditures					
Culture & Recreation					
Bicycle network Improvements (Planning)	42,750				
Urban Trail System - Heritage Grant			45,000	180,000	350,000
Tennis Center Resurface			135,000		
Tennis Center 6 Plex Facility - Grant Funded			550,000		
Large Park Acreage - Future Ball Field & Sports Park				2,000,000	1,500,000
Park Acreage-Pocket Neigborhood Parks - Grant Funded			250,000	450,000	
Kids Park Restroom Facility		165,000			
Kids Park Play Apparatus	42,000				
Youth/Adult Sports, Leisure & Open space Facilities			500,000	3,800,000	
Rainbow Colors Pool Play System/Rec Cntr Eqpt	200,000				
Park Open space & Master Plan Study	110,000				
Old Town Field Conversion to Cultural Park - Grant Funded		50,000	120,000		
Roller Hockey Court Board Replacement		60,000			
Skate Park Completion		45,000			
General Government					
None					
Subtotal Planned Expenditures	394,750	320,000	1,600,000	6,430,000	1,850,000
Resources Available	$32,055	($134,054)	$7,146,416	$1,626,526	$851,243

HIGHWAY USER REVENUE FUND AND TRANSIT

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

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$6,154,675	$232,826	($251,597)	($1,468,660)	($2,273,962)
HURF Funds (net M&O)	38,975	40,144	41,750	43,420	45,157
1% Construction Sales Tax	225,136	236,393	248,212	260,623	273,654
Grants					
None					
Other Financing Sources					
Loan - N Main Mill&Fill, 6th St. Aspen-89A		1,900,000	3,000,000		
Funds Available	$6,418,786	$2,409,363	$3,038,365	($1,164,617)	($1,955,152)
Financing Commitments					
GADA Loan - Mingus, W. Mingus, & 12th St.	760,960	760,960	760,960	760,960	760,960
GADA- N Main Mill&Fill, 6th St. Aspen-89A			146,065	146,065	146,065
Loan - N Main St 10th to Mingus				202,320	202,320
Subtotal Commitments	760,960	760,960	907,025	1,109,345	1,109,345
Revenue (net of commitments)	$5,657,826	$1,648,403	$2,131,340	($2,273,962)	($3,064,497)
Planned Expenditures (*Council Strategic Initiative)					
Streets Construction & Maintenance					
Pavement Maintenance Program	600,000		600,000		600,000
6th St. Reconstruction Aspen to 89A		700,000			
North Main Street Mill & Fill		1,200,000			
Mingus Ave. Reconstruction Willard to Main	1,000,000				
Main St to Mingus			3,000,000		
*12 S. St. Reconstruction 89A to Fir	1,900,000				
SR260 Sidewalk from DelRio-Fir on East side	1,000,000				
ADOT TE Grant Bicycle Racilities	700,000				
Yavapai County Flood Control District-3 Grants	225,000				
Subtotal Planned Expenditures	5,425,000	1,900,000	3,600,000	0	600,000
Resources Available	$232,826	($251,597)	($1,468,660)	($2,273,962)	($3,664,497)

WASTERWATER USER FEES

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$2,694,729	$2,428,623	$4,877,196	$1,298,255	$242,735
Interest Income	53,895	48,572	97,544	25,965	4,855
Other Financing Sources					
Bonding/WIFA Loan FY 2014		7,800,000			
Transfer in from Capital Construction Fund	4,000,000				
Funds Available	$6,748,623	$10,277,196	$4,974,740	$1,324,220	$247,589
Financing Commitments					
Bonding / WIFA Loan FY 2015			581,485	581,485	581,485
Subtotal Commitments	0	0	581,485	581,485	581,485
Revenue (net of commitments)	$6,748,623	$10,277,196	$4,393,255	$742,735	($333,896)
Planned Expenditures					
Hwy 260 Line Extension		1,900,000			
Lining and point repair Collections System	95,000		95,000		95,000
Riverfront Wastewater Reclamation Plant	4,000,000				
Future Projects or Upgrades		500,000		500,000	
Bella Montana SubDivision	-	3,000,000	2,900,000		
12th Street: Fir-89A Reclimation Lines	125,000				
Wastewater Treatment Plant Upgrades	100,000		100,000		100,000
Subtotal Planned Expenditures	4,320,000	5,400,000	3,095,000	500,000	195,000
Resources Available	$2,428,623	$4,877,196	$1,298,255	$242,735	($528,896)

WATER USER FEES

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

Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$4,052,706	$3,920,133	$4,264,244	$4,838,625	$5,767,722
User Fees	3,725,248	4,023,268	4,345,130	4,692,740	5,068,159
Interest Income	81,054	78,403	85,285	96,772	115,354
Other Funding Sources					
Bonding or WIFA Loan Bella Montana		1,250,000			
Funds Available	$7,859,008	$9,271,804	$8,694,659	$9,628,137	$10,951,236
Financing Commitments					
Bonding or WIFA Loan	2,484,275	2,552,960	2,546,834	2,551,215	2,553,085
Bonding or WIFA Loan Hwy 260	104,600	104,600	104,600	104,600	104,600
Bonding or WIFA Loan Bella Montana			104,600	104,600	104,600
Subtotal Commitments	2,588,875	2,657,560	2,756,034	2,760,415	2,762,285
Revenue (net of commitments)	$5,270,133	$6,614,244	$5,938,625	$6,867,722	$8,188,951
Planned Expenditures					
Arsenic	250,000	250,000	250,000	250,000	250,000
Future Wells (Bella Montana Subdivision)		1,250,000			
Fire Flow Upgrades	500,000	250,000	250,000	250,000	250,000
Storage/Well Booster Station	0	100,000		100,000	
Water System Upgrades	500,000	500,000	500,000	500,000	500,000
Well Improvements	100,000	100,000	100,000	100,000	100,000
Subtotal Planned Expenditures	1,350,000	2,350,000	1,100,000	1,100,000	1,100,000
Resources Available	$3,920,133	$4,264,244	$4,838,625	$5,767,722	$7,088,951

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

WATER RESOURCE RESERVE FUND

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

Funding Availability	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Balance	$4,887,498	$5,595,156	$6,316,971	$7,053,223	$7,804,199
Resource Development	475,191	475,192	475,192	475,192	475,192
WAC	38,011	38,012	38,012	38,012	38,012
Adjudication	55,066	55,067	55,067	55,067	55,067
Conservation	29,681	29,682	29,682	29,682	29,682
Interest Income	109,709	123,862	138,298	153,024	168,043
Funds Available	$5,595,156	$6,316,971	$7,053,223	$7,804,199	$8,570,195
Planned Expenditures					
Water Development					
Resource Development					
Water Advisory					
Adjudication					
Conservation					
Subtotal Planned Expenditures	0	0	0	0	0
Resources Available	$5,595,156	$6,316,971	$7,053,223	$7,804,199	$8,570,195

CAPITAL IMPROVEMENTS FUND

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

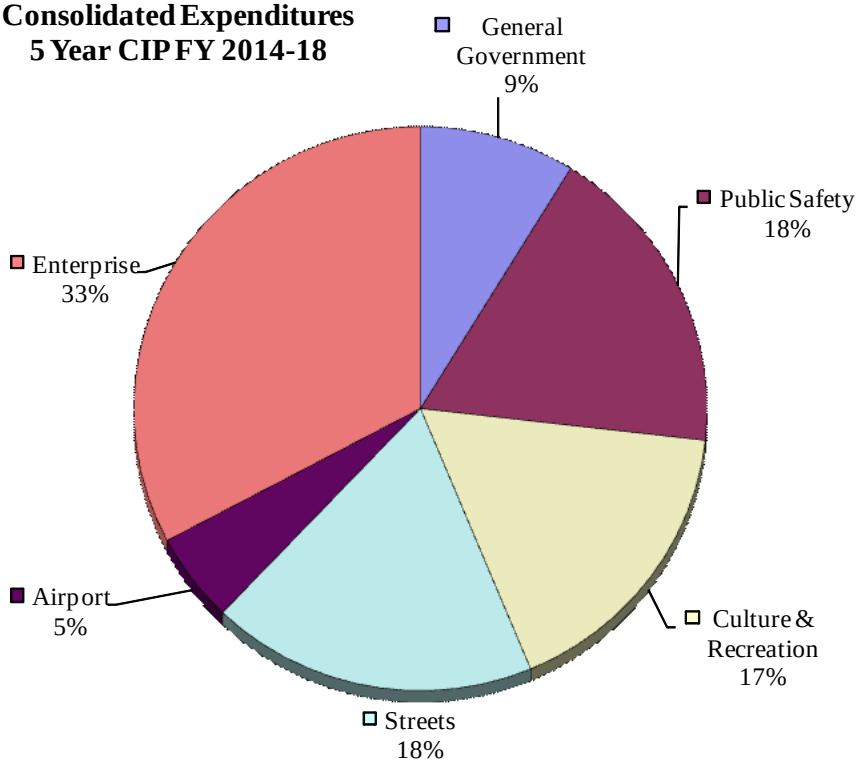
Funding Availability	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Balance	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Interest Income	$25,000	$25,000	$25,000	$25,000	$25,000
Airport Reimbursement	$23,490	$23,490	$23,490	$23,490	$23,490
Supplemental Contributions					
Annual Deposit					
Funds Available	1,048,490	1,048,490	1,048,490	1,048,490	1,048,490
Financing Commitments					
Transfer to GF	48,490	48,490	48,490	48,490	48,490
Subtotal Commitments	48,490	48,490	48,490	48,490	48,490
Revenue (net of commitments)	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Subtotal Planned Expenditures	0	0	0	0	0
Resources Available	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000

Cap at $1,000,000

SUMMARY OF CAPITAL

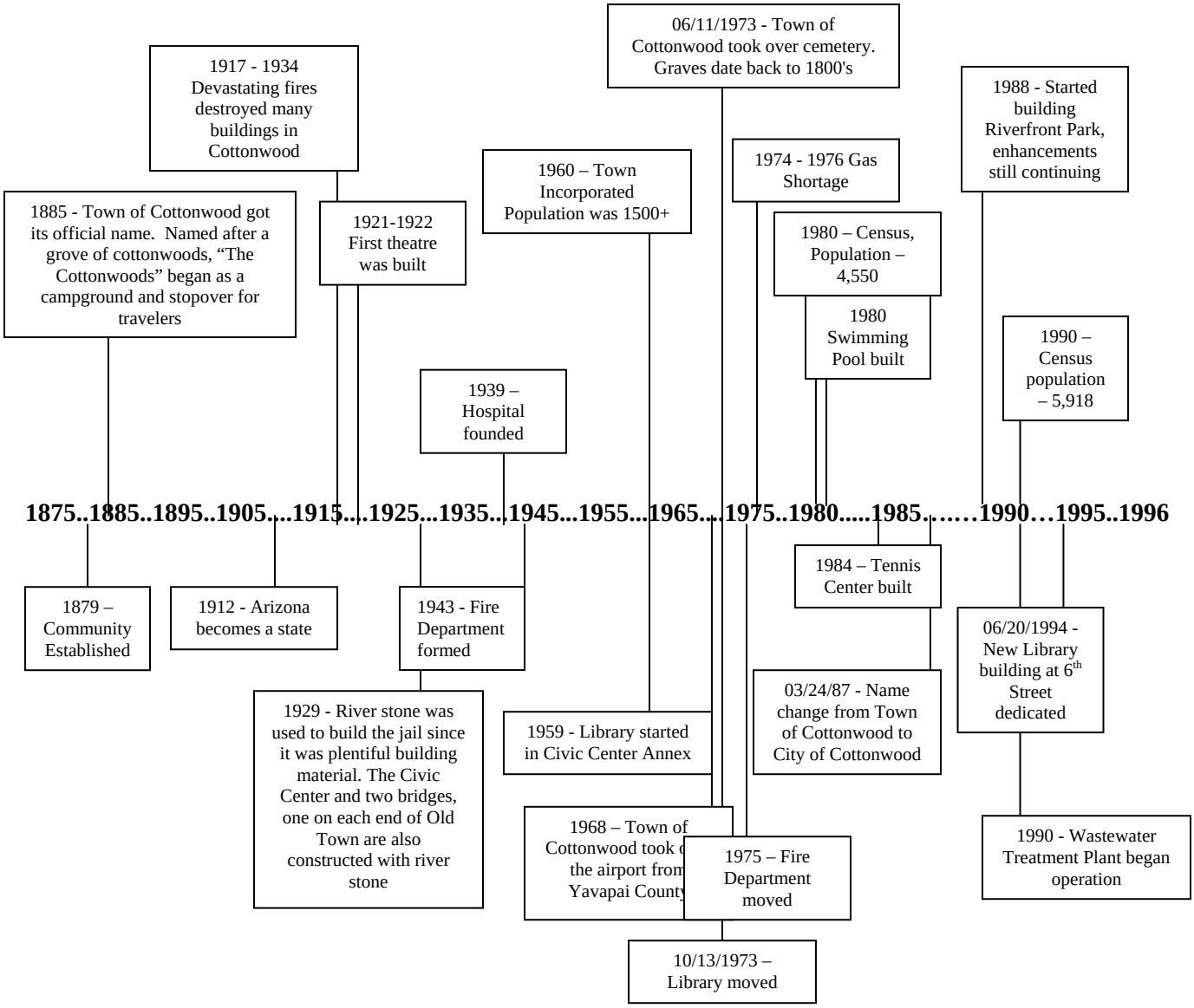
Funding Availability	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Beginning Balance	$25,495,542	$11,748,517	$12,715,117	$16,056,154	$12,933,369
Taxes	2,621,076	2,664,292	2,716,562	2,772,993	3,835,490
User Fees	3,725,248	4,023,268	4,345,130	4,692,740	5,068,159
Excess Revenue	38,975	40,144	41,750	43,420	45,157
Grants	625,000	1,572,103	2,005,000	630,000	350,000
Interest Income	276282	303,003	343,446	443,689	393,431
Water Resource Fees	597,949	597,953	597,953	597,953	597,953
Other Financing Sources	11,300,490	11,308,062	10,935,495	2,935,495	785,495
Revenue	$44,680,562	$32,257,342	$33,700,453	$28,172,444	$24,009,054
Financing Commitments					
Annual Debt Service - Bonds & Capital Leases	9,747,295	6,177,555	7,079,299	6,774,075	6,614,680
Subtotal Commitments	9,747,295	6,177,555	7,079,299	6,774,075	6,614,680
Revenue (net of commitments)	$34,933,267	$26,079,787	$26,621,154	$21,398,369	$17,394,374
Planned Expenditures					
General Government	5,500,000	-	-	-	-
Public Safety	5,570,000	1,850,000	130,000	435,000	3,300,000
Culture & Recreation	394,750	320,000	1,600,000	6,430,000	1,850,000
Streets	5,425,000	1,900,000	3,600,000	-	600,000
Airport	625,000	1,544,670	1,040,000	-	-
Enterprise	5,670,000	7,750,000	4,195,000	1,600,000	1,295,000
Subtotal Planned Expenditures	23,184,750	13,364,670	10,565,000	8,465,000	7,045,000
Resources Available	$11,748,517	$12,715,117	$16,056,154	$12,933,369	$10,349,374

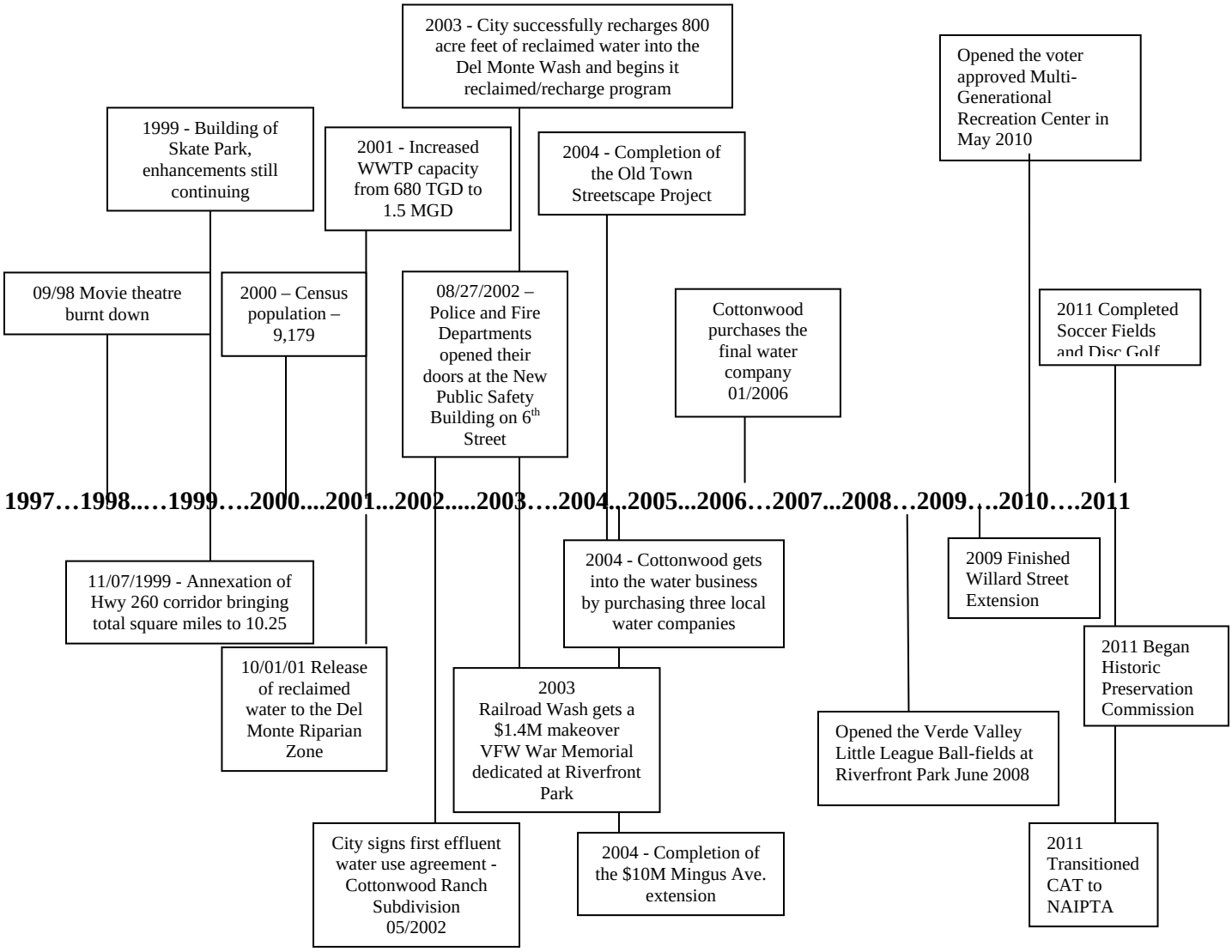
Consolidated Expenditures
5 Year CIP FY 2014-18



Planned Expenditures	
General Government	5,500,000
Public Safety	11,285,000
Culture & Recreation	10,594,750
Streets	11,525,000
Airport	3,209,670
Enterprise	20,510,000
Capital Purchases	62,624,420
Other Financing Uses	36,392,904
Total Capital & Financing	$99,017,324

Funding Availability	
Taxes	14,610,412
User Fees	21,854,545
Excess Revenue	209,446
Grants	5,182,103
Interest Income	1,759,851
Water Resource Fees	2,989,761
Total Funding Sources	46,606,119
Other Financing Sources	52,411,205
Use of Reserves	0
Total Finance Available	$99,017,324


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


2003 - City successfully recharges 800 acre feet of reclaimed water into the Del Monte Wash and begins it reclaimed/recharge program
Opened the voter approved Multi-Generational Recreation Center in May 2010
1999 - Building of Skate Park, enhancements still continuing
2001 - Increased WWTP capacity from 680 TGD to 1.5 MGD
2004 - Completion of the Old Town Streetscape Project
09/98 Movie theatre burnt down
2000 – Census population – 9,179
08/27/2002 – Police and Fire Departments opened their doors at the New Public Safety Building on 6th Street
Cottonwood purchases the final water company 01/2006
2011 Completed Soccer Fields and Disc Golf
1997…1998..…1999….2000....2001...2002.....2003….2004...2005...2006…2007...2008…2009….2010….2011
2004 - Cottonwood gets into the water business by purchasing three local water companies
2009 Finished Willard Street Extension
11/07/1999 - Annexation of Hwy 260 corridor bringing total square miles to 10.25
10/01/01 Release of reclaimed water to the Del Monte Riparian Zone
2003 Railroad Wash gets a $1.4M makeover VFW War Memorial dedicated at Riverfront Park
2011 Began Historic Preservation Commission
Opened the Verde Valley Little League Ball-fields at Riverfront Park June 2008
City signs first effluent water use agreement - Cottonwood Ranch Subdivision 05/2002
2004 - Completion of the $10M Mingus Ave. extension
2011 Transitioned CAT to NAIPTA

This page intentionally left blank

Long Range Financial Projections

GENERAL FUND

Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
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	2,446,950	2,335,980	2,194,780	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	**$13,872,420**	**$14,065,425**	**$14,233,885**	**$14,533,230**	**$14,809,990**

Expenditures	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Government	$6,876,130	$7,222,800	$7,587,400	$8,120,960	$8,374,350
Public Safety	7,618,790	8,023,790	8,450,760	8,901,090	9,375,890
Culture & Recreation	2,074,780	2,180,780	2,292,200	2,409,410	2,532,570
Total Expenditures	**$16,569,700**	**$17,427,370**	**$18,330,360**	**$19,431,460**	**$20,282,810**
Gain/(Loss)	**($2,697,280)**	**($3,361,940)**	**($4,096,475)**	**($4,898,230)**	**($5,472,820)**

CONCLUSION

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

Other issues that are out of the City's control are some of the rising employee benefits costs. Health insurance costs for employees and their dependents will increase after July 01, 2012. A 5% increase is reflected in this forecast. Workman's compensation will see a slight increase in FY 2013. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018
Street Department	$869,500	$912,970	$958,620	$1,006,560	$1,056,890
CAT/LINX	749,270	771,750	794,900	818,740	843 ,300
Library	864,860	908,100	953,510	1,001,200	1,051,260
Airport	296,110	305,000	314,160	323,590	333,300
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
Total Revenues	**$2,779,740**	**$2,897,820**	**$3,021,190**	**$3,150,090**	**$3,284,750**

Expenditures	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Street Department	$920,985	$968,790	$1,019,110	$1,072,070	$1,127,840
CAT	678,720	712,650	748,290	785,700	824,970
Library	944,050	991,280	1,040,820	1,092,850	1,147,490
Airport	396,920	416,770	437,620	459,500	482,490
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
Total Expenditures	**$2,940,675**	**$3,089,490**	**$3,245,840**	**3,410,120**	**3,582,790**
Gain/(Loss)	**($160,935)**	**($191,670)**	**($224,650)**	**($260,030)**	**($298,040)**

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 2011 but is returning to City of Cottonwood on July 1, 2012.

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 2014	FY 2015	FY 2016	FY 2017	FY 2018
Interest Income	$2,860	$270	$280	$290	$300
User Fees	0	0	0	0	0
City Sales Tax	2,121,040	1,620,350	1,660,860	1,702,380	1,744,940
Total Revenues	**$2,123,900**	**$1,620,620**	**$1,661,140**	**$1,702,670**	**$1,745,240**

Expenditures	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Trustee Fees	$720	$740	$760	$780	$800
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	**$1,687,295**	**$1,491,815**	**$1,493,835**	**$1,489,555**	**$1,488,875**
Gain/(Loss)	**$436,605**	**$128,805**	**$167,305**	**$213,115**	**$256,365**

CONCLUSION

The special two-tenths of a percent (.2 %) city sales tax enacted in 1992, funds the debt service of the Library Project of 1992. The coverage of income to debt payment is expected to be 6.2x in FY 2012 and 6.2x in FY 2013. The trend is expected to increase as the economy recovers, demonstrating exceptional coverage. Final disposition of the library debt service 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 Carryover and Reserves are not calculated for M&O purposes.

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

ENTERPRISE FUND – SEWER & WATER

Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Interest Income	18,570	19,020	19,490	19,970	20,450
User Fees	6,821,710	6,998,670	7,180,250	7,366,580	7,557,770
Miscellaneous Income	437,980	449,360	461,040	473,030	485,330
Total Revenues	**$7,278,260**	**$7,467,050**	**$7,660,780**	**$7,859,580**	**$8,063,550**

Expenses	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Operations	4,004,005	4,203,150	4,408,760	4,624,630	4,851,110
Administration	1,641,570	1,723,230	1,808,980	1,898,990	1,993,480
Debt Service	2,549,810	2,525,680	2,512,410	2,578,615	2,574,900
Total Expenses	**$8,195,385**	**$8,452,060**	**$8,730,150**	**$9,102,235**	**$9,419,490**
Gain/(Loss)	**($917,125)**	**($985,010)**	**($1,069,370)**	**($1,242,655)**	**($1,355,940)**

CONCLUSION

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

The Water Division also relies on only its user fees to fund all of its operations, including capital projects and debt service. Original bond distributions assist the company to handle some system improvements. Other revenue sources for both divisions are interest on investments, building rentals, sale of effluent, and miscellaneous income. Currently the City is reviewing possible rate increases for FY 2013 and future years that will help balance these operating deficits.

FIDUCIARY FUND

Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
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 2014	FY 2015	FY 2016	FY 2017	FY 2018
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 Arizona Public Employers Health Pool (APEHP), which provides health, dental, and vision coverage for many of the schools and cities in the Verde Valley. This fund now funds the City's short-term disability coverage for the City employees. Reserves will be used to fund deficits. 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.

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 2012 is showing signs of our local sales tax beginning to stabilize and for FY 2013 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 68**. A further breakdown by source and fund may be found on **page 70**.

Consolidated Expenditures - All Funds

Expenditure projections for Fiscal Year 2013 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 2013 but some are anticipated to be filled beginning in the FY 2014 projections. Salaries are also projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments from the compensation study for future years beginning in FY 2014

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

General Fund - Revenues

Revenue projections for the General Fund are based on both historic years' receipts and the best future assumptions known at this time. General Fund Revenues Schedule is provided on **pages 74 and 75** 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 continued to drop until FY2011. Local sales tax compared to total operating revenues is still important despite the current trend in sales tax and the transfer of sales tax to pay the Recreation Center Debt Service. Large fluctuations in the economy can dramatically affect this revenue source. Local Sales Tax constitutes 40.5 % of all General Fund revenues.

State shared revenues constitute 9.34% of total operating revenues or about $2.1M for FY 2013. This is up from last year's revenues by 15.3%. 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 2006 and declined again due to the poor economy are budgeted at $119,675 for FY 2013 which is an increase of 4.0% from FY 2012. 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 26% for this FY 2013, 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 5.46% is planned for FY 2013.

Fines and Forfeitures

Fines and forfeitures decreased an average of 7% per year over the past five years. However, FY 2011 saw the first increase since FY 2006. This increase is partly attributed to a new "Court Enhancement" fee that began in FY 2010 and doubled in FY 2011 at $21,305. For the upcoming year, revenues in this area are expected to increase by 1% over FY 2012

Uses of Monies and Properties

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

Miscellaneous

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

General Fund - Expenditures

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

Expenditures

Total General Fund expenditures are projected to increase by 38.4% this fiscal year. This translates to a $6,219,860 increase over the previous fiscal year of $16,193,505. This net increase includes some rollover projects and $3,963,490 in fund balance reserves. This increase also includes $830,000 for implementation of the new Salary Plan as defined in the compensation study of FY 2012; $587,945 for other personnel increases unrelated to the compensation study such as merit, health insurance and other related taxes; and $300,000 for the new city wide software which will be financed through a lease purchase instrument.

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% in FY 2012 and a 5% increase is anticipated for FY 2013.

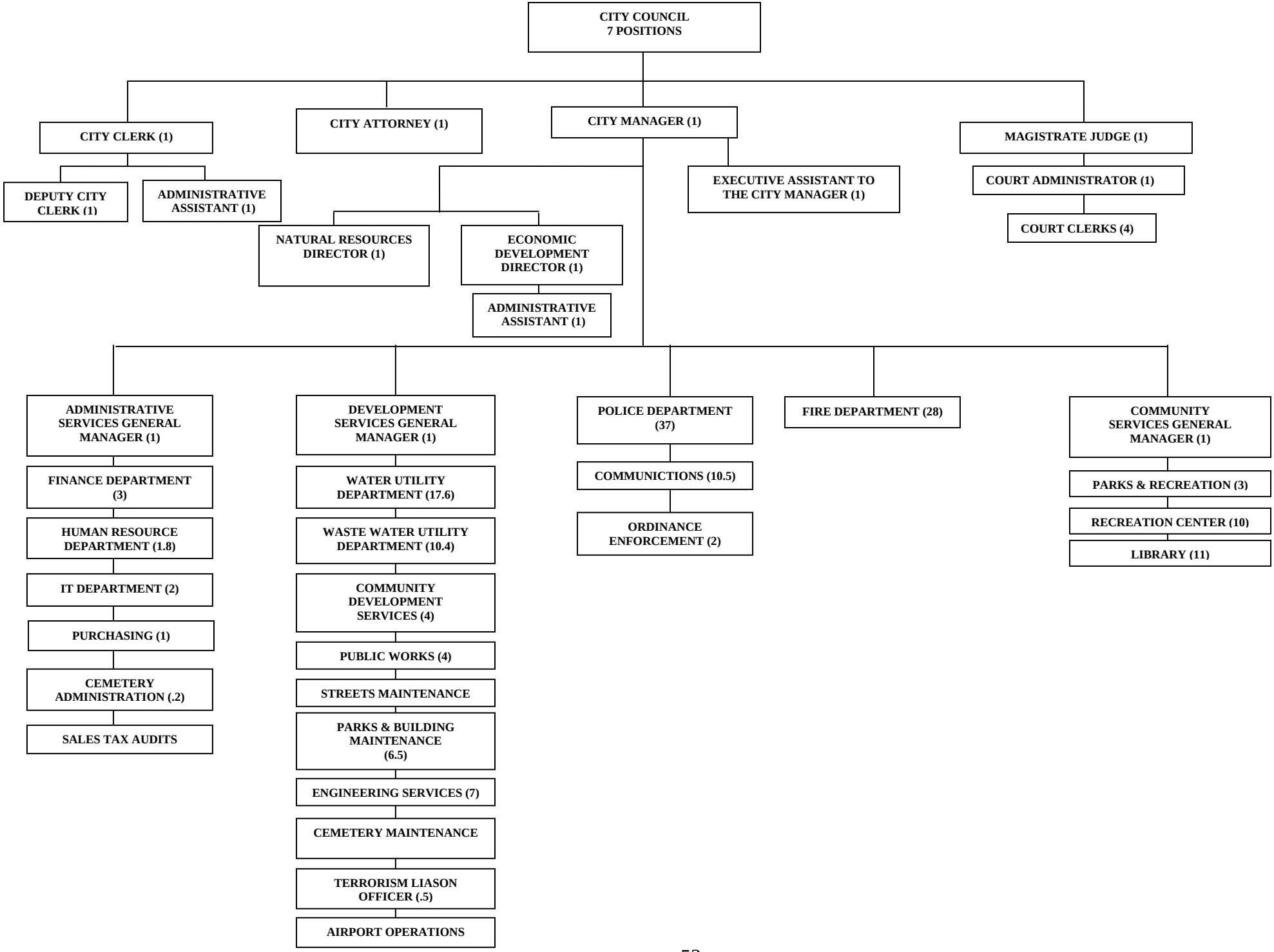
Operating supplies category has increased from $718,775 last year to $773,135 this year. This increase is due to the general growth of the City government and increases in cost charged by vendors due to the economy. Cost control measures set in place in previous years due to uncertain local economic 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 9.4%

Other Services and Charges reflect a -6.9% decrease, which is mainly due to the cost of the CAT transit system, which is coming back to the City, moving from a service in the General Fund to an actual department of the HURF.

Capital Outlay increased by $802,680 over last year's revised figure of $1,019,785. This large increase is due to the rollover of the acquisition of the city-wide municipal software program 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)
ADMINISTRATIVE ASSISTANT (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 (2)
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)

This page intentionally left blank

City Sales Tax Revenue

Description:

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

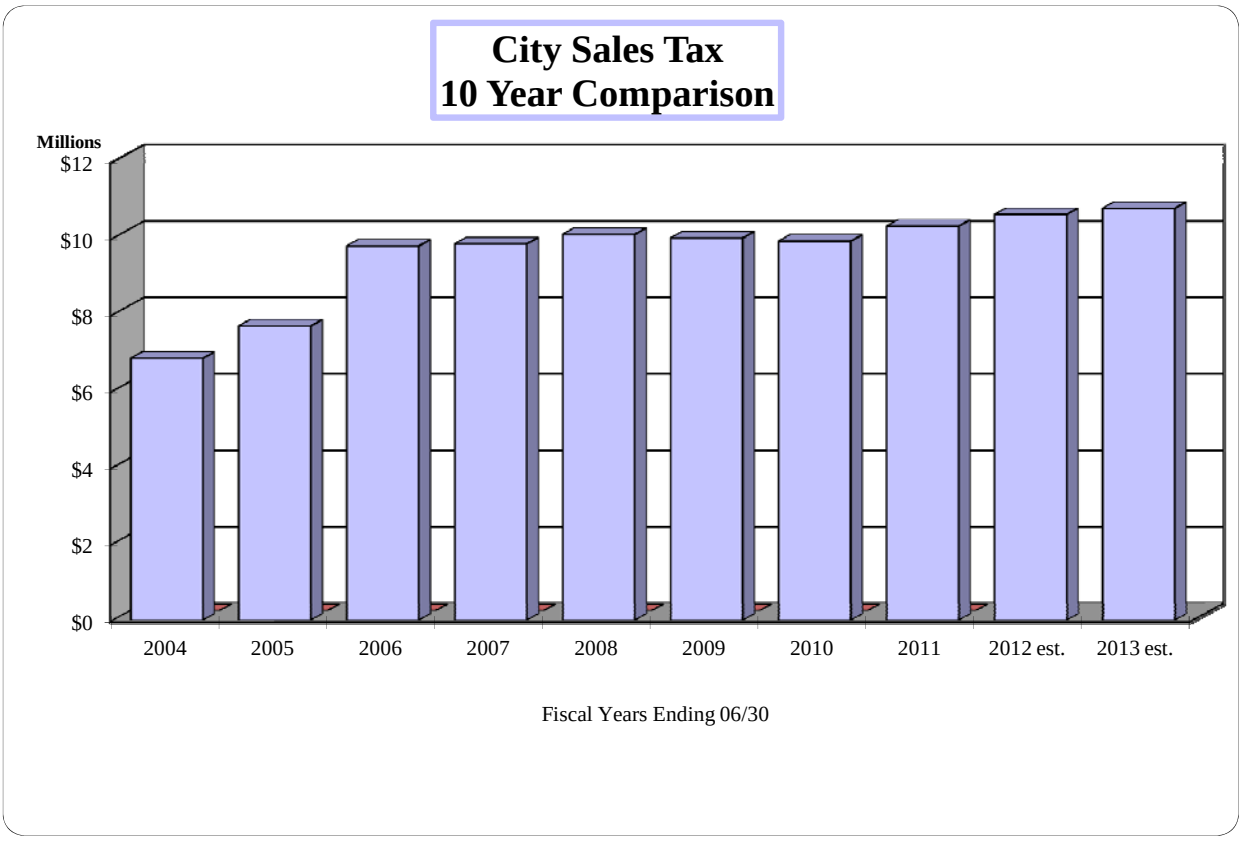
Please note: For this analysis we are not including the Bed Tax or the Utility Tax.

Analysis:

The City of Cottonwood serves as the retail center of the upper Verde Valley. 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 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 were higher than projected and the actual amount was 3.98% above FY 2010. The revised calculations for FY 2012 reflect a 2.95% increase and a modest 1.5% increase is projected for Fey 2013

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	10,007,515	-0.94%
2010	9,925,087	-0.82%
2011	10,319,948	3.98%
2012 est.	10,624,870	2.95%
2013 est.	10,784,245	1.50%



State Shared Income Tax Revenue

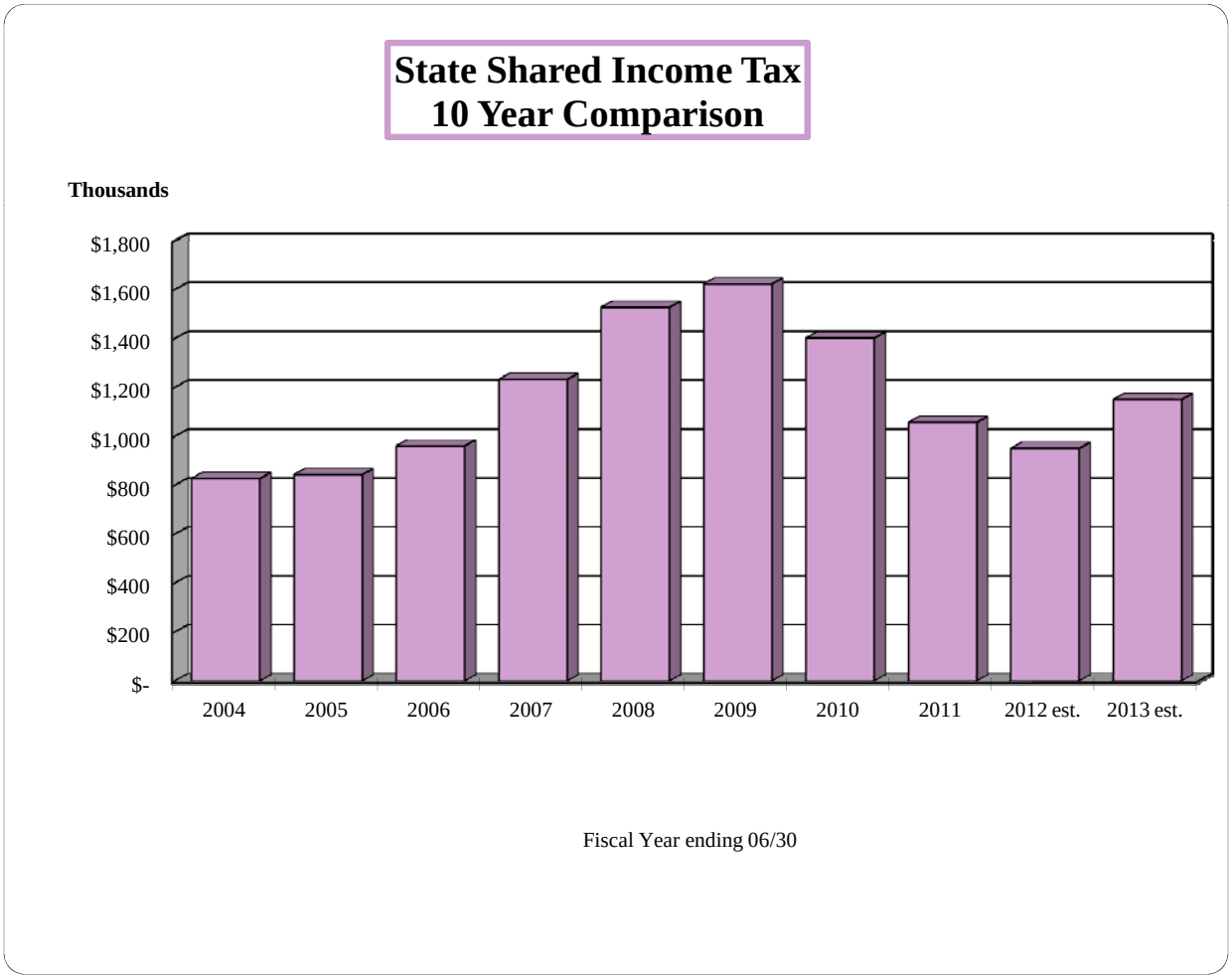
Description:

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 10.05% over FY2011 but increase significantly for FY2013

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	1,057,034	-24.61%
2012 est.	950,815	-10.05%
2013 est.	1,150,590	21.01%

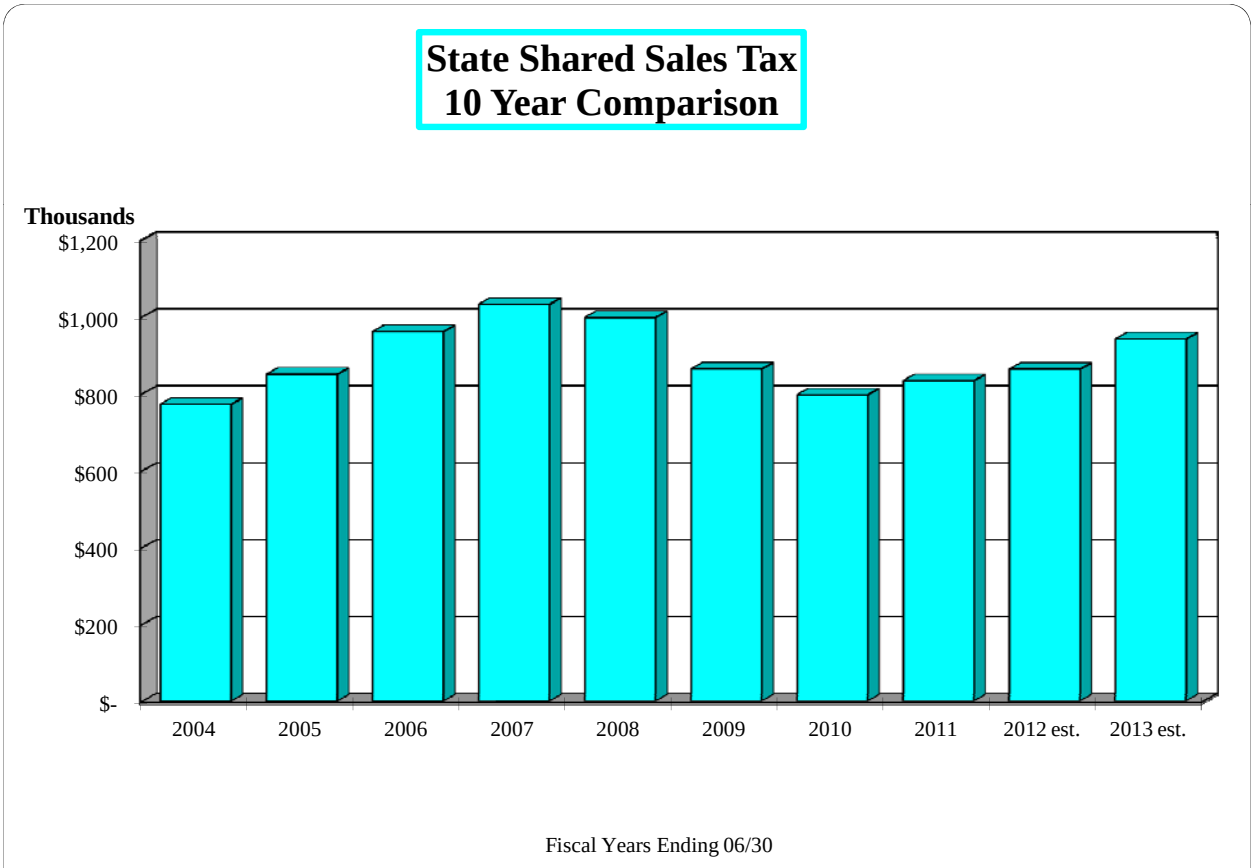


State Shared Sales Tax Revenue

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

Analysis:
The increase in population numbers deferred the impact of the slowing economy until FY 2008 through FY 2010. Since then the economy has been showing signs of picking up with an increase in FY 2011 of 4.6%. The State is also projecting an increase in revenues of about of 3.6% for FY 2012 and 9.1% in FY 2013.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	833,600	4.60%
2012 est.	863,590	3.60%
2013 est.	941,980	9.08%

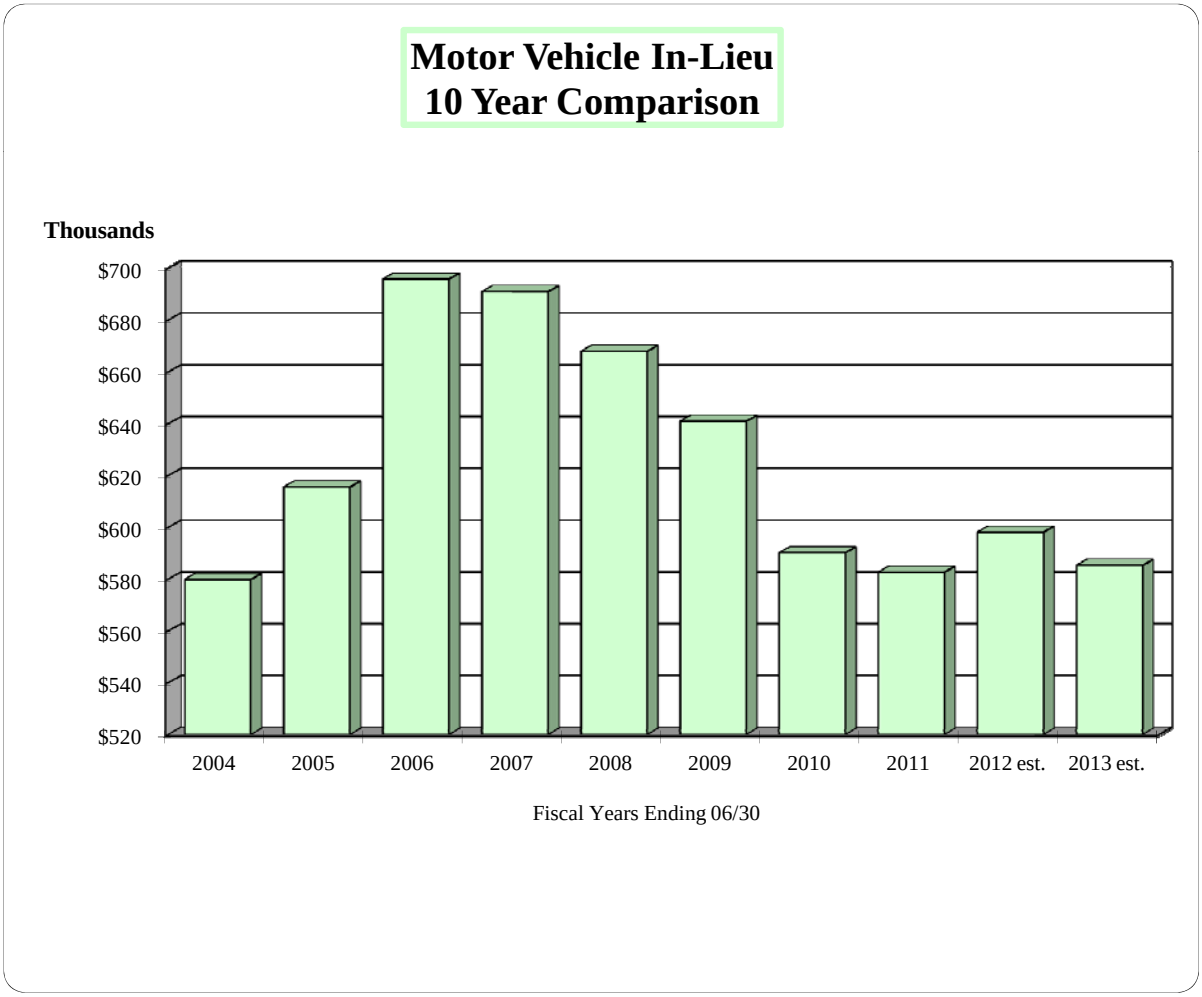


Motor Vehicle In-Lieu Revenue

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 were still declining in FY 2011 and although there was a slight increase projected in FY 2012 the League of Arizona Cities and Towns is projecting another decrease in these revenues for FY 2013

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	582,707	-1.27%
2012 est.	598,165	2.65%
2013 est.	585,369	-2.14%

