

# City of Cottonwood Arizona Budget FY 2020



Inspiring a Vibrant Community



## **BUDGET DOCUMENT OVERVIEW**

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

There are six key sections in this document:

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

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

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

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*"Inspiring a Vibrant Community"*

October 30, 2019

The Honorable Mayor and City Council

**Re: CITY MANAGER'S TRANSMITTAL: Fiscal Year 2020 Budget**

It is my pleasure to present to you the FY 2020 Final Budget which was created based on the City's Strategic Plan, adopted earlier this year. Several budget work sessions with department heads have taken place to review, in detail, their staffing, programs, and planned project expenditures. In addition, we held two employee budget idea/input meetings, one Town Hall budget meeting, and three civic group budget meetings.

This year's total approved budget is \$76,016,900, including all estimated reserves, potential grants and financing options, which is higher than last fiscal year's approved budget of \$69,528,685. The increase is mostly the result of new projects and anticipated grants. A general discussion regarding both revenue and expenditures follows.

Fiscal Year	Approved Budget
2015	86,638,905
2016	117,084,020
2017	73,112,570
2018	85,054,740
2019	69,528,685
<b>2020</b>	<b>76,016,900</b>

The General Fund's overall budget is \$27,750,605, including reserves of \$5,125,920. The FY 2020 budget for the General Fund is only a 1.93% increase over the budgeted amount for FY 2019 of \$27,216,135. This small increase is due to conservative budgeting by the department heads, City administration, and the budget team; elimination of vacant positions; a 2% Cost-of-Living Adjustment (COLA) with no merit; and staffing reallocations.

The Debt Service Fund is budgeted for \$1,796,525, which is slightly lower than last year's revised budget of \$1,805,180.

The Enterprise Fund budget, which consists of the Water System Fund and Wastewater Facility Fund, has increased slightly from last fiscal year's revised amount of \$31,642,085 to \$34,226,850 for FY 2020. The \$2,584,765 increase can, in part, be attributed to the planned 260 Water Line Project for \$2M and some planned large projects at the Mingus Wastewater Treatment Plant.

## KEY OPPORTUNITIES AND CHANGES

The City of Cottonwood addressed several expenditure and revenue challenges. Below are listed some of the more significant issues and solutions addressed within this budget.

- **Slow Recovery of the Local Economy:** The City of Cottonwood is expecting less than 2% growth in taxable sales this year and in FY 2020. The Council approved an increase in the transaction privilege tax (TPT) rate of .5% in November of 2018 which prevented any reduction in City services and increased the City's reserves and expenditures for infrastructure improvements. The local economy is still the single largest revenue challenge for the City.
- **Underfunded Pension Liabilities:** The City of Cottonwood has always funded the annual amount requested by both the Public Safety Personnel Retirement System (PSPRS) and the Arizona State Retirement System (ASRS), even though the requested amount did not fully cover the liability for the City's future pensions. As a whole, the Public Safety Personnel Retirement System is about 53% underfunded, which amounts to a shortfall of \$8.8B at the end of FY 2018. The City's portion of that is approximately \$12.7M. The City of Cottonwood prepays its estimated annual contribution at the beginning of the fiscal year and contributes additional funding from any savings due to vacancies throughout the year to help reduce the debt.
- **State Shared Revenues:** The budget reflects an estimated increase of \$135,360 in Urban Revenue Shared Income Tax from last year's \$1,455,975 to \$1,591,335. State Shared Sales Tax is anticipated to increase just over 6% over FY 2019 estimated budget figures of \$1,187,205 and is anticipated to generate \$1,263,475 in FY 2020.
- **Reserves:** The General Fund 60-day reserve (fund balance) increased from \$3,183,980 in FY 2019 to \$4,082,985 in FY 2020. The Council also directed staff to increase reserves by allocating a portion of the .5% increase in City Sales Tax enacted in November 2018. By allocating these revenues, there are additional reserves in the amount of \$647,950.
- **General Staffing & Compensation:** A Cost-of-Living Adjustment (COLA) of 2% for July 1, 2019 was funded. Employee benefits premiums increased 6% for both the employer and employee. Two new positions were approved for January 1, 2020 (marketing/graphics design and accounting specialist). Paramedic pay was increased and an acting-engineer special pay was approved. The minimum wage for part-time employees will be increasing in January from \$11 per hour to \$12 per hour but departments were asked to maintain their current funding levels and adjust staffing patterns to contain costs. The Public Safety Personnel Retirement System (PSPRS) increased employer contribution rates for the Police Department from 48.21% to 48.94% and decreased for the Fire & Medical Services Department from 27.44% to 25.93%. The Arizona State Retirement System rates increased slightly from 11.8% to 12.11%.

- **Projects:** The budget includes funding to fix the tennis courts and for new equipment at the Recreation Center; security upgrades to the Military Park and Recreation Center; approximately \$350,000 for new sidewalks in the community; over \$750,000 in road improvements; completion of the Mingus Avenue repaving and upgrades from 8<sup>th</sup> to Main street; sidewalk extensions at the Library; a Parks Master Plan; and a Historic Property Survey that is 80% grant funded.
- **New Equipment:** The budget includes funding for new body cameras for the Police Department, a new backhoe for the Utilities Department, a thermal imaging camera and radio equipment for the Fire & Medical Services Department and replacement computers City-wide and at the Library.
- **Airport Fund:** A significant decrease in the fund is due to the hiring of a fixed-base operator (FBO) that will handle most maintenance and fuel costs. There is a transfer out to the Grants Fund as a match for the grants for airport related projects. The Airport Master Plan is the main project budgeted for FY 2020 at a cost of \$440,000.
- **Grants Fund:** The Community Development Block Grant (CDBG) for the Parks Master Plan is budgeted for FY 2020, while Other Grants include \$500,000 for any occasional grants that come along and were not budgeted. One new grant in the amount of \$1,630,310 is budgeted for the Old Town Flood FEMA (Federal Emergency Management Agency) grant. Three grants were carried over from FY 2019; these grants are for a Drainage Master Plan, a Storm Water Diversion Plan, and a Verde Recreational Trails Plan.
- **Outside Agency Community Grants:** The City has funded this program for FY 2020 at \$100,000. This program assists local non-profit organizations. This program will be advertised early in the 2020 fiscal year.

### CAPITAL ACQUISITION PLAN

The budget includes \$561,565 in equipment acquisitions and \$12,776,955 in construction projects. These items are listed in detail in each department's budget and summarized in the appendix of this budget on pages 287-291. A summary by function is provided for review and does not necessarily reflect the full cost of ongoing projects. Only those amounts expected to be expended for Fiscal Year 2020 are budgeted.

Capital Equipment		Capital Projects	
Function	Estimated Cost	Function	Estimated Cost
General Government	151,940	General Government	39,995
Public Safety	75,625	Public Safety	0
Special Revenues	10,000	Special Revenue	523,000
Culture & Recreation	56,500	Culture & Recreation	0
Health & Sanitation	0	Health & Sanitation	6,237,470
Transportation (CAT & Airport)	250,000	Transportation (CAT & Airport)	440,000
Other Grants	0	Other Grants	2,607,310
Streets	17,500	Streets	2,929,180
<b>Total Capital Equipment</b>	<b>\$561,565</b>	<b>Total Capital Projects</b>	<b>\$12,776,955</b>

## ACKNOWLEDGMENTS

The creation of this municipal budget document is attributed to the many hours of preparation spent by our Financial Services Director Kirsten Lennon and Budget Analyst Helen Bartels. They met with representatives from the various departments and compiled their departmental data. In addition, thanks to the Department Heads, supervisors and staff, who assisted in the development of the 2020 Annual Budget document.

The City of Cottonwood continues to be fiscally sound due to the efforts of the City Council and City staff. As the City Manager, I appreciate this opportunity to continue this strong financial state through the preparation of this budget document.

## Vision and Mission Statement

### Mission

*Inspiring a Vibrant Community*

### Vision

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

Sincerely,

Ron Corbin  
City Manager

## GENERAL COMMENTARY

The largest planned single increase is in the Special Revenue Funds and Grant Funds due to projects and proposed grants. A general discussion about the funds will follow; however, in-depth information can be found later in this document.

The General Fund's overall budget is \$27,750,605, including transfers out (\$1,657,820) and reserves (\$5,125,920). It reflects a \$5,042,370 increase over the previous fiscal year's revised budget of \$22,708,235 and also includes fully budgeted staffing and budgeted capital requests. The FY 2020 budget for the General Fund is only a 1.93% increase over the budgeted amount for FY 2019 of \$27,216,135.

The merit program has not been budgeted for FY 2020 but will be re-evaluated in the next budget cycle. In the past, the City of Cottonwood has used the Social Security Administration's annual Cost-of-Living Adjustment (COLA) figure to determine if a COLA will be given in that budget cycle. For the current year, the Social Security Administration established a 2.7% COLA. For FY 2020, a 2% COLA is budgeted for all full-time employees but not for contract employees.

The Public Safety Personnel Retirement System (PSPRS) contributions for the Police system saw another rate increase for FY 2020 due to the large unfunded liability that the retirement system has developed; the Fire system contributions show a slight decrease. The employer contribution rate for Public Safety Personnel Retirement System is much higher than for the Arizona State Retirement System (ASRS), and for FY 2020 has increased by less than 1%. It has gone up from 48.21% to 48.94% for the Police Department and is down from 27.44% to 25.93% for the Fire & Medical Services Department. As for the employer contributions to the Arizona State Retirement System, rates increased slightly from 11.8% to 12.11%.

The total budget for the Special Revenue Funds is \$11,747,415, including transfers out and carryovers. This is an increase in expenditures over last year's revised expenditures of \$3,869,315. This increase is due to the budgeting of several large projects in the Highway User Revenue Fund (HURF), the Grants Funds and a planned expansion of the LYNX transit programming. The reconstruction project of Mingus Avenue from 8<sup>th</sup> Street to Main Street is a major portion of the Special Revenue Funds' costs.

This project was split between several years and is scheduled to be completed in FY 2020. The resurfacing of Mingus Avenue from Willard Street to Main Street is estimated to cost in total over \$4M.

The Transit System transferred from Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to the City on July 1, 2012. Both the LYNX system and the Cottonwood Area Transit (CAT) added additional services in FY 2014. Additional LYNX programming is budgeted for FY 2020 with the City of Sedona funding this expansion. This funding as well as funding for a bus are reflected in the Transit System's budget of \$2,413,225, resulting in an increase of \$434,425 for FY 2020 compared to last year's revised budget. The Transit System is supported through fares, neighboring communities' financial support, state and federal grants, and City contributions.

The Airport Fund shows a significant decrease for FY 2020 due to the hiring of a fixed-base operator (FBO) that will handle most maintenance and fuel costs. There is a transfer out to the Grants Fund as a match for the grants for airport related projects.

The Grants Fund has the Airport Master Plan. It is the main project budgeted for FY 2020 at a cost of \$440,000. The Community Development Block Grant (CDBG) for the Parks Master Plan is budgeted for FY 2020, while Other Grants include \$500,000 for any occasional grants that come along and were not budgeted. One new grant in the amount of \$1,630,310 is budgeted for the Old Town Flood FEMA (Federal Emergency Management Agency) grant. Three grants were carried over from FY 2019; these grants are for a Drainage Master Plan, a Storm Water Diversion Plan, and a Verde Recreational Trails Plan.

The Debt Service Fund is budgeted for \$1,796,525, which is slightly lower than last year's revised budget of \$1,805,180. The Recreation Center Debt Service was refinanced in FY 2017 and has been finalized in FY 2018. The Excise Tax Bond that was funded at the end of FY 2015 was split between the funds where the projects were expensed and can therefore be found in the Streets Capital Improvements and in the Water and Wastewater budgets.

The City budgeted \$150,000 in the Capital Projects Fund, which is \$143,000 less than the revised budget for FY 2019. The expenses in this fund are mainly transfers to cover project completion in other funds. For FY 2020, no new large capital projects are budgeted. The rehabilitation of the restrooms at the parks was completed in FY 2017 and the HVAC-installation for the Cottonwood Clubhouse (Civic Center) was finished and included in the CDBG fund for FY 2018.

The Enterprise Fund budget, which consists of the Water System Fund and Wastewater Facility Fund, has increased slightly from last fiscal year's revised amount of \$31,642,085 to \$34,226,850 for FY 2020. The \$2,584,765 increase can, in part, be attributed to the planned 260 Water Line Project for \$2M and some planned large projects at the Mingus Wastewater Treatment Plant. The Riverfront Water Reclamation Facility was completed in FY 2018 and the Utilities department is developing plans to use the effluent water from this facility.

The Fiduciary Funds aggregate total is up by about \$30,000. Both the City's Alternate Pension and Benefits Plan and the Employee Benefit Trust Fund are earning small amounts of interest. The Employee Benefit Trust Board was disbanded in FY 2013; the only activity occurring is interest on the remaining fund balance.

The preparation of the budget continues to be an extraordinary challenge for all departments. Our largest revenue sources have shown signs of improvement since 2013, partially due to the .8% increase in sales tax in 2008, but are not keeping up with the costs of doing business. In FY 2019, the City Council approved a sales tax increase of .5% with the stipulation that the majority of the revenues be used to create reserves and to fund streets projects. Prior cost containment measures are providing value back to the City of Cottonwood and helping maintain the current staffing and services. Those same measures have played an integral role in surviving the downturn in our local economy.

Some issues are out of our control, such as rising health insurance premiums, large retirement contribution increases, utility costs, and common expenditures in general. Some external forces are also placing demands on our staffing and capital equipment requirements. These matters, along with the City's dedication to the citizens' insistence on quality services, are part of the highest priorities causing an increased challenge to balancing this budget.

The .5% transaction privilege tax (TPT) increase that was instituted in November of 2018 has helped with maintaining City services and is allowing the City to increase reserves and to help fund some infrastructure projects.

### **City Staffing**

The budget for FY 2020 does not include funding for the employee merit program. The merit program will be re-evaluated in the next budget cycle.

There were thirteen requests for additional full-time staffing and three for part-time staffing. Four new full-time staff are included in the budget. There were eight reclassification and range increase requests made; two were approved. They involve an allocation of a \$24,000 increase in para-medical pay and Acting Engineer pay for the Fire & Medical Department.

The minimum wage for part-time employees will be increasing in January from \$11 per hour to \$12 per hour but departments were asked to maintain their current funding levels and adjust staffing patterns to contain costs. The total requested amount for additional personnel not approved was \$686,038. If budgeted, these positions would have been recurring costs.

### **Contributions to Dependent Health Insurance Coverage**

In Fiscal Year 2010, the Verde Valley Employee Benefits Pool (VVEBP), then the City's health insurance provider, changed its name to Arizona Public Employers Health Pool (APEHP) to broaden its ability to attract new members to the Pool to help contain costs. In FY 2018, the City transitioned with APEHP to a new health insurance pool called Kairos Health Arizona, Inc. The transition to Kairos has reduced costs since it is a much larger pool of organizations. For FY 2020, we will see a 6% increase in the health insurance rates.

Every year, there are some major changes to the plan. Some of these changes are due to the Affordable Care Act (ACA) of 2010 and others are changes approved by the Board to keep on providing quality services and efficiencies. Listed below are some of the changes taking effect on July 1, 2019:

- Supplemental life rate modifications
- Issuance of New Identification Cards with the medical/prescription coverage
- New Pharmacy Services with MaxorPlus
- Out-of-Network Emergency Room Charges will be subject to a payment structure

The following tables summarize the total monthly costs for health insurance for the City, our employees and their dependents. For families in good general health, employees can choose from three High Deductible Health Plans and save on their dependent coverage, while taking advantage of the City's increased contribution into their Health Savings Account (HSA). For moderately healthy families, employees have the option to choose either the Core Plan or the Co-Pay Plan.

CORE PLAN & COPAY PLAN			HDHP \$2500		
Employee	-	771.00	Employee	(262.00)	771.00
Employee & Spouse	231.90	1,312.10	Employee & Spouse	152.40	1,017.00
Employee & Children	102.00	1,179.00	Employee & Children	66.80	843.00
Employee & Family	471.60	1,478.40	Employee & Family	311.20	1,287.00
HDHP \$1500			HDHP \$5000		
Employee	(205.00)	771.00	Employee	(291.67)	724.67
Employee & Spouse	169.20	960.80	Employee & Spouse	129.60	865.00
Employee & Children	74.20	862.80	Employee & Children	57.00	718.00
Employee & Family	346.00	1,085.00	Employee & Family	264.40	1,094.00

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

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

<b>Dental Coverage</b>	<b>Employer Pays</b>	<b>You Pay</b>	<b>Total Costs</b>
Employee Only	39.00	-	39.00
Employee & Spouse	67.00	12.00	79.00
Employee & Children	59.80	5.20	65.00
Employee & Family	76.20	24.80	101.00
<b>Vision Coverage</b>	<b>Employer Pays</b>	<b>Bi-Monthly</b>	<b>Monthly</b>
Employee Only	-	3.79	7.58
Employee & Spouse	-	7.58	15.16
Employee & Children	-	8.11	16.22
Employee & Family	-	12.96	25.92

### **Supporting Programs**

 **Building Community Grants:** The City is not funding this program for FY 2020 but will continue offering it in the future. This program assists local 501(c)(3) organizations that do not qualify for the outside agency program.

 **Funding Outside Agencies:** In previous fiscal years, the City has supported local agencies, some of which are listed below:

Cottonwood Old Town Association	FY 2019–\$0
Verde Valley Senior Citizens Center	FY 2019–\$55,000
Verde Valley Humane Society Adopt for Life	FY 2019–\$43,880
Old Town Center for the Arts	FY 2019–\$20,000

After discussion with Council, City staff will be developing an Outside Agency Grant program that will involve an application and financial information from all interested in receiving funding. This program is funded at \$100,000 for FY 2020. The application process will be more competitive and allow smaller agencies an opportunity to receive funding.

## **BUDGET POLICIES**

The fund balance policies of the City Council are reflected in this budget. Currently, these policies require the City to restrict an amount equal to 16.67% of the previous year's operating revenues as part of its fund balance. This requirement brought this year's restricted fund balance reserve to \$3,434,090. This amount is also estimated to be about 60 days of expenditures coverage.

In November 2006, the Council decided, with a recommendation from management, to fund an additional \$700,000 from excess sales tax into a capital accumulation fund. With this fund reaching over \$1,000,000, the City Council, at the recommendation of management, made the decision to cap it at \$1,000,000 and use any excess for everyday maintenance and operational costs until the economy improved more significantly. As part of the transaction privilege tax increase of .5% in FY 2019, Council asked that there be additional reserves created from these revenues. The budget reflects these additional reserves in the amount of \$647,950.

## **BUDGET DEVELOPMENT**

Long range financial planning plays an integral part in the budget development. Revenues and expenditures are projected for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrates that revenues barely keep up with operational expenditures for the next five years. This is mainly due to the economy, the need for additional services and the state's future financial picture. Any capital acquisition would require some financing alternatives, see pages 34-48.

### **LONG RANGE PROGRAMMATIC AND FINANCIAL PLANNING**

Included in the budget is a section establishing long-range organizational programmatic goals and the five-year capital improvement plan. The organizational goals identified are presented programmatically, including a statement of operational fiscal impact to the City. Goals identified for Fiscal Year 2020 have been integrated into the work plans of the appropriate departments responsible for implementation.

A summary depicting the funding resources available for the many projects is also presented.

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

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## EXECUTIVE SUMMARY

### CITY PROFILE AND DEMOGRAPHICS/ECONOMICS

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

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

Cottonwood, located in Yavapai County, is approximately 100 miles north of Phoenix and 50 miles south of Flagstaff, near the geographic center of the entire state of Arizona, and close to Interstate 17 on the crossroads of State Route 89A and 260. The city lies at an elevation of 3,320 feet above sea level with a total geographic area of 16.65 square miles.

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

#### Date of Incorporation: 1960

#### Form of Government—Council-Manager

#### Demographics/Economics

<u>Area – Square Miles</u>	<u>2019 Property Tax Assessed Valuation</u> (a)	
2015 – 16.65 Square Miles	Primary	\$97,271,154
	Secondary	\$127,935,855
 <u>Paved Streets</u>		
67 Miles		

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

	<u>2018</u>
Civilian Labor Force	105,600
Employed	101,300
Unemployed	4,300
Unemployment Rate	4.4%

Source:

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

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

## Sources:

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

<b><u>Gross Taxable Sales</u></b> (a)		<b><u>Building Permits</u></b> (b)		
<b><u>Year</u></b>	<b><u>Value</u></b>	<b><u>Year</u></b>	<b><u>Number</u></b>	<b><u>Value</u></b>
2018	\$498,227,233	2018	479	\$19,282,160
2017	458,930,700	2017	373	18,252,623
2016	408,910,513	2016	379	26,750,004
2015	404,669,000	2015	304	22,306,303
2014	391,129,000	2014	343	15,891,831
2013	372,907,000	2013	26	4,033,518
2012	351,940,000	2012	27	4,113,790
2011	344,346,000	2011	10	1,467,400
2010	358,070,000	2010	13	1,510,901
2009	364,689,000	2009	19	1,235,804
2008	436,982,000	2008	76	8,667,927
2007	447,904,000	2007	58	5,651,406

## Sources:

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

**Major Private Employers** (a)Verde Valley Medical Center  
Wal-Mart – Retail**Education** (b)Elementary Schools 2  
Exceptional Children Program 1  
High School 1  
Community College 1**Major Public Employers**Arizona Public Service  
City of Cottonwood  
Cottonwood/Oak Creek Schools  
Mingus Union High School  
Yavapai CountyStudents:  
Grades K-8 1,667  
Grades 9-12 1,161  
**Total Students** 2,828

## Sources:

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

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

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

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

### **2019 Service Statistics**

<b><u>Fire Protection</u></b>		<b><u>Police Protection</u></b>	
Stations	1	Stations	1
Employees (Full-time)	28	Employees (Full-time)	58
Fire & Hazmat Calls	287	Sworn	34
Rescue & Medical Calls	2,737	Non-Sworn	24
Public Assist Calls	360	Part I Crimes	556
Fire Inspections (various kinds)	1,306	Part II Crimes	1,098
Plan Reviews & Permits	610	Traffic Warnings	232
Public Ed Contact Hours	7,334	Traffic Citations	2,056
		Arrests – Charged	1,938
<b><u>Recreation &amp; Parks Department</u></b>		<b><u>CAT/LYNX Transit System</u></b>	
Community Recreation Centers	2	Annual Ridership	163,871
Swimming Pools	2	Miles Traveled	453,012
Youth Center Instructional	1	CAT Ridership	89,125
Classes CRC Rentals	50,082	LYNX Ridership	53,886
CRC Annual Visitors CRC	231216	ADA Ridership	20860
Current Membership	4354		
		<b><u>Water Utility</u></b>	
<b><u>Municipal Parks</u></b>		Blue Stake Requests	2982
Developed Parks	5	Pumping Capacity	10.0mgd
Developed Acres	38.7	Average Pumpage	3.3 mgd
Undeveloped	91.3	Number of Wells	27
Acres Tennis Center	1	Number of Storage Tanks	25
Lighted Ball fields	8		
		<b><u>Sewer</u></b>	
<b><u>Library</u></b>		Sewer Line Inspected (LF)	15,923
Items in Collections	101,122	Miles of Line	60
Ebooks & Audio in Collection	8,912	Average Daily Treatment	.843 mgd
Total Items Circulated	175,703	Plant Capacity	1.5 mgd
Ebooks and Audio Circulated	210,699	Blue Stake Requests	1150
Circulation Transactions Per Day	541	Reclaimed Water Sold	8.6mg
		Number of Sewer Accounts	4,251
<b><u>Public Works</u></b>		Sewer Taps installed	4
Engineering Reviews (ea. Proj.)	60		
Subdivisions (lots)	52		
Right of Way Permits (ea.)	17		
Flood Plain Inquires	141		
Contract Administration	5,300,000		

## **Governmental Organization and Services Provided**

The Mayor is elected directly by the voters and serves a four-year term. The voters elect six City Council representatives for staggered four-year terms. The City Council appoints a City Manager who is responsible for the general administrative operations of the various departments within the City. An organizational chart is shown on page 59.

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

## **BUDGET POLICIES AND PHILOSOPHY**

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

### **Budget Philosophy**

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

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

### **Balanced Budget**

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

## **BUDGET PROCESS**

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

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

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

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

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

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

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

Prior to FY 1996, the City's budget process focused only on line item budgeting. City management recognized the need to improve the process and began by directing departments to:

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

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

## **PROCESS FOR CHANGING THE BUDGET**

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

Expenditures may not legally exceed expenditure limitations of all fund types as a whole. The types of adjustments that must be handled through the budget amendment process include additional funding above the department's budget allocations, requests for new positions, reclassification of existing positions, capital projects exceeding \$500, and requests for increases in revenue and expenditure authority when outside funding sources are available.

Departments must first submit requests to the City Manager. The City Manager reviews the request and other background material. If he supports the request, a recommendation is made to the City Council. Requests are then placed on the council's agenda for discussion, review and action. If the City Council approves a request, necessary adjustments are made to the budget.

## **BUDGET MONITORING**

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

## BUDGET CALENDAR

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

Date	Items/Actions	Due
October	19 Distribution of Forms for Goals & Accomplishments and Performance Indicators to Department Heads/ Managers	Dec-03-2018
November	13 City Council & Finance Department: Discussion of Budget Process	
	14 Distribution of Personnel Request & Reclassification Forms to Department Heads/Managers	Dec-14-2018
	28 Distribution of Departmental 5-Year Capital Improvement Plans to Department Heads/Managers	Dec-28-2018
January	4 Distribution of Requested Personnel & Reclassifications Listing to Department Heads/Managers for <b>Final Review</b>	Jan-11-2019
	8 Department Presentations (City Clerk, Economic Development, Finance, Human Resources, Purchasing, IT, and Natural Resources)	
	10 City Council - Strategic Planning Retreat	
	11 City Council - Strategic Planning Retreat	
February	5 Finance Department & City Manager - Review of 5-Year Capital Improvement Plan	
	12 Informative Budget Presentation by the Finance Department - Budget Process Overview & Overview of Personnel	
	12 Department Presentations (Library, Parks & Recreation [incl. City Pool & Youth Center], Recreation Center [incl. Custodial], Community Development, and Transit)	
	15 Distribution of Budget Worksheets to Department Heads/Managers	Mar-01-2019
March	4 Begin Departmental Budget Meetings	Mar-29-2019
	12 Department Presentations (Legal Department, Municipal Court, Water and Wastewater, Police, Communications, Ordinance Enforcement, and Fire & Medical Department)	
April	9 Department Presentations (Administration, City Council, Legal, Engineering, Public Works, Maintenance, Cemetery, Streets, and Airport)	
	18 Mayor, City Manager, Deputy City Manager & Finance Dept. - Review of Potential Budget Issues	
	23 Budget Work Session with City Council in Council Chambers - Overview of FY 2020 Budget	
	30 Town Hall Meeting Presenting Proposed FY 2020 Budget	
May	9 Informal Public Meeting Presenting the Proposed FY 2020 Budget - Rotary Club	
	28 Informal Public Meeting Presenting the Proposed FY 2020 Budget - American Legion	
June	4 Formal Presentation of the Tentative FY 2020 Budget Document to City Council	
	4 Public Hearing on the Tentative FY 2020 Budget	
	4 Final Day for Changes to the Tentative FY 2020 Budget	
	4 Adoption of the Tentative FY 2020 Budget; Set Expenditure Limitation	Jun-04-2019
June	18 Formal Presentation of the Final FY 2020 Budget to City Council	
	18 Public Hearing on the Final FY 2020 Budget	
	18 Final Day for Changes to the Final FY 2020 Budget	
	18 Adoption of the Final FY 2020 Budget	Jun-18-2019
September	16 Submission of the Adopted FY 2020 Budget Document to the Government Finance Office Administration (GFOA) for Award Review	Sept-16-2019

## **FUND ACCOUNTING**

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

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

### **GOVERNMENTAL FUNDS**

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

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

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

**Capital Project Fund:** The Capital Project Fund is used to account for financial resources for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

### **PROPRIETARY FUNDS**

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

### **FIDUCIARY FUNDS**

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

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

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

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

### **BUDGET BASIS**

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

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

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

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

Compensated absences and depreciation are not budgeted.

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

## FISCAL POLICY

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

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

### **Financial stability of the City**

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

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

## DEBT SERVICE POLICY

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

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

<b>Computation of Legal Debt Margin</b> <b>'June 30, 2019</b>
--

Net secondary assessed valuation (Full Cash Value)	<u>\$127,935,855</u>
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### Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	25,587,171
Bonds outstanding	<u>0</u>
<b>Net 20% Debt Limitation</b>	<u>25,587,171</u>

### Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	7,676,151
Bonds outstanding	<u>0</u>
<b>Net 6% Debt Limitation</b>	<u>7,676,151</u>

<b>Total Bonding Capacity</b>	<u><u>\$33,263,322</u></u>
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General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation above, the City may issue bonds for general improvement purposes or for specific projects. For statutory purposes, the City’s current outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City’s bonds outstanding at June 30, 2019, were secured by sales taxes and user fee revenues instead of property taxes.

### Policy Statement

-  A five-year Capital Improvements Plan (CIP) will be developed and updated annually along with corresponding funding sources.
-  Financing of Capital projects will not exceed the useful life of the project.

- Debt Service Schedules will be prepared and included in the Annual Budget as well as the Five-Year Capital Improvement Plan with annual updates.
- Debt Service payment will be scheduled in equal installments over the life of the bonds.
- Efforts will be made to maintain and improve the City's bond rating.
- Timely submittal to the Electronic Municipal Market Access (EMMA).
- Pay-as-you-go financing will be an essential part of the City's Capital Improvement Plan.
- The City will carefully monitor compliance with all bond covenants.

### **Debt Performance**

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

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

Total Outstanding Debt by Type of Bond				
As of June 30, 2019				
Project	Term	Principal	Interest	Funding Source
US Bank Pledged Revenue Refunding	7/1/2027	\$10,435,000	\$4,329,975	Sales Tax
Recreation Center Refinance	7/1/2027	\$10,315,000	\$2,061,900	Sales Tax
2015- Water Infrastructure Finance Authority Loan	7/1/2030	\$8,331,140	\$1,181,590	Water User Fees
2016 - Water Infrastructure Finance Authority Loan	7/1/2035	\$12,679,921	\$1,898,665	Water User Fees
Total Debt Service		\$41,761,061	\$9,472,130	

## **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 Fund
-  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 Deputy City Manager and derived from the Arizona Revised Statutes §35-323. Procedures for investing of Trust and Sinking Funds are specified in Arizona Revised Statutes §35-324 and §35-328. Investments in the State Treasurer’s Pool investment fund for collective investments of public funds are authorized in Arizona Revised Statutes §35-326. Responsibility for the operation of the investment program is hereby delegated to the Deputy City 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 Deputy City 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 Deputy City Manager shall maintain a list of financial institutions which are authorized to provide investment services. In addition, a list will be maintained of approved security brokers/dealers selected by credit worthiness who are authorized to provide investment services in the State of Arizona. No public deposit shall be made except in a qualified public depository as established by state laws.

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

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

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Deputy City 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 Deputy City 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 Deputy City 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 Deputy City 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 that carry as a minimum one of the A-ratings of Moody's Investors Service or one of the A-ratings of Standard and Poor's Rating Service or their successors
-  Commercial Paper with an A-1/P-1 rating or higher
-  Mortgage-backed securities.

### **Prohibited Investments**

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

### **Investment Pools**

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

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

## **Diversification and Maturity Limitations**

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

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

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

## **Reporting**

### **Method**

The Deputy City 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 schedule should include:
-  A listing of individual securities held at the end of the reporting period by authorized investment category
  -  Weighted average maturity and final maturity of all investments listed
  -  Coupon, discount or earnings rate
  -  Par Value, Amortized Book Value and Market Value
  -  Percentage of the portfolio represented by each investment category.

The City Manager and Deputy City 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 Deputy City Manager shall include a market report on investment activity and returns in the City of Cottonwood's Comprehensive Annual Financial Report (CAFR).

**Performance Standards**

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

**Investment Policy Adoption**

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

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## STRATEGIC PLANNING

### CITY ACCOMPLISHMENTS—FISCAL YEAR 2019

The City Council met in January 2017 to develop a new Strategic Plan for the City of Cottonwood for FY 2018 and FY 2019. The planning session was a two-day event starting on Friday, January 20, 2017, during which community organizations spoke about the needs in the Verde Valley and how the City of Cottonwood could assist in addressing those needs. January 21<sup>st</sup> was used for discussion among Council and staff to determine and rewrite the Vision and Mission for the City of Cottonwood and establish strategic directives for City staff. At a meeting later that year, on December 8, the City Council reviewed the progress of the strategic plan and further developed their strategic goals. For the future, the City Council is to meet bi-annually to develop a Strategic Plan with staff assistance for the upcoming two-year period.

The City Council formulated the following Vision Statement for Fiscal Years 2017-18 and 2018-19:

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

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal Year 2019 goals obtained are summarized within this list of accomplishments:

#### **Community Engagement**

- 🌐 Increased substantial use of social media to include Twitter and Facebook to market the city and obtain customer input.
- 🌐 Prepared the Council's float for the 2018 Christmas parade.
- 🌐 Completed the FY 2018 Financial Audit with the deliverance of accurate and transparent accounting for citizens.
- 🌐 Reviewed and updated, where applicable, the webpages of the Finance Department and made them more user-friendly and easier to acquire financial information and to help engage the community.
- 🌐 Successfully marketed Cottonwood as the 'Heart of Arizona Wine Country' and as a desirable tourist destination.
- 🌐 Actively promoted Cottonwood and the Verde Valley communities through 'Talk of the Town,' a bi-monthly program of Home Town Radio Group on KQNA Radio.
- 🌐 Economic development efforts have contributed overall to the recognition of the Verde Valley as an emerging American wine region in an August online article of Vogue, a fashion and lifestyle magazine.

- 🌐 Coordinated with Cottonwood Oak Creek School District #6 regarding the installation of a school zone for the section between Willard Street and Quail Trail along Mingus Avenue.
- 🌐 Completed and shared the annual Police Department Strategic Plan with Council and the public
- 🌐 Conducted large scale "Active Assailant" training activity in conjunction with the Cottonwood Police Department, neighboring fire districts, Verde Valley Medical Center, and Spectrum Healthcare.
- 🌐 The Youth Center served an average of 17 area youth per day during the After School Program and 34 per day during the Summer Camp. This equates to approximately 7,700 youth center visits.
- 🌐 Conducted four surveys (with over 450 responses) among library patrons, community members, library stakeholders and library staff respectively, which resulted in the formulation of seven strategic priorities, such as maximizing library hours, improving adult digital literacy skills and offering programs that embrace cultural diversity.
- 🌐 Received the Best Community Spirit Award for its float in the Cottonwood Christmas Parade.
- 🌐 Initiated a new outreach program in the form of newsletters, sent out with utility bills, posted on the City's website and Facebook to educate the community on code enforcement rules and regulations, in order to reduce the number of complaints received, and promote voluntary compliance.

### **Manage Future Growth**

- 🌐 Brought on a fixed-base operator (FBO) to operate and help promote the Cottonwood Municipal Airport.
- 🌐 Adopted the Dark Sky Ordinance.
- 🌐 Amended the Cottonwood Zoning Ordinance; General Provisions regarding the height of buildings (for fire safety purposes) and the location of detached buildings on corner lots, to the Parking and Loading Requirements to include bicycle parking, and to Light Commercial to permit outdoor entertainment in the Arts, Culture and Entertainment (ACE) District without a use permit.
- 🌐 Began the waterline replacement project of Mingus Avenue.
- 🌐 Completed the engineering phases of the Highway 260 Wellsite and pipeline project, and begin construction.
- 🌐 Together with stakeholders seek funding for a viable and sustainable transit service to the unincorporated communities of Cornville and Village of Oak Creek for which the routes have already been designed and costs estimated. This service expansion would meet the original vision of the Northern Arizona Council of Governments (NACOG) and the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to provide affordable public transportation to Verde Valley residents.
- 🌐 Successfully negotiated a lease for the vacant modular building at the airport, formerly used by a skydiving business.

### **Promoting a Vibrant, Healthy and Educated Community**

- 🌐 Replaced 60-year old water main across wash at Willard Street and Main Street.
- 🌐 Constructed a concrete valley gutter and roadside drainage at the intersection of 17<sup>th</sup> Street.
- 🌐 Constructed a metal roof cover for the UV/pump area of the Mingus Wastewater Treatment Plant.

- 🌐 Installed more energy efficient and longer lasting LED lights in apron overhead lights at the Cottonwood Municipal Airport.
- 🌐 Hosted the Owing Up program, by partnering with Yavapai County that teaches children and teens how to exercise social responsibility.
- 🌐 Conducted nine business training sessions in the sectors of healthcare (2), real estate (2), agriculture (3), and accounting (2).
- 🌐 Approach local leaders in the areas of education, social services, law enforcement, and private sector to inform them about the wide range of library offerings and how these offerings can support their mission and services.
- 🌐 Adopted the National Emergency Number Association (NENA) Hearing Standards for public safety telecommunicators by establishing pre-hire requirements as well as regular testing of existing employees.
- 🌐 The Brian Mickelsen Memorial Marathon underwent a successful rebranding incorporating the city's wine-themed brand. The marathon saw a 23% increase in participants compared to 2017.
- 🌐 As of January 2019, started a 4<sup>th</sup> fitness program called the AARP Medicare Supplement Plan through United Healthcare.
- 🌐 Increased pickleball play to 7,191 visits in 2018 from 5,509 in FY 2017, showing a 30% growth.

### **Marketing Cottonwood**

- 🌐 Actively promoted Cottonwood and the Verde Valley communities through 'Talk of the Town,' a bi-monthly program of Home Town Radio Group on KQNA Radio.
- 🌐 Successfully marketed Cottonwood as the 'Heart of Arizona Wine Country' and as a desirable tourist destination.
- 🌐 Implemented a marketing plan for the Neighborhood Officer Program.
- 🌐 The 2018 Thunder Valley Rally achieved a cost recovery of 92%, slightly less than the 94% in 2017. Cash sponsorships saw an increase of about 35% from \$33,000 to \$44,500. Local charities collected \$21,835.
- 🌐 Partnerships with Local First, Verde Valley Wine Consortium, Kiwanis, That Brewery, Mingus Union High School, and the Old Town Association were developed further, aimed at generating more special events revenue.
- 🌐 Walkin' on Main (WOM) had its most successful year in terms of attendance and revenue. This year's event showcased the inauguration of the WOM Committee. Despite charging an entry fee for the first time for the car show and higher fees for vendor space, both sold out. The Verde Valley Wine Consortium also earned its largest gross revenue during this year's WOM.

### **Promote and Preserve Historic and Natural Resources**

- 🌐 Maintained participation in the planning meetings of the Verde Front, a regional collaborative in the Sedona-Verde Valley that fosters proactive dialogue, coordination and collective action on stewardship of natural and cultural resources.
- 🌐 Completed and submitted the application and supporting documentation for the modification of an Aquifer Projection Permit (APP) for the Riverfront Wastewater Reclamation Facility (RWRF).

- Successfully coordinated the ongoing regional study and gravimetric monitoring efforts of the Verde River and groundwater system by the US Geological Survey for the cities and towns, county, Yavapai Apache Nation and the Arizona Department of Water Resources (ADWR) in the Verde River sub-basin.

### **Develop Support and Maintain Infrastructure**

- Replaced 60-year old water main across wash at Willard Street and Main Street.
- Constructed a concrete valley gutter and roadside drainage at the intersection of 17<sup>th</sup> Street.
- Constructed a metal roof cover for the UV/pump area of the Mingus Wastewater Treatment Plant.
- Installed more energy efficient and longer lasting LED lights in apron overhead lights at the Cottonwood Municipal Airport.

## **ORGANIZATIONAL GOALS—FISCAL YEAR 2020**

This year, the Council met on January 10<sup>th</sup> and 11<sup>th</sup> to discuss a new strategic plan for FY 2020 and FY 2021. After the two-day session, the Council agreed to five main points of emphasis for future development. City staff then worked on developing a strategic plan based on those five initiatives and setting goals for FY 2020 based on the new strategic plan. The five points of emphasis for the FY 2019-2020 plan are:

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

The following goals have been identified and included in the budget. These goals, established during the Strategic Planning sessions, as well as the budget planning sessions with the City Council, are integrated into departmental work plans for Fiscal Year 2020.

### **Facilitate Economic Growth**

#### **Council**

Evaluate economic efforts of the City and refocus resources.

#### **Administration**

Increase the use of social and traditional media to market Cottonwood and ‘Cottonwood as the Heart of Arizona Wine Country,’ designated as a tourist destination.

#### **Community Development**

Continue to address more simplified zoning and development requirements in the new Arts, Culture and Entertainment District.

**Economic Development**

Provide incubator spaces at the Business Assistance Center (BAC) for three new Cottonwood businesses.

**Water Utilities**

Complete the engineering phases of State Route 260 Wellsite and pipeline project, and begin construction.

**Administration**

Establish and implement a Marketing/Tourist Plan to market Cottonwood and ‘Cottonwood as the Heart of Arizona Wine Country,’ recognized as a tourist destination.

**Human Resources**

Start the development of a more robust recruitment strategy to better utilize available free and/or low cost advertising resources to increase the market range for job advertisements.

**Recreation Center**

Develop in-house a strategic plan to market the program offerings.

**Protecting Water Resources****Administration**

Complete the operational water requirements of the Arizona Department of Environmental Quality (ADEQ) for certifying the Riverfront Water Reclamation Facility (RWRf).

**Natural Resources**

Complete the operational water requirements of the Arizona Department of Environmental Quality (ADEQ) for certifying the Riverfront Water Reclamation Facility (RWRf).

**Engineering**

Complete the detailed floodplain study of Railroad Wash and Silver Spring Gulch.

**Natural Resources**

Complete the design and construction of the necessary infrastructure to facilitate the injection of reclaimed water from RWRf.

**Promote Quality of Life****Police**

Develop the Project Lifesaver Program to better serve community members who have Alzheimer’s, dementia, autism or other medical conditions that contribute to wandering.

**Human Resources**

Create a more enticing environment to retain valuable and productive employees and to attract new employees by highlighting the benefits of working at the City and living in Cottonwood or in the surrounding area.

**Ordinance Enforcement**

Partner with the Verde Valley Humane Society to reduce animal bites and improve safe animal handling practices.

**Parks & Recreation**

Finalize the Riverfront Park Master Site Plan.

**Parks & Recreation**

Begin the implementation of the Parks, Open Space, Recreation and Wayfinding Master Plan by contracting out the design phase of an irrigation plan for Riverfront Park and subsequently developing essential wayfinding signs throughout the city in cooperation with the Community Development Department.

**Fire Department**

Expand fire safety program for our local senior population targeting multi-family senior living centers.

**Ordinance Enforcement**

Revise and update city ordinances specific to health, safety, public peace and overall quality of life in Cottonwood.

**Fire Department**

Purchase new ladder apparatus to replace the current 32-year old ladder apparatus.

**Library**

Expand the book and movie collection in the Spanish language to meet an increased need for learning materials within our diverse community and especially at the high school level to assist English speakers in learning Spanish.

**Natural Resource**

Developing and improving infrastructure.

**Developing and Improving Infrastructure**

**Administration**

Acquire easement of Del Monte Wash for flood plain mitigation.

**Community Development**

Revise and update the Sign Code section of the Zoning Ordinance to ensure clarity and compliance with Supreme Court case (Reed vs Town of Gilbert).

**Community Development**

Adopt the 2018 International Building Codes.

**Community Development**

Secure the matching grant of \$12,000 from the State Historic Preservation Office (SHPO) for the third phase in the creation of a historic district in Old Town Cottonwood.

**Administration**

Complete the reconstruction of Mingus Avenue between the intersections with Main Street and 8<sup>th</sup> Street Wash.

**Engineering**

Complete the construction phase of the State Route 260 Waterline Project.

**Engineering**

Complete the construction phase of the State Route 260 Well Site & Reservoir Project.

**Engineering**

Complete the construction phase of Mingus Avenue between 8<sup>th</sup> Street Wash and Main Street.

**Public Works**

Develop Pavement Condition Index Maps to use as a basis for future road improvements/pavement preservation projects.

**Public Works**

Develop a comprehensive Capital Improvement Plan (CIP) to guide all sub-department activity.

**Communications**

Document all radio infrastructure for Police and Fire subscribers, and create a detailed record of all subscribers' radio network locations, redundancy and estimated life span.

**Streets**

Make safety improvements, including handrails, along Main Street between State Route 89A/Cottonwood Street and Old Town.

**Streets**

Digitize the City's Street Sweeping Priority Map.

**Streets Construction**

Begin a 'Local Road Repair' Program.

**Strengthening the Budget Process**

**Human Resources**

Start the development of a more robust recruitment strategy to better utilize available free and/or low cost advertising resources to increase the market range for job advertisements.

**Council**

Increase budgeted reserves and decrease City debt.

**Finance**

Prepare and submit application to the GFOA for the 20<sup>th</sup> time to acquire the Distinguished Budget Presentation Award for the City's FY 2020 Annual Budget.

**Finance**

Develop a presentation program that informs citizens of the budget process and aims to encourage more citizen engagement.

**Finance**

Streamline the budget planning and review process.

**Purchasing**

Find opportunities to work directly with local purchasing professionals from outside organizations to identify specific bulk purchase opportunities between and for local governments and schools. When opportunities have been identified, lead at least one cooperative process for cheaper bulk purchases of commodities and/or services in an effort to obtain economies of scale by fiscal year end.

**Finance**

Initiate a new performance indicator plan to measure departmental performance based on the City's Strategic Plan.

**Finance**

Start employing the Extended Budgeting Module in the Finance Suite of the Springbrook software program that will enable a more comprehensive and detailed budget for each department.

Seek external funding sources to fund roadway improvement projects.

**Purchasing**

Find opportunities to work directly with local purchasing professionals from outside organizations to identify specific bulk purchase opportunities between and for local governments and schools. When opportunities have been identified, lead at least one cooperative process for cheaper bulk purchases of commodities and/or services in an effort to obtain economies of scale by fiscal year end.

## **ORGANIZATIONAL GOALS FOR THE FUTURE FISCAL YEARS 2021–25**

The following are some of the long-range goals that address issues facing the City in the future. The timing of the various programs and projects are reflected in the Five-Year Capital Improvement Plan on pages 34-48.

### **Grant Funds**

#### **Project—Airport-Extend Runway 32**

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

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

Increase the use of the airport and increase fuel sales due to the ability of small business jets to take off from the Cottonwood Municipal Airport. This project would cost approximately \$90,000 in FY 2025 and would be partially funded with Federal Aviation Administration (FAA) and Arizona Department of Transportation (ADOT) grant funding.

#### **Project—Engineering-Flood Mitigation Project**

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

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

This grant program has a 25% matching requirement; the total cost would be \$2,717,193 to be spread over a 3-year period. Federal Grants have a fiscal year of October to September and therefore this project is budgeted for 9 months in FY 2020 at \$1,630,313 with the remaining to be finished in FY 2021 at \$1,086,880. The City matching of \$679,298 will also be split over the two-year period and is expected to be funded with sales tax revenues and reserves.

#### **Project—Engineering-Railroad Wash Detailed Floodplain Study**

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

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

The cost for this study will be approximately \$143,000 in FY 2021. The funding for this project is anticipated to be from grant funds from the Yavapai County Flood Control District.

## **Physical Development**

### **Project—Parks-Tennis Center Resurface**

The City has a tennis center with four courts, located near Garrison Park, which will be resurfaced and striped. This project will allow for the complete subsurface of the Tennis Center courts to be rebuilt with new asphalt materials and new elastomeric layered paint materials.

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

The resurfacing will extend the life of the courts that are being used heavily year-round. An estimated cost to patch the current surface is \$36,000 for FY 2019. Another \$178,000 is to be funded in FY 2023 from the city's sales tax.

### **Project—Retrofit All Sports Lighting**

This project would involve replacing and/or retrofitting all the lighting at the sports fields to LED. The Riverfront Park fields, Little League fields, tennis center and the skate park use a lot of power and will need to be retrofitted to use LED lighting.

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

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

### **Project—Parks-Riverfront Parking Lot Curb & Asphalt Overlay Project**

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

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

This project would extend the life of the parking lots and add to the overall aesthetic of the Park. The project is projected to take place in FY 2021 for a total cost of \$185,000.

### **Project—Parks-Old Town Field Project: Conversion to Cultural Park**

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

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

This project could possibly be grant funded and is currently estimated to be spread over two fiscal years, FY 2021 and 2022 respectively, for a total cost of \$200,000.

**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**

As part of the 2017 Strategic Plan, Council increased the amount for Pavement Maintenance to \$750,000 and to be budgeted every other year. Other types of seal coats, such as slurry coats, may also be used. Chip seals are the only affordable treatment for most “local streets.” Cottonwood, historically, has been getting a very long useful life out of all pavement types, far in excess of the expected useful life. Routine pavement maintenance is required to keep the streets from “going to gravel.” This ongoing program is funded through the Highway User Revenue Fund (HURF) and the 1% construction sales tax initiated on January 1, 2006 and the .5% transaction privilege tax (TPT) increase initiated in FY 2019.

**Project HURF—6<sup>th</sup> Street-Mingus Avenue to Aspen Street**

This first phase of this project would involve reconstruction and drainage improvements for the stretch of 6<sup>th</sup> Street between Mingus Avenue and Aspen Street. This roadway is in need of reconstruction due to high traffic. Besides drainage improvements, this project will also include sidewalks.

**Fiscal/Programmatic Impact**

The cost of this project would be partially funded by the HURF revenues with the General Fund supplementing any additional costs. The projected amount is \$75,000 for design in FY 2021 and \$300,000 in FY 2022, and \$1,100,000 for FY 2023.

**Project HURF—6<sup>th</sup> Street-Aspen Street to State Route 89A**

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

**Fiscal/Programmatic Impact**

The cost of this project would be partially funded by the HURF revenues with the General Fund supplementing any additional costs. The projected amount for the design is \$50,000 for FY 2023 and for construction \$750,000 in FY 2024 and \$1,900,00 in FY 2025.

**Project HURF—6<sup>th</sup> Street-Culvert @ Silver Spring Gulch**

This project would involve a culvert to improve the drainage on 6<sup>th</sup> street from Mingus Avenue to State Route 89A, eliminating the existing low water crossing at Silver Spring Gulch.

**Fiscal/Programmatic Impact**

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

**Project HURF—Sidewalk Additions**

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

**Fiscal/Programmatic Impact**

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

**Project—Utilities-Water System Upgrades (on-going)**

This project entails the continued funding of water system upgrades to track the arsenic mitigation needs and to continue the development of the water infrastructure. It includes upgrading the SCADA programs and the upgrades to pumping of electrical work and equipment.

**Fiscal/Programmatic Impact**

Fiscal impact will be a total of \$653,000 over the next five years 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, which currently have an insufficient flow, to conserve water and improve service quality.

**Fiscal/Programmatic Impact**

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

**Project—Utilities-Lift Station Rehab**

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

**Fiscal/Programmatic Impact**

The lift stations were installed in 1989–1990 and have only had emergency upgrades to keep the plant operating. The cost over a 5-year period to rehab one lift station a year is approximately \$325,000 and should be completed between 2021 and 2025.

**Project—Utilities-Centrifuge Replacement**

The centrifuge is used to dewater bio solids at the Mingus Wastewater Treatment Plant. It needs to be designed and replaced. The centrifuge is several years past its lifetime usage and has started to malfunction. This project would need to be designed and then implemented over the course of several years.

**Fiscal/Programmatic Impact**

The cost of the design to replace units 1 and 2 would be \$110,000 in FY 2020 and \$110,000 in FY 2021. The construction would be done in phases. Unit 1 would be replaced in FY 2022 at a cost of \$700,000 with Unit 2 being replaced in FY 2021 at an additional cost of \$990,000.

## **Public Safety**

### **Project—Public Safety-Fire Station**

New Satellite Fire Station. Purchase land, design and construct a new Satellite Fire Station in the Fir Street/State Route 260 or Mingus Avenue/State Route 89A area to serve the southern commercial corridor and annexation areas of the city. By establishing the City’s presence with a future fire station, the City is positioned for the expected growth and development and for future annexations of areas to the north and east.

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

The fiscal impact would be to obtain bonding to fund the construction and design of the new station building; the planned costs are \$3,000,000 in FY 2021. The City already has the staffing at one fire house. Twelve firefighters would be moving to this new station along with one fire engine.

### **Project—Public Safety-EKG Monitor Defibrillators**

EKG monitor/defibrillators are crucial equipment utilized by paramedics to provide emergency cardiac care that need to be replaced every 5 years. Ours are over 6 years old. This project provides for the replacement of three monitor/defibrillators

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

The fiscal impact of the monitor/defibrillator would be a cost of \$90,000 and would be spread out over three years starting in FY 2021 and purchasing the final one in FY 2023.

### **Project—Public Safety-Aerial Ladder Truck**

The acquisition of a 100’ ladder truck will enable the Fire & Medical Services Department to provide an increased level of safety for their firefighters, increased fire suppression and rescue capabilities. This apparatus will be of a “Quint” type that has the attributes of an aerial ladder truck plus the 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 the current ISO grading of Class 4. The increase in operation and maintenance costs will be minimal. Estimated cost for this vehicle and necessary equipment is \$1,400,000. This project may be funded in FY 2021 by lease purchases proceeds, partnerships with private sector development, and/or bonding which would be paid through the sales tax reserves.

### **Project—Public Safety-Police Department Design and Build New Evidence Building**

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

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

Currently, the Police department utilizes space in three different locations for the storage of property and evidence. With this building, they will consolidate on one public safety campus. This building will also co-locate City departments and allow for the Utility Department, the Public Works Department and the City to properly recapture the space and to utilize these resources in a more efficient manner. The costs for the design portion is budgeted at \$500,000 in FY 2022 with construction being budgeted at \$4,875,000 for FY 2023. The City would need to bond for the design and construction costs.

## **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 \$38,666,655. 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 as well as 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 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.

The City's CIP plan will compare projects to the Strategic Plan and develop a program that helps the City reach the goals of the Strategic Plan. More information on the strategic plan can be found on page 23. As part of the Capital Improvement Plan, City staff will look at the changes in operating costs that may be affected by increased capital purchases.

### **Grants Fund Policy**

- 👁️ Any grant that is programmed but for which funding is not yet 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 for funding ability by staff prior to application to ensure availability of matching funds.
- 👁️ Priority will be given to grant matching funds.
- 👁️ Sizeable matching funds and/or a large contribution percentage may keep some grants from being solicited.

### **Public Safety Funds**

- 👁️ Current commitments are priority
  - Public Safety Lease Purchase
- 👁️ Restricted to Public Safety capital
  - 1<sup>st</sup> priority is fleet – Developing a new Enterprise lease program
  - 2nd priority is other projects

### **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 for capital projects. The City also approved an increase in the city's tax on construction activities by 1% to be allocated to street improvements. Another source is grant funding for major street projects.

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 and trails

### **Wastewater User Fees**

User fees for wastewater are currently not sufficient enough to cover operations and maintenance costs as well as capital projects that are planned for the future in the Wastewater Utility. The wastewater rates were reviewed and a 5-year plan was created to increase rates starting September 1, 2019. Other revenue sources have been allocated to assist this enterprise fund with its capital needs.

### **Water User Fees**

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

The City entered into an operating lease contract for its arsenic treatment equipment and an in-house arsenic specialist was hired several years ago. In FY 2014, the City obtained a lease to purchase the arsenic equipment to help reduce the cost. The final lease payment has been made in FY 2019.

### **Water Resource Reserve Fund**

The reserves in this fund are accumulated by the water utility from fees collected for very specific purposes. These reserves are expected to cover the costs of acquiring water rights, defending legal challenges and providing conservation incentives. These costs also include ancillary costs involved in getting these objectives accomplished.

### **Capital Improvements Fund**

The accumulations in this fund are from excess sales tax collected prior to July 1, 2007 and are 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. Council also has allocated an additional 10% of the new .5% sales tax that was established in Fiscal Year 2019 toward infrastructure/capital improvements. In Fiscal Year 2020, the amount allocated will be \$259,180.

FY 2020 CAPITAL IMPROVEMENT PLAN (CIP) SCHEDULE						
Strategic Initiative	Priority*	Support Function**	New Project or Carryover	Funding Source	Department	Government Function
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Administration	General Government
Protecting Water Resources	1. High	a. Critical to Continuing Operations	Carry over	f. Reserves	Engineering	General Government
Developing and improving Infrastructure	1. High	b. Addresses Safety Issues	Carry over	f. Reserves	Engineering	General Government
Developing and improving Infrastructure	1. High	c. Council Directive	New	d. Other Grant	Engineering	General Government
Developing and improving Infrastructure	1. High	c. Council Directive	New	d. Other Grant	Engineering	General Government
Developing and improving Infrastructure	2. Neutral	d. Desirable	New	e. Unidentified	Engineering	General Government
Strengthening the budget process	2. Neutral	d. Desirable	New	e. Unidentified	Finance	General Government
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	IT	General Government
Developing and improving Infrastructure	2. Neutral	b. Addresses Safety Issues	New	f. Reserves	IT	General Government
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	IT	General Government
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	IT	General Government
Developing and improving Infrastructure	1. High	b. Addresses Safety Issues	New	f. Reserves	Public Works	General Government
Protecting Water Resources	2. Neutral	b. Addresses Safety Issues	New	f. Reserves	Public Works	General Government
Develop and Improving infrastructure	2. Neutral	c. Council Directive	New	e. None	Public Works	General Government
Developing and improving Infrastructure	1. High	a. Critical to Continuing Operations	New	f. Reserves	Public Works	General Government

		2021	2022	2023	2024	2025
Description of New or Ongoing Projects/Equipment	Purpose, Description and Fiscal Impact on City	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost
City Hall Feasibility Study	The City Departments are currently spread among approximately 30 separate buildings. The Council has discussed in the past combining 5-7 of the buildings into one central city hall. These funds would be used to evaluate the most cost efficient method of procuring a city hall. The amount will also be enough to include a schematic sketch of a city hall, but not construction drawings.	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Storm water Management Funds	As the City is responsible for managing its storm drainage system and reporting on activities conducted during mandatory reporting periods to ADEQ per the AZPDES Small Municipal Separate Storm Sewer Systems (MS4s) General Permit and the adopted Storm water Management Plan. Failure to implement our storm water management program could result in the City being found by ADEQ as being non-compliant with the permit regulations, and being assessed administrative penalties in the form of monetary fines. The requested funds would be utilized for storm water related and permit compliance activities, such as storm drain cleaning, public education and outreach, employee training and possible slope stability or other field implements to reduce soil erosion within the City.	35,000	35,000	35,000	35,000	35,000
Spectrum Hillside Sight Distance Improvements	Negotiate an easement with Spectrum Healthcare at the northeast corner of the intersection of Willard & Cottonwood Streets. Upon obtaining this easement initiate a grading project to cut the slope back inside the newly acquired easement to improve sight visibility at the intersection. It is anticipated that this project will be completed by one of the City's JOC Contractors.	80,000	-	-	-	-
Railroad Wash Detailed Floodplain Study	The completion of detailed study from SR 89A south to the City Limits would include studying the Cottonwood Airport and Industrial Park and their impacts on the watershed. This project would include a task for submitting the Letter of Map Revision (LOMR) for the grant funded work performed at Cottonwood Village in 2017. the submission of the LOMR will allow the FEMA FIRM Panel to be revised to show the assisted living facility as being outside of the 100-year Floodplain. Funding for this project is anticipated to be from the remaining \$150,000.00 grant funds from the Yavapai County Flood Control District.	143,000	-	-	-	-
Silver Springs Gulch Detailed Floodplain Study	The completion of a detailed study along Silver Springs Gulch will identify the current risk of flooding within the drainage area. Over the past 10-years there have been several new developments along the wash which this proposed study would capture and analyze their impacts on the watershed. Funding for this project is anticipated to be through a grant from the Yavapai County Flood Control District.	1,086,880	-	-	-	-
Robotic Total Station - Surveying Equipment (Drone?)	This equipment would allow Dept. staff to remotely collect topographic survey data individually without assistance.	12,000	12,000	-	-	-
ERP Program	Upgrade the City wide ERP Program either through Springbrook or other software brand.			450,000		
Replacement of aging PCs	To replace PCs that are failing or will fail	12,000	12,000	12,000	12,000	12,000
Cameras & keypad proximity readers for access doors added to many City buildings to provide security and possible assistance to police.	Added physical security to City buildings	65,000	-	-	-	-
Replacement PCs/Laptops	Replace failed equipment	15,000	15,000	15,000	15,000	15,000
Wireless Mesh equipment configured in Old Town to allow for Guest wireless access	Provide guest wireless to citizens & tourists & to allow for connection between government owned land	6,400	-	-	-	-
Residential Area Drainage Feasibility Studies: Smeder City, Sawmill & Verde Heights Subdivisions	These funds would be utilized to conduct a drainage study to identify recommended drainage solutions within these neighborhoods to improve drainage conditions and minimize flooding potential.	70,000	50,000	50,000	50,000	50,000
Cleanup of debris piles in rear yard of Mingus Ave. WWTP	This would bring the Mingus Ave WWTP and Streets Yards into compliance with City regulations	65,000	-	-	-	-
Public Works Air Conditioning Unit (2) Replacement	There are two existing AC units on the Public Works Office Building that are dated and showing signs of needing replacement. The cost shown here includes removal, disposal and replacement of the existing units, ductwork modifications, electric upgrades, new thermostats and new PVC drain lines.	20,000	-	-	-	-
Public Works Air Conditioning Unit (2) Replacement	There are two existing AC units on the Public Works Office Building that are dated and showing signs of needing replacement. The cost shown here includes removal, disposal and replacement of the existing units, ductwork modifications, electric upgrades, new thermostats and new PVC drain lines.	20,000	-	-	-	-
<b>GRAND TOTAL</b>		<b>\$1,720,280.00</b>	<b>\$ 124,000.00</b>	<b>\$ 562,000.00</b>	<b>\$112,000.00</b>	<b>\$112,000.00</b>

FY 2020 CAPITAL IMPROVEMENT PLAN (CIP) SCHEDULE						
Strategic Initiative	Priority*	Support Function**	New Project or Carryover	Funding Source	Department	Government Function
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Fire Department	Public Safety
Developing and improving Infrastructure	2. Neutral	d. Desirable	New	e. Unidentified	Police	Public Safety
Developing and improving Infrastructure	1. High	c. Council Directive	New	f. Reserves	Police	Public Safety

		2021	2022	2023	2024	2025
Description of New or Ongoing Projects/Equipment	Purpose, Description and Fiscal Impact on City	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost
New EKG monitor/defibrillators	EKG monitor/defibrillators are crucial equipment utilized by paramedics to provide emergency cardiac care. They need to be replaced every 5 years and ours are over 6 years old. This project provides for replacement of three monitor /defibrillators at \$30,000 each --	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 100,000
Acquisition of a 100' ladder truck (Quint)	This apparatus will be a "Quint" type apparatus with platform. A Quint apparatus has the attributes of a aerial ladder truck plus the attributes of a pumper truck allowing for increased versatility. Will enable the Fire Department to provide an increased level of safety for our firefighters while also providing increase fire suppression and rescue capabilities. With the recent four story hospital addition and other development projects considering vertical development over 35 feet in height, the current apparatus will not have the reach for fire suppression and rescue operations. In addition to the cost of new aerial ladder truck, it will require routine maintenance, fuel and occasional repairs.	1,400,000	-	-	-	-
New Satellite Fire Station.	Having a staffed fire station located in that area will not only improve emergency service delivery there, but will improve service delivery throughout the City by providing another staffed engine company to assist in meeting the high demand for service in the rest of the City. Purchase land, design and construct a Satellite Fire Station in the Fir St./SR 260 or Mingus Ave./SR 89A area to serve the southern commercial corridor and annexation areas of the City.	3,000,000	-	-	-	-
Acquisition of a New Brush Truck	Our current brush truck is a 2003 F350 and is worn out and undersized for the needed application. This project provides for the purchase of a new brush truck utilizing a properly sized chassis.	200,000	-	-	-	-
Acquisition of a New Fire Engine*	This project involves the purchase of a new fire engine. We have determined that the front line service of a fire engine is 10 years. This will replace a 2011 model year engine purchased delivered to us in 2012.	-	700,000	-	-	-
Communications Equipment	In order to meet the service needs of our community and to facilitate interoperability requirements, we need to upgrade our communications system to utilize mobile computer terminals (MCT's) on apparatus and staff vehicles. This project includes both hardware and software to place MCT units online in department vehicles.	35,000	-	-	-	35,000
Off Highway Utility Type Vehicle (UTV)	Our current UTV (Polaris Ranger) is undersized for use in patient care & transport and also undersized for wildfire suppression equipment. Project includes price of UTV at \$20,000 + EMSWildfire skid unit at \$7,500 + trailer for UTV at \$2,500 + 2 wildland fire medic kits at \$4,500 each. This entails the purchase of a new UTV (Polaris Ranger type vehicle) for off road EMS and wildfire response.	30,000	-	-	-	-
EMS equipment	This project entails the purchase of two wildland fire line medic kits containing the necessary equipment to provide emergency medical treatment on wildland fire incidents. Total for the two kits is \$9,000.	9,000	-	-	-	-
Thermal Imaging Cameras	This project involves the replacement of our current thermal imaging cameras. Thermal imaging cameras are essential for finding victims in a fire situation as well as locating fires in walls, etc. Our current camera are over 10 years old and are in need of replacement. We need 3 at \$9000 each.	9,000	9,000	-	-	30,000
Radio Equipment	Need to replace 15+ year old portable radios. This project includes purchase of 8 new portable radios at \$3000 each this year and further replacements in future years	12,000	12,000	-	-	-
Physical fitness equipment	This project allows us to repair and/or replace worn out, aged physical fitness equipment that is no longer serviceable or safe to operate. This year we need to replace arm and leg weight machines at cost of \$15,000.	10,000	-	10,000	-	-
Design and build a multi-departmental Property and Evidence building.	Currently the Police department utilizes space in three different locations for the storage of property and evidence. It will consolidate this into one public safety campus. This building will also co-locate City departments. It will allow for the Utility Dept., Public Works Dept. and the City to properly recapture the space and to utilize those resources in a more efficient manner. The building will co-locate Police Property and Evidence, a multi-agency drug task force, City of Cottonwood IT personnel and Cottonwood Fire Department personnel.	-	500,000	4,875,000	-	-
Taser, Holsters, Cartridges, and Batteries	Life-Saving Tool to provide every officer with a less-lethal option on scene and in hand.	5,825	5,900	5,900	5,900	5,900
<b>GRAND TOTAL</b>		<b>\$ 4,740,825</b>	<b>\$ 1,256,900</b>	<b>\$ 4,920,900</b>	<b>\$ 5,900</b>	<b>\$ 170,900</b>

FY 2020 CAPITAL IMPROVEMENT PLAN (CIP) SCHEDULE						
Strategic Initiative	Priority*	Support Function**	New Project or Carryover	Funding Source	Department	Government Function
Promote Quality of Life	1. High	d. Desirable	New	f. Reserves	Parks & Recreation	Culture and Recreation
Promote Quality of Life	1. High	b. Addresses Safety Issues	New	f. Reserves	Parks & Recreation	Culture and Recreation
Promote Quality of Life	1. High	d. Desirable	New	d. Other Grant	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	1. High	a. Critical to Continuing Operations	New	e. Unidentified	Parks & Recreation	Culture and Recreation
Promote Quality of Life	1. High	a. Critical to Continuing Operations	New	e. Unidentified	Parks & Recreation	Culture and Recreation
Promote Quality of Life	2. Neutral	d. Desirable	New	e. Unidentified	Parks & Recreation	Culture and Recreation
Promote Quality of Life	2. Neutral	d. Desirable	New	e. Unidentified	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Parks & Recreation	Culture and Recreation
Promote Quality of Life	2. Neutral	c. Council Directive	New	e. Unidentified	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Parks & Recreation	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Promote Quality of Life	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	1. High	a. Critical to Continuing Operations	New	f. Reserves	Recreation Center	Culture and Recreation
Promote Quality of Life	2. Neutral	c. Council Directive	New	g. Financing	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Promote Quality of Life	2. Neutral	c. Council Directive	New	e. None	Recreation Center	Culture and Recreation
Promote Quality of Life	1. High	a. Critical to Continuing Operations	New	f. Reserves	Library	Culture and Recreation
Promote Quality of Life	1. High	a. Critical to Continuing Operations	New	f. Reserves	Library	Culture and Recreation
Promote Quality of Life	1. High	a. Critical to Continuing Operations	New	f. Reserves	Library	Culture and Recreation

		2021	2022	2023	2024	2025
Description of New or Ongoing Projects/Equipment	Purpose, Description and Fiscal Impact on City	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost
Verde River Recreation & Trails	Open Space Preservation, Outdoor Tourism, Connectivity/Economic Driver & Quality of Life - . Construction of 5th Street Bridge & Trail Head access area.	\$ 40,000	\$ 110,000	\$ -	\$ -	\$ -
Tennis Center Surface Renovation project (4 Courts).	Repairs to center cracks making courts safe to play on. Temporary repairs lasting 24 to 36 mo. Total resurfacing will need to be completed within the next 3 to 5 years. The City is planning on doing crack repair in FY 2020.	-	-	178,000	-	-
Clubhouse - Performance Lighting	Stage Performance Lighting for \$50,000 (State grant application will be submitted)	50,000	-	-	-	-
Upper northeast side Riverfront Parking lot with curb & sidewalk area.	Asphalt overlay project. Parking lot is over 25 yrs. old. Severe pot holes - dirt surfacing thru rd.	185,000	-	-	-	-
Kids Park & Bill Bowden Park.	Construction of play apparatus. Purchase & Installation Projects. Both park areas in need of play apparatus for young children. Currently none exist.	72,000	-	-	-	-
Old Town Activity Park	Conversion to Band Shell & Cultural Park area. Small park area behind City Hall- Park Conversion with Band shell & leisure park.	50,000	150,000	-	-	-
Future Ballfield and Sport Soccer Park Complex. Riverfront Park.	Use of current 7 acres west of Youth Ball Park facility. 4 to 5 soccer fields, irrigation, lighting	-	-	800,000	1,500,000	-
LED System Retrofit Lighting Project.	Riverfront Park Youth Ball Park & Parking lot. Sole source MUSCO re-lighting project with LED fixtures and electrical systems	-	-	-	620,000	-
Tennis Center LED System Retrofit Lighting Project.	Sole source MUSCO re-lighting project with LED fixtures and electrical systems	-	-	-	-	145,000
Riverfront Skate Park/Roller Hockey Complex. LED System Retrofit Lighting Project.	Sole source MUSCO re-lighting project with LED fixtures and electrical systems	-	-	-	-	480,000
Implementation of Verde River Recreation & Trails Master Plan	Open Space Preservation, Outdoor Tourism, Connectivity/Economic Driver & Quality of life					
Sports Field Laser Leveling	Current fields have severe drainage issues and are in critical need of repair.	20,400	-	-	-	-
UTV for Field Prep	Current units are beyond their useful life and are requiring large maintenance investments.	20,000	-	-	-	-
Re-surface Outdoor Aquatic Center Inner Deck Ring of cool decking area.	Reduce Liability/Increase Safety/Maintain Citizen Investment.	16,000	-	-	-	-
Youth Center Landscaping	Current area surrounding the facility is in need of additional landscaping.	10,000	-	-	-	-
Pool Lifeguard stands and deck furniture.	Outdoor Pool & Rec. Center	8,000	-	-	-	-
Park Signage - Riverfront; Kids Park; and Bill Bowden Park.	Signage needed for Park Rules & Regs. Signs out of date and antiquated along with damage.	23,000	-	-	-	-
Resurface Outdoor Aquatic Center Outer Deck Ring of Cool decking area.	Reduce Liability/Increase Safety/Maintain Citizen Investment.	32,000	-	-	-	-
Replacement of Outdoor Pool deck umbrellas.	Reduce Liability/Increase Safety/Maintain Citizen Investment	5,000	-	-	-	-
Replacement of Outdoor Pool Diving Board	Reduce Liability/Increase Safety.	6,000	-	-	-	-
Replace Outdoor Pool tile along gutter systems and all gutter return tile around entire pool.	Old tile is cracked, damaged and over calcified along the 8" gutter pan around entire pool.	-	22,000	-	-	-
Replacement of Rooftop Solar Panel System.	Solar panel systems slowly beginning to have issues throughout the system. Continuous Maintenance	60,000	60,000	60,000	60,000	-
Replacement of Aerobics Equipment	Commercial Fitness Equipment replacement plan (7 year cycle for commercial grade Life fitness Equip.)	-	-	-	218,000	-
Indoor Aquatic Center Valves	Current valves are eroding due to hard water	5,600	-	-	-	-
Indoor Aquatic Center Pumps	Current pumps are oversized and reaching the end of their lifecycle.	8,000	-	-	-	-
Replacement of Draper Fold Curtain Gym Divider.	Current unit is frayed severely at the bottom ends causing additional tearing at seams. Safety.	14,000	-	-	-	-
Carpet Replacement throughout Rec. Center facility.	Carpet is over 9 yrs. old. Badly worn in Banquet hall wing corridor and foyer and walking track.	32,000	-	-	-	-
Parking Lot. Asphalt sealant material along with restriping parking lot area. (240 stalls)	Parking lot will need ongoing maintenance sealant materials to keep parking lot from damage.	-	25,000	-	-	30,000
New Fitness Equipment at the Recreation Center	Plate loaded machine, Kettle Bells, Synergy 360 Equipment, Decline Bench To update equipment to remain competitive in the Gym industry due to new facilities opening in the area.	10,000	-	-	-	-
Library Interior wall painting and renovation project.	Walls in the Library have not been painted and repaired for over 25 years.	39,000	-	-	-	-
Library Supplemental Parking	Construction Project for increased parking. Project to increase public parking by 15% over current parking stalls of 46. Parking is a premium	43,000	-	-	-	-
Sidewalk Extension project	Sidewalk extension intersecting old sidewalk on Mickelsen Parkway to the front door walkway with crosswalk along parking lot & Mickelsen Parkway.	-	-	53,400	-	-
<b>GRAND TOTAL</b>		<b>\$ 749,000.00</b>	<b>\$367,000.00</b>	<b>\$ 1,091,400.00</b>	<b>\$2,398,000.00</b>	<b>\$ 655,000.00</b>

