

City of Douglas FY 2019-2020 Budget



Embracing our Heritage, Advancing our Future



Mission

The City of Douglas is committed to enhance quality of life and economic growth in the community by providing the finest municipal services through excellent customer service, consistent practices, and support of partnerships.

In doing so, city employees are:

Valued

Innovative

Empowered

Well-Trained

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INTRODUCTION

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Budgets tell a story and are one of the three legs of the proverbial stool. A budget is coupled with two other documents: (1) the General Plan that lays out land use citywide and (2) a Strategic Plan, to set goals and milestones to accomplish the vision and guide the City's activities and expenditures, reflecting community standards and resident values.

This budget sets in motion funding for building blocks

intended to improve the landscape and environment of existing businesses, attract new investors for services and job creation, increase citizen-requested amenities and bring employee level of compensation closer to market. This sets the conditions to not only attract some of the best and most talented, but grow the expertise and retain our employees for the long term as we invest in them.

To Our Citizens and Residents of the City of Douglas, the Honorable Mayor and City Councilmembers and Employees, Team Douglas:

It has been my distinct honor to bring together a blueprint for the City's fiscal stability and create a path forward to a balanced budget for fiscal year 2019/2020. This has truly been an outstanding team effort which many of you have played an important part in its development:

First, my thanks to the citizens who took the time to get acquainted and share your vision, invited me to your businesses or places of employment to see your points of pride and listen to your concerns.

Secondly, thank you to all the employees who spoke with me as I met in staff work groups to hear what was essential and learned about your needs to do your jobs. This was key to ensure that you, our best assets received funds for training, tools and equipment along with appropriate compensation. The priorities in this budget demonstrate how valued you are. You are our ambassadors and the ones who deliver municipal services to our residents and the public.

Third, my thanks goes to each of the City Councilmembers for meeting in our one-on-ones so I could learn your leadership hopes, dreams and concerns. You also came together in a facilitated Council Retreat, developing a City Strategic Plan, setting priorities for the City's work plan for which a budget could be formulated. You had the courage to adopt a new revenue stream to allow forward movement towards our goals.

Finally, I thank each of our Budget Team members, Management Services Director & Treasurer, Luis Pedroza, Finance Manager, Monica Garnica, and Human Resources Manager Rocio Garcia-Pedroza, for your incredible hard work. You joined me in a new approach to communication of our budget. With your steadfast support helping shape the details and allocation of dollars within this dynamic budget, working together in our group sessions, you provided me history, insight and understanding, so we could create the plan we call our Budget.





GOVERNMENT STRUCTURE

The Douglas City government operates within the Council-Manager form of government, a reform of the early 19th century and is predominant in the western United States. The Mayor and six Councilmembers are elected by City residents for four-year terms with two term limits. The Mayor is elected at-large, which means that voters from all City wards cast their ballots for the mayoral candidates. Councilmembers are elected by voters from their respective wards. The Mayor and Councilmembers have equal voting power to create, pass, or disapprove local laws, ordinances, and resolutions that govern the City. The Mayor Pro-Tem is appointed by the Mayor.

The City Manager, who is recruited and appointed by the City Council, is responsible for implementation of Council policies and leadership of the government functions in accordance with the directives of the City Council. City Managers are charged with community relations, Council relations, employee relations and the financial practices, including a recommended annual budget of the City that is balanced. As the administrative head of the municipal government, the City Manager is responsible for the human assets, employee compensation, training and benefits, including hiring and dismissal of all employees, except for the City Magistrate, City Clerk, City Treasurer, and City Attorney who are appointed by the Mayor and Council.

CHALLENGES WE ARE WORKING TO OVERCOME

Over some decades, Douglas has searched for key employers and industry to transition our economic base from the smelter operations of the mining days, which financially sustained this community into the late 1980s, to the global reach of today's technology and industry. We are more remote than many of our neighboring cities along the southern boundaries of the US, located in southeastern Arizona, 117 miles from Tucson on the U.S./Mexico border. Our charge is to champion the quality of life away from the hustle and bustle of large cities and the commerce they enjoy while creating and sustaining an economy that provides for our residents at a comfortable standard of living. To do that we need to grow our financial foundation to serve our residents, raise the standard of living, and thrive as a place for our children to remain and have careers. We have witnessed an outmigration of our population now officially at 15,998. Yet we tap a commercial market of approximately 150,000 in Agua Prieta, Sonora, Mexico (just across the international border from Douglas) and are looking to capture the benefit of two cities who share an interdependent economy and culture. Investing in telling our story and marketing our advantages must be on our radar.

Our revenues have declined with our population as we have not seen a prominent industry emerge, resulting in the loss of business and venture capital over time. Recent months have brought steady contacts from US and international investors as increased national attention has focused on all southern US ports of entry, including ours. The plans for a two-port solution here in Douglas with a new Douglas commercial port separated from the existing one by about four miles is planned to enhance agricultural trade, commodities and other imports directly from Mexico through our gates. The Douglas Port of Entry project moved up this summer in ranking to 5th among US ports for funding by Congress, expected to be realized within a few budget cycles at an expected cost of around \$120 million.

ECONOMIC CONDITION AND IMPACTS

The City's economy is primarily based on the commercial exchange with Mexico. The Douglas/Agua Prieta connection is very strong with the coordinated efforts of both local governments for the expansion of the existing and development of a new commercial port of entry. The City's major employers consist of governmental entities such as Customs and Border Protection, an Arizona State Prison Complex, Douglas Unified School District, Cochise College and the City of Douglas. Private and major employers in our City include Advanced Call Center Technologies and Wal-Mart. According to the Cochise College for Economic Research, the City's unemployment rate at the end of April 2019 was at 8.5% which is above the national and state unemployment rates of 3.6% and 4.9% respectively.

KEY INITIATIVES & COUNCIL STRATEGIC PLANNING: Vision for Our Future

Recognizing the need for an infusion of revenues for the upcoming year to accomplish our goals, our Council has taken the much-needed bold step of raising revenues through sales taxes in order to fund the activities that will build our economic base again until outside development is realized. This budget takes the Five Focus Areas of the **City Council Strategic Plan** and puts money towards the Focus Area goals of the Action Plan to carry out the vision and plan.

Collaboration: Leveraging partnerships and connections between all levels of government, residents, corporate, educational, non-profit & faith-based partners, outside agencies and binational relationships.

Goals within this Focus Area include:

1. Renewing lapsed partnerships.
2. Building educational partnerships to strengthen our workforce, such as creating internships and entry job programs (CTE-Career & Technical Education is just one model).
3. Initiating direct conversations and appeals to county leaders, the governor, our state representatives and congressional leaders on projects of mutual interest and need for our community. This often can bring financial support and funding for large capital items or support to move a project or program through budget processes, grants or low-cost loans to the City.

Community Communication: Expanding participation of citizens in governing and decision-making.

Goals within this Focus Area include:

1. Increasing community engagement in event attendance and citizen knowledge of community assets, amenities and resources. With funding in the budget going towards not just tourism advertising but marketing of special events, reclassifying a city position to create a Special Events Specialist.
2. Conducting community surveys and expanding our communication tools to bring awareness to the public. We hope to raise community interest and awareness beyond what we have initiated this year.
3. We asked and received a weekly column in the Douglas Dispatch, "Through the Keyhole" this past year where Councilmembers and the Department Directors have the opportunity to write about events, activities and programs of the City serving you. It is our unofficial newsletter, and we hope with funding in this new budget to be able to capitalize on that by hiring a Marketing, Tourism, & Communications Specialist who will develop more communication tools and activities to get this information out to the public in both traditional ways and new social media formats.

Promoting Douglas: to brand Douglas in such a way as to encourage lifestyle events and activities, increase tourism, alter external perceptions to attract and enable business relocations and population growth.

Goals in this Focus Area include:

1. Increasing our visitors by 20% and the City's population by 10%. Efforts are already started to bring awareness of the extreme importance of residents being counted in the Census of April 2020. Every dollar represents at least \$848 per resident of state and federal tax dollars coming back to our community. Money that has been set aside in this budget that will help us communicate and market to our residents to participate and be counted so we can grow the recreational funding among many other needs of our city.
2. The Council approved a pilot program for Discover Douglas tours, a four-hour narrated van tour, led by one of our volunteer residents. This program will run at least to April of 2020 and it will be decided then by City Council if it becomes a permanent venue for visitors who come to Douglas as a destination or just passing through.

Seeking home developers for small and medium-scale developments along with marketing our housing and quality of life to special populations like Customs and Border Patrol, Department of Corrections employees, higher education professionals and the international community are part of the strategy and actions outlined in this Focus Area among other economic strategies.

Attracting Trade and Commerce: to promote a business climate that brings revenue stability and growth.

Goals in this Focus Area include:

1. Retaining a majority of existing business in Douglas.
2. Expanding the number of new businesses over five years.
3. Increasing workforce preparedness of our residents. Linking employers with potential employees through a program that joins educational and business partners is already in motion.
4. Increasing sales tax revenue over five years.

Our major construction project and long-term economic engine will be our commercial port of entry, well on its way to federal funding. We continue to support a contract for an individual to lead and monitor the City's representation on the continuance of this major enterprise that will spin off warehousing, cold storage and other related business opportunities.

Improving Development and Infrastructure: to promote a business climate that brings revenue stability and growth; planning and development of existing and future assets which will benefit the community over time.

Goals for this Focus Area include.

1. Increasing citizen satisfaction with Douglas and measuring that through a community survey.
2. Improving our economic stability and infrastructure systems of streets, underground water & wastewater operations.
3. Siting a community center in either an existing or new facility.
4. Budget funding for a streets study conducted by an outside engineering firm who can assess the pavement needs and costs for major street improvements. With the help of future voter-approved bonds, our City streets will be transformed to a long-term condition that can be more easily maintained.
5. Phase I funding of a revitalized downtown, G Avenue streetscape, through implementation of a 2011 downtown study is intended to bring new energy to our retail area.

Serious efforts to change the built environment through a comprehensive pavement preservation program that identifies new construction processes, such as overlay or reconstruction, will create a better quality of life for residents. A transformed look in our downtown district will attract new investors and help existing business owners grow and thrive. Improving our economic stability through specific actions to improve our assets and amenities, translates to employment and adding jobs. As a result, new housing and development often follows. By putting money into our streets and raising our City profile to the corporate world of investors and companies looking for an eager workforce, clean air and industries in the region, we will help build and sustain our future economy.

With the development of a **5-year Capital Improvement Plan (CIP)** project this year funded from the 1 cent sales tax increase, the City prioritized some priority capital projects:

- Hiring a consultant to work on an update to our City General Plan (our land use plan) coming up for voter review and approval in 2020 to comply with state law.
- Facility renovations in public spaces of the Aquatic Center, Library, Airport Park, Veteran's Park, the Visitor Center restrooms, City Hall restrooms and various parks restrooms, plus other city-owned facilities to include the Fire Department and Call Center.
- New lease vehicles are slated for the Fire Department (two) and Police patrol vehicles (three).
- Much needed maintenance equipment will be purchased for our Cemetery and Parks to keep them in shape.
- New tables and chairs for the Visitor Center will be ordered for use in the many community events hosted there annually.
- Beautification projects are part of the budget. A new look will be created west of the Port of Entry after APS finishes their year-long remediation in that area. We hope to see proposed designs in a project for Council approval during this fiscal year to create a connector for pedestrians from the port to the 5th Street businesses. Downtown will get a makeover with plans for a Downtown Streetscape design that also includes a metal art piece at our City entrance where Highway 80, Pan American and G Avenue converge.

The wastewater treatment plant expansion project continues and is on schedule to finish October of this year, adding 20% more capacity. This new facility will give the City the ability to permit new developments looking to connect to our sewer system. Additionally, we are hopeful in receiving a \$1.7 million request for congressional funding for a new well, championed by Congresswoman Kirkpatrick, accommodating future growth along with local water demand needs.

CONCLUSION

This is an exciting time for Douglas with opportunities coming before us. Our binational boundary gives us the unique visibility as an entry point, bringing imports as commerce transactions are conducted and trade comes through our City. Mexican nationals come to work in Douglas as well as shop here for preferred US goods.

By investing in the community and our employees, we are laying the foundation for growth which brings fiscal health. Annexations and new development are something that Douglas hasn't seen in many years. It seems the turnaround has begun and comes in direct relation to the anticipated new commercial port of entry four miles west of the current City limits.

Our elected officials and City staff remain committed to this community and its success. With support from our citizens and continued leadership from our Mayor and Council, we will continue to achieve our goals and advance our City. I am pleased to submit this budget as a key roadmap to our bright future.

Respectfully,



Jerene Watson
City Manager



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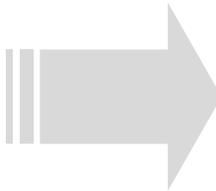
The budget document seeks to implement the City of Douglas's adopted General Plan and Strategic Plan within the boundaries of its available financial resources. The budget is a policy document, financial plan, operations guide and communication device.

The purpose of this guide is to provide the reader with some basic understanding on the organization of the budget document and what is included in each of the sections.

The budget document is comprised of the following five major areas:

Introduction

The introduction section includes the Manager's budget message along with information on the City's Strategic Plan, General Plan, financial policies, fund structure and the budget process.

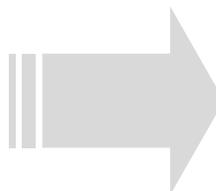


The Manager's budget message provides an introduction to the budget. The message outlines the assumptions used in the development of the budget, goals for the upcoming fiscal year, any new program enhancements or changes in service levels, and any challenges for the upcoming year.

Also included is information on the City's elected officials, an organization chart, elements of the City's Strategic Plan and General Plan, and financial policies of the City and the budget development process.

Financial Overview

The financial overview section illustrates the total financial picture of the City, sources and uses of funds, as well as types of debt issued and their uses.



The financial overview begins with the total sources and uses of funds. It depicts how revenue and expenditures are allocated among City funds.

The fund balance provides a look, by major fund levels, at the sources and uses of funds, starting and ending fund balances, and explanations of any major variance in these balances.

The revenue and expenditure section provides a detailed history of sources and uses both at the fund level and the program level. It also contains a section on revenue sources which discusses their use, assumptions used in forecasting, and anticipated growth.

The personnel summary provides an overview of personnel and employee compensation, staffing levels by function, employee benefit matching rates, and FTEs per capita.

The debt section provides an overview on the types of debt used by the City, their uses, and future debt requirements.



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Mayor—Robert Uribe



Ward 1—Margaret Morales



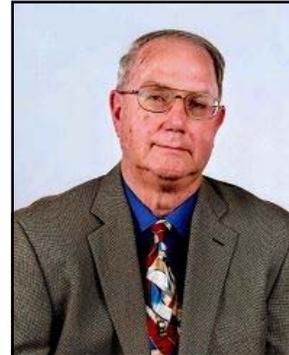
Ward 2—Mitch Lindemann



Ward 3—Donald Huish



Ward 4—Ray Shelton



Ward 5—Cesar Soto



Ward 6—Jose Grijalva





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Focus Areas

The City of Douglas Strategic Plan outlines the goals, strategies, and actions required for the municipal government to successfully realize the community vision. Five focus areas provide the framework for the Strategic Plan. These focus areas indicate where the City must direct its attention in order to address community needs and desires. The focus areas are:

- Collaboration
- Community Communication
- Promote Douglas
- Trade and Commerce
- Infrastructure Development & Improvement

Within each focus area are goals, strategies, and actions designed to produce desired outcomes.

Goals describe a fundamental direction or broad course of action.

Strategies describe the manner in which the resources of the organization will be employed to accomplish each goal.

Actions are specific tasks that will be accomplished to assist in the implementation of each goal.

Implementing these goals, strategies, and actions will require leadership, financial commitment, effective management, and continual evaluation.

A. Collaboration

Collaboration is a critical component in the continued success of City operations. Collaboration is leveraging partnerships and connection between all levels of government, residents, corporate, educational and non-profit partners, outside agencies and binational relationships.

Goal 1 Renew, Refresh and Create relationships with educational partners

STRATEGY 1.1 Seek educational partnerships

ACTION 1.1.1 Create three renewed partnerships

ACTION 1.1.2 Establish a Council liaison for each institution

ACTION 1.1.3 Work to create internships & entry jobs with businesses and educational institutions for the youth

Goal 2 Leverage partnership with County and increase collaboration and inclusiveness by 50%

STRATEGY 2.1 Incorporate regular meetings, mixers, and lobbying trips with partners

ACTION 2.1.1 Re-establish monthly City/County meeting between Supervisor County Administrator and Mayor/City Manager

ACTION 2.1.2 Create a Council liaison to County as alternate for Mayor

ACTION 2.1.3 Identify more partnership opportunities to engage together

Goal 3 Create renewed partnerships with neighboring cities

STRATEGY 3.1 Seek ways to celebrate and express gratitude

ACTION 3.1.1 Invite cities to be guests of the Council at one of the City –sponsored Annual Events on a rotational basis

ACTION 3.1.2 Continue regional Tourism Marketing Efforts through Cochise County Tourism Council

Goal 4 Leverage and expand State & Federal partnerships

STRATEGY 4.1 Create a mechanism for idea exchange and information flow

ACTION 4.1.1 Create shared collaboration & projects

ACTION 4.1.2 Schedule face to face meetings with Governor's office, state legislators and federal officials

B. Community Communication

Establishing proper channels to open the flow of communication between the City and its residents.

Goal 1 Increase community engagement in event attendance by 10% each year for the next three years.**Goal 2 Increase community knowledge of community assets/resources by 10% each year for the next three years**

STRATEGY Expanding participation of citizens in governing and decision-making

ACTION 1.1.1 Conduct a Community Survey on Special Events to find out what the residents want

ACTION 1.1.2 Follow up the Survey to deliver the types of events the community wants

ACTION 1.1.3 Create a baseline year attendance by which to compare future years

ACTION 2.1.1 Educate and create public awareness of community resources/assets through media, Council meeting announcements, water bills, website

ACTION 2.1.2 Develop a community bulletin board or sticky board wall for City Hall & Library for the public to post ideas

C. Promote Douglas

To brand Douglas in such a way as to encourage lifestyle events and activities, increase tourism, alter external perceptions of the City to attract inward migration and enable business relocation.

Goal 1 Increase visitors by 20% within the next 3-5 years

STRATEGY 1.1 Retain current and attract new residents and visitors

ACTION 1.1.1 Hire a full-time Marketing & Tourism Specialist

ACTION 1.1.2 Put out an RFP for seeking a plan to attract visitors and retain residents

ACTION 1.1.3 Target niche population groups like Customs & Border Patrol employees, international community, higher education, prison staff, and retirees for marketing low-cost housing option and educational programs

STRATEGY 1.2 Encourage diversity of approaches that build binational relationships

ACTION 1.2.1 Advertise existing community services (including City services) and expand services to meet community expectations to retain and attract residents & businesses

Goal 2 Increase the City population by 10% within the next 3-5 years

STRATEGY 2.1 Enhance the quality of life for residents by working to attract entertainment venues and recreational activities

ACTION 2.1.1 Increase community amenities to attract new residents

STRATEGY 2.2 Develop a sense of identity/sense of place to instill community pride

ACTION 2.2.1 Attract quality builders and development that will bring a mix of new housing options

D. Trade & Commerce

The City is committed to the expansion of the local economy. Our focus is to promote a business climate that brings revenue stability and growth.

Goal 1 Retain majority of existing business in Douglas and expand number of new businesses by 25% over five years

STRATEGY 1.1 Increase corporate citizens and residents to grow the population

ACTION 1.1.1 Connect businesses with resources in support of business retention

ACTION 1.1.2 Recruit County as partner with the business community

ACTION 1.1.3 Initiate City team to conduct goodwill visits monthly to businesses to grow partnerships and troubleshoot needs

STRATEGY 1.2 Employ tools aimed at lowering crime

ACTION 1.2.1 Promote community partnerships to reduce crime

ACTION 1.2.2 Identify measurable results to indicate success of this goal

Goal 2 Increase workforce preparedness of residents by 5% over five years

STRATEGY 2.1 Widen job choices through workforce development

ACTION 2.1.1 Develop strategic program to link employers and potential employees

ACTION 2.1.2 Structure and host training opportunities

STRATEGY 2.2 Seek avenues for career pathways to effect youth retention

ACTION 2.2.1 Initiate high school workforce training internships

ACTION 2.2.2 Initiate college workforce paid internships

ACTION 2.2.3 Bring more higher education entities to Douglas

Goal 3 Increase sales tax revenue by 10% over five years

STRATEGY 3.1 Broaden the City's revenue base

ACTION 3.1.1 Press for federal funding of Port of Entry with new commercial entry

ACTION 3.1.2 Develop pathway to make Douglas a produce entry point

ACTION 3.1.3 Prepare site-ready cold storage warehouse properties

STRATEGY 3.2 Seek to improve City's image and develop identity

ACTION 3.2.1 Adopt & implement the draft Downtown Revitalization program

STRATEGY 3.3 Seek reduction in overall poverty level

ACTION 3.3.1 Work to attract targeted industries and value-added manufacturing employers

E. Infrastructure Development and Improvements

Planning and development of existing and future assets that will benefit the community over time

Goal 1 Increase citizen satisfaction with Douglas by 10% over 3 years

Goal 2 Improve economic stability

Goal 3 Improve infrastructure systems

STRATEGY 1 Offering basic essential services

STRATEGY 2 Encouraging investments

ACTION 1.1.1 Enforce City codes and conduct cleanups

ACTION 1.1.2 Beautify Douglas by planting more trees (APS tree program)

ACTION 1.1.3 Secure or build a community center

ACTION 1.1.4 Attract a hospital

- ACTION 2.1.1 Dispose of unused/vacant City-owned properties
- ACTION 2.1.2 Revitalize Downtown
- ACTION 2.1.3 Improve streets through dedicated funding source
- ACTION 2.1.4 Secure citywide fiber optics
- ACTION 2.1.5 Upgrade or repurpose municipal airport
- ACTION 2.1.6 Hire City Planner
- ACTION 2.1.7 Annexation

- ACTION 3.1.1 Ensure there are street numbers on buildings and homes
- ACTION 3.1.2 Create better streets and roads for long-term maintenance
- ACTION 3.1.3 Strengthen our drainage to carry storm water runoff



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The City's accounting and budget structure is segregated into various funds. In governmental accounting, a fund is a separate, self-balancing set of accounts that is created and maintained for specific purposes.

The **General Fund** is the primary operating fund of the City and is set up to account for the resources devoted to finance services traditionally associated with local government. Police, parks and recreation, development services, human resources and general administration are all examples of services in the General Fund.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

Capital Project Funds are used to account for revenue received and expenditures related to infrastructure improvements such as streets, water, buildings and park facilities. Revenue is received from impact fees, the issuance of bonds, outside funding and special assessments.

Debt Service Funds are used to account for the payment of principal and interest on general long term debt obligations that are not serviced by the General, Special Revenue and Enterprise Funds. It does not include contractual obligations accounted for in individual funds.

Enterprise Funds are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established to ensure that revenues are adequate to meet all expenses. The City's major enterprise fund is the Water Utility Fund, which is used to account for the costs to operate, construct and finance the City's water system.

Internal Service Funds are funds that account for services provided to other divisions and departments within the City government.



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Overview

The budget process begins with a review of the current financial condition of the City and a discussion on varying, high-level projections for the upcoming fiscal year which are presented to Council for consideration and approval. The following factors played a key role in the FY 2019/2020 budget development process:

- Precipitous declines in local development activity over the past three years
- Further decreases in state shared revenues due to the economic downturn
- City's heavy reliance on volatile revenue sources and revenue diversification

Each department within the City develops their budget at the line-item level. The departments project year-end estimates and formulate the next year's requests. This information is compiled on a program level and an overall department level.

Sluggish economic activity continues to place enormous pressure on the need to control costs and obtain greater operating efficiencies. In preparing their budgets, departments were instructed to "hold the line" wherever possible while attempting to minimize service impacts to City residents. In addition, meeting for the second year in a row was the Employee Budget Focus Team – a multi-faceted, cross-functional new revenue generation. A comprehensive list of ideas was compiled and presented to City management and Council during the budget process.

Budget Review

Once departments have submitted their budget requests for personnel, O&M, and capital, the Budget team reviews the requests and compiles and financial package for the City Manager. Any gaps existing between revenue and expenditures are discussed among the Budget team and City management with a recommendation for closure.

The City Manager and Budget team meet with each department director to discuss and review their budget and with the Finance Committee, then ultimately recommends a budget for Council consideration. The City Manager's recommended balanced budget is delivered to the Council along with an overview of the City's financial condition. Council members, during budget work sessions, have the option of adding new items for consideration, as well as amending or removing existing staff recommended budget items.

Upon Council's revisions to the City Manager's recommended budget, Finance compiles and finalizes the proposed tentative budget.

Budget Adoption

The proposed budget was delivered and presented to Council for tentative adoption on June 12, 2019. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. The budget is then available to the general public via newspaper and public hearings. After completion of public hearings, the final budget was adopted on July 10, 2019.

Receive from County Attorney certified Property Values for Property Tax Levy Limit Calculation	February 10, 2019
Notify Property Tax Oversight Commission as to Agreement/Disagreement with Property Tax Levy Limit	February 20, 2019
Make Property Values available for Public Inspection	February 13, 2019
First Reading of Property Tax Levy	April 10, 2019
Distribute budget instructions, information Worksheets to Department Heads	February 21, 2019
Compile Estimates of next year's revenues	April/May 2019
Department budgets due back to Budget Team	March 15, 2019
Hold Department/City Manager Budget Reviews	March/April 2019
Leadership Team Budget Review	April 2019
Make approved changes and prepare summary of tentative budget	May 2019
Finance Committee Review	May 28 & June 4, 2019
Special/Joint Meeting Presentation and Review	May 28, 2019
Presentation and/or review and Adopt Tentative Budget	June 12, 2019
Post entire tentative budget on website for at least 60 days	June 14, 2019
Publish Budget once a week for two consecutive weeks	June 26, 2019
And also notice of public hearing on budget for July 10 th	July 3, 2019
Publish first "Truth in Taxation" Notice (if necessary)	June 26, 2019
Publish second "Truth in Taxation" Notice (if necessary)	July 3, 2019
Hold Public Hearing on Budget and on Property Tax Levy	July 10, 2019
Convene special meeting to adopt final budget – Regular Meeting	July 10, 2019
Public Hearing on Budget and Property Tax Levy 5:00 pm	
Special Meeting to adopt final budget (immediately following public hearing)	
Mail Truth in Taxation to Property Tax Oversight Commission	July 10, 2019
Deadline-Forward to Board of Sup. to act by 3 rd Monday in Aug	August 19, 2019

FINANCIAL OVERVIEW

Budget Summary
Revenue Summary



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GENERAL FUND	Expense 2019 Budget	Expense 2020 Budget	2019-2020 Difference	% Change	2019 Budgeted Revenues	2020 Budgeted Revenues	2019-2020 Comparison of Rev vs. Exp
ADMIN/CITY MANAGER'S OFFICE	\$ 201,626	\$ 401,094	\$ 199,468	98.93%			
CITY CLERK'S OFFICE	\$ 179,595	\$ 185,411	\$ 5,816	3.24%			
CITY ATTORNEY'S OFFICE	\$ 81,322	\$ 141,448	\$ 60,126	73.94%			
ECONOMIC DEV	\$ 124,398	\$ 82,239	\$ (42,159)	-33.89%			
VISITOR CENTER	\$ 62,385	\$ 90,507	\$ 28,122	45.08%			
FINANCE	\$ 503,436	\$ 502,193	\$ (1,243)	-0.25%			
HUMAN RESOURCES	\$ 398,240	\$ 457,814	\$ 59,575	14.96%			
INFORMATION TECHNOLOGY	\$ 431,223	\$ 477,076	\$ 45,853	10.63%			
GEN GOVT	\$ 1,593,186	\$ 2,056,486	\$ 463,300	29.08%			
MAGISTRATE	\$ 49,100	\$ 49,100	\$ -	0.00%			
LIBRARY	\$ 434,826	\$ 446,239	\$ 11,413	2.62%			
DEVELOPMENT SERVICES	\$ -	\$ -	\$ -	0.00%			
CEMETERY	\$ 151,886	\$ 201,385	\$ 49,499	32.59%			
PARKS	\$ 532,555	\$ 564,211	\$ 31,656	5.94%			
RECREATION	\$ 184,943	\$ 202,819	\$ 17,875	9.67%			
AQUATICS	\$ 323,553	\$ 343,520	\$ 19,967	6.17%			
PW ADMIN	\$ 140,249	\$ 172,869	\$ 32,620	23.26%			
PW CONSTRUCTION - FACILITIES							
MAINT	\$ 327,307	\$ 376,946	\$ 49,639	15.17%			
P. W. FLEET MAINT	\$ 102,889	\$ 107,304	\$ 4,415	4.29%			
FIRE	\$ 1,833,766	\$ 1,772,869	\$ (60,897)	-3.32%			
EMS	\$ 1,671,461	\$ 1,653,418	\$ (18,044)	-1.08%			
POLICE ADMIN	\$ 524,394	\$ 556,510	\$ 32,116	6.12%			
POLICE OPER	\$ 3,103,984	\$ 3,499,967	\$ 395,983	12.76%			
POLICE SUP	\$ 2,014,258	\$ 2,180,311	\$ 166,053	8.24%			
POLICE HUMANE	\$ 173,889	\$ 203,351	\$ 29,461	16.94%			
CALL CENTER	\$ 41,756	\$ 42,571	\$ 815	1.95%			
GENERAL FUND CAPITAL	\$ 850,000	\$ 512,034	\$ (337,966)	-39.76%			
MATCHING FUNDS (GRANTS)	\$ -	\$ -	\$ -				
GENERAL FUND	\$ 16,036,228	\$ 17,279,692	\$ 1,243,464	7.75%	\$ 16,036,228	\$ 17,279,692	0
Net Rev. vs. Exp.	\$ 0						
	-						
	-						
GF Reserve	-						
	-						
	-						
	-						
	\$ -						
	\$ 0						

Budget Summary - Special Revenue

2019-2020

Special Revenue Funds	2019 Budget	2020 Budget	2019-2020		2019 Budgeted Revenues	2020 Budgeted Revenues	Comparison of Rev vs. Exp
			Difference	2020 % Change			
H. U. R. F.	\$ 1,655,450	\$ 1,640,834	\$ (14,616)	-0.88%	\$ 1,415,450	\$ 1,563,584	\$ (77,250)
TRANSIT	\$ 961,803	\$ 925,334	\$ (36,469)	-3.79%			
TRANSIT BISBEE	\$ 123,065	\$ 121,068	\$ (1,998)	100.00%			
TRANSIT TOTAL	\$ 1,084,868	\$ 1,046,401	\$ (38,467)	-3.55%	\$ 1,084,868	\$ 1,046,412	\$ 11
LTAf	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
CAPITAL PROJECTS	\$ 273,127	\$ 588,566	\$ 315,439	115.49%	\$ 95,000	\$ 547,585	\$ (40,981)**
DEBT SERVICE FUND	\$ 1,054,739	\$ 1,066,800	\$ 12,061	1.14%	\$ 1,054,739	\$ 1,066,800	\$ -
MPC FUND	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
INSURANCE CLAIMS	\$ 1,092,780	\$ 1,099,573	\$ 6,792	0.00%	\$ 1,092,780	\$ 1,099,573	\$ -
RICO	\$ 124,745	\$ 124,745	\$ -	0.00%	\$ 124,745	\$ 124,745	\$ -
JCEF	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
GRANTS	\$ 2,063,055	\$ 2,121,680	\$ 58,625	2.84%	\$ 2,063,055	\$ 2,121,680	\$ -
HOUSING	\$ 167,233	\$ 176,069	\$ 8,835	5.28%	\$ 167,233	\$ 176,188	\$ 119
TOTAL SPECIAL REVENUE FUNDS	\$ 7,515,998	\$ 7,864,667	\$ 348,669	4.64%	\$ 7,097,870	\$ 7,746,567	\$ (118,101)

*Fund balance carry over for street project

**Fund balance carry over for capital projects

Budget Summary - Enterprise Funds

								2019-2020
Enterprise Funds	2019 Budget	2020 Budget	2019-2020 Difference	2020 %	2019 Budgeted Revenues	2020 Budgeted Revenues	Comparison of Rev vs. Exp	
SANITATION	\$ 1,599,250	\$ 1,469,488	\$ (129,762)	-8.11%	\$ 1,225,250	\$ 1,249,250	(220,23)	
WATER								
WATER OFFICE	\$ 252,699	\$ 266,475	\$ 13,776	5.45%				
WATER FIELD	\$ 1,609,541	\$ 1,651,944	\$ 42,404	2.63%				
WATER CAPITAL REINVESTMENT	\$ 1,674,761	\$ 2,030,000	\$ 355,239	21.21%				
WATER TOTAL	\$ 3,537,000	\$ 3,948,419	\$ 411,419	11.63%	\$ 2,787,000	\$ 3,950,000	(1,581)	
WASTE WATER	\$ 1,822,000	\$ 1,869,657	\$ 47,656	2.62%				
SEWER CAPITAL REINVESTMENT	\$ 12,790,697	\$ 9,723,056	\$ (3,067,641)	-23.98%				
SEWER TOTAL	\$ 14,612,697	\$ 11,592,713	\$ (3,019,985)	-20.67%	\$ 14,612,697	\$ 11,593,056	343	
AIRPORT*	\$ 108,586	\$ 119,558	\$ 10,972	10.10%	\$ 108,586	\$ 119,558	-	
GOLF COURSE **	\$ 107,443	\$ 107,443						
LOUNGE	\$ 62,557	\$ 62,557						
	\$ 170,000	\$ 170,000	\$ -	0.00%	\$ 170,000	\$ 170,000	-	
TOTAL ENTERPRISE FUNDS	\$ 20,027,533	\$ 17,300,177	\$ (2,727,356)	-13.62%	\$ 18,903,533	\$ 17,081,864	(218,314)	
GRAND TOTALS	\$ 43,579,759	\$ 42,444,537	\$ (1,135,222)	-2.60%	\$ 42,037,631	\$ 42,108,122	(336,415)	
TRANSFERS		2,008,095						
ADJUSTED GRAND TOTAL		40,436,442						
* General Fund subsidizes the Airport by	25,658							
** General Fund subsidizes the Golf Course by	170,000							

REVENUE BUDGET 2019 - 2020

GENERAL FUND								
Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 7-month Actual	2020 Projected	2020 % Change
31100	PROPERTY TAX-CURRENT	535,576	551,249	542,278	\$ 572,000	\$ 349,882	578,000	1.05%
31102	PROPERTY TAX-DELINQ.	48,375	52,158	53,456	38,000	12,576	38,000	0.00%
31301	CITY SALES TAX / USE TAX	5,058,776	5,041,205	5,329,117	5,273,255	2,279,575	6,712,500	27.29%
31301	SALES TAX-CITY	160,544	250	481	-	88	-	0.00%
31302	TRANSIENT OCCUPANCY TAX	48,590	53,169	61,829	55,000	21,387	96,250	75.00%
31801	FRANCHISE-ELECTRIC	177,384	177,728	193,551	195,000	104,643	195,000	0.00%
31802	FRANCHISE-GAS	85,518	71,320	78,078	77,000	31,980	78,000	1.30%
31803	FRANCHISE-CABLE	49,972	45,986	43,088	45,000	10,825	45,000	0.00%
32101	BUSINESS LICENSES	76,934	71,505	68,153	71,000	41,916	73,000	2.82%
32101	1TPT LICENSES		3,364	19,605	16,000	7,733	16,000	0.00%
32102	LIQUOR LICENSES	8,225	9,300	8,100	9,300	3,900	9,000	-3.23%
32103	OPERATOR/VEH. PERMITS	0	0	0	-	-	-	0.00%
32104	YARD/SIDEWALK SALES PERMIT	2,800	2,655	2,296	2,600	990	2,500	-3.85%
32201	BUILDING PERMITS	58,112	62,575	35,217	50,000	30,108	50,000	0.00%
32202	ZONING FEES & PERMITS	1,666	1,842	1,470	1,800	705	1,500	-16.67%
32301	DOG LICENSES	3,465	3,530	3,850	4,000	3,525	4,000	0.00%
32302	BURNING PERMITS	140	50	30	100	20	100	0.00%
32303	ALARM PERMITS	1,140	510	0	500	960	0	-100.00%
33111	POLICE OPER. REIMB.	625,114	719,708	721,044	1,108,649	420,410	1,199,654	8.21%
33211	GRANT ADM REIMB	28,223	73,548	8,996	15,000	16,864	15,000	0.00%
33501	STATE SHARED SALES TAX	1,644,426	1,518,751	1,591,310	1,611,631	828,854	1,646,053	2.14%
33502	STATE URBAN REV SHARING	2,108,081	2,029,912	2,056,563	1,957,514	1,141,916	2,066,186	5.55%

REVENUE BUDGET 2019 - 2020

GENERAL FUND						2019	2020	2020
Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	7-month Actual	Projected	% Change
33503	VEHICLE LICENSE TAX	843,720	819,277	855,842	916,816	461,383	916,984	0.02%
33704	HUMANE COUNTY IGA	37,610	38,171	38,510	38,000	25,191	38,000	0.00%
33705	HOUSING IGA CASAS & PIONEER	33	46	0	-	-	-	0.00%
34102	CEMETERY FEES	95,306	89,466	118,982	95,000	44,591	90,000	-5.26%
34103	DOUGLAS PROMO SALES	372	203	8,402	2,000	20	2,000	0.00%
34104	ANIMAL SHELTER REVENUE	13,047	12,460	13,455	15,000	6,300	18,000	20.00%
34106	IMPOUND FEES	14,827	25,650	21,750	21,000	8,700	22,000	4.76%
34107	IMPOUND ADM FEES	5,350	8,250	5,750	5,500	2,350	5,800	5.45%
34108	FINGERPRINTS	1,495	1,880	2,135	2,000	1,088	2,100	5.00%
34110	PASSPORT FEES	5,226	7,975	5,205	-	-	-	#DIV/0!
34111	APS SERVICE FEES			5,009	-	-	-	#DIV/0!
34501	AMBULANCE FEES	1,647,339	1,603,991	1,431,223	1,700,000	715,557	1,500,000	-11.76%
34502	COMMUNITY TRAINING	12,370	7,930	10,130	16,000	7,550	15,000	-6.25%
34503	FIRE RESPONSE REIMB	53,542	165,040	1,468	25,000	9,426	25,000	0.00%
34701	AQUATIC CENTER FEES	15,122	14,942	12,484	16,000	7,350	15,000	-6.25%
34702	8TH STREET POOL FEES	4,373	5,138	4,113	5,000	3,312	4,500	-10.00%
34703	AQUATIC CONCESSIONS	1,215	623	1,147	1,000	836	1,000	0.00%
34704	AQUATIC PRO SHOP SALES	400	831	439	800	207	500	-37.50%
34705	RACQUETBALL COURT FEES	668	743	1,192	800	484	1,000	25.00%
34706	AQUATIC CENTER EVENT FEES	18,665	21,583	19,010	18,000	3,864	19,000	5.56%
34707	AQUATIC LOCKER RENTALS	1,015	926	1,537	2,000	1,463	1,500	-25.00%
34720	RECREATION PROGRAM FEES	870	4,140	4,550	2,000	3,379	2,000	0.00%
34721	BASKETBALL LEAGUE FEES	0	0	0		-		0.00%