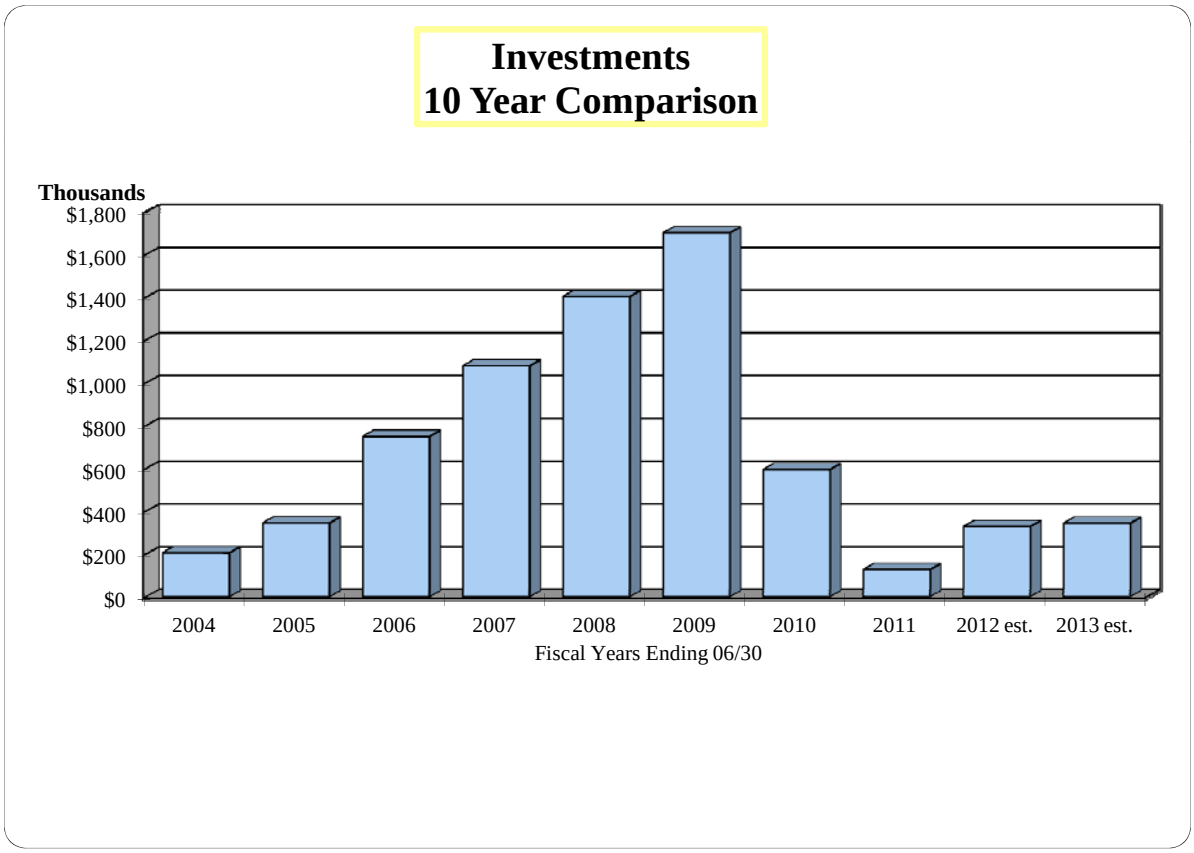


Investment Revenues

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. FY 2012 has shown an improvement in these revenues and it is projected to show a slight increase in FY 2013

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	128,312	-78.45%
2012 est.	328,950	156.37%
2013 est.	344,340	4.68%

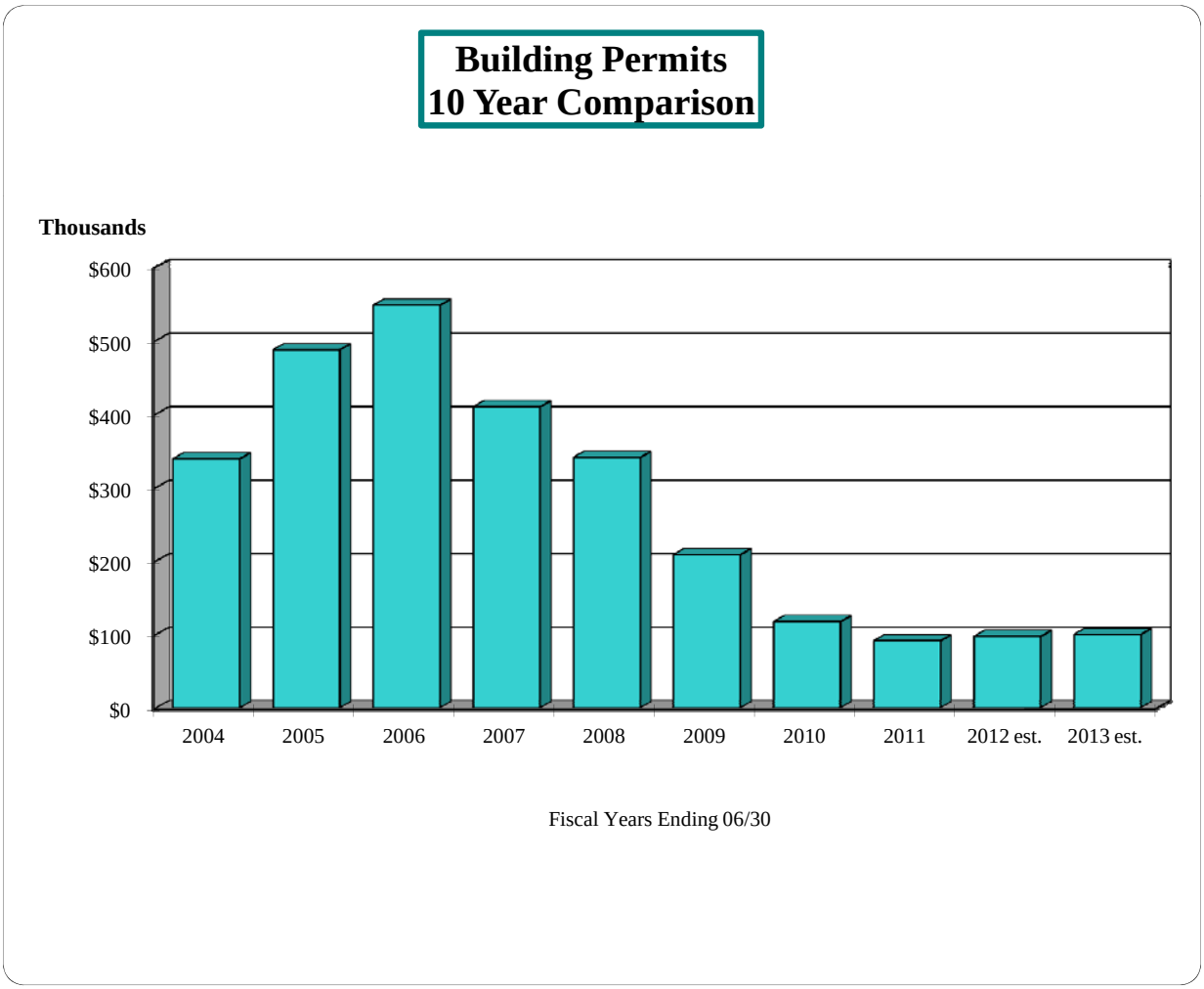


Building Permits Revenue

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 for fiscal years 2012 and 2013 although they are still down 70.7% from FY 2008 and down 81.8% since the peek in FY 2006

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	91,084	-22.33%
2012 est.	97,080	6.58%
2013 est.	99,780	2.78%



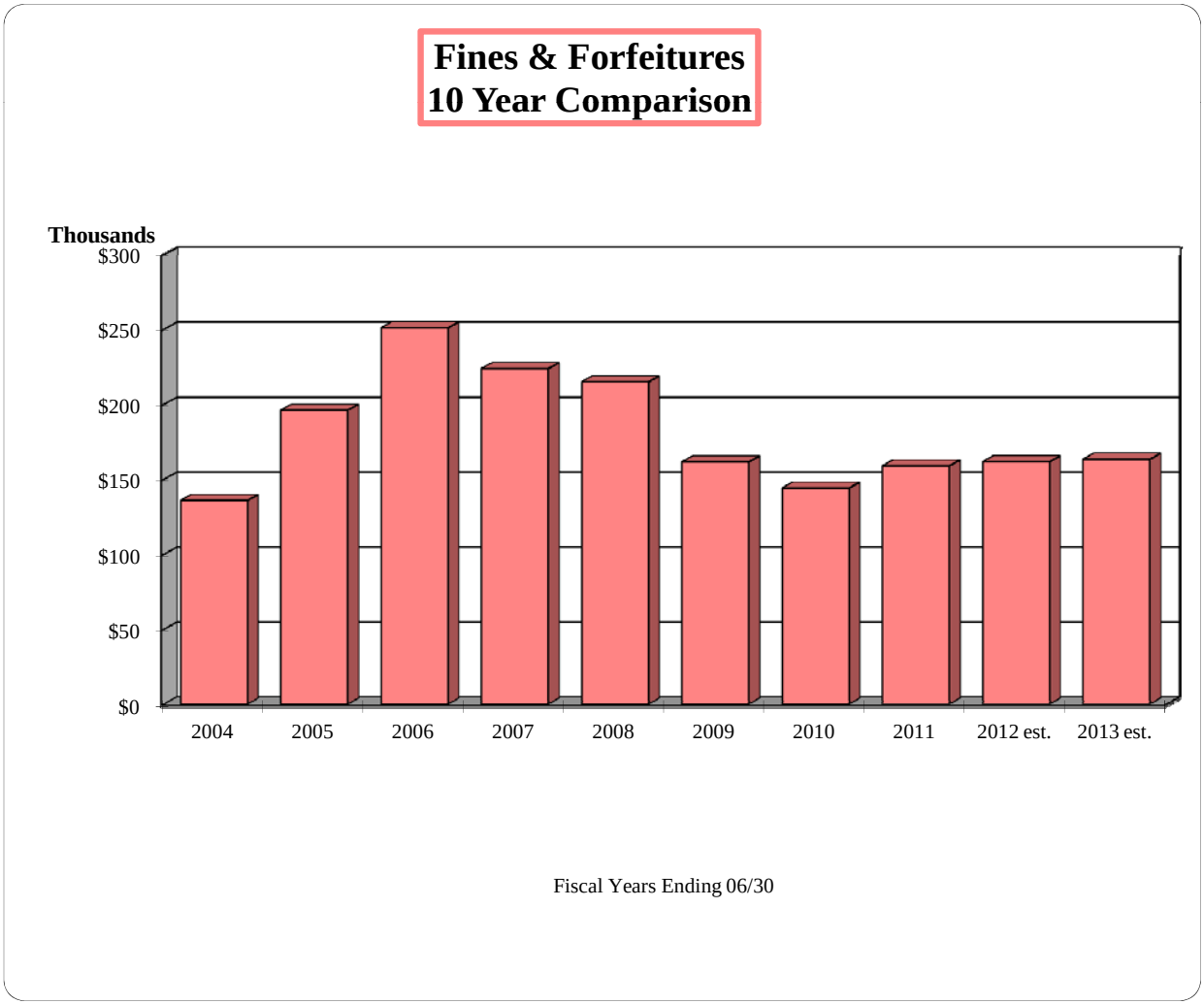
Fines And Forfeitures

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.

* Beginning in FY 2010 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.

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

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	158,977	10.31%
2012 est.	161,690	1.71%
2013 est.	163,310	1.00%

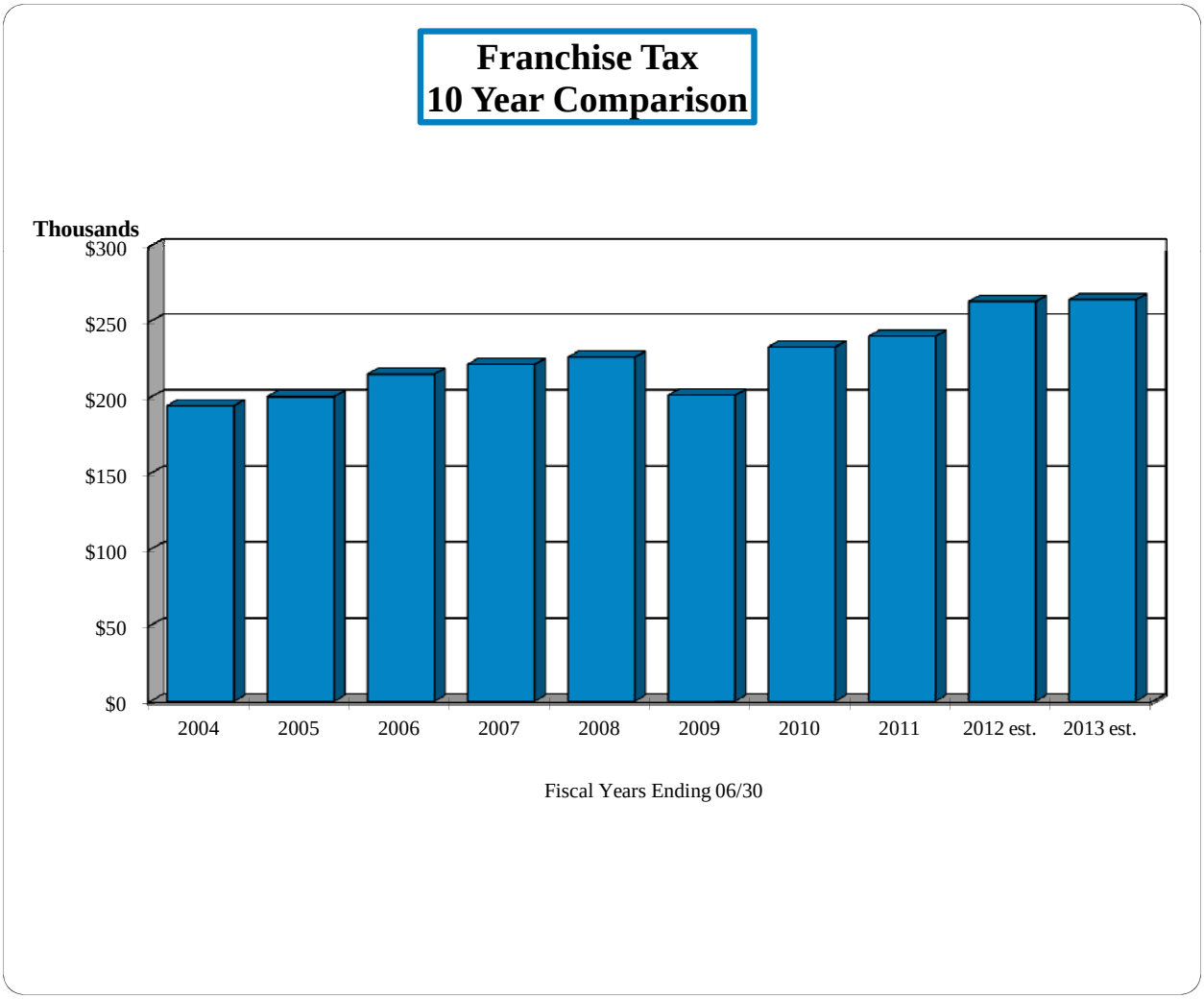


Franchise Tax Revenues

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. This revenue continues to increase for fiscal years 2012 and 2013

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	240,140	3.01%
2012 est.	263,000	9.52%
2013 est.	264,200	0.46%

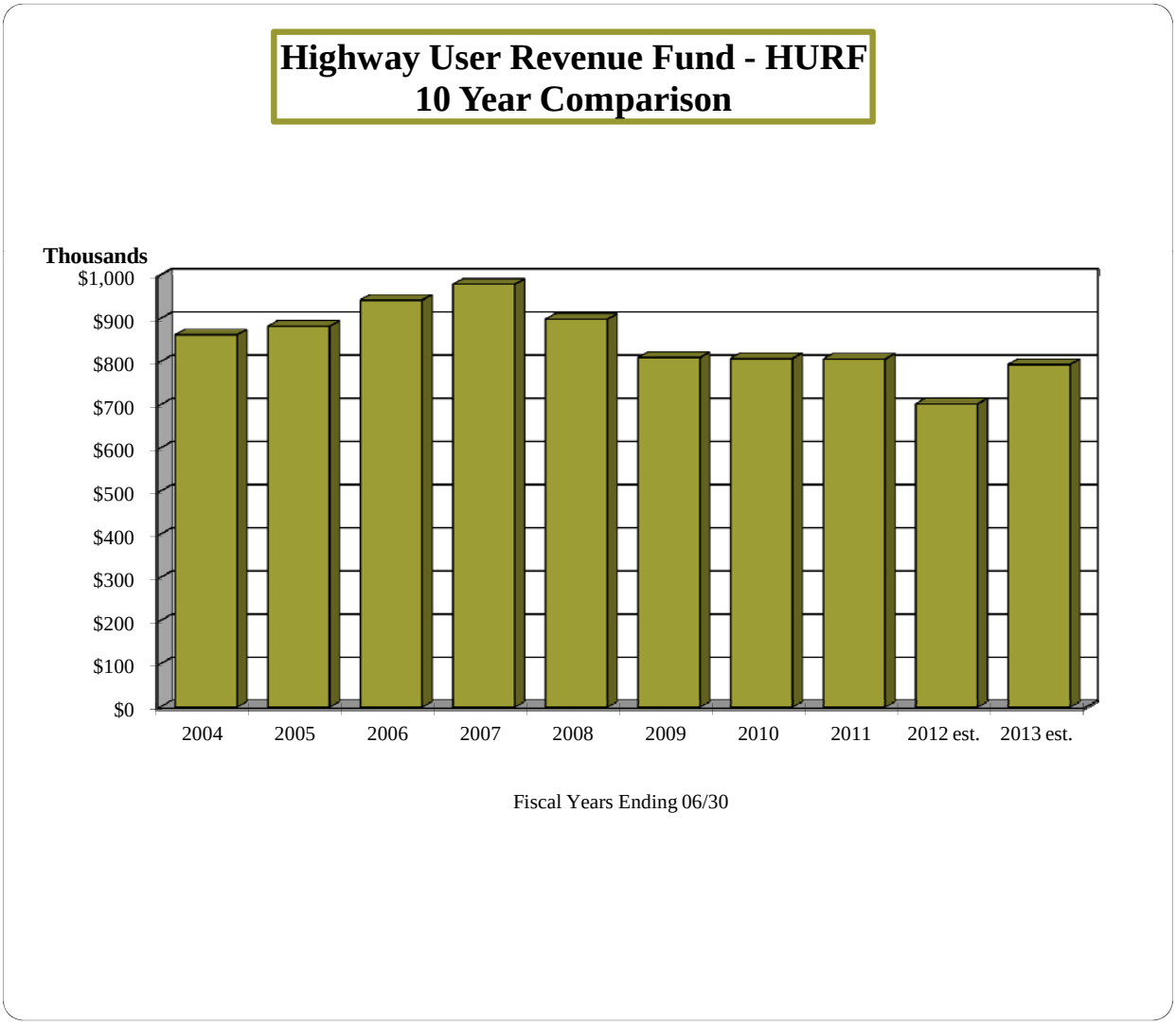


Highway User Revenue Funds - HURF

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

Analysis:
This State shared revenue has been fluctuating. The tax is based on a fixed charge per gallon of fuel and not a percentage of the fuel purchased. Fiscal year 2013 is up 13% as the portion of HURF funds that were being swept for use by the Motor Vehicle Division are back into the pot for the cities.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	806,386	-0.18%
2012 est.	702,707	-12.86%
2013 est.	794,143	13.01%



Local Transportation Assistance Fund Revenues - LTAF

Description:

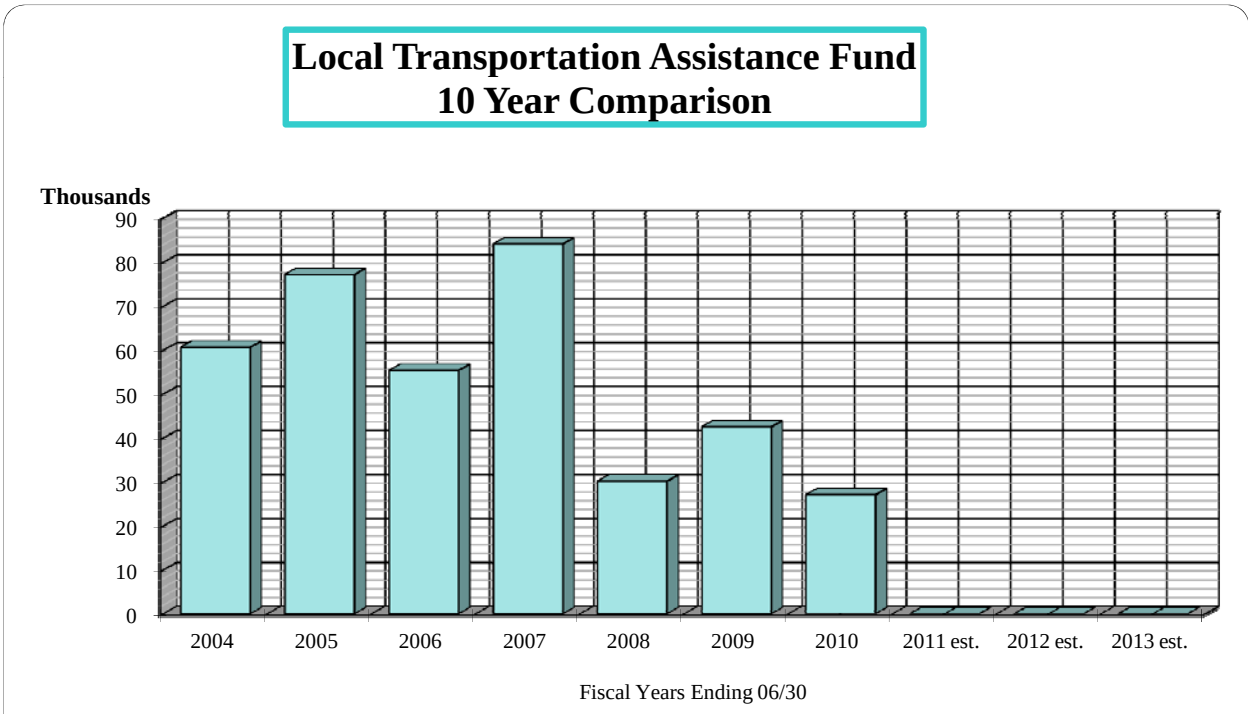
Local Transportation Assistance Fund Revenues (LTAF) consist of two LTAF distributions, LTAF and LTAF II. LTAF monies are derived from the State Lottery Fund. Arizona cities have been receiving a portion of the proceeds of the Arizona lottery since 1982. The original LTAF allocation was based on individual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

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

Analysis:

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

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	0.00%
2013 est.	0	0.00%



Wastewater User Fees

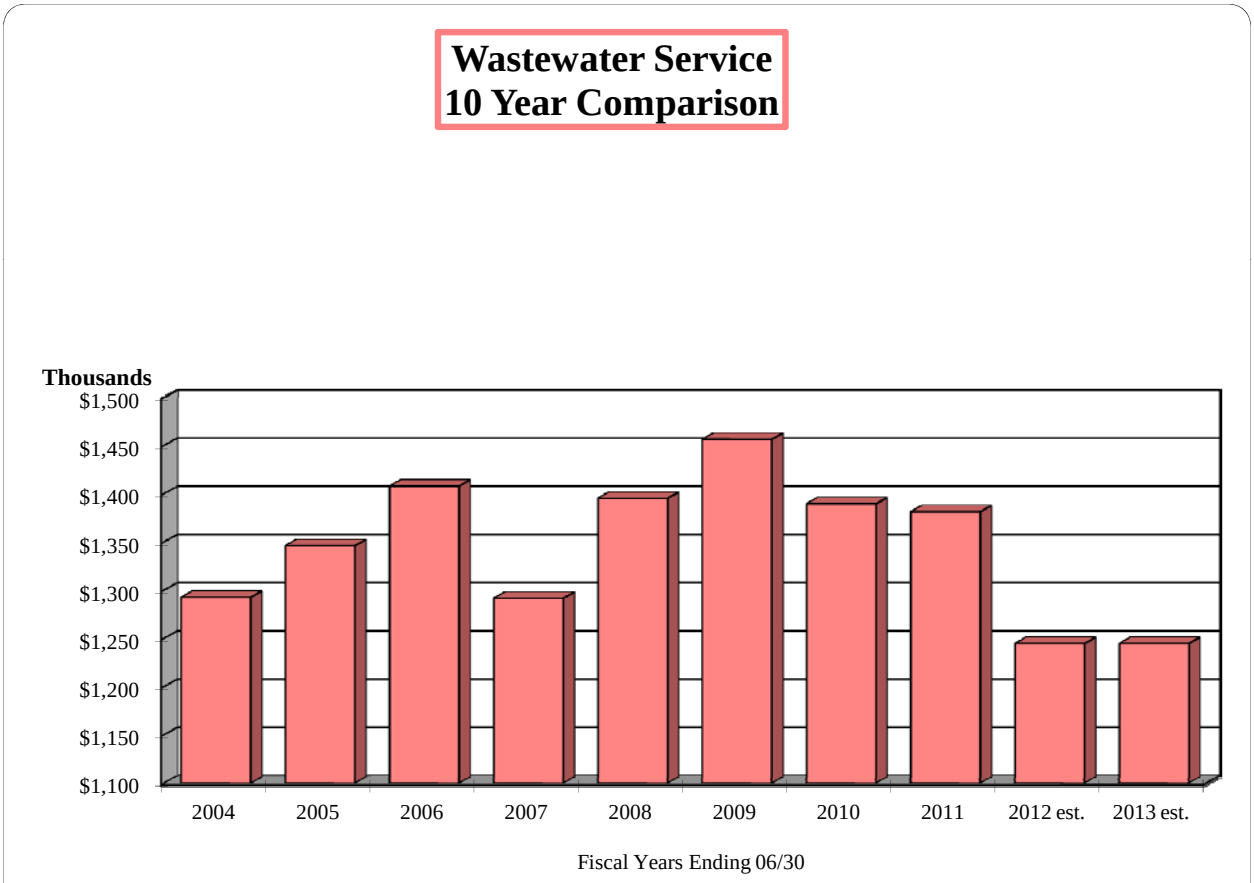
Description:

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

Analysis:

These revenues had increased through FY 2009 due to steady city growth. The system became operational October 1, 1990. The initial residential user fee was $6.75 per month. The rate was increased in 1995 to $13.20 per month, which the Council at the time froze for a five year period. The current rate is $16.75; these fees are evaluated annually to determine if an increase is necessary. The last rate increase was in FY 2002. These revenues declined with the falling housing market in FY 2010-2012 and are still projecting below the FY 2007 levels.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	1,381,487	-0.59%
2012 est.	1,244,830	-9.89%
2013 est.	1,244,830	0.00%



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.

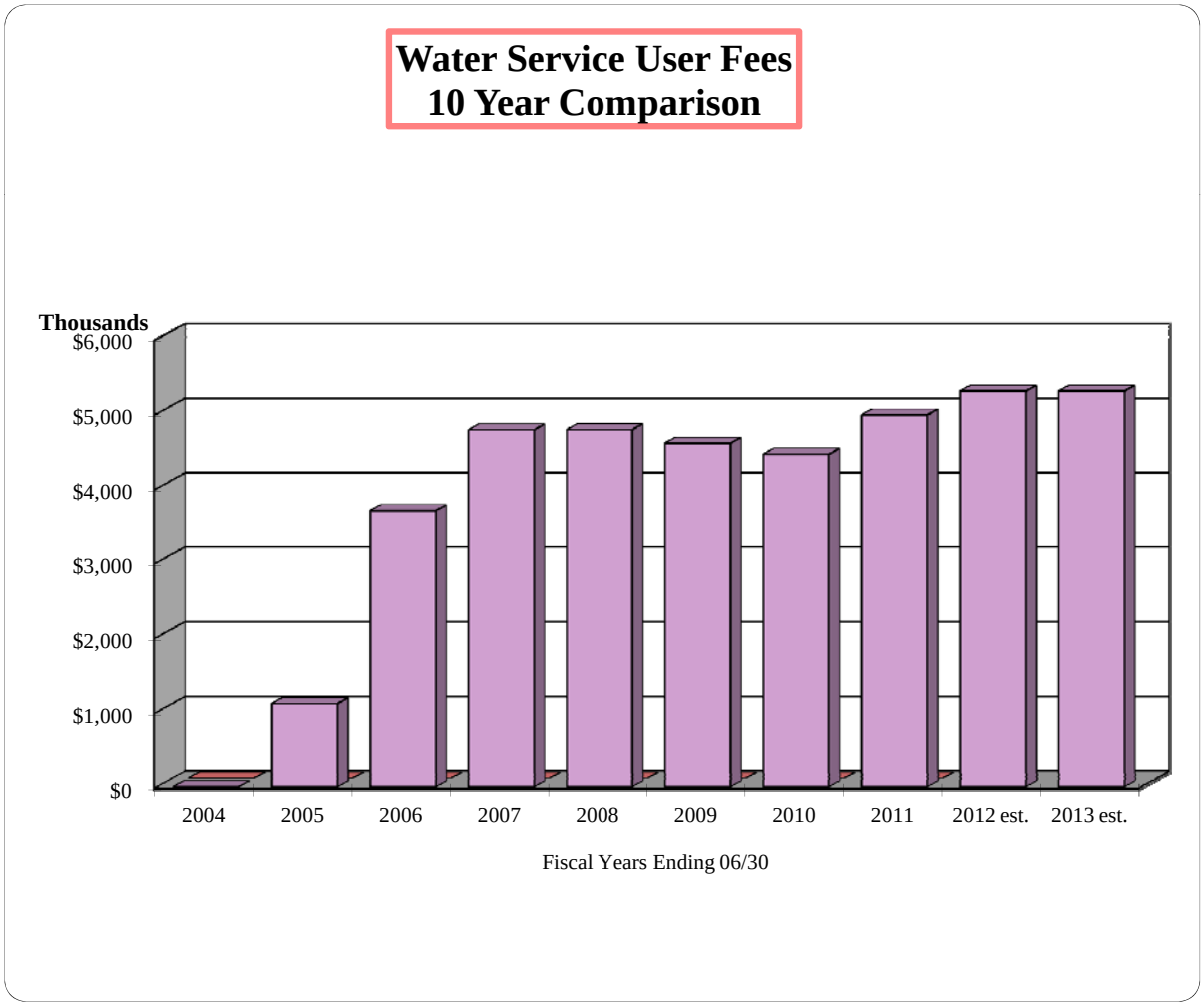
Analysis:

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 3 (10,001-20,000 gal)	4.55
Block 4 (20,001 + gal)	6.48

The last rate increase was in FY 2011.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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	4,985,843	11.81%
2012 est.	5,305,020	6.40%
2013 est.	5,305,020	0.00%



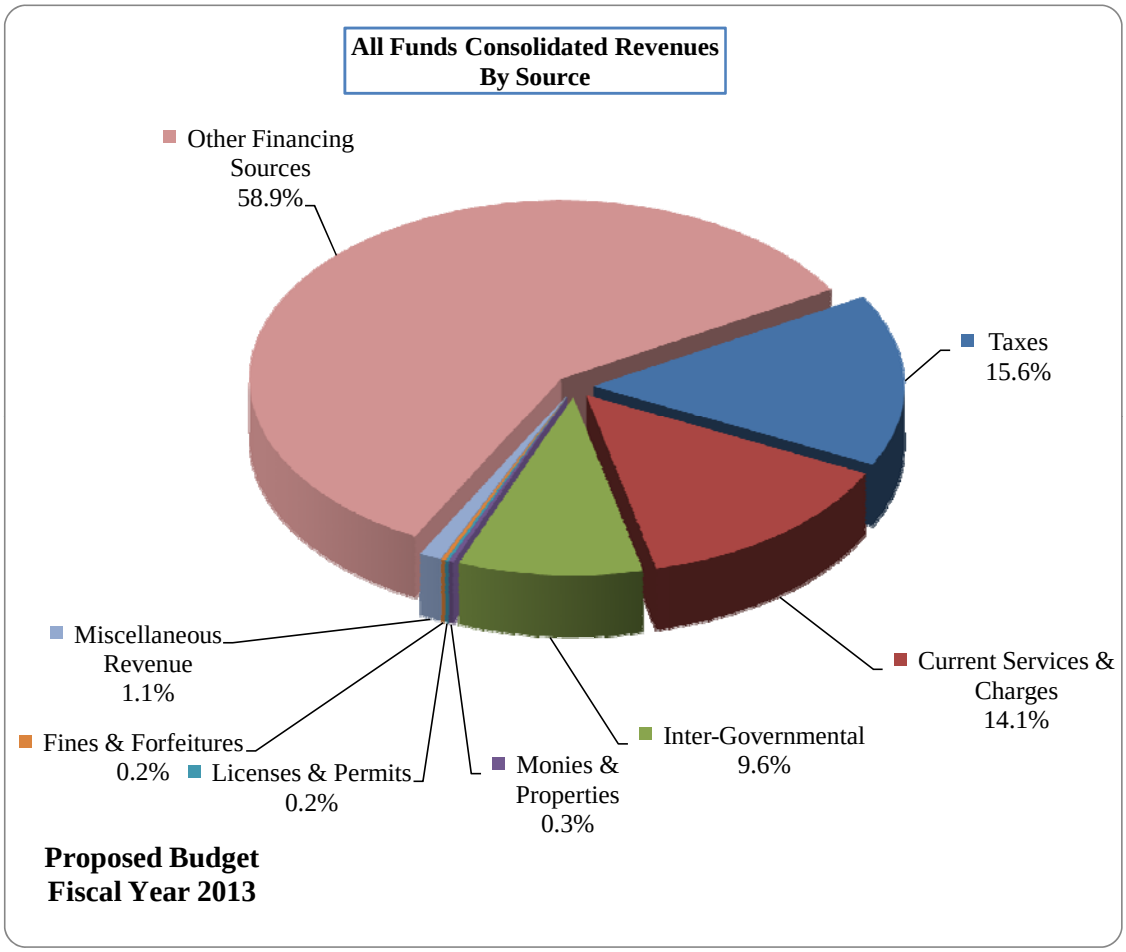
Fiscal Year 2013 Budget

Consolidated Summary of Revenues/Expenditures

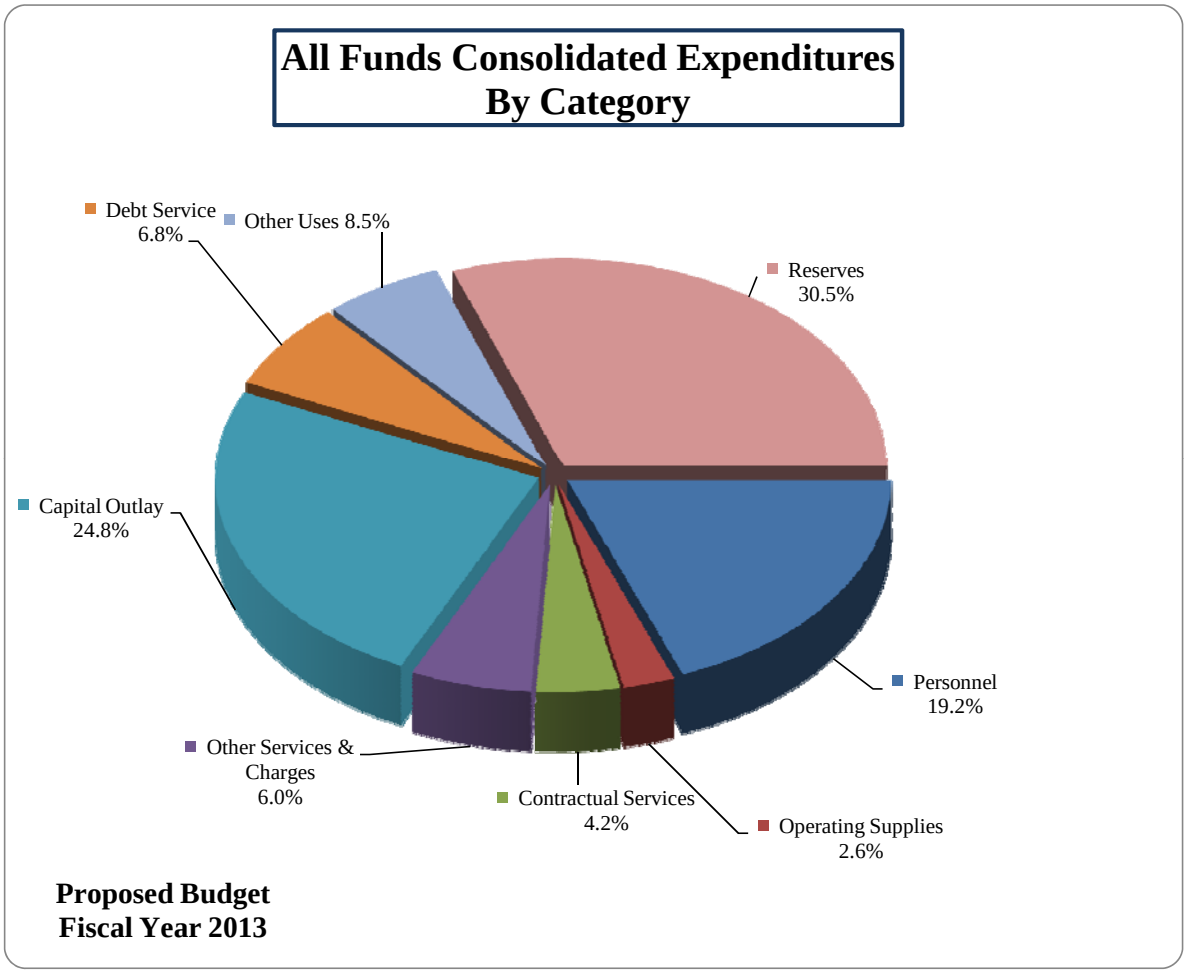
All Funds

Fund	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenues Sources:					
General Fund	$14,078,486	$14,856,155	$14,679,880	$15,664,560	6.71%
Special Revenue Funds	1,701,439	2,557,230	1,524,885	3,804,705	149.51%
Capital Projects Funds	(2,679)	405,000	236,945	475,000	100.47%
Debt Service Funds	2,071,077	2,063,435	2,063,175	2,073,225	0.49%
Enterprise Funds	7,485,594	7,290,870	7,685,560	7,740,555	0.72%
Fiduciary Funds	63,723	63,750	69,360	66,300	-4.41%
Total Revenues	25,397,640	27,236,440	26,259,805	29,824,345	13.57%
Other Financing Sources:					
Transfers In	650,912	3,910,525	1,886,545	4,834,415	156.26%
Carryover	40,087,109	34,910,535	40,464,800	32,651,275	-19.31%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	12,365,000	1,101,035	5,296,705	100.00%
Total Other Financing Sources	40,738,021	51,186,060	43,452,380	42,782,395	-1.54%
Total Available Resources	66,135,661	78,422,500	69,712,185	72,606,740	4.15%
Expenditures:					
General Fund	13,633,509	16,543,255	15,753,795	17,087,790	8.47%
Special Revenue Funds	2,660,712	8,136,665	3,702,625	9,751,545	163.37%
Capital Projects Funds	738,511	12,079,260	12,939,145	9,402,520	-27.33%
Debt Service Funds	2,071,077	3,274,365	3,273,300	3,282,540	0.28%
Enterprise Funds	9,159,139	29,459,705	26,161,270	23,616,835	-9.73%
Fiduciary Funds	67,395	372,120	350,160	380,960	8.80%
Total Expenditures	28,330,343	69,865,370	62,180,295	63,522,190	2.16%
Other Uses:					
Transfers Out	650,912	3,910,525	1,365,085	4,291,060	214.34%
Reserves	0	4,646,605	0	4,793,490	0.00%
Total Other Financing Uses	650,912	8,557,130	1,365,085	9,084,550	565.49%
Total Expenditures and Other Uses	28,981,255	78,422,500	63,545,380	72,606,740	14.26%
Net Income	$37,154,406	$0	$6,166,805	$0	

Revenues for All Funds	
Taxes	$11,361,600
Current Services & Charges	10,220,150
Inter-Governmental	6,946,495
Monies & Properties	186,540
Licenses & Permits	119,675
Fines & Forfeitures	163,310
Miscellaneous Revenue	826,575
Other Financing Sources	42,782,395
Total Revenues for All Funds	$72,606,740



Expenditures for All Funds	
Personnel	$13,937,830
Operating Supplies	1,872,860
Contractual Services	3,028,860
Other Services & Charges	4,388,910
Capital Outlay	18,020,330
Debt Service	4,907,815
Subtotal	46,156,605
Other Uses - Transfers Out	4,291,060
Reserves	22,159,075
Total Expenditures for All Funds	$72,606,740



Fiscal Year 2013 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	$9,074,310	$214,415	$2,072,875	$0	$0	$0	$11,361,600
Licenses & Permits	119,675	0	0	0	0	0	119,675
Intergovernmental	3,550,640	3,147,855	0	225,000	0	23,000	6,946,495
Charges for Services	2,692,635	286,950	0	0	7,240,565	0	10,220,150
Fines and Forfeitures	163,310	0	0	0	0	0	163,310
Uses of Monies & Prop.	38,280	87,240	350	0	18,120	42,550	186,540
Miscellaneous	25,710	68,245	0	250,000	481,870	750	826,575
Total Revenues	15,664,560	3,804,705	2,073,225	475,000	7,740,555	66,300	29,824,345
Other Financing Sources	6,748,805	6,105,815	1,209,315	12,527,520	15,876,280	314,660	42,782,395
Total Revenue & Other Financing Sources	22,413,365	9,910,520	3,282,540	13,002,520	23,616,835	380,960	72,606,740
Total Available All Source	$22,413,365	$9,910,520	$3,282,540	$13,002,520	$23,616,835	$380,960	$72,606,740
Expenditures							
Personnel	10,889,415	1,327,845	0	0	1,720,570	0	13,937,830
Operating Supplies	773,135	478,200	0	0	621,525	0	1,872,860
Contractual Services	1,308,765	568,885	1,060	0	1,116,350	33,800	3,028,860
Other Services & Charges	1,961,220	696,655	0	0	1,729,335	1,700	4,388,910
Capital Outlay	1,822,465	6,523,265	0	1,772,100	7,902,500	0	18,020,330
Reserves	4,793,490	156,695	1,208,505	7,630,420	8,024,505	345,460	22,159,075
Debt Services	332,790	0	2,072,975	0	2,502,050	0	4,907,815
Subtotal of Expenditures	21,881,280	9,751,545	3,282,540	9,402,520	23,616,835	380,960	68,315,680
Other Uses							
Transfers Out	532,085	158,975	0	3,600,000	0	0	4,291,060
Total Expenditures & Other Uses	22,413,365	9,910,520	3,282,540	13,002,520	23,616,835	380,960	72,606,740
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.

