

City of Show Low, Arizona



FY2020 Final Budget

City of Show Low, Arizona
FY2020 Final Budget



MAYOR

Daryl Seymore

Vice-Mayor

Mike Allsop

Council Members

Gene Kelley

John Leech Jr.

Connie Kakavas

Rennie Crittenden

Brent Hatch

City Staff

Ed Muder, City Manager

Morgan Brown, City Attorney

Shirley Patterson, City Magistrate

Justin Johnson, Deputy City Manager

Jay Brimhall, Community Services Director

Joseph Shelley, Police Chief

William Kopp, Public Works Director

Justen Tregaskes, Planning & Zoning Director

Ann Kurasaki, City Clerk

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Acronyms

ADOR – Arizona Department of Revenue

AICPA – American Institute of Certified Public Accountants

A.R.S. – Arizona Revised Statutes

ASRS – Arizona State Retirement System

BAN – Bond Anticipation Notes

CAFR – Comprehensive Annual Financial Report

CFD – Community Facility District

CIP – Capital Improvement Plan

CPI – Consumer Price Index

CP – Commercial Paper

DIF – Development Impact Fee

FARE – Fines/Fees and Restitution Enforcement

FASB – Financial Accounting Standards Board

FTE – Full Time Equivalent

FTG – Fill the Gap

FY – Fiscal Year

HURF – Highway User Fund

JCEF – Judicial Collection Enhancement Funds

GAAFR – Governmental Accounting, Auditing, and Financial Reporting

GAAP – Generally Accepted Accounting Principles

GADA – Greater Arizona Development Authority

GASB – Governmental Accounting Standard Board

GFOA – Government Finance Officers Association

GIS – Geographical Information Services

G.O. Bond – General Obligation Bond

IBNR – Incurred-But-Not-Reported

ID – Improvement District

IGA – Intergovernmental Agreement

LTAf – Local Transportation Assistance Fund

M & O – Maintenance and Operation

MCAT – Major Crimes Apprehension Team

MGD – Millions of Gallons per Day

MPC – Municipal Property Corporation

NACOG – Northern Arizona Council of Governments

OMB – U.S. Office of management and Budget

PSPRS – Public Safety Retirement System

PTO – Paid Time Off

QECB – Qualified Energy Conservation Bond

SLID – Street Light Improvement District

SRO – School Resource Officer

R & R – Repair & Replacement

ROW – Right of Way

TPT – Transaction Privilege Tax

WIFA – Water Infrastructure Financing Authority

WWTP – Waste Water Treatment Plant

GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Show Low
Arizona**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

GFOA Certificate of Achievement for Excellence in Financial Reporting



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Show Low
Arizona**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2018

Christopher P. Morill

Executive Director/CEO

CITY OF SHOW LOW

FY2020 Final BUDGET

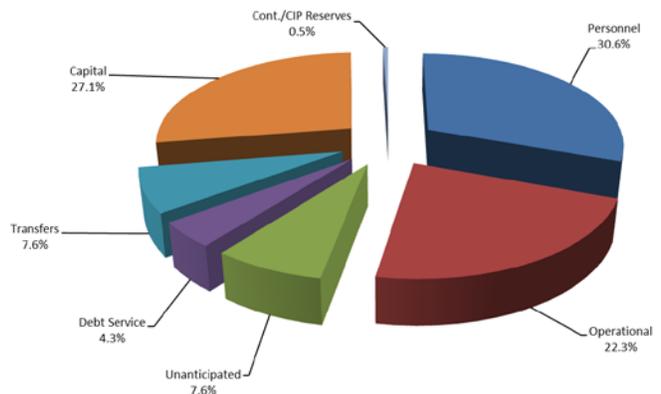
June 18, 2019

Honorable Mayor and City Council:

We are pleased to submit to you the Final budget for the City of Show Low for fiscal year 2020 (July 1, 2019 through June 30, 2020). This budget is the culmination of a collaborative effort by all City departments to deliver a budget that meets the Council's goals for this fiscal year within existing financial constraints.

This year's final budget of **\$52,602,793** includes:

1. \$16,100,797 for Personnel Costs
2. \$11,706,899 for Operational Costs
3. \$4,003,929 for inter-fund transfers
4. \$2,286,165 for Debt Service
5. \$14,255,003 for Capital
6. \$250,000 for Contingencies/CIP Reserves
7. \$4,000,000 for Unanticipated



Revenue collection levels are projected to continue at current levels. Our single most significant source of General Fund income is the local sales tax (TPT). Based on current trends, sales tax collections for FY2019 are anticipated to be \$11.2 million, exceeding our budget estimates by \$712,663 (9.4%). As with state-shared revenues, this is a number that is conservatively estimated and programmed in the budget at 95%.

Non-grant revenues in the General Fund are projected to decrease by approximately \$474,320 (2.85%) from the FY2019 ending estimates. This type of decrease from our ending forecast is expected based upon our conservative budgeting philosophy that programs local sales tax and state-shared revenue amounts at 95% of actual estimates. This more conservative approach will allow us more flexibility in addressing any financial challenges or revenue modifications that may arise throughout the fiscal year. When compared to the FY2019 amended budget, non-grant revenue in the General Fund is anticipated to increase by \$298,114 (1.88%). This increase is due to increased state shared revenues, an increase in estimated city sales tax based on the FY2018 actual and FY2019 estimated collections. As presented, the budget is balanced, conservative, and fiscally sound.

State-shared revenue distributions included in the budget for FY2020 are based on Arizona Department of Revenue (ADOR) estimates. ADOR estimates that distributions to the city in FY2020 will increase

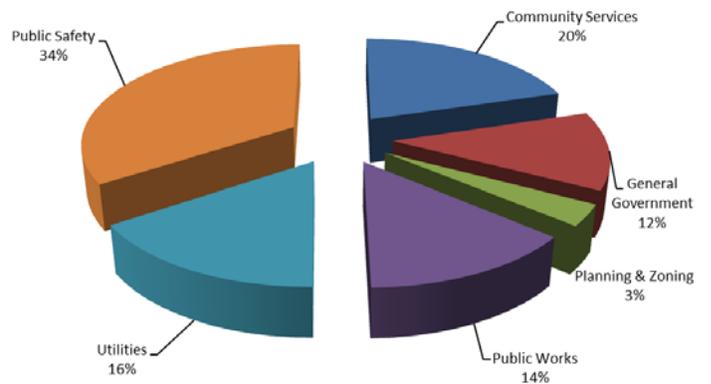
approximately \$380,569 (8.09%) from FY2019. As state-shared revenues make up approximately 12.2% of total revenue and 22.3% of General Fund and Highway User Revenue Fund (HURF) revenues, any changes to these projections will have a direct impact on our operations.

All departments submitted budget requests that concentrated on improving the current levels of services to the community. Based on the Council’s priorities, this budget maintains infrastructure funding, provides for opportunities to impact quality of life and economic development, continues to right-size the organization, and debt service.

Personnel:



Overall, the number of authorized positions citywide is 164.0 FTEs, an increase of 4 FTE’s in Communications and a reduction of 1.5 FTEs in the Magistrate Court from FY2019 and a total reduction of 10.1 FTEs (5.8%) from our highpoint in FY2009. This increase is a result of the proposed merger with Snowflake/Taylor Police Communications. As a service organization, personnel remain the single most costly operating expenditure of the City. Authorized personnel levels by service area continue to reflect the Council’s commitment to provide services directly to our residents.



As presented, the budget includes approximately \$14.4 million in personnel costs across all funds and departments, a decrease of 2.1% over the FY2019 (without the additional PSPRS funding). The following are some of the driving factors in this expenditure area:

- We have budgeted to pay \$700,000 to the unfunded PSPRS liability on July 1, 2019 and an additional \$1.0 million on June 30, 2020.

- A 2.0% Increase is included for all regular employees in addition to a one-time bonus dependent on revenue collections. Estimated increase cost: \$225,296, plus benefits.
- Mandatory retirement contribution rates have been adjusted for the Arizona State Retirement System. The combined rate for FY2020 is 24.22% (an increase of 0.62%) over FY2019 which both the employee and the City pay equally at a rate of 12.11%. Estimated cost: \$737,979.
- Mandatory retirement contribution rates have been adjusted for the Public Safety Retirement System in the form of a three-tiered program. The employees who began PSPRS membership on or before July 19, 2011 will pay 7.65% and the City will pay 41.70%, for employees who began PSPRS membership after July 19, 2011 will pay 11.65% and the City will pay 41.70%, and any employee who began PSPRS membership on or after July 1, 2017 will pay 9.94% and the City will pay 39.64%. Estimated cost: \$902,992.
- Paid Time Off (PTO) payout. Included in the budget is the optional employee PTO payout offered as part of our PTO program. Under this program, employees may cash out up to 80 hours of PTO annually as long as it is budgeted, they use a minimum of 40 hours PTO within the year, and they retain at least 160 hours in their PTO bank after the payout. For budgetary purposes a payout has been programmed for all employees with over 220 hours in their PTO bank. Estimated total cost: \$200,901 (an increase over FY2019). The increase accounts for a full PTO payout for the retirement of all eligible personnel.

Operational modifications of note:

Overall, the City continues the practice of reevaluating the services that are provided and continuing to ensure that services provided meet the goals of the Council and are at a level that is adequate. The following are a sampling of noteworthy operational changes included in the final FY2020 budget:

- For FY2019 the tax rate for the Street Light Improvement District (SLID) is \$0.1401. This year (FY2020) the tax rate will remain at \$0.1401 due to an increase in assessed valuations. With assessed valuations increasing, staff is recommending no increase in the tax rate, however there is an increase in the assessment to \$233,000 (an increase of 4.02% over FY2019).
- Operational reserves have been established for all operating funds. This includes the General Fund, Water, and Wastewater Funds. The General Fund reserves include the voter-mandated \$1.0 million and cover all General Fund-subsidized funds including HURF. These reserves are NOT budgeted to be expended.
- The recommended budget includes \$1,000,000 of general fund reserves to go towards the unfunded liability in PSPRS, in addition to the budgeted \$700,000 for a total of \$1,700,000 towards the unfunded liability in FY2020.

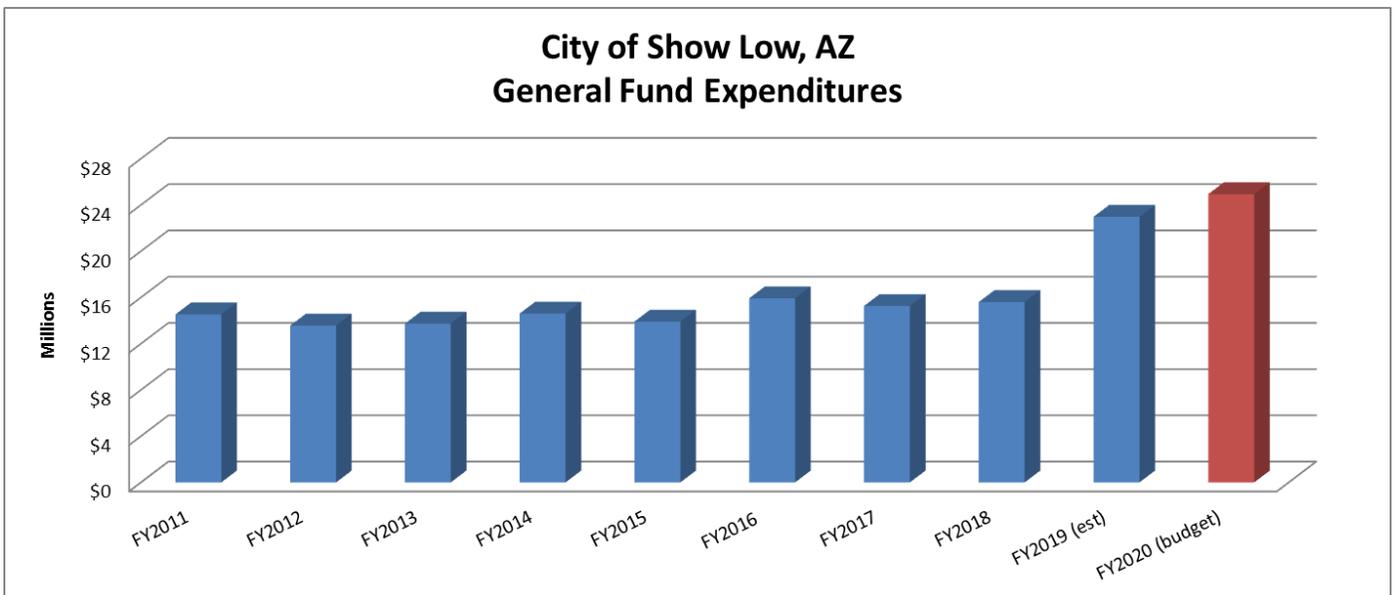
Fund	Operating Reserve Goal	FY2020 Set-aside
General Fund	\$ 2,824,030	\$ 1,900,000
Water Operations	\$ 759,051	\$ 800,000
Wastewater Operations	\$ 506,838	\$ 375,361

Capital Projects

For FY2020, capital projects proposed for all funds total approximately \$14,255,003, including FY2019 projects carried forward. Projects include equipment purchases, road improvements, overlays, water and sewer line replacements, regional airport enhancements, and new sidewalks. Specific projects are detailed in individual department budgets and summarized for the City as a whole in the approved Capital Improvement Projects section of this budget ([Page 160](#)).

General Fund

The General Fund is the major operating fund of the City with proposed expenditures for FY2020 totaling \$24,936,868. This is a decrease of \$3,611,429 (12.7%) over the FY2019 amended budget and an increase of \$1,964,064 (8.5%) over the FY2019 estimated actual. The decrease in budget is due mainly to a **reduction in the additional payment to the unfunded PSPRS from \$3.0 million in FY2019 to \$1,700,000 in FY2020**, and the completion of the Runway 6/24 project (\$3.0 million). The General Fund expenditures decrease \$2,311,429 (9.0%) over the FY2019 amended budget and increase \$3,264,064 (16.3%) over the FY2019 estimated actual without the additional PSPRS contribution of \$3.0 million in FY2019 and \$1,700,000 in FY2020. Based on our conservative budget practices, it is anticipated that actual expenditures will be less than the budget.



Highway User Revenue Fund (HURF)

In alignment with the Council's goals, street maintenance and repair continues to be a priority for the City and it is reflected in this budget. The annual repair and replacement account is programmed at \$425,000, an account used exclusively for the annual slurry sealing, and striping projects. The intent of this program is to slurry every public street and parking lot in the City every six years. This program is reevaluated as part of the CIP process each year to ensure that all of our new and expanded roads are included in the program and that adequate funding is set aside.

Enterprise Funds

The Water, Wastewater, and Sanitation Funds all continue to be in good financial condition. The Water Fund has a treatment plant reserve (\$1.5 million) account being accumulated and has a fully funded operational reserve. The Wastewater Fund is currently operating within existing resources and has an operational reserve of \$375,361.

Summary

The budget for FY2020 provides for the continuation of basic services and necessary capital projects in Show Low. The budget continues to take a very conservative approach to providing necessary public services that impact the safety and enjoyment of our citizens. Staff will continue to be vigilant and monitor resources and expenses carefully as we move forward.

Council has committed to reduce debt and the unfunded liability with PSPRS will be treated as debt. The budgeted expenditure of \$1,700,000 to be paid towards PSPRS in FY2020 is intended to reduce this debt and we will continue to work towards the reduction of debt going forward.

This message is intended to provide a brief overview of the final budget for FY2020. More detailed information about each City function, and proposed capital projects, is available in the various sections of this recommended budget document.

As always, we are available to answer questions that you or any citizen may have.

Respectfully submitted,



Ed Muder,
City Manager

Mayor and City Council Members



Mayor Daryl Seymore

Title/Term of Office History:

Councilman: June 2004 – June 2010

Vice-Mayor: June 2010 – June 2012

Mayor: June 2012 – Present

Committee Assignments:

Tribal Relations (Liaison)

White Mountain Regional Transportation Committee

Capital Improvements Plan/Streetlight/Sidewalk

Committee



Vice-Mayor Mike Allsop

Title/Term of Office History:

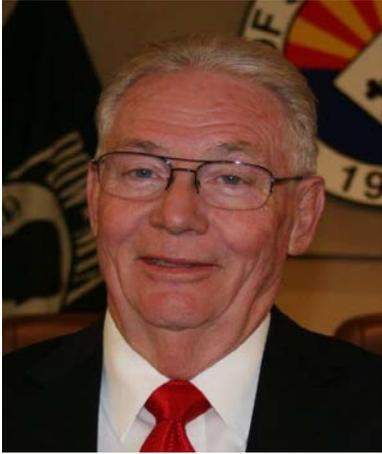
Councilman: October 2008 – June 2018

Vice-Mayor: December 2018 - Present

Committee Assignments:

Meals on Wheels/Senior Center

Show Low Main



Council Member Brent Hatch

Title/Term of Office History:

Councilman: December 2012 – December 2016
Vice Mayor: December 2016 – December 2018
Councilman: December 2018 - Present

Committee Assignments:

Capital Improvements/Streetlight Committee
Show Low Chamber of Commerce



Council Member Rennie Crittenden

Title/Term of Office History:

Councilman: June 2006 – June 2008
Vice Mayor – June 2008 – June 2010
Councilman: June 2012 – Present

Committee Assignments:

Transit Advisory Committee
Tribal Relations (Liaison)



Council Member John Leech, Jr.

Title/Term of Office History:

Councilman: June 2010 – June 2012
Vice-Mayor: June 2012 – December 2016
Councilman: December 2016 – Present

Committee Assignments:

NACOG



Council Member Connie Kakavas

Title/Term of Office History:

Councilwoman: June 2012 – Present

Committee Assignments:

Parks and Recreation Advisory Committee



Council Member Gene Kelley

Title/Term of Office History:

Councilman: January 1995 – June 2002

Mayor: June 2002 – June 2004

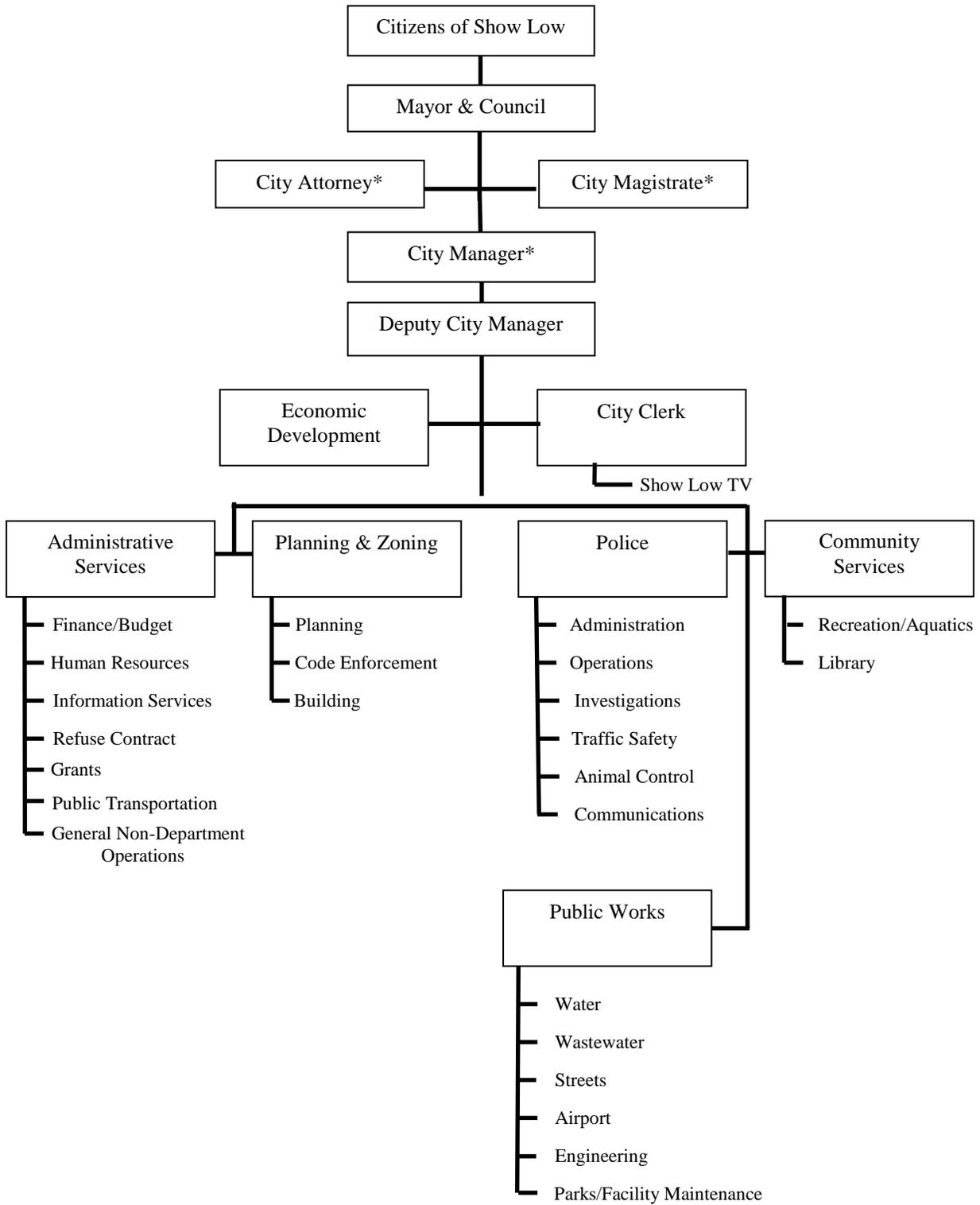
Vice-Mayor: June 2004 – June 2006

Councilman: June 2006 – Present

Committee Assignments:

Aviation Advisory Committee

Organizational Chart



*Appointed by Council

Personnel Listing by Department

Department	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FTE Increase (Decrease)
City Attorney	1.6	1.6	1.6	1.6	1.6	1.6	1.6	-
City Manager	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
City Magistrate	3.0	2.5	2.5	2.5	2.5	2.0	0.5	(1.5)
City Clerk	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
Administrative Services	10.0	10.0	10.0	10.0	10.0	10.0	10.0	-
Planning & Zoning	4.5	4.5	4.5	4.5	4.5	5.5	5.5	-
Library	8.0	8.0	8.0	8.0	8.5	8.5	8.5	-
Information Services	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
Parks Maintenance	3.0	7.0	8.0	8.0	8.0	8.0	8.0	-
Facilities Maintenance	4.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Engineering	6.0	6.0	6.0	6.0	6.0	6.0	6.0	-
Police	49.1	48.4	48.4	49.4	50.1	52.3	56.3	4.0
Recreation	14.4	14.8	14.80	14.80	14.8	14.8	14.8	-
City 4 TV	2.3	2.3	2.3	2.3	2.3	2.3	2.3	-
Community Services Administration	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
Streets	11.0	11.0	11.0	11.0	11.0	11.0	11.0	-
Airport	4.1	4.1	4.1	4.5	5.5	5.5	5.5	-
Wastewater	10.0	10.0	11.0	12.0	12.0	12.0	12.0	-
Water	<u>15.0</u>	<u>15.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	-
Total	154.0	153.2	154.2	156.6	158.8	161.5	164.0	2.5

Elected and Commission

City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	-
Planning & Zoning Commission	7.0	7.0	7.0	7.0	7.0	7.0	7.0	-

Mission Statement

The City of Show Low
is dedicated to exceeding expectations
and enhancing quality of life through:

Commitment
Opportunities
Service
Leadership



...as we work together with our community.

Strategic Goals

Infrastructure Preserve Existing Assets

Appearance

- City Fleet, Facilities, Parks, Streets
- Image is everything



Maintain Standards

- Parks Maintenance
- Replacement programs

Protect Investment

- PW & Parks Buildings
- Maintain Infrastructure
- Water/Sewer systems are financially self-sustaining



Reserves

- Maintain a safety net

Quality of Life

Community

- Volunteerism/Community Service
- Family Focus in Parks
- Year-round Trails
- Public & Private Beautification
- Community Gathering Places



Downtown Development

- Expand on what we have created
- Encourage retail development
- Parking - Walking

Information and Education

- Promote/Market City
- Calendar Events
- SLTV/Website
- Social Media
- Quarterly Newsletter



Community Safety

- Street Design
- Speed Warning Signs
- Cameras/Security in city facilities

Economic/Community Development

Recreation as Economic Development

- Tournaments – City/School/Private
- Long term/repeat events
- Facility Enhancement
- Natural/Cultural Resources



Focused Future and Education

- Follow Through
- Implementation
- Residential/Commercial Development
- Appealing to residents, visitors and businesses

Retail/Commercial Expansion

- Retail
- Dining
- Jobs



Community Partnerships

- White Mountain Partnership
- Motel/Hotel Owners
- Tourism Promotion
- Chamber of Commerce

Organization

Strategic and Master Plans

- In place – provide direction
- Implementation
- Maximize technology

Employees

- Provide quality service
- Attract, Compensate, retain
- Communication
- Safety



Emergency Preparedness

- Balance
- Communication

Community Partnerships

- Regional Cooperation and Leadership

Community Profile



Show Low was named after a marathon poker game played between two early settlers. They decided there was not enough room for both of them in the community and agreed to let a game of cards decide who was to get the 100,000 acre ranch and who was to move on. According to the story, one of them said, "If you can show low, you win." The other one turned up the deuce of clubs and replied, "show low it is." Show Low got its name from that card game and Show Low's main street is named "Deuce of Clubs" in remembrance.

Show Low was founded in 1870, incorporated in 1953, and is not only the largest city in the White Mountains of Northeastern Arizona it is one of the fastest growing cities in northern Arizona. Show Low is also the business hub and marketing center of the area.

Demographics

	City of Show Low	Navajo County	State of Arizona
Population/Age			
Total Population ⁵	11,628	107,499	6,392,017
Male Population ³	5,173	53,777	3,175,823
Female Population ³	5,487	53,672	3,216,194
Median Age ³	42.4	34.7	35.9
65 years and older ³	2,059	14,241	881,831
Labor Force/Income/Unemployment			
Average Labor Force ⁴	4,519	40,657.8	3,163,985
Median Income ¹	42,614	35,921	50,255
Unemployment Rate ²	6.8%	9.6%	5.9%
Race			
White ³	9,601	55,105	4,852,961
Black or African American ³	94	1,414	318,665
American Indian & Alaskan Native ³	589	48,246	353,386
Asian ³	117	838	230,907
Native Hawaiian & Other Pacific Islander ³	31	203	25,106
Some other Race ³	530	4,420	846,031
Household Tenure			
Occupied Housing Units ¹	4,123	34,129	2,412,212
Owner-occupied ¹	2,644	23,882	1,513,861
Renter-occupied ¹	1,479	10,247	898,341
Households by Income¹			
Less than \$10,000	8.1%	15.5%	7.7%
\$10,000 to \$14,999	7.5%	7.5%	5.2%
\$15,000 to \$24,999	13.5%	13.7%	11.1%
\$25,000 to \$34,999	15.8%	12.4%	11.1%
\$35,000 to \$49,999	11.5%	13.5%	14.6%
\$50,000 to \$74,999	17.3%	18.4%	18.5%
\$75,000 to \$99,999	14.8%	8.9%	11.8%
\$100,000 to \$149,999	7.8%	6.9%	12%
\$150,000 to \$199,999	2.4%	1.9%	4.1%
\$200,000 or more	1.1%	1.4%	3.8%
Household Size			
1-person household ¹	27.3%	25.1%	25.9%
2-person household ¹	35.6%	34.1%	42.7%
3-person household ¹	14%	12.7%	11.8%
4-or-more-person household ¹	23%	28%	19.5%

Sources: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates¹, laborstats.az.gov/local-area-unemployment-statistics (2015 data)², U.S. Census Bureau, 2006-2010 American Community Survey³, laborstats.az.gov/local-area-unemployment-statistics⁴, Economic Estimates Commission Department of Revenue Building⁵

Guide to the Budget Document

Organization of the Budget Document

This document contains fifteen major sections. Each section is described below:

1. The Introduction provides the City Manager's budget message, and over-view of City Council, the organizational structure, mission statement, strategic goals, and the community profile including demographics.
2. The Budget Process section includes information the city's fund structure, budget process, calendar, budget resolution, and budget schedules.
3. The City Policies section includes financial policies, budget policies, and purchasing policies.
4. The Financial Overview section shows the financial picture of the City of Show Low, fund balances, use of funds and the sources of revenue for the funds.
5. The Revenue Detail section provides details on how and where the City of Show Low receives revenues.
6. The General Fund section includes details on all general fund department expenditures and revenues (where applicable). Included in this section are also approved positions within each department and departmental goals.
7. The Special Revenue Fund section includes details on all special revenue fund department expenditures and revenues, approved positions and department goals.
8. The Debt Service Fund section includes information on the city's debt service, including debt service schedules.
9. The Special Districts Fund section includes information on all Special Improvement and Community Facilities Districts within the City of Show Low.
10. The Projects Fund section includes information on projects funded through receipt of grants.
11. The Development Impact Fees section includes the fund balance, expenditure, and revenue details for each of the development impact fees.
12. The Capital Improvements section includes information on the capital projects being budgeted.
13. The Enterprise Funds section includes information on Water, Wastewater, and Refuse. Each Fund show expenditures, revenues, and fund balances.
14. The Five-Year Capital Improvement section details the city's five-year capital improvement plan.
15. The Appendix section includes the mandatory State Budget Forms, Tax Levy Resolution, Fund Balance Analysis, and a glossary.

Fund Structure and Basis for Budgeting

The budget is organized on the basis of funds and are created and maintained for specific purposes. The City of Show Low uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. There are two types of accounting methods used: Modified Accrual and Full Accrual. The basis of account methods used in the City's Budget and financial statements are as follows:

Funds	Budget Basis	Financial Statement Basis
Wastewater Enterprise Fund	Modified Accrual	Full Accrual
Water Enterprise Fund	Modified Accrual	Full Accrual
Refuse Enterprise Fund	Modified Accrual	Full Accrual
All Other Funds	Modified Accrual	Modified Accrual

The budget basis of accounting for the enterprise funds difference from the financial statement basis primarily due to state law. The major differences are as follows:

- Depreciation expense is not included in the budget
- Capital outlays are budgeted as expenditures and reported as assets in the City's Financial Statements
- Principal payments on debt are budgeted as expenditures and reported as reductions of the liability in the City's Financial Statements.

The Modified Accrual basis of accounting for Revenues means revenues are recognized in the period when they become both "measureable" and "available" to finance expenditures of the current period.

The Full Accrual basis of accounting for Revenues means revenues are recorded when they are earned (whether or not cash is received at the time).

The Modified Accrual Basis of accounting for Expenditures means expenditures are generally recorded when a liability is incurred; however debt service expenditures and expenditures related to compensated absences and claims and judgments are recognized to the extent they are due and payable.

The Full Accrual Basis of accounting for Expenditures means expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

The City of Show Low has two major funds: the Governmental Fund and the Proprietary Fund.

Governmental Funds

Most of the City's basic services are reported in governmental funds. These funds focus on how resources flow in and out with the balances remaining at year-end that are available for spending. These funds are reported using the Modified Accrual method. The major Governmental Fund types used by the city are:

The General Fund – The General Fund is the primary operating fund that supports day-to-day operations including general city government, police services, public works, and community services. There are currently 24 departments within the General Fund.

Special Revenue Funds – Special Revenue Funds account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. There are currently four departments within the Special Revenue Funds.

- **HURF** – The HURF (or Streets Fund) is used to account for the City's allocation of State shared tax monies. These funds are used to maintain the city streets through the annual pavement preservation program. In addition to State shared revenues, the HURF Fund receives funds from the General Fund to cover all other operational costs.
- **Street Lighting District** – The Street Lighting districts receives revenue through a Secondary Tax Levy.
- **Public Transportation** – The Public Transportation Fund receives funding from ADOT to cover costs associated with running and maintaining the Four Seasons Connection and White Mountain Connection bus lines. In addition to the ADOT funding, this fund receives money from outside communities through the community partnership program for regional transportation.
- **Special Projects Fund** – The Special Projects fund is dedicated to projects and equipment through grant funding only.

Proprietary Funds

When the City charges customers for the services it provides, these services are generally reported in proprietary funds. Proprietary funds are reported on the accrual basis of accounting. There are three proprietary funds within the city. They are considered Enterprise funds and receive no financial support from any other fund.

Wastewater Fund – The Wastewater Fund accounts for monies collected through monthly wastewater billing and one-time capacity fees. These fees support the operations of the wastewater plant and collection systems, capital projects, annual debt service, and all other operational costs.

Water Fund – The Water Fund accounts for monies collected through monthly water billing and one-time capacity fees. These fees support the operations of the water system, capital projects, annual debt service, and all other operational costs.

Refuse Fund – The Refuse Fund accounts for monies collected through monthly refuse billing. These support the weekly refuse and recycling collection fees, the Annual Project Clean Sweep program, and the excess refuse collection fees.

Budget Process

The City of Show Low's budget process begins in October of each year with the start of the Five-Year Capital Improvement Plan process. By January of each year the City Council has adopted the Five-Year Capital Improvement Plan and the full budget process begins. This process is designed to allow departments the opportunity to reassess goals and objectives and the means for accomplishing them. Each department is asked to look closely at where their actual expenditures and revenues were at the end of the prior fiscal year and where they are six months into the current fiscal year in addition to a five-year forecast for capital projects and equipment.

Needs Assessment

During this process, each department has the opportunity to assess current conditions, programs and needs. Examination of current departmental programs or positions for possible trade-offs, reduction, or elimination is strongly suggested. Departments are encouraged to thoroughly review all programs and services assessing their value and priority to the citizens of Show Low. In addition, departments reassess service level standards and workload indicators and attempt to provide a proper allocation of resources with service and workload estimates. Using this process, departments are asked to prepare preliminary departmental budgets.

Budget Review/Development

The preliminary departmental budgets are due in February of each year. Once all budgets are received the Administrative Services staff along with the City Manager reviews the requests and make any notes and/or adjustments. By the end of February the City Manager, Administrative Services Director, and Administrative Services Analyst have met with each department to discuss their preliminary budgets. By March a Recommended Budget is delivered to the City Manager for review. Further departmental meetings will be made if necessary to ensure the Recommended Budget is balanced and in line with the strategic plan of the City Council.

Budget Adoption/Implementation

At the end of March the Recommended Budget is presented to the City Council. Budget Study Sessions and Town Hall Meetings are held during the month of April. During the Budget Study Sessions City Council has an opportunity to receive detailed explanations of the recommended budget and speak with departments. By the middle of May all budget discussions with the departments, citizens, and council are completed and a Tentative Budget is delivered to Council. Council has until the first part of June to review and request any changes. Council will adopt the Tentative Budget at the first council meeting in June. A public hearing on the Final Budget and adoption of the Final Budget is during the second council meeting in June. The final step in the process is for council to adopt the Secondary Property Tax Levy for the Street Light District. This is done at the second council meeting in July.

Once the City Council adopts the Final Budget and the Secondary Property Tax Levy staff will enter the adopted budget into the accounting software program and deliver budget books to council.

Budget Roles and Responsibilities

Every employee plays a role in budgeting whether in its formation, preparation, implementation, administration, or evaluation. Ultimately, the department Director, through the City Manager, is accountable to the City Council for the performance of their budgets and the specific objectives within their budgets.

Budget Amendments

During the fiscal year it may become necessary to amend line items within the budget. In order for this to happen the Budget Transfer Policy must be followed. Below is a summary of the policy.

- Operating line item transfers within the same department/division are recommended by the Department Director then reviewed and approved by the Administrative Services Director.
- Personnel line item transfers to Operating line items are recommended by the Department Director then reviewed by the Administrative Services Analyst and the Administrative Services Director. Approval is given by the City Manager for transfer to contractual help. City Council must approve transfers to any other Operating line item.
- Capital line item transfers within the same department within Capital line items are recommended by the Department Director, reviewed by the Administrative Services Director, and approved by City Council.
- Capital line item transfers within the same department to an Operating line item or and Operating line item to a Capital line item are recommended by the Department Director, reviewed by the Administrative Services Director and the Administrative Services Analyst, and approved by City Council.

Use of Contingency/Reserves

The use of contingency/reserves is done through the budgeting process and used only for projects not operational costs.

Fund Balance

The City of Show Low operates under a balanced budget requirement; however this does not mean that revenues must equal expenditures. The beginning fund balance can be added to revenues to cover expenses, or revenues can cover expenses plus fund balance. As a general practice, the city does not budget fund balance to support long-term, ongoing expenses. More importantly, the goal of the fund balance is to cover unanticipated drops in revenue.

Performance Measures

The City of Show Low uses performance measures during the budget process to review and examine the level of service to our citizens and how the levels compare to the council's strategic goals. During the course of the year the budget is evaluated and expenditures and revenues are monitored to ensure the performance measures are continuing to provide expected levels of service.

Budget Calendar

<u>Date</u>	<u>Activity</u>
Tuesday, January 15 6:00 P.M.	City Council Budget Study Session
Thursday, January 24 6:00 P.M.	Town Hall Budget Meeting
Friday, February 8	Department budget requests due to Finance – Review and compile requests
Ongoing	City Manager and budget staff review and revise budget requests with departments; develop recommended budget
Tuesday, February 19	City Manager and budget staff begin budget reviews with all departments
Monday, March 25	City Manager review of final recommended budget
Friday, March 29	Recommended budget delivered to Council
Tuesday, April 2 6:30 P.M.	City Council Budget Study Session and Presentation of City Manager’s Recommended Budget
Thursday, April 4 6:00 P.M.	Town Hall Budget Meeting and City Council Budget Study Session
Thursday, April 18 6:00 P.M.	City Council Budget Study Session
Thursday, April 25 6:00 P.M.	City Council Budget Study Session (if needed)
Tuesday, May 21 7:00 P.M.	Presentation of Changes to City Manager’s Recommended Budget and Tentative Budget Overview
Tuesday, June 4 7:00 P.M.	Council Adoption of Tentative Budgets – sets expenditure limitation Publish City’s tentative budget for two consecutive weeks in local paper (Friday, June 10, and Friday, June 17)
Tuesday, June 18 7:00 P.M.	Public Hearing on Final Budget and Council Adoption of Final Budget
Tuesday, July 16 7:00 P.M.	Adopt Secondary Property Tax Levy

*All Council Meetings, Study Sessions, and Town Halls to be held in Council Chambers

Budget Resolution

CITY OF SHOW LOW RESOLUTION NO. R2019-19

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SHOW LOW, ARIZONA, ADOPTING THE FINAL BUDGET IN THE AMOUNT OF \$52,602,793 FOR THE FISCAL YEAR BEGINNING JULY 1, 2019, AND ENDING JUNE 30, 2020

RECITALS:

WHEREAS, in accordance with the provisions of Arizona Revised Statutes §42-17101 et. seq., the Council of the City of Show Low (the "City Council") did, on June 18, 2019, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Show Low, Arizona; and

WHEREAS, publication has been duly made as required by law of said estimates together with a notice that the City Council would meet on June 18, 2019, at the office of the City Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and,

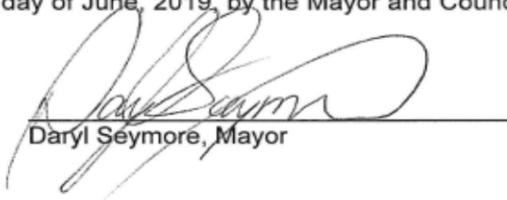
WHEREAS, in accordance with state law and following due public notice, the City Council met on June 18, 2019, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses of tax levies.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Show Low, Arizona, as follows:

That the statements and schedules attached hereto as Exhibit A and incorporated herein by reference are hereby adopted as the budget of the City of Show Low, Arizona, for the fiscal year July 1, 2019, through June 30, 2020.

PASSED AND ADOPTED this 18th day of June, 2019, by the Mayor and Council of the City of Show Low, Arizona.



Daryl Seymore, Mayor

ATTEST:



Tamra Reidhead, City Clerk

APPROVED AS TO FORM:



F. Morgan Brown, City Attorney

Budget Schedule

City of Show Low
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020

Instructions

Fiscal Year	S c h	FUNDS									
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds		
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	25,872,369	12,517,511	1,305,482	151,549	0	13,181,644	1,846,700	54,875,255
2019	Actual Expenditures/Expenses**	E	2	17,137,546	4,324,718	1,299,056	43,707	0	6,394,533	1,024,774	30,224,333
2020	Fund Balance/Net Position at July 1***		3	8,251,417	2,355,877	418,364	209,165	0	8,627,499	1,540,122	21,402,444
2020	Primary Property Tax Levy	B	4	0	0	0	0	0	0	0	0
2020	Secondary Property Tax Levy	B	5	0	248,300	0	0	0	0	0	248,300
2020	Estimated Revenues Other than Property Taxes	C	6	17,704,054	8,553,070	26,300	226,000	0	8,944,046	2,095,467	37,548,938
2020	Other Financing Sources	D	7	0	0	0	0	0	0	0	0
2020	Other Financing (Uses)	D	8	0	0	0	0	0	0	0	0
2020	Interfund Transfers In	D	9	881,398	1,680,665	1,138,376	0	0	300,000	0	4,000,439
2020	Interfund Transfers (Out)	D	10	2,662,529	413,187	0	456,512	0	467,766	445	4,000,439
2020	Reduction for Amounts Not Available:		11								
LESS: Amounts for Future Debt Retirement:											0
	Future Capital Projects										0
	Maintained Fund Balance for Financial Stability										0
											0
											0
2020	Total Financial Resources Available		12	24,174,341	12,424,725	1,583,040	(21,347)	0	17,403,779	3,635,144	59,199,681
2020	Budgeted Expenditures/Expenses	E	13	22,274,339	12,013,727	1,413,038	68,375	0	10,786,874	2,046,000	48,602,354

EXPENDITURE LIMITATION COMPARISON	2019	2020
1 Budgeted expenditures/expenses	\$ 54,875,255	\$ 48,602,354
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	54,875,255	48,602,354
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 54,875,255	\$ 48,602,354
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 Show Low
Tax Levy and Tax Rate Information
Fiscal Year 2020

Instructions

	2019	2020
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	_____ 239,300	_____ 248,300
C. Total property tax levy amounts	\$ _____ 239,300	\$ _____ 248,300
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ _____ 239,300	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____ 239,300	
C. Total property taxes collected	\$ _____ 239,300	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	_____ 0.1401	_____ 0.1401
(3) Total city/town tax rate	_____ 0.1401	_____ 0.1401
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>one</u> 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.

Instructions

**City of Show Low
Revenues Other Than Property Taxes
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 11,212,663	\$ 9,987,557	\$ 10,500,000
Electric Franchise Tax	239,103	234,558	275,000
Gas Franchise Tax	71,582	63,149	75,000
TV Franchise Tax	47,628	62,254	45,000
Licenses and permits			
Business Licenses	17,000	17,005	15,000
Animal Licenses	2,034	2,156	2,500
Intergovernmental			
Urban Revenue Sharing	1,196,826	1,119,971	1,395,461
Auto in Lieu	701,266	615,072	757,113
State Sales Tax	1,012,572	924,128	1,107,953
Intergovernmental/Grants	2,647,001	1,937,824	931,125
Charges for services			
Other	68,626	68,388	54,900
Planning & Zoning	311,477	314,617	209,000
Library Fees	14,958	9,209	23,500
Parks and Recreation Fees	103,754	104,365	117,175
Show Low TV Fees	8,000	7,725	10,000
Dispatching Fees	450,000	298,589	683,853
Engineering Fees	4,350	4,584	500
Police Fees	74,319	52,999	71,800
Airport Fees	1,056,830	917,497	1,127,400
Aquatic Center	113,050	94,908	94,800
Cemetery	34,000	35,015	32,275
Fines and forfeits			
Fines and Forfeitures	174,783	174,582	132,100
Photo Enforcement Collections	1,543	1,660	
Interest on investments			
Interest earned on Investments	200,100	225,609	40,100
In-lieu property taxes			
Contributions			
Miscellaneous			
Miscellaneous	6,500	6,989	2,500
Total General Fund	\$ 19,769,965	\$ 17,280,408	\$ 17,704,054

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

SPECIAL REVENUE FUNDS

Highway User Revenue Fund			
Highway User Tax	\$ 1,503,292	\$ 1,503,292	\$ 1,571,582
Grants	226,831	226,851	1,413,650
Other	2,000		2,000
Interest on Investments	10,000	12,547	5,000
	\$ 1,742,123	\$ 1,742,690	\$ 2,992,232
Street Light Fund			
Interest on Investments	\$ 360	\$ 818	\$ 300
	\$ 360	\$ 818	\$ 300
Public Transportation Fund			
Grants	\$ 589,580	\$ 333,617	\$ 634,038
Contributions	272,412	103,315	272,412
Other	59,970	59,138	70,400
Interest on Investments	150	151	
	\$ 922,112	\$ 496,221	\$ 976,850
White Mountain Partnership			
Grants	\$	\$	\$
Contributions	43,500	43,500	43,500
Interest on Investments	550	1,342	
	\$ 44,050	\$ 44,842	\$ 43,500
Capital Projects/Grants Fund			
Unanticpatd Revenue/Grants	\$	\$	\$ 4,000,000
Grants	525,362	327,788	401,303
	\$ 525,362	\$ 327,788	\$ 4,401,303
Show Low Bluff CFD			
Assessments/Bonding	\$ 161,000	\$ 161,594	\$ 133,385
Penalties/Other	518	603	5,000
Interest on Investments	2,100	3,599	500
	\$ 163,618	\$ 165,796	\$ 138,885
Total Special Revenue Funds	\$ 3,397,625	\$ 2,778,156	\$ 8,553,070

* 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

Intergovernmental	\$ 20,302	\$ 20,302	\$ 23,300
Interest on Investments	359	872	3,000
	\$ 20,661	\$ 21,174	\$ 26,300

Total Debt Service Funds \$ 20,661 \$ 21,174 \$ 26,300

CAPITAL PROJECTS FUNDS

Library Development Fees	\$	\$ 290	\$
Transportation Development Fees	108,600	114,524	40,000
Water Capacity Fees	252,000	270,093	35,500
Wastewater Capacity Fees	464,997	489,346	150,500
Water Development Fees	1,400	1,891	
Wastewater Development Fees			
	\$ 826,997	\$ 876,144	\$ 226,000

Total Capital Projects Funds \$ 826,997 \$ 876,144 \$ 226,000

PERMANENT FUNDS

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

ENTERPRISE FUNDS

Wastewater Fund

User Fees	\$ 2,910,293	\$ 2,386,341	\$ 3,041,028
Other	230	246	
Grants			
Interest on Investments	33,311	35,752	10,000
	\$ 2,943,834	\$ 2,422,339	\$ 3,051,028

Water Fund

User Fees	\$ 4,270,347	\$ 3,649,173	\$ 4,626,804
Other	135,694	146,713	165,000
Grants			
Interest on Investments	40,000	98,622	12,500
	\$ 4,446,041	\$ 3,894,509	\$ 4,804,304

Refuse Fund

User Fees	\$ 848,774	\$ 790,626	\$ 1,086,714
Other			
Interest on Investments	382	2,453	2,000
	\$ 849,156	\$ 793,079	\$ 1,088,714

Total Enterprise Funds \$ 8,239,030 \$ 7,109,927 \$ 8,944,046

INTERNAL SERVICE FUNDS

Medical Self-Insurance

Premiums	\$ 1,645,045	\$ 1,291,299	\$ 2,093,967
Miscellaneous			
Interest on Investments	15,000	27,799	1,500
	\$ 1,660,045	\$ 1,319,098	\$ 2,095,467

Total Internal Service Funds \$ 1,660,045 \$ 1,319,098 \$ 2,095,467

TOTAL ALL FUNDS \$ 33,914,323 \$ 29,384,907 \$ 37,548,938

* 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 Show Low
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2020

Instructions

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Highway Users Revenue Fund (HURF)	\$	\$	\$	\$ 1,270,526
Public Transportation			100,000	91,174
White Mountain Partnership				20,000
Cemetery			6,713	
Debt Service				981,864
Capital Projects/Grants Fund			291,728	283,965
Water Beautification Program				
Parks & Recreation Development Impact Fee			445	
Geocaching			3,490	
Aquatic Center			4,216	
Street Light Improvement District				15,000
Water			240,215	
Wastewater			152,551	
Refuse Fund			75,000	
Show Low Bluff CFD			7,040	
Total General Fund	\$	\$	\$ 881,398	\$ 2,662,529
SPECIAL REVENUE FUNDS				
Highway Users Revenue Fund (HURF)	\$	\$	\$ 1,270,526	\$
Public Transportation			91,174	100,000
Cemetery				6,713
White Mountain Partnership			20,000	
Street Light Improvement District			15,000	
Show Low Bluff CFD				7,040
Capital Projects/Grants Fund			283,965	291,728
Aquatic Center				4,216
Geocaching				3,490
Total Special Revenue Funds	\$	\$	\$ 1,680,665	\$ 413,187
DEBT SERVICE FUNDS				
Debt Service	\$	\$	\$ 1,138,376	\$
Total Debt Service Funds	\$	\$	\$ 1,138,376	\$
CAPITAL PROJECTS FUNDS				
Transportation Development Impact Fee	\$	\$	\$	\$ 141,245
Library Development Impact Fee				15,267
Wastewater Capacity Fee				300,000
Total Capital Projects Funds	\$	\$	\$	\$ 456,512
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water	\$	\$	\$	\$ 240,215
Wastewater			300,000	152,551
Refuse				75,000
Total Enterprise Funds	\$	\$	\$ 300,000	\$ 467,766
INTERNAL SERVICE FUNDS				
Parks & Recreation Development Impact Fee	\$	\$	\$	\$ 445
Total Internal Service Funds	\$	\$	\$	\$ 445
TOTAL ALL FUNDS	\$	\$	\$ 4,000,439	\$ 4,000,439

**City of Show Low
Expenditures/Expenses by Fund
Fiscal Year 2020**

Instructions	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
FUND/DEPARTMENT	2019	2019	2019	2020
GENERAL FUND				
City Council	\$ 346,427	\$ (100,876)	\$ 73,296	\$ 376,393
General Operations	1,877,600		574,882	2,018,635
Administrative Services	1,016,969		817,716	1,103,019
City Magistrate	166,953		116,714	96,047
City Attorney	274,650		214,653	324,839
City Manager	469,899		326,987	462,634
Planning and Zoning	574,610		436,012	593,986
Library	554,950		409,600	879,439
Information Systems	384,345		258,038	379,436
Parks & Facilities Maintenance	1,665,308		1,253,713	1,598,822
Engineering	777,547		627,009	711,157
Police	10,287,523		7,817,745	9,694,034
Parks & Recreation	416,285		299,290	436,117
City Clerk	328,414		253,635	250,647
Show Low TV	226,315		193,402	214,632
Community Services Admin	285,076		198,720	288,134
Cemetery	85,000		6,945	85,000
Airport	5,701,765		2,904,207	2,138,240
Aquatic Center	533,609		354,982	623,130
Total General Fund	\$ 25,973,245	\$ (100,876)	\$ 17,137,546	\$ 22,274,339
SPECIAL REVENUE FUNDS				
Streets	\$ 5,865,382	\$	\$ 2,359,350	\$ 6,010,084
Street Light District	235,000		161,673	235,000
Public Transportation	931,412		560,001	991,743
White Mountain Partnership	20,000		20,056	131,332
Capital Projects/Grants	4,619,572		514,361	4,485,748
Show Low Bluff CFD	846,145		709,278	159,820
Total Special Revenue Funds	\$ 12,517,511	\$	\$ 4,324,718	\$ 12,013,727
DEBT SERVICE FUNDS				
Debt Service	\$ 1,204,606	\$ 100,876	\$ 1,299,056	\$ 1,413,038
Total Debt Service Funds	\$ 1,204,606	\$ 100,876	\$ 1,299,056	\$ 1,413,038
CAPITAL PROJECTS FUNDS				
Water Development Fees	151,549		43,707	68,375
Total Capital Projects Funds	\$ 151,549	\$	\$ 43,707	\$ 68,375
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Wastewater	\$ 6,492,817	\$	\$ 2,939,359	\$ 3,561,978
Water	5,666,827		2,693,756	6,262,897
Refuse	1,022,000		761,418	962,000
Total Enterprise Funds	\$ 13,181,644	\$	\$ 6,394,533	\$ 10,786,874
INTERNAL SERVICE FUNDS				
Medical Insurance Fund	\$ 1,846,700	\$	\$ 1,024,774	\$ 2,046,000
Total Internal Service Funds	\$ 1,846,700	\$	\$ 1,024,774	\$ 2,046,000
TOTAL ALL FUNDS	\$ 54,875,255	\$	\$ 30,224,333	\$ 48,602,354

* 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.