REVENUE BUDGET 2019 - 2020

GENERAL FUND						2019	2020	2020
Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	7-month Actual	Projected	% Change
34721	MEXICAN BASEBALL FEES	0	0	26,497	28,000	30,091	25,000	0.00%
	RAMADA RESERVATION							
34730	FEES	1,545	1,815	1,555	1,800	905	1,700	-5.56%
	DUSD AQUATIC CENTER							
34750	REIMB	66,387	33,111	37,509	31,403	-	38,217	21.70%
	COURT FINES & FORFEI-							
35101	TURES	112,434	50,825	-186	-	-	-	0.00%
35102	RESTITUTION PAYMENTS	441	1,245	1,493	1,500	825	1,400	-6.67%
35103	LIBRARY FINES & FEES	16,041	14,611	13,893	15,000	7,880	14,000	-6.67%
35104	COURT FINE OFFICER SA	4,275	2,792	7,888	5,000	2,113	5,000	0.00%
	FORFEITED PROPERTY							
35201	SALE	63,575	83,968	70,313	45,596	32,960	45,000	-1.31%
36101	INVESTMENT EARNINGS	16,260	62,082	125,859	90,000	101,706	149,844	66.49%
36201	RENTAL PAYMENTS	115,171	122,161	106,740	64,580	31,583	56,225	-12.94%
36202	CALL CENTER LEASE	669,266	669,266	669,266	642,302	334,633	623,042	-3.00%
	VISITOR CENTER RESV							
36211	FEES	1,310	645	2,300	2,000	1,430	2,000	0.00%
	SPECIAL EVENTS REVE-							
36401	NUE	1,280	1,225	1,190	1,200	650	1,200	0.00%
36403	4TH OF JULY REVENUE	0	0	0	-	-	-	#DIV/0!
	YOUTH ACTIVITY REVE-							
36406	NUE	0	10	2,154	1,000	-	1,000	0.00%
36407	DONATIONS/MISC	634	343	75	10,000	6,551	10,000	0.00%
	YOUTH CITY COUNCIL							
	REVENUE				-	-	-	0.00%
36431	LIBRARY GRANT E-RATE	37,607	34,543	30,135	39,557	9,730	31,000	-21.63%
	MISCELLANEOUS REVE-							
38001	NUE	97,614	82,399	73,414	50,000	75,532	50,000	0.00%
38001	1CASH OVER/SHORT	37	-114	-339	-	(143)	-	0.00%
38201		215,725	69,902	251,004	10,000	9,499	10,000	0.00%
38202	EXPLORER REVENUE	3,354	0	0	-	-	-	0.00%
	TRANSFER FROM ENTER-							
39110	PRISE FUNDS	208,992	194,644	149,990	162,025	75,663	197,902	22.14%
	CAPITAL LEASE PRO-							
39301	CEEDS	-	140,482	-	850,000	97,938	512,034	0.00%
						\$		
	TOTAL REVENUE	\$ 14,853,010	\$ 15,127,571	\$ 14,951,594	\$ 16,036,228	7,431,454	\$ 17,279,692	7.78%

REVENUE BUDGET 2019 - 2020

HIGHWAY USER REVENUE FUND

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 7-month Actual	2020 Projected	2020 % Change
33504	HIGHWAY USERS - STATE	1,272,509	1,328,216	1,414,113	\$ 1,380,450	\$ 684,892	\$ 1,528,584	10.73%
38001	MISCELLANEOUS	21,700	-	-	-	39,542	-	0.00%
38002	SALES REIMBURSEMENT	40,104	10,338	1,300	30,000	2,520	30,000	0.00%
38003	CITIZEN PAYS POLICY	12,781	300	-	5,000	-	5,000	0.00%
39101	TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	0.00%
39104	TRANSFER FROM SP PROJECTS	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 1,347,094	\$ 1,338,853	\$ 1,415,413	\$ 1,415,450	\$ 726,954	\$ 1,563,584	10.47%

TRANSIT

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 7-month Actual	2020 Projected	2020 % Change
33200	GRANTS	20,000	31,839	30,000	\$ 30,000	\$ -	\$ 30,000	0.00%
33211	TRANSIT GRANT REVENUE	296,207	446,613	460,426	629,082	243,347	619,671	-1.50%
33702	COCHISE COLLEGE IGA	18,322	19,193	17,316	21,045	8,008	22,000	4.54%
33706	SEAGO	113,769	53,421	107,745	105,000	44,240	105,000	0.00%
33707	BISBEE CONTRACT	175,634	214,890	210,501	209,271	89,611	209,271	0.00%
34109	TRANSIT FARES	20,537	21,666	33,949	65,000	18,870	35,000	-46.15%
34111	ADVERTISING REVENUE	-	-	-	10,000	696	10,000	0.00%
38008	ACT ROUTE	15,775	15,118	13,741	15,470	4,650	15,470	0.00%
39101	TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 660,245	\$ 802,741	\$ 873,678	\$ 1,084,868	\$ 409,422	\$ 1,046,412	-3.54%

LOCAL TRANSPORTATION ASSIST. (LOTTERY)

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019	2020	2020
						7-month Actual	Projected	% Change
33505	LOTTERY	-	-	-	\$ -	\$ -	\$ -	- 0.00%
	LTAFF II GRANT	-	-	-	-	-	-	- 0.00%
	TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	- 0.00%

CAPITAL PROJECTS

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019	2020	2020
						7-month Actual	Projected	% Change
31301	11/3 Cent Sales Tax (Capital)	94,589	39	-	\$ -	\$ 47	\$ -	- 0.00%
36101	INVESTMENT EARNINGS	5,761	7,752	6,868	-	10,870	-	0.00%
36102	INVEST EARN - CALL CENTER	-	-	-	-	-	-	0.00%
38001	MISCELLANEOUS	6,000	3,500	-	-	-	-	- 0.00%
38201	SALE SURPLUS PROPERTY / LAND	-	-	85,000	-	-	-	0.00%
39101	TRANSFER FROM GF	-	65,412	108,196	95,000	57,340	547,585	476.41%
39114	TRANSFER FROM DEBT FUND	-	-	-	-	-	-	- 0.00%
39301	CAPITAL LEASE PROCEEDS	-	-	-	-	-	-	- 0.00%
		-	-	-	-	-	-	- 0.00%
	TOTAL REVENUE	\$ 106,350	\$ 76,703	\$ 200,064	\$ 95,000	\$ 68,257	\$ 547,585	476.41%

DEBT SERVICE FUND

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019	2020	2020
						7-month Actual	Projected	% Change
31301	11/3 Cent Sales Tax (call center IT)	671	111	288	\$ -	\$ 6	\$ -	0.00%
36101	INVESTMENT EARNINGS	-	-	-	-	-	-	0.00%
39101	TRANSFER FROM GENERAL FUND	1,199,924	1,191,095	1,202,283	990,080	539,676	943,182	-4.74%
39104	TRANSFER FROM CAPITAL	-	-	-	-	-	-	0.00%
39110	TRANSFER FROM ENTERPRISE	95,848	82,057	73,358	64,659	50,316	123,618	
39302	LOAN PROCEEDS	-	-	-	-	1,840,000	-	#DIV/0!
	TOTAL REVENUE	\$ 1,296,443	\$ 1,273,263	\$ 1,275,930	\$ 1,054,739	\$ 2,429,999	\$ 1,066,800	1.14%

MPC

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019			% Change
						7-month Actual	2020 Projected	2020	
39101	TRANSFER FROM GF	-	-	-	\$ -	\$ -	\$ -	-	0.00%
39102	TRANSFER FROM HURF	-	-	-	-	-	-	-	0.00%
39104	TRANSFER FROM SPEC PROJECTS	-	-	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ -	\$ -	\$ -	\$ -	-	\$ -	-	0.00%

RICO

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019			% Change
						7-month Actual	2020 Projected	2020	
33241	RICO-ST ATTY GENERAL	\$ 70,983	\$ 48,183	\$ 17,151	\$ 121,745	\$ 15,886	\$ 121,745		0.00%
33242	RICO-COUNTY ATTY	34,925	-	10,850	-	3,000	-		0.00%
33243	RICO-COUNTY ATTY-TOWING	-	-	-					0.00%
36106	INTEREST RICO	3,296	3,026	3,570	3,000		3,000		0.00%
39101	TRANSFER FROM GF	-	-	-					0.00%
39112	TRANSFER FROM GRANTS	-	-	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ 109,204	\$ 51,209	\$ 31,571	\$ 124,745	\$ 18,886	\$ 124,745		0.00%

JCEF

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019			% Change
						Actual	Projected		
35104	LOCAL JCEF TIME PAYMENTS	4,094	2,506	-	\$ -	\$ -	\$ -	-	0.00%
35105	FILL THE GAP RESTRICTED	1,170	1,110	782	-	-	-	-	0.00%
35110	MCEF SUSPENSION FEE	87	3	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ 5,350	\$ 3,618	\$ 782	\$ -	\$ -	\$ -	-	0.00%

GRANTS

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019		
						7-month Actual	2020 Projected	2020 % Change
	HOUSING & COMM DEVELOPMENT	926,174	915,698	915,698	\$ 1,320,000	\$772,442	\$ 1,320,000	0.00%
	FIRE	16,948	69,615	69,615	128,936	9,562	128,936	0.00%
	POLICE	9,121	27,008	27,008	111,469	58,602	170,094	52.59%
	PUBLIC WORKS	119,129	214,618	214,618	450,000	2,929	431,500	-4.11%
	LIBRARY	1,100	2,586	2,586	52,500	5,656	71,000	35.24%
	TRANSFER FROM GENERAL FUND	2,445	-	-	150	-	150	0.00%
	TOTAL REVENUE	\$ 1,074,918	\$ 1,229,525	\$ 1,229,525	\$ 2,063,055	\$849,191	\$2,121,680	2.84%

SELF FUNDED HEALTH INSURANCE

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019		
						7-month Actual	2020 Projected	2020 % Change
36101	INVESTMENT EARNINGS		967	870	\$ 2,000	\$ 2,903	\$ 2,000	0.00%
39401	SELF FUNDED INSURANCE		<u>778,921</u>	<u>909,536</u>	<u>1,090,780</u>	<u>710,655</u>	<u>1,097,573</u>	<u>0.62%</u>
	TOTAL REVENUE	\$ -	\$ 779,888	\$ 910,406	\$ 1,092,780	\$713,558	\$ 1,099,573	0.62%

HOUSING

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019		
						7-month Actual	2020 Projected	2020 % Change
33211	GRANT ADMIN REIMB				30,000	-	\$ 30,000	0.00%
33212	HOUSING REIMB	198,520	174,595	141,946	122,980	86,359	131,948	7.29%
38008	SUN RAY APT REIMB	2,017	9,904	17,648	14,253	6,939	14,240	-0.09%
	TRANSFER FROM GF	-	-	-	-	-	-	#DIV/0!
39112	TRANSFER FROM GRANTS	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 200,537	\$ 184,499	\$ 159,595	\$ 167,233	\$ 93,298	\$ 176,188	5.35%

SANITATION

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019	2020	2020
						7-month	Projected	% Change
		Actual	Projected	Change				
34603	GARBAGE COLLECTION FEE	1,207,459	1,199,661	1,204,785	1,215,000	721,863	1,240,000	2.06%
36101	INVESTMENT EARNINGS	5,318	8,087	11,730	10,000	4,864	9,000	-10.00%
38001	MISCELLANEOUS	131	182	298	250	365	250	0.00%
39301	CAPITAL LEASE PROCEEDS	-	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ 1,212,907	\$ 1,207,931	\$ 1,216,813	\$ 1,225,250	\$ 727,093	\$ 1,249,250	1.96%

WATER FUND

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019	2020	2020
						7-month	Projected	% Change
		Actual	Projected	Change				
33201	GRANT REIMBURSEMENT	-	-	-	-	-	1,700,000	0.00%
33301	NAD BANK	-	-	-	-	-	-	0.00%
34601	WATER SERVICE FEES	1,406,241	852,209	854,615	855,000	498,824	855,000	0.00%
346011	CIP SURCHARGE	328,436	327,390	328,367	330,000	192,151	330,000	0.00%
346012	IMPACT FEE	25,356	34,478	7,654	20,000	544	15,000	-25.00%
346013	RECONNECT FEE	24,946	24,824	23,254	25,000	12,372	24,000	-4.00%
346014	CONTRACT FEE	11,537	12,208	11,325	12,000	6,165	11,000	-8.33%
346015	WATER USAGE FEES	159,160	736,239	727,196	735,000	385,208	750,000	2.04%
34605	APS SERVICE FEES		807	-		-		
36101	INVESTMENT EARNINGS	13,779	18,287	32,535	25,000	22,595	30,000	20.00%
37001	WIFA Study Grant	-	-	-		-		0.00%
38001	MISCELLANEOUS	33,742	43,439	37,183	30,000	22,090	35,000	16.67%
38001	1CASH OVER/SHORT	(165)	(70)	(152)		88		0.00%
38201	SALE SURPLUS PROPERTY		-	7,750	5,000	-		-100.00%
39301	CAPITAL LEASE PROCEEDS	-	-	-	750,000	-	200,000	-73.33%
TOTAL REVENUE		\$2,003,031	\$ 2,049,810	\$ 2,029,727	\$ 2,787,000	\$ 1,140,036	\$ 3,950,000	41.73%

WASTE WATER FUND

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019		
						7-month Actual	2020 Projected	2020 % Change
33200	GRANTS	400,000	0	0	500,000	0	6,883,056	0.00%
33301	NAD BANK GRANT	-	-	2,064,313	7,190,697	4,083,744	650,000	-90.96%
34602	SEWER SERVICE FEES	1,507,064	1,498,735	1,525,899	1,510,000	898,724	1,540,000	1.99%
346021	CIP SURCHARGE	332,338	328,366	335,433	332,000	197,576	335,000	0.90%
	IMPACT FEE	36,896	39,517	23,632	20,000	11,325	20,000	0.00%
36101	INVESTMENT EARNINGS	12,493	10,845	24,789	15,000	25,003	25,000	66.67%
38001	MISCELLANEOUS	77,851	83,906	44,282	45,000	12,954	40,000	-11.11%
38006	WIFA WW Loan Proceeds	-	-	-	5,000,000	-	2,100,000	0.00%
38201	SALE SURPLUS PROPERTY		-	1,850	0	-	0	0.00%
	BECC Grant		-	-	0	-	0	0.00%
39101	TRANSFER FROM GEN FUND		-	-		-		0.00%
39107	TRANSFER FROM WATER	=	=	=	=	=	=	0.00%
	TOTAL REVENUE	\$2,366,642	\$ 1,961,370	\$ 4,020,196	\$ 14,612,697	\$ 5,229,326	\$11,593,056	-20.66%

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019		
						7-month Actual	2020 Projected	2020 % Change
33221	FEDERAL GRANTS	91,625	156,384	176,564	\$ -	\$ -	\$ -	#DIV/0!
348801	FUEL SALES (100 LL)	12,409	8,381	10,854	12,000	11,269	16,800	40.00%
348802	FUEL SALES (JET A)	60,449	56,936	49,917	49,000	29,682	49,000	0.00%
36201	RENTAL PAYMENTS	13,495	9,359	7,800	8,000	8,050	8,000	0.00%
362015	SMALL HANGAR	14,898	14,616	16,200	14,700	7,550	14,700	0.00%
362010	TRAILER RENT	5,552	6,008	5,973	5,100	2,925	5,400	5.88%
38001	MISCELLANEOUS REVENUE	121	4,350	677		-		0.00%
39104	TRANSFER FROM GENERAL FUND	-	71,854	25,085	19,786	12,651	25,658	29.68%
	TOTAL REVENUE	\$ 198,549	\$ 327,888	\$ 293,069	\$ 108,586	\$ 72,127	\$ 119,558	10.10%

GOLF COURSE

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	2019 <u>7-month Actual</u>	2020 <u>Projected</u>	2020 <u>% Change</u>
6001	GREEN FEES	9,093	-	-	\$ -	\$ -	\$ -	0.00%
6002	TRAIL FEES	-	-	-	-	-	-	0.00%
6004	TOURNAMENT FEES	938	-	-	-	-	-	0.00%
6011	QTR PASS-INDIVIDUAL	1,508	-	-	-	-	-	0.00%
6012	QTR PASS-FAMILY	-	-	-	-	-	-	0.00%
6013	QTR PASS-STUDENT	-	-	-	-	-	-	0.00%
6014	PUNCH PASS	2,385	-	-	-	-	-	0.00%
6021	LOCKER RENTALS	145	-	-	-	-	-	0.00%
6022	PUBLIC CART RENTALS	945	-	-	-	-	-	0.00%
6023	PRIVATE CART RENTALS	1,946	-	-	-	-	-	0.00%
6024	RANGE BALL RENTAL	723	-	-	-	-	-	0.00%
6025	GOLF CLINICS	-	-	-	-	-	-	0.00%
6031	PRO SHOP SALES	1,008	-	-	-	-	-	0.00%
6032	PRO SHOP FOOD & DRINK	-	-	-	-	-	-	0.00%
6040	RV PARK SPACE RENTALS	840	-	-	-	-	-	0.00%
6045	COUNTRY CLUB EVENTS	1,835	-	-	-	-	-	0.00%
6046	BEVERAGE SALES	15,292	-	-	-	-	-	0.00%
6047	FOOD SALES	-	-	-	-	-	-	0.00%
6048	TIPS CREDIT CARD	484	-	-	-	-	-	0.00%
36201	COUNTRY CLUB RENT	-	-	-	-	200	-	0.00%
36203	LEASE PAYMENTS	-	-	-	-	-	-	0.00%
38001	MISCELLANEOUS	-	-	-	-	-	-	0.00%
38001	01cash over/short	0	0	0	-	-	-	0.00%
		37,141	-	-	-	200	-	0.00%
39101	SUBSIDY FROM GEN FUND	207,064	172,862	198,461	170,000	98,616	170,000	0.00%
39104	TRANSFER FROM CAPITAL		10,788	-				
39301	CAPITAL LEASE PROCEED	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 244,206	\$ 183,650	\$ 198,462	\$ 170,000	\$ 98,816	\$ 170,000	0.00%

*2016 Actual GF subsidy: \$184,861

Program Budgets

City Manager
Deputy City Manager
Housing
Human Resources
Leisure Services
Library
Visitors Center
City Clerk's Office
City Attorney's Office
Management Services
General Government
Magistrate
Public Works
Fire Department
Police Department





Annual
Budget

2020

Administration

City Manager; Deputy City Manager; Economic Development; Housing;
Human Resources; Leisure Services; Library; Visitors Center

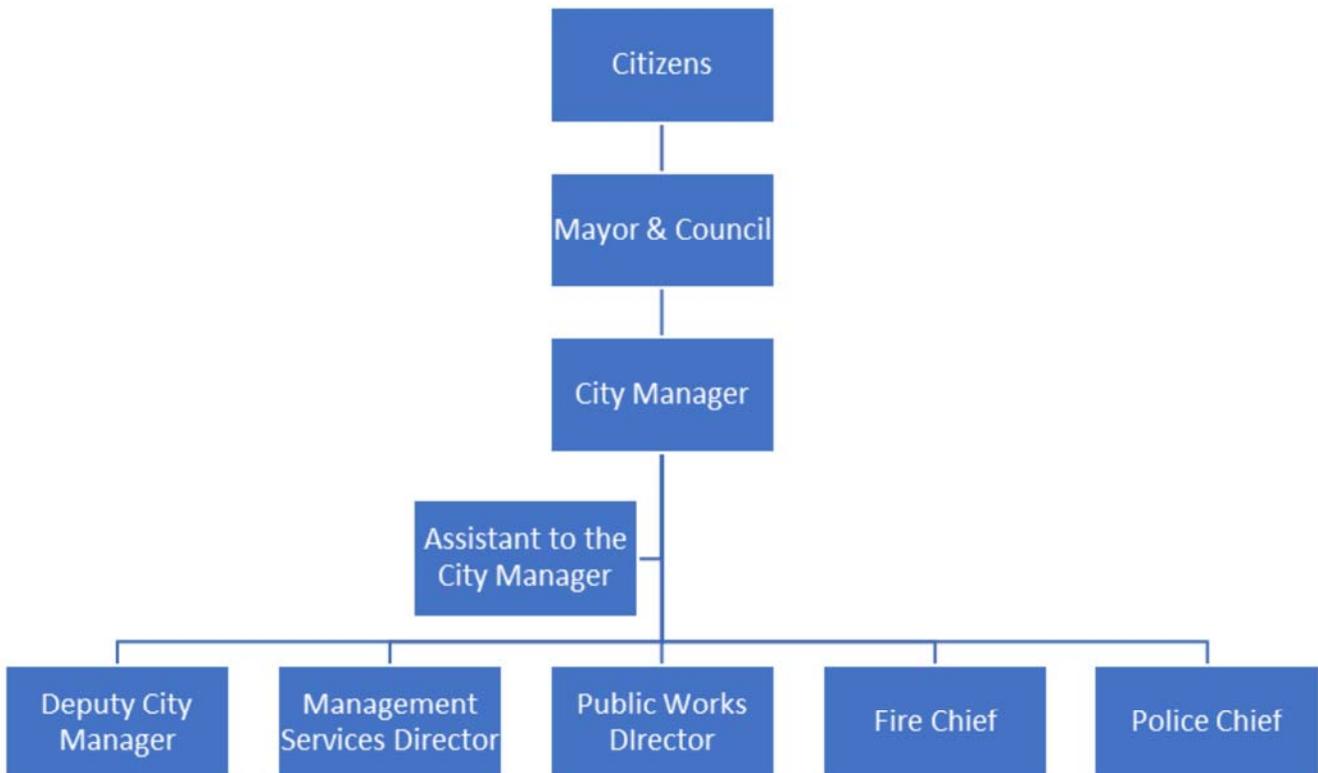
Mission

The mission of the City Manager’s Office is to communicate with the residents and corporate citizens with transparency about their municipal government, supporting City Council decisions through leadership of the organization in the implementation of Council policies. Underlying the success of carrying out this mission is the development of a roadmap to maintain a balanced budget, adopt sound economic and planning policies, ensure public safety, develop partnerships that benefit our residents, provide community amenities and activities of the city of Douglas.

City Guiding Documents

- City Budget, The City’s Strategic Plan and General Plan
- Identified Council’s Focus Areas
 - Collaboration
 - Community Communication
 - Promote Douglas
 - Trade and Commerce
 - Infrastructure and Development

Organizational Chart



Public Services

- Oversight of municipal government and implementation of City Council policies occurs through the leadership of the City Manager.
- Carries out City Council initiatives and serves with responsiveness to the Council's direction.
- Presents and maintains a balanced budget annually as required by State law.
- Manages the human resource assets of employees through a compensation and benefits plan, cultivation of a positive and customer-service focused culture, attention to employee safety and City staff professional development and advancement through training and certifications.
- Carries out continuous assessment of services to ensure ethical and legal compliance and community benefit.
- Develops programs and service delivery across the City.
- Guides and empowers City staff to innovate, collaborate and build partnerships, exceeding citizen expectations of customer service, problem resolution and municipal practices.
- Leads by example and stays current in the profession of managing cities.

Strategies & Objectives

- Renew and expand partnerships in the public and private sectors.
- Develop economic and educational tactics to create jobs and attract businesses.
- Create communication tools to enhance public awareness, understanding & transparency
- Adopt financial policies that generate steady revenue streams and grow budget capacity

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	406,515	315,215	146,513	\$ 142,558	\$ 78,072	\$ 293,665	106.00%
1003	Sal - Temp	44	0	0	-	336	-	0.00%
1004	Sal - Limited	1,689	118	0	-	-	-	0.00%
1005	Sal - Overtime	1,519	5,478	593	-	-	-	0.00%
2001	OASI	28,497	23,989	10,573	10,906	5,391	22,465	106.00%
2002	State Retire	37,867	36,752	16,745	16,594	7,982	35,064	111.31%
2004	Health Ins	4,444	4,908	2,097	397	46	3,534	790.61%
2005	Income Protect	796	822	452	491	217	1,111	126.33%
2006	State Comp	783	572	245	169	99	336	98.93%
2016	Self Fund Ins Claims	21,821	15,645	12,186	19,812	5,779	29,983	51.34%
	Personnel Expense	\$ 503,976	\$ 403,499	\$ 189,403	\$ 190,926	\$ 97,921	\$ 386,158	102.26%
Operating Expense								
3001	Contractual serv	4,518	3,658	1,112	1,560	7,067	1,560	0.00%
4104	Telephone Services	4,723	4,772	2,467	1,780	1,254	1,780	0.00%
4301	Aut & Eq Maintenance	509	537	0	-	190	-	0.00%
4303	Computer Maintenance	290	3,207	96	400	-	500	25.00%
5401	Adv/Printing/Reproduction	7,296	5,793	3,762	-	322	200	0.00%
5801	Travel/training	18,896	16,325	4,962	5,560	3,712	8,456	52.09%
6001	Office supplies	7,229	7,101	746	1,000	570	850	-15.00%
6201	Postage	486	628	687	100	14	100	0.00%
6401	Books/Dues/Subscrip	1,259	3,673	1,602	300	484	1,390	363.33%
6501	Gas/Oil/Lube	291	604	37	-	80	100	0.00%
	Operating Expense	\$ 45,497	\$ 46,296	\$ 15,470	\$ 10,700	\$ 13,691	\$ 14,936	39.59%
	Total Expenses	\$ 549,473	\$ 449,795	\$ 204,873	\$ 201,626	\$ 111,613	\$ 401,094	98.93%

Organizational Chart—Deputy City Manager Direct Reports



Deputy City Manager - Economic Development**Mission**

Bring Economic Vitality to the City of Douglas

Budget Highlights**Strategies & Objectives**

Work Plan 2019 is to capture the momentum from the Opportunity Zones, continue efforts in industry attraction and efforts with Business, Retention and Expansion (BRE)

Goals and Strategies

Goal 1 Renew, Refresh, and Create relationships with educational

Action 1.1 Work to create internships & entry jobs with businesses & educational institutions for the youth

Goal 2 Increase the City population by 10% within the next 3-5 years

Action 2.1 Target niche population groups like Customs & Border Patrol employees, international community, higher education, prison staff, and retirees for marketing low-cost housing option and educational programs

Action 2.2 Work to increase community amenities to attract new residents

Goal 3 Retain majority of existing business in Douglas and expand number of new business by 25% over five years

Action 3.1 Connect businesses with resources in support of businesses retention

Action 3.2 Identify measurable results to indicate success of this goal

Action 3.3 Initiate City team to conduct goodwill visits monthly to businesses to grow partnerships and troubleshooting

Goal 4 Increase workforce preparedness of residents by 5% over five years

Action 4.1 Structure and host training opportunities

Action 4.2 Develop strategic program to link employers and potential employees

Action 4.3 Bring more higher education entities to Douglas

Goal 5 Increase sales tax revenue by 10% over five years

Action 5.1 Work to attract targeted industries and value-added manufacturing

Action 5.2 Adopt & implement the draft Downtown Revitalization program

Action 5.3 Develop pathway to make Douglas a produce entry point

Action 5.4 Prepare site-ready cold storage warehouse properties

Goal 6 Improve economic stability

Action 6.1 Dispose of unused/vacant City owned properties

Action 6.2 Revitalize Downtown

Action 6.3 Secure citywide fiber optic

Deputy City Manager - Economic Development

Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Personnel Expense								
1001	Salaries	-	31,569	69,216	\$ 72,810	\$ 40,606	\$ 47,740	-34.43%
1005	Salaries/OT	-	-	-	-	-	-	0%
2001	OASI	-	2,410	5,278	5,570	2,982	3,652	-34.43%
2002	State Retire	-	3,580	7,853	8,475	4,727	5,700	-32.74%
2004	Health Ins	-	698	2,163	1,787	883	894	-50.00%
2005	Income Protect	-	81	226	289	134	213	-26.25%
2006	Workman's Comp	-	59	114	86	47	83	-3.64%
2016	Self Fund Ins Claims	-	1,064	3,372	4,397	2,695	2,198	-50.00%
	Personnel Expense	\$ -	\$ 39,461	\$ 88,222	\$ 93,415	\$ 52,075	\$ 60,481	-35.26%
Operating Expense								
3001	Contractual	-	-	-	-	8,268	-	0%
4104	Telephone Services	-	410	1,395	1,370	799	1,400	2.19%
4301	Auto/equip	-	-	-	-	12	-	0%
4303	Computer Maintenance	-	51	248	175	-	175	0%
5401	Advertising/Printing	-	-	1,440	5,600	946	1,500	-73.21%
5801	Travel/training	-	3,023	8,656	3,000	1,694	4,000	33.33%
6001	Office supplies	-	2,079	2,173	800	339	900	12.5%
6201	Postage	-	14	43	1,000	-	1,000	0%
6401	Books/dues/subscrip	-	373	1,278	13,238	1,251	3,426	-74.12%
6501	Gas/oil/lube	-	319	750	-	279	-	#DIV/0!
8009	Marketing/Promotions	2,000	2,415	2,795	5,800	2,843	9,357	61.33%
	Operating Expense	\$ 2,000	\$ 8,684	\$ 18,778	\$ 30,983	\$ 16,433	\$ 21,758	-29.78%
	Total Expenses	\$ 2,000	\$ 48,145	\$ 107,000	\$ 124,398	\$ 68,507	\$ 82,245	-33.89%

Mission

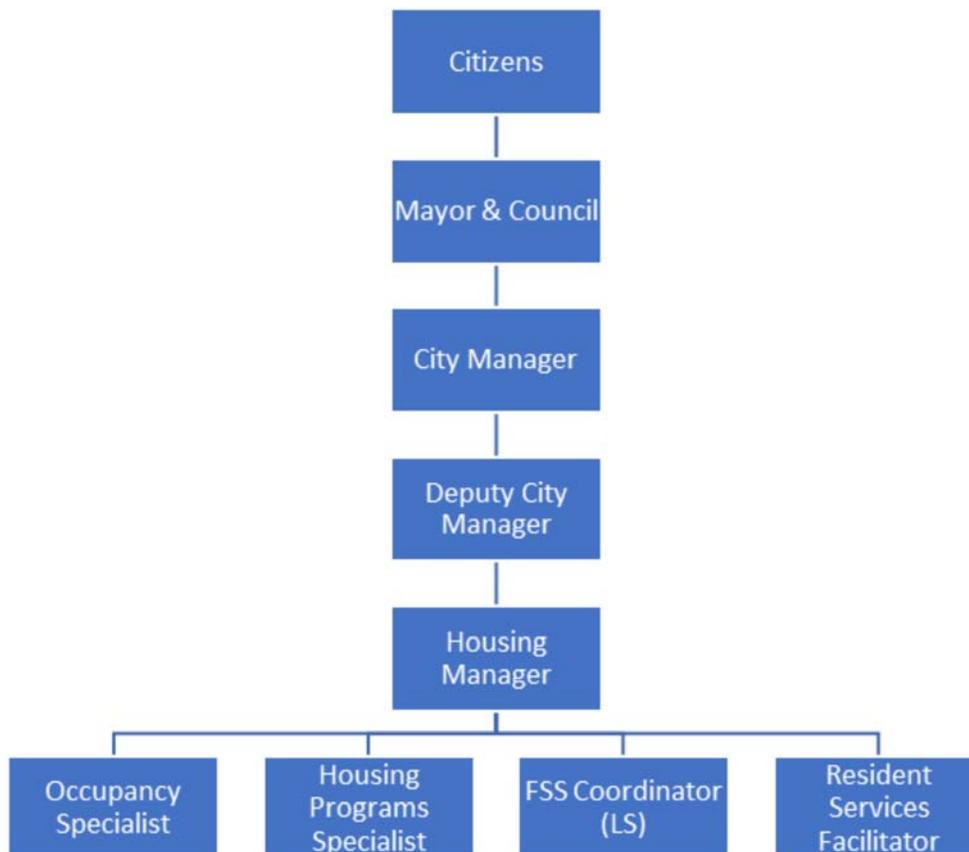
It is the mission of the City of Douglas Housing Department to promote adequate and affordable housing that is decent, safe and sanitary, and a suitable living environment free of discrimination.

Public Services

The NHG Division provides Section 8 rental assistance through a Housing Choice Voucher program. The Division also provides housing rehabilitation to low income residents through its Rental and Owner Occupied Housing Rehabilitation programs, if and when funding is available.

Budget Highlights

The Housing Division, through the Public Housing Authority, provides Section 8 rental assistance to qualifying extremely-low income to very-low income households.

Organizational

Expenditures - Special Revenues Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
1001	Salaries	111,980	98,175	86,777	\$ 96,468	\$ 48,058	\$ 99,836	3.49%
1003	Salaries - Temp	-	4,465	194	\$ -	\$ -	\$ -	#DIV/0!
1004	Salaries - Ltd	18,221	27,393	26,457	28,519	18,028	32,223	12.99%
1005	Salaries-Overtime	224	333	-	-	-	-	0.00%
2001	O.A.S.I.	9,540	9,569	8,293	9,562	4,812	10,103	5.66%
2002	Retirement-State	14,451	13,363	11,379	13,034	7,110	14,214	9.06%
2004	Health Ins	3,577	3,830	2,247	2,530	901	2,530	0.00%
2005	Income Protect Ins	412	421	348	489	212	532	8.75%
2006	Workman's Comp	3,871	2,392	2,201	2,329	1,152	2,329	-0.01%
2007	Unemployment Insurance	-	-	-	-	-	-	0.00%
2018	Self-funding Ins Claims/fees	14,271	13,947	12,456	14,303	8,474	14,303	0.00%
7402	Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
	Total Expenses	\$ 176,547	\$ 173,887	\$ 150,353	\$ 167,233	\$ 88,749	\$ 176,069	5.28%

Human Resources

Mission

The Human Resources Department is committed to providing high quality service to all prospective, current and past employees and to provide guidance in the development, implementation and equitable administration of policies and procedures. We value respect, integrity, efficiency, customer service and safety.

Core Services

Coordinate all position **recruitment** including advertising, screening, interviewing, and testing.

Formulate the **Classification Maintenance Review** system which includes completion of salary surveys, updating of job descriptions, and comparison of comparable markets using population and operating budgets as a benchmark for evaluation to determine appropriate reclassifications and **compensation** levels.

Coordinate the selection of all **employee benefits** to include health, dental, life, income protection, etc.

Responsible for **employee relations** to include discipline administration, meet and confer processes and employee recognition.

Responsible for in-house **training** programs for City staff at various levels to include compliance updates, refreshers, supervisor training, etc.

Administer a **Safety and Wellness** program for all City staff to reduce the incidence of work place injuries and provide a preventive wellness program to include clinics which provide flu shots, glucose checks, lipid profiles and much more at no expense to employees.

Support the **Risk Management** function for the city by handling by managing the general liability insurance as well as property and casualty insurance for the City of Douglas. Processing claims against the City.

Provide **management analysis and audits** throughout the organization to assist in redefining more efficient and effective management practices.

Responsible for development and maintenance of the City's annual **Operating Budget Document**.

Budget Highlights

We have adjusted all accounts to be as lean as possible in our operations. There is however, one significant increase in contractual services because this year we will be conducting an RFP for health insurance brokerage services. The last one was done five years ago. We expect the increase to be enough to cover the amounts submitted in the RFP.

We would like to request that whenever possible to have the position of Human Resources Analyst added to the Human Resources Department. We are efficient in our jobs, but feel that we have been constantly operating in a reactive mode instead of having the time to be proactive in our ability to assist employees, the organization and the public for lack of staffing and time. Having an Analyst in the department will assist with the high complex analysis needed in the organization and facilitate succession planning. We are currently operating with a staffing level of 2.3. The national median HR-to-employee ratio last year hit 1.5 HR employees per 100 employees served, according to a Bloomberg BNA study. That means that for the City of Douglas with an average of 220 employees, our HR staffing levels is recommended to be 3.3.

Strategies & Objectives

Integrity – in order to gain the trust of employees and the public, we must be consistent, ethical, fair, and honest in everything we do in this department.

Efficiency – we understand that some of the functions we have are time sensitive and must be completed quickly and correctly in order to not disturb services for other departments.

Customer Service – in order for employees and the public to look at the City as an employer of choice, the interactions we have with each one must be courteous and respectful at all times even when providing bad news.

Safety – we recognize the City must comply with government regulations, which assist management and all employees in controlling hazards and risks which minimize employee and customer injuries, damage to customers' property and damage or destruction of City property.

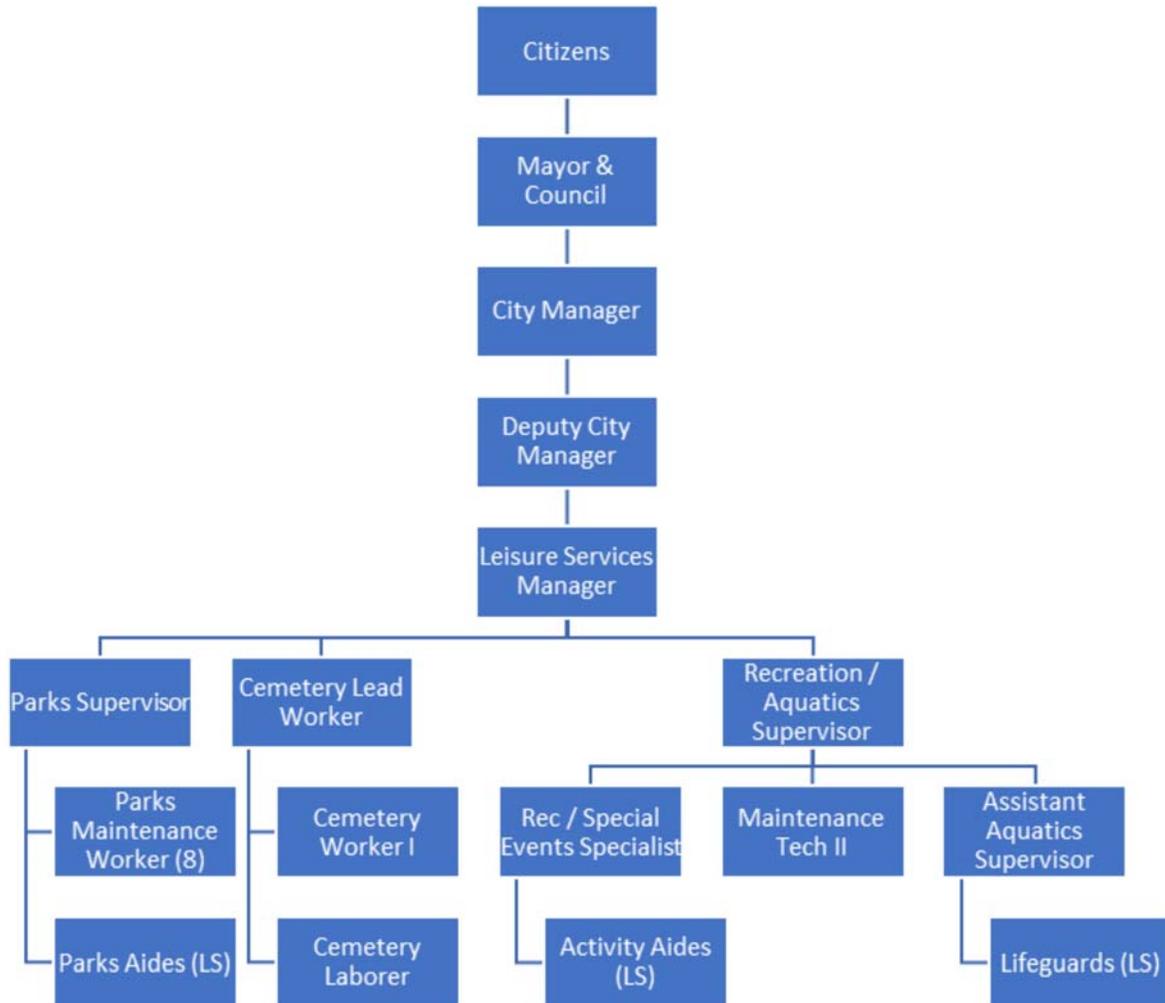
Organizational Chart



Human Resources

Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Personnel Expense								
1001	Salaries	192,473	159,409	110,015	\$ 117,230	\$ 59,681	\$ 145,720	24.30%
1003	Sal - Temp	-	-	-	-	-	-	0.00%
1004	Sal - Ltd	-	-	238	-	995	12,580	0.00%
1005	Sal - OT	87	369	241	-	60	-	0.00%
2001	OASI	14,635	12,347	8,333	8,968	4,574	12,110	35.03%
2002	State Retire	21,855	14,091	12,538	13,646	6,952	18,901	38.51%
2004	Health Ins	3,419	1,295	732	4,174	606	5,425	29.96%
2005	Income Protect	527	420	395	496	221	642	29.52%
2006	State Comp	430	242	210	139	71	181	30.40%
2007	Unempl. Ins	303	3,619	12,050	10,000	-	10,000	0.00%
2008	HR Processing	12,771	12,941	19,678	15,000	9,015	15,000	0.00%
2009	SF Terrorism Premium	1,632	1,698	1,404	1,800	806	1,800	0.00%
2010	Cancer Insurance-Police	-	-	-	-	-	-	0.00%
2011	Cancer Insurance-Fire	-	-	-	-	-	-	0.00%
2016	Self-funding Ins Claims/fees	2,694	1,041	558	10,113	1,341	13,191	30.44%
	Personnel Expense	\$ 250,827	\$ 207,472	\$ 166,393	\$ 181,565	\$ 84,320	\$ 235,550	29.73%
Operating Expense								
2012	Awards Program	4,594	4,749	4,256	6,000	3,753	6,100	1.67%
2013	Safety/Wellness Prog	780	1,227	279	2,500	17	2,500	0.00%
3001	Contractual serv	26,406	34,016	31,078	30,330	17,405	36,330	19.78%
4104	Telephone Services	3,719	2,583	2,099	2,600	1,140	2,340	-10.00%
4303	Computer Maintenance	149	745	369	400	-	400	0.00%
5201	Liability Insurance	128,670	141,339	142,644	144,074	107,566	144,074	0.00%
5202	Risk Insurance Claims	14,720	1,949	3,314	25,000	15,615	25,000	0.00%
5401	Advertising	2,113	2,108	1,878	1,500	82	1,600	6.67%
5801	Travel/training	3,233	4,398	2,092	2,200	499	2,100	-4.55%
6001	Office supplies	1,720	832	548	900	182	700	-22.22%
6201	Postage	329	241	277	300	128	250	-16.67%
6401	Books/Dues/Subscrip	3,634	393	802	870	510	870	0.00%
	Operating Expense	\$ 190,067	\$ 194,580	\$ 189,636	\$ 216,674	\$ 146,897	\$ 222,264	2.58%
	Total Expense	\$ 440,894	\$ 402,052	\$ 356,028	\$ 398,240	\$ 231,217	\$ 457,814	14.96%



Leisure Services – Aquatics

Mission

The City of Douglas Aquatic Division is an essential service established to improve the overall quality of life for all of Douglas.