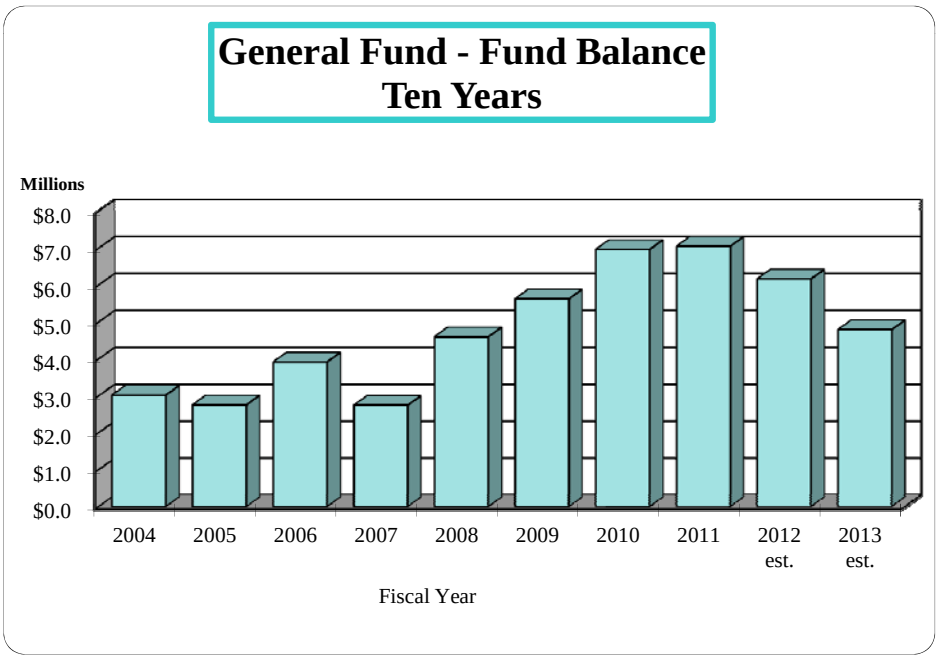
Fund Number	Description
01	General Fund

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	Transfer Station		

Fund Balance:

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



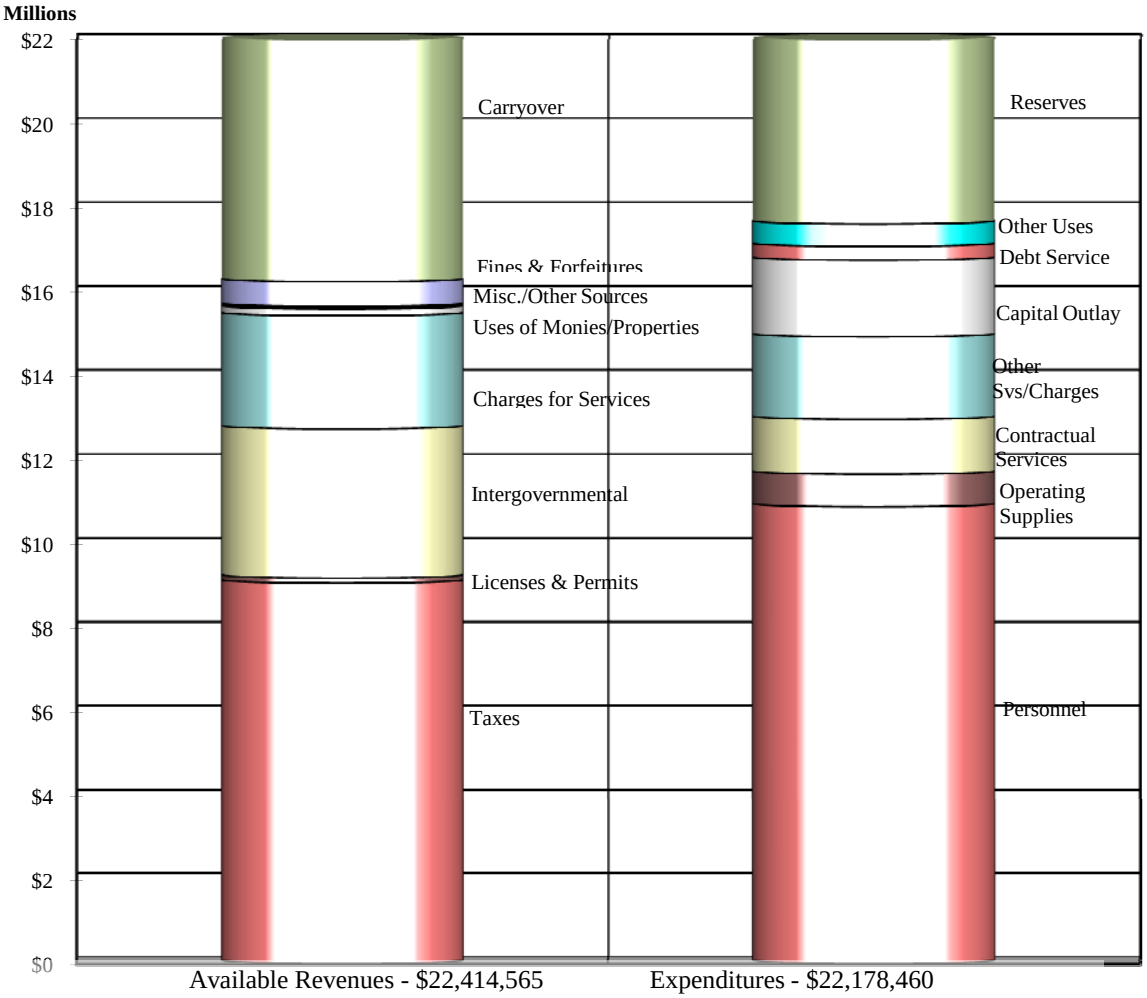
Fiscal Year	Fund Balance
2004	3,018,814
2005	2,758,100
2006	3,916,360
2007	2,748,395
2008	4,602,025
2009	5,631,616
2010	6,969,407
2011	7,055,905
2012 est.	6,166,805
2013 est.	4,793,490

All transfers out affecting this fund balance can be viewed on **page 131.**

General Fund Consolidated Revenues & Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Revenue Sources:				
Taxes	$8,663,094	$8,353,070	$8,971,195	$9,074,310
Licenses & Permits	119,305	122,000	115,000	119,675
Intergovernmental Revenues	3,192,910	3,294,470	2,815,150	3,550,640
Charges for Services	1,869,288	2,876,495	2,553,335	2,692,635
Fines & Forfeitures	167,162	153,000	161,690	163,310
Uses of Monies & Properties	23,752	22,500	37,960	38,280
Miscellaneous Revenues	42,976	34,620	25,550	25,710
Total Revenue Sources	14,078,486	14,856,155	14,679,880	15,664,560
Other Financing Sources:				
Transfers In	23,490	23,490	23,490	23,490
Carryforward	6,969,407	6,234,750	7,055,905	6,166,805
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	670,000	601,035	558,510
Total Other Financing Sources	6,992,897	6,928,240	7,680,430	6,748,805
Total Available Resources	21,071,385	21,784,395	22,360,310	22,413,365
Expenditures:				
Personnel	9,675,321	10,459,640	10,301,470	10,889,415
Operating Supplies	559,235	680,655	718,775	773,135
Contractual Services	1,137,365	1,164,810	1,196,170	1,308,765
Other Services and Charges	1,670,166	2,202,520	2,107,160	1,961,220
Capital Outlay	280,237	1,665,180	1,019,785	1,822,465
Debt Service	311,185	370,450	410,435	332,790
Total Expenditures	13,633,509	16,543,255	15,753,795	17,087,790
Other Uses:				
Transfers Out	627,422	594,535	439,710	532,085
Reserves	0	4,646,605	0	4,793,490
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	627,422	5,241,140	439,710	5,325,575
Total Expenditures and Other Uses	14,260,931	21,784,395	16,193,505	22,413,365
Net Income / (Loss)	$6,810,454	$0	$6,166,805	$0

Revenues vs. Expenditures
Fiscal Year 2013 Budget



Available Revenues - $22,414,565 Expenditures - $22,178,460
Change in Fund Balance - ($1,325,230)

Revenues		Expenditures	
Taxes	$9,074,310	Personnel	$10,889,415
Licenses & Permits	119,675	Operating Supplies	773,135
Intergovernmental Revenues	3,550,640	Contractual Services	1,308,765
Charges for Services	2,692,635	Other Services and Charges	1,961,220
Fines & Forfeitures	163,310	Capital Outlay	1,822,465
Uses of Monies & Properties	38,280	Debt Service	332,790
Miscellaneous Revenues	25,710		
		Total Operating Expenditures	17,087,790
Total Operating Revenues	15,664,560		
Carryover Balance	6,166,805	Reserves	4,793,490
Other Sources	582,000	Other Uses	532,085
Total Revenues Available	$22,413,365	Total Expenditures	$22,413,365
		Changes in Fund Balance - Inc./(Dec.)	($1,373,315)

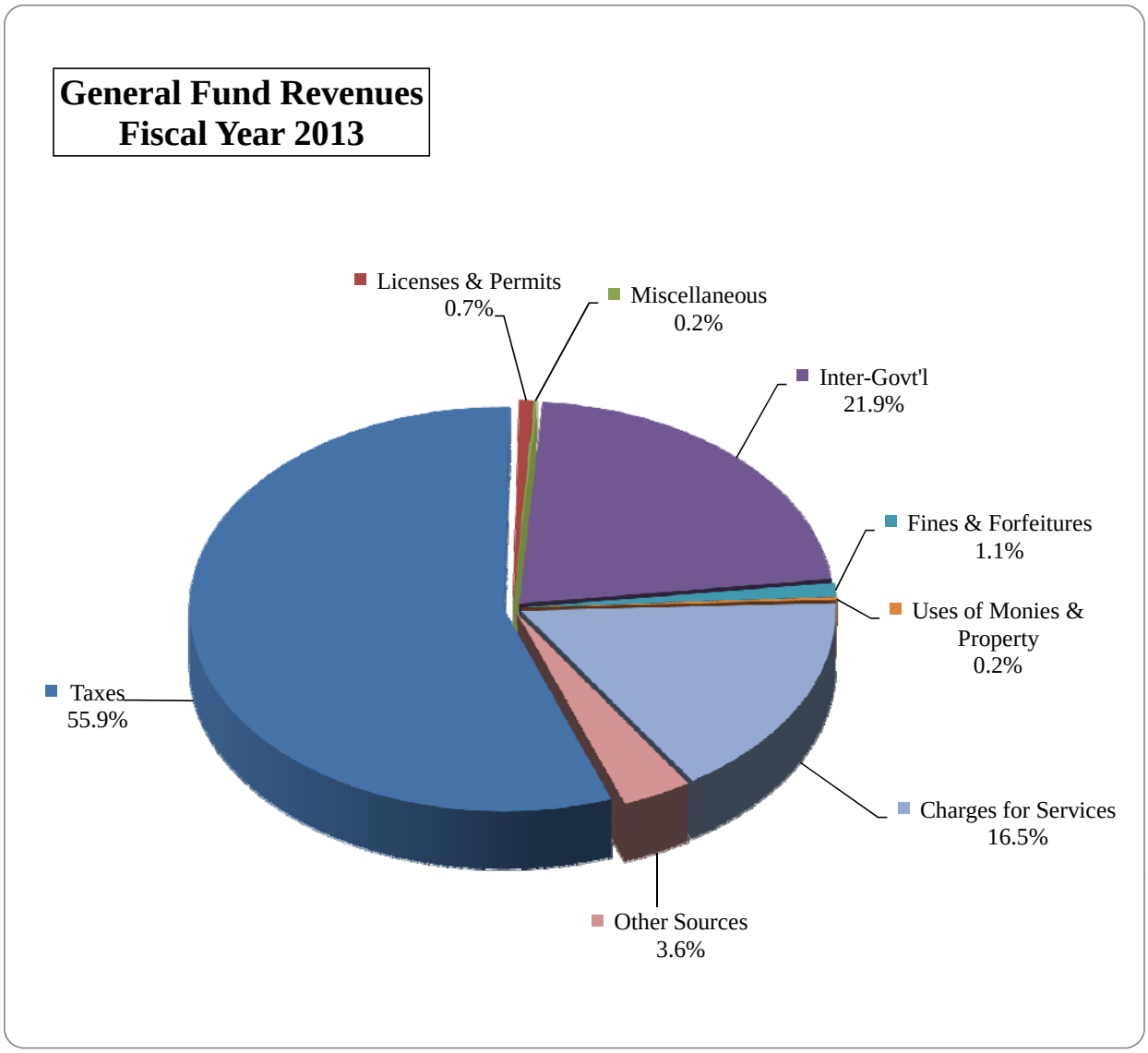
Fiscal Year 2013 Budget

General Fund Revenues Schedule

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Taxes					
Franchise Taxes	240,140	$221,000	$263,000	$264,200	0.46%
City Sales Tax	8,117,931	7,834,070	8,410,045	8,496,955	1.03%
Bed Tax	101,677	104,000	104,000	103,710	-0.28%
Utility Tax	203,346	194,000	194,150	209,445	7.88%
Subtotal	8,663,094	8,353,070	8,971,195	9,074,310	1.15%
		-3.71%			
Licenses & Permits					
Business Licenses	31,728	30,000	30,000	32,045	6.82%
Construction Permits	73,894	89,000	73,000	74,630	2.23%
Planning & Zoning Fees	13,684	3,000	12,000	13,000	8.33%
Subtotal	119,305	122,000	115,000	119,675	4.07%
Intergovernmental					
M.V. Lieu Tax	582,707	598,165	598,165	585,370	-2.14%
State Revenue Sharing	1,057,034	950,815	950,815	1,150,590	21.01%
State Shared Sales Tax	833,600	852,270	863,590	941,980	9.08%
Post - Reimbursement	3,300	2,500	2,500	2,500	0.00%
Pant Grant	55,666	83,000	53,000	45,000	-15.09%
School Resource Grant	114,640	118,250	0	0	0.00%
Miscellaneous Police Grants	14,130	3,000	0	49,850	0.00%
Emergency Med Serv Grant	0	2,500	0	0	0.00%
GOHS Grant	27,243	58,940	12,000	41,000	241.67%
Victims Rights Grant	1,822	2,000	2,000	3,500	75.00%
Y.C. - FEMA/AFG Grants	0	152,590	40,585	570,000	1304.46%
Fire Act Grant	0	0	0	71,250	0.00%
AZ DUI Abatement Grant	2,397	2,400	2,400	0	-100.00%
Yav Co Dept of Emergency Svcs	0	0	2,500	2,500	
Homeland Security Grant	51,093	8,000	8,000	0	-100.00%
State Land Dpt Reimbursement	17,666	0	1,905	0	-100.00%
Brown Field Grant	0	200,000	0	0	0.00%
NACOG-EWD OJT Funding	32,126	0	40,000	0	-100.00%
S.A.F.E.R Fire Grant	399,486	260,040	235,980	85,000	-63.98%
SB1398 Police Equipment	0	0	1,710	2,100	22.81%
Subtotal	3,192,910	3,294,470	2,815,150	3,550,640	26.13%
Fines & Forfeitures					
Court Fines	138,307	135,000	139,690	141,090	1.00%
Court Restitution	7,550	3,000	0	0	0.00%
Court Enhancement Fee	21,305	15,000	22,000	22,220	1.00%
Subtotal	167,162	153,000	161,690	163,310	1.00%
Uses of Monies & Properties					
Interest Income	17,139	16,000	32,260	32,580	0.99%
Building Rental	6,613	6,500	5,700	5,700	0.00%
Subtotal	23,752	22,500	37,960	38,280	0.84%

General Fund Revenues Schedule

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Charges for Service					
Spillman Fees	20,606	18,000	18,000	18,000	0.00%
Dispatch Fees	147,290	147,300	147,300	148,760	0.99%
Animal Control Fees	4,530	3,000	3,000	3,000	0.00%
Recreation Fees	11,741	15,000	3,000	3,000	0.00%
HURF - Indirect Cost	141,750	443,545	249,745	262,230	5.00%
Library - Indirect Cost	131,401	142,255	148,685	156,120	5.00%
Open/Close Graves	1,900	2,600	1,800	2,000	11.11%
Airport-Indirect Cost	70,554	60,055	157,180	165,040	5.00%
Natural Resource Fees	0	2,600	0	0	0.00%
Engineering Fees	1,751	2,000	7,080	7,150	0.99%
Plan Check Fees	1,875	1,750	5,000	5,000	0.00%
Pool Revenue	21,317	14,000	21,000	21,535	2.55%
Sewer - Indirect Cost	89,620	371,055	200,160	210,170	5.00%
Rec/Fees-Softball Tournaments	34,960	30,000	30,000	30,000	0.00%
Rhythm & Ribs Revenue	27,830	54,000	19,940	20,000	0.30%
Sizzilin Salsa/Main Street			750	750	0.00%
Pool - Snack Bar Sales	6,786	4,000	8,000	8,250	3.13%
Pool - Swimming Lessons	8,905	9,000	9,000	9,090	1.00%
Equestrian CTR Rev	0	0	30	0	-100.00%
Court Atty Reimbursement	13,012	11,000	15,000	15,790	5.27%
Water - Indirect Cost	366,691	710,635	596,130	625,935	5.00%
10K Memorial Run	17,051	8,000	8,100	8,100	0.00%
Cemetery-Indirect Cost	2,853	9,400	29,265	3,000	-89.75%
Recreation Center Fees	661,833	700,000	700,000	707,000	1.00%
Recreation Center Building Rental	22,339	17,500	35,000	35,350	1.00%
Recreation Center Classes/Programs	47,330	46,000	55,000	55,550	1.00%
Thunder Valley Rally		40,700	31,870	32,190	1.00%
Riverfront Park - Snack Bar	12,541	11,000	12,500	12,625	1.00%
Batting Cage Revenue	1,772	1,500	1,500	1,500	0.00%
Sewer Inspection Fees	625	500	500	500	0.00%
Sewer Accounting Fees	425	100	0	0	0.00%
Tow Fee Revenues	0	0	11,300	15,000	32.74%
Transfer Station Revenue	0	0	27,500	110,000	300.00%
Subtotal	1,869,288	2,876,495	2,553,335	2,692,635	5.46%
Miscellaneous Revenues					
Other Income	24,383	22,000	16,000	16,160	1.00%
Cash (Short)/Over	88	0	500	0	-100.00%
Police Donations - P.R.	2,720	2,000	500	1,000	100.00%
Donations	9,123	8,620	7,550	7,550	0.00%
Sale of City Property	6,662	2,000	1,000	1,000	0.00%
Arbor/Memorial Program	0	0	0	0	0.00%
Subtotal	42,976	34,620	25,550	25,710	0.63%
Other Financing Sources					
Transfers In	23,490	23,490	23,490	23,490	0.00%
Carryover	6,969,407	6,234,750	7,055,905	6,166,805	-12.60%
Lease Purchase	0	670,000	601,035	558,510	-7.08%
Subtotal	6,992,897	6,928,240	7,680,430	6,748,805	-12.13%
Total Revenues	$21,071,383	$21,784,395	$22,360,310	$22,413,365	0.24%



General Fund Revenues	
Taxes	$9,074,310
Licenses & Permits	119,675
Miscellaneous	25,710
Inter-Govt'l	3,550,640
Fines & Forfeitures	179,100
Uses of Monies & Property	38,280
Charges for Services	2,676,845
Other Sources	582,000
Carryover Balance	6,166,805
Total General Fund Revenues	$22,413,365

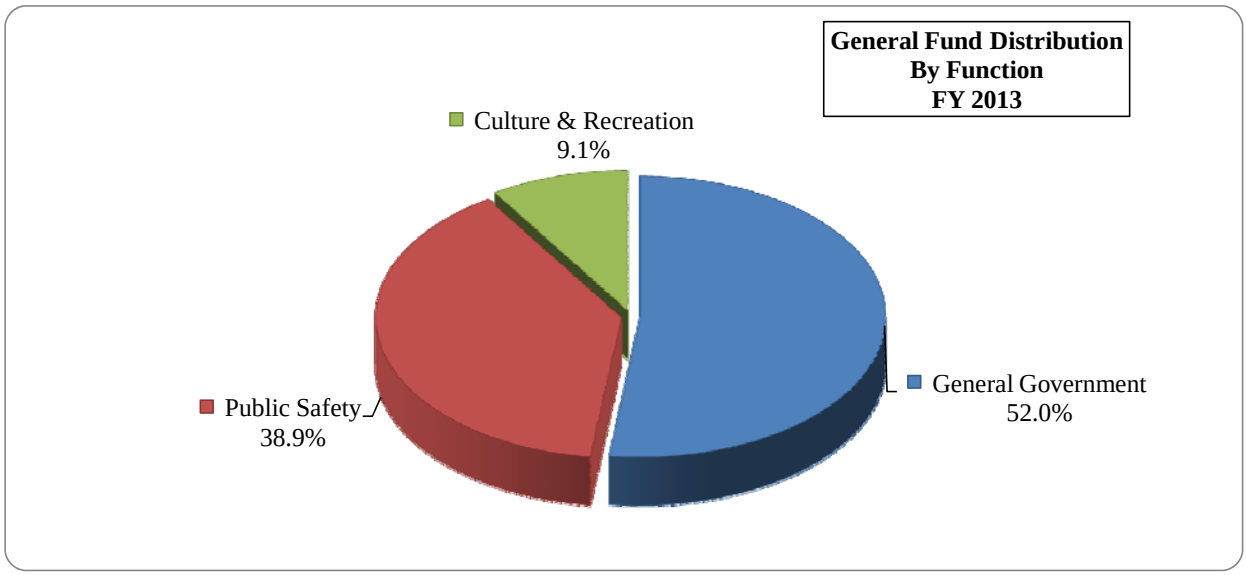
General Fund Revenues

	Taxes	Licenses & Permits	Inter-Govt'l	Charges for Services	Fines & Forfeitures	Uses of Monie & Property	Misc. Revenue	Other Sources
Franchise Taxes	$264,200							
City Sales Tax	8,496,955							
Bed Tax	103,710							
Utility Tax	209,445							
Business Licenses		$32,045						
Construction Permits		74,630						
Planning & Zoning Fees		13,000						
State Revenue Sharing			$1,150,590					
State Shared Sales Tax			941,980					
M.V. Lieu Tax			585,370					
School Resource Grant			0					
Pant Grant			45,000					
Fire & Emergency Services Grants			726,250					
Miscellaneous Grants			55,850					
Police Grants			45,600					
Dispatch Fees				$18,000				
Spillman Fees				148,760				
Animal Control Fees				3,000				
Recreation Fees/Rhythm & Ribs/10K Memorial Run/ Sizzilin Sa				31,850				
Thunder Valley Rally				32,190				
HURF - Indirect Cost				262,230				
Library - Indirect Cost				156,120				
Open/Close Graves				2,000				
Engineering Fees				7,150				
Plan Check Fees				5,000				
Tow Fee Revenues				15,000				
Transfer Station				110,000				
Pool Revenue				21,535				
Riverfront Park - Snack Bar				12,625				
Pool - Snack Bar Sales				8,250				
Batting Cage Revenues				1,500				
Pool - Swimming Lessons				9,090				
Rec/Fees-Softball Tournament				30,000				
Recreation Center Fees				797,900				
Airport - Indirect Costs				165,040				
Sewer - Indirect Costs				210,170				
Water - Indirect Costs				625,935				
Sewer Inspection Fees				500				
Cemetery-Indirect Cost				3,000				
Court Fines					$141,090			
Court Reimbursements					15,790			
Court Deferred Surcharge					22,220			
Building Rental						$5,700		
Interest Income						32,580		
Other Income							$2,000	
Donations							23,710	
Lease Purchase Proceeds								558,510
Transfers In								23,490
Totals	$9,074,310	$119,675	$3,550,640	$2,676,845	$179,100	$38,280	$25,710	$6,748,805

Total General Fund Revenues Available $22,413,365

General Fund Disbursement Schedule

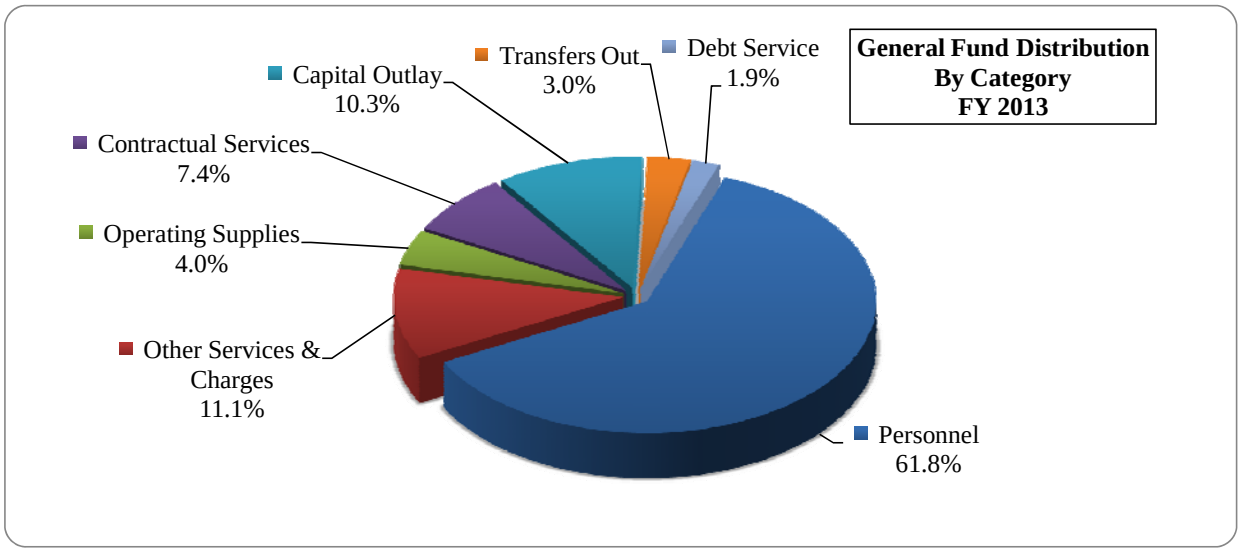
Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
General Government					
Administration	$640,873	$675,860	$669,900	$776,695	15.94%
Personnel	127,987	184,800	185,420	160,410	-13.49%
City Council	405,330	5,490,010	674,770	5,286,180	683.40%
Natural Resource Project	48,854	164,195	116,210	138,410	19.10%
City Clerk	268,822	266,265	234,310	218,755	-6.64%
Finance	342,974	654,435	336,230	729,830	117.06%
IT Services	109,827	125,610	247,055	169,730	-31.30%
Purchasing	16,656	73,010	77,255	74,120	-4.06%
Planning & Zoning	314,558	313,285	311,905	329,010	5.48%
Economic Development	96,565	102,905	118,590	151,025	27.35%
Municipal Court	389,619	425,435	401,020	431,760	7.67%
Legal	301,270	317,580	281,975	323,835	14.85%
Non-Departmental	1,270,748	1,590,285	1,425,645	1,290,375	-9.49%
Engineering	534,611	523,595	453,815	487,480	7.42%
Building Maintenance	524,433	427,645	440,060	542,420	23.26%
Custodial	112,252	132,000	133,700	140,200	4.86%
Public Works	262,574	311,830	362,150	406,810	12.33%
Total General Government	5,767,953	11,778,745	6,470,010	11,657,045	80.17%
	5,505,379				
Public Safety					
Police	3,586,168	3,715,985	3,754,415	4,081,090	8.70%
Ordinance Enforcement	150,571	185,800	173,510	180,750	4.17%
Communications	685,228	770,220	695,990	782,795	12.47%
Fire	2,430,067	3,393,395	3,192,470	3,674,605	15.10%
Total Public Safety	6,852,034	8,065,400	7,816,385	8,719,240	11.55%
Culture & Recreation					
Parks & Recreation	419,845	503,690	530,080	536,865	1.28%
Recreation Center	1,221,099	1,436,560	1,377,030	1,500,215	8.95%
Total Culture & Recreation	1,640,944	1,940,250	1,907,110	2,037,080	6.82%
Total General Fund Expenditures	$14,260,931	$21,784,395	$16,193,505	$22,413,365	38.41%



General Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
General Government								
Administration	$740,620	$3,370	$1,650	$31,055	$0	$0	$0	$0
Personnel	104,550	6,865	7,465	39,630	1,900	0	0	0
City Council	48,540	1,700	270,360	122,090	50,000	0	0	4,793,490
City Clerk	170,520	5,300	435	42,500	0	0	0	0
Natural Resources	133,810	250	100	4,250	0	0	0	0
Finance	228,910	8,550	160,720	30,465	301,185	0	0	0
IT Services	136,230	2,250	26,000	5,250	0	0	0	0
Purchasing	69,580	1,500	120	2,920	0	0	0	0
Community Development	299,740	7,600	650	20,020	1,000	0	0	0
Economic Development	116,040	3,050	265	30,170	1,500	0	0	0
Municipal Court	342,780	8,070	48,800	32,110	0	0	0	0
Legal	187,260	125	129,000	7,450	0	0	0	0
Non-Departmental	0	0	1,500	424,000	0	532,085	332,790	0
Engineering Services	437,945	18,550	1,500	16,735	12,750	0	0	0
Building Maintenance	284,415	65,655	78,430	80,420	33,500	0	0	0
Custodial	0	200	140,000	0	0	0	0	0
Public Works	326,790	8,400	64,335	7,285	0	0	0	0
General Government Totals	3,627,730	141,435	931,330	896,350	401,835	532,085	332,790	4,793,490
Public Safety								
Police	3,109,130	281,500	38,560	242,770	409,130	0	0	0
Ordinance Enforcement	131,420	8,250	40,080	1,000	0	0	0	0
Communications	629,080	107,200	5,850	40,665	0	0	0	0
Fire	2,374,705	101,350	127,500	115,550	955,500	0	0	0
Public Safety Totals	6,244,335	498,300	211,990	399,985	1,364,630	0	0	0
Culture & Recreation								
Parks & Recreation	117,490	33,400	22,480	363,495	0	0	0	0
Recreation Center	899,860	100,000	142,965	301,390	56,000	0	0	0
Culture & Recreation Totals	1,017,350	133,400	165,445	664,885	56,000	0	0	0
General Fund Category Totals	$10,889,415	$773,135	$1,308,765	$1,961,220	$1,822,465	$532,085	$332,790	$4,793,490

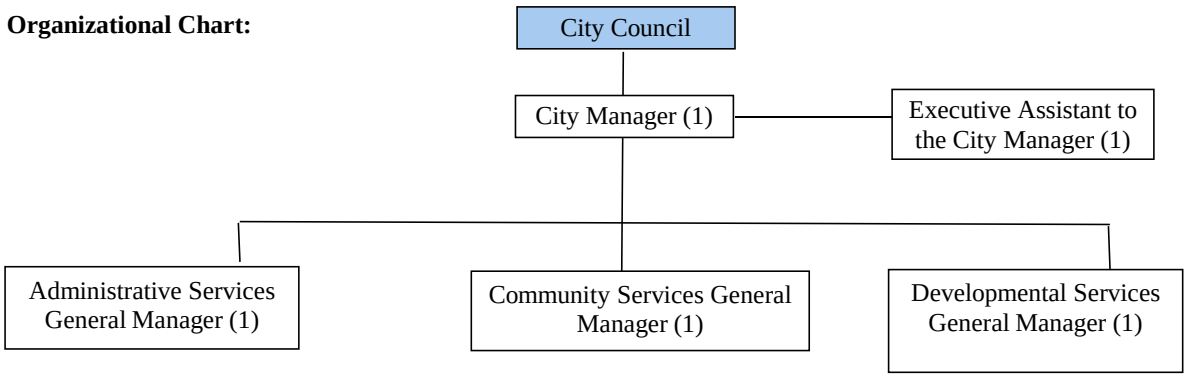
Total General Fund Budget $22,413,365



This Page Intentionally Left Blank

Administration

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Organized the COC 100th year Anniversary of Incorporation Celebration
* Initiated second Community Survey to ascertain community's perception of City services
* Relocated Gardner's Recycling to a more compatible location
* Expanded the holiday lighting display in Old Town
* Initiated an employee compensation study
* Completed a cost and benefit analysis of a regional public safety communications center

FY 2013 Goals:

* Remodel/renovation of Old Town Jail
* Complete annexation of the 10 sections of state trust land
* Promote Neighborhood Clean-Ups through "Lookin' Good Cottonwood" Campaign
* Meet bonding requirements to allow refinancing of water bonds to improve interest rate and separate debt from Clarkdale
* Implement the recommendations of an employee compensation study
* Finalize the development of a new regional public safety communications center
* Finalize the design of a new city hall

Budget Highlights:

For FY 2013 an additional position was moved here from the City Clerk's Office. There is an offsetting savings in that department. No capital outlay has been budgeted for FY 2013

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

Performance Indicators

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percentage Returned	N/A	13%	15%	16%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Satisfaction Response Averages	N/A	3.9%	4.0%	4.2%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Media Outreach Events	N/A	18	30	33

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Goals Completed Percentage	N/A	41%	48%	50%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$611,875	$643,115	$628,165	$740,620	17.90%
Operating Supplies	9,544	3,300	3,260	3,370	3.37%
Contractual Services	857	650	1,650	1,650	0.00%
Other Services and Charges	18,597	28,795	36,825	31,055	-15.67%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$640,873	$675,860	$669,900	$776,695	15.94%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$776,695	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
City Manager	1.00	1.00	1.00	5856	8491	$127,000
Executive Assistant	1.00	1.00	1.00	3082	4468	50,495
Administrative Svcs GM	1.00	1.00	1.00	7313	10604	104,090
Developmental Svcs GM	1.00	1.00	1.00	7313	10604	104,675
Community Services GM	1.00	1.00	1.00	7313	10604	102,030
Administrative Clerk	0.00	0.00	1.00	2076	3010	30,125
Car Allowance						9,000
Merit Contingency						16,525
Temporary / Reserves						0
Overtime						0
Retirement						60,600
Insurance & Taxes						135,570
Employee Related Expenses						510
Totals	5.00	5.00	6.00			$740,620

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

Supplemental Data: Expenditures

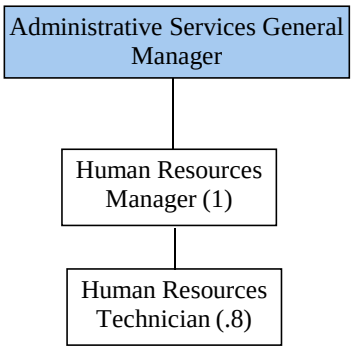
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,780	1,500	1,500	1,500	0.00%
Copier Supplies	7,632	1,500	1,100	1,320	20.00%
Gas & Oil	13	25	25	100	300.00%
Vehicle Maint & Repairs	44	0	300	0	-100.00%
Equipment Maint & Repairs	0	125	235	300	27.66%
Postage & Freight	75	150	100	150	50.00%
Total Supplies	9,544	3,300	3,260	3,370	3.37%
Contractual Services					
Computer Support	157	150	750	750	0.00%
Contractual Services	700	500	900	900	0.00%
Total Contractual Services	857	650	1,650	1,650	0.00%
Other Services and Charges					
Travel & Training	1,397	1,500	325	1,000	207.69%
Subscriptions & Memberships	603	1,000	650	1,500	130.77%
Printing & Forms	129	5,000	3,500	5,000	42.86%
Utilities	5,059	5,640	6,850	7,055	2.99%
Telephone	5,842	5,655	6,500	6,500	0.00%
Legal Advertising	547	0	0	0	0.00%
Manager's Contingency	5,020	10,000	19,000	10,000	-47.37%
Total Other Services & Charges	18,597	28,795	36,825	31,055	-15.67%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
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 2012 Accomplishments:

* Provided recruitment, employee orientation, supervisor/employee training and other employment-related services to departments, boards and commissions
* Tracked employee training for National Incident Management System (NIMS) that is required for some City employees
* Coordinated testing and remediation work on mold problems in several City buildings
* Worked with AMRRP on Loss Control Audits of City facilities
* Met with CAT employees, City staff, and NAIPTA staff to facilitate a smooth transition from NAIPTA back to City of Cottonwood
* Participated in several salary studies throughout the year
* Worked with NACOG to receive on-the-job funding for training new employees who meet qualifications of the program
* Coordinated cemetery actions between funeral homes and maintenance department to have grounds prepared and ready for services; research historical cemetery records for family members
* Reported and coordinate follow-up actions related to Worker's Compensation claims, Incident Reports and Liability Claims with insurance provider AMRRP
* Monitored board and commission expiration dates; work with departments to get seats filled; liaison to several boards or commissions, including Judicial Review Board, Personnel Board, and Employee Benefit Trust Board; also meet with other City groups, including the SARMC (safety committee) and the SSRT (employee event planning)
* Completed Compensation Study
* Served as team member for Temporary Use Permit process

FY 2013 Goals:

* 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
* Continue working with and educating employees about Certificates of Insurance and related requirements; make listing of current COI information available to employees on a shared drive; continue to make the COI process more efficient

Budget Highlights:

Contractual services is reduced substantially in FY 2013 due to the one time expense of the Compensation Study completed in FY 2012. No capital outlay has been budgeted for FY 2013

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

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Worker's Compensation Claims	24	19	16	16
Percent Increase/Decrease of Workman's Comp Claims	N/A	-21%	-16%	0%
Insurance Claims/Incidents Filed	15	13	12	12
Percent Increase/Decrease of Insurance Claims	N/A	-13%	-8%	0%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Positions Filled (FT, PT, Transfers)	86	105	100	125
Percent of new Hires (FT) not completing orientation period	1%	1%	5%	5%
Employees (FT) Leaving Service	21	20	24	27
Turnover Rate (FT)	12.07%	11.11%*	13.26%	15.00%
Applications Received (FT, PT, Transfers)	1,098	645	750	800

Mission Statement: Ensure for Uncompromising Integrity
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:	2010	2011	2012	2013
Number of Employee Grievances to Personnel Board	1	0	1	0
Number of EEO Complaints/Lawsuits	0	0	0	0
Complaints with substantiated findings	0	0	0	0
Number of EEO Complaints Dismissed *	2	2	0	0

* One case still pending from 2009 - outcome unknown

General Government	Personnel	Fund 01 - General Fund			Cost Center	10-01
Summary By Category						
Expenditure Category		2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel		$103,696	$99,310	$97,010	$104,550	7.77%
Operating Supplies		5,810	6,090	7,420	6,865	-7.48%
Contractual Services		157	41,150	42,460	7,465	-82.42%
Other Services and Charges		18,324	38,250	38,530	39,630	2.85%
Capital Outlay		0	0	0	1,900	0.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$127,987	$184,800	$185,420	$160,410	-13.49%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$160,410	100.00%
	Total Funding	100.00%

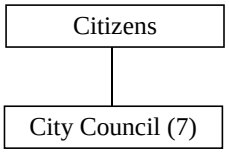
Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
Human Resources Manager	1.00	1.00	1.00	3319	4812	45,645
Human Resource Tech.	0.80	0.80	0.80	1788	2593	25,370
Emp of the Qtr/Year						650
Merit Contingency						1,060
Temporary / Reserves						0
Overtime						0
Retirement						8,105
Insurance & Taxes						18,720
Employee Related Expenses						5,000
Totals	1.80	1.80	1.80			$104,550

General Government	Personnel	Fund 01 - General Fund			Cost Center	10-01
Supplemental Data: Expenditures						
		2011	2012		2013	Percent
Item		Actual	Budget	Revised	Proposed	Change
Supplies						
Office Supplies		1,315	2,000	2,650	2,650	0.00%
Copier Supplies		2,602	2,700	2,265	2,265	0.00%
Gas & Oil		83	40	600	600	0.00%
Vehicle Maintenance		411	500	500	500	0.00%
Equipment Maintenance and Supplies		1,161	600	1,200	600	-50.00%
Postage & Freight		238	250	205	250	21.95%
Total Supplies		5,810	6,090	7,420	6,865	-7.48%
Contractual Services						
Compensation Study		0	35,000	35,000	0	-100.00%
Computer Support		157	150	260	265	1.92%
Employee Physicals		0	6,000	7,200	7,200	0.00%
Total Contractual Services		157	41,150	42,460	7,465	-82.42%
Other Services and Charges						
Travel & Training		364	700	800	800	0.00%
Subscriptions & Memberships		426	600	600	600	0.00%
Training Supplies		0	150	0	0	0.00%
Printing & Forms		183	100	430	430	0.00%
Utilities		4,115	4,500	3,900	4,000	2.56%
Telephone		1,814	2,000	1,800	1,800	0.00%
Recruitment Expense		2,912	8,000	8,000	9,000	12.50%
Safety Committee		1,639	2,200	3,000	3,000	0.00%
Unemployment Insurance (City)		6,871	20,000	20,000	20,000	0.00%
Total Other Services & Charges		18,324	38,250	38,530	39,630	2.85%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
Computer Replacement				$1,900	
	$0	$0	$0	$1,900	

City Council

Organizational Chart:



General Information:

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

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

FY 2012 Accomplishments:

* Conducted a Council planning retreat and developed strategies to guide FY 2013 budget priorities
* Supported strong diversified economy through working the 3 to 5 year goals in Focus on Success economic plan
* Revitalized Old Town through Gardner's Recycling relocation and purchase of lot to increase parking Participated in regional shop local campaign with the Cottonwood Chamber of Commerce
* Promoted government communication and transparency by creating City of Cottonwood's Verde Valley TV video link televising City Council meetings, upgrades to Web site and media policy with creation of Facebook page
* Completed plans to transition the City's transit service from Northern Arizona intergovernmental Public
* Promoted the Business Assistance Center's increased usage and supported start-up business with temporary office rentals
* Continued to meet regularly with community members through regular neighborhood meetings
* Conducted Arizona Statehood centennial celebrations

FY 2012 Goals:

* Work toward completion of City Council's 2013 Strategic Initiatives
* Develop water adequacy for our citizens through integrated water management plan
* Begin the process of updating Cottonwood General Plan including annexation of State Trust Lands
* Complete design and construction for 12th Street, Mingus west of Willard, Mingus between Main and Willard
* Complete analysis of need and costs of city-wide street improvements along with funding options
* Establish a truck route and weight limits for Main Street in Old Town and residential streets
* Support recreation, tourism, neighborhood health and quality of life through a Parks and Recreation Consultant Study, trails system planning and development and implementation of bike plan
* Protect the environment of the Verde Valley through creation of Riverfront Reclamation Facility
* Develop plans, secure funding, and complete renovation of the Civic Center
* Locate and design a new city hall and complete Old Town Jail renovation
* Build strong diversified economy through enhancing marketing and reputation as business friendly city promoting local businesses

Budget Highlights:

Council contingency is fully funded at $35,000 and includes $1,000 for the Community Orchard; $500 for Fit Kids Disc Golf Program; and $500 for the Community Garden Kids Project . Also, $830,000 has been set aside in the Council's reserves for the implementation of the compensation study. Capital outlay includes $50,000 for the trust land annexation.

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

Performance Indicators

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

Supplemental Data: Capital Outlay

Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Laptop Computers	$8,520			
Library Parking Lot		$80,000	$80,000	
Old Town Parking				
Trust Land Annexation	24,511	50,000	30,000	$50,000
Property Cleanup	75	200,000		
Total Capital Outlay	$33,106	$330,000	$110,000	$50,000

General Government	City Council	Fund 01 - General Fund			Cost Center	11-00
Summary By Category						
Expenditure Category		2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel		$48,531	$48,540	$48,540	$48,540	0.00%
Operating Supplies		1,467	1,500	1,500	1,700	13.33%
Contractual Services		251,652	207,750	264,110	270,360	2.37%
Other Services and Charges		70,574	255,615	250,620	122,090	-51.28%
Capital Outlay		33,106	330,000	110,000	50,000	-54.55%
Reserves		0	4,646,605	0	4,793,490	0.00%
Department Totals		$405,330	$5,490,010	$674,770	$5,286,180	683.40%

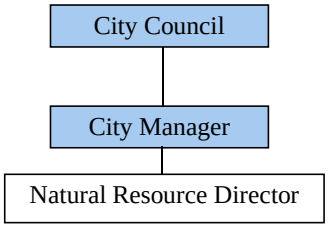
Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$492,690	9.32%
Grants	0	0.00%
Reserves/Fund Balance	4,793,490	90.68%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	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						0
Insurance & Taxes						3,540
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					
	2011	2012		2013	Percent
Item	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	428	500	500	500	0.00%
Copier Supplies	965	800	800	1,000	25.00%
Postage & Freight	74	200	200	200	0.00%
Total Supplies	1,467	1,500	1,500	1,700	13.33%
Contractual Services					
Main Street Program & OTA	2,500	10,000	10,000	10,000	0.00%
Large Item Pick-up	0	3,750	3,750	10,000	166.67%
Recycle Program	23,533	24,000	24,000	24,000	0.00%
Rodeo Drive St. Reimbursement	180,619	125,000	181,360	181,360	0.00%
Senior Center	45,000	45,000	45,000	45,000	0.00%
Total Contractual Services	251,652	207,750	264,110	270,360	2.37%
Other Services and Charges					
Travel & Training	12,674	10,000	10,610	15,000	41.38%
Subscriptions & Memberships	13,030	13,100	13,100	15,000	14.50%
Computer Support	83	200	515	530	2.91%
Christmas Lights	0	0	0	10,000	0.00%
Public Relations	3,662	3,500	3,500	6,500	85.71%
Parking Lot Lights	675	600	750	775	0.00%
Utilities	5,359	5,040	5,280	5,415	2.56%
Telephone	1,659	1,575	4,265	4,370	2.46%
Annual Appreciation Event	180	1,000	1,000	1,000	0.00%
Youth Commission	2,013	4,100	4,100	4,000	-2.44%
50th Anniversary/Centennial Celebration	21,643	28,000	20,500	0	-100.00%
Veterans Van	0	2,500	1,000	2,500	150.00%
Building Comm Grant	99	0	0	0	0.00%
Council Contingency	9,497	35,000	35,000	35,000	0.00%
Growth Study & Analysis		150,000	150,000	0	-100.00%
Birding Festival	0	1,000	1,000	1,000	0.00%
YAN Distribution	0	0	0	21,000	0.00%
Total Other Services & Charges	70,574	255,615	250,620	122,090	-51.28%
Reserves					
Carryover Restricted	0	2,108,300	0	2,249,300	0.00%
Accumulation Fund	0	1,000,000	0	1,000,000	0.00%
Undesignated	0	91,970	0	100,000	0.00%
.2% Sales Tax Excess Capital Reserve	0	279,095	0	121,170	0.00%
1% Sales Tax GF CIP	0	777,240	0	493,020	0.00%
Employee Merit Program (distributed in each dept	0	390,000	0	0	0.00%
Salary Plan Implementation	0	0	0	830,000	0.00%
Total Reserves	$0	$4,646,605	$0	$4,793,490	0.00%

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 2012 Accomplishments:

* Continued participation in regional and statewide water related groups
* Continue efforts to regionally strategize and resolve water related issues
* Successfully hired a Director of Natural Resources at the end of the second quarter of FY2012

FY 2013 Goals:

* Continue participation in regional and statewide water related groups
* Continue efforts to regionally strategize and resolve water related issues
* Continue acquisition of surface water rights
* Continue development and updates of long-range water resource planning efforts
* Continue evaluation and implementation of water conservation programs

Budget Highlights:

Increases for FY 2013 are due to the Natural Resources Director's position being fully funded. No capital outlay has been budgeted for FY 2013.

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

Performance Indicators

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Regional Water related meetings attended	72	55	55	55
Yavapai Water Board related meetings attended	38	30	30	30
Statewide Water Resource Development Meetings	N/A	N/A	30	30

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Completion of the Plan	N/A	N/A	50%	100%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Summary Updates	N/A	N/A	20	20
Meetings with legislators and League of Cities legislative updates	N/A	N/A	20	20

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$124,405	$80,465	$133,810	66.30%
Operating Supplies	116	2,190	145	250	72.41%
Contractual Services	48,329	32,100	32,075	100	-99.69%
Other Services and Charges	409	5,500	3,125	4,250	36.00%
Capital Outlay	0	0	400	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$48,854	$164,195	$116,210	$138,410	19.10%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$138,410	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Natural Resources Director	0.00	1.00	1.00	7313	10604	$97,500
Car Allowance						5,400
Merit Pay						3,250
Temporary / Reserves						0
Overtime						0
Retirement						11,830
Insurance & Taxes						15,830
Employee Related Expenses						0
Totals	0.00	1.00	1.00			$133,810

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

Supplemental Data: Expenditures

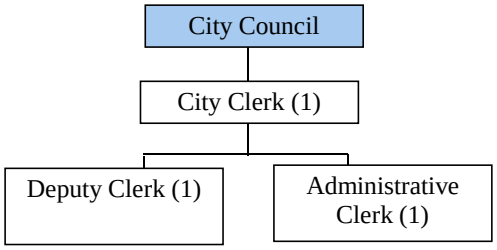
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	94	190	95	150	57.89%
Copier Supplies	22	50	25	50	100.00%
Postage & Freight	0	100	25	50	100.00%
Gas & Oil	0	1,600	0	0	0.00%
Vehicle Maintenance	0	250	0	0	0.00%
Total Supplies	116	2,190	145	250	72.41%
Contractual Services					
Contractual Services	48,265	32,000	32,000	0	-100.00%
Computer Support	64	100	75	100	33.33%
Total Contractual Services	48,329	32,100	32,075	100	-99.69%
Other Services and Charges					
Travel & Training	401	2,500	1,500	2,000	33.33%
Subscriptions & Memberships	0	100	0	100	0.00%
Printing and Forms	0	1,000	200	500	150.00%
Utilities	8	900	675	900	33.33%
Telephone	0	1,000	750	750	0.00%
Total Other Services & Charges	409	5,500	3,125	4,250	36.00%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
Computer (iPad)			$400		
	$0	$0	$400	$0	

City Clerk

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Implemented the new agenda automation software, trained staff to use the new software, and eliminated copying paper information packets for the council meetings
* Oversaw the remodeling of the new city clerk building and moving the city clerk, deputy clerk and city attorney into the new building; and transfer of records into the archive
* Coordinated the creation of the Community Orchard, donation of trees for the orchard, and placement of plaques for trees
* Assisted with the "Let's Move" program events
* Implemented and setup the new Mayor's Community Forum meetings
* Prepared 49 council meeting packets, summary minutes, and official minutes
* Processed 1,450 business registrations

FY 2013 Goals:

* Organize archive room and dispose of records per state regulations
* Conduct a primary and general election for the city
* Continue to provide the public and staff with public records/historical information on a timely basis

Budget Highlights:

The reduction in FY 2013 Personnel costs is due to the Administrative Clerk's position being moved to the Administration Department. Increases in "Other Service & Charges" is due to the election scheduled for FY 2013. No capital outlay has been budgeted for FY 2013

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

Performance Indicators

Value Statement: Be Innovative
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 Measure: Outcome
Tool: Outreach program to contact business owners.
Frequency: Two hours a week contact business owners in person
Scoring: Increase number of registrations from prior year.
Trend: New Measure FY 2011

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Registrations	N/A	1,450	1,525	not available at

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

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$202,875	$211,505	$209,265	$170,520	-18.51%
Operating Supplies	6,808	7,010	6,450	5,300	-17.83%
Contractual Services	161	4,440	425	435	2.35%
Other Services and Charges	43,538	32,160	12,810	42,500	231.77%
Capital Outlay	15,440	11,150	5,360	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$268,822	$266,265	$234,310	$218,755	-6.64%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$218,755	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
City Clerk	1.00	1.00	1.00	4463	6471	$85,750
Deputy Clerk	1.00	1.00	1.00	2468	3578	32,290
Administrative Clerk	1.00	1.00	0.00	2076	3010	0
Car Allowance						0
Merit Contingency						3,010
Temporary / Reserves						0
Overtime						1,000
Retirement						13,600
Insurance & Taxes						34,870
Employee Related Expenses						
Totals	3.00	3.00	2.00			$170,520

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

Supplemental Data: Expenditures

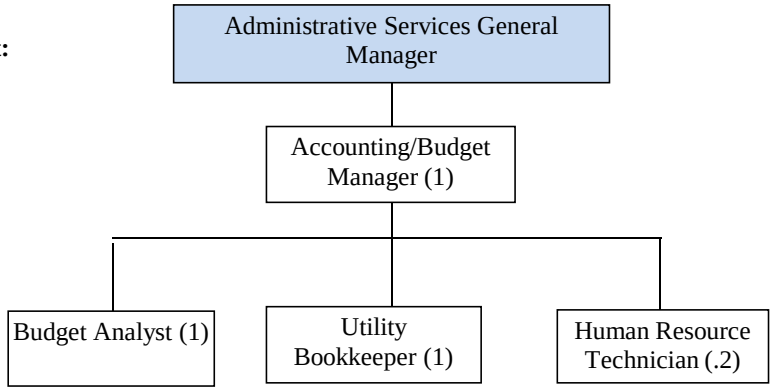
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	2,458	2,600	3,000	2,000	-33.33%
Copier Supplies	2,967	1,500	1,500	1,500	0.00%
Gas & Oil	88	150	150	150	0.00%
Vehicle Maint & Repairs	91	800	750	1,200	60.00%
Equipment Maint & Repairs	0	160	250	250	0.00%
Postage & Freight	1,204	1,800	800	200	-75.00%
Total Supplies	6,808	7,010	6,450	5,300	-17.83%
Contractual Services					
Computer Support	157	140	425	435	2.35%
Contractual Services	4	4,300	0	0	0.00%
Total Contractual Services	161	4,440	425	435	2.35%
Other Services and Charges					
Travel & Training	1,013	1,500	1,500	2,000	33.33%
Subscriptions & Memberships	3,355	2,600	2,000	2,600	30.00%
Printing & Forms	886	1,200	1,000	500	-50.00%
Utilities	7,594	8,660	5,960	4,800	-19.46%
Telephone	2,157	3,000	2,150	2,400	11.63%
Legal Advertising	398	200	200	200	0.00%
Election Expense	28,135	15,000	0	30,000	0.00%
Total Other Services & Charges	43,538	32,160	12,810	42,500	231.77%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
Agenda Automation Software	$15,440	$9,650	$3,860		
Computer Replacement		1,500	1,500		
Total Capital Outlay	$15,440	$11,150	$5,360	$0	

Finance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Ninth year of producing the city employee newsletter "The Communiqué"
* Obtained 13th Distinguished Budget Presentation Award from Government Finance Officers Association GFOA) for Fiscal Year 2012
* Developed and organized the City's Water and Sewer Rate Committee
* The Finance Department obtained its 20th 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, 2011 and is complying with all the new GASB requirements

FY 2013 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 21st 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 14th 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
* Implement the new City wide software to comply with government information and comprehensive reporting
* Implement the recommendations of the Employee Compensation Study

Budget Highlights:

The $300,000 budgeted for the city wide software program rolls over from FY 2012 to FY 2013. Purchase and implementation is anticipated to begin early in the fiscal year.

