

City of Show Low, Arizona



FY2021 Recommended Budget

*City of Show Low, Arizona
FY2021 Recommended Budget*



MAYOR

Daryl Seymore

Vice-Mayor

Mike Allsop

Council Members

Gene Kelley

John Leech Jr.

Connie Kakavas

Brandt Clark

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

Tamra Reidhead, City Clerk

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Acronyms

ADOR – Arizona Department of Revenue

AELR – Annual Expenditure Limitation Report

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 Revenue 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



Show Low is the commercial and tourism hub of the White Mountains. Established in 1870 and incorporated in 1953, Show Low is located in Southern Navajo County at an elevation of 6,350 feet. Our City is 175 miles northeast of Phoenix and 195 miles north of Tucson. Show Low's estimated population is 11,096 with a land are of approximately 65 square miles.

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, 2019

Christopher P. Morrill

Executive Director

GFOA Certificate of Achievement for Excellence in Financial Reporting

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CITY OF SHOW LOW
FY2021 Recommended BUDGET

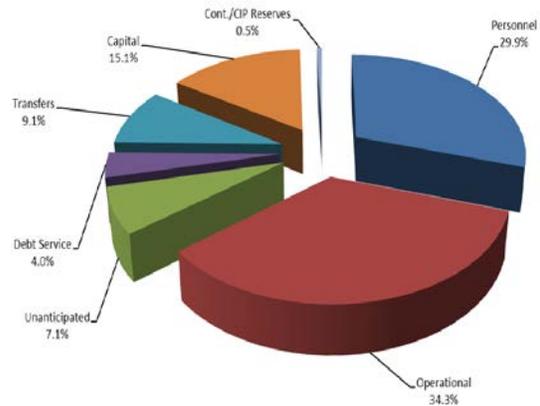
April 7, 2020

Honorable Mayor and City Council:

We are pleased to submit to you the Recommended budget for the City of Show Low for fiscal year 2021 (July 1, 2020 through June 30, 2021). 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 recommended budget of **\$55,824,116** includes:

1. \$16,591,909 for Personnel Costs
2. \$12,526,628 for Operational Costs
3. \$5,036,613 for inter-fund transfers
4. \$2,218,443 for Debt Service
5. \$15,150,523 for Capital
6. \$300,000 for Contingencies/CIP Reserves
7. \$4,000,000 for Unanticipated



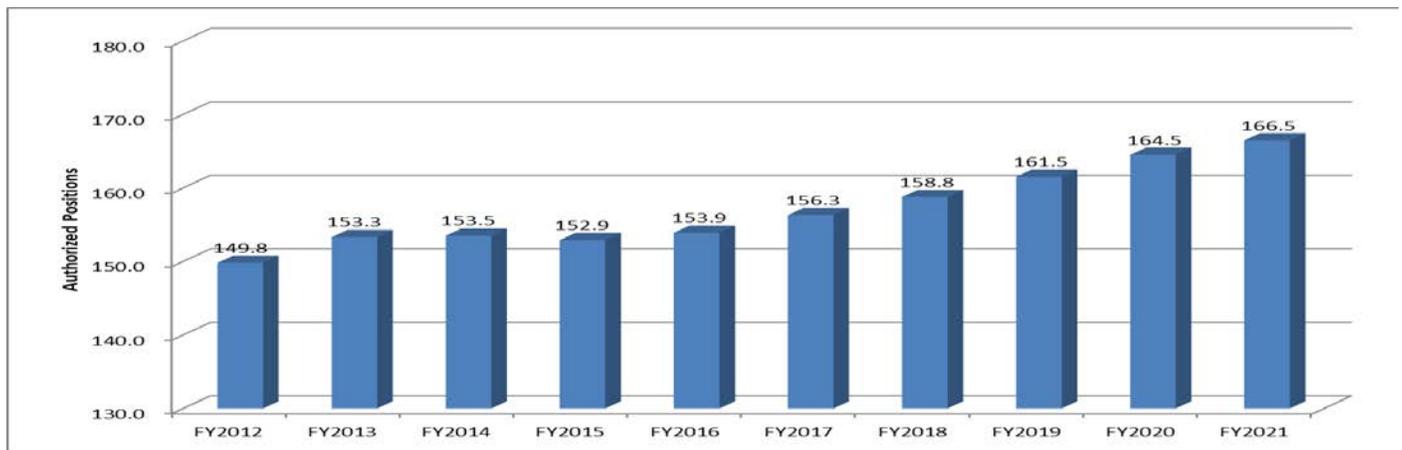
Revenue collection levels are projected to continue at current levels. Our single most significant source of General Fund income is the local sales tax (TPT). Based on current trends, sales tax collections for FY2020 are anticipated to be \$11.5 million, exceeding our budget estimates by \$1.0 million (9.52%). 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 \$1,502,845 (8.15%) from the FY2020 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, in addition to one time debt proceeds received in FY2020 for the Energy Conservation Program. 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 FY2020 amended budget, non-grant revenue in the General Fund is anticipated to decrease by \$554,793 (3.17%). The majority of the decrease is due to one-time revenues in FY2020 received for the Energy Conservation Program. As presented, the budget is balanced, conservative, and fiscally sound.

State-shared revenue distributions included in the budget for FY2021 are based on Arizona Department of Revenue (ADOR) estimates. ADOR estimates that distributions to the city in FY2021 will increase approximately \$432,426 (8.50%) from FY2020. As state-shared revenues make up approximately 12.5% of total revenue and 24.0% 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.

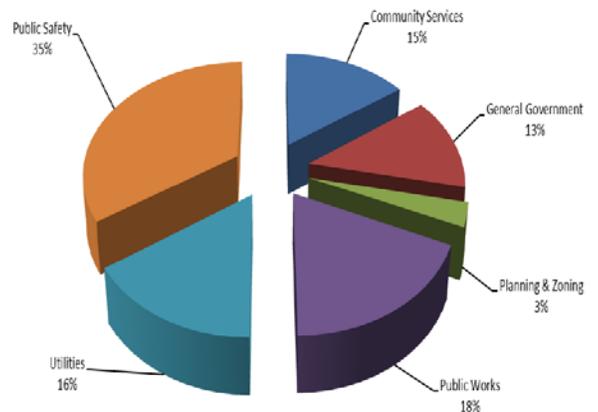
Personnel:



Overall, the number of authorized positions citywide is 166.5 FTEs, an increase of 1 FTE in the City Clerk’s department for a Social Media Technician and 1 FTE in the Police Department for a Community Relations position from FY2020 and a total reduction of 7.6 FTEs (4.6%) from our highpoint in FY2009. 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 \$15,391,909 million in personnel costs across all funds and departments, an increase of 6.9% over the FY2020 (without the additional PSPRS funding). The following are some of the driving factors in this expenditure area:

- We have budgeted to pay \$1,300,000 to the unfunded PSPRS liability in FY2021.
- A 4.0% CPI increase is included for all regular employees in addition to a one-time bonus (1%) dependent on revenue collections. Estimated increase cost: \$387,980, plus benefits.



- Mandatory retirement contribution rates have been adjusted for the Arizona State Retirement System. The combined rate for FY2021 is 24.44% (an increase of 0.22%) over FY2020 which both the employee and the City pay equally at a rate of 12.22%. Estimated cost: \$791,691.
- 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: \$937,193.
- 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: \$296,396 (an increase over FY2020). 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 FY2021 budget:

- For FY2020 the tax rate for the Street Light Improvement District (SLID) is \$0.1401. This year (FY2021) the tax rate will remain at \$0.1401 due to a slight increase in assessed valuations. Staff is recommending no increase in the tax rate and the assessment to remain at \$200,000 (the same as FY2020).
- 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 \$1,300,000 of general fund reserves to go towards the unfunded liability in PSPRS in FY2021.

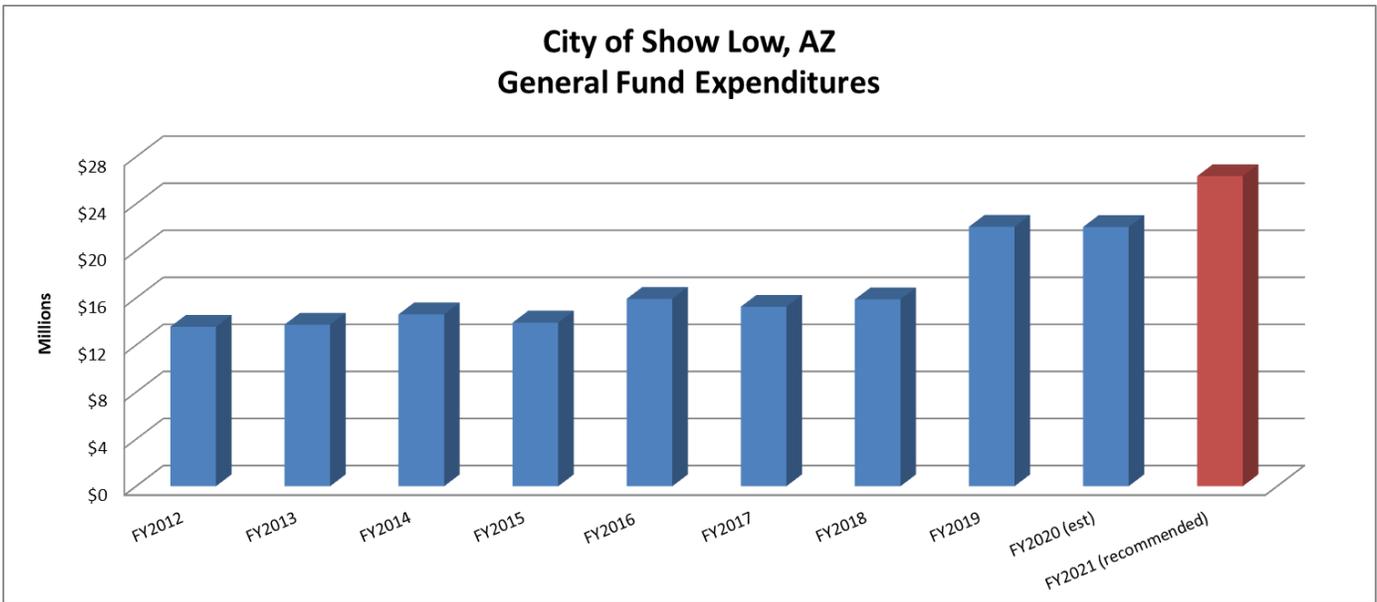
Fund	Operating Reserve Goal	FY2020 Set-aside
General Fund	\$ 2,679,454	\$ 2,746,063
Water Operations	\$ 923,326	\$ 940,000
Wastewater Operations	\$ 458,038	\$ 437,799

Capital Projects

For FY2021, capital projects proposed for all funds total approximately \$15,400,523, not including FY2020 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 FY2021 totaling \$26,327,520. This is an increase of \$750,078 (2.9%) over the FY2020 amended budget and an increase of \$4,292,027 (19.5%) over the FY2020 estimated actual. The contributing factors for the increase in budget are due to the addition of the Rehabilitation South Apron at the Airport (\$1.22 million), increase in capital projects for the Parks/Facilities Maintenance department (\$929,011), and increase in Operating Transfers (\$1.4 million). The General Fund expenditures increase \$1,250,078 (5.2%) over the FY2020 amended budget and increase \$4,792,027 (23.6%) over the FY2020 estimated actual without the additional PSPRS contribution of \$1.7 million in FY2020 and \$1,300,000 in FY2021. 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 \$475,000, an account used exclusively for the annual slurry sealing, and striping projects. The intent of this program is to slurry every public street and city owned parking lots 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 (\$1.7 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 \$437,799.

Summary

The recommended budget for FY2021 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 \$1,300,000 to be paid towards PSPRS in FY2021 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 recommended budget for FY2021. 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,

A handwritten signature in black ink, appearing to read 'Ed Muder', written in a cursive style.

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

Committee Assignments:

NACOG



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 Brandt Clark

Title/Term of Office History:

Councilman: March 2020 – December 2022

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



Council Member Connie Kakavas

Title/Term of Office History:

Councilwoman: June 2012 – Present

Committee Assignments:
Parks



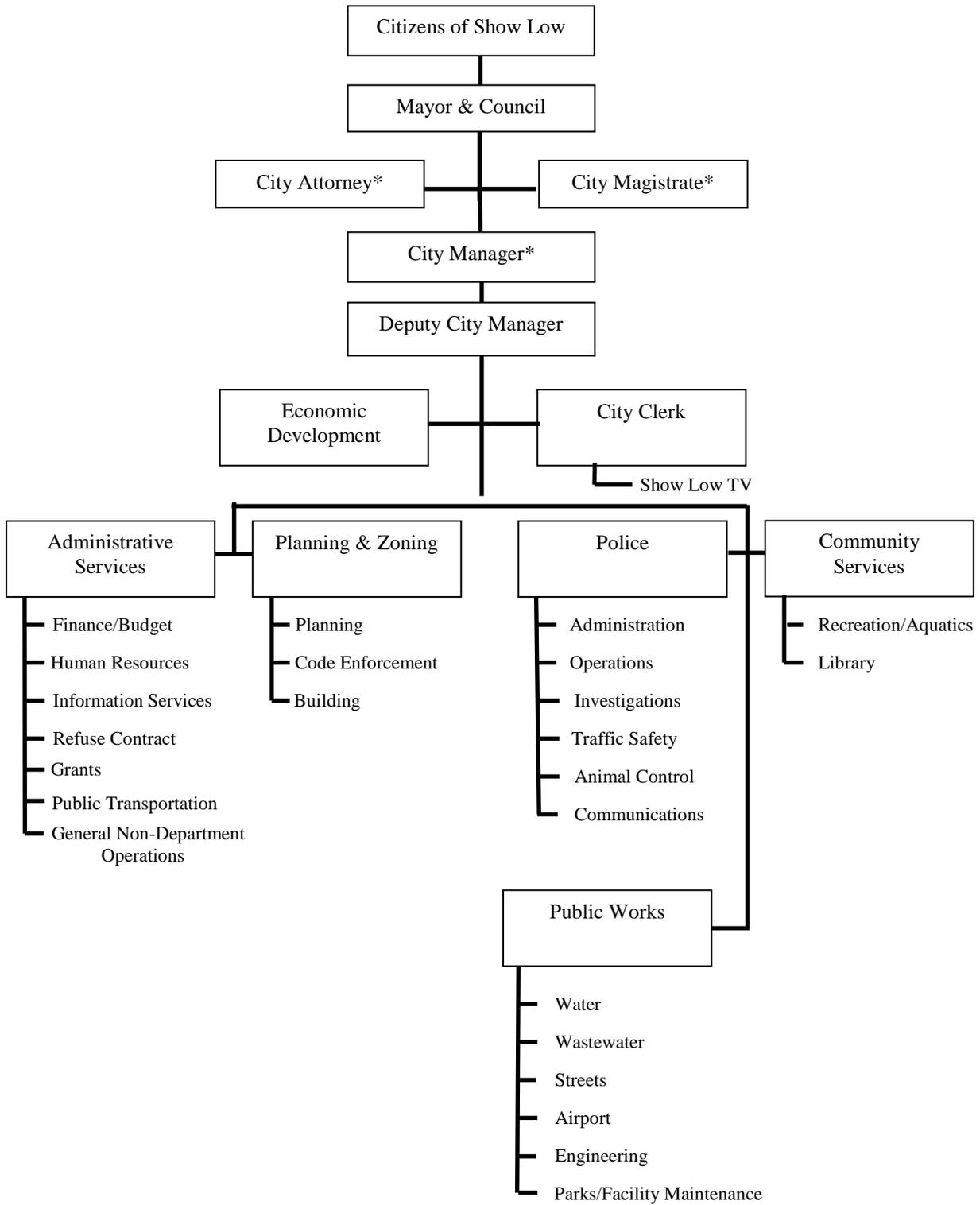
and
Recreation
Advisory
Committee

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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	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	2.5	2.5	2.5	2.5	2.0	1.0	1.0	-
City Clerk	2.0	2.0	2.0	2.0	2.0	2.0	3.0	1.0
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	5.5	5.5	5.5	-
Library	8.0	8.0	8.0	8.5	8.5	8.5	8.5	-
Information Services	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
Parks Maintenance	7.0	8.0	8.0	8.0	8.0	8.0	8.0	-
Engineering	6.0	6.0	6.0	6.0	6.0	6.0	6.0	-
Police	48.4	48.4	49.4	50.1	52.3	56.3	57.3	1.0
Recreation	14.8	14.80	14.80	14.8	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	4.5	5.5	5.5	5.5	5.5	-
Wastewater	10.0	11.0	12.0	12.0	12.0	12.0	12.0	-
Water	<u>15.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	-
Total	153.2	154.2	156.6	158.8	161.5	164.5	166.5	2.0

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	10,660	107,449	6,392,017
Male Population	5,173	53,777	3,175,823
Female Population	5,487	53,672	3,216,194
Median Age	42.4	34.7	35.9
65 years and older	2,059	14,241	881,831
Labor Force/Income/Unemployment			
Average Labor Force	4,580	39,661	3,197,116
Median Income	44,693	38,798	53,510
Unemployment Rate	6.5%	16.3%	7.1%
Race			
White	9,341	52,972	4,667,121
Black or African American	47	938	259,008
American Indian & Alaskan Native	438	46,611	296,529
Asian	84	580	176,695
Native Hawaiian & Other Pacific Islander	16	75	12,648
Some other Race	447	3,625	761,716
Household Tenure			
Occupied Housing Units	4,368	35,658	2,380,990
Owner-occupied	2,846	25,652	1,571,687
Renter-occupied	1,552	10,006	809,303
Households by Income			
Less than \$10,000	8.6%	14.7%	7.2%
\$10,000 to \$14,999	10.1%	7.5%	4.8%
\$15,000 to \$24,999	13.1%	12.9%	10.3%
\$25,000 to \$34,999	9.6%	11.0%	10.3%
\$35,000 to \$49,999	12.4%	13.7%	14.2%
\$50,000 to \$74,999	17.1%	17.4%	18.6%
\$75,000 to \$99,999	14.5%	10.5%	12.2%
\$100,000 to \$149,999	7.4%	7.7%	12.9%
\$150,000 to \$199,999	5.2%	3.1%	4.8%
\$200,000 or more	2.0%	1.5%	4.7%
Household Size			
1-person household	27.6%	23.0%	26.1%
2-person household	39.3%	31.6%	34.2%
3-person household	13.5%	14.1%	14.5%
4-or-more-person household	9.3%	11.8%	12.5%

Source: U.S. Census Bureau American Fact Finder: https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

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

Most employees play 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 21 6:00 P.M.	City Council Budget Study Session
Thursday, January 23 6:00 P.M.	Town Hall Budget Meeting
Friday, February 7 Ongoing	Department budget requests due to Finance – Review and compile requests City Manager and budget staff review and revise budget requests with departments; develop recommended budget
Tuesday, February 18	City Manager and budget staff begin budget reviews with all departments
Monday, March 23	City Manager review of final recommended budget
Friday, April 3	Recommended budget delivered to Council
Tuesday, April 7 6:30 P.M.	City Council Budget Study Session and Presentation of City Manager’s Recommended Budget
Thursday, April 16 6:00 P.M.	Town Hall Budget Meeting and City Council Budget Study Session
Thursday, April 23 6:00 P.M.	City Council Budget Study Session
Thursday, April 30 6:00 P.M.	City Council Budget Study Session (if needed)
Tuesday, May 19 7:00 P.M.	Presentation of Changes to City Manager’s Recommended Budget and Tentative Budget Overview
Tuesday, June 2 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 16 7:00 P.M.	Public Hearing on Final Budget and Council Adoption of Final Budget
Tuesday, July 21 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

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Budget Schedule

City of Show Low
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021

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	
2020	E 1	22,914,914	11,373,152	1,413,038	68,375	0	10,786,876	2,046,000	48,602,355	
2020	E 2	11,733,814	3,034,280	1,412,292	3,086,095	0	6,039,370	848,199	26,154,050	
2021	3	10,430,957	1,594,197	80,936	2,914,696	0	8,390,606	1,869,270	25,280,663	
2021	B 4	0	0	0	0		0	0	0	
2021	B 5	0	200,000	0	0		0	0	200,000	
2021	C 6	18,097,896	9,169,641	18,000	251,071	0	9,290,032	2,001,500	38,828,140	
2021	D 7	0	0	0	0	0	0	0	0	
2021	D 8	0	0	0	0	0	0	0	0	
2021	D 9	544,732	2,375,750	1,246,954	25,071	0	852,800	0	5,045,307	
2021	D 10	3,504,004	69,000	0	988,371	0	483,916	16	5,045,307	
2021	11									
LESS: Amounts for Future Debt Retirement:										
									0	
									0	
									0	
									0	
2021	12	25,569,581	13,270,588	1,345,890	2,202,467	0	18,049,522	3,870,754	64,308,803	
2021	E 13	22,823,516	13,227,370	1,345,891	0	0	11,292,432	2,106,000	50,795,209	