Public Services

The Aquatic Division offers opportunities for the public to participate in aquatic programming designed to meet the needs of all Douglas area citizens and surrounding areas. The division consists of two separate facilities, the Aquatic Center and the Douglas Municipal Pool. The Aquatic Center provides indoor year around swimming with a 25-meter, 8 lane lap pool, a baby pool, splash pad, and a therapy pool. The Douglas Municipal Pool provides an outdoor Olympic size swimming pool and a baby pool. Aquatic programming is provided year around for the public and includes: lap/open swim, night swim, swimming lessons for all ages, public and private party rentals, and aquatic fitness classes.

Budget Highlights

1. Maintain last fiscal year's operating expenses in order to fill supporting roles.
2. Personnel Request for Pool Maintenance position.
 - a. Keep current maintenance pool tech for one year to allow full-time position understand all operations at the Aquatic Facility and Douglas Municipal Pool.
 - b. Personnel Request for an Assistant Aquatic Supervisor.
 - c. An increase in personnel cost will reflect the increase in minimum wage.

Strategies & Objectives

1. Add supporting roles to assist Recreation and Aquatic Coordinator
 - a. Fund Pool Tech position & Assistant Aquatic Supervisor
 - b. Seek two, current lifeguards and add a 5% pay increase for Head Lifeguard duties.
 - c. Look at current and new revenue streams
 - d. Implement an aerobics program to increase the number of patrons and revenue
 - e. Create a plan for fee increases for admissions, swim lessons, rentals, racquetball, etc.
 - f. Explore strategic plan for Therapy Pool usage
 - g. Change February closure to the December.

Leisure Services – Aquatics

Expenditures - General Fund		2016	2017	2018	2019	2019 YTD	2020	2020
Account	Description	Actual	Actual	Actual	Budget	1/31/2019	Requested	% Change
Personnel Expense								
1001	Salaries	40,677	22,128	32,382	\$ 32,340	\$ 18,036	\$ 49,962	54.49%
1003	Salaries/Temp	75,114	83,446	119,215	102,800	63,092	109,996	7.00%
1004	Salaries/Lim	17,842	4,468	4,010	-	2,247	-	0.00%
1005	Salaries/OT	1,223	4,479	576	500	47	500	0.00%
1006	Salaries/Reimbursement	12,892	11,997	11,602	10,000	5,696	10,700	7.00%
2001	OASI	11,291	9,675	12,838	11,141	6,807	13,094	17.52%
2002	State Retire	5,550	2,933	3,798	3,823	2,518	6,025	57.62%
2004	Health Ins	2,149	1,567	2,163	3,702	883	1,934	-47.75%
2005	Income Protect	149	96	132	142	80	224	57.73%
2006	Workman's Comp	4,814	3,493	4,434	4,305	1,904	4,769	10.78%
2016	Self Fund Ins Claims	<u>3,174</u>	<u>266</u>	<u>5,501</u>	<u>8,794</u>	<u>2,695</u>	<u>9,350</u>	6.32%
	Personnel Expense	<u>\$ 174,878</u>	<u>\$ 144,549</u>	<u>\$ 196,652</u>	<u>\$ 177,548</u>	<u>\$ 104,006</u>	<u>\$ 206,555</u>	16.34%
Operating Expense								
3001	Contractual Services	17,417	23,212	21,993	22,570	\$14,864	22,380	-0.84%
4104	Telephone Services	1,747	2,317	783	2,460	\$524	2,460	0.00%
	Utilities - Racquetball							
4105	Courts	2,774	2,949	3,390	4,000	1,911	3,500	-12.50%
4106	Utilities-Aquatic Center	57,980	54,148	56,607	60,000	32,187	51,500	-14.17%
4108	Utilities-8th Street	7,755	8,036	9,077	9,500	8,185	6,900	-27.37%
4301	Auto & Eq Maintenance	248	455	605	500	34	500	0.00%
4303	Computer Maintenance	860	333	134	325	42	325	0.00%
4304	Maint. Cost-Aquatic Center	20,183	26,687	26,791	25,000	5,174	26,500	6.00%
5401	Advertising & Printing	498	421	199	500	7	500	0.00%
5801	Travel/training	3,235	1,944	3,123	1,850	880	2,500	35.14%
6001	Office supplies	2,376	2,003	1,568	1,500	1,201	1,500	0.00%
6007	Recreation Cost	799	1,814	158	1,200	138	2,000	66.67%
6011	Swimming Pool 8th Street	13,090	10,915	10,019	12,500	5,717	12,500	0.00%
6012	Aquatic Center Concession	743	-	1,089	800	194	800	0.00%
6013	Aquatic Center-Pro Shop	-	427	484	500	331	500	0.00%
6201	Postage	-	-	-	-	-	-	#DIV/0!
6401	Books/dues/subscrip	-	-	5	-	5	-	0.00%
6501	Gas/oil/lube	560	689	1,019	800	230	600	-25.00%
6601	Uniforms	<u>1,383</u>	<u>2,594</u>	<u>1,442</u>	<u>2,000</u>	<u>1,185</u>	<u>2,000</u>	0.00%
	Operating Expense	<u>\$ 131,649</u>	<u>\$ 138,944</u>	<u>\$ 138,486</u>	<u>\$146,005</u>	<u>\$72,808</u>	<u>\$ 136,965</u>	-6.19%
	Total Expenses	<u>\$ 306,527</u>	<u>\$ 283,493</u>	<u>\$ 335,138</u>	<u>\$ 323,553</u>	<u>\$ 176,814</u>	<u>\$ 343,520</u>	6.17%

Leisure Services – Cemetery

Mission

The mission of the Douglas Cemetery Division is to maintain the cemetery grounds in an aesthetic manner that promotes a restful and peaceful background for our residents and their visitors.

Public Services

The Cemetery Division performs the functions necessary for the operation of approximately 30 acres known as the Calvary Cemetery. This operation includes record keeping such as lot sales, burial records, grave digging, funeral arrangements, grounds maintenance, concrete work, and various other duties necessary for an active cemetery.

Budget Highlights

- Maintain budget expenditures.
- Personnel Request for an Administrative Assistant.
- Capital item request for Cypress Trees to replace current dead trees and add some in other areas in efforts to beautify the Cemetery.

Strategies & Objectives

- Replacement of dead trees and installment of cypress trees around circle and other areas to beautify cemetery grounds including the front entrance.
- Analyze and evaluate communication with City Hall to include record keeping and processes. Additionally, work towards streamlining processes to increase customer satisfaction.
- Explore ways to automate processes at Cemetery.

Leisure Services – Cemetery

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	65,082	63,781	70,551	\$ 71,038	\$ 39,206	\$ 103,081	45.11%
1003	Sal-Temp	-	56	-	-	-	-	0.00%
1004	Sal-Lin	668	6,324	13,981	15,134	10,051	15,377	1.60%
1005	Sal-OT	6,254	9,925	7,468	5,000	3,252	5,000	0.00%
2001	OASI	5,470	6,093	7,012	6,975	3,985	9,445	35.41%
2002	State Refire	8,159	8,808	9,247	9,145	5,175	13,220	44.55%
2004	Health Ins	4,420	3,774	4,343	3,702	1,768	4,615	24.65%
2005	Income Protect	257	280	313	343	176	495	44.58%
2006	Workman's Comp	3,942	4,235	4,472	3,831	2,204	4,779	24.75%
2016	Self Fund Ins Claims	6,554	5,857	6,771	8,794	5,398	15,945	81.32%
	Personnel Expense	\$ 100,807	\$ 108,732	\$ 124,159	\$ 123,961	\$ 71,214	\$ 171,956	38.72%
Operating Expense								
3001	Contractual Services	966	705	508	\$1,000	\$505	\$1,000	0.00%
4104	Utilities/Telephone	399	417	494	\$400	\$290	504	26.00%
4105	Utilities	3,745	3,303	3,922	3,750	2,308	3,800	1.33%
4301	Auto/Equip	2,573	3,256	2,597	3,000	337	2,500	-16.67%
4302	Building Maintenance	2,629	2,886	2,798	2,500	925	3,500	40.00%
4303	Computer Maintenance	-	110	-	200	-	250	25.00%
5501	DOC Labor	2,831	140	-	-	-	-	0.00%
5801	Travel/Training	898	716	290	500	-	600	20.00%
6001	Office supplies	294	489	3	400	62	400	0.00%
6002	Operating supplies	2,565	4,642	2,204	2,500	1,711	2,500	0.00%
6021	Chemicals	3,406	3,516	3,757	3,800	2,420	3,800	0.00%
6301	Small tools & Eq	707	748	175	500	249	1,500	200.00%
6401	Books/dues/subscrip	-	-	-	-	-	-	0.00%
6501	Gas/oil/lube	3,163	2,417	1,771	2,500	1,083	2,000	-20.00%
6502	Diesel/oil/lube	2,080	2,137	2,191	2,500	797	2,200	-12.00%
6601	Uniforms	692	700	788	875	874	875	0.00%
6701	Construction materials	3,141	2,873	3,586	3,500	6,478	4,000	14.29%
	Operating Expense	\$ 30,088	\$ 29,055	\$ 25,084	\$27,925	\$18,038	\$29,429	5.39%
	Total Expense	\$ 130,895	\$ 137,788	\$ 149,243	\$ 151,886	\$ 89,252	\$ 201,385	32.50%

Leisure Services – Golf Course

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	6,016	-	-	\$ -	-	\$ -	0.00%
1003	Sal-Temp	101	-	-	-	-	-	0.00%
1004	Sal-Limited	3,635	-	-	-	-	-	0.00%
1005	Sal-OT	78	-	-	-	-	-	0.00%
2201	OASI	713	-	-	-	-	-	0.00%
2002	State Retire	1,455	-	-	-	-	-	0.00%
2004	Health Ins	579	-	-	-	-	-	0.00%
2005	Income Protect	46	-	-	-	-	-	0.00%
2006	Workman's Comp	313	1,460	2,296	1,215	1,159	1,215	0.00%
2016	Self Funding Ins Claims/fees	302	-	-	-	-	-	0.00%
	Personnel Expense	\$ 13,237	\$ 1,460	\$ 2,296	\$ 1,215	\$ 1,159	\$ 1,215	0.00%
Operating Expense								
3001	Contractual Services	19,875	1,871	13,791	\$ 1,529	5,209	\$ 1,529	0.00%
4101	Electric	39,067	27,449	24,277	30,000	11,991	30,000	0.00%
4102	Gas	-	-	-	-	-	-	0.00%
4103	Water	18,471	15,953	18,299	16,786	9,688	16,786	0.00%
4104	Telephone	5	7	14	100	7	100	0.00%
4145	RV Park Utilities	16,545	20,167	17,319	20,500	7,871	20,500	0.00%
4301	Auto/equip	914	927	626	-	-	-	0.00%
4302	Building Maintenance	2,077	1,986	2,048	-	136	-	0.00%
4303	Computer Maintenance	169	1,346	12	-	-	-	0.00%
4703	Lease/Purchase	25,072	19,042	19,690	18,172	11,886	18,172	0.00%
5201	Liab/Property Insurance	8,842	18,830	23,834	19,141	5,887	19,141	0.00%
5245	RV Park Insurance	-	-	-	-	-	-	0.00%
5401	Advertising/Printing	-	-	-	-	-	-	0.00%
5501	DOC Labor	4,174	421	-	-	-	-	0.00%
5801	Travel/training	-	-	-	-	-	-	0.00%
6001	Office supplies	159	112	153	-	-	-	0.00%
6002	Operating supplies	3,145	3,300	-	-	-	-	0.00%
6021	Supplies /Chemicals	1,479	10,788	1,355	-	-	-	0.00%
6031	Pro Shop Items for Resale	-	-	-	-	-	-	0.00%
6201	Postage	0	-	-	-	-	-	0.00%
6301	Small tools	366	-	-	-	-	-	0.00%
6401	Books/dues/subscrip	2,515	1,270	670	-	-	-	0.00%
6501	Gas/oil/lube	2,240	-	13,548	-	5,833	-	0.00%
6601	Uniforms	217	-	-	-	-	-	0.00%
	Operating Expense	\$ 145,332	\$ 123,468	\$ 135,638	\$ 106,228	\$ 58,507	\$ 106,228	0.00%
7750	Capital Outlay	13,705	-	3,891	-	408	-	0.00%
7751	RV Hidden Treasures	-	-	-	-	-	-	0.00%
8050	Prior Expense - DGSC	-	-	-	-	-	-	0.00%
	Total Expenses	\$ 172,274	\$ 124,928	\$ 141,825	\$ 107,443	\$ 60,074	\$ 107,443	0.00%

Leisure Services – Golf Course Lounge

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	-	-	-	\$ -	\$ -	\$ -	0.00%
1003	Sal-Temp	3,457	-	-	-	-	-	0.00%
1004	Sal-Limited	5,078	-	-	-	-	-	0.00%
1005	Sal-OT	1,201	-	-	-	-	-	0.00%
1008	Tips	785	-	-	-	-	-	0.00%
2201	OASI	831	-	-	-	-	-	0.00%
2002	State Retire	1,384	-	-	-	-	-	0.00%
2004	Health Ins	-	-	-	-	-	-	0.00%
2005	Income Protect	8	-	-	-	-	-	0.00%
2006	Workman's Comp	277	-	-	-	-	-	0.00%
2016	Self Funding Ins Claims/fees	-	-	-	-	-	-	0.00%
	Personnel Expense	\$ 13,022	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating Expense								
3001	Contractual Services	3,716	2,672	2,755	\$ 3,643	1,734	\$ 3,643	0.00%
4101	Electric	14,172	13,151	13,669	13,500	9,284	13,500	0.00%
4102	Gas	3,130	2,612	2,357	2,700	1,409	2,700	0.00%
4103	Water/Sewer/Sanitation	2,303	3,380	4,099	3,400	1,870	3,400	0.00%
4104	Telephone	-	-	-	-	-	-	0.00%
4302	Building Maintenance	1,211	502	1,909	-	509	-	0.00%
4303	Computer Maintenance	-	-	-	-	-	-	0.00%
5401	Advertising/Printing	-	-	-	-	-	-	0.00%
5501	DOC Labor	2,708	5,245	4,639	5,500	1,464	5,500	0.00%
5801	Travel & Training	-	-	-	-	-	-	0.00%
6001	Office supplies	492	-	-	-	-	-	0.00%
6002	Operating supplies	2,271	-	-	-	-	-	0.00%
6301	Small tools	-	-	-	-	-	-	0.00%
6501	Gas/Oil	-	-	-	-	-	-	0.00%
6508	Beverages	25,181	31,001	26,969	33,814	21,490	33,814	0.00%
6509	Food	3,725	-	-	-	-	-	0.00%
6601	Uniforms	-	-	-	-	-	-	0.00%
	Operating Expense	58,909	58,563	56,396	\$ 62,557	\$ 37,759	\$ 62,557	0.00%
7750	Capital Outlay	-	-	-	-	-	-	0.00%
8101	Special Events	-	158	240	-	-	-	0.00%
	Total Expenses	\$ 71,931	\$ 58,721	\$ 56,636	\$ 62,557	\$ 37,759	\$ 62,557	0.00%

Leisure Services – Parks

Mission

The mission of the Douglas Parks Division is to provide well-planned, clean and safe parks, green spaces, and recreation facilities in order to enhance the quality of life for all residents of the community and visitors.

Public Services

The Parks Division is committed to maintaining and enhancing the following areas:

Parks:

Airport Park	Pan American Park
Joe Causey Park	Paseo De Las Americas Linear Park (14th to 3rd) &
Veterans Memorial Park	Paseo La Amistad 3 rd to 1 st)
Raul Castro Park	Placita Del Sol Park
Recreation Park	Spear Park
17 th Street Park	Skate Park

Park Amenities:

Termite Ball Field	6 Tennis courts
Little League Ball Field	2 Volley ball courts
Little League Ball Field	5 Basketball courts
Softball Ball Field	5 concession stands
Softball Ball Field	Friendship house
Erubiel Durazo Ball Field	22 Restrooms
15 Soccer Fields	35 drinking fountains
1 Football field,	1 Splash Pad
4 Racquet ball courts	

City Facilities:

City Hall	Fire Department
Visitor Center	City Library
Memorial	Dog Pound
Police Department	Aquatic Center

Right of Way's:

Highway 80 I Avenue to Pan American	Rose Avenue 9th Street to 15th Street
14th Street to 3rd Street	East Pan American Hwy 80 East (both sides)
15th Street to 24th Street	Walk way of Chiricahua Road to Wal-Mart parking lot
11th Street to 14th Street	Island Highway 80 and Pan American
San Antonio Avenue	

Other Facilities:

Call Center	Art Gallery
Williams Home	

Leisure Services – Parks

Budget Highlights

- Increase in operating expenses will allow staff to focus on needed areas. No personnel requests are requested for FY 2020.
- Continue to maximize work functions across fewer staff and implement temp staff to alleviate work load to cover all areas.
- Additionally, utilize DOC inmate line item to assist staff in brining areas up to par by adding an additional inmate per crew.
- Attend Arizona Parks and Recreation Association Conference for professional development for staff and networking opportunities with communities in Arizona.

Strategies & Objectives

- Create a CIP plan to:
 - Upgrade and renovate facilities to standards.
- Replace parks small and heavy equipment
- Implement a plan to pursue 2 year Little League state bid.

Leisure Services – Parks

Expenditures -General Fund

<u>Account</u>	<u>Description</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019 YTD</u> <u>1/31/2019</u>	<u>2020</u> <u>Requested</u>	<u>2020</u> <u>% Change</u>
Personnel Expense								
1001	Salaries	192,120	203,445	212,293	241,749	133,181	258,747	7.03%
1003	Sal-Temp	4,565	2,789	-	-	-	-	0.00%
1004	Sal-Lim	24,320	25,030	20,470	22,360	9,212	24,303	8.69%
1005	Sal-OT	12,985	11,340	8,742	500	2,077	500	0.00%
2201	OASI	17,449	18,094	17,950	20,243	10,695	21,692	7.16%
2002	State Retire	25,802	25,714	25,588	28,983	16,054	31,839	9.86%
2004	Health Ins	10,984	10,490	10,991	11,337	5,324	11,337	0.00%
2005	Income Protect	797	841	872	1,057	572	1,159	9.64%
2006	Workman's Comp	7,690	6,719	6,275	6,164	3,165	6,148	-0.26%
2016	Self Fund Ins Claims	24,105	23,968	25,801	36,287	21,956	36,287	0.00%
	Personnel Expense	\$ 320,817	\$ 328,430	\$ 328,981	\$ 368,680	\$ 202,237	\$ 392,012	6.33%
Operating Expense								
3001	Contractual Services	-	2,000	-	300	-	300	0.00%
4101	Electric	38,372	41,399	46,831	41,000	26,969	40,000	-2.44%
4102	Gas	741	741	408	750	211	750	0.00%
4103	Water/Sewer/Sanitation	38,102	28,794	35,487	33,000	23,539	36,000	9.09%
4104	Telephone Services	1,056	1,082	1,179	1,050	678	3,324	216.57%
4105	Utilities	-	-	-	-	-	-	0.00%
4301	Auto/equip	9,963	9,722	15,247	9,500	5,426	9,500	0.00%
4302	Building Maintenance	14,513	14,399	15,891	13,000	4,854	14,000	7.69%
4303	Computer Maintenance	44	124	-	200	226	250	25.00%
5501	DOC Labor	8,239	7,989	7,101	8,000	4,128	8,500	6.25%
5801	Travel/training	3,034	2,092	1,255	2,800	325	2,800	0.00%
6001	Office supplies	769	261	770	700	-	700	0.00%
6002	Operating supplies	23,105	34,996	28,563	24,000	13,599	24,000	0.00%
6021	Supplies/Chemicals	7,432	8,106	7,310	8,000	1,445	8,000	0.00%
6301	Small tools	3,619	3,235	653	2,000	824	2,000	0.00%
6401	Books/dues/subscrip	-	258	-	-	-	-	0.00%
6501	Gas/oil/lube	11,901	13,114	15,835	13,000	11,513	14,000	7.69%
6502	Diesel/Oil	2,271	1,842	3,184	2,275	1,422	2,275	0.00%
6601	Uniforms	2,371	3,635	3,038	2,800	1,879	2,800	0.00%
6701	Construction materials	9,112	1,275	-	1,500	942	3,000	100.00%
	Operating Expense	\$ 172,643	\$ 175,064	\$ 182,753	\$ 163,875	\$ 97,980	\$ 172,199	5.08%
	Total Expenses	\$ 493,460	\$ 503,493	\$ 511,733	\$ 532,555	\$ 300,216	\$ 564,211	5.94%

Leisure Services – Recreation

Mission

The City of Douglas Recreation Division believes recreation and social experiences enhance the lives of our citizens.

The Mission of the Recreation Division is to develop quality programs and activities in partnership with other groups and organizations that will aid in the pursuit of a full, balanced and meaningful lifestyle. Children's play is essential to the human development process.

Providing our youth with safe, rewarding activities and social encounters will lead to positive lifestyle choices and the building of a positive self-image. Community recreation reduces alienation, loneliness and anti social behaviors.

For younger adults, leisure activities are targeted at bringing people together and encouraging healthier decisions.

Exercise and social programs for our senior population will not only hinder the effects of aging but will aid in keeping our citizens physically and mentally agile.

To provide the team members of the Division with the highest quality work environment to facilitate great thinking and creating great programs for our community.

Public Services

The Recreation Division provides opportunities for the public to participate in diversified programs of recreational activities designed to meet the needs of all Douglas area citizens. These programs include special events and programs designed to provide social and recreational opportunities to all community residents. The Recreation Division 2019-2020 special events list includes:

4th of July & Parade, Summer Camp, Care Fair, Fiestas Patrias & Parade, Pancake Fly In, Relay for Life, Business Expo, Binational Art Walk, Trunk or Treat, Christmas Tree Lighting Ceremony, Christmas Light Parade, Douglas on Ice/Toys for Tots, , D-Hill 5K Run, Dia de los Niños, Binational Border Concert, Douglas Days & Parade, Movies in the Park, and Get out and Play

Budget Highlights

- Continue to explore ideas for a community center and present to Mayor and Council for future direction.
- Increase in temporary personnel line item will reflect increase in minimum wage.
- Increase in Recreation Cost will allow staff to work with teen on implementing a teen program.

Strategies & Objectives

The Douglas Unified School District's 21st Century program offers an after school program at the majority of its schools allowing the recreation to scale back from the schools and apply its resources to providing the community with fine arts programs and special events.

- Seek grants to provide a future recreation building.
- Obtain a facility that will allow the Recreation Division to facilitate fine arts classes such as pottery, piano lessons, etc. For now, use resources such as library and DUSD facilities.
- Generate money by providing programs at a feasible rate.
- Evaluate vendor fees specifically for Douglas Days as a resource of revenue.

Side note: The Wellness Connection is located at the former recreation office at 661 G Avenue. The entire building is leased to the Wellness Connection organization as of 2016. The utility line item of the recreation budget reflects usage from the Wellness Connection.

Leisure Services – Recreation

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	398	73,583	79,132	\$ 81,515	\$ 45,373	\$ 88,351	8.39%
1003	Salaries/Temp	15,617	21,498	39,897	41,000	20,820	43,870	7.00%
1004	Salaries LTD	35,481	11,612	3,512	-	1,830	-	0.00%
1005	Salaries Overtime	1,125	2,249	2,452	500	971	500	0.00%
2001	O.A.S.I.	4,025	8,258	9,478	9,411	4,980	10,153	7.89%
2002	Retire-State	2,269	8,976	9,255	10,389	5,394	11,451	10.22%
2004	Health Insurance	83	2,479	4,295	3,702	907	1,954	-47.23%
2005	Income Protection	69	274	314	357	185	396	10.86%
2006	Workman's Compensation	1,735	3,032	3,259	2,865	1,491	2,878	0.42%
2016	Self Fund Ins Claims	<u>59</u>	<u>3,030</u>	<u>6,745</u>	<u>8,794</u>	<u>8,474</u>	<u>14,303</u>	62.64%
	Personnel Expense	<u>\$ 60,861</u>	<u>\$ 134,990</u>	<u>\$ 158,339</u>	<u>\$ 158,533</u>	<u>\$ 90,425</u>	<u>\$ 173,855</u>	9.66%
Operating Expense								
4104	Telephone	924	1,422	1,078	1,270	737	1,270	0.00%
4105	Utilities	3,747	4,746	1,041	240	319	-	0.00%
4301	Auto & Equipment	191	515	557	350	328	1,050	200.00%
4302	Building Maintenance	1,977	1,116	-	-	-	-	0.00%
4303	Computer Maintenance	-	110	499	200	42	250	25.00%
5401	Advertising & Printing	4,442	5,737	4,619	4,300	2,595	5,044	17.30%
5801	Travel & Training	-	-	831	1,600	1,663	2,500	56.25%
6001	Office Supplies	1,416	2,494	1,355	1,400	94	700	-50.00%
6007	Recreation Cost	22,255	39,542	23,318	14,900	7,870	16,500	10.74%
6201	Postage	77	68	54	75	10	0	-100.00%
6401	Books/Dues/Subscriptions	515	165	170	425	423	0	-100.00%
6501	Gas/Oil/Lubricants	417	442	579	650	627	650	0.00%
6601	Uniforms	<u>1,118</u>	<u>438</u>	<u>1,144</u>	<u>1,000</u>	<u>1,609</u>	<u>1,000</u>	0.00%
	Operating Expense	<u>\$ 37,078</u>	<u>\$ 56,793</u>	<u>\$ 35,244</u>	<u>\$ 26,410</u>	<u>\$ 16,317</u>	<u>\$ 28,964</u>	9.67%
	Total Expenses	<u>\$ 97,939</u>	<u>\$ 191,783</u>	<u>\$ 193,583</u>	<u>\$ 184,943</u>	<u>\$ 106,742</u>	<u>\$ 202,819</u>	9.67%

Mission

The Douglas Public Library is a customer service focused, technologically advanced, essential part of the Douglas community. We strive to deliver enhanced quality of life by providing diverse, bilingual resources and advanced technology and by fulfilling the educational, cultural, and recreational needs of the residents of Douglas and the surrounding communities. We value teamwork, intellectual freedom, and lifelong learning, and we will grow and develop as an organization through staff training, outreach and community collaboration.

Vision

The Douglas Public Library, in manifesting its values, engages effective community collaboration and provides cutting edge technology and innovation. The library provides meaningful and broad resources for community engagement and expanded world views through a well-rounded collection; and embraces diversity, freedom and quality of life for all generations. The library will achieve this by being a thriving literacy and cultural center focused on continuous development and improvement while striving to further create a desirable community.

Values

Ambassador	Integrity and Trust
Diversity	Respect
Innovation	Staff Expertise

Public Services

- Print books; downloadable electronic books (eBooks); physical audiobooks on compact disk and Playaway; downloadable electronic audiobooks (eAudio); DVDs; musical CDs; and print and electronic periodicals
- Resources for children, teens, and adults in English and Spanish
- Reference materials, large type books, puzzles, and coloring sheets for children
- Free research databases and Online Public Access Catalog (OPAC – electronic card catalog) for patrons
- Microfilm reader
- Enhanced Vision machine
- Advanced Workstations in Education (AWE) Early Literacy Station & STEM/STEAM manipulatives
- Talking Books program
- Photocopy and printing services
- Free public computers with Internet access and Microsoft Office software
- One-on-one computer instruction in English and Spanish
- Free public wireless (Wi-Fi) Internet access
- Free mobile hotspot circulation
- Mobile printing directly from patron-owned portable devices (laptop, tablet, smartphone, etc.)

Public Services (continued)

- Free Interlibrary Loan Service (locating requested materials not owned by Douglas Public Library)
- Twice weekly (Tuesday and Friday) courier service for delivery of requested materials from other libraries throughout the county
- Individualized and group library orientation tours and library research instruction
- Conference and meeting rooms
- Preschool story time every Thursday at 11:00 am and Friday at 3:30 pm
- Movie Nights for children and teens
- Educational and recreational programming for children, teens, and adults
- Summer Reading Programs for children and teens
- Information and reference services
- Monthly Book Discussion Group and other activities for adults
- Weekly programs for children and teens
- Seasonal programs during school breaks, Christmas, Halloween, National Library Week, and more

Budget Highlights

- The library will update its security by adding cameras in the main computer lab, the large meeting room, and the side entrance/book drop.
- The library will use funding to provide adult computer classes and language classes for the betterment of the Douglas community
- With capital funds in cooperation with the IT Department, with whom the library shares common space, DPL and IT will follow up on replacing the 20+ year old original transformer with modern, energy-efficient technology
- With capital funds, the library will repair the large meeting room (Conference Room), which is used annually by 2,800+ members of the public by: replacing the broken floor and uncomfortable chairs; refinishing the original oak tables; and replacing white boards and other accessories as necessary so that the space is one which the City can be proud to offer to the public as a meeting space
- The library will use capital funds to remodel the staff tech area and circulation area. These upgrades will improve library functions, enhance security, and create a more organized space.
- With capital funds, the library will replace its current microfilm machine so that the community and researchers have access to important historical newspapers.
- With capital funds, the library will purchase updated shelving to maximize space, house our growing collection, and create a more modern space.
- With capital funds, the library will begin exploring the feasibility of expanding to the second floor and installing an elevator

Strategies & Objectives

Performance Indicators:

	FY 18/19	FY 17/18	FY 16/17	FY 15/16	FY 14/15	FY 13/14
Circulation	33,092	34,084	36,765	43,561	64,260	64,843
Gate Count	87,840	92,091	106,021	108,010	76,395	82,980
Computer Use	11,860	13,088	15,517	18,863	29,843	31,046
Program Attendance	3,009	3,374	3,613	3,726	3,583	2,950

FY 18/19 data are estimated based on the numbers collected from July 2018 – February 2019. The averages from that data are then used to approximate the numbers for March 2019 – June 2019. Then, the FY 18/19 projection is averaged with actuals from FY 17/18 to determine likely performance.

Organizational Chart



Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	83,362	116,193	134,190	\$ 138,016	\$ 75,426	\$ 146,355	6.04%
1003	Salaries Temp	40,388	1,632	-	-	-	-	0.00%
1004	Salaries Limited	64,048	74,174	68,900	75,000	40,313	80,250	7.00%
1005	Salaries O/T	-	-	-	-	-	-	0.00%
2001	OASI	14,283	14,548	15,392	16,296	8,748	17,335	6.38%
2002	State Retire	15,919	12,781	14,214	16,065	8,439	17,475	8.78%
2004	Health Ins	5,678	7,408	8,640	7,405	3,523	7,405	0.00%
2005	Income Protect	306	401	436	603	256	654	8.45%
2006	State Comp	503	448	334	253	135	260	2.73%
2016	Self Fund Ins Claims	8,600	10,099	13,490	17,588	10,782	17,588	0.00%
	Personnel Expense	\$ 233,088	\$ 237,883	\$ 255,597	\$ 271,225	\$ 147,822	\$ 287,321	5.93%
Operating Expense								
3001	Contract Serv	37,882	50,198	51,842	47,142	27,505	42,183	-10.52%
4104	Telephone	39,121	38,944	32,897	34,370	19,063	33,946	-1.23%
4105	Utilities	37,598	37,188	37,409	41,000	23,391	40,200	-1.95%
4302	Building Maintenance	9,421	8,082	3,279	5,500	2,077	5,500	0.00%
4303	Computer Maintenance	1,804	-	429	1,500	4,076	4,000	166.67%
5401	Advertising & Printing	473	-	-	500	-	500	0.00%
5801	Travel/training	1,065	20	-	1,000	38	1,000	0.00%
6001	Office supplies	2,775	4,631	4,300	5,000	1,133	5,000	0.00%
6005	Library Materials	27,698	23,666	24,271	25,000	12,891	24,000	-4.00%
6201	Postage	1,333	707	1,026	1,400	387	1,400	0.00%
6301	Small Tools & Eq	-	-	-	-	-	-	0.00%
6401	Books/Dues/Subscrip	60	60	-	389	-	389	0.00%
6601	Uniforms	-	883	244	800	-	800	0.00%
	Operating Expense	\$ 159,230	\$ 164,378	\$ 155,096	\$ 163,601	\$ 90,501	\$ 158,918	-2.98%
	Total Expenses	\$ 392,317	\$ 402,061	\$ 411,293	\$ 434,826	\$ 238,183	\$ 446,239	2.62%

Parking Lot

Expenditures -

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Personnel Expense								
1003	Sal - Temp				-	-	-	0.00%
2001	OASI				-	-	-	0.00%
2002	State Retirement				-	-	-	0.00%
2005	Inc Protection	-44	44		-	-	-	0.00%
2006	State Comp	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.00%
	Personnel Expense	<u>\$ (44)</u>	<u>\$ 44</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.00%</u>
Operating Expense								
3001	Contractual Services				-	-	-	0.00%
4105	Utilities	998	1034	1227	-	608	-	0.00%
4302	Building Maintenance	0	0	0	-	-	-	0.00%
6001	Office supplies				-	-	-	0.00%
6601	Uniforms	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.00%
	Operating Expense	<u>\$998</u>	<u>\$1,034</u>	<u>\$1,227</u>	<u>\$ -</u>	<u>\$608</u>	<u>\$ -</u>	<u>0.00%</u>
	Total Expense	<u>\$ 953</u>	<u>\$ 1,078</u>	<u>\$ 1,227</u>	<u>\$ -</u>	<u>\$ 608</u>	<u>\$ -</u>	<u>0.00%</u>

Mission

The Douglas Visitor Center's mission is to operate along the guidelines of the City of Douglas mission statement that includes Valued, Innovative, Empowered, and Well Trained employees. The Center's core mission is to enhance the City of Douglas economy and quality of life for area residents by expanding, enhancing tourist related activities and increasing related revenues through tourism promotional activities.

Public Service

- Recreational and Leisure Tourism
- Community/Tourism Attractions Development
- Heritage Tourism

Strategies & Objectives

- We will conduct a survey on visitors entering our international border, visiting the downtown area, visitor center, hotels and local restaurants. Findings to be used for recruitment and retention of visitors into our community.
- We will research grant opportunities available and utilize the research outcomes to obtain funding to benefit the visitor center.
- Work toward the development or enhancement of destinations with-in the community that visitors can increase their visit time.
Examples are increasing hours of operation at the Douglas/Williams home, Historical corner for research at the Douglas Library, increase hours of operation at the Douglas Border Air Museum. Develop a more close relation with the known destinations.
- Develop a user friendly web page for our tourist internet explorer. Currently we are down in request for mailed promotional material as today's travelers use the internet to plan their vacations, business travels, and all other travel needs.
- Create brochures, maps and other promotional materials.

Our stats show that visitors are entering from the east through hwy 80 from New Mexico. Increase promotions at visitor center along the east route. Targeted areas: El Paso, Deming, Columbus, Silver City, and along Hwy 2 in Mexico.

Expenditures - General Fund

Visitors Center

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Personnel Expense								
	1001Salaries	21,588	14,347	12,849	14,983	8,356	26,074	74.02%
	1003Sal - Temp	1,409	958	1,014	-	625	-	0.00%
	1004Sal - Limited	595	836	592	2,000	-	2,000	0.00%
	1005Sal - Overtime	61	0	509		265		0.00%
	2001OASI	1,752	1,062	1,065	1,299	658	2,148	65.30%
	2002State Retire	2,037	1,627	1,509	1,744	1,003	3,113	78.50%
	2004Health Ins	944	141	610	958	442	1,307	36.45%
	2005Income Protect	69	56	53	65	37	117	78.00%
	2006State Comp	255	394	56	20	24	32	59.63%
	2016Self Fund Ins Claims	<u>2,425</u>	<u>4,370</u>	<u>2,487</u>	<u>2,198</u>	<u>1,348</u>	<u>3,057</u>	<u>39.06%</u>
	Personnel Expense	<u>\$ 29,752</u>	<u>\$ 23,791</u>	<u>\$ 20,745</u>	<u>\$ 23,268</u>	<u>\$ 12,758</u>	<u>\$ 37,847</u>	<u>62.65%</u>
Operating Expense								
	3001Contractual serv	3,823	2,424	2,372	2,350	1,827	2,910	23.83%
	4104Telephone Services	447	765	313	450	168	500	11.11%
	4105Utilities	6,491	5,960	7,152	6,500	4,303	5,800	-10.77%
	4302Building Maintenance	9,904	1,855	2,904	4,000	1,734	2,000	-50.00%
	4303Computer Maintenance	-	260	-	200	-	250	25.00%
	5801Travel/training	771	431	393	1,000	1,451	3,000	200.00%
	6001Office supplies	306	920	563	500	659	500	0.00%
	6201Postage	149	82	71	100	33	4,500	4400.00%
	6401Books/Dues/Subscrip	13,917	13,917	13,917	13,917	10,438	15,000	7.78%
	6601Uniforms	-	-	-	100	111	200	100.00%
	8009Marketing/Promotions	<u>1,099</u>	<u>5,750</u>	<u>9,375</u>	<u>10,000</u>	<u>6,625</u>	<u>18,000</u>	<u>80.00%</u>
	Operating Expense	<u>\$ 36,907</u>	<u>\$ 32,364</u>	<u>\$ 37,060</u>	<u>\$ 39,117</u>	<u>\$ 27,350</u>	<u>\$ 52,660</u>	<u>34.62%</u>
	Total Expense	<u>\$ 66,659</u>	<u>\$ 56,155</u>	<u>\$ 57,805</u>	<u>\$ 62,385</u>	<u>\$ 40,108</u>	<u>\$ 90,507</u>	<u>45.08%</u>



Annual
Budget

2020

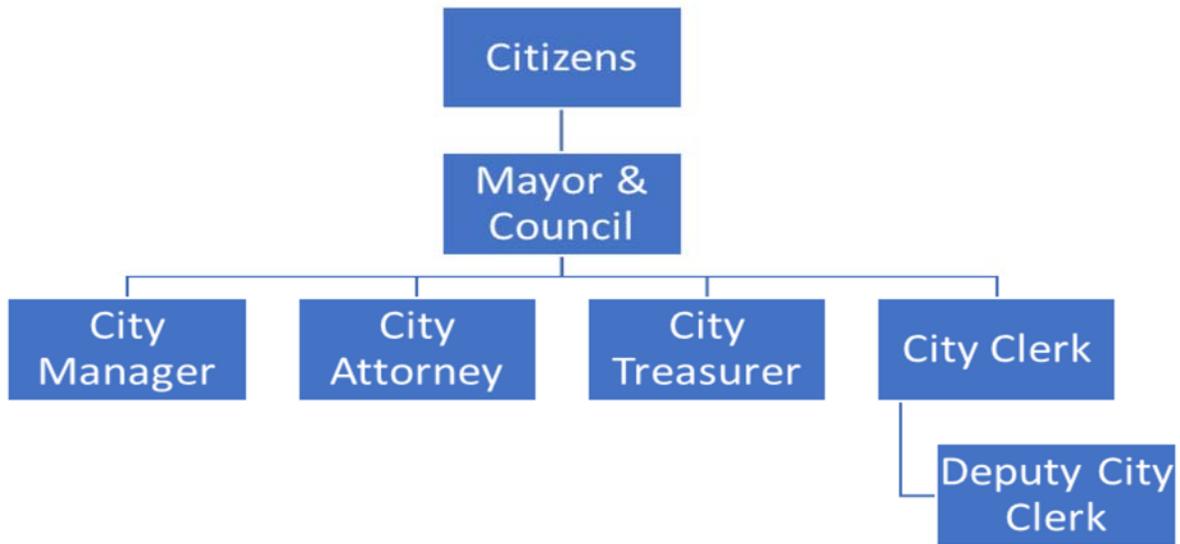
City Clerk's Office

Mission

Public Services

- Facilitates the city's legislative process and meetings, provides access to the city's historical records, follows an established records management program, and conducts local elections.
- Oversees the City Council agenda process
- Provides public assistance pertaining to cemetery plot sales, reservations, and funeral services.