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

Performance Indicators

Council Priority Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Council Priority Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
Payroll Checks/Deposits Distributed	4,871	6,620	6,630	6,650
ACH Payroll Deposits	3,409	4,615	4,620	4,675
Increase in ACH Payroll Deposits	69.99%	69.71%	69.68%	70.30%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Accounts Payable Checks Written	5,767	5,615	5,780	5,780
Accounts Payable Checks voided (incl. vendor lost and printer errors)	75	137	75	70
Increase(decrease) in Accounts Payable	1.30%	-2.64%	2.94%	0.00%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Sales Tax Audits Completed	12	8	8	8
Sales Tax Assessments	72,362	100,000	35,000	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	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$196,440	$211,235	$211,635	$228,910	8.16%
Operating Supplies	6,195	8,050	8,250	8,550	3.64%
Contractual Services	87,638	81,650	85,425	160,720	88.14%
Other Services and Charges	52,701	53,500	30,120	30,465	1.15%
Capital Outlay	0	300,000	800	301,185	37548.13%
Debt Service	0	0	0	0	0.00%
Department Totals	$342,974	$654,435	$336,230	$729,830	117.06%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$729,830	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Accounting/Budget Manager	1.00	1.00	1.00	3487	5056	61,320
Human Resource Tech	0.20	0.20	0.20	447	648	6,340
Accounting Tech II	1.00	1.00	1.00	2933	4253	45,315
Budget Analyst	1.00	1.00	1.00	2933	4253	41,765
Merit Contingency						2,505
Temporary / Reserves						0
Longevity Pay						0
Retirement						17,520
Insurance & Taxes						54,145
Employee Related Expenses						0
Totals	3.20	3.20	3.20			$228,910

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

Supplemental Data: Expenditures

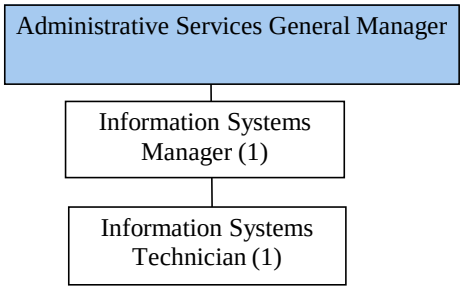
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,703	2,500	1,700	2,000	17.65%
Copier Supplies	1,879	1,900	2,000	2,000	0.00%
Gas & Oil	54	50	0	0	0.00%
Vehicle Maint/Repairs	3	800	350	350	0.00%
Equipment Maint/Repairs	176	0	1,400	1,400	
Postage & Freight	2,380	2,800	2,800	2,800	0.00%
Total Supplies	6,195	8,050	8,250	8,550	3.64%
Contractual Services					
Computer Support	5,922	400	675	720	6.67%
Contractual Services	25,201	26,000	27,000	100,000	270.37%
Audit Expense	37,005	37,750	37,750	40,000	5.96%
Sales Tax Audits	19,510	17,500	20,000	20,000	0.00%
Total Contractual Services	87,638	81,650	85,425	160,720	88.14%
Other Services and Charges					
Travel & Training	4,180	3,500	4,500	4,500	0.00%
Subscriptions & Memberships	960	1,500	960	960	0.00%
Printing & Forms	4,156	2,000	2,500	2,500	0.00%
Utilities	4,423	4,500	4,860	5,005	2.98%
Telephone	2,779	2,500	3,800	4,000	2.98%
Legal Advertising	1,235	1,500	1,500	1,500	0.00%
Bank Charges	34,968	38,000	12,000	12,000	5.26%
Total Other Services & Charges	52,701	53,500	30,120	30,465	1.15%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Computers			$800	$1,185
City-Wide Software Program		$300,000		300,000
	$0	$300,000	$800	$301,185

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 2012 Accomplishments:

* Connected all locations to the microwave backbone. Then upgraded the connection to increase speed even more
* Acquired a CenturyLink 30 Mbps connection which has a lot less downtime than our previous connection
* Implemented Microsoft Exchange

FY 2013 Goals:

* Finish website migration to the Wordpress platform and hold training for all departments
* Assist in the successful migration to the municipal software package
* Setup new servers and backup service

Budget Highlights:

The 18% increase in personnel costs is due to the IT Technician position being funded for the full fiscal year. No capital outlay has been budgeted for FY 2013

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

Performance Indicators

Value Statement: Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
File Server Uptime	99.93%	99.90%	99.00%	99.00%

Value Statement: Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
Average Initial Helpdesk Response Time	1 day	1 day	1 day	1 day

Value Statement: Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
Time to Post Agendas and Minutes to Website	Same day	Same day	Same day	Same day

General Government	IT Services	Fund 01 - General Fund			Cost Center	12-01
Summary By Category						
Expenditure Category		2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel		$67,717	$66,955	$115,215	$136,230	18.24%
Operating Supplies		1,116	3,000	2,290	2,250	-1.75%
Contractual Services		25,328	19,500	37,000	26,000	-29.73%
Other Services and Charges		2,089	3,850	4,050	5,250	29.63%
Capital Outlay		13,577	32,305	88,500	0	-100.00%
Debt Service		0	0	0	0	0.00%
Department Totals		$109,827	$125,610	$247,055	$169,730	-31.30%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$169,730	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
IT Manager	0.00	1.00	1.00	3849	5580	$57,040
IT Technician	1.00	1.00	1.00	3238	4695	$38,270
Merit Contingency						3,085
Temporary / Reserves						0
Overtime						0
Retirement						10,960
Insurance & Taxes						26,875
Employee Related Expenses						0
Totals	1.00	2.00	2.00			$136,230

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

Supplemental Data: Expenditures

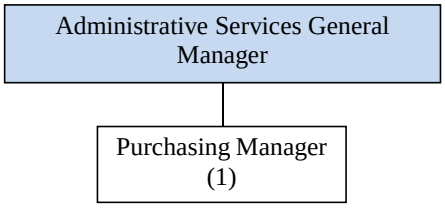
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	513	700	1,690	1,000	-40.83%
Copier Supplies	97	500	350	350	0.00%
Gas & Oil	77	400	100	400	300.00%
Vehicle Maintenance & Repair	362	700	150	500	233.33%
Equipment Maint/Repairs	67	500	0	0	0.00%
Printing & Forms	0	100	0	0	0.00%
Postage & Freight	0	100	0	0	0.00%
Total Supplies	1,116	3,000	2,290	2,250	-1.75%
Contractual Services					
Computer Support	3,987	3,500	1,000	1,000	0.00%
Contractual Services	21,341	16,000	36,000	25,000	-30.56%
Total Contractual Services	25,328	19,500	37,000	26,000	-29.73%
Other Services and Charges					
Travel & Training	0	500	200	500	150.00%
Subscriptions & Memberships	0	400	400	500	25.00%
Utilities	1,010	950	2,250	2,250	0.00%
Telephone	1,079	2,000	1,200	2,000	66.67%
Total Other Services & Charges	2,089	3,850	4,050	5,250	29.63%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
Microwave Internet - City Wide Project	$11,252	$17,305	$28,500		
Security Software		15,000			
Copier	1,806				
Server UPS	519				
Servers for City Wide Software System			60,000		
	$13,577	$32,305	$88,500	$0	

Purchasing

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Created a vendor handbook titled "How to do Business with the City of Cottonwood" and posted the handbook on the City's website
* Reviewed all purchasing documents for improvements
* Developed templates for bidding documents
* Developed templates for contract documents
* Concluded training by consultant on proper procurement procedures and methods
* Developed a vendor database consisting of currently used vendors from individual departments
* Published information in newspaper and on City's website for vendors regarding signing up on Public Purchase vendor listing

FY 2013 Goals:

* Consolidate all purchasing documents
* Establish standard operating procedures for purchasing activities
* Create a Purchasing Manual for City employees
* Develop periodic notes/useful facts containing information for departments to reinforce purchasing policies and procedures and encourage compliance
* Aid in the acquisition of and implementation of the new City-wide software system
* Continue to streamline the formal solicitation process to reduce individual departmental staff time and purchasing staff time due to the duplication of efforts in gathering information

Budget Highlights:

No capital outlay has been budgeted for FY 2013

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

Performance Indicators

Value Statement: Operating in an efficient and effective manner
Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved
Objective: To make purchases for requested material goods, services and construction in a timely manner
Type of Measure: Outcome
Tool: Total or length of time
Frequency: Annually
Scoring: 100% = Excellent; 90% = Good; 80% = Fair; below 80% = Poor
Trend: N/A - New Measure

Measures:	2010	2011	2012	2013
Percentage of requisitions processed into purchase orders within a 24 hour time period after the requisition has been approved.	N/A	N/A	N/A	95%

Value Statement: Operating in an efficient and effective manner
Goal: To process formal solicitation requests within two (2) weeks of receiving completed specifications
Objective: To issue solicitations for requested material goods, services and construction in a timely manner.
Type of Measure: Outcome
Tool: Total or length of time
Frequency: Annually
Scoring: 100% = Excellent; 90% = Good; 80% = Fair; below 80% = Poor
Trend: N/A - New Measure

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percentage of formal solicitation requests processed within two (2) weeks of receiving completed specifications.	N/A	N/A	N/A	95%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$8,194	$65,640	$66,045	$69,580	5.35%
Operating Supplies	30	1,180	1,945	1,500	-22.88%
Contractual Services	6,218	3,240	4,800	120	-97.50%
Other Services and Charges	691	2,950	4,465	2,920	-34.60%
Capital Outlay	1,523	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$16,656	$73,010	$77,255	$74,120	-4.06%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$74,120	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

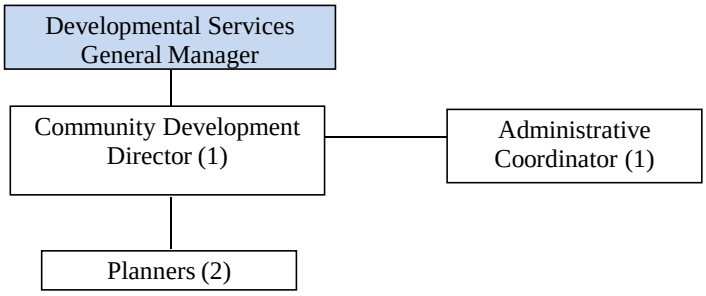
Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Purchasing Manager	1.00	1.00	1.00	3487	5056	$52,005
Merit Contingency						345
Temporary / Reserves						0
Longevity Pay						0
Retirement						5,830
Insurance & Taxes						11,400
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$69,580

General Government	Purchasing	Fund 01 - General Fund			Cost Center	12-02
Supplemental Data: Expenditures						
		2011	2012		2013	Percent
Item		Actual	Budget	Revised	Proposed	Change
Supplies						
Office Supplies		0	500	500	500	0.00%
Copier Supplies		30	380	695	700	0.72%
Postage & Freight		0	300	50	100	100.00%
Vehicle Maintenance & Repair		0	0	250	100	
Gas & Oil		0	0	0	0	0.00%
Equipment Maint/Repairs		0	0	450	100	-77.78%
Total Supplies		30	1,180	1,945	1,500	-22.88%
Contractual Services						
Computer Support		479	160	100	120	20.00%
Sales Tax Audits		0	80	0	0	0.00%
Contractual Services		5,739	3,000	4,700	0	-100.00%
Total Contractual Services		6,218	3,240	4,800	120	-97.50%
Other Services and Charges						
Travel & Training		269	500	2,800	1,000	-64.29%
Subscriptions & Memberships		399	400	455	500	9.89%
Printing & Forms		0	150	75	150	100.00%
Utilities		23	900	500	520	4.00%
Telephone		0	500	490	500	4.00%
Bank Charges		0	0	0	0	2.04%
Legal Advertising		0	500	145	250	72.41%
Total Other Services & Charges		691	2,950	4,465	2,920	-34.60%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
Desktop Computers	$1,523				
	$1,523	$0	$0	$0	

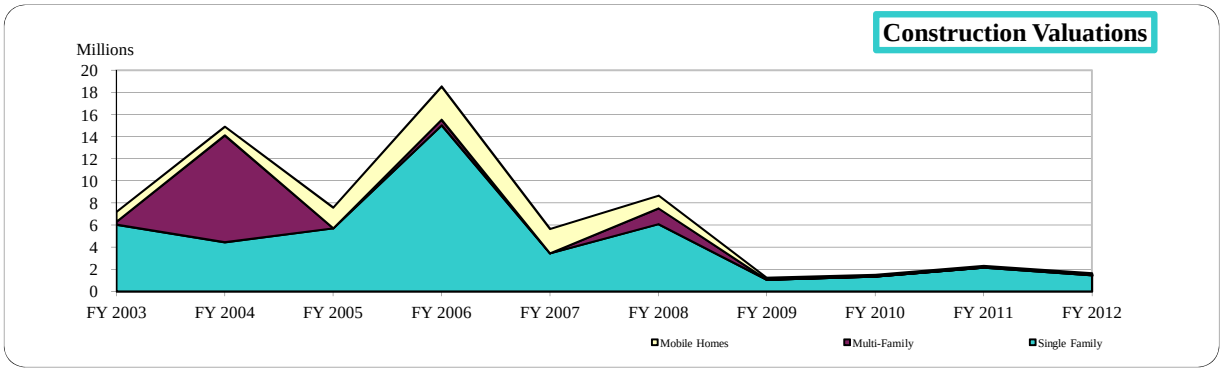
Community Development

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 2012 Accomplishments:

* Initiated annexation of Verde Santa Fe
* Continued planning process for State Trust lands on 89A
* Continued integration of multiple departments within the code enforcement and Hearing Officer processes
* Conclusion of CDBG process associated with 10th Street improvements
* Initiated development of design standards manual in support of Design Review process
* Assembled Historic Preservation Commission, developed mission/scope
* Assembled Bicycle Advisory Committee and began implementation process
* Assisted with acquisition of key easements for Blow Out Wash trail segment

FY 2013 Goals:

* Initiate public involvement process and special area planning associated with pending re-adoption of General plan
* Continued development of design manual in support of Design Review process; and in preparation for GP special area planning
* Complete State Board process associated with annexation of 89A/State Trust. Continued facilitation of Verde Santa Fe annexation
* Assist CEDC with development of shovel ready sites program, other Focus on Success objectives
* Completion of inventory associated with Old Town Historic District. Develop related zoning ordinance and design review process
* Continued implementation of bicycle plan objectives, including achievement of Bronze classification; promotional mapping and other public info; key system links, public facility bike racks, etc
* Assist with facilitation of slag pile processing
* Review of new codes pertaining to green development (including preservation of slopes/washes); and electronic signs
* Install Certificate of Compliance processes as follow up to hearing actions; Make improvements to development applications
* Enhancements to department data system, GIS and front counter mapping. Upgrade department website and develop e-newsletter as monthly department summary regarding development activity

Budget Highlights:

For FY 2013 $3,000 has been allocated for implementation of the General Plan and capital outlay includes $1,000 for Bike Racks & Trail Signage

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

Performance Indicators

Council Priority Strive to maintain a uniquely desirable and sustainable community
Goal: Upgrade Staff Technologies
Objective: Enhancements to web, GIS and tracking of permits & enforcement

Type of Measure Completion of this process
Tool: Acquisition and installation of software
Frequency: 5 yrs
Scoring: 100% by 2014
Trend: N/A New Measure

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percent of Completion	n/a	n/a	0%	50%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percent of Completion			30%	40%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percent of Completion				100%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Percent of Completion				50%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$291,195	$294,710	$287,550	$299,740	4.24%
Operating Supplies	7,013	7,000	7,900	7,600	-3.80%
Contractual Services	314	370	630	650	3.17%
Other Services and Charges	11,121	11,205	15,825	20,020	26.51%
Capital Outlay	4,915	0	0	1,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$314,558	$313,285	$311,905	$329,010	5.48%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$329,010	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Community Development Director	1.00	1.00	1.00	4689	6799	$78,075
Planner	2.00	2.00	2.00	3319	4812	108,645
Administrative Coordinator	1.00	1.00	1.00	2235	3241	32,230
Merit Contingency						4,065
Temporary / Reserves						0
Overtime						0
Retirement						24,840
Insurance & Taxes						51,885
Employee Related Expenses						0
Totals	4.00	4.00	4.00			$299,740

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

Supplemental Data: Expenditures

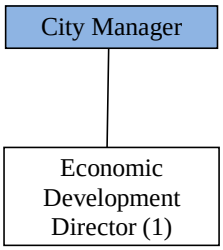
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,207	1,500	1,900	1,500	-21.05%
Copier Supplies	2,942	3,000	3,000	3,000	0.00%
Postage & Freight	966	600	1,000	1,000	0.00%
Gas & Oil	579	800	600	800	33.33%
Vehicle Maint & Repairs	783	800	800	800	0.00%
Equipment Maint & Repairs	536	300	600	500	-16.67%
Total Supplies	7,013	7,000	7,900	7,600	-3.80%
Contractual Services					
Computer Support	314	370	630	650	3.17%
Total Contractual Services	314	370	630	650	3.17%
Other Services and Charges					
Travel & Training	1,109	1,500	3,000	3,000	0.00%
Subscriptions & Memberships	864	600	1,500	1,500	0.00%
Printing & Forms	182	0	500	1,500	200.00%
Utilities	4,510	5,820	5,500	5,640	2.55%
Telephone	1,921	2,085	2,325	2,380	2.37%
Legal Advertising	2,535	1,200	3,000	3,000	0.00%
General Plan Expense	0	0	0	3,000	0.00%
Total Other Services & Charges	11,121	11,205	15,825	20,020	26.51%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
Desktop computer	$4,915				
Bike Racks & Trail Signage				$1,000	
	$4,915	$0	$0	$1,000	

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 2012 Accomplishments:

* *Not available at printing
*
*
*
*

FY 2013 Goals:

*
*
*
*
*

Budget Highlights:

For FY 2013 $20,000 has been allocated for Focus on Success and capital outlay includes $1,500 for a desktop computer. The 23.7% increase in personnel costs is due to the Administrative Assistant position being fully funded.

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:	2010	2011	2012	2013

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$75,466	$74,180	$93,825	$116,040	23.68%
Operating Supplies	1,155	1,310	3,080	3,050	-0.97%
Contractual Services	75	75	225	265	17.78%
Other Services and Charges	17,160	25,840	19,960	30,170	51.15%
Capital Outlay	2,709	1,500	1,500	1,500	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$96,565	$102,905	$118,590	$151,025	27.35%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$151,025	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Economic Development Directo	1.00	1.00	1.00	3487	5056	$58,655
Administrative Assistant	0.00	1.00	1.00	2076	3010	24,960
Merit Contingency						1,075
Temporary / Reserves						0
Overtime						0
Retirement						9,430
Insurance & Taxes						21,920
Employee Related Expenses						0
Totals	1.00	2.00	2.00			$116,040

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

Supplemental Data: Expenditures

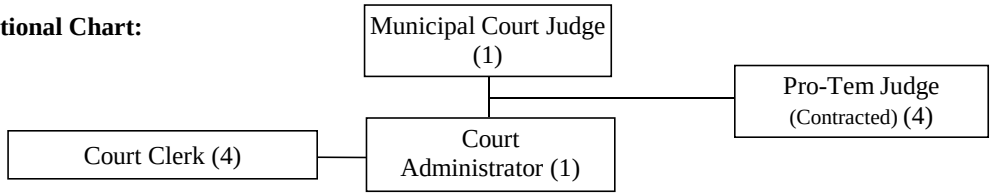
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	7	200	300	300	0.00%
Copier Supplies	909	960	2,100	2,100	0.00%
Postage & Freight	1	0	20	0	-100.00%
Gas & Oil	153	150	150	150	0.00%
Vehicle Maint & Repairs	85	0	10	0	-100.00%
Equipment Maint & Repairs	0	0	500	500	0.00%
Total Supplies	1,155	1,310	3,080	3,050	-0.97%
Contractual Services					
Computer Support	75	75	225	265	17.78%
Contractual Services	0	0	0	0	0.00%
Total Contractual Services	75	75	225	265	17.78%
Other Services and Charges					
Travel & Training	300	1,500	1,500	1,500	0.00%
Subscriptions & Memberships	216	0	1,000	1,000	0.00%
Printing & Forms	0	0	500	500	0.00%
Utilities	4,063	4,755	6,000	6,180	3.00%
Telephone	1,234	1,585	960	990	3.13%
Focus on Success	11,347	18,000	10,000	20,000	100.00%
Total Other Services & Charges	17,160	25,840	19,960	30,170	51.15%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Copier	$2,709			
Computer		$1,500	$1,500	$1,500
	$2,709	$1,500	$1,500	$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 2012 Accomplishments:

* Fulfilled COJET training requirements for existing court staff
* Associate Magistrate successfully completed New Judge Orientation
* Hosted continuing education sessions for court staff, as well as other court staff in the Verde Valley area, reducing travel and training expenses
* Completed storage area in multi-purpose room
* Installed new media technology in the courtroom and the multi-purpose room for video presentations and web training
* Expanded the Court's pay by website capabilities by implementing the Justice EZ Trac website for civil traffic and parking violations
* Assisted Cottonwood Police Department with the Electronic Citation Project implementation
* In accordance with the Arizona Supreme Court and Title VI of the Civil Rights Act of 1964, drafted and implemented a Title VI Language Access Plan effective January 1, 2012
* Implemented Phase I of the Administrative Office of the Court's (AOC) electronic document management scanning (EDMS) program. Installed a document scanner at the court window and a touch screen monitor on the Judge's bench in the courtroom

FY 2013 Goals:

* Develop a Municipal Court webpage within the city website with links to social media websites, third party vendors, and the Arizona Supreme Court
* Incorporate court administration succession planning by enrolling the Civil Traffic Hearing Officer in the Arizona Supreme Court Leadership Institute Arizona Court Supervisor certificate program
* Develop implementation plan with the Arizona Department of Public Safety to report criminal case dispositions electronically to the criminal history repository
* Implement Phase II of the AOC's EDMS program. Prepare current case files for scanning. Develop policy and procedure in cooperation with the AOC and train court personnel on scanning process

Budget Highlights:

For FY 2013 no capital outlay has been budgeted.

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

Performance Indicators

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
National Center for State Courts Court Tools Survey	n/a	n/a	91%	92%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
National Center for State Courts Court Tools Measure 2	96	104	88*	97

*Jan & Feb Only

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$294,993	$313,435	$306,870	$342,780	11.70%
Operating Supplies	7,412	8,200	8,070	8,070	0.00%
Contractual Services	49,543	70,750	48,750	48,800	0.10%
Other Services and Charges	22,978	27,550	31,830	32,110	0.88%
Capital Outlay	14,693	5,500	5,500	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$389,619	$425,435	$401,020	$431,760	7.67%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$431,760	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Municipal Judge	1.00	1.00	1.00	Contract		$91,930
Court Clerk	3.00	3.00	3.00	2076	3010	92,550
Court Administrator	1.00	1.00	1.00	3159	4580	45,860
Court Clerk - Position Frozen FY20	1.00	1.00	1.00	2076	3010	0
Merit Contingency						5,240
Temporary / Reserves/Pro Temp						4,500
Overtime						0
Retirement						26,240
Insurance & Taxes						76,460
Employee Related Expenses						0
Totals	6.00	6.00	6.00			$342,780

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

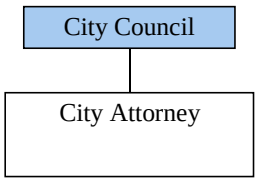
Supplemental Data: Expenditures

Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	4,125	4,500	4,500	4,500	0.00%
Copier Supplies	522	800	800	800	0.00%
Gas & Oil	0	0	50	50	0.00%
Vehicle Maint & Repairs	0	0	10	10	0.00%
Equipment Maint & Repairs	2,257	2,400	2,500	2,500	0.00%
Postage & Freight	508	500	210	210	0.00%
Total Supplies	7,412	8,200	8,070	8,070	0.00%
Contractual Services	0				
Computer Support	6,579	8,750	8,750	8,800	0.57%
Court Appointed Attorney	29,494	52,000	31,000	31,000	0.00%
Contractual Services	8,970	10,000	9,000	9,000	0.00%
Court Audit	4,500	0	0	0	0.00%
Total Contractual Services	49,543	70,750	48,750	48,800	0.10%
Other Services and Charges					
Travel & Training	1,242	3,500	3,500	3,500	0.00%
Subscriptions & Memberships	3,500	4,980	4,200	4,200	0.00%
Printing & Forms	258	500	1,500	1,500	0.00%
Utilities	9,412	12,125	11,250	11,530	2.49%
Telephone	5,827	5,945	5,880	5,880	0.00%
Jury Fee	0	500	500	500	0.00%
JCEF Fund Expenses	2,739	0	2,500	2,500	0.00%
FTG-Fill The Gap Expense	0	0	2,500	2,500	0.00%
Total Other Services & Charges	22,978	27,550	31,830	32,110	0.88%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
E-Citation	$6,500			
Office Furniture - Court Enhancement Fee	8,193			
Multi Purpose Storage Room		$5,500	$5,500	
	$14,693	$5,500	$5,500	$0

Legal



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Attended and served as legal advisor in approximately 60 public meetings of the City Council and various boards and commissions
* Drafted and/or reviewed approximately 40 Resolutions and 8 Ordinances, on matters including the keeping of chickens; land exchanges required in connection with the Mingus Avenue Improvement Project; regulating political and campaign signs in public rights-of-way; regulating parking and loading in Old Town; permitting and regulating horse-drawn carriages in Old Town; and a blanket prohibition on the possession, use, display and sale of a variety dangerous substances commonly referred to as "Bath Salts"
* Advised and assisted with numerous capital projects, procurements and contracts, including the following: Riverfront WWTP DB Preconstruction Services Agreement; Airport Solar PV Installation; Regional Communications Center Feasibility Study; Highway 260 Waterline; Old Courthouse Remodel; 2011 Pavement Preservation Program; Biosolids Removal and Disposal; WWTP Influent Screen, Washer and Compactor; Electrical Generator Maintenance and Repair; Historic Jail Remodel; Library HVAC Replacement; 10th Street Improvement Project (Engineering Services); City Vehicle Fleet Maintenance; Recreation Center Solar Thermal Project
* Assisted the Development Services Department in the acquisition of numerous parcels of real property and rights-of-way required in connection with the Mingus Avenue Improvement Project
* Assisted in the acquisition of two parcels of vacant real property in Old Town, and made substantial progress toward clearing title to Yavapai Street in anticipation of future capital improvements in that area
* Monitored and coordinated with insurance defense counsel in pending and recently concluded litigation - including the Mulcaire, ACRD/Kuhlt, and Carl cases, along with three pending lawsuits arising out of the 2010 Airfest -including reviewing/editing draft pleadings; coordinating and reviewing the City's responses to plaintiffs' discovery requests; attending depositions and other proceedings on the City's behalf; and keeping the City Council and City Management updated as appropriate
* Oversaw an efficient and effective misdemeanor prosecution/ordinance enforcement program that received no complaints from the court, the hearing officer, the police department, attorneys, defendants, respondents, or the public. Assisted the City Prosecutor in successfully defending a motion for the return of marijuana seized from a defendant. Researched and re-negotiated contract terms with court-appointed indigent defense counsel

FY 2013 Goals:

* *Not available at printing*

Budget Highlights:

For FY 2013 no capital outlay has been budgeted.

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$174,317	$175,160	$169,080	$187,260	10.75%
Operating Supplies	469	320	350	125	-64.29%
Contractual Services	119,541	134,000	104,000	129,000	24.04%
Other Services and Charges	6,943	8,100	6,860	7,450	8.60%
Capital Outlay	0	0	1,685	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$301,270	$317,580	$281,975	$323,835	14.85%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$323,835	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 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Attorney	1.00	1.00	1.00	7,307	10,595	$141,750
Legal Services Coordinator	0.00	0.00	0.00	3,082	4,468	0
Vehicle Allowance						5,400
Merit Contingency						2,600
Temporary / Reserves						0
Overtime						0
Retirement						16,680
Insurance & Taxes						20,830
Employee Related Expenses						0
Totals	1.00	1.00	1.00			$187,260

General Government	Legal	Fund 01 - General Fund			Cost Center	18-00
Supplemental Data: Expenditures						
		2011	2012		2013	Percent
Item		Actual	Budget	Revised	Proposed	Change
Supplies						
Office Supplies		27	125	275	50	-81.82%
Copier Supplies		420	155	50	50	0.00%
Postage & Freight		22	40	25	25	0.00%
Total Supplies		469	320	350	125	-64.29%
Contractual Services						
Prosecuting Attorney		77,000	84,000	84,000	84,000	0.00%
Contract Services		42,541	50,000	20,000	45,000	125.00%
Total Contractual Services		119,541	134,000	104,000	129,000	24.04%
Other Services and Charges						
Travel & Training		603	1,500	260	750	188.46%
Subscriptions & Memberships		3,184	3,500	3,500	3,500	0.00%
Utilities		1,046	1,200	1,200	1,250	4.17%
Telephone Expense		2,110	1,900	1,900	1,950	2.63%
Printing & Forms		0	0	0	0	0.00%
Total Other Services & Charges		6,943	8,100	6,860	7,450	8.60%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
Laptop			$1,685		
	$0	$0	$1,685	$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 2012 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 2013 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:

N/A

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

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,812	1,500	1,500	1,500	0.00%
Other Services and Charges	330,329	623,800	574,000	424,000	-26.13%
Operating Transfers	627,422	594,535	439,710	532,085	21.01%
Debt Service	311,185	370,450	410,435	332,790	-18.92%
Department Totals	$1,270,748	$1,590,285	$1,425,645	$1,290,375	-9.49%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$1,290,375	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

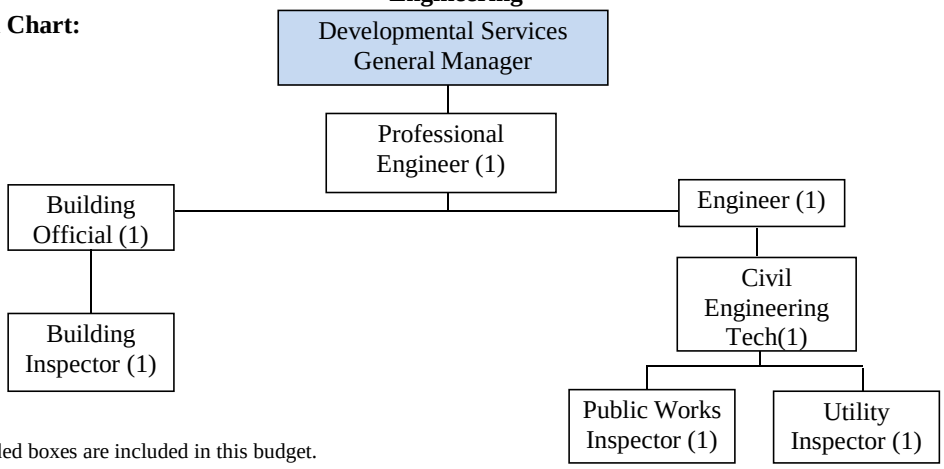
Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Not Applicable						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

General Government	Non-Departmental	Fund 01 - General Fund		Cost Center	23-00
Supplemental Data: Expenditures					
	2011	2012		2013	Percent
Item	Actual	Budget	Revised	Proposed	Change
Supplies					
N/A	0	0	0	0	0.00%
Total Supplies	0	0	0	0	0.00%
Contractual Services					
Auction Fees	1,812	1,500	1,500	1,500	0.00%
Trustee Fees	0	0	0	0	0.00%
Total Contractual Services	1,812	1,500	1,500	1,500	0.00%
Other Services and Charges					
Liability Insurance	227,408	200,000	270,000	270,000	0.00%
Liability-Claims Deductible	11,983	100,000	50,000	50,000	0.00%
Chamber of Commerce	90,938	104,000	104,000	104,000	0.00%
NAIPTA CONT SVS	0	219,800	150,000	0	-100.00%
Total Other Services & Charges	330,329	623,800	574,000	424,000	-26.13%
Debt Service					
Lease Payment - Police Cars- 09/10	44,719	39,540	41,930	41,080	-2.03%
Lease Payment - Fire Truck - SunTrust	47,250	80,670	78,830	80,675	2.34%
Lease Payment - FY2012 City Wide	157,216	156,990	155,290	81,100	-47.78%
Lease Payment - Mobile Data Terminals	0	0	53,900	105,770	96.23%
Lease Payment - Police Cars- SunTrust	53,455	69,930	49,715	0	-100.00%
Interest -LP PD VEH 09-10	0	5,220	5,960	3,680	-38.26%
Interest -LP Fire Rescue	0	9,330	11,170	9,330	-16.47%
Interest -LP Mobile Data	8,545	8,770	8,770	1,785	-79.65%
Interest -LP - FY12 CITY WIDE	0	0	3,670	9,370	155.31%
Interest -LP police Fleet	0	0	1,200	0	-100.00%
Total Debt Service	311,185	370,450	410,435	332,790	-18.92%

Supplemental Data: Operating Transfers					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Operating Transfers - HURF			$171,810		-100.00%
Operating Transfers - HURF-CAT/LINKS				$212,790	0.00%
Operating Transfers - Library	$585,202	$556,230	85,915	89,585	4.27%
Operating Transfers - Cemetery	18,184	18,690	58,310	34,600	-40.66%
Operating Transfers - Airport	24,036	19,615	123,675	195,110	57.76%
Operating Transfers - Debt Services					0
	$627,422	$594,535	$439,710	$532,085	

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 2012 Accomplishments:

* *Not available at printing

FY 2013 Goals:

Budget Highlights:

Capital Outlay for Fy 2013 includes $3,000 for laptops and $9,750 for an Auto CADD system

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

Performance Indicators

**** Not available at printing***

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

Measures:	Actual 2010	Estimated 2011	Estimated 2012	Anticipated 2013

Mission/Value Statement:
Goal:
Objective:

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

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$436,225	$493,385	$422,375	$437,945	3.69%
Operating Supplies	13,098	13,150	16,105	18,550	15.18%
Contractual Services	1,612	1,500	1,400	1,500	7.14%
Other Services and Charges	9,354	15,560	13,720	16,735	21.98%
Capital Outlay	74,322	0	215	12,750	5830.23%
Debt Service	0	0	0	0	0.00%
Department Totals	$534,611	$523,595	$453,815	$487,480	7.42%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$487,480	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

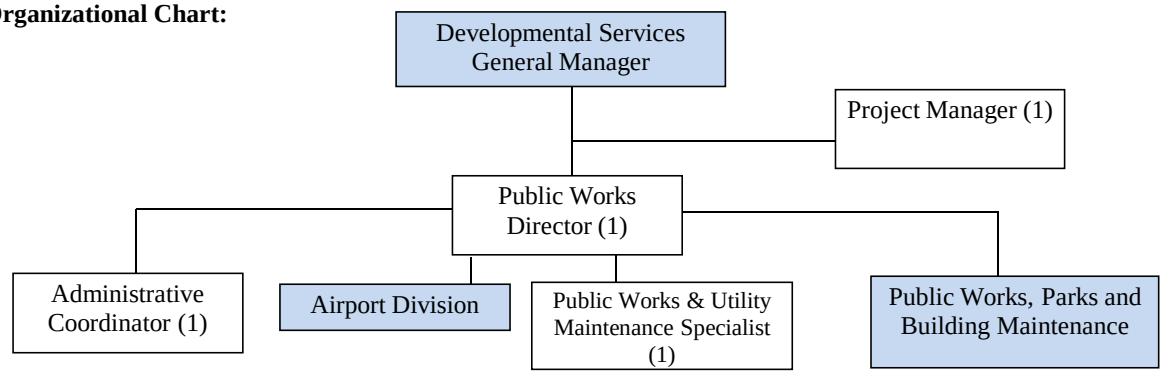
Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Staff Engineer	1.00	0.00	0.00	3574	5182	0
Public Works & Utility Inspector	1.00	1.00	1.00	2468	3578	32,990
Building Official	1.00	1.00	1.00	2235	3241	73,485
Building Inspector	1.00	1.00	1.00	3319	4812	44,335
Professional Engineer	1.00	1.00	1.00	4043	5863	64,645
Utility Inspector	1.00	1.00	1.00	2468	3578	35,880
Civil Engineering Technician	1.00	1.00	1.00	3006	4359	44,370
Merit Contingency						5,880
Temporary / Reserves						0
Overtime						735
Retirement						33,650
Insurance & Taxes						100,475
Employee Related Expenses						1,500
Totals	7.00	6.00	6.00			$437,945

General Government	Engineering	Fund 01 - General Fund			Cost Center	19-00
Supplemental Data: Expenditures						
		2011	2012		2013	Percent
Item		Actual	Budget	Revised	Proposed	Change
Supplies						
Office Supplies		735	750	3,000	1,500	-50.00%
Copier Supplies		1,164	2,250	2,250	2,500	11.11%
Gas & Oil		3,165	2,750	4,705	5,500	16.90%
Vehicle Maint & Repairs		7,029	3,500	3,500	4,000	14.29%
Equipment Maint & Repairs		8	1,200	1,600	1,500	-6.25%
Operational Supplies		968	2,500	1,000	3,500	250.00%
Postage & Freight		29	200	50	50	0.00%
Total Supplies		13,098	13,150	16,105	18,550	15.18%
Contractual Services						
Computer Support		1,612	1,500	1,400	1,500	7.14%
Contractual Services			0			0.00%
Total Contractual Services		1,612	1,500	1,400	1,500	7.14%
Other Services and Charges						
Travel & Training		102	4,500	3,000	5,000	66.67%
Subscriptions & Memberships		325	1,200	500	1,200	140.00%
Printing & Forms		126	0	135	200	48.15%
Utilities		4,498	5,330	5,535	5,675	2.53%
Telephone		4,183	4,530	4,550	4,660	2.42%
Legal Advertising		120	0	0	0	0.00%
Total Other Services & Charges		9,354	15,560	13,720	16,735	21.98%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
Laptops/Toughbooks				$3,000	
Auto CADD				9,750	
Total Station - Survey Equipment	$14,568				
Soils & Asphalt Testing Equipment	9,746				
Survey Equipment	50,008				
Public Parking Arrow Signs			$215		
	$74,322	$0	$215	$12,750	

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 2012 Accomplishments:

* Completed demolition and rehab of old court building into City Clerk's Office
* Completed rehab of old town jail
* Select design build contractor for recreation center solar thermal project
* Completed the airport solar voltaic project
* Maintained and serviced existing street, sidewalk, storm water and airport infrastructure and facilities
* Took over the operations of the Solid Waste Transfer Station
* Completed renovation of airport beacon and windsock

FY 2013 Goals:

* Continue operation of solid waste transfer station
* Implementation of new regional solid waste transfer station
* Construct new City entrance signs in three locations
* Complete installations of City limit signs
* Implement contract to maintain and service the City's one traffic signal
* Implement contract for weekly street sweeping of 60 miles of City streets
* Procure new street striping contractor for bi-annual City wide street striping
* Conduct large item pick up for City residents
* Oversee runway overlay project
* Design and Installation of airport Automated Weather Observation System (AWOS)
* Procure an on call airport design consultant to assist with budgeted projects

Budget Highlights:

For FY 2013 the significant increases to contractual services is due to the addition of the Transfer Station. No capital outlay has been budgeted.

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

Performance Indicators

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Hours of Operation (weekly)	29	28	48	48
Revenue (monthly)	unknown	unknown	$ 9,500	$ 10,000
Operational Cost (monthly)	unknown	unknown	$ 8,750	$ 8,750
Cost recovery (monthly)	unknown	unknown	109%	114%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Total number of work order	Unknown	Unknown	Unknown	Unknown
% Work orders begun within 48 hours	n/a	n/a	70%	75%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$250,668	$295,870	$332,935	$326,790	-1.85%
Operating Supplies	4,110	8,650	6,565	8,400	27.95%
Contractual Services	1,983	1,575	16,930	64,335	280.01%
Other Services and Charges	5,813	5,735	5,720	7,285	27.36%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$262,574	$311,830	$362,150	$406,810	12.33%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$296,810	72.96%
Transfer Station Fees	$110,000	27.04%
Total Funding		100.00%

Supplemental Data: Personnel

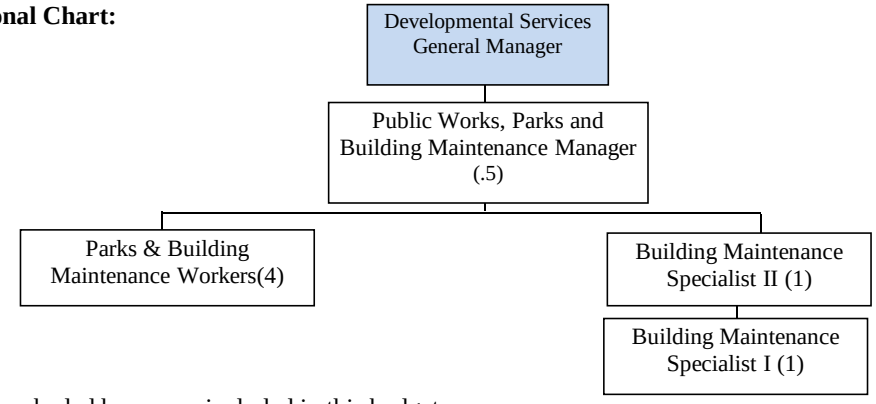
Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Public Works Director	1.00	0.00	0.00	4689	6799	$0
Developmental Svcs Ops Mgr	0.00	1.00	1.00	4248	6160	$61,900
Administrative Coordinator	1.00	1.00	1.00	2235	3241	31,970
Program Manager	1.00	1.00	1.00	3319	4812	53,320
Public Works & Utility Mtce. Speci	0.00	1.00	1.00	2468	3578	40,420
Merit Contingency						4,740
Temporary / Reserves						33,670
Overtime						2,500
Retirement						25,460
Insurance & Taxes						72,810
Employee Related Expenses						0
Totals	3.00	4.00	4.00			$326,790

General Government	Public Works	Fund 01 - General Fund			Cost Center	22-00
Supplemental Data: Expenditures						
		2011	2012		2013	Percent
Item		Actual	Budget	Revised	Proposed	Change
Supplies						
Office Supplies		732	2,600	2,000	2,600	30.00%
Copier Supplies		2,350	2,550	2,000	2,550	27.50%
Gas & Oil		183	650	900	900	0.00%
Vehicle Maint & Repairs		138	2,000	1,000	1,000	0.00%
Equipment Maint & Repairs		178	150	100	150	50.00%
Operational Supplies		347	450	250	950	280.00%
Postage & Freight		182	250	315	250	-20.63%
Total Supplies		4,110	8,650	6,565	8,400	27.95%
Contractual Services						
Computer Support		1,545	1,575	1,200	1,185	-1.25%
Contractual Services		438	0	15,730	63,150	301.46%
Total Contractual Services		1,983	1,575	16,930	64,335	280.01%
Other Services and Charges						
Travel & Training		1,313	1,000	200	1,000	400.00%
Subscriptions & Memberships		96	325	300	300	0.00%
Utilities		2,285	2,100	2,220	2,910	31.08%
Telephone		2,119	2,310	3,000	3,075	2.50%
Total Other Services & Charges		5,813	5,735	5,720	7,285	27.36%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
N/A					
	$0	$0	$0	$0	

Parks & Building Maintenance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Provided a safe work environment for all employees through safety training, awareness and education programming
* Continued to improve the administration portion of the overall grounds/buildings maintenance program through prioritization of incoming work and project load
* No work related injuries were reported
* Expanded the new Disc Golf Course to include an additional 18 holes
* Created a new City Orchard per the Mayor's request
* Worked with the Utilities Department pertaining to site planning and future anticipated site location of the new regional sewer plant operation at Riverfront Park

FY 2013 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
* 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

Budget Highlights:

For FY 2013 a new program has been added for the HVAC Service Contract. This new service will help extend the useful life of the City's HVAC systems. Capital outlay for FY 2013 includes $33,500 for three mowers.

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

**** Performance Indicators will be developed for this department in FY 2013***

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$336,698	$260,420	$258,760	$284,415	9.91%
Operating Supplies	50,431	58,400	61,900	65,655	6.07%
Contractual Services	34,040	44,600	39,130	78,430	100.43%
Other Services and Charges	96,753	53,425	71,770	80,420	12.05%
Capital Outlay	6,511	10,800	8,500	33,500	294.12%
Debt Service	0	0	0	0	0.00%
Department Totals	$524,433	$427,645	$440,060	$542,420	23.26%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$542,420	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
P.W., Parks, & Bldg. Mtce. Manager	1.00	0.50	0.50	2987	4331	$27,540
Parks & Building Maintenance Workers	5.00	4.00	4.00	1976	2865	109,375
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	28,960
Merit Contingency						5,180
Holiday Pay						75
Clothing Allowance						2,500
Park Host (in salaries)						4,800
Overtime						7,000
Retirement						19,840
Insurance & Taxes						77,645
Employee Related Expenses						1,500
Totals	8.00	6.50	6.50			$284,415

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

Supplemental Data: Expenditures

Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	191	200	2,400	300	-87.50%
Gas & Oil	15,235	15,000	17,000	18,655	9.74%
Vehicle Maint & Repairs	4,788	3,200	4,000	3,200	-20.00%
Equipment Maint & Repairs	5,386	10,000	8,500	8,500	0.00%
Grounds/Parks Maintenance Supplies	24,831	30,000	30,000	35,000	16.67%
Total Supplies	50,431	58,400	61,900	65,655	6.07%
Contractual Services					
Computer Support	79	100	130	130	0.00%
Contractual Services	33,373	32,000	30,000	65,800	119.33%
Ground Maintenance Contract	588	12,500	9,000	12,500	38.89%
Total Contractual Services	34,040	44,600	39,130	78,430	100.43%
Other Services and Charges					
Travel & Training	100	1,000	500	1,000	100.00%
Utilities	3,951	5,000	7,770	8,005	3.02%
Telephone	487	525	500	515	3.00%
Tools	782	2,000	2,000	2,000	0.00%
Equipment Rental	773	3,000	2,000	3,000	50.00%
Maintenance & Repairs (city buildings)	90,607	40,700	57,800	64,700	11.94%
Vandalism Repairs	53	1,200	1,200	1,200	0.00%
Total Other Services & Charges	96,753	53,425	71,770	80,420	12.05%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
17 % share with HURF for Forklift	$6,511			
Sod Cutter		$4,500	$3,500	
Batting Cage Netting		6,300	5,000	
Mowers (3)				$33,500
	$6,511	$10,800	$8,500	$33,500

Custodial Services

Organizational Chart:
None

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

FY 2012 Accomplishments:

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

FY 2013 Goals:

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

Budget Highlights:
During FY 2011 many cleaning services were cut back in an effort to save money during the declining economy. Several of those services returned in FY 2012 due to some locations starting to look rundown.