**City of Show Low
Expenditures/Expenses by Department
Fiscal Year 2020**

Instructions	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2019	2019	2019	2020
City Council				
General Fund	\$ 346,427	\$ (100,876)	\$ 73,296	\$ 376,393
Department Total	\$ 346,427	\$ (100,876)	\$ 73,296	\$ 376,393
General Operations		\$	\$	\$
General Fund	1,877,600		574,882	2,018,635
Projects Fund	4,292,728	(52,500)	449,462	4,000,000
Show Low Bluff CFD	846,145		709,278	159,820
Debt Service	\$ 1,204,606	\$ 100,876	\$ 1,299,056	\$ 1,413,038
Department Total	\$ 8,221,079	\$ 48,376	\$ 3,032,678	\$ 7,591,493
Administrative Services				
General Fund	\$ 1,016,969	\$	\$ 817,716	\$ 1,103,019
Department Total	\$ 1,016,969	\$	\$ 817,716	\$ 1,103,019
City Magistrate				
General Fund	\$ 166,953	\$	\$ 116,714	\$ 96,047
Projects Fund	30,000	\$	2,795	30,000
Department Total	\$ 196,953	\$	\$ 119,509	\$ 126,047
City Attorney				
General Fund	\$ 274,650	\$	\$ 214,653	\$ 324,839
Department Total	\$ 274,650	\$	\$ 214,653	\$ 324,839
City Manager				
General Fund	\$ 469,899	\$	\$ 326,987	\$ 462,634
Department Total	\$ 469,899	\$	\$ 326,987	\$ 462,634
Planning & Zoning				
General Fund	\$ 574,610	\$	\$ 436,012	\$ 593,986
Department Total	\$ 574,610	\$	\$ 436,012	\$ 593,986
Library				
General Fund	\$ 554,950	\$	\$ 409,600	\$ 879,439
Projects Fund	56,000	5,500	50,657	41,400
Department Total	\$ 610,950	\$ 5,500	\$ 460,257	\$ 920,839

* 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.

Information Services						
General Fund	\$	384,345	\$	258,038	\$	379,436
Department Total	\$	<u>384,345</u>	\$	<u>258,038</u>	\$	<u>379,436</u>
Parks & Facilities Maintenance						
General Fund	\$	1,665,308	\$	1,253,713	\$	1,598,822
Projects Fund						39,000
Cemetery Fund		85,000		6,945		85,000
Department Total	\$	<u>1,750,308</u>	\$	<u>1,260,658</u>	\$	<u>1,722,822</u>
Engineering						
General Fund	\$	777,547	\$	627,009	\$	711,157
Department Total	\$	<u>777,547</u>	\$	<u>627,009</u>	\$	<u>711,157</u>
Police						
General Fund	\$	10,287,523	\$	7,817,745	\$	9,694,034
Projects Fund				47,000		97
Department Total	\$	<u>10,287,523</u>	\$	<u>47,000</u>	\$	<u>7,817,841</u>
Parks & Recreation						
General Fund	\$	416,285	\$	299,290	\$	436,117
Department Total	\$	<u>416,285</u>	\$	<u>299,290</u>	\$	<u>436,117</u>
Aquatic Center						
General Fund	\$	533,609	\$	354,982	\$	623,130
Department Total	\$	<u>533,609</u>	\$	<u>354,982</u>	\$	<u>623,130</u>
City Clerk						
General Fund	\$	328,414	\$	253,635	\$	250,647
Department Total	\$	<u>328,414</u>	\$	<u>253,635</u>	\$	<u>250,647</u>
Show Low TV						
General Fund	\$	226,315	\$	193,402	\$	214,632
Department Total	\$	<u>226,315</u>	\$	<u>193,402</u>	\$	<u>214,632</u>
Community Services Administration						
General Fund	\$	285,076	\$	198,720	\$	288,134
Projects Fund		240,844		11,350		306,445
Department Total	\$	<u>525,920</u>	\$	<u>210,070</u>	\$	<u>594,579</u>

* 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.

Airport				
General Fund	\$ 5,701,765	\$	\$ 2,904,207	\$ 2,138,240
Department Total	\$ 5,701,765	\$	\$ 2,904,207	\$ 2,138,240
Streets				
HURF Fund	\$ 5,865,382	\$	\$ 2,359,350	\$ 6,010,084
SLID Fund	235,000		161,673	235,000
Department Total	\$ 6,100,382	\$	\$ 2,521,022	\$ 6,245,084
Public Transportation				
Public Transportation Fund	\$ 931,412	\$	\$ 560,001	\$ 991,743
Department Total	\$ 931,412	\$	\$ 560,001	\$ 991,743
Wastewater				
Wastewater Fund	\$ 6,492,817	\$	\$ 2,939,359	\$ 3,561,978
Wastewater Capacity Fund				
Department Total	\$ 6,492,817	\$	\$ 2,939,359	\$ 3,561,978
Water				
Water Fund	\$ 5,666,827	\$	\$ 2,693,756	\$ 6,262,897
Water Capacity Fund				
Water DIF Fund	151,549		43,707	68,375
Department Total	\$ 5,818,376	\$	\$ 2,737,463	\$ 6,331,272
Sanitation				
Refuse Fund	\$ 1,022,000	\$	\$ 761,418	\$ 962,000
Department Total	\$ 1,022,000	\$	\$ 761,418	\$ 962,000
Self Insurance Fund				
Self Insurance Fund	\$ 1,846,700	\$	\$ 1,024,774	\$ 2,046,000
Department Total	\$ 1,846,700	\$	\$ 1,024,774	\$ 2,046,000
White Mountain Partnership				
White Mountain Partnership	\$ 20,000	\$	\$ 20,056	\$ 131,332
Department Total	\$ 20,000	\$	\$ 20,056	\$ 131,332

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.

**City of Show Low
Full-Time Employees and Personnel Compensation
Fiscal Year 2020**

Instructions	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
FUND	2020	2020	2020	2020	2020	2020
GENERAL FUND	127.0	\$ 7,178,900	\$ 3,153,951	\$ 2,136,189	\$ 904,857	\$ 13,373,895
SPECIAL REVENUE FUNDS						
Streets	11	\$ 402,433	\$ 48,451	\$ 192,989	\$ 70,430	\$ 714,303
Total Special Revenue Funds	11	\$ 402,433	\$ 48,451	\$ 192,989	\$ 70,430	\$ 714,303
DEBT SERVICE FUNDS						
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Wastewater	12	\$ 443,411	\$ 53,150	\$ 212,953	\$ 60,277	\$ 769,792
Water	14	737,186	85,420	322,757	97,444	1,242,807
Total Enterprise Funds	26	\$ 1,180,597	\$ 138,570	\$ 535,711	\$ 157,721	\$ 2,012,598
INTERNAL SERVICE FUND						
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	164.0	\$ 8,761,930	\$ 3,340,971	\$ 2,864,888	\$ 1,133,007	\$ 16,100,797

City Policies

The following pages are summaries of the adopted policies by the City of Show Low City Council. These policies reflect the city's commitment to sound financial management and fiscal integrity. These policies assist the City of Show Low in improving the city's fiscal stability and allow staff and council to plan with a consistent approach. By adhering to these adopted policies the city is able to promote sound financial management and remain in compliance with the comprehensive financial policies adopted.

City Council Adopted Policies

Purchasing Policy

The purpose of this management policy is to establish purchasing procedures in compliance with State and local laws and to promote uniformity through the City with regard to purchasing practices.

Budget Transfer Policy

The purpose of this policy is to ensure budget transfers comply with state and local policies.

Fixed Asset Policy

The purpose of this policy is to ensure compliance in accordance with the Financial Accounting Stand Board and the Generally Accepted Accounting Principles with understandable, reasonable, and concise fixed asset handling and management.

Fraud Prevention Policy

This policy was established to facilitate the development of controls which will aid in the prevention, deterrence and detection of fraud against the City of Show Low. It is the intent of the City of Show Low to promote consistent organizational behavior which creates and maintains a culture of honesty an high ethical standards; and by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

Identity Theft Prevention Policy

Under the Red Flag Rule, every financial institution and creditor is required to establish and "Identity Theft Prevention Program" tailored to its size, complexity and the nation of its operation. This policy is used to identify relevant Red Flags and provides methods to to open accounts and access accounts within the Utility operations. Using the methods within this policy allows staff to prevent, mitigate, and protect our citizens identifying information.

Investment Policy

The City's investment portfolio shall be managed in a manner to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio. Investments shall be based on statutory constraints. The primary investment criteria in priority sequence are safety, liquidity, and avoidance of speculation

Management Policies:

The City has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities. In times of tight budgets, of major changes in federal and state policies towards local government, and of limited growth in the City's tax base, the City needs to ensure that it is capable of adequately funding and providing those government services desired by the community.

The City's reputation and success will depend on the public's awareness and acceptability of the management and delivery of these services. These Principles of Sound Financial Management establish guidelines for the City's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the City of Show Low as reflected in its financial goals. The City's financial goals are broad, fairly timeless statements of the financial position the City seeks to attain:

- To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar.
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the City of Show Low.
- 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 maintain a high bond credit rating to ensure the City's access to the bond markets and to provide assurance to the City's taxpayers that the City government is well managed and financially sound.

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. To achieve these purposes as the City of Show Low continues to grow and develop, it is important to regularly engage in the process of financial planning including reaffirming and updating these financial guidelines. Policy changes will be needed as the City continues to grow and become 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.

Fiscal Planning and Budgeting

Fiscal planning refers to the process of identifying resources and allocating those resources among numerous and complex competing purposes. The primary vehicle for this planning is the preparation, monitoring and analysis of the City's budget. It is increasingly important to incorporate a long-term perspective and to monitor the performance of the programs competing to receive funding.

- The City manager shall submit to the City Council a proposed annual budget, based on Council's established goals, and shall execute the budget as finally adopted, pursuant to Title 42, Chapter 17, Article 3, Section 17105 of the Arizona Revised Statutes, as amended. The City will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30. The City Council shall adopt the budget for the following fiscal year no later than June 30. If the

budget is not adopted before June 30, the Council shall adopt a continuing resolution to allow the City to expend funds until the budget is adopted.

- The City will prepare a budget in accordance with the framework established by the National Advisory Council on State and Local Budgeting in Recommended Budget Practices – A Framework for Improved State and Local Government Budgeting and the Government Finance Officers Association in its Distinguished Budget Award Program. The proposed budget will contain the following:
 - Revenue estimates by major category, by fund;
 - Expenditure estimates by program levels and major expenditure category, by fund;
 - Estimated fund balance by fund;
 - Debt service, by issue, detailing principal and interest amounts;
 - Proposed personnel staffing levels;
 - A detailed schedule of capital projects;
 - Any additional information, data, or analysis requested of management by the City Council.
- The City maintains its financial records in accordance with accounting principles generally accepted in the United States of America known as GAAP. Although the City's budget is prepared on a modified cash basis that differs from GAAP, the City will attempt to minimize these differences between the budget basis of accounting and GAAP.
- The Operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with current revenues creating a balanced budget. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) uses, postpone expenditures, or use external borrowing for operational requirements. The budget will incorporate the best available estimates of revenues and expenditures.
- The budget will fully appropriate the resources needed for authorized regular staffing. A system will be used to facilitate position control. At no time shall the number of full-time and regular part-time employees on the payroll exceed the total number of positions authorized by the City Council.
- 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 manner for the Department's completion. Department officials shall prepare and return their budget proposals to the Administrative Services Department as required in the budget preparation schedule.
- Performance measurement indicators will be integrated into the budget process as appropriate. Performance measures will be monitored and reported on a quarterly basis.
- Alternatives for improving the efficiency and effectiveness of the City's programs and the productivity of its employees will be considered during the budget process. Duplication of services and inefficiency in service delivery should be eliminated wherever they are identified.
- Unspent appropriations for significant programs and major projects will be considered for re-appropriation in the subsequent fiscal year. Such re-appropriations shall be included in the proposed budget. There may be transfers of appropriations that occur by Council action amending the adopted budget.
- The City's annual budget will include contingency appropriation to provide for unanticipated increase in services deliver costs, emergencies, and needs that may arise throughout the fiscal year. The contingency appropriation can only be expended upon separate Council action.

- The City shall establish appropriate management controls to monitor expenditure budgets to ensure they do not exceed authorizations. For operating budgets, this control shall be exercised at the department/fund level. For capital budgets, this control shall be at the project level.
- If a deficit is projected during any fiscal year, the City will take steps to reduce expenditures. 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 City Council.
- A policy will be maintained that provides for levels of approval by the City Manager and/or Council for the transfer of expenditure authority between funds, transfer of expenditure authority over base amounts, transfer of funds to or from personnel accounts, and transfer to or from capital outlay accounts.

Fund Balance

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. The City itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

The committed fund balance classification includes amounts that can be used only for the specific purposes determined by formal action of the City Council. The City Council can adopt an ordinance prior to the end of the fiscal year to a committed fund balance. Once adopted, the limitation imposed by the ordinance remains in place until a similar action is taken to remove or revise the limitation.

The assigned fund balance is intended to be used by the city for specific purposes but do not meet the criteria to be classified as committed. By council authority, the City Manager can assign fund balance.

Fund balance is an important indicator of the City's financial position. Adequate fund balances must be maintained to allow the City to continue providing services to the community in case of economic downturns and/or unexpected emergencies or requirements.

- The City of Show Low's Undesignated General Fund Balance will be maintained to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- The City will maintain the voter-mandated \$1.0 million operating reserve and additional 2-months of operating revenue held in reserve for the General Fund. The City will also maintain Water and Wastewater reserves equivalent to 2-months revenue.
- The Undesignated General Fund Balance can only be authorized for expenditure by action of the City Council.

Expenditure Control

Management must ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with legal requirements and policies and procedures set forth by the City.

- Expenditures will be controlled by an annual appropriated budget at the department/fund level. The City Council shall establish appropriations through the budget process. The Council may transfer these

appropriations as necessary through the budget amendment process. Written procedures will be maintained for administrative approval and processing of certain budget transfers within funds.

- Department heads are responsible for monitoring expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department heads to immediately notify the City's Deputy City Manager/Administrative Services Director and the City Manager of any circumstances that could result in a departmental budget being exceeded.
- The City will maintain a purchasing system that provides needed commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the City's procurement code, purchasing policies, guidelines and procedures and applicable state and federal laws. The City will endeavor to obtain supplies, equipment and services that provide the best value.
- A system of appropriate internal controls and procedures using best practices shall be maintained for the procurement and payment processes. These internal controls will be reviewed in conjunction with the City's annual financial audit.
- The City will make all payments within the established terms. The City shall pay applicable contractor invoices in accordance with the requirements pursuant to Title 34, Chapter 2, Article 2, Section 221 of the Arizona Revised Statutes, as amended (A.R.S. 34-221).
- The State of Arizona sets a limit on the expenditure limitations and the city will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System pursuant to Title 41, Chapter 7, Article 10, Section 41-1279.22 of the Arizona Revised Statutes, as amended to the State Auditor General within the prescribed timelines.
- The City Council will pursue local override of the State expenditure limitation as provided by the State Constitution if the projected expenditures within two years are anticipated to exceed the expenditure limitation. This override may be through local voter approval of a permanent base adjustment (Article 9, Section 20, Subsection 6) of the Arizona State Constitution, as amended.

Revenues and Collections

In order to provide funding for service deliver, the City must have reliable revenue sources. These diverse revenues must be assessed and collected equitably, timely, and efficiently.

- The City's goal is a General Fund revenue base balanced between sales taxes, state shared revenues, and other revenue sources.
- The City will maintain a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations by doing the following:
 - Periodically conducting a cost of service study to determine if all allowable fees are being properly calculated and set at an appropriate level;
 - Establishing new charges and fees as appropriate and as permitted by law;
 - Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees;
 - Aggressively collecting all revenues, late penalties and related interest as authorized by the Arizona Revised Statutes.

Grants

Many grants require Council's appropriation of funds, either for the original grant or to continue programs after the grant funding has expired. Council should review these grant programs prior to determining whether application should be made for these grants funds.

- The City shall apply for only those grants that are consistent with the objectives and high priority needs previously identified by Council. The potential for incurring ongoing costs, to include the assumption of support for grant-funded positions from local revenues, will be considered prior to apply for a grant.
- The City shall attempt to recover all allowable costs – direct and indirect – associated with the administration and implementation of programs funded through grants. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.
- All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the City's policy objectives. When the potential for ongoing expenditures is \$20,000 or more, departments shall seek council approval prior to submission of the grant application. Should time constraints under the grant program make this impossible, the department shall obtain approval to submit an application from the City Manager and then, at the earliest feasible time, seek formal Council approval. If there is a cash match requirement, the source of funding shall be identified prior to the application.
- The City shall terminate grant-funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

User Fee Cost Recovery and Indirect Cost Allocations

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 provided public services. Indirect cost charges are assessed to recover a portion of the costs for services provided between various funds.

- The City may establish user fees and charges for certain services provided to users receiving a specific benefit.
- The City will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components. Fees and charges will be established to recover the full cost of service, unless the percentage of full cost recovery has been reduced by specific action of the City Council. It is recognized that occasionally competing policy objectives may result in reduced user fees and charges that recover only a portion of service costs.
- User fees shall be reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary.
- The City shall establish a cost allocation plan to determine annually the administrative service charges due to the appropriate operating fund for overhead and staff support provided to another fund. Funds shall pay these indirect cost charges for services provided by another fund.

Capital Improvement Program

The purpose of the Capital Improvement Program is to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost-effectiveness as well as conformance to established policies.

- The City Manager will annually submit a five-year Capital Improvement Plan (details on page [190](#)) for review by the City Council pursuant to the timeline established in the annual budget preparation schedule (page [35](#)). The Capital Improvement Plan will incorporate a methodology to determine a general sense of project priority according to developed criteria.
- The Capital Improvement Plan shall provide:
 - A statement of the objectives of the Capital Improvement Plan and the relationship with the City's General Plan, department master plans, necessary service levels, and expected facility needs.
 - An implementation program for each of the capital improvements that provides for the coordination and timing of project construction among various city departments.
 - An estimate of each project's costs, anticipated sources of revenue for financing the project, and an estimate of the impact of each project on City revenues and operating budgets. The operating impact information shall be provided for the period covered in the City's current five-year Capital Improvement Plan. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed.
 - For the systematic improvement and maintenance of the City's capital infrastructure.
 - Debt ratio targets that comply with the Debt Management section this budget (page [144](#)).
 - A schedule of proposed debt issuance.
- The City will match programs and activities identified in the Capital Improvement Plan with associated funding sources.
- The City's objective is to incorporate "Pay-As-You-Go" funding (using available cash resources) in the annual Capital Improvement Plan. This will supplement funding from other sources such as IGAs, bonds, and grants.
- When current revenues or resources are available for capital improvement projects, consideration will be given first to those capital assets with the shortest useful life and/or those capital assets whose nature makes them comparatively more difficult to finance with bonds or lease financing. Using cash for projects with shorter lives and bonds for projects with longer lives facilitates "intergenerational equity", wherein projects with long useful lives are paid over several generations using the project though debt service payments.
- Capital improvement projects will not be authorized or awarded until the funding sources have been identified to finance the project.
- Staff will monitor projects to ensure their timely completion or the adjustment of the Capital Improvement Plan as approved by Council if a project is delayed or deferred.
- At the completion of a capital project any remaining appropriated funds for the project will be closed out and will revert to the fund balance of the funding source unless directed and approved by City Council to use the project savings towards another project.

Capital Asset Accounting and Replacement

An effective capital asset accounting system is important in managing the City's capital asset investment. The City will maintain a schedule of capital assets with values in excess of \$10,000. All items less than \$10,000 will be recorded as operating expenditures. The City will provide replacement funding for fleet vehicles and certain computer equipment. The replacement schedule will be updated as part of the annual budget process.

Cash Management and Investment

Cash management includes the activities undertaken to ensure maximum cash availability and maximum investment yield on a government's idle cash, and the cash collection function. Cash not held with fiscal agents is invested on a pooled basis with the Arizona State Treasurer's Office in the Local Governments Investment Pool. Investment income is allocated to the funds monthly, on the basis of cash provided for investment. The average yield on investments held with the State Treasurer was 2.14%.

- The City shall maintain and comply with a written Investment Policy that has been approved by the City Council.
- The City will collect, deposit, and disburse all funds on a schedule that insures optimum cash availability for investment.
- In order to maximize yields from its overall portfolio, the City will consolidate cash balances from various funds for investment purposes, and will allocate investment earnings to each participating fund.
- Bond funds will be segregated from all other funds for arbitrage and accounting purposes.
- The City will project the cash needs of the City to optimize the efficiency of the City's investment and cash management program.
- The City will conduct its treasury activities with financial institution(s) based upon written contracts.
- Ownership of the City's investment securities will be protected through third party custodial safekeeping.
- All City bank accounts shall be reconciled and reviewed on a monthly basis.
- Investment performance will be measured using standard indices specified in the City's written investment policy.
- The City's Cash Management and Investment processes will be in accordance with written internal controls and procedures.
- The City will regularly present a cash collection, handling, training and procedures program.

Enterprise Funds

Government enterprises generate revenue to offset the cost of providing certain services including water, wastewater, and sanitation. User charges are established to offset the cost of providing these services. The accounting systems must be established to separate these revenues and expenses.

- Separate funds will be established and maintained to properly account for each enterprise operation. Enterprise funds will not be used to subsidize the operations of other funds. Inter fund charges will be assessed for the administrative support of the enterprise activity.

- The City will establish rates and fees at levels that fully cover the total direct and indirect costs, including operations, capital outlay, unrestricted cash reserve balances, debt service and bonded debt coverage requirements for water, wastewater, and sanitation services.
- All existing water and sewer rates and charges will be adjusted on January 1 of each year to reflect changes in the consumer price index in accordance with City Resolution No. R2014-39, as amended.
- The City of Show Low's Unrestricted Enterprise Operating Fund working capital will be maintained to provide the City with a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing. The unrestricted cash reserve balance (working capital) goal for the water and wastewater enterprise operating funds will be 2 months of the actual operating revenue for the current fiscal year.
- A water and wastewater capital reserve fund will be established to provide cash reserves to fund capital projects prior to issuing debt.
- Sanitation rates and charges will be established and reviewed periodically to ensure costs are allocated appropriately between residential and commercial sanitation. Both the residential and commercial programs will independently support themselves, creating sufficient revenues to offset expenditures and maintain specified unrestricted cash reserve balances (working capital). The working capital goal for the residential and commercial sanitation enterprise operating funds is twenty percent (20%) of the actual operating revenue for the current fiscal year.

Economic Development

The Council has indicated interest in encouraging, initiating, and participating in certain types of economic development efforts that create job opportunities and strengthen the local economy.

- The City will expand and diversify its economic base by attracting industrial, office and commercial firms to the City. Special emphasis will be given to industrial, office and commercial enterprises that will employ the local labor force in professional, technical and skilled labor positions. Such business and industry will be sited and developed in accordance with the plans and ordinances of the City.
- The purpose of this policy is to establish guidelines for focusing a special emphasis on economic development efforts and incentives that encourage value-added development and accrue public benefits to the City of Show Low. A public benefit may include:
 - A benefit that materially enhances the financial position of the City by increasing the employment base, assessed valuation or general and special use tax revenues.
 - A general benefit received from the provision of a capital improvement or contribution to the basic infrastructure of the City that is greater than that benefit which would be required of the development alone.
 - A benefit that increases access to other public services.
- The City's goal is to create employment opportunities for its residents by providing a network of public infrastructure and facilities that link planned industrial and commercial areas with its growing residential areas.
- Development incentives for commercial projects shall generally only be provided for developments with a regional commercial impact. Regional is defined as a service area with at least a six-mile radius. These projects must demonstrate that additional revenue will be generated to the City, not simply a redistribution of existing revenue.

- Office, business park and industrial projects within the City shall be considered when the project demonstrates at least one of the following:
 - Provides quality direct employment opportunities for Show Low citizens.
 - Provides additional indirect employment opportunities through primary and secondary employment generation to Show Low residents.
 - Significant increase in property tax revenues accruing to the City.
 - Goods and/or services are purchased within Show Low.
 - Expands the labor base with jobs that meet specific criteria.
 - Provides needed public infrastructure.
 - Offers unique recreational opportunities or cultural enhancements for the residents of Show Low.
- The City may consider a variety of development incentives to encourage development, which is clearly a benefit to the City. Incentives may include, but are not limited to, one or more of the following:
 - Formation of improvement districts.
 - Formation of Community Facilities Districts.
 - Intergovernmental Agreements (IGAs) with other agencies for projects which will provide benefit to multiple jurisdictions.
 - Use of Industrial Development Authority Bonds.
 - Use of development mechanisms available to the City in redevelopment districts, including funding opportunities where appropriate.
 - Use of State of Arizona Enterprise Zone Tax Credits.
 - Reimbursement and/or waiver of certain fees and charges.
 - Use of Economic Incentive Zones as approved by City Council.
 - Provision for allowing credits for off-site public infrastructure development costs against future City transaction privilege tax revenues.
- The City may agree to provide expedited plan review, development agreement processing, and permit processing.
- The Development Investment Program shall typically be “performance based” so that the developer only receives the incentive if its performance meets selected criteria set forth in the development agreement. Other guidelines may apply to a project, which contributes to the overall benefit of the City in other ways, (e.g. downtown revitalization or development in specific target areas).
- The City may require a developer requesting development incentives to fund a fiscal impact analysis of the proposed project. The City will evaluate the economic costs, economic benefits, intrinsic benefits and levels of each type of risk that are associated with the project requesting an economic development incentive, as well as the financial impact of all such incentives on the City’s operating and capital budgets.
- The fiscal impact evaluation shall be presented to the City Council by the staff Economic Development Committee, along with any recommended economic development incentive. The City Council shall make the final decision concerning proposed economic development incentives, including the terms and conditions contained within any proposed memorandum of understanding or development agreement.

- Certain exclusions, limitations, disclosure, and collateral requirements apply to these incentives.
 - Development incentives shall not normally be provided to offset buy-out fees to obtain release from the Certificate of Convenience and Necessity for a private water company.
 - Under current practice, a repayment agreement allowing credit offsets against future transaction privilege tax generally limits the level of reimbursement to one-half (1/2) of one percent of privilege tax generated and the duration to a maximum of five to seven years.
 - Failure to operate facilities developed under a development incentive plan will require the developer to repay the City for certain amounts that may have been advanced.
 - Residential development normally will not be provided any incentive package unless a clear net benefit to the City can be demonstrated or other public purpose served (e.g., in-fill projects in a maturing area of the City to retain existing businesses, etc.).

- The City may establish an economic development reserve fund to provide a source of funding to offset certain economic development incentives. To the extent that these reserves are expended, the City will attempt to restore the reserve fund to the established amount. These funds may not be used to support costs that are recurring in nature

Risk Management

Risk management has become increasingly important in guarding against economic loss and in ensuring public safety in a time of increasing public liability and litigation. Risk management is involved in the identification, evaluation, and treatment of the City's risk.

- The City shall make diligent efforts to prevent or mitigate the loss of City assets and to reduce the City's exposure to liability through training, safety, risk financing and the transfer of risk when cost effective.
- When cost effective, the City shall manage its exposure to risk through self-insurance or through the purchase of traditional third-party insurance in the following areas: general liability, automobile liability, public officials' errors and omissions, police professional liability, property loss and worker's compensation.
- When cost effective, the City will further control its exposure to risk through the use of "hold harmless" agreements in City contracts and by requiring contractors to carry liability insurance, including errors and omissions coverage for architectural, engineering, and other applicable professional firms.
- Insurance reserves shall be maintained at a level which, together with any purchased insurance, will adequately indemnify the City's assets and its elected officials, officers and directors against loss. A regular study will be conducted for potential liability areas and shall be used as a basis for determining self-insurance reserves based on historical loss data. The City will strive to fully fund actual and estimated liabilities including reserves for incurred-but-not-reported (IBNR) claims.
- The City will identify and disclose material contingent liabilities in the City's Comprehensive Annual Financial Report (CAFR).
- The cost allocations to various funds will be based on an analysis of contributing factors.

Accounting, Auditing and Financial Reporting

Accounting, auditing and financial reporting form the informational infrastructure for public finance. Internal and external financial reports provide important information to the City's legislative body, management, citizens, investors and creditors.

- The City will comply with accounting principles generally accepted in the United States in its accounting and financial reporting as contained in the following publications:
 - Codification of Governmental Accounting and Financial Reporting Standards, issued by the Governmental Accounting Standard Board (GASB)
 - Pronouncements of the Financial Accounting Standards Board (FASB)
 - Governmental Accounting, Auditing, and Financial Reporting (GAAFR), issued by the Government Financial Officers Association (GFOA) of the United States and Canada.
 - Municipal Budget and Finance Manual, prepared by the League of Arizona Cities and Towns.
 - Audits of State and Local Governmental Units, an industry audit guide published by the American Institute of Certified Public Accounts (AICPA)
 - Government Accounting Standards, issued by the Controller General of the United States.
 - U.S. Office of Management and Budget (OMB) Circular A-144, issued by the U.S. Office of Management and Budget.
- Monthly financial reports will be provided for all departments summarizing financial activity comparing actual revenues and expenditures with budgeted amounts.
- A system of internal accounting controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions of the City and compliance with applicable laws and regulations.
- In accordance with State law and City Charter requirements, a comprehensive financial audit, including an audit of federal grants according to the Single Audit Act and the OMB Circular A-133, will be performed annually by an independent public accounting firm, with the objective of expressing an opinion on the City's financial statements. The City will prepare its financial statements in accordance with applicable standards and will account for its operations in a manner consistent with the goal of obtaining an unqualified opinion from its auditors.
- The City will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with the principles and guidelines established by the Government Finance Officers Association "Certificate of Achievement for Excellence in Financial Reporting" program. Staff will issue the CAFR to the City Council by the 1st meeting in December and to the Government Finance Officers Association by December 31 of each year for the preceding fiscal year or as required by the Arizona Revised Statutes or City Charter.
- All departments will provide notice of all significant events and financial and related matters to the Deputy City Manager/Administrative Services Director for the City's annual disclosures, as required by the SEC Rule 15c2-12, for the municipal markets, financial statements and bond representations.
- The City's Comprehensive Annual Financial Report (CAFR) will include the bond related ongoing disclosure requirements and will fully disclose all significant events and financial and related issues. The City will provide the CAFR to the City Council, rating agencies, municipal bond insurers, national bond disclosure repositories and other interested parties.

Financial Overview

Budget Summary

Using two methods, staff is able to provide a balanced budget: the Five-Year Capital Improvement Plan and Departmental Requests. Each of these methods is presented to the City Council after staff review for recommendation. Below is a table showing the end result of the budget discussions and approval by City Council. The budget shows a decrease of 10.20% in expenditures between Fiscal Year 2019 and Fiscal Year 2020 due to project completions in FY2019.

The City of Show Low uses a conservative approach to budgeting for revenue. Revenues have decreased 4.2% between Fiscal Year 2019 and Fiscal Year 2020. The majority of the decrease is due to the completion of a \$3.7 million for an Airport Grant Project. Later in this document you will see actual expenditure and revenue comparisons to the budget.

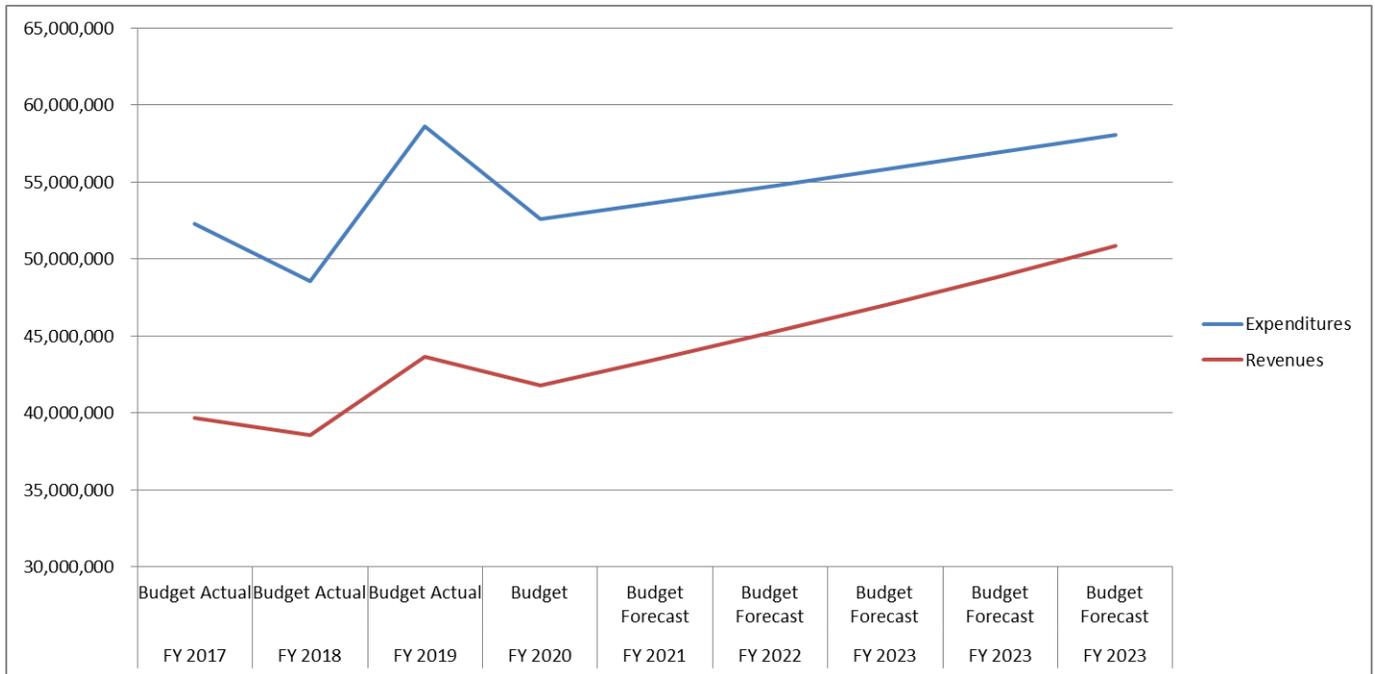
Fund	Revenues			Expenditures		
	FY 2019 Budget	FY 2020 Budget	% Change	FY 2019 Budget	FY 2020 Budget	% Change
General Fund	\$21,919,134	\$18,648,953	-14.9%	\$28,568,297	\$25,075,906	-12.2%
HURF	\$3,548,414	\$4,262,758	20.1%	\$5,865,382	\$6,010,084	2.5%
Street Light District	\$239,300	\$248,300	3.8%	\$235,000	\$235,000	-
Public Transportation	\$1,023,566	\$1,068,024	4.3%	\$1,022,312	\$1,091,743	6.8%
Cemetery	\$0	\$0	-	\$124,145	\$6,713	-94.6%
Capital Projects/Grants	\$4,713,803	\$4,685,268	-0.6%	\$4,769,136	\$4,777,476	0.2%
Development Impact Fees	\$40,000	\$40,000	-	\$150,186	\$156,957	4.5%
Debt Service	\$1,076,015	\$1,164,676	8.2%	\$1,305,482	\$1,413,038	8.2%
Airport	\$0	\$0	-	\$7,783	\$0	-100%
Wastewater	\$2,913,143	\$3,351,028	15%	\$6,720,217	\$3,714,529	-44.7%
Water	\$4,548,599	\$4,804,304	5.6%	\$5,824,257	\$6,503,112	11.7%
Wastewater/Water DIF	\$0	\$0	-	\$221,549	\$68,375	-69.1%
Capacity Fees	\$186,000	\$186,000	-	\$0	\$300,000	100%
Refuse (Sanitation)	\$1,082,132	\$1,088,714	0.6%	\$1,097,000	\$1,037,000	-5.5%
Self-Insured Medical	\$2,095,467	\$2,095,467	-	\$1,846,700	\$2,046,000	10.8%
Show Low Bluff CFD	\$235,806	\$138,885	-41.1%	\$850,145	\$166,860	-80.4%
Totals	\$43,621,379	\$41,782,377	-4.2%	\$58,607,591	\$52,602,793	-10.2%

Five-Year Budget Forecast

The City of Show Low is projected to see a continued increase in budgeted expenditures over budgeted revenues over the next five years. There a couple of reasons for this trend.

- Conservative revenue budgeting practices – the City of Show Low budgets only 95% of prior years’ actual local tax revenue and current state shared revenue estimates.
- Increased liability with PSPRS – Due to the growing liability of the Public Safety Retirement System Fund, the City of Show Low will make a strong effort to pay down the liability.
- Capital Improvement Plan – Capital budgeting for projects and equipment have not changed over the next five year period. With the conservative revenue budget approach and the PSPRS unfunded liability the capital improvement plan will need to be modified while continuing to support Council’s strategic goals.

The chart below shows the five-year budget forecast for all funds should conditions remain the same.



Long-term recommendations include the following:

- Initiating a cap on capital improvement project funding for funds that receive additional funding from the general fund.
- No longer fund line item accounts that show no expenditures for more than two years.
- Evaluate charges for services to ensure rates are competitive and in line. Specific area would be the Aquatic Center use fees
- Increase efforts to look for grants to complete capital projects and purchase equipment

Revenue Detail

Revenue Summary

For FY2020 General Fund revenue is expected to decrease 15.147% over the FY2019 budget and decrease 10.07% from the FY2019 year-end estimate. All major general fund revenues including state-shared revenues, local sales tax, and permit activity are projected to increase slightly when compared to FY2019 estimates. The majority of the decrease is due to the completion of the Runway 6/24 project in FY2019.

As presented, the FY2020 budget is balanced and includes \$250,000 programmed as completely unrestricted, unobligated Council contingencies which may be used to offset unanticipated expenditures or additional Council-approved projects. All transfers of funds from any contingency or reserve account requires specific Council approval. Revenue sources for the City of Show Low total \$63,049,999 and are divided into four areas:

1. **Operating Revenue.** Revenue that is collected or earned by the City on an annual basis through the course of doing business. Operating revenue is the portion of total sources that is actually earned during the year and in most cases will be reoccurring. Examples of operating revenue include sales taxes, grants, state-shared revenue, property taxes, program income, user fees, development fees, etc.
2. **Transfers.** Transfers are nothing more than a shift of revenues from one fund to another. Every transfer that is programmed as revenue has an equal amount programmed as an expenditure in another fund. Transfers do not increase the overall amount of money that the City has available to expend; however, they are reflected in the expenditure limitation budget total.
3. **Other Sources.** Other Sources include bond proceeds and unanticipated revenues.
4. **Beginning Fund Balance/Retained Earnings.** The beginning fund balance consists of funds carried forward from the previous fiscal year (savings). Funds that remain unspent at year-end due to expenditure savings or increased revenue collections are brought forward as a beginning fund balance. If a fund overspends, a negative fund balance is brought forward. The beginning fund balance will typically be used to fund capital or one-time expenditures.

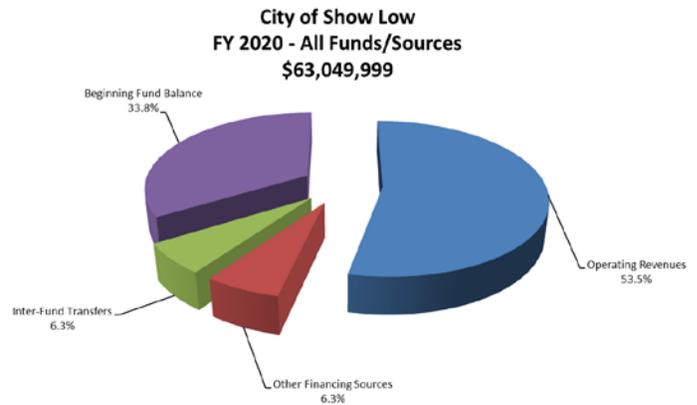


Table 1

City of Show Low, AZ
FY2020 Revenue Sources
Fund Summary

	Operating Revenues	Transfers In	Other Financing	Beginning Fund Balance	Total Sources
General Fund	17,704,054	881,398	-	8,251,417	26,836,870
HURF	2,992,232	1,270,526	-	1,747,326	6,010,084
SLID	233,300	15,000	-	5,870	254,170
Public Transportation	976,850	91,174		288,891	1,356,915
Cemetery	-	-	-	6,713	6,713
Capital Projects/Grants Fund	401,303	283,965	4,000,000	92,208	4,777,476
Library Development Fee	-	-	-	15,267	15,267
Transportation Development Fee	40,000	-	-	101,245	141,245
Debt Service	26,300	1,138,376	-	418,364	1,583,040
Wastewater	3,051,028	300,000	-	738,861	4,089,889
Water	4,804,304	-	-	5,986,308	10,790,612
Water Development Impact Fee	-	-	-	68,375	68,375
Wastewater Capacity Fee	150,500	-	-	711,851	862,351
Water Capacity Fee	35,500	-	-	1,056,700	1,092,200
Refuse	1,088,714	-	-	65,403	1,154,117
Self-Insured Medical	2,095,467	-	-	1,540,122	3,635,589
Show Low Bluff - Special Assesment	138,885	-		228,499	367,384
Show Low Bluff	-	-	-	3,040	3,040
TOTAL	33,738,438	3,980,439	4,000,000	21,331,123	63,049,999

Transfers

Inter-fund transfers total \$3,980,439. Transfers in are budgeted as follows:

1. HURF: \$1,270,526 from the General Fund
2. Public Transportation: \$91,174 from the General Fund
3. Wastewater: \$300,000 from Capacity Fees
4. Street Light Improvement District: \$15,000 from General Fund
5. Capital Projects/Grants Fund: \$283,965 from the General Fund
6. Debt Service: \$1,138,376
 - a. \$981,864 from the General Fund

- b. \$141,245 from the Transportation Development Impact Fee
 - c. \$15,267 from the Library Development Impact Fee
7. General Fund: \$881,398
- a. from Refuse Fund: \$75,000
 - b. from Water Fund: \$240,215
 - c. from Wastewater Fund: \$152,551
 - d. Geocaching: \$3,490
 - e. Cemetery: \$6,713
 - f. Aquatic Center: \$4,216
 - g. Show Low Bluff CFD: \$7,040
 - h. from Recreation Development Impact Fee Fund: \$445
 - i. Capital Projects/Grants Fund: \$291,728
 - j. from Public Transportation: \$100,000

Beginning Fund Balance

The estimated beginning fund balance of \$21,331,123 includes \$1,900,000 of General Fund reserves (\$1.0 million emergency voter-required), \$2,300,000 of Water Fund reserves (\$1,500,000 for a water treatment plant), and \$375,361 of Wastewater Fund reserves. Based on the Council’s direction, it is the City’s intent to have the equivalent of two months’ operating revenue held in reserve for all operating funds.

Other Sources

Other sources of revenues total \$4,000,000, which is programmed as unanticipated revenue with an offsetting expenditure within the Capital Projects/Grants Fund and may only be used with council approval should additional revenue become available (e.g., grants).

Operating Revenues

Operating revenues are estimated at \$33,738,438 for FY2020. The largest portion of operating revenues is the City of Show Low’s local taxes (\$11,261,385), which are comprised of local sales taxes, franchise fees, and special district assessments. Following this is utility fee revenue (\$8,984,546), which includes all water, wastewater, and sanitation fees. The next largest category is State-shared revenues (\$4,832,109). After state-shared revenues are charges for service (\$4,444,770), which include all recreation fees, dispatch fees, impact fees, capacity fees, building inspection fees, and engineering inspection fees, followed by intergovernmental revenue, which is comprised mainly of airport, transit, and police grants/intergovernmental agreements (\$2,761,416), followed by, and fines and forfeitures (\$159,100). The remaining sources combined make up approximately \$1,295,112 of total operating revenue and consist of lease income, public transit partnerships, interest earnings, etc. The following information will summarize operating revenues by fund and major source as well as provide a brief history and explanation of our forecast.

General Fund

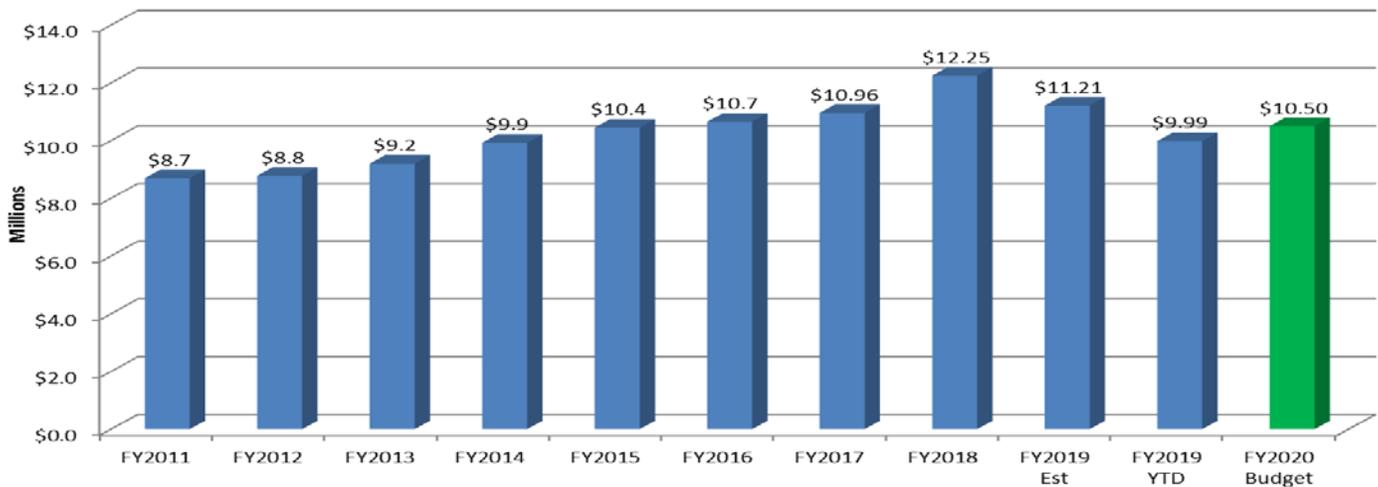
The General Fund operating revenue estimate of \$17,704,054 represents a decrease of \$3,300,455 (15.71%) over the FY2019 amended budget of \$21,004,509 and a decrease of \$2,065,910 (10.45%) from the FY2019 year-end estimated actual. The majority of the decrease is due to the completion of the Runway 6/24 project which was funded by Federal (95%), State (2.5%), and City (2.5%) grants in FY2019. Overall General Fund revenue is staying relatively constant when compared to last fiscal year. Revenue sources within the General Fund not itemized below constitute a small portion of total General Fund revenue (approximately 26%). General Fund revenue accounts for 44.5% of all operating revenue earned by the City.