EXPENDITURE LIMITATION COMPARISON

1 Budgeted expenditures/expenses
2 Add/subtract: estimated net reconciling items
3 Budgeted expenditures/expenses adjusted for reconciling items
4 Less: estimated exclusions
5 Amount subject to the expenditure limitation
6 EEC expenditure limitation

	2020	2021
	\$ 48,602,355	\$ 50,795,209
	48,602,355	50,795,209
	\$ 48,602,355	\$ 50,795,209
	\$	\$

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 2021

Instructions

	2020	2021
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	233,000	200,000
C. Total property tax levy amounts	\$ 233,000	\$ 200,000
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	\$ 233,000	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 233,000	
C. Total property taxes collected	\$ 233,000	
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 _____ 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 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 11,488,418	\$ 8,528,445	\$ 10,500,000
Electric Franchise Tax	275,000	146,875	275,000
Gas Franchise Tax	75,000	31,088	60,000
TV Franchise Tax	47,000	47,017	35,000
Licenses and permits			
Business Licenses	16,000	15,665	15,000
Animal Licenses	2,200	2,161	2,000
Intergovernmental			
Urban Revenue Sharing	1,395,461	1,097,977	1,395,461
Auto in Lieu	757,113	550,576	757,113
State Sales Tax	1,107,953	836,709	1,107,953
Intergovernmental/Grants	1,157,871	532,445	1,168,684
Charges for services			
Other	772,075	770,762	53,900
Planning & Zoning	271,450	283,196	210,000
Library Fees	5,000	3,751	5,000
Parks and Recreation Fees	108,700	63,835	118,000
Show Low TV Fees	7,900	7,700	8,400
Dispatching Fees	450,000	258,134	807,485
Engineering Fees	2,400	2,230	1,500
Police Fees	79,852	30,798	88,500
Airport Fees	1,131,750	906,621	1,167,400
Aquatic Center	107,700	77,277	94,800
Cemetery	42,500	41,648	35,000
Fines and forfeits			
Fines and Forfeitures	158,135	159,020	149,100
Photo Enforcement Collections	850	781	
Interest on investments			
Interest earned on Investments	125,100	123,310	40,100
In-lieu property taxes			
Contributions			
Miscellaneous			
Miscellaneous	5,000	7,216	2,500
Total General Fund	\$ 19,590,428	\$ 14,525,235	\$ 18,097,896

* 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	\$ 1,571,582	\$ 1,347,729	\$ 1,571,582
Grants			827,150
Other	147,246	147,246	500,000
Interest on Investments	10,000	9,278	5,000
	\$ 1,728,828	\$ 1,504,253	\$ 2,903,732
Street Light Fund			
Interest on Investments	\$ 360	\$ 345	\$ 300
	\$ 360	\$ 345	\$ 300
Public Transportation Fund			
Grants	\$ 634,038	\$ 289,104	\$ 445,285
Contributions	272,412	62,050	283,616
Other	69,200	57,091	77,100
Interest on Investments	100	53	200
	\$ 975,750	\$ 408,298	\$ 806,201
White Mountain Partnership			
Grants	\$	\$	\$
Contributions	43,500	58,500	63,500
Interest on Investments	550	780	
	\$ 44,050	\$ 59,280	\$ 63,500
Capital Projects/Grants Fund			
Unanticpatd Revenue/Grants	\$	\$	\$ 4,000,000
Grants	573,204	307,596	1,259,625
	\$ 573,204	\$ 307,596	\$ 5,259,625
Show Low Bluff CFD			
Assessments/Bonding	\$ 133,385	\$ 51,061	\$ 130,783
Penalties/Other	1,318	792	5,000
Interest on Investments	2,100	(5,103)	500
	\$ 136,803	\$ 46,750	\$ 136,283
Total Special Revenue Funds	\$ 3,458,995	\$ 2,326,521	\$ 9,169,641

* 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	\$ 15,000	\$ 15,094	\$ 15,000
Interest on Investments	2,352		3,000
	\$ 17,352	\$ 15,094	\$ 18,000

Total Debt Service Funds	\$ 17,352	\$ 15,094	\$ 18,000
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CAPITAL PROJECTS FUNDS

Library Development Fees	\$ 160	\$ 160	\$ 160
Transportation Development Fees	108,600	114,728	40,000
Water Capacity Fees	252,000	212,099	35,500
Wastewater Capacity Fees	464,997	376,598	150,500
Water Development Fees	(166)	(166)	25,071
Wastewater Development Fees			
	\$ 825,431	\$ 703,419	\$ 251,071

Total Capital Projects Funds	\$ 825,431	\$ 703,419	\$ 251,071
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PERMANENT FUNDS

	\$	\$	\$
	\$	\$	\$

Total Permanent Funds	\$	\$	\$
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ENTERPRISE FUNDS

Wastewater Fund

User Fees	\$ 2,912,293	\$ 1,990,616	\$ 3,041,028
Other	4,766	4,766	60,000
Grants			
Interest on Investments	10,000	8,262	10,000
	\$ 2,927,059	\$ 2,003,644	\$ 3,111,028

Water Fund

User Fees	\$ 4,140,550	\$ 2,981,421	\$ 4,551,804
Other	190,095	148,221	379,000
Grants			225,000
Interest on Investments	40,000	59,170	12,500
	\$ 4,370,645	\$ 3,188,813	\$ 5,168,304

Refuse Fund

User Fees	\$ 950,000	\$ 651,575	\$ 1,000,000
Other			
Interest on Investments	2,000	1,511	2,000
	\$ 952,000	\$ 653,086	\$ 1,002,000

Total Enterprise Funds	\$ 8,249,704	\$ 5,845,543	\$ 9,281,332
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INTERNAL SERVICE FUNDS

Medical Self-Insurance

Premiums	\$ 1,600,000	\$ 1,356,107	\$ 2,000,000
Miscellaneous			
Interest on Investments	15,000	14,077	1,500
	\$ 1,615,000	\$ 1,370,184	\$ 2,001,500

Total Internal Service Funds	\$ 1,615,000	\$ 1,370,184	\$ 2,001,500
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TOTAL ALL FUNDS	\$ 33,756,910	\$ 24,785,996	\$ 38,819,440
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* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Show Low
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021

Instructions

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Highway Users Revenue Fund (HURF)	\$ _____	\$ _____	\$ _____	\$ 1,483,019
Public Transportation	_____	_____	65,000	_____
White Mountain Partnership	_____	_____	_____	_____
Cemetery	_____	_____	_____	_____
Debt Service	_____	_____	_____	1,103,183
Capital Projects/Grants Fund	_____	_____	_____	877,731
Water Beautification Program	_____	_____	_____	_____
Parks & Recreation Development Impact Fee	_____	_____	16	_____
Water Development Fee	_____	_____	_____	25,071
Aquatic Center	_____	_____	_____	_____
Street Light Improvement District	_____	_____	_____	15,000
Water	_____	_____	239,965	_____
Wastewater	_____	_____	160,751	_____
Refuse Fund	_____	_____	75,000	_____
Show Low Bluff CFD	_____	_____	4,000	_____
Total General Fund	\$ _____	\$ _____	\$ 544,732	\$ 3,504,004
SPECIAL REVENUE FUNDS				
Highway Users Revenue Fund (HURF)	\$ _____	\$ _____	\$ 1,483,019	\$ _____
Public Transportation	_____	_____	_____	65,000
Cemetery	_____	_____	_____	_____
White Mountain Partnership	_____	_____	_____	_____
Street Light Improvement District	_____	_____	15,000	_____
Show Low Bluff CFD	_____	_____	_____	4,000
Capital Projects/Grants Fund	_____	_____	877,731	_____
Aquatic Center	_____	_____	_____	_____
Geocaching	_____	_____	_____	_____
Total Special Revenue Funds	\$ _____	\$ _____	\$ 2,375,750	\$ 69,000
DEBT SERVICE FUNDS				
Debt Service	\$ _____	\$ _____	\$ 1,246,954	\$ _____
Total Debt Service Funds	\$ _____	\$ _____	\$ 1,246,954	\$ _____
CAPITAL PROJECTS FUNDS				
Transportation Development Impact Fee	\$ _____	\$ _____	\$ _____	\$ 135,111
Library Development Impact Fee	_____	_____	_____	460
Water Development Fee	_____	_____	25,071	_____
Water Capacity Fee	_____	_____	_____	500,000
Wastewater Capacity Fee	_____	_____	_____	352,800
Total Capital Projects Funds	\$ _____	\$ _____	\$ 25,071	\$ 988,371
PERMANENT FUNDS				
_____	\$ _____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
Total Permanent Funds	\$ _____	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS				
Water	\$ _____	\$ _____	\$ 500,000	\$ 239,965
Wastewater	_____	_____	352,800	168,951
Refuse	_____	_____	_____	75,000
Total Enterprise Funds	\$ _____	\$ _____	\$ 852,800	\$ 483,916
INTERNAL SERVICE FUNDS				
Parks & Recreation Development Impact Fee	\$ _____	\$ _____	\$ _____	\$ 16
Total Internal Service Funds	\$ _____	\$ _____	\$ _____	\$ 16
TOTAL ALL FUNDS	\$ _____	\$ _____	\$ 5,045,307	\$ 5,045,307

**City of Show Low
Expenditures/Expenses by Fund
Fiscal Year 2021**

Instructions	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
FUND/DEPARTMENT	2020	2020	2020	2021
GENERAL FUND				
City Council	\$ 376,392	\$	\$ 71,912	\$ 407,093
General Operations	2,018,635	775,437	570,406	2,101,561
Administrative Services	1,103,018		764,726	1,124,019
City Magistrate	96,047		80,428	102,399
City Attorney	324,838		198,969	300,758
City Manager	462,635		290,072	522,972
Planning and Zoning	593,985		387,783	623,309
Library	879,440		373,433	572,887
Information Systems	379,437		221,461	403,789
Parks & Facilities Maintenance	1,598,823	(30,000)	882,296	2,267,979
Engineering	711,156		495,077	836,680
Police	9,694,033	(87,564)	5,347,890	9,066,015
Parks & Recreation	436,117		254,763	440,676
City Clerk	250,647		144,320	350,268
Show Low TV	214,631		146,747	224,927
Community Services Admin	288,135		174,133	259,947
Cemetery	85,000		8,090	85,000
Airport	2,138,240	(17,298)	972,100	2,556,103
Aquatic Center	623,130		349,209	577,134
Total General Fund	\$ 22,274,339	\$ 640,575	\$ 11,733,814	\$ 22,823,516
SPECIAL REVENUE FUNDS				
Streets	\$ 6,010,084	\$ (130,000)	\$ 2,312,774	\$ 5,392,484
Street Light District	235,000		132,873	210,000
Public Transportation	991,743		463,065	741,979
White Mountain Partnership	131,332		39,780	131,332
Capital Projects/Grants	4,485,748	(510,575)	48,892	6,586,095
Show Low Bluff CFD	159,820		36,895	165,480
Total Special Revenue Funds	\$ 12,013,727	\$ (640,575)	\$ 3,034,280	\$ 13,227,370
DEBT SERVICE FUNDS				
Debt Service	\$ 1,413,038	\$	\$ 1,412,292	\$ 1,345,891
Total Debt Service Funds	\$ 1,413,038	\$	\$ 1,412,292	\$ 1,345,891
CAPITAL PROJECTS FUNDS				
Water Development Fees	68,375		58,775	
Total Capital Projects Funds	\$ 68,375	\$	\$ 58,775	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Wastewater	\$ 3,561,978	\$	\$ 2,061,945	\$ 3,492,280
Water	6,079,499	183,399	3,317,773	6,838,152
Refuse	962,000		659,653	962,000
Total Enterprise Funds	\$ 10,603,477	\$ 183,399	\$ 6,039,370	\$ 11,292,432
INTERNAL SERVICE FUNDS				
Medical Insurance Fund	\$ 2,046,000	\$	\$ 848,199	\$ 2,106,000
Total Internal Service Funds	\$ 2,046,000	\$	\$ 848,199	\$ 2,106,000
TOTAL ALL FUNDS	\$ 48,418,956	\$ 183,399	\$ 23,126,730	\$ 50,795,209

* 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 2021**

Instructions	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2020	2020	2020	2021
City Council				
General Fund	\$ 376,392	\$	\$ 71,912	\$ 407,093
Department Total	\$ 376,392	\$	\$ 71,912	\$ 407,093
General Operations		\$	\$	\$
General Fund	2,018,635	775,437	570,406	2,101,561
Projects Fund	4,000,000	(840,180)		4,000,000
Show Low Bluff CFD	159,820		36,895	165,480
Debt Service	\$ 1,413,038	\$	\$ 1,412,292	\$ 1,345,891
Department Total	\$ 7,591,493	\$ (64,743)	\$ 2,019,593	\$ 7,612,932
Administrative Services				
General Fund	\$ 1,103,018	\$	\$ 764,726	\$ 1,124,019
Department Total	\$ 1,103,018	\$	\$ 764,726	\$ 1,124,019
City Magistrate				
General Fund	\$ 96,047	\$	\$ 80,428	\$ 102,399
Projects Fund	30,000		1,392	30,000
Department Total	\$ 126,047	\$	\$ 81,820	\$ 132,399
City Attorney				
General Fund	\$ 324,838	\$	\$ 198,969	\$ 300,758
Department Total	\$ 324,838	\$	\$ 198,969	\$ 300,758
City Manager				
General Fund	\$ 462,635	\$	\$ 290,072	\$ 522,972
Department Total	\$ 462,635	\$	\$ 290,072	\$ 522,972
Planning & Zoning				
General Fund	\$ 593,985	\$	\$ 387,783	\$ 623,309
Department Total	\$ 593,985	\$	\$ 387,783	\$ 623,309
Library				
General Fund	\$ 879,440	\$	\$ 373,433	\$ 572,887
Projects Fund	41,400	16,075	44,063	349,850
Department Total	\$ 920,840	\$ 16,075	\$ 417,495	\$ 922,737

* 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	\$	379,437	\$	221,461	\$	403,789
Department Total	\$	379,437	\$	221,461	\$	403,789
Parks & Facilities Maintenance						
General Fund	\$	1,598,823	\$	(30,000)	\$	2,267,979
Projects Fund		39,000		94,030		1,550,000
Cemetery Fund		85,000		8,090		85,000
Department Total	\$	1,722,823	\$	64,030	\$	3,902,979
Engineering						
General Fund	\$	711,156	\$	495,077	\$	836,680
Department Total	\$	711,156	\$	495,077	\$	836,680
Police						
General Fund	\$	9,694,033	\$	(87,564)	\$	9,066,015
Projects Fund		68,903		4,500		300,000
Department Total	\$	9,762,936	\$	(83,064)	\$	9,366,015
Parks & Recreation						
General Fund	\$	436,117	\$	254,763	\$	440,676
Department Total	\$	436,117	\$	254,763	\$	440,676
Aquatic Center						
General Fund	\$	623,130	\$	349,209	\$	577,134
Department Total	\$	623,130	\$	349,209	\$	577,134
City Clerk						
General Fund	\$	250,647	\$	144,320	\$	350,268
Department Total	\$	250,647	\$	144,320	\$	350,268
Show Low TV						
General Fund	\$	214,631	\$	146,747	\$	224,927
Department Total	\$	214,631	\$	146,747	\$	224,927
Community Services Administration						
General Fund	\$	288,135	\$	174,133	\$	259,947
Projects Fund		306,445		215,000		356,245
Department Total	\$	594,580	\$	215,000	\$	616,192

* 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	\$	2,138,240	\$	(17,298)	\$	972,100	\$	2,556,103
Department Total	\$	<u>2,138,240</u>	\$	<u>(17,298)</u>	\$	<u>972,100</u>	\$	<u>2,556,103</u>
Streets								
HURF Fund	\$	6,010,084	\$	(130,000)	\$	2,312,774	\$	5,392,484
SLID Fund		235,000				132,873		210,000
Department Total	\$	<u>6,245,084</u>	\$	<u>(130,000)</u>	\$	<u>2,445,647</u>	\$	<u>5,602,484</u>
Public Transportation								
Public Transportation Fund	\$	991,743	\$		\$	463,065	\$	741,979
Department Total	\$	<u>991,743</u>	\$		\$	<u>463,065</u>	\$	<u>741,979</u>
Wastewater								
Wastewater Fund	\$	3,561,978	\$		\$	2,061,945	\$	3,492,280
Wastewater Capacity Fund								
Department Total	\$	<u>3,561,978</u>	\$		\$	<u>2,061,945</u>	\$	<u>3,492,280</u>
Water								
Water Fund	\$	6,079,499	\$	183,399	\$	3,317,773	\$	6,838,152
Water Capacity Fund								
Water DIF Fund		68,375				58,775		
Department Total	\$	<u>6,147,874</u>	\$	<u>183,399</u>	\$	<u>3,376,548</u>	\$	<u>6,838,152</u>
Sanitation								
Refuse Fund	\$	962,000	\$		\$	659,653	\$	962,000
Department Total	\$	<u>962,000</u>	\$		\$	<u>659,653</u>	\$	<u>962,000</u>
Self Insurance Fund								
Self Insurance Fund	\$	2,046,000	\$		\$	848,199	\$	2,106,000
Department Total	\$	<u>2,046,000</u>	\$		\$	<u>848,199</u>	\$	<u>2,106,000</u>
White Mountain Partnership								
White Mountain Partnership	\$	131,332	\$		\$	39,780	\$	131,332
Department Total	\$	<u>131,332</u>	\$		\$	<u>39,780</u>	\$	<u>131,332</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.

**City of Show Low
Full-Time Employees and Personnel Compensation
Fiscal Year 2021**

Instructions	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
FUND	2021	2021	2021	2021	2021	2021
GENERAL FUND	129.5	\$ 7,783,915	\$ 2,826,343	\$ 2,293,319	\$ 796,271	\$ 13,699,848
SPECIAL REVENUE FUNDS						
Streets	11	\$ 440,665	\$ 53,419	\$ 199,684	\$ 70,616	\$ 764,384
Total Special Revenue Funds	11	\$ 440,665	\$ 53,419	\$ 199,684	\$ 70,616	\$ 764,384
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Wastewater	12	\$ 499,115	\$ 60,321	\$ 240,570	\$ 60,712	\$ 860,718
Water	14	\$ 763,892	\$ 88,801	\$ 324,442	\$ 89,824	\$ 1,266,959
Total Enterprise Funds	26	\$ 1,263,007	\$ 149,122	\$ 565,012	\$ 150,536	\$ 2,127,677
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	166.5	\$ 9,487,586	\$ 3,028,885	\$ 3,058,016	\$ 1,017,422	\$ 16,591,909

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 appropriations to provide for unanticipated increases in service delivery 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 3-months of operating revenue held in reserve for the General Fund. The City will also maintain Water and Wastewater reserves equivalent to 3-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 Plan

The purpose of the Capital Improvement Plan 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 through 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.
- Agree to 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 OBM 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. The budget shows an increase of 6.12% in budgeted expenditures between Fiscal Year 2020 and Fiscal Year 2021.

The City of Show Low uses a conservative approach to budgeting for revenue. Revenues have increased 5.37% between Fiscal Year 2020 and Fiscal Year 2021. The majority of the increase is due to additional grants in FY2021. Later in this document you will see actual expenditure and revenue comparisons to the budget.

