



COTTONWOOD ANNUAL BUDGET

Fiscal Year 2024-2025

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BUDGET DOCUMENT OVERVIEW

BUDGET FISCAL YEAR 2024-2025

This Budget Document 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 summary contains six key sections:

1. City Manager's Transmittal to City Council

In this section, the budget document is introduced to the Mayor and City Council by the City Manager.

2. Executive Summary

This summary is a narrative of the current financial outlook for the City of Cottonwood by fund as well as a narrative of employees and benefits, and capital for the upcoming budget. This section includes the City's budget and Investment policies.

3. Our Strategic Plan

The strategic plan is an overview of projected five-year capital needs requested by department heads for future development and projected five-year operational revenues and expenditures.

4. Description and Background History of Major Revenue Sources

This section shows an overview of the major revenue sources for the City of Cottonwood represented by narratives, graphs, values.

5. Comprehensive Summary

The comprehensive summary includes all estimated revenues and expenses, and it shows total expenditures and net income (loss) for all funds. This section contains 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.

6. Financial Information

This section presents estimated revenues and expenditures by fund and broken down in six major fund types. Each fund type will show a consolidation of projected revenues and expenses of all departments and functions whose accounts are part of the fund, reflected in the total of each fund's revenue and expense summary, and eventually in the Comprehensive Summary.

Included in this section are:

- General Fund: General Government, Culture and Recreation, and Public Safety
- Special Revenue Funds: Highway User Revenue Fund, and the Transit, Library, Cemetery, Airport, and Grants Funds
- Debt Service Fund
- Capital Improvements Fund
- Enterprise/Proprietary Funds: Water and Wastewater Systems
- Fiduciary Funds: Alternative Pension and Benefits Plan Fund (for Fire Fighters) and Employee Benefit Trust Fund.

For every department in each fund type, additional specific information is provided that addresses:

- The department's general description, previous budget year's accomplishments, and the goals for the upcoming budget year
- Performance Indicators, where applicable
- Summaries of revenues and expenditures, including personnel expenditures and capital purchases, where applicable
- Detailed supplemental information on expenditures and capital purchases, where applicable.

7. Supplementary Information (Appendices)

This information covers revenue and expense schedules/tables, budget adoption resolution, glossary, and abbreviations/initialisms.

CITY MANAGER'S TRANSMITTAL TO CITY COUNCIL

BUDGET FISCAL YEAR 2024-2025



To the City Council

It is my pleasure to present to the Honorable Mayor and City Council the FY 2025 Final Budget for your review. This budget reflects our commitment to maintaining quality services to our citizens with a focus on our strategic plan implementation for FY 2025, being a leader in commerce in the Verde Valley and inspiring a vibrant community.

The City's two-year strategic plan for 2023-2025 contains the following five areas of focus:

- Building quality of life through sustainable growth and development
- Lead with environmental stewardship
- Prioritize our infrastructure
- Furthering financial accountability and transparency
- Initiate and maintain opportunities for collaboration, education, communication, and legislative advocacy.

As we move into the second year of the strategic plan, the City's goals will continue to evolve and grow to make sure that Cottonwood citizens can benefit from the thoughts and ideas that the Cottonwood City Council developed in the strategic plan. Staff and council have worked studiously on this budget over the past several months to allocate resources to meet the plan's goals.

Staff has worked with diligence to make sure that the council's goals are part of not only the capital plan but also of all operational budgets. By creating and proposing projects and programs to implement the strategic plan in FY 2025, staff has accomplished many of the goals set forth in it. The FY 2025 budget shows growth in several areas that highlight our commitment to the strategic plan. The planning for and construction of a roundabout at the crossing of 10th Street and Main Street, and the road rehabilitation of Main Street from Walgreens to Clarkdale town limits prioritize our infrastructure. The Tourism & Economic Development department is implementing a new marketing plan to promote tourism while keeping the City's small-town atmosphere and promoting smart growth. The Finance Department plans to update financial policies to promote transparency. Many other anticipated projects show that staff and council want to make Cottonwood a vibrant community.

One of the main goals for FY 2025 will be the development of a new five-year strategic plan that staff and council can work toward implementing and modifying annually as needed. Included in this new strategic plan will be a guide to implementation and direction on how to set goals to accomplish the strategic plan. The City's current FY 2025 Goals were developed with department heads to insure completion and allow departments to measure their success.

THE BUDGET DEVELOPMENT

Several budget work sessions with directors and managers have taken place during the budget process in order to review, in detail, their departmental staffing, programs, and planned project expenditures.

The City has faced some unprecedented challenges and economic growth during the last several budget cycles. Increases in revenue for FY 2024 are anticipated to end around 3%. This anticipated growth is based on historical growth rates and by looking at current revenue collections as well. On average, growth has been at least 3% for the last 13 budget cycles, and the City is budgeting an additional 3% increase for FY 2025 over that of FY 2024. Although the City is projecting overall increases of 3% for all tax categories for FY 2025, a state-mandated removal of residential rental tax, which will go into effect January 2025, will cause the City to lose \$300,000 dollars in revenue collections in FY 2025 and over \$600,000 in collections in future years. These types of bills and mandates, made at the state level, can cause havoc to a city or town budget, and their impact will need to be monitored for future years revenue projections.

Increased carryover revenues, added to the reserves of the last three fiscal years, will allow the City to invest in infrastructure (roads, sidewalks, parks, and the like), employees, community services, and strengthening reserves in the future. The booming economy and record-breaking tax collections had the side effects of contributing to an inflation rate of 8% to 10% and increasing City-wide costs.

The City continues to be fiscally conservative in that its reoccurring expenses are less than its reoccurring revenues. If there is a slow-down in the economy in the next few years, the City strives to be well positioned for that in order to weather occurring hardships.

This year's total approved expenditures budget is \$140,243,961. This amount comprises all estimated reserves, potential grants, and financing options. This is in comparison to last fiscal year's revised budget of \$110,462,081 that did not contain general fund reserves or grants that did not come to fruition. Some of the items that attribute to the difference with last year's budget are the reallocation of resources for continuing projects and new projects that were requested to be included in the FY 2025 budget. The budget process includes three steps, the proposed budget, the tentative budget and the final budget that is adopted and approved by Council and sets the City's annual budget expenditure limitation. The proposed budget total allocation was \$ 140,289,906 the approved budget was lowered by \$45,945 due to an increase in the prior year expenditures and a reduction of the FY 2025 reserves.

The Local Economy

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

The City of Cottonwood continues to rely on its main revenue source of Transaction Privilege Tax (TPT), commonly known as sales tax. These revenues can be unpredictable at times. Listed below are some of the foremost issues addressed within this fiscal year 2025 budget.

After years of declining or slow growing revenues, the City has started to see revenue growth of more than 10%. The increase in the TPT rate of .5% in fiscal year 2019 is a key factor in keeping the main revenue source for Cottonwood growing and reserves increasing. This is an improvement from prior years' low growth, and this tax assists the City in following the council's directive of growing reserves. The local economy and inflation are still the single largest challenges that the City of Cottonwood is facing when budgeting.

Economic Development

Cottonwood is open for business! The council's strategic plan directives and guiding principles, noted in "Our Strategic Planning & Initiatives" section as well as in the Strategic Plan document, truly emphasize the leadership's direction for managed economic growth and development.

In FY 2022, a local housing development and one planned development along with State Trust Land and Federal Lands were annexed. Through this annexation 11 square miles were added to Cottonwood city proper, providing for future population growth opportunities. A small section of land near the Verde River was annexed in FY 2023. In the future, potential annexations will be researched and pursued as they arise.

Taxes

The City of Cottonwood has prided itself on managing its affairs through local Transaction Privilege Tax (TPT), or sales tax. Cottonwood does not collect a property tax for services and continues to rely heavily on the sales tax. As a main revenue source, this tax at the mercy of the economy and therefore prone to fluctuations. The city council passed an .8% sales tax increase that took effect in November 2008 and a .5% increase in November 2018 (FY 2019) to counter the increasing cost of doing business. These tax increases brought the total Cottonwood local sales tax rate to 3.5%. Along with cost cutting measures, the tax increases have helped Cottonwood stay fiscally sound, but the State Legislature continues to create obstacles by implementing tax cuts and creating legislation that changes the local tax laws and what cities and towns are allowed to tax. In FY 2025 the State voted to remove residential rental tax from the taxable items for Cities and Towns and every Legislative cycle Cottonwood must remain engaged with the State to make sure other types of taxes are not removed from the tax code.

Reserves

The city council has directed staff to work on increasing reserves, funding street projects, and focusing on the City's overall financial future. As part of the .5% sales tax increase in FY 2019, the council directed that 85% of the increase be set aside for reserves or capital projects.

In accordance with the council's direction for its reserves, a total of \$26,201,577 in general fund reserves shows in the FY 2025 budget. This is a \$7,199,216 increase over the FY 2024 reserves of \$19,002,361. The council reserves in the budget include a restricted reserve of \$8,390,365 that is 25% of last year's on-going revenues, a \$1,000,000 capital reserve that allows for savings for future capital, a \$14,500,577 of undesignated reserve that can be allocated by council directive, and several other small reserves to allow the City to fund programs and projects in future years.

Projects

There are several projects budgeted for FY 2025. The funding for these projects is in part possible because of the savings from spending conservatively and having kept expenses low in the fiscal years 2020, 2021, and 2022.

Furthermore, the budget includes money for a Pavement Assessment Program and parking lot assessments for the Public Safety Building and Riverfront Park, and \$150,000 for ongoing sidewalk improvements. Funding has also been budgeted for finishing the design and beginning the work on the pavement of Main Street from the SR 89A intersection to the Clarkdale town limits, for the design of the Riverfront Park green space, the design of a new Cottonwood Municipal Center, and for several other projects.

In the Enterprise Funds, projects include replacing arsenic equipment, upgrading meters on several routes, and much needed repairs to the Mingus Wastewater Treatment Plant.

New Equipment

To name a few of the equipment purchases for the upcoming budget year: carryover funds in the General Fund for an additional fire truck to replace an older unit, several lease vehicles for various departments, a mini excavator for the Building and Maintenance Department, HVAC replacements for several buildings, playground equipment at Riverfront Park, and buses for the Transit program.

Airport Fund

The Airport Fund shows a significant increase meant for the addition of a new full-time position at the airport to assist with maintenance and operations. This position is entirely funded out of the Airport Fund. There are several transfers out to the Grants Fund as a match for the grants for airport related projects. Funding is available for FY 2025 for the Taxiway A design and rehabilitation, windsocks, segmented circle relocation, and for several other federal and state grant funded projects.

Grants Fund

The Community Development Block Grant (CDBG) allocation in FY 2023 was budgeted for Habitat for Humanity housing development to be expensed in FY 2025. Small grants are budgeted in the individual departments, and Transit Grant funding by the Arizona Department of Transportation (ADOT) is allocated in the Transit budget.

Outside Agency Grant Funding Program

Council direction, as part of the strategic plan, is to support non-profit organizations in the area. This Outside Agency Grant Funding program is funded at \$180,000 for FY 2025. This program assists local non-profit organizations that submit a grant application for funds. The monies are awarded based on criteria that meet the Strategic Plan. Solicitation for this program will be published at the end of FY 2024 with grant awards starting in FY 2025. During this budget cycle, the Council elected to fund the Verde Valley Senior Center \$110,000 as a line item in the council budget, freeing up the \$180,000 of the Outside Agency Grant Funding left over to be appropriated for the remaining applicants of the grant funding.

State Shared Revenues

These revenue sources are always of concern to municipalities because of the state's history of trying to reallocate the funds for state purposes. The League of Arizona Cities and Towns calculates the anticipated State Sales Tax and provides those estimates annually in March for the upcoming budget year.

For fiscal year 2023 and moving forward, the state lowered the State Income Tax percentages for residents of Arizona. The effect of this will be a decrease of the amount of Urban Revenue Share that the State collects and allocates to Arizona cities and towns in FY 2025 and beyond. The League of Arizona Cities and Towns worked with the State to get an increase in the percentages allocated to cities to allow them to reserve funds for future years to help offset a future decrease in Urban Revenue Share allocations.

State Shared Sales Tax is anticipated to increase by 2.2% over the for FY 2024 estimated budget figure of \$1,930,835 and generate an estimated total of \$1,974,780 in FY 2025. Urban Revenue Share is projected to be \$2,779,650 in FY 2025, which is a 18.9% decrease over FY 2024. Both revenues are projected by the Arizona Department of Revenue.

General Staffing and Compensation

The need for services continues to increase with city growth and citizen engagement. Most departments keep providing the necessary basic coverage with few enhancements.

For FY 2025, a 3.2% Cost of Living Adjustment (COLA) was funded and the salary range scale was moved up by 3.2%, equal to the 2024 Social Security Administration's annual COLA. The City plans on matching that rate moving forward if funding is available. The Longevity Program is not budgeted for FY 2025. The City is funding a wage increase program with an increase of \$2,080 annually for FY 2025, based on performance evaluation criteria. The City of Cottonwood is doing everything it can to recruit qualified staff and keep its valuable employees. A compensation study was completed in FY 2023 and implemented at the beginning of FY 2024 that included the reclassification of some positions, based on the study findings.

The goal, annually, is to ensure that the City's total compensation package does not outgrow its recurring revenues. For FY 2025, the anticipated increase in sales tax revenue is 3%, but inflation in Arizona is at the moment hovering around 9%. The current budgeted COLA and merit for employees will increase by an average of 4% to 5%.

Cottonwood Recreation Center

The multigenerational Cottonwood Recreation Center was completed in February 2010 and opened on May 1, 2010. The facility's operation was anticipated to have a 70% cost recovery ratio. However, achieving this goal has proven to be quite a challenge. During FY 2020, changes were implemented that potentially would help the Recreation Center attain a ratio of at least 70% with the hope of actually having a cost recovery of 75%. To counter rising costs and improve the recovery ratio, the City has eliminated many of the offered discounts and restructured the management portion of the operations. The center's staff will continue to examine additional options to increase revenues and reduce costs in the future.

Capital Infrastructure Planning

The City has struggled with capital planning over the last several years due to funding issues, the economy, and the need to fund services. The current economic outlook allows for the City to increase its investment in capital and infrastructure.

In FY 2019, the City Council designated a portion of a .5% sales tax increase to be allocated toward Capital Improvements. As these reserves are being built up, the City will plan projects based on the available resources.

Cost-saving measures and increased revenues will allow the City to reserve additional amounts for the Capital Improvements Plan (CIP) Fund to finance future capital needs. The additional amount that will be funded in FY 2025 is over \$800k, which brings the total allocation for the CIP fund to over \$2.8M for FY 2025.

Water Department

With the growth in the Verde Valley region, the need remains for the City to maintain an active role in addressing water issues that are affecting the region and the city of Cottonwood as well. Water quality and availability, water management and conservation, water rights, water system development, and fire protection are all critical issues in which the City needs to become more involved.

A water rate increase was approved by the council as part of the City's four-year rate increase plan that was initiated in FY 2021. The approved rate increases for fiscal years 2023 and 2024 were not implemented and the rates have remained the same since FY 2022. Staff will work on a five-year rate study plan in FY 2025 with its implementation expected in FY 2026.

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

Wastewater Department

The infrastructure of the Mingus Wastewater Treatment Plant needs maintenance and repair due to its age. Capital construction projects are set to begin this fiscal year. The first satellite wastewater reclamation plant, Riverfront Water Reclamation Facility, was completed in FY 2018.

This enterprise was granted a rate increase in September 2019 and additional rate increases for the next four fiscal years in order to grow financial resources. The increased rates were implemented in FY 2019 to FY 2024; there was no rate increase in FY 2025. Along with the water rates, City staff is working on a rate study in FY 2025 that should be adopted and implemented in FY 2026 with five years of rate adjustments. Capital construction projects are also set to begin with repairs scheduled at the Mingus Wastewater Treatment Plant.

The staff of the Wastewater Department is working with Arizona Department of Environmental Quality (ADEQ) to determine if the Mingus plant can be converted to allow for direct potable water reuse.

Acknowledgements

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. Also, thanks to the directors, managers, supervisors, and staff who assisted in the development of this 2025 Annual Budget document.

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

Sincerely,

Tom Whitmer, Acting City Manager

To view the website of the City of Cottonwood, [click here](#). And to view the City of Cottonwood's Strategic Plans online, click [here](#) for the 2021-2023 Strategic Plan and [here](#) for the 2023-2025 Strategic Plan.



Inspiring a Vibrant Community

our MISSION

Inspiring a Vibrant Community

our 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.



GENERAL COMMENTARY

BUDGET FISCAL YEAR 2024-2025

GENERAL COMMENTARY

General Fund

The General Fund's overall budget is \$69,524,408, which includes transfers out and reserves. This amount is \$5,007,648 more than the previous fiscal year's revised amount of \$64,516,760 that does not include reserves. The FY 2025 budget includes \$26,201,577 in reserves, fully budgeted staffing, a budgeted COLA and wage adjustment program, and budgeted capital requests.

Both FY 2024 and FY 2025 budgets for the General Fund show an increase in budget authority over the originally budgeted amount of \$63,986,500 for FY 2024. This is attributable to an increase in the amount for Reserves in the council's budget and an anticipated increase in revenues.

A wage adjustment program has been budgeted for FY 2025 with increases being implemented based on passing an annual evaluation that aligns with City's Core Values. The wage adjustment program will increase an employee's annual salary by \$2,080 with a passing evaluation on their anniversary date. This will provide a higher percentage increase to the lower ranges but is equal to all employees. As always, employees who have reached the maximum of their range will only receive the COLA. In the past, the City of Cottonwood used the figure of the Social Security Administration's annual Cost of Living Adjustment (COLA) to determine if a COLA would be given in that budget cycle, and the City is going to return to this practice. The Social Security Administration established a 3.2% COLA as of January 2024 and prior to the budget adoption. The City is budgeting a 3.2% COLA for employees and raising the ranges by 3.2% to allow for an increase for employees who are at the maximum of their range.

In the past, the City has always tried to implement some type of increase for employees when funds were available. In FY 2021, an increase was not budgeted. But when during the year the revenue projections came in much higher than anticipated, Council approved to do two—2% checks to all employees, one in December and one in January. These payments did not increase employees' annual salaries but allowed the City to reward them for their service.

The City did a compensation study in FY 2023 and implemented adjustments in FY 2024. Staff and Council will be looking at doing a compensation study every 2 to 3 years moving forward to make sure that wages are comparable to organizations in the surrounding area.

Retirement Systems

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

After reviewing several options and watching other cities and counties bond to fully fund their Public Safety Retirement System's unfunded liability, City staff presented the options to Council. Staff received the green light to proceed with bonding to fund the unfunded liability. The bonding for this liability is taxable and was finalized on June 29, 2021.

The final bond was for \$20,380,000, and it fully funded both the Police and Fire's unfunded liability amounts with Public Safety Retirement. Also, a reserve fund was created to help pay down any future unfunded liabilities. Due to the bonding and payment of the unfunded liability, the contribution rates for FY 2025 for the Police and Fire departments are closer to the amounts that employees are contributing. The contribution rate for FY 2025 for the Police Department is 11.85% and for the Fire & Medical Department 13.38%. This is much lower than the projected rates would have been without fully funding the pension fund.

The City's portion of the \$16.2B Arizona State Retirement System (ASRS) liability was \$12.2M at the end of FY 2024. Due to the difference in the way the two retirement systems are organized and managed, this liability is being handled by the ASRS through continued increases in annual contribution amounts.

As for the employer contributions to the Arizona State Retirement System, the rate decreased slightly from 12.29% to 12.27%. This is primarily due to the lower-than-expected returns on the ASRS fund in the last fiscal year.

Special Revenue Funds

The total budget for the Special Revenue Funds is \$23,798,541 and includes transfers out and carryovers. This is an increase in these funds' expenditures over last year's revised expenditures of \$10,158,418. This increase is because of several scheduled large projects in the Highway User Revenue Fund (HURF), a CDBG grant that will pass through to Habitat for Humanity for housing rehabilitation, and Other Grant funds. Major projects include the rehabilitation of Main Street, an important arterial thoroughfare in Cottonwood, sidewalk additions, and improvements.

Transit Fund

The Transit System consists of both the Verde Shuttle system, formerly called Verde LYNX. This system connects central Cottonwood with Sedona and the Cottonwood Area Transit (CAT). The Verde Shuttle hours and program were expanded in FY 2020, increasing the then LYNX budget. The City of Sedona agreed to fund this expansion. For FY 2025, a total of \$3,602,735 is budgeted for the transit system that also covers the cost of some new multi-passenger vehicles.

Fiscal year 2025 reflects a decrease of \$654,255 from the revised FY 2024 budget amount of \$4,256,990. The transit system is supported through fares, neighboring communities' financial support, state and federal grants, and City contributions.

The Arizona Department of Transportation (ADOT) that handles the grant fund distribution for the Federal Transit Administration (FTA) awarded CARES Act funding that fully funded the Transit programs throughout all of FY 2021. The City of Cottonwood stopped collecting fares for rides in May 2020 to help citizens during the pandemic and reinstated the collection of fares at the beginning of FY 2022 when the CARES Act funding stopped.

Airport Fund

The Airport Fund shows a substantial increase in expenses resulting from the airport needing an additional employee to help with the airport operations. There have been several attempts to contract with a Fixed Based Operator, but it has been determined that the City will need to operate the airport permanently moving forward. The operations of the airport will require the General Fund to subsidize the operational costs in order for the airport to operate fully. There is a transfer out to the Grants Fund as a match for grants for airport-related projects.

The Airport Master Plan update was completed in FY 2023. This plan will be used to determine and fund future airport projects.

The FY 2024 budget for airport grants includes funds for pavement preservation, an environmental assessment of runway strengthening and extension, the designing and engineering of Taxiway A, and fence upgrades.

Community Development Block Grant

The Community Development Block Grant (CDBG) funds a pass-through grant for the Verde Valley Homeless Coalition for \$1.75M started in FY 2022 and was completed in FY 2024. There's pass-through funding for a CDBG Grant to assist with home remodeling with Habitat for Humanity, budgeted at \$302,000 for FY 2025.

Debt Service Fund

The Debt Service Fund is budgeted for \$2,021,905 for FY 2025. This is slightly higher than last year's revised budget of \$2,017,325. The Recreation Center Debt Service was refinanced in FY 2017 and finalized in FY 2018. This refinancing has payments through 2027. The Excise Tax Bond, funded at the end of FY 2015, was split between the funds where the projects were expensed and can therefore be found in the Debt Service Fund, Street Capital Improvements, and in the Water and Wastewater budgets. The debt service for the bonding of the Public Safety Unfunded Liability is found in the Police and Fire & Medical departments budgets.

Capital Projects Fund

The City budgeted \$2,206,290 in the Capital Projects Fund, which is higher than the revised budget for FY 2024. The expenses in this fund for the last several years have only been for the Railroad Wash drainage improvements that are customarily funded through a grant from Yavapai County.

With the increase in the City sales tax in FY 2019, Council designated funds to be set aside for reserves for capital improvements. As the reserves in this fund grow and sufficient funds are available, large projects will be budgeted. City Council has directed staff to increase reserve amounts when possible.

During the FY 2022 and FY 2023 budget cycles, a 2.75% reserve was set aside for future capital equipment replacements, and FY 2025 will show an additional \$387,000 put in for Capital Improvement Projects (CIP) for this replacement fund. The main project for the CIP fund in FY 2022 was the purchase of a building to be remodeled for a future City Hall. Finishing the design of the building is budgeted in FY 2025 at a total of approximately \$800k. During FY 2024, the Council voted to not construct the City Hall in that fiscal year and to look for alternative locations and ideas for building a City Hall.

Capital Equipment and Capital Projects

A Capital Equipment and Capital Projects summary for FY 2025 can be found toward the end of this transmittal letter.

Enterprise Funds

The budget for the Enterprise Funds, which consist of Water and Wastewater Utilities, has decreased from last fiscal year's revised amount of \$56,133,980 to \$42,272,627 for FY 2025. This decrease can, in part, be attributed to projects being carried over to FY 2025 and new projects being forecasted to FY 2026.

The planned State Route 260 Water Line Project for \$2M and some planned large projects at the Mingus Wastewater Treatment Plant are carried over to FY 2025. The Utilities Department is developing plans to update the Mingus Wastewater Treatment Plant and to determine the future of the Riverfront Park Treatment Plant that currently is not functioning as intended.

Fiduciary Funds

The Fiduciary Funds aggregate total has decreased slightly. Both the City's Alternative Pension and Benefits Plan Fund and the Employee Benefits Trust Fund are earning small amounts of interest. The Employee Benefits Trust Board was disbanded in FY 2013; the only activity occurring is interest on the remaining fund balance.

BUDGET PROCESS CHALLENGES

The preparation of the budget continues to be an extraordinary challenge for all departments. Our largest revenue source, i.e., sales tax, can be unpredictable and fluctuates based on the economic climate.

In FY 2019, the City Council approved a sales tax increase of .5% with the stipulation that the majority of the revenues be used to create reserves and to fund street projects. These reserves and allocations along with prior cost containment measures are providing value back to the City of Cottonwood and helping maintain the current staffing and services as well as planning for future growth. Those same measures have played an integral role in allowing the City to work toward rebuilding the reserves that were available before the 2008 downturn.

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

The City of Cottonwood creates a balanced budget where the revenues of all funds equal the expenditures of all funds. The City achieves this by budgeting carryover (fund balance) as a revenue and reserves as an expense, not allowing those funds to be expensed elsewhere. Annually the City also makes sure that our recurring revenues do not exceed our operational expenses before any wage increases or capital is funded. By ensuring that ongoing expenses are covered with recurring revenues, the reserves/fund balance can be maintained.

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

City Staffing

The budget for FY 2025 does include funding for an evaluation-based employee wage adjustment program and a Cost of Living Adjustment. The merit program will be re-evaluated in every budget cycle.

There were 19 requests for additional full-time staffing, and five for part-time staff. Seven new full-time staff are included in the budget. Fifteen reclassifications and range increase requests were made; eight were approved. The total requested amount for additional personnel that were not approved was \$1,016,198. If budgeted, these positions would have been recurring costs.

The current minimum wage rate in Arizona is \$14.35 per hour, which is \$7.10 more than the current federal minimum wage of \$7.25. On January 1, 2025, the rate is scheduled to increase by \$0.35 to \$14.70. The Arizona minimum wage rate is adjusted based on inflation, as published in the U.S. Bureau of Labor Statistics' Consumer Price Index (CPI).

Contributions to Dependent Health Insurance Coverage

In fiscal year 2010, the Verde Valley Employee Benefits Pool (VVEBP), the City's health insurance provider, changed its name to Arizona Public Employers Health Pool (APEHP) in order 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 has a much larger number of member organizations.

For FY 2025, there's an increase in the health insurance rates, specific to each plan, and in the cost of the plan to the insurance pool. The increases of health insurance hover at about 2.5% on average for the different plans. The rates for vision insurance have remained the same as in the previous fiscal year and the dental insurance rates have remained the same.

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 other ones are changes approved by the Board in order to continue providing quality services and efficiencies.

The total costs for health insurance for the City, our employees, and their dependents are shown in the table below.

Insurance Rates FY 2024-25

Core Plan			
Employee	Spouse	Children	Family
1,153.00	1,239.00	846.00	1,848.00
Core Plan			
Core Plan	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly
Employee	1,070.00	83.00	41.50
Spouse	867.30	371.70	185.85
Children	676.80	169.20	84.60
Family	1,108.80	739.20	369.60
HDHP \$1500			
Employee	Spouse	Children	Family
785.00	785.00	517.00	1,201.00
HDHP \$1500 W/OUT DENTAL			
HDHP \$1500	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly
Employee	785.00	(285.00)	(142.50)
Spouse	549.50	235.50	117.75
Children	413.60	103.40	51.70
Family	720.60	480.40	240.20
Dental			
	Employer Cost	Employee Cost Monthly	Employee Cost Bi-monthly
Employee	43.00	-	-
Spouse	74.50	13.50	6.75
Children	67.00	6.00	3.00
Family	85.00	28.00	14.00

Co - Pay Plan			
Employee	Spouse	Children	Family
1,070.00	1,073.00	709.00	1,638.00
Co - Pay Plan			
Core Plan	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly
Employee	1,070.00	-	-
Spouse	751.10	321.90	160.95
Children	567.20	141.80	70.90
Family	982.80	655.20	327.60
HDHP \$2500			
Employee	Spouse	Children	Family
707.00	704.00	464.00	1,080.00
HDHP \$2500 W/OUT DENTAL			
HDHP \$2500	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly* Max IRS Contribution is \$4150 Annually
Employee	707.00	(345.83)	(172.92)
Spouse	492.80	211.20	105.60
Children	371.20	92.80	46.40
Family	648.00	432.00	216.00
Vision Insurance			
	Employer Cost	Employee Cost Monthly	Employee Bi-Monthly
Employee	-	7.19	3.60
Spouse	-	14.39	7.20
Children	-	15.39	7.70
Family	-	24.60	12.30

PPO 1200			
Employee	Spouse	Children	Family
974.00	973.00	643.00	1,486.00
PPO 1200			
Core Plan	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly
Employee	974.00	-	-
Spouse	681.10	291.90	145.95
Children	514.40	128.60	64.30
Family	891.60	594.40	297.20
HDHP \$5000			
Employee	Spouse	Children	Family
590.00	588.00	388.00	899.00
HDHP \$5000 W/OUT DENTAL			
HDHP \$1500	Employer Cost	Employee Cost Monthly	Employee Cost Bi-Monthly* Max IRS Contribution is \$4150 Annually
Employee	590.00	(345.83)	(172.92)
Spouse	411.60	176.40	88.20
Children	310.40	77.60	38.80
Family	539.40	359.60	179.80

Supporting Programs

Funding Outside Agencies

In previous fiscal years, the City directly supported local agencies. After discussion with Council, the City staff has developed an Outside Agency Grant Program that involves an application and a request for financial information from all interested parties for receiving funding. The selection process was made more competitive and allows smaller agencies a chance to receive funding. The program is funded at \$180,000 for FY 2025 after Council elected to increase the total of the funding. Per Council direction, funding for the Verde Valley Senior Center was added back in the budget as a line item at \$ 110,000 for FY 2025.

Fund Balance/Net Position							
Government Funds	Fund Balance 06/2020	2021 Revenues	2021 Expenses	Fund Balance 06/2021	2022 Revenues	2022 Expenditures	Fund Balance 06/2022
OPERATING FUND							
General Fund	\$ 8,042,502	\$ 48,242,331	\$ 38,033,409	\$ 18,251,424	\$ 30,974,104	\$ 31,067,368	\$ 18,158,160
SPECIAL REVENUE FUNDS							
HURF	\$ 2,726,585	\$ 3,377,251	\$ 3,212,526	\$ 2,891,310	\$ 7,936,797	\$ 5,768,488	\$ 5,059,619
Transit	\$ 213,316	\$ 2,800,425	\$ 2,800,425	\$ 213,316	\$ 2,150,863	\$ 2,048,879	\$ 315,300
Grants	\$ 11,164	\$ 1,818,547	\$ 411,822	\$ 1,417,889	\$ 803,821	\$ 800,813	\$ 1,420,897
Capital Projects Fund	\$ 842,316	\$ 337,131	\$ 32,024	\$ 1,147,423	\$ 2,957,299	\$ 2,957,299	\$ 1,147,423
Debt Service Funds	\$ 364,212	\$ 1,646,811	\$ 1,648,836	\$ 362,187	\$ 1,651,549	\$ 1,643,849	\$ 369,887
Proprietary Funds							
	Net Position 06/2020	2021 Revenues	2021 Expenses	Net Position 06/2021	2022 Revenues	2022 Expenditures	Net Position 06/2022
ENTERPRISE FUNDS							
Water Utilities	\$ 17,251,019	\$ 8,040,439	\$ 4,896,542	\$ 20,394,916	\$ 8,716,680	\$ 6,070,742	\$ 23,040,854
Wastewater Utilities	\$ 29,803,766	\$ 3,952,018	\$ 3,299,026	\$ 30,456,758	\$ 8,547,832	\$ 3,002,726	\$ 36,001,864
INTERNAL SERVICES							
Employee Benefit Trust	\$ 97,325	\$ (207)	\$ -	\$ 97,118	\$ -	\$ 881	\$ 96,237
Volunteer Pension Fund	\$ 205,473	\$ 96,671	\$ 6,886	\$ 295,258	\$ (60,872)	\$ 6,360	\$ 228,026
Fund balance represents the difference between a fund's assets and liabilities, showing the financial resources available at the end of a fiscal year. It includes cash and cash equivalents. The latter are assets that can be quickly converted to cash, such as land and property. Any assets that cannot be immediately spent are considered restricted and will be noted in the budget and Annual Comprehensive Financial Report as such.							

BUDGET POLICIES - FISCAL YEAR 2025

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. A key initiative in the Council's strategic plan is to increase reserves. In accordance with the strategic plan, City staff has budgeted the restricted reserves at 25% instead of 16.67%. This increase shows the staff's dedication to meeting this reserve policy and increasing reserves.

For FY 2025, the budget's restricted reserves are set at \$8,390,365. This is an increase of \$744,915, about 9.7% over last year's restricted reserves of \$7,645,540.

In November 2006, the Council decided, based on a recommendation from management, to add an additional \$700,000 from excess sales tax to the Capital Accumulation Fund. With this fund reaching over \$1,000,000, the City Council acted on the recommendation of management and made the decision to cap this fund at \$1,000,000 and use any excess amount for everyday maintenance and operational costs until the economy improves more significantly.

The capital accumulation fund balance was \$1.5M at the end of FY 2021. Staff used the excess \$500,000 toward a one-time purchase of capital. Due to the state of the economy at the time, staff felt that adding an additional 2.75% in reserves for a capital replacement fund in the FY 2022 budget would also meet some of the council directions in the new strategic plan. Thus, an additional \$922,940 in reserves was added as a reserve for FY 2025. Staff is planning on continuing this practice to increase reserves moving into the future.

As part of the TPT increase of .5% in FY 2019, Council requested that additional reserves also be added from these revenues for Capital and Programs. The budget reflects those additional reserves of \$3,684,878 for FY 2025.

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

Fund Balance/Net Position									
Government Funds	2023 Revenues	2023 Expenditures	Fund Balance 06/2023	2024 Revenues	2024 Expenditures	Fund Balance 06/2024	2025 Revenues	2025 Expenses	Projected Fund Balance 2025
OPERATING FUND									
General Fund	\$ 34,292,755	\$ 27,052,086	\$ 25,398,829	\$ 36,580,027	\$ 31,812,227	\$ 30,166,629	\$ 30,711,055	\$ 35,441,011	\$ 24,491,209
SPECIAL REVENUE FUNDS									
HURF	\$ 3,139,968	\$ 3,385,640	\$ 4,813,947	\$ 3,886,654	\$ 3,886,654	\$ 4,813,947	\$ 8,814,979	\$ 14,574,390	\$ -
Transit	\$ 2,634,926	\$ 2,451,956	\$ 498,270	\$ 3,167,657	\$ 2,959,156	\$ 706,771	\$ 3,125,410	\$ 3,169,341	\$ 662,840
Grants	\$ 269,803	\$ 266,594	\$ 1,424,106	\$ 965,031	\$ 965,031	\$ 1,424,106	\$ 3,043,000	\$ 3,043,000	\$ 1,424,106
Capital Projects Fund	\$ 461,532	\$ 450,597	\$ 1,158,358	\$ 412,435	\$ 80,680	\$ 1,490,113	\$ 792,700	\$ 1,254,000	\$ 1,028,813
Debt Service Funds	\$ 1,648,153	\$ 1,648,226	\$ 369,814	\$ 1,644,568	\$ 1,650,643	\$ 363,739	\$ 1,649,450	\$ 1,648,450	\$ 364,739
Proprietary Funds									
ENTERPRISE FUNDS									
Water Utilities	\$ 8,623,886	\$ 6,757,985	\$ 24,906,755	\$ 9,545,648	\$ 7,973,401	\$ 26,479,002	\$ 9,126,275	\$ 16,713,540	\$ 18,891,737
Wastewater Utilities	\$ 5,116,557	\$ 3,376,260	\$ 37,742,161	\$ 6,004,360	\$ 10,323,726	\$ 33,422,795	\$ 5,768,385	\$ 13,293,375	\$ 25,897,805
INTERNAL SERVICES									
Employee Benefit Trust	\$ 645	\$ -	\$ 96,882	\$ 2,153		\$ 99,035	\$ 500	\$ 2,000	\$ 97,535
Volunteer Pension Fund	\$ 50,393	\$ 10,258	\$ 268,161	\$ 43,452	\$ 311,613	\$ -	\$ -	\$ -	\$ -
Fund balance represents the difference between a fund's assets and liabilities, showing the financial resources available at the end of a fiscal year. It includes cash and cash equivalents. The latter are assets that can be quickly converted to cash, such as land and property. Any assets that cannot be immediately spent are considered restricted and will be noted in the budget and Annual Comprehensive Financial Report as such.									

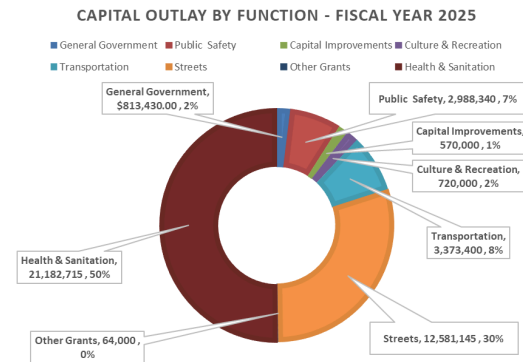
Long-Range Programmatic and Financial Planning

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

Included in the budget is a section establishing long-range organizational programmatic goals and the five-year capital improvement plan. Goals identified for fiscal year 2025 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

The budget includes \$7,635,770 in equipment acquisitions and \$34,657,260 in construction projects. These items are listed in detail in each department's budget and summarized in the Capital Purchases in the appendix of this budget. 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 2025 are budgeted.

CAPITAL OUTLAY SUMMARY			
Function	Department	Capital	
		Equipment	Project
General Fund	Administration	\$0	
	Finance Department	20,200	
	Information Technology	249,800	310,000
	Community Development		75,000
	Engineering		
Public Safety	Parks & Building Maintenance	158,430	
	Police	807,285	
Culture & Recreation	Fire & Medical Services	2,181,055	
	Parks & Recreation	280,000	415,000
Special Revenue	Recreation Center	25,000	
	Streets Operations	155,000	
	Streets Construction		12,426,145
	Transit	459,400	
	Airport	85,000	2,829,000
Health & Sanitation	Library	120,000	
	Cemetery		
	Other Grants		64,000
	CDBG		
	Capital Projects Fund		450,000
Health & Sanitation	Water Administration		
	Water Construction	2,670,000	8,746,430
	Wastewater Construction	424,600	9,341,685
Total Capital Equipment & Projects		\$7,635,770	\$34,657,260



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EXECUTIVE SUMMARY

BUDGET FISCAL YEAR 2024-2025



City Profile

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

Date of Incorporation	1960
Form of Government	Council-Manager
Area (2023)	27.4 Square Miles
2024 Property Tax Assessed Valuation [a]	Primary \$188,542,539 Secondary \$152,608,751
Civilian Labor Force (2022) [b]	111,196
Employed (2024) [b]	107,193
Unemployed (2024) [b]	4,003
Unemployment Rate 2024	3.6%

[a] Arizona Department of Revenue, Property Tax Division

[b] Arizona Department of Administration (County-wide)

In 1874, soldiers from nearby Camp Verde were stationed in a still 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. It is near the geographic center of the entire state of Arizona and close to Interstate 17 on the crossroads of State Routes 89A and 260. The city lies at an elevation of 3,320 feet above sea level with a total geographic area of 27.4 square miles.

The 2020 census sets the city's population at 12,296, depicting a 9.15% increase over the 2010 census. The city's main industries are tourism, government services, retail, and education.

Governmental Organization

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.

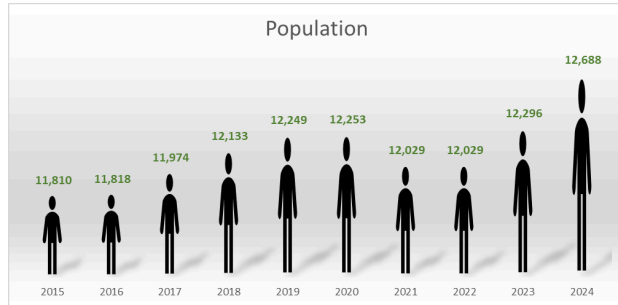
The City of Cottonwood is mandated by the State of Arizona to provide a variety of services, including law enforcement and other public safety needs. Other support services comprise road maintenance, park services, regulation of building and zoning codes, animal control, and a public library. City utilities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

City Council and City Manager



STATISTICS

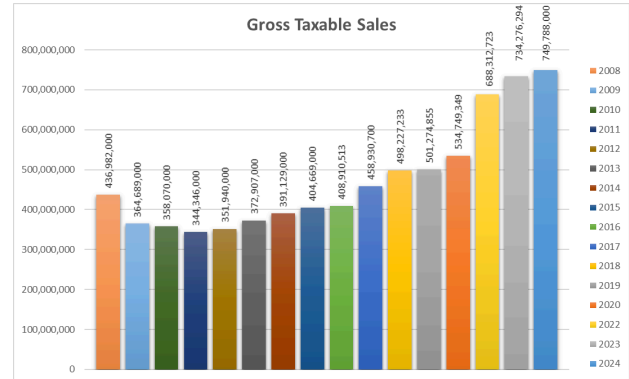
Demographics



Source:

Department of Economic Security - Research
Administration Division

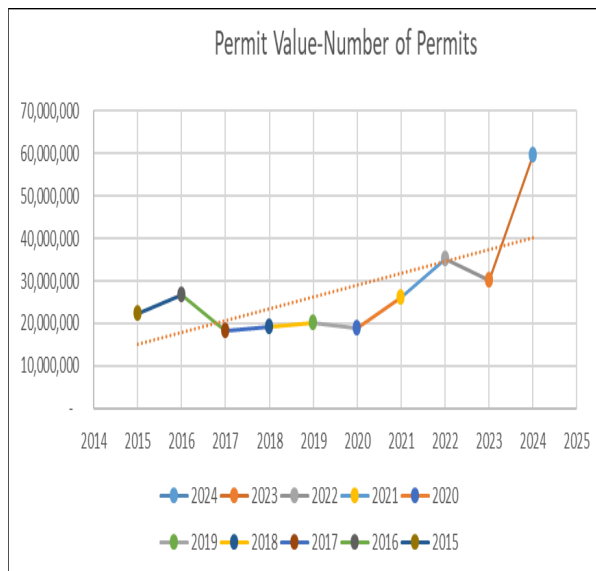
Economics



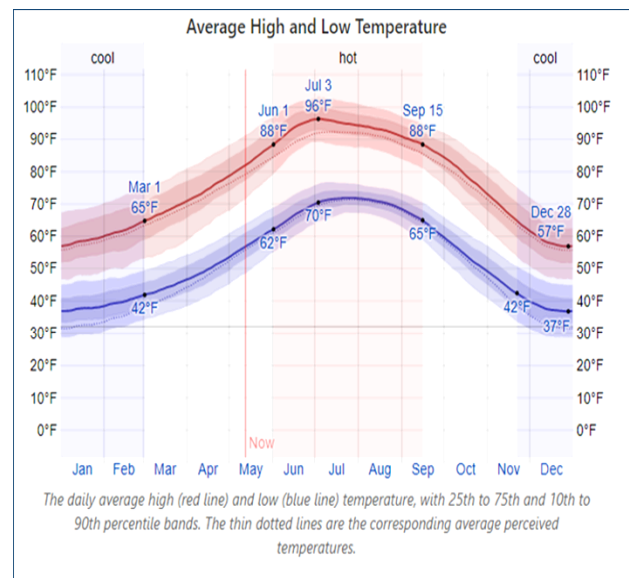
[b] School census – Cottonwood School Districts

[c] Arizona Department of Administration – Yavapai
County

Permits



Temperature



Source:

<https://weatherspark.com/y/2474/Average-Weather-in-Cottonwood-Arizona-United-States-Year-Round>

FY 2024 Service Statistics**Fire Protection**

Stations	1
Employees [full-time]	29
Fire & Hazmat Calls	92
Rescue & Medical Calls	2,971
Public Assist Calls	750
Fire Inspections [various kinds]	1,831
Plan Reviews & Permits	729
Public Education Contact Hours	10,905

P&R and Recreation Center

Community Recreation Centers	2
Swimming Pools	2
Youth Centers	1
Instructional Classes	1,562
REC Rentals	738
REC Annual Visitors	66,224
REC Current Memberships	6,656

Municipal Parks

Developed Park(s)	6
Developed Acreage	38.7
Underdeveloped Acreage	91.3
Tennis Centers	1
Light Ball Fields	8

Public Library

Items in Collections	84,700
E-book & Audio in Collections	57,000
Total Items Circulated	209,995
E-Books and Audio Circulate	36,296
Circulation Transactions (per day)	840

Public Works

Engineering Reviews (per project)	86
Right of Way Permits	84
Flood Plan Inquiries	100

Police Protection

Stations	1
Employees [full-time]	61
• Sworn	30
• Non-sworn	31
Part I Crimes	771
Calls for Services	11,316
Traffic Warnings	1,366
Traffic Citations	1,043
Arrest(s) - Charged	1,600

CAT/Verde Shuttle Transit System

Annual Total Ridership	165,929
• CAT Ridership	69,198
• Verde Shuttle Ridership	84,768
• ADA Ridership	11,963
Annual Miles Traveled	469,425

Water Utility

Blue Stake Requests	2,454
Pumping Capacity	7.4 mgd
Average Pumpage	1.6 mgd
Active Wells	29
Monitoring Wells	4
Injection Wells	1
Storage Tanks	24
Distribution Lines	170 miles
Water Accounts	9,197

Wastewater Utility

Sewer Line Inspected (FT)	14,000
Miles of Line	60
Average Daily Treatment	0.912 mgd
Plant Capacity	1.8 mgd
Blue Stake Requests	1,065
Reclaimed Water Sold	23.5 mg
Sewer Accounts	4,526
Sewer Taps Installed	2

Employers

Major Private Employers: Verde Valley Medical Center

Wal-Mart (Retail)

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

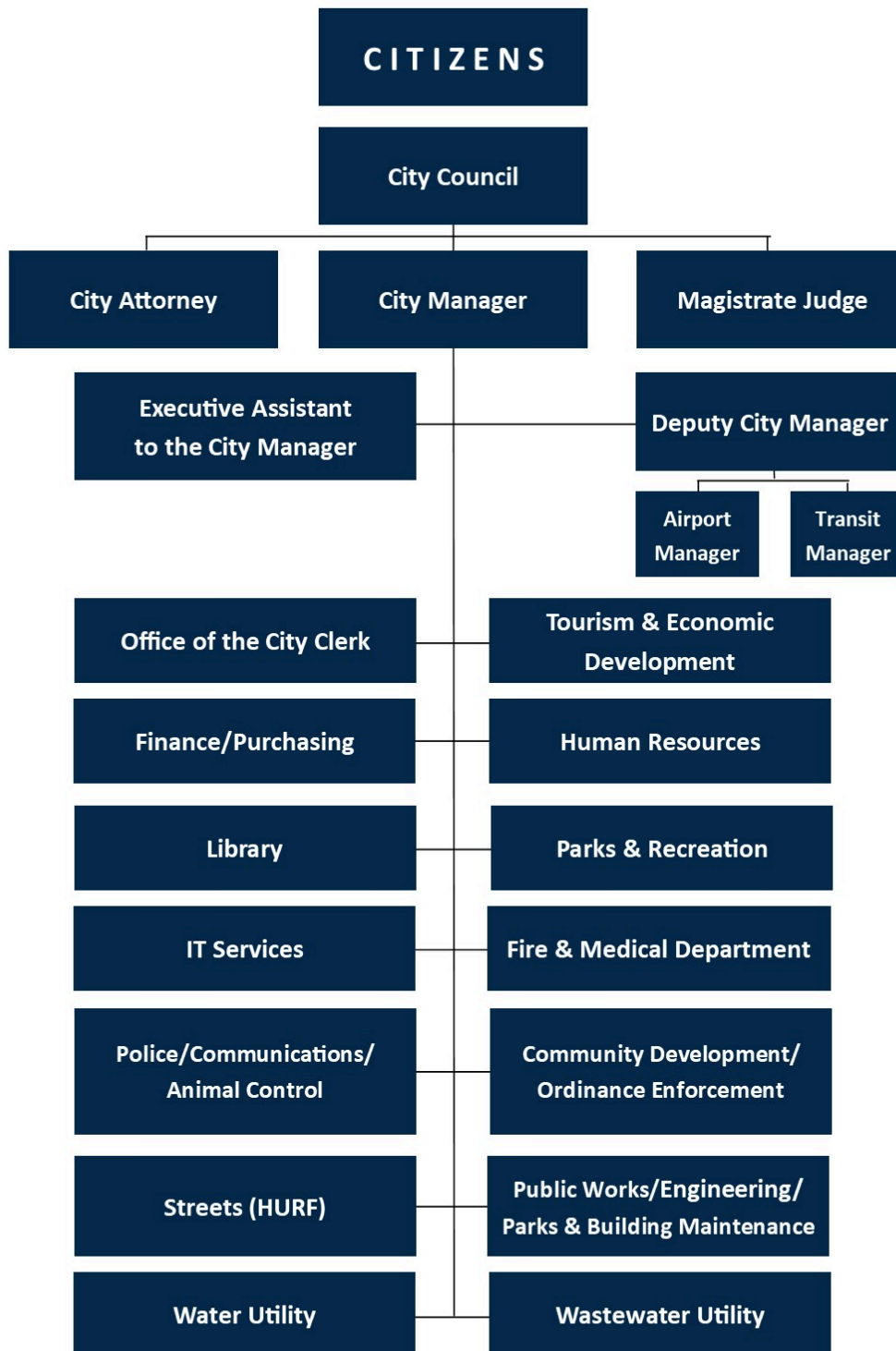
Source: Arizona Department of Commerce -
Community Profile for Cottonwood, AZ

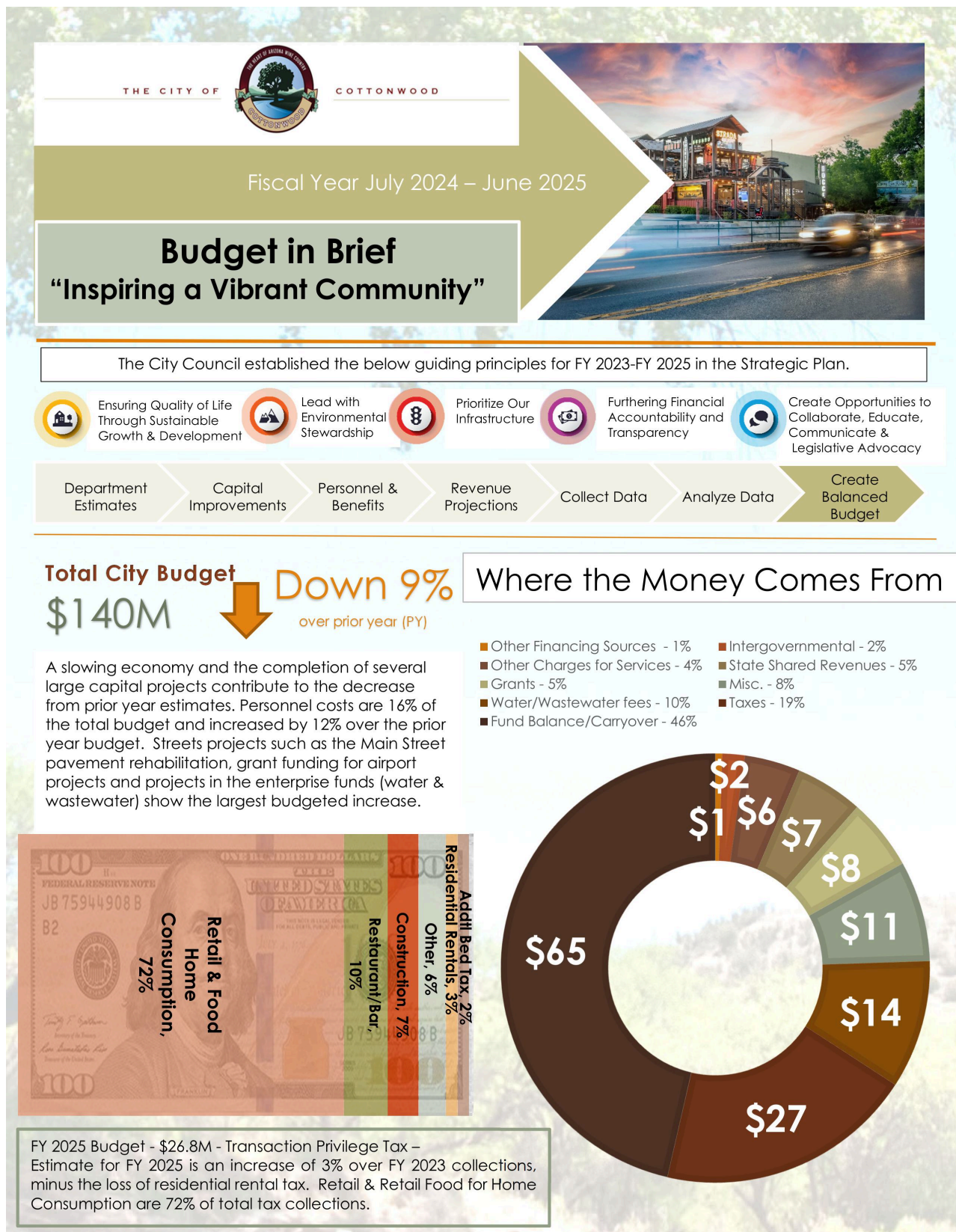
Education

Elementary Schools		2	
Exceptional Children Program		1	
High School		1	
Community College		1	
Student Enrollment (2024)		Public School	
Grades K-8	1,823	2024	3,049
Grades 9-12	1,226	2023	3,058
Total # of Students	3,049	2022	3,029
		2021	2,850
		2020	3,049
		2019	3,283

Source: <https://www.azed.gov/accountability-research/data/>

ORGANIZATIONAL CHART





Where the Money Goes

29%	Contingencies / Reserves - \$ 40,639,618 Contingencies – Funds that are budgeted for an event or expense that may or may not occur. Reserves – Funds that are reserved for a specific purpose. The City allocates at a percentage of prior year revenues in the General Fund as a General Fund reserve.
27%	Capital Projects - \$ 37,505,445 – Capital projects or Equipment to maintain infrastructure – including streets, airport and water/wastewater projects and large equipment purchases.
5%	Debt Service – \$6,463,815 – Debt Service is the amount allocated to pay annual debt service payments.
6%	Interfund Transfers - \$7,777,592 – Funds that are transferred from the General Fund to other funds to assist in the operations of those funds.
34%	Operational Costs – 34% of total budget – The operational budget is created based on departmental need for services and supplies. Included in this budget are #7 new FTE's, a 3.2% COLA, \$2,080 wage adjustment program, and employee benefits.
	16 % - Personnel Services - \$27,256,920
	10 % - Contractual Services - \$14,453,465
	3 % - Repairs, Maintenance & Supplies - \$3,909,490
	2% - Utilities – \$2,237,616

Debt Principle Balance - End FY 2024

General Fund	
2015 Pledged Revenue Bond	5,258,825
2016 Pledged Revenue Bond	3,815,000
2021 Pledged Revenue Bond	18,485,000
Purchase Agreements	615,808
Subscriptions	136,971
Total General Fund	\$28,311,604
Enterprise Funds	
2015 WIFA Loan	4,288,507
2016 WIFA Loan	9,388,503
2015 Pledged Revenue Bond	2,096,175
Purchase Agreements	53,022
Total Enterprise Fund	\$15,826,207
Total Outstanding Debt	\$44,137,811
Principle Due End of FY 2024	\$4,392,023
Balance at End of FY 2024	\$39,745,788

Total Budgeted FTE's (Full-Time Equivalent Employees)

244.8 

Operating Budget Highlights

- The Transaction Privilege Tax Rate is currently 3.5% and is estimated to be up by 3% over FY 2024.
- Budgeted for a half year loss of the Residential Rental tax that was removed by the State. (\$350k)
- Maintains and enhances existing level of services adding 7 full time employees to help maintain service levels.
- Added a 3.2% Cost of Living Adjustment and range increase, a wage adjustment of \$2,080.
- Includes a water rate adjustment and budget to implement a rate study.
- Maintains a 25% reserve of prior year revenues, a CIP Reserve of \$1M
- Adds a \$1M Housing reserve.
- Includes all anticipated grant funding and expenditures, including continued funding for the Transit program and Airport Capital Improvements.

Capital Improvements Program FY 2023 – 24 CIP Highlights

Water & Wastewater	<ul style="list-style-type: none"> • Arsenic Systems - \$ 2,000,000 • SCADA Design & Construction - \$1,000,000 • WW - Blower/Aeration Improvements Mingus Plant \$6,016,685 • WW - Lift Station 2 Rehab \$1,170,000 	<ul style="list-style-type: none"> • IT Server Upgrades \$ 65,000 • IT Printer Replacements - \$ 39,000 • Animal Control – Truck Boxes - \$ 40,000 	General Fund
Highway User Revenue Fund (HURF)	<ul style="list-style-type: none"> • Main Street ADA Improvements grant - \$1,578,435 • Local Street Reconstruction Project - \$331,000 • Main street Design/Construction \$9,364,710 • 6th Street Rehab Design \$ 312,000 	<ul style="list-style-type: none"> • Riverfront Green Space Design \$ 250,000 • Bathroom Remodel \$15,000 • Skatepark/Hockey Upgrades - \$ 100,000 • Develop Riverwalk trail \$ 25,000 	Parks & Recreation /Library
Transit	<ul style="list-style-type: none"> • 5339 Grant \$ 450,000 • Printer - \$ 9,400 	<ul style="list-style-type: none"> • Flock Cameras - \$25,000 • Surveillance Trailer Grant - \$ 50,000 • Generator Communications - \$ 90,000 	Police
Airport	<ul style="list-style-type: none"> • Obstruction Mitigation Grant - \$ 559,000 • Windsock/Segmented Circle Grant - \$270,000 • Noise Compatibility Study Grant - \$500,000 • Airfield Lighting – Grant \$1,000,000 	<ul style="list-style-type: none"> • Emergency Operations Center - \$12,000 • Facility Upgrades - \$ 82,000 • Fire Truck – Carry-over \$ 700,000 	Fire & Medical
Capital Improvements Fund	<ul style="list-style-type: none"> • Cottonwood Municipal Center Design - \$ 900,000 • Drainage Improvements - \$ 400,000 • Old Town Bathroom Design - \$50,000 	<ul style="list-style-type: none"> • Historic Preservation Grant - \$ 20,000 • Old Town Parking Study - \$75,000 	Community Development

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 thereafter meets with each department head to review their base budget and requests for new services and/or programs. Once management has reviewed the departments' requests, a final budget is presented to the City Council by the Finance Department.

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

Expenditure Limitation

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 funds combined. All appropriations lapse at year-end, requiring actual fund balances to be re-budgeted each fiscal year.

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

Per state law, expenditures may legally not 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.

Implementation of the Budget Process

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 departmental performance indicators.
- Identify service accomplishments in relation to established goals for the previous fiscal year.
- Establish goals for their departments for the new fiscal year that are in line with the Council's most recent strategic plan.

As in the past, all department heads are required to justify expenditures within their department with the mission of their services. 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 require changes to be made. Although some minor adjustments can be made administratively within a department's budget, increases or decreases to a department's total budget must legally be approved by the City Council. The budget amendment process has been developed to provide for such adjustments.

Expenditures may legally not 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 total budget allocations, requests for new positions, reclassification of existing positions, capital projects exceeding the departments total budget, 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 (s)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.

As part of the annual process, all departmental budgets are adjusted during the budget process for the next fiscal year and a new "department head estimate" is established. This department head estimate for the current year is adopted with the next year's budget when presented to Council.

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

TENTATIVE BUDGET CALENDAR FOR FISCAL YEAR 2025	
This budget calendar illustrates the progression of the budget process and allows for adequate coordination of budget activities, which will result in a balanced budget and a sound fiscal, and capital plan. This calendar remains subject to change.	
December 2023	5 Begin FY 2025 Personnel and Reclassification Requests [in OpenGov] 5 Begin FY 2024 Accomplishments and Performance Indicators [in MS Word] 6 Executive Team Meeting – Budget Discussion/Implementation/Importance 15 Begin Departmental 5-year Capital Improvement Plans [in OpenGov] Include Carryovers and New Plans [in OpenGov]
January 2024	8 Due: FY 2025 Personnel and Reclassification Requests [in OpenGov] 8 Due: FY 2024 Accomplishments and FY 2024 Performance Indicators [in MS Word] TBD Internal Department Staff/Director Meetings – Caring, Collaborative, 'Can Do' 12-13 City Council & Staff - Strategic Planning Retreat
February 2024	3 Begin FY 2025 Goals and FY 2025 Performance Indicators – CCC [in MS Word] 13 Council Work Session: Departmental Presentations of FY 2024 Anticipated Accomplishments 13 Begin Input for FY 2025 Departmental Expenditures [in OpenGov] 29 Due: FY 2025 Goals and FY 2025 Performance Indicators [in MS Word]
March 2024	1 Due: Departmental 5-year Capital Improvement Plans [in OpenGov] 29 Meeting between City Manager with Finance Services Director and Human Resources Director regarding personnel and compensation TBD Meetings with Finance and Departmental Staff Regarding Departmental CIPs (Optional) 4-29 Budget Meetings with City Manager, Finance and Departmental Staff: Operational Budget and Goals
April 2024 All month	Budget Discussion between Mayor & Council and Administration/Finance Staff 30 Council Work Session - Presentation of FY 2025 Departmental Goals and Preliminary Budget Information 30 Council Work Session - Presentation of Revenue Projections and Changes 30 Council Work Session - Overview of the FY 2025 Budget
May 2024	7 Informal Public Meeting - Presentation of Proposed FY 2025 Budget 21 Council Regular Meeting - Formal Presentation of Proposed FY 2025 Budget 21 Council Regular Meeting - Formal Presentation of Proposed FY 2025 Budget 21 Council Regular Meeting - Final Day for Changes to Proposed FY 2025 Budget 21 Council Regular Meeting - Adoption of Proposed FY 2025 Budget TBD Budget Meetings with Staff and Individual Council Members (Optional) 31 Town Hall Meeting - Presentation of Proposed FY 2025 Budget
June 2024	4 Council Regular Meeting - Formal Presentation of Tentative FY 2025 Budget 4 Council Regular Meeting - Public Hearing on Tentative FY 2025 Budget 4 Council Regular Meeting - Final Day for Changes Tentative FY 2025 Budget 4 Council Regular Meeting - Adoption of Tentative FY 2025 Budget 4 Council Regular Meeting - Setting Expenditure Limitation 27 Informal Public Meeting - Presentation of Proposed FY 2025 Budget
July 2024	1 Employee Staff Meetings 16 Council Regular Meeting - Formal Presentation of Final FY 2025 Budget 16 Council Regular Meeting - Public Hearing on Final FY 2025 Budget 16 Council Regular Meeting - Final Day for Changes Final FY 2025. Budget 16 Council Regular Meeting - Adoption of Final FY 2025 Budget
October 2024	14 Submission of Adopted FY 2025 Budget Document for the Distinguished Budget Presentation Award of the Government Finance Officers Association (GFOA)

Fund Accounting

This budget includes all the funds of the City of Cottonwood.

The City of Cottonwood is financially responsible for the Municipal Property Corporation (MPC). The Municipal Property Corporation will be disbanded as soon as it has a full board to vote for disbanding and getting Council approval. At this time there are no funds or budget for the MPC. Component units are legally separate entities for which the primary government is financially accountable.

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, as appropriate.

Fund 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 Funds

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 Projects Fund

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

Proprietary Funds

Enterprise Funds

The Enterprise Funds are used to account for operations of the City's water and wastewater funds. These funds are 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.

Modified Accrual Basis of Accounting

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 periods in which transactions, events, and circumstances occur, rather than only in 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 Funds, 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 Annual Comprehensive Financial Report (ACFR) 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 expenses (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 ACFR for enterprise funds, and
2. Compensated absences (accrued but unused sick and vacation leave) are treated slightly differently in the budget and in the ACFR.

Compensated absences and depreciation are not budgeted.

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

- 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 that 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.

The City of Cottonwood has maintained this fiscal policy and strives to continue this practice in the current budget year.

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. The current budget has a 25% restricted General Fund Balance.
- Continue a capital projects accumulation fund of 2.67% of the previous year's General Fund operating revenues, capped at \$1,000,000. The current budget includes an additional 2.75% in the Capital Projects fund for a capital replacement program
- Develop five-year revenues and expenditures projections and analyze trends.
- Ensure that operating expenditures remain within operating revenues for all funds.

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.

Budget versus ACFR Fund Relations

	Major Fund	Non-Major Fund	Included in Budget	Included in ACFR
OPERATING FUND				
General Fund	X		X	X
SPECIAL REVENUE FUNDS				
Highway User Revenue Funds		X	X	X
Library Fund		X	X	
Cemetery		X	X	
Transit		X	X	X
Airport		X	X	X
Grants		X	X	X
CDBG		X	X	
Capital Projects Funds		X	X	X
Debt Service Fund	X	X	X	X
PROPRIETARY FUNDS				
Water Fund	X		X	X
Wastewater Fund	X		X	X
FIDUCIARY FUNDS				
Employee Benefit Trust		X	X	X
Volunteer Firefighter Retirement		X	X	X

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 and in the amounts needed for financing capital projects and equipment, while keeping adverse effects to the City's ability to finance essential City's services to a minimum.

The City may use 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."

COMPUTATION OF LEGAL DEBT MARGIN	
JUNE 30, 2024	
Net secondary assessed valuation (Full Cash Value)	\$240,260,797
CALCULATION OF 20% DEBT LIMITATION	
20% of net assessed valuation	\$48,052,159
Bonds outstanding	0
Net 20% Debt Limitation	\$48,052,159
CALCULATION OF 6% DEBT LIMITATION	
6% of secondary net assessed valuation	\$14,415,648
Bonds outstanding	0
Net 6% Debt Limitation	\$14,415,648
TOTAL BONDING CAPACITY	\$62,467,807

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 on June 30, 2024, were secured by sales taxes and user fee revenues instead of property taxes.

Policy Statements

- 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 Improvements 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.

Debt	Maturity Date	Fund	Beginning Principle Balance	Principle @ 07/01/2024	Principal Due in FY 2025	Interest due in FY 2025	Total due by end of FY2025	Principal Balance End of FY 2025
WIFA - 2004 Refinancing	7/1/2030	Water Utilities	11,247,154	4,996,712	708,205	32,498	740,703	4,288,507
WIFA - 2006 Refinancing	7/1/2035	Water Utilities	14,060,000	9,018,618	770,115	17,612	787,727	8,248,503
2015 - Pledge Revenue Bond	7/1/2034	Water/Wastewater Utilities	3,244,410	2,260,524	159,936	111,098	271,034	2,100,588
Purchase Agreements		Water/Wastewater Utilities		53,022	12,815	5,641	18,456	40,207
Total Business Type Activities			\$ 28,551,564	\$ 16,328,876	\$ 1,651,071	\$ 166,849	\$ 1,817,920	\$ 14,677,805
2015 - Pledged Revenue Bond	7/1/2034	Debt Service/HURF	8,115,590	5,654,476	400,064	258,791	658,855	5,254,412
Plus: Amortized Premium				330,742			-	330,742
2016 - Pledged Revenue Bond	7/1/2027	Debt Service	12,350,000	4,990,000	1,175,000	176,100	1,351,100	3,815,000
Plus: Amortized Premium				554,355			-	554,355
2021 - Pledged Revenue Bond	7/1/2038	General	20,380,000	19,390,000	905,000	403,574	1,308,574	18,485,000
Purchase Agreements				2,237,164	461,728	206,616	668,344	1,775,436
Total Governmental Type Activities			\$ 40,845,590	\$ 33,156,737	\$ 2,941,792	\$ 1,045,081	\$ 3,986,873	\$ 30,214,945
Total All Activities			\$ 69,397,154	\$ 49,485,613	\$ 4,592,863	\$ 1,211,930	\$ 5,804,793	\$ 44,892,750

Investment Policy

It is the policy of the City of Cottonwood to invest public funds in a manner that 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 Annual Comprehensive Financial Report (ACFR) and include:

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

Investment Objectives

The primary objectives, ordered by priority, 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 the City of Cottonwood's investment risk constraints and the cash flow characteristics of the portfolio.

Authorized Financial Dealers and Institutions

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

Banks and Savings and Loans shall provide their most recent "Consolidated Report of Condition" (call report) at the request of the City. Securities dealers not affiliated with a bank shall be required to be classified as reporting dealers affiliated with the New York Federal Reserve Bank as primary dealers or else meet certain other criteria as determined by the Financial Services Director.

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

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

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Financial Services Director. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which and whom the City does business.

Safekeeping and Custody

Delivery vs. Payment

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

Safekeeping

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

Collateralization shall be required for 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 five years and a collateralization level of 102% of market value of principal and accrued interest.

Internal Controls

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

Standard of Care

Prudence

This investment 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 that could impair their ability to make impartial investment decisions. Investment officials shall disclose to the City Manager any material personal financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

Delegation of Authority

Authority to manage the investment program is granted to the Financial Services Director and derived from the Arizona Revised Statutes §35-323. Procedures for investing of Trust and Sinking Funds are specified in Arizona Revised Statutes §35-324 and §35-328. Investments in the State Treasurer's Pool investment fund for collective investments of public funds are authorized in Arizona Revised Statutes §35-326. Responsibility for the operation of the investment program is hereby delegated to the Financial Services Director who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy.

Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements and collateral/depository agreements, and resolutions for participation in the State Treasurer's Local Government Investment Pool—(LGIP) are included in this. No person may engage in an investment transaction except as provided under the terms of this policy and in accordance with the procedures established by the investment officer within the City's Financial Operations Guide. The Financial Services Director, with the concurrence of the City Manager, shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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 evidence 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 evidence 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. A questionnaire shall be developed that will answer the following general questions:

- A description of eligible investment securities and a written statement of investment policy and objectives
- A description of interest calculations, how it is distributed, and how gains and losses are treated
- A description of how the securities are safe kept (including the settlement processes) and how often the securities are priced, and the program audited
- A description of who may invest in the program, how often, and 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?
- A description of who may invest in the program, how often, and 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.	100%
* School, county, school district, and other district municipal bonds or debt with an A-rating or better	No more than 25%
* Repurchase agreements	100%
* Local Government Investment Pool	100%

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

Reporting

Method

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

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

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

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

Performance Standards

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

Investment Policy Adoption

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

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Strategic Planning & Initiatives

BUDGET FISCAL YEAR 2024-2025

DIRECTIVES AND GUIDING PRINCIPLES STRATEGIC PLAN 2023-2025

1) BUILDING QUALITY OF LIFE THROUGH SUSTAINABLE GROWTH & DEVELOPMENT

KEY PRIORITIES:

Economic Development • Workforce Development • Housing • Airport • Tourism • Citizen Engagement • Parks & Trails • Events • Police & Fire and Medical • Recreation Opportunities

GUIDING PRINCIPLES:

- 1.1 Focus on business retention.
- 1.2 Start and end with "the city is open for business."
- 1.3 Explore more diversity in housing solutions.
- 1.4 Utilize the airport as an economic driver.
- 1.5 Promote sustainable tourism.
- 1.6 Support and promote citizen engagement.
- 1.7 Support outdoor economics.
- 1.8 Prioritize public safety outreach.
- 1.9 Encourage and develop community pride.

2) LEAD WITH ENVIRONMENTAL STEWARDSHIP

KEY PRIORITIES:

Water • Wastewater • Stormwater • Stewardship of Local Natural Resources • Management of Open Spaces

GUIDING PRINCIPLES:

- 2.1 Support local programs to increase a culture of conservation.
- 2.2 Maximize the injection and the reuse of reclaimed water.
- 2.3 Pursue opportunities to acquire surface water rights.
- 2.4 Encourage the responsible use of Cottonwood's natural resources.

3) PRIORITIZE OUR INFRASTRUCTURE

KEY PRIORITIES:

Streets & Sidewalks • Traffic Circulation & Public Transportation • Wastewater Treatment • City Facilities

GUIDING PRINCIPLES:

- 3.1 Continue to prioritize infrastructure projects in Cottonwood.
- 3.2 Prioritize our public transportation.
- 3.3 Maximize the injection and reuse of reclaimed water.
- 3.4 Continue to prioritize the City's infrastructure.

4) FURTHERING FINANCIAL ACCOUNTABILITY & TRANSPARENCY

KEY PRIORITIES:

Budget • Finance • Physical Resources • Employees

GUIDING PRINCIPLES:

- 4.1 Remain fiscally conservative.
- 4.2 Recruit and retain highly qualified employees.
- 4.3 Maintain physical resources.
- 4.4 Ensure updated budget information is available to the community.
- 4.5 Secure alternate funding resources.

5) INITIATE AND MAINTAIN OPPORTUNITIES FOR COLLABORATION, EDUCATION, COMMUNICATION, & LEGISLATIVE ADVOCACY

KEY PRIORITIES:

Regional Collaboration • Legislative Advocacy • Awareness & Education • Citizen Outreach

GUIDING PRINCIPLES:

- 5.1 Increase efficiency through partnerships.
- 5.2 Participate in legislative advocacy.
- 5.3 Engage educational institutions.
- 5.4 Meet citizens where they are.



A SELECTION OF OUR FISCAL YEAR 2024 ACCOMPLISHMENTS

Biennially, the City Council with staff assistance develops a Strategic Plan for the upcoming two fiscal years. On January 26th and 27th of 2023, the City Council and City staff met to update the goals and to further develop the for the FY 2024 budget cycle. Council developed these strategic initiatives for [FY 2023-2025 Strategic Plan](#):

1. Building Quality of Life through Sustainable Growth & Development
2. Lead with Environmental Stewardship
3. Prioritize Our Infrastructure
4. Furthering Financial Accountability and Transparency
5. Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy



The following page shows many of the FY 2024 Strategic Plan accomplishments.

1. Building Quality of Life Through Sustainable Growth & Development

Guiding Principles

- 1.1 Focus on business retention
- 1.2 Start and end with "the City is open for business"
- 1.3 Explore more diversity in housing solutions
- 1.4 Utilize the airport as an economic driver
- 1.5 Promote sustainable tourism
- 1.6 Support and promote citizen engagement
- 1.7 Support outdoors economics
- 1.8 Prioritize public safety awareness
- 1.9 Encourage and develop community pride.

Community Development

- The historic residential property survey was completed with grant funding.
- Received the Arizona Partnership for Healthy Communities grant to coordinate partners around a master-planned community near SR 89A
- Completed the draft of the General Plan Update.
- Organized community nights in collaboration with the Police and Building Departments.
- Supported community activities that highlight the Cottonwood's Dark Sky Community designation.

Office of the City Clerk

- In preparation of the coming election process, engaged citizens by scheduling three Council Neighborhood meetings, including hosting the Cottonwood Community Awareness Group in February 2024, and creating an online instructional video for citizens that will be posted on the City Clerk's website.
- Successfully hosted monthly community meetings, organized through the Cottonwood Community Awareness Group, in order to better inform the public.

Police Department

Initiated and implemented a School Safety Officer Therapy Dog program to enhance connections with students while providing students, teachers, and administrators with an outlet for stress reduction.

Administration Department

Facilitated the successful move of the Council Chambers to the Riverfront location, allowing for more citizens to comfortably attend the council meetings, resulting in increased citizen engagement.

Parks & Recreation

- Successfully achieved our goal doubling our volunteer base from 10 to 20 volunteers by fostering collaborative partnerships with our dedicated disc golf, tennis, and pickleball players.

Cottonwood Municipal Airport

- Executed ADOT grants to upgrade Precision Approach Path Indicators (PAPI) and Runway End Identifier Light (REIL) as well as replace all airfield guidance signs.
- Developed an Airport Obstacle Action and Mitigation Plan for the mitigation and/or removal of identified runway obstacles.

2. Lead with Environmental Stewardship

Guiding Principles

- 2.1** Support local programs to increase a culture of cultivation
- 2.2** Maximize the injection and the reuse of reclaimed water
- 2.3** Pursue opportunities to acquire surface water rights
- 2.4** Encourage the responsible use of Cottonwood's natural resources

Parks & Building Maintenance

Converted 26 lighting fixtures to energy efficient bulbs.

Recreation Center

Successfully undertook a comprehensive renovation of the pool plaster and upgrading of the pool filtration system to ensure the prolonged longevity and optimal health of our facility.

Library

- Embraced environmental education through the completion of phase 1 of stormwater reclamation landscaping and by creating a program on the wild and scenic river designation and shedding light on the future of the Verde River.
- Collaborated with Friends of the Verde River to foster awareness and protection of the river among children and with the Science Vortex to produce a family craft event, intertwined with discussions about the environment and technology.

Water Department

Completed arsenic treatment media changeouts at four (4) well sites and assessment of a comprehensive integrated SCADA system.

3. Prioritize Our Infrastructure

Guiding Principles

- 3.1** Continue to prioritize infrastructural project in Cottonwood
- 3.2** Prioritize our public transportation
- 3.3** Maximize the injection and reuse of reclaimed water
- 3.4** Continue to prioritize the City's infrastructure projects
- 3.5** Encourage the State to fund agencies that support the adjudication process.

Recreation Center

Successfully completed a comprehensive exterior painting and sealing project for our flagship facility, safeguarding the facility's lifespan and upholding the high quality of our infrastructure.

Information Technology

- Replaced three of the main City servers to allow for accuracy, redundancy, security and speed to the City's network with more storage and allow for future growth.
- Upgraded the infrastructure of the Spillman servers by replacing one old server with two new servers that will allow redundancy, backups, and faster speeds for the Spillman Communications program.

Engineering and Public Works

- Completed the construction phase of the Monte Tesoro Sidewalk project (1,000 linear feet), improving the city's infrastructure.
- Completed a pavement preservation project that included 4.3 lane miles of chip seal/edge repair and 15.7 lane miles of fog seal.

Water Department

Drilled new well at the master planned community of Verde Santa Fe (VSF) in Cornville that Cottonwood provides with water service.

Wastewater Department

- Completed 3D scanning of all sewer manholes to determine their structural integrity.
- Developed and initiated an inspection and cleaning program for the wastewater collection system, utilizing the new closed-circuit television camera system and Vactor truck.

4. Furthering Financial Accountability and Transparency

Guiding Principles

- 4.1** | Remain fiscally conservative
- 4.2** | Recruit and retain highly qualified employees
- 4.3** | Identify options and a strategy for funding a consolidated City Hall facility
- 4.4** | Prioritize regional and local broadband initiatives
- 4.5** | Continue to prioritize City infrastructure projects.

Office of the City Clerk

Upgraded to Granicus GovQA Public Records Software for more functionality and ongoing public access to “hot topics.” increasing the availability of public information.

Finance Department

Developed and produced our first budget survey ad budget in brief as well as continued outreach for the budget and budget process by presenting the budget to several local organizations.

Human Resources

- Facilitated the execution of a compensation study and implemented its results to increase employee retention and development.
- Coordinated City-wide discrimination awareness training for staff and supervisors.

Water Department

Initiated the development of comprehensive master plans and rate studies water and wastewater.

5. Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy

Guiding Principles

- 5.1** | Increase efficiencies through partnerships
- 5.2** | Participate in legislative advocacy
- 5.3** | Engage educational institutions
- 5.4** | Meet citizens where they are.

Administration Department

Served on AZ League of Cities and Towns Committee reviewing current zoning laws and to discourage by right zoning.

Animal Control

Continued the working relationship with the Verde Valley Humane Society.

Fire & Medical Services

Provided community outreach services for car seat installations, Vacation Fire School Kid's camp and CPR classes.

Tourism & Economic Development

Managed and maintained a very attractive and effective tourism campaign for "Visit Cottonwood," the tourism division for the City of Cottonwood, including positioning Cottonwood in downtown Phoenix and introducing Cottonwood to national and internal industry leaders, and media representatives.

A SELECTION OF OUR GOALS FOR FISCAL YEAR 2025

Biennially, the City Council with staff assistance develops a Strategic Plan for the upcoming two fiscal years. On January 12th and 13th of 2024, the City Council and City staff did not meet to update the goals for FY 2025, but they kept working on the strategic plan for FY 2023-2025.

Council developed these strategic initiatives for the [FY 2023-2025 Strategic Plan](#):

1. Ensuring Quality of Life Through Sustainable Growth & Development
2. Lead with Environmental Stewardship
3. Prioritize Our Infrastructure
4. Furthering Financial Accountability and Transparency
5. Initiate and Maintain Opportunities for Collaboration, Education, Communication & Legislative Advocacy



1. Building Quality of Life through Sustainable Growth & Development

Guiding Principles

- 1.1** Focus on business retention
- 1.2** Start and end with "the City is open for business"
- 1.3** Explore more diversity in housing solutions
- 1.4** Utilize the airport as an economic driver
- 1.5** Promote sustainable tourism
- 1.6** Support and promote citizen engagement
- 1.7** Support outdoor economics
- 1.8** Prioritize public safety awareness
- 1.9** Encourage and develop community pride.

Finance Department

Develop a business outreach program to educate citizens on Transaction Privilege Tax (TPT), business registration, and other finance-related topics.

Office of the City Clerk

Conduct Community Engagement Meet and Greet opportunities, introducing City Manager and City Executive Leadership.

Community Development

- Post draft zoning ordinance text amendments early on in the process and allow for citizen comment periods.
- Create survey that will gauge citizen satisfaction regarding the General Plan and city development. It is to be included in the upcoming annual General Plan report. The new survey will be modeled after the survey that was used during the Vision and Values public participation process.
- Prioritize text amendments that can reduce impacts on housing development.

Police Department

Increase police engagement with community members in order to establish trust and cooperation between public safety officials.

2. Lead with Environmental Stewardship

Guiding Principles

- 2.1** Support local programs to increase a culture of cultivation
- 2.2** Maximize the injection and the reuse of reclaimed water
- 2.3** Pursue opportunities to acquire surface water rights
- 2.4** Encourage the responsible use of Cottonwood's natural resources

Public Works

Complete annual stormwater inspections of all industrial and commercial properties within the city.

Street Maintenance

- Complete preventative maintenance of the City's storm drain system in advance of the monsoon season
- Clearing an average of 27,000 LF. of drainage system
- Maintain the 76 miles of weed and brush abatement in the City's right of ways.

Water Department

Complete water model.

Wastewater Department

Repair the sludge drying bed to improve its performance, safety and for environmental protection.

3. Prioritize Our Infrastructure

Guiding Principles

- 3.1** Continue to prioritize infrastructural projects in Cottonwood
- 3.2** Prioritize our public transportation
- 3.3** Maximize the injection and reuse of reclaimed water
- 3.4** Continue to prioritize the City's infrastructure projects
- 3.5** Encourage the State to fund agencies that support the adjudication process.

Engineering Services

- Complete a city-wide pavement condition assessment and develop a comprehensive pavement management plan.
- Design and bid one sidewalk infill project.

Public Works

Complete the first phase of the Main Street and 10th Street roundabout project.

Recreation Center

- Complete and award contract to resurface indoor pool at Recreation Center.
- Replace the Neptune-Benson Defender filtration system in the indoor pool with a sand filtration system for better efficiency and pool maintenance.

Parks & Recreation

Complete the construction of the Riverfront Park Trail - Phase 2.

Library

Finish Phase Two of the water retention efforts by adding scuppers for additional building drainage along 6th Street.

Water Department

Start installing 7,000 feet of water line, replacing aged lines.

4. Furthering Financial Accountability and Transparency

Guiding Principles

- 4.1** Remain fiscally conservative
- 4.2** Recruit and retain highly qualified employees
- 4.3** Identify options and a strategy for funding a consolidated City Hall facility
- 4.4** Prioritize regional and local broadband initiatives
- 4.5** Continue to prioritize city infrastructure projects.

Community Development

Research, collaborate, and draft documents for the implementation of the new 2024 Codes for Building, Planning, and Zoning, and to bring before the City Council.

Finance Department

- Update the Financial Operations Guide as well as the investment policies and purchasing manuals to meet current standards and get the ready for adoption by the City Council.
- Develop a business outreach program to educate citizens on Transaction Privilege Tax (TPT), business registration, and other finance-related topics.

5. Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy

Guiding Principles

- 5.1 Increase efficiencies through partnerships
- 5.2 Participate in legislative advocacy
- 5.3 Engage educational institutions
- 5.4 Meet citizens where they are.

Municipal Court

- Pursue upgrading security measures for the Court as funding allows
- Maintain collaborative relationship with Town of Clarkdale regarding the town's co-located court.

Office of the City Clerk

Begin managing the City Council Advisory Boards and Commission members, solicitations for applicants, and bringing applicants before Council for interviews/appointments.

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Long-Range Financial Projections

BUDGET FISCAL YEAR 2024-2025

General Fund

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Taxes	\$23,519,900	\$24,225,490	\$24,952,250	\$25,700,830	\$26,471,860
Licenses & Permits	1,148,820	1,177,540	1,206,980	1,237,150	1,268,080
Intergovernmental Revenue	6,115,320	6,298,770	6,487,730	6,682,360	6,882,840
Charges for Services	2,420,730	2,499,230	2,581,240	2,666,940	2,756,490
Fines & Forfeitures	169,130	173,350	177,690	182,130	186,680
Uses of Monies & Properties	936,270	964,360	993,290	1,023,090	1,053,780
Miscellaneous Revenues	1,153,680	1,186,290	1,219,880	1,254,460	1,290,070
Total Revenues	\$35,463,850	\$36,525,030	\$37,619,060	\$38,746,960	\$39,909,800
Expenditures	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
General Government	\$15,058,640	\$15,865,670	\$16,716,280	\$17,612,880	\$18,548,820
Public Safety	16,337,940	16,938,480	17,658,400	18,407,320	19,190,430
Culture & Recreation	2,791,887	2,924,767	3,064,264	3,210,720	3,364,452
Total Expenditures	\$34,188,467	\$35,728,917	\$37,438,944	\$39,230,920	\$41,103,702
Gain/(Loss)	\$1,275,383	\$796,113	\$180,116	(\$483,960)	(\$1,193,902)

General Fund Analysis

This five-year analysis of the General Fund demonstrates that operating revenues are forecasted to not keep up with expenditures for the next five years. The last several budget years have shown that revenues would be keeping up with expenses. However, due to the State eliminating some of the sales tax categories and the rising costs the City of Cottonwood is projecting, it is important to look at and for additional revenue sources in future years. The .5% increase of our main revenue source, Transaction Privilege Tax, helped offset inflation for 10 years, but the City will need to discuss cost savings measures or revenue creation in future years.

The projections above were developed with the current economic outlook in mind. They do not include the forecasting of a major economic downturn in any shape or form. Any downturn in the economy will impact the major revenue streams for the City and cause larger deficits in future years. Currently, inflation has flattened out and the federal government is looking at lowering interest rates as we go into FY 2025.

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

Workers' compensation will see a slight increase caused by rising claims. And both the Arizona State Retirement and the Public Safety Retirement systems will have increases in the employer matching contributions.

Even though these types of increases, and decreases, are out of the City's control, they will need to be covered by the available revenue streams.

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

This analysis reflects a conservative view of current City revenue sources, and the directors' estimated costs for carrying 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.

Some issues that are out of the City's control are rising employee benefits costs and rising wages. Health insurance costs for employees and their dependents will increase as of July 1, 2024, by 4% to 9% based on the plan that an employee chooses.

At the present time, the General Fund has the reserves to handle any of these deficits, but efforts will continue to be made to avoid tapping into them.

Special Revenue Funds

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
HURF / Streets	\$3,476,561	\$3,648,400	\$3,829,080	\$4,019,060	\$4,218,860
Transit	3,143,790	3,049,390	3,061,490	3,073,840	3,086,430
Library	1,200,184	1,254,831	1,312,001	1,371,814	1,434,157
Cemetery	65,530	68,740	72,110	75,650	79,370
Airport	653,382	684,425	716,968	751,088	786,860
Airport Grants	-	-	-	-	-
Other Grants	-	-	-	-	-
CDBG	-	-	-	-	-
Total Revenues	\$8,539,447	\$8,705,785	\$8,991,650	\$9,291,451	\$9,605,677
Expenditures	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
HURF / Streets	\$3,476,560	\$3,648,400	\$3,829,080	\$4,019,060	\$4,218,860
CATS	2,837,260	2,970,917	3,111,251	3,258,623	3,413,418
Library	1,270,030	1,200,184	1,254,831	1,312,001	1,371,814
Cemetery	65,530	68,740	72,110	75,650	79,370
Airport	653,382	684,425	716,968	751,088	786,860
Airport Grants	-	-	-	-	-
Other Grants	-	-	-	-	-
CDBG	-	-	-	-	-
Total Expenditures	\$8,302,762	\$8,572,666	\$8,984,241	\$9,416,422	\$9,870,322
Gain/(Loss)	\$236,684	\$133,119	\$7,409	(\$124,971)	(\$264,645)



Analysis

Street Department

Revenues are relatively 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 contributed by the State of Arizona is unstable because of the State raiding the HURF funds. The Capital Projects Fund will help ease this fund's fiscal problems where the planning of larger projects is concerned.

In FY 2019, the City Council dedicated a portion of the .5% sales tax increase to streets, sidewalks, and road projects. The resulting revenues are helping with the operations of this fund. This forecast does not include large street or sidewalk projects.

Transit System

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

Other Departments

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

Debt Service Fund

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Interest Income	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
City Sales Tax	1,664,935	1,681,584	1,698,400	1,715,384	1,732,538
Total Revenues	\$1,665,935	\$1,682,584	\$1,699,400	\$1,716,384	\$1,733,538
Expenditures	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Trustee Fees	\$3,000	\$3,000	\$1,500	\$1,500	\$1,500
Principal Payments	1,358,315	1,399,335	69,915	60,060	49,700
Interest Payments	283,275	241,170	197,065	207,205	217,350
Total Expenditures	\$1,644,590	1,643,505	268,480	268,765	268,550
Gain/(Loss)	\$21,345	\$39,079	\$1,430,920	\$1,447,619	\$1,464,988

Analysis

The Debt Service for the Cottonwood Recreation Center and the 2015 Excise Bond are reflected in the Debt Service Fund. The revenues to cover the Recreation Center payments come directly from sales tax and are transferred into the Debt Service Fund on a monthly basis. The Recreation Center payments are reflected in the Debt Service Fund until August 2027. The 2015 Excise Bond was split between Streets, Debt Service, and Water and Wastewater because it funded projects in all four funds. The Carryover and Reserves are not calculated for Maintenance and Operations purposes.

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

Enterprise Funds

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Taxes	-	-	-	-	-
Interest Income	\$854,300	\$854,300	\$854,300	\$854,300	\$854,300
User Fees	14,217,960	14,571,330	14,933,540	15,304,800	15,685,350
Miscellaneous Income	17,590	18,030	18,480	18,940	19,410
Total Enterprise Revenues	\$15,089,850	\$15,443,660	\$15,806,320	\$16,178,040	\$16,559,060
Expenditures	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Construction	\$2,016,000	\$17,140	\$17,750	\$18,380	\$19,040
Operations	6,833,550	7,167,460	7,518,500	7,887,570	8,275,700
Administration	1,963,410	2,050,810	2,142,190	2,237,760	2,335,180
Debt Service	2,027,470	2,007,755	2,007,040	2,007,320	1,706,935
Total Enterprise Expenses	\$12,840,430	\$11,243,165	\$11,685,480	\$12,151,030	\$12,336,855
Gain / (Loss)	\$2,249,420	\$4,200,495	\$4,120,840	\$4,027,010	\$4,222,205

Analysis

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

The Wastewater Division is no longer being subsidized by the special one percent sales tax, enacted in 1987, or by the General Fund. The City began “weaning” itself off the dependence on this subsidy in FY 2001 and now relies predominately on user fees. In FY 2020, the City Council approved rate increases for FY 2021 to FY 2024 to help balance any operating and debt service shortfalls.

After having evaluated the approved increases, staff proposed to Council to skip the increase of the water fees for FY 2023 and FY 2025. A rate study will be done in FY 2025 to determine the needed rates for the next five years.

The Water Division also only relies on user fees to fund all of its operations, including capital projects and debt service. Original bond distributions assist the company in handling some system improvements. Other revenue sources—for the wastewater division as well—are interest on investments, building rentals, sale of effluent, and miscellaneous income. The City established a rate increase in the fiscal years 2015 and 2016 with differential rates for inside and outside the city limits to help with the debt service coverage.



Fiduciary Funds

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Interest Income	2,580.00	2,660.00	2,740.00	2,830.00	2,920.00
Contributions	-	-	-	-	-
Total Revenues	\$2,580	\$2,660	\$2,740	\$2,830	\$2,920
Expenditures	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Benefits Paid	\$2,060	\$2,120	\$2,180	\$2,250	\$2,320
Total Expenditures	\$2,060	\$2,120	\$2,180	\$2,250	\$2,320
Gain/(Loss)	\$520	\$540	\$560	\$580	\$600

Analysis

Besides the Volunteer Firemen Pension Fund, the Fiduciary Funds also includes the City's Employee Benefit Trust Fund, which used to be the City's health insurance for employees and dependents. In FY 2018, the City became a member of KAIROS Health Arizona, Inc. that provides health, dental, and vision coverage for many entities, including schools and cities in Arizona. For FY 2024 and beyond, no activity is expected in both funds.

Revenues and Expenditures Analysis

All Funds

Consolidated Revenues

This fiscal year's revenue projections are based on several factors, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local sales tax and the economic situation at the state and federal level. FY 2019 showed revenue from our local sales tax improving, and the beginning of FY 2020 had sales tax up by approximately 7% before a global coronavirus pandemic caused businesses to close and the order to stay-at-home, issued by the federal and state governments. Arizona's stay-at-home order lasted for two months and stifled the economy for that period.

Although it was expected that the economy would slow or be stagnant well into FY 2021, it did not come to fruition. FY 2020 and FY 2021 saw sizable increases in the City's main revenue source. Sales tax increased by over 18% over FY 2019 figures in the two-year period of FY 2020 and FY 2021. Since that time period, the sales tax has leveled out and a 3% increase is being projected in fiscal year 2025 and moving forward.

All Funds

Consolidated Expenditures

Expenditure projections for FY 2025 began with the preparation of a "base budget" for each department. The base budget is defined as "the essential expenses to operate a department at its current level of service." Projections in commodities and utilities are based on an inflationary projection of 3%–5%, due to anticipated increases being proposed by the various local utilities and rising cost of fuel.

FY 2025 showed the need for additional staffing across the City's organization with 19 new position requests of which seven positions were added to the budget to assist with providing services to citizens. Salaries are projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments.

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

General Fund – Revenues

Revenue projections for the General Fund are based on both historic years' receipts and the best future assumptions that can be made at this time. The General Fund-Revenues Summary is provided in detail in the General Fund Summary in the General Fund section.

Taxes & Fees

Special attention was given to our local **City Sales Tax**. This tax had been dropping for several years after the economic downturn in 2008 but since then has been rising at least 7% for the last two or three years. Comparing the local sales tax to total operating revenues is important despite the current trend in sales tax and the transfer of sales tax to pay the Recreation Center debt service. Large fluctuations in the economy can dramatically affect this revenue source. Local sales tax constitutes 60% of all General Fund revenues.

State Shared Revenues constitute 15% of total operating revenues or about \$6M for FY 2025. This is down by 10.4% from last year's State Shared Revenues. State finances and state legislation can have a dramatic effect on the City of Cottonwood'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.

The State of Arizona established a flat tax that will greatly reduce these funds for future years. The Arizona League of Cities and Towns worked with the State trying to get the State to hold the cities and towns harmless and got the State to agree to increase the percentage of tax allocated to cities and towns for a few years to help offset the decrease of this tax in future years. FY 2025 is the first year that the City has seen a reduction due to the flat tax.

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 stagnant in the past five years.

Intergovernmental Revenues

Intergovernmental revenues are based on a share 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 2022, the estimated revenues are based on the current U.S. Census numbers that reflect a more accurate population estimate. The City can expect a combined increase of 14% for FY 2025, including all police and fire grants. The state shared income tax, or urban revenue sharing, is distributed to the cities based on collections from two years prior.

Charges for Services

Charges for services have increased significantly over the past couple of years, mainly due to the opening of the Cottonwood Recreation Center. These revenues have stabilized and the estimate for FY 2025 is expected to increase by 4.8% over the year-end figure for FY 2024; a moderate increase, partially because of the anticipated increase of 5% for dispatching fees.

Fines and Forfeitures

Since fiscal year 2011 and the creation of a new "Court Enhancement" fee, these revenues have increased slightly every year. For FY 2025, revenues in this area are budgeted to be rather stagnant, not fluctuate by much.

Uses of Monies and Properties

An investment policy that the City has adopted in the past allows for greater investment flexibility to capitalize on opportunities other than just the State's Local Government Investment Pool (LGIP). With the preparation of the five-year capital plan, this policy will be a very useful tool.

From 2015 to 2020, investments had been earning a higher return as interest rates climbed. Due to the pandemic, interest rates were lowered, and in FY 2023 rates were increased drastically by the federal government to try to fight rising inflation. FY 2024 saw large increases in interest rates to combat high inflation. This revenue is budgeted to be level in FY 2025, mainly due to the instability of interest rates and the economy.

Licenses and Permits

License and Permit Revenues are budgeted at \$575,800. This is a decrease of 17.2% compared to FY 2024 estimates. In FY 2020 a new Dutch Bros Coffee, Starbucks, and a Dunkin Donuts & Baskin-Robbins were built, and several housing developments started construction. The anticipation is that the construction trend will continue as was the case with the addition of a new Springhill Suites by Marriott that was completed in FY 2022, and now with the construction of a Hampton Inn, currently in progress, as well as the construction of a Chipotle. The Verde Valley continues working on its current housing issue.

High inflation and high interest rates slowed the housing construction in the area, but several new apartment complexes are under construction.

Miscellaneous Revenues

Miscellaneous revenues have always fluctuated wildly with donations and one-time revenues that do not fit into other revenue line items. This category is budgeted to be down from FY 2024.

General Fund Expenditures

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

This fiscal year's total General Fund expenditures are projected to increase by 3.9% from the FY 2024 original budgeted amount. This translates into a decrease of \$1.7M over that of the previous fiscal year's originally adopted budget of \$44.9M. This net decrease includes some rollover projects, new capital projects, increases in the Public Safety Pension unfunded liability debt service fund and fund balance reserves.

The increase of 13.3% in funds for **Personnel** is because of a Cost of Living Adjustment of 3.2%, the wage adjustment program, increases in health insurance, retirement, and other related taxes. The increase is also because of adding seven new full-time positions in the FY 2025 budget.

The City provides paid health insurance coverage for all employees and part of dependent coverage, based on a tiered system. This system was implemented as a cost containment measure to offset rising premiums and is based on the number of dependents being covered, dictating the contribution amount to be paid by the employee. On average the last several years have seen an increase of 7% to 9% in premiums.

With health care costs continuing to rise, APEHP and the City of Cottonwood decided starting FY 2018 to move all members out of APEHP into a new insurance pool, called Kairos Health Arizona, Inc. By spreading the liability over more pool participants in Kairos, rates can be kept from increasing drastically. FY 2025 will show a 7% to 9% increase in health insurance rates depending on the coverage.

The **Materials & Supplies** category has increased by \$80,855 from \$754,495 in the last fiscal year to \$835,350 for this year.

This increase is the result of a re-evaluation of each department's needs after cutting operating budgets in previous years. Department heads continued to take a very close look at their operating supplies and most were able to stay within their overall requests.

Contractual Services are anticipated to increase by 17.3%. This is partially due to the continued need for specific services that will be performed by independent contractors, several budgeted plan evaluations, and adding some Housing Services in the current budget year.

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



Five-Year Capital Improvement Plan

BUDGET FISCAL YEAR 2024-2025

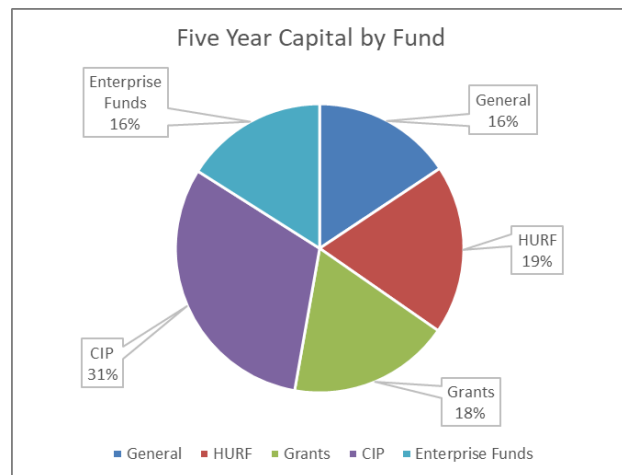
CAPITAL IMPROVEMENT PLAN

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 \$90,134,620. This figure is substantial 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 include 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 just a budget. Therefore, projects may be altered in subsequent years. Projects qualifying for the City's CIP shall have a total value of \$25,000 or greater. As in the past fiscal years, we have programmed restricted revenues that are specifically designated for capital improvements projects. There are policies outlining the requirements for the various restricted revenue sources. Restricted revenues have multiple projects assigned, based on council guidance.

In the City's CIP, the projects are measured against the main initiatives of the Strategic Plan, and a plan is developed that helps the City reach the goals of the Strategic Plan. More information can be found online about the [2023-2025 Strategic Plan](#).

Revenues	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Five Year Total
Sales Tax	\$ 2,424,680	\$ 2,424,680	\$ 2,424,680	\$ 2,424,680	\$ 2,424,680	\$ 12,123,400
User Fees	\$ 13,907,446	\$ 14,046,520	\$ 14,186,986	\$ 14,328,856	\$ 14,472,144	\$ 70,941,952
Grants	\$ 12,775,000	\$ 3,229,000	\$ 5,189,000	\$ 3,009,000	\$ 3,409,000	\$ 27,611,000
Bonds/Leases/Loan	\$ -	\$ 22,000,000	\$ -	\$ -	\$ -	\$ 22,000,000
	\$ 29,107,126	\$ 41,700,200	\$ 21,800,666	\$ 19,762,536	\$ 20,305,824	\$ 132,676,352
Expenditures By Fund	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Five Year Total
General	\$ 5,707,000	\$ 2,350,000	\$ 2,109,000	\$ 2,379,000	\$ 1,589,000	\$ 14,134,000
HURF	\$ 10,859,945	\$ 2,925,810	\$ 1,319,530	\$ 582,115	\$ 1,410,080	\$ 17,097,480
Grants	\$ 8,995,000	\$ 1,850,000	\$ 1,550,000	\$ 1,950,000	\$ 2,000,000	\$ 16,345,000
CIP	\$ 8,503,140	\$ 4,805,000	\$ 14,600,000	\$ 100,000	\$ 100,000	\$ 28,108,140
Enterprise Funds	\$ 11,550,000	\$ 950,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 14,450,000
	\$ 45,615,085	\$ 12,880,810	\$ 20,228,530	\$ 5,661,115	\$ 5,749,080	\$ 90,134,620
Fund/Balance Reserves - (USE)	\$ (16,507,959)	\$ 28,819,390	\$ 1,572,136	\$ 14,101,421	\$ 14,556,744	\$ 42,541,732

Revenues	Five Year Total
Sales Tax	\$ 12,123,400
User Fees	\$ 70,941,952
Grants	\$ 27,611,000
Bonds/Leases/Loan	\$ 22,000,000
Total Revenues	\$ 132,676,352
Expenditures By Fund	Five Year Total
General	\$ 14,134,000
HURF	\$ 17,097,480
Grants	\$ 16,345,000
CIP	\$ 28,108,140
Enterprise Funds	\$ 14,450,000
Total Expenses	\$ 90,134,620
Fund/Balance Reserves - (USE)	\$ 42,541,732



IMPACT OF CAPITAL BUDGET ON OPERATING BUDGET

GENERAL FUND

General Fund						
Revenues	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
Reserves/Fund Balance	\$ 31,166,629	\$ 28,271,191	\$ 26,638,937	\$ 25,940,937	\$ 24,892,937	\$ 136,910,631
CIP Sales Tax Reserve/Fund Balance	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 1,860,000
Grant Revenues						\$ -
Riverfront Park Athletic Field	\$ 2,500,000					\$ 2,500,000
Radio Towers & Backbone	\$ 300,000	\$ 300,000				\$ 600,000
Misc. Fire & Police Grants	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 6,745,000
Bonds/Loans/Leases						\$ -
	\$ 35,687,629	\$ 30,292,191	\$ 28,359,937	\$ 27,661,937	\$ 26,613,937	\$ 148,615,631
Transfers to Special Revenues Funds	\$ 1,709,438	\$ 1,303,254	\$ 310,000	\$ 390,000	\$ 40,000	\$ 3,752,692
Expenditures						
Finance Department - ERP Replacement - FY 2029	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000
IT - Police Department - Mobile Digital Communicator (MDC) Replacements	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 225,000
IT - Rec Center: Audiovisual Equipment Replacement [Carryover from FY 2023]	\$ 97,000	\$ -	\$ -	\$ -	\$ -	\$ 97,000
IT - Help Desk Zen Desk	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
IT - Radios for Fire and Police Department	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 350,000
IT - Server Refresh: Lease & Maintenance	\$ 82,000	\$ 82,000	\$ -	\$ 340,000	\$ -	\$ 504,000
IT - Radio Backbone - Grant Funded?	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 600,000
Public Works - New Asset Assessment, Management, and Work Order Program 2025	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Maintenance - UPS Battery Replacement at Communications Center	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Maintenance - Mini Excavator	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000
Maintenance - New Asset Assessment, Management, and Work Order Program	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Maintenance - New Vehicle (Truck) Enterprise	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Police Department - Armored Vehicle	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Police Department - Surveillance Trailer - Only if Grant Funded	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Communications - Console Replacements	\$ 34,000	\$ 34,000	\$ -	\$ -	\$ -	\$ 68,000
Fire & Medical - Type 6 Engine - Brush Truck	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Fire & Medical - Water Tender	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Fire - City of Cottonwood Emergency Operations Center FY 2025	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Fire & Medical - Various Grant Expenditures	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 1,349,000	\$ 6,745,000
P & R - Develop the Riverfront Park River Walk	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
P & R - Improvements to the Skate Rink and Skate Park	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
P & R - Moving the Dog Park	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
P & R - Riverfront Park Athletic Field Construction	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
	\$ 5,707,000	\$ 2,350,000	\$ 2,109,000	\$ 2,379,000	\$ 1,589,000	\$ 14,134,000
Carry-over(under)	\$ 28,271,191	\$ 26,638,937	\$ 25,940,937	\$ 24,892,937	\$ 24,984,937	\$ 130,728,939

GRANTS AND TRANSIT FUNDS

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 submission 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.

Grants & Transit Funds

Revenues	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
Reserves/Fund Balance	\$ 2,130,876	\$ 311,876	\$ -	\$ -	\$ -	\$ 2,442,752
Transfers from General Fund		\$ 58,124	\$ 310,000	\$ 390,000	\$ 40,000	\$ 798,124
Grants	\$ 7,176,000	\$ 1,480,000	\$ 1,240,000	\$ 1,560,000	\$ 1,960,000	\$ 13,416,000
Totals	\$ 9,306,876	\$ 1,850,000	\$ 1,550,000	\$ 1,950,000	\$ 2,000,000	\$ 16,656,876
Expenditures						
Airport Land for Development - Environmental Study & Planning	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ 50,000	\$ 650,000
Airport - Airport Management Software	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Airport Environmental Study and Construct Perimeter Road	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,500,000
Airport - Obstruction Mitigation Program & WHMP FY 2025, 2026 & 2027	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,500,000
Airport - Heliport Design & Construction FY 2027	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Airport PAPI Design and Construction	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Airport - Runway Strengthening & Extension - FY 2027 & FY 2028 - Assessment FY 2025	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Airport Pavement Preservation Program (APPP) FY 2025 FY 2026 & FY 2027	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
Airport - Taxiway A Rehabilitation - FY 2026	\$ 3,620,000	\$ -	\$ -	\$ -	\$ -	\$ 3,620,000
Airport - Wildlife Anti-Dig Fencing FY 2025, FY 2026, FY 2029 & FY 2030	\$ 650,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,650,000
Transit - 5339 Money - Buses or Other Capital	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,250,000
Totals	\$ 8,995,000	\$ 1,850,000	\$ 1,550,000	\$ 1,950,000	\$ 2,000,000	\$ 16,345,000
Carry-over(under)	\$ 311,876	\$ -	\$ -	\$ -	\$ -	\$ 311,876

PUBLIC SAFETY FUNDS

Public Safety Fund Policy

- Current commitments are priority
 - Public Safety Lease Purchase
- Restricted to Public Safety capital
 - 1st priority is fleet—developing a new Enterprise lease program
 - 2nd priority is other projects

HIGHWAY USER REVENUE FUND

These funding sources come from several areas. State Highway User Revenue Fund (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
 - Streets Department Maintenance & Operations
 - Streets Construction
 - Streets Capital

All major street projects will have a 10% restricted funding component to be used for

- Sidewalks
- Landscape
- Bike paths and trails

Highway User Revenue Fund (HURF)

Revenues	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
Reserves/Fund Balance	\$ 6,119,827	\$ -	\$ -	\$ 361,150	\$ 1,459,715	\$ 7,940,692
Sales Tax	\$ 935,000	\$ 935,000	\$ 935,000	\$ 935,000	\$ 935,000	\$ 4,675,000
1% Construction Sales Tax	\$ 370,880	\$ 370,880	\$ 370,880	\$ 370,880	\$ 370,880	\$ 1,854,400
Sales Tax .5%	\$ 374,800	\$ 374,800	\$ 374,800	\$ 374,800	\$ 374,800	\$ 1,874,000
Grants	\$ 1,350,000					\$ 1,350,000
Transfers From GF	\$ 1,709,438	\$ 1,245,130				\$ 2,954,568
	\$ 10,859,945	\$ 2,925,810	\$ 1,680,680	\$ 2,041,830	\$ 3,140,395	\$ 20,648,660
Expenditures						
Street Maintenance - New Equipment: Snow Plow Attachment	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Street Maintenance - Water Truck replacement 2025	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Street Maintenance - New Vehicle with Utility Bed (Truck)2025	\$ -	\$ 60,000	\$ -	\$ -	\$ 65,000	\$ 125,000
Street Construction - Pavement Preservation	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ 2,250,000
Street Construction - Yavapai Street Parking Lot [Carryover]	\$ 58,000	\$ 469,000	\$ -	\$ -	\$ -	\$ 527,000
Street Construction - Riverfront Park Ramada Parking Lot [New Project]	\$ 67,000	\$ 492,000	\$ -	\$ -	\$ -	\$ 559,000
Street Construction - Fairgrounds Parking Lot [New Project]	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Street Construction - Pavement Condition Assessment [New Project]	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Street Construction - Public Safety Parking Lot [Carryover]	\$ 1,132,000	\$ -	\$ -	\$ -	\$ -	\$ 1,132,000
Street Construction - Local Streets Reconstruction [New Project]	\$ 1,332,500	\$ 1,332,500	\$ -	\$ -	\$ -	\$ 2,665,000
Street Construction - Sidewalks - New and Replacements	\$ 545,445	\$ 557,310	\$ 569,530	\$ 582,115	\$ 595,080	\$ 2,849,480
Street Construction - 6th Street Pavement Rehabilitation [Carryover]	\$ 2,350,000	\$ -	\$ -	\$ -	\$ -	\$ 2,350,000
Street Construction - Main Street Pavement Rehabilitation (Carryover)	\$ 4,300,000	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000
	\$ 10,859,945	\$ 2,925,810	\$ 1,319,530	\$ 582,115	\$ 1,410,080	\$ 17,097,480
Carry-over(under)	\$ -	\$ -	\$ 361,150	\$ 1,459,715	\$ 1,730,315	\$ 3,551,180

CAPITAL IMPROVEMENT FUND

The accumulations in the **Capital Improvement Fund** are from an excess sales tax collected prior to July 1, 2007, and they are set aside for capital improvements throughout the City organization.

During the 2008 recession, it was decided to cap this fund at \$1,000,000 until the economy recovered and sales tax began 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. Allocations for this additional CIP reserve were \$270,950 in FY 2020, \$314,275 for FY 2021 and \$368,725 for FY 2022, and an anticipated \$374,650 for FY 2023, \$382,980 for FY 2024, and \$387,695 for FY 2025.

Capital Improvement Fund

Revenues	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
Reserves/Fund Balance	\$ 3,524,382	\$ (4,506,758)	\$ 13,160,242	\$ 1,532,242	\$ 1,904,242	\$ 15,614,350
CIP Sales Tax Reserves	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 1,860,000
Bonding - Evidence/Fire Station/Animal Control		\$ 22,000,000				\$ 22,000,000
Grants	\$ 100,000	\$ 100,000	\$ 2,600,000	\$ 100,000	\$ 100,000	\$ 3,000,000
	\$ 3,996,382	\$ 17,965,242	\$ 16,132,242	\$ 2,004,242	\$ 2,376,242	\$ 42,474,350
Expenditures						
Library - Paint Exterior of Building - FY 2026	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Fire & Medical - Fire Station(s)	\$ 500,000	\$ 250,000	\$ 12,000,000	\$ -	\$ -	\$ 12,750,000
P & R - Old Town Corner Park	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Police Department - Evidence Building	\$ 6,220,000	\$ -	\$ -	\$ -	\$ -	\$ 6,220,000
Police Department - Public Safety Complex Improvements	\$ 1,197,640	\$ -	\$ -	\$ -	\$ -	\$ 1,197,640
Animal Control - Animal Control Canine Housing Expansion	\$ 420,500	\$ 4,205,000	\$ -	\$ -	\$ -	\$ 4,625,500
Street Construction - Flood Control Projects [New Project]	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
	\$ 8,503,140	\$ 4,805,000	\$ 14,600,000	\$ 100,000	\$ 100,000	\$ 28,108,140
Carry-over(under)	\$ (4,506,758)	\$ 13,160,242	\$ 1,532,242	\$ 1,904,242	\$ 2,276,242	\$ 14,366,210

ENTERPRISE FUNDS

User Fees

Wastewater User Fees

Wastewater user fees are currently not sufficient to cover operations and maintenance costs as well as future planned capital projects for the Wastewater Utility. The wastewater rates were reviewed, and a five-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. The FY 2025 budget contains funds to do a five-year water and wastewater master plan and evaluate rates to project future rate adjustments. The projections in this budget document may not reflect the actual needs for future rate forecasting.

Water User Fees

The Water Utility was designed to be self-sufficient. At present, this utility is generating enough revenue to cover costs of maintenance, operations, administration, debt service, and capital improvements. Water user fees provide the majority of the revenue. The City of Cottonwood adopted a four-year rate plan in FY 2019 with the first increase to be implemented on July 1, 2020. The rate increases will help the Water Utility cover operating costs and capital improvements. The FY 2025 budget contains funds to do a five-year water and wastewater master plan and evaluate rates to project future rate adjustments. The projections in this budget document may not reflect the actual needs for future rate forecasting.

Enterprise Funds

Water Utility							
Revenues		FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
User Fees		\$ 8,352,829	\$ 8,436,357	\$ 8,520,721	\$ 8,605,928	\$ 8,691,987	\$ 42,607,823
Reserves/Fund Balance/Net Position		\$ 20,000,000	\$ 13,952,829	\$ 13,630,186	\$ 13,229,727	\$ 12,749,052	\$ 73,561,794
		\$ 28,352,829	\$ 22,389,186	\$ 22,150,907	\$ 21,835,655	\$ 21,441,039	\$ 116,169,617
Operational Costs		\$ 7,950,000	\$ 8,109,000	\$ 8,271,180	\$ 8,436,604	\$ 8,605,336	\$ 41,372,119
Expenditures							
Wastewater Construction - Direct Potable Reuse - Phase 2		\$ 1,800,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 4,400,000
Water Construction - Arsenic Systems for Well sites		\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Water Construction - Line Replacements		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Water Construction - Well Improvements		\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Water Construction- PRV's		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Water Construction - Kid's Park Well Development		\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Water Construction - Meter Replacement Program		\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
		\$ 6,450,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 9,050,000
Carry-over(under)		\$ 13,952,829	\$ 13,630,186	\$ 13,229,727	\$ 12,749,052	\$ 12,185,703	\$ 65,747,497

Wastewater Utility							
Revenues		FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	FY 2029 Proposed	FY 2030 Proposed	Total
User Fees		\$ 5,554,617	\$ 5,610,163	\$ 5,666,265	\$ 5,722,927	\$ 5,780,157	\$ 28,334,129
Reserves/Fund Balance		\$ 12,655,390	\$ 9,219,637	\$ 10,444,912	\$ 11,822,044	\$ 13,041,381	\$ 57,183,364
		\$ 18,210,007	\$ 14,829,800	\$ 16,111,176	\$ 17,544,971	\$ 18,821,538	\$ 85,517,493
Operational Costs		\$ 3,890,370	\$ 4,084,889	\$ 4,289,133	\$ 4,503,590	\$ 4,728,769	\$ 21,496,750
Expenditures							
Wastewater Construction - Sewer Line M & R		\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 600,000
Wastewater Construction - Upgrade North Main Sewer Line		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Wastewater Construction - Upgrade Dead Horse Ranch Lift Station		\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Wastewater Construction- Lift Station 3 Rehab		\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Wastewater Construction- Mingus WWTP Shop and Lab building roof repair		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Wastewater Construction - Blower/Aerations Improvements at Mingus WWTP		\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Wastewater Construction- Irrigation Vault Rehab		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
		\$ 5,100,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 5,400,000
Carry-over(under)		\$ 9,219,637	\$ 10,444,912	\$ 11,822,044	\$ 13,041,381	\$ 14,092,769	\$ 58,620,743

WATER RESOURCE RESERVE FUND

The reserves in the **Water Resource Reserve 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. Included are also ancillary costs involved in getting these objectives accomplished.



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FINANCIAL RESOURCES

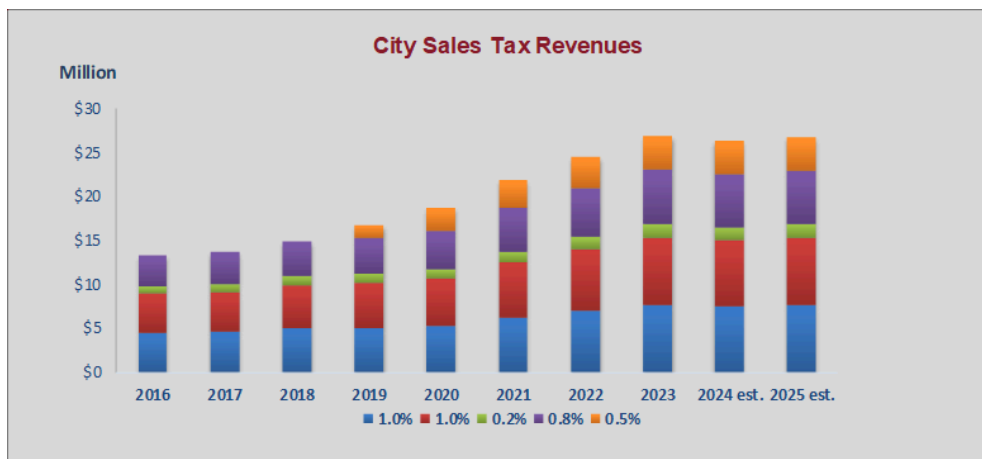
BUDGET FISCAL YEAR 2024-2025

CITY SALES TAX REVENUES

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

Below is the ten-year comparison for the City Sales Tax revenues with annual percentage increases/(decreases) - FYE 06/30.

Fiscal Year Ending 06/30	1.0%	1.0%	0.2%	0.8%	0.5%	Total Sales Tax 3.5%	% Inc. / (Dec.)
2016	4,461,752	4,461,752	892,350	3,569,402		13,385,257	4.78%
2017	4,589,307	4,589,307	917,861	3,671,446		13,767,921	2.86%
2018	4,982,272	4,982,272	996,454	3,985,818		14,946,817	8.56%
2019	5,081,918	5,081,918	1,016,384	4,065,534	1,490,715	16,736,468	11.97%
2020	5,347,493	5,347,493	1,069,499	4,277,995	2,673,747	18,716,227	11.83%
2021	6,257,388	6,257,388	1,251,478	5,005,911	3,128,694	21,900,859	17.02%
2022	6,999,037	6,999,037	1,399,807	5,599,230	3,499,519	24,496,631	11.85%
2023	7,674,308	7,674,308	1,534,862	6,139,446	3,837,154	26,860,078	9.65%
2024 est.	7,525,945	7,525,945	1,505,189	6,020,756	3,762,973	26,340,808	-1.93%
2025 est.	7,656,403	7,656,403	1,531,281	6,125,122	3,828,201	26,797,410	1.73%



URBAN REVENUE SHARED INCOME TAX REVENUE

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.

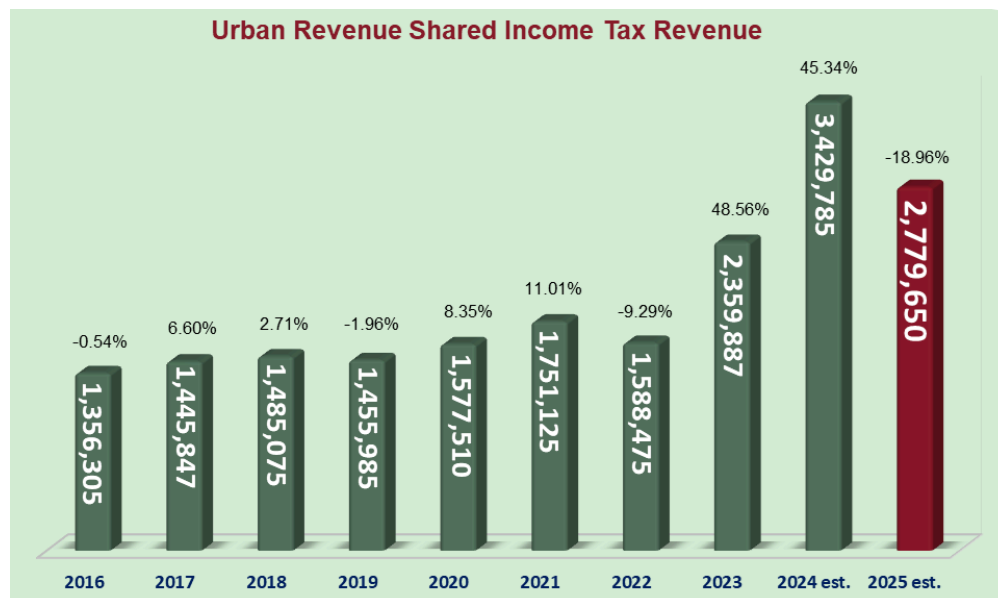
Analysis

The State of Arizona implemented new tax percentages in 2012 that were not tied to the IRS deductions, and the revenues for the Urban Revenue Sharing (State Shared Income Tax) increased in the following years. The revenues received from this Shared Revenue source have shown a steady increase over the last ten years from \$1.15M in 2013 to \$1.6M in 2022, or an overall growth of 38.94% in the 10-year period. These increases can be attributed to job growth and an increase in the State's minimum wage.

Fiscal year 2022 showed an anticipated decrease of this revenue source of 9.29% from FY 2021. A factor that will impact this revenue in future years is the shutdown during fiscal year 2020 due to the COVID-19 pandemic, the resulting loss of jobs and increases in unemployment. These tax revenue figures are based on collections by the State of Arizona from two years prior.

A flat tax, replacing the previous two-tiered income tax system, was implemented at a lower tax percentage in calendar year 2023. This will result in lower revenue collections at the state level. The State increased the percentage of the allocation to cities and towns for two years (FY2023 and FY 2024) to allow them to reserve revenues to make up for the decrease in future years. FY 2023 and FY 2024 distributions show the allocation increase that the State had projected with FY 2025, showing a decrease of 18.96%.

Below is the ten-year comparison for the Urban Revenue Shared Income Tax Revenue with annual percentage increases/(decreases) - FYE 06/30.



STATE SHARED SALES TAX REVENUE

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 one used by 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.

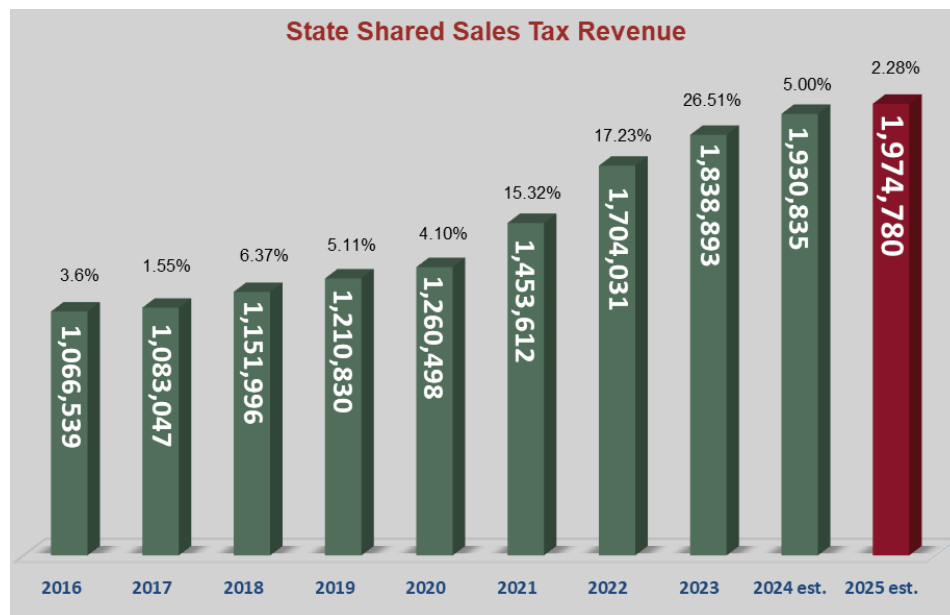
These revenue sources are always of concern to municipalities because of the state's history of trying to reallocate the funds for state purposes. The League of Arizona Cities and Towns calculates the anticipated State Sales Tax and provides those estimates annually in March for the upcoming budget year.

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 forward. The growth of this revenue is based on the current economic expansion and the growing population in Arizona. This revenue source is projected at the state level and the State may adjust this number later in the year depending on the state's economy.

Cities receive 25% of the base amount projected by the State of Arizona and that amount is divided up between cities and towns in regard to population size. The amounts for FY 2024 and FY 2025 are both projected to increase based on the original estimates from the State. FY 2024 is projected to be 5% higher than FY 2023 and the amount for FY 2025 is estimated to increase by 2.28%, or \$43,945.

Below is the ten-year comparison for the State Shared Sales Tax Revenue with annual percentage increases/(decreases) - FYE 06/30.



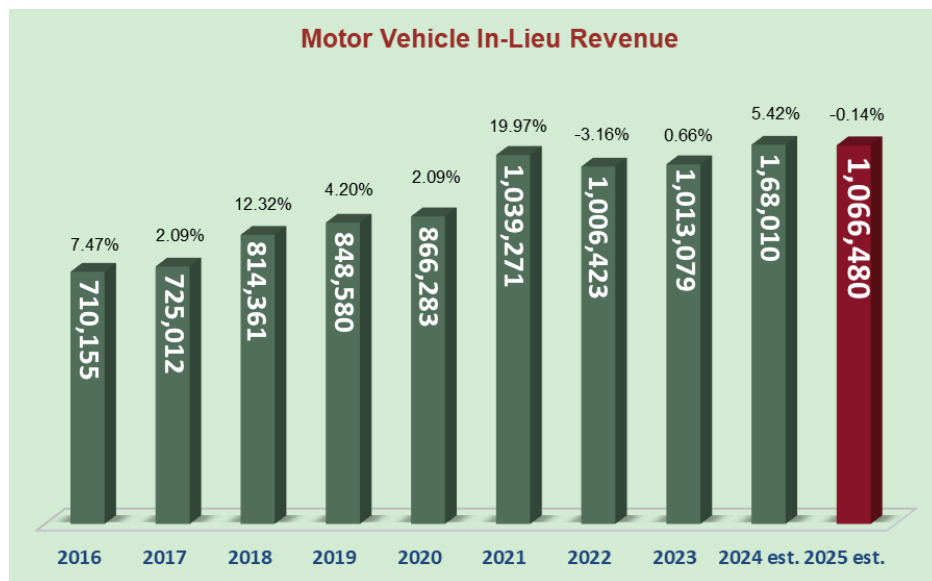
MOTOR VEHICLE IN-LIEU REVENUE

Arizona cities receive a 20% 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

This revenue source showed a large rebound in FY 2014 after a drop in 2008 as a result of the recession. Starting in FY 2015, the revenues received were closer to the level of 2008 and they have grown at a pretty steady pace since then. For 2021, this revenue was 13% higher than for FY 2020, partially due to lower interest rates and increased vehicle sales. This increase showed that the economy had almost fully recovered. However, the estimate for FY 2022 reflected the impact that COVID-19 was anticipated to have on the local Arizona economy. Before the pandemic, the State and the City of Cottonwood were both projecting large increases in vehicle sales. Overall, this revenue source has increased by 50% in the ten-year period of 2016 to 2025.

Below is ten-year comparison for the Motor Vehicle In-Lieu Revenue with annual percentage increases/(decreases) - FYE 06/30.



FINES AND FORFEITURES REVENUES

Fines and Forfeitures Revenues are generated as a result of imposed fines for the violation of various state laws and city ordinances. They include traffic violations, violations of city code and other criminal misdemeanors. Court Appointed Attorney Reimbursements and Court Deferred Surcharges have been removed from the total to give a more accurate account of the Fines and Forfeitures revenues.

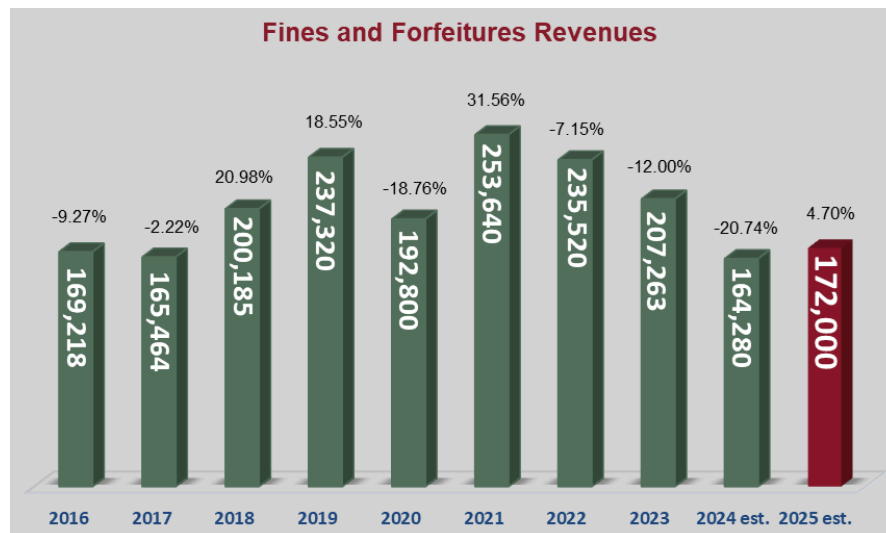
Analysis

These City revenues fluctuate each year based on traffic enforcement. In FY 2005, a new interim magistrate made some major changes in the way the court conducted business, which improved the collections.

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 steady. In FY 2019, the City Council voted to decrease the magistrate's position to a 60% FTE. During FY 2020, it was determined that an 80% FTE was warranted, and this continues to be the case for the FY 2024 budget.

The revenues for FY 2020 were down due to the COVID-19 pandemic that led to the shutdown of a lot of businesses for several months. FY 2021 showed a slight increase as the world went back to work. FY 2023 showed a decrease as the Court learned how to navigate the continuing issues of the COVID-19 pandemic. Despite the Court having been busy the last several years, the numbers show decreases in fines and fees. The City budgeted a slight increase of 4.7% for FY 2025.

Below is the ten-year comparison for the Fines and Forfeitures Revenues with annual percentage increases/(decreases) - FYE 06/30.



INVESTMENT REVENUES

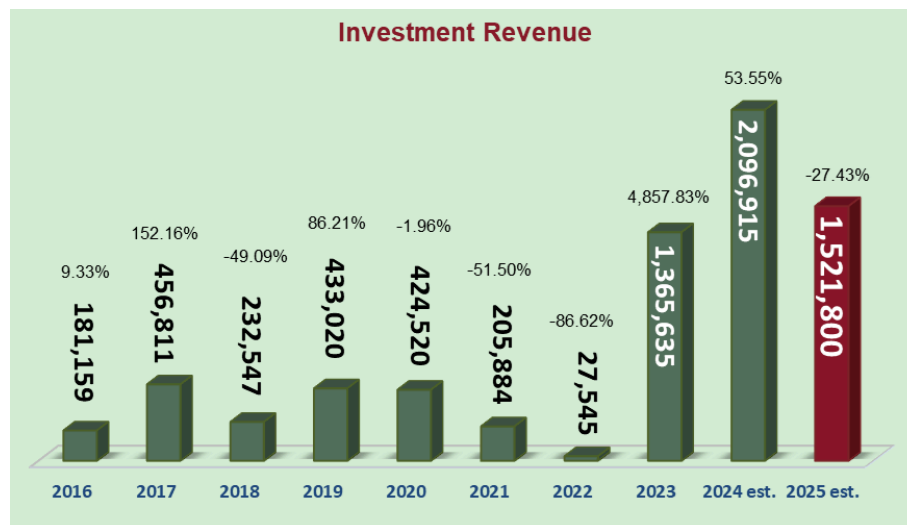
Investment income is derived from idle funds which include the proceeds from bonds during the time of construction, planned reserves, fund balances and operating funds received in advance of required needs. Unrealized gains and losses are included to reflect the fair market value of investments.

Analysis

The growth of these revenues began to slow in FY 2010 as interest rates dropped dramatically due to the economic downturn in 2008. During this time, the City began to use funds from its capital reserves for major projects in order to bolster the local economy. By FY 2013, when interest rates were in the .03% range and much of the capital reserves having been used, the City began cashing in investments at a loss. Since 2014, the City of Cottonwood has increased its cash position and has stopped investing any excess funds in order to have a better availability to these resources.

The Council has directed staff to use a large amount of the .5% sales tax increase, enacted in FY 2019, to start increasing the City reserves and investments. The federal government in calendar year 2023 began increasing interest rates to battle rising inflation. These rate increases have allowed the City to start seeing rising interest revenues. The City budgeted a slight increase in interest revenues for FY 2023 and FY 2024 and actually saw interest revenue increase by over a 40.00% in FY 2023, 53.55% in FY 2024. Due to the current economy, interest has been budgeted at approximately the same amount as FY 2023.

Below is the ten-year comparison for the Investment Revenues with annual percentage increases/(decreases) - FYE 06/30.



BUILDING PERMITS REVENUES

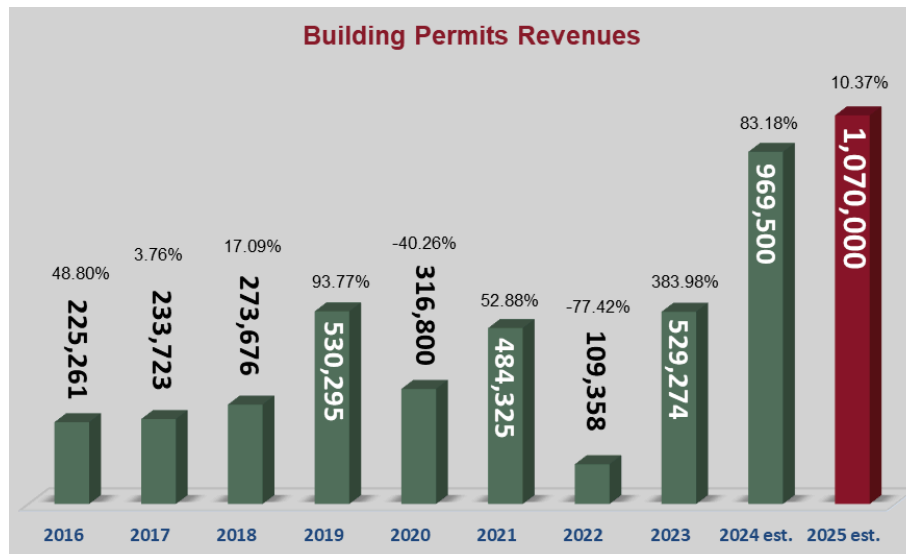
Building permits are assessed based on the City's building codes. Fees are charged for building, plumbing, mechanical and electrical activities; fees are also assessed for plan checks and signs.

Analysis

The economy had started slowing down in 2008 that led to a continued decrease in this revenue in the years following. The decrease came to a halt in FY 2012 when the economy began to turn around and in FY 2014 the revenues reached a level that exceeded that of FY 2009, largely due to housing and business growth in the area. Even though forecasted at a moderate rate, the revenue for FY 2018 exceeded expectation and in FY 2019, it nearly doubled. Currently, there are two large residential home developments being planned and hopefully this revenue will increase as these homes are built and sold.

The building permit fee rates were increased in FY 2020. Revenues for FY 2020, however, were down by 40.26% from FY 2019 as COVID-19 seemingly stopped construction. FY 2024 is estimated to see growth in this revenue as more housing and commercial projects are being planned. For FY 2025 a slight increase is anticipated of 10.37% over FY 2024. Community Development plans on adopting updated codes and increased fees in FY 2025.

Below is the ten-year comparison for the Building Permits Revenues with annual percentage increases/(decreases) - FYE 06/30.



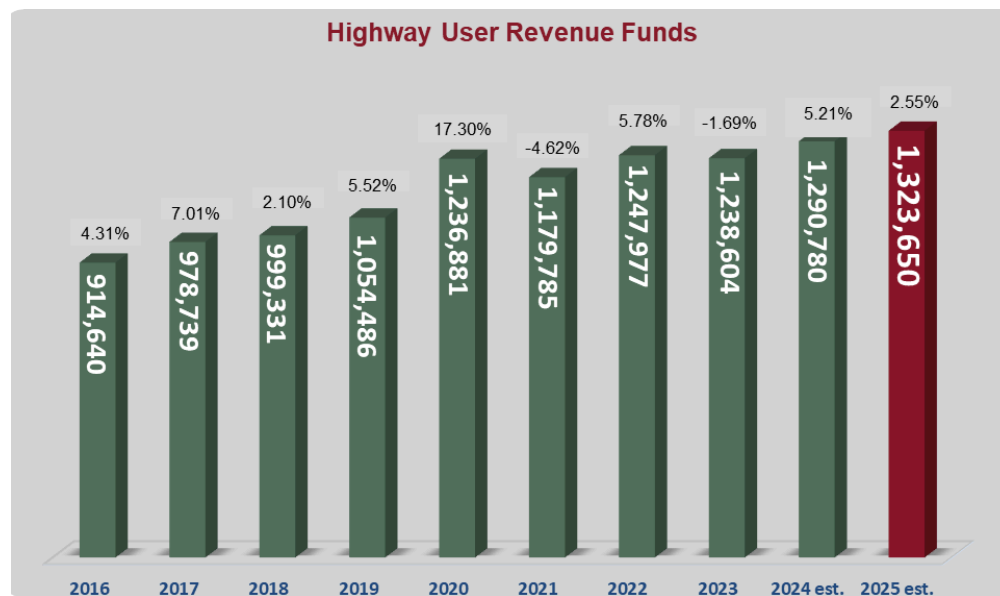
HIGHWAY USER REVENUE FUNDS (HURF)

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 fluctuated continuously. This 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% compared to FY 2016, but the year ended instead with an increase of 7.01%. FY 2020 showed a large increase over FY 2019 due to an additional \$192k that was allocated by the State. FY 2021 was projected to decrease by 9.03% but actually decreased by just 4.62%, partially because the additional State revenue was a one-time payment, and the COVID-19 pandemic had an effect on travel and fuel sales. FY 2025's revenue is projected to increase approximately 2.55% over that of FY 2024. With the growth in electric vehicle sales, the State and local governments are discussing ways to charge or collect a tax on non-gas vehicles to help maintain the tax levels, since these funds are used to fix roads.