Local Transaction Privilege Tax (TPT)

The local TPT (or sales tax) is 2.0% and is anticipated to generate approximately \$10.5 million in FY2020. At its peak, approximately 18% of total TPT collection was directly related to construction. With the decline in the construction market, this amount has decreased to approximately 7.4%. Retail trade continues to be the single most important aspect of the local TPT for the City, accounting for approximately 77.08% of the total collection.

TPT collections have been climbing since FY2010. We expect that FY2020 collections will be slightly higher than FY2019 estimates; we have conservatively programmed this revenue at \$10.5 million, the same as FY2019.

Local Sales Tax (2%)



State-Shared Revenue

State-shared revenues represent 22.3% of General Fund operating revenues. The four sources of state-shared revenues are state-shared income taxes (\$1,468,906), state-shared sales tax (\$1,166,266), vehicle license tax (\$796,961), and HURF (\$1,654,297). Distribution of these funds is based on actual collections and population.

For FY2020 the city is projecting total distributions (not including HURF) to be \$3,432,133, with a slight increase (\$230,535) over the FY2019 estimate. State-shared income tax is based upon actual collections in 2019 and will increase (\$106,751) in FY2020 distributions. State-shared sales tax and vehicle license tax are also expected to increase (\$123,784) when compared to the FY2019 estimated amounts. To ensure that we meet or exceed our revenue targets, our budget is set at 95% of the state-provided estimates in FY 2020 (\$3,260,526), not including HURF).

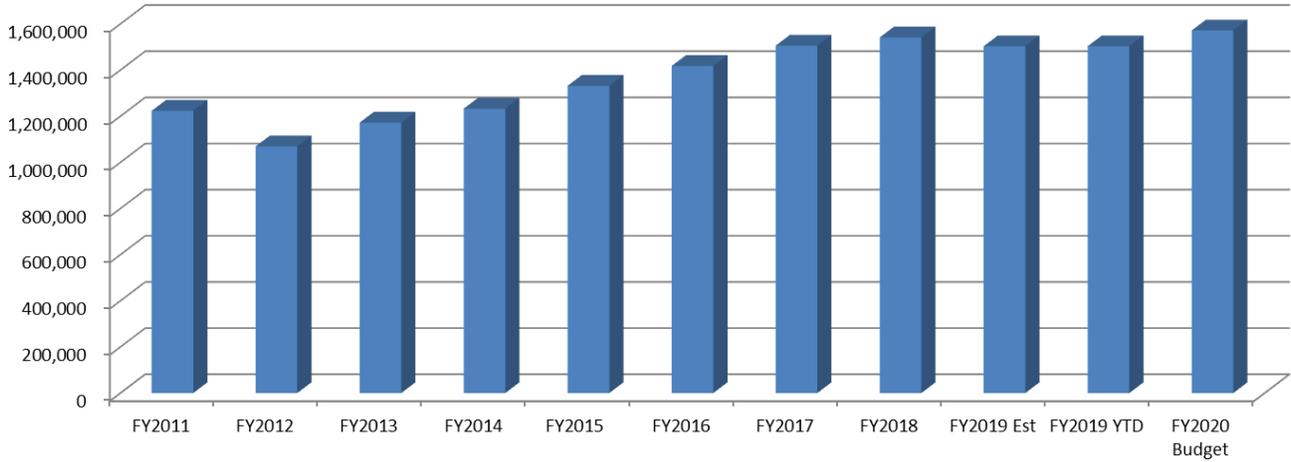
State Shared Revenues



Highway User Revenue Fund (HURF)

HURF funds, commonly referred to as the gasoline tax, are state-shared revenues that are distributed to cities based on a combination of population and the county of origin of gasoline sales. For FY2020 the city is projecting distributions to be \$1,654,297, per state estimates. As with other state-shared revenues, the budget for HURF is programmed at 95% of the state-provided number (\$1,571,582), a slight increase (\$87,532) over FY2019.

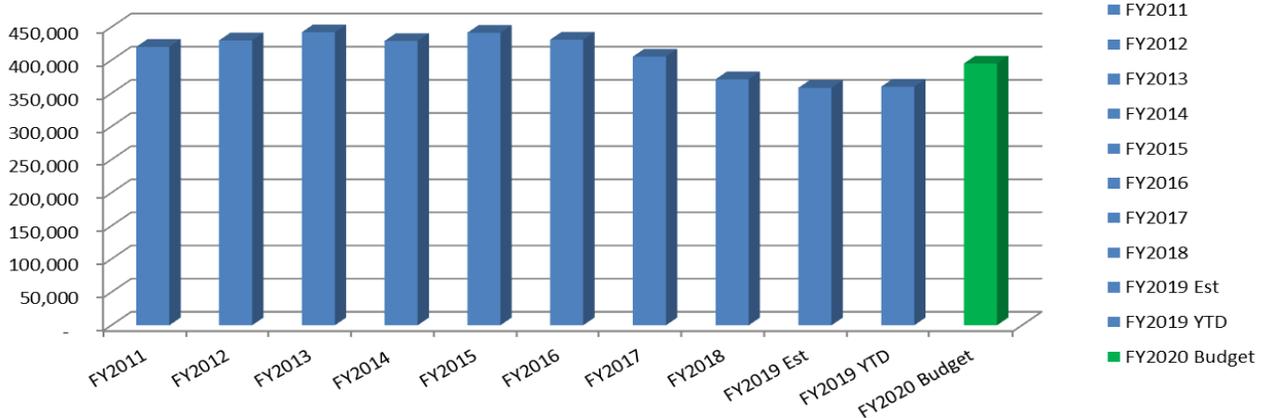
HURF



Franchise Fees

The City has franchise/license agreements with several public utilities including Arizona Public Service Electric, Navopache Electric, Cable One, and Unisource Gas. This revenue source is directly related to the gross sales of the franchised/licensed companies and is estimated to decrease slightly (\$25,000) for FY2020. These fees are set at 2% for all utilities except cable which is set at 3%.

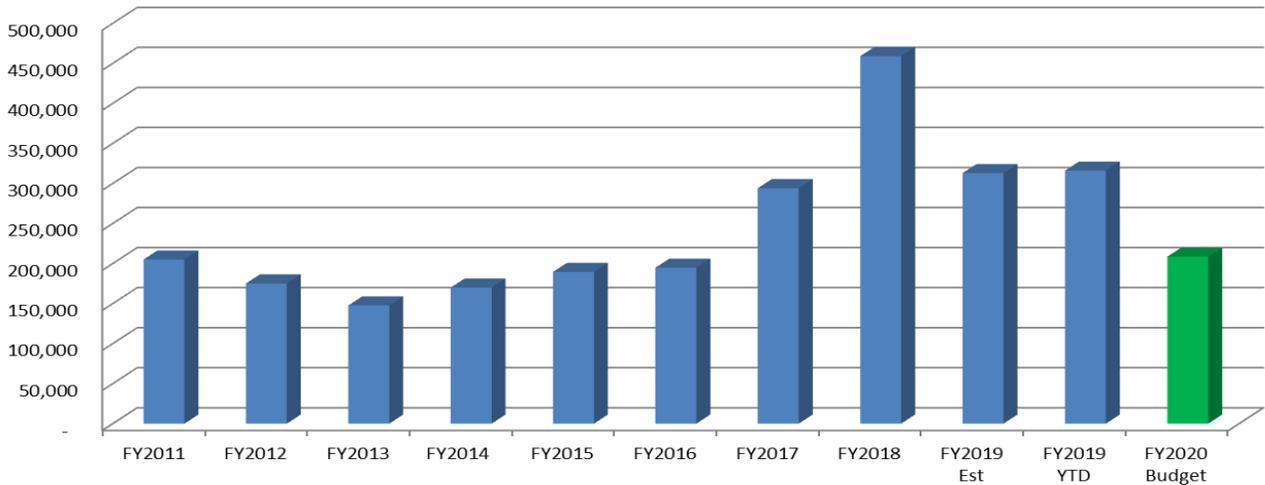
Franchise/License Fees



Planning, Building & Engineering Fees

User fees related to the ongoing development of the City have increased slightly over the past several years. At the height of the construction market in FY2007, a total of \$1,214,857 in development-related user fees were collected by the City. For FY2020 we are projecting a total of \$208,500 in development-related user fees, a slight increase over the adopted FY2019 budget and a slight decrease from the FY2018 actual.

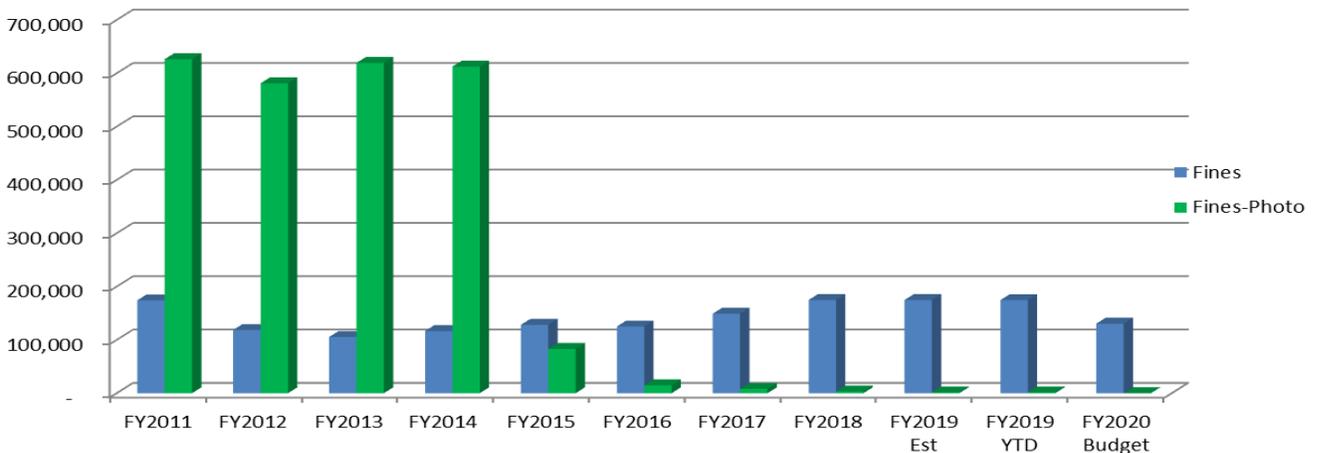
Planning, Building & Engineering Fees



Fines, Forfeitures, and Penalties

Representing 0.7% of General Fund operating revenue fines, forfeitures, and penalties consist of all court-imposed fines issued by the City’s Magistrate Court. The City projects revenue collections in FY2020 to be \$130,440, a decrease (\$44,343) from FY2019 estimates.

Fines & Forfeitures



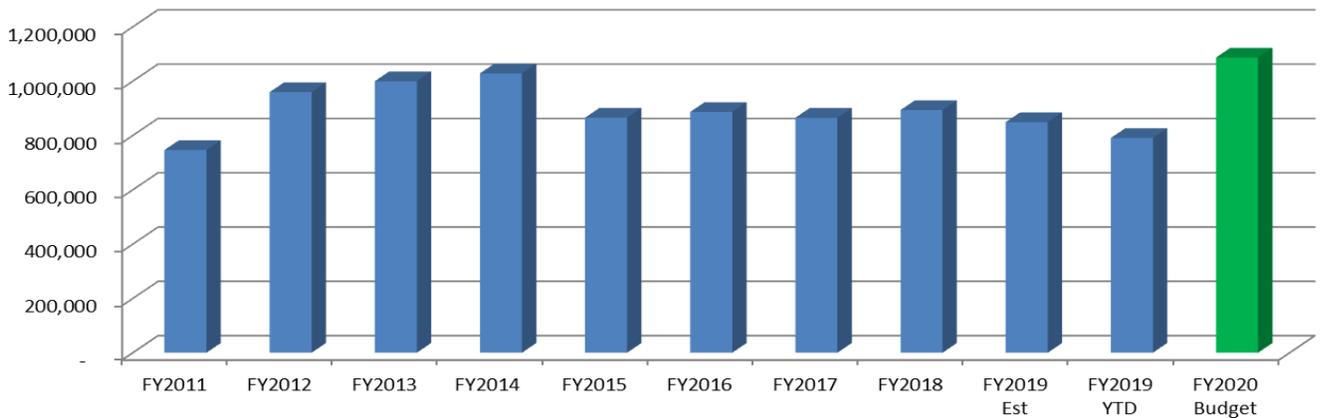
Enterprise Funds

Revenues of Enterprise Funds are established to cover all costs associated with providing a specific service. Enterprise Fund revenue accounts for 22% of all operating revenue earned by the City.

Sanitation

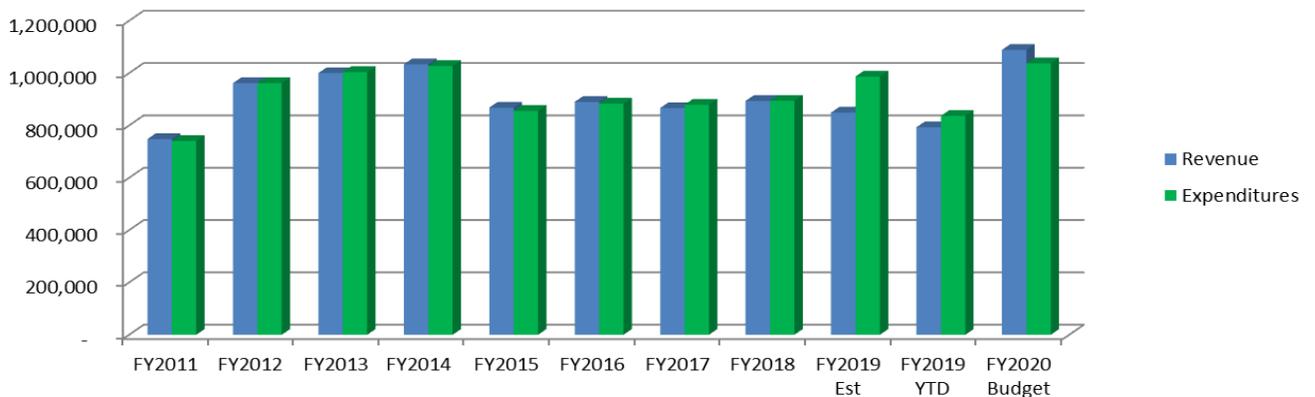
The Sanitation Fund anticipates providing curbside trash and recycling service to 5,850 residences per month in FY2020. The majority of customers will pay the standard rate of \$15.09 per month for this service. The refuse collection fee is anticipated to generate revenue of \$1,088,714 in FY2020.

Sanitation Use Fees



Revenue projections for FY2020 include increased fees associated with the contractual annual CPI (Consumer Price Index) and fuel increase effective on July 1st of each year.

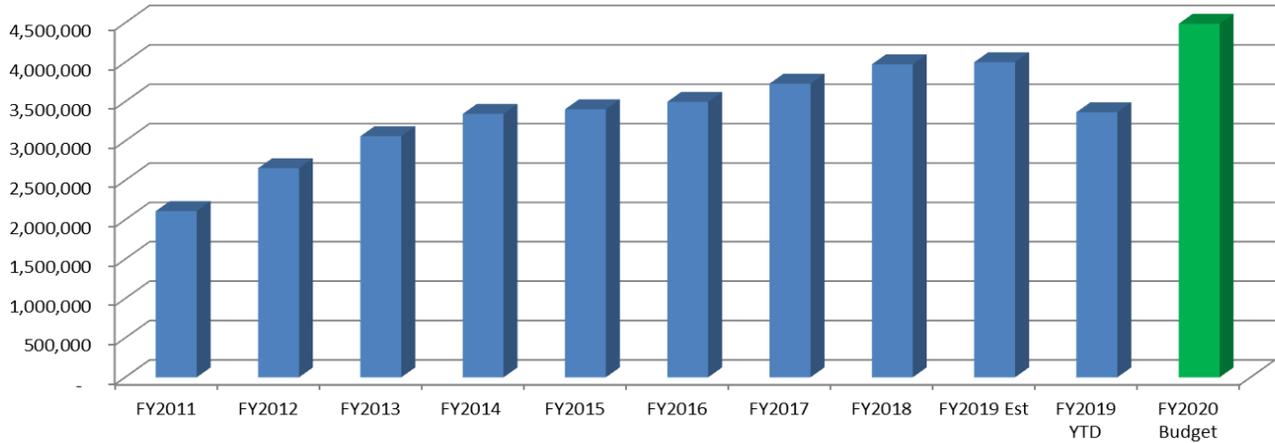
Sanitation Fund Comparison of Revenues/Expenditures



Water Fund

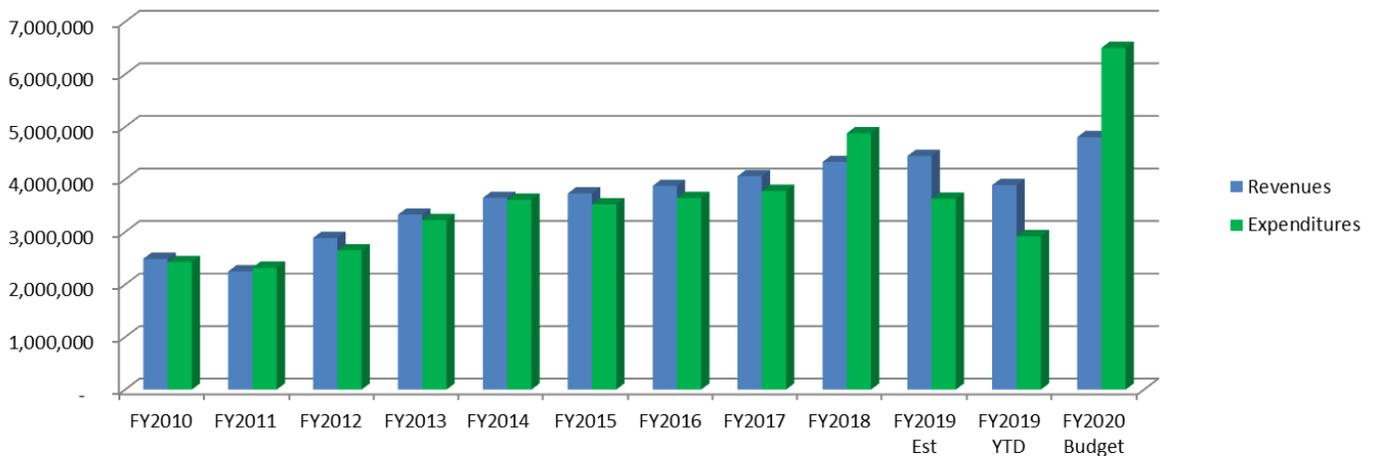
Revenue projections for the Water Fund assume that approximately 7,768 customers will be serviced on a monthly basis. Revenue from user fees is projected at \$4,488,804 in FY2020.

Water Use Fees



Revenue projections are based on rates that will be in place on July 1. On January 1, the water service base and usage rates will increase based on the CPI; however, these increases are not programmed into our revenue estimates. Base rates currently range from \$30.37 per month to \$704.15 per month based on meter size (plus 25% for customers located outside the city limits).

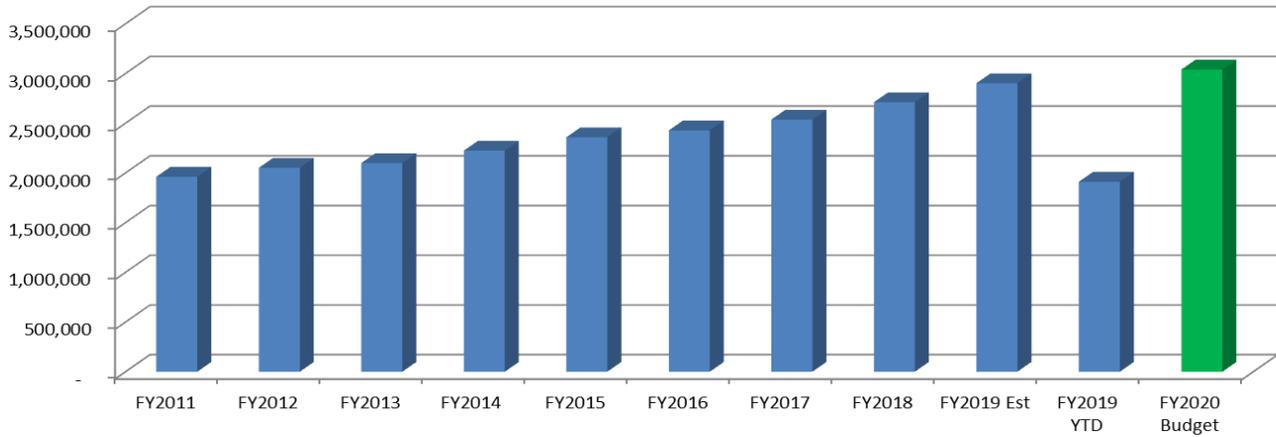
Water Fund Comparison of Revenues/Expenditures



Wastewater Fund

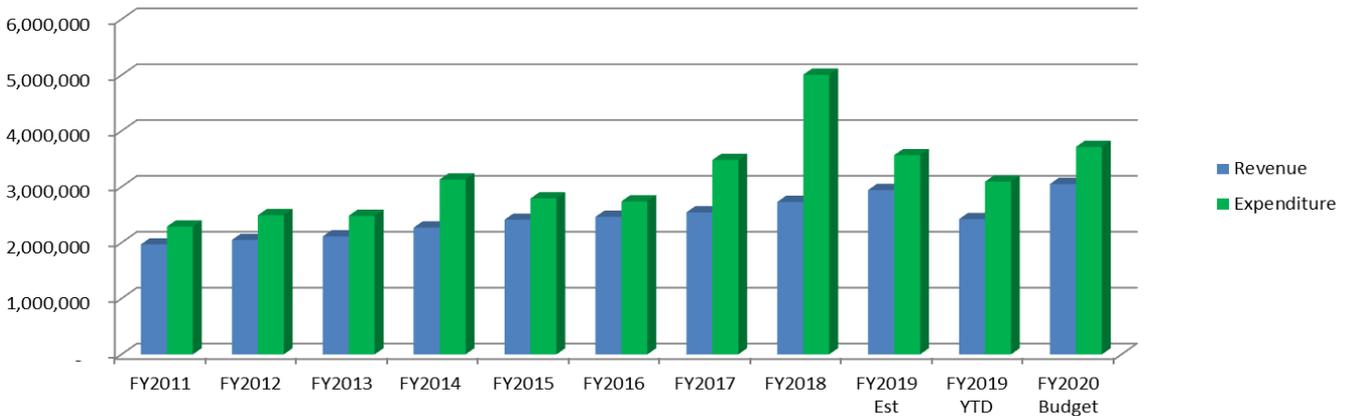
It is anticipated that the Wastewater utility will provide service to approximately 6,536 connections per month. The number of customers is projected to remain relatively flat, which will result in relatively flat revenue. Revenue from user fees is projected at \$3,039,528 for FY2020.

Wastewater Use Fees



Revenue projections are based on rates that will be in place on July 1. On January 1, the wastewater service base and usage rates will increase based on the CPI; however, these increases are not programmed into our revenue estimates. Base rates range from \$26.86 per month to \$45.17 per month based on type of connection (i.e., residential, hospital, restaurant, etc.).

Wastewater Fund Comparison of Revenues/Expenditures



Other Funds

Revenue sources for all other funds are detailed throughout the individual department or fund budgets.

Revenue Forecast (major revenues)

	FY 2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Local Sales Tax	10,447,349	10,652,385	10,963,170	12,248,424	11,212,663	10,500,000	10,619,254	10,739,862	10,861,840	10,985,204
Franchise Tax	441,349	430,861	395,078	371,228	372,939	395,000	398,501	402,033	405,597	409,192
State Shared Revenues	970,816	1,006,843	995,864	1,065,866	1,012,572	1,107,953	1,24,556	1,141,408	1,158,512	1,175,873
Urban Revenue	1,289,876	1,287,298	1,332,380	1,259,816	1,196,826	1,395,461	1,436,727	1,479,213	1,522,953	1,567,992
Vehicle License Tax	561,552	610,273	648,842	703,405	701,266	757,113	770,843	784,822	799,055	813,546
HURF Shared Revenue	1,331,952	1,417,677	1,505,726	1,541,263	1,503,292	1,571,582	1,585,079	1,598,691	1,612,420	1,626,268
Sanitation Use Fees	868,074	889,980	866,419	893,848	848,774	1,086,714	1,130,183	1,175,390	1,222,405	1,271,302
Charges for Service	1,441,600	1,391,169	1,640,082	1,934,920	1,927,886	2,216,203	2,228,170	2,240,203	2,252,300	2,264,462
Water Use Fees	3,402,702	3,497,723	3,728,679	4,332,696	4,446,041	4,804,304	4,996,476	5,196,335	5,404,189	5,620,356
Wastewater Use Fees	2,358,109	2,427,797	2,536,283	2,710,725	2,943,834	3,351,028	3,485,069	3,624,472	3,769,451	3,920,229
Licenses and Permits	170,541	166,362	257,322	359,233	311,477	209,000	210,129	211,263	212,404	213,551

Below is a summary of each of the major revenues. Revenues for Local Sales Tax, Franchise Tax, State Shared, Urban, Vehicle License, and HURF are budgeted at 95% of estimates as part of the City’s conservative revenue budgeting process. Revenues for Sanitation, Water, and Wastewater Use Fees are budgeted based on the number of customers being billed for the services and the current rate for service. Charges for Service and Licenses and Permits are budgeted based on prior year’s collections and current year collections.

Local Sales Tax

Between Fiscal Year 2008/2009 and 2018/2019, Local Sales Tax has increased an average of 1.25% each year. Continuing with the city’s conservative budget approach, Fiscal Year 2018/2029 budget of \$10,500,000 is on track to increase over FY 2017/2018 actuals. From July 2018 to May 2019, actual Local Sales Tax collections are \$9,987,557. Staff estimates Fiscal Year 2018/2019 Local Sales Tax collection to be around \$11,212,663 should economic conditions continue.

Franchise Tax

Between Fiscal Year 2008/2009 and 2018/2019, Franchise Tax collections have increased an average of 0.89%. From July 2018 to May 2019 collections are \$359,961. Staff estimates Fiscal Year 2018/2019 Franchise Collections to be around \$372,939.

State Shared Revenues

Between Fiscal Year 2008/2009 and 2018/2019, State Shared Revenues have increased an average of 1.50% per year. From July 2018 to May 2019 collections are at \$924,128. Staff estimates Fiscal Year 2018/2019 State Shared Revenue collections to be around \$1,012,572.

Urban Revenue

Between Fiscal Year 2008/2009 and 2018/2019, Urban Revenues have increased an average 2.96% per year. From July 2018 to May 2019 collections are at \$1,119,971. Staff estimates Fiscal Year 2018/2019 Urban Revenue collections to be around \$1,196,826.

Vehicle License Tax

Between Fiscal Year 2008/2009 and 2018/2019, Vehicle License Tax Revenues have increased an average 1.81% per year. From July 2018 to May 2019 collections are at \$615,072. Staff estimates Fiscal Year 2018/2019 Vehicle License Tax collections to be around \$701,266.

HURF Shared Revenues

Between Fiscal Year 2008/2009 and 2018/2018, HURF Shared Revenues have increased an average of 0.86% per year. From July 2018 to May 2019 collections are \$1,503,292. Staff estimates Fiscal Year 2018/2019 HURF collections to be around \$1,503,292.

Sanitation Use Fees

Between Fiscal Year 2008/2009 and 2018/2019, Sanitation Use Fees have increased an average of 3.13% per year. The City of Show Low contracts with a third party for sanitation services. Rates fluctuate each year based on the Annual CPI index and fuel costs. Rate changes are effective in July of each year. The forecast is based on the prior fiscal year budget.

Charges for Service

Charges for service include items such as merchandise sales, photo copy, plan review, library, alarm, fingerprint, dispatching services, kennel and adoption, Parks and Recreation fees Airport fees, etc. Between FY 2008/2009 and 2017/2018, Charges for Service fees have increased an average of 37%. The City is forecasting only a .54% increase due to services leveling out. Due to the economic drop, revenues collected for services dropped to a low of only \$236,118 in Fiscal Year 2008/2009. Fiscal Year 2009/2010 saw the economy starting to come back and fees collected increased over 500% to \$1,479,960. Fees for services have remained relatively stable since.

Water Use Fees

Between Fiscal Year 2008/2009 and 2018/2019, Water Use Fees have increased each year based on the Annual CPI index. Rate changes are effective in January of each year. Revenue forecasts are subject to the continued stability of the CPI index. In addition to the Annual CPI index increase, these fees are contingent on residents paying for water services each month. Accounts not paid are subject to collection service action. The forecast is based on the prior fiscal year budget.

Wastewater Use Fees

Between Fiscal Year 2008/2009 and 2018/2019, Wastewater Use Fees have increased each year based on the Annual CPI index. Rate changes are effective in January of each year. Revenue forecasts are subject to the continued stability of the CPI index. In addition to the Annual CPI index increase, these fees are contingent on residents paying for wastewater services each month. Accounts not paid are subject to collection service action. The forecast is based on the prior fiscal year budget.

Licenses and Permits

Licenses and Permit fees have remained stable since Fiscal Year 2009. In Fiscal Year 2007 fees collected were \$1,043,028 and dropped to \$697,482 in Fiscal Year 2008. Since Fiscal year 2009 fees collected have remained around \$170,000. From July 2018 to May 2019 collections are \$314,617 due to a large hospital project. Forecasts are showing an increase at a slow pace and budgeting for these fees will remain conservative.

General Fund Summary

The General Fund is the government's primary operating fund. It accounts for all financial resources devoted to services associated with local government. These services include the Library, Public Safety, Legal, Magistrate, Parks/Facilities Maintenance, Community Development, and internal support functions. Below is a summary of the General Fund Expenditures and Revenues. Details for each department within the general fund are found in the next section.

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Expenses by Department	Actual	Actual	Actual	Actual	Budget	Budget
City Council	83,471	75,961	124,868	110,316	245,551	376,393
General Operations	3,617,041	5,351,961	4,163,691	3,345,871	4,553,528	4,681,164
Human Resources	237,959	251,860	262,884	263,101	305,717	325,274
Administrative Services	590,570	602,824	651,419	692,081	711,252	777,744
City Magistrate	185,438	183,762	188,300	173,712	166,953	96,047
City Attorney	224,135	231,083	264,699	248,399	274,650	324,839
City Manager	345,658	358,681	406,740	369,261	469,899	462,634
Planning & Zoning	398,240	417,161	410,714	478,601	574,610	593,986
Library	479,685	489,741	492,163	506,378	554,950	879,439
Information Systems	393,049	416,907	317,083	337,117	384,345	379,436
Parks/Facilities Maintenance	800,628	802,222	824,246	1,449,888	1,665,308	1,598,822
Engineering	545,739	575,190	590,468	638,397	777,547	711,157
Police	5,142,928	5,221,804	5,583,466	5,945,404	10,287,523	9,694,034
Parks & Recreation	276,390	350,257	339,215	350,230	416,285	436,117
City Clerk	228,428	238,912	279,826	262,071	328,414	250,647
Show Low TV	190,248	188,426	191,568	193,634	226,315	214,632
Community Services	170,701	170,249	165,952	234,347	285,076	288,134
Cemetery	-	-	-	-	85,000	85,000
Airport	-	-	-	-	5,701,765	2,138,240
Aquatic Center	-	-	-	-	533,609	623,130
Total	13,910,308	15,927,001	15,257,302	15,598,808	28,548,297	24,936,868

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Expenses by Category	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	8,337,819	8,724,091	9,149,633	9,394,516	14,441,915	13,373,895
Operating Expenditures	2,602,410	2,477,257	2,523,768	2,814,913	4,702,808	4,918,637
Capital Expenditures	153,001	95,419	122,806	1,050,173	6,727,646	3,981,807
Transfers Out	2,817,078	4,630,234	3,461,095	2,339,580	2,675,928	2,662,529
Total	13,910,308	15,927,001	15,257,302	15,599,182	28,548,297	24,936,868

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Operating Results	Actual	Actual	Actual	Actual	Budget	Budget
Total Revenues	20,262,657	15,763,515	16,488,866	17,836,789	21,900,272	18,585,453
Total Expenses	13,910,308	15,927,001	15,257,302	15,598,808	28,548,297	24,936,868
Net Operating Result	6,352,349	(163,486)	1,231,564	2,237,981	(6,648,025)	(6,351,415)

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Cost Per Capita	Actual	Actual	Actual	Actual	Budget
Revenues per Capita	1,901	1,479	1,491	1,596	1,883
Expenditures per Capita	1,305	1,494	1,379	1,396	2,455

City Council

Program Goal:

The City Council is the legislative and policy-making body of the City of Show Low. The Council has responsibility for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to the administrative staff through the City Manager. The Council is comprised of seven elected officials, six Council Members (one of whom is appointed Vice Mayor), and one Mayor.

Strategic Plan

Each October the City Council and staff meet to discuss priorities, goals, and the strategic plan for the City Council. The following are the top priorities:

Quality of Life

- **Community** through volunteerism/community service, Family focus in parks, year-round opportunities, connectivity – trails, public and private beautification, community gathering places
- **Downtown Development** through expanding on what we have created, encouraging retail development, and parking-walking
- **Information and Education** through promoting/marketing the city, calendar events, Show Low TV/website up-to-date, social media, quarterly newsletters to residents
- **Community Safety** through street design, signalized school zones, cameras/security in city facilities

Economic/Community Development

- **Recreation as Economic Development** through tournaments-city/school/private, long-term/repeat events, facility enhancement, natural/cultural resources
- **Focused Future** through follow-through, implementation, residential/commercial development, appealing to residents, visitors, and businesses
- **Retail/Commercial Expansion** through retail and restaurants, dining, and jobs
- **Community Partnerships** through White Mountains Partnership, motel/hotel owners, tourism promotion, Chamber of Commerce

Infrastructure

- **Appearance** through city fleet, facilities, parks, streets; perception is critical
- **Maintain Standards** through parks maintenance, replacement programs
- **Protect Investment** through public works and park buildings, maintain infrastructure, water/sewer systems are financially self-sustaining
- **Reserves** through maintaining a safety net

Organization

- **Strategic and Master Plans** in place: provide direction, implementation, maximizing technology
- **Emergency Preparedness** through balance and communication
- **Staffing** by providing quality service, attract, compensate, retain, communication, safety
- **Community Partnerships** through regional cooperation and leadership

FY2019 Achievements

- Held another successful Student Government Day with Show Low High School Student Council
- Completed another successful Martin Luther King, Jr. Day of Service
- Completed another successful retreat to discuss future goals

FY2020 Goals

- Continue to work towards achieving the Council's top priorities
- Continue working with staff to attain grants to continue beautifying the downtown area

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Mayor	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	0.0
Total	7.0	7.0	7.0	7.0	0.0

Departmental Budget

The City Council budget of \$376,393 is an 8.65% increase from the FY2019 amended budget of \$346,427. The majority of the increase is due to an increase in Professional & Consulting Services for Phase II of the Conference Center Study. A significant portion of the City Council budget (50.56%) is for contingency reserves. These operational funds can only be utilized following specific action by the Council to transfer the funds for a specific purpose.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Personnel Expenditures					
Salaries & Wages	47,018	46,428	46,800	46,800	46,800
FICA	3,581	3,719	3,580	3,580	3,580
Worker's Comp	123	98	147	147	112
Total Personnel	50,722	50,245	50,527	50,527	50,493
Operating Expenditures					
Professional & Consulting Services	-	-	500	-	30,500
Other Contractual Service	370	248	-	-	-
Travel and Training/Staff	7,092	6,678	18,000	11,000	18,000
Travel and Training/Non-staff	-	1,071	2,500	1,800	2,500
Dues & Memberships	11,819	13,939	16,800	12,000	16,800
Expendable Materials	3,382	3,970	5,500	4,000	5,500
Postage	37	57	100	100	100
Contingency Reserve	45,365	31,394	250,000	-	250,000
Merchandise Sales	6,082	2,714	2,500	2,500	2,500
Total Operating	74,146	60,071	295,900	31,400	325,900
Grand Total	124,868	110,316	346,427	81,927	376,393

City Manager

Program Goal

The City Manager's office provides professional administration of the policies, goals, and objectives established by the Mayor and City Council. The Manager's office develops alternative solutions to community issues, plans programs that meet the future public needs of the City of Show Low, and leads all economic development efforts.

FY2019 Achievements

- Worked on economic development opportunities
- Worked towards reducing the public safety retirement system unfunded liability
- Reorganized city departments to increase efficiency

FY2020 Goals

- Continue working on budget to maintain city's fiscal strength, including paying down debt and increasing revenues
- Continue reducing public safety retirement system unfunded liability
- Continue to find more innovative ways to engage citizens, enhance communication, and provide transparency through social media
- Continue to work on economic development opportunities, including feasibility of an event center

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
City Manager	1.0	1.0	1.0	1.0	0.0
Business Development Coordinator	1.0	1.0	1.0	1.0	0.0
Total	2.0	2.0	2.0	2.0	0.0

Departmental Budget

The City Manager's Office budget of \$462,634 represents a \$7,265 (-1.55%) decrease from the FY2019 amended budget of \$469,899. Of this amount, \$406,734 (88%) is for salaries and fringe benefits. Included in this budget is the continuation of the Focused Future II strategic plan as part of the economic development line item. Funding for one-time event sponsorship was included in the FY2019 budget and is included again, as a one-time item.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	246,022	259,373	264,096	264,096	266,364
Excellence Pay	28,159	6,649	45,000	5,000	35,000
Medical Insurance	26,633	24,598	39,929	35,000	39,929
FICA	17,987	18,364	20,325	20,325	20,075
Retirement	30,286	31,120	30,009	30,009	31,096
Worker's Comp	656	565	972	972	722
Other ERE	188	1,853	4,446	4,446	4,327
Deferred Comp Allowance	8,605	-	9,222	9,222	9,222
Total Personnel	355,226	342,522	413,999	369,070	406,734
Operating Expenditures					
Travel & Training Staff	3,943	5,070	5,000	5,000	5,000
Dues & Memberships	1,550	1,434	2,500	2,500	2,500
Excellence Recognition	103	-	-	-	-
Expendable Materials	442	5,595	1,000	1,000	1,000
Postage	26	7	-	-	-
Books & Subscriptions	169	44	200	200	200
Economic Development	8,176	11,946	30,000	30,000	30,000
Event Sponsorship Tourism	2,000	1,500	15,000	5,000	15,000
Auto Parts & Labor	314	344	900	900	900
Fuels & Lubricants	840	800	1,300	1,300	1,300
Total Operating	17,563	26,740	55,900	45,900	55,900
Capital Expenditures					
Equipment Purchase	33,951	-	-	-	-
Total Capital	33,951	-	-	-	-
Grand Total	406,740	369,262	469,899	414,970	462,634

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

City Attorney

Program Goal

The City Attorney's office provides effective legal services to the Mayor and City Council, the City Manager, departments, and advisory boards. The City Attorney also interprets and enforces city, state, and federal laws as they pertain to the City and represents the City in litigation.

FY2019 Achievements

- Updated City Codes to comply with new legislation and issues in the areas of property maintenance, underground utility lines, use of city parks, vacation rentals, business licenses and purchasing
- Completed acquisition and sale of property for animal control facility (Pet Allies)
- Completed purchase of Butler property for expansion of meadow property
- Continued to assist in the water adjudication trial
- Continued to work on regional effort for unity in fire restriction codes

FY2020 Goals

- Work in implementing the Arizona Regulatory Bill of Rights with City Departments
- Revise Drug Testing Policy
- Draft IGA's and leases with County for Magistrate Court and Workforce Development
- Continue to work on water adjudication and obtaining land from Freeport for expansion of Show Low Lake Campground
- Request for proposal for lease of city property at the Airport

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
City Attorney	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	0.6	0.6	0.6	0.6	0.0
Total	1.6	1.6	1.6	1.6	0.0

Departmental Budget

The City Attorney's Office budget of \$324,839 is a \$50,189 (18.27%) increase over the amended FY2019 budget amount of \$274,650. The majority of the increase is due to an increase in County Prosecution fees.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	163,248	139,838	144,591	144,591	144,408
Part-Time Wages	18,345	20,941	20,711	20,711	29,289
Medical Insurance	15,866	16,236	19,964	19,964	19,964
FICA	10,690	12,179	11,407	11,407	12,07
Retirement	16,980	18,735	18,874	18,874	20,408
Worker's Com	361	312	476	476	381
Other ERE	98	1,070	2,227	2,227	2,281
Total Personnel	225,587	209,311	218,250	218,250	229,139
Operating Expenditures					
County Prosecution	35,033	35,033	36,000	36,000	75,000
General Counsel	-	-	15,000	15,000	15,000
Legal Ads & Notices	-	58	400	400	400
Travel & Training Staff	1,742	1,760	2,000	2,000	2,500
Dues & Memberships	560	540	700	700	700
Expendable Materials	486	181	400	400	400
Postage	44	72	400	400	200
Books & Subscriptions	1,248	1,445	1,500	1,500	1,500
Total Operating	39,112	39,089	56,400	56,400	95,700
Grand Total	264,699	248,400	274,650	274,650	324,839
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

City Clerk

Program Goal

The City Clerk’s office prepares and distributes Council meeting notes, agendas and supporting documentation; attends Council meetings and keeps a record of its proceedings; maintains custody of and manages the city code, ordinances, resolutions, and vital City records; administers municipal elections; provides administrative support to the Mayor, Council, and City Manager; processes requests for public records, annexations, and liquor licenses, oversees the Show Low TV division; and prepares and disseminates information on City government services and programs to citizens and the media.

FY2019 Achievements

- Launched a new meeting recording program called Suite One to replace Granicus
- Chaired a social media committee to find ways to expand the city’s social media presence resulting in a more user-friendly product
- Worked with an intern to convert council packets from 2000 to the present into a searchable database

FY2020 Goals

- Vacate current records storage location and move city’s archived records to renovated police building
- Cross train new assistant city clerk for succession planning purposes to ensure leadership continuity and employee growth
- Continue scanning older agreements into a searchable database

Performance Measures

Output:	FY 2016-2017	FY2017-2018	FY2018-2019 YTD	FY2019/2020 Target
Resolutions Adopted*	35	28	17	22
Ordinance Adopted	7	5	11	8
Liquor Licenses Processed*	14	6	5	6
Council meeting minutes transcribed*	38	33	26	30
Public records requests processed*	74	57	44	50
Press releases issued*	127	167	158	162

*Target based on 2 year average

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
City Clerk	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	1.0	1.0	1.0	1.0	0.0
Total	2.0	2.0	2.0	2.0	0.0

Departmental Budget

The City Clerk's Office budget of \$250,647 is a \$77,767 (23.68%) decrease from the FY2019 amended budget of \$328,414. The majority of the decrease is due to personnel changes and a reduction in Election Expenses for FY2019/2020.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	179,042	178,612	193,689	185,000	126,058
Medical Insurance	27,148	29,272	39,929	30,000	39,929
FICA	13,073	13,785	14,022	14,022	9,620
Retirement	19,894	21,380	20,362	20,362	15,229
Worker's Com	473	380	575	575	302
Other ERE	164	786	2,637	2,637	1,809
Total Personnel	239,794	244,215	271,214	252,596	192,947
Operating Expenditures					
Professional & Consulting Svcs	782	782	800	800	12,800
Other Contractual Service	235	68	500	500	500
Advertising & Publicity	3,060	1,112	3,000	3,000	3,000
Legal Ads & Notices	2,109	1,179	3,000	3,000	3,000
Reproduction & Printing	2,563	4,376	4,500	4,500	4,500
Travel & Training Staff	1,097	2,147	3,500	3,500	3,500
Dues & Memberships	410	430	500	500	500
Expendable Materials	484	945	900	900	900
Postage	111	176	200	200	200
Books & Subscriptions	64	85	100	100	100
Rental & Maintenance Contracts	4,911	3,929	5,000	5,000	10,500
Telephone	-	-	200	200	200
Election Expenses	24,207	2,629	35,000	20,000	18,000
Total Operating	40,032	17,858	57,200	42,200	57,700
Grand Total	279,826	262,073	328,414	294,796	250,647
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Show Low TV

Program Goal

The Show Low TV division facilitates open and effective communication between the City, its employees, and the community through the provision of special-interest programming to the community.

FY2019 Achievements

- Installed a 38 Terabyte network system that helps staff be more efficient with editing and storage of video footage
- Used “team editing” with the new network system which improved normal editing and allowed editing at individual workstations prior to airing to proofread for any mistakes

FY2020 Goals

- Improve our network throughout by installing a new 10 gig switch and a new graphic generator for a “live’ bug on the HD channel, which we currently don’t have the ability to do on the HD channel when doing live local productions
- Continue to work with the Clerk’s office to expand our social media presence

Performance Measures

Facebook Page Likes	FY 2016-2017	FY2017-2018	FY2018-2019 YTD	FY2019/2020 Target
Show Low & the White Mountains	4,987	6,295	7,247	7,500
Show Low Parks & Recreation	787	1,184	1,471	2,000
Show Low Library	395	676	969	1,000
Twitter				
Tweet Impressions	7,340	10,500	24,000	12,000
Profile Visits*	280	329	n/a	304
New Followers	658	681	701	685
Recordings				
Total Council, Commission, and School Board Meetings Taped*	29	40	31	34
Total locally produced programs*	132	144	22	138

*Target based on 2 year average

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Cable TV Manager	1.0	1.0	1.0	1.0	0.0
Video Technician	1.3	1.3	1.3	1.3	0.0
Total	2.3	2.3	2.3	2.3	0.0

Departmental Budget

The Show Low TV budget of \$214,632 is a decrease of \$11,683 (5.16%) over the FY2019 budget of \$226,315. The decrease is related to moving the expense for the meeting recording program to the City Clerk's budget.

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	78,739	79,987	82,865	82,865	84,826
Part-Time Wages	41,359	43,794	48,000	48,000	48,000
Medical Insurance	2,914	10,500	19,964	16,000	19,964
FICA	9,163	9,598	10,011	10,011	10,138
Retirement	8,940	9,599	9,778	9,778	10,236
Worker's Com	857	707	1,115	1,115	861
Other ERE	82	613	1,532	1,532	1,556
Recruitment & Processing	236	258	-	-	-
Total Personnel	142,289	155,056	173,265	169,301	175,582
Operating Expenditures					
Other Contractual Service	16,077	14,510	18,550	30,000	4,700
Travel & Training Staff	3,000	2,798	3,000	3,000	3,000
Dues & Memberships	390	400	400	400	400
Expendable Materials	2,547	2,842	3,600	3,600	3,600
Postage	136,	22	200	200	200
Small Equipment Capital	20,732	17,330	20,500	20,500	20,350
Auto Parts & Labor	76	-	500	500	500
Fuels & Lubricants	221	115	1,000	1,000	1,000
Repairs & Maintenance	5,002	302	3,900	3,900	3,900
Telephone	1,099	261	1,400	1,400	1,400
Total Operating	49,279	38,580	53,050	64,500	39,050
Grand Total	191,568	193,636	226,315	233,801	214,632

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

General Operations

Program Goal

The General Operations department is structured to support the general operating activities of the City. General Operating activities are those that are not charged to a specific department, or those that serve a citywide purpose.

Departmental Budget

The General Operations Department serves as the general clearinghouse for all General Fund departments and activities of the City of Show Low. Included in this department's budget are the costs for general City services such as the unemployment, insurance, community promotions, and general capital projects. All economic development subsidies and activities are programmed through this department, as are all City subsidies of local organizations.