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

Performance Indicators

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

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

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

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

Tool: Monthly Evaluation totals on Service Review forms

Frequency: Monthly

Scoring: Increase in monthly average totals

Trend: upward

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Increase in overall monthly averages as totaled on an annual basis	21%	-17%	24%	20%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	200	200	0.00%
Contractual Services	112,252	132,000	133,500	140,000	4.87%
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	$112,252	$132,000	$133,700	$140,200	4.86%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$140,200	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Custodian	0.00	0.00	0.00	N/A		$0
Clothing Allowance						0
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

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

Supplemental Data: Expenditures

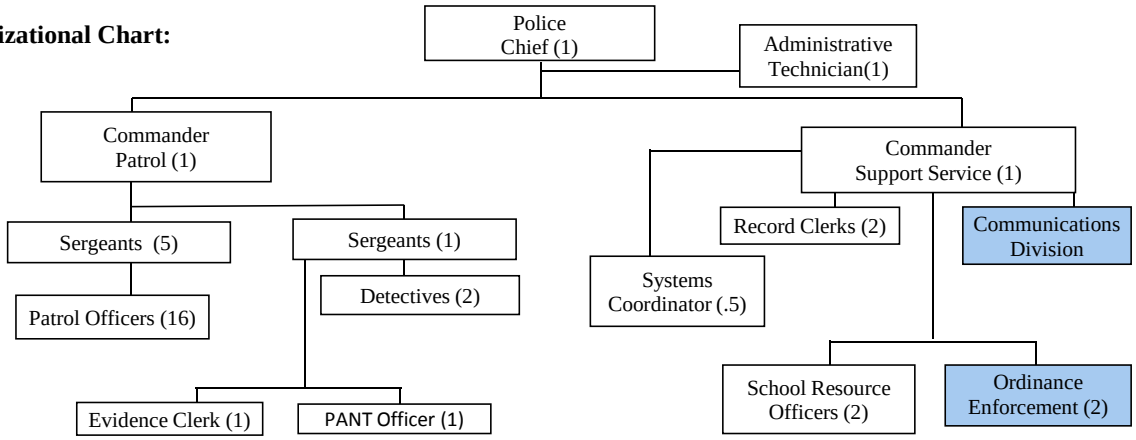
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Janitorial Supplies	0	0	200	200	0.00%
Total Supplies	0	0	200	200	0.00%
Contractual Services					
Custodial Contract	112,252	132,000	133,500	133,500	0.00%
Contractual Services	0	0	0	6,500	0.00%
Total Contractual Services	112,252	132,000	133,500	140,000	4.87%
Other Services and Charges					
Equipment Rental	0	0	0	0	0.00%
Total Other Services & Charges	0	0	0	0	0.00%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
N/A					
	$0	$0	$0	$0	0.00%

Police

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Completed the implementation of Automatic Vehicle Locator (AVL) in MDC's
* Completed the implementation of the police computer domain
* Implementation of electronic ticketing devices
* Implemented policy compliance software for standardization and CALEA accreditation
* Received Prop 202 funding for salary reimbursement for School Safety Officer $21,106
* Held National Night Out event (over 800 attendees)
* Reinstituted bicycle patrol program
* Planned and implemented active shooter training at CMS
* Provided Gang instruction for agencies in and outside of Yavapai County (85 participants)
* Provided Computer Crime instruction to computer enthusiasts to reduce the amount of fraud and identity theft complaints (45 participants).

FY 2013 Goals:

* Repeal existing general orders and implement new format
* Seek approval for enrollment into CALEA Accreditation program
* Obtain funding for School Safety Officer (SSO) position
* Complete entire directory of General Orders to prepare for CALEA Accreditation program

Budget Highlights:

Capital outlay for FY 2013 includes a Spillman server for $58,690, Mobil Data Computing laptops for $120,000, two Tahoes at $55,000 each and a motorcycle at $39,325. Additional capital outlay can be viewed on the next page.

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

Performance Indicators

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

		Actual		Estimated	Anticipated
Measures:		2010	2011	2012	2013
Programs to Civic Groups and School Presentations	Input	75	180	200	not available
Number of People Contacted	Input	2,684	2,864	5,000	at printing
Total Calls for Service	Work load	16,737	14,560	15,000	
Crimes Reported	Work load	1640	1492	1600	
Crimes Solved	Input	662	596	650	
Solved Crime Rate	Outcome	40%	40%	41%	

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

		Actual		Estimated	Anticipated
Measures:		2010	2011	2012	2013
Traffic: Citations	Work load	2,116	2,084	2,084	not available
Traffic: Written Warnings	Work load	824	644	644	at printing
Total traffic crashes reported in city	Outcome	308	276	250	
Alcohol related traffic crashes	Outcome	24	19	10	

Supplemental Data: Capital Outlay

Item	2011	2012		2013
Description	Actual	Budget	Revised	Proposed
Computers, Spillman, other technology	$7,596	$2,000	$2,000	$83,390
K-9 Equipment				3,550
Vehicles	45,422	88,030	88,030	149,325
Bicycle Patrol Program (possible grant funding)				3,000
Building Security Hardware		1,800	1,800	13,900
Firearms Training Equip		10,000	10,000	
Tasers and Peripherals		9,100	9,100	
Police Mobile Data Terminals		9,000	9,000	120,000
HVAC Upgrade				10,000
Spillman E-Citation Interface		16,530	16,530	
Audio/Visual Equipment		11,505	11,505	
Carpet - Admin Offices & Records Room		13,000	13,000	
Tahoe Storage Boxes				12,975
File Storage Movable Units				7,000
Animal Control Restraint				3,390
Rifles				2,600
Phones		500	500	
	$53,018	$161,465	$161,465	$409,130

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$2,950,911	$3,095,250	$3,072,330	$3,109,130	1.20%
Operating Supplies	204,614	205,505	265,940	281,500	5.85%
Contractual Services	53,205	33,210	38,380	38,560	0.47%
Other Services and Charges	324,420	220,555	216,300	242,770	12.24%
Capital Outlay	53,018	161,465	161,465	409,130	153.39%
Debt Service	0	0	0	0	0.00%
Department Totals	$3,586,168	$3,715,985	$3,754,415	$4,081,090	8.70%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$3,530,860	86.52%
Inter-local Govt'l Contracts	45,000	1.10%
Lease Purchase	352,715	8.64%
Grants	152,515	3.74%
Total Funding		100.00%

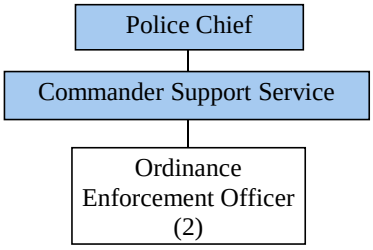
Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Police Chief	1.00	1.00	1.00	4689	6799	$87,125
Commander	2.00	2.00	2.00	4248	6160	149,925
Sergeant	6.00	6.00	7.00	3663	5311	401,585
PANT Officer	1.00	1.00	0.00	3082	4468	0
Police Officer	19.00	21.00	21.00	3082	4468	892,965
School Resource Officer (SRO)	2.00	1.00	1.00	3082	4468	46,330
Property & Evidence Technician	1.00	1.00	1.00	2349	3406	40,310
Police Administrative Technician	1.00	1.00	1.00	2291	3322	34,415
Records Clerk	2.00	2.00	2.00	2076	3010	66,850
System Coordinator	0.50	0.50	0.50	1296	1880	24,070
Terrorism Liaison Officer	0.50	0.50	0.50	1832	2656	20,990
Clothing Allowance						35,000
Holiday Pay						45,000
Merit Contingency						37,665
Car Allowance						5,400
Certification Pay						17,110
Overtime						130,000
Retirement						436,600
Insurance & Taxes						637,790
Employee Related Expenses						0
Totals	36.00	37.00	37.00			$3,109,130

Public Safety	Police	Fund 01 - General Fund		Cost Center	14-00
Supplemental Data: Expenditures					
	2011	2012		2013	Percent
Item	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	13,279	16,000	16,000	17,000	6.25%
Copier Supplies	1,677	1,500	1,500	1,500	0.00%
Invest / Detective Expenses	2,018	1,500	2,000	2,000	0.00%
Training Supplies	10,020	15,000	15,000	15,000	0.00%
Gas & Oil	85,913	75,000	107,390	118,000	9.88%
Vehicle Maint & Repairs	61,764	75,000	100,000	100,000	0.00%
Film & Developing	4	0	50	0	-100.00%
DUI Expenses	372	500	1,000	1,000	0.00%
Equipment Maint & Repairs	8,845	8,505	8,500	12,000	41.18%
Operational Supplies	2,282	2,000	2,000	2,000	0.00%
Postage & Freight	1,577	1,500	1,500	1,500	0.00%
Building Supplies	1,876	2,500	2,500	2,500	0.00%
Canine Vet & Feed	6,987	1,500	3,500	4,000	14.29%
Protective Clothing	8,000	5,000	5,000	5,000	0.00%
Total Supplies	204,614	205,505	265,940	281,500	5.85%
Contractual Services					
Computer Support	49,378	30,000	35,000	35,000	0.00%
Contractual Services	2,017	1,560	1,560	1,560	0.00%
Medical Testing	348	1,000	320	500	56.25%
Towing Expense	1,462	400	1,500	1,500	0.00%
Medical Investigation Expenses	0	250	0	0	0.00%
Total Contractual Services	53,205	33,210	38,380	38,560	0.47%
Other Services and Charges					
Travel & Training	20,459	20,000	20,000	20,000	0.00%
Subscriptions & Memberships	1,185	2,000	2,000	2,000	0.00%
Printing & Forms	1,785	1,500	1,500	1,500	0.00%
Utilities	34,727	39,470	35,000	36,000	2.86%
Telephone	21,675	26,145	24,500	25,120	2.53%
Legal Advertising	138	0	0	0	0.00%
Explorer Program	107	1,200	500	1,200	140.00%
Safety Expense	678	600	600	600	0.00%
Community Policing	5,583	5,500	5,500	5,500	0.00%
Reserve Program	757	1,200	1,500	1,500	0.00%
SWAT Equipment	19,828	20,000	20,000	20,000	0.00%
LLBG 0-144 Grant match	3	0	0	0	0.00%
Homeland Security Grant	51,881	8,000	8,260	0	-100.00%
Highway Safety Grant	10,982	46,940	46,940	31,000	-33.96%
100 CLUB AZ Safety En Sti	13,853	0	0	0	0.00%
County RICO Grant	140,779	43,000	45,000	45,000	0.00%
Misc. Grants	0	5,000	5,000	53,350	967.00%
Total Other Services & Charges	324,420	220,555	216,300	242,770	12.24%

Ordinance Enforcement

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

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

FY 2012 Accomplishments:

* Reduced the number of stray animals (anecdotal & observational evidence)
* Reduced the number of feral cats through trapping efforts (anecdotal & observational evidence)
* Identified a significant number of ordinance enforcement issues for referral
* Conducted proactive education and awareness of illegal dumping

FY 2013 Goals:

* Complete City Ordinance revision of animal and ordinance enforcement codes
* Further reduce the number of strays in the City
* Establish database for monitoring zoning ordinance violations
* Develop public information/press releases with animal control suggestions
* Restart the chemical immobilization program
  Develop a public relations folder with animal control information
* Participate in National Night Out and other public events with informational brochures
* Implement Graffiti abatement notice and streamline abatement process
* Obtain training from National Animal Control Association Training Academy (Level 1)
* Revise Animal Control General Order and draft Ordinance Enforcement General Order

Budget Highlights:
No capital outlay has been budgeted for FY 2013.

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

Performance Indicators

Value Statement: Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
Programs to Civic Groups and School Presentations	N/A	50	200	not
Cruelty cases	10	20	18	available at
At-large	278	325	293	
Animal Bite	44	48	43	

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

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$105,239	$129,300	$123,680	$131,420	6.26%
Operating Supplies	2,346	5,500	8,250	8,250	0.00%
Contractual Services	42,916	50,000	40,080	40,080	0.00%
Other Services and Charges	70	1,000	1,500	1,000	-33.33%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$150,571	$185,800	$173,510	$180,750	4.17%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$180,750	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	2349	3406	$77,760
Clothing Allowance						
Holiday Pay						2,000
Merit Contingency						2,510
Temporary / Reserves						0
Overtime						2,500
Retirement						9,180
Insurance & Taxes						37,470
Employee Related Expenses						0
Totals	2.00	2.00	2.00			$131,420

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

Supplemental Data: Expenditures

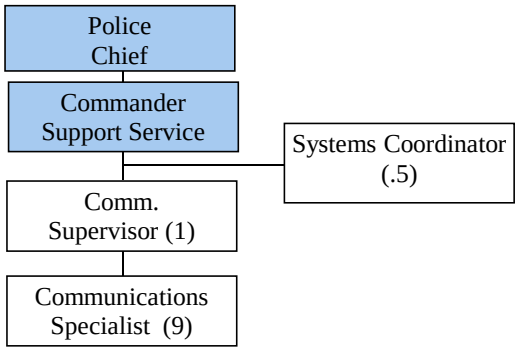
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Gas & Oil	2,220	3,000	7,000	7,000	0.00%
Vehicle Maint & Repairs	23	1,500	500	500	0.00%
Equipment Maint & Repairs	0	500	250	250	0.00%
Small Tools	103	500	500	500	0.00%
Total Supplies	2,346	5,500	8,250	8,250	0.00%
Contractual Services					
Computer Support	78	0	80	80	0.00%
Kennel Fees	42,838	50,000	40,000	40,000	0.00%
Total Contractual Services	42,916	50,000	40,080	40,080	0.00%
Other Services and Charges					
Travel & Training	0	1,000	1,500	1,000	-33.33%
Subscriptions & Memberships	70	0	0	0	0.00%
Total Other Services & Charges	70	1,000	1,500	1,000	-33.33%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
N/A					
	$0	$0	$0	$0	

Communications

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Completed Domain/Win 7 upgrade
* Completed install of AVL and GPS equipment and software in vehicles and dispatch
* Reconfigure workstations to enhance ergonomic functionality
* Began engineer's evaluation of HVAC needs for Communications Center
* Began implementation of Emergency Notification System
* Upgrade Public Safety Building security computer to Win 7 operating system.
* Completed Dispatch Consolidation Business Case Study

FY 2013 Goals:

* Begin design phase of new communications center
* Complete troubleshooting of AVL/GPS issues to allow for the program to be functional.
* Identify options to decrease the amount of down time of MDC's
* Utilize full functionality of MDC's to include hyperlinks
* Move forward with Domain/Win 7 upgrade to include functionality of SharePoint
* Complete MediaCoach installation (SQL) for Communications Supervisor to resume quality assurance reviews
* Re-cable Network Room for better organization and efficiency
* Install new Spillman server to replace existing server which is outdated
* Replace the current, outdated inventory of MDCs with new Getac laptops
* Install new Hybrid Digital DVR that is compatible with existing, analog cameras and Windows 7 so evidentiary video is viewable by county attorneys, defense attorneys, and the courts
* Add an additional surveillance camera and audio to the booking area for increased officer safety and evidentiary purposes. Provide a larger monitor in the communications center to allow for adequate monitoring of each camera
* Complete Federal mandated narrow banding of radio bases systems, licenses, and communications equipment, to include handheld radio alert identification equipment for dispatch
* Complete APCO general order requirements to meet CALEA standards.
* Complete Mass Notification System installation, set up groups and features, and complete community education program on its uses for opt-in program

Budget Highlights:

No capital outlay has been budgeted for FY 2013.

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:	2010	2011	2012	2013
Calls Dispatched	29,962	31,460	not available at printing	

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$573,191	$585,930	$562,680	$629,080	11.80%
Operating Supplies	70,856	132,450	87,200	107,200	22.94%
Contractual Services	4,800	10,600	5,850	5,850	0.00%
Other Services and Charges	36,381	39,740	38,760	40,665	4.91%
Capital Outlay	0	1,500	1,500	0	-100.00%
Department Totals	$685,228	$770,220	$695,990	$782,795	12.47%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$616,035	78.70%
Dispatch & Spillman Fees	166,760	21.30%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Systems Coordinator	0.50	0.50	0.50	1296	1880	$24,070
Communications Supervisor	1.00	1.00	1.00	2592	3759	50,105
Communications Specialist	9.00	9.00	9.00	2349	3406	321,105
Clothing Allowance						500
Holiday Pay						12,000
Merit Contingency						9,160
Temporary / Reserves						0
Overtime						30,000
Retirement						49,960
Insurance & Taxes						132,180
Employee Related Expenses						0
Totals	10.50	10.50	10.50			$629,080

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

Supplemental Data: Expenditures

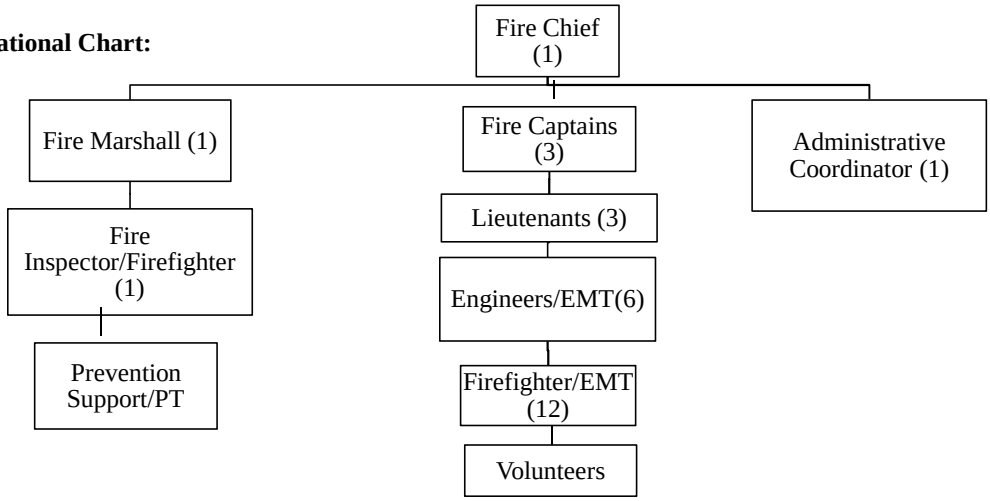
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,457	1,750	1,500	1,500	0.00%
Copier Supplies	642	700	700	700	0.00%
Equipment Maint & Repairs	68,757	130,000	85,000	105,000	23.53%
Total Supplies	70,856	132,450	87,200	107,200	22.94%
Contractual Services					
Contractual Services	0	5,800	0	0	0.00%
Computer Support	0	0	1,050	1,050	0.00%
Repeater Expense	4,800	4,800	4,800	4,800	0.00%
Total Contractual Services	4,800	10,600	5,850	5,850	0.00%
Other Services and Charges					
Travel & Training	3,531	5,000	4,400	5,000	13.64%
Subscriptions & Memberships	291	420	420	500	19.05%
Utilities	3,960	5,000	4,500	4,620	2.67%
Telephone	14,964	16,090	14,940	15,320	2.54%
Liability Insurance	12,635	13,230	14,500	15,225	5.00%
Community Policing	1,000	0	0	0	0.00%
Total Other Services & Charges	36,381	39,740	38,760	40,665	4.91%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
Dispatch Monitors		$1,500	$1,500		
	$0	$1,500	$1,500	$0	

Fire Department

Organizational Chart:



General Information:

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

FY 2012 Accomplishments:

* Took delivery of, equipped & placed in front line service, a new $465,000 Rosenbauer fire engine with state of the art technology including compressed air foam & an advanced emissions system
* Awarded a $40,000 AFG Grant from FEMA. Purchased & placed in service 21 narrow band compliant mobile & portable radios
* Awarded a $12,000 GOHS Grant. Purchased & placed in service rescue air bags & stabilization struts for use in rescue and extrication of trapped victims
* Completed an evaluation of the pros & cons of City participation in a Joint Powers to provide Fire & EMS services throughout the Verde Valley and determined it was not in the best interest of the City
* Developed & implemented a CFD Tactical Medic Program to participate with the CPD SWAT Team
* Two firefighters completed a 2 year training program to become AZ Certified Paramedics. CFD now has 17 Certified Paramedics providing Advanced Life Support care to our citizens 99+% of the time
* Hosted bi-annual CFD open house where we sponsored the Pink Heals Tour Event that drew 500 attendees and raised $2,300 for female cancer victims in the Cottonwood/Verde Valley area
* Responded to 3 in-state Wildfires (Wallow, Monument, Bruce) generating nearly $80,000 in revenue

FY 2013 Goals:

* Exercise our Emergency Ops Center in cooperation with Yavapai County Emergency Management
* 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
* Assume fire department coverage responsibility for the Quail Canyon Annexation area
* Pursue cooperative partnership with VVAC to share in medical transport and/or support legislation to allow the City of Cottonwood to obtain a Certificate of Need to provide medical transport
* Evaluate current fire department status and records in preparation for upcoming ISO regrade
* Evaluate potential site locations and initiate preliminary design work to construct 2nd fire station in the area of Hwy 89A and Cornville Rd or in the area of Hwy 260 and Hwy 89A
* Evaluate, purchase & place in service 30 Self Contained Breathing Apparatus replacing 10 year old well-worn SCBA, improving firefighter safety and efficiency

Budget Highlights:

Capital outlay includes $600,000 for a grant funded Aerial Ladder truck, $150,000 for SCBA Air Packs, and $97,000 for two vehicles. Additional capital outlay can be found on the next page.

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

Performance Indicators

Performance Measures are being developed for this department

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures: listed by Calendar Year	2010	2011	2012	2013

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Refurbish Fire Pumper			$567,870	
Office Furnishings		$5,000		
Personal Computers	$7,905	3,000		
Software		3,000		
Pagers, Radios,& Station alert Devices	3,788	5,000		
Pagers & Radios (FEMA AFG Grant 95/5)		40,090	40,090	
Air Packs SCBA	2,800	125,000		$150,000
Rescue Special Ops Equipment	4,170	10,000		
Physical Fitness Equipment		2,000		1,500
Fire Suppression & Safety Equipment	22,563	25,000		20,000
Communication Equipment		6,000		7,000
EMS Equipment	3,020	10,000		5,000
Vehicle Replacement (2)		50,000		97,000
Fire Engine/Pumper (Lease Purchase)		498,870		
Fire Extinguisher Training Equip. (100%Grant Funded)		12,000		
Kitchen Remodel	11,016			
Aerial Ladder Truck (Grant Funded 95/5)				600,000
Fire Safety HS Grant 95/5				75,000
	$55,262	$794,960	$607,960	$955,500

Public Safety	Fire Department	Fund 01 - General Fund			Cost Center	16-00
Summary By Category						
Expenditure Category		2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel		$2,105,848	$2,245,785	$2,262,945	$2,374,705	4.94%
Operating Supplies		68,303	93,550	86,050	101,350	17.78%
Contractual Services		132,649	148,500	137,500	127,500	-7.27%
Other Services and Charges		68,005	110,600	98,015	115,550	17.89%
Capital Outlay		55,262	794,960	607,960	955,500	57.16%
Debt Service		0	0	0	0	0.00%
Department Totals		$2,430,067	$3,393,395	$3,192,470	$3,674,605	15.10%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	$2,752,605	74.91%
Misc Grants	675,000	18.37%
Lease Purchase	247,000	6.72%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
Fire Chief	1.00	1.00	1.00	4689	6799	$90,010
Fire Captain	3.00	3.00	3.00	4463	6471	231,780
Fire Inspector	1.00	1.00	1.00	2862	4149	34,340
Engineer/EMT	6.00	6.00	6.00	3574	5182	316,375
Administrative Coordinator	1.00	1.00	1.00	2235	3241	34,475
Fire Marshall	1.00	1.00	1.00	3663	5311	54,235
Firefighter/EMT	12.00	12.00	13.00	3238	4695	553,860
Fire Lieutenant	3.00	3.00	2.00	3574	5182	109,225
Holiday Pay						33,845
Car Allowance						0
Clothing Allowance						21,060
Merit						51,158
Certification Contingency						92,622
Temporary / Reserves						26,000
Overtime						50,000
Retirement						244,210
Insurance & Taxes						421,510
Employee Related Expenses						10,000
Totals	28.00	28.00	28.00			$2,374,705

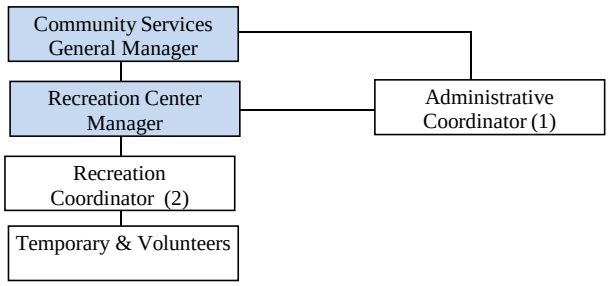
Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	16-00

Supplemental Data: Expenditures

Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,358	2,000	1,200	1,500	25.00%
Copier Supplies	2,866	3,500	3,000	3,000	0.00%
Gas & Oil	20,721	30,000	25,000	30,000	20.00%
Vehicle Maint & Repairs	25,635	33,000	20,000	30,000	50.00%
Equipment Maint & Repairs	8,374	10,000	10,000	12,000	20.00%
Protective Clothing	9,036	12,000	12,000	12,000	0.00%
Postage & Freight	313	550	350	350	0.00%
Emergency Service Grant	0	2,500	2,500	2,500	0.00%
GOHS - FIRE Grant	0	0	12,000	10,000	-16.67%
Total Supplies	68,303	93,550	86,050	101,350	17.78%
Contractual Services					
Radio Maintenance	380	3,500	1,000	2,000	100.00%
Computer Support	5,792	7,000	3,500	5,500	57.14%
Contractual Services	126,477	128,000	124,000	110,000	-11.29%
Medical Testing	0	10,000	9,000	10,000	11.11%
Total Contractual Services	132,649	148,500	137,500	127,500	-7.27%
Other Services and Charges					
Travel & Training	10,371	22,500	22,500	25,000	11.11%
Subscriptions & Memberships	1,469	2,000	1,000	2,000	100.00%
Operational Equipment & Supplies	6,114	9,500	8,000	10,000	25.00%
EMS Expenses	6,951	9,000	9,000	9,500	5.56%
Utilities	20,815	27,000	27,000	30,000	11.11%
Telephone	6,453	7,500	7,000	7,000	0.00%
Fire Prevention	6,775	7,000	7,000	7,500	7.14%
Emergency Management	3,855	5,000	5,000	6,000	20.00%
Legal Advertising	336	600	250	250	0.00%
Training Center	2,951	2,700	1,765	2,500	41.64%
Volunteer Fireperson Training	0	8,000	4,200	7,000	66.67%
Volunteer Fireperson Misc	1,915	8,000	3,500	7,000	100.00%
Retired Volunteers	0	1,800	1,800	1,800	0.00%
Total Other Services & Charges	68,005	110,600	98,015	115,550	17.89%

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 2012 Accomplishments:

* Continued to expand special interest class activities meeting the needs of the community
* Increased opportunities for focusing on family/youth programs by offering additional activities/services and recreation pursuits for the public where identified or needed
* Continued working on new opportunities for expansion of services within the community for a variety of program and project needs
* Hosted Thunder Valley Rally in Old Town Cottonwood
* Partnered with the County and hosted the Bicycle Rodeo
* Hosted the annual Relay for Life event at Riverfront Park

FY 2013 Goals:

* Plan and implement a full marathon to be held in conjunction with the Brian Mickelsen Half Marathon, 10K and 2 Mile Fun Walk
* Create additional partnerships with outside agencies to defray costs of special events
* Partner with Tournament Sports to bring additional tournaments to Riverfront Park
* Host additional junior rodeo's to boost sales tax revenues
* Complete netting project for Fields #2 and #4

Budget Highlights:

No capital outlay has been budgeted for this department.

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

Performance Indicators

Vision Statement: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Goal: Customer Satisfaction with special event programs that include Rhythm and Ribs and Thunder Valley Rally
Objective: Increase overall attendance figures at special events by creating positive leisure experiences for all
Type of Measure: Program attendance and outcome
Tool: Internal Records
Frequency: Annually
Scoring: Increases in attendance
Trend: upward

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013
Increase in overall attendance measured by factual counting methods		2,600	3,500	4,500

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

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013
Increase in overall attendance based on actual registrations	330	560	620	680

Vision Statement: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Goal: Increase attendance figures of seniors within the recreation center by adding senior programs
Objective: Engage seniors through physicians and health care providers to market the amenities of the Recreation Center
Type of Measure:
Tool: Internal Records
Frequency: Quarterly Reviews
Scoring: 10 percent increase annually
Trend: upward

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013
Increase in overall attendance measured by factual counting methods	928	1,450	1,800	1,980

Vision Statement: We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism
Goal: Increase the number of facility rentals by 10 percent annually
Objective: Market recreation center amenities internally and externally
Type of Measure: Annual increase in facility rentals
Tool: Monthly rental figures and customer feedback
Frequency: Quarterly
Scoring: Quarterly increases in rentals
Trend: upward

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013
Increase rentals through the production of marketing literature pertaining to banquet and party room rentals	220	360	400	440

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$107,247	$128,490	$108,735	$117,490	8.05%
Operating Supplies	27,266	32,000	31,905	33,400	4.69%
Contractual Services	18,560	28,350	19,460	22,480	15.52%
Other Services and Charges	263,209	298,850	346,080	363,495	5.03%
Capital Outlay	3,563	16,000	23,900	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$419,845	$503,690	$530,080	$536,865	1.28%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$536,865	100.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Administrative Coordinator	1.00	1.00	1.00	2235	3241	42,355
* Rec. Coordinator Frozen FY2010	2.00	2.00	2.00	2291	3322	0
Holiday Pay						300
Clothing Allowance						1,000
Merit Contingency						75
Temporary / Reserves						48,500
Overtime						750
Retirement						4,840
Insurance & Taxes						19,670
Employee Related Expenses						0
Totals	3.00	3.00	3.00			$117,490

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

Supplemental Data: Expenditures

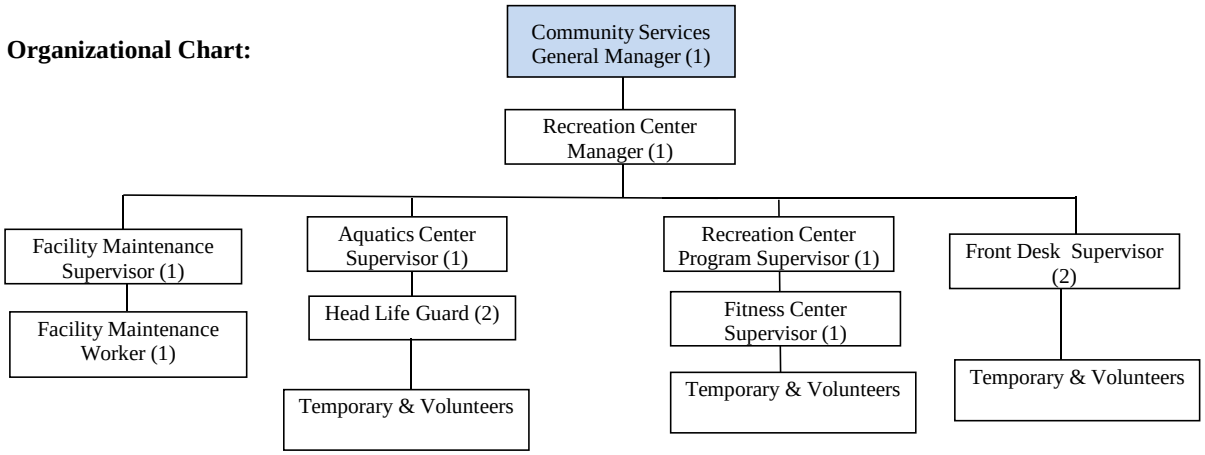
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	460	400	0	0	0.00%
Copier Supplies	27	0	5	0	-100.00%
Gas & Oil	32	150	100	500	400.00%
Vehicle Maint & Repairs	836	1,400	300	400	33.33%
Equipment Maint & Repairs	3,028	2,500	3,000	3,500	16.67%
Riverfront Snack Bar	9,185	9,500	9,500	10,000	5.26%
Postage & Freight	18	50	1,000	500	-50.00%
Pool Supplies	11,286	15,000	15,000	15,000	0.00%
Snack Bar Supplies	2,394	3,000	3,000	3,500	16.67%
Total Supplies	27,266	32,000	31,905	33,400	4.69%
Contractual Services					
Computer Support	392	350	960	980	2.08%
Fireworks	17,000	17,000	17,000	20,000	17.65%
Contractual Labor	400	6,000	500	500	0.00%
Contractual Services	768	5,000	1,000	1,000	0.00%
Total Contractual Services	18,560	28,350	19,460	22,480	15.52%
Other Services and Charges					
Travel & Training	0	0	625	600	-4.00%
Subscriptions & Memberships	2,905	3,400	2,500	2,600	4.00%
Printing & Forms	167	200	100	200	100.00%
Rec Programs	23,205	25,000	28,000	28,000	0.00%
Verde River Days	1,016	1,000	1,000	1,000	0.00%
Softball Tournaments	12,950	27,000	28,000	30,000	7.14%
Public Relations	4,302	9,000	5,000	10,500	110.00%
Utilities	151,745	107,000	161,640	162,310	0.41%
Telephone	2,924	1,250	2,715	2,785	2.58%
Summer Youth Program	4,551	3,500	3,500	4,500	28.57%
Rhythm & Ribs	38,203	52,000	49,000	50,000	2.04%
Sizzilin Salsa/Walking Main Street	3,362	7,500	2,000	8,000	300.00%
10K Memorial Run	14,135	18,000	17,000	18,000	5.88%
Thunder Valley Rally	3,744	44,000	45,000	45,000	0.00%
Total Other Services & Charges	263,209	298,850	346,080	363,495	5.03%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
RF Ball Field All Weather Netting	3,563	$13,000	16,200		
Equestrian Center Lighting and Sound		3,000	3,000		
Tennis Center Resurface			4,700		
	$3,563	$16,000	$23,900	$0	

Recreation Center

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

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

FY 2012 Accomplishments:

* Successfully implemented United Healthcare's Silver Sneakers program for inclusion into Recreation Center membership format. Met the departmental goal of capturing a 25% increase in senior memberships (approximately 400 senior citizens)
* Obtained Arthritis Foundation Certification for Recreation Center & Aquatic facility training workshops and classes
* Continued expanding Center special interest classes to fit both public requests and program standards required.
* Continued to work towards attaining a minimum of 70% cost recovery ratio of total facility maintenance
* and operations costs
  Continued to strive towards meeting "green" operational directives and guidelines thereby minimizing energy and utility waste.
* Continued 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

FY 2013 Goals:

* 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 operations
* Explore commercial leasing options within the recreation center to increase annual cost recovery ratios
* Develop a brochures specific to the Community Events Hall and Party Rooms with an emphasis on corporate and birthday party package pricing
* Continue to explore options pertaining to the possible installation of a Rainbow Color's System to increase cost recovery projections
* Strive towards meeting all feasibility study elements
* Explore the possibility of introducing tile into the foyer of the Community Recreation Center to reduce
* custodial maintenance costs

Budget Highlights:

Capital outlay includes $25,000 for the equipment replacement program; $13,000 for tile installation in the foyer; $8,000 for a NuStep machine which can be utilized by individuals with ambulatory restraints; and $10,000 for a Scissors Lift, which is estimated to save the city $2,500 per year in contractual services and maintenance fees.

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

Performance Indicators

Value Statement: Strive to Provide Effective and Efficient Services
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:	2010	2011	2012	2013
Senior Memberships	928	1609	1700	1800
Percent increase from prior year	N/A	57.7%	9.5%	9.4%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Quarterly increases in rentals compared to previous years	280	310	350	400
Production of marketing literature pertaining to banquet and party room rentals.	0	3,000 units	5,000 units	5,000 units

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	733,995	$897,020	$843,365	$899,860	6.70%
Operating Supplies	71,076	82,300	104,000	100,000	-3.85%
Contractual Services	143,723	117,300	140,890	142,965	1.47%
Other Services and Charges	270,707	339,940	286,275	301,390	5.28%
Capital Outlay	1,598	0	2,500	56,000	2140.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$1,221,099	$1,436,560	$1,377,030	$1,500,215	8.95%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
General Fund	$702,315	46.81%
Recreation Center Fees	707,000	47.13%
Recreation Center Building Rental	35,350	2.36%
Recreation Center Classes/Programs	55,550	3.70%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Recreation Center Manager	1.00	1.00	1.00	3849	5580	$58,835
Aquatics Center Supervisor	1.00	1.00	1.00	3082	4468	43,460
Recreation Center Program Superviso	1.00	1.00	1.00	3082	4468	43,870
Fitness Center Supervisor	1.00	1.00	1.00	2407	3491	30,915
Facility Maintenance Supervisor	1.00	1.00	1.00	2407	3491	39,635
Facility Maintenance Worker	1.00	1.00	1.00	1976	2865	28,265
Front Desk Supervisor	2.00	2.00	2.00	2128	3085	54,660
Head Life Guard	2.00	2.00	2.00	2076	3010	56,175
Holiday Pay						700
Clothing Allowance						2,500
Merit Contingency						5,805
Temporary / Reserves						300,000
Overtime						5,000
Retirement						40,920
Insurance & Taxes						189,120
Employee Related Expenses						0
Totals	10.00	10.00	10.00			$899,860

Culture & Recreation	Recreation Center	Fund 01 - General Fund		Cost Center	20-03
Supplemental Data: Expenditures					
	2011	2012		2013	Percent
Item	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	13,047	8,000	8,000	8,000	0.00%
Copier Supplies	125	1,200	500	500	0.00%
Gas & Oil	1,320	1,100	4,000	4,000	0.00%
Vehicle Maint & Repairs	507	1,000	3,000	2,000	-33.33%
Equipment Maint & Repairs	12,042	30,000	33,000	40,000	21.21%
Pool Supplies	36,437	35,000	33,000	35,000	6.06%
Postage & Freight	247	2,000	500	500	0.00%
Tools/Operational Supplies	7,351	4,000	22,000	10,000	-54.55%
Total Supplies	71,076	82,300	104,000	100,000	-3.85%
Contractual Services					
Computer Support	2,617	2,300	2,890	2,965	2.60%
Contractual Services	122,280	112,000	120,000	120,000	0.00%
Contractual Services Active Network	18,826	3,000	18,000	20,000	11.11%
Total Contractual Services	143,723	117,300	140,890	142,965	1.47%
Other Services and Charges					
Travel & Training	1,143	1,000	1,200	3,000	150.00%
Subscriptions & Memberships	447	1,000	1,000	1,500	50.00%
Printing & Forms	336	800	500	800	60.00%
Rec Programs	20,919	26,000	24,000	33,000	37.50%
Public Relations	13,984	24,000	19,000	26,000	36.84%
Utilities	183,432	223,000	188,000	183,000	-2.66%
Telephone	10,804	12,800	12,400	12,710	2.50%
Legal Advertising	0	2,000	0	1,000	0.00%
Rental Equipment	303	10,000	4,000	1,000	-75.00%
Lease Purchase Rec Cntr Equipment	39,339	39,340	36,175	39,380	8.86%
Total Other Services & Charges	270,707	339,940	286,275	301,390	5.28%

Supplemental Data: Capital Outlay					
Item	2011	2012		2013	
Description	Actual	Budget	Revised	Proposed	
Recycling Receptacles	$1,598				
Rental Laptops (2)			$2,500		
Tile Installation				$13,000	
NuStep				8,000	
Scissors Lift				10,000	
Equip Replacement Fund				25,000	
	$1,598	$0	$2,500	$56,000	

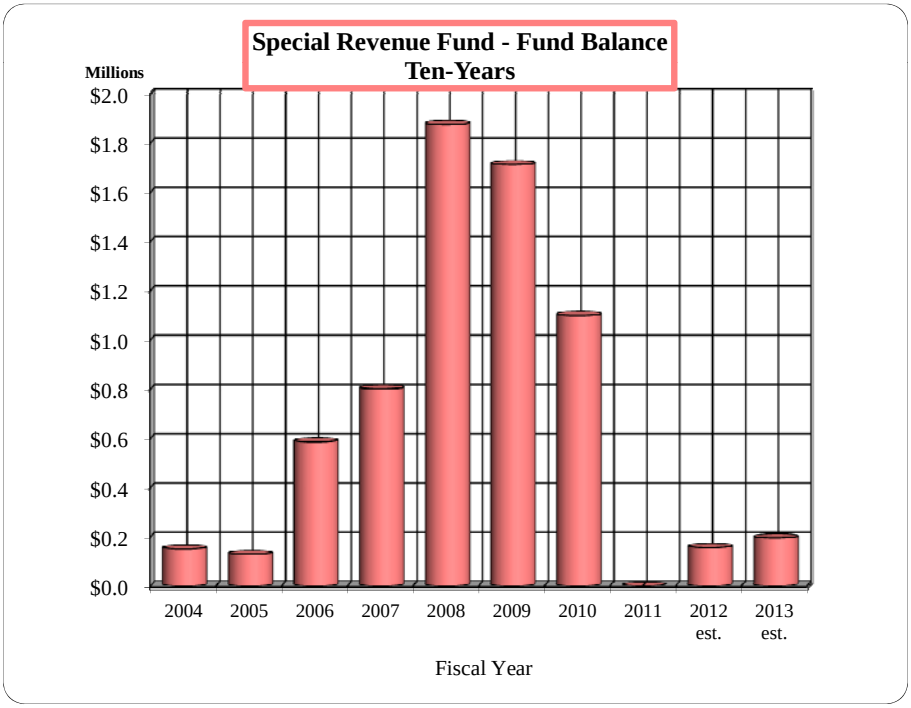
SPECIAL REVENUE FUNDS

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
07-14-XX	Airport Improvement Projects
	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
2004	150,644
2005	129,173
2006	586,077
2007	800,979
2008	1,874,971
2009	1,712,685
2010	1,099,115
2011	0
2012 est.	156,695
2013 est.	195,670

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 2012 than in FY 2011. This is due to rollover projects that were not completed in FY 2011. A description of all the projects are reflected in the department's budget summary sheets on **pages xxx and xxx.**

Consolidated Statement of Revenues/Expenditures

Item	2011	2012		2013
Description	Actual	Budget	Revised	Proposed
Revenue Sources:				
Taxes	132,270	152,270	152,000	214,415
Intergovernmental Revenues	1,278,748	2,089,450	1,079,680	3,147,855
Charges for Services	88,948	200,700	190,150	286,950
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	109,858	88,290	87,240	87,240
Miscellaneous Revenues	91,615	26,520	15,815	68,245
Total Revenue Sources	1,701,439	2,557,230	1,524,885	3,804,705
Other Financing Sources:				
Transfers In	627,422	602,035	963,055	1,210,925
Carryover	1,160,467	533,390	740,060	156,695
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	4,475,000	500,000	4,738,195
Total Other Financing Sources	1,787,889	5,610,425	2,203,115	6,105,815
Total Available Resources	3,489,328	8,167,655	3,728,000	9,910,520
Expenditures:				
Personnel	1,048,691	766,225	770,995	1,327,845
Operating Supplies	258,385	270,305	262,900	478,200
Contractual Services	781,923	304,230	418,900	568,885
Other Services and Charges	410,058	767,265	554,135	696,655
Capital Outlay	161,655	6,028,640	1,539,000	6,523,265
Reserves	0	0	156,695	156,695
Debt Service	0	0	0	0
Total Expenditures	2,660,712	8,136,665	3,702,625	9,751,545
Other Uses:				
Transfers Out	23,490	30,990	25,375	158,975
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	23,490	30,990	25,375	158,975
Total Expenditures and Other Uses	2,684,202	8,167,655	3,728,000	9,910,520
Net Income	$805,130	$0	$0	$0

HURF Fund Revenues/Expenses/Changes in Fund Balance

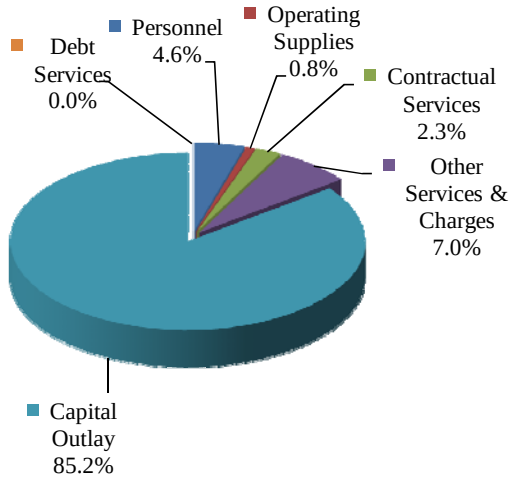
Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes	132,270	152,000	152,000	214,415	41.06%
Intergovernmental Revenues	1,082,729	702,705	732,705	1,557,650	112.59%
Services & Charges	27,570	0	0	85,000	0.00%
Uses of Monies & Properties	1,345	2,000	450	450	0.00%
Miscellaneous Revenues	73,321	12,000	0	53,500	0.00%
Total Revenue Sources	1,317,235	868,705	885,155	1,911,015	115.90%
Other Financing Sources:					
Transfers In	0	0	171,810	212,790	23.85%
Carryover	939,523	447,840	583,365	0	-100.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	4,475,000	500,000	4,738,195	847.64%
Total Other Financing Sources	939,523	4,922,840	1,255,175	4,950,985	294.45%
Total Available Resources	2,256,758	5,791,545	2,140,330	6,862,000	220.60%
Expenditures:					
Personnel	536,057	255,525	269,730	842,455	212.33%
Operating Supplies	165,545	56,600	58,700	263,800	349.40%
Contractual Services	568,912	85,155	74,900	232,825	210.85%
Other Services and Charges	245,745	572,620	351,855	486,150	38.17%
Capital Outlay	161,352	4,821,645	1,385,145	4,974,270	259.12%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	1,677,611	5,791,545	2,140,330	6,799,500	217.68%
Other Uses:					
Transfers Out	0	0	0	62,500	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	62,500	0.00%
Total Expenditures and Other Uses	1,677,611	5,791,545	2,140,330	6,862,000	220.60%
Net Income / (Loss)	$579,147	$0	$0	$0	

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

HURF - Streets Fund Expenditures By Category

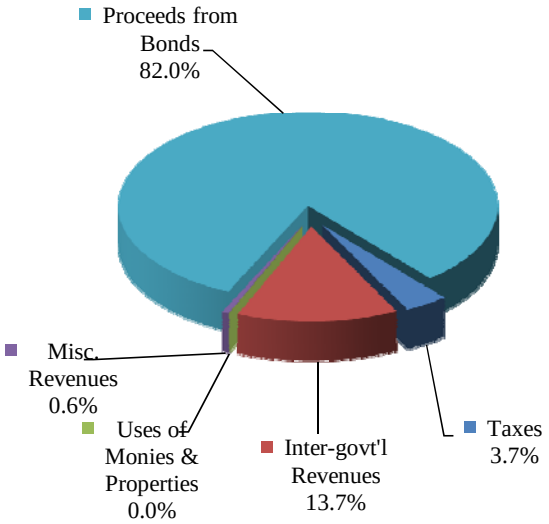
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$263,560	$47,800	$132,425	$400,150	$4,874,270	$0	$5,718,205
	$263,560	$47,800	$132,425	$400,150	$4,874,270	$0	$5,718,205

Highway User Revenue Fund - Streets Expenditures by Category



HURF - Streets Fund Summary	
Revenues	$1,042,510
Expenditures	(5,718,205)
Transfers Out	(62,500)
Revenues over (under) Expenditures	(4,738,195)
Other Funding Sources/Uses	4,738,195
Use of Fund Balance	$0

Highway User Revenue Fund - Streets Revenues by Source



HURF - Streets Fund Revenues By Source	
Taxes	$214,415
Inter-govt'l Revenues	794,145
Uses of Monies & Properties	450
Misc. Revenues	33,500
Proceeds from Bonds	4,738,195
Total Resources Available	$5,780,705

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. This year the state has estimated an increase in these funds.