Below is the ten-year comparison for the Highway User Revenue Funds (HURF) with annual percentage increases/(decreases) - FYE 06/30.



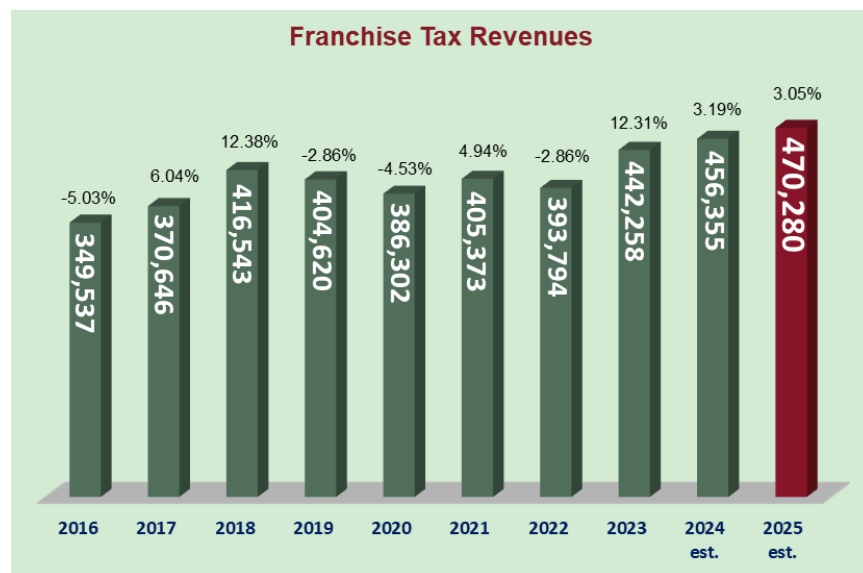
FRANCHISE TAX REVENUES

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

Analysis

These revenues have shown a steady increase as the utility companies continue to increase their rates to cover costs. Since FY 2014, these revenues have been hovering around the same level with a small uptick in fiscal years 2017 and 2018. Over the last ten years, franchise fees have increased by 26% as a whole over the last 10 years. This shows that Cottonwood has seen slow and steady population growth in the last ten years.

Below is the ten-year comparison for the Franchise Tax Revenues with annual percentage increases/(decreases) - FYE 06/30.



WASTEWATER SERVICE USER FEES

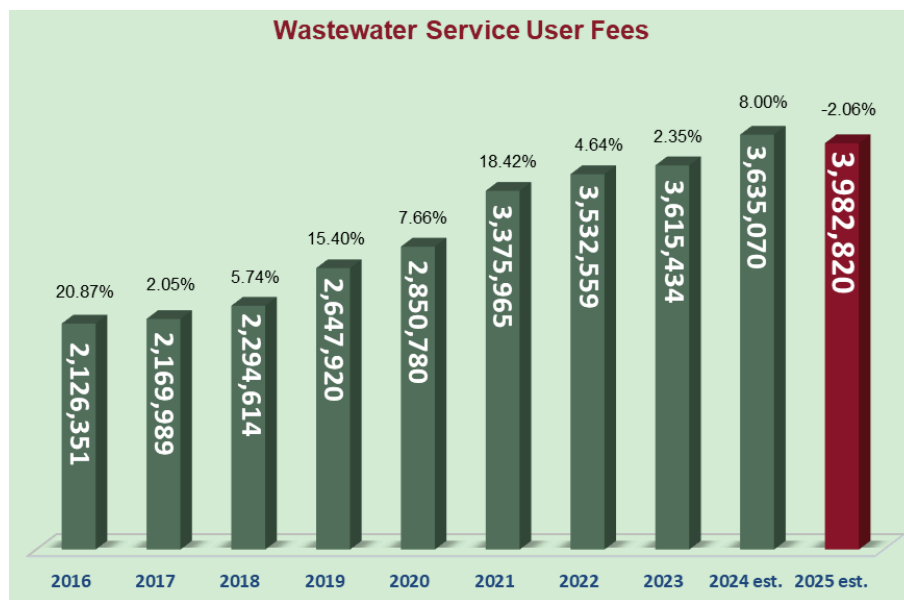
User fees are charged to residential, commercial and industrial customers for the collection and treatment of wastewater. In addition, the City levies tap fees on all new construction.

Analysis

The wastewater system became operational on October 1, 1990. The initial residential user fee was \$6.75 per month. The rate was increased in 1995 to \$13.20 per month, which the council at that time froze for a five-year period. In 2002, a new rate of \$16.75 was established. Considering city growth and the aging wastewater system, a rate study was done in FY 2014 and effective October 1 of that year, the rate was increased to \$26.25. In January 2015 and March 2016, the rate was increased again after another rate study showed the necessity to grow revenues to cover the cost of system maintenance, upgrades and rehabilitation, and equipment.

The City Council voted to incrementally increase rates starting September 2019 and then every July thereafter for the next five years. The rate as of July 1, 2021, was \$48.75 and with annual rate increases, the final rate will be \$58.85, starting July 1, 2023. The City will be working on a rate study in FY 2025 to adopt and implement in future years.

Below is the ten-year comparison for the Wastewater Service User Fees with annual percentage increases/(decreases) - FYE 06/30.



WATER SERVICE USER FEES

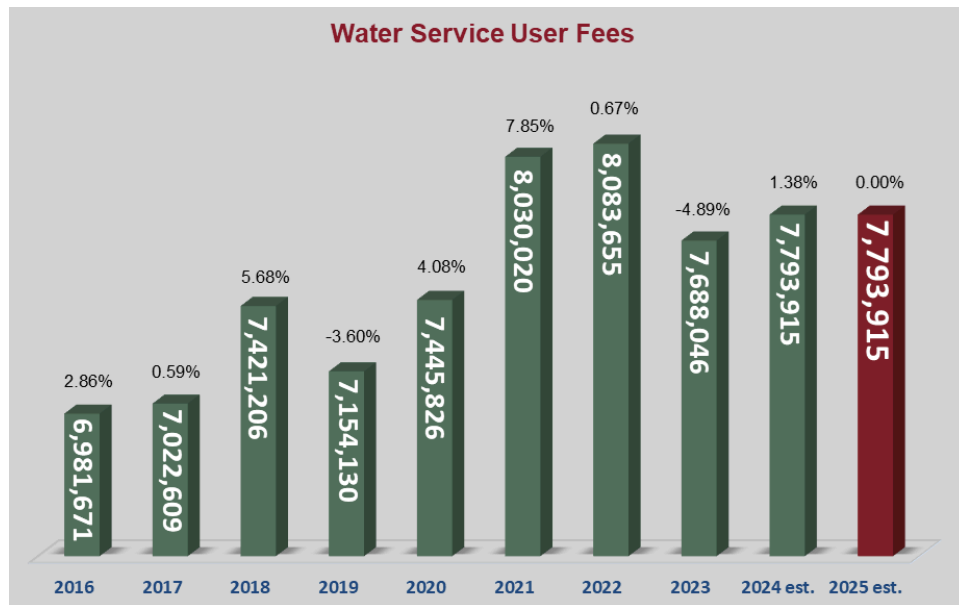
User fees are charged to residential, commercial and industrial customers for the collection and treatment of wastewater. In addition, the City levies tap fees on all new construction.

Analysis

Fiscal year 2011 showed a remarkable growth that was repeated in fiscal years 2013 and 2014. Since then, the growth rate has slowed down. In FY 2015, differential rates for inside and outside of the city limits as well as a rate increase were established to help with the large cost of servicing the unincorporated area. The most recent rate increase was in March 2016.

The base fee is determined by the water line size with additional charges in a tiered structure starting after the first 1,000 gallons. The fees were scheduled to increase as of July 1, 2020, and would continue to increase every year with the last increase being on July 1, 2023, for FY 2024. The City elected to not increase the water rates in FY 2023 and FY 2024 to help citizens with rising costs due to inflation but will be working on a new rate study in FY 2025 to implement new rates in FY 2026.

Below is the ten-year comparison for the Water Service User Fees with annual percentage increases/(decreases) - FYE 06/30.



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COMPREHENSIVE SUMMARY - ALL FUNDS

BUDGET FISCAL YEAR 2024-2025

Comprehensive Revenues & Expenditures Summaries

All Funds

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$85,808,239	\$63,497,190	\$73,252,575	\$65,024,004
Less: Designated Reserves	\$84,387,342	\$43,691,330	\$72,384,972	\$40,575,618
Less: Cash Reserves		\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$1,420,897	\$19,805,860	\$867,603	\$24,448,386

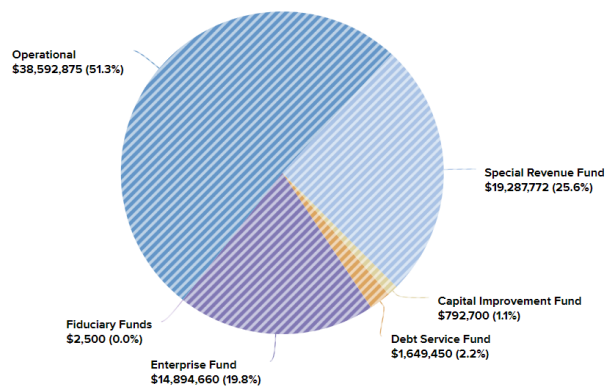
All Funds - Revenue and Expense Summaries ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes	\$24,553,917	\$25,743,275	\$25,271,589	\$25,707,075
Lodging Tax	\$632,035	\$683,780	\$644,675	\$657,570
Franchise & Utility Tax	\$858,477	\$866,850	\$880,900	\$903,315
Other Non-Operating Revenue	\$1,200,635	\$16,585,000	\$3,262,240	\$1,346,980
Fees Licenses & Permits	\$417,189	\$357,765	\$677,100	\$577,600
Other Operating Revenues	\$107,522	\$63,050	\$82,045	\$1,542,010
Intergovernmental	\$9,234,381	\$18,553,390	\$14,473,960	\$15,842,880
Charges for Services	\$17,363,614	\$18,139,080	\$18,095,950	\$18,413,530
Chrgs for Srvc-Field Rental	\$11,168	\$10,700	\$12,400	\$12,400
Fines & Forfeitures	\$179,265	\$216,150	\$138,380	\$146,100
Interest Income	\$1,812,845	\$234,300	\$2,924,305	\$2,022,800
Chrgs for Srvc-Facility Renta	\$269,382	\$262,285	\$272,125	\$270,105
Transfers In	\$1,232,247	\$9,016,095	\$1,654,315	\$7,777,592
REVENUES TOTAL	\$57,872,676	\$90,731,720	\$68,389,984	\$75,219,957
Expenses				
Personnel Services	\$22,080,008	\$24,209,225	\$24,319,390	\$27,256,330
Materials & Supplies	\$1,700,787	\$1,898,385	\$1,820,252	\$2,048,790
Repairs & Maintenance	\$2,196,255	\$2,523,015	\$2,524,460	\$1,860,700
Contractual Services	\$3,109,439	\$4,101,390	\$4,205,795	\$5,276,920
Utilities	\$2,008,824	\$2,186,815	\$2,087,615	\$2,237,616
Debt Service	\$4,126,797	\$6,164,225	\$6,156,815	\$6,463,815
Capital Purchases	\$2,179,458	\$10,013,350	\$7,841,170	\$5,284,185
Capital Projects	\$2,264,032	\$40,813,105	\$12,594,925	\$32,285,260
Depreciation	\$5,342,681	\$0	\$0	\$0
Transfers out	\$1,232,247	\$9,023,400	\$1,654,315	\$7,777,592
EXPENSES TOTAL	\$50,167,200	\$110,537,580	\$69,257,587	\$99,668,343
REVENUES LESS EXPENSES	\$7,705,476	-\$19,805,860	-\$867,603	-\$24,448,386

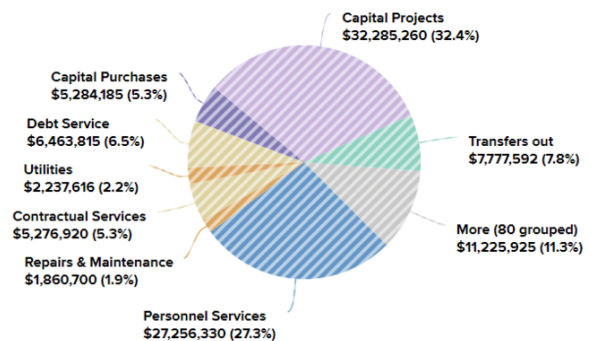
Ending Fund Balances/Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$7,705,476	\$0	\$30,931,533	\$0
Designated Reserves: FYs prior to 2025	\$39,850,631	\$322,585	\$839,005	\$322,585
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$7,517,081	\$9,725,535	\$7,089,260	\$9,725,535
Committed	\$39,760	\$1,491,000	\$0	\$1,491,000
Assigned	\$1,000,000	\$2,382,980	\$0	\$2,382,980
Unassigned	\$17,139,627	\$29,729,230	\$32,178,200	\$29,729,230
ENDING FUND BALANCE/RETAINED EARNINGS	\$73,252,575	\$43,651,330	\$65,024,004	\$40,575,618

All Funds Revenues by Fund



All Funds Expenditures by Category



GENERAL FUND SUMMARY

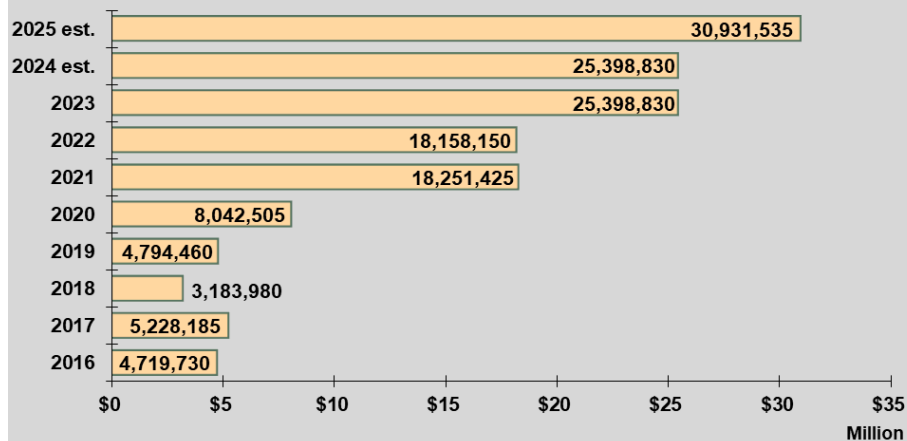
BUDGET FISCAL YEAR 2024-2025

General Fund

The General Fund is the general operating fund of the City. This fund 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: **General Government**, **Public Safety**, and **Culture and Recreation**.

General Government	
City Council	Community Development
Office of the City Clerk	Engineering Services
Administration Department	Public Works
Finance Department	Transfer Station
Human Resources Department	Parks & Building Maintenance
Information Technology Department	Custodial
Purchasing Division	Natural Resources
Legal Department	Non-Departmental
Municipal Court	Tourism and Economic Development
	Housing and Development
Public Safety	
Police Department	Fire & Medical Services
Communications Division	Ordinance Enforcement
Culture and Recreation	
Parks & Recreation	Recreation Center
City Pool	Youth Center

General Fund Fund Balance – 10-Year Summary



FUND SOURCES AND FINANCIAL DATA

GENERAL FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$18,158,160	\$23,457,845	\$25,398,830	\$30,931,533
Less: Designated Reserves	\$18,158,160	\$19,002,360	\$30,931,533	\$26,201,577
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$4,455,485	(\$5,532,703)	\$4,729,956

General Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes	\$20,061,923	\$21,476,030	\$20,935,550	\$21,273,960
Lodging Tax	\$632,035	\$683,780	\$644,675	\$657,570
Franchise & Utility Tax	\$858,477	\$866,850	\$880,900	\$903,315
Other Non-Operating Revenue	\$920,950	\$4,205,000	\$2,855,000	\$1,020,000
Fees Licenses & Permits	\$415,554	\$355,965	\$675,300	\$575,800
Other Operating Revenues	\$80,114	\$32,000	\$57,500	\$34,000
Intergovernmental	\$5,723,192	\$8,667,845	\$7,495,515	\$8,558,090
Charges for Services	\$3,892,207	\$3,879,535	\$4,129,810	\$4,421,740
Chrgs for Srvcs-Field Rental	\$11,168	\$10,700	\$12,400	\$12,400
Fines & Forfeitures	\$179,265	\$216,150	\$138,380	\$146,100
Interest Income	\$805,012	\$60,000	\$1,212,000	\$909,000
Chrgs for Srvcs-Facility Renta	\$78,406	\$74,800	\$80,900	\$80,900
REVENUES TOTAL	\$33,658,304	\$40,528,655	\$39,117,930	\$38,592,875
Expenses				
Personnel Services	\$16,125,682	\$17,765,475	\$17,572,010	\$20,140,688
Materials & Supplies	\$719,191	\$754,495	\$683,667	\$835,350
Repairs & Maintenance	\$404,454	\$492,115	\$483,960	\$475,450
Contractual Services	\$2,326,061	\$3,113,130	\$3,209,075	\$3,652,810
Utilities	\$741,148	\$839,590	\$669,225	\$713,161
Debt Service	\$1,601,578	\$2,116,875	\$2,104,030	\$2,402,190
Capital Purchases	\$1,807,941	\$6,734,350	\$4,863,490	\$3,140,185
Transfers out	\$1,232,247	\$8,724,345	\$1,566,395	\$7,478,447
EXPENSES TOTAL	\$26,424,681	\$44,984,140	\$33,585,227	\$43,322,831
REVENUES LESS EXPENSES	\$7,233,623	-\$4,455,485	\$5,532,703	-\$4,729,956

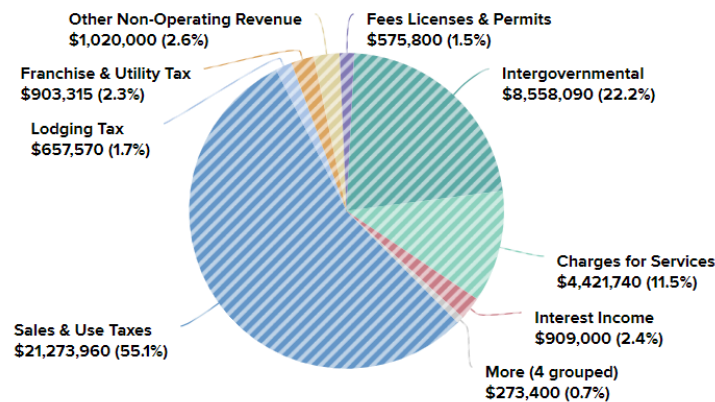
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$7,233,623	\$0	\$30,931,533	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$7,645,450	\$0	\$8,390,365
Committed	\$25,580	\$1,491,000	\$0	\$922,940
Assigned	\$1,000,000	\$2,382,980	\$0	\$2,387,695
Unassigned	\$17,139,627	\$7,482,930	\$0	\$14,500,577
ENDING FUND BALANCE	\$25,398,830	\$19,002,360	\$30,931,533	\$26,201,577

FUND SOURCES

General Fund - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes	\$20,061,923	\$21,476,030	\$20,935,550	\$21,273,960
Lodging Tax	\$632,035	\$683,780	\$644,675	\$657,570
Franchise & Utility Tax	\$858,477	\$866,850	\$880,900	\$903,315
Other Non-Operating Revenue	\$920,950	\$4,205,000	\$2,855,000	\$1,020,000
Fees Licenses & Permits	\$415,554	\$355,965	\$675,300	\$575,800
Other Operating Revenues	\$80,114	\$32,000	\$57,500	\$34,000
Intergovernmental	\$5,723,192	\$8,667,845	\$7,495,515	\$8,558,090
Charges for Services	\$3,892,207	\$3,879,535	\$4,129,810	\$4,421,740
Chrgs for Srvcs-Field Rental	\$11,168	\$10,700	\$12,400	\$12,400
Fines & Forfeitures	\$179,265	\$216,150	\$138,380	\$146,100
Interest Income	\$805,012	\$60,000	\$1,212,000	\$909,000
Chrgs for Srvcs-Facility Renta	\$78,406	\$74,800	\$80,900	\$80,900
TOTAL	\$33,658,304	\$40,528,655	\$39,117,930	\$38,592,875



Supplemental Revenue Data

General Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax	\$18,387,799	\$20,135,605	\$19,618,145	\$19,917,030
City Sales Tax - .5%	\$1,674,124	\$1,340,425	\$1,317,405	\$1,356,930
SALES & USE TAXES TOTAL	\$20,061,923	\$21,476,030	\$20,935,550	\$21,273,960
Lodging Tax				
Bed Tax	\$544,174	\$586,670	\$555,060	\$566,160
Bed Tax .5	\$87,862	\$97,110	\$89,615	\$91,410
LODGING TAX TOTAL	\$632,035	\$683,780	\$644,675	\$657,570
Franchise & Utility Tax				
Utility Tax	\$416,218	\$409,705	\$424,545	\$433,035
Franchise Taxes - Cable	\$28,266	\$42,000	\$25,760	\$26,530
Franchise Taxes - Power	\$340,462	\$337,050	\$352,500	\$359,550
Franchise Taxes - Gas	\$73,530	\$78,095	\$78,095	\$84,200
FRANCHISE & UTILITY TAX TOTAL	\$858,477	\$866,850	\$880,900	\$903,315
Other Non-Operating Revenue				
Sale Of City Property	\$275,072	\$450,000	\$505,000	\$300,000
Capital Lease Proceeds	\$645,878	\$3,755,000	\$2,350,000	\$720,000
OTHER NON-OPERATING REVENUE TOTAL	\$920,950	\$4,205,000	\$2,855,000	\$1,020,000
Fees Licenses & Permits				

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Business Licences	\$96,059	\$105,965	\$110,800	\$110,800
Construction Permits	\$319,494	\$250,000	\$564,500	\$465,000
FEES LICENSES & PERMITS TOTAL	\$415,554	\$355,965	\$675,300	\$575,800
Other Operating Revenues				
K-9 Donations	\$0	\$8,000	\$8,000	\$10,000
Mineral Royalty Payments	\$28,200	\$14,000	\$14,000	\$14,000
Other Income	\$51,471	\$10,000	\$35,500	\$10,000
Cash [Short]/Over	\$444	\$0	\$0	\$0
OTHER OPERATING REVENUES TOTAL	\$80,114	\$32,000	\$57,500	\$34,000
Intergovernmental				
State Sales Tax	\$1,838,893	\$1,872,705	\$1,930,835	\$1,974,780
Urban Revenue Sharing	\$2,359,887	\$3,335,985	\$3,429,785	\$2,779,650
Motor Vehicle In Lieu Tax	\$1,013,079	\$1,068,010	\$1,068,010	\$1,066,480
SB1398 Police Equipment	\$3,346	\$3,600	\$3,600	\$3,600
Smart And Safe Az Revenues	\$151,295	\$130,000	\$148,000	\$153,000
Historic Preservation Grant	\$0	\$12,000	\$12,000	\$87,000
Pant Grant	\$84,239	\$120,000	\$76,075	\$75,000
School Resource Grant	\$95,631	\$206,120	\$208,000	\$249,340
Misc Grants	\$74,443	\$300,000	\$329,000	\$319,000
GOHS Grant	\$28,390	\$172,580	\$120,000	\$85,585
DPS-Grants Voca	\$51,248	\$40,000	\$42,610	\$58,555
Az Auto Theft Grant	\$0	\$25,000	\$25,000	\$0
Homeland Security Grant	\$1,789	\$95,000	\$89,000	\$345,000
Federal Rico Grant Funds	\$8,883	\$0	\$0	\$0
Miscellaneous Fire Grants	\$1,699	\$1,267,000	\$2,500	\$1,349,000
Victims Rights & Ftg Funds	\$1,813	\$1,845	\$2,100	\$2,100
Yavapai Apache Revenue Share	\$8,556	\$18,000	\$9,000	\$10,000
INTERGOVERNMENTAL TOTAL	\$5,723,192	\$8,667,845	\$7,495,515	\$8,558,090
Charges for Services				
Court Atty Reimbursements	\$8,537	\$9,200	\$7,000	\$7,000
Court Enhancement Fee	\$17,848	\$20,500	\$17,800	\$17,800
Engineering Fees	\$49,415	\$58,920	\$59,000	\$59,000
Planning And Zoning Fees	\$50,807	\$45,000	\$45,000	\$45,000
Plan Check Fees	\$109,358	\$95,000	\$300,000	\$500,000
Dispatch Fees	\$1,141,181	\$1,202,465	\$1,202,465	\$1,262,590
Animal Control Fees	\$2,115	\$2,500	\$0	\$0
Shared Services Revenue	\$100,400	\$100,400	\$101,655	\$116,300
Tow Fee Revenues	\$9,600	\$8,500	\$4,600	\$4,600
Recreation Fees	\$23,146	\$11,250	\$8,640	\$8,600
Recreation Center Fees	\$675,727	\$600,000	\$665,000	\$665,000
Rec Center Classes/Programs	\$34,751	\$20,000	\$31,000	\$31,000
Pool Revenue	\$25,321	\$33,000	\$30,000	\$30,000
Pool - Swimming Lessons	\$13,484	\$12,800	\$12,800	\$13,000
Community Garden Revenues	\$2,288	\$2,400	\$2,400	\$2,400
Walkin On Main Street	\$7,604	\$7,600	\$10,300	\$10,300
10K Memorial Run	\$18,700	\$0	\$0	\$0
Thunder Valley Ralley	\$137,604	\$162,000	\$145,000	\$162,000
Old Town Historic Tour	\$517	\$3,000	\$0	\$0
Tilted Earth Revenues	\$959	\$0	\$0	\$0
Youth Center Fees	\$55,382	\$45,000	\$50,000	\$50,000
Open/Close Graves	\$1,200	\$2,000	\$1,200	\$1,200
Indirect Costs - Airport	\$19,388	\$25,000	\$22,000	\$22,000
Indirect Costs - Hurf	\$459,757	\$535,000	\$525,950	\$525,950
Indirect Costs - Library	\$287,541	\$365,000	\$325,000	\$325,000
Indirect Costs - Cemetery	\$21,240	\$13,000	\$13,000	\$13,000
Indirect Costs - Water	\$305,546	\$275,000	\$250,000	\$250,000
Indirect Cost - Sewer	\$312,792	\$225,000	\$300,000	\$300,000
CHARGES FOR SERVICES TOTAL	\$3,892,207	\$3,879,535	\$4,129,810	\$4,421,740
Chrgs for Srvcs-Field Rental				
Rec/Fees-Softball Tournments	\$11,168	\$10,700	\$12,400	\$12,400
CHRGs FOR SRVCS-FIELD RENTAL TOTAL	\$11,168	\$10,700	\$12,400	\$12,400
Fines & Forfeitures				
Court Fines	\$178,681	\$215,000	\$137,280	\$145,000
Court Restitution	\$324	\$0	\$0	\$0

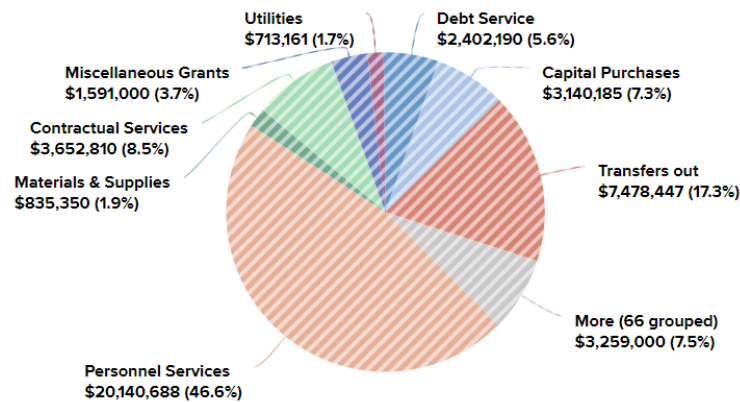
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Confidential Address Fees	\$60	\$150	\$100	\$100
Planning & Zoning Fines	\$200	\$1,000	\$1,000	\$1,000
FINES & FORFEITURES TOTAL	\$179,265	\$216,150	\$138,380	\$146,100
Interest Income				
Interest Income	\$779,864	\$60,000	\$1,212,000	\$909,000
Other Unrealized Gain/Loss	\$25,148	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$805,012	\$60,000	\$1,212,000	\$909,000
Chrgs for Srvcs-Facility Renta				
Building Rental	\$29,730	\$30,200	\$29,300	\$29,300
Old Town Jail Lease Revenue	\$9,600	\$9,600	\$9,600	\$9,600
Rec Center Building Rental	\$39,077	\$35,000	\$42,000	\$42,000
CHRGs FOR SRVCS-FACILITY RENTA TOTAL	\$78,406	\$74,800	\$80,900	\$80,900
TOTAL	\$33,658,304	\$40,528,655	\$39,117,930	\$38,592,875

EXPENDITURES

General Fund - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$16,125,682	\$17,765,475	\$17,572,010	\$20,140,688
Materials & Supplies	\$719,191	\$754,495	\$683,667	\$835,350
Repairs & Maintenance	\$404,454	\$492,115	\$483,960	\$475,450
Contractual Services	\$2,326,061	\$3,113,130	\$3,209,075	\$3,652,810
Jury Fees	\$0	\$600	\$600	\$600
Youth Commision	\$1,941	\$4,000	\$4,000	\$4,000
Election Expense	\$27,275	\$0	\$28,000	\$28,000
Safety/Personnel Committee	\$901	\$13,400	\$9,900	\$12,200
Employee Referral Program	\$3,000	\$15,000	\$7,000	\$15,000
Jcef Fund Expenses	\$2,245	\$2,470	\$2,245	\$2,580
Court Enhancement Expenses	\$444	\$45,000	\$45,000	\$45,000
Vandalism Repairs	\$925	\$2,500	\$2,500	\$2,500
Housing Assistance Program	\$6,250	\$675,000	\$90,000	\$300,000
Invest/Detective Expenses	\$38,760	\$51,000	\$69,500	\$84,600
DUI Expenses	\$498	\$860	\$500	\$1,000
Repeater Expense	\$11,285	\$17,250	\$10,680	\$28,000
Canine Vet/Feed	\$11,695	\$16,500	\$16,500	\$18,000
Safety Expenses	\$5,188	\$7,090	\$7,600	\$16,100
SB1398 Police Equipment	\$6,781	\$0	\$5,000	\$5,000
DMRO Expenses	\$168	\$0	\$0	\$0
Community Policing	\$15,372	\$11,000	\$8,000	\$12,000
Explorer Program	\$0	\$750	\$0	\$0
Reserve/Vip Program	\$1,908	\$4,000	\$2,670	\$4,000
Homeland Security Grant	\$8,250	\$89,000	\$89,000	\$45,000
DOJ - Grants	\$677	\$0	\$0	\$0
Governor'S Hiway Safety Grant	\$5,209	\$115,000	\$95,000	\$75,585
AZ Auto Theft Grant	\$0	\$25,000	\$25,000	\$0
County Rico Grant	\$829	\$0	\$0	\$0
Miscellaneous Grants	\$49,405	\$1,567,000	\$331,500	\$1,591,000
Spay/Neuter Grant Expense	\$2,620	\$5,000	\$2,400	\$5,000
Federal Rico Grant Funds	\$14,276	\$0	\$0	\$0
EMS Expenses	\$22,888	\$27,200	\$27,200	\$28,000
Fire Prevention	\$13,875	\$20,000	\$20,000	\$25,000
Training Center	\$4,185	\$20,185	\$20,185	\$20,185
Evaluation Expenses	\$0	\$3,000	\$3,000	\$3,000
Volunteer Fireperson Misc	\$0	\$5,700	\$1,500	\$6,500
Fire Act Grant	\$0	\$52,000	\$0	\$52,000
YC Emerg Mgmnt Grant	\$4,844	\$10,000	\$4,850	\$4,850
YC - Fema Grant	\$0	\$21,090	\$0	\$10,000
Yavapai County Grant	\$2,400	\$0	\$0	\$0
Rec Programs	\$42,076	\$62,675	\$48,000	\$50,625
Youth Programs	\$5,470	\$8,600	\$8,000	\$9,500
Outside Agency Expenses	\$141,919	\$150,000	\$150,000	\$180,000
Community Garden Expenses	\$708	\$1,500	\$0	\$0
Chamber Of Commerce	\$73,333	\$80,000	\$95,000	\$110,000
Main Street Prog/Ota	\$960	\$0	\$0	\$0
Focus On Success	\$30,226	\$30,000	\$30,000	\$30,000
State Annual Municipality Fee	\$8,252	\$11,000	\$11,000	\$11,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Annual Events	\$0	\$5,000	\$0	\$0
Walkin On Main St	\$12,741	\$18,000	\$11,000	\$14,400
Brian Mickelsen Marathon	\$12,869	\$21,000	\$18,000	\$18,000
Thunder Valley Ralley	\$158,448	\$180,000	\$165,000	\$180,000
Birding Festival	\$1,500	\$1,500	\$1,500	\$1,500
Y.A.N. Expenses	\$4,566	\$20,000	\$9,000	\$10,000
Wine Festival	-\$202	\$20,000	\$1,000	\$10,000
Old Town Home Tour	\$836	\$5,000	\$0	\$2,000

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Annual Appreciation Event	\$500	\$3,000	\$3,000	\$4,000
Travel/Training	\$157,823	\$217,895	\$206,235	\$258,810
Continuing Education	\$51,010	\$63,050	\$53,050	\$76,010
Vol Fireperson Training	\$0	\$5,000	\$0	\$0
Equipment Rental	\$0	\$500	\$0	\$500
Subscriptions/Memberships	\$77,340	\$124,960	\$93,285	\$113,920
Postage/Freight	\$12,330	\$13,090	\$12,270	\$14,340
Liability Insurance	\$365,957	\$445,400	\$481,185	\$710,245
Liability Ins Deductible	\$4,849	\$35,000	\$5,000	\$35,000
Presumptive Cancer & Eapp	\$37,925	\$65,000	\$57,500	\$60,000
Misc Expense	\$0	\$0	\$20	\$0
Council Contingency	\$0	\$14,000	\$7,000	\$14,000
Managers Contingency	\$849	\$15,000	\$37,000	\$15,000
Utilities	\$741,148	\$839,590	\$669,225	\$713,161
Debt Service	\$1,601,578	\$2,116,875	\$2,104,030	\$2,402,190
Capital Purchases	\$1,807,941	\$6,734,350	\$4,863,490	\$3,140,185
Transfers out	\$1,232,247	\$8,724,345	\$1,566,395	\$7,478,447
TOTAL	\$26,424,681	\$44,984,140	\$33,585,227	\$43,212,831



Supplemental Expenditures Data

General Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Salaries	\$10,210,157	\$11,554,235	\$11,056,790	\$12,892,470
Temporary Employees	\$599,686	\$713,575	\$627,370	\$700,260
Volunteer Fireperson	\$0	\$3,600	\$0	\$3,600
Overtime	\$632,704	\$733,100	\$616,130	\$635,120
Holiday Pay	\$166,715	\$185,965	\$172,090	\$179,750
Social Security	\$567,475	\$660,000	\$640,140	\$735,232
Medicare Tax	\$164,434	\$190,700	\$185,114	\$209,915
Ariz State Retirement	\$726,028	\$820,707	\$833,865	\$992,708
Public Safety Retirement	\$501,952	\$567,005	\$609,570	\$652,631
Deferred Retirement City Contb	\$3,300	\$3,465	\$0	\$0
Health/Life Insurance	\$2,180,155	\$1,861,357	\$2,372,460	\$2,579,828
Unemployment Insurance	\$2,784	\$10,000	\$1,000	\$10,000
Worker's Compensation	\$289,144	\$312,315	\$339,000	\$365,320
Clothing Allowance	\$56,722	\$92,670	\$77,300	\$111,100
Recreation Membership Bene	\$24,426	\$56,781	\$41,181	\$72,754
PERSONNEL SERVICES TOTAL	\$16,125,682	\$17,765,475	\$17,572,010	\$20,140,688
Materials & Supplies				
Operational Equip & Supplies	\$73,321	\$115,750	\$71,000	\$115,000
Small Tools	\$1,681	\$3,000	\$2,700	\$7,950
Gas & Oil	\$178,276	\$187,800	\$184,800	\$197,600

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Pool Supplies	\$40,952	\$58,000	\$63,000	\$56,000
Training Supplies	\$125,922	\$115,500	\$124,000	\$132,000
Range Supplies	\$185	\$7,500	\$7,500	\$7,500
Grounds/Parks Maint Supplies	\$32,276	\$33,500	\$35,500	\$33,500
Building Supplies	\$7,497	\$7,000	\$4,650	\$5,500
Christmas Lights	\$450	\$20,000	\$540	\$20,000
Bulletproof Vests	\$6,708	\$10,000	\$10,000	\$10,000
Swat Equipment	\$28,705	\$25,500	\$25,500	\$40,500
Protective Clothing	\$134,338	\$75,000	\$62,000	\$117,420
Office Supplies	\$68,160	\$83,375	\$72,130	\$74,650
Copier Supplies	\$20,720	\$12,570	\$20,347	\$17,730
MATERIALS & SUPPLIES TOTAL	\$719,191	\$754,495	\$683,667	\$835,350
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$188,264	\$157,050	\$225,200	\$162,840
Equipment Maintenance & Repair	\$132,131	\$206,475	\$167,655	\$161,150
Radio Maintenance & Repair	\$44,826	\$72,350	\$38,000	\$69,700
BLDG M&R - Community Club Hous	\$2,286	\$11,940	\$9,000	\$10,200
BLDG M&R - Council Chambers	\$87	\$500	\$0	\$1,200
BLDG M&R - Administration	\$438	\$500	\$1,000	\$13,750
BLDG M&R - Fin/Hr	\$94	\$500	\$500	\$10,500
BLDG M&R - Bac & It	\$6	\$50	\$50	\$50
BLDG M&R - Public Works	\$5,031	\$7,500	\$7,500	\$7,070
BLDG M&R - Public Safety	\$1,887	\$8,500	\$8,850	\$1,900
BLDG M&R - Police Dept	\$4,479	\$3,000	\$2,560	\$3,250
BLDG M&R - Fire Dept	\$3,964	\$3,500	\$3,500	\$3,500
BLDG M&R - Old Fire Dept	\$165	\$8,000	\$400	\$15,500
BLDG M&R - Animal Shelter	\$1,197	\$1,000	\$6,480	\$1,000
BLDG M&R - Communications Cent	\$13,689	\$4,000	\$4,000	\$4,590
BLDG M&R - Parks	\$5,681	\$7,000	\$7,000	\$7,000
BLDG M&R - Disc Golf Course	\$229	\$250	\$2,265	\$2,250
REPAIRS & MAINTENANCE TOTAL	\$404,454	\$492,115	\$483,960	\$475,450
Contractual Services				
Contractual Services	\$761,188	\$1,012,325	\$1,381,935	\$1,522,245
Bank Charges	\$5	\$4,000	\$0	\$0
Audit Expense	\$36,300	\$41,200	\$41,200	\$42,440
Sales Tax Audits	\$0	\$8,000	\$0	\$8,000
Employee Physicals/Drug Tests	\$31,592	\$41,935	\$37,285	\$156,835
Compensation Study	\$9,000	\$3,000	\$300	\$0
Recruitment Expense	\$73,843	\$33,400	\$22,750	\$60,000
Computer Support	\$354,284	\$512,310	\$519,015	\$649,385
Contractual Svc-Active/Civic	\$31,997	\$15,000	\$30,400	\$30,400
Prosecuting Attorney	\$123,730	\$120,000	\$120,000	\$121,000
Court Appt Attorney	\$70,484	\$80,000	\$65,000	\$80,000
Pro Tem Services	\$4,949	\$4,500	\$8,000	\$8,500
General Plan Expense	\$1,225	\$3,000	\$2,100	\$3,000
Custodial Contract	\$374,297	\$350,550	\$381,100	\$381,100
Large Item Pickup/Comm Clean	\$0	\$250,000	\$50,000	\$0
Vehicle Towing Expense	\$901	\$5,000	\$3,500	\$5,000
Tow Revenues Expenditures	\$924	\$5,000	\$0	\$6,000
Kennel Fees	\$51,519	\$55,435	\$55,435	\$58,765
Softball Programming	\$2,635	\$5,500	\$4,500	\$5,000
Fireworks	\$43,809	\$45,800	\$41,000	\$46,300
Public Relations	\$2,678	\$10,250	\$4,000	\$6,000
Advertising	\$21,289	\$25,550	\$13,640	\$22,400
Marketing & Tourism Developmnt	\$290,000	\$440,000	\$390,240	\$399,240
Printing & Forms	\$6,067	\$14,500	\$10,800	\$14,325
Airport Land Lease Fees	\$32,344	\$25,875	\$25,875	\$25,875
PSPRS Bonding Trustee Fees	\$1,000	\$1,000	\$1,000	\$1,000
CONTRACTUAL SERVICES TOTAL	\$2,326,061	\$3,113,130	\$3,209,075	\$3,652,810
Jury Fees	\$0	\$600	\$600	\$600
Youth Commision	\$1,941	\$4,000	\$4,000	\$4,000
Election Expense	\$27,275	\$0	\$28,000	\$28,000
Safety/Personnel Committee	\$901	\$13,400	\$9,900	\$12,200
Employee Referral Program	\$3,000	\$15,000	\$7,000	\$15,000

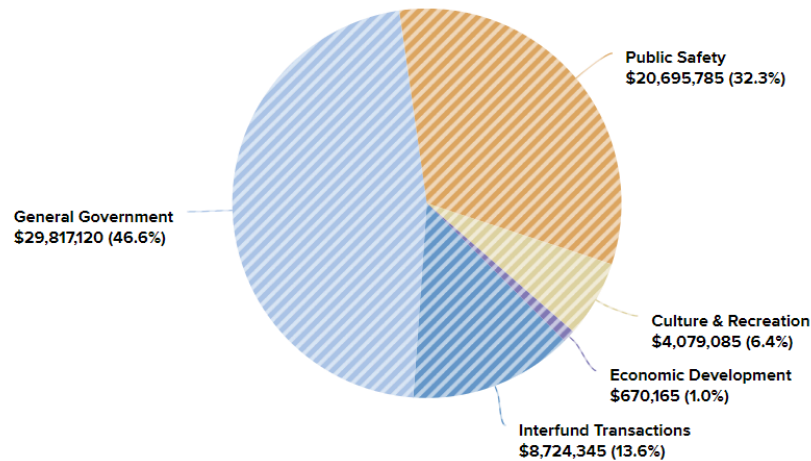
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Jcef Fund Expenses	\$2,245	\$2,470	\$2,245	\$2,580
Court Enhancement Expenses	\$444	\$45,000	\$45,000	\$45,000
Vandalism Repairs	\$925	\$2,500	\$2,500	\$2,500
Housing Assistance Program	\$6,250	\$675,000	\$90,000	\$300,000
Invest/Detective Expenses	\$38,760	\$51,000	\$69,500	\$84,600
DUI Expenses	\$498	\$860	\$500	\$1,000
Repeater Expense	\$11,285	\$17,250	\$10,680	\$28,000
Canine Vet/Feed	\$11,695	\$16,500	\$16,500	\$18,000
Safety Expenses	\$5,188	\$7,090	\$7,600	\$16,100
SB1398 Police Equipment	\$6,781	\$0	\$5,000	\$5,000
DMRO Expenses	\$168	\$0	\$0	\$0
Community Policing	\$15,372	\$11,000	\$8,000	\$12,000
Explorer Program	\$0	\$750	\$0	\$0
Reserve/Vip Program	\$1,908	\$4,000	\$2,670	\$4,000
Homeland Security Grant	\$8,250	\$89,000	\$89,000	\$45,000
DOJ - Grants	\$677	\$0	\$0	\$0
Governor'S Hiway Safety Grant	\$5,209	\$115,000	\$95,000	\$75,585
AZ Auto Theft Grant	\$0	\$25,000	\$25,000	\$0
County Rico Grant	\$829	\$0	\$0	\$0
Miscellaneous Grants	\$49,405	\$1,567,000	\$331,500	\$1,591,000
Spay/Neuter Grant Expense	\$2,620	\$5,000	\$2,400	\$5,000
Federal Rico Grant Funds	\$14,276	\$0	\$0	\$0
EMS Expenses	\$22,888	\$27,200	\$27,200	\$28,000
Fire Prevention	\$13,875	\$20,000	\$20,000	\$25,000
Training Center	\$4,185	\$20,185	\$20,185	\$20,185
Evaluation Expenses	\$0	\$3,000	\$3,000	\$3,000
Volunteer Fireperson Misc	\$0	\$5,700	\$1,500	\$6,500
Fire Act Grant	\$0	\$52,000	\$0	\$52,000
YC Emerg Mgmnt Grant	\$4,844	\$10,000	\$4,850	\$4,850
YC - Fema Grant	\$0	\$21,090	\$0	\$10,000
Yavapai County Grant	\$2,400	\$0	\$0	\$0
Rec Programs	\$42,076	\$62,675	\$48,000	\$50,625
Youth Programs	\$5,470	\$8,600	\$8,000	\$9,500
Outside Agency Expenses	\$141,919	\$150,000	\$150,000	\$180,000
Community Garden Expenses	\$708	\$1,500	\$0	\$0
Chamber Of Commerce	\$73,333	\$80,000	\$95,000	\$110,000
Main Street Prog/Ota	\$960	\$0	\$0	\$0
Focus On Success	\$30,226	\$30,000	\$30,000	\$30,000
State Annual Municipality Fee	\$8,252	\$11,000	\$11,000	\$11,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Annual Events	\$0	\$5,000	\$0	\$0
Walkin On Main St	\$12,741	\$18,000	\$11,000	\$14,400
Brian Mickelsen Marathon	\$12,869	\$21,000	\$18,000	\$18,000
Thunder Valley Ralley	\$158,448	\$180,000	\$165,000	\$180,000
Birding Festival	\$1,500	\$1,500	\$1,500	\$1,500
Y.A.N. Expenses	\$4,566	\$20,000	\$9,000	\$10,000
Wine Festival	-\$202	\$20,000	\$1,000	\$10,000
Old Town Home Tour	\$836	\$5,000	\$0	\$2,000
Annual Appreciation Event	\$500	\$3,000	\$3,000	\$4,000
Travel/Training	\$157,823	\$217,895	\$206,235	\$258,810
Continuing Education	\$51,010	\$63,050	\$53,050	\$76,010
Vol Fireperson Training	\$0	\$5,000	\$0	\$0
Equipment Rental	\$0	\$500	\$0	\$500
Subscriptions/Memberships	\$77,340	\$124,960	\$93,285	\$113,920
Postage/Freight	\$12,330	\$13,090	\$12,270	\$14,340
Liability Insurance	\$365,957	\$445,400	\$481,185	\$710,245
Liability Ins Deductible	\$4,849	\$35,000	\$5,000	\$35,000
Presumptive Cancer & Eapp	\$37,925	\$65,000	\$57,500	\$60,000
Misc Expense	\$0	\$0	\$20	\$0
Council Contingency	\$0	\$14,000	\$7,000	\$14,000
Managers Contingency	\$849	\$15,000	\$37,000	\$15,000
Utilities				
Utilities	\$606,877	\$703,675	\$549,580	\$586,835
Parking Lot Lights	\$2,964	\$3,445	\$3,700	\$4,000

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Telephone	\$131,307	\$132,470	\$115,945	\$122,326
UTILITIES TOTAL	\$741,148	\$839,590	\$669,225	\$713,161
Debt Service				
Enterprise Fleet Lease Expense	\$96,839	\$155,455	\$367,610	\$366,450
Enterprise Lease Principal Pay	\$395,471	\$650,000	\$425,000	\$565,000
Psprs Pension Bond Principal	\$700,000	\$905,005	\$905,005	\$1,070,000
PSPRS Bonding Interest	\$409,267	\$406,415	\$406,415	\$400,740
DEBT SERVICE TOTAL	\$1,601,578	\$2,116,875	\$2,104,030	\$2,402,190
Capital Purchases				
Furnishing & Equipment	\$1,807,941	\$6,734,350	\$4,863,490	\$3,140,185
CAPITAL PURCHASES TOTAL	\$1,807,941	\$6,734,350	\$4,863,490	\$3,140,185
Transfers out				
Transfers Out	\$1,232,247	\$8,724,345	\$1,566,395	\$7,478,447
TRANSFERS OUT TOTAL	\$1,232,247	\$8,724,345	\$1,566,395	\$7,478,447
TOTAL	\$26,424,681	\$44,984,140	\$33,585,227	\$43,212,831

Disbursement by Function

General Fund - Disbursement by Department/Divisions

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interfund Transactions	\$1,232,247	\$8,724,345	\$1,566,395	\$7,478,447
General Government	\$9,198,286	\$29,817,121	\$10,431,005	\$39,268,574
Public Safety	\$13,139,110	\$20,695,785	\$17,904,088	\$18,502,939
Culture & Recreation	\$2,347,820	\$4,079,085	\$3,047,339	\$3,535,284
Economic Development	\$507,218	\$670,165	\$636,400	\$739,164
TOTAL	\$26,424,681	\$63,986,501	\$33,585,227	\$69,524,408



CITY COUNCIL

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Cottonwood City Council consists of the mayor, vice mayor, and five council members. They meet at least three times a month and are responsible for policy decisions. They are empowered to enter into contracts, enact ordinances, create policies to protect citizens' rights, and adopt tax and fee rates as well as the annual budget. The city manager, city attorney, and the presiding magistrate are appointed by them.

The mayor is elected for a four-year term and council members are serving overlapping four-year terms. Council elections are held in the months of August and November in even numbered years. The mayor and council are elected at-large.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Forged Collaborative Relationships

Created relations and worked in collaboration with other mayors in the Verde Valley to reinstate the Greater Arizona Mayors Association (GAMA).



Strategic Plan Development

Facilitated staff in executing initiatives in the Council Strategic Plan 2023-2025 emphasizing:

1. Building quality of life through sustainable growth and development
2. Leading with environmental stewardship
3. Prioritizing the City organization's infrastructure
4. Furthering financial accountability and transparency
5. Initiating and maintaining opportunities for collaboration, education, communication, and legislative advocacy.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Long-Term Strategic Plan

Direct City staff to initiate the development of a long-term strategic plan.



City Promotion

Promote the City branding and vision of "Inspiring a Vibrant Community."



New City Hall Location

Look at the feasibility of a new location for a city hall and possible construction.



PERFORMANCE INDICATORS

Performance indicators will be determined at a later date.

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$387,705	100.00%
TOTAL FUNDING	\$387,705	100.00%

EXPENDITURES

City Council - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$47,857	\$50,920	\$47,790	\$51,105
Materials & Supplies	\$2,473	\$21,070	\$1,810	\$21,280
Repairs & Maintenance	\$10	\$0	\$0	\$0
Contractual Services	\$50,383	\$261,710	\$50,730	\$63,610
Youth Commision	\$1,941	\$4,000	\$4,000	\$4,000
Outside Agency Expenses	\$141,919	\$150,000	\$150,000	\$180,000
Community Garden Expenses	\$708	\$1,500	\$0	\$0
Main Street Prog/Ota	\$960	\$0	\$0	\$0
Birding Festival	\$1,500	\$1,500	\$1,500	\$1,500
Y.A.N. Expenses	\$4,566	\$20,000	\$9,000	\$10,000
Annual Appreciation Event	\$500	\$3,000	\$3,000	\$4,000
Travel/Training	\$3,536	\$5,000	\$3,500	\$5,000
Subscriptions/Memberships	\$13,358	\$19,690	\$13,365	\$13,500
Postage/Freight	\$0	\$10	\$10	\$10
Council Contingency	\$0	\$14,000	\$7,000	\$14,000
Utilities	\$12,836	\$12,950	\$18,010	\$19,700
TOTAL	\$282,547	\$565,350	\$309,715	\$387,705

Supplemental Personnel Data

City Council - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$44,000	\$45,000	\$44,000	\$45,000
Social Security	\$2,736	\$2,790	\$2,750	\$2,936
Medicare Tax	\$640	\$650	\$640	\$687
Ariz State Retirement	\$242	\$0	\$0	\$0
Worker's Compensation	\$102	\$130	\$120	\$130
Recreation Membership Bene	\$137	\$2,350	\$280	\$2,352
TOTAL	\$47,857	\$50,920	\$47,790	\$51,105

Supplemental Expenditures Data

City Council - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Christmas Lights	\$450	\$20,000	\$540	\$20,000
Office Supplies	\$1,954	\$1,000	\$1,200	\$1,200
Copier Supplies	\$68	\$70	\$70	\$80
MATERIALS & SUPPLIES TOTAL	\$2,473	\$21,070	\$1,810	\$21,280
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$10	\$0	\$0	\$0
REPAIRS & MAINTENANCE TOTAL	\$10	\$0	\$0	\$0
Contractual Services				
Contractual Services	\$47,597	\$56,000	\$45,000	\$55,000
Computer Support	\$1,382	\$2,460	\$4,730	\$5,360
Large Item Pickup/Comm Clean	\$0	\$200,000	\$0	\$0
Public Relations	\$1,404	\$3,000	\$1,000	\$3,000
Advertising	\$0	\$250	\$0	\$250
CONTRACTUAL SERVICES TOTAL	\$50,383	\$261,710	\$50,730	\$63,610
Youth Commision	\$1,941	\$4,000	\$4,000	\$4,000
Senior Center	\$0	\$0	\$0	\$110,000
Outside Agency Expenses	\$141,919	\$150,000	\$150,000	\$180,000
Community Garden Expenses	\$708	\$1,500	\$0	\$0
Main Street Prog/Ota	\$960	\$0	\$0	\$0
Birding Festival	\$1,500	\$1,500	\$1,500	\$1,500
Y.A.N. Expenses	\$4,566	\$20,000	\$9,000	\$10,000
Annual Appreciation Event	\$500	\$3,000	\$3,000	\$4,000
Travel/Training	\$3,536	\$5,000	\$3,500	\$5,000
Subscriptions/Memberships	\$13,358	\$19,690	\$13,365	\$13,500
Postage/Freight	\$0	\$10	\$10	\$10
Council Contingency	\$0	\$14,000	\$7,000	\$14,000
Utilities				
Utilities	\$9,872	\$9,505	\$14,060	\$15,450
Parking Lot Lights	\$2,964	\$3,445	\$3,700	\$4,000
Telephone	\$0	\$0	\$250	\$250
UTILITIES TOTAL	\$12,836	\$12,950	\$18,010	\$19,700
TOTAL	\$234,690	\$514,430	\$261,925	\$446,600

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

OFFICE OF THE CITY CLERK

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Office of the City Clerk works directly for the City Council and is the official record keeper of all council's proceedings and official City documents.

The City Clerk's Office compiles and prepares the information and documentation (council meeting packets) necessary for the council's consideration on matters pertaining to the City.

This office also prepares records and produces written minutes of all council meetings; is responsible for the posting of council's meeting agendas, and of summary and official minutes of City Council meetings; maintains official City documents and records. resolutions and ordinances for legal review and council's consideration; provides research and information regarding City records for the public and other City departments; processes liquor license applications; prepares and provides information packets for mayor and council candidates; conducts the city/municipal elections.

This office also assists the City Attorney with conducting research and providing clerical support, and manages the Cottonwood Community Garden and Rotating Artist Exhibits



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Acquired New Management Software

Transitioned from NovusAGENDA to Granicus Peak Agenda for intuitive and flexible cloud-based agenda management and publishing meeting minutes providing transparency.



Acquired Public Records Management System

Upgraded to Granicus GovQA Public Records Software for more functionality and ongoing public access to “hot topics.” increasing the availability of public information.



Citizen Engagement

Engaged citizens in preparation of the coming election process by scheduling three Council Neighborhood meetings, including hosting the Cottonwood Community Awareness Group in February 2024, and creating an online instructional video for citizens that will be posted on the City Clerk’s website.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Develop Records Management System

Develop a records management system for use by the City of Cottonwood personnel for records retention and destruction, and to assist in document retrieval for citizens and entities requesting City records.



Develop Succession Plan

Develop and coordinate a tangible Succession Plan for the City Clerk's Office, including a comprehensive instruction manual for functions performed and delegated to the City Clerk's Office.



Manage Recruitment for City Council Boards and Commissions

Begin managing the City Council Advisory Boards and Commission members; solicitations for applicants and bringing applicants before Council for interviews/appointments.



Citizen Engagement in General Election

- Hold a "Meet-and-Greet your New City Council" night after the elections are held in November 2024.
- Hold two neighborhood meetings for City Council members to meet with their constituents at various neighborhoods to discuss any topics the constituents wish to discuss.



PERFORMANCE INDICATORS

Strategic Direction	Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy			
Key Priority	Citizen outreach			
Guiding Principle	Meet citizens where they are			
Strategic Goal	Engage directly with citizenry			
Strategic Initiative	Provide council members the opportunity to engage with citizens in their own neighborhood.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Coordinate council/neighborhood meetings	2	2	2	2
Process Status	In progress			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$273,595	100.00%
TOTAL FUNDING	\$273,595	100.00%

EXPENDITURES

Office of the City Clerk - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$253,881	\$246,630	\$179,690	\$199,530
Materials & Supplies	\$2,287	\$2,000	\$1,250	\$1,500
Repairs & Maintenance	\$534	\$150	\$0	\$150
Contractual Services	\$725	\$18,935	\$35,570	\$30,555
Other Operating Expenses	\$34,253	\$7,435	\$34,535	\$34,550
Utilities	\$6,059	\$7,590	\$6,875	\$7,310
TOTAL	\$297,738	\$282,740	\$257,920	\$273,595

Supplemental Personnel Data

Office of the City Clerk - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$196,809	\$183,275	\$129,970	\$146,897
Overtime	\$164	\$0	\$250	\$0
Social Security	\$12,311	\$11,360	\$8,180	\$9,209
Medicare Tax	\$2,879	\$2,660	\$1,920	\$2,154
Ariz State Retirement	\$18,760	\$22,525	\$15,340	\$17,362
Health/Life Insurance	\$22,296	\$25,690	\$23,130	\$22,926
Worker's Compensation	\$362	\$450	\$290	\$310
Recreation Membership Bene	\$299	\$670	\$610	\$672
TOTAL	\$253,881	\$246,630	\$179,690	\$199,530

Office of the City Clerk - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
City Clerk	1	1	1
Deputy Clerk	1	1	1
FTE	2	2	2

Supplemental Expenditures Data

Office of the City Clerk - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$242	\$0	\$0	\$0
Office Supplies	\$1,965	\$1,500	\$1,000	\$1,000
Copier Supplies	\$81	\$500	\$250	\$500
MATERIALS & SUPPLIES TOTAL	\$2,287	\$2,000	\$1,250	\$1,500
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$534	\$0	\$0	\$0
Equipment Maintenance & Repair	\$0	\$150	\$0	\$150
REPAIRS & MAINTENANCE TOTAL	\$534	\$150	\$0	\$150
Contractual Services				
Contractual Services	\$0	\$0	\$3,000	\$3,000
Computer Support	\$725	\$18,935	\$32,270	\$27,205
Printing & Forms	\$0	\$0	\$300	\$350
CONTRACTUAL SERVICES TOTAL	\$725	\$18,935	\$35,570	\$30,555
Other Operating Expenses				
Election Expense	\$27,275	\$0	\$28,000	\$28,000
Travel/Training	\$2,747	\$2,400	\$3,500	\$3,500
Subscriptions/Memberships	\$4,216	\$5,000	\$3,000	\$3,000
Postage/Freight	\$16	\$35	\$35	\$50
OTHER OPERATING EXPENSES TOTAL	\$34,253	\$7,435	\$34,535	\$34,550
Utilities				
Utilities	\$4,623	\$6,005	\$4,310	\$4,620
Telephone	\$1,436	\$1,585	\$2,565	\$2,690
UTILITIES TOTAL	\$6,059	\$7,590	\$6,875	\$7,310
TOTAL	\$43,858	\$36,110	\$78,230	\$74,065

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

ADMINISTRATION DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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

The Executive Leadership Team consists of the City Manager, Deputy City Manager, Financial Services Director, Human Resources Director, Parks & Recreation and Library Director, Tourism & Economic Development Director, Public Works Director, Utilities Director, Police Chief, and Fire Chief.

The Leadership Team also comprises Administrative Services, Information Technology, and Transit.

Only the City Manager and Deputy City Manager are included in this department's budget.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Facilitation of Council Chambers Relocation

Facilitated the successful move of the Council Chambers to the Riverfront location, allowing for more citizens to comfortably attend the council meetings and also to increase citizen engagement.



Conducted Community Meetings

Successfully hosted monthly community meetings, organized through the Cottonwood Community Awareness Group, in order to better inform the public.



Provisional Amendment of Organizational Structure

Developed a temporary organizational structure change to assist in determining how to improve organizational efficiencies.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

New Long-Term Strategic Plan

Develop and implement strategic plan to include quarterly performance reporting to include review of organizational leadership and implement changes where necessary.



Organizational Succession Planning

Continue developing an organization-wide succession plan for the City of Cottonwood.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Housing			
Guiding Principle	Explore more diversity in housing solutions			
Strategic Goal	Implement housing solutions			
Strategic Initiative	Execute Down Payment Assistance program (DPA).			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Implementation of Down Payment Assistance Program (DPA)	100%			
Number of clients finishing first housing counseling session	10	15	20	25
Number of clients that purchased home with DPA	1	1	3	5
Amount of assistance administered	\$30,000	\$60,000	\$90,000	\$150,000
Process Status	In progress			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$1,010,322	100.00%
TOTAL FUNDING	\$1,010,322	100.00%

EXPENDITURES

Administration - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Personnel Services	\$509,008	\$625,615	\$594,380	\$940,672
Materials & Supplies	\$1,988	\$2,550	\$5,500	\$4,500
Repairs & Maintenance	\$304	\$300	\$300	\$540
Contractual Services	\$7,128	\$50,505	\$51,930	\$12,170
Other Operating Expenses	\$7,803	\$36,800	\$44,950	\$40,850
Utilities	\$15,562	\$18,195	\$10,200	\$10,990
Debt Service	\$518	\$210	\$2,810	\$600
TOTAL	\$542,312	\$734,175	\$710,070	\$1,010,322

Supplemental Personnel Data

Administration - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Salaries	\$382,436	\$482,065	\$439,630	\$692,411
Overtime	\$119	\$0	\$190	\$0
Holiday Pay	\$82	\$0	\$150	\$0
Social Security	\$21,319	\$27,520	\$27,390	\$38,331
Medicare Tax	\$5,423	\$7,030	\$6,410	\$10,126
Ariz State Retirement	\$43,690	\$57,920	\$53,410	\$82,861
Deferred Retirement City Contb	\$3,300	\$3,465	\$0	\$0
Health/Life Insurance	\$51,584	\$45,430	\$65,320	\$113,849
Worker's Compensation	\$789	\$840	\$1,100	\$1,190
Recreation Membership Bene	\$266	\$1,345	\$780	\$1,904
TOTAL	\$509,008	\$625,615	\$594,380	\$940,672

Administration - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Management Analyst	1	1	1
Executive Assistant	1	1	0
Deputy City Manager	1	1	1
Director of Strategic Initiatives	0	0	1
Executive Assistant to the City Manager	0	0	1
Utility Director/Natural Resources - Acting City Manager	0	0	0.167
Airport Manager	0	0	0
City Manager	1	1	1
Assistant to City Manager	0	0	0
Facility Reservation/Airport Coordinator	0.5	0.5	0.5
FTE	4.5	4.5	5.667

Supplemental Expenditures Data

Administration - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$23	\$150	\$0	\$0
Office Supplies	\$241	\$1,400	\$3,500	\$2,500
Copier Supplies	\$1,724	\$1,000	\$2,000	\$2,000
MATERIALS & SUPPLIES TOTAL	\$1,988	\$2,550	\$5,500	\$4,500
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$304	\$300	\$300	\$540
REPAIRS & MAINTENANCE TOTAL	\$304	\$300	\$300	\$540
Contractual Services				
Contractual Services	\$4,480	\$45,300	\$45,000	\$2,000
Computer Support	\$1,810	\$2,405	\$6,130	\$7,370
Printing & Forms	\$838	\$2,800	\$800	\$2,800
CONTRACTUAL SERVICES TOTAL	\$7,128	\$50,505	\$51,930	\$12,170
Other Operating Expenses				
Travel/Training	\$3,273	\$15,000	\$4,900	\$18,500
Subscriptions/Memberships	\$3,681	\$6,800	\$2,500	\$6,800
Postage/Freight	\$1	\$0	\$550	\$550
Managers Contingency	\$849	\$15,000	\$37,000	\$15,000
OTHER OPERATING EXPENSES TOTAL	\$7,803	\$36,800	\$44,950	\$40,850
Utilities				
Utilities	\$11,638	\$13,735	\$10,200	\$10,990
Telephone	\$3,924	\$4,460	\$0	\$0
UTILITIES TOTAL	\$15,562	\$18,195	\$10,200	\$10,990
Debt Service	\$518	\$210	\$2,810	\$600
TOTAL	\$33,304	\$108,560	\$115,690	\$69,650

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

FINANCE DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Finance Department, under direction of the deputy city manager, is responsible for the financial management and planning of the City of Cottonwood. 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. This department has oversight responsibility for payroll, accounts payable, collection of revenues, utility billing, sales tax compliance programs, debt management, and City investments.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Received Recognition Awards

Completed and submitted the FY 2023 Annual Comprehensive Financial Report and the FY 2024 Budget document to the Government Finance Officers Association. Received the certificates for the 33rd Certificate of Achievement in Excellence in Financial Reporting and the 24th Distinguished Budget Presentation awards maintaining the quality reporting and transparency of the City.



Provided Financial Transparency

The first budget survey and budget in brief were developed and produced.



Performed Budget Outreach

Shared information about the budget and budget process by presenting the budget to several local organizations.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Develop Business Outreach Program

Develop a business outreach program to educate citizens on Transaction Privilege Tax (TPT), business registrations, and other finance-related topics.



Amend Sections in Operational Handbook

Update the Financial Operations Guide as well as the investment policies and purchasing manuals to meet current standards and get them ready for adoption by the City Council.



PERFORMANCE INDICATORS

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Budget			
Guiding Principle	Manage/maintain physical resources			
Strategic Goal	Develop and fund capital assets replacement program			
Strategic Initiative(s)	1 - Include in 5-year Capital Improvement Plan that is 100% deliverable as presented and 2 - can be brought to Council to be approved.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Capital assets replacement program's deliverability	50%	100%	100%	100%
Council's approval of program	N/A	Yes	Yes	Yes
Process Status	On target			

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Finance			
Guiding Principle	Remain fiscally conservative			
Strategic Goal	Maintain a long-range financial perspective			
Strategic Initiative	(1) Identify percentage benchmarks for the City's cash reserves and (2) meeting benchmark reserve amounts.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Identify percentage benchmark	16.66%	25.00%	25.00%	25.00%
Council approval of identified % benchmark	Yes	Yes	Yes	Yes
Process Status	On track			

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Budget & Finance			
Guiding Principle	Ensure accessible and transparent budget information is available to the community			
Strategic Goal	Provide award-worthy budgets and financial reports			
Strategic Initiative(s)	Developing and maintaining the GFOA reporting standards for (1) the Certificate of Achievement for Excellence in Financial Reporting (COA) and (2) for the Distinguished Budget Presentation.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
COA Award	Yes	Yes	Yes	TBD
Distinguished Budget Presentation Award	Yes	Yes	Yes	TBD
Process Status	On target			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$964,166	100.00%
TOTAL FUNDING	\$964,166	100.00%

EXPENDITURES

Finance Department - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$366,037	\$601,670	\$658,210	\$684,741
Materials & Supplies	\$5,425	\$5,200	\$5,500	\$5,700
Repairs & Maintenance	\$151	\$300	\$0	\$300
Contractual Services	\$115,745	\$277,785	\$237,960	\$216,760
Other Operating Expenses	\$29,699	\$48,110	\$46,600	\$46,700
Utilities	\$7,414	\$11,580	\$9,410	\$9,965
Capital Purchases	\$102,288	\$0	\$0	\$0
TOTAL	\$626,760	\$944,645	\$957,680	\$964,166

Supplemental Personnel Data

Finance Department - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$259,220	\$455,365	\$480,200	\$503,651
Holiday Pay	\$175	\$0	\$240	\$0
Social Security	\$15,545	\$28,410	\$30,040	\$31,519
Medicare Tax	\$3,636	\$6,645	\$7,030	\$7,371
Ariz State Retirement	\$30,801	\$55,300	\$59,050	\$58,143
Health/Life Insurance	\$55,336	\$53,380	\$79,380	\$80,979
Worker's Compensation	\$661	\$720	\$1,130	\$1,230
Recreation Membership Bene	\$663	\$1,850	\$1,140	\$1,848
TOTAL	\$366,037	\$601,670	\$658,210	\$684,741

Finance Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Accounting Manager	1	1	1
Contracts & Purchasing Administrator	0	1	1
Budget Analyst	1	1	1
Administrative Assistant	0.5	0.5	0.5
Payroll & AP Specialist	1	1	1
Financial Services Director	1	1	1
FTE	4.5	5.5	5.5

Supplemental Expenditures Data

Finance Department - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$5,425	\$4,000	\$4,000	\$4,200
Copier Supplies	\$0	\$1,200	\$1,500	\$1,500
MATERIALS & SUPPLIES TOTAL	\$5,425	\$5,200	\$5,500	\$5,700
Repairs & Maintenance				
Equipment Maintenance & Repair	\$151	\$300	\$0	\$300
REPAIRS & MAINTENANCE TOTAL	\$151	\$300	\$0	\$300
Contractual Services				
Contractual Services	\$70,495	\$209,335	\$179,240	\$147,295
Bank Charges	\$0	\$4,000	\$0	\$0
Audit Expense	\$36,300	\$41,200	\$41,200	\$42,440
Sales Tax Audits	\$0	\$8,000	\$0	\$8,000
Computer Support	\$810	\$3,750	\$6,020	\$7,250
Advertising	\$4,662	\$5,000	\$5,000	\$5,000
Printing & Forms	\$3,479	\$6,500	\$6,500	\$6,775
CONTRACTUAL SERVICES TOTAL	\$115,745	\$277,785	\$237,960	\$216,760
Other Operating Expenses				
State Annual Municipality Fee	\$8,252	\$11,000	\$11,000	\$11,000
Travel/Training	\$1,802	\$9,700	\$9,700	\$9,700
Continuing Education	\$13,797	\$20,000	\$20,000	\$20,000
Subscriptions/Memberships	\$1,740	\$3,910	\$2,400	\$2,400
Postage/Freight	\$4,109	\$3,500	\$3,500	\$3,600
OTHER OPERATING EXPENSES TOTAL	\$29,699	\$48,110	\$46,600	\$46,700
Utilities				
Utilities	\$5,270	\$6,425	\$6,960	\$7,395
Telephone	\$2,144	\$5,155	\$2,450	\$2,570
UTILITIES TOTAL	\$7,414	\$11,580	\$9,410	\$9,965
Capital Purchases	\$102,288	\$0	\$0	\$0
TOTAL	\$260,723	\$342,975	\$299,470	\$279,425

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
ERP System Upgrade	\$102,288	\$0	\$0	\$0
TOTAL	\$102,288	\$0	\$0	\$0

HUMAN RESOURCES

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Raising Discrimination Awareness

Coordinated City-wide discrimination awareness training for staff and supervisors.