The General Operations Department budget of \$4,681,164 represents an increase of \$127,636 (2.8%) from the FY2019 amended budget of \$4,553,528. This increase is attributed to additional funding to move the Adams Cabin to City Hall next to the Old Jail site, project carry overs from FY2019, and operating transfers to other funds.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Other Contractual Service	22,134	22,483	27,000	26,623	79,724
Jail Fees	129,031	113,418	140,000	120,000	200,000
Organizational Support	137,500	157,450	164,500	164,500	166,500
Community Promotion Programs	17,603	15,201	21,000	21,000	21,000
Development Opportunities	-	-	380,000	55,000	380,000
ROW Beautification Program	4,584	-	10,000	20,000	20,000
ROW Landscaping Program	14,400	17,301	25,000	18,000	25,000
Unemployment	2,043	-	10,000	-	10,000
Insurance Premiums	375,301	400,171	400,000	400,000	201,233
Casualty Loss	-	-	20,000	-	20,000
Total Operating	702,597	726,024	1,197,500	825,123	1,123,457
Capital Expenditures					
City Entrance Sign Makeover	-	-	120,000	-	220,000
Show Low Meadow Improvements	-	-	150,000	4,822	275,178
Development Agreements Obligations	-	-	10,100	-	-
Land Acquisition/Clean Up	-	280,267	400,000	1,350	400,000
Operating Transfer Out	3,460,795	2,339,580	2,675,928	2,354,407	2,662,529
Total Capital	3,460,795	2,619,847	3,356,028	2,360,579	3,557,707
Grand Total	4,163,392	3,345,871	4,553,528	3,185,702	4,681,164

The recommended funding for Organizational Support and Community Promotions increases (\$2,000) FY2020. The increase is due to funding being increased for the Show Low Historical Society. The intent of this program is to allow the City to financially participate in non-City sponsored events which directly impact tourism to the City. The tables below show historical spending, the amount requested, and the amounts recommended for funding.

	FY2017	FY2018	FY2019	FY2020 Requested	FY2020 Budget
Chamber of Commerce	57,500	57,500	57,500	63,500	57,500
White Mountains Partnership	20,000	20,000	20,000	20,000	20,000
REAL AZ Corridor	5,000	-	5,000	5,000	5,000
White Mountain Meals-on Wheels/Senior Center	45,000	45,000	45,000	45,000	45,000
Show Low Historical Society	30,000	32,000	32,000	37,000	34,000
Community Garden Expansion	-	-	5,000	5,000	5,000
Total	157,500	154,500	164,500	175,500	166,500

Community Promotions programmed at \$21,000, the same as FY2018/2019 and includes the following items:

	FY2017	FY2018	FY2019	FY2020 Requested	FY2020 Budget
Miscellaneous	4,603	4,201	6,000	6,000	6,500
Rodeo	4,000	4,000	4,000	6,000	4,500
Geocaching	-	2,950	-	-	-
White Mountain Safe House	2,500	2,500	2,500	5,000	2,500
Summit Healthcare	2,500	-	2,500	1,500	1,500
Scouts	-	-	1,000	1,000	1,000
White Mountain Symphony	2,000	2,000	2,000	2,000	2,000
Show Low High School Grad Night	2,000	2,500	3,000	3,000	3,000
Total	17,603	18,151	21,000	24,500	21,000

Capital:

The City has demonstrated a commitment to long-term planning in the area of land acquisition to further the Council's strategic objectives.

Description	Account/Project Number	Amount
Land Acquisition/Cleanup	11-402-495-7400-1209/1209	400,000
City Entrance Sign Makeover	11-402-495-7300-1801/1801	220,000
Show Low Meadow Improvements	11-402-495-7300-1802/1802	275,178
Open Space Preservation	22-495-495-7416-0000	209,900
Total Capital		1,105,078

Transfers

All General Fund transfers are programmed in the General Operations fund. Transfers to other funds are made to cover the deficit balances that would otherwise occur in these funds. Actual transfers from the General Fund will be based strictly upon actual need.

	Amount
Highway Users Revenue Fund (HURF)	1,270,526
Street Light Improvement District	15,000
White Mountains Partnership	20,000
Public Transportation	91,174
Debt Service	981,864
Projects Fund	283,965
Total Transfers from General Fund	2,662,529

Human Resources

Program Goal

The Human Resources division partners with departments and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community and City employees.

FY2019 Achievements

- Updated Salary Plan, Job Descriptions, Personnel Rules & Regulations, and Travel Policy
- Implemented a Succession Plan
- Implemented a Shared Savings Plan with the local hospital
- Coordinated the NEA (Negative Exposure Assessment) with ADOSH and public works employees
- Coordinated the annual walk through audit with our risk pool
- Provided Active Shooter, Post Auto Accident, Snow Damage Procedures, Record Keeping, and Near Miss Training with public works employees
- Coordinated public works and police employee respiratory medical questionnaires and pulmonary fitness testing
- Assisted with the fire drill for Aquatics and Library Employees

FY2020 Goals

- Continued implementation and education on Succession Planning
- Increase awareness of Wellness Program
- Acknowledgement of Engagement within Departments
- Develop a High School Program to encourage future recruitment opportunities
- Create a culture of respect within our organization
- Provide active shooter training to all city work groups
- Train employees on all applicable OSHA written plans (Respiratory, Fall Protections, PPE, Hot Work, Trenching, Machine Guards, HazCom, Exposure Control, Confined Space and Energy Conservation LOTO)
- Provide fire drill practice and training for city facilities that house employees
- Audit and ensure city contracts have all required insurance paperwork
- Provide hands-on fire extinguisher training for all city employees

Performance Measures

Full-Time Staff	FY2014-2015	FY2015-2016	FY 2016-2017	FY2017-2018	FY2018-2019 YTD
New Hires	13	19	17	25	19
Resignations/Terminations*	11	19	12	21	7
Retirements	2	1	4	3	3
Number of Approved FTE's	153.2	154.2	156.6	158.8	161.5
City Attrition Rate	7.18%	12.32%	7.66%	13.22%	4.33%
U.S. Attrition Rate**	18.3%	19%	18.7%	19.2%	unavailable

*Retiree's not included

**Source: <https://www.bls.gov/news.release/jolts.t16.htm> (State and Local Government – United States)

Position Summary

The Human Resources division is comprised of 3.0 FTE employees, the Human Resources Manager, Human Resources Specialist, and Loss Control/Safety Coordinator. The last position allows us to proactively impact costs through claims management, insurance coordination, and safety training. Serving as the single point of contact for all of these activities, this position has already increased the level of coordination and compliance with our own policies as well as state and federal mandates.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Human Resource Manager	1.0	1.0	1.0	1.0	0.0
Loss Control/Safety Coordinator	1.0	1.0	1.0	1.0	0.0
Human Resources Clerk	1.0	1.0	1.0	1.0	0.0
Total	3.0	3.0	3.0	3.0	0.0

Departmental Budget

The Human Resources Division budget of \$325,275 represents an increase of \$19,557 (6.40%) over the FY2019 budget of \$305,717.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	168,040	170,396	175,568	175,568	185,592
Medical Insurance	32,976	34,815	59,893	35,000	59,893
FICA	12,053	13,024	13,431	13,431	14,152
Retirement	18,859	20,366	20,717	20,717	22,403
Worker's Comp	445	363	552	400	444
Other ERE	329	1,393	2,526	1,500	2,661
Recruitment & Processing	110	393	-	350	-
Total Personnel	232,812	240,750	272,687	246,966	285,144
Operating Expenditures					
Public Safety Retirement Board	9,283	47	4,100	4,100	4,100
Reproduction & Printing	617	538	2,100	2,100	2,100
Travel & Training Staff	3,243	3,439	5,830	5,830	10,830
Dues & Memberships	689	1,007	1,000	1,000	1,000
Employee Benefits/Safety	9,319	10,050	7,900	7,900	10,000
Drug Testing	1,853	1,753	2,300	2,300	2,300
Occupational Test/Immunization	2,931	2,013	6,700	6,700	6,700
Expendable Materials	1,240	3,406	1,500	1,500	1,500
Postage	91	99	100	100	100
Small Equipment Capital	388	-	-	-	-
Books & Subscriptions	382	-	300	300	300
Rental & Maintenance Contracts	-	-	1,000	1,000	1,000
Telephone	-	-	200	200	200
Casualty Loss	37	-	-	-	-
Total Operating	30,072	22,352	33,030	33,030	40,130
Grand Total	262,884	263,102	305,717	279,996	325,274
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Information Services

Program Goal

The Information Services department coordinates the use of information technology across the various departments and agencies of City Government to ensure that accurate and timely information is provided to residents, elected officials, City management, and staff in the most cost-effective manner possible. The department provides operating departments with information processing through the application and coordination of computer technology and procures, manages, and maintains the City's telephone, alarm, building security, and computer network systems.

FY2019 Achievements

- Completed the integration of Pinetop/Lake Police Communications into our records management system and dispatching environment
- Upgraded the firewalls and reporting devices at City Hall and the Police Department to provide more security and visibility regarding network traffic
- Installed a wireless access point at City Hall for staff and guest access to the internet

FY2020 Goals

- Contract with a consultant to assist with the upgrade of our on-site e-mail server
- Conduct workstation replacements as well as implementing the move to Windows 10 as city-wide operating system
- Complete the DPS request packet with hopes of upgrading the Police Department's state interface to that of our current vendor
- Complete the integration of a Snowflake/Taylor Police Communications Department into our records management system and dispatching environment

Position Summary

The Information Services department is comprised on 2.0 FTEs, the Information Services Manager and Information Services Technician.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Information Systems Manager	1.0	1.0	1.0	1.0	0.0
Information Systems Technician	1.0	1.0	1.0	1.0	0.0
Total	2.0	2.0	2.0	2.0	0.0

Departmental Budget

The Information Services budget of \$379,436 is a \$4,909 (1.28%) decrease from the FY2019 budget of \$384,345.

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	121,097	121,773	128,001	128,001	134,765
Overtime	263	813	2,678	2,678	2,600
Medical Insurance	36,124	38,643	39,929	39,929	39,929
FICA	8,675	9,239	9,997	9,997	10,485
Retirement	13,783	14,732	15,072	15,072	16,266
Worker's Com	1,757	1,760	2,808	2,808	2,248
Other ERE	126	967	1,860	1,860	1,953
Total Personnel	181,825	187,927	200,345	200,345	208,236
Operating Expenditures					
Professional & Consulting Services	315	121	2,600	2,600	2,600
Other Contractual Services	1,584	1,716	2,800	2,800	2,800
Travel & Training Staff	11	215	5,600	5,600	9,600
Expendable Materials	1,555	901	1,200	1,200	1,200
Postage	8	17	100	100	100
Small Equipment/Capital	25,690	25,369	36,200	36,200	12,700
Printer Supplies	2,308	2,167	2,500	2,500	2,500
Auto Parts & Labor	167	3,261	500	500	500
Fuels & Lubricants	91	763	200	200	200
Rental & Maintenance Contracts	30,927	16,646	33,300	33,300	38,000
Repairs & Maintenance	1,701	2,263	9,000	9,000	9,000
Telephone	60,138	83,682	75,000	75,000	75,000
Casualty Loss	-	7,791	-	-	-
Total Operating	124,494	144,912	169,000	169,000	154,200
Capital Expenditures					
Equipment Purchase	10,764	4,275	15,000	15,000	17,000
Total Capital	10,764	4,275	15,000	15,000	17,000
Grand Total	317,083	337,114	384,345	384,345	379,436
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Capital:

Description	Account/Project Number	Amount
Switch Replacement at City Hall	11-440-495-7410-0000/4402053	17,000
Total Capital		15,000

Administrative Services

Program Goal

The Administrative Services department is a service organization dedicated to providing efficient, responsible accounting, and stewardship of all City resources in a transparent and professional manner. The Administrative Services department provides for debt management, financial, and budgetary advisory services for all departments.

FY2019 Achievements

- Successfully completed the FY2018 Audit with Hinton Burdick
- Completed and submitted the CAFR and supporting documentation to GFOA
- Completed and submitted the AELR to the State of Arizona
- Submitted FY2019 Budget Book to GFOA for award

FY2020 Goals

- Complete FY2019 Audit with no findings/deficiencies
- Complete fuel analysis program

Performance Measures

	FY2014- 2015	FY2015- 2016	FY2016- 2017	FY2017- 2018	FY2018-2019 YTD	FY2019-2020 Target
Utility Shutoff Notices Mailed*	n/a	n/a	869	2,325	2,066	<1,597
Utility Accounts Shut-off for Non-Pay*	321	209	172	125	112	<148
Online water service applications	n/a	n/a	n/a	n/a	216	300
Total Water Customers	6,886	6,953	7,103	7,301	7,375	7,380
Percent of Shut-off for Non-Pay	4.66%	3.01%	2.42%	1.71%	1.52%	<0.85%

*Target is based on FY17 and FY18 Average

The Utility Billing division of the Administrative Services department began calling customers in addition to mailing shut-off notices in Fiscal Year 2015-2016. As a result, the number of residents turned off for non-pay had dropped 57% since Fiscal Year 2013-2014.

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Administrative Services Director	1.0	1.0	1.0	1.0	0.0
Accounting Manager	1.0	1.0	1.0	0.0	-1.0
Accountant	0.0	0.0	0.0	1.0	1.0
Sr. Account Clerk	2.0	1.0	0.0	0.0	0.0
Administrative Services Analyst	0.0	0.0	1.0	1.0	0.0
Account Clerk 2	0.0	2.0	2.0	2.0	0.0
Account Clerk	2.0	1.0	1.0	1.0	0.0
Customer Service Representative	1.0	1.0	1.0	1.0	0.0
Total	7.0	7.0	7.0	7.0	0.0

The department produces payroll, maintains the accounting system, coordinates the budget and audit processes, accepts and processes receipts of all City funds, maintains investments, manages grants, manages the financial aspects of all improvement districts, and performs all utility billing functions (in coordination with the Public Works Department).

Departmental Budget

The Finance Department budget of \$777,744 represents an increase of \$66,492 (9.35%) over the FY2019 budget of \$711,252. The majority of the increase is due to a vehicle purchase for the City Hall fleet and salaries and wages.

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	337,326	362,291	342,715	342,715	368,809
Medical Insurance	93,656	100,616	139,750	115,000	139,751
FICA	25,250	28,122	26,218	26,218	28,191
Retirement	37,768	42,362	40,162	40,162	43,808
Worker's Com	893	763	1,077	1,077	884
Other ERE	495	2,776	4,930	3,000	5,301
Recruitment & Processing	-	308	-	-	-
Total Personnel	495,388	537,238	554,852	528,172	586,744
Operating Expenditures					
Professional & Consulting Services	51,315	66,999	61,950	61,950	72,900
Legal Ads & Notices	905	-	250	900	900
Reproduction & Printing	1,013	1,114	1,000	1,000	1,000
Travel & Training Staff	2,558	5,360	5,000	5,000	6,500
Dues & Memberships	60	460	700	700	700
Office Supplies	13,934	12,834	14,000	14,000	14,000
Expendable Materials	1,706	1,174	1,500	1,500	1,500
Postage	3,541	2,649	3,500	3,500	4,000
Small Equipment/Capital	388	-	5,000	4,768	-
Books & Subscriptions	199	-	-	-	-
Auto Parts & Labor	2,810	1,663	2,000	2,000	2,000
Fuels & Lubricants	1,957	2,148	2,500	2,500	2,500
Rental & Maintenance Contracts	8,819	112	9,000	9,000	-
Bank Charges	47,746	60,335	50,000	50,000	50,000
Total Operating	136,951	154,848	156,400	156,818	156,000
Capital Expenditures					
Equipment Purchase	19,080	-	-	-	-
Vehicle Purchase	-	-	-	-	35,000
Total Capital	19,080	-	-	-	35,000
Grand Total	651,419	692,086	711,252	684,990	777,744

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Planning and Zoning

Program Goal

The Planning and Zoning department manages code enforcement activities and the development approval process to ensure the construction of safe buildings and compatible site improvements that enhance the local environment and promote economic development and vitality.

FY2019 Achievements

- Issued 100 New single-family residential permits for 2018 Calendar Year
- Updated Code Enforcement to streamline enforcement process
- Updated Building Code to allow for 200 square foot sheds without a building permit
- Updated General Plan adopted by voters

FY2020 Goals

- Continue to provide excellent customer service through timely review of building plans
- Continue to complete requested inspections within 24 hours from the time of the request
- Update Zoning Ordinance to reflect changes to wireless telecommunication statutes
- Review and adopt updated Building Code

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Phone Calls	4,786	6,111	5,015	10,465	10,336
Plan Reviews Completed	n/a	n/a	367	1,605	1,455
Walk-in Customers Building Issues	1,129	1,220	1,522	1,348	569
Walk-in Customers Planning and Zoning Issues	484	573	668	770	597
Inspections Completed					
Site Visits	-	-	-	757	262
Permits Issued – New Residential	56	64	87	90	75
Permits Issued – New Multi Family	-	-	9	2	1
Permits Issued – New Commercial	1	11	5	13	4
Permits Issued – Commercial Additions	20	21	31	33	23
Permits Issued – New Manufactured Home	8	14	39	48	14
Permits Issued – Other	178	176	140	220	180
Code Enforcement					
Vehicle	17	27	20	21	7
Debris/outdoor Storage	101	106	101	65	26
Structure	25	31	42	34	3
Dead Trees	8	6	2	3	1
Grass/Weeds	8	4	5	5	10
Health/Safety	0	3	3	4	3
Blight/Deterioration	18	22	21	17	36
Zoning	56	53	56	42	6
Sign	10	17	21	16	7
Other	37	35	21	-	23
Garbage	6	3	-	-	-
Effectiveness/Efficiency					
Average Monthly Code Enforcement Calls/Inspections	23	25	24	17	13*
Average Daily Phone Calls/Walk-in Customers	17	21	19	34	41*
Average Monthly Plan Review Completed	n/a	n/a	30	133	161*
Average Monthly Permits Issued	21	23	25	33	33*

*Based on 9 Months (July – March)

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
P & Z Director	1.0	1.0	1.0	1.0	0.0
Building Official	1.0	1.0	1.0	1.0	0.0
Plans Examiner/Bldg Inspector	1.0	1.0	1.0	1.0	0.0
Planner	0.0	1.0	1.0	1.0	0.0
Community Development Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Assistant*	0.5	0.5	0.5	0.5	0.0
Total	4.5	5.5	5.5	5.5	0.0
Commissioner	7.0	7.0	7.0	7.0	0.00

*Position split with Engineering

Departmental Budget

The Planning and Zoning Department budget of \$593,986 represents an increase of \$19,376 (3.37%) from the FY2019 budget of \$574,610. This majority of the increase is due to an increase in personnel costs.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Business Licenses	15,280	18,160	15,000	17,005	15,000
Liquor Lic. Application Fees	600	475	300	260	300
Building Permits	235,096	344,693	175,000	231,610	175,000
P & Z Application Fees	4,050	3,750	3,000	4,277	3,000
Special Event Permits	560	740	-	700	-
Plan Check Fees	51,802	105,613	30,000	76,245	30,000
Photo Copying Fees	750	286	200	375	200
Misc. Income	754	700	500	1,150	500
Total	308,892	474,417	224,000	331,622	224,000

Actual revenue collections in FY2017/2018 and year-to-date collections in FY2018/2019 are high due to a major hospital addition project within our city. FY2019/2020 budget is a reflection of the hospital project completing in FY2018/2019 and projecting normal fees and charges based on the conservative budget methods of the City of Show Low.

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	285,062	302,332	353,090	353,090	365,688
Part-time Wages	-	-	-	-	5,000
Temporary Personnel	-	-	879	-	-
Medical Insurance	57,352	57,383	109,804	75,000	109,804
Overtime	-	54	-	-	-
FICA	21,266	23,774	27,079	27,079	28,335
Retirement	31,231	35,542	40,251	40,251	41,858
Worker's Com	2,710	2,380	4,544	4,544	3,655
Other ERE	292	2,212	4,863	4,863	5,045
Recruitment & Processing	(11)	1,053	-	-	-
Total Personnel	397,913	424,730	540,510	504,827	559,386
Operating Expenditures					
Professional & Consulting Services	8	32,971	4,000	4,000	4,000
Other Contractual Service	70	60	-	-	-
Legal Ads & Notices	1,371	258	2,000	2,000	2,000
Reproduction & Printing	-	314	500	500	500
Travel & Training Staff	3,659	2,248	4,500	4,500	5,000
Travel & Training Non Staff	-	-	1,500	1,500	1,000
Dues & Memberships	1,111	1,816	2,000	2,000	2,000
Expendable Materials	1,471	1,128	1,500	1,500	1,500
Postage	1,488	1,463	2,500	2,500	2,000
Small Equipment/Capital	-	2,700	1,000	1,000	1,500
Books & Subscriptions	108	33	1,500	1,500	1,500
Economic Development	(283)	-	-	-	-
Auto Parts & Labor	510	993	2,000	2,000	2,500
Fuels & Lubricants	1,732	2,296	3,000	3,000	3,000
Rental & Maintenance Contracts	-	6,100	6,500	6,500	6,500
Telephone	1,569	1,493	1,600	1,600	1,600
Total Operating	12,801	53,873	34,100	34,100	34,600
Grand Total	410,714	478,603	574,610	538,927	593,986
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Community Services

Program Goals

The Community Services Department directs the operations of the Library, Parks & Recreation, and Aquatics divisions with the goal of providing high-level services in all of these areas to the public and City staff.

FY2019 Achievements

- Helped in successful transfer of management of Parks/Facilities Maintenance crew from Community Services to Public Works
- Worked with the community on the design for city entrance signage
- Recruitment of businesses to participate in Christmas Light Parade
- Began working with the Show Low Unified School District to strengthen programs to better assist athletes when they enter Jr. High and High School

FY2020 Goals

- Work closer with Business Development and local event planners to help improve events
- Provide recommendations on modernizing the city's event/sports/program registration system
- Better highlight events on the city website's calendar and other methods of marketing
- Acquire approval from the US Forest Service and begin work on a trail north of Fools Hollow Lake
- Acquire outside funding for an all-inclusive playground at Frontier Field
- Continue to foster a strong relationship with the Show Low Unified School District

FY2018 Actuals	Library	Parks & Recreation	Aquatics
Personnel	416,960	239,048	299,461
Operating	134,600	200,870	163,800
Capital	300,000	-	130,000
Total	851,560	439,918	593,261

FY2018 Actuals	Library	Parks & Recreation	Aquatics
Revenues	23,500	117,175	94,800
Grant Revenues	204,000	-	-

FY2018 Actuals	Library	Parks & Recreation	Aquatics
Full-Time	4	3	1
Part-Time	9	3	varies
Total	13	6	varies

Detail for each division is provided further in this section.

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Community Services Director	1.0	1.0	1.0	1.0	0.0
Grants Manager	1.0	1.0	1.0	1.0	0.0
Total	2.0	2.0	2.0	2.0	0.00

Departmental Budget

The Community Services Department budget of \$288,134 is a \$3,058 (1.07%) increase over the FY2019 budget of \$285,076. The increase is due to personnel costs, project carry overs, and a slight decrease in the operating budget.

Expenditures

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	69,499	103,474	134,985	134,985	137,440
Part-Time Wages	40,493	14,510	-	-	-
Medical Insurance	19,996	21,406	39,929	24,000	39,929
FICA	7,822	8,950	9,909	9,909	10,051
Retirement	11,140	14,050	15,284	15,284	15,910
Worker's Com	288	249	406	406	315
Other ERE	78	808	1,863	1,863	1,890
Recruitment & Processing	-	-	-	-	-
Total Personnel	149,315	163,447	202,376	186,447	205,534
Operating Expenditures					
Professional & Consulting Services	-	-	25,000	-	25,000
Legal Ads & Notices	181	422	-	-	-
Travel & Training Staff	1,057	1,109	1,500	1,500	1,500
Dues & Memberships	465	840	500	500	500
Expendable Materials	1,116	539	1,000	1,000	1,000
Postage	3	85	200	200	100
Christmas Lights	11,500	49,397	35,000	31,050	35,000
Fireworks	1,349	17,002	17,000	17,000	17,000
Community Cleanup	935	1,507	2,500	2,500	2,500
Total Operating	16,637	70,901	82,700	53,750	82,600
Grand Total	165,952	234,348	285,076	240,197	288,134
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Library

Program Goal

The Library provides information, resources, services, and activities that are relevant, accessible, and responsive to the intellectual needs and interests of the community.

FY2019 Achievements

- Developed a weekly Home School Program
- Created a successful robotics club for youth
- Expanded the outreach program to include the hospital and head start
- Increased the number of programs, library visits, and circulation
- Received \$55,500 in grant funds

FY2020 Goals

- Library expansion
- Continue to increase the outreach and teen and adult programs
- Continue to seek grant funding
- Continue to improve library services and to be involved with our community

Performance Measures

	FY2014-2015	FY2015-2016	FY2016-2017	FY2017-2018	FY2018-2019 YTD
Visitors	73,823	137,375	151,491	133,497	111,111
Borrowed/Rented Items	38,017	73,808	164,634	162,966	118,540
Effectiveness/Efficiency					
Annual Visitors Per Capita	6.93	12.89	13.70	11.94	9.56
Annual Circulation Per Capita	3.57	6.92	14.88	14.58	10.19
Average Patrons Per Day	202	376	415	365	405*

*Based on 9 months (July – March)

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Library Manager	1.0	1.0	1.0	1.0	0.0
Library Information Specialist	1.0	1.0	1.0	1.0	0.0
Library Clerk	6.0	6.5	6.5	6.5	0.0
Total	8.0	8.5	8.5	8.5	0.00

Departmental Budget

The Library budget of \$851,560 is a \$296,610 (53.45%) increase over the FY2019 budget of \$554,950. The majority of the increase is due to an expansion project contingent on receiving \$150,000 in grant funds to offset the \$300,000 expansion costs.

Revenue

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Library Fees	18,601	15,745	22,000	9,209	22,000
Donations	-	-	1,500	-	1,500
Total	20,553	15,745	23,500	8,104	23,500

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	143,902	147,973	154,169	154,169	166,008
Part-Time Wages	112,898	113,892	120,563	120,563	126,370
Medical Insurance	42,720	44,966	79,858	50,000	79,858
FICA	19,271	20,503	21,017	21,017	22,344
Retirement	22,004	22,510	19,307	19,307	21,279
Worker's Com	694	544	864	864	701
Other ERE	149	1,087	3,072	3,072	3,280
Recruitment & Processing	1,353	1,115	-	-	-
Total Personnel	342,992	352,590	398,850	368,992	419,839
Operating Expenditures					
Other Contractual Service	4,699	2,220	5,000	5,000	5,000
Reproduction & Printing	716	300	1,000	1,000	1,000
Travel & Training Staff	2,014	3,945	3,500	4,600	4,500
Dues & Memberships	1,572	1,163	1,000	1,000	1,000
Expendable Materials	13,939	14,090	14,000	14,000	14,000
Postage	1,707	2,785	1,600	1,600	1,600
Small Equipment/Capital	12,269	2,077	6,000	6,700	8,500
Rental & Maintenance Contracts	6,194	12,042	11,200	11,200	11,200
Repairs & Maintenance	2,051	1,605	3,600	3,600	3,600
Telephone	1,585	374	700	700	700
Utilities	41,740	44,790	43,000	43,000	43,000
Library Mat. – Adult Print	19,422	20,290	20,000	20,000	20,000
Library Mat. – Adult Other Phy	5,748	6,148	6,000	6,000	6,000
Library Mat. Child Print	7,762	7,741	8,000	8,000	8,000
Library Mat. – Child Other Phy	3,284	1,607	3,500	3,500	3,500
Periodicals	2,458	2,774	3,000	3,000	3,000
A/V Materials – Juvenile	8	-	-	-	-
Total Operating	127,167	123,951	131,100	132,900	134,600
Capital Expenditures					
Equipment Purchase	22,004	29,838	25,000	-	25,000
Improvements to Building	-	-	-	-	300,000
Total Capital	22,004	29,838	25,000	-	325,000
Grand Total	492,163	506,379	554,950	501,892	879,439

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital

Description	Account/Project Number	Amount
Library Expansion	11-435-495-7300-0000/4352054	300,000
Equipment Purchase (Fire Alarm System)	11-435-495-7410-0000/4351902	25,000
Total Capital		325,000

Parks & Recreation

Program Goal

The Parks & Recreation department provides a diverse recreation system available and accessible to all, which contributes to the physical, mental, social, and cultural needs of the community and permits outlets that cultivate a wholesome sense of civic pride and social sensibility.

FY2019 Achievements

- Created a “Move More” health and fitness program with the 100 Mile Challenge
- Started Movies at the Airport and Monster Madness events
- Began men’s and women’s softball leagues this year in conjunction with the co-ed softball leagues

FY2020 Goals

- Continue to provide quality year-round recreation opportunities for citizens and visitors of all ages
- Continue to add cost effective programs such as Art in the Park program for youth
- Modernize the city’s event/sports/program registration system
- Highlight events on the city website’s calendar and other methods of marketing

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Show Low Night at Chase Field	n/s	87	86	67	30
Annual BBQ Throwdown Competitors	36	38	38	52	50
Daddy Daughter Dance	n/a	350	n/a	350	250
Concert Series	n/a	300	250	40	40
Memorial Day Men’s Softball Tournament	n/a	36	40	n/a	
Mountain Music Jubilee	n/a	350	n/a	n/a	
Music in the Park	n/a	n/a	n/a	300	500
Movie in the Park	n/a	n/a	150	75	275
Movie at the Airport	n/a	n/a	n/a	n/a	125
Deuce of Clubs Drop	n/a	n/a	350	300	
Monster Madness	n/a	n/a	n/a	n/a	46
Christmas Light Parade Participants	n/a	n/a	20	39	35
4 th of July Parade Participants	n/a	n/a	86	84	86
Spooky Sprint/Trick or Treat Trail	n/a	n/a	n/a	n/a	150
Fall One Pitch League	n/a	n/a	8	8	8
Fall Coed Volleyball	n/a	n/a	16	16	16
Winter Pickleball	n/a	n/a	27	28	59
Candy Cane Hunt	n/a	n/a	100	107	
Terror Trail	n/a	n/a	100	125	
Effectiveness/Efficiency					
Annual Event Participation Per Capita	-	0.11	.011	0.14	.014

Position Summary

The Parks & Recreation division uses a wage of \$11.00* per hour with approximately 2,200 part-time/seasonal hours programmed

	FY2017	FY2018	FY2019	FY2020	Change
	Actual	Actual	Actual	Budget	
Recreation Supervisor	1.0	0.0	0.0	0.0	0.0
Sr. Recreation Coordinator	0.0	1.0	1.0	1.0	0.0
Recreation Coordinator	2.0	2.0	2.0	2.0	0.0
Pt/Seasonal Recreation Aides	3.3	3.3	3.3	3.3	0.0
Total	6.3	6.3	6.3	6.3	0.0

*Part-time wages will increase to \$12.00 per hour on January 1, 2020

Departmental Budget

The Recreation Division budget of \$439,918 is a \$23,633 (5.68%) increase from the FY2019 budget of \$416,285. The majority of the increase is due to an increase in the 4th of July expenses for the celebration of the city's 150th sesquicentennial founding of Show Low anniversary and an increase in the After School Program in FY2020.

Although not intended to be self-supporting, many programs offered through the Recreation Division do generate user fees. The Recreation Division recovers approximately 26.6% of its total cost to operate through these fees. For FY2020, total recreation income is expected to generate \$117,175, an increase over FY2019 due to the addition of a basketball camp registration program.

Revenue

	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
			Budget	YTD	Budget
Sponsorship	1,000	-	-	-	-
Concession Income	-	-	500	-	500
Youth Sports	16,950	19,123	10,600	16,269	10,600
Show Low Cougar Basketball Camp	-	-	-	660	10,000
Adult Sports	35,814	47,251	37,500	38,950	37,500
Community Recreation Pgms	12,435	17,864	15,000	18,155	15,000
Facility & Equipment Rental	6,125	6,658	3,000	2,185	3,000
After School Program	-	-	-	-	10,000
Parade revenue	1,735	2,330	2,575	465	2,575
BMX Revenue	6,108	4,010	10,000	135	-
Benches	1,200	-	5,000	-	5,000
Special Events	15,440	19,987	5,000	18,558	5,000
Pickleball Lifetime Passes	-	11,700	-	-	-
Misc. Income	23,737	945	8,000	8,988	8,000
Concert Series	1,384	-	10,000	-	10,000
Pickleball Donations	-	6,374	-	-	-
Concert Tickets	5,340	1,845	-	-	-
Total	127,268	138,087	107,175	104,365	117,175

Expenditures

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	88,714	100,762	113,922	113,922	120,122
Part-Time Wages	52,916	36,159	26,780	26,780	26,000
Medical Insurance	43,132	41,402	59,893	49,893	59,893
FICA	10,631	10,741	10,764	10,76	11,155
Retirement	12,097	13,220	13,222	13,222	14,171
Worker's Com	2,156	1,648	2,525	2,525	1,998
Other ERE	115	914	1,829	1,829	1,908
Recruitment & Processing	393	350	-	-	-
Total Personnel	210,153	205,196	228,935	218,935	235,247
Operating Expenditures					
Other Contractual Service	8,481	12,123	10,000	10,000	10,000
Advertising & Publicity	465	924	2,000	2,000	2,000
Reproduction & Printing	1,000	183	1,000	1,000	1,000
Travel & Training Staff	1,463	2,085	2,800	2,800	2,800
Dues & Memberships	1,756	430	1,500	1,500	1,500
Expendable Materials	3,075	1,491	2,500	2,500	2,500
Postage	148	80	500	500	500
Books & Subscriptions	11	59	100	100	100
Auto Parts & Labor	-	-	300	300	300
Fuels & Lubricants	164	385	500	500	500
Repairs & Maintenance	-	-	400	400	400
Telephone	-	-	1,400	1,400	1,400
Recreation Equipment	3,052	2,971	3,700	3,700	3,700
Concerts in the Park	2,700	2,727	5,000	5,000	5,000
Special Events	8,872	9,881	17,000	12,000	12,000
4 th of July Special Event	3,916	17,059	22,000	22,000	32,000
BBQ Throwdown Special Event	21,401	21,130	22,500	27,500	27,500
Show Low Cougar Basketball Camp	-	-	-	-	10,000
After School Programs	2,522	2,855	3,950	3,950	14,870
Adult Sports	32,228	30,741	37,500	37,500	37,500
Youth Sports	16,341	14,291	15,800	15,800	15,800
4 th of July Parade Expense	2,777	2,626	3,000	3,000	3,000
SL Shines Electric Light Parade	1,288	1,540	1,500	1,500	1,500
BMX Expenses	5,771	15,426	17,400	1,500	-
Benches	696	-	5,000	5,000	5,000
Concert Series	10,934	6,029	10,000	-	10,000
Total Operating	129,062	145,036	187,350	161,450	200,870
Grand Total	339,215	350,232	380,385	380,385	436,117

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Parks and Facilities Maintenance

Program Goal

The Parks and Facilities Maintenance department provides ongoing maintenance services for city property, buildings, and parks. By maintaining and enhancing the parks system, the City provides a wide variety of recreational opportunities. The division endeavors to improve the quality of our facilities by being proactive; striving to address issues before they are reported. The Parks and Facilities Maintenance division is dedicated to providing clean, safe and enjoyable facilities for our citizens and visitors. Our goal of team building is accomplished by special events like the annual equipment rodeo and monthly training breakfasts.

FY2019 Achievements

- Completed new little league dugouts for Nikolaus Park
- Completed signage improvements at the City Park
- Completed the construction of three Ramadas at the City Park
- Improved mechanical and plumbing systems at the Aquatic Center
- Completed construction of four pickleball courts
- Upgraded water slide at the Aquatic Center
- Converted the “Butler Building” to the Parks and Facilities maintenance shop and warehouse

FY2020 Goals

- Improve the general look and condition of park property city wide
- Add amenities to city parks, swing sets and a zip line
- Complete the implementation of our Facilities Preventative Maintenance Program
- Improve efficiency by integrating Parks and Facilities Maintenance staff into the Public Works department work order system

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Number of Playgrounds	8	8	8	8	8
Number of Athletic Fields	20	20	20	20	20
Number of Parks	7	7	7	7	7
Acreage of Athletic Fields/Parks	410.79	410.79	410.79	410.79	410.79
Effectiveness/Efficiency					
Cost per acre for annual maintenance	503.62	479.65	464.41	532.47	526.68
Acres maintained per employee	58.68	51.35	51.35	51.35	51.35
Athletic Fields Per Capita	581.4	581.4	581.4	581.4	581.4
City Parks/Playgrounds Per Capita	1,453.5	1,453.5	1,453.5	1,453.5	1,453.5
Average Maintenance Cost per Vehicle/Equipment*	\$967	\$1,167	\$1,672	\$1,823	\$676.92

*23 vehicles/equipment in FY14/15; 13 vehicles/equipment in FY15/16; 11 vehicles/equipment in FY16/17; 12 vehicles/equipment in FY17/18; 12 vehicles/equipment in FY18/19

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Maintenance Supervisor	1.0	1.0	1.0	1.0	0.0
Maintenance Tech III	0.0	1.0	1.0	1.0	0.0
Maintenance Tech II	2.0	2.0	2.0	2.0	0.0
Maintenance Tech I	3.0	2.0	2.0	2.0	0.0
Custodian	1.0	2.0	2.0	2.0	0.0
Total	7.0	8.0	8.0	8.0	0.0

Departmental Budget

The Parks and Facilities Maintenance Division budget of \$1,483,359 is a \$181,949 (10.93%) decrease over the FY2019 budget of \$1,665,308. The majority of the decrease is due to the completion of the Nikolaus Homestead Park Lighting Phase IIA in FY2019 and the completion of several improvement projects. When adjusted for capital projects the department increases \$59,949 (6.45%) over the FY2019 budget with the majority of the increase in personal and repair and maintenance costs.

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	263,217	279,037	264,173	264,173	280,598
Part-Time Wages	-	3,050	-	-	9,000
Overtime	9,973	10,402	13,081	13,081	12,700
Medical Insurance	110,682	113,477	149,733	120,000	149,733
FICA	20,555	23,320	21,210	21,210	23,103
Retirement	30,750	33,919	32,152	32,152	35,085
Worker's Com	10,369	8,688	12,514	12,514	10,168
Other ERE	266	2,187	3,893	3,893	4,122
Recruitment & Processing	265	615	-	-	-
Uniforms	3,147	3,552	2,354	2,354	2,354
Total Personnel	449,225	478,247	499,110	469,377	526,862
Operating Expenditures					
Other Contractual Service	81,307	75,448	165,000	165,000	150,000
Travel & Training Staff	2,167	4,414	4,500	4,500	6,400
Dues & Memberships	565	443	800	800	800
Expendable Materials	32,633	38,603	37,000	37,000	37,000
Sign Maintenance	2,405	231	3,000	3,000	3,000
Personal Protective Equipment	-	-	-	-	3,500
Small Equipment/Capital	8,107	3,752	11,000	11,000	12,760
Auto Parts & Labor	18,392	21,879	20,000	20,000	20,000
Fuels & Lubricants	16,291	16,792	20,000	20,000	20,000
Rental & Maintenance Contracts	275	20,372	-	-	500

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Equipment Rental –Other	264	1,229	6,000	6,000	26,000
Safety Equipment	27	-	-	-	-
Repairs & Maintenance	90,365	121,500	50,000	60,000	71,000
Repair & Maint – Sports Turf	19,102	21,787	25,500	25,500	41,500
Utilities	83,609	87,172	88,000	88,000	88,000
Casualty Loss	10,000	-	-	-	-
Total Operating	365,508	413,622	430,800	440,800	480,460
Capital Expenditures					
Show Low Lake Restrooms Phase I	-	45,579	-	-	-
Deuce of Clubs Tree Irrigation	-	50,073	-	-	-
Nikolaus Homestead Park Lighting	-	66,981	-	-	-
Nikolaus Homestead Park Lighting Phase IIA	-	-	300,000	270,000	30,000
Pickleball Court Construction	-	111,539	103,898	39,080	-
City Campus Master Plan Imp. – Replace Roof	-	-	-	-	170,000
Old Pavilion Improvements	-	-	-	-	50,000
City Park Streets and Trails Makeover	-	-	-	-	50,000
Replace Carpet at Gym	-	-	-	-	55,000
Improvements	-	265,517	282,500	245,000	172,500
Equipment Purchase	9,513	18,331	49,000	48,772	64,000
Total Capital	9,513	558,020	735,398	602,852	591,500
Grand Total	824,246	1,449,889	1,665,308	1,513,029	1,598,822

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital

Description	Account/Project Number	Amount
Double Zip Line at City Park	11-445-495-7310-0000/4452055	60,000
Roof for Butler Building	11-445-495-7310-0000/4452056	50,000
Windows and Doors at Cafeteria	11-445-495-7310-0000/4452079	25,000
Replace Carpet at City Gym	11-445-495-7300-2003/2003	55,000
Old Pavilion Improvements	11-445-495-7310-2000/2000	50,000
City Park Signage	11-445-495-7310-0000/4452080	10,000
Bathrooms in City Gym	11-445-495-7310-0000/4452081	27,500
City Park Streets and Trails Makeover	11-445-495-7310-2002/2002	50,000
City Campus Master Plan Imp – Replace Roof	11-445-495-7310-2004/2004	170,000
Nikolaus Homestead Park Lighting Phase IIA	11-445-495-7300-1921/1921	30,000
Swingset at Archibeque Park	22-445-495-7300-2050/2050	19,500
Tractor	11-445-495-7410-0000/2057	40,000
Turf Sweeper	11-445-495-7410-0000/2058	24,000
Total Capital		611,000

Police Department

Program Goal

The Police Department's mission is to have "A Passion for Excellence!" The values of the agency are:

- Professionalism
- Respect
- Integrity
- Dignity
- Excellence

The Police Department is organized into two divisions and several units in order to provide an adequate span of control and to identify specific program costs. The two divisions are Operations and Operational Support. The Operations Division includes Patrol and Investigations, while the Operational Support Division includes Administration/Operational Support, Animal Control, and Communications. Below is a summary for each unit. Details are provided further in this section.

FY2019 YTD	Operations	Admin/Operational Support	Investigations	Animal Control	Communications
Personnel	6,499,630	-	-	82,120	661,551
Operating	358,115	36,916	17,884	37,753	112,729
Capital	10,786	-	-	85	176
Total	6,868,531	36,916	17,884	119,957	774,456

*Capital included projects included in Projects/Capital Fund

FY2019 YTD	Operations	Admin/Operational Support	Investigations	Animal Control	Communications
Revenues	349,842	26	-	3,876	-
Grant Revenues	199,813	-	-	-	-

FY2019 Actuals	Operations	Animal Control	Communications
Full-Time	36.0	2.0	17.0
Part-Time	0.0	0.0	1.3
Total	36.0	2.0	18.3

The Police Department has an authorized staffing level of 56.3 employees a decrease of 2.5 part-time employees, an increase of 6.0 FTE's (4 FTE's a result of the merger with Snowflake/Taylor Communications) for a net increase of 4 FTE's, of which 32.0 are sworn. This includes two School Resource Officers (SRO) and a grant-funded Major Crimes Apprehension Team (MCAT) Sergeant.

FY2019 Achievements

- Pinetop-Lakeside’s 911 dispatch center was moved to Show Low Police Department in an effort to consolidate services
- Traffic safety awareness through targeted traffic enforcement and the addition of multiple digital speed signs through the community
- Continued community outreach activities through a variety of programs such as citizen academies, coffee with a cop, school resource programs, and social media

FY2020 Goals

- Continue the regionalization of communications by working to consolidate Snowflake-Taylor’s 911 center
- Continue traffic safety education and enforcement activities in an effort to reduce speed and intersection related accidents
- Enhance office safety and visibility, while reducing maintenance costs, by updating the current fleet of police vehicles.

Performance Measures

	FY2014-2015	FY2015-2016	FY2016-2017	FY2017-2018	FY2018-2019 YTD
Citations Issued	4,655	4,337	4,387	6,342	3,092
Moving Violations	1,517	1,153	1,449	1,650	1,128
Warning/Repair	2,971	2,392	2,159	3,879	3,140
Criminal Summons	671	651	571	635	335
Felony Arrests	353	310	218	256	156
Misdemeanor Arrests	1,437	1,238	1,097	1,114	605
DUI Arrests	80	87	76	99	34
Murder/Manslaughter	-	-	-	2	10
Forcible Rape	1	2	2	11	9
Robbery	3	2	3	-	-
Simple Assault Cases	92	75	94	104	84
Aggravated Assault Cases	47	46	32	71	44
Burglary Cases	54	36	36	78	28
Larceny Cases	480	427	319	396	226
MV Theft Cases	11	8	11	19	13
Collisions	241	259	260	302	266
Calls Handled	18,667	21,907	23,296	21,551	19,598
Total Reports Processed	3,010	2,838	2,505	2,911	1,941
Effectiveness/Efficiency					
Average Daily Calls Handled	51	60	63	59	72
Annual Reports Processed Per Officer	94	88	78	90	60
Arrests Per Capita*	0.18	0.15	0.13	0.13	0.07
Patrol Statistics Per Capita**	0.92	0.80	0.77	1.12	0.43
Crime Data Per Capita***	0.06	0.06	0.04	0.06	0.02
Average Monthly Collisions	20	21	21	25	27
Average Maintenance Cost per Vehicle/Equipment****	\$1,652	\$1,577	\$1,813	\$1,799	\$1,109

*Includes: Felony, Misdemeanor, DUI

**Includes: Citations Issued, Moving Violations, Warning/Repairs, Criminal Summons

***Includes: Murder, Rape, Robbery, Assault, Burglary, Larceny, MV Theft

****65 vehicles/equipment in FY14/15; 58 vehicles/equipment in FY15/16; 51 vehicles/equipment in FY16/17; 55 vehicles/equipment in FY17/18; 55 vehicles/equipment in FY18/19

Department Budget Summary

The Police Department's FY2020 budget of \$9,694,034 represents a decrease of \$593,489 (5.77%) from the FY2019 budget of \$10,287,523. The majority of the decrease is due to a reduction in the additional payment into Public Safety Retirement towards the deficit from \$3.0 million to \$1,700,000, and the addition of 4 FTE's due to a merger with Snowflake-Taylor Communications. When adjusted for the additional PSPRS payment, the Police Department's budget increases 706,511 (9.69%).

Details for each unit within the Police Department will illustrate how the FY2020 budget is allocated.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Operations	2,667,822	3,193,866	8,634,433	7,687,826	7,856,225
Investigations	684,299	514,964	38,400	38,400	32,600
Administration	1,252,792	1,301,597	91,200	56,200	105,520
Communications	782,783	749,848	1,290,829	1,053,481	1,531,127
Animal Control	175,657	185,129	232,661	202,746	168,562
Total	5,563,352	5,945,404	10,287,523	9,038,653	9,694,034

Police Operations

The Operations Division includes all general operational activities of the department. The FY2020 Operations Division budget decreases by 9.01% over FY2019 due to the reduction in the additional payment to PSPRS for the unfunded liability from \$3.0 million in FY2019 to \$1,700,000 in FY2020. When adjusted for this payment the operations division budget increases by 521,792 (9.26%).