FY 2020 CAPITAL IMPROVEMENT PLAN (CIP) SCHEDULE						
Strategic Initiative	Priority*	Support Function**	New Project or Carryover	Funding Source	Department	Government Function
Developing and improving Infrastructure	1. High	b. Safety	Carryover	g. Financing	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	c. Council Directive	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	c. Council Directive	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	2. Neutral	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	3. Low	d. Desirable	Carryover	e. Unidentified	HURF	Streets
Promote Quality of Life	3. Low	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	3. Low	d. Desirable	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	1. High	d. Desirable	Carryover	f. Reserves	HURF	Streets
Promote Quality of Life	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Promote Quality of Life	1. High	b. Safety	Carryover	e. Unidentified	HURF	Streets
Developing and improving Infrastructure	1. High	b. Safety	Carryover	f. Reserves	HURF	Streets
Developing and improving Infrastructure	3. Low	d. Desirable	Carryover	e. Unidentified	HURF	Streets
Developing and improving Infrastructure	3. Low	c. Council Directive	Carryover	a. Federal Grant	Airport	Airport

		2021	2022	2023	2024	2025
Description of New or Ongoing Projects/Equipment	Purpose and Fiscal Impact on City	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost
Backhoe	Replace an existing 23-year old piece of equipment that is routinely down for repairs limiting the street crew's productivity.	\$ 125,000	\$ -	\$ -	\$ -	\$ -
6th Street: Mingus Avenue to Aspen Street Reconstruction	Reconstruct 6th Street between the Mingus Avenue Reconstruction Project Limits and Aspen Street. The majority of funding for this project will be through STPBG funds administered through NACOG.	-	300,000	300,000	-	-
6th & Aspen Street Drainage Improvements: Aspen to SR 89A & 6th to 8th Street Wash	Construct an underground storm drain conveyance system to eliminate surface drainage within the roadway in advance of a future roadway reconstruction project.	75,000	-	800,000	-	-
Pavement Preservation (Bi-Annual)	Dedicated funding for Bi-Annual Pavement Preservation Program.	-	750,000	-	750,000	-
Sidewalk Improvements (Annual)	Dedicated funding for Annual sidewalk Improvement Program.	100,000	100,000	100,000	100,000	100,000
Repair of Willard Street Dip	Remove existing pavement, overexcavate unsuitable soils and reconstruct the roadway and adjacent curb, gutter and sidewalk to 75' north and south of the existing dip.	120,000	-	-	-	-
6th Street: Aspen to SR 89A Reconstruction	Reconstruct 6th Street between Aspen Street and SR 89A.	-	-	50,000	750,000	1,900,000
6th Street Culvert @ Silver Springs Gulch	Construct a new culvert crossing to eliminate the existing low water crossing at Silver Springs Gulch along 6th Street.	-	-	-	75,000	450,000
Local Road Repair Program	Perform pavement maintenance activities on local roads to extend the useful life of the streets.	50,000	50,000	50,000	50,000	50,000
Conex Box	The Streets Dept. is in need of additional storage space to house its street signage materials to protect it from premature aging due to the elements.	5,000	-	-	-	-
Traffic Control Equipment & Barricades	The existing traffic control equipment the City has on-hand no is old and does not meet current reflective standards.	5,000	5,000	5,000	5,000	5,000
Vehicle Lift for Garage Bay	These funds would be utilized to purchase a vehicle lift to be installed inside the garage to aid in performing vehicle maintenance performed in-house. This new equipment would allow staff to access the bottom of vehicles and equipment more easily.	7,500	-	-	-	-
Spare Controller for Traffic Signal	These funds would be utilized to purchase a spare traffic signal controller and conflict monitor for the existing traffic signal at Mingus Avenue & Main Street.	12,500	-	-	-	-
Installation of Flashing Beacons at the following locations:	These improvements will provide advanced warning to motorists that there is water on the roadway surface during rainfall events that cause the washes to flow. - Birch & Main Streets- Aspen & Main Streets - 10th & Main Streets - 6th Street @ Silver Springs Gulch- Aspen Street @ 8th Street Wash Crossing - Camino Real @ Oak Wash	30,000	-	-	-	-
Installation of RRFBs at the following locations:	These improvements will draw more attention to motorists that there are marked pedestrian crosswalks at these street intersections.	35,000	-	-	-	-
Main Street Safety Improvements	These funds will be utilized to furnish and install handrails on existing headwalls to protect pedestrians.	35,000	-	-	-	-
Rock Screen	This new equipment will allow the street crew to separate oversized debris from spoils taken from a job site so the material can be reused.	15,000	-	-	-	-
Airport Extend Runway 32	The project will convert the existing 300' of pavement (runway safety area) at the end of Runway 32 into usable runway for take offs. The addition of 300' is an increase of 7% to the existing 4280' runway. Aircrafts that require longer take-off runs, like small business jets, will use the runway extension. Once the parallel taxiway is extended to the south end of the extension, all aircrafts will use the 300' extension for take-offs.					90,000
<b>GRAND TOTAL</b>		<b>\$ 615,000.00</b>	<b>\$ 1,205,000.00</b>	<b>\$ 1,305,000.00</b>	<b>\$ 1,730,000.00</b>	<b>\$ 2,595,000.00</b>

FY 2020 CAPITAL IMPROVEMENT PLAN (CIP) SCHEDULE						
Strategic Initiative	Priority*	Support Function**	New Project or Carryover	Funding Source	Department	Government Function
Developing and improving Infrastructure	1. High	c. Council Directive	Carry over	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	b. Addresses Safety Issues	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	b. Addresses Safety Issues	Carry over	h. Fee Revenues	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	b. Addresses Safety Issues	Carry over	h. Fee Revenues	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	b. Addresses Safety Issues	New	f. Reserves	Wastewater	Health and Safety
Developing and improving Infrastructure	2. Neutral	a. Critical to Continuing Operations	Carry over	h. Fee Revenues	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	a. Critical to Continuing Operations	Carry over	h. Fee Revenues	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	d. Desirable	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Developing and improving Infrastructure	2. Neutral	c. Council Directive	New	f. Reserves	Water	Health and Safety
Protecting Water Resources	2. Neutral	c. Council Directive	Carry over	f. Reserves	Water	Health and Safety
Protecting Water Resources	2. Neutral	c. Council Directive	Carry over	f. Reserves	Water	Health and Safety
Protecting Water Resources	2. Neutral	c. Council Directive	Carry over	f. Reserves	Water	Health and Safety
Protecting Water Resources	2. Neutral	c. Council Directive	Carry over	f. Reserves	Water	Health and Safety

		2021	2022	2023	2024	2025
Description of New or Ongoing Projects/Equipment	Purpose and Fiscal Impact on City	Estimated Cost				
Lift station rehab all sites. Bypass, clean and coat well, replace pipe and pump rails, electrical upgrades.	Refurbish lift stations on rotating basis to extend the life of the lift station. LS 4 Garrison Park Lift station requires new odor control system to replace 30 yr old system	\$ 325,000	\$ 325,000	\$ 305,000	\$ 225,000	\$ 90,000
Clarifier bypass, inspection, repair Unit 1/ Unit 2 inspection and repair of aging clarifiers at Mingus WWTP	Coordinated with Manufacturer and engineer, bypass, inspect repair underwater structures.	110,000	-	-	-	-
Centrifuge replacement 3 year program. Design, replace unit 1/ replace unit 2	Requires structural and electrical engineer. Centrifuges dewater biosolids @ Mingus Plant	110,000	700,000	990,000	700,000	-
Aeration blowers and piping replacement. Requires engineering, pipe replacement, electrical	(4) 100 HP blowers provide air for treatment process. Blowers are 28 years old. Critical	500,000	400,000	400,000	400,000	90,000
RWRF reclaimed water line Riverfront to Kids Park injection well 50/50 with water	Transmission line shared with water Critical	350,000	-	-	-	-
Parshall flume and vault replacement	Critical flow structure failing due to age	-	-	-	-	150,000
Mingus WWTP 500 KW generator replacement	Repair costs are extremely high, parts hard to find	100,000	-	-	50,000	-
Ongoing vehicle and equipment replacement	Ongoing replacement of aging fleet vehicles and equipment	50,000	50,000	50,000	50,000	50,000
Reclaimed water vault screening and pump upgrades. Requires engineering, pump and pipe replacement.	Allows expansion of reclaimed water injection and transmission system at Mingus Plant	265,000	125,000	75,000	45,000	50,000
Well booster and pressure tank replacement 12 sites	Reduced energy use/ improved flows/ safety	75,000	95,000	105,000	75,000	75,000
Well improvement/ replacement	Ongoing replacement of production wells typical life < 5 years	115,500	122,700	95,500	115,000	115,000
Furnishing, Vehicles and Equipment Replacement	Ongoing replacement program of vehicles and equipment	65,000	75,000	65,000	65,000	65,000
Asenic Media IX site media replacement 325 cu ft. /yr \$296/ft. + 33% parts allowance	Maintain federal & state regulatory compliance	127,950	127,950	127,950	75,000	75,000
Water system upgrades including drive and control replacements-all wells	SCADA/ Electrical/ pumping upgrades to improve system resilience and reliability	125,000	144,000	131,000	138,000	115,000
Line replacements	Water conservation/improved service & quality	250,000	250,000	250,000	250,000	250,000
Reclaimed water line RWRF to Kids Park injection well 50/50 w/ WW	Water conservation, aquifer replenishment	10,000	10,000	10,000	10,000	10,000
SR 260 Wellsite & pipeline - Waterline Extensions	New source and system redundancy	25,000	25,000	25,000	25,000	25,000
Fire Hydrant replacement 5 per year \$9K installed	Fire flow improvements/ improved ISO rating	40,000	40,000	40,000	40,000	40,000
Quail Cyn reservoir	Fire flow improvements/ wellsite benefits	10,000	10,000	10,000	10,000	10,000
Water Resource Development	Reserves for resource development projects, ideas and expenses.	150,000	150,000	150,000	150,000	150,000
Water Advisory	Reserves for participation in the water advisory group	10,000	10,000	10,000	10,000	10,000
Water Adjudication	Reserves for Water Adjudication expenses to work on developing water rights.	80,000	80,000	80,000	80,000	80,000
Water Conservation	Reserves for actively promoting and endorsing water conservation efforts in the Verde Valley.	75,000	75,000	75,000	75,000	75,000
<b>GRAND TOTAL</b>		<b>\$ 2,968,450.00</b>	<b>\$ 2,649,650.00</b>	<b>\$ 2,829,450.00</b>	<b>\$ 2,423,000.00</b>	<b>\$ 1,360,000.00</b>

**Summary of Capital**

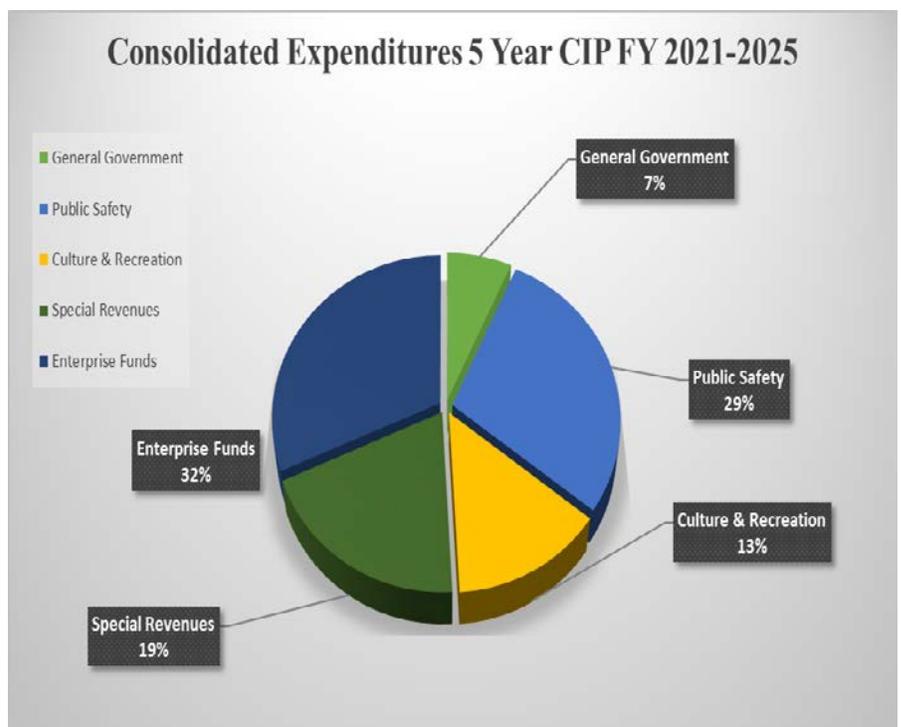
	2021	2022	2023	2024	2025	Total 5 Years
General Fund	4,581,079	2,539,856	2,259,556	3,785,436	3,804,365	16,970,292
Special Revenue Funds	2,641,088	2,853,953	2,338,688	5,982,569	4,598,486	18,414,784
Enterprise Funds	26,860,384	28,632,977	30,936,409	33,900,622	37,146,987	157,477,378
<b>Total Available Revenues &amp; Reserves</b>	<b>\$ 34,082,550</b>	<b>\$ 34,026,786</b>	<b>\$ 35,534,654</b>	<b>\$ 43,668,627</b>	<b>\$ 45,549,837</b>	<b>\$ 192,862,455</b>
GF Other Financing Sources	1,400,000	1,200,000	8,375,000	3,090,000	0	14,065,000
Special Revenue Other Financing Source	0	0	3,500,000	0	0	3,500,000
Enterprise Funds Other Financing Sources	0	0	0	0	0	0
<b>Total Other Financing Sources</b>	<b>1,400,000</b>	<b>1,200,000</b>	<b>11,875,000</b>	<b>3,090,000</b>	<b>0</b>	<b>17,565,000</b>
	<b>35,482,550</b>	<b>35,226,786</b>	<b>47,409,654</b>	<b>46,758,627</b>	<b>45,549,837</b>	<b>210,427,455</b>
GF Other Financing Commitments	1,806,676	1,905,714	1,570,290	3,391,433	3,055,013	11,729,126
Special Revenues Other Financing Commitments	1,562,270	1,615,625	1,630,395	2,083,380	2,143,655	9,035,325
Enterprise Other Financing Uses	8,479,021	8,635,602	8,818,813	9,001,054	9,203,200	44,137,690
<b>Other Financing Uses</b>	<b>11,847,967</b>	<b>12,156,941</b>	<b>12,019,498</b>	<b>14,475,867</b>	<b>14,401,868</b>	<b>64,902,141</b>
GF - General Government	1,720,280	124,000	562,000	112,000	112,000	2,630,280
GF - Public Safety	4,740,825	1,256,900	4,920,900	5,900	170,900	11,095,425
GF - Culture & Recreation	749,000	367,000	1,091,400	2,398,000	655,000	5,260,400
Special Revenue Funds - HURF & Transit	615,000	1,205,000	1,305,000	1,730,000	2,595,000	7,450,000
Enterprise Funds	2,968,450	2,649,650	2,829,450	2,423,000	1,360,000	12,230,550
<b>Total Expenditures</b>	<b>10,793,555</b>	<b>5,602,550</b>	<b>10,708,750</b>	<b>6,668,900</b>	<b>4,892,900</b>	<b>38,666,655</b>
<b>Total Expenditures and Uses</b>	<b>22,641,522</b>	<b>17,759,491</b>	<b>22,728,248</b>	<b>21,144,767</b>	<b>19,294,768</b>	<b>103,568,796</b>

**Planned Revenues**

Reserves, Revenues & Fees	\$ 192,862,454.52
Other Financing Sources	\$ 17,565,000.00
<b>Total Available Revenues</b>	<b>\$ 210,427,454.52</b>

**Planned Expenditures**

General Government	\$ 2,630,280.00
Public Safety	\$ 11,095,425.00
Culture & Recreation	\$ 5,260,400.00
Special Revenues	\$ 7,450,000.00
Enterprise Funds	\$ 12,230,550.00
<b>Total Expenses</b>	<b>\$ 38,666,655.00</b>
Total Financing Uses	\$ 64,902,141.00
<b>Total Expenditures &amp; Uses</b>	<b>\$ 103,568,796.00</b>



## CAPITAL BUDGET IMPACT ON OPERATING BUDGET

Below is an estimated impact of operating costs for all capital items budgeted for the full 5-Year representation of the projects. Amounts represent an addition to or reduction of operating costs.

	2021	2022	2023	2024	2025
City Hall Feasibility Study	0	0	0	0	0
Storm water Management Funds	5,000	5,000	5,000	5,000	5,000
Spectrum Hillside Sight Distance Improvements	0	0	0	0	0
Railroad Wash Detailed Floodplain Study	0	0	0	0	0
Silver Springs Gulch Detailed Floodplain Study	0	0	0	0	0
Robotic Total Station - Surveying Equipment (Drone?)	500	500	500	500	500
ERP Program - Maintenance	0	0	0	25,000	25,000
Replacement of aging PCs	(100)	(100)	(100)	(100)	(100)
Cameras & keypad proximity readers	(100)	(100)	(100)	(100)	(100)
Replacement PCs/Laptops	(100)	(100)	(100)	(100)	(100)
Wireless Mesh - Old Town Guest wireless	250	250	250	250	250
Residential Area Drainage Feasibility Studies: Smelter City, Sawmill & Verde Heights Subdivisions	0	0	0	0	0
Cleanup of debris piles in rear yard of Mingus Ave. WWTP	1,200	1,200	1,200	1,200	1,200
Public Works Air Conditioning Unit (2) Replacement	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
New EKG monitor/defibrillators	(150)	(150)	(150)	(150)	(150)
Acquisition of a 100' ladder truck (Quint)	1,500	1,500	1,500	1,500	1,500
New Satellite Fire Station.	7,000	7,000	7,000	7,000	15,000
Acquisition of a New Brush Truck	(100)	(100)	(100)	(100)	(100)
Acquisition of a New Fire Engine*	(100)	(100)	(100)	(100)	(100)
Communications Equipment	0	0	0	0	0
Off Highway Utility Type Vehicle (UTV)	150	150	150	150	150
EMS equipment	(50)	(50)	(50)	(50)	(50)
Thermal Imaging Cameras	100	100	100	100	100
Radio Equipment			500	500	0
Physical fitness equipment	0	0	0	0	0
Property and Evidence Building			8,000	8,000	8,000
Taser, Holsters, Cartridges, and Batteries	200	200	200	200	200
Verde River Recreation & Trails. Construction of 5th Street Bridge & Trail Head access area.	0	0	2,000	2,000	2,000
Tennis Center Crack Repairs & Surface Renovation project (4 Courts).	1,000	1,000	(1,000)	(1,000)	(1,000)
Clubhouse - Performance Lighting		1,000	1,000	1,000	1,000
Upper northeast side Riverfront Parking lot with curb & sidewalk area.	0	0	0	0	0
Kids Park & Bill Bowden Park. Construction of play apparatus. Purchase & Installation Projects		1,500	1,500	1,500	1,500
Old Town Activity Park - Conversion to Band Shell & Cultural Park area.	2,000	2,000	2,000	2,000	2,000
Future Ballfield and Sport Soccer Park Complex. Riverfront Park.	0	0	0	0	2,500
Riverfront Park Youth Ball Park & Parking lot. LED System Retrofit Lighting Project.	0	0	0	0	(4,500)
Tennis Center LED System Retrofit Lighting Project.	0	0	0	0	0
Riverfront Skate Park/Roller Hockey Complex. LED System Retrofit Lighting Project.	0	0	0	0	0
Sports Field Laser Leveling		(1,000)	(1,000)	(1,000)	(1,000)
UTV for Field Prep	500	500	500	500	500
Re-surface Outdoor Aquatic Center Inner Deck Ring of cool decking area.	(250)	(250)	(250)	(250)	(250)
Youth Center Landscaping	0	0	0	0	0
Pool Lifeguard stands and deck furniture.	0	0	0	0	0
Park Signage - Riverfront; Kids Park; and Bill Bowden Park.	100	100	100	100	100
Resurface Outdoor Aquatic Center Outer Deck Ring of Cool decking area.	0	0	0	0	0
Replacement of Outdoor Pool deck umbrellas.	0	0	0	0	0
Replacement of Outdoor Pool Diving Board	0	0	0	0	0
Replace Outdoor Pool tile along gutter systems and all gutter return tile around entire pool.	0	(1,000)	(1,000)	(1,000)	(1,000)
Replacement of Rooftop Solar Panel System.	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Replacement of Aerobics Equipment (7 year cycle for commercial grade Life fitness Equip.)	0	0	0	0	(500)
Indoor Aquatic Center Valves	(500)	(500)	(500)	0	0
Indoor Aquatic Center Pumps	(500)	(500)	(500)	0	0
Replacement of Draper Fold Curtain Gym Divider.	0	0	0	0	0
Carpet Replacement throughout Rec. Center facility.	0	0	0	0	0
Parking Lot. Asphalt sealant material along with restriping parking lot area. (240 stalls)	0	0	500	500	500
New Fitness Equipment at the Recreation Center - Plate loaded machine, Kettle Bells, Synergy 360 Equipment, Decline Bench	0	0	0	0	0
<b>Total General Fund</b>	<b>11,550</b>	<b>12,050</b>	<b>21,050</b>	<b>47,050</b>	<b>52,050</b>

## CAPITAL BUDGET IMPACT ON OPERATING BUDGET

Below is an estimated impact of operating costs for all capital items budgeted for the full 5-Year representation of the projects. Amounts represent an addition to or reduction of operating costs.

	2021	2022	2023	2024	2025
Library Interior wall painting and renovation project.	0	0	0	0	0
Library Supplemental Parking - Construction Project for increased parking.	0	0	0	0	0
Sidewalk Extension project with crosswalk along parking lot & Mickelsen Parkway.	0	0	0	0	0
Backhoe	0	(2,500)	(2,500)	(2,500)	(2,500)
6th Street: Mingus Avenue to Aspen Street Reconstruction	0	0	0	0	0
6th & Aspen Street Drainage Improvements: Aspen to SR 89A & 6th to 8th Street Wash	1,500	1,500	1,500	1,500	1,500
Pavement Preservation (Bi-Annual)	0	0	0	0	0
Sidewalk Improvements (Annual)	0	0	0	0	0
Repair of Willard Street Dip	0	0	0	0	0
6th Street: Aspen to SR 89A Reconstruction	0	0	0	0	0
6th Street Culvert @ Silver Springs Gulch	0	0	0	0	0
Local Road Repair Program	0	0	0	0	0
Conex Box	0	0	0	0	0
Traffic Control Equipment & Barricades	0	0	0	0	0
Vehicle Lift for Garage Bay	0	0	0	0	0
Spare Controller for Traffic Signal	0	0	0	0	0
Installation of Flashing Beacons at the following locations:					
- 6th Street @ Silver Springs Gulch					
- Aspen Street @ 8th Street Wash Crossing					
- Camino Real @ Oak Wash	0	0	0	0	0
Installation of RRFBs at the following locations:					
- Birch & Main Streets					
- Aspen & Main Streets					
- 10th & Main Streets	0	0	0	0	0
Main Street Safety Improvements	0	0	0	0	0
Rock Screen	0	0	0	0	0
Airport Extend Runway 32	0	0	0	0	0
<b>Total Special Revenue Funds</b>	1,500	(1,000)	(1,000)	(1,000)	(1,000)
Lift station rehab all sites. Bypass, clean and coat well, replace pipe and pump rails, electrical upgrades.	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Clarifier bypass, inspection, repair Unit 1/ Unit 2 inspection and repair of aging clarifiers at Mingus WWTP	500	(500)	(500)	(500)	(500)
Centrifuge replacement 3 year program. Design, replace unit 1/ replace unit 2	5,000	4,000	3,000	0	0
Aeration blowers and piping replacement. Requires engineering, pipe replacement, electrical	1,000	1,000	1,000	1,000	1,000
Parshall flume and vault replacement	1,000	1,000	1,000	1,000	0
Mingus WWTP 500 KW generator replacement	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Reclaimed water vault screening and pump upgrades. Requires engineering, pump and pipe replacement.	0	0	0	0	0
Well booster and pressure tank replacement 12 sites	0	0	0	0	0
Well improvement/ replacement	0	0	0	0	0
Furnishing, Vehicles and Equipment Replacement	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Asenic Media IX site media replacement 325 cu ft. /yr \$296/ft. + 33% parts allowance	(500)	(500)	(500)	(500)	(500)
Water system upgrades including drive and control replacements-all wells	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Line replacements	5,000	5,000	5,000	5,000	5,000
SR 260 Wellsite & pipeline - Waterline Extensions	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Fire Hydrant replacement 5 per year \$9K installed	500	500	500	500	500
<b>Total Enterprise Funds</b>	5,500	3,500	2,500	(500)	(1,500)

## Community Timeline

Community established - 1879
Town of Cottonwood got its official name. Named after a grove of cottonwoods, "The Cottonwoods" began as a campground and overnight stop for travelers -1885
Arizona became a state -1912
Devastating fires destroyed many buildings in Cottonwood - 1917–1934
First theatre was built -1921
River stone was used to build the jail since it was plentiful - 1929
The Civic Center and two bridges, one on each end of Old Town, were also constructed of river stone -1929
Hospital founded -1939
Fire Department formed -1943
Public Library started in Civic Center Annex - 1959
Town Incorporated; population was 1,500+ -1960
Town of Cottonwood took over airport from Yavapai County - 1968
Town of Cottonwood took over cemetery. Graves date back to 1800s - June 11, 1973
Swimming pool built -1980
1980 Census population - 4,550
Tennis Center built - 1984
Name changed from Town of Cottonwood to City of Cottonwood - 1987
Started building Riverfront Park, enhancements still continuing - 1988
Bonding done to build Wastewater Treatment Plant -1989
Wastewater Treatment Plant began operations -1990
1990 Census population - 5,918
New Public Library built on 6 <sup>th</sup> Street - 1994
Old Town Movie Theatre burnt down - 1998
Annexation of Highway 260 corridor bringing in a total 10.25 sq. miles - 1999
Building of Skate Park, enhancements still continuing - 1999
2000 Census population - 9,179
Increased Wastewater Treatment Plant capacity from 680 TGD to 1.5 MGD - 2001
Release of reclaimed water to the Del Monte Riparian Zone - October, 2001
City signs first effluent water use agreement - Cottonwood Ranch - 2002
Railroad Wash gets \$1.4M makeover, VFW's Riverfront Park Veterans Memorial dedicated - 2003
City successfully recharges 800 acre feet of reclaimed water into the Del Monte Wash and begins its reclaimed/recharge program - 2003
Completion of Old Town Streetscape Project - 2004
Cottonwood got into the water business with the purchase of three local water companies - 2004
Completion of the \$10M Mingus Avenue Extension -2004
Cottonwood purchases the final water company - 2006
Opened the Verde Valley Little League Ballfields at Riverfront Park - June 2008
Finished the Willard Street extension -2009
Opened voter approved Multi-Generational Recreation Center - May 2010
2010 Census population - 11,271
Completed the Soccer Fields and Disc Golf Course - 2011
Established the Historic Preservation Commission - 2011
Celebrated Arizona's 100 <sup>th</sup> Anniversary - 2012
Hosted the first Thunder Valley Rally - 2012
Celebrated City's 50 <sup>th</sup> Anniversary of Incorporation - 2012
Transitioned Cottonwood Area Transit from NAIPTA and took over LYNX services - 2012
Completed the Regional Emergency Communications Center - 2015
Rebranded City and created new City logo - 2016
Remodeled Boys and Girls Club building to begin a new Youth Center Program - 2016
Started construction of new Riverfront Water Reclamation Facility - 2016
Reconstruction of 12 <sup>th</sup> Street was completed - 2016
Upgraded Restrooms at Garrison Park, Cottonwood Kids Park and Riverfront Park -2017
Added Sidewalks and repaved Mingus Avenue from Willard Street to 8 <sup>th</sup> Street - 2018
Revitalized the Community Club House with a CDBG Grant - 2018
Finished Construction of the Riverfront Water Reclamation Facility 2018
Finished Airport Pavement Preservation Project - 2018
Completed Construction of Military Service Park - 2019

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## LONG RANGE FINANCIAL PROJECTIONS

### GENERAL FUND

Revenues	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Taxes	\$15,847,280	\$16,516,150	\$17,236,990	\$18,018,750	\$18,872,490
Licenses and Permits	668,190	684,902	702,018	719,563	737,562
Intergovernmental Revenues	3,933,260	4,070,310	4,212,130	4,358,900	4,510,800
Charges for Services	3,352,352	3,442,667	3,536,291	3,633,297	3,733,897
Fines and Forfeitures	198,550	203,520	208,620	213,840	219,190
Use of Monies & Properties	47,040	48,530	50,060	51,640	53,280
Miscellaneous Revenues	107,460	110,190	112,990	115,870	118,810
Other Financing Sources	0	0	0	0	0
<b>Total Revenues</b>	<b>\$24,154,133</b>	<b>\$25,076,269</b>	<b>\$26,059,098</b>	<b>\$27,111,860</b>	<b>\$28,246,029</b>

Expenditures	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
General Government	\$9,136,150	\$9,533,299	\$9,948,308	\$10,381,879	\$10,836,624
Public Safety	1,680,110	1,750,180	1,823,200	1,899,290	1,978,520
Culture & Recreation	12,310,800	12,802,830	13,142,675	13,676,205	14,245,640
<b>Total Expenditures</b>	<b>\$23,127,060</b>	<b>\$24,086,309</b>	<b>\$24,914,183</b>	<b>\$25,957,374</b>	<b>\$27,060,784</b>
<b>Gain/(Loss)</b>	<b>(\$1,629,890)</b>	<b>(\$1,768,430)</b>	<b>(\$1,721,580)</b>	<b>(\$1,827,820)</b>	<b>(\$1,921,810)</b>

### Conclusion

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

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 as of July 1, 2019. A 6% increase is reflected in this forecast. Worker's compensation will see a slight increase in FY 2020 as will both retirement systems.

There are required capital reserves that need to be held. To fund these reserves, the General Fund will run a deficit in current operating expenditures that will have to be covered by the fund balance. That too poses a different set of issues. The Recreation Center has been fully operational since FY 2011 and is forecasted to cover slightly below 60% of its expenditures through its own revenue stream. The new Cottonwood Public Safety Communications Center was built in FY 2015 and will increase the General Fund Expenditures due to additional employees and facility maintenance. These costs are not fully covered by Dispatch Fees.

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

### **SPECIAL REVENUE FUNDS**

<b>Revenues</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Street Department	\$2,564,930	\$2,616,230	\$2,668,550	\$2,721,930	\$2,776,370
CAT/LYNX	2,485,670	2,560,240	2,637,050	2,716,170	2,797,670
Library	198,560	203,640	208,870	214,270	219,830
Airport	103,620	106,730	109,930	113,230	116,620
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Revenues</b>	<b>\$5,352,780</b>	<b>\$5,486,840</b>	<b>\$5,624,400</b>	<b>\$5,765,600</b>	<b>\$5,910,490</b>

<b>Expenditures</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
HURF / Streets	\$1,562,270	\$1,615,625	\$1,630,395	\$1,688,380	\$1,748,655
CATS	1,975,470	2,061,710	2,151,750	2,245,730	2,343,890
Library	1,083,080	1,130,010	1,179,020	1,230,160	1,283,550
Airport	74,540	78,280	82,190	86,310	90,620
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,695,360</b>	<b>\$4,885,625</b>	<b>\$5,043,355</b>	<b>\$5,250,580</b>	<b>\$5,466,715</b>
<b>Gain/(Loss)</b>	<b>\$657,420</b>	<b>\$601,215</b>	<b>\$581,045</b>	<b>\$515,020</b>	<b>\$443,775</b>

### **Conclusion**

#### **Streets Department**

Revenues are a bit more stable in the Highway User Revenue Fund (HURF) due to the City Council's approval of a 1% Contracting Activities Sales Tax designated for street improvements. Annual fuel tax contribution by the State of Arizona is unstable due to the State raiding the HURF Funds. The General Fund supplements any HURF construction needs since the revenues in this fund only cover day-to-day operations.

#### **Transit System**

The City provides the Cottonwood Area Transit (CAT) fixed route system and paratransit programs in Cottonwood, Verde Village and Clarkdale areas. The LYNX system connects Cottonwood with Sedona as a commuter service. The transit system is partially funded by Arizona Department of Transportation (ADOT) funds, fares and through inter-city revenues. Even with the funding received by other agencies, the General Fund has to transfer funds in to cover shortages.

**Other Departments**

The remaining departmental expenditures are tied to the actual revenues received. Any expenditure that exceeds the projected revenue sources will be paid for through a General Fund transfer in. Deficits will be covered by existing fund balances availability.

**DEBT SERVICE FUND**

<b>Revenues</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Interest Income	\$280	\$280	\$280	\$280	\$280
User Fees	0	0	0	0	0
City Sales Tax	1,641,830	1,643,830	1,642,870	1,648,450	1,547,735
<b>Total Revenues</b>	<b>\$1,644,110</b>	<b>\$1,643,150</b>	<b>\$1,648,730</b>	<b>\$1,644,150</b>	<b>\$1,547,735</b>
<b>Expenditures</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Trustee Fees	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Principal Payments	1,201,350	1,235,700	1,300,050	1,337,290	1,295,985
Interest Payments	440,760	405,450	346,680	304,580	249,470
<b>Total Expenditures</b>	<b>\$1,644,110</b>	<b>\$1,643,150</b>	<b>\$1,648,730</b>	<b>\$1,643,870</b>	<b>\$1,547,455</b>
<b>Gain/(Loss)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Conclusion**

The special two-tenths of a percent (.2 %) city sales tax, enacted in 1992, funded the debt service of the Library Project of 1992. Final disposition of the library debt service was July 1, 2013, but the .2% city sales tax has been redirected to the General Fund.

The Debt Service for the Cottonwood Recreation Center is also reflected in the Debt Service Fund. The revenues to cover the Recreation Center payments come directly from sales tax and are transferred into the Debt Service Fund on a monthly basis. The Recreation Center payments are reflected in the Debt Services Fund until July 2027. The Carryover and Reserves are not calculated for Maintenance and Operations purposes.

The Debt Service for the water utility is reflected in the Enterprise Funds.

**ENTERPRISE FUNDS—WASTEWATER & WATER**

<b>Revenues</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Interest Income	161,420	165,460	169,600	173,850	178,200
User Fees	10,535,630	10,799,010	11,068,980	11,345,680	11,629,310
Miscellaneous Income	43,050	44,130	45,230	46,360	47,520
<b>Total Revenues</b>	<b>\$10,740,100</b>	<b>\$11,008,600</b>	<b>\$11,283,810</b>	<b>\$11,565,890</b>	<b>\$11,855,030</b>

<b>Expenses</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Operations	\$4,385,190	\$4,584,120	\$4,792,150	\$5,009,740	\$5,237,300
Administration	1,549,040	1,621,700	1,697,800	1,777,510	1,861,010
Debt Service	2,023,580	2,014,260	2,024,090	2,025,041	2,024,160
<b>Total Expenses</b>	<b>\$7,957,810</b>	<b>\$8,220,080</b>	<b>\$8,514,040</b>	<b>\$8,812,291</b>	<b>\$9,122,470</b>
<b>Gain/(Loss)</b>	<b>\$2,782,290</b>	<b>\$2,788,520</b>	<b>\$2,769,770</b>	<b>\$2,753,599</b>	<b>\$2,732,560</b>

**Conclusion**

The Enterprise Funds, which include the Water and Wastewater Utilities, are self-sufficient and depend on their user fees to fund their operations.

The Wastewater Utility is no longer being subsidized by the special one percent sales tax, enacted in 1987, or the General Fund. The City began “weaning” itself off the dependence on this subsidy in FY 2001 and now relies predominately on user fees. Rates have been increased in FY 2015 and FY 2016 to help cover any operational and debt service shortfalls. Rates were reviewed and updated in FY 2019 to increase incrementally over a five-year period to be reviewed and re-approved by Council every year to determine if a rate increase is needed to cover operational and debt service costs.

The Water Utility also relies only on its user fees to fund all of its operations, including capital projects and debt service. Original bond distributions assist the company to handle some system improvements. The City established a rate increase in FY 2015 and in FY 2016 with differential rates for inside and outside the City limits to help with the debt service coverage. Currently, the City is not considering possible rate increases for FY 2020 but will review the fees for future years to see if an increase is needed to balance any operating deficits.

Other revenue sources for both utilities are interest on investments, revenue from building rentals and sale of effluent, and miscellaneous income.

**FIDUCIARY FUNDS**

<b>Revenues</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Interest Income	\$103,020	\$101,150	\$102,390	\$103,660	\$104,970
Contributions	-	-	-	-	-
<b>Total Revenues</b>	<b>\$103,020</b>	<b>\$101,150</b>	<b>\$102,390</b>	<b>\$103,660</b>	<b>\$104,970</b>
<b>Expenditures</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Benefits Paid	\$72,820	\$71,950	\$72,370	\$72,810	\$73,270
<b>Total Expenditures</b>	<b>\$72,820</b>	<b>\$71,950</b>	<b>\$72,370</b>	<b>\$72,810</b>	<b>\$73,270</b>
<b>Gain/(Loss)</b>	<b>\$30,200</b>	<b>\$29,200</b>	<b>\$30,020</b>	<b>\$30,850</b>	<b>\$31,700</b>

**Conclusion**

The Fiduciary Funds include the City's Employee Benefits Trust Fund that 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) that provides health, dental, and vision coverage for many of the schools and cities in the Verde Valley. For FY 2015 and beyond, no activity is expected for the Volunteer Pension Fund and the Employee Benefits Trust Fund.

**REVENUES AND EXPENDITURES ANALYSIS****Consolidated Revenues—All Funds**

Revenue projections are 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. The local economy seems to have slowed in FY 2019 and the year-end figures are based on a gross taxable sales increase of only 2% over FY 2018 and a 2% increase for FY 2020 over FY 2019. Even though taxable sales are only growing by 2%, the increase in sales tax revenue for FY 2019 shows a 11.92% growth due to a .5% Transaction Privilege Tax increase that went into effect in November of 2018. The increase in gross taxable sales for FY 2020 and a full year of a 3.5% transaction privilege tax shows tax revenues are anticipated to increase by 8.46% over FY 2019.

A listing of All Funds Consolidated Revenues by Sources is on page 71. A further breakdown by source and fund may be found on page 72.

## Consolidated Expenditures—All Funds

Expenditure projections for FY 2020 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 3-5% due to anticipated increases being proposed by the various local utilities and rising cost of fuel. Salaries and benefits are projected to increase by 2.5% for FY 2020 over FY 2019 budgeted figures. The elimination of the merit program, eliminating some positions and keeping part-time budgets the same for FY 2020 helped keep personnel costs down for FY 2020.

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

## General Fund—Revenues

Revenue projections for the General Fund are based on both historic years’ receipts and the best future assumptions that can be made at this time. General Fund Revenues Schedule is provided on pages 78 and 79 of this document.

### Taxes

Special attention was given to our local city sales tax. City Sales Tax dropped from FY 2008 until FY 2013 due to the economic downturn. Local sales tax compared to total operating revenues is important despite the current trend in sales tax and the transfer of sales tax to pay the Recreation Center Debt Service. Large fluctuations in the economy can dramatically affect this revenue source. Local Sales Tax constitutes 64.32% of all General Fund revenues.

State shared revenues constitute 13.4% of total operating revenues or about 3.7M for FY 2020. This is up by 7% from 2019 revenues. State finances as well as state legislation can have a dramatic effect on the City’s budget. These revenue sources are being watched closely for any legislative action that could trickle down to cities, especially with the current state’s economic climate.

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

### Licenses and Permits

License and permit revenues, which peaked in FY 2006 and then declined due to the poor economy, are budgeted at \$651,895 for FY 2020 which is an increase of 22.46% from the FY 2019 revised budget. This revenue stream has slowly increased due to economic growth in the state but at a slower pace for Cottonwood than the rest of the state and the nation. It is projected to slowly increase in future years, partially due to an adopted fee increase for FY 2020.

### **Intergovernmental Revenues**

Intergovernmental revenues are based on a sharing of state sales taxes, state income taxes and motor vehicle in-lieu tax on a per capita basis. The state was using the 2010 census and the Department of Economic Security (DES) population estimates. Until FY 2018, intergovernmental revenues were adjusted to a new per capita formula. As of FY 2019, the revenues are estimated based on the current U.S. census numbers to reflect a more accurate population estimate. The City can expect a combined increase of 6.16% for FY 2020, including all police and fire grants. The State Shared Income Tax, also known as the Urban Revenue Sharing, is distributed to the cities based on collections from two years prior.

### **Charges for Services**

Charges for services had increased significantly over the past couple of years, mainly due to the opening of the Recreation Center. These revenues have stabilized and the estimate for FY 2020 is an expected increase of 2.64% over FY 2019 revised budget numbers.

### **Fines and Forfeitures**

Since FY 2011 and the creation of a “Court Enhancement” fee, these revenues have increased slightly every year. For the upcoming year, revenues in this area are budgeted to decrease by 1.74% from the revised FY 2019 budget.

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

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

### **Miscellaneous**

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

This fiscal year’s total General Fund expenditures are projected at \$27,750,605, which is a 22.21% increase over that of the previous fiscal year’s revised budget of \$22,708,235. It is, however, just a slight increase of 1.96% over the General Fund budget for FY 2019. This net increase includes some rollover projects and \$5,125,920 in fund balance reserves.

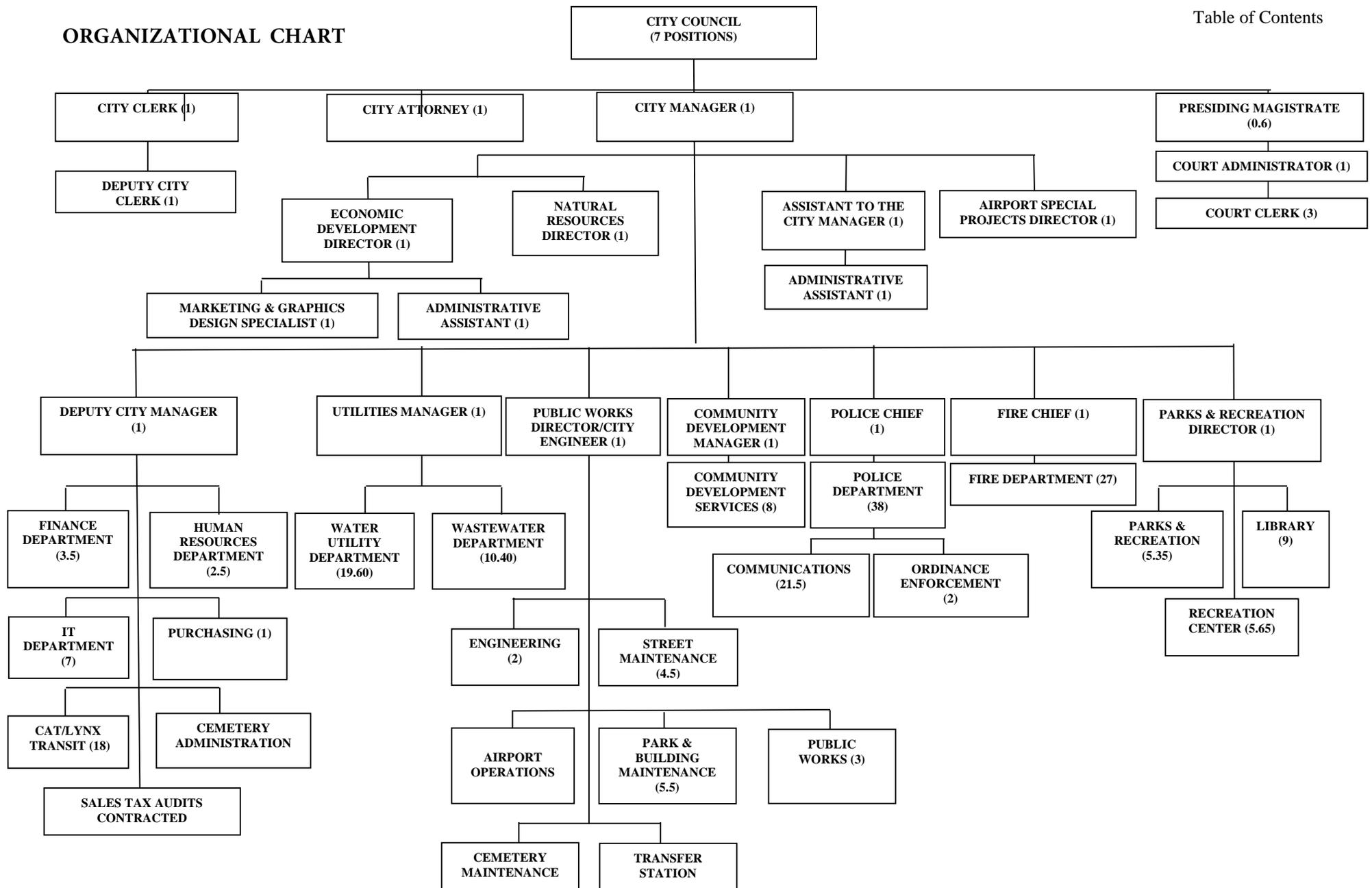
Personnel costs are 58.2% of the total General Fund budget and are projected to increase by \$ 734,820 which is due to a 2% COLA, health insurance, retirement and other related taxes.

The City provides paid health insurance coverage for all employees and part of dependent coverage based on a tiered system, with the latter having been implemented as a cost containment measure to offset rising premiums. The tiered system is based on the number of dependents being covered determining the contribution amount from the employee. A containment effort by the Arizona Public Employers Health Pool (APEHP) helped to keep the rate constant for two years, but in FY 2015 the rate was increased by 9%, in FY 2016 by 7%, and for FY 2017 there was a slight increase of 2%. With health care costs continuing to rise, APEHP and the City of Cottonwood decided to move all members out of APEHP starting FY 2018 into a new insurance pool called Kairos Health Arizona, Inc. Moving to Kairos has kept rates from increasing drastically by spreading the liability over more pool participants. FY 2019 showed a 3% increase in health insurance rates and for FY 2020 these rates are expected to increase by 6%.

The Operating Supplies category has increased by \$3,160 from \$557,770 last year to \$560,930 for this year. Department heads continued to take a very close look at their operating supplies and most were able to stay within their overall requests. Contractual Services is anticipated to increase by \$115,725 or 9.59% over the FY 2019 revised budget. Other Services and Charges show an increase which is mainly due to departments adding services to the budget that are deemed necessary. Capital Outlay is budgeted for a decrease with the City only budgeting major projects and postponing capital purchases to future fiscal years.

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

# ORGANIZATIONAL CHART



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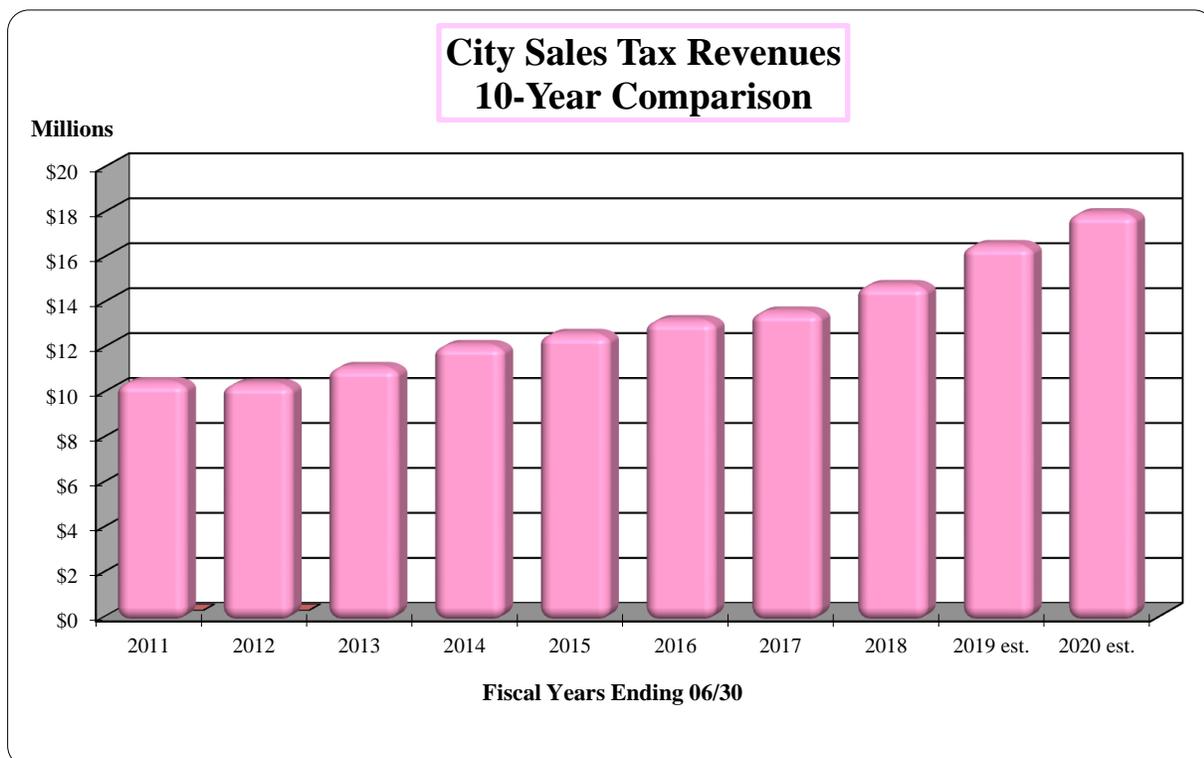
**Description:**

The Transaction Privilege Tax (sales tax) is collected on the gross receipts of business activities. Until 1987, the tax rate was one percent. In 1987, the voters approved an increase of one percent to fund the construction of the wastewater collection/treatment system. Again, in 1992, the voters approved an additional two tenths percent increase to construct a new city library in FY 2009, taking the rate to 2.2%. In 2009, Council voted to increase the rate by .8% taking the rate to 3%. In 1999, a change was made in the method used to accrue tax revenues to coincide with the State of Arizona's collections. 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 and 1/2 percent (3.5%) after the Council approved an increase of .5% in FY 2019 that took effect on November 1, 2018.

**Analysis:**

The City of Cottonwood serves as the retail center of the upper Verde Valley. In fiscal years 2010-2018, gross business sales increased proportionally to the population increase in the area. Most of the population growth continues to be in the unincorporated areas of the Valley. The economic decline that affected the entire nation in 2007 also affected the City of Cottonwood. To help with the declining economy, the City increased sales tax by .8% in 2008. The continued growth in sales tax since the FY 2010 decrease is partially due to this .8% sales tax increase and a slowly recovering economy. Fiscal years 2013 and 2014 showed an increase in consumer confidence and spending. Since FY 2014 sales tax revenue has steadily increased through FY 2017 when taxable sales reached pre-recession numbers. The result of Council's approval of a .5% tax rate increase in 2018 is evident in the growth of the sales tax revenues for fiscal year 2019. The estimate of growth in gross taxable sales is projected at 2% but accounting for the .5% increase makes FY 2019 revenues 11.92% over 2018. A full year of the new rate of 3.5% sees a projection for FY 2020 of 8.46% over FY 2019.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	10,624,971	4.04%
2012	10,551,049	-0.70%
2013	11,301,686	7.11%
2014	12,276,615	8.63%
2015	12,774,861	4.06%
2016	13,385,255	4.78%
2017	13,767,921	2.86%
2018	14,946,817	8.56%
2019 est.	16,727,979	11.92%
2020 est.	18,142,446	8.46%



**Urban Revenue Shared Income Tax Revenue**

**Description:**

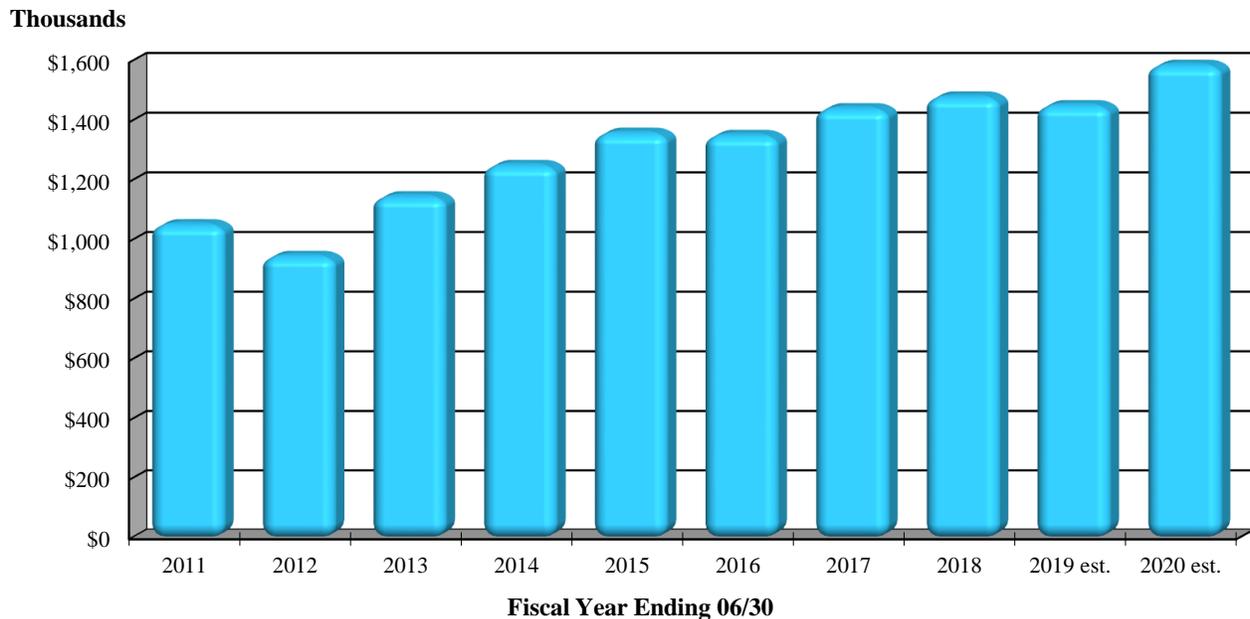
Arizona cities and towns share a portion of the total amount collected from the State Income Tax. A city's portion of the State Income Tax is based on the relationship of its population to the total population of all cities and towns within the state. The estimates are provided by the Arizona Department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

**Analysis:**

In 2012, the implementation by the State of new tax percentages, not based on the IRS deductions, increased this revenue in the following years. Both FY 2013 and FY 2014 showed signs of an improving economy, but the growth tapered off and was fairly flat over fiscal years 2015 and 2016. There was a small spike in the revenue in FY 2017 that was the result of the improving economy but it has since again leveled out. A decrease by 1.96% for FY 2019 over FY 2018 is anticipated. Fiscal year FY 2020 reflects growth of 9.3% over FY 2019 which is based on collections by the state from two years prior.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	1,057,034	-24.61%
2012	950,774	-10.05%
2013	1,150,696	21.03%
2014	1,255,627	9.12%
2015	1,363,698	8.61%
2016	1,356,305	-0.54%
2017	1,445,847	6.60%
2018	1,485,075	2.71%
2019 est.	1,455,975	-1.96%
2020 est.	1,591,335	9.30%

**Urban Revenue Shared Income Tax Revenue  
10-Year Comparison**



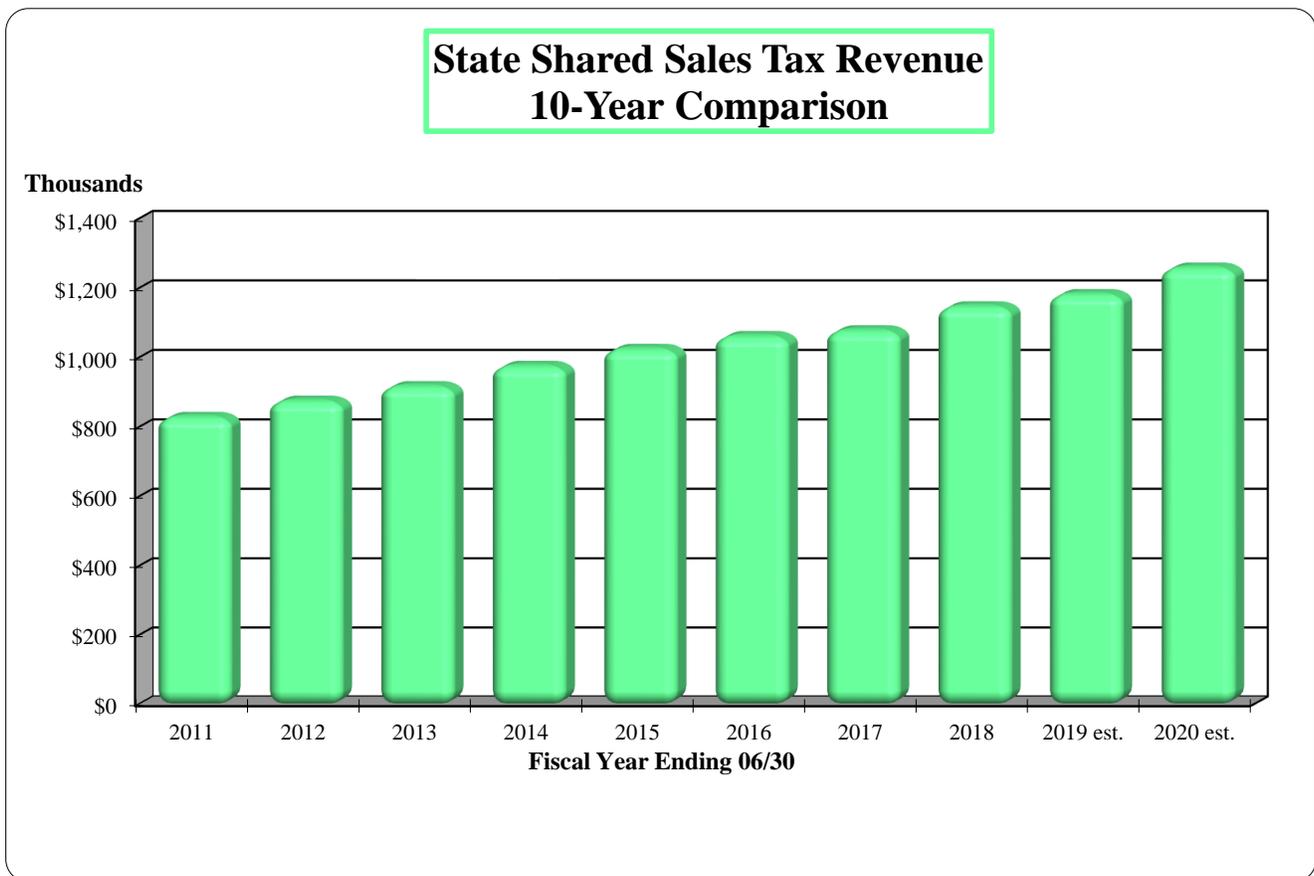
**Description:**

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

**Analysis:**

The increase in population numbers before 2006 deferred the impact of the slowing economy from FY 2008 through FY 2010. Since then, the economy has been showing signs of recovery with steady increases from FY 2011 to FY 2020. The growth of this revenue is based on the current economic expansion and the growing population in Arizona. For FY 2020 an increase of 6.42% in this revenue source is projected due to increased estimates at the state level and an anticipated growth of the population in Arizona. The State may adjust these numbers later in the year depending on the state's economy.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	833,600	4.60%
2012	880,250	5.60%
2013	922,061	4.75%
2014	980,537	6.34%
2015	1,029,494	4.99%
2016	1,066,539	3.60%
2017	1,083,047	1.55%
2018	1,151,996	6.37%
2019 est.	1,187,205	3.06%
2020 est.	1,263,475	6.42%



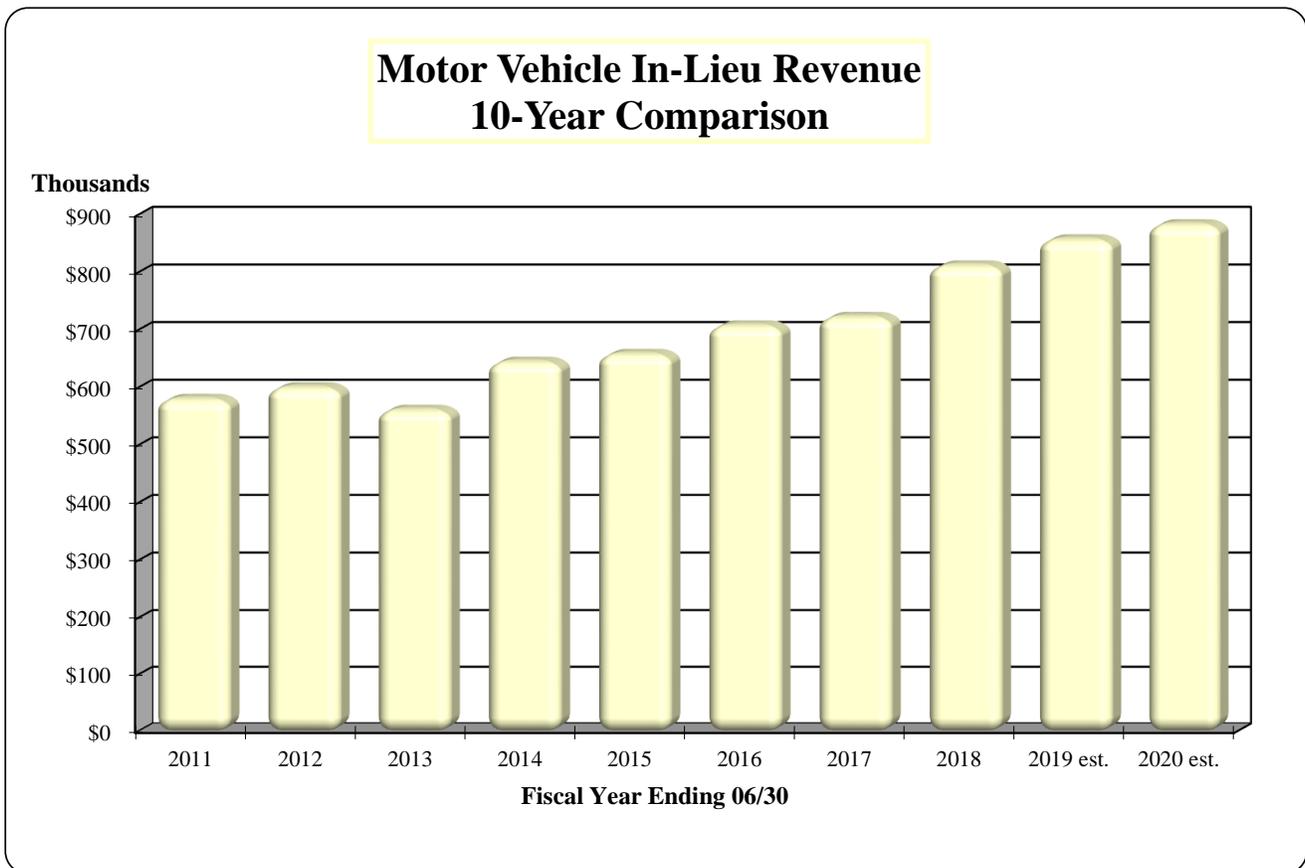
**Description:**

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

**Analysis:**

The falling auto sales in FY 2008 through FY 2010 is reflected in this chart. These revenues were still declining in FY 2011 and although there was a slight increase in FY 2012, the following year showed a relatively sharp decline which The League of Arizona Cities and Towns had already projected. There was a large rebound in FY 2014. The revenues received starting in FY 2015 are closer to the level of 2008 and began to show signs of slowing. The current economy is a catalyst for motor vehicle sales. This revenue for FY 2019 is estimated to be 5.56% higher than in FY 2018 and shows that the economy has almost fully recovered. The State estimates for the FY 2020 revenues show that the economy is leveling out with a 3.05% increase over FY 2019.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	582,707	-1.27%
2012	602,832	3.45%
2013	563,851	-6.47%
2014	647,250	14.79%
2015	660,786	2.09%
2016	710,155	7.47%
2017	725,012	2.09%
2018	814,361	12.32%
2019 est.	859,640	5.56%
2020 est.	885,865	3.05%



**Description:**

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

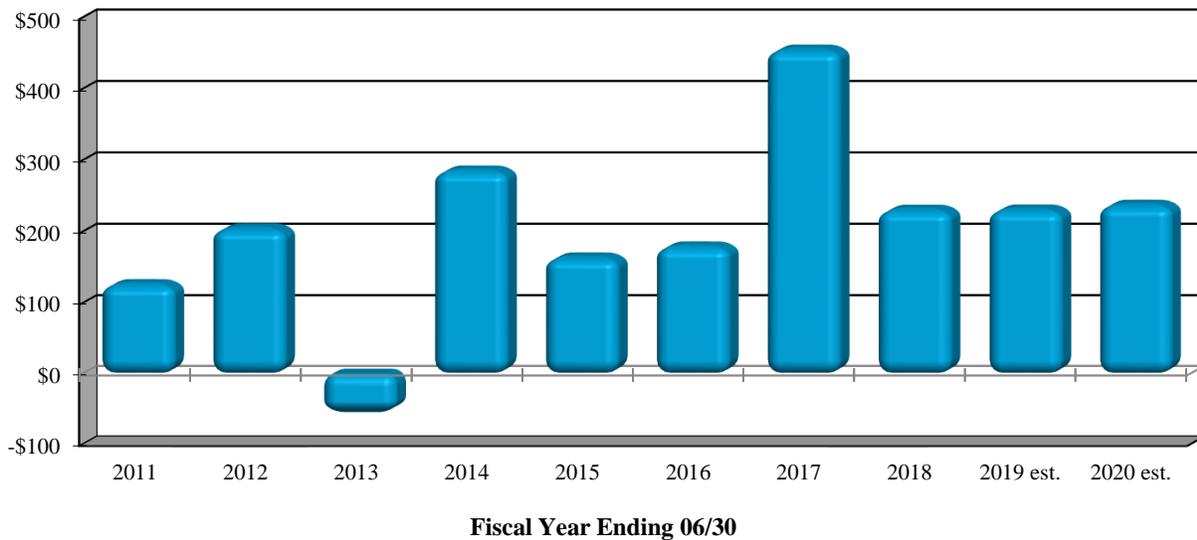
**Analysis:**

The growth of these revenues began to slow in FY 2010 as interest rates had started dropping dramatically due to the downturned economy. The City began to use funds from its capital reserves for major projects in order to bolster the local economy. By FY 2013, with interest rates in the .03% range and much of the capital reserves having been used, the City began cashing in investments and taking a loss on them. The City of Cottonwood increased its cash position since 2014 and stopped investing any excess funds in order to have better availability to these resources. The City used a large portion of the reserves to fund projects during the downed economy. The use of these funds has left the investments low and the interest received has leveled off. The Council has directed staff to use a large amount of the .5% sales tax increase enacted in FY 2019 to start increasing the City reserves.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	128,312	-78.45%
2012	206,489	60.93%
2013	(57,590)	-127.89%
2014	287,425	-599.09%
2015	165,704	-42.35%
2016	181,159	9.33%
2017	456,811	152.16%
2018	232,547	-49.09%
2019 est.	232,870	0.14%
2020 est.	239,570	2.88%

**Investment Revenue  
 10-Year Comparison**

Thousands



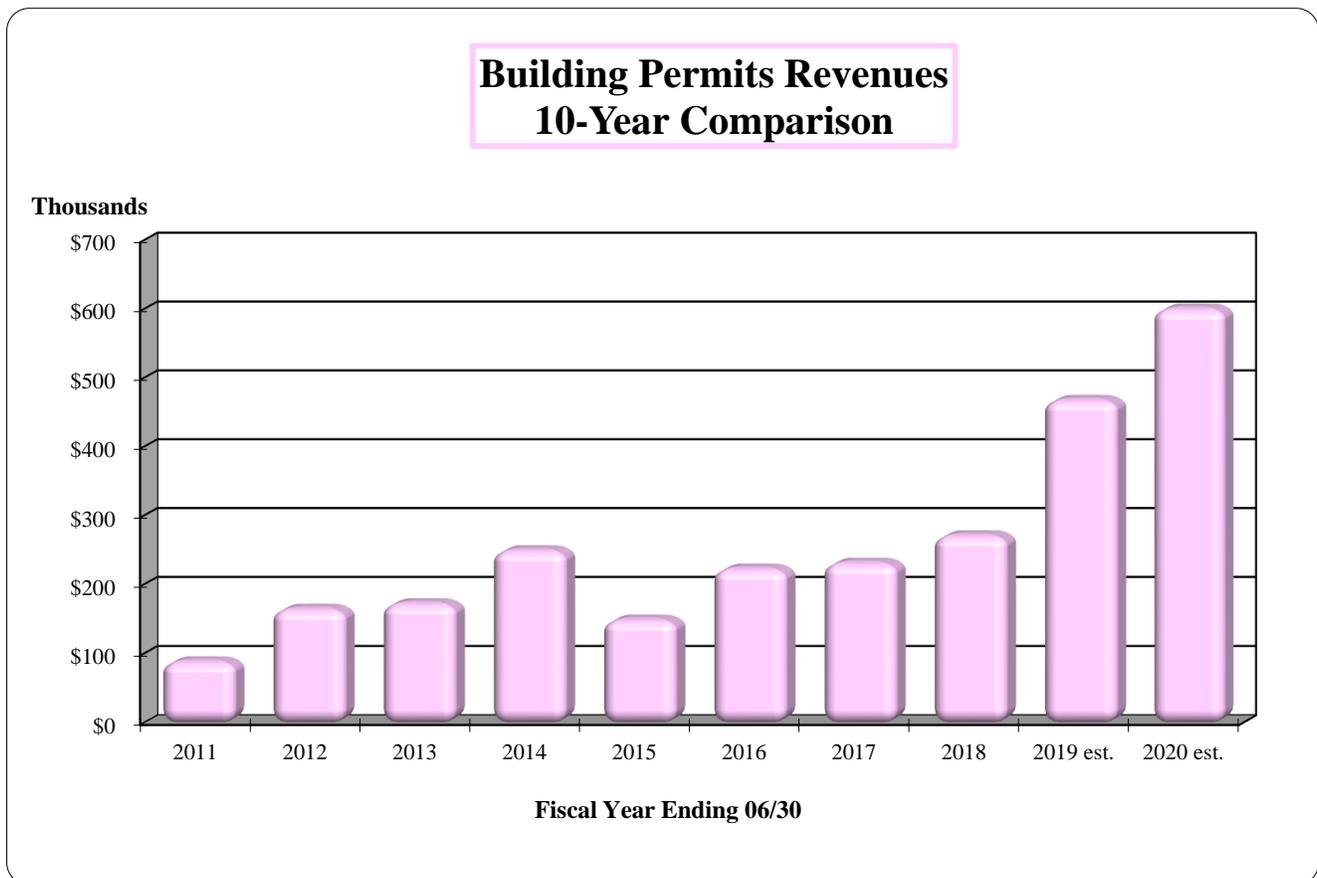
**Description:**

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:**

Since FY 2008, the slowing economy has led to a continued decrease in this revenue. The decrease came to a halt in FY 2012 when the economy started to turn around and in FY 2014 reached a revenue level that exceeded that of FY 2009. FY 2016 showed a strong increase due to growth in the commercial sector, but the revenue for FY 2018 and FY 2019 has been forecasted at a modest increase. Currently, there are two large residential home developments being planned and hopefully this revenue will increase as these homes are built and sold. The revenue for FY 2019 is estimated to increase by 71.89% over FY 2018 due to growth in development. For FY 2020, the revenue budgeted is to increase by 28.19% over FY 2019 due to a budgeted increase in fees.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	91,054	-22.36%
2012	167,007	83.42%
2013	174,930	4.74%
2014	252,014	44.07%
2015	151,390	-39.93%
2016	225,261	48.80%
2017	233,723	3.76%
2018	273,676	17.09%
2019 est.	470,430	71.89%
2020 est.	603,045	28.19%



**Description:**

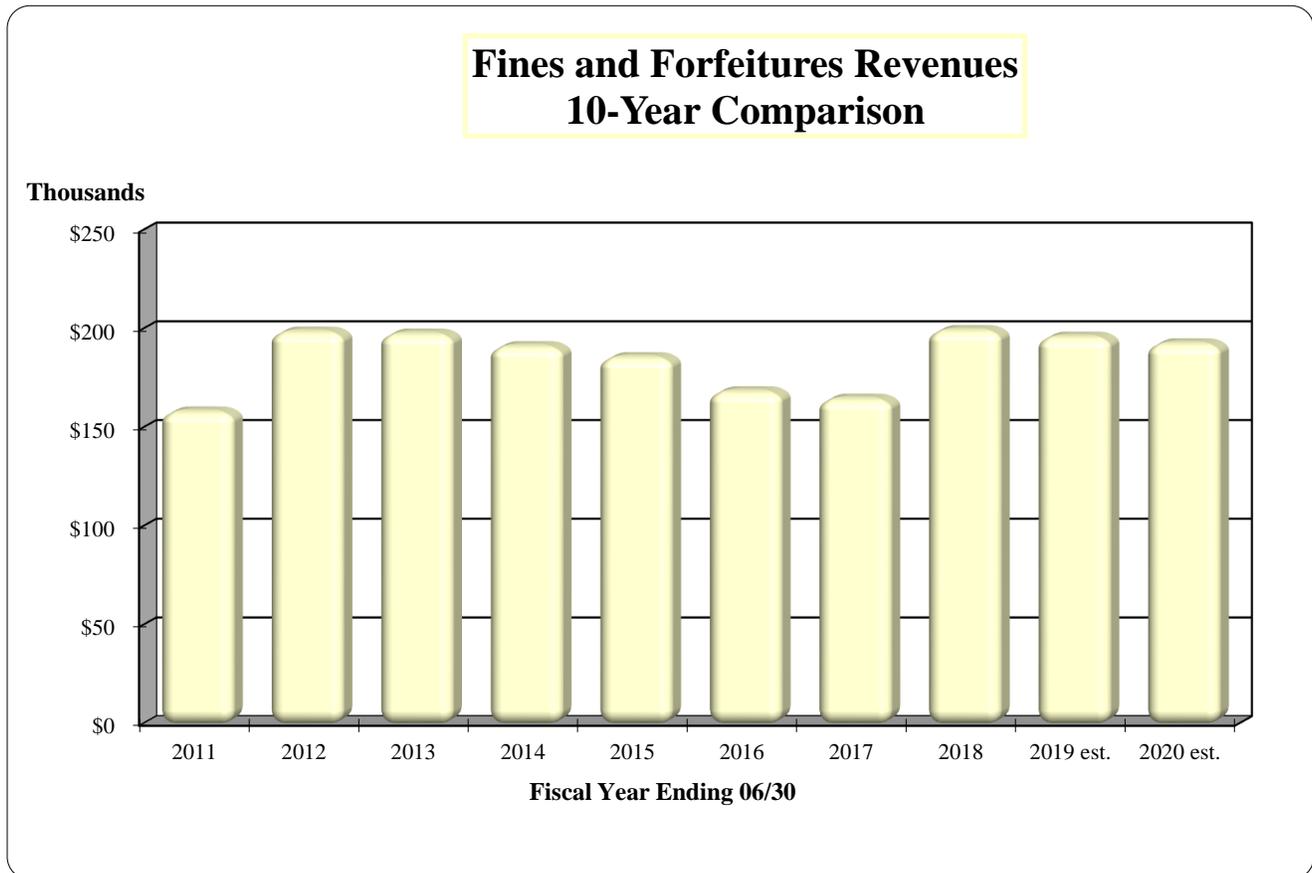
Fines and Forfeitures are generated as a result of imposed fines for the violation of various state laws and city ordinances. They include traffic violations, violations of city code and other criminal misdemeanors.