Updated Section of Employee Manual and Safety Policies

Updated one section of the employee manual and started revamping the City's safety policies with at least five new adopted policies or procedures increasing safety awareness and employee retention.



Facilitated the Execution of a Compensation Study

Completed a compensation study and facilitated the implementation of its results to increase employee retention and development.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Incremental Updates of Personnel Operations Guide

Continue to update sections of the employee manual.



Strengthen Employee Retention

Carry on making efforts to increase employee retention rate to at least 90%.



PERFORMANCE INDICATORS

Strategic Directive	Furthering Financial Accountability and Transparency			
Key Priority	Retain and recruit highly qualified employees			
Guiding Principle	Manage employee pool			
Strategic Goal(s)	Increase employee retention to a rate of at least 90% through the implementation of an approved compensation plan and making additional efforts to increase employee retention			
Strategic Initiative(s)	1. Adjusting the current pay structure based on a market-based compensation study and implement new compensation plan, if any 2. Establishing a professional certification bonus or salary escalator, or increased accrual amounts 3. Evaluating employee benefits currently not offered 4. Evaluating each department's succession plan and addressing any deficiencies.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Increase full-time employee retention rate to at least 90%	78%	85%	82%	85%
1. Do market-based compensation study & implementation		100%		
2. Establish and implement new vacation accruals	100%			
3. Evaluate and implement additional employee benefits	100%			
4. Evaluate departmental succession plans (15 dpts)	13%	13%	20%	13%
Process Status	Evaluation is done intermittently, based on need			

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Encourage volunteerism			
Guiding Principle	Encourage volunteerism in areas of interest that are consistent with our brand			
Strategic Goal	Promoting and increasing employees' volunteerism			
Strategic Initiative(s)	Creating programs or incentives that entice employees to volunteer			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Develop and implement employee volunteer leave	100%			
Create/facilitate and promote organized opportunities for volunteering as an organization (# of opportunities presented)		0	1	1
Process Status				

DEPARTMENTAL FUNDING SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$712,315	100.00%
TOTAL FUNDING	\$712,315	100.00%

EXPENDITURES

Human Resources - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$266,642	\$318,740	\$351,170	\$484,700
Materials & Supplies	\$1,305	\$2,300	\$2,900	\$2,900
Repairs & Maintenance	\$0	\$300	\$420	\$600
Contractual Services	\$179,335	\$109,870	\$64,290	\$97,150
Other Operating Expenses	\$69,929	\$123,760	\$95,580	\$121,385
Utilities	\$5,296	\$5,790	\$5,310	\$5,580
TOTAL	\$522,507	\$560,760	\$519,670	\$712,315

Supplemental Personnel Data

Human Resources - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$187,141	\$232,075	\$241,100	\$328,521
Holiday Pay	\$82	\$0	\$0	\$0
Social Security	\$11,674	\$14,450	\$15,080	\$20,522
Medicare Tax	\$2,736	\$3,380	\$3,540	\$4,799
Ariz State Retirement	\$21,801	\$27,860	\$28,970	\$36,655
Public Safety Retirement	\$255	\$250	\$250	\$250
Health/Life Insurance	\$38,936	\$29,105	\$59,620	\$81,801
Unemployment Insurance	\$2,784	\$10,000	\$1,000	\$10,000
Worker's Compensation	\$428	\$445	\$590	\$640
Recreation Membership Bene	\$805	\$1,175	\$1,020	\$1,512
TOTAL	\$266,642	\$318,740	\$351,170	\$484,700

Human Resources Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Human Resources Specialist II	1	1	1
Administrative Assistant	0.5	0.5	0.5
Rish Management and Safety Analyst	1	1	1
Human Resources Director	1	1	1
Human Resources Specialist III	0	0	1
FTE	3.5	3.5	4.5

Supplemental Expenditures Data

Human Resources - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$303	\$500	\$500	\$500
Office Supplies	\$1,002	\$1,500	\$1,500	\$1,500
Copier Supplies	\$0	\$300	\$900	\$900
MATERIALS & SUPPLIES TOTAL	\$1,305	\$2,300	\$2,900	\$2,900
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$0	\$300	\$300	\$600
Equipment Maintenance & Repair	\$0	\$0	\$120	\$0
REPAIRS & MAINTENANCE TOTAL	\$0	\$300	\$420	\$600
Contractual Services				
Contractual Services	\$76,803	\$52,400	\$22,480	\$17,680
Employee Physicals/Drug Tests	\$13,832	\$16,300	\$11,850	\$12,200
Compensation Study	\$9,000	\$3,000	\$300	\$0
Recruitment Expense	\$73,783	\$32,500	\$22,500	\$59,500
Computer Support	\$4,043	\$5,470	\$6,920	\$7,220
Advertising	\$1,834	\$0	\$140	\$350
Printing & Forms	\$40	\$200	\$100	\$200
CONTRACTUAL SERVICES TOTAL	\$179,335	\$109,870	\$64,290	\$97,150
Other Operating Expenses				
Safety/Personnel Committee	\$901	\$13,400	\$9,900	\$12,200
Employee Referral Program	\$3,000	\$15,000	\$7,000	\$15,000
Safety Expenses	\$1,004	\$1,750	\$1,500	\$2,900
Travel/Training	\$6,790	\$10,310	\$11,560	\$17,660
Continuing Education	\$18,390	\$15,000	\$5,000	\$10,500
Subscriptions/Memberships	\$1,867	\$3,280	\$3,095	\$3,095
Postage/Freight	\$52	\$20	\$25	\$30
Presumptive Cancer & Eapp	\$37,925	\$65,000	\$57,500	\$60,000
OTHER OPERATING EXPENSES TOTAL	\$69,929	\$123,760	\$95,580	\$121,385
Utilities				
Utilities	\$4,111	\$4,490	\$4,200	\$4,460
Telephone	\$1,184	\$1,300	\$1,110	\$1,120
UTILITIES TOTAL	\$5,296	\$5,790	\$5,310	\$5,580
TOTAL	\$255,865	\$242,020	\$168,500	\$227,615

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

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INFORMATION TECHNOLOGY

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

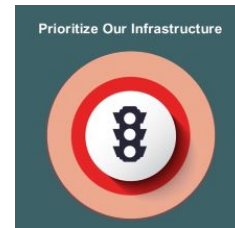
The Information Technology (IT) Department maintains all computer equipment and computer software, and the maintenance of all City servers as well, under the general direction of the Deputy City Manager. IT is also responsible for researching new technology and software updates and implementing these changes. Additionally, IT maintains the City website and mobile app. Other services provided include, but are not limited to, GIS mapping and support, and radio and microwave support and maintenance.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

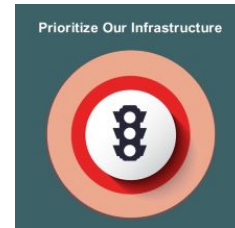
Proceeded with the City's Fiber-Optic Installation

Facilitated the installation of optical fiber to City buildings and upgraded the City's firewall to accommodate the new fiber speeds and bandwidths, and system security.



Enhanced the City Government Software

- Upgraded the integrated Zetron 911 radio (dispatch) system with the installation of a new server and computers at the Police Department and the Cottonwood Regional Communications Center.
- Upgraded the infrastructure of the Spillman servers by replacing one old server with two new servers that will allow redundancy, backups, and faster speeds for the Spillman Communications program.
- Replaced three of the main City servers to allow for accuracy, redundancy, security, and speed of the City's network with more storage and allowing for future growth, increasing demands, and expansion of online operations.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Ensure Overall IT Security

- Enhance our Cybersecurity programs and maintain secure network environments.
- Upgrade the City-wide camera systems to maintain consistent monitoring and security.
- Facilitate the City departments to keep them digitally up to date by providing a detailed computer and server replacement program.
- Create an information retention policy to reduce the need for storage that follows Arizona Revised Statutes on records retention.



PERFORMANCE INDICATORS

Performance indicators will be determined at a later date.

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$2,321,060	100.00%
TOTAL FUNDING	\$2,321,060	100.00%

EXPENDITURES

IT - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$432,149	\$658,850	\$518,740	\$896,129
Materials & Supplies	\$3,975	\$5,350	\$2,600	\$2,600
Repairs & Maintenance	\$46,592	\$75,650	\$38,700	\$70,900
Contractual Services	\$479,109	\$600,960	\$678,450	\$645,355
Other Operating Expenses	\$31,184	\$71,280	\$62,830	\$93,800
Utilities	\$19,883	\$26,120	\$13,340	\$16,111
Debt Service	\$6,698	\$6,045	\$6,165	\$6,165
Capital Purchases	\$338,283	\$336,750	\$423,150	\$590,000
TOTAL	\$1,357,873	\$1,781,005	\$1,743,975	\$2,321,060

Supplemental Personnel Data

IT - Personnel

	FY 2023 Actuals	FY 2024 Budget	2023 - 24 Budget	FY 2025 Budget
Salaries	\$309,044	\$491,980	\$355,190	\$613,590
Temporary Employees	\$0	\$0	\$7,900	\$8,000
Overtime	\$0	\$1,300	\$730	\$1,000
Holiday Pay	\$0	\$0	\$2,500	\$2,500
Social Security	\$18,891	\$30,940	\$22,770	\$39,043
Medicare Tax	\$4,418	\$7,235	\$5,340	\$9,134
Ariz State Retirement	\$35,100	\$59,800	\$44,050	\$75,055
Health/Life Insurance	\$63,788	\$63,845	\$77,640	\$143,789
Worker's Compensation	\$676	\$900	\$770	\$830
Clothing Allowance	\$0	\$500	\$1,000	\$500
Recreation Membership Bene	\$233	\$2,350	\$850	\$2,688
TOTAL	\$432,149	\$658,850	\$518,740	\$896,129

IT - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
GIS Coordinator	0	0	1
IT Director	1	1	1
IT Technician I	1	1	1
IT Systems Administrator - Secure PD	0	0	1
IT Technician II	2	2	1
GIS Technician II	1	1	0
IT Technician I - Library/AV	0	0	1
IT Systems Administrator	1	1	1
Radio & Telecommunications Tech.	1	1	1
FTE	7	7	8

Supplemental Expenditures Data

IT - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$139	\$250	\$600	\$600
Office Supplies	\$3,319	\$4,500	\$1,400	\$1,400
Copier Supplies	\$517	\$600	\$600	\$600
MATERIALS & SUPPLIES TOTAL	\$3,975	\$5,350	\$2,600	\$2,600
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$1,698	\$4,300	\$1,700	\$2,200
Equipment Maintenance & Repair	\$69	\$0	\$0	\$0
Radio Maintenance & Repair	\$44,826	\$71,350	\$37,000	\$68,700
REPAIRS & MAINTENANCE TOTAL	\$46,592	\$75,650	\$38,700	\$70,900
Contractual Services				
Contractual Services	\$208,017	\$295,320	\$402,540	\$251,200
Bank Charges	\$5	\$0	\$0	\$0
Employee Physicals/Drug Tests	\$370	\$600	\$400	\$600
Computer Support	\$270,717	\$304,540	\$275,510	\$393,555
Advertising	\$0	\$500	\$0	\$0
CONTRACTUAL SERVICES TOTAL	\$479,109	\$600,960	\$678,450	\$645,355
Other Operating Expenses				
Repeater Expense	\$3,996	\$17,250	\$10,680	\$28,000
Travel/Training	\$841	\$10,000	\$21,600	\$24,100
Subscriptions/Memberships	\$26,316	\$43,730	\$30,500	\$41,650
Postage/Freight	\$31	\$300	\$50	\$50
OTHER OPERATING EXPENSES TOTAL	\$31,184	\$71,280	\$62,830	\$93,800
Utilities				
Utilities	\$15,460	\$17,785	\$12,100	\$13,020
Telephone	\$4,423	\$8,335	\$1,240	\$3,091
UTILITIES TOTAL	\$19,883	\$26,120	\$13,340	\$16,111
Debt Service	\$6,698	\$6,045	\$6,165	\$6,165
TOTAL	\$587,441	\$785,405	\$802,085	\$834,931

Capital Purchases

Information Technology Services - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases				
Furnishing & Equipment	\$338,283	\$336,750	\$423,150	\$590,000
CAPITAL PURCHASES TOTAL	\$338,283	\$336,750	\$423,150	\$590,000
TOTAL	\$338,283	\$336,750	\$423,150	\$590,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Vehicles (Enterprise)	\$71,810			
Mobile Data Computers (Police Dpt.)	\$36,480	\$56,000		
Zetron Novus & Mobile Radio Replacement (PD)	\$190,480		\$208,925	\$65,000
Portable Radio Replacements (Fire Dpt)		\$54,000	\$51,705	
Dell Servers			\$89,520	\$65,000
Airport Cameras			\$5,000	
Mobile Radio Replacement (PD)				
Surveillance System Replacement (PS Complex)		\$27,000		\$27,000
Network Switches				\$25,000
Smart Board				\$10,000
Cloud Server for Records				\$24,000
Radio Backbone				\$300,000
Printers (Finance Dept, Administration, and Dispatch)				\$39,000
Radio Towers @ Dead Horse SP & Prairie Lane		\$167,000	\$68,000	\$10,000
Help Desk				\$25,000
Hip Link-Rapid Notifications		\$14,000		
Spillman Interface Module-Accident Software	\$35,107			
City Wi-Fi Unit Replacement		\$18,750		
Miscellaneous	\$4,406			
TOTAL	\$338,283	\$336,750	\$423,150	\$590,000

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PURCHASING DIVISION

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

Purchasing operated before this fiscal year as a separate division. It now falls within the Finance Department and operates under the direct supervision of the accounting manager. Purchasing 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.

Purchasing 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.

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Not applicable

OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Not Applicable

PERFORMANCE INDICATORS

Not Applicable

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$0	0.00%
TOTAL FUNDING	\$0	0.00%

EXPENDITURES

Purchasing Division - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$181,739	\$0	\$0	\$0
Materials & Supplies	\$595	\$0	\$0	\$0
Contractual Services	\$4,530	\$0	\$0	\$0
Other Operating Expenses	\$264	\$0	\$0	\$0
Utilities	\$3,402	\$0	\$0	\$0
TOTAL	\$190,529	\$0	\$0	\$0

Supplemental Personnel Data

Purchasing Division - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$130,796	\$0	\$0	\$0
Social Security	\$7,940	\$0	\$0	\$0
Medicare Tax	\$1,857	\$0	\$0	\$0
Ariz State Retirement	\$15,565	\$0	\$0	\$0
Health/Life Insurance	\$24,927	\$0	\$0	\$0
Worker's Compensation	\$224	\$0	\$0	\$0
Recreation Membership Bene	\$430	\$0	\$0	\$0
TOTAL	\$181,739	\$0	\$0	\$0

Purchasing Division - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Contracts & Purchasing Administrator	1	0	0
Purchasing/Contract Administrator	0	0	0
FTE	1	0	0

Supplemental Expenditures Data

Purchasing Division - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$595	\$0	\$0	\$0
MATERIALS & SUPPLIES TOTAL	\$595	\$0	\$0	\$0
Contractual Services				
Contractual Services	\$1,743	\$0	\$0	\$0
Computer Support	\$2,671	\$0	\$0	\$0
Advertising	\$115	\$0	\$0	\$0
CONTRACTUAL SERVICES TOTAL	\$4,530	\$0	\$0	\$0
Other Operating Expenses				
Travel/Training	\$264	\$0	\$0	\$0
OTHER OPERATING EXPENSES TOTAL	\$264	\$0	\$0	\$0
Utilities				
Utilities	\$1,950	\$0	\$0	\$0
Telephone	\$1,452	\$0	\$0	\$0
UTILITIES TOTAL	\$3,402	\$0	\$0	\$0
TOTAL	\$8,789	\$0	\$0	\$0

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

LEGAL DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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.

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Not applicable due to this position being vacant.

OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Future goals will be determined as soon as this position has been filled.

PERFORMANCE INDICATORS

Performance indicators are to be determined.

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$778,694	100.00%
TOTAL FUNDING	\$778,694	100.00%

EXPENDITURES

Legal Department - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$326,858	\$259,055	\$156,220	\$264,654
Materials & Supplies	\$2,347	\$1,000	\$1,755	\$1,000
Contractual Services	\$228,090	\$201,500	\$277,660	\$505,000
Other Operating Expenses	\$2,327	\$12,600	\$5,440	\$6,050
Utilities	\$2,351	\$2,870	\$1,030	\$1,990
Capital Purchases	\$5,131	\$0	\$0	\$0
TOTAL	\$567,105	\$477,025	\$442,105	\$778,694

Supplemental Personnel Data

Legal Department - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$267,788	\$205,710	\$121,040	\$199,481
Social Security	\$13,262	\$9,935	\$7,320	\$9,935
Medicare Tax	\$3,725	\$2,995	\$1,710	\$2,911
Ariz State Retirement	\$23,190	\$24,620	\$13,380	\$23,814
Health/Life Insurance	\$18,487	\$15,000	\$12,550	\$27,937
Worker's Compensation	\$407	\$460	\$220	\$240
Recreation Membership Bene	\$0	\$335	\$0	\$336
TOTAL	\$326,858	\$259,055	\$156,220	\$264,654

Legal Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
City Attorney (Contract)	1	1	1
FTE	1	1	1

Supplemental Expenditures Data

Legal Department - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$2,347	\$1,000	\$1,755	\$1,000
MATERIALS & SUPPLIES TOTAL	\$2,347	\$1,000	\$1,755	\$1,000
Contractual Services				
Contractual Services	\$104,360	\$81,500	\$157,660	\$384,000
Prosecuting Attorney	\$123,730	\$120,000	\$120,000	\$121,000
CONTRACTUAL SERVICES TOTAL	\$228,090	\$201,500	\$277,660	\$505,000
Other Operating Expenses				
Travel/Training	\$1,468	\$7,500	\$390	\$1,000
Subscriptions/Memberships	\$829	\$5,000	\$5,000	\$5,000
Postage/Freight	\$30	\$100	\$50	\$50
OTHER OPERATING EXPENSES TOTAL	\$2,327	\$12,600	\$5,440	\$6,050
Utilities	\$2,351	\$2,870	\$1,030	\$1,990
Capital Purchases	\$5,131	\$0	\$0	\$0
TOTAL	\$240,247	\$217,970	\$285,885	\$514,040

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

MUNICIPAL COURT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The mission of the Cottonwood Municipal Court is to administer justice efficiently, and with respect and fairness to all parties according to the law. The Cottonwood Municipal Court is responsible for all judicial functions within Cottonwood's city limits. These functions include the processing of violations as well as 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 officiates wedding ceremonies.

The Court is accountable to the Arizona Supreme Court and the Presiding Judge of the Yavapai County Superior Court for judicial matters and to the City Council for reports regarding financial and administrative matters not unique to court operations.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Enabled Virtual Hearings

Provided cost-effective interfaces between various communication platforms to allow for virtual appearances in court by defendants, attorneys, and parties to civil actions.



Achieved Outstanding Compliance to Arizona Case Processing Standards

Continued to maintain our excellent time to process cases for filing to disposition standard for all case types.



Ensure Court Security

Pursue upgrading security measures for the Court as funding allows.



Provided Court Training and Fulfilled Training Requirements

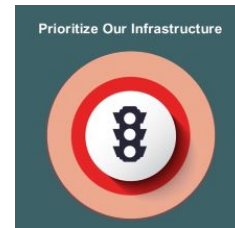
Provided advanced court training for our court administrator and lead clerk, and also met the Municipal Court and Supreme Court training requirements for the remaining staff.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Endeavors to Keep Court Building in Good Repair

As funding allows, where necessary replace and renovate interior areas of the court that are in need of renovation as funding allows. (Replace worn out public seating, interior painting being foremost)



Municipal Collaboration

Maintain collaborative relationship with Town of Clarkdale regarding the Town's co-located court.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Municipal judicial functions			
Guiding Principle	Effectively execute judicial functions			
Strategic Goal	Efficiently manage the time from filing to disposition of court cases (considering, completing, administering, and processing)			
Strategic Initiative	Close out all cases during the year.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Types of Court Cases Closed Out:				
• Civil	100%	100%	100%	100%
• Criminal	98%	95%	95%	95%
• Protective orders	100%	100%	100%	100%
Process Status	Successful close outs			

Strategic Direction	Building Quality of Life Through Sustainable Growth and Development			
Key Priority	Municipal Judicial Function			
Guiding Principle	Effectively administer judicial functions in the community			
Strategic Goal	Improve operational efficiency and processing of cases			
Strategic Initiative	Increase the collection rate of payments and active payment contracts.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Collection or Payment Contracts	100%	100%	100%	100%
Process Status	On track			

DEPARTMENTAL FUND SOURCES AND FINANCIAL DATA

FUND SOURCES

Funding Source	Amount	% of Funding
Intergovernmental Revenue	\$2,100	0.25%
Charges for Services	\$24,800	2.93%
Fines & Forfeitures	\$145,100	17.11%
<i>General Fund</i>	<i>\$675,599</i>	<i>79.71%</i>
TOTAL FUNDING	\$847,599	100.00%

EXPENDITURES

Municipal Court - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$534,008	\$541,560	\$586,670	\$612,229
Materials & Supplies	\$4,304	\$7,400	\$6,800	\$7,400
Repairs & Maintenance	\$490	\$1,000	\$1,200	\$1,200
Contractual Services	\$100,398	\$114,385	\$109,520	\$128,060
Other Operating Expenses	\$7,066	\$55,870	\$55,665	\$56,680
Utilities	\$13,826	\$16,900	\$16,660	\$17,030
Capital Purchases	\$0	\$0	\$0	\$25,000
TOTAL	\$660,092	\$737,115	\$776,515	\$847,599

Supplemental Personnel Data

Municipal Court - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$351,050	\$359,130	\$388,070	\$391,947
Temporary Employees	\$44,407	\$50,000	\$48,710	\$80,230
Holiday Pay	\$222	\$1,380	\$1,330	\$1,500
Social Security	\$24,319	\$22,385	\$27,310	\$27,665
Medicare Tax	\$5,687	\$5,235	\$6,350	\$6,468
Ariz State Retirement	\$45,276	\$44,135	\$50,400	\$47,463
Health/Life Insurance	\$61,007	\$56,700	\$62,180	\$54,226
Worker's Compensation	\$844	\$915	\$970	\$1,050
Recreation Membership Bene	\$1,197	\$1,680	\$1,350	\$1,680
TOTAL	\$534,008	\$541,560	\$586,670	\$612,229

Municipal Court - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Court Administrator	1	1	1
Court Clerk I	2	2	2
Presiding Magistrate	0.8	0	0.8
Court Clerk II	1	1	1
Presiding Magistrate (Contract)	0	0.8	0
FTE	4.8	4.8	4.8

Supplemental Expenditures Data**Municipal Court - Expenditures nc**

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$2,676	\$5,000	\$5,000	\$5,000
Copier Supplies	\$1,628	\$2,400	\$1,800	\$2,400
MATERIALS & SUPPLIES TOTAL	\$4,304	\$7,400	\$6,800	\$7,400
Repairs & Maintenance				
Equipment Maintenance & Repair	\$490	\$1,000	\$1,200	\$1,200
REPAIRS & MAINTENANCE TOTAL	\$490	\$1,000	\$1,200	\$1,200
Contractual Services				
Contractual Services	\$12,545	\$14,000	\$14,000	\$14,000
Recruitment Expense	\$0	\$250	\$250	\$500
Computer Support	\$12,420	\$15,635	\$22,270	\$25,060
Court Appt Attorney	\$70,484	\$80,000	\$65,000	\$80,000
Pro Tem Services	\$4,949	\$4,500	\$8,000	\$8,500
CONTRACTUAL SERVICES TOTAL	\$100,398	\$114,385	\$109,520	\$128,060
Other Operating Expenses				
Jury Fees	\$0	\$600	\$600	\$600
Jcef Fund Expenses	\$2,245	\$2,470	\$2,245	\$2,580
Court Enhancement Expenses	\$444	\$45,000	\$45,000	\$45,000
Travel/Training	\$2,260	\$4,800	\$4,800	\$5,200
Subscriptions/Memberships	\$742	\$3,000	\$1,500	\$1,800
Postage/Freight	\$1,375	\$0	\$1,500	\$1,500
Misc Expense	\$0	\$0	\$20	\$0
OTHER OPERATING EXPENSES TOTAL	\$7,066	\$55,870	\$55,665	\$56,680
Utilities				
Utilities	\$11,973	\$14,935	\$14,840	\$15,150
Telephone	\$1,853	\$1,965	\$1,820	\$1,880
UTILITIES TOTAL	\$13,826	\$16,900	\$16,660	\$17,030
TOTAL	\$126,084	\$195,555	\$189,845	\$210,370

Capital Purchases**Municipal Court - Capital Purchases**

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$25,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024	FY 2024	FY 2025
	Actuals	Budget	Revised	Adopted Budget
HVAC System	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$25,000

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COMMUNITY DEVELOPMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Community Development Department consists of three divisions: a Building Division, Planning Division, and a Code Enforcement Division.

This 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.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Implementation of SmartGov Software

SmartGov software is specific to managing the functions of Community Development. It allows for more citizen engagement and easier access to the permitting process.



Raised Community Awareness

- Released educational social media posts to provide awareness to the Community
- Supported community activities that highlight the city's Dark Sky Community designation.



Community Outreach

Organized community nights in collaboration with Police and Building departments.



Large Departmental Project Completions

- Finalized with grant funding the historic residential property survey
- Finished the draft of the General Plan Update.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Code Enforcement Division

- Create volunteer program
- Create social media and find other ways to educate the community on Zoning, Property Maintenance, Building, Fire and Municipal Codes.



Building Division

Instant Solar Permits

Educate and register the solar contractors on the instant solar permitting system and that all solar permits will go through the instant solar app.



Hire a Qualified Inspector

Upon hiring, inspector will complete intensive training, focusing on the job duties, instilling the City's Mission Statement qualities, and be encouraged to become familiar with the 2024 Codes.



Prepare for Implementation of 2024 International Building Codes

Research, collaborate, and draft documents for the implementation of the new 2024 Codes for Building, Planning, and Zoning and to bring before the Council.



Planning and Zoning Department

Create more public outreach opportunities

- Post draft zoning ordinance text amendments early on in the process and allow for citizen comment periods.
- Create a survey that gauges citizen satisfaction regarding the General Plan and City development; to be included in the upcoming annual General Plan report. The new survey will be modeled after the survey that was used during the Vision and Values public participation process.



Planning and Zoning Department

Retain Highly Qualified and Effective Commissioners

[for Planning & Zoning Commission, Historic Preservation Commission, and Board of Adjustments]

- Collaborate with Human Resources to generate public interest in volunteering for Commission
- Create a Commissioner/Board Member welcome binder
- Provide annual Commissioner/Board Member training for highly effective meetings
- Create an email list to remind the public of upcoming Commission meetings. Similar to the General Plan update email list
- Request proposals to initiate a comprehensive Old Town Master Plan to address parking, walkability, development, and other aspects of growth and sustainability in historic areas
- Place pending Zoning Ordinance text amendments on the Community Development page of the City's website to allow for more public input on proposed changes.



Planning and Zoning Department

Focus on Amendments of Zoning Ordinance Text

- Update for clarity and legibility
- Prioritize text amendments that can reduce impacts on housing development.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Recreation opportunities			
Guiding Principle	Support outdoor economics			
Strategic Goal	Identify trails and open space areas			
Strategic Initiative	Maintain, improve, and develop the city's trails system			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Continue working with private property owners to establish trail easements and approve possible land trades			75%	95%
Process Status				

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Housing			
Guiding Principle	Explore more diversity in housing solutions			
Strategic Goal	Create collaborative relations with governmental entities			
Strategic Initiative	Explore pre-approved single-family and multi-family residential home plans as options for residents and home builders			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Adopt agreement with Yavapai County to use pre-approved home plans			50%	75%
Process Status				

DEPARTMENTAL FUND SOURCES AND FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Fee Licenses & Permits	\$465,000	27.61%
Intergovernmental Revenue	\$87,000	5.17%
Charges for Services	\$545,000	32.36%
Fines & Forfeitures	\$ 1,000	0.06%
<i>General Fund</i>	<i>\$586,152</i>	<i>34.80%</i>
Total Funding	\$1,684,152	100.00%

EXPENDITURES

Community Development - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$817,833	\$896,695	\$912,500	\$955,752
Materials & Supplies	\$17,540	\$8,800	\$11,200	\$9,000
Repairs & Maintenance	\$4,173	\$4,000	\$4,150	\$4,000
Contractual Services	\$90,931	\$100,600	\$391,500	\$572,450
Other Operating Expenses	\$15,341	\$18,710	\$15,400	\$19,900
Utilities	\$10,368	\$13,120	\$12,900	\$13,740
Debt Service	\$4,406	\$7,315	\$14,310	\$14,310
Capital Purchases	\$94,592	\$65,000	\$108,735	\$95,000
TOTAL	\$1,055,185	\$1,114,240	\$1,470,695	\$1,684,152

Supplemental Personnel Data

Community Development - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$557,526	\$629,675	\$616,240	\$663,238
Overtime	\$0	\$0	\$440	\$0
Social Security	\$33,441	\$39,160	\$38,240	\$41,508
Medicare Tax	\$7,821	\$9,160	\$8,940	\$9,707
Ariz State Retirement	\$64,648	\$76,725	\$75,790	\$80,717
Health/Life Insurance	\$147,731	\$130,440	\$163,030	\$149,502
Worker's Compensation	\$5,091	\$5,675	\$5,760	\$6,220
Clothing Allowance	\$120	\$2,500	\$2,200	\$1,500
Recreation Membership Bene	\$1,456	\$3,360	\$1,860	\$3,360
TOTAL	\$817,833	\$896,695	\$912,500	\$955,752

Community Development - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Senior Planner	1	1	1
Code Enforcement Officer	0	1	0
Community Development Director	1	1	1
Building Inspector	1	1	1
Ordinance Enforcement Officer	0	0	1
Administrative Assistant	1	1	1
Assistant Planner	1	1	1
Assistant Planner/CE Coordinator	1	0	0

Authorized Positions	FY2023	FY2024	FY2025
Planner	1	1	1
Ordinance Enforcement Supervisor	0	0	1
Permit Technician/Specialist	1	1	1
Building Official	1	1	1
Code Enforcement Supervisor	0	1	0
FTE	9	10	10

Supplemental Expenditures Data

Community Development - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$2,133	\$2,500	\$2,200	\$3,000
Office Supplies	\$2,907	\$4,300	\$4,000	\$4,000
Copier Supplies	\$12,500	\$2,000	\$5,000	\$2,000
MATERIALS & SUPPLIES TOTAL	\$17,540	\$8,800	\$11,200	\$9,000
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$3,666	\$4,000	\$3,600	\$4,000
Equipment Maintenance & Repair	\$507	\$0	\$550	\$0
REPAIRS & MAINTENANCE TOTAL	\$4,173	\$4,000	\$4,150	\$4,000
Contractual Services				
Contractual Services	\$72,295	\$62,400	\$348,000	\$520,000
Computer Support	\$4,087	\$21,700	\$36,900	\$38,200
General Plan Expense	\$1,225	\$3,000	\$2,100	\$3,000
Advertising	\$12,952	\$12,000	\$4,000	\$10,500
Printing & Forms	\$371	\$1,500	\$500	\$750
CONTRACTUAL SERVICES TOTAL	\$90,931	\$100,600	\$391,500	\$572,450
Other Operating Expenses				
Old Town Home Tour	\$836	\$5,000	\$0	\$2,000
Travel/Training	\$10,087	\$8,660	\$9,400	\$9,400
Subscriptions/Memberships	\$2,826	\$1,550	\$2,000	\$2,500
Postage/Freight	\$1,592	\$3,500	\$4,000	\$6,000
OTHER OPERATING EXPENSES TOTAL	\$15,341	\$18,710	\$15,400	\$19,900
Utilities				
Utilities	\$7,098	\$9,585	\$9,030	\$9,470
Telephone	\$3,270	\$3,535	\$3,870	\$4,270
UTILITIES TOTAL	\$10,368	\$13,120	\$12,900	\$13,740
Debt Service				
Enterprise Fleet Lease Expense	\$4,406	\$7,315	\$14,310	\$14,310
DEBT SERVICE TOTAL	\$4,406	\$7,315	\$14,310	\$14,310
TOTAL	\$142,760	\$152,545	\$449,460	\$633,400

Capital Purchases

Community Development - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$94,592	\$65,000	\$108,735	\$95,000
TOTAL	\$94,592	\$65,000	\$108,735	\$95,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Cottonwood Historic Property Survey	\$12,160	\$20,000	\$14,000	\$20,000
Truck (Enterprise Fleet)		\$45,000	\$56,795	
Multi-function Printer - Carryover	\$5,033			
Old Town Parking Study (Grant)				\$75,000
Plotter				
Dude Solutions Software	\$1,137			
Miscellaneous	\$110			
Vehicle (Enterprise Fleet)	\$76,152		\$37,940	
Bluebeam Software				
TOTAL	\$94,592	\$65,000	\$108,735	\$95,000

ENGINEERING SERVICES

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Engineering Services department staff perform plan examinations of proposed public improvements, private development improvements, and proposed subdivisions. The department also performs inspections on public and private development improvement projects to ensure conformance to the approved plans.

Additionally, Engineering Services is 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 Services department also supervises certain City building and remodeling projects as well as the design of projects of the Utility and Streets departments.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Concluded Several Infrastructure Projects

- Completed the construction phase of the Monte Tesoro Sidewalk project (1,000 linear feet), improving City infrastructure.
- Finalized a pavement preservation project that included 4.3 lane miles of chip seal/edge repair and 15.7 lane miles of fog seal.
- Managed the completed design of the Main Street project, including the design of the roundabout at 10th Street. Construction will start after the bid award and utility relocation.
- Conducted initial storm water inspections of all industrial and commercial properties within the city.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Make Sidewalk Improvements

Design and bid one sidewalk infill project.



Conduct Pavement Condition Assessment

Complete a city-wide pavement condition assessment and develop a comprehensive pavement preservation management plan.



Main Street Improvements Project

Execute and complete the first phase of the 10th Street roundabout at the intersection with Main Street.



Perform Stormwater Inspections

Complete annual stormwater inspections of all industrial and commercial properties within the city.



PERFORMANCE INDICATORS

Strategic Direction	Improve Our Infrastructure			
Key Priority	Streets and sidewalks			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Develop, maintain, and improve the city's infrastructure			
Strategic Initiative(s)	A. Designing and bidding out 1,500 lineal feet for sidewalk construction (every fiscal year)			
	B. Designing and bidding out eight (8) lane miles for pavement preservation (every other fiscal year)			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
A. 1,500 linear feet of sidewalk:				
• Planning	130%	70%	70%	100%
• Project Design	130%	70%	70%	50%
• Bid/Award	130%	70%	70%	0%
B. Pavement preservation: 8 lane miles				
• Planning	100%	100%	100%	100%
• Project Design	100%	100%	100%	50%
• Bid/Award	100%	100%	100%	0%
Project Status	In progress			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$441,017	100.00%
TOTAL FUNDING	\$441,017	100.00%

EXPENDITURES

Engineering Services - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$419,519	\$446,475	\$413,000	\$354,162
Materials & Supplies	\$4,947	\$11,350	\$7,600	\$7,120
Repairs & Maintenance	\$3,920	\$2,500	\$2,600	\$4,500
Contractual Services	\$23,054	\$2,955	\$4,850	\$10,830
Other Operating Expenses	\$13,134	\$21,100	\$19,200	\$24,100
Utilities	\$6,386	\$7,640	\$6,800	\$7,120
Debt Service	\$6,392	\$11,570	\$15,510	\$13,185
Capital Purchases	\$146,687	\$24,000	\$3,300	\$20,000
TOTAL	\$624,039	\$527,590	\$472,860	\$441,017

Supplemental Personnel Data

Engineering Services - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$293,424	\$310,215	\$280,860	\$250,881
Overtime	\$421	\$0	\$500	\$0
Social Security	\$17,768	\$19,470	\$19,470	\$15,796
Medicare Tax	\$4,156	\$4,555	\$4,080	\$3,694
Ariz State Retirement	\$33,785	\$37,460	\$41,020	\$30,121
Health/Life Insurance	\$61,459	\$65,040	\$57,500	\$42,662
Worker's Compensation	\$7,278	\$7,090	\$8,110	\$8,500
Clothing Allowance	\$1,228	\$1,300	\$1,000	\$1,500
Recreation Membership Bene	\$0	\$1,345	\$460	\$1,008
TOTAL	\$419,519	\$446,475	\$413,000	\$354,162

Engineering Services Dept - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Public Works Director	0	0	0
Public Works Inspector	1	1	0
Stormwater Specialist	1	1	1
City Engineer PE	1	1	1
Public Works Project Manager	1	1	1
Public Works & Utility Inspector	0	0	1
Senior Engineer	0	0	0
FTE	4	4	4

Supplemental Expenditures Data

Engineering Services - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$1,100	\$5,750	\$4,000	\$2,300
Gas & Oil	\$2,294	\$4,500	\$2,500	\$2,500
Office Supplies	\$475	\$600	\$600	\$1,820
Copier Supplies	\$1,079	\$500	\$500	\$500
MATERIALS & SUPPLIES TOTAL	\$4,947	\$11,350	\$7,600	\$7,120
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$3,920	\$2,000	\$2,200	\$4,000
Equipment Maintenance & Repair	\$0	\$500	\$400	\$500
REPAIRS & MAINTENANCE TOTAL	\$3,920	\$2,500	\$2,600	\$4,500
Contractual Services				
Contractual Services	\$21,964	\$1,000	\$500	\$6,000
Computer Support	\$1,090	\$1,455	\$3,850	\$4,030
Advertising	\$0	\$500	\$500	\$800
CONTRACTUAL SERVICES TOTAL	\$23,054	\$2,955	\$4,850	\$10,830
Other Operating Expenses				
Travel/Training	\$4,199	\$5,700	\$4,000	\$6,500
Subscriptions/Memberships	\$8,935	\$15,350	\$15,100	\$17,550
Postage/Freight	\$0	\$50	\$100	\$50
OTHER OPERATING EXPENSES TOTAL	\$13,134	\$21,100	\$19,200	\$24,100
Utilities				
Utilities	\$2,607	\$3,550	\$2,800	\$3,030
Telephone	\$3,779	\$4,090	\$4,000	\$4,090
UTILITIES TOTAL	\$6,386	\$7,640	\$6,800	\$7,120
Debt Service	\$6,392	\$11,570	\$15,510	\$13,185
TOTAL	\$57,832	\$57,115	\$56,560	\$66,855

Capital Purchases

Engineering Services - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases				
Furnishing & Equipment	\$146,687	\$24,000	\$3,300	\$20,000
CAPITAL PURCHASES TOTAL	\$146,687	\$24,000	\$3,300	\$20,000
TOTAL	\$146,687	\$24,000	\$3,300	\$20,000

Supplemental Capital Purchases Data

Item/Description	FY 2024	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Del Monte Trail (Northeast Corner)		\$11,000	\$1,000	
Del Monte Wash (Carryover)				\$20,000
Public Works - Trails	\$500	\$10,000		
Truck (Enterprise Fleet) & Additional Truck (Storm Specialist)	\$143,700			
Truck Accessories	\$2,323	\$3,000	\$2,300	
Miscellaneous	\$164			
TOTAL	\$146,687	\$24,000	\$3,300	\$20,000

PUBLIC WORKS

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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. (This budget includes the Transfer Station)



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Concluded Several Infrastructure Projects

- Completed the construction phase of the Monte Tesoro Sidewalk project (1,000 linear feet), improving City infrastructure.
- Finalized a pavement preservation project that included 4.3 lane miles of chip seal/edge repair and 15.7 lane miles of fog seal.
- Managed the completed design of the Main Street project, including the design of the roundabout at 10th Street. Construction will start after the bid award and utility relocation.
- Conducted initial storm water inspections of all industrial and commercial properties within the city.



Supervised the Progress and Completion of Several Construction Projects

- Oversaw the completion of the construction phase of the Monte Tesoro Sidewalk project (1,000 linear feet).
- Administered the completion process of a pavement preservation project that included 4.3 lane miles of chip seal/edge repair and 15.7 lane miles of fog seal.
- Oversaw the management of the design of the Main Street project, including the design of the 10th Street roundabout. Construction to begin after bid/award and utility relocation.
- Oversaw the execution of initial storm water inspections of all industrial and commercial properties within the city.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Oversee Pavement Condition Evaluation

Complete a city-wide pavement condition assessment and develop a comprehensive pavement management plan.



Improve Pedestrian Safety

Design and bid one sidewalk infill project intended to improve pedestrian safety.



Administer Stormwater Management

Complete annual stormwater inspections of all industrial and commercial properties within the city.



Supervise Road Construction

Complete the first phase of the Main Street and 10th Street roundabout project.



PERFORMANCE INDICATORS

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Streets & Sidewalks			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Develop, maintain, and improve the city's infrastructure			
Strategic Initiative	Execute (1) sidewalk priorities and (2) pavement preservation priorities			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1 - Monte Tesoro Sidewalk Project (1,000 linear ft)			70%	100%
2 - 1 Pavement preservation project included 4.3 lane miles of chip seal/edge			100%	
2 - 2 Design of Main Street project*			90%	100%
2 - 3 Initial stormwater inspections of industrial and commercial properties in the city.			100%	
Process Update	* Main Street project: Construction to start after bid/award and utility relocation			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$324,082	100.00%
TOTAL FUNDING	\$324,082	100.00%

EXPENDITURES

Public Works - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$122,858	\$245,455	\$138,180	\$293,442
Materials & Supplies	\$1,649	\$1,500	\$2,650	\$2,650
Repairs & Maintenance	\$0	\$0	\$0	\$1,800
Contractual Services	\$2,335	\$52,245	\$53,110	\$3,220
Other Operating Expenses	\$5,590	\$6,000	\$6,200	\$12,010
Utilities	\$7,534	\$10,020	\$10,400	\$10,960
TOTAL	\$139,967	\$315,220	\$210,540	\$324,082

Supplemental Personnel Data

Public Works - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$88,722	\$191,970	\$99,260	\$217,616
Overtime	\$0	\$500	\$0	\$0
Social Security	\$5,597	\$12,080	\$6,160	\$13,634
Medicare Tax	\$1,309	\$2,830	\$1,440	\$3,188
Ariz State Retirement	\$10,756	\$23,260	\$12,200	\$26,370
Health/Life Insurance	\$16,473	\$13,975	\$18,120	\$30,794
Clothing Allowance	\$0	\$0	\$1,000	\$1,000
Recreation Membership Bene	\$1	\$840	\$0	\$840
TOTAL	\$122,858	\$245,455	\$138,180	\$293,442

Public Works - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Public Works (PW) Director	0.5	0.5	0.5
Administrative Assistant	0	0	0
Public Works & Utility Mtce Spec	1	1	1
Projects & CIP Manager	0	1	1
FTE	1.5	2.5	2.5

Supplemental Expenditures Data

Public Works - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$289	\$500	\$500	\$500
Office Supplies	\$743	\$750	\$750	\$750
Copier Supplies	\$618	\$250	\$1,400	\$1,400
MATERIALS & SUPPLIES TOTAL	\$1,649	\$1,500	\$2,650	\$2,650
Repairs & Maintenance	\$0	\$0	\$0	\$1,800
Contractual Services				
Contractual Services	\$1,849	\$1,600	\$1,600	\$1,600
Computer Support	\$486	\$645	\$1,510	\$1,620
Large Item Pickup/Comm Clean	\$0	\$50,000	\$50,000	\$0
CONTRACTUAL SERVICES TOTAL	\$2,335	\$52,245	\$53,110	\$3,220
Other Operating Expenses				
Travel/Training	\$4,708	\$5,000	\$5,000	\$10,000
Continuing Education	\$0	\$0	\$0	\$10
Subscriptions/Memberships	\$882	\$1,000	\$1,200	\$2,000
OTHER OPERATING EXPENSES TOTAL	\$5,590	\$6,000	\$6,200	\$12,010
Utilities				
Utilities	\$2,276	\$2,715	\$3,050	\$3,290
Telephone	\$5,259	\$7,305	\$7,350	\$7,670
UTILITIES TOTAL	\$7,534	\$10,020	\$10,400	\$10,960
TOTAL	\$17,109	\$69,765	\$72,360	\$30,640

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

PARKS & BUILDING MAINTENANCE

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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 spaces, cemetery facilities, and approximately 180,000 square feet of buildings' surface area.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

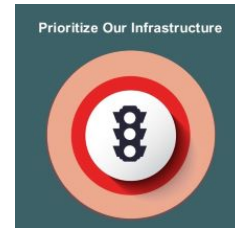
Upgraded Dugout and Lighting Infrastructure

- Replaced the roof material on 12 dugouts at the ball field.
- Converted 26 lighting fixtures to energy efficient bulbs.



Restoration of a Flood Control Berm

Reestablished damaged flood control berm for Riverfront Park and restored the park back to occupancy status before the annual Thunder Valley Rally event.



Provided Design- and Construction-Assist

- Assisted with the Design and Construction of the new City Hall facility to make sure that the department staff can maintain the facility.
- Managed the installation of variable frequency drives for the Recreation Center's pool pumps in order to get better efficiency and extend the pumps' lifespan.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Create Walkways at the Ball Fields

Install block retaining walls and landscaping rock for two little league fields completing walkways for the Youth complex.



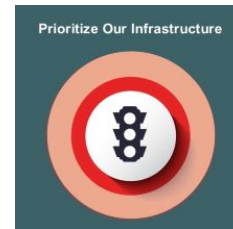
Exchange Pool Filtration System

Replace the Neptune-Benson Defender filtration system by a sand filtration system for the indoor pool at the Recreation Center for better efficiency and pool maintenance.



Indoor Pool Resurfacing

Complete contract and award it to resurface indoor pool at Recreation Center.



PERFORMANCE INDICATORS

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	City facilities			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal(s)	1. Continue to prioritize infrastructure projects 2. Supporting outdoor economics			
Strategic Initiative(s)	1. Improve facilities, equipment, and technology 2. Reinvest in Cottonwood's current park systems to ensure the health and longevity of the spaces			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Lighting Conversions			65%	80%
Replace roof material on 16 dugouts at the ball field			75%	100%
Process Status	In progress			



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Funding Source	Amount	% of Funding
General Fund	\$1,261,091	100.00%
TOTAL FUNDING	\$2,261,091	100.00%

EXPENDITURES

Parks & Building Maintenance - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$607,545	\$701,780	\$646,940	\$869,111
Materials & Supplies	\$54,789	\$55,200	\$57,200	\$62,150
Repairs & Maintenance	\$60,451	\$111,600	\$95,305	\$107,460
Contractual Services	\$31,129	\$61,820	\$41,300	\$46,370
Other Operating Expenses	\$2,896	\$7,700	\$6,300	\$4,900
Utilities	\$10,134	\$10,235	\$10,650	\$11,170
Debt Service	\$902	\$7,685	\$6,000	\$26,500
Capital Purchases	\$219,831	\$170,000	\$205,080	\$133,430
TOTAL	\$987,677	\$1,126,020	\$1,068,775	\$1,261,091

Supplemental Personnel Data

Parks & Building Maintenance - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$317,694	\$401,485	\$339,200	\$478,042
Temporary Employees	\$72,831	\$78,160	\$78,750	\$89,000
Overtime	\$15,579	\$16,080	\$13,840	\$14,550
Holiday Pay	\$2,915	\$3,120	\$2,340	\$2,500
Social Security	\$25,085	\$30,990	\$27,040	\$35,986
Medicare Tax	\$5,867	\$7,250	\$6,330	\$8,505
Ariz State Retirement	\$45,620	\$49,340	\$50,660	\$60,746
Health/Life Insurance	\$104,614	\$95,180	\$106,970	\$154,402
Worker's Compensation	\$13,979	\$13,950	\$17,680	\$18,570
Clothing Allowance	\$2,267	\$3,200	\$3,200	\$3,450
Recreation Membership Bene	\$1,093	\$3,025	\$930	\$3,360
TOTAL	\$607,545	\$701,780	\$646,940	\$869,111

Parks & Building Maintenance Dept - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
PW Lead Facilities Maintenance Tech I	0	1	0
Facilities Superintendent	1	1	1
Public Works Lead Mainte Tech I	0	0	1
Lead Facilities Maintenance Tech I	0	0	1
Lead Maintenance Tech I	1	1	0
PW Maintenance Technician I	4	4	4
Facilities Maintenance Tech. I	3	2	3
FTE	9	9	10

Supplemental Expenditures Data

Parks & Building Maintenance - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Small Tools	\$1,044	\$1,500	\$1,500	\$6,450
Gas & Oil	\$21,330	\$20,000	\$20,000	\$22,000
Grounds/Parks Maint Supplies	\$32,276	\$33,500	\$35,500	\$33,500
Office Supplies	\$140	\$200	\$200	\$200
MATERIALS & SUPPLIES TOTAL	\$54,789	\$55,200	\$57,200	\$62,150
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$8,490	\$25,600	\$9,500	\$8,600
Equipment Maintenance & Repair	\$14,801	\$40,700	\$40,700	\$26,100
BLDG M&R - Community Club Hous	\$213	\$1,000	\$1,000	\$1,200
BLDG M&R - Council Chambers	\$87	\$500	\$0	\$1,200
BLDG M&R - Administration	\$438	\$500	\$1,000	\$13,750
BLDG M&R - Fin/Hr	\$94	\$500	\$500	\$10,500
BLDG M&R - Bac & It	\$6	\$50	\$50	\$50
BLDG M&R - Public Works	\$5,031	\$7,500	\$7,500	\$7,070
BLDG M&R - Public Safety	\$1,887	\$8,500	\$8,850	\$1,900
BLDG M&R - Police Dept	\$4,479	\$3,000	\$2,560	\$3,250
BLDG M&R - Fire Dept	\$3,964	\$3,500	\$3,500	\$3,500
BLDG M&R - Old Fire Dept	\$165	\$8,000	\$400	\$15,500
BLDG M&R - Animal Shelter	\$1,197	\$1,000	\$6,480	\$1,000
BLDG M&R - Communications Cent	\$13,689	\$4,000	\$4,000	\$4,590
BLDG M&R - Parks	\$5,681	\$7,000	\$7,000	\$7,000
BLDG M&R - Disc Golf Course	\$229	\$250	\$2,265	\$2,250
REPAIRS & MAINTENANCE TOTAL	\$60,451	\$111,600	\$95,305	\$107,460
Contractual Services				
Contractual Services	\$29,685	\$60,000	\$40,000	\$45,000
Employee Physicals/Drug Tests	\$90	\$300	\$300	\$300
Computer Support	\$1,354	\$1,520	\$1,000	\$1,070
CONTRACTUAL SERVICES TOTAL	\$31,129	\$61,820	\$41,300	\$46,370
Other Operating Expenses				
Vandalism Repairs	\$925	\$2,500	\$2,500	\$2,500
Travel/Training	\$1,971	\$4,700	\$3,800	\$1,900
Equipment Rental	\$0	\$500	\$0	\$500
OTHER OPERATING EXPENSES TOTAL	\$2,896	\$7,700	\$6,300	\$4,900
Utilities				
Utilities	\$8,517	\$8,575	\$9,240	\$9,820
Telephone	\$1,617	\$1,660	\$1,410	\$1,350
UTILITIES TOTAL	\$10,134	\$10,235	\$10,650	\$11,170
Debt Service				
Enterprise Fleet Lease Expense	\$902	\$7,685	\$6,000	\$26,500
DEBT SERVICE TOTAL	\$902	\$7,685	\$6,000	\$26,500
TOTAL	\$160,302	\$254,240	\$216,755	\$258,550

Capital Purchases

Parks & Building Maintenance - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases	\$219,831	\$170,000	\$205,080	\$133,430
TOTAL	\$219,831	\$170,000	\$205,080	\$133,430

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Mower	\$7,891			
Vehicle/Truck (Enterprise Fleet - Carryover)		\$45,000	\$150,000	\$55,000
Generator (Public Safety) - Carryover	\$3,750			
Caterpillar Telehandler/Reach Lift	\$37,833			
Caterpillar Steer Loader	\$56,745			
ATV (side-by-side) Weed Sprayer	\$21,690			
Sod Cutter	\$5,755		\$5,800	
Cemetery Roof			\$5,655	
Covered Structure for Equipment		\$35,000	\$25,625	
3 Phase Generator	\$86,167			
Vehicle Replacements (Enterprise Fleet)		\$90,000		
UPS (Regional Communications Center)			\$18,000	\$28,430
Tractor Replacement				\$50,000
TOTAL	\$219,831	\$170,000	\$205,080	\$133,430

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TOURISM & ECONOMIC DEVELOPMENT

BUDGET FISCAL YEAR 2024-2025



WHO WE ARE AND WHAT WE DO

The City of Cottonwood's Tourism & Economic Development Department provides functional support through the enhancement of business expansion, development, and growth in Cottonwood. It works in tandem with City management, Community Development, and Public Works to achieve and promote a successful and healthy business and all departments community.

The department assists with and advances business development through an "open for business" dialogue and hands-on approach. It promotes values for success for the community and portrays a dynamic community structure of focus on individual business development plus an aggressive business model with the spotlight on a vibrant and healthy business strategy.

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Successful Promotion of Cottonwood

Managed and maintained a very attractive and effective tourism campaign for Visit Cottonwood, the tourism division (DMO) for the City of Cottonwood, including positioning Cottonwood in downtown Phoenix and introducing Cottonwood to national and international industry leaders, and media representatives.



Executed Economic Development Strategy

Hired economic consulting firm Elliott D. Pollack & Company to assist in designing the City's Economic Development Strategy.



Development of Communications Strategy

Developed the City's first Communications Plan that defines the parameters for providing internal and external communications, including media and stakeholders.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Establish a Communications Department

- The Communications Department will serve all communications for the City and also oversee Tourism and Economic Development with the addition of a requested new position.
- Implement Communications Plan throughout the City departments and provide clear expectations with local and regional media and getting it adopted by all departments.



Implement Economic Development Plan and Strategy Recommendations

- Implement action items provided in the Economic Development Strategy:
 - Business Attraction/Industry
 - Work to continue to keep Cottonwood as the economic hub of the Verde Valley
 - Nurture talent development/education/planning.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Workforce development, training, and recruitment			
Guiding Principle	Support institutions and organizations engaged in workforce development			
Strategic Goal	Continue to work with local, regional partners, like SBDC, NACOG, MUHS, and Yavapai College to promote and nurture opportunities for workforce development			
Strategic Initiative	Continue with business community stakeholders to identify and implement workforce development solutions			
Performance Indicators	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Partnering with business community	85%	85%	95%	95%
Economic Development initiatives	75%	60%	90%	95%
Process Status	Search for new opportunities to engage and provide local support and enhance workforce development opportunities relative to staffing issues and housing.			

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Support business needs			
Guiding Principle	Continue to provide economic development opportunities			
Strategic Goal	Support the Business Retention and Expansion program that attracts business and enhances business culture in Cottonwood			
Strategic Initiatives	Implement new support programs for Spanish-speaking business (ongoing)			
	Expand partnerships with community partners who help local businesses succeed (ongoing)			
Performance Indicators	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Develop a program that supports business retention and expansion	50%	60%	75%	95%
Work with Local First for workshop series and engage with Spanish-speaking businesses	25%	60%	95%	100%
Process Status	Engage with business task force; monthly Lunch & Learn with the Chamber of Commerce.			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Old Town Jail Lease Revenue	\$9,600	1.30%
<i>General Fund</i>	<i>\$729,564</i>	<i>98.7%</i>
TOTAL FUNDING	\$739,164	100.00%

EXPENDITURES

Tourism & Economic Dev. - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$166,729	\$169,505	\$185,780	\$277,964
Materials & Supplies	\$906	\$1,650	\$1,150	\$1,650
Contractual Services	\$301,720	\$456,960	\$407,390	\$417,710
Other Operating Expenses	\$33,637	\$37,050	\$35,700	\$35,700
Utilities	\$4,225	\$5,000	\$6,380	\$6,140
TOTAL	\$507,218	\$670,165	\$636,400	\$739,164

Supplemental Personnel Data

Tourism and Economic Development - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$120,960	\$126,090	\$135,330	\$192,302
Social Security	\$7,433	\$7,880	\$8,450	\$12,034
Medicare Tax	\$1,738	\$1,845	\$1,990	\$2,814
Ariz State Retirement	\$13,975	\$14,835	\$15,970	\$22,933
Health/Life Insurance	\$22,293	\$17,990	\$23,650	\$46,621
Worker's Compensation	\$329	\$360	\$390	\$420
Recreation Membership Bene	\$0	\$505	\$0	\$840
TOTAL	\$166,729	\$169,505	\$185,780	\$277,964

Tourism and Economic Development - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Marketing & Public Information Specialist	0	0	0.5
Administrative Assistant	0	0	0
Tourism & Economic Development Director	0	0	1
Tourism & Econ. Development Director	1	1	0
Economic Development/Tourism Specialist 1	0	0	1
Facs. Rsvn. & Airport Coordinator	0	0	0
Marketing & Public Information Spec.	0.5	0.5	0
FTE	1.5	1.5	2.5

Supplemental Expenditures Data

Tourism & Economic Development - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$843	\$1,500	\$1,000	\$1,500
Copier Supplies	\$64	\$150	\$150	\$150
MATERIALS & SUPPLIES TOTAL	\$906	\$1,650	\$1,150	\$1,650
Contractual Services				
Contractual Services	\$10,000	\$11,000	\$12,000	\$12,000
Computer Support	\$361	\$460	\$1,150	\$1,270
Advertising	\$1,097	\$5,000	\$4,000	\$5,000
Marketing & Tourism Developmnt	\$290,000	\$440,000	\$390,240	\$399,240
Printing & Forms	\$262	\$500	\$0	\$200
CONTRACTUAL SERVICES TOTAL	\$301,720	\$456,960	\$407,390	\$417,710
Other Operating Expenses				
Focus On Success	\$30,226	\$30,000	\$30,000	\$30,000
Travel/Training	\$3,277	\$4,500	\$4,500	\$4,500
Subscriptions/Memberships	\$133	\$2,500	\$1,000	\$1,000
Postage/Freight	\$0	\$50	\$200	\$200
OTHER OPERATING EXPENSES TOTAL	\$33,637	\$37,050	\$35,700	\$35,700
Utilities				
Utilities	\$2,892	\$3,500	\$3,500	\$3,780
Telephone	\$1,333	\$1,500	\$2,880	\$2,360
UTILITIES TOTAL	\$4,225	\$5,000	\$6,380	\$6,140
TOTAL	\$340,489	\$500,660	\$450,620	\$461,200

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

HOUSING AND DEVELOPMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Cottonwood Housing and Development Department serves to support housing and community development resources. The department seeks out funding opportunities for affordable housing and other community development projects. The Housing Department works with Housing Solutions of Northern Arizona to implement the Cottonwood Homeownership Program that provides financial assistance and homebuyer counseling to low-to-moderate income household for City employees. The Housing Department plays a supportive yet integral role in drafting and modifying policies that promote diverse housing solutions for Cottonwood.

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Housing Incentive Program

Adopted a proposed incentive program for housing development.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Explore Partnership Opportunities

Explore opportunities to partner in the development of affordable housing.



PERFORMANCE INDICATORS

Performance indicators have not yet been determined.

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$300,000	100.00%
TOTAL FUNDING	\$300,000	100.00%

EXPENDITURES

Housing and Development - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Contractual Services	\$58,694	\$65,020	\$58,700	\$0
Other Operating Expenses	\$6,250	\$675,000	\$90,000	\$300,000
TOTAL	\$64,944	\$740,020	\$148,700	\$300,000

Supplemental Expenditures Data

Housing and Development - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Contractual Services				
Contractual Services	\$58,694	\$65,020	\$58,700	\$0
CONTRACTUAL SERVICES TOTAL	\$58,694	\$65,020	\$58,700	\$0
Other Operating Expenses				
Housing Assistance Program	\$6,250	\$675,000	\$90,000	\$300,000
OTHER OPERATING EXPENSES TOTAL	\$6,250	\$675,000	\$90,000	\$300,000
TOTAL	\$64,944	\$740,020	\$148,700	\$300,000

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

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NON-DEPARTMENTAL

BUDGET FISCAL YEAR 2024-2025

WHAT NON-DEPARTMENTAL DOES

Non-departmental 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 also accounts for Operating Transfers from the General Fund to all other funds needing additional revenues for continued operations and for paying and monitoring the City's Lease Purchase contracts as well.

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Promptly Executed Leases and Settlements

Executed prompt payment of all City's capital leases.

Executed prompt payment of all City 's Debt Service.

Settled all claims promptly through the Risk Management Manager.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Maintain Prompt Transfer Outs and Payments

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.



PERFORMANCE INDICATORS

Performance indicators do not apply.

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Indirect Costs	\$1,435,950	86.67%
Building Rental	\$4,200	0.25%
Yavapai Apache Revenue	\$10,000	0.6%
Mineral Royalty Payments	\$14,000	0.85%
<i>General Fund</i>	\$192,745	11.63%
TOTAL FUNDING	\$1,656,895	100.00%

EXPENDITURES

Non-Departmental - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Custodial Contract	\$243,842	\$217,350	\$249,500	\$249,500
Airport Land Lease Fees	\$32,344	\$25,875	\$25,875	\$25,875
Chamber Of Commerce	\$73,333	\$80,000	\$95,000	\$110,000
Liability Insurance	\$339,910	\$426,400	\$454,980	\$671,520
Liability Ins Deductible	\$4,849	\$35,000	\$5,000	\$35,000
Debt Service				
Enterprise Lease Principal Pay	\$395,471	\$650,000	\$425,000	\$565,000
DEBT SERVICE TOTAL	\$395,471	\$650,000	\$425,000	\$565,000
Transfers out	\$1,232,247	\$8,704,055	\$1,654,315	\$7,777,592
TOTAL	\$2,321,997	\$10,138,680	\$2,909,670	\$9,434,487

Supplemental Expenditures Data

Non-Departmental - Expenditures

	FY 2023 Actuals	FY 2024 Budget	2023 - 24 Budget	2024 - 25 Budget
Custodial Contract	\$243,842	\$217,350	\$249,500	\$249,500
Airport Land Lease Fees	\$32,344	\$25,875	\$25,875	\$25,875
Chamber Of Commerce	\$73,333	\$80,000	\$95,000	\$110,000
Liability Insurance	\$339,910	\$426,400	\$454,980	\$671,520
Liability Ins Deductible	\$4,849	\$35,000	\$5,000	\$35,000
Debt Service				
Enterprise Lease Principal Pay	\$395,471	\$650,000	\$425,000	\$565,000
DEBT SERVICE TOTAL	\$395,471	\$650,000	\$425,000	\$565,000
Transfers out				
Transfers Out	\$1,232,247	\$8,704,055	\$1,654,315	\$7,777,592
TRANSFERS OUT TOTAL	\$1,232,247	\$8,704,055	\$1,654,315	\$7,777,592
TOTAL	\$2,321,997	\$10,138,680	\$2,909,670	\$9,434,487

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POLICE DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Continuing Partnership Participation

Continued participation in the regional Field Force Task Force to strengthen responses to civil unrest and in partnerships throughout the county.



Established a Therapy Dog Program

Initiated and implemented a School Safety Officer Therapy Dog program to enhance connections with students while providing students, teachers, and administrators with an outlet for stress reduction.



Updated Electronic Recording Devices

Upgraded body worn camera program in order to make operations, evidence retention, and redaction more efficient.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Encourage Community Engagement

Increase police engagement with community members in order to establish trust and cooperation between public safety officials.



Promote Organizational Excellence

Achieve organizational excellence in police management.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Police & Fire and Medical			
Guiding Principle	Support policies and programs for safer neighborhoods (1) By building relationships for community engagement to include addressing quality of life issues, such as crime, drugs, and (2) To better interface with homeless community and stakeholders including homeless service providers.			
Strategic Goal(s)	(1) Building relationships for community engagement to include addressing quality of life issues, such as crime and drugs			
	(2) To better interface with homeless community and stakeholders, including organizations providing services to the homeless community			
Strategic Initiative(s)	1 - Improve existing services provided by the Police Department Neighborhood Officer Program (NOP)			
	2 - Implement a Police Community Outreach Program (PCOP) for interfacing with the homeless community and stakeholder to better address issues with directed services.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1 - Improve existing NOP services	10%	35%	50%	75%
2 - 1 Identify PCOP staffing, work hours, and project assignments		10%	50%	100%
2 - 2 Assess the rise in engagement with community members to strengthen connections with residents by expanding community outreach efforts, such as <i>Coffee with a Cop</i> and <i>Lunch with Blue</i> aimed at enhancing employee involvement			10%	50%
Process Status				

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Police and Fire & Medical			
Guiding Principle	Support policies and programs for safer neighborhoods			
Strategic Goal	Partner with community members to leverage the ability to prevent and solve crimes in partnership with the Police Department by using video surveillance technology			
Strategic Initiative	Assess feasibility of collaborating with residents who have exterior web-enabled cameras in order to reduce crime in neighborhoods.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Measure the improvement in community relations and perception of the police department by analyzing survey responses gathered through the SPIDR Tech Insights module.		10%	50%	75%
Process Status				



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Other Operating Revenues	\$10,000	0.11%
Intergovernmental Revenues	\$916,080	10.15%
Charges for Services	\$4,600	0.05%
General Fund	\$8,090,629	89.69%
Total Funding	\$9,021,309	100.00%

Police Department - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Other Operating Revenues				
K-9 Donations	\$0	\$8,000	\$8,000	\$10,000
OTHER OPERATING REVENUES TOTAL	\$0	\$8,000	\$8,000	\$10,000
Intergovernmental				
SB1398 Police Equipment	\$3,346	\$3,600	\$3,600	\$3,600
Smart And Safe Az Revenues	\$86,855	\$65,000	\$82,000	\$85,000
Pant Grant	\$84,239	\$120,000	\$76,075	\$75,000
School Resource Grant	\$95,631	\$206,120	\$208,000	\$249,340
Misc Grants	\$69,443	\$300,000	\$329,000	\$314,000
GOHS Grant	\$28,390	\$172,580	\$120,000	\$85,585
DPS-Grants Voca	\$51,248	\$40,000	\$42,610	\$58,555
Az Auto Theft Grant	\$0	\$25,000	\$25,000	\$0
Homeland Security Grant	\$1,789	\$95,000	\$89,000	\$45,000
Federal Rico Grant Funds	\$8,883	\$0	\$0	\$0
INTERGOVERNMENTAL TOTAL	\$429,824	\$1,027,300	\$975,285	\$916,080
Charges for Services				
Tow Fee Revenues	\$9,600	\$8,500	\$4,600	\$4,600
CHARGES FOR SERVICES TOTAL	\$9,600	\$8,500	\$4,600	\$4,600
TOTAL	\$439,424	\$1,043,800	\$987,885	\$930,680

EXPENDITURES

Police Department - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Personnel Services	\$4,890,232	\$5,155,860	\$5,392,645	\$5,743,409
Materials & Supplies	\$320,856	\$330,750	\$326,350	\$367,400
Repairs & Maintenance	\$116,225	\$63,000	\$142,500	\$58,500
Contractual Services	\$39,297	\$126,820	\$98,870	\$122,050
Other Operating Expenses	\$213,210	\$647,450	\$695,270	\$620,385
Utilities	\$107,514	\$109,295	\$103,500	\$109,165
Debt Service	\$931,965	\$1,135,625	\$1,321,315	\$1,444,700
Capital Purchases	\$550,819	\$3,342,700	\$2,163,790	\$555,700
TOTAL	\$7,170,118	\$10,911,500	\$10,244,240	\$9,021,309

Supplemental Personnel Data

Police Department - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Salaries	\$3,018,507	\$3,285,300	\$3,384,060	\$3,679,947
Temporary Employees	\$64,735	\$71,630	\$60,770	\$63,810
Overtime	\$290,180	\$315,900	\$232,300	\$243,920
Holiday Pay	\$76,589	\$85,665	\$72,500	\$76,130
Social Security	\$207,718	\$228,920	\$232,840	\$252,295
Medicare Tax	\$48,639	\$54,545	\$54,450	\$59,190
Ariz State Retirement	\$88,265	\$93,275	\$93,275	\$101,695
Public Safety Retirement	\$264,658	\$270,420	\$333,170	\$340,322
Health/Life Insurance	\$655,007	\$551,345	\$713,640	\$683,990
Worker's Compensation	\$142,117	\$152,840	\$173,140	\$186,990
Clothing Allowance	\$29,752	\$30,900	\$37,700	\$40,000
Recreation Membership Bene	\$4,065	\$15,120	\$4,800	\$15,120
TOTAL	\$4,890,232	\$5,155,860	\$5,392,645	\$5,743,409

Police Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Victim Advocate	1	1	1
Police Chief	1	1	1
Sergeant	8	8	8
Police Aide	2	2	2
Pant Officer	2	2	2
School Resource Officer (SRO)	1	2	2
Police Officer	22	22	22
Property & Evidence Specialist	1	1	1
Records Clerk	3	3	3
Commander	2	2	2
Senior Administrative Assistant	1	1	1
FTE	44	45	45

Supplemental Expenditures Data

Police Department - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$1,164	\$8,500	\$3,500	\$9,700
Gas & Oil	\$123,616	\$130,000	\$130,000	\$135,000
Training Supplies	\$125,922	\$115,500	\$124,000	\$132,000
Range Supplies	\$185	\$7,500	\$7,500	\$7,500
Building Supplies	\$7,497	\$7,000	\$4,650	\$5,500
Bulletproof Vests	\$6,708	\$10,000	\$10,000	\$10,000
Swat Equipment	\$28,705	\$25,500	\$25,500	\$40,500
Office Supplies	\$25,986	\$26,000	\$20,000	\$26,000
Copier Supplies	\$1,073	\$750	\$1,200	\$1,200
MATERIALS & SUPPLIES TOTAL	\$320,856	\$330,750	\$326,350	\$367,400
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$110,227	\$56,000	\$140,000	\$56,000
Equipment Maintenance & Repair	\$5,998	\$7,000	\$2,500	\$2,500
REPAIRS & MAINTENANCE TOTAL	\$116,225	\$63,000	\$142,500	\$58,500
Contractual Services				
Contractual Services	\$9,848	\$16,500	\$16,235	\$26,430
Employee Physicals/Drug Tests	\$1,325	\$6,500	\$6,500	\$6,500

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Computer Support	\$24,693	\$90,550	\$70,365	\$74,850
Vehicle Towing Expense	\$901	\$5,000	\$3,500	\$5,000
Tow Revenues Expenditures	\$924	\$5,000	\$0	\$6,000
Printing & Forms	\$837	\$2,500	\$1,500	\$2,500
PSPRS Bonding Trustee Fees	\$770	\$770	\$770	\$770
CONTRACTUAL SERVICES TOTAL	\$39,297	\$126,820	\$98,870	\$122,050
Other Operating Expenses				
Invest/Detective Expenses	\$38,760	\$51,000	\$69,500	\$84,600
DUI Expenses	\$498	\$860	\$500	\$1,000
Canine Vet/Feed	\$11,695	\$16,500	\$16,500	\$18,000
Safety Expenses	\$3,394	\$4,340	\$5,100	\$12,200
SB1398 Police Equipment	\$6,781	\$0	\$5,000	\$5,000
DMRO Expenses	\$168	\$0	\$0	\$0
Community Policing	\$14,837	\$10,000	\$7,000	\$10,000
Explorer Program	\$0	\$750	\$0	\$0
Reserve/Vip Program	\$1,908	\$4,000	\$2,670	\$4,000
Homeland Security Grant	\$8,250	\$89,000	\$89,000	\$45,000
DOJ - Grants	\$677	\$0	\$0	\$0
Governor'S Hlway Safety Grant	\$5,209	\$95,000	\$95,000	\$55,585
AZ Auto Theft Grant	\$0	\$25,000	\$25,000	\$0
County Rico Grant	\$829	\$0	\$0	\$0
Miscellaneous Grants	\$49,405	\$300,000	\$329,000	\$324,000
Federal Rico Grant Funds	\$14,276	\$0	\$0	\$0
Yavapai County Grant	\$2,400	\$0	\$0	\$0
Travel/Training	\$49,405	\$47,000	\$47,000	\$57,000
Subscriptions/Memberships	\$2,871	\$2,500	\$2,500	\$2,500
Postage/Freight	\$1,848	\$1,500	\$1,500	\$1,500
OTHER OPERATING EXPENSES TOTAL	\$213,210	\$647,450	\$695,270	\$620,385
Utilities				
Utilities	\$40,930	\$50,610	\$46,490	\$49,790
Telephone	\$66,584	\$58,685	\$57,010	\$59,375
UTILITIES TOTAL	\$107,514	\$109,295	\$103,500	\$109,165
Debt Service				
Enterprise Fleet Lease Expense	\$72,893	\$120,000	\$305,690	\$305,690
Psprs Pension Bond Principal	\$542,115	\$700,880	\$700,880	\$828,660
PSPRS Bonding Interest	\$316,957	\$314,745	\$314,745	\$310,350
DEBT SERVICE TOTAL	\$931,965	\$1,135,625	\$1,321,315	\$1,444,700
TOTAL	\$1,729,067	\$2,412,940	\$2,687,805	\$2,722,200

Capital Purchases

Police Department - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases	\$550,819	\$3,342,700	\$2,163,790	\$555,700
TOTAL	\$550,819	\$3,342,700	\$2,163,790	\$555,700

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
3D Scanner			\$25,000	\$39,000
Spillman Server		\$60,000		
Enterprise Fleet Replacements & Additions	\$419,955	\$3,110,000	\$2,010,965	\$275,000
Cameras and Gate Fob Replacements	\$53,635	\$60,000	\$60,000	\$60,000
Flock Cameras			\$67,825	
K9 Kennel Area	\$7,929			
Connex Storage for Firearms (at range)	\$4,000			

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SWAT Robot - Throw Bot (only if grant funded)		\$25,000		\$25,000
Concrete Slab	\$4,470			
Traffic Accident Investigative Equipment - Leica (Grant) & Total Station	\$32,354			
SWAT Shields Replacement (2)	\$13,050			
Comment Central				\$39,000
Outreach Services Trailer	\$15,426			
Surveillance Trailer				\$50,000
Building Remodel Projects		\$67,700		\$67,700
TOTAL	\$550,819	\$3,342,700	\$2,163,790	\$555,700



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COMMUNICATIONS DIVISION

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Evaluated Subscriber Agreements

Worked with subscribers and City staff to evaluate current subscriber agreements and solicit input for possible modifications by comparing these agreements against industry best practices in order to develop a sustainable and transparent cost model.