Revenue

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Operating Revenues					
Dispatching Services	194,013	241,829	500,621	298,589	683,853
Special Duty Police Services	-	-	-	879	-
Alarm Fees	5,630	5,350	9,000	8,090	9,000
Finger Prints, File Copies	11,843	13,456	9,000	11,537	9,000
Impound/Towing Fees	13,500	16,575	15,000	7,275	5,000
Miscellaneous Income	69,503	4,000	500	1,353	500
Detail Shop Bay Lease	-	-	-	-	4,800
Public Safety Building Maint Reimb	-	6,472	-	16,486	-
Insurance/Loss Reimbursement	5,668	-	-	4,206	-
Car Seat Revenue	835	-	700	-	-
Donations	2,561	-	-	1,427	-
Pinetop-Lakeside Revenue	-	-	-	-	42,500
Total Operating Revenues	303,553	287,682	534,821	349,842	754,653
Grant Revenues					
County Task Force Officer	103,328	28,074	83,000	41,956	44,000
School Resource Officer Grant	202,341	91,490	110,321	81,214	110,321
Transport Officer	1,073	30	1,000	-	-
GIITEM Revenue	67,387	68,427	73,176	62,843	73,176
Police Vests Grant	-	-	-	-	-
Federal Intergovernmental Rev	16,480	31,857	11,620	12,780	11,620
State Intergovernmental Rev	-	-	-	1,020	-
COPS Grant – 2011UMWX0016	-	-	66,750	-	-
D.U.I. Grant	8,025	(1,567)	-	-	-
Total Grant Revenue	398,634	218,311	345,867	199,813	239,117
Total Revenue	702,187	505,993	880,688	549,655	993,770

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	1,246,184	1,328,837	2,501,516	2,501,516	2,578,789
Part-time Wages	-	-	32,972	9,000	15,450
Overtime	121,198	130,535	133,900	133,900	130,000
Medical Insurance	331,218	356,463	698,753	525,000	718,718
FICA	98,759	113,539	203,136	203,136	207,511
Retirement	402,166	542,397	3,960,215	3,600,000	2,678,765
Worker's Comp	76,001	54,639	146,706	120,000	113,765
Other ERE	1,014	10,009	36,335	36,335	47,200
Police Uniform Allowance	24,139	29,562	46,200	47,382	37,400
Recruitment & Processing	8,679	3,488	-	-	-
Total Personnel	2,309,358	2,569,469	7,759,733	7,176,269	6,527,579
Operating Expenditures					
Professional & Consulting Services	3,106	225	-	571	-
Other Contractual Service	1,612	7,960	3,000	3,500	3,000
Finger Printing	5,774	5,347	6,000	6,000	6,000
Reproduction & Printing	7,523	9,956	9,700	9,700	9,700
Travel & Training Staff	9,816	12,540	20,000	20,000	24,000
Dues & Memberships	625	896	1,700	1,700	1,700
Expendable Materials	15,040	18,395	16,700	16,700	16,700
Postage	1,424	1,645	2,700	2,700	2,700
Small Equipment/Capital	26,194	26,420	65,000	65,000	30,500
Ammunition	5,775	25,298	19,000	19,000	19,000
Ammunition – Less than lethal	2,961	1,165	7,000	7,000	7,000
Police Equipment	3,162	9,155	12,000	12,000	12,000
Programs	-	(1,060)	-	-	-
Special Response Team (SRT)	3,359	19,665	27,000	27,000	27,000
Uniforms	179	70	-	-	-
Books & Subscriptions	3,166	3,154	4,500	4,500	4,500
Auto Parts and Labor	92,496	99,424	91,000	91,000	80,000
Fuels & Lubricants	57,834	69,759	85,000	85,000	85,000
Rental & Maintenance Contracts	16,351	16,783	22,800	22,800	20,250
Technology & Radio Repair	10,661	10,388	10,000	10,000	10,000
Repairs & Maintenance	52,493	51,854	49,000	49,000	50,000
Telephone	6,613	5,410	7,600	7,600	7,600
Utilities	25,168	50,870	40,000	40,000	45,000
Casualty Loss	7,131	15,246	-	-	-
Total Operating	358,463	460,565	499,700	500,771	461,650
Capital Expenditures					
Move/Remodel Evidence Storage	-	-	125,000	-	175,000
Public Safety Headquarter Detail Shop	-	-	-	-	10,000
Equipment Purchase	-	9,726	-	-	-
Vehicle Purchase	-	154,105	250,000	10,786	681,996
Total Capital	-	163,830	375,000	10,786	866,996
Grand Total	2,667,821	3,183,864	8,634,433	7,687,826	7,856,225
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Police Investigations

The Investigations Unit FY2020 budget is a \$5,800 (15.10%) decrease over FY2019. The majority of the decrease is due to the reduction in the small equipment/capital line item.

Expenditures

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	386,069	256,738	-	-	-
Part-Time Wages	-	-	-	-	-
Overtime	32,569	25,120	-	-	-
Medical Insurance	84,472	71,879	-	-	-
FICA	30,131	22,450	-	-	-
Retirement	102,777	97,403	-	-	-
Worker's Com	19,191	11,159	-	-	-
Other ERE	399	2,052	-	-	-
Police Uniform Allowance	8,338	6,172	-	-	-
Total Personnel	663,946	492,973	-	-	-
Operating Expenditures					
Other Contractual Service	3,449	1,497	3,500	3,500	3,500
Travel & Training Staff	8,634	7,437	10,000	10,000	10,000
Dues & Memberships	201	139	500	500	500
Expendable Materials	3,531	4,401	3,700	3,700	3,700
Small Equipment/Capital	129	2,611	10,000	10,000	4,000
MCAT	1,573	355	2,000	2,000	2,000
Rental & Maintenance Contracts	2,837	5,551	8,700	8,700	8,900
Total Operating	20,353	21,991	38,400	38,400	32,600
Grand Total	684,299	514,96	38,400	38,400	32,600

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Police Administration/Operational Support

The Police Administration/Operational Support unit FY2020 budget is a \$14,320 (15.7%) increase over FY2019. The majority of this increase is due to an increase in rental and maintenance contracts and program costs.

Expenditures

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	681,630	695,178	-	-	-
Part-Time Wages	42,987	25,019	-	-	-
Overtime	50,798	42,711	-	-	-
Medical Insurance	115,824	107,756	-	-	-
FICA	51,403	60,864	-	-	-
Retirement	203,868	264,557	-	-	-
Worker's Com	28,930	25,101	-	-	-
Other ERE	674	5,113	-	-	-
Police Uniform Allowance	10,675	10,720	-	-	-
Recruitment & Processing	522	-	-	-	-
Total Personnel	1,187,311	1,237,019	-	-	-
Operating Expenditures					
Merchandise for Resale	1,350	-	500	500	500
Professional & Consulting Services	31,013	5,746	39,000	4,000	39,000
Travel & Training Staff	9,665	8,560	12,300	12,300	15,000
Dues & Memberships	1,085	1,384	1,500	1,500	1,500
Expendable Materials	3,317	3,130	4,000	4,000	4,000
Programs	5,046	16,855	10,500	10,500	20,000
Police Dog	2,658	6,336	6,000	6,000	3,500
Rental & Maintenance Contracts	10,231	22,504	17,400	17,400	22,020
Prisoner Expenses	1,115	65	-	-	-
Total Operating	65,481	64,579	91,200	56,200	105,520
Grand Total	1,252,792	1,301,598	91,200	56,200	105,520

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Police Communications

The Police Communications unit FY2020 budget of \$1,531,127 is an increase of \$240,298 (18.62%) from the FY2019 budget of \$1,290,829. The majority of the increase is due to the addition of four (4) FTE's due to the merger with Snowflake-Taylor Communications. The majority increase is offset by the additional revenue for Dispatching Services as noted below.

Revenues

In addition to the Show Low Police Department, the communications center dispatches for several fire departments and ambulance services and is reimbursed on a contractual or cost-per-call basis. For FY 2020, estimated revenue from this service is programed at \$683,853 as detailed below. This is an increase of \$183,232 from the FY2019 revenue of \$500,621. The majority of the increase comes from Snowflake-Taylor as a result of the merger with Snowflake-Taylor Communications.

Timber Mesa Fire Department	141,810
Heber	30,574
Pinedale/Claysprings	3,418
Pinetop Fire	40,907
Pinetop/Lakeside PD	230,460
EMS Ambulance	77,819
Snowflake-Taylor*	158,865
Total	683,853

*1/2 of annual Revenue

Actual Revenues:

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Dispatching Services	194,013	241,829	500,621	190,712	683,853

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	339,167	271,659	533,498	450,000	623,212
Part-Time Wages	23,639	13,750	44,000	20,000	44,000
Overtime	84,614	131,185	36,050	100,000	35,000
Medical Insurance	127,704	103,928	259,537	159,537	339,394
FICA	33,243	32,083	46,586	56,586	60,382
Retirement	48,240	59,422	93,715	93,715	89,916
Worker's Com	1,152	2,416	6,918	6,918	1,894
Other ERE	501	2,080	8,125	8,125	10,729
Uniform Allowance	-	-	1,400	1,400	-
Recruitment & Processing	1,836	3,923	-	-	-
Total Personnel	660,096	620,444	1,029,829	886,281	1,204,527
Operating Expenditures					
Professional & Consulting Services	28,301	17,790	8,000	40,000	1,000
Travel & Training Staff	3,737	6,118	15,000	15,000	15,000
Dues & Memberships	600	625	1,000	1,000	1,000
Expendable Materials	4,591	5,525	8,000	8,000	8,000
Small Equipment/Capital	10,235	37,123	38,500	38,500	38,500
Rental & Maintenance Contracts	47,727	48,278	64,500	64,500	62,100
Total Operating	95,191	115,460	135,000	167,000	125,600
Capital Expenditures					
Equipment Replacement	27,495	13,944	126,000	200	201,000
Total Capital	27,495	13,944	126,000	200	201,000
Grand Total	782,783	749,848	1,290,829	1,053,481	1,531,127

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Police Animal Control

The Police Animal Control unit FY2020 budget of \$168,562 is a decrease of \$64,099 (27.55%) over the FY2019 budget of \$232,661. The majority of the decrease is due to a decrease in Other Contractual Services for Pet Allies and personnel costs. The decrease in Other Contractual Services for Pet Allies is a result of a modification in the contract with Pet Allies due to the purchase of a new facility. The annual contract will decrease until the cost of the new facility purchased by the City of Show Low is re-paid over a 10 year period.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Animal Licenses	1,736	2,057	2,500	2,156	2,500
Adoption Fees	370	6	-	-	-
Kennel Fees	2,080	2,580	-	1,720	1,000
Total Revenue	4,186	4,643	2,500	3,875	3,500

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	75,096	76,962	85,126	85,126	69,839
Overtime	9,276	6,123	8,240	8,240	8,000
Medical Insurance	22,244	29,263	39,929	29,929	39,929
FICA	8,090	6,520	7,142	7,142	5,955
Retirement	9,265	10,055	10,789	10,789	9,426
Worker's Com	2,308	1,637	2,752	2,752	1,751
Other ERE	50	612	1,283	1,283	1,061
Police Uniform Allowance	2,602	3,248	2,800	2,800	2,800
Total Personnel	128,930	134,420	158,061	148,061	138,762
Operating Expenditures					
Professional & Consulting Services	183	994	1,000	1,000	1,500
Other Contractual Services	36,829	34,837	38,000	38,000	12,000
Travel & Training Staff	3,247	3,210	4,000	4,000	5,000
Expendable Materials	351	815	1,000	1,000	1,000
Small Equipment/Capital	879	-	1,500	1,500	2,500
Uniforms	626	-	-	-	-
Veterinary Expenses	-	94	-	-	-
Auto Parts and Labor	1,419	1,283	1,800	1,800	1,800
Fuels and Lubricants	2,652	2,803	6,000	6,000	6,000
Utilities	540	855	1,300	1,300	-
Casualty Loss	-	5,818	-	-	-
Total Operating	46,727	50,708	54,600	54,600	29,800
Capital					
Animal Control Expansion – Design	-	-	20,000	85	-
Total Capital	-	-	20,000	-	-
Grand Total	175,657	185,129	232,661	202,746	168,562

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

Description	Account/Project Number	Amount
Patrol Vehicle #1 (Ford Expedition)	11-455-495-7420-0000/4551800	55,430
Patrol Vehicle #2 (Ford Expedition)	11-455-495-7420-0000/4551801	55,430
Patrol Vehicle #3 (Ford Interceptor/Detective)	11-455-495-7420-0000/4551802	51,240
Patrol Vehicle #4 (Ford Interceptor/Detective)	11-455-495-7420-0000/4551803	51,240
Patrol Vehicle #5 (Ford Interceptor)	11-455-495-7420-0000/4552059	51,240
Patrol Vehicle #6 (Ford Interceptor)	11-455-495-7420-0000/4552060	51,240
Patrol Vehicle #7 (Ford Interceptor)	11-455-495-7420-0000/4552061	51,240
Patrol Vehicle #8 (Ford Interceptor)	11-455-495-7420-0000/4552062	51,240
Patrol Vehicle #9 (Ford Interceptor)	11-455-495-7420-0000/4552063	51,240
Patrol Vehicle #10 (Ford Interceptor)	11-455-495-7420-0000/4552064	51,240
Patrol Vehicle #11 (Ford Interceptor)	11-455-495-7420-0000/4552065	51,240
Patrol Vehicle #12 (Ford Interceptor Hybrid/Sr. Patrol)	11-455-495-7420-0000/4552066	54,988
Patrol Vehicle #13 (Ford Interceptor Hybrid/Sr. Patrol)	11-455-495-7420-0000/4552067	54,988
Remove and Remodel Evidence Storage/Walk-in Freezer	11-455-495-7300-1922/1922	175,000
Public Safety Headquarter Detail Shop	11-455-495-7310-2005/4552005	10,000
Total Capital		866,996

Description	Account/Project Number	Amount
Equipment Replacement in Dispatch	11-460-495-7300-0000/4601800	201,000
Total Capital		201,000

Magistrate Court

Program Goal

The City Magistrate Court provides service with integrity to all individuals who come before the court, equal access, professional and impartial treatment, and just resolution of all court matters.

FY2019 Achievements

- Completed all mandatory training for all staff (Cojet)
- Continuous training of new staff
- Working successfully through transition and changes of the court
- Moved to the new court building

FY2020 Goals

- Security additions to new building
- Continue transition and training of new staff, working through changes of the court
- Remain in compliance with State Law, Administrative Orders and Rules of the Court

Performance Measures

			FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Caseload							
	Civil Traffic						
		Adjudication	3,573	1,399	1,717	1,930	1,523
		Trials Held	68	40	32	46	39
		New Filings	1,065	976	1,483	1,687	1,288
	Local Non-Criminal Ordinances						
		Adjudications	249	158	195	112	85
		New Filings	117	144	189	140	68
		Total Caseload	5,072	2,717	3,616	3,915	3,003
Financial							
	Officer Generated Citations						
		Base Fine	55,312	61,751	69,575	80,441	67,441
		DDC	20,400	22,500	37,600	44,800	41,640
		Automation Fee	3,713	3,652	4,115	5,748	4,769
		User Fee	12,405	11,880	13,545	19,232	12,571
		Misc Fee	29,581	22,080	22,029	24,074	12,548
	Photo Enforcement						
		Base Fine	41,963	8,317	5,202	2,080	1,025
		DDC	14,675	-	-	-	-
		Automation Fee	2,889	634	363	154	71
		User Fee	9,647	2,090	1,160	514	238
		Service Fee	13,813	1,692	1,264	625	210
	Other						
		Funds to State Treasurer	182,382	127,942	131,357	148,839	127,594
		Navajo County Collections	6,475	4,579	4,877	5,284	3,947
		Restitution paid to Victims	1,208	1,742	3,827	1,516	2,004
		Bonds Received into Court	9,534	6,107	7,140	16,278	8,225
		Additional Assessment/County Treasurer (ZOS2)	976	644	816	872	700
		Total Funds Received	404,972	275,609	302,872	350,457	282,983
Effectiveness/Efficiency							
		Caseload Per Capita	0.48	0.25	0.33	0.35	0.26

Not all funds collected are for the City Magistrate Court. The performance measures above indicate how much traffic and types of transactions are taken by the City Magistrate Court on behalf of other court systems in addition to the City Magistrate Court.

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
City Magistrate	0.5	0.5	0.5	0.5	0.0
Chief Judicial Clerk	1.0	1.0	1.0	0.0	-1.0
Court Clerk	1.0	1.0	0.5	0.0	-0.5
Total	2.5	2.5	2.0	0.5	-1.5

Departmental Budget Summary

The City Magistrates budget of \$96,047 represents a \$70,906 (42.47%) decrease from the FY2019 budget of \$166,953. The decrease is due to staff changes.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Restitution	1,382	428	-	2,157	-
Suspension Fee	9,082	9,126	13,000	9,330	13,000
Warrant Fee	-	-	500	150	500
Automation Fee	4,115	5,748	3,000	5,370	3,000
County Collections Fee	4,877	5,300	8,000	4,594	8,000
Fines	69,575	80,441	50,000	77,644	67,000
Photo Enforcement Fines	5,202	1,980	-	1,125	-
Photo Enforcement DDC	-	101	-	-	-
Photo Enforcement Automation Fee	363	235	-	75	-
Photo Enforcement User Fee	1,160	432	-	251	-
Photo Enforcement Process Serve Fee	1,264	625	-	210	-
Addl Assessment-Cnty Treasure	-	-	500	-	500
City Police Suspended Plates	4,606	5,584	5,000	5,872	5,000
DDC	37,600	44,800	20,000	48,360	20,000
HURF City Police	-	118	100	-	100
Officer Safety Equipment	4,248	4,043	5,000	3,172	5,000
Staff/User Fee	13,545	19,232	10,000	17,932	10,000
Bond Forfeiture	270	-	-	-	-
Misc Income	10,146	9,531	2,500	6,989	2,500
Total	167,435	187,723	117,600	183,231	134,600

Expenditures

Travel and Training funds in the amount of \$5,000 will again be requested from the Local Judicial Collection Enhancement Fund (JCEF). JCEF grants are funded through Magistrate Court-collected monies that are statutorily set aside for the purpose of improving the administration of the judicial process through automation, training, and other means. JCEF funds and other court-restricted funds are programmed in the projects fund and total an estimated \$30,000.

Activities of this General Fund department are paid for in part by court fines and forfeitures.

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	124,853	118,155	113,002	85,148	33,486
Medical Insurance	35,979	25,116	19,964	5,000	-
FICA	8,752	9,085	8,645	8,645	2,562
Retirement	9,726	9,488	11,156	3,500	-
Worker's Com	301	228	326	130	-
Other ERE	242	625	1,360	200	-
Total Personnel	179,853	162,697	154,453	102,623	36,047
Operating Expenditures					
Professional & Consulting Services	-	-	500	28,354	500
Other Contractual Services	-	-	-	-	48,000
Travel & Training Staff	11	34	-	-	-
Dues & Memberships	150	150	200	300	200
Expendable Materials	729	980	1,200	1,200	1,200
Postage	328	13	500	20	-
Books & Subscriptions	-	303	300	850	300
Rental & Maintenance Contracts	5,820	5,572	5,800	5,800	5,800
Repairs & Maintenance	-	580	500	500	500
Bank Charges	1,410	3,399	3,500	3,500	3,500
Total Operating	8,447	11,015	12,500	40,524	60,000
Grand Total	188,300	173,712	166,953	143,147	96,047
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Engineering

Program Goal

The Engineering Division of the City provides for the economical, safe, and aesthetic design and construction of facilities on City property and serves as the central depository for all official records relating to capital projects. The Engineering Division performs traffic studies and construction surveys and also provides Geographical Information Services (GIS). GIS is electronic mapping combined with data storage and retrieval. This allows citizens and staff to access information regarding property and infrastructure from maps stored on the City website. The Engineering Division strives to be a professional customer service organization that demonstrates efficiency and integrity in our daily operations.

FY2019 Achievements

- Provided Engineering oversight and design for the funded Capital Projects in FY2019
- Completed a new Aerial Photo of the City of Show Low
- Continued to integrate Drone Technology in our tasks to increase efficiency and accuracy
- Completed a PACER roadway evaluation and continued our pavement management program

FY2020 Goals

- Complete the Design and Construction of all the funded Capital Projects in all departments in FY2020
- Work with our Regional Partners and ADOT to compete the realignment and expansion of the SR-260 and Show Low Lake Road Intersection
- Continue our pavement management program an increase the condition of the surface transportation system.

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Public Works Director	1.0	1.0	1.0	1.0	0.0
City Engineer	1.0	1.0	1.0	1.0	0.0
GIS Manager	1.0	1.0	1.0	1.0	0.0
Construction Inspector	1.0	1.0	1.0	1.0	0.0
Engineering Technician	1.0	1.0	1.0	1.0	0.0
Administrative Assistant*	0.5	0.5	0.5	0.5	0.0
Real Estate Administrator	0.5	0.5	0.5	0.5	0.0
Total	6.0	6.0	6.0	6.0	0.0

*Position split with Planning & Zoning

Departmental Budget Summary

The Engineering Division budget of \$711,157 is a \$66,390 (8.54%) decrease from the FY2019 budget of \$777,547. The majority of the decrease is due to the completion of the aerial mapping project in FY2019

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Plan check Fees	-	300	-	45	-
Engineering Services	2,513	3,825	500	3,055	500
Photocopying Fees	-	8	-	1,484	-
Insurance Reimbursement	-	1,028	-	-	-
Total	2,513	5,161	500	4,584	500

Expenditures

The Engineering Division will continue to perform drafting, design, and survey work for City capital projects. The activities of the Engineering Division that benefit the capital and operations of the Water and Wastewater Funds are not charged directly to those funds or projects. A portion of the cost is recaptured through the annual overhead charged to those funds and transferred to the General Fund.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	401,899	417,007	431,739	431,739	447,255
Part-time Wages	-	2,792	4,800	4,800	4,800
Overtime	-	756	0	-	-
Medical Insurance	67,525	77,839	109,804	82,000	109,804
FICA	30,064	33,128	33,395	33,395	34,513
Retirement	44,823	49,121	49,615	49,615	52,416
Worker's Com	2,042	1,965	2,812	2,812	4,095
Other ERE	398	3,170	6,082	6,082	6,298
Recruitment & Processing	11	105	-	-	-
Uniforms	146	-	-	-	175
Total Personnel	546,908	586,028	638,247	610,443	659,357
Operating Expenditures					
Professional & Consulting Services	3,061	-	4,000	4,000	4,000
Legal Ads & Notices	-	68	-	-	-
Reproduction & Printing	-	504	100	100	100
Travel & Training Staff	2,755	6,465	4,800	4,800	5,000
Dues & Memberships	905	1,281	800	800	1,100
Expendable Materials	4,974	6,096	4,000	4,000	5,000
Postage	467	820	500	500	500
Small Equipment/Capital	3,022	1,549	3,000	3,000	3,000
Books & Subscriptions	-	52	300	300	300

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Auto Parts & Labor	2,847	2,094	4,000	4,000	4,000
Fuels & Lubricants	2,468	3,094	3,000	3,000	4,000
Rental & Maintenance Contracts	21,298	24,757	23,000	23,000	23,000
Telephone	1,764	1,622	1,800	1,800	1,800
Casualty Loss	-	3,966	-	-	-
Total Operating	43,560	52,369	49,300	49,300	51,800
Capital Expenditures					
Aerial Mapping	-	-	90,000	68,499	-
Total Capital	-	-	90,000	-	-
Grand Total	590,468	638,397	777,547	728,242	711,157

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Aquatic Center

Program Goal

The Aquatics Division provides a diverse aquatic environment available and accessible to all, which contributes to the physical, mental, social, and cultural needs of the community and permits outlets that cultivate a wholesome sense of civic pride and social sensibility.

FY2019 Achievements

- Added more classes to each swim lesson session
- Added Itty Bitty Pirate Pool Party
- Upgraded the pool filters to help chemically balance the pool
- Upgraded slide steps and refurbished the slide

FY2020 Goals

- Reorganize the swim team both off and on season
- Add more special events and/or programs to the pool to reach teens and the younger age groups

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Aquatic Center Admissions	50,131	52,258	56,427	57,730	26,579
Swim Lessons	54	288	216	349	210
Open Swim	16,229	11,012	10,720	10,872	9,956
Lap Swim	1,701	5,138	6,005	6,067	4,768
Water Aerobics	6,227	1,966	6,603	6,652	5,349
Birthday Parties	n/a	n/a	24	21	25
Pool Rentals	n/a	n/a	9	15	14
Special Events	n/a	127	115	115	57
Physical Therapy	n/a	n/a	72	90	89
Effectiveness/Efficiency					
Percent of Operating Expenditures covered by Revenues	31%	35%	34%	30%	20%
Average Daily Admissions	137	143	154	158	97*

*Based on 9 months

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Recreation Coordinator	1.0	1.0	1.0	1.0	0.0
PT/Seasonal Recreation Aides	7.5	7.5	7.5	7.5	0.0
Total	8.5	8.5	8.5	8.5	0.0

Departmental Budget Summary

The Aquatics Division budget of \$623,130 is an \$89,521 (16.87%) increase from the FY2019 budget of \$533,609. The majority of the increase is attributed to a one-time capital expenditure to repair the roof at the Aquatic Center.

Although originally set up as an Enterprise Fund, the Aquatics Division was never intended to recover all of its costs, so it was converted to a Special Revenue Fund. In FY2019, the Aquatic Division was moved to the General Fund. It is estimated that approximately 20% of its operational costs will be recovered through program revenue of \$94,800. As in years past, half of one FTE from Parks/Facilities Maintenance is charged to the Aquatic Center.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Family/Open Swim Charges	-	-	100	-	100
Youth Swim	30,699	26,629	30,000	18,311	22,000
Adult Swim	22,240	20,077	19,000	14,747	19,000
Senior Swim	3,939	4,088	3,000	4,028	2,700
Aquatic Training	420	1,170	1,000	1,350	1,000
Swimming Lessons	16,857	21,831	16,000	9,765	16,000
Aquatic Center Pass Income	23,153	21,013	20,000	19,296	10,000
Aqua Aerobics/Lap Swim	16,239	16,270	15,000	15,128	13,000
Pool Rental Income	4,405	4,656	4,000	4,306	3,000
Swim Team Revenue	7,925	6,190	5,000	3,470	4,000
Birthday Parties	4,306	3,305	3,000	3,896	2,000
Retail Sales	3,671	1,811	3,000	612	2,000
Operating Transfers In	265,000	323,540	-	-	-
Interest Earned on Investments	90	-	-	-	-
Total	419,420	450,489	119,100	94,908	94,800

Expenditures

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	52,836	44,046	59,384	59,384	67,285
Part-Time Wages	163,543	200,444	175,100	175,100	170,000
Medical Insurance	10,365	10,995	29,947	15,000	29,947
FICA	16,099	19,876	17,938	17,938	18,129
Retirement	4,610	4,910	6,820	6,820	7,915
Worker's Com	3,054	3,010	4,704	4,470	3,671
Other ERE	42	321	2,096	2,096	2,169
Recruitment & Processing	837	1,164	-	-	-
Uniform Allowance	210	142	214	214	214
Total Personnel	251,596	284,907	296,203	281,256	299,330
Operating Expenditures					
Merchandise for Resale	2,049	1,094	2,000	2,000	2,000
Other Contractual Service	578	400	4,000	4,000	4,000
Reproduction & Printing	496	617	1,000	1,000	1,000
Travel & Training Staff	1,250	986	1,800	1,800	1,800
Dues & Memberships	425	1,120	1,500	1,500	800
Expendable Materials	24,649	27,574	22,000	22,000	22,000
Postage	91	40	200	200	200
Small Equipment/Capital	-	-	-	-	-
Uniforms	1,567	1,881	2,000	2,000	2,000
Books & Subscriptions	270	183	-	-	-
Safety Equipment	665	837	1,500	1,500	1,500
Other Equipment & Supplies	2,144	1,150	9,400	9,400	2,500
Repairs & Maintenance	12,284	22,912	22,000	40,000	24,400
Telephone	-	75	1,000	1,000	1,000
Utilities	92,798	73,295	95,600	95,600	95,600
Casualty Loss	-	-	-	-	-
Birthday Parties	2,658	1,963	3,000	3,000	3,000
Over/Short Expense	(36)	-	-	-	-
Special Events	1,155	1,143	2,000	2,000	2,000
Total Operating	143,042	135,269	169,000	187,000	163,800
Capital Expenditures					
Improvements	-	30,404	-	-	-
Equipment Purchase	-	-	68,406	-	30,000
Aquatic Center Roof	-	-	-	-	130,000
Total Capital	-	30,404	68,406	-	160,000
Grand Total	394,638	450,580	533,609	511,662	623,130

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

Description	Account/Project Number	Amount
Aquatic Center Roof	11-785-495-7310-2008/7852008	130,000
Equipment Purchase(Shower/dressing combo & toilet)	11-785-495-7410-0000/7851801	10,000
Equipment Purchase (Internal Metal Doors)	11-785-495-7410-0000/7851903	10,000
Equipment Purchase (Slide Replacement)	11-785-495-7410-0000/7851904	10,000
Total Capital		160,000

Airport

Program Goal

The Show Low Regional Airport serves general and commercial aviation in northeastern Arizona. The airport's service focuses on safety, efficiency, and convenience.

FY2019 Achievements

- Implementation of a new Airport Noncommercial Lease Policy
- Completion of the 06/24 Runway Rehabilitation
- The City's Noncommercial Hangar is now filled and being rented
- Increased lease revenue through the approval of several new hangar leases

FY2020 Goals

- Maximization of airport-generated revenue through increased fuel sales, additional ground and commercial leases, advertising, and other revenue-generating methods
- Increased community awareness of the Airport and the services offered
- Completion of the South Apron Rehabilitation Design
- Improving of the access control system to reduce inadvertent access onto the airfield areas of the Airport and to create a safer and more secure Airport
- Completion of the Airport Master Plan

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Gallons of Jet Fuel Sold – Full Serve	94,459	131,948	185,141	192,347	97,503**
Gallons of Jet Fuel Sold – Self Serve	9,651	19,608	12,320	14,498	8,398**
Percent of Operating Expenditures covered by Revenues*	92%	99%	94%	101%	85%

*Operating Transfer In and Grants Not Included

**Based on 9 months

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Airport Manager	1.0	1.0	1.0	1.0	0.0
Airport Lineman	3.5	4.5	4.5	4.5	0.0
Total	4.5	5.5	5.5	5.5	0.0

Departmental Budget Summary

The FY2020 Airport budget of \$2,138,240 is a \$3,563,525 (62.5%) decrease from the FY2019 budget of \$5,701,765. When the budget is adjusted for federal and state grants, the overall budget increases \$114,678 (8.7%).

Federal and state grants have historically accounted for a large portion of the revenue and expenditures within the Airport Fund. For FY2020, airport staff will continue to pursue opportunities associated with these outside finance sources.

Most of the aviation grants received by the Airport are now funded at the following percentages: 95% Federal, 2.5% State, and 2.5% Local.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Auto Parking	9,689	10,495	10,000	7,252	10,000
Landing Fees	18,185	20,163	15,000	13,885	12,000
Tie Down Fees	15,323	21,251	15,000	13,226	15,000
After Hours Call-out Fees	375	750	1,900	875	1,900
Rentals	248,169	268,007	225,000	218,733	200,000
Forest Service Lease	36,000	36,000	36,000	30,000	36,000
BIA- Old Terminal Lease	15,458	15,458	14,600	14,170	12,600
TSA – Terminal Lease	23,685	23,685	24,000	23,562	24,000
Ground Lease	150	-	-	-	-
Fuel Sales	689,470	912,174	750,000	587,934	800,000
Oil Sales	928	941	3,100	769	3,100
Retail Sales	956	968	1,800	712	1,800
Operating Transfer In	60,290	7,288	-	-	-
Sale of Assets	-	4,919	-	-	-
Miscellaneous Income	10,244	11,508	11,000	6,379	11,000
De-Icing Facility – Federal Grant	-	-	285,000	-	285,000
Item of Correction Remediation	-	-	-	-	-
Rehab Runway 6/24 – Federal Grant	31,636	-	3,538,750	1,627,950	-
ADOT Pavement Program – State Grant	7,016	-	-	-	-
De-Icing Facility – State Grant	-	-	7,500	-	7,500
Runway 6/24 – State Grant	-	125,668	246,215	42,841	-
Update Airport Master Plan – Federal Grant	-	277,482	-	65,497	141,906
Update Airport Master Plan – State Grant	-	7,240	173,588	1,724	5,227
Drainage Imp S Ramp – Design – State Grant	-	-	72,000	-	72,000
Rehabilitation South Apron – Fed	-	-	-	-	175,750
Rehabilitation South Apron – State	-	-	-	-	4,625
Interest Earned on Investments	530	769	-	-	-
Total	1,168,105	1,744,765	5,430,453	2,655,509	1,819,408

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	193,500	224,703	231,504	231,504	246,378
Part-Time Wages	7,181	(52)	10,300	10,300	12,480
Overtime	6,951	11,794	6,695	6,695	6,500
Medical Insurance	53,639	76,635	99,822	99,822	99,822
FICA	15,307	18,019	19,010	19,010	20,277
Retirement	21,814	27,639	26,342	26,342	27,763
Worker's Com	6,442	5,649	9,082	9,082	7,395
Other ERE	209	1,650	3,428	3,428	3,652
Uniform Allowance	1,260	1,905	2,140	2,140	2,140
Total Personnel	306,353	367,943	408,323	408,323	426,407
Operating Expenditures					
Fuel for Resale	534,324	680,765	600,000	600,000	700,000
Oil for Resale	648	1,803	2,500	2,500	2,500
Merchandise for Resale	502	2,975	1,500	1,500	1,500
Other Contractual Service	22,020	13,867	21,000	21,000	21,000
Advertising & Publicity	981	796	2,000	2,000	2,000
Legal Ads & Notices	-	262	500	500	500
Reproduction & Printing	-	177	500	500	500
Travel & Training Staff	45	1,887	2,500	2,500	2,500
Dues & Memberships	375	-	400	400	400
Recruitment & Processing	1,350	58	-	-	-
Expendable Materials	1,355	1,882	2,000	2,000	2,000
Postage	392	416	800	800	800
Small Equipment/Capital	2,077	18,954	-	-	22,000
Books & Subscriptions	55	-	-	-	-
Auto Parts & Labor	17,043	24,1433	14,000	14,000	14,000
Fuels & Lubricants	6,196	4,883	6,500	6,500	6,500
Rental & Maintenance Contracts	892	4,095	5,000	5,000	1,500
Safety Equipment	363	423	500	500	500
Repairs & Maintenance	20,471	26,718	45,000	45,000	45,000
Utilities	61,176	65,009	57,500	57,500	60,000
Insurance Premiums	1,082	7,555	8,000	8,000	8,000
Use Permits	2,356	1,170	500	500	500
Debt Principal	95,000	80,000	-	-	-
Debt Interest	7,340	1,852	-	-	-
Total Operating	722,186	919,690	770,700	770,700	891,700

Capital Expenditures	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Capital Carryover	-	-	96,156	-	-
De-Icing Facility	-	-	300,000	-	300,000
Rehab Runway 6/24	36,541	-	3,794,259	2,279,093	-
Update Airport Master Plan – Federal	-	-	209,077	68,944	140,133
Drainage Imp S Ramp – Design – State	-	-	80,000	-	80,000
Terminal Modifications	-	-	15,000	14,745	-
Rehabilitation South Apron	-	-	-	-	185,000
South Safety & Security Fence	-	-	-	-	70,000
Equipment Purchase	58,768	-	28,250	28,094	-
Vehicle Purchase	-	-	-	-	45,000
Total Capital	95,309		4,522,742	2,390,876	820,133
Grand Total	1,177,706		5,701,765	3,569,899	2,138,240

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

Description	Account/Project Number	Amount
De-Icing Facility	11-750-495-7300-1505/1505	300,000
Rehabilitation South Apron	11-750-495-7300-2006/2006	185,000
Update Airport Master Plan	11-750-495-7300-1814/1814	140,133
South Safety & Security Fence	11-750-495-7300-2007/2007	70,000
Drainage Imp S Ramp – Design – State	11-750-495-7300-1815/1815	80,000
Vehicle Purchase	11-750-495-7420-0000/7502082	45,000
Total Capital		820,133

Grants

Description	Federal	State	City	Total
De-Icing Facility	285,000	7,500	7,500	300,000
Rehabilitation South Apron	175,750	4,625	4,625	185,000
Update Airport Master Plan	133,127	3,503	3,503	140,133
Drainage Imp S Ramp – Design - State	-	72,000	8,000	80,000
Total	593,877	87,628	23,628	705,133

Cemetery

Program Goal

The Cemetery Fund has been established to account for revenues and expenditures associated with the operations of the City Cemetery to meet the service expectations of the citizens of Show Low and allow the cemetery to be financially stable and reduce dependency on the General Fund while maximizing developed and undeveloped property to meet future burial needs and trends.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Cemetery Plot Sales	34,234	37,548	25,000	24,990	25,000
Cemetery Services	3,729	7,025	7,275	10,025	7,275
Operating Transfers In	10,000	-	-	-	-
Interest Earned on Investments	616	1,016	100	36	100
Total	48,579	45,588	32,375	35,051	32,375

Maintenance Reserves (Unbudgeted)

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Maintenance Reserves	-	-	58,922	100,000	137,363	150,000

Expenditures

The FY2020 budget of \$85,000 represents no increase/decrease from the FY2019 budget of \$85,000. Cemetery operations include only those costs directly related to cemetery services; personnel costs are not currently programmed within this fund; however a maintenance reserve fund began in FY2017. In FY2019, the Cemetery fund was moved to the General Fund. The Maintenance Reserve will continue to be maintained as a separate reserve in the General Fund.

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Cemetery Services	12,388	13,590	15,000	15,000	15,000
Total Operating	12,388	13,590	15,000	15,000	15,000
Capital Expenditures					
Cemetery Improvements	28,875	-	70,000	-	70,000
Total Capital	28,875	-	70,000	-	70,000
Grand Total	41,262	13,590	85,000	15,000	85,000

Streets

Program Goal

The goal of the Streets Division is to continuously improve the overall condition of City streets. The Streets Division plans for the safe and convenient movement of people and vehicles on City streets through the effective maintenance, inspection, reconstruction, and repair of the streets. By creating and maintaining efficient operations of infrastructure and city assets the Streets Division delivers a professional customer service organization that demonstrates efficiency and integrity in our daily operations. Training our personnel is the key for transition planning. Each employee in the department has a roadmap and a personal goal to qualify themselves for the next highest position. When vacancies occur, employees with a completed roadmap are qualified to apply for that position. Our goal of team building is accomplished by special events like the annual equipment rodeo and monthly training breakfasts.

FY2019 Achievements

- Completed electrical upgrades for additional Christmas decorations along the Deuce of Clubs
- Held another successful Project Clean Sweep program
- Completed street sign replacements in Park Valley
- Performed paving operations for the 8th & McNeil CDBG sidewalk project freeing up grant funds to extend the scope of the project
- Current pavement management program has resulted in 91% of city streets rated above average

FY2020 Goals

- Continue to improve the condition of our city streets through the R & R Program
- Using our pavement management and evaluation process, execute pavement repairs and upgrades to continually improve the condition of city streets.

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Street resurfacing (miles)	35	20	16	20	22
Potholes repaired	1,189	258	407	92	52
Street sweeping (miles)	904	1,670	746	790	502
Drainage (linear feet)	6,892	37,203	61,650	12,481	4,719
Mowing (miles)	161.5	112.5	186	53	160
Paving (square feet)	76,104	70,118	68,296	100,494	39,247
Average Maintenance Cost Per Vehicle/Equipment*	\$1,898	\$2,553	\$3,131	\$1,989	\$1,633

*35 vehicles/equipment in FY14/15; 33 vehicles/equipment in FY15/16; 32 vehicles/equipment in FY16/17; 33 vehicles/equipment in FY17/18; 33 vehicles/equipment in FY18/19

Position Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Public Works Operations Manager*	1.0	1.0	1.0	1.0	0.0
Administrative Assistant*	1.0	1.0	1.0	1.0	0.0
Technician IV	1.0	1.0	1.0	1.0	0.0
Technician III	2.0	2.0	2.0	2.0	0.0
Technician II	2.0	2.0	1.0	1.0	0.0
Technician I	2.0	2.0	4.0	4.0	0.0
Mechanic	2.0	2.0	1.0	1.0	0.0
Total	11.0	11.0	11.0	11.0	0.0

*Position split between Streets, Wastewater, and Water

Departmental Budget Summary

The Streets Division is funded in part through the Highway User Revenue Fund (HURF) received from the State of Arizona. Established as a separate fund per state requirements, a General Fund subsidy (\$1,270,526) is required each year to fund this activity, and 100% of HURF dollars are utilized for operating and capital expenditures. The FY2020 budget of \$6,010,084 is a \$144,702 (2.47%) increase from the FY2019 budget of \$5,865,382.

When adjusted for capital, the Streets Division budget shows an increase of \$7,296 (0.65%) over the FY2019 budget.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Highway User's Tax (HURF)	1,505,726	1,541,263	1,484,050	1,503,292	1,571,582
Possible Grant Funding	-	-	-	-	646,500
Operating Transfer In	477,526	740,125	1,290,214	-	1,270,526
Sale of Asset	-	25,404	2,000	-	2,000
Signage	-	1,005	-	-	-
Miscellaneous Income	3,156	13,613	-	226,851	-
Insurance/Loss Reimbursement	-	-	-	-	-
Guardrail Project	-	-	-	-	-
Whipple Road – Phase II	127,627	-	-	-	-
HSIP – Sign Improvement	-	-	-	-	-
Scott Ranch Road Partnership	-	1,950	767,150	-	767,150
Interest Earned on Investments	11,020	11,006	5,000	12,547	5,000
Total	2,125,055	2,334,366	3,548,414	1,742,690	4,262,758

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	354,045	379,683	374,065	374,065	386,533
Overtime	9,348	5,105	16,377	16,377	15,900
Medical Insurance	121,031	150,451	192,989	192,989	192,989
FICA	27,102	30,293	29,869	29,869	30,733
Retirement	40,814	45,563	45,643	45,643	48,451
Worker's Com	28,426	24,904	38,472	38,472	30,039
Other ERE	371	3,022	5,497	5,497	5,663
Recruitment & Processing	935	450	-	-	-
Uniform Allowance	2,529	2,209	3,995	3,995	3,995
Total Personnel	584,600	641,680	706,907	706,907	714,303
Operating Expenditures					
Other Contr Svcs – Street Repair	75,174	58,743	60,000	60,000	90,000
Other Contractual Service	6,442	13,581	27,000	27,000	14,000
Legal Ads & Notices	-	123	-	-	-
Reproduction & Printing	200	161	-	-	-
Travel & Training Staff	7,110	7,631	8,500	8,500	8,500
Safety Training	-	347	2,000	2,000	2,000
Dues & Memberships	490	308	500	500	500
Expendable Materials	11,554	14,796	11,000	11,000	11,000
Graffiti Removal	-	170	500	500	500
Weed Control	5,722	6,500	10,100	10,100	10,100
Sign Maintenance	19,901	15,599	25,800	25,800	23,500
Postage	102	47	200	200	200
Personal Protective Equipment	2,224	2,571	3,300	3,300	3,300
Small Equipment Capital	7,181	18,321	6,800	6,800	8,500
Uniforms	3,389	3,703	4,600	4,600	4,600
Auto Parts & Labor	100,210	65,647	110,000	110,000	100,000
Fuels & Lubricants	35,692	33,443	71,500	71,500	55,000
Rental & Maintenance Contracts	2,095	2,102	3,600	3,600	3,600
Equipment Rental-Other	7,068	1,278	6,500	6,500	6,500
Repairs & Maintenance	4,784	7,424	10,000	10,000	20,000
Repairs & Maintenance – Street Lights	6,265	4,168	20,000	20,000	10,000
De-Icer	3,107	-	8,000	8,000	8,000
Telephone	2,479	2,703	2,000	2,000	2,000
Utilities	28,845	31,851	30,000	30,000	40,000
Casualty Loss	10,159	2,422	-	-	-
Total Operating	340,192	293,641	421,900	421,900	421,800
Capital Expenditures					
Capital Carryover	-	-	202,181	-	-
Westwood Subdivision – Rebuild Roads	-	-	110,000	129,050	-
Decorative Lighting – 9 th Street	-	139,508	53,492	1,554	-
Sidewalk Connect N. 1 st Ave	10,020	-	-	-	-
R & R Program	409,912	384,978	925,000	4,296	895,704
Scott Ranch Road	-	10,620	1,277,800	4,685	1,273,115
Improvements	45,638	49,521	90,000	83,900	380,000
Sidewalk W Cooley Central – 4 th	71,904	-	-	-	-
Sidewalk N Central Ave	18,370	-	-	-	-
Sidewalk DOC/NPC	66,802	-	-	-	-
Sidewalk E McNeil 8 th to 9 th	-	12,500	290,000	285,478	-
10 th Ave near Safeway	-	207,043	-	-	-
Park Valley Phase I	487,626	-	-	-	-
Park Valley Phase II Stratton & Stock	-	308,811	-	-	-

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Owens from 11 th Street to Malapai	-	28,200	-	-	-
Show Low Lake Road Overlay Phase II	-	108,620	-	-	-
8 th Street Roadway Connection (near Elks)	-	63,454	216,547	216,547	-
4 th Ave Sidewalk & Drainage Improvements	-	16,995	-	-	-
Rogers Loop	42,090	-	-	-	-
Sidewalk McNeil Central to Pomeroy	-	-	81,000	-	81,000
Sidewalk South Central	-	-	110,055	-	110,055
Lower Powerlines Install Lights – DOC	-	-	100,000	-	100,000
E Thornton Mill and Overlay	-	-	394,500	294,126	-
Downtown Parking E Cooley	-	-	60,000	-	60,000
E Thornton Central Ave to 6 th Extension	-	-	535,000	277,978	147,107
Public Works Parking Lot	-	18,795	-	-	-
Sidewalk N 16 th Ave McNeil to OLR	-	-	-	-	160,000
Sierra Vista Subdivision	-	-	-	-	540,000
Drainage Project Owens & McNeil	-	-	-	-	80,000
Cooley Improvements from Central to 4 th	-	-	-	-	165,000
Joe Tank Road Improvements	-	-	-	-	500,000
SL Lake Road/Cub Lake SR 260 Intersection	-	-	-	6,100	50,000
Equipment Purchase	291,462	50,000	246,295	243,018	332,000
Vehicle Purchase	-	-	44,705	44,705	-
Total Capital	1,443,825	1,399,045	4,736,575	1,591,437	4,873,981
Grand Total	2,368,616	2,334,366	5,865,382	2,720,244	6,010,084

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

For FY2020, capital items programed for the Streets Division total \$4,873,981 (shown below). Included in this amount is the annual repair and replacement (R&R) program. This program is to be used specifically for the annual slurry seal program and associated restriping. This program is established at a level to allow all streets within the City to be resurfaced every six years. City staff completed the evaluation of our streets in FY2019 and reevaluated annual requirements for the FY2020-2024 budgets. The result of the R&R program is that the percentage of streets that are rated above average or better is at 91% at the end of FY2019 compared to 78.7% at the end of FY2013.

All capital projects have been prioritized by the Public Works Department and represent the roads and equipment in the most critical need of repair/reconstruction or replacement. The projects recommended for funding in FY2020 are to be paid for utilizing General Fund, HURF, Intergovernmental contributions, and/or grants.

Description	Account/Project Number	Amount
R&R	12-500-495-7300-5791/5791	895,704
Scott Ranch Road	12-500-495-7300-7300/7300	1,273,115
Improvements	12-500-495-7310-0000/5001801	100,000
CDBG Hall Street	12-500-495-7310-0000/2068	200,000
16 th Improvements	12-500-495-7310-0000/2069	80,000
Sidewalk N 16 th Ave McNeil to OLR	12-500-495-7300-2009/2009	160,000
Sidewalk McNeil Central to Pomeroy's	12-500-495-7300-1811/1811	81,000
Sidewalk South Central	12-500-495-7300-1927/1927	110,055
E Thornton Central Ave to 6 th Extension	12-500-495-7300-1931/1931	147,107
Sierra Vista Subdivision	12-500-495-7300-2010/2010	540,000
Lower Powerlines Install Lights – DOC	12-500-495-7300-1928/1928	100,000
Cooley Improvements Central to 4 th	12-500-495-7300-2012/2012	165,000
Drainage Project Owens & McNeil	12-500-495-7300-2011/2011	80,000
Joe Tank Road Improvements	12-500-495-7300-2016/2016	500,000
Downtown Parking E Cooley	12-500-495-7300-1930/1930	60,000
SL Lake Road/Cub Lake SR 260 Intersection	12-500-495-7300-2018/2018	50,000
Mechanical Sweeper (split w/water)	12-500-495-7410-0000/5002072	178,500
Crack Seal Machine (split w/water)	12-500-495-7410-0000/5002073	46,500
Asphalt Laydown Machine (split w/water)	12-500-495-7410-0000/5002074	80,000
Trailer Tack Pot	12-500-495-7410-0000/5002075	13,000
Spreader with Harness for De-icing	12-500-495-7420-0000/5002076	14,000
Total Capital		4,873,981

Public Transportation

Program Goal

Public Transportation strives to provide public transit services and increased ridership in the Show Low area through the operation of a coordinated fixed route system.

FY2019 Achievements

- Maintained a balanced ADOT Budget for 5311 public transit
- Maintained cooperative relations with the Transit Advisory Committee to preserve a dedicated and effective transit partnership for the service area
- Continued collaboration with ADOT on contract compliance, fleet upgrades and transportation planning
- Continue to participate on the Regional Passenger Transportation Committee to develop improved transit service and connectivity throughout northeast Arizona
- Continue to build a strong transit partnership with the White Mountain Apache transportation system
- Continue collaboration with NACOG and City of Winslow

FY2020 Goals

- Continue working with NACOG and ADOT to enhance public transportation in rural communities in Navajo and Apache Counties
- Establish commuter connectivity to Winslow
- Upgrade bus shelters and bus stops
- Develop a new logo and bus graphic for the Four Seasons Connection
- Pursue a complementary para-transit service with ChangePoint that will comply with FTA regulations for fixed route programs
- Increase public transit awareness through a variety of marketing strategies

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Four Seasons Connection Passengers	177,172	168,781	170,908	172,188	123,914
White Mountain Connection Passengers	-	14,878	15,369	13,992	10,455
Total	177,172	183,659	186,277	186,180	134,369

Departmental Budget Summary

The Public Transportation Department is funded through a rural transit/FTA 5311 grant, fare box revenue, and contributions from the City of Show Low and our regional partners. The FY2020 budget of \$1,091,743 is a \$69,431 (6.79%) increase from the FY2019 budget of \$1,022,312. The increase is attributed to an increase in Other Contractual Services, Repairs and Maintenance, and the purchase of buses in FY2020. When adjusted for capital the operational budget of this fund increases by \$54,990 (8.20%). The City has a contract with MV Transportation to operate the bus system.