Fund	Revenues			Expenditures		
	FY 2020 Budget	FY 2021 Proposed	% Change	FY 2020 Budget	FY 2021 Proposed	% Change
General Fund	\$19,361,528	\$18,697,928	-3.43%	\$25,716,481	\$26,458,852	2.89%
HURF	\$4,087,758	\$4,386,751	7.31%	\$5,880,084	\$5,392,484	-8.29%
Street Light District*	\$248,300	\$215,300	-13.29%	\$235,000	\$210,000	-10.64%
Public Transportation**	\$1,068,024	\$806,201	-24.51%	\$1,091,743	\$806,979	-26.08%
Cemetery	\$0	\$0	0.0%	\$6,713	\$0	-100%
Capital Projects/Grants***	\$4,148,693	\$6,137,356	47.93%	\$4,266,901	\$6,586,095	54.35%
Development Impact Fees	\$40,000	\$40,000	0.0%	\$156,957	\$135,587	-13.62%
Debt Service	\$1,164,676	\$1,264,954	8.61%	\$1,413,038	\$1,345,891	-4.75%
Wastewater	\$3,351,028	\$3,463,828	3.37%	\$3,714,529	\$3,644,831	-1.88%
Water****	\$4,804,304	\$5,668,304	17.98%	\$6,503,112	\$7,078,117	8.84%
Wastewater/Water DIF	\$0	\$	0.0%	\$68,375	\$0	-100%
Capacity Fees*****	\$186,000	\$211,071	13.48%	\$300,000	852,800	184.27%
Refuse (Sanitation)	\$1,088,714	\$1,002,000	-7.96%	\$1,037,000	1,037,000	0.0%
Self-Insured Medical	\$2,095,467	\$2,001,500	-4.48%	\$2,046,000	\$2,106,000	2.93%
Show Low Bluff CFD	\$138,885	\$136,283	-1.87%	\$166,860	\$169,480	1.57%
Totals	\$41,783,377	\$44,031,476	5.37%	\$52,602,793	\$55,824,116	6.12%

* Decrease due to correction in property value assessments received from Navajo County. Primary Valuation used in FY2021; Secondary Value used in FY2020

**Decrease due to no bus purchase in FY2021

***Increase due to the number of grants being applied for in FY2021

****Increase due to the increase in the Water Preservation Fee as adopted by Council

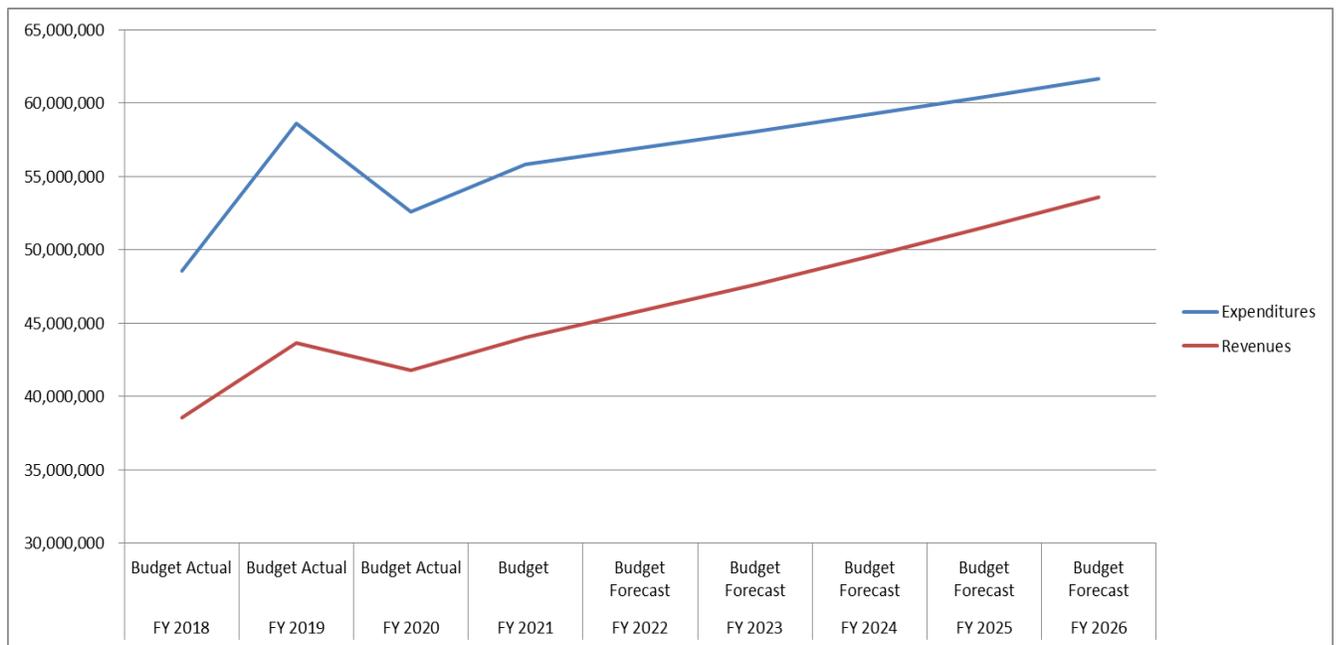
*****Increase in Expenditures due to eligible projects in Wastewater and Water for Capacity Fee Funds

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% or less 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 has 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 FY2021 General Fund revenue is expected to decrease 3.44% over the FY2020 budget and decrease 8.97% from the FY2020 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 FY2020 estimates. The majority of the decrease is due Energy Conservation Funding Received in FY2020.

As presented, the FY2021 budget is balanced and includes \$300,000 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 \$66,843,709 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.

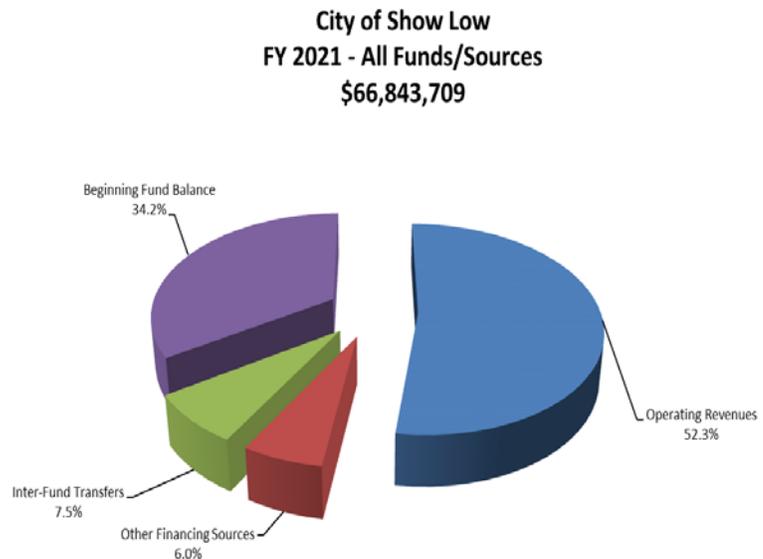


Table 1

**City of Show Low, AZ
FY2021 Revenue Sources
Fund Summary**

	Operating Revenues	Transfers In	Other Financing	Beginning Fund Balance	Total Sources
General Fund	18,097,896	536,532	-	10,439,157	29,073,585
HURF	2,903,732	1,483,019	-	1,005,733	5,392,484
SLID	200,300	15,000	-	18,418	233,718
Public Transportation	806,201	-	-	271,118	1,077,319
Cemetery	-	-	-	0	0
Capital Projects/Grants Fund	1,259,625	877,731	4,000,000	448,739	6,586,095
Library Development Fee	-	-	-	460	460
Transportation Development Fee	40,000	-	-	95,111	135,111
Debt Service	18,000	1,246,954	-	80,936	1,345,890
Wastewater	3,111,028	352,800	-	624,919	4,088,747
Water	5,168,304	500,000	-	5,426,392	11,094,696
Water Development Impact Fee	25,071	-	-	(25,071)	0
Wastewater Capacity Fee	150,500	-	-	953,952	1,104,452
Water Capacity Fee	35,500	25,071	-	1,346,377	1,406,948
Refuse	1,002,000	-	-	64,036	1,066,036
Self-Insured Medical	2,001,500	-	-	1,869,270	3,870,770
Show Low Bluff - Special Assesment	136,283	-	-	231,095	367,378
Show Low Bluff	-	-	-	0	0
TOTAL	34,955,940	5,037,107	4,000,000	22,850,662	66,843,709

Transfers

Inter-fund transfers total \$5,037,107. Transfers in are budgeted as follows:

1. HURF: \$1,483,019 from the General Fund
2. Wastewater: \$352,800 from Capacity Fees
3. Water: \$500,000 from Capacity Fees
4. Street Light Improvement District: \$15,000 from General Fund
5. Capital Projects/Grants Fund: \$877,731 from the General Fund
6. Water Development Impact Fee: \$25,071

7. Debt Service: \$1,246,954
 - a. \$1,103,183 from the General Fund
 - b. \$135,111 from the Transportation Development Impact Fee
 - c. \$460 from the Library Development Impact Fee
 - d. \$8,200 from Wastewater (QECB Debt)

8. General Fund: \$536,532
 - a. from Refuse Fund: \$75,000
 - b. from Water Fund: \$239,965
 - c. from Wastewater Fund: \$152,551
 - d. Show Low Bluff CFD: \$4,000
 - e. from Recreation Development Impact Fee Fund: \$16
 - f. from Public Transportation \$65,000

Beginning Fund Balance

The estimated beginning fund balance of \$22,850,662 includes \$1,546,063 of General Fund Operating Reserves, \$1.0 million of emergency voter-required reserves, \$2,640,000 of Water Fund reserves (\$1,700,000 for a water treatment plant), and \$437,799 of Wastewater Fund reserves. Based on the Council's direction, it is the City's intent to have the equivalent of three 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 \$34,955,940 for FY2021. The largest portion of operating revenues is the City of Show Low's local taxes (\$11,200,783), which are comprised of local sales taxes, franchise fees, and special district assessments. Following this is utility fee revenue (\$9,126,903), 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 (\$4,510,585), 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 (\$3,072,744), followed by, and fines and forfeitures (\$176,100). The remaining sources combined make up approximately \$2,036,716 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

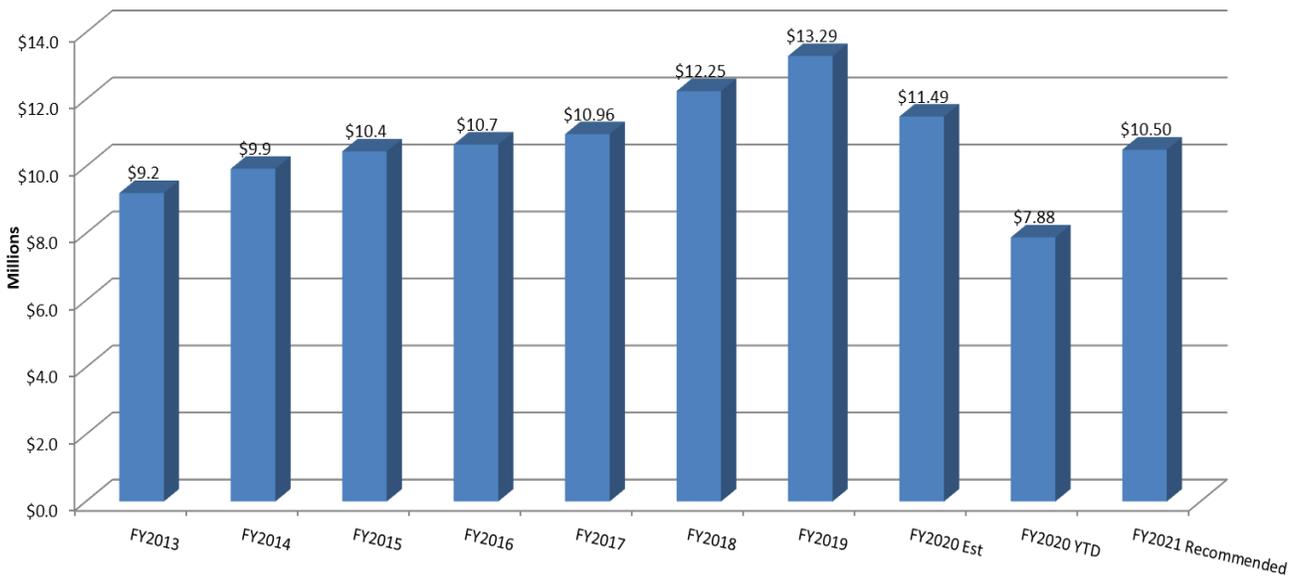
The General Fund operating revenue estimate of \$18,634,428 represents a decrease of \$663,600 (3.44%) over the FY2020 amended budget of \$19,298,028 and a decrease of \$1,835,598 (8.97%) from the FY2020 year-end estimated actual. The majority of the decrease is due to the completion of the Energy Conservation Program. 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 42.3% 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 FY2021. 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 77.8% of the total collection.

TPT collections have been climbing since FY2010. We expect that FY2021 collections will be slightly higher than FY2020 estimates; we have conservatively programmed this revenue at \$10.5 million, the same as FY2020.

Local Sales Tax (2%)

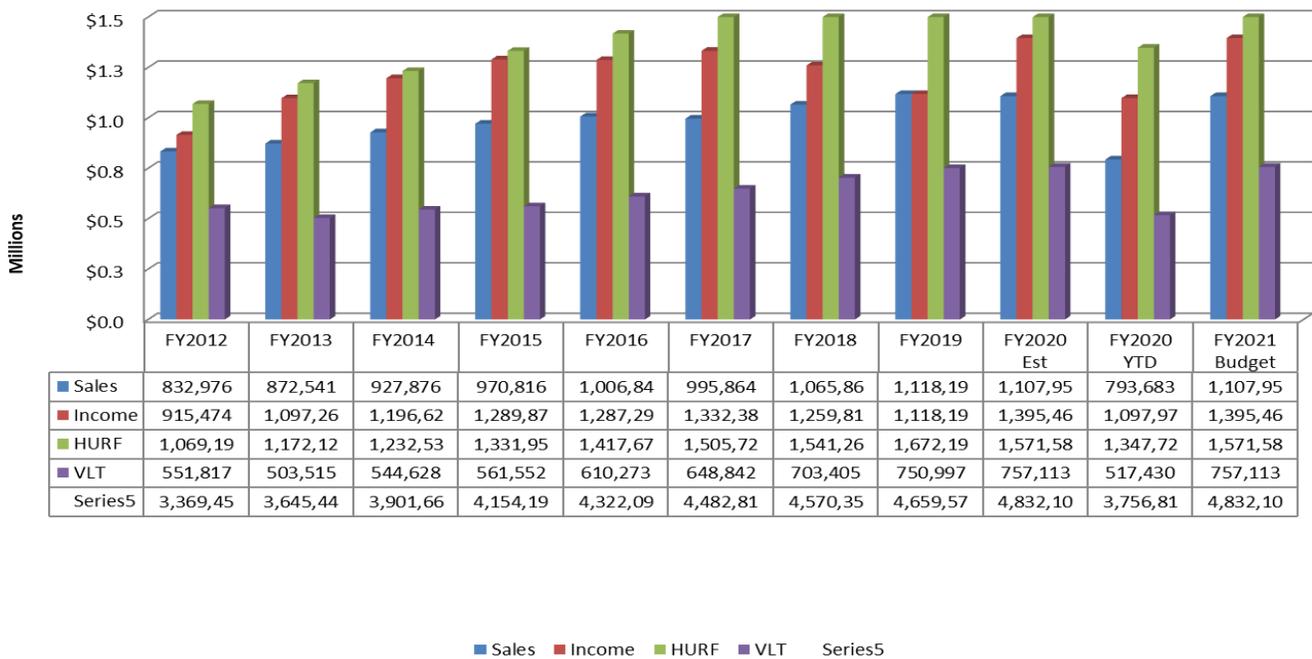


State-Shared Revenue

State-shared revenues represent 17.5% of General Fund operating revenues. The four sources of state-shared revenues are state-shared income taxes (\$1,644,272), state-shared sales tax (\$1,275,423), vehicle license tax (\$835,882), and HURF (\$1,763,279). Distribution of these funds is based on actual collections and population.

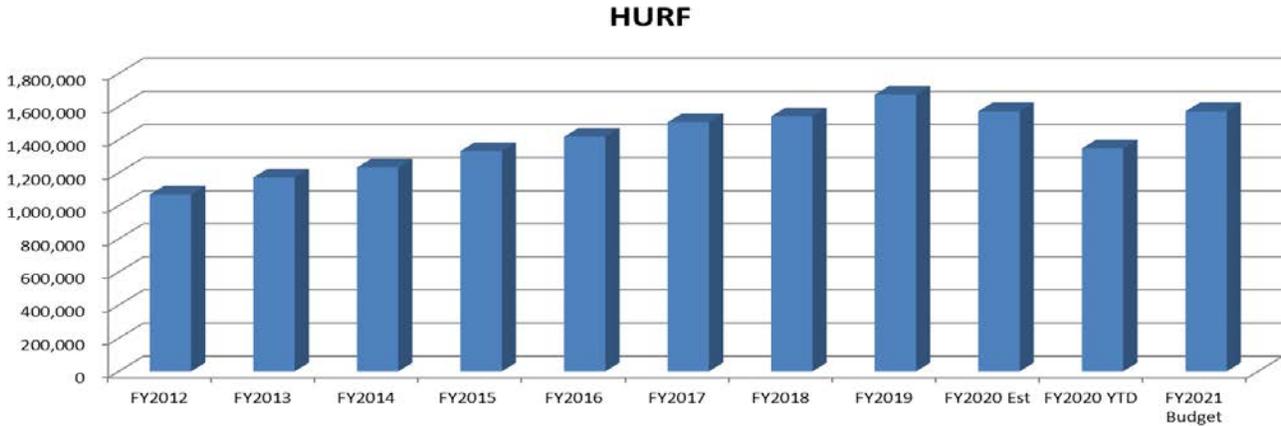
For FY2021 the city is projecting total distributions (not including HURF) to be \$3,755,577, a slight increase (\$323,444) over the FY2020 estimate. State-shared income tax is based upon actual collections in 2020 and will increase (\$175,366) in FY2021 distributions. State-shared sales tax and vehicle license tax are also expected to increase (\$148,078) when compared to the FY2020 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) keeping the FY2021 revenues estimates the same as the FY2020 Budget.

State Shared Revenues



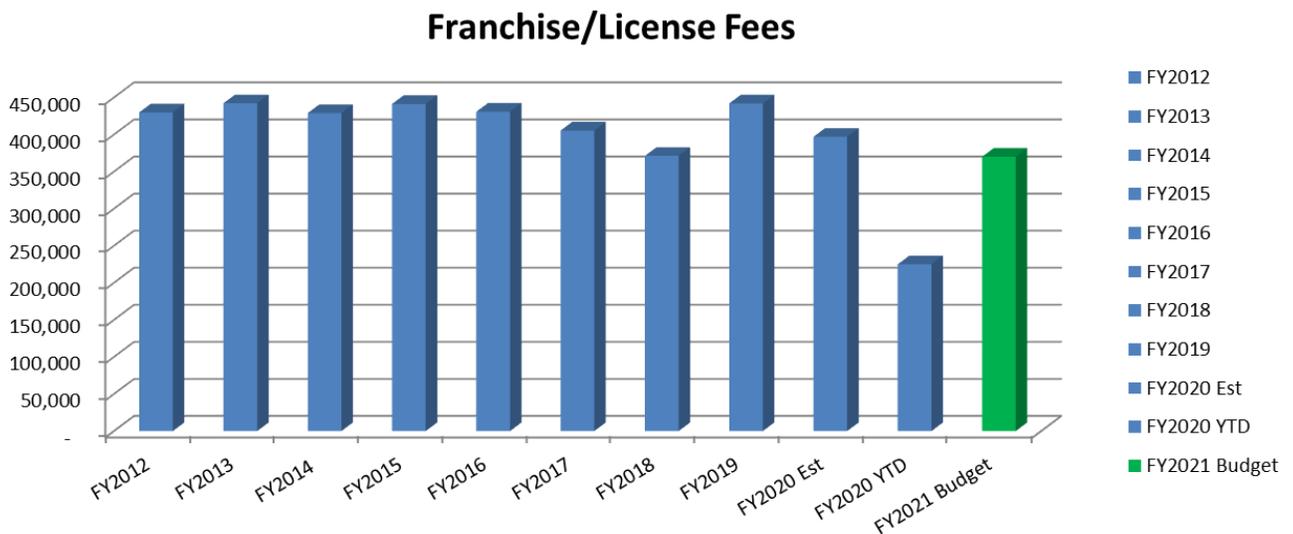
Highway User Revenue Fund (HURF)

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 FY2021 the city is projecting distributions to be \$1,654,297, the same as FY2020 state shared estimates. As with other state-shared revenues, the budget for HURF is programmed at 95% of the state-provided number (\$1,571,582), the same as FY2020.