Assessed Staffing Needs

Assessed communications workload for effectiveness of current staffing models and provided a roadmap for future staffing needs.



Improved Shift Briefings

Evaluated, developed, and implemented a standardized shift briefing report that communicates important information, such as significant incidents, technology issues, staffing, and training to share with command staff and subscriber agencies for transparency and consistency.



Established Back-up Locations for Communications Center

Evaluated, developed and implemented locations for a back-up communications center to meet the back-up communications center contingency plans.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Forecast Financial Outcomes of Services

- Develop budget projections for potential subscribers detailing services provided
- Draw and implement signed service agreements based on developed budget projections.



Implement RAVE and RAPTOR Technologies

- Enhance community and emergency preparedness and response by implementing “RAVE” technology, a notification system that will allow for timely and targeted notifications for the public and for private and 9-1-1 response teams.
- Implement “RAPTOR” technology, a visitor management system, to further manage school security.



PERFORMANCE INDICATORS

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Budget			
Guiding Principle	Remain fiscally conservative			
Strategic Goal	Have our training program accredited through the Association of Public Safety Communications Officials			
Strategic Initiative	Explore the feasibility of adding partners to the Regional Communications Center by evaluating the current and anticipated workload, defining services provided and service agreements to include subscriber rates and transparent rate calculations.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Develop budget projections for potential subscribers, detailing the services provided	10%	25%	50%	100%
Draw and implement signed service agreements based on developed budget projections	10%	25%	50%	100%
Process Status				

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Public Safety			
Guiding Principle	Support safe neighborhood policies and programs			
Strategic Goal	Implement communications technology upgrades			
Strategic Initiative	The enhancement of location identification of 911 callers to ensure rapid police, fire or medical emergency responses, provide options for transmission of supplemental data and methods to initiate text communication when voice communication is not available.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Enhance community and emergency preparedness and response by implementing RAVE			50%	75%
Implement RAPTOR technology to further the protection of soft targets and schools			25%	50%
Enhance regional interoperability through radio infrastructure and partnerships between other PSAPs			50%	75%
Process Status				

DEPARTMENTAL FUND SOURCES AND FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$2,576,039	100.00%
TOTAL FUNDING	\$2,576,039	100.00%

EXPENDITURES

Communications - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Personnel Services	\$1,742,616	\$2,067,875	\$1,932,096	\$2,304,449
Materials & Supplies	\$9,487	\$17,225	\$18,302	\$12,680
Repairs & Maintenance	\$5,961	\$5,000	\$6,510	\$6,400
Contractual Services	\$6,394	\$12,190	\$12,970	\$15,840
Other Operating Expenses	\$49,273	\$35,500	\$39,030	\$55,650
Utilities	\$48,482	\$58,375	\$48,510	\$52,020
Capital Purchases	\$0	\$49,500	\$33,435	\$129,000
TOTAL	\$1,862,214	\$2,245,665	\$2,090,853	\$2,576,039

Supplemental Personnel Data

Communications - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Salaries	\$969,825	\$1,246,520	\$1,097,510	\$1,348,042
Overtime	\$247,165	\$280,100	\$242,410	\$250,000
Holiday Pay	\$30,698	\$33,500	\$35,460	\$35,000
Social Security	\$75,972	\$96,910	\$85,390	\$101,708
Medicare Tax	\$17,768	\$22,660	\$19,970	\$23,784
Ariz State Retirement	\$147,942	\$153,197	\$169,040	\$200,375
Health/Life Insurance	\$249,220	\$223,522	\$267,460	\$333,348
Worker's Compensation	\$2,659	\$2,910	\$3,050	\$3,300
Clothing Allowance	\$0	\$1,500	\$3,000	\$1,500
Recreation Membership Bene	\$1,368	\$7,056	\$8,806	\$7,392
TOTAL	\$1,742,616	\$2,067,875	\$1,932,096	\$2,304,449

Communications - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Communications Specialist	17	17	17
Communications Supervisor	3	3	3
Communications Manager	1	1	1
Administrative Assistant	0	0	1
FTE	21	21	22

Supplemental Expenditures Data

Communications - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$8,950	\$16,625	\$16,625	\$11,880
Copier Supplies	\$537	\$600	\$1,677	\$800
MATERIALS & SUPPLIES TOTAL	\$9,487	\$17,225	\$18,302	\$12,680
Repairs & Maintenance				
Equipment Maintenance & Repair	\$5,961	\$5,000	\$6,510	\$6,400
REPAIRS & MAINTENANCE TOTAL	\$5,961	\$5,000	\$6,510	\$6,400
Contractual Services				
Contractual Services	\$869	\$2,000	\$2,000	\$2,000
Employee Physicals/Drug Tests	\$1,575	\$2,000	\$2,000	\$2,000
Computer Support	\$3,950	\$8,190	\$8,970	\$11,840
CONTRACTUAL SERVICES TOTAL	\$6,394	\$12,190	\$12,970	\$15,840
Other Operating Expenses				
Repeater Expense	\$7,289	\$0	\$0	\$0
Safety Expenses	\$790	\$1,000	\$1,000	\$1,000
Community Policing	\$534	\$1,000	\$1,000	\$2,000
Travel/Training	\$13,973	\$12,500	\$9,500	\$12,500
Subscriptions/Memberships	\$639	\$2,000	\$1,325	\$1,425
Liability Insurance	\$26,047	\$19,000	\$26,205	\$38,725
OTHER OPERATING EXPENSES TOTAL	\$49,273	\$35,500	\$39,030	\$55,650
Utilities				
Utilities	\$39,105	\$46,130	\$39,710	\$42,770
Telephone	\$9,377	\$12,245	\$8,800	\$9,250
UTILITIES TOTAL	\$48,482	\$58,375	\$48,510	\$52,020
TOTAL	\$119,598	\$128,290	\$125,322	\$142,590

Capital Purchases

Communications - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$0	\$49,500	\$33,435	\$129,000
TOTAL	\$0	\$49,500	\$33,435	\$129,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actual	Budget	Revised	Adopted Budget
UPS Battery Replacement & Consoles		\$49,500	\$33,435	
Generator				\$129,000
TOTAL	\$0	\$49,500	\$33,435	\$129,000

OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Community Outreach Efforts

- Received a Spay & Neuter grant for \$5,000 and offered a Spay & Neuter program to assist citizens with the cost of the fees
- Continued the working relationship with the Verde Valley Humane Society
- Provided continued education regarding Animal Welfare and Animal Law.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Community Outreach Efforts

- Implement training program for animal control officers to become certified in giving rabies vaccinations
- Enhance the use of social media to better serve and inform the public.



PERFORMANCE INDICATORS

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Employees			
Guiding Principle	Recruit and retain highly qualified employees			
Strategic Goal	Implementing training for employees to become certified in rabies vaccinations			
Strategic Initiative	Develop a career roadmap for each employee to assist in professional development and skill matching			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Increase overall rabies vaccinated animals in Cottonwood	30%	35%	55%	80%
Process Status				

Strategic Direction	Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy			
Key Priority	Citizen Outreach			
Guiding Principle	Meet citizens where they are			
Strategic Goal	Enhance the use of social media to better serve and inform the public			
Strategic Initiative	Continue to share and highlight City resources and programs that provide public information.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Reduce animal violations through education and enforcement	10%	25%	50%	75%
Process Status				



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Grants	\$5,000	1.70%
<i>General Fund</i>	<i>\$289,304</i>	<i>98.30%</i>
TOTAL FUNDING	\$294,304	100.00%

EXPENDITURES

Animal Control - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$188,318	\$137,920	\$157,460	\$175,754
Materials & Supplies	\$2,710	\$5,250	\$3,800	\$3,800
Repairs & Maintenance	\$1,010	\$850	\$4,000	\$4,000
Contractual Services	\$51,760	\$57,370	\$57,970	\$61,750
Other Operating Expenses	\$6,671	\$12,300	\$6,400	\$9,000
Debt Service	\$2,627	\$560	\$5,500	\$0
Capital Purchases	\$0	\$0	\$0	\$40,000
TOTAL	\$253,097	\$214,250	\$235,130	\$294,304

Supplemental Personnel Data

Animal Control - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$128,513	\$97,135	\$96,820	\$112,265
Overtime	\$1,000	\$1,500	\$7,470	\$7,500
Holiday Pay	\$62	\$2,000	\$1,900	\$2,000
Social Security	\$7,698	\$6,020	\$6,610	\$7,592
Medicare Tax	\$1,800	\$1,410	\$1,550	\$1,778
Ariz State Retirement	\$13,163	\$11,940	\$13,050	\$14,940
Health/Life Insurance	\$32,725	\$13,715	\$26,220	\$25,557
Worker's Compensation	\$2,575	\$2,780	\$2,500	\$2,700
Clothing Allowance	\$479	\$750	\$1,000	\$750
Recreation Membership Bene	\$303	\$670	\$340	\$672
TOTAL	\$188,318	\$137,920	\$157,460	\$175,754

Animal Control - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Ordinance Enforcement Officer	2	2	0
Animal Control Officer	0	0	2
FTE	2	2	2

Supplemental Expenditures Data

Animal Control - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Small Tools	\$125	\$1,000	\$1,000	\$1,000
Gas & Oil	\$1,887	\$2,500	\$2,500	\$2,500
Office Supplies	\$662	\$1,500	\$300	\$300
Copier Supplies	\$36	\$250	\$0	\$0
MATERIALS & SUPPLIES TOTAL	\$2,710	\$5,250	\$3,800	\$3,800
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$1,010	\$850	\$4,000	\$4,000
REPAIRS & MAINTENANCE TOTAL	\$1,010	\$850	\$4,000	\$4,000
Contractual Services				
Contractual Services	\$0	\$1,200	\$1,200	\$2,000
Employee Physicals/Drug Tests	\$0	\$235	\$235	\$235
Kennel Fees	\$51,519	\$55,435	\$55,435	\$58,765
Printing & Forms	\$241	\$500	\$1,100	\$750
CONTRACTUAL SERVICES TOTAL	\$51,760	\$57,370	\$57,970	\$61,750
Other Operating Expenses				
Spay/Neuter Grant Expense	\$2,620	\$5,000	\$2,400	\$5,000
Travel/Training	\$993	\$3,500	\$3,500	\$3,500
Subscriptions/Memberships	\$50	\$300	\$300	\$300
Postage/Freight	\$3,008	\$3,500	\$200	\$200
OTHER OPERATING EXPENSES TOTAL	\$6,671	\$12,300	\$6,400	\$9,000
Debt Service				
Enterprise Fleet Lease Expense	\$2,627	\$560	\$5,500	\$0
DEBT SERVICE TOTAL	\$2,627	\$560	\$5,500	\$0
TOTAL	\$64,779	\$76,330	\$77,670	\$78,550

Capital Purchases

Animal Control - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$0	\$0	\$0	\$40,000
TOTAL	\$0	\$0	\$0	\$40,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Truck Boxes				\$40,000
TOTAL	\$0	\$0	\$0	\$40,000

FIRE & MEDICAL DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

Cottonwood Fire & Medical Department (CFMD) protects community values at risk. The department's mission statement is: "WE'RE HERE TO HELP!" They are Cottonwood's "First Response Team" for fire, disaster, and life threatening emergencies.

Response services include Fire, EMS, Rescue, Hazardous Materials and Disaster Response, with incident management and emergency scene mitigation. Prevention services include public fire & life safety education, code development & enforcement, plan & system review, hazard abatement, pre-incident planning and fire cause determination. Our emphasis on personnel training and development ensures a highly skilled professional Emergency Response Team providing high quality, cost effective, proactive customer-oriented service to our community.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Provided Community Outreach Services

Installed car seats, car seat installations, offered Vacation Fire School for Children and CPR classes.



Department Reorganization and Strategic Plan

- Created an Operations Division within the department
- Completed the very first Cottonwood Fire Department Strategic Plan.



Acquired New Fire Apparatus

Completed the purchase of and the in-service for a tower ladder truck.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Community Outreach

- Continue the development and expansion of the Community Risk Reduction Division
- Participate in two or more community education events and conduct 12 or more CPR classes for the community and City government
- Hold or participate in two or more community education events
- Increase partner contact with community service providers in order to engage citizens



Fire Operations

- Expand and update the City's Emergency Operations Center
- Continue support and execution of training for City staff to complete NIMS compliance
- Obtain three grants to support operations and service delivery to the community
- Progress with acquiring or complete the purchase from new Engine Company
- Complete the rewrite of the City's Emergency Operation Plan.



Department-wise

- Conduct a Targeted Event Readiness Forum for City staff to train them on the use of the Emergency Operations Plan
- Utilize and support the City Emergency Operations Center for two large community events
- Maintain a Class 2 fire rating from the Insurance Services Office (ISO) for improved fire protection capabilities to protect the community
- Improve relationship and working standards with Northern Arizona Healthcare for community care.



PERFORMANCE INDICATORS

Strategic Direction	Lead with Environmental Stewardship			
Key Priority	Stewardship of local natural resources			
Guiding Principle	Support local conservation programs to nurture a culture of preservation that will help reduce the danger of wildfires caused by combustible substances (f.e. dead wood, tall dry grass, etc)			
Strategic Goal	Protect the natural environment			
Strategic Initiative	Create new fuels mitigation program to protect natural resources and private property			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Wildland firefighting training (all employees)	98%	98%	98%	98%
Wildland firefighting certification (optional to employees)	98%	98%	98%	98%
<i>Fuel mitigation measures to be performed:</i>				
• Create and maintain defensible space				10%
• Obtain Fire-wise certification for the City				25%
• Establish and maintain monthly mitigations	5%	10%	10%	50%
• Coordinate mitigation projects with partners	20%	20%	20%	50%
• Create wildland firefighting models	100%	100%	100%	100%
• Create and maintain a Wildfire Protection Plan	20%	30%	30%	50%
• Annually, identify new wildfire dangers	100%	100%	100%	100%
• Obtain grant funding for wildlife mitigation				
Process Status				

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Intergovernmental Revenue	\$1,417,000	20.52%
<i>General Fund</i>	<i>\$5,488,591</i>	<i>79.48%</i>
TOTAL FUNDING	\$6,905,591	100.00%

Fire & Medical - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Intergovernmental				
Smart And Safe Az Revenues	\$64,441	\$65,000	\$66,000	\$68,000
Miscellaneous Fire Grants	\$1,699	\$1,267,000	\$2,500	\$1,349,000
INTERGOVERNMENTAL TOTAL	\$66,140	\$1,332,000	\$68,500	\$1,417,000
TOTAL	\$66,140	\$1,332,000	\$68,500	\$1,417,000

EXPENDITURES

Fire & Medical - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Personnel Services	\$3,096,839	\$3,351,320	\$3,334,590	\$3,635,456
Materials & Supplies	\$230,170	\$197,200	\$144,500	\$245,920
Repairs & Maintenance	\$83,641	\$93,500	\$83,500	\$111,000
Contractual Services	\$34,805	\$48,130	\$45,440	\$169,635
Other Operating Expenses	\$104,109	\$1,530,850	\$158,910	\$1,540,485
Utilities	\$32,555	\$34,825	\$36,950	\$39,310
Debt Service	\$250,195	\$295,795	\$295,795	\$331,730
Capital Purchases	\$274,463	\$1,987,000	\$1,469,310	\$832,055
TOTAL	\$4,106,777	\$7,538,620	\$5,568,995	\$6,905,591

Supplemental Personnel Data

Fire & Medical - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Salaries	\$2,120,039	\$2,310,435	\$2,230,600	\$2,474,106
Volunteer Fireperson	\$0	\$3,600	\$0	\$3,600
Overtime	\$75,295	\$114,500	\$114,500	\$114,500
Holiday Pay	\$46,644	\$51,000	\$46,230	\$50,000
Social Security	\$2,805	\$10,950	\$10,950	\$11,100
Medicare Tax	\$31,248	\$35,985	\$34,670	\$38,496
Ariz State Retirement	\$19,082	\$7,630	\$25,710	\$27,815
Public Safety Retirement	\$237,038	\$296,335	\$276,150	\$312,059
Health/Life Insurance	\$444,305	\$360,275	\$463,230	\$422,020
Worker's Compensation	\$97,316	\$106,445	\$107,110	\$115,680
Clothing Allowance	\$21,390	\$44,420	\$22,400	\$56,000
Recreation Membership Bene	\$1,677	\$9,745	\$3,040	\$10,080
TOTAL	\$3,096,839	\$3,351,320	\$3,334,590	\$3,635,456

Fire & Medical Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Fire Lieutenant	3	3	0
Division Chiefs	0	2	0
Firefighter	12	12	12
Fire Inspector	1	2	0
Fire Battalion Chief/Medic	0	0	1
Division Chief	0	0	2
Fire Inspector II	0	0	1
Fire Marshal	1	0	0
Fire Inspector I	0	0	1
Fire Engineer	6	6	6
Fire Battalion Chief	3	2	0
Fire Captain	0	0	5
Fire Chief	1	1	1
Senior Administrative Assistant	1	1	1
FTE	28	29	30

Supplemental Expenditures Data

Fire & Medical - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$69,437	\$93,000	\$55,000	\$94,500
Gas & Oil	\$24,888	\$25,000	\$25,000	\$30,000
Protective Clothing	\$134,338	\$75,000	\$62,000	\$117,420
Office Supplies	\$1,508	\$3,000	\$1,500	\$3,000
Copier Supplies	\$0	\$1,200	\$1,000	\$1,000
MATERIALS & SUPPLIES TOTAL	\$230,170	\$197,200	\$144,500	\$245,920
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$57,223	\$62,500	\$62,500	\$80,000
Equipment Maintenance & Repair	\$26,418	\$30,000	\$20,000	\$30,000
Radio Maintenance & Repair	\$0	\$1,000	\$1,000	\$1,000
REPAIRS & MAINTENANCE TOTAL	\$83,641	\$93,500	\$83,500	\$111,000
Contractual Services				
Contractual Services	\$3,260	\$3,500	\$3,500	\$3,500
Employee Physicals/Drug Tests	\$14,400	\$16,000	\$16,000	\$135,000
Recruitment Expense	\$0	\$500	\$0	\$0
Computer Support	\$16,914	\$26,400	\$25,710	\$30,905
Advertising	\$0	\$1,500	\$0	\$0
PSPRS Bonding Trustee Fees	\$230	\$230	\$230	\$230
CONTRACTUAL SERVICES TOTAL	\$34,805	\$48,130	\$45,440	\$169,635
Other Operating Expenses				
Governor'S Hiway Safety Grant	\$0	\$20,000	\$0	\$20,000
Miscellaneous Grants	\$0	\$1,267,000	\$2,500	\$1,267,000
EMS Expenses	\$22,888	\$27,200	\$27,200	\$28,000
Fire Prevention	\$13,875	\$20,000	\$20,000	\$25,000
Training Center	\$4,185	\$20,185	\$20,185	\$20,185
Evaluation Expenses	\$0	\$3,000	\$3,000	\$3,000
Volunteer Fireperson Misc	\$0	\$5,700	\$1,500	\$6,500
Fire Act Grant	\$0	\$52,000	\$0	\$52,000
YC Emerg Mgmnt Grant	\$4,844	\$10,000	\$4,850	\$4,850
YC - Fema Grant	\$0	\$21,090	\$0	\$10,000
Travel/Training	\$36,492	\$48,175	\$48,175	\$55,000
Continuing Education	\$18,823	\$28,050	\$28,050	\$45,500
Vol Fireperson Training	\$0	\$5,000	\$0	\$0
Subscriptions/Memberships	\$2,818	\$3,000	\$3,000	\$3,000
Postage/Freight	\$184	\$450	\$450	\$450
OTHER OPERATING EXPENSES TOTAL	\$104,109	\$1,530,850	\$158,910	\$1,540,485
Utilities				

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Utilities	\$20,509	\$25,575	\$26,070	\$28,190
Telephone	\$12,047	\$9,250	\$10,880	\$11,120
UTILITIES TOTAL	\$32,555	\$34,825	\$36,950	\$39,310
Debt Service				
Psprs Pension Bond Principal	\$157,885	\$204,125	\$204,125	\$241,340
PSPRS Bonding Interest	\$92,310	\$91,670	\$91,670	\$90,390
DEBT SERVICE TOTAL	\$250,195	\$295,795	\$295,795	\$331,730
TOTAL	\$735,475	\$2,200,300	\$765,095	\$2,438,080

Capital Purchases

Fire & Medical - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases	\$274,463	\$1,987,000	\$1,469,310	\$832,055
TOTAL	\$274,463	\$1,987,000	\$1,469,310	\$832,055

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Ladder Truck Equipment	\$271,132		\$54,005	
Emergency Operations Center			\$938,305	\$12,000
E1 Typhoon Pumper				\$738,055
Self-Containing Breathing Apparatus		\$75,000	\$75,000	
Aerial Fire Apparatus		\$750,000		
Fire Engine		\$900,000		
Furniture & Facility Updates		\$42,000	\$42,000	\$82,000
Vehicles (Enterprise)		\$220,000	\$360,000	
Miscellaneous	\$3,331			
TOTAL	\$274,463	\$1,987,000	\$1,469,310	\$832,055

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PARKS AND RECREATION

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Parks and Recreation Program Division, which includes the **City Pool** and **Youth Center**, operates on the concept of bringing together multi-generational families, youth, and active older adults to enjoy and share in recreational benefits that contribute to the city's quality of life. The Parks and Recreation programs serve wide-ranging guest offerings, community wellness options, gathering spaces, community events, and athletic programming opportunities.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Importance as a Community Resource

Continued to be a resource for the community by helping to coordinate, organize, and plan community events as needed and demonstrate our caring, collaborative, and can-do attitude.



Riverfront Loop Trail

Completed design Phase Two of the Riverfront Loop Trail.

Partnerships with Sport Communities

- Successfully partnered with local user groups in the disc golf and pickleball communities to fund basket and net replacements at each facility, highlighting our core value of collaboration.
- The City contributed \$2,000 for the purchase of nine new disc golf baskets and the remaining \$2,800 was raised through community efforts.
- Four permanent pickleball nets (\$2,500) were funded by the City and was matched by community fundraising.



Doubled Volunteer Base Through Partnerships

Successfully achieved our goal of doubling our volunteer base from 10 to 20 volunteers by fostering collaborative partnerships with our dedicated disc golf, tennis, and pickleball players.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Continued Development of the Trail System

Complete the construction of the Riverfront Park Trail - Phase 2.



Ensure the Health and Longevity of Recreational Spaces

Replace the ageing playground at Riverfront Park.



Amend the Parks and Recreation Code

Update the current 1993 Parks and Recreation Code and implement any changes.



Support the Organization of the Verde Valley Wine Festival

Continue working with the Verde Valley Wine Festival team to support the successful execution of the event, while also facilitating the transition of the festival to a featured event of the City of Cottonwood.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Recreation opportunities			
Guiding Principle	Support outdoor economics			
Strategic Goal(s)	1. Implement Cottonwood Riverfront Trails and Recreation Master Plan 2. a. Continue working with the Verde Valley Wine Festival Team and 2. b. Facilitate the transition of the festival to a featured event of the City of Cottonwood			
Strategic Initiative(s)	1. Reinvest in Cottonwood's current park systems to ensure the health and longevity of the spaces by maintaining, improving, and developing the city's trail system. 2. Support community partners and their outdoor activities and events			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1. Complete the construction of the Riverfront Park Trail Phase 2, followed by a ribbon cutting in Fall 2024.				100%
2. a. Develop a detailed transition plan outlining the steps and timeline for the smooth transfer of the event management responsibilities to the City of Cottonwood organization				To be initiated
2. b. Support event in order to achieve a 10% increase in attendance compared to the 2024 festival, indicating growing interest and engagement in the festival				100%
Process Status				



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Recreation Fees	\$8,600	0.63%
Tournaments Revenue	\$12,400	0.91%
Community Garden Revenue	\$2,400	0.18%
Walkin' on Main Event	\$10,300	0.76%
Thunder Valley Rally	\$162,000	11.94%
Building Rental	\$25,100	1.85%
<i>General Fund</i>	\$1,135,726	83.73%
TOTAL FUNDING	\$1,356,526	100.00%

EXPENDITURES

Parks and Recreation - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$168,777	\$241,470	\$191,625	\$288,781
Materials & Supplies	\$1,973	\$2,700	\$2,300	\$2,300
Repairs & Maintenance	\$10,910	\$30,790	\$21,500	\$22,000
Contractual Services	\$54,807	\$66,600	\$58,760	\$66,280
Other Operating Expenses	\$225,347	\$299,650	\$240,650	\$278,275
Utilities	\$128,918	\$147,205	\$4,180	\$3,890
Debt Service	\$221	\$50	\$1,280	\$0
Capital Purchases	\$12,526	\$375,000	\$100,000	\$695,000
TOTAL	\$603,480	\$1,163,465	\$620,295	\$1,356,526

Supplemental Personnel Data

Parks and Recreation - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$117,088	\$159,085	\$130,330	\$170,579
Temporary Employees	\$5,027	\$27,000	\$6,270	\$10,000
Overtime	\$247	\$220	\$500	\$500
Holiday Pay	\$151	\$450	\$200	\$250
Social Security	\$7,579	\$8,935	\$8,540	\$11,326
Medicare Tax	\$1,773	\$2,715	\$2,010	\$2,654
Ariz State Retirement	\$11,758	\$19,220	\$16,110	\$37,348
Health/Life Insurance	\$22,904	\$20,590	\$24,740	\$52,960
Worker's Compensation	\$1,616	\$1,680	\$1,750	\$1,890
Clothing Allowance	\$0	\$600	\$200	\$300
Recreation Membership Bene	\$634	\$975	\$975	\$974
TOTAL	\$168,777	\$241,470	\$191,625	\$288,781

Parks and Recreation - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Recr. Information & Bus. Spec.	0	0	0
Head Lifeguard	0.3	0.3	0.3
Parks & Recreation Director	0.5	0.5	0.5
Parks & Recreation Manager	0	0	0
Marking & PI Specialist	0.5	0.5	0.5
Front Desk Supervisor	0.15	0.15	0.15
Recreation Aide (Cust Svs & Res. Spc)	0.25	0	0
Fitness Center Coordinator	0	0	0
Recreation Coordinator II	2.35	2.35	2.35
FTE	4.05	3.8	3.8

Supplemental Expenditures Data

Parks and Recreation - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Gas & Oil	\$0	\$400	\$0	\$0
Office Supplies	\$1,178	\$1,500	\$1,500	\$1,500
Copier Supplies	\$795	\$800	\$800	\$800
MATERIALS & SUPPLIES TOTAL	\$1,973	\$2,700	\$2,300	\$2,300
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$133	\$100	\$0	\$0
Equipment Maintenance & Repair	\$8,704	\$19,750	\$13,500	\$13,000
BLDG M&R - Community Club Hous	\$2,073	\$10,940	\$8,000	\$9,000
REPAIRS & MAINTENANCE TOTAL	\$10,910	\$30,790	\$21,500	\$22,000
Contractual Services				
Contractual Services	\$5,650	\$10,200	\$6,700	\$6,700
Computer Support	\$2,083	\$2,850	\$6,560	\$7,780
Softball Programming	\$2,635	\$5,500	\$4,500	\$5,000
Fireworks	\$43,809	\$45,800	\$41,000	\$46,300
Public Relations	\$0	\$2,250	\$0	\$0
Advertising	\$629	\$0	\$0	\$500
CONTRACTUAL SERVICES TOTAL	\$54,807	\$66,600	\$58,760	\$66,280
Other Operating Expenses				
Rec Programs	\$32,969	\$41,675	\$32,000	\$38,625
Youth Programs	\$598	\$4,500	\$5,000	\$5,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Annual Events	\$0	\$5,000	\$0	\$0
Walkin On Main St	\$12,741	\$18,000	\$11,000	\$14,400
Brian Mickelsen Marathon	\$12,869	\$21,000	\$18,000	\$18,000
Thunder Valley Rally	\$158,448	\$180,000	\$165,000	\$180,000
Wine Festival	-\$202	\$20,000	\$1,000	\$10,000
Travel/Training	\$3,352	\$3,600	\$3,600	\$6,500
Subscriptions/Memberships	\$4,558	\$4,850	\$4,000	\$4,700
Postage/Freight	\$15	\$25	\$50	\$50
OTHER OPERATING EXPENSES TOTAL	\$225,347	\$299,650	\$240,650	\$278,275
Utilities				
Utilities	\$124,746	\$142,945	\$0	\$0
Telephone	\$4,173	\$4,260	\$4,180	\$3,890
UTILITIES TOTAL	\$128,918	\$147,205	\$4,180	\$3,890
Debt Service				
Enterprise Fleet Lease Expense	\$221	\$50	\$1,280	\$0
DEBT SERVICE TOTAL	\$221	\$50	\$1,280	\$0
TOTAL	\$422,177	\$546,995	\$328,670	\$372,745

Capital Purchases

Parks and Recreation - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$12,526	\$375,000	\$100,000	\$695,000
TOTAL	\$12,526	\$375,000	\$100,000	\$695,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Riverfront Park Athletic Field Design/Construction		\$250,000	\$100,000	\$250,000
ADA Pool Lift, VFD Pool Pumps, LG Chair	\$9,428			
Design/Construction Riverfront Trail and Sports Field				
Riverfront River Walk & Skate Park Improvements		\$125,000		\$125,000
Splash Pad and Outdoor Equipment				
Roof of Outdoor Pool				\$25,000
Replacement of Playground Structure (RF)				\$240,000
Replace Basketball Court (Garrison Park)				\$15,000
Resurfacing of Tennis and Pickleball Courts				\$40,000
TOTAL	\$9,428	\$375,000	\$100,000	\$695,000

CITY POOL

BUDGET FISCAL YEAR 2024-2025

FUND SOURCES

Fund Source	Amount	% of Funding
Pool Revenue	\$30,000	16.05%
Snack Bar Sales	\$0	0.00%
Swimming Lessons	\$13,000	6.95%
<i>General Fund</i>	<i>\$143,910</i>	<i>77.00%</i>
TOTAL FUNDING	\$186,910	100.00%

REVENUES

City Pool - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Charges for Services	\$38,805	\$45,800	\$42,800	\$43,000
TOTAL	\$38,805	\$45,800	\$42,800	\$43,000

EXPENDITURES

City Pool - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$48,121	\$58,095	\$55,639	\$57,890
Materials & Supplies	\$15,113	\$22,000	\$27,000	\$22,500
Repairs & Maintenance	\$9,622	\$9,675	\$9,675	\$10,700
Contractual Services	\$842	\$1,740	\$1,500	\$1,500
Other Operating Expenses	\$1,634	\$4,300	\$3,260	\$3,300
Utilities	\$72,957	\$88,015	\$86,700	\$91,020
TOTAL	\$148,289	\$183,825	\$183,774	\$186,910

Supplemental Personnel Data

City Pool - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Temporary Employees	\$41,445	\$50,000	\$48,000	\$50,000
Social Security	\$2,607	\$3,100	\$3,040	\$3,100
Medicare Tax	\$610	\$725	\$719	\$730
Ariz State Retirement	\$156	\$0	\$0	\$0
Worker's Compensation	\$1,806	\$2,270	\$1,480	\$1,560
Clothing Allowance	\$989	\$2,000	\$1,500	\$1,500
Recreation Membership Bene	\$509	\$0	\$900	\$1,000
TOTAL	\$48,121	\$58,095	\$55,639	\$57,890

Supplemental Expenditures Data

City Pool - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Pool Supplies	\$15,113	\$22,000	\$27,000	\$22,500
MATERIALS & SUPPLIES TOTAL	\$15,113	\$22,000	\$27,000	\$22,500
Repairs & Maintenance				
Equipment Maintenance & Repair	\$9,622	\$9,675	\$9,675	\$10,700
REPAIRS & MAINTENANCE TOTAL	\$9,622	\$9,675	\$9,675	\$10,700
Contractual Services				
Contractual Services	\$842	\$1,740	\$1,500	\$1,500
CONTRACTUAL SERVICES TOTAL	\$842	\$1,740	\$1,500	\$1,500
Other Operating Expenses				
Travel/Training	\$1,634	\$4,300	\$3,260	\$3,300
OTHER OPERATING EXPENSES TOTAL	\$1,634	\$4,300	\$3,260	\$3,300
Utilities				
Utilities	\$72,603	\$87,635	\$86,340	\$90,640
Telephone	\$354	\$380	\$360	\$380
UTILITIES TOTAL	\$72,957	\$88,015	\$86,700	\$91,020
TOTAL	\$100,168	\$125,730	\$128,135	\$129,020

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

YOUTH CENTER

BUDGET FISCAL YEAR 2024-2025

FUND SOURCES

Fund Source	Amount	% of Funding
General Fund	\$176,086	100.00%
TOTAL FUNDING	\$176,086	100.00%

EXPENDITURES

Youth Center - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$56,495	\$116,985	\$90,435	\$137,446
Materials & Supplies	\$3,029	\$10,300	\$10,300	\$10,300
Repairs & Maintenance	\$1,738	\$3,300	\$3,300	\$6,800
Contractual Services	\$11,833	\$15,280	\$12,850	\$12,350
Other Operating Expenses	\$6,125	\$4,900	\$3,800	\$5,300
Utilities	\$5,029	\$6,065	\$3,690	\$3,890
Debt Service	\$1,915	\$1,920	\$9,050	\$0
TOTAL	\$86,163	\$158,750	\$133,425	\$176,086

Supplemental Personnel Data

Youth Center - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dpt. Head Estimates	FY 2025 Budget
Salaries	\$4,528	\$39,400	\$18,130	\$50,335
Temporary Employees	\$44,886	\$55,000	\$52,000	\$58,000
Holiday Pay	\$656	\$650	\$450	\$650
Social Security	\$3,159	\$5,895	\$4,850	\$7,224
Medicare Tax	\$739	\$1,380	\$1,175	\$1,720
Ariz State Retirement	\$516	\$4,840	\$2,240	\$6,143
Health/Life Insurance	\$996	\$8,520	\$8,040	\$9,824
Clothing Allowance	\$0	\$1,000	\$1,000	\$1,000
Recreation Membership Bene	\$1,014	\$300	\$2,550	\$2,550
TOTAL	\$56,495	\$116,985	\$90,435	\$137,446

Youth Center - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Parks & Recreation Manager	0.05	0.05	0
Recreation Coordinator II - Youth	0.9	0.9	0.9
FTE	0.95	0.95	0.9

Supplemental Expenditures Data

Youth Center - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$1,332	\$8,000	\$8,000	\$8,000
Gas & Oil	\$1,422	\$1,500	\$1,500	\$1,500
Office Supplies	\$276	\$800	\$800	\$400
Copier Supplies	\$0	\$0	\$0	\$400
MATERIALS & SUPPLIES TOTAL	\$3,029	\$10,300	\$10,300	\$10,300
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$720	\$800	\$800	\$800
Equipment Maintenance & Repair	\$1,018	\$2,500	\$2,500	\$6,000
REPAIRS & MAINTENANCE TOTAL	\$1,738	\$3,300	\$3,300	\$6,800
Contractual Services				
Contractual Services	\$890	\$2,750	\$2,750	\$2,200
Computer Support	\$1,595	\$2,130	\$2,100	\$2,150
Custodial Contract	\$9,348	\$9,600	\$8,000	\$8,000
Advertising	\$0	\$800	\$0	\$0
CONTRACTUAL SERVICES TOTAL	\$11,833	\$15,280	\$12,850	\$12,350
Other Operating Expenses				
Youth Programs	\$4,872	\$4,100	\$3,000	\$4,500
Travel/Training	\$1,253	\$800	\$800	\$800
OTHER OPERATING EXPENSES TOTAL	\$6,125	\$4,900	\$3,800	\$5,300
Utilities				
Utilities	\$4,564	\$5,555	\$3,180	\$3,350
Telephone	\$465	\$510	\$510	\$540
UTILITIES TOTAL	\$5,029	\$6,065	\$3,690	\$3,890
Debt Service				
Enterprise Fleet Lease Expense	\$1,915	\$1,920	\$9,050	\$0
DEBT SERVICE TOTAL	\$1,915	\$1,920	\$9,050	\$0
TOTAL	\$29,669	\$41,765	\$42,990	\$38,640

Supplemental Capital Purchases Data

No capital purchases have been scheduled.

RECREATION CENTER

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

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



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2023

Implemented Wave Drowning Detection Technology

Improved the quality of citizen care by implementing WAVE technology to help increase safety in our indoor pool.



Completed Facility Improvements

Completed numerous capital improvement projects in the Recreation Center to maintain the facility's health while allowing for themed programming.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

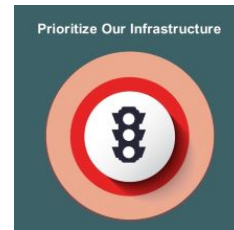
Encourage and Develop Community Pride

Increase number of community program offerings at the REC.



Redo Swimming Pool Surface

Replaster the indoor pool to enhance the space and ensure the pool's good condition for the long term.



Assess Energy Performance of the Facility

Identify areas for energy efficiency improvements and initiate an implementation strategy.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Citizen engagement			
Guiding Principle	Encourage and develop community pride			
Strategic Goal	Foster community participation in program offerings			
Strategic Initiative	Currently, seasonal programs are offered. For 2025, the Rec will offer two new community programs that are focused on our current gaps in services regarding older adult programs and teen programs.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Offer two new community programs				2
Process Status				

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	City facilities			
Guiding Principle	Continue to prioritize the City's infrastructure projects			
Strategic Goal	Perform energy performance assessment of the recreational facility			
Strategic Initiative	Implement energy efficiency strategy.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Finalize report showing areas for improvement accompanied by actionable items				100%
Strategy implementation				
Process Status				

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Employees			
Guiding Principle	Recruit and retain highly qualified employees			
Strategic Goal	Implement succession planning actions			
Strategic Initiative	Develop and evaluate the department's succession plan and address any deficiencies.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Implement succession planning actions		Ongoing	Ongoing	Ongoing
Process Status	A council approved compensation study in 2021 to bring compensation of positions into market range enabled the adjustment of compression issues and the creation of a new position, i.e., Recreation Center Supervisor.			

Strategic Direction	Furthering Financial Accountability and Transparency			
Key Priority	Physical Resources			
Guiding Principle	Remain fiscally conservative			
Strategic Goal	Maintain customer service level while also maintaining a reasonable cost recovery			
Strategic Initiative	Maintain a cost recovery of no less than 65%.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Cost recovery rate			63%	63%
Process Status	New reporting methods have been used to determine the true cost of the facility's operations and to establish the trends. In July 2022, the city council voted to increase rates at the REC to help offset expenses by generating more revenue through memberships. Even though there have been increases for revenue and overall memberships, the REC's costs are still outpacing the revenues. With the annual maintenance needs of the facility growing, the cost recovery percentage may need to be reconsidered, or adjustments made to the operating process to achieve the recovery goal.			



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

FUND SOURCES

Fund Source	Amount	% of Funding
Fees	\$665,000	43.87%
Classes/Programs	\$31,000	2.05%
Building Rental	\$42,000	2.77%
General Fund	\$777,762	51.31%
TOTAL FUNDING	\$1,515,762	100.00%

EXPENDITURES

Recreation Center - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$881,621	\$873,000	\$1,028,250	\$913,312
Materials & Supplies	\$31,320	\$43,700	\$43,200	\$41,000
Repairs & Maintenance	\$58,723	\$90,200	\$70,300	\$64,600
Contractual Services	\$176,831	\$166,525	\$182,380	\$178,790
Other Operating Expenses	\$13,555	\$27,300	\$21,300	\$17,000
Utilities	\$219,306	\$247,800	\$257,730	\$276,060
Debt Service	\$267	\$100	\$1,295	\$0
Capital Purchases	\$63,321	\$384,400	\$356,690	\$25,000
TOTAL	\$1,444,944	\$1,833,025	\$1,961,145	\$1,515,762

Supplemented Personnel Data

Recreation Center - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$345,047	\$302,325	\$429,250	\$333,619
Temporary Employees	\$326,354	\$381,785	\$324,970	\$341,220
Overtime	\$2,534	\$3,000	\$3,000	\$3,150
Holiday Pay	\$8,439	\$8,200	\$8,790	\$9,220
Social Security	\$42,616	\$41,900	\$47,720	\$42,769
Medicare Tax	\$9,967	\$9,810	\$14,850	\$10,005
Ariz State Retirement	\$41,937	\$36,825	\$54,200	\$42,152
Health/Life Insurance	\$86,068	\$71,615	\$120,040	\$102,641
Worker's Compensation	\$9,885	\$11,455	\$12,840	\$13,870
Clothing Allowance	\$496	\$4,000	\$2,100	\$2,100
Recreation Membership Bene	\$8,276	\$2,085	\$10,490	\$12,566
TOTAL	\$881,621	\$873,000	\$1,028,250	\$913,312

Recreation Center - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Recr. Information & Bus. Spec.	0	0	0
Parks & Recreation Director	0.45	0.45	0.5
(Head) Lifeguard	1.7	1.7	1.7
Recreation Center Manager	0	0	1
Parks & Recreation Manager	0	0	0
Front Desk Supervisor	0.85	0.85	0.85
Facility Reservation/Airport Coordinator	0	0.5	0.5
Fitness Center Coordinator	0	0	0
Recreation Coordinator II - Youth	0	0	0
Recreation Coordinator II	2.75	2.75	1.75
FTE	5.75	6.25	6.3

Supplemental Expenditures Data

Recreation Center - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Small Tools	\$512	\$500	\$200	\$500
Gas & Oil	\$0	\$500	\$0	\$0
Pool Supplies	\$25,839	\$36,000	\$36,000	\$33,500
Office Supplies	\$4,969	\$6,700	\$5,500	\$5,500
Copier Supplies	\$0	\$0	\$1,500	\$1,500
MATERIALS & SUPPLIES TOTAL	\$31,320	\$43,700	\$43,200	\$41,000
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$331	\$300	\$300	\$300
Equipment Maintenance & Repair	\$58,392	\$89,900	\$70,000	\$64,300
REPAIRS & MAINTENANCE TOTAL	\$58,723	\$90,200	\$70,300	\$64,600
Contractual Services				
Contractual Services	\$19,302	\$19,560	\$18,330	\$19,140
Recruitment Expense	\$60	\$150	\$0	\$0
Computer Support	\$3,092	\$3,215	\$7,050	\$2,650
Contractual Svc-Active/Civic	\$31,997	\$15,000	\$30,400	\$30,400
Custodial Contract	\$121,107	\$123,600	\$123,600	\$123,600
Public Relations	\$1,274	\$5,000	\$3,000	\$3,000
CONTRACTUAL SERVICES TOTAL	\$176,831	\$166,525	\$182,380	\$178,790
Other Operating Expenses				
Rec Programs	\$9,108	\$21,000	\$16,000	\$12,000
Travel/Training	\$3,497	\$4,750	\$3,750	\$3,250
Subscriptions/Memberships	\$880	\$1,500	\$1,500	\$1,700
Postage/Freight	\$70	\$50	\$50	\$50
OTHER OPERATING EXPENSES TOTAL	\$13,555	\$27,300	\$21,300	\$17,000
Utilities				
Utilities	\$215,149	\$242,970	\$252,950	\$271,070
Telephone	\$4,157	\$4,830	\$4,780	\$4,990
UTILITIES TOTAL	\$219,306	\$247,800	\$257,730	\$276,060
Debt Service				
Enterprise Fleet Lease Expense	\$267	\$100	\$1,295	\$0
DEBT SERVICE TOTAL	\$267	\$100	\$1,295	\$0
TOTAL	\$500,002	\$575,625	\$576,205	\$577,450

Capital Purchases

Recreation Center - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$63,321	\$384,400	\$356,690	\$25,000
TOTAL	\$63,321	\$384,400	\$356,690	\$25,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Alarm System	\$1,330			
Variable Frequency Drives for Indoor Pool	\$21,035	\$59,400	\$56,690	
Painting of Facility		\$40,000	\$40,000	
Resurfacing of Pool		\$260,000	\$260,000	
Replacement of Cardio Equipment		\$25,000		\$25,000
Miscellaneous Items				
Cameras-Equipment and Installation				
Gym Radio-Equipment and Installation	\$ 6,265			
Deep clean of Indoor Pool Slide	\$10,931			
Replacement of Pool Filtration System	\$23,760			
Replacement of Tot Slide				
Streaming Service-Equipment and Installation				
TOTAL	\$63,321	\$384,400	\$356,690	\$25,000

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SPECIAL REVENUE FUNDS SUMMARY

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THESE FUNDS

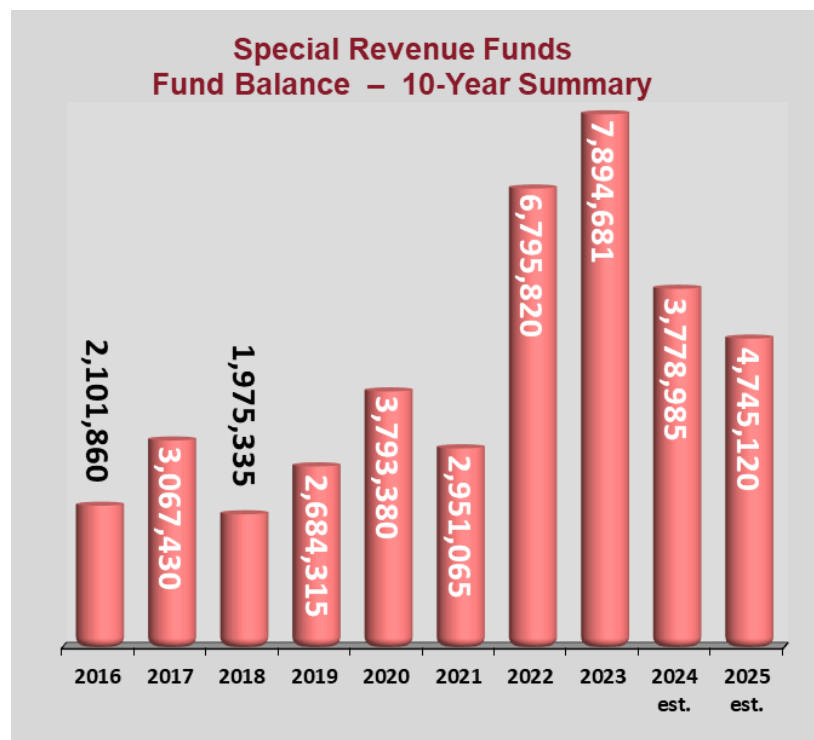
The Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service and capital projects.

These funds include:

Public Works
Highway-User Revenue Fund (HURF): Street Maintenance & Street Construction
Social Services and Culture & Recreation
Transit Fund: Cottonwood Area Transit/Verde Shuttle
Library Fund: Cottonwood Public Library
Cemetery and Airport
Cemetery Fund: Cottonwood Cemetery
Airport Fund: Cottonwood Municipal Airport

Grants
Other Grants
Heritage Grants
Airport Improvement Projects
Community Block Development Grants (CDBG)

The following represents a ten-year illustration of the fund balances for this fund.



FUND SOURCES AND FINANCIAL DATA

SPECIAL REVENUE FUNDS

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGE OF FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$6,795,816	\$6,365,740	\$5,312,220	\$4,574,769
Less: Designated Reserves	\$5,374,919	\$1,357,365	\$4,574,769	\$433,394
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED BALANCE	\$1,420,897	\$5,008,375	\$737,451	\$4,141,375

Special Revenue Funds - Conso. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes	\$2,473,242	\$2,239,395	\$2,319,139	\$2,396,965
Fees Licenses & Permits	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues	\$20,668	\$26,000	\$14,545	\$1,502,960
Intergovernmental	\$3,430,653	\$9,485,545	\$6,578,445	\$6,884,790
Charges for Services	\$396,994	\$395,850	\$419,920	\$445,570
Interest Income	\$99,866	\$21,100	\$199,335	\$101,000
Chrgs for Srvc-Facility Renta	\$177,662	\$174,085	\$177,095	\$177,095
Transfers In	\$1,232,247	\$9,016,095	\$1,654,315	\$7,777,592
REVENUES TOTAL	\$7,832,968	\$21,359,870	\$11,364,594	\$19,287,772
Expenses				
Personnel Services	\$2,889,528	\$3,046,975	\$3,276,410	\$3,164,287
Materials & Supplies	\$710,933	\$860,390	\$846,365	\$903,790
Repairs & Maintenance	\$1,066,420	\$1,219,900	\$1,228,500	\$451,250
Contractual Services	\$248,420	\$323,035	\$285,790	\$306,310
Utilities	\$221,014	\$247,065	\$218,180	\$231,805
Debt Service	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases	\$315,581	\$1,684,650	\$1,549,680	\$824,400
Capital Projects	\$1,085,905	\$16,719,675	\$3,139,125	\$15,265,145
Transfers out	\$0	\$299,055	\$87,920	\$299,145
EXPENSES TOTAL	\$7,963,788	\$26,368,245	\$12,102,045	\$23,429,147
REVENUES LESS EXPENSES	-\$130,820	-\$5,008,375	-\$737,451	-\$4,141,375

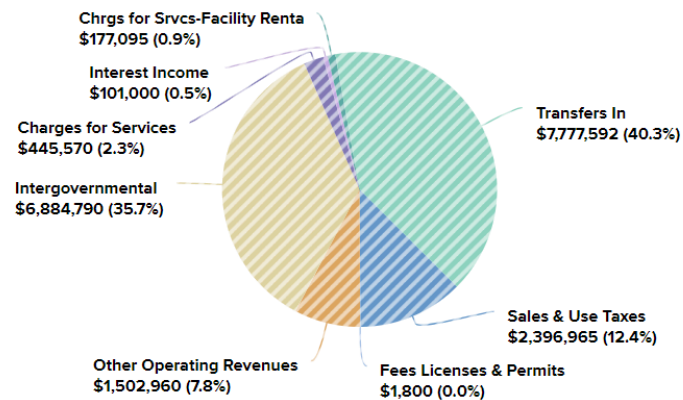
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	(\$130,820)	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$6,867,145	\$1,357,365	\$4,574,769	\$433,394
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	#0
APPROPRIATED FUND BALANCE	\$5,312,220	\$1,357,365	\$4,574,769	\$433,394

FUND SOURCES

Special Revenue Funds - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes	\$2,473,242	\$2,239,395	\$2,319,139	\$2,396,965
Fees Licenses & Permits	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues	\$20,668	\$26,000	\$14,545	\$1,502,960
Intergovernmental	\$3,430,653	\$9,485,545	\$6,578,445	\$6,884,790
Charges for Services	\$396,994	\$395,850	\$419,920	\$445,570
Interest Income	\$99,866	\$21,100	\$199,335	\$101,000
Chrgs for Srvcs-Facility Renta	\$177,662	\$174,085	\$177,095	\$177,095
Transfers In	\$1,232,247	\$9,016,095	\$1,654,315	\$7,777,592
TOTAL	\$7,832,968	\$21,359,870	\$11,364,594	\$19,287,772



Supplemental Revenues Data

Special Revenue Funds - Revenues ed

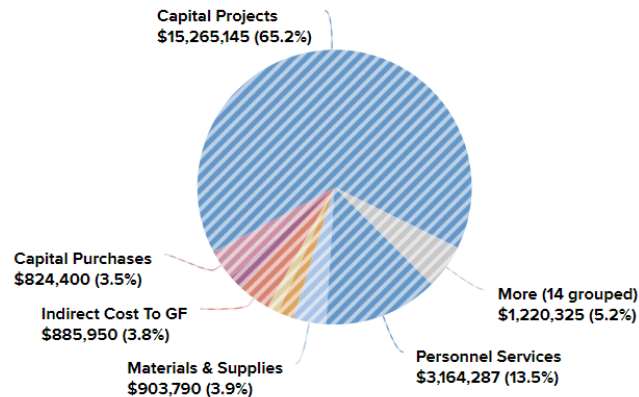
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax	\$392,330	\$417,580	\$386,400	\$397,700
City Sales Tax - .5%	\$1,674,124	\$1,531,915	\$1,505,609	\$1,550,775
1% Construction Sales Tax	\$406,788	\$289,900	\$427,130	\$448,490
SALES & USE TAXES TOTAL	\$2,473,242	\$2,239,395	\$2,319,139	\$2,396,965
Fees Licenses & Permits				
Commercial Operating Permit	\$1,635	\$1,800	\$1,800	\$1,800
FEES LICENSES & PERMITS TOTAL	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues				
Other Income	\$20,668	\$26,000	\$14,545	\$1,502,960
OTHER OPERATING REVENUES TOTAL	\$20,668	\$26,000	\$14,545	\$1,502,960
Intergovernmental				
Fuel Tax	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
Adot-Pavement Preservation	\$0	\$774,500	\$774,500	\$0
Adot Grant	\$85,583	\$154,180	\$495,705	\$1,615,285
Fence Height Revenue	\$0	\$477,000	\$0	\$0
FAA - Taxiway/Runway Revenues	\$0	\$1,157,100	\$0	\$245,860
FAA - Airport Master Plan	\$36,608	\$0	\$0	\$0
Adot Grant	\$1,431,895	\$2,303,400	\$2,598,445	\$1,919,350
Civic Center Upgrades	\$0	\$450,000	\$160,000	\$302,000
CDBG VVHC Transtnl Housing Rev	\$147,612	\$700,000	\$615,000	\$0
Grant Revenue	\$34,000	\$139,000	\$75,000	\$50,000
Other Grant Revenue	\$0	\$1,590,250	\$0	\$882,710

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Yavapai County	\$159,776	\$185,015	\$180,015	\$156,935
Clarkdale	\$57,000	\$57,000	\$57,000	\$57,000
Sedona	\$239,576	\$207,320	\$332,000	\$332,000
INTERGOVERNMENTAL TOTAL	\$3,430,653	\$9,485,545	\$6,578,445	\$6,884,790
Charges for Services				
Fuel Sales Income	\$235,172	\$200,000	\$250,000	\$250,000
Fare Box	\$156,948	\$165,000	\$161,670	\$161,670
Fare Box-Csa Cdbg	\$0	\$28,850	\$0	\$28,850
Internment Revenue	\$3,650	\$600	\$7,050	\$3,650
Sale On Graveliners-Tax	\$250	\$500	\$250	\$500
Application Fee - Airport	\$0	\$0	\$50	\$0
Penalties - Late Fees	\$974	\$900	\$900	\$900
CHARGES FOR SERVICES TOTAL	\$396,994	\$395,850	\$419,920	\$445,570
Interest Income				
Interest Income	\$99,866	\$21,100	\$199,335	\$101,000
INTEREST INCOME TOTAL	\$99,866	\$21,100	\$199,335	\$101,000
Chrgs for Srvc-Facility Renta				
Tie Down Rent	\$24,924	\$23,200	\$24,000	\$24,000
Land Lease Fees	\$106,355	\$104,000	\$106,400	\$106,400
City Hangar Lease Fees	\$46,383	\$46,885	\$46,695	\$46,695
CHRGs FOR SRVCS-FACILITY RENTA TOTAL	\$177,662	\$174,085	\$177,095	\$177,095
Transfers In				
Transfers In	\$1,232,247	\$9,016,095	\$1,654,315	\$7,777,592
TRANSFERS IN TOTAL	\$1,232,247	\$9,016,095	\$1,654,315	\$7,777,592
TOTAL	\$7,832,968	\$21,359,870	\$11,364,594	\$19,287,772

EXPENDITURES

Special Revenue Funds - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$2,889,528	\$3,046,975	\$3,276,410	\$3,164,287
Materials & Supplies	\$710,933	\$860,390	\$846,365	\$903,790
Repairs & Maintenance	\$1,066,420	\$1,219,900	\$1,228,500	\$451,250
Contractual Services	\$248,420	\$323,035	\$285,790	\$306,310
Network/Technology Exps	\$46,823	\$55,000	\$45,000	\$50,000
Culverts	\$1,813	\$2,000	\$2,000	\$2,000
Library Youth Programs	\$1,388	\$2,000	\$2,000	\$2,000
Airport Annual Event	\$0	\$5,000	\$0	\$5,000
Annual Vol Apprec Event	\$1,200	\$1,200	\$1,200	\$1,200
Travel/Training	\$14,758	\$17,025	\$17,475	\$25,050
Equipment Rental	\$138	\$500	\$500	\$500
Subscriptions/Memberships	\$5,090	\$6,300	\$5,965	\$5,165
Postage/Freight	\$361	\$900	\$650	\$650
Liability Insurance	\$96,913	\$94,430	\$108,755	\$147,810
Indirect Cost To GF	\$787,926	\$938,000	\$885,950	\$885,950
Misc Expense	\$75,000	\$0	\$0	\$0
Street Contingency	\$0	\$450,000	\$0	\$450,000
Utilities	\$221,014	\$247,065	\$218,180	\$231,805
Debt Service	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases	\$315,581	\$1,684,650	\$1,549,680	\$824,400
Capital Projects	\$1,085,905	\$16,719,675	\$3,139,125	\$15,265,145
Transfers out	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$7,963,788	\$26,368,245	\$12,102,045	\$23,429,147



Supplemental Expenditures Data

Special Revenue Funds - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Salaries	\$1,705,103	\$1,866,970	\$1,949,110	\$1,913,987
Temporary Employees	\$148,035	\$168,100	\$183,090	\$186,000
Overtime	\$60,918	\$73,650	\$67,980	\$72,900
Holiday Pay	\$27,218	\$35,490	\$22,550	\$24,900
Social Security	\$117,632	\$133,115	\$138,670	\$136,365
Medicare Tax	\$27,511	\$31,150	\$32,970	\$32,171
Ariz State Retirement	\$220,223	\$229,120	\$262,470	\$246,265
Health/Life Insurance	\$497,196	\$414,730	\$532,030	\$450,771

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Worker's Compensation	\$76,904	\$74,430	\$75,480	\$81,520
Clothing Allowance	\$2,421	\$7,450	\$3,120	\$7,480
Recreation Membership Bene	\$6,368	\$12,770	\$8,940	\$11,928
PERSONNEL SERVICES TOTAL	\$2,889,528	\$3,046,975	\$3,276,410	\$3,164,287
Materials & Supplies				
Operational Equip & Supplies	\$22,042	\$24,125	\$24,350	\$16,875
Small Tools	\$3,036	\$6,300	\$2,500	\$8,250
Gas & Oil	\$249,077	\$223,000	\$243,650	\$290,000
Airport Fuel Expense	\$204,570	\$228,000	\$208,000	\$208,000
Street Materials	\$23,981	\$25,000	\$25,000	\$25,000
Street Signs	\$5,969	\$7,000	\$7,000	\$7,000
Street Marking	\$121,050	\$258,065	\$258,065	\$258,065
Library Book Purchases	\$65,702	\$66,000	\$58,000	\$67,500
Grave Liners	\$0	\$1,300	\$0	\$1,300
Office Supplies	\$12,115	\$17,000	\$15,200	\$17,200
Copier Supplies	\$3,390	\$4,600	\$4,600	\$4,600
MATERIALS & SUPPLIES TOTAL	\$710,933	\$860,390	\$846,365	\$903,790
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$360,671	\$367,300	\$401,000	\$364,250
Equipment Maintenance & Repair	\$50,172	\$58,500	\$48,500	\$43,500
Radio Maintenance & Repair	\$4,858	\$10,100	\$4,000	\$9,500
Building Maint & Repair	\$7,596	\$19,000	\$5,000	\$19,000
BLDG M&R - Library	\$9,576	\$15,000	\$20,000	\$15,000
Pavement Preservation	\$633,547	\$750,000	\$750,000	\$0
REPAIRS & MAINTENANCE TOTAL	\$1,066,420	\$1,219,900	\$1,228,500	\$451,250
Contractual Services				
Contractual Services	\$109,916	\$114,380	\$123,170	\$95,750
Collection Expenses	\$1,515	\$1,600	\$1,600	\$1,600
Bank Charges	\$5,896	\$0	\$0	\$0
Audit Expense	\$3,700	\$3,700	\$3,700	\$3,700
Employee Physicals/Drug Tests	\$4,928	\$7,000	\$6,500	\$7,000
Recruitment Expense	\$720	\$900	\$500	\$900
Computer Support	\$50,518	\$76,330	\$64,075	\$83,795
General Counsel	\$1,416	\$25,000	\$0	\$25,000
Custodial Contract	\$29,441	\$55,060	\$49,430	\$49,500
Advertising	\$20,375	\$21,000	\$19,750	\$21,000
Printing & Forms	\$10,540	\$10,500	\$9,500	\$10,500
Airport Land Lease Fees	\$9,456	\$7,565	\$7,565	\$7,565
CONTRACTUAL SERVICES TOTAL	\$248,420	\$323,035	\$285,790	\$306,310
Network/Technology Exps	\$46,823	\$55,000	\$45,000	\$50,000
Culverts	\$1,813	\$2,000	\$2,000	\$2,000
Library Youth Programs	\$1,388	\$2,000	\$2,000	\$2,000
Airport Annual Event	\$0	\$5,000	\$0	\$5,000
Annual Vol Apprec Event	\$1,200	\$1,200	\$1,200	\$1,200
Travel/Training	\$14,758	\$17,025	\$17,475	\$25,050
Equipment Rental	\$138	\$500	\$500	\$500
Subscriptions/Memberships	\$5,090	\$6,300	\$5,965	\$5,165
Postage/Freight	\$361	\$900	\$650	\$650
Liability Insurance	\$96,913	\$94,430	\$108,755	\$147,810
Indirect Cost To GF	\$787,926	\$938,000	\$885,950	\$885,950
Misc Expense	\$75,000	\$0	\$0	\$0
Street Contingency	\$0	\$450,000	\$0	\$450,000
Utilities				
Utilities	\$129,044	\$144,040	\$140,810	\$150,040
Street Lights	\$71,250	\$79,175	\$51,680	\$56,550
Telephone	\$20,720	\$23,850	\$25,690	\$25,215
UTILITIES TOTAL	\$221,014	\$247,065	\$218,180	\$231,805
Debt Service				
Enterprise Fleet Lease Expense	\$2,245	\$2,545	\$8,980	\$15,000
2015 Excise Bond - Interest	\$165,169	\$153,820	\$153,820	\$141,925
2015 Excise Bond - Principal	\$227,161	\$237,780	\$237,780	\$250,515
2015 Excise Bond Trustee Fees	\$0	\$1,000	\$0	\$250
DEBT SERVICE TOTAL	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases				

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$315,581	\$1,684,650	\$1,549,680	\$824,400
CAPITAL PURCHASES TOTAL	\$315,581	\$1,684,650	\$1,549,680	\$824,400
Capital Projects				
Airport Improvements	\$0	\$1,765,000	\$138,500	\$979,000
Runway Maintenance & Repair	\$0	\$0	\$167,360	\$1,300,000
Pavement Preservation	\$0	\$860,555	\$860,555	\$200,000
Taxiway Reconstruction/Extensi	\$93,949	\$1,370,700	\$191,710	\$0
Fence- Increase Height Airport	\$0	\$530,000	\$0	\$0
Airport Master Plan	\$28,033	\$0	\$0	\$500,000
Street Improvements	\$3,129	\$182,000	\$4,000	\$515,000
Sidewalk Additions	\$50,922	\$760,000	\$635,000	\$150,000
6Th Street Bridge	\$0	\$312,000	\$0	\$312,000
Mingus - 10Th St To Main Proj	\$516,497	\$0	\$0	\$0
CDBG Grant Expenses	\$0	\$450,000	\$160,000	\$302,000
CDBG VVHC Transtnl Housing Exp	\$144,612	\$700,000	\$615,000	\$0
Main Street Rehab	\$248,763	\$9,789,420	\$367,000	\$10,943,145
Other Grant Expenses	\$0	\$0	\$0	\$64,000
CAPITAL PROJECTS TOTAL	\$1,085,905	\$16,719,675	\$3,139,125	\$15,265,145
Transfers out				
Transfers Out	\$0	\$299,055	\$87,920	\$299,145
TRANSFERS OUT TOTAL	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$7,963,788	\$26,368,245	\$12,102,045	\$23,429,147

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HIGHWAY USER REVENUE FUND SUMMARY

BUDGET FISCAL YEAR 2024-2025

Street Maintenance & Street Construction are two divisions of Public Works. The maintenance operations are largely funded through the General Fund but construction projects mostly by the Arizona **Highway User Revenue Fund (HURF)**.

The Highway User Revenue Fund contains monies collected by the state of Arizona through motor fuel taxes and various other fees and charges for registration and operation of Arizona motor vehicles, such as gasoline and use-fuel taxes, motor-carrier taxes, vehicle-license taxes, motor vehicle registration fees and other miscellaneous fees.

These tax monies are distributed cities, towns, and counties and to the State Highway Fund and as such they provide a primary source of revenues available to the state for highway construction, improvements and other related expenses.