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

**Analysis:**

This City revenue fluctuates each year based on traffic enforcement. In FY 2005, a new interim magistrate made some major changes in the way the Court conducted business which in turn improved the collections. Since that time, a full-time magistrate has been appointed by the City Council. The Court Enhancement Fee, introduced in FY 2010 and authorized by the State, helps the Court stay current with technology and other capital needs. Since FY 2013, this revenue has remained pretty steady. The estimates for FY 2019 and FY 2020 are projected to decrease. Based on the available information, the decrease is 1.64% for FY 2019 and 1.73% for FY 2020. In FY 2019, the City Council voted to decrease the magistrate's position to a 60% FTE.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	158,977	10.31%
2012	199,445	25.46%
2013	198,445	-0.50%
2014	192,054	-3.22%
2015	186,504	-2.89%
2016	169,218	-9.27%
2017	165,464	-2.22%
2018	200,185	20.98%
2019 est.	196,900	-1.64%
2020 est.	193,500	-1.73%



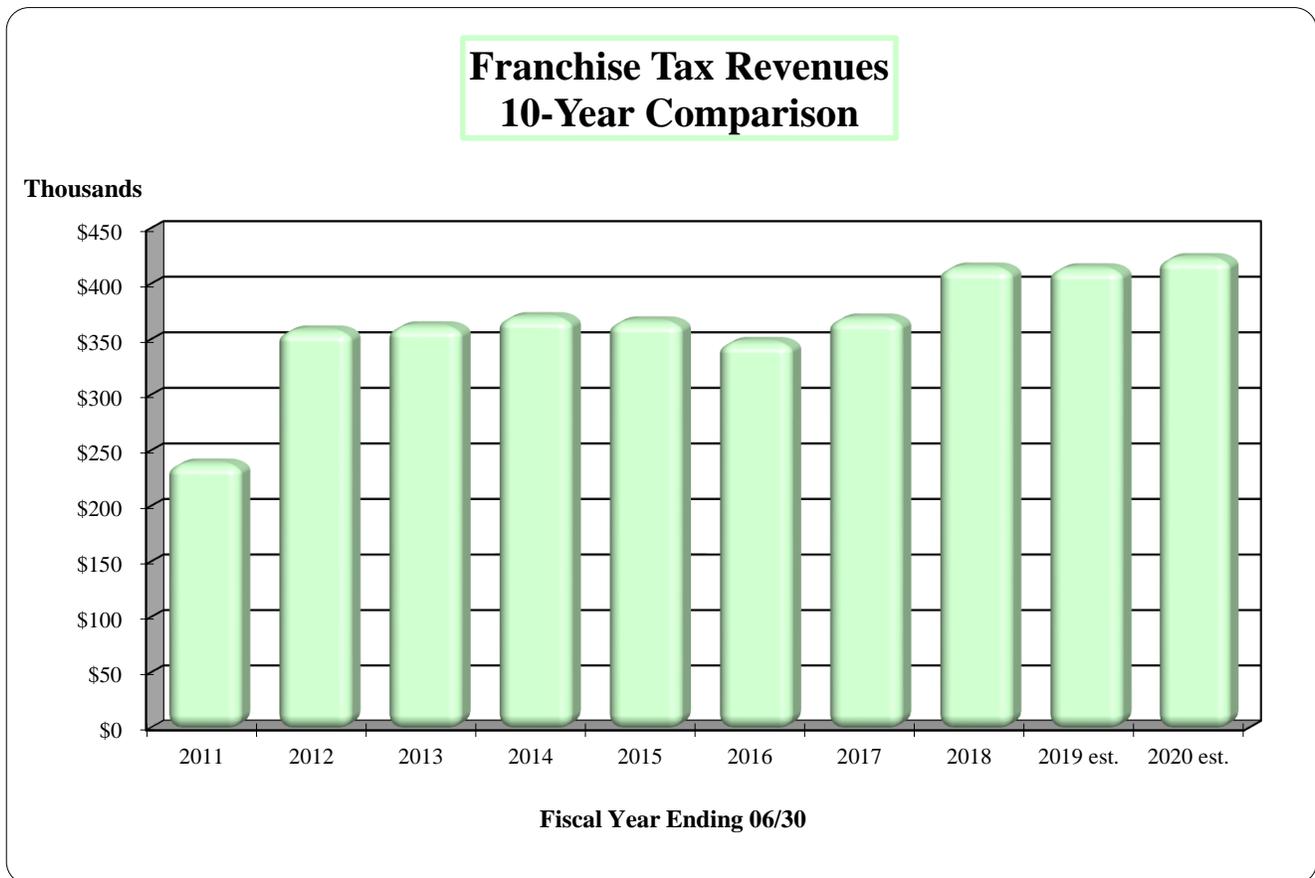
**Description:**

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

**Analysis:**

These revenues have shown a steady increase as the utility companies need to continue to increase their rates to cover costs. In FY 2009, there was a decrease as the economy was faltering. FY 2010 showed a rebound, most likely due to the rate increase APS got approved by the Corporation Commission. FY 2012 showed a strong surge, followed by a sharp decline in the following year. Since FY 2013, these revenues have been hovering around the same level. Fiscal year 2019 estimates are .17% less than FY 2018 and FY 2020 is budgeted at a 2.2% increase over FY 2019.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	240,140	3.01%
2012	359,872	49.86%
2013	363,653	1.05%
2014	371,886	2.26%
2015	368,062	-1.03%
2016	349,537	-5.03%
2017	370,646	6.04%
2018	416,543	12.38%
2019 est.	415,850	-0.17%
2020 est.	425,000	2.20%



**Highway User Revenue Funds (HURF)**

**Description:**

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

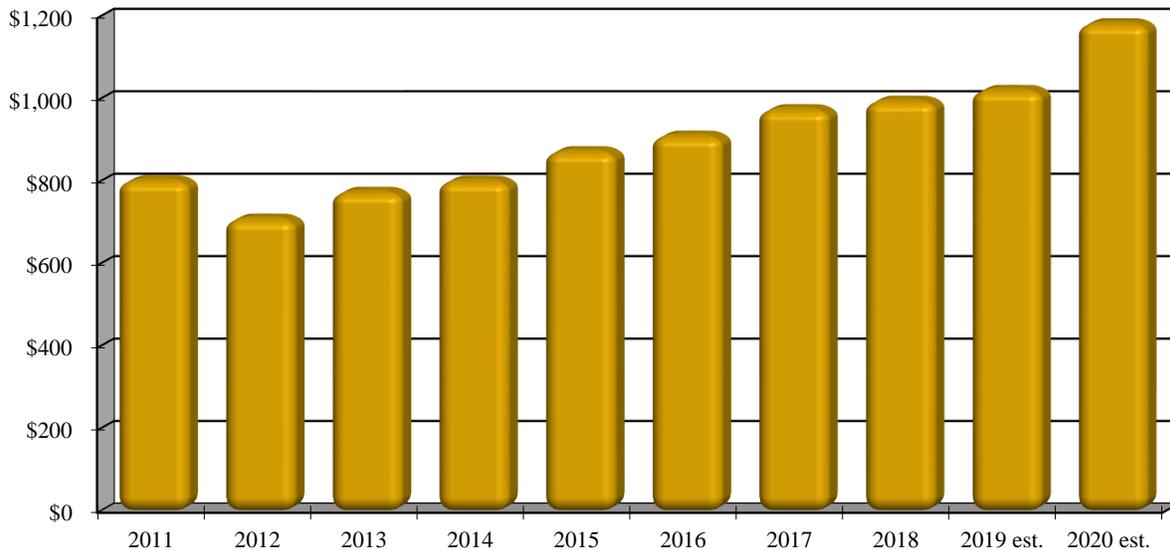
**Analysis:**

This state shared revenue has continuously fluctuated. The tax is based on a fixed charge per gallon of fuel and not on a percentage of the fuel purchased. The State continues to raid these funds as needed to balance the state budget. The FY 2017 estimate from the state showed a decrease of .87% over FY 2016 but the year ended with an increase of 7.01%. FY 2019 and FY 2020 are both showing an increase with FY 2020 showing a 15.76% increase that is partially due to the State budget having additional revenues allocated towards City infrastructure. The additional revenues are estimated to be \$150,000.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	806,386	-0.18%
2012	713,231	-11.55%
2013	778,265	9.12%
2014	805,540	3.50%
2015	876,817	8.85%
2016	914,640	4.31%
2017	978,739	7.01%
2018	999,331	2.10%
2019 est.	1,025,500	2.62%
2020 est.	1,187,110	15.76%

**Highway User Revenue Funds  
10-Year Comparison**

Thousands



Fiscal Year Ending 06/30

**Local Transportation Assistance Fund Revenues (LTAF)**

**Description:**

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

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

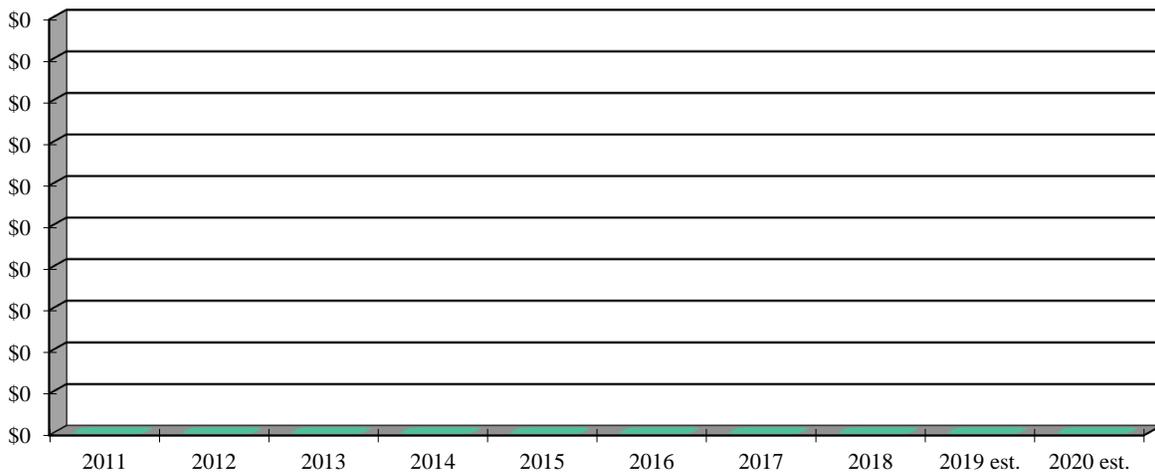
**Analysis:**

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

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	0	-100.00%
2012	0	0.00%
2013	0	0.00%
2014	0	0.00%
2015	0	0.00%
2016	0	0.00%
2017	0	0.00%
2018	0	0.00%
2019 est.	0	0.00%
2020 est.	0	0.00%

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

Thousands



Fiscal Year Ending 06/30

**Description:**

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

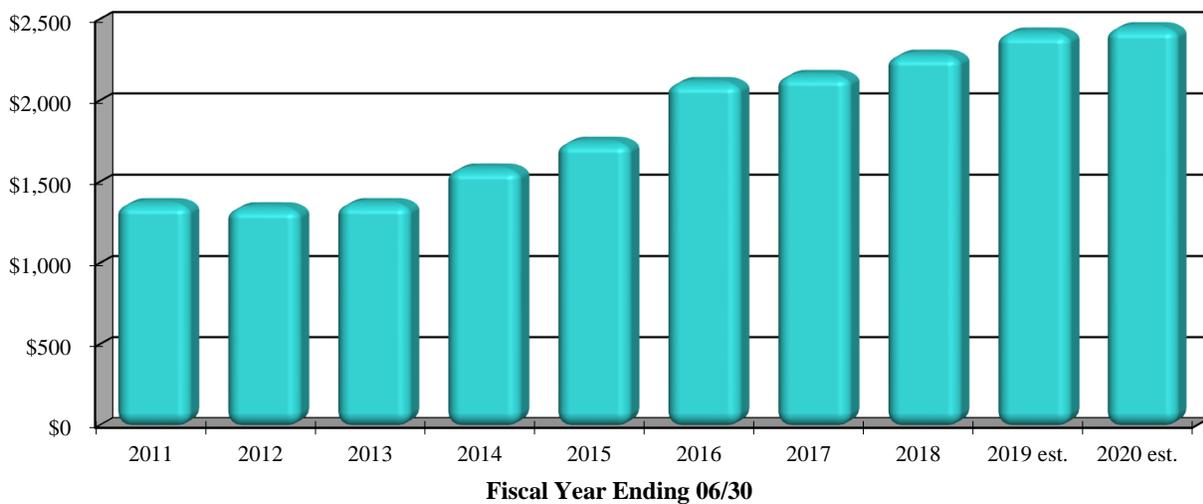
**Analysis:**

The wastewater system became operational on October 1, 1990. The initial residential user fee was \$6.75 per month. The rate was increased in 1995 to \$13.20 per month, which the Council at that time froze for a five-year period. In 2002, the new rate of \$16.75 was established. With city growth and the aging system, a rate study was done in FY 2014 and effective October 1 of that year, the rate was increased to \$26.25. In January 2015 and March 2016, the rate was increased again after another rate study showed the need for increased revenues to cover the cost of system maintenance, upgrades and rehabilitation, and equipment. The current rate is \$32.00. The revenue from these fees will be evaluated annually to determine if a rate increase is necessary. An increase in wastewater rates went to Council for approval. Hopefully, it will be approved so the revenue increase can go towards necessary maintenance. Awaiting Council's approval, the rate increase is not budgeted.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	1,381,487	-0.59%
2012	1,356,438	-1.81%
2013	1,381,902	1.88%
2014	1,594,815	15.41%
2015	1,759,260	10.31%
2016	2,126,351	20.87%
2017	2,169,989	2.05%
2018	2,294,614	5.74%
2019 est.	2,430,725	5.93%
2020 est.	2,463,425	1.35%

**Wastewater Service User Fees  
 10-Year Comparison**

Thousands



**Description:**

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

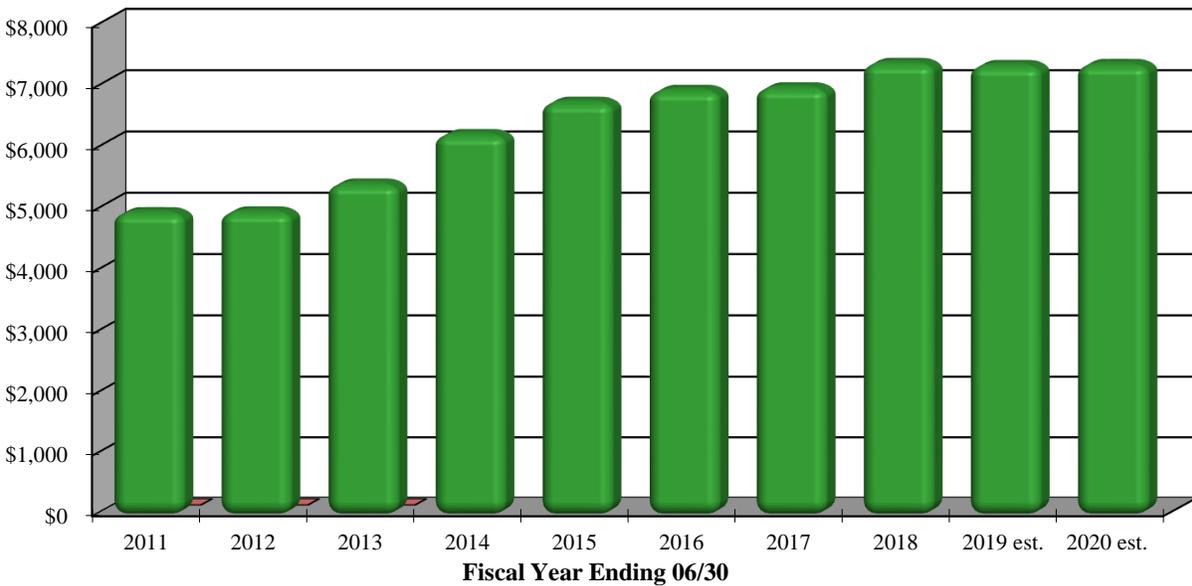
**Analysis:**

These revenues have been steadily growing since the acquisition of the last area water company in early 2006. However, the growth experienced a small drop for a couple of years due to the economic downturn. FY 2011 showed a remarkable growth that was repeated in fiscal years 2013 and 2014. Since then the growth rate has slowed. In FY 2015, differential rates for inside and outside of the city limits as well as a rate increase were established to help with the large cost of servicing the unincorporated area. The most recent rate increase was in March 2016. The base fee is set up by the water line size with additional charges in a tiered structure starting after the first 1,000 gallons. The fees will be evaluated annually to determine if an increase is necessary.

Fiscal Year Ending 06/30	Amount	% Inc. / (Dec.)
2011	4,985,843	11.81%
2012	4,997,833	0.24%
2013	5,453,178	9.11%
2014	6,259,609	14.79%
2015	6,787,255	8.43%
2016	6,981,671	2.86%
2017	7,022,609	0.59%
2018	7,421,206	5.68%
2019 est.	7,386,465	-0.47%
2020 est.	7,404,100	0.24%

**Water Service User Fees  
 10-Year Comparison**

Thousands



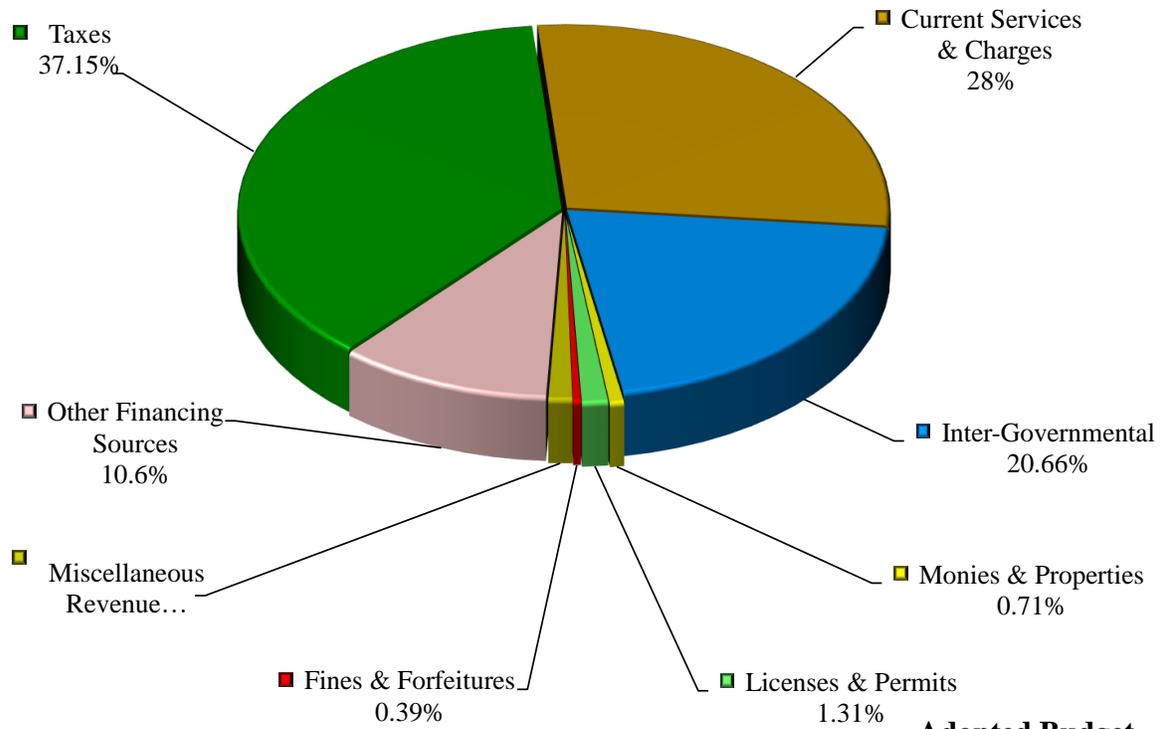
**Comprehensive Summary Revenues & Expenditures****All Funds**

Fund	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Balances (07/01)</b>	\$30,102,993	\$25,738,320	\$26,699,340	\$29,645,390	11.03%
Less: Designated Reserves	30,102,993	21,251,545	26,134,665	26,011,440	-0.47%
Cash Reserves	207,265	50,000	24,000	43,880	82.83%
<b>Appropriated Balances</b>	<b>(207,265)</b>	4,436,775	540,675	3,590,070	564.00%
<b>Revenues Sources:</b>					
General Fund	\$21,264,453	\$20,887,265	\$22,346,305	\$23,667,620	5.91%
Special Revenue Funds	6,077,287	4,722,465	4,444,545	8,081,280	81.82%
Capital Projects Funds	8,431	144,500	1,000	144,000	14300.00%
Debt Service Funds	1,666,898	1,645,620	1,645,870	1,640,765	-0.31%
Enterprise Funds	10,915,949	10,957,870	11,060,475	11,093,990	0.30%
Fiduciary Funds	28,894	40,100	28,400	40,400	42.25%
<b>Total Revenues</b>	<b>39,961,912</b>	<b>38,397,820</b>	<b>39,526,595</b>	<b>44,668,055</b>	<b>13.01%</b>
<b>Other Financing Sources:</b>					
Transfers In	13,451,307	3,513,225	1,458,220	1,703,455	16.82%
Other Financing Sources	0	1,879,320	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Capital Lease Proceeds	0	0	1,260,935	0	-100.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>13,451,307</b>	<b>5,392,545</b>	<b>2,719,155</b>	<b>1,703,455</b>	<b>-37.35%</b>
<b>Total Available Resources</b>	<b>53,205,954</b>	<b>48,227,140</b>	<b>42,786,425</b>	<b>49,961,580</b>	<b>16.77%</b>
<b>Expenditures:</b>					
General Fund	20,121,077	21,155,315	21,345,370	20,966,865	-1.77%
Special Revenue Funds	7,456,341	8,678,850	5,910,680	11,540,595	95.25%
Capital Projects Funds	13,615	152,000	507,000	150,000	-70.41%
Debt Service Funds	3,941,793	1,647,070	1,649,420	1,644,315	-0.31%
Enterprise Funds	8,056,561	13,069,880	8,322,350	13,944,550	67.56%
Fiduciary Funds	10,947	10,800	10,400	11,800	13.46%
<b>Total Expenditures</b>	<b>39,600,334</b>	<b>44,713,915</b>	<b>37,745,220</b>	<b>48,258,125</b>	<b>27.85%</b>
<b>Other Uses:</b>					
Transfers Out	10,037,088	3,513,225	958,220	1,703,455	77.77%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>10,037,088</b>	<b>3,513,225</b>	<b>958,220</b>	<b>1,703,455</b>	<b>77.77%</b>
<b>Total Expenditures and Other Uses</b>	<b>49,637,422</b>	<b>48,227,140</b>	<b>38,703,440</b>	<b>49,961,580</b>	<b>29.09%</b>
<b>Ending Fund Balance/Retained Earnings Designation</b>					
Operating Surplus/(Losses)	3,568,530	0	4,082,985	0	-100.00%
Designated Reserves FYs prior to 2020	(1,529,999)	0	0	0	0.00%
Cash Reserves FYs prior to 2020	207,265	0	0	0	0.00%
Restricted	11,799,581	4,623,065	2,397,580	4,081,190	70.22%
Committed	1,000,000	1,262,040	0	1,647,950	0.00%
Assigned	5,837,656	1,671,155	31,965	0	-100.00%
Unassigned	5,816,305	13,745,285	23,319,735	20,326,180	-12.84%
<b>Ending Balances (06/30)</b>	<b>\$26,699,338</b>	<b>\$21,301,545</b>	<b>\$29,832,265</b>	<b>\$26,055,320</b>	<b>-12.66%</b>

**Revenues for All Funds**

Taxes	\$18,559,715
Current Services & Charges	13,992,650
Inter-Governmental	10,323,565
Monies & Properties	354,670
Licenses & Permits	651,895
Fines & Forfeitures	193,700
Miscellaneous Revenue	591,860
Subtotal	44,668,055
Other Financing Sources	5,293,525
<b>Total Revenues for All Funds</b>	<b>\$49,961,580</b>

**All Funds—Consolidated Revenues by Source**

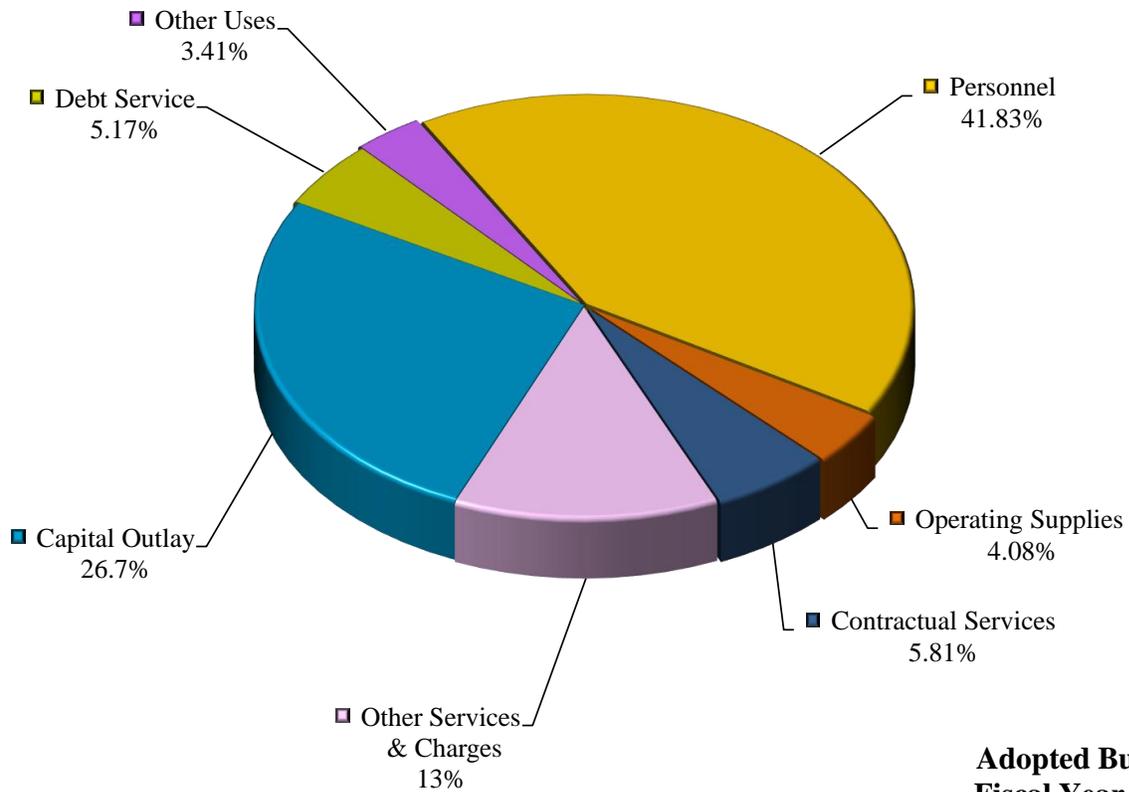


**Adopted Budget  
Fiscal Year 2020**

**Expenditures for All Funds**

Personnel	\$20,901,020
Operating Supplies	2,036,125
Contractual Services	2,904,500
Other Services & Charges	6,496,150
Capital Outlay	13,338,520
Debt Service	2,581,810
Subtotal	<u>48,258,125</u>
Other Uses – Transfers Out	1,703,455
<b>Total Expenditures for All Funds</b>	<b><u><u>\$49,961,580</u></u></b>

**All Funds–Consolidated Expenditures by Category**



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

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Fiduciary Funds	Grand Total
Beginning Balance @ 07/01/2019	\$4,082,985	\$1,962,680	\$155,760	\$31,965	\$23,132,860	\$279,140	\$29,645,390
<b>Funding Sources</b>							
Taxes	\$15,223,110	\$1,696,490	\$1,640,115	\$0	\$0	\$0	\$18,559,715
Licenses & Permits	651,895	0	0	0	0	0	651,895
Intergovernmental	4,166,765	6,013,800	0	143,000	0	0	10,323,565
Charges for Services	3,281,750	239,050	0	0	10,471,850	0	13,992,650
Fines and Forfeitures	193,700	0	0	0	0	0	193,700
Uses of Monies & Prop.	45,600	110,540	650	0	157,480	40,400	354,670
Miscellaneous	104,800	21,400	0	1,000	464,660	0	591,860
<b>Total Revenues</b>	<b>23,667,620</b>	<b>8,081,280</b>	<b>1,640,765</b>	<b>144,000</b>	<b>11,093,990</b>	<b>40,400</b>	<b>44,668,055</b>
Other Financing Sources	0	1,703,455	0	0	0	0	1,703,455
<b>Total Revenue &amp; Other Financing Sources</b>	<b>23,667,620</b>	<b>9,784,735</b>	<b>1,640,765</b>	<b>144,000</b>	<b>11,093,990</b>	<b>40,400</b>	<b>46,371,510</b>
<b>Total Available All Sources</b>	<b>27,750,605</b>	<b>11,747,415</b>	<b>1,796,525</b>	<b>175,965</b>	<b>34,226,850</b>	<b>319,540</b>	<b>76,016,900</b>
<b>Expenditures</b>							
Personnel	16,150,105	2,325,410	0	0	2,425,505	0	20,901,020
Operating Supplies	560,930	771,595	0	0	703,600	0	2,036,125
Contractual Services	1,322,825	435,225	4,200	0	1,138,450	3,800	2,904,500
Other Services & Charges	2,444,380	983,055	1,640,115	7,000	1,413,600	8,000	6,496,150
Capital Outlay	324,060	6,633,990	0	143,000	6,237,470	0	13,338,520
Debt Services	164,565	391,320	0	0	2,025,925	0	2,581,810
Subtotal of Expenditures	20,966,865	11,540,595	1,644,315	150,000	13,944,550	11,800	48,258,125
<b>Other Uses</b>							
Transfers Out	1,657,820	19,670	0	25,965	0	0	1,703,455
Subtotal Other Uses	1,657,820	19,670	0	25,965	0	0	1,703,455
<b>Total Expenditures &amp; Other Uses</b>	<b>22,624,685</b>	<b>11,560,265</b>	<b>1,644,315</b>	<b>175,965</b>	<b>13,944,550</b>	<b>11,800</b>	<b>49,961,580</b>
Estimated Ending Balance @ 06/30/2020	5,125,920	187,150	152,210	0	20,282,300	307,740	26,055,320
<b>Total Commitments and Fund Balances</b>	<b>\$27,750,605</b>	<b>\$11,747,415</b>	<b>\$1,796,525</b>	<b>\$175,965</b>	<b>\$34,226,850</b>	<b>\$319,540</b>	<b>\$76,016,900</b>

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

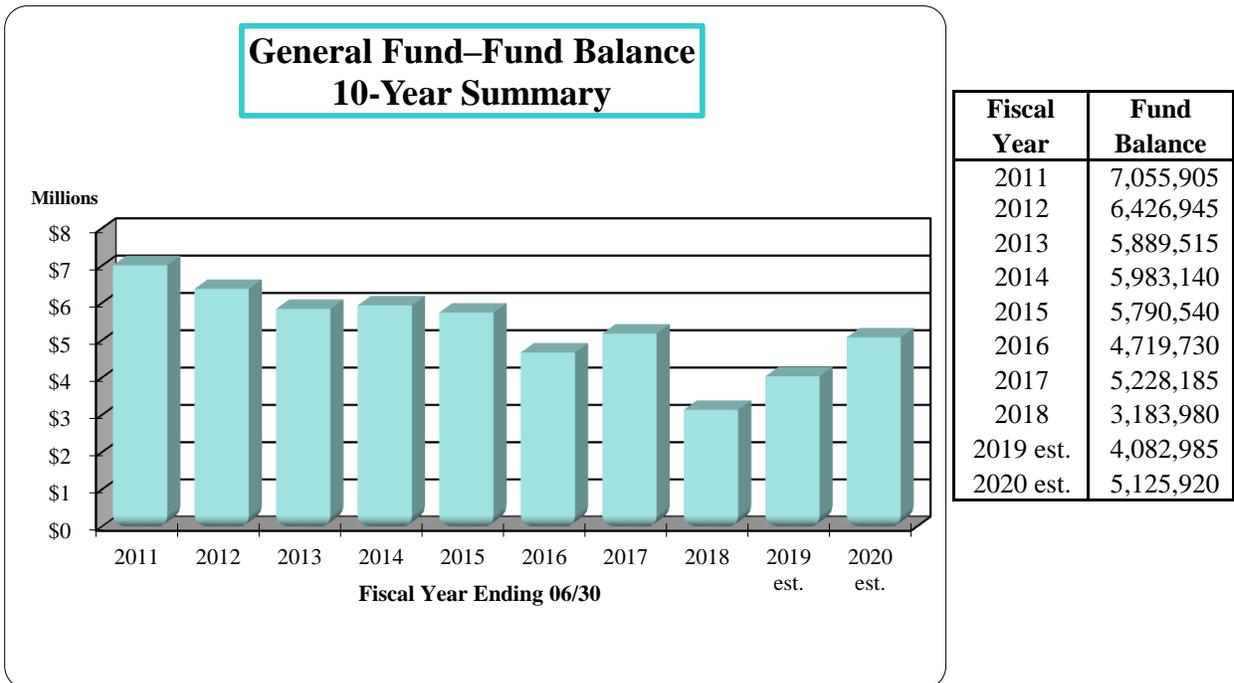
<u>Fund Number</u>	<u>Description</u>
01	General Fund

The following departments are funded by the General Fund:

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

**Fund Balance:**

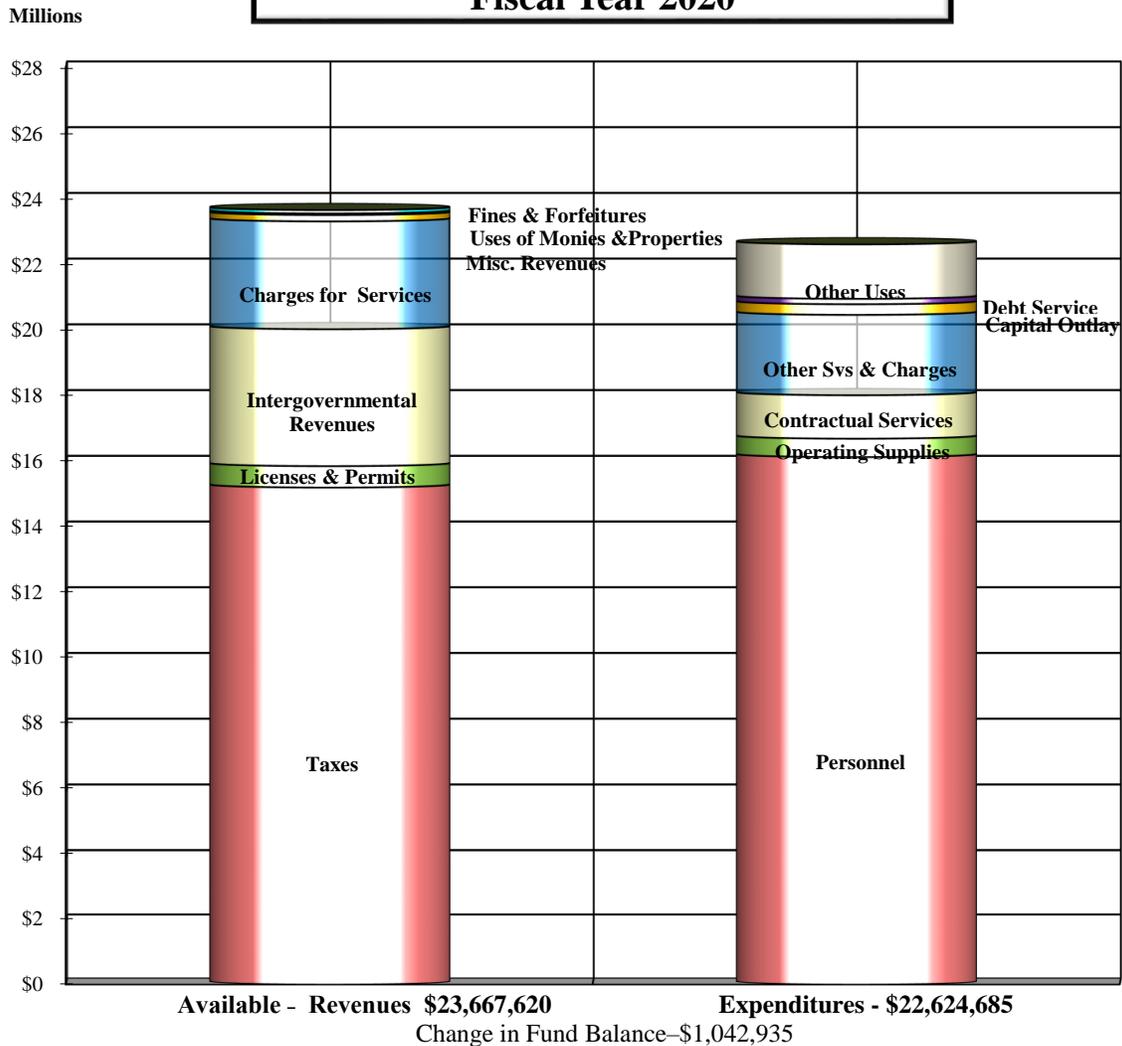
The following illustration depicts a ten-year presentation of the fund balance for the General Fund:



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

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Fund Balance</b>	\$5,228,185	\$4,449,550	\$3,183,980	\$4,082,985
Less: Designated Reserves	5,228,185	4,376,105	385,385	5,082,040
Cash Reserves	0	50,000	24,000	43,880
Appropriated Fund Balance	0	23,445	2,774,595	(1,042,935)
<b>Revenue Sources:</b>				
Taxes	\$13,069,652	\$13,137,160	\$14,294,080	\$15,223,110
Licenses & Permits	341,290	331,000	532,330	651,895
Intergovernmental Revenues	3,985,211	3,989,985	3,924,825	4,166,765
Charges for Services	3,316,055	3,106,220	3,197,390	3,281,750
Fines & Forfeitures	200,189	172,000	197,125	193,700
Uses of Monies & Properties	46,569	47,400	48,075	45,600
Miscellaneous Revenues	305,487	103,500	152,480	104,800
<b>Total Revenue Sources</b>	21,264,453	20,887,265	22,346,305	23,667,620
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Residual Equity Interfund Transf	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Capital Lease Proceeds	0	0	1,260,935	0
Proceeds from Bonds	0	0	0	0
Other Financing Sources	0	1,879,320	0	0
<b>Total Other Financing Sources</b>	0	1,879,320	1,260,935	0
<b>Total Available Resources</b>	21,264,453	22,790,030	26,381,835	22,624,685
<b>Expenditures:</b>				
Personnel	14,814,707	15,949,300	15,415,285	16,150,105
Operating Supplies	616,695	514,935	557,770	560,930
Contractual Services	1,268,889	1,288,180	1,207,100	1,322,825
Other Services and Charges	2,101,899	2,808,525	2,269,855	2,444,380
Capital Outlay	847,414	251,715	1,552,700	324,060
Debt Service	471,473	342,660	342,660	164,565
<b>Total Expenditures</b>	20,121,077	21,155,315	21,345,370	20,966,865
<b>Other Uses:</b>				
Transfers Out	1,321,379	1,634,715	953,480	1,657,820
Residual Equity Interfund Transf	0	0	0	0
<b>Total Other Uses</b>	1,321,379	1,634,715	953,480	1,657,820
<b>Total Expenditures and Other Uses</b>	21,442,456	22,790,030	22,298,850	22,624,685
<b>Ending Fund Balance Designation</b>				
Operating Surplus/(Losses)	(178,005)	0	4,082,985	0
Designated Reserves FYs prior to 2020	0	0	0	0
Cash Reserves FYs prior to 2020	0	0	0	0
Restricted	207,230	3,114,065	0	3,434,090
Committed	1,000,000	1,262,040	0	1,647,950
Assigned	0	0	0	0
Unassigned	2,154,755	50,000	0	43,880
<b>Ending Fund Balance</b>	\$3,183,980	\$4,426,105	\$4,082,985	\$5,125,920

## General Fund—Revenues vs. Expenditures Fiscal Year 2020



Revenues		Expenditures	
Taxes	\$15,223,110	Personnel	\$16,150,105
Licenses & Permits	651,895	Operating Supplies	560,930
Intergovernmental Revenues	4,166,765	Contractual Services	1,322,825
Charges for Services	3,281,750	Other Services and Charges	2,444,380
Fines & Forfeitures	193,700	Capital Outlay	324,060
Uses of Monies & Properties	45,600	Debt Service	164,565
Miscellaneous Revenues	104,800		
<b>Total Operating Revenues</b>	<b>23,667,620</b>	<b>Total Operating Expenditures</b>	<b>20,966,865</b>
Carryover Balance	0	Reserves	0
Other Sources	0	Other Uses	1,657,820
<b>Total Revenues Available</b>	<b>\$23,667,620</b>	<b>Total Expenditures</b>	<b>\$22,624,685</b>
<b>Changes in Fund Balance—INCR./</b>	<b>(DECR.)</b>		<b>\$1,042,935</b>

**General Fund—Revenues Schedule**

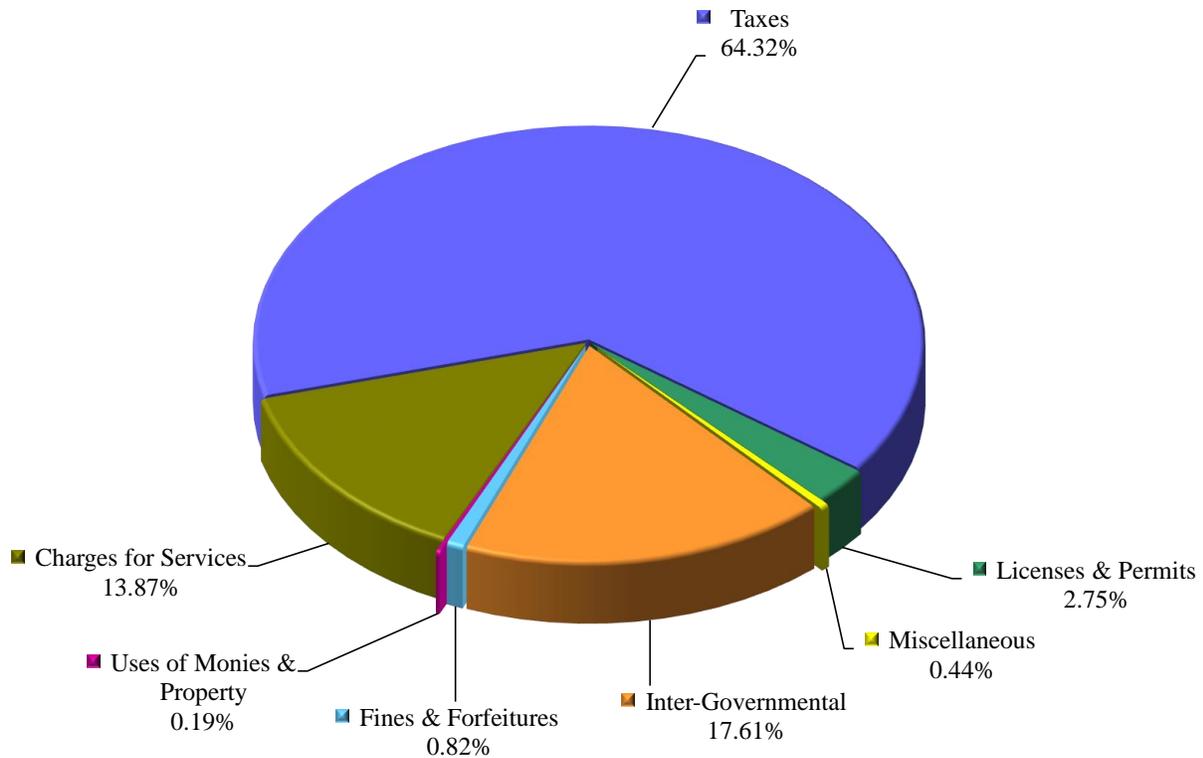
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Taxes</b>					
City Sales Tax	\$12,157,345	\$12,265,240	\$13,266,040	\$14,158,730	6.73%
Bed Tax	243,347	240,000	296,090	316,960	7.05%
Utility Tax	252,417	240,000	316,100	322,420	2.00%
Franchise Taxes	416,543	391,920	415,850	425,000	2.20%
Subtotals	13,069,652	13,137,160	14,294,080	15,223,110	6.50%
<b>Licenses &amp; Permits</b>					
Business Licenses	82,374	89,000	88,000	88,000	0.00%
Construction Permits	245,078	220,000	346,910	304,285	-12.29%
Planning & Zoning Fees	13,838	22,000	97,420	259,610	166.49%
Subtotals	341,290	331,000	532,330	651,895	22.46%
<b>Intergovernmental Revenue</b>					
State Shared Sales Tax	1,151,996	1,198,680	1,187,205	1,263,475	6.42%
Urban Revenue Sharing	1,485,076	1,455,940	1,455,975	1,591,335	9.30%
M.V. Lieu Tax	814,362	835,355	859,640	885,865	3.05%
NACOG-EWD OJT Funding	0	0	0	0	0.00%
Victims Rights Grant	1,402	1,250	6,450	38,380	495.04%
Historic Preservation Grant	0	0	11,005	23,995	118.04%
AZ DEMA Grant Cottonwood Village	106,569	0	0	0	0.00%
Miscellaneous Grants	0	0	0	0	0.00%
Yavapai Apache Revenue Share	17,457	20,000	18,050	18,000	-0.28%
SB1398 Police Equipment	1,743	3,420	3,775	3,775	0.00%
Post - Reimbursement	163	0	0	0	0.00%
Pant Grant	149,161	145,000	144,150	71,200	-50.61%
School Resource Grant	91,026	111,730	98,895	100,600	1.72%
Misc. Police Grants	3,019	25,000	2,400	2,400	0.00%
GOHS Grant	39,729	63,800	59,730	45,740	-23.42%
DPS Grants	47,553	57,310	57,310	57,750	0.77%
Miscellaneous Fire Grants	1,937	20,000	0	59,250	0.00%
Safer Fire Grant	0	23,750	0	0	0.00%
Yav Cty Dept of Emergency Mgmt	0	5,000	1,350	0	-100.00%
Spay Neuter Grant	0	5,000	5,000	5,000	0.00%
ED—Grant Revenues and Match	74,018	18,750	13,890	0	-100.00%
Subtotals	3,985,211	3,989,985	3,924,825	4,166,765	6.16%
<b>Fines &amp; Forfeitures</b>					
Court Enhancement Fee & Deferred Surcharge	22,185	22,000	27,975	23,500	-16.00%
Court Fines	178,192	150,000	168,925	170,000	0.64%
Court Restitution	(192)	0	0	0	0.00%
Confidential Address Fees	4	0	225	200	-11.11%
Subtotals	200,189	172,000	197,125	193,700	-1.74%
<b>Uses of Monies &amp; Properties</b>					
Interest Income	27,542	25,000	32,000	30,000	-6.25%
Building Rental	19,027	22,400	16,075	15,600	-2.95%
Subtotals	46,569	47,400	48,075	45,600	-5.15%

Fiscal Year 2020 Budget  
General Fund—Revenues Schedule

Table of Contents

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Charges for Services</b>					
Court Atty Reimbursements	9,156	7,500	12,300	12,000	-2.44%
Engineering Fees	14,760	15,000	26,100	39,150	50.00%
Transfer Station Revenue	83,265	0	0	0	0.00%
Indirect Costs—Airport	87,153	20,000	50,700	20,000	-60.55%
Indirect Costs—HURF	300,373	256,000	370,000	370,000	0.00%
Indirect Costs—Library	233,999	196,980	147,000	175,000	19.05%
Indirect Costs—Cemetery	16,902	18,000	17,000	17,000	0.00%
Indirect Costs—Water	465,044	415,500	411,150	411,150	0.00%
Indirect Costs—Sewer	215,358	220,000	220,000	220,000	0.00%
Tow Fee Revenues	8,080	6,200	9,500	6,500	-31.58%
Spillman Fees	0	0	0	0	0.00%
Dispatch Fees	794,127	833,840	833,835	875,525	5.00%
Animal Control Fees	2,303	3,200	3,310	3,300	-0.30%
Recreation Fees	4,496	2,500	5,200	25,625	392.79%
Summer Youth Program	2,384	0	0	0	0.00%
Riverfront Park—Snack Bar	4,846	7,500	3,400	5,000	47.06%
Rec/Fees – Softball Tournaments	13,478	28,000	9,400	9,000	-4.26%
Community Garden Revenue	2,120	1,500	1,500	1,500	0.00%
Walkin on Main Street	11,429	5,000	11,800	12,000	1.69%
10K Memorial Run	22,379	21,000	15,000	15,000	0.00%
Thunder Valley Rally	153,857	150,000	152,000	152,000	0.00%
Old Town Historic Tour	4,010	4,000	4,000	4,000	0.00%
Recreation Center Fees	727,988	704,000	720,000	725,000	0.69%
Recreation Center Classes/Programs	49,404	60,000	49,500	50,000	1.01%
Recreation Center Building Rental	(7,675)	40,000	25,500	30,000	17.65%
Pool Revenue	23,948	25,000	25,195	25,000	-0.77%
Pool—Snack Bar Sales	5,926	6,000	5,600	6,000	7.14%
Pool—Swimming Lessons	15,018	17,500	15,020	15,000	-0.13%
Youth Center Fees	49,677	40,000	51,380	55,000	7.05%
Open/Close Graves	2,250	2,000	2,000	2,000	0.00%
Subtotals	3,316,055	3,106,220	3,197,390	3,281,750	2.64%
<b>Miscellaneous Revenues</b>					
Other Income	256,635	40,000	40,800	40,800	0.00%
Cash Over/(Short)	(33)	0	25	0	-100.00%
Sale of City Property	12,466	58,000	83,320	40,000	-51.99%
Mineral Royalty Payments	26,439	0	25,960	20,000	-22.96%
Police Donations—P.R.	680	1,200	0	0	0.00%
Donations (Misc.)	9,300	4,300	1,500	4,000	166.67%
State Land Dept Reimbursement	0	0	875	0	-100.00%
Subtotals	305,487	103,500	152,480	104,800	-31.27%
<b>Other Financing Sources</b>					
Transfers In	0	0	0	0	0.00%
Capital Lease Proceeds	0	0	1,260,935	0	-100.00%
Other Financing Sources	0	1,879,320	0	0	0.00%
Lease Purchase	0	0	0	0	0.00%
Bond Proceeds	0	0	0	0	0.00%
Subtotals	0	1,879,320	1,260,935	0	-100.00%
<b>Total Revenues</b>	<b>\$21,264,453</b>	<b>\$22,766,585</b>	<b>\$23,607,240</b>	<b>\$23,667,620</b>	<b>0.26%</b>

**General Fund Revenues  
Fiscal Year 2020**



**General Fund Revenues**

Taxes	\$15,223,110
Licenses & Permits	651,895
Miscellaneous	104,800
Inter-Governmental	4,166,765
Fines & Forfeitures	193,700
Uses of Monies & Property	45,600
Charges for Services	3,281,750
Other Sources	0
Sub Total	23,667,620
<b>Total General Fund Revenues</b>	<b>\$23,667,620</b>

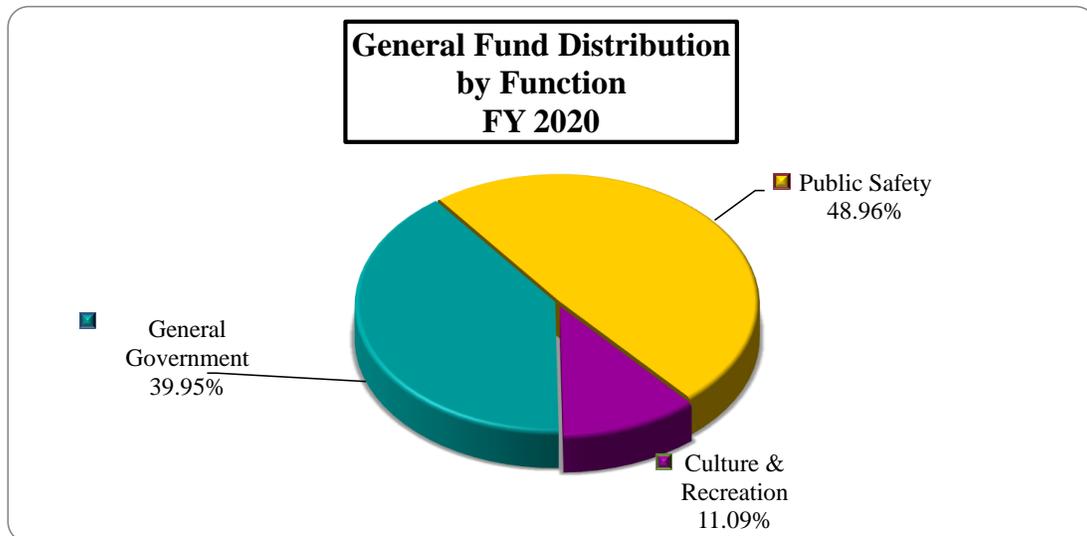
General Fund Revenues

Item Description	Taxes	Licenses & Permits	Inter-Govt'l Revenue	Charges for Services	Fines & Forfeitures	Uses of Monies & Property	Misc. Revenue	Other Sources
Franchise Taxes	\$425,000							
City Sales Tax	14,158,730							
Bed Tax	316,960							
Utility Tax	322,420							
Business Licenses		\$88,000						
Construction Permits		304,285						
Planning & Zoning Fees		259,610						
State Shared Sales Tax			\$1,263,475					
State Revenue Sharing			1,591,335					
M.V. Lieu Tax			885,865					
Yavapai Apache Revenue Share			18,000					
Pant Grant			71,200					
School Resource Officer / COC Shared Services			100,600					
Fire & Emergency Services Grants			59,250					
Miscellaneous Grants			28,995					
Police Grants			148,045					
Tow Fee Revenues				\$6,500				
Engineering Fees				39,150				
Spillman Fees				\$0				
Dispatch Fees				875,525				
Animal Control Fees				3,300				
Recr. Fees / 10K Memorial Run / Walkin' on Main				52,625				
Old Town Historic Tour				4,000				
Riverfront Park-Snack Bar				5,000				
Recreation Center Fees / Building Rental / Classes & Programs				805,000				
Rec/Fees-Softball Tournament				9,000				
Community Garden				1,500				
Pool Revenue				25,000				
Pool-Snack Bar Sales				6,000				
Pool-Swimming Lessons				15,000				
Youth Center Fees				55,000				
Thunder Valley Rally				152,000				
Airport - Indirect Costs				20,000				
Cemetery-Indirect Costs				370,000				
HURF-Indirect Cost				175,000				
Library-Indirect Cost				17,000				
Sewer-Indirect Costs				411,150				
Water-Indirect Costs				220,000				
Open / Close Graves				2,000				
Court Restitutions / Atty Reimbursements				12,000				
Court Fines					\$170,000			
Court Deferred Surcharge / Confidential Address Fees					23,700			
Interest Income						\$30,000		
Building Rental						15,600		
Other Income							\$100,800	
Donations							4,000	
Lease Purchase Proceeds								0
Other Financing Sources								0
Transfers In								0
<b>Totals</b>	<b>\$15,223,110</b>	<b>\$651,895</b>	<b>\$4,166,765</b>	<b>\$3,281,750</b>	<b>\$193,700</b>	<b>\$45,600</b>	<b>\$104,800</b>	<b>\$0</b>

**Total General Fund Revenues Available \$23,667,620**

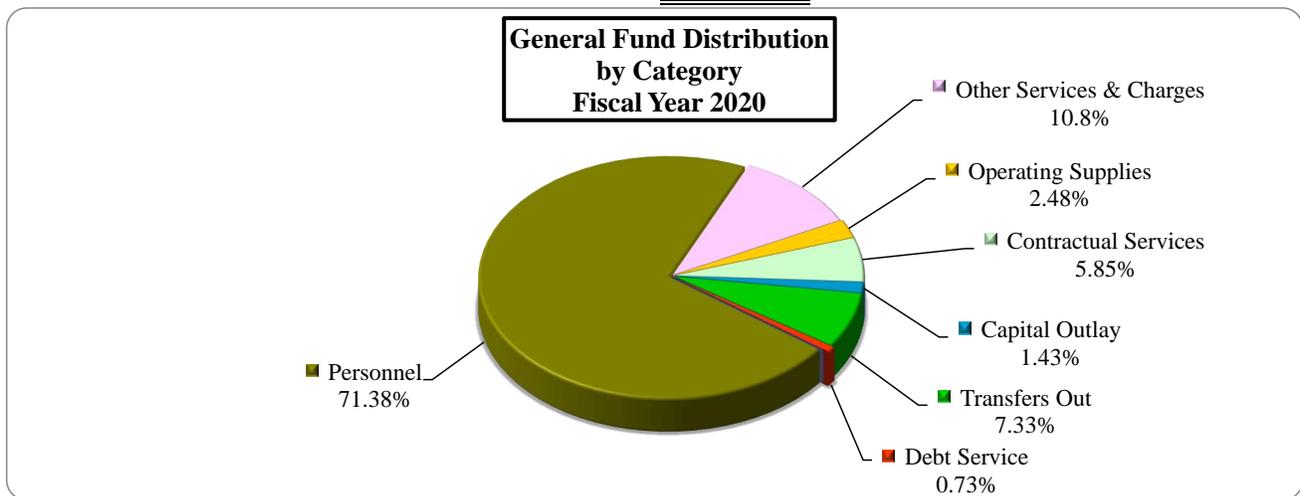
**General Fund–Disbursement Schedule**

	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>General Government</b>					
City Council	\$232,177	\$270,750	\$276,955	\$248,725	-10.19%
City Clerk	237,895	275,690	254,515	248,285	-2.45%
Administration	728,873	782,250	811,855	707,630	-12.84%
Finance	439,560	451,285	425,060	451,975	6.33%
Personnel	225,424	255,395	219,710	254,745	15.95%
IT Services	833,966	832,400	857,340	993,500	15.88%
Purchasing	102,479	106,965	106,445	114,360	7.44%
Natural Resources	174,696	182,285	189,190	188,455	-0.39%
Economic Development	298,199	270,910	281,835	330,950	17.43%
Legal	372,335	447,975	370,725	412,155	11.18%
Municipal Court	559,233	536,820	541,790	541,865	0.01%
Community Development	586,418	643,450	665,020	752,095	13.09%
Engineering Services	312,267	442,125	438,670	497,835	13.49%
Public Works	589,877	459,640	389,220	304,135	-21.86%
Building Maintenance	358,050	461,495	454,960	443,080	-2.61%
Non-Departmental	2,393,380	2,541,385	1,954,385	2,550,980	30.53%
Custodial	102,776	136,000	108,110	0	-100.00%
<b>Total General Government</b>	<b>8,547,605</b>	<b>9,096,820</b>	<b>8,345,785</b>	<b>9,040,770</b>	<b>8.33%</b>
<b>Public Safety</b>					
Police	5,164,928	5,882,725	6,606,130	5,614,295	-15.01%
Communications	1,479,630	1,941,070	1,509,730	1,768,480	17.14%
Ordinance Enforcement	203,966	240,115	271,145	223,455	-17.59%
Fire & Medical	3,730,919	3,255,015	3,188,265	3,468,075	8.78%
<b>Total Public Safety</b>	<b>10,579,443</b>	<b>11,318,925</b>	<b>11,575,270</b>	<b>11,074,305</b>	<b>-4.33%</b>
<b>Culture &amp; Recreation</b>					
Parks & Recreation	974,752	992,605	1,021,485	1,173,345	14.87%
Recreation Center	1,340,656	1,381,680	1,356,310	1,336,265	-1.48%
<b>Total Culture &amp; Recreation</b>	<b>2,315,408</b>	<b>2,374,285</b>	<b>2,377,795</b>	<b>2,509,610</b>	<b>5.54%</b>
<b>Total General Fund Expenditures</b>	<b>\$21,442,456</b>	<b>\$22,790,030</b>	<b>\$22,298,850</b>	<b>\$22,624,685</b>	<b>1.46%</b>



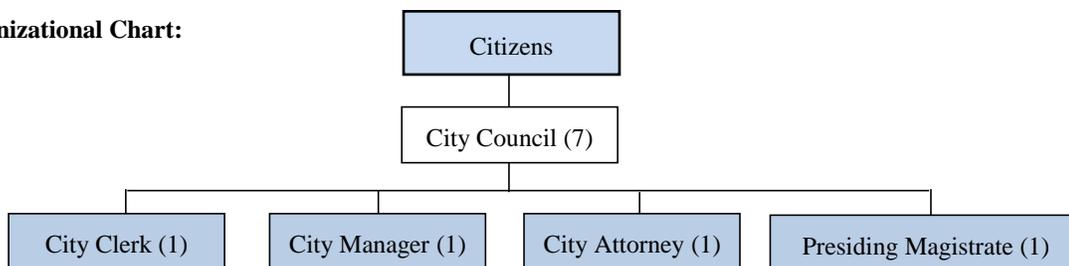
**General Fund—Expenditures by Category**

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
<b>General Government</b>								
City Council	\$49,245	\$850	\$45,000	\$153,630	\$0	\$0	\$0	\$0
City Clerk	229,950	1,680	1,200	15,455	0	0	0	0
Administration	669,440	2,600	3,900	31,690	0	0	0	0
Finance	285,670	7,800	99,880	58,625	0	0	0	0
Personnel	198,615	4,550	17,450	34,130	0	0	0	0
IT Services	613,895	27,350	286,045	54,210	12,000	0	0	0
Purchasing	103,930	755	6,725	2,950	0	0	0	0
Natural Resources	186,885	0	235	1,335	0	0	0	0
Economic Development	286,175	2,540	500	41,735	0	0	0	0
Legal	251,310	35	153,600	7,210	0	0	0	0
Municipal Court	360,425	6,350	96,550	78,540	0	0	0	0
Community Development	664,225	12,600	8,000	27,275	39,995	0	0	0
Engineering Services	318,700	7,070	9,200	22,925	139,940	0	0	0
Public Works	271,035	3,450	13,100	16,550	0	0	0	0
Building Maintenance	358,600	43,050	300	41,130	0	0	0	0
Non-Departmental	0	0	107,800	620,795	0	1,657,820	164,565	0
Custodial	0	0	0	0	0	0	0	0
<b>General Government Totals</b>	<b>4,848,100</b>	<b>120,680</b>	<b>849,485</b>	<b>1,208,185</b>	<b>191,935</b>	<b>1,657,820</b>	<b>164,565</b>	<b>0</b>
<b>Public Safety</b>								
Police	5,061,705	195,850	57,825	256,290	42,625	0	0	0
Communications	1,627,340	7,500	19,800	113,840	0	0	0	0
Ordinance Enforcement	163,290	6,450	52,715	1,000	0	0	0	0
Fire & Medical	3,151,445	98,300	110,500	74,830	33,000	0	0	0
<b>Public Safety Totals</b>	<b>10,003,780</b>	<b>308,100</b>	<b>240,840</b>	<b>445,960</b>	<b>75,625</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Culture &amp; Recreation</b>								
Parks & Recreation	540,200	43,420	46,800	505,225	37,700	0	0	0
Recreation Center	758,025	88,730	185,700	285,010	18,800	0	0	0
<b>Culture &amp; Recreation Totals</b>	<b>1,298,225</b>	<b>132,150</b>	<b>232,500</b>	<b>790,235</b>	<b>56,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Category Totals</b>	<b>\$16,150,105</b>	<b>\$560,930</b>	<b>\$1,322,825</b>	<b>\$2,444,380</b>	<b>\$324,060</b>	<b>\$1,657,820</b>	<b>\$164,565</b>	<b>\$0</b>
General Fund Expenditures				\$22,624,685				
Anticipated Reserves				0				
<b>Total General Fund Budget</b>				<b>\$22,624,685</b>				



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**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The City Council consists of the Mayor, Vice-Mayor and five Council Members. They meet at least three times a month and are responsible for policy decisions. They are empowered to enter into contracts, enact ordinances, create policies to protect citizens' rights, adopt tax-rate fees, and the annual budget. They appoint the City Manager, City Clerk, City Attorney and Presiding Magistrate. The Mayor is elected for a 4-year term, with Council Members serving overlapping 4-year terms. Council elections are held in August and November at even numbered years. The Mayor and Council are all elected at-large. In addition to their required duties, the Mayor and Council interact with local citizens on a regular basis. This requires their attendance at numerous community functions.

**FY 2019 Accomplishments:**

- \* Maintained participation in the planning meetings of the Verde Front, a regional collaborative in the Sedona-Verde Valley that fosters proactive dialogue, coordination and collective action on stewardship of natural and cultural resources.
- \* Substantial use of Twitter and Facebook has been implemented to help in the marketing the city and obtain input from citizens and visitors.
- \* Selected a new City Manager, who began employment with the City on January 7, 2019.
- \* Created the City of Cottonwood Strategic Plan 2020.

**FY 2020 Goals:**

- \* Increase the use of social and traditional media to market Cottonwood and also 'Cottonwood as the Heart of Arizona Wine Country,' designated as a tourist destination
- \* Obtain the "Silver" designation as Bicycle Friendly Community from the League of American Bicyclists.
- \* Lead the implementation of the City of Cottonwood Strategic Plan 2020, focusing on the five strategic priorities, which include:
  1. Facilitate economic growth
  2. Protecting water resources
  3. Promote quality of life
  4. Developing and improving infrastructure
  5. Strengthening the budget process
- \* Increase budgeted reserves.
- \* Decrease City debt.
- \* Improve the City's infrastructure.

**Budget Highlights:**

The City Council has formulated a new Strategic Plan that focuses on (A) Facilitating Economic Growth, (B) Maximizing Efficient Water Use and Reuse, (C) Promoting Quality of Life, (D) Developing and Improving Infrastructure, and (E) Refining the Budget Process. The Council's commitment to increasing reserves and developing a vibrant community is reflected in the budget with increased reserves and a focus on building infrastructure improvements in all departments. Customer services is paramount in our everyday operations and will assist in promoting growth and quality of life for the Citizens. A Cost of Living Adjustment (COLA) of 2% for all employees, excluding contract employees, has been approved and is reflected in the Personnel category of all departments. The salary range structure has been adjusted accordingly to remain marketplace-competitive. There is no merit or longevity pay budgeted for FY 2020.

General Government	City Council	Fund 01–General Fund	Cost Center	1000	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Tool:</b>					
<b>Type of Measure:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		2017	2018	2019	2020

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

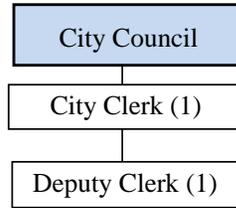
General Government	City Council	Fund 01–General Fund			Cost Center	1000
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$49,755	\$49,985	\$49,085	\$49,245	0.33%	
Operating Supplies	656	865	850	850	0.00%	
Contractual Services	111,992	129,000	137,000	45,000	-67.15%	
Other Services and Charges	69,774	90,900	90,020	153,630	70.66%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$232,177</u>	<u>\$270,750</u>	<u>\$276,955</u>	<u>\$248,725</u>	<u>-10.19%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$248,725	100.00%
Grants	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Mayor	1.00	1.00	1.00	750		\$9,000
Vice-Mayor	1.00	1.00	1.00	500		6,000
Council Member	5.00	5.00	5.00	500		30,000
Overtime						0
Temporary / Reserves						0
Retirement						630
Insurance & Taxes						3,615
Employee Related Expenses						0
<b>Totals</b>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>			<u>\$49,245</u>

General Government	City Council	Fund 01–General Fund			Cost Center	1000
<b>Supplemental Data: Expenditures</b>						
Item Description	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
<b>Supplies</b>						
Office Supplies	605	800	800	800	0.00%	
Copier Supplies	0	0	0	0	0.00%	
Postage & Freight	51	65	50	50	0.00%	
<b>Total Supplies</b>	<b>656</b>	<b>865</b>	<b>850</b>	<b>850</b>	<b>0.00%</b>	
<b>Contractual Services</b>						
Contractual Services	46,115	65,000	75,000	45,000	-40.00%	
Main Street Program & Old Town Association	10,000	0	0	0	0.00%	
Verde Valley Senior Center	55,000	55,000	55,000	0	-100.00%	
Large Item Pick-up	877	9,000	7,000	0	-100.00%	
Recycle Program	0	0	0	0	0.00%	
Rodeo Drive St. Reimbursement	0	0	0	0	0.00%	
<b>Total Contractual Services</b>	<b>111,992</b>	<b>129,000</b>	<b>137,000</b>	<b>45,000</b>	<b>-67.15%</b>	
<b>Other Services and Charges</b>						
Public Relations	1,340	1,000	1,200	1,000	-16.67%	
Legal Advertising	0	0	150	150	0.00%	
Computer Support	2,550	1,510	1,600	1,600	0.00%	
Utilities	5,044	4,860	4,200	4,860	15.71%	
Parking Lot Lights	2,887	2,980	2,925	3,220	0.00%	
Telephone	318	0	0	0	0.00%	
Gas & Oil	0	0	0	0	0.00%	
Vehicle Maintenance & Repair	168	250	100	0	-100.00%	
Youth Commission	4,329	4,000	4,000	4,000	0.00%	
Building Community Grants	2,500	15,000	15,000	0	-100.00%	
Veterans Van/Events	0	2,000	2,000	0	-100.00%	
Christmas Lights	829	600	145	600	313.79%	
Outside Agencies	20,000	20,000	20,000	100,000	400.00%	
Community Garden	2,024	1,200	1,200	1,200	0.00%	
Birding Festival	1,000	1,000	1,000	0	-100.00%	
Annual Appreciation Event	2,024	1,500	1,500	2,000	33.33%	
Travel & Training	4,141	6,000	6,000	6,000	0.00%	
Subscriptions & Memberships	2,154	15,000	15,000	15,000	0.00%	
Council Contingency	18,466	14,000	14,000	14,000	0.00%	
<b>Total Other Services &amp; Charges</b>	<b>69,774</b>	<b>90,900</b>	<b>90,020</b>	<b>153,630</b>	<b>70.66%</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Successfully administered the City of Cottonwood's 2018 primary and general municipal elections, including the preparation of candidate nomination packets and general information
- \* Provided the orientation of the newly elected officials to the council and seek out training opportunities that support their transition to public service
- \* Established a process for board and commission chairpersons to report to the City Council on the progress of the endeavors of their respective board or commission
- \* Coordinated the 2019 City Council Strategic Planning Retreat
- \* Purged redundant paper records according to the State's records retention schedule
- \* Processed 30 liquor license applications
- \* Prepared the Council's float for the 2018 Christmas parade
- \* Attainment of the Master Municipal Clerk designation by the City Clerk
- \* Decorated the City's live Christmas tree and coordinated the Christmas tree lighting event
- \* Coordinated and assisted with placing weed cloth and wood chips under three shade structures at the Community Garden

**FY 2020 Goals:**

- \* Aid the Council in the use of Novus Board, an open-source and public bulletin board, to view the documentation for their council meeting packets

**Budget Highlights:**

This budget has been significantly decreased, largely due to the reduction of the Election Expenses. There is a slight decrease in the Personnel category as the 2% COLA does not apply to the City Clerk position. Small increases in several line items are to cover increases in general operational costs.