Franchise Fees

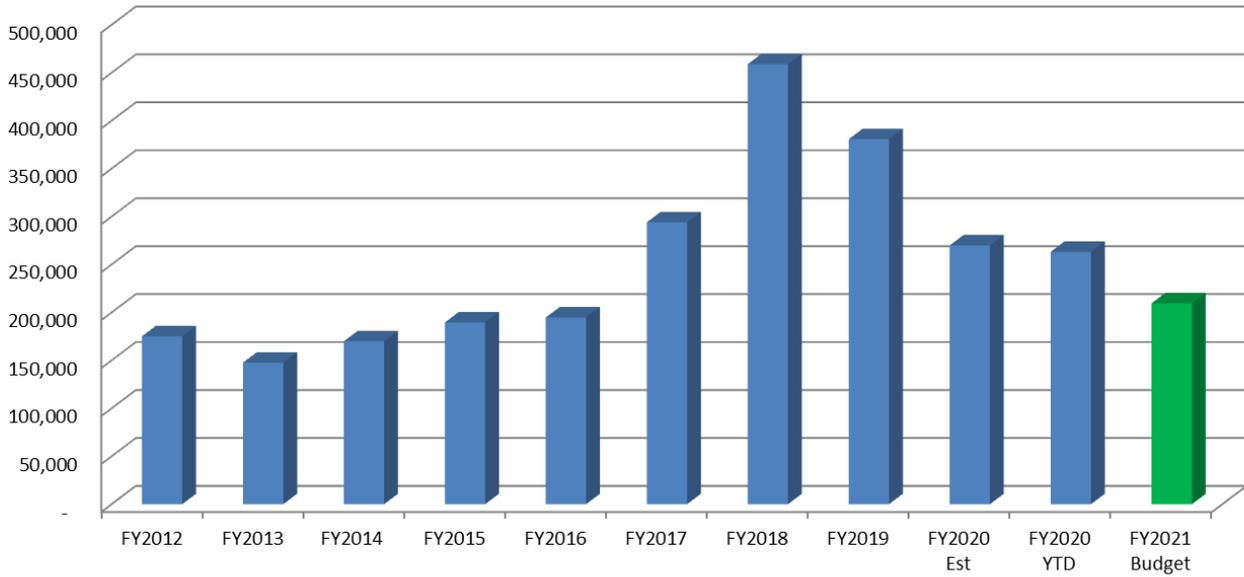
The City has franchise/license agreements with several public utilities including Arizona Public Service Electric, Navopache Electric, Cable One, and Unisource Gas. This revenue source is directly related to the gross sales of the franchised/licensed companies and is estimated to decrease slightly (\$25,000) for FY2021. These fees are set at 2% for all utilities except cable which is set at 3%.



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 FY2021 we are projecting a total of \$209,500 in development-related user fees, a slight increase over the adopted FY2020 budget and a decrease from the FY2019 actual.

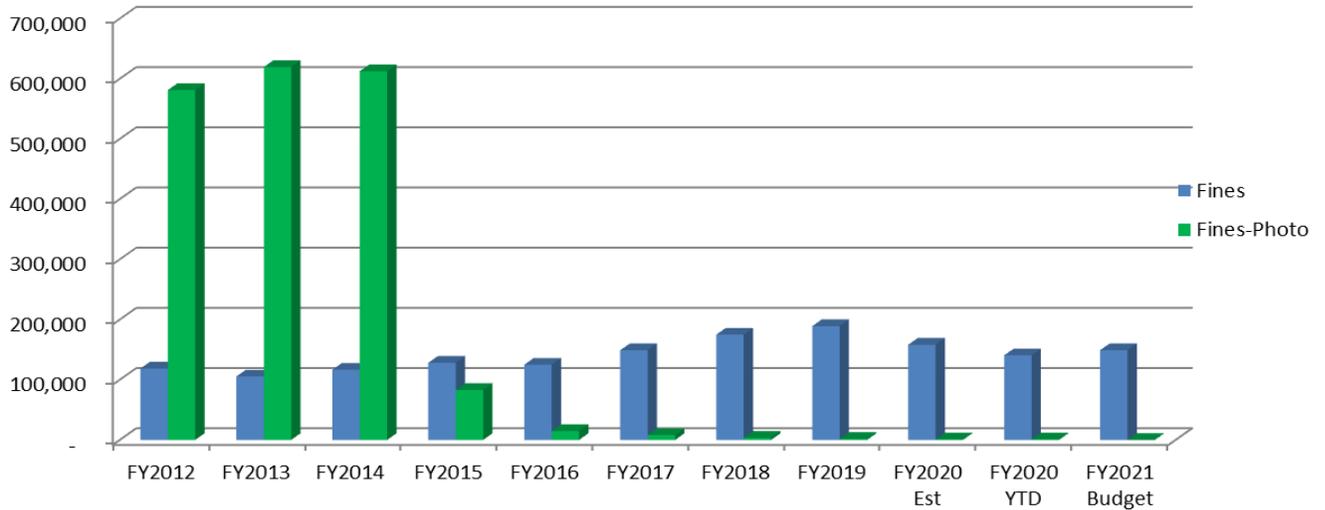
Planning, Building & Engineering Fees



Fines, Forfeitures, and Penalties

Representing 0.8% 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 FY2021 to be \$149,100, a decrease (\$9,035) from FY2020 estimates.

Fines & Forfeitures



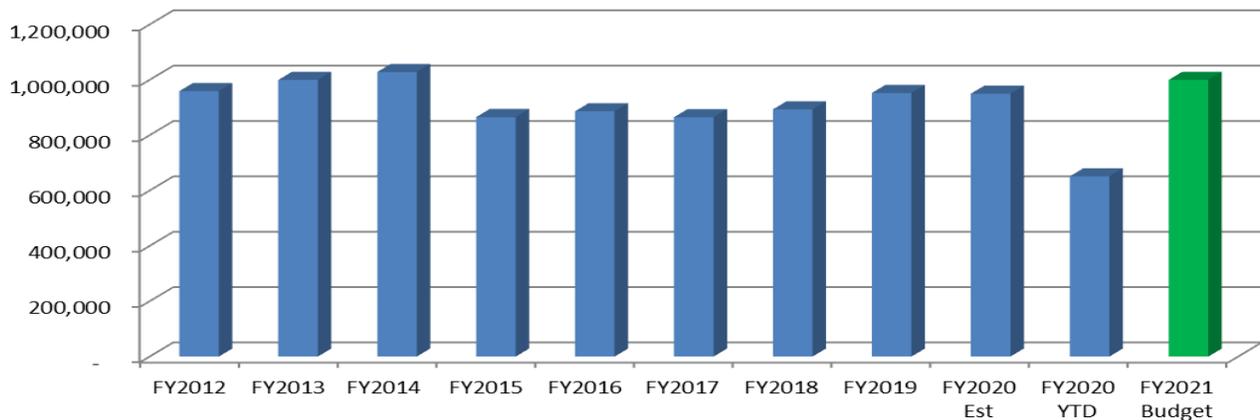
Enterprise Funds

Revenues of Enterprise Funds are established to cover all costs associated with providing a specific service. Enterprise Fund revenue accounts for 19.3% of all operating revenue earned by the City.

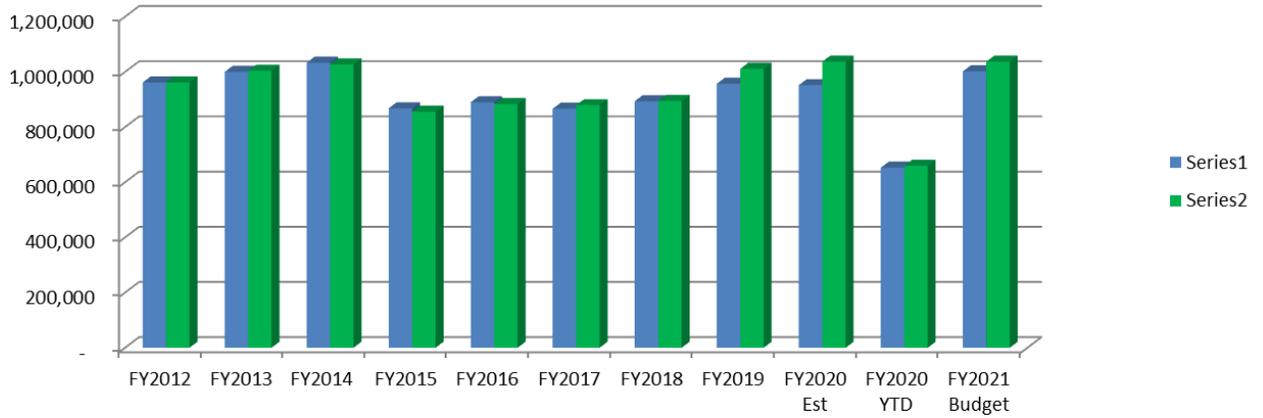
Sanitation

The Sanitation Fund anticipates providing curbside trash and recycling service to 5,589 residences per month in FY2021. 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 \$1,000,000 in FY2021.

Sanitation Use Fees



Sanitation Fund Comparison of Revenues/Expenditures

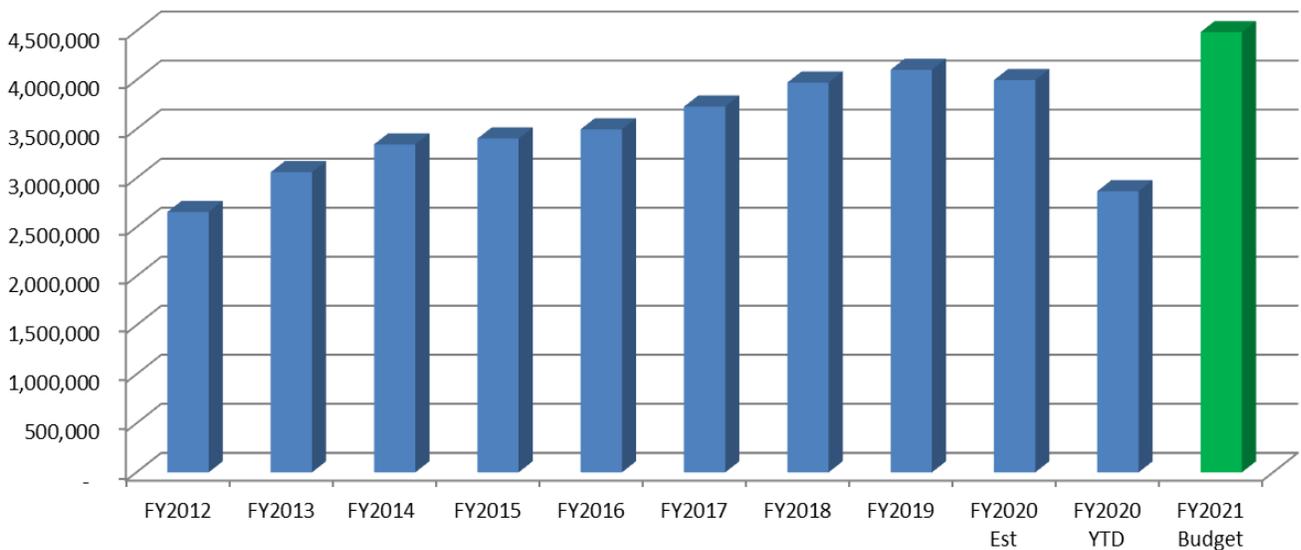


Revenue projections for FY2021 include increased fees associated with the contractual annual CPI (Consumer Price Index) and fuel increase effective on July 1st of each year.

Water Fund

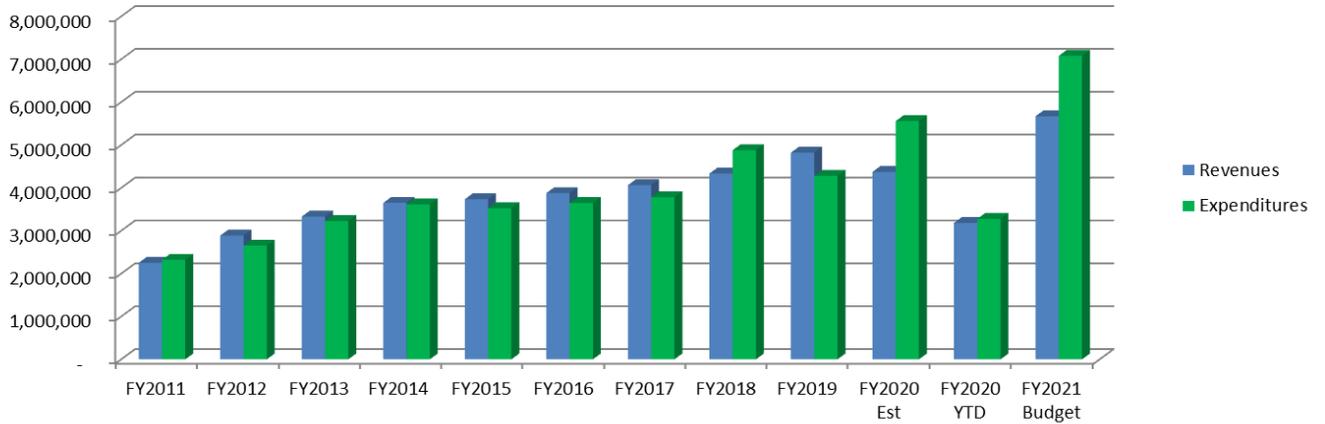
Revenue projections for the Water Fund assume that approximately 8,284 customers will be serviced on a monthly basis. Revenue from user fees is projected at \$4,488,804 in FY2021.

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).

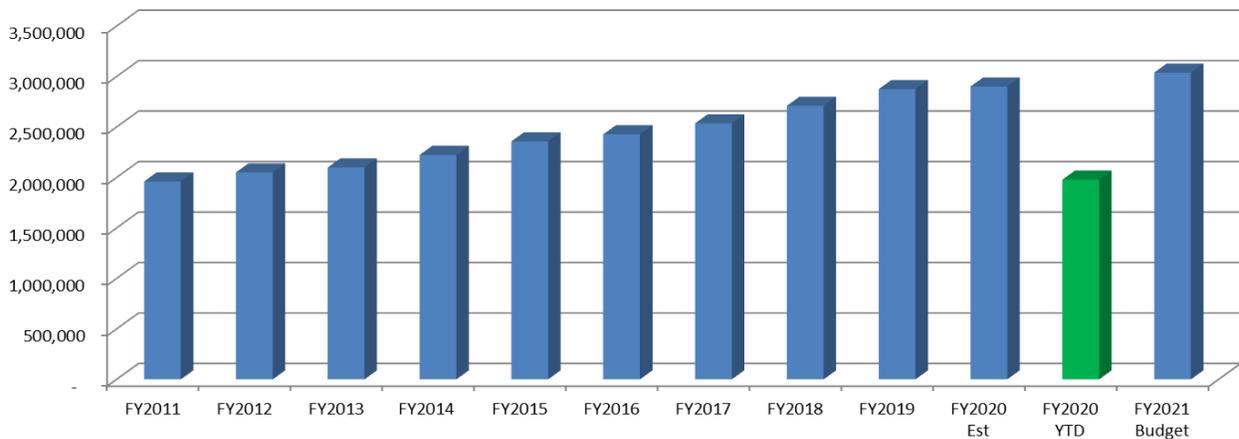
Water Fund Comparison of Revenues/Expenditures



Wastewater Fund

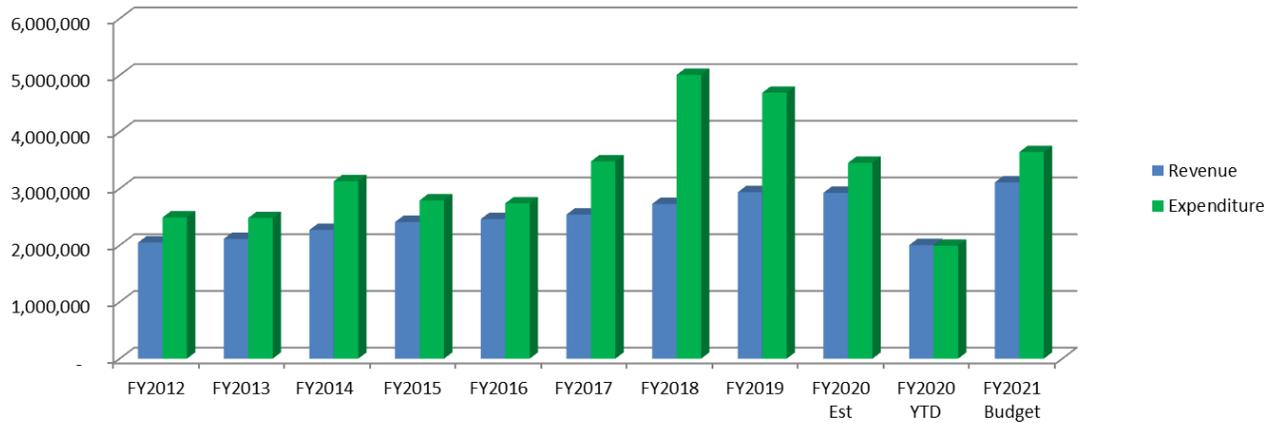
It is anticipated that the Wastewater utility will provide service to approximately 7,022 connections per month. The number of customers is projected to remain relatively flat, which will result in relatively flat revenue. Revenue from user fees is projected at \$3,039,528 for FY2021.

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 \$27.62 per month to \$46.44 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)

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Local Sales Tax	10,963,170	12,248,424	13,294,795	10,500,000	10,631,090	10,763,817	10,98,201	11,034,263	11,172,023	11,311,503
Franchise Tax	395,078	371,228	441,929	395,000	398,501	402,033	405,597	409,192	412,819	416,478
State Shared Revenues	995,864	1,065,866	1,118,190	1,107,953	1,107,953	1,124,556	1,141,408	1,158,512	1,175,873	1,193,494
Urban Revenue	1,332,380	1,259,816	1,343,966	1,395,461	1,395,461	1,436,727	1,479,213	1,522,956	1,567,992	1,614,360
Vehicle License Tax	648,842	703,405	750,997	757,113	757,113	770,843	784,822	799,055	813,546	828,299
HURF Shared Revenue	1,505,726	1,541,263	1,672,198	1,571,582	1,571,582	1,585,079	1,598,691	1,612,420	1,626,268	1,640,234
Sanitation Use Fees	866,419	893,848	956,838	1,088,714	1,002,000	1,029,054	1,056,838	1,085,373	1,114,678	1,144,774
Charges for Service	1,640,082	1,934,920	1,919,444	2,115,003	2,126,424	2,137,907	2,149,451	2,161,058	2,172,728	2,184,461
Water Use Fees	3,728,679	4,332,696	4,820,356	4,804,304	5,668,304	5,596,348	5,747,450	5,902,631	6,062,002	6,225,676
Wastewater Use Fees	2,536,283	2,710,725	1,936,771	3,351,028	3,463,828	3,557,351	3,653,400	3,752,042	3,853,347	3,957,387
Licenses and Permits	257,322	359,233	306,183	195,800	196,857	197,920	198,989	200,064	201,144	202,230

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% or less of FY2020 estimates as part of the City’s conservative revenue budgeting process in addition to additional measures during the COVID-19 crisis. While FY2020 actuals will exceed the FY2020 budget estimates, staff feels confident the extra conservative budget estimates for FY2021 (keeping estimates the same as the FY2020 Budget) will assist with any revenue shortfalls felt at the end of FY2020 and during FY20201 due to recent events. 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; however those estimates are reduced for FY2021 to remain extra conservative in all funds. Charges for Service and Licenses and Permits historically have far exceeded budget estimates; however FY20201 estimates will remain the same as FY2020 budget estimates.

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 2019/2020 budget of \$10,500,000 is on track to increase over FY 2017/2018 actuals. From July 2019 to February 2020, actual Local Sales Tax collections are \$8,096,079. Staff estimates Fiscal Year 2019/2020 Local Sales Tax collection to be around \$11,488,418 should economic conditions recover prior to the end of FY2020.

Franchise Tax

Between Fiscal Year 2008/2009 and 2018/2019, Franchise Tax collections have increased an average of 0.89%. From July 2019 to February 2020 collections are \$224,979. Staff estimates Fiscal Year 2019/2020 Franchise Collections to be around \$397,000.

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 2019 to February 2020 collections are at \$836,709. Staff estimates Fiscal Year 2019/2020 State Shared Revenue collections to be around \$1,107,953 should economic conditions recover prior to the end of FY2020 keeping in mind the estimated actuals are 95% of the actual State Shared Revenue estimates from the State.

Urban Revenue

Between Fiscal Year 2008/2009 and 2018/2019, Urban Revenues have increased an average 2.96% per year. From July 2019 to February 2020 collections are at \$1,097,977. Staff estimates Fiscal Year 2019/2020 Urban Revenue collections to be around \$1,395,461 should economic conditions recover prior to the end of FY2020 keeping in mind the estimated actuals are 95% of the actual Urban Revenue estimates from the State.

