

# FISCAL YEAR 2020-2021



**ADOPTED BUDGET**  
CITY OF DOUGLAS





*Embracing our Heritage, Advancing our Future*

**2020-2021 Annual Budget**

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## 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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Budget Process  
Budget Calendar



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## **OUR FINANCIAL**

**PICTURE:** Before March, 2020 the City showed a \$1 million surplus in the General Fund (GF) thanks in part to the 1 cent increase enacted September 2019 and an overall increase in taxable sales of 9% compared to last year. The effects of COVID-19 were felt in April, when businesses began to close and the border was partially shut down, only allowing essential travel.

The April COVID-19 impact showed a decrease in sales taxes collected. This was not unexpected, but thankfully only about half as much of a decrease as expected materialized. Continuing uncertainty, however, lingers as the border remains closed at least through July, and businesses in Arizona continue to partially operate or remain closed at this time. Even with these circumstances in mind, the City is projecting a surplus of \$300,000 at the end of the fiscal year, June 30, 2020.

With this in mind, we kept the budget holding flat to take a conservative and cautious approach, introducing the option of reaching certain revenue triggers in order to fund certain projects or positions which otherwise would not move forward. While the pandemic has presented economic challenges at the moment, it has also presented various opportunities that the City has pursued, including the AZCARES award of \$1,859,063 that provides cities a cash infusion due to fire and police's response to COVID-19. This funding will cover fire and police regular salary costs, while freeing up regular General Fund (GF) money for one-time capital improvements. Additionally, the City received CARES Act funding in the amount of \$767,242 for the operation of our transit division. The City put together a grant application for \$3,139,000 from a U.S. Department of Economic Development Administration (EDA) CARES Act grant in order to begin funding the design and engineering of the water and sewer infrastructure to feed the new port of entry and expected development. Finally, the City partnered with Arizona Department of Military Affairs to also reimburse any COVID-19 response-related expenses that include labor, equipment and materials at 90% of its cost.

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

It is with much pride I present the City of Douglas Fiscal Year 20-21 Budget. This budget was prepared with a reflection of the community's values, through the vision of the Mayor and Council, that fosters growing economic development, ensures safety and security, invests in our infrastructure, promotes tourism, values the arts, and strengthens citizen communications, all utilizing our unique location at the border. It also looks to enrich our quality of life and puts funding into City priorities including bringing a dedicated commercial port of entry that will serve as a catalyst for stronger growth and outside investment.

Using sound financial policies and being led by strong leadership, the City has begun to position itself not only to support a new commercial port of entry through infrastructure planning and annexation, but has the ability to help strengthen our small business community through major downtown investment by the City on G Avenue in a wide-scale streetscape plan. Having the ability to invest new dollars into our historic downtown, bringing together an internal team to promote Douglas through marketing and greater economic development reach has already led to interest by multiple hotel chains and several housing developers outside the region to initiate due diligence in looking to invest in Douglas. This is just some of the picture forming to continue our upward trend in building a strong foundation for our future.

Budgets are always developed with a team of people in fluid motion throughout the year right up until the time we take the recommended budget to the City Council. So, I start by thanking our elected leadership for making it easy to know where to fund our priorities. We have grown our revenues and maintained fiscal stability as a direct result of the Council's support in generating new revenues. I appreciate the hard work and thank each of our Budget Team members for putting in hours of work in a shortened time due to the world pandemic known as COVID-19: Assistant to the City Manager Damian Dorame, Human Resources Manager Rocio Garcia-Pedroza, Finance Manager Monica Garnica, Management Services Director/Treasurer Luis Pedroza, and Deputy City Manager Dawn Prince. I am grateful for their advice and perspective on how we shape our expenditures and meet the needs of serving our public.

**PORT OF ENTRY:** This budget contains a strong focus on the continuing development of our commercial port of entry as we continue to partially fund a binational consultant in partnership with the Industrial Development Authority to continue advocacy efforts on both sides of the border for this port project. In addition, the Mayor and Council have directed staff to retain a lobbying firm that can further supplement advocacy that would bring attention to our congressional delegation for our port of entry project. The lobbying firm selected, Nexus Consulting, specializes in Arizona clients and has extensive experience in working with both sides of the aisle in Congress to bring projects such as the port of entry to lawmakers. At this point, it is our understanding that the House Appropriations Committee has approved a funding bill of \$2.8 billion for ports of entry, which is 4-5 times more than it has ever approved, making the funding of our port very likely in 2021 or 2022. The Senate is expected to also approve at some negotiated level; however, even if the bill is negotiated down, our port of entry's chances of getting funded are great since it currently stands at 5<sup>th</sup> in the priority list.

**CAPITAL, ONE-TIME EXPENDITURES:** The budget of \$42,717,713 is comprised of \$2,455,087 in one-time capital projects in the GF. Projects include the purchase of a \$600,000 fire engine, which was necessary to supplant two old existing engines that are 28 and 17 years old. The police department will get mobile and portable radios along with other computing technology totaling \$365,729. Technology infrastructure in the amount of \$480,266 is recommended along with \$74,500 for Parks, Recreation and Aquatics programs, \$416,592 for our buildings and \$115,000 for small equipment purchases. The General Plan (land use & zoning) will also get upgraded as required by state law with \$80,000 put towards that effort. We have set aside \$55,000 for abatement of dangerous and/or blighted properties in the City. Finally, we have dedicated \$118,000 for our port of entry advocacy efforts and \$125,000 for downtown revitalization that will be used toward a multi-phased streetscape design, bringing beautification promoting tourism and private investment into our historic downtown.

**TRANSPORTATION:** Our Streets improvement program will continue, but with an engineering study underway, this will reveal the true state of our streets and produce a blueprint on what is necessary to improve the current conditions. Transit has underway a site selection study for a new transit service facility. The study will research potential locations in the City and also identify a bus yard for its fleet.

**ENTERPRISE FUNDS:** Investment in water production infrastructure that includes a new well and the rehabilitation of an existing well are in planning stages. We will finish the Automated Meter Infrastructure (AMI) installation this year and along with other small capital items totaling \$1,889,000 in investment in the water enterprise fund. In the sewer fund we continue the USDA grant funded Bay Acres sewer-connection project, serving approximately 350 homes out of our recently expanded Wastewater Treatment Plan. Infrastructure improvements at the Department of Corrections Lift station of \$90,000 are needed for next year as well, which along with other small capital total \$4,938,056 in the sewer enterprise fund. The sanitation enterprise fund is fully equipped with automated vehicles and will invest in ongoing residential and commercial garbage cans needed for new accounts and replacements.

**FUTURE OUTLOOK:** With COVID still affecting the city as well as the entire country, we presented conservative projections in order to mitigate any ongoing impacts we may experience in the new year. With that in mind, we have set triggers that will allow us to hire an equipment mechanic and a parks maintenance worker at half of the year, in case revenues come back to pre-COVID levels. Monitoring will be monthly to ensure that revenues and expenses are properly aligned and will be brought to the Finance Committee and Mayor and Council for their consideration. We understand there are funding bills in Congress that could potentially help cities with revenue loss, therefore we budgeted \$3 million in the grants fund to add capacity in our budget. If these funds are received, we will bring back recommendations to Mayor and Council on its allocation.

In June, 2020 the Mayor and Council gave staff direction to proceed with the annexation process of the Bay Acres and surrounding area. Surveys taken in the area showed that the majority are in favor of annexation and the Mayor and Council see the benefits that the City can provide the community in forms of public safety

and City-related services as well as the benefits in bringing more population into the City of Douglas. Annexation efforts will continue as we look west towards the proposed port of entry, but also towards the Pirtleville community, where similar to Bay Acres, the City is already partially servicing the community with water and sewer and the community is also seeking full services from the City.

The resiliency and creativity of staff and the community during this time of global health threats will help lead us back to full economic vitality. We have begun renewed economic gardening, planting the seeds for a wide variety of investors to bring their projects here. Those with an entrepreneurial spirit will find this is a great place to do business with the low-cost of land, fees and permits coupled with a nimble turnaround time, clean air and available workforce. These things all together should give the public assurance we are in a good place as we enter this new fiscal year.

Respectfully,

A handwritten signature in blue ink that reads "Jerene Watson".

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.

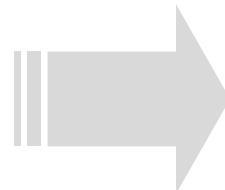


The Manager's budget message provides an introduction to the budget. The message outlines the assumptions used in the development of the budget, goals for the upcoming fiscal year, any new program enhancements or changes in service levels, and any challenges for the upcoming year.

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 - Donald C. Huish**



**Ward 1—Margaret Morales**



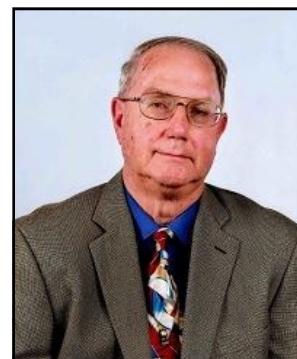
**Ward 2—Mitch Lindemann**



**Ward 3—Danya Acosta**



**Ward 4—Ray Shelton**



**Ward 5 - Michael Baldenegro**

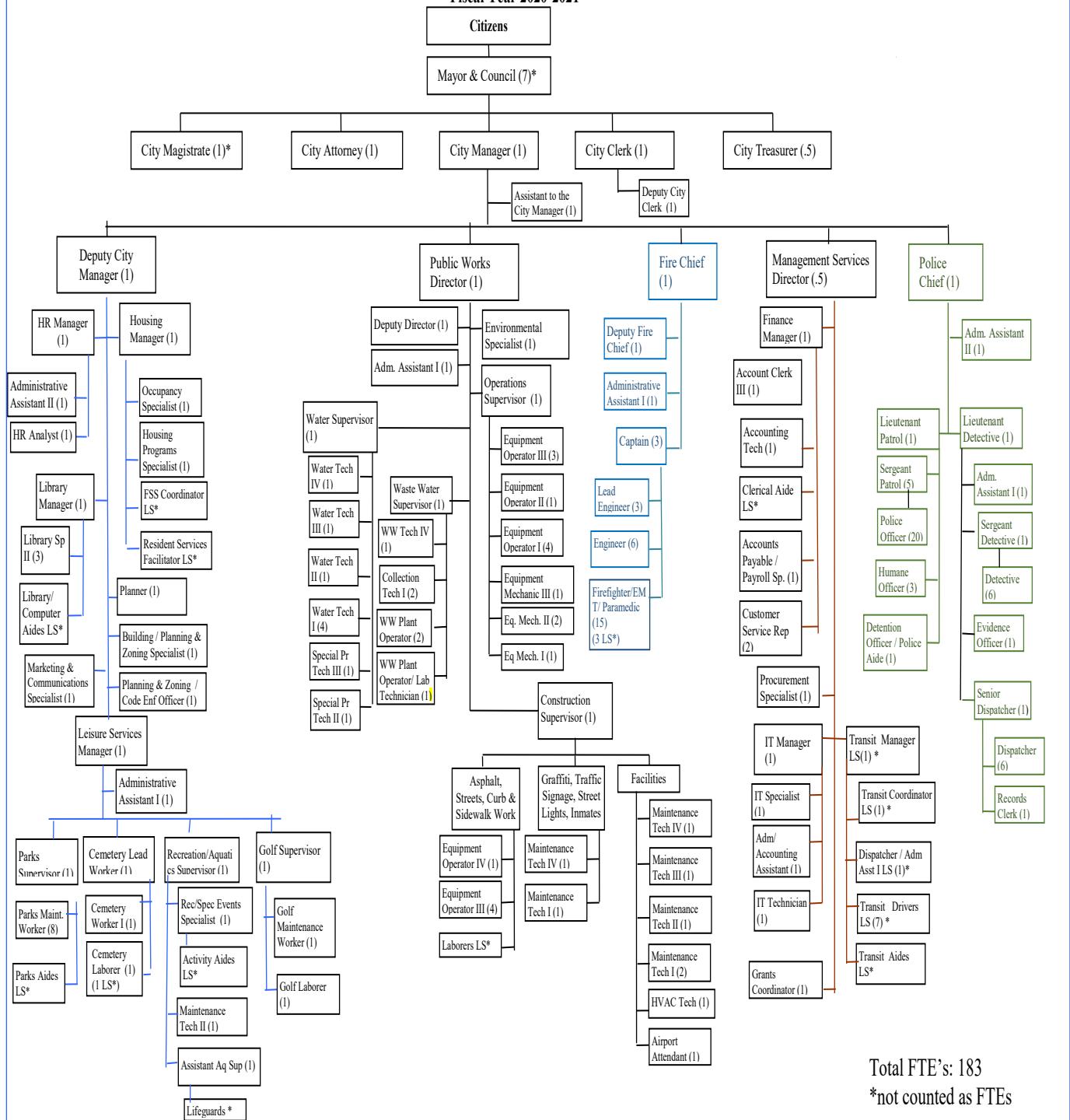


**Ward 6—Jose Grijalva**



## **City of Douglas Organizational Chart**

Fiscal Year 2020-2021





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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. 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 a 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 22, 2020. 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, city website and public hearings. After completion of public hearings, the final budget was adopted on July 15, 2020.

Receive from County Attorney certified Property Values for Property Tax Levy Limit Calculation	February 10, 2020
Make Property Values available for Public Inspection	February 15, 2020
Notify Property Tax Oversight Commission as to Agreement/Disagreement with Property Tax Levy Limit	February 20, 2020
Distribute budget instructions, information Worksheets to Department Heads	February 28, 2020
First Reading of Property Tax Levy	March 11, 2020
Department budgets due back to Budget Team	March 16, 2020
Hold Department/City Manager Budget Reviews	March 23, 2020
Compile Estimates of next year's revenues	March - May 2020
Leadership Team Budget Review	April 2020
Public Budget Workshop	June 15, 2020
Make approved changes and prepare summary of tentative budget	June 2020
Finance Committee Recommendations	June 18, 2020
Presentation and/or review and Adopt Tentative Budget	June 22, 2020
Post entire tentative budget on website for at least 60 mo.	June 25, 2020
*Publish Budget once a week for two consecutive weeks	July 1 & July 8, 2020
And also notice of public hearing on budget for July 15	
Hold Public Hearing on Budget and on Property Tax Levy	July 15, 2020
Convene SPECIAL MEETING to adopt final budget	July 15, 2020
Public Hearing on Budget and Property Tax Levy 5:00 pm	
Special Meeting to adopt final budget (immediately following public hearing)	
Deadline-Forward to Board of Supervisors to act by 3 <sup>rd</sup> Monday in Aug	August 17, 2020

## **FINANCIAL OVERVIEW**

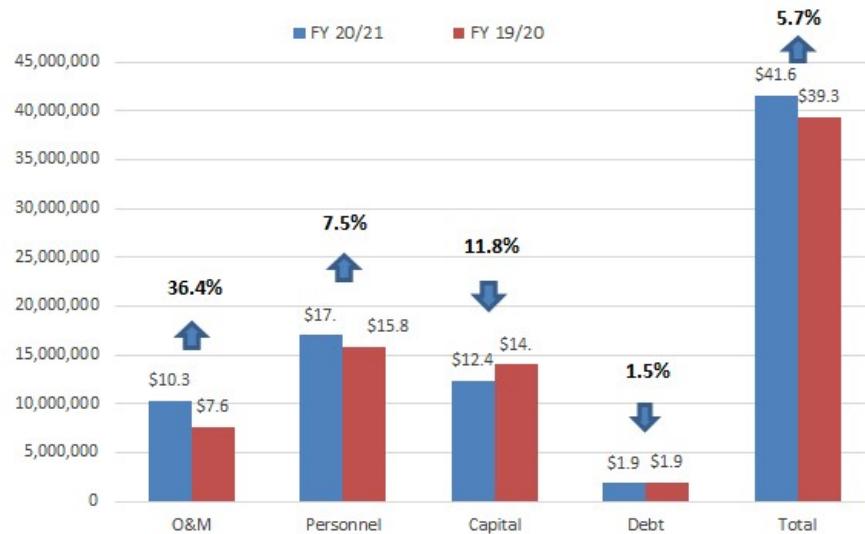
[Budget Overview](#)  
[Budget Summary](#)  
[Revenue Summary](#)



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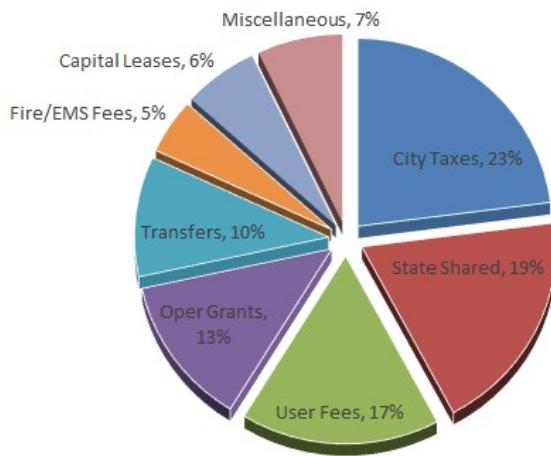
The budget for FY 2020/2021 is in the total amount of \$46,067,752, which represents \$4,477,704 in transfers, a \$29,206,151 operating budget and a \$12,383,897 capital budget. This is an 8.5% or \$3,623,215 increase from last year. This is mainly due to the AZCares Act award of \$1.8M to the City for public safety regular salaries expenses for COVID-19 response. Additionally, the City expects a second tranche of COVID relief funds and budgeted a \$3,000,000 in order to add capacity within the grants fund budget.

## Comprehensive Budget Overview



### Revenues

Budgeted revenue for FY 2020/2021 totals \$32,419,167 and represents a 9.3% increase from FY 2020/2021. Again due to the additional revenue from AZ CARES Act and expected federal aid as mentioned above.



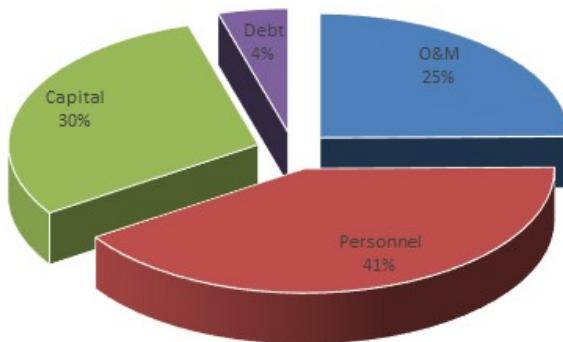
City taxes were projected in this budget to be relatively flat (only 0.3% increase in property taxes) regardless of the 13% increase in sales tax over expected budgeted amount experienced last year due to the unknown and continuing effects of COVID-19 to the local, state and federal economies.

### Revenue Sources

	FY 2018/2019	FY 2019/2020	FY 2020/2021	Variance to Budget	%
	Actual	Budget	Budget		
City Taxes	5,938,255	7,424,750	7,446,750	22,000	0.3%
State Shared	5,866,411	6,157,807	6,229,934	72,127	1.2%
User Fees	5,320,500	5,360,700	5,372,800	12,100	0.2%
Oper Grants	2,097,013	2,179,018	4,165,586	1,986,568	91.2%
Transfers	1,501,700	2,008,095	3,350,039	1,341,944	66.8%
Fire/EMS Fees	1,741,000	1,540,000	1,540,000	0	0.0%
Capital Leases	6,600,000	2,812,034	2,012,663	(799,371)	-28.4%
Miscellaneous	2,128,370	2,173,559	2,301,395	127,836	5.9%
<b>Total Revenue</b>	<b>31,193,249</b>	<b>29,655,963</b>	<b>32,419,167</b>	<b>2,763,204</b>	<b>9.3%</b>

### Expenditures

Budgeted expenditures for FY 2020/2021 not including interfund transfers total \$41,590,048 which represents a 5.7% increase over FY 2019/2020. The budget includes \$3M extra in the O&M category as part of a potential grant from the federal government for COVID relief. Additionally, the majority of the increases in personnel costs were due to the an entire year's budget of positions created the year before that were partially funded and are now funded in full. Capital expenditures decreased by 1.5% only due to the completion of the WWTP project (budgeted \$2.8M last year) and budgeting the remaining portion of the Bay Acres sewer project at \$4.8M as opposed \$6.9M last year.

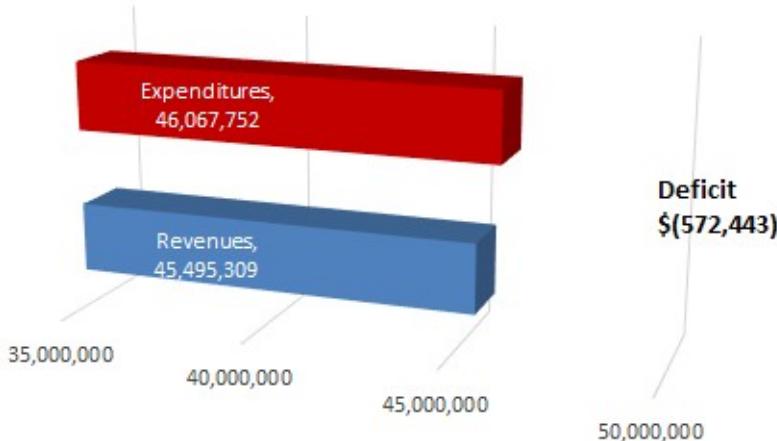


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Oper Grants	2,097,013	2,179,018	4,165,586	1,986,568	91.2%
Transfers	1,501,700	2,008,095	3,350,039	1,341,944	66.8%
Fire/EMS Fees	1,741,000	1,540,000	1,540,000	0	0.0%
Capital Leases	6,600,000	2,812,034	2,012,663	(799,371)	-28.4%
Miscellaneous	2,128,370	2,173,559	2,301,395	127,836	5.9%
<b>Total Revenue</b>	<b>31,193,249</b>	<b>29,655,963</b>	<b>32,419,167</b>	<b>2,763,204</b>	<b>9.3%</b>

According to the City's Financial Policies Financial Planning Section 3 "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." Furthermore, Section 4 states "Ongoing operating costs shall strive to be supported by ongoing, stable revenue sources"

## FY 2020/2021 All Funds Expenditures & Revenue

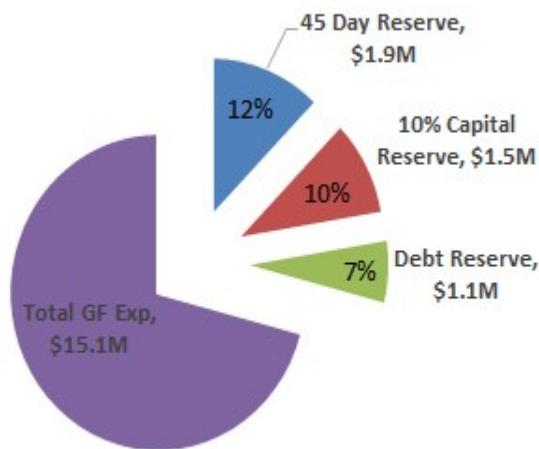


Revenues	\$45,495,309
Expenditures	\$46,067,752
(Deficit)/Surplus	\$572,443

The negative difference of \$572,443 between revenues and expenditures is attributed to one time capital expenditures in the HURF/Streets, Capital Projects and Water funds.

The City's Financial Policies also address reserves, its uses and the reserve requirement – "...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." The Policy also addresses a "pay-as-you-go" capital replacement reserve – "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". The debt reserve fund is also established - "Balance shall strive to be no less than the annual debt service payment due on July 1 of the new fiscal year".

## Total FY 2020/2021 GF Expenditures & Reserve Levels



Total GF Exp	\$15,909,598
45 Day Reserve	\$1,961,457
10% Capital Reserve	\$1,597,838
Debt	\$1,066,800

GENERAL FUND	Expense	Expense	2020-2021	
	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Difference</u>	<u>% Change</u>
CITY MANAGER'S OFFICE	\$ 401,094	\$ 274,926	\$ (126,168)	-31.46%
CITY CLERK'S OFFICE	\$ 185,411	\$ 187,746	\$ 2,335	1.26%
CITY ATTORNEY'S OFFICE	\$ 141,448	\$ 155,143	\$ 13,695	9.68%
DCM - ECONOMIC DEV	\$ 82,239	\$ 10,980	\$ (71,259)	-86.65%
DCM - VISITOR CENTER	\$ 90,507	\$ 103,091	\$ 12,584	13.90%
PARKING LOT	\$ -	\$ -	\$ -	0.00%
MS - FINANCE	\$ 502,193	\$ 618,796	\$ 116,603	23.22%
DCM - HUMAN RESOURCES	\$ 457,814	\$ 468,495	\$ 10,681	2.33%
DARC	\$ 477,076	\$ 500,147	\$ 23,071	4.84%
MAYOR AND COUNCIL	\$ 2,056,486	\$ 3,194,057	\$ 1,137,570	55.32%
MAGISTRATE	\$ 49,100	\$ 49,400	\$ 300	0.61%
DCM - LIBRARY	\$ 446,239	\$ 437,330	\$ (8,910)	-2.00%
COM DEV	\$ -	\$ -	\$ -	0.00%
DCM - DEVELOPMENT SERVICES	\$ -	\$ 223,905	\$ 223,905	100.00%
DCM - LS - CEMETERY	\$ 201,385	\$ 262,998	\$ 61,612	30.59%
DCM - LS - PARKS	\$ 564,211	\$ 583,379	\$ 19,168	3.40%
DCM - LS - RECREATION	\$ 202,819	\$ 287,797	\$ 84,979	41.90%
DCM - LS - AQUATICS	\$ 343,520	\$ 381,111	\$ 37,591	10.94%
PW ADMIN	\$ 172,869	\$ 82,743	\$ (90,126)	-52.14%
PW CONSTRUCTION - FACILITIES MAINT	\$ 376,946	\$ 395,371	\$ 18,424	4.89%
P. W. FLEET MAINT	\$ 107,304	\$ 109,534	\$ 2,230	2.08%
FIRE	\$ 1,772,869	\$ 1,824,869	\$ 51,999	2.93%
EMS	\$ 1,653,418	\$ 1,870,426	\$ 217,009	13.12%
POLICE ADMIN	\$ 556,510	\$ 622,386	\$ 65,876	11.84%
POLICE OPER	\$ 3,499,967	\$ 3,750,966	\$ 251,000	7.17%
POLICE SUP	\$ 2,180,311	\$ 2,283,519	\$ 103,208	4.73%
POLICE HUMANE	\$ 203,351	\$ 213,115	\$ 9,764	4.80%
CALL CENTER	\$ 42,571	\$ 41,257	\$ (1,314)	-3.09%
GENERAL FUND CAPITAL	\$ 512,034	\$ 367,663	\$ (144,371)	-28.20%
MATCHING FUNDS (GRANTS)	\$ -	\$ -	\$ -	
<b>GENERAL FUND</b>	<b>\$ 17,279,692</b>	<b>\$ 19,301,149</b>	<b>\$ 2,021,457</b>	<b>11.70%</b>

2020-2021

Special Revenue Funds			2020-2021	2021	2020 Budgeted	2021 Budgeted	Comparison of
	2020 Budget	2021 Budget	Difference	% Change	Revenues	Revenues	Rev vs. Exp
PW - H. U. R. F.	\$ 1,640,834	\$ 1,679,394	\$ 38,560	2.35%	\$ 1,563,584	\$ 1,540,950	\$ (138,444)
MS - TRANSIT	\$ 925,334	\$ 1,003,651	\$ 78,318	8.46%			
MS - TRANSIT BISBEE	\$ 121,068	\$ 129,803	\$ 8,735	100.00%			
MS - TRANSIT TOTAL	\$ 1,046,401	\$ 1,133,454	\$ 87,053	8.32%	\$ 1,046,412	\$ 1,133,454	\$ (0)
LTAF	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
CAPITAL PROJECTS	\$ 588,566	\$ 2,087,424	\$ 1,498,859	254.66%	\$ 547,585	\$ 1,857,424	\$ (230,000)
DEBT SERVICE FUND	\$ 1,066,800	\$ 1,036,942	\$ (29,858)	-2.80%	\$ 1,066,800	\$ 1,036,942	\$ -
MPC FUND	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
INSURANCE CLAIMS	\$ 1,099,573	\$ 1,127,665	\$ 28,092	0.00%	\$ 1,099,573	\$ 1,127,665	\$ -
POLICE - RICO	\$ 124,745	\$ 82,000	\$ (42,745)	-34.27%	\$ 124,745	\$ 82,000	\$ -
JCEF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MS - GRANTS	\$ 2,121,680	\$ 4,821,662	\$ 2,699,982	127.26%	\$ 2,121,680	\$ 4,821,662	\$ -
DCM - HOUSING	\$ 176,069	\$ 209,270	\$ 33,201	18.86%	\$ 176,188	\$ 209,270	\$ 0
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 7,864,667</b>	<b>\$ 12,177,811</b>	<b>\$ 4,313,144</b>	<b>54.84%</b>	<b>\$ 7,746,567</b>	<b>\$ 11,809,367</b>	<b>\$ (368,444)</b>

	EXPENSES				REVENUES		VARIANCE
	2020	2021	2021 Budgeted	2021 Budget- ed % Change	2020 Comparison of Revenues	2021 Revenues	2021 Rev vs. Exp
	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>	<u>% Change</u>			
SANITATION	\$ 1,469,488	\$ 1,269,250	\$ (200,238)	-13.63%	\$ 1,249,250	\$ 1,269,250	\$ 0
WATER							
DARC	\$ 266,475	\$ 303,433	\$ 36,958	13.87%			
WATER FIELD	\$ 1,651,944	\$ 1,706,566	\$ 54,622	3.31%			
WATER CAPITAL REINVEST-MENT	\$ 2,030,000	\$ 3,020,435	\$ 990,435	48.79%			
WATER TOTAL	\$ 3,948,419	\$ 5,030,435	\$ 1,082,015	27.40%	\$ 3,950,000	\$ 4,826,435	\$ (204,000)
WASTE WATER TOTAL	\$ 1,869,657	\$ 1,885,000	\$ 15,343	0.82%			
SEWER CAPITAL REINVEST-MENT	\$ 9,723,056	\$ 6,100,629	\$ (3,622,427)	-37.26%			
AIRPORT	\$ 11,592,713	\$ 7,985,629	\$ (3,607,084)	-31.12%	\$ 11,593,056	\$ 7,985,629	\$ (0)
GOLF							
GOLF COURSE	\$ 107,443	\$ 119,843	\$ 10,000	0.00%	\$ 170,000	\$ 180,000	\$ -
BAR & RESTAURANT	\$ 62,557	\$ 60,157					
	\$ 170,000	\$ 180,000					
GRAND TOTALS	\$ 17,300,177	\$ 14,588,792	\$ (2,711,385)	-15.67%	\$ 17,081,864	\$ 14,384,792	\$ (204,000)

## REVENUE BUDGET 2020 - 2021

GENERAL FUND				2020		2021		2021	
Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	Actual	Projected	% Change	
31100	PROPERTY TAX-CURRENT	551,249	542,278	613,354	\$ 578,000	\$ 329,687	\$ 620,000	7.27%	
31102	PROPERTY TAX-DELINQ.	52,158	53,456	16,682	38,000	8,143	18,000	-52.63%	
31301	CITY SALES TAX / USE TAX	5,041,205	5,329,117	5,780,875	\$ 6,712,500	2,283,832	\$ 6,712,500	0.00%	
31301	SALES TAX-CITY TRANSIENT OCCU-	250	481	88	\$ -	\$ -	\$ -	0.00%	
31302	PANCY TAX FRANCHISE-ELECTRIC	53,169	61,829	54,861	96,250	35,457	96,250	0.00%	
DARC	FRANCHISE-GAS	177,728	193,551	187,056	195,000	57,551	190,000	-2.56%	
31802	FRANCHISE-CABLE BUSINESS LICENS-	71,320	78,078	82,293	\$ 78,000	10,540	\$ 80,000	2.56%	
31803	ES	45,986	43,088	49,523	45,000	14,089	50,000	11.11%	
32101	TPT LICENSES	71,505	68,153	84,959	\$ 73,000	38,066	\$ 73,000	0.00%	
32101	LIQUOR LICENSES OPERATOR/VEH.	3,364	19,605	18,295	16,000	8,874	17,000	6.25%	
32102	PERMITS YARD/SIDEWALK	9,300	8,100	6,900	\$ 9,000	4,275	\$ 9,000	0.00%	
32103	SALES PERMIT	0	0	0	-	-	-	0.00%	
32104	BUILDING PERMITS ZONING FEES & PERMITS	2,655	2,296	1,970	\$ 2,500	1,130	\$ 2,000	-20.00%	
32201	DOG LICENSES	62,575	35,217	62,839	50,000	27,269	50,000	0.00%	
32202	BURNING PERMITS	1,842	1,470	1,725	\$ 1,500	855	\$ 1,600	6.67%	
32301	ALARM PERMITS POLICE OPER. RE-	3,530	3,850	4,405	4,000	1,005	4,200	5.00%	
32302	IMB.	50	30	30	100	-	100	0.00%	
32303	GRANT ADM REIMB	510	0	1,140	\$ 0	30	\$ 0		
33111	CARES ACT STATE SHARED SALES TAX	719,708	721,044	571,576	1,199,654	297,680	1,230,966	2.61%	
33211	STATE URBAN REV SHARING	73,548	8,996	24,535	15,000	-	15,000	0.00%	
33211	VEHICLE LICENSE	0	0				1,859,063	0.00%	
33501	HUMANE COUNTY TAX	1,518,751	1,591,310	1,624,359	1,646,053	724,360	1,467,920	-10.82%	
33502	IGA	2,029,912	2,056,563	1,957,579	2,066,186	1,033,093	2,314,206	12.00%	
33503	HOUSING IGA	819,277	855,842	848,552	916,984	385,087	941,858	2.71%	
33704	CASAS & PIONEER	38,171	38,510	38,387	38,000	12,562	38,000	0.00%	
3370501	DUSD IGA - SRO	46	0	0	-	-	-	0.00%	
							54,115		
34102	CEMETERY FEES DOUGLAS PROMO	89,466	118,982	87,859	\$ 90,000	36,127	\$ 90,000	0.00%	
34103	SALES ANIMAL SHELTER	203	8,402	45	2,000	-	2,000	0.00%	
34104	REVENUE	12,460	13,455	14,090	\$ 18,000	6,980	\$ 15,000	-16.67%	
34106	IMPOUND FEES	25,650	21,750	11,550	\$ 22,000	3,545	\$ 7,000	-68.18%	
34107	IMPOUND ADM FEES	8,250	5,750	3,400	\$ 5,800	800	\$ 1,800	-68.97%	
34108	FINGERPRINTS	1,880	2,135	1,935	\$ 2,100	930	\$ 2,000	-4.76%	
34110	PASSPORT FEES	7,975	5,205	0	-	-	-		
34111	APS SERVICE FEES		5,009	0	-	-	-		
34501	AMBULANCE FEES COMMUNITY TRAIN-	1,603,991	1,431,223	1,470,386	1,500,000	733,485	1,500,000	0.00%	
34502	FIRE RESPONSE	7,930	10,130	14,958	\$ 15,000	9,670	\$ 15,000	0.00%	
34503	REIMB AQUATIC CENTER	165,040	1,468	80,265	\$ 25,000	3,276	\$ 25,000	0.00%	
34701	FEES 8TH STREET POOL	14,942	12,484	13,058	\$ 15,000	4,999	\$ 15,000	0.00%	
34702	FEES	5,138	4,113	5,041	\$ 4,500	3,554	\$ 4,500	0.00%	