General Government	City Clerk	Fund 01–General Fund	Cost Center	1010	
<b>** Performance indicators are to be determined **</b>					
<b>Mission/Value Statement:</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

General Government	City Clerk	Fund 01–General Fund			Cost Center	1010
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent	
	Actual	Budget	Revised	Adopted	Change	
Personnel	\$223,102	\$232,490	\$227,100	\$229,950	1.25%	
Operating Supplies	616	1,675	1,525	1,680	10.16%	
Contractual Services	1,144	990	1,170	1,200	2.56%	
Other Services and Charges	13,033	40,535	24,720	15,455	-37.48%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$237,895</u>	<u>\$275,690</u>	<u>\$254,515</u>	<u>\$248,285</u>	<u>-2.45%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$248,285	100.00%
<b>Total Funding</b>		<u><b>100.00%</b></u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
City Clerk	1.00	1.00	1.00	Contract		\$113,525
Deputy Clerk	1.00	1.00	1.00	3,408	5,022	50,700
COLA						1,015
Merit Contingency						0
Longevity						0
Overtime						1,100
Temporary / Reserves						0
Retirement						20,140
Insurance & Taxes						43,470
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$229,950</u>

General Government	City Clerk	Fund 01–General Fund		Cost Center	1010
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	568	700	550	700	27.27%
Copier Supplies	0	500	500	500	0.00%
Gas & Oil	23	0	0	0	0.00%
Vehicle Maintenance & Repair	5	450	450	450	0.00%
Equipment Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	20	25	25	30	20.00%
<b>Total Supplies</b>	<b>616</b>	<b>1,675</b>	<b>1,525</b>	<b>1,680</b>	<b>10.16%</b>

**Contractual Services**

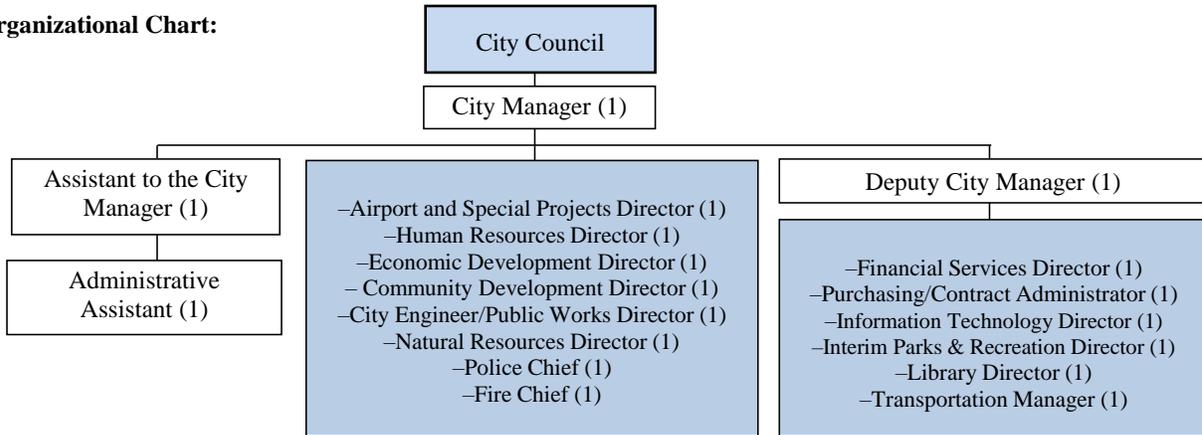
Contractual Services	0	0	0	0	0.00%
Computer Support	1,144	990	1,170	1,200	2.56%
<b>Total Contractual Services</b>	<b>1,144</b>	<b>990</b>	<b>1,170</b>	<b>1,200</b>	<b>2.56%</b>

**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	2,583	2,735	2,650	2,915	10.00%
Telephone	1,054	2,000	1,420	1,490	4.93%
Election Expense	51	28,000	11,600	2,000	-82.76%
Travel & Training	1,089	800	800	800	0.00%
Subscriptions & Memberships	8,256	7,000	8,250	8,250	0.00%
<b>Total Other Services &amp; Charges</b>	<b>13,033</b>	<b>40,535</b>	<b>24,720</b>	<b>15,455</b>	<b>-37.48%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Increased substantial use of social media to include Twitter and Facebook to market the City and obtain customer input.
- \* Created the City of Cottonwood Strategic Plan 2020.
- \* Brought on a fixed-base operator (FBO) to help promote and operate the Cottonwood Municipal Airport.
- \* Selected a new City Manager, who began employment on January 7, 2019.

**FY 2020 Goals:**

- \* Complete the operational water requirements of the Arizona Department of Environmental Quality (ADEQ) for certifying the Riverfront Water Reclamation Facility (RWRF).
- \* Obtain the underground storage facility and aquifer storage permits from the Arizona Department of Water Resources (ADWR) for the Mingus injection well.
- \* Investigate the potential for converting and modifying the Riverfront Water Reclamation Facility to meet the requirements for producing potable quality water for direct potable reuse.
- \* Implement the 'Road Diet' design from Main Street and the Bypass into Old Town Cottonwood that will reduce the lanes in order to add bike lanes.
- \* Complete the reconstruction of Mingus Avenue between the intersections with Main Street and 8<sup>th</sup> Street Wash.
- \* Acquire easement of Del Monte Wash for flood plain mitigation.
- \* Conduct a Master Plan Study for the Cottonwood Municipal Airport.
- \* Establish and implement a Marketing/Tourist Plan to market Cottonwood and 'Cottonwood as the Heart of Arizona Wine Country,' recognized as a tourist destination.
- \* Evaluate economic efforts of the City and refocus resources.
- \* Implement Strategic Plan 2020, focusing on the five strategic priorities that include:
  1. Facilitate economic growth
  2. Protecting water resources
  3. Promote quality of life
  4. Developing and improving infrastructure
  5. Strengthening the budget process

**Budget Highlights:**

The major changes in this department are due to the elimination of the Community Services General Manager position, and the transfer of the Airport/Special Projects Director from Public Works and the addition of a new full-time Marketing/Graphics Design position (effective January 2020 and partially funded by the .5% bed tax increase). The Community Services General Manager has been reassigned to Economic Development as the Interim Economic Development Director. The overall budgeted expenditures have been significantly decreased.

General Government	Administration Department	Fund 01–General Fund	Cost Center	1100	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Tool:</b>					
<b>Type of Measure:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

General Government	Administration Department	Fund 01—General Fund			Cost Center	1100
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$705,093	\$737,600	\$761,155	\$669,440	-12.05%	
Operating Supplies	2,210	1,900	2,650	2,600	-1.89%	
Contractual Services	4,965	3,100	3,900	3,900	0.00%	
Other Services and Charges	16,605	39,650	28,360	31,690	11.74%	
Capital Outlay	0	0	15,790	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$728,873</b>	<b>\$782,250</b>	<b>\$811,855</b>	<b>\$707,630</b>	<b>-12.84%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$707,630	100.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
City Manager	1.00	1.00	1.00	Contract		\$150,000
Deputy City Manager	1.00	1.00	1.00	10,468	15,426	153,000
Administrative Svcs General Manager	0.00	0.00	0.00	8,639	12,691	0
Community Svcs General Manager	1.00	1.00	0.00	8,639	12,691	0
Airport Special Projects Director	0.00	0.00	1.00	6,120	9,019	93,075
Assistant to City Manager	1.00	1.00	1.00	3,945	5,814	49,450
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	32,605
COLA						6,565
Car Allowance						10,800
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						60,000
Insurance & Taxes						113,945
Employee Related Expenses						0
<b>Totals</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>			<b>\$669,440</b>

General Government Administration Department	Fund 01–General Fund			Cost Center	1100
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	649	600	1,000	1,000	0.00%
Copier Supplies	1,213	1,200	1,200	1,200	0.00%
Gas & Oil	281	0	50	0	-100.00%
Vehicle Maintenance & Repair	0	0	300	300	0.00%
Equipment Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	67	100	100	100	0.00%

<b>Total Supplies</b>	2,210	1,900	2,650	2,600	-1.89%
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**Contractual Services**

Contractual Services	2,379	1,100	1,700	1,700	0.00%
Computer Support	2,586	2,000	2,200	2,200	0.00%

<b>Total Contractual Services</b>	4,965	3,100	3,900	3,900	0.00%
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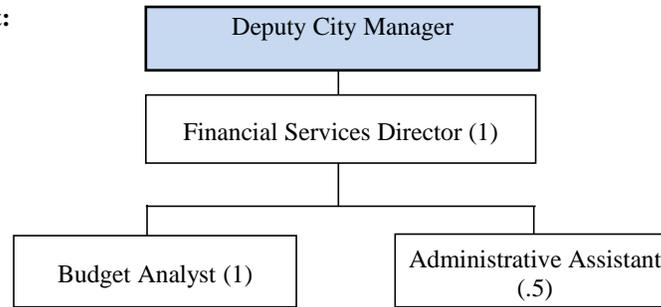
**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	1,908	2,500	4,000	2,500	-37.50%
Utilities	6,116	6,300	5,400	5,670	5.00%
Telephone	5,306	5,850	4,975	5,225	5.03%
Travel & Training	2,477	2,500	2,500	6,000	140.00%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	798	1,600	1,400	2,210	57.86%
Manager's Contingency	0	8,500	8,500	8,500	0.00%
Enterprise Fleet Lease Expense	0	12,400	1,585	1,585	0.00%

<b>Total Other Services &amp; Charges</b>	16,605	39,650	28,360	31,690	11.74%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Equipment Lease			\$15,790		
Totals	\$0	\$0	\$15,790	\$0	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Completed the FY 2018 Financial Audit with the deliverance of accurate and transparent accounting for citizens.
- \* Collaborated with City Council and City staff on the development of a comprehensive and fiscally responsible budget.
- \* Reviewed and updated, where applicable, the webpages of the Finance Department and made them more user-friendly resulting in the site being easier to acquire financial information and help engage the
- \* Reached the 15-year anniversary of the City's employee newsletter "Communiqué."
- \* Received for the 28<sup>th</sup> consecutive time the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the Finance Department's Comprehensive Annual Financial Report (CAFR) for the year-ending June 2018.
- \* Was awarded the 19<sup>th</sup> Distinguished Budget Presentation Award from the GFOA for FY 2019.
- \* Successfully facilitated the City of Cottonwood in maintaining an AA bond rating from Standard & Poor's (S&P), showing a very strong capacity to meet City's financial commitments.

**FY 2020 Goals:**

- \* Complete the audit of the City's fixed assets and start developing a plan to conduct internal bi-annual audits of fixed assets.
- \* Prepare and submit the City's FY 2019 CAFR to GFOA to compete for the Certificate of Achievement in Excellence in Financial Reporting and attain the 29<sup>th</sup> certificate.
- \* Prepare and submit application to the GFOA for the 20<sup>th</sup> time to acquire the Distinguished Budget Presentation Award for the City's FY 2020 Annual Budget.
- \* Start employing the Extended Budgeting Module in the Finance Suite of the Springbrook software program that will enable more comprehensive and detailed budget for each department.
- \* Initiate a new performance indicator plan to measure departmental performance based on the City's Strategic Plan.
- \* Streamline the budget planning and review process.
- \* Develop a presentation program that informs citizens of the budget process and aims to encourage more citizen engagement.

**Budget Highlights:**

Council has approved the hiring of a full-time Accounting Specialist (Effective January 2020). This position is accounted for the Personnel category.

General Government	Finance Department	Fund 01–General Fund	Cost Center	1200	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> To maintain external validation of Best Practices in governmental accounting and reporting					
<b>Objective:</b> Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award					
<b>Type of Measure:</b> Attainment certificate awards					
<b>Tool:</b> Preparation of budget document and submission for review to the GFOA					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Yes/No					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
GFOA Certificate of Achievement		Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award		Yes	Yes	Yes	Yes
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Increase the percentage of ACH Payroll Deposits					
<b>Objective:</b> Increase the cost-effectiveness of Payroll processing					
<b>Type of Measure:</b> Number of Direct Deposit distributions					
<b>Tool:</b> Accounting software reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Percent calculation of ACH payroll deposits to total Checks and Direct Deposits: 80% = good					
<b>Trend:</b> Slightly down					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Payroll checks/Deposits distributed		7,878	7,453	7,500	7,500
ACH Payroll Deposits		6,559	6,085	6,500	6,500
ACH Payroll Deposits (%)		83.26%	81.64%	86.67%	86.67%
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Decrease the number of voided Checks for Accounts Payable to less than 2%					
<b>Objective:</b> Increase the integrity of the purchasing process, avoid duplicate invoice/payments and reduce the cost of processing Accounts Payable					
<b>Type of Measure:</b> Number of voided checks					
<b>Tool:</b> Accounting software reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> < 2%					
<b>Trend:</b> Down					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Accounts Payable – Checks written		4,792	4,706	4,500	4,500
Accounts Payable – Checks voided (incl. lost by vendor and printer errors)		54	40	40	40
Percentage increase/decrease in voided Checks		1.1%	0.8%	0.9%	0.9%
<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Increase tax payers' awareness of their tax responsibility to the City of Cottonwood					
<b>Objective:</b> To collect all sales tax that is due to the City of Cottonwood					
<b>Type of Measure:</b> Number of sales tax audits and amount of sales tax assessment					
<b>Tool:</b> Reports from the sales tax auditor and issuance of verification letters					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Increase/decrease from prior year					
<b>Trend:</b> Sales tax audits and assessments up/Verification letters issued and completed down					
		Actual (Revised)		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Sales Tax Audits completed		8	TBD	10	10
Sales Tax Assessments		\$22,000	TBD	\$25,000	\$25,000
Verification letters issued		130	TBD	75	75
Verification letters completed		70	TBD	40	40

General Government	Finance Department	Fund 01–General Fund		Cost Center	1200
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$256,613	\$272,200	\$258,220	\$285,670	10.63%
Operating Supplies	7,489	8,800	7,695	7,800	1.36%
Contractual Services	117,893	107,475	101,470	99,880	-1.57%
Other Services and Charges	57,565	62,810	57,675	58,625	1.65%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$439,560</u>	<u>\$451,285</u>	<u>\$425,060</u>	<u>\$451,975</u>	<u>6.33%</u>

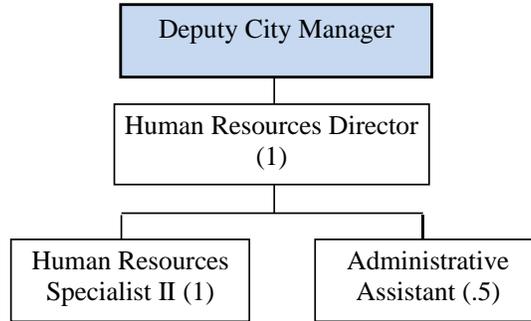
<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$451,975	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Financial Services Director	1.00	1.00	1.00	7,085	10,441	\$106,105
Budget Analyst	1.00	1.00	1.00	3,945	5,814	68,310
Accounting Specialist	0.00	0.00	1.00	2,670	3,935	15,705
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	16,020
COLA						0
Merit Contingency						3,810
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						25,420
Insurance & Taxes						50,300
Employee Related Expenses						0
<b>Totals</b>	<u>2.50</u>	<u>2.50</u>	<u>3.50</u>			<u>\$285,670</u>

General Government	Finance Department	Fund 01–General Fund		Cost Center	1200
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	3,354	4,200	3,900	3,500	-10.26%
Copier Supplies	401	900	595	600	0.84%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	447	1,200	700	900	28.57%
Postage & Freight	3,287	2,500	2,500	2,800	12.00%
<b>Total Supplies</b>	<b>7,489</b>	<b>8,800</b>	<b>7,695</b>	<b>7,800</b>	<b>1.36%</b>
<b>Contractual Services</b>					
Contractual Services	41,407	40,000	38,820	39,600	2.01%
Audit Expense	44,000	33,475	30,000	38,980	29.93%
Sales Tax Audits	20,000	20,000	20,000	8,000	-60.00%
Computer Support	12,486	14,000	12,650	13,300	5.14%
<b>Total Contractual Services</b>	<b>117,893</b>	<b>107,475</b>	<b>101,470</b>	<b>99,880</b>	<b>-1.57%</b>
<b>Other Services and Charges</b>					
Bank Charges	12,042	13,000	8,400	9,000	3.21%
Legal Advertising	3,343	2,500	3,760	3,760	0.00%
Printing & Forms	3,144	2,500	2,700	2,700	0.00%
Utilities	4,848	6,000	5,710	6,000	5.08%
Telephone	1,984	2,500	2,340	2,415	5.08%
State Annual Municipality Fee	24,295	29,160	28,845	29,000	0.54%
Travel & Training	6,649	5,500	4,500	4,000	-11.11%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	1,260	1,650	1,420	1,750	23.24%
<b>Total Other Services &amp; Charges</b>	<b>57,565</b>	<b>62,810</b>	<b>57,675</b>	<b>58,625</b>	<b>1.65%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Procured and implemented CivicHR, an online applicant tracking software for local governments that increases the efficiency of the application and hiring process while also giving applicants better accessibility to create and update their profile for current and future use.
- \* Led the coordination of the Safety Days program by the Safety Committee that integrated five mandatory hands-on trainings conducted by employee experts for fellow employees in a format that allowed all employees to attend without significantly interrupting departmental operations.
- \* Successfully organized the selection process for a recruitment agency to spearhead a national search for a new City Manager.
- \* [Anticipated] Selected a tracking software program for contracts and Certificates of Insurance (COI), based on research done in conjunction with the Purchasing Division, for potential implementation in FY 2020.

**FY 2020 Goals:**

- \* Pending approval and funding for the implementation of the selected tracking software for contracts and Certificates of Insurance in cooperation with the Purchasing/Contracts Administrator.
- \* Create a more enticing environment to retain valuable and productive employees and to attract new employees by highlighting the benefits of working at the City and living in Cottonwood or in the surrounding area.
- \* Start the development of a more robust recruitment strategy to better utilize available free and/or low cost advertising resources to increase the market range for job advertisements.

**Budget Highlights:**

The overall budget is slightly decreased despite small increases in the Personnel and Other Services and Charges categories. The salary range structure has been adjusted based on the 2% COLA to maintain market competitiveness. No capital expenditures are planned for FY 2020.

General Government	Human Resources Department	Fund 01–General Fund	Cost Center	1210
<b>Performance Indicators</b>				
<b>Strategic Directive:</b> Promote a vibrant, healthy and educated community				
<b>Department Goal:</b> Efficiently and effectively conduct risk management				
<b>Objective:</b> Implement a safety campaign that includes bi-monthly trainings, implementation of an incentive program and address safety issues in monthly communique in order to decrease the number of workplace injuries and claims				
<b>Type of Measure:</b> Claims data				
<b>Tool:</b> Electronic maintenance and operational data (EMOD)				
<b>Frequency:</b> Annual				
<b>Scoring:</b> Number and costs of claims				
<b>Trend:</b> Increasing				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
(12/31/2018)				
Number of trainings completed	3,546	2,698	2,800	3,600
Number of Communiqué articles submitted	1	2	4	4
Number of Workers' Compensation (WC) claims	12	16	14	15
– Percent change in WC claims	-46%	33%	-13%	-7%
Cost of Total WC claims	\$13,674	\$31,565	\$14,000	\$9,000
– Percent change in cost of WC claims	-80%	131%	-56%	-36%
Average cost of individual WC claims	\$651	\$1,973	\$1,000	\$750
EMOD	1.60	1.60	1.30	1.70

<b>Strategic Directive:</b> Marketing Cottonwood				
<b>Department Goal:</b> Create an enticing environment to employ and retain valuable and productive employees				
<b>Objective:</b> Decrease turnover to reduce new hire implementation costs and promote consistency within departments				
<b>Type of Measure:</b> Percentage change				
<b>Tool:</b> Cottonwood employment data				
<b>Frequency:</b> Annual				
<b>Scoring:</b> Turnover rate change; number of retirees vs. terminations				
<b>Trend:</b> The turnover rate is on schedule to be decreased from 2017. Retirement numbers remain consistent.				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
(12/31/2018)				
Full-time positions filled	50	14	40	35
Full-time transfers	16	3	10	10
Full-time employees–Voluntary termination after orientation period completed	19	4	15	12
Full-time employees–Voluntary termination during orientation period	3	3	3	3
Full-time employees–Termination after orientation period completed	1	1	1	1
Full-time employees–Termination during orientation period	8	1	3	3
Full-time employees–Retirement	7	3	6	7
Full-time employees–Turnover rate	19%	6%	14%	13%
Total number of positions opened (Full-time and part-time)	108	39	100	100
Total number of applications received	998	572	1000	900

General Government Human Resources Department		Fund 01–General Fund			Cost Center	1210
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$179,628	\$197,780	\$177,480	\$198,615	11.91%	
Operating Supplies	2,539	4,650	4,040	4,550	12.62%	
Contractual Services	14,835	19,930	15,870	17,450	9.96%	
Other Services and Charges	28,422	33,035	22,320	34,130	52.91%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$225,424</b>	<b>\$255,395</b>	<b>\$219,710</b>	<b>\$254,745</b>	<b>15.95%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$254,745	100.00%
<b>Total Funding</b>		<b>100.00%</b>

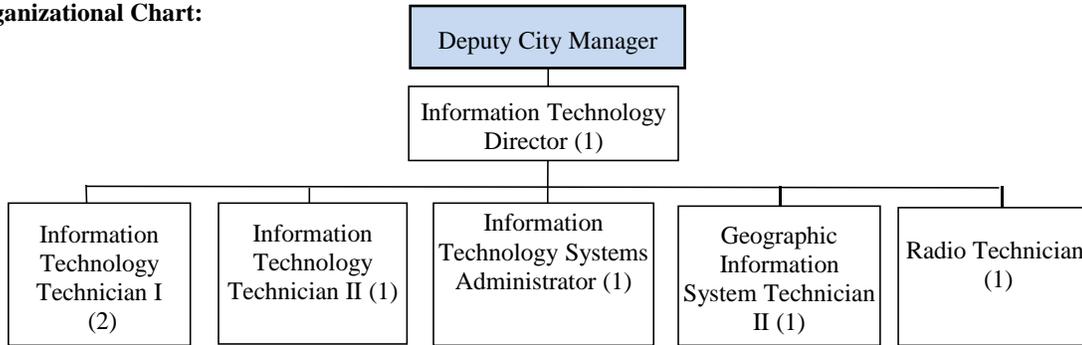
<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Human Resources Director	1.00	1.00	1.00	6,120	9,019	\$76,530
Human Resources Specialist II	1.00	1.00	1.00	3,945	5,814	48,800
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	16,020
COLA						2,830
Employee Awards						900
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						17,540
Insurance & Taxes						35,995
Employee Related Expenses						0
<b>Totals</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>			<b>\$198,615</b>

General Government Human Resources Department		Fund 01-General Fund			Cost Center	1210
<b>Supplemental Data: Expenditures</b>						
Item Description	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
<b>Supplies</b>						
Office Supplies	1,454	1,500	1,500	1,700	13.33%	
Copier Supplies	401	1,000	900	1,000	11.11%	
Gas & Oil	116	500	400	500	25.00%	
Training Supplies	0	0	0	0	0.00%	
Vehicle Maintenance & Repair	205	500	200	300	50.00%	
Equipment Maintenance & Repair	301	1,000	1,000	1,000	0.00%	
Postage & Freight	62	150	40	50	25.00%	
<b>Total Supplies</b>	<b>2,539</b>	<b>4,650</b>	<b>4,040</b>	<b>4,550</b>	<b>12.62%</b>	
<b>Contractual Services</b>						
Contractual Services	500	5,000	2,500	2,500	0.00%	
Employee Physicals/Drug Tests	11,062	10,000	10,000	11,250	12.50%	
Compensation Study	400	2,000	400	500	25.00%	
Computer Support	2,873	2,930	2,970	3,200	7.74%	
<b>Total Contractual Services</b>	<b>14,835</b>	<b>19,930</b>	<b>15,870</b>	<b>17,450</b>	<b>9.96%</b>	
<b>Other Services and Charges</b>						
Advertising	0	0	0	0	0.00%	
Printing & Forms	0	100	80	80	0.00%	
Utilities	4,608	4,600	4,100	4,300	10.84%	
Telephone	1,043	1,400	1,255	1,400	11.11%	
Safety/Personnel Committee	5,560	5,750	5,000	7,200	0.00%	
Safety Expenses	0	0	400	2,600	0.00%	
Travel & Training	806	4,200	2,500	4,400	9.09%	
Continuing Education	0	0	0	0	33.33%	
Subscriptions & Memberships	961	985	985	3,300	33.33%	
Recruitment Expense	8,758	4,000	3,500	4,100	143.24%	
Unemployment Insurance (City)	6,686	12,000	4,500	6,750	33.33%	
<b>Total Other Services &amp; Charges</b>	<b>28,422</b>	<b>33,035</b>	<b>22,320</b>	<b>34,130</b>	<b>52.91%</b>	

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Information Technology Department**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Redesigned City and Public Safety networks and increasingly secured City networks to streamline operations, increase employee productivity and pave the way for full guest Wi-Fi access.
- \* Guest Wi-Fi rollout is underway and expected to be fully deployed by the end of the fiscal year.
- \* Successfully implemented a new low-cost phone system to bring two existing systems into a single, open-source platform, improving employee productivity, increasing citizen engagement and lowering ongoing system costs. Training sessions were provided for the use of the new system.
- \* Considerable cost savings were realized by having the Radio & Telecommunications Technician assist with the upfitting of new police vehicles and fixing of radio equipment.
- \* Implemented a low-cost cloud-based data assurance solution. This set of services allows for City computer data to be securely backed-up off-site in case of system failures.
- \* Implemented a new City Wi-Fi solution for employee network access, streamlining the system for simple use as well as for end-to-end encryption to protect the integrity of City data and also increasing the security of City data transmissions.
- \* Rolled out an automated work order system for the parks & Recreation Department and Public Works. This system allows these departments to be more effective and efficient. It also provides archival capability for issues, which will reduce costs.

**FY 2019 Goals:**

- \* Extend GIS services through the implementation of an ArcGIS Server, a system software that makes geographical information available that will be beneficial to 911 communications and other city departments (pending funding).
- \* Complete overhaul of the network's Active Directory, a system that connects all individual devices and applications in a network to a database system, to fix multiple access issues to networked resources. This will streamline access and enable City employees to increase their productivity.
- \* Bring all surveillance door security systems into one single monitored system for security and manageability (pending funding).
- \* Full guest Wi-Fi rollout, in and around government buildings, to expand opportunities for citizen engagement (pending funding).

**Budget Highlights:**

For FY 2020, Capital in the amount of \$12,000 has been budgeted for the replacement of computers. The largest budget increases are in Contractual Services and Computer Support since IT maintains the City-wide computer software and equipment and also maintains all equipment and contracts for the Communications Center. An amount of \$18,000 has been budgeted for an anticipated Homeland Security Grant for cyber security. Other budgetary increases are to cover general operational cost increases.

General Government	Information Technology Department	Fund 01-General Fund	Cost Center	1220
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Develop, support and maintain IT infrastructure			
<b>Department Goal:</b>	Close Help Desk Tickets quickly to provided better customer service			
<b>Objective:</b>	Resolve 90% of Help Desk requests within one (1) week			
<b>Type of Measure:</b>	Number of Help Desk Tickets submitted and resolved			
<b>Tool:</b>	Help Desk application reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	Decreasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Help Desk Tickets submitted	1,622	1,878	2,100	2,300
Help Desk Tickets resolved within one week	1,438	1,689	1,900	2,100
Percentage of Help Desk Tickets resolved in one week	88.66%	89.94%	90.48%	91.30%
Percentage Change (YOY)	n/a	1.28%	0.54%	0.83%

<b>Strategic Directive:</b>	Develop, support and maintain IT infrastructure			
<b>Department Goal:</b>	Ensure efficient and effective computer operations			
<b>Objective:</b>	Provide permanent resolution to Help Desk Tickets			
<b>Type of Measure:</b>	Percentage of reopened tickets (<5%)			
<b>Tool:</b>	Help Desk application reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	n/a			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Help Desk Tickets reopened	n/a	48	<b>TBD</b>	<b>TBD</b>
Reopened tickets as percentage of overall tickets	n/a	2.56%	<b>TBD</b>	<b>TBD</b>
Response time change	n/a	n/a	<b>TBD</b>	<b>TBD</b>

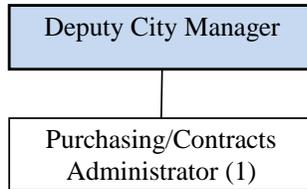
General Government		Information Technology Department		Fund 01– General Fund		Cost Center	1220
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$506,065	\$569,350	\$584,715	\$613,895	4.99%		
Operating Supplies	19,995	11,600	31,400	27,350	-12.90%		
Contractual Services	141,195	219,900	212,000	286,045	34.93%		
Other Services and Charges	28,160	31,550	26,325	54,210	105.93%		
Capital Outlay	138,551	0	2,900	12,000	313.79%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$833,966</b>	<b>\$832,400</b>	<b>\$857,340</b>	<b>\$993,500</b>	<b>15.88%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$993,500	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
IT Director	1.00	1.00	1.00	7,085	10,441	\$100,275
IT Systems Administrator	1.00	1.00	1.00	7,085	6,410	54,020
Radio & Telecom Technician	1.00	1.00	1.00	4,350	6,410	58,955
GIS Technician II	1.00	1.00	1.00	4,350	5,814	57,390
IT Technician II	1.00	1.00	1.00	3,945	5,814	49,450
IT Technician I	1.00	2.00	2.00	3,945	5,273	92,275
COLA						8,245
Merit Contingency						0
Longevity						0
Clothing Allowance						400
Temporary Employees / Reserves						0
Overtime						0
Holiday Pay						250
Retirement						50,970
Insurance & Taxes						141,665
Employee Related Expenses						0
<b>Totals</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>			<b>\$613,895</b>

General Government	Information Technology Department	Fund 01–General Fund	Cost Center	1220	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	6,939	6,000	9,000	2,400	-73.33%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	554	700	700	1,250	78.57%
Vehicle Maintenance & Repair	289	850	2,500	1,100	-56.00%
Equipment Maintenance & Repair	12,190	4,000	600	1,000	66.67%
Radio Maintenance & Repair	0	0	18,000	21,000	16.67%
Postage & Freight	23	50	600	600	0.00%
<b>Total Supplies</b>	<b>19,995</b>	<b>11,600</b>	<b>31,400</b>	<b>27,350</b>	<b>-12.90%</b>
<b>Contractual Services</b>					
Contractual Services	87,328	149,900	135,000	157,180	16.43%
Bank Charges	0	0	0	0	0.00%
Computer Support	53,867	70,000	77,000	128,865	67.36%
<b>Total Contractual Services</b>	<b>141,195</b>	<b>219,900</b>	<b>212,000</b>	<b>286,045</b>	<b>34.93%</b>
<b>Other Services and Charges</b>					
Employee Physicals/Drug Tests	0	0	175	0	-100.00%
Advertising	0	300	0	0	0.00%
Utilities	7,422	6,200	7,500	8,250	10.00%
Telephone	6,164	6,550	7,150	7,500	4.90%
Homeland Security Grant	0	0	0	18,100	0.00%
Travel & Training	9,970	9,000	4,200	7,400	76.19%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	4,604	9,500	7,300	12,960	77.53%
<b>Total Other Services &amp; Charges</b>	<b>28,160</b>	<b>31,550</b>	<b>26,325</b>	<b>54,210</b>	<b>105.93%</b>
<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Miscellaneous Computer Equipment	\$138,551				
IPad, Laptops			\$2,900		
Replacement Computers - City-wide				\$12,000	
<b>Totals</b>	<b>\$138,551</b>	<b>\$0</b>	<b>\$2,900</b>	<b>\$12,000</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Purchasing Division, under direct supervision of the Deputy City Manager, is responsible for maximizing the effectiveness of our citizens' tax dollars while providing timely and adequate support for the City's needs for materials, equipment, and services. The Purchasing Division is also responsible for ensuring compliance with the City's established procurement policies and procedures as well as with all of the state's procurement statutes.

**FY 2019 Accomplishments:**

- \* [Anticipated] Conducted, in collaboration with Risk Management (Human Resources) and the Legal Department, a training for City staff related to insurance requirements, contractual language and purchasing policies.
- \* [Anticipated] Selected a tracking software program for contracts and Certificates of Insurance (COI), based on research done in conjunction with the Human Resources Department, for potential implementation in FY 2020.
- \* Over 95% of purchase requisitions is estimated to be converted into purchase orders within two business days after requisitions have been approved by the Finance Department. Turnaround time was previously not tracked with supporting documentation.
- \* A new city-wide contract for fire/security alarm monitoring that replaces former 3<sup>rd</sup> party agreements and reduces the liability of the City was successfully negotiated.
- \* Contracted with a firm that specializes in analyzing the accuracy of charges to the City by telecommunications, and electric and gas utility companies. The audit performed of the City's energy, gas, cellular and telecom bills will result in a utility costs recovery/reduction of \$11,985.00 for FY 2019.

**FY 2020 Goals:**

- \* Find opportunities to work directly with local purchasing professionals from outside organizations to identify specific bulk purchase opportunities between and for local governments and schools. When opportunities have been identified, lead at least one cooperative process for cheaper bulk purchases of commodities and/or services in an effort to obtain economies of scale by fiscal year end.
- \* Procure construction services for one project utilizing the Arizona State cooperative contract for Job Order Contracting (JOC) and compare pricing against the prices of the current JOC program.
- \* Pending approval and funding, start implementation of the selected contract/COIs tracking software program that meets the needs of Risk Management, the Legal Department and Purchasing Division.

**Budget Highlights:**

No Capital outlay is scheduled but an increase in Contractual Services has been budgeted for the potential acquisition of purchasing software.

General Government	Purchasing Division	Fund 01–General Fund	Cost Center	1230	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Process and convert requisitions into purchase orders within two business days after requisitions have been approved by the Finance Department				
<b>Objective:</b>	Purchase requested material goods, services and construction in a timely manner				
<b>Type of Measure:</b>	Processing time				
<b>Tool:</b>	Requisition log and Springbrook software				
<b>Frequency:</b>	Occurrence of requisitions				
<b>Scoring:</b>	100% = Above Average; 95% = Average; 90% = Below Average; 85% or below = Poor				
<b>Trend:</b>	Score at least 95% or higher				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2017	2018	2019	2020
Number of approved requisitions processed		n/a	n/a	170	175
Number of approved requisitions processed within 2 business days		n/a	n/a	162	169
Percentage of requisitions processed within 2 business days		n/a	n/a	95.3%	96.6%

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community				
<b>Department Goal:</b>	Ensure local businesses within the City limits and outside businesses entities that conduct business within the City limits comply with the requirement to register their business with the City				
<b>Objective:</b>	Educate business owners of new and/or unregistered businesses on their responsibility to register the conditions stipulated in the Municipal Code in order to reduce Code Enforcement notifications				
<b>Type of Measure:</b>	Mailing of business registration renewal letters, monitoring of Chamber of Commerce memberships and Code Enforcement notifications				
<b>Tool:</b>	Springbrook software, Chamber of Commerce magazine and Code Enforcement				
<b>Frequency:</b>	Weekly				
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2017	2018	2019	2020
Total number of mailed out business registration renewals		1,356	1,337	1,350	1,375
–Number of business registration renewals paid for on-time (before late penalty)		n/a	TBD	1,000	1,025
–Number of new business registrations (% of total business registration renewals that were mailed out) [as of December 1, 2018]		n/a	181 (13.5%)	150 (11.1%)	150 (10.9%)
–Number of registrations/renewals based on late notices/Code Enforcement		n/a	TBD	200	200

General Government		Purchasing Division		Fund 01–General Fund		Cost Center	1230
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$97,887	\$102,050	\$101,270	\$103,930	2.63%		
Operating Supplies	618	775	1,305	755	-42.15%		
Contractual Services	1,838	1,350	1,500	6,725	348.33%		
Other Services and Charges	2,136	2,790	2,370	2,950	24.47%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$102,479</u>	<u>\$106,965</u>	<u>\$106,445</u>	<u>\$114,360</u>	<u>7.44%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$114,360	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Purchasing/Contract Administrator	1.00	1.00	1.00	6,120	9,019	\$76,345
COLA						1,525
Merit Contingency						0
Longevity Pay						0
Temporary / Reserves						0
Retirement						9,430
Insurance & Taxes						16,630
Employee Related Expenses						0
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$103,930</u>

General Government	Purchasing Division	Fund 01–General Fund		Cost Center	1230
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	358	325	1,000	350	-65.00%
Copier Supplies	142	250	250	250	0.00%
Postage & Freight	17	50	5	5	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	101	150	50	150	200.00%
<b>Total Supplies</b>	<b>618</b>	<b>775</b>	<b>1,305</b>	<b>755</b>	<b>-42.15%</b>

**Contractual Services**

Contractual Services	500	0	0	5,150	0.00%
Computer Support	1,338	1,350	1,500	1,575	5.00%
<b>Total Contractual Services</b>	<b>1,838</b>	<b>1,350</b>	<b>1,500</b>	<b>6,725</b>	<b>348.33%</b>

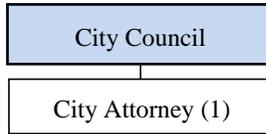
**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	574	625	500	550	10.00%
Telephone	849	1,025	1,000	1,050	10.00%
Travel & Training	537	750	750	1,000	33.33%
Subscriptions & Memberships	176	390	120	350	191.67%
<b>Total Other Services &amp; Charges</b>	<b>2,136</b>	<b>2,790</b>	<b>2,370</b>	<b>2,950</b>	<b>24.47%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Legal Department**

Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Assisted in the acquisition of the easement for the waterline on North Willard, including the resolution of condemnation proceedings with the owner of the parcel over which the last required easement crosses.
- \* Assisted in the successful dispute resolution with the contractor for the completion of the Mingus Avenue waterline.
- \* Assisted in the successful negotiation of a reasonable settlement of regulatory enforcement by the Arizona Department of Environment Quality (AZDEQ) for water sampling and testing issues; nearing a resolution with the Arizona Department of Health Services (ADHS).
- \* Provided legal advise to Council, staff and management consultant during the recruitment and selection process for the City's City Manager.
- \* Aided the Airport Manager and Contracts Administrator in the contract development for and recruitment of a new fixed-base operator (FBO) at the Cottonwood Municipal Airport.
- \* Collaborated closely with outside counsel to successfully respond to Federal Aviation Administration Part 16 complaint regarding airport ground leases.
- \* Counseled Community Development staff in drafting an outdoor lighting ordinance that complies with the requirement of the International Dark-Sky Association for designation as an International Dark-Sky Community.
- \* Assisted with the evaluation of a possible consolidation/co-location of the municipal court with neighboring jurisdictions and the subsequent reclassification of the Presiding Magistrate's position.
- \* Finalized the infrastructure and assurance agreement for 89 and Vine, on the north side of Cornville Road.
- \* Completed the review and update of the Uniform Codes of the IAPMO (International Association of Plumbing and Mechanical Officials) from the 2009 to 2012 editions, including building, residential, fire, plumbing, electrical, mechanical and energy.
- \* Provide legal assistance in the development and adoption of a new mobile vending ordinance.
- \* Provided legal guidance in the adoption of a local hands-free driving ordinance.
- \* Played a material role in resolving sensitive/significant personnel matters in the City Manager, Human Resources Department and affected City departments without the need for costly and time-consuming hearings.
- \* Worked with the Arizona Department of Revenue to obtain expedited approval to implement a TPT (Transaction Privilege Tax) increase resulting in approximately \$200,000 additional revenue.

**FY 2020 Goals:**

- \* Draft a local ordinance that complies with recent state law changes in the local regulation of wireless communication facilities.
- \* Collaborate with the City Manager and Human Resources Director on developing a new sick leave policy, employee disciplinary procedures, and other personnel policy updates and revisions.
- \* Assist the Human Resources, Purchasing and Information Technology departments in the evaluation of purchasing/contract/deliverable management and tracking software.
- \* Acquire requisite knowledge of and become engaged in ongoing water rights adjudication proceedings and settlement efforts.
- \* Negotiate a settlement/resolution of pending road design/property damage claims on 10<sup>th</sup> Street.
- \* Assist the Council, Bicycle Committee and staff in their efforts to achieve Silver status from the League of American Bicyclists as a bike-friendly community .

**Budget Highlights:**

There's a significant decrease in the overall budget, largely to do a decrease in the expenditures for Contractual Services. Also, no Capital or COLA are budgeted as the latter excludes contract employees.

General Government	Legal Department	Fund 01–General Fund	Cost Center	1300	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

General Government	Legal Department	Fund 01–General Fund			Cost Center	1300
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$248,970	\$257,725	\$249,985	\$251,310	0.53%	
Operating Supplies	436	150	35	35	0.00%	
Contractual Services	116,189	183,600	113,600	153,600	35.21%	
Other Services and Charges	6,740	6,500	7,105	7,210	1.48%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$372,335</b>	<b>\$447,975</b>	<b>\$370,725</b>	<b>\$412,155</b>	<b>11.18%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$412,155	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
City Attorney	1.00	1.00	1.00	Contract		\$193,930
COLA						0
Vehicle Allowance						5,400
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						24,140
Insurance & Taxes						27,840
Employee Related Expenses						0
<b>Totals</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>			<b>\$251,310</b>

General Government	Legal Department	Fund 01–General Fund		Cost Center	1300
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	66	100	0	0	0.00%
Copier Supplies	368	0	10	10	0.00%
Postage & Freight	2	50	25	25	0.00%
<b>Total Supplies</b>	<b>436</b>	<b>150</b>	<b>35</b>	<b>35</b>	<b>0.00%</b>

**Contractual Services**

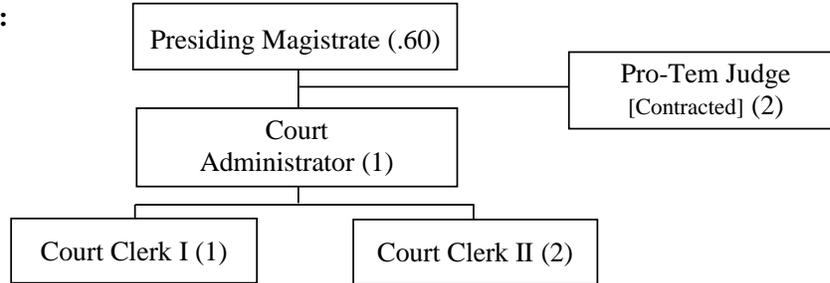
Contractual Services	22,589	90,000	20,000	60,000	200.00%
Prosecuting Attorney	93,600	93,600	93,600	93,600	0.00%
<b>Total Contractual Services</b>	<b>116,189</b>	<b>183,600</b>	<b>113,600</b>	<b>153,600</b>	<b>35.21%</b>

**Other Services and Charges**

Legal Advertising	0	0	0	0	0.00%
Printing & Forms	0	0	350	350	0.00%
Utilities	320	400	320	350	9.38%
Telephone Expense	1,242	1,500	1,425	1,500	5.26%
Travel & Training	238	600	300	300	0.00%
Subscriptions & Memberships	4,940	4,000	4,710	4,710	0.00%
<b>Total Other Services &amp; Charges</b>	<b>6,740</b>	<b>6,500</b>	<b>7,105</b>	<b>7,210</b>	<b>1.48%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



**General Information:**

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

**FY 2019 Accomplishments:**

- \* Successfully obtained grant funding to complete the exterior safety/security landscaping project.
- \* Successfully obtained grant funding for temporary part-time staff for the anticipated March 2019 partial completion of the Administrative Office of the Court (AOC-Supreme Court) requirements for records retention. Additional staff will be required to fully meet all records retention requirements.
- \* Successfully transitioned all **civil** traffic matters to a paperless system.
- \* Successfully transitioned defendant notification automation (text and email) for court dates, payment due dates, counseling due dates and other court mandates to increase compliance and collection of fines/fees.
- \* Continue the Homeless/Mental Health specialty court, providing alternative sentencing options through deferred prosecution and encouraging mental health and/or drug-alcohol treatment. This court is supported by prosecuting and defense attorneys, and local mental/health facilities.
- \* Continue Court Assistance Program that allows qualified defendants to have their revoked/suspended driver's license reinstated so they can find or continue employment.
- \* Fulfillment of 16 hours of COJET (Committee on Judicial Education and Training) by all Court employees as required by the AOC.

**FY 2020 Goals:**

- \* Acquire additional staff: (a) one part-time security officer as the Court currently has no security measures in the Court room and (b) one court clerk to enable the Court to maintain the retention requirements and keep up with the increased court filings as well as continue moving forward with paperless files and automation.
- \* Provide court employees with the necessary training in the use of the current case management system.
- \* Apply for grant funding for metal detectors at the entry door and for other security needs, possibly including bullet proof exterior windows or window coverings to meet security requirements stipulated by the Supreme Court-Administrative Office of the Court. If grant funding cannot be obtained, Court Enhancement Funds may need to be used.
- \* Continue to upgrade and modify automated documents and notifications to increase compliance with court mandates, including collection of fines/fees.

**Budget Highlights:**

The most significant budget changes can be attributed to Supreme Court mandates for indigent attorney fees and security, and the conversion of the full-time Presiding Magistrate position to part-time (.60 FTE). Included in the budget are a security officer and security equipment mandated by the Arizona Supreme Court, these funds are budgeted under the Court Enhancement funds.

General Government	Municipal Court	Fund 01–General Fund	Cost Center	1310																				
<b>Performance Indicators</b>																								
<b>Strategic Directive:</b> Provide timely services for enforcement of court orders																								
<b>Department Goal:</b> Manage court cases (Manage time from filing to disposition)																								
<b>Objective:</b> Consider, administer, process and complete court cases																								
<b>Type of Measure:</b> Completed court filings																								
<b>Tool:</b> Arizona Judicial Automated Case System (AJACS)																								
<b>Frequency:</b> Quarterly and annual																								
<b>Scoring:</b> Time to disposition																								
<b>Trend:</b> Meets or exceeds Supreme Court standards																								
<table border="1"> <thead> <tr> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td colspan="4"><b>Measures:</b></td> </tr> <tr> <td>Civil cases</td> <td>96%</td> <td>99%</td> <td>100%</td> </tr> <tr> <td>Criminal cases</td> <td>94%</td> <td>95%</td> <td>98%</td> </tr> </tbody> </table>					Actual		Estimated	Anticipated	2017	2018	2019	2020	<b>Measures:</b>				Civil cases	96%	99%	100%	Criminal cases	94%	95%	98%
Actual		Estimated	Anticipated																					
2017	2018	2019	2020																					
<b>Measures:</b>																								
Civil cases	96%	99%	100%																					
Criminal cases	94%	95%	98%																					
<b>Strategic Directive:</b> Provide timely services for enforcement of court orders																								
<b>Department Goal:</b> Improve operational efficiently and case processing																								
<b>Objective:</b> Consider, administer, process, complete and close court cases																								
<b>Type of Measure:</b> Number of filings to attorneys pro tem																								
<b>Tool:</b> National Center for State Courts Court Tools																								
<b>Frequency:</b> Annual (Calendar year)																								
<b>Scoring:</b> Increase/decrease from prior year																								
<b>Trend:</b> Clearance rate equal or greater than 100% due to closure of case files from previous years. Case file closure may occur from collection of defaulted, delinquent. and/or in collection fines/fees, and/or service of active warrants.																								
<table border="1"> <thead> <tr> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td colspan="4"><b>Measures:</b></td> </tr> <tr> <td>Clearance rates</td> <td>105%</td> <td>106%</td> <td>105%</td> </tr> </tbody> </table>					Actual		Estimated	Anticipated	2017	2018	2019	2020	<b>Measures:</b>				Clearance rates	105%	106%	105%				
Actual		Estimated	Anticipated																					
2017	2018	2019	2020																					
<b>Measures:</b>																								
Clearance rates	105%	106%	105%																					
<b>Strategic Directive:</b> Strive to maintain a uniquely desirable and sustainable community																								
<b>Department Goal:</b> Improve operational efficiency and processing of cases																								
<b>Objective:</b> Amount of payments collected and active payment contracts as a percentage of monetary penalties																								
<b>Type of Measure:</b> Number of cases paid or in current payment contract																								
<b>Tool:</b> National Center for State Courts Court Tools																								
<b>Frequency:</b> Annual (Calendar year)																								
<b>Scoring:</b> Increase/decrease from prior year																								
<b>Trend:</b> Ratings of 90-100%																								
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Actual		Estimated	Anticipated																					
2017	2018	2019	2020																					
<b>Measures:</b>																								
Collection or payment contracts	95%	96%	100%																					

General Government	Municipal Court	Fund 01–General Fund			Cost Center	1310
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$408,824	\$430,555	\$418,095	\$360,425	-13.79%	
Operating Supplies	4,912	7,800	6,250	6,350	1.60%	
Contractual Services	78,123	58,020	89,800	96,550	7.52%	
Other Services and Charges	43,080	40,445	27,645	78,540	184.10%	
Capital Outlay	24,294	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$559,233</b>	<b>\$536,820</b>	<b>\$541,790</b>	<b>\$541,865</b>	<b>0.01%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$541,865	100.00%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Presiding Magistrate	1.00	1.00	0.60	Contract		\$68,640
Court Administrator	1.00	1.00	1.00	4,567	6,730	66,105
Court Clerk II	1.00	2.00	2.00	2,944	4,338	81,585
Court Clerk I	2.00	1.00	1.00	2,670	3,935	35,400
COLA						3,660
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves/ Pro Temp						0
Retirement						30,930
Insurance & Taxes						74,105
Employee Related Expenses						0
<b>Totals</b>	<b>5.00</b>	<b>5.00</b>	<b>4.60</b>			<b>\$360,425</b>

General Government	Municipal Court	Fund 01–General Fund		Cost Center	1310
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	3,120	3,500	3,200	3,200	0.00%
Copier Supplies	742	3,000	2,000	2,000	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	472	600	350	350	0.00%
Postage & Freight	578	700	700	800	14.29%

<b>Total Supplies</b>	4,912	7,800	6,250	6,350	1.60%
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**Contractual Services**

Contractual Services	9,403	6,700	13,500	10,000	-25.93%
Court Audit	0	0	0	3,250	0.00%
Computer Support	11,263	11,320	11,300	11,300	0.00%
Court Appointed Attorney	57,457	40,000	65,000	70,000	7.69%
Pro Tem Services	0	0	0	2,000	0.00%

<b>Total Contractual Services</b>	78,123	58,020	89,800	96,550	7.52%
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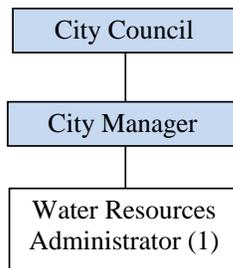
**Other Services and Charges**

Jury Fees	0	200	0	200	0.00%
Legal Advertising	0	0	0	0	0.00%
Printing & Forms	1,448	850	900	0	-100.00%
Utilities	10,881	12,000	10,500	11,340	8.00%
Telephone	2,664	3,000	2,885	2,975	3.12%
JCEF Fund Expenses	0	1,000	1,360	1,400	2.94%
FTG-Fill The Gap Expense	4,571	1,500	3,600	0	-100.00%
Court Enhancement Expenses	18,059	16,495	3,600	57,625	1500.69%
Travel & Training	4,744	4,400	4,000	4,000	0.00%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	713	1,000	800	1,000	25.00%
Miscellaneous Expense	0	0	0	0	0.00%

<b>Total Other Services &amp; Charges</b>	43,080	40,445	27,645	78,540	184.10%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Computer Equipment, Dome Cameras, Copier	\$24,294				
<b>Totals</b>	<b>\$24,294</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Completed and submitted the application and supporting documentation for the modification of an Aquifer Projection Permit (APP) for the Riverfront Wastewater Reclamation Facility (RWRF).
- \* Obtained the modified APP from the Arizona Department of Environmental Quality (AZDEQ) for the RWRF.
- \* Successfully coordinated the ongoing regional study and gravimetric monitoring efforts of the Verde River and groundwater system by the US Geological Survey for the cities and towns, county, Yavapai Apache Nation and the Arizona Department of Water Resources (ADWR) in the Verde River sub-basin.
- \* Initiated discussions with the Cottonwood ditch associations and AZDEQ to determine the feasibility of discharging reclaimed water from the RWRF into the Cottonwood Ditch. Also, established the baseline water quality testing that would be required, should the decision be made to, if needed, formally pursue this discharging option as a backup to the injection well at the Cottonwood Kids Park.
- \* Co-authored and presented a concept paper to a statewide adjudication committee that outlines a means for potentially settling the adjudication claims in the Verde River Basin.

**FY 2020 Goals:**

- \* Complete and resubmit the required applications for an Underground Storage Facility (USF) permit and an Aquifer Storage and Recovery (ASR) permit with ADWR for recharging reclaimed water at the Mingus Wastewater Treatment Plant Injection Well. The previous application, mentioned in the FY 2019 budget, was submitted at the direction of the Arizona Department of Water Resources (ADWR) but only applied to pilot (experimental) permits.
- \* Upon approval of the USF and ASR permits, start the construction of the required infrastructure to facilitate the injection of reclaimed water from the Mingus WWTP into the Mingus Injection well.
- \* Complete the design and construction of the necessary infrastructure to facilitate the injection of reclaimed water from RWRF to the Cottonwood Kids Park injection well.
- \* Proceed working with the Kyl Water Center-Adjudication Settlement Committee on potential solutions to resolve, and ultimately settle, the water right claims in the Verde River Basin.

**Budget Highlights:**

There are no significant budget changes. The Personnel line shows an increase due to the 2% COLA.

General Government	Natural Resources	Fund 01–General Fund	Cost Center	1700
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Maintain participation in regional and statewide water related groups			
<b>Objective:</b>	Stay abreast of current and future water resource development and funding efforts, both regionally and statewide, and ensure the City's interests are protected and their concerns are fully addressed			
<b>Tool:</b>	Meetings			
<b>Type of Measure:</b>	Internal reporting			
<b>Frequency:</b>	Monthly reporting			
<b>Scoring:</b>	Maintain projected attendance			
<b>Trend:</b>	n/a			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Regional water related meetings attended	40	27	20	20
Yavapai Water Board related meetings attended	2	2	4	4
Statewide Water Resource Development Meetings	20	30	24	20

<b>Strategic Directive:</b>	Maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Provide guidance for long-term water planning, quantify the required water resources and the necessary water conservation needed over time, and the utilization of reclaimed water			
<b>Objective:</b>	Collect, analyze and provide information in one location in order to provide the most cost effective, reliable service to the City's utility customers			
<b>Tool:</b>	US Geological survey database, AWDR reports and field measurements			
<b>Type of Measure:</b>	Develop reports containing comprehensive water use data, including information on conservation and recharge			
<b>Frequency:</b>	Continuous			
<b>Scoring:</b>	n/a			
<b>Trend:</b>	n/a			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Riverfront Water Reclamation Facility (RWRF)- Recharge project		50%	75%	100%
Mingus Avenue Wastewater Treatment Plant - Recharge project		60%	75%	100%

<b>Strategic Directive:</b>	Maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Ensure the City's water resources and the utility services provided to its customers are not negatively impacted by statewide legislative efforts			
<b>Objective:</b>	Monitor, track and provide feedback on legislation related to the regulation and management of water resources			
<b>Tool:</b>	Arizona legislative tracking database, Federal Register, Legislative Updates			
<b>Type of Measure:</b>	Legislative summary updates and recommendations to the City Council			
<b>Frequency:</b>	Weekly monitoring and tracking during the legislative session			
<b>Scoring:</b>	Maintain projected number of updates and meetings			
<b>Trend:</b>	n/a			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Summary updates	25	29	25	25
Meetings with legislators and AZ League of Cities & Towns legislative updates	20	17	20	20

General Government	Natural Resources	Fund 01–General Fund			Cost Center	1700
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$173,205	\$180,720	\$187,670	\$186,885	-0.42%	
Operating Supplies	0	5	5	0	-100.00%	
Contractual Services	218	200	220	235	6.82%	
Other Services and Charges	1,273	1,360	1,295	1,335	3.09%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$174,696</u>	<u>\$182,285</u>	<u>\$189,190</u>	<u>\$188,455</u>	<u>-0.39%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$188,455	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Water Resources Administrator	1.00	1.00	1.00	8,639	12,691	\$139,010
COLA						2,780
Car Allowance						5,400
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						17,820
Insurance & Taxes						21,875
Employee Related Expenses						0
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$186,885</u>

General Government	Natural Resources	Fund 01–General Fund		Cost Center	1700
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	0	0	0	0	0.00%
Copier Supplies	0	0	5	0	-100.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Postage & Freight	0	5	0	0	0.00%

<b>Total Supplies</b>	0	5	5	0	-100.00%
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**Contractual Services**

Contractual Services	0	0	0	0	0.00%
Computer Support	218	200	220	235	6.82%

<b>Total Contractual Services</b>	218	200	220	235	6.82%
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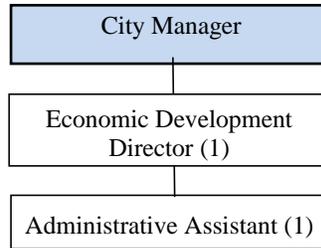
**Other Services and Charges**

Printing and Forms	0	0	0	0	0.00%
Utilities	305	400	335	375	11.94%
Telephone	968	960	960	960	0.00%
Travel & Training	0	0	0	0	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%

<b>Total Other Services &amp; Charges</b>	1,273	1,360	1,295	1,335	3.09%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

The City of Cottonwood Economic Development Department provides business assistance through the Business Assistance Center (BAC) and works in concert with the Cottonwood Economic Development Council, Inc. (CEDC) . The CEDC is a private-public partnership, incorporated as a 501 (c)(6) since February 2014. The mission of the CEDC is to enrich the diverse economic, social and cultural environment of our community. The Economic Development Director is the president and CEO of the CEDC. The CEDC works together with a number of key organizations in the region to promote an environment in which business thrives.

**FY 2019 Accomplishments:**

- \* Successfully marketed Cottonwood as the 'Heart of Arizona Wine Country' and as a desirable tourist destination.
- \* Achieved nearly 100% business occupancy in Old Town.
- \* Provided office space and business incubation for two businesses.
- \* Conducted nine business training sessions in the sectors of healthcare (2), real estate (2), agriculture (3), and accounting (2).
- \* The business specialist consulted 111 clients in starting their businesses which led to the creation of 234 jobs and saving 26 jobs, a capital investment of over \$6,000,000 and sales generation of about \$763,000.
- \* Was instrumental in forming the Cottonwood Marketing Cooperative for the City of Cottonwood to manage the shared marketing funds of and branding efforts by the City of Cottonwood and the CEDC, and Cottonwood's Chamber of Commerce, Old Town Association, and Parks & Recreation.
- \* Actively promoted Cottonwood and the Verde Valley communities through 'Talk of the Town,' a bi-monthly program of Home Town Radio Group on KQNA Radio.
- \* Economic development efforts have contributed overall to the recognition of the Verde Valley as an emerging American wine region in an August online article of Vogue, a fashion and lifestyle magazine.

**FY 2020 Goals:**

- \* Provide economic development startup expertise to owners and developers of the 89 & Vine Master Planned Community.
- \* Identify two startup businesses that are compatible with the 89 & Vine development.
- \* Provide incubator spaces at the Business Assistance Center (BAC) for three new Cottonwood businesses
- \* Conduct 50 business training/consulting sessions for BAC clients.
- \* Identify two relevant new grant opportunities that support economic development initiatives for the city.
- \* Pursue economic development opportunities associated with the Entertainment District.
- \* Hire a full-time Business Specialist, pending funding.

**Budget Highlights:**

The Community Services General Manager, previously under Administration, has been assigned Interim Economic Development Director after the previous Economic Development Director retired in April 2019. No capital outlay has been scheduled. Budget increases are largely due to the reassignment and increases in general operational costs.

General Government	Economic Development	Fund 01–General Fund	Cost Center	6000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Enhance our position as the economic center of the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Expand, retain and attract growth sector businesses and increase revenue stream			
<b>Objective (s):</b>	Provide support services to businesses			
<b>Type of Measure:</b>	Business retention and growth			
<b>Tool:</b>	Business license tracking system			
<b>Frequency:</b>	Annually			
<b>Scoring:</b>	Number of businesses retained and new businesses			
<b>Trend:</b>	Increase			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Number of businesses retained	1,148	1,300	1,350	1,400
Number of new businesses	208	312	350	360
<b>Total</b>	<b>1,356</b>	<b>1,612</b>	<b>1,700</b>	<b>1,760</b>

<b>Strategic Directive:</b>	Manage future growth by enhancing our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Acquire grant funding for projects and business assistance			
<b>Objective:</b>	Identify and apply for grant opportunities			
<b>Type of Measure:</b>	Grant award and receipt of funding			
<b>Tool:</b>	Grant application and submission			
<b>Frequency:</b>	Depending upon proper identification of grant opportunities			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Economic Development Administration grant				
USDA grant for Business Assistance Counselor (Business Specialist)		\$75,000		
Grants for Cottonwood Riverfront and Recreation Master Plan		106,100		\$200,000
One for the Verde Grant (for permanent kiosk at Riverfront Park)			\$8,000	
Miscellaneous grants				

General Government	Economic Development	Fund 01–General Fund		Cost Center	6000
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$244,932	\$223,550	\$232,520	\$286,175	23.08%
Operating Supplies	2,186	3,185	2,535	2,540	0.20%
Contractual Services	9,154	1,875	6,675	500	-92.51%
Other Services and Charges	40,607	42,300	40,105	41,735	4.06%
Capital Outlay	1,320	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$298,199</u>	<u>\$270,910</u>	<u>\$281,835</u>	<u>\$330,950</u>	<u>17.43%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$330,950	100.00%
<b>Total Funding</b>		<u><u>100.00%</u></u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Economic Development Director	1.00	1.00	1.00	6,426	9,470	\$143,780
Business Specialist	0.75	0.25	0.00	Grant funded		0
Marketing & Graphics Design Specialis	0.00	0.00	1.00	3,757	5,537	22,545
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	36,785
COLA						3,610
Merit Contingency						0
Longevity						0
Overtime						0
Temporary / Reserves						0
Retirement						25,030
Insurance & Taxes						54,425
Employee Related Expenses						0
<b>Totals</b>	<u>2.75</u>	<u>2.25</u>	<u>3.00</u>			<u>\$286,175</u>

General Government	Economic Development	Fund 01-General Fund	Cost Center	6000	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	1,281	2,250	1,500	1,500	0.00%
Copier Supplies	656	400	500	500	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance & Repair	0	0	0	0	0.00%
Equipment Maintenance & Repair	218	500	500	500	0.00%
Postage & Freight	31	35	35	40	14.29%

<b>Total Supplies</b>	2,186	3,185	2,535	2,540	0.20%
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**Contractual Services**

Contractual Services	8,691	1,500	6,175	0	-100.00%
Computer Support	463	375	500	500	0.00%

<b>Total Contractual Services</b>	9,154	1,875	6,675	500	-92.51%
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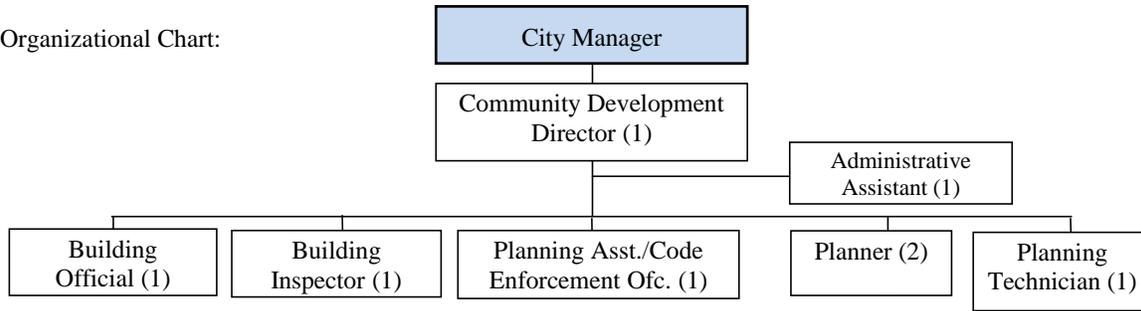
**Other Services and Charges**

Legal Advertising	1,039	0	0	500	0.00%
Printing & Forms	300	500	0	500	0.00%
Utilities	10,770	10,600	10,000	10,260	2.60%
Telephone	1,257	1,500	1,405	1,475	4.98%
Focus on Success	22,715	24,700	24,700	24,000	-2.83%
Nature Conservancy Grant	0	0	0	0	0.00%
Travel & Training	2,327	3,000	2,000	3,000	50.00%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	2,199	2,000	2,000	2,000	0.00%

<b>Total Other Services &amp; Charges</b>	40,607	42,300	40,105	41,735	4.06%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Office Furniture	\$1,320				
Totals	\$1,320	\$0	\$0	\$0	

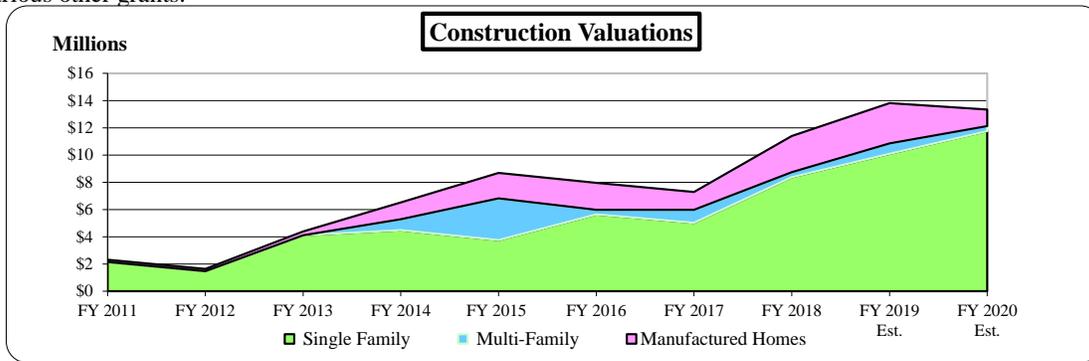
Organizational Chart:



Note: Only unshaded boxes are included in this budget

**General Information:**

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



**FY 2019 Accomplishments:**

- \* Adopted the 2012 International Building Codes.
- \* Adopted the Dark Sky Ordinance.
- \* Completed the 5<sup>th</sup> Annual Cottonwood Historic Home & Building Tour.
- \* Received for the second consecutive year a matching grant of \$12,000 from the State Historic Preservation Office (SHPO) to fund the 2<sup>nd</sup> phase of the planning process to establish a historic district in Old Town Cottonwood.
- \* Initiated a new outreach program in the form of newsletters, sent out with utility bills, posted on the City website and Facebook to educate the community on code enforcement rules and regulations, in order to reduce the number of complaints received, and promote voluntary compliance.
- \* Amended the Cottonwood Zoning Ordinance; General Provisions regarding the height of buildings (for fire safety purposes) and the location of detached buildings on corner lots, to the Parking and Loading Requirements to include bicycle parking, and to Light Commercial to permit outdoor entertainment in the Arts, Culture and Entertainment (ACE) District without a use permit.

**FY 2020 Goals:**

- \* Revise and update the Sign Code section of the Zoning Ordinance to ensure clarity and compliance with Supreme Court case (Reed vs Town of Gilbert).
- \* Adopt the 2018 International Building Codes.
- \* Secure the matching grant of \$12,000 from the State Historic Preservation Office as the third phase in the creation of a historic district in Old Town Cottonwood.
- \* Continue to address more simplified zoning and development requirements in the new Arts, Culture and Entertainment District.

**Budget Highlights:**

Capital (\$39,995) is budgeted for the Cottonwood Historic Property Survey. Grant monies for this survey will largely offset the cost. Overall budget increases are mainly due to increases in general operational costs.

General Government	Community Development	Fund 01–General Fund	Cost Center	1400
<b>Performance Indicators</b>				
<b>Strategic Directive:</b> Ensure the health and safety of residents.				
<b>Department Goal:</b> To ensure the health and safety of residents through code education and enforcement as it relates to property, maintenance, and zoning regulations				
<b>Objective:</b> Reduce ordinance violations by encouraging residents to maintain their property to achieve a healthy and beautiful living environment				
<b>Type of Measure:</b> Number of inspections based on sightings and complaints and resulting cases				
<b>Tool:</b> Code enforcement case logs of reported complaints and Springbrook software reports				
<b>Frequency:</b> Annual reporting				
<b>Scoring:</b> -				
<b>Trend:</b> Reduced number of violations and increased number of resolved cases. The increase was due to a full-time Code Enforcement Officer. As a result of the education outreach efforts by the Code Enforcement Officer, the number of violations has declined.				
<b>Measures:</b>				
	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Total number of code enforcement inspections (incl. for previous year's unresolved cases)	208	371	289	203
–Number of resolved cases through voluntary compliance	112 (53.8%)	206 (55.5%)	182 (63%)	150 (73.9%)
–Number of cases resolved through forced compliance	40 (19.2%)	111 (29.9%)	102 (53.3%)	45 (22.2%)
– Number of unresolved cases (carried over to next fiscal year)	56 (27%)	54 (14.6%)	5 (1.7%)	8 (3.9%)
Avg. number of week days between inspection and voluntary compliance	20	15	10	5
Avg. number of week days between inspection and forced compliance	30	57	48	39

<b>Strategic Directive:</b> Ensure the safety of buildings within the city limits.				
<b>Department Goal:</b> To ensure the safety of buildings within the city limits by the Building Safety Division by reviewing, approving, and inspecting new developments, owner/tenant improvements and restorations				
<b>Objective:</b> Provide guidance for building safety to ensure that all structures built and/or remodeled comply with the adopted city building codes				
<b>Type of Measure:</b> Building inspections conducted in a timely				
<b>Tool:</b> Required building inspections				
<b>Frequency:</b> Ongoing				
<b>Scoring:</b> -				
<b>Trend:</b> -				
<b>Measures:</b>				
	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Total number of permits issued	373	479	551	623
Total number of building inspections performed resulting from issued permits	1,265	1,553	1,841	2,129
–Number of Commercial/Industrial development inspections	346	224	366	386
– Number of Residential development inspections	919	1,329	1,739	2,149
Avg. number of days between inspection request and inspection (commercial)	1.5	1.5	1.5	2
Avg. number of days between inspection request and inspection (residential)	1.5	1.5	1.5	2



General Government	Community Development	Fund 01–General Fund		Cost Center	1400
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$520,065	\$601,650	\$598,190	\$664,225	11.04%
Operating Supplies	11,962	7,300	12,150	12,600	3.70%
Contractual Services	27,808	7,600	31,550	8,000	-74.64%
Other Services and Charges	26,583	26,900	21,630	27,275	26.10%
Capital Outlay	0	0	1,500	39,995	2566.33%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$586,418</u>	<u>\$643,450</u>	<u>\$665,020</u>	<u>\$752,095</u>	<u>13.09%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$752,095	100.00%
<b>Total Funding</b>		<u><u>100.00%</u></u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Community Development Manager	1.00	1.00	1.00	6,120	9,019	\$94,655
Planner	2.00	2.00	2.00	4,350	6,410	115,010
Building Official	0.00	1.00	1.00	4,350	6,410	63,240
Asst. Planner/Code Enforcement Ofc.	1.00	1.00	1.00	3,757	5,537	50,865
Building Inspector	1.00	1.00	1.00	3,408	5,537	55,595
Planning Technician	1.00	1.00	1.00	3,091	4,555	37,835
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	36,300
COLA						9,070
Merit Contingency						0
Car Allowance						5,400
Longevity Pay						0
Overtime						0
Temporary / Reserves						0
Retirement						56,670
Insurance & Taxes						139,585
Employee Related Expenses						0
<b>Totals</b>	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>			<u>\$664,225</u>

General Government	Community Development	Fund 01–General Fund		Cost Center	1400
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	4,241	2,200	2,500	4,600	84.00%
Copier Supplies	2,332	2,000	2,600	2,200	-15.38%
Gas & Oil	745	1,000	750	1,000	33.33%
Vehicle Maintenance & Repair	355	1,000	2,500	1,000	-60.00%
Equipment Maintenance & Repair	1,254	0	0	0	0.00%
Postage & Freight	3,035	1,100	3,800	3,800	0.00%
<b>Total Supplies</b>	<b>11,962</b>	<b>7,300</b>	<b>12,150</b>	<b>12,600</b>	<b>3.70%</b>

**Contractual Services**

Contractual Services	24,564	5,000	28,500	5,000	-82.46%
Computer Support	3,244	2,600	3,050	3,000	-1.64%
<b>Total Contractual Services</b>	<b>27,808</b>	<b>7,600</b>	<b>31,550</b>	<b>8,000</b>	<b>-74.64%</b>

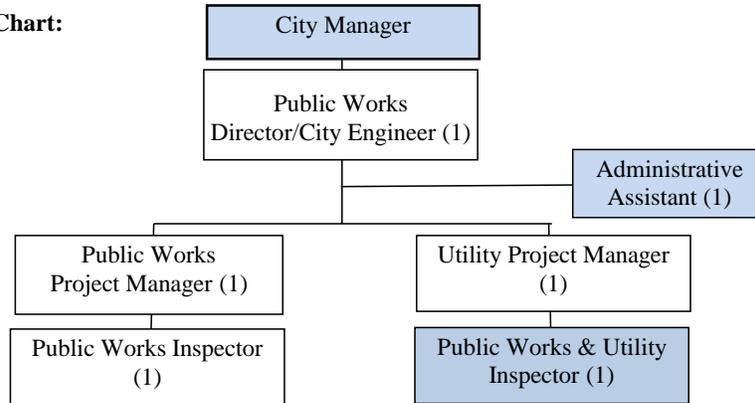
**Other Services and Charges**

Legal Advertising	7,699	4,500	4,500	6,000	33.33%
Printing & Forms	435	600	450	600	33.33%
Recruitment Expense	0	0	0	0	0.00%
Utilities	7,598	8,600	7,680	8,050	4.82%
Telephone	3,999	4,500	2,500	2,625	5.00%
Travel & Training	4,484	6,500	5,000	8,500	70.00%
Continuing Education	0	0	0	0	0.00%
Subscriptions & Memberships	2,368	2,000	1,500	1,500	0.00%
General Plan Expense	0	200	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>26,583</b>	<b>26,900</b>	<b>21,630</b>	<b>27,275</b>	<b>26.10%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Cottonwood Historic Property Survey (Grant)			\$1,500	\$39,995	
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$39,995</b>	

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**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Received a \$265,000 grant from the Yavapai County Flood Control District to complete a detailed floodplain study of Railroad Wash (above SR 89A) and Silver Spring Gulch, and to complete the city-wide Drainage Master Plan Update.
- \* Coordinated a drainage improvement project to construct a new block retaining wall along Silver Spring Gulch, adjacent to Pizza Hut.
- \* Completed the construction phase of the roadway improvements on Mingus Avenue for the section between Willard Street and '8<sup>th</sup> Street Wash' (south of Mingus Avenue between the Aspen Ridge Apartments and the Casa Del Sol Condominiums).
- \* Coordinated with Cottonwood Oak Creek School District #6 regarding the installation of a school zone for the section between Willard Street and Quail Trail along Mingus Avenue.
- \* Completed the design phase of the sidewalk improvements on Willard Street for the section between Beech Street and Paula Street.
- \* Completed the design phase of the road diet at the intersection of Main Street and Cactus Street.
- \* Completed the detailed floodplain study of Del Monte Wash.

**FY 2020 Goals:**

- \* Complete the detailed floodplain study of Railroad Wash and Silver Spring Gulch.
- \* Seek external funding sources to fund drainage improvement projects.
- \* Seek external funding sources to fund roadway improvement projects.
- \* Develop a Stormwater Enforcement Ordinance.
- \* Complete the construction phase of the State Route 260 Waterline Project.
- \* Complete the construction phase of the State Route 260 Well Site & Reservoir Project.
- \* Complete the construction phase of Mingus Avenue between 8<sup>th</sup> Street Wash and Main Street.
- \* Reduce the review time for development projects from 21 business days to 14 business days.