FUND SOURCES & FINANCIAL DATA

HURF FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$5,059,619	\$4,934,205	\$4,813,950	\$4,097,444
Less: Designated Reserves	\$5,059,619	\$0	\$4,097,444	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$4,934,205	\$716,506	\$4,097,444

HURF Fund - Consol. Stmt. of Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$3,068,638	\$9,451,630	\$3,233,209	\$10,476,946
Expenses				
Personnel Services	\$545,050	\$531,925	\$616,415	\$611,860
Materials & Supplies	\$182,916	\$317,565	\$317,565	\$318,315
Repairs & Maintenance	\$678,420	\$797,500	\$792,500	\$33,000
Contractual Services	\$15,893	\$18,790	\$15,980	\$16,100
Utilities	\$87,359	\$95,540	\$66,500	\$72,450
Debt Service	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases	\$178,034	\$175,650	\$163,120	\$155,000
Capital Projects	\$819,311	\$11,043,420	\$1,006,000	\$11,920,145
EXPENSES TOTAL	\$3,385,636	\$14,385,835	\$3,949,715	\$14,574,390
REVENUES LESS EXPENSES	-\$316,998	-\$4,934,205	-\$716,506	-\$4,097,444

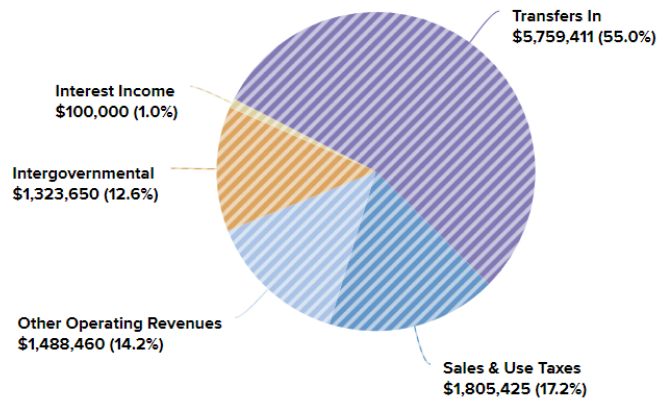
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses / (Losses)	(\$316,998)	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$5,130,948	\$0	\$4,097,444	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$4,813,950	\$0	\$0	\$0

FUND SOURCES

HURF - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes	\$1,729,187	\$1,639,675	\$1,744,534	\$1,805,425
Other Operating Revenues	\$2,253	\$4,000	\$0	\$1,488,460
Intergovernmental	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
Interest Income	\$98,595	\$20,000	\$197,895	\$100,000
Transfers In	\$0	\$6,497,175	\$0	\$5,759,411
TOTAL	\$3,068,638	\$9,451,630	\$3,233,209	\$10,476,946



Supplemental Revenue Data

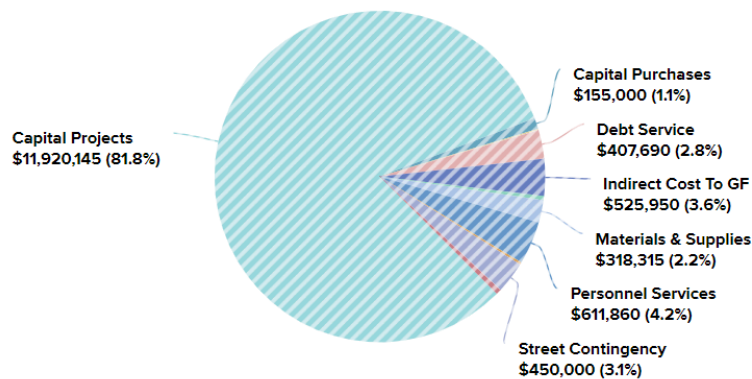
HURF - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax	\$392,330	\$392,330	\$376,400	\$387,700
City Sales Tax - .5%	\$930,069	\$957,445	\$941,004	\$969,235
1% Construction Sales Tax	\$406,788	\$289,900	\$427,130	\$448,490
SALES & USE TAXES TOTAL	\$1,729,187	\$1,639,675	\$1,744,534	\$1,805,425
Other Operating Revenues				
Other Income	\$2,253	\$4,000	\$0	\$1,488,460
OTHER OPERATING REVENUES TOTAL	\$2,253	\$4,000	\$0	\$1,488,460
Intergovernmental				
Fuel Tax	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
INTERGOVERNMENTAL TOTAL	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
Interest Income				
Interest Income	\$98,595	\$20,000	\$197,895	\$100,000
INTEREST INCOME TOTAL	\$98,595	\$20,000	\$197,895	\$100,000
Transfers In				
Transfers In	\$0	\$6,497,175	\$0	\$5,759,411
TRANSFERS IN TOTAL	\$0	\$6,497,175	\$0	\$5,759,411
TOTAL	\$3,068,638	\$9,451,630	\$3,233,209	\$10,476,946

FUND EXPENDITURES

HURF - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$545,050	\$531,925	\$616,415	\$611,860
Materials & Supplies	\$182,916	\$317,565	\$317,565	\$318,315
Repairs & Maintenance	\$678,420	\$797,500	\$792,500	\$33,000
Contractual Services	\$15,893	\$18,790	\$15,980	\$16,100
Culverts	\$1,813	\$2,000	\$2,000	\$2,000
Travel/Training	\$1,532	\$3,300	\$3,300	\$3,300
Equipment Rental	\$138	\$500	\$500	\$500
Liability Insurance	\$20,837	\$19,500	\$39,305	\$58,080
Indirect Cost To GF	\$459,757	\$535,000	\$525,950	\$525,950
Street Contingency	\$0	\$450,000	\$0	\$450,000
Utilities	\$87,359	\$95,540	\$66,500	\$72,450
Debt Service	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases	\$178,034	\$175,650	\$163,120	\$155,000
Capital Projects	\$819,311	\$11,043,420	\$1,006,000	\$11,920,145
TOTAL	\$3,385,636	\$14,385,835	\$3,949,715	\$14,574,390



Supplemental Expenditures Data

HURF - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Salaries	\$331,627	\$340,090	\$373,510	\$387,194
Overtime	\$13,375	\$15,600	\$14,050	\$14,500
Holiday Pay	\$281	\$650	\$1,040	\$1,000
Social Security	\$20,761	\$22,125	\$24,230	\$25,131
Medicare Tax	\$4,855	\$5,185	\$5,670	\$5,883
Ariz State Retirement	\$41,622	\$41,465	\$54,055	\$49,082
Health/Life Insurance	\$101,858	\$72,975	\$108,540	\$90,196
Worker's Compensation	\$28,591	\$30,200	\$32,600	\$35,210
Clothing Allowance	\$1,157	\$1,450	\$1,450	\$1,480
Recreation Membership Bene	\$923	\$2,185	\$1,270	\$2,184
PERSONNEL SERVICES TOTAL	\$545,050	\$531,925	\$616,415	\$611,860
Materials & Supplies				
Operational Equip & Supplies	\$10,299	\$8,700	\$8,700	\$5,000
Small Tools	\$800	\$800	\$800	\$3,250
Gas & Oil	\$21,612	\$18,000	\$18,000	\$20,000
Street Materials	\$23,981	\$25,000	\$25,000	\$25,000
Street Signs	\$5,969	\$7,000	\$7,000	\$7,000
Street Marking	\$121,050	\$258,065	\$258,065	\$258,065

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Office Supplies	-\$20	\$0	\$0	\$0
Copier Supplies	-\$775	\$0	\$0	\$0
MATERIALS & SUPPLIES TOTAL	\$182,916	\$317,565	\$317,565	\$318,315
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$8,254	\$14,000	\$9,000	\$9,000
Equipment Maintenance & Repair	\$35,824	\$33,500	\$33,500	\$24,000
Building Maint & Repair	\$795	\$0	\$0	\$0
Pavement Preservation	\$633,547	\$750,000	\$750,000	\$0
REPAIRS & MAINTENANCE TOTAL	\$678,420	\$797,500	\$792,500	\$33,000
Contractual Services				
Contractual Services	\$14,676	\$17,000	\$14,000	\$14,000
Employee Physicals/Drug Tests	\$980	\$1,500	\$1,500	\$1,500
Computer Support	\$237	\$290	\$480	\$600
CONTRACTUAL SERVICES TOTAL	\$15,893	\$18,790	\$15,980	\$16,100
Culverts	\$1,813	\$2,000	\$2,000	\$2,000
Travel/Training	\$1,532	\$3,300	\$3,300	\$3,300
Equipment Rental	\$138	\$500	\$500	\$500
Liability Insurance	\$20,837	\$19,500	\$39,305	\$58,080
Indirect Cost To GF	\$459,757	\$535,000	\$525,950	\$525,950
Street Contingency	\$0	\$450,000	\$0	\$450,000
Utilities				
Utilities	\$15,326	\$15,480	\$14,040	\$15,080
Street Lights	\$71,250	\$79,175	\$51,680	\$56,550
Telephone	\$783	\$885	\$780	\$820
UTILITIES TOTAL	\$87,359	\$95,540	\$66,500	\$72,450
Debt Service				
Enterprise Fleet Lease Expense	\$2,245	\$2,545	\$8,980	\$15,000
2015 Excise Bond - Interest	\$165,169	\$153,820	\$153,820	\$141,925
2015 Excise Bond - Principal	\$227,161	\$237,780	\$237,780	\$250,515
2015 Excise Bond Trustee Fees	\$0	\$1,000	\$0	\$250
DEBT SERVICE TOTAL	\$394,575	\$395,145	\$400,580	\$407,690
Capital Purchases				
Furnishing & Equipment	\$178,034	\$175,650	\$163,120	\$155,000
CAPITAL PURCHASES TOTAL	\$178,034	\$175,650	\$163,120	\$155,000
Capital Projects				
Street Improvements	\$3,129	\$182,000	\$4,000	\$515,000
Sidewalk Additions	\$50,922	\$760,000	\$635,000	\$150,000
6Th Street Bridge	\$0	\$312,000	\$0	\$312,000
Mingus - 10Th St To Main Proj	\$516,497	\$0	\$0	\$0
Main Street Rehab	\$248,763	\$9,789,420	\$367,000	\$10,943,145
CAPITAL PROJECTS TOTAL	\$819,311	\$11,043,420	\$1,006,000	\$11,920,145
TOTAL	\$3,385,636	\$14,385,835	\$3,949,715	\$14,574,390

STREET MAINTENANCE

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

Street Maintenance 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. Streets Maintenance also assists with the construction of engineering projects, annual city clean-up days, airport maintenance, trash pickup and removal, and transient camp cleanups.

Street Construction projects for road-highway construction and improvements are executed by contractors, who are solicited through a sealed bid process.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Addressed Drainage Issues

- Utilized drainage mapping to identify and track drainage problem areas
- Completed preventative storm drain system maintenance prior to monsoon season.



Completed Pavement Maintenance

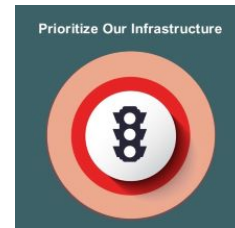
- Completed crack fill program preceding the FY 2024 pavement preservation project. Applied 31,000 pounds of PolyFlex 3 asphalt crack sealer
- Swept an average of 1,100 miles of city streets in 275-man hours
- Performed 76 miles of weed and brush abatement in the city's right of ways
- Sprayed 21 acres of the City's right of way and facility grounds.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Complete Pavement Maintenance & Construction Projects

- Complete construction of one sidewalk infill project
- Complete the first phase of the Main Street project and 10th Street roundabout
- Complete preventative maintenance of the City's storm drain system in advance of the monsoon season. Clearing an average of 27000 LF. of drainage system
- Complete crack seal program prior to the FY 2026 pavement preservation project. Applying a minimum of 30,000 pounds of asphalt crack sealer
- Increase miles of road swept to 10% over the 1,100-mile average of 2024. Sweeping a minimum of 1,210 miles of roadway
- Maintain the 76 miles of weed and brush abatement in the City's right of ways.



PERFORMANCE INDICATORS

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Streets & Sidewalks			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Develop, maintain, and improve the city's infrastructure with biennial funding for pavement preservation			
Strategic Initiative	Reduce unsightly buildup and debris along city roadways			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Project mapping		100%	100%	100%
Planning		100%	100%	100%
Miles swept		1,450	1,200	1,200
Monitoring		100%	100%	100%
Process Status	On track			

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Streets & Sidewalks			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Improve infrastructure			
Strategic Initiative	Pavement preservation			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Clear and maintain city-wide drainage systems: re-establish systems on Mesquite Drive from the stretch between Chuckwalla Drive to Fir Street			25%	40%
Process Status				

FUND SOURCES & FINANCIAL DATA

REVENUES

Street Maintenance - Revenue by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Operating Revenues				
Other Income	\$0	\$4,000	\$0	\$0
OTHER OPERATING REVENUES TOTAL	\$0	\$4,000	\$0	\$0
Intergovernmental				
Fuel Tax	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
INTERGOVERNMENTAL TOTAL	\$1,238,604	\$1,290,780	\$1,290,780	\$1,323,650
Transfers In				
Transfers In	\$0	\$6,497,175	\$0	\$5,759,411
TRANSFERS IN TOTAL	\$0	\$6,497,175	\$0	\$5,759,411
TOTAL	\$1,238,604	\$7,791,955	\$1,290,780	\$7,083,061

EXPENDITURES

Street Maintenance - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$545,050	\$531,925	\$616,415	\$611,860
Materials & Supplies	\$183,711	\$317,565	\$317,565	\$318,315
Repairs & Maintenance	\$44,078	\$47,500	\$42,500	\$33,000
Contractual Services	\$15,893	\$18,790	\$15,980	\$16,100
Other Operating Expenses	\$484,077	\$1,917,665	\$4,668,499	\$589,830
Utilities	\$87,359	\$95,540	\$66,500	\$72,450
Debt Service	\$2,245	\$2,545	\$8,980	\$15,000
Capital Purchases	\$178,034	\$175,650	\$163,120	\$155,000
Capital Projects	\$3,129	\$4,000	\$4,000	\$4,000
TOTAL	\$1,543,577	\$3,111,180	\$5,903,559	\$1,815,555

Supplemental Personnel Data

Street Maintenance - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$331,627	\$340,090	\$373,510	\$387,194
Overtime	\$13,375	\$15,600	\$14,050	\$14,500
Holiday Pay	\$281	\$650	\$1,040	\$1,000
Social Security	\$20,761	\$22,125	\$24,230	\$25,131
Medicare Tax	\$4,855	\$5,185	\$5,670	\$5,883
Ariz State Retirement	\$41,622	\$41,465	\$54,055	\$49,082
Health/Life Insurance	\$101,858	\$72,975	\$108,540	\$90,196
Worker's Compensation	\$28,591	\$30,200	\$32,600	\$35,210
Clothing Allowance	\$1,157	\$1,450	\$1,450	\$1,480
Recreation Membership Bene	\$923	\$2,185	\$1,270	\$2,184
TOTAL	\$545,050	\$531,925	\$616,415	\$611,860

Street Maintenance - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Streets Superintendent	0	0	0
Lead PW Maintenance Technician II	1	1	1
PW Maintenance Technician II	5	5	5
Public Works (PW) Director	0.5	0.5	0.5
FTE	6.5	6.5	6.5

Supplemental Expenditures Data

Street Maintenance - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$10,299	\$8,700	\$8,700	\$5,000
Small Tools	\$800	\$800	\$800	\$3,250
Gas & Oil	\$21,612	\$18,000	\$18,000	\$20,000
Street Materials	\$23,981	\$25,000	\$25,000	\$25,000
Street Signs	\$5,969	\$7,000	\$7,000	\$7,000
Street Marking	\$121,050	\$258,065	\$258,065	\$258,065
MATERIALS & SUPPLIES TOTAL	\$183,711	\$317,565	\$317,565	\$318,315
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$8,254	\$14,000	\$9,000	\$9,000
Equipment Maintenance & Repair	\$35,824	\$33,500	\$33,500	\$24,000
REPAIRS & MAINTENANCE TOTAL	\$44,078	\$47,500	\$42,500	\$33,000
Contractual Services				
Contractual Services	\$14,676	\$17,000	\$14,000	\$14,000
Employee Physicals/Drug Tests	\$980	\$1,500	\$1,500	\$1,500
Computer Support	\$237	\$290	\$480	\$600
CONTRACTUAL SERVICES TOTAL	\$15,893	\$18,790	\$15,980	\$16,100
Culverts	\$1,813	\$2,000	\$2,000	\$2,000
Travel/Training	\$1,532	\$3,300	\$3,300	\$3,300
Equipment Rental	\$138	\$500	\$500	\$500
Liability Insurance	\$20,837	\$19,500	\$39,305	\$58,080
Indirect Cost To GF	\$459,757	\$535,000	\$525,950	\$525,950
Utilities				
Utilities	\$15,326	\$15,480	\$14,040	\$15,080
Street Lights	\$71,250	\$79,175	\$51,680	\$56,550
Telephone	\$783	\$885	\$780	\$820
UTILITIES TOTAL	\$87,359	\$95,540	\$66,500	\$72,450
Debt Service				
Enterprise Fleet Lease Expense	\$2,245	\$2,545	\$8,980	\$15,000
DEBT SERVICE TOTAL	\$2,245	\$2,545	\$8,980	\$15,000
Street Improvements	\$3,129	\$4,000	\$4,000	\$4,000
TOTAL	\$820,493	\$1,046,240	\$1,026,580	\$1,048,695

Debt Service

HURF - Debt Service

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
2015 Excise Bond - Interest	\$165,169	\$153,820	\$153,820	\$141,925
2015 Excise Bond - Principal	\$227,161	\$237,780	\$237,780	\$250,515
2015 Excise Bond Trustee Fees	\$0	\$1,000	\$0	\$250
TOTAL	\$392,330	\$392,600	\$391,600	\$392,690

Capital Purchases

Street Maintenance - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$178,034	\$175,650	\$163,120	\$155,000
TOTAL	\$178,034	\$175,650	\$163,120	\$155,000

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Vehicle Lift (Shared Expense with Utilities)				
Truck (Enterprise Fleet)	\$71,329		\$38,120	
Backhoe				
Crack Seal Material	\$28,248	\$50,000		
Dump Truck (Replacement)	\$78,457			
Flail Mower Attachment (Replacement)		\$5,650	\$5,000	
Gannon		\$120,000	\$120,000	
Utility Truck with Bed				\$60,000
Side Broom Replacement				\$95,000
TOTAL	\$178,034	\$175,650	\$163,120	\$155,000

STREET CONSTRUCTION

BUDGET FISCAL YEAR 2024-2025

Street Construction projects for road-highway construction and improvements are executed by contractors, who are solicited through a sealed bid process.

PERFORMANCE INDICATORS

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Streets & sidewalks			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Improve infrastructure			
Strategic Initiative	Pavement preservation			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Complete crack seal pavement project prior to biennial pavement preservation project in 2026			25%	80%
Project Status				

FUND SOURCES AND FINANCIAL DATA

EXPENDITURES

Street Construction - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Repairs & Maintenance	\$633,547	\$750,000	\$750,000	\$0
Other Operating Expenses	\$0	\$450,000	\$0	\$450,000
Capital Projects	\$816,182	\$11,039,420	\$1,002,000	\$11,916,145
TOTAL	\$1,449,729	\$12,239,420	\$1,752,000	\$12,366,145

Supplemental Expenditures Data

Street Construction - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Repairs & Maintenance				
Pavement Preservation	\$633,547	\$750,000	\$750,000	\$0
REPAIRS & MAINTENANCE TOTAL	\$633,547	\$750,000	\$750,000	\$0
Other Operating Expenses				
Street Contingency	\$0	\$450,000	\$0	\$450,000
OTHER OPERATING EXPENSES TOTAL	\$0	\$450,000	\$0	\$450,000
Capital Projects				
Street Improvements	\$0	\$178,000	\$0	\$511,000
Sidewalk Additions	\$50,922	\$760,000	\$635,000	\$150,000
6Th Street Bridge	\$0	\$312,000	\$0	\$312,000
Mingus - 10Th St To Main Proj	\$516,497	\$0	\$0	\$0
Main Street Rehab	\$248,763	\$9,789,420	\$367,000	\$10,943,145
CAPITAL PROJECTS TOTAL	\$816,182	\$11,039,420	\$1,002,000	\$11,916,145
TOTAL	\$1,449,729	\$12,239,420	\$1,752,000	\$12,366,145

TRANSIT FUND SUMMARY

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The **Cottonwood Area Transit (CAT)**, which includes the **Verde Shuttle** service, 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.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

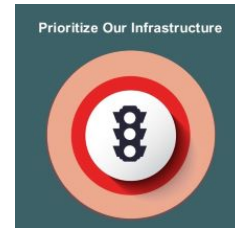
Federal 5339 FY 2022 Grant Funding

Received FY 2022 federal funding from the Federal Transit Administration through the *Grants for Buses and Bus Competitive Program (49 U.S.C 5339(b))* for the purchase of six new transit vehicles.



Transit Development Plan

Anticipated completion of a five-year Transit Development Plan by end of FY 2024.



Federal 5339 FY 2023 Grant Funding

Received preliminary award for the 5399 FY 2023 grant funding for the purchase of new camera systems for the City's fleet and three additional vehicles.



Completed Preparation for Federal Grant Application

Finished researching new software and fare collection systems in order to apply for a Federal Transit Administration grant through the *Formula Grants for Rural Areas program (Section 5311)*, a program aimed at supporting public transportation in rural areas with populations of <50,000, where many residents frequently rely on using public transportation to reach their destination.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Secure Grant Funding

Formally apply for the FTA 5311 Grant funding.



Acquire a New Position

Add a maintenance position to ensure compliance with reporting to the Arizona Department of Transportation (ADOT) and for the servicing of vehicle maintenance.



Provide Staff Development

Implement Supervisor Training Program. This will be on-going training for supervisors to ensure they are kept up to date on rules and regulations of our services. The training also includes management and safety training as well as train-the trainer courses by the Arizona Department of Transportation.



Expand Transit Bus Fleet

- Order six replacement vehicles funded by the Federal 5339 FY22 grant.
- Formally be awarded Federal 5339 FY23 funding for three replacement vehicles and new camera systems.



PERFORMANCE INDICATORS

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Public Transportation			
Guiding Principle	Prioritize our public transportation			
Strategic Goal	Create Transit Development Plan			
Strategic Initiative (Components)	1 - Transit Development Plan			
	2 - Conduct a Transit Study Update to include the outcome of services being provided and where efficiency changes can be made, including microtransit (a flexible transit service that uses smaller vehicles to offer flexible, on-demand transit services that can be ordered through mobile apps).			
	3 - Perform software upgrades			
	4 - Add new buses, roll out new logo and add new bus stop signs as part of a transit system refresh, i.e. a plan to improve the transit system.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1 - Transit Development Plan		25%	75%	100%
2 -1 Implement microtransit in Clarkdale				10%
2 -2 Change CAT fixed route to reduce overlap				10%
3 -1 Fare Collection App (Implement token transit fare collection app)	10%	50%	80%	80%
3 - 2 New CAD/AVL software	10%	50%	50%	75%
4 - 1 New buses - Paratransit 5 (3 of 5 buses in operation)	20%	50%	80%	80%
4 - 2 New buses - Fixed Route 4 (3 of 4 buses ordered)	20%	50%	50%	50%
4 - 3 New buses - Verde Shuttle 4 (Applied for grant funding)			20%	20%
4 - 4 New logo			50%	100%
4 - 5 New bus stop signs (Designed and printed)			50%	75%
Process Status	In progress			

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Public transportation			
Guiding Principle	Prioritize our public transportation			
Strategic Goal	Improve public transportation			
Strategic Initiative	Secure grant funding - Funding Grants 5339/5311			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
FY 2025-2026 5311 2-yr Grant operation funding (Operation funding)			50%	75%
FY 2024 5339 1-yr Capital funding (3 buses & new tables)			50%	50%
FY 2023 5339 1-yr Capital funding (3 buses & camera system)		50%	60%	60%
FY 2022 5339 1-yr Capital funding (6 buses)	50%	75%	75%	80%
Process Status	In progress			

FUND SOURCES & FINANCIAL DATA

TRANSIT FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$315,300	\$0	\$498,270	\$477,325
Less: Designated Reserves	\$315,300	\$0	\$477,325	\$433,394
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$20,945	\$43,931

Transit Fund - Consol. Stmt. of Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$2,634,925	\$3,714,885	\$3,758,720	\$3,125,410
Expenses	\$2,451,956	\$3,714,885	\$3,779,665	\$3,169,341
REVENUES LESS EXPENSES	\$182,969	\$0	-\$20,945	-\$43,931

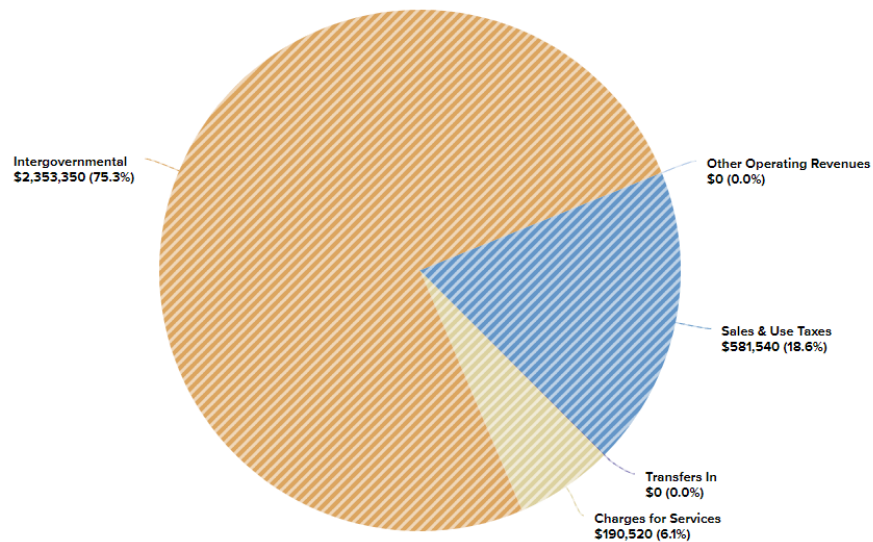
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$182,970	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$315,300	\$0	\$477,325	\$433,394
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$498,270	\$0	\$477,325	\$433,394

FUND SOURCES

Transit Fund - Revenue Summary by Source (All Divisions) ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes	\$744,055	\$574,470	\$564,605	\$581,540
Other Operating Revenues	\$5,451	\$9,500	\$0	\$0
Intergovernmental	\$1,728,471	\$2,617,720	\$3,032,445	\$2,353,350
Charges for Services	\$156,948	\$193,850	\$161,670	\$190,520
Transfers In	\$0	\$319,345	\$0	\$0
TOTAL	\$2,634,925	\$3,714,885	\$3,758,720	\$3,125,410



Supplemental Revenue Data

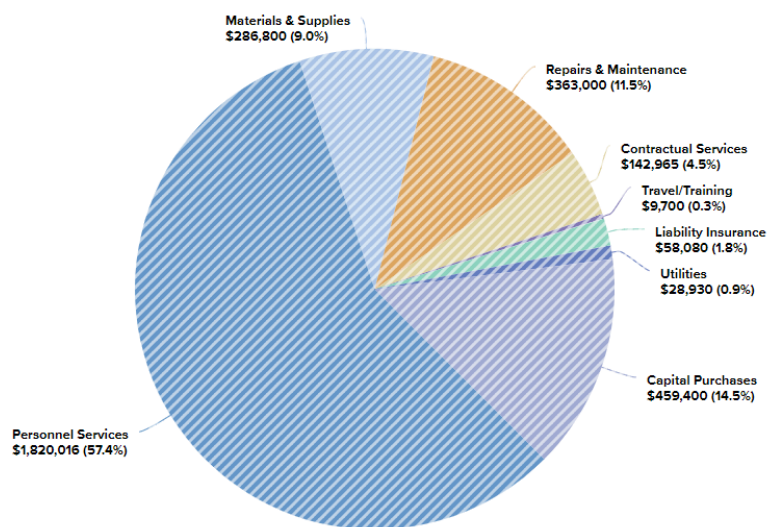
Transit Fund - Revenues (All Divisions) ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax - .5%	\$744,055	\$574,470	\$564,605	\$581,540
SALES & USE TAXES TOTAL	\$744,055	\$574,470	\$564,605	\$581,540
Other Operating Revenues				
Other Income	\$5,451	\$9,500	\$0	\$0
OTHER OPERATING REVENUES TOTAL	\$5,451	\$9,500	\$0	\$0
Intergovernmental				
Adot Grant	\$1,431,895	\$2,303,400	\$2,598,445	\$1,919,350
Yavapai County	\$0	\$50,000	\$45,000	\$45,000
Clarkdale	\$57,000	\$57,000	\$57,000	\$57,000
Sedona	\$239,576	\$207,320	\$332,000	\$332,000
INTERGOVERNMENTAL TOTAL	\$1,728,471	\$2,617,720	\$3,032,445	\$2,353,350
Charges for Services				
Fare Box	\$156,948	\$165,000	\$161,670	\$161,670
Fare Box-Csa Cdbg	\$0	\$28,850	\$0	\$28,850
CHARGES FOR SERVICES TOTAL	\$156,948	\$193,850	\$161,670	\$190,520
Transfers In				
Transfers In	\$0	\$319,345	\$0	\$0
TRANSFERS IN TOTAL	\$0	\$319,345	\$0	\$0
TOTAL	\$2,634,925	\$3,714,885	\$3,758,720	\$3,125,410

FUND EXPENDITURES

Transit Fund - Expense Summary by Category (All Divs) ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$1,578,551	\$1,655,190	\$1,735,365	\$1,820,016
Materials & Supplies	\$236,647	\$220,600	\$239,150	\$286,800
Repairs & Maintenance	\$360,365	\$370,100	\$394,000	\$363,000
Contractual Services	\$115,416	\$139,515	\$126,055	\$142,965
Travel/Training	\$9,184	\$6,000	\$9,700	\$9,700
Subscriptions/Memberships	\$1,409	\$2,600	\$700	\$200
Postage/Freight	\$185	\$250	\$250	\$250
Liability Insurance	\$41,675	\$39,730	\$39,300	\$58,080
Utilities	\$24,169	\$27,900	\$29,470	\$28,930
Capital Purchases	\$84,356	\$1,253,000	\$1,205,675	\$459,400
TOTAL	\$2,451,956	\$3,714,885	\$3,779,665	\$3,169,341



Supplemental Personnel Data (All Divisions)

Transit Fund - Personnel (All Divs)

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Salaries	\$890,246	\$963,825	\$993,370	\$1,071,572
Temporary Employees	\$82,035	\$91,100	\$105,900	\$102,500
Overtime	\$47,484	\$58,050	\$53,530	\$58,000
Holiday Pay	\$26,606	\$34,590	\$20,330	\$22,700
Social Security	\$63,168	\$71,145	\$73,060	\$77,138
Medicare Tax	\$14,773	\$16,645	\$17,615	\$18,314
Ariz State Retirement	\$121,399	\$118,455	\$140,980	\$141,081
Health/Life Insurance	\$282,930	\$247,095	\$285,830	\$273,665
Worker's Compensation	\$45,435	\$41,230	\$38,880	\$41,990
Clothing Allowance	\$1,264	\$6,000	\$1,670	\$6,000
Recreation Membership Bene	\$3,209	\$7,055	\$4,200	\$7,056
PERSONNEL SERVICES TOTAL	\$1,578,551	\$1,655,190	\$1,735,365	\$1,820,016
TOTAL	\$1,578,551	\$1,655,190	\$1,735,365	\$1,820,016

Transit Operations - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Transportation Driver	15	15	15
Transportation Manager	1	1	1
Transportation Dispatcher	1	1	1
Transportation Field Supervisor	3	3	3
Administrative Assistant	1	1	1
FTE	21	21	21

Supplemental Expenditures Data

Transit Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies	\$236,647	\$220,600	\$239,150	\$286,800
Repairs & Maintenance	\$360,365	\$370,100	\$394,000	\$363,000
Contractual Services	\$115,416	\$139,515	\$126,055	\$142,965
Travel/Training	\$9,184	\$6,000	\$9,700	\$9,700
Subscriptions/Memberships	\$1,409	\$2,600	\$700	\$200
Postage/Freight	\$185	\$250	\$250	\$250
Liability Insurance	\$41,675	\$39,730	\$39,300	\$58,080
Utilities	\$24,169	\$27,900	\$29,470	\$28,930
Capital Purchases	\$84,356	\$1,253,000	\$1,205,675	\$459,400
TOTAL	\$873,405	\$2,059,695	\$2,044,300	\$1,349,325

TRANSIT ADMINISTRATION

BUDGET FISCAL YEAR 2024-2025

EXPENDITURES

CAT Administration - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$6,925	\$8,500	\$10,200	\$10,200
Copier Supplies	-\$775	\$1,600	\$1,600	\$1,600
MATERIALS & SUPPLIES TOTAL	\$6,150	\$10,100	\$11,800	\$11,800
Repairs & Maintenance				
Building Maint & Repair	\$4,660	\$5,000	\$3,500	\$3,500
REPAIRS & MAINTENANCE TOTAL	\$4,660	\$5,000	\$3,500	\$3,500
Contractual Services				
Contractual Services	\$17,504	\$15,000	\$19,760	\$16,840
Audit Expense	\$3,700	\$3,700	\$3,700	\$3,700
Computer Support	\$38,513	\$63,000	\$44,500	\$63,060
Custodial Contract	\$3,167	\$4,000	\$4,930	\$5,000
Advertising	\$16,219	\$14,000	\$14,000	\$14,000
Printing & Forms	\$5,575	\$6,000	\$5,000	\$6,000
Airport Land Lease Fees	\$9,456	\$7,565	\$7,565	\$7,565
CONTRACTUAL SERVICES TOTAL	\$94,134	\$113,265	\$99,455	\$116,165
Travel/Training	\$8,589	\$6,000	\$9,700	\$9,700
Subscriptions/Memberships	\$1,409	\$2,600	\$700	\$200
Postage/Freight	\$185	\$250	\$250	\$250
Utilities				
Utilities	\$7,446	\$8,000	\$7,880	\$7,880
Telephone	\$13,849	\$15,900	\$16,860	\$16,860
UTILITIES TOTAL	\$21,294	\$23,900	\$24,740	\$24,740
TOTAL	\$136,422	\$161,115	\$150,145	\$166,355

Supplemental Personnel Data

CAT Administration - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$78,078	\$136,250	\$101,800	\$98,467
Overtime	\$0	\$1,000	\$3,530	\$3,000
Holiday Pay	\$248	\$450	\$720	\$700
Social Security	\$4,930	\$8,535	\$6,650	\$6,406
Medicare Tax	\$1,153	\$1,995	\$2,075	\$1,492
Ariz State Retirement	\$9,614	\$16,745	\$13,030	\$12,537
Health/Life Insurance	\$14,192	\$18,245	\$17,970	\$15,196
Worker's Compensation	\$469	\$530	\$550	\$600
Recreation Membership Bene	\$331	\$670	\$250	\$504
TOTAL	\$109,015	\$184,420	\$146,575	\$138,902

Supplemental Expenditures Data

CAT Administration - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$6,925	\$8,500	\$10,200	\$10,200
Copier Supplies	-\$775	\$1,600	\$1,600	\$1,600
MATERIALS & SUPPLIES TOTAL	\$6,150	\$10,100	\$11,800	\$11,800
Repairs & Maintenance				
Building Maint & Repair	\$4,660	\$5,000	\$3,500	\$3,500
REPAIRS & MAINTENANCE TOTAL	\$4,660	\$5,000	\$3,500	\$3,500
Contractual Services				
Contractual Services	\$17,504	\$15,000	\$19,760	\$16,840
Audit Expense	\$3,700	\$3,700	\$3,700	\$3,700
Computer Support	\$38,513	\$63,000	\$44,500	\$63,060
Custodial Contract	\$3,167	\$4,000	\$4,930	\$5,000
Advertising	\$16,219	\$14,000	\$14,000	\$14,000
Printing & Forms	\$5,575	\$6,000	\$5,000	\$6,000
Airport Land Lease Fees	\$9,456	\$7,565	\$7,565	\$7,565
CONTRACTUAL SERVICES TOTAL	\$94,134	\$113,265	\$99,455	\$116,165
Travel/Training	\$8,589	\$6,000	\$9,700	\$9,700
Subscriptions/Memberships	\$1,409	\$2,600	\$700	\$200
Postage/Freight	\$185	\$250	\$250	\$250
Utilities				
Utilities	\$7,446	\$8,000	\$7,880	\$7,880
Telephone	\$13,849	\$15,900	\$16,860	\$16,860
UTILITIES TOTAL	\$21,294	\$23,900	\$24,740	\$24,740
TOTAL	\$136,422	\$161,115	\$150,145	\$166,355

COTTONWOOD AREA TRANSIT

BUDGET FISCAL YEAR 2024-2025

ABOUT COTTONWOOD AREA TRANSIT

Cottonwood Area Transit (CAT) provides local transportation within Cottonwood, Clarkdale, and Verde Villages areas.



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

REVENUES

CAT Operations - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Operating Revenues	\$5,451	\$9,500	\$0	\$0
Intergovernmental	\$1,130,921	\$2,084,400	\$2,304,605	\$1,625,510
Charges for Services	\$60,818	\$103,850	\$58,000	\$86,850
TOTAL	\$1,197,190	\$2,197,750	\$2,362,605	\$1,712,360

Supplemental Revenues Data

CAT Operations - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Operating Revenues				
Other Income	\$5,451	\$9,500	\$0	\$0
OTHER OPERATING REVENUES TOTAL	\$5,451	\$9,500	\$0	\$0
Intergovernmental				
Adot Grant	\$1,073,921	\$1,977,400	\$2,202,605	\$1,523,510
Yavapai County	\$0	\$50,000	\$45,000	\$45,000
Clarkdale	\$57,000	\$57,000	\$57,000	\$57,000
INTERGOVERNMENTAL TOTAL	\$1,130,921	\$2,084,400	\$2,304,605	\$1,625,510
Charges for Services				
Fare Box	\$60,818	\$75,000	\$58,000	\$58,000
Fare Box-Csa Cdbg	\$0	\$28,850	\$0	\$28,850
CHARGES FOR SERVICES TOTAL	\$60,818	\$103,850	\$58,000	\$86,850
TOTAL	\$1,197,190	\$2,197,750	\$2,362,605	\$1,712,360

EXPENDITURES

CAT Operations - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$948,865	\$941,490	\$931,720	\$1,168,867
Materials & Supplies	\$205,842	\$172,000	\$171,500	\$171,500
Repairs & Maintenance	\$260,632	\$263,600	\$252,500	\$258,000
Contractual Services	\$9,208	\$11,500	\$10,700	\$10,700
Other Operating Expenses	\$31,256	\$30,000	\$32,750	\$48,400
Capital Purchases	\$84,356	\$1,253,000	\$1,205,675	\$459,400
TOTAL	\$1,540,158	\$2,671,590	\$2,604,845	\$2,116,867

Supplemental Personnel Data

CAT Operations - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$513,936	\$512,315	\$495,440	\$657,632
Temporary Employees	\$57,146	\$65,100	\$79,900	\$75,000
Overtime	\$28,164	\$30,000	\$30,000	\$30,000
Holiday Pay	\$18,001	\$25,500	\$16,160	\$17,000
Social Security	\$37,083	\$39,240	\$38,670	\$48,625
Medicare Tax	\$8,673	\$9,180	\$9,050	\$11,373
Ariz State Retirement	\$70,249	\$62,965	\$76,380	\$86,456
Health/Life Insurance	\$172,790	\$149,040	\$149,920	\$199,101
Worker's Compensation	\$40,042	\$40,700	\$32,930	\$35,560
Clothing Allowance	\$770	\$3,500	\$1,070	\$3,500
Recreation Membership Bene	\$2,011	\$3,950	\$2,200	\$4,620
TOTAL	\$948,865	\$941,490	\$931,720	\$1,168,867

Supplemental Expenditures Data

CAT Operations - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$255,375	\$250,000	\$250,000	\$250,000
Radio Maintenance & Repair	\$3,769	\$8,600	\$2,500	\$8,000
Equipment Maintenance & Repair	\$1,488	\$5,000	\$0	\$0
REPAIRS & MAINTENANCE TOTAL	\$260,632	\$263,600	\$252,500	\$258,000
Materials & Supplies				
Gas & Oil	\$204,194	\$170,000	\$170,000	\$170,000
Small Tools	\$1,648	\$2,000	\$1,500	\$1,500
MATERIALS & SUPPLIES TOTAL	\$205,842	\$172,000	\$171,500	\$171,500
Other Operating Expenses				
Liability Insurance	\$31,256	\$30,000	\$32,750	\$48,400
OTHER OPERATING EXPENSES TOTAL	\$31,256	\$30,000	\$32,750	\$48,400
Contractual Services				
Contractual Services	\$6,286	\$7,500	\$6,700	\$6,700
Employee Physicals/Drug Tests	\$2,923	\$4,000	\$4,000	\$4,000
CONTRACTUAL SERVICES TOTAL	\$9,208	\$11,500	\$10,700	\$10,700
TOTAL	\$506,938	\$477,100	\$467,450	\$488,600

Capital Purchases

CAT Operations - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Furnishing & Equipment	\$84,356	\$1,253,000	\$1,205,675	\$459,400
TOTAL	\$84,356	\$1,253,000	\$1,205,675	\$459,400

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Transit Bus Parking Canopy Extension (LYNX)				
Bus Shelter Hwy 260 (Carryover)	\$71,738	\$96,900	\$96,900	
Reimbursement Bus Sales	\$12,618			
Bus (2), Van (1), and ROW for Bus Stops		\$956,100	\$899,375	\$459,400
Ridership Survey		\$200,000	\$200,000	
Printer			\$9,400	
TOTAL	\$84,356	\$1,253,000	\$1,205,675	\$459,400

VERDE SHUTTLE

BUDGET FISCAL YEAR 2024-2025

ABOUT THE VERDE SHUTTLE

The Verde Shuttle is a service of Cottonwood Area Transit. It connects central Cottonwood with West Sedona, Uptown Sedona, northern portions of State Route 179, and the town of Jerome.



DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

REVENUES

Verde Shuttle Operations - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental	\$597,550	\$533,320	\$727,840	\$727,840
Charges for Services	\$96,131	\$90,000	\$103,670	\$103,670
TOTAL	\$693,680	\$623,320	\$831,510	\$831,510

Supplemental Revenue Data

Verde Shuttle Operations - Revenues

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental				
Adot Grant	\$357,974	\$326,000	\$395,840	\$395,840
Sedona	\$239,576	\$207,320	\$332,000	\$332,000
INTERGOVERNMENTAL TOTAL	\$597,550	\$533,320	\$727,840	\$727,840
Charges for Services				
Fare Box	\$96,131	\$90,000	\$103,670	\$103,670
CHARGES FOR SERVICES TOTAL	\$96,131	\$90,000	\$103,670	\$103,670
TOTAL	\$693,680	\$623,320	\$831,510	\$831,510

EXPENDITURES

Verde Shuttle Operations - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$520,670	\$529,280	\$657,070	\$512,247
Materials & Supplies	\$23,860	\$38,500	\$55,850	\$103,500
Repairs & Maintenance	\$95,868	\$101,500	\$138,000	\$101,500
Contractual Services	\$12,073	\$14,750	\$15,900	\$16,100
Other Operating Expenses	\$11,014	\$9,730	\$6,550	\$9,680
Utilities	\$2,875	\$4,000	\$4,730	\$4,190
TOTAL	\$666,360	\$697,760	\$878,100	\$747,217

Supplemental Personnel Data

Verde Shuttle Operations - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$298,232	\$315,260	\$396,130	\$315,473
Temporary Employees	\$24,889	\$26,000	\$26,000	\$27,500
Overtime	\$19,321	\$27,050	\$20,000	\$25,000
Holiday Pay	\$8,357	\$8,640	\$3,450	\$5,000
Social Security	\$21,155	\$23,370	\$27,740	\$22,107
Medicare Tax	\$4,947	\$5,470	\$6,490	\$5,449
Ariz State Retirement	\$41,536	\$38,745	\$51,570	\$42,088
Health/Life Insurance	\$95,948	\$79,810	\$117,940	\$59,368
Worker's Compensation	\$4,924	\$0	\$5,400	\$5,830
Clothing Allowance	\$495	\$2,500	\$600	\$2,500
Recreation Membership Bene	\$868	\$2,435	\$1,750	\$1,932
TOTAL	\$520,670	\$529,280	\$657,070	\$512,247

Supplemental Expenditures Data

Verde Shuttle Operations - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Small Tools	\$588	\$3,500	\$200	\$3,500
Gas & Oil	\$23,272	\$35,000	\$55,650	\$100,000
MATERIALS & SUPPLIES TOTAL	\$23,860	\$38,500	\$55,850	\$103,500
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$94,779	\$100,000	\$136,500	\$100,000
Radio Maintenance & Repair	\$1,089	\$1,500	\$1,500	\$1,500
REPAIRS & MAINTENANCE TOTAL	\$95,868	\$101,500	\$138,000	\$101,500
Contractual Services				
Contractual Services	\$3,332	\$3,500	\$3,900	\$3,500
Employee Physicals/Drug Tests	\$1,025	\$1,500	\$1,000	\$1,500
Computer Support	\$186	\$250	\$1,500	\$1,600
Advertising	\$2,566	\$5,000	\$5,000	\$5,000
Printing & Forms	\$4,964	\$4,500	\$4,500	\$4,500
CONTRACTUAL SERVICES TOTAL	\$12,073	\$14,750	\$15,900	\$16,100
Other Operating Expenses				
Travel/Training	\$595	\$0	\$0	\$0
Liability Insurance	\$10,419	\$9,730	\$6,550	\$9,680
OTHER OPERATING EXPENSES TOTAL	\$11,014	\$9,730	\$6,550	\$9,680
Utilities				
Utilities	\$1,991	\$2,800	\$2,580	\$2,710
Telephone	\$884	\$1,200	\$2,150	\$1,480
UTILITIES TOTAL	\$2,875	\$4,000	\$4,730	\$4,190
TOTAL	\$145,690	\$168,480	\$221,030	\$234,970

PUBLIC LIBRARY

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Cottonwood Public Library serves as a cultural, recreational, educational, and research center for residents of the City of Cottonwood and Yavapai County.

The library selects processes for and maintains an organized collection of information in print and non-print form. Through its programs and referrals to area literacy programs, educational institutions and other self-help organizations, it attempts to foster a lifelong love for learning and an individual sense of responsibility for self-advancement.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Various Successful Outreach Efforts

- Invited the Arizona Park Service to lead a captivating story-time session as part of our commitment to diverse environmental education.
- Actively engaged in diverse community events, such as Operation Graduation, Verde Valley Comic Expo, and the Camp Verde Community Library Gamecon, through which we were able to highlight our unique pieces of technology, such as VR headsets, green screens, and the Content Creation Center.
- Offered free English as a Second Language (ESL) program for community members, hosted at the Recreation Center, effectively establishing a sustainable communication channel tailored to our Spanish-speaking community.
- Collaborated with Friends of the Verde River to foster awareness and protection of the river among children and with the Science Vortex to produce a family craft event, intertwining discussions about the environment and technology.
- Embraced environmental education through the completion of phase 1 of stormwater reclamation landscaping and by creating a program on the wild and scenic river designation and shedding light on the future of the Verde River.
- Hosted free tech assistance to individuals of all abilities and expanded wireless accessibility by introducing six extra Chromebook/hotspot combos for checkout, ensuring our patrons have access to enhanced digital resources highlighting our core value of caring.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Increase Accessibility to Library Building

Replace the building's front door with door that allow for greater ease of access for those with mobility issues.



Finalize Water Retention Efforts for the Building Landscape

Complete Phase 2 with additional drainage improvements and scuppers along the east side of the building (6th Street)



PERFORMANCE INDICATORS

Strategic Direction	Initiate and Maintain Opportunities for Collaboration, Education, Communication, & Legislative Advocacy			
Key Priority	Awareness & education			
Guiding Principle	Meet citizens where they are			
Strategic Goal	Secure funding to assist in the facilitation and production of a community needs assessment to include skills building for teens and small business in the use of social media, graphic design & podcasting			
Strategic Initiative	Apply for grant funding from the Library Services and Technology Act (LSTA)			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Apply for/Received LSTA grant				Yes/TBA
Digital media creation and development (Content creation)	300	462	153	307
Process Status				

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Citizen Engagement			
Guiding Principle	Encourage and develop community pride			
Strategic Goal	Make the library a reflection of expression by our art community			
Strategic Initiative	Collaborate with local artists and have their artwork displayed			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Art displays	60	86	87	69
Process Status				

FUND SOURCES & FINANCIAL DATA

LIBRARY FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENSES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$0	\$0	\$0	\$0
Less: Designated Reserves	\$0	\$0	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$0	\$0

Library Fund - Consol. Stmt of Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Other Operating Revenues	\$10,951	\$10,000	\$10,500	\$10,500
Intergovernmental	\$193,776	\$274,015	\$210,015	\$161,935
Interest Income	\$1,272	\$1,100	\$1,440	\$1,000
Transfers In	\$1,004,495	\$1,206,985	\$1,224,925	\$1,096,595
REVENUES TOTAL	\$1,210,494	\$1,492,100	\$1,446,880	\$1,270,030
Expenses				
Personnel Services	\$622,640	\$648,790	\$730,105	\$530,445
Materials & Supplies	\$73,522	\$75,500	\$66,000	\$75,500
Repairs & Maintenance	\$11,019	\$17,000	\$25,500	\$18,000
Contractual Services	\$50,197	\$67,145	\$60,390	\$63,350
Other Operating Expenses	\$354,420	\$442,050	\$391,000	\$396,600
Utilities	\$45,505	\$53,615	\$57,000	\$61,135
Capital Purchases	\$53,192	\$188,000	\$116,885	\$125,000
EXPENSES TOTAL	\$1,210,494	\$1,492,100	\$1,446,880	\$1,270,030
REVENUES LESS EXPENSES	\$0	\$0	\$0	\$0

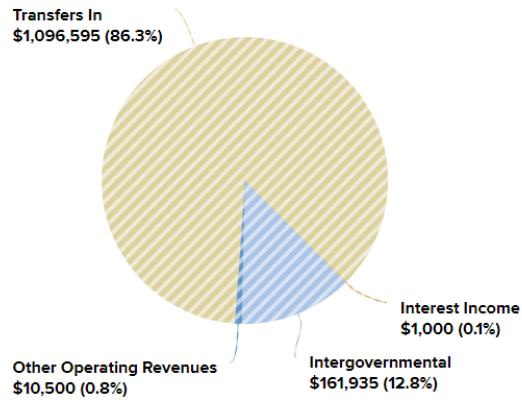
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$0	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$0	\$0	\$0	\$0

FUND SOURCES

Library Fund - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Operating Revenues	\$10,951	\$10,000	\$10,500	\$10,500
Intergovernmental	\$193,776	\$274,015	\$210,015	\$161,935
Interest Income	\$1,272	\$1,100	\$1,440	\$1,000
Transfers In	\$1,004,495	\$1,206,985	\$1,224,925	\$1,096,595
TOTAL	\$1,210,494	\$1,492,100	\$1,446,880	\$1,270,030



Supplemental Revenue Data

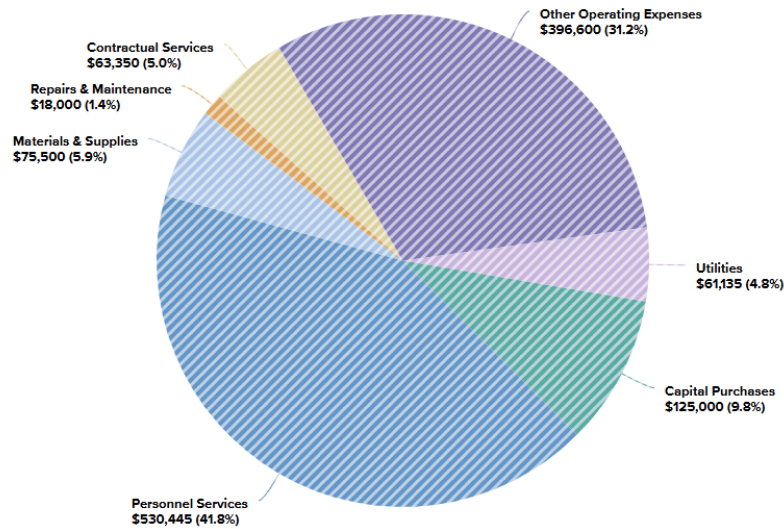
Library Fund - Revenues

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Operating Revenues				
Other Income	\$10,951	\$10,000	\$10,500	\$10,500
OTHER OPERATING REVENUES TOTAL	\$10,951	\$10,000	\$10,500	\$10,500
Intergovernmental				
Grant Revenue	\$34,000	\$139,000	\$75,000	\$50,000
Yavapai County	\$159,776	\$135,015	\$135,015	\$111,935
INTERGOVERNMENTAL TOTAL	\$193,776	\$274,015	\$210,015	\$161,935
Interest Income				
Interest Income	\$1,272	\$1,100	\$1,440	\$1,000
INTEREST INCOME TOTAL	\$1,272	\$1,100	\$1,440	\$1,000
Transfers In				
Transfers In	\$1,004,495	\$1,206,985	\$1,224,925	\$1,096,595
TRANSFERS IN TOTAL	\$1,004,495	\$1,206,985	\$1,224,925	\$1,096,595
TOTAL	\$1,210,494	\$1,492,100	\$1,446,880	\$1,270,030

EXPENDITURES

Library Fund - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$622,640	\$648,790	\$730,105	\$530,445
Materials & Supplies	\$73,522	\$75,500	\$66,000	\$75,500
Repairs & Maintenance	\$11,019	\$17,000	\$25,500	\$18,000
Contractual Services	\$50,197	\$67,145	\$60,390	\$63,350
Other Operating Expenses	\$354,420	\$442,050	\$391,000	\$396,600
Utilities	\$45,505	\$53,615	\$57,000	\$61,135
Capital Purchases	\$53,192	\$188,000	\$116,885	\$125,000
TOTAL	\$1,210,494	\$1,492,100	\$1,446,880	\$1,270,030



Supplemental Personnel Data

Library Fund - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$376,762	\$400,055	\$434,230	\$297,232
Temporary Employees	\$66,000	\$77,000	\$77,190	\$83,500
Holiday Pay	\$290	\$250	\$980	\$1,000
Social Security	\$27,041	\$29,665	\$32,070	\$24,170
Medicare Tax	\$6,324	\$6,940	\$7,510	\$5,645
Ariz State Retirement	\$44,277	\$49,165	\$49,165	\$36,717
Health/Life Insurance	\$97,133	\$80,025	\$122,090	\$75,845
Worker's Compensation	\$2,878	\$3,000	\$4,000	\$4,320
Recreation Membership Bene	\$1,935	\$2,690	\$2,870	\$2,016
TOTAL	\$622,640	\$648,790	\$730,105	\$530,445

Library - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Library Assistant II	1	1	1
Library Manager	0	0	1
Library Youth Svs Supervisor	0	0	1
Library Supervisor	1	1	0
Library Youth Svs Coordinator	1	1	0
Library Director	1	1	0
Library Specialist	4	4	3
Library Technical Assistant I	0	0	0
FTE	8	8	6


Supplemental Expenditures Data

Library Fund - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Library Book Purchases	\$65,702	\$66,000	\$58,000	\$67,500
Office Supplies	\$3,654	\$6,500	\$5,000	\$5,000
Copier Supplies	\$4,165	\$3,000	\$3,000	\$3,000
MATERIALS & SUPPLIES TOTAL	\$73,522	\$75,500	\$66,000	\$75,500
Repairs & Maintenance				
Equipment Maintenance & Repair	\$1,443	\$2,000	\$5,500	\$3,000
BLDG M&R - Library	\$9,576	\$15,000	\$20,000	\$15,000
REPAIRS & MAINTENANCE TOTAL	\$11,019	\$17,000	\$25,500	\$18,000
Contractual Services				
Contractual Services	\$14,025	\$1,100	\$1,100	\$2,000
Collection Expenses	\$1,515	\$1,600	\$1,600	\$1,600
Bank Charges	\$0	\$0	\$0	\$0
Recruitment Expense	\$720	\$900	\$500	\$900
Computer Support	\$6,470	\$10,985	\$11,940	\$12,850
Custodial Contract	\$26,274	\$51,060	\$44,500	\$44,500
Advertising	\$1,194	\$1,500	\$750	\$1,500
CONTRACTUAL SERVICES TOTAL	\$50,197	\$67,145	\$60,390	\$63,350
Other Operating Expenses				
Network/Technology Exps	\$46,823	\$55,000	\$45,000	\$50,000
Library Youth Programs	\$1,388	\$2,000	\$2,000	\$2,000
Annual Vol Apprec Event	\$1,200	\$1,200	\$1,200	\$1,200
Travel/Training	\$321	\$1,200	\$2,500	\$3,000
Subscriptions/Memberships	\$1,398	\$1,500	\$2,050	\$1,500
Postage/Freight	\$122	\$150	\$150	\$150
Liability Insurance	\$15,627	\$16,000	\$13,100	\$13,750
Indirect Cost To GF	\$287,541	\$365,000	\$325,000	\$325,000
OTHER OPERATING EXPENSES TOTAL	\$354,420	\$442,050	\$391,000	\$396,600
Utilities				
Utilities	\$43,033	\$50,770	\$54,210	\$58,300
Telephone	\$2,472	\$2,845	\$2,790	\$2,835
UTILITIES TOTAL	\$45,505	\$53,615	\$57,000	\$61,135
Capital Purchases				
Furnishing & Equipment	\$53,192	\$188,000	\$116,885	\$125,000
CAPITAL PURCHASES TOTAL	\$53,192	\$188,000	\$116,885	\$125,000
TOTAL	\$587,855	\$843,310	\$716,775	\$739,585

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
LSTA Grant	\$38,939			
ADA Improvements (Door Replacement)	\$7,160	\$24,000		\$30,000
Stormwater Management (Partial Funding)		\$95,000	\$106,785	
Multifunctional Printer		\$7,000	\$6,100	
Roof Repair				
Sidewalk Extension Project (Grant)				
APRA Grant	\$2,640		\$4,000	\$5,000
Restrooms		\$15,000		
Acoustic Ceiling Tiles				
Security Gates				
HVAC System				\$30,000
Grant Projects	\$4,453	\$47,000		
TOTAL	\$53,192	\$188,000	\$116,885	\$125,000

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CEMETERY OPERATIONS

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THIS FUND

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 financial support from the General Fund.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Cemetery Garage Roofing

Replaced roofing of the cemetery garage (Cemetery)



STRATEGIC GOALS FOR FISCAL YEAR 2025

N/A

PERFORMANCE INDICATORS

No performance indicators have been determined.

FUND SOURCES & FINANCIAL DATA

CEMETERY FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$0	\$0	\$0	\$0
Less: Designated Reserves	\$0	\$0	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$0	\$0

Cemetery Fund - Consol. Stmt. of Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Charges for Services				
Internment Revenue	\$3,650	\$600	\$7,050	\$3,650
Sale On Graveliners-Tax	\$250	\$500	\$250	\$500
CHARGES FOR SERVICES TOTAL	\$3,900	\$1,100	\$7,300	\$4,150
Transfers In				
Transfers In	\$138,339	\$71,200	\$55,040	\$58,320
TRANSFERS IN TOTAL	\$138,339	\$71,200	\$55,040	\$58,320
REVENUES TOTAL	\$142,239	\$72,300	\$62,340	\$62,470
Expenses	\$142,239	\$72,300	\$62,340	\$62,470
REVENUES LESS EXPENSES	\$0	\$0	\$0	\$0

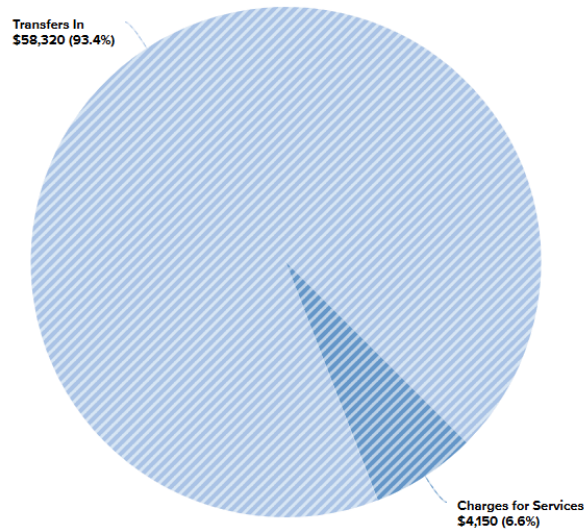
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$0	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$0	\$0	\$0	\$0

FUND SOURCES

Cemetery Fund - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Charges for Services	\$3,900	\$1,100	\$7,300	\$4,150
Transfers In	\$138,339	\$71,200	\$55,040	\$58,320
TOTAL	\$142,239	\$72,300	\$62,340	\$62,470



Supplemental Revenue Data

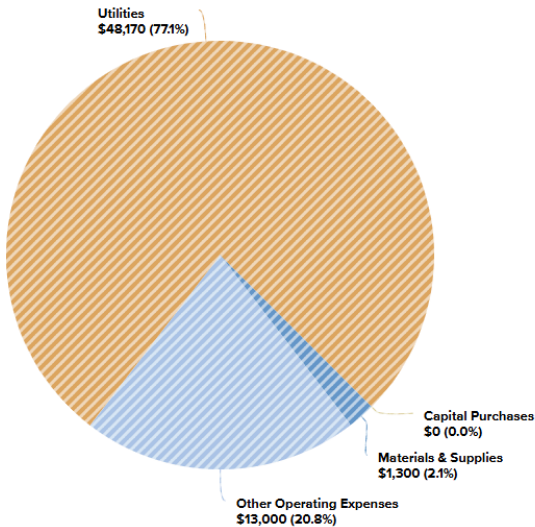
Cemetery Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Charges for Services				
Interment Revenue	\$3,650	\$600	\$7,050	\$3,650
Sale On Graveliners-Tax	\$250	\$500	\$250	\$500
CHARGES FOR SERVICES TOTAL	\$3,900	\$1,100	\$7,300	\$4,150
Transfers In				
Transfers In	\$138,339	\$71,200	\$55,040	\$58,320
TRANSFERS IN TOTAL	\$138,339	\$71,200	\$55,040	\$58,320
TOTAL	\$142,239	\$72,300	\$62,340	\$62,470

FUND EXPENDITURES

Cemetery Fund - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies	\$0	\$1,300	\$0	\$1,300
Other Operating Expenses	\$96,240	\$13,000	\$13,000	\$13,000
Utilities	\$45,999	\$50,000	\$45,340	\$48,170
Capital Purchases	\$0	\$8,000	\$4,000	\$0
TOTAL	\$142,239	\$72,300	\$62,340	\$62,470



Supplemental Expenditures Data

Cemetery Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Grave Liners	\$0	\$1,300	\$0	\$1,300
MATERIALS & SUPPLIES TOTAL	\$0	\$1,300	\$0	\$1,300
Indirect Cost To GF	\$21,240	\$13,000	\$13,000	\$13,000
Misc Expense	\$75,000	\$0	\$0	\$0
Utilities				
Utilities	\$45,999	\$50,000	\$45,340	\$48,170
UTILITIES TOTAL	\$45,999	\$50,000	\$45,340	\$48,170
Capital Purchases				
Furnishing & Equipment	\$0	\$8,000	\$4,000	\$0
CAPITAL PURCHASES TOTAL	\$0	\$8,000	\$4,000	\$0
TOTAL	\$142,239	\$72,300	\$62,340	\$62,470

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Cemetery's garage roof replacement	\$0	\$8,000	\$4,000	\$0
TOTAL	\$0	\$8,000	\$4,000	\$0

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MUNICIPAL AIRPORT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Cottonwood Municipal Airport is managed by the City of Cottonwood. The airport management is responsible for the fuel purchase, collection of rents, and for the terminal and airfield maintenance.

The airport manager provides airport management services, including staffing the Airport Commission as well as airport and capital improvement planning. The Public Works staff administer, where possible and necessary, the maintenance of the airport grounds, equipment, and facility maintenance.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Airport Risk Mitigation

Establishment of an Airport Noise Working Group to help mitigate community concerns related to airport operations and aircraft noise.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Airport Noise Mitigation

Continue to mitigate community concerns related to airport operations and aircraft noise.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Airport			
Guiding Principle	Utilize the airport as an economic driver			
Strategic Goal	Promote the airport as an aviation hub for travel and tourism			
Strategic Initiative	Encourage training young aviators and provide an aviation mentoring program for future aviation administrators, aviators, and educators			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Support Young Eagles events by the Experimental Aircraft Association at the Airport				TBD
Process Status	In progress			



FUND SOURCES & FINANCIAL DATA

AIRPORT FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$0	\$0	\$0	\$0
Less: Designated Reserves	\$0	\$0	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$0	\$0

Airport Fund - Consol. Stmt. of Rev/Exp/FunBal

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimates	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes				
City Sales Tax	\$0	\$25,250	\$10,000	\$10,000
SALES & USE TAXES TOTAL	\$0	\$25,250	\$10,000	\$10,000
Fees Licenses & Permits	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues	\$2,013	\$2,500	\$4,045	\$4,000
Charges for Services	\$236,146	\$200,900	\$250,950	\$250,900
Chrgs for Srvc-Facility Renta				
Tie Down Rent	\$24,924	\$23,200	\$24,000	\$24,000
Land Lease Fees	\$106,355	\$104,000	\$106,400	\$106,400
City Hangar Lease Fees	\$46,383	\$46,885	\$46,695	\$46,695
CHRGs FOR SRVCS-FACILITY RENTA TOTAL	\$177,662	\$174,085	\$177,095	\$177,095
Transfers In				
Transfers In	\$89,413	\$622,335	\$286,430	\$564,121
TRANSFERS IN TOTAL	\$89,413	\$622,335	\$286,430	\$564,121
REVENUES TOTAL	\$506,869	\$1,026,870	\$730,320	\$1,007,916
Expenses	\$506,869	\$1,026,870	\$730,320	\$1,007,916
REVENUES LESS EXPENSES	\$0	\$0	\$0	\$0

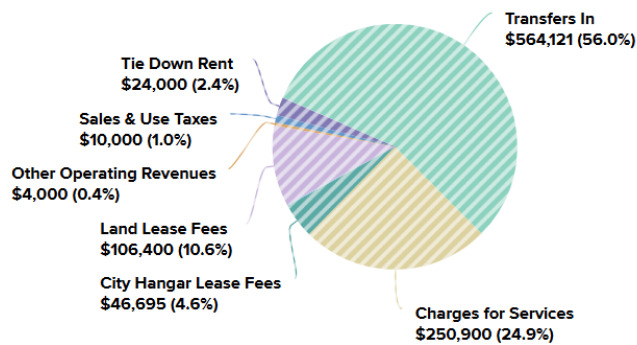
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$0	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$0	\$0	\$0	\$0

FUND SOURCES

Airport Fund - Revenue Summary by Source

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimates	FY 2025 Adopted Budget
Sales & Use Taxes	\$0	\$25,250	\$10,000	\$10,000
Fees Licenses & Permits	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues	\$2,013	\$2,500	\$4,045	\$4,000
Charges for Services	\$236,146	\$200,900	\$250,950	\$250,900
Tie Down Rent	\$24,924	\$23,200	\$24,000	\$24,000
Land Lease Fees	\$106,355	\$104,000	\$106,400	\$106,400
City Hangar Lease Fees	\$46,383	\$46,885	\$46,695	\$46,695
Transfers In	\$89,413	\$622,335	\$286,430	\$564,121
TOTAL	\$506,869	\$1,026,870	\$730,320	\$1,007,916



Supplemental Revenue Data

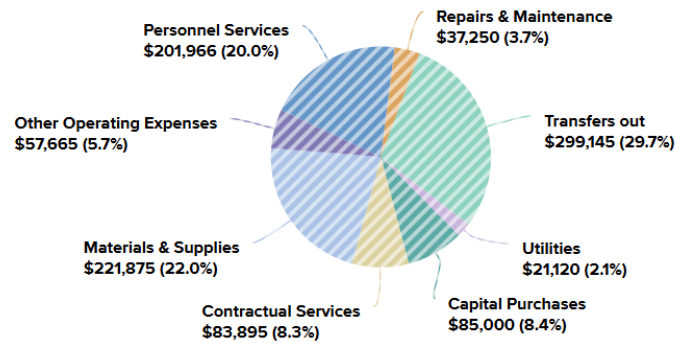
Airport Fund - Revenues

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimates	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax	\$0	\$25,250	\$10,000	\$10,000
SALES & USE TAXES TOTAL	\$0	\$25,250	\$10,000	\$10,000
Fees Licenses & Permits				
Commercial Operating Permit	\$1,635	\$1,800	\$1,800	\$1,800
FEES LICENSES & PERMITS TOTAL	\$1,635	\$1,800	\$1,800	\$1,800
Other Operating Revenues				
Other Income	\$2,013	\$2,500	\$4,045	\$4,000
OTHER OPERATING REVENUES TOTAL	\$2,013	\$2,500	\$4,045	\$4,000
Charges for Services				
Fuel Sales Income	\$235,172	\$200,000	\$250,000	\$250,000
Application Fee - Airport	\$0	\$0	\$50	\$0
Penalties - Late Fees	\$974	\$900	\$900	\$900
CHARGES FOR SERVICES TOTAL	\$236,146	\$200,900	\$250,950	\$250,900
Tie Down Rent	\$24,924	\$23,200	\$24,000	\$24,000
Land Lease Fees	\$106,355	\$104,000	\$106,400	\$106,400
City Hangar Lease Fees	\$46,383	\$46,885	\$46,695	\$46,695
Transfers In				
Transfers In	\$89,413	\$622,335	\$286,430	\$564,121
TRANSFERS IN TOTAL	\$89,413	\$622,335	\$286,430	\$564,121
TOTAL	\$506,869	\$1,026,870	\$730,320	\$1,007,916

FUND EXPENDITURES

Airport Fund - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimates	FY 2025 Adopted Budget
Personnel Services	\$143,288	\$211,070	\$194,525	\$201,966
Materials & Supplies	\$217,848	\$245,425	\$223,650	\$221,875
Repairs & Maintenance	\$16,616	\$35,300	\$16,500	\$37,250
Contractual Services	\$66,914	\$97,585	\$83,365	\$83,895
Other Operating Expenses	\$44,221	\$58,425	\$44,490	\$57,665
Utilities	\$17,983	\$20,010	\$19,870	\$21,120
Capital Purchases	\$0	\$60,000	\$60,000	\$85,000
Transfers out	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$506,869	\$1,026,870	\$730,320	\$1,007,916



Supplemental Personnel Data

Airport Fund - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimates	FY 2025 Adopted Budget
Salaries	\$106,468	\$163,000	\$148,000	\$157,989
Overtime	\$60	\$0	\$400	\$400
Holiday Pay	\$41	\$0	\$200	\$200
Social Security	\$6,662	\$10,180	\$9,310	\$9,926
Medicare Tax	\$1,558	\$2,380	\$2,175	\$2,329
Ariz State Retirement	\$12,925	\$20,035	\$18,270	\$19,385
Health/Life Insurance	\$15,275	\$14,635	\$15,570	\$11,065
Recreation Membership Bene	\$299	\$840	\$600	\$672
TOTAL	\$143,288	\$211,070	\$194,525	\$201,966

Municipal Airport - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Airport Manager	1	1	1
Facilities Reservation/Airport Coordinator	0.25	0	0
Facilities Reservations/Airport Coordinator	0	0	0
Airport Operations & Maintenance Specialist	0	1	1
FTE	1.25	2	2

Supplemental Expenditures Data

Airport Fund - Expenditures nc

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$11,742	\$15,425	\$15,650	\$11,875
Airport Fuel Expense	\$204,570	\$228,000	\$208,000	\$208,000
Office Supplies	\$1,536	\$2,000	\$0	\$2,000
MATERIALS & SUPPLIES TOTAL	\$217,848	\$245,425	\$223,650	\$221,875
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$2,264	\$3,300	\$5,500	\$5,250
Equipment Maintenance & Repair	\$11,416	\$18,000	\$9,500	\$16,500
Building Maint & Repair	\$2,936	\$14,000	\$1,500	\$15,500
REPAIRS & MAINTENANCE TOTAL	\$16,616	\$35,300	\$16,500	\$37,250
Contractual Services				
Contractual Services	\$54,093	\$70,280	\$77,710	\$52,710
Bank Charges	\$5,896	\$0	\$0	\$0
Computer Support	\$5,113	\$1,805	\$5,655	\$5,685
General Counsel	\$1,416	\$25,000	\$0	\$25,000
Advertising	\$395	\$500	\$0	\$500
CONTRACTUAL SERVICES TOTAL	\$66,914	\$97,585	\$83,365	\$83,895
Other Operating Expenses				
Airport Annual Event	\$0	\$5,000	\$0	\$5,000
Travel/Training	\$3,721	\$6,525	\$1,975	\$9,050
Subscriptions/Memberships	\$2,283	\$2,200	\$3,215	\$3,465
Postage/Freight	\$55	\$500	\$250	\$250
Liability Insurance	\$18,774	\$19,200	\$17,050	\$17,900
Indirect Cost To GF	\$19,388	\$25,000	\$22,000	\$22,000
OTHER OPERATING EXPENSES TOTAL	\$44,221	\$58,425	\$44,490	\$57,665
Utilities				
Utilities	\$15,250	\$16,990	\$16,760	\$17,900
Telephone	\$2,733	\$3,020	\$3,110	\$3,220
UTILITIES TOTAL	\$17,983	\$20,010	\$19,870	\$21,120
Transfers out				
Transfers Out	\$0	\$299,055	\$87,920	\$299,145
TRANSFERS OUT TOTAL	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$363,581	\$755,800	\$475,795	\$720,950

Capital Purchases

Parks & Building Maintenance - Capital Purchases

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Purchases	\$219,831	\$170,000	\$205,080	\$133,430
TOTAL	\$219,831	\$170,000	\$205,080	\$133,430

Supplemental Capital Purchases Data

Item/Description	FY 2023	FY 2024		FY 2025
	Actuals	Budgeted	Revised	Adopted Budget
Fire Suppression System	\$0	\$0	\$0	\$85,000
Terminal - HVAC Replacement	\$0	\$20,000	\$20,000	\$0
Truck (Carryover)	\$0	\$40,000	\$40,000	\$0
TOTAL	\$0	\$60,000	\$60,000	\$85,000

GRANTS FUND SUMMARY

BUDGET FISCAL YEAR 2024-2025

The Grants Fund comprises two funds: (1) **Airport Improvement Fund** and (2) **Other Grants Fund**.