## REVENUE BUDGET 2020 - 2021

GENERAL FUND							2020 6-month Actual	2021 Projected	2021 % Change
Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget				
34703	AQUATIC CONCESSIONS	623	1,147	850	1,000	11	1,000		0.00%
34704	AQUATIC PRO SHOP SALES	831	439	597	\$500	239	\$500		0.00%
34705	RACQUETBALL COURT FEES	743	1,192	779	\$1,000	302	\$1,000		0.00%
34706	AQUATIC CENTER EVENT FEES	21,583	19,010	21,156	\$19,000	4,750	\$19,000		0.00%
34707	AQUATIC LOCKER RENTALS	926	1,537	1,650	\$1,500	114	\$1,500		0.00%
34720	RECREATION PROGRAM FEES	4,140	4,550	5,225	2,000	1,170	2,000		0.00%
34721	BASKETBALL LEAGUE FEES	0	0	0		-			0.00%
34721	MEXICAN BASEBALL FEES	0	26,497	30,091	25,000	26,439	25,000		0.00%
34730	RAMADA RESERVATION FEES	1,815	1,555	1,560	1,700	1,125	\$1,700		0.00%
34750	DUSD AQUATIC CENTER REIMB	33,111	37,509	38,217	38,217	(6,814)	37,554		-1.73%
35101	COURT FINES & FORFEITURES	50,825	-186	0	-	-	-		0.00%
35102	RESTITUTION PAYMENTS	1,245	1,493	918	1,400	442	\$1,400		0.00%
35103	LIBRARY FINES & FEES	14,611	13,893	9,880	14,000	2,260	\$14,000		0.00%
35104	COURT FINE OFFICER SA	2,792	7,888	3,996	5,000	2,046	4,000		-20.00%
35201	FORFEITED PROPERTY SALE	83,968	70,313	9,537	45,000	-	\$0		-100.00%
36101	INVESTMENT EARNINGS	62,082	125,859	186,636	149,844	89,064	\$149,844		0.00%
36201	RENTAL PAYMENTS	122,161	106,740	60,886	56,225	26,099	\$237,725		322.81%
36202	CALL CENTER Lease	669,266	669,266	646,154	623,042	259,601	623,042		0.00%
36211	VISITOR CENTER RESV FEES	645	2,300	2,480	2,000	1,390	2,000		0.00%
36401	SPECIAL EVENTS REVENUE	1,225	1,190	1,245	1,200	1,015	1,200		0.00%
36403	4TH OF JULY REVENUE	0	0	10	-	255	-		
36406	YOUTH ACTIVITY REVENUE	10	2,154	0	1,000	10	1,000		0.00%
36407	DONATIONS/MISC	343	75	21,714	10,000	4,586	10,000		0.00%
	YOUTH CITY COUNCIL REVENUE			0	-	-	-		0.00%
36431	LIBRARY GRANT E-RATE	34,543	30,135	39,404	31,000	7,411	\$16,397		-47.11%
38001	MISCELLANEOUS REVENUE	82,399	73,414	148,055	50,000	25,168	50,000		0.00%
38001	CASH OVER/SHORT	-114	-339	-367	-	(180)	-		0.00%
38201	SALE SURPLUS PROPERTY/LAND	69,902	251,004	129,486	10,000	17,312	10,000		0.00%
38202	EXPLORER REVENUE	0	0	0	-	-	-		0.00%
39110	TRANSFER FROM ENTERPRISE FUNDS	194,644	149,990	132,905	197,902	71,901	201,547		1.84%
39301	CAPITAL LEASE PROCEEDS	<u>140,482</u>	<u>-</u>	<u>960,030</u>	<u>512,034</u>	<u>-</u>	<u>367,663</u>		<u>0.00%</u>
	TOTAL REVENUE	\$ 14,853,010	\$ 15,127,571	\$ 2,453,092	\$ 1,799,564	\$ 535,715	\$ 1,779,072		-1.14%

## HIGHWAY USER REVENUE FUND

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
33504	HIGHWAY USERS - STATE	1,328,216	1,414,113	1,424,978	\$ 1,528,584	\$ 785,622	\$ 1,505,950	-1.48%	
38001	MISCELLANEOUS SALES REIMBURSEMENT	-	-	39,542	-	-	-	0.00%	
38002	CITIZEN PAYS POLICY	10,338	1,300	15,085	30,000	738	30,000	0.00%	
38003	TRANSFER FROM GENERAL FUND	300	-	-	5,000	-	5,000	0.00%	
39101	TRANSFER FROM SP PROJECTS	-	-	-	-	-	-	0.00%	
	TOTAL REVENUE	\$ 1,338,853	\$ 1,415,413	\$ 1,479,605	\$ 1,563,584	\$ 786,360	\$ 1,540,950	-1.45%	

## TRANSIT

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
33200	GRANTS TRANSIT GRANT	31,839	30,000	20,000	\$ 30,000	\$ 10,000	\$ 25,000	-16.67%	
33211	REVENUE COCHISE COLLEGE IGA	446,613	460,426	465,389	619,671	214,775	778,213	25.58%	
33702	SEAGO BISBEE CONTRACT	19,193	17,316	19,944	22,000	11,000	24,000	9.09%	
33706	TRANSIT FARES ADVERTISING REVENUE	53,421	107,745	86,555	105,000	45,249	45,000	-57.14%	
33707	ACT ROUTE	214,890	210,501	206,975	209,271	93,721	209,271	0.00%	
34109	TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	0.00%	
	TOTAL REVENUE	\$ 802,741	\$ 873,678	\$ 844,799	\$ 1,046,412	\$ 394,254	\$ 1,133,454	8.32%	

## LOCAL TRANSPORTATION ASSIST. (LOTTERY)

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
33505	LOTTERY	-	-	-	\$ -	\$ -	\$ -	-	0.00%
	LTA II GRANT	-	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	0.00%

**CAPITAL PROJECTS**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
31301	1/3 Cent Sales Tax 1(Capital)	39	-	47	\$ -	\$ -	\$ -	-	0.00%
33705	DUSD IGA INVESTMENT			6,411					
36101	EARNINGS INVEST EARN -	7,752	6,868	17,129			5,457		0.00%
36102	CALL CENTER	-	-	-					0.00%
38001	MISCELLANEOUS SALE SURPLUS	3,500	-	-	-		50,670	-	0.00%
38201	PROPERTY / LAND TRANSFER FROM	-	85,000	-					0.00%
39101	GF TRANSFER FROM	65,412	108,196	96,760	547,585	47,714	1,857,424	239.20%	
39114	DEBT FUND CAPITAL LEASE	-	-	-	-	-	-	-	0.00%
39301	PROCEEDS	-	-	-	-	-	-	-	0.00%
		-	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 76,703	\$ 200,064	\$ 120,347	\$ 547,585	\$ 103,841	\$ 1,857,424	239.20%	

**DEBT SERVICE FUND**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
31301	1/3 Cent Sales Tax 1(call center IT) INVESTMENT	111	288	6	-				0.00%
36101	EARNINGS TRANSFER FROM	-	-	-	-	-	-	-	0.00%
39101	GENERAL FUND TRANSFER FROM	1,191,095	1,202,283	1,118,959	943,182	449,350	912,337	-3.27%	
39104	CAPITAL TRANSFER FROM	-	-	-	-	-	-	-	0.00%
39110	ENTERPRISE	82,057	73,358	86,257	123,618	59,623	124,604		
39302	LOAN PROCEEDS	-	-	-	-	-	-	-	
	TOTAL REVENUE	\$ 1,273,263	\$ 1,275,930	\$ 1,205,222	\$ 1,066,800	\$ 508,973	\$ 1,036,942	-2.80%	

**MPC**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	2021		
39101	TRANSFER FROM GF	-	-	-	-	-	-	-	0.00%
39102	HURF	-	-	-	-	-	-	-	0.00%
39104	SPEC PROJECTS	-	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	-	-	-	-	-	-	-	0.00%

## RICO

Account	Description					2020		2021	2021 % Change
		2017 Actual	2018 Actual	2019 Actual	2020 Budget	6-month	Actual	Projected	
33241	RICO-ST ATTY GENERAL	\$ 48,183	\$ 17,151	\$ 91,661	\$ 121,745	\$ 23,107	\$ 79,000	-	-35.11%
33242	RICO-COUNTY ATTY	-	10,850	11,276	-	3,000	-	-	0.00%
33243	RICO-COUNTY ATTY-TOWING	-	-	-	-	-	-	-	0.00%
36106	INTEREST RICO	3,026	3,570	4,540	3,000	-	3,000	-	0.00%
39101	TRANSFER FROM GF	-	-	-	-	-	-	-	0.00%
39112	TRANSFER FROM GRANTS	-	-	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ 51,209	\$ 31,571	\$ 107,477	\$ 124,745	\$ 26,107	\$ 82,000	-	-34.27%

## JCEF

Account	Description					2020		2021	2021 % Change
		2017 Actual	2018 Actual	2019 Actual	2020 Budget	6-month	Actual	Projected	
35104	LOCAL JCEF TIME PAYMENTS	2,506	-	-	-	-	-	-	0.00%
35105	FILL THE GAP RESTRICTED	1,110	782	-	-	-	-	-	0.00%
35110	MCEF SUSPENSION FEE	3	-	-	-	-	-	-	0.00%
TOTAL REVENUE		\$ 3,618	\$ 782	-	-	-	-	-	0.00%

## GRANTS

Account	Description					2020		2021	2021 % Change	
		2017 Actual	2018 Actual	2019 Actual	2020 Budget	6-month	Actual	Projected		
HOUSING & COMM DEVELOPMENT		1,116,454	946,783	\$ 1,007,955	\$ 1,320,000	\$ 475,121	\$ 1,333,000	-	0.98%	
FIRE		19,615	17,062	304,167	128,936	4,432	323,936	-	151.24%	
POLICE		6,967	54,619	10,047	170,094	5,076	88,976	-	-47.69%	
PUBLIC WORKS		-	-	-	431,500	-	-	-	-100.00%	
LIBRARY		586	7,786	5,502	71,000	-	62,500	-	-11.97%	
GRANTS		-	-	-	-	-	3,000,000	-	0.00%	
TRANSFER FROM GENERAL FUND		-	-	-	150	-	13,250	8733.33%	-	
TOTAL REVENUE		\$ 1,143,622	\$ 1,026,250	\$ 1,327,671	\$ 2,121,680	\$ 484,629	\$ 4,821,662	-	127.26%	

## SELF FUNDED HEALTH INSURANCE

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	Actual		
36101	INVESTMENT EARNINGS	967	870	5,229	\$ 2,000	\$ 2,366	\$ 2,000	0.00%	
39401	SELF FUNDED INSURANCE	<u>778,921</u>	<u>909,536</u>	<u>1,216,294</u>	<u>1,097,573</u>	<u>522,343</u>	<u>1,125,665</u>	<u>2.56%</u>	
	TOTAL REVENUE	\$ 779,888	\$ 910,406	\$ 1,221,523	\$ 1,099,573	\$ 524,709	\$ 1,127,665	2.55%	

## HOUSING

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	Actual		
33211	GRANT ADMIN RE-IMB			0	\$ 30,000	-	\$ 30,000	0.00%	
33212	HOUSING REIMB-SUN RAY APT RE-	\$ 174,595	\$ 141,946	\$ 149,847.74	\$ 131,948	\$ 71,789	\$ 131,948	0.00%	
38008	IMB TRANSFER FROM GF	9,904	17,648	12,932	14,240	2,998	14,524	2.00%	
39112	TRANSFER FROM GRANTS	-	-	-	-	-	32,798		
	TOTAL REVENUE	\$ 184,499	\$ 159,595	\$ 162,780	\$ 176,188	\$ 74,788	\$ 209,270	18.78%	

## SANITATION

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	2020		<u>Projected</u>	<u>2021 % Change</u>
						6-month	Actual		
34603	GARBAGE COLLECTION FEE INVESTMENT EARNINGS	1,199,661	1,204,785	1,242,867	\$ 1,240,000	\$ 628,713	\$ 1,260,000	1.61%	
36101		8,087	11,730	9,203	9,000	4,454	9,000	0.00%	
38001	MISCELLANEOUS CAPITAL LEASE PROCEEDS	182	298	583	250	187	250	0.00%	
39301		-	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 1,207,931	\$ 1,216,813	\$ 1,252,654	\$ 1,249,250	\$ 633,354	\$ 1,269,250	1.60%	

<u>WATER FUND</u>						2020 6-month	2021	2021 %
<u>Account</u>	<u>Description</u>	2017 Actual	2018 Actual	2019 Actual	2020 Budget	Actual	Projected	Change
33201	GRANTS	-	-	-	1,700,000	-	1,131,435	0.00%
33301	NAD BANK	-	-	-	-	-	-	0.00%
34601	WATER SERVICE FEES	852,209	854,615	854,176	855,000	430,745	845,000	-1.17%
346011	CIP SURCHARGE	327,390	328,367	329,201	330,000	165,018	330,000	0.00%
346012	IMPACT FEE	34,478	7,654	5,056	15,000	1,400	15,000	0.00%
346013	RECONNECT FEE	24,824	23,254	20,703	24,000	11,968	18,000	-25.00%
346014	CONTRACT FEE	12,208	11,325	10,455	11,000	5,955	12,000	9.09%
346015	WATER USAGE FEES	736,239	727,196	670,152	750,000	390,928	760,000	1.33%
34605	APS SERVICE FEES	807	-	-	-	-	-	
36101	INVESTMENT EARNINGS	18,287	32,535	38,513	30,000	18,677	30,000	0.00%
37001	WIFA Study Grant	-	-	750,000	-	-	-	0.00%
38001	MISCELLANEOUS	43,439	37,183	40,641	35,000	26,987	40,000	14.29%
38001	1CASH OVER/SHORT	(70)	(152)	189	-	110	-	0.00%
38201	SALE SURPLUS PROPERTY	-	7,750	-	-	-	-	
39301	CAPITAL LEASE PROCEEDS	-	-	<u>648,522</u>	<u>200,000</u>	-	<u>1,645,000</u>	722.50%
	TOTAL REVENUE	\$ 2,049,810	\$ 2,029,727	\$ 3,367,607	\$ 3,950,000	\$ 1,051,788	\$ 4,826,435	22.19%

<u>WASTE WATER FUND</u>						2020 6-month	2021	2021 %
<u>Account</u>	<u>Description</u>	2017 Actual	2018 Actual	2019 Actual	2020 Budget	Actual	Projected	Change
33,200	GRANTS	0	0	0	6,883,056	0	6,010,629	0.00%
33301	NAD BANK GRANT	-	2,064,313	4,818,651	650,000	33,286	-	0.100.00%
34602	SEWER SERVICE FEES	1,498,735	1,525,899	1,540,534	1,540,000	775,185	1,550,000	0.65%
346021	CIP SURCHARGE	328,366	335,433	339,142	335,000	172,102	340,000	1.49%
	IMPACT FEE	39,517	23,632	24,098	20,000	9,308	20,000	0.00%
36101	INVESTMENT EARNINGS	10,845	24,789	52,909	25,000	20,137	25,000	0.00%
37001	WIFA GRANT	-	-	500,000	-	-	-	
38001	MISCELLANEOUS	83,906	44,282	40,390	40,000	8,391	40,000	0.00%
38006	WIFA WW Loan Proceeds	-	-	3,148,903	2,100,000	1,599,505	-	0.00%
38201	SALE SURPLUS PROPERTY	-	1,850	-	0	-	-	0
	BECC Grant	-	-	-	0	-	-	0.00%
39101	TRANSFER FROM GEN FUND	-	-	-	-	-	-	0.00%
39107	TRANSFER FROM WATER	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 1,961,370	\$ 4,020,196	\$ 10,464,628	\$ 11,593,056	\$ 2,617,912	\$ 7,985,629	-31.12%

**AIRPORT FUND**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 6-month Actual</u>	<u>2021 Projected</u>	<u>2021 % Change</u>
33221	FEDERAL GRANTS	156,384	176,564	-	\$ -	\$ -	\$ -	\$ -
34880	FUEL SALES (100 LL)	8,381	10,854	21,719	16,800	12,917	20,000	19.05%
34880	FUEL SALES (JET A)	56,936	49,917	46,211	49,000	22,018	50,000	2.04%
36201	RENTAL PAYMENTS	9,359	7,800	10,250	8,000	86,400	8,000	0.00%
36201	SMALL HANGAR	14,616	16,200	13,675	14,700	7,350	14,700	0.00%
36201	TRAILER RENT MISCELLANEOUS REV-	6,008	5,973	5,175	5,400	2,700	2,700	-50.00%
38001	ENUE TRANSFER FROM GEN-	4,350	677	-	-	-	-	0.00%
39104	ERAL FUND	71,854	25,085	17,182	25,658	-	28,078	9.43%
		-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 327,888	\$ 293,069	\$ 114,211	\$ 119,558	\$ 131,385	\$ 123,478	3.28%

**GOLF COURSE**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 6-month Actual</u>	<u>2021 Projected</u>	<u>2021 % Change</u>
6001	GREEN FEES	-	-	-	\$ -	\$ -	\$ -	0.00%
6002	TRAIL FEES	-	-	-	-	-	-	0.00%
6004	TOURNAMENT FEES	-	-	-	-	-	-	0.00%
6011	QTR PASS-INDIVIDUAL	-	-	-	-	-	-	0.00%
6012	QTR PASS-FAMILY	-	-	-	-	-	-	0.00%
6013	QTR PASS-STUDENT	-	-	-	-	-	-	0.00%
6014	PUNCH PASS	-	-	-	-	-	-	0.00%
6021	LOCKER RENTALS	-	-	-	-	-	-	0.00%
6022	PUBLIC CART RENTALS PRIVATE CART RENT-	-	-	-	-	-	-	0.00%
6023	ALS	-	-	-	-	-	-	0.00%
6024	RANGE BALL RENTAL	-	-	-	-	-	-	0.00%
6025	GOLF CLINICS	-	-	-	-	-	-	0.00%
6031	PRO SHOP SALES PRO SHOP FOOD &	-	-	-	-	-	-	0.00%
6032	DRINK RV PARK SPACE RENT-	-	-	-	-	-	-	0.00%
6040	ALS COUNTRY CLUB	-	-	-	-	-	-	0.00%
6045	EVENTS	-	-	-	-	-	-	0.00%
6046	BEVERAGE SALES	-	-	-	-	-	-	0.00%
6047	FOOD SALES	-	-	-	-	-	-	0.00%
6048	TIPS CREDIT CARD	-	-	-	-	-	-	0.00%
36201	COUNTRY CLUB RENT	-	-	200	-	-	-	0.00%
36203	LEASE PAYMENTS	-	-	-	-	-	-	0.00%
38001	MISCELLANEOUS	-	-	-	-	-	-	0.00%
38001	cash over/short	0	0	0	-	-	-	0.00%
		-	-	200	-	-	-	0.00%
39101	SUBSIDY FROM GEN FUND TRANSFER FROM CAPI-	172,862	198,461	163,920	170,000	99,500	180,000	5.88%
39104	TAL CAPITAL LEASE PRO-	10,788	-	-	-	-	-	0.00%
39301	CEED	-	-	-	-	-	-	0.00%
	TOTAL REVENUE	\$ 183,650	\$ 198,462	\$ 164,121	\$ 170,000	\$ 99,500	\$ 180,000	5.88%

## **Program Budgets**

City Manager  
Deputy City Manager  
Development Services  
Housing  
Human Resources  
Leisure Services  
Library  
Visitor Center  
City Clerk's Office  
City Attorney's Office  
Management Services  
Magistrate  
Mayor & Council  
Public Works  
Fire Department  
Police Department



***Embracing our Heritage, Advancing our Future***



Annual  
Budget

2021

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# Administration

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

## City Manager

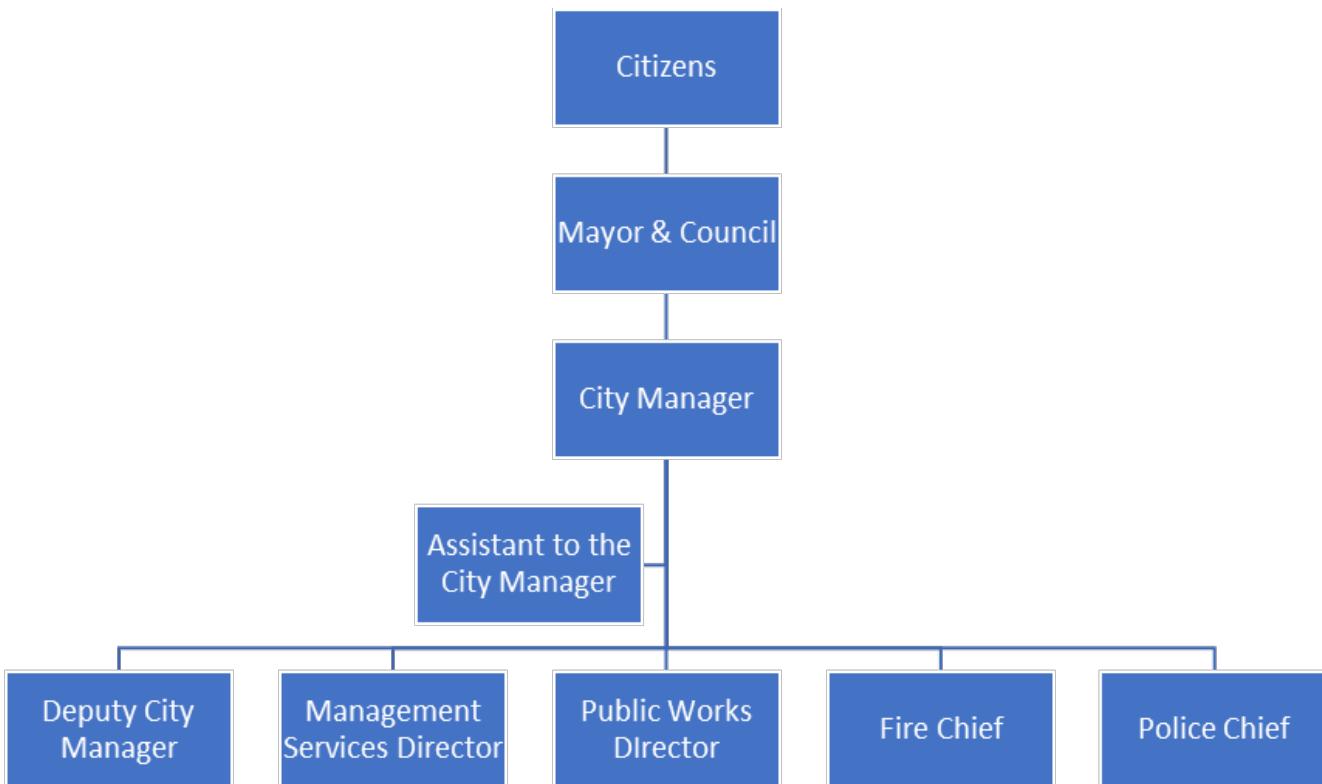
### Mission

The mission of the City Manager's Office is to communicate with the residents and corporate citizens with transparency about their municipal government and 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



## City Manager

### 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

### Staffing

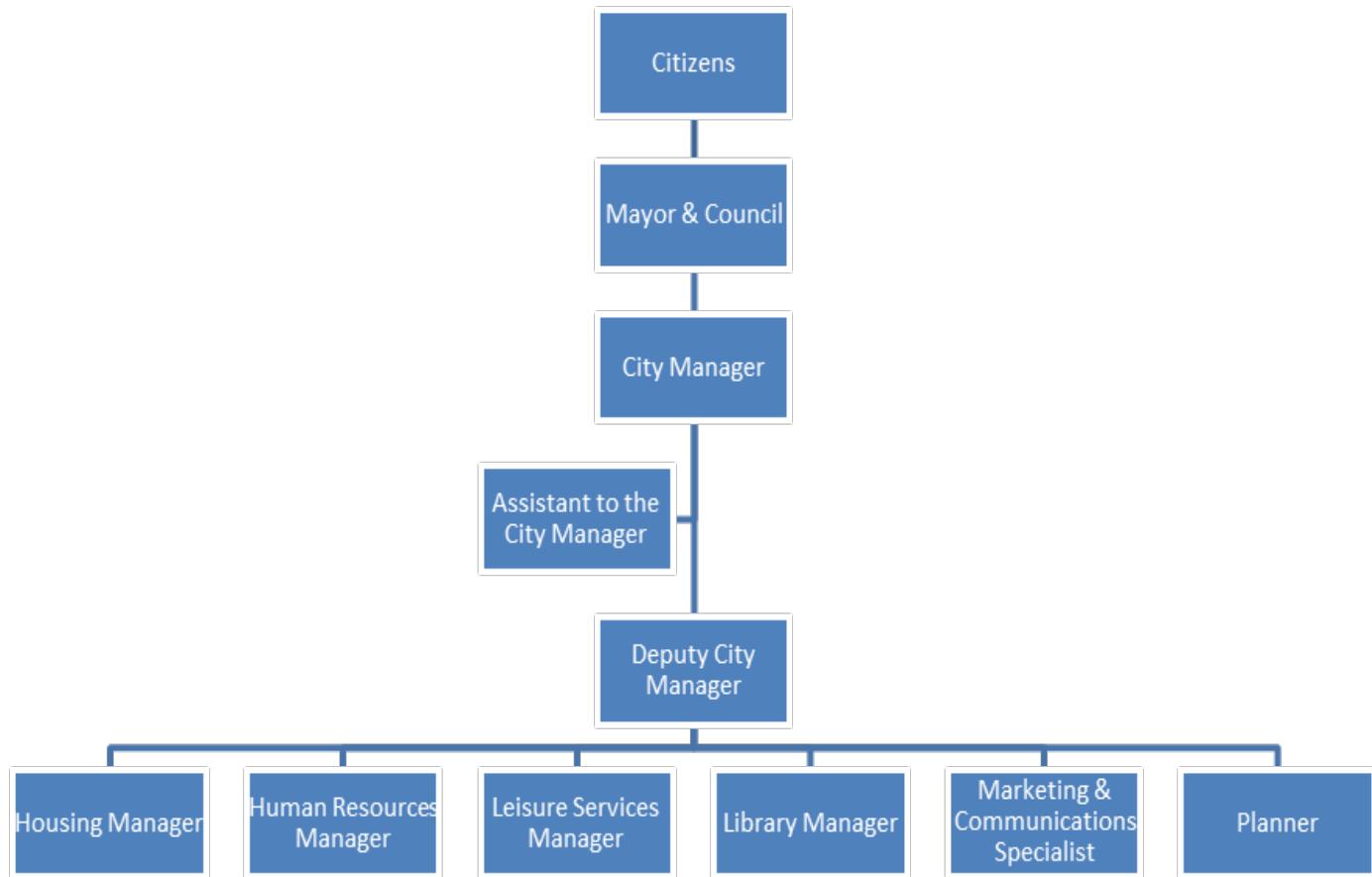
Personnel	FY 2020 Budget	FY 2021 Budget
City Manager	1.00	1.00
Deputy City Manager	1.00	0.08
Assistant to the City Manager	1.00	1.00
<b>Total FTE's</b>	<b>3.00</b>	<b>2.08</b>

## City Manager

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001	Salaries	315,215	146,513	182,414	\$ 293,665	\$ 108,595	\$ 201,809	-31.28%
1003	Sal - Temp	0	0	1,128-		663	-	0.00%
1004	Sal - Limited	118	0	0-	-	-	-	0.00%
1005	Sal - Overtime	5,478	593	0-		362	-	0.00%
2001	OASI	23,989	10,573	6,220	22,465	7,666	15,438	-31.28%
2002	State Retire	36,752	16,745	9,179	35,064	10,233	24,298	-30.70%
2004	Health Ins	4,908	2,097	95	3,534	600	2,314	-34.51%
2005	Income Protect	822	452	261	1,111	125	721	-35.10%
2006	State Comp	572	245	141	336	230	231	-31.22%
2016	Self Fund Ins Claims	<u>15,645</u>	<u>12,186</u>	<u>5,887</u>		<u>29,983</u>	<u>3,126</u>	<u>15,735</u>
	Personnel Expense	<u>\$ 403,499</u>	<u>\$ 189,403</u>	<u>\$ 205,325</u>	<u>\$ 386,158</u>	<u>\$ 131,601</u>	<u>\$ 260,546</u>	<u>-32.53%</u>
<b>Operating Expense</b>								
3001	Contractual serv	3,658	1,112	10,082	1,560	41,842	1,270	-18.59%
4104	Telephone Services	4,772	2,467	2,143	1,780	1,544	3,175	78.37%
4301	Auto & Eq Maintenance	537	0	988-		128	500	0.00%
4303	Computer Maintenance	3,207	96	198	500	119	160	-68.00%
5401	Adv/Printing/ Reproduction	5,793	3,762	1,273	200	631	200	0.00%
5801	Travel/training	16,325	4,962	5,077	8,456	7,043	6,110	-27.74%
6001	Office supplies	7,101	746	1,093	850	1,633	750	-11.76%
6201	Postage	628	687	126	100	19	100	0.00%
6401	Books/Dues/Subscrip	3,673	1,602	197	1,390	761	1,765	26.98%
6501	Gas/Oil/Lube	<u>604</u>		<u>37220</u>		<u>100</u>	<u>377</u>	<u>350</u>
	Operating Expense	<u>\$ 46,296</u>	<u>\$ 15,470</u>	<u>\$ 21,397</u>	<u>\$ 14,936</u>	<u>\$ 54,097</u>	<u>\$ 14,380</u>	<u>-3.72%</u>
	Total Expenses	\$ 449,795	\$ 204,873	\$ 226,721	\$ 401,094	\$ 185,698	\$ 274,926	-31.46%

**Deputy City Manager**

**Organizational Chart—Deputy City Manager Direct Reports**



## Deputy City Manager - Economic Development

### Mission

To support our Business Community and enhance Economic Vitality through business retention, business attraction, business expansion and job creation.

### Public Programs Offered:

- Existing Business Retention/Expansion
- New Business Support and Assistance
- Business and Amenity Attraction
- Community Development

### Goals and Strategies

**Goal #1: Business Retention and Expansion** – To retain and expand existing businesses by learning about issues business owners are facing and addressing those issues in a timely manner.

- Survey existing businesses to determine trends in order to forecast needs and changing environments.
- Develop programs and opportunities to better meet the needs of the business community in order to retain and expand businesses.
  - \* Structure and host training opportunities utilizing the SBDC and other resources.
  - \* Develop strategic program to link employers and potential employees
  - \* Work to create internships & entry jobs with businesses & educational institutions for the youth
- Respond to immediate needs of existing businesses by facilitating interactions and outreach as needed to minimize impacts on local businesses

**Goal #2: Hotel, Housing, Education and Amenity Attraction** – To help facilitate locates and development opportunities

- Work to attract quality builders and development that will bring a mix of new housing options
  - \* Target niche population groups like Customs & Border Patrol employees, international community, higher education and prison staff and retirees for marketing low-cost option and educational programs
- Work to increase community amenities to attract new residents
- Bring more higher education entities to Douglas
- Revitalize Downtown via implementation of the Downtown Revitalization Plan

**Goal #3: Provide Support to our Entrepreneurial Community** – To help facilitate locates and development opportunities

- Create entrepreneurial center at the Library
- Structure and host training opportunities utilizing the SBDC and other resources

**Goal #4: Increase interest in our Opportunity Zones** – To help facilitate locates and development opportunities

- Work to attract targeted industries and value-added manufacturing employers
  - \* Develop Pathway to make Douglas a produce entry point
  - \* Prepare site ready cold storage warehouse properties
- Work to facilitate sharing of opportunity zones and free trade zone information to businesses with interest
- Work to provide concierge development service for ease of development

## Deputy City Manager - Economic Development

## Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020</u>	<u>2020 YTD 12/31/21 9</u>	<u>2021 Request- ed</u>	<u>2021 % Change</u>
Personnel Expense								
1001	Salaries	31,569	69,216	73,010	\$ 47,740	\$ 24,430	\$	--100.00%
1005	Salaries/OT	-	-	-	-	-	-	- 0.00%
2001	OASI	2,410	5,278	5,363	3,652	1,821		--100.00%
2002	State Retire	3,580	7,853	8,503	5,700	2,183		--100.00%
2004	Health Ins	698	2,163	1,534	894	442		--100.00%
2005	Income Protect	81	226	232	213	63		--100.00%
2006	Workman's Comp	59	114	86	83	19		--100.00%
2016	Self Fund Ins Claims	<u>1,064</u>	<u>3,372</u>	<u>4,621</u>	<u>2,198</u>	<u>1,106</u>		<u>--100.00%</u>
Personnel Expense		<u>\$ 39,461</u>	<u>\$ 88,222</u>	<u>\$ 93,349</u>	<u>\$ 60,481</u>	<u>\$ 30,063</u>	<u>\$</u>	<u>--100.00%</u>
Operating Expense								
3001	Contractual	-	-	8,557	-	307	1,000	0.00%
4104	Telephone Services	410	1,395	1,376	1,400	423		--100.00%
4301	Auto/equip	-	-	12	-	-	-	0.00%
4303	Computer Maintenance	51	248	5	175	-	250	42.86%
5401	Advertising/Printing	-	1,440	1,544	1,500	-	3,200	113.33%
5801	Travel/training	3,023	8,656	1,995	4,000	1,073	3,100	-22.50%
6001	Office supplies	2,079	2,173	783	900	236	300	-66.67%
6201	Postage	14	43	109	1,000	17	500	-50.00%
6401	Books/dues/subscrip	373	1,278	1,524	3,426	-	1,030	-69.93%
6501	Gas/oil/lube	319	750	554	-	387		
6601	Uniforms	-	-	-	-	-	150	
8009	Marketing/Promotions	<u>2,415</u>	<u>2,795</u>	<u>4,195</u>	<u>9,357</u>	<u>308</u>	<u>1,450</u>	<u>-84.50%</u>
Operating Expense		<u>\$ 8,684</u>	<u>\$ 18,778</u>	<u>\$ 20,654</u>	<u>\$ 21,758</u>	<u>\$ 2,750</u>	<u>\$ 10,980</u>	<u>-49.53%</u>
Total Expenses		<u>\$ 48,145</u>	<u>\$ 107,000</u>	<u>\$ 114,003</u>	<u>\$ 82,239</u>	<u>\$ 32,814</u>	<u>\$ 10,980</u>	<u>-86.65%</u>

## Development Services

### Mission

To assist the public with the development of property to its highest and best use while ensuring public safety and cost effectiveness for the City.