**Budget Highlights:**

The overall budget increase is due to Capital that has been budgeted for Trails (\$18,000), Stormwater Management Funds (\$15,000), Old Town Alley Pavement and Drainage (\$36,940), and a Drainage Improvement Project (\$70,000). Other increases are in the Personnel and Contractual Services (for expanded engineering services) categories.

General Government	Engineering Services Department	Fund 01–General Fund	Cost Center	1410	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Develop, support and maintain infrastructure					
<b>Department Goal:</b> Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes					
<b>Objective:</b> Create plans and designs of roadway projects and perform oversight of the construction					
<b>Type of Measure:</b> Completion of engineering phases and construction of roadway projects					
<b>Tool:</b> Project plans					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Meeting intermittent milestones (30%, 60%, 90% Design)					
<b>Trend:</b> One time					
<b>Measures:</b>		Actual	Estimated	Estimated	Anticipated
		2017	2018	2019	2020
<b>(1) State Route 260 Waterline Project</b>					
–Planning phase			100%		
–Design phase				100%	
–Construction phase				20%	100%
<b>(2) State Route 260 Well Site and Reservoir Project</b>					
–Planning phase			100%		
–Design phase				100%	
–Construction phase				20%	100%
<b>(3) Lift Station #4 Wet Well Rehabilitation Project</b>					
–Planning phase			100%		
–Design phase				50%	100%
–Construction phase					100%
<b>(4) Mingus Wastewater Treatment Plant Aeration Basin Roof Repair Project</b>					
–Planning phase			100%		
–Design phase				100%	
–Construction phase				20%	100%
<b>Strategic Directive:</b> Strive to improve the external customer service experience					
<b>Department Goal:</b> Reduce the review time for development projects from 21 business days to 14 business days					
<b>Objective:</b> Increase the response time for proposed developments reviewed by the City					
<b>Type of Measure:</b> Time period					
<b>Tool:</b> Reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Tally of number of days for each project review					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2017	2018	2019	2020
Average days for review		21	21	21	14

General Government	Engineering Services Department	Fund 01–General Fund	Cost Center	1410
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes			
<b>Objective:</b>	Create plans and designs of roadway projects and perform oversight of the construction			
<b>Type of Measure:</b>	Completion of engineering phases and construction of roadway projects			
<b>Tool:</b>	Project plans			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)			
<b>Trend:</b>	One time			
<b>Measures:</b>	Actual	Estimated	Estimated	Anticipated
	2017	2018	2019	2020
<b>(1) Mingus Avenue Reconstruction between 8<sup>th</sup> Street Wash &amp; Main Street</b>				
–Planning phase		100%		
–Design phase			100%	
–Construction phase			See Streets Construction	
<b>(2) Old Town Flood Study</b>				
–Planning phase		50%	100%	
–Design phase			50%	100%
–Construction phase			50%	100%
<b>(3) Railroad Wash &amp; Silver Spring Gulch Flood Study</b>				
–Planning phase		100%		
–Study phase			20%	100%
<b>(4) Cottonwood Drainage Master Plan Update</b>				
–Stormwater Map Inventory	100			
–Drainage Master Plan Update			80%	100%

<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local Building codes			
<b>Objective:</b>	Create plans and designs of sidewalk improvements and perform oversight of the			
<b>Type of Measure:</b>	Completion of engineering phases and construction of sidewalk improvement projects			
<b>Tool:</b>	Project plans			
<b>Frequency:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)			
<b>Trend:</b>	One time			
<b>Measures:</b>	Actual	Estimated	Estimated	Anticipated
	2017	2018	2019	2020
<b>(1) Cactus Street Sidewalk Improvements</b>				
–Planning phase		100%		
–Design phase			75%	100%
–Construction phase		See Streets Construction		
<b>(2) Willard Street Sidewalk Improvements</b>				
–Planning phase		100%		
–Design phase			100%	
–Construction phase		See Streets Construction		

General Government		Engineering Services Department		Fund 01-General Fund		Cost Center	1410
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$280,651	\$300,810	\$296,730	\$318,700	7.40%		
Operating Supplies	8,533	8,100	7,920	7,070	-10.73%		
Contractual Services	6,560	4,300	4,450	9,200	106.74%		
Other Services and Charges	9,611	17,275	19,250	22,925	19.09%		
Capital Outlay	6,912	111,640	110,320	139,940	26.85%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$312,267</b>	<b>\$442,125</b>	<b>\$438,670</b>	<b>\$497,835</b>	<b>13.49%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$497,835	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Public Works Director/City Enginee	1.00	1.00	1.00	6,120	9,019	\$93,110
Public Works Manager	0.00	0.00	0.00	5,287	7,791	0
Public Works Project Manager	1.00	1.00	1.00	3,945	5,814	68,395
Public Works Inspector	1.00	1.00	1.00	3,408	5,022	42,405
COLA						4,080
Merit Contingency						0
Longevity						0
Overtime						0
Clothing Allowance						1,000
Retirement						26,320
Insurance & Taxes						74,080
Employee Related Expenses						9,310
<b>Totals</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>			<b>\$318,700</b>

General Government	Engineering Services Department	Fund 01-General Fund	Cost Center	1410	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	1,436	1,400	250	250	0.00%
Copier Supplies	153	500	720	720	0.00%
Gas & Oil	3,887	4,000	3,200	3,500	9.38%
Operational Equipment & Supplies	691	1,000	1,800	1,000	-44.44%
Vehicle Maintenance & Repair	2,205	1,000	1,500	1,000	-33.33%
Equipment Maintenance & Repair	12	150	400	500	25.00%
Postage & Freight	149	50	50	100	100.00%
<b>Total Supplies</b>	<b>8,533</b>	<b>8,100</b>	<b>7,920</b>	<b>7,070</b>	<b>-10.73%</b>

**Contractual Services**

Contractual Services	726	800	400	5,000	1150.00%
Computer Support	5,834	3,500	4,050	4,200	3.70%
<b>Total Contractual Services</b>	<b>6,560</b>	<b>4,300</b>	<b>4,450</b>	<b>9,200</b>	<b>106.74%</b>

**Other Services and Charges**

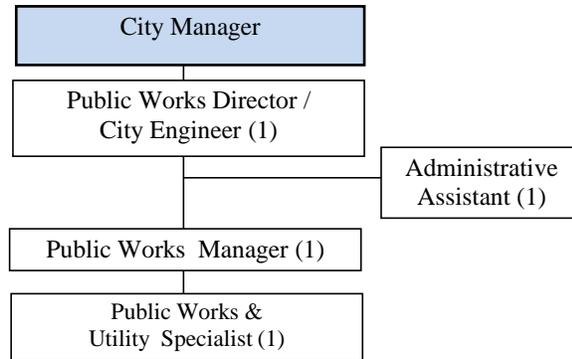
Legal Advertising	138	0	200	250	25.00%
Printing & Forms	0	0	50	50	0.00%
Utilities	2,179	3,000	2,500	2,875	15.00%
Telephone	4,327	4,800	4,000	4,000	0.00%
Travel & Training	2,342	5,500	5,500	5,500	0.00%
Subscriptions & Memberships	625	3,975	7,000	10,250	46.43%
<b>Total Other Services &amp; Charges</b>	<b>9,611</b>	<b>17,275</b>	<b>19,250</b>	<b>22,925</b>	<b>19.09%</b>

**Supplemental Data: Capital Outlay**

Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Riverfront/Old Town Connection Trail & Title Report	\$1,032	\$18,000	\$4,620		
Drainage Improvement Project	5,880	93,640	105,700	\$70,000	
5 <sup>th</sup> Street Trails				18,000	
Stormwater Management				15,000	
Old Town Alley Pavement and Drainage				36,940	
<b>Totals</b>	<b>\$6,912</b>	<b>\$111,640</b>	<b>\$110,320</b>	<b>\$139,940</b>	

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**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Awarded the daily operation of the Transfer Station to an outside vendor, Patriot Disposal, Inc.

**FY 2020 Goals:**

- \* Develop Pavement Condition Index Maps to use as a basis for future road improvements/pavement preservation projects.
- \* Develop a Sidewalk Infrastructure Map that shows existing sidewalks across the city and areas of expansion/construction of undeveloped land (infill).
- \* Conduct an inventory of street signs for asset management and replacement purposes.
- \* Implement the Main Street Striping Improvement Project.
- \* Review existing city ordinances pertaining to grading and drainage, and off-site improvements, and revise accordingly.
- \* Review the existing Floodplain Ordinance and revise accordingly when the City adopts the 2018 International Building Codes.
- \* Develop an annual Community Cleanup Event to eliminate accumulated trash, stored on private property throughout the community.
- \* Develop a comprehensive Capital Improvement Plan (CIP) to guide all subdepartment activities.

**Budget Highlights:**

The Personnel costs have decreased, largely due to the removal of the personnel cost for the Airport/Special Projects Director to Administration. No capital outlay has been budgeted.

General Government	Public Works	Fund 01–General Fund	Cost Center	1600
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Create targeted economic development strategies			
<b>Goal:</b>	Guide subdepartment capital project activities			
<b>Objective:</b>	Create a comprehensive, long-range capital improvement planning document that identifies anticipated city capital projects for the next 5-10 years			
<b>Type of Measure:</b>	Completion of activities			
<b>Tool:</b>	Capital Improvement Plan			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Development of initial planning document				100%

<b>Strategic Directive:</b>	Create targeted economic development strategies			
<b>Department Goal:</b>	Review existing city ordinances pertaining to grading and drainage, off-site improvements, and revise accordingly			
<b>Objective:</b>	Rewrite various sections of the City's Municipal Code to reflect current regulations and eliminate any conflicting language that may exist			
<b>Type of Measure:</b>	Completion of the stages of the revision process			
<b>Tool:</b>	City's Municipal Code			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Review and propose to be revised ordinances				100%
Obtain City Council approval for implementation				100%

General Government	Public Works	Fund 01–General Fund		Cost Center	1600
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$402,329	\$382,540	\$374,125	\$271,035	-27.55%
Operating Supplies	5,043	1,850	1,725	3,450	100.00%
Contractual Services	169,898	11,650	1,900	13,100	589.47%
Other Services and Charges	12,607	14,600	11,470	16,550	44.29%
Capital Outlay	0	49,000	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$589,877</b>	<b>\$459,640</b>	<b>\$389,220</b>	<b>\$304,135</b>	<b>-21.86%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$304,135	100.00%
Transfer Station Fees	0	0.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Developmental Svcs Manager	1.00	1.00	0.00	6120	9019	\$0
Public Works (PW) Manager	1.00	1.00	1.00	5287	7791	76,340
PW & Utility Specialist	1.00	1.00	1.00	3091	4555	53,590
Administrative Assistant	1.00	1.00	1.00	2670	3935	42,525
COLA						3,445
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						0
Overtime						1,000
Holiday Pay						0
Retirement						21,420
Insurance & Taxes						72,715
Employee Related Expenses						0
<b>Totals</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>			<b>\$271,035</b>

General Government	Public Works	Fund 01–General Fund		Cost Center	1600
<b>Supplemental Data: Expenditures</b>					
Item	2018	2019		2020	Percent Change
Description	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	915	1,000	500	1,000	100.00%
Copier Supplies	1,310	800	800	800	0.00%
Gas & Oil	0	0	0		0.00%
Operational Supplies	1,959	0	400	1,100	175.00%
Vehicle Maintenance & Repair	5	0	0	500	0.00%
Equipment Maintenance & Repair	716	0	0	0	0.00%
Postage & Freight	138	50	25	50	100.00%
<b>Total Supplies</b>	<b>5,043</b>	<b>1,850</b>	<b>1,725</b>	<b>3,450</b>	<b>100.00%</b>

**Contractual Services**

Contractual Services	169,116	11,000	1,000	5,000	400.00%
Computer Support	782	650	900	1,100	22.22%
Large Item Pick-Up/Community Clean Up	0	0	0	7,000	0.00%
<b>Total Contractual Services</b>	<b>169,898</b>	<b>11,650</b>	<b>1,900</b>	<b>13,100</b>	<b>589.47%</b>

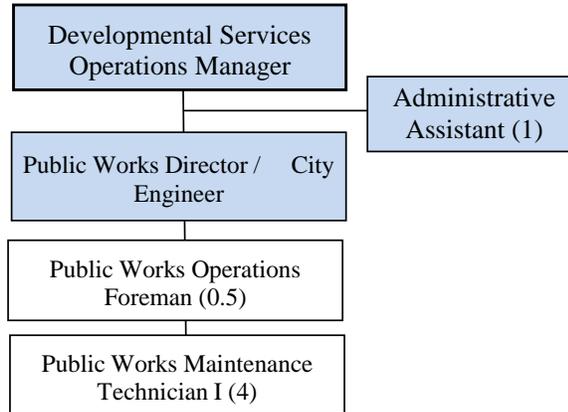
**Other Services and Charges**

Legal Advertising	100	0	0	250	0.00%
Utilities	3,960	4,500	3,750	3,950	5.33%
Telephone	6,638	7,700	7,470	7,850	5.09%
Travel & Training	895	2,000	0	4,000	0.00%
Subscriptions & Memberships	1,014	400	250	500	100.00%
<b>Total Other Services &amp; Charges</b>	<b>12,607</b>	<b>14,600</b>	<b>11,470</b>	<b>16,550</b>	<b>44.29%</b>

**Supplemental Data: Capital Outlay**

Item	2018	2019		2020	
Description	Actual	Budget	Revised	Adopted	
Miscellaneous Drainage Projects		\$49,000			
<b>Totals</b>	<b>\$0</b>	<b>\$49,000</b>	<b>\$0</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Completed building of retaining walls and the landscaping at the little league fields at the Riverfront Park.
- \* Upgraded all the swing sets in City parks to comply with safety standards.
- \* Reconstructed the electrical service to the City Hall and Business Assistance Center (BAC) buildings to increase safety.
- \* Completed the development of a playground maintenance training and inspection program.
- \* Improved the Christmas light stands on the roofs of the City Hall and BAC buildings to prevent roof leaks.

**FY 2020 Goals:**

- \* Develop a roof maintenance program for all City facilities.
- \* Develop a Heating, Ventilation and Air Conditioning (HVAC) maintenance program for all City facilities.
- \* Switch the Riverfront Park's irrigation system to a new reclaimed water source to eliminate potable water usage.
- \* Develop a proactive approach to building maintenance activities for existing City facilities.
- \* Develop a program for the replacement of damaged and/or faded signage at all City facilities.
- \* Improve the aesthetics of existing City facilities.

**Budget Highlights:**

No capital outlay has been budgeted. The main budgetary increases are for a 2% COLA compensation and general operational costs.

General Government Parks & Building Maintenance Department	Fund 01–General Fund	Cost Center	1610		
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual	Estimated	Anticipated	
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual	Estimated	Anticipated	
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual	Estimated	Anticipated	
<b>Measures:</b>		2017	2018	2019	2020

General Government Parks & Building Maintenance Department Fund 01-General Fund Cost Center 1610					
Summary by Category					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$266,931	\$317,810	\$323,860	\$358,600	10.73%
Operating Supplies	44,117	42,500	45,000	43,050	-4.33%
Contractual Services	2,647	2,000	285	300	5.26%
Other Services and Charges	44,355	99,185	85,815	41,130	-52.07%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$358,050</u>	<u>\$461,495</u>	<u>\$454,960</u>	<u>\$443,080</u>	<u>-2.61%</u>

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$443,080	100.00%
Total Funding		<u>100.00%</u>

Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
PW Operations Foreman	0.50	0.50	0.50	3,757	5,537	\$26,024
Facilities Maintenance Technician III	0.00	0.00	0.00	3,246	4,783	0
PW Maintenance Technician I	5.00	5.00	5.00	2,543	3,748	155,564
COLA						3,632
Merit Contingency						0
Longevity						0
Temporary Employees						50,000
Overtime						6,000
Holiday Pay						50
Clothing Allowance						1,400
Retirement						29,220
Insurance & Taxes						86,710
Employee Related Expenses						0
Totals	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>			<u>\$358,600</u>

General Government Parks & Building Maintenance Department		Fund 01-General Fund		Cost Center	1610
Supplemental Data: Expenditures					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	36	0	0	0	0.00%
Gas & Oil	8,790	8,000	8,000	8,000	0.00%
Grounds/Parks Maintenance Supplies	25,549	25,000	25,000	25,000	0.00%
Vehicle Maintenance & Repair	6,417	5,000	4,000	5,000	25.00%
Equipment Maintenance & Repair	3,303	4,500	8,000	5,000	-37.50%
Postage/Freight	22	0	0	50	0.00%
<b>Total Supplies</b>	<b>44,117</b>	<b>42,500</b>	<b>45,000</b>	<b>43,050</b>	<b>-4.33%</b>

**Contractual Services**

Contractual Services	2,400	0	0	0	0.00%
Computer Support	247	2,000	285	300	5.26%
<b>Total Contractual Services</b>	<b>2,647</b>	<b>2,000</b>	<b>285</b>	<b>300</b>	<b>5.26%</b>

**Other Services and Charges**

Utilities	7,191	12,000	10,270	10,800	5.16%
Telephone	522	520	480	480	0.00%
Small Tools	942	2,000	900	1,000	11.11%
Vandalism Repairs	2,789	2,500	100	2,500	2400.00%
Maintenance & Repair (City buildings)	32,128	79,915	73,065	24,100	-67.02%
Travel & Training	559	2,000	1,000	2,000	100.00%
Equipment Rental	224	250	0	250	0.00%
<b>Total Other Services &amp; Charges</b>	<b>44,355</b>	<b>99,185</b>	<b>85,815</b>	<b>41,130</b>	<b>-52.07%</b>

**Supplemental Data: Capital Outlay**

Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:** None

**General Information:**

Custodial Services is a division of the Community Services Department. It handles the cleaning and sanitizing of City-owned buildings, totaling approximately 157,560 square feet. This division does not deal with groundskeeping.

**FY 2019 Accomplishments:**

- \* Began 2<sup>nd</sup> year of contract services with Melton & Sons LLC of Cottonwood, AZ.
- \* Met goals for reduction of complaints by 100% over six-month period. Also increased scoring involving performance indicators from an average 7.5 rating to 7.75 rating.
- \* Contracting of services has continued to provide for healthful work environment for City staff and the visiting public.

**FY 2020 Goals:**

- \* Continue to provide and offer quality full service operations while seeking ways to increase efficiency of services while minimizing operational costs overall.
- \* Work with Contractor in meeting current service requests and needs as established per departmental priorities. Includes reviewing service factors and monthly evaluations for attaining measurable goals as per departmental priorities, evaluation scoring, along with meeting quality requirements.
- \* Provide more effective communications from contractor personnel to 14 City liaison staff through communication logs, monthly inspection reports and email system reports/evaluations. Communications are weekly for all facilities in the City with contractor and sometimes daily for better service delivery of weekly cleaning operations.
- \* Provide proper accountability and quality control through monthly contract evaluation forms and communications. Keep required response times from contractor to within one (1) hour of department complaint or concern.
- \* Establish a high level rating (minimum of a level 7.5 out of 10 possible points in monthly evaluations) with quality control functions through proper communications and reporting of problem issues by 14 City departments weekly and monthly.
- \* Within the second year of the contract, the City is currently saving approximately \$100,000 annually compared to 2017 contract bids. In addition, emergency service requirements are minimized to within 30 minutes for necessary or needed operations and staging of walk-through operations for inspections are completed where required.

**Budget Highlights:**

For FY 2020, this division has been included in Non-Departmental where \$108,600 has been budgeted for custodial services.

Culture & Recreation	Custodial Services	Fund 01–General Fund	Cost Center	1620
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Providing quality in and sustainability of delivery of custodial services			
<b>Department Goal:</b>	Maintain a clean and sanitary work and recreational environment			
<b>Objective:</b>	Conduct monthly departmental service reviews			
<b>Type of Measure:</b>	Evaluation of departmental service reviews			
<b>Tool:</b>	Service reviews			
<b>Frequency:</b>	Monthly			
<b>Scoring:</b>	Required overall minimum average score of 7.5 annually. Any delinquencies in meeting the average minimum score will be subject to contractual rectification procedures			
<b>Trend:</b>	No delinquencies are expected in meeting the average minimum score for FYs 2019 and 2020			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Overall annual average score	7.5	7.6	7.75	7.9
Occurrence of delinquency	1	0	0	0
<b>Strategic Directive:</b> Providing quality in and sustainability of delivery of custodial services				
<b>Department Goal:</b> Ensure adequate resolution of complaints and/or concerns				
<b>Objective:</b> Monitor response time (within 1 hour of reporting) to and remedy of reported complaints and/or concerns				
<b>Type of Measure:</b> Tracking data of response time to and remedy of complaints/concerns				
<b>Tool:</b> On-site inspection(s) and determination of remedy by contractor				
<b>Frequency:</b> As complaints/concerns are reported				
<b>Scoring:</b> No complaints have been reported in FY 2018				
<b>Trend:</b> For FYs 2019 and 2020, no complaints are expected				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Number of reported complaints/concerns	1	0	0	0
Number of times required response time was met	1 (100%)	n/a	n/a	n/a
Resolution of reported complaints/concerns	100%	n/a	n/a	n/a

Culture & Recreation	Custodial Services	Fund 01–General Fund			Cost Center	1620
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	0	0	0	0	0.00%	
Contractual Services	102,776	136,000	108,110	0	-100.00%	
Other Services and Charges	0	0	0	0	0.00%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$102,776</u>	<u>\$136,000</u>	<u>\$108,110</u>	<u>\$0</u>	<u>-100.00%</u>	

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

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Custodian	0.00	0.00	0.00	N/A		\$0
Clothing Allowance						0
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Culture & Recreation	Custodial Services	Fund 01-General Fund			Cost Center	1620
<b>Supplemental Data: Expenditures</b>						
Item Description	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
<b>Supplies</b>						
Janitorial Supplies	0	0	0	0	0.00%	
<b>Total Supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Contractual Services</b>						
Custodial Contract	102,776	136,000	108,110	0	-100.00%	
<b>Total Contractual Services</b>	<b>102,776</b>	<b>136,000</b>	<b>108,110</b>	<b>0</b>	<b>-100.00%</b>	
<b>Other Services and Charges</b>						
Equipment Rental	0	0	0	0	0.00%	
<b>Total Other Services &amp; Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Supplemental Data: Capital Outlay</b>						
Item Description	2018	2019		2020		
	Actual	Budget	Revised	Adopted		
Totals	\$0	\$0	\$0	\$0		

**General Information:**

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

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

**FY 2019 Accomplishments:**

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

**FY 2020 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:**

Budget changes are due to increases in Transfers to other funds. Another significant change is the expense reduction of about 50% for Debt Service.

General Government	Non-Departmental Department	Fund 01–General Fund	Cost Center	1800	
<b>** Performance indicators are to be determined **</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
		2017	2018	2019	2020

General Government		Non -Departmental Department		Fund 01-General Fund		Cost Center	1800
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	767	10	2,500	107,800	4212.00%		
Other Services and Charges	599,761	564,000	655,745	620,795	-5.33%		
Operating Transfers	1,321,379	1,634,715	953,480	1,657,820	73.87%		
Debt Service	471,473	342,660	342,660	164,565	-51.97%		
<b>Department Totals</b>	<u>\$2,393,380</u>	<u>\$2,541,385</u>	<u>\$1,954,385</u>	<u>\$2,550,980</u>	<u>30.53%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$2,550,980	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

General Government	Non-Departmental Department	Fund 01–General Fund		Cost Center	1800
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

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

**Contractual Services**

Custodial Contract	0	0	0	106,800	0.00%
Auction Fees	767	10	2,500	1,000	-60.00%
State and Federal Fines & Fees	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Trustee Fees	0	0	0	0	0.00%
<b>Total Contractual Services</b>	767	10	2,500	107,800	4212.00%

**Other Services and Charges**

Chamber of Commerce	244,793	213,000	264,950	230,000	-13.19%
Liability Insurance	331,058	331,000	370,795	370,795	0.00%
Liability – Claims Deductible	23,910	20,000	20,000	20,000	0.00%
<b>Total Other Services &amp; Charges</b>	599,761	564,000	655,745	620,795	-5.33%

**Debt Service**

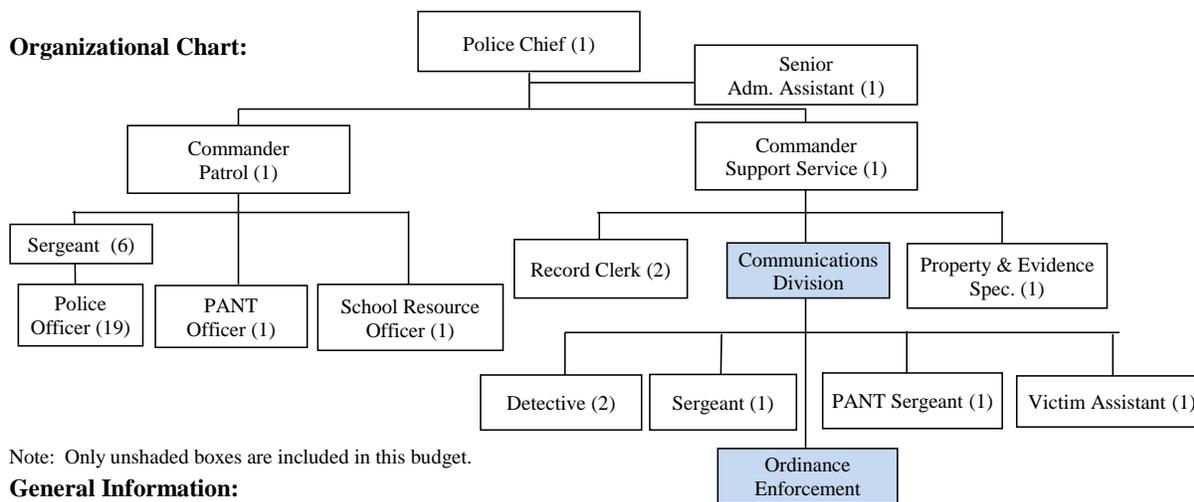
Lease Payment–Fire Truck-SunTrust	0	0	0	0	0.00%
Lease Payment–Mobile Data Terminals	0	0	0	0	0.00%
Lease Payment–City-wide FY 12	0	0	0	0	0.00%
Lease Payment–Communications Center	169,713	175,760	175,760	0	-100.00%
Lease Payment–FY 13 City-wide	125,279	0	0	0	0.00%
Lease Payment–FY 17 City-wide Equipment	149,766	155,050	155,050	157,530	1.60%
Interest–LP Fire Rescue	0	0	0	0	0.00%
Interest–LP Mobile Data	0	0	0	0	0.00%
Interest–LP FY12 City-wide	0	0	0	0	0.00%
Interest–LP Communications Center	8,371	2,330	2,330	0	-100.00%
Interest–LP FY13 City-wide	3,547	0	0	0	0.00%
Interest–LP FY 17 City-wide Equipment	14,797	9,520	9,520	7,035	-26.10%
<b>Total Debt Service</b>	471,473	342,660	342,660	164,565	-51.97%

**Supplemental Data: Operating Transfers**

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Operating Transfers–HURF		\$207,520		\$259,180	0.00%
Operating Transfers–Library	\$909,370	878,855	\$809,485	883,465	9.14%
Operating Transfers–Cemetery	44,906	55,350	47,170	122,230	159.13%
Operating Transfers–Airport	12,565	510	11,555		-100.00%
Operating Transfers–Grant	354,538		85,270	392,945	360.82%
Operating Transfers–Transit		492,480			0.00%
Operating Transfers–CDBG					0.00%
<b>Totals</b>	<b>\$1,321,379</b>	<b>\$1,634,715</b>	<b>\$953,480</b>	<b>\$1,657,820</b>	

**Police Department**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Police Department instituted a Strategic Plan that incorporates both the department's continued commitment to addressing community concerns through insightful examinations of emerging city issues and a commitment to the department's employees by assisting them in developing their abilities and skills to ensure ethical and progressive policing practices in these economically challenging times.

**FY 2019 Accomplishments:**

- \* Completed the migration of a radio repeater to Dead Horse Ranch State Park.
- \* Completed and shared the annual Strategic Plan Report with Council and the public.
- \* Partnered with community stakeholders in multi-disciplinary active-shooter training scenario.
- \* Implemented a marketing plan for the Neighborhood Officer Program.
- \* Developed funding stream for the automated and Internet-based OffenderWatch® Notification Mailing System (Sex offender registration).
- \* Replaced 95% of the police vehicle fleet through the Enterprise fleet lease program, dramatically reducing maintenance costs.
- \* Reconciled, reorganized and reduced property and evidence backlog.
- \* Acquired backup server for Spillman records management.
- \* Increased partner agency participation in the Verde Valley Regional SWAT team.
- \* Improved web content and use of social media, focused on enhancing community relationships.
- \* Properly trained and equipped the Cottonwood Police Department's Bike Patrol Officers.
- \* Implemented a focused enforcement program based on traffic collision trends.

**FY 2020 Goals:**

- \* Add an additional records clerk position to assist with the increased clerical and administrative workload.
- \* Acquire the Record Management System (RMS) Dashboard module of the Spillman Record Management System (RMS) to enhance crime analysis capabilities.
- \* Re-establish the Chaplain Program.
- \* Enhance both cyber and physical security.
- \* Implement a new employee orientation/mentoring program for all employees.
- \* Develop the Project Lifesaver Program to better serve community members who have Alzheimer's, dementia, autism or other medical conditions that contribute to wandering.
- \* Develop educational media to elevate awareness for bicycle safety.

**Budget Highlights:**

Capital outlay is scheduled for Body Cameras (\$42,625). There are no significant changes besides increases for general operational expenditures.

Public Safety	Police Department	Fund 01-General Fund	Cost Center	2000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Provide the highest level of service to the community			
<b>Department Goal:</b>	Launch annual initiatives identified in the Strategic Plan pertaining to reducing crime, promoting organizational excellence, strengthening of relationships with community, enhancing traffic safety, advancing technology solutions, and improving infrastructure			
<b>Objective:</b>	Complete annual initiatives			
<b>Type of Measure:</b>	Only initiatives completed within departmental control			
<b>Tool:</b>	Police Department's Five-Year Strategic Plan			
<b>Frequency:</b>	Annual assessment			
<b>Scoring:</b>	Percentage of yearly completed strategic initiatives			
<b>Trend:</b>	Maintain or increase			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Number of launched strategic initiatives		78	55	24
Completed strategic initiatives		54	39	18
Deferred strategic initiatives		24	23	9
Percentage of completed yearly strategic initiatives		69%	71%	75%

<b>Strategic Directive:</b>	Maintain or improve the Police Department's transparency and value to the community			
<b>Department Goal:</b>	Increase the number of the Police Department programs provided to the community			
<b>Objective:</b>	Establish and provide interactive community programs			
<b>Type of Measure:</b>	Number of community programs			
<b>Tool:</b>	Reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>	Maintain or increase			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Program Totals	17	17	19	22

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Body Worn Cameras				\$42,625
Patrol Vehicles (2) [Lease]				
K9				
Duty Weapons				
Tasers and Peripherals, and Firearms				
2018 Harley Davidson Police Motorcycle (Grant)		\$35,000		
Enterprise Fleet Lease Payments			\$1,282,690	
Datalogic Memory X3 Barcode Scanner & Dock				
Remodeling of Former Communications Center				
Rifles				
Getac Computer Equipment				
Holding Cell Cameras	\$5,000			
Tasers	9,639			
Security Camera Upgrade Evidence Building and Impound Lot	4,763			
Miscellaneous Equipment	1,847			
<b>Totals</b>	<b>\$21,249</b>	<b>\$35,000</b>	<b>\$1,282,690</b>	<b>\$42,625</b>

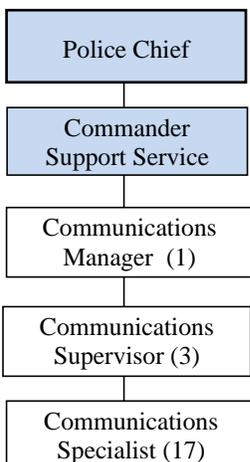
Public Safety	Police Department	Fund 01–General Fund			Cost Center	2000
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$4,703,207	\$5,036,525	\$4,823,715	\$5,061,705	4.93%	
Operating Supplies	248,466	189,550	183,050	195,850	6.99%	
Contractual Services	53,494	42,800	46,400	57,825	24.62%	
Other Services and Charges	138,512	578,850	270,275	256,290	-5.17%	
Capital Outlay	21,249	35,000	1,282,690	42,625	-96.68%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$5,164,928</b>	<b>\$5,882,725</b>	<b>\$6,606,130</b>	<b>\$5,614,295</b>	<b>-15.01%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$5,122,650	91.24%
Inter-local Governmental Contracts	171,800	3.06%
Lease Purchase	0	0.00%
SB1398 Police Equipment	3,775	0.07%
Grants	316,070	5.63%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Police Chief	1.00	1.00	1.00	8,639	12,691	\$131,932
Commander	2.00	2.00	2.00	7,085	10,441	201,516
Sergeant	7.00	7.00	7.00	5,287	7,791	564,881
PANT Officer/Sergeant	2.00	2.00	2.00	5,287	7,791	76,777
Police Officer	18.00	21.00	21.00	4,142	6,104	1,290,268
School Resource Officer (SRO)	1.00	1.00	1.00	4,142	6,104	64,703
Terrorist Liaison Officer	1.00	0.00	0.00	4,142	6,104	0
Communications System Coordinator	0.50	0.00	0.00	3,246	4,783	0
Property & Evidence Specialist	1.00	1.00	1.00	3,091	4,555	44,666
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	46,297
Victim Assistant	1.00	1.00	1.00	3,091	4,555	38,745
Records Clerk	2.00	2.00	2.00	2,670	3,935	92,584
COLA						51,047
Car Allowance						0
Merit Contingency						0
Longevity						0
Certification Pay						33,104
Temporary Employees						11,640
Overtime						170,000
Holiday Pay						55,000
Clothing Allowance						25,000
Retirement						1,267,690
Insurance & Taxes						895,855
Employee Related Expenses						0
<b>Totals</b>	<b>37.50</b>	<b>39.00</b>	<b>39.00</b>			<b>\$5,061,705</b>

Public Safety	Police Department	Fund 01–General Fund			Cost Center	2000
<b>Supplemental Data: Expenditures</b>						
Item Description	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
<b>Supplies</b>						
Office Supplies	17,860	17,000	17,000	17,000	0.00%	
Copier Supplies	513	1,200	900	1,200	33.33%	
Gas & Oil	65,545	58,000	71,250	72,000	1.05%	
Operational Supplies	8,072	2,500	2,500	2,500	0.00%	
Training Supplies	13,809	19,200	19,200	19,200	0.00%	
Building Supplies	4,411	6,800	1,200	6,800	466.67%	
Protective Clothing	8,449	5,000	4,000	5,000	25.00%	
Vehicle Maintenance & Repair	101,152	60,000	50,000	50,000	0.00%	
Equipment Maintenance & Repair	18,816	8,000	8,000	12,050	50.63%	
Invest / Detective Expenses	2,580	5,450	2,500	3,600	44.00%	
DUI Expenses	486	400	500	500	0.00%	
Canine Vet & Feed	5,064	4,500	4,500	4,500	0.00%	
Postage & Freight	1,709	1,500	1,500	1,500	0.00%	
<b>Total Supplies</b>	<b>248,466</b>	<b>189,550</b>	<b>183,050</b>	<b>195,850</b>	<b>6.99%</b>	
<b>Contractual Services</b>						
Contractual Services	8,121	5,000	5,000	5,000	0.00%	
Employee Physicals/Drug Testing	3,684	3,500	5,000	3,500	-30.00%	
Computer Support	33,610	32,800	34,900	47,825	37.03%	
Towing Expense	8,079	1,500	1,500	1,500	0.00%	
Medical Investigation Expenses	0	0			0.00%	
<b>Total Contractual Services</b>	<b>53,494</b>	<b>42,800</b>	<b>46,400</b>	<b>57,825</b>	<b>24.62%</b>	
<b>Other Services and Charges</b>						
Recruitment Program	949	2,000	0	2,000	0.00%	
Printing & Forms	1,313	1,500	1,500	1,500	0.00%	
Utilities	36,782	40,000	36,250	37,750	4.14%	
Telephone	45,236	50,000	46,560	47,500	2.02%	
SWAT Equipment	9,054	15,000	15,000	15,000	0.00%	
Safety Expense	781	2,000	2,000	2,000	0.00%	
Community Policing	5,294	9,000	9,000	10,000	11.11%	
Explorer Program	25	750	750	750	0.00%	
Reserve/VIP Program	3,042	2,500	2,500	2,500	0.00%	
DOJ Grants - Victim Asst.	3,964	0	0	0	0.00%	
Governor's Highway Safety Grant	0	28,800	29,320	10,990	-62.52%	
County RICO Grant	1,638	0	0	0	0.00%	
Miscellaneous Grants	0	0	0	0	0.00%	
Yavapai County Grant	250	25,000	0	0	0.00%	
Travel & Training	26,930	20,000	25,000	24,000	-4.00%	
Subscriptions & Memberships	3,254	2,500	2,500	2,500	0.00%	
Enterprise Fleet Lease Expense	0	379,800	99,895	99,800	-0.10%	
<b>Total Other Services &amp; Charges</b>	<b>138,512</b>	<b>578,850</b>	<b>270,275</b>	<b>256,290</b>	<b>-5.17%</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Evaluated and improved the ability to send critical public safety information to the public through the Emergency Notification System (ENS).
- \* Completed implementation of the Mobile Data Terminal (MTD) for subscribing fire agencies.
- \* Adopted the National Emergency Number Association (NENA) Hearing Standards for public safety telecommunicators by establishing pre-hire requirements as well as regular testing of existing employees.
- \* Ensured Police Department and Communications (and subscribers) needs are met during transition of retiring Spillman Administrator to successor.
- \* Worked with IT Department to reduce service interruptions and downtime.

**FY 2020 Goals:**

- \* Preparation for Next Generation 9-1-1 (NG911) environment through partnerships with CenturyLink Yavapai Regional 911 Committee and State of Arizona. The communication center's front room 911 equipment has already been provided by the State and is NG911 ready. The next steps involve the migration of the back room equipment to hosted solution, move billing to managed services, and employee training for processing text to 911 calls in accordance with the FCC (Federal Communications Commission) and NENA guidelines. (This is listed as a year 3-initiative but some actions need to start this year).
- \* Document all radio infrastructure for Police and Fire subscribers, and create a detailed record of all subscribers' radio network locations, redundancy and estimated life span.
- \* Explore feasibility of county-wide and/or regional digital radio upgrade to meet the Department of Homeland Security's (DHS) Science and Technology Directorate Project 25 Compliance Assessment Program. Project 25 (P25) is a suite of standards that enables interoperability among digital two-way land mobile radio communications products created for use by public safety professionals.

**Budget Highlights:**

The overall departmental budget has decreased, largely due to a decrease in staff funding and in budgeted expenditures for Other Services and Charges. Two Communications Specialist positions have not been funded, but will be as soon as qualified candidates pass all required testing.

Public Safety	Communications Division	Fund 01–General Fund	Cost Center	2010
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Value the safety of our public safety personnel and citizens			
<b>Department Goal:</b>	Obtain Communications Center Accreditation with the International Academies of Emergency Dispatch® (IAED®)			
<b>Objective:</b>	Complete the first year of the 5-year accreditation process			
<b>Type of Measure:</b>	Demonstrate that the call-taking performance meets the scoring requirements for the Standards for Accreditation			
<b>Tool:</b>	Standards for Accreditation			
<b>Frequency:</b>	Monthly reports			
<b>Scoring:</b>	Partial Compliance Level: 10% or less (of call performance reviews) Low Compliance Level: 10% or less (of call performance reviews) Non-Compliant Level: 7% or less (of call performance reviews) Percentage of Critical Deviations: 3% or less (of call performance reviews) Percentage of Major Deviations: 3% or less (of call performance reviews) Percentage of Moderate Deviations: 3% or less (of call performance reviews) Percentage of Minor Deviations: 3% or less (of call performance reviews)			
<b>Trend:</b>				
		Actual	Estimated	Anticipated
<b>Measures:</b>	2017	2018	2019	2020
Partial Compliance Level: 10% or less (of call performance reviews)	n/a	12.30%	≤10%	≤10%
Low Compliance Level: 10% or less (of call performance reviews)	n/a	10.90%	≤10%	≤10%
Non-Compliant Level: 7% or less (of call performance reviews)	n/a	47.90%	≤7%	≤7%
Percentage of Critical Deviations: 3% or less (of call performance reviews)	n/a	40.00%	≤3%	≤3%
Percentage of Major Deviations: 3% or less (of call performance reviews)	n/a	62.00%	≤3%	≤3%
Percentage of Moderate Deviations: 3% or less (of call performance review)	n/a	76.00%	≤3%	≤3%
Percentage of Minor Deviations: 3% or less (of call performance reviews)	n/a	64.00%	≤3%	≤3%

Public Safety	Communications Division	Fund 01–General Fund		Cost Center	2010
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$1,301,979	\$1,651,920	\$1,385,385	\$1,627,340	17.46%
Operating Supplies	3,884	3,000	3,500	7,500	114.29%
Contractual Services	19,031	17,000	19,800	19,800	0.00%
Other Services and Charges	154,736	269,150	101,045	113,840	12.66%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$1,479,630</u>	<u>\$1,941,070</u>	<u>\$1,509,730</u>	<u>\$1,768,480</u>	<u>17.14%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$892,955	50.49%
Dispatch & Spillman Fees	875,525	49.51%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Communications Manager	1.00	1.00	1.00	5,287	7,791	\$87,330
Communications Supervisor	3.00	3.00	3.00	4,142	6,104	160,885
Communications Systems Coordinator	0.50	0.00	0.00	3,246	4,783	0
Communications Specialist	17.00	17.00	17.00	3,408	5,022	655,775
COLA						18,080
Merit Contingency						0
Longevity						0
Certification Pay						4,810
Overtime						225,000
Holiday Pay						25,000
Clothing Allowance						2,000
Retirement						142,520
Insurance & Taxes						305,940
Employee Related Expenses						0
<b>Totals</b>	<u>21.50</u>	<u>21.00</u>	<u>21.00</u>			<u>\$1,627,340</u>

Public Safety	Communications Division	Fund 01–General Fund		Cost Center	2010
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	3,608	2,500	3,000	7,000	133.33%
Copier Supplies	258	500	500	500	0.00%
Radio Maintenance & Repair	18	0	0	0	0.00%
Postage/Freight	0	0	0	0	0.00%
<b>Total Supplies</b>	<b>3,884</b>	<b>3,000</b>	<b>3,500</b>	<b>7,500</b>	<b>114.29%</b>

**Contractual Services**

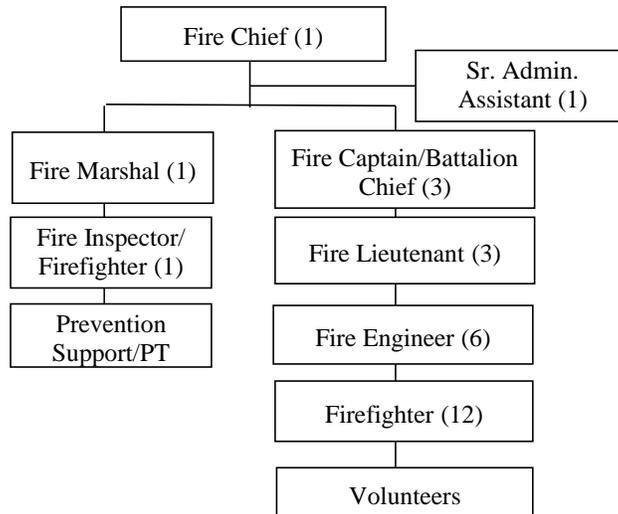
Contractual Services	0	0	0	0	0.00%
Computer Support	4,770	2,000	4,800	4,800	0.00%
Repeater Expense	14,261	15,000	15,000	15,000	0.00%
<b>Total Contractual Services</b>	<b>19,031</b>	<b>17,000</b>	<b>19,800</b>	<b>19,800</b>	<b>0.00%</b>

**Other Services and Charges**

Equipment Maintenance & Repair	54,820	6,500	3,000	3,300	10.00%
Utilities	40,222	42,400	43,530	47,000	7.97%
Telephone	10,024	168,000	9,865	10,500	6.44%
Employee Physicals/Drug Testing	4,350	4,500	4,500	4,500	0.00%
Safety Expenses	458	600	600	600	0.00%
Community Policing	55	200	200	200	0.00%
Travel & Training	12,603	12,500	9,000	12,500	38.89%
Subscriptions & Memberships	748	1,100	1,100	4,740	330.91%
Liability Insurance	31,456	33,350	29,250	30,500	4.27%
<b>Total Other Services &amp; Charges</b>	<b>154,736</b>	<b>269,150</b>	<b>101,045</b>	<b>113,840</b>	<b>12.66%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Organizational Chart:**



**General Information:**

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

**FY 2019 Accomplishments:**

- \* Adopted updated 2018 City of Cottonwood Emergency Operations Plan & Emergency Operations Quick Reference Guides.
- \* Successfully completed Insurance Services Office, Inc. (ISO) review of City of Cottonwood obtaining Public Protection Classification rating of 2, placing city in top 4% of cities in the United States.
- \* Adopted 2012 International Fire Code and applicable appendices as City of Cottonwood Fire Code.
- \* One firefighter successfully completed Paramedic certification testing. With his completion of certification, the department now has 15 Certified Paramedics providing Advanced Life Support Care to our citizens 95% of the time.
- \* Conducted large scale "Active Assailant" training activity in conjunction with the Cottonwood Police Department, neighboring fire districts, Verde Valley Medical Center, and Spectrum Healthcare.
- \* Placed new rescue tools (Jaws of Life) in service that upgraded the department's rescue capabilities.
- \* Replaced outdated/unserviceable fire hose with new hose to meet National Fire Protection Association (NFPA) 1962 requirements.

**FY 2019 Goals:**

- \* Host bi-annual Open House of the Fire & Medical Services Department to display our capabilities in fire suppression, EMS operations, fire prevention and fire & life safety education.
- \* Expand fire safety program for our local senior population targeting multi-family senior living centers.
- \* Identify and acquire grant and/or other funding sources to provide smoke detectors to further expand some detector program targeting high risk/low income areas of community.
- \* Evaluate potential site locations and initiate preliminary design work to construct second fire station in the area of Highway 260 and Fir Street or in the area of Highway 89A and Cornville Road.
- \* Purchase new ladder apparatus to replace current 32-year old ladder apparatus.
- \* Exercise our Emergency Operations Center in cooperation with Yavapai County Emergency Management.
- \* Maintain cooperative planning and operational activities with Verde Valley fire agencies.
- \* Pursue grants for fire suppression equipment and public fire & life safety equipment.

**Budget Highlights:**

For FY 2020, Capital has been scheduled for a Thermal Imaging Camera (\$9,000) and Radio Equipment (\$24,000). Additional monies (\$80,000) have been earmarked for anticipated grants. The increase in Personnel Costs is due to a 2% COLA, the increase in paramedic pay and for compensation for Acting Engineer.

Public Safety	Fire & Medical Department	Fund 01–General Fund	Cost Center	2100	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Maintain public safety				
<b>Department Goal:</b>	Have each firefighter complete an average of 240 hours per year of fire suppression related training				
<b>Objective:</b>	To ensure each firefighter completes two hours of fire/rescue training per shift per ISO guidelines				
<b>Type of Measure:</b>	Average number of training				
<b>Tool:</b>	Monthly/annual reports				
<b>Frequency:</b>	Annually				
<b>Scoring:</b>	≥240 hours/year = meeting goal; < 240 hours = needing improvement				
<b>Trend:</b>					
<b>Measures:</b>	Actual		Estimated	Anticipated	
	2017	2018	2019	2020	
Number of training hours per person/average completed in support of ISO		200	220	238	240

<b>Strategic Directive:</b>	Maintain public safety				
<b>Department Goal:</b>	Conduct an average of 60 commercial building and/or new construction inspections per month				
<b>Objective:</b>	To help ensure fire safety in our community, our fire prevention division will perform at least 60 inspections of commercial buildings or new construction per month				
<b>Type of Measure:</b>	Number of inspections				
<b>Tool:</b>	Monthly reports				
<b>Frequency:</b>	Annually				
<b>Scoring:</b>	60 inspections/month average = meeting goal. < 60 inspections/month average = needing improvement				
<b>Trend:</b>	Number has decreased due to fire inspector being on FMLA-leave in FY 2018. Increase expected in FY 2019				
<b>Measures:</b>	Actual		Estimated	Anticipated	
	2017	2018	2019	2020	
Average number of commercial building and/or new construction inspections per month		55	44	54	60

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Fire Suppression & Safety Equipment–Jaws of Life (2)	\$655,088			
Thermal Imaging Camera				\$9,000
Radio				24,000
Large Diameter Hose Replacement		\$21,600	\$21,600	
<b>Totals</b>	<u>\$655,088</u>	<u>\$21,600</u>	<u>\$21,600</u>	<u>\$33,000</u>

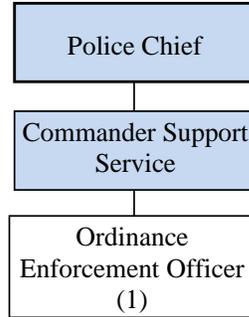
Public Safety	Fire & Medical Department	Fund 01—General Fund			Cost Center	2100
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$2,894,590	\$2,984,100	\$2,980,490	\$3,151,445	5.74%	
Operating Supplies	101,401	95,900	93,000	98,300	5.70%	
Contractual Services	19,834	75,500	27,300	110,500	304.76%	
Other Services and Charges	60,006	77,915	65,875	74,830	13.59%	
Capital Outlay	655,088	21,600	21,600	33,000	52.78%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$3,730,919</b>	<b>\$3,255,015</b>	<b>\$3,188,265</b>	<b>\$3,468,075</b>	<b>8.78%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$3,383,075	97.55%
Miscellaneous Grants	85,000	2.45%
Lease Purchase	0	0.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Fire Chief	1.00	1.00	1.00	7,811	11,511	\$123,920
Fire Marshal	1.00	1.00	1.00	6,120	9,019	101,375
Fire Captain/Battalion Chief	3.00	3.00	3.00	5,829	8,590	281,260
Fire Lieutenant	3.00	3.00	3.00	5,035	7,420	231,515
Fire Engineer	6.00	6.00	6.00	4,142	6,104	385,335
Fire Inspector	1.00	1.00	1.00	4,142	6,104	44,210
Firefighter	12.00	12.00	12.00	3,757	5,537	624,495
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	39,175
COLA						36,625
Merit Contingency						0
Longevity						0
Certification Pay						95,795
Stipend						5,455
Temporary Employees / Reserves						6,100
Overtime						25,000
Holiday Pay						46,500
Clothing Allowance						21,060
Retirement						525,630
Insurance & Taxes						542,995
Employee Related Expenses						15,000
<b>Totals</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>			<b>\$3,151,445</b>

Public Safety	Fire & Medical Department	Fund 01–General Fund		Cost Center	2100
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	1,155	1,500	1,500	1,500	0.00%
Copier Supplies	606	1,800	1,000	1,200	20.00%
Gas & Oil	16,737	20,000	18,000	20,000	11.11%
Protective Clothing	12,177	20,000	20,000	20,000	0.00%
Vehicle Maintenance & Repair	55,805	40,000	40,000	40,000	0.00%
Equipment Maintenance & Repair	14,691	12,000	12,000	15,000	25.00%
Postage & Freight	230	600	500	600	20.00%
<b>Total Supplies</b>	<b>101,401</b>	<b>95,900</b>	<b>93,000</b>	<b>98,300</b>	<b>5.70%</b>
<b>Contractual Services</b>					
Contractual Services	2,938	3,500	2,500	2,500	0.00%
Employee Physicals/Medical Tests	9,365	15,000	15,000	16,000	6.67%
Computer Support	5,086	5,000	4,800	5,000	4.17%
Radio Maintenance & Repair	508	2,000	1,000	2,000	100.00%
Yavapai County Emergency Management Grant	1,937	5,000	4,000	10,000	150.00%
Governor's Highway Safety - Fire Act Grant	0	25,000	0	50,000	0.00%
Governor's Highway - Fire Safety Grant	0	20,000	0	20,000	0.00%
YC Federal Emergency Management Agency Grant	0	0	0	5,000	0.00%
<b>Total Contractual Services</b>	<b>19,834</b>	<b>75,500</b>	<b>27,300</b>	<b>110,500</b>	<b>304.76%</b>
<b>Other Services and Charges</b>					
Legal Advertising	0	0	0	0	0.00%
Utilities	18,334	22,390	18,510	19,450	5.08%
Telephone	2,306	2,025	2,265	2,380	5.08%
Operational Equipment & Supplies	6,556	12,000	12,000	12,000	0.00%
EMS Expenses	10,682	13,000	11,000	13,000	18.18%
Fire Prevention	4,463	6,000	4,000	6,000	50.00%
Emergency Management	4,844	5,000	4,900	5,000	2.04%
Training Center	2,435	4,000	3,700	4,500	21.62%
Volunteer Fireperson Misc.	226	1,000	500	1,000	100.00%
Travel & Training	7,422	8,000	6,000	8,000	33.33%
Volunteer Fireperson Training	495	1,500	500	1,000	100.00%
Subscriptions & Memberships	2,243	3,000	2,500	2,500	0.00%
<b>Total Other Services &amp; Charges</b>	<b>60,006</b>	<b>77,915</b>	<b>65,875</b>	<b>74,830</b>	<b>13.59%</b>

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Increased proactive code violation contacts through focus on education and voluntary compliance over enforcement, wherever feasible.
- \* Reduced leash law (Dog-at-large) complaints.
- \* Reduced the time span between ordinance violation citations and enforcement through the Municipal Court. Reduction in time to resolve ordinance violations.
- \* Increased voluntary compliance with ordinance enforcement violations, which can include creatively brainstorming and utilizing resources for offenders when available and appropriate.
- \* Work collaboratively with other departments in the City to improve the overall beauty of Cottonwood through education, available resources, and enforcement of ordinance issues.

**FY 2020 Goals:**

- \* Revise and update city ordinances specific to health, safety, public peace and overall quality of life in Cottonwood.
- \* Enhance the use of technology to better serve and inform the public.
- \* Partner with the Verde Valley Humane Society to reduce animal bites and improve safe animal handling practices.

**Budget Highlights:**

No capital outlay has been programmed for FY 2020. The largest budget increases are in the Personnel costs due to a 2% COLA and in Contractual Service for Kennel Fees.

Public Safety	Ordinance Enforcement Division	Fund 01–General Fund	Cost Center	2200	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Reduce animal disease and cruelty cases				
<b>Department Goal:</b>	Increase disease awareness and proper animal care				
<b>Objective:</b>	Reduce animal disease and cruelty cases through education and enforcement				
<b>Type of Measure:</b>	Number of cruelty cases and animal bites				
<b>Tool:</b>	Spillman reports/statistics				
<b>Frequency:</b>	Annual (Calendar year)				
<b>Scoring:</b>					
<b>Trend:</b>	FY 2018 shows a decrease in cruelty cases du to education, awareness and enforcement				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
Cruelty cases		95	80	60	50
Animal bites		62	49	35	30
	Totals	157	129	95	80

Public Safety Ordinance Enforcement Division		Fund 01-General Fund			Cost Center	2200
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$150,623	\$158,320	\$156,540	\$163,290	4.31%	
Operating Supplies	9,110	6,450	6,475	6,450	-0.39%	
Contractual Services	43,899	43,880	48,880	52,715	7.85%	
Other Services and Charges	334	1,000	1,000	1,000	0.00%	
Capital Outlay	0	30,465	58,250	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$203,966</u>	<u>\$240,115</u>	<u>\$271,145</u>	<u>\$223,455</u>	<u>-17.59%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$223,455	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	3,091	4,555	\$100,915
COLA						2,015
Merit Contingency						0
Longevity						0
Overtime						1,500
Holiday Pay						2,500
Clothing Allowance						750
Retirement						12,950
Insurance & Taxes						42,660
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$163,290</u>

Public Safety	Ordinance Enforcement Division	Fund 01–General Fund		Cost Center	2200
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	107	250	250	250	0.00%
Copier Supplies	207	200	200	200	0.00%
Small Tools	417	1,500	1,500	1,500	0.00%
Gas & Oil	8,379	4,500	4,500	4,500	0.00%
Vehicle Maintenance & Repair	0	0	25	0	-100.00%
Equipment Maintenance & Repair	0	0	0	0	0.00%
<b>Total Supplies</b>	<b>9,110</b>	<b>6,450</b>	<b>6,475</b>	<b>6,450</b>	<b>-0.39%</b>

**Contractual Services**

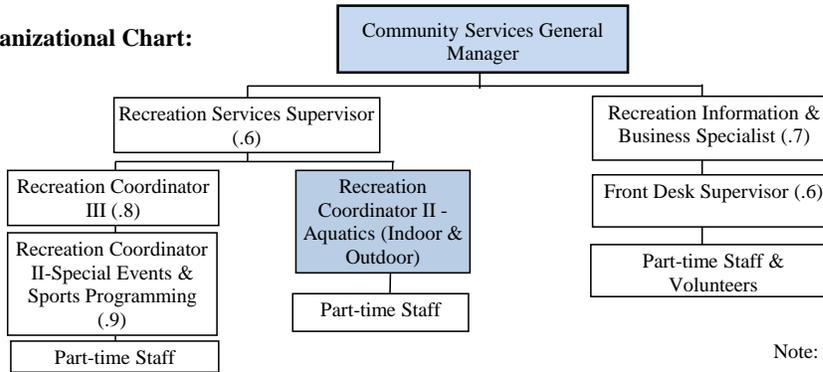
Computer Support	15	0	0	1,200	0.00%
Kennel Fees	43,884	43,880	43,880	46,515	6.01%
Spay/Neuter Grant Expense	0	0	5,000	5,000	0.00%
<b>Total Contractual Services</b>	<b>43,899</b>	<b>43,880</b>	<b>48,880</b>	<b>52,715</b>	<b>7.85%</b>

**Other Services and Charges**

Travel & Training	309	1,000	1,000	1,000	0.00%
Subscriptions & Memberships	25	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>334</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0.00%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Enterprise Fleet Lease Payments		\$30,465	\$58,250		
<b>Totals</b>	<b>\$0</b>	<b>\$30,465</b>	<b>\$58,250</b>	<b>\$0</b>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget

**General Information:**

The Parks and Recreation Department oversees City facilities and park open-space areas and facilitates active and passive recreational services as well. Such services provides 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 2019 Accomplishments:**

- \* The 2018 Thunder Valley Rally achieved a cost recovery of 92%, slightly less than the 94% in 2017. Cash sponsorships saw an increase of 31% from \$33,000 to \$44,500. Local charities collected \$21,835.
- \* [Anticipated] Completion of the 3<sup>rd</sup> and last phase of the Military Service Park with the installation of memorials and
- \* Finalized the renovation of the Cottonwood Community Club House. A Rural Development Grant of \$64,500 was awarded by the United States Department of Agriculture and matched by the City in the amount of \$66,000 for the installation of a state-of-the-art AV system. A business plan has been developed in cooperation with the Business Assistance Center for the promotion of Club House rentals.
- \* The Brian Mickelsen Memorial Marathon underwent a successful rebranding incorporating the City's wine-themed brand. The marathon saw a 23% increase in participants compared to 2017.
- \* Partnerships with Local First, VV Wine Consortium, Kiwanis, That Brewery, Mingus Union High School, and the Old Town Association were developed further aimed at generating more special events revenue.
- \* The Special Events program attracted approximately 30,000 visitors; locals and tourists alike.
- \* The Youth Center served an average of 17 area youth per day during the After School Program and 34 per day during the Summer Camp. This equates to approximately 7,700 youth center visits.
- \* The Adult Sports program served 306 players and the Aquatic Center 178 competitive swimmers; swimming lessons were taught to 446 youth.
- \* Walkin' on Main (WOM) had its most successful year in terms of attendance and revenue. This year's event showcased the inauguration of the WOM Committee. Despite charging an entry fee for the first time for the car show and higher fees for vendor space, both sold out. The VV Wine Consortium also earned its largest gross revenue during this year's WOM.
- \* The department was awarded \$330,144 in CDBG grant funding to develop a Parks, Open Space, Recreation and Wayfinding Master Plan as well as an irrigation plan for the Riverfront Park.
- \* Completed the 2018 Cottonwood Bicycle Plan and began implementing several projects.
- \* A website was created for the Old Town Music & The Market program. Also partnered with Yavapai County Health Department to drive areawide produce vendors to the market.

**FY 2019 Goals:**

- \* Finalize the Riverfront Park Master Site Plan.
- \* Develop a Thunder Valley Rally Foundation.
- \* Implement Phase 1 (of 3) of the Cottonwood Riverfront Trails Master Plan with the building of the Riverfront Park Trail and the trailhead at 5<sup>th</sup> Street, improving the Jail Trail, and developing the Riverfront Park sign.
- \* Develop additional community programs.
- \* Develop a transportation program using department vans to enable more youth to participate in the Youth Center's
- \* Begin the implementation of the Parks, Open Space, Recreation and Wayfinding Master Plan by (1) contracting out the design phase of an irrigation plan for Riverfront Park and (2) developing essential wayfinding signs throughout the city in cooperation with Community Development Department.
- \* Create a new city brand inspired special event together with other organizations.

**Budget Highlights:**

Capital has been programmed for Security Cameras in the Military Service Park (\$6,700) and for Tables & Chairs in the Community Clubhouse (\$31,000). The Aquatics Coordinator's position has been eliminated and replaced by a part-time position, incl. benefits. The budgeted amount for the Personnel category has increased due to staff workload reassessment. Additional budget increases were for programming expansions and to cover general operational costs.

Culture & Recreation	Parks and Recreation Department	Fund 01–General Fund	Cost Center	4100
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Maintain/increase customer satisfaction levels to sustain/grow attendance at Thunder Valley Rally			
<b>Objective:</b>	Improve parking and shuttle logistics/communications and maintain current satisfaction levels			
<b>Type of Measure:</b>	Interval–Ratio			
<b>Tool:</b>	Cross-sectional study			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	1-5 (1=lowest score, 5=highest score)			
<b>Trend:</b>	Mix			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Friendliness–Helpfulness of staff	4.4	5.0	5.0	5.0
Musical performances	4.4	4.4	5.0	5.0
Shuttle service/logistics/parking/vendors	4.0	4.0	5.0	5.0
Organization event layout	4.1	3.1	5.0	5.0
Overall experience rating		3.5	5.0	5.0

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Increase service use rates of parks, trails and athletic fields			
<b>Objective:</b>	Increase number of annual visits to parks, trails and athletic facilities			
<b>Type of Measure:</b>	Interval-Ratio			
<b>Tool:</b>	Cross-sectional study			
<b>Frequency:</b>	Bi-annual			
<b>Scoring:</b>	Numerical			
<b>Trend:</b>	Mixed			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Parks–Total number of visits / surveyed population	184 / 356		400 / 500	
Trails–Total number of visits / surveyed population	144 / 356		400 / 500	
Athletic Fields–Total number of visits / surveyed population	41 / 356		400 / 500	

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Increase participation by 20% in the After School Program (ASP) and Summer Camp			
<b>Objective:</b>	Increase Youth Center exposure and continually positively improve programs			
<b>Type of Measure:</b>	Interval-ratio			
<b>Tool:</b>	Attendance			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Attendance average			
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
ASP–Average attendance	18	17	30	35
Percentage increase/(decrease)		-5.56%	76.47%	16.67%
Summer Camp–Average attendance	40	34	40	45
Percentage increase/(decrease)		-15.00%	17.65%	12.50%

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Obtain the 'Silver' status for a Bicycle Friendly Community with the League of American Bicyclists			
<b>Objective:</b>	Achieve outlined programming by and infrastructure requirements of the League of American Bicyclists			
<b>Type of Measure:</b>	Nominal			
<b>Tool:</b>	League Report Card			
<b>Frequency:</b>	Bi-annual			
<b>Scoring:</b>	League designation			
<b>Trend:</b>	Steady			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
League of American Bicyclists Status	Bronze		Silver	

Culture & Recreation	Parks and Recreation Department [Outdoor Aquatics]	Fund 01–General Fund	Cost Center	4100
<b>Performance Indicators</b>				

<b>Strategic Directive:</b> Develop, support and maintain infrastructure					
<b>Department Goal:</b> Increase outdoor Aquatics Center revenue by 3%					
<b>Objective:</b> Increase user visits/Learn to Swim participation by 3%					
<b>Type of Measure:</b> Interval–Ratio					
<b>Tool:</b> Accounting software					
<b>Frequency:</b> Annual					
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>					
		Actual		Estimated	Anticipated
		2017	2018	2019	2020
User pass revenue		\$8,927	\$10,931	\$11,259	\$11,597
–Percentage increase/(decrease)			22.45%	3.00%	3.00%
User visits/Learn to Swim participation		17,350	15,437	15,900	16,377
–Percentage increase/(decrease)			-11.03%	3.00%	3.00%

Culture & Recreation		Parks and Recreation Department		Fund 01–General Fund		Cost Center	4100
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$410,783	\$427,790	\$447,220	\$540,200	20.79%		
Operating Supplies	50,873	34,950	57,430	43,420	-24.39%		
Contractual Services	43,207	41,150	54,310	46,800	-13.83%		
Other Services and Charges	469,889	488,715	443,265	505,225	13.98%		
Capital Outlay	0	0	19,260	37,700	95.74%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$974,752</b>	<b>\$992,605</b>	<b>\$1,021,485</b>	<b>\$1,173,345</b>	<b>14.87%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$1,173,345	100.00%
<b>Total Funding</b>		<b>100.00%</b>

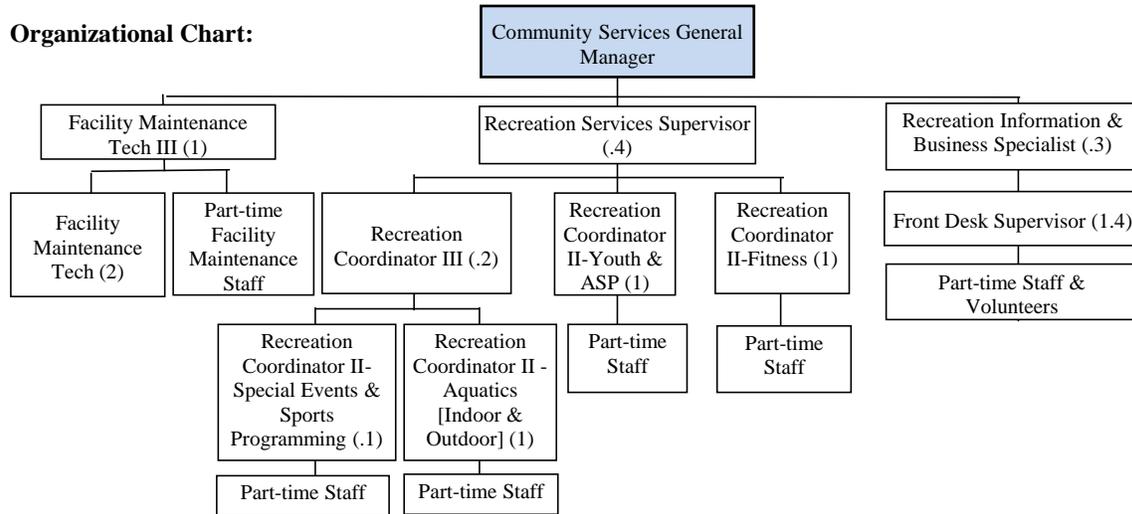
<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2019
	2018	2019	2020	Minimum	Maximum	Budget
Aquatics Center Supervisor	0.60	0.60	0.00	4,350	6,410	\$0
Parks & Recreation Director	0.00	0.00	0.50	6,120	9,019	38,330
Recreation Center Program Supervisor	0.20	0.00	0.00	4,350	6,410	0
Recreation Services Supervisor	0.00	0.00	0.60	4,350	6,410	29,320
Recreation Coordinator III	0.00	0.00	0.00	3,578	5,273	0
Recreation Coordinator II	0.90	0.90	0.80	3,091	4,555	32,030
Fitness Center Coordinator	0.00	0.00	0.05	3,091	4,555	2,285
Facilities Maintenance Technician III	0.00	0.00	0.40	3,246	4,783	17,985
Facility Maintenance Technician I	0.00	0.00	0.80	2,543	3,748	43,450
Youth Programs Coordinator	0.50	1.00	0.90	3,091	4,555	35,050
Recreation Information & Business Spec.	0.00	0.00	0.80	3,246	4,783	37,640
Administrative Assistant	0.70	0.70	0.00	2,670	3,935	0
Front Desk Supervisor	0.60	0.60	0.50	2,670	3,935	19,475
Head Lifeguard	0.20	0.00	0.00	2,422	3,569	0
COLA						5,110
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						121,500
Overtime						7,500
Holiday Pay						550
Interim Pay						6,765
Clothing Allowance						2,750
Retirement						33,360
Insurance & Taxes						107,100
Employee Related Expenses						0
<b>Totals</b>	<b>3.70</b>	<b>3.80</b>	<b>5.35</b>			<b>\$540,200</b>

Culture & Recreation	Parks and Recreation Department	Fund 01—General Fund	Cost Center	4100	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	1,597	1,500	2,100	2,300	9.52%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	1,370	1,100	2,100	2,600	23.81%
Vehicle Maintenance & Repair	1,995	1,500	1,180	1,470	24.58%
Equipment Maintenance & Repair	27,464	12,700	36,300	19,000	-47.66%
Operational Equip & Supplies	1,708	3,300	500	2,500	400.00%
Riverfront Snack Bar	2,634	1,400	1,200	1,500	25.00%
Snack Bar Supplies	2,765	1,900	2,500	2,500	0.00%
Pool Supplies	11,340	11,500	11,500	11,500	0.00%
Postage & Freight	0	50	50	50	0.00%
<b>Total Supplies</b>	<b>50,873</b>	<b>34,950</b>	<b>57,430</b>	<b>43,420</b>	<b>-24.39%</b>
<b>Contractual Services</b>					
Contractual Services	8,599	7,700	13,600	9,200	-32.35%
Computer Support	4,701	3,650	10,310	7,200	-30.16%
Fireworks	22,900	22,900	22,900	22,900	0.00%
Custodial Contract	7,007	6,900	7,500	7,500	0.00%
<b>Total Contractual Services</b>	<b>43,207</b>	<b>41,150</b>	<b>54,310</b>	<b>46,800</b>	<b>-13.83%</b>
<b>Other Services and Charges</b>					
Advertising	820	0	0	500	0.00%
Printing & Forms	0	0	850	850	0.00%
Utilities	210,592	198,850	184,500	198,850	7.78%
Telephone	4,574	5,900	5,670	5,975	5.38%
Public Relations	12,559	6,850	7,000	7,000	0.00%
Softball Programming/Tournaments	2,772	8,000	4,500	5,500	22.22%
Rec Programs	35,158	24,600	22,000	30,000	36.36%
Youth Programs	7,298	9,100	12,500	10,000	-20.00%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Special Events	0	0	0	25,500	0.00%
Rhythm & Ribs	(10)	0	0	0	0.00%
Walking on Main Street	23,326	23,000	24,800	25,000	0.81%
10K Memorial Run	17,097	18,000	18,000	20,000	11.11%
Thunder Valley Rally	147,570	160,000	149,300	160,000	7.17%
Wine Festival	0	0	0	0	0.00%
Old Town Home Tour	931	1,000	700	800	14.29%
Travel & Training	4,160	4,000	3,215	4,500	39.97%
Subscriptions & Memberships	2,042	3,200	2,200	2,200	0.00%
Enterprise Fleet Lease Expense	0	25,215	7,030	7,050	0.28%
Continuing Education	0	0	0	500	0.00%
<b>Total Other Services &amp; Charges</b>	<b>469,889</b>	<b>488,715</b>	<b>443,265</b>	<b>505,225</b>	<b>13.98%</b>
<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Equipment Lease			\$19,260		
Clubhouse Chairs & Tables/Security Camera Syst.				\$37,700	
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,260</b>	<b>\$37,700</b>	

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**Community Recreation Center**

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The Cottonwood Recreation Center operates on the concept of bringing multigenerational families, youth and active senior adults together to enjoy and share in the recreational benefits provided that contribute to the city's quality of life. The center provides community wellness options, gathering spaces, community events and athletic programming opportunities that serve a wide range of guests. The facility is open 355 days a year.

**FY 2019 Accomplishments:**

- \* Finished the installation of LED lighting throughout the Recreation Center as a utility cost reducing measure. LED lights are highly energy efficient and consume 80-90% less power than traditional lights.
- \* As of January 2019, started a 4<sup>th</sup> fitness program called the *AARP Medicare Supplement Plan through United Healthcare*.
- \* Installed small lockers, free of charge, for the storage of keys, cell phones and other small items to prevent theft.
- \* Local school district created a Youth Basketball league for 6-8 grades. However the City league only lost 10% of league participants based on previous years despite reducing age categories.
- \* Increased pickleball play to 7,191 visits in 2018 from 5,509 in FY 2017, showing a 30% growth.

**FY 2019 Goals:**

- \* Increase overall cost-recovery for the Recreation Center by 5%, from 62% to 67%.
- \* Develop in-house a strategic plan to market the program offerings.
- \* Determine the ROI (Return on Investment) for the Center's rental space to achieve a maximal return on investment as well as assessing the unused space to determine ways to increase community programming and cost recovery.
- \* Implement a customer service training program.
- \* Conduct a membership needs assessment survey.
- \* Reduce Service Charges cost by 30% equaling a savings of \$11,100.
- \* Increase facility programming to include 1 new community event every 2 months.

**Budget Highlights:**

There is a significant decrease in Personnel costs due to a staff workload reassessment. The Recreation Center Supervisor has been named Interim Parks & Recreation Director. There are budgetary increases for Services in general to allow for more programming and marketing.