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 2019 to February 2020 collections are at \$517,430. Staff estimates Fiscal Year 2019/2020 Vehicle License Tax collections to be around \$757,113 should economic conditions recover prior to the end of FY2020 keeping in mind the estimated actuals are 95% of the actual Vehicle License Tax Revenue estimates from the State.

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 2019 to March 2020 collections are \$1,347,729. Staff estimates Fiscal Year 2019/2020 HURF collections to be around \$1,571,582 should economic conditions recover prior to the end of FY2020 keeping in mind the estimated actuals are 95% of the actual HURF Shared Revenue estimates from the State and do not include the additional one-time HURF Funds (\$197,802) in FY2020.

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 for FY2021 is more conservative than prior fiscal years due to recent events and forecasted at approximately 91% of the FY2020 Budget rather than on current rates and number of customers.

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. Due to recent events FY2021 budget estimates will remain consistent with the FY2020 Budget.

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 for FY2021 will remain the same as FY2020 with the exception of additional revenue from Capacity Fees for a qualifying project, a grant for one project and an increase in the Water Rights Preservation Fee.

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 for FY2021 will remain consistent with the FY2020 Budget with the exception of Capacity Fee revenue for a qualify project.

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 2019 to February 2020 collections are \$244,757. 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.

Expenses by Department	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
	Actual	Actual	Actual	Actual	Budget	Proposed
City Council	75,961	124,868	110,316	86,364	376,392	407,093
General Operations	5,351,961	4,163,391	3,626,138	2,570,980	5,456,601	5,605,565
Human Resources	251,860	262,884	263,101	280,321	325,274	343,850
Administrative Services	602,824	651,419	692,081	677,377	777,744	780,169
City Magistrate	183,762	188,300	173,712	122,771	96,047	102,399
City Attorney	231,083	264,699	248,399	248,879	324,838	300,758
City Manager	358,681	406,740	369,261	388,846	462,635	522,972
Planning & Zoning	417,161	410,714	478,601	530,332	593,985	623,309
Library	489,741	492,163	506,378	488,116	879,440	572,887
Information Systems	416,907	317,083	337,117	339,397	379,437	403,789
Parks/Facilities Maintenance	802,222	824,246	1,449,888	1,536,875	1,568,823	2,267,979
Engineering	575,190	590,468	638,397	728,265	711,156	836,680
Police	5,221,804	5,583,466	5,945,404	8,913,304	9,606,469	9,066,015
Parks & Recreation	350,257	339,215	350,230	373,914	436,117	440,676
City Clerk	238,912	279,826	262,071	288,273	250,647	350,268
Show Low TV	188,426	191,568	193,634	235,534	214,631	224,927
Community Services	170,249	165,952	234,347	227,513	288,135	259,947
Cemetery	-	-	-	14,755	85,000	85,000
Airport	-	-	-	3,557,837	2,120,942	2,556,103
Aquatic Center	-	-	-	442,734	623,130	577,134
Total	15,927,000	15,257,003	15,879,073	22,052,387	25,577,443	26,327,520

Expenses by Category	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
	Actual	Actual	Actual	Actual	Budget	Proposed
Personnel	8,724,091	9,149,633	9,394,519	13,096,925	13,373,895	13,699,848
Operating Expenditures	2,477,257	2,523,768	2,814,534	3,635,414	4,918,637	5,446,973
Capital Expenditures	95,419	122,807	1,330,440	3,350,736	4,622,382	3,676,695
Transfers Out	4,630,234	3,461,095	2,339,580	1,969,762	2,662,529	3,504,004
Total	15,927,000	15,257,303	15,879,073	22,052,837	25,577,443	26,327,520

Operating Results	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
	Actual	Actual	Actual	Actual	Budget	Proposed
Total Revenues	15,763,515	16,488,866	17,836,789	23,384,698	19,298,028	18,634,428
Total Expenses	15,927,000	15,257,003	15,879,073	22,052,387	25,577,443	26,327,520
Net Operating Result	(163,485)	1,231,863	1,957,716	1,332,311	(6,279,415)	(7,693,092)

Cost Per Capita	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
	Actual	Actual	Actual	Actual	Budget
Revenues per Capita	1,479	1,491	1,596	2,011	1,644
Expenditures per Capita	1,494	1,379	1,421	1,896	2,179

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

FY2020 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

FY2021 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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$407,093 is an 8.16% increase from the FY2020 amended budget of \$376,391. The majority of the increase is due to an increase in Contingency Reserve and Travel and Training Non-Staff. A significant portion of the City Council budget (73.7%) 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.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Proposed
Personnel Expenditures					
Salaries & Wages	46,428	46,800	46,800	46,800	46,800
FICA	3,719	3,581	3,580	3,580	3,580
Worker's Comp	98	112	112	112	112
Total Personnel	50,245	50,492	50,492	50,492	50,493
Operating Expenditures					
Professional & Consulting Services	-	-	30,500	30,000	500
Other Contractual Service	248	-	-	-	-
Travel and Training/Staff	6,678	13,110	18,000	7,500	18,000
Travel and Training/Non-staff	1,071	900	2,500	2,000	8,500
Dues & Memberships	13,939	14,107	16,800	16,800	17,000
Expendable Materials	3,970	5,474	5,500	5,500	10,000
Postage	57	56	100	100	100
Contingency Reserve	31,394	-	250,000	250,000	300,000
Merchandise Sales	2,714	2,226	2,500	2,500	2,500
Total Operating	60,071	35,871	325,900	314,400	356,600
Grand Total	110,316	86,364	376,392	364,892	407,093

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.

FY2020 Achievements

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

FY2021 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
- Visit approximately 200 businesses throughout the year
- Deal with impacts of COVID-19

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$522,972 represents a \$60,337 (13.04%) increase from the FY2020 amended budget of \$462,635. Of this amount, \$467,072 (89.3%) 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 FY2020 budget and is included again.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	259,373	265,632	266,364	266,364	322,357
Excellence Pay	6,649	3,814	35,000	35,000	35,000
Medical Insurance	24,598	29,581	39,929	32,000	40,029
FICA	18,364	17,114	20,075	20,075	20,785
Retirement	31,120	31,349	31,096	31,096	33,133
Worker's Comp	565	656	722	722	856
Other ERE	1,853	757	4,327	1,000	5,132
Deferred Comp Allowance	-	3,512	9,222	9,222	9,781
Total Personnel	342,522	352,414	406,735	395,479	467,072
Operating Expenditures					
Travel & Training Staff	5,070	5,388	5,000	5,000	5,000
Dues & Memberships	1,434	1,929	2,500	2,500	2,500
Excellence Recognition	-	137	-	-	-
Expendable Materials	5,595	594	1,000	9,600	1,000
Postage	7	12	-	225	-
Books & Subscriptions	44	331	200	200	200
Economic Development	11,946	24,579	30,000	30,000	30,000
Event Sponsorship Tourism	1,500	2,000	15,000	15,000	15,000
Auto Parts & Labor	344	291	900	900	900
Fuels & Lubricants	800	1,171	1,300	1,300	1,300
Total Operating	26,740	36,432	55,900	64,725	55,900
Capital Expenditures					
Equipment Purchase	-	-	-	-	-
Total Capital	-	-	-	-	-
Grand Total	369,262	388,846	462,635	460,204	522,972

**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.

FY2020 Achievements

- Revised IGA and Lease with Pet Allies on Animal Shelter
- Completed lease with NARCN (workforce development) for portion of City Campus
- Monitor Water Adjudication and increase water rights preservation fee to continue to fund adjudication
- Completed agreements for purchase and placement of Adams Family Cabin

FY2021 Goals

- Create a database for all city property, easements, dedications, and rights-of-way for easier access and management
- Continue working on Regional Dispatch IGA
- Work on Commercial Development at the Airport
- Revise City Code on Business Licenses
- Work on easements for public works projects

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$300,758 is a \$24,080 (-7.41%) decrease over the amended FY2020 budget amount of \$324,838. The majority of the decrease is due to a decrease in County Prosecution fees due to the voter approved Navajo County Jail Tax.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	139,838	138,847	144,408	144,408	150,145
Part-Time Wages	20,941	22,435	29,289	29,289	30,454
Medical Insurance	16,236	15,044	19,964	16,000	20,014
FICA	12,179	11,750	12,407	12,407	12,864
Retirement	18,735	19,031	20,408	20,408	21,413
Worker's Comp	312	355	381	381	397
Other ERE	1,070	994	2,281	1,000	2,371
Total Personnel	209,311	208,455	229,138	223,893	237,658
Operating Expenditures					
County Prosecution	35,033	35,033	75,000	41,000	41,000
General Counsel	-	-	15,000	-	15,000
Legal Ads & Notices	58	68	400	100	400
Travel & Training Staff	1,760	2,755	2,500	2,800	3,500
Dues & Memberships	540	710	700	710	800
Expendable Materials	181	336	400	250	400
Postage	72	86	200	100	200
Books & Subscriptions	1,445	1,402	1,500	1,665	1,800
Total Operating	39,089	40,424	95,700	46,625	63,100
Grand Total	248,400	248,879	324,838	270,518	300,758
**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.

FY2020 Achievements

- Worked with social media committee to expand the city’s social media presence
- Prepared necessary election and candidate materials and served as filing officer for nomination papers for city’s fall primary election

FY2021 Goals

- Cross train assistant city clerk for succession planning purposes to ensure leadership continuity and employee growth
- Continue expanding the city’s social media presence on available platforms
- Vacate current records storage location and move city’s archived records to renovated police building
- Continue scanning older agreements and committee minutes into a searchable database

Performance Measures

Output:	FY2017-2018	FY2018-2019	FY2019-2020	FY2020/2021
			YTD	Target
Resolutions Adopted*	28	17	16	18
Ordinance Adopted	5	11	2	6
Liquor Licenses Processed*	6	5	6	6
Council meeting minutes transcribed*	33	26	23	25
Public records requests processed*	57	44	66	50

*Target based on 2 year average

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Proposed	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
Social Media Tech	0.0	0.0	0.0	1.0	1.0
Total	2.0	2.0	2.0	3.0	1.0

Departmental Budget

The City Clerk's Office budget of \$350,268 is a \$99,621 (39.75%) increase from the FY2020 amended budget of \$250,647. The majority of the increase is due to the addition of a Social Media Tech an increase in Election Expenses for FY2020/2021.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	178,612	185,333	126,058	126,058	177,747
Medical Insurance	29,272	24,483	39,929	30,000	60,043
FICA	13,785	13,951	9,620	9,620	15,271
Retirement	21,380	19,504	15,229	15,229	23,756
Worker's Com	380	446	302	302	479
Other ERE	786	533	1,809	800	2,872
Recruitment and Processing	1,097	-	-	-	-
Total Personnel	244,215	245,347	192,947	182,009	280,168
Operating Expenditures					
Professional & Consulting Svcs	782	782	12,800	12,800	2,500
Other Contractual Service	235	325	500	100	500
Advertising & Publicity	3,060	1,349	3,000	14,950	3,000
Legal Ads & Notices	2,109	2,447	3,000	1,000	3,000
Reproduction & Printing	2,563	3,302	4,500	4,500	3,000
Travel & Training Staff	1,097	3,127	3,500	3,500	5,500
Dues & Memberships	410	543	500	340	500
Expendable Materials	484	2,174	900	600	900
Postage	111	198	200	100	200
Books & Subscriptions	64	-	100	1,200	1,500
Rental & Maintenance Contracts	4,911	4,486	10,500	7,600	10,500
Telephone	-	-	200	-	-
Election Expenses	24,207	19,897	18,000	1,000	39,000
Total Operating	40,032	43,376	57,700	47,690	70,100
Grand Total	279,826	288,723	250,647	229,699	350,268

**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.

FY2020 Achievements

- Increased Social Media presence with more video clips and postings for city events and updates
- Started a new show called Street Beat that highlights both Show Low Police Department and Navajo County Sherriff Officers
- Started a new show called The Fix to help community members with addiction issues

FY2021 Goals

- Continue to enhance our Social Media efforts with quality content to inform the community

Performance Measures

Facebook Page Likes		FY2017-2018	FY2018-2019	FY2019-2020 YTD	FY2020/2021 Target
City of Show Low Face Book Page Likes		n/a	n/a	9,062	10,000
City of Show Low Face Book Page Followers		n/a	n/a	9,320	10,300
Twitter					
	Followers	n/a	n/a	765	800
	Page Visits	n/a	n/a	604	800
Instagram					
	Followers	n/a	n/a	1,066	1,200
Nextdoor					
	Members	n/a	n/a	1,765	1,900
Recordings					
Total Council, Commission, and School Board Meetings Taped		40	31	30	34
Total locally produced programs		144	22	114	130

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$224,927 is an increase of \$10,293 (4.8%) over the FY2020 budget of \$214,631. The increase is related personnel costs related to the minimum wage increase.

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Personnel					
Salaries & Wages	79,987	80,039	84,826	84,826	89,092
Part-Time Wages	43,794	51,455	48,000	48,000	51,955
Medical Insurance	10,500	16,234	19,964	19,964	20,014
FICA	9,598	9,596	10,138	10,138	10,767
Retirement	9,599	9,445	10,236	10,236	10,739
Worker's Comp	707	849	861	861	915
Other ERE	613	257	1,556	500	1,646
Recruitment & Processing	236	250	-	-	-
Total Personnel	142,289	168,124	175,581	174,525	185,127
Operating Expenditures					
Other Contractual Service	16,077	26,815	4,700	5,350	5,400
Travel & Training Staff	3,000	1,105	3,000	3,000	3,000
Dues & Memberships	390	-	400	-	400
Expendable Materials	2,547	4,173	3,600	3,600	3,600
Postage	136	86	200	150	200
Small Equipment Capital	20,732	18,359	20,350	20,350	20,400
Auto Parts & Labor	76	58	500	500	500
Fuels & Lubricants	221	155	1,000	200	1,000
Repairs & Maintenance	5,002	2,104	3,900	1,400	3,900
Telephone	1,099	-	1,400	-	1,400
Total Operating	49,279	52,764	39,050	34,550	39,800
Capital Expenses					
Equipment Purchase	14,645	-	-	-	-
Total Capital	14,645	-	-	-	-
Grand Total	191,568	235,534	214,631	209,075	224,927

**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 \$5,605,565 represents an increase of \$148,964 (2.73%) from the FY2020 amended budget of \$5,456,601. This increase is attributed to additional funding for the IGA with the Timber Mesa Fire District, an increase in Community Promotions, and operating transfers to other funds.

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Operating Expenditures					
Other Contractual Service	22,483	26,623	79,724	79,724	179,700
Jail Fees	113,418	85,189	200,000	37,000	-
Organizational Support	157,450	136,330	166,500	166,500	290,683
Community Promotion Programs	15,201	18,360	21,000	21,000	21,000
Development Opportunities	-	-	380,000	380,000	380,000
ROW Beautification Program	-	-	20,000	20,000	15,000
ROW Landscaping Program	17,301	17,362	25,000	2,000	25,000
Unemployment	-	-	10,000	-	10,000
Insurance Premiums	400,171	308,361	201,233	201,233	410,000
Casualty Loss	-	-	20,000	-	20,000
Total Operating	726,024	592,287	1,123,457	907,707	1,351,383
Capital Expenditures					
Capital Carryover	-	-	62,862	-	-
City Entrance Sign Makeover	-	2,056	220,000	220,000	60,000
Show Low Meadow Improvements	-	5,524	275,178	130,000	275,178
Land Acquisition/Clean Up	280,267	1,350	400,000	-	415,000
Operating Transfer Out	2,339,580	1,969,762	2,662,529	2,107,359	3,504,004
Total Capital	2,619,847	1,978,693	4,333,144	3,169,934	4,254,182
Grand Total	3,345,871	2,570,980	5,456,601	4,077,641	5,605,565

The recommended funding for Organizational Support and Community Promotions increases (\$117,348) FY2021. The increase is due to correcting the expense for the Public Transportation Partnership Funding from the City and the addition of Show Low Main Street. 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.

	FY2018	FY2019	FY2020	FY2021 Requested	FY2021 Proposed
Chamber of Commerce	57,500	57,500	57,500	57,500	57,500
White Mountains Partnership	20,000	-	20,000	20,000	20,000
Public Transportation	-	-	-	109,183	109,183
REAL AZ Corridor	-	-	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 Main Street	-	-	-	20,000	15,000
Show Low Historical Society	32,000	34,000	34,000	34,000	34,000
Geocaching	2,950	-	-	-	-
Community Garden Expansion	-	-	5,000	5,000	5,000
Total	157,450	136,500	166,500	295,683	290,683

Community Promotions programmed at \$21,000, the same as FY2019/2020 and includes the following items:

	FY2018	FY2019	FY2020	FY2020 Requested	FY2020 Budget
Miscellaneous	4,201	3,928	6,500	6,500	6,500
Rodeo	4,000	4,000	4,500	6,000	4,500
Geocaching	-	-	-	-	-
White Mountain Safe House	2,500	2,500	2,500	2,500	2,500
Summit Healthcare		1,500	1,500	1,500	1,500
Darrin Reed Scholarship			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	2,500	3,000	3,000	3,000	3,000
Total	18,151	16,925	21,000	22,500	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	415,000
City Entrance Sign Makeover	11-402-495-7300-1801/1801	60,000
Show Low Meadow Improvements	11-402-495-7300-1802/1802	275,178
Open Space Preservation	22-495-495-7416-0000	259,900
Total Capital		1,010,078

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)	1,483,019
Street Light Improvement District	15,000
Debt Service	1,103,183
Projects Fund	877,731
Water Development Fee	25,071
Total Transfers from General Fund	3,504,004

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.

FY2020 Achievements

- Updated and continued monitoring of Succession Plan
- Implementation of a new Wellness Portal and increased awareness of the Wellness Program
- Create a culture of respect within our organization along with an Executive Consulting Culture Survey and 360 Survey
- Active shooter training provided city-wide
- Continued training with applicable employees on OSHA written plans
- Provided fire drill practice and training for city facilities along with hands-on fire extinguisher training
- Performed walk-through audits on all city facilities to check for compliance and near miss situation

FY2021 Goals

- Increase participation in the Wellness Program
- Supervisory Training from Human Resources and Executive Consulting Inc.
- Acknowledgement of Engagement within Departments
- Continue to create a culture of respect within the organization
- Complete audit of certificates of insurance on city contracts within Laserfiche
- Assist the risk pool with a walk-through of all city facilities

Performance Measures

Full-Time Staff	FY2015-2016	FY 2016-2017	FY2017-2018	FY2018-2019	FY2019-2020 YTD
New Hires	19	17	25	22	13
Resignations/Terminations*	19	12	21	8	8
Retirements	1	4	3	5	1
Number of Approved FTE's	154.2	156.6	158.8	161.5	164.5
City Attrition Rate	12.32%	7.66%	13.22%	4.95%	4.86%
U.S. Attrition Rate**	19%	18.7%	19.2%	19.2%	19.2%

*Retiree's not included

**Source: <https://www.bls.gov/news.release/jolts.t16.htm> (State and Local Government – United States); Available through 2018

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.

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$343,850 represents an increase of \$18,576 (5.71%) over the FY2020 budget of \$325,274.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	170,396	180,384	185,592	185,592	201,529
Medical Insurance	34,815	31,654	59,893	35,000	60,043
FICA	13,024	13,226	14,152	14,152	15,371
Retirement	20,366	21,035	22,403	22,403	23,505
Worker's Comp	363	434	444	444	482
Other ERE	1,393	1,338	2,660	1,500	2,890
Recruitment & Processing	393	-	-	-	-
Total Personnel	240,750	248,070	285,144	259,091	303,820
Operating Expenditures					
Professional & Consulting Svcs	-	-	-	-	5,000
Public Safety Retirement Board	47	-	4,000	-	5,600
Reproduction & Printing	538	383	2,100	1,000	1,000
Travel & Training Staff	3,439	7,189	10,830	10,830	5,830
Dues & Memberships	1,007	957	1,000	1,000	1,000
Employee Benefits/Safety	10,050	17,436	10,000	10,000	10,000
Drug Testing	1,753	1,453	2,300	2,500	2,500
Occupational Test/Immunization	2,013	3,952	6,700	7,200	7,200
Expendable Materials	3,406	810	1,500	1,500	1,500
Postage	99	71	100	100	100
Books & Subscriptions	-	-	300	100	100
Rental & Maintenance Contracts	-	-	1,000	-	-
Telephone	-	-	200	200	200
Total Operating	22,352	32,251	40,130	34,430	40,030
Grand Total	263,102	280,321	325,274	293,521	343,850
**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.