### Public Services

The Department is responsible for the long and short range planning for the incorporated area of Douglas as well as looking towards areas for future annexation, developing and updating the City's General Plan, processes special use requests, rezoning, home occupations, subdivisions, and variances to the Zoning Regulations.

The Department enforces the Zoning Regulations, Light Pollution Ordinance, Hazard Abatement Ordinance, and Graffiti Abatement.

The Department ensures quality construction for the City's residents and visitors through enforcement of the Building Safety Code. Building Safety is responsible for the issuance of residential and commercial building permits and coordinates all facets of building plan review and subsequent inspections during construction for code conformance in the interest of public safety.

### Budget Highlights

This year we are requesting additional funding to address blighted properties through securing or abating hazardous structures, adding mapping software to enhance internal and external customer support, focusing on staff training and improvement, and continuing work on the General Plan and the Downtown Revitalization Plan. We are also requesting a funding for a 19.5 hour per week position to be used for administrative work and coverage to replace the hours previously covered by a Public Works position.

### Strategies & Objectives

This year we plan to bring the General Plan to Mayor and Council to prepare for the State mandated Citizen vote, to abate at least two unsound structures, proceed with construction on the Downtown Redevelopment, and to continue to improve service through additional tools and staff development.

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Planner	1.00	1.00
Building/Planning & Zoning Specialist	1.00	1.00
Code Enforcement/P&Z Technician	0.50	0.50
<b>Total FTE's</b>	<b>2.50</b>	<b>2.50</b>

**Development Services**
**Expenditures - General Fund**

<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
\$ -	\$ -	\$ -	\$ 48,189	\$ 116,662	0.00%
			-	-	0.00%
		-	6,295	8,925	0.00%
		-	5,789	14,046	0.00%
		-	1,731	2,967	0.00%
		-	160	533	0.00%
			1,090	1,543	0.00%
			<u>5,250</u>	<u>17,128</u>	<u>0.00%</u>
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 68,503</u>	<u>\$ 161,803</u>	<u>0.00%</u>
				3,597	0.00%
				2,355	
				2,000	
				500	
				800	0.00%
			1,004	8,300	0.00%
			60	500	0.00%
			-	750	0.00%
			34	2,000	0.00%
			-	500	0.00%
			-	300	0.00%
			-	250	0.00%
			69	2,500	0.00%
			-	750	0.00%
			-	25,000	
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>12,000</u>	
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,168</u>	<u>\$ 62,102</u>	<u>0.00%</u>
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 69,671</u>	<u>\$ 223,905</u>	<u>0.00%</u>

## Housing

### 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.

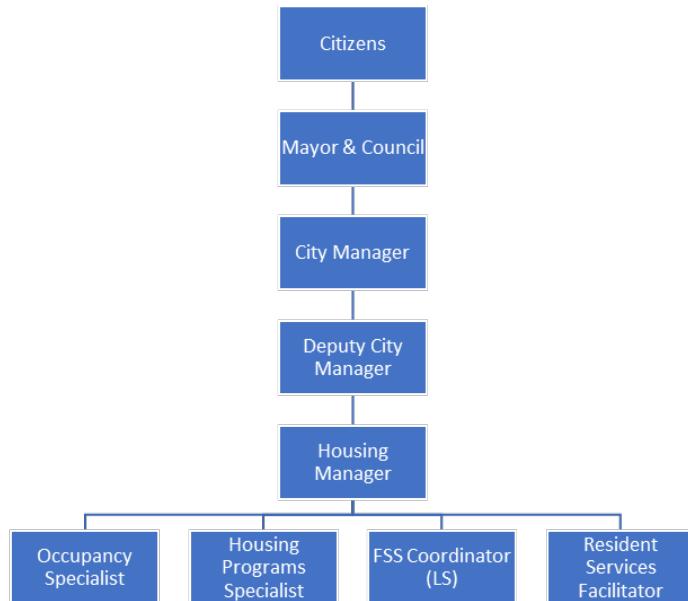
### Public Services

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 Chart



### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Housing Manager	1.00	1.00
Housing Programs Specialist	0.00	0.00
Occupancy Specialist	1.00	1.00
FSS Coordinator	0.75	1.00
Resident Services Facilitator	0.49	0.49
<b>Total FTE's</b>	<b>3.24</b>	<b>3.49</b>

**Expenditures - Special Revenues Fund**
**Housing**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
1001	Salaries	98,175	86,777	89,338	\$ 99,836	\$ 43,593	\$ 103,312	3.48%
1003	Salaries - Temp	4,465	194	-	\$ -	\$ -	-	0.00%
1004	Salaries - Ltd	27,393	26,457	30,582	32,223	10,211	50,833	57.75%
1005	Salaries-Overtime	333	-	-	-	-	-	0.00%
2001	O.A.S.I.	9,569	8,293	8,683	10,103	3,865	11,792	16.72%
2002	Retirement-State	13,363	11,379	12,855	14,214	6,333	16,961	19.33%
2004	Health Ins	3,830	2,247	1,562	2,530	901	4,317	70.66%
2005	Income Protect Ins	421	348	369	532	191	637	19.73%
2006	Workman's Comp	2,392	2,201	2,114	2,329	898	2,718	16.70%
2007	Unemployment Insurance	-	-	-	-	-	-	0.00%
2016	Self-funding Ins Claims/fees	<u>13,947</u>	<u>12,456</u>	<u>14,524</u>	<u>14,303</u>	<u>6,779</u>	<u>18,700</u>	<u>30.74%</u>
7402	Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>		<b><u>\$ 173,887</u></b>	<b><u>\$ 150,353</u></b>	<b><u>\$ 160,027</u></b>	<b><u>\$ 176,069</u></b>	<b><u>\$ 72,770</u></b>	<b><u>\$ 209,270</u></b>	<b><u>18.86%</u></b>

## 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 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.

### 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.

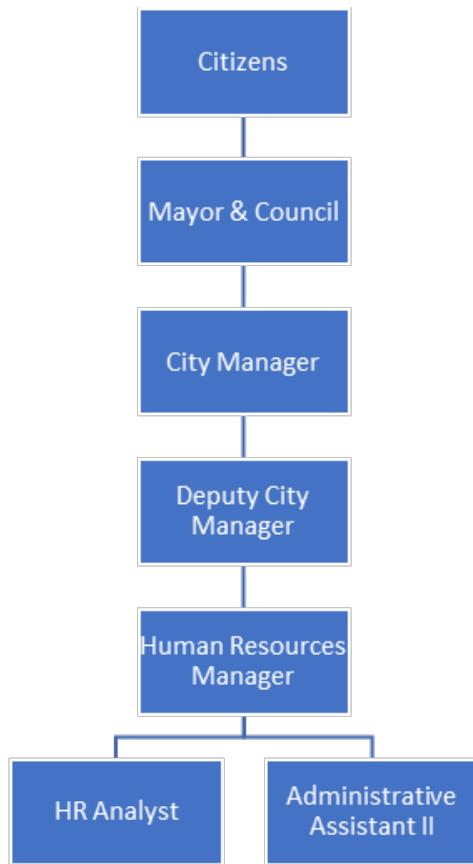
**Efficiency** – we understand that some of the functions we have are time sensitive and must be completed quickly and correctly in order to not disturb services for other departments.

**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.

## Human Resources

### Organizational Chart



### Staffing

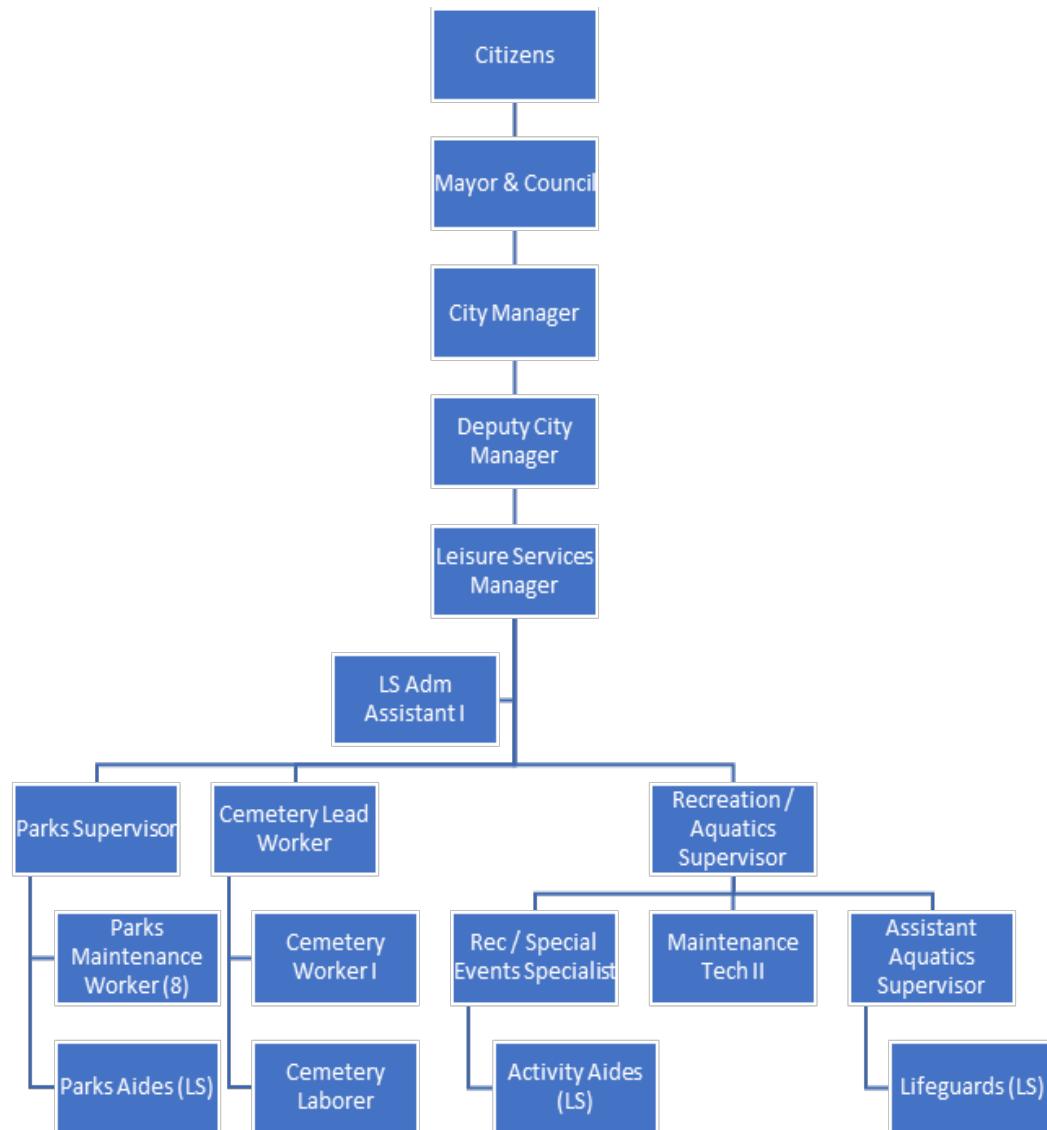
Personnel	FY 2020 Budget	FY 2021 Budget
HR Manager	1.00	1.00
HR Analyst	1.00	1.00
HR Administrative Assistant II	1.00	1.00
<b>Total FTE's</b>	<b>3.00</b>	<b>3.00</b>

**Human Resources**
**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001	Salaries	159,409	110,015	104,840	\$ 145,720	\$ 51,771	\$ 171,074	17.40%
1003	Sal - Temp	-	-	-	-	-	-	0.00%
1004	Sal - Ltd	-	238	3,172	12,580	-	-	0.00%
1005	Sal - OT	369	241	60	-	-	-	0.00%
2001	OASI	12,347	8,333	8,142	12,110	3,897	13,087	8.07%
2002	State Retire	14,091	12,538	12,215	18,901	6,182	20,597	8.97%
2004	Health Ins	1,295	732	1,299	5,425	901	5,922	9.15%
2005	Income Protect	420	395	373	642	195	733	14.10%
2006	State Comp	242	210	133	181	57	196	8.07%
2007	Unempl. Ins	3,619	12,050	-	10,000	3,489	10,000	0.00%
2008	HR Processing	12,941	19,678	12,816	15,000	9,455	15,000	0.00%
2009	SF Terrorism Premium	1,698	1,404	1,290	1,800	-	1,800	0.00%
2010	Cancer Insurance-Police	-	-	-	-	-	-	0.00%
2011	Cancer Insurance-Fire Self-funding Ins Claims/ fees	-	-	-	-	-	-	0.00%
2016		<u>1,041</u>	<u>558</u>	<u>3,253</u>	<u>13,191</u>	<u>2,212</u>	<u>13,537</u>	<u>2.62%</u>
	Personnel Expense	<u>\$ 207,472</u>	<u>\$ 166,393</u>	<u>\$ 147,591</u>	<u>\$ 235,550</u>	<u>\$ 78,160</u>	<u>\$ 251,946</u>	<u>6.96%</u>
<b>Operating Expense</b>								
2012	Awards Program	4,749	4,256	4,272	6,100	4,512	6,100	0.00%
2013	Safety/Wellness Prog	1,227	279	253	2,500	27	2,500	0.00%
3001	Contractual serv	34,016	31,078	32,254	36,330	14,840	29,300	-19.35%
4104	Telephone Services	2,583	2,099	1,920	2,340	981	1,255	-46.37%
4303	Computer Maintenance	745	369	-	400	-	400	0.00%
5201	Liability Insurance	141,339	142,644	140,189	144,074	72,180	144,074	0.00%
5202	Risk Insurance Claims	1,949	3,314	16,455	25,000	1,375	25,000	0.00%
5401	Advertising	2,108	1,878	2,092	1,600	3,707	4,000	150.00%
5801	Travel/training	4,398	2,092	1,535	2,100	523	2,100	0.00%
6001	Office supplies	832	548	249	700	155	700	0.00%
6201	Postage	241	277	260	250	106	250	0.00%
6401	Books/Dues/Subscrip	<u>393</u>	<u>802</u>	<u>510</u>	<u>870</u>	<u>405</u>	<u>870</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 194,580</u>	<u>\$ 189,636</u>	<u>\$ 199,988</u>	<u>\$ 222,264</u>	<u>\$ 98,810</u>	<u>\$ 216,549</u>	<u>-2.57%</u>
	Total Expense	<u>\$ 402,052</u>	<u>\$ 356,028</u>	<u>\$ 347,578</u>	<u>\$ 457,814</u>	<u>\$ 176,970</u>	<u>\$ 468,495</u>	<u>2.33%</u>

**Organizational Chart**

**Leisure Services**



## **Leisure Services – Aquatics**

### **Mission**

To provide the community with a high quality year-round aquatic center that is affordable, accessible and provides excellent opportunities for recreation, fitness, competition, water safety and education.

### **Public Services**

The Aquatic Division offers opportunities for the public to participate in aquatic programing designed to meet the needs of the community. The division consists of two 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. CIP request for additional office space for new positions budgeted last fiscal year.

### **Strategies & Objectives**

1. Add supporting roles to assist Recreation and Aquatic Supervisor
  - a. Seek two, current lifeguards and add a 5% pay increase for Head Lifeguard duties.
2. Look at current and new revenue streams
  - a. Implement an aerobics program to increase the number of patrons and revenue
  - b. Explore strategic plan for Therapy Pool usage
3. Change February closure to the December.

### **Staffing**

Personnel	FY 2020 Budget	FY 2021 Budget
Recreation/Aquatics Supervisor	1.00	1.00
Maintenance Tech II	0.00	0.00
Assistant Aquatics Supervisor	1.00	1.00
Lifeguard	5.05	5.05
<b>Total FTE's</b>	<b>7.05</b>	<b>7.05</b>

## Leisure Services – Aquatics

## Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
Personnel Expense								
1001	Salaries	22,128	32,382	29,321	\$ 49,962	\$ -	\$ 87,044	74.22%
1003	Salaries/Temp	83,446	119,215	113,678	\$ 109,996	\$ 61,485	\$ 114,781	4.35%
1004	Salaries/Lim	4,468	4,010	5,196	-	2,874	-	0.00%
1005	Salaries/OT	4,479	576	690	500	558	500	0.00%
1006	Salaries/Reimbursement	11,997	11,602	9,905	10,700	2,996	11,165	4.35%
2001	OASI	9,675	12,838	12,133	13,094	5,195	16,332	24.73%
2002	State Retire	2,933	3,798	3,659	6,025	96	10,540	74.94%
2004	Health Ins	1,567	2,163	1,273	1,934	2	2,119	9.55%
2005	Income Protect	96	132	114	224	-	399	77.84%
2006	Workman's Comp	3,493	4,434	3,455	4,769	1,330	5,949	24.73%
2016	Self Fund Ins Claims	266	5,501	3,851	9,350	-	14,872	59.06%
	Personnel Expense	<u>\$ 144,549</u>	<u>\$ 196,652</u>	<u>\$ 183,274</u>	<u>\$ 206,555</u>	<u>\$ 74,538</u>	<u>\$ 263,701</u>	<u>27.67%</u>
Operating Expense								
3001	Contractual Services	23,212	21,993	26,747	22,380	\$ 12,179	22,380	0.00%
4104	Telephone Services	2,317	783	1,032	2,460	\$ 614	2,055	-16.46%
4105	Utilities - Racquetball Courts	2,949	3,390	3,031	3,500	835	1,350	-61.43%
4106	Utilities-Aquatic Center	54,148	56,607	54,846	51,500	21,637	44,300	-13.98%
4108	Utilities-8th Street	8,036	9,077	8,845	6,900	5,775	6,300	-8.70%
4301	Auto & Eq Maintenance	455	605	49	500	124	500	0.00%
4303	Computer Maintenance	333	134	106	325	-	325	0.00%
4304	Maint.Cost-Aquatic Center	26,687	26,791	12,578	26,500	11,324	20,000	-24.53%
5401	Advertising & Printing	421	199	635	500	65	1,000	100.00%
5801	Travel/training	1,944	3,123	1,781	2,500	298	1,800	-28.00%
6001	Office supplies	2,003	1,568	1,275	1,500	445	1,500	0.00%
6007	Recreation Cost	1,814	158	596	2,000	-	2,000	0.00%
6011	Swimming Pool 8th Street	10,915	10,019	9,738	12,500	1,876	10,000	-20.00%
6012	Aquatic Center Concession	-	1,089	534	800	71	800	0.00%
6013	Aquatic Center-Pro Shop	427	484	331	500	-	500	0.00%
6201	Postage	-	-	-	-	-	-	0.00%
6401	Books/dues/subscrip	-	5	5	-	5	-	0.00%
6501	Gas/oil/lube	689	1,019	473	600	139	600	0.00%
6601	Uniforms	<u>2,594</u>	<u>1,442</u>	<u>1,185</u>	<u>2,000</u>	<u>225</u>	<u>2,000</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 138,944</u>	<u>\$ 138,486</u>	<u>\$ 123,787</u>	<u>\$ 136,965</u>	<u>\$ 55,611</u>	<u>\$ 117,410</u>	<u>-14.28%</u>
	Total Expenses	<u>\$ 283,493</u>	<u>\$ 335,138</u>	<u>\$ 307,061</u>	<u>\$ 343,520</u>	<u>\$ 130,150</u>	<u>\$ 381,111</u>	<u>10.94%</u>

## **Leisure Services – Cemetery**

### **Mission**

To provide an aesthetically pleasing cemetery for those who have chosen our cemetery as their final resting place and provide their loved ones with a peaceful background for remembrance and healing.

### **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**

1. Increase building maintenance and office supply line items to reflect one-time purchases for cemetery office furniture and record storage.
2. Capital item request:
  - a. Fire proof cabinets to store cemetery records and books.
  - b. Cypress Trees to replace current dead trees and add some in other areas in efforts to beautify the Cemetery.
  - c. Mini Excavator to dig areas boxed in by other graves.

### **Strategies & Objectives**

- Replacement of dead trees and installment of cypress trees around circle and other areas to beautify cemetery grounds including the front entrance.
- Continue to improve Cemetery services and seek ways to automate the cemetery process to increase customer satisfaction.

### **Staffing**

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Cemetery Lead Worker	1.00	1.00
Cemetery Worker I	1.00	1.00
Cemetery Laborer	1.49	1.49
LS Administrative Assistant I	1.00	1.00
Cemetery Aide	0.12	0.12
<b>Total FTE's</b>	<b>4.61</b>	<b>4.61</b>

**Leisure Services – Cemetery**
**Expenditures - General**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001	Salaries	63,781	70,551	69,550	\$ 103,081	\$ 35,065	\$ 140,721	36.52%
1003	Sal-Temp	56	-	-	\$ -	\$ -	\$ -	0.00%
1004	Sal-Lim	6,324	13,981	17,238	\$ 15,377	\$ 8,887	\$ 17,744	15.39%
1005	Sal-OT	9,925	7,468	6,205	5,000	2,904	5,000	0.00%
2001	OASI	6,093	7,012	7,064	9,445	3,577	12,505	32.41%
2002	State Retire	8,608	9,247	9,231	13,220	4,630	17,863	35.13%
2004	Health Ins	3,774	4,343	3,027	4,615	1,821	7,939	72.01%
2005	Income Protect	280	313	301	495	160	684	38.07%
2006	Workman's Comp	4,235	4,472	3,910	4,779	1,853	6,327	32.41%
2016	Self Fund Ins Claims	5,657	6,771	9,121	15,945	4,567	18,049	13.19%
Personnel Expense		<u>\$ 108,732</u>	<u>\$ 124,159</u>	<u>\$ 125,649</u>	<u>\$ 171,956</u>	<u>\$ 63,465</u>	<u>\$ 226,833</u>	<u>31.91%</u>
<b>Operating Expense</b>								
3001	Contractual Services	705	508	655	\$ 1,000	\$ 251	660	-34.00%
4104	Utilities/Telephone	417	494	495	\$ 504	\$ 250	875	73.61%
4105	Utilities	3,303	3,922	3,833	3,800	1,785	3,800	0.00%
4301	Auto/equip	3,256	2,597	2,341	2,500	360	2,500	0.00%
4302	Building Maintenance	2,886	2,798	1,805	3,500	784	3,500	0.00%
4303	Computer Mainte-nance	110	-	-	250	-	250	0.00%
5501	DOC Labor	140	-	-	-	-	500	0.00%
5801	Travel/training	716	290	190	600	-	1,200	100.00%
6001	Office supplies	489	3	209	400	1	3,200	700.00%
6002	Operating supplies	4,642	2,204	3,149	2,500	1,802	4,000	60.00%
6021	Chemicals	3,516	3,757	3,880	3,800	893	4,000	5.26%
6301	Small tools & Eq	748	175	525	1,500	593	1,000	-33.33%
6401	Books/dues/subscrip	-	-	-	-	-	0	0.00%
6501	Gas/oil/lube	2,417	1,771	1,838	2,000	319	2,500	25.00%
6502	Diesel/oil/lube	2,137	2,191	1,688	2,200	1,090	2,500	13.64%
6601	Uniforms	700	788	874	875	974	1,180	34.86%
6701	Construction materi-als	2,873	3,586	6,478	4,000	2,281	\$ 4,500	12.50%
Operating Expense		<u>\$ 29,055</u>	<u>\$ 25,084</u>	<u>\$ 27,962</u>	<u>\$ 29,429</u>	<u>\$ 11,384</u>	<u>\$ 36,165</u>	<u>22.89%</u>
Total Expense		<u>\$ 137,788</u>	<u>\$ 149,243</u>	<u>\$ 153,610</u>	<u>\$ 201,385</u>	<u>\$ 74,849</u>	<u>\$ 262,998</u>	<u>30.59%</u>

**Expenditures - Enterprise Funds**
**Leisure Services – Golf Course**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001	Salaries	-	-	-	\$ -	-	\$ -	0.00%
1003	Sal-Temp	-	-	-	-	-	-	0.00%
1004	Sal-Limited	-	-	-	-	-	-	0.00%
1005	Sal-OT	-	-	-	-	-	-	0.00%
2201	OASI	-	-	-	-	-	-	0.00%
2002	State Retire	-	-	-	-	-	-	0.00%
2004	Health Ins	-	-	-	-	-	-	0.00%
2005	Income Protect	-	-	-	-	-	-	0.00%
2006	Workman's Comp	1,460	2,296	2,693	1,215	1,101	1,215	0.00%
2016	Self Funding Ins Claims/fees	<u>\$ 1,460</u>	<u>\$ 2,296</u>	<u>\$ 2,693</u>	<u>\$ 1,215</u>	<u>\$ 1,101</u>	<u>\$ 1,215</u>	<u>0.00%</u>
Personnel Expense								
<b>Operating Expense</b>								
3001	Contractual Services	1,871	13,791	8,091	\$ 1,529	2,138	\$ 1,529	0.00%
4101	Electric	27,449	24,277	20,253	30,000	9,942	33,600	12.00%
4102	Gas	-	-	-	-	-	-	0.00%
4103	Water	15,953	18,299	14,855	16,786	9,044	10,850	-35.36%
4104	Telephone	7	14	10	100	3	400	300.00%
4145	RV Park Utilities	20,167	17,319	12,837	20,500	4,636	17,200	-16.10%
4301	Auto/equip	927	626	-	-	874	-	0.00%
4302	Building Maintenance	1,986	2,048	1,601	-	4,091	-	0.00%
4303	Computer Maintenance	1,346	12	-	-	243	-	0.00%
4703	Lease/Purchase	19,042	19,690	19,539	18,172	12,668	18,172	0.00%
5201	Liab/Property Insurance	18,830	23,834	11,704	19,141	14,925	19,141	0.00%
5245	RV Park Insurance	-	-	-	-	-	-	0.00%
5401	Advertising/Printing	-	-	-	-	-	-	0.00%
5501	DOC Labor	421	-	-	-	-	-	0.00%
5801	Travel/training	-	-	-	-	-	-	0.00%
6001	Office supplies	112	153	-	-	-	-	0.00%
6002	Operating supplies	3,300	-	-	-	-	-	0.00%
6021	Supplies /Chemicals	10,788	1,355	-	-	-	-	0.00%
6031	Pro Shop Items for Resale	-	-	-	-	-	-	0.00%
6201	Postage	-	-	-	-	-	-	0.00%
6301	Small tools	-	-	-	-	-	-	0.00%
6401	Books/dues/subscrip	1,270	670	177	-	-	-	0.00%
6501	Gas/oil/lube	-	13,548	10,833	-	6,943	17,736	0.00%
6601	Uniforms	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 123,468</u>	<u>\$ 135,638</u>	<u>\$ 99,898</u>	<u>\$ 106,228</u>	<u>\$ 65,506</u>	<u>\$ 118,628</u>	<u>11.67%</u>
7750	Capital Outlay	-	3,891	2,056	-	144	-	0.00%
7751	RV Hidden Treasures	-	-	-	-	-	-	-
8050	Prior Expense - DGSC	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total Expenses	<u>\$ 124,928</u>	<u>\$ 141,825</u>	<u>\$ 104,647</u>	<u>\$ 107,443</u>	<u>\$ 66,751</u>	<u>\$ 119,843</u>	<u>11.54%</u>

## Leisure Services – Golf Course Lounge

## Expenditures - Enterprise Funds

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>	
Personnel Expense									
1001	Salaries	-	-	-	\$	-	\$	-	
1003	Sal-Temp	-	-	-	-	-	-	0.00%	
1004	Sal-Limited	-	-	-	-	-	-	0.00%	
1005	Sal-OT	-	-	-	-	-	-	0.00%	
1008	Tips	-	-	-	-	-	-	0.00%	
2201	OASI	-	-	-	-	-	-	0.00%	
2002	State Retire	-	-	-	-	-	-	0.00%	
2004	Health Ins	-	-	-	-	-	-	0.00%	
2005	Income Protect	-	-	-	-	-	-	0.00%	
2006	Workman's Comp Self Funding Ins Claims/ fees	-	-	-	-	-	-	0.00%	
2016		-	-	-	-	-	-	0.00%	
Personnel Expense		\$	-	\$	-	\$	-	\$	-
									0.00%
Operating Expense									
3001	Contractual Services	2,672	2,755	2,834	\$ 3,643	1,281	\$ 3,643	0.00%	
4101	Electric	13,151	13,669	12,942	13,500	6,941	10,805	-19.96%	
4102	Gas	2,612	2,357	3,239	2,700	706	2,325	-13.89%	
4103	Water/Sewer/Sanitation	3,380	4,099	3,385	3,400	2,073	4,070	19.71%	
4104	Telephone	-	-	-	-	-	-	0.00%	
4302	Building Maintenance	502	1,909	861	-	8,245	-	0.00%	
4303	Computer Maintenance	-	-	-	-	-	-	0.00%	
5401	Advertising/Printing	-	-	-	-	-	-	0.00%	
5501	DOC Labor	5,245	4,639	2,600	5,500	1,496	5,500	0.00%	
5801	Travel & Training	-	-	-	-	152	-	0.00%	
6001	Office supplies	-	-	-	-	-	-	0.00%	
6002	Operating supplies	-	-	-	-	-	-	0.00%	
6301	Small tools	-	-	-	-	-	-	0.00%	
6501	Gas/Oil	-	-	-	-	-	-	0.00%	
6508	Beverages	31,001	26,969	33,612	33,814	21,750	33,814	0.00%	
6509	Food	-	-	-	-	-	-	0.00%	
6601	Uniforms	-	-	-	-	-	-	0.00%	
	Operating Expense	58,563	56,396	59,473	\$ 62,557	\$ 42,644	\$ 60,157	-3.84%	
7750	Capital Outlay	-	-	-	-	-	-	0.00%	
8101	Special Events	158	240	-	-	-	-	0.00%	
	Total Expenses	\$ 58,721	\$ 56,636	\$ 59,473	\$ 62,557	\$ 42,644	\$ 60,157	-3.84%	

## Leisure Services – Parks

### **Mission**

To provide opportunities for the community to live healthy and active lifestyles by providing clean and safe parks, green spaces, and recreation facilities that meet the needs of the community.

### **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 <sup>rd</sup> to 1 <sup>st</sup> )
Raul Castro Park	Placita Del Sol Park
Recreation Park	Speer Park
17 <sup>th</sup> Street Park	Skate Park

#### **Park Amenities:**

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

#### **City Facilities:**

City Hall	Fire Department
Visitor Center	City Library
Veteran's Memorial	Animal Shelter
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 parking lots
Williams Home
Douglas Art Gallery

## Leisure Services – Parks

### Budget Highlights

- Maintain last fiscal year's budget with slight increase in operating to enhance areas.
- Utilize additional DOC work crews to maximize coverage over all areas

### Strategies & Objectives

1. Modify Capital Improvement Plan (CIP) to:
  - a. Upgrade and renovate facilities to standards.
  - b. Replace parks small and heavy equipment
2. Pursue a Parks Master Plan to assess current and future needs, evaluate feasible options, develop a strategic action plan, and budget for long-term or phased-in development and improvements.

### Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Parks Supervisor	1.00	1.00
Parks Maintenance Worker	6.00	6.50
Parks Aide	1.00	1.00
<b>Total FTE's</b>	<b>8.00</b>	<b>8.50</b>

## Leisure Services – Parks

Expenditures -General Fund		<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<u>Account</u>	<u>Description</u>							
Personnel Expense								
1001	Salaries	203,445	212,293	230,575	258,747	117,182	271,340	4.87%
1003	Sal-Temp	2,789	-	-	-	-	-	0.00%
1004	Sal-Lim	25,030	20,470	17,062	24,303	9,233	24,960	2.70%
1005	Sal-OT	11,340	8,742	6,754	500	6,285	500	0.00%
2201	OASI	18,094	17,950	18,802	21,692	9,775	22,705	4.67%
2002	State Retire	25,714	25,588	28,111	31,839	13,818	33,579	5.46%
2004	Health Ins	10,490	10,991	8,904	11,337	5,104	12,330	8.76%
2005	Income Protect	841	872	958	1,159	503	1,241	7.05%
2006	Workman's Comp	6,719	6,275	5,702	6,148	2,928	6,435	4.67%
2016	Self Fund Ins Claims	23,968	25,801	36,608	36,287	17,683	37,433	3.16%
	Personnel Expense	\$ 328,430	\$ 328,981	\$ 353,475	\$392,012	\$182,510	\$ 410,524	4.72%
Operating Expense								
3001	Contractual Services	2,000	-	-	300	-	300	0.00%
4101	Electric	41,399	46,831	40,698	40,000	20,959	33,000	-17.50%
4102	Gas	741	408	365	750	186	750	0.00%
4103	Water/Sewer/Sanitation	28,794	35,487	32,898	36,000	21,971	33,700	-6.39%
4104	Telephone Services	1,082	1,179	1,160	3,324	585	1,380	-58.48%
4105	Utilities		-	-	-	-	-	0.00%
4301	Auto/equip	9,722	15,247	8,585	9,500	6,111	9,500	0.00%
4302	Building Maintenance	14,399	15,891	15,656	14,000	6,626	15,000	7.14%
4303	Computer Maintenance	124	-	289	250	-	250	0.00%
5501	DOC Labor	7,989	7,101	7,446	8,500	4,400	11,000	29.41%
5801	Travel/training	2,092	1,255	1,145	2,800	1,641	1,800	-35.71%
6001	Office supplies	261	770	1,614	700	119	700	0.00%
6002	Operating supplies	34,996	28,563	25,418	24,000	10,659	26,000	8.33%
6021	Supplies/Chemicals	8,106	7,310	9,153	8,000	3,656	10,000	25.00%
6301	Small tools	3,235	653	1,278	2,000	943	2,000	0.00%
6401	Books/dues/subscrip	258	-	-	-	-	-	0.00%
6501	Gas/oil/lube	13,114	15,835	20,764	14,000	11,276	18,000	28.57%
6502	Diesel/Oil	1,842	3,184	2,571	2,275	1,965	3,500	53.85%
6601	Uniforms	3,635	3,038	2,756	2,800	2,618	2,975	6.25%
6701	Construction materials	1,275	-	1,875	3,000	-	3,000	0.00%
	Operating Expense	\$ 175,064	\$ 182,753	\$ 173,670	\$172,199	\$ 93,716	\$ 172,855	0.38%
	Total Expenses	\$ 503,493	\$ 511,733	\$ 527,146	\$564,211	\$276,226	\$ 583,379	3.40%

## Leisure Services – Recreation

### Mission

To enhance the quality of life of our community by providing diverse recreation and cultural opportunities for people of all ages and abilities to play, learn, and grow.

### 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 special events list includes:

<b><u>City Events:</u></b>	<ul style="list-style-type: none"> <li>▪ D-hill Run</li> <li>▪ Dia de los Ninos</li> <li>▪ 4<sup>th</sup> of July &amp; Parade</li> <li>▪ Movies in the Park</li> <li>▪ Get out and Play</li> <li>▪ Mexican Baseball Fiesta</li> <li>▪ Binational Art walk/The Loft Screening</li> <li>▪ Trunk or Treat</li> <li>▪ Christmas Light Parade</li> <li>▪ Christmas Tree Lighting</li> <li>▪ Douglas on Ice/Toys for Tots</li> </ul>	<b><u>Programs:</u></b>
<b><u>Event Support:</u></b>	<ul style="list-style-type: none"> <li>▪ Young Eagle Flights and Pancake Fly-In</li> <li>▪ Relay for Life</li> <li>▪ Care Fair</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summer Youth Camp</li> <li>▪ Teen Camp</li> <li>▪ Teen programs</li> <li>▪ Youth Tennis</li> <li>▪ New Year-round Programming</li> </ul>

### Budget Highlights

1. Continue to explore possibilities for a community center.
2. Increase in Recreation Cost will reflect year-round programming.

### Strategies & Objectives

1. Seek grants to provide a future recreation building.
2. 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.
3. Generate money by providing programs at appropriate rates

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Leisure Services Manager	1.00	1.00
Recreation & Special Events Specialist	1.00	1.00
Activity Aides	1.83	1.83
<b>Total FTE's</b>	<b>3.83</b>	<b>3.83</b>

**Leisure Services – Recreation**
**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries	73,583	79,132	81,126	\$ 88,351	\$ 40,720	\$ 94,506	6.97%	
1003Salaries/Temp	21,498	39,897	42,316	\$ 43,870	\$ 20,303	\$ 45,778	4.35%	
1004Salaries LTD	11,612	3,512	2,745	-	1,285	7,000	0.00%	
1005Salaries Overtime	2,249	2,452	2,466	500	1,088	500	0.00%	
2001O.A.S.I.	8,258	9,478	9,294	10,153	4,548	11,306	11.35%	
2002Retire-State	8,976	9,255	9,675	11,451	4,971	13,098	14.38%	
2004Health Insurance	2,479	4,295	1,541	1,954	904	2,119	8.47%	
2005Income Protection	274	314	315	396	172	445	12.54%	
Workman's Compensation								
2006Retention	3,032	3,259	2,818	2,878	1,246	3,204	11.35%	
2016Self Fund Ins Claims	3,030	6,745	14,427	14,303	7,166	14,872	3.98%	
Personnel Expense		<u>\$ 134,990</u>	<u>\$ 158,339</u>	<u>\$ 166,722</u>	<u>\$ 173,855</u>	<u>\$ 82,402</u>	<u>\$ 192,828</u>	10.91%
<b>Operating Expense</b>								
3001Contractual Services	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	744		
4104Telephone	1,422	1,078	1,314	1,270	703	1,000	-21.26%	
4105Utilities	4,746	1,041	409	-	168	275	0.00%	
4301Auto & Equipment	515	557	693	1,050	32	1,000	-4.76%	
4302Building Maintenance	1,116	--	-	-		0	0.00%	
4303Computer Maintenance	110	499	42	250	66	250	0.00%	
5401Advertising & Printing	5,737	4,619	4,262	5,044	3,414	4,300	-14.75%	
5801Travel & Training	-	831	1,683	2,500	1,944	1,500	-40.00%	
6001Office Supplies	2,494	1,355	141	700	294	700	0.00%	
6007Recreation Cost	39,542	23,318	11,415	16,500	8,080	20,000	21.21%	
6201Postage Books/Dues/	68	54	52	-19		0		
6401Subscriptions	165	170	423	--		800		
6501Gas/Oil/Lubricants	442	579	1,072	650	620	650	0.00%	
6601Uniforms	438	1,144	596	1,000	776	1,200	20.00%	
8103Mexican Baseball	-	--		--		20,000	0.00%	
81044th of July Expense	-	--		--		20,550		
Youth Activity Sponsorship								
8106ship	-	--		--		1,000		
8110Douglas Days	-	--		--		17,000		
8111Christmas Tree Lighting		--		--		2,500		
8112Jazz Festival		--		--		-		
8113Funding for the Arts		--		--		1,500		
Operating Expense	<u>\$ 56,793</u>	<u>\$ 35,244</u>	<u>\$ 22,101</u>	<u>\$ 28,964</u>	<u>\$ 16,116</u>	<u>\$ 94,969</u>	227.89%	
Total Expenses	<u>\$ 191,783</u>	<u>\$ 193,583</u>	<u>\$ 188,823</u>	<u>\$ 202,819</u>	<u>\$ 98,518</u>	<u>\$ 287,797</u>	41.90%	

**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**

In manifesting its values, the Douglas Public Library 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**

- Advanced Workstations in Education (AWE) Early Literacy Station & STEM/STEAM manipulatives
- Enhanced Vision machine
- Free borrowing of 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
- Free Business Resource Center access
- Free educational and recreational programming for children, teens, and adults
- Free individualized and group library orientation tours and library research instruction
- Free Information & Reference services
- Free Interlibrary Loan Service (locating requested materials not owned by Douglas Public Library)
- Free mobile hotspot circulation
- Free Movie Nights for children and teens
- Free one-on-one computer instruction in English and Spanish
- Free Preschool and Family Story Time Thursdays at 11:00 am and Fridays at 3:30 pm
- Free public computers with Internet access and Microsoft Office software
- Free research databases and Online Public Access Catalog (OPAC – electronic card catalog) for patrons
- Free Summer Reading Programs for children and teens
- Free Talking Books Program for visually impaired
- Free use of conference and meeting rooms
- Free use of public wireless (Wi-Fi) Internet access
- Free weekly programs for children and teens

## Library

### Public Services (continued)

- Microfilm reader
- Mobile printing directly from patron-owned portable devices (laptop, tablet, smartphone, etc.)
- Monthly Book Discussion Group and other activities for adults
- Photocopy and printing services
- Reference materials, large type books, puzzles, and coloring sheets for children
- Resources for children, teens, and adults in English and Spanish
- Seasonal programs during school breaks, Christmas, Halloween, National Library Week, and more
- Twice weekly (Tuesday and Friday) courier service for delivery of requested materials from other libraries throughout the county

### Budget Highlights

1. The library will update its security by adding cameras in the Computer Labs, the Conference Room, the Business Resource Center, and the side entrance/book drop
2. The library will provide adult computer and language classes for the betterment of the Douglas community
3. The library will continue to pursue grant funding to enhance resources, collections, and services
4. The library will pursue the following capital projects:
  - a. In cooperation with the IT Department, with whom the library shares common space, DPL and IT will replace the 20+ year old original transformer with modern, energy-efficient technology
  - b. The library will repair the Conference Room, which is used annually by 2,800+ members of the public by: replacing the broken floor and uncomfortable chairs; refinishing or replacing 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
  - c. The library will create a Business Resource Center
  - d. The library will complete exterior paint trim work and add murals/other art to improve appearance
  - e. The library will begin construction on the Native Plant Patio Garden

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Library Manager	1.00	1.00
Library Specialist II	2.75	2.75
Library Aide	2.25	2.25
Computer Aide	1.10	1.10
<b>Total FTE's</b>	<b>7.10</b>	<b>7.10</b>

## Library

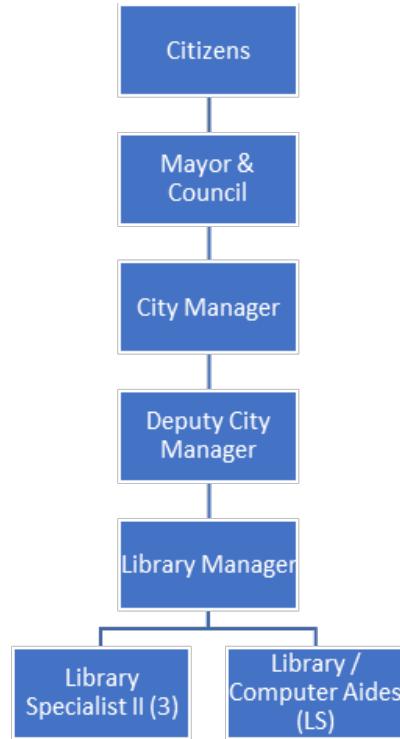
### Strategies & Objectives

*Performance Indicators:*

	FY 19/20	FY 18/19	FY 17/18	FY 16/17	FY 15/16
<b>Circulation</b>	33,136	33,092	34,084	36,765	43,561
<b>Gate Count</b>	82,252	87,840	92,091	106,021	108,010
<b>Computer Use</b>	9,915	11,860	13,088	15,517	18,863
<b>Program Attendance</b>	3,192	3,009	3,374	3,613	3,726

FY 19/20 data are estimated based on the numbers collected from July 2019 - February 2020. The averages from that data are then used to approximate the numbers for March 2020 – June 2020. Then the FY 19/20 projection is averaged with actuals from FY 18/19 to determine likely performance.

### Organizational Chart



**Expenditures - General Fund**
**Library**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries	1001Salaries	116,193	134,190	136,850	\$ 146,355	\$ 67,153	\$ 160,514	9.67%
1003Salaries Temp	1003Salaries Temp	1,632	-	-	--	--	--	0.00%
1004Salaries Limited	1004Salaries Limited	74,174	68,900	72,896	80,250	34,352	83,741	4.35%
1005Salaries O/T	1005Salaries O/T	-	-	-	--	--	--	0.00%
2001OASI	2001OASI	14,548	15,392	15,856	17,335	7,691	18,686	7.79%
2002State Retire	2002State Retire	12,781	14,214	15,398	17,475	7,613	19,326	10.59%
2004Health Ins	2004Health Ins	7,408	8,640	6,123	7,405	3,522	8,067	8.94%
2005Income Protect	2005Income Protect	401	436	447	654	234	733	12.13%
2006State Comp	2006State Comp	448	334	246	260	111	280	7.79%
2016Self Fund Ins Claims	2016Self Fund Ins Claims	10,099	13,490	18,483	17,588	8,849	18,049	2.62%
Personnel Expense	Personnel Expense	\$ 237,683	\$ 255,597	\$ 266,300	\$ 287,321	\$ 129,526	\$ 309,396	7.68%
<b>Operating Expense</b>								
3001Contract Serv	3001Contract Serv	50,198	51,842	45,627	42,183	11,377	35,799	-15.13%
4104Telephone	4104Telephone	38,944	32,897	32,803	33,946	16,628	21,646	-36.23%
4105Utilities	4105Utilities	37,188	37,409	35,813	40,200	16,712	28,800	-28.36%
4302Building Maintenance	4302Building Maintenance	8,082	3,279	3,798	5,500	2,475	6,000	9.09%
4303Computer Maintenance	4303Computer Maintenance	-	429	5,119	4,000	1,022	4,000	0.00%
5401Advertising & Printing	5401Advertising & Printing	-	-	-	500-	-	300	-40.00%
5801Travel/training	5801Travel/training	20	-	38	1,000	200	800	-20.00%
6001Office supplies	6001Office supplies	4,631	4,300	2,791	5,000	1,848	4,500	-10.00%
6005Library Materials	6005Library Materials	23,666	24,271	21,231	24,000	7,543	24,000	0.00%
6201Postage	6201Postage	707	1,026	893	1,400	275	900	-35.71%
6301Small Tools & Eq	6301Small Tools & Eq	-	-	--	-	-	-	0.00%
6401Books/Dues/Subscrip	6401Books/Dues/Subscrip	60	-	-	389-	-	389	0.00%
6601Uniforms	6601Uniforms	883	244	-	800-	-	800	0.00%
Operating Expense	Operating Expense	\$ 164,378	\$ 155,696	\$ 148,113	\$ 158,918	\$ 58,080	\$ 127,934	-19.50%
Total Expenses	Total Expenses	\$ 402,061	\$ 411,293	\$ 414,412	\$ 446,239	\$ 187,606	\$ 437,330	-2.00%

## Visitor Center

### **Mission**

The Douglas Visitor Center's mission is enhancing tourist related activities and increasing related revenues through tourism promotional activities.

The tourism department, staffed by the Marketing and Communications Specialist is responsible for marketing efforts including press releases; website; social media management; hosting familiarization tours for film producers and travel writers; participating in trade shows; media missions as well as serving on the Cochise County Tourism and Economic Council. Funding for the Visitor Center and overall Tourism department is primarily through the Transient Room Tax (Bed Tax).

### **Public Service**

This center provides information about area attractions, recreational opportunities and hospitality amenities.

1. Recreational and Leisure Tourism
2. Community/Tourism Attractions Development
3. 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 closer relation with the known destinations.
- Develop a user-friendly web page for our tourists. 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.

### **Staffing**

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Marketing & Communications Specialist	1.00	1.00
Visitor Center Aide	0.08	0.08
<b>Total FTE's</b>	<b>1.08</b>	<b>1.08</b>

**Expenditures - General Fund**
**Visitor Center**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	14,347	12,849	9,508	26,074	0	40,828	56.59%
	1003Sal - Temp	958	1,014	5,910-		2,123	-	0.00%
	1004Sal - Limited	836	592	212	2,000	-	2,087	4.35%
	1005Sal - Overtime	0	509	265		-		0.00%
	2001OASI	1,062	1,065	1,160	2,148	162	3,283	52.87%
	2002State Retire	1,627	1,509	1,138	3,113	-	4,916	57.90%
	2004Health Ins	141	610	508	1,307	2	102	-92.16%
	2005Income Protect	56	53	42117		-	187	60.09%
	2006State Comp	394	56	14532		46	49	52.87%
	2016Self Fund Ins Claims	4,370	2,487	1,540	3,057	-	10,359	238.86%
	<b>Personnel Expense</b>	<b>\$ 23,791</b>	<b>\$ 20,745</b>	<b>\$ 20,428</b>	<b>\$ 37,847</b>	<b>\$ 2,334</b>	<b>\$ 61,811</b>	<b>63.32%</b>
<b>Operating Expense</b>								
	3001Contractual serv	2,424	2,372	3,107	2,910	1,284	3,040	4.47%
	4104Telephone Services	765	313	647 500		344	1,350	170.00%
	4105Utilities	5,960	7,152	6,142	5,800	2,880	5,300	-8.62%
	4302Building Maintenance	1,855	2,904	2,113	2,000	616	2,000	0.00%
	Computer Mainte- 4303Nance	260	-	- 250		-	300	20.00%
	5801Travel/training	431	393	1,451	3,000	-	1,300	-56.67%
	6001Office supplies	920	563	744 500		-	2,000	300.00%
	6201Postage	82	71	33	4,500	-	2,000	-55.56%
	6401Books/Dues/Subscrip	13,917	13,917	13,917	15,000	13,917	15,000	0.00%
	6501Gas/Oil/Lube	-	-	--		-	250	0.00%
	6601Uniforms	-	-	111 200		-	240	20.00%
	8009Marketing/Promotions	5,750	9,375	11,703	18,000	2,440	8,500	-52.78%
	<b>Operating Expense</b>	<b>\$ 32,364</b>	<b>\$ 37,060</b>	<b>\$ 39,970</b>	<b>\$ 52,660</b>	<b>\$ 21,480</b>	<b>\$ 41,280</b>	<b>-21.61%</b>
	<b>Total Expense</b>	<b>\$ 56,155</b>	<b>\$ 57,805</b>	<b>\$ 60,398</b>	<b>\$ 90,507</b>	<b>\$ 23,814</b>	<b>\$ 103,091</b>	<b>13.90%</b>



Annual  
Budget

2021

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City Clerk's Office

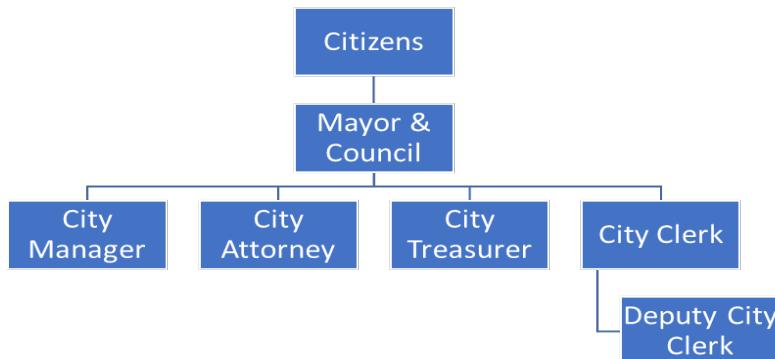
## Mission

The Mission of the City Clerk's Office is to manage and preserve the official records of the city; to assist the public in accessing public documents and information; to support the needs and requirements of the city council; to administer all Elections held in the city; and to provide these services in a manner that is high quality, efficient, fair and courteous to all.

## Public Services

- Facilitates the city's legislative process and meetings, provides access to the city's historical records
- Follows an established records management program
- Conducts local elections.
- Oversees the City Council agenda process
- Provides public assistance

## Organizational Chart



## Budget Highlights

The Clerk's Office will be requesting one fireproof file cabinet for ordinances and resolutions.

## Strategies & Objectives

- To maintain excellence in the area of records management and grow into current technology that will give access to the public, showing our government is being transparent.
- All required legal posting, including agendas, minutes are posted in compliance with state law.
- Accurate and timely preparation of council meeting packet materials.
- To support the needs of the city council
- To continue the education process with the achievements of Master Municipal Clerk for the City Clerk.
- Help the City Attorney in codifying all ordinances into the Douglas Municipal Code.
- Work with Secretary of State Library, Archives and Public Records to have ordinances, resolutions and agreements electronically.

## Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
City Clerk	1.00	1.00
Deputy City Clerk	1.00	1.00
<b>Total FTE's</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures - General Fund**
**Budget**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>	
<b>Personnel Expense</b>									
1001	Salaries	2,043	125,777	126,741	\$ 127,046	\$ 60,309	\$ 127,617	0.45%	
1003	Sal - Temp	0				-		0.00%	
1004	Sal - Limited	0				-		0.00%	
1005	Sal - Overtime	0	1,159	1,485	1,000	597	1,000	0.00%	
2001	OASI	0	8,972	9,345	9,796	4,336	9,839	0.45%	
2002	State Retire	0	14,354	15,214	15,289	7,272	15,485	1.29%	
2004	Health Ins	48	2,226	1,580	1,826	909	1,991	9.06%	
2005	Income Protect	0	433	435	535	224	552	3.11%	
2006	State Comp	4	207	152	147	67	147	0.45%	
2016	Self Fund Ins Claims		- 12,467	14,528	14,303	7,166	14,872	3.98%	
	Personnel Expense		\$ 2,095	\$ 165,594	\$ 169,479	\$ 169,941	\$ 80,880	\$ 171,503	0.92%
<b>Operating Expense</b>									
3001	Contractual serv		1,112	2,170	1,560	1,196	6,058	288.33%	
3004	Elections	-	-	-	-	-	-	0.00%	
4104	Telephone Services		1,520	1,676	2,300	858	575	-75.00%	
4301	Auto & Eq Maintenance	0	0	250	-	-	-	-100.00%	
4303	Computer Maintenance	0	0	500	-	500	0.00%		
5401	Adv/Printing/Reproduction		2,235	984	1,000	994	1,000	0.00%	
5801	Travel/training		5,636	3,000	6,800	2,762	3,800	-44.12%	
6001	Office supplies		1,205	724	1,500	668	1,400	-6.67%	
6201	Postage		536	300	300	36	200	-33.33%	
6401	Books/Dues/Subscrip		636	668	910	280	910	0.00%	
6501	Gas/Oil/Lube		115	66	350	127	-	-100.00%	
7403	Furniture/Expenses		-	-	-	-	1,800	0.00%	
	Operating Expense		\$ - 12,995	\$ 9,587	\$ 15,470	\$ 6,922	\$ 16,243	5.00%	
	Total Expenses		\$ 2,095	\$ 178,589	\$ 179,066	\$ 185,411	\$ 87,801	\$ 187,746	1.26%



Annual  
Budget

2021

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City Attorney's Office

## Mission

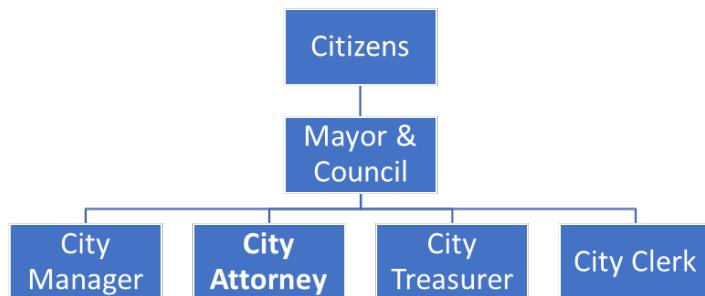
The City Attorney is appointed by the Mayor and City Council, and is legal advisor and attorney for the City. The City Attorney presents and defends the City's legal interests and rights, and assists in prosecuting minor civil infractions per the Municipal Code. The City Attorney is also responsible 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

Additional duties include assisting cemetery staff to ensure efficient processing of City of Douglas Calvary Cemetery interment services and orderly plot and deed transfers pursuant to attendant State and Local Ordinances.

## Organizational Chart



## Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
City Attorney	1.00	1.00
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries		1,353	85,464	72,192	\$ 96,218	\$ 37,859	\$ 108,181	12.43%
1003Sal - Temp			0	0				0.00%
1004Sal - Limited			0	0				0.00%
1005Sal - Overtime			3,353	777	--			0.00%
2001OASI			6,410	5,232	7,361	2,828	8,276	12.43%
2002State Retire			10,061	8,666	11,488	4,520	13,025	13.37%
2004Health Ins		1	100	46	38	14	38	0.00%
2005Income Protect			257	232	341	86	370	8.73%
2006State Comp		2	111	68	96	36	108	12.32%
2016Self Fund Ins Claims			-	9,094	9,907	9,906	1,651	10,359
Personnel Expense								4.58%
		\$ 1,356	\$ 114,850	\$ 97,119	\$ 125,448	\$ 46,994	\$ 140,358	11.89%
<b>Operating Expense</b>								
3001Contractual serv			556	1,066	780	297	635	-18.59%
3005Legal Services				0	10,000	-	10,000	0.00%
4104Telephone Services			1,167	1,128	1,270	654	650	-48.82%
4303Computer Maintenance			0	0	250-		250	0.00%
5801Travel/training			2,839	481	1,200	265	1,500	25.00%
6001Office supplies			227	17	500	-	200	-60.00%
6201Postage			7	5	50-		50	0.00%
6401Books/Dues/Subscrip			565	1,657	1,950-		1,500	-23.08%
6501Gas/Oil/Lube			55	34	-		-	0.00%
Operating Expense			\$ -	\$ 5,415	\$ 4,388	\$ 16,000	\$ 1,217	\$ 14,785
								-7.59%
Total Expenses		\$ 1,356	\$ 120,266	\$ 101,507	\$ 141,448	\$ 48,211	\$ 155,143	9.68%



Annual  
Budget

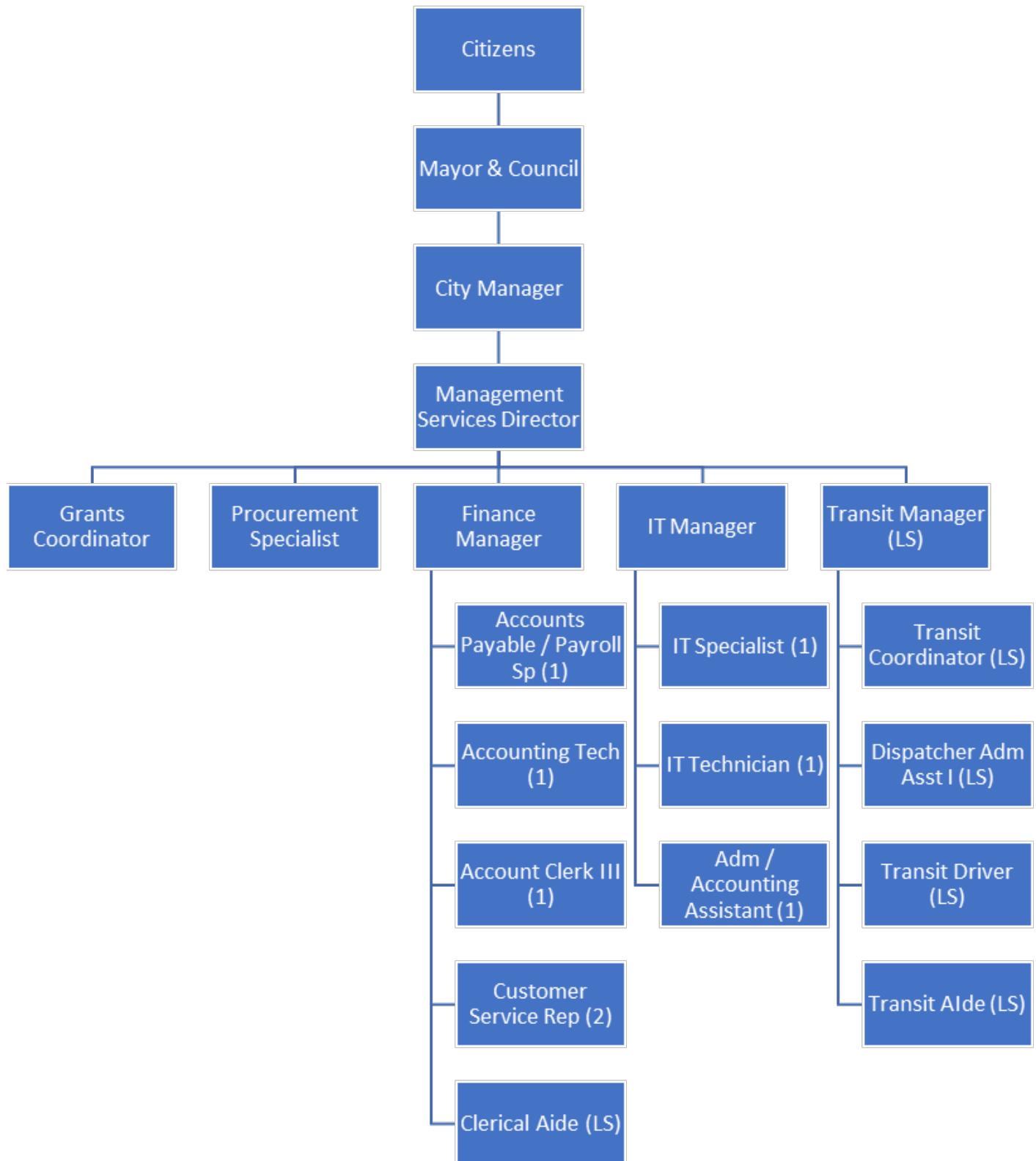
2021

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# Management Services

Finance; Information Technology; Transit; Utility Billing

**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 and working with the Arizona Department of Revenue for collections, as well as work with a contracted auditor to ensure compliance and perform audits.

## 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.
- Additionally, in Fiscal year 2021, the Finance Department will begin implementation to Springbrook, a financial software solution, as the City's new Financial software solution vendor to ensure cost effectiveness and process efficiency. Anticipate completion in mid to late 2021.

## Strategies & Objectives

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

## Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
City Treasurer/Management Services Director	0.60	0.60
Finance Manager	0.57	0.57
Accounts Payable/Payroll Specialist	1.00	1.00
Procurement Specialist	1.00	1.00
Accounting Technician	1.00	1.00
Grants Coordinator	1.00	1.00
Account Clerk III	0.10	0.10
Clerical Aide	0.49	0.49
<b>Total FTE's</b>	<b>5.76</b>	<b>5.76</b>

**Finance**
**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries		214,256	225,406	227,796	\$ 236,562	\$ 114,047	\$ 308,751	30.52%
1003Sal - Temp		0	247	0	-	-	-	0.00%
1004Sal - Ltd		7,346	7,831	8,723	11,848	3,552	12,168	2.70%
1005Sal - Overtime		850	259	92	-	132	-	0.00%
2001OASI		15,919	16,878	16,985	19,003	8,448	24,550	29.19%
2002State Retire		24,784	25,574	26,541	28,268	13,633	37,174	31.51%
2004Health Ins		7,066	6,600	4,343	2,920	2,573	6,145	110.49%
2005Income Protect		702	814	836	1,058	440	1,409	33.21%
2006State Comp		616	614	461	284	199	368	29.19%
2016Self Fund Ins Claims		<u>27,846</u>	<u>28,644</u>	<u>34,408</u>	<u>36,238</u>	<u>17,390</u>	<u>38,982</u>	<u>7.57%</u>
Personnel Expense		<u>\$ 299,386</u>	<u>\$ 312,867</u>	<u>\$ 320,184</u>	<u>\$ 336,180</u>	<u>\$ 160,415</u>	<u>\$ 429,546</u>	<u>27.77%</u>
<b>Operating Expense</b>								
3001Contractual serv		165,120	147,114	156,470	149,814	72,392	172,696	15.27%
4104Telephone Services		5,167	4,745	4,903	5,000	2,558	2,650	-47.00%
4303Computer Maintenance		607	735	718	1,000	370	800	-20.00%
5401Advertising		-	358	996	1,500	831	1,500	0.00%
5801Travel/training		2,290	915	1,834	1,550	960	5,050	225.81%
6001Office supplies		\$3,440	\$2,035	\$1,553	2,500	866	2,100	-16.00%
6201Postage		8,262	2,585	2,671	3,000	1,742	2,800	-6.67%
6401Books/Dues/Subscrip		563	1,633	274	1,404	686	1,404	0.00%
6601Uniforms		<u>314</u>	<u>231</u>	<u>447</u>	<u>245</u>	<u>536</u>	<u>250</u>	<u>2.04%</u>
Operating Expense		<u>\$ 185,761</u>	<u>\$ 160,351</u>	<u>\$ 169,865</u>	<u>\$ 166,013</u>	<u>\$ 80,942</u>	<u>\$ 189,250</u>	<u>14.00%</u>
Total Expenses		<u>\$ 485,147</u>	<u>\$ 473,218</u>	<u>\$ 490,049</u>	<u>\$ 502,193</u>	<u>\$ 241,357</u>	<u>\$ 618,796</u>	<u>23.22%</u>

**Information Technology****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.
- \* 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.
- \* Maintenance of departmental operational software systems

## Strategies & Objectives

### Information Technology

- ◆ 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
- ◆ 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 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 network from 1 Gb to 10 Gb or greater

## Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
IT Manager	1.00	1.00
IT Specialist	1.00	1.00
IT Technician	1.00	1.00
Administrative/Accounting Assistant	1.00	1.00
<b>Total FTE's</b>	<b>4.00</b>	<b>4.00</b>

## Information Technology

### Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries	1001Salaries	138,769	148,273	150,632	\$ 200,838	\$ 83,691	\$ 209,510	4.32%
1003Sal - Temp	1003Sal - Temp	-	-	-	\$	- \$	- \$	0.00%
1004Sal - Limited	1004Sal - Limited	33,382	29,898	20,591	\$	- \$	- \$	0.00%
1005Sal - Overtime	1005Sal - Overtime	236	465	582	-	1,976	-	0.00%
2001OASI	2001OASI	12,591	12,827	12,388	15,364	6,219	16,028	4.32%
2002State Retire	2002State Retire	19,549	20,268	20,008	23,980	10,229	25,225	5.19%
2004Health Ins	2004Health Ins	6,620	6,590	4,259	5,720	2,089	6,216	8.68%
2005Income Protect	2005Income Protect	644	693	666	881	337	933	5.85%
2006State Comp	2006State Comp	107	87	72	93	38	96	3.44%
2016Self Fund Ins Claims	2016Self Fund Ins Claims	18,178	19,212	22,614	23,097	10,116	23,896	3.46%
Personnel Expense	Personnel Expense	<u>\$ 230,077</u>	<u>\$ 238,312</u>	<u>\$ 231,812</u>	<u>\$ 269,973</u>	<u>\$ 114,694</u>	<u>\$ 281,904</u>	<u>4.42%</u>
<b>Operating Expense</b>								
3001Contractual serv	3001Contractual serv	174,884	165,988	164,599	181,203	132,308	191,968	5.94%
4104Telephone	4104Telephone	5,405	5,420	4,885	5,550	2,729	3,425	-38.29%
4301Auto & Eq Maintenance	4301Auto & Eq Maintenance	158	529	818	750	593	750	0.00%
4302Build Maintenance	4302Build Maintenance	1,658	34	498	2,000	903	1,500	-25.00%
4303Computer Maint/Supp	4303Computer Maint/Supp	7,347	8,735	7,938	10,000	6,523	10,000	0.00%
5801Travel/training	5801Travel/training	615	182	26	5,000	642	8,000	60.00%
6001Office supplies	6001Office supplies	1,524	1,166	1,124	1,600	837	1,600	0.00%
6201Postage	6201Postage	-	-	-	-	-	0	0.00%
6401Books/Dues/Subscrip	6401Books/Dues/Subscrip	-	-	-	-	-	0	0.00%
6501Gas/oil/lube	6501Gas/oil/lube	333	605	706	500	309	500	0.00%
6502Diesel/oil/lube	6502Diesel/oil/lube	<u>520</u>	<u>102</u>	<u>106</u>	<u>500</u>	<u>52</u>	<u>500</u>	<u>0.00%</u>
Operating Expense	Operating Expense	<u>\$ 192,444</u>	<u>\$ 182,761</u>	<u>\$ 180,700</u>	<u>\$ 207,103</u>	<u>\$ 144,896</u>	<u>\$ 218,243</u>	<u>5.38%</u>
Total Expense	Total Expense	<u>\$ 422,520</u>	<u>\$ 421,073</u>	<u>\$ 412,513</u>	<u>\$ 477,076</u>	<u>\$ 259,590</u>	<u>\$ 500,147</u>	<u>4.84%</u>

## Mission

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

## Public Services

*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 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.

## Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Transit Manager	1.00	1.00
Transit Coordinator	1.00	1.00
Transit Dispatcher/Administrative Assistant I	1.50	1.50
Transit Driver	8.00	8.00
Equipment Mechanic III	0.10	0.10
Equipment Mechanic II	0.10	0.10
Director/City Treasurer	0.40	0.40
<b>Total FTE's</b>	<b>12.10</b>	<b>12.10</b>

## Transit

### Expenditures - Special Revenue Funds

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 YTD 12/31/2019	2021 Requested	2021 % Change
<b>Personnel Expense</b>								
1001Salaries		141,603	165,990	167,158	\$ 153,921	\$ 84,022	\$ 164,975	7.18%
1003Salaries/Temp		1,889	14,256	29,615	-	17,202	-	0.00%
1004Salaries LTD		177,417	171,257	158,430	299,612	70,393	344,530	14.99%
1005Salaries Overtime		4,206	13,512	14,433	5,988	15,182	5,988	0.00%
2001O.A.S.I.		23,950	26,385	27,397	35,153	13,742	39,435	12.18%
2002Retire-State		36,112	39,384	40,483	54,867	20,574	62,065	13.12%
2004Health Insurance		15,613	14,717	13,199	19,385	8,296	22,116	14.08%
2005Income Protection		1,161	1,277	1,310	2,021	717	2,309	14.27%
2006Workman's Compensation		5,690	5,572	4,680	6,121	2,566	6,906	12.82%
2007Unemployment Insurance		305	-	-	-	-	-	0.00%
2008HR Processing Self Funding Ins Claims/ 2016Fees		746	1,275	866	1,345	400	1,345	0.00%
		<u>44,430</u>	<u>40,643</u>	<u>49,177</u>	<u>58,923</u>	<u>26,837</u>	<u>63,064</u>	<u>7.03%</u>
Personnel Expense		<u>\$ 453,122</u>	<u>\$ 494,269</u>	<u>\$ 506,747</u>	<u>\$ 637,337</u>	<u>\$ 259,931</u>	<u>\$ 712,733</u>	<u>11.83%</u>
<b>Operating Expense</b>								
3001Contractual Services		3,328	3,942	5,437	4,000	\$3,211	5,986	49.65%
4104Telephone		6,879	7,379	8,303	7,300	4,425	5,575	-23.63%
4105Utilities		2,045	2,150	2,228	2,200	1,089	2,150	-2.27%
4301Auto & Equipment		15,627	31,444	23,625	25,000	14,848	38,700	54.80%
4302Building Maintenance		350	94	1,353	500	187	-	0.00%
4303Computer Maintenance		-	1,332	1,477	1,000	195	800	-20.00%
5201Liability Insurance		6,949	7,974	8,092	8,000	4,264	8,511	6.38%
5401Advertising & Printing		1,309	106	4,973	5,000	124	6,000	20.00%
5801Travel & Training		2,142	2,955	2,222	3,900	2,413	3,900	0.00%
6001Office Supplies		479	587	1,194	1,000	217	1,290	29.00%
6002Operating Supplies		1,129	1,107	1,419	2,000	849	1,500	-25.00%
6201Postage		12	21	69	100	330	100	0.00%
6401Books/Dues/Subscriptions		-	45	-	-	-	-	0.00%
6501Gas/Oil/Lubricants		40,581	72,827	87,399	90,000	44,034	90,000	0.00%
6601Uniforms		1,268	-	747	1,700	1,706	2,265	33.24%
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Operating Expense		<u>\$ 82,098</u>	<u>\$ 131,962</u>	<u>\$ 148,539</u>	<u>\$ 151,700</u>	<u>\$ 77,891</u>	<u>\$ 166,777</u>	<u>9.94%</u>
7401Machinery		\$ 77,073	\$ 67,752	\$ 29,692	\$ 30,000	\$3,110	\$ 82,344	174.48%
7402Vehicles		\$ 55,492	\$ 12,107	\$ 29,612	\$ 80,000	\$8,641	\$ 15,502	-80.62%
8003Contingency		\$ -	\$ -	\$ -	\$ 24,075	\$0	\$ 24,075	0.00%
8901Depreciation		\$ 2,221	\$ 2,221	\$ 2,221	\$ 2,221	\$1,111	\$ 2,221	0.00%
		<u>\$134,786.03</u>	<u>\$82,079</u>	<u>\$61,525</u>	<u>\$136,296</u>	<u>\$12,862</u>	<u>\$124,142</u>	<u>-8.92%</u>
Total Expenses		<u>\$ 670,006</u>	<u>\$ 708,311</u>	<u>\$ 716,811</u>	<u>\$ 925,334</u>	<u>\$ 350,684</u>	<u>\$ 1,003,651</u>	<u>8.46%</u>

## Transit - Bisbee

### Expenditures - Special Revenue Funds

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
1001Salaries		-	-	4,754	\$ -	\$ -	\$ -	0.00%
1003Salaries/Temp		52	4,291	-	-	-	-	0.00%
1004Salaries LTD		59,358	-	66,408	85,742	29,298	92,400	7.76%
1005Salaries Overtime		2,561	61,026	12,105	1,000	5,832	1,000	0.00%
2001O.A.S.I.		4,162	4,262	6,310	6,636	2,741	7,145	7.67%
2002Retire-State		7,022	4,996	8,350	10,357	2,020	11,245	8.58%
2004Health Insurance		1,450	7,669	2,664	3,574	1,804	3,905	9.26%
2005Income Protection		237	3,848	301	385	116	424	10.16%
2006Workman's Compensation		1,544	272	1,438	1,695	635	1,864	9.98%
2007Unemployment Insurance		-	1,406	-	-	-	-	0.00%
2008HR Processing Self Funding Ins Claims/ 2016Fees		257	522	744	300	69	300	0.00%
		<u>15,935</u>	<u>8,547</u>	<u>7,124</u>	<u>8,794</u>	<u>4,682</u>	<u>9,024</u>	<u>2.62%</u>
	Personnel Expense							
		<u><u>\$ 92,577</u></u>	<u><u>\$ 96,840</u></u>	<u><u>\$ 110,198</u></u>	<u><u>\$ 118,483</u></u>	<u><u>\$ 47,197</u></u>	<u><u>\$ 127,308</u></u>	<u><u>7.45%</u></u>
<b>Operating Ex- pense</b>								
3001Contractual Services		-	-	-	-	\$0	-	0.00%
4104Telephone		1,341	744	722	960	303	620	-35.42%
4105Utilities		528	701	556	-	216	400	0.00%
4301Auto & Equipment		21	-	23	-	26	-	0.00%
4302Building Maintenance		6	-	-	-	-	-	0.00%
4303Computer Maintenance		-	-	-	250	-	250	0.00%
5201Liability Insurance		-	-	-	-	-	-	0.00%
5401Advertising & Printing		-	-	-	-	-	-	0.00%
5801Travel & Training		16	10	10	200	-	200	0.00%
6001Office Supplies		54	60	178	400	42	400	0.00%
6002Operating Supplies		237	421	45	400	109	250	-37.50%
6201Postage		-	-	-	-	-	-	0.00%
6401Books/Dues/Subscriptions		-	-	-	-	-	-	0.00%
6501Gas/Oil/Lubricants		-	-	-	-	-	-	0.00%
6601Uniforms		117	-	392	375	175	375	0.00%
8003Contingency		-	-	-	-	-	-	0.00%
	Operating Expense							
		<u><u>\$ 2,320</u></u>	<u><u>\$ 1,937</u></u>	<u><u>\$ 1,926</u></u>	<u><u>\$ 2,585</u></u>	<u><u>\$ 871</u></u>	<u><u>\$ 2,495</u></u>	<u><u>-3.48%</u></u>
	Total Expenses							
		<u><u>\$ 94,897</u></u>	<u><u>\$ 98,777</u></u>	<u><u>\$ 112,125</u></u>	<u><u>\$ 121,068</u></u>	<u><u>\$ 48,067</u></u>	<u><u>\$ 129,803</u></u>	<u><u>7.21%</u></u>

## Utility Billing

### 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 inquires 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, 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 Side-walk Sale Permits.

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

### Budget Highlights

- Continue to promote online billing and 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

- Finalize AMI (Advanced Meter Infrastructure) project.
- Successfully continuing 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

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Account Clerk III	0.40	0.40
Account Clerk II	1.00	1.00
Finance Manager	0.20	0.20
<b>Total FTE's</b>	<b>1.60</b>	<b>1.60</b>

**Utility Billing**
**Expenditures - Enterprise Funds**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Ex- pense</b>								
	1001Salaries	52,959	53,499	64,861	\$ 64,882	\$ 31,299	\$ 67,997	4.80%
	1003Temporary	2,968	864	912	-	1,193	-	0.00%
	1005Sal-OT	796	929	638	500	252	500	0.00%
	2001OASI	4,127	4,004	4,843	5,002	2,384	5,240	4.76%
	2002State Retire	6,415	6,175	7,628	7,807	3,767	8,247	5.64%
	2004Health Ins	1,815	1,776	1,715	1,891	971	2,423	28.12%
	2005Income Protect	212	219	259	291	134	312	7.14%
	2006State Comp	178	112	97	75	60	78	4.76%
DARC	Self Funding Ins Claims/Fees	5,901	6,233	8,142	10,891	4,025	10,143	-6.87%
	Personnel Expense	<u>\$ 75,371</u>	<u>\$ 73,812</u>	<u>\$ 89,095</u>	<u>\$ 91,338</u>	<u>\$ 44,085</u>	<u>\$ 94,941</u>	<u>3.94%</u>
<b>Operating Expense</b>								
	3001Contractual services	26,111	27,758	32,942	25,703	14,829	53,401	107.76%
	3002Auditing Services	3,969	4,861	5,310	5,105	3,905	5,345	4.70%
	4104Telephone	2,169	2,038	2,309	2,000	1,192	1,125	-43.75%
	4105Utilities	7,024	7,016	6,757	7,450	3,172	5,700	-23.49%
	4303Computer Maintenance	988	1,885	305	1,650	-	400	-75.76%
	5201Insurance-Liability	35,578	31,305	32,532	33,435	16,751	33,435	0.00%
	5401Adv/Print/Reproduction	-	41	-	-	-	-	-
	5801Travel/training	16	150	3,652	2,500	300	10,550	322.00%
	6001Office Supplies	7,267	9,862	3,326	6,550	3,982	7,054	7.69%
	6601Postage	21,971	18,462	8,724	18,141	7,882	17,625	-2.84%
	6401Books/Dues/Subscriptions	623	35	111	-	907	-	-
	6601Uniforms	442	837	439	490	385	505	3.06%
	Operating Expense	<u>\$ 106,157</u>	<u>\$ 104,250</u>	<u>\$ 96,406</u>	<u>\$ 103,024</u>	<u>\$ 53,306</u>	<u>\$ 135,140</u>	<u>31.17%</u>
	7401Capital Outlay	-	-	-	-	-	-	0.00%
	8001Bad Debt Expense	(9,628)	10,476	339	5,000	929	5,000	0.00%
	9901Gen. Fund Reimb.	<u>64,113</u>	<u>51,177</u>	<u>45,589</u>	<u>67,112</u>	<u>24,592</u>	<u>68,353</u>	<u>1.85%</u>
	Other	<u>\$ 54,485</u>	<u>\$ 61,653</u>	<u>\$ 45,928</u>	<u>\$ 72,112</u>	<u>\$ 25,521</u>	<u>\$ 73,353</u>	<u>1.72%</u>
	Total Expenses	<u>\$ 236,013</u>	<u>\$ 239,714</u>	<u>\$ 231,430</u>	<u>\$ 266,475</u>	<u>\$ 122,912</u>	<u>\$ 303,433</u>	<u>13.87%</u>



Annual  
Budget

2021

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Magistrate

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2021 9</u>	<u>2021 Request- ed</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	5,099-	-	-	\$	\$	\$	0.00%
	1003Sal - Temp	41	-	-	-	-	-	0.00%
	1004Sal - Lim	7,785-	-	-	-	-	-	0.00%
	1005Sal - Overtime	-	-	-	-	-	-	0.00%
	2001OASI	987-	-	-	-	-	-	0.00%
	2002Retirement	582-	-	-	-	-	-	0.00%
	2004Health Ins	358-	-	-	-	-	-	0.00%
	2005Income Prot.	26	-	-	-	-	-	0.00%
DARC	State Comp	52	-	-	-	0	-	0.00%
	2016Self Fund Ins Claims	<u>500-</u>	-	-	-	-	-	<u>0.00%</u>
	Personnel Expense	<u>\$ 15,429-</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>0.00%</u>
<b>Operating Expense</b>								
	3001Contractual Services	15,000	46,400	23,508	49,100	8,361	49,400	0.61%
	5801Travel/Training	-	-	-	-	-	-	0.00%
	6001Office Supplies	-	-	-	-	-	-	0.00%
	6201Postage	213-	-	-	-	-	-	0.00%
	6401Books/Dues/Subscr.	-	-	-	-	-	-	<u>0.00%</u>
	Operating Expense	<u>\$ 15,213</u>	<u>\$ 46,400</u>	<u>\$ 23,508</u>	<u>\$ 49,100</u>	<u>\$ 8,361</u>	<u>\$ 49,400</u>	<u>0.61%</u>
	Total Expense	<u>\$ 30,642</u>	<u>\$ 46,400</u>	<u>\$ 23,508</u>	<u>\$ 49,100</u>	<u>\$ 8,361</u>	<u>\$ 49,400</u>	<u>0.61%</u>



Annual  
Budget

2021

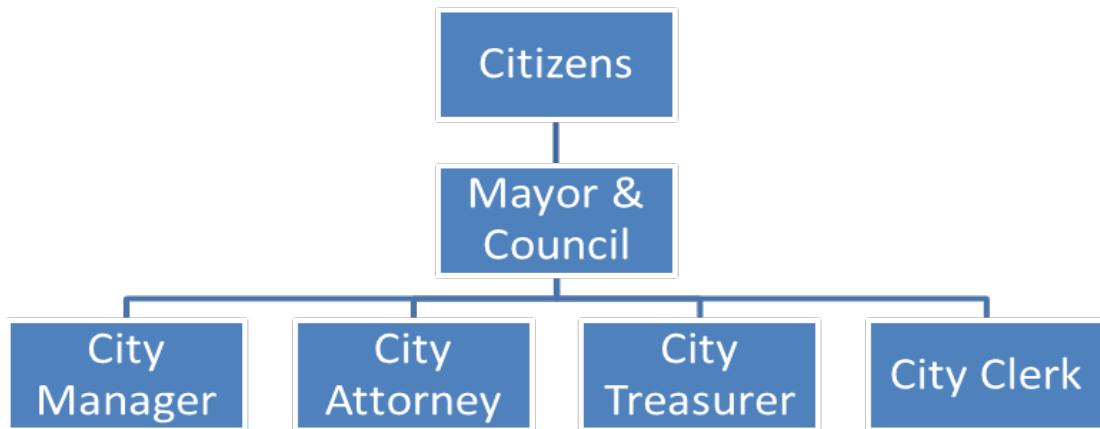
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Mayor & Council

### 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.

### Organizational Chart



**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	17,304	18,354	18,054	\$ 18,000	\$ 8,571	\$ 18,000	0.00%
	2001OASI	1,327	1,404	1,381	1,377	658	1,377	0.00%
	2002ASRS	6	-	-		-		0.00%
	2006State Comp	33	30	21	21	9	21	0.00%
DARC	Personnel Expense	\$ 18,669	\$ 19,788	\$ 19,456	\$ 19,398	\$ 9,238	\$ 19,398	0.00%
<b>Operating Expense</b>								
	3001Contractual Services	-	-	-	\$ -	\$ -	\$ -	0.00%
	3004Elections	35,533	12,832	609	74,000	1,000	-	-100.00%
	3005Legal Services	3,545	1,328	101	-	201	-	
	3006ADOR Tax Administration	33,817	33,644	38,778	41,810	41,787	-	-100.00%
	3101Council Expenses	5,119	3,561	5,934	12,200	2,500	14,200	16.39%
	3102Mayor Expense	8,929	4,193	5,239	5,250	5,366	6,750	28.57%
	3103Ward 1 Expense	1,942	925	1,326	2,600	845	2,600	0.00%
	3104Ward 2 Expense	1,842	870	553	2,600	83	2,600	0.00%
	3105Ward 3 Expense	1,870	1,784	1,435	2,600	621	2,600	0.00%
	3106Ward 4 Expense	1,883	1,011	303	2,600	127	2,600	0.00%
	3107Ward 5 Expense	2,184	911	2,494	2,600	677	2,600	0.00%
	3108Ward 6 Expense	2,506	2,046	2,391	2,600	3,130	2,600	0.00%
	3109Youth City Council		4,517	-	5,000	-	-	-100.00%
	4104Telephone Services	2,694	1,771	1,283	1,370	729	900	-34.31%
	4105Utilities 7th St Building		7,520	7,990	7,000	3,621	7,400	5.71%
	4301Auto & Eq Maintenance		637	0	250	-	250	0.00%
	4303Computer Maintenance		675	0	500	-	500	100.00%
	6401Books Due & Subscription	21,530	22,643	22,184	24,326	24,144	24,326	0.00%
	6501Gas/Oil/Lube	-	275	48	350	355	350	100.00%
	7601Misc. Council Projects	234	5,082	6,973	4,000	-	9,000	125.00%
	7602Bus. Dist. Impr.	18,225	23,254	7,578	25,000	2,038	-	-100.00%
	7621Demolition Program	2,637	732	-	12,000	-	-	-100.00%
	8003Reserve	-	625	-	45,833	-	54,745	19.44%
	8004Fireworks	15,000	15,000	15,300	15,000	15,300	-	-100.00%
	Community helping Communi-							
	8101ty Funding	18,074	20,250	16,510	13,725	13,525	16,750	22.04%
	8103Mexican Baseball		13,625	26,553	15,000	19,511	-	0.00%
	81044th of July Expense	4,093	7,820	7,874	5,000	6,842	-	-100.00%
	8106Youth Activity Sponsorship	14	14	4	1,000	10	-	-100.00%
	League of Cities Booth Give-a-							
	8109ways	3,311	5,215	3,819	2,800	3,517	-	-100.00%
	8110Douglas Days	19,892	17,085	8,850	17,000	49	-	-100.00%
	8111Christmas Tree Lighting		8,617	6,805	2,500	7,258	-	-100.00%
	8112Jazz Festival		3,439	-	-	-	-	
	8113Funding for the Arts		-	2,995	3,000	93	-	-100.00%
	9904Transfer to Capital Projects	65,412	108,196	96,760	547,585	47,714	1,857,424	239.20%
	9906Transfer to Airport	71,854	25,085	17,182	25,658	-	28,078	9.43%
	9911Transfer to Housing	-	-	-	-	-	32,798	0.00%
	9913Transfer to Golf Course	186,362	202,461	163,920	170,000	99,500	180,000	5.88%
	9915Transfer to Grants	-	4,185	3,905	150	-	13,250	8733.33%
	9917Transfer to Debt Service	1,191,095	1,202,283	1,118,959	943,182	449,350	912,337	-3.27%
	Operating Expense	\$ 1,719,599	\$ 1,764,112	\$ 1,594,654	\$ 2,037,089	\$ 749,894	\$ 3,174,659	55.84%
	Total Expenses	\$ 1,738,268	\$ 1,783,900	\$ 1,614,110	\$ 2,056,486	\$ 759,132	\$ 3,194,057	55.32%



Annual  
Budget

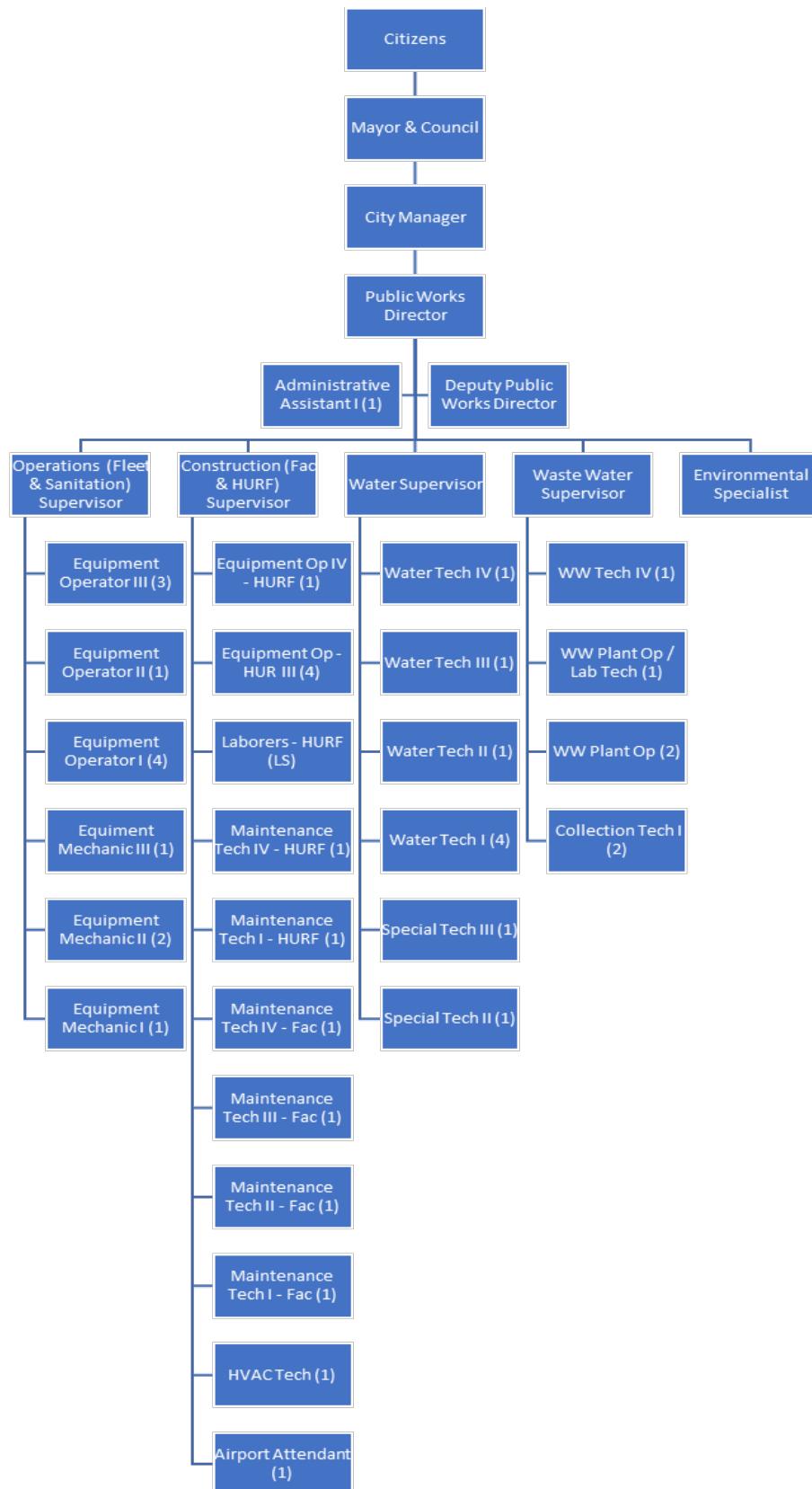
2021

## Public Works

Administration; Airport; Call Center; Construction Facility Maintenance;  
Fleet Maintenance; HURF; Sanitation; Water; Wastewater

**Administration**

**Organizational Chart**



## Administration

### Mission

To implement and execute all the projects presented as part of the FY 20/21 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
- ◆ Street Study Report
- ◆ Water System Risk Study
- ◆ Various retention basin construction projects
- ◆ Annual Chip Seal and Fog Seal projects
- ◆ CDBG Funded Sidewalk Improvements

### Budget Highlights

In order to successfully implement and execute all the projects, PW hired a Deputy Director to fulfill operational oversight to both existing and future project and to provide assistance with implementing Public Works projects and daily operations. Various street and water security studies are planned for this fiscal year to address the condition for future funding sources.

### 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 additional funding resources through SEAGO and other available funding programs in order to better serve our community.

### Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
PW Director/City Engineer	0.10	0.10
Deputy PW Director	0.10	0.10
Environmental Specialist	0.50	0.33
Administrative Assistant I	0.10	0.10
<b>Total FTE's</b>	<b>0.80</b>	<b>0.63</b>

**Administration**
**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	69,187	78,547	67,932	\$ 82,422	\$ 1,456	\$ 44,154	-46.43%
	1003Sal-Temp	2,698	-	-	-	--	--	0.00%
	1004Sal-Ltd	69	11,451	16,086	18,743	1,646	-	-100.00%
	1005Sal-OT	417	1,269	5,613	-	206	-	0.00%
	2001OASI	5,532	6,959	6,790	7,739	(2,150)	3,378	-56.35%
	2002State Retire	8,056	10,187	10,264	12,079	293	5,316	-55.99%
	2004Health Ins	4,233	5,382	3,428	4,642	206	2,089	-54.99%
	2005Income Protect	250	338	333	400	34	147	-63.23%
DARC	State Comp	1,479	2,139	2,059	2,226	(19)	896	-59.75%
	2016Self Fund Ins Claims	6,354	8,384	10,358	10,003	406	3,497	-65.04%
	<b>Personnel Expense</b>	<b>\$ 98,276</b>	<b>\$ 124,657</b>	<b>\$ 122,863</b>	<b>\$ 138,255</b>	<b>\$ 2,078</b>	<b>\$ 59,478</b>	<b>-56.98%</b>
<b>Operating Expense</b>								
	3001Contractual serv	-	13,773	550	6,000	-	6,000	0.00%
	4104Telephone Services	3,194	3,883	4,046	4,054	2,236	405	-90.01%
	4301Auto/Equip Computer Mainte-	206	1,099	605	1,500	65	1,500	0.00%
	4303Nance	2,697	697	228	400	158	950	137.50%
	5401Advertising & Printing	727	169	180	3,500	150	2,500	-28.57%
	5801Travel/training	2,547	3,158	1,672	10,000	429	4,500	-55.00%
	6001Office supplies	1,563	1,563	3,074	1,500	1,375	1,500	0.00%
	6002Operating supplies	117	229	270	3,500	193	1,200	-65.71%
	6201Postage	136	218	341	450	385	450	0.00%
	6301Small Tools	17	384	-	300	12	500	66.67%
	6302Safety equip	60	29	242	200	-	500	150.00%
	6401Books/Dues/Subscrip	500	1,138	584	910	360	910	0.00%
	6501Gas/oil/lube	1,451	2,297	2,397	1,500	925	2,000	33.33%
	6601Uniforms Graffiti Abatement	820	303	696	800	401	350	-56.25%
	6703Supplies	-	-	-	-	--	--	0.00%
	<b>6705DOC Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>--</b>	<b>--</b>	<b>0.00%</b>
	<b>Operating Expense</b>	<b>\$ 14,035</b>	<b>\$ 28,942</b>	<b>\$ 14,885</b>	<b>\$ 34,614</b>	<b>\$ 6,689</b>	<b>\$ 23,265</b>	<b>-32.79%</b>
	<b>Total Expenses</b>	<b>\$ 112,311</b>	<b>\$ 153,598</b>	<b>\$ 137,748</b>	<b>\$ 172,869</b>	<b>\$ 8,767</b>	<b>\$ 82,743</b>	<b>-52.14%</b>

## **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**

Submitted five year Capital Improvement Plan to Arizona Department of Transportation:

- Phase III (Final) of Perimeter/Security Fencing—\$400,000
- Helipad Construction—\$220,000
- Main Apron Rehabilitation—\$200,000
- Weather Reporting Station—\$150,000
- Rotating Beacon Replacement—\$150,000

If awarded, all projects contain a 10% match.

## **Strategies & Objectives**

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.

## **Staffing**

Personnel	FY 2020 Budget	FY 2021 Budget
Airport Attendant	0.75	0.75
<b>Total FTE's</b>	<b>0.75</b>	<b>0.75</b>

## Airport

**Expenditures - Enterprise Funds**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	25,121	25,569	22,625	\$ 28,125	\$ 10,600	\$ 26,228	-6.75%
	1003Sal-Temp	-	-	-	-	-	-	0.00%
	1004Sal-Limited	-	183	-	-	-	-	0.00%
	1005Sal-OT	1,820	2,251	999	400	486	400	0.00%
	2001OASI	2,063	2,099	1,807	2,182	848	2,037	-6.65%
	2002State Retire	3,055	3,166	2,751	3,406	1,324	3,206	-5.87%
	2004Health Ins	118	44	30	1,404	14	1,528	8.84%
	2005Income Protect	103	104	97	127	48	122	-4.56%
DARC	2006State Comp Self funding Ins Claims/ Fees	985	1,048	657	795	295	742	-6.65%
		127	-	-	3,298	-	3,384	2.62%
	Personnel Expense	\$ 33,392	\$ 34,464	\$ 28,965	\$ 39,738	\$ 13,616	\$ 37,647	-5.26%
<b>Operating Expenses</b>								
	3001Contractual Services	3,120	3,324	3,926	\$ 3,126	\$ 2,024	\$ 3,126	0.00%
	4104Telephone	1,323	1,369	1,342	\$ 1,344	\$ 1,066	610	-54.61%
	4105Utilities	10,893	12,241	11,645	11,000	5,830	11,200	1.82%
	4301Auto/Equip	896	466	1,281	500	81	1,000	100.00%
	4302Facilities Maintenance	2,719	1,702	3,574	3,000	842	4,000	33.33%
	5201Liability Insurance	5,222	5,222	5,222	5,300	-	6,964	31.40%
	5801Travel & Training	31	5	5	1,000	-	1,000	0.00%
	6001Office Supplies	377	388	16	500	144	500	0.00%
	6002Operating Supplies	2,413	1,582	679	1,500	258	1,500	0.00%
	6302Safety Equipment Books Dues & Subscrip-	197	2,860	-	1,000	-	1,000	0.00%
	6401tions	407	30	165	500	-	500	0.00%
	6501Gas/oil/lube	1,816	2,731	2,783	1,700	1,452	1,700	0.00%
	6503Fuel (100 LL)	6,256	9,678	16,582	14,000	8,716	16,667	19.05%
	6504Fuel (JET A)	37,001	36,287	38,262	35,000	15,248	35,714	2.04%
	6601Uniforms	114	341	-	350	136	350	0.00%
	Operating Expenses	72,786	78,226	85,482	79,820	35,796	85,831	7.53%
	Total Expenses before Capital	106,178	112,690	114,447	119,558	49,412	123,478	3.28%
	7301Capital Outlay/Projects	-	-	-	-	-	-	0.00%
	7948Contra Exp-Fixed Assets	-	-	-	-	-	-	-
	8512Grant Match	221,710	180,379	-	-	-	-	0.00%
	Total Expenses	\$ 294,496	\$ 293,069	\$ 114,447	\$ 119,558	\$ 49,412	\$ 123,478	3.28%

## Call Center

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Ex- pense</b>								
	1001Salaries	9,259	9,546	9,789	10,414	4,704	10,906	4.72%
	1004Salaries - Limited	-	-	-	--	--	-	0.00%
	1005Salaries O/T	54	-	28	-	21	-	0.00%
	2001OASI	712	730	733	797	353	834	4.72%
	2002State Retire	1,055	1,083	1,143	1,243	564	1,313	5.60%
	2004Health Insurance	534	541	385	511	222	552	8.10%
	2005Income Protect	36	39	40	47	21	50	7.06%
	2006State Comp	346	323	274	290	126	304	4.72%
DARC	Self Fund Ins Claims	797	843	1,155	1,099	553	1,128	2.62%
	Personnel Expense	\$ 12,793	\$ 13,105	\$ 13,548	\$ 14,401	\$ 6,564	\$ 15,087	4.76%
<b>Operating Expense</b>								
	3001Contract Serv	2,905	2,962	1,335	3,000	60,357	2,000	-33.33%
	4302Building Maintenance	12,817	8,860	6,503	11,000	9,648	10,000	-9.09%
	5201Liability Insurance	10,562	12,995	12,718	13,070	6,548	13,070	0.00%
	6002Operating Supplies	-	-	-	100	-	100	0.00%
	6501Gas/Oil/Lube	-	-	-	--	--	-	0.00%
	6502Diesel/Oil	1,015	-	1,491	1,000 (2)	-	1,000	0.00%
	8901Depreciation	-	-	-	--	-	-	0.00%
	Operating Expense	\$ 27,300	\$ 24,816	\$ 22,047	\$ 28,170	\$ 76,551	\$ 26,170	-7.10%
	Total Expenses	\$ 40,093	\$ 37,922	\$ 35,594	\$ 42,571	\$ 83,115	\$ 41,257	-3.09%

## Construction Facilities 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 20/21 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 are needed so that the building functions properly. Roof repairs to both the Call Center and the Wellness Connections/Workforce building on 7th St and G Ave.