Organizational Chart



Expenditures - General Fund

Budget

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries		2,043	125,777	\$ 124,714	\$ 71,099	\$ 127,046	1.87%
1003	Sal - Temp		0			-		0.00%
1004	Sal - Limited		0			-		0.00%
1005	Sal - Overtime		0	1,159	-	92	1,000	0.00%
2001	OASI		0	8,972	9,541	5,272	9,796	2.68%
2002	State Refire		0	14,354	14,517	8,567	15,289	5.32%
2004	Health Ins		48	2,226	1,826	912	1,826	0.00%
2005	Income Protect		0	433	508	252	535	5.35%
2006	State Comp		4	207	148	84	147	-0.85%
2016	Self Fund Ins Claims		-	12,467	14,303	8,474	14,303	0.00%
	Personnel Expense	\$ -	\$ 2,095	\$ 165,594	\$ 165,555	\$ 94,753	\$ 169,941	2.65%
Operating Expense								
3001	Contractual serv			1,112	1,560	617	1,560	0.00%
4104	Telephone Services			1,520	1,080	970	2,300	112.96%
4301	Auto & Eq Maintenance			0	250	-	250	0.00%
4303	Computer Maintenance			0	400	-	500	25.00%
5401	AdvPrinting/Reproduction			2,235	1,000	128	1,000	0.00%
5801	Travel/training			5,638	6,800	1,314	6,800	0.00%
6001	Office supplies			1,205	1,500	545	1,500	0.00%
6201	Postage			536	300	199	300	0.00%
6401	Books/Dues/Subscrip			636	800	498	910	13.75%
6501	Gas/Oil/Lube			115	350	66	350	0.00%
	Operating Expense	\$ -	\$ -	\$ 12,995	\$ 14,040	\$ 4,337	\$ 15,470	10.19%
	Total Expenses	\$ -	\$ 2,095	\$ 178,589	\$ 179,595	\$ 99,090	\$ 185,411	3.24%



Annual
Budget

2020

City Attorney's Office

Mission

The City Attorney is appointed by the Mayor and City Council, and is legal advisor and attorney for the City. The City Attorney presents and defends the City's legal interests and rights, and assists in prosecuting minor civil infractions per the Municipal Code. The City Attorney is also responsible for attending City Council meetings and serving as legal counsel during such meetings. Upon request, furnishes a written opinion on questions of law involving their respective powers, duties and provides legal advice to public officials, various municipal property corporations and department directors on legislation, home rule law and obligations, restrictions on land acquisitions, charters and amendments, intergovernmental agreements, zoning and land developments.

Additionally, this office also provides counsel and advice on issues relating to municipal activities under the Arizona Constitution and other Arizona statutes and regulations regarding municipal corporations, tax increment financing, redevelopment agreements, land acquisition, planned development ordinances, zoning compliance, municipal contracts, economic development tax incentives and business retention agreements.

Public Services

Assist staff in efficiently processing of City of Douglas Calvary Cemetery interment services and orderly plot and deed transfers pursuant to attendant State and Local Ordinances.

Budget Highlights

The position is currently funded at 20 hours per week, with City Management currently recommending a funding increase from part time to that of a full time City Attorney position. The current work load generated from and increased workload occasioned by current city projects and strategic municipal goals require an increase in hours in order for this office to perform its duties at an optimal level and dedicate sufficient time to all job obligations in order to perform these functions to the highest professional standards. At a minimum, with a high degree of prioritizing and some tasks and projects either falling behind or being delayed, the position requires 30 hours per week to minimally perform required duties efficiently.

Organizational Chart



Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries		1,353	85,464	\$ 52,540	\$ 43,901	\$ 96,218	83.13%
1003	Sal - Temp			0				0.00%
1004	Sal - Limited			0				0.00%
1005	Sal - Overtime			3,353	-	625	-	0.00%
2001	OASI			6,410	4,019	3,260	7,361	83.13%
2002	State Refire			10,061	6,116	5,351	11,488	87.85%
2004	Health Ins		1	100	38	30	38	0.00%
2005	Income Protect			257	230	141	341	48.35%
2006	State Comp		2	111	53	42	96	79.25%
2016	Self Fund Ins Claims		-	9,094	9,906	5,779	9,906	0.00%
	Personnel Expense	\$ -	\$ 1,356	\$ 114,850	\$ 72,902	\$ 59,129	\$ 125,448	72.08%
Operating Expense								
3001	Contractual serv			556	780	346	780	0.00%
3005	Legal Services			-	-	-	10,000	0.00%
4104	Telephone Services			1,167	1,240	650	1,270	2.42%
4303	Computer Maintenance			0	200	-	250	25.00%
5801	Travel/training			2,839	2,700	461	1,200	-55.56%
6001	Office supplies			227	500	17	500	0.00%
6201	Postage			7	50	1	50	0.00%
6401	Books/Dues/Subscrip			565	2,950	1,173	1,950	-33.90%
6501	Gas/Oil/Lube			55	-	34	-	0.00%
	Operating Expense	\$ -	\$ -	\$ 5,415	\$ 8,420	\$ 2,683	\$ 16,000	90.02%
	Total Expenses	\$ -	\$ 1,356	\$ 120,266	\$ 81,322	\$ 61,811	\$ 141,448	73.94%



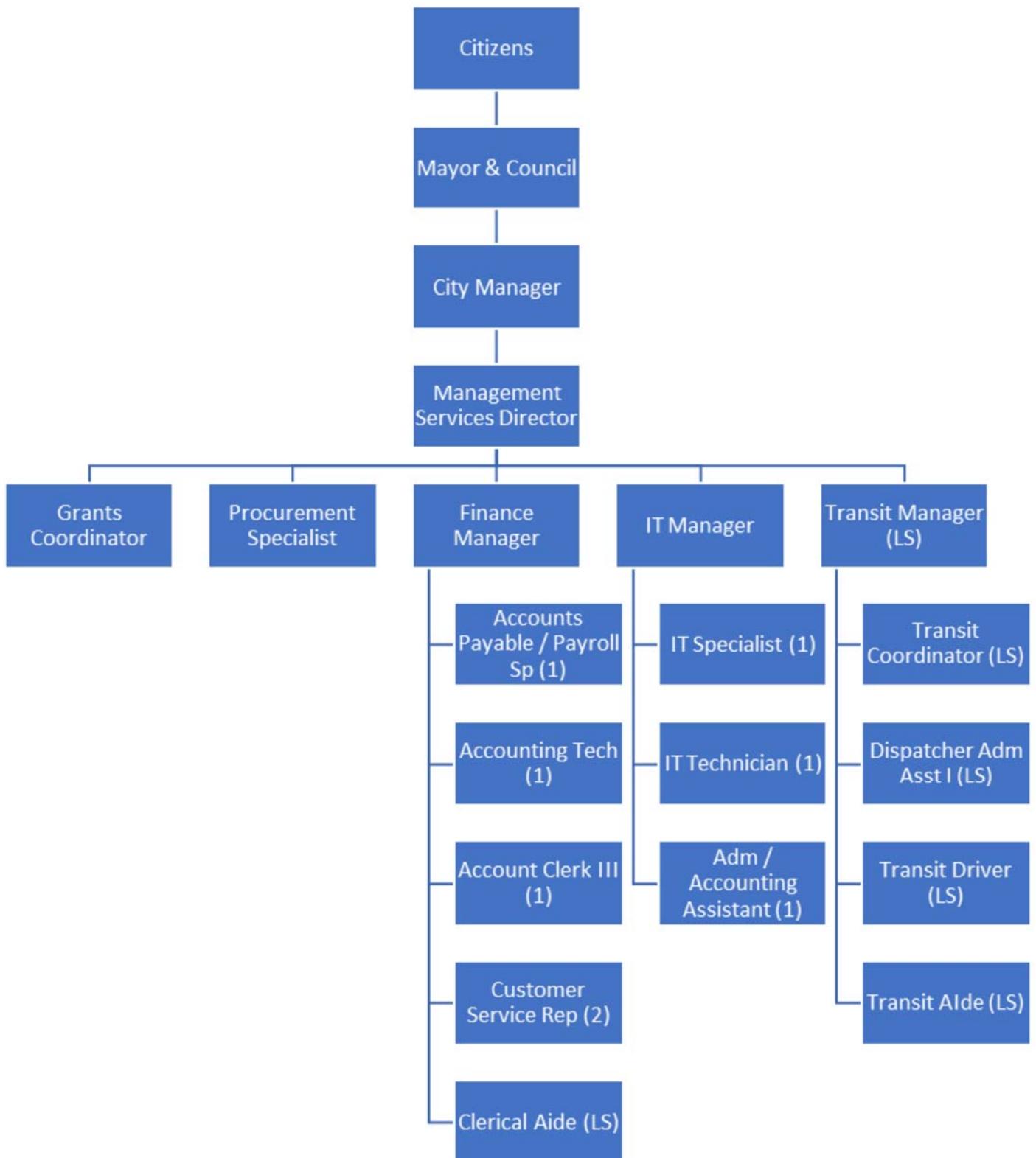
Annual
Budget

2020

Management Services

Finance; Information Technology; Transit; Utility Billing; Grants

Organizational Chart



Mission

To optimally manage the City's financial resources and provide strategic decision support services to the City's management. Provide timely accurate and useful financial information to the governing body, City's management and staff, citizens and other stakeholders.

Public Services

The **Finance Division** is responsible for the day-to-day operations for the cash management, banking, and investment functions. Also, monitors the operating budget for all City's funds and departments, and is responsible for the financial administration of grants. The division prepares, and updates financial policies and procedures; assists City Management providing support through special reports, financial forecasting, and other required information.

The **Accounting Division** collects, records, and summarizes daily transactions. Also, prepares periodic reports summarizing financial activities for the City Management, City Council, and other users. The division implements and maintains sound financial accounting procedures, and ensures that transactions are recorded, and reports are issued in compliance to the Generally Accepted Accounting Principles. The division is also responsible for generating payments to vendors, and payroll processing.

The **Purchasing Division** assist departments in obtaining informal and formal bid and quotations for the procurement of materials, supplies, and services, based upon availability, quality and price. The procurement process includes preparing bid specifications, tabulation, and conducting bid proceedings. The division, also, arranges the sale of City surplus materials, supplies, and equipment in compliance with the State Law and City Charter.

The **Ambulance Billing Division** is responsible to provide support as necessary to the third party billing contractor. The department receives the revenue directly and post to our general ledger ambulance account. It is also the responsibility of the ambulance division to reconcile billing and revenue reports provided by the third party billing contractor.

The **Customer Service Division** is responsible for generating utility billing, and processing collections for water, sewer, and sanitation services provided by the City. Coordinates meter reading activities, process work orders for connection/disconnection, repairs, and handle customer complaints. Provide information to the public, process and collect business licenses and other required permits by the City. Also as part of implementing the sales tax collection program, CSD will prepare, process and collect business local sales tax forms. Additionally, the CSD division processes Ramada permits.

The **Sales Tax Division** is responsible for provide customer service to taxpayers by answering questions, hold seminars and also process grievances and petitions. Additionally, the department provides tax oversight by conducting analysis on all taxpayers to ensure compliance. The department will recommend audits and provide audit support when necessary.

The **Information Technology** division became part of Finance in January of 2014. The Information Technology (IT) division is responsible for running the City's entire technology network that includes computer hardware and software, data services, voice, video etc. In conjunction with regional partners, IT is in charge of the maintenance and proper functions of emergency police and fire systems such as 911. IT specializes in providing its customers, both internal and external, the technology tools necessary to make their functions easier through the use of computer systems.

Budget Highlights

- The Finance Department will be sending out a Request for Proposal (RFP) for Banking services to ensure it maximizes cost effectiveness and process efficiency.
- The Finance Department will also be sending out a Request for Proposal (RFP) on Auditing services this year as our current contract is expired.
- Additionally, The Finance Department will begin researching and submitting an RFP for Financial Systems to ensure cost effectiveness and process efficiency.

Strategies & Objectives

1. Implement inventory controls for assets and consumable purchases.
2. Introduce new policies and procedures for both Finance and Purchasing divisions.
3. Re-organize office and create better communication between Finance divisions.
4. Reduce printing and implement electronic storage across all divisions.
5. Maximize revenues through audits, code enforcement and collections agency.
6. Work with departments to help manage budgets, expenditures and the maximization of revenue.
7. Continue education of cash handling practices across all departments.
8. Analyze revenue and expense accounts for all funds, and provide recommendations to management.
9. Manage the City's cash and investment accounts and try to maximize yields.
10. Cross-train personnel in the payroll, accounting, and accounts payable functions.
11. Acquire more customers to select online billing for their utility bills.
12. Accounts payable will continue with alternate methods of payment such as ACH and "Ghost" P-Card.
13. Payroll will seek better networking avenues to learn the latest techniques in payroll processing.

Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Personnel Expense								
	1001 Salaries	239,720	214,256	225,406	\$ 226,873	\$130,997	\$236,562	4.27%
	1003 Sal - Temp	0	0	247	-	-	-	0.00%
	1004 Sal - Ltd	690	7,346	7,831	10,901	4,894	11,848	100.00%
	1005 Sal - Overtime	323	850	259	-	83	-	0.00%
	2001 OASI	17,181	15,919	16,878	18,190	9,792	19,003	4.47%
	2002 State Retire	27,244	24,784	25,574	26,408	15,258	28,268	7.04%
	2004 Health Ins	8,292	7,066	6,600	2,920	2,619	2,920	0.00%
	2005 Income Protect	834	702	814	991	500	1,058	6.69%
	2006 State Comp	559	616	614	282	261	284	0.89%
	2016 Self Fund Ins Claims	<u>30,501</u>	<u>27,846</u>	<u>28,644</u>	<u>36,238</u>	<u>20,536</u>	<u>36,238</u>	<u>0.00%</u>
	Personnel Expense	<u>\$325,344</u>	<u>\$299,386</u>	<u>\$312,867</u>	<u>\$ 322,802</u>	<u>\$184,939</u>	<u>\$336,180</u>	<u>4.14%</u>
Operating Expense								
	3001 Contractual serv	147,080	165,120	147,114	164,324	101,351	149,814	-8.83%
	4104 Telephone Services	4,952	5,167	4,745	5,562	2,846	5,000	-10.10%
	4303 Computer Maintenance	649	607	735	800	136	1,000	25.00%
	5401 Advertising	66	-	358	1,500	416	1,500	0.00%
	5801 Travel/training	4,562	2,290	915	1,784	1,015	1,550	-13.12%
	6001 Office supplies	5,047	3,440	2,035	2,500	839	2,500	0.00%
	6201 Postage	12,626	8,262	2,585	3,000	1,343	3,000	0.00%
	6401 Books/Dues/Subscrip	486	563	1,633	904	274	1,404	55.31%
	6601 Uniforms	<u>-</u>	<u>314</u>	<u>231</u>	<u>260</u>	<u>447</u>	<u>245</u>	<u>-5.77%</u>
	Operating Expense	<u>\$175,468</u>	<u>\$185,761</u>	<u>\$160,351</u>	<u>\$ 180,634</u>	<u>\$108,667</u>	<u>\$166,013</u>	<u>-8.09%</u>
	Total Expenses	<u>\$500,812</u>	<u>\$485,147</u>	<u>\$473,218</u>	<u>\$ 503,436</u>	<u>\$293,606</u>	<u>\$502,193</u>	<u>-0.25%</u>

Mission

To provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the City of Douglas mission as it applies to Mayor and Council, City Departments and Douglas Community, and all aspects of City Government. To meet this mission we will:

- Build an IT roadmap with standards and platforms from a citywide perspective that maximizes value and the return on investment for IT solutions.
- Modernize the City's IT infrastructure to provide resilient and scalable networks and applications.
- Provide our employees, residents, and businesses core services available from any location that support mobile devices and ease of use.
- Protect the City's data while providing confidentiality, integrity, and availability.
- Implement IT Best Practices and IT Governance to provide IT service delivery, financial transparency, and interoperability.

Public Services

City's Website and Social Media

City's Library services.

City's utility billing and financial software.

The Housing Department's technology.

City's communications infrastructure

City's computers and network infrastructure

Public Safety records management system.

EMS records management system.

Develop annual E-rate applications including years 2 and 5 hardware and software services.

Online utility bill payments, paperless billing and automated telephone-payment system.

Communication services at Golf Course and RV Park.

Budget Highlights

- Recommendation to update IT Inter Position to IT Technician.

Hiring of IT Technician due the network upgrade we are requesting a more qualified employee with higher technology knowledge to manager and troubleshoot our network infrastructure.

- Reduction of the annual network maintenance equipment cost around 40%.

Strategies & Objectives

- Expand mobility of public-facing and City applications to improve efficiency and ease of use.
- Network infrastructure modernization to increase security, network speeds and efficiency of City applications and cloud services.
- Continue with digitalization of City services to City employees, residents, and businesses.
- Replacement of City computer desktops on a 5-7 year replacement cycle.
- Office 2016 upgrades in FY19-FY20
- Create a project for Geographic Information Systems (GIS) in agreement with the Cochise County IT Department.
- Optimize the City's network architecture to increase availability and improve security.
- Enhance Multiple Channels of Communication and Collaboration with the City employees, citizens and businesses.
- Modernize, maintain and improve existing security tools.
- Increase cyber security awareness and practices citywide.
- Evaluation and implementation of an end-point (desktop, tablet, laptop) security solution to consolidate current tools and innovate and enhance end-point security.
- Expand automation and enhancements to a data solution for data retention and security.
- Enhance the City Network and Internet Connectivity
- Deploy fiber optic connectivity to other network sites (Public works building)
- Upgrade the network backbone from 1 Gb to 10 Gb or greater

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2018 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	95,252	138,769	148,273	\$ 150,491	\$ 84,075	\$ 200,838	33.46%
1003	Sal - Temp	-	-	-	\$ -	\$ -	\$ -	0.00%
1004	Sal - Limited	63,213	33,382	29,898	\$ 29,742	\$ 16,587	\$ -	-100.00%
1005	Sal - Overtime	1,180	236	465	-	386	-	0.00%
2001	OASI	11,669	12,591	12,827	13,788	7,316	15,364	11.43%
2002	State Retire	18,120	19,549	20,268	20,979	11,762	23,980	14.30%
2004	Health Ins	6,774	6,620	6,590	5,720	2,680	5,720	0.00%
2005	Income Protect	560	644	693	705	408	881	24.94%
2006	State Comp	136	107	87	76	42	93	21.54%
2016	Self Fund Ins Claims	17,860	18,178	19,212	23,097	13,865	23,097	0.00%
	Personnel Expense	\$ 214,764	\$ 230,077	\$ 238,312	\$ 244,598	\$ 137,119	\$ 269,973	10.37%
Operating Expense								
3001	Contractual serv	167,997	174,884	165,988	166,225	121,206	181,203	9.01%
4104	Telephone	5,213	5,405	5,420	5,550	2,967	5,550	0.00%
4301	Auto & Eq Maintenance	654	158	529	750	284	750	0.00%
4302	Build Maintenance	-	1,658	34	1,000	382	2,000	100.00%
4303	Computer Main/Supp	9,147	7,347	8,735	6,500	4,623	10,000	53.85%
5801	Travel/training	11,896	615	182	4,000	26	5,000	25.00%
6001	Office supplies	1,363	1,524	1,166	1,600	731	1,600	0.00%
6201	Postage	-	-	-	-	-	-	0.00%
6401	Books/Dues/Subscrip	111	-	-	-	-	-	0.00%
6501	Gas/oil/lube	500	333	605	500	331	500	0.00%
6502	Diesel/oil/lube	318	520	102	500	67	500	0.00%
	Operating Expense	\$ 197,200	\$ 192,444	\$ 182,761	\$ 186,625	\$ 130,616	\$ 207,103	10.97%
	Total Expense	\$ 411,964	\$ 422,520	\$ 421,073	\$ 431,223	\$ 267,735	\$ 477,076	10.63%

Mission

To provide a high quality, efficient, safe, secure, and affordable transit service accessible to all residents of the City of Douglas.

Public Service

Douglas Rides, with service open to the general public, operates 5 routes with over 50 stops throughout the City of Douglas. All routes originate from a point located at Customs Ave. at First Street.

These routes include:

- Midtown
- Pirtleville - Bay Acres - Downtown
- Dial-A-Ride
- Bisbee connection

Cochise Connection

Service operates Monday through Saturday, 6 days a week between the hours of 8 a.m. and 5 p.m.

Cochise Connection links the cities of Douglas, Bisbee and Sierra Vista also Cochise College (Douglas/Sierra Vista campus) Monday through Friday: 6:15 AM-6:24 PM Saturdays: 8:30 AM-5:16 PM. No College service.

Douglas Rides provides transportation to elderly and disabled clients in a manner that goes above and beyond ADA requirements.

The deviated fixed route system goes up to $\frac{3}{4}$ mile from the established route to provide service to elderly and disabled clients who wish to use the fixed route system but cannot get to an established stop. This includes deviations necessary to deliver elderly and disabled riders to their destinations, as long as the deviations are scheduled in advance with the dispatcher and can be made in a safe and efficient manner that does not severely affect the schedule.

In addition *Douglas Rides* provides the following services;

Contracts with Southeastern Arizona Government Organization (SEAGO Area Agency on Aging) to provide transportation to the elderly and the disabled in the following communities:

In the City of Douglas, Dial-A-Ride service is provided by the *Douglas Rides* program, and requires a 24 hour advance notice.

Inter-city service is provided to Elfrida one day a week, every other week. Elderly and disabled clients are brought to Douglas for grocery shopping, nutrition services, and medical appointments.

The Dial-A-Ride system offers door to door service to residents of Douglas, Pirtleville and Elfrida. These services are offered to those with disabilities regardless of age. Eligible riders are subsidized by SEAGO AAA funds for elderly riders.

Budget Highlights

Requesting 1 more driver to handle the Douglas Rides Routes. Currently have one vacancy, but need to add one more driver. Also requesting funding for 2 part timers.

Expenditures - Special Revenue Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	101,757	141,603	165,990	\$ 128,965	\$ 90,619	\$ 153,921	19.35%
1003	Salaries/Temp	170	1,889	14,256	-	14,103	-	0.00%
1004	Salaries LTD	144,326	177,417	171,257	298,081	90,022	299,612	0.51%
1005	Salaries Overtime	2,374	4,206	13,512	5,988	10,271	5,988	0.00%
2001	O.A.S.I.	18,439	23,950	26,385	33,127	15,208	35,153	6.12%
2002	Retire-State	29,580	36,112	39,384	50,405	22,720	54,867	8.85%
2004	Health Insurance	13,416	15,613	14,717	19,385	7,202	19,385	0.00%
2005	Income Protection	797	1,161	1,277	1,859	768	2,021	8.70%
2006	Workman's Compensation	4,886	5,690	5,572	5,694	2,572	6,121	7.50%
2007	Unemployment Insurance	2,400	305	-	-	-	-	0.00%
2008	HR Processing	849	746	1,275	1,345	665	1,345	0.00%
2016	Self Funding Ins Claims/Fees	30,070	44,430	40,643	58,923	27,929	58,923	0.00%
	Personnel Expense	\$ 349,066	\$ 453,122	\$ 494,269	\$ 603,774	\$ 282,078	\$ 637,337	5.56%
Operating Expense								
3001	Contractual Services	4,653	3,328	3,942	4,000	\$3,240	4,000	0.00%
4104	Telephones	5,894	6,879	7,379	7,300	4,702	7,300	0.00%
4105	Utilities	2,302	2,045	2,150	2,200	1,333	2,200	0.00%
4301	Auto & Equipment	13,055	15,627	31,444	25,000	12,304	25,000	0.00%
4302	Building Maintenance	99	350	94	500	1,305	500	0.00%
4303	Computer Maintenance	1,647	-	1,332	1,000	1,477	1,000	0.00%
5201	Liability Insurance	6,533	6,949	7,974	8,000	6,165	8,000	0.00%
5401	Advertising & Printing	2,729	1,309	106	5,000	3,234	5,000	0.00%
5801	Travel & Training	2,638	2,142	2,955	3,900	1,101	3,900	0.00%
6001	Office Supplies	667	479	587	1,000	953	1,000	0.00%
6002	Operating Supplies	1,079	1,129	1,107	2,000	885	2,000	0.00%
6201	Postage	200	12	21	100	69	100	0.00%
6401	Books/Dues/Subscriptions	-	-	45	-	-	-	0.00%
6501	Gas/Oil/Lubricants	35,644	40,581	72,827	90,000	46,041	90,000	0.00%
6601	Uniforms	812	1,268	-	1,700	747	1,700	0.00%
		-	-	-	-	-	-	0.00%
	Operating Expense	\$ 77,951	\$ 82,098	\$ 131,962	\$ 151,700	\$83,556	\$ 151,700	0.00%
7401	Machinery	\$ 25,684	\$ 77,073	\$ 67,752	\$ 102,176	\$28,619	\$ 30,000	-70.64%
7402	Vehicles	\$ 14,536	\$ 55,492	\$ 12,107	\$ 80,000	\$25,874	\$ 80,000	0.00%
8003	Contingency	\$ -	\$ -	\$ -	\$ 21,932	\$0	\$ 24,075	9.77%
8901	Depreciation	\$ 1,666	\$ 2,221	\$ 2,221	\$ 2,221	\$1,296	\$ 2,221	0.00%
		\$41,886.62	\$134,786	\$82,079	\$206,329	\$55,788	\$136,296	-33.94%
	Total Expenses	\$ 468,904	\$ 670,006	\$ 708,311	\$ 961,803	\$ 421,423	\$ 925,334	-3.79%

Expenditures - Special Revenue Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	-	-	-	\$ -	\$ 4,178	\$ -	0.00%
1003	Salaries/Temp	1,168	52	4,291	-	-	-	0.00%
1004	Salaries LTD	64,027	59,358	-	81,424	37,013	85,742	5.30%
1005	Salaries Overtime	2,322	2,561	61,026	1,000	7,232	1,000	0.00%
2001	O.A.S.I.	4,741	4,162	4,262	6,305	3,768	6,636	5.24%
2002	Retire-State	7,530	7,022	4,996	9,594	5,835	10,357	7.95%
2004	Health Insurance	1,304	1,450	7,669	77	1,736	3,574	4554.06%
2005	Income Protection	189	237	3,848	357	190	385	7.71%
2006	Workman's Compensation	1,538	1,544	272	1,612	817	1,695	5.15%
2007	Unemployment Insurance	-	-	1,406	-	-	-	0.00%
2008	HR Processing	658	257	522	300	509	300	0.00%
2016	Self Funding Ins Claims/Fees	12,523	15,935	8,547	19,812	4,910	8,794	-55.81%
	Personnel Expense	\$ 95,999	\$ 92,577	\$ 96,840	\$ 120,480	\$ 66,189	\$ 118,483	-1.66%
Operating Expense								
3001	Contractual Services	-	-	-	-	\$0	-	0.00%
4104	Telephone	1,226	1,341	744	960	437	960	0.00%
4105	Utilities	403	528	701	-	391	-	0.00%
4301	Auto & Equipment	-	21	-	-	23	-	0.00%
4302	Building Maintenance	-	6	-	-	-	-	0.00%
4303	Computer Maintenance	172	-	-	250	-	250	0.00%
5201	Liability Insurance	-	-	-	-	-	-	0.00%
5401	Advertising & Printing	-	-	-	-	-	-	0.00%
5801	Travel & Training	116	16	10	200	-	200	0.00%
6001	Office Supplies	260	54	60	400	178	400	0.00%
6002	Operating Supplies	153	237	421	400	-	400	0.00%
6201	Postage	1	-	-	-	-	-	0.00%
6401	Books/Dues/Subscriptions	-	-	-	-	-	-	0.00%
6501	Gas/Oil/Lubricants	-	-	-	-	-	-	0.00%
6601	Uniforms	895	117	-	375	234	375	0.00%
8003	Contingency	-	-	-	-	-	-	0.00%
	Operating Expense	\$3,226.87	\$ 2,320	\$ 1,937	\$ 2,585	\$1,263	\$ 2,585	0.00%
	Total Expenses	\$ 99,226	\$ 94,897	\$ 98,777	\$ 123,065	\$ 67,453	\$ 121,068	-1.62%

Mission

The mission of the City of Douglas Customer Service/Utility Billing is to provide the City of Douglas residents and internal customers with excellent quality service and handle all customers' requests promptly and efficiently.

Public Services

Manage the utility service billing for water, wastewater and sanitation.

Process 7,600 statements per month including regular, delinquent and final bills.

Promptly respond to all customer needs on billing inquiries for all of our City of Douglas residents with water, wastewater and sanitation services.

Process the collections of all City revenues collected through central cash collections. Departments include police, fire, humane, golf & country club, library, court, cemetery, building permits, transit, visitor center, recreation, business licenses and City grants and reimbursements.

Enter approximately 6,400 transactions per month.

Process daily utility work orders for new installs, read and change name accounts, and close accounts.

Promptly respond to all customers needs on Ramada Permits, Yard Sale Permits, Liquor License Permits, and Sidewalk Sale Permits.

Process payments for customers who have enrolled their Arizona lifeline Air-Med Care premium in their utility bill.

Budget Highlights

- Continue to promote online billing and continue to encourage customers to sign up in our bank draft program . Online billing will save in billing processing costs
- Initiate AMI meter reading capabilities in the next fiscal year, which will make processes more efficient.
- Consider phone head seats for customer service personnel.

Strategies & Objectives

- Introduce a first phase in AMI (Advanced Meter Infrastructure).
- Successfully continuing in making processes and procedures more efficient.
- Launch green campaigns and water conservation education efforts.
- Implement new online payment platform with more favorable costs
- Update utility bill language and design for more efficiency

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	52,746	52,959	53,499	\$ 63,495	\$ 36,166	\$ 64,882	2.18%
1003	Temporary	408	2,968	864	-	429	-	0.00%
1005	Sal-OT	144	796	929	500	457	500	0.00%
2001	OASI	3,853	4,127	4,004	4,896	2,705	5,002	2.17%
2002	State Retire	6,042	6,415	6,175	7,449	4,263	7,807	4.80%
2004	Health Ins	1,978	1,815	1,776	1,891	966	1,891	0.00%
2005	Income Protect	192	212	219	278	151	291	4.53%
2006	State Comp	127	178	112	76	52	75	-1.34%
2016	Self Funding Ins Claims/Fees	5,748	5,901	6,233	10,891	4,730	10,891	0.00%
	Personnel Expense	\$ 71,238	\$ 75,371	\$ 73,812	\$ 89,476	\$ 49,939	\$ 91,338	2.08%
Operating Expense								
3001	Contractual services	26,094	26,111	27,758	25,703	22,172	25,703	0.00%
3002	Auditing Services	4,709	3,969	4,861	5,105	5,310	5,105	0.00%
4104	Telephone	2,076	2,169	2,038	2,000	1,337	2,000	0.00%
4105	Utilities	7,170	7,024	7,016	7,450	4,142	7,450	0.00%
4303	Computer Maintenance	331	988	1,885	1,650	-	1,650	0.00%
5201	Insurance-Liability	33,448	35,578	31,305	33,435	24,962	33,435	0.00%
5401	Adv/Print/Reproduction	852	-	41	-	-	-	-
5801	Travel/Training	2,843	16	150	2,500	954	2,500	0.00%
6001	Office Supplies	18,617	7,267	9,862	6,550	1,830	6,550	0.00%
6601	Postage	31,192	21,971	18,462	18,141	4,094	18,141	0.00%
6401	Books/Dues/Subscriptions	-	623	35	-	111	-	-
6601	Uniforms	-	442	837	490	439	490	0.00%
	Operating Expense	\$ 127,334	\$ 106,157	\$ 104,250	\$ 103,024	\$ 65,350	\$ 103,024	0.00%
7401	Capital Outlay	-	-	-	-	-	-	0.00%
8001	Bad Debt Expense	20,379	(9,628)	10,476	5,000	4,097	5,000	0.00%
9901	Gen. Fund Reimb.	32,270	64,113	51,177	55,199	25,978	67,112	21.58%
	Other	\$ 52,650	\$ 54,485	\$ 61,653	\$ 60,199	\$ 30,076	\$ 72,112	19.79%
	Total Expenses	\$ 251,221	\$ 236,013	\$ 239,714	\$ 252,699	\$ 145,364	\$ 266,475	5.45%

Grants

Expenditures - Special Revenue Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 4/30/2018	2020 Requested	2020 % Change
	Housing & Comm Development	873,511	915,698	915,698	1,320,000		1,320,000	0.00%
	Fire	63,810	63,810	63,810	129,086	35,261	129,086	0.00%
	Police	71,417	71,417	71,417	111,469	5,987	170,094	52.59%
	Public Works	17,631	17,631	17,631	450,000	122,952	431,500	-4.11%
	Library	46,137	46,137	46,137	52,500	475	71,000	35.24%
	Transfer to GF							0.00%
	Transfer to Housing	-	-	-	-	-	-	0.00%
	Total Expenses	<u>\$ 1,072,507</u>	<u>\$ 1,114,694</u>	<u>\$ 1,114,694</u>	<u>\$ 2,063,055</u>	<u>\$ 164,676</u>	<u>\$ 2,121,680</u>	2.84%

Grants Requiring Match	Match Amount
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National Fire Academy	<u>\$ 150</u>
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TOTAL MATCH	\$ 150
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Annual
Budget

2020

General Government

Mission

The mission of the City Council and Administration is to be ethical stewards of the public's investment and tax dollars, maintain a balanced budget, adopt sound economic and planning policies, ensure public safety, develop partnerships that benefit our residents, provide community amenities and activities and communicate openly to the residents and corporate citizens of the city of Douglas.

City Manager Responsibilities

- Oversight of municipal government and implementation of City Council policies occurs through the leadership of the City Manager.
- Carries out City Council initiatives and serves with responsiveness to the Council's direction.
- Presents and maintains a balanced budget annually as required by State law.
- Manages the human resource assets of employees through a compensation and benefits plan, cultivation of a positive and customer-service focused culture, attention to employee safety and City staff professional development and advancement through training and certifications.
- Carries out continuous assessment of services to ensure ethical and legal compliance and community benefit.
- Develops programs and service delivery across the City.
- Guides and empowers City staff to innovate, collaborate and build partnerships, exceeding citizen expectations of customer service, problem resolution and municipal practices.
- Leads by example and stays current in the profession of managing cities.

City Clerk Responsibilities

- Manages the City Council agenda process.
- Oversees and manages codification of the Municipal Code.
- Conducts and oversees city elections, ensuring they comply with State statutes.
- Provides public communications and notices for Council meetings and other public meetings.
- Responds to requests for information
- Responsible for maintaining and archiving official City documents and records
- Stays current in the profession of recording keeping, public notification and conducting elections.