FY2020 Achievements

- Conducted workstation replacements while implementing the move to Windows 10 as city-wide operating system
- Contracted with a consultant to assist with the upgrade of our on-site e-mail server
- Completed the integration of a Snowflake/Taylor Police Department into the Show Low Police Department dispatch environment

FY2021 Goals

- Complete the DPS request packet with hopes of upgrading the Police Department's state interface to that of our current vendor
- Move Office 365 for Microsoft Office product delivery and cloud email services
- Bolster backup strategies and capacity with possible offsite (Cloud) storage
- Complete workstation refresh for 25% of current installation

Position Summary

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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$403,789 is a \$24,352 (6.42%) increase from the FY2020 budget of \$379,437.

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Personnel					
Salaries & Wages	121,773	117,670	134,756	134,756	128,101
Overtime	813	952	2,600	2,600	2,600
Medical Insurance	38,643	31,046	39,929	35,000	40,029
FICA	9,239	8,581	10,485	10,485	9,976
Retirement	14,732	13,883	16,266	16,266	15,587
Worker's Com	1,760	1,933	2,248	2,248	2,139
Other ERE	967	410	1,953	500	1,857
Recruitment and Processing	-	950	-	-	-
Total Personnel	187,927	175,424	208,237	201,855	200,289
Operating Expenditures					
Professional & Consulting Services	121	2,995	2,600	4,200	2,600
Other Contractual Services	1,716	1,452	2,800	1,600	2,800
Travel & Training Staff	215	2,382	9,600	9,600	9,600
Expendable Materials	901	966	1,200	800	1,200
Postage	17	102	100	100	100
Small Equipment/Capital	25,369	40,385	12,700	10,000	32,400
Printer Supplies	2,167	1,629	2,500	1,500	2,000
Auto Parts & Labor	3,261	-	500	300	500
Fuels & Lubricants	763	153	200	200	200
Rental & Maintenance Contracts	16,646	23,338	38,000	34,000	68,100
Repairs & Maintenance	2,263	4,310	9,000	4,000	9,000
Telephone	83,682	75,582	75,000	75,000	75,000
Casualty Loss	7,791	-	-	-	-
Total Operating	144,912	153,294	154,200	141,300	203,500
Capital Expenditures					
Equipment Purchase	4,275	10,679	17,000	17,000	-
Total Capital	4,275	10,679	17,000	17,000	-
Grand Total	337,114	339,397	379,437	360,155	403,789
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Capital:

Description	Account/Project Number	Amount
		-
Total Capital		-

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.

FY2020 Achievements

- Successfully completed the FY2019 Finance Audit with Hinton Burdick
- Completed and submitted the CAFR and supporting documentation to GFOA
- Completed and submitted the AELR to the State of Arizona
- Received Distinguished Budget Presentation Award from GFOA for the FY2020 Budget Document

FY2021 Goals

- Complete FY2020 Audit with no findings/deficiencies
- Complete fuel analysis program

Performance Measures

	FY2015- 2016	FY2016- 2017	FY2017- 2018	FY2018- 2019	FY2019-2020 YTD	FY2020-2021 Target
Utility Shutoff Notices Mailed	n/a	869	2,325	2,662	1,895	<1,597
Utility Accounts Shut-off for Non-Pay*	209	172	125	127	104	<100
Online water service applications	n/a	n/a	165	464	438	600
Total Water Customers	6,953	7,103	7103	7103	7103	n/a
Percent of Shut-off for Non-Pay	3.01%	2.42%	1.76%	1.79%	1.46%	<0.85%

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 has dropped 57.95% between Fiscal Year 2018-2019 and Fiscal Year 2013-2014.

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	Change
Administrative Services Director	1.0	1.0	1.0	1.0	0.0
Accounting Manager	1.0	1.0	1.0	1.0	0.0
Sr. Account Clerk	1.0	0.0	0.0	0.0	0.0
Administrative Services Analyst	0.0	1.0	1.0	1.0	0.0
Account Clerk 2	2.0	2.0	2.0	2.0	0.0
Account Clerk	1.0	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 \$780,169 represents an increase of \$2,425 (0.31%) over the FY2020 budget of \$777,744.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	362,291	353,631	368,809	368,809	378,520
Medical Insurance	100,616	106,285	139,751	120,000	140,100
FICA	28,122	25,816	28,191	28,191	28,934
Retirement	42,362	41,256	43,808	43,808	45,367
Worker's Com	763	841	884	884	908
Other ERE	2,776	2,686	5,301	2,700	5,441
Recruitment & Processing	308	562	-	-	-
Total Personnel	537,238	531,076	586,744	564,392	599,269
Operating Expenditures					
Professional & Consulting Services	66,999	59,510	72,900	70,000	70,000
Other Contractual Service	-	1,460	-	-	-
Legal Ads & Notices	-	2,116	900	900	900
Reproduction & Printing	1,114	436	1,000	800	1,000
Travel & Training Staff	5,360	4,582	6,500	6,500	16,200
Dues & Memberships	460	369	700	500	1,500
Office Supplies	12,834	12,535	14,000	14,000	14,000
Expendable Materials	1,174	1,841	1,500	1,500	2,800
Postage	2,649	3,228	4,000	4,000	4,000
Small Equipment/Capital	-	4,768	-	539	6,000
Auto Parts & Labor	1,663	1,950	2,000	1,500	2,000
Fuels & Lubricants	2,148	2,049	2,500	2,500	2,500
Rental & Maintenance Contracts	112	77	-	1,601	-
Bank Charges	60,335	51,381	50,000	50,000	60,000
Total Operating	154,848	146,301	156,000	154,340	180,900
Capital Expenditures					
Equipment Purchase	-	-	-	-	-
Vehicle Purchase	-	-	35,000	34,925	-
Total Capital	-	-	35,000	34,925	-
Grand Total	692,086	677,377	777,744	753,657	780,169

**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.

FY2020 Achievements

- Issued 115 new single-family residential permits
- Issued 454 total permits
- Adopted 2018 Building Codes
- Opened 207 new code enforcement cases and successfully resolved 157 code enforcement cases

FY2021 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

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
Phone Calls	6,111	5,015	10,465	10,336	8,112
Plan Reviews Completed	n/a	367	1,605	1,455	557
Walk-in Customers Building Issues	1,220	1,522	1,348	1,976	996
Walk-in Customers Planning and Zoning Issues	573	668	770	790	507
Inspections Completed					
Site Visits	-	-	757	366	269
Permits Issued – New Residential	64	87	90	107	84
Permits Issued – New Multi Family	-	9	2	1	-
Permits Issued – New Commercial	11	5	13	6	-
Permits Issued – Commercial Additions	21	31	33	31	9
Permits Issued – New Manufactured Home	14	39	48	35	20
Permits Issued – Other	176	140	220	235	148
Code Enforcement					
Vehicle	27	20	21	8	3
Debris/outdoor Storage	106	101	65	36	32
Structure	31	42	34	12	3
Dead Trees	6	2	3	4	2
Grass/Weeds	4	5	5	12	-
Health/Safety	3	3	4	3	2
Blight/Deterioration	22	21	17	36	32
Zoning	53	56	42	7	14
Sign	17	21	16	13	3
Other	35	21	-	49	11
Garbage	3	-	-	-	-
Effectiveness/Efficiency					
Average Monthly Code Enforcement Calls/Inspections	25	24	17	15	11
Average Daily Phone Calls/Walk-in Customers	21	19	34	35	35
Average Monthly Plan Review Completed	n/a	30	133	121	61
Average Monthly Permits Issued	23	25	33	34	29

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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	1.0	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	5.5	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 \$623,309 represents an increase of \$29,324 (4.94%) from the FY2020 budget of \$593,985. This majority of the increase is due to the purchase of a 4x4 Truck to replace the Code Enforcement vehicle.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Business Licenses	18,160	17,280	15,000	15,540	15,000
Liquor Lic. Application Fees	475	260	300	350	300
Building Permits	344,693	280,674	175,000	213,244	175,000
P & Z Application Fees	3,750	4,477	3,000	3,014	3,000
Special Event Permits	740	1,200	-	200	1,000
Plan Check Fees	105,613	90,862	30,000	41,391	30,000
Photo Copying Fees	286	425	200	679	200
Misc. Income	700	1,150	500	1,250	500
Total	474,417	396,328	224,000	275,668	225,000

Actual revenue collections in FY2017/2018 and 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	302,332	349,010	365,688	365,688	356,173
Part-time Wages	-	-	5,000	5,000	5,000
Medical Insurance	57,383	68,241	109,804	72,000	110,079
Overtime	54	198	-	-	-
FICA	23,774	26,237	28,335	28,335	27,607
Retirement	35,542	40,032	41,858	41,858	42,77
Worker's Com	2,380	3,402	3,655	3,655	3,370
Other ERE	2,212	1,119	5,045	1,500	4,903
Recruitment & Processing	1,053	903	-	-	-
Total Personnel	424,730	489,143	559,385	518,036	549,409
Operating Expenditures					
Professional & Consulting Services	32,971	6,060	4,000	500	4,000
Other Contractual Service	60	7,104	-	-	-
Legal Ads & Notices	258	613	2,000	1,500	2,000
Reproduction & Printing	314	369	500	200	500
Travel & Training Staff	2,248	4,594	5,000	4,000	5,000
Travel & Training Non Staff	-	-	1,000	-	3,000
Dues & Memberships	1,816	664	2,000	2,000	2,000
Expendable Materials	1,128	1,384	1,500	1,500	2,500
Postage	1,463	1,466	2,000	1,500	2,000
Small Equipment/Capital	2,700	-	1,500	1,500	3,000
Books & Subscriptions	33	493	1,500	1,500	1,000
Auto Parts & Labor	993	2,615	2,500	2,000	2,500
Fuels & Lubricants	2,296	2,313	3,000	2,500	3,000
Rental & Maintenance Contracts	6,100	12,370	6,500	6,500	6,800
Telephone	1,493	1,145	1,600	1,200	1,600
Total Operating	53,873				
Capital Expenses					
Vehicle Purchase	-	-	-	-	35,000
Total Capital	-	-	-	-	35,000
Grand Total	478,603	530,332	593,985	544,436	623,309

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

Capital:

Description	Account/Project Number	Amount
Vehicle Purchase (4x4 Truck)	11-430-495-7420-0000/21xx	35,000
Total Capital		35,000

Community Services

Program Goal

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.

FY2020 Achievements

- Successfully kicked off the inclusive playground and splashpad project for Frontier Park
- Coordinated with the United States Forest Service on the North Show Low Trailhead and Bike Loop, northeast of Fool's Hollow Lake

FY2021 Goals

- Continue fundraising for inclusive playground and splashpad at Frontier Park
- Complete construction of Frontier Park inclusive playground and splashpad by end of FY2021
- Perform NEPA on the project area for the North Show Low Trailhead and Bike Loop and begin planning for construction

FY2019 Actuals	Library	Parks & Recreation	Aquatics
Personnel	366,760	205,841	279,919
Operating	121,356	168,073	162,815
Capital	-	-	-
Total	488,116	373,914	442,734

FY2019 Actuals	Library	Parks & Recreation	Aquatics
Revenues	10,015	121,291	125,781
Grant Revenues	55,480	-	-

FY2019 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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Personnel					
Salaries & Wages	103,474	129,968	137,440	137,440	142,844
Part-Time Wages	14,510	-	-	-	-
Medical Insurance	21,406	20,555	39,929	23,000	40,029
FICA	8,950	9,470	10,051	10,051	10,464
Retirement	14,050	15,283	15,910	15,910	16,715
Worker's Com	249	310	315	315	328
Other ERE	808	424	1,890	800	1,968
Total Personnel	163,447	176,009	205,535	187,516	212,347
Operating Expenditures					
Professional & Consulting Services	-	-	25,000	10,000	25,000
Legal Ads & Notices	422	73	-	-	-
Travel & Training Staff	1,109	1,563	1,500	1,500	1,500
Dues & Memberships	840	310	500	500	500
Expendable Materials	539	1,418	1,000	1,000	1,000
Postage	85	3	100	50	100
Christmas Lights*	49,397	29,550	35,000	30,000	-
Fireworks	17,002	17,000	17,000	17,000	17,000
Community Cleanup	1,507	1,587	2,500	2,500	2,500
Total Operating	70,901	51,504	82,600	62,550	47,600
Grand Total	234,348	227,513	288,135	250,066	259,947

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

*Christmas Lights line item moved to Parks/Facilities Maintenance Budget in FY2020-2021

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.

FY2020 Achievements

- Created a successful robotics club for adults
- Partnered with Google to bring educational training to job seekers, entrepreneurs, and small business owners
- Introduced new educational classes such as Scams, Fraud, and Identity Theft; Creative Writing; Media Literacy
- Was chosen as a NASA @ My Library Patron Experience Pilot Library
- Received \$99,675 in grant funding including a grant from the Arizona State Library for a library expansion

FY2021 Goals

- Complete library expansion
- Expand outreach services and implement “curbside service”
- Complete RFID project
- Complete a five-year strategic plan as well as more staff development training

Performance Measures

	FY2015-2016	FY2016-2017	FY2017-2018	FY2018-2019	FY2019-2020 YTD*
Visitors	137,375	151,491	133,497	111,111	121,459
Borrowed/Rented Items	73,808	164,634	162,966	118,540	161,482
Effectiveness/Efficiency					
Annual Visitors Per Capita	12.89	13.70	11.94	9.56	10.35
Annual Circulation Per Capita	6.92	14.88	14.58	10.19	13.76
Average Patrons Per Day	376	415	365	304.41	332.76

*Based on 9 months (July – March)

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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	6.5	6.5	6.5	6.5	0.0
Total	8.5	8.5	8.5	8.5	0.00

Departmental Budget

The Library budget of \$572,887 is a \$306,553 (34.86%) decrease over the FY2020 budget of \$879,440. The majority of the decrease is due to an expansion project contingent on receiving \$150,000 in grant funds to offset the \$300,000 expansion costs being moved to the Projects/Grants Fund for FY2021.

Revenue

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Library Fees	15,745	10,015	22,000	3,737	5,000
Donations	-	-	1,500	-	-
Total	15,745	10,015	23,500	3,737	5,000

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	147,973	157,274	166,008	166,008	171,391
Part-Time Wages	113,892	117,875	126,370	126,370	132,919
Medical Insurance	44,966	46,185	79,858	50,000	80,057
FICA	20,503	20,629	22,344	22,344	23,257
Retirement	22,510	22,600	21,279	21,279	22,030
Worker's Com	544	651	701	701	730
Other ERE	1,087	533	3,280	800	3,403
Recruitment & Processing	1,115	1,014	-	-	-
Total Personnel	352,590	366,760	419,840	387,502	433,787
Operating Expenditures					
Other Contractual Service	2,220	3,763	5,000	10,000	7,000
Reproduction & Printing	300	453	1,000	1,000	1,000
Travel & Training Staff	3,945	4,372	4,500	4,500	4,500
Dues & Memberships	1,163	610	1,000	1,000	1,000
Expendable Materials	14,090	14,473	14,000	14,000	11,000
Postage	2,785	3,164	1,600	1,600	1,600
Small Equipment/Capital	2,077	6,688	8,500	8,500	5,000
Rental & Maintenance Contracts	12,042	10,216	11,200	15,200	15,200
Repairs & Maintenance	1,605	2,419	3,600	3,600	3,600
Telephone	374	-	700	700	700
Utilities	44,790	35,190	43,000	43,000	43,000
Library Mat. – Adult Print	20,290	19,579	20,000	20,000	20,000
Library Mat. – Adult Other Phy	6,148	6,568	6,000	6,000	6,000
Library Mat. Child Print	7,741	8,302	8,000	8,000	8,000
Library Mat. – Child Other Phy	1,607	2,864	3,500	3,500	3,500
Periodicals	2,774	2,695	3,000	3,000	3,000
Total Operating	123,951	121,356	134,600	143,600	139,100
Capital Expenditures					
Equipment Purchase	29,838	-	28,000	28,000	-
Improvements to Building	-	-	297,000	27,000	-
Total Capital	29,838	-	325,000	55,000	-
Grand Total	506,379	488,116	879,440	586,102	572,887

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

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.

FY2020 Achievements

- Implemented the After-School Program
- Implemented a successful Art in the Park event for youth
- Worked with the Library to host free Teen Events

FY2021 Goals

- Continue to provide quality year-round recreation opportunities for citizens and visitors of all ages
- Add Pop-Up Recreation events monthly using the City's different parks and facilities

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD*	FY20-21 Target
Show Low Night at Chase Field	87	86	67	30	28	50
Annual BBQ Throwdown Competitors	38	38	52	50		65
Daddy Daughter Dance	350	n/a	350	250	350	350
Concert Series	300	250	40	40	-	-
Memorial Day Men's Softball Tournament	36	40	n/a	38		40
Music in the Park	n/a	n/a	300	500		500
Movie in the Park	n/a	150	75	275	525	525
Movie at the Airport	n/a	n/a	n/a	125	125	125
Deuce of Clubs Drop	n/a	350	300	300	300	300
Monster Madness	n/a	n/a	n/a	46	25	40
Christmas Light Parade Participants	n/a	20	39	35	40	40
4 th of July Parade Participants	n/a	86	84	86	74	100
Spooky Sprint/Trick or Treat Trail	n/a	n/a	n/a	150	189	200
Fall One Pitch League	n/a	8	8	8	8	8
Fall Coed Volleyball	n/a	16	16	16		16
Winter Pickleball	n/a	27	28	59	79	80
Candy Cane Hunt	n/a	100	107	110	95	100
Terror Trail	n/a	100	125	115	115	115
Effectiveness/Efficiency						
Annual Event Participation Per Capita	14.12	.011	0.14	.19	.17	.23

*Events without year-to-date numbers are due to them being seasonal events and will be updated in the next year's budget cycle

Position Summary

The Parks & Recreation division uses a wage of \$12.00* per hour with approximately 2,200 part-time/seasonal hours programmed

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	Change
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

Departmental Budget

The Recreation Division budget of \$440,676 is a \$4,559 (1.05%) increase from the FY2020 budget of \$436,117.

Although not intended to be completely self-supporting, many programs offered through the Recreation Division do generate user fees. The Recreation Division recovers approximately 26.78% of its total cost to operate through these fees. For FY2021, total recreation income is expected to generate \$118,000, a slight increase over FY2020.

Revenue

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Budget
Concession Income	-	-	500	-	-
Youth Sports	19,123	18,786	10,600	10,995	18,000
Show Low Cougar Basketball Camp	-	-	10,000	-	10,000
Adult Sports	47,251	42,731	37,500	13,002	37,500
Community Recreation Pgms	17,864	23,436	15,000	7,173	15,000
Facility & Equipment Rental	6,658	4,560	3,000	4,755	3,000
After School Program	-	-	10,000	7,435	15,000
Parade revenue	2,330	1,240	2,575	1,010	1,500
BMX Revenue	4,010	135	-	-	-
Benches	-	-	5,000	600	5,000
Special Events	19,987	19,468	5,000	8,961	5,000
Pickleball Lifetime Passes	11,700	-	-	-	-
Misc. Income	945	10,938	8,000	10,987	8,000
Concert Series	-	-	10,000	-	-
Pickleball Donations	6,374	-	-	-	-
Concert Tickets	1,845	-	-	-	-
Total	138,087	121,294	117,175	64,918	118,000

Expenditures

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Budget
Personnel					
Salaries & Wages	100,762	115,905	120,122	120,122	123,103
Part-Time Wages	36,159	23,905	26,000	26,000	26,000
Medical Insurance	41,402	39,876	59,893	45,000	60,043
FICA	10,741	10,276	11,155	11,155	11,383
Retirement	13,220	13,364	14,171	14,171	14,658
Worker's Comp	1,648	1,885	1,998	1,998	2,039
Other ERE	914	409	1,908	700	1,951
Recruitment & Processing	350	222	-	-	-
Total Personnel	205,196	205,841	235,247	219,146	239,176
Operating Expenditures					
Other Contractual Service	12,123	10,506	10,000	10,000	10,000
Advertising & Publicity	924	1,860	2,000	2,000	2,000
Reproduction & Printing	183	884	1,000	1,000	1,000
Travel & Training Staff	2,085	3,882	2,800	2,800	2,800
Dues & Memberships	430	1,673	1,500	1,500	1,500
Expendable Materials	1,491	2,971	2,500	2,500	2,500
Postage	80	68	500	500	500
Books & Subscriptions	59	-	100	100	100
Auto Parts & Labor	-	83	300	300	300
Fuels & Lubricants	385	660	500	500	500
Repairs & Maintenance	-	-	400	400	400
Telephone	-	-	1,400	1,400	1,400
Recreation Equipment	2,971	2,421	3,700	3,700	3,700
Concerts in the Park	2,727	4,879	5,000	5,000	5,000
Special Events	9,881	10,773	12,000	12,000	12,000
4 th of July Special Event	17,059	30,835	32,000	32,000	22,000
BBQ Throwdown Special Event	21,130	27,893	27,500	27,500	27,500
Show Low Cougar Basketball Camp	-	-	10,000	10,000	10,000
Community Groundhog Day Breakfast	-	-	-	-	1,500
After School Programs	2,855	7,080	14,870	14,870	25,000
Adult Sports	30,741	37,728	37,500	37,500	35,200
Youth Sports	14,291	19,284	15,800	15,800	15,800
4 th of July Parade Expense	2,626	3,069	3,000	3,900	3,900
SL Shines Electric Light Parade	1,540	1,872	1,500	1,850	1,500
BMX Expenses	15,426	932	-	-	-
Benches	-	(1,280)	5,000	5,000	5,000
Concert Series	6,029	-	10,000	-	10,000
Total Operating	145,036	168,073	200,870	192,120	201,500
Grand Total	350,232	373,914	436,117	411,266	440,676
**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.