The budget as recommended is based on the application for federal funds which run on a federal fiscal year beginning October 1, 2019. As such, once the grant award is finalized, the budget may need to be adjusted to reflect the actual federal award. Although no employees are assigned to this fund, an overhead allocation (transfer out) is included to assist the City of Show Low with administrative costs associated with this service.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Rentals	-	-	-	-	-
Operating Transfer In	84,887	91,174	91,174	91,174	91,174
Greyhound Revenue	-	2,624	-	3,040	-
Sale of Assets	-	-	-	-	-
Miscellaneous Income	19,200	7,200	20,400	15,600	20,400
Advertising Revenue	4,693	22,175	5,000	1,625	5,000
Bus Passes	42,828	40,979	45,000	38,873	45,000
Rural Transit/Section Grant	399,658	431,530	589,580	333,617	634,038
Donations	-	-	-	-	-
Interest Earned on Investments	344	365	-	151	-
Contributions – Other Municipalities	107,607	106,896	272,412	103,315	272,412
Contributions - NPC	-	48	-	-	-
Total	659,214	702,991	1,023,566	587,395	1,068,024

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Professional & Consulting Svcs	-	9	720	720	-
Other Contractual Service	572,443	603,903	638,000	638,000	684,800
Advertising & Publicity	-	150	4,200	4,200	4,200
Legal Ads & Notices	207	129	-	-	-
Reproduction & Printing	1,110	2,272	3,500	3,500	3,500
Travel & Training Staff	386	1,035	600	600	600
Travel & Training Non-Staff	487	421	-	-	-
Dues & Memberships	100	-	-	-	-
Expendable Materials	154	1,695	3,000	3,000	3,000
Postage	6	22	-	-	-
Small Equipment/Capital	-	1,224	-	-	-
Fuels & Lubricants	20	24	600	600	600
Rental & Maintenance Contracts	-	-	1,000	1,000	-
Repairs & Maintenance	650	5,833	16,200	16,200	26,000
Telephone	51	14	90	90	100
Insurance Premiums	860	-	900	900	900
Utilities	1,703	1,461	1,500	1,500	1,600
Total Operating	578,177	618,183	670,310	670,310	725,300
Capital Expenditures					
Equipment Purchase	15,770	12,910	261,102	23,757	266,443
Operating Transfer Out	90,900	90,900	90,900	90,900	100,000
Total Capital	106,670	103,810	352,002	114,657	366,443
Grand Total	684,847	722,002	1,022,312	784,967	1,091,743

Capital

Description	Account/Project Number	Amount
Bus Total Capital	15-530-495-7410-0000/2077	266,443 263,200

Self-Insurance Fund

Program Goal

The Self-Insurance Fund has been established to account for revenues and expenditures associated with the operations of the City's medical, dental, vision, and wellness programs.

Department Budget

Currently, the premiums for family medical/dental/vision coverage cost approximately \$1,663.33 per month (\$19,900 annually) per employee. Given that the City budgets full family coverage for all employees in each department, revenue estimates will always be high since premium payments into this fund are based on actual enrollment. Medical expenses are budgeted to balance out the fund and will reflect actual expenses as well. Continued from FY2019 is funding for a citywide wellness program. As part of our attempt to control costs and provide benefits to the City, a wellness program has been developed which rewards employees for maintaining a healthy lifestyle. The Self-Insurance Fund is fully funded and is in good financial health. Staff continues to monitor and evaluate the program for potential cost savings, the impact of the federal healthcare requirements, and any indications of instability.

The FY2020 budget of \$2,046,000 represents an increase of \$199,300 (10.79%) from the FY2019 budget of \$1,846,700. The increase is directly related to a Hospital Shared Savings program beginning in FY2020.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Premiums	1,513,201	1,731,627	2,093,967	1,291,299	2,093,967
Interest Earned on Investments	5,736	7,266	1,500	27,799	1,500
Total	1,518,937	1,738,892	2,095,467	1,319,098	2,095,467

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Third Party Administrator	58,828	69,579	60,000	60,000	60,000
Medical Expenses	957,659	869,169	1,500,000	1,500,000	1,500,000
Hospital Shared Savings Plan	-	-	-	-	200,000
Healthcare Tax	5,813	-	7,500	-	-
Employee Benefits – Wellness	11,228	12,637	18,200	18,200	15,000
Insurance Premiums	259,089	267,965	260,000	260,000	270,000
Bank charges & Taxes	1,647	1,041	1,000	1,000	1,000
Total Operating	1,294,265	1,220,392	1,846,700	1,839,200	2,046,000
Grand Total	1,294,265	1,220,392	1,846,700	1,839,200	2,046,000

Debt Service

Debt Service Policy

The City utilizes long-term debt to finance capital projects with long useful lives. 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.

The Purpose of the this debt management policy is to provide for the preservation and eventual 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. These policy guidelines will also be used when evaluating the purpose, necessity and condition under which debt will be issued. These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State Statues, City Charter, federal tax laws and the City’s current bond resolutions and covenants. The Arizona Constitution limits a City’s bonded debt capacity (outstanding principle) to certain percentages of the City’s secondary assessed valuation by the type of project to be constructed. There is a limit of 20% of secondary assessed valuation for projects 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.

- All projects funded with City general obligation bonds or revenue bonds must be included in the City’s Capital Improvement Olan and can only be undertaken after voter authorization is obtained through a citywide bond election.
- The overall debt management policy of the City is to ensure that financial resources of the City are adequate in any general economic situation to no preclude the City’s ability to pay its debt when due.
- The City will not use long-term debt to fund current operations or projects that can be financed from current revenues or resources. The City will first attempt to utilize “pay as you go” capital financing and/or the use of operating funds or capacity fees where applicable.
- The City does not intend to issue commercial paper (CP) or bond anticipation notes (BANs) for periods longer than two years or for the term of a construction project. If CP or BAN is issued for a capital project, it will be converted to a long-term bond or redeemed at its maturity.
- The issuance of variable rate debt by the City will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- The City shall make every effort to combine debt issuances in order to minimize issuance costs.
- Whenever the City finds it necessary to issue tax-supported bonds, the following policy will be adhered to:
 - Tax supported bonds are bonds for which funds used to make annual debt service expenditures are derived from ad valorem (property) tax revenue of the City.
 - The target for the maturity of general obligation bonds will typically be between twenty and thirty years The target for the “average weighted maturities” for general obligation bonds of the City will be twelve and one half (12 ½) years.
 - Where applicable, the City will structure general obligation bond issues to create level debt service payments over the life of the issue.
 - Debt supported by the City’s General Fund will not exceed 10% of the annual General Fund revenues.
 - Secondary property tax rates will be determined each year as part of the budgetary process (pursuant to State Law) to pay the necessary debt service payments of general obligation bonds currently outstanding or expected to be issued within the fiscal year.

- In accordance with requirements of the State of Arizona Constitution, total bonded debt will not exceed the 20% limitation and 6% limitation of the total secondary assessed valuation of taxable property in the City
- Reserve funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
- Interest earnings on bond funded balances will only be used to pay debt service on the bond unless otherwise committed for other uses or purposes of the project.
- The term of any bond will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- Revenue bonds are defined as a bond on which the debt service is payable from the revenue generated from the operation of the project being financed or a category of facilities, from other non-tax sources of the City or from other designated taxes such as highway user's revenues, excise tax, or special fees or taxes. For any bonds or lease-purchase obligations in which the debt service is paid from revenue generated by the project and/or partially paid from non-property tax sources, that debt service is deemed to be revenue bonds and are excluded from the calculation of the annual debt service limitation. Whenever the City finds it necessary to issue revenue bonds, the following guidelines will be adhered to:
 - Revenue bonds of the City will be analyzed carefully by the Finance Department for fiscal soundness. Part of this analysis shall include a feasibility report prepared by an independent consultant prior to the issuance of utility supported revenue bonds to ensure the generation of sufficient revenues to meet debt service requirements, compliance with existing bond covenants and to protect the bondholders.
 - Revenue bonds should be structured to provide level annual debt service over the life of the issue.
 - Debt Service Reserve Funds should be provided when required by rating agencies, bond insurers or existing bond covenants.
 - Interest earnings on the reserve fund balances will be used to pay debt service on the bonds unless otherwise committed for other uses or purposes of the project.
 - The term of any revenue bond or lease obligation issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
 - The target for the term of revenue bonds will typically be between twenty and thirty years. The target for the "average weighted maturities" for revenue bonds of the City (except for those issued through the Arizona-Water Infrastructure Finance Authority) will be twelve and one half (12 ½) years.
- Improvement District (ID) and Community Facility District (CFD) Bonds shall be issued only when the formation of the district demonstrates a clear and significant purpose for the City. It is intended that Improvement District and Community Facility District bonds will be primarily issued for neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, street lights, and drainage. The District must provide a specific benefit to the property owner(s). The City will review each project through active involvement of City staff and/or selected consultants to prepare projections, review pro forma information and business plans, perform engineering studies, analyze minimum debt coverage and value to debt ratios, and other analyses necessary to consider the proposal against specified criteria. Both ID and CFD bonds will be utilized only when it is expected that they will be outstanding for their full term. An expanded policy will be maintained detailing the policy and procedures of the City related to any future consideration of the formation of a Community Facilities District. Use of a CFD would require compliance with the new guidelines and procedures and specific Council approval.
- Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 5% of the debt service 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.
- The investment of bond proceeds shall at all times be in compliance with the City's Investment and Portfolio Policies and meet all requirements of bond covenants.

- The City shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- The City shall comply with Arizona Revised Statutes and all other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.
- The City will maintain regular contact with rating agencies through meetings and visits on and off-site. The City will secure ratings on all bonds issued when economically feasible.

Current Bond Obligations

The following table illustrates the City’s current bond obligations and the respective funding sources. The General Obligation Bond for the CFD was paid off in FY2019.

Type of Bond Issue	Term	Principal	Interest	Funding Source
Community Facilities District				
Show Low Bluff CFD	07/2031	1,395,000	566,860	Community Facilities District
Total CFD		1,395,000	566,860	
General Fund				
Energy Management – Taxable	07/2027	579,000	148,879	General Fund
Public Safety Building	7/2026	3,865,000	388,591	General Fund
GADA 2006 Refinancing Roads	7/2026	3,480,000	344,729	General Fund
GADA 2006 Refinancing Airport Hangar	7/2026	825,000	81,978	General Fund
Total General Fund		8,749,000	964,177	
Enterprise Funds				
WIFA – Pineview Water Purchase	7/2031	2,873,643	584,038	Water User Fees
WIFA – Park Valley/Fool Hollow Water Purchase	7/2032	1,579,870	315,122	Water User Fees
Sewer System Rev. Ob. 2014	7/2024	1,900,000	129,786	Wastewater User Fees
Total Enterprise Funds		6,353,513	1,028,946	
	Total All Debt	16,497,513	2,559,983	

Debt Service Funds are used to account for the accumulation of resources for and payment of, general long-term debt principal and interest that are not services by the Enterprise Funds and Community Facilities District Funds. Debt services for Enterprise Funds and Community Facilities District Funds are budgeted within the appropriate fund.

Debt Expenditures by Fund

Community Facilities District

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Debt Principal CFD	70,000	70,000	70,000	70,000	75,000
Debt Interest CFD	85,680	81,823	80,080	80,080	76,020
Debt Principal CFD – GO	50,000	50,000	563,116	563,116	-
Debt Interest CFD - GO	48,241	44,647	105,145	99,609	-
Total	253,921	246,470	818,341	812,805	151,020

General Fund

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Debt Principal GADA City Facilities (GADA 2008)	355,000	370,000	385,000	385,000	-
Debt Interest GADA City Facilities (GADA 2008)	41,150	26,548	9,625	9,625	-
Debt Principal Energy Management – Taxable	18,000	34,000	51,000	51,000	55,000
Debt Interest Energy Management – Taxable	36,179	35,191	32,975	32,975	30,198
Debt Principal Public Safety Building	75,000	100,000	25,000	25,000	440,000
Debt Interest Public Safety Building	97,466	93,496	93,836	93,836	88,208
Debt Principal GADA 2006 Refinancing Roads	305,000	320,000	395,000	395,000	405,000
Debt Interest GADA 2006 Refinancing Roads	21,011	7,148	88,996	88,996	79,316
Debt Principal GADA 2006 Refinancing Airport Hangar	95,000	-	100,000	100,000	95,000
Debt Interest GADA 2006 Refinancing Airport Hangar	7,340	-	21,175	21,175	18,816
Debt Principal Equipment Grader	-	243,862	-	-	-
Debt Interest Equipment Grader	-	4,192	-	-	-
Land Purchase Reidhead	-	50,000	-	-	-
Land Purchase Butler	-	-	100,876	100,876	199,500
Total	1,051,146	1,284,437	1,303,483	1,303,483	1,411,038

Enterprise Fund

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimated	Budget
Debt Principal Sewer System Rev Ob 2014	-	-	295,000	295,000	300,000
Debt Interest Sewer System Rev Ob 2014	55,729	48,949	45,659	45,659	39,025
Debt Principal WIFA – Water	(7,209)	-	255,362	255,362	263,010
Debt Interest WIFA - Water	141,713	130,575	130,464	130,464	122,072
Total	190,233	179,524	726,485	726,485	724,107

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Operating Transfer In	1,342,403	1,092,803	1,049,715	850,000	1,138,376
FED Intergovernmental REV – QECB	21,783	20,987	23,300	20,302	23,300
Interest Earned on Investments	3,098	378	3,000	359	3,000
Total	1,367,284	1,114,168	1,076,015	871,174	1,164,676

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Bank Charges	856	1,500	2,000	2,000	2,000
GADA 2006 Road Project	305,000	320,000	-	-	-
Debt Prin – GADA 2008 City FAC	355,000	370,000	385,000	385,000	-
Debt Principal – QECB	18,000	34,000	51,000	51,000	55,000
Debt Prin – Parks & Aquatics	206,000	105,000	-	-	-
Debt Prin – Public Safety Building	75,000	100,000	25,000	25,000	440,000
Debt Prin – GADA 2006 Refinance	-	-	495,000	495,000	500,000
Deb Print – Land Purchase	-	50,000	-	-	-
Debt Prin Equip Grader Purchase	-	243,862	-	-	-
Debt Int – GADA 2006 Road Project	21,011	7,148	-	-	-
Debt Prin Land Purchase Butler	-	-	100,876	100,876	199,500
Debt Int – GADA 2008 City Facility	41,150	26,548	9,625	9,625	-
Debt Interest – QECB	36,179	35,191	32,975	32,975	30,198
Debt Int – Parks & Aquatics	8,450	1,706	-	-	-
Debt Int – Public Safety Building	97,466	93,496	93,836	93,836	88,209
Debt Int – GADA 2006 Refinance	58,080	116,160	110,170	110,170	98,131
Debt Int Equip Grader Purchase	-	4,192	-	-	-
Total Operating	1,222,191	1,508,804	1,305,482	1,305,482	1,413,038
Grand Total	1,222,191	1,508,804	1,305,482	1,305,482	1,413,038

Debt Service Schedules

Show Low Bluff Community Facilities District (Show Low, Arizona)
 Special Assessment Lien Bonds (Assessment Area One) \$2,014,000
 June 30, 2017

<u>Date</u>	<u>Principal</u> <u>75-730-492-8200</u>	<u>Coupon</u>	<u>Interest</u> <u>75-730-492-8210</u>	<u>Total Debt</u> <u>Service</u>	<u>Fiscal Year</u> <u>Debt Service</u>
7/1/2019	75,000	5.600%	39,060	114,060	151,020
1/1/2020			36,960	36,960	
TOTAL	75,000		76,020	151,020	151,020
7/1/2020	80,000	5.600%	36,960	116,960	151,680
1/1/2021			34,720	34,720	
7/1/2021	85,000	5.600%	34,720	119,720	152,060
1/1/2022			32,340	32,340	
7/1/2022	90,000	5.600%	32,340	122,340	152,160
	255,000		171,080	426,080	455,900
1/1/2023			29,820	29,820	
7/1/2023	95,000	5.600%	29,820	124,820	151,980
1/1/2024			27,160	27,160	
7/1/2024	100,000	5.600%	27,160	127,160	151,520
1/1/2025			24,360	24,360	
7/1/2025	105,000	5.600%	24,360	129,360	150,780
1/1/2026			21,420	21,420	
7/1/2026	110,000	5.600%	21,420	131,420	149,760
1/1/2027			18,340	18,340	
7/1/2027	115,000	5.600%	18,340	133,340	148,460
	525,000		242,200	767,200	752,500
1/1/2028			15,120	15,120	
7/1/2028	125,000	5.600%	15,120	140,120	151,740
1/1/2029			11,620	11,620	
7/1/2029	130,000	5.600%	11,620	141,620	149,600
1/1/2030			7,980	7,980	
7/1/2030	140,000	5.600%	7,980	147,980	152,040
1/1/2031			4,060	4,060	
7/1/2031	145,000	5.600%	4,060	149,060	149,060
	540,000		77,560	617,560	602,440
TOTAL	1,320,000		490,840	1,810,840	1,810,840

CITY OF SHOW LOW

Water Infrastructure Finance Authority
June 30, 2019

Principal: \$ 3,800,000
Coupon Rate: 3.096%

<u>Period Ending</u>	<u>Principal</u> <u>43-760-492-8200-0000</u>	<u>Interest</u> <u>43-760-492-8210-0000</u>	<u>Debt Service</u>	<u>Annual</u> <u>Debt Service(CY)</u>
1/1/2019		42,164.33	42,164.33	
7/1/2019	173,363.42	42,164.33	215,527.75	257,692.08
TOTAL	173,363.42	84,328.66	257,692.08	257,692.08
1/1/2020		39,480.67	39,480.67	
7/1/2020	178,730.74	39,480.67	218,211.41	257,692.08
1/1/2021		36,713.91	36,713.91	
7/1/2021	184,264.26	36,713.91	220,978.17	257,692.08
1/1/2022		33,861.51	33,861.51	
7/1/2022	189,969.06	33,861.51	223,830.57	257,692.08
	552,964.06	220,112.18	773,076.24	773,076.24
1/1/2023		30,920.78	30,920.78	
7/1/2023	195,850.52	30,920.78	226,771.30	257,692.08
1/1/2024		27,889.02	27,889.02	
7/1/2024	201,914.04	27,889.02	229,803.06	257,692.08
1/1/2025		24,763.38	24,763.38	
7/1/2025	208,165.32	24,763.38	232,928.70	257,692.08
1/1/2026		21,540.98	21,540.98	
7/1/2026	214,610.12	21,540.98	236,151.10	257,692.08
1/1/2027		18,218.82	18,218.82	
7/1/2027	221,254.44	18,218.82	239,473.26	257,692.08
	1,041,794.44	246,665.96	1,288,460.40	1,288,460.40
1/1/2028		14,793.80	14,793.80	
7/1/2028	228,104.48	14,793.80	242,898.28	257,692.08
1/1/2029		11,262.75	11,262.75	
7/1/2029	235,166.58	11,262.75	246,429.33	257,692.08
1/1/2030		7,622.37	7,622.37	
7/1/2030	242,447.34	7,622.37	250,069.71	257,692.08
1/1/2031		3,869.28	3,869.28	
7/1/2031	249,953.66	3,869.28	253,822.94	257,692.22
	955,672.06	75,096.40	1,030,768.46	1,030,768.46
Adjustment	149,849.76			
TOTAL	2,700,280.32	541,874.54	3,092,305.10	3,092,305.10

QECCB – Qualified Energy Conservation Bond

Taxable QECCBs Financed Amount **\$ 723,802.74**

10 Year US Treasury Swap Rate (as of Market Close on 1/5/12) **2.09%**
Spread over 10 Year US Treasury Swap Rate **3.25%**
Taxable Interest Rate **5.34%**

Federal Tax Credit Subsidy Rate (as of 1/6/12) **5.00%**
70% of the Federal Tax Credit Subsidy Rate **3.50%**

Net Effective Interest Rate **1.84%**

Period Ending	Principal		Interest		Debt Service	Annual Debt Service(CY)
	31-710-492-8200-2010	31-710-492-8210-2010	31-710-492-8200-2010	31-710-492-8210-2010		
7/1/19	\$ 27,000.00	\$	\$ 15,459.30	\$	\$ 42,459.30	\$ 85,197.70
1/1/20	\$ 28,000.00	\$	\$ 14,738.40	\$	\$ 42,738.40	
	<u>\$ 55,000.00</u>	<u>\$</u>	<u>\$ 30,197.70</u>	<u>\$</u>	<u>\$ 85,197.70</u>	<u>\$ 85,197.70</u>
7/1/20	\$ 29,000.00	\$	\$ 13,990.80	\$	\$ 42,990.80	\$ 86,207.30
1/1/21	\$ 30,000.00	\$	\$ 13,216.50	\$	\$ 43,216.50	
7/1/21	\$ 30,000.00	\$	\$ 12,415.50	\$	\$ 42,415.50	\$ 86,030.00
1/1/22	\$ 32,000.00	\$	\$ 11,614.50	\$	\$ 43,614.50	
	<u>\$ 121,000.00</u>	<u>\$</u>	<u>\$ 51,237.30</u>	<u>\$</u>	<u>\$ 172,237.30</u>	<u>\$ 172,237.30</u>
7/1/22	\$ 32,000.00	\$	\$ 10,760.10	\$	\$ 42,760.10	\$ 85,665.80
1/1/23	\$ 33,000.00	\$	\$ 9,905.70	\$	\$ 42,905.70	
7/1/23	\$ 34,000.00	\$	\$ 9,024.60	\$	\$ 43,024.60	\$ 86,141.40
1/1/24	\$ 35,000.00	\$	\$ 8,116.80	\$	\$ 43,116.80	
7/1/24	\$ 35,000.00	\$	\$ 7,182.30	\$	\$ 42,182.30	\$ 84,430.10
1/1/25	\$ 36,000.00	\$	\$ 6,247.80	\$	\$ 42,247.80	
7/1/25	\$ 37,000.00	\$	\$ 5,286.60	\$	\$ 42,286.60	\$ 84,585.30
1/1/26	\$ 38,000.00	\$	\$ 4,298.70	\$	\$ 42,298.70	
7/1/26	\$ 40,000.00	\$	\$ 3,284.10	\$	\$ 43,284.10	\$ 86,500.20
1/1/27	\$ 41,000.00	\$	\$ 2,216.10	\$	\$ 43,216.10	
	<u>\$ 361,000.00</u>	<u>\$</u>	<u>\$ 66,322.80</u>	<u>\$</u>	<u>\$ 427,322.80</u>	<u>\$ 427,322.80</u>
7/1/27	\$ 42,000.00	\$	\$ 1,121.40	\$	\$ 43,121.40	\$ 43,121.40
TOTAL	<u>\$ 524,000.00</u>	<u>\$</u>	<u>\$ 118,681.50</u>	<u>\$</u>	<u>\$ 642,681.50</u>	<u>\$ 642,681.50</u>

CITY OF SHOW LOW

Water Infrastructure Finance Authority
June 30, 2017

Principal: \$ 2,000,000
Coupon Rate: 2.800%

<u>Period Ending</u>	<u>Principal</u> 43-760-492-8200-0000	<u>Interest</u> 43-760-492-8210-0000	<u>Debt Service</u>	<u>Annual</u> <u>Debt Service(CY)</u>
7/1/2019	89,646.22	21,155.87	110,802.09	130,702.92
1/1/2020		19,900.83	19,900.83	
TOTAL	89,646.22	41,056.70	130,702.92	130,702.92
7/1/2020	92,156.30	19,900.83	112,057.13	130,667.76
1/1/2021		18,610.63	18,610.63	
7/1/2021	94,736.70	18,610.63	113,347.33	130,631.65
1/1/2022		17,284.32	17,284.32	
7/1/2022	97,389.32	17,284.32	114,673.64	130,594.51
	284,282.32	91,690.73	375,973.05	391,893.92
1/1/2023		15,920.87	15,920.87	
7/1/2023	100,116.22	15,920.87	116,037.09	130,556.34
1/1/2024		14,519.25	14,519.25	
7/1/2024	102,919.46	14,519.25	117,438.71	130,517.08
1/1/2025		13,078.37	13,078.37	
7/1/2025	105,801.22	13,078.37	118,879.59	130,476.74
1/1/2026		11,597.15	11,597.15	
7/1/2026	108,763.66	11,597.15	120,360.81	130,435.27
1/1/2027		10,074.46	10,074.46	
7/1/2027	111,809.04	10,074.46	121,883.50	130,392.64
	529,409.60	130,380.20	659,789.80	652,378.07
1/1/2028		8,509.14	8,509.14	
7/1/2028	114,939.68	8,509.14	123,448.82	130,348.80
1/1/2029		6,899.98	6,899.98	
7/1/2029	118,158.00	6,899.98	125,057.98	130,303.75
1/1/2030		5,245.77	5,245.77	
7/1/2030	121,466.42	5,245.77	126,712.19	130,257.43
1/1/2031		3,545.24	3,545.24	
7/1/2031	124,867.48	3,545.24	128,412.72	130,209.82
1/1/2032		1,797.10	1,797.10	
7/1/2032	128,363.90	1,797.10	130,161.00	130,161.00
	607,795.48	51,994.46	659,789.94	651,280.80
	68,736.73			
TOTAL	1,490,224.13	274,065.39	1,695,552.79	1,695,552.79

CITY OF SHOW LOW

Sewer System Rev., Series 2014
June 30, 2017

Principal: \$ 3,065,000
Coupon Rate: 2.230%

<u>Period Ending</u>	<u>Principal</u> 42-755-492-8200-0000	<u>Interest</u> 42-755-492-8210-0000	<u>Debt Service</u>	<u>Annual</u> <u>Debt Service(CY)</u>
7/1/2019	300,000.00	21,185.00	321,185.00	339,025.00
1/1/2020		17,840.00	17,840.00	
TOTAL	300,000.00	39,025.00	339,025.00	339,025.00
7/1/2020	305,000.00	17,840.00	322,840.00	337,279.25
1/1/2021		14,439.25	14,439.25	
7/1/2021	315,000.00	14,439.25	329,439.25	340,366.25
1/1/2022		10,927.00	10,927.00	
7/1/2022	320,000.00	10,927.00	330,927.00	338,286.00
	940,000.00	68,572.50	1,008,572.50	1,015,931.50
1/1/2023		7,359.00	7,359.00	
7/1/2023	325,000.00	7,359.00	332,359.00	336,094.25
1/1/2024		3,735.25	3,735.25	
7/1/2024	335,000.00	3,735.25	338,735.25	338,735.25
	660,000.00	22,188.50	682,188.50	674,829.50
TOTAL	1,600,000.00	90,761.00	1,690,761.00	1,690,761.00

CITY OF SHOW LOW

Public Safety Building
June 30, 2017

Principal: \$ 4,065,000
Coupon Rate: 2.420%

<u>Period Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service(CY)</u>
	<u>31-710-492-8200-2012</u>	<u>31-710-492-8210-2012</u>		
7/1/2019	440,000.00	46,766.50	486,766.50	528,209.00
1/1/2020		41,442.50	41,442.50	
TOTAL	440,000.00	88,209.00	528,209.00	528,209.00
7/1/2020	440,000.00	41,442.50	481,442.50	517,561.00
1/1/2021		36,118.50	36,118.50	
7/1/2021	460,000.00	36,118.50	496,118.50	526,671.00
1/1/2022		30,552.50	30,552.50	
	900,000.00	144,232.00	1,044,232.00	1,044,232.00
7/1/2022	480,000.00	30,552.50	510,552.50	535,297.00
1/1/2023		24,744.50	24,744.50	
7/1/2023	490,000.00	24,744.50	514,744.50	533,560.00
1/1/2024		18,815.50	18,815.50	
7/1/2024	500,000.00	18,815.50	518,815.50	531,581.00
1/1/2025		12,765.50	12,765.50	
7/1/2025	520,000.00	12,765.50	532,765.50	539,239.00
1/1/2026		6,473.50	6,473.50	
7/1/2026	535,000.00	6,473.50	541,473.50	541,473.50
	2,525,000.00	156,150.50	2,681,150.50	2,681,150.50
TOTAL	3,425,000.00	300,382.50	3,725,382.50	3,725,382.50

CITY OF SHOW LOW

GADA 2006 Refinancing
June 30, 2017

Principal: \$ 4,800,000
Coupon Rate: 2.420%

<u>Period Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service(CY)</u>
	<u>31-710-492-8200-2013</u>	<u>31-710-492-8210-2013</u>		
7/1/2019	500,000.00	52,090.50	552,090.50	598,131.00
1/1/2020		46,040.50	46,040.50	
TOTAL	500,000.00	98,131.00	598,131.00	598,131.00
7/1/2020	520,000.00	46,040.50	566,040.50	605,789.00
1/1/2021		39,748.50	39,748.50	
7/1/2021	525,000.00	39,748.50	564,748.50	598,144.50
1/1/2022		33,396.00	33,396.00	
	1,045,000.00	158,933.50	1,203,933.50	1,203,933.50
7/1/2022	530,000.00	33,396.00	563,396.00	590,379.00
1/1/2023		26,983.00	26,983.00	
7/1/2023	540,000.00	26,983.00	566,983.00	587,432.00
1/1/2024		20,449.00	20,449.00	
7/1/2024	555,000.00	20,449.00	575,449.00	589,182.50
1/1/2025		13,733.50	13,733.50	
7/1/2025	560,000.00	13,733.50	573,733.50	580,691.00
1/1/2026		6,957.50	6,957.50	
7/1/2026	575,000.00	6,957.50	581,957.50	581,957.50
	2,760,000.00	169,642.00	2,929,642.00	2,929,642.00
TOTAL	3,805,000.00	328,575.50	4,133,575.50	4,133,575.50

Special Districts

Show Low Bluff Community Facilities District

Program Goal

Community Facility Districts (CFD's) are a legally separate entity which provide an alternative method of financing capital improvements within designated areas of the City. These improvements may be streets, sidewalks, streetlights, water infrastructure, sewer infrastructure, or other public infrastructure of this nature.

Department Budget

The Show Low Bluff CFD has been established by the City with the members of the City Council acting as the governing board for the District. The board has the authority to levy taxes on all properties included in the District. A separate CFD budget is adopted by the governing board, although the total amount is also reflected within the City of Show Low budget as required by state law.

Two separate funds were created to properly track revenues and expenditures associated with the CFD. These funds were split following a reconciliation conducted in FY2012. The special assessment fund is set up to track all expenditures and revenues related to the Special Assessment bond issued by the Show Low Bluff CFD Board. These assessments are billed and collected directly by the City on behalf of the District.

The second CFD fund has all expenditures and revenues associated with the General Obligation bonds which have been issued by the District and associated operational costs. Assessments were levied by the District Board based on debt service requirements and operational needs. When the District was established, the Show Low Bluff CFD Board pledged to not exceed a total tax rate of \$3.55 per \$100 of assessed valuation. In July 2018, the General Obligation bond was paid off with the help of the developer. As a result, the tax levy of 3.55 per \$100 of assessed valuation was stopped.

Show Low Bluff CFD – Special Assessment Fund Revenue

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Property Tax Assessments	-				
Taxes, Principal	76,802	80,031	67,699	94,225	67,699
Taxes, Interest	76,078	77,461	65,686	67,369	65,686
Miscellaneous Income	-	-	-	-	-
Penalties & Late Charges	675	545	5,000	603	5,000
Interest Earned on Investments	1,085	1,832	500	3,599	500
Total	154,640	159,869	138,885	165,796	138,885

Show Low Bluff CFD – Special Assessment Fund Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Other Contractual Service	5,060	8,601	2,800	2,800	2,800
Legal Ads & Notices	134	173	1,000	1,000	1,000
Bank Charges	3,768	-	5,000	5,000	5,000
Debt Principal	70,000	70,000	70,000	70,000	75,000
Debt Interest	85,680	81,823	80,080	80,080	76,020
Issuance Costs	-	-	14,800	14,800	-
Total Operating	164,642	160,598	173,680	173,680	159,820
Capital Expenditures					
Operating Transfer Out	-	-	4,000	4,000	4,000
Total Capital	-	-	4,000	4,000	4,000
Grand Total	164,642	160,598	177,680	177,680	163,820

Show Low Bluff CFD – General Obligation Fund Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Property Tax Assessments	45,415	47,593	-	-	-
Miscellaneous Income	51,300	144,521	96,921	-	-
Interest Earned on Investments	3,729	4,490	-	-	-
Total	100,444	196,604	96,921	-	-

Show Low Bluff CFD – General Obligation Fund Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Other Contractual Service	3,609	2,500	3,200	653	-
Bank Charges	2,000	2,000	1,000	-	-
Debt Principal	50,000	50,000	563,116	563,116	-
Debt Interest	48,241	44,647	105,149	99,609	-
Total Operating	103,850	99,147	672,465	663,378	-
Capital Expenditures					
Operating Transfer Out	4,000	4,000	-	4,000	3,040
Total Capital	4,000	4,000	-	4,000	3,040
Grand Total	107,850	103,147	672,465	667,378	3,040

Street Light Improvement District

Program Goal

The Street Light Improvement District accounts for the proceeds of street light improvement district taxes collected. These proceeds are legally restricted to expenditures of a specified purpose (the payment of electricity to operate street lights and park lighting repairs within the district).

Department Budget

The Street Light Improvement District has been established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the District. The City Council acts as the governing board for the District and has the authority to levy taxes on all properties included in the District.

All Street and park lighting utility costs are to be paid for through a special district property tax assessment. The maximum levy allowed for a street light district is \$1.20 per hundred dollars of assessed valuations. In FY2013, utility costs associated with all park lighting (approximately \$70,000) were moved from the General Fund into this District as was originally intended. At the direction of the Council, this modification was phased in over a period of years with the Street Light Improvement District being completely self-reliant beginning FY2017.

There is a general fund subsidy budgeted in FY2020 in the amount of (\$15,000). This is to cover the increasing utility costs for the street lights. Property values increased 4.25% in the Street Light Improvement District in 2019. Due to the increased property values, staff is recommending no tax increase in FY2020. The tax rate will remain at \$0.1401, the same as FY2019. At the recommended tax rate, a home with an assessed value of \$150,000 will pay **approximately \$17.86 annually** in Street Light Improvement District property taxes.

All Taxes are collected by Navajo County and remitted to the City on a quarterly basis.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Property Tax Assessment Levies	192,045	199,662	224,000	165,662	233,000
Operating Transfer In	16,309	5,608	15,000	15,000	15,000
Interest Earned on Investments	139	27	300	818	300
Total	208,493	205,297	239,300	181,480	248,300

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Utilities	208,493	205,297	235,000	215,000	235,000
Total Operating	208,493	205,297	235,000	215,000	235,000
Grand Total	208,493	205,297	235,000	215,000	235,000

Capital Projects/Grants Fund

Program Goal

The Projects Fund has been established to account for revenues and expenditures associated with grants and other restricted funding sources. The use of a separate fund aids in smoothing out departmental operational budgets, as well as providing a central location for the tracking of one-time funding sources.

Departmental Budget

The Projects Fund serves as the general clearinghouse for grants and restricted funding sources of the City. Currently included in this fund's budget are the budgets for Police funds, Community Development Block Grant funds, the Court's restricted funds (JCEF, FTG, and FARE), and the unanticipated revenues/expenditures accounts (budget control account).

Ongoing operational grants and grants associated with Special Revenue or Enterprise Funds will generally be programmed within specific funds and/or departments.

The unanticipated Expenditure/Revenue account is a budget authority account which will be used to establish a budget as grants are awarded or other unforeseen revenue is realized. Transfers from this account may be made within this fund or to other funds. All transfers from this account require verification of revenue by the Administrative Services Department and specific Council approval.

Capital Projects/Grants Summary

Revenues by Department

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
General Operations	1,225,427	61,752	4,616,053	482,028	4,283,965
Library	13,682	30,572	54,500	55,480	216,400
Magistrate Court	3,861	5,158	21,000	2,605	21,000
Police Department	1,503	-	-	-	68,903
Community Services	-	-	22,250	11,000	95,000
Total	1,244,473	97,482	4,713,803	511,113	4,685,268

Expenditures by Department

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
General Operations	-	15,516	4,442,292	599,026	4,291,728
Library	12,797	35,275	56,000	61,500	41,400
Magistrate Court	5,081	3,968	30,000	30,000	30,000
Parks Facilities Maintenance	-	-	-	-	39,000
Police Department	4,918,779	-	-	97	68,903
Community Services	95,943	-	240,844	11,350	306,445
Total Operating	5,032,600	54,759	4,769,136	701,973	4,777,476

General Operations

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Unanticipated Revenue/Grants	-	-	4,000,000	-	4,000,000
Operating Transfer In	1,225,427	46,236	323,325	223,325	283,965
Feasibility Study Grant	-	14,257	-	-	-
ESP Grant Revenue	-	1,259	292,728	258,703	-
Total	1,225,427	61,752	4,616,053	482,028	4,283,965

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Unanticipated Exp/Grants	-	-	4,000,000	-	4,000,000
ESP Grant	-	1,259	292,728	449,462	-
Feasibility Study Grant	-	14,257	-	-	-
Operating Transfer Out	-	-	149,564	149,564	291,728
Total	-	15,516	4,442,292	599,026	4,291,728

Magistrate Court

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Court Funds (JCEF, GAP, FARE)	3,861	5,158	21,000	4,900	21,000
Total	3,861	5,158	21,000	4,900	21,000

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Travel & Training	4,027	3,298	5,000	5,000	5,000
Expendable Materials	400	-	16,400	16,400	16,400
Books & Subscriptions	654	670	600	600	600
Repairs & Maintenance	-	-	8,000	8,000	8,000
Total	5,081	3,968	30,000	30,000	30,000

Library

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Federal Grants	13,682	30,572	54,500	55,480	216,400
Total	13,682	30,572	54,500	55,480	216,400

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Rural Gateway Grant	15	3,781	-	-	-
Dollar Gen Summer Reading Grant	2,189	2,043	3,000	3,000	2,000
Children's Center Grant	10,593	1,099	-	-	-
LSTA Grants	-	15,740	-	-	-
NASA at My Library Grant	-	783	500	1,500	-
AZ State Library Grant	-	2,014	500	500	-
Assoc. for Library Svc to Children	-	5,000	500	500	-
Rural Activation & Innovation Network	-	4,814	500	500	-
LSTA Collections Mini-Grant	-	-	4,000	4,000	-
LSTA Outreach Grant	-	-	35,000	35,000	-
ALA Founding Era Grant	-	-	1,000	1,000	-
National Center for Family Learning	-	-	3,000	3,000	-
National Network of Libraries of Medicine	-	-	8,000	8,000	-
RAIN Grant FY2018/2019	-	-	-	2,000	-
RAIN Grant Astronomy Kits FY18/19	-	-	-	2,500	-
Will Eisner Graphic Novel Grant	-	-	-	-	4,000
LSTA Vox Box Grant	-	-	-	-	4,000
LSTA Information Access Grant	-	-	-	-	9,400
RAIN Adult Robotics Club Grant	-	-	-	-	5,000
Web junction Create Smart Space Grant	-	-	-	-	5,000
NNLM Health Living Grant	-	-	-	-	12,000
Total	12,797	35,275	56,000	61,500	41,400

Police Department

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Intergovernmental Revenue	-	-	-	-	22,000
GOHS Selective Traffic Enforcement	1,503	-	-	-	-
GOHS Vehicle Purchase	-	-	-	-	46,903
Total	1,503	-	-	-	68,903

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Public Safety Building	4,750,320	-	-	-	-
Equipment Purchase	-	-	-	-	22,000
Vehicle Purchase	168,459	-	47,000	97	46,903
Total	4,918,779	-	47,000	97	68,903

Parks Facilities Maintenance

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Swingset at Archibeque Park	-	-	-	-	19,500
Total	-	-	-	-	19,500

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Swingset at Archibeque Park	-	-	-	-	39,000
Total	-	-	-	-	39,000

Community Services

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Senior Center Grant – EA Assessment	-	-	22,250	11,000	75,500
Total	-	-	22,250	11,000	75,500

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Improvements	82,165	-	-	-	-
Show Low Lake Restroom Phase I	5,778	-	-	-	-
Equipment	-	-	-	-	-
Senior Center Grant – EA Assessment	-	-	30,944	11,350	96,545
Open Space Preservation Fee	8,000	-	209,900	-	209,900
Total	95,943	-	240,844	11,350	306,445

Development Impact Fees

Program Goal

Separate Development Impact Fee (DIF) funds have been established to account for the inflow of all City development fees levied on new construction within the City. These fees can only be used for the purchase, construction, financing, and furnishing of new capital items directly related to the increased demand on each specific service caused by growth. Development fees cannot be used to subsidize operational needs.

Departmental Budgets

Revenue collections for development impact fees are directly related to growth. As such, total collections of all these fees are dramatically lower than prior years. Consequently, as these fees are to be utilized to finance the impacts of growth on the City, the demand for these funds should decrease as well. The exception to this is when funds are borrowed utilizing development impact fees as the source of repayment. Both the Transportation and Library Development Impact Fees were to be utilized to repay debt. With the reduction in collections, the General Fund will continue to heavily subsidize these payments for the foreseeable future.

Based on changes to state statutes governing impact fees, City staff has evaluated all of these fees to determine the best course of action for the City. By state law, a new impact fee study will need to be completed for all fees not directly tied to debt service. For the City of Show Low, both the Transportation and Library Development Impact Fees are tied specifically and directly to existing debt service. Therefore, transportation fees may continue with no new study being performed.

Although it is permissible to retain these fees until the debt is retired AND the General Fund is paid back all subsidies, the Council has passed a resolution to sunset these fees with the retirement of the existing debt for which they are pledged. The Transportation debt is set to expire in FY2027. Modification in FY2012 eliminated the Water and Wastewater Development Impact Fees and the Parks and Recreation Facilities Development Impact Fees were eliminated in FY2014.

Revenues by Impact Fee

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Library DIF*	17,405	19,965	-	-	-
Transportation DIF	72,822	116,899	40,000	86,260	40,000
Parks & Recreation Facilities DIF	180	-	-	-	-
Water DIF	(516)	897	-	1,453	-
Total	89,891	137,761	40,000	87,713	40,000

*Fee discontinued FY18/19 due to final debt service payment in July 2019

Expenditures by Impact Fee

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Expenditures					
Library DIF	14,184	20,036	-	-	15,267
Transportation DIF	83,800	67,800	150,000	150,000	141,245
Parks & Recreation Facilities DIF	1,282	6	186	186	445
Water DIF	-	746	221,549	44,267	68,375
Total	99,266	88,588	371,735	194,453	225,332

Library Development Impact Fees

Created as a separate fund in FY2010, all funds have been expended on the construction of the new library building, which was completed in 2010, or to pay debt service. All funds are pledged as the primary source for the repayment of this debt. Fees collected throughout the year are transferred to the Debt Service fund and any shortfall is subsidized by the General Fund. The Library debt was fully retired in FY2019.

City of Show Low					
Library Facilities Development Impact Fee					
Fiscal Year 2020					
	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Expenditures					
Debt Service Transfer	14,184	20,036	0	0	15,267
Capital	0	0	0	0	0
Total All Expenditures	<u>14,184</u>	<u>20,036</u>	<u>0</u>	<u>0</u>	<u>15,267</u>
Revenues					
Beginning Fund Balance	12,117	15,338	15,338	15,267	15,267
Impact Fees	17,235	19,719	13,500	0	0
Other**	170	246	0	0	0
Total Revenue	<u>17,405</u>	<u>19,965</u>	<u>13,500</u>	<u>0</u>	<u>0</u>
Ending Fund Balance	15,338	15,267	28,838	15,267	0

**Other includes: interest earned on investments

Parks & Recreational Facilities Development Impact Fees

Created as a separate fund in FY2010, all prior-year collections were transferred into this fund in FY2011. Due to changes in state law, this fund now includes all eligible elements of the former Parks, Recreation, and Library funds. As part of this transition, a reconciliation of expenditures was performed and all fees collected prior to the fee structure change have been spent on eligible projects. This will close this development impact fee. In compliance with state law there will be no further revenue or expenses for this fund.

City of Show Low					
Parks & Recreational Facilities Development Impact Fee					
Fiscal Year 2020					
Expenditures	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Debt Service Transfer	1,282	6	186	186	445
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Expenditures	<u>1,282</u>	<u>6</u>	<u>186</u>	<u>186</u>	<u>445</u>
Revenues					
Beginning Fund Balance	1,727	631	631	631	445
Impact Fees	180	0	0	0	0
Other**	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	<u>186</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Fund Balance	631	631	445	445	(0)

**Other includes: interest earned on investments/Transfer In

Streets Facilities (Transportation) Development Impact Fees

Created as a separate fund in FY2010, all prior-year collections have been expended on debt service associated with the 2006 GADA (Grater Arizona Development Authority) bond road project. All funds are pledged as the primary source for the repayment of this debt. Fees collected throughout the year are transferred to the Debt Service and any shortfall is subsidized by the General Fund. For FY2020, annual debt service on the 2006 GADA bond road project totals \$598,131. It is anticipated that \$40,000 in development impact fees will be collected in FY2020 to offset a portion of this debt service. The 2006 GADA bond road project debt will be fully retired in FY2027 due to the 2006 GADA refinancing in FY2016. The Transportation Development Impact Fee only applies to residential development.

City of Show Low					
Street Facilities (Transportation) Development Impact Fee					
Fiscal Year 2020					
Expenditures	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Debt Service Transfer	83,800	67,800	150,000	150,000	141,245
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Expenditures	<u>83,800</u>	<u>67,800</u>	<u>150,000</u>	<u>150,000</u>	<u>141,245</u>
Revenues					
Beginning Fund Balance	68,575	93,546	93,456	142,645	101,245
Impact Fees	107,954	115,572	40,000	105,000	40,000
Other**	<u>817</u>	<u>1,327</u>	<u>0</u>	<u>3,600</u>	<u>0</u>
Total Revenue	<u>108,772</u>	<u>116,899</u>	<u>40,000</u>	<u>108,600</u>	<u>40,000</u>
Ending Fund Balance	93,546	142,645	(16,544)	101,245	0

**Other includes: interest earned on investments

Water Development Impact Fees

Water Development Impact Fees provided funding for long-term water system improvements and expansion related to the growth of the City. Due to changes in state law, this development impact fee category was eliminated and replaced with a water capacity fee detailed in the Water Services section of the budget. All fees collected prior to the fee structure change remain in this fund until spent on eligible projects. All remaining Water Development Impact Fees will be spent on water rights filings associated with Show Low Lake and the Show Low Irrigation Company. All funds are estimated to be spent by the end of the current fiscal year.

City of Show Low					
Water Development Impact Fee*					
Fiscal Year 2020					
Expenditures	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Debt Service Transfer	0	0	0	0	0
Capital	<u>0</u>	<u>746</u>	<u>0</u>	<u>0</u>	<u>68,375</u>
Total All Expenditures	<u>0</u>	<u>746</u>	<u>0</u>	<u>0</u>	<u>68,375</u>
Revenues					
Beginning Fund Balance	111,606	111,090	221,091	111,242	68,375
Impact Fees	(1,273)	0	0	0	0
Other**	<u>757</u>	<u>897</u>	<u>0</u>	<u>1,400</u>	<u>0</u>
Total Revenue	(516)	<u>897</u>	<u>0</u>	<u>1,400</u>	<u>0</u>
Ending Fund Balance	111,090	111,242	221,091	112,642	0
* Fee eliminated in FY2012 - All remaining funds to be expended on eligible projects					

**Other includes: interest earned on investments

Capital Improvement Plan

The City of Show Low is required to have an approved five-year capital improvement program (CIP). The CIP is a planning tool to look five years ahead in order to plan and prioritize the City's needs. The program is administered by an advisory committee that consists of City staff, representatives from the Planning and Zoning commission, City Council, and a citizen representative.

Only projects over \$50,000 are included in the CIP. The first year of the CIP includes any projects that were not funded in the prior fiscal year's CIP. While a CIP does not cover routine maintenance, it does include renovation, major repair or reconstruction of damaged or deteriorating facilities. The expenditures proposed for the first year of the program are incorporated into the annual budget as the capital budget.

The CIP ties the City's physical development to Council and community goals expressed through hearings and citizen input. The CIP process is not a once a year effort, but an important ongoing part of the City's overall management process. Benefits of preparing, maintaining, and continually reviewing the CIP include:

- Citizens and Council are aware of what and where projects will be completed providing citizens and private development decisions to be informed about the location and timing of public facility projects.
- Coordination between various departments responsible for streets, water and wastewater infrastructure, and city facilities allows effective cost management and time management.
- The CIP establishes a reasonable multi-year spending plan that allows for effective budgeting and planning showing citizens the City's commitment and ability to fund projects in a realistic view.

The City's Capital Improvement Plan is designed to work in with the City's Operating Budget and is therefore not considered a separate budget. The main reason for this is due to the operating budget assuming the cost of maintaining and operating new facilities or equipment that are purchased under the Capital Improvement Plan.

Expenditures for capital purchases are based on the type of service rendered within the city and budgeted in the correct department. Below is a brief description of the type of capital projects that are budgeted within each of the different departments/funds.