City Council Guiding Documents

- City Budget & The City's Strategic Plan
- Identified Council's Focus Areas
 - Collaboration
 - Community Communication
 - Promote Douglas
 - Trade and Commerce
 - Infrastructure and Development

Strategies & Objectives

- Renew and expand partnerships in the public and private sectors.
- Develop economic and educational tactics to create jobs and attract businesses.
- Create communication tools to enhance public awareness, understanding & transparency
- Adopt financial policies that generate steady revenue streams and grow budget capacity

Organizational Chart



Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	18,557	17,304	18,354	\$ 18,000	\$ 10,125	\$ 18,000	0.00%
2001	OASI	1,362	1,327	1,404	1,377	775	1,377	0.00%
2002	ASRS	22	6	-	-	-	-	0.00%
2006	State Comp	41	33	30	21	12	21	-3.43%
	Personnel Expense	\$ 19,983	\$ 18,669	\$ 19,788	\$ 19,398	\$ 10,912	\$ 19,398	0.00%
Operating Expense								
3001	Contractual Services	46	-	-	\$ -	\$ -	\$ -	0.00%
3004	Elections	24,046	35,533	12,832	25,000	-	74,000	196.00%
3005	Legal Services	1,394	3,545	1,328	3,500	52	-	-100.00%
3006	ADOR Tax Administration	51,336	33,817	33,644	38,777	38,778	41,810	7.82%
3101	Council Expenses	8,671	5,119	3,561	3,000	4,054	12,200	306.67%
3102	Mayor Expense	3,720	8,929	4,193	4,000	3,105	5,250	31.25%
3103	Ward 1 Expense	2,295	1,942	925	2,000	840	2,600	30.00%
3104	Ward 2 Expense	1,904	1,842	870	2,000	87	2,600	30.00%
3105	Ward 3 Expense	2,112	1,870	1,784	2,000	920	2,600	30.00%
3106	Ward 4 Expense	1,689	1,883	1,011	2,000	(183)	2,600	30.00%
3107	Ward 5 Expense	3,657	2,184	911	2,000	2,163	2,600	30.00%
3108	Ward 6 Expense	890	2,506	2,046	2,000	1,200	2,600	30.00%
3109	Youth City Council	-	-	4,517	2,000	-	5,000	150.00%
4104	Telephone Services	1,497	2,694	1,771	1,370	755	1,370	0.00%
4105	Utilities 7th St Building	-	-	7,520	7,500	4,505	7,000	-6.67%
4301	Auto & Eq Maintenance	-	-	637	250	-	250	0.00%
4303	Computer Maintenance	-	-	675	200	-	500	100.00%
6401	Books Due & Subscription	20,388	21,530	22,643	22,394	22,184	24,326	8.63%
6501	Gas/Oil/Lube	-	-	275	350	-	350	100.00%
7601	Misc. Council Projects	66,250	234	5,082	4,000	448	4,000	0.00%
7602	Bus. Dist. Impr.	25,838	18,225	23,254	25,000	6,568	25,000	0.00%
7621	Demolition Program	-	2,637	732	10,000	-	12,000	20.00%
8003	Reserve	72,315	-	625	56,306	-	45,833	-18.60%
8004	Fireworks	15,840	15,000	15,000	15,000	15,300	15,000	0.00%
	Community helping Com-							
8101	munity	16,450	18,074	20,250	15,625	15,510	13,725	-12.16%
8103	Mexican Baseball	-	-	13,625	15,000	26,553	15,000	0.00%
8104	4th of July Expense	5,862	4,093	7,820	5,000	6,976	5,000	0.00%
8106	Youth Activity Expense	10	14	14	1,000	-	1,000	0.00%
8109	League of Cities Event	2,947	3,311	5,215	3,000	3,819	2,800	-6.67%
8110	Douglas Days	16,926	19,892	17,085	17,000	-	17,000	0.00%
8111	Christmas Tree Lighting	-	-	8,617	5,000	5,670	2,500	-50.00%
8112	Jazz Festival	-	-	3,439	3,500	-	-	-100.00%
8113	Arts Committee	-	-	-	3,000	2,995	3,000	0.00%
	Transfer to Capital Pro-							
9904	jects	-	65,412	108,196	95,000	57,340	547,585	476.41%
9906	Transfer to Airport	-	71,854	25,085	19,786	12,651	25,658	29.68%
9911	Transfer to Housing	-	-	-	-	-	-	0.00%
9913	Transfer to Golf Course	207,064	186,362	202,461	170,000	98,616	170,000	0.00%
9915	Transfer to Grants	2,445	-	4,185	150	-	150	0.00%
9917	Transfer to Debt Service	1,213,715	1,191,095	1,202,283	990,080	539,676	943,182	-4.74%
	Operating Expense	\$ 1,769,306	\$ 1,719,599	\$ 1,764,112	\$ 1,573,788	\$ 870,582	\$ 2,037,089	29.44%
	Total Expenses	\$ 1,789,289	\$ 1,738,268	\$ 1,783,900	\$ 1,593,186	\$ 881,493	\$ 2,056,486	29.08%



Annual
Budget

2020

Magistrate

Expenditures - General Fund

<u>Account</u> <u>Description</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019 YTD</u> <u>1/31/2019</u>	<u>2020</u> <u>Requested</u>	<u>2020</u> <u>% Change</u>
Personnel Expense							
1001Salaries	39,287	5,099	-	\$ -	\$ -	\$ -	0.00%
1003Sal - Temp	451	41	-	-	-	-	0.00%
1004Sal - Lim	6,255	7,785	-	-	-	-	0.00%
1005Sal - Overtime	-	-	-	-	-	-	0.00%
2001OASI	3,517	987	-	-	-	-	0.00%
2002Retirement	4,497	582	-	-	-	-	0.00%
2004Health Ins	2,147	358	-	-	-	-	0.00%
2005Income Prot.	143	26	-	-	-	-	0.00%
2006State Comp	160	52	-	-	0	-	0.00%
2016Self Fund Ins Claims	<u>3,174</u>	<u>500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Personnel Expense	<u>\$ 59,633</u>	<u>\$ 15,429</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>0.00%</u>
Operating Expense							
3001Contractual Services	15,000	15,000	46,400	49,100	11,236	49,100	0.00%
5801Travel/Training	-	-	-	-	-	-	0.00%
6001Office Supplies	-	-	-	-	-	-	0.00%
6201Postage	464	213	-	-	-	-	0.00%
6401Books/Dues/Subscr.	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Operating Expense	<u>\$ 15,464</u>	<u>\$ 15,213</u>	<u>\$ 46,400</u>	<u>\$ 49,100</u>	<u>\$ 11,236</u>	<u>\$ 49,100</u>	<u>0.00%</u>
Total Expense	<u>\$ 75,097</u>	<u>\$ 30,642</u>	<u>\$ 46,400</u>	<u>\$ 49,100</u>	<u>\$ 11,236</u>	<u>\$ 49,100</u>	<u>0.00%</u>



Annual
Budget

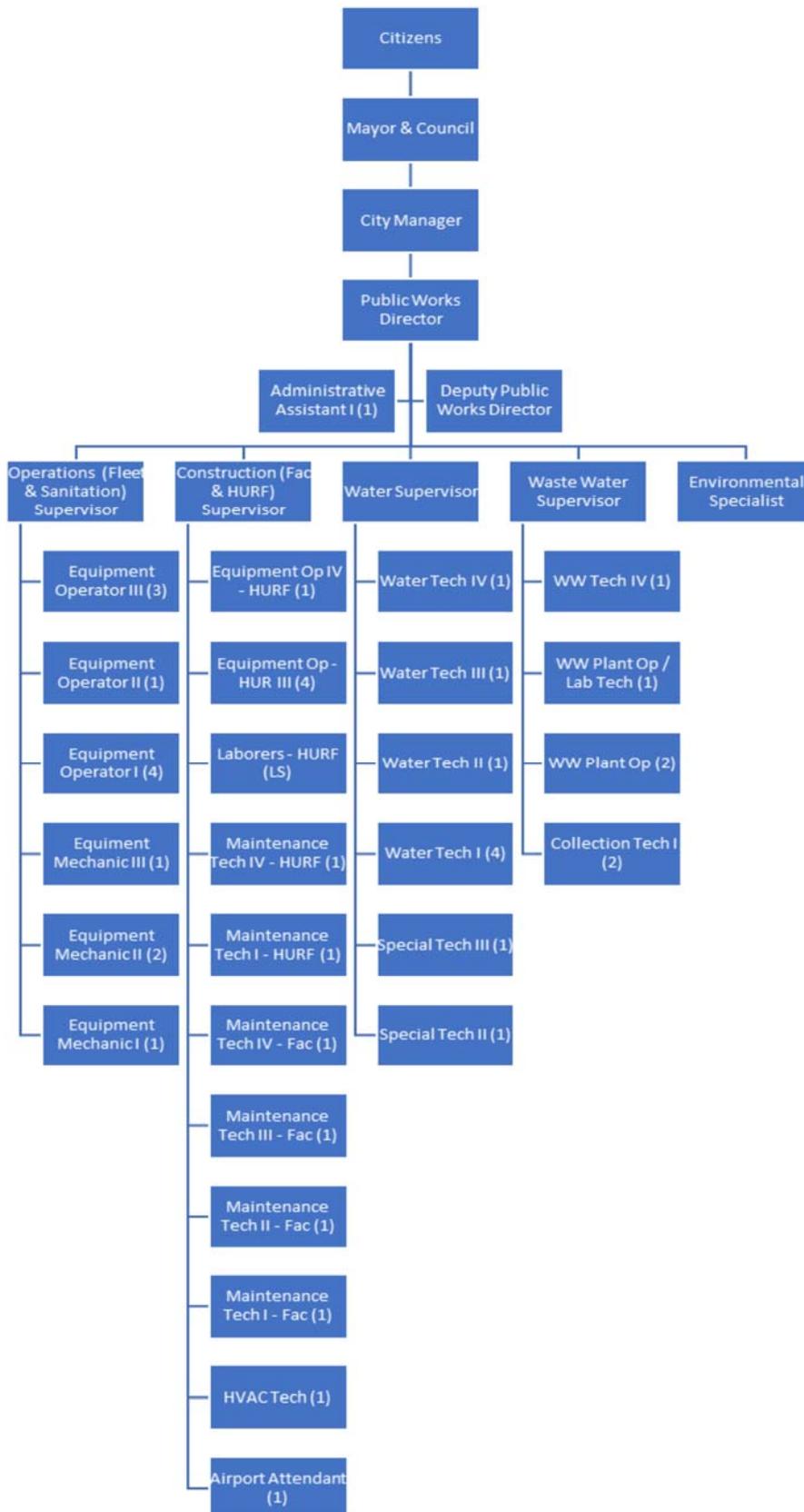
2020

Public Works

Administration; Airport; Call Center; Construction Facility Maintenance;

Fleet Maintenance; HURF; Sanitation; Water; Wastewater

Organizational Chart



Mission

To implement and execute all the projects presented as part of the FY19/20 operating and capital budgets and respond to all operational requirements to meet the expectations of the City Manager, Mayor and Council and the Citizens of Douglas.

Public Services

Execute the following projects:

Water and Sewer Capital Improvements
Various retention basin construction projects

Budget Highlights

In order to successfully implement and execute all the projects, staff is requesting that the Deputy Director be funded this year to provide assistance with implementing Public Works projects and daily operations.

Strategies & Objectives

We are currently in challenging fiscal times. Staff has been incredibly proactive in addressing the challenges of limited funding and resources. This coming fiscal year, staff will focus on training and efficiency in our processes and procedures in order to better serve our community.

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	65,740	69,187	78,547	\$ 68,255	\$ 37,155	\$ 82,422	20.76%
1003	Sal-Temp	102	2,698	-	-	-	-	0.00%
1004	Sal-Ltd	2,029	69	11,451	16,978	9,037	18,743	10.40%
1005	Sal-OT	924	417	1,289	-	3,879	-	0.00%
2001	OASI	5,215	5,532	6,959	6,520	3,798	7,739	18.69%
2002	State Retire	6,139	8,056	10,187	9,921	5,773	12,079	21.75%
2004	Health Ins	2,901	4,233	5,382	4,508	1,996	4,642	2.98%
2005	Income Protect	199	250	338	325	195	400	22.93%
2006	State Comp	1,631	1,479	2,139	2,078	1,143	2,226	7.11%
2016	Self Fund Ins Claims	4,030	6,354	8,384	9,673	6,122	10,003	3.41%
	Personnel Expense	\$ 88,911	\$ 98,276	\$ 124,657	\$ 118,259	\$ 68,099	\$ 138,255	16.91%
Operating Expense								
3001	Contractual serv	7	-	13,773	8,400	550	6,000	-28.57%
4104	Telephone Services	2,295	3,194	3,883	3,940	2,345	4,054	2.89%
4301	Auto/Equip	113	206	1,099	1,000	190	1,500	50.00%
4303	Computer Maintenance	-	2,697	697	400	194	400	0.00%
5401	Advertising & Printing	601	727	169	500	180	3,500	600.00%
5801	Travel/Training	1,748	2,547	3,158	1,500	501	10,000	566.67%
6001	Office supplies	1,445	1,563	1,563	1,500	2,341	1,500	0.00%
6002	Operating supplies	125	117	229	300	250	3,500	1066.67%
6201	Postage	210	136	218	300	208	450	50.00%
6301	Small Tools	228	17	384	300	-	300	0.00%
6302	Safety equip	-	60	29	200	206	200	0.00%
6401	Books/Dues/Subscrip	-	500	1,138	1,100	503	910	-17.27%
6501	Gas/oil/lube	992	1,451	2,297	2,100	1,191	1,500	-28.57%
6601	Uniforms	129	820	303	450	561	800	77.78%
6703	Graffiti Abatement Supplies	-	-	-	-	-	-	0.00%
6705	DOC Supplies	-	-	-	-	-	-	0.00%
	Operating Expense	\$ 7,893	\$ 14,035	\$ 28,942	\$ 21,990	\$ 9,220	\$ 34,614	57.41%

Mission

To provide the highest quality of customer service at the Douglas Municipal Airport.

Public Services

Fuel dispensing services, hangar and tie-down rental space.

Budget Highlights

While we are in the process of implementing approximately \$300,000 in grant funding for improvement projects at the airport.

Strategies & Objectives

Staff is excited to implement the grant funded projects we have received. We believe the airport has untapped potential that can improve our community and boost our economy. This coming fiscal year, staff will continue to look for ways to improve our services and expand our customer base. As always, we will continue to look for means to improve our procedures and services.

Capital Requests

Prioritized and listed in order of highest importance.

Qty	Item	Department/ Division	Justification	Fund/Source	Replacement (Y/N)	Amount
2	Automatic fuel hose reel with hose AV GAS and JET A	Airport	Old one is outdated and not working			\$8,000
1	Riding mower (2 nd Priority)	Airport	Maintain the areas around the runways and office. We walk the entire distance with a weed eater.			\$5,000
	Runway/Repairs (1 st Priority)	Airport	Need to resurface runway			\$60,000
	Need to upgrade the ladder to reach the Beacon light.	Airport	Need to have a cage installed on the ladder to prevent a fall.			\$30,000
	Repairs to office trailer	Airport	Need to seal windows, repair roof, upgrade bathroom, change flooring.			\$5,000
1	New work truck	Airport	Current truck in bad shape			\$7,500
	LED Lighting	Airport	Convert old light fixtures to LED			\$5,000
					TOTAL	\$120,500

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	9,484	25,121	25,569	\$ 22,475	\$ 12,845	\$ 28,125	25.14%
1003	Sal-Temp	-	-	-	-	-	-	0.00%
1004	Sal-Limited	-	-	183	-	-	-	0.00%
1005	Sal-OT	1,205	1,820	2,251	400	967	400	0.00%
2001	OASI	827	2,063	2,099	1,750	1,056	2,182	24.70%
2002	State Retire	1,213	3,055	3,166	2,663	1,608	3,406	27.91%
2004	Health Ins	937	118	44	1,404	18	1,404	0.00%
2005	Income Protect	43	103	104	100	60	127	27.55%
2006	State Comp	415	985	1,048	676	380	795	17.54%
2016	Self funding Ins Claims/Fees	1,037	127	-	3,298	-	3,298	0.00%
	Personnel Expense	\$ 15,181	\$ 33,382	\$ 34,464	\$ 32,766	\$ 16,933	\$ 39,738	21.28%
Operating Expenses								
3001	Contractual Services	4,011	3,120	3,324	\$ 3,126	\$ 2,194	\$ 3,126	0.00%
4104	Telephone	1,563	1,323	1,369	1,344	\$ 807	1,344	0.00%
4105	Utilities	9,551	10,893	12,241	11,000	7,288	11,000	0.00%
4301	Auto/Equip	102	896	466	500	609	500	0.00%
4302	Facilities Maintenance	2,043	2,719	1,702	3,000	3,154	3,000	0.00%
5201	Liability Insurance	5,222	5,222	5,222	5,300	5,222	5,300	0.00%
5801	Travel & Training	5	31	5	1,000	-	1,000	0.00%
6001	Office Supplies	5	377	388	500	16	500	0.00%
6002	Operating Supplies	73	2,413	1,582	1,500	279	1,500	0.00%
6302	Safety Equipment	-	197	2,860	1,000	-	1,000	0.00%
6401	Books Dues & Subscriptions	438	407	30	500	-	500	0.00%
6501	Gas/oil/tube	345	1,816	2,731	1,700	1,459	1,700	0.00%
6503	Fuel (100 LL)	10,100	6,256	9,678	10,000	8,834	14,000	40.00%
6504	Fuel (JET A)	38,504	37,001	36,287	35,000	25,346	35,000	0.00%
6601	Uniforms	353	114	341	350	-	350	0.00%
	Operating Expenses	72,314	72,786	78,226	75,820	55,209	79,820	5.28%
	Total Expenses before Capital	87,475	106,178	112,690	108,586	72,142	119,558	10.10%
7301	Capital Outlay/Projects	1,047	-	-	-	-	-	#DIV/0!
7948	Contra Exp-Fixed Assets	-	-	-	-	-	-	
8512	Grant Match	101,806	221,710	180,379	-	-	-	0.00%
	Total Expenses	\$ 175,166	\$ 327,888	\$ 293,069	\$ 108,586	\$ 72,142	\$ 119,558	10.10%

Call Center

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	8,934	9,259	9,546	9,762	5,444	10,414	6.68%
1004	Salaries - Limited	-	-	-	-	-	-	0.00%
1005	Salaries O/T	20	54	-	-	28	-	0.00%
2001	OASI	685	712	730	747	409	797	6.68%
2002	State Retire	1,016	1,055	1,083	1,136	637	1,243	9.43%
2004	Health Insurance	537	534	541	511	223	511	0.00%
2005	Income Protect	32	36	39	43	23	47	9.12%
2006	State Comp	384	346	323	289	151	290	0.56%
2016	Self Fund Ins Claims	<u>793</u>	<u>797</u>	<u>843</u>	<u>1,099</u>	<u>674</u>	<u>1,099</u>	<u>0.00%</u>
	Personnel Expense	<u>\$ 12,402</u>	<u>\$ 12,793</u>	<u>\$ 13,105</u>	<u>\$ 13,586</u>	<u>\$ 7,589</u>	<u>\$ 14,401</u>	<u>6.00%</u>
Operating Expense								
3001	Contract Serv	12,614	2,905	2,962	3,000	744	3,000	0.00%
4302	Building Maintenance	7,671	12,817	8,860	11,000	2,981	11,000	0.00%
5201	Liability Insurance	9,930	10,562	12,995	13,070	9,758	13,070	0.00%
6002	Operating Supplies	214	-	-	100	-	100	0.00%
6501	Gas/Oil/Lube	-	-	-	-	-	-	0.00%
6502	Diesel/Oil	1,585	1,015	-	1,000	1,491	1,000	0.00%
8901	Depreciation	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 32,013</u>	<u>\$ 27,300</u>	<u>\$ 24,816</u>	<u>\$ 28,170</u>	<u>\$ 14,974</u>	<u>\$ 28,170</u>	<u>0.00%</u>
	Total Expenses	<u>\$ 44,415</u>	<u>\$ 40,093</u>	<u>\$ 37,922</u>	<u>\$ 41,756</u>	<u>\$ 22,563</u>	<u>\$ 42,571</u>	<u>1.95%</u>

Construction Facility Maintenance

Mission

To provide facilities maintenance support for all City Departments quickly and efficiently.

Public Services

Maintenance of all City facilities and assistance with the construction of various capital City-wide improvement projects.

Strategies & Objectives

Fiscal Year 19/20 will be challenging but, staff will continue to be innovative in reviewing procedures and processes to ensure projects are completed in a timely manner .

Budget Highlights

City Hall repairs and upgrades that are need so that the building functions properly. Roof repairs to the Aquatic Center.

Expenditures - General Fund

Construction Facility Maintenance

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	158,923	167,777	176,610	\$ 156,428	\$ 86,737	\$ 187,886	20.11%
1004	Salaries - Limited	-	-	-	\$ -	\$ -	\$ -	0.00%
1005	Sal-OT	527	1,486	1,561	1,000	404	1,000	0.00%
2001	OASI	11,491	12,344	12,966	12,043	6,150	14,450	19.98%
2002	State Retire	18,278	19,198	20,214	18,325	10,143	22,553	23.08%
2004	Health Ins	6,293	6,630	7,000	5,529	2,436	6,869	24.23%
2005	Income Protect	555	650	685	685	356	841	22.76%
2006	State Comp	7,357	7,699	7,487	5,877	3,023	6,329	7.69%
2016	Self Fund Ins Claims	17,427	18,163	20,030	21,997	13,191	25,295	14.99%
	Personnel Expense	\$ 220,851	\$ 233,947	\$ 246,553	\$ 221,884	\$ 122,440	\$ 265,223	19.53%
Operating Expense								
3001	Contractual services	375	12,967	20,721	21,473	9,618	21,473	0.00%
4101	Utilities-Electric (City Hall)	31,234	32,015	33,454	32,000	20,002	31,300	-2.19%
4102	Utilities-Gas (City Hall)	2,679	2,104	1,935	2,500	976	2,500	0.00%
4103	Utilities-Water/Sewer/San	1,138	562	569	1,000	327	1,000	0.00%
4104	Telephone Services	1,199	1,206	1,090	1,200	502	1,200	0.00%
4301	Auto/Equip	3,388	4,174	4,401	3,500	2,691	3,500	0.00%
4305	City Hall Maintenance	22,936	15,950	12,661	15,000	4,287	20,000	33.33%
5501	DOC Labor	-	-	-	5,000	-	5,000	0.00%
5801	Travel/Training	726	214	12	2,500	-	3,000	20.00%
6001	Office supplies	75	22	39	200	14	200	0.00%
6002	Operating supplies	3,780	439	567	1,000	122	1,000	0.00%
6301	Small tools/Equipment	2,509	1,102	1,840	1,500	650	1,500	0.00%
6302	Safety Equipment	113	899	2,478	1,500	466	3,500	133.33%
6501	Gas/oil/lube	5,182	6,983	7,834	7,000	4,111	7,000	0.00%
6502	Diesel/Oil/Lube	350	1,687	1,068	1,000	168	1,000	0.00%
6601	Uniforms	1,426	2,106	1,734	2,050	1,873	2,050	0.00%
6699	Construction Materials	1,434	286	147	1,000	-	1,000	0.00%
6703	Grass Abatement Supplies	1,486	1,040	1,076	2,000	85	1,500	-25.00%
6705	DOC Supplies	6,976	3,957	4,070	4,000	2,308	4,000	0.00%
	Operating Expense	\$ 87,008	\$ 87,713	\$ 95,696	\$ 105,423	\$ 48,198	\$ 111,723	5.98%
	Total Expenses	\$ 307,858	\$ 321,660	\$ 342,249	\$ 327,307	\$ 170,639	\$ 376,946	15.17%

Mission

To improve, maintain, and operate all City owned vehicles, utilities, and transportation facilities, to protect the health, safety, welfare, and provide the greatest possible service.

Public Services

Maintain the City's Fleet vehicles and other operational equipment.

Budget Highlights

The replacement of the tire machine , shop tire machine is getting to expensive to keep operating. The purchase of a forklift.

Strategies & Objectives

Continue to provide the best Fleet Maintenance customer service for the City of Douglas.

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change		
Personnel Expense										
1001	Salaries	53,962	57,214	57,872	\$ 61,371	\$ 33,418	\$ 63,173	2.94%		
1005	Sal-OT	1,047	-	210	1,000	25	1,000	0.00%		
2001	OASI	4,188	4,344	4,370	4,771	2,508	4,909	2.88%		
2002	State Refire	6,244	6,495	6,591	7,260	3,893	7,662	5.54%		
2004	Health Ins	3,109	3,120	2,962	2,822	1,254	2,822	0.00%		
2005	Income Protect	201	217	224	270	134	284	5.28%		
2006	State Comp	1,638	1,366	1,262	1,046	528	1,004	-3.99%		
2016	Self Fund Ins Claims	4,403	4,603	4,621	6,156	3,802	6,156	0.00%		
	Personnel Expense	\$ 74,793	\$ 77,359	\$ 78,111	\$ 84,696	\$ 45,561	\$ 87,011	2.73%		
Operating Expense										
3001	Contractual Services	909	842	626	1,093	458	1,093	0.00%		
4104	Telephone Services	1,260	1,263	1,516	1,750	1,106	1,750	0.00%		
4105	Utilities	5,271	4,781	5,228	5,500	2,629	5,500	0.00%		
4301	Auto/Equip	2,798	1,525	1,016	1,500	659	1,500	0.00%		
4303	Computer Maintenance	238	198	87	200	-	250	25.00%		
5501	DOC Labor			117		-		0.00%		
5801	Travel/training	-	12	132	1,000	-	3,000	200.00%		
6001	Office supplies	-	269	206	300	120	300	0.00%		
6002	Operating supplies	3,783	2,033	1,460	1,700	1,687	1,700	0.00%		
6301	Small tools	1,101	1,398	1,568	1,500	570	1,500	0.00%		
6302	Safety Equipment	193	703	96	500	-	400	-20.00%		
6401	Books/Dues/Subscrip	-	-	160	300	-	450	50.00%		
6501	Gas/oil/lube	1,667	1,722	1,800	1,800	783	1,800	0.00%		
6601	Uniforms	1,043	1,045	1,098	1,050	935	1,050	0.00%		
	Operating Expense	\$18,264	\$15,791	\$15,090	\$18,193	\$8,946	\$20,293	11.54%		

HURF/Street Maintenance

Mission

The City of Douglas is committed to enhance quality of life by providing the finest municipal services through excellent customer service.

Public Services

Citywide maintenance of all streets, sidewalk and drainage throughout the City.

Diligently strive to make the best use of funds for street maintenance.

Strategies & Objectives

With limited funding and resources, staff will focus on training and efficiency in our processes and procedures in order to better serve our community. Staff will remain proactive and innovative in these challenging times.

HURF/Street Maintenance

Expenditures - Special Revenue Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	220,976	157,930	223,191	\$ 319,264	\$ 114,061	\$ 305,484	-4.32%
1003	Sal-Temp	125	17,889	25,889	-	-	-	0.00%
1004	Sal-Limited	-	322	48,355	101,246	36,980	107,109	5.79%
1005	Sal-OT	3,036	4,990	8,970	3,000	5,582	3,000	0.00%
2001	OASI	16,234	12,992	21,877	32,399	11,186	31,793	-1.87%
2002	State Retire	24,526	18,450	32,514	49,297	17,776	49,622	0.66%
2004	Health Ins	8,043	4,936	8,389	16,777	4,594	18,528	10.42%
2005	Income Protect	790	805	1,047	1,562	623	1,553	-0.59%
2006	State Comp	14,278	10,849	15,801	19,846	5,379	16,711	-15.80%
2007	Unemployment Ins.	-	-	-	1,000	-	1,000	0.00%
2008	HR Processing	305	50	622	1,000	98	1,000	0.00%
2016	Self-funding Ins Claims/fees	28,058	21,569	39,944	68,190	26,065	62,681	-8.08%
	Personnel Expense	\$ 316,371	\$ 250,382	\$ 426,359	\$ 613,586	\$ 222,344	\$ 598,479	-2.46%
Operating Expense								
3001	Contractual serv	31,948	37,745	11,117	5,815	967	5,815	0.00%
3002	Auditor	2,430	2,019	-	2,635	2,239	2,635	0.00%
4104	Telephone	2,137	3,240	988	1,200	543	1,200	0.00%
4105	Utilities	40,116	34,285	47,664	56,000	21,939	56,000	0.00%
4107	St Lts-Electric	185,856	157,997	153,771	165,000	78,319	105,000	-36.36%
4301	Auto/Equip	5,968	3,251	5,363	4,000	11,718	4,000	0.00%
4311	Heavy Equipment Repair	5,746	11,211	41,121	15,000	17,222	15,000	0.00%
4312	Asphalt Plant Repairs	6,460	4,897	5,396	7,520	4,529	7,520	0.00%
4703	Lease/Purchase Paymnt	-	-	-	-	-	-	0.00%
5201	Insurance-Liability	22,473	23,904	33,077	35,259	26,323	35,259	0.00%
5501	DOC Labor	13,719	16,158	18,670	8,000	7,506	8,000	0.00%
5801	Travel/training	487	2,493	2,265	2,000	525	2,000	0.00%
6002	Operating supplies	318	3,159	507	500	500	500	0.00%
6301	Small tools	2,929	8,540	1,243	1,500	456	1,500	0.00%
6302	Safety Equipment	1,028	1,147	2,345	2,500	453	2,500	0.00%
6501	Gas/oil/lube	9,841	9,765	12,267	10,000	6,107	10,000	0.00%
6502	Diesel/Oil/Lube	6,948	5,852	5,492	6,000	3,506	6,000	0.00%
6601	Uniforms	2,266	1,744	2,950	3,500	962	3,500	0.00%
6701	Construction material	103,098	302,131	41,455	100,902	43,993	100,902	0.00%
6702	Signage	10,940	13,429	4,308	12,000	3,142	12,000	0.00%
6704	Const. Material Sales	49,585	-	-	20,000	4,549	20,000	0.00%
7401	Capital Outlay	15,996	87,256	45,129	542,000	46,325	102,000	-81.18%
7531	St Light Trpl Res	12,144	-	530	-	723	-	0.00%
7532	Streets Project	-	-	567,649	-	318,744	435,000	0.00%
	Operating Expense	\$ 542,535	\$ 731,025	\$ 1,001,306	\$ 1,001,331	\$ 602,291	\$ 936,331	-6.49%
9901	Gen Fund Reimb	33,559	30,331	29,342	31,918	14,377	39,796	24.66%
9915	Transfer to Grants	-	-	-	-	-	-	0.00%
9916	Transfer to MPC	-	-	-	-	-	-	0.00%
9917	Transfer to Debt Service	13,592	13,592	11,106	8,621	34,330	66,229	668.23%
		<u>47,151</u>	<u>43,923</u>	<u>40,448</u>	<u>40,539</u>	<u>48,707</u>	<u>166,025</u>	<u>161.54%</u>
	Total Expenses	\$ 906,057	\$ 1,025,329	\$ 1,468,113	\$ 1,655,456	\$ 873,342	\$ 1,640,834	-0.88%

Mission

The City of Douglas is committed to enhance quality of life and economic growth in the community by providing the finest municipal services through excellent customer service, consistent practices, and support of partnerships.

Public Services

Provide sanitation service to all Douglas residents safely and efficiently.

Budget Highlights

Staff is in the process of implementing an automated solid waste program, and is therefore requesting \$50,000 to purchase cans for the implementation.

Strategies & Objectives

Provide efficient and effective sanitation service

Provide excellent customer service to Douglas residents

Sanitation

Capital Requests

Prioritized and listed in order of highest importance.

Qty	Item	Department/ Division	Justification	Fund/Source	Replacement (Y/N)	Amount
1	New automated Garbage	Sanitation	Automated Program	Sanitation		300,000.
600	96 Gallon Cans	Sanitation	Automated Program	Sanitation		31800.
30	300 gallon garbage cans	Sanitation	Automated Program	Sanitation		7.500
					TOTAL	339,300

Sanitation

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	239,853	276,090	302,465	\$ 366,616	\$ 170,778	\$ 396,011	8.02%
1003	Sal-Temp	22,494	4,047	-	-	-	-	
1004	Sal-Limited	89,802	74,624	59,901	25,312	16,893	26,356	0.00%
1005	Sal-OT	1,623	446	1,489	1,000	365	1,000	0.00%
2001	OASI	25,438	25,640	26,077	30,059	13,389	32,388	7.75%
2002	State Retire	39,203	40,058	41,001	45,737	21,782	50,550	10.52%
2004	Health Ins	12,093	13,124	13,735	14,899	5,245	14,900	1.37%
2005	Income Protect	1,175	1,341	1,423	1,844	797	1,816	10.49%
2006	State Comp	22,334	16,568	13,977	13,820	5,511	13,995	1.28%
2007	Unemployment Ins.	300	-	-	2,000	-	2,000	0.00%
2008	HR Processing	788	1,239	690	1,200	207	1,200	0.00%
2016	Self Funding Ins ClaimsFe	42,457	45,071	48,810	65,929	33,140	66,423	0.75%
	Personnel Expense	\$ 497,581	\$ 498,248	\$ 509,568	\$ 568,015	\$ 268,107	\$686,638	6.80%
Operating Expense								
3001	Contractual Services	13,358	41,365	18,789	17,820	14,111	17,820	0.00%
3002	Auditing services	2,717	2,298	2,805	2,946	3,062	2,946	0.00%
4104	Telephone	646	710	803	1,070	562	1,070	0.00%
4105	Utilities	4,935	4,467	4,807	5,000	2,567	5,000	0.00%
4301	Auto/Equip	1,335	267	621	1,000	-	1,000	0.00%
4302	Maintenance cost	1,397	4,462	922	5,000	5,312	5,000	0.00%
4311	Heavy Equipment Repair	29,277	24,085	25,045	25,000	25,574	25,000	0.00%
4703	Lease/Purchase	2,524	1,624	702	-	-	-	
5201	Insurance-Liability	1,829	1,946	5,611	10,942	8,167	10,942	0.00%
5202	Insurance Claims	-	-	39	500	369	500	0.00%
5501	DOC Labor-Clean up	5,473	35,651	716	5,000	-	5,000	0.00%
5502	Transfer Expense	356,088	305,382	354,472	350,000	196,521	350,000	0.00%
5503	Recycling Program	-	-	-	-	-	-	
5801	Travel/Training	-	270	1,308	500	38	500	0.00%
6001	Office supplies	162	2,283	3,708	2,680	840	2,680	0.00%
6002	Operating supplies	1,093	1,009	754	1,000	187	1,000	0.00%
6201	Postage	-	7,438	11,181	10,681	2,436	10,681	0.00%
6301	Small tools	462	30	773	950	-	950	0.00%
6302	Safety Equipment	904	678	813	1,000	25	1,000	0.00%
6501	Gas/oil/Lube	1,340	725	855	1,000	501	1,000	0.00%
6502	Diesel/Oil/Lube	32,136	32,714	38,421	40,000	22,895	40,000	0.00%
6801	Uniforms	3,106	2,793	2,857	2,450	3,659	2,450	0.00%
6705	DOC Supplies	-	-	-	-	-	-	0.00%
	Operating Expense	\$ 458,778	\$ 470,176	\$ 476,002	\$ 484,539	\$ 286,825	\$ 484,539	0.00%
7402	Capital Outlay	-	-	432,527	374,000	-	339,300	-9.28%
7403	Automated Program	-	-	288,844	-	281,241	-	0.00%
7999	Fixed Assets	-	-	(615,731)	-	16,540	-	0.00%
8001	Bad Debt Expense	12,412	(3,608)	5,705	10,000	-	10,000	0.00%
8003	Other Expense/Confi	15,871	2,800	874	-	1,894	-	0.00%
8801	Depreciation (Expense Sav	65,520	65,520	92,115	139,233	-	-	-100.00%
9901	Gen. Fund Reimb	32,773	30,836	17,605	19,151	8,626	23,878	24.68%
9917	Transfer to Debt Service	6,796	6,796	5,554	4,311	1,440	5,132	19.04%
	Transfer to Water	-	-	-	-	-	-	0.00%
		133,373	102,345	227,493	546,695	308,741	378,310	-36.80%
	Total Expenses	\$ 1,089,712	\$ 1,070,768	\$ 1,213,062	\$ 1,599,250	\$ 864,874	\$ 1,469,488	-8.11%

Wastewater

Mission

To improve, maintain, and operate all City owned sanitary sewer lines and the Wastewater Treatment Plant in accordance with all environmental regulations in an effort to protect the health, safety and welfare and thus enhance quality of life for City of Douglas residents.

Public Services

The maintenance of approximately 80 linear miles of sanitary sewer lines and treatment of 2,000,000 million gallons of flow at the Wastewater Treatment Plant.

Strategies & Objectives

Continue with the implementation of best management and operational enhancements related to operations and maintenance of the Wastewater Treatment Plant. Projected completion date for Wastewater Treatment Plant Upgrade to 2.6 MGD is Nov. 21, 2019.

Budget Highlights

Staff is requesting a new truck for the collections division and additional staff for Collections and Treatment.

Capital Requests

Wastewater

Prioritized and listed in order of highest importance.

Qty	Item	Department/Division	Justification	Fund/Source	Replacement (Y/N)	Amount
1	Work Truck	WWTP Staff	Replacement for outdated vehicle	Sewer	Y	Lease Program
1	Lab Equipment for daily testing	WW Treatment Plant	Required by ADEQ after improvements	Sewer	N	\$7,000
	Barscreen for DOC					90,000
	Check valves DOC					10,000
	Splitter Box Gates for DOC					5,000
	Sewer Video Camera (CCTV)					62,000
					Total	\$179,000

New Grants

Please list all grants expected to be awarded as new grants during FY 19-20.

Grant Name/ CFDA or Grant Number	Granting Agency	Total Grant Amount	Match Amount	Purpose of Grant (Capital or Operating)	Federal		
					State	Other	_____
BECC 50% Final design	BECC	500,000	600,000 (paid from WIFA loan)	City is responsible to pay for 50% of the final design cost, final design estimated at \$1.1M	x		

Expenditures - Enterprise Funds

Wastewater

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	246,332	272,986	282,139	\$ 307,418	\$ 165,092	\$ 370,385	20.48%
1003	Sal-Temp	4,262	14,500	-	-	1,396	-	0.00%
1004	Sal-Lim	14,585	1,389	11,935	16,978	9,278	18,743	100.00%
1005	Sal-OT	4,437	10,562	9,385	10,000	12,008	10,000	0.00%
2001	OASI	19,650	22,267	22,351	25,581	13,895	30,533	19.36%
2002	State Retire	29,161	32,782	33,506	38,924	21,360	47,656	22.43%
2004	Health Ins	9,921	12,139	12,059	12,649	5,473	14,905	17.84%
2005	Income Protect	908	1,005	1,084	1,386	678	1,704	22.93%
2006	State Comp	9,143	6,881	5,820	5,506	2,916	6,565	19.22%
2007	Unemployment Ins.	300	-	-	1,000	-	1,000	0.00%
2008	HR Processing	387	1,319	917	1,000	783	1,000	0.00%
2016	Self Funding Ins Claims/	30,770	23,189	34,717	42,591	23,342	48,142	13.03%
	Personnel Expense	\$ 369,856	\$ 399,017	\$ 413,912	\$ 463,033	\$ 256,221	\$550,833	18.92%
Operating Expense								
3001	Contractual serv	30,048	27,285	32,541	24,816	28,746	44,816	80.59%
3002	Auditing Services	2,535	2,158	2,617	2,748	2,861	2,748	0.00%
4104	Telephone	3,658	5,597	4,089	4,000	2,253	4,000	0.00%
4105	Utilities	86,090	63,941	70,279	70,000	45,661	70,000	0.00%
4301	Auto/Equip	7,762	10,172	10,048	2,000	1,327	2,000	0.00%
4311	Heavy Eqp	-	-	1,288	7,000	399	7,000	0.00%
4302	Building Maintenance	1,200	2,131	1,023	2,000	11	2,000	0.00%
4303	Computer Maintenance	31	102	-	500	-	500	0.00%
4324	Sewer System Maint	57,560	24,901	35,967	25,000	10,358	25,000	0.00%
4703	Lease/Purchase Bldg/Ex	3,922	2,298	2,751	55,247	2,377	10,000	-81.90%
	Debt Service	65,831	19,187	77,563	648,611	36,147	648,611	0.00%
5201	Insurance-Liability	61,932	65,876	61,724	58,663	43,799	58,663	0.00%
5202	Insurance-Claims	-	-	-	2,500	0	2,500	0.00%
5301	Communications	-	-	-	-	0	-	0.00%
5502	Transfer Expense	117,289	104,242	93,459	110,000	30,821	110,000	0.00%
5801	Travel/training	1,183	4,304	4,069	3,000	818	6,000	100.00%
6001	Office supplies	200	3,009	5,443	3,374	670	5,874	74.10%
6002	Operating supplies	6,313	10,130	12,359	8,500	9,359	10,000	17.65%
6021	Chemicals	18,348	20,562	26,703	25,000	14,599	40,000	60.00%
6201	Postage	-	11,280	17,005	16,619	3,698	16,619	0.00%
6301	Small tools	612	1,765	656	800	155	800	0.00%
6302	Safety Equipment	1,075	2,202	856	1,200	500	1,500	25.00%
6401	Books/Dues/Subscrip	227	15,495	6,800	15,000	2,524	22,375	49.17%
6501	Gas/oil/tube	7,623	13,054	14,288	13,000	9,302	13,000	0.00%
6502	Diesel/oil/tube	6,758	4,063	2,940	4,500	1,221	4,500	0.00%
6601	Uniforms	2,025	1,560	1,814	2,100	1,870	2,450	16.67%
6701	Construction Materials	8,061	4,052	658	3,000	12	3,000	0.00%
	Operating Expense	\$ 490,284	\$ 419,368	\$ 486,938	\$ 1,109,178	\$ 249,487	\$ 1,113,956	0.43%
7401	Capital Outlay	-	24,943	6,081	7,000	-	84,000	1100.00%
7626	Impact Fee	-	-	-	-	-	-	0.00%
7997	CONTRA Interest	-	-	-	-	-	-	-
8001	Bad Debt Expense	18,125	(7,370)	8,339	5,000	2,675	5,000	0.00%
8903	Contingency	(910)	(2,167)	1,150	-	-	-	-
8901	Depreciation	529,104	581,048	581,870	173,411	-	39,620	-77.15%
9901	Gen. Fund Reimb.	37,234	69,364	51,866	55,757	26,681	67,116	20.37%
9917	Transfer to Debt Service	13,592	13,592	11,106	8,621	2,607	9,331	8.24%
	Total Capital Outlay	597,145	679,410	660,412	249,789	31,962	205,067	-17.90%
	Total Expenses	\$ 1,457,285	\$ 1,497,795	\$ 1,561,262	\$ 1,822,000	\$ 537,671	\$ 1,869,657	2.62%

Expenditures - Enterprise Funds

Wastewater - Sewer CIP

Account	Description	<u>2016</u> Actual	<u>2017</u> Actual	<u>2018</u> Actual	<u>2019</u> Budget	<u>2019 YTD</u> 1/31/2019	<u>2020</u> Requested	<u>2020</u> % Change
Personnel Expense								
1001	Salaries - Regular	25,929	700	-	\$ -	\$ -	\$ -	0.00%
1003	Salaries- Temp	-	-	-	-	-	-	0.00%
1004	Salaries- Limited	2,435	83	-	-	-	-	0.00%
1005	Sal-OT	1,264	-	-	-	-	-	0.00%
2001	OASI	2,232	92	-	-	-	-	0.00%
2002	State Retire	3,225	138	-	-	-	-	0.00%
2004	Health Insurance	1,366	158	-	-	-	-	0.00%
2005	Income Protection	93	2	-	-	-	-	0.00%
2006	State Comp	1,940	(781)	-	-	-	-	0.00%
2016	Self Funding Ins Claims/Fees	<u>2,059</u>	<u>245</u>	-	-	-	-	0.00%
	Personnel Expense	<u>\$ 40,543</u>	<u>\$ 636</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.00%
Operating Expense								
3001	Contractual Services	10,662	68	-	0	\$0	0	0.00%
4104	Utilities/Telephone	607	-	-	-	\$0	-	0.00%
4301	Auto/Equip	-	-	-	-	-	-	0.00%
5801	Travel & Training	5	-	-	-	-	-	0.00%
6001	Office supplies	-	-	-	-	-	-	0.00%
6002	Operating Supplies	-	-	-	-	-	-	0.00%
6301	Small tools	-	-	-	-	-	-	0.00%
6302	Safety Equipment	31	-	-	-	-	-	0.00%
6501	Gas/oil/lube	-	-	-	-	-	-	0.00%
6502	Diesel/Oil/Lube	1,155	-	-	-	-	-	0.00%
6601	Uniforms	-	-	-	-	-	-	0.00%
9901	Gen. Fund Reimb	<u>36,578</u>	-	-	-	-	-	0.00%
	Operating Expense	<u>\$49,038</u>	<u>\$68</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$ -</u>	0.00%
7401	Sewer CIP Capital Outlay	-	-	-	-	-	-	0.00%
7851	WWMP Phase I(Contract)	-	-	-	-	-	-	0.00%
7852	Bonita Interceptor-3rd to 19th	-	-	-	-	-	-	0.00%
7860	Phase I, WWTP Improvements	-	-	-	-	-	-	0.00%
7862	Root Intrusion-City Repairs	-	-	-	-	-	-	0.00%
7865	DOC-Lift Station Improvements	3,119	-	-	100,000	-	90,000	-10.00%
7869	CIP Impact Fees-Study	-	-	-	-	-	-	0.00%
7871	W & WW System Improvements, phase II	343,197	-	-	-	-	-	0.00%
7872	Phase II, WWTP Improvements	-	26,634	2,238,421	12,690,697	4,285,452	2,750,000	-78.33%
7873	Southwest Interceptor	-	-	-	-	-	-	0.00%
7874	Solar Project	1,219,985	1,062	-	-	-	-	0.00%
7875	Bay Acres Sewer	-	-	1,000	-	-	6,883,056	0.00%
		<u>\$1,566,301</u>	<u>\$27,696</u>	<u>\$2,239,421</u>	<u>\$12,790,697</u>	<u>\$4,285,452</u>	<u>\$9,723,056</u>	-23.98%
7999	Contra Exp/Fix As	-	<u>(\$51,577)</u>	<u>(\$3,234,913)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
	Total Expenses	<u>\$ 81,281</u>	<u>\$ (23,177)</u>	<u>\$ (995,492)</u>	<u>\$12,790,697</u>	<u>\$4,285,452</u>	<u>\$ 9,723,056</u>	-23.98%

Mission

Committed to enhance quality of life and economic growth in the community by providing the finest municipal services through excellent customer service, consistent practices, and support of partnerships.