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Construction Supervisor	0.50	0.50
Maintenance Technician IV	1.00	1.00
Maintenance Technician III	0.00	0.00
Maintenance Technician II	1.00	1.00
Maintenance Technician I	2.00	2.00
HVAC Specialist	0.25	0.25
<b>Total FTE's</b>	<b>4.75</b>	<b>4.75</b>

**Expenditures - General Fund**
**Construction Facilities Maintenance**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	167,777	176,610	155,147	\$ 187,886	\$ 71,553	\$ 208,671	11.06%
	1004Salaries - Limited	-	-	-	\$ -	\$ -	\$ -	0.00%
	1005Sal-OT	1,486	1,561	614	1,000	1,433	1,000	0.00%
	2001OASI	12,344	12,966	11,040	14,450	4,874	16,040	11.00%
	2002State Retire	19,198	20,214	18,141	22,553	8,530	25,244	11.93%
	2004Health Ins	6,630	7,000	4,238	6,869	2,552	7,937	15.54%
	2005Income Protect	650	685	612	841	399	955	13.53%
	2006State Comp	7,699	7,487	5,475	6,329	2,487	6,990	10.44%
DARC	2016Self Fund Ins Claims	18,163	20,030	22,614	25,295	11,037	27,280	7.85%
	<b>Personnel Expense</b>	<b>\$ 233,947</b>	<b>\$ 246,553</b>	<b>\$ 217,881</b>	<b>\$ 265,223</b>	<b>\$ 102,865</b>	<b>\$ 294,118</b>	<b>10.89%</b>
<b>Operating Expense</b>								
	3001Contractual services	12,967	20,721	17,011	21,473	7,757	21,473	0.00%
	4101Utilities-Electric (City Hall)	32,015	33,454	31,755	31,300	15,551	29,000	-7.35%
	4102Utilites-Gas (City Hall)	2,104	1,935	2,406	2,500	303	2,500	0.00%
	4103Utilites-Water/Sewer/San	562	569	595	1,000	337	1,000	0.00%
	4104Telephone Services	1,206	1,090	821	1,200	391	780	-35.00%
	4301Auto/Equip	4,174	4,401	4,247	3,500	2,950	3,500	0.00%
	4305City Hall Maintenance	15,950	12,661	9,603	20,000	5,042	15,000	-25.00%
	5501DOC Labor	-	-	-	5,000	-	4,000	-20.00%
	5801Travel/training	214	12	515	3,000	58	2,000	-33.33%
	6001Office supplies	22	39	219	200	226	200	0.00%
	6002Operating supplies	439	567	130	1,000	230	1,000	0.00%
	6301Small tools/Equipment	1,102	1,840	672	1,500	510	1,500	0.00%
	6302Safety Equipment	899	2,478	611	3,500	-	2,500	-28.57%
	6501Gas/oil/lube	6,983	7,834	8,265	7,000	3,966	7,000	0.00%
	6502Diesel/Oil/Lube	1,687	1,068	289	1,000	194	1,000	0.00%
	6601Uniforms	2,106	1,734	2,141	2,050	1,648	2,300	12.20%
	6699Construction Materials	286	147	5,760	1,000	412	1,000	0.00%
	6703Graffiti Abatement Supplies	1,040	1,076	112	1,500	-	2,000	33.33%
	6705DOC Supplies	3,957	4,070	3,102	4,000	1,181	3,500	-12.50%
	<b>Operating Expense</b>	<b>\$ 87,713</b>	<b>\$ 95,696</b>	<b>\$ 88,254</b>	<b>\$ 111,723</b>	<b>\$ 40,755</b>	<b>\$ 101,253</b>	<b>-9.37%</b>
	<b>Total Expenses</b>	<b>\$ 321,660</b>	<b>\$ 342,249</b>	<b>\$ 306,135</b>	<b>\$ 376,946</b>	<b>\$ 143,619</b>	<b>\$ 395,371</b>	<b>4.89%</b>

## Fleet Maintenance

### Mission

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

### Public Services

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

### Budget Highlights

The purchase of a forklift to assist with heavy lifting activities at the shop and City yard.

An additional purchase of a new wheel alignment machine in order to provide this service in-house to save money and time.

### Strategies & Objectives

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

### Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Operations Supervisor	0.50	0.50
Equipment Mechanic III	0.00	0.00
Equipment Mechanic II	0.90	0.90
Equipment Mechanic I	0.00	0.25
<b>Total FTE's</b>	<b>1.40</b>	<b>1.65</b>

**Fleet Maintenance**
**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	57,214	57,872	60,415	\$ 63,173	\$ 18,732	\$ 66,802	5.74%
	1005Sal-OT	-	210	1,876	1,000	595	1,000	0.00%
	2001OASI	4,344	4,370	4,679	4,909	1,479	5,187	5.65%
	2002State Retire	6,495	6,591	7,255	7,662	2,308	8,163	6.54%
	2004Health Ins	3,120	2,962	2,180	2,822	724	3,054	8.21%
	2005Income Protect	217	224	238	284	78	307	8.10%
	2006State Comp	1,366	1,262	990	1,004	283	1,061	5.65%
DARC	2016Self Fund Ins Claims	<u>4,603</u>	<u>4,621</u>	<u>6,538</u>	<u>6,156</u>	<u>1,795</u>	<u>6,317</u>	<u>2.62%</u>
	Personnel Expense	<u>\$ 77,359</u>	<u>\$ 78,111</u>	<u>\$ 84,171</u>	<u>\$ 87,011</u>	<u>\$ 25,995</u>	<u>\$ 91,891</u>	<u>5.61%</u>
<b>Operating Expense</b>								
	3001Contractual Services	842	626	458	\$1,093	\$458	1,093	0.00%
	4104Telephone Services	1,263	1,516	1,879	\$1,750	\$956	1,900	8.57%
	4105Utilities	4,781	5,228	4,060	5,500	1,790	3,500	-36.36%
	4301Auto/Equip	1,525	1,016	3,610	1,500	551	1,500	0.00%
	4303Computer Maintenance	198	67	64	250	87	250	0.00%
	5501DOC Labor		117	-		-		0.00%
	5801Travel/training	12	132	224	3,000	198	2,000	-33.33%
	6001Office supplies	269	206	242	300	-	500	66.67%
	6002Operating supplies	2,033	1,460	2,683	1,700	1,451	1,700	0.00%
	6301Small tools	1,398	1,568	613	1,500	198	1,500	0.00%
	6302Safety Equipment	703	96	139	400	45	400	0.00%
	6401Books/Dues/Subscrip	-	160	-	450	-	450	0.00%
	6501Gas/oil/lube	1,722	1,800	1,902	1,800	2,366	1,800	0.00%
	6601Uniforms	<u>1,045</u>	<u>1,098</u>	<u>935</u>	<u>1,050</u>	<u>275</u>	<u>1,050</u>	<u>0.00%</u>
	Operating Expense	<u>\$15,791</u>	<u>\$15,090</u>	<u>\$16,809</u>	<u>\$20,293</u>	<u>\$8,375</u>	<u>\$17,643.00</u>	<u>-13.06%</u>
	Total Expenses	<u>\$ 93,150</u>	<u>\$ 93,201</u>	<u>\$ 100,980</u>	<u>\$ 107,304</u>	<u>\$ 34,370</u>	<u>\$ 109,534</u>	<u>2.08%</u>

## 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.

### Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Construction Supervisor	0.50	0.50
Equipment Operator IV	1.00	1.00
Equipment Operator III	4.00	4.00
Equipment Operator II	0.00	1.00
Maintenance Technician IV	1.00	1.00
Maintenance Technician I	1.00	0.00
勞工	4.25	4.25
<b>Total FTE's</b>	<b>11.75</b>	<b>11.75</b>

**Expenditures - Special Revenue Funds**
**HURF/Street Maintenance**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	157,930	223,191	212,026	\$ 305,484	\$ 120,772	\$ 328,907	7.67%
	1003Sal-Temp	17,689	25,669	-	-	-	-	0.00%
	1004Sal-Limited	322	48,355	47,216	107,109	35,183	111,788	4.37%
	1005Sal-OT	4,990	8,970	23,057	3,000	19,486	3,000	0.00%
	2001OASI	12,992	21,877	20,033	31,793	12,500	33,943	6.76%
	2002State Retire	18,450	32,514	32,411	49,622	20,948	53,421	7.66%
	2004Health Ins	4,936	8,369	8,189	18,526	6,228	20,139	8.71%
	2005Income Protect	605	1,047	1,076	1,553	722	1,710	10.11%
DARC	State Comp	10,849	15,801	9,658	16,711	5,407	17,852	6.83%
	2007Unemployment Ins.	-	-	-	1,000	-	1,000	0.00%
	2008HR Processing	50	622	439	1,000	521	1,000	0.00%
	2016Self-funding Ins Claims/fees	21,569	39,944	44,910	62,681	25,375	64,713	3.24%
	Personnel Expense	<u>\$ 250,382</u>	<u>\$ 426,359</u>	<u>\$ 399,017</u>	<u>\$ 598,479</u>	<u>\$ 247,140</u>	<u>\$ 637,472</u>	<u>6.52%</u>
<b>Operating Expense</b>								
	3001Contractual serv	37,745	11,117	1,282	5,815	3,398	4,315	-25.80%
	3002Auditor	2,019	-	2,239	2,635	1,646	2,635	0.00%
	4104Telephone	3,240	988	1,142	1,200	694	1,800	50.00%
	4105Utilities	34,285	47,664	34,883	56,000	17,332	36,450	-34.91%
	4107St. Lts-Electric	157,997	153,771	120,953	105,000	49,140	98,000	-6.67%
	4301Auto/Equip	3,251	5,363	21,412	4,000	3,013	4,000	0.00%
	4311Heavy Equipment Repair	11,211	41,121	23,663	15,000	17,789	20,000	33.33%
	4312Asphalt Plant Repairs	4,697	5,396	5,033	7,520	4,520	11,520	53.19%
	4703Lease/Purchase Paymnt	-	-	22,547	-	3,687	-	0.00%
	5201Insurance-Liability	23,904	33,077	34,307	35,259	17,664	35,259	0.00%
	5501DOC Labor	16,158	16,670	12,829	8,000	5,558	8,000	0.00%
	5801Travel/training	2,493	2,265	1,981	2,000	1,784	2,000	0.00%
	6002Operating supplies	3,159	507	1,922	500	2,725	500	0.00%
	6301Small tools	9,540	1,243	600	1,500	1,287	3,000	100.00%
	6302Safety Equipment	1,147	2,345	468	2,500	742	2,500	0.00%
	6501Gas/oil/lube	9,765	12,267	13,846	10,000	10,672	8,300	-17.00%
	6502Diesel/Oil/Lube	5,852	5,492	13,185	6,000	5,070	7,400	23.33%
	6601Uniforms	1,744	2,950	971	3,500	3,041	3,500	0.00%
	6701Construction material	302,131	41,455	51,170	100,902	41,762	87,353	-13.43%
	6702Signage	13,429	4,308	5,852	12,000	677	12,000	0.00%
	6704Constr. Material Sales	-	-	21,272	20,000	-	20,000	0.00%
	7401Capital Outlay	87,256	45,129	96,336	102,000	786	560,000	449.02%
	7531St Light Trpl Res	-	530	1,866	-	6,451	-	0.00%
	7532Streets Project	-	567,649	576,923	435,000	350,832	5,000	0.00%
	Operating Expense	<u>\$ 731,025</u>	<u>\$ 1,001,306</u>	<u>\$ 1,066,681</u>	<u>\$ 936,331</u>	<u>\$ 550,270</u>	<u>\$ 933,532</u>	<u>-0.30%</u>
	9901Gen Fund Reimb	30,331	29,342	25,366	39,796	13,909	40,518	1.81%
	9915Transfer to Grants	-	-	-	-	-	-	-
	9916Transfer to MPC	-	-	-	-	-	-	0.00%
	9917Transfer to Debt Service	<u>13,592</u>	<u>11,106</u>	<u>58,851</u>	<u>66,229</u>	<u>31,625</u>	<u>67,872</u>	<u>2.48%</u>
		<u>43,923</u>	<u>40,448</u>	<u>84,217</u>	<u>106,025</u>	<u>45,533</u>	<u>108,390</u>	<u>2.23%</u>
	Total Expenses	<u>\$ 1,025,329</u>	<u>\$ 1,468,113</u>	<u>\$ 1,549,914</u>	<u>\$ 1,640,834</u>	<u>\$ 842,944</u>	<u>\$ 1,679,394</u>	<u>2.35%</u>

## **Sanitation**

### **Mission**

The City of Douglas is committed to enhancing the 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**

The city has implemented an automated solid waste program and staff is, therefore, requesting \$25,000 to purchase cans for the continued operation.

### **Strategies & Objectives**

- Provide efficient and effective sanitation service
- Provide excellent customer service to Douglas residents

### **Staffing**

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Operations Supervisor	0.50	0.50
Equipment Operator III	3.00	3.00
Equipment Operator II	1.00	1.00
Equipment Operator I	3.00	3.00
Laborer	1.00	1.00
PW Director	0.15	0.15
Deputy PW Director	0.15	0.15
Administrative Assistant I	0.15	0.15
Account Clerk III	0.22	0.22
Account Clerk II	0.44	0.44
Finance Manager	0.10	0.10
Equipment Mechanic III	0.90	0.90
Code Enforcement Officer	0.50	0.50
<b>Total FTE's</b>	<b>11.11</b>	<b>11.11</b>

**Expenditures - Enterprise Funds**
**Sanitation**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
Personnel Expense								
1001Salaries		276,090	302,465	286,589	\$ 396,011	\$ 144,475	\$ 419,687	5.98%
1003Sal-Temp		4,047	-	-				0.00%
1004Sal-Limited		74,624	59,901	20,316	26,356	13,229	27,947	0.00%
1005Sal-OT		446	1,489	6,139	1,000	6,246	1,000	0.00%
2001OASI		25,640	26,077	22,365	32,388	11,613	34,321	5.97%
2002State Retire		40,058	41,001	36,170	50,550	21,458	54,016	6.86%
2004Health Ins		13,124	13,735	9,038	14,900	4,938	16,391	10.01%
2005Income Protect		1,341	1,423	1,246	1,816	694	1,970	8.44%
DARC	State Comp	16,568	13,977	8,912	13,995	4,707	14,828	5.95%
	2007Unemployment Ins.	-	-	-	2,000	-	2,000	0.00%
	2008HR Processing	1,239	690	726	1,200	229	1,200	0.00%
	2016Self Funding Ins Claims/Fees	45,071	48,810	56,810	66,423	27,122	68,205	2.68%
	Personnel Expense	\$ 498,248	\$ 509,568	\$ 448,310	\$ 606,638	\$ 234,711	\$ 641,563	5.76%
Operating Expense								
3001Contractual Services		41,365	18,789	19,529	17,820	7,749	18,553	4.11%
3002Auditing services		2,298	2,805	3,062	2,946	-	3,081	4.58%
4104Telephone		710	803	954	1,070	477	1,120	4.67%
4105Utilities		4,467	4,807	3,816	5,000	1,556	3,000	-40.00%
4301Auto/Equip		267	621	1,189	1,000	-	1,000	0.00%
4302Maintenance cost		4,462	922	5,852	5,000	420	5,000	0.00%
4311Heavy Equipment Repair		24,085	25,045	36,884	25,000	22,994	30,000	20.00%
4703Lease/Purchase		1,624	702	-	-	-	-	0.00%
5201Insurance-Liability		1,946	5,611	10,645	10,942	5,482	10,942	0.00%
5202Insurance Claims		-	39	369	500	-	-	0.00%
5501DOC Labor-Clean up		35,651	716	-	5,000	-	7,500	50.00%
5502Transfer Expense		305,382	354,472	399,951	350,000	179,910	400,000	14.29%
5801Travel/training		270	1,308	203	500	257	1,000	100.00%
6001Office supplies		2,263	3,708	1,032	2,680	1,604	2,835	5.78%
6002Operating supplies		1,009	754	187	1,000	158	1,000	0.00%
6201Postage		7,438	11,181	5,213	10,681	4,928	11,105	3.97%
6301Small tools		30	773	-	950	-	450	-52.63%
6302Safety Equipment		678	813	217	1,000	-	1,500	50.00%
6501Gas/oil/lube		725	855	900	1,000	403	1,000	0.00%
6502Diesel/Oil/Lube		32,714	38,421	44,539	40,000	25,894	45,000	12.50%
6601Uniforms		2,793	2,857	3,659	2,450	2,081	2,450	0.00%
6705DOC Supplies		-	-	-	-	-	-	0.00%
	Operating Expense	\$ 470,176	\$ 476,002	\$ 538,200	\$ 484,539	\$ 253,914	\$ 546,536	12.80%
7402Capital Outlay		-	432,527	281,241	339,300	1,371	28,400	-91.63%
7403Automated Program		-	288,844	23,148	-	-	-	0.00%
7999Fixed Assets		-	(615,731)	(304,389)	-	9,888	-	0.00%
8001Bad Debt Expense		(3,608)	5,705	551	10,000	843	10,000	0.00%
8003Other Expense/Conti Depreciation (Expense Sav- 8901ings)		2,800	874	505	-	-	-	0.00%
8901Gen. Fund Reimb		65,520	92,115	227,823	-	-	13,281	0.00%
9901Transfer to Debt Service		30,836	17,605	15,220	23,877	8,345	24,311	1.81%
9917Transfer to Water		6,796	5,554	2,469	5,132	2,334	5,159	0.52%
	Total Expenses	\$ 1,070,768	\$ 1,213,062	\$ 1,233,078	\$ 1,469,488	\$ 511,407	\$ 1,269,250	-13.63%

## 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.

## Budget Highlights

- Purchase of a forklift to assist personnel at the Wastewater Treatment Plant with routine maintenance.
- Upgrade the DOC Lift Station with the purchase and installation of a mechanical bar screen and a mechanical washer/compactor.
- One time purchase of a 50-foot walkway for the chlorine contact chamber.
- Lease a new facility work truck.

## Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Wastewater Supervisor	1.00	1.00
Wastewater Technician IV	1.00	1.00
Wastewater Plant Operator/Lab Technician	1.00	1.00
Wastewater Plant Operator	2.00	2.00
Collection Technician I	2.00	2.00
PW Director	0.35	0.35
Deputy PW Director	0.35	0.35
Environmental Specialist	0.50	0.33
Administrative Assistant I	0.35	0.35
HVAC Specialist	0.25	0.25
Account Clerk III	0.28	0.28
Account Clerk II	0.56	0.56
Finance Manager	0.13	0.13
<b>Total FTE's</b>	<b>9.77</b>	<b>9.60</b>

## Expenditures - Enterprise Funds

## Wastewater

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>% Change</u>
<b>Personnel Expense</b>								
1001Salaries	272,986	282,139	293,164	\$ 370,385	\$ 121,436	\$ 428,884		15.79%
1003Sal-Temp	14,500	-	7,299		2,794	-		0.00%
1004Sal-Lim	1,389	11,935	16,597	18,743	2,315	-		100.00%
1005Sal-OT	10,562	9,385	25,920	10,000	12,495	10,000		0.00%
2001OASI	22,267	22,351	25,456	30,533	10,281	32,066		5.02%
2002State Retire	32,782	33,506	37,496	47,656	16,012	50,467		5.90%
2004Health Ins	12,139	12,059	9,324	14,905	4,776	15,502		4.01%
2005Income Protect	1,005	1,084	1,133	1,704	543	1,888		10.76%
DARC State Comp	6,881	5,820	5,180	6,565	1,920	6,610		0.69%
2007Unemployment Ins.	-	-	-	1,000	-	1,000		0.00%
2008HR Processing	1,319	917	1,387	1,000	546	1,000		0.00%
Self Funding Ins Claims/								
2016Fee	<u>23,189</u>	<u>34,717</u>	<u>39,523</u>	<u>48,142</u>	<u>17,777</u>	<u>57,021</u>		<u>18.44%</u>
	<u>\$ 399,017</u>	<u>\$ 413,912</u>	<u>\$ 462,479</u>	<u>\$ 550,633</u>	<u>\$ 190,894</u>	<u>\$ 604,438</u>		<u>9.77%</u>
<b>Operating Expense</b>								
3001Contractual serv	27,285	32,541	41,351	44,816	11,985	44,816		0.00%
3002Auditing Services	2,158	2,617	2,861	2,748	2,093	2,748		0.00%
4104Telephone	5,597	4,089	3,851	4,000	1,827	4,000		0.00%
4105Utilities	63,941	70,279	78,872	70,000	49,412	70,000		0.00%
4301Auto/Equip	10,172	10,048	9,176	2,000	9,492	2,000		0.00%
4311Heavy Eqp		1,288	775	7,000	742	7,000		0.00%
4302Building Maintenance	2,131	1,023	59	2,000	157	2,000		0.00%
4303Computer Maintenance		102	-	800	500	337		0.00%
4324Sewer System Maint	24,901	35,967	45,326	25,000	5,544	25,000		0.00%
Lease/Purchase Bldg/								
4703Equip	2,298	2,751	804	10,000	2,377	10,000		0.00%
Debt Service	19,187	77,563	78,916	648,611	0	648,611		0.00%
5201Insurance-Liability	65,876	61,724	57,083	58,663	29,390	58,663		0.00%
5202Insurance-Claims	-	-	-	2,500	0	2,500		0.00%
5301Communications	-	-	-	-	0	-		0.00%
5502Transfer Expense	104,242	93,459	98,074	110,000	31,914	110,000		0.00%
5801Travel/training	4,304	4,069	2,188	6,000	2,649	6,000		0.00%
6001Office supplies	3,009	5,443	2,160	5,874	3,541	5,874		0.00%
6002Operating supplies	10,130	12,359	14,996	10,000	7,958	10,000		0.00%
6021Chemicals	20,562	26,703	21,174	40,000	11,041	40,000		0.00%
6201Postage	11,280	17,005	7,914	16,619	7,482	16,619		0.00%
6301Small tools	1,765	656	7,021	800	1,542	800		0.00%
6302Safety Equipment	2,202	856	827	1,500	247	1,500		0.00%
6401Books/Dues/Subscrip	15,495	6,800	9,219	22,375	839	22,375		0.00%
6501Gas/oil/lube	13,054	14,288	12,326	13,000	8,106	13,000		0.00%
6502Diesel/oil/lube	4,063	2,940	2,280	4,500	1,846	4,500		0.00%
6601Uniforms	1,560	1,814	1,880	2,450	1,709	2,450		0.00%
6701Construction Materials		4,052	658	648	3,000	539		0.00%
Operating Expense	<u>\$ 419,368</u>	<u>\$ 486,938</u>	<u>\$ 500,580</u>	<u>\$ 1,113,956</u>	<u>\$ 192,766</u>	<u>\$ 1,113,956</u>		<u>0.00%</u>
7401Capital Outlay	24,943	6,081	46	84,000	-	65,000		-22.62%
8001Bad Debt Expense	(7,370)	8,339	(9,425)	5,000	1,141	5,000		0.00%
8903Contingency	(2,167)	1,150	-	-	-	-		0.00%
8901Depreciation	581,048	581,870	576,783	39,620	-	19,619		-50.48%
9901Gen. Fund Reimb.	69,364	51,866	46,730	67,116	25,054	68,366		1.86%
9917Transfer to Debt Service	<u>13,592</u>	<u>11,106</u>	<u>4,469</u>	<u>9,331</u>	<u>4,434</u>	<u>8,621</u>		<u>-7.61%</u>
Total Capital Outlay	<u>679,410</u>	<u>660,412</u>	<u>618,602</u>	<u>205,067</u>	<u>30,628</u>	<u>166,606</u>		<u>-18.76%</u>
Total Expenses	<u>\$ 1,497,795</u>	<u>\$ 1,561,262</u>	<u>\$ 1,581,661</u>	<u>\$ 1,869,657</u>	<u>\$ 414,289</u>	<u>\$ 1,885,000</u>		<u>0.82%</u>

**Expenditures - Enterprise Funds**
**Wastewater - Sewer CIP**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries - Regular	700	-	-	\$	-	\$	0.00%
	1003Salaries- Temp	-	-	-				0.00%
	1004Salaries- Limited	83	-	-	-	-	-	0.00%
	1005Sal-OT	-	-	100	-	-	-	0.00%
	2001OASI	92	-	7	-	-	-	0.00%
	2002State Retire	138	-	12	-	-	-	0.00%
	2004Health Insurance	158	-	5	-	-	-	0.00%
	2005Income Protection	2	-	1	-	-	-	0.00%
DARC	State Comp	(781)	-	0	-	-	-	0.00%
	Self Funding Ins							
	2016Claims/Fees	245	—	13	—	—	—	0.00%
	Personnel Ex- pense	\$ 636	\$ -	\$ 138	\$ -	\$ -	\$ -	0.00%
<b>Operating Expense</b>								
	Contractual Ser- vices	68	-	-	0	\$0	0	0.00%
	4104Utilities/Telephone	-	-	-		\$0		0.00%
	4301Auto/Equip	-	-	-				0.00%
	5801Travel & Training	-	-	-		-		0.00%
	6001Office supplies	-	-	-		-		0.00%
	6002Operating Supplies	-	-	-		-		0.00%
	6301Small tools	-	-	-		-		0.00%
	6302Safety Equipment	-	-	-		-		0.00%
	6501Gas/oil/lube	-	-	-		-		0.00%
	6502Diesel/Oil/Lube	-	-	-		-		0.00%
	6601Uniforms	-	-	-		-		0.00%
	9901Gen. Fund Reimb	—	—	—	—	—	—	0.00%
	Operating Ex- pense	\$68	\$0	\$0	\$0	\$0	\$—	0.00%
	Sewer CIP Capital							
	7401Outlay	-	-	-	-	-	-	0.00%
	WWMP Phase I							
	7851(Contract)	-	-	-	-	-	-	0.00%
	Bonita Interceptor-							
	78523rd to 19th	-	-	-	-	-	-	0.00%
	Phase I, WWTP							
	7860Improvements	-	-	-	-	-	-	0.00%
	Root Intrusion-City							
	7862Repairs	-	-	-	-	-	-	0.00%
	DOC-Lift Station							
	7865Improvements	-	-	-	90,000	-	90,000	0.00%
	CIP Impact Fees-							
	7869Study	-	-	-	-	-	-	0.00%
	W & WW System							
	Improvements,							
	7871phase II	-	-	-	-	-	-	0.00%
	Phase II, WWTP							
	7872Improvements	26,634	2,238,421	9,043,143	2,750,000	1,726,994	-	-100.00%
	Southwest Inter-							
	7873ceptor	-	-	-	-	-	-	0.00%
	7874Solar Project	1,062	-	-	-	-	-	
	7875Bay Acres Sewer	-	1,000	3,000	6,883,056	17,115	4,783,056	0.00%
	Port of Entry Infra- structure	—	—	—	—	—	1,227,573	0.00%
		\$27,696	\$2,239,421	\$9,046,143	\$9,723,056	\$1,744,109	\$6,100,629	-37.26%
	7999Contra Exp/Fix As	(\$51,577)	(\$3,234,913)	(\$9,076,871)	\$0	\$0	\$0	
	Total Expenses	\$ (23,177)	\$ (995,492)	\$ (30,590)	\$ 9,723,056	\$ 1,744,109	\$ 6,100,629	-37.26%

### 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.

### Budget Highlights

- Implementation of a Water Rate Study and Water System Risk Study and Emergency Operations Plan.
- Repair of the 8-million gallon reservoir roof.
- Rehabilitation of several City-wide wells.
- Completion of the AMI Meter System.
- Inspection of the 300-gallon elevated water storage tank.
- Purchase and installation of a booster pump and various motors for water production throughout the City.
- Other minor capital improvement projects

### Staffing

Personnel	FY 2020 Budget	FY 2021 Budget
Water Supervisor	1.00	1.00
Water Technician IV	1.00	1.00
Water Technician III	1.00	1.00
Water Technician II	1.00	1.00
Water Technician I	4.00	4.00
Special Projects Technician III	1.00	1.00
Special Projects Technician II	1.00	1.00
PW Director	0.40	0.40
Deputy PW Director	0.40	0.40
Environmental Specialist	0.00	0.33
Administrative Assistant I	0.40	0.40
HVAC Specialist	0.25	0.25
<b>Total FTE's</b>	<b>11.45</b>	<b>11.78</b>

## Water

## Expenditures - Enterprise Funds

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 YTD 12/31/2019	2021 Requested	2021 % Change
<b>Personnel Expense</b>								
	1001Salaries	347,902	368,451	335,112	\$ 447,187	\$ 155,886	\$ 499,405	11.68%
	1003Salaries-Temporary	10,056	-	6,117	-	38,506	-	0.00%
	1004Salaries-Limited	31,355	37,065	21,335	-	12,753	-	0.00%
	1005Sal-OT	12,178	13,942	34,752	15,000	44,889	15,000	0.00%
DARC	2001OASI	29,773	31,263	29,495	35,357	18,717	39,352	11.30%
	2002State Retire	44,874	45,870	44,063	55,185	24,717	61,934	12.23%
	2004Health Ins	17,992	21,445	15,922	19,839	8,447	22,610	13.97%
	2005Income Protect	1,422	1,526	1,366	2,024	841	2,309	14.07%
	State Comp	18,608	16,454	12,317	14,866	8,013	16,457	10.71%
	2007Unemployment Ins.	-	-	-	3,000	-	3,000	0.00%
	2008HR Processing	660	320	495	1,000	424	1,000	0.00%
	Self-Funding Ins Claims/							
	2016Fees	40,831	37,916	48,159	47,707	21,185	51,214	7.35%
	<b>Personnel Expense</b>	<b>\$ 555,650</b>	<b>\$ 574,253</b>	<b>\$ 549,133</b>	<b>\$ 641,164</b>	<b>\$ 334,378</b>	<b>\$ 712,282</b>	<b>11.09%</b>
<b>Operating Expense</b>								
	3001Contractual services	5,169	5,066	5,689	7,684	5,930	22,954	198.72%
	4104Telephone	7,143	6,577	7,184	6,000	3,412	7,675	27.92%
	4105Utilities	400,799	414,418	386,491	400,000	190,817	353,100	-11.73%
	4301Auto/Equip	8,806	8,644	8,211	5,000	3,413	6,500	30.00%
	4302Building Maintenance	72	711	-	-	-	-	0.00%
	4303Computer Maintenance	1,041	254	76	1,000	22	6,600	560.00%
	4311Heavy Equipment Repairs	-	18	-	1,500	124	9,000	500.00%
	Water Production Mainte-							
	4321nance	74,852	87,692	30,512	85,000	8,099	85,000	0.00%
	Water Distribution Mainte-							
	4322nance	84,329	62,218	60,882	75,000	12,988	120,000	60.00%
	4323Water Quality Maintenance	23,210	8,898	12,582	30,000	25,565	40,000	33.33%
	4703Lease/Purchase Bldg/Equip	-	8,693	7,642	25,000	12,112	26,200	4.80%
	Debt Service	14,121	26,016	23,727	156,632	-	156,632	0.00%
	5202Insurance Claims	2,283	-	89	2,000	-	2,000	0.00%
	5401Advertising/Printing	-	-	-	1,000	-	1,000	0.00%
	5501DOC Labor		252	1,290	500	3,283	500	0.00%
	5801Travel/training	4,810	5,667	2,094	5,500	3,929	6,500	18.18%
	6001Office supplies	549	1,006	654	1,000	560	1,000	0.00%
	6002Operating supplies	1,000	1,424	406	1,200	-	1,200	0.00%
	6301Small tools	2,283	2,313	685	2,500	4,202	5,000	100.00%
	6302Safety Equipment	4,312	1,877	855	3,000	196	3,000	0.00%
	6401Books/Dues/Subscrip	7,733	6,124	8,191	6,550	5,487	7,675	17.18%
	6501Gas/oil/lube	16,380	20,352	22,611	16,000	11,675	19,500	21.88%
	6502Diesel/Oil/Lube	3,471	2,741	2,382	4,000	1,925	4,000	0.00%
	6601Uniforms	3,555	4,101	3,491	3,150	3,434	3,500	11.11%
	6701Construction material	239	2,227	692	-	1,066	5,000	0.00%
	<b>Operating Expense</b>	<b>\$ 666,154</b>	<b>\$ 677,289</b>	<b>\$ 586,434</b>	<b>\$ 839,216</b>	<b>\$ 298,238</b>	<b>\$ 893,536</b>	<b>6.47%</b>
	7401Capital Outlay	-	5,774	-	50,000	-	37,500	-25.00%
	8901Depreciation	476,198	491,441	495,186	78,639	-	20,296	-74.19%
	9917Transfer to Debt Service	48,077	45,591	20,469	42,926	21,231	42,952	0.06%
	<b>Total Capital Outlay</b>	<b>\$ 524,275</b>	<b>\$ 542,806</b>	<b>\$ 515,654</b>	<b>\$ 171,565</b>	<b>\$ 21,231</b>	<b>\$ 100,748</b>	<b>-41.28%</b>
	<b>Total Expenses</b>	<b>\$ 1,746,080</b>	<b>\$ 1,794,348</b>	<b>\$ 1,651,221</b>	<b>\$ 1,651,944</b>	<b>\$ 653,846</b>	<b>\$ 1,706,566</b>	<b>3.31%</b>



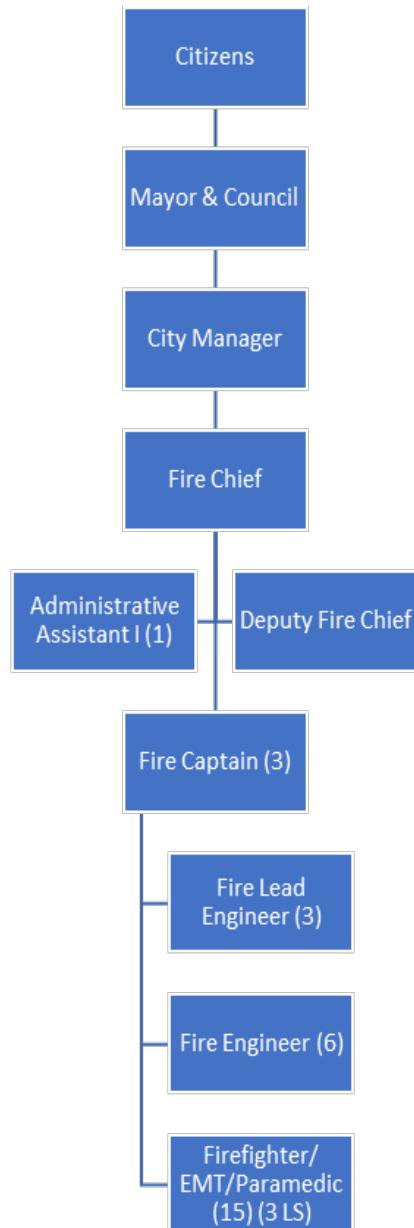
Annual  
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## Fire Department

## Organizational Chart



**Mission**

Ensuring life safety and well-being in order to provide exceptional customer service to the residents and visitors of the community.