- **General Government:** The departments within the general government are related to the administrative and legislative services for the benefit of the public and the city. Types of capital projects include purchases under the General Operations, Community Services, Administrative Services, and Parks/Facilities Maintenance. The majority of the approved capital in this category is for the Parks/Facilities Maintenance Department for playgrounds, athletic fields, and signage improvements.
- **Public Safety:** The Police Department provides services for the security of persons and property within our city. The capital projects consist of vehicles, equipment, building enhancements for communication and evidence protection.
- **Transportation:** The City partners with the surrounding communities to provide bus service throughout the White Mountain area. As a result, part of the capital within this area is for new busses and infrastructure related to bus stops. The City also has an Airport providing services within and outside the State of Arizona. Capital expenditures for the Airport include runway extensions/maintenance, equipment, and facilities enhancements. These types of expenditures are typically funded through FAA and State grants. The City matches 2.5% of the project cost, while the FAA covers 95% and the State of Arizona covers the other 2.5%.

- Environmental: This category covers the capital improvements for Streets, Wastewater, and Water. Underground infrastructure and equipment make up the majority of the Wastewater and Water capital. Major street improvements such as rebuilds, extensions, and new sidewalks are covered in the Streets capital.
- Council Contingencies: This is included in the Capital Improvement plan as a reserve for unknown projects and/or capital purchases that support the Council’s Strategic Plan. Use of these funds requires Council approval.

The table below shows the CIP projects, CIP Reserves, and Council Contingencies budgeted in Fiscal Year 2019/2020.

General Operations	\$	609,900
Community Services	\$	485,000
Administrative Services	\$	52,000
Public Transportation	\$	266,443
Police	\$	1,136,899
Streets/Engineering	\$	4,873,981
Parks/Facilities Maintenance	\$	1,195,678
Airport	\$	820,133
Wastewater	\$	1,535,061
Water	\$	3,279,908
Council Contingencies	\$	250,000
		\$ 14,505,003

Capital Improvement Funds

Approved Capital Improvement Budget

	FY17-18	FY18-19	FY19-20
GENERAL OPERATIONS			
Development Agreement Obligations	10,100	10,100	-
Open Space Preservation	159,900	209,900	209,900
Land Acquisition/Clean Up	400,000	400,000	400,000
Total General Operations	570,000	620,000	609,900
COMMUNITY SERVICES			
Security Gates for West entrance of Library	30,000	-	-
Replace internal metal doors at Aquatic Center	-	12,000	12,000
Slide replacement at Aquatic Center	-	45,000	18,000
Library Fire Alarm System	-	25,000	25,000
Library Expansion	-	-	300,000
Shower/dressing combo/toilet partitions at Aquatic Center	10,000	11,406	-
Mechanical Room upgrades at Aquatic Center	30,000	-	-
Aquatic Center – Replace Roof	-	-	130,000
Total Community Services	70,000	93,406	485,000
PARKS/FACILITIES MAINTENANCE			
Show Low Lake Restrooms Phase I	55,000	-	-
City Entrance Sign Makeover	120,000	120,000	220,000
Show Low Meadow Open Space	150,000	150,000	275,178
Parks/Facilities General Improvements	286,500	-	-
Nikolaus Homestead Park Lighting Phase I	200,000	-	-
Utility Vehicle	19,000	-	-
New swing set for Little League	-	10,000	-
Nikolaus Park Dugouts	-	17,500	-
Park Signage Improvements – City Wide	-	30,000	10,000
Little League Playground Ramada	-	38,000	-
Dog Park Ramada	-	15,000	-
Exterior Paint and Improvements – City Hall	-	35,000	-
Repair grass at City Hall and Veterans Memorial	-	8,000	-
City Hall landscaping and trees	-	15,000	-
Disk Golf Baskets	-	20,000	-
Basket Ball Court Repairs	-	17,500	-
Senior Field Concession repairs, improvements, and cameras	-	20,000	-
Laser leveling five fields and infield mix	-	17,500	-
Flatbed ¾ ton Service Truck	-	49,000	-
Old Pavilion Improvements	-	-	50,000
City Campus Master Plan Improvements – Replace Roof	-	-	170,000
Replace Carpet at City Gym	-	-	55,000
City Park Streets and Trails Makeover	-	-	50,000
Deuce of Clubs Tree Irrigation	50,000	-	-
Drinking Fountain Replacement – Dog Park	-	9,000	-
Replace pavers and upgrades at Festival Market Place	-	10,000	-

	FY17-18	FY18-19	FY19-20
Concrete connection to asphalt path, west & east Nikolaus Park	-	20,000	-
Nikolaus Homestead Park Lighting Phase IIA	-	300,000	30,000
Pickleball Court Construction	147,000	103,898	-
Cemetery Expansion	-	70,000	70,000
Double Zip Line	-	-	60,000
Butler Building Roof Repair	-	-	50,000
Windows and Doors at Cafeteria	-	-	25,000
Swingset at Archibeque Park	-	-	39,000
City Gym Bathrooms	-	-	27,500
Tractor	-	-	40,000
Turf Sweeper	-	-	24,000
Total Community Services	1,027,500	1,075,398	1,195,678
ADMINISTRATIVE SERVICES			
Fleet Vehicle	-	-	35,000
Switch Replacement	-	-	17,000
Backup PD network at City Hall	15,000	15,000	-
Total Administrative Services	15,000	15,000	52,000
POLICE			
Communication Equipment Replacement	50,000	126,000	201,000
Remodel & Relocate evidence storage including walk-in	125,000	125,000	175,000
Police Vehicle Replacement	200,000	250,000	681,996
GOHS Vehicle Purchase	-	-	46,903
Public Safety Headquarter Detail Shop	-	-	10,000
Animal Control Expansion – Design	-	20,000	-
Drone	-	-	22,000
Total Police	375,000	521,000	1,136,899
PUBLIC TRANSPORTATION			
Buses	158,500	261,102	266,443
Equipment	-	-	-
Total Public Transportation	158,500	261,102	266,443
ENGINEERING			
Aerial Mapping	-	90,000	-
Total Engineering	-	90,000	-
STREET			
Scott Ranch Road	1,288,400	1,277,800	1,273,115
R & R Program	675,000	925,000	895,704
Westwood Subdivision – rebuild roads	-	150,000	-
Decorative Lighting – 9 th Street	193,000	193,000	-
Sidewalk E McNeil 8 th to 9 th	242,000	229,500	-
Improvements	90,000	90,000	100,000
Sidewalk South Central	-	110,055	110,055
10 th Ave near Safeway	175,000	-	-
Owens from 11 th street to Malapai	60,000	-	-
Show Low Lake Road overlay Phase II	220,000	-	-
8 th Street Roadway Connection (near Elks)	280,000	279,220	-
Sidewalk McNeil Central to Pomeroy	81,000	81,000	81,000
6-Wheel Dump with Plow (Replacement)	50,000	-	-

	FY17-18	FY18-19	FY19-20
Sidewalk N 16 th Ave McNeil to OLR	-	-	160,000
Park Valley Phase II Stratton & Stock	335,200	-	-
Public Works Parking Lot	25,000	-	-
Lower Powerlines install lights – DOC	-	100,000	100,000
STREETS CONTINUED			
Downtown Parking E Cooley	-	60,000	60,000
E Thornton Central Ave to 6 th Extension	-	535,000	147,107
Front Deck Mower	-	20,000	-
966 Loader (split with water, wastewater)	-	210,000	-
Gannon Tractor (split with water, wastewater)	-	29,000	-
Mechanic Truck (split with water, wastewater)	-	32,000	-
E Thornton Mill and Overlay	-	415,000	-
CDBG Grant – Hall Street	-	-	200,000
16 th Improvements	-	-	80,000
Sierra Vista	-	-	540,000
Drainage Project Owens & McNeil	-	-	80,000
Cooley Improvements Central to 4 th	-	-	165,000
Joe Tank Road Improvements	-	-	500,000
Show Low Lake Rd/Cub Lake SR 260 Intersection	-	-	50,000
Mechanical Sweeper	-	-	178,500
Crack Seal Machine	-	-	46,500
Asphalt Laydown Machine	-	-	80,000
Trailer Tack Pot	-	-	13,000
Spreader with harness for de-icer	-	-	14,000
Total Streets	3,714,600	4,736,575	4,873,981
AIRPORT			
South Safety & Security Fence	-	-	70,000
De-icing Containment Facility	300,000	300,000	300,000
Terminal Modifications	15,000	15,000	-
Rehabilitation South Apron	-	-	185,000
Rehab Runway 6/24 (Mill & Overlay)	203,500	3,794,259	-
Pavement Maintenance	45,000	-	-
Update Airport Master Plan	475,100	305,233	140,133
Drainage Imp S Ramp – Design	80,000	80,000	80,000
Vehicle Purchase	-	-	45,000
Backup Generators	-	28,250	-
Total Airport	1,118,600	4,522,742	820,133
WASTEWATER			
Manhole Replacements (Inflow & Infiltration)	188,000	200,000	200,000
Wastewater Treatment Plant Expansion	208,200	-	-
General Improvements	325,000	300,000	100,000
South Lagoon Cleanup and Closure	-	200,000	-
Backup Generators	-	50,000	115,293
W Cooley Sewer Improvements	-	692,000	331,040
McNeil from 4 th to 8 th	-	550,000	-
S White Mtn Rd – Fawnbrook Connections	-	220,000	-
966 Loader (split with Streets/Water)	-	105,000	-

	FY17-18	FY18-19	FY19-20
Gannon Tractor (split with Streets/Water)	-	29,000	-
Mechanic Service truck (split with Streets/Water)	-	32,000	-
24 th Drive Sewer Main Replacement	390,000	390,000	601,145
10 th Place and 9 th Place	64,300	64,300	-
Mini Excavator Trailer	20,000	-	-
Small Hydro-Vac Unit (split with Water)	155,000	-	-
30 th & Merrill Phase II	200,000	200,000	-
S White Mtn Road 12" Main Ellsworth – The Pines	361,000	-	-
Camptown Mainline Realignment	200,000	179,025	-
City Park – Hillcrest Phase II	500,000	460,945	-
Sierra Vista Subdivision	620,000	597,754	-
F350 4x4	65,000	-	-
Westwood Subdivision	450,000	49,961	-
Show Low South Land Exchange	15,000	15,000	15,000
Days Inn	95,000	93,776	92,583
6-wheel Dump with Plow	50,000	50,500	-
Upgrade for TV Camera	-	-	80,000
Total Wastewater	3,906,500	4,479,261	1,535,061
WATER			
300K Tank Site Improvements	-	-	200,000
F50 4x4 or Equivalent w/plow	-	-	65,000
SCADA Upgrades	130,000	298,800	261,954
8 th Ave 12" Connection	100,000	57,393	-
DOC NPC to Central	393,300	-	-
6-wheel dump with plow	50,000	55,000	-
Crack Seal Machine (split w/streets)	-	-	45,000
Asphalt Laydown Machine (split w/streets)	-	-	82,500
16 th Ave Waterline Replacement	150,000	-	-
W McNeil Fox Canyon to DOC	370,000	297,830	-
Water Storage Tank Maintenance	250,000	250,000	250,000
Small Hydro-Vac Unit (split with Streets/Wastewater)	125,000	-	-
Ford F350 4x4	65,000	-	-
Backup Generators	-	100,000	75,108
New Well Design	-	70,000	70,000
Fairway Park Phase IV	-	830,000	880,000
F150 4x4 or Equivalent	-	-	40,000
McNeil from S 5 th Place to DOC	-	300,000	222,846
966 Loader (split with Streets/Wastewater)	-	105,000	-
Gannon Tractor (split with Streets/Wastewater)	-	30,000	-
Mechanic Service Truck (split with Streets/Wastewater)	-	32,000	-
F350 4x4 Service Truck	-	65,000	65,000
Reidhead Sierra Vista	-	220,000	139,000
General Improvements	225,000	200,000	150,000
Mechanical Sweeper (split w/streets)	-	-	76,500
S Cub Lake Rd Water Line	-	-	220,000
W Cooley Central Ave to 8 th Ave	-	-	437,000
Total Water	1,858,300	2,911,023	3,279,908
GRAND TOTAL CAPITAL IMPROVEMENTS	12,814,000	19,325,507	11,128,400

Approved Capital Budget Impact on the Operating Budget

Each of the above projects approved for Fiscal Year 2020 will have an impact on current and future operating budgets. This impact on the annual budget is considered when reviewing and prioritizing projects and purchases. Reliable operating cost estimates at the beginning of the budget process are necessary as well as factors such as location, size, and use of the project to determine if additional personnel are required. The Capital Improvement Plan also includes recurring capital projects that have a minimal operating impact on the City's operating budget. An example of this is the R & R Program under the Streets Capital Improvement Plan. This program is designed to allow streets within the City to resurface every six years resulting in the percentage of streets that are rated above average or better above 90% each year. The table below shows the capital projects impacting the operating budget for approved projects in Fiscal Year 2019/2020.

Project Description	FY2019/2020 Budget	Personnel Operating Costs	Other Operating Costs	Total
Library Expansion	300,000	-	1,000	301,000
City Entrance Sign Makeover	220,000	-	2,500	222,500
Old Pavilion Improvements	50,000	-	1,000	51,000
Cemetery Expansion	70,000	-	5,000	75,000
Show Low Meadow Improvements	275,178	-	500	275,678
City Park Streets & Trails Makeover	50,000	-	2,500	52,500
Communications	201,000	-	30,000	231,000
Remodel & Relocate Evidence Storage/Walk-in	175,000	-	8,000	183,000
Police Vehicle Replacement	681,996	-	19,800	701,796
Scott Ranch Road	1,273,115	-	6,000	1,279,115
Wastewater Backup Generators	115,293	-	500	115,793
SCADA Upgrades	261,954	-	5,000	266,954
Water Backup Generators	78,108	-	1,000	79,108
Mechanical Sweeper	255,000	-	5,000	260,000
Crack Seal Machine	91,500	-	1,500	93,000
Asphalt Laydown Machine	162,500	-	2,000	164,500
Upgrade for TV Camera	80,000	-	200	80,200
F150 4x4 or Equivalent	40,000	-	1,000	41,000
F350 4x4 or Equivalent	65,000	-	1,500	66,500

Water

Program Goal

The Water Services Division is responsible for providing a safe and reliable domestic water supply to all customers of the Show Low service area. By creating and maintaining efficient operations of infrastructure and City assets, Water Services delivers a professional customer service organization that demonstrates efficiency and integrity in our daily operations. Training our personnel is the key for transition planning. Each employee in the department has a roadmap and a personal goal to qualify themselves for the next highest position. When vacancies occur, employees with a completed roadmap are qualified to apply for that position. Our goal of team building is accomplished by special events like the annual equipment rodeo and monthly training breakfasts.

FY2019 Achievements

- Completion of Phases I and II of the well SCADA project
- Completed annual Consumer Confidence Report
- All testing and reporting requirements were submitted on time with no deficiencies
- Reduced response time for Blue Stake and locate requests by implanting work order tracking system
- Improved Right-of-Way permit process
- Improved speed and quality of response times by integrating hand held devices and GIS mapping into our operations

FY2020 Goals

- Improve water quality and clarity by enhancing our flushing program
- Continue SCADA upgrades at well sites
- Perform planned upgrades to city wells for scheduled maintenance to reduce unplanned breakdowns

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
New Connections	55	64	98	120	11
Line Break Repairs	72	32	19	28	4
Read Only Service Calls	411	660	546	581	439
Turn Off Service Calls	448	340	569	294	361
Turn On Service Calls	546	666	594	560	137
Locates	-	-	-	132	363
Average Maintenance Cost Per Vehicle/Equipment*	\$1,735	\$2,434	\$3,151	\$2,793	\$2,763

*19 vehicles/equipment in FY14/15; 13 vehicles/equipment in FY15/16; 14 vehicles/equipment in FY16/17; 12 vehicles/equipment in FY17/18; 12 vehicles/equipment in FY18/19

Position Summary

The Water Services Division is staffed by 14.0 FTE employees in FY2020. Not included in the table below are the Public Works Operations Manager and Administrative Assistant who are split equally between Streets, Water, and Wastewater Funds.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Utilities Operations Manager	1.0	1.0	1.0	1.0	0.0
Electrician	1.0	1.0	1.0	1.0	0.0
Technician IV	1.0	1.0	1.0	1.0	0.0
Technician III	4.0	4.0	4.0	4.0	0.0
Technician II	5.0	5.0	5.0	5.0	0.0
Technician I	2.0	2.0	2.0	2.0	0.0
Total	14.0	14.0	14.0	14.0	0.0

Departmental Budget Summary

The FY2020 Water Services Division budget of \$6,503,112 is a \$678,885 (11.7%) decrease from the FY2019 budget of \$5,824,257. This decrease is directly attributed to the completion of several capital improvement projects in FY2019.

As an Enterprise Fund, the water program is set up to ensure that the cost of providing services is directly borne by the users of that service through fees. In accordance with Resolution No. R2011-17 rates will be adjusted on January 1 of each year to reflect changes in the CPI. An operating transfer to the General Fund to pay for overhead, engineering services, and administrative oversight is included.

Currently, the City of Show Low water system has approximately 7,768 connections. Operating expenses for FY2020 of \$2,982,989 shows an increase of \$227,183 (8.24%) over FY2019 of \$2,755,806. The majority of the increase is due to an increase in personnel costs due to staff reorganization.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Reconnect Fees	75,060	55,608	50,000	65,000	50,000
Water Sales	3,728,679	3,973,653	4,228,099	4,000,000	4,488,804
Line Extension Reimbursement	-	-	-	-	-
Water Meter Installations	29,567	40,559	10,000	118,000	10,000
Hydrostatic Pump Rental	-	-	-	-	-
Water Rights Preservation Fee	60,298	83,913	120,000	100,000	120,000
Water Tap Revenues	16,354	21,672	3,000	23,000	3,000
Sale of Assets	-	1,921	-	-	-
Operating Transfer In	-	13,680	-	-	-
Advertising Revenue	2,555	2,359	-	1,000	-
Miscellaneous Income	41,245	28,893	20,000	20,000	20,000
ROW Landscaping Program	14,400	15,468	30,000	14,694	25,000
Insurance/Loss Reimbursement	2,028	-	-	-	-
Interest Earned on Investments	30,972	27,237	12,500	40,000	12,500
Late Fees	60,665	67,733	75,000	64,347	75,000
Total	4,061,822	4,332,696	4,548,599	4,446,041	4,804,304

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	604,343	562,701	607,296	607,296	724,386
Overtime	15,739	12,087	13,184	13,184	12,800
Medical Insurance	205,080	186,734	302,793	220,000	322,757
FICA	45,730	45,461	47,467	47,467	56,353
Retirement	97,168	35,643	71,812	71,812	85,420
Worker's Com	23,972	16,820	25,827	25,827	23,892
Other ERE	646	4,393	8,752	8,752	10,422
Recruitment & Processing	156	1,520	-	-	-
Uniform Allowance	4,872	4,609	6,349	6,349	6,777
Total Personnel	997,706	869,969	1,083,480	1,000,687	1,242,807
Operating Expenditures					
Professional and Consulting Services	-	-	7,500	7,500	7,500
Other Contractual Service	4,179	1,937	10,000	10,000	5,000
Show Low Lake	29,518	26,421	30,000	30,000	30,000
Water Shares	1,438	2,212	1,500	1,500	2,500
Water Rights Preservation	97,861	182,362	200,000	200,000	250,000
Legal Ads and Notices	38	-	-	-	-
Reproduction and Printing	5,725	6,456	8,500	8,500	8,500
Travel and Training	5,113	5,304	9,000	9,000	5,400
Safety Training	445	936	1,700	1,700	1,700
Dues and Memberships	630	638	800	800	800
Expendable Materials	12,764	12,765	15,000	15,000	15,000
Postage	11,976	11,298	14,500	14,500	14,500
Personal Protective Equipment	4,503	2,694	4,300	4,300	5,300
Small Equipment/Capital	10,598	9,124	5,000	5,000	10,700
Uniforms	2,276	3,795	3,500	3,500	3,500
Books and Subscriptions	454	742	500	500	500
Auto Parts and Labor	44,121	33,527	46,400	46,400	46,400
Fuels and Lubricants	28,758	26,695	40,000	40,000	40,000
Rental and Maintenance Contracts	10,023	12,346	10,000	10,000	10,500
Equipment Rental – Other	9,660	1,595	6,000	6,000	6,000
Repairs and Maintenance	4,847	8,367	8,000	8,000	17,000
Telephone	3,754	3,380	4,800	4,800	4,800
Utilities	384,917	371,659	422,000	422,000	422,000
Casualty Loss	312	294	-	-	-
Testing Fees	49,511	30,537	45,000	45,000	55,000
Water Maintenance	234,646	524,008	290,000	290,000	290,000
Meter Replacement Program	101,906	89,211	102,000	102,000	102,000
Use Permits	403	-	500	500	500
Bad Debt Expense	4,312	16,184	-	-	-
Debt Principal	(7,209)	-	255,362	255,362	263,010
Debt Interest	141,713	130,575	130,464	130,464	122,072
Total Operating	1,199,192	1,514,787	1,672,326	1,672,326	1,740,182
Capital Expenditures					
CIP Reserve	-	-	163,275	-	-
Capital Carryover	-	-	-	-	-
Line Extension Reimbursements	16,216	4,496	-	-	-
Improvements	133,277	-	-	-	-
US 60 Waterline Realignment	92,846	-	-	-	-
DOC NPC to Central	-	195,155	-	-	-

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
East Owens Water Line Replacement	-	113,595	-	-	-
SCADA Upgrades	-	7,314	298,800	166,846	261,954
8 th Ave 12" Connection	-	911	57,393	42,131	-
16 th Ave Waterline Replacement	-	67,100	-	-	-
W McNeil Fox Canyon to DOC	-	981	183,939	-	-
Water Storage Tank Maintenance	-	-	250,000	-	250,000
Equipment Purchase	2,985	50,000	-	-	-
Vehicle Purchase	-	40	55,000	54,589	-
General Improvements	-	254,673	200,000	100,000	150,000
Equipment Purchase	-	125,000	-	-	-
Public Works Parking Lot	-	13,787	-	-	-
Backup Generators	-	-	100,000	84,892	75,108
New Well Design	-	-	70,000	-	70,000
Fairway Park Phase IV	-	-	830,000	989	880,000
McNeil from S 5 th Place to DOC	-	-	300,000	114,453	222,846
966 Loader	-	-	105,000	105,000	-
Gannon Tractor	-	-	30,000	30,000	-
Mechanic Service Truck F550	-	-	32,000	32,000	-
F350 4x4 Service Truck	-	-	65,000	-	65,000
S Cub Lake Rd Water Line Replacement	-	-	-	-	220,000
Reidhead – Sierra Vista	-	-	220,000	900	139,000
W Cooley Central Ave to 8 th Ave	-	-	-	-	437,000
300K Tank Site Improvements	-	-	-	-	200,000
F350 4x4 or Equivalent w/plow	-	-	-	-	65,000
Crack Seal Machine (split w/streets)	-	-	-	-	45,000
Asphalt Laydown Machine (split w/streets)	-	-	-	-	82,500
F150 4x4 or Equivalent	-	-	-	-	40,000
Mechanical Sweeper (split w/streets)	-	-	-	-	76,500
Operating Transfer Out	195,800	216,200	227,430	227,430	240,215
Depreciation	1,146,299	1,146,764	-	-	-
Total Capital	1,587,424	2,196,016	3,117,837	959,230	3,520,126
Grand Total	3,784,322	4,580,771	5,873,643	3,632,243	6,503,112

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

For FY2020, water capital is programmed at \$3,279,908. Included in this amount are improvements that continue our progress towards improving the overall water system infrastructure. A water plant reserve fund was established to set aside funds for the construction of a new water treatment plant. These funds are reserved within this fund and an additional \$200,000 is added in FY2020. With the FY2020 allocation, a total of \$1,500,000 will be available in this fund.

Description	Account/Project Number	Amount
Improvements	43-760-180-1620-0000/7601802	150,000
SCADA Upgrades	43-760-180-1620-0000/1823	261,954
W Cooley Central Ave to 8 th Ave	43-760-180-1620-0000/2034	437,000
300K Tank Site Improvements	43-760-180-1620-0000/2036	200,000
Water Storage Tank Maintenance	43-760-180-1620-0000/1827	250,000
F350 4x4 or Equivalent w/plow	43-760-180-1620-0000/7602037	65,000
Backup Generators	43-760-180-1620-0000/7601901	75,108
New Well Design	43-760-180-1620-0000/7601902	70,000
Fairway Park Phase IV	43-760-180-1620-0000/7601903	880,000
McNeil from S 5 th Pl to DOC	43-760-180-1620-0000/7601905	222,846
Crack Seal Machine (split w/streets)	43-760-180-1620-0000/7602039	45,000
Asphalt Laydown Machine (split w/streets)	43-760-180-1620-0000/7602040	82,500
F150 4x4 or Equivalent	43-760-180-1620-0000/7602041	40,000
Mechanical Street Sweeper (split w/streets)	43-760-180-1620-0000/7602042	76,500
F350 4x4 Service Truck	43-760-180-1620-0000/7601910	65,000
S Cub Lake Rd Water Line Replacement	43-760-180-1620-0000/7601911	220,000
Reidhead – Sierra Vista	43-760-180-1620-0000/7602035	139,000
Total Capital		3,279,908

Water Capacity Fees

Capacity fees are one-time charges that account for new development's proportionate impact on the City's water system capacity. These fees will be used to fund capital improvements that are substantially impacted by new development. Capacity fees were implemented in FY2012 and replaced water development impact fees. These fees are adopted under the same statutory authority as our other utility rates and the intent is not only to ensure that development continues to pay for itself, but also that costs of impacted operations are evaluated at the same time, both operational and capital. For FY2020 there are no capital projects programmed utilizing water capacity fees.

City of Show Low					
Water Capacity Fees					
Fiscal Year 2020					
Expenditures	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimate	Budget
Capital	27,181	23,700	0	0	0
Total All Expenditures	<u>27,181</u>	<u>23,700</u>	<u>0</u>	<u>0</u>	<u>0</u>
Revenues					
Beginning Fund Balance	403,081	557,889	804,700	804,700	1,056,700
Capacity Fees	174,918	264,858	35,000	235,000	35,000
Interest	3,535	5,653	500	17,000	500
Total Revenue	<u>178,453</u>	<u>270,511</u>	<u>35,500</u>	<u>252,000</u>	<u>35,500</u>
Ending Fund Balance	554,354	804,700	840,200	1,056,700	1,092,200

Wastewater

Program Goal

The Wastewater Division provides a clean, healthy environment through the effective management of wastewater within the City. By creating and maintaining efficient operations of infrastructure and City assets, the Wastewater Division delivers a professional customer service organization that demonstrates efficiency and integrity in our daily operations. Training our personnel is the key for transition planning. Each employee in the department has a roadmap and a personal goal to qualify themselves for the next highest position. When vacancies occur, employees with a completed roadmap are qualified to apply for that position. Our goal of team building is accomplished by special events like the annual equipment rodeo and monthly training breakfasts.

FY2019 Achievements

- All required tests and reporting were submitted on time with no deficiencies
- Reduced response time for Blue Stake and locate requests by implementing work order tracking
- Improved Right-of-Way permit process
- Improved speed and quality of response times by integrating hand held devices and GIS mapping into our operations
- Reduced the rate of ground water infiltration by continuing to implement the manhole replacement project and through main line repairs

FY2020 Goals

- Improve operation efficiency of the wastewater treatment plant to reduce costs of power and bio-solids disposal
- Enhance our pre-treatment process through program implementation and training
- Perform planned upgrades to city lift stations for schedule maintenance to eliminate unplanned breakdowns
- Purchase a new camera system to assist with line cleaning operations to increase efficiency and find problem areas before they become emergencies

Performance Measures

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Line Cleaning (feet)	136,387	127,363	118,281	147,191	25,566
Line Plugs Repaired	6	100	85	43	-
T.V. Lines (feet)	19,780	27,578	37,578	39,568	10,489
Line repair footage	14,038	3,200	173	401	58
Locates	-	-	-	597	418
Average Maintenance Cost Per Vehicle/Equipment*	\$1,219	\$2,541	\$2,847	\$4,356	\$4,660

*15 vehicles/equipment in FY14-15; 12 vehicles/equipment in FY15/16; 12 vehicles/equipment in FY16/17; 10 vehicles/equipment in FY17/18; 10 vehicles/equipment in FY18/19

Position Summary

The Wastewater Division is staffed by 12.0 FTE employees in FY2020. Not included in the table below are the Public Works Operations Manager and Administrative Assistant who are split equally between Streets, Water, and Wastewater Funds.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
Wastewater Plant Operator	1.0	2.0	2.0	2.0	0.0
Technician IV	2.0	1.0	1.0	1.0	0.0
Technician III	3.0	2.0	2.0	2.0	0.0
Technician II	2.0	2.0	2.0	2.0	0.0
Technician I	3.0	5.0	5.0	5.0	0.0
Total	11.0	12.0	12.0	12.0	0.0

Departmental Budget Summary

The FY2020 Wastewater Division Budget of \$3,714,529 is a \$3,005,688 (44.73%) decrease from the FY2019 budget of \$6,720,217. When adjusted for capital expenditures, the operating budget increases by \$13,361 (.66%) over FY2019. The majority of the decrease is due to the completion of several capital projects in FY2019 and a reduction in capital for FY2020 to allow the fund to build up reserves for future capital projects.

As an Enterprise Fund, the wastewater program is set up to ensure that the cost of providing services is directly borne by the users of that service through fees. In accordance with Resolution No. R2014-39 rates will be adjusted on January 1 of each year to reflect changes in the CPI. However the budget is based on current rates; therefore, the revenue projections included in this document are more conservative than what is actually anticipated with the revised rates. An operating transfer to the General Fund to pay for overhead, engineering services, and administrative oversight is included.

Revenues

Revenue projections show an overall increase in total collections, reflecting the new rates implemented in FY2019. Currently, the City of Show Low wastewater system has approximately 6,536 connections.

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Reconnect Fees	25	-	-	25	-
Sewer Use Fees	2,536,286	2,710,725	2,901,643	2,374,301	3,039,528
Sewer Tap Fees	7,031	5,589	1,500	12,015	1,500
Transfers In	-	284,402	-	-	300,000
Sale of Assets	(3,600)	13,872	-	16	-
Miscellaneous Income	1,463	50	-	230	-
Interest Earned on Investments	1,064	-	10,000	35,752	10,000
Total	2,542,267	3,014,638	2,913,143	2,422,339	3,351,028

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Personnel					
Salaries & Wages	447,975	507,290	488,469	488,469	428,571
Overtime	12,388	7,504	15,285	15,285	14,840
Medical Insurance	157,151	155,105	242,900	175,000	212,953
FICA	34,043	39,966	38,537	38,537	33,913
Retirement	73,191	110,129	5,668	57,668	53,150
Worker's Com	18,609	15,523	22,487	22,487	15,326
Other ERE	510	3,851	7,058	7,058	6,187
Recruitment & Processing	1,084	1,707	-	-	-
Uniform Allowance	3,343	3,164	5,493	5,493	4,851
Total Personnel	748,294	844,240	877,897	809,997	769,792
Operating Expenditures					
Professional and consulting Services	-	-	7,500	7,500	7,500
Other Contractual Service	5,722	2,763	9,900	9,900	18,000
Reproduction and Printing	2,627	2,815	5,500	5,500	5,500
Travel and Training Staff	4,026	4,577	6,500	6,500	5,700
Safety Training	1,315	1,856	1,500	1,500	1,500
Dues and Memberships	490	513	400	400	400
Expendable Materials	11,378	13,020	12,000	12,000	12,000
Postage	10,102	9,572	9,000	9,000	9,000
Personal Protective Equipment	3,520	5,286	4,000	4,000	16,000
Small Equipment/Capital	4,160	14,078	13,100	13,100	19,000
Uniforms	3,326	3,501	4,650	4,650	4,700
Books and Subscriptions	342	217	500	500	500
Auto Parts and Labor	34,166	43,564	48,800	48,800	45,000
Fuels and Lubricants	29,232	33,286	43,000	43,000	40,000
Rental and Maintenance Contracts	3,896	3,492	4,800	4,800	9,800
Equipment Rental - Other	3,609	526	2,500	2,500	2,500
Repairs and Maintenance	4,456	13,261	12,950	12,950	15,000
Telephone	1,776	1,572	2,900	2,900	2,900
Utilities	299,595	305,996	325,000	325,000	325,000
Casualty Loss	29,392	7,578	-	-	-
Testing Fees	76,726	41,680	40,000	40,000	35,000
Sewer Maintenance	113,671	409,325	112,400	112,400	150,000
Bio Solids	81,890	90,376	65,000	100,000	100,000
Air Release Replacement Program	8,631	8,886	10,000	10,000	10,000
Bank Charges	1,250	1,250	-	-	-
Use Permits	34,861	16,979	38,100	38,100	68,100
Bad Debt Expense	2,649	10,329	15,000	15,000	15,000
Debt Principal	-	-	295,000	295,000	300,000
Debt Interest	55,729	48,949	45,659	45,659	39,025
Total Operating	828,534	1,095,248	1,135,659	1,170,659	1,257,125
Capital Expenditures					
Capital Carryover	-	-	41,284	-	-
I & I Project	389,407	-	-	-	-
Improvements	14,954	-	-	-	-
10 th Place and 9 th Place	-	-	64,300	-	-
Days Inn Sewer Line	3,896	1,224	93,776	1,193	92,583
Westwood Subdivision	-	365,389	49,961	26,000	-
Show Low South Land Exchange	-	-	15,000	-	15,000
I & I Project	-	185,330	200,000	195,000	200,000
24 th Drive Sewer Main Replacement	-	-	379,990	53,855	601,145

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
30 th and Merrill Phase II	-	-	200,000	-	-
S White Mtn Rd 12" Main Ellsworth – The Pines	-	378,552	-	-	-
Camptown Mainline Realignment	-	20,975	179,025	-	-
City Park – Hillcrest Phase II	-	39,055	460,945	-	-
Sierra Vista Subdivision	-	23,670	566,480	496,117	-
East Owens Sewer Line Replacement 6" to 8"	-	77,781	-	-	-
Rosebud Lift Station Rebuild	-	-	32,133	32,133	-
Equipment Purchase	2,985	-	-	-	-
Vehicle Purchase	-	40	50,500	50,401	-
General Improvements	-	40,751	263,867	96,000	100,000
Public Works Parking Lot	-	16,668	-	-	-
Equipment Purchase	-	156,851	-	-	-
Equipment Purchase	-	15,297	-	-	-
South Lagoon Cleanup and Closure	-	-	200,000	-	-
Backup Generators	-	-	50,000	34,707	115,293
W Cooley Sewer Improvements	-	-	692,000	14,960	331,040
McNeil from 4 th to 8 th	-	-	550,000	25,000	-
S White Mtn Rd – Fawnbrook to connections	-	-	224,000	200,567	-
966 Loader	-	-	105,000	105,000	-
Gannon Tractor	-	-	29,000	29,000	-
Mechanic Service Truck F550	-	-	32,000	32,000	-
Upgrade for TV Camera	-	-	-	-	80,000
Operating Transfer Out	277,100	224,400	227,400	152,551	152,551
Depreciation	1,214,906	1,479,37	-	-	-
Total Capital	1,903,248	3,067,087	4,706,661	1,585,769	1,687,612
Grand Total	3,480,075	5,006,575	6,720,217	3,566,424	3,714,529

**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability

Capital Expenditures

For FY2020, wastewater capital is programmed at \$1,535,061 as outlined in the table below. Included in this budget is a continuation of the manhole replacement program. Wastewater Division staff has developed a systematic replacement schedule for this program.

Description	Account/Project Number	Amount
Days Inn Sewer Line	42-755-180-1620-0000/1219	92,583
W Cooley Sewer Improvements	42-755-180-1620-0000/7551903	331,040
Upgrade for TV Camera	42-755-180-1620-0000/7552023	80,000
Show Low South Land Exchange	42-755-180-1620-0000/1713	15,000
I & I Project	42-755-180-1620-0000/5871	200,000
24 th Drive Sewer Main Replacement	42-755-180-1620-0000/1817	601,145
General Improvements	42-755-180-1620-0000/7551802	100,000
Backup Generators	42-755-180-1620-0000/7551902	115,293
Total Capital		1,535,061

Wastewater Capacity Fees

Capacity fees are one-time charges that account for new development's proportionate impact on the City's wastewater system capacity. These fees will be used to fund capital improvements that are substantially impacted by new development. Capacity fees were implemented in FY2012 and replaced wastewater development impact fees. These fees are adopted under the same statutory authority as our other utility rates and the intent is to not only ensure that development continues to pay for itself, but also that the costs of impacted operations are evaluated at the same time, both operational and capital.

City of Show Low					
Wastewater Capacity Fees					
Fiscal Year 2020					
Expenditures	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimate	Budget
Capital	0	264,345	0	0	300,000
Total All Expenditures	<u>0</u>	<u>264,345</u>	<u>0</u>	<u>0</u>	<u>300,000</u>
Revenues					
Beginning Fund Balance	(150,879)	145,273	0	246,854	711,851
Capacity Fees	293,240	361,859	150,000	452,997	150,000
Interest	1,457	4,067	500	12,000	500
Total Revenue	<u>294,696</u>	<u>365,926</u>	<u>150,500</u>	<u>464,997</u>	<u>150,500</u>
Ending Fund Balance	143,817	246,854	150,500	711,851	562,351

Sanitation

Program Goal

The Sanitation Program assists in providing a safe and aesthetically acceptable environment through effective, integrated management of the solid waste stream, including recycling, collection, and disposal.

Performance Measures

	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 YTD
Tonnage Trash	3,509.0	3,546.7	3,703.2	3,469.0	3,327.5	3,059.5
Tonnage Recycle	522.2	580.2	684.8	709.8	696.6	648.3
Grand Total Tonnage	4,031.2	4,126.9	4,388.0	4,178.8	4,024.1	3,707.8
Percent Recycled	13.0%	14.1%	15.6%	17.0%	17.3%	17.5%

Departmental Budget

The FY2020 Sanitation budget of \$1,037,000 is a decrease of \$60,000 (5.47%) over the FY2019 budget of \$1,097,000. The decrease is due to a decrease in contractual fees. As this service is accomplished through a contract with a private vendor, there are no personnel costs assessed within this fund. However, a transfer to the General Fund in the amount of \$75,000 covers the cost of general administration and overhead. Included in this budget is funding for the annual citywide clean-up (Project Clean Sweep).

As an Enterprise Fund, the sanitation program is set up to ensure that the cost of providing services is directly borne by the users of that service through fees. Revenues and expenditures reflect the current contract with Waste Management.

Revenues

	FY16-17	FY17-18	FY18-19 Budget	FY18-19 YTD	FY19-20 Budget
Refuse Collections	865,151	893,446	1,080,132	790,626	1,086,714
Miscellaneous Income	-	-	-	-	-
Interest Earned on Investments	1,267	402	2,000	2,453	2,000
Total	866,419	893,848	1,082,132	793,079	1,088,714

Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimated	FY2020 Budget
Operating Expenditures					
Other Contractual Service	766,633	808,616	960,000	850,000	900,000
Reproduction and Printing	2,459	2,659	3,500	3,500	3,500
Postage	7,939	7,351	8,500	8,500	8,500
Annual Cleanup	26,447	22,657	50,000	50,000	50,000
Bad Debt Expense	733	4,855	-	-	-
Operating Transfer Out	75,000	47,900	75,000	75,000	75,000
Total	879,210	894,039	1,097,000	987,000	1,037,000

Five-Year Capital Improvement Plan

The City of Show Low is required to have an approved five-year capital improvement program (CIP). The CIP is a planning tool to look five years ahead in order to plan and prioritize the City's needs. Not all of the equipment/projects were approved in the FY2020 budget. Refer to the [Capital Improvement Plan](#) Section to see **approved and budgeted** equipment/projects for FY2020.

Equipment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
Police						
Patrol Vehicles	300,000	346,500	363,825	382,016	401,117	1,823,458
Communications Equipment	75,000	100,000	100,000	100,000	100,000	475,000
Special Response Team Truck	300,000	-	-	-	-	300,000
Total Police	675,000	446,500	463,825	482,016	501,117	2,568,458
Streets						
Mechanical Street Sweeper (Replacement 517-YR2003 (Split 70/15/15)	178,500	-	-	-	-	178,500
4000 Gallon Water Truck (Replaces 8610) (Split 3 Ways)	82,500	-	-	-	-	82,500
Crack Seal Machine (Replaces 319-YR2004)(Split 3 Ways)	46,500	-	-	-	-	46,500
Asphalt Laydown Machine (Replaces 519-YR2003)(Split 3 Ways)	80,000	-	-	-	-	80,000
Asphalt Roller (Replaces 562-YR2005)(Split 3 Ways)	-	25,350	-	-	-	25,350
F450 or Equivalent w/plow (Replaces 0639)	-	65,000	-	-	-	65,000
Skidsteer & Shoulder Machine (Replaces 543-YR2007)	-	160,000	-	-	-	160,000
F450 or Equivalent Service Truck (Replaces 0228)	-	70,000	-	-	-	70,000
10 Wheel Dump Truck (Replaces 0676)	-	-	250,000	-	-	250,000
F550 or Equivalent Service Truck (Replaces 1288)	-	-	-	70,000	-	70,000
Wheeled CAT Excavator M313D or Equivalent (Replaces 595-YR2000)(Split 3 Ways)	-	-	-	-	94,000	94,000
Total Streets	387,500	320,350	250,000	70,000	94,000	1,121,850
Wastewater						
Backup Generators	100,000	100,000	100,000	100,000	100,000	500,000
Upgrade for TV Camera	80,000	-	-	-	-	80,000
4,000 Gallon Water Truck (replacing Unit 8610) (split 3 ways)	41,250	-	-	-	-	41,250
Crack Seal Machine (Replaces 319-YR2004)(Split 3 Ways)	22,500	-	-	-	-	22,500
Asphalt Laydown Machine	40,000	-	-	-	-	40,000
F450 Service Truck w/Dump/Plow (replacing Unit 0411)	70,000	-	-	-	-	70,000
Asphalt Roller (Replaces 562-YR2005)(Split 3Ways)	-	12,675	-	-	-	12,675
F350 or Equivalent 4x4 w/dump/plow (Replaces 0621)	-	60,000	-	-	-	60,000
Skidsteer & Shoulder Machine (Replaces 543-YR2007)(Split 3Ways)	-	40,000	-	-	-	40,000
Mini Ex (replacing Unit 558)	-	-	100,000	-	-	100,000
Backhoe (replacing Unit 601)	-	-	120,000	-	-	120,000
Large Vactor Truck	-	-	-	400,000	-	400,000
924G Loader	-	-	-	300,000	-	300,000

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
Wheeled CAT Excavator M313D (replace Unit 595)(split 3 ways)	-	-	-	95,000	-	95,000
10 Wheeler Dump Truck	-	-	-	-	250,000	250,000
Total Wastewater	353,750	212,675	320,000	895,000	350,000	2,131,425
Water						
Backup Generators F350 4x4 or equivalent (replaces 0736)	60,000	50,000	100,000	50,000	-	260,000
4,000 Gallon Water Truck (replacing Unit 8610) (split 3 ways)	65,000	-	-	-	-	65,000
Crack Seal Machine (Replaces 319-YR2004)(Split 3 Ways)	38,250	-	-	-	-	38,250
Asphalt Laydown Machine (Replaces 515-YR2003)(Split 3 Ways)	41,250	-	-	-	-	41,250
F350 (replacing Unit 0737)	22,500	-	-	-	-	22,500
Asphalt Roller (Replaces 562-YR 2005)(Split 3 Ways)	40,000	-	-	-	-	40,000
F350 4x4 or Equivalent	65,000	-	-	-	-	65,000
Skidsteer & Shoulder Machine (Replaces 543-YR2007)(Split 3 Ways)	-	12,675	-	-	-	12,675
Backhoe (replacing Unit 552 – YR1993)	-	65,000	-	-	-	65,000
10 Wheel Dump Truck (Replaces 0676)	-	40,000	-	-	-	40,000
Mini Ex 304 (Replaces Unit 548 – YR2000)	-	-	120,000	-	-	120,000
Wheeled CAT Excavator M313D (replacing Unit 595) (split 3 ways)	-	-	250,000	-	-	250,000
960 G Loader (Replaces 597 – YR 2000)	-	-	-	100,000	-	100,000
Total Water	332,000	167,675	470,000	245,000	300,000	1,514,675
Total Equipment	1,748,250	1,147,200	1,503,825	1,692,016	1,245,117	7,336,408

Projects

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
Airport						
Rehabilitation – South apron	1,400,000	-	-	-	-	1,400,000
South Safety & Security Fence	70,000	-	-	-	-	70,000
Re-paint surface markings	-	90,000	-	-	-	90,000
EA to Construction RWY 18/36 & Parallel TWY D	-	-	300,000	-	-	300,000
RWY 18/36 & Parallel TWY D Design	-	-	-	400,000	-	400,000
RWY 18/36 & Parallel TWY D Construction Phase I	-	-	-	-	4,000,000	4,000,000
Total Airport	1,470,000	90,000	300,000	400,000	4,000,000	6,260,000
Community Services						
Library Expansion	300,000	-	-	-	-	300,000
Aquatic Center Roof	130,000	-	-	-	-	130,000
Open Space Preservation	-	50,000	-	50,000	-	100,000
Aquatic Center Parking Lot Expansion	-	-	-	150,000	-	150,000
Event/Community Center	-	-	-	-	20,000,000	20,000,000
Total Community Services	430,000	50,000	-	200,000	20,000,000	20,680,000

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
Parks/Facilities Maintenance						
Old Pavilion Improvements	100,000	-	-	-	-	100,000
Senior Field Terrace Replacement	75,000	-	-	-	-	75,000
Cemetery Expansion	-	70,000	-	70,000	-	140,000
Meadow Improvements	130,000	-	-	-	-	130,000
City Park Streets and Trails Makeover	200,000	-	-	-	-	200,000
Replace Carpet at City Gym	55,000	-	-	-	-	55,000
City Campus Master Plan Replace Roof	170,000	-	-	-	-	170,000
Frontier Park Parking Lot and Amenities	-	800,000	-	-	-	800,000
Show Low Lake Restrooms	-	-	125,000	-	-	125,000
Show Low Lake Campground Renovations	-	-	300,000	-	-	300,000
Nikolaus Park Phase 3	-	-	200,000	-	-	200,000
City Campus Master Plan Phase II	-	-	261,000	-	-	261,000
City Park Restroom Remodel	-	-	-	285,000	-	285,000
McCarty Park Restroom	-	-	-	100,000	-	100,000
City Campus Master Plan Phase III	-	-	-	213,100	-	213,100
Williams Field (Little League) Artificial Turf	-	-	-	-	250,000	250,000
Show Low Lake Fishing Docks	-	120,000	-	-	120,000	240,000
Nikolaus Homestead Park Phase 4 (Multi-Purpose Rehab)	-	-	-	-	440,000	440,000
City Campus Master Plan Phase 4 Pickleball Court	-	-	-	-	160,000	160,000
Trailhead Parking and Improvements – Mtn Bike course(s)/Trail(s)	-	-	-	-	250,000	250,000
Festival Marketplace Restrooms	-	-	-	-	75,000	75,000
Total Community Services	730,000	990,000	886,000	668,000	1,295,000	4,569,100
Engineering						
Show Low Aerial Photography Update	75,000	-	-	-	-	75,000
Total Engineering	75,000	-	-	-	-	75,000
Planning and Zoning						
Sidewalks, N 16 th Ave McNeil to OLR	160,000	-	-	-	-	160,000
Multi-Use Path Woolford Whipple to WMR	-	360,000	-	-	-	360,000
Meadow Walking Path Phase II	-	110,000	-	-	-	110,000
Downtown Area	-	-	517,200	-	-	517,200
S/W SL Lake Rd – Scott Ranch Rd to SL Lake	-	-	-	185,000	-	185,000
West Owens 10 th Ave to 16 th Ave – North S/W	-	-	-	-	165,000	165,000
Multi-Use Path WMR Pine Oaks to Bodyworks	-	-	-	-	500,000	500,000
Total Planning and Zoning	160,000	470,000	517,200	185,000	665,000	1,997,200
Police						
Remodel & Move Evidence Storage	50,000	50,000	200,000	-	-	300,000
Police Range Improvements	-	200,000	-	-	-	200,000
Public Safety Headquarter Detail Shop	50,000	-	-	-	-	50,000
Public Safety Headquarter Gates	-	50,000	-	-	-	50,000
Total Police	100,000	300,000	200,000	-	-	600,000

Streets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
R & R Program (Crack Sealing, Maintenance, Slurry, Re-striping, Reconstruction)	475,000	475,000	475,000	475,000	475,000	2,375,000
Lower power lines Deuce of Clubs and Install Lights	100,000	100,000	100,000	100,000	100,000	500,000
Improvements – Major Maintenance	150,000	150,000	150,000	150,000	150,000	750,000
Sierra Vista Subdivision (S-2018)	540,000	-	-	-	-	540,000
Drainage Project – Owens & McNeil	80,000	-	-	-	-	80,000
Cooley Improvements from Central to 4 th Ave (S-2019) (W-2020)	165,000	-	-	-	-	165,000
6 th Street Improvements	280,000	-	-	-	-	280,000
Snow Fighting/PW Operations Building	350,000	-	-	-	-	350,000
14 th Loop	165,000	-	-	-	-	165,000
Joe Tank Roadway Improvements	500,000	-	-	-	-	500,000
4 th Ave OLR to Cooley	180,000	-	-	-	-	180,000
Show Low Lake Rd/Cub Lake SR260 Intersection Design	100,000	-	-	-	-	100,000
W McNeil from Fox Run to DOC (W-2018)(S-2019)	-	485,000	-	-	-	485,000
Fools Hollow Subdivision Phase I (W-2020)	-	635,000	-	-	-	635,000
Park Plaza (across from City Park off Owens) (S-2018)	-	235,000	-	-	-	235,000
Hillcrest Subdivision (W-2020)	-	180,000	-	-	-	180,000
W Owens Pine Haven to DOC Connection	-	126,000	-	-	-	126,000
East Willis	-	140,000	-	-	-	140,000
Scott Ranch Road Phase II	-	-	9,000,000	-	-	9,000,000
McNeil Acres (S-2022)	-	-	460,000	-	-	460,000
E Owens Central to 2 nd Street Extension (W-2022)	-	-	225,000	-	-	225,000
Woolford Reconstruction	-	-	-	1,650,000	-	1,650,000
Nikolaus Subdivision (S-2020)	-	-	-	470,000	-	470,000
Pine Glen Subdivision	-	-	-	620,000	-	620,000
Fairway Drive and 36 th Drive Curb	-	-	-	140,000	-	140,000
Savage Roadway Reconstruction	-	-	-	150,000	-	150,000
Golf and Country Club Estates	-	-	-	-	650,000	650,000
Fairway Park – Rebuild Roads	-	-	-	-	1,200,000	1,200,000
Sunny Slope Subdivision	-	-	-	-	415,000	415,000
E Thornton Show Low Creek Crossing	-	-	-	-	500,000	500,000
Total Streets	3,085,000	2,526,000	10,410,000	3,755,000	3,490,000	23,266,000
Wastewater						
General Improvements/Modifications (>than \$10,000 <\$50,000)	300,000	300,000	300,000	300,000	300,000	1,500,000
Manhole Replacement – Inflow and Infiltration Reduction Program	310,000	188,000	188,000	188,000	190,000	1,064,000
W Stock to SR-260 Reconstruction	240,000	-	-	-	-	240,000
Savage Sewer Line Replacement Phase I	440,000	-	-	-	-	440,000
Wayne Berry Lift Station Removal/Extension	105,000	-	-	-	-	105,000
Automatic Screen Rake – 24 th Drive Sewer	125,000	-	-	-	-	125,000

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total
McNeil Acres FY 2015, 2016, or 2017	-	627,000	-	-	-	627,000
Hilltop Sewer Replacement	-	305,000	-	-	-	305,000
Automatic Screen Rake – Bagnal Lift Station	-	125,000	-	-	-	125,000
11 th Street Sewer Replacement	-	460,000	-	-	-	460,000
6 th Street Sewer Trunkline Improvement	-	-	405,000	-	-	405,000
5 th and 6 th Place	-	-	560,000	-	-	560,000
Savage Sewer Line Replacement Phase 2	-	-	-	615,000	-	615,000
Fairway Park Phase I (CIPP Lining)	-	-	-	360,000	-	360,000
Fools Hollow 10-inch Upgrade	-	-	-	-	530,000	530,000
Wastewater Master Plan Update	-	-	-	-	100,000	100,000
Total Wastewater	1,520,000	2,005,000	1,453,000	1,463,000	1,120,000	7,561,000
Water						
Improvements	400,000	400,000	400,000	400,000	400,000	2,000,000
SCADA Upgrades	130,000	130,000	130,000	-	-	390,000
Water Storage Tank Maintenance	-	250,000	-	250,000	-	500,000
New Well (Alternate project for Water Production Expansion)	1,200,000	-	-	-	-	1,200,000
Water Treatment Plant (Priority 1 for Water Production Expansion)	200,000	3,900,000	-	-	-	4,100,000
Mills from Owens to 6 th Place	140,000	-	-	-	-	140,000
McNeil and 1 st Drive	125,000	-	-	-	-	125,000
Park Valley-Fools Hollow AC Replacement (Phase I)	650,000	-	-	-	-	650,000
West Cooley – Central to 8 th Ave	437,000	-	-	-	-	437,000
Reidhead – Sierra Vista	175,000	-	-	-	-	175,000
300k Tank Site Improvements	200,000	-	-	-	-	200,000
11 th Ave from Owens to McNeil	-	150,000	-	-	-	150,000
Downtown AC Replacement	-	135,000	-	-	-	135,000
Fawnbrook Phase I	-	560,000	-	-	-	560,000
Park Valley-Fools Hollow AC Replacement (Phase III)	-	650,000	-	-	-	650,000
Water Storage Tank (1 Million at Tank 8 or 13)	-	-	1,000,000	-	-	1,000,000
East Owens 1 st Street to 11 th Street	-	-	327,000	-	-	327,000
Fawnbrook Phase II	-	-	-	580,000	-	580,000
Deuce of Clubs N 4 th Street to 241 E DOC	-	-	-	110,000	-	110,000
E Thornton Central Ave to 6 th Street	-	-	-	-	200,000	200,000
N 16 th Ave Waterline Extension	-	-	-	-	153,000	153,000
Siesta – Flores – N Dr Water Line Replacement	-	-	-	-	486,000	486,000
Total Water	3,657,000	6,175,000	1,857,000	1,340,000	1,239,000	14,268,000
Total Projects	11,227,000	12,606,000	15,623,200	8,011,000	31,809,000	79,276,200
Grand Total Capital	12,975,250	13,753,200	17,127,025	9,703,016	33,054,117	86,612,608

Capital Project Details

Airport

- **South Safety & Security Fence** – Installation of commercial separation fencing for the south hangars.
- **Rehabilitation South Apron** – Design and construct drainage improvements for south apron. Project is grant funded through the FAA at 95% and ADOT at 2.5%.
- **Re-paint surface markings** – Maintaining compliance with FAA Part 139 standards requires a periodic re-paint of all airport surface painted markings. The re-paint will correct damage done by snow plowing and weathering.
- **De-icing Containment Facility** – Construction of a secondary containment structure to help facilitate the recovery and re-cycling of de-icing fluids and help prevent the possibility of contamination due to run-off of that fluid.
- **Drainage Imp S Ramp Design** – To correct drainage problems with south ramp and adjacent unpaved areas – this is a design phase only.
- **RWY 18/36 & Parallel TWY D Design** – Design phase for construction of new 18/36 Runway
- **EA to Construct RWY 18/36 and Parallel TWY D** – This is an Environmental Assessment to construct a new secondary runway that would be more favorably oriented to the prevailing wind conditions so as to meet FAA standards for safety. Project is grant funded through FAA at 95% and ADOT at 2.5%
- **RWY 18/36 & Parallel TWYU D Construction Phase I** – First phase for the construction of the new 18/36 Runway. This phase will likely include the required earth and base work prior to paving, which will be Phase II.