Street Department Expenditures:
Major commitments totaling $4,738,195 for various street projects are programmed for FY 2013. Detail can be viewed on **page XXX**. Bonding will be utilized to fund these larger construction projects.

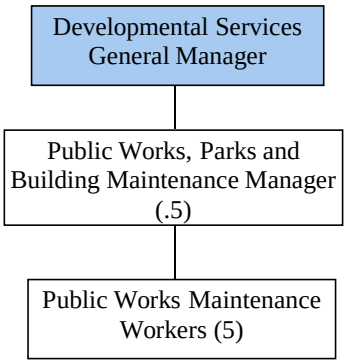
Streets Maintenance & Construction - Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes	132,270	152,000	152,000	214,415	41.06%
Intergovernmental Revenues					
Highway User Revenue Fund - HURF	806,386	702,705	702,705	794,145	13.01%
Local Transportation Assistance Fund/HURF	0	0	0	0	0.00%
Old Town Contributions	0	0	0	0	0.00%
ISTEA - Phase I Grant	0	0	0	0	0.00%
ISTEA - Phase II Grant	0	0	0	0	0.00%
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	39,823	0	30,000	0	-100.00%
Uses of Monies & Properties					
Interest Income	1,345	2,000	450	450	0.00%
Miscellaneous Revenues					
Other Income	28,033	12,000	0	33,500	0.00%
Total Revenue Sources	1,007,857	868,705	885,155	1,042,510	17.78%
Other Financing Sources:					
Transfers In	0	0	171,810	0	-100.00%
Carryover	939,523	447,840	583,365	0	-100.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	4,475,000	500,000	4,738,195	847.64%
Total Other Financing Sources	939,523	4,922,840	1,255,175	4,738,195	277.49%
Total Available Resources	1,947,380	5,791,545	2,140,330	5,780,705	170.08%
Expenditures:					
Personnel	250,725	255,525	269,730	263,560	-2.29%
Operating Supplies	75,305	56,600	58,700	47,800	-18.57%
Contractual Services	71,041	85,155	74,900	132,425	76.80%
Other Services and Charges	230,788	572,620	351,855	400,150	13.73%
Capital Outlay	161,352	4,821,645	1,385,145	4,874,270	251.90%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	789,211	5,791,545	2,140,330	5,718,205	167.16%
Other Uses:					
Transfers Out	0	0	0	62,500	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	62,500	0.00%
Total Expenditures and Other Uses	789,211	5,791,545	2,140,330	5,780,705	170.08%
Net Income	$1,158,169	$0	$0	$0	

This Page Intentionally Left Blank

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 2012 Accomplishments:

* **Not available at printing**
*

*

FY 2013 Goals:

*
*
*
*

Budget Highlights:

Capital outlay for FY 2013 includes $32,000 for a Backhoe and the Pavement Roller was purchased in FY 2012 for $11,860 (an adjustment to the Proposed Budget will be completed in the Tentative Budget). A new program for outsourcing the street sweeping duties has been funded in contractual services at $31,000. This program will have a cost savings in equipment purchases and employee overtime. In addition $18,000 has been budgeted in contractual services for a weed abatement program.

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

Performance Indicators

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

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Street Improvements			$1,600	$1,600
Backhoe				33,500
Bus Bay Expansion			18,535	
Trailer for Temp Signage				2,000
Forklift 83% share with GF	$30,898			
Equipment Rental	2,096			
Pavement Roller & Trailer			32,000	
Vehicle Broom		$5,000	5,000	
Plate Compactor		2,500	2,500	
Message Board		19,500	15,405	
Gannon Tractor		31,000	26,000	
Water Truck		40,000	30,095	
	$32,994	$98,000	$131,135	$37,100

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$250,725	$255,525	$269,730	$263,560	-2.29%
Operating Supplies	75,305	56,600	58,700	47,800	-18.57%
Contractual Services	71,041	85,155	74,900	132,425	76.80%
Other Services and Charges	230,788	572,620	351,855	400,150	13.73%
Capital Outlay	32,994	98,000	131,135	37,100	-71.71%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$660,853	$1,067,900	$886,320	$881,035	-0.60%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF / LTAF	847,085	96.15%
Miscellaneous	33,950	3.85%
Total Funding		100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
P.W., Parks, & Bldg. Mtce. Manage	1.00	0.50	0.50	3082	4468	$27,535
Public Works Maint. Worker	4.00	4.00	4.00	1976	2865	125,925
P.W. Maint. Worker --Frozen	1.00	1.00	1.00	1976	2865	0
Merit Contingency						3,825
Clothing Allowance						2,000
Temporary / Reserves						0
Overtime						3,000
Retirement						17,860
Insurance & Taxes						82,915
Employee Related Expenses						500
Totals	6.00	5.50	5.50			$263,560

Public Works	Street Department	Fund 02 - HURF		Cost Center	10-00
Supplemental Data: Expenditures					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	44	300	2,500	500	-80.00%
Operational Supplies	1,765	1,800	800	1,800	125.00%
Postage & Freight	24	200	100	200	100.00%
Gas & Oil	17,988	19,000	18,000	20,000	11.11%
Vehicle Maint & Repairs	6,106	10,000	7,000	10,000	42.86%
Equipment Maint & Repairs	16,191	25,000	30,000	15,000	-50.00%
Building Maint & Repairs	33,187	300	300	300	0.00%
Total Supplies	75,305	56,600	58,700	47,800	-18.57%
Contractual Services					
Computer Support	1,388	1,155	900	925	2.78%
Street Lights	41,112	46,000	46,500	48,500	4.30%
Engineering Services	500	0	0	0	0.00%
Contractual Services	24,577	33,000	25,000	78,000	212.00%
Pavement Preservation	3,464	5,000	2,500	5,000	100.00%
Total Contractual Services	71,041	85,155	74,900	132,425	76.80%
Other Services and Charges					
Travel & Training	20	500	250	500	100.00%
Subscriptions & Memberships	85	150	100	100	0.00%
Utilities	8,295	8,925	7,500	8,000	6.67%
Telephone	1,901	1,890	1,860	1,905	2.42%
Legal Advertising	0	450	150	450	200.00%
Bank Charges	427	300	100	300	200.00%
Tools	3,249	3,000	3,000	3,000	0.00%
Equipment Rental	2,694	10,500	5,000	10,000	100.00%
Liability Insurance	13,058	13,860	18,250	19,165	5.01%
Liability Claims Deductible	0	0	200	0	-100.00%
Indirect Cost to General Fund	141,750	443,545	249,745	262,230	5.00%
Culverts	301	5,000	3,000	5,000	66.67%
Materials	21,428	20,000	17,000	20,000	17.65%
Street Signs	14,146	14,000	14,000	14,000	0.00%
Street Marking	21,092	47,000	30,000	52,000	73.33%
Street Light Contingency	2,342	3,500	1,700	3,500	105.88%
Total Other Services & Charges	230,788	572,620	351,855	400,150	13.73%
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 2012 Accomplishments:

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

FY 2013 Goals:

*
*
*

Budget Highlights:
The capital outlay is $4,803,600 The major projects scheduled for FY 2013 are listed below

W. Mingus Reconstruction	1,838,195
12th St. 89A to Fir	1,600,000
Mingus Willard to Main	1,300,000
Total Programmed projects	$4,738,195

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

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

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
N/A				

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	128,358	4,723,645	1,254,010	4,837,170	285.74%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$128,358	$4,723,645	$1,254,010	$4,837,170	285.74%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
HURF	$1,089,770	22.53%
Bond	3,747,400	77.47%
Transfer in - GF	0	0.00%
Use of Fund Balance	0	0.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 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

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

Supplemental Data: Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
N/A					
Total Supplies	0	0	0	0	0.00%
Contractual Services					
N/A					
Total Contractual Services	0	0	0	0	0.00%
Other Services and Charges					
N/A					
Total Other Services & Charges	0	0	0	0	0.00%

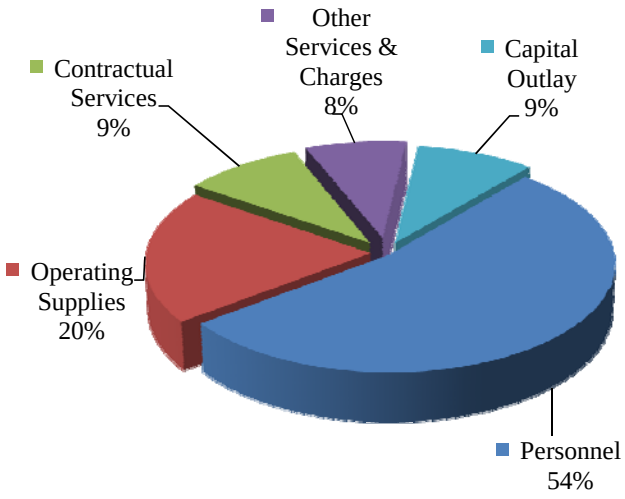
Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Pavement Preservation	$17,455	$632,000	$632,000	
Street Contingency		851,050		$38,975
Mingus/Main Signal			4,000	10,000
Willard Extension	75,716			
W. Mingus Reconstruction	10,782	2,338,195	500,000	1,838,195
12th St. 89A to Fir	3,477	695,400	30,000	1,600,000
Sidewalk Additions	20,928	137,000	80,000	
6th Street Bridge		10,000	8,000	
Willard Street Bridge		10,000	10	
Pima Street Asphalt & Gabions				
10th Street & Main Project		50,000		
Mingus Willard to Main				1,300,000
Maint Street Road Diet Grant				50,000
	$128,358	$4,723,645	$1,254,010	$4,837,170

Cottonwood Area Transit System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$578,895	$216,000	$100,400	$86,000	$100,000	$0	$1,081,295
	$578,895	$216,000	$100,400	$86,000	$100,000	$0	$1,081,295

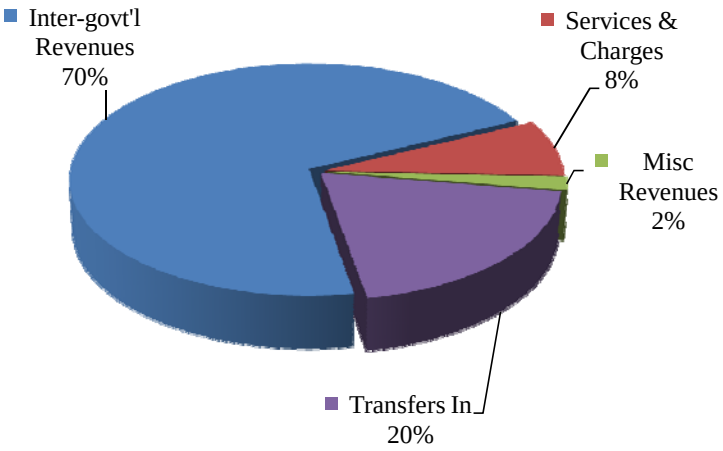
HURF TRANSIT
Expenditures By Category
FY 2013



Cottonwood Area Transit Fund Summary	
Revenues	$868,505
Expenditures	(1,081,295)
Other Funding Sources/Uses	212,790
Use of Fund Balance	$0

Cottonwood Area Transit Fund Revenues by Source	
Inter-govt'l Revenues	$763,505
Services & Charges	85,000
Misc Revenues	20,000
Transfers In	212,790
Total Resources Available	$1,081,295

HURF TRANSIT
Revenue By Source
FY 2013

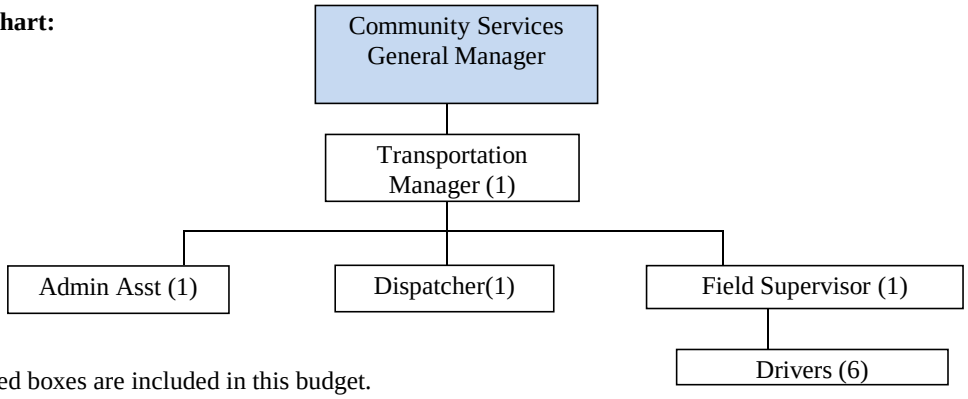


Cottonwood Area Transit System - Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai Co.	0	0	0	33,725	0.00%
Clarkdale	0	0	0	30,825	0.00%
Sedona	0	0	0	101,110	
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	236,520	0	0	517,845	0.00%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	0	0	0	80,000	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges					
Fare Box	27,570	0	0	85,000	0.00%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	45,288	0	0	20,000	0.00%
Total Revenue Sources	309,378	0	0	868,505	0.00%
Other Financing Sources:					
Transfers In	0	0	0	212,790	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	212,790	0.00%
Total Available Resources	309,378	0	0	1,081,295	0.00%
Expenditures:					
Personnel	285,332	0	0	578,895	0.00%
Operating Supplies	90,240	0	0	216,000	0.00%
Contractual Services	497,871	0	0	100,400	0.00%
Other Services and Charges	14,957	0	0	86,000	0.00%
Capital Outlay	0	0	0	100,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	888,400	0	0	1,081,295	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	888,400	0	0	1,081,295	0.00%
Net Income / (Loss)	($579,022)	$0	$0	$0	0.00%

Cottonwood Area Transit / Verde Links

Organizational Chart:

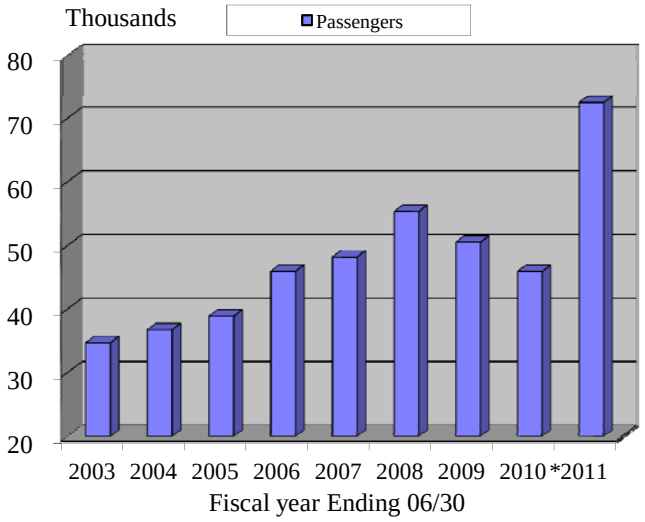


Note: only unshaded boxes are included in this budget.

General Information:

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

Cottonwood Area Transit Ridership



FY ending 06/30	Passengers
2003	34,722
2004	36,745
2005	38,886
2006	45,947
2007	48,212
2008	55,330
2009	50,521
2010	45,915
*2011	72,500

* FY 2011 is the first year to include Verde Links

FY 2012 Accomplishments:

* The City of Cottonwood will be taking over all operational, administrative and capital services to the public beginning July 1, 2012. Re-integration of services will also include the Verde Lynx system which will be providing connector/commuter services from Cottonwood to Sedona. Total ridership numbers this past year were logged at approximately 72,500 with revenue miles of 270,700 and revenue hours logged at 13,690. The two transit systems are rapidly becoming more of a "regional transportation" service provider within the state and will continue to move more that direction over the next five years

FY 2013 Goals:

Successfully transition back to the City of Cottonwood

Budget Highlights:

FY 2013 capital includes $100,000 for a new transit bus that will serve Verde Lynx

Social Services	C. A. T. S.	Fund 02 - Transit	Cost Center	2X-00

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Social Services	C. A. T. S.	Fund 02 - Transit		Cost Center	2X-00
Summary By Category					
Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$285,332	$0	$0	$578,895	0.00%
Operating Supplies	90,240	0	0	216,000	0.00%
Contractual Services	497,871	0	0	100,400	0.00%
Other Services and Charges	14,957	0	0	86,000	0.00%
Capital Outlay	0	0	0	100,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$888,400	$0	$0	$1,081,295	0.00%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$763,505	0.00%
Services & Charges	85,000	0.00%
Miscellaneous Revenues	20,000	0.00%
Use of HURF Fund Balance	212,790	0.00%
	Total Funding	0.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
Transportation Manager	1.00	0.00	1.00	3755	5444	$64,000
Administrative Assistant	0.00	0.00	1.00	2076	3010	35,405
Driver / Dispatcher	2.00	0.00	1.00	2076	3010	31,945
Field Supervisor	0.00	0.00	1.00	2076	3010	35,275
Drivers	7.00	0.00	6.00	1976	2865	182,915
Merit Contingency						10,735
Holiday Pay						1,350
Clothing Allowance						2,500
Temporary / Reserves						30,000
Overtime						4,000
Retirement						40,730
Insurance & Taxes						140,040
Employee Related Expenses						0
Totals	10.00	0.00	10.00			$578,895

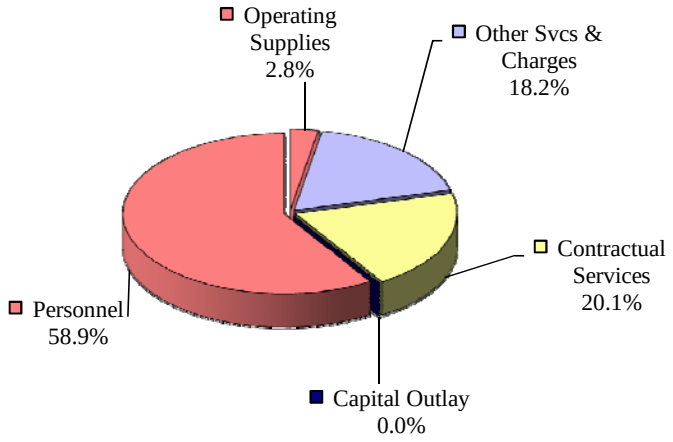
Social Services	C. A. T. S.	Fund 02 - Transit		Cost Center	2X-00
Supplemental Data: Expenditures					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	1,022	0	0	6,700	0.00%
Copier Supplies	201	0	0	600	0.00%
Gas & Oil	31,797	0	0	110,000	0.00%
Vehicle Maint & Repairs	56,298	0	0	97,200	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Postage & Freight	922	0	0	1,500	0.00%
Total Supplies	90,240	0	0	216,000	0.00%
Contractual Services					
Computer Support	0	0	0	5,000	0.00%
Contractual Services	461,586	0	0	33,000	0.00%
Radio Maintenance	100	0	0	2,400	0.00%
Indirect Cost to G/F	36,185	0	0	60,000	0.00%
Total Contractual Services	497,871	0	0	100,400	0.00%
Other Services and Charges					
Travel & Training	1,162	0	0	3,400	0.00%
Subscriptions & Membershi	797	0	0	1,500	0.00%
Utilities	0	0	0	18,000	0.00%
Telephone	0	0	0	8,965	0.00%
Printing & Forms	133	0	0	3,500	0.00%
Advertising	1,920	0	0	22,065	0.00%
Liability Insurance	10,145	0	0	26,000	0.00%
Audit Expense	800	0	0	1,410	0.00%
Employee Physicals/Drug Testing	0	0	0	1,160	0.00%
Total Other Services & Charges	14,957	0	0	86,000	0.00%

Supplemental Data: Capital Outlay				
Item	2011	2012		2013
Description	Actual	Budget	Revised	Proposed
Transit Buses				$100,000
	$0	$0	$0	$100,000

Cottonwood Library System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$485,390	$22,800	$165,820	$149,665	$0	$0	$823,675

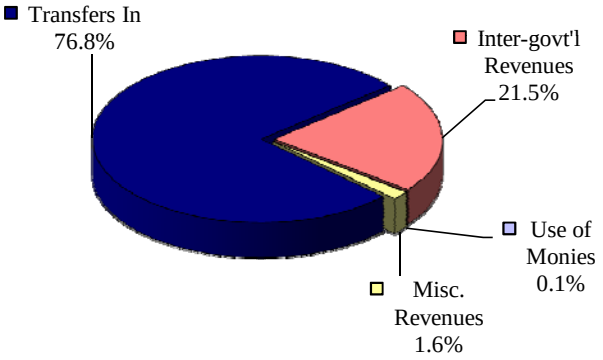
Cottonwood Library Expenditures by Category



Cottonwood Library System Fund Summary	
Revenues	$190,735
Expenditures	(823,675)
Revenues over (under) Expenditures	(632,940)
Other Funding Sources/Uses	632,940
Use of Fund Balance	$0

Cottonwood Library Revenues by Source

Cottonwood Library System Fund Revenues By Source	
Inter-govt'l Revenues	$176,695
Use of Monies	640
Misc. Revenues	13,400
Transfers In	632,940
Total Resources Available	$823,675



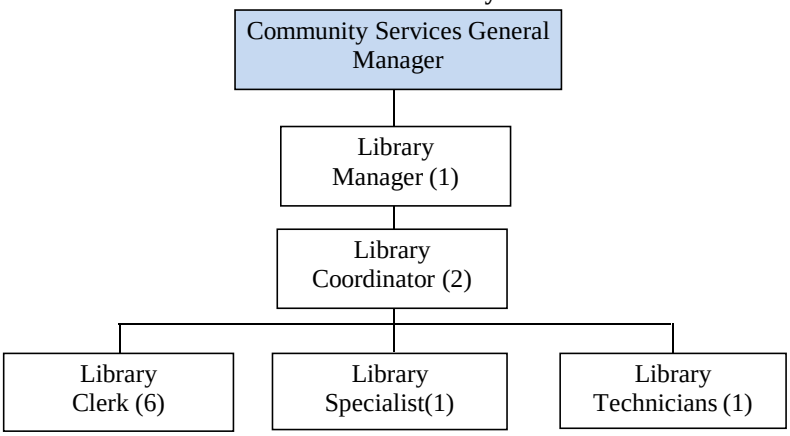
Library Revenues:
Over 98% of the Cottonwood Library operating revenues come from Intergovernmental and transfers in sources. $176,695 is contributed by the Yavapai County Library System based on total circulation for the facility. The General Fund will transfer in $632,940 this year for maintenance 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	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	270	0	0	0.00%
Intergovernmental Revenues					
Yavapai County	196,019	197,250	205,505	176,695	-14.02%
HVAC Grant	0	39,000	39,000	0	
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	138	130	640	640	0.00%
Miscellaneous Revenues					
Other Income	17,015	13,420	13,390	13,400	0.07%
Total Revenue Sources	213,172	250,070	258,535	190,735	-26.22%
Other Financing Sources:					
Transfers In	585,202	556,230	607,375	632,940	4.21%
Carryover	74,051	74,050	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	659,253	630,280	607,375	632,940	4.21%
Total Available Resources	872,425	880,350	865,910	823,675	-4.88%
					0.00%
Expenditures:					
Personnel	512,634	510,700	501,265	485,390	-3.17%
Operating Supplies	21,609	22,205	22,300	22,800	2.24%
Contractual Services	135,531	147,045	155,355	165,820	6.74%
Other Services and Charges	129,324	151,400	137,990	149,665	8.46%
Capital Outlay	0	49,000	49,000	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	799,098	880,350	865,910	823,675	-4.88%
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	799,098	880,350	865,910	823,675	-4.88%
Net Income / (Loss)	$73,327	$0	$0	$0	

Cottonwood Library



Note: only unshaded boxes are included in this budget

General Information:

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

FY 2012 Accomplishments:

* Adult Services went from 9 patron Internet use computers to 17 Internet use computers through the AZPac BTOP Grant received by the State Library
* The AZPac Grant BTOP II grant provided the library with a Job Service Workstation with a printer for job seekers
* Installation of our self-checkout stations and security gates were completed
* Introduced eBook and basic computer training workshops in the library
* Introduced “Kinect with your peers” Xbox game on weekly in Youth Services
* Youth Services is providing more programming than previous years
* Additions to our webpage have included Overdrive, Tutor.com, KidsPac and TeenPac and incorporated 3 different areas to submit comments and requests
* Became a VITA tax preparation through Catholics Charities satellite station
* Featured the “Great Depression Traveling Exhibit,” provided by the Arizona State Library History and
* Archives Division and showed movies depicting that era for an entire month
* Completed installation of the replacement of 2 air conditioners

FY 2013 Goals:

* Be a learning center of our community by being responsive to our community needs
* Maintain high service levels to library visitors, despite reduced resources and library hours
* Continue to look for avenues to meet the community needs for programming and meeting room activity
* Continue to add downloadable eBooks to the downloadable audio book service (Overdrive) available to our patrons
* Continue to strive for more outreach services to the schools and public
* Reduce patron waiting times via use of self-check service technology
* Continue to provide and offer quality full service operations (seeking out ways to increase efficiency in operations with less funding available to support services)

Budget Highlights:

The personnel costs have dropped slightly due to the retirement of the Library Director in FY 2012. The Library will follow suit with the rest of the city, in having a manager rather than a director in that position. The budget for library books will be increased 60% in FY 2013. This item was cut back in fiscal years 2010-2012 due to the failing economy but will again be fully budgeted. No capital outlay has been budgeted for FY 2013.

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

Performance Indicators

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Adult staff sponsored programs attendance	n/a	389	408	428
Youth Services staff sponsored programs attendance	3,633	3,236	3,398	3,568
Adult programs attendance	2,519	2,889	3,033	3,363
Youth Services Programs attendance	n/a	494	519	545
TOTALS	6,152	7,008	7,358	7,904
Percent increase/decrease from prior year	n/a	14%	5%	7%

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Job Service computer usage	n/a	n/a	50	100
Youth Service computer usage	3,137	2,213	2,324	2,440
Adult Services computer usage	17,634	17,626	18,507	19,432
Internet Guest card usage	6,972	7,661	8,044	8,446
Total Usage	27,743	27,500	28,925	30,371
Percent increase/decrease from prior year	n/a	-1%	5%	5%
Circulation of library items	233,579	223,644	234,826	246,567
** Decrease reflects difference of 54 hr/ work week vs. 40 hr/work week **		**		
Library hours of operation	54	40	40	46
Percent increase/decrease from prior year	n/a	-4%	5%	5%

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$512,634	$510,700	$501,265	$485,390	-3.17%
Operating Supplies	21,609	22,205	22,300	22,800	2.24%
Contractual Services	135,531	147,045	155,355	165,820	6.74%
Other Services and Charges	129,324	151,400	137,990	149,665	8.46%
Capital Outlay	0	49,000	49,000	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$799,098	$880,350	$865,910	$823,675	-4.88%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Intergovernmental Revenues	$176,695	21.45%
Uses of Monies	640	0.08%
Miscellaneous Income	13,400	1.63%
Use of Fund Balance	0	0.00%
Transfers In - General Fund	632,940	76.84%
	Total Funding	100.0%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Library Director	1.00	0.00	0.00	4463	6471	$0
Library Manager	0.00	1.00	1.00	3755	5444	$61,730
Library Coordinator	1.00	1.00	1.00	2657	3853	40,000
Library Specialist	1.00	1.00	1.00	2128	3085	40,060
Library Technician	1.00	1.00	1.00	1881	2727	42,595
Library Clerk	5.00	5.00	5.00	3082	4468	138,575
Library Clerk - Position Frozen FY2	1.00	1.00	1.00	2657	3853	0
Library Technician Frozen	1.00	1.00	1.00	2128	3085	0
Merit Contingency						9,060
Temporary / Reserves						18,750
Holiday Pay						0
Retirement						36,990
Insurance & Taxes						97,630
Employee Related Expenses						0
Totals	11.00	11.00	11.00			$485,390

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

Supplemental Data: Expenditures

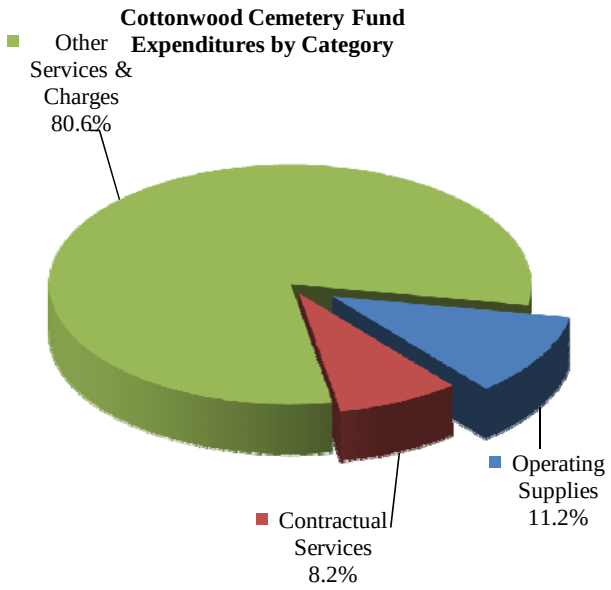
Item	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	6,484	6,300	3,100	4,500	45.16%
Copier Supplies	728	945	5,000	4,100	-18.00%
Equipment Maint & Repairs	8,517	9,400	9,200	9,200	0.00%
Postage & Freight	5,880	5,560	5,000	5,000	0.00%
Total Supplies	21,609	22,205	22,300	22,800	2.24%
Contractual Services					
Computer Support	1,884	1,890	4,170	7,200	72.66%
Collection Expenses	2,246	2,900	2,500	2,500	0.00%
Indirect Cost to General Fund	131,401	142,255	148,685	156,120	5.00%
Total Contractual Services	135,531	147,045	155,355	165,820	6.74%
Other Services and Charges					
Travel & Training	627	600	900	800	-11.11%
Subscriptions & Memberships	469	180	180	200	11.11%
Utilities	53,294	56,500	56,000	52,000	-7.14%
Telephone	9,009	10,000	8,900	8,900	0.00%
Youth Programs	190	380	380	400	5.26%
Book Purchases	24,244	25,000	25,000	40,000	60.00%
Network/Technology Exps	25,572	35,020	30,000	30,000	0.00%
Annual Volunteer Appreciation Event	638	0	600	650	8.33%
Liability Insurance	14,881	23,320	15,630	16,415	5.02%
Recruitment Expense	400	400	400	300	-25.00%
Total Other Services & Charges	129,324	151,400	137,990	149,665	8.46%

Supplemental Data: Capital Outlay

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	
HVAC Grant to replace 2 AC Units		$39,000	$39,000		
RFID Conversion		10,000	10,000		
	$0	$49,000	$49,000	$0	

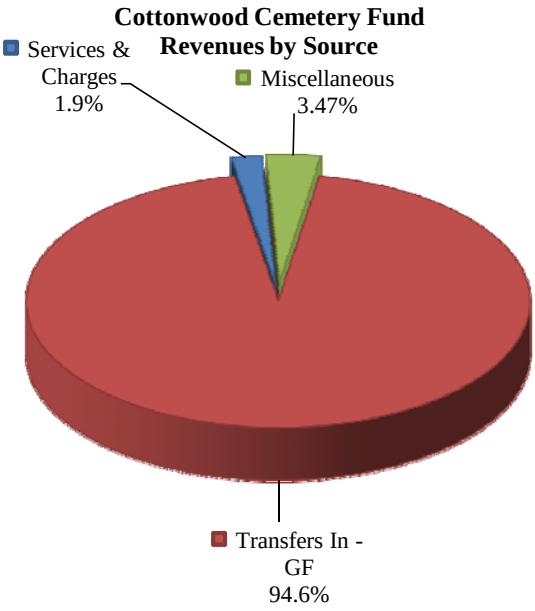
Cottonwood Cemetery Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	$0	$4,100	$3,000	$29,470	$0	$0	$36,570
	$0	$4,100	$3,000	$29,470	$0	$0	$36,570



Cottonwood Cemetery Fund Summary	
Revenues	$1,970
Expenditures	(36,570)
Revenues over (under) Expenditures	(34,600)
Other Funding Sources/Uses	34,600
Use of Fund Balance	$0

Cottonwood Cemetery Fund Revenues By Source	
Services & Charges	$700
Use of Monies	0
Miscellaneous	1,270
Transfers In - GF	34,600
Total Resources Available	$36,570



Cottonwood Cemetery Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Charges for Services					
Sale of Grave liners	350	700	400	700	75.00%
Uses of Monies & Properties					
Interest Income	3	10	0	0	0.00%
Miscellaneous Revenues					
Other Income	1,050	1,000	2,365	1,270	-46.30%
Total Revenue Sources	1,403	1,710	2,765	1,970	-28.75%
Other Financing Sources:					
Transfers In	18,184	18,690	58,310	34,600	-40.66%
Carryover	0	11,500	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	18,184	30,190	58,310	34,600	-40.66%
Total Available Resources	19,587	31,900	61,075	36,570	-40.12%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	627	3,500	2,900	4,100	41.38%
Contractual Services	2,853	9,400	29,265	3,000	-89.75%
Other Services and Charges	16,108	19,000	28,910	29,470	1.94%
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	19,588	31,900	61,075	36,570	-40.12%
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	19,588	31,900	61,075	36,570	-40.12%
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 2012 Accomplishments:

* N/A

FY 2013 Goals:

* N/A

Budget Highlights:
None

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

Performance Indicators

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

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	10-00
Summary By Category					
Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	627	3,500	2,900	4,100	41.38%
Contractual Services	2,853	9,400	29,265	3,000	-89.75%
Other Services and Charges	16,108	19,000	28,910	29,470	1.94%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$19,588	$31,900	$61,075	$36,570	-40.12%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Charges for Service	$700	1.91%
Interest Income	0	0.00%
Miscellaneous Fees	1,270	3.47%
Carryover	0	0.00%
Transfer In - General Fund	34,600	94.61%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
N/A						
Temporary / Reserves						0
Merit Contingency						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

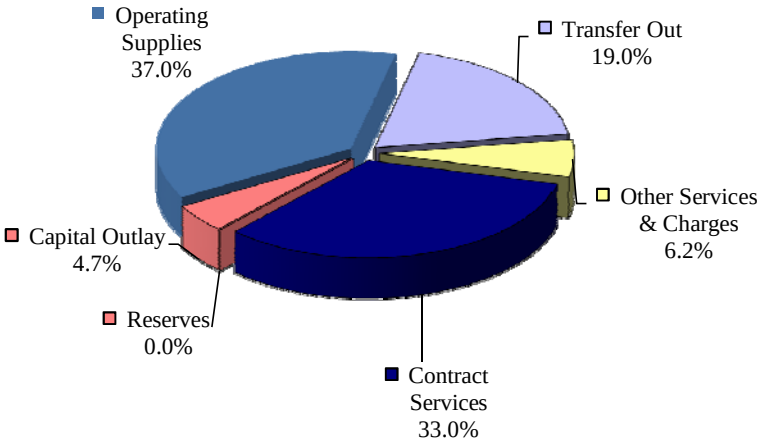
Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery		Cost Center	10-00
Supplemental Data: Expenditures					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Supplies					
Grave Liners	0	3,000	2,000	3,000	50.00%
Equipment Maint & Repairs	0	0	600	600	0.00%
Misc. Expense	627	500	300	500	66.67%
Total Supplies	627	3,500	2,900	4,100	41.38%
Contractual Services					
Indirect Cost to General Fund	2,853	9,400	29,265	3,000	-89.75%
Total Contractual Services	2,853	9,400	29,265	3,000	-89.75%
Other Services and Charges					
Utilities	15,663	19,000	28,750	29,470	2.50%
Telephone	445.00	0	160	0	-100.00%
Total Other Services & Charges	16,108	19,000	28,910	29,470	1.94%

Supplemental Data: Capital Outlay					
Expenditure	2011	2012		2013	
Category	Actual	Budget	Revised	Proposed	
N/A					
	$0	$0	$0	$0	

Airport Fund Expenditures By Category

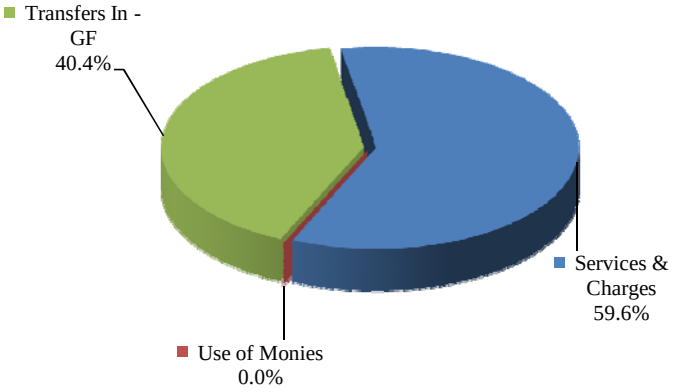
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Reserves	Transfer Out	Total
Category Totals	$0	$187,500	$167,240	$31,370	$0	$0	$96,475	$482,585
	$0	$187,500	$167,240	$31,370	$0	$0	$96,475	$482,585

Airport Fund Expenditures by Category



Airport Fund Summary	
Revenues	$287,475
Expenditures	(482,585)
Revenues over (under) Expenditures	(195,110)
Other Funding Sources/Uses	195,110
Use of Fund Balance	$0

Airport Fund Revenues by Source



Airport Fund Revenues By Source	
Services & Charges	$287,400
Use of Monies	75
Transfers In - GF	195,110
Total Resources Available	$482,585

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

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

Fiscal Year 2013 Budget

Airport Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	$0	$0	$0	$0	0.00%
Intergovernmental Revenues					
ADOT Grant	0	0	0	0	0.00%
Services & Charges					
Fuel Sales	61,028	200,000	189,750	201,250	6.06%
Uses of Monies & Properties					
Tie Down Rent	18,527	22,500	22,500	22,500	0.00%
Airpark Rents	0	0	0	0	0.00%
FBO Building Rental	24,647	0	0	0	0.00%
Land Lease Fees	36,685	33,000	33,000	33,000	0.00%
City Hangar Lease Fees	28,513	30,650	30,650	30,650	0.00%
Miscellaneous Revenues					
Other Income	229	100	60	75	25.00%
Total Revenue Sources	169,629	286,250	275,960	287,475	4.17%
Other Financing Sources:					
Transfers In	24,036	19,615	123,675	195,110	57.76%
Carryover	(10,103)	0	0	0	0.00%
Residual Equity Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	13,933	19,615	123,675	195,110	57.76%
Total Available Resources	183,562	305,865	399,635	482,585	20.76%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	70,604	188,000	179,000	187,500	4.75%
Contractual Services	74,627	62,630	159,380	167,240	4.93%
Other Services and Charges	18,881	24,245	35,380	31,370	-11.33%
Capital Outlay	0	0	500	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	164,112	274,875	374,260	386,110	3.17%
Other Uses:					
Transfers Out	23,490	30,990	25,375	96,475	280.20%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	23,490	30,990	25,375	96,475	280.20%
Total Expenditures and Other Uses	187,602	305,865	399,635	482,585	20.76%
Net Income / (Loss)	($4,040)	$0	$0	$0	

Airport

Organizational Chart:
None

General Information:
The operation of the Cottonwood Airport is provided by the city. The city is responsible for the collection of rents, fuel purchase and building and airfield maintenance. Public Works staff provides airport management including staffing the Airport Commission, airport planning, capital improvements, grant management, and airport grounds, equipment and facility maintenance.

FY 2012 Accomplishments:

* Cottonwood Airfest 2011 was a successful, public event at the airport with 3000 people attending the event held October 11, 2011
* Installed solar voltaic panels at the airport which were funded by a grant from the Arizona Department of Commerce Energy Office for $91,000. The solar system will decrease the airport's monthly electric bill by generating renewable energy
* Applied for and obtained a $22,000 grant for a new beacon and lighted windsock

FY 2013 Goals:

* Have a successful, public event at the airport, Cottonwood Airfest 2012, to be held October 11, 2012
* Install Automated Weather Observation System (AWOS)
* Oversee runway overlay project, 1" asphalt
* Procure an on call airport design consultant to assist with budgeted projects

Budget Highlights:
Transfers-In and Indirect Costs increased substantially in FY 2012 due to the additional costs of the city taking over the operations from an FBO. No Capital Outlay has been budgeted for this department in FY 2013, however capital projects have been scheduled for the airport and can be seen in the Airport Improvement Fund.

Airports	Airport	Fund 05 - Airport	Cost Center	10-00

Performance Indicators

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

Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Mission/Value Statement:
Goal:
Objective:

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Airports	Airport	Fund 05 - Airport	Cost Center	10-00

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	70,604	188,000	179,000	187,500	4.75%
Contractual Services	74,627	62,630	159,380	167,240	4.93%
Other Services and Charges	18,881	24,245	35,380	31,370	-11.33%
Capital Outlay	0	0	500	0	-100.00%
Reserves	0	0	0	0	0.00%
Transfers Out	23,490	30,990	25,375	96,475	280.20%
Debt Service	0	0	0	0	0.00%
Department Totals	$187,602	$305,865	$399,635	$482,585	20.76%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Fuel Sales	$201,250	41.70%
User & Rental Fees	86,225	17.87%
Fund Balance	0	0.00%
Transfers In - General Fund	195,110	40.43%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 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

Airports	Airport	Fund 05 - Airport		Cost Center	10-00
Supplemental Data: Expenditures					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Supplies					
Vehicle Maint & Repairs	0	0	0	1,000	0.00%
Equipment Maint & Repairs	6,579	8,000	8,000	8,000	0.00%
Building Maint & Repairs	10,545	3,000	1,000	1,500	50.00%
Fuel Expenses	51,766	175,000	165,000	175,000	6.06%
Operational Supplies	1,714	2,000	5,000	2,000	-60.00%
Total Supplies	70,604	188,000	179,000	187,500	4.75%
Contractual Services					
Misc. Expenses/Bank charges	1,915	475	100	100	0.00%
Contractual Services	2,158	2,100	2,100	2,100	0.00%
Airport-Indirect Costs to General Fund	70,554	60,055	157,180	165,040	5.00%
Total Contractual Services	74,627	62,630	159,380	167,240	4.93%
Other Services and Charges					
Airport Annual Event	6,471	6,000	10,380	6,000	-42.20%
Utilities	11,595	12,075	12,000	12,000	0.00%
Telephone	739	870	800	870	8.75%
Bank Charges	0	0	6,500	6,500	0.00%
Liability Insurance	76	5,300	5,700	6,000	5.26%
Total Other Services & Charges	18,881	24,245	35,380	31,370	-11.33%

Supplemental Data: Capital Outlay					
Expenditure	2011	2012		2013	
Category	Actual	Budget	Revised	Proposed	
Office Furniture			$500		
	$0	$0	$500	$0	

Airport Improvement Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
ADOT - Runway 32	0	5,000	0	0	0.00%
ADOT - Terminal Parking	0	0	0	9,385	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT -Construction Electrical	0	0	0	0	0.00%
ADOT - Pavement Preservation	0	0	0	0	0.00%
FAA - Runway 32	0	200,000	0	0	0.00%
FAA - AWOS	0	0	0	104,085	0.00%
FAA - Pavement Preservation	0	0	0	351,310	0.00%
FAA - Terminal Parking	0	0	0	191,230	0.00%
Beacon & LED Windsocks	0	22,500	16,975	0	-100.00%
Energy Efficient Block Grant	0	72,995	72,995	0	-100.00%
Total Revenue Sources	0	300,495	89,970	656,010	629.14%
Other Financing Sources:					
Transfers In	0	7,500	1,885	72,985	297.88%
Carryover	156,996	0	156,695	156,695	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	156,996	7,500	158,580	229,680	44.84%
Total Available Resources	156,996	307,995	248,550	885,690	256.34%
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	303	307,995	91,855	728,995	693.64%
Reserves	0	0	156,695	156,695	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	303	307,995	248,550	885,690	256.34%
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	303	307,995	248,550	885,690	256.34%
Net Income / (Loss)	$156,693	$0	$0	$0	

Airport Improvement Fund

Organizational Chart:
None

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

FY 2012 Accomplishments:

* N/A They are the same as the Airport

FY 2013 Goals:

* N/A
*

Budget Highlights:
Capital projects for FY 2013 include ADOT grants for pavement preservation and an automatic weather observation station estimated at $390,345 & $115,650 respectively; an FAA grant for $210,000 for the terminal parking lot and a city project for the Skydive building retaining wall estimated at $13,000

Airports	Airport Improvement Fund	Fund 07 - Grants	Cost Center	14-0X

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	303	307,995	91,855	728,995	693.64%
Reserves	0	0	156,695	156,695	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$303	$307,995	$248,550	$885,690	256.34%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
FAA Grant	$646,625	73.01%
Misc Grants	$0	0.00%
ADOT Grant	9,385	1.06%
Airport Transfer In	72,985	8.24%
	Total Funding	82.31%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 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

Airports	Airport Improvement Fund	Fund 07 - Grants	Cost Center	14-0X

Performance Indicators

N/A They are the same as the "Airport"

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

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Pavement Preservation				$390,345
Extend Runway 32		$210,000		
Solar Panels (Energy Efficient Block Grant)	$303	72,995	$72,995	
Beacon & LED Windsocks		25,000	18,860	
AWOS Auto Weather Observation Station				115,650
Terminal Parking				210,000
Retaining Wall				13,000
	$303	$307,995	$91,855	$728,995

Grants Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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 2012 Accomplishments:

* None

FY 2013Goals:

* Obtain grants for multiple projects

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

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

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
N/A				

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Grant Projects		$500,000		$500,000
	$0	$500,000	$0	$500,000

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

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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%

Departmental Fund Sources

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

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 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

Community Development Block Grant Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
State Grants	0	0			0.00%
Greenwood Chipping Grant	0	0			0.00%
Federal Grants	0	350,000	12,500	257,500	1960.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
Total Revenue Sources	0	350,000	12,500	257,500	1960.00%
Other Financing Sources:					
Transfers In	0	0	0	62,500	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	62,500	0.00%
Total Available Resources	0	350,000	12,500	320,000	2460.00%
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	350,000	12,500	320,000	2460.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	350,000	12,500	320,000	2460.00%
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	350,000	12,500	320,000	2460.00%
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 2012 Accomplishments:

* None

FY 2013Goals:

* Obtain grants for multiple projects

Budget Highlights:
This year's budget includes $320,000 for a CDBG construction project on 10th Street. A Transfer-In from the HURF fund of $62,500 will supplement the $257,500 expected from the grant.