Culture & Recreation	Community Recreation Center	Fund 01–General Fund	Cost Center	4110
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Marketing of Cottonwood			
<b>Department Goal:</b>	Increase visibility and participation in Parks & Recreation/Recreation Center's programming by promoting the quarterly publication of Leisure Times through website and social media marketing			
<b>Objective:</b>	Grow the number of views of the online Leisure Times publication by 10% annually			
<b>Type of Measure:</b>	Interval–Ratio			
<b>Tool:</b>	Online data collection point			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Number of views			
<b>Trend:</b>	The number of views have been declining			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Number of views	1,564	1,449	1,420	1,562
Percentage increase/(decrease)		-7.35%	-2.00%	10.00%

<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Increase the facility's rental revenue by 5% annually			
<b>Objective:</b>	Market the amenities of the Recreation Center, internally and externally, via the Web, radio and TV			
<b>Type of Measure:</b>	Interval–ratio			
<b>Tool:</b>	Monthly rental figures and customer feedback			
<b>Frequency:</b>	Annually			
<b>Scoring:</b>	Rental financial totals			
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Total revenue generated	38,138	26,616	27,947	29,344
Percentage increase/(decrease)		-30.21%	5.00%	5.00%

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community			
<b>Department Goal:</b>	Increase usage at the Cottonwood Recreation Center by 1% annually			
<b>Objective:</b>	Increase group exercise classes by 2 hours per week in January, February and March to accommodate increased demand			
<b>Type of Measure:</b>	Interval–ratio			
<b>Tool:</b>	ACTIVE Software			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Group exercise attendance			
<b>Trend:</b>	Increasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Group exercise attendance	227,228	232,206	234,528	236,873
Percentage increase/(decrease)		2.19%	1.00%	1.00%

Culture & Recreation		Community Recreation Center		Fund 01–General Fund		Cost Center	4110
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$789,475	\$833,830	\$781,735	\$758,025	-3.03%		
Operating Supplies	91,649	83,930	89,230	88,730	-0.56%		
Contractual Services	181,422	180,850	178,410	185,700	4.09%		
Other Services and Charges	278,110	279,060	266,545	285,010	6.93%		
Capital Outlay	0	4,010	40,390	18,800	-53.45%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$1,340,656</u>	<u>\$1,381,680</u>	<u>\$1,356,310</u>	<u>\$1,336,265</u>	<u>-1.48%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$531,265	39.76%
Recreation Center Fees	725,000	54.26%
Recreation Center Building Rental	30,000	2.25%
Recreation Center Classes/Programs	50,000	3.74%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Aquatics Center Supervisor	0.40	0.40	0.00	4,350	6,410	\$0
Parks & Recreation Director	0.00	0.00	0.50	6,120	9,019	38,330
Recreation Center Program Supervisor	0.80	0.00	0.00	4,350	6,410	0
Recreation Services Supervisor	0.00	0.00	0.40	4,350	6,410	19,545
Recreation Coordinator III	0.00	1.00	0.00	3,578	5,273	0
Recreation Coordinator II	0.10	0.10	0.20	3,091	4,555	8,005
Facility Maintenance Technician III	1.00	1.00	0.60	3,246	4,783	26,975
Facility Maintenance Technician I	2.00	2.00	1.20	2,543	3,748	50,210
Fitness Center Coordinator	1.00	1.00	0.95	3,091	4,555	43,460
Youth Programs Coordinator	0.50	0.00	0.10	3,091	4,555	3,895
Recreation Information & Business Spec.	0.00	0.00	0.20	3,246	4,783	9,410
Administrative Assistant	0.30	0.30	0.00	2,670	3,935	0
Front Desk Supervisor	1.40	1.40	1.50	2,670	3,935	58,910
Aquatics Coordinator	0.00	1.00	0.00	2,422	3,569	0
Head Life Guard	0.80	0.00	0.00	2,422	3,569	0
COLA						5,175
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						310,000
Overtime						4,750
Holiday Pay						300
Interim Premium Pay						5,790
Clothing Allowance						1,800
Retirement						33,270
Insurance & Taxes						138,200
Employee Related Expenses						0
Totals	<u>8.30</u>	<u>8.20</u>	<u>5.65</u>			<u>\$758,025</u>

Culture & Recreation	Community Recreation Center	Fund 01–General Fund	Cost Center	4110	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	2,130	3,000	3,500	3,000	-14.29%
Copier Supplies	526	0	0	0	0.00%
Gas & Oil	759	1,000	1,000	1,000	0.00%
Small Tools	610	1,000	650	650	0.00%
Vehicle Maintenance & Repairs	560	250	2,900	2,900	0.00%
Equipment Maintenance & Repairs	65,069	58,000	60,000	60,000	0.00%
Pool Supplies	21,791	20,500	21,000	21,000	0.00%
Postage & Freight	204	180	180	180	0.00%
<b>Total Supplies</b>	<b>91,649</b>	<b>83,930</b>	<b>89,230</b>	<b>88,730</b>	<b>-0.56%</b>

<b>Contractual Services</b>					
Contractual Services	25,787	25,200	15,000	15,000	0.00%
Contractual Services Active Network	44,972	37,000	47,000	47,000	0.00%
Employee Physicals/Medical Testing	0	0	0	0	0.00%
Recruitment Expense	20	400	0	200	0.00%
Computer Support	1,366	1,750	1,410	1,500	6.38%
Custodial Contract	109,277	116,500	115,000	122,000	6.09%
<b>Total Contractual Services</b>	<b>181,422</b>	<b>180,850</b>	<b>178,410</b>	<b>185,700</b>	<b>4.09%</b>

<b>Other Services and Charges</b>					
Legal Advertising	7	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	199,353	200,000	189,500	200,000	5.54%
Telephone	10,655	12,000	6,790	7,200	6.04%
Rec Programs	9,155	10,000	10,000	15,000	50.00%
Travel & Training	4,918	2,800	2,900	3,500	20.69%
Public Relations	10,449	10,000	10,000	12,000	20.00%
Equipment Rental	0	0	0	0	0.00%
Subscriptions & Memberships	65	750	500	500	0.00%
Lease Purchase Rec Center Equipment	43,508	43,510	46,855	46,810	-0.10%
<b>Total Other Services &amp; Charges</b>	<b>278,110</b>	<b>279,060</b>	<b>266,545</b>	<b>285,010</b>	<b>6.93%</b>

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Network Video Recorder (NVR) Camera System		\$4,010	\$40,390	\$8,800
Physical Fitness Equipment				10,000
<b>Totals</b>	<b>\$0</b>	<b>\$4,010</b>	<b>\$40,390</b>	<b>\$18,800</b>

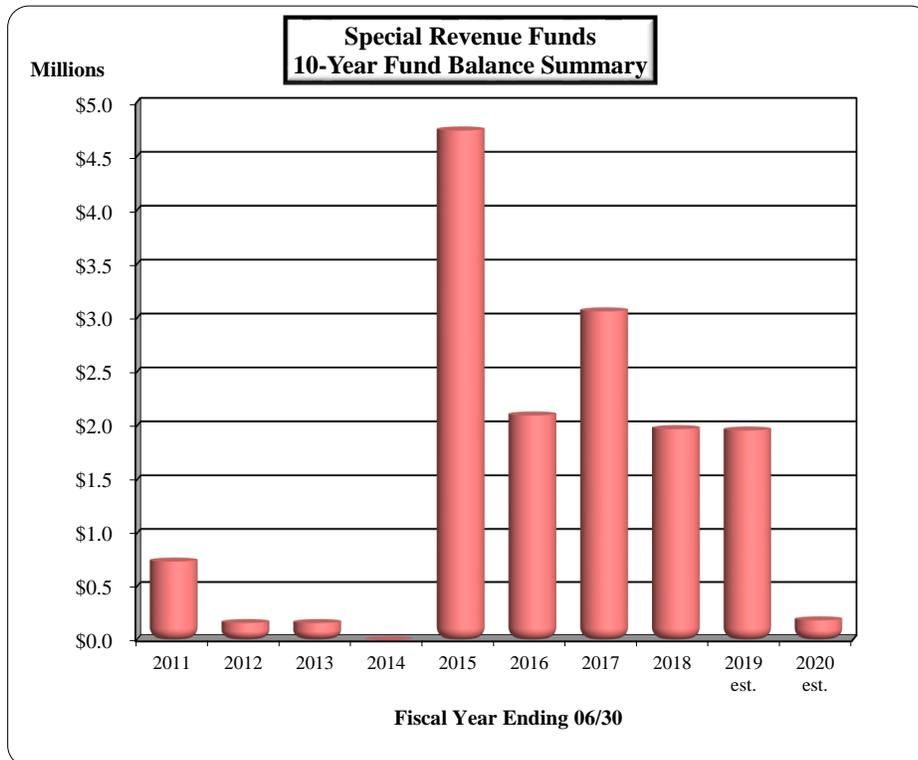
**SPECIAL REVENUE FUNDS**

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

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

**Fund Balances:**

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



Fiscal Year Ending 06/30	Fund Balance
2010	1,099,115
2011	740,060
2012	161,640
2013	161,640
2014	0
2015	4,745,120
2016	2,101,860
2017	3,067,430
2018	1,975,335
2019 est.	1,962,680
2020 est.	187,150

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

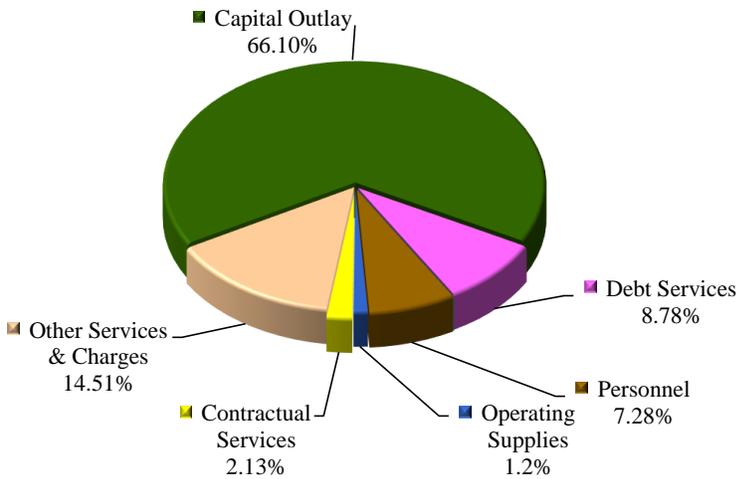
## Special Revenue Funds—Consolidated Statement of Revenues &amp; Expenditures/Changes in Fund Balances

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Fund Balance</b>	\$3,150,020	\$2,542,765	\$1,975,335	\$1,962,680
Less: Designated Reserves	3,150,020	221,095	1,962,680	187,150
Cash Reserves	0	0	0	0
Appropriated Fund Balance	0	2,321,670	12,655	1,775,530
<b>Revenue Sources:</b>				
Taxes	\$655,949	\$646,110	\$1,204,540	\$1,696,490
Intergovernmental Revenues	4,774,863	3,613,315	2,713,185	6,013,800
Charges for Services	505,399	206,800	393,175	239,050
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	119,278	121,745	112,295	110,540
Miscellaneous Revenues	21,798	134,495	21,350	21,400
<b>Total Revenue Sources</b>	<b>6,077,287</b>	<b>4,722,465</b>	<b>4,444,545</b>	<b>8,081,280</b>
<b>Other Financing Sources:</b>				
Transfers In	1,321,379	1,634,715	1,458,220	1,703,455
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	<b>1,321,379</b>	<b>1,634,715</b>	<b>1,458,220</b>	<b>1,703,455</b>
<b>Total Available Resources</b>	<b>7,398,666</b>	<b>8,678,850</b>	<b>5,915,420</b>	<b>11,560,265</b>
<b>Expenditures:</b>				
Personnel	2,034,139	2,112,670	2,103,825	2,325,410
Operating Supplies	937,707	620,365	743,580	771,595
Contractual Services	533,286	427,530	409,985	435,225
Other Services and Charges	743,565	828,165	946,050	983,055
Capital Outlay	2,816,832	4,299,005	1,316,130	6,633,990
Debt Service	390,812	391,115	391,110	391,320
<b>Total Expenditures</b>	<b>7,456,341</b>	<b>8,678,850</b>	<b>5,910,680</b>	<b>11,540,595</b>
<b>Other Uses:</b>				
Transfers Out	0	0	4,740	19,670
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>4,740</b>	<b>19,670</b>
<b>Total Expenditures and Other Uses</b>	<b>7,456,341</b>	<b>8,678,850</b>	<b>5,915,420</b>	<b>\$11,560,265</b>
<b>Ending Fund Balance Designation</b>				
Operating Surplus/(Losses)	(57,675)	0	0	0
Designated Reserves FYs prior to 2020	384,835	0	0	0
Cash Reserves FYs prior to 2020	0	0	0	0
Restricted	1,648,175	221,095	1,962,680	187,150
Committed	0	0	0	0
Assigned	0	0	0	0
Unassigned	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$1,975,335</b>	<b>\$221,095</b>	<b>\$1,962,680</b>	<b>\$187,150</b>

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

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$324,845	\$53,700	\$94,965	\$646,740	\$2,946,680	\$391,320	\$4,458,250
Totals	\$324,845	\$53,700	\$94,965	\$646,740	\$2,946,680	\$391,320	\$4,458,250

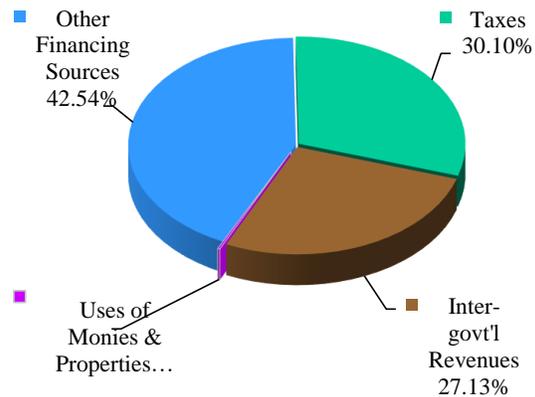
**Highway User Revenue Fund—Streets Expenditures by Category**



<b>HURF—Streets Fund Summary</b>	
Revenues	\$2,514,630
Expenditures	(4,458,250)
Revenues over Expenditures	(1,943,620)
Other Funding Sources/Uses	1,943,620
Use of Fund E	\$0

<b>HURF—Streets Fund Revenues by Source</b>	
Taxes	\$1,317,520
Inter-gov't'l Revenues	1,187,110
Uses of Monies & Properties	10,000
Other Financing Sources	1,861,635
Transfer In	81,985
Miscellaneous Revenues	0
<b>Total Resources Available</b>	<b>\$4,458,250</b>

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



**Streets Department Revenues:**

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

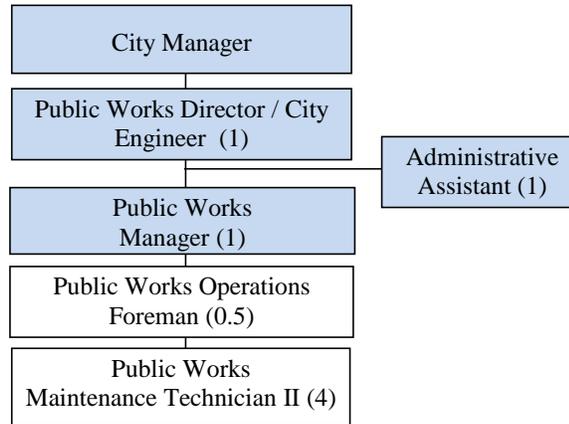
**Streets Department Expenditures:**

The details for these expenditures can be viewed on pages 190 and 289.

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$3,067,430	\$2,430,175	\$1,965,850	\$1,861,635	-5.30%
Less: Designated Reserves	3,067,430	203,285	1,861,635	177,195	-90.48%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	2,226,890	104,215	1,684,440	1516.31%
<b>Revenue Sources:</b>					
Taxes	\$655,949	\$646,110	\$820,640	\$1,317,520	60.55%
Intergovernmental Revenues					
Highway User Revenue Fund – HURF	999,331	1,005,475	1,025,500	1,187,110	15.76%
Local Transportation Assistance					
Fund/HURF	0	0	0	0	0.00%
Old Town Contributions	0	0	0	0	0.00%
ISTEA - Phase I Grant	0	0	0	0	0.00%
ISTEA - Phase II Grant	0	0	0	0	0.00%
ADOT Road Diet Grant	0	0	0	0	0.00%
12 <sup>th</sup> Street Federal Grant	0	0	0	0	0.00%
Mingus Willard to 10 <sup>th</sup> Street	0	0	0	0	0.00%
Fed Grant – 12 <sup>th</sup> Street	0	0	0	0	0.00%
HSIP Sign Replacement Grant	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	11,826	5,000	12,600	10,000	-20.63%
Miscellaneous Revenues					
Other Income	977	115,000	0	0	0.00%
<b>Total Revenue Sources</b>	<b>1,668,083</b>	<b>1,771,585</b>	<b>1,858,740</b>	<b>2,514,630</b>	<b>35.29%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	207,520	500,000	259,180	-58.50%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>207,520</b>	<b>500,000</b>	<b>259,180</b>	<b>-48.16%</b>
<b>Total Available Resources</b>	<b>1,668,083</b>	<b>4,205,995</b>	<b>2,462,955</b>	<b>4,458,250</b>	<b>81.01%</b>
<b>Expenditures:</b>					
Personnel	304,953	305,170	309,675	324,845	4.90%
Operating Supplies	59,610	58,500	44,150	53,700	21.63%
Contractual Services	81,786	72,725	76,475	94,965	24.18%
Other Services and Charges	427,842	518,485	621,525	646,740	4.06%
Capital Outlay	95,442	2,860,000	1,020,020	2,946,680	188.88%
Debt Service	390,812	391,115	391,110	391,320	0.05%
<b>Total Expenditures</b>	<b>1,360,445</b>	<b>4,205,995</b>	<b>2,462,955</b>	<b>4,458,250</b>	<b>81.01%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,360,445</b>	<b>4,205,995</b>	<b>2,462,955</b>	<b>4,458,250</b>	<b>81.01%</b>
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	307,638	0	0	0	0.00%
Designated Reserves FYs prior to 2020	27,856	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	1,630,356	203,285	1,861,635	177,195	815.78%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	<b>\$1,965,850</b>	<b>\$203,285</b>	<b>\$1,861,635</b>	<b>\$177,195</b>	<b>-90.48%</b>

**Organizational Chart:**



Note: only unshaded boxes are included in this budget

**General Information:**

The Streets Division of Public Works is responsible for providing safe, well-maintained streets and sidewalks for the public. The routine maintenance of the city streets includes: grading, pothole repair, sweeping, debris removal, weed control, sign maintenance, drainage maintenance, sidewalk repair, pavement maintenance, and traffic signal maintenance. The Streets Division also assists with the construction of engineering projects, annual city clean-up days, airport maintenance, trash pickup and removal, and transient camp cleanups.

**FY 2019 Accomplishments:**

- \* Constructed a concrete valley gutter and roadside drainage at the intersection of 17<sup>th</sup> Street and Aspen Street.
- \* Developed a routine street sweeping schedule for residential neighborhoods.
- \* Conducted an employee training for large equipment operations through the Arizona Department of Transportation's Local Technical Assistance Program (LTAP).

**FY 2020 Goals:**

- \* Install flashing beacons on 6<sup>th</sup> Street at the Silver Spring Gulch, on 6<sup>th</sup> Street-approximately 300 feet south of Aspen Street), and at wet crossings on Camino Real that are routinely closed multiple times during the monsoon season.
- \* Install Rectangular Rapid-Flashing Beacons (RRFB) at the crosswalks at the intersections of Main Street with 10<sup>th</sup> Street, Aspen Street and Birch Street.
- \* Make safety improvements, including handrails) along Main Street between State Route 89A/Cottonwood Street and Old Town.
- \* Digitize the City's Street Sweeping Priority Map.
- \* Conduct routine street sweeping activities along the highways, arterial and collector streets, and on City parking lots.

**Budget Highlights:**

Capital has been budgeted for the acquisition of an Uninterrupted Power System for the Mingus Avenue/Main Street Signal (\$11,000) as well as for the LED conversion of Old Town Street Lights (\$6,500). The budgeted amount for the Contractual Services category has been increased for a potential Street Cleaning Contract. Significant budget increases are due to increases in costs for Personnel and Other Services & Charges.

Public Works	Streets Department	Fund 10–HURF	Cost Center	3100
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Reduce the amount of unsightly buildup of debris along the city's roadways			
<b>Objective:</b>	Conduct routine street sweeping activities along highways, arterial and collector streets and City parking			
<b>Type of Measure:</b>	Volume of street sweepings disposal			
<b>Tool:</b>	Street sweeping schedule			
<b>Frequency:</b>	Monthly			
<b>Scoring:</b>	Volume of street sweepings disposal			
<b>Trend:</b>	Increase			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Volume of street sweepings disposals (tons)	65	148	185	185

<b>Strategic Directive:</b>	Develop, support and maintain infrastructure			
<b>Department Goal:</b>	Improve public safety at existing at grade wash crossings on 6 <sup>th</sup> Street at Silver Spring Gulch, on 6 <sup>th</sup> Street-approximately 300 feet south of Aspen Street), and at wet crossings on Camino Real that are routinely closed multiple times during the monsoon season with the installation of flashing beacons			
<b>Objective:</b>	Monitoring incidents of stranded vehicles			
<b>Type of Measure:</b>	Number of vehicles stranded			
<b>Tool:</b>	Reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Number of vehicles stranded	0	0	0	0

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Crosswalk Project at Main & Cherry Streets	\$5,725			
Rectangular Rapid-Flashing Beacons (RRFB) and Sonotubes –Main & Cherry Streets and Sonotubes	2,007			
Uninterrupted Power System for Traffic Light –Main Street and Mingus Avenue				\$11,000
Light-Emitting Diodes (LEDs) Street Lighting–Old Town				6,500
<b>Totals</b>	<u>\$7,732</u>	<u>\$0</u>	<u>\$0</u>	<u>\$17,500</u>

Public Works	Streets Department	Fund 10–HURF			Cost Center	3100
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$304,953	\$305,170	\$309,675	\$324,845	4.90%	
Operating Supplies	59,610	58,500	44,150	53,700	21.63%	
Contractual Services	81,276	72,725	76,475	94,965	24.18%	
Other Services and Charges	427,842	518,485	621,525	646,740	4.06%	
Capital Outlay	7,732	0	0	17,500	0.00%	
Debt Service	390,812	391,115	391,110	391,320	0.05%	
<b>Department Totals</b>	<b>\$1,272,225</b>	<b>\$1,345,995</b>	<b>\$1,442,935</b>	<b>\$1,529,070</b>	<b>5.97%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues–HURF	0	0.00%
Taxes	0	0.00%
Use of Monies & Properties	10,000	0.65%
Miscellaneous Revenues	0	0.00%
Use of Fund Balance	0	0.00%
Transfers In–General Fund	1,519,070	99.35%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>							
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020	
	2018	2019	2020	Minimum	Maximum	Budget	
Public Works Operations Foreman	0.50	0.50	0.50	3,757	5,537	\$26,025	
PW Maintenance Technician II	4.00	4.00	4.00	2,804	4,132	158,385	
COLA						3,690	
Merit Contingency						0	
Longevity						0	
Temporary Employees / Reserves						0	
Overtime						3,750	
Clothing Allowance						1,000	
Retirement						23,230	
Insurance & Taxes						108,765	
Employee Related Expenses						0	
<b>Totals</b>	<b><u>4.50</u></b>	<b><u>4.50</u></b>	<b><u>4.50</u></b>			<b><u>\$324,845</u></b>	

Public Works	Streets Department	Fund 10–HURF		Cost Center	3100
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	0	0	150	200	33.33%
Gas & Oil	15,626	15,500	12,500	15,500	24.00%
Operational Equipment & Supplies	1,211	14,000	10,000	2,000	-80.00%
Vehicle Maintenance & Repair	3,788	4,000	1,500	16,000	966.67%
Equipment Maintenance & Repair	38,974	25,000	20,000	20,000	0.00%
Postage & Freight	11	0	0	0	0.00%
<b>Total Supplies</b>	<b>59,610</b>	<b>58,500</b>	<b>44,150</b>	<b>53,700</b>	<b>21.63%</b>
<b>Contractual Services</b>					
Contractual Services	3,831	7,500	7,500	22,500	200.00%
Pavement Preservation	0	0		0	0.00%
Computer Support	276	225	300	365	21.67%
General Counsel	0	0	0	0	0.00%
Street Lights	77,169	65,000	68,675	72,100	4.99%
Engineering Services	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>81,276</b>	<b>72,725</b>	<b>76,475</b>	<b>94,965</b>	<b>24.18%</b>
<b>Other Services and Charges</b>					
Legal Advertising	120	0	0	0	0.00%
Small Tools	743	500	500	500	0.00%
Street Materials	9,937	10,000	5,000	10,000	100.00%
Street Signs	2,254	3,000	2,500	3,000	20.00%
Street Marking	35,866	161,010	161,000	175,000	8.70%
Bank Charges	891	900	0	0	0.00%
Employee Physicals/Medical Testing	497	500	0	500	0.00%
Utilities	12,602	14,335	12,215	12,825	4.99%
Telephone	747	925	575	600	4.35%
Culverts	0	500	0	500	0.00%
Travel & Training	150	5,000	4,000	4,000	0.00%
Equipment Rental	0	0	0	0	0.00%
Subscriptions & Memberships	0	0	0	0	0.00%
Liability Insurance	20,972	21,980	23,400	25,975	11.00%
Liability Claims Deductible	0	0	0	0	0.00%
Indirect Cost to General Fund	300,373	256,000	370,000	370,000	0.00%
Street Light Contingency	0	0	0	0	0.00%
LP–FY17 City Wide Equipment Lease-Principa	38,073	39,415	39,415	40,050	1.61%
LP–FY17 City Wide Equipment Lease-Interest	3,762	2,420	2,420	1,790	-26.03%
Street Improvements	855	2,000	500	2,000	300.00%
Bond Issuance Costs	0	0			0.00%
<b>Total Other Services &amp; Charges</b>	<b>427,842</b>	<b>518,485</b>	<b>621,525</b>	<b>646,740</b>	<b>4.06%</b>
<b>Debt Service</b>					
Principal–Bonds	193,373	189,430	189,425	185,390	-2.13%
Interest–Bonds	197,439	201,685	201,685	205,930	2.10%
<b>Total Debt Service</b>	<b>390,812</b>	<b>391,115</b>	<b>391,110</b>	<b>391,320</b>	<b>0.05%</b>

**Organizational Chart:**

None

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Completed the design and construction phases of the Main Street Road Diet.
- \* Completed the construction phase of the FY 2018 Pavement Preservation.
- \* Completed the construction phase of the FY 2018 Pavement Marking.

**FY 2020. Goals:**

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

**Budget Highlights:**

A total amount of \$2,929,180 has been budgeted for Capital Outlay: Local Road Repair Program (\$50,000), Sidewalk Improvements (\$359,180), 6<sup>th</sup> Street: Mingus Avenue to Aspen Street (\$120,000), Reconstruction of Mingus Avenue from 10<sup>th</sup> Street to Main Street, and Bi-annual Pavement Preservation (\$750,000). The amount for pavement preservation also includes \$90,000 for Pima Street Structural Repair (\$5,000), Pima Street Bridge Deck Repair (\$10,000), Pavement Core Saw (\$10,000), and Crack Seal Machine and Material (\$65,000).

Public Works	Streets Construction	Fund 10–HURF	Cost Center	1410	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local building codes				
<b>Objective:</b>	Create plans and designs of roadway projects and perform oversight of the construction				
<b>Type of Measure:</b>	Completion of engineering phases and construction of roadway projects				
<b>Tool:</b>	Project plans				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)				
<b>Trend:</b>	One time				
<b>Measures:</b>		Actual	Estimated	Estimated	Anticipated
		2017	2018	2019	2020
<b>Mingus Avenue Reconstruction between 8<sup>th</sup> Street Wash &amp; Main St.</b>					
–Planning phase	See Engineering Services Department				
–Design phase	See Engineering Services Department				
–Construction phase			5%	100%	
<b>Strategic Directive:</b>	Develop, support and maintain infrastructure				
<b>Department Goal:</b>	Ensure that all structures, utilities and construction within the city limits complies with the minimum safety standards established by the Federal, State and Local building codes				
<b>Objective:</b>	Create plans and designs of sidewalk improvements and perform oversight of the				
<b>Type of Measure:</b>	Completion of engineering phases and construction of sidewalk improvement projects				
<b>Tool:</b>	Project plans				
<b>Frequency:</b>	Meeting intermittent milestones (30%, 60%, 90% Design)				
<b>Trend:</b>	One time				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
<b>(1) Cactus Street Sidewalk Improvements</b>					
–Planning phase	See Engineering Services Department				
–Design phase	See Engineering Services Department				
–Construction phase				100%	
<b>(2) Willard Street Sidewalk Improvements</b>					
–Planning phase	See Engineering Services Department				
–Design phase	See Engineering Services Department				
–Construction phase				100%	

Public Works	Streets Construction	Fund 10–HURF			Cost Center	3110
<b>Summary by Category</b>						
Expenditure Category	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	0	0	0	0	0.00%	
Contractual Services	510	0	0	0	0.00%	
Other Services and Charges	0	0	0	0	0.00%	
Capital Outlay	87,710	2,860,000	1,020,020	2,929,180	187.17%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$88,220</u>	<u>\$2,860,000</u>	<u>\$1,020,020</u>	<u>\$2,929,180</u>	<u>187.17%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues–HURF	\$1,187,110	40.53%
Bonds	0	0.00%
Grants	0	0.00%
Sales Tax	1,317,520	44.98%
Use of Fund Balance	424,550	14.49%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Public Works	Streets Construction	Fund 10–HURF		Cost Center	3110
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

N/A

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

2015 Excise Bond-Trustee Fees

510	0	0	0	0.00%
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<b>Total Contractual Services</b>	510	0	0	0	0.00%
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**Other Services and Charges**

N/A

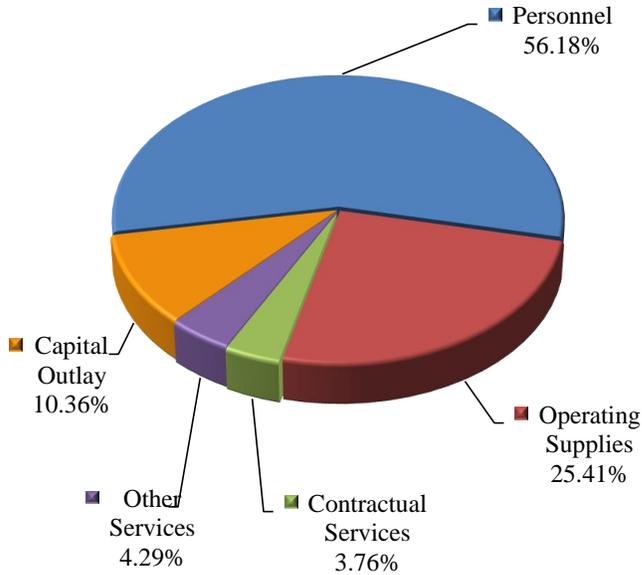
<b>Total Other Services &amp; Charges</b>	0	0	0	0	0.00%
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<b>Supplemental Data: Capital Outlay</b>					
Item/Project Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Pavement Preservation		\$480,000	\$480,000	\$750,000	
Street Contingency				50,000	
Main Street Road Diet Grant		80,000	80,000		
Reconstr. Mingus Ave from Willard St. to 10 <sup>th</sup> St.	\$14,829		5,020		
Sidewalk Improvements/Additions		80,000	30,000	359,180	
6 <sup>th</sup> Street Mingus Ave to Aspen Street (Grant)		120,000		120,000	
Reconstr. Mingus Ave. from 10 <sup>th</sup> St. to Main St.	72,881	2,100,000	425,000	1,650,000	
Mingus/Main Signal					
12 <sup>th</sup> St. 89A to Fir Street					
<b>Totals</b>		<u>\$87,710</u>	<u>\$2,860,000</u>	<u>\$1,020,020</u>	<u>\$2,929,180</u>

**Transit Fund Revenues & Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Sub-totals	\$1,355,735	\$613,195	\$90,640	\$103,655	\$250,000	\$0	\$2,413,225
Totals	\$1,355,735	\$613,195	\$90,640	\$103,655	\$250,000	\$0	\$2,413,225

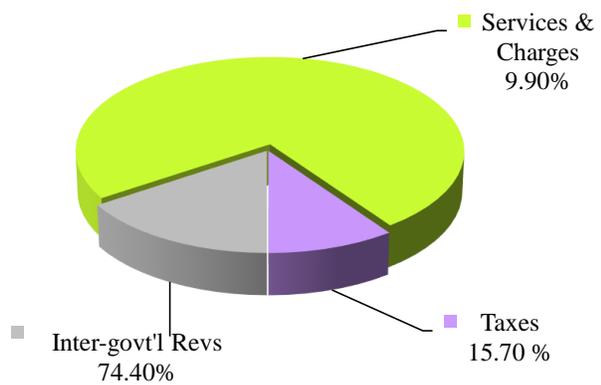
**TRANSIT FUND Expenditures by Category**



Revenues	\$2,413,225
Expenditures	(2,413,225)
Revenues over (under) Expenditures	0
Other Funding Sources/Uses	0
Use of Fund Balance	\$0

Taxes	\$378,970
Inter-gov't'l Revenues	1,795,405
Services & Charges	238,850
Miscellaneous Revenues	0
Other Financing Sources	0
<b>Total Resources Available</b>	<b>\$2,413,225</b>

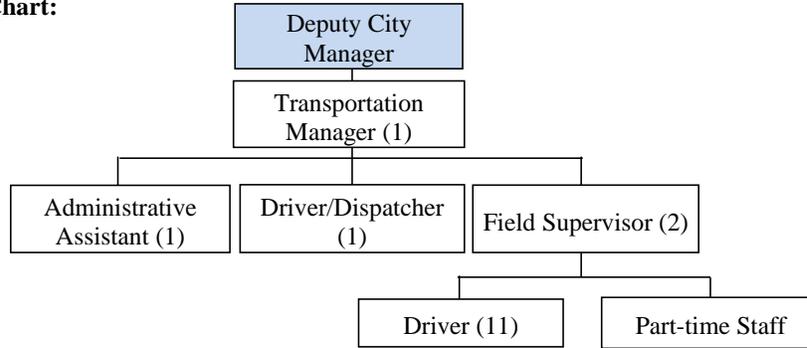
**TRANSIT FUND Revenues by Source**



## Cottonwood Area Transit-Revenues &amp; Expenditures

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Taxes	\$0	\$0	\$383,900	\$378,970	-1.28%
Intergovernmental Revenues					
Yavapai County	21,139	22,580	35,000	45,000	28.57%
Clarkdale	32,551	33,770	34,500	36,000	4.35%
Sedona	152,591	140,000	154,000	418,980	172.06%
HURF – Fuel Tax	0	0	0	0	0.00%
Local Transportation Assistance	0	0	0	0	0.00%
Fund/Transit					0.00%
ADOT Grant	1,277,854	1,044,510	1,135,770	1,295,425	14.06%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	0	0	0	0	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges					
Fare Box	207,920	206,400	235,630	238,850	1.37%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	904	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>1,692,959</b>	<b>1,447,260</b>	<b>1,978,800</b>	<b>2,413,225</b>	<b>21.95%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	492,480	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>492,480</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>1,692,959</b>	<b>1,939,740</b>	<b>1,978,800</b>	<b>2,413,225</b>	<b>21.95%</b>
<b>Expenditures:</b>					
Personnel	1,082,426	1,159,920	1,155,970	1,355,735	17.28%
Operating Supplies	599,398	495,065	513,545	613,195	19.40%
Contractual Services	61,509	62,875	86,190	90,640	5.16%
Other Services and Charges	83,030	86,880	95,195	103,655	8.89%
Capital Outlay	156,769	135,000	127,900	250,000	95.47%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,983,132</b>	<b>1,939,740</b>	<b>1,978,800</b>	<b>2,413,225</b>	<b>21.95%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>\$1,983,132</b>	<b>\$1,939,740</b>	<b>\$1,978,800</b>	<b>\$2,413,225</b>	<b>21.95%</b>

**Organizational Chart:**



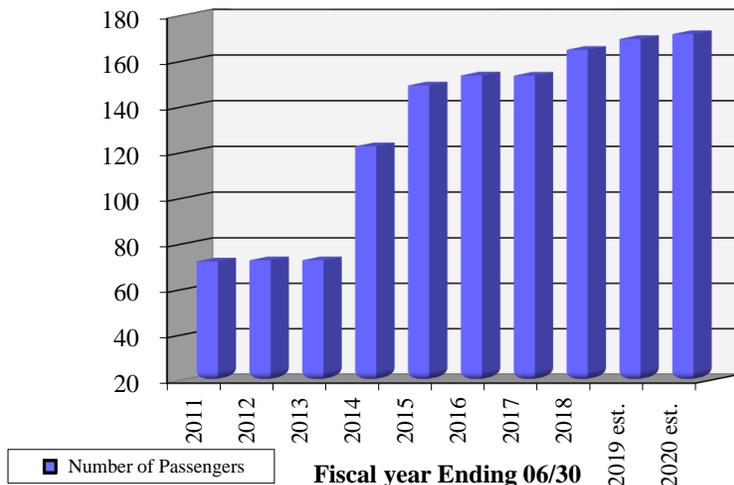
Note: only unshaded boxes are included in this budget.

**General Information:**

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

**Cottonwood Area Transit Ridership**

Thousands



FY ending 06/30	Number of Passengers
2011	72,500
2012	73,000
2013	73,000
2014	122,874
2015	149,492
2016	153,889
2017	153,793
2018	165,099
2019 est.	169,840
2020 est.	171,957

**FY 2019 Accomplishments:**

- \* For the year ending 6/30/2018, the total number of logged revenue passenger miles (miles traveled during revenue hours) was 422,591 and the total number of logged revenue hours (the hours that vehicles are scheduled to—or actually—travel) was 24,112.
- \* In FY 2018, per agreement with CAT, over 2,900 rides have been provided to a selected number of clients of the Verde Valley Caregivers Coalition who have special transportation needs.

**FY 2020 Goals:**

- \* Together with stakeholders seek funding for a viable and sustainable service to the unincorporated communities of Cornville and Village of Oak Creek for which the routes have already been designed and costs estimated. This service expansion would meet the original vision of the Northern Arizona Council of Governments (NACOG) and the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to provide affordable public transportation to Verde Valley residents.
- \* Seek approval to provide CAT service on Saturday that will result in a \$.25 fare increase for all rides to help pay for the City's match portion of the grant.

**Budget Highlights:**

For FY 2020, Capital has been budgeted in the amount of \$250,000 for a Bus. Also, additional LYNX programming is budgeted, which includes three extra drivers, with the City of Sedona funding this expansion.

Social Services	CAT / LYNX	Fund 15–Transit	Cost Center	15XX	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Strive to Provide Effective and Efficient Services					
<b>Department Goal:</b> Improve ADA on time pickup performance					
<b>Objective:</b> Achieve at least 95% of all pickups to be on time					
<b>Type of Measure:</b> Calculation of percentage on time pickups					
<b>Tool:</b> RouteMatch Software Tools					
<b>Frequency:</b> Monthly and annually					
<b>Scoring:</b> Despite a 3% decrease in FY 2018, the percentage of on time pickups remained over 95%					
<b>Trend:</b> For FY 2019, the numbers of riders and of on time pickups are estimated to increase 5%, which will result in a slight increase in the percentage of on time pickups.					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Number of riders		18,216	19,984	21,146	22,357
Number of on time pickups of riders		17,972	19,109	20,300	21,239
Percentage of adherence to on time pickups		98.66%	95.62%	96.00%	95.00%

<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Improve CAT on time route performance					
<b>Objective:</b> Achieve at least 95% on time adherence to printed schedule					
<b>Type of Measure:</b> Calculation percentage of on time adherence to printed schedule					
<b>Tool:</b> RouteMatch Software Tools					
<b>Frequency:</b> Monthly and annually					
<b>Scoring:</b> In FY 2018, schedule adherence has improved dramatically compared to FY 2017 despite the construction on Mingus Avenue and on Hwy 260, numerous accidents on the crossing of Hwy 260 & Fir St and Hwy 260 & 89A, and new drivers learning the routes					
<b>Trend:</b> For FY 2019 and FY 2020, the forecast is an incremental increase of 4-5 % in schedule adherence					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Number of riders		80,366	91,937	91,842	92,100
Number of stops		120,021	144,588	144,588	144,588
Number of on time pickup of riders		65,932	102,860	108,441	115,670
Percentage of adherence to printed schedule		54.93%	71.14%	75.00%	80.00%

<b>Strategic Directive:</b> Strive to provide effective and efficient services					
<b>Department Goal:</b> Improve LYNX on time route performance					
<b>Objective:</b> Achieve at least 95% on time adherence to printed schedule					
<b>Type of Measure:</b> Calculate percentage of on time adherence to printed schedule					
<b>Tool:</b> RouteMatch Software Tools					
<b>Frequency:</b> Monthly and annually					
<b>Scoring:</b> In FY 2018, the percentage of adherence to the schedule was quite low.					
<b>Trend:</b> The low scoring in on time pickups is mainly caused by the heavy road traffic in Sedona that makes it extremely hard to stick to the schedule. When the pickups appear to be more than a half an hour late, another bus is sent from Cottonwood to get the schedule back on track. This happens primarily on the weekends and during high visitor times throughout the year. Compared to FY 2018, a percentage increase of 8% for FY 2019 and 12% for FY 2020 is being forecast.					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020
Number of riders		55,211	53,178	56,852	57,500
Number of stops		84,418	88,381	88,381	90,000
Number of on time pickup of riders		46,035	58,933	66,293	72,000
Percentage of adherence to printed schedule		54.53%	66.68%	75.01%	80.00%

Social Services	CAT / LYNX	Fund 15–Transit		Cost Center	15XX
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$1,082,426	\$1,159,920	\$1,155,970	\$1,355,735	17.28%
Operating Supplies	599,398	495,065	513,545	613,195	19.40%
Contractual Services	61,509	62,875	86,190	90,640	5.16%
Other Services and Charges	83,030	86,880	95,195	103,655	8.89%
Capital Outlay	156,769	135,000	127,900	250,000	95.47%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$1,983,132</u>	<u>\$1,939,740</u>	<u>\$1,978,800</u>	<u>\$2,413,225</u>	<u>21.95%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Taxes	\$378,970	15.70%
Intergovernmental Revenues	1,795,405	74.40%
Services & Charges	238,850	9.90%
Miscellaneous Revenues	0	0.00%
Transfers In–General Fund	0	0.00%
Use of Fund Balance	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Transportation Manager	1.00	1.00	1.00	5287	7791	\$80,605
Field Supervisor	2.00	2.00	2.00	3091	4555	88,886
Administrative Assistant	1.00	1.00	1.00	2670	3935	33,327
Driver / Dispatcher	1.00	1.00	1.00	2670	3935	46,292
Drivers	9.00	9.00	13.00	2543	3748	381,808
COLA						11,702
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						216,000
Overtime						67,500
Holiday Pay						12,350
Clothing Allowance						1,600
Retirement						87,490
Insurance & Taxes						328,175
Employee Related Expenses						0
<b>Totals</b>	<u>14.00</u>	<u>14.00</u>	<u>18.00</u>			<u>\$1,355,735</u>

Social Services	CAT / LYNX		Fund 15–Transit		Cost Center	15XX
<b>Supplemental Data: Expenditures</b>						
Item Description	2018	2019		2020	Percent Change	
	Actual	Budget	Revised	Adopted		

**Supplies**

Office Supplies	5,471	6,000	6,000	7,000	16.67%
Copier Supplies	1,472	1,785	2,540	4,640	82.68%
Gas & Oil	134,858	128,000	145,000	165,000	13.79%
Small Tools	2,917	1,000	6,225	6,425	3.21%
Vehicle Maintenance & Repair	445,454	350,000	350,000	425,000	21.43%
Equipment Maintenance & Repair	9,007	8,000	3,500	4,750	35.71%
Postage & Freight	219	280	280	380	35.71%
<b>Total Supplies</b>	<b>599,398</b>	<b>495,065</b>	<b>513,545</b>	<b>613,195</b>	<b>19.40%</b>

**Contractual Services**

Contractual Services	11,274	6,820	12,350	12,550	1.62%
Building Maintenance & Repair	1,743	2,000	2,000	2,000	0.00%
Radio Maintenance & Repair	7,819	8,000	14,050	15,300	8.90%
Computer Support	34,827	40,175	51,600	54,600	5.81%
Custodial Contract	5,846	5,880	6,190	6,190	0.00%
Indirect Cost to G/F	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>61,509</b>	<b>62,875</b>	<b>86,190</b>	<b>90,640</b>	<b>5.16%</b>

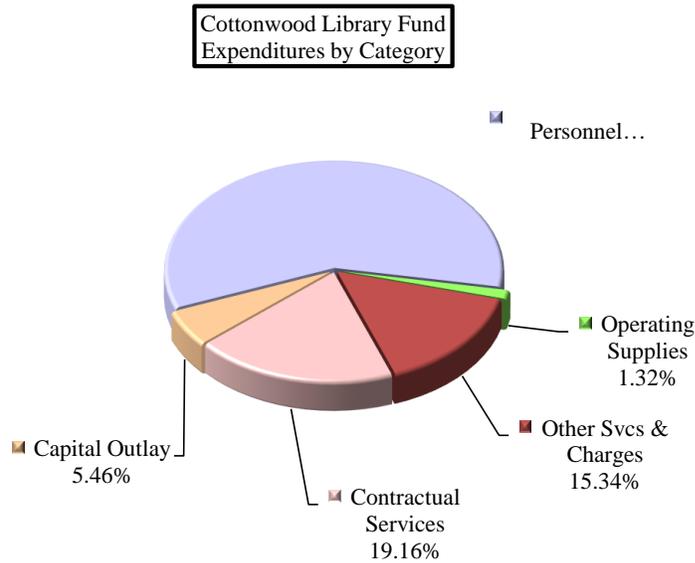
**Other Services and Charges**

Employee Physicals/Drug Testing	3,050	3,350	3,350	3,470	3.58%
Advertising	11,281	12,870	15,870	18,025	13.58%
Printing & Forms	7,535	8,090	12,940	12,985	0.35%
Audit Expense	3,500	3,500	3,475	3,675	5.76%
Utilities	6,809	8,170	8,050	8,825	9.63%
Telephone	11,982	11,000	11,050	11,475	3.85%
Travel & Training	6,412	6,000	3,800	7,000	84.21%
Continued Education	0	0	0	0	0.00%
Subscriptions & Memberships	1,003	2,270	2,400	2,400	0.00%
Liability Insurance	31,458	31,630	34,260	35,800	4.50%
<b>Total Other Services &amp; Charges</b>	<b>83,030</b>	<b>86,880</b>	<b>95,195</b>	<b>103,655</b>	<b>8.89%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Multifunction Printer	\$6,927				
Bus Replacement		\$135,000	\$127,900	\$150,000	
Route Software				100,000	
Cottonwood Street–Sidewalk	148,355				
Miscellaneous	1,487				
<b>Totals</b>	<b>\$156,769</b>	<b>\$135,000</b>	<b>\$127,900</b>	<b>\$250,000</b>	

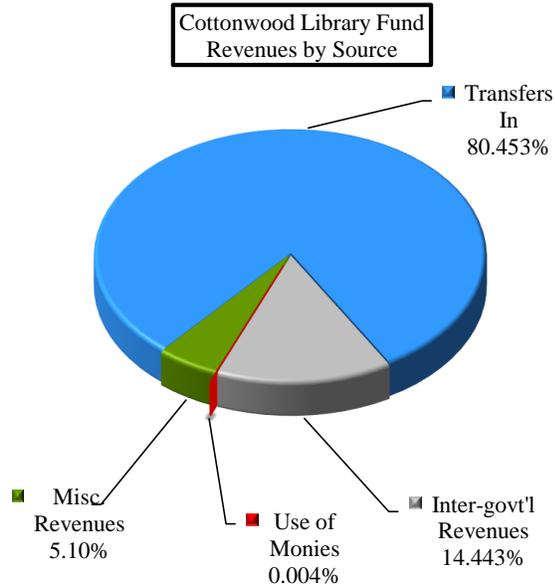
**Cottonwood Library Fund–Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$644,830	\$14,500	\$210,400	\$168,375	\$60,000	\$0	\$1,098,105
Totals	\$644,830	\$14,500	\$210,400	\$168,375	\$60,000	\$0	\$1,098,105



<b>Cottonwood Library Fund Summary</b>	
Revenues	\$214,640
Expenditures	<u>(1,098,105)</u>
Revenues over (under) Expenditures	<u>(883,465)</u>
Other Funding Sources/Uses	<u>883,465</u>
Use of Fund Balance	<u>\$0</u>

<b>Cottonwood Library Fund Revenues by Source</b>	
Inter-gov'tl Revenues	\$158,600
Use of Monies	40
Miscellaneous Revenues	56,000
Transfers In – General Fund	<u>883,465</u>
Total Resources Available	<u>\$1,098,105</u>



**Library Revenues:**

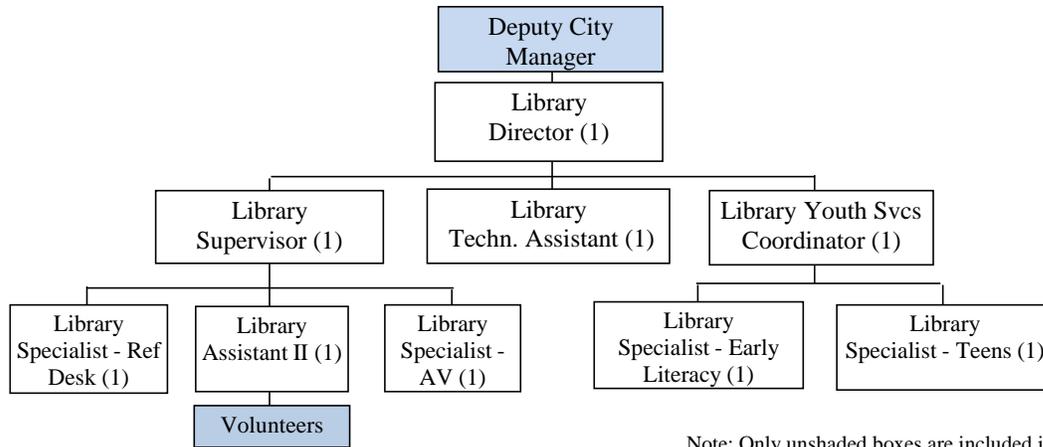
About 80% of the Cottonwood Library operating revenues come from intergovernmental revenues and transfers in sources. \$158,600 is contributed by the Yavapai County Library System based on total circulation for the facility. This year, \$883,4655 will be transferred in from the General Fund for maintenance and operations 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. Its expansion project was complete in fiscal year 2010. This \$2.9M expansion alleviated the need for additional space to house more collection materials.

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
Yavapai County	159,324	157,760	158,655	158,600	-0.03%
HVAC Grant		0			0.00%
Grant Revenues	16,700	0	4,000	35,000	775.00%
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	47	45	40	40	0.00%
Miscellaneous Revenues					
Other Income	18,130	18,000	21,000	21,000	0.00%
<b>Total Revenue Sources</b>	<b>194,201</b>	<b>175,805</b>	<b>183,695</b>	<b>214,640</b>	<b>16.85%</b>
<b>Other Financing Sources:</b>					
Transfers In	909,370	878,855	809,485	883,465	9.14%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>909,370</b>	<b>878,855</b>	<b>809,485</b>	<b>883,465</b>	<b>9.14%</b>
<b>Total Available Resources</b>	<b>1,103,571</b>	<b>1,054,660</b>	<b>993,180</b>	<b>1,098,105</b>	<b>10.56%</b>
<b>Expenditures:</b>					
Personnel	646,760	647,580	638,180	644,830	1.04%
Operating Supplies	17,089	14,700	14,375	14,500	0.87%
Contractual Services	275,819	233,780	177,400	210,400	18.60%
Other Services and Charges	144,473	158,600	159,225	168,375	5.75%
Capital Outlay	21,600	0	4,000	60,000	1400.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,105,741</b>	<b>1,054,660</b>	<b>993,180</b>	<b>1,098,105</b>	<b>10.56%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,105,741</b>	<b>1,054,660</b>	<b>993,180</b>	<b>1,098,105</b>	<b>10.56%</b>
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(2,170)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	2,170	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



Note: Only unshaded boxes are included in this budget

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Conducted four surveys (with over 450 responses) among library patrons, community members, library stakeholders and library staff respectively which resulted in the formulation of seven strategic priorities, such as maximizing library hours, improving adult digital literacy skills and offering programs that embrace cultural diversity.
- \* Created new library sponsored programs for youth and adults including a bi-weekly ESL (English as a Second Language) class; a one-on-one technical assistance class for smart phones, tablets and laptops; and Open Mic Nights for music, poetry and author readings.
- \* Collaborated with Astronomers of Verde Valley in hosting their Inaugural Star Party and Solar Viewing Party for children where they are educated through books and materials on astronomy and science in general.
- \* Hosted the Owning Up Program, by partnering with Yavapai County, that teaches children and teens how to exercise social responsibility.
- \* Received a \$2,500 LSTA (Library Services and Technology Act) grant from the Arizona State Library that was used for the purchase of additional STEAM kits for children of all ages.
- \* Introduced a free mobile app by the Yavapai Library Network that enables easy access to the shared library catalog of all the libraries in Yavapai County and allows patrons to, among others, manage their book loans and holds, download eBooks and other e-media, and see event calendars.
- \* Received the Best Community Spirit Award for its float in the Cottonwood Christmas Parade.

**FY 2020 Goals:**

- \* Identify and apply for three grants to upgrade computer equipment in order to expand computer class offerings, replace computers and tablets, and purchase additional AV equipment.
- \* Expand the book and movie collection in the Spanish language to meet an increased need for learning materials within our diverse community and especially at the high school level to assist English speakers in learning Spanish.
- \* Approach local leaders in the areas of education, social services, law enforcement, and private sector to inform them about the wide range of library offerings and how these offerings can support their mission and services.

**Budget Highlights:**

Capital outlay has been budgeted for the construction of a sidewalk extension (\$50,000) and for the Library Services and Technology Act (Grant) for \$10,000. An increase in the amount for Book Purchase by about 8.6% to \$50,000 is largely responsible for the increase in the Other Services and Charges category. Despite a 2% COLA, the total estimated Personnel costs slightly decreased.

Culture and Recreation	Cottonwood Public Library	Fund 03–Library Fund	Cost Center	4000	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community				
<b>Department Goal:</b>	Increase the attendance in Adult and Youth Services programming				
<b>Objective:</b>	Fulfill the needs of the community with quality programming				
<b>Type of Measure:</b>	Monthly attendance figures and surveys				
<b>Tool:</b>	Attendance logs and surveys				
<b>Frequency:</b>	Monthly and weekly				
<b>Scoring:</b>	Increase in attendance				
<b>Trend:</b>	For FY 2018, there was a significant increase of 9%. For FYs 2019 and 2020, the increase is expected to be lower.				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
Attendance adult staff sponsored programs		5,600	8,771	9,000	9,200
Attendance Youth Services staff sponsored programs		9,885	8,041	8,200	8,350
	Totals	15,485	16,812	17,200	17,550
Percentage increase/(decrease) from prior year		17%	9%	2%	2%

<b>Strategic Directive:</b>	Encourage participation in Science, Technology, Engineering, Art and Math (STEAM)				
<b>Department Goal:</b>	Increase awareness for STEAM during the annual Verde Valley SciTech Festival				
<b>Objective:</b>	Produce a program that engages families in fostering a passion for and participate in STEAM				
<b>Type of Measure:</b>	Number of participants				
<b>Tool:</b>	Survey(s) upon sign-in for programs				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
Number of participating families		122	141	150	160
Percentage increase/(decrease) of number of families participating			15.57%	6.38%	6.67%

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community				
<b>Department Goal:</b>	Encourage a life-long love for reading				
<b>Objective:</b>	Partner with the Cottonwood Community School to increase participation in the Summer Reading Program				
<b>Type of Measure:</b>	Number of program registrants				
<b>Tool:</b>	READsquared				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>					
<b>Trend:</b>	Increased				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
Registration		462	500	525	550

<b>Strategic Directive:</b>	Promote a vibrant, healthy and educated community				
<b>Department Goal:</b>	Give public access to free high-speed Internet				
<b>Objective:</b>	Provide access to computer equipment				
<b>Type of Measure:</b>	Individual Internet log-ins				
<b>Tool:</b>	EnvisionWare software				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2017	2018	2019	2020
Individual computer log-ins		37,377	38,261	39,000	39,975

Culture and Recreation		Cottonwood Public Library		Fund 03–Library Fund		Cost Center	4000
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$646,760	\$647,580	\$638,180	\$644,830	-0.30%		
Operating Supplies	17,089	14,700	14,375	14,500	0.87%		
Contractual Services	275,819	233,780	177,400	210,400	18.60%		
Other Services and Charges	144,473	158,600	159,225	168,375	<b>5.75%</b>		
Capital Outlay	21,600	0	4,000	60,000	1400.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$1,105,741</b>	<b>\$1,054,660</b>	<b>\$993,180</b>	<b>\$1,098,105</b>	<b>10.56%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$193,600	17.63%
Uses of Monies	40	0.00%
Miscellaneous Revenues	21,000	1.91%
Transfers In–General Fund	883,465	80.45%
<b>Total Funding</b>		<b>100.0%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Library Director	1.00	1.00	1.00	5,287	7,791	\$81,140
Library Supervisor	1.00	1.00	1.00	3,757	5,537	48,740
Library Youth Svcs Coordinator	1.00	1.00	1.00	3,246	4,783	43,890
Library Public Service & Outreach	1.00	1.00	0.00	3,246	4,783	0
Library Assistant II	0.00	0.00	1.00	2,804	4,132	38,185
Library Technical Assistant I	1.00	1.00	1.00	2,804	4,132	41,135
Library Specialist	4.00	4.00	4.00	2,422	4,132	140,880
COLA						7,880
Merit Contingency						0
Longevity						0
Temporary Employees / Reserves						45,000
Overtime						0
Holiday Pay						0
Retirement						48,660
Insurance & Taxes						149,320
Employee Related Expenses						0
<b>Totals</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>			<b>\$644,830</b>

Culture and Recreation	Cottonwood Public Library	Fund 03–Library Fund		Cost Center	4000
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Office Supplies	5,048	4,500	4,000	4,000	0.00%
Copier Supplies	3,163	2,200	3,000	3,000	0.00%
Equipment Maintenance & Repairs	5,476	5,500	5,500	5,500	0.00%
Postage & Freight	3,402	2,500	1,875	2,000	6.67%

**Total Supplies**

17,089	14,700	14,375	14,500	0.87%
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**Contractual Services**

Building Maintenance & Repair	29,694	30,000	20,000	25,000	25.00%
Contractual Services	3,602	0	0	0	0.00%
Collection Expenses	1,683	1,800	1,800	1,800	0.00%
Bank Charges	0	0	0	0	0.00%
Computer Support	6,841	5,000	8,600	8,600	0.00%
Indirect Cost to General Fund	233,999	196,980	147,000	175,000	19.05%

**Total Contractual Services**

275,819	233,780	177,400	210,400	18.60%
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**Other Services and Charges**

Advertising	0	0	0	500	0.00%
Utilities	49,657	55,000	48,600	51,000	4.94%
Telephone	1,312	1,500	1,825	1,915	4.93%
Network/Technology Exps	32,619	35,000	35,000	35,000	0.00%
Youth Programs	468	600	600	600	0.00%
Annual Volunteer Appreciation Event	1,019	1,000	1,100	1,000	-9.09%
Travel & Training	853	1,000	500	1,000	100.00%
Subscriptions & Memberships	0	1,000	8,000	8,000	0.00%
Book Purchases	42,177	46,000	46,000	50,000	8.70%
Liability Insurance	15,728	17,000	17,300	18,860	9.02%
Recruitment Expense	640	500	300	500	66.67%

**Total Other Services & Charges**

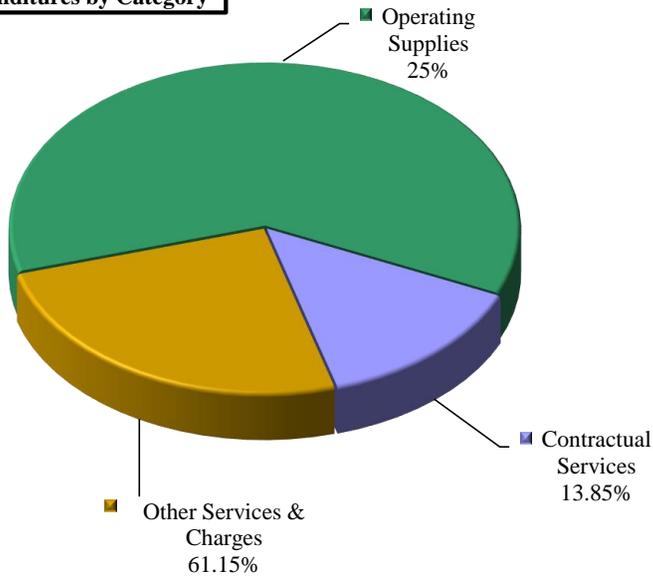
144,473	158,600	159,225	168,375	5.75%
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<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Library Services and Technology Act Grant	\$21,600		\$4,000	\$10,000	
Sidewalk Extension Project (Construction Grant)				50,000	
<b>Totals</b>	<b>\$21,600</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$60,000</b>	

**Cottonwood Cemetery Fund—Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$0	\$75,050	\$17,000	\$30,680	\$0	\$0	\$122,730
Totals	\$0	\$75,050	\$17,000	\$30,680	\$0	\$0	\$122,730

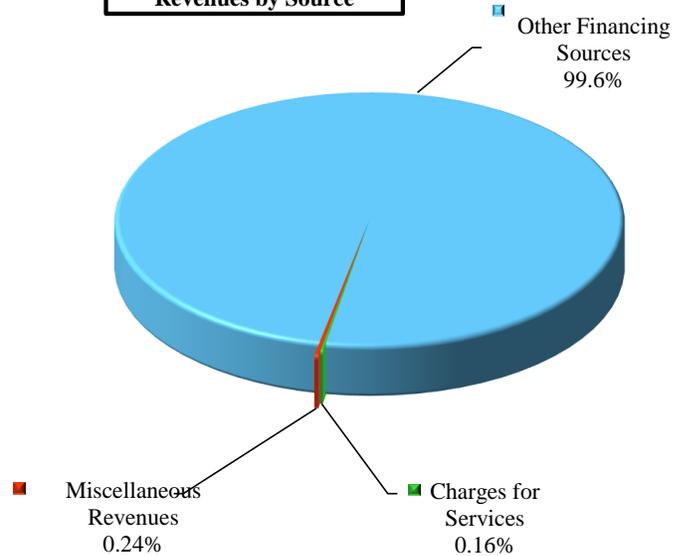
**Cottonwood Cemetery Fund Expenditures by Category**



Cottonwood Cemetery Fund Summary	
Revenues	\$500
Expenditures	(122,730)
Revenues over (under) Expenditures	(122,230)
Other Funding Sources/Uses	122,230
Use of Fund Balance	\$0

Cottonwood Cemetery Fund Revenues by Source	
Charges for Services	\$200
Use of Monies	0
Miscellaneous Revenues	300
Other Financing Sources	122,230
Total Resources Available	\$122,730

**Cottonwood Cemetery Fund Revenues by Source**



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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Charges for Services					
Sale of Grave liners	191	400	200	200	0.00%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	450	300	350	300	-14.29%
<b>Total Revenue Sources</b>	641	700	550	500	-9.09%
<b>Other Financing Sources:</b>					
Transfers In	44,906	55,350	47,170	122,230	159.13%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	44,906	55,350	47,170	122,230	159.13%
<b>Total Available Resources</b>	45,547	56,050	47,720	122,730	157.19%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	283	3,050	1,500	75,050	4903.33%
Contractual Services	16,902	18,000	17,000	17,000	0.00%
Other Services and Charges	28,378	35,000	29,220	30,680	5.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	45,563	56,050	47,720	122,730	157.19%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	45,563	56,050	47,720	122,730	157.19%
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(16)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	16	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%

**Organizational Chart:**

None

**General Information:**

The Cemetery Fund accounts for the contributions received by the City for which principal and interest are to be used solely for the maintenance of the Cottonwood Cemetery. Revenues are generated from the sale of grave liners, the opening and closing of gravesites, and support from the General Fund.

**FY 2019 Accomplishments:**

N/A

**FY 2020 Goals:**

- \* Switch the Cottonwood Cemetery irrigation system from potable water to reclaimed water.

**Budget Highlights:**

N/A

Cemetery	Cottonwood Cemetery	Fund 04–Cemetery	Cost Center	4200	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

Cemetery	Cottonwood Cemetery	Fund 04–Cemetery	Cost Center	4200	
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	283	3,050	1,500	75,050	4903.33%
Contractual Services	16,902	18,000	17,000	17,000	0.00%
Other Services and Charges	28,378	35,000	29,220	30,680	5.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	\$45,563	\$56,050	\$47,720	\$122,730	157.19%

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Charges for Services	\$200	0.16%
Uses of Monies & Properties–Interest Income	0	0.00%
Miscellaneous Revenues	300	0.24%
Transfer In–General Fund	122,230	99.59%
Total Funding		100.00%

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						
Totals	0.00	0.00	0.00			\$0

Cemetery	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	4200	
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Supplies**

Grave Liners	0	3,000	1,500	0	-100.00%
Equipment Maintenance & Repairs	24	0	0	0	0.00%
Misc. Expense	259	50	0	75,050	0.00%

<b>Total Supplies</b>	283	3,050	1,500	75,050	4903.33%
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**Contractual Services**

Indirect Cost to General Fund	16,902	18,000	17,000	17,000	0.00%
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<b>Total Contractual Services</b>	16,902	18,000	17,000	17,000	0.00%
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**Other Services and Charges**

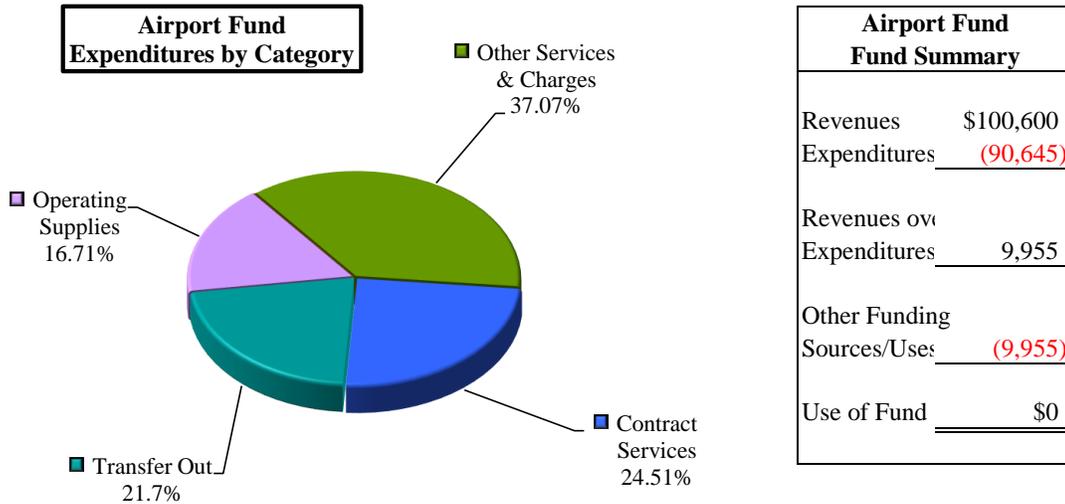
Utilities	28,378	35,000	29,220	30,680	5.00%
Telephone	0	0	0	0	0.00%

<b>Total Other Services &amp; Charges</b>	28,378	35,000	29,220	30,680	5.00%
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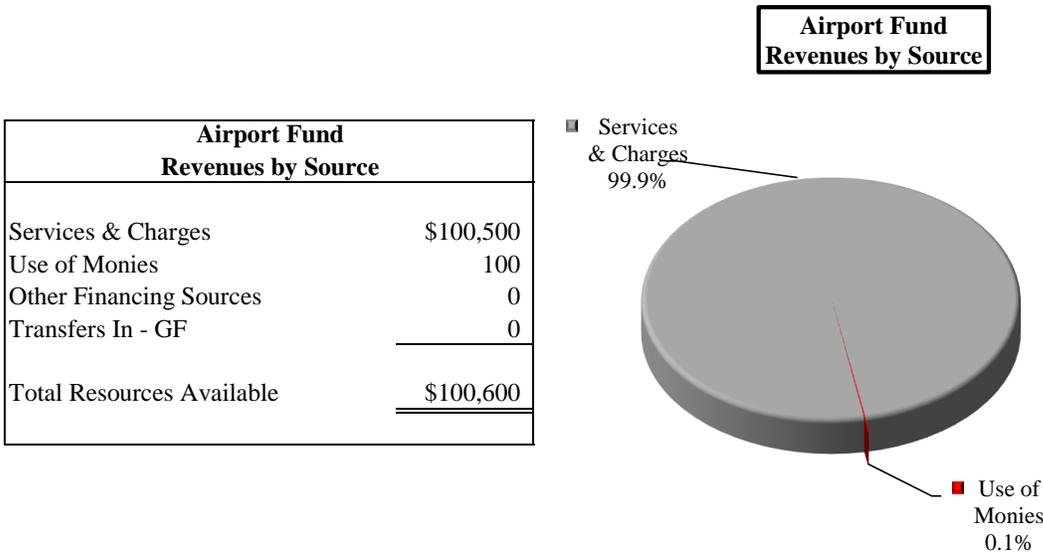
<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

**Airport Fund–Expenditures by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Transfer Out	Total
Subtotals	\$0	\$15,150	\$22,220	\$33,605	\$0	\$19,670	\$90,645
Totals	\$0	\$15,150	\$22,220	\$33,605	\$0	\$19,670	\$90,645



Airport Fund Fund Summary	
Revenues	\$100,600
Expenditures	(90,645)
Revenues over Expenditures	9,955
Other Funding Sources/Uses	(9,955)
Use of Fund	\$0



**Airport Revenues:**

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

**Airport Expenditures:**

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

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	9,955	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	(9,955)	0.00%
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
ADOT Grant	0	0	0	0	0.00%
Services & Charges					
Fuel Sales	297,288	0	157,345	0	-100.00%
Uses of Monies & Properties					
Tie Down Rent	19,985	23,200	18,155	19,000	4.65%
Airpark Rents	0	0	0	0	0.00%
FBO Building Rental	0	15,000	0	0	0.00%
Land Lease Fees	42,008	42,500	42,000	42,000	0.00%
City Hangar Lease Fees	45,412	36,000	39,500	39,500	0.00%
Miscellaneous Revenues					
Other Income	1,333	1,190	0	100	0.00%
<b>Total Revenue Sources</b>	<b>406,026</b>	<b>117,890</b>	<b>257,000</b>	<b>100,600</b>	<b>-60.86%</b>
<b>Other Financing Sources:</b>					
Transfers In	12,565	510	11,555	0	-100.00%
Residual Equity Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>12,565</b>	<b>510</b>	<b>11,555</b>	<b>0</b>	<b>-100.00%</b>
<b>Total Available Resources</b>	<b>418,591</b>	<b>118,400</b>	<b>268,555</b>	<b>90,645</b>	<b>-66.25%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	261,327	49,050	170,010	15,150	-91.09%
Contractual Services	97,270	40,150	52,920	22,220	-58.01%
Other Services and Charges	59,842	29,200	40,885	33,605	-17.81%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>418,439</b>	<b>118,400</b>	<b>263,815</b>	<b>70,975</b>	<b>-73.10%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	4,740	19,670	314.98%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>4,740</b>	<b>19,670</b>	<b>314.98%</b>
<b>Total Expenditures and Other Uses</b>	<b>418,439</b>	<b>118,400</b>	<b>268,555</b>	<b>90,645</b>	<b>-66.25%</b>
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	152	0	0	0	0.00%
Designated Reserves FYs prior to 2020	(152)	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	9,955	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,955</b>	<b>0.00%</b>

**Organizational Chart:**

None

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Installed more energy efficient and longer lasting LED lights in apron overhead lights.
- \* Enhanced the Airport Noise Mitigation Program based on the information from multiple public meetings that were conducted regarding airport noise and possible noise abatement.
- \* Proposed revised fees based on a market rent study to the Airport Commission.
- \* Established a committee to review the 1983 (100-year) lease and present solutions to the Airport Commission.
- \* Completed a contract with a fixed-base operator (FBO) for the airport.
- \* Successfully negotiated a lease for the vacant modular building, formerly used by a skydiving business.
- \* Negotiated an agreement between the Airport and the Public Works and Wastewater departments for the use of airport land and other City resources that ensures compliance of the land use with the Federal Aviation Administration Grant Assurances.
- \* Assigned and completed a discrete frequency for the Automated Weather Observing System (AWOS) to minimize confusion on the Universal Communications (UNICOM).

**FY 2020 Goals:**

- \* Complete a crack seal and/or reconstruction project for the taxiways.
- \* Locate a long-term non-motorized landing zone and begin negotiations for the procurement of that area.
- \* Add security cameras at the airport gates and in the tie-down areas.
- \* Repair or replace the malfunctioning heater unit in Hangar B to make it serviceable for a business to occupy.

**Budget Highlights:**

This departmental budget show a significant decrease for FY 2020 due to the hiring of a fixed-base operator who has been managing the daily operations at the Airport. No capital has been budgeted.