Public Services

Protect the health of all citizens by providing technical assistance, analytical services, training for employees, and public education for the purpose of ensuring that the City water distribution system provides adequate quantities of safe potable drinking water, and is in compliance with all State and Federal rules and regulations.

Strategies & Objectives

Planning and organizing of the work process for the prevention of environmental pollution and utilities infrastructure maintenance and upgrade to ensure high quality and safe drinking water.

Water

Water CIP

Qty	Item	Department/ Division	Justification	Fund/Source	Replacement (Y/ N)	Amount
	2 New Wells					\$3,200,000
	Reservoir Roof					\$50,000
	Rehab Well 15					\$80,000
	Booster Pump & Motors for Alegre Water Supply					\$5,000
	16" Geronimo Trail Trans. Line	(Carry-Fwd)				\$180,000
	Ami Meter System	(Carry-Fwd)				\$500,000
	Capital Projects				TOTAL	\$4,015,000

Capital Requests

Prioritized and listed in order of highest importance.

Qty	Item	Department/ Division	Justification	Fund/Source	Replacement (Y/ N)	Amount
	Chlorinator rooms and alarm system (2 Priority)		ADEQ Requirement			\$40,000
	Safety Barricades					\$5,000
					TOTAL	\$47,200

Expenditures - Enterprise Funds

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	245,167	347,902	368,451	\$ 411,420	\$ 207,649	\$ 447,187	8.69%
1003	Salaries-Temporary	-	10,056	-	-	-	-	0.00%
1004	Salaries-Limited	17,655	31,355	37,065	-	15,215	-	0.00%
1005	Sal-OT	9,471	12,178	13,942	15,000	8,944	15,000	0.00%
2001	OASI	19,732	29,773	31,263	32,621	17,136	35,357	8.39%
2002	State Retire	30,700	44,874	45,870	49,635	26,766	55,185	11.18%
2004	Health Ins	10,365	17,992	21,445	15,805	9,303	19,839	25.52%
2005	Income Protect	936	1,422	1,526	1,822	892	2,024	11.12%
2006	State Comp	18,655	18,808	16,454	15,307	7,379	14,866	-2.88%
2007	Unemployment Ins.	300	-	-	3,000	-	3,000	0.00%
2008	HR Processing	225	660	320	1,000	290	1,000	0.00%
2016	Self-Funding Ins Clair	30,038	40,831	37,916	57,405	28,425	47,707	-16.89%
	Personnel Expense	\$ 383,244	\$ 555,650	\$ 574,253	\$ 603,015	\$ 322,000	\$641,164	6.33%
Operating Expense								
3001	Contractual services	6,878	5,169	5,066	7,684	2,001	7,684	0.00%
4104	Telephone	5,195	7,143	6,577	6,000	4,297	6,000	0.00%
4105	Utilities	378,300	400,799	414,418	400,000	237,059	400,000	0.00%
4301	Auto/Equip	10,167	8,806	8,644	5,000	3,067	5,000	0.00%
4302	Building Maintenance	298	72	711	-	-	-	0.00%
4303	Computer Maintenance	506	1,041	254	1,000	76	1,000	0.00%
4311	Heavy Equipment Repairs	-	-	18	1,500	-	1,500	0.00%
4321	Water Production Maint	42,160	74,852	87,692	85,000	14,593	85,000	0.00%
4322	Water Distribution Maint	63,488	84,329	62,218	75,000	20,591	75,000	0.00%
4323	Water Quality Maintenance	28,504	23,210	8,898	30,000	5,288	30,000	0.00%
4703	Lease/Purchase Bldg/	-	-	8,693	195,877	13,744	25,000	-87.24%
	Debt Service	30,407	14,121	26,016	99,098	11,864	156,632	58.06%
5202	Insurance Claims	-	2,283	-	2,000	89	2,000	0.00%
5401	Advertising/Printing	360	-	-	1,000	-	1,000	0.00%
5501	DOC Labor	-	-	252	500	-	500	0.00%
5601	Travel/Training	1,373	4,810	5,667	5,500	753	5,500	0.00%
6001	Office supplies	848	549	1,006	1,000	253	1,000	0.00%
6002	Operating supplies	1,162	1,000	1,424	1,200	367	1,200	0.00%
6301	Small tools	652	2,283	2,313	2,500	451	2,500	0.00%
6302	Safety Equipment	1,063	4,312	1,877	3,000	676	3,000	0.00%
6401	Books/Dues/Subscrip	695	7,733	6,124	6,550	6,730	6,550	0.00%
6501	Gas/oil/lube	12,403	16,380	20,352	16,000	15,078	16,000	0.00%
6502	Diesel/Oil/Lube	440	3,471	2,741	4,000	1,203	4,000	0.00%
6601	Uniforms	2,658	3,555	4,101	3,150	3,491	3,150	0.00%
6701	Construction material	-	239	2,227	-	-	-	0.00%
	Operating Expense	\$ 587,557	\$ 666,154	\$ 677,289	\$ 952,559	\$ 341,671	\$ 839,216	-11.90%
7401	Capital Outlay	3,040	-	5,774	5,000	-	50,000	900.00%
7525	Capital Impr. Program	-	-	-	-	-	-	0.00%
7826	CIP Impact Fees	-	-	-	-	-	-	0.00%
7997	CONTRA Interest	-	-	-	-	-	-	0.00%
8901	Depreciation	468,072	476,198	491,441	5,861	-	78,639	1241.73%
9901	Transfer to GF	-	-	-	-	-	-	0.00%
9908	Transfer to Sewer	-	-	-	-	-	-	0.00%

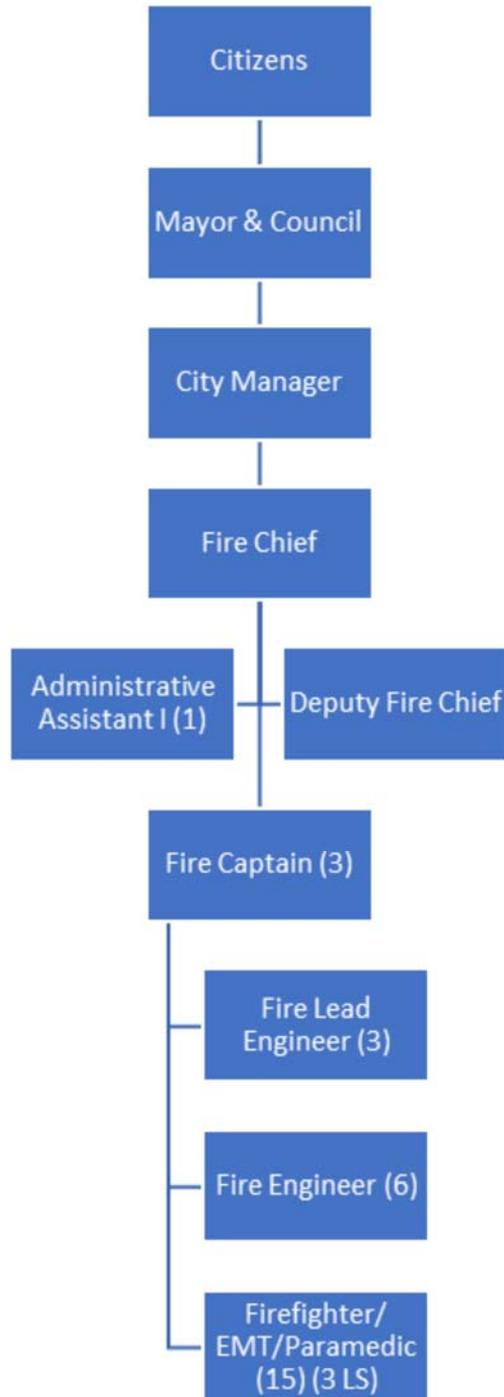


Annual
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Fire Department

Organizational Chart



Mission

To provide the highest level of life safety and property protection to the citizens and visitors of Douglas through fire protection, emergency ambulance service, public education and community services in the most appropriate manner.

Values Statement

Accountability is achieved by our actions to each other, the organization, and the citizens we serve.

Dependable service is accomplished by being fast, capable, consistent, courteous and proactive.

Integrity is always doing the right thing even when it's the hard thing.

Respect is recognizing individual differences while appreciating the value of each person.

Excellence is achieving the best possible outcome in every situation.

Compassion is treating each other and our customer as an extension of our family.

Public Services

1. Emergency Fire Response to the incorporated City of Douglas, 8 sq miles
2. Mutual Aid agreement response for Sunnyside F.D and Pirtleville F.D.
3. Fire Inspection programs
4. Fire Investigations
5. Fire Prevention programs
6. Public Education
7. Haz-Mat regional response
8. Technical Rescue, rope rescue, swift water rescue,
9. U.S. EPA U.S. / Mexico Border 2020 Partners
10. Cochise County Emergency Medical Services and Southern AZ. Emergency Service Providers supporters.
11. Arizona / Sonora Mexico Partners
12. Cochise County/ Arizona and United States Wildland Fire Response Division

Budget Highlights

As the new Fire Chief and not being involved in the current fiscal year budget process, this budget process will serve as a educational opportunity while maintaining a high level of fiscal responsibility. While familiarizing myself with the current budget and status, the focus on the 2019-2020 fiscal year budget is to ensure that our staff is properly equipped and trained in order to provide our citizens with the highest level of customer service and ensuring the highest level of safety for all staff.

With City growth and expansion thru possible annexations we must be prepared, adequately staffed, properly equipped and strategically located. Our focus and priority is properly serving our citizens and providing the highest level of service possible. Our current ISO rating must also be a priority as any changes to it will affect our citizens. My intention is that any change to our ISO rating has a positive impact on our citizens both financially and ensuring the highest level of Public Safety possible.

Strategies & Objectives

1. Maintain a fiscal responsibility and establish a strategic plan that will allow for future readiness and sustainability thru physical health and well being, training, education, maintenance, upkeep and replacement of aging fleet and equipment. Ensuring that we become proficient and maintain compliance with NFPA and OSHA standards while striving for excellence with the goal of earning an ISO rating of a #1.
2. Provide the necessary education and tools for our staff to provide the highest level of safety and customer service to our citizens, while ensuring that we are in the safest working environment possible and current with trends and standards.
3. A maintenance classification review has been requested Jan 2019. Last review was conducted in 2016 with no adjustments made. Approximately budget year 2006-2007 the Douglas Fire Dept. was not provided the second year CMR adjustment due to budgetary issues. A 6% increase was left in question. Throughout the last 12-13 years a total of 9% increase has been issued. The objective is further review of CMR, obtaining an adjustment, implementing a strategic on going adjustment plan, along with recognition and compensation for certifications.
4. Fill all fulltime positions and add one clerical staff member in preparation for retirement of existing administrative assistant. Continue efforts in order to separate Fire/911 and Inter-facility transports by establishing a Inter-facility division. The need for 6-8 EMS trained only new hires is requested in order to establish this division. Housing for this division is in need of renovation as outlined in capital requests.

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	644,978	627,319	576,726	\$ 762,212	\$ 496,652	\$ 788,749	3.48%
1003	Temporary	73,674	161,563	25,343	-	6,795	-	0.00%
1004	Limited	195	3,047	225,277	126,071	-	50,000	-60.34%
1005	Sal-OT	209,433	181,097	229,190	50,000	113,032	50,000	0.00%
2001	OASI	20,715	27,423	18,982	19,226	10,236	19,337	0.58%
2002	State Retirement	10,034	23,190	7,192	10,552	2,680	10,824	2.58%
2003	State Retire/PS	425,690	401,636	450,105	516,173	295,516	499,744	-3.18%
2004	Health Ins	16,801	18,536	17,530	20,502	7,236	18,772	-8.44%
2005	Income Protect	1,937	2,221	2,402	3,368	1,422	2,859	-15.12%
2006	Workman's Comp	35,703	34,672	42,114	32,211	18,883	28,082	-12.82%
2011	Cancer Insurance-Fire	1,250	1,250	1,250	1,500	1,400	1,500	0.00%
2016	Self Fund Ins Claims	74,869	76,492	113,997	115,786	72,035	123,771	6.90%
	Personnel Expense	\$ 1,515,279	\$ 1,558,446	\$ 1,710,107	\$ 1,657,601	\$ 1,025,886	\$ 1,595,639	-3.86%
Operating Expense								
3001	Contract. Serv.	28,357	22,038	29,003	23,350	3,380	14,250	-38.97%
3401	Community Training	6,848	4,885	3,269	9,000	3,315	7,000	-22.22%
3402	Public Education	4,077	4,526	4,662	5,000	2,140	5,000	0.00%
4104	Telephone Services	17,841	20,746	18,732	17,730	11,333	17,730	0.00%
4105	Utilities	21,584	19,388	19,875	20,000	11,489	17,300	-13.50%
4301	Auto/equip	17,343	33,921	35,287	25,000	14,845	25,000	0.00%
4302	Building Maintenance	6,269	10,765	16,653	4,500	831	5,500	22.22%
4303	Computer Maintenance	650	1,238	1,471	1,200	221	1,200	0.00%
5301	Communication Equip.	8,904	711	-	500	-	500	0.00%
5801	Travel/training	43,406	32,619	20,540	19,500	22,592	23,000	17.95%
5802	Incident Meal Money	883	795	834	500	557	500	0.00%
6001	Office supplies	6,367	7,418	4,937	5,000	7,402	5,000	0.00%
6002	Operating Supplies	7,383	2,219	2,745	6,000	635	5,000	-16.67%
6201	Postage	277	145	101	300	62	300	0.00%
6301	Small tools	2,645	4,781	850	300	2,085	300	0.00%
6302	Safety Equip	-	4,243	2,379	3,000	3,609	3,000	0.00%
6303	Structural PPE	4,770	2,338	13,648	5,000	8,899	13,200	164.00%
6304	Tactics and Rescue	-	146	4,199	500	1,791	1,000	100.00%
6305	Wildland Firefighting Eq	-	-	-	1,000	-	0	-100.00%
6306	Public Info Eq	-	-	-	500	-	500	0.00%
6401	Books/dues/subscrip	1,263	494	1,474	1,025	3,270	1,100	7.32%
6501	Gas/oil/lube	10,194	32,223	32,062	12,000	20,057	10,000	-16.67%
6601	Uniforms	20,025	11,502	9,402	13,260	13,174	20,850	57.24%
6602	Honor Guard Uniform	321	4	-	800	168	800	0.00%
6701	Construction materials	-	-	-	1,200	372	1,200	0.00%
	Operating expense	\$ 209,404	\$ 217,147	\$ 222,123	\$ 176,165	\$ 132,226	\$ 179,230	1.74%
	Total Expense	\$ 1,724,683	\$ 1,775,594	\$ 1,932,230	\$ 1,833,766	\$ 1,158,112	\$ 1,772,869	-3.32%

Mission

The City of Douglas is committed to enhance quality of life and economic growth in the community by providing the finest municipal services through excellent customer service, consistent practices and support of partnerships.

Douglas Fire Department Mission Statement:

To provide the highest level of life safety and property protection to the citizens and visitors of the City of Douglas through fire protection, emergency ambulance service, public education, and community services in the most appropriate manner.

Values Statement

Accountability is achieved by our actions to each other, the organization, and the citizens we serve.

Dependable service is accomplished by being fast, capable, consistent, courteous and proactive.

Integrity is always doing the right thing even when it's the hard thing.

Respect is recognizing individual differences while appreciating the value of each person.

Excellence is achieving the best possible outcome in every situation.

Compassion is treating each other and our customer as an extension of our family.

Public Services

Provide The most advanced Pre Hospital Emergency Basic Life Support and Advanced Life Support care to our community and surrounding areas. DFD is responsible for a EMS coverage area larger than 1600sq miles as outlined in the AZDHS CON. In 2018 DFD responded to aprox 3,416 EMS calls

Provide CPR and First Aid courses for our community.

Provide Pre-Hospital Training to DFD staff and surrounding areas "EMT refresher courses, Certified Emergency Paramedic Continuing Education courses to include Advanced Cardiac Life Support and Pediatric Advance Life Support courses.

Budget Highlights

The City of Douglas Fire Department has successfully obtained extra staff / manning in order to better serve our community. Currently 4 fulltime positions are vacant. Filling all fulltime positions is a priority totaling 30 staff operating 10 man shifts will allow the Douglas Fire Dept. to expand with City growth while consistently delivering excellent customer service and ensuring public safety. We are still in need of expansion of our building/housing as most equipment is located outside and is being damaged by the elements. We are currently looking at other locations for the proper expansion and response times needed to continue to meet our current 911 response times.

Separating Fire/911 from Inter-facility transports is imperative for sustainability and growth. Efforts to establish a Inter-facility division will continue. The need for 6-8 EMS trained only new hires is requested in order to establish this division. Housing for this division is in need of renovation as outlined in capital requests.

With City expansion we must also expand in order to properly serve our citizens and meet requirements outlined by AZDHS in order to maintain our CON.

Expenditures - General Fund

Personnel Expense								
1001 Salaries	726,550	783,903	741,929	\$ 762,009	\$ 464,629	\$ 774,745	1.67%	
1003 Sal-temp	7,863	8,604	1,618	-	4,025	8,936	0.00%	
1004 Sal-LS		-	49,593	-	4,827	-		
1005 Sal-OT	261,620	322,027	249,975	50,000	124,270	50,000	0.00%	
2001 OASI	14,427	15,834	14,325	11,774	8,524	13,703	16.38%	
2002 State Retire	-	934	29	-	(29)	-	0.00%	
2003 State Retire-PS	591,717	699,716	544,176	547,053	359,601	506,454	-7.42%	
2004 Health Ins	13,181	10,514	8,173	10,566	3,737	12,315	16.55%	
2005 Income Protect	1,823	2,040	1,968	2,419	1,179	2,419	0.00%	
2006 Workman's Comp	52,498	50,960	42,996	29,095	18,180	27,559	-5.28%	
2016 Self Fund Ins Claims	77,186	95,404	99,091	116,645	64,611	111,136	-4.72%	
Personnel Expense	\$ 1,746,864	\$ 1,989,937	\$ 1,753,872	\$ 1,529,561	\$ 1,053,553	\$ 1,507,268	-1.48%	
Operating Expense								
3001 Contract Services	13,066	13,423	11,299	12,300	6,698	12,300	0.00%	
4104 Telephone Services	1,067	1,559	-	-	-	-		
4105 Utilities	-	-	-	-	-	-	0.00%	
4301 Auto/equip	23,422	26,973	19,836	15,000	11,329	18,000	20.00%	
4302 Building Maintenance	-	496	646	-	38	-	0.00%	
5301 Communication Equip.	-	-	-	400	-	400	0.00%	
5801 Travel/training	3,770	7,723	4,803	17,400	13,754	19,400	11.49%	
5802 Incident Meal Money	45	1,374	4,591	3,000	3,508	3,000	0.00%	
6001 Office supplies	2,935	1,623	898	-	682	-		
6002 Operating supplies (Med)	82,436	100,208	55,089	65,000	35,816	65,000	0.00%	
6201 Postage	49	36	-	300	22	300	0.00%	
6301 Small tools	13	714	100	200	194	200	0.00%	
6302 Safety Equip	-	109	-	1,000	-	500	-50.00%	
6401 Books/dues/subscrip	-	300	2,071	2,300	50	2,050	-10.87%	
6501 Gas/oil/lube	29,047	14,384	9,404	25,000	5,183	25,000	0.00%	
6601 Uniforms	-	-	288	-	-	-	0.00%	
Operating Expense	\$ 155,849	\$ 168,921	\$ 109,025	\$ 141,900	\$ 77,273	\$ 146,150	3.00%	
Total Expenses	\$ 1,902,713	\$ 2,158,858	\$ 1,862,897	\$ 1,671,461	\$ 1,130,827	\$ 1,653,418	-1.08%	



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Police Department

Mission

Our mission is to serve the people of the City of Douglas and to provide safety and improved quality of life in our Community through excellence in policing.

Public Services

The motto, "To Protect and To Serve," states the essential purpose of the Douglas Police Department. The Department "protects the right of all persons within its jurisdiction to be free from criminal attack, to be secure in their possessions, and to live in peace." The Department serves the people of Douglas by performing the law enforcement function in a professional manner, and it is to these people that the Department is ultimately responsible.

A society free from crime and disorder remains an unachieved ideal; nevertheless, consistent with the values of a free society, it is the primary objective of the Douglas Police Department to as closely as possible achieve that ideal.

Some of the principal services provided by the Douglas Police Department include:

- Crime prevention activities
- Protection of life and property
- Suppression of criminal activity
- Apprehension and prosecution of offenders
- Regulation of noncriminal conduct
- Preservation of public peace
- Preventive patrol (including inquiry and inspectional activity) oriented toward prevention of crimes and accidents, maintenance of public order and the discovery of hazards and delinquency-causing situations
- Response to requests for services from members of the public
- Detecting and arresting criminal offenders
- Enforcement of state and city ordinances relating to traffic
- Traffic direction and control
- Regulation of liquor permit premises and other businesses as required by law
- Maintenance of public order
- Provision of emergency services
- Development of positive, mutually supportive relationships between citizens and the Douglas Police Department
- Initial and follow-up interviews with victims, suspects, and witnesses
- Collection, preservation, processing, analysis, and evaluation of evidence
- Preparation of cases for court presentation

In addition to these services, the Douglas Police Department also oversees Animal Control Operations which includes the following services:

- Enforcement of Municipal Code pertaining to animals, including licensing
- Investigation of animal bites
- Facilitation of animal adoptions
- Humane euthanasia of injured, sick, or un-adopted animals
- Facilitation of vaccination clinics
- Pet cremations

Budget Highlights

Sworn Personnel Allocation

Over the course of the last thirty years, the City population has not changed significantly and according to recent numbers has decreased in recent months while the City of Agua Prieta, Sonora has grown considerably in population over this same time. The number of calls for service and the complexity of policing have certainly changed, placing increased expectations on staff. Over the course of this same period our staffing allocation has remained the same while our response area has increased with past annexations (96-682 Industrial Land/00-773 Prison/00-775 23rd Street/02-818 Washington Avenue & Golf Course/08-993 Fairgrounds & N. Golf Course Road). With these annexations and talk of future annexations we will expect additional call load and taxes on our resources which need to be considered and addressed at the forefront of any future annexation plans.

The Douglas Unified School District (DUSD) has expressed interest in partnering with the City for a School Resource Officer. It is suggested that the Administration fully fund an additional sworn officer position to fulfill this request with DUSD reimbursing the cost at 50%.

School Resource Officer (SRO) - \$89,722 with a 50% annual reimbursement provided by the Douglas Unified School District.

PAARI National Recovery Corps Partnership

The Department is partnering with the Bisbee Police Department to co-host an AmeriCorp volunteer as part of a pilot program to build the capacity of law enforcement agencies working to address the opioid epidemic through non-arrest strategies. The position will be grant funded through the Police Assisted Addiction Recovery Initiative (PAARI) with our cities contributing a combined \$2500 match which will be applied during the current FY and paid by two partnering agencies – The Legacy Foundation of Southern Arizona and Cochise Health and Social Services; with no impact to the FY2020 budget.

Fleet

The Department is in need of replacing five (5) marked vehicles for patrol use during FY2020. These vehicles are 2011 models and will reach or exceed 150,000 miles by the end of the current fiscal year. There is an additional five vehicles 2011 and 2012 models which will be reaching or exceeding 100,000 miles the following fiscal year. We have succeeded in implementing a quasi-replacement program over the course of the last eight years which produced our current fleet. We find ourselves back at the starting point and in need of continuing the regular replacement of our aging vehicles as follows:

Five (5) marked vehicles for patrol: \$60,000/yr. (48 month lease - \$240,000) + \$60,000 aftermarket equipment (1 time fee).

Total cost: \$120,000 for FY2019/2020 and \$60,000/yr. for three years thereafter (48 month lease - \$300,000)

Figure based on 2018 pricing plus 3% based on vendor estimate.

Property & Evidence Remodel

The Arizona Department of Public Safety (AZDPS) conducted an evidence audit for the Department which was completed in May 2016. Included in the findings was that the current evidence room layout was not adequate to allow for the segregation of evidence types, processing and packaging of evidence, sorting and staging for purging operations and safe design for property room personnel. Auditors recommended that the existing evidence room be expanded into adjacent areas; incorporating the interview room, processing room, armory and former briefing room. Recommended construction materials include metal doors, drywall backed with sheet metal or plywood, walls extended from floor to ceiling and elimination of existing windows; and the incorporation of modular shelving systems and additional static shelving.

\$15,000 for construction and materials was included under the GF in the FY2018 budget in addition to \$2,500 for a commercial refrigerator. The modular shelving, design, delivery and installation services was submitted for consideration under FY2019, but was not considered for funding. It is being resubmitted for consideration under FY2020 and if funded, will complete this project – estimated cost \$50,000.

Weapons

The Department is considering migrating back to a former weapon platform, moving from the .45 caliber back to the 9mm. The ballistic capability between the two calibers has improved significantly; the 9mm has higher capacity than the .45 and the ammunition cost is slightly lower.

The Department would look to negotiate a trade-in agreement with the manufacturer (as was done previously) with the department receiving a credit for each weapon returned applied towards the purchase of the new weapon. The difference, or a portion thereof, would be paid through monies received from liquidation of firearms in evidence; which by statute must be sold to a licensed dealer if they are still of value. The remaining portion, if any, would be paid through RICO. (Cost to be determined, but no real impact to the GF)

New Revenue

In addition to the anticipated revenue that follows, the Department has identified two new potential revenue sources under the Humane Division. The division currently provides euthanasia services free of charge. Humane estimates the cost per animal (which varies on the breed and size) to be \$7.35 per animal and receives between eight to ten requests per month. At a fee of \$25, a total revenue of \$1695 to \$2118 (after costs) is possible and should be manageable for local residents.

Microchipping is an optional service. The estimated cost is \$25 for the microchip and \$10 for registering for a total of \$35. A total fee of \$40 for the service would provide a \$5 profit. Area shelters are charging \$50 adoption fees for dogs that are spayed/neutered, vaccinated and micro-chipped; something we cannot compete with currently.

The Department entered into a new agreement during FY2018/2019, providing for the sale of euthanized cats and small dogs to RANACO for use related to science education. The agreement is expected to bring additional revenue through the end of the current fiscal year and into the next.

Anticipated Revenue

The department anticipates the following revenue during this fiscal year:

- Alarm Permit/Penalties - \$ 0.00
- Fingerprint Services - \$ 2135.00
- Impounded vehicles - \$ 21,750.00
- Impound Admin Fee - \$5,750.00
- Pet Cremations - \$ 13,455.00
- Dog License - \$3,850.00
- RANACO Agreement - \$4,500.00

Total minimum anticipated revenue for FY2019/2020 - \$ 51,440

Strategies & Objectives

The following Strategies and Objectives align with the majority of the focus areas identified in the City of Douglas Strategic Plan: Collaboration, Community Communication, Promote Douglas, Trade and Commerce and Infrastructure Development & Improvement.

Collaboration: The Department has numerous longstanding relationships with various local, county, state and federal partners. These partnerships allow us to combine resources and efforts to address specific problem areas within our community as well as coming together in mutual aid during times of emergency.

Community Communication: The Department continues its efforts to inform the community on local crime trends, scams and general operational details through information shared via the City webpage and social media.

Promote Douglas: The City of Douglas has one of the lowest crime rates in the State of Arizona and the U.S./Mexico border region. While there is fluctuation, our local experience coincides with the national trends. We experienced a 50 percent decrease in burglaries from 2017 to 2018. Property crime (burglary, theft, auto theft) continues to lead our city in terms of crime; at the present time – downward. Employees recognize the important role we play in keeping our community safe and crime rates low; striving each day to make a difference.

Trade and Commerce: This focus area specifically mentions our role in “employing tools aimed at lowering crime”. The collaboration efforts mentioned above and the strategies and objectives that follow were developed with this in mind. We want our community to be safe with an improved quality of life for our existing residents, our visitors and prospective businesses and residents alike.

Infrastructure Development & Improvement: As we look to expand our footprint in the pursuit of development and improvement, we also look to safeguard the provision of our existing services while also keeping an eye towards expansion. The request for additional personnel (included in the budget highlights) is made with this intention. Employees are the greatest asset we have in meeting demands for service and fostering innovation.

I. Continue proactive/directed enforcement efforts to reduce Part I Crime, including:

- A. Use of crime analysis to identify problem areas and known offenders with emphasis on narcotics, burglary, auto theft and gang activity
- B. Use of directed enforcement details to implement strategies increasing arrest and conviction rates
 - i. Plain Clothes Detail
 - ii. Bike Patrol
 - iii. Pawn/recycler analysis through the use of LeadsOnline
 - iv. Continued discussion and collaboration with business owners on trends and repeat offenders
 - v. Continued collaboration with the Cochise County Attorney's Office on prosecution
- C. Continue joint investigation/enforcement efforts with state and federal agencies
- D. Continue public education/awareness efforts
 - i. Crime Prevention Awareness
 - 1. Free online bicycle registry
 - 2. Resident inventory checklist – accessible from webpage for download
 - ii. Property reconciliation program

II. Continue proactive/directed enforcement strategies to reduce traffic accidents, including:

- A. Regular statistical analysis to identify problem areas as indicated by the number of traffic accidents reported and/or special problems
- B. Directed traffic enforcement strategies in problem areas using speed trailers and radar enforcement details
- C. Continue involvement with the Southeastern Arizona DUI Task Force
 - i. Implement directed/special enforcement activities to identify/target impaired drivers – with extended hours of deployment
 - ii. Specialized deployment at local convenience stores targeting the impaired drivers
 - iii. Aggressive driving details throughout the year
 - iv. Seatbelt/Occupant safety details
- D. Continue to work with the City Engineer to identify and correct special problems related to traffic
- E. Continue working with the Douglas Unified School District and local businesses to bring into compliance traffic sign placement for proper enforcement

III. Continued use of Public Service Announcements (PSA) to inform and educate the public

- A. Address campaign (Partnership with Juvenile Probation/Adult Probation/Court for Community Service Hours)
- B. Department webpage (Enhancement as part of overall City webpage rebuild)
- C. Department Facebook/Social Media Accounts

IV. Continue to address areas of special concern related to juvenile offenders

- A. Conduct a minimum of four (4) liquor details to reduce underage purchase/consumption of alcohol
- B. Conduct a minimum of four (4) curfew details in conjunction with other county agencies
- C. Continue investigation/enforcement efforts with Customs Border Protection (CBP) and the Cochise County Attorney's Office for juveniles involved in narcotics smuggling.
- D. Educational presentations on Substance Abuse/Bullying/Sexting/ Surreptitious Recording

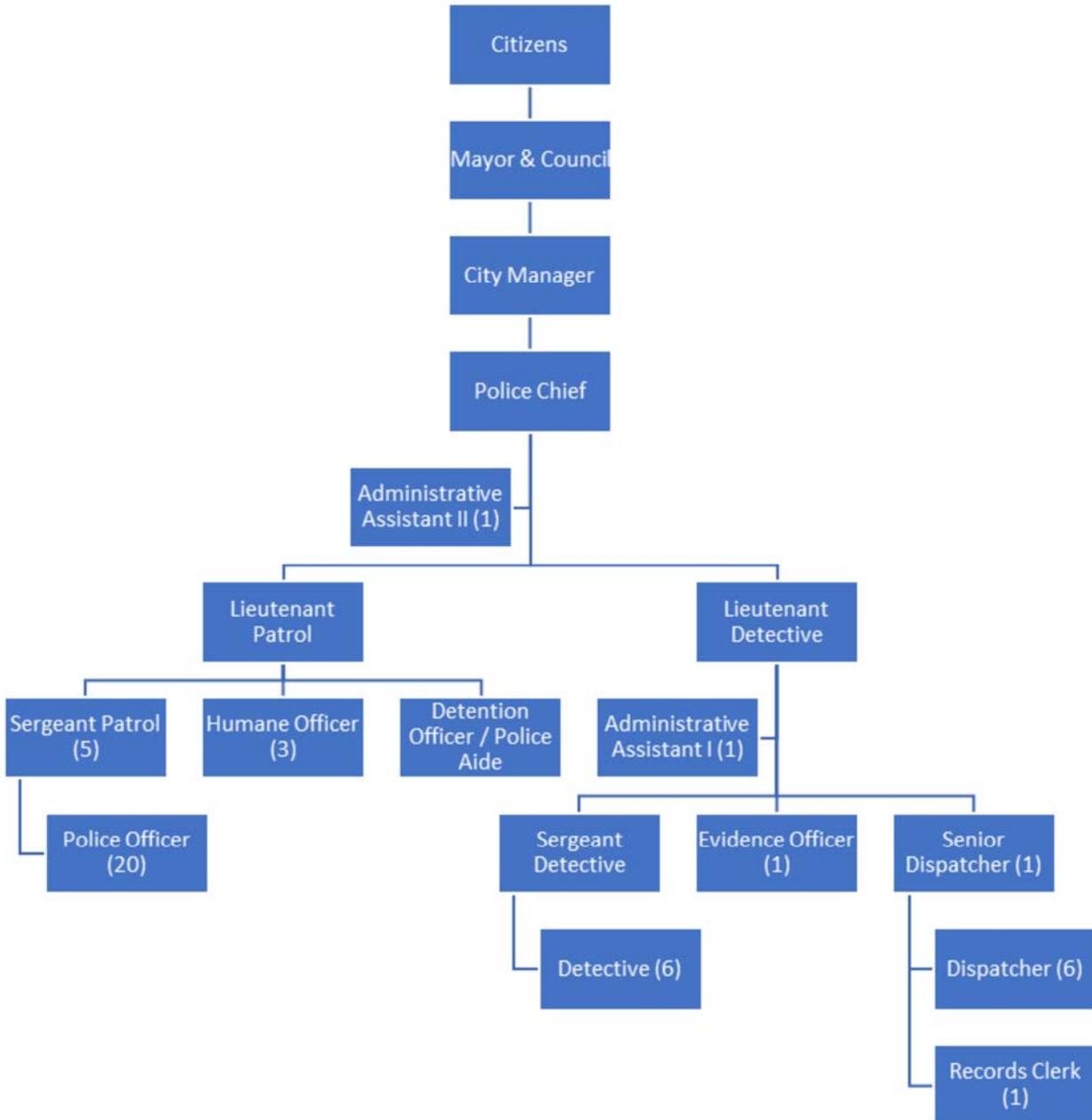
V. Personnel – Equipment needs

- A. Continue using alternative sources of funding while identifying additional sources (Grants & RICO) to address equipment needs
- B. As funds are available, purchase the following equipment as listed by priority:
 - i. Console upgrades for Communications
 - ii. Replacement vehicles for Patrol
 - iii. Evidence & Property Room Shelving
 - iv. Replacement spike sets (grant application to Arizona Auto Theft Investigator Association)
 - v. Replacement RADAR - 3 (grant application to GOHS)

VI. Personnel – Training Needs

- A. Continue use of Daily Training Bulletins to supplement AZPOST training requirements
- B. Continue required ICS training to maintain NIMS compliance
- C. Capitalize on AZPOST sponsored, low-cost, no-cost training
- D. In-service Training
 - i. Force on Force
 - ii. High Risk Stops
 - iii. Excited Delirium & DT
 - iv. Scenario Based
 - v. Tactical Shooting
 - iv. De-escalation

Organizational Chart



Administration

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	81,822	91,126	96,268	\$ 96,108	\$ 54,401	\$ 102,498	6.65%
1002	Salaries-Civilian	39,309	39,987	40,223	41,554	22,704	43,258	4.10%
1003	Salaries-Temp	-	-	-	-	-	-	#DIV/0!
1005	Sal-OT	705	29	285	-	180	-	0.00%
1006	Sal - Reimbursed OT	14,178	14,751	12,024	20,000	5,697	20,000	0.00%
2001	OASI	4,710	4,894	4,725	6,102	2,586	6,325	3.65%
2002	State Retire	6,151	6,211	5,960	7,165	3,327	7,553	5.42%
2003	State Retire-PS	46,534	55,071	50,477	61,490	33,646	80,881	31.54%
2004	Health Ins	731	536	240	691	89	691	0.00%
2005	Income Protect	325	340	344	386	200	400	3.56%
2006	Workman's Comp	2,810	2,516	2,305	1,840	972	1,817	-1.20%
2010	Cancer Insurance-Police	1,550	1,400	1,700	2,000	1,600	2,000	0.00%
2016	Self Fund Ins Claims	<u>16,690</u>	<u>17,219</u>	<u>18,188</u>	<u>19,812</u>	<u>11,558</u>	<u>19,812</u>	<u>0.00%</u>
	Personnel Expense	<u>\$ 215,515</u>	<u>\$ 234,078</u>	<u>\$ 232,741</u>	<u>\$ 257,148</u>	<u>\$ 136,959</u>	<u>\$ 285,236</u>	<u>10.92%</u>
Operating Expense								
3001	Contract. Serv.	81,002	64,059	92,234	152,945	34,628	163,777	7.08%
4104	Telephone Services	28,649	34,510	31,076	30,000	18,048	32,200	7.33%
4105	Utilities	31,958	31,226	30,817	33,500	17,291	26,000	-22.39%
4301	Auto/equip	634	757	2,774	500	1,349	500	0.00%
4302	Building Maintenance	8,788	7,597	4,955	11,528	2,038	10,528	-8.67%
4303	Auction-related expenses	6,422	3,661	3,259	1,000	-	1,000	0.00%
4304	Computer Maintenance	13,262	2,042	4,465	2,400	252	3,000	25.00%
5501	DOC Labor	862	889	804	1,000	232	1,000	0.00%
5801	Travel/training	2,886	3,261	2,334	1,600	1,739	1,600	0.00%
6001	Office supplies	8,415	8,232	6,866	8,800	6,815	8,800	0.00%
6002	Operating supplies	18,171	22,842	16,088	13,265	8,798	11,650	-12.17%
6201	Postage	1,090	1,025	1,182	1,200	563	1,200	0.00%
6401	Books/dues/subscrip	9,805	8,086	8,406	8,308	2,870	8,059	-3.00%
6501	Gas/oil/lube	1,176	1,244	1,416	1,200	1,015	1,200	0.00%
6601	Uniforms	259	906	206	-	120	760	0.00%
8108	Explorer Program	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 213,377</u>	<u>\$ 190,337</u>	<u>\$ 206,882</u>	<u>\$ 267,246</u>	<u>\$ 95,758</u>	<u>\$ 271,274</u>	<u>1.51%</u>
	Total Expenses	<u>\$ 428,893</u>	<u>\$ 424,415</u>	<u>\$ 439,623</u>	<u>\$ 524,394</u>	<u>\$ 232,717</u>	<u>\$ 556,510</u>	<u>6.12%</u>