FUND SOURCES AND FINANCIAL DATA

ALL GRANTS

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES / CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$1,420,897	\$1,431,535	\$0	\$0
Less: Designated Reserves	\$0	\$1,357,365	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$1,420,897	\$74,710	\$0	\$0

Grants Fund - Consol. Stmt. of Rev/Exp ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Intergovernmental	\$122,191	\$4,153,030	\$1,270,205	\$2,743,855
Transfers In	\$0	\$299,055	\$87,920	\$299,145
REVENUES TOTAL	\$122,191	\$4,452,085	\$1,358,125	\$3,043,000
Expenses	\$121,982	\$4,526,255	\$1,358,125	\$3,043,000
REVENUES LESS EXPENSES	\$209	-\$74,170	\$0	\$0

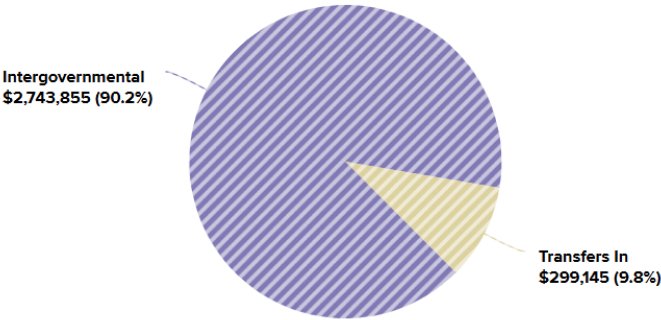
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$209	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$1,420,897	\$1,357,365	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$1,421,106	\$1,357,365	\$0	\$0

FUND SOURCES

Grants Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental	\$122,191	\$4,153,030	\$1,270,205	\$2,743,855
Transfers In	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$122,191	\$4,452,085	\$1,358,125	\$3,043,000



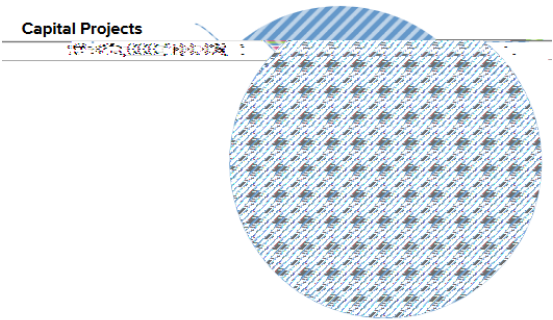
Grants Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental				
Adot-Pavement Preservation	\$0	\$774,500	\$774,500	\$0
Adot Grant	\$85,583	\$154,180	\$495,705	\$1,615,285
Fence Height Revenue	\$0	\$477,000	\$0	\$0
FAA - Taxiway/Runway Revenues	\$0	\$1,157,100	\$0	\$245,860
FAA - Airport Master Plan	\$36,608	\$0	\$0	\$0
Other Grant Revenue	\$0	\$1,590,250	\$0	\$882,710
INTERGOVERNMENTAL TOTAL	\$122,191	\$4,153,030	\$1,270,205	\$2,743,855
Transfers In				
Transfers In	\$0	\$299,055	\$87,920	\$299,145
TRANSFERS IN TOTAL	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$122,191	\$4,452,085	\$1,358,125	\$3,043,000

FUND EXPENDITURES

Grants Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Projects	\$121,982	\$4,526,255	\$1,358,125	\$3,043,000
TOTAL	\$121,982	\$4,526,255	\$1,358,125	\$3,043,000



AIRPORT IMPROVEMENT FUND

BUDGET FISCAL YEAR 2024-2025

PURPOSE OF THIS FUND

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.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Grant Funded Airport Upgrades

Executed 3 FAA grants and 2 ADOT grants from the Arizona Department of Transportation (ADOT) to upgrade Precision Approach path Indicators (PAPI) and Runway End Identifier Lights (REIL) and replace all airfield guidance signs as well.



Securing Clear Approach and Departure Surface

Developed and Airport Obstacle Action and Mitigation Plan to mitigate and/or remove identified runway obstacles.



Completed Runway Rehabilitation

Completion of a 1-inch runway pavement overlay (subject to the final project schedule as determined by ADOT in spring/summer 2024), funded through a state grant.



STRATEGIC GOALS FOR FISCAL YEAR 2025

Complete Airport Projects

- The design phase of the Taxiway 'A' Rehabilitation
- The construction of the Taxiway 'A' Rehabilitation, however, subject to receipt of funding from the Federal Aviation Administration. Project may be completed in two phases (FY 2025 and FY 2026).
- The runway pavement overlay
- The PAPI (Precision Approach Path Indicator), REIL (Runway End Identifier Lights), and airfield signage upgrade projects
- Phase 1 of the Airport Obstacle Action and Mitigation Plan.
- Airport Master Plan/Drainage Study.



PERFORMANCE INDICATORS

Strategic Direction	Building Quality of Life Through Sustainable Growth & Development			
Key Priority	Airport			
Guiding Principle	Utilize the airport as an economic driver			
Strategic Goal	Increase economic impact			
Strategic Initiative(a)	1. Develop and promote the airport as an aviation hub for travel and tourism 2. Encourage aviation-related development at the airport			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1. Develop plant to promote airport				TBD
2. Aviation-related development				TBD
Process Update				

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	City facilities			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood			
Strategic Goal	Improve airport infrastructure			
Strategic Initiative(s)	1-Prioritize infrastructure projects, grant applicaitons, and appropriate development on airport property 2-Continue to analyze and study Cottonwood's drainage areas in collaboration with Public Works			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1-a Apply for and get awarded grants for airfield infrastructure improvements			100%	
1-b Taxiway A Rehabilitation project design phase, subject to FAA			90%	100%
1-c Design and construction of the relocation of primary wind cone an segmented circle			50%	50%
2-a Apply for and get awarded a federal Bipartisan Infrastructure Legislation (BIL) to conduct an airport master drainage study				In progress
2-b Coordinate with adjacent property owners regarding drainage.				In progress
Process Status				

FUND SOURCES & FINANCIAL DATA

AIRPORT IMPROVEMENT FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$0	\$0	\$0	\$0
Less: Designated Reserves	\$0	\$0	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$0	\$0

Airport Improv. Fund - Consol. Stmt Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Intergovernmental				
Adot Grant	\$85,583	\$154,180	\$495,705	\$1,615,285
Fence Height Revenue	\$0	\$477,000	\$0	\$0
FAA - Taxiway/Runway Revenues	\$0	\$1,157,100	\$0	\$245,860
FAA - Airport Master Plan	\$36,608	\$0	\$0	\$0
INTERGOVERNMENTAL TOTAL	\$122,191	\$1,788,280	\$495,705	\$1,861,145
Transfers In	\$0	\$299,055	\$87,920	\$299,145
REVENUES TOTAL	\$122,191	\$2,087,335	\$583,625	\$2,160,290
Expenses	\$121,982	\$1,370,700	\$359,070	\$1,800,000
REVENUES LESS EXPENSES	\$209	\$716,635	\$224,555	\$360,290

Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$209	\$716,635	\$224,555	\$360,290
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
Ending Fund Balance	\$209	\$716,635	\$224,555	\$360,290

FUND REVENUES

Airport Improvement Fund - Revenues

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental				
Adot Grant	\$85,583	\$154,180	\$495,705	\$1,615,285
Fence Height Revenue	\$0	\$477,000	\$0	\$0
FAA - Taxiway/Runway Revenues	\$0	\$1,157,100	\$0	\$245,860
FAA - Airport Master Plan	\$36,608	\$0	\$0	\$0
INTERGOVERNMENTAL TOTAL	\$122,191	\$1,788,280	\$495,705	\$1,861,145
Transfers In				
Transfers In	\$0	\$299,055	\$87,920	\$299,145
TRANSFERS IN TOTAL	\$0	\$299,055	\$87,920	\$299,145
TOTAL	\$122,191	\$2,087,335	\$583,625	\$2,160,290

FUND EXPENDITURES

Airport Improvement Fund - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Projects				
Airport Improvements	\$0	\$1,765,000	\$138,500	\$979,000
Runway Maintenance & Repair	\$0	\$0	\$167,360	\$1,300,000
Pavement Preservation	\$0	\$860,555	\$860,555	\$200,000
Taxiway Reconstruction/Extensi	\$93,949	\$1,370,700	\$191,710	\$0
Fence- Increase Height Airport	\$0	\$530,000	\$0	\$0
Airport Master Plan	\$28,033	\$0	\$0	\$500,000
CAPITAL PROJECTS TOTAL	\$121,982	\$4,526,255	\$1,358,125	\$2,979,000
TOTAL	\$121,982	\$4,526,255	\$1,358,125	\$2,979,000

OTHER GRANTS FUND

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THIS FUND

This fund accounts for all funds that are applied for and approved but have not specifically been budgeted. Grants, such as the Greenwood Chipping grant, Riverfront Park grant and others, fall under this fund's budget. This fund serves as a buffer to prevent the possible loss of grant opportunities.

BENEFITS FOR FISCAL YEAR 2024

Not applicable.

STRATEGIC GOALS FOR FISCAL YEAR 2025

Not applicable

PERFORMANCE INDICATORS

Performance indicators do not apply to this fund.

FUND SOURCES AND FINANCIAL DATA

OTHER GRANTS FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES / CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$1,420,897	\$1,431,535	\$0	\$0
Less: Designated Reserves	\$1,420,897	\$1,357,365	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$74,170	\$0	\$0

Other Grants - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$0	\$2,364,750	\$774,500	\$882,710
REVENUES LESS EXPENSES	\$0	\$2,364,750	\$774,500	\$882,710

Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$0	\$0	\$774,500	\$882,710
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$1,357,365	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$0	\$1,357,365	\$774,500	\$882,710

FUND SOURCES

Other Grants - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Adot-Pavement Preservation	\$0	\$774,500	\$774,500	\$0
Other Grant Revenue	\$0	\$1,590,250	\$0	\$882,710
TOTAL	\$0	\$2,364,750	\$774,500	\$882,710

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COMMUNITY DEVELOPMENT BLOCK GRANT SUMMARY

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THIS FUND

The Community Development Department, which includes Developmental Services, works 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 for successful completion of a variety of neighborhood improvement projects.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

N/A

STRATEGIC GOALS FOR FISCAL YEAR 2025

Pursue Grant Funding

Obtain grant funding for multiple projects.



PERFORMANCE INDICATORS

Performance indicators do not apply to this fund.

DEPARTMENTAL FUND SOURCES AND FINANCIAL DATA

CDBG FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$0	\$0	\$0	\$0
Less: Designated Reserves	\$0	\$0	\$0	\$0
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$0	\$0	\$0

CDBG Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$147,612	\$1,150,000	\$775,000	\$302,000
Expenses				
Capital Projects	\$144,612	\$1,150,000	\$775,000	\$302,000
EXPENSES TOTAL	\$144,612	\$1,150,000	\$775,000	\$302,000
REVENUES LESS EXPENSES	\$3,000	\$0	\$0	\$0

Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$3,000	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$3,000	\$0	\$0	\$0

FUND SOURCES

CDBG - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Intergovernmental				
Civic Center Upgrades	\$0	\$450,000	\$160,000	\$302,000
CDBG VVHC Transtnl Housing Rev	\$147,612	\$700,000	\$615,000	\$0
INTERGOVERNMENTAL TOTAL	\$147,612	\$1,150,000	\$775,000	\$302,000
TOTAL	\$147,612	\$1,150,000	\$775,000	\$302,000

FUND EXPENDITURES

CDBG - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Capital Projects				
CDBG Grant Expenses	\$0	\$450,000	\$160,000	\$302,000
CDBG VVHC Transtnl Housing Exp	\$144,612	\$700,000	\$615,000	\$0
CAPITAL PROJECTS TOTAL	\$144,612	\$1,150,000	\$775,000	\$302,000
TOTAL	\$144,612	\$1,150,000	\$775,000	\$302,000

DEBT SERVICE FUND

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THIS FUND

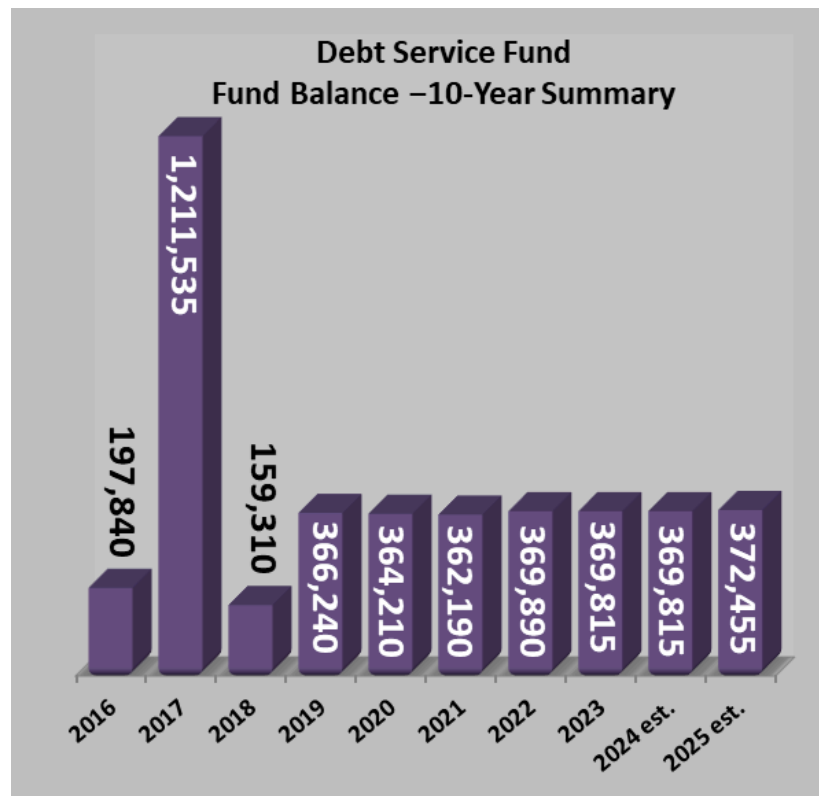
The Debt Service Fund is used to plan the payment of general obligation bond principal and interest payments and the accumulation of reserves for future payments from government resources. The City has two outstanding debt issues, the public library project of 1992 and the Recreation Center. Principal 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.

The City's bond rating is AA-Fitch and S&P.



Below is a ten-year illustration of retained earnings for this fund.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Maintained Timely Debt Service Payments

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



STRATEGIC GOALS FOR FISCAL YEAR 2025

Perform Timely Debt Service Payments

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



PERFORMANCE INDICATORS

Performance indicators do not apply to this fund.

FUND SOURCES AND FINANCIAL DATA

DEBT SERVICE FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$369,890	\$371,590	\$369,815	\$372,455
Less: Designated Reserves	\$369,890	\$372,090	\$372,455	\$373,455
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	(\$500)	(\$2,640)	(\$1,000)

Debt Service Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes	\$1,646,725	\$1,644,870	\$1,644,870	\$1,648,450
Interest Income	\$1,428	\$500	\$2,640	\$1,000
REVENUES TOTAL	\$1,648,153	\$1,645,370	\$1,647,510	\$1,649,450
Expenses				
Debt Service	\$1,648,225	\$1,644,870	\$1,644,870	\$1,648,450
EXPENSES TOTAL	\$1,648,225	\$1,644,870	\$1,644,870	\$1,648,450
REVENUES LESS EXPENSES	-\$72	\$500	\$2,640	\$1,000

Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	(\$70)	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$355,705	\$372,090	\$372,455	\$373,455
Committed	\$14,180	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING FUND BALANCE	\$369,815	\$372,090	\$372,455	\$373,455

FUND REVENUES

Debt Service Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax	\$1,646,725	\$1,644,870	\$1,644,870	\$1,648,450
SALES & USE TAXES TOTAL	\$1,646,725	\$1,644,870	\$1,644,870	\$1,648,450
Interest Income				
Interest Income	\$1,415	\$500	\$2,640	\$1,000
Interest - Gada Reserves	\$13	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$1,428	\$500	\$2,640	\$1,000
TOTAL	\$1,648,153	\$1,645,370	\$1,647,510	\$1,649,450

FUND EXPENDITURES

Debt Service Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Debt Service				
2017 Pledged Rev RFND-Principl	\$1,145,000	\$1,175,000	\$1,175,000	\$1,225,000
2017 Pledged Rev RFND Interest	\$233,950	\$199,600	\$199,600	\$152,600
2017 Pledged Rev RFND Trustee	\$1,500	\$1,500	\$1,500	\$1,500
2015 Excise Bond - Interest	\$112,732	\$104,980	\$104,980	\$96,865
2015 Excise Bond - Principal	\$155,043	\$162,290	\$162,290	\$170,985
2015 Excise Bond Trustee Fees	\$0	\$1,500	\$1,500	\$1,500
DEBT SERVICE TOTAL	\$1,648,225	\$1,644,870	\$1,644,870	\$1,648,450
TOTAL	\$1,648,225	\$1,644,870	\$1,644,870	\$1,648,450

DEBT SERVICE - BONDS

BUDGET FISCAL YEAR 2024-2025

U.S. BANK PLEDGED REVENUE REFUNDING OF GADA RECREATION CENTER BOND (INFRASTRUCTURE REVENUE BOND)

Maturity	Principal			Rate	Interest	Debt Service
	Payment	Retired	Balance			
January 1, 2025 July 1, 2025	1,225,000	9,760,000	2,590,000	4.00%	76,300 76,300	1,377,600
January 1, 2026 July 1, 2026	1,270,000	11,030,000	1,320,000	4.00%	51,800 51,800	1,373,600
January 1, 2027 July 1, 2027	1,320,000	12,350,000	0	4.00%	26,400 26,400	1,372,800
Total	\$3,815,000				\$309,000	\$4,124,000

PLEDGED REVENUE OBLIGATIONS - SERIES 2015

Maturity	Principal			Interest/Fees	Debt Service
	Payment	Retired	Balance		
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	5,885,000	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
Total	\$7,355,000			\$1,874,150	\$9,229,150

Note:

Payments are paid from the HURF, CIP, Water and Wastewater departments based on these departments' percentages of projects being paid by the bond.

PLEDGED REVENUE OBLIGATIONS - SERIES 2021

Maturity	Principal			Interest/Fees	Debt Service
	Payment	Retired	Balance		
January 1, 2025 July 1, 2025	1,070,000	2,965,000	17,415,000	200,369 200,369	1,470,738
January 1, 2026 July 1, 2026	1,285,000	4,250,000	16,130,000	195,334 195,334	1,675,668
January 1, 2027 July 1, 2027	1,195,000	5,445,000	14,935,000	188,003 188,003	1,571,006
January 1, 2028 July 1, 2028	1,220,000	6,665,000	13,715,000	179,047 179,047	1,578,094
January 1, 2029 July 1, 2029	1,240,000	7,905,000	12,475,000	168,988 168,988	1,577,976
January 1, 2030 July 1, 2030	1,260,000	9,165,000	11,215,000	157,487 157,487	1,574,974
January 1, 2031 July 1, 2031	1,290,000	10,455,000	9,925,000	144,414 144,414	1,578,828
January 1, 2032 July 1, 2032	1,315,000	11,770,000	8,610,000	130,386 130,386	1,575,772
January 1, 2033 July 1, 2033	1,345,000	13,115,000	7,265,000	115,099 115,099	1,575,198
January 1, 2034 July 1, 2034	1,380,000	14,495,000	5,885,000	98,791 98,791	1,577,582
January 1, 2035 July 1, 2035	1,415,000	15,910,000	4,470,000	81,368 81,368	1,577,736
January 1, 2036 July 1, 2036	1,450,000	17,360,000	3,020,000	62,796 62,796	1,577,592
January 1, 2037 July 1, 2037	1,490,000	18,850,000	1,530,000	43,040 43,040	1,576,080
January 1, 2038 July 1, 2038	1,530,000	20,380,000	0	21,994 21,994	1,573,988
Total	\$18,485,000			\$3,594,232	\$22,061,232

Note:

Payments are made from the Police and Fire departments budgets based on those departments' percentages of the unfunded liability financed.

OVERLAPPING DEBT

BUDGET FISCAL YEAR 2024-2025

COMPUTATION OF DIRECT AND OVERLAPPING BONDED DEBT

June 30, 2024

Jurisdiction	General Obligation Bonded Debt	% Applicable to City	Amount Applicable to City
City of Cottonwood	\$47,266,615	100.00%	\$47,266,615
Yavapai County	\$9,034,000	5.30%	\$478,802
Yavapai Community College District	\$0	5.30%	\$0
Cottonwood/Oak Creek School District	\$9,734,388	13.40%	\$1,304,408
Mingus Union High School District	\$4,644,497	15.81%	\$734,295
TOTAL DIRECT AND OVERLAPPING DEBT			\$49,784,120

Debt allocation is based on distribution of assessed valuation within overlapping tax districts.

The secondary assessed valuation is used in Yavapai Community College District, and Cottonwood/Oak Creek and Mingus Union School Districts. The primary 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 on June 30, 2024, were secured by sales taxes insted of property taxes.

LEGAL DEBT MARGIN

BUDGET FISCAL YEAR 2024-2025

COMPUTATION OF LEGAL DEBT MARGIN

JUNE 30, 2024

Net secondary assessed valuation (Full Cash Value)	\$240,260,797
CALCULATION OF 20% DEBT LIMITATION	
20% of net assessed valuation	\$48,052,159
Bonds outstanding	0
Net 20% Debt Limitation	\$48,052,159
CALCULATION OF 6% DEBT LIMITATION	
6% of secondary net assessed valuation	\$14,415,648
Bonds outstanding	0
Net 6% Debt Limitation	\$14,415,648
TOTAL BONDING CAPACITY	\$62,467,807

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 projects.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2024 were secured by sales taxes instead of property taxes.

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CAPITAL IMPROVEMENT FUND

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THIS FUND

This fund was created to hold debt service reserves, which have been moved over for future capital projects.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Departmentalized Accomplishments

All accomplishments of this fund are reflected in the departments that are responsible for the projects.



STRATEGIC GOALS FOR FISCAL YEAR 2025

Obtain Project Funding

Provide funding for capital improvements projects.



PERFORMANCE INDICATORS

Performance indicators do not apply to this fund.

FUND SOURCES & FINANCIAL DATA

CAPITAL IMPROVEMENT PROJECTS FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$1,147,425	\$839,005	\$1,158,360	\$1,413,590
Less: Designated Reserves	\$1,147,425	\$322,585	\$1,413,590	\$952,290
Less: Cash Reserves	\$0	\$0	\$0	\$0
Appropriated Fund Balance	\$0	\$516,420	(\$255,230)	\$461,300

Capital Projects Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Sales & Use Taxes	\$372,028	\$382,980	\$372,030	\$387,700
Intergovernmental	\$80,536	\$400,000	\$400,000	\$400,000
Interest Income	\$8,968	\$5,000	\$5,000	\$5,000
REVENUES TOTAL	\$461,532	\$787,980	\$777,030	\$792,700
Expenses	\$450,597	\$1,304,400	\$521,800	\$1,254,000
REVENUES LESS EXPENSES	\$10,935	-\$516,420	\$255,230	-\$461,300

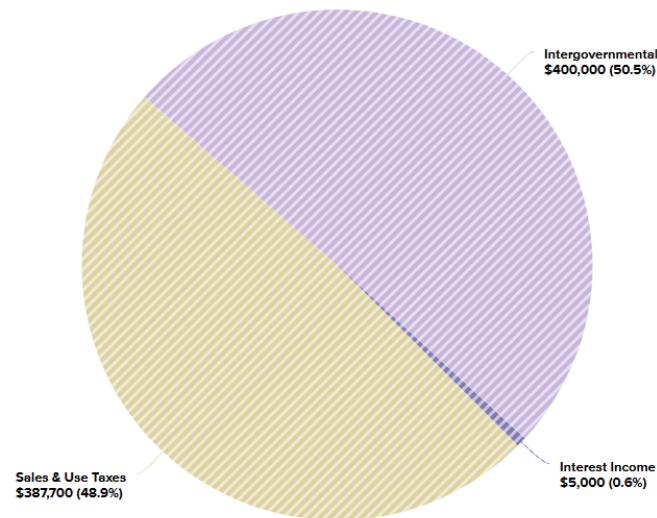
Ending Fund Balance Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$10,935	\$0	\$255,230	\$0
Designated Reserves: FYs prior to 2025	\$1,147,425	\$322,585	\$1,158,360	\$952,290
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
Ending Fund Balance	\$1,158,360	\$322,585	\$1,413,590	\$952,290

FUND SOURCES

Capital Projects Fund - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes	\$372,028	\$382,980	\$372,030	\$387,700
Intergovernmental	\$80,536	\$400,000	\$400,000	\$400,000
Interest Income	\$8,968	\$5,000	\$5,000	\$5,000
TOTAL	\$461,532	\$787,980	\$777,030	\$792,700



Supplemental Revenue Data

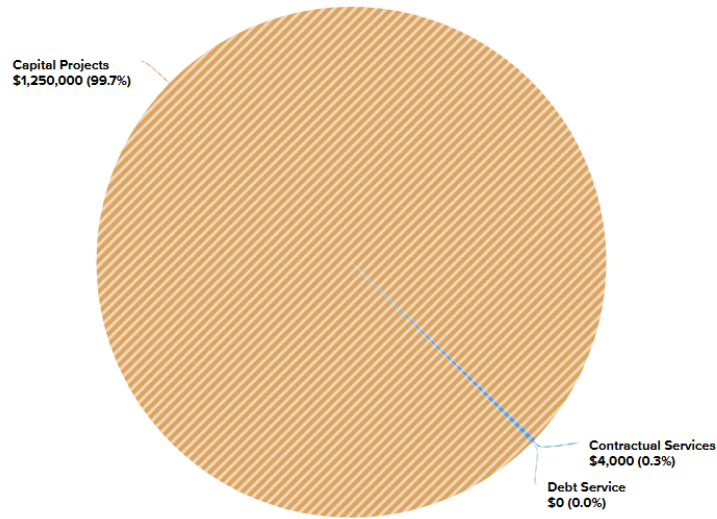
Capital Projects Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Sales & Use Taxes				
City Sales Tax - .5%	\$372,028	\$382,980	\$372,030	\$387,700
SALES & USE TAXES TOTAL	\$372,028	\$382,980	\$372,030	\$387,700
Intergovernmental				
Yavapai County Flood Ctrl	\$80,536	\$400,000	\$400,000	\$400,000
INTERGOVERNMENTAL TOTAL	\$80,536	\$400,000	\$400,000	\$400,000
Interest Income				
Interest Income	\$5,544	\$5,000	\$5,000	\$5,000
Other Unrealized Gain/Loss	\$3,424	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$8,968	\$5,000	\$5,000	\$5,000
TOTAL	\$461,532	\$787,980	\$777,030	\$792,700

FUND EXPENDITURES

Capital Projects Fund - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Contractual Services	\$5,506	\$4,400	\$4,000	\$4,000
Debt Service	\$1,200	\$0	\$0	\$0
Capital Projects	\$443,891	\$1,300,000	\$517,800	\$1,250,000
TOTAL	\$450,597	\$1,304,400	\$521,800	\$1,254,000



Supplemental Expenditures Data

Capital Projects Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Contractual Services	\$5,506	\$4,400	\$4,000	\$4,000
Debt Service	\$1,200	\$0	\$0	\$0
Capital Projects	\$443,891	\$1,300,000	\$517,800	\$1,250,000
TOTAL	\$450,597	\$1,304,400	\$521,800	\$1,254,000

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ENTERPRISE FUNDS SUMMARY

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THESE FUNDS

The 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.

FUND SOURCES AND FINANCIAL DATA

ENTERPRISE FUNDS

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$59,042,718	\$32,111,080	\$40,678,340	\$27,377,967
Less: Designated Reserves	\$59,042,718	\$22,286,300	\$34,738,935	\$12,265,712
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$9,284,780	\$5,939,405	\$15,112,255

Enterprise Funds - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$14,220,351	\$26,397,345	\$15,455,640	\$14,894,660
Expenses				
Personnel Services	\$3,063,147	\$3,394,975	\$3,470,190	\$3,951,355
Materials & Supplies	\$270,664	\$283,500	\$290,220	\$309,650
Repairs & Maintenance	\$725,381	\$811,000	\$812,000	\$934,000
Contractual Services	\$529,452	\$660,825	\$706,930	\$1,313,800
Utilities	\$1,046,662	\$1,100,160	\$1,200,210	\$1,292,650
Debt Service	\$481,219	\$2,007,335	\$2,007,335	\$2,005,485
Capital Purchases	\$55,935	\$1,594,350	\$1,428,000	\$1,319,600
Capital Projects	\$734,236	\$22,793,430	\$8,938,000	\$15,770,115
Depreciation	\$2,051,285	\$0	\$0	\$0
EXPENSES TOTAL	\$10,377,924	\$36,222,125	\$21,395,045	\$30,006,915
REVENUES LESS EXPENSES	\$3,842,427	-\$9,824,780	-\$5,939,405	-\$15,112,255

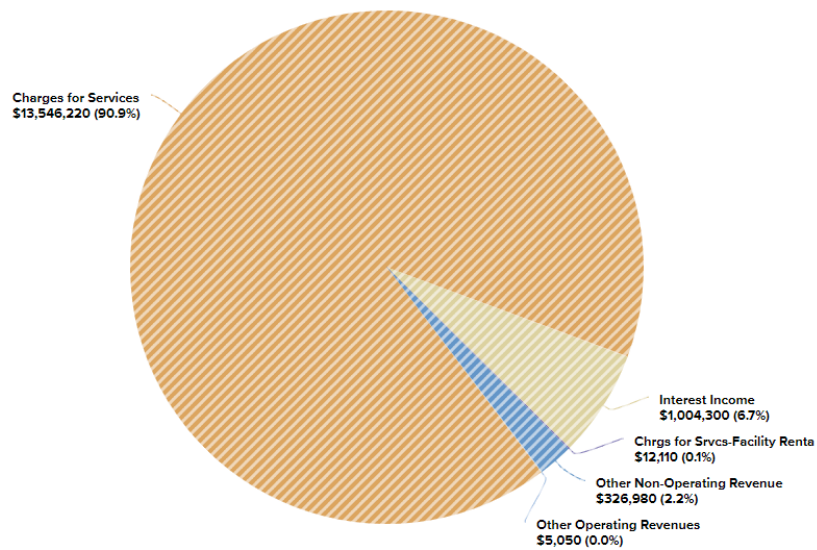
Ending Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$3,842,427	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$36,835,913	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$22,286,300	\$34,738,935	\$12,265,712
ENDING RETAINED EARNINGS	\$40,678,340	\$22,286,300	\$34,738,935	\$12,265,712

FUND SOURCES

Enterprise Funds - Revenue Summary by Source ed

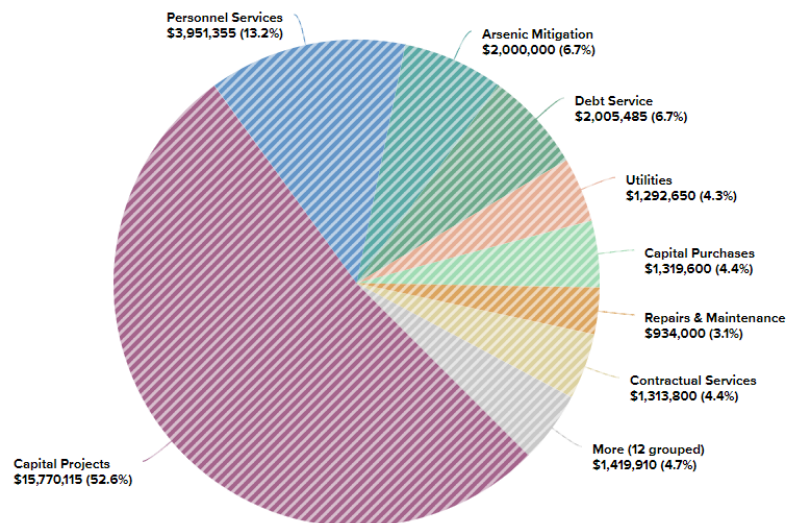
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Non-Operating Revenue	\$279,684	\$12,380,000	\$407,240	\$326,980
Other Operating Revenues	\$6,739	\$5,050	\$10,000	\$5,050
Charges for Services	\$13,074,412	\$13,863,695	\$13,546,220	\$13,546,220
Interest Income	\$846,202	\$135,200	\$1,478,050	\$1,004,300
Chrgs for Srvcs-Facility Renta	\$13,313	\$13,400	\$14,130	\$12,110
TOTAL	\$14,220,351	\$26,397,345	\$15,455,640	\$14,894,660



FUND EXPENDITURES

Enterprise Funds - Expense Summary by Category

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$3,063,147	\$3,394,975	\$3,470,190	\$3,951,355
Materials & Supplies	\$270,664	\$283,500	\$290,220	\$309,650
Repairs & Maintenance	\$725,381	\$811,000	\$812,000	\$934,000
Contractual Services	\$529,452	\$660,825	\$706,930	\$1,313,800
ADEQ Annual Fee	\$39,248	\$80,000	\$80,000	\$90,000
Payment Assistance Program	\$0	\$15,000	\$15,000	\$15,000
Arsenic Mitigation	\$535,957	\$2,750,000	\$1,600,000	\$2,000,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Travel/Training	\$28,865	\$48,500	\$31,500	\$59,500
Subscriptions/Memberships	\$2,099	\$3,000	\$3,300	\$4,000
Postage/Freight	\$67,761	\$91,500	\$91,500	\$97,500
Liability Insurance	\$78,169	\$40,300	\$85,190	\$125,840
Liability Ins Deductible	\$0	\$0	\$11,670	\$11,670
Indirect Cost To GF	\$618,338	\$500,000	\$613,250	\$696,000
Bad Debt Expense	\$49,508	\$47,250	\$9,750	\$9,750
Utilities	\$1,046,662	\$1,100,160	\$1,200,210	\$1,292,650
Debt Service	\$481,219	\$2,007,335	\$2,007,335	\$2,005,485
Capital Purchases	\$55,935	\$1,594,350	\$1,428,000	\$1,319,600
Capital Projects	\$734,236	\$22,793,430	\$8,938,000	\$15,770,115
Depreciation	\$2,051,285	\$0	\$0	\$0
TOTAL	\$10,377,924	\$36,222,125	\$21,395,045	\$30,006,915



WASTEWATER DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Wastewater Department is responsible for the operation and maintenance of two wastewater treatment facilities, i.e., the Mingus Wastewater Treatment Plant (MWTP) and the Riverfront Water Reclamation Facility (RWRF), with a total capacity of 1.8 MGD. The division also maintains 61 miles of collection system main lines, six sewage lift stations, and the reclaimed water delivery system.

The reclaimed water delivery system provides water for construction via a standpipe and for irrigation to the developments of Del Webb Cottonwood Ranch and Mesquite Hills, and to the vineyards at Yavapai College in Clarkdale. The Wastewater Department is also responsible for installing water line taps for new homes and businesses, conducting field location (blue staking) of the underground collection system, performing educational outreach, and for completing public information requests.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Master Planning & Rate Study

Initiated the development of a comprehensive master plan and rate study.



Made Infrastructure Improvements and Preventative Maintenance Program

- Completed 3D scanning of all sewer manholes to determine their structural integrity.
- Installed a new generator at the Mingus Wastewater Treatment Plant that produces enough power to operate the entire plant
- Replacement of standpipe booster pack
- Developed and initiated an inspection and cleaning program for the wastewater collection system, utilizing the new closed circuit television camera system and Vactor truck.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Clean the Collections System

Using assessment cameras to conduct a cleaning of the complete City's collections system

Repair the Sludge Drying Bed

- Repair the sludge drying bed to improve its performance, safety, and environmental protection
- Start the late construction on blower improvements in FY 2024 to FY 2025
- Repair both sand filters used for water purification and removal of suspended matter.



Lift Station Construction

- Review and design of lift station 3, a pump station that moves wastewater from a lower elevation to a higher elevation
- Complete the upgrading of lift station 2.



Various Wastewater Infrastructure Improvements

Initiate the construction of the aeration system, drain lift station, and additional basins and clarifiers at the Mingus Wastewater Treatment Plant, improving the current wastewater infrastructure.

PERFORMANCE INDICATORS

Strategic Direction	Lead with Environmental Stewardship			
Key Priority	Wastewater treatment			
Guiding Principle	Implement direct potable water reuse			
Strategic Goal	Maximize efficient use and reuse of water			
Strategic Initiative(s)	1 - Develop a plan of study for the modification of the Mingus Wastewater Treatment Plant to produce potable quality water direct potable reuse (DPR) 2 - Start with bench scale testing of the carbon and membrane treatment training and process design, and developing and securing for the feasibility design based on the testing/process design results 3 - Complete pilot study to be followed by per- and polyfluoroalkyl substances (PFAS) and begin injecting reclaimed water at the Mingus Wastewater Treatment Plant injection well.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1 - Develop plan of study			25%	50%
2 - Begin bench scale testing of carbon and membrane treatment and process design, laying the groundwork for the funding and development of a feasibility design				25%
3 - Complete pilot study and begin recharging reclaimed water.			25%	50%
Process Status	In progress			

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Develop, maintain, and improve infrastructure			
Guiding Principle	Continue to prioritize infrastructure projects in Cottonwood and municipal government			
Strategic Goal(s)	Modify and upgrade the Mingus Wastewater Treatment Plant to enhance reliability and treatment capacity, and begin recharging reclaimed water			
Strategic Initiative(s)	1 - Select a Construction Management-at-risk (CMAR) and begin procurement of long lead items of the recommended changes to the blower system at the plant 2 - Initiate construction of the selected engineered scenario at the plant.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
1 - Selection of CMAR and procurement of long lead items			25%	50%
2 - Construction			10%	75%
Process Status				

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

WASTEWATER SYSTEM FUND CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES / CHANGE IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$10,187,489	\$7,308,380	\$11,152,420	\$9,183,530
Less: Designated Reserves	\$925,162	\$8,825,330	\$9,183,530	\$1,658,540
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$9,262,327	(\$1,516,950)	\$1,968,890	\$7,524,990

Wastewater System Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$5,185,052	\$17,424,915	\$5,966,595	\$5,768,385
Expenses	\$3,444,751	\$15,907,965	\$7,935,485	\$13,293,375
REVENUES LESS EXPENSES	\$1,740,301	\$1,516,950	-\$1,968,890	-\$7,524,990

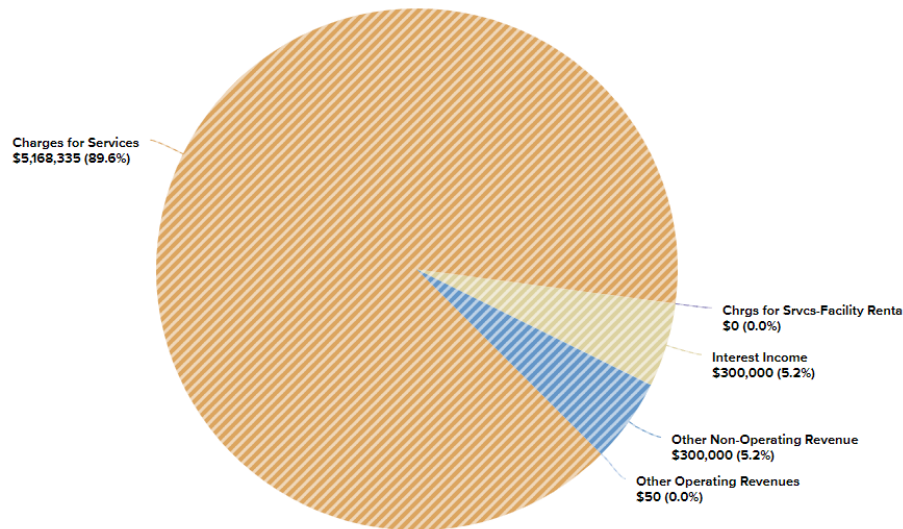
Ending Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actual	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$11,002,628	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$149,792	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$	\$8,825,330	\$9,183,530	\$1,658,450
ENDING RETAINED EARNINGS	\$11,152,420	\$8,825,330	\$9,183,530	\$1,658,450

FUND SOURCES

Wastewater System Fund - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Non-Operating Revenue	\$195,676	\$12,300,000	\$380,260	\$300,000
Other Operating Revenues	\$45	\$50	\$5,000	\$50
Charges for Services	\$4,815,744	\$5,113,265	\$5,168,335	\$5,168,335
Interest Income	\$168,846	\$10,000	\$413,000	\$300,000
Chrgs for Svcs-Facility Renta	\$4,741	\$1,600	\$0	\$0
TOTAL	\$5,185,052	\$17,424,915	\$5,966,595	\$5,768,385



Supplemental Revenue Data

Wastewater System Fund - Revenues ed

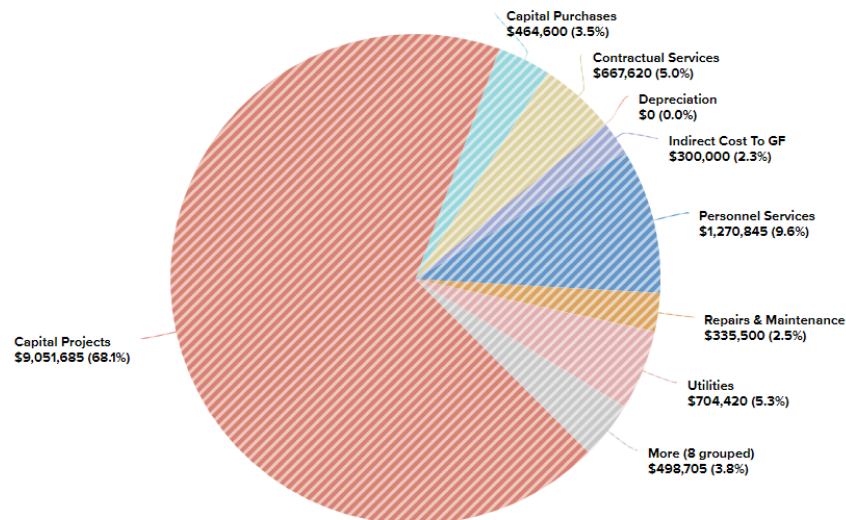
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Non-Operating Revenue				
Capacity Fees	\$221,018	\$300,000	\$380,260	\$300,000
Sale Of City Property	-\$25,342	\$0	\$0	\$0
Bond Proceeds	\$0	\$12,000,000	\$0	\$0
OTHER NON-OPERATING REVENUE TOTAL	\$195,676	\$12,300,000	\$380,260	\$300,000
Other Operating Revenues				
Other Income	\$45	\$50	\$5,000	\$50
OTHER OPERATING REVENUES TOTAL	\$45	\$50	\$5,000	\$50
Charges for Services				
Connection Fees	\$485	\$500	\$500	\$500
User Fees - Admin Residential	\$671,658	\$726,300	\$710,200	\$710,200
User Fees - Admin Commercial	\$93,495	\$101,085	\$98,400	\$98,400
User Fees - Admin Multi-Res	\$230,445	\$249,090	\$242,820	\$242,820
User Fees - O & M Residential	\$1,237,783	\$1,332,285	\$1,306,800	\$1,306,800
User Fees - O & M Commercial	\$736,974	\$815,560	\$716,975	\$716,975
User Fees - O & M Multi-Res	\$423,576	\$458,000	\$448,600	\$448,600
Effluent Revenue	\$19,547	\$25,000	\$25,000	\$25,000
Reserve For Equip-Residen	\$467,168	\$465,000	\$596,400	\$596,400
Reserve For Equip-Commercial	\$276,533	\$282,450	\$321,600	\$321,600
Reserve For Equip- Multi Res	\$159,722	\$161,195	\$204,240	\$204,240
Debt Service Rate Revenue	\$498,358	\$496,800	\$496,800	\$496,800
CHARGES FOR SERVICES TOTAL	\$4,815,744	\$5,113,265	\$5,168,335	\$5,168,335

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interest Income				
Interest Income	\$152,673	\$10,000	\$413,000	\$300,000
Other Unrealized Gain/Loss	\$16,173	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$168,846	\$10,000	\$413,000	\$300,000
Chrgs for Srvcs-Facility Renta				
Building Rental	\$4,741	\$1,600	\$0	\$0
CHRGs FOR SRVCS-FACILITY RENTA TOTAL	\$4,741	\$1,600	\$0	\$0
TOTAL	\$5,185,052	\$17,424,915	\$5,966,595	\$5,768,385

FUND EXPENDITURES

Wastewater System Fund - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$891,003	\$977,700	\$1,061,580	\$1,270,845
Materials & Supplies	\$70,065	\$108,500	\$112,100	\$123,400
Repairs & Maintenance	\$120,518	\$309,000	\$310,000	\$335,500
Contractual Services	\$263,284	\$326,240	\$378,095	\$667,620
ADEQ Annual Fee	\$12,835	\$60,000	\$60,000	\$60,000
Travel/Training	\$11,466	\$20,500	\$15,000	\$22,700
Subscriptions/Memberships	\$1,000	\$1,000	\$2,000	\$2,000
Postage/Freight	\$31,797	\$39,500	\$41,000	\$44,000
Liability Insurance	\$31,286	\$30,570	\$45,390	\$48,400
Indirect Cost To GF	\$312,792	\$225,000	\$257,250	\$300,000
Bad Debt Expense	\$14,679	\$9,750	\$9,750	\$9,750
Utilities	\$563,074	\$583,305	\$655,270	\$704,420
Debt Service	\$68,495	\$188,050	\$188,050	\$188,455
Capital Purchases	\$37,201	\$756,350	\$590,000	\$464,600
Capital Projects	\$67,469	\$12,272,500	\$4,210,000	\$9,051,685
Depreciation	\$947,788	\$0	\$0	\$0
TOTAL	\$3,444,751	\$15,907,965	\$7,935,485	\$13,293,375



Wastewater System Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Salaries	\$570,925	\$633,500	\$642,400	\$785,944
Overtime	\$64,705	\$73,150	\$80,460	\$75,000
Holiday Pay	\$5,303	\$6,600	\$7,820	\$7,500

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Social Security	\$38,179	\$44,225	\$45,655	\$54,417
Medicare Tax	\$8,928	\$10,345	\$10,690	\$12,690
Ariz State Retirement	\$74,615	\$77,525	\$88,480	\$106,229
Health/Life Insurance	\$143,535	\$108,345	\$165,130	\$202,773
Worker's Compensation	\$16,264	\$17,180	\$15,260	\$16,490
Clothing Allowance	\$1,331	\$3,000	\$2,300	\$5,300
Recreation Membership Bene	\$2,080	\$3,830	\$3,385	\$4,502
ASRS Pension Expense	-\$29,297	\$0	\$0	\$0
ASRS Opeb Expense	-\$5,565	\$0	\$0	\$0
PERSONNEL SERVICES TOTAL	\$891,003	\$977,700	\$1,061,580	\$1,270,845
Materials & Supplies				
Operational Equip & Supplies	\$16,787	\$30,000	\$30,000	\$35,000
Small Tools	\$3,664	\$5,000	\$5,000	\$8,000
Gas & Oil	\$7,080	\$8,000	\$12,000	\$12,000
Choline	\$462	\$3,000	\$3,000	\$4,800
Polymer	\$39,396	\$60,000	\$60,000	\$60,000
Office Supplies	\$2,676	\$2,500	\$2,000	\$3,500
Copier Supplies	\$0	\$0	\$100	\$100
MATERIALS & SUPPLIES TOTAL	\$70,065	\$108,500	\$112,100	\$123,400
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$6,258	\$7,000	\$8,500	\$8,500
Equipment Maintenance & Repair	\$112,517	\$300,000	\$300,000	\$325,000
Building Maint & Repair	\$1,743	\$2,000	\$1,500	\$2,000
REPAIRS & MAINTENANCE TOTAL	\$120,518	\$309,000	\$310,000	\$335,500
Contractual Services				
Contractual Services	\$59,544	\$87,000	\$72,400	\$119,200
Investment Expense	\$1,626	\$2,000	\$2,000	\$2,000
Employee Physicals/Drug Tests	\$718	\$1,000	\$1,000	\$2,000
Computer Support	\$3,836	\$4,410	\$7,315	\$8,040
Custodial Contract	\$8,746	\$8,640	\$9,060	\$9,060
Water/ Waste Water Master Plan	\$0	\$0	\$0	\$250,000
Lab/Testing	\$47,452	\$60,000	\$77,000	\$68,000
Sludge Disposal	\$122,912	\$150,000	\$196,000	\$196,000
Advertising	\$232	\$250	\$380	\$380
Airport Land Lease Fees	\$18,219	\$12,940	\$12,940	\$12,940
CONTRACTUAL SERVICES TOTAL	\$263,284	\$326,240	\$378,095	\$667,620
ADEQ Annual Fee	\$12,835	\$60,000	\$60,000	\$60,000
Travel/Training	\$11,466	\$20,500	\$15,000	\$22,700
Subscriptions/Memberships	\$1,000	\$1,000	\$2,000	\$2,000
Postage/Freight	\$31,797	\$39,500	\$41,000	\$44,000
Liability Insurance	\$31,286	\$30,570	\$45,390	\$48,400
Indirect Cost To GF	\$312,792	\$225,000	\$257,250	\$300,000
Bad Debt Expense	\$14,679	\$9,750	\$9,750	\$9,750
Utilities				
Utilities	\$558,610	\$577,890	\$650,410	\$698,970
Telephone	\$4,464	\$5,415	\$4,860	\$5,450
UTILITIES TOTAL	\$563,074	\$583,305	\$655,270	\$704,420
Debt Service				
2015 Excise Bond - Interest	\$79,317	\$73,865	\$73,865	\$68,155
2015 Excise Bond - Principal	-\$10,822	\$114,185	\$114,185	\$120,300
DEBT SERVICE TOTAL	\$68,495	\$188,050	\$188,050	\$188,455
Capital Purchases				
Furnishing & Equipment	\$37,201	\$756,350	\$590,000	\$464,600
CAPITAL PURCHASES TOTAL	\$37,201	\$756,350	\$590,000	\$464,600
Capital Projects				
Construction	-\$5,295	\$0	\$0	\$0
Line Extensions	\$59,100	\$1,365,000	\$210,000	\$365,000
Lift Station Scada Upgrades	\$862	\$0	\$0	\$1,000,000
Riverfront Wwtp-Design/Feasibi	\$7,007	\$0	\$0	\$0
Lift Station	\$0	\$3,082,500	\$2,800,000	\$1,470,000
Recl H2O Pump System Upgrade	\$0	\$140,000	\$0	\$0
Wwtp Upgrades	\$0	\$7,685,000	\$1,200,000	\$6,216,685
Effluent Disposal System	\$5,795	\$0	\$0	\$0
CAPITAL PROJECTS TOTAL	\$67,469	\$12,272,500	\$4,210,000	\$9,051,685

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Depreciation				
Depreciation-Collection System	\$579,154	\$0	\$0	\$0
Depreciation-Building	\$224,086	\$0	\$0	\$0
Depreciation-Equipment	\$144,547	\$0	\$0	\$0
DEPRECIATION TOTAL	\$947,788	\$0	\$0	\$0
TOTAL	\$3,444,751	\$15,907,965	\$7,935,485	\$13,293,375

Wastewater Department Operations - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$495,199	\$491,835	\$563,190	\$635,519
Overtime	\$60,526	\$68,150	\$75,800	\$70,000
Holiday Pay	\$4,947	\$6,100	\$7,200	\$7,000
Social Security	\$33,202	\$35,100	\$40,400	\$44,671
Medicare Tax	\$7,765	\$8,210	\$9,450	\$10,410
Ariz State Retirement	\$65,196	\$60,445	\$78,100	\$87,428
Health/Life Insurance	\$123,970	\$92,390	\$143,370	\$179,467
Worker's Compensation	\$2,110	\$2,300	\$2,340	\$2,530
Clothing Allowance	\$1,331	\$3,000	\$2,300	\$5,300
Recreation Membership Bene	\$1,855	\$3,025	\$2,340	\$3,696
TOTAL	\$796,098	\$770,555	\$924,490	\$1,046,021

Supplemental Personnel Data by Departmental Unit

Wastewater Department Administration - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$75,727	\$141,665	\$79,210	\$150,425
Overtime	\$4,179	\$5,000	\$4,660	\$5,000
Holiday Pay	\$357	\$500	\$620	\$500
Social Security	\$4,977	\$9,125	\$5,255	\$9,746
Medicare Tax	\$1,164	\$2,135	\$1,240	\$2,280
Ariz State Retirement	\$9,419	\$17,080	\$10,380	\$18,801
Health/Life Insurance	\$19,566	\$15,955	\$21,760	\$23,306
Worker's Compensation	\$14,154	\$14,880	\$12,920	\$13,960
Recreation Membership Bene	\$226	\$805	\$1,045	\$806
ASRS Pension Expense	-\$29,297	\$0	\$0	\$0
ASRS Opeb Expense	-\$5,565	\$0	\$0	\$0
TOTAL	\$94,905	\$207,145	\$137,090	\$224,824

Wastewater Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Utility Billing Supervisor	0.35	0.35	0
Cross Connection/Conservation Spec.	0.5	0.5	0.5
Electrician	1	1	1
Wastewater Compliance Manager	1	1	1
Wastewater Operator Trainee	0	0	0
Water Operations Superintendent	0.5	0.5	0
Customer Service Specialist UB	0	0	1.4
Wastewater Operator I	2	2	4
Wastewater System Foreman	1	1	1
Wastewater Operator III	1	1	1
Assistant Director of Utilities	0	0	0.5
Lead Electrician	0	0	0
Wastewater Operator II	3	3	3
Utility Billing Clerk	1.05	1.05	0
Electrical Technician	0	0	0
FTE	11.4	11.4	13.4

Supplemental Expenditures Data by Departmental Unit

Wastewater Department Administration - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Copier Supplies	\$0	\$0	\$100	\$100
MATERIALS & SUPPLIES TOTAL	\$0	\$0	\$100	\$100
Contractual Services				
Contractual Services	\$29,509	\$57,000	\$32,400	\$59,000
Computer Support	\$2,721	\$3,030	\$5,060	\$5,340
Custodial Contract	\$8,746	\$8,640	\$9,060	\$9,060
Advertising	\$136	\$250	\$250	\$250
CONTRACTUAL SERVICES TOTAL	\$41,112	\$68,920	\$46,770	\$73,650
Other Operating Expenses				
Travel/Training	\$517	\$500	\$0	\$0
Postage/Freight	\$14,463	\$19,500	\$21,000	\$22,000
Liability Insurance	\$5,208	\$5,000	\$19,185	\$9,680
Indirect Cost To GF	\$312,792	\$225,000	\$257,250	\$300,000
Bad Debt Expense	\$14,679	\$9,750	\$9,750	\$9,750
OTHER OPERATING EXPENSES TOTAL	\$347,658	\$259,750	\$307,185	\$341,430
Utilities				
Utilities	\$5,483	\$7,535	\$7,200	\$7,730
Telephone	\$1,312	\$1,880	\$1,370	\$1,920
UTILITIES TOTAL	\$6,796	\$9,415	\$8,570	\$9,650
TOTAL	\$395,566	\$338,085	\$362,625	\$424,830

Wastewater Department Operations - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$16,787	\$30,000	\$30,000	\$35,000
Small Tools	\$3,664	\$5,000	\$5,000	\$8,000
Gas & Oil	\$7,080	\$8,000	\$12,000	\$12,000
Choline	\$462	\$3,000	\$3,000	\$4,800
Polymer	\$39,396	\$60,000	\$60,000	\$60,000
Office Supplies	\$2,676	\$2,500	\$2,000	\$3,500
MATERIALS & SUPPLIES TOTAL	\$70,065	\$108,500	\$112,000	\$123,300
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$6,258	\$7,000	\$8,500	\$8,500
Equipment Maintenance & Repair	\$112,517	\$300,000	\$300,000	\$325,000
Building Maint & Repair	\$1,743	\$2,000	\$1,500	\$2,000
REPAIRS & MAINTENANCE TOTAL	\$120,518	\$309,000	\$310,000	\$335,500
Contractual Services				
Contractual Services	\$30,035	\$30,000	\$40,000	\$60,200
Employee Physicals/Drug Tests	\$718	\$1,000	\$1,000	\$2,000
Computer Support	\$1,115	\$1,380	\$2,255	\$2,700
Lab/Testing	\$47,452	\$60,000	\$77,000	\$68,000
Sludge Disposal	\$122,912	\$150,000	\$196,000	\$196,000
Advertising	\$96	\$0	\$130	\$130
Airport Land Lease Fees	\$18,219	\$12,940	\$12,940	\$12,940
CONTRACTUAL SERVICES TOTAL	\$220,546	\$255,320	\$329,325	\$341,970
Other Operating Expenses				
ADEQ Annual Fee	\$12,835	\$60,000	\$60,000	\$60,000
Travel/Training	\$10,949	\$20,000	\$15,000	\$22,700
Subscriptions/Memberships	\$1,000	\$1,000	\$2,000	\$2,000
Postage/Freight	\$17,335	\$20,000	\$20,000	\$22,000
Liability Insurance	\$26,078	\$25,570	\$26,205	\$38,720
OTHER OPERATING EXPENSES TOTAL	\$68,196	\$126,570	\$123,205	\$145,420
Utilities				
Utilities	\$553,127	\$570,355	\$643,210	\$691,240
Telephone	\$3,152	\$3,535	\$3,490	\$3,530

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
UTILITIES TOTAL	\$556,278	\$573,890	\$646,700	\$694,770
TOTAL	\$1,035,604	\$1,373,280	\$1,521,230	\$1,640,960

Wastewater Dept. Constr- Capital Purchases & Projects ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Contractual Services				
Investment Expense	\$1,626	\$2,000	\$2,000	\$2,000
Water/ Waste Water Master Plan	\$0	\$0	\$0	\$250,000
CONTRACTUAL SERVICES TOTAL	\$1,626	\$2,000	\$2,000	\$252,000
Capital Purchases				
Furnishing & Equipment	\$37,201	\$756,350	\$590,000	\$464,600
CAPITAL PURCHASES TOTAL	\$37,201	\$756,350	\$590,000	\$464,600
Capital Projects				
Construction	-\$5,295	\$0	\$0	\$0
Line Extensions	\$59,100	\$1,365,000	\$210,000	\$365,000
Lift Station Scada Upgrades	\$862	\$0	\$0	\$1,000,000
Riverfront Wwtp-Design/Feasibi	\$7,007	\$0	\$0	\$0
Lift Station	\$0	\$3,082,500	\$2,800,000	\$1,470,000
Recl H2O Pump System Upgrade	\$0	\$140,000	\$0	\$0
Wwtp Upgrades	\$0	\$7,685,000	\$1,200,000	\$6,216,685
Effluent Disposal System	\$5,795	\$0	\$0	\$0
CAPITAL PROJECTS TOTAL	\$67,469	\$12,272,500	\$4,210,000	\$9,051,685
TOTAL	\$106,296	\$13,030,850	\$4,802,000	\$9,768,285

Wastewater Debt Service

Wastewater Debt Service ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
2015 Excise Bond - Interest	\$79,317	\$73,865	\$73,865	\$68,155
2015 Excise Bond - Principal	-\$10,822	\$114,185	\$114,185	\$120,300
TOTAL	\$68,495	\$188,050	\$188,050	\$188,455

WATER DEPARTMENT

BUDGET FISCAL YEAR 2024-2025

WHO WE ARE AND WHAT WE DO

The Water Department is responsible for the operation and maintenance of more than 170 miles of distribution system, 30 active wells, 18 arsenic treatment systems, one injection well and four monitoring wells. The operation and maintenance of that system includes installing new water lines, repairing and replacing water lines, valves and meters, installing and maintaining pumps, reading meters, billing for water usage and for completing all other tasks and functions as necessary for the efficient and successful operation of the Cottonwood Municipal Utilities.



OUR ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Master Planning and Rate Study

Started the development of a comprehensive master plan and a water rate study.



Various Infrastructure Improvements

Completed the installation of

- Five remote meter reading radio tower sites
- Two new pressure reducing valves
- Six backup generators at well sites
- A new storage tank and booster pack at Quail Canyon 1
- A new arsenic treatment system at wellsite 8-9
- An asset management program with iamGIS, an intuitive geographic information system (GIS) software.



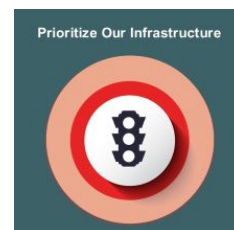
Media Replacement and System Assessment

Completed arsenic treatment media changeouts at four well sites and assessment of a comprehensive integrated SCADA system.



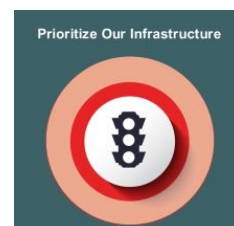
Created and Executed Valve Exercising Program

Implemented a valve exercising program and exercised all valves within the water distribution system to assure reliable operation and maintain water quality.



New Well Installation

(Anticipated) Drilled new well at Verde Santa Fe (VSF), a master planned community in Cornville that is serviced by the City of Cottonwood.



OUR STRATEGIC GOALS FOR FISCAL YEAR 2025

Infrastructure Replacements and Improvements

- Replace an additional 2,000 meters of waterline, approximately 50% of what's left remaining in the system
- Replace two PRV (Pressure Relief Valve) systems with bypass and vaults
- Install four new generators
- Install two new booster packs
- Continue work on SCADA upgrade, a supervisory control and data acquisition system for monitoring and controlling the processes and infrastructure
- Complete water model
- Start 7,000 feet of water line replacing aged lines.