FY2020 Achievements

- Improved drainage, installed zip line, new signs, and new swing set at the City Park
- Old Pavilion Major Renovation
- Improved drainage and installed new bleacher at Nikolaus Park
- Installed new electrical at Frontier Field for events
- Relocated the Adams family cabin to City Hall
- Improved and moved employee gym to new location

FY2021 Goals

- New playground equipment at Archibeque Park
- New playground equipment at Raeland Park
- New terraces at Senior Field
- Remodel City Park restrooms

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 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	479.65	464.41	532.47	709.79	639.01
Acres maintained per employee	51.35	51.35	51.35	51.35	51.35
Athletic Fields Per Capita	581.4	581.4	581.4	581.4	586.8
City Parks/Playgrounds Per Capita	710.67	737.40	745.07	775.20	782.40
Average Maintenance Cost per Vehicle/Equipment*	\$1,167	\$1,672	\$1,823	\$1,338	\$1,667

*13 vehicles/equipment in FY15/16; 11 vehicles/equipment in FY16/17; 12 vehicles/equipment in FY17/18; 12 vehicles/equipment in FY18/19; 12 vehicles/equipment in FY19/20

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	Change
Maintenance Supervisor	1.0	1.0	1.0	1.0	0.0
Maintenance Tech III	1.0	1.0	1.0	1.0	0.0
Maintenance Tech II	2.0	2.0	2.0	2.0	0.0
Maintenance Tech I	2.0	2.0	2.0	2.0	0.0
Custodian	2.0	2.0	2.0	2.0	0.0
Total	8.0	8.0	8.0	8.0	0.0

Departmental Budget

The Parks and Facilities Maintenance Division budget of \$2,267,979 is a \$699,156 (44.57%) increase over the FY2020 budget of \$1,568,823. The majority of the increase is due to capital projects such as City Park Streets and Trails Makeover, City Campus Master Plan Phase I, Show Low Lake Fishing Docs, and new equipment/vehicles as described in the capital section below. When adjusted for capital projects the department increases \$247,756 (24.6%) over the FY2020 budget with the majority of the increase in repairs and maintenance, small equipment/capital, and the addition of the Christmas lights budget in this department.

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	279,037	284,474	280,598	280,598	328,652
Part-Time Wages	3,050	2,914	9,000	9,000	9,000
Overtime	10,402	13,500	12,700	12,700	12,700
Medical Insurance	113,477	103,180	149,733	115,000	160,114
FICA	23,320	22,416	23,103	23,103	26,779
Retirement	33,919	34,907	35,085	35,085	40,225
Worker's Com	8,688	10,051	10,168	10,168	11,827
Other ERE	2,187	988	4,122	1,500	4,813
Recruitment & Processing	615	815	-	-	-
Uniforms	3,552	3,963	2,354	2,354	2,568
Total Personnel	478,247	477,207	526,863	489,508	596,679
Operating Expenditures					
Other Contractual Service	75,448	181,572	150,000	150,000	150,000
Travel & Training Staff	4,414	3,182	6,400	6,400	6,400
Dues & Memberships	443	425	800	800	800
Expendable Materials	38,603	43,611	37,000	37,000	37,000
Sign Maintenance	231	4,609	3,000	3,000	3,000
Personal Protective Equipment	-	-	3,500	3,500	3,500
Small Equipment/Capital	3,752	11,274	12,760	12,760	37,700
Auto Parts & Labor	21,879	16,057	20,000	20,000	20,000

Fuels & Lubricants	16,792	20,873	20,000	20,000	20,000
Rental & Maintenance Contracts	20,372	340	500	4,500	4,500
Equipment Rental –Other	1,229	6,762	26,000	26,000	26,000
Repairs & Maintenance	121,500	88,215	71,000	71,000	180,000
Repair & Maint – Sports Turf	21,787	21,788	41,500	41,500	41,500
Utilities	87,172	88,210	88,000	88,000	88,000
Casualty Loss	-	504	-	-	-
Total Operating	413,622	487,495	480,460	490,960	658,400
Capital Expenditures					
Show Low Lake Restrooms Phase I	45,579	-	-	-	-
Deuce of Clubs Tree Irrigation	50,073	-	-	-	-
Nikolaus Homestead Park Lighting	66,981	-	-	-	-
City Campus Master Plan Phase I	-	-	-	-	250,000
Pickleball Court Construction	111,539	39,080	-	-	-
City Campus Master Plan Imp. – Replace Roof	-	-	170,000	50,000	120,000
Archibeque Park Playground Remodel	-	-	-	-	90,000
Show Low Lake Fishing Docs	-	-	-	-	120,000
Security Upgrades City Hall	-	-	-	-	40,000
City Park Streets and Trails Makeover	-	-	-	-	225,000
Replace Carpet at Gym	-	-	55,000	55,000	-
Improvements	265,517	185,717	172,500	172,500	64,900
Equipment Purchase	18,331	48,772	64,000	31,000	43,000
Vehicle Purchase	-	-	-	-	60,000
Total Capital	558,020	572,173	561,500	358,500	1,012,900
Grand Total	1,449,889	1,536,875	1,568,823	1,338,968	2,267,979
**Other ERE is for the Employee Assistance Program, Health Savings Account Contribution and Short-Term Disability					

Capital

Description	Account/Project Number	Amount
City Campus Master Plan Phase I	11-445-495-7310-21xx	250,000
City Campus Master Plan Imp. – Replace Roof	11-445-495-7310-2004/2004	120,000
Archibeque Park Playground Remodel	11-445-495-7310-21xx	90,000
Show Low Lake Fishing Docs	11-445-495-7310-21xx	120,000
Security Upgrades City Hall	11-445-495-7310-21xx	40,000
City Park Streets and Trails Makeover	11-445-495-7310-2002/2002	225,000
Raeland Park Remodel	11-445-495-7310-0000/xxxx	49,900
AC Unit for New Gym	11-445-495-7310-0000/xxxx	15,000
Utility Cart for Cemetery	11-445-495-7410-0000/xxxx	15,000
Infield Machine	11-445-495-7410-0000/xxxx	28,000
F350 4x4 Service Truck	11-445-495-7420-0000/xxxx	60,000
Total Capital		1,012,900

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.

FY2020 YTD	Operations	Admin/Operational Support	Investigations	Animal Control	Communications
Personnel	3,587,893	-	-	83,810	598,935
Operating	246,150	47,659	6,750	24,698	86,146
Capital	351,911	-	-	-	21,071
Total	4,185,954	47,659	6,750	108,507	706,151

*Capital included projects included in Projects/Capital Fund

FY2020 YTD	Operations	Admin/Operational Support	Investigations	Animal Control	Communications
Revenues	288,412	-	-	3,091	-
Grant Revenues	141,700	-	-	-	-

FY2020 Actuals	Operations	Animal Control	Communications
Full-Time	37.0	2.0	17.0
Part-Time	0.0	0.0	1.3
Total	37.0	2.0	18.3

The Police Department has an authorized staffing level of 57.3 employees, an increase of 1 full-time employee, of which 32.0 are sworn. This includes two School Resource Officers (SRO) and a grant-funded Major Crimes Apprehension Team (MCAT) Sergeant.

FY2020 Achievements

- Finalized consolidation of Pinetop-Lakeside’s 911 center with Show Low’s and completed the process to incorporate Snowflake-Taylor’s 911 center
- Completed a significant upgrade of the departments fleet, replacing numerous older vehicles, reducing overall service and maintenance costs
- Completed an outside audit of the Computer Aided Dispatched and Records Information System, which showed significant improvement to the overall security, data collection, and entry of records since the last audit two years ago

FY2021 Goals

- Complete the consolidation of 911 centers with Snowflake-Taylor
- Increase the safety of the public and first responders by working with other public safety agencies to install a traffic signal pre-emption system
- Work to strengthen our cyber security while leveraging technology to enhance our service to the public in areas of GIS mapping, closest unit dispatching, emergency notifications, and crime scene mapping

Performance Measures

	FY2015-2016	FY2016-2017	FY2017-2018	FY2018-2019	FY2019-2020 YTD	FY2020- 2021 Target
Citations Issued	4,337	4,387	6,342	6,350	4,862	7,000
Moving Violations	1,153	1,449	1,650	1,670	1,345	2,000
Warning/Repair	2,392	2,159	3,879	4,075	2,958	3,700
Criminal Summons	651	571	635	468	419	507
Felony Arrests	310	218	256	219	183	231
Misdemeanor Arrests	1,238	1,097	1,114	846	747	902
DUI Arrests	87	76	99	73	96	100
Murder/Manslaughter	-	-	2	0	0	0
Forcible Rape	2	2	11	8	4	7
Robbery	2	3	-	0	2	1
Simple Assault Cases	75	94	104	102	90	90
Aggravated Assault Cases	46	32	71	54	36	54
Burglary Cases	36	36	78	38	34	38
Larceny Cases	427	319	396	262	202	260
MV Theft Cases	8	11	19	15	10	15
Collisions	259	260	302	332	230	298
Calls Handled	21,907	23,296	21,551	26,907	20,440	23,918
Total Reports Processed	2,838	2,505	2,911	2,491	1,982	2,636
Effectiveness/Efficiency						
Average Daily Calls Handled	63	59	59	74	56	65
Annual Reports Processed Per Officer	88	78	90	78	62	82
Arrests Per Capita*	6.5	7.9	7.6	10	11.4	9.5
Patrol Statistics Per Capita**	1.25	1.29	.89	.92	1.22	.88
Crime Data Per Capita***	17.8	22.2	16.4	24.2	31.3	25.2
Average Monthly Collisions	21	21	25	28	19	25
Average Maintenance Cost per Vehicle/Equipment****	\$1,577	\$1,813	\$1,799	\$1,237	\$868	1,269

*Includes: Felony, Misdemeanor, DUI

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

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

**** 58 vehicles/equipment in FY15/16; 51 vehicles/equipment in FY16/17; 55 vehicles/equipment in FY17/18; 55 vehicles/equipment in FY18/19; 63 vehicles/equipment in FY19/20

Department Budget Summary

The Police Department's FY2021 budget of \$9,066,015 represents a decrease of \$540,454 (5.63%) from the FY2020 budget of \$9,606,469. The majority of the decrease is due to the reduction in vehicle costs. Budget for the additional PSPRS payment of \$1.3 million is a slight reduction from the \$1.7 million in FY2020. When adjusted for the addition PSPRS payment, the Police Department's budget decreases \$140,454 (1.78%).

Details for each unit within the Police Department will illustrate how the FY2021 budget is allocated.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Proposed
Operations	3,193,866	7,761,030	7,768,661	7,362,928	7,192,250
Investigations	514,964	29,184	32,600	32,600	38,700
Administration	1,301,597	73,722	105,520	76,520	71,500
Communications	749,848	907,238	1,531,127	1,259,792	1,589,548
Animal Control	185,129	142,131	168,561	148,071	174,017
Total	5,945,404	8,913,305	9,606,469	8,879,911	9,066,015

Police Operations

The Operations Division includes all general operational activities of the department. The FY2021 Operations Division budget decreases \$576,411 (7.42%) over FY2020 due to the completion of the vehicle purchase program and a reduction in the additional payment to PSPRS for the unfunded liability from \$1.7 million in FY2020 to \$1,300,000 in FY2021. When adjusted for the additional PSPRS payment the operations division budget decreases by \$176,411 (2.91%).

Revenue

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Operating Revenues					
Dispatching Services	241,829	405,566	683,853	258,134	807,485
Special Duty Police Services	-	879	-	-	-
Alarm Fees	5,350	6,120	9,000	3,280	9,000
Finger Prints, File Copies	13,456	12,492	9,000	11,873	9,000
Impound/Towing Fees	16,575	7,725	5,000	4,780	5,000
Miscellaneous Income	4,000	1,354	500	1,250	500
Detail Shop Bay Lease	-	-	4,800	2,321	4,800
Public Safety Building Maint Reimb	6,472	16,400	-	7,747	16,000
Insurance/Loss Reimbursement	-	4,206	-	-	-
Donations	-	1,427	-	-	-
Pinetop-Lakeside Revenue	-	-	42,500	3,669	42,500
Total Operating Revenues	287,682	456,169	797,853	289,385	894,285
Grant Revenues					
County Task Force Officer	28,074	51,363	44,000	23,640	44,000
School Resource Officer Grant	91,490	96,672	110,321	55,177	110,321
Transport Officer	30	-	-	-	-
GIITEM Revenue	68,427	76,028	73,176	51,323	74,000
Federal Intergovernmental Rev	31,857	13,920	11,620	11,560	11,620
State Intergovernmental Rev	-	1,020	-	-	-
COPS Grant – 2011UMWX0016	-	-	-	-	-
D.U.I. Grant	(1,567)	-	-	-	-
Total Grant Revenue	218,311	239,003	239,117	141,700	239,941
Total Revenue	505,993	695,172	1,036,970	431,085	1,134,226

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	1,328,837	2,319,580	2,578,789	2,578,789	2,743,454
Part-time Wages	-	10,484	15,450	15,450	15,000
Overtime	130,535	147,220	130,000	130,000	130,000
Medical Insurance	356,463	516,713	718,718	525,000	740,528
FICA	113,539	179,889	207,511	207,511	220,050
Retirement	542,397	3,802,044	2,678,765	2,678,765	2,322,557
Worker's Comp	54,639	124,627	113,746	113,746	118,626
Other ERE	10,009	7,030	47,200	10,000	47,000
Police Uniform Allowance	29,562	47,711	37,400	37,400	39,384
Recruitment & Processing	3,488	4,839	-	-	-
Total Personnel	2,569,469	7,160,138	6,527,579	6,296,661	6,377,299
Operating Expenditures					
Professional & Consulting Services	225	571	-	2,000	-
Other Contractual Service	7,960	6,412	3,000	3,000	3,000
GPS Traffic Preemption	-	-	-	-	40,000
Finger Printing	5,347	5,296	6,000	6,000	6,000
Advertising & Publicity	69	-	-	-	-
Reproduction & Printing	9,956	9,929	9,700	9,700	9,700
Travel & Training Staff	12,540	24,363	24,000	24,000	24,000
Dues & Memberships	896	841	1,700	1,700	1,700
Expendable Materials	18,395	22,972	16,700	16,700	16,700
Postage	1,645	1,993	2,700	2,700	2,700
Small Equipment/Capital	26,420	67,186	30,500	30,500	43,500
Ammunition	25,298	9,566	19,000	19,000	16,500
Ammunition – Less than lethal	1,165	5,182	7,000	7,000	7,000
Police Equipment	9,155	12,832	12,000	12,000	12,000
Programs	(1,060)	877	-	500	-
Special Response Team (SRT)	19,665	17,949	27,000	27,000	22,000
Uniforms	70	(98)	-	100	-
Police Dog	-	-	-	800	-
Books & Subscriptions	3,154	3,328	4,500	4,500	4,500
Auto Parts and Labor	99,424	67,966	80,000	80,000	80,000
Fuels & Lubricants	69,759	77,702	85,000	85,000	85,000
Rental & Maintenance Contracts	16,783	18,329	20,250	20,250	22,900
Technology & Radio Repair	10,388	8,455	10,000	10,000	16,000
Repairs & Maintenance	51,854	24,565	50,000	50,000	50,000
Telephone	5,410	3,033	7,600	7,600	7,600
Utilities	50,870	44,938	45,000	45,000	45,000
Casualty Loss	15,246	4,200	-	(12,546)	-
Total Operating	460,565	438,457	461,650	452,486	529,300

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Capital Expenditures					
Move/Remodel Evidence Storage	-	-	175,000	9,349	215,651
Public Safety Headquarter Detail Shop	-	-	10,000	10,000	-
IT Upgrades – Software/Hardware	-	-	-	-	50,000
Shooting Range Improvements	-	-	-	-	20,000
Equipment Purchase	9,726	-	-	-	-
Vehicle Purchase	154,105	162,436	594,432	594,432	-
Total Capital	163,830	162,436	779,432	613,781	285,651
Grand Total	3,183,864	7,761,030	7,768,661	7,362,928	7,192,250

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

Police Investigations

The Investigations Unit FY2021 budget is a \$6,100 (18.71%) increase over FY2020. The majority of the increase is due to the increase in small equipment/capital and rental and maintenance contracts line items.

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	256,738	-	-	-	-
Part-Time Wages	-	-	-	-	-
Overtime	25,120	-	-	-	-
Medical Insurance	71,879	-	-	-	-
FICA	22,450	-	-	-	-
Retirement	97,403	-	-	-	-
Worker's Com	11,159	-	-	-	-
Other ERE	2,052	-	-	-	-
Police Uniform Allowance	6,172	-	-	-	-
Total Personnel	492,973	-	-	-	-
Operating Expenditures					
Other Contractual Service	1,497	1,817	3,500	3,500	3,500
Travel & Training Staff	7,437	9,906	10,000	10,000	10,000
Dues & Memberships	139	100	500	500	500
Expendable Materials	4,401	5,768	3,700	3,700	3,700
Small Equipment/Capital	2,611	6,118	4,000	4,000	9,000
MCAT	355	1,357	2,000	2,000	2,000
Rental & Maintenance Contracts	5,551	4,118	8,900	8,900	10,000
Total Operating	21,991	29,184	32,600	32,600	38,700
Grand Total	514,96	29,184	32,600	32,600	38,700

**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 FY2021 budget is a \$34,020 (32.24%) decrease over FY2020. The majority of this decrease is due to a reduction in Professional & Consulting Services costs.

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	695,178	-	-	-	-
Part-Time Wages	25,019	-	-	-	-
Overtime	42,711	-	-	-	-
Medical Insurance	107,756	-	-	-	-
FICA	60,864	-	-	-	-
Retirement	264,557	-	-	-	-
Worker's Com	25,101	-	-	-	-
Other ERE	5,113	-	-	-	-
Police Uniform Allowance	10,720	-	-	-	-
Recruitment & Processing	-	-	-	-	-
Total Personnel	1,237,019	-	-	-	-
Operating Expenditures					
Merchandise for Resale	-	-	500	500	-
Professional & Consulting Services	5,746	32,062	39,000	10,000	4,000
Travel & Training Staff	8,560	11,582	15,000	15,000	16,500
Dues & Memberships	1,384	1,565	1,500	1,500	1,500
Expendable Materials	3,130	2,579	4,000	4,000	4,500
Programs	16,855	8,857	20,000	20,000	25,000
Police Dog	6,336	4,664	3,500	3,500	3,500
Rental & Maintenance Contracts	22,504	12,413	22,020	22,020	16,500
Prisoner Expenses	65	-	-	-	-
Total Operating	64,579	73,722	105,520	76,520	71,500
Grand Total	1,301,598	73,722	105,520	76,520	71,500

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

Police Communications

The Police Communications unit FY2021 budget of \$1,589,548 is an increase of \$58,421 (3.82%) from the FY2020 budget of \$1,531,127. The majority of the increase is due to personnel costs. The additional 4 positions added in FY2020 were budgeted at half of the year due to the merger with Snowflake-Taylor. A full year is budgeted for these FTE's in FY2021. The increase is offset by the 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 2021, estimated revenue from this service is programed at \$807,485 as detailed below. This is an increase of \$123,632 from the FY2020 revenue of \$683,853. The increase comes from budgeting a full year of the merger with Snowflake-Taylor Communications dispatch fees in FY2021. The dispatch fee revenue in FY2020 for Snowflake-Taylor was budgeted at half the year.