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1002	Salaries-Civilian	46,417	64,497	74,762	69,098	30,510	89,287	29.22%
1003	Salaries-Temp	-	-	-	-	-	-	0.00%
1004	Salaries-Lim	25,846	21,280	17,802	-	-	-	#DIV/0!
1005	Sal-OT	1,859	4,609	2,649	1,500	2,526	1,500	0.00%
2001	OASI	5,270	6,562	6,933	5,401	2,485	6,945	28.60%
2002	State Retire	7,903	10,231	9,437	8,218	3,845	10,840	31.91%
2004	Health Ins	4,972	7,080	6,079	4,852	1,775	5,745	18.42%
2205	Income Protect	246	346	344	304	141	402	31.97%
2006	Workman's Comp	1,668	1,490	1,436	939	425	1,040	10.74%
2016	Self Fund Ins Claims	9,457	12,160	15,428	10,992	5,391	13,191	20.00%
	Personnel Expense	\$ 103,637	\$ 128,255	\$ 134,870	\$ 101,303	\$ 47,098	\$ 128,950	27.29%
Operating Expense								
3001	Contractual Services	71,721	54,194	53,475	58,561	37,421	60,372	3.09%
4104	Telephone Services	525	781	200	1,350	467	1,354	0.30%
4301	Auto/equip	701	299	587	750	877	750	0.00%
4302	Maintenance Cost	756	3,521	742	1,000	1,763	1,000	0.00%
4303	Computer Maintenance	175	-	-	200	-	200	0.00%
5801	Travel/training	1,092	4,309	328	2,500	-	2,500	0.00%
6001	Office Supplies	631	370	490	500	970	500	0.00%
6002	Operating Supplies	3,658	3,433	3,054	4,000	2,874	4,000	0.00%
6401	Books/dues/subscrip	-	-	-	35	-	35	0.00%
6501	Gas/oil/lube	3,406	2,626	3,516	3,000	2,049	3,000	0.00%
6601	Uniforms	735	773	689	690	469	690	0.00%
	Operating Expense	\$ 83,400	\$ 70,306	\$ 63,081	\$ 72,586	\$ 46,890	\$ 74,401	2.50%
	Total Expenses	\$ 187,038	\$ 198,561	\$ 197,952	\$ 173,889	\$ 93,988	\$ 203,351	16.94%

Operations

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	1,222,394	1,333,362	1,267,896	\$1,225,937	\$ 706,265	\$ 1,309,624	6.83%
1002	Salaries-Civilian	28,593	30,176	33,147	32,915	10,248	43,747	32.91%
1005	Sal-OT	102,483	106,828	78,087	70,000	45,694	70,000	0.00%
1006	Sal - Reimbursed OT	237,569	284,903	260,231	314,721	130,449	314,721	0.00%
2001	OASI	23,705	26,339	24,914	25,873	13,020	27,915	7.89%
2002	State Retire	3,692	3,949	4,422	3,831	1,438	5,223	36.34%
2003	State Retire-PS	796,652	1,042,868	846,953	1,052,374	498,640	1,340,350	27.36%
2004	Health Ins	37,862	36,967	35,324	30,525	15,186	37,865	24.05%
2205	Income Protect	3,577	3,956	3,919	4,464	2,105	4,688	5.03%
2006	Workman's Comp	51,205	46,067	36,560	30,211	14,990	29,591	-2.05%
2016	Self Fund Ins Claims	<u>136,496</u>	<u>154,392</u>	<u>160,055</u>	<u>189,672</u>	<u>100,209</u>	<u>178,202</u>	<u>-6.05%</u>
	Personnel Expense	<u>\$2,644,226</u>	<u>\$3,069,808</u>	<u>\$2,751,509</u>	<u>\$2,980,524</u>	<u>\$1,538,244</u>	<u>\$ 3,361,927</u>	<u>12.80%</u>
Operating Expense								
4301	Auto/equip	40,779	26,953	26,766	25,000	13,351	25,000	0.00%
4302	Maintenance Cost	637	1,596	1,301		771		0.00%
5801	Travel/training	3,285	16,528	13,570	12,000	10,842	21,750	81.25%
6501	Gas/oil/lube	61,977	65,739	80,028	64,750	46,517	64,750	0.00%
6601	Uniforms	<u>19,383</u>	<u>23,096</u>	<u>20,209</u>	<u>21,710</u>	<u>18,411</u>	<u>26,540</u>	<u>22.25%</u>
	Operating Expense	<u>\$ 126,060</u>	<u>\$ 133,911</u>	<u>\$ 141,874</u>	<u>\$ 123,460</u>	<u>\$ 89,892</u>	<u>\$ 138,040</u>	<u>11.81%</u>
	Total Expenses	<u>\$2,770,286</u>	<u>\$3,203,719</u>	<u>\$2,893,383</u>	<u>\$3,103,984</u>	<u>\$1,628,136</u>	<u>\$ 3,499,967</u>	<u>12.76%</u>

Expenditures - General Fund

Account	Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 YTD 1/31/2019	2020 Requested	2020 % Change
Personnel Expense								
1001	Salaries	297,771	247,976	385,123	\$ 446,644	\$ 221,565	\$ 478,855	7.21%
1002	Salaries-Civil	332,577	318,060	350,834	367,286	175,698	368,131	0.23%
1005	Sal-OT	36,201	36,843	40,948	44,178	25,134	44,178	0.00%
1006	Sal - Reimbursed OT	166,113	169,140	188,417	340,000	107,011	340,000	0.00%
2001	OASI	35,573	34,677	37,719	42,883	19,252	43,415	1.24%
2002	State Retire	45,988	45,759	45,461	42,752	23,902	43,955	2.81%
2003	State Retire-PS	240,866	224,620	188,323	525,477	164,235	655,804	24.80%
2004	Health Ins	16,857	16,433	16,618	21,750	6,567	20,001	-8.04%
2005	Income Protect	2,165	2,063	2,555	2,987	1,389	3,028	1.36%
2006	Workman's Comp	16,060	11,717	14,398	16,406	5,836	15,572	-5.09%
2016	Self Fund Ins Claims	75,370	63,562	90,212	123,215	60,869	128,724	4.47%
	Personnel Expense	\$ 1,265,541	\$ 1,170,849	\$ 1,360,608	\$ 1,973,578	\$ 811,458	\$ 2,141,661	8.52%
Operating Expense								
4301	Auto/equip	8,366	7,306	5,268	5,000	4,966	6,000	20.00%
5801	Travel/training	2,785	13,122	10,954	7,000	5,148	7,000	0.00%
6501	Gas/oil/lube	16,715	17,810	22,008	20,000	9,523	17,500	-12.50%
6601	Uniforms	7,746	5,373	7,018	8,680	6,026	8,150	-6.11%
	Operating Expense	\$ 35,611	\$ 43,610	\$ 45,248	\$ 40,680	\$ 25,663	\$ 38,650	-4.99%
	Total Expenses	\$ 1,301,152	\$ 1,214,459	\$ 1,405,856	\$ 2,014,258	\$ 837,121	\$ 2,181,311	8.24%

Special Revenue Fund - RICO

Expenditures

<u>Account</u>	<u>Description</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
2008	Human Resources Processing	-	-	244	0	0	-	0.00%
3001	Contractual Services	5,269	-	-	1,000	0	1,000	0.00%
4301	Auto & Equipment Maintenance	-	-	-	1,000	\$ -	1,000	0.00%
5801	Travel & Training	29,082	11,607	14,355	\$ 10,000	10,999	\$ 10,000	0.00%
7402	Vehicles	75,799	55,661	2,483	-	-	-	#DIV/0!
7403	Furniture & Fixtures	-	-	1,870	48,650	-	48,650	100.00%
7404	Equipment	27,296	5,889	14,591	18,095	-	18,095	0.00%
8003	Contingencies	39,877	13,976	18,341	26,000	-	26,000	0.00%
	Transfer to GF	-	-	-	-	-	-	0.00%
8201	RICO St Atty General	2,288	0	0	-	-	-	0.00%
8202	RICO-County Attorney	6,535	6,000	6,000	20,000	3,000	20,000	0.00%
8203	RICO-Towing Services	-	-	-	-	-	-	0.00%

	Total Expenses	<u>\$ 186,147</u>	<u>\$ 93,134</u>	<u>\$ 57,885</u>	<u>\$ 124,745</u>	<u>\$ 13,999</u>	<u>\$ 124,745</u>	<u>0.00%</u>

***Budgeted expenses will only be expended if the money is available



Annual
Budget

2020

Special Revenue Funds

Debt Service; Grants

Debt Service

Expenditures

<u>AccountDescription</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 YTD 1/31/2019</u>	<u>2020 Requested</u>	<u>2020 % Change</u>
Leases/Loans							
4703Lease/Purchase	22,369	22,369	11,184		-		#DIV/0!
4705Lease/Purch Ambulance	-	-	29,928	29,928	14,964	29,928	0.00%
4706LED Conversion	-	-	-	-	96,132	93,275	0.00%
4709IT Upgrades Lease	215,530	215,530	215,530	-	-	-	0.00%
4710GADA Loan	233,922	233,725	238,239	163,100	1,840,000	163,100	0.00%
4713Fire Ladder Truck	170,586	170,586	170,586	170,586	170,586	-	-100.00%
4714IDA	-	-	-	-	-	-	0.00%
4703IT Upgrades Lease 2013	-	-	-	100,000	-	209,964	109.96%
Total Leases/Loans	\$ 642,406	\$ 642,209	\$ 665,467	\$ 463,614	\$ 2,121,682	\$ 496,267	7.04%
Call Center Loans							
4711Call Center Equipment	-	-	-	-	-	-	0.00%
4712Call Center Building	654,037	631,869	610,463	591,125	107,908	570,533	-3.48%
Total Expenses	\$654,037	\$631,869	\$610,463	\$591,125	\$107,908	\$570,533	-3.48%
Total Leases & Call Center	\$1,296,443	\$1,274,078	\$1,275,930	\$1,054,739	\$2,229,590	\$1,066,800	1.14%
Transfers							
9904Transfer to Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Debt Service Fund	\$ 1,296,443	\$ 1,274,078	\$ 1,275,930	\$ 1,054,739	\$ 2,229,590	\$ 1,066,800	1.14%
Bond Payments							
4701MPC Bond Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
New Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Total Bonds	0	0	0	0	0	0	
TOTAL DEBT SERVICE	1,296,443	1,274,078	1,275,930	1,054,739	2,229,590	1,066,800	1.14%

Grants

Expenditures

<u>Account</u>	<u>Description</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019 YTD</u> <u>4/30/2018</u>	<u>2020</u> <u>Requested</u>	<u>2020</u> <u>% Change</u>
	Housing & Comm Development	873,511	915,698	915,698	1,320,000		1,320,000	0.00%
	Fire	63,810	63,810	63,810	129,086	35,261	129,086	0.00%
	Police	71,417	71,417	71,417	111,469	5,987	170,094	52.59%
	Public Works	17,631	17,631	17,631	450,000	122,952	431,500	-4.11%
	Library	46,137	46,137	46,137	52,500	475	71,000	35.24%
	Transfer to GF							0.00%
	Transfer to Housing	-	-	-	-	-	-	0.00%
	Total Expenses	<u>\$ 1,072,507</u>	<u>\$ 1,114,694</u>	<u>\$ 1,114,694</u>	<u>\$ 2,063,055</u>	<u>\$ 164,676</u>	<u>\$ 2,121,680</u>	<u>2.84%</u>
	Grants Requiring Match	Match Amount						
	National Fire Academy	\$	150					
	TOTAL MATCH	\$	150					

Grants

GRANTS 2019-2020

		<u>Total Grant Award</u>	<u>2020 Max Revenue</u>	<u>2020 Max Expense</u>	<u>2020 Match</u>	<u>2020 Total Expenditure</u>
<u>Housing and Community Development</u>						
Section 8 Housing Vouchers		1,000,000	1,000,000	1,000,000		1,000,000
Dept of HUD Family Self Sufficiency		45,000	45,000	45,000		45,000
ADOH Owner Occupied Housing Rehab		275,000	275,000	275,000		275,000
		<u>1,320,000</u>	<u>1,320,000</u>	<u>1,320,000</u>	-	<u>1,320,000</u>
<u>Transit & Tourism</u>						
ADOT Transit Grant 5311 Admin, Oper & Capital	***	801,619	801,619	801,619	367,510	1,169,129
Freeport McMoran Transit Grant	*	20,000	20,000	20,000		20,000
		<u>821,619</u>	<u>821,619</u>	<u>821,619</u>	<u>367,510</u>	<u>1,189,129</u>
<u>Fire</u>						
AFG - Fire Truck Type 3 Engine		428,571	428,571	428,571	21,429	450,000
IAFC HAZ MAT Conference		5,000	5,000	5,000		5,000
MAHMT Conference		5,000	5,000	5,000	-	5,000
Continuing Challenge HAZ MAT Conference		5,000	5,000	5,000		5,000
AZDEM ERF		6,000	6,000	6,000	-	6,000
SSHGP (Radios)		64,000	64,000	64,000		64,000
SSHGP		30,936	30,936	30,936		30,936
Fire Christmas Drive		5,000	5,000	5,000	-	5,000
National Fire Academy		3,000	3,000	3,000	150	3,150
APS		5,000	5,000	5,000	-	5,000
		<u>557,507</u>	<u>557,507</u>	<u>557,507</u>	<u>21,579</u>	<u>579,086</u>
<u>Police</u>						
Operation Stonegarden OT	*	1,320,000	1,320,000	1,320,000		1,320,000
Operation Stonegarden Mileage	*	120,000	120,000	120,000		120,000
Operation Stonegarden Equipment		136,000	136,000	136,000		136,000
Governor's Office of Highway Safety		34,094	34,094	34,094		34,094
Governor's Office of Highway Safety DUI Detail	*	91,304	91,304	91,304		91,304
AZ Auto Theft Authority		-	-	-		-
ICE/FBI Overtime	*	30,000	30,000	30,000		30,000
DEA/ SAMIT Grant	*	46,000	46,000	46,000		46,000
		<u>1,777,398</u>	<u>1,777,398</u>	<u>1,777,398</u>	-	<u>1,777,398</u>
<u>Public Works</u>						
ADOT Safe Route to School		150,000	150,000	150,000		150,000
CDBG Grant		281,500	281,500	281,500		281,500
CDBG Grant Admin	****	30,000	30,000	30,000		30,000
USDA Bay Acres Grant	**	6,883,056	6,883,056	6,883,056		6,883,056
Federal Appropriations Grant - New Well	**	1,700,000	1,700,000	1,700,000		1,700,000
NadBank WasteWater Project Development	**	650,000	650,000	650,000		650,000
		<u>9,694,556</u>	<u>9,694,556</u>	<u>9,694,556</u>	-	<u>9,694,556</u>

Grants

GRANTS 2019-2020

	<u>Total Grant Award</u>	<u>2020 Max Revenue</u>	<u>2020 Max Expense</u>	<u>2020 Match</u>	<u>2020 Total Expenditure</u>
Library					
E-Rate Grant *	31,000	31,000	31,000	5,683 *	36,683
LSTA Grant	38,500	38,500	38,500		38,500
Tohono O'odham - Library Improvements	15,000	15,000	15,000		15,000
Cochise Community Foundation	5,000	5,000	5,000	-	5,000
Gigabit Library Network (GLN)	10,000	10,000	10,000		10,000
ACT Call Center	500	500	500		500
Dollar General Literacy Grant	1,500	1,500	1,500		1,500
Wal Mart Library Literacy Grant	500	500	500	-	500
	102,000	102,000	102,000	5,683	107,683
TOTALS REQUESTED	14,273,080	14,273,080	14,273,080	394,772	14,667,852
TOTALS APPROVED	13,844,509	13,844,509	13,844,509	373,343	14,217,852

Total Grant Match from the GF Requested 27,262
 Total Grant Match from the GF Approved 5,833

- *Grants Accounted for in General Fund Rev & Exp
- **Grant Accounted for in the Water & Sewer Rev and Exp
- ***Grant Accounted for in LTAF Fund
- ****Grant Accounted for in Airport or Housing



Annual
Budget

2020

Internal Service Fund

Self-funded Insurance

Expenditures

<u>Account</u>	<u>Description</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019 YTD</u> <u>1/31/2019</u>	<u>2020</u> <u>Requested</u>	<u>2020</u> <u>% Change</u>
	2016SELF FUNDED INS CLAIMS	\$ -	\$ 1,007,676	\$ 866,411	\$ 1,092,780	\$ 416,158	\$ 1,099,573	0.62%
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
	Total Expenses	<u>\$ -</u>	<u>\$ 1,007,676</u>	<u>\$ 866,411</u>	<u>\$ 1,092,780</u>	<u>\$ 416,158</u>	<u>\$ 1,099,573</u>	<u>0.62%</u>

CAPITAL IMPROVEMENT PROGRAM

Capital Projects Fund
Capital Improvements Projects Summary



Embracing our Heritage, Advancing our Future



Annual
Budget

2020

General Government
Capital Projects

Expenditures - Special Revenue Funds

<u>Account</u> <u>Description</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019 YTD</u> <u>1/31/2019</u>	<u>2020</u> <u>Requested</u>	<u>2020</u> <u>% Change</u>
7402Vehicles	47,449	256,107	-	-	-	-	0.00%
7603Park Ramadas	3,833	12,981	5,320	-	-	-	0.00%
7606PW Facility	1,900	-	-	-	-	-	0.00%
7608Parks Lighting Program	56,413	23,671	-	-	-	-	0.00%
7609Parks Improvements	24,185	6,543	-	-	10,041	-	0.00%
76103rd Street Extension	-	-	-	-	-	-	0.00%
7611Visitor Center	-	-	-	-	1,283	-	-
7612Aquatic Center	-	32,957	-	-	-	-	0.00%
7614Douglas Apartments	-	-	-	-	-	-	0.00%
7615Street Paving	6,708	-	-	-	-	-	0.00%
7616Sidewalks	-	-	-	-	-	-	0.00%
7622Capital Outlay Purchase	9,037	146,393	24,173	178,127	56,156	493,566	177.09%
7623Airport Improvements	2,200	-	-	-	-	-	0.00%
7624Police Building Improvement	-	-	-	-	12,035	-	0.00%
7626Government Plaza	5,518	-	-	-	-	-	0.00%
7627Call Center	-	-	-	-	-	-	0.00%
7628City Hall Improvements	41,941	5,919	-	-	-	-	0.00%
7629Rivera Building Proj	-	-	-	-	-	-	0.00%
7631Port of Entry	-	70,196	108,196	95,000	57,340	95,000	0.00%
7632Health Dept Bldg Impr	-	3,007	8,152	-	193	-	0.00%
7633Probation Building	-	-	-	-	-	-	0.00%
8110Baseball field	-	-	15,585	-	-	-	-
8099Reserve Funding	-	-	-	-	-	-	0.00%
9913Transfer to Golf	-	10,788	-	-	-	-	-
9915Transfer to Grants	-	-	-	-	-	-	0.00%
9917Transfer to Debt Serv	-	-	-	-	-	-	0.00%
Total Expenses	\$ 199,184	\$ 568,561	\$ 161,426	\$ 273,127	\$ 137,049	\$ 588,566	115.49%

DEPT	ITEM/PROJECT	AMOUNT	
		RECOMMENDED	TYPE
Parks	Airport Park Walkway Extension	\$15,000	Facilities Carryover from FY 2015/2016
Parks	Ramada Replacement	\$3,481	Facilities Carryover from FY 2016/2017
LS Aquatics	ADA system operator for rr & entrance to pool	\$7,500	Facilities Carryover from FY 2017/2018
TOTAL CARRYOVER		\$25,981	

FY 2019/2020 CAPITAL IMPROVEMENTS PROJECTS

Department	Capital Item	Amount	
Administration	General Plan	\$ 80,000	Consultant for State Law requirement to go to the voters
Fire	Radios	\$ -	Funded out of Capital Projects Fund Balance, Grant or Emergency Funding
Fire	Station Renovation	\$ 25,918	
Fire	(2) Vehicles	\$ 16,667	
Fire	Structural Helmets	\$ 10,000	
HR	HRIS	\$ 20,000	
Leisure Services	Resurface Baby Pool	\$ 16,000	
Leisure Services	New Sand Pro	\$ 15,000	
Leisure Services	Dump Truck	\$ 20,000	
Leisure Services	Concession Stand/Bathrooms	\$ 50,000	
Leisure Services	John Deere Gator	\$ 9,000	
Leisure Services	ADA Restrooms	\$ 10,000	
Library	Reconfigure Tech Space & Circ	\$ 9,000	
Police	(3)Vehicles	\$ 36,000	
Police	Emergency Equipment/Tasers	\$ 10,000	
Public Works	Vis Ctr Bathrooms	\$ 5,000	
Small Capital	Resurface basketball court	\$ 20,000	
Small Capital	Roof Coating for Call Center	\$ 10,000	
Small Capital	Downtown Street Scape	\$ 50,000	
Small Capital	Metal art Wall Entry	\$ 12,000	
Small Capital	POE beautification project	\$ 20,000	
Visitor Center	Tables & Chairs	\$ 8,000	
TOTAL CIP ITEMS		\$ 452,585	

One Time Expenses

Administration	Annexation Related Costs	\$ 10,000
Administration	Census Advertising	\$ 5,000
		\$ 15,000

TOTAL FY 19/20 **\$ 467,585**

TOTAL CAPITAL PROJECTS **\$ 493,566**

FUNDING SOURCE 2019-2020 [E]

GENERAL GOVERNMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
LEISURE	\$ 279,500	\$ 317,000	\$ 95,000	\$ 74,000	\$ 56,000	\$ 821,500
POLICE	\$ 2,795,670	\$ 213,668	\$ 277,750	\$ 343,754	\$ 351,334	\$ 3,982,176
FIRE	\$ 2,225,000	\$ 246,000	\$ 595,000	\$ 75,000	\$ -	\$ 3,141,000
LIBRARY	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
CODE ENFORCEMENT	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ 5,250
PW/ADMIN.	\$ 325,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 405,000
FLEET	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
ECONOMIC DEVELOPMENT	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

GRAND TOTALS \$ 6,135,420 \$ 856,668 \$ 967,750 \$ 492,754 \$ 407,334 \$ 8,859,926

WATER	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
WATER	\$ 1,950,000	\$ 250,000	\$ 3,000,000	\$ -	\$ -	\$ 5,200,000

GRAND TOTALS \$ 1,950,000 \$ 250,000 \$ 3,000,000 \$ - \$ - \$ 5,200,000

SEWER	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
WASTEWATER	\$ 190,000	\$ 147,000	\$ -	\$ -	\$ -	\$ 337,000

GRAND TOTALS \$ 190,000 \$ 147,000 \$ - \$ - \$ - \$ 337,000

SANITATION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
SANITATION	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

GRAND TOTALS \$ 300,000 \$ - \$ - \$ - \$ - \$ 300,000

FUNDING SOURCE 2019-2020 [E]

STREETS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
HURF	\$ 725,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,125,000

GRAND TOTALS \$ 725,000 \$ 600,000 \$ 600,000 \$ 600,000 \$ 600,000 \$ 3,125,000

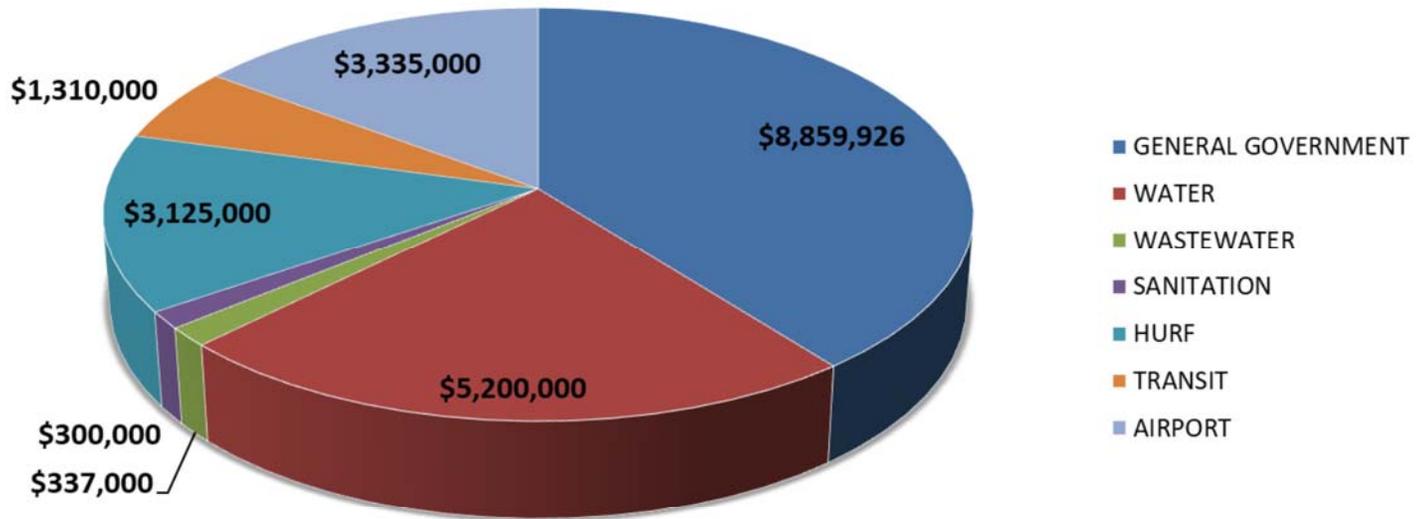
TRANSIT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
TRANSIT	\$ 80,000	\$ 30,000	\$ 30,000	\$ 500,000	\$ 670,000	\$ 1,310,000

GRAND TOTALS \$ 80,000 \$ 30,000 \$ 30,000 \$ 500,000 \$ 670,000 \$ 1,310,000

AIRPORT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
AIRPORT	\$ 1,800,000	\$ 910,000	\$ 400,000	\$ 75,000	\$ 150,000	\$ 3,335,000

GRAND TOTALS \$ 1,800,000 \$ 910,000 \$ 400,000 \$ 75,000 \$ 150,000 \$ 3,335,000

Funding Source 2019-2020



Appendix

Community Profile

Financial Policies

Glossary

Budget Schedules



Embracing our Heritage, Advancing our Future

Douglas is located along the U.S.-Mexico border and is the second largest city in Cochise county. It is approximately 230 miles southeast of the state capitol, Phoenix, at the junction of State Route 80 and U.S. Hwy 191. It shares an international border with Agua Prieta, Sonora, Mexico with the Douglas Port of Entry being the second largest commercial port in Arizona.



Basic Information

Founded: 1901
 Incorporated: 1905
 County: Cochise
 Form of Government: Council - Manager
 Legislative District: 14
 Congressional District: 2

Distance to Major Cities:
 Phoenix: 230 miles
 Tucson: 120 miles

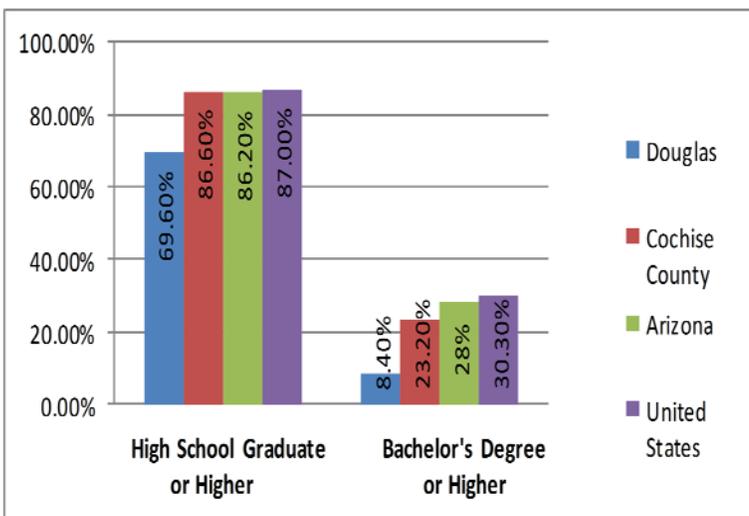
<u>Population</u>	<u>2000</u>	<u>2010</u>	<u>2017</u>
Douglas	14,312	17,378	16,588
Cochise County	117,755	131,346	128,383
Arizona	5,130,632	6,392,017	6,965,897

Source: U.S. Census Bureau, Arizona Office of Economic Opportunity, and Cochise College Center for Economic Research

<u>Age Groups</u>	<u>2000</u>	<u>2010</u>
Under 5 years	8.9%	7.5%
5 to 9 years	9.6%	7.9%
10 to 14 years	9.5%	7.5%
15 to 19 years	9.2%	8.5%
20 to 24 years	6.1%	7.2%
25 to 34 years	11.9%	14.9%
35 to 44 years	13.1%	13.3%
45 to 54 years	10.8%	12.5%
55 to 59 years	4.0%	5.0%
60 to 64 years	3.9%	4.2%
65 to 74 years	7.2%	5.9%
75 to 84 years	4.6%	4.0%
85 and over	1.3%	1.6%

Source: U.S. Census Bureau (Census 2000 and Census 2010) and Cochise College Center for Economic Research

Education Attainment



Average Annual Wage 2016

Douglas.....\$46,852
 Cochise County.....\$46,309
 Arizona.....\$49,630

Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity, and Cochise College Center for

Principal Employers

- U.S. Department of Homeland Security (U.S. Immigrations and Customs Enforcement and U.S. Customs and Border Protection)
- Arizona Department of Corrections
- Douglas Unified School District
- Advanced Call Center Technologies
- City of Douglas
- Cochise College

<u>Labor Force</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Civilian Labor Force	3,541	3,502	3,318
Employment	3,209	3,221	3,080
Unemployment	333	281	238

Source: Arizona Office of Economic Opportunity

City of Douglas

Financial Administrative Policies



Financial Policies

Introduction

The principles of sound financial management establish the framework for overall fiscal planning and management. The principles set forth guidelines for both current activities and long range planning. Following these principles will enhance the City's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. The policies shall be reviewed annually to assure the highest standards of fiscal management. Policy changes will be needed as the City continues to grow and becomes more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services to its citizens. The City Manager and staff have the primary role of reviewing and providing guidance in the financial area to the Mayor and Council.

Overall Goals

The overall financial goals underlying these principles are:

Fiscal Conservatism: to ensure that the City is at all times in a solid financial condition, defined as:

Cash solvency – the ability to pay bills

Budgetary solvency – the ability to balance the budget

Long run solvency – the ability to pay future costs

Service level solvency – the ability to provide needed and desired services

Adhering to the highest accounting and management practices as set by the Government Finance Officers' Association standards for financial reporting and budgeting, by the Governmental Accounting Standards Board and other professional standards.

To maintain an A or better bond rating in the financial community to assure the City taxpayers that the City government is well managed and financially sound.

To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the City's residents.

To deliver quality service in an affordable, efficient and cost-effective basis providing full value for each tax dollar.

FUND BALANCE

Fund balance is defined as the cumulative difference of all revenues and expenditures, also considered the difference between fund assets and fund liabilities, known as fund equity. Fund balance is an important indicator of the City's financial position and adequate reserves must be maintained to allow the City to continue providing services to the community during periods of economic downturns and/or unexpected emergencies or requirements.

The level of Fund Balance is related to the degree of uncertainty that the City faces. A prudent level of financial resources is necessary to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. With the City's dependency upon the State Shared Income and State Sales Tax revenues for approximately one third of the General Fund budget, there is increased opportunity for fluctuation. Additionally, a significant portion of City revenue is received from sales taxes – both state shared and local – which are sensitive to fluctuations in the economy. Therefore, the level of reserves needs to be sufficient to ensure stability in on-going government operations during a slowdown in the economy or legislative changes to the revenue sharing formula.

Other objectives that influence the size of the fund balance are:

Preserving or improving the A bond rating

Maintaining a positive trend to historical fund balances

Maintaining a rating equal to or better than surrounding communities

Maintaining ratios consistent with desired outcomes of ten key ratios of financial condition (Government Finance Review, Dec 1993)

General Fund

The City's fund balance consists of five (5) components, defined below. In order to satisfy the objective of maintaining a bond rating equal to or better than surrounding peer communities a fund balance of at least 30% of revenues is recommended. The five components added together will help achieve the 30% goal.

Definitions:

Non-spendable fund balance – amounts that are not in spendable form such as inventory or are legally or contractually required to be maintained intact.

Restricted fund balance – amounts constrained to specific purposes by their providers such as grantors, bondholders, and laws and regulations.

Committed fund balance – amounts constrained to specific purposes by the government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Assigned fund balance – amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by the City Manager to which the governing body delegates the authority.

Unassigned fund balance – amounts that have not been assigned to other funds and that have not been restricted, committed, or assigned to specific purposes within the general fund. A positive unassigned fund balance shall only be reported in the general fund.

Guidelines:

In order to achieve the objectives of this policy, and to maintain sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing, the following guidelines shall be adhered to by the City Manager, staff and Mayor and Council:

Unassigned fund balance- designated for unanticipated expenditure or loss of revenue, the City of Douglas' unassigned fund balance in the General Fund at the end of any fiscal year shall be equal to no less than 45 days of annual operating expenditures for the upcoming fiscal year. This contingency shall provide for the temporary financing of an unforeseen nature for that year. Expenditures for these emergencies or unforeseen appropriations can only be undertaken with City Manager approval and only if funds are not available in the department requesting the contingency funding. Expenditures exceeding \$20,000 shall require Mayor and Council approval. This contingency shall expire at the end of each fiscal year and any unused balance shall be included with the funds available for appropriation in the following fiscal year.

Committed fund balance – the City shall strive to maintain a committed fund balance in the General Fund of a minimum ten percent (10%) of the average actual General Fund revenues for the preceding five fiscal years. These reserves will be designated for "pay-as-you-go" capital replacement expenditures, equipment replacement, capital projects, prepay existing City debt, or any other expenditure that is non-recurring in nature. The 10% is the minimum and is based on the Property and Equipment Replacement Schedule which may be increased to accelerate accumulation of funds for a large capital expenditure. To the extent these reserves are expended, additional funds necessary to restore this additional ten percent (10%) amount will be provided in at least approximately equal contributions during the five fiscal years following the fiscal year in which the event occurred. The designated General Fund Balance can only be authorized for expenditure by upon recommendation of the City Manager and vote of the Mayor and Council.

During the annual budget process the City Manager shall estimate the surplus or deficit for the current year and prepare a projection of the year-end unassigned general fund balance. Such projection shall include an analysis of trends in fund balance levels on a historical and future projection basis.

Funds in excess of the fund balance goal shall be retained in the unassigned General Fund Balance, and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing City debt. These funds may not be used to establish or support costs that are recurring in nature.

This policy shall be reviewed by the City Manager every three years following adoption or sooner at the direction of the Mayor and Council.

Special Revenue Funds

The Highway User Revenue Fund (HURF) is a restricted fund and depends upon State Shared Revenues for 95% of annual revenues. This fund may only be used for street and highway purposes. The total combined Fund Balance will be based on the minimum requirement as specified in a Property and Equipment Replacement Schedule. The schedule shall be reviewed on an annual basis to determine the required amount to be set aside as Restricted Fund Balance.

Debt Service Funds

The Debt Service Fund is established for the payment of principal and interest on bonded indebtedness. Revenues are derived from a property tax levy, pledged excise taxes, municipal property lease payments, franchise fees and shared revenues. Revenues are received in amounts sufficient to pay the annual debt service payment, therefore, the restricted, and unassigned Fund Balance shall strive to be no less than the annual debt service payment due on July 1 of the new fiscal year.

Capital Project Funds

The Capital Project Fund accounts for capital and financial resources to be used for construction or acquisition of roads, equipment, buildings, infrastructure or any other kind of fixed assets. The Restricted, Committed and/or Assigned Fund Balance shall be established each fiscal year during the budget process depending on planned expenditures but cannot exceed accumulated revenues.

FINANCIAL PLANNING

Financial planning refers to the process of identifying resources and allocating those resources among competing purposes. The primary vehicle for this planning is the preparation, monitoring and analyses of the City's budget. It is increasingly important to monitor the performance of the programs competing to receive funding.

The City Manager shall submit to the Mayor and Council a proposed annual budget, with their and the Finance Committee's recommendations, and shall execute the budget as finally adopted, pursuant to Sections 42-17101 through 42-17110 of the Arizona Revised Statutes, as amended. The City shall budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30. The Mayor and Council shall adopt the budget no later than the second Wednesday in July.

The City shall strive to prepare a budget in accordance with the guidelines established by the Government Finance Officers Association in its Distinguished Budget Award Program. The proposed budget shall contain the following:

- Revenue estimates by major category, by major fund;
- Expenditure estimates by department levels and major expenditure category, by major fund;
- Estimated fund balance by major fund;
- Debt service by issue detailing principal and interest amounts by fund.
- Proposed personnel staffing levels;
- A detailed schedule of capital projects, including a capital improvement program;
- Any additional information, data or analysis requested of management by the Mayor and Council.

The operating budget shall strive to be based on the principle that current operating expenditures, including debt service, will be funded with current revenues creating a balanced budget. The City shall strive not to balance the current budget at the expense of meeting future years' expenditures; for example accruing future years' revenues or rolling over short-term debt to avoid planned debt retirement.

Ongoing operating costs shall strive to be supported by ongoing, stable revenue sources. This protects the City from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Revenues from growth or development shall strive to be targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provisions efficient.

The City Manager shall provide an estimate of the City's revenues annually for each fiscal year. The estimates of special (grant, excise tax, etc.) revenues and inter-fund transfers shall also be provided by the City Manager.

The budget shall fully appropriate the resources needed for authorized regular staffing. At no time shall the number of regular full-time employees on the payroll exceed the total number of full-time positions authorized by the Mayor and Council. All personnel actions shall be in conformance with applicable federal and state law and all City ordinances and policies.

The City Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget. Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to City departments in a timely matter for the Department's completion. Department Directors shall prepare and return their budget proposals to the Human Resources Department, as required in the budget preparation schedule.

Performance measurement indicators shall be integrated into the budget process as appropriate.

Alternatives for improving the efficiency and effectiveness of the City's programs and the productivity of its employees shall be considered during the budget process. Duplications of services and inefficiency in service delivery shall be eliminated wherever they are identified.

Department Directors are required to monitor revenues and control expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department directors to immediately notify the City Manager of any exceptional circumstances that could result in a departmental expenditure budget to be exceeded.

A quarterly report on the status of the General Fund budget and trends shall be prepared within 60 days of the end each quarter by the Finance Department. In addition, the quarterly report shall include revenue and expenditure projections through the end of the fiscal year. This report shall be made available to the Mayor and Council and the Finance Committee.

If a deficit is projected during any fiscal year, the City shall take steps to reduce expenditures, increase revenues or, if a deficit is caused by an emergency, consider using the unassigned General Fund Balance, to the extent necessary to ensure a balanced budget at the close of the fiscal year. The City Manager may institute a cessation during the fiscal year on hiring, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without knowledge and support of the Mayor and Council.

EXPENDITURE CONTROL

Management must ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with legal requirements.

Expenditures shall be controlled by an annual budget at the department level. The Mayor and Council shall adopt appropriations through the budget process. Written procedures will be maintained for administrative approval and processing of certain budget transfers within funds.