Community Services

- **Open Space Preservation** – These funds will be for the preservation of open space within the City of Show Low as it becomes available for sale.
- **Library Expansion** – This project will fill in the east patio to add additional square footage and storage of approximately 1,400 square feet.
- **Aquatic Center Roof** – New roof for Aquatic Center
- **Aquatic Center Parking Lot Expansion** – Expand the parking lot at the Aquatic Center to the east and west (18 spaces east and 40 spaces north west of Owens)
- **Event/Community Center** – This project is for the design and construction of a multipurpose Event/Community Center.

Parks/Facilities Maintenance

- **Senior Field Terrace Replacement** – This project will replace the existing terraced area on the 3rd base line of the Senior Field with key lock block and installation of a sprinkler system and turf.
- **Cemetery Expansion** – This project will continue the expansion of the cemetery.
- **City Park Streets and Trails Makeover** – This project will address drainage issues, add shoulders, and resurface all streets and trails within the City Park.
- **Meadow Improvements** – Construct decorative gabion fence along White Mountain Road, approximately 3,900 feet
- **Replace Carpet at City gym** – Replace carpet throughout entire gym
- **City Campus Master Plan (Replace Roof)** – Replace entire roof at City Campus
- **City Campus Master Plan Phase II** – Removal of PD Storage Building, Teen Building, Basketball Slab; Move PD workout to cafeteria; construct detention pond
- **City Campus Master Plan Phase III** – Pave west side, upper parking, lower parking
- **City Campus Master Plan Phase IV (Pickleball Courts)** – Construction four (4) additional pickle ball courts at City Campus on the existing grass field to accommodate growing need. This phase includes four (4) addition courts, shade structures, a restroom, lighting, and enhanced parking.
- **Festival Marketplace Restrooms** – Construction restroom facilities at Festival Marketplace to accommodate events such as the Farmer’s Market.
- **Old Pavilion Improvements** – This project will address needed repairs to make the current pavilion more structurally sound.
- **Nikolaus Homestead Park (Lighting Installation) Phase 2** – This project will install lighting systems on the three multi-purpose fields.
- **Frontier Park Parking Lot and Amenities** – This project will add a parking lot to the south of the Frontier fields, a Ramada, and a large playground.
- **Show Low Lake Restrooms** – This project will replace the restroom at the Show Low Lake Campground in the RV area.
- **Show Low Lake Campground Renovations** – This project will provide electrical upgrades in the existing campground and improvements north of Show Low Lake including utilities and the construction of a fully functioning restroom.
- **Nikolaus Park Phase 3** – This project will include a parking lot adjacent to Mills Lane, a picnic Ramada built to accommodate groups of up to 100, and a bridge that crosses the wash and ties into the rest of the park.

- **City Park Restroom Remodel** – This project will remodel the existing restrooms at the old pavilion and Ponderosa Field, and will remove and replace the current Williams Family Park restrooms.
- **McCarty Park Restroom** – Currently this park is service with a porta jon. This project will construct a functional restroom at the park.
- **Williams Field (Little League) Artificial Turf** – This project is for the purchase and installation of artificial turf at the Williams Family field at the City Park.
- **Show Low Lake Fishing Docks** – This project will install fishing docks at Show Low Lake.
- **Nikolaus Homestead Park Phase 4 (Multi-purpose Rehab)** – This project will recondition turf on the multi-purpose field, remove 12 inches of soil, install 12 inches of new soil, laser level the field, and install sod.
- **Trailhead Parking and Improvements (Mtn Bike Course(s)/Trail(s)** – This project will construct trailhead parking and other improvements at prospective biking/hiking trail sites as identified.

Engineering

- **Show Low Aerial Photography Update** – The current aerial map was done in 2018. This project will update the map with approximately 120 square miles of aerial photography.

Planning and Zoning

- **Sidewalks, N 16th Ave McNeil to OLR** – This project will provide approximately 2,650 linear feet of a multi-purpose path and 500 linear feet of sidewalk.
- **Multit-use Path Woolford Whipple to WMR** – This project will provide approximately 6,600 linear feet of a multi-use path on E Woolford from Whipple to White Mountain Road.
- **Downtown Area** – This project will provide approximately 5,450 linear feet of sidewalk along N 8th Street, E Hall, E Huning, and E McNeil
- **Multi-use Path WMR Pine Oaks to Bodyworks** – This project is being designed to in provide a multi-use path along White Mountain Road from Pine Oaks to Bodyworks.
- **Meadow Walking Path Phase II** – Continuing to improve fishing trails and meadow paths
- **S/W SL Lake Rd (Scott Ranch Rd to Show Low Lake Rd)** – Construct road connecting Show Low Lake Rd and Scott Ranch Road
- **West Owens 10th Ave to 16th Ave (North S/W)** – Road and drainage work

Police

- **Remodel and Move Evidence Storage** – This project will relocate and remodel the existing evidence storage facility and install a walk-in freezer/fridge.
- **Public Safety Headquarter Detail Shop** – Remodel existing detail bays
- **Police range improvements** – This project will install power and water for a classroom, turning targets, a shoot house, and improved storage and parking areas.
- **Public Safety Headquarters Gates** – Replace existing gates around the building

Streets

- **R & R Program (crack sealing, maintenance, slurry, re-striping, reconstruction)** – This project includes the annual slurry seal project of approximately 250,000 square yards, crack sealing and repairing potholes on all streets impacted by slurry seal project, and re-striping.
- **Lower Power Lines on Deuce of Clubs and Install Lights** – Staff is currently working with APS and Navopache Electric to determine the scope of work for this project.
- **Improvements (Major Maintenance)** – These funds include major patching, thin overlays, and small scale mill and overlays. Projects using these funds are between \$10,000 and \$50,000 and are generally not considered fixed assets rather major maintenance.
- **Sierra Vista Subdivision (S-2018)** – This project will mill and overlay approximately 4,300 linear feet of roadway on W Reidhead, S 7th Ave, S 6th Ave, S 5th Ave, W Stock, and W Stratton.
- **Drainage Project Owens & McNeil** – This project will construct a drainage channel to convey drainage north to existing drainage channel located in Camptown RV Park. Staff is working to obtain drainage easements in the alleyway between 13th Dr. and 14th Ave between W Owens and W McNeil.
- **W McNeil from Fox Run to DOC (W-2018) (S-2019)** – This project will mill, shape and overlay approximately 9,645 square yards of road, 16 curb ramps, and drainage improvements. The design for this project has been completed.
- **Cooley Improvements from Central to 4th Ave (S-2019) (W-2020)** – This project will mill and overlay approximately 1,400 linear feet of roadway along Cooley from Central to 4th Ave.
- **6th Street Improvements** – This project will pulverize and overlay approximately 2,200 linear feet of roadway and drainage improvements.
- **Snow Fighting/PW Operations Building** – This project is for a building for all snow fighting equipment and material.
- **Fools Hollow Subdivision Phase 1 (W-2020)** – This project will pulverize and install a 3 inch AC overlay on 7,000 linear feet of roadway in Fools Hollow.

- **14th Loop** – This project will pulverize and overlay approximately 1,800 linear feet of road way 14-18 wide on East Stock and 14th Loop by Well #4.
- **Joe Tank Roadway Improvements** – This project will install approximately 2,600 linear feet of roadway 24 feet wide with ribbon curb on each side and drainage crossings.
- **Scott Ranch Road Phase II** – This project will construct approximately 4,300 linear feet of roadway from Show Low Lake Road to Penrod Road and include the construction of a 400 foot bridge over Show Low Creek.
- **Park Plaza (across from City Park off Owens) (S-2018)** – This project will mill and overlay approximately 2,000 linear feet in the Park Plaza subdivision including S 15th Dr., S 14th Dr., W Nikolaus, and W Oliver.
- **Hillcrest Subdivision (W-2020)** – This project will mill and overlay approximately 1,700 linear feet within the subdivision including S 12th Ave., S 11th Ave., and W Nikolaus.
- **W Owens Pine Haven to Deuce of Clubs Connection** – This project will construct approximately 515 linear feet of roadway from Pine Haven to the Deuce of Clubs.
- **McNeil Acres (S-0222)** – This project will mill and overlay approximately 4,800 linear feet of the existing asphalt roadways within the subdivision.
- **East Willis** – This project will pulverize and overlay approximately 1,200 linear feet of the existing asphalt roadway.
- **E Owens Central to 2nd Street Extension (W-2022)** – This project will construct approximately 850 linear feet of roadway from Central to 2nd Street including curb, gutter, and sidewalk along the north side and ribbon curb along the south side.
- **Woolford Reconstruction** – The project will reconstruct Woolford from Whipple to HWY 260 with turn bays.
- **Golf and Country Club Estates** – This project will mill and overlay approximately 6,300 linear feet of roadways within the subdivision.
- **Fairway Park Rebuild Roads** – This project will mill and overlay the roadways within the subdivision.
- **Nikolaus Subdivision (S-2020)** – This project will pulverize and overlay approximately 4,900 linear feet of the existing asphalt roadways within the subdivision.
- **Pine Glen Subdivision** – This project will pulverize and overlay approximately 6,800 linear feet of existing asphalt roadways within the subdivision.
- **Fairway Drive and 36th Drive Curb** – This project will remove and replace approximately 3,300 linear feet of asphalt, saw cut asphalt and install ribbon curb along North Fairway and North 36th Drive.
- **4th Ave Old Linden Road to Cooley** – Install 2,600 linear feet of roadway 24 foot wide with ribbon curb on each side (3" AC on 8" ABC and drainage crossing)

- **Show Low Lake Rd/Cub Lake SR 260 Intersection Design** – Design of realigned intersection at Show Low Lake and SR260
- **Savage Roadway Reconstruction** – Reconstruct entire road
- **Sunny Slope Subdivision** – Mill and overlay Sunny Slope Subdivision Roadways
- **E Thornton Show Low Creek Crossing** – Install low-flow crossing at Show Low Creek on E Thornton
- **E Thornton Central Ave to 6th Extension** – This project will construct a new roadway connection between Central Ave and 6th Street, install 24 foot roadway with ribbon curb on each side, install required drainage improvements, and wrap curb down Central Ave to connect to existing curb.
- **Downtown Parking E Cooley** – This project will construct a paved parking area and drainage improvements behind 1151 E Deuce of Clubs off E Cooley.

Wastewater

- **General Improvements/Modifications (>than \$10,000<than \$50,000)** – This project will fund smaller wastewater projects that are generally not fixed assets rather large maintenance projects.
- **Manhole Replacement Inflow and Infiltration Reduction Program** – This project replaces manholes which are failing due to age and materials. This is an ongoing program and manholes are identified every year.
- **W Stock to SR 260 Reconstruction** – This project will replace and upsize approximately 1,250 linear feet of sewer main including 7 manholes.
- **5th and 6th Place** – This project will replace approximately 3,300 linear feet of sewer pipe and align E Merrill, E Mills, E Nikolaus, E Oliver, S 6th Place, S 5th Place, and includes 17 manholes.
- **11th Street Sewer Replacement** – This project will replace approximately 2,800 linear feet of 6 inch clay pipe with 8 inch PVC sewer lines and replace 11 manholes.
- **6th Street Sewer Trunkline Improvement** – This project will upsize approximately 1,600 linear feet of 24 inch sewer main to a 36 inch sewer main and 4 (5-foot) manholes.
- **Hilltop Sewer Replacement** – This project will replace approximately 1,400 linear feet of 6 in clay pipe with 8 inch PVC sewer lines and 9 manholes.
- **Savage Sewer Line Replacement Phase I** – This project will upsize approximately 3,000 linear feet of existing 12 inch sewer main to 18 inch sewer main from Old Linden Road to Central and 10 manholes.
- **McNeil Acres FY 2015, 2016, or 2017** - This project will replace approximately 5,600 linear feet of 6 inch PVC with 8 inch PVC including 23 manholes and will align E Reidhead, E Owens, E Stratton, E Whipple, and S 8th Street.

- **Savage Sewer Line Replacement Phase 2** – This project will upsize approximately 2,500 linear feet of the existing 12 inch sewer main to a 18 inch sewer main including 7 manholes from Central to 6th Street.
- **Fairway Park Phase I (CIPP Lining)** – This project will add CIPP lining to approximately 7,600 linear feet of sewer pipe.
- **Wayne Berry Lift Station Removal/Extension** – Approximately 700 linear feet of new 8” PVC and 4 manholes to remove lift station
- **Automatic Screen Rake – 24th Drive Sewer** – Install an automatic screen rake
- **Automatic Screen Rake – Bagnal Lift Station** – Install and automatic screen rake for the trunk line at Bagnal Lift Station
- **Fools Hollow 10-inch Upgrade** – Upsize the existing 10” sewer main to a 12” sewer main, separate FM flows from neighborhood blows
- **Wastewater Master Plan Update** – Update the 2007 Wastewater Masterplan
- **W Cooley Sewer Improvement** – This project will replace approximately 4,800 linear feet of 6 inch clay pipe with 8 inch PVC sewer lines and replace 16 manholes.
- **24th Drive Sewer Main Replacement** – Replace approximately 2,482 linear feet of 15” SDR 35 and 17 manholes. This project is in line with Phase II of the Wastewater Master Plan.
- **Days Inn** – Horizontal realignment of 300 linear feet of pipe and 4 manholes.

Water

- **Improvements** – This project will fund smaller water projects that are generally not fixed assets rather large maintenance projects that are >than \$10,000 and <than \$50,000.
- **SCADA Upgrades** – This project will replace antiquated equipment that has been in service beyond its life cycle.
- **Water Storage Tank Maintenance** – This project will paint and perform maintenance on the internal and external areas of the water storage tanks.
- **New Well (Alternate project for Water Production Expansion)** - This project is programmed to meet the projected needs of the City of Show Low and will augment or replace older wells within the system.
- **Water Treatment Plant (Priority 1 for Water Production Expansion)** – This project could preclude the new well project or defer it out. This project is currently in the site study phase.
- **Mills from Owens to 6th Place** – This project replaces approximately 1,100 linear feet of 2 inch galvanized pipe with 8 inch C-900 pipe and associated hydrants.

- **McNeil and 1st Drive** – This project replaces approximately 1,100 linear feet of 2 inch galvanized pipe with 8 inch C-900 pipe and would interconnect mains on Nikolaus and W McNeil.
- **Park Valley-Fools Hollow AC Replacement (Phase I)** – This project will replace approximately 3,250 linear feet of 4 inch and 6 inch asbestos cement pipe.
- **Downtown AC Replacement** – This project will replace 6 inch AC with 8 inch PVC on E Huning from White Mountain Road to 8th Street and on 8th Street from Huning to Hall.
- **West Cooley Central to 8th Ave** – This project will replace approximately 3,800 linear feet of 6 inch AC with 8 inch PVC with new fire hydrants and services.
- **11th Ave from Owens to McNeil** – This project will replace approximately 1,425 linear feet of 6 inch asbestos cement pipe with 8 inch C-900 pipe and associated services and hydrants.
- **Fawnbrook Phase I** – This project affects approximately 10,505 linear feet of pipe. Work will also include pressure reduction to reduce the risk of main breaks, easement acquisition, prioritized main replacement, hydrant installation, and blowoff installation.
- **Park Valley-Fools Hollow** – This project replaces approximately 6,100 linear feet of 3 inch, 4 inch, and 6 inch AC waterline with 8 inch PVC water line including new fire hydrants and services.
- **Water Storage Tank (1 million at Tank 8 or 13)** – This project will install a new 1-million gallon water storage tank.
- **East Owens 1st Street to 11th Street** – This project will replace approximately 3,150 linear feet of 6 inch AC waterline with 8 inch PVC waterline including new fire hydrants, services, and connections.
- **Fawnbrook Phase II** – This is Phase II of work that includes pressure reduction to reduce the risk of main breaks, easement acquisitions, prioritized main replacement, hydrant installations, and blowoff installations.
- **Deuce of Clubs N 4th Street to 241 E Deuce of Clubs** – This project will replace approximately 570 linear feet of 6 in AC pipe with 8 inch PVC pipe including new fire hydrants and services.
- **Reidhead – Sierra Vista** – Replace AC Main from 8th Ave heading 1,300 linear feet of AC with 8” C-900
- **300k Tank Site Improvements** – Develop site and install new booster assembly, building, and piping to tank
- **E Thornton Central Ave to 6th Street** – Install new 8” C-900 PVC main to loop from Central to 6th Street, 2,200 linear feet
- **N 16th Ave Waterline Extension** – Install new 8” C-900 PVC main extension up 16th Ave
- **Siesta/Flores/N Drive Water Line** – Replace thin wall pipe with 6” and 8” C-900 mains and hydrants

- **Fairway Park Phase IV** – Replace 8,000 linear feet of 4” and 6” asbestos cement pipe with 8” C-900. Existing hydrants will be reused within this section. Streets are: 43rd Dr., 42nd Dr., 41st Ave., W Cooley, W Brady, W Burke, W Adair, and W Adams.
- **McNeil from S 5th Place to Deuce of Clubs** – Replace AC main on McNeil from S 5th Place to the Deuce of Clubs. Replace approximately 26,200 linear feet of AC main with 8” C-900.
- **S Cub Lake Rd Water Line** – Replace water line.

Tax Levy Resolution

CITY OF SHOW LOW RESOLUTION NO. R2019-23

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SHOW LOW, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF PROPERTY WITHIN THE LIMITS OF THE STREET LIGHT IMPROVEMENT DISTRICT A CERTAIN SUM OF MONEY FOR FISCAL YEAR 2019-2020 TO BE ASSESSED AGAINST THE VALUATION OF REAL PROPERTY FOR SECONDARY TAX PURPOSES

RECITALS:

WHEREAS, the City Council is required by Arizona Revised Statutes §42-17253 to adopt an annual tax levy based upon the rate to be assessed per each one hundred dollars (\$100) of valuation of property within the City; and

WHEREAS, the secondary tax levy for fiscal year 2019-2020 beginning July 1, 2019, must be adopted prior to the third Monday in August, and not less than fourteen days after adoption of the municipal budget; and

WHEREAS, the municipal budget of the City of Show Low was adopted at a meeting of the City Council held on June 18, 2019, at least fourteen days prior to the hearing date for this Resolution No. R2019-23; and

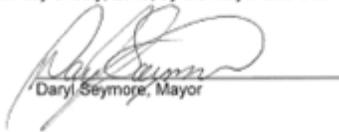
WHEREAS, the City has computed tax rates per one hundred dollars (\$100) of valuation to be levied and collected at \$0.1401 for secondary tax rates for the Street Light Improvement District.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Show Low, Arizona, that there is hereby levied on each one hundred dollars (\$100) of the assessed value of all property, both real and personal, within the defined limits of the Street Light Improvement District, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of \$235,000 for the district, to be collected as provided by law for the purpose provided by law.

BE IT FURTHER RESOLVED that any failure by the Navajo County officials to properly return the delinquent tax list, irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings nor invalidate any title conveyed by any tax deed, any sale or proceeding pursuant thereto, the validity of the assessment or levy of taxes, nor the judgment of sale by which the collection of taxes may be enforced. All actions by officers de facto shall be valid as if performed by officers de jure.

PASSED AND ADOPTED this 16th day of July, 2019, by the Mayor and Council of the City of Show Low, Arizona.


Daryl Seymour, Mayor

ATTEST:


Tamra Reidhead, City Clerk

APPROVED AS TO FORM:


F. Morgan Brown, City Attorney

Fund Balance Analysis

General Fund (11)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020	Base Budget
Beginning Balance	5,810,885	7,227,876	7,059,297	8,289,450	10,558,493	8,251,417	10,090,951
Revenues	19,808,119	15,279,696	15,864,852	17,307,171	19,784,965	17,704,054	21,095,589
Transfers In	495,202	517,153	678,066	575,206	895,763	881,398	2,435,889
Other Sources	-	-	-	-	-	-	4,002,000
Expenditures	16,069,253	11,355,193	11,842,973	13,273,857	20,633,397	22,274,339	32,770,171
Transfers Out	2,817,078	4,610,234	3,460,795	2,339,580	2,354,407	2,662,529	2,954,257
	<u>7,227,876</u>	<u>7,059,297</u>	<u>8,289,450</u>	<u>10,558,493</u>	<u>8,251,417</u>	<u>1,900,000</u>	<u>1,900,000</u>
Reserves							
Emergency Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Operating Reserve	1,000,000	1,500,000	1,600,000	1,900,000	1,000,000	750,000	
Cemetery Maintenance Reserve			58,922	100,000	137,363	150,000	
	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,658,922</u>	<u>3,000,000</u>	<u>2,137,363</u>	<u>1,900,000</u>	<u>1,900,000</u>
Available	<u>5,227,876</u>	<u>4,559,297</u>	<u>5,630,528</u>	<u>7,558,493</u>	<u>6,114,054</u>	<u>0</u>	<u>0</u>

HURF (12)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	914,058	1,484,607	1,435,232	1,435,233	1,435,233	1,747,326
Revenues	1,389,990	1,446,189	1,647,528	1,568,838	1,740,123	2,990,232
Transfers In	847,383	1,596,933	477,226	740,125	1,290,214	1,270,526
Other Sources	322	963	243,862	25,404	2,000	2,000
Expenditures	1,667,146	3,044,085	2,368,616	2,334,366	2,720,244	6,010,084
Transfers Out	-	-	-	-	-	-
	<u>1,484,607</u>	<u>1,484,607</u>	<u>1,435,233</u>	<u>1,435,233</u>	<u>1,747,326</u>	<u>0</u>
Available	<u>1,484,607</u>	<u>1,484,607</u>	<u>1,435,233</u>	<u>1,435,233</u>	<u>1,747,326</u>	<u>0</u>

SLID (14)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	3,819	5,510	5,510	5,510	5,510	5,870
Revenues	169,098	187,304	192,184	199,689	200,360	233,300
Transfers In	38,200	29,121	16,309	5,608	15,000	15,000
Other Sources	-	-	-	-	-	-
Expenditures	204,407	215,224	208,493	205,297	215,000	235,000
Transfers Out	1,200	1,200	-	-	-	-
	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>5,870</u>	<u>19,170</u>
Available	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>5,870</u>	<u>19,170</u>

PUBLIC TRANSPORTATION (15)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	109,411	114,182	105,215	79,583	60,572	288,891
Revenues	1,180,156	552,034	574,327	611,817	922,112	976,850
Transfers In	86,185	81,875	84,887	91,174	91,174	91,174
Other Sources	-	7,541	-	-	-	-
Expenditures	1,185,519	575,786	593,947	631,102	694,067	991,743
Transfers Out	76,052	74,630	90,900	90,900	90,900	100,000
	<u>114,182</u>	<u>105,215</u>	<u>79,583</u>	<u>60,572</u>	<u>288,891</u>	<u>265,172</u>
Available	<u>114,182</u>	<u>105,215</u>	<u>79,583</u>	<u>60,572</u>	<u>288,891</u>	<u>265,172</u>

CEMETERY (16)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	204,178	105,522	91,543	98,860	130,858	6,713
Revenues	40,664	33,334	38,579	44,573	-	-
Transfers In	-	-	10,000	-	-	-
Other Sources	-	-	-	1,016	-	-
Expenditures	139,320	47,312	41,262	13,590	124,145	6,713
Transfers Out	-	-	-	-	-	-
	<u>105,522</u>	<u>91,543</u>	<u>98,860</u>	<u>130,858</u>	<u>6,713</u>	<u>(0)</u>
Reserves						
Maintenance Reserve	-	-	-	-	-	-
Available	<u>105,522</u>	<u>91,543</u>	<u>98,860</u>	<u>130,858</u>	<u>6,713</u>	<u>(0)</u>

WHITE MOUNTAIN PARTNERSHIP (17)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	9,391	21,048	36,677	18,106	33,782	67,832
Revenues	68,905	49,812	74	34	44,050	43,500
Transfers In	-	20,000	-	20,000	20,000	20,000
Other Sources	-	-	-	-	-	-
Expenditures	67,271	64,207	19,644	3,359	30,000	131,332
Transfers Out	-	-	-	-	-	-
	<u>21,048</u>	<u>36,677</u>	<u>18,106</u>	<u>33,782</u>	<u>67,832</u>	<u>(0)</u>
Available	<u>21,048</u>	<u>36,677</u>	<u>18,106</u>	<u>33,782</u>	<u>67,832</u>	<u>(0)</u>

GEOCACHING (18)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	-	-	26,454	1,116	3,490	3,490
Revenues	-	58,450	1,440	14,750	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	32,327	26,778	12,399	-	3,490
Transfers Out	-	-	-	-	-	-
	<u>-</u>	<u>26,454</u>	<u>1,116</u>	<u>3,490</u>	<u>3,490</u>	<u>(0)</u>
Available	<u>-</u>	<u>26,454</u>	<u>1,116</u>	<u>3,490</u>	<u>3,490</u>	<u>(0)</u>

GRANTS FUND (22)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	(208,645)	3,833,209	3,857,211	2,772	45,494	92,208
Revenues	4,284,441	36,460	19,047	51,245	525,362	401,303
Transfers In	392,499	1,360,129	1,225,427	46,236	223,325	283,965
Other Sources	-	-	-	-	-	4,000,000
Expenditures	635,085	1,372,589	5,098,913	54,759	701,973	4,485,748
Transfers Out	-	-	-	-	-	291,728
	<u>3,833,209</u>	<u>3,857,211</u>	<u>2,772</u>	<u>45,494</u>	<u>92,208</u>	<u>0</u>
Available	<u>3,833,209</u>	<u>3,857,211</u>	<u>2,772</u>	<u>45,494</u>	<u>92,208</u>	<u>0</u>

LIBRARY DEVELOPMENT FEES (24)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	5,716	8,314	12,117	15,338	15,267	15,267
Revenues	9,798	12,903	17,405	19,965	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	7,200	9,100	14,184	20,036	-	15,267
	8,314	12,117	15,338	15,267	15,267	0
Available	8,314	12,117	15,338	15,267	15,267	0

PARK & RECREATION FACILITIES DEVELOPMENT FEES (26)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	45,055	46,505	1,727	631	631	445
Revenues	1,450	945	186	6	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	-	45,723	1,282	6	186	445
	46,505	1,727	631	631	445	(0)
Available	46,505	1,727	631	631	445	(0)

TRANSPORTATION DEVELOPMENT FEES (27)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	34,860	56,953	68,575	93,546	142,645	101,245
Revenues	61,593	72,822	108,772	116,899	108,600	40,000
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	39,500	61,200	83,800	67,800	150,000	141,245
	56,953	68,575	93,546	142,645	101,245	0
Available	56,953	68,575	93,546	142,645	101,245	0

DEBT SERVICE (31)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	880,520	914,626	1,102,730	1,247,821	853,185	418,364
Revenues	23,416	22,685	24,881	21,365	20,661	26,300
Transfers In	1,173,550	1,330,350	1,342,403	1,092,803	850,000	1,138,376
Other Sources	-	-	-	-	-	-
Expenditures	1,162,860	1,164,932	1,222,191	1,508,804	1,305,482	1,413,038
Transfers Out	-	-	-	-	-	-
	914,626	1,102,730	1,247,821	853,185	418,364	170,002
Available	914,626	1,102,730	1,247,821	853,185	418,364	170,002

IMPROVEMENT DISTRICT #5 (35)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	(139,725)	9,846	0	0	0	0
Revenues	291,334	1,967	-	-	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	126,763	11,815	-	-	-	-
Transfers Out	15,000	-	-	-	-	-
	<u>9,846</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>9,846</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

IMPROVEMENT DISTRICT #6 (36)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	370,906	263,215	124,185	-	-	-
Revenues	382,020	349,945	299,296	239,910	-	-
Transfers In	-	-	64,927	91,028	-	-
Other Sources	-	-	-	-	-	-
Expenditures	474,710	473,974	473,408	330,938	-	-
Transfers Out	15,000	15,000	15,000	-	-	-
	<u>263,215</u>	<u>124,185</u>	<u>-</u>	<u>0</u>	<u>-</u>	<u>-</u>
Available	<u>263,215</u>	<u>124,185</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

IMPROVEMENT DISTRICT #7 (37)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	71,252	44,133	17,811	0	0	0
Revenues	55,369	55,320	62,215	77,070	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	79,488	78,641	77,026	77,070	-	-
Transfers Out	3,000	3,000	3,000	-	-	-
	<u>44,133</u>	<u>17,811</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>44,133</u>	<u>17,811</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

AIRPORT (41)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	(34,510)	5,121	6,561	6,561	6,561	(0)
Revenues	1,419,166	1,031,979	1,107,815	1,726,468	-	-
Transfers In	21,788	-	70,190	7,288	-	-
Other Sources	-	191	-	4,919	-	-
Expenditures	1,401,323	1,030,728	1,178,005	1,738,674	6,561	-
Transfers Out	-	-	-	-	-	-
	<u>5,121</u>	<u>6,561</u>	<u>6,561</u>	<u>6,561</u>	<u>(0)</u>	<u>(0)</u>
Available	<u>5,121</u>	<u>6,561</u>	<u>6,561</u>	<u>6,561</u>	<u>(0)</u>	<u>(0)</u>

WASTEWATER (42)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	3,487,166	4,907,564	608,230	(424,943)	(663,821)	738,861
Revenues	2,411,637	2,428,751	2,544,803	2,716,364	2,918,405	3,041,028
Transfers In	399,500	135,500	-	284,402	2,017,390	300,000
Other Sources	3,113,322	33,578	(2,536)	13,872	33,311	10,000
Expenditures	4,384,461	6,769,363	3,298,340	3,029,116	3,413,873	3,561,978
Transfers Out	119,600	127,800	277,100	224,400	152,551	152,551
	<u>4,907,564</u>	<u>608,230</u>	<u>(424,943)</u>	<u>(663,821)</u>	<u>738,861</u>	<u>375,361</u>
Reserves						
Operating Reserve	-	-	206,315	425,000	485,000	375,361
	<u>-</u>	<u>-</u>	<u>206,315</u>	<u>425,000</u>	<u>485,000</u>	<u>375,361</u>
Available	<u>4,907,564</u>	<u>608,230</u>	<u>(631,258)</u>	<u>(1,088,821)</u>	<u>253,861</u>	<u>(0)</u>

WATER (43)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	3,423,446	4,077,927	4,192,779	4,671,874	5,172,510	5,986,308
Revenues	3,733,878	3,877,536	4,061,822	4,319,016	4,446,041	4,554,304
Transfers In	-	-	-	13,680	-	-
Other Sources	-	-	-	-	-	-
Expenditures	2,897,597	3,573,684	3,386,927	3,615,860	3,404,813	6,262,897
Transfers Out	181,800	189,000	195,800	216,200	227,430	240,215
					-	
	<u>4,077,927</u>	<u>4,192,779</u>	<u>4,671,874</u>	<u>5,172,510</u>	<u>5,986,308</u>	<u>4,037,500</u>
Reserves						
Water Plant Replacement	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,500,000
Operating Reserve	608,300	651,300	630,100	675,000	750,000	800,000
	<u>1,508,300</u>	<u>1,651,300</u>	<u>1,730,100</u>	<u>1,875,000</u>	<u>2,050,000</u>	<u>2,300,000</u>
Available	<u>2,569,627</u>	<u>2,541,479</u>	<u>2,941,774</u>	<u>3,297,510</u>	<u>3,936,308</u>	<u>1,737,500</u>

WATER DEVELOPMENT IMPACT FEE (44)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	137,530	119,112	111,606	111,090	111,242	68,375
Revenues	1,322	1,492	(516)	897	1,400	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	19,740	8,998	-	746	44,267	68,375
Transfers Out	-	-	-	-	-	-
	<u>119,112</u>	<u>111,606</u>	<u>111,090</u>	<u>111,242</u>	<u>68,375</u>	<u>(0)</u>
Available	<u>119,112</u>	<u>111,606</u>	<u>111,090</u>	<u>111,242</u>	<u>68,375</u>	<u>(0)</u>

WASTEWATER DEVELOPMENT IMPACT FEE (45)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	3,852,190	1,973,174	1,988,854	1,996,239	1,992,314	0
Revenues	36,333	15,680	7,385	16,133	-	-
Transfers In	-	-	-	264,345	-	-
Other Sources	-	-	-	-	-	-
Expenditures	1,915,349	-	-	284,402	-	-
Transfers Out	-	-	-	-	1,992,314	-
	<u>1,973,174</u>	<u>1,988,854</u>	<u>1,996,239</u>	<u>1,992,314</u>	<u>0</u>	<u>0</u>
Available	<u>1,973,174</u>	<u>1,988,854</u>	<u>1,996,239</u>	<u>1,992,314</u>	<u>0</u>	<u>0</u>

SANITATION (47)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	193,736	205,919	212,742	203,439	203,248	65,403
Revenues	868,074	889,980	869,907	893,848	849,156	1,088,714
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	790,891	818,157	804,210	846,139	912,000	962,000
Transfers Out	65,000	65,000	75,000	47,900	75,000	75,000
	<u>205,919</u>	<u>212,742</u>	<u>203,439</u>	<u>203,248</u>	<u>65,403</u>	<u>117,117</u>
Available	<u>205,919</u>	<u>212,742</u>	<u>203,439</u>	<u>203,248</u>	<u>65,403</u>	<u>117,117</u>

AQUATIC (48)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	(10,490)	(0)	0	4,306	4,216	4,216
Revenues	123,590	129,094	133,854	126,949	-	-
Transfers In	292,624	290,326	265,000	323,540	-	-
Other Sources	155	-	90	-	-	-
Expenditures	405,879	419,419	394,638	450,580	-	4,216
Transfers Out	-	-	-	-	-	-
	<u>(0)</u>	<u>0</u>	<u>4,306</u>	<u>4,216</u>	<u>4,216</u>	<u>0</u>
Available	<u>(0)</u>	<u>0</u>	<u>4,306</u>	<u>4,216</u>	<u>4,216</u>	<u>0</u>

WASTEWATER CAPACITY FEE (52)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	(31,798)	(253,426)	(150,879)	145,273	246,854	711,851
Revenues	177,872	238,047	296,152	365,926	464,997	150,500
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	399,500	-	-	-	-	-
Transfers Out	-	135,500	-	264,345	-	300,000
	<u>(253,426)</u>	<u>(150,879)</u>	<u>145,273</u>	<u>246,854</u>	<u>711,851</u>	<u>562,351</u>
Available	<u>(253,426)</u>	<u>(150,879)</u>	<u>145,273</u>	<u>246,854</u>	<u>711,851</u>	<u>562,351</u>

WATER CAPACITY FEE (53)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	187,010	275,654	403,081	557,889	804,700	1,056,700
Revenues	88,644	127,427	178,453	270,511	252,000	35,500
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	23,646	23,700	-	-
Transfers Out	-	-	-	-	-	-
	<u>275,654</u>	<u>403,081</u>	<u>557,889</u>	<u>804,700</u>	<u>1,056,700</u>	<u>1,092,200</u>
Available	<u>275,654</u>	<u>403,081</u>	<u>557,889</u>	<u>804,700</u>	<u>1,056,700</u>	<u>1,092,200</u>

SELF-INSURED MEDICAL (62)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	230,026	520,219	976,103	1,330,776	1,719,276	1,540,122
Revenues	1,528,672	1,583,654	1,648,937	1,608,892	1,660,045	2,095,467
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	1,238,478	1,127,770	1,294,265	1,220,392	1,839,200	2,046,000
Transfers Out	-	-	-	-	-	-
	<u>520,219</u>	<u>976,103</u>	<u>1,330,776</u>	<u>1,719,276</u>	<u>1,540,122</u>	<u>1,589,589</u>
Available	<u>520,219</u>	<u>976,103</u>	<u>1,330,776</u>	<u>1,719,276</u>	<u>1,540,122</u>	<u>1,589,589</u>

SHOWLOW BLUFF - SPECIAL ASSESSMENT (75)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	237,607	242,486	253,293	243,290	242,561	228,499
Revenues	164,482	175,461	154,641	159,869	163,618	138,885
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	159,603	164,662	164,642	160,598	173,680	159,820
Transfers Out	-	-	-	-	4,000	4,000
	<u>242,486</u>	<u>253,293</u>	<u>243,290</u>	<u>242,561</u>	<u>228,499</u>	<u>203,564</u>
Available	<u>242,486</u>	<u>253,293</u>	<u>243,290</u>	<u>242,561</u>	<u>228,499</u>	<u>203,564</u>

SHOW LOW BLUFF - GENERAL OBLIGATION (76)

	FY2015	FY2016	FY2017	FY2018	FY2019 Est.	FY2020
Beginning Balance	666,425	632,170	580,366	572,961	666,418	3,040
Revenues	73,529	56,935	100,444	196,604	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	100,783	104,739	103,850	99,147	663,378	-
Transfers Out	7,000	4,000	4,000	4,000	-	3,040
	<u>632,170</u>	<u>580,366</u>	<u>572,961</u>	<u>666,418</u>	<u>3,040</u>	<u>(0)</u>
Available	<u>632,170</u>	<u>580,366</u>	<u>572,961</u>	<u>666,418</u>	<u>3,040</u>	<u>(0)</u>

Glossary

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
Adoption	Formal action by the Mayor and Council that sets the spending limits for the fiscal year.
Appropriation	Specific amount of monies authorized by the Mayor and Council for the purposes of incurring obligations and acquiring goods and services.
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes.
Base Budget	The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the Mayor and Council.
Bonds	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date.
Budget	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Mayor and Council goals and objectives.
Capital Items	Any item with a purchase price exceeding \$2,500.
Capital Projects Budget	The expenditures of revenues for major capital projects and items such as city buildings, parks, acquisition of land, major street construction, and reconstruction, water and sewer lines, and any other project which adds to the capital assets or infrastructure of the city.
Cash Basis	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
CFD	Community Facility District – A special assessment district established by the Mayor and Council to levy taxes to pay for new infrastructure improvements associated with growth.
CIP	Capital Improvement Plan. The CIP may include both funded and unfunded projects.
Contingency	Monies which have not been allocated to any specific purpose and may only be utilized after receiving Mayor and Council approval.
Capital Project Funds	These funds accounts for resources providing for the acquisition or construction of all capital facilities and items.
Debt Service	Principal and interest payments on borrowed funds such as bonds.

Debt Service Funds	Used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, and interest.
Encumbrance	Accounting concept that recognizes a commitment to expend resources in the future.
Enterprise Fund	Used to account for the business-like activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year.
Expenditure	Represents a decrease in fund resources for the acquisition of goods or services.
Expenditure Limitation	An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission sets the limit based upon population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received. Surprise citizens have approved the Home Rule Option since the inception of the expenditure limitation.
FTE	Full Time Equivalent – 2080 hours worked equates to 1.0 full time equivalent position.
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the city of Show Low this period begins July 1 and ends June 30.
Fund	A set of self-balancing accounts that record revenues and expenditures associated with specific activities.
Fund Balance	Carry over funds due to actual revenues exceeding actual expenditures.
GAAP	Generally Accepted Accounting Principles - A collection of rules and procedures and conventions that define accepted accounting practice; includes broad guidelines as well as detailed procedures.
General Fund	The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund. The general fund is primary operating fund of the city.
GFOA	Government Finance Officer's Association
G.O. Bond	General Obligation Bond - A bond on which the issuer guarantees the repayment of principal and interest. It is a pledge of unlimited taxing power.
Goal	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.

Grant	A contribution by the state or federal government or other organization to support a particular function.
HURF	Highway User Revenue Fund - This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purpose.
Infrastructure	The large scale public systems, services, and facilities that are necessary for economic activity, including power and water supplies, public transportation, telecommunication, and roads.
Intergovernmental Revenue (Shared)	Revenue received from other governmental agencies (e.g., state sales tax, state income tax, gasoline tax, motor vehicle license)
Internal Service Funds	Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
LTAF	Local Transportation Assistance Fund—State lottery funds shared with cities for the purposes of transportation and transit. Also included in this funding source is LTAF II which are grants distributed to cities when and if all other funding requirements of state lottery funds are met.
M&O	Maintenance and Operation - The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.
Management Indicators	A measurable means of evaluating impact of budget on achieving stated objects.
MGD	Millions of Gallons per Day
MPC	Municipal Property Corporation - A non-profit corporation established for the purpose of issuing debt to purchase municipal facilities and equipment that it leases to the city.
Objectives	A desired outcome that is measurable and that can be achieved within a specific time frame.
Operating Budget	A budget for the delivery of ongoing city services, to include expenditures such as personal services, contractual services, commodities, and operating capital items.
Operating Comparison	All Expenditures/Revenues except for Capital and Debt Service.
Performance Indicators	Statistical information which denotes the demands for services within a department/division.
Primary Property Tax	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation. The City of Show Low does not assess a primary property tax.

Property Tax Rate	The amount of tax levied for each \$100 of assessed valuation.
Reserves	Money that has been set aside in the event of revenue shortfalls.
Resources	Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (i.e. bond proceeds).
Revenue Bond	Bonds that are backed by revenues from a specific system (i.e. Water and Sewer Revenue Bonds are payable from water and sewer revenues).
Revenue	Resources achieved from taxes, user charges/fees, and other levels of government.
ROW	Right of Way
Secondary Property Tax	Voter approved tax levy which can only be used to retire general bonded debt obligations.
Special Revenue Funds	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.
SLID	Street Light Improvement District - Special taxing district established to pay the costs of electricity associated with street lights within a specific sub-division. Tax rate is limited to a maximum of \$1.20 per \$100 of assessed value.
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
Transfer	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended.

Appendix A – Adopted Policy Listing

Below is a listing of all adopted policies with their Resolution Numbers. To obtain a full copy of the policy you will need to contact the City Clerk’s Office at 928-532-4000, or via email at treidhead@showlowaz.gov.

Name of Police	Resolution Number	Adopted
Budget Transfer Policy	R2010-23	June 15, 2020
Fixed Asset Policy	R2010-26	July 20, 2010
Fraud Prevention Policy	R2010-29	July 20, 2010
Identity Theft Prevention Program	R2010-28	July 20, 2010
Investment Policy	R2005-43	August 2, 2005
Purchasing Policy	Management Policy	Approved April 3, 2017
Financial Management	R2019-xx	Approved
Uniform Guidance Policies & Procedures for Federal Grants/Awards	R2019-xx	Approved