Airport	Cottonwood Municipal Airport	Fund 05–Airport	Cost Center	1500	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

Airport	Cottonwood Municipal Airport	Fund 05–Airport	Cost Center	1500	
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	261,327	49,050	170,010	15,150	-91.09%
Contractual Services	97,270	40,150	52,920	22,220	-58.01%
Other Services and Charges	59,842	29,200	40,885	33,605	-17.81%
Capital Outlay	0	0	0	0	0.00%
Transfers Out	0	0	4,740	19,670	314.98%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$418,439</u>	<u>\$118,400</u>	<u>\$268,555</u>	<u>\$90,645</u>	<u>-66.25%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Services & Charges–Fuel Sales	\$0	0.00%
Uses of Monies & Properties–User & Rental Fees	100,600	110.98%
Fund Balance	(9,955)	-10.98%
Transfers In–General Fund	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Airport	Cottonwood Municipal Airport	Fund 05–Airport		Cost Center	1500
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Operational Supplies	4,887	200	4,000	4,500	12.50%
Fuel Expenses	242,703	0	134,295	0	-100.00%
Oil Expense	0	0	65	0	-100.00%
Office Supplies	163	150	150	150	0.00%
Vehicle Maintenance & Repairs	775	0	0	0	0.00%
Equipment Maintenance & Repairs	9,953	30,700	22,500	9,500	-57.78%
Building Maintenance & Repairs	2,846	18,000	9,000	1,000	-88.89%
<b>Total Supplies</b>	<b>261,327</b>	<b>49,050</b>	<b>170,010</b>	<b>15,150</b>	<b>-91.09%</b>

<b>Contractual Services</b>					
Contractual Services	9,899	20,000	2,000	2,000	0.00%
Computer Support	218	150	220	220	100.00%
General Counsel	0	0	0	0	0.00%
Airport-Indirect Costs to General Fund	87,153	20,000	50,700	20,000	-60.55%
Miscellaneous Expenses	0	0	0		0.00%
<b>Total Contractual Services</b>	<b>97,270</b>	<b>40,150</b>	<b>52,920</b>	<b>22,220</b>	<b>-58.01%</b>

<b>Other Services and Charges</b>					
Utilities	36,000	16,200	16,000	16,000	0.00%
Telephone	991	1,000	1,115	1,285	15.25%
Airport Annual Event	0	0	0	0	0.00%
Bank Charges	12,012	0	7,450	0	-100.00%
Liability Insurance	10,839	12,000	16,320	16,320	0.00%
<b>Total Other Services &amp; Charges</b>	<b>59,842</b>	<b>29,200</b>	<b>40,885</b>	<b>33,605</b>	<b>-17.81%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2018	2019		2020	
	Actual	Budget	Revised	Adopted	
Totals	\$0	\$0	\$0	\$0	

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$82,590	\$112,590	\$9,485	\$101,045	965.31%
Less: Designated Reserves	82,590	17,810	101,045	0	-100.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	94,780	(91,560)	101,045	0.00%
<b>Revenue Sources:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues	1,565,398	1,209,220	165,760	2,507,685	1412.84%
Miscellaneous Revenue	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	1,565,398	1,209,220	165,760	2,507,685	1412.84%
<b>Other Financing Sources:</b>					
Transfers In	354,538	0	90,010	438,580	387.26%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	354,538	0	90,010	438,580	387.26%
<b>Total Available Resources</b>	1,919,936	1,304,000	164,210	3,047,310	1755.74%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	1,673,095	1,304,000	164,210	3,047,310	1755.74%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	1,673,095	1,304,000	164,210	3,047,310	1755.74%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	1,673,095	1,304,000	164,210	3,047,310	1755.74%
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	246,841	0	0	0	0.00%
Designated Reserves FYs prior to 2020	(255,175)	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	17,819	17,810	101,045	0	-100.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$9,485	\$17,810	\$101,045	\$0	-100.00%

The grant funding for specific projects can be found on page 289.

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
ADOT - Airport Masterplan	\$0	\$0	\$0	\$0	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT - Pavement Preservation	112,102	0	4,740	0	-100.00%
ADOT Grant	0	12,375	0	19,670	0.00%
FAA - AWOS	0	0	0	0	0.00%
FAA - Fence Extension	0	138,410	0	0	0.00%
FAA - Master Plan	0	113,825	0	400,665	0.00%
FAA - Pavement Preservation	1,320,735	0	96,520	0	-100.00%
<b>Total Revenue Sources</b>	<b>1,432,837</b>	<b>264,610</b>	<b>101,260</b>	<b>420,335</b>	<b>315.10%</b>
<b>Other Financing Sources:</b>					
Transfers In	354,538	0	90,010	438,580	-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	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>354,538</b>	<b>0</b>	<b>90,010</b>	<b>438,580</b>	<b>387.26%</b>
<b>Total Available Resources</b>	<b>1,787,375</b>	<b>264,610</b>	<b>191,270</b>	<b>858,915</b>	<b>349.06%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	1,532,200	277,000	15,985	440,000	2652.58%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,532,200</b>	<b>277,000</b>	<b>15,985</b>	<b>440,000</b>	<b>2652.58%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,532,200</b>	<b>277,000</b>	<b>15,985</b>	<b>440,000</b>	<b>2652.58%</b>
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	255,175	(12,390)	175,285	418,915	138.99%
Designated Reserves FYs prior to 2020	(255,175)	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>(\$12,390)</b>	<b>\$175,285</b>	<b>\$418,915</b>	<b>138.99%</b>

**Organizational Chart:**

None

**General Information:**

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

**FY 2019 Accomplishments:**

- \* Secured funding to complete Airport Master Plan.

**FY 2020 Goals:**

- \* Complete Airport Master Plan.

**Budget Highlights:**

For FY 2020, the budget includes \$440,000 for an Airport Master Plan. A transfer-in from the General Fund of \$19,665 will provide matching funds for the grant monies of the \$420,335 expected from ADOT and the federal government.

Airport	Airport Improvement Fund	Fund 11–Grants	Cost Center	1500	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2017	2018	2019	2020

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
FAA–Airport Master Plan Automatic Weather Observation Station (AWOS)		\$125,000		\$440,000
FAA–Pavement Preservation	\$1,532,200		\$15,985	
FAA–Fence Extension		152,000		
<b>Totals</b>	<u>\$1,532,200</u>	<u>\$277,000</u>	<u>\$15,985</u>	<u>\$440,000</u>

Airport	Airport Improvement Fund	Fund 11–Grants		Cost Center	1500
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	1,532,200	277,000	15,985	440,000	2652.58%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$1,532,200</u>	<u>\$277,000</u>	<u>\$15,985</u>	<u>\$440,000</u>	<u>2652.58%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenue–FAA Grants	\$400,665	91.06%
Intergovernmental Revenue–ADOT Grants	19,670	4.47%
Miscellaneous Grants	0	0.00%
Transfers in–Airport	19,665	4.47%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

## Other Grants Fund—Revenues / Expenditures

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$82,590	\$112,590	\$9,485	\$101,045	965.31%
Less: Designated Reserves	82,590	17,810	101,045	0	-100.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	94,780	(91,560)	101,045	0.00%
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
State Grants	\$0	\$0	\$0	\$0	0.00%
Bicycle Feasibility Study	0	0	0	0	0.00%
City Wide Master Drainage Plan	0	113,000	0	113,000	0.00%
Drainage Improvement Plans	0	0	0	0	0.00%
EDA Grant - Main St	0	0	0	0	0.00%
Old Town Flood Plain Study	132,561	0	0	1,222,740	0.00%
Civic Center Upgrades	0	80,000	64,500	0	-100.00%
Mingus Ave Stormwater Diversion	0	150,000	0	150,000	0.00%
Verde River Rec Trails Plan	0	101,610	0	101,610	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Federal Grants	0	500,000	0	500,000	0.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	132,561	944,610	64,500	2,087,350	3136.20%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	132,561	1,039,390	(27,060)	2,188,395	0.00%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	140,895	1,027,000	148,225	2,607,310	1659.02%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	140,895	1,027,000	148,225	2,607,310	1659.02%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	140,895	1,027,000	148,225	2,607,310	1659.02%
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(8,334)	12,390	(175,285)	(418,915)	0.00%
Designated Reserves FYs prior to 2020	0	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	17,819	17,810	101,045	0	-100.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$9,485	\$30,200	(\$74,240)	(\$418,915)	0.00%

**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 2019 Accomplishments:**

- \* None

**FY 2020 Goals:**

- \* Obtain grants for multiple projects

**Budget Highlights:**

For FY 2020, the total amount budgeted for various grant funded projects is \$2,607,310. The amounts are \$120,000 for a City-wide Master Drainage Plan, \$157,000 for a Trails Plan, \$200,000 for Drainage Improvements, \$1,630,310 for a Flood Mitigation Project (FEMA), and \$500,000 for miscellaneous grant projects that may arise during the course of the 2020 budget year.

Grants	Other Grants Fund	Fund 07–Grants	Cost Center	0000
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	<b>* Performance indicators are not applicable to this fund *</b>			
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Miscellaneous Grant Projects		\$450,000		\$500,000
City-wide Master Drainage Plan		120,000		120,000
Old Town Flood Plain Study	\$140,895			1,630,310
Civic Center Upgrades		100,000	\$109,075	
Verde River Recreation & Trails Plan		157,000	39,150	157,000
Mingus Avenue Stormwater Diversion		200,000		200,000
<b>Totals</b>	<u>\$140,895</u>	<u>\$1,027,000</u>	<u>\$148,225</u>	<u>\$2,607,310</u>

Grants	Other Grants Fund	Fund 07–Grants		Cost Center	0000
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
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	140,895	1,027,000	148,225	2,607,310	1659.02%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$140,895</u>	<u>\$1,027,000</u>	<u>\$148,225</u>	<u>\$2,607,310</u>	<u>1659.02%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Federal Grants	\$2,607,310	100%
Transfer In–General Fund	0	0%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

## Community Development Block Grant (CDBG) Fund—Revenues/Expenditures/Changes in Fund Balance

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
State Grants	\$0	\$0	\$0	\$0	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Brownfield Grant Revenues	5,382	0	0	0	0.00%
Federal Grants	544,593	0	0	330,000	0.00%
Miscellaneous Revenue					
Interest Income	4	5	0	0	0.00%
<b>Total Revenue Sources</b>	549,979	5	0	330,000	0.00%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	549,979	5	0	330,000	0.00%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	869,926	5	0	330,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	869,926	5	0	330,000	0.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	869,926	5	0	330,000	0.00%
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(319,947)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	319,947	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%

**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 2019 Accomplishments:**

- \* N/A

**FY 2020 Goals:**

- \* Obtain grants for multiple projects.
- \* Execute upgrade activities for the Cottonwood Civic Center.

**Budget Highlights:**

This year's budget includes \$330,000 grant money for a Parks Master Plan.

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

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Civic Center Upgrades	\$869,926	\$5		
Parks Master Plan				\$330,000
<b>Totals</b>	<u>\$869,926</u>	<u>\$5</u>	<u>\$0</u>	<u>\$330,000</u>

Public Works	Community Development Block Grant	Fund 12-CDBG	Cost Center	3110	
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
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	869,926	5	0	330,000	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$869,926</u>	<u>\$5</u>	<u>\$0</u>	<u>\$330,000</u>	<u>0.00%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Federal Grants	\$330,000	100%
Interest Income	0	0%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

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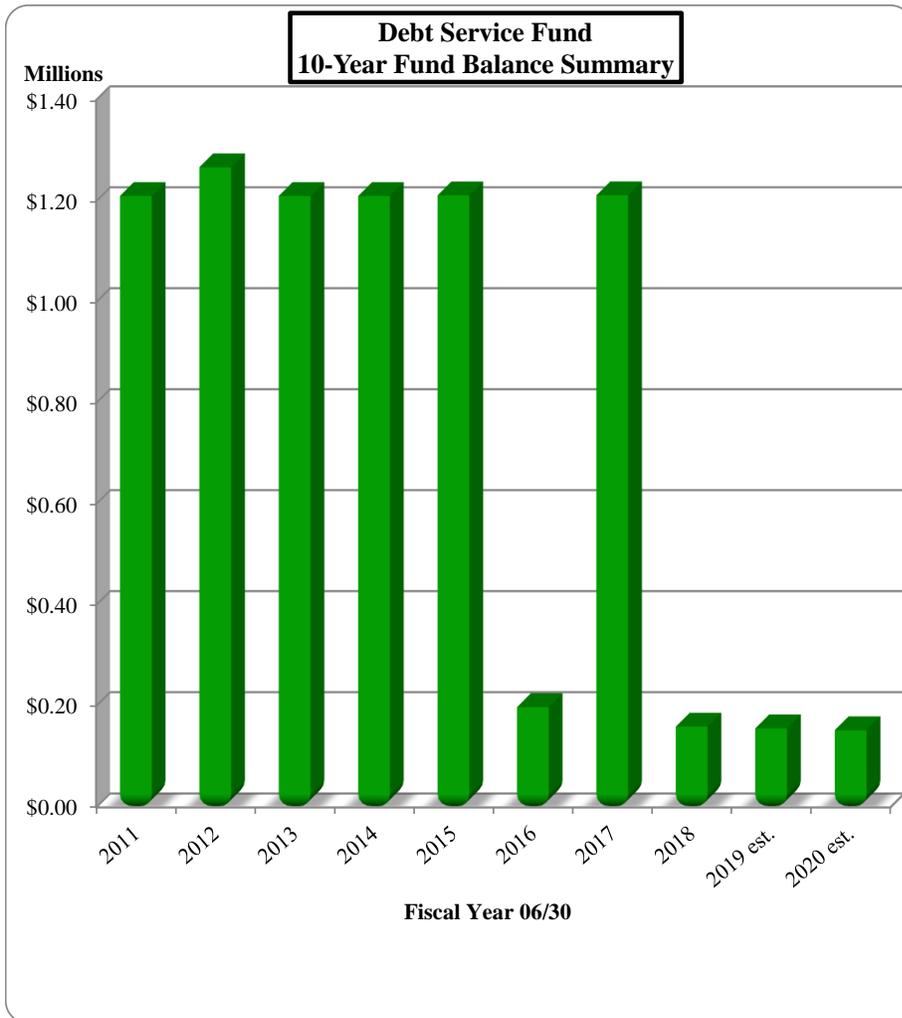
The Debt Service Fund is set up to account for the accumulation of resources and the payment of general long-term debt principal and interest.

**Fund/Account Number**

**Description**

20

Debt Service



<b>Fiscal Year 06/30</b>	<b>Balance</b>
2011	1,210,125
2012	1,267,020
2013	1,210,130
2014	1,210,130
2015	1,211,500
2016	197,840
2017	1,211,535
2018	159,310
2019 est.	155,760
2020 est.	152,210

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

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Fund Balance</b>	\$989,385	\$987,985	\$159,310	\$155,760
Less: Designated Reserves	989,385	986,535	155,760	152,210
Cash Reserves	0	0	0	0
Appropriated Fund Balance	0	1,450	3,550	3,550
<b>Revenue Sources:</b>				
Taxes	\$1,640,107	\$1,645,220	\$1,645,220	\$1,640,115
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	26,791	400	650	650
Miscellaneous Revenues	0	0	0	0
<b>Total Revenue Sources</b>	1,666,898	1,645,620	1,645,870	1,640,765
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	0	0	0	0
<b>Total Available Resources</b>	1,666,898	1,647,070	1,649,420	1,644,315
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	2,208	1,850	4,200	4,200
Other Services and Charges	1,644,414	1,645,220	1,645,220	1,640,115
Capital Outlay	0	0	0	0
Debt Service	2,295,171	0	0	0
<b>Total Expenditures</b>	3,941,793	1,647,070	1,649,420	1,644,315
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	0	0	0	0
<b>Total Expenditures and Other Uses</b>	3,941,793	1,647,070	1,649,420	1,644,315
<b>Ending Fund Balance Designation</b>				
Operating Surplus/(Losses)	(2,274,895)	0	0	0
Designated Reserves FYs prior to 2020	0	0	0	0
Cash Reserves FYs prior to 2020	0	0	0	0
Restricted	2,434,205	986,535	155,760	152,210
Committed	0	0	0	0
Assigned	0	0	0	0
Unassigned	0	0	0	0
<b>Ending Fund Balance</b>	\$159,310	\$986,535	\$155,760	\$152,210

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

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$989,385	\$987,985	\$159,310	\$155,760	-2.23%
Less: Designated Reserves	989,385	986,535	155,760	152,210	-2.28%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	1,450	3,550	3,550	0.00%
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$1,644,414	\$1,645,220	\$1,645,220	\$1,640,115	-0.31%
City Sales Tax - GADA	(4,307)	0	0	0	0.00%
City Sales Tax - Library	0	0	0	0	0.00%
Charges for Services					
User Fees - Water Co. Debt Service	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	26,791	400	650	650	0.00%
<b>Total Revenue Sources</b>	1,666,898	1,645,620	1,645,870	1,640,765	-0.31%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	1,666,898	1,647,070	1,649,420	1,644,315	-0.31%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	2,208	1,850	4,200	4,200	0.00%
Other Services and Charges	1,644,414	1,645,220	1,645,220	1,640,115	-0.31%
Capital Outlay	0	0	0	0	0.00%
Debt Service	2,295,171	0	0	0	0.00%
<b>Total Expenditures</b>	3,941,793	1,647,070	1,649,420	1,644,315	-0.31%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	3,941,793	1,647,070	1,649,420	1,644,315	-0.31%
<b>Ending Fund Balance:</b>					
Operating Surplus/(Losses)	(2,274,895)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	0	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	2,434,205	986,535	155,760	152,210	100.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$159,310	\$986,535	\$155,760	\$152,210	-2.28%

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**Organizational Chart:**

None

**General Information:**

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

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

**FY 2019 Accomplishments:**

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

**FY 2020 Goals:**

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

**Budget Highlights:**

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

Interest & Sinking	Debt Service Fund	Fund 20-Debt Service		Cost Center	8XXX
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	2,208	1,850	4,200	4,200	0.00%
Other Services and Charges	1,644,414	1,645,220	1,645,220	1,640,115	-0.31%
Capital Outlay	0	0	0	0	0.00%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,295,171	0	0	0	0.00%
<b>Department Totals</b>	<u>\$3,941,793</u>	<u>\$1,647,070</u>	<u>\$1,649,420</u>	<u>\$1,644,315</u>	<u>-0.31%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Other Income	\$650	0.04%
Taxes	1,640,115	99.74%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	3,550	0.22%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Transfers Out</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Transfers Out - Sewer				
Transfers Out - Library				
<b>Totals</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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

<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	

**Contractual Services**

Trustee Fees–Library	0	0	0	0	0.00%
Trustee Fees–WIFA	0	0	0	0	0.00%
Trustee Fees–GADA Loan	360	0	0	0	0.00%
Trustee Fees–2017 Pledge Rev Rfnd	1,500	1,500	1,500	1,500	0.00%
Trustee Fees–2015 Excise Bond	348	350	2,700	2,700	0.00%
<b>Total Contractual Services</b>	<b>2,208</b>	<b>1,850</b>	<b>4,200</b>	<b>4,200</b>	<b>0.00%</b>

**Debt Service**

Interest–FmHA Loan–Library	0	0	0	0	0.00%
Principal–FmHA Loan–Library	0	0	0	0	0.00%
Interest–Library Bonds	0	0	0	0	0.00%
Principal–Library Bonds	0	0	0	0	0.00%
Interest–GADA–Recreation Center	0	0	0	0	0.00%
Principal–GADA–Recreation Center	0	0	0	0	0.00%
Interest GADA–RR Wash	0	0	0	0	0.00%
Principal GADA–RR Wash	0	0	0	0	0.00%
Interest GADA–PS Building	0	0	0	0	0.00%
Principal GADA–PS Building	0	0	0	0	0.00%
2017 Pledge Rev Rfnd–Interest	397,675	368,275	368,275	343,025	-6.86%
2017 Pledge Rev Rfnd–Principal	980,000	1,010,000	1,010,000	1,030,000	1.98%
Bond Issuance Costs	0	0	0	0	0.00%
2015 Excise Bond– Interest	131,982	129,290	129,290	126,535	-2.13%
2015 Excise Bond–Principal	134,757	137,655	137,655	140,555	2.11%
<b>Total Other Services &amp; Charges</b>	<b>1,644,414</b>	<b>1,645,220</b>	<b>1,645,220</b>	<b>1,640,115</b>	<b>-0.31%</b>

**Reserves**

GADA Reserve	0	986,535	155,760	152,210	-2.28%
<b>Total Reserves</b>	<b>0</b>	<b>986,535</b>	<b>155,760</b>	<b>152,210</b>	<b>-2.28%</b>

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**US Bank Pledged Revenue Refunding of GADA Recreation Center Bond  
Infrastructure Revenue Bonds**

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2020					171,513	
July 1, 2020	1,030,000	4,075,000	8,275,000	2.250%	171,513	\$1,373,025
January 1, 2021					159,925	
July 1, 2021	1,055,000	5,130,000	7,220,000	3.000%	159,925	\$1,374,850
January 1, 2022					144,100	
July 1, 2022	1,085,000	6,215,000	6,135,000	5.000%	144,100	\$1,373,200
January 1, 2023					116,975	
July 1, 2023	1,145,000	7,360,000	4,990,000	3.000%	116,975	\$1,378,950
January 1, 2024					99,800	
July 1, 2024	1,175,000	8,535,000	3,815,000	4.000%	99,800	\$1,374,600
January 1, 2025					76,300	
July 1, 2025	1,225,000	9,760,000	2,590,000	4.000%	76,300	\$1,377,600
January 1, 2026					51,800	
July 1, 2026	1,270,000	11,030,000	1,320,000	4.000%	51,800	\$1,373,600
January 1, 2027					26,400	
July 1, 2027	1,320,000	12,350,000	0	4.000%	26,400	\$1,372,800
	<u>\$9,305,000</u>				<u>\$1,693,625</u>	<u>\$10,998,625</u>

<b>Pledged Revenue Obligations, Series 2015</b>
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Maturity	Principal			Int/Fees	Debt Service
	Payments	Retired	Balance		
January 1, 2020				218,313	
July 1, 2020	485,000	1,885,000	9,475,000	218,313	921,625
January 1, 2021				208,613	
July 1, 2021	505,000	2,390,000	8,970,000	208,613	922,225
January 1, 2022				202,300	
July 1, 2022	520,000	2,910,000	8,450,000	202,300	924,600
January 1, 2023				194,500	
July 1, 2023	535,000	3,445,000	7,915,000	194,500	924,000
January 1, 2024				181,125	
July 1, 2024	560,000	4,005,000	7,355,000	181,125	922,250
January 1, 2025				167,125	
July 1, 2025	590,000	4,595,000	6,765,000	167,125	924,250
January 1, 2026				152,375	
July 1, 2026	620,000	5,215,000	6,145,000	152,375	924,750
January 1, 2027				136,875	
July 1, 2027	650,000	5,865,000	5,495,000	136,875	923,750
January 1, 2028				120,625	
July 1, 2028	680,000	6,545,000	4,815,000	120,625	921,250
January 1, 2029				103,625	
July 1, 2029	715,000	7,260,000	4,100,000	103,625	922,250
January 1, 2030				85,750	
July 1, 2030	750,000	8,010,000	3,350,000	85,750	921,500
January 1, 2031				67,000	
July 1, 2031	790,000	8,800,000	2,560,000	67,000	924,000
January 1, 2032				51,200	
July 1, 2032	820,000	9,620,000	1,740,000	51,200	922,400
January 1, 2033				34,800	
July 1, 2033	855,000	10,475,000	885,000	34,800	924,600
January 1, 2034				17,700	
July 1, 2034	885,000	11,360,000	0	17,700	920,400
Totals	<u>\$9,960,000</u>			<u>\$3,883,850</u>	<u>\$13,843,850</u>

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

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

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	\$48,216,538	100.00%	\$23,760,075
Yavapai County	0	0.00%	0
Yavapai Community College District	28,600,000	42.98%	12,292,280
Cottonwood/Oak Creek School District	0	0.00%	0
Mingus Union High School District	14,995,000	11.39%	1,707,931
Total Direct and Overlapping Debt			<u>\$37,760,286</u>

Jurisdiction	Total Assessed Valuation
City of Cottonwood	\$127,935,855
Yavapai County	2,965,631,090
Yavapai Community College District	2,765,677,077
Cottonwood/Oak Creek School District	244,805,265
Mingus Union High School District	297,328,513
	<u>\$6,401,377,800</u>

Debt allocation is based on distribution of assessed valuation within overlapping tax districts.

The secondary assessed valuation is used in Yavapai Community College District, Cottonwood/Oak Creek and Mingus Union High School District. The primary assessed valuation is used for Yavapai County.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2019 were secured by sales taxes instead of property taxes.

**Computation of Legal Debt Margin  
'June 30, 2019**

Net secondary assessed valuation (Full Cash Value)	<u><u>\$127,935,855</u></u>
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**Calculation of 20% Debt Limitation**

20% of secondary net assessed valuation	25,587,171
Bonds outstanding	<u>0</u>
<b>Net 20% Debt Limitation</b>	<u><u>25,587,171</u></u>

**Calculation of 6% Debt Limitation**

6% of secondary net assessed valuation	7,676,151
Bonds outstanding	<u>0</u>
<b>Net 6% Debt Limitation</b>	<u><u>7,676,151</u></u>

<b>Total Bonding Capacity</b>	<u><u><b>\$33,263,322</b></u></u>
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The City may issue bonds for general improvement purposes or for specific programs within the statutory limitations on the amount of bonds sold as a percentage of secondary assessed valuation. Twenty percent of secondary assessed valuation represents the amount of bonding that can be used for water, sewer, lights, parks, open space and recreational facilities. An additional six percent of secondary assessed valuation can be used for all other "general uses."

General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation listed above, the City may issue bonds for general improvement purposes or for specific

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2019 were secured by sales taxes instead of property taxes.

**CAPITAL PROJECTS FUND (Capital Improvements Plan–CIP)**

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

<u>Fund/Account Number</u>	<u>Description</u>
30-1800	Railroad Wash Improvements
30-2300	Capital Projects Fund

**Capital Projects (CIP) Fund—Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance**

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Fund Balance</b>	5,844,637	3,557,165	537,965	31,965
Less: Designated Reserves	5,844,637	1,671,155	31,965	0
Cash Reserves	0	0	0	0
Appropriated Fund Balance	0	1,886,010	506,000	31,965
<b>Revenue Sources:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	143,000	0	143,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	8,431	1,500	1,000	1,000
<b>Total Revenue Sources</b>	8,431	144,500	1,000	144,000
<b>Other Financing Sources:</b>				
Transfers In	3,414,219	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	3,414,219	0	0	0
<b>Total Available Resources</b>	<b>3,422,650</b>	<b>2,030,510</b>	<b>507,000</b>	<b>175,965</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	642	0	0	0
Other Services and Charges	5,990	9,000	7,000	7,000
Capital Outlay	6,983	143,000	500,000	143,000
Debt Service	0	0	0	0
<b>Total Expenditures</b>	\$13,615	\$152,000	\$507,000	\$150,000
<b>Other Uses:</b>				
Transfers Out	8,715,709	1,878,510	0	25,965
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	8,715,709	1,878,510	0	25,965
<b>Total Expenditures and Other Uses</b>	<b>8,729,324</b>	<b>2,030,510</b>	<b>507,000</b>	<b>175,965</b>
<b>Ending Fund Balance Designation</b>				
Operating Surplus/(Losses)	(5,306,674)	0	0	0
Designated Reserves FYs prior to 2020	6,983	0	0	0
Cash Reserves FYs prior to 2020	0	0	0	0
Restricted	0	0	0	0
Committed	0	0	0	0
Assigned	5,837,656	1,671,155	31,965	0
Unassigned	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$537,965</b>	<b>\$1,671,155</b>	<b>\$31,965</b>	<b>\$0</b>

## Capital Projects (CIP) Fund–Railroad Wash Improvements Fund Revenues/Expenditures

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%
Less: Designated Reserves	0	0	0	0	0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	0	0	0	0.00%
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
Yavapai County	\$0	\$143,000	\$0	\$143,000	0.00%
A.D.O.T.	0	0	0	0	0.00%
<b>Total Intergovernmental Revenue</b>	0	143,000	0	143,000	0.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	0	143,000	0	143,000	0.00%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	0	143,000	0	143,000	0.00%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	6,983	143,000	0	143,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	6,983	143,000	0	143,000	0.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	6,983	143,000	0	143,000	0.00%
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(6,983)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	6,983	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0	0.00%

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**Organizational Chart:**

None

**General Information:**

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

**FY 2019 Accomplishments:**

N/A

**FY 2020 Goals:**

N/A

**Budget Highlights:**

Capital (grant) has been budgeted in the amount of \$143,000 for a Flood Plain Study.

Public Works		Railroad Wash Improvements		Fund 30–Capital Projects		Cost Center	2300
<b>Summary by Category</b>							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
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	6,983	143,000	0	143,000	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$6,983</u>	<u>\$143,000</u>	<u>\$0</u>	<u>\$143,000</u>	<u>0.00%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues–Yavapai County	\$143,000	100.00%
GADA Loan Proceeds (Carryover)	0	0.00%
Miscellaneous Revenues	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Public Works	Railroad Wash Improvements	Fund 30-Capital Projects	2300
<b>Performance Indicators</b>			
<b>* Performance indicators are not applicable to this fund *</b>			

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Railroad Wash Improvements / Flood Plain Study	\$6,983	\$143,000		\$143,000
<b>Totals</b>	<u>\$6,983</u>	<u>\$143,000</u>	<u>\$0</u>	<u>\$143,000</u>

## Capital Improvement Plan—Capital Projects Fund—Revenues / Expenditures / Changes in Fund Balance

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$5,844,637	\$3,557,165	\$537,965	\$31,965	-94.06%
Less: Designated Reserves	5,844,637	1,671,155	31,965	0	-100.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	1,886,010	506,000	31,965	-93.68%
<b>Revenue Sources:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Intergovernmental	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	8,431	1,500	1,000	1,000	0.00%
<b>Total Revenue Sources</b>	<b>8,431</b>	<b>1,887,510</b>	<b>507,000</b>	<b>32,965</b>	<b>-93.50%</b>
<b>Other Financing Sources:</b>					
Transfers In	3,414,219	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>3,414,219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>3,422,650</b>	<b>1,887,510</b>	<b>507,000</b>	<b>32,965</b>	<b>-93.50%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	642	0	0	0	0.00%
Other Services and Charges	5,990	9,000	7,000	7,000	0.00%
Capital Outlay	0	0	500,000	0	-100.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>6,632</b>	<b>9,000</b>	<b>507,000</b>	<b>7,000</b>	<b>-98.62%</b>
<b>Other Uses:</b>					
Transfers Out	8,715,709	1,878,510	0	25,965	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>8,715,709</b>	<b>1,878,510</b>	<b>0</b>	<b>25,965</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>8,722,341</b>	<b>1,887,510</b>	<b>507,000</b>	<b>32,965</b>	<b>-93.50%</b>
<b>Ending Fund Balance Designation</b>					
Operating Surplus/(Losses)	(5,299,691)	0	0	0	0.00%
Designated Reserves FYs prior to 2020	0	0	0	0	0.00%
Cash Reserves FYs prior to 2020					
Restricted	0	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	5,837,656	1,671,155	31,965	0	-100.00%
Unassigned	0	0	0	0	0.00%
<b>Ending Retained Earnings</b>	<b>\$537,965</b>	<b>\$1,671,155</b>	<b>\$31,965</b>	<b>\$0</b>	<b>-100.00%</b>

**Organizational Chart:**

None

**General Information:**

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

**FY 2019 Accomplishments:**

N/A (All accomplishments for this fund are reflected in the departments that are responsible for the

**FY 2020 Goals:**

N/A

**Budget Highlights:**

Capital projects are scheduled in their respective departments.

General Government	Capital Projects (CIP) Fund	Fund 30–Capital Projects	Cost Center	XXXX	
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	642	0	0	0	0.00%
Other Services and Charges	5,990	9,000	7,000	7,000	0.00%
Capital Outlay	0	0	500,000	0	-100.00%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$6,632</u>	<u>\$9,000</u>	<u>\$507,000</u>	<u>\$7,000</u>	<u>-98.62%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Capital Reserves	\$7,000	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
Totals	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

General Government	Capital Projects (CIP) Fund	Fund 30-Capital Projects	Cost Center	XXXX
<b>Performance Indicators</b>				
* Performance indicators are not applicable to this fund *				

<b>Supplemental Data: Capital Outlay</b>				
Item/Project Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Totals	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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Enterprise funds are used to account for operations:

- 1) that are financed and operated in a manner similar to a private business enterprise—where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or
- 2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability or other purposes to the residents.

<b><u>Fund/Account Number</u></b>	<b><u>Description</u></b>
51	Wastewater Facility Fund
50	Water System Fund

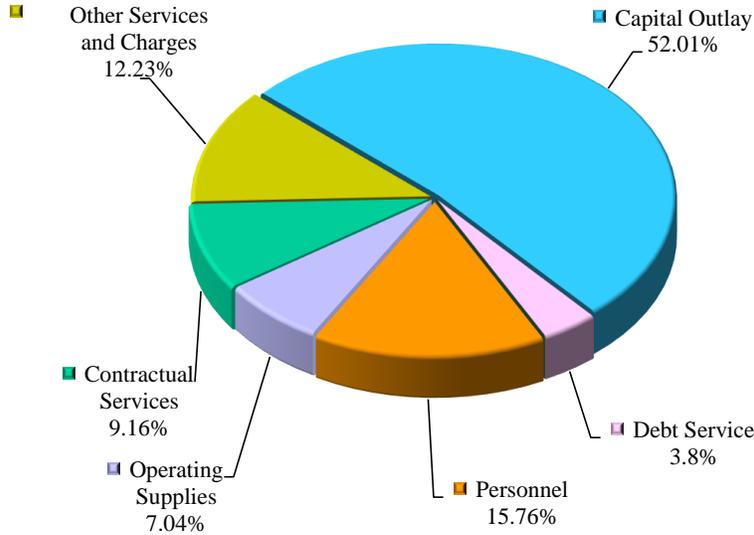
**Enterprise Funds—Consolidated Statement of Revenues/Expenses**

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Retained Earnings</b>	\$14,709,746	\$13,928,785	\$20,581,610	\$23,132,860
Less: Designated Reserves	14,709,746	13,695,285	23,319,735	20,282,300
Cash Reserves	207,265	0	0	0
Appropriated Retained Earnings	(207,265)	233,500	(2,738,125)	2,850,560
<b>Revenue Sources:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	10,325,691	10,432,925	10,420,415	10,471,850
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	128,859	95,350	158,180	157,480
Miscellaneous Revenues	461,399	429,595	481,880	464,660
<b>Total Revenue Sources</b>	10,915,949	10,957,870	11,060,475	11,093,990
<b>Other Financing Sources:</b>				
Transfers In	8,715,709	1,878,510	0	0
Other Financing Resources	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	8,715,709	1,878,510	0	0
<b>Total Available Resources</b>	19,424,393	13,069,880	8,322,350	13,944,550
<b>Expenses:</b>				
Personnel	2,102,242	2,339,280	2,257,900	2,425,505
Operating Supplies	754,648	763,800	609,155	703,600
Contractual Services	1,034,916	1,162,810	1,019,950	1,138,450
Other Services and Charges	1,216,469	1,626,130	1,320,505	1,413,600
Depreciation	1,797,521	0	0	0
Capital Outlay	138,876	5,180,000	1,089,010	6,237,470
Debt Service	1,011,889	1,997,860	2,025,830	2,025,925
<b>Total Expenses</b>	8,056,561	13,069,880	8,322,350	13,944,550
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	0	0	0	0
<b>Total Expenses and Other Uses</b>	8,056,561	13,069,880	8,322,350	13,944,550
<b>Ending Retained Earnings Designation</b>				
Operating Surplus/(Losses)	11,367,832	0	0	0
Designated Reserves FYs prior to 2020	(1,983,988)	0	0	0
Cash Reserves FYs prior to 2020	207,265	0	0	0
Restricted	7,328,951	0	0	0
Committed	0	0	0	0
Assigned	0	0	0	0
Unassigned	3,661,550	13,695,285	23,319,735	20,282,300
<b>Ending Retained Earnings</b>	\$20,581,610	\$13,695,285	\$23,319,735	\$20,282,300

**Wastewater Facility Fund—Expenses by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Subtotals	\$790,930	\$353,350	\$459,900	\$613,650	\$2,610,000	\$190,725	\$5,018,555
Totals	\$790,930	\$353,350	\$459,900	\$613,650	\$2,610,000	\$190,725	\$5,018,555

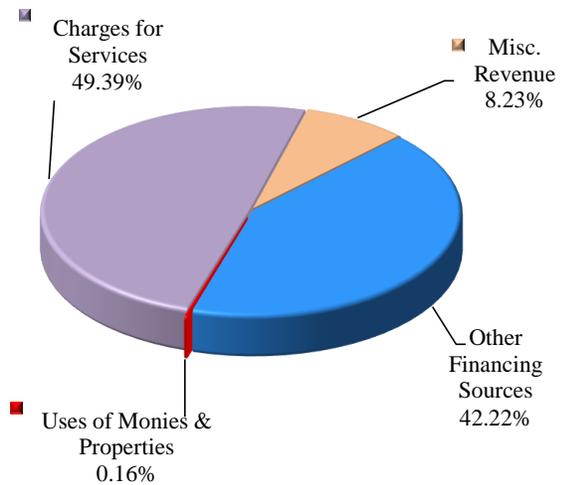
**Wastewater Facility Fund Expenses by Category**



Wastewater Facility Fund Summary	
Revenues	\$2,899,645
Expenses	5,018,555
Revenues over/(under) Expenses	(2,118,910)
Other Funding Sources/Uses	2,118,910
(Use)/Source of Retained Earnings	\$0

**Wastewater Facility Fund Revenues by Source**

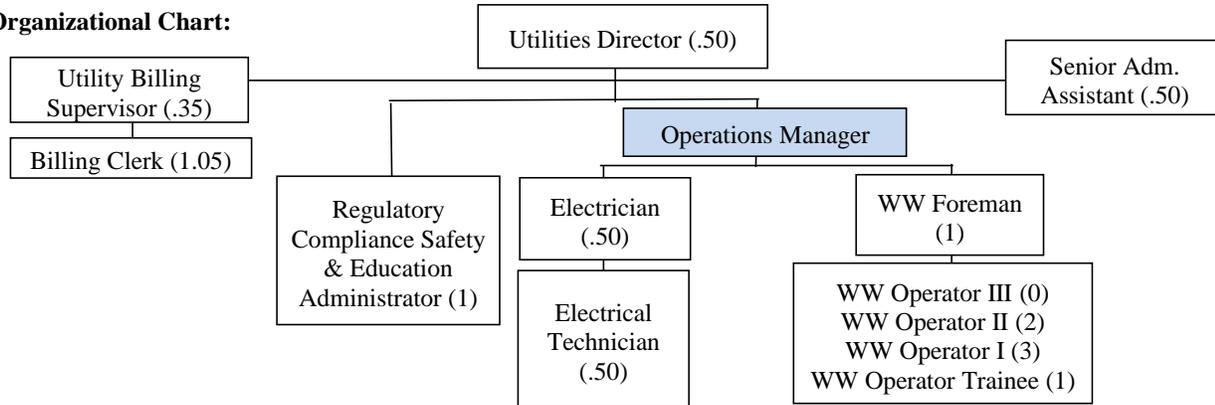
Wastewater Facility Fund Revenues by Source	
Uses of Monies & Properties	\$8,000
Charges for Services	2,478,425
Miscellaneous Revenue	413,220
Other Financing Sources	2,118,910
Total Resources Available	\$5,018,555



## Wastewater Facility Fund—Revenues / Expenses / Changes in Retained Earnings

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Retained Earnings</b>	\$0	\$0	\$2,974,230	\$3,486,145	17.21%
Less: Designated Reserves	0	0	3,486,145	1,367,235	-60.78%
Cash Reserves	0	0	0	0	0.00%
Appropriated Retained Earnings	0	0	(511,915)	2,118,910	0.00%
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$0	\$0	\$0	\$0	0.00%
Charges for Services					
User Fees	2,294,614	2,259,325	2,430,725	2,463,425	1.35%
Tap Fees	0	0	0	0	0.00%
Effluent Revenue	19,306	15,000	13,900	15,000	7.91%
Uses of Monies & Properties					
Interest Income	17,550	7,000	8,000	8,000	0.00%
Miscellaneous Revenues					
Other Income	407,765	403,655	431,020	413,220	-4.13%
<b>Total Revenue Sources</b>	<b>2,739,235</b>	<b>2,684,980</b>	<b>2,883,645</b>	<b>2,899,645</b>	<b>0.55%</b>
<b>Other Financing Sources:</b>					
Transfers In	8,715,709	1,878,510	0	0	0.00%
Other Financing Sources	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>8,715,709</b>	<b>1,878,510</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>11,454,944</b>	<b>4,563,490</b>	<b>2,371,730</b>	<b>5,018,555</b>	<b>111.60%</b>
<b>Expenses:</b>					
Personnel	687,484	772,455	758,415	790,930	4.29%
Operating Supplies	289,474	364,450	269,655	353,350	31.04%
Contractual Services	391,293	606,640	439,195	459,900	4.71%
Other Services and Charges	523,712	765,430	536,050	613,650	14.48%
Depreciation	530,038	0	0	0	0.00%
Capital Outlay	65,694	1,865,000	177,740	2,610,000	1368.44%
Debt Service	171,647	189,515	190,675	190,725	0.03%
<b>Total Expenses</b>	<b>2,659,342</b>	<b>4,563,490</b>	<b>2,371,730</b>	<b>5,018,555</b>	<b>111.60%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenses and Other Uses</b>	<b>2,659,342</b>	<b>4,563,490</b>	<b>2,371,730</b>	<b>5,018,555</b>	<b>111.60%</b>
<b>Ending Retained Earnings Designation</b>					
Operating Surplus/(Losses)	8,795,602	0	0	0	0.00%
Designated Reserves FYs prior to 2020	(7,544,639)	0	0	0	0.00%
Cash Reserves FYs prior to 2020	0	0	0	0	0.00%
Restricted	1,723,267	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	0	0	3,486,145	1,367,235	-60.78%
<b>Ending Retained Earnings</b>	<b>\$2,974,230</b>	<b>\$0</b>	<b>\$3,486,145</b>	<b>\$1,367,235</b>	<b>-60.78%</b>

**Organizational Chart:**



Note: only unshaded boxes are included in this budget.

**General Information:**

The Wastewater Division is responsible for the operation and maintenance of two wastewater treatment facilities, the Mingus Wastewater Treatment Plant (MWTP) and the Riverfront Water Reclamation Facility (RWRf), with a total capacity of 1.8 MGD. The division also maintains 55 miles of collection system main lines, six sewage lift stations, the Reclaimed Water Delivery System including the developments of Del Webb and Mesquite Hills, as well as the Yavapai College reclaimed pump station, stand pipe, and of approximately 80 acres of effluent reuse and the Del Monte Riparian Zone. The Wastewater Division is also responsible for tap installations for new homes and businesses, for field locating (blue staking) of the underground collection system and completion of public information requests.

**FY 2019 Accomplishments:**

- \* Constructed a metal roof cover for the UV/pump area of the Mingus Wastewater Treatment Plant
- \* Installed plumbing and Big Gun® water cannon at the airport's south clear zone
- \* Installed a new transfer switch for the generator at the Mingus Wastewater Treatment Plant
- \* Installed new communication cards and back plate for the SCADA (Supervisory Control and Data Acquisition) communication cabinet
- \* Installed a commercial evaporative cooler on the roof of the blower building of the Mingus Wastewater Treatment
- \* Re-treated problem areas in the collection system for roots
- \* Completed 12 repairs (by Pro Pipe) in the collection system
- \* Conducted surveys of 42 sections (manhole to manhole) of the collection system
- \* Installed a new effluent flow meter and calibrated it to our sampler at the Mingus Wastewater Treatment Plant as requested by the AZDEQ
- \* Started to address coliform issues with east and west monitoring wells
- \* Removed obsolete and unsafe chlorine gas system from the Mingus Wastewater Treatment Plant

**FY 2020 Goals:**

- \* Address issues with the blowers and aeration equipment of the Mingus Wastewater Treatment Plant
- \* Repair influent parshall flume and connect the influent flow meter to the composite sampler to better determine the volume of the incoming wastewater
- \* Conduct a more extensive examination of the collection system
- \* Incorporate the maintenance of the Riverfront Wastewater Reclamation Facility into our Antero work order system
- \* Replace the auto crane on the Ford Super Duty Cab Truck F-550
- \* Investigate the collection system infiltration through smoke testing

**Budget Highlights:**

Capital has been scheduled in the amount of \$2,610,000 for a Crane Truck Replacement and Jetter (\$75,000), a Mingus Wastewater Plant Generator Replacement (\$125,000), a Parshall Flume Replacement and SCZ Big Gun (\$165,000), for the Lift Stations' Rehabilitation (\$390,000), the Mingus Wastewater Treatment Plant–Roof Repair (\$500,000), for Aeration Blowers (\$550,000), and the Reclaimed Water Line from Riverfront to Kids Park (\$805,000). Another significant change is in Personnel category due to the 2% COLA and other personnel related costs.

Health and Sanitation	Wastewater Facility	Fund 51-Enterprise Fund	Cost Center	71XX
<b>Performance Indicators</b>				
<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Provide wastewater treatment that meets or exceeds Federal, State and Local compliance requirements			
<b>Objective:</b>	Improve influent/effluent treatment plant quality			
<b>Type of Measure:</b>	Wastewater quality testing			
<b>Tool:</b>	System monitoring, reporting and operational feedback			
<b>Frequency:</b>	Daily, weekly, monthly, quarterly, semi-annual and annual reports			
<b>Scoring:</b>	Treated = gallons of effluent (relative to water conservation efforts); Efficiency-85% = 50%; 85%-95% = 75%; and 96%-99% = 100%			
<b>Trend:</b>	Steady			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Wastewater treated (millions of gallons)	349	345	346	349
WWTP efficiency (Permit Required): Biochemical oxygen demand (85% required)	98%	98%	98%	98%
Total suspended solids (85% required)	98%	98%	98%	98%

<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Ensure regulatory compliance of effluent (reclaimed water)			
<b>Objective:</b>	Produce and distribute reclaimed water that meets or exceeds regulatory standards			
<b>Type of Measure:</b>	Wastewater quality testing			
<b>Tool:</b>	Laboratory testing, metering			
<b>Frequency:</b>	Daily, monthly, quarterly, semi-annual, annual testing, and reports			
<b>Scoring:</b>	Exceedances :1-3= 90%; 4-6= 75%; >6= 50%; sold = steady improvement			
<b>Trend:</b>	Compliance and steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Reclaimed water sold (millions of gallons)	14.2	15.2	21.3	23.0
Number of regulatory permit exceedances	2	4	2	2

<b>Strategic Directive:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Maintain reliable infrastructure through rehabilitation, maintenance and inspections			
<b>Objective:</b>	Reduce the number of sanitary sewer overflows and rehabilitation of aging infrastructure			
<b>Type of Measure:</b>	Videotaping and cleaning of sewer lines to assess extent of required rehabilitation			
<b>Tool:</b>	System monitoring, visual observation and repair reports			
<b>Frequency:</b>	Continuous process			
<b>Scoring:</b>	Blockages = percent reduction from previous, Cleaning and video taping (ft.) = 1,000-10,000 = 50%; 11,000-20,000 = 75%; 20,000+ = 100%; rehabilitation (spots/areas): 2-5 = 50%; 6-8 = 75%; 9+ = 100%			
<b>Trend:</b>	Steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2017	2018	2019	2020
Sewer line video taped (ft.)	8,513	9,000	9,000	9,000
Sewer line cleaned (ft.)	8,513	9,000	9,000	9,000
Number of main line blockages	5	6	4	4
Sewer line rehabilitation (spot/areas)	22	6	10	10

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Miscellaneous			\$6,910	
Lift Station 4 Wet Well Expansion/Rehabilitation	\$1,113	\$390,000		\$390,000
Riverfront Facility Upgrades	(23,722)	350,000	55,000	805,000
Clarifier Repair (Pending Inspection Result)		110,000		
WWTP Construction & Centrifuge & Digester/Aeration Blower:	57,032	670,000	105,250	1,050,000
Generator Replacement & Crane Truck Replacement		180,000	495	200,000
Gen. Construction & Recl. Pump and Lines, Flume, Materials		110,000		110,000
Water/Wastewater Master Plan	22,124			
260-Design	87			
Impact Fee Study			6,135	
Reclaimed Line Mingus/89A & Selna Project	9,060	55,000	3,950	55,000
<b>Totals</b>	<u>\$65,694</u>	<u>\$1,865,000</u>	<u>\$177,740</u>	<u>\$2,610,000</u>

Health and Sanitation		Wastewater Facility		Fund 51-Enterprise Fund		Cost Center	71XX
Summary by Category							
Expenditure Category	2018	2019		2020	Percent Change		
	Actual	Budget	Revised	Adopted			
Personnel	\$687,484	\$772,455	\$758,415	\$790,930	4.29%		
Operating Supplies	289,474	364,450	269,655	353,350	31.04%		
Contractual Services	391,293	606,640	439,195	459,900	4.71%		
Other Services and Charges	523,712	765,430	536,050	613,650	14.48%		
Depreciation (net)	530,038	0	0	0	0.00%		
Capital Outlay	65,694	1,865,000	177,740	2,610,000	1368.44%		
Debt Service	171,647	189,515	190,675	190,725	0.03%		
Department Totals	<u>\$2,659,342</u>	<u>\$4,563,490</u>	<u>\$2,371,730</u>	<u>\$5,018,555</u>	<u>111.60%</u>		

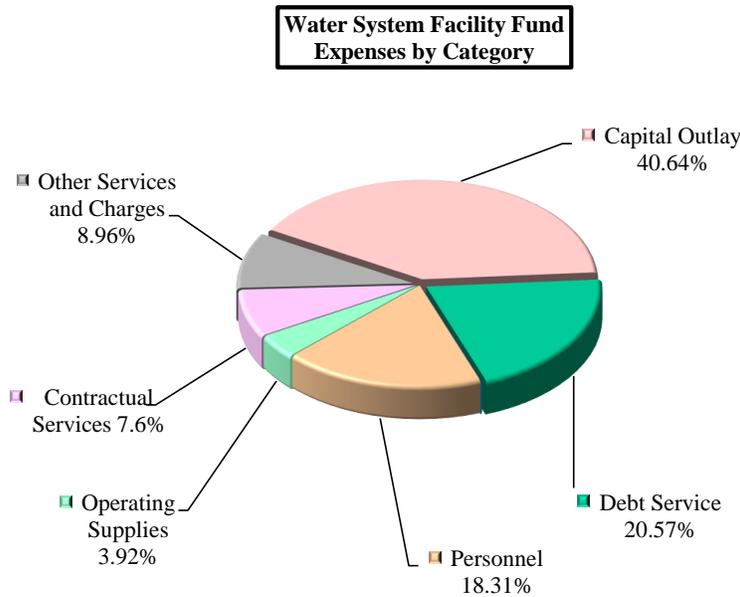
Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Taxes	\$0	0.00%
Charges for Services	2,478,425	49.39%
Miscellaneous Revenues	421,220	8.39%
Other Financing Sources	2,118,910	42.22%
Total Funding		<u>100.00%</u>

Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Utilities Director	0.50	0.50	0.50	6,120	9,019	\$43,905
Regul. Compl. Safety & Educ. Adminr	1.00	1.00	1.00	5,035	7,420	71,465
WW Foreman	1.00	1.00	1.00	3,757	5,537	44,205
WW Operator III	0.00	0.00	0.00	3,408	5,022	0
WW Operator II	2.00	2.00	2.00	3,091	4,555	53,230
WW Operator I	2.00	2.00	2.00	2,804	4,132	100,915
WW Operator Trainee	1.00	1.00	1.00	2,543	3,748	32,045
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	26,195
Electrician	0.50	0.50	0.50	3,757	5,537	24,725
Electrical Technician	0.50	0.50	0.50	2,944	4,338	20,220
Utility Billing Supervisor	0.35	0.35	0.35	3,945	5,814	18,130
Utility Billing Clerk	1.05	1.05	1.05	2,543	3,748	33,610
COLA						9,375
Merit Contingency						0
Longevity						0
Overtime						53,750
Holiday Pay						2,000
Clothing Allowance						1,750
Retirement						64,640
Insurance & Taxes						190,770
Employment Related Expenses						0
Totals	<u>10.40</u>	<u>10.40</u>	<u>10.40</u>			<u>\$790,930</u>

Health and Sanitation	Wastewater Facility	Fund 51-Enterprise Fund		Cost Center	71XX
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	2,398	4,150	2,200	3,150	43.18%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	7,106	10,000	8,000	10,000	25.00%
Operational Equipment & Supplies	17,550	39,000	6,500	25,000	284.62%
Chlorine	4,778	5,700	5,500	5,700	3.64%
Polymer	21,228	22,500	16,500	22,500	36.36%
Odor Control Supplies	0	0	0	0	0.00%
Vehicle Maintenance & Repairs	5,913	5,000	2,500	4,000	60.00%
Equipment Maintenance & Repairs	208,639	255,000	200,000	255,000	27.50%
Building Maintenance & Repairs	1,788	1,000	1,655	1,000	-39.58%
Postage & Freight	20,074	22,100	26,800	27,000	0.75%
<b>Total Supplies</b>	<b>289,474</b>	<b>364,450</b>	<b>269,655</b>	<b>353,350</b>	<b>31.04%</b>
<b>Contractual Services</b>					
Contractual Services	63,165	282,940	112,000	132,000	17.86%
General Counsel	0	0	0	0	0.00%
Computer Support	3,201	3,300	3,295	3,500	6.22%
Custodial Contract	1,576	1,400	4,400	4,400	0.00%
Employee Physicals/Medical Testing	366	0	0	0	0.00%
Sludge Disposal	107,627	99,000	99,500	100,000	0.50%
Auction Fees	0	0	0	0	0.00%
Indirect Cost to General Fund	215,358	220,000	220,000	220,000	0.00%
<b>Total Contractual Services</b>	<b>391,293</b>	<b>606,640</b>	<b>439,195</b>	<b>459,900</b>	<b>4.71%</b>
<b>Other Services and Charges</b>					
Small Tools	1,136	3,100	1,500	3,000	100.00%
Legal Advertising	32	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Bank Charges	705	705	450	450	0.00%
Utilities	468,936	581,100	422,900	482,050	13.99%
Telephone	5,719	7,200	5,610	6,150	9.63%
Travel & Training	2,407	2,500	2,320	7,500	223.28%
Liability Insurance	41,941	51,825	40,270	44,500	10.50%
Subscriptions & Memberships	0	0	0	0	0.00%
Bad Debt Expense	0	0	0	0	0.00%
Lab/Testing	78,727	88,000	38,000	45,000	18.42%
ADEQ Annual Fee	12,221	31,000	25,000	25,000	0.00%
Equipment Rental	0	0	0	0	0.00%
ASRS Pension Expense	(88,112)	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>523,712</b>	<b>765,430</b>	<b>536,050</b>	<b>613,650</b>	<b>14.48%</b>
<b>Debt Service</b>					
2015 Excise Bond - Principal	76,887	96,850	96,850	98,895	2.11%
2015 Excise Bond - Interest	92,861	90,965	90,965	89,030	-2.13%
Bond Issuance Costs	0	0	0	0	0.00%
2015 Excise Bond-Trustee Fees	245	300	0	0	0.00%
Investment Expense	1,654	1,400	2,860	2,800	-2.10%
<b>Total Debt Service</b>	<b>171,647</b>	<b>189,515</b>	<b>190,675</b>	<b>190,725</b>	<b>0.03%</b>

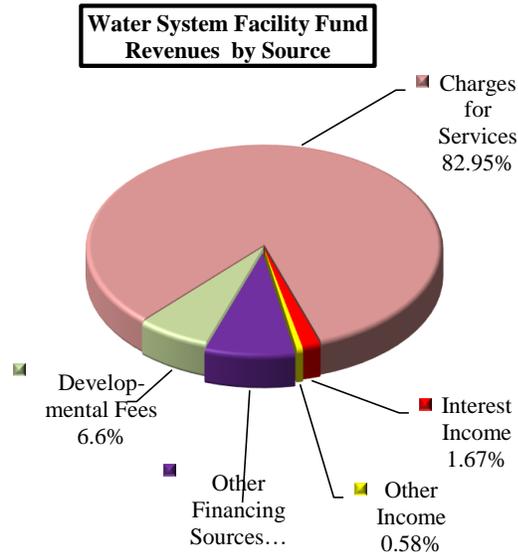
**Water System Facility Fund—Expenses by Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services	Capital Outlay	Debt Service	Total
Subtotals	\$1,634,575	\$350,250	\$678,550	\$799,950	\$3,627,470	\$1,835,200	\$8,925,995
Totals	\$1,634,575	\$350,250	\$678,550	\$799,950	\$3,627,470	\$1,835,200	\$8,925,995



Revenues	\$8,194,345
Expenses	8,925,995
Revenues over/ Expenses	(\$731,650)
Other Funding Sources/Uses	\$731,650
(Use)/Source of Retained Earnings	\$0

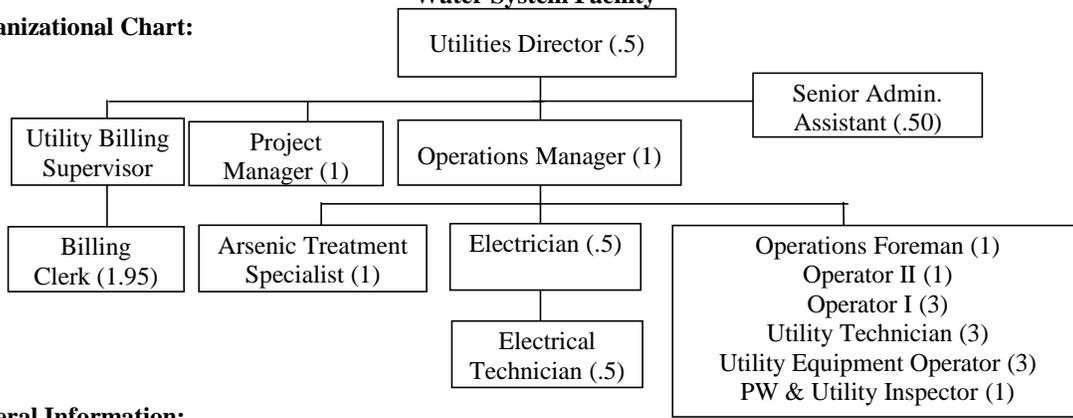
Developmental Fees	\$589,325
Charges for Services	7,404,100
Interest Income	149,480
Other Income	51,440
Other Financing Sources	731,650
Proceeds from Bonds	0
<b>Total Resources Available</b>	<b>\$8,925,995</b>



## Water System Facility Fund—Revenues / Expenses / Changes in Retained Earnings

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Retained Earnings</b>	\$14,709,746	\$13,928,785	\$17,607,380	\$19,646,715	11.58%
Less: Designated Reserves	14,709,746	13,695,285	19,833,590	18,915,065	-4.63%
Cash Reserves	207,265	0	0	0	0.00%
Appropriated Retained Earnings	(207,265)	233,500	(2,226,210)	731,650	0.00%
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	\$0	\$0	\$0	\$0	0.00%
Charges for Services					
User Fees	7,421,206	7,569,000	7,386,465	7,404,100	0.24%
Reserves	590,565	589,600	589,325	589,325	0.00%
Uses of Monies & Properties					
Interest Income	111,309	88,350	150,180	149,480	-0.47%
Miscellaneous Revenues					
Other Income	53,634	25,940	50,860	51,440	1.14%
<b>Total Revenue Sources</b>	8,176,714	8,272,890	8,176,830	8,194,345	0.21%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	7,969,449	8,506,390	5,950,620	8,925,995	50.00%
<b>Expenses:</b>					
Personnel	1,414,758	1,566,825	1,499,485	1,634,575	9.01%
Operating Supplies	465,174	399,350	339,500	350,250	3.17%
Contractual Services	643,623	556,170	580,755	678,550	16.84%
Other Services and Charges	692,757	860,700	784,455	799,950	1.98%
Depreciation	1,267,483	0	0	0	0.00%
Capital Outlay	73,182	3,315,000	911,270	3,627,470	298.07%
Debt Service	840,242	1,808,345	1,835,155	1,835,200	0.00%
<b>Total Expenses</b>	5,397,219	8,506,390	5,950,620	8,925,995	50.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Other Finances Uses	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenses and Other Uses</b>	5,397,219	8,506,390	5,950,620	8,925,995	50.00%
<b>Ending Retained Earnings Designation</b>					
Operating Surplus/(Losses)	2,572,230	0	0	0	0.00%
Designated Reserves FYs prior to 2020	5,560,651	0	0	0	0.00%
Cash Reserves FYs prior to 2020	207,265	0	0	0	0.00%
Restricted	5,605,684	0	0	0	0.00%
Committed	0	0	0	0	0.00%
Assigned	0	0	0	0	0.00%
Unassigned	3,661,550	13,695,285	19,833,590	18,915,065	-4.63%
<b>Ending Retained Earnings</b>	\$17,607,380	\$13,695,285	\$19,833,590	\$18,915,065	-4.63%

**Organizational Chart:**



**General Information:**

The Water Utilities Department is responsible for the operation and maintenance of the water department, installing water lines, repairing water lines, billing for water usage, arsenic remediation and all functions that pertain to the Cottonwood Municipal Water and Wastewater Utilities.

**FY 2019 Accomplishments:**

- \* Completed new water main on North Willard Street
- \* Installed new backup generators at the Verde Santa Fe and Verde Village Well 7-2
- \* Refurbished and installed original VFS (Variable Frequency Starter) generators at Verde Village Well 2-2 that required site grading and underground electrical, concrete slabs and controlling/monitoring of circuits
- \* Began budgeted multi-year program to replace aging resin-based arsenic removal media at all Verde Village/VSF well sites.
- \* Replaced 60-year old water main across wash at Willard Street and Main Street
- \* Began the waterline replacement project of Mingus Avenue
- \* Installed pressure reducing valve and vault on Franquero Lane to reduce main line failures in the area, related to the water pressure
- \* Completed Fir Street water main extension to provide City water to area residents affected by TCE (Trichloroethylene) plume

**FY 2020 Goals:**

- \* Complete the engineering phases of the Highway 260 Wellsite and pipeline project, and begin construction
- \* Complete the waterline replacement project of Mingus Avenue pending resolution of contractual dispute
- \* Replace arsenic treatment media at Verde Village wells 6-2 and 4-2
- \* Replace failing water main between 5<sup>th</sup> and 6<sup>th</sup> Streets in Old Town Cottonwood
- \* Install filter vault to be installed for the filter at Library
- \* Complete waterline extension on Highway 89A to area residents affected by TCE (Trichloroethylene)

**Budget Highlights:**

Capital has been programmed in the total amount of \$3,627,470 for the following: W. Mingus Reconstruction System Upgrades (\$40,000), Valve Repair (\$60,000), a Utility Backhoe Replacement (\$65,000), Well Booster Station and Pressure Tank Replacements (\$115,000), Well Improvements and Replacements (\$162,000), Water System Upgrades (\$357,000), Line Replacements and Extensions (\$315,000), Quail Canyon Reservoir (\$340,000), Arsenic Mitigation (\$375,000), and the SR Hwy 260-Wellsite and Pipeline [WIFA] (\$1,798,470). The changes in the Personnel category are due to the 2% COLA and related costs.

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund	Cost Center	7XXX	
<b>Performance Indicators</b>					
<b>Strategic Directive:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Improve reliability of potable water service to residents of Cottonwood and adjacent areas					
<b>Objective:</b> Improve supply and distribution systems to better water quality and reduce service disruptions					
<b>Type of Measure:</b> Water quality measures					
<b>Tool:</b> System monitoring, service reports, and operator feedback					
<b>Frequency:</b> Daily, weekly, monthly and annual reports					
<b>Scoring:</b> Numerical reduction in system leaks					
<b>Trend:</b> Varies depending upon system requirements					
		Actual		Estimated	Anticipated
		2017	2018	2019	2020
System leaks repaired		141	118	110	110
Water main replaced (linear feet)		7,900	7,230	7,800	7,850

<b>Strategic Directive:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Ensure regulatory arsenic compliance (ADEQ/EPA)					
<b>Objective:</b> Conduct arsenic mitigation activities					
<b>Type of Measure:</b> Constant testing, treatment, and documenting at all affected sites					
<b>Tool:</b> Regulatory notification; operator logs; improved documentation					
<b>Frequency:</b> Daily, weekly, monthly and annual reports					
<b>Scoring:</b> ADEQ/EPA compliance based on number of sites per quarter					
<b>Trend:</b> Constant improvement					
		Actual		Estimated	Anticipated
		2017	2018	2019	2020
Number of (in-house) arsenic tests performed		1,310	1,350	1,400	1,350
Arsenic regeneration procedures performed		975	988	990	990
Number of (external) contract laboratory tests performed/Number of complia		105 /104	100 / 98	120 / 119	120 / 119
Percentage ADEQ/EPA compliance		99%	96%	99%	99%

<b>Strategic Directive:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Provide education on and encourage understanding of reclaimed water and water conservation					
<b>Objective:</b> Conduct educational tours at the Mingus Wastewater Treatment Plant and Riverfront Water Reclamation Facility, and participate in public events					
<b>Type of Measure:</b> Number of tours and events					
<b>Tool:</b> Tours of the premises, PowerPoint presentations and educational booklets					
<b>Frequency:</b> Varies					
<b>Scoring:</b> Conduct a minimum of 15 tours and participate in a minimum of three (3) suitable public events					
		Actual		Estimated	Anticipated
		2017	2018	2019	2020
Number of tours given		16	20	21	23
Number of events attended		5	5	6	8

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
Water System Upgrades & Reservoir / Water Line – Hwy 260	\$6,669	\$2,128,000	\$196,730	\$2,155,470
Valve Repair				60,000
Impact Fee Study			6,135	
Line Replacements & Extensions	14,794	250,000	100,500	315,000
Water/Wastewater Masterplan	22,381			
W Mingus Reconstruction & System Upgrade			160,000	40,000
Water Storage/Well Booster	(23,143)	80,000	10,000	115,000
Well Improvements, Booster & Construction – General Plan	19,010	142,000	185,000	162,000
Fire Hydrants Improvements & Quail Canyon Reservoir		340,000	25,000	340,000
Well-site Generators & Dump Truck	25,593		142,905	
Utility Backhoe Replacement				65,000
Arsenic Mitigation Equip & Trailer, Generator & Trailer	7,878	375,000	85,000	375,000
	<b>\$73,182</b>	<b>\$3,315,000</b>	<b>\$911,270</b>	<b>\$3,627,470</b>

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund		Cost Center	7XXX
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$1,414,758	\$1,566,825	\$1,499,485	\$1,634,575	9.01%
Operating Supplies	465,174	399,350	339,500	350,250	3.17%
Contractual Services	643,623	556,170	580,755	678,550	16.84%
Other Services and Charges	692,757	860,700	784,455	799,950	1.98%
Depreciation (net)	1,267,483	0	0	0	0.00%
Capital Outlay	73,182	3,315,000	911,270	3,627,470	298.07%
Transfers Out – Debt Service	0	0	0	0	0.00%
Debt Service	840,242	1,808,345	1,835,155	1,835,200	0.00%
<b>Department Totals</b>	<b>\$5,397,219</b>	<b>\$8,506,390</b>	<b>\$5,950,620</b>	<b>\$8,925,995</b>	<b>50.00%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Development Reserves	\$589,325	6.60%
Charges for Services	7,404,100	82.95%
Miscellaneous Revenues	200,920	2.25%
Fund Balance	731,650	8.20%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTEs			Salary Range		2020
	2018	2019	2020	Minimum	Maximum	Budget
Utilities Director	0.50	0.50	0.50	6,120	9,019	\$45,223
Project Manager	0.00	1.00	0.00	4,795	7,067	0
Engineering Assistant	0.00	0.00	1.00	3,757	5,537	56,416
Utility Operations Manager	1.00	1.00	1.00	5,035	7,420	77,135
Operations Foreman	1.00	1.00	1.00	3,757	5,537	65,141
PW & Utility Inspector	1.00	1.00	1.00	3,408	5,022	51,313
Utility Equipment Operator	3.00	3.00	3.00	3,091	4,555	131,861
Operator II	1.00	1.00	1.00	3,091	4,555	53,589
Operator I	3.00	3.00	3.00	2,804	4,132	122,287
Utility Technician	3.00	3.00	3.00	2,543	3,748	96,090
Arsenic Treatment Specialist	1.00	1.00	1.00	3,578	5,273	58,142
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	26,795
Electrician	0.50	0.50	0.50	3,757	5,537	24,726
Electrical Technician	0.50	0.50	0.50	2,944	4,338	20,219
Utility Billing Supervisor	0.65	0.65	0.65	3,945	5,814	33,672
Utility Billing Clerk	1.95	1.95	1.95	2,543	3,748	62,812
<i>*These positions rotate as required certifications have been earned</i>						
COLA						18,508
Merit Contingency						0
Longevity						0
Overtime						130,200
Holiday Pay						5,500
Interim Premium Pay						13,901
Car & Clothing Allowance						5,000
Retirement						132,430
Insurance & Taxes						403,615
Employee Related Expenses						0
<b>Totals</b>	<b>18.60</b>	<b>19.60</b>	<b>19.60</b>			<b>\$1,634,575</b>

Health and Sanitation	Water System Facility	Fund 50–Enterprise Fund		Cost Center	7XXX
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Supplies</b>					
Office Supplies	7,142	6,000	10,650	7,500	-29.58%
Copier Supplies	0	0	0	0	0.00%
Gas & Oil	29,940	32,000	35,000	36,000	2.86%
Operational Supplies	95,702	26,000	26,000	26,000	0.00%
Small Tools	5,390	3,600	3,600	5,000	38.89%
Chemicals	36,651	40,000	40,000	43,000	7.50%
Vehicle Maintenance & Repairs	14,031	16,500	16,500	17,500	6.06%
Equipment Maintenance & Repairs	234,847	235,000	175,000	175,000	0.00%
Building Maintenance & Repairs	3,839	4,000	1,750	4,000	128.57%
Postage & Freight	37,632	36,250	31,000	36,250	16.94%
<b>Total Supplies</b>	<b>465,174</b>	<b>399,350</b>	<b>339,500</b>	<b>350,250</b>	<b>3.17%</b>
<b>Contractual Services</b>					
Contractual Services - M&O	150,425	123,250	145,000	258,000	77.93%
Computer Support	5,775	5,000	5,220	5,400	3.45%
General Counsel	0	0	2,000	0	-100.00%
Custodial Contract	4,255	7,000	4,000	4,000	0.00%
Employee Physicals	388	500	500	0	-100.00%
Indirect Cost to General Fund	465,044	415,500	411,150	411,150	0.00%
Lease Financing Principal	0	0	0	0	0.00%
Lease Purchase Payments	17,736	4,920	12,885	0	-100.00%
<b>Total Contractual Services</b>	<b>643,623</b>	<b>556,170</b>	<b>580,755</b>	<b>678,550</b>	<b>16.84%</b>
<b>Other Services and Charges</b>					
Legal Advertising	419	500	200	400	100.00%
Printing & Forms	0	0	0	0	0.00%
Bank Charges	32,810	33,000	20,300	22,000	8.37%
Auction Fees	211	500	0	500	0.00%
Utilities	442,362	525,300	460,630	486,000	5.51%
Telephone	15,163	15,500	13,850	14,000	1.08%
Payment Assistance Program	10,750	12,000	11,500	15,000	30.43%
Travel & Training	2,475	7,100	2,300	8,250	258.70%
Subscriptions & Memberships	2,664	2,500	2,600	2,000	-23.08%
Liability Insurance	57,671	67,300	58,515	62,500	6.81%
Liability Insurance Deductible	0	0	7,500	7,500	0.00%
Bad Debt	19,891	0	0	0	0.00%
Arsenic System Maintenance	41,874	100,000	135,000	100,000	-25.93%
Lab/Testing	8,738	33,000	15,000	19,000	26.67%
ADEQ Annual Fee	25,258	26,000	25,300	25,300	0.00%
Aid in Lieu of Construction	19,934	30,000	23,260	30,000	28.98%
Verde River Days	1,000	1,000	1,000	0	-100.00%
Equipment Rental	1,623	1,000	1,000	1,000	0.00%
Investment Expense	7,349	6,000	6,500	6,500	0.00%
ASRS Pension Expense	3,346	0	0	0	0.00%
ASRS OPEB Expense	(781)	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>692,757</b>	<b>860,700</b>	<b>784,455</b>	<b>799,950</b>	<b>1.98%</b>

Health and Sanitation Water System Facility	Fund 50–Enterprise Fund			Cost Center	8XXX
<b>Supplemental Data: Expenditures</b>					
Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Debt Service</b>					
Interest - 2004 MPC Bond	\$0	\$0	\$0	\$0	0.00%
Principal - 2004 MPC Bond	0	0	0	0	0.00%
Trustee Fees - 2004 MPC Bond	0	0	0	0	0.00%
Principal - 2006 MPC Bond	0	0	0	0	0.00%
Trustee Fees - 2006 MPC Bond	0	0	0	0	0.00%
Issuance Costs	0	0	0	0	0.00%
Principal - 2015 WIFA Bond	364,836	650,815	650,815	665,130	2.20%
Interest - 2015 WIFA Bond	170,186	156,175	183,285	168,970	-7.81%
Trustee Fees - 2015 WIFA Bond	1,000	1,000	0	1,000	0.00%
Issuance Costs	0	0	0	0	0.00%
Principal - 2016 WIFA Bond	0	707,730	707,730	719,790	1.70%
Interest - 2016 WIFA Bond	227,923	216,065	216,065	204,010	-5.58%
Trustee Fees - 2016 WIFA Bond	1,000	1,000	2,000	1,000	-50.00%
Issuance Costs	0	0	0	0	0.00%
Trustee Fees - 2015 Excise Bond	98	300	0	0	0.00%
Principal - 2015 Excise Bond	37,991	38,810	38,810	39,625	2.10%
Interest - 2015 Excise Bond	37,208	36,450	36,450	35,675	-2.13%
<b>Total Debt Service</b>	<b>840,242</b>	<b>1,808,345</b>	<b>1,835,155</b>	<b>1,835,200</b>	<b>0.00%</b>

<b>Water Infrastructure Finance Authority</b>
<b>2015 Loan</b>

Maturity	Principal		Rate	Int/Fees	Debt Service	
	Payments	Retired				Balance
January 1, 2020				84,484		
July 1, 2020	665,130	3,204,328	7,015,198	2.200%	84,484	834,097
January 1, 2021				77,167		
July 1, 2021	679,763	3,884,091	6,335,435	2.200%	77,167	834,097
January 1, 2022				69,690		
July 1, 2022	694,718	4,578,809	5,640,718	2.200%	69,690	834,097
January 1, 2023				62,048		
July 1, 2023	710,001	5,288,810	4,930,716	2.200%	62,048	834,097
January 1, 2024				54,238		
July 1, 2024	725,621	6,014,431	4,205,095	2.200%	54,238	834,097
January 1, 2025				46,256		
July 1, 2025	741,585	6,756,016	3,463,510	2.200%	46,256	834,097
January 1, 2026				38,099		
July 1, 2026	757,900	7,513,916	2,705,610	2.200%	38,099	834,097
January 1, 2027				29,762		
July 1, 2027	774,574	8,288,490	1,931,037	2.200%	29,762	834,097
January 1, 2028				21,241		
July 1, 2028	791,614	9,080,104	1,139,422	2.200%	21,241	834,097
January 1, 2029				12,534		
July 1, 2029	809,030	9,889,134	330,392	2.200%	12,534	834,097
January 1, 2030				3,634		
July 1, 2030	826,828	10,715,963	-496,436	2.200%	3,634	834,097
<b>Totals</b>	<b>\$8,176,764</b>				<b>\$998,304</b>	<b>\$9,175,068</b>

\*The balance of the loan is based on funds drawn to date.