Public Works	CDBG	Fund 08 - CDBG	Cost Center	1X-00

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
CDBG 10th St Construction Grant		$350,000	$12,500	$320,000
	$0	$350,000	$12,500	$320,000

Public Works	CDBG	Fund 08 - CDBG	Cost Center	1X-00

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	350,000	12,500	320,000	2460.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$350,000	$12,500	$320,000	2460.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding	% of Funding
Federal Grants	$257,500	80%	
HURF Fund	$62,500	20%	
	Total Funding	100.00%	

Supplemental Data: Personnel

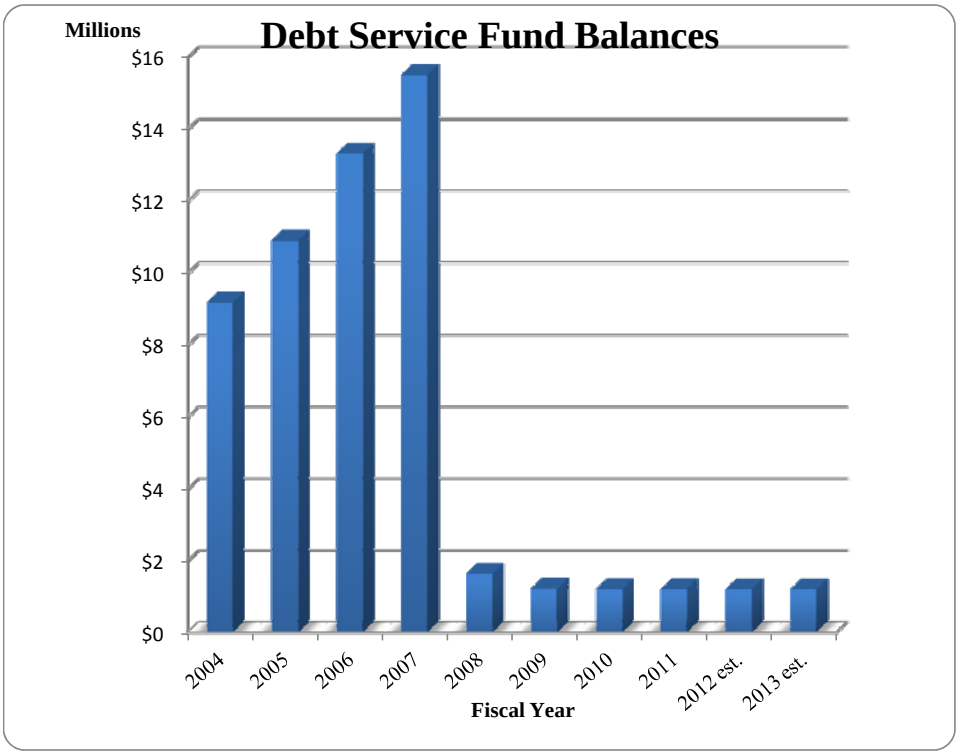
Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
N/A						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
Totals	0.00	0.00	0.00			$0

This Page Intentionally Left Blank

DEBT SERVICE FUNDS

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

Fund/Account Number	Description
13	Debt Service



Fiscal Year	Balance
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	1,210,129
2012 est.	1,209,315
2013 est.	1,208,515

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

Consolidated Statement of Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Revenue Sources:				
Taxes	2,069,747	2,062,585	2,062,825	2,072,875
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	1,330	850	350	350
Miscellaneous Revenues	0	0	0	0
Total Revenue Sources	2,071,077	2,063,435	2,063,175	2,073,225
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	1,210,129	1,210,930	1,210,125	1,209,315
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	1,210,129	1,210,930	1,210,125	1,209,315
Total Available Resources	3,281,206	3,274,365	3,273,300	3,282,540
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	1,049	360	1,060	1,060
Other Services and Charges	0	0	0	0
Capital Outlay	0	0	0	0
Reserves	0	1,211,080	1,209,315	1,208,505
Debt Service	2,070,028	2,062,925	2,062,925	2,072,975
Total Expenditures	2,071,077	3,274,365	3,273,300	3,282,540
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	2,071,077	3,274,365	3,273,300	3,282,540
Net Income / (Loss)	$1,210,129	$0	$0	$0

Debt Service Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	1,911,515	1,906,875	1,906,875	1,914,675	0.41%
City Sales Tax - Library	158,232	155,710	155,950	158,200	1.44%
Charges for Services					
User Fees - Water Co. Debt Serv	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	1,330	850	350	350	0.00%
Total Revenue Sources	2,071,077	2,063,435	2,063,175	2,073,225	0.49%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover Funds	1,210,125	1,210,930	1,210,125	1,209,315	-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	1,210,125	1,210,930	1,210,125	1,209,315	-0.07%
Total Available Resources	3,281,202	3,274,365	3,273,300	3,282,540	0.28%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	360	1,060	1,060	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,211,080	1,209,315	1,208,505	-0.07%
Debt Service	2,070,028	2,062,925	2,062,925	2,072,975	0.49%
Total Expenditures	2,071,077	3,274,365	3,273,300	3,282,540	0.28%
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	$2,071,077	$3,274,365	$3,273,300	$3,282,540	0.28%
Net Income / (Loss)	$1,210,125	$0	$0	$0	

This Page Intentionally Left Blank

Debt Service Fund

Organizational Chart:
None

General Information:
The Debt Service Fund plans the payment of general obligation bond principal and interest payments and the accumulation of reserves for future payments from government resources. The city has two outstanding debt issues, the public library project of 1992, and the Recreation Center. Principal and interest for both projects are paid from special sales taxes. Currently the city does not have a debt policy in place.

A city sales tax of 1% was enacted July 1, 1987 for the wastewater project and a city sales tax of .2%, effective April 1, 1992, funds the library project.

FY 2012 Accomplishments:

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

FY 2013 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

Performance Indicators

**** Performance Measures are not applicable for this fund****

Supplemental Data: Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Contractual Services					
Trustee Fees - Library	689	0	700	700	0.00%
Trustee Fees - WIFA	360	360	360	360	0.00%
Total Contractual Services	$1,049	$360	$1,060	$1,060	0.00%
Debt Service					
Interest - FmHA Loan - Library	10,000	6,750	6,750	3,500	-48.15%
Principal - FmHA Loan - Library	65,000	65,000	65,000	70,000	7.69%
Interest - Library Bonds	13,500	9,300	9,300	4,800	-48.39%
Principal - Library Bonds	70,000	75,000	75,000	80,000	6.67%
Interest - GADA - Recreation Center	793,275	763,275	763,275	732,275	-4.06%
Principal - GADA - Recreation Center	750,000	775,000	775,000	810,000	4.52%
Interest GADA-RR Wash	15,423	10,875	10,875	5,700	-47.59%
Principal GADA-RR Wash	85,000	90,000	90,000	95,000	5.56%
Interest GADA-PS Building	32,830	22,725	22,725	11,700	-48.51%
Principal GADA-PS Building	235,000	245,000	245,000	260,000	6.12%
Total Other Services & Charges	$2,070,028	$2,062,925	$2,062,925	$2,072,975	0.49%
Reserves					
GADA Reserve	0	1,211,080	1,209,315	1,208,505	-0.07%
Total Reserves	$0	$1,211,080	$1,209,315	$1,208,505	-0.07%

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service		Cost Center	10-0X
Summary By Category					
Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	360	1,060	1,060	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,070,028	2,062,925	2,062,925	2,072,975	0.49%
Department Totals	$2,071,077	$3,274,365	$3,273,300	$3,282,540	0.28%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Other Income	$350	0.01%
Taxes	2,072,875	63.15%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	1,209,315	36.84%
	Total Funding	100.00%

Supplemental Data: Transfers Out					
Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Transfers Out - Sewer	$0	$0	$0	$0	0.00%
Transfers Out - Library	0	0	0	0	0.00%
	$0	$0	$0	$0	0.00%

This Page Intentionally Left Blank

BONDED INDEBTEDNESS

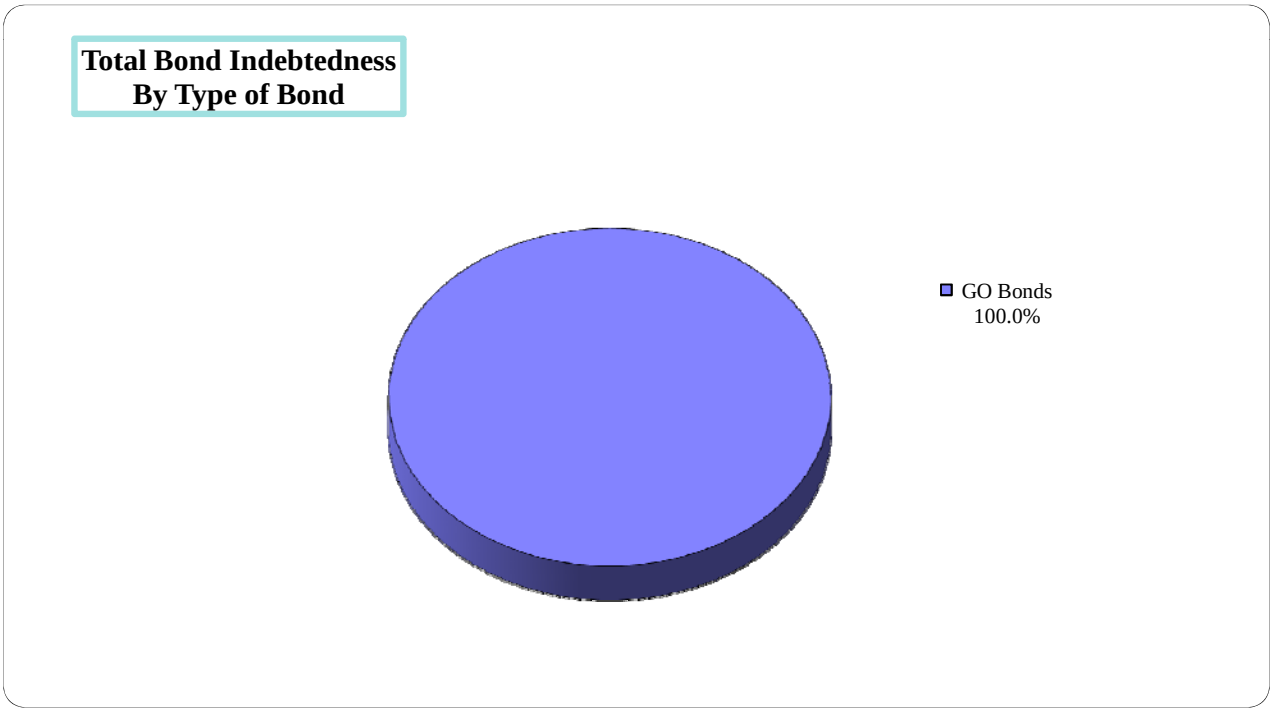
Summary

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	158,300
	Total Indebtedness	$158,300



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.

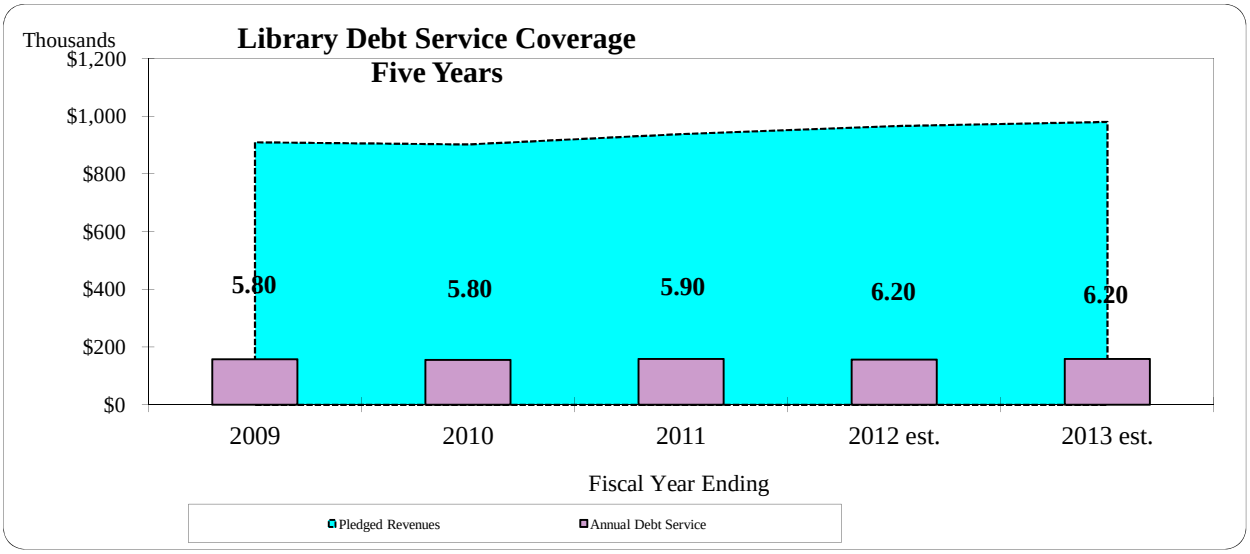
-Farmers Home Administration (FmHA) - $900,000: The bonds were issued on July 1, 1994, at an interest rate of 5%.

-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 5.8x coverage for fiscal year 2012. The coverage ratio has held steady 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
2009	909,773	157,000	5.80
2010	902,280	155,400	5.80
2011	938,176	158,500	5.90
2012 est.	965,896	156,050	6.20
2013 est.	980,385	158,300	6.20



General Obligation Bonds, Series A 1993 - Library Project
Project of 1992 - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt
	Payments	Retired	Balance			Service
January 1, 2013					4,800	
July 1, 2013	80,000	895,000	5,000	6.00%	0	$84,800
Totals	$80,000				$4,800	$84,800

General Obligation Refunding Bonds, Series 1994
FmHA - Library Project - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt
	Payments	Retired	Balance			Service
January 1, 2013					3,500	
July 1, 2013	70,000	900,000	0	5.00%	0	$73,500
Totals	$70,000				$3,500	$73,500

Greater Arizona Development Authority - Recreation Center Projects
Infrastructure Revenue Bonds - Series 2007A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt
	Payments	Retired	Balance			Service
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
	$16,510,000				$6,608,506	$23,118,506

Computation of Direct and Overlapping Bonded Debt
June 30, 2011

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	$290,000	100.00%	$290,000
Yavapai County	2,800,000	0.00%	0
Yavapai Community College District	44,150,000	4.55%	2,008,825
Cottonwood/Oak Creek School District	0	38.37%	0
Mingus Union High School District	12,950,000	44.98%	5,824,910
	Total Direct and Overlapping Debt		$8,123,735

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, 2011 were secured by sales taxes instead of property taxes.

This Page Intentionally Left Blank

GADA INFRASTRUCTURE REVENUE BONDS - SERIES 2000A

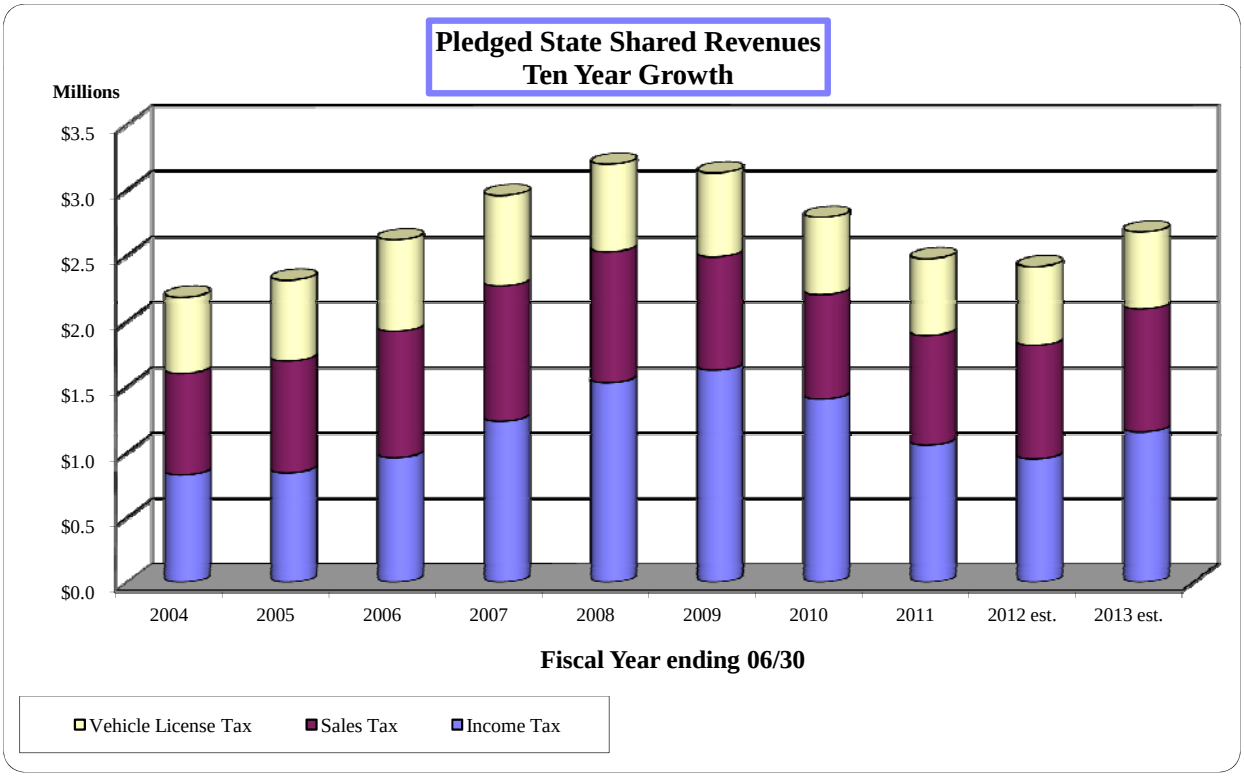
The Greater Arizona Development Authority (GADA) was created by the legislature of the State of Arizona in 1997. It is a body corporate and politic, established to assist in the planning and financing of local public projects. GADA has powers to issue bonds to provide financial assistance for construction and improvement of infrastructure, finance infrastructure projects, and guarantee debt obligations to political subdivisions, special districts and Indian tribes. It also provides technical assistance through staff or other professional assistance.

The GADA Fund consists of monies appropriated by the State Legislature; monies received from the United States government to carry out the purposes of GADA; monies received from political subdivisions, special districts and Indian tribes as loan repayments, interest, administrative fees and penalties; interest and other income received from investing monies in the fund; gifts, grants and donations received from any public or private source to carry out the purposes of GADA.

In May, 2000, GADA issued $18,930,000 in bonds to provide funds through loans to the City of Cottonwood and Town of Gilbert to assist in financing certain projects. 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, 2013					5,700	
July 1, 2013	95,000	890,000	5,000	5.75%	0	$100,700
Totals	$95,000				$5,700	$100,700

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, 2013					5,850	
July 1, 2013	260,000	2,420,000	10,000	4.50%	5,850	$271,700
Totals	$260,000				$11,700	$271,700

This Page Intentionally Left Blank

CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets.

Fund/Account Number	Description
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

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	405,000	0	225,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	(2,679)	0	236,945	250,000
Total Revenue Sources	(2,679)	405,000	236,945	475,000
Other Financing Sources:				
Transfers In	0	285,000	0	0
Carryover	14,152,370	14,674,260	13,602,200	12,527,520
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	14,152,370	14,959,260	13,602,200	12,527,520
Total Available Resources	14,149,691	15,364,260	13,839,145	13,002,520
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	0	0	0	0
Other Services and Charges	999	0	400	0
Capital Outlay	737,512	7,607,600	411,225	1,772,100
Reserves	0	4,471,660	12,527,520	7,630,420
Debt Service	0	0	0	0
Total Expenditures	738,511	12,079,260	12,939,145	9,402,520
Other Uses:				
Transfers Out	0	3,285,000	900,000	3,600,000
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	3,285,000	900,000	3,600,000
Total Expenditures and Other Uses	738,511	15,364,260	13,839,145	13,002,520
Net Income / (Loss)	$13,411,180	$0	$0	$0

Capital Projects - Railroad Wash Improvements Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Intergovernmental Revenues					
Yavapai County	0	405,000	0	225,000	0.00%
A.D.O.T.	0	0			0.00%
Total Intergov'tl Revenue	0	405,000	0	225,000	0.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	0	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	405,000	0	225,000	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	405,000	0	225,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	405,000	0	225,000	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	405,000	0	225,000	0.00%
Net Income / (Loss)	$0	$0	$0	$0	

Railroad Wash Improvements

Organizational Chart:
None

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

FY 2012 Accomplishments:
Not applicable

FY 2013Goals:
Not applicable

Budget Highlights:
Capital for FY 2013 includes $225,000 for RailRoad Wash. Funding is coming from a county Flood Improvement Tax that will be passed out to the City for this project.

Public Works	Railroad Wash Improvements	Fund 11 - Capital Projects	11-00

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Railroad Wash Improvements		$165,000		$225,000
6th Street and Silver Springs Wet Crossing		120,000		
Camino Real Street and Oak Wash Wet Crossing		120,000		
	$0	$405,000	$0	$225,000

Public Works	Railroad Wash Improvements	Fund 11 - Capital Projects	Cost Center	11-00

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	405,000	0	225,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$405,000	$0	$225,000	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Yavapai County	$225,000	100.00%
GADA Loan Proceeds(carryover)	0	0.00%
Interest Income	0	0.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Capital Projects - Heritage Grant Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	3	0	0	0	0.00%
Total Revenue Sources	3	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	3	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)	$3	$0	$0	$0	

Heritage Grant

Organizational Chart:
None

General Information:
Project complete.

FY 2012 Accomplishments:
Not applicable

FY 2013 Goals:
Not applicable

Budget Highlights:
Not applicable

Culture & Recreation	Heritage Grant	Fund 07 - Grants	Cost Center	10-00

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
N/A				

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
None				
	$0	$0	$0	$0

Culture & Recreation	Heritage Grant	Fund 07 - Grants	Cost Center	10-00

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$0	$0	$0	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
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%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Capital Projects - Library Expansion Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	930	0	0	0	0.00%
Total Revenue Sources	930	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	930	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)	$930	$0	$0	$0	

CIP - Library Expansion Project

Organizational Chart:
None

General Information:
With the growing population of the Verde Valley, it became a priority to expand the Public Library to accommodate the walk in traffic of the facility. Monies set aside from a .2% sales tax and its interest was accumulating until November 1999 when a public vote decided to release any future revenues for general capital project that the City deemed necessary. The remaining balance at the time, however, was to be for Library expansion and construction only. The expansion of the Library was completed in FY 2010

FY 2012 Accomplishments:

* N/A

FY 2013 Goals:

* N/A

Budget Highlights:
N/A

Culture & Recreation	CIP Library Expansion	Fund 11 - Capital Projects	Cost Center	10-02

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
None					
	$0	$0	$0	$0	0.00%

Culture & Recreation	CIP Library Expansion	Fund 11 - Capital Projects	Cost Center	10-02

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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%
Debt Service	0	0	0	0	0.00%
Department Totals	$0	$0	$0	$0	0.00%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Capital Reserves	$0	0.00%
Interest Income	0	0.00%
	Total Funding	0.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Capital Projects - Capital Projects Fund-Revenue/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	(3,734)	0	236,945	250,000	5.51%
Total Revenue Sources	(3,734)	0	236,945	250,000	5.51%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	14,152,370	14,074,260	13,602,200	12,527,520	-7.90%
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	14,152,370	14,074,260	13,602,200	12,527,520	-7.90%
Total Available Resources	14,148,636	14,074,260	13,839,145	12,777,520	-7.67%
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	965	0	0	0	0.00%
Capital Outlay	448,820	6,317,600	385,725	448,600	16.30%
Reserves	0	4,471,660	12,527,520	7,630,420	-39.09%
Debt Service	0	0	0	0	0.00%
Total Expenditures	449,785	10,789,260	12,913,245	8,079,020	-37.44%
Other Uses:					
Transfers Out	0	3,285,000	900,000	3,600,000	300.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	3,285,000	900,000	3,600,000	300.00%
Total Expenditures and Other Uses	449,785	14,074,260	13,813,245	11,679,020	-15.45%
Net Income / (Loss)	$13,698,851	$0	$25,900	$1,098,500	

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 2012 Accomplishments:

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

FY 2013 Goals:

* NA

Budget Highlights:
Several projects have been budgeted for FY 2013. A listing can be viewed on the following pages. Further detail can also be found on pages 20-27

General Government	CIP Capital Projects Fund	Fund 11 - Capital Projects	Cost Center	10-03

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Goal:
Objective:
Type of Mea
Tool:
Frequency:
Scoring:
Trend:

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
N/A				

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Land Acquisition	$302,710	$50,000	$81,405	
Building Purchase - New Court Bldg.	68,239			
Remodel - New Court Bldg.				
Architecture Design - City Hall		100,000		$100,000
Capital Projects		5,500,000		
Portal Signs to the City		10,000		
Old Town Jail remodel	22,311	60,200	55,200	5,000
Remodel - Old Court Bldg.	16,610	102,800	68,120	60,000
Library Parking Lot Reconstruction				
Old Town Parking	36,679	190,000	160,000	
Riverfront Park Improvements & Ramada Parki	1,321	114,600	6,000	108,600
Fire Station 2 (GADA) design/consulting		120,000		120,000
Garrison Park	950			
Gardner Property Demo		70,000	15000	55,000
	$448,820	$6,317,600	$385,725	$448,600

General Government	CIP Capital Projects Fund	Fund 11 - Capital Projects		Cost Center	10-03
Summary By Category					
Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	965	0	0	0	0.00%
Capital Outlay	448,820	6,317,600	385,725	448,600	16.30%
Reserves	0	4,471,660	12,527,520	7,630,420	-39.09%
Debt Service	0	0	0	0	0.00%
Department Totals	$449,785	$10,789,260	$12,913,245	$8,079,020	-37.44%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	$8,079,020	100.00%
Interest Income	0	0.00%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
N/A						$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	0.00	0.00	0.00			$0

Capital Projects - Recreation Projects Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
City Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	122	0	0	0	0.00%
Total Revenue Sources	122	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	285,000	0	0	0.00%
Carryover	0	600,000	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	885,000	0	0	0.00%
Total Available Resources	122	885,000	0	0	0.00%
					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	34	0	400	0	-100.00%
Capital Outlay	288,692	885,000	25,500	1,098,500	4207.84%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	288,726	885,000	25,900	1,098,500	4141.31%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	288,726	885,000	25,900	1,098,500	4141.31%
Net Income / (Loss)	($288,604)	$0	($25,900)	($1,098,500)	

Organizational Chart:
None

General Information:
With the culmination of the voter's initiative on November 7, 2006, voters approved the building of a $17 million Recreation Aquatics Center facility. The construction of this capital improvement project provides the community with a state-of-the-art Aquatics/Multigenerational Center for all to enjoy. The City bonded out for the project on July 1, 2007 with direction from the City Council on Architectural Design and the hiring of various firms to initiate construction documents shortly thereafter. Construction phase of this project was completed on February 20, 2010.

FY 2012 Accomplishments:
* N/A

FY 2013 Goals:
N/A

Budget Highlights:

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Supplemental Data: Capital Outlay

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Communications building architectural design	$75,443	$285,000	$24,000	$500,000
Evidence bldg	29,753			
Rec Center Construction	161,522			
Rec Center Furnishing & Equip	20,847			
Rec Center Architectural	1,127			
Land Acquisition				
Rec Center Solar Project		600,000	1,500	598,500
	$288,692	$885,000	$25,500	$1,098,500

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00

Summary By Category

Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	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	34	0	400	0	-100.00%
Capital Outlay	288,692	885,000	25,500	1,098,500	4207.84%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	$288,726	$885,000	$25,900	$1,098,500	4141.31%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Capital Reserves	$1,098,500	100.00%
Interest Income	0	0.00%
Transfers In	0	0.00%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 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

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

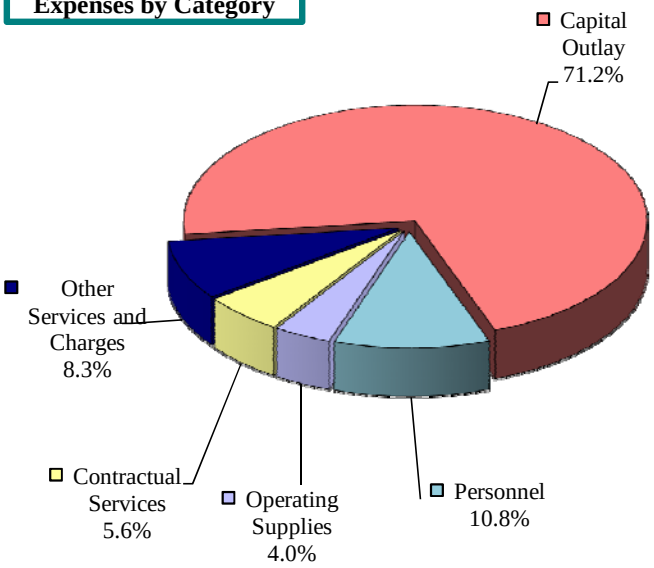
Consolidated Statement of Revenues/Expenses

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,994,971	6,846,930	7,240,565	7,240,565
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	65,247	68,900	18,125	18,120
Miscellaneous Revenues	425,376	375,040	426,870	481,870
Total Revenue Sources	7,485,594	7,290,870	7,685,560	7,740,555
Other Financing Sources:				
Transfers In	0	3,000,000	900,000	3,600,000
Carryover	16,318,069	11,948,835	17,575,710	12,276,280
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	7,220,000	0	0
Total Other Financing Sources	16,318,069	22,168,835	18,475,710	15,876,280
Total Available Resources	23,803,663	29,459,705	26,161,270	23,616,835
Expenses:				
Personnel	1,647,370	1,641,090	1,655,950	1,720,570
Operating Supplies	671,820	724,050	619,965	621,525
Contractual Services	972,252	1,485,590	1,030,620	1,116,350
Other Services and Charges	1,084,937	1,315,910	1,679,400	1,729,335
Depreciation	1,896,179	0	0	0
Capital Outlay	346,843	7,791,100	3,041,770	7,902,500
Reserves	24,434	13,974,655	15,606,255	8,024,505
Debt Service	2,515,304	2,527,310	2,527,310	2,502,050
Total Expenses	9,159,139	29,459,705	26,161,270	23,616,835
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenses and Other Uses	9,159,139	29,459,705	26,161,270	23,616,835
Net Income / (Loss)	$14,644,524	$0	$0	$0

Wastewater Facility Fund Expenses By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Sub-Total	$657,100	$243,950	$342,060	$502,820	$4,326,500	$0	$7,457,700
Total	$657,100	$243,950	$342,060	$502,820	$4,326,500	$0	$7,457,700

Wastewater Facility Fund Expenses by Category

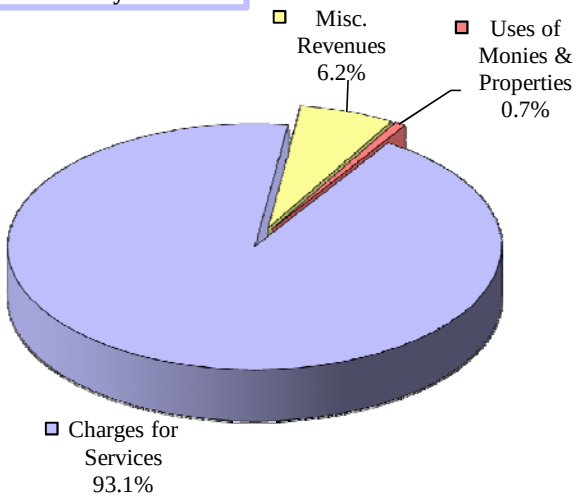


Wastewater Facility Fund Summary	
Revenues	$1,350,470
Expenses	(7,457,700)
Revenues over (under) Expenses	(6,107,230)
Other Funding Sources/Uses	6,107,230
(Use)/Source of Retained Earnings	$0

Wastewater Facility Fund Revenues By Source

Uses of Monies & Properties	$9,705
Charges for Services	1,257,045
Misc. Revenues	83,720
Other Sources	6,107,230
Total Resources Available	$7,457,700

Wastewater Facility Fund Revenues by Source

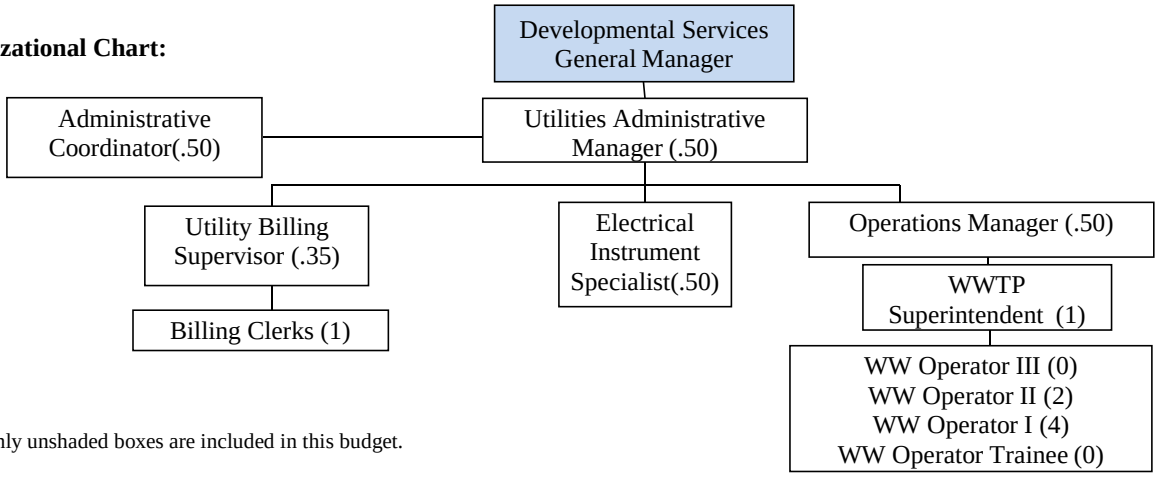


Wastewater Facility Fund Revenues/Expenses

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax (Portion of 1%)	0	0	0	0	0.00%
Charges for Services					
User Fees	1,381,487	1,412,900	1,244,830	1,244,830	0.00%
Tap Fees	58,097	500	420	420	0.00%
Effluent Revenue	18,817	9,000	11,795	11,795	0.00%
Uses of Monies & Properties					
Interest Income	23,641	10,000	9,705	9,705	0.00%
Miscellaneous Revenue					
Other Income	68,667	33,500	83,720	83,720	0.00%
Total Revenue Sources	1,550,709	1,465,900	1,350,470	1,350,470	0.00%
Other Financing Sources:					
Transfers In	0	3,000,000	900,000	3,600,000	300.00%
Carryover	3,628,101	3,461,340	3,584,695	2,507,230	-30.06%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	4,000,000	0	0	0.00%
Total Other Financing Sources	3,628,101	10,461,340	4,484,695	6,107,230	36.18%
Total Available Resources	5,178,810	11,927,240	5,835,165	7,457,700	27.81%
Expenses:					
Personnel	590,404	599,440	597,150	657,100	10.04%
Operating Supplies	221,593	248,550	215,695	243,950	13.10%
Contractual Services	200,960	529,655	305,420	342,060	12.00%
Other Services and Charges	449,090	493,900	487,775	502,820	3.08%
Depreciation	543,271	0	0	0	0.00%
Capital Outlay	62,441	4,181,750	1,721,895	4,326,500	151.26%
Reserves	0	5,873,945	2,507,230	1,385,270	-44.75%
Debt Service	0	0	0	0	0.00%
Total Expenses	2,067,759	11,927,240	5,835,165	7,457,700	27.81%
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	2,067,759	11,927,240	5,835,165	7,457,700	27.81%
Net Income / (Loss)	$3,111,051	$0	$0	$0	

Wastewater Facility Fund

Organizational Chart:

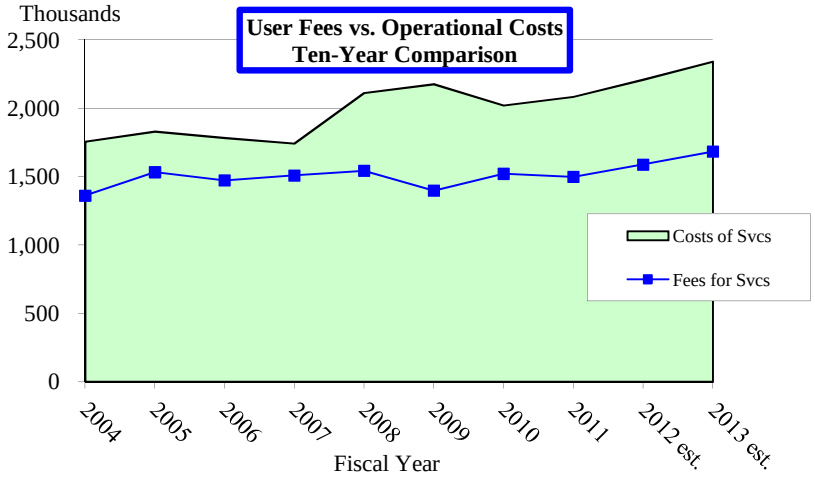


Note: Only unshaded boxes are included in this budget.

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.

	Costs of Svcs	Fees for Svcs
2004	1,756,288	1,360,739
2005	1,829,552	1,532,600
2006	1,783,106	1,472,875
2007	1,741,877	1,508,667
2008	2,111,798	1,542,468
2009	2,175,251	1,397,594
2010	2,020,026	1,520,972
2011	2,083,265	1,497,939
2012 est.	2,208,261	1,587,815
2013 est.	2,340,757	1,683,084



FY 2012 Accomplishments:

* Awarded bid for HEADWORKS influent flow screen and completed design of HEADWORKS building modifications
* Completed 1st phase of lining and point repair of the collections system
* Completed design of the concrete and steel for roll offs

FY 2013 Goals:

* Start of construction for Riverfront WRF
* Complete UV re-lamp 2nd year
* Start 2nd phase of the lining and point repair to the collections system

Budget Highlights:

FY 2013 budget includes $3.6 million for beginning construction on the Riverfront Wastewater Reclamation Plant, $150,000 for lift station 4 wet well expansion, $130,000 for W. Mingus reclamation lines and $125,000 for 12th St: Fir-89A reclamation lines. Additional capital outlay can be viewed on the next page. Also scheduled for FY 2013 is the repair of the roof on the old fire station/ ambulance building estimated at $20,000 which is reflected in the Building Maint & Repairs account under the Supplies Category. The Sludge Disposal account in contractual services is projected to increase by $15,000 because of a change in the way that they sludge will need to be disposed of.

Health and Sanitation	Fund 06 - Enterprise Fund	Cost Center	10-0X

Performance Indicators

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Provide wastewater treatment that meets or exceeds Federal, State and Local compliance
Objective: Improve influent/effluent treatment plant quality
Type of Measure: Outcome Based
Tool: System Monitoring, reporting and operational feedback
Frequency: Daily, Weekly, Monthly, Quarterly, Semi-Annual and Annual Reports
Scoring: Percentage above required 85% from previous
Trend: Steady Improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Wastewater Treated (millions of gallons)	343	354	389	427.7
WWTP Efficiency (Permit Required):				
BOD (85% Required)	98%	98%	98%	98%
TSS (85% Required)	98%	96%	98%	98%

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Ensure regulatory compliance of effluent (reclaimed water) and encourage use of reclaim
Objective: Produce and distribute reclaimed water that meets or exceeds regulatory standards
Type of Measure: Outcome
Tool: Laboratory testing, metering
Frequency: Daily, Monthly, Quarterly, Semi-Annual, Annual testing, reports
Scoring: Exceedances :1-3= 90% 4-6= 75% >6= 50%, Sold = steady improvement
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Reclaimed Water Sold(millions)	2	3	3.50	4
Number of regulatory permit exceedances	7	5	2	2

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Maintain reliable infrastructure
Objective: Reduce the number of Sanitary Sewer Overflows through proper maintenance and inspection
Type of Measure: Outcome
Tool: System monitoring, visual observation and reports
Frequency: Ongoing Project
Scoring: Blockages= percent reduction from previous, Cleaning and video taping (ft)= 1,000-10,000 =50% 11,000-20,000=75% 20,000+ =100%
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Sewer Line Video Taped (ft)	600	0	15,840	18,000
Sewer Line Cleaned(ft)	1,600	2,400	16,000	20,000
Number of Main Line Blockages	4	3	1	0

Supplemental Data: Capital Outlay

Item	2011	2012		2013
Description	Actual	Budget	Revised	Proposed
Hwy 260 Line Extensions		$100,000		$40,000
Parking Lot Reconstruction		57,000		57,000
Bella Montana Reclamation Facility				100,000
12th St: Fir-89A Reclamation Lines				125,000
Lift Station 4 Wet Well Expansion		150,000	$50,000	150,000
Riverfront Wastewater Reclamation Plant		3,000,000	900,000	3,600,000
W. Mingus reconstruction - Reclaimed water lines	5,883	255,000	125,000	130,000
Upgrades - WWTP Construction		400,000	400,000	
Lining and Point Repair		85,000	85,270	90,000
Concrete/Steel for Centrifuge Processing Area		60,000	60,000	
ADEQ Brownsfield Grant (Gardner Property)	$3,148			
Equipment & Vehicles	53,410	74,750	101,625	34,500
	$62,441	$4,181,750	$1,721,895	$4,326,500

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund		Cost Center	10-0X
Summary By Category					
Expenditure Category	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$590,404	$599,440	$597,150	$657,100	10.04%
Operating Supplies	221,593	248,550	215,695	243,950	13.10%
Contractual Services	200,960	529,655	305,420	342,060	12.00%
Other Services and Charges	449,090	493,900	487,775	502,820	3.08%
Depreciation (net)	543,271	0	0	0	0.00%
Capital Outlay	62,441	4,181,750	1,721,895	4,326,500	151.26%
Reserves		5,873,945	2,507,230	1,385,270	-44.75%
Debt Service	0	0	0	0	0.00%
Department Totals	$2,067,759	$11,927,240	$5,835,165	$7,457,700	27.81%

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Taxes	$0	0.00%
Charges for Service	1,257,045	16.86%
Other Income	93,425	1.25%
Other Sources	6,107,230	81.89%
	Total Funding	100.00%

Supplemental Data: Personnel						
Authorized Positions	Number of FTE's			Salary Range		2013
Job Classifications	2011	2012	2013	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	3945	5720	30,755
Operations Manager	0.50	0.50	0.50	3574	5182	29,455
WWTP Superintendent	1.00	1.00	1.00	3238	4695	50,885
WW Operator III	1.00	1.00	0.00	2407	3491	0
WW Operator II	3.00	3.00	2.00	2291	3322	74,455
WW Operator I	2.00	2.00	4.00	2076	3010	125,580
Administrative Coordinator	0.50	0.50	0.50	559	810	18,175
Electrical Inst. Specialist	0.50	0.50	0.50	1467	2127	24,890
Utility Billing Supervisor	0.35	0.35	0.35	1079	1564	16,360
Utility Billing Clerk	1.05	1.05	1.05	1976	2865	29,160
Holiday Pay & Overtime						47,000
Clothing Allowance						2,500
Car Allowance & Cert pay						960
Merit Contingency						9,875
Retirement						50,970
Insurance & Taxes						145,580
Other Related Expenses						500
Totals	10.40	10.40	10.40			$657,100

Health and Sanitation 0	Fund 06 - Enterprise Fund	Cost Center	10-0X

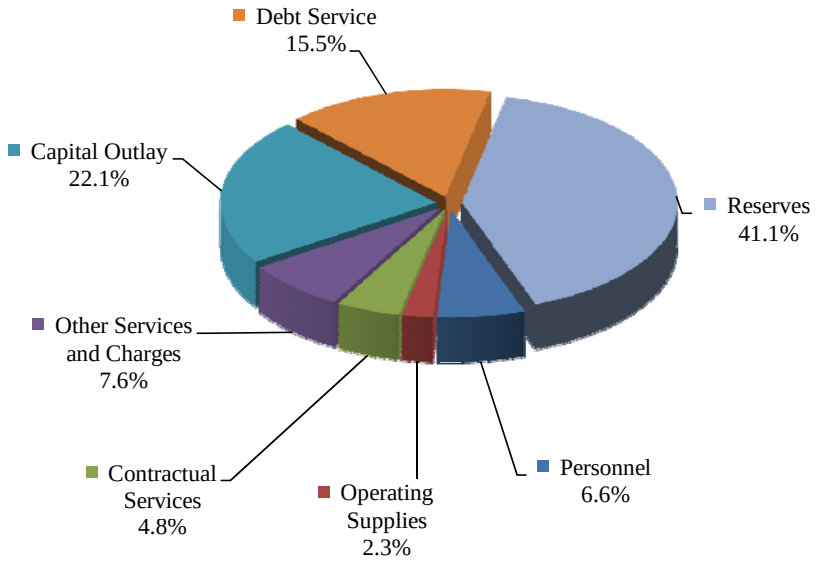
Supplemental Data: Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Supplies					
Office Supplies	1,792	1,900	2,750	2,750	0.00%
Copier Supplies	549	750	500	600	20.00%
Gas & Oil	12,261	11,000	10,000	11,000	10.00%
Vehicle Maint & Repairs	5,015	7,000	7,000	7,000	0.00%
Equipment Maint & Repairs	156,261	150,000	151,360	150,000	-0.90%
Chlorine	2,142	2,500	2,150	2,500	16.28%
Polymer	14,105	16,000	13,600	16,000	17.65%
Operational Supplies	17,593	28,000	15,000	15,000	0.00%
Postage & Freight	11,352	8,400	11,500	11,500	0.00%
Odor Control Supplies	44	0	0	0	0.00%
Building Maint & Repairs	479	23,000	1,835	27,600	1404.09%
Total Supplies	221,593	248,550	215,695	243,950	13.10%
Contractual Services					
Computer Support	5,692	4,000	1,410	1,440	2.13%
Contractual Services	22,814	54,000	28,450	32,450	14.06%
Sludge Disposal	58,579	100,000	75,000	90,000	20.00%
Employee Physicals	0	100	0	0	0.00%
Legal Advertising	173	500	400	3,000	
General Counsel	0	0	0	5,000	0.00%
Indirect Cost to General Fund	113,702	371,055	200,160	210,170	5.00%
Total Contractual Services	200,960	529,655	305,420	342,060	12.00%
Other Services and Charges					
Travel & Training	1,419	2,000	2,000	2,000	0.00%
Subscriptions & Memberships	87	750	750	750	0.00%
Printing & Forms	1,098	750	2,200	2,400	9.09%
Utilities	343,669	367,600	378,280	387,735	2.50%
Telephone	4,172	3,400	4,470	4,580	2.46%
Bad Debt Expense	3,843	12,000	0	0	0.00%
Lab/Testing	45,516	50,000	47,000	50,000	6.38%
Tools	2,457	1,500	1,500	1,500	0.00%
Equipment Rental	782	1,500	1,000	1,500	50.00%
Liability Insurance	30,169	38,600	35,175	36,955	5.06%
ADEQ Annual Fee	15,651	15,000	15,000	15,000	0.00%
Investment Expense	227	400	400	400	0.00%
Bank Charges	0	400	0	0	0.00%
Total Other Services & Charges	449,090	493,900	487,775	502,820	3.08%

Water System Facility Fund Expenses By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category	$1,063,470	$377,575	$774,290	$1,226,515	$3,576,000	$2,502,050	$16,159,135
	$1,063,470	$377,575	$774,290	$1,226,515	$3,576,000	$2,502,050	$16,159,135

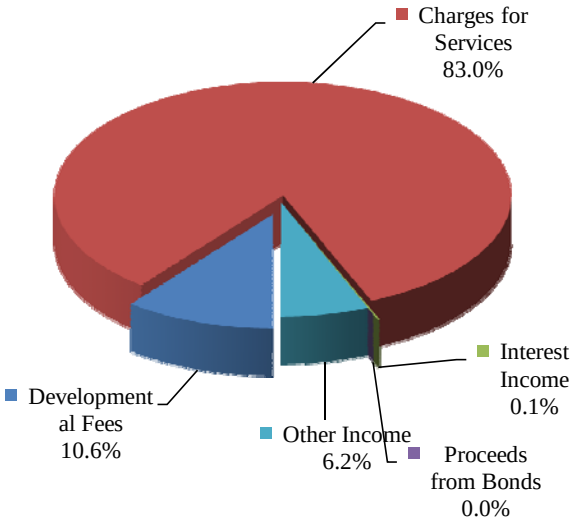
Water System Facility Fund Expenses by Category



Water System Facility Fund Summary	
Revenues	$ 6,390,085
Expenses	(16,159,135)
Revenues over (under) Expenses	(9,769,050)
Other Funding Sources/Uses	9,769,050
(Use)/Source of Retained Earnings	-

Water Facility Fund Revenues By Source	
Developmental Fees	$ 678,500
Charges for Services	5,305,020
Interest Income	8,415
Proceeds from Bonds	-
Other Income	398,150
Other Sources	9,769,050
Total Resources Available	$16,159,135

Water System Facility Fund Revenues by Source

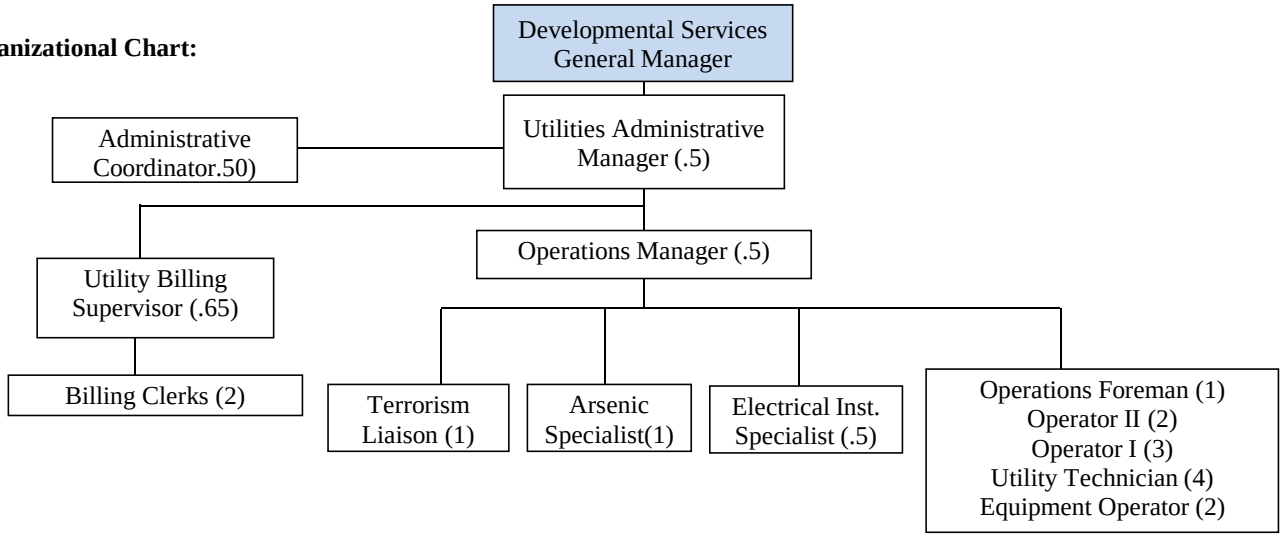


Water System Facility Fund Revenues/Expenses

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
City Sales Tax	0	0	0	0	0.00%
Charges for Services					
User Fees	4,985,843	4,902,530	5,305,020	5,305,020	0.00%
Reserves	550,727	522,000	678,500	678,500	0.00%
Uses of Monies & Properties					
Interest Income	41,606	58,900	8,420	8,415	-0.06%
Miscellaneous Revenue					
Other Income	356,709	341,540	343,150	398,150	16.03%
Total Revenue Sources	5,934,885	5,824,970	6,335,090	6,390,085	0.87%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	12,689,968	8,487,495	13,991,015	9,769,050	-30.18%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,220,000	0	0	0.00%
Total Other Financing Sources	12,689,968	11,707,495	13,991,015	9,769,050	-30.18%
Total Available Resources	18,624,853	17,532,465	20,326,105	16,159,135	-20.50%
Expenses:					
Personnel	1,056,966	1,041,650	1,058,800	1,063,470	0.44%
Operating Supplies	450,227	475,500	404,270	377,575	-6.60%
Contractual Services	771,292	955,935	725,200	774,290	6.77%
Other Services and Charges	635,847	822,010	1,191,625	1,226,515	2.93%
Depreciation	1,352,908	0	0	0	0.00%
Capital Outlay	284,402	3,609,350	1,319,875	3,576,000	170.93%
Reserves	24,434	8,100,710	13,099,025	6,639,235	-49.32%
Debt Service	2,515,304	2,527,310	2,527,310	2,502,050	-1.00%
Total Expenses	7,091,380	17,532,465	20,326,105	16,159,135	-20.50%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	7,091,380	17,532,465	20,326,105	16,159,135	-20.50%
Net Income / (Loss)	$11,533,473	$0	$0	$0	0.00%

Water System Facility Fund

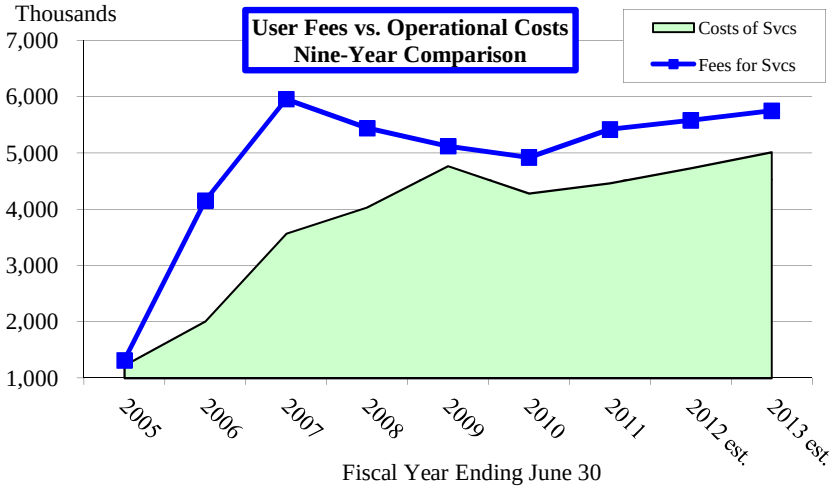
Organizational Chart:



General Information:

The Water Utilities Department is responsible for the operation and maintenance of the water department, installing water line, repairing water line, billing for water usage, arsenic remediation and all functions that pertain to the Cottonwood Municipal Water and Wastewater Utilities.