The City shall maintain a purchasing system that provides needed material in a timely manner to avoid interruptions in the delivery of service. All purchases shall be made in accordance with the City's purchasing policies, guidelines and procedures and applicable state and federal laws. The City shall endeavor to obtain supplies, equipment and services as economically as possible.

Expenditures shall be controlled through appropriate internal controls and procedures in processing invoices for payment.

The City shall pay applicable contractor invoices in accordance with the requirements of the Arizona Revised Statutes 34-221.

The State of Arizona sets a limit on the expenditures of local jurisdictions unless the City holds an election to permanently adjust the expenditure limitation. The City shall comply with these expenditure limitations and shall submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System (A.R.S Section 41-1279.07) to the State Auditor General each year.

Assets shall be capitalized at \$5,000 and recorded in the City of Douglas Summary of General Fixed Assets.

REVENUES AND COLLECTIONS

All government employees are considered stewards of public funds. In order to provide funding for service delivery, the City must have reliable revenue sources. These diverse revenues must be collected equitably, timely, and efficiently.

The City's goal is a General Fund revenue base that is balanced among sales taxes, state shared revenues, property tax, service fees and other revenue sources.

The City shall strive for diversified and stable revenue base to shelter it from economic changes or short-term fluctuations and in any one revenue source by doing the following:

- Establishing new charges and fees as needed and as permitted by law at reasonable levels.

- Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees.

- Aggressively collecting all revenues, late penalties, outstanding taxes owed and related interest as authorized by the Arizona Revised Statutes.

The City shall monitor all taxes to insure they are equitably administered and collections are timely and accurate. Fees and charges shall be based on benefits and/or privileges granted by the City, or based on costs of particular service.

The City shall pursue intergovernmental aid for those programs and activities that address a recognized need and are consistent with the City's long-range objectives. Any decision to pursue intergovernmental aid shall include the consideration of the following:

- Present and future funding requirements.

- Cost of administering the funds.

- Costs associated with special conditions or regulations attached to the grant award.

- Grant matching funds

The City shall attempt to recover all allowable costs; both direct and indirectly associated with the administration and implementation of programs funded through intergovernmental aid. In the case of the School District, the City may determine to recover less than full cost of service provided. In the case of State and federally mandated programs, the City shall attempt to obtain full funding for the service from the governmental entity requiring the service be provided. Allowable costs shall be determined based upon a "Cost Allocation Study" prepared periodically.

USER FEE COST RECOVERY

User fees and charges are payments for voluntarily purchased, publicly provided services that benefit specific individuals. The City relies on user fees and charges to supplement other revenue sources in order to provide public services.

The City may establish user fees and charges for certain services provided to user receiving a specific benefit.

User fees and charges shall be established to recover as much as possible the direct and indirect costs of the program or service, unless the percentage of full cost recovery has been mandated by specific action of the Mayor and Council. It is recognized that occasionally competing policy objectives may result in reduced user fees and charges that recover a smaller portion of service costs.

Periodically, the City shall recalculate the full cost of activities supported by user fees to identify the impact of inflation and other attendant costs.

DEBT POLICY

The purpose of this debt policy is to provide for the preservation and enhancement of the City's bond ratings; the maintenance of adequate debt service reserves; compliance with debt instrument covenants and provisions; and required disclosures to investors, underwriters and rating agencies. The overall debt management policy of the City of Douglas is to ensure that financial resources are adequate in any general economic situation to not preclude the City's ability to pay its debt when due.

These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State Statutes, federal tax laws and the City's current bond resolutions and covenants. The Arizona Constitution limits a city or town's bonded debt capacity (outstanding principal) to 20% of the City's secondary assessed valuation by the type of project involving water, sewer, artificial lighting, parks, open space, and recreational facility improvements. There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

General

The City shall strive to use current revenues to pay for short-term capital projects, repair and maintenance items and shall strive to reserve long-term debt for capital improvements with useful lives of ten (10) years or more. The City shall not use long-term debt to fund current governmental operations and shall manage its cash in a fashion that will prevent any borrowing to meet working capital needs. However, exclusive reliance upon pay-as-you-go funds for capital improvements requires existing residents to pay for improvements that will benefit new residents who relocate to the area after the expenditure is made. Financing capital projects with debt provides for an "intergenerational equity", as the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset. Where there is a benefit to all future residents debt financing shall be given consideration.

The City shall strive to increase its reliance on current revenue to finance its capital improvements, and promote a "pay-as-you-go" philosophy, the City shall strive to appropriate each year a percentage of current revenues to maintain a minimum 10% of average actual General Fund revenues for the preceding five fiscal years in the Committed Fund Balance.

Capital Improvement Plan

As part of the budget process each year the City shall strive to prepare a capital spending plan that provides a detailed summary of specific capital projects for the five fiscal years subsequent to the fiscal year presented. The plan shall include the name of the project, project schedule, capital cost by fiscal year and a recommended specific funding source. The five year capital improvement plan shall be developed within the constraints of the City's ability to finance the plan.

The City Manager and Department Directors shall develop formal ranking criteria that will be used in the evaluation of all capital projects. The program ranking criteria shall give greatest weight to those projects which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority and projects with a useful life of less than five years shall not be eligible for inclusion in bond issues.

Lease purchase financing shall only be undertaken when the project is considered essential to the efficient operation of the City or to remove expenditures that would exceed the State imposed expenditure limitation, if applicable. The City Manager or designee shall determine that pay-as-you-go expenditures do not cause the state imposed expenditure limitation to be exceeded in any fiscal year.

All capital project requests shall be accompanied by a description of the sources of funding to cover project costs. Where borrowing is recommended, a dedicated source of funds to cover debt service requirements must be identified. All capital project requests shall be required to identify any impact the project may have on future operating costs of the City. The City shall seek grants to finance capital improvements and shall favor those projects which are likely to receive grant money.

All capital project appropriations and amendments to the capital improvement plan must be approved by the Mayor and Council.

The capital plan shall strive to include all equipment and facilities with a useful life of greater than ten years and a cost greater than \$50,000. Debt financing shall not exceed the useful life of the infrastructure improvement or asset.

Financing Alternatives

Financing alternatives are listed below but are not limited to:

- Grants
- Developer Contributions
- General Obligation Bond (GO) – requires voter approval, supported by an ad valorem (property) tax
- Revenue Bonds – repaid with revenue stream (HURF, revenue generated by project)
- Municipal Property Corporation Bonds (MPC)– repaid with a dedicated revenue source
- CFD or Special District Bonds – supported by an ad valorem property tax
- Capital Leases – repaid within operating budget
- Commercial Paper (CP) or Bond Anticipation Notes (BAN) with terms less than two years

City Debt Service costs (GO, Revenue Bonds, MPC, Leases) shall not exceed 20% of the City's operating budget revenue in order to control fixed costs and ensure expenditure flexibility. Improvement District (ID), Community Facility District (CFD) and Special District debt service shall not be included in this calculation because it is paid by district property owners and is not an obligation of the general citizenry.

In accordance with requirements of the State of Arizona Constitution, total bonded debt shall not exceed the 20% limitation and 6% limitation of the total secondary assessed valuation of taxable property in the City.

The City shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

Where applicable, the City shall structure General Obligation bond issues to create level debt service payments over the life of the issue. The goal shall be to strive for a debt repayment schedule to be no more than fifteen (15) years; at no time shall the debt exceed twenty-five (25) years.

Refunding bonds shall be measured against a standard of the net present value debt service saving exceeding 3% of the principal amount of the bonds being refunded, or if savings exceed \$750,000, or for the purposes of modifying restrictive covenants or to modify the existing debt structure to the benefit of the City. Refinancing undertaken for other reasons shall proceed only when the advantages have been clearly shown in a cost/benefit analysis of the transaction.

The City shall seek to maintain and, if possible, improve the current bond rating in order to minimize borrowing costs and preserve access to credit.

An analysis showing how a new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies shall accompany every future bond issue proposal. The debt capacity analysis shall strive to reflect a positive trend and include:

- Percent of debt outstanding as a percent of the legal debt limit
- Measures of the tax and revenue base
- Evaluation of trends relating to expenditures and fund balance
- Debt service as a percentage of assessed valuation
- Measures of debt burden on the community
- Tax-exempt market factors affecting interest costs
- Debt ratios

Municipal Property Corporation and contractual debt, which is non-voter approved, shall be utilized only when a dedicated revenue source (e.g. excise taxes) can be identified to pay debt service expenses. The project to be financed shall strive to generate net positive revenues (i.e., the additional revenues generated by the project will be greater than the debt service requirements).

The City's privilege tax to debt service goal shall strive to be a ratio of at least 3.5:1 to ensure the City's ability to pay for long term debt from this elastic revenue source.

Issuance of Obligations

The City shall select the Underwriter and the Paying agent/registrar for each debt issuance based on competitive bid. The underwriter must be a firm domiciled in Arizona and a record of prior outstanding working relationships.

The request for proposals process shall be designed to select the service providers that offer the City the best combination of expertise and price. The City is not required to select the firm offering the lowest price, but a report must be prepared by the City Manager providing justification to the Mayor and Council for a recommendation when the lowest bidder is not selected. The review of all proposals submitted shall be the responsibility of the Finance Director and City Manager.

The City of Douglas shall use competitive sales as the primary means of selling new General Obligation or revenue bonds that are prepaid through ad valorem (property) taxes. Negotiated sales shall be permitted for all other debt issues when it is expected to result in a lower true interest cost than would a competitive sale of that same date and structure or there is evidence of volatile market conditions, complex security features, or another overriding factor.

The City Manager or designee and the City Attorney shall coordinate their activities to ensure that all securities are issued in the most efficient and cost-effective manner and in compliance with the City's governing statutes and regulations. The Manager and the City Attorney shall consult and jointly select the bond counsel for a bond issue. The City Attorney shall review all documents related to the issuance of securities by the jurisdiction.

The City shall seek a rating on all new issues which are being sold in the public market if economically feasible.

The City shall report on an annual basis all financial information and/or notices of material events to the rating agencies and Nationally-Recognized Municipal Securities Information Repositories (NRMSIR's). The annual report will include but not be limited to the City's annual Comprehensive Annual Financial Report (CAFR).

The City shall require any institution or individual investing monies as an agent for the City to do so in a manner consistent and in compliance with the City's adopted Investment Policy.

The City shall provide detailed draw schedules for any project to be funded with borrowed monies. The City shall invest the proceeds or direct a trustee to invest the proceeds of all borrowings in a manner that will ensure the availability of funds as described in the draw schedules.

The City acknowledges the responsibilities of the underwriting community and pledges to make all reasonable efforts to assist underwriters in their efforts to comply with SEC Rule 15c2-12 and MSRB Rule G-36.

Six Steps in Preparation of Capital Improvement Program:

Establish Capital Improvement policies

How long a period will the CIP cover?

What facilities/equipment will be covered by the CIP?

How will the acquisition of multiple items (e.g. computers) be treated?

Will the plan include a section that identifies projects that are expected to be undertaken, but fall outside the time horizon of the plan?

Adopt Standards to rank project requests

Projects that address a public health or safety concern are given top priority

Projects mandated by court or superior government are equal with public health or safety

Major maintenance (preservation of assets)

Replacement of obsolete equipment (improving efficiency)

Expansion to meet demand caused by growth

Coordination of projects to achieve cost savings

Availability of cash to finance improvements from current revenues

Acquisition of open space

Perform and maintain a capital inventory

Identify useful life

Identify projects

Status review of previously approved projects

Identification of new projects

Assess capital project alternatives

Complete project request forms

Assess funding sources

Available grants

Development fees shall be utilized to fund capital projects before pay-as-you-go and bond issuance financing

Developer contributions

Public/Private partnerships

Issuance of Securities

Capital Leases

Approve the CIP and Budget

- The CIP document

- Legislative review

- Public hearing

- Adopting of the CIP and capital budget by the Mayor and Council

The City of Douglas capital improvement program ranking criteria shall strive to give greatest weight to those projects which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority. All capital project requests shall be accompanied by a description of the sources of funding to cover project costs. Where borrowing is recommended, the source of funds to cover debt service requirements must be identified. All capital project requests shall be required to identify any impact the project may have on future operating costs of the City.

Department directors shall submit a detailed description of the useful life of capital projects submitted in conjunction with the preparation of the City's CIP. Projects with a useful life of less than ten years shall not be eligible for inclusion in bond issues. The Manager shall incorporate an estimate of the useful life of proposed capital improvements in developing an amortization schedule for each bond issue; the bond amortization schedules shall be adjusted to reflect the asset's rapid depreciation. At no time shall the amortization exceed the life of the asset.

Policy:

It is the investment policy of the City of Douglas that idle public funds shall be invested in a manner which maintains the safety of principal, maintains liquidity to meet cash flow needs, and conforming to all state and local statutes governing the investment of public funds. Investments shall be made with judgment and care that prudent persons would exercise, in the exercise of their own affairs. The purpose of these investment guidelines is to formalize the framework for the City's daily investment activities to include scope, prudence, objectives, authority, eligible investments, collateralization and diversification.

Scope:

This investment policy is limited in its application to funds that are not immediately needed and are available for investment, including any and/or all districts, component units, etc. (hereinafter referred to as "the City"). These funds are accounted for in the City of Douglas **Annual Financial Report** and may include:

Funds:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds
- Municipal Property Funds
- Enterprise Funds
- Any new fund/component unit created unless specifically exempted.

Except for cash in certain restricted and special funds, the City shall consolidate cash balances from all funds to maximize investment earnings. Investment income shall be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Prudence:

Investments shall be made with judgment and care; under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard prudence to be used by any firm or individual given responsibility as investment official shall be applied in the context of managing an overall portfolio or account. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Objective

The primary objectives, in priority order, of the City of Douglas investment activities shall be:

Safety: Safety of principal is the foremost objective of the investment program. 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 so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

Liquidity: The City of Douglas' investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

Return on Investments: The City of Douglas' investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Return shall be subordinated to safety and liquidity. The core of investments is limited to relatively low risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

A security with declining credit may be sold early to minimize loss of principal.

A security swap would improve the quality, yield or target duration in the portfolio.

Liquidity needs of the portfolio require that the security be sold.

Delegation of Authority:

Authority to manage the City of Douglas' investment program is derived from the ARS §35-323 through 329. Management responsibility for the investment program is hereby delegated to the City of Douglas City Manager, or his designee, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures shall include reference to: *safekeeping, PSA repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements*. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the City Manager. The City of Douglas City Manager, or his designee, shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Ethics and Conflicts of Interest:

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

Authorized Financial Dealers and Institutions:

The City Manager, or his designee, shall maintain a list of financial institutions authorized to provide investment services. In addition, a list shall also be maintained of approved security **broker/dealers** selected by credit worthiness who are authorized to provide investment services in the State of Arizona. The City shall qualify institutions by applying generally accepted industry standards (i.e. capital requirements, asset quality, earnings, liquidity, management and local community development) using available public agency and private rating services as appropriate. Investment transactions shall only be conducted with financial institutions that are licensed as may be required by law to do business in Arizona. Primary government securities dealers, or broker-dealers engaged in the business of selling government securities shall be registered in compliance with section 15 or 15C of the Securities Exchange Act of 1934 and registered pursuant to A.R.S. §44-3101, as amended. It shall be the responsibility of the financial institutions and broker/dealers who desire to become qualified bidders for investment transactions to provide the following:

- Audited financial statements within six months of the close of the fiscal year,*
- Proof of National Association of Security Dealers certification, trading resolution,*
- Proof of Arizona registration,*
- Certification of having read the City of Douglas investment policy and depository contracts.*

An eligible listing of broker/dealers shall be established for the purchase and sale of investment securities and further resolved that all prior resolutions establishing broker/dealers be rescinded. A new list of approved broker/dealers shall be established as needed and at least every five years. An annual review of the financial condition and registration of qualified companies shall be conducted by the City Manager.

Authorized & Suitable Investments:

The City of Douglas is empowered by statute to invest in the following types of investments:

Eligible Investments:

The following forms of investment are specified as eligible investments. All investments not listed shall be considered prohibited investment purchases.

Collateralized or insured certificates of deposit, savings accounts, deposit accounts or money market deposits in amounts that are continuously and fully insured by the Federal Deposit Insurance Corporation ("FDIC"), including the Bank Insurance Fund and the Savings Association Insurance Fund, collateralized at no less than 102 percent.

State of Arizona Local Government Investment Pool – GOV.

U.S. government obligations, U.S. government agency obligations, and U.S. government instrumentality obligations, which have a liquid market with a readily determinable market value.

Obligations of the Government National Mortgage Association, Federal National Mortgage Association, or Federal Home Loan Mortgage Corporation, or any federal farm credit bank, federal land bank or banks or federal home loan bank notes or bonds.

Prohibited Investments

In addition to the limitations on investment types according to Arizona statutes, City funds shall not be invested in reverse repurchase agreement, callable agencies, derivative type investments such as collateralized mortgage obligations, strips, floaters, etc. Certain types of such investments may qualify under state statute but are not deemed appropriate for use by the City of Douglas.

Collateralization:

Collateralization shall be required on all types of investments: including certificates of deposit, money market or savings accounts, securities, etc. In order to anticipate market changes and provide a level of security for all funds, the collateralization level shall be (102%) of market value of principal and accrued interest. Acceptable collateral of surplus cash in demand deposit accounts and certificates of deposit are:

Direct obligations of the United States Government, its agencies or instrumentalities to the payment of which the full faith and credit of the Government of the United States is pledged, or obligations to the payment of which the full faith and credit of this state is pledged.

The Federal Deposit Insurance Corporation (FDIC) protects deposits up to \$250,000. The City shall seek to collateralize certificates of deposit or any other time deposit in an amount equal to 100% of the investment less the amount (\$250,000) insured by the FDIC at levels per recommended practices of the Government Finance Officers Association. Collateral shall always be held by an independent third party with whom the City of Douglas has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City of Douglas and retained.

Acceptable collateral shall be subjected to a recognized and readily available market pricing.

Safekeeping and Custody:

All security transactions including collateral for repurchase agreements, entered into by the City of Douglas or its agents/trustees shall be conducted on a **delivery-versus-payment (DVP)** basis. Securities shall be held by a custodian designated by the City Manager and evidenced by safekeeping receipts.

Diversification:

The City of Douglas shall diversify its investments by security type and institution. With the exception of U.S. Treasury securities and authorized pools, no more than 25% of the City of Douglas' total investment portfolio shall strive to be invested in a single security type or with a single financial institution. Investment shall strive to be diversified by:

- Limiting investments to avoid over-concentration in securities from a specific issuer or business sector;
- Limiting investments in securities with higher credit risks;
- Investing in securities with varying maturities; and
- Continuously investing a portion of the portfolio in readily available funds such as the Local Government Investment Pool or money market funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

Maximum Maturities:

To the extent possible, the City or its agents/trustees shall attempt to match its investments with anticipated cash flow requirements. The weighted average maturity of all investments shall not exceed nine (9) months.

Unless matched to a specific cash requirement, the City shall not directly invest in securities maturing more than two (2) years from the date of purchase. Reserve or other funds with longer-term investment horizons may be invested in securities exceeding five years, if the maturities of such investments are made to coincide as nearly as practicable with the expected use of funds.

Internal Control:

The City Manager shall establish an annual process of independent review as part of the external audit. This review shall provide internal control by assuring compliance with policies and procedures. The investment officer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met.

Reporting:

The City Manager or designee is charged with the responsibility of including a report on investment activity and returns in the City of Douglas Comprehensive Annual Financial Report. The report shall summarize investment transactions that occurred during the reporting period, and shall discuss the current portfolio in terms of *performance, market sector breakdown, number of trades, interest earnings, maturities and other features.*

General Obligations Bond Fund Proceeds

General obligation bond fund proceeds shall be invested pursuant to applicable laws, relevant bond indenture requirements and relevant tenets of this policy. Proceeds from tax-exempt general obligation bonds shall be invested, recorded and reported in the manner set forth by the U.S. Treasury and Internal Revenue Service to preserve the tax-exempt status of the bonds. The Finance Department shall maintain systems to ensure that these requirements are met.

Investment Policy Adoption:

The City of Douglas investment policy shall be adopted by resolution of the Mayor and Council. The policy shall be reviewed annually by the City Manager and any modifications made thereto must be approved by the Mayor and Council.

17.0 Certification

A copy of this policy shall be provided upon request to the senior management of any financial institution who is approved to transact business with the City in order that it is apprised of the policies of the City. The certification must be signed and executed by a senior member of the financial institution before any business is conducted.

AGENCY: A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSA's) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of a federal agency is the Government National Mortgage Association (GNMA). An example of an FSA is the Federal National Mortgage Association (FNMA).

ASKED: The price at which securities are offered.

BANKER'S ACCEPTANCE (BA): *a draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.*

BASIS POINT: *A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.*

BID: *The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.*

BROKER: *A broker brings buyers and sellers together for commission.*

CERTIFICATE OF DEPOSIT (CD): *A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.*

COLLATERAL: *Securities, evidence of deposit or other property which borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.*

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): *The official annual report for the City of Douglas. It includes combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP). It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.*

COUPON: *(a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.*

DEALER: *A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.*

DEBENTURE: *A bond secured only by the general credit of the issuer.*

DELIVERY VERSUS PAYMENT: *There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.*

DISCOUNT: *The difference between the cost price of a security and its maturity when quoted a lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.*

DISCOUNT SECURITIES: *Non-interest bearing money market instruments that are issued a discount and redeemed at maturity for full face value, e.g. U.S. Treasury Bills.*

DIVERSIFICATION: *Dividing investment funds among a variety of securities offering independent returns.*

FEDERAL CREDIT AGENCIES: *Agencies of the Federal Government set up to supply credit to various classes of institutions and individuals, e.g., S&L's small business firms, students, farmers, farm cooperatives, and exporters.*

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): *A federal agency that insures bank deposits, currently up to \$250,000 per deposit.*

FEDERAL FUNDS RATE: *The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.*

FEDERAL HOME LOAN BANKS (FHLB): *The institutions that regulate and lend to savings and loan associations. The Federal Home loan Banks play a role analogous to that played by the Federal Reserve Banks vis-à-vis member commercial banks.*

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): *FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1939. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payments of principal and interest.*

FEDERAL OPEN MARKET COMMITTEE (FOMC): *Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.*

FEDERAL RESERVE SYSTEM: *The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.*

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA OR GINNIE MAE): *Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "pass-throughs" is often used to describe Ginnie Maes.*

INTERNAL CONTROLS: *An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:*

Control of collusion – Collusion is a situation where two or more employees are working in conjunction to defraud their employer.

Separation and record keeping – by separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.

Custodial safekeeping – Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party of custodial safekeeping.

Avoidance of physical delivery securities – Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increase with physical delivered securities.

Clear delegation of authority to subordinate staff members – subordinate staff members must have a clear understanding of their authority and responsibility to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

Written confirmation of transactions for investments and wire transfers – due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.

Development of a wire transfer agreement with the lead bank and third-party custodian – the designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

LIQUIDITY: *A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked price is narrow and reasonable size can be done at those quotes.*

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): *The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.*

MARKET VALUE: *The price at which a security is trading and could presumably be purchased or sold.*

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase-reverse purchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bill, commercial paper, bankers' acceptances, etc.) are issued and traded.

NATIONAL ASSOCIATION OF SECURITIES DEALERS (NASD): A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual funds shares as well as other securities.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subjected to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealer, banks, and a few unregulated firms.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state-the-so-called legal list. In other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensation use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

TOTAL RETURN: The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital Gains) = Total Return.

TREASURY NOTES: *Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from \$1,000 to \$1 million or more.*

TREASURY BONDS: *Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of \$1,000. Currently the longest outstanding maturity for such securities is 30 years.*

YIELD: *The current rate of return on an investment security generally expressed as a percentage of the security's current price.*

Summary Schedule of Estimated Revenues and Expenditures/Expenses

Fiscal Year 2020

Fiscal Year	Sch	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2019	E	1	16,036,228	5,054,812	1,054,739	273,127	0	19,841,389	1,092,780	43,353,075
2019	E	2	13,513,731	2,807,172	3,078,748	248,651	0	16,392,897	830,689	36,871,888
2020		3	4,982,300	1,648,000	203,065	586,109		6,240,869	497,580	14,157,921
2020	B	4	642,240							642,240
2020	B	5								0
2020	C	6	16,126,186	4,884,338	0	0	0	14,586,206	1,108,070	36,704,800
2020	D	7	512,034	0	0	0	0	2,300,000	0	2,812,034
2020	D	8	512,034	0	0	0	0	2,300,000	0	2,812,034
2020	D	9	198,028	150	1,066,800	547,585	0	195,706	0	2,008,269
2020	D	10	1,686,623	106,050	0	0	0	215,596	0	2,008,269
2020		11								
2020										0
2020										0
2020										0
2020										0
2020										0
2020		12	20,262,131	6,426,438	1,269,865	1,133,694	0	20,807,185	1,605,650	51,504,961
2020	E	13	15,081,887	5,006,593	1,066,800	588,566	0	14,787,439	1,098,714	37,629,999

EXPENDITURE LIMITATION COMPARISON

	2019	2020
1 Budgeted expenditures/expenses	\$ 43,353,075	\$ 40,442,033
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	43,353,075	40,442,033
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 43,353,075	\$ 40,442,033
6 EEC expenditure limitation	\$	\$

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or

Tax Levy and Tax Rate Information

Fiscal Year 2020

	<u>2019</u>	<u>2020</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>803,210</u>	\$ <u>827,793</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	\$ _____
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>635,642</u>	\$ <u>642,240</u>
B. Secondary property taxes	_____	_____
C. Total property tax levy amounts	\$ <u>635,642</u>	\$ <u>642,240</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>582,730</u>	
(2) Prior years' levies	<u>15,842</u>	
(3) Total primary property taxes	\$ <u>598,572</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>598,572</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.1949</u>	<u>1.1782</u>
(2) Secondary property tax rate	_____	_____
(3) Total city/town tax rate	<u>1.1949</u>	<u>1.1782</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Revenues Other Than Property Taxes

Fiscal Year 2020

GENERAL FUND	SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
Local taxes				
	City Sales Tax	5,273,255	5,170,048	6,712,500
	City Sales Tax 1/2 Cent	-	88	
	Transient Occupancy Tax	55,000	53,543	75,625
	Delinquent Property Tax	38,000	15,842	38,000
	Franchise Fees/Taxes	317,000	323,267	318,000
Licenses and permits				
	Business License & Yard/Sidewalk	89,600	107,226	91,500
	Liquor Licenses	9,300	6,655	9,000
	Dog Licenses	4,000	4,350	4,000
	Building Permit/Zoning Fees	51,800	67,059	51,500
	Burning Permits	100	20	100
	Alarm Permits	500	1,140	
Intergovernmental				
	State Shared Sales Tax	1,611,631	1,623,894	1,698,747
	State Revenue Sharing	1,957,514	1,957,580	2,139,563
	Vehicle License Tax	916,816	849,282	945,134
	Humane County IGA	38,000	38,281	38,000
	Interagency Law Enforcement	1,108,649	589,968	1,200,489
	Casa & Pioneer IGA	-		
	Fire Response Reimbursement	25,000	77,864	25,000
	Grant Admin Reimbursement	15,000	24,637	15,000
	DUSD Reimbursement-Aquatic Center	31,403	31,403	38,217
	Library County IGA	-		
	Library Grant E-Rate	39,557	31,675	31,000
Charges for services				
	Ambulance	1,700,000	1,396,321	1,500,000
	Community Training/Public Education	16,000	19,525	15,000
	Cemetery	95,000	83,623	90,000
	Douglas Promo Sales	2,000	45	2,000
	Animal Shelter Revenue	15,000	10,996	18,000
	Recreation Aquatics	45,600	44,735	44,500
	Impound Fees & Adm Fees	26,500	14,170	27,800
	Fingerprints	2,000	1,874	2,100
	Passport Fees	-		
Fines and forfeits				
	Court Fines and Forfeitures	5,000	2,936	5,000
	Library Fines and Fees	15,000	10,295	14,000
	Restitution Payments	1,500	868	1,400
	Forfeited Property Sales	45,596	9,539	45,000
Interest on investments				
	Interest	90,000	170,894	149,844
In-lieu property taxes				
Contributions				
Miscellaneous				
	Explorer Revenue			
	Sales of Misc Property/Lease	10,000	131,311	10,000
	Special Events	1,200	1,260	1,200
	4th of July Revenue	-		
	Visitor Center Reservation Fee	2,000	2,553	2,000
	Donations/Misc	10,000	11,714	10,000
	Mexican Baseball Fiesta	28,000	30,091	25,000
	Ramada Reservation Fees	1,800	1,539	1,700
	Miscellaneous	50,000	145,242	50,000
	Youth Activity Revenue	1,000		1,000
	Youth City Council Revenue	-		
	Rental Payments	706,882	704,688	679,267
	Capital Lease proceeds	850,000	461,486	
	APS Service Fees	-		
Total General Fund		15,302,203	14,229,526	16,126,186

* 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.

SPECIAL REVENUE FUNDS

Highway User Revenue Fund

Highway User - State	\$ 1,380,450	\$ 1,413,650	\$ 1,380,450
Sales Reimbursement	30,000	15,085	30,000
Citizens Pay Policy	5,000		5,000
Miscellaneous Revenue		39,542	
Total	\$ 1,415,450	\$ 1,468,277	\$ 1,415,450

Local Transportation Assistance Fund

Transit Grant Revenue	\$ 659,082	\$ 466,507	\$ 649,671
Cochise College IGA	21,045	19,944	22,000
SEAGO	105,000	101,555	105,000
Bisbee Contract	209,271	208,507	209,271
Transit Fares	65,000	32,987	35,000
Advertising Revenue	10,000	696	10,000
ACT Route	15,470	10,425	15,470
Total	\$ 1,084,868	\$ 840,620	\$ 1,046,412

RICO

RICO ST Attorney General	\$ 121,745	\$ 70,837	\$ 121,745
RICO County Attorney		270	
Interest RICO	3,000	4,597	3,000
Total	\$ 124,745	\$ 75,705	\$ 124,745

Housing

Mod Rehabilitation Reimbursement	\$ 122,980	\$ 151,304	\$ 131,948
Grant Admin Reimb	30,000		30,000
Sun Ray Apt Reimb	14,253	12,934	14,253
Total	\$ 167,233	\$ 166,978	\$ 176,201

Grants Fund

Housing & Community Development Grants	\$ 1,320,000	\$ 21,917	\$ 1,320,000
Fire Grants	128,936	304,167	128,936
Police Grants	111,469	9,226	170,094
Public Works Grants	450,000	114,607	450,000
Private Grants	-		
Miscellaneous	-	2,500	
Library Grants	52,500	44,002	52,500
Total	\$ 2,062,905	\$ 496,418	\$ 2,121,530

Total Special Revenue Funds \$ 4,855,201 \$ 3,047,998 \$ 4,884,338

DEBT SERVICE FUNDS

Sales Tax 3/10	\$	\$ 6	\$
Total	\$	\$ 6	\$

Total Debt Service Funds \$ \$ 6 \$

CAPITAL PROJECTS FUNDS

Investment Earnings	\$	\$ 16,531	\$
Sale Surplus Property			
Sales Tax 3/10			
Miscellaneous Revenue			
Total	\$	\$ 16,531	\$

Total Capital Projects Funds \$ \$ 16,531 \$

* 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.

PERMANENT FUNDS

	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____

ENTERPRISE FUNDS

Water Fund

Grant Reimbursement	\$ _____	\$ _____	\$ 1,700,000
Water Service Fees	855,000	854,693	855,000
Water Usage Fees	735,000	672,121	750,000
CIP Surcharge	330,000	329,136	330,000
Reconnect Fee	25,000	21,320	24,000
Contract Fee	12,000	10,620	11,000
Investment Earnings	25,000	37,571	30,000
Impact Fees	20,000	5,515	15,000
Miscellaneous	30,000	41,354	35,000
Sale Surplus Property	5,000		
	\$ 2,037,000	\$ 1,972,329	\$ 3,750,000

Waste Water Fund

Sewer Service Fees	\$ 1,510,000	\$ 1,541,206	\$ 1,540,000
CIP Surcharge	332,000	339,229	335,000
Impact Fees	20,000	24,979	20,000
Investment Earnings	15,000	50,329	25,000
Grants	500,000		6,883,056
NAD Bank Grant	7,190,697	4,705,630	650,000
Miscellaneous	45,000	36,795	40,000
Sale Surplus/Property			
	\$ 9,612,697	\$ 6,698,167	\$ 9,493,056

Sanitation Fund

Garbage Collection Fees	\$ 1,215,000	\$ 1,241,643	\$ 1,240,000
Investment Earnings	10,000	9,229	9,000
Miscellaneous	250	605	250
	\$ 1,225,250	\$ 1,251,477	\$ 1,249,250

Airport Fund

Fuel Sales	\$ 61,000	\$ 66,752	\$ 65,800
Rentals	27,800	29,918	28,100
ADOT Airport Grant			
Miscellaneous Revenue			
	\$ 88,800	\$ 96,670	\$ 93,900

Golf Fund

Country Club Rent	\$ _____	\$ 200	\$ _____
	\$ _____	\$ 200	\$ _____
Total Enterprise Funds	\$ 12,963,747	\$ 10,018,843	\$ 14,586,206

*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.

INTERNAL SERVICE FUNDS

Self Funded Health Insurance	\$ 1,090,780	\$ 1,199,992	\$ 1,106,070
Interest	2,000	5,196	2,000
	\$ 1,092,780	\$ 1,205,188	\$ 1,108,070

Total Internal Service Funds	\$ 1,092,780	\$ 1,205,188	\$ 1,108,070
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TOTAL ALL FUNDS	\$ 34,213,931	\$ 28,518,092	\$ 36,704,800
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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
Fiscal Year 2020

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Transfer from Enterprise Funds			198,028	
Transfer to Capital Projects				547,585
Transfer to Airport				25,706
Transfer to Housing				
Transfer to Grants				150
Transfer to Debt Service				943,182
Transfer to Golf				170,000
IT Infrastructure Lease	512,034	512,034		
Total General Fund	512,034	512,034	198,028	1,686,623
SPECIAL REVENUE FUNDS				
Grants - Transfer from General Fund			150	
Housing - Transfer from General Fund				
HURF - Transfer to General Fund				39,821
HURF - Transfer to Debt Service				66,229
Total Special Revenue Funds			150	106,050
DEBT SERVICE FUNDS				
Debt Service Fund - Transfer from GF			943,182	
Debt Service-Transf frm Enterprise Fund			123,618	
Total Debt Service Funds			1,066,800	
CAPITAL PROJECTS FUNDS				
Transfer from General Fund			547,585	
Total Capital Projects Funds			547,585	
PERMANENT FUNDS				
Total Permanent Funds				
ENTERPRISE FUNDS				
AIM System Capital Lease Proceeds	200,000	200,000		
Airport - Transfer from General Fund			25,706	
Golf - Transfer from General Fund			170,000	
Water - Transfer to General Fund				67,155
Water - Transfer to Debt Service				42,926
Sewer - WIFA WW Loan Proceeds	2,100,000	2,100,000		
Sewer - Transfer to General Fund				67,159
Sewer - Transfer to Debt Service				9,331
Sanitation- Transfer to General Fund				23,893
Sanitation- Transfer to Debt Service				5,132
Total Enterprise Funds	2,300,000	2,300,000	195,706	215,596
INTERNAL SERVICE FUNDS				
Total Internal Service Funds				
TOTAL ALL FUNDS	2,812,034	2,812,034	2,008,269	2,008,269

Expenditures/Expenses by Fund

Fiscal Year 2020

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/EXPENSES	EXPENDITURE/EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/EXPENSES*	BUDGETED EXPENDITURES/EXPENSES
	2019	2019	2019	2020
GENERAL FUND	\$	\$	\$	\$
Administration	201,626		226,515	401,106
City Clerk	179,595		176,451	185,416
City Attorney	81,322		101,098	141,450
Economic Development	124,398		113,348	82,245
Visitor Center	62,385		61,008	80,501
Parking Lot			927	
Finance	503,436		469,982	502,203
Human Resources	398,240		358,511	457,821
Management Information Sys.	431,223		424,013	477,069
General Government	318,170		219,680	369,912
Magistrate and Court	49,100		21,871	49,100
Library	434,826		407,980	446,248
Neighborhoods & Grants			17,506	
Cemetery	151,886		151,842	201,794
Parks	532,555		515,123	564,668
Recreation	184,943		174,691	203,033
Aquatics	323,553		279,594	343,810
Public Works Administration	140,249		135,488	173,146
Public Works Construction	327,307		298,002	377,419
Public Works Fleet Maintenance	102,889		97,986	107,376
Fire	1,833,766		1,927,090	1,775,223
Emergency Management Serv.	1,671,461		1,926,551	1,655,729
Police Administration	524,394		400,060	556,652
Police Operations	3,103,984		2,768,090	3,502,324
Police Support	2,014,258		1,459,195	2,181,535
Police Humane	173,889		157,258	203,518
Call Center	41,756		34,365	42,589
Capital Outlay	850,000		589,504	
Total General Fund	16,036,228		13,513,731	15,081,887
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	1,614,911		1,335,282	1,537,555
LTAF	1,084,868		802,463	1,046,412
Housing Fund	167,233		163,627	176,201
Grants Fund	2,063,055		461,009	2,121,680
RICO Fund	124,745		41,472	124,745
JCEF Fund			3,320	
Total Special Revenue Funds	5,054,812		2,807,172	5,006,593
DEBT SERVICE FUNDS				
Debt Service Fund	1,054,739		3,078,748	1,066,800
Total Debt Service Funds	1,054,739		3,078,748	1,066,800
CAPITAL PROJECTS FUNDS				
Capital Projects Fund	273,127		248,651	588,566
Total Capital Projects Funds	273,127		248,651	588,566
PERMANENT FUNDS				
Total Permanent Funds				
ENTERPRISE FUNDS				
Water Fund	1,763,935		2,793,615	1,809,918
Waste Water Fund	1,757,622		1,839,651	1,793,510
Sanitation Fund	1,575,788		1,355,168	1,441,349
Water Capital	1,674,761		1,324,408	1,830,000
Waste Water Capital	12,790,697		8,807,300	7,623,056
Airport Fund	108,586		111,679	119,606
Golf Course Fund	170,000		161,075	170,000
Total Enterprise Funds	19,841,389		16,392,897	14,787,439
INTERNAL SERVICE FUNDS				
Self Funded Health Insurance	1,092,780		830,689	1,098,714
Total Internal Service Funds	1,092,780		830,689	1,098,714
TOTAL ALL FUNDS	43,353,075		36,871,888	37,629,999

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 Fiscal Year 2020

FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
GENERAL FUND	152	\$ 7,486,522	\$ 3,482,150	\$ 1,004,528	\$ 482,242	\$ 12,455,442
SPECIAL REVENUE FUNDS						
Highway User Revenue Fund	12	\$ 415,593	\$ 49,622	\$ 81,207	\$ 52,827	\$ 599,249
Housing Fund	3	132,059	14,214	16,832	13,096	176,201
Transit	15	546,264	65,224	90,677	52,022	754,187
Total Special Revenue Funds	29	\$ 1,093,916	\$ 129,060	\$ 188,716	\$ 117,945	\$ 1,529,637
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	\$
Total Debt Service Funds	-	\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
		\$	\$	\$	\$	\$
Total Capital Projects Funds	-	\$	\$	\$	\$	\$
PERMANENT FUNDS						
		\$	\$	\$	\$	\$
Total Permanent Funds	-	\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Water Fund	12	\$ 528,209	\$ 63,068	\$ 80,328	\$ 59,264	\$ 730,869
Waste Water Fund	9	399,862	47,743	63,047	39,208	549,861
Sanitation Fund	11	423,366	50,550	81,323	49,085	604,325
Water Capital						
Waste Water Capital						
Airport Fund	1	28,525	3,406	4,702	3,153	39,786
Total Enterprise Funds	33	\$ 1,379,962	\$ 164,767	\$ 229,400	\$ 150,711	\$ 1,924,840
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
Total Internal Service Fund	-	\$	\$	\$	\$	\$
TOTAL ALL FUNDS	214	\$ 9,960,400	\$ 3,775,977	\$ 1,422,644	\$ 750,898	\$ 15,909,919