PERFORMANCE INDICATORS

Strategic Direction	Lead with Environmental Leadership			
Key Priority	Stewardship of local natural resources			
Guiding Principle	Support local programs that promote a culture of conservation			
Strategic Goal	Ensure the sustainability of nature responses			
Strategic Initiative	Create a culture of conservation.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Funding for water conservation in Verde Valley	\$17,760	\$17,760	\$5,000	\$5,000
Promote water conservation at local events			\$1,500	\$2,500
Provide funding for Project WET	\$1,000	\$1,000	\$1,200	\$1,500
Process Status	On track			

Strategic Direction	Prioritize Our Infrastructure			
Key Priority	Develop, maintain and improve the city's water treatment and distribution infrastructure			
Guiding Principle	Continue to prioritize City infrastructure projects			
Strategic Goal	Ensure compliance with safe drinking water requirements and optimizing the accuracy and effectiveness of monitoring customer water use in real time			
Strategic Initiative	Ensure water treatment and flow monitoring technologies.			
Performance Indicator(s)	2022 Actual	2023 Actual	2024 Estimated	2025 Anticipated
Replacing water meters	40%	60%	80%	100%
Replace arsenic removal systems	20%	20%	25%	45%
Process Status	In progress			

DEPARTMENTAL FUND SOURCES & FINANCIAL DATA

WATER SYSTEM FUND

CONSOLIDATED STATEMENT OF REVENUES/ EXPENDITURES/ CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$14,661,858	\$24,802,700	\$29,525,920	\$18,194,437
Less: Designated Reserves	\$8,011,541	\$13,460,970	\$25,555,405	\$10,607,172
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$6,650,317	\$11,341,730	\$3,970,515	\$7,587,265

Water System Fund - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$9,035,300	\$8,972,430	\$9,489,045	\$9,126,275
Expenses	\$6,933,173	\$20,314,160	\$13,459,560	\$16,713,540
REVENUES LESS EXPENSES	\$2,102,127	-\$11,341,730	-\$3,970,515	-\$7,587,265

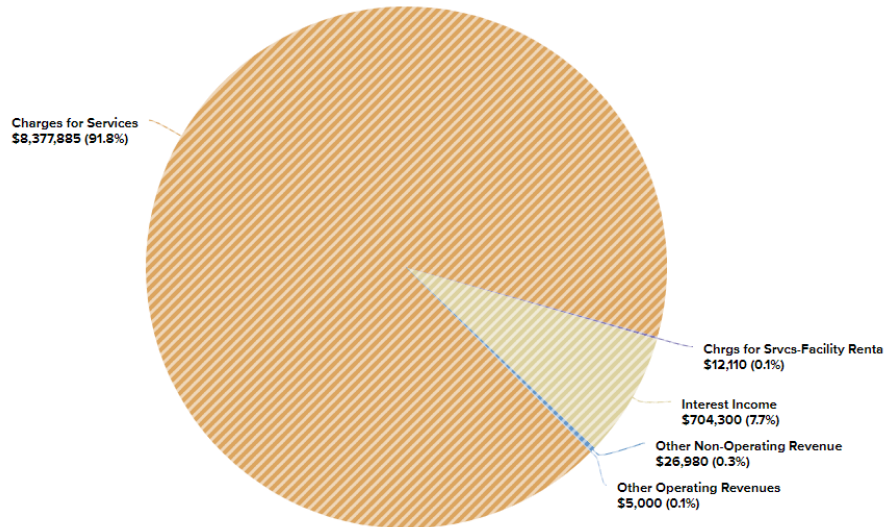
ENDING RETAINED EARNINGS DESIGNATION

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$8,752,444	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$20,773,476	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$0	\$0	\$0	\$0
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$7,190,175	\$7,360,968	\$5,670,565
Unassigned	\$0	\$6,270,795	\$18,194,437	\$4,936,607
ENDING RETAINED EARNINGS	\$29,525,920	\$13,460,970	\$25,555,405	\$10,607,172

FUND REVENUES

Water System Fund - Revenue Summary by Source ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Non-Operating Revenue	\$84,008	\$80,000	\$26,980	\$26,980
Other Operating Revenues	\$6,694	\$5,000	\$5,000	\$5,000
Charges for Services	\$8,258,669	\$8,750,430	\$8,377,885	\$8,377,885
Interest Income	\$677,356	\$125,200	\$1,065,050	\$704,300
Chrgs for Srvc-Facility Renta	\$8,573	\$11,800	\$14,130	\$12,110
TOTAL	\$9,035,300	\$8,972,430	\$9,489,045	\$9,126,275



Supplemental Revenue Data

Water System Fund - Revenues ed

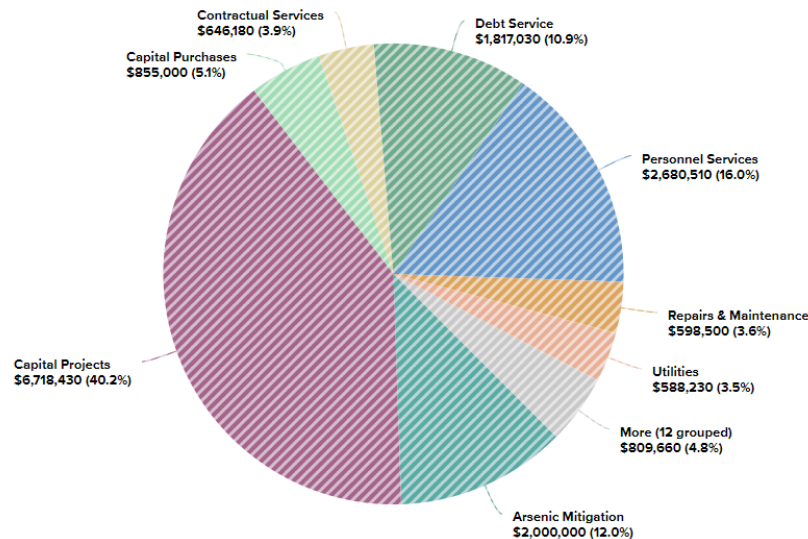
	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Other Non-Operating Revenue				
Capacity Fees	\$38,032	\$80,000	\$26,980	\$26,980
Sale Of City Property	-\$53,149	\$0	\$0	\$0
Capital Lease Proceeds	\$99,125	\$0	\$0	\$0
OTHER NON-OPERATING REVENUE TOTAL	\$84,008	\$80,000	\$26,980	\$26,980
Other Operating Revenues				
Other Income	\$6,694	\$5,000	\$5,000	\$5,000
OTHER OPERATING REVENUES TOTAL	\$6,694	\$5,000	\$5,000	\$5,000
Charges for Services				
User Fees	\$7,447,353	\$7,918,100	\$7,557,435	\$7,557,435
Meter Installation Charges	\$20,400	\$30,000	\$22,500	\$22,500
Service Turn Ons	\$59,664	\$60,000	\$60,000	\$60,000
Res-Resource Development Fees	\$488,713	\$494,180	\$490,000	\$490,000
Res-Water Advisory Committee	\$39,605	\$39,550	\$39,550	\$39,550
Res-Adjudication	\$49,792	\$50,600	\$50,600	\$50,600
Res-Water Conservation	\$30,545	\$30,800	\$30,800	\$30,800
Penalties - Collection Fees	\$122,597	\$127,200	\$127,000	\$127,000
CHARGES FOR SERVICES TOTAL	\$8,258,669	\$8,750,430	\$8,377,885	\$8,377,885
Interest Income				
Interest Income	\$378,931	\$65,000	\$824,750	\$500,000
Interest-Resource Development	\$237,330	\$50,000	\$200,000	\$180,000

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interest - Water Advisory	\$18,960	\$4,000	\$18,900	\$10,000
Interest - Adjudication	\$3,009	\$800	\$3,000	\$2,500
Interest - Water Conservation	\$5,656	\$1,400	\$5,700	\$3,500
Interest - Northern Trust	\$11,736	\$4,000	\$12,700	\$8,300
Other Unrealized Gain/Loss	\$21,735	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$677,356	\$125,200	\$1,065,050	\$704,300
Chrgs for Srvcs-Facility Renta				
Building Rental	\$8,573	\$11,800	\$14,130	\$12,110
CHRGs FOR SRVCS-FACILITY RENTA TOTAL	\$8,573	\$11,800	\$14,130	\$12,110
TOTAL	\$9,035,300	\$8,972,430	\$9,489,045	\$9,126,275

FUND EXPENDITURES

Water System Fund - Expense Summary by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$2,172,144	\$2,417,275	\$2,408,610	\$2,680,510
Materials & Supplies	\$200,599	\$175,000	\$178,120	\$186,250
Repairs & Maintenance	\$604,863	\$502,000	\$502,000	\$598,500
Contractual Services	\$266,168	\$334,585	\$328,835	\$646,180
ADEQ Annual Fee	\$26,414	\$20,000	\$20,000	\$30,000
Payment Assistance Program	\$0	\$15,000	\$15,000	\$15,000
Arsenic Mitigation	\$535,957	\$2,750,000	\$1,600,000	\$2,000,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Travel/Training	\$17,399	\$28,000	\$16,500	\$36,800
Subscriptions/Memberships	\$1,099	\$2,000	\$1,300	\$2,000
Postage/Freight	\$35,964	\$52,000	\$50,500	\$53,500
Liability Insurance	\$46,883	\$9,730	\$39,800	\$77,440
Liability Ins Deductible	\$0	\$0	\$11,670	\$11,670
Indirect Cost To GF	\$305,546	\$275,000	\$356,000	\$396,000
Bad Debt Expense	\$34,829	\$37,500	\$0	\$0
Utilities	\$483,588	\$516,855	\$544,940	\$588,230
Debt Service	\$412,724	\$1,819,285	\$1,819,285	\$1,817,030
Capital Purchases	\$18,734	\$838,000	\$838,000	\$855,000
Capital Projects	\$666,767	\$10,520,930	\$4,728,000	\$6,718,430
Depreciation	\$1,103,497	\$0	\$0	\$0
TOTAL	\$6,933,173	\$20,314,160	\$13,459,560	\$16,713,540



Water Department Operations - Expenditures

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$99,875	\$75,000	\$77,500	\$78,000
Small Tools	\$6,760	\$7,000	\$7,700	\$7,000
Gas & Oil	\$50,820	\$40,000	\$40,000	\$45,000
Other Chemicals	\$37,950	\$45,000	\$45,000	\$47,250
Office Supplies	\$3,987	\$4,000	\$4,000	\$5,000
MATERIALS & SUPPLIES TOTAL	\$199,391	\$171,000	\$174,200	\$182,250
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$23,101	\$25,000	\$25,000	\$27,000
Equipment Maintenance & Repair	\$218,255	\$250,000	\$250,000	\$260,000
Building Maint & Repair	\$1,097	\$2,000	\$2,000	\$8,500
Arsenic System Maintenance	\$165,539	\$225,000	\$225,000	\$303,000
REPAIRS & MAINTENANCE TOTAL	\$407,992	\$502,000	\$502,000	\$598,500
Contractual Services				
Contractual Services	\$47,927	\$89,000	\$89,000	\$117,750
Employee Physicals/Drug Tests	\$785	\$2,000	\$1,000	\$2,000
Computer Support	\$896	\$1,125	\$1,125	\$1,500
Lab/Testing	\$17,892	\$35,000	\$25,000	\$35,000
Advertising	\$140	\$0	\$500	\$500
CONTRACTUAL SERVICES TOTAL	\$67,640	\$127,125	\$116,625	\$156,750
Other Operating Expenses				
ADEQ Annual Fee	\$26,414	\$20,000	\$20,000	\$30,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Travel/Training	\$16,814	\$20,000	\$16,500	\$32,800
Subscriptions/Memberships	\$1,099	\$2,000	\$1,300	\$2,000
Postage/Freight	\$5,855	\$7,000	\$5,500	\$8,500
Liability Insurance	\$36,464	\$0	\$26,700	\$58,080
Liability Ins Deductible	\$0	\$0	\$11,670	\$11,670
OTHER OPERATING EXPENSES TOTAL	\$86,646	\$50,000	\$82,670	\$144,050
Utilities				
Utilities	\$464,638	\$496,385	\$528,500	\$570,680
Telephone	\$10,775	\$10,865	\$7,380	\$7,510
UTILITIES TOTAL	\$475,413	\$507,250	\$535,880	\$578,190
TOTAL	\$1,237,081	\$1,357,375	\$1,411,375	\$1,659,740

Supplemental Personnel Data per Departmental Unit

Water Department Administration - Personnel

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Salaries	\$289,295	\$368,940	\$302,650	\$383,061
Overtime	\$4,208	\$4,970	\$4,970	\$5,000
Holiday Pay	\$357	\$390	\$780	\$800
Social Security	\$16,981	\$21,875	\$22,345	\$21,447
Medicare Tax	\$4,310	\$5,370	\$4,500	\$5,675
Ariz State Retirement	\$35,092	\$44,345	\$37,900	\$46,833
Health/Life Insurance	\$44,534	\$34,935	\$48,460	\$46,696
Worker's Compensation	\$281	\$305	\$320	\$350
Recreation Membership Bene	\$419	\$1,545	\$2,005	\$1,490
ASRS Pension Expense	\$21,620	\$0	\$0	\$0
ASRS Opeb Expense	-\$12,779	\$0	\$0	\$0
TOTAL	\$404,318	\$482,675	\$423,930	\$511,352

Water Department - Authorized Positions

Authorized Positions	FY2023	FY2024	FY2025
FTE			
Utility Billing Supervisor	0.65	0.65	0
Cross Connection/Conservation Spec.	0.5	0.5	0.5
Utilities Director	1	1	0
Utility Engineer	1	1	1
Instrument Technician/Electrician	0	1	1
Utility Equipment Operator	3	3	6
Arsenic Treatment Specialist II	1	1	1
Water Treatment Foreman	0	0	1
Field Services Specialist	1	1	1
GIS Technician II	1	1	0
Water Operations Superintendent	0.5	1	1
Customer Service Specialist UB	0	0	1.6
PW & Utility Inspector	1	1	1
Water Operations Foreman	1	1	1
Assistant Director of Utilities	0.5	0	0.5
Utility Director/Natural Resources - Acting City Manager	0	0	0.833
Water System Operator II	3	3	2
Lead Electrician	1	1	1
Water System Operator III	1	1	1
Water System Operator I	1	1	1
Utilities Manager	0	0.5	0
Utility Technician	3	3	0
Utility GIS Technician II	0	0	1
Electrician	0	0	0
Utility Billing Customer Service Supervisor	0	0	1
Utility Billing Clerk	1.95	1.95	0
Electrical Technician	0	0	0
Arsenic Treatment Specialist III	1	1	1
FTE	24.1	25.6	25.433

Supplemental Expenditures Data per Departmental Unit

Water Department Administration - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Office Supplies	\$1,208	\$4,000	\$2,000	\$2,000
Copier Supplies	\$0	\$0	\$1,920	\$2,000
MATERIALS & SUPPLIES TOTAL	\$1,208	\$4,000	\$3,920	\$4,000
Contractual Services				
Contractual Services	\$169,618	\$180,000	\$181,000	\$207,000
Computer Support	\$5,326	\$5,960	\$9,710	\$10,930
Custodial Contract	\$8,309	\$7,500	\$7,500	\$7,500
CONTRACTUAL SERVICES TOTAL	\$183,253	\$193,460	\$198,210	\$225,430
Payment Assistance Program	\$0	\$15,000	\$15,000	\$15,000
Travel/Training	\$585	\$8,000	\$0	\$4,000
Postage/Freight	\$30,108	\$45,000	\$45,000	\$45,000
Liability Insurance	\$10,419	\$9,730	\$13,100	\$19,360
Indirect Cost To GF	\$305,546	\$275,000	\$356,000	\$396,000
Bad Debt Expense	\$34,829	\$37,500	\$0	\$0
Utilities				
Utilities	\$5,861	\$7,130	\$6,360	\$6,820
Telephone	\$2,314	\$2,475	\$2,700	\$3,220
UTILITIES TOTAL	\$8,175	\$9,605	\$9,060	\$10,040
TOTAL	\$574,124	\$597,295	\$640,290	\$718,830

Water Department Operations - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Materials & Supplies				
Operational Equip & Supplies	\$99,875	\$75,000	\$77,500	\$78,000
Small Tools	\$6,760	\$7,000	\$7,700	\$7,000
Gas & Oil	\$50,820	\$40,000	\$40,000	\$45,000
Other Chemicals	\$37,950	\$45,000	\$45,000	\$47,250
Office Supplies	\$3,987	\$4,000	\$4,000	\$5,000
MATERIALS & SUPPLIES TOTAL	\$199,391	\$171,000	\$174,200	\$182,250
Repairs & Maintenance				
Vehicle Maintenance & Repair	\$23,101	\$25,000	\$25,000	\$27,000
Equipment Maintenance & Repair	\$218,255	\$250,000	\$250,000	\$260,000
Building Maint & Repair	\$1,097	\$2,000	\$2,000	\$8,500
Arsenic System Maintenance	\$165,539	\$225,000	\$225,000	\$303,000
REPAIRS & MAINTENANCE TOTAL	\$407,992	\$502,000	\$502,000	\$598,500
Contractual Services				
Contractual Services	\$47,927	\$89,000	\$89,000	\$117,750
Employee Physicals/Drug Tests	\$785	\$2,000	\$1,000	\$2,000
Computer Support	\$896	\$1,125	\$1,125	\$1,500
Lab/Testing	\$17,892	\$35,000	\$25,000	\$35,000
Advertising	\$140	\$0	\$500	\$500
CONTRACTUAL SERVICES TOTAL	\$67,640	\$127,125	\$116,625	\$156,750
Other Operating Expenses				
ADEQ Annual Fee	\$26,414	\$20,000	\$20,000	\$30,000
Verde River Days	\$0	\$1,000	\$1,000	\$1,000
Travel/Training	\$16,814	\$20,000	\$16,500	\$32,800
Subscriptions/Memberships	\$1,099	\$2,000	\$1,300	\$2,000
Postage/Freight	\$5,855	\$7,000	\$5,500	\$8,500
Liability Insurance	\$36,464	\$0	\$26,700	\$58,080
Liability Ins Deductible	\$0	\$0	\$11,670	\$11,670
OTHER OPERATING EXPENSES TOTAL	\$86,646	\$50,000	\$82,670	\$144,050
Utilities				
Utilities	\$464,638	\$496,385	\$528,500	\$570,680
Telephone	\$10,775	\$10,865	\$7,380	\$7,510
UTILITIES TOTAL	\$475,413	\$507,250	\$535,880	\$578,190

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
TOTAL	\$1,237,081	\$1,357,375	\$1,411,375	\$1,659,740

Water Dept. Construction - Capital Purchases & Projects ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Repairs & Maintenance				
Valve Repair	\$196,871	\$0	\$0	\$0
REPAIRS & MAINTENANCE TOTAL	\$196,871	\$0	\$0	\$0
Contractual Services				
Investment Expense	\$15,274	\$14,000	\$14,000	\$14,000
Water/ Waste Water Master Plan	\$0	\$0	\$0	\$250,000
CONTRACTUAL SERVICES TOTAL	\$15,274	\$14,000	\$14,000	\$264,000
Arsenic Mitigation	\$535,957	\$2,750,000	\$1,600,000	\$2,000,000
Capital Purchases				
Furnishing & Equipment	\$18,734	\$838,000	\$838,000	\$855,000
CAPITAL PURCHASES TOTAL	\$18,734	\$838,000	\$838,000	\$855,000
Capital Projects				
Fire Hydrant Improvements	\$0	\$25,000	\$1,000	\$25,000
Line Extensions	\$0	\$20,000	\$20,000	\$0
Line Replacements	\$1,893	\$150,000	\$50,000	\$150,000
Well Booster Station	\$1,334	\$175,000	\$175,000	\$300,000
Well Improvements	\$84,863	\$600,000	\$282,000	\$1,600,000
Water System Upgrades	\$573,969	\$7,457,500	\$4,200,000	\$2,550,000
Hwy 260 H2O System Upgrades	\$4,708	\$2,093,430	\$0	\$2,093,430
CAPITAL PROJECTS TOTAL	\$666,767	\$10,520,930	\$4,728,000	\$6,718,430
TOTAL	\$1,433,603	\$14,122,930	\$7,180,000	\$9,837,430

Water Debt Service

Water Debt Service ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
2015 WIFA Bond Principal	\$0	\$708,205	\$708,205	\$723,785
2015 WIFA Bond Interest	\$140,090	\$109,930	\$109,930	\$94,350
Trustee Fees	\$0	\$1,000	\$1,000	\$1,000
2016 WIFA Bond Principal	\$0	\$770,115	\$770,115	\$783,240
2016 WIFA Bond Interest	\$166,580	\$153,680	\$153,680	\$140,555
2016 WIFA Bond Trustee Fees	\$2,000	\$1,000	\$1,000	\$1,000
2015 Excise Bond - Interest	\$104,054	\$29,600	\$29,600	\$24,900
2015 Excise Bond - Principal	\$0	\$45,755	\$45,755	\$48,200
TOTAL	\$412,724	\$1,819,285	\$1,819,285	\$1,817,030

WATER INFRASTRUCTURE FINANCE AUTHORITY LOANS

BUDGET FISCAL YEAR 2024-2025

ABOUT THE WATER INFRASTRUCTURE FINANCE AUTHORITY

The function of the **Water Infrastructure Finance Authority (WIFA)** of Arizona is to provide financial assistance and low-interest loans for construction and improvement of drinking water systems, wastewater treatment, and water reclamation systems. Its authority has been expanded to provide financial resources for projects relating to water supply development in order to improve current and long-term water supplies.

Grants are authorized by the WIFA Board that issues bonds to support public water supply infrastructure and projects. The WIFA Advisory Board consists of representatives of municipalities, water systems, and sanitary districts.

Below are two WIFA loans that the City of Cottonwood secured.

WIFA LOANS

2015 WIFA LOAN

Maturity	Principal			Rate	Interest/Fees	Debt Service
	Payment	Retired	Balance			
January 1, 2025 July 1, 2025	741,585	6,756,016	3,463,510	2.200%	46,256 46,256	834,907
January 1, 2026 July 1, 2026	757,900	7,513,916	2,705,610	2.200%	38,099 38,099	834,907
January 1, 2027 July 1, 2027	774,574	8,288,490	1,931,037	2.200%	29,762 29,762	834,907
January 1, 2028 July 1, 2028	791,614	9,080,104	1,139,422	2.200%	21,241 21,241	834,907
January 1, 2029 July 1, 2029	809,030	9,889,014	330,392	2.200%	12,534 12,534	834,907
January 1, 2030 July 1, 2030	330,392	10,219,526	0	2.200%	3,634 3,634	337,661
Total	\$4,205,095				\$303,052	\$4,512,196

2016 WIFA LOAN

Maturity	Principal			Rate	Interest/Fees	Debt Service
	Payment	Retired	Balance			
January 1, 2025 July 1, 2025	783,238	6,594,735	8,605,265	1.704%	79,990 79,990	943,218
January 1, 2026 July 1, 2026	796,584	7,391,319	7,808,681	1.704%	73,317 73,317	943,218
January 1, 2027 July 1, 2027	810,158	8,201,478	6,998,522	1.704%	66,530 66,530	943,218
January 1, 2028 July 1, 2028	823,963	9,025,441	6,174,559	1.704%	59,627 56,627	943,218
January 1, 2029 July 1, 2029	838,004	9,863,444	5,336,556	1.704%	52,607 52,607	943,218
January 1, 2030 July 1, 2030	852,283	10,715,728	4,484,272	1.704%	45,467 45,467	943,218
January 1, 2031 July 1, 2031	866,806	11,582,534	3,617,466	1.704%	38,206 38,206	943,218
January 1, 2032 July 1, 2032	881,576	12,464,110	2,735,890	1.704%	30,821 30,821	943,218
January 1, 2033 July 1, 2033	896,599	13,360,709	1,839,291	1.704%	23,310 23,310	943,218
January 1, 2034 July 1, 2034	911,877	14,272,585	927,415	1.704%	15,671 15,671	943,218
January 1, 2035 July 1, 2035	927,415	15,200,000	0	1.704%	7,902 7,902	943,218
Total	\$9,388,503				\$986,896	\$10,375,398

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FIDUCIARY FUNDS SUMMARY

BUDGET FISCAL YEAR 2024-2025

THE PURPOSE OF THE FIDUCIARY FUNDS

These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

The fiduciary funds consist of **(1) Alternative Pension and Benefits Plan Fund (Volunteer Fire Retirement Benefits Fund)** and **(2) Employee Benefit Trust Fund**.

FUND SOURCES AND FINANCIAL DATA

FIDUCIARY FUNDS

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES /

CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$294,230	\$351,930	\$335,010	\$353,690
Less: Designated Reserves	\$294,230	\$350,630	\$353,690	\$349,190
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$1,300	(\$18,680)	\$4,500

Fiduciary Funds - Consol. Stmt. Rev/Exp/FunBal ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues	\$51,368	\$12,500	\$27,280	\$2,500
Expenses	\$10,589	\$13,800	\$8,600	\$7,000
REVENUES LESS EXPENSES	\$40,779	-\$1,300	\$18,680	-\$4,500

Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$40,779	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$294,231	\$350,630	\$353,690	\$349,190
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING RETAINED EARNINGS	\$335,010	\$350,630	\$353,690	\$349,190

FUND SOURCES

Fiduciary Funds - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interest Income				
Interest Income	\$50,996	\$12,500	\$27,280	\$2,500
Other Unrealized Gain/Loss	\$372	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$51,368	\$12,500	\$27,280	\$2,500
TOTAL	\$51,368	\$12,500	\$27,280	\$2,500

FUND EXPENDITURES

Fiduciary Funds - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services	\$1,650	\$1,800	\$780	\$0
Misc Expense	\$8,939	\$12,000	\$7,820	\$7,000
TOTAL	\$10,589	\$13,800	\$8,600	\$7,000

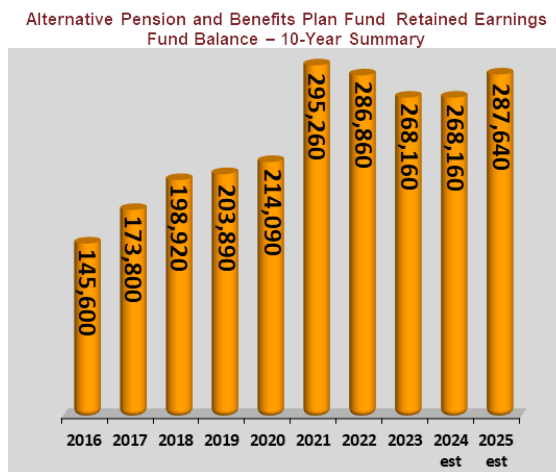
ALTERNATIVE PENSION AND BENEFITS PLAN FUND

BUDGET FISCAL YEAR 2024-2025

ABOUT THIS FUND

The Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan, which is administered for the City's volunteer firefighters by the City and a board of trustees. Revenues are received from the State's Fire Insurance Premium Tax, contributions from the City and members, and interest on investments.

Below is a ten-year illustration of retained earnings for this fund.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

Maintained Financial Health of Fund

Maintained the financial health of the pool.



STRATEGIC GOALS FOR FISCAL YEAR 2025

Ensure Financial Stability of Fund

Maintain the financial stability of the pool.

Pursue Plan Improvements

Continue to search for ways to improve plan.



PERFORMANCE INDICATORS

Performance indicators do not apply.

FUND SOURCES AND FINANCIAL DATA

VOLUNTEER FIRE RETIREMENT BENEFITS CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES / CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$228,025	\$288,060	\$268,160	\$287,640
Less: Designated Reserves	\$228,025	\$288,260	\$287,640	\$284,640
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	(\$200)	(\$19,480)	\$3,000

Vol. Fire Ret. Benefits - Consol. Stmt. Rev/Exp ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Interest Income				
Interest Income	\$50,393	\$12,000	\$26,080	\$2,000
INTEREST INCOME TOTAL	\$50,393	\$12,000	\$26,080	\$2,000
REVENUES TOTAL	\$50,393	\$12,000	\$26,080	\$2,000
Expenses				
Personnel Services				
Retirement Benefits	\$1,650	\$1,800	\$780	\$0
PERSONNEL SERVICES TOTAL	\$1,650	\$1,800	\$780	\$0
EXPENSES TOTAL	\$10,259	\$11,800	\$6,600	\$5,000
REVENUES LESS EXPENSES	\$40,134	\$200	\$19,480	-\$3,000

Ending Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$40,135	\$0	\$0	\$0
Designated Reserves - FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves - FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$228,025	\$288,260	\$287,640	\$284,640
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING RETAINED EARNINGS	\$268,160	\$288,260	\$287,640	\$284,640

FUND SOURCES

Vol. Fire Ret. Benf. Fund - Revenues ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interest Income	\$50,393	\$12,000	\$26,080	\$2,000
TOTAL	\$50,393	\$12,000	\$26,080	\$2,000

FUND EXPENDITURES

Volunteer Fire Ret. Benf. Fund - Expenditures by Category ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Personnel Services				
Retirement Benefits	\$1,650	\$1,800	\$780	\$0
PERSONNEL SERVICES TOTAL	\$1,650	\$1,800	\$780	\$0
Misc Expense	\$8,609	\$10,000	\$5,820	\$5,000
TOTAL	\$10,259	\$11,800	\$6,600	\$5,000

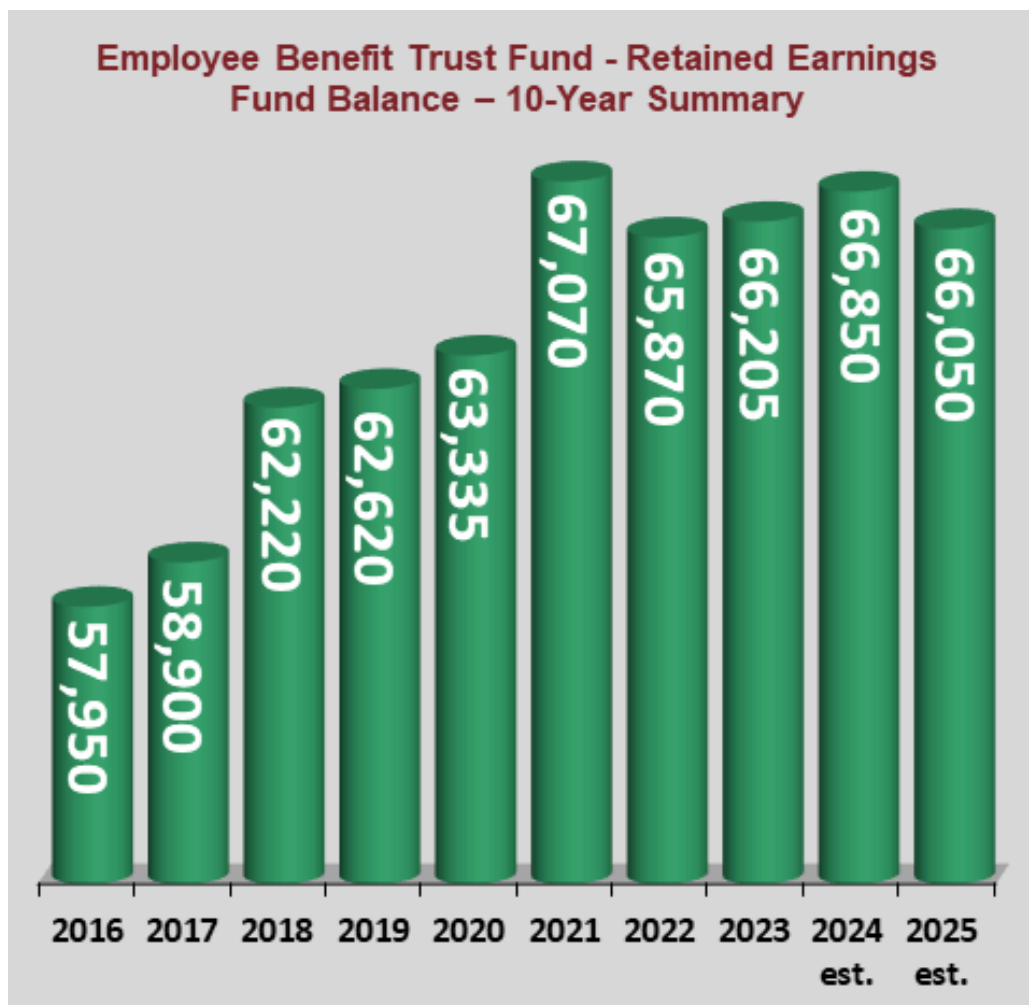
EMPLOYEE BENEFIT TRUST FUND

BUDGET FISCAL YEAR 2024-2025

ABOUT THIS FUND

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 Health Arizona.

Below is a ten-year illustration of retained earnings for this fund. The fund balance is providing short-term disability for all employees.



ACCOMPLISHMENTS FOR FISCAL YEAR 2024

N/A

STRATEGIC GOALS FOR FISCAL YEAR 2025

No strategic goals have been determined.

PERFORMANCE INDICATORS

Performance indicators do not apply.

FUND SOURCES AND FINANCIAL DATA

EMPLOYEE BENEFIT TRUST FUND

CONSOLIDATED STATEMENT OF REVENUES / EXPENDITURES / CHANGES IN FUND BALANCE

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Beginning Fund Balance	\$66,205	\$63,870	\$66,850	\$66,050
Less: Designated Reserves	\$66,205	\$62,370	\$66,050	\$64,550
Less: Cash Reserves	\$0	\$0	\$0	\$0
APPROPRIATED FUND BALANCE	\$0	\$1,500	\$800	\$1,500

Employee Benefit Trust Fund - Consol. Stmt. Rev/Exp/FunBa...

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Revenues				
Interest Income	\$975	\$500	\$1,200	\$500
REVENUES TOTAL	\$975	\$500	\$1,200	\$500
Expenses	\$330	\$2,000	\$2,000	\$2,000
REVENUES LESS EXPENSES	\$645	-\$1,500	-\$800	-\$1,500

Ending Retained Earnings Designation

	FY 2023	FY 2024		FY 2025
	Actuals	Budget	Revised	Adopted Budget
Operating Surpluses/(Losses)	\$645	\$0	\$0	\$0
Designated Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Cash Reserves: FYs prior to 2025	\$0	\$0	\$0	\$0
Restricted	\$66,205	\$62,370	\$66,050	\$64,550
Committed	\$0	\$0	\$0	\$0
Assigned	\$0	\$0	\$0	\$0
Unassigned	\$0	\$0	\$0	\$0
ENDING RETAINED EARNINGS	\$66,850	\$62,370	\$66,050	\$64,550

FUND SOURCES

Employee Benefits Trust Fund - Revenue ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Interest Income				
Interest Income	\$603	\$500	\$1,200	\$500
Other Unrealized Gain/Loss	\$372	\$0	\$0	\$0
INTEREST INCOME TOTAL	\$975	\$500	\$1,200	\$500
TOTAL	\$975	\$500	\$1,200	\$500

FUND EXPENDITURES

Employee Benefits Trust Fund - Expenditures ed

	FY 2023 Actuals	FY 2024 Budget	FY 2024 Dept. Head Estimate	FY 2025 Adopted Budget
Misc Expense	\$330	\$2,000	\$2,000	\$2,000
TOTAL	\$330	\$2,000	\$2,000	\$2,000

APPENDICES

BUDGET FISCAL YEAR 2024-2025

SALARY RANGES & AUTHORIZED POSITIONS

BUDGET FISCAL YEAR 2024-2025

SALARY RANGES

Salary Range	Minimum	Midpoint	Maximum
12	30,801	38,502	46,203
13	32,341	40,427	48,512
14	33,959	42,448	50,937
15	35,657	44,571	53,484
16	37,439	46,799	56,158
17	39,311	49,139	58,967
18	41,276	51,596	61,916
19	43,340	54,176	65,011
20	45,507	56,885	68,262
21	47,783	59,729	71,674
22	50,172	62,716	75,259
23	52,681	65,851	79,021
24	55,315	69,144	82,972
25	58,081	72,601	87,120
26	60,985	76,231	91,476
27	64,034	80,042	96,050
28	67,236	84,045	100,853
29	70,597	88,247	105,896
30	74,128	92,660	111,191
31	77,833	97,292	116,750
32	81,725	102,157	122,588
33	85,811	107,264	128,716
34	90,102	112,628	135,153
35	94,607	118,259	141,910
36	99,337	124,171	149,005
37	104,303	130,380	156,456
38	109,520	136,899	164,278
39	114,996	143,745	172,494
40	120,745	150,931	181,117
41	126,782	158,478	190,174
42	133,121	166,402	199,682
43	139,777	174,722	209,666
44	146,766	183,458	220,149
45	154,104	192,631	231,157
46	161,809	202,262	242,715
47	169,900	212,375	254,850
48	178,396	222,994	267,592
49	187,315	234,144	280,973
50	196,681	245,851	295,021

TOTAL ALLOCATED FTE - ALL FUNDS

DEPARTMENT	FTEs		SALARY RANGE FY 2025		
Administration	5.667		Range	Min	Max
	1	City Manager	44	146,766	220,149
	0.5	Facilities Reservations and Airport Coordinator	18	41,277	61,915
	1	Director of Strategic Initiatives	36	99,337	149,006
	1	Deputy City Manager	41	126,782	190,173
	1	Management Analyst	23	52,681	79,021
	1	Executive Assistant to the City Manager	24	55,314	82,971
	0.1667	Utilities Director/Acting City Manager	39	114,995	172,492
Office of the City Clerk	2				
	1	City Clerk	33	85,811	128,716
	1	Deputy City Clerk	22	50,172	75,258
Tourism & Economic Development	2.5				
	1	Tourism and Economic Development Director/P	34	90,102	135,153
	0.5	Marketing and Public Information Specialist	23	52,681	79,021
	1	<i>Tourism/Economic Development Specialist</i>	20	45,507	68,261
Airport	2				
	1	Airport Manager	33	85,811	128,716
	1	Airport Operations & Maintenance Specialist	17	39,311	58,966
Finance Department	5.5				
	1	Financial Services Director	37	104,304	156,456
	1	Accounting Manager	33	85,811	128,716
	1	Budget Analyst	23	52,681	79,021
	1	Payroll & Accounts Payable Specialist	19	43,341	65,011
	1	Contracts & Purchasing Administrator	28	67,235	100,852
	0.5	Administrative Assistant	16	37,439	56,158
Human Resources	4.5				
	1	Human Resources Director	36	99,337	149,006
	1	<i>Human Resource Specialist III</i>	28	67,235	100,852
	1	Human Resource Specialist II	23	52,681	79,021
	1	Risk Management and Safety Specialist II	23	52,681	79,021
	0.5	Administrative Assistant	16	37,439	56,158
IT Services	8				
	1	IT Director	37	104,304	156,456
	1	IT Network Administrator	29	70,597	105,896
	1	IT Systems Administrator - Secure PD	27	64,034	96,050
	1	IT Technician II	25	58,080	87,120
	1	IT Technician I	23	52,681	79,021
	1	IT Technician I - Library/AV	23	52,681	79,021
	1	Radio & Telecommunications Tech./Advisor	29	70,597	105,896
	1	GIS Coordinator	27	64,034	96,050

DEPARTMENT	FTEs		SALARY RANGE FY 2025		
Community Development	10				
	1	Community Development Director	36	99,337	149,006
	1	Admin Assistant	16	37,439	56,158
	1	Assistant Planner	21	47,783	71,674
	1	Planner	25	58,080	87,120
	1	Senior Planner	27	64,034	96,050
	1	Permit Specialist	18	41,277	61,915
	1	Building Inspector	23	52,681	79,021
	1	Building Official	32	81,725	122,588
	1	Ordinance Enforcement Supervisor	24	55,314	82,971
	1	Ordinance Enforcement Officer	20	45,507	68,261
Animal Control	2				
	2	Animal Control Officer	18	41,277	61,915
Police Department	45				
	1	Chief of Police	39	114,995	172,492
	2	Commanders	35	94,607	141,910
	8	Sergeants	30	74,126	111,190
	1	Administrative Support Supervisor	24	55,314	82,971
	26	Police Officer	25	58,080	87,120
	3	Records Clerk	16	37,439	56,158
	2	Police Aide	16	37,439	56,158
	1	Property & Evidence Specialist	20	45,507	68,261
	1	Victim Advocate	20	45,507	68,261
Communications	22				
	1	Regional PS Comm Manager	31	77,833	116,750
	3	Regional PS Comm Supervisors	25	58,080	87,120
	17	Regional PS Comm Specialist	22	50,172	75,258
	1	Senior Administrative Assistant	18	41,277	61,915
Fire & Medical Services	30				
	1	Fire Chief	39	114,995	172,492
	2	Division Chief	33	85,811	128,716
	1	Battalion Chief/Medic	32	81,725	122,588
	4	Captain	29	70,597	105,896
	1	Captain	29	70,597	105,896
	6	Engineer	26	60,984	91,476
	12	Firefighter	23	52,681	79,021
	1	Senior Administrative Assistant	18	41,277	61,915
	1	Fire Inspector I	23	52,681	79,021
	1	Fire Inspector II/Firefighter	25	58,080	87,120

DEPARTMENT	FTEs		SALARY RANGE FY 2025		
Public Works	2.5				
	0.5	Public Works Director	36	99,337	149,006
	1	Projects & CIP Manager	28	67,235	100,852
	1	Public Works & Utility Specialist	21	47,783	71,674
Engineering	4				
	1	City Engineer PE	34	90,102	135,153
	1	PW Project Manager	28	67,235	100,852
	1	Stormwater Specialist	21	47,783	71,674
	1	Public Works & Utility Inspector	23	52,681	79,021
Building & Maintenance De	10				
	1	Public Works Superintendent	29	70,597	105,896
	1	Facilities Lead Maintenance Technician I	19	43,341	65,011
	1	Public Works Lead Maintenance Technician I	21	47,783	71,674
	1	Public Works Facility and Park Maintenance Technician I	17	39,311	58,966
	2	Facilities Maintenance Technician I	17	39,311	58,966
	4	Public Works Maintenance Technician I	17	39,311	58,966
Legal	1				
	1	City Attorney	42	133,121	199,681
Municipal Court	4.8				
	0.8	Presiding Magistrate	38	109,519	164,278
	1	Court Administrator	29	70,597	105,896
	1	Court Clerk II	18	41,277	61,915
	2	Court Clerk I	16	37,439	56,158
P&R, Recreation, Pool, Youth Center	10				
	1	Parks & Recreation and Library Director	36	99,337	149,006
	1	Recreation Center Manager	26	60,984	91,476
	4	Recreation Coordinator II	20	45,507	68,261
	1	Recreation Coordinator I - Guest Services/Admin	17	39,311	58,966
	0.5	Facilities Reservation & Airport Coordinator	18	41,277	61,915
	0.5	Marketing & Public Information Specialist	23	52,681	79,021
	2	Lifeguard	17	39,311	58,966
Transit	21				
	1	Transit Manager	31	77,833	116,750
	1	Administrative Assistant	16	37,439	56,158
	3	Transportation Field Supervisor	24	55,314	82,971
	15	Transit Driver	16	37,439	56,158
	1	Dispatcher	17	39,311	58,966

DEPARTMENT	FTEs	SALARY RANGE FY 2025			
Public Library	6				
	1	Library Manager	26	60,984	91,476
	1	Library Assistant II	20	45,507	68,261
	3	Library Specialist	18	41,277	61,915
	1	Library Youth Services Supervisor	21	47,783	71,674
Street Maintenance	6.5				
	0.5	Public Works Director	36	99,337	149,006
	1	Public Works Lead Maintenance Technician II	21	47,783	71,674
	5	Public Works Maintenance Technician II	19	43,341	65,011
Water Utilities	26.43				
	0.8333	Natural Resources/Utility Director - Acting City Manager			
	0.5	Assistant Director of Utilities	33	85,811	128,716
	0.5	Cross Connection/Conservation Specialist	20	45,507	68,261
	1	Utility Billing Customer Service Supervisor	24	55,314	82,971
	1.6	Customer Service Utility Billing	16	37,439	56,158
	1	Water Operations Manager	28	67,235	100,852
	1	Water Production & Distribution Foreman	26	60,984	91,476
	1	Arsenic Treatment Specialist II	22	50,172	75,258
	1	Arsenic Treatment Specialist I	20	45,507	68,261
	1	Lead Electrician	27	64,034	96,050
	1	Water Treatment Foreman	26	60,984	91,476
	2	Water Operator I	19	43,341	65,011
	3	Water Operator II	21	47,783	71,674
	1	Utility GIS Technician	25	58,080	87,120
	3	Equipment Operator II	22	50,172	75,258
	3	Equipment Operator I (Utility Tech)	20	45,507	68,261
	1	Utility Engineer	32	81,725	122,588
	1	Public Works & Utility Inspector	23	52,681	79,021
	1	Field Services Specialist	20	45,507	68,261
	1	Instrument Technician/Electrician	24	55,314	82,971
Wastewater Utilities	13.4				
	0.5	Assistant Director of Utilities	33	85,811	128,716
	1.4	Customer Service Utility Billing	16	37,439	56,158
	1	Wastewater System Operations Foreman	26	60,984	91,476
	1	Waste Water & Compliance Manager	30	74,126	111,190
	0	Lead Electrician	27	64,034	96,050
	1	Electrician	24	55,314	82,971
	1	Wastewater Operator III	23	52,681	79,021
	3	Wastewater Operator II	21	47,783	71,674
	2	Wastewater Operator I	19	43,341	65,011
	2	Wastewater Operator I	19	43,341	65,011
	0.5	Cross Connection/Conservation Specialist	20	45,507	68,261
Total Allocated FTE	244.8				

AUTHORIZED POSITIONS - SUMMARY

All Departments - Authorized Positions A-Z

Authorized Positions	FY2023	FY2024	FY2025
FTE			
(Head) Lifeguard	1.7	1.7	1.7
Accounting Manager	1	1	1
Administrative Assistant	3	3	4
Airport Manager	1	1	1
Airport Operations & Maintenance Specialist	0	1	1
Animal Control Officer	0	0	2
Arsenic Treatment Specialist II	1	1	1
Arsenic Treatment Specialist III	1	1	1
Assistant Director of Utilities	0.5	0	1
Assistant Planner	1	1	1
Assistant Planner/CE Coordinator	1	0	0
Assistant to City Manager	0	0	0
Budget Analyst	1	1	1
Building Inspector	1	1	1
Building Official	1	1	1
City Attorney (Contract)	1	1	1
City Clerk	1	1	1
City Engineer PE	1	1	1
City Manager	1	1	1
Code Enforcement Officer	0	1	0
Code Enforcement Supervisor	0	1	0
Commander	2	2	2
Communications Manager	1	1	1
Communications Specialist	17	17	17
Communications Supervisor	3	3	3
Community Development Director	1	1	1
Contracts & Purchasing Administrator	1	1	1
Court Administrator	1	1	1
Court Clerk I	2	2	2
Court Clerk II	1	1	1
Cross Connection/Conservation Spec.	1	1	1
Customer Service Specialist UB	0	0	3
Deputy City Manager	1	1	1
Deputy Clerk	1	1	1
Director of Strategic Initiatives	0	0	1
Division Chief	0	0	2
Division Chiefs	0	2	0
Economic Development/Tourism Specialist 1	0	0	1
Electrical Technician	0	0	0
Electrician	1	1	1
Electrician	0	0	0
Executive Assistant	1	1	0
Executive Assistant to the City Manager	0	0	1
Facilities Maintenance Tech. I	3	2	3
Facilities Reservation/Airport Coordinator	0.25	0	0
Facilities Reservations/Airport Coordinator	0	0	0
Facilities Superintendent	1	1	1
Facility Reservation/Airport Coordinator	0.5	1	1
Facs. Rsvn. & Airport Coordinator	0	0	0
Field Services Specialist	1	1	1
Financial Services Director	1	1	1
Fire Battalion Chief	3	2	0
Fire Battalion Chief/Medic	0	0	1
Fire Captain	0	0	5

Authorized Positions	FY2023	FY2024	FY2025
Fire Chief	1	1	1
Fire Engineer	6	6	6
Fire Inspector	1	2	0
Fire Inspector I	0	0	1
Fire Inspector II	0	0	1
Fire Lieutenant	3	3	0
Fire Marshal	1	0	0
Firefighter	12	12	12
Fitness Center Coordinator	0	0	0
Front Desk Supervisor	1	1	1
GIS Coordinator	0	0	1
GIS Technician II	2	2	0
Head Lifeguard	0.3	0.3	0.3
Human Resources Director	1	1	1
Human Resources Specialist II	1	1	1
Human Resources Specialist III	0	0	1
Instrument Technician/Electrician	0	1	1
IT Director	1	1	1
IT Systems Administrator	1	1	1
IT Systems Administrator - Secure PD	0	0	1
IT Technician I	1	1	1
IT Technician I - Library/AV	0	0	1
IT Technician II	2	2	1
Lead Electrician	1	1	1
Lead Facilities Maintenance Tech I	0	0	1
Lead Maintenance Tech I	1	1	0
Lead PW Maintenance Technician II	1	1	1
Library Assistant II	1	1	1
Library Director	1	1	0
Library Manager	0	0	1
Library Specialist	4	4	3
Library Supervisor	1	1	0
Library Technical Assistant I	0	0	0
Library Youth Svs Coordinator	1	1	0
Library Youth Svs Supervisor	0	0	1
Management Analyst	1	1	1
Marketing & Public Information Spec.	0.5	0.5	0
Marketing & Public Information Specialist	0	0	0.5
Marketing & PI Specialist	0.5	0.5	0.5
Ordinance Enforcement Officer	2	2	1
Ordinance Enforcement Supervisor	0	0	1
Pant Officer	2	2	2
Parks & Recreation Director	0.95	0.95	1
Parks & Recreation Manager	0.05	0.05	0
Payroll & AP Specialist	1	1	1
Permit Technician/Specialist	1	1	1
Planner	1	1	1
Police Aide	2	2	2
Police Chief	1	1	1
Police Officer	22	22	22
Presiding Magistrate	0.8	0	0.8
Presiding Magistrate (Contract)	0	0.8	0
Projects & CIP Manager	0	1	1
Property & Evidence Specialist	1	1	1
Public Works (PW) Director	1	1	1
Public Works & Utility Inspector	0	0	1
Public Works & Utility Mtce Spec	1	1	1
Public Works Director	0	0	0
Public Works Inspector	1	1	0
Public Works Lead Mainte Tech I	0	0	1
Public Works Project Manager	1	1	1
Purchasing/Contract Administrator	0	0	0
PW & Utility Inspector	1	1	1
PW Lead Facilities Maintenance Tech I	0	1	0

Authorized Positions	FY2023	FY2024	FY2025
PW Maintenance Technician I	4	4	4
PW Maintenance Technician II	5	5	5
Radio & Telecommunications Tech.	1	1	1
Records Clerk	3	3	3
Recr. Information & Bus. Spec.	0	0	0
Recreation Aide (Cust Svs & Res. Spc)	0.25	0	0
Recreation Center Manager	0	0	1
Recreation Coordinator II	5.1	5.1	4.1
Recreation Coordinator II - Youth	0.9	0.9	0.9
Rish Management and Safety Analyst	1	1	1
School Resource Officer (SRO)	1	2	2
Senior Administrative Assistant	2	2	2
Senior Engineer	0	0	0
Senior Planner	1	1	1
Sergeant	8	8	8
Stormwater Specialist	1	1	1
Streets Superintendent	0	0	0
Tourism & Econ. Development Director	1	1	0
Tourism & Economic Development Director	0	0	1
Transportation Dispatcher	1	1	1
Transportation Driver	15	15	15
Transportation Field Supervisor	3	3	3
Transportation Manager	1	1	1
Utilities Director	1	1	0
Utilities Manager	0	0.5	0
Utility Billing Clerk	3	3	0
Utility Billing Customer Service Supervisor	0	0	1
Utility Billing Supervisor	1	1	0
Utility Director/Natural Resources - Acting City Manager	0	0	1
Utility Engineer	1	1	1
Utility Equipment Operator	3	3	6
Utility GIS Technician II	0	0	1
Utility Technician	3	3	0
Victim Advocate	1	1	1
Wastewater Compliance Manager	1	1	1
Wastewater Operator I	2	2	4
Wastewater Operator II	3	3	3
Wastewater Operator III	1	1	1
Wastewater Operator Trainee	0	0	0
Wastewater System Foreman	1	1	1
Water Operations Foreman	1	1	1
Water Operations Superintendent	1	1.5	1
Water System Operator I	1	1	1
Water System Operator II	3	3	2
Water System Operator III	1	1	1
Water Treatment Foreman	0	0	1
FTE	231.3	237.8	244.8

Adopting Resolution

BUDGET FISCAL YEAR 2024-2025

RESOLUTION NUMBER 3292

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF COTTONWOOD, YAVAPAI COUNTY, ARIZONA, ADOPTING THE FINAL BUDGET FOR FISCAL YEAR 2024-2025 AND ESTABLISHING AN EXPENDITURE LIMITATION.

WHEREAS, in accordance with the provisions of Title 42, Ch. 17, Art. 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on June 4, 2024, make 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, the Council met on June 4, 2024, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, 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 July 18, 2024, 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, is hereby referred to and made a part hereof as though fully set forth in this resolution, and is adopted as the official annual budget of the City of Cottonwood for the fiscal year beginning July 1, 2024, and ending June 30, 2025.

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 2024-2025, and an expenditure limitation of \$140,243,961 is hereby established.

PASSED AND ADOPTED BY THE CITY COUNCIL AND APPROVED BY THE MAYOR OF THE CITY OF COTTONWOOD, YAVAPAI COUNTY, ARIZONA, THIS 16TH OF JULY 2024.

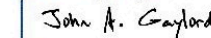
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Tim Elinski, Mayor

APPROVED AS TO FORM:

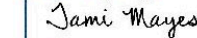
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John Gaylord, City Attorney

ATTEST:

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Tami Mayes, City Clerk

Revenues Other Than Property Taxes

City of Cottonwood Final Revenues other than property taxes Fiscal Year 2024

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
Special revenue funds			
HIGHWAY USER REVENUE FUNDS			
Fuel Tax	\$ 1,236,880	\$ 1,226,880	1,290,780
Additional Sales Tax	1,589,300	1,762,145	1,639,675
Federal Grants			
State Grants		659,350	
Other Income	320		4,000
Total Street Maintenance & Construction	\$ 2,826,500	\$ 3,648,375	\$ 2,934,455
	4,503,360	2,891,310	4,503,360
COTTONWOOD AREA TRANSIT SYSTEM			
Intergovernmental			
Federal Grant	\$ 2,486,155	2,293,865	2,303,400
City Sales Tax	552,370	557,740	574,470
Other Entities	351,285	299,320	314,320
Charges for services			
Fare Box	\$ 228,850	177,885	193,850
Miscellaneous			
Other Income	\$ -	4,560	9,500
Total Cottonwood Area Transit System	\$ 3,618,660	\$ 3,333,370	\$ 3,395,540
LIBRARY FUND			
Intergovernmental			
County Library	\$ 159,775	159,775	135,015
Charges for services			
Collection Income	\$ -		
Interest on investment			
Interest Income	\$ 200	1,100	1,100
Miscellaneous			
Other Income (including grants)	\$ 60,000	94,000	149,000
Total Library Fund	\$ 219,975	\$ 254,875	\$ 285,115
CEMETERY			
Intergovernmental			
State Grants	\$	\$	\$
Federal Grants			
Charges for services			
Sale of Grave Liners	\$ 200	300	500
Uses of monies & properties			
Rental & Leases	\$		
Other Income	400	4,000	600
Total Cemetery	\$ 600	\$ 4,300	1,100
AIRPORT			
Intergovernmental			
State Grants	\$ 385,860	\$ 91,030	\$ 2,518,930
Federal Grants	591,180	36,610	1,634,100
Charges for services			
Fuel Sales & Oil Sales	\$	200,000	200,000
Uses of monies & properties			
Rental & Leases	\$ 148,645	177,380	177,485

Revenues Other Than Property Taxes

City of Cottonwood Final Revenues other than property taxes Fiscal Year 2024

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
General Fund			
Local taxes			
City Sales Tax	\$ 20,676,755	\$ 20,776,900	\$ 21,476,030
Bed Tax	575,170	670,380	683,780
Utility Tax	390,950	401,670	409,705
Franchises	410,470	439,425	457,145
Licenses and permits			
Business Licenses	92,795	104,965	105,965
Construction Permits	575,000	275,000	250,000
Planning & Zoning Fees	137,000	138,000	141,000
Intergovernmental			
Federal Revenue	835,340	386,770	1,911,580
State Revenue	4,049,365	4,122,200	5,208,690
County (including Motor Vehicle Tax)	998,520	1,003,600	1,068,010
Other Entities			
Charges for services			
Dispatch & Spillman Services	1,105,700	1,105,700	1,202,465
Recreation Fees	914,965	954,750	955,750
Animal Control Fees	1,200	1,400	2,500
Other Services			
Fines and forfeits			
Municipal Court	253,450	246,545	246,545
Interest on investments			
Interest Income	35,000	275,000	60,000
In-lieu property taxes			
Contributions			
Voluntary contributions			
Miscellaneous			
Miscellaneous Income	548,955	2,004,340	2,580,830
Lease Proceeds			
Rentals	17,600	13,660	13,660
Other Financing Sources	1,773,560	825,000	3,755,000
Total General Fund	\$ 33,365,385	\$ 33,745,305	\$ 40,528,655

* 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.

Other Financing Sources/(Uses) and Interfund Transfers

City of Cottonwood Final
Other financing sources/(uses) and interfund transfers
Fiscal year 2024

Fund	Other financing 2024		Interfund transfers 2024	
	Sources	(Uses)	In	(Out)
General Fund				
Operating Transfer Out - HURF	\$			6,497,175
Operating Transfer Out - Transit				319,345
Operating Transfer Out - Library				1,214,290
Operating Transfer Out - Cemetery				71,200
Operating Transfers Out - Airport				622,335
Operating Transfer Out - Grants				
Fund Balance	23,457,845			
Total General Fund	\$ 23,457,845	\$	\$	\$ 8,724,345
Special revenue funds				
Transfer Out Airport - Airport Improveme	\$			299,055
Transfer in Airport Improvements - Airport Fund			299,055	
Transfer in to Grant fund - CIP Fund				
Operating Transfer In for Library - General Fund			1,214,290	
Operating Transfer in for Cemetery - General Fund			71,200	
Operating Transfer in for HURF - General Fund			6,497,175	
Operating Transfer in for Grant-General Fund				
Operating Transfer in for Airport			622,335	
Operating Transfer in for Transit			319,345	
Fund Balance	6,365,740			
Total special revenue funds	\$ 6,365,740	\$	\$ 9,023,400	\$ 299,055
Debt service funds				
	\$	\$	\$	\$
Fund Balance	371,590			
Total debt service funds	\$ 371,590	\$	\$	\$
Capital projects funds				
	\$	\$	\$	\$
Fund Balance	839,005			
Total capital projects funds	\$ 839,005	\$	\$	\$
Permanent funds				
	\$	\$	\$	\$
Fund Balance	351,930			
Total permanent funds	\$ 351,930	\$	\$	\$
Enterprise funds				
	\$	\$	\$	\$
Fund Balance	32,111,080			
Total enterprise funds	\$ 32,111,080	\$	\$	\$
Internal service funds				
	\$	\$	\$	\$

Other Financing Sources/(Uses) and Interfund Transfers cont'd

City of Cottonwood Final Other financing sources/(uses) and interfund transfers Fiscal year 2024

Fund	Other financing 2024		Interfund transfers 2024	
	Sources	(Uses)	In	(Out)
Total Internal Service Funds	\$	\$	\$	\$
Total all funds	\$ 63,497,190	\$	\$ 9,023,400	\$ 9,023,400

Expenditures/Expenses by Fund

City of Cottonwood Final Expenditures/expenses by fund Fiscal year 2024				
Fund/Department	Adopted budgeted expenditures/ expenses 2023	Expenditure/ expense adjustments approved 2023	Actual expenditures/ expenses* 2023	Budgeted expenditures/ expenses 2024
General Fund				
Administration	\$ 709,780	\$ (150,355)	\$ 559,425	734,175
Personnel	469,390	36,770	506,160	560,760
City Council	19,199,160	(18,872,415)	326,745	19,567,710
Natural Resource Project				
City Clerk	308,510	19,225	327,735	282,740
Finance	820,030	(164,810)	655,220	944,645
IT Services	2,167,565	(103,422)	2,064,143	1,781,005
Purchasing	132,350	60,805	193,155	
Community Development	1,002,965	96,050	1,099,015	1,114,240
Economic Development	566,650	710	567,360	670,165
Municipal Court	733,580	(18,895)	714,685	737,115
Legal	510,830	68,632	579,462	477,025
Non-Departmental	982,355	168,375	1,150,730	1,434,625
Engineering	565,460	(12,275)	553,185	527,590
Building Maintenance	1,314,110	(62,440)	1,251,670	1,126,020
Custodial				
Public Works	197,070	(51,620)	145,450	315,220
Police	7,004,785	445,670	7,450,455	10,911,500
Ordinance Enforcement/Animal Contr	253,855	17,530	271,385	214,250
Communications	2,015,510	(173,675)	1,841,835	2,245,665
Fire	6,155,405	(1,961,120)	4,194,285	7,538,620
Parks & Recreation	1,823,230	(1,186,335)	636,895	1,163,465
Recreation Center	1,448,305	72,955	1,521,260	1,833,025
Transfer Station	1,500	(90)	1,410	
Pool	209,055	(38,965)	170,090	183,825
Youth Center	134,290	(37,445)	96,845	158,750
Operating Transfers	1,829,175	(384,740)	1,444,435	8,724,345
Housing & Development	711,600	(589,015)	122,585	740,020
Total General Fund	\$ 51,266,515	\$ (22,820,895)	\$ 28,445,620	\$ 63,986,500
Special revenue funds				
Highway User Revenue Fund-HUI	\$ 7,702,110	\$ 1,045,885	\$ 8,747,995	14,385,835
Cottonwood Area Transit-CAT / LYN	4,054,230	(394,920)	3,659,310	3,714,885
Library	1,328,220	66,465	1,394,685	1,492,100
Cemetery	138,210	(6,000)	132,210	72,300
Airport Fund	379,680	165,575	545,255	1,026,870
Grants	1,599,050	(39,480)	1,559,570	5,883,620
Community Development Block Grant	750,000	(500,000)	250,000	1,150,000
Total special revenue funds	\$ 15,951,500	\$ 337,525	\$ 16,289,025	\$ 27,725,610
Debt service funds				
Debt Service	\$ 2,013,135	\$ 8,185	\$ 2,021,320	2,016,960
Total debt service funds	\$ 2,013,135	\$ 8,185	\$ 2,021,320	\$ 2,016,960
Capital projects funds				
Capital Projects Fund	\$ 19,688,250	\$ (18,061,175)	\$ 1,627,075	1,626,985
Total capital projects funds	\$ 19,688,250	\$ (18,061,175)	\$ 1,627,075	\$ 1,626,985
FIDUCIARY FUNDS				
Volunteer Firefighter Fund	\$ 321,460	\$ (22,600)	\$ 298,860	300,060
Health Fund	67,570	(1,700)	65,870	64,370
Total permanent funds	\$ 389,030	\$ (24,300)	\$ 364,730	\$ 364,430
Enterprise funds				
Wastewater Treatment	\$ 15,790,050	\$ (3,568,245)	\$ 12,221,805	24,733,295
Water System Operations	34,325,180	(44,960)	34,280,220	33,775,130
Total enterprise funds	\$ 50,115,230	\$ (3,613,205)	\$ 46,502,025	\$ 58,508,425
Internal service funds				
Total internal service funds	\$	\$	\$	\$
Total all funds	\$ 139,423,660	\$ (44,173,865)	\$ 95,249,795	\$ 154,228,910

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Full-time Employees and Personnel Compensation

City of Cottonwood Final Full-time employees and personnel compensation Fiscal year 2024						
Fund	Full-time equivalent (FTE) 2024	Employee salaries and hourly costs 2024	Retirement costs 2024	Healthcare costs 2024	Other benefit costs 2024	Total estimated personnel compensation 2024
General Fund	163.80	\$ 13,186,874	\$ 1,387,715	\$ 1,861,360	\$ 1,329,525	\$ 17,765,474
Special revenue funds						
Highway User Revenue Fund (HURF)	6.50	\$ 356,340	\$ 41,465	\$ 72,975	\$ 61,145	\$ 531,925
Cottonwood Area Transit	21.00	\$ 1,147,565	\$ 118,455	\$ 247,095	\$ 142,075	\$ 1,655,190
Library	8.00	\$ 477,305	\$ 49,165	\$ 80,025	\$ 42,295	\$ 648,790
Airport	2.50	\$ 163,000	\$ 20,035	\$ 14,635	\$ 13,400	\$ 211,070
Total special revenue funds	38.00	\$ 2,144,210	\$ 229,120	\$ 414,730	\$ 258,915	\$ 3,046,975
Debt service funds						
		\$	\$	\$	\$	\$
Total debt service funds		\$	\$	\$	\$	\$
Capital projects funds						
		\$	\$	\$	\$	\$
Total capital projects funds		\$	\$	\$	\$	\$
Permanent funds						
		\$	\$	\$	\$	\$
Total permanent funds		\$	\$	\$	\$	\$
Enterprise funds						
Wastewater Treatment	11.40	\$ 713,250	\$ 77,525	\$ 108,345	\$ 78,580	\$ 977,700
Water System Operations	25.60	\$ 1,785,730	\$ 195,705	\$ 237,905	\$ 197,935	\$ 2,417,275
Total enterprise funds	37.00	\$ 2,498,980	\$ 273,230	\$ 346,250	\$ 276,515	\$ 3,394,975
Internal service funds						
		\$	\$	\$	\$	\$
Total internal service fund		\$	\$	\$	\$	\$
Total all funds	238.80	\$ 17,830,064	\$ 1,890,065	\$ 2,622,340	\$ 1,864,955	\$ 24,207,424
3/22 Arizona Auditor General			Schedule G		Official City/Towns Budget Forms	

Glossary

BUDGET FISCAL YEAR 2024-2025

-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.

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.

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.

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.

-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.

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 that provides low interest loans to governmental and/or private agencies or individuals for qualifying capital improvements.

Federal Aviation Administration

The 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 from 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 regarding franchise fees include electricity, water, natural gas, and cable television.

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 employee working for 20 hours per week would be the equivalent to 0.5 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 Grant**

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.

-L-**Line-Item Budget**

A budget prepared along departmental lines that focuses on what is to be bought.

Local Transportation Assistance Fund (LTAF)

A state fund established and funded by lottery proceeds to provide grants for local transit systems, parks and other open space needs, and street maintenance and improvements.

Long-term Debt

Debt with a maturity of more than one year after the date of issuance.

-M-**Municipal Property Corporation**

A component unit of the City established for the purposes of providing funding for capital projects that directly benefit the city.

-O-**Objective**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations

Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget

Plan of current expenditures and the prepared means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

Operating Expenses

The cost for personnel, materials and equipment required for a department to function.

Operating Revenue

Funds that the government receives as income to pay for ongoing operations. They include such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

-P-**Pension Plan Fund**

A trust fund used to account for the volunteer firefighters retirement fund. This fund uses the accrual basis of accounting and has a capital maintenance measurement focus.

Proprietary Funds

Funds used to account for a government's ongoing activities that are similar to those often found in the private sector (i.e., Water and Wastewater Enterprise Funds).

Prudent Person Standard

The prudent-person standard (or rule), also known as the prudent investor rule, holds that a fiduciary may only invest in securities that a reasonable person would purchase.

Public Hearing

A hearing held each year prior to the adoption of the Final budget publicly 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.

ACRONYMS & INITIALISMS

BUDGET FISCAL YEAR 2024-2025

A

AAED	AZ Association for Economic Development
ACA	Affordable Care Act
ACAP	AZ Court Automation Project
ACIP	Airport Capital Improvement Plan
ACJC	Arizona Criminal Justice Commission
ACJIS	AZ Criminal Justice Information System
ADA	Americans with Disability Act
ADOSH	AZ Division of Occupational Safety & Health
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
AIP	Airport Improvements Project
AMRRP	Arizona Municipal Risk Retention Pool
AOC	Administrative Office of the Court
ANS	American National Standards
APCO	Association of Public Safety Communications Officials
APEHP	Arizona Public Employers Health Pool
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
AV	Audio Visual
AWOS	Automatic Weather Observation Station
AZ	Arizona
AZDEQ	AZ Department of Environmental Quality

B

BAC	Business Advisory Committee
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C

CAFR	Comprehensive Annual Financial Report
CAT	Cottonwood Area Transit
CD	Certificates of Deposit
CDBG	Community Development Block Grant
CENS	Community Emergency Notification System
CIP	Capital Improvement Plan
CJEF	Criminal Justice Enhancement Fund
CMAR	Construction Manager-at-risk
COC	Chamber of Commerce
COI	Certificate of Insurance
COJET	Committee on Judicial Education and Training
COLA	Cost of Living Adjustment
COP	Citizens on Patrol

D

DEA	Drug Enforcement Agency
DES	Department of Economic Security
DOHS	Department of Homeland Security

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

F

FAA	Federal Aviation Administration
FBO	Fixed Base Operations
FLSA	Fair Labor Standards Act
FTE	Full-time Equivalent
FY	Fiscal Year

I

ICC	International Code Council
ID	Identification
IFR	Instrument Flight Rules
IGA	Intergovernmental Agreement
ISO	Insurance Service Organization

L

LED	Light Emitting Diode
LGIP	Local Government Investment Pool
LSTA	Library Services and Technology Act
LTAF	Local Transportation Assistance Fund

M

M&O	Maintenance & Operations
MDC	Mobile Data Communication
MPC	Municipal Property Corporation
MVD	Motor Vehicle Division
MWTP	Mingus Wastewater Treatment Plant

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
GO Bond	General Obligation Bond
GOHS	Governor's Office of Highway Safety

H

HDHP	High Deductible Health Plan
HIPAA	Health Insurance Portability & Accountability Act
HSA	Health Savings Account
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation and Air Conditioning

N

NACOG	Northern Arizona Council of Government
NAIPTA	Northern Arizona Intergovernmental Public Transportation Authority
NAMWUA	Northern Arizona Municipal Water Users Association
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NIBRS	National Incident-based Reporting System
NIMS	National Incident Management System
NOP	Neighborhood Officer Program
NRCO	Natural Resource Conservation District

O

OSHA	Occupational Safety and Health Administration
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P

P&Z	Planning and Zoning
PANT	Prescott Area Narcotics Taskforce
PCOP	Police Community Outreach Program
PD	Police Department
PSAP	Public Safety Answering Point
PSPRS	Public Safety Personnel Retirement System
PW	Public Works

R

RF	Riverfront
RFP	Request for Proposal
RFQ	Request for Qualifications
Rico Act	Racketeer Influenced and Corrupt Organization Act
RWRF	Riverfront Water Reclamation Facility

S

SAFER	Staffing for Adequate Fire Emergency Response
SCBA	Self-contained Breathing Apparatus
SR	State Route
SRO	School Resource Officer
SVCS	Services
SWAT	Strategic Weapons Attack Team

T

TPT	Transaction Privilege Tax
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U

USEPA	United States Environmental Protection Agency
UTV	Utility Terrain Vehicle

V

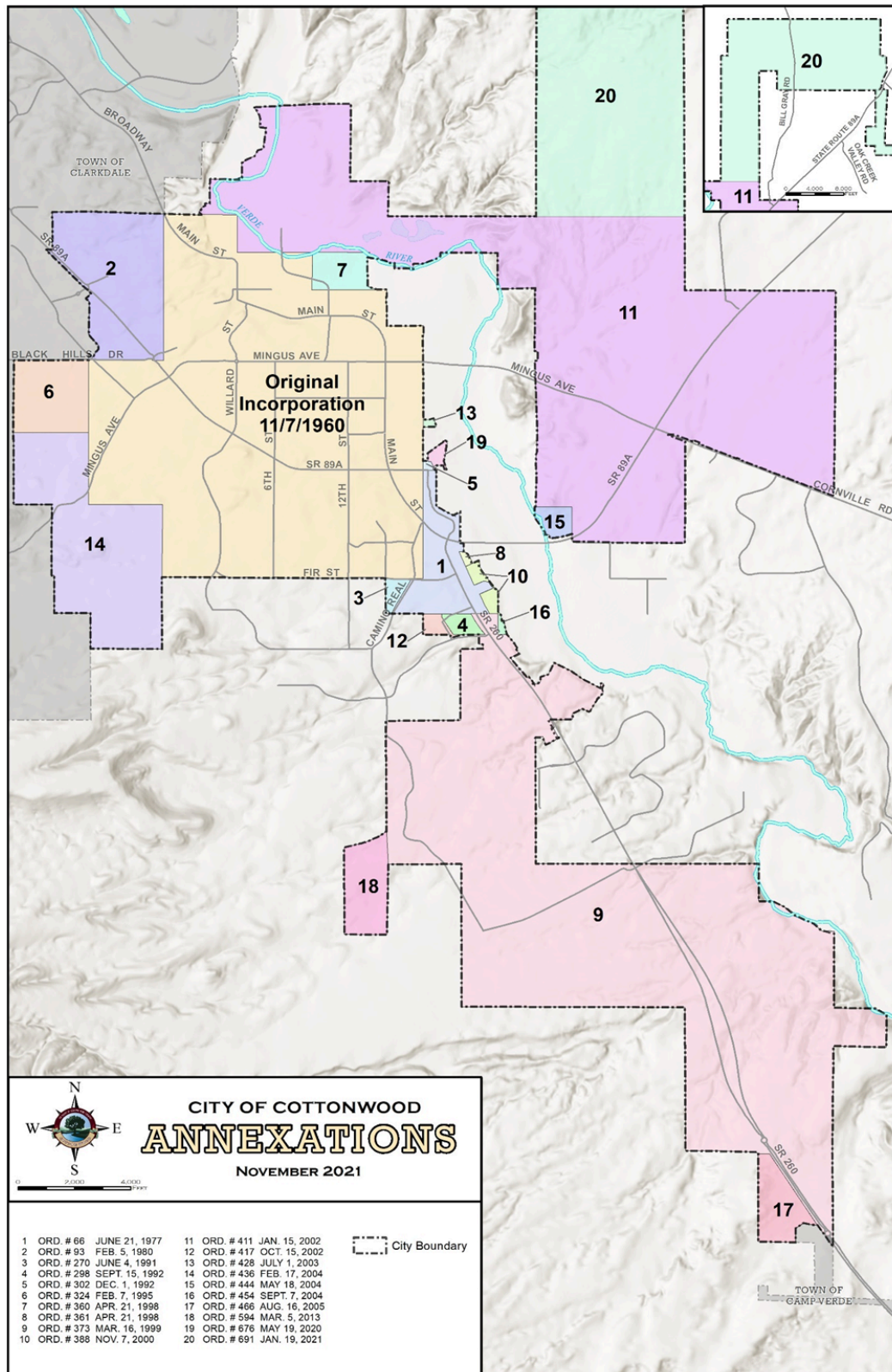
VV	Verde Valley
VVEBP	VV Employee Benefits Pool
VVREDC	VV Regional Economic Development Committee
VVREO	VV Regional Economic Organization
VVWC	Verde Valley Wine Consortium

W

WC	Workers' Compensation
WIFA	Water Infrastructure Finance Authority
WMA	Wastewater Management Authority
WOM	Walkin' on Main
WWTP	Wastewater Treatment Plant

Annexation Map

BUDGET FISCAL YEAR 2024-2025





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