**Values**

Integrity

Humility

Honor

Accountability

Excellence

**Public Services**

- ◆ Emergency Fire Response to the incorporated City of Douglas, 8 sq miles
- ◆ Mutual Aid agreement response for Sunnyside F.D and Pirtleville F.D.
- ◆ Fire Building Inspections
- ◆ Fire Arson Investigations
- ◆ Fire Prevention
- ◆ Public Education
- ◆ Hazardous Materials regional response
- ◆ Technical Rescue, rope rescue, swift water rescue, confined space rescue
- ◆ U.S. EPA / Mexico Border 2020 Partners
- ◆ Cochise County Emergency Medical Services and Southern AZ. Emergency Service Providers supporters.
- ◆ Arizona / Sonora Mexico Partners
- ◆ Cochise County/ Arizona and United States Wildland Fire Response Division

## Budget Highlights

### ISO Rating

The City of Douglas is currently rated by ISO a 4, X. This rating ranges from 1-10 with a 1 being the best rating offered. Douglas is a 4 when rated for residential type fires and X (9) for commercial or high-rise type fires. This rating is based on numerous items such as the number of firefighters, firefighter training and certifications, number of apparatus and type, number of fire stations and locations, equipment available to firefighters and capabilities, available water supply and communication capabilities.

It is our responsibility to ensure that our staff is safe, adequately staffed, properly equipped and trained in order to provide our citizens with the highest level of safety and customer service.

With potential City growth and expansion through annexations we must be prepared. Our focus and priority must remain firefighter health and wellbeing in order to properly serve our Citizens and provide the highest level of service possible. Our current ISO rating must also be a priority as any changes to it will affect our Citizens. Any change to our ISO rating must have a positive impact for all.

### Strategies & Objectives

1. Maintain fiscal responsibility and establish a strategic plan that will allow for future readiness and sustainability through physical health and well-being, training, education, maintenance, upkeep and replacement of aging fleet and equipment.
2. Maintain proficiency and compliance with NFPA and OSHA standards while striving for excellence with the goal of earning an ISO rating of a #1.
3. 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.
4. Continue efforts to separate Fire and EMS personnel. Ensuring properly staffed fire response while maintaining the highest level of Emergency Medical service to our community.

### Staffing

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Fire Captain/EMT	1.00	1.00
Fire Lead Engineer/EMT	2.00	2.00
Fire Engineer/EMT	2.00	2.00
Firefighter/EMT	10.00	10.00
Administrative Assistant I	1.00	1.00
EMT	2.00	2.00
<b>Total FTE's</b>	<b>18.00</b>	<b>18.00</b>

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
Personnel Expense								
	1001Salaries	627,319	576,726	819,709	\$ 788,749	\$ 336,413	\$ 770,553	-2.31%
	1003Temporary	161,563	25,343	17,379	\$ -	\$ 11,094	\$ -	0.00%
	1004Limited	3,047	225,277	-	\$ 50,000	\$ -	\$ 50,000	0.00%
	1005Sal-OT	181,097	229,190	165,702	50,000	83,123	60,000	20.00%
	2001OASI State Retire-	27,423	18,982	17,598	19,337	7,788	19,682	1.78%
	2002ment	23,190	7,192	4,763	10,824	2,370	13,426	24.04%
	2003State Retire/PS	401,636	450,105	552,256	499,744	240,765	541,228	8.30%
DARC	2004Health Ins	18,536	17,530	13,050	18,772	8,173	24,129	28.53%
	Income Protect Workman's	2,221	2,402	2,365	2,859	1,095	2,881	0.77%
	2006Comp Cancer Insur-	34,672	42,114	30,741	28,082	12,875	27,720	-1.29%
	2011ance-Fire Self Fund Ins	1,250	1,250	1,400	1,500	1,400	1,500	0.00%
	2016Claims	<u>76,492</u>	<u>113,997</u>	<u>115,892</u>	<u>123,771</u>	<u>49,079</u>	<u>122,150</u>	<u>-1.31%</u>
	Personnel Ex- pense	<u><u>\$ 1,558,446</u></u>	<u><u>\$ 1,710,107</u></u>	<u><u>\$ 1,740,854</u></u>	<u><u>\$ 1,593,639</u></u>	<u><u>\$ 754,175</u></u>	<u><u>\$ 1,633,269</u></u>	<u><u>2.49%</u></u>
Operating Expense								
	3001Contract. Serv. Community	22,038	29,003	23,010	14,250	7,361	23,850	67.37%
	3401Training Public Educa-	4,885	3,269	7,011	7,000	5,803	6,500	-7.14%
	3402tion Telephone Ser-	4,526	4,662	2,140	5,000	2,222	4,500	-10.00%
	4104vices	20,746	18,732	18,578	17,730	8,217	16,500	-6.94%
	4105Utilities	19,388	19,875	18,256	17,300	8,966	16,200	-6.36%
	4301Auto/equip Building Mainte-	33,921	35,287	33,272	25,000	6,512	25,000	0.00%
	4302nance Computer	10,765	16,653	11,599	5,500	2,603	5,500	0.00%
	4303Maintenance Communication	1,238	1,471	1,068	1,200	373	1,000	-16.67%
	5301Equip.	711	-	-	500	145	500	0.00%
	5801Travel/training Incident Meal	32,619	20,540	26,427	23,000	12,417	26,000	13.04%
	5802Money	795	834	1,003	500	340	500	0.00%
	6001Office supplies Operating Sup-	7,418	4,937	5,006	5,000	4,329	6,500	30.00%
	6002plies	2,219	2,745	5,507	5,000	4	10,000	100.00%
	6201Postage	145	101	73	300	173	300	0.00%
	6301Small tools	4,781	850	1,723	300	358	300	0.00%
	6302Safety Equip	4,243	2,379	3,815	3,000	2,143	5,000	66.67%
	6303Structural PPE Tactics and	2,338	13,648	9,252	13,200	1,728	17,000	28.79%
	6304Rescue Wildland Fire-	146	4,199	102	1,000	-	1,000	0.00%
	6305fighting Eq	-	-	365	-	36	1,000	0.00%
	6306Public Info Eq Books/dues/	-	-	-	500	-	500	0.00%
	6401subscrip	494	1,474	3,789	1,100	1,215	1,100	0.00%
	6501Gas/oil/lube	32,223	32,062	38,307	10,000	11,612	0	-100.00%
	6601Uniforms Honor Guard	11,502	9,402	14,833	20,850	20,653	20,850	0.00%
	6602Uniform Construction	4	-	1,384	800	-	800	0.00%
	6701materials	<u>-</u>	<u>-</u>	<u>593</u>	<u>1,200</u>	<u>26</u>	<u>1,200</u>	<u>0.00%</u>
	Operating ex- pense	<u><u>\$ 217,147</u></u>	<u><u>\$ 222,123</u></u>	<u><u>\$ 227,112</u></u>	<u><u>\$ 179,230</u></u>	<u><u>\$ 97,236</u></u>	<u><u>\$ 191,600</u></u>	<u><u>6.90%</u></u>
	Total Expense	<u><u>\$ 1,775,594</u></u>	<u><u>\$ 1,932,230</u></u>	<u><u>\$ 1,967,967</u></u>	<u><u>\$ 1,772,869</u></u>	<u><u>\$ 851,412</u></u>	<u><u>\$ 1,824,869</u></u>	<u><u>2.93%</u></u>

## **Mission**

Ensuring life safety and well-being through preparedness, prevention and emergency response

## **Values**

Integrity

Humility

Honor

Accountability

Excellence

## **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 approx. 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.

## **Staffing**

<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Fire Chief/Paramedic	1.00	1.00
Deputy Fire Chief/Paramedic	1.00	1.00
Fire Captain/Paramedic	2.00	2.00
Fire Lead Engineer/Paramedic	1.00	1.00
Fire Engineer/Paramedic	4.00	4.00
Firefighter/Paramedic	5.00	5.00
Fire Clerical Aide	0.43	0.43
<b>Total FTE's</b>	<b>14.43</b>	<b>14.43</b>

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b><u>Personnel Expense</u></b>								
	1001Salaries	783,903	741,929	814,019	\$ 774,745	\$ 407,431	\$ 846,143	9.22%
	1003Sal-temp	8,604	1,618	4,025	8,936	-	10,608	0.00%
	1004Sal-LS	-	49,593	4,827	-	-	-	0.00%
	1005Sal-OT	322,027	249,975	201,005	50,000	91,980	60,000	20.00%
	2001OASI	15,834	14,325	14,277	13,703	6,850	14,850	8.37%
	2002State Retire	934	29 (29)		-	-	1,746	0.00%
	2003State Retire-PS	699,716	544,176	627,087	506,454	278,381	621,301	22.68%
	2004Health Ins	10,514	8,173	6,823	12,315	5,891	15,057	22.26%
DARC	Income Protect	2,040	1,968	2,029	2,419	996	2,419	0.00%
	2006Workman's Comp	50,960	42,996	31,794	27,559	14,701	30,306	9.96%
	2016Self Fund Ins Claims	<u>95,404</u>	<u>99,091</u>	<u>109,904</u>	<u>111,136</u>	<u>47,395</u>	<u>109,948</u>	<u>-1.07%</u>
	Personnel Expense	<u>\$ 1,989,937</u>	<u>\$ 1,753,872</u>	<u>\$ 1,815,762</u>	<u>\$ 1,507,268</u>	<u>\$ 853,627</u>	<u>\$ 1,712,376</u>	<u>13.61%</u>
<b><u>Operating Expense</u></b>								
	3001Contract. Services	13,423	11,299	11,960	12,300	1,250	13,700	11.38%
	4104Telephone Services	1,559	-	-	-	15	0	0.00%
	4105Utilities	-	-	-	-	-	0	0.00%
	4301Auto/equip	26,973	19,836	19,472	18,000	3,365	18,000	0.00%
	4302Building Maintenance	496	646	38	-	-	0	0.00%
	5301Communication Equip.	-	-	-	400	-	400	0.00%
	5801Travel/training	7,723	4,803	16,567	19,400	9,326	19,400	0.00%
	5802Incident Meal Money	1,374	4,591	6,059	3,000	1,052	3,000	0.00%
	6001Office supplies	1,623	898	685	-	-	0	0.00%
	6002Operating supplies (Med)	100,208	55,089	67,485	65,000	25,193	65,000	0.00%
	6201Postage	36	-	37	300	-	300	0.00%
	6301Small tools	714	100	194	200	-	200	0.00%
	6302Safety Equip	109	-	-	500	-	1,000	100.00%
	6401Books/dues/subscrip	300	2,071	580	2,050	-	2,050	0.00%
	6501Gas/oil/lube	14,384	9,404	9,218	25,000	4,731	35,000	40.00%
	6601Uniforms	<u>-</u>	<u>288</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0</u>	<u>0.00%</u>
	Operating Expense	<u>\$ 168,921</u>	<u>\$ 109,025</u>	<u>\$ 132,296</u>	<u>\$ 146,150</u>	<u>\$ 44,932</u>	<u>\$ 158,050</u>	<u>8.14%</u>
	Total Expenses	<u>\$ 2,158,858</u>	<u>\$ 1,862,897</u>	<u>\$ 1,948,058</u>	<u>\$ 1,653,418</u>	<u>\$ 898,558</u>	<u>\$ 1,870,426</u>	<u>13.12%</u>



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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.

## Values

Human Life      Integrity      Law & Constitution      Accountability  
Excellence      Cooperation      Employees

## 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

#### Replacement Radios

Mayor and Council approved the replacement of the dispatch consoles in Communications in November of 2019 with the project to be included in the FY2021/2022 budget.

This was the most critical part of Public Safety Communications system upgrade. The next priority is to replace the existing mobile (50) and portable radios (50) in use by Police; 25 of each type which are at end of life. The following radios will be funded during this fiscal year:

Mobiles (25)/50 at \$6,031 = \$150,775

Portables (25)/50 at \$6,500 = \$162,500

#### Tablets / Docking Stations

The Department will replace fifteen (15) Panasonic Toughbooks during FY2021. The original Toughbooks were purchased in 2011 and placed into service. They have exceeded their useful life and need replacement. With advances in technology we are able to replace the Toughbooks with a ruggedized tablet for approximately a third of the cost. With the upgrade we will need to replace the existing docking station mounts for the vehicles.

Tablets - \$25,815

Docking Stations - \$12,930

#### Forensic Computer

The Department will replace a forensic computer used for forensic examination and evidence extraction in criminal investigations involving technology. This is a replacement for an existing computer that has exceeded its useful life. Cost is \$13,709

#### Facility Improvements (Exterior)

The Department will invest funding towards the upkeep of our gorgeous historical facility's exterior by way of paint, window/door seals and general maintenance. Cost is \$40,000

## 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.

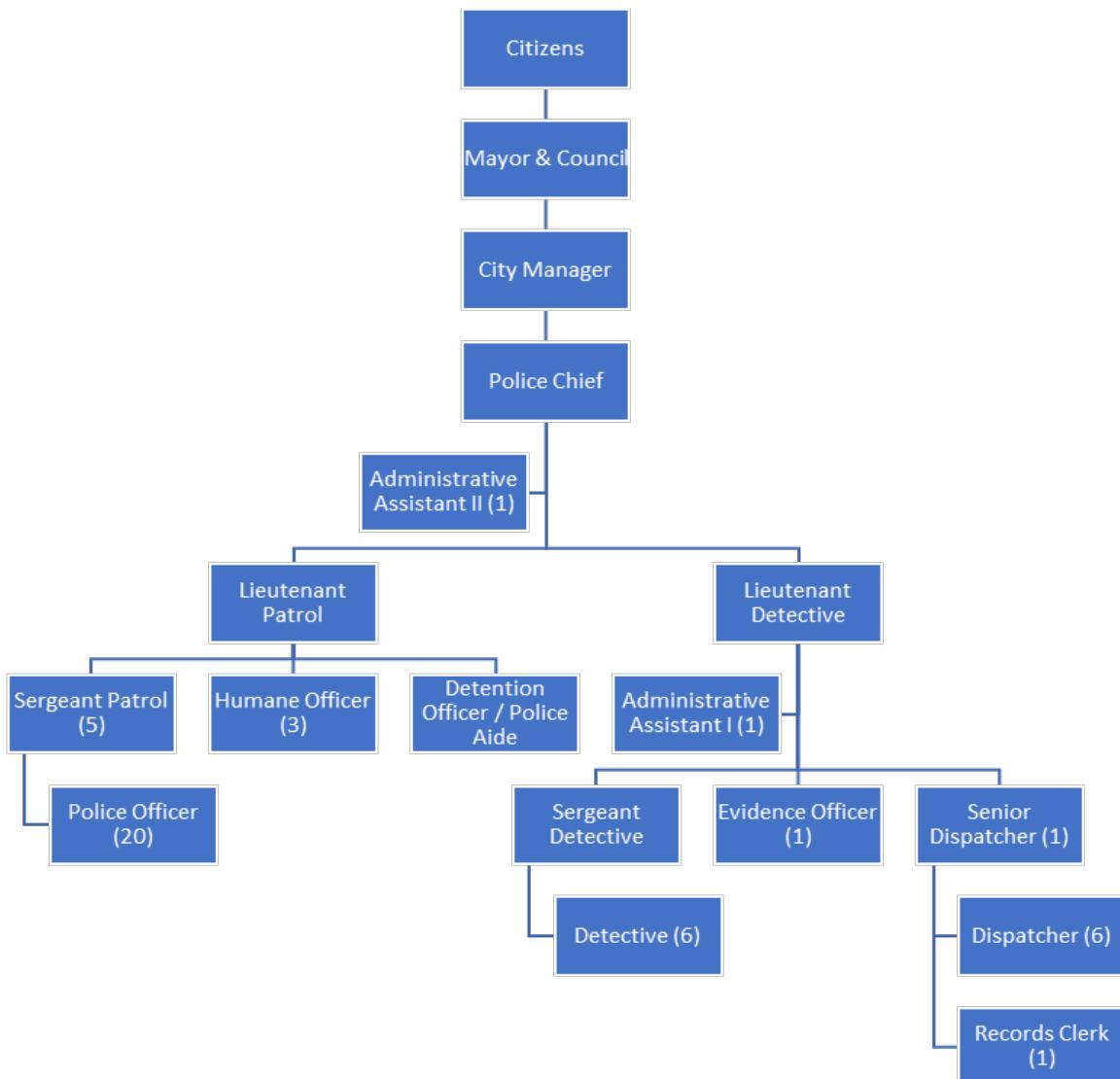
## Strategies & Objectives (continued)

- 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

**Strategies & Objectives (continued)**

- 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 – 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. De-escalation
    - ii. Mental Health for First Responders
    - iii. Implicit Bias
    - iv. Use of Force
    - v. Excited Delirium & DT
    - vi. High Risk Stops
    - vii. Scenario Based
    - viii. Tactical Shooting

## Organizational Chart



**Staffing**

<b>Police Administration</b>		
<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Police Chief	1.00	1.00
Administrative Assistant II	1.00	1.00
<b>Total FTE's</b>	<b>2.00</b>	<b>2.00</b>

<b>Police Operations</b>		
<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Lieutenant	1.00	1.00
Sergeant	5.00	5.00
Police Officer	20.00	20.00
Evidence Officer	1.00	1.00
<b>Total FTE's</b>	<b>21.00</b>	<b>21.00</b>

<b>Police Support</b>		
<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Lieutenant	1.00	1.00
Sergeant	1.00	1.00
Detective	6.00	6.00
Administrative Assistant I	1.00	1.00
Police Aide/Detention Officer	1.00	1.00
Senior Dispatcher	1.00	1.00
Dispatcher	6.00	6.00
Records Clerk	1.00	1.00
<b>Total FTE's</b>	<b>18.00</b>	<b>18.00</b>

<b>Police Humane</b>		
<b>Personnel</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
Animal Control Officer	1.00	1.00
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>

## Administration

### Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
Personnel Expense								
1001Salaries		91,126	96,268	96,367	\$ 102,498	\$ 47,632	\$ 103,930	1.40%
1002Salaries-Civilian		39,987	40,223	41,198	43,258	20,023	46,002	6.34%
1003Salaries-Temp		-	-	-	-	-	-	0.00%
1005Sal-OT		29	285	270	-	61	-	0.00%
1006Sal - Reimbursed OT		14,751	12,024	10,625	20,000	8,903	20,000	0.00%
2001OASI		4,894	4,725	4,670	6,325	2,561	6,556	3.65%
2002State Retire		6,211	5,960	6,068	7,553	3,461	8,067	6.81%
2003State Retire-PS		55,071	50,477	60,496	80,881	37,930	86,461	6.90%
DARC	Health Ins	536	240	137	691	77	691	0.00%
	2005Income Protect	340	344	343	400	182	419	4.71%
	2006Workman's Comp	2,516	2,305	1,736	1,817	810	1,845	1.51%
	2010Cancer Insurance-Police	1,400	1,700	1,600	2,000	1,600	2,000	0.00%
	2016Self Fund Ins Claims	17,219	18,188	19,814	19,812	9,907	20,719	4.58%
	Personnel Expense	<u>\$ 234,078</u>	<u>\$ 232,741</u>	<u>\$ 243,322</u>	<u>\$ 285,236</u>	<u>\$ 133,147</u>	<u>\$ 296,690</u>	<u>4.02%</u>
Operating Expense								
3001Contract. Serv.		64,059	92,234	57,150	163,777	27,438	115,686	-29.36%
4104Telephone Services		34,510	31,076	31,055	32,200	15,980	37,200	15.53%
4105Utilities		31,226	30,817	25,882	26,000	12,968	21,900	-15.77%
4301Auto/equip		757	2,774	1,972	500	2,138	500	0.00%
4302Building Maintenance		7,597	4,955	5,021	10,528	4,119	7,028	-33.24%
4303Auction-related expenses		3,661	3,259	4	1,000	4	1,000	0.00%
4304Computer Maintenance		2,042	4,465	482	3,000	998	3,000	0.00%
4703Lease/Purchase						22,512	100,124	
5501DOC Labor		889	804	544	1,000	384	1,000	0.00%
5801Travel/training		3,261	2,334	2,697	1,600	1,448	2,005	25.31%
6001Office supplies		8,232	6,866	8,884	8,800	5,269	8,800	0.00%
6002Operating supplies		22,842	16,088	15,415	11,650	3,126	12,550	7.73%
6201Postage		1,025	1,182	773	1,200	696	1,200	0.00%
6401Books/dues/subscrip		8,086	8,406	7,634	8,059	1,276	12,503	55.14%
6501Gas/oil/lube		1,244	1,416	1,960	1,200	647	1,200	0.00%
6601Uniforms		906	206	265	760	729	0	0.00%
8108Explorer Program		-	-	-	-	-	-	0.00%
	Operating Expense	<u>\$ 190,337</u>	<u>\$ 206,882</u>	<u>\$ 159,737</u>	<u>\$ 271,274</u>	<u>\$ 99,732</u>	<u>\$ 325,696</u>	<u>20.06%</u>
	Total Expenses	<u>\$ 424,415</u>	<u>\$ 439,623</u>	<u>\$ 403,059</u>	<u>\$ 556,510</u>	<u>\$ 232,879</u>	<u>\$ 622,386</u>	<u>11.84%</u>

**Humane Division**

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1002Salaries-Civilian	64,497	74,762	55,783	89,287	37,613	96,226	7.77%
	1003Salaries-Temp	-	-	-	-	-	-	0.00%
	1004Salaries-Lim	21,280	17,802	-	-	-	-	-
	1005Sal-OT	4,609	2,649	3,846	1,500	2,381	1,500	0.00%
	2001OASI	6,562	6,933	4,486	6,945	2,990	7,476	7.64%
	2002State Retire	10,231	9,437	6,946	10,840	4,326	11,766	8.54%
	2004Health Ins	7,080	6,079	3,075	5,745	2,204	6,242	8.64%
	2205Income Protect	346	344	241	402	156	442	10.16%
DARC	Workman's Comp	1,490	1,436	761	1,040	437	1,119	7.64%
	2016Self Fund Ins Claims	<u>12,160</u>	<u>15,428</u>	<u>9,234</u>	<u>13,191</u>	<u>5,531</u>	<u>13,537</u>	<u>2.62%</u>
	Personnel Expense	<u>\$ 128,255</u>	<u>\$ 134,870</u>	<u>\$ 84,371</u>	<u>\$ 128,950</u>	<u>\$ 55,638</u>	<u>\$ 138,308</u>	<u>7.26%</u>
<b>Operating Expense</b>								
	3001Contractual Services	54,194	53,475	58,379	60,372	33,582	60,372	0.00%
	4104Telephone Services	781	200	801	1,354	606	1,600	18.17%
	4301Auto/equip	299	587	1,254	750	31	750	0.00%
	4302Maintenance Cost	3,521	742	2,458	1,000	1,988	1,000	0.00%
	4303Computer Maintenance	-	-	-	200	-	200	0.00%
	5801Travel/training	4,309	328	-	2,500	-	2,500	0.00%
	6001Office Supplies	370	490	970	500	723	500	0.00%
	6002Operating Supplies	3,433	3,054	3,724	4,000	2,546	3,800	-5.00%
	6401Books/dues/subscrip	-	-	-	35	-	35	0.00%
	6501Gas/oil/lube	2,626	3,516	3,784	3,000	2,250	3,000	0.00%
	6601Uniforms	<u>773</u>	<u>689</u>	<u>469</u>	<u>690</u>	<u>705</u>	<u>1,050</u>	<u>52.17%</u>
	Operating Expense	<u>\$ 70,306</u>	<u>\$ 63,081</u>	<u>\$ 71,840</u>	<u>\$ 74,401</u>	<u>\$ 42,431</u>	<u>\$ 74,807</u>	<u>0.55%</u>
	Total Expenses	<u>\$ 198,561</u>	<u>\$ 197,952</u>	<u>\$ 156,211</u>	<u>\$ 203,351</u>	<u>\$ 98,069</u>	<u>\$ 213,115</u>	<u>4.80%</u>

## Operations

### Expenditures - General Fund

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	1,333,362	1,267,896	1,243,822	\$ 1,309,624	\$ 607,308	\$ 1,380,430	5.41%
	1002Salaries-Civilian	30,176	33,147	10,248	43,747	-	43,986	0.54%
	1005Sal-OT	106,828	78,087	70,486	70,000	39,597	70,000	0.00%
	1006Sal - Reimbursed OT	284,903	260,231	206,262	314,721	79,783	314,721	0.00%
	2001OASI	26,339	24,914	21,752	27,915	9,943	28,960	3.74%
	2002State Retire	3,949	4,422	1,438	5,223	-	8,426	61.32%
	2003State Retire-PS	1,042,868	846,953	865,972	1,340,350	522,495	1,487,672	10.99%
DARC	Health Ins	36,967	35,324	26,376	37,865	15,210	40,844	7.87%
	2205Income Protect	3,956	3,919	3,551	4,688	1,750	4,694	0.12%
	2006Workman's Comp	46,067	36,560	26,167	29,591	11,786	30,801	4.09%
	2016Self Fund Ins Claims	<u>154,392</u>	<u>160,055</u>	<u>169,067</u>	<u>178,202</u>	<u>78,223</u>	<u>184,814</u>	<u>3.71%</u>
	Personnel Expense	<u>\$ 3,069,808</u>	<u>\$ 2,751,509</u>	<u>\$ 2,645,142</u>	<u>\$ 3,361,927</u>	<u>\$ 1,366,094</u>	<u>\$ 3,595,346</u>	<u>6.94%</u>
<b>Operating Expense</b>								
	4301Auto/equip	26,953	26,766	22,091	25,000	15,415	25,000	0.00%
	4302Maintenance Cost	1,596	1,301	1,870		343	0	0.00%
	5801Travel/training	16,528	13,570	15,908	21,750	10,332	34,750	59.77%
	6501Gas/oil/lube	65,739	80,028	81,883	64,750	39,468	64,750	0.00%
	6601Uniforms	<u>23,096</u>	<u>20,209</u>	<u>23,114</u>	<u>26,540</u>	<u>18,203</u>	<u>31,120</u>	<u>17.26%</u>
	Operating Expense	<u>\$ 133,911</u>	<u>\$ 141,874</u>	<u>\$ 144,866</u>	<u>\$ 138,040</u>	<u>\$ 83,761</u>	<u>\$ 155,620</u>	<u>12.74%</u>
	Total Expenses	<u>\$ 3,203,719</u>	<u>\$ 2,893,383</u>	<u>\$ 2,790,008</u>	<u>\$ 3,499,967</u>	<u>\$ 1,449,855</u>	<u>\$ 3,750,966</u>	<u>7.17%</u>

**Expenditures - General Fund**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Personnel Expense</b>								
	1001Salaries	247,976	385,123	407,639	\$ 478,855	\$ 169,304	\$ 491,644	2.67%
	1002Salaries-Civil	318,060	350,834	311,377	368,131	173,226	383,257	4.11%
	1005Sal-OT	36,843	40,948	42,214	44,178	15,126	44,178	0.00%
	1006Sal - Reimbursed OT	169,140	188,417	172,047	340,000	76,641	340,000	0.00%
	2001OASI	34,677	37,719	33,700	43,415	17,706	44,758	3.09%
	2002State Retire	45,759	45,461	41,852	43,955	24,045	47,107	7.17%
	2003State Retire-PS	224,620	188,323	285,574	655,804	175,668	722,924	10.23%
	2004Health Ins	16,433	16,618	11,421	20,001	7,694	23,405	17.02%
DARC	Income Protect	2,063	2,555	2,366	3,028	1,270	3,134	3.50%
	2006Workman's Comp	11,717	14,398	10,170	15,572	4,009	15,835	1.69%
	2016Self Fund Ins Claims	63,562	90,212	103,434	128,724	47,331	127,997	-0.56%
		<u>\$ 1,170,849</u>	<u>\$ 1,360,608</u>	<u>\$ 1,421,794</u>	<u>\$ 2,141,661</u>	<u>\$ 712,019</u>	<u>\$ 2,244,239</u>	<u>4.79%</u>
<b>Operating Expense</b>								
	4301Auto/equip	7,306	5,268	7,995	6,000	2,934	6,000	0.00%
	5801Travel/training	13,122	10,954	8,140	7,000	7,346	7,000	0.00%
	6501Gas/oil/lube	17,810	22,008	17,096	17,500	7,390	17,500	0.00%
	6601Uniforms	5,373	7,018	8,365	8,150	3,988	8,780	7.73%
	Operating Expense	\$ 43,610	\$ 45,248	\$ 41,596	\$ 38,650	\$ 21,658	\$ 39,280	1.63%
	Total Expenses	<u>\$ 1,214,459</u>	<u>\$ 1,405,856</u>	<u>\$ 1,463,391</u>	<u>\$ 2,180,311</u>	<u>\$ 733,677</u>	<u>\$ 2,283,519</u>	<u>4.73%</u>

**Special Revenue Fund - RICO**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
	2008Human Resources Processing	-	244	-	0	0	-	0.00%
	3001Contractual Services	-	-	-	1,000	0	1,000	0.00%
	4301Auto & Equipment Maintenance	-	-	-	1,000 \$	-	1,000	0.00%
	5801Travel & Training	11,607	14,355	22,019	\$ 10,000	-	\$ 20,000	100.00%
	7402Vehicles	55,661	2,483	-	-	-	-	0.00%
	7403Furniture & Fixtures	-	1,870	-	48,650	-	-	100.00%
	7404Equipment	5,889	14,591	3,754	18,095	996	14,000	-22.63%
	8003Contingencies	13,976	18,341	-15,350	26,000	464	26,000	0.00%
DARC	Transfer to GF	-	-	-	-	-	-	0.00%
	8201RICO St Atty General	0	0	0	-	-	-	0.00%
	8202RICO-County Attorney	6,000	6,000	3,000	20,000	3,000	20,000	0.00%
	8203RICO-Towing Services	_____	_____	_____	_____	_____	_____	0.00%
								***
	Total Expenses	\$ 93,134	\$ 57,885	\$ 13,423	\$ 124,745	\$ 4,461	\$ 82,000	-34.27%

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



Annual  
Budget

2021

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# Special Revenue Funds

Debt Service; Grants

## Debt Service

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
<b>Leases/Loans</b>								
	4703Lease/Purchase	22,369	11,184-		-		115,066	
	4705Lease/Purch Ambulance	-	29,928	29,928	29,928	14,964	29,928	0.00%
	4706LED Conversion	-	-	140,083	93,275	46,638	95,926	0.00%
	4709IT Upgrades Lease	215,530	215,530	104,982-	-	-	-	0.00%
	4710GADA Loan	233,725	238,239	1,840,000	163,100 -		37,158	-77.22%
	4713Fire Ladder Truck	170,586	170,586	341,171-	-	-	-	0.00%
DARC	IDA	-	-	-	-	-	-	0.00%
	4703IT Upgrades Lease	=	=	=	209,964	104,982	209,964	0.00%
	<b>Total Leases/Loans</b>	<b>\$ 642,209</b>	<b>\$ 665,467</b>	<b>\$ 2,456,164</b>	<b>\$ 496,267</b>	<b>\$ 166,584</b>	<b>\$ 488,042</b>	<b>-1.66%</b>
<b>Call Center Loans</b>								
	4711Call Center Equipment	-	-	-	-	-	-	0.00%
	4712Call Center Building	631,869	610,463	589,057	570,533-		548,900	-3.79%
	<b>Total Expenses</b>	<b>\$631,869</b>	<b>\$610,463</b>	<b>\$589,057</b>	<b>\$570,533</b>	<b>\$0</b>	<b>\$548,900</b>	<b>-3.79%</b>
	<b>Total Leases &amp; Call Center</b>	<b>\$1,274,078</b>	<b>\$1,275,930</b>	<b>\$3,045,222</b>	<b>\$1,066,800</b>	<b>\$166,584</b>	<b>\$1,036,942</b>	<b>-2.80%</b>
<b>Transfers</b>								
	9904Transfer to Capital Projects	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 0	\$ -	0.00%
	<b>Total Debt Service Fund</b>	<b>\$ 1,274,078</b>	<b>\$ 1,275,930</b>	<b>\$ 3,045,222</b>	<b>\$ 1,066,800</b>	<b>\$ 166,584</b>	<b>\$ 1,036,942</b>	<b>-2.80%</b>
<b>Bond Payments</b>								
	4701MPC Bond Payment	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ -	0.00%
	New Bond Total Bonds	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0
	<b>TOTAL DEBT SERVICE</b>	<b>1,274,078</b>	<b>1,275,930</b>	<b>3,045,222</b>	<b>1,066,800</b>	<b>166,584</b>	<b>1,036,942</b>	<b>-2.80%</b>