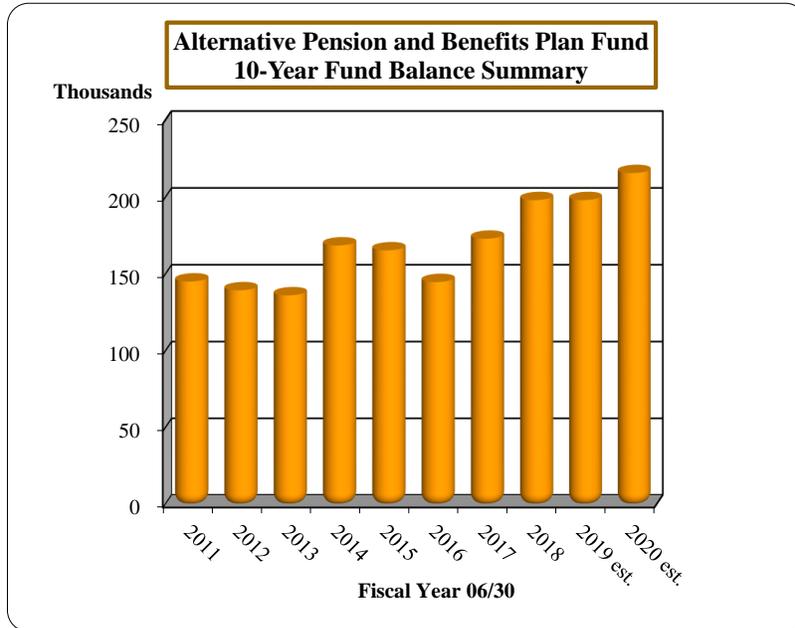
<b>Water Infrastructure Finance Authority</b>
<b>2016 Loan</b>

Maturity	Principal		Rate	Int/Fees	Debt Service	
	Payments	Retired				Balance
January 1, 2020				111,716		
July 1, 2020	719,786	2,807,592	12,392,408	1.704%	111,716	943,218
January 1, 2021				105,583		
July 1, 2021	732,051	3,539,644	11,660,356	1.704%	105,583	943,218
January 1, 2022				99,346		
July 1, 2022	744,526	4,284,169	10,915,831	1.704%	99,346	943,218
January 1, 2023				93,003		
July 1, 2023	757,212	5,041,382	10,158,618	1.704%	93,003	943,218
January 1, 2024				86,551		
July 1, 2024	770,115	5,811,497	9,388,503	1.704%	86,551	943,218
January 1, 2025				79,990		
July 1, 2025	783,238	6,594,735	8,605,265	1.704%	79,990	943,218
January 1, 2026				73,317		
July 1, 2026	796,584	7,391,319	7,808,681	1.704%	73,317	943,218
January 1, 2027				66,530		
July 1, 2027	810,158	8,201,478	6,998,522	1.704%	66,530	943,218
January 1, 2028				59,627		
July 1, 2028	823,963	9,025,441	6,174,559	1.704%	59,627	943,218
January 1, 2029				52,607		
July 1, 2029	838,004	9,863,444	5,336,556	1.704%	52,607	943,218
January 1, 2030				45,467		
July 1, 2030	852,283	10,715,728	4,484,272	1.704%	45,467	943,218
January 1, 2031				38,206		
July 1, 2031	866,806	11,582,534	3,617,466	1.704%	38,206	943,218
January 1, 2032				30,821		
July 1, 2032	881,576	12,464,110	2,735,890	1.704%	30,821	943,218
January 1, 2033				23,310		
July 1, 2033	896,599	13,360,709	1,839,291	1.704%	23,310	943,218
January 1, 2034				15,671		
July 1, 2034	911,877	14,272,585	927,415	1.704%	15,671	943,218
January 1, 2035				7,902		
July 1, 2035	927,415	15,200,000	0	1.704%	7,902	943,218
Totals	<u>\$13,112,194</u>				<u>\$1,979,295</u>	<u>\$15,091,489</u>

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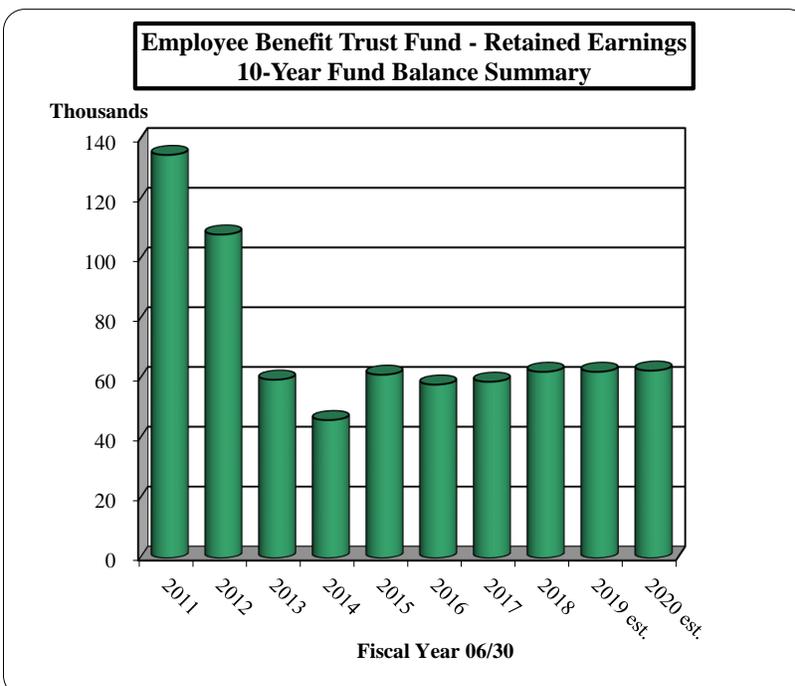
These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

<u>Fund/Account Number</u>	<u>Description</u>
70	Alternative Pension and Benefits Plan Fund
60	Employee Benefit Trust Fund



<b>Fiscal Year 06/30</b>	<b>Fund Balance</b>
2011	145,970
2012	140,245
2013	136,970
2014	169,420
2015	166,230
2016	145,600
2017	173,800
2018	198,920
2019 est.	198,920
2020 est.	216,520

The following represents a ten-year illustration of retained earnings for this fund. The fund balance is providing short term disability for all employees.



<b>Fiscal Year 06/30</b>	<b>Fund Balance</b>
2011	134,830
2012	108,191
2013	59,580
2014	46,060
2015	61,250
2016	57,950
2017	58,900
2018	62,220
2019 est.	62,220
2020 est.	62,620

## Fiduciary Funds—Consolidated Statement of Revenues / Expenditures

Item Description	2018	2019		2020
	Actual	Budget	Revised	Adopted
<b>Beginning Fund Balance</b>	181,020	272,070	261,140	279,140
Less: Designated Reserves	181,020	301,370	279,140	307,740
Cash Reserves	0	0	0	0
Appropriated Fund Balance	0	(29,300)	(18,000)	(28,600)
<b>Revenue Sources:</b>				
Taxes	\$0	\$0	\$0	\$0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	29,047	40,500	28,400	40,400
Miscellaneous Revenues	(153)	(400)	0	0
<b>Total Revenue Sources</b>	28,894	40,100	28,400	40,400
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	0	0	0	0
<b>Total Available Resources</b>	28,894	10,800	10,400	11,800
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	4,094	5,600	2,400	3,800
Other Services and Charges	6,853	5,200	8,000	8,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>Total Expenditures</b>	10,947	10,800	10,400	11,800
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	0	0	0	0
<b>Total Expenditures and Other Uses</b>	10,947	10,800	10,400	11,800

## Alternative Pension and Benefits Plan Fund Revenues / Expenditures

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Fund Balance</b>	\$181,020	\$212,220	\$198,920	\$216,520	8.85%
Less: Designated Reserves	181,020	243,420	216,520	246,720	13.95%
Cash Reserves	0	0	0	0	0.00%
Appropriated Fund Balance	0	(31,200)	(17,600)	(30,200)	0.00%
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	28,351	40,000	28,000	40,000	42.86%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	28,351	40,000	28,000	40,000	42.86%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	28,351	8,800	10,400	9,800	-5.77%
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	3,600	3,600	2,400	1,800	-25.00%
Other Services and Charges	6,853	5,200	8,000	8,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	10,453	8,800	10,400	9,800	-5.77%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	10,453	8,800	10,400	9,800	-5.77%

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**Organizational Chart:**

None

**General Information:**

Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administrated by the City and a board of trustees for the City's volunteer firefighters.

Revenues are received from the state's Fire Insurance Premium Tax, contributions from the City and members, and interest on investments.

**FY 2019 Accomplishments:**

- \* Maintained the financial health of the pool

**FY 2020 Goals:**

- \* Continue to search for ways to improve plan
- \* Maintain the financial stability of the pool

**Budget Highlights:**

No significant changes to this fund are planned.

Fiduciary Fund	Alternative Pension and Benefits Plan Fun		Fund 70	Cost Center	70-XXXX
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	3,600	3,600	2,400	1,800	-25.00%
Other Services and Charges	6,853	5,200	8,000	8,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	\$10,453	\$8,800	\$10,400	\$9,800	-5.77%

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Contributions	(\$30,200)	-308.16%
Interest Income	40,000	408.16%
Other Income	0	0.00%
Total Funding		100.00%

<b>Performance Indicators</b>
<b>* Performance indicators are not applicable to this fund *</b>

**Employee Benefit Trust Fund Revenues / Expenditures**

Item Description	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
<b>Beginning Retained Earnings</b>	\$0	\$59,850	\$62,220	\$62,620	0.64%
Less: Designated Reserves	0	57,950	62,620	61,020	-2.56%
Cash Reserves	0	0	0	0	0.00%
Appropriated Retained Earnings	0	1,900	(400)	1,600	0.00%
<b>Revenue Sources:</b>					
Uses of Monies & Properties					
Interest Income	\$696	\$500	\$400	\$400	0.00%
Miscellaneous Revenues					
Other Income	(153)	(400)	0	0	0.00%
<b>Total Revenue Sources</b>	543	100	400	400	0.00%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	543	2,000	0	2,000	0.00%
<b>Expenses:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	494	2,000	0	2,000	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenses</b>	494	2,000	0	2,000	0.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenses and Other Uses</b>	494	2,000	0	2,000	0.00%

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**Organizational Chart:**

None

**General Information:**

The Employee Benefit Trust Fund accounted for the City's partially self-funded health and medical insurance for many years. The trust no longer provides the services. Currently, the City is a member of Kairos.

**FY 2019 Accomplishments:**

N/A

**FY 2020 Goals:**

N/A

**Budget Highlights:**

The City used this fund to cover short term disabilities. In FY 2014, the trust was eliminated. The balance of this fund will be used for a future employee benefit.

Internal Services	Employee Benefit Trust Fund	Fund 60	Cost Center	60-XXXX	
<b>Summary by Category</b>					
Expenditure Category	2018	2019		2020	Percent Change
	Actual	Budget	Revised	Adopted	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	494	2,000	0	2,000	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$494</u>	<u>\$2,000</u>	<u>\$0</u>	<u>\$2,000</u>	<u>0.00%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Interest Income	\$400	20.00%
Miscellaneous Revenues	0	0.00%
Retained Earnings	1,600	80.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Performance Indicators</b>
<b>* Performance indicators are not applicable to this fund *</b>

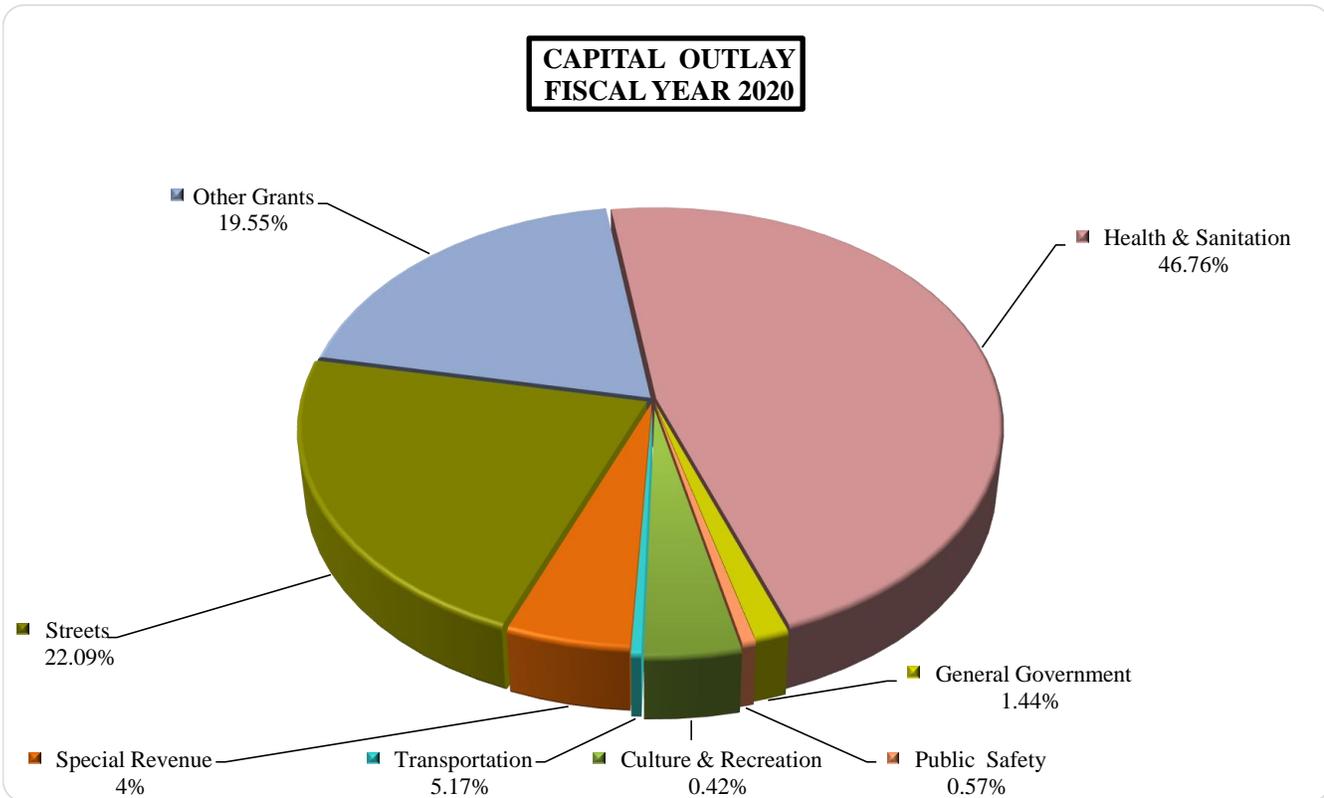
<b>GENERAL FUND</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Administration</b>	City Hall Feasibility Study	\$90,000	\$0
	Subtotal	\$90,000	\$0
<b>Information Technology</b>	Replacement Computers	24,000	12,000
	Wireless Mesch Equipment for Guest Wireless Access	6,400	0
	PCs/Laptops Replacement	15,000	0
	Set of Clustered Servers	29,000	0
	Replacement of Aging Computers	51,800	0
	Cameras and Keypad Proximity Readers for Security	65,000	0
	Subtotal	\$191,200	\$12,000
<b>Economic Development</b>	Carpet Installation	\$6,920	\$0
	Subtotal	\$6,920	\$0
<b>Comm. Development</b>	Cottonwood Historic Property Survey (Grant)	\$39,995	\$39,995
	Subtotal	\$39,995	\$39,995
<b>Engineering</b>	Trails--5 <sup>th</sup> Street	\$18,000	\$18,000
	Stormwater Management Funds	35,000	15,000
	Old Town Alley Pavement and Drainage	36,940	36,940
	Drainage Improvement Projects (incl. Spectrum)	150,000	70,000
	ESRI ArcGIS Software	5,200	0
	Subtotal	\$245,140	\$139,940
<b>Public Works</b>	Replacement Air Conditioning Units	20,000	0
	Debris Cleanup at Mingus Avenue WWTP	65,000	0
	Residential Area Draining Feasibility Studies	70,000	0
	Subtotal	\$155,000	\$0
<b>Parks &amp; Building Maintenance</b>	Edger	\$5,000	\$0
	Power Turf Renovation Machine	13,000	0
	City-wide Roofing Replacements/Repairs	20,000	0
	City Parking Lot Lighting - LED Conversion	27,500	0
	Mini-Excavator	30,000	0
	Metal Storage Facility (Public Works Yard)	30,000	0
	Subtotal	\$125,500	\$0
<b>Police</b>	Body Cameras	42,625	42,625
	Tasers, Holsters, Cartridges, and Batteries	5,825	0
	Subtotal	\$48,450	\$42,625
<b>Fire &amp; Medical</b>	Thermal Imaging Camera	\$27,000	\$9,000
	Radio Equipment	24,000	24,000
	Communications Equipment	35,000	0
	EMS Equipment	9,000	0
	Physical Fitness Equipment	15,000	0
	Off Highway Utility Type Vehicle (UTV)	30,000	0
	EKG Monitor / Defibrillator	90,000	0
	100' Ladder Truck (Quint)	1,400,000	0
	Subtotal	\$1,630,000	\$33,000

<b>GENERAL FUND</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Parks &amp; Recreation</b>	Security Camera System (Military Service Park)	\$6,700	\$6,700
	Tables and Chairs (Community Clubhouse)	30,000	31,000
	Tennis Center Crack Repairs and Surface Renovation	36,000	0
	Pool Lifeguard Stands and Deck Furniture	8,000	0
	Youth Center Landscaping	10,000	0
	Resurface Outdoor Aquatic Center–Inner Deck	16,000	0
	Sports Fields Laser Leveling	20,400	0
	Verde River Recreation and Trails	35,000	0
	Performance Lighting (Community Clubhouse)	40,000	0
		Subtotal	\$202,100
<b>Recreation Center</b>	Network Video Recorder (NVR) Camera System	\$8,800	\$8,800
	Physical Fitness Equipment	20,000	10,000
	Indoor Aquatic Center Valves	5,600	0
	Indoor Aquatic Center Pumps	8,000	0
	Utility Type Vehicle (UTV) for Field Preparation	20,000	0
		Subtotal	\$62,400
<b>Total General Fund–Capital Outlay</b>		<b>\$2,796,705</b>	<b>\$324,060</b>

<b>SPECIAL REVENUE FUNDS</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Streets–Operations &amp; Maintenance</b>	Old Town Street Lights-LED Conversion	\$6,500	\$6,500
	UPS for Mingus Ave/Main St Signal	11,000	11,000
	Conex Box	5,000	0
	Traffic Control Equipment and Barricades	5,000	0
	Vehicle Lift for Garage Bay	7,500	0
	Spare Controller for Traffic Signal	12,500	0
	Rock Screen	15,000	0
	Safety Improvements (Main Street)	35,000	0
	Rectangular Rapid Flashing Beacons & Main St Improv	65,000	0
	Drainage Improvements (6 <sup>th</sup> & Aspen Streets)	75,000	0
	Backhoe	125,000	0
	Subtotal	\$362,500	\$17,500
<b>Streets – Construction</b>	Local Road Repair Program	\$50,000	\$50,000
	Sidewalk Improvements	100,000	359,180
	6 <sup>th</sup> Street: Mingus Ave to Aspen Street (Grant)	120,000	120,000
	Pavement Preservation (Bi-annual)	660,000	660,000
	Pima Street Structural Repair	5,000	5,000
	Pima Street Bridge Deck Repair	10,000	10,000
	Pavement Core Saw	10,000	10,000
	Crack Seal Machine and Material	65,000	65,000
	Reconstruction Mingus Ave from 10 <sup>th</sup> St. to Main St.	1,650,000	1,650,000
	Subtotal	\$2,670,000	\$2,929,180
<b>Transit</b>	Bus	\$150,000	\$150,000
	Route Software	100,000	100,000
		Subtotal	\$250,000
<b>Library</b>	Library Services and Technology Act (Grant)	\$10,000	\$10,000
	Sidewalk Extension Project	50,000	50,000
		Subtotal	\$60,000
<b>Airport Improvements</b>	Airport Master Plan (Grant)	\$440,000	\$440,000
		Subtotal	\$440,000
<b>Other Grants</b>	City-wide Master Drainage Plan	\$120,000	\$120,000
	Trails Plan Grant	157,000	157,000
	Drainage Improvements	200,000	200,000
	Miscellaneous Grant Projects	500,000	500,000
	Flood Mitigation Project–FEMA (Old Town)	2,717,195	1,630,310
		Subtotal	\$3,694,195
<b>CDBG</b>	Parks Master Plan (Grant)	\$330,000	\$330,000
		Subtotal	\$330,000
<b>Capital Projects Fund</b>			
<b>Capital Projects Fund</b>	Yavapai County Flood Control	\$143,000	\$143,000
		Subtotal	\$143,000
<b>Total Special Revenue Funds–Capital Outlay</b>		\$7,949,695	\$6,776,990

<b>ENTERPRISE FUNDS</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Wastewater</b>	Crane Truck Replacement and Jetter	\$80,000	\$75,000
<b>Construction</b>	Mingus Wastewater Treatment Plant Generator Replacement	100,000	125,000
	Parshall Flume Replacement and SCZ Big Gun	165,000	165,000
	Lift Station Rehabilitation - All Sites	390,000	390,000
	Mingus Wastewater Treatment Plant Roof Repair	500,000	500,000
	Aeration Blowers	550,000	550,000
	Riverfront Facility Upgrades	780,000	805,000
	Ongoing Vehicle and Equipment Replacement	50,000	0
	Lift Station Odor Control System	65,000	0
	Reclaimed Water Vault Screening & Pump	75,000	0
	Ongoing Wastewater Cleaning and Repair Program	90,000	0
	Wastewater Treatment Plant (WWTP) Centrifuge Replacement	110,000	0
	Clarifier Bypass, Inspection and Repair at Mingus WWTP	115,000	0
	Subtotal	\$3,070,000	\$2,610,000
<b>Water Construction</b>	W. Mingus Reconstruction System Upgrades	\$40,000	\$40,000
	Valve Repair	60,000	60,000
	Utility Backhoe Replacement	65,000	65,000
	Well Booster Station and Pressure Tank Replacements	105,000	115,000
	Well Improvements and Replacements	110,000	162,000
	Water System Upgrades	142,000	357,000
	Line Replacements and Extensions	250,000	315,000
	Quail Canyon Reservoir	340,000	340,000
	Arsenic Mitigation	375,000	375,000
	SR Hwy 260–Wellsite and Pipeline (WIFA)	1,798,470	1,798,470
	Fire Hydrant Improvements	45,000	0
	IX Site Media Replacement	12,795	0
	Recl. Water Line to Kids Park-Water Resource Dev. Res.	350,000	0
	Subtotal	\$3,693,265	\$3,627,470
<b>Total Enterprise Funds–Capital Outlay</b>		\$6,763,265	\$6,237,470
<b>Grand Total – All Capital Equipment &amp; Projects</b>		\$17,509,665	\$13,338,520

	Capital	
	Equipment	Project
Administration	\$0	\$0
Airport Grants	0	440,000
Parks & Building Maintenance	0	0
Capital Projects Fund	0	143,000
CDBG Grant	0	330,000
Economic Development	0	0
Community Development	0	39,995
Engineering	139,940	0
Fire & Medical	33,000	0
Information Technology	12,000	0
Library	10,000	50,000
Municipal Court	0	0
Ordinance Enforcement	0	0
Other Grants	0	2,607,310
Parks & Recreation	37,700	0
Police	42,625	0
Public Works	0	0
Recreation Center	18,800	0
Streets–Construction	0	2,929,180
Streets–Operations	17,500	0
Transit	250,000	0
Wastewater Construction	0	2,610,000
Wastewater Operations & Maintenance	0	0
Water Admin	0	0
Water Construction	0	3,627,470
Water Operations & Maintenance	0	0
<b>Total Capital Equipment &amp; Projects</b>	<b>\$561,565</b>	<b>\$12,776,955</b>



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**SALARY RANGES****New Hire Range**

<b>Salary Range</b>	<b>1st Quartile</b>	<b>2nd Quartile</b>	<b>Mid Point</b>	<b>4th Quartile</b>	<b>Maximum</b>
1	14,400	17,099	19,800	22,499	25,198
2	15,120	17,955	20,790	23,624	26,458
3	15,876	18,852	21,828	24,805	27,781
4	16,670	19,796	22,920	26,046	29,171
5	17,503	20,785	24,066	27,348	30,629
6	18,379	21,824	25,270	28,715	32,161
7	19,297	22,915	26,533	30,150	33,768
8	20,262	24,061	27,860	31,658	35,457
9	21,276	25,263	29,253	33,241	37,230
10	22,339	27,681	32,050	36,420	40,790
11	23,456	29,064	33,653	38,242	42,830
12	24,630	30,518	35,335	40,153	44,971
13	25,861	32,043	37,102	42,161	47,220
14	27,153	33,645	38,957	44,269	49,581
15	28,511	35,327	40,905	46,483	52,060
16	29,936	37,094	42,950	48,806	54,663
17	31,433	38,949	45,098	51,248	57,397
18	33,004	40,896	47,352	53,809	60,266
19	34,655	42,940	49,720	56,499	63,278
20	36,388	45,088	52,207	59,325	66,444
21	38,208	47,343	54,817	62,291	69,765
22	40,119	49,709	57,558	65,406	73,254
23	42,123	52,195	60,435	68,676	76,917
24	44,230	54,805	63,457	72,109	80,761
25	46,441	57,545	66,629	75,714	84,799
26	48,764	60,422	69,961	79,501	89,040
27	51,202	63,443	73,459	83,475	93,492
28	53,762	66,615	77,132	87,649	98,166
29	56,450	69,947	80,989	92,032	103,075
30	59,273	73,443	85,039	96,634	108,229
31	62,237	77,116	89,291	101,465	113,640
32	65,348	80,972	93,780	106,576	119,371
33	68,615	85,019	98,442	111,865	125,287
34	72,046	89,270	103,365	117,459	131,553
35	75,649	93,735	108,534	123,332	138,131
36	79,431	98,420	113,960	129,499	145,037
37	83,403	103,671	119,658	135,973	152,288
38	87,572	108,510	125,641	142,772	159,903
39	91,951	113,934	131,923	149,910	167,898
40	96,548	119,632	138,518	157,406	176,293
41	101,377	125,612	145,445	165,277	185,108
42	106,445	131,894	152,717	173,540	194,362
43	111,767	138,488	160,353	182,216	204,080
44	117,355	145,413	168,370	191,327	214,284
45	123,222	152,685	176,788	200,894	224,999
46	129,384	160,318	185,628	210,938	236,248
47	135,854	168,333	194,910	221,486	248,062
48	142,646	176,751	204,655	232,559	260,464
49	149,778	185,587	214,888	244,188	273,488
50	157,268	194,867	225,632	256,397	287,161

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**AUTHORIZED POSITIONS BY FISCAL YEAR**

Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2018	FY 2019	FY 2020	Min	Max	
<b>Administration Department</b>						
City Manager	1.00	1.00	1.00	Contract		42
Deputy City Manager	1.00	1.00	1.00	10,468	15,426	41
Administrative Svcs General Manager	0.00	0.00	0.00	8,639	12,691	37
Community Svcs General Manager	1.00	1.00	0.00	8,639	12,691	37
Airport Special Projects Director	0.00	0.00	1.00	6,120	9,019	30
Assistant to City Manager	1.00	1.00	1.00	3,945	5,814	21
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	5.00	5.00	5.00			
<b>City Clerk's Office</b>						
City Clerk	1.00	1.00	1.00	Contract		29
Deputy Clerk	1.00	1.00	1.00	3,408	5,022	18
Total	2.00	2.00	2.00			
<b>Finance Department</b>						
Financial Services Director	1.00	1.00	1.00	7,085	10,441	33
Budget Analyst	1.00	1.00	1.00	3,945	5,814	21
Accounting Specialist	0.00	0.00	1.00	2,670	3,935	13
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	13
Total	2.50	2.50	3.50			
<b>Human Resources Department</b>						
Human Resources Director	1.00	1.00	1.00	6,120	9,019	30
Human Resources Specialist II	1.00	1.00	1.00	3,945	5,814	21
Administrative Assistant	0.50	0.50	0.50	2,670	3,935	13
Total	2.50	2.50	2.50			
<b>IT Services</b>						
IT Director	1.00	1.00	1.00	7,085	10,441	33
IT Systems Administrator	1.00	1.00	1.00	4,350	6,410	23
Radio & Telecommunications Technician	1.00	1.00	1.00	4,350	6,410	23
GIS Technician II	1.00	1.00	1.00	3,945	5,814	21
IT Technician II	1.00	1.00	1.00	3,945	5,814	21
IT Technician I	1.00	2.00	2.00	3,578	5,273	19
Total	6.00	7.00	7.00			
<b>Purchasing Division</b>						
Purchasing/Contract Administrator	1.00	1.00	1.00	6,120	9,019	30
Total	1.00	1.00	1.00			
<b>Legal Department</b>						
City Attorney	1.00	1.00	1.00	Contract		41
Total	1.00	1.00	1.00			
<b>Municipal Court</b>						
Presiding Magistrate	1.00	1.00	0.60	Contract		32
Court Administrator	1.00	1.00	1.00	4,567	6,730	24
Court Clerk II	1.00	2.00	2.00	2,944	4,338	15
Court Clerk I	2.00	1.00	1.00	2,670	3,935	13
Total	5.00	5.00	4.60			
<b>Natural Resources</b>						
Water Resources Administrator	1.00	1.00	1.00	8,639	12,691	37
Total	1.00	1.00	1.00			

Fiscal Year 2020 Budget  
**Authorized Positions by Fiscal Year**

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Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2018	FY 2019	FY 2020	Min	Max	
<b>Community Development</b>						
Community Development Director	1.00	1.00	1.00	6,120	9,019	30
Planner	2.00	2.00	2.00	4,350	6,410	23
Building Official	0.00	1.00	1.00	4,350	6,410	23
Asst. Planner/Code Enforcement Ofc.	1.00	1.00	1.00	3,757	5,537	20
Building Inspector	1.00	1.00	1.00	3,408	5,022	18
Planning Technician	1.00	1.00	1.00	3,091	4,555	16
Senior Administrative Assistant	0.00	0.00	0.00	3,091	4,555	16
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	Total	7.00	8.00	8.00		
<b>Economic Development</b>						
Economic Development Director	1.00	1.00	1.00	6,426	9,470	31
Marketing & Graphics Design Specialist	0.00	0.00	1.00	3,757	5,537	20
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	Total	2.00	2.00	3.00		
<b>Engineering Services Department</b>						
Public Works Director/City Engineer	1.00	1.00	1.00	6,120	9,019	30
Public Works Manager	0.00	0.00	0.00	5,287	7,791	27
Public Works Project Manager	1.00	1.00	1.00	3,945	5,814	21
Public Works Inspector	1.00	1.00	1.00	3,408	5,022	18
Total	Total	3.00	3.00	3.00		
<b>Public Works</b>						
Developmental Svcs Manager	1.00	1.00	0.00	6,120	9,019	30
Public Works (PW) Manager	1.00	1.00	1.00	5,287	7,791	27
Public Works & Utility Mtce Spec	1.00	1.00	1.00	3,091	4,555	16
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Total	Total	4.00	4.00	3.00		
<b>Parks &amp; Building Maintenance Department</b>						
PW Operations Foreman	0.50	0.50	0.50	3,757	5,537	20
Facilities Maintenance Technician III	0.00	0.00	0.00	3,246	4,783	17
PW Maintenance Technician I	5.00	5.00	5.00	2,543	3,748	12
Total	Total	5.50	5.50	5.50		
<b>Streets Maintenance</b>						
PW Operations Foreman	0.50	0.50	0.50	3,757	5,537	20
PW Maintenance Technician II	4.00	4.00	4.00	2,804	4,132	14
Total	Total	4.50	4.50	4.50		
<b>Police Department</b>						
Police Chief	1.00	1.00	1.00	8,639	12,691	37
Commander	2.00	2.00	2.00	7,085	10,441	33
Sergeant	7.00	7.00	7.00	5,287	7,791	27
PANT Officer/Sergeant	2.00	2.00	2.00	5,287	7,791	27
Police Officer	18.00	21.00	21.00	4,142	6,104	22
School Resource Officer (SRO)	1.00	1.00	1.00	4,142	6,104	22
Terrorism Liaison Officer	1.00	0.00	0.00	4,142	6,104	22
Communications System Coordinator	0.50	0.00	0.00	3,246	4,783	17
Property & Evidence Specialist	1.00	1.00	1.00	3,091	4,555	16
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	16
Victim Assistant <i>Grant Funded</i>	1.00	1.00	1.00	3,091	4,555	16
Records Clerk	2.00	2.00	2.00	2,670	3,935	13
Total	Total	37.50	39.00	39.00		

Fiscal Year 2020 Budget  
**Authorized Positions by Fiscal Year**

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Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2018	FY 2019	FY 2020	Min	Max	
<b>Communications Division</b>						
Communications Manager	1.00	1.00	1.00	5,287	7,791	27
Communications Supervisor	3.00	3.00	3.00	4,142	6,104	22
Communications Systems Coordinator	0.50	0.00	0.00	3,246	4,783	17
Communications Specialist	17.00	17.00	17.00	3,408	5,022	18
Total	21.50	21.00	21.00			
<b>Ordinance Enforcement Division</b>						
Ordinance Enforcement Officer	2.00	2.00	2.00	3,091	4,555	16
	2.00	2.00	2.00			
<b>Fire &amp; Medical Services Department</b>						
Fire Chief	1.00	1.00	1.00	7,811	11,511	35
Fire Marshal	1.00	1.00	1.00	6,120	9,019	30
Fire Captain/Battalion Chief	3.00	3.00	3.00	5,829	8,590	29
Fire Lieutenant	3.00	3.00	3.00	5,035	7,420	26
Fire Engineer	6.00	6.00	6.00	4,142	6,104	22
Fire Inspector	1.00	1.00	1.00	4,142	6,104	22
Firefighter	12.00	12.00	12.00	3,757	5,537	20
Senior Administrative Assistant	1.00	1.00	1.00	3,091	4,555	16
Total	28.00	28.00	28.00			
<b>Parks and Recreation</b>						
Aquatics Center Supervisor	0.60	0.60	0.00	4,350	6,410	23
Parks & Recreation Director	0.00	0.00	0.50	6,120	9,019	30
Recreation Center Program Supervisor	0.20	0.00	0.00	4,350	6,410	23
Recreation Services Supervisor	0.00	0.00	0.60	4,350	6,410	23
Recreation Coordinator III	0.00	0.00	0.00	3,578	5,273	19
Recreation Coordinator III	0.90	0.90	0.80	3,091	4,555	16
Fitness Center Coordinator	0.00	0.00	0.05	3,091	4,555	16
Facilities Maintenance Technician III	0.00	0.00	0.40	3,246	4,783	17
Facility Maintenance Technician I	0.00	0.00	0.80	2,543	3,748	12
Youth Programs Coordinator	0.50	1.00	0.90	3,091	4,555	16
Recreation Information & Business Specialist	0.00	0.00	0.80	3,246	4,783	17
Administrative Assistant	0.70	0.70	0.00	2,670	3,935	13
Front Desk Supervisor	0.60	0.60	0.50	2,670	3,935	13
Head Lifeguard	0.20	0.00	0.00	2,422	3,569	11
Total	3.70	3.80	5.35			
<b>Community Recreation Center</b>						
Aquatics Center Supervisor	0.40	0.40	0.00	4,350	6,410	23
Parks & Recreation Director	0.00	0.00	0.50	6,120	9,019	30
Recreation Center Program Supervisor	0.80	0.00	0.00	4,350	6,410	23
Recreation Services Supervisor	0.00	0.00	0.40	4,350	6,410	23
Recreation Coordinator III	0.00	1.00	0.00	3,578	5,273	19
Recreation Coordinator III	0.10	0.10	0.20	3,091	4,555	16
Facilities Maintenance Technician III	1.00	1.00	0.60	3,246	4,783	17
Facility Maintenance Technician I	2.00	2.00	1.20	2,543	3,748	12
Fitness Center Coordinator	1.00	1.00	0.95	3,091	4,555	16
Youth Programs Coordinator	0.50	0.00	0.10	3,091	4,555	16
Recreation Information & Business Specialist	0.00	0.00	0.20	3,246	4,783	17
Administrative Assistant	0.30	0.30	0.00	2,670	3,935	13
Front Desk Supervisor	1.40	1.40	1.50	2,670	3,935	13
Aquatics Coordinator	0.00	1.00	0.00	2,422	3,569	11
Head Lifeguard	0.80	0.00	0.00	2,422	3,569	11
Total	8.30	8.20	5.65			

Fiscal Year 2020 Budget  
**Authorized Positions by Fiscal Year**

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Authorized Positions Job Classifications	Number of FTEs			Salary Range		Range Number
	FY 2018	FY 2019	FY 2020	Min	Max	
<b>CAT/LYNX</b>						
Transportation Manager	1.00	1.00	1.00	5,287	7,791	27
Field Supervisor	2.00	2.00	2.00	3,091	4,555	16
Driver / Dispatcher	1.00	1.00	1.00	2,670	3,935	13
Administrative Assistant	1.00	1.00	1.00	2,670	3,935	13
Drivers	9.00	9.00	13.00	2,543	3,748	12
Total	14.00	14.00	18.00			
<b>Cottonwood Public Library</b>						
Library Director	1.00	1.00	1.00	5,287	7,791	27
Library Supervisor	1.00	1.00	1.00	3,757	5,537	20
Library Youth Svcs Coordinator	1.00	1.00	1.00	3,246	4,783	17
Library Public Service & Outreach Coord	1.00	1.00	0.00	3,246	4,783	17
Library Assistant II	0.00	0.00	1.00	3,246	4,783	17
Library Technical Assistant I	1.00	1.00	1.00	2,804	4,132	14
Library Specialist	4.00	4.00	4.00	2,422	4,132	14
Total	9.00	9.00	9.00			
<b>Wastewater Facility</b>						
Utilities Manager	0.50	0.50	0.50	6,120	9,019	30
Regul. Compl. Safety & Educ. Adminr.	1.00	1.00	1.00	5,035	7,420	26
WW Foreman	1.00	1.00	1.00	3,757	5,537	20
WW Operator III	0.00	0.00	0.00	3,408	5,022	18
WW Operator II	2.00	2.00	2.00	3,091	4,555	16
WW Operator I	2.00	2.00	2.00	2,804	4,132	14
WW Operator Trainee	1.00	1.00	1.00	2,543	3,748	12
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	16
Electrician	0.50	0.50	0.50	3,757	5,537	20
Electrical Technician	0.50	0.50	0.50	2,944	4,338	15
Utility Billing Supervisor	0.35	0.35	0.35	3,945	5,814	21
Utility Billing Clerk	1.05	1.05	1.05	2,543	3,748	12
Total	10.40	10.40	10.40			
<b>Water System Facility</b>						
Utilities Manager	0.50	0.50	0.50	6,120	9,019	30
Project Manager	0.00	1.00	0.00	4,795	7,067	25
Engineering Assistant	0.00	0.00	1.00	3,757	5,537	20
Utility Operations Manager	1.00	1.00	1.00	5,035	7,420	26
Operations Foreman	1.00	1.00	1.00	3,757	5,537	20
PW & Utility Inspector	1.00	1.00	1.00	3,408	5,022	18
Utility Equipment Operator	3.00	3.00	3.00	3,091	4,555	16
Operator II	1.00	1.00	1.00	3,091	4,555	16
Operator I	3.00	3.00	3.00	2,804	4,132	14
Utility Technician	3.00	3.00	3.00	2,543	3,748	12
Arsenic Treatment Specialist	1.00	1.00	1.00	3,578	5,273	19
Senior Administrative Assistant	0.50	0.50	0.50	3,091	4,555	16
Electrician	0.50	0.50	0.50	3,757	5,537	20
Electrical Technician	0.50	0.50	0.50	2,944	4,338	15
Utility Billing Supervisor	0.65	0.65	0.65	3,945	5,814	21
Utility Billing Clerk	1.95	1.95	1.95	2,543	3,748	12
Total	18.60	19.60	19.60			
Total City-wide Authorized Full-Time Equivalents	205.00	209.00	212.60			

RESOLUTION NUMBER 3007

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF COTTONWOOD, YAVAPAI COUNTY, ARIZONA, ADOPTING THE FINAL BUDGET FOR FISCAL YEAR 2019-2020 AND ESTABLISHING AN EXPENDITURE LIMITATION.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes (A.R.S.) Title 42, Chapter 17 Articles 1-5, the City Council of the City of Cottonwood, Arizona, on June 4, 2019 made an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year; and

WHEREAS, in accordance with said sections of said title, and following due public notice that the Council met on June 4, 2019, and June 18, 2019, at which meetings any citizen was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses; and

WHEREAS, publication has been duly made as required by law of said estimates, together with a notice that the City Council would meet on June 4, 2019 and June 18, 2019, for the purpose of hearing citizen's comments; and

WHEREAS, the document outlining said expenditures/expenses for the ensuing year is on file with the office of the City Clerk of the City of Cottonwood, Arizona, and said document is made a public record by this resolution and is hereby referred to, adopted, and made a part hereof as fully set forth in this resolution as the official annual budget of the City of Cottonwood for the fiscal year beginning July 1, 2019, and ending June 30, 2020.

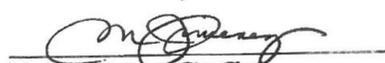
NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF COTTONWOOD, YAVAPAI COUNTY, ARIZONA:

THAT, the said estimates of revenues and expenditures/expenses and accompanying schedules, as now increased, reduced, or changed are hereby adopted as the budget of the City of Cottonwood, Arizona, for fiscal year 2019-2020, and establishing an expenditure limitation of \$76,016,900.

PASSED AND ADOPTED BY THE CITY COUNCIL AND APPROVED BY THE MAYOR OF THE CITY OF COTTONWOOD, YAVAPAI COUNTY, ARIZONA, THIS 18TH DAY OF JUNE 2019.

  
\_\_\_\_\_  
Tim Elinski, Mayor

ATTEST:

  
\_\_\_\_\_  
Marianne Jimenez, City Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Steven B. Horton, Esq.  
City Attorney

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Summary Schedule of Estimated Revenues and Expenditures/Expenses (Schedule A)

CITY OF COTTONWOOD - FISCAL  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2020

Fiscal Year	Description	FUNDS										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Auxiliary Fund	Enterprise Funds Available	Internal Service Funds				
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	22,708,235	7,278,105	1,015,980	538,985	288,540	26,058,960	0				81,278,375
2019	Actual Expenditures/Expenses**	22,708,235	7,278,100	1,015,980	538,985	288,540	26,058,960	0				81,278,375
2020	Fund Balance/Net Position at July 1***	4,092,085	1,062,080	155,700	31,985	270,140	25,132,860	0				29,645,390
2020	Primary Property Tax Levy	0	0	0	0	0	0	0				0
2020	Secondary Property Tax Levy	0	0	0	0	0	0	0				0
2020	Estimated Revenues Other than Property Taxes	20,887,020	8,085,200	1,640,785	144,000	48,000	11,093,900	0				44,088,005
2020	Other Financing Sources	0	0	0	0	0	0	0				0
2020	Other Financing Uses	0	0	0	0	0	0	0				0
2020	Intrafund Transfers In	0	1,708,485	0	0	0	0	0				1,708,485
2020	Intrafund Transfers Out	(1,857,000)	(98,700)	0	(25,985)	0	0	0				(1,708,485)
2020	Restriction for Amounts Not Available	0	0	0	0	0	0	0				0
LESS: Amounts for Future Debt Retirement:												
Future Capital Projects												
Maintained Fund Balance for Financial Stability												
2020	Total Financial Resources Available	29,408,425	11,767,085	1,796,665	201,800	378,540	34,274,860	0				77,776,335
2020	Budgeted Expenditures/Expenses	27,750,000	11,742,415	1,704,925	175,985	378,540	34,224,860	0				74,076,900

EXPENDITURE LIMITATION COMPARISON	
	2019
1. Budgeted expenditures/expense	\$ 81,278,375
2. Adjustments: estimated net recording items	\$ 0
3. Budgeted expenditures/expense adjusted for recording items	\$ 81,278,375
4. Less: estimated exclusions	\$ 0
5. Amount subject to the expenditure limitation	\$ 81,278,375
6. EEC expenditure limitation	\$ 81,278,375

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

- \* Includes Expenditures/Expense Adjustments Approved in the quarter from Schedule E.
- \*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
- \*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in a spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained in a permanent fund.

Revenues Other Than Property Taxes (Schedule C-page 1)

**CITY OF COTTONWOOD - FINAL  
Revenues Other Than Property Taxes  
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 12,265,240	\$ 13,266,040	\$ 14,158,730
Bed Tax	240,000	296,090	316,960
Utility Tax	240,000	316,100	322,420
Franchises	391,920	415,850	425,000
<b>Licenses and permits</b>			
Business Licenses	89,000	88,000	88,000
Construction Permits	235,000	373,010	343,435
Planning & Zoning Fees	22,000	97,420	259,610
<b>Intergovernmental</b>			
Federal Revenue	164,860	141,935	127,485
State Revenue	2,654,620	2,643,180	2,854,810
County (Including Motor Vehicle Tax)	835,355	859,640	885,865
Other Entities			
<b>Charges for services</b>			
Dispatch & Spillman Services	833,840	833,835	875,525
Recreation Fees	1,112,000	1,094,495	1,130,125
Animal Control Fees	3,200	3,310	3,300
Other Services			
<b>Fines and forfeits</b>			
Municipal Court	180,750	215,875	244,080
<b>Interest on investments</b>			
Interest Income	25,000	32,000	30,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	5,500	1,500	4,000
<b>Miscellaneous</b>			
Miscellaneous Income	440,100	436,100	369,525
Lease Proceeds			
Rentals	22,400	16,075	15,600
Other Financing Sources	1,879,320	1,260,935	1,213,150
<b>Total General Fund</b>	<b>\$ 21,640,105</b>	<b>\$ 22,391,390</b>	<b>\$ 23,667,620</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Revenues Other Than Property Taxes (Schedule C-page 2)

<b>CITY OF COTTONWOOD - FINAL</b>			
<b>Revenues Other Than Property Taxes</b>			
<b>Fiscal Year 2020</b>			
<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2019</b>	<b>ACTUAL REVENUES* 2019</b>	<b>ESTIMATED REVENUES 2020</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>HIGHWAY USER REVENUE FUNDS</b>			
Fuel Tax	\$ 1,005,475	\$ 1,025,500	1,187,110
Additional Sales Tax	646,110	820,640	1,317,520
Federal Grants			
State Grants			
Other Income	120,000	12,600	10,000
<b>Total Street Maintenance &amp; Construction</b>	<b>\$ 1,771,585</b>	<b>\$ 1,858,740</b>	<b>\$ 2,514,630</b>
<b>COTTONWOOD AREA TRANSIT SYSTEM</b>			
<b>Intergovernmental</b>			
State Grant	\$ 1,044,510	1,135,770	1,295,425
City Sales Tax		383,900	378,970
Other Entitles	196,350	223,500	499,980
<b>Charges for services</b>			
Fare Box	\$ 191,500	206,780	210,000
<b>Miscellaneous</b>			
Other Income	\$ 14,900	28,850	28,850
<b>Total Cottonwood Area Transit System</b>	<b>\$ 1,447,260</b>	<b>\$ 1,978,800</b>	<b>\$ 2,413,225</b>
<b>LIBRARY FUND</b>			
<b>Intergovernmental</b>			
County Library	\$ 157,760	158,655	158,600
<b>Charges for services</b>			
Collection Income	\$ 18,000	21,000	21,000
<b>Interest on Investment</b>			
Interest Income	\$ 45	40	40
<b>Miscellaneous</b>			
Other Income (Including grants)	\$ -	4,000	35,000
<b>Total Library Fund</b>	<b>\$ 175,805</b>	<b>\$ 183,695</b>	<b>\$ 214,640</b>
<b>CEMETERY</b>			
<b>Charges for services</b>			
Sale of Grave Liners	\$ 300	350	300
<b>Uses of monies &amp; properties</b>			
Other Income	400	200	200
<b>Total Cemetery</b>	<b>\$ 700</b>	<b>\$ 550</b>	<b>\$ 500</b>
<b>AIRPORT</b>			
<b>Intergovernmental</b>			
Federal Grants	252,235	96,520	400,665
<b>Charges for services</b>			
Fuel Sales & Oil Sales	\$ 260,020	157,345	
<b>Uses of monies &amp; properties</b>			
Rental & Leases	\$ 116,700	99,655	100,600
Other Income	12,525	4,740	19,670
<b>Total Airport Authority</b>	<b>\$ 641,480</b>	<b>\$ 358,260</b>	<b>\$ 520,935</b>
<b>OTHER GRANTS</b>			
Intergovernmental Revenues	\$ 944,610	64,500	2,087,350
<b>Total Other Grants Fund</b>	<b>\$ 944,610</b>	<b>\$ 64,500</b>	<b>\$ 2,087,350</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANTS</b>			
<b>Intergovernmental</b>			
Federal Grants	\$ -		330,000
Other Entitles	-		-
<b>Total Community Development Block Grants</b>	<b>\$ -</b>		<b>330,000</b>
<b>Total Special Revenue Funds</b>	<b>\$ 4,981,440</b>	<b>\$ 1,358,925</b>	<b>\$ 8,081,280</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Revenues Other than Property Taxes (Schedule C-page 3)

<b>CITY OF COTTONWOOD - FINAL</b>			
<b>Revenues Other Than Property Taxes</b>			
<b>Fiscal Year 2020</b>			
<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2019</b>	<b>ACTUAL REVENUES* 2019</b>	<b>ESTIMATED REVENUES 2020</b>
<b>Fiduciary Funds</b>			
<b>EXPENDABLE TRUST FUNDS</b>			
Health & Benefits Trust Fund	\$ 100	400	400
Alternative Pension Fund	40,000	28,000	40,000
<b>Total Expendable Trust Funds</b>	<b>\$ 40,100</b>	<b>\$ 28,400</b>	<b>\$ 40,400</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Local Taxes</b>			
City Sales Tax	\$ 1,644,415	\$ 1,645,220	1,640,115
<b>Charges for services</b>			
Water User Fees - Debt Service	\$ -	\$ -	-
<b>Interest</b>			
Interest Income	\$ 290	\$ 650	650
<b>Total Debt Service Funds</b>	<b>\$ 1,644,705</b>	<b>\$ 1,645,870</b>	<b>\$ 1,640,765</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Intergovernmental</b>			
Federal Grants	\$ -	-	-
State Grants	-	-	-
County Revenue	-	-	143,000
City Sales Tax	-	-	-
<b>Miscellaneous</b>			
Other Income	\$ -	\$ -	-
Interest Income	1,500	1,000	1,000
<b>Total Capital Projects Funds</b>	<b>\$ 1,500</b>	<b>\$ 1,000</b>	<b>\$ 144,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>WASTEWATER</b>			
City Sales Tax	\$ -	-	-
User Fees	2,374,600	2,546,805	2,580,605
Interest Income	7,000	8,000	8,000
Other Financing Sources	-	-	-
Other Income	303,380	328,840	311,040
<b>Total Wastewater Enterprise</b>	<b>\$ 2,684,980</b>	<b>\$ 2,883,645</b>	<b>\$ 2,899,645</b>
<b>WATER</b>			
City Sales Tax	\$ -	-	-
User Fees	7,569,000	7,386,465	7,404,100
Interest Income	88,350	150,180	149,480
Clarkdale Reimbursements	-	-	-
Other Income	615,540	640,185	640,765
<b>Total Water Enterprise</b>	<b>\$ 8,272,890</b>	<b>\$ 8,176,830</b>	<b>\$ 8,194,345</b>
<b>Total Enterprise Funds</b>	<b>\$ 10,957,870</b>	<b>\$ 11,060,475</b>	<b>\$ 11,093,990</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 39,265,720</b>	<b>\$ 36,486,060</b>	<b>\$ 44,668,055</b>
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			





Full-time Employees and Personnel Compensation (Schedule G)

CITY OF COTTONWOOD - FINAL Full-Time Employees and Personnel Compensation Fiscal Year 2020						
FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
GENERAL FUND	150	\$ 10,711,275	\$ 2,470,940	\$ 2,306,265	\$ 661,625	\$ 16,150,105
SPECIAL REVENUE FUNDS						
Highway User Revenue fund -HURF	5	\$ 192,850	\$ 23,230	\$ 94,100	\$ 14,665	\$ 324,845
Cottonwood Area Transit - CAT/Lum	18	\$ 938,470	\$ 81,280	\$ 270,865	\$ 65,120	\$ 1,355,735
Library	9	\$ 446,850	\$ 49,665	\$ 115,135	\$ 34,180	\$ 644,830
<b>Total Special Revenue Funds</b>	<b>32</b>	<b>\$ 1,578,170</b>	<b>\$ 153,175</b>	<b>\$ 480,100</b>	<b>\$ 113,965</b>	<b>\$ 2,325,410</b>
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	\$
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
		\$	\$	\$	\$	\$
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$
PERMANENT FUNDS						
		\$	\$	\$	\$	\$
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Wastewater Treatment	10	\$ 535,515	\$ 64,640	\$ 149,845	\$ 40,830	\$ 790,830
Water System Operations	20	\$ 1,068,530	\$ 132,430	\$ 319,865	\$ 83,660	\$ 1,604,575
<b>Total Enterprise Funds</b>	<b>30</b>	<b>\$ 1,604,045</b>	<b>\$ 197,070</b>	<b>\$ 469,710</b>	<b>\$ 124,490</b>	<b>\$ 2,425,505</b>
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
<b>Total Internal Service Fund</b>		\$	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	<b>212</b>	<b>\$ 13,823,490</b>	<b>\$ 2,821,185</b>	<b>\$ 3,256,265</b>	<b>\$ 900,080</b>	<b>\$ 20,801,020</b>

Official City/Towns Budget Forms

SCHEDULE G

4/19 Arizona Auditor General's Office

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## A

### **Action Zone Grant**

A program within the CDBG program funding neighborhood improvements as identified by a steering committee made up of selected community representatives. This program is administrated by the Arizona Department of Commerce.

### **Alternative Expenditure Limitation**

A voter approved alternative to the state imposed annual expenditure limitation. The alternative to the state limitation is effective for a four year period. It allows local government to establish its own spending cap each year.

### **Appropriation**

A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration as to when it may be expended.

### **Arizona Department of Transportation (ADOT)**

A State of Arizona agency responsible for the administration of state highways, transportation and aeronautics. ADOT administrates and funds various road, transit and airport grants.

### **Arizona Revised Statutes**

Laws governing the State of Arizona as amended by the state legislature.

## B

### **Base Budget**

Cost of continuing the existing levels of service in the current budget year.

### **Bonds**

A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds, which are most commonly used for construction of large capital projects such as buildings, streets and sewers.

### **Budget**

A plan of financial operation representing an estimate of Final expenditures and the Final means of financing them for a given period. This official public document reflects decisions, measures service needs, and establishes the allocation of resources. It is the pecuniary plan for achieving goals and objectives.

### **Budget Calendar**

The schedule of key dates or events which the city follows in the preparation, adoption, and administration of the budget.

## C

### **Capital Outlay**

Expenditures resulting in the acquisition of or addition to the government's general fixed assets. These assets generally have a useful life of more than one year.

### **Capital Projects Fund**

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and fiduciary funds).

### **Classification Plan**

Employee positions which are authorized in the Final budget to be filled during the year.

### **Community Development Block Grant (CDBG)**

A grant program administrated through the state's Department of Commerce focusing on neighborhood rehabilitation and other community based needs.

**Community Oriented Policing Services (COPS)**

A federal grant funding new police officer positions focused on community based policing.

**Comprehensive Annual Financial Report (CAFR)**

The official annual audited financial report of the City.

**Consumer Price Index (CPI)**

A statistical description of price levels provided by the U.S. Department of Labor. This index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services**

Professional, technical or maintenance expertise, typically purchased from external sources.

**Cost-of-Living Adjustment (COLA)**

An increase in salaries to offset the adverse effect of inflation on compensation.

**Cottonwood Area Transit (CAT)**

The local public transportation system which receives its funding through contributions from the Town of Clarkdale, Yavapai County, user fares, and the ADOT transit division.

**D**

**Debt**

An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debts include bonds, loans, time warrants and notes.

**Debt Service**

The long-term payment of principal and interest on borrowed funds.

**Debt Service Fund**

A fund organized to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

**Deficit**

The excess of an entity's liabilities over its assets, or the excess of expenditures or expenses over revenues during a single accounting period.

**Department**

The basic organizational unit of government which is functionally unique in its delivery of services.

**Department of Commerce**

An agency of the state responsible for the administration of grants and other programs relating to neighborhood improvements, business development, and the promotion of tourism.

**Designated Reserves**

Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

**Drug Awareness Resistance Education (DARE)**

A national program designed to provide drug and alcohol education to youth.

## E

### **Employee Benefit Trust Fund**

This fund accounts for the City's partially self-funded health and accident insurance program for the City's employees and their dependents.

### **Enterprise Fund**

A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees.

### **Expendable Trust Fund**

A trust fund whose resources, including both principal and earnings, may be expended.

### **Expenditure**

Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

## F

### **Farmers Home Administration (FmHA)**

An agency of the federal government within the Department of Agriculture which provides low interest loans to governmental and/or private agencies or individuals for qualifying capital improvements.

### **Federal Aviation Administration (FAA)**

An agency of the federal government with oversight responsibility for airports in the country.

### **Fiduciary Funds**

Funds used to account for assets held by a government unit in a trustee capacity (i.e., Alternative Pension and Benefits Plan Fund and Employee Benefit Trust Fund).

### **Fines & Forfeitures**

Income received through the assessments of fines and penalties through the Municipal Court.

### **Fiscal Year**

A time period designated by the City signifying the beginning and ending date for recording financial transactions. The City of Cottonwood has a fiscal year beginning July 1 and ending June 30.

### **Franchise Fee**

A fee paid by a public service business for the special privilege to use city streets, alleys and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, water, natural gas, and cable

### **Full-time Equivalent (FTE) Position**

An FTE of 1.0 is equivalent to a full-time employee. A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

### **Fund**

An accounting entity that has a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitations.

### **Fund Balance**

Fund balance is the excess of assets over liabilities of governmental and fiduciary funds.

## G

### **General Fund**

The operating fund established to account for resources and uses of general operating functions of City departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

### **Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards and guidelines for financial accounting and reporting.

### **General Obligation Bonds**

Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the city. Limitations for bonding capacity are set by State Statute.

### **Governmental Funds**

Funds used to account for the acquisition, use and balances of expendable financial resources and related current liabilities, except those accounted for in proprietary funds and fiduciary funds (i.e., General Fund, Special Revenue Fund, Debt Service Fund, and Capital Projects Fund).

### **Governor's Alliance Against Drugs (GAAD)**

A division of the state's governor's office funding grants providing alternative activities for youth at risk for drug and alcohol abuse.

### **Grant**

Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity or facility.

### **Greater Arizona Development Authority (GADA)**

Created by the Arizona State Legislature to assist local and tribal governments as well as special districts with the development of public infrastructure. Housed in the Arizona Department of Commerce, this \$20 million bond authority leverages funding for infrastructure projects and aims to help accelerate project development and lower costs of financing.

## H

### **Heritage Fund**

A state grant program funded through lottery proceeds (LTAF funds) dedicated to open space and park improvements.

## I

### **Indirect Cost**

A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.

### **Infrastructure**

The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

### **Insurance Service Organization (ISO)**

A national program designed by the insurance industry to review and evaluate a community's ability to suppress fires.

### **Intergovernmental Revenue**

Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

### **Internal Service Fund**

A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

## L

### **Line-item Budget**

A budget prepared along departmental lines that focuses on what is to be bought.

### **Local Transportation Assistance Fund (LTAF)**

A state fund established and funded by lottery proceeds to provide grants for local transit systems, parks and other open space needs, and street maintenance and improvements.

### **Long-term Debt**

Debt with a maturity of more than one year after the date of issuance.

## M

### **Municipal Property Corporation**

A component unit of the City established for the purposes of providing funding for capital projects which directly benefit the city.

## O

### **Objective**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

### **Obligations**

Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

### **Operating Budget**

Plan of current expenditures and the prepared means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

### **Operating Expenses**

The cost for personnel, materials and equipment required for a department to function.

### **Operating Revenue**

Funds that the government receives as income to pay for ongoing operations. They include such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

## P

### **Pension Plan Fund**

A trust fund used to account for the volunteer firefighters retirement fund. This fund uses the accrual basis of accounting and has a capital maintenance measurement focus.

### **Proprietary Funds**

Funds used to account for a government's ongoing activities that are similar to those often found in the private sector (i.e., Water & Wastewater Enterprise Funds).

### **Public Hearing**

A hearing held each year prior to the adoption of the Final budget publically advertised to promote public input into the annual budget process

## **R**

### **Reserve**

An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

### **Resolution**

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

### **Resources**

Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

### **Revenue**

Sources of income financing the operations of government.

### **Revenue Bonds**

Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

### **Rural Economic Development Initiative (REDI)**

A state certification of a community by the Arizona Department of Commerce for its readiness for economic development.

## **S**

### **Service Level**

Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

### **Special Revenue Fund**

A fund used to finance distinct activities and created out of receipts of specific revenues.

## **U**

### **Unreserved Fund Balance**

Undesignated monies available for appropriations.

**A**

AAED	Arizona Association for Economic Development
ACA	Arizona Commerce Authority
ACA	Affordable Care Act
ACAP	AZ Court Automation Project
ACIP	Airport Capital Improvement Plan
ACJC	Arizona Criminal Justice Commission
ACJIS	Arizona Criminal Justice Information System
ADA	American with Disabilities Act
ADOSH	AZ Division of Occupational Safety & Health
ADOT	Arizona Department of Transportation
ADS	Animal Disaster Services
ADWR	Arizona Department of Water Resources
AFG	Assistance to Firefighters Grant
AFIS	Automated Fingerprint Identification System
AG	Agriculture
AIP	Airport Improvements Project
ALF	American LaFrance
ALP	Airport Layout Plan
AMRRP	Arizona Municipal Risk Retention Pool
AOC	Administrative Office of the Court
ANS	American National Standards (ANS)
APCO	Association of Public Safety Communications Officials
APEHP	Arizona Public Employers Health Pool
APP	Aquifer Projection Permit
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASL	American Sign Language
ASRS	Arizona State Retirement System
AV	Audio Visual
AVL	Automatic Vehicle Locator
AWOS	Automatic Weather Observation Station
AZ	Arizona
AZDEQ	AZ Department of Environmental Quality
AZPac	Arizona Public Access Computers

**B**

BAC	Business Assistance Center
BOD	Biological Oxygen Demand
BTOP	Broadband Technology Opportunities Program

**C**

CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAT	Cottonwood Area Transit
CCR	Cardio Cerebral Resuscitation
CD	Certificates of Deposit
CDBG	Community Development Block Grant
CEDC	Cottonwood Economic Development Council
CENS	Community Emergency Notification System
CFM	Cottonwood Fire & Medical Services Department
CIP	Capital Improvement Plan

CJEF	Criminal Justice Enhancement Fund
CM	City Manager
COC	Chamber of Commerce
COI	Certificate of Insurance
COJET	Committee on Judicial Education and Training
COLA	Cost of Living Adjustment
COP	Citizens on Patrol
COPS	Community Oriented Policing Services
CP	Community Paramedicine
CPI	Consumer Price Index
CPR	Cardiac Pulmonary Resuscitation
CPS	Child Passenger Safety
CPSCC	Cottonwood Public Safety Communications Center
CPST	Child Passenger Safety Technician
CWRF	Clean Water Revolving Fund

**D**

DARE	Drug Awareness Resistance Education
DEA	Drug Enforcement Agency
DES	Department of Economic Security
DNS	Domain Name Services
DOHS	Department of Homeland Security
DPS	Department of Public Safety
DUI	Driving Under the Influence
DVP	Delivery vs. Payment
DWRF	Drinking Water Revolving Fund

**E**

ED	Economic Development
EDA	Economic Development Administration
EDMS	Electronic Document Management Scanning
EEOC	Equal Employment Opportunity Compliance
EFD	Emergency Fire Dispatcher
EMD	Emergency Medical Dispatcher
EMMA	Electronic Municipal Market Access
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ENP	Emergency Number Professional
EPD	Emergency Police Dispatcher
ETA	Estimated Time of Arrival

**F**

FAA	Federal Aviation Administration
FARE	Fines/Fees and Restitution Enforcement
FBO	Fixed Base Operations
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map
FLSA	Fair Labor Standards Act
FmHA	Farmers Home Administration
FSA	Flexible Spending Account
FTE	Full-time Equivalent
FY	Fiscal Year

**G**

GAAD	Governor's Alliance Against Drugs
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIMP	GNU Image Manipulation Program (Image Editing)
GM	General Manager
GO Bond	General Obligation Bond
GOHS	Governor's Office of Highway Safety

**H**

HDHP	High Deductible Health Plan
HELP	Highway Expansion and Extension Loan Program
HHS	U.S. Department of Health and Human Services
HIPAA	Health Insurance Portability & Accountability Act
HR	Human Resources
HSA	Health Savings Account
HSIP	Highway Safety Improvement Program
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation and Air Conditioning

**I**

ICC	International Code Council
ID	Identification
IFR	Instrument Flight Rules
IGA	Intergovernmental Agreement
ILMS	Institute of Museum and Library Services
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency Act

**J**

JCEF	Judicial Collection Enhancement Fund
JPA	Joint Powers Agreement

**L**

LDH	LDH - Large Diameter Hose
LED	LED - Light Emitting Diode
LGIP	Local Government Investment Pool
LLBG	LLBG - Local Law Enforcement Block Grant
LOMr	Letter of Map Revision
LSTA	LSTA - Library Services and Technology Act
LTAF	LTAF - Local Transportation Assistance Fund

**M**

M & O	Maintenance & Operations
MATForce	Methamphetamine Task Force
MDC	Mobil Data Communication
MDT	Mobile Data Terminal
MPC	Municipal Property Corporation
MRAP	Mine Resistant Ambush Protected Vehicle
MUHS	Mingus Union High School
MV	Motor Vehicle
MVD	Motor Vehicle Division

**N**

NACOG	Northern Arizona Council of Governments
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMWUA	Northern Arizona Municipal Water Users Association
NAU	Northern Arizona University
NCIC	National Crime Information Center
NCMEC	National Center for Missing and Exploited Children
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NRCD	Natural Resource Conservation District
NRMSIR	Nationally Recognized Municipal Securities Information Repository

**O**

OFA	Object Free Area
OSC	Orders to Show Cause
OSHA	Occupational Safety and Health Administration
OTA	Old Town Association

**P**

P & Z	Planning and Zoning
PANT	Prescott Area Narcotics Taskforce
PAPI	Precision Approach Path Indicator
PARD	Parks and Recreation Department
PC	Personal Computer
PD	Police Department
PHI	Protected Health Information
PHSG	Peacock, Hislop, Staley & Givens, Inc.
PPV	Positive Pressure Ventilation
PRIMA	Public Risk Management Association
PS	Public Safety
PSA	Public Securities Association
PSAP	Public Safety Answering Point
PSPRS	Public Safety Personnel Retirement System
PW	Public Works

**R**

REDI	Rural Economic Development Initiative
RF	Riverfront
RFP	Request for Proposal
RFQ	Request for Qualifications
RICO Act	Racketeer Influenced and Corrupt Organizations Act
RMS	Records Management System
RRFB	Rectangular Rapid-Flashing Beacon
RWRF	Riverfront Water Reclamation Facility

**S**

SAFER	Staffing for Adequate Fire Emergency Response
SARMC	Safety Awareness and Risk Management Committee
SCBA	Self Contained Breathing Apparatus
SciTech	Science and Technical features.

SDS	Safety Data Sheets
SHPO	State Historical Preservation Office
SIP	Session Initiation Protocol
SLIM	Specialty and Light Manufacturing Association of Yavapai County
SR	State Route
SRO	School Resource Officer
SSRT	Super Secret Response Team
STEAM	Science, Technology, Engineering, Arts, Math
STEP	Supervisor Training and Education Program
SVCS	Services
SWAT	Strategic Weapons Attack Team

**T**

TES	Tavasci Elementary School
TIA	Traffic Impact Analysis
TIP	Trauma Intervention Program
TLC	Teen Library Council
TPT	Transaction Privilege Tax
TSS	Total Suspended Solids

**U**

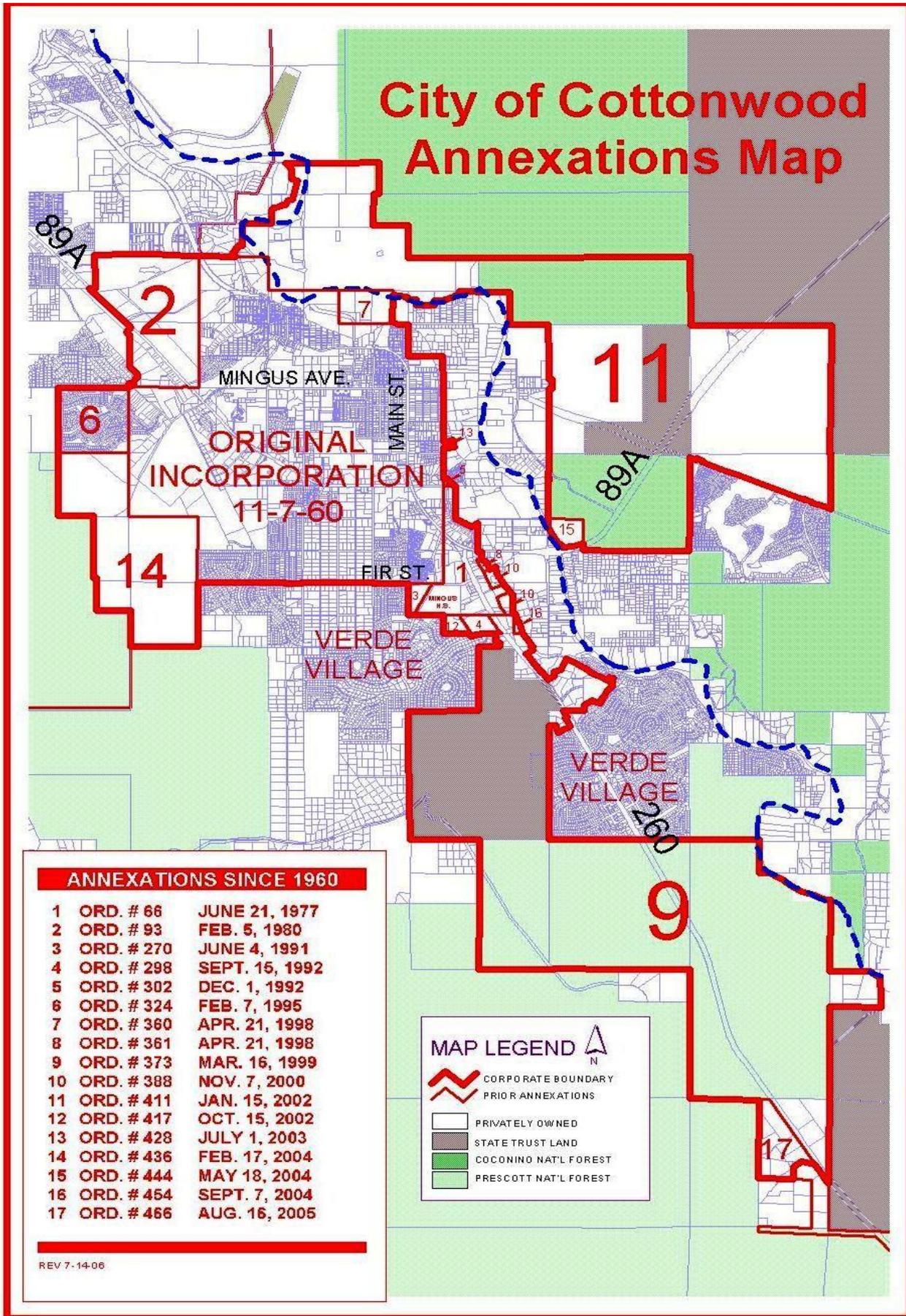
UAS	Unmanned Aircraft System
UNICOM	Universal Communication
US	United States
USDA	United States Department of Agriculture
USEPA	United States Environmental Protection Agency
USF	Underground Storage Facility
UV	Ultraviolet

**V**

VCTC	Verde Consolidated Therapeutic Court
VFW	Veterans of Foreign Wars
VoIP	Voice over Internet Protocol
VOMP	Victim Offender Mediation Program
VPN	Virtual Private Network
VV	Verde Valley
VVAC	Verde Valley Ambulance Company
VVAC	Verde Valley Arts Council
VVEBP	Verde Valley Employee Benefits Pool
VVREDC	Verde Valley Regional Economic Development Committee
VVREO	Verde Valley Regional Economic Organization
VVTPO	Verde Valley Transportation Planning Organization
VVWC	Verde Valley Wine Consortium

**W**

WC	Workers' Compensation
WIFA	Water Infrastructure Finance Authority
WMA	Wastewater Management Authority
WOM	Walkin' on Main
WSUS	Windows Server Update Services
WWTP	Wastewater Treatment Plant





# City of Cottonwood • Arizona

## Budget FY 2020

Inspiring a Vibrant Community



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