	Costs of Svcs	Fees for Svcs
2005	1,222,234	1,314,993
2006	2,007,321	4,152,316
2007	3,566,309	5,955,818
2008	4,030,530	5,439,508
2009	4,764,688	5,120,693
2010	4,279,726	4,920,251
2011	4,462,193	5,417,637
2012 est.	4,729,925	5,580,166
2013 est.	5,013,720	5,747,571



FY 2012 Accomplishments:

* Completion of 7200 ft. 12" water main to Pine Shadows Mobile Home Park
* Realignment and up-sizing of 700 ft. of onsite water supply piping at Well 5 reservoir and Lower 5 Booster station
* Installation of 1000 ft. of 8" water main on Fir Street to provide an interconnection between Cottonwood water system and Verde Village #6
* Installation of 300 ft. of 8" water main, interconnect between Well 5 and Well 8/9 service areas
* Rebuilt Cactus Well site
* Installation of SCADA telemetry at wells 2-2, 8-2, and Quail Canyon

FY 2013 Goals:

* Completion of radio read meters in Cottonwood Ranch, currently at +/- 50%
* Old Town water main replacement
* Installation of standby generator at Well 8/9
* Installation of 2nd pump and motor at Lower 5 booster station
* SCADA telemetry installation at Well 4

Budget

Several capital projects are budgeted for FY 2013 including waterline improvements for Hwy 260 - $1,250,000; W. Mingus Ave - $130,000; and 12th Street 89A to Fir - $160,000. Additional projects can be viewed on the following page and in the appendix.

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X

Performance Indicators

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Improve reliability of potable water service to residents of Cottonwood and adjacent areas
Objective: Improve supply and distribution systems to improve water quality and reduce customer service disruptions
Type of Measure: Outcome
Tool: System monitoring, service reports, and Operator feedback,
Frequency: Daily, Weekly, Monthly and Annual reports
Scoring: numerical reduction in leaks from previous year
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
System leaks repaired	218	124	120	120
Water Main Replaced LF	5500	9,950	9000	9000

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Ensure regulatory arsenic compliance of potable water service to residents of Cottonwood and adja
Objective: consistent testing and treatment practices at all affected sites
Type of Measure: Outcome
Tool: analytical results, arsenic treatment operator logs
Frequency: Daily, Weekly, Monthly and Annual reports
Scoring: Percentage ADEQ/EPA compliance based on # of sites per quarter per year =100%
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Number of process (in-house) arsenic tests performed	397	1,220	1,250	1,250
Number of compliance sample tests performed	99	75	80	80
Percentage ADEQ/EPA compliance	NA	98.75%	98.75%	98.75%
Arsenic Regeneration procedures performed	481	843	850	850

Council Priority: Strive to maintain a uniquely desirable and sustainable community
Goal: Improve Utility Billing customer satisfaction rating
Objective: Combine water and sewer billing
Type of Measure: Outcome based
Tool: numerical data
Frequency: ongoing project
Scoring: numerical reduction in separate water/sewer accounts
Trend: Steady improvement

	Actual		Estimated	Anticipated
Measures:	2010	2011	2012	2013
Number of combined residential water/sewer accounts	NA	904	1,100	2,500
Number of combined commercial water/sewer accounts	NA	0	0	250
Number of remaining water/sewer accounts to be merged	NA	2,460	2,264	864

Supplemental Data: Capital Outlay

Item	2011	2012		2013
Description	Actual	Budget	Revised	Proposed
Computers/Laptops	$12,701	$6,250	$6,250	
Building Purchase & Remodel & Trust Land Annexation	2,749		565	
Aid in Lieu of Const (Moved to M&O FY12)	117,374	130,000		
Water Storage/Well Booster	16,175	750,000	100,000	$600,000
Line Extensions	(3,122)		100,000	
Water System Upgrades	39,016	500,000	244,000	150,000
Well Improvements & Construction-General Plan	53,999	214,000	90,000	100,000
Fire Hydrant/Flow Improvements	(3,284)	250,000	250,000	500,000
Equipment, Vehicles & Arsenic Mitigation Equip	43,592	253,100	248,060	676,000
Hwy 260 Water Systems Upgrades	450	1,250,000		1,250,000
W. Mingus Reconstruction - Waterline Improvements	4,752	256,000	126,000	130,000
12th Street 89A to Fir - Waterline Improvements			155,000	160,000
Terrorist Liaison Equipment				10,000
	$284,402	$3,609,350	$1,319,875	$3,576,000

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X

Summary By Category

Expenditure Category		2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	1,056,966	$1,056,966	$1,041,650	$1,058,800	$1,063,470	0.44%
Operating Supplies		450,227	475,500	404,270	377,575	-6.60%
Contractual Services		771,292	955,935	725,200	774,290	6.77%
Other Services and Charges		635,847	822,010	1,191,625	1,226,515	2.93%
Depreciation (net)		1,352,908	0	0	0	0.00%
Capital Outlay		284,402	3,609,350	1,319,875	3,576,000	170.93%
Reserves		24,434	8,100,710	13,099,025	6,639,235	-38.16%
Transfers out - Debt Service		0	0	0	0	
Debt Service		2,515,304	2,527,310	2,527,310	2,502,050	-1.00%
Department Totals		$7,091,380	$17,532,465	$20,326,105	$16,159,135	-20.50%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Development Reserves	$678,500	4.20%
Charges for Service	5,305,020	32.83%
Other Income	406,565	2.52%
Fund Balance	9,769,050	60.46%
	Total Funding	100.00%

Supplemental Data: Personnel

Authorized Positions Job Classifications	Number of FTE's 2011	2012	2013	Salary Range Minimum	Maximum	2013 Budget
Utilities Administrative Manager	0.50	0.50	0.50	2959	4290	$30,755
Operations Manager	0.50	0.50	0.50	2680	3886	$29,450
Utility Billing Supervisor	0.65	0.65	0.65	3402	4932	30,370
Utility Technician	3.00	3.00	5.00	2003	2904	134,460
Utility Billing Clerk	1.95	1.95	1.95	1976	2865	54,160
Operator I	3.00	3.00	1.00	1976	2865	35,810
Operator II	2.00	2.00	2.00	2076	3010	73,730
Operations Foreman	1.00	1.00	1.00	2291	3322	44,960
Electrical Inst. Specialist	0.50	0.50	0.50	2657	3853	24,895
Administrative Coordinator	0.50	0.50	0.50	1467	2127	18,165
Arsenic Specialist	1.00	1.00	1.00	1118	1621	41,125
Terrorism Liaison Officer	0.50	0.50	0.50	1234	1789	20,985
Utility Equipment Operator	2.00	2.00	2.00	3319	4812	61,050
Utility Technician - Frozen	1.00	1.00	1.00	2529	3667	0
Overtime						114,160
Holiday Pay						2,000
Car & Clothing Allowance						6,000
Merit Contingency						16,015
Retirement						78,830
Insurance & Taxes						246,050
Employee Related Expenses						500
Totals	18.10	18.10	18.10			$1,063,470

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund		Cost Center	10-0X
Supplemental Data: Expenditures					
Item	2011	2012		2013	Percent
Description	Actual	Budget	Revised	Proposed	Change
Supplies					
Office Supplies	16,879	11,000	10,000	11,000	10.00%
Copier Supplies	2,293	1,500	2,000	2,000	0.00%
Gas & Oil	38,780	40,000	46,270	48,475	4.77%
Vehicle Maint & Repairs	15,468	12,000	28,000	16,000	-42.86%
Equipment Maint & Repairs	247,460	240,000	160,500	151,000	-5.92%
Chemicals	59,795	100,000	70,000	75,000	7.14%
Operational Supplies	15,782	25,000	22,000	22,000	0.00%
Postage & Freight	40,488	37,500	41,500	43,500	4.82%
Tools	5,999	4,000	3,000	4,000	33.33%
Building Maint & Repairs	7,283	4,500	21,000	4,600	-78.10%
Total Supplies	450,227	475,500	404,270	377,575	-6.60%
Contractual Services					
Computer Support	7,161	4,500	3,375	3,460	2.52%
Contractual Services	75,354	205,800	82,000	91,000	10.98%
Contractual Services M&O	312,112	0	35,000	35,000	0.00%
Contractual Services Billing	5,555	0	0	0	0.00%
Contractual Services GP	28,500	30,000	0	0	0.00%
General Counsel	0	5,000	3,000	7,500	150.00%
Indirect Cost to General Fund	342,610	710,635	596,130	625,935	5.00%
Lease Purchase Payments	0	0	5,695	11,395	0.96%
Total Contractual Services	771,292	955,935	725,200	774,290	6.77%
Other Services and Charges					
Travel & Training	4,197	8,500	8,575	9,500	10.79%
Subscriptions & Memberships	1,130	1,600	1,365	1,500	9.89%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Printing & Forms	7,658	14,000	14,000	16,000	14.29%
Public Relations	5,040	0	0	0	0.00%
Utilities	347,336	339,200	426,455	437,095	2.49%
Telephone	46,109	28,420	14,120	14,475	2.51%
Legal Advertising	521	3,000	3,000	3,000	0.00%
Lab/Testing	7,647	25,000	12,000	20,000	66.67%
Equipment Rental	76	2,000	1,000	2,000	100.00%
Liability Insurance	60,788	80,290	61,915	65,010	5.00%
ADEQ Annual Fee	24,517	50,000	25,000	25,000	0.00%
Arsenic Systems Maintenance	115,903	250,000	470,000	470,000	0.00%
Aide in Lieu of Constructions	0	0	121,250	130,000	7.22%
Payment Assistance Program	10,500	15,500	15,500	15,500	0.00%
State annual Municipality Fee		0	14,035	14,035	0.00%
Bank Charges	0	0	10	0	-100.00%
Investment Expense	3,425	3,500	2,400	2,400	0.00%
Total Other Services & Charges	635,847	822,010	1,191,625	1,226,515	2.93%
Debt Service					
Interest - 2004 MPC Bond	521,034	507,440	507,440	492,980	-2.85%
Principal - 2004 MPC Bond	435,000	445,000	445,000	460,000	3.37%
Trustee Fees - 2004 MPC Bond	1,500	1,500	1,500	1,500	0.00%
Interest - 2006 MPC Bond	1,071,270	1,051,870	1,051,870	1,031,070	-1.98%
Principal - 2006 MPC Bond	485,000	520,000	520,000	515,000	-0.96%
Trustee Fees - 2006 MPC Bond	1,500	1,500	1,500	1,500	0.00%
Total Other Debt Service	2,515,304	2,527,310	2,527,310	2,502,050	-1.00%

Municipal Property Corporation
Senior Lien Water System Revenue Bonds, Series 2004 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Int/Fees	Debt Service
January 1, 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	$10,975,000				$5,270,046	$16,245,046

Municipal Property Corporation

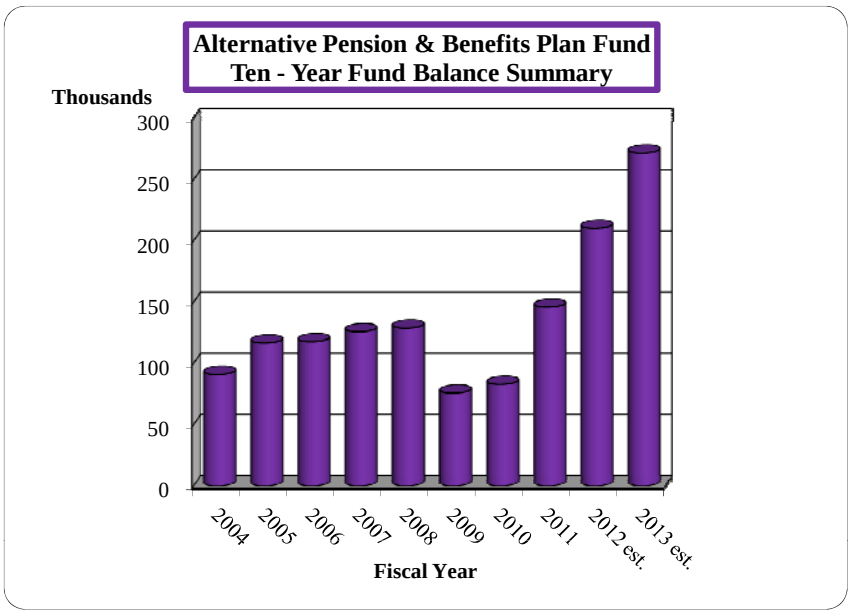
Senior Lien Water System Revenue Bonds, Series 2006 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal Payments	Principal Retired	Principal Balance	Rate	Int/Fees	Debt Service
January 1, 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	$21,750,000				$14,864,588	$36,614,588

FIDUCIARY FUNDS

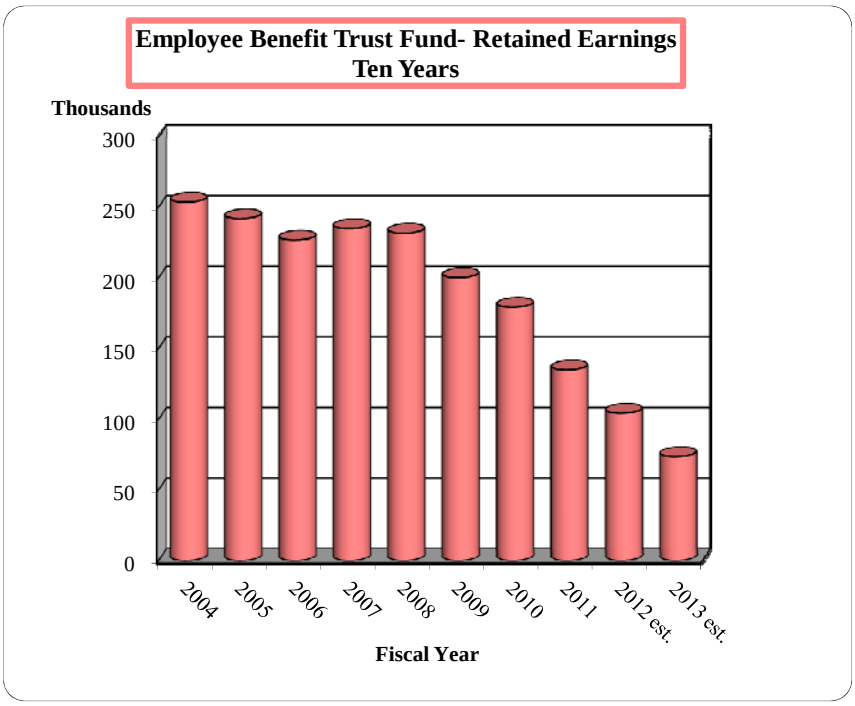
These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fund/Account Number	Description
09	Alternative Pension and Benefits Plan Fund
10	Employee Benefit Trust Fund



Fiscal Year	Fund Balance
2004	91,127
2005	116,761
2006	117,891
2007	126,025
2008	129,017
2009	75,900
2010	82,973
2011	145,970
2012 est.	210,480
2013 est.	271,930

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
2004	253,466
2005	241,814
2006	226,721
2007	234,811
2008	231,573
2009	200,101
2010	179,117
2011	134,830
2012 est.	104,180
2013 est.	73,530

Consolidated Statement of Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed
Revenue Sources:				
Taxes	0	0	0	0
Intergovernmental Revenues	24,723	23,000	23,000	23,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	38,565	40,000	40,550	42,550
Miscellaneous Revenues	435	750	5,810	750
Total Revenue Sources	63,723	63,750	69,360	66,300
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	276,667	308,370	280,800	314,660
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	276,667	308,370	280,800	314,660
Total Available Resources	340,390	372,120	350,160	380,960
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	47,517	37,400	33,800	33,800
Other Services and Charges	19,878	4,200	1,700	1,700
Capital Outlay	0	0	0	0
Reserves	0	330,520	314,660	345,460
Debt Service	0	0	0	0
Total Expenditures	67,395	372,120	350,160	380,960
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	67,395	372,120	350,160	380,960
Net Income / (Loss)	$272,995	$0	$0	$0

Alternative Pension and Benefits Plan Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	24,723	23,000	23,000	23,000	0.00%
Uses of Monies & Properties					
Interest Income	38,932	40,000	40,000	42,000	5.00%
Miscellaneous Revenues					
Other Income	435	750	5,810	750	-87.09%
Total Revenue Sources	64,090	63,750	68,810	65,750	-4.45%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	97,549	136,400	145,970	210,480	44.19%
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	97,549	136,400	145,970	210,480	44.19%
Total Available Resources	161,639	200,150	214,780	276,230	28.61%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	3,600	7,400	3,800	3,800	0.00%
Other Services and Charges	19,878	3,000	500	500	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	189,750	210,480	271,930	29.20%
Debt Service	0	0	0	0	0.00%
Total Expenditures	23,478	200,150	214,780	276,230	28.61%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	23,478	200,150	214,780	276,230	28.61%
Net Income / (Loss)	$138,161	$0	$0	$0	

This Page Intentionally Left Blank

Alternative Pension and Benefits Plan Fund

Organizational Chart:
None

General Information:
Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administrated by the city and a board of trustees for the city's volunteer firefighters.

Revenues are received from the state's Fire Insurance Premium Tax, contributions from the city and members, and interest on investments.

FY 2012 Accomplishments:

* Maintained the financial health of the pool

FY 2013 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	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	3,600	7,400	3,800	3,800	0.00%
Other Services and Charges	19,878	3,000	500	500	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	189,750	210,480	271,930	29.20%
Debt Service	0	0	0	0	0.00%
Department Totals	$23,478	$200,150	$214,780	$276,230	28.61%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Contributions	$129,300	46.81%
Interest Income	42,000	15.20%
Other Income	750	0.27%
Fund Balance	104,180	37.71%
	Total Funding	100.00%

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Goal:
Objective:

Type of Mea
Tool:
Frequency:
Scoring:
Trend:

Measures:	Actual 2010	Actual 2011	Estimated 2012	Anticipated 2013
N/A				

Employee's Benefit Trust Fund Revenues/Expenditures

Item Description	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Revenue Sources:					
Uses of Monies & Properties					
Interest Income	(367)	0	550	550	0.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	(367)	0	550	550	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	179,118	171,970	134,830	104,180	-22.73%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	179,118	171,970	134,830	104,180	-22.73%
Total Available Resources	178,751	171,970	135,380	104,730	-22.64%
Expenses:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	43,917	30,000	30,000	30,000	0.00%
Other Services and Charges	0	1,200	1,200	1,200	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	140,770	104,180	73,530	-29.42%
Debt Service	0	0	0	0	0.00%
Total Expenses	43,917	171,970	135,380	104,730	-22.64%
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	43,917	171,970	135,380	104,730	-22.64%
Net Income / (Loss)	$134,834	$0	$0	$0	0.00%

This Page Intentionally Left Blank

Employee Benefit Trust

Organizational Chart:
None

General Information:
The Employee Benefits Trust Fund accounted for the City's partially self-funded health & medical insurance for many years. Currently, the trust no longer provides the services since the City is a member of the Verde Valley Employee Benefit Pool.

FY 2012 Accomplishments:

* The City Council approved the elimination of this trust

FY 2013 Goals:

* The successful elimination of this trust

Budget Highlights:
The only change in this department is the reserve fund. The City will no longer 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	2011 Actual	2012 Budget	2012 Revised	2013 Proposed	Percent Change
Personnel	$0	$0	$0	$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	43,917	30,000	30,000	30,000	0.00%
Other Services and Charges	0	1,200	1,200	1,200	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	140,770	104,180	73,530	-29.42%
Debt Service	0	0	0	0	0.00%
Department Totals	$43,917	$171,970	$135,380	$104,730	-22.64%

Departmental Fund Sources

Funding Sources	Amount	% of Funding
Interest Income	$550	0.53%
Miscellaneous Revenues	0	0.00%
Retained Earnings	104,180	99.47%
	Total Funding	100.00%

Performance Indicators

**** Performance Measures are not applicable to this fund ****

Capital Outlay

General Fund			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Human Resources	Computer replacement	1,900	1,900
	Subtotal	1,900	1,900
Finance	Citywide Software Plan	300,000	300,000
	Computer replacement	1,185	1,185
	Subtotal	301,185	301,185
Economic Development	Desktop Computer	1,500	1,500
	Subtotal	1,500	1,500
Police	Desktop Computers	30,000	12,000
	Animal Control Restraint System	3,389	3,390
	Booking Area Audio & Video	7,200	7,200
	Building Security Hardware	3,000	0
	Chemical Biological Protection	30,328	0
	CPD Bicycle Patrol Program (Possible Grant Funding)	6,000	3,000
	Desktop Comp Peripherals	1,500	0
	Digital CCTV System	13,900	13,900
	File Storage Movable Units	14,000	7,000
	HVAC Upgrade	10,000	10,000
	IBM Console Kit	1,150	0
	KVM Switch	1,000	0
	Network Room Power & Cabling	2,500	2,500
	Phones	1,000	0
	Police K9 Upgrade (high heat notification system)	3,000	0
	Police K9 Upgrade (storage container)	3,550	3,550
	Radio Dispatch Console Upgrade	3,000	3,000
	Rifles	2,600	2,600
	Taser X2 Upgrade (possible grant funding)	8,850	8,850
	Tahoe Storage Boxes (5)	12,975	12,975
	Police Vehicle Replacement	149,322	149,320
	Spillman IBM Server	58,687	58,685
	Mobile Data Computing Laptops	120,000	120,000
	Communication Center Design	500,000	500,000
	Subtotal	986,951	917,970

Capital Outlay

Special Revenue Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Fire	Computer & Software Replacement Program	20,000	0
	Officer & Station Equip	5,000	0
	Physical Fitness Equip	3,000	1,500
	Station Apron Repair -	28,000	0
	Communications/Radio/MCT' Infr	20,000	7,000
	EMS Equip-	10,000	5,000
	Aerial Ladder Truck - Grant Funded	600,000	600,000
	Fire Vehicle Replacements	47,000	47,000
	Fire Suppression & Rescue Equipment	30,000	20,000
	SCBA Replacement Program	150,000	150,000
	Fire Prevention Safety House - Grant Funded	75,000	75,000
	Subtotal	988,000	905,500
Parks & Recreation	Rec Cntr - Laptops for Renting	1,500	0
	Rec Cntr -Tile Installation	13,000	13,000
	Rec Cntr - NuStep	8,000	8,000
	Rec Cntr - Scissors Lift	10,000	10,000
	Rec Cntr - 5-year Cap Repl Fund	25,000	25,000
	Rainbow Colors Pool Play System	200,000	0
	Civic Center Renovation (grant funding)	130,000	130,000
	Recreation Center Solar	598,500	598,500
	Subtotal	986,000	784,500
Community Dev	Bike Racks and Trail Signage	4,160	1,000
	Bicycle Network Improvements	42,750	0
	Subtotal	46,910	1,000
Engineering	Auto CADD Civil 3D 2012	9,250	9,250
	Concrete Testing Equipment	11,200	0
	Nuclear Density Gauge	8,000	0
	Asphalt/Concrete Core Machine	2,300	0
	Computer Replacement Program (2 laptops)	3,000	3,000
	Subtotal	33,750	12,250
Parks & Bldg Mtce	Three Mowers	33,500	33,500
	Subtotal	33,500	33,500
Public Works	Council Chambers External Repairs	10,600	10,600
	Re-Sealing of Library & Public Safety Bldgs	11,900	0
	Subtotal	22,500	10,600

Capital Outlay

Special Revenue Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Streets-Construction	Mingus Ave. Reconstruction Willard to Main	1,300,000	1,300,000
	State Grant Main Street Road diet Study	50,000	50,000
	W. Mingus Ave. Reconstr. 89A to Willard	1,838,195	1,838,195
	12 S. St. Reconstruction 89A to Fir	1,600,000	1,600,000
	SR260 Sidewalk (pushed out one year)	1,000,000	0
	TE Grant Bicycle Facilities (pushed out 1 yr	700,000	0
	Subtotal	6,488,195	4,788,195
Streets - Operations	Trailer for Temp signage	2,000	2,000
	Side Mounted Mower	3,800	0
	Pavement Roller and Trailer	33,500	33,500
	Subtotal	39,300	35,500
CAT	Bus	100,000	100,000
	Sub-total	100,000	100,000
Other Grants	Misc Grants	500,000	500,000
	CDBG GRANT (10th Main to Mingus.)	320,000	320,000
	Yav. Cnty Flood Control Dist- Railroad Wash	225,000	225,000
	Sub-total	1,045,000	1,045,000
Airport Grants	Install AWOS (All Weather Operating Sys.)	115,650	115,650
	ADOT Runway Pavement Preservation	390,345	390,345
	FAA Terminal Parking lot	210,000	210,000
	Skydrive Building retaining wall	13,000	13,000
	Design & Construct displaced Threshold	50,000	0
	Sub-total	778,995	728,995
Total Special Revenue Fund Capital Outlay		$8,451,490	$6,697,690
Capital Projects Fund	Architecture -City Hall	100,000	100,000
	Old Town Jail Remodel	5,000	5,000
	Old Court Bldg Remodel	60,000	60,000
	Riverfront Park Ramada Parking	108,600	108,600
	Gardner Bldg Demo	55,000	55,000
	Sub-total	328,600	328,600
Total Capital Projects Fund Capital Outlay		$328,600	$328,600

Capital Outlay

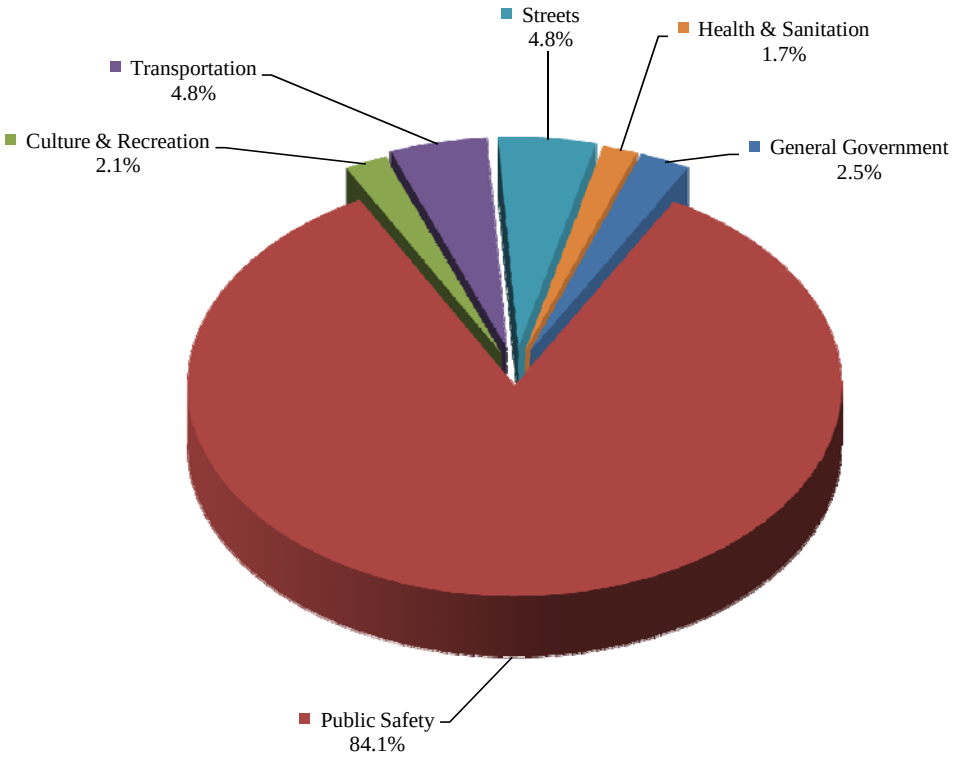
Enterprise Funds			
Department	**Equipment & Project Description**	**Requested**	**Budgeted**
Sewer Construction	Hwy 260 Line Extension	40,000	40,000
	Parking Lot Reconstructing	57,000	57,000
	Lining and point repair Collections System	90,000	90,000
	Riverfront Wastewater Reclamation Plant	3,600,000	3,600,000
	Bella Montana Subdivision	100,000	100,000
	W. Mingus reconstruction - Reclamation lines	130,000	130,000
	Lift Station 4 Wet Well Expansion	150,000	150,000
	12th Street: Fir-89A Reclamation Lines	125,000	125,000
	Sub-total	4,292,000	4,292,000
Sewer O&M	Sewer Inspection Equip	15,000	15,000
	Ultrasonic Level Sensor Replacement	15,000	15,000
	WW Plant/Lift Station Door Lock Replaceme	4,500	4,500
	Sub-total	34,500	34,500
Water Construction	Arsenic Mediation System	550,000	550,000
	Fire Flow Upgrades	500,000	500,000
	Storage/Well Booster Station	600,000	600,000
	Water System Upgrades	150,000	150,000
	Well Improvements	100,000	100,000
	W. Mingus Reconst. - Replace Failing Wtr Li	130,000	130,000
	Hwy 260 Water System Upgrades	1,250,000	1,250,000
	12th Street 89A to Fir Waterline Improvemen	160,000	160,000
	Sub-total	3,440,000	3,440,000
Water O&M	Terrorism Liaison Officer (TLO) Equipment	10,000	10,000
	Water Utility Operator Trucks (2) Replaceme	55,000	55,000
	Sub-total	65,000	65,000
Total Enterprise Fund Capital Outlay		7,831,500	7,831,500

Grand Total - All Capital and Equipment & Project	20,011,886	17,825,795

Capital Outlay

	Capital	
	Equipment	Project
Economic Dev. & Community Dev.	3,400	1,000
Finance/Human Resources	3,085	300,000
Police	914,420	3,550
Fire	830,500	75,000
Engineering & Public Works,	12,250	10,600
Parks & Recreation / Pool / Weight room	43,000	741,500
Library	0	0
Building Maintenance	33,500	0
Street Maintenance & Construction	0	5,833,195
Street Operations	35,500	0
HURF Transit Fund	100,000	0
Airport	0	728,995
Sewer Operations & Maintenance	34,500	4,292,000
Water Construction & Design	65,000	3,440,000
Capital Projects Fund	0	328,600
	2,075,155	15,754,440

FY 2013 CAPITAL EQUIPMENT



This Page Intentionally Left Blank

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

This Page Intentionally Left Blank

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2011	FY 2012	FY 2013	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
Administrative Assistant	0.00	0.00	1.00	2,076	3,010	21
Total	5.00	5.00	6.00			
City Clerks Office						
City Clerk	1.00	1.00	1.00	4,463	6,471	52
Deputy Clerk	1.00	1.00	1.00	2,468	3,578	28
Administrative Assistant	1.00	1.00	0.00	2,076	3,010	21
Total	2.00	3.00	2.00			
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	0.00	1.00	1.00	7,313	10,604	72
	0.00	1.00	1.00			
Finance Department						
Accounting/Budget Manager	1.00	1.00	1.00	3,487	5,056	42
Human Resource Tech	0.20	0.20	0.20	447	648	24
Accounting Tech II	1.00	1.00	1.00	2,933	4,253	35
Budget Analyst	1.00	1.00	1.00	2,933	4,253	35
Total	3.20	3.20	3.20			
IT Services						
IT Manager	0.00	1.00	1.00	3,849	5,580	46
IT Technician	1.00	1.00	1.00	3,238	4,695	39
Total	1.00	2.00	2.00			
Purchasing						
Purchasing Manager	1.00	1.00	1.00	3,487	5,056	42
Total	1.00	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
Administrative Assistant	0.00	1.00	1.00	2,076	3,010	21
Total	1.00	2.00	2.00			

Authorized Positions by Fiscal Year

Authorized Positions Job Classifications	Number of FTE's FY 2011	FY 2012	FY 2013	Salary Range Min	Max	Range Number
Municipal Court						
Municipal Judge	1.00	1.00	1.00	Contract		62
Court Clerk	3.00	3.00	3.00	3,159	4,580	38
Court Administrator	1.00	1.00	1.00	2,076	3,010	21
Court Clerk - Position Frozen FY2010	1.00	1.00	1.00	2,076	3,010	21
Total	6.00	6.00	6.00			
Legal Department						
Attorney	1.00	1.00	1.00	7,307	10,595	81
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	0.00	0.00	3,574	5,182	43
Public Works & Utility 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	1.00	1.00	1.00	3,006	4,359	36
Total	7.00	6.00	6.00			
Public Works						
Public Works Director	1.00	0.00	0.00	4,689	6,799	54
Developmental Svcs Ops Mgr	0.00	1.00	1.00	4,248	6,160	50
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	1.00	1.00	2,468	3,578	28
Total	3.00	4.00	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	7.00	3,663	5,311	44
PANT Officer	1.00	1.00	0.00	3,082	4,468	37
Police Officer	19.00	21.00	21.00	3,082	4,468	37
School Resource Officer (SRO)	2.00	1.00	1.00	3,082	4,468	37
Property & Evidence Technician	1.00	1.00	1.00	2,349	3,406	26
Police Administrative Technician	1.00	1.00	1.00	2,291	3,322	25
Records Clerk	2.00	2.00	2.00	2,076	3,010	21
System Coordinator	0.50	0.50	0.50	1,296	1,880	30
Terrorism Liaison Officer	0.50	0.50	0.50	1,832	2,656	44
Total	36.00	37.00	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 Job Classifications	Number of FTE's FY 2011	FY 2012	FY 2013	Salary Range Min	Max	Range 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
Engineer/EMT	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/EMT	12.00	12.00	13.00	3,238	4,695	39
Fire Lieutenant	3.00	3.00	2.00	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
* Rec. Coordinator Frozen FY2010	2.00	2.00	2.00	2,291	3,322	25
Total	3.00	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	0.50	0.50	2,987	4,331	40
Parks & Building Maintenance Workers	5.00	4.00	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	6.50	6.50			
Streets Maintenance						
P.W., Parks, & Bldg. Mtce. Manager	1.00	0.50	0.50	3,082	4,468	37
Public Works Maint. Worker	4.00	4.00	4.00	1,976	2,865	19
P.W. Maint. Worker --Frozen	1.00	1.00	1.00	1,234	1,789	28
Total	6.00	5.50	5.50			
CAT/LINKS						
Transportation Manager	1.00	0.00	1.00	3,755	5,444	45
Administrative Assistant	0.00	0.00	1.00	2,076	3,010	21
Driver / Dispatcher	2.00	0.00	1.00	2,076	3,010	21
Field Supervisor	0.00	0.00	1.00	2,076	3,010	21
Drivers	7.00	0.00	6.00	1,976	2,865	19
Total	10.00	0.00	10.00			

Authorized Positions by Fiscal Year

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2011	FY 2012	FY 2013	Min	Max	Number
Library Services						
Library Director	1.00	0.00	0.00	4,463	6,471	52
Library Manager	0.00	1.00	1.00	3,755	5,444	45
Library Coordinator	1.00	1.00	1.00	2,657	3,853	31
Library Specialist	1.00	1.00	1.00	2,128	3,085	22
Library Technician	1.00	1.00	1.00	1,881	2,727	17
Library Clerk	5.00	5.00	5.00	3,082	4,468	37
Library Clerk - Position Frozen FY2010	1.00	1.00	1.00	2,657	3,853	31
Library Technician Frozen	1.00	1.00	1.00	2,128	3,085	22
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	0.00	2,407	3,491	27
WW Operator II	3.00	3.00	2.00	2,291	3,322	25
WW Operator I	2.00	2.00	4.00	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	1.05	1.05	1.05	1,976	2,865	19
Total	10.40	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	3.00	3.00	5.00	2,003	2,904	37
Utility Billing Clerk	1.95	1.95	1.95	1,976	2,865	19
Operator I	3.00	3.00	1.00	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	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	2.00	2.00	2.00	3,319	4,812	40
Utility Technician - Frozen	1.00	1.00	1.00	2,529	3,667	29
	18.10	18.10	18.10			
Total City-wide Authorized Full-Time Equivalents	189.00	182.00	192.00			

Insert Schedule A

Insert Schedule C1

Insert Schedule C2

Insert Schedule C3

Insert Schedule C4

Insert Schedule D

Insert Schedule E

This Page Intentionally Left Blank

Glossary

Action Zone Grant - A program within the CDBG program funding neighborhood improvements as identified by a steering committee made up of selected community representatives. This program is administrated by the Arizona Department of Commerce.

Alternative Expenditure Limitation - A voter approved alternative to the state imposed annual expenditure limitation. The alternative to the state plan is effective for a four year period. This alternative allows local government to establish its own spending cap each year.

Appropriation - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration as to when it may be expended.

Arizona Department of Transportation (ADOT) - A State of Arizona agency responsible for the administration of state highways, transportation and aeronautics. ADOT administrates and funds various road, transit and airport grants.

Arizona Revised Statutes - Laws governing the State of Arizona, as amended by the state legislature.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bonds - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds which are most commonly used for construction of large capital projects such as buildings, streets and sewers.

Budget - A plan of financial operation representing an estimate of Final expenditures and the Final means of financing them for a given period. This official public document reflects decisions, measures service needs, establishes the allocation of resources and is the pecuniary plan for achieving goals and objectives.

Budget Calendar - The schedule of key dates or events which the city follows in the preparation, adoption, and administration of the budget.

Capital Outlay - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have a useful life of more than one year.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by propriety funds and 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.

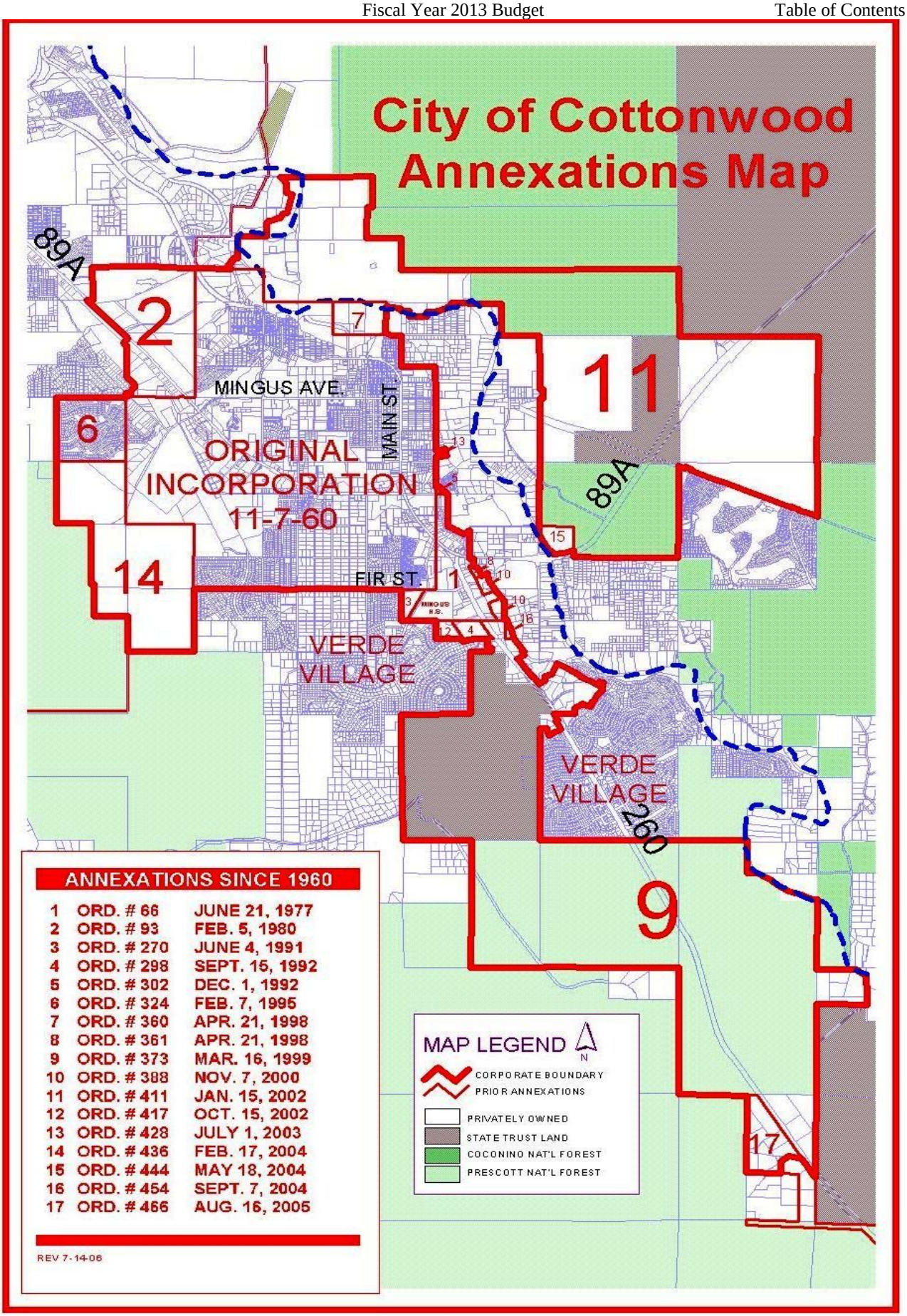
This Page Intentionally Left Blank

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
AZPac - Arizona Public Access Computers
BAC - Business Assistance Center
BOD - Biological Oxygen Demand
BTOP - Broadband Technology Opportunities Program
CAD - Computer Aided Dispatch
CAFR - Comprehensive Annual Financial Report
CAFS - Compressed Air Foam System
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
MDC - Mobil Data Communication
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

Acronyms (continued)

OSC - Orders to Show Cause
OSHA - Occupational Safety & Health Administration
OTA - Old Town Association
PANT - Prescott Area Narcotics Taskforce
PAPI - Precision Approach Path Indicator
PARD - Parks and Recreation Department
PC - Personal Computer
PD - Police Department
PPV - Positive Pressure Ventilation
PHSG - Peacock, Hislop, Staley, & Givens, Inc.
PS - Public Safety
P&Z - Planning and Zoning
REDI - Rural Economic Development Initiative
RFP - Request for Proposal
RFQ - Request for Qualifications
SAFER - Staffing for Adequate Fire Emergency Response
SARMC - Safety Awareness & Risk Management Committee
SCBA - Self Contained Breathing Apparatus
SHPO - State Historical Preservation Office
SLIM - Specialty Light Manufacturing Association of Yavapai County
SR - State Route
SRO - School Resource Officer
SSRT - Super Secret Response Team
SVCS - Services
SWAT - Strategic Weapons Attack Team
TES - Tavasci Elementary School
TIA - Traffic Impact Analysis
TIP- Trauma Intervention Program
TSS - Total Suspended Solids
US - United States
USDA - United States Department of Agriculture
USEPA - United States Environmental Protection Agency
VCTC - Verde Consolidated Therapeutic Court
VOMP - Victim Offender Mediation Program
VV - Verde Valley
VVAC - Verde Valley Arts Council
VVAC - Verde Valley Ambulance Company
VVEBP- Verde Valley Employee Benefits Pool
VVL - Verde Valley Leadership
VVMC- Verde Valley Medical Center
VVREDC - Verde Valley Regional Economic Development Committee
VVREO - Verde Valley Regional Economic Organization
VVWC - Verde Valley Wine Consortium
WC - Workers Compensation
WIFA - Water Infrastructure Finance Authority
WMA - Wastewater Management Authority
WSVS - Windows Server update Services


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