## Expenditures

## Grants

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
Housing & Comm Develop- ment		1,094,157	932,871	1,004,424	1,320,000	470,121	1,333,000	0.98%
Fire		14,937	13,571	311,515	129,086	10,748	337,186	161.21%
Police		12,152	58,602	8,115	170,094	19,494	88,976	-47.69%
Public Works		-		17,631	431,500	-	-	-100.00%
Library		829	6,506	7,540	71,000	26,724	62,500	-11.97%
Other Grants						3,000,000		0.00%
Transfer to GF								0.00%
Transfer to Housing		=	=	=	=	=	=	<u>0.00%</u>
DARC								
Total Expenses		\$ 1,122,075	\$ 1,011,549	\$ 1,349,225	\$ 2,121,680	\$ 527,087	\$ 4,821,662	<u>127.26%</u>

Grants Requiring Match	Match Amount
AFG - Cardiac Monitors	13,250
TOTAL MATCH	\$ 13,250

## Grants

### GRANTS 2020-2021

					<u>2021</u>
	<u>Total Grant Award</u>	<u>2021 Max Revenue</u>	<u>2021 Max Expense</u>	<u>2021 Match</u>	<u>Total Expenditure</u>
<b><u>Housing and Community Development</u></b>					
Section 8 Housing Vouchers	1,000,000	1,000,000	1,000,000		1,000,000
Dept of HUD Family Self Sufficiency	53,000	53,000	53,000		53,000
CDBG Grant	200,000	200,000	200,000		200,000
CDBG Grant Admin	****	30,000	30,000		30,000
Bank of America Strengthening Communities	50,000	50,000	50,000		50,000
	1,333,000	1,333,000	1,333,000	-	1,333,000
<b><u>Transit &amp; Tourism</u></b>					
DARC	***	778,213	778,213	326,763	1,104,976
Freeport McMoran Transit Grant	*	20,000	20,000		20,000
Legacy Foundation Grant		50,000	50,000		50,000
	848,213	848,213	848,213	326,763	1,174,976
<b><u>Fire</u></b>					
AFG - Fire Truck Type 1 Engine	600,000	600,000	600,000	30,000	630,000
AFG - Cardiac Monitors IAFC HAZ MAT Conference	265,000 5,000	265,000 5,000	265,000 5,000	13,250	278,250 5,000
MAHMT Conference Continuing Challenge HAZ MAT Conference	5,000 5,000	5,000 5,000	5,000 5,000	-	5,000 5,000
SSHGP - HAZ MAT	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	-	3,000
APS	5,000	5,000	5,000	-	5,000
	923,936	923,936	923,936	43,250	967,186

## Grants

GRANTS 2020-2021

**Police**

Operation Stonegarden OT	*	1,130,602	1,130,602	1,130,602	1,130,602
Operation Stonegarden Mileage	*	72,000	72,000	72,000	72,000
Operation Stonegarden Equipment		15,776	15,776	15,776	15,776
Governor's Office of Highway Safety		73,200	73,200	73,200	73,200
Governor's Office of Highway Safety DUI Detail	*	14,157	14,157	14,157	14,157
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
		1,381,735	1,381,735	1,381,735	-
					1,381,735

## **Public Works**

USDA Bay Acres Grant	**	4,783,056	4,783,056	4,783,056	4,783,056
EDA Grant - Port of Entry Infrastructure Design	**	2,359,008	2,359,008	2,359,008	2,359,008

Library

E-Rate Grant	*	16,397	16,397	18,219	1,822	*	18,219
LSTA Grant		30,000	30,000	30,000			30,000
Tohono O'odham - Library Improvements		15,000	15,000	15,000			15,000
Cochise Community Foundation		5,000	5,000	5,000	-		5,000
Borderlands Restoration Network		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
		78,897	78,897	80,719	1,822		80,719

**Other**

<b>TOTALS REQUESTED</b>	<b>14,707,845</b>	<b># 14,707,845</b>	<b># 14,709,667</b>	<b># 371,835</b>	<b>-</b>	<b>15,079,680</b>
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**TOTALS APPROVED**

**14.107.845**

3,000,000

#### Total Grant Match from the GF Requested

45.072

#### Total Grant Match from the GF Approved

15.072

\*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

2021

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## Internal Service Fund

**Self-funded Insurance**

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
	SELF FUNDED INS 2016 CLAIMS	\$ 1,007,676	\$ 866,411	\$ 900,370	\$ 1,099,573	\$ 416,158	\$ 1,127,665	2.55%
		=	=	=	=	=	=	0.00%
	Total Expenses	<u>\$ 1,007,676</u>	<u>\$ 866,411</u>	<u>\$ 900,370</u>	<u>\$ 1,099,573</u>	<u>\$ 416,158</u>	<u>\$ 1,127,665</u>	2.55%

## CAPITAL IMPROVEMENT PROGRAM

Capital Projects Fund  
Capital Improvements Projects Summary



***Embracing our Heritage, Advancing our Future***



Annual  
Budget

2021

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# General Government Capital Projects

## Summary

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 YTD 12/31/2019</u>	<u>2021 Requested</u>	<u>2021 % Change</u>
	7402Vehicles	256,107	-	-	-	-	-	0.00%
	7603Park Ramadas	12,981	5,320	-	-	411	-	0.00%
	7606PW Facility	-	-	-	-	-	-	0.00%
	7608Parks Lighting Program	23,671	-	-	-	-	-	0.00%
	7609Parks Improvements	6,543	-	10,041	-	-	-	0.00%
	76103rd Street Extension	-	-	-	-	-	-	0.00%
	7611Visitor Center			1,283		8,316		
	7612Aquatic Center	32,957	-	11,297		-	-	0.00%
DARC	Douglas Apartments	-	-	-	-	-	-	0.00%
	7615Street Paving	-	-	-	-	-	-	0.00%
	7616Sidewalks	-	-	-	-	-	-	0.00%
	7622Capital Outlay Purchase	146,393	24,173	56,156	493,566	178,607	1,969,424	299.02%
	7623Airport Improvements	-	-	-	-	11,308		0.00%
	7624Police Building Improvement	-	-	17,859	-	-	-	0.00%
	7626Government Plaza	-	-	-	-	-	-	0.00%
	7627Call Center	-	-	-	-	-	-	0.00%
	7628City Hall Improvements	5,919	-	-	-	19,667	-	0.00%
	7629Rivera Building Proj	-	-	-	-	-	-	0.00%
	7630DUSD Infra Improvements			6,411		26,835		
	7631Port of Entry	70,196	108,196	96,760	95,000	47,714	118,000	0.00%
	7632Health Dept Bldg Impr	3,007	8,152	282	-	317		0.00%
	7633Probation Building	-	-	-	-	-	-	0.00%
	7635APS Remediation Project					39,362		
	8109Flood Control Project			50,000		-	-	
	8110Baseballfield		15,585	-	-	-	-	
	8111Census Advertising					963		
	8099Reserve Funding	-	-	-	-	-	-	0.00%
	9913Transfer to Golf	10,788	-	-	-	-	-	
	9915Transfer to Grants	-	-	-	-	-	-	0.00%
	9917Transfer to Debt Serv	-	-	-	-	-	-	0.00%

Total Expenses      \$ 568,561    \$ 161,426    \$ 250,090    \$ 588,566    \$ 333,501    \$ 2,087,424    254.66%

## Detail

AMOUNT				
<u>DEPT</u>	<u>ITEM/PROJECT</u>	<u>RECOMMENDED</u>	<u>TYPE</u>	
Fire	Station Renovation	\$ 13,000	Facilities	Carryover from FY 2019/2020
Leisure Services	Concession Stand/Bathrooms	\$ 50,000	Facilities	Carryover from FY 2019/2020
Small Capital	Roof Coating for Call Center	\$ 10,000	Facilities	Carryover from FY 2019/2020
Administration	General Plan	\$ 80,000	Planning	Carryover from FY 2019/2020
Recreation	Tennis Court Resurfacing	\$ 17,000	Facilities	Carryover from Savings in FY 19/20 Rec Projects
Airport	Airport Museum Improvements	\$ 60,000	Facilities	Carryover from FY 2019/2020
<b>TOTAL CARRYOVER</b>		<b>\$230,000</b>		

### FY 2020/2021 CAPITAL IMPROVEMENTS PROJECTS

<u>Department</u>	<u>Capital Item</u>	<u>Amount</u>	
Finance	Inventory System	15,000	Equipment
DARC	Cyber Recovery Vault - Backup System	51,244	Equipment
IT	Access Control System	46,360	Facilities
Mayor & Council	Veteran's Memorial Wall	25,000	Facilities
Mayor & Council	Office Improvements	12,500	Equipment
Mayor & Council	Electronic Council Voting System for Meetings	10,000	Equipment
Mayor & Council	City Hall Landscape	5,000	Facilities
Fire	Fire Engine	600,000	Equipment
Police	25 Portable Radios	162,500	Equipment
Police	15 Tablets	25,815	Equipment
Police	15 Docking Stations	12,930	Equipment
Police	Facility Improvements (exterior)	40,000	Facilities
Police	25 Mobile Radios	150,775	Equipment
Police	1 Forensic Computer	13,709	Equipment
Cemetery	Mini Excavator	22,500	Equipment
Cemetery	Fire Proof Cabinets	6,000	Equipment
Cemetery	Office Reconfiguration	12,000	Facilities
Parks	2 sets soccer goals	7,000	Equipment
Parks	16 Small, 6 Medium, 6 Lg grills for Veteran's/Joe Causey/ & Speer Park	12,000	Facilities
Parks	John Deer Gator	9,000	Equipment
Recreation	Tennis Court Resurfacing	20,000	Facilities
Aquatics	Aquatic Center Office Reconfiguration	25,000	Facilities
Aquatics	Pool ladder for Main Pool - Aquatic Ctr	6,000	Equipment
Aquatics	Lane Lines - Aquatic Center	7,000	Equipment
Aquatics	Pool Patching & Paint - 8th St. Pool	5,500	Facilities
PW Construction	Roof Recoating Old Cochise Cty Bldg	7,500	Facilities
PW Construction	City Hall Upgrades	127,500	Facilities
PW Construction	Electric Scissor Lift	15,000	Equipment
PW Construction	Warehouse/PW Offices Initial Contribution	56,592	Facilities
PW Fleet	Forklift	5,000	Equipment
PW Fleet	Alignment Machine	25,000	Equipment
Library	Continue Conference Room Repair	5,000	Facilities
Library	Complete Patio Project/Rain Catchment	5,000	Facilities
Dev. Services	Downtown Revitalization Construction	125,000	Facilities
Dev. Services	Abatement Fund	55,000	Planning
Dev. Services	Riding mower	5,000	Equipment
Airport	Riding mower	5,000	Equipment
<b>TOTAL CIP ITEMS</b>		<b>\$ 1,739,424</b>	

**TOTAL CAPITAL PROJECTS FY 20/21      \$ 1,969,424**

## **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: 229 miles  
 Tucson: 118 miles

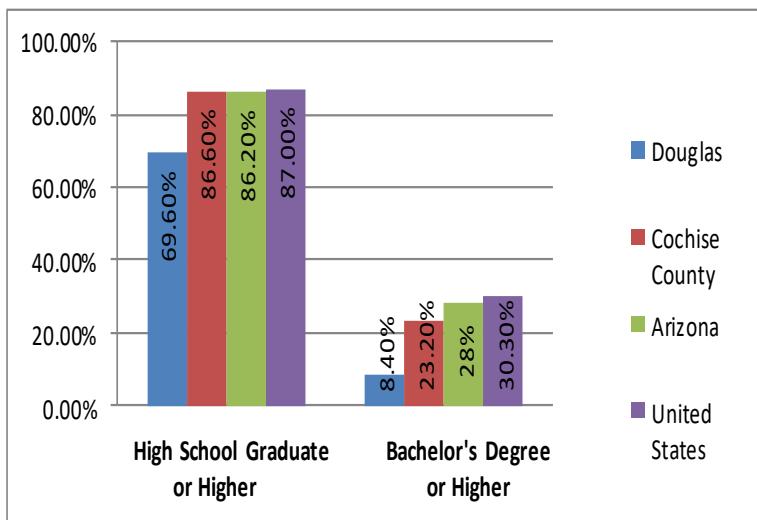


## **Population (est.)**

	<b>2000</b>	<b>2010</b>	<b>2020</b>
Douglas	14,312	17,378	16,656
Cochise County	117,755	131,346	125,922
Arizona	5,130,632	6,392,017	7,278,717

Source: U.S. Census Bureau, Arizona Office of Economic Opportunity

## **Education Attainment**



## **Median Household Income**

Douglas.....\$36,108  
 Cochise County.....\$56,213  
 Arizona.....\$66,988

Source: US Census Bureau (2018).

## **Age Groups**

	<b>2010</b>	<b>2018</b>
Under 5 years	7.5%	5.5%
5 to 9 years	7.9%	6.3%
10 to 14 years	7.5%	6.1%
15 to 19 years	8.5%	6.0%
20 to 24 years	7.2%	8.8%
25 to 34 years	14.9%	22.2%
35 to 44 years	13.3%	16.6%
45 to 54 years	12.5%	10.8%
55 to 59 years	5.0%	3.3%
60 to 64 years	4.2%	4.1%
65 to 74 years	5.9%	5.6%
75 to 84 years	4.0%	3.1%
85 and over	1.6%	1.4%

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

## **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

<b>Labor Force</b>	<b>2017</b>	<b>2019</b>	<b>2020</b>
Civilian Labor Force	3,318	4,419	4,579
Employment	3,080	3,980	4,130
Unemployment	238	439	449

Source: Arizona Office of Economic Opportunity (2019)



## Financial Policies

**Effective June, 2013**

## 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, bond-holders, 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, one time 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 Statues, 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. Other funding alternatives shall be considered such as available grants, development fees, Public/Private Partnerships and one time revenue sources. 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

One time revenue sources such as real property sale proceeds

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.

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:**

### **1. 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?

### **2. 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

### **3. Perform and maintain a capital inventory**

- Identify useful life

### **4. Identify projects**

- Status review of previously approved projects
- Identification of new projects
- Assess capital project alternatives
- Complete project request forms

### **5. 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
- One time revenue sources such as real property sale proceeds

### **6. 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. Other funding alternatives shall be considered such as available grants, development fees, Public/Private Partnerships and one time revenue sources. 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.

## Investment /Cash Management Policy

### **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.

## **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.

## Glossary

**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. Deliver 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 at 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.*

## Glossary

**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.

## Glossary

**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.

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## Glossary

**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.*

**CITY OF DOUGLAS**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2021**

Fiscal Year	S	FUNDS								Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Perma-nent Fund	Enter-prise Funds Available	Internal Service Funds		
Adopted/Adjusted Budgeted Expenditures/Expenses*	E	15,081,083	5,003,705	1,066,800	588,566	0	14,784,686	1,099,573	37,624,413	
2020 Actual Expenditures/Expenses**	E	2 13,986,163	3,398,561	901,285	440,741	0	9,375,696	1,216,744	29,319,189	
Fund Balance/Net Position at July 2021 1***		3 5,566,683	1,756,597				6,367,786	431,807	14,122,874	
2021 Primary Property Tax Levy	B	4 652,867							652,867	
2021 Secondary Property Tax Levy	B	5							0	
Estimated Revenues Other than Property Taxes	C	6 18,111,940	7,741,288	0	0	0	12,531,714	1,127,665	39,512,607	
2021 Other Financing Sources	D	7 367,664	0	0	0	0	1,645,000	0	2,012,664	
2021 Other Financing (Uses)	D	8 367,664	0	0	0	0	1,645,000	0	2,012,664	
2021 Interfund Transfers In	D	9 201,547	46,048	1,036,941	1,857,424	0	208,078	0	3,350,038	
2021 Interfund Transfers (Out)	D	10 3,023,887	108,390	0	0	0	217,762	0	3,350,039	
Reduction for Amounts Not Available:		1 1								
Amounts for Future Debt Retirement:									0	
LESS: Future Capital Projects									0	
Maintained Fund Balance for Financial Stability									0	
									0	
Total Financial Resources Available		1 2 21,509,150	9,435,543	1,036,941	1,857,424	0	18,889,816			
2021 Budgeted Expenditures/Expenses	E	3 15,909,600	7,817,390	1,036,942	2,087,424	0	12,726,028	1,127,665	40,705,049	

EXPENDITURE LIMITATION COMPARISON	2020	2021
1 Budgeted expenditures/expenses	\$ 37,624,413	\$ 42,717,713
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	37,624,413	42,717,713
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 37,624,413	\$ 42,717,713
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 legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY OF DOUGLAS**  
**Tax Levy and Tax Rate Information**

**Fiscal Year 2021**

	<b>2020</b>	<b>2021</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 827,793	\$ 858,342
2. Amount received from primary property taxation in the <b>current year</b> 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	\$ 642,240	\$ 652,867
B. Secondary property taxes	\$ 642,240	\$ 652,867
4. Property taxes collected*		
A. Primary property taxes	\$ 629,489	
(1) <b>Current</b> year's levy	13,147	
(2) Prior years'	_____	
(3) Total primary property taxes	\$ 642,636	
B. Secondary property taxes	\$ _____	
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 642,636	
C. Total property taxes collected	\$ 642,636	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	1.1782	1.1591
(2) Secondary property tax rate	_____	_____
(3) Total city/town tax rate	1.1782	1.1591
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.

**CITY OF DOUGLAS**  
**Revenues Other Than Property Taxes**

**Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES	
			2020	2021
<b>Local taxes</b>				
City Sales Tax	6,712,500	6,846,580		6,712,500
City Sales Tax 1/2 Cent				
Transient Occupancy Tax	96,250	94,294		96,250
Delinquent Property Tax	38,000	13,147		18,000
Franchise Fees/Taxes	318,000	311,908		320,000
<b>Licenses and permits</b>				
Business License & Yard/Sidewalk	91,500	85,716		92,000
Liquor Licenses	9,000	7,825		9,000
Dog Licenses	4,000	3,910		4,200
Building Permit/Zoning Fees	51,500	50,644		51,600
Burning Permits	100	20		100
Alarm Permits				
<b>Intergovernmental</b>				
State Shared Sales Tax	1,646,053	1,593,118		1,467,920
State Revenue Sharing	2,066,186	2,066,187		2,314,206
Vehicle License Tax	916,984	839,371		941,858
Humane County IGA	38,000	36,929		38,000
Interagency Law Enforcement	1,199,654	697,565		1,230,966
Casa & Pioneer IGA				
Fire Response Reimbursement	25,000	3,276		25,000
Grant Admin Reimbursement	15,000	48,671		15,000
CARES Act				1,859,063
DUSD Reimbursement-Aquatic Center	38,217	32,235		37,554
DUSD IGA - SRO				54,115
Library County IGA				
Library Grant E-Rate	31,000	29,732		16,397
<b>Charges for services</b>				
Ambulance	1,500,000	1,480,908		1,500,000
Community Training/Public Education	15,000	16,645		15,000
Cemetery	90,000	95,598		90,000
Douglas Promo Sales	2,000			2,000
Animal Shelter Revenue	18,000	14,540		15,000
Recreation Aquatics	44,500	16,490		44,500
Impound Fees & Adm Fees	27,800	7,645		8,800
Fingerprints	2,100	1,410		2,000
Passport Fees				
<b>Fines and forfeits</b>				
Court Fines and Forfeitures	5,000	4,555		4,000
Library Fines and Fees	14,000	6,059		14,000
Restitution Payments	1,400	1,241		1,400
Forfeited Property Sales	45,000	28,936		
<b>Interest on investments</b>				
Interest	149,844	147,348		149,844
<b>In-lieu property taxes</b>				
<b>Contributions</b>				
Explorer Revenue				
<b>Miscellaneous</b>				
Sales of Misc Property/Lease	10,000	33,000		10,000
Special Events	1,200	1,490		1,200
4th of July Revenue		255		
Visitor Center Reservation Fee	2,000	2,030		2,000
Donations/Misc	10,000	4,617		10,000
Mexican Baseball Fiesta	25,000	26,439		25,000
Ramada Reservation Fees	1,700	1,615		1,700
Miscellaneous	50,000	122,491		50,000
Youth Activity Revenue	1,000	10		1,000
Youth City Council Revenue				
Rental Payments	679,267	898,500		860,767
Capital Lease proceeds				
APS Service Fees				
	<b>Total General Fund</b>	15,991,755	15,672,949	18,111,940

\*

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**

<b>Highway User Revenue Fund</b>				
Highway User - State	\$ 1,528,584	\$ 1,593,020	\$ 1,505,950	
Sales Reimbursement	30,000	2,058	30,000	
Citizens Pay Policy	5,000		5,000	
Miscellaneous Revenue		6,388		
	\$ 1,563,584	\$ 1,601,465	\$ 1,540,950	
<b>Local Transportation Assistance Fund</b>				
Transit Grant Revenue	\$ 649,671	\$ 573,903	\$ 803,213	
Cochise College IGA	22,000	22,000	24,000	
SEAGO	105,000	65,499	45,000	
Bisbee Contract	209,271	209,271	209,271	
Transit Fares	35,000	25,961	35,000	
Advertising Revenue	10,000	1,748	1,500	
Miscellaneous		4,047		
ACT Route	15,470	15,091	15,470	
	\$ 1,046,412	\$ 917,519	\$ 1,133,454	
<b>RICO</b>				
RICO ST Attorney General	\$ 121,745	\$ 30,107	\$ 79,000	
RICO County Attorney				
Interest RICO	3,000	1,600	3,000	
	\$ 124,745	\$ 31,707	\$ 82,000	
<b>Housing</b>				
Mod Rehabilitation Reimbursement	\$ 131,948	\$ 162,530	\$ 131,948	
Grant Admin Reimb	30,000		30,000	
Sun Ray Apt Reimb	14,240	12,320	14,524	
	\$ 176,188	\$ 174,850	\$ 176,472	
<b>Grants Fund</b>				
Housing & Community Development Grants	\$ 1,320,000	\$ 1,015,563	\$ 1,333,000	
Fire Grants	128,936	6,463	323,936	
Police Grants	170,094	143,510	88,976	
Public Works Grants	431,500			
Private Grants				
Miscellaneous			3,000,000	
Library Grants	71,000	29,242	62,500	
	\$ 2,121,530	\$ 1,194,780	\$ 4,808,412	
<b>Total Special Revenue Funds</b>	\$ 5,032,459	\$ 3,920,321	\$ 7,741,288	

\* 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.

**DEBT SERVICE FUNDS**

Sales Tax 3/10	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
<b>Total Debt Service Funds</b>	\$ _____	\$ _____	\$ _____

**CAPITAL PROJECTS FUNDS**

Investment Earnings	\$ _____	\$ 21,348	\$ _____
Sale Surplus Property			
Sales Tax 3/10			
Miscellaneous Revenue		51,969	
	\$ _____	\$ 73,318	\$ _____
<b>Total Capital Projects Funds</b>	\$ _____	\$ 73,318	\$ _____

\* 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**

<b>Water Fund</b>			
Grant Reimbursement	\$ 1,700,000	\$ 842,337	\$ 1,131,435
Water Service Fees	855,000	751,176	760,000
Water Usage Fees	750,000	330,000	330,000
CIP Surcharge	330,000	331,789	18,000
Reconnect Fee	24,000	19,088	12,000
Contract Fee	11,000	12,020	30,000
Investment Earnings	30,000	32,267	15,000
Impact Fees	15,000	7,700	40,000
Miscellaneous	35,000	46,921	3,181,435
Sale Surplus Property	\$ 3,750,000	\$ 2,043,298	\$ 1,550,000

<b>Waste Water Fund</b>			
Sewer Service Fees	\$ 1,540,000	\$ 1,560,482	\$ 1,550,000
CIP Surcharge	335,000	345,237	340,000
Impact Fees	20,000	34,065	20,000
Investment Earnings	25,000	44,977	25,000
Grants	6,883,056	2,506,465	6,010,629
NAD Bank Grant	650,000	81,259	40,000
Miscellaneous	40,000	39,199	3,181,435
Sale Surplus/Property	\$ 9,493,056	\$ 4,611,685	\$ 7,985,629

<b>Sanitation Fund</b>			
Garbage Collection Fees	\$ 1,240,000	\$ 1,269,149	\$ 1,260,000
Investment Earnings	9,000	6,780	9,000
Miscellaneous	250	533	250
	\$ 1,249,250	\$ 1,276,462	\$ 1,269,250

<b>Airport Fund</b>			
Fuel Sales	\$ 65,800	\$ 89,339	\$ 70,000
Rentals	28,100	25,725	25,400
ADOT Airport Grant			
Miscellaneous Revenue	\$ 93,900	\$ 115,064	\$ 95,400

<b>Golf Fund</b>			
Miscellaneous Revenue	\$	\$	\$
	\$	\$	\$
<b>Total Enterprise Funds</b>	<b>\$ 14,586,206</b>	<b>\$ 8,046,508</b>	<b>\$ 12,531,714</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**INTERNAL SERVICE FUNDS**

Self Funded Health Insurance	\$ 1,097,573	\$ 1,215,849	\$ 1,125,665
Interest	2,000	3,673	2,000
	\$ 1,099,573	\$ 1,219,522	\$ 1,127,665

**Total Internal Service Funds** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**TOTAL ALL FUNDS** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

\* 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.

**CITY OF DOUGLAS**  
**Other Financing Sources/(Uses) and Interfund Transfers**  
Fiscal Year 2021

<b>FUND</b>	<b>OTHER FINANCING 2021</b>		<b>INTERFUND TRANSFERS 2021</b>	
	<b>SOURCES</b>	<b>(USES)</b>	<b>IN</b>	<b>(OUT)</b>
<b>GENERAL FUND</b>				
Transfer from Enterprise Funds	\$ _____	\$ _____	\$ 201,547	\$ _____
Transfer to Capital Projects				1,857,424
Transfer to Airport				28,078
Transfer to Housing				32,798
Transfer to Grants				13,250
Transfer to Debt Service				912,337
Transfer to Golf				180,000
IT Infrastructure Lease	367,664	367,664		
<b>Total General Fund</b>	<b>\$ 367,664</b>	<b>\$ 367,664</b>	<b>\$ 201,547</b>	<b>\$ 3,023,887</b>
<b>SPECIAL REVENUE FUNDS</b>				
Grants - Transfer from General Fund	\$ _____	\$ _____	\$ 13,250	\$ _____
Housing - Transfer from General Fund			32,798	
HURF - Transfer to General Fund				40,518
HURF - Transfer to Debt Service				67,872
<b>Total Special Revenue Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 46,048</b>	<b>\$ 108,390</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service Fund - Transfer from GF	\$ _____	\$ _____	\$ 912,337	\$ _____
Debt Service-Transf frm Enterprise Fund			124,604	
<b>Total Debt Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 1,036,941</b>	<b>\$ _____</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Transfer from General Fund	\$ _____	\$ _____	\$ 1,857,424	\$ _____
<b>Total Capital Projects Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 1,857,424</b>	<b>\$ _____</b>
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>ENTERPRISE FUNDS</b>				
AIM System Capital Lease Proceeds	\$ 1,600,000	\$ 1,600,000	\$ _____	\$ _____
New Well Capital Lease Proceeds	45,000	45,000		
Airport - Transfer from General Fund			28,078	
Golf - Transfer from General Fund			180,000	68,353
Water - Transfer to General Fund				42,952
Water - Transfer to Debt Service				
Sewer - Transfer to General Fund				68,366
Sewer - Transfer to Debt Service				8,621
Sanitation- Transfer to General Fund				24,311
Sanitation- Transfer to Debt Service				5,159
<b>Total Enterprise Funds</b>	<b>\$ 1,645,000</b>	<b>\$ 1,645,000</b>	<b>\$ 208,078</b>	<b>\$ 217,762</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 2,012,664</b>	<b>\$ 2,012,664</b>	<b>\$ 3,350,039</b>	<b>\$ 3,350,039</b>

**CITY OF DOUGLAS**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2021**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUST- MENTS APPROVED</b>	<b>ACTUAL EXPENDI- TURES/ EXPENSES*</b>	<b>BUDGETED EXPENDI- TURES/ EXPENSES</b>
	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>GENERAL FUND</b>				
City Manager Office	\$ 401,094	\$ (22,290)	\$ 373,570	\$ 274,926
City Clerk	185,411		174,689	187,746
City Attorney	141,448		119,619	155,143
Development Services		136,689	168,030	223,905
Economic Development	82,239	(30,418)	45,454	10,980
Visitor Center	90,507		46,529	103,091
Parking Lot			688	
Finance	502,193		507,388	618,796
Human Resources	457,814		418,010	468,495
Management Information Sys.	477,076		498,132	500,147
Mayor & Council	369,911		247,129	170,170
Magistrate and Court	49,100		45,800	49,400
Library	446,239		394,214	437,330
Neighborhoods & Grants			14,308	
Cemetery	201,385		191,290	262,998
Parks	564,211		543,361	583,379
Recreation	202,819		182,370	287,797
Aquatics	343,520		214,258	381,111
Public Works Administration	172,869	(83,981)	35,066	82,743
Public Works Construction	376,946		299,507	395,371
Public Works Fleet Maintenance	107,304		69,998	109,534
Fire	1,772,869		1,903,852	1,824,869
Emergency Management Serv.	1,653,418		1,933,075	1,870,426
Police Administration	556,510		482,365	622,386
Police Operations	3,499,967		2,977,350	3,750,966
Police Support	2,180,311		1,583,746	2,283,519
Police Humane	203,351		178,140	213,115
Call Center	42,571		130,595	41,257
Capital Outlay			207,628	
<b>Total General Fund</b>	<b>\$ 15,081,083</b>	<b>\$</b>	<b>\$ 13,986,163</b>	<b>\$ 15,909,600</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$ 1,534,810	\$	\$ 1,359,361	\$ 1,571,004
LTAF	1,046,401		1,507,396	1,133,454
Housing Fund	176,069		172,846	209,270
Grants Fund	2,121,680		324,262	4,821,662
RICO Fund	124,745		34,696	82,000
JCEF Fund				
<b>Total Special Revenue Funds</b>	<b>\$ 5,003,705</b>	<b>\$</b>	<b>\$ 3,398,561</b>	<b>\$ 7,817,390</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service Fund	\$ 1,066,800	\$	\$ 901,285	\$ 1,036,942
<b>Total Debt Service Funds</b>	<b>\$ 1,066,800</b>	<b>\$</b>	<b>\$ 901,285</b>	<b>\$ 1,036,942</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Projects Fund	\$ 588,566	\$	\$ 440,741	\$ 2,087,424
<b>Total Capital Projects Funds</b>	<b>\$ 588,566</b>	<b>\$</b>	<b>\$ 440,741</b>	<b>\$ 2,087,424</b>
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Water Fund	\$ 1,808,383	\$	\$ 1,671,546	\$ 1,898,694
Waste Water Fund	1,793,210		1,532,311	1,808,013
Sanitation Fund	1,440,479		1,179,055	1,239,780
Water Capital	1,830,000		183,390	1,375,435
Waste Water Capital	7,623,056		4,508,956	6,100,628
Airport Fund	119,558		124,379	123,478
Golf Course Fund	170,000		176,058	180,000
<b>Total Enterprise Funds</b>	<b>\$ 14,784,686</b>	<b>\$</b>	<b>\$ 9,375,696</b>	<b>\$ 12,726,028</b>
<b>INTERNAL SERVICE FUNDS</b>				
Self Funded Health Insurance	\$ 1,099,573	\$	\$ 1,216,744	\$ 1,127,665
<b>Total Internal Service Funds</b>	<b>\$ 1,099,573</b>	<b>\$</b>	<b>\$ 1,216,744</b>	<b>\$ 1,127,665</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 37,624,413</b>	<b>\$</b>	<b>\$ 29,319,189</b>	<b>\$ 40,705,049</b>

\* 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.



## Schedule F

**CITY OF DOUGLAS**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2021**

\* 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.

<b>FUND</b>	CITY OF DOUGLAS <u>Full-Time Employees and Personnel Compensation</u> Fiscal Year 2021						<b>Total Estimated Personnel Compensation</b>
	<b>Full-Time Equivalent (FTE)</b>	<b>Employee Salaries and Hourly Costs</b>	<b>Retirement Costs</b>	<b>Healthcare Costs</b>	<b>Other Benefit Costs</b>	<b>2021</b>	
	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	
<b>GENERAL FUND</b>	149.17	\$ 7,849,190	\$ 3,839,335	\$ 1,047,798	\$ 499,774	\$ 13,236,098	
<b>SPECIAL REVENUE FUNDS</b>							
Highway User Revenue Fund	10.75	\$ 443,695	\$ 53,421	\$ 84,852	\$ 53,504	\$ 635,472	
Housing Fund	3.50	\$ 154,145	\$ 16,961	\$ 23,017	\$ 15,147	\$ 209,270	
Transit	14.60	\$ 608,892	\$ 73,311	\$ 98,109	\$ 58,083	\$ 838,395	
<b>Total Special Revenue Funds</b>	28.85	\$ 1,206,732	\$ 143,692	\$ 205,978	\$ 126,734	\$ 1,683,137	
<b>DEBT SERVICE FUNDS</b>							
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$	
		\$	\$	\$	\$	\$	
<b>CAPITAL PROJECTS FUNDS</b>							
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$	
		\$	\$	\$	\$	\$	
<b>PERMANENT FUNDS</b>							
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$	
		\$	\$	\$	\$	\$	
<b>ENTERPRISE FUNDS</b>							
Water Fund	12.95	\$ 582,903	\$ 70,181	\$ 86,391	\$ 63,748	\$ 803,223	
Waste Water Fund	9.72	\$ 438,884	\$ 50,467	\$ 72,523	\$ 40,564	\$ 602,438	
Sanitation Fund	11.06	\$ 448,634	\$ 54,016	\$ 84,595	\$ 51,118	\$ 638,363	
Water Capital							
Waste Water Capital							
Airport Fund	0.75	\$ 26,628	\$ 3,206	\$ 4,913	\$ 2,901	\$ 37,647	
<b>Total Enterprise Funds</b>	34.48	\$ 1,497,048	\$ 177,871	\$ 248,422	\$ 158,331	\$ 2,081,671	
<b>INTERNAL SERVICE FUND</b>							
<b>Total Internal Service Fund</b>		\$	\$	\$	\$	\$	
		\$	\$	\$	\$	\$	
<b>TOTAL ALL FUNDS</b>	212.50	\$ 10,552,971	\$ 4,160,898	\$ 1,502,199	\$ 784,839	\$ 17,000,907	



*Embracing our Heritage, Advancing our Future*