Timber Mesa Fire Department	153,131
Heber	30,254
Pinedale/Claysprings	3,151
Pinetop Fire	41,604
Pinetop/Lakeside PD	210,336
EMS Ambulance	47,222
Snowflake-Taylor	321,787
Show Low Police Department*	729,745
Total	807,485

*Not included in total

Actual Revenues:

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Dispatching Services	241,829	405,566	683,853	258,134	807,485

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	271,659	400,123	623,212	500,000	750,014
Part-Time Wages	13,750	20,984	44,000	44,000	44,000
Overtime	131,185	94,807	35,000	35,000	35,000
Medical Insurance	103,928	138,755	339,394	200,000	340,243
FICA	32,083	37,885	60,382	60,382	63,032
Retirement	59,422	82,557	89,916	89,916	94,754
Worker's Comp	2,416	4,567	1,894	1,894	1,977
Other ERE	2,080	1,308	10,729	2,000	11,227
Recruitment & Processing	3,923	4,085	-	-	-
Total Personnel	620,444	785,071	1,204,527	933,192	1,340,248
Operating Expenditures					
Professional & Consulting Services	17,790	37,688	1,000	1,000	1,000
Travel & Training Staff	6,118	13,132	15,000	15,000	18,000
Dues & Memberships	625	713	1,000	1,000	1,500
Expendable Materials	5,525	3,001	8,000	8,000	11,000
Small Equipment/Capital	37,123	9,522	38,500	38,500	47,000
Rental & Maintenance Contracts	48,278	57,935	62,100	62,100	70,800
Total Operating	115,460	121,992	125,600	125,600	149,300
Capital Expenditures					
Equipment Replacement	13,944	176	201,000	201,000	100,000
Total Capital	13,944	176	201,000	201,000	100,000
Grand Total	749,848	907,238	1,531,127	1,259,792	1,589,548

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

Police Animal Control

The Police Animal Control unit FY2021 budget of \$174,017 is an increase of \$5,456 (3.24%) over the FY2020 budget of \$168,561. The increase is due to an increase in Other Contractual Services for Pet Allies. The increase 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.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Animal Licenses	2,057	2,292	2,500	2,151	2,000
Adoption Fees	6	-	-	-	-
Kennel Fees	2,580	2,240	1,000	940	1,700
Total Revenue	4,643	4,532	3,500	3,091	3,700

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	76,962	58,286	69,839	69,839	71,919
Overtime	6,123	5,786	8,000	8,000	8,000
Medical Insurance	29,263	19,918	39,929	20,000	40,029
FICA	6,520	5,036	5,955	5,955	6,114
Retirement	10,055	7,800	9,426	9,426	9,766
Worker's Com	1,637	1,304	1,751	1,751	1,798
Other ERE	612	192	1,061	500	1,091
Police Uniform Allowance	3,248	2,173	2,800	2,800	2,800
Total Personnel	134,420	100,495	138,761	118,271	141,517
Operating Expenditures					
Professional & Consulting Services	994	1,233	1,500	1,500	1,500
Other Contractual Services	34,837	30,114	12,000	12,000	21,700
Travel & Training Staff	3,210	4,053	5,000	5,000	5,000
Expendable Materials	815	683	1,000	1,000	1,000
Small Equipment/Capital	-	847	2,500	2,500	3,300
Uniforms	-	761	-	-	-
Veterinary Expenses	94	-	-	-	-
Auto Parts and Labor	1,283	70	1,800	1,800	-
Fuels and Lubricants	2,803	3,251	6,000	6,000	-
Utilities	855	540	-	-	-
Casualty Loss	5,818	-	-	-	-
Total Operating	50,708	41,551	29,800	29,800	32,500
Capital					
Animal Control Expansion – Design	-	85	-	-	-
Total Capital	-	85	-	-	-
Grand Total	185,129	142,131	168,561	148,071	174,017

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

Capital Expenditures

Description	Account/Project Number	Amount
IT Upgrades – Software/Hardware	11-455-495-7300-21xx/45521xx	50,000
Shooting Range Improvements	11-455-495-7300-21xx/45521xx	20,000
Remove and Remodel Evidence Storage/Walk-in Freezer	11-455-495-7300-1922/1922	215,651
Total Capital		285,651

Description	Account/Project Number	Amount
Equipment Replacement in Dispatch	11-460-495-7300-0000/4601800	100,000
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.

FY2020 Achievements

- All COJET training requirements were completed by each clerk/judge
- All vacant positions were filled
- Court relocation was successful
- Transition from AZTEC management systems to AJACS was completed

FY2021 Goals

- Increase the security of the new building and become compliant with all security requirements
- Remain in compliance with State Law, Administrative Orders and Rules of the Court
- Continue training for all clerks in the AJACS Management System

Performance Measures

		FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
Caseload						
	Civil Traffic					
	Adjudication	1,399	1,717	1,930	1,523	1,255
	Trials Held	40	32	46	39	28
	New Filings	976	1,483	1,687	1,288	1,563
	Local Non-Criminal Ordinances					
	Adjudications	158	195	112	85	663
	New Filings	144	189	140	68	80
	Total Caseload	2,717	3,616	3,915	3,003	3,589
Financial						
	Officer Generated Citations					
	Base Fine	61,751	69,575	80,441	67,441	63,800
	DDC	22,500	37,600	44,800	41,640	47,760
	Automation Fee	3,652	4,115	5,748	4,769	3,724
	User Fee	11,880	13,545	19,232	12,571	12,412
	Misc Fee	22,080	22,029	24,074	12,548	17,620
	Photo Enforcement					
	Base Fine	8,317	5,202	2,080	1,025	106
	Automation Fee	634	363	154	71	11
	User Fee	2,090	1,160	514	238	45
	Service Fee	1,692	1,264	625	210	60
	Other					
	Funds to State Treasurer	127,942	131,357	148,839	127,594	107,836
	Navajo County Collections	4,579	4,877	5,284	3,947	1,378
	Restitution paid to Victims	1,742	3,827	1,516	2,004	1,535
	Bonds Received into Court	6,107	7,140	16,278	8,225	186
	Additional Assessment/County Treasurer (ZOS2)	644	816	872	700	457
	Total Funds Received	275,609	302,872	350,457	282,983	256,930
Effectiveness/Efficiency						
	Caseload Per Capita	3.92	3.06	2.85	3.87	3.27

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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	Change
City Magistrate	0.5	0.5	0.5	0.5	0.0
Chief Judicial Clerk	1.0	1.0	0.5	0.5	0.0
Court Clerk	1.0	0.5	0.0	0.0	0.0
Total	2.5	2.0	1.0	1.0	0.0

Departmental Budget Summary

The City Magistrates budget of \$102,399 represents a \$6,352 (6.61%) increase from the FY2020 budget of \$96,047. The increase is due to a change in Other Contractual Services.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Restitution	428	2,257	-	251	-
Suspension Fee	9,126	10,105	13,000	6,717	13,000
Warrant Fee	-	150	500	-	500
Automation Fee	5,748	5,867	3,000	3,613	3,000
County Collections Fee	5,300	5,110	8,000	2,844	8,000
Fines	80,441	85,489	67,000	61,229	84,000
Photo Enforcement Fines	1,980	1,125	-	385	-
Photo Enforcement DDC	101	-	-	-	-
Photo Enforcement Automation Fee	235	75	-	116	-
Photo Enforcement User Fee	432	251	-	100	-
Photo Enforcement Process Serve Fee	625	210	-	180	-
Addl Assessment-Cnty Treasure	-	-	500	-	500
City Police Suspended Plates	5,584	6,356	5,000	2,418	5,000
DDC	44,800	50,640	20,000	48,600	20,000
HURF City Police	118	-	100	-	100
Officer Safety Equipment	4,043	3,450	5,000	2,464	5,000
Staff/User Fee	19,232	19,599	10,000	12,318	10,000
Misc Income	9,531	8,273	2,500	4,910	2,500
Total	187,723	198,957	134,600	146,146	151,600

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.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	118,155	73,858	33,486	33,486	39,386
Medical Insurance	25,116	4,237	-	-	-
FICA	9,085	5,546	2,561	2,561	3,013
Retirement	9,488	3,252	-	-	-
Worker's Comp	228	160	-	-	-
Other ERE	625	161	-	-	-
Total Personnel	162,697	87,215	36,047	36,047	42,399
Operating Expenditures					
Professional & Consulting Services	-	27,854	500	-	500
Other Contractual Services	-	-	48,000	48,000	48,000
Travel & Training Staff	34	-	-	-	-
Dues & Memberships	150	300	200	200	200
Expendable Materials	980	354	1,200	1,200	1,200
Postage	13	13	-	-	-
Books & Subscriptions	303	150	300	300	300
Rental & Maintenance Contracts	5,572	5,050	5,800	5,800	5,800
Repairs & Maintenance	580	86	500	-	500
Bank Charges	3,399	1,748	3,500	2,000	3,500
Total Operating	11,015	35,556	60,000	57,500	60,000
Grand Total	173,712	122,771	96,047	93,547	102,399

**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.

FY2020 Achievements

- Provided Engineering oversight, design, and project management to all of the FY2020 Capital Projects in various departments
- Finished the Water, Wastewater, and Roadway Improvement projects for the Sierra Vista Subdivision
- Designed and constructed the East Thornton Roadway Extension project improving access to the northern section of the city
- Continued to implement our yearly Pavement Management Program to maintain and optimize the existing roadway assets in the city

FY2021 Goals

- Work with Regional Partners and ADOT to complete the realignment and expansion of the SR-260 and Show Low Lake Road Intersection
- Complete the design and construction of all the FY2021 Capital Improvement Projects for the city
- Oversee the installation of a new Water Storage Tank and increase efficiency to the City’s groundwater well pumping network
- Implement the City’s Pavement Manager Program to increase the condition of our surface transportation system

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$836,680 is a \$125,524 (17.65%) increase from the FY2020 budget of \$711,156. The majority of the increase is due to the purchase of a vehicle and a GPS Survey Unit in FY2021

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Plan check Fees	300	45	-	200	-
Engineering Services	3,825	3,370	500	450	500
Photocopying Fees	8	1,624	1,000	1,580	1,000
Insurance Reimbursement	1,028	-	-	-	-
Total	5,161	5,039	1,500	2,230	1,500

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.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	417,007	428,542	447,255	447,255	460,338
Part-time Wages	2,792	5,809	4,800	4,800	4,800
Overtime	756	976	-	-	-
Medical Insurance	77,839	86,538	109,804	90,000	110,079
FICA	33,128	32,815	34,513	34,513	35,514
Retirement	49,121	49,567	52,416	52,416	54,785
Worker's Com	1,965	3,864	4,095	4,095	4,147
Other ERE	3,170	1,340	6,298	1,700	6,481
Recruitment & Processing	105	217	175	175	175
Uniforms	-	-	-	-	-
Total Personnel	586,028	609,667	659,356	634,954	676,320
Operating Expenditures					
Professional & Consulting Services	-	4,496	4,000	1,000	16,660
Legal Ads & Notices	68	-	-	-	-
Reproduction & Printing	504	819	100	500	500
Travel & Training Staff	6,465	3,766	5,000	5,000	5,000
Dues & Memberships	1,281	1,323	1,100	1,000	1,100
Expendable Materials	6,096	6,583	5,000	4,000	5,000
Postage	820	88	500	300	500
Small Equipment/Capital	1,549	564	3,000	2,500	3,000
Books & Subscriptions	52	68	300	100	300

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Auto Parts & Labor	2,094	3,863	4,000	4,000	4,000
Fuels & Lubricants	3,094	4,521	4,000	4,800	4,500
Rental & Maintenance Contracts	24,757	20,433	23,000	23,000	23,000
Telephone	1,622	1,243	1,800	1,300	1,800
Casualty Loss	3,966	2,330	-	-	-
Total Operating	52,369	50,099	51,800	47,500	65,360
Capital Expenditures					
Aerial Mapping	-	68,499	-	-	-
Equipment Purchase	-	-	-	-	60,000
Vehicle Purchase	-	-	-	-	35,000
Total Capital	-	68,499	-	-	95,000
Grand Total	638,397	728,265	711,156	682,454	836,680

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

Capital Expenditures

Description	Account/Project Number	Amount
GPS Survey Unit	11-450-495-7410-0000/45021xx	60,000
F150 4x4 Truck	11-450-495-7420-0000/45021xx	35,000
Total Capital		95,000

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.

FY2020 Achievements

- Increased participation in swim lessons and the swim team
- Fixed the filter system
- Certified head guards as lifeguard instructors

FY2021 Goals

- Offer more swim lessons
- Start an adult swim program
- Add another special event

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD	FY20-21 Target
Aquatic Center Admissions	52,258	56,427	57,730	26,579	31,127	35,000
Swim Lessons	288	216	349	210	579	600
Open Swim	11,012	10,720	10,872	9,956	12,330	14,000
Lap Swim	5,138	6,005	6,067	4,768	6,799	7,000
Water Aerobics	1,966	6,603	6,652	5,349	7,234	6,000
Birthday Parties	n/a	24	21	25	45	50
Pool Rentals	n/a	9	15	14	12	15
Special Events	127	115	115	57	125	175
Physical Therapy	n/a	72	90	89	482	500
Effectiveness/Efficiency						
Percent of Operating Expenditures covered by Revenues	35%	34%	30%	28%	20%	16%
Average Daily Admissions	143	154	158	97	114*	95

*Based on 9 months

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 \$577,134 is a \$45,966 (7.38%) decrease from the FY2020 budget of \$623,130. The majority of the decrease 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 16% of its operational costs will be recovered through program revenue of \$94,800.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Family/Open Swim Charges	-	-	100	-	100
Youth Swim	26,629	23,783	22,000	13,601	22,000
Adult Swim	20,077	18,685	19,000	13,985	19,000
Senior Swim	4,088	4,642	2,700	3,342	2,700
Aquatic Training	1,170	1,350	1,000	1,620	1,000
Swimming Lessons	21,831	22,212	16,000	5,680	16,000
Aquatic Center Pass Income	21,013	23,308	10,000	18,670	10,000
Aqua Aerobics/Lap Swim	16,270	17,331	13,000	10,805	13,000
Pool Rental Income	4,656	4,976	3,000	2,830	3,000
Swim Team Revenue	6,190	4,650	4,000	2,487	4,000
Birthday Parties	3,305	4,161	2,000	3,320	2,000
Retail Sales	1,811	684	2,000	82	2,000
Operating Transfers In	323,540	-	-	-	-
Total	450,489	125,781	94,800	76,420	94,800

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	44,046	44,468	67,285	67,285	50,330
Part-Time Wages	200,444	197,079	170,000	170,000	235,900
Medical Insurance	10,995	10,625	29,947	15,000	20,014
FICA	19,876	18,320	18,129	18,129	21,874
Retirement	4,910	5,062	7,915	7,915	5,907
Worker's Com	3,010	3,290	3,671	3,671	3,917
Other ERE	321	146	2,169	500	2,392
Recruitment & Processing	1,164	930	-	-	-
Uniform Allowance	142	-	214	214	-
Total Personnel	284,907	279,919	299,330	282,714	340,334
Operating Expenditures					
Merchandise for Resale	1,094	307	2,000	1,000	2,000
Other Contractual Service	400	970	4,000	1,000	2,000
Reproduction & Printing	617	1,027	1,000	1,000	1,000
Travel & Training Staff	986	813	1,800	1,800	1,800
Dues & Memberships	1,120	310	800	800	800
Expendable Materials	27,574	32,105	22,000	22,000	22,000
Postage	40	235	200	100	200
Uniforms	1,881	2,280	2,000	2,000	2,000
Books & Subscriptions	183	245	-	-	-
Safety Equipment	837	691	1,500	1,500	1,500
Other Equipment & Supplies	1,150	4,814	2,500	4,000	2,500
Repairs & Maintenance	22,912	52,417	24,400	30,000	100,400
Telephone	75	-	1,000	-	-
Utilities	73,295	62,810	95,600	95,600	95,000
Birthday Parties	1,963	2,369	3,000	3,000	3,000
Special Events	1,143	1,420	2,000	2,000	2,000
Total Operating	135,269	162,815	163,800	165,800	236,800
Capital Expenditures					
Improvements	30,404	-	-	-	-
Equipment Purchase	-	-	30,000	30,000	-
Aquatic Center Roof	-	-	130,000	130,000	-
Total Capital	30,404	-	160,000	160,000	-
Grand Total	450,580	442,734	623,130	608,514	577,134

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

Capital Expenditures

Description	Account/Project Number	Amount
Total Capital		-

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.

FY2020 Achievements

- 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 services offered through Kids Rock and Career Days programs with local schools
- Completion of South Apron Rehabilitation Design
- Improving of the access control system to reduce inadvertent access onto the airfield areas of the Airport
- Completed the Airport Master Plan

FY2021 Goals

- Implement Commercial Operations on South Side of Airport
- Install a new key scan system
- Complete the South Apron Rehabilitation Construction
- Increase marketing in conjunction with the airline to promote the available air service and increase passengers using the airline
- Continue to maximize airport revenue through marketing, fuel sales, and customer service

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
Gallons of Jet Fuel Sold – Full Serve	131,948	185,141	192,347	142,648	121,824
Gallons of Jet Fuel Sold – Self Serve	19,608	12,320	14,498	8,767	7,177
Percent of Operating Expenditures covered by Revenues*	99%	94%	101%	100%	76.1%

*Operating Transfer In and Grants Not Included

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	Change
Airport Manager	1.0	1.0	1.0	1.0	0.0
Airport Lineman	4.5	4.5	4.5	4.5	0.0
Total	5.5	5.5	5.5	5.5	0.0

Departmental Budget Summary

The FY2021 Airport budget of \$2,556,103 is a \$435,161 (20.52%) increase from the FY2020 budget of \$2,120,942. When the budget is adjusted for federal and state grants, the overall budget decreases \$98,970 (6.91%). The majority of the decrease is due to a reduction in budgeted fuel purchases during FY2021.

Federal and state grants have historically accounted for a large portion of the revenue and expenditures within the Airport Fund. For FY2021, 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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Auto Parking	10,495	8,778	10,000	6,762	10,000
Landing Fees	20,163	17,725	12,000	11,250	12,000
Tie Down Fees	21,251	14,916	15,000	10,101	15,000
After Hours Call-out Fees	750	1,000	1,900	625	1,900
Rentals	268,007	257,545	200,000	179,814	240,000
Forest Service Lease	36,000	36,000	36,000	24,000	36,000
BIA- Old Terminal Lease	15,458	15,458	12,600	11,593	12,600
TSA – Terminal Lease	23,685	25,742	24,000	19,615	24,000
Fuel Sales	912,174	702,233	800,000	598,429	800,000
Oil Sales	941	853	3,100	769	3,100
Retail Sales	968	909	1,800	737	1,800
Operating Transfer In	7,288	-	-	-	-
Sale of Assets	4,919	-	-	-	-
Miscellaneous Income	11,508	7,486	11,000	5,934	11,000
De-Icing Facility – Federal Grant	-	-	285,000	-	-
Rehab Runway 6/24 – Federal Grant	-	2,267,254	-	212,827	-
De-Icing Facility – State Grant	-	-	7,500	-	-
Runway 6/24 – State Grant	125,668	59,665	-	-	-
Update Airport Master Plan – Federal Grant	277,482	81,930	141,906	64,626	-
Update Airport Master Plan – State Grant	7,240	1,724	5,227	1,576	-
Rehabilitation South Apron – Fed	-	-	175,750	112,129	-
Rehabilitation South Apron – State	-	-	4,625	-	-
Rehabilitation South Apron Const – Fed	-	-	-	-	904,929
Rehabilitation South Apron Const – State	-	-	-	-	23,814
Drainage Imp S Ramp Design - State	-	-	72,000	-	-
Interest Earned on Investments	769	-	-	-	-
Total	1,744,765	3,499,217	1,819,408	1,260,785	2,096,143

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	224,703	229,729	246,378	246,378	243,893
Part-Time Wages	(52)	-	12,480	12,480	13,520
Overtime	11,794	16,130	6,500	6,500	6,500
Medical Insurance	76,635	76,983	99,822	80,000	100,071
FICA	18,019	18,362	20,277	20,277	20,166
Retirement	27,639	28,892	27,763	27,763	29,168
Worker's Com	5,649	6,795	7,395	7,395	7,355
Other ERE	1,650	787	3,652	1,500	3,624
Recruitment & Processing	36	-	-	-	-
Uniform Allowance	1,905	2,343	2,140	2,140	2,140
Total Personnel	367,943	380,056	426,407	404,433	426,437
Operating Expenditures					
Fuel for Resale	680,765	522,339	700,000	616,000	600,000
Oil for Resale	1,803	556	2,500	2,500	2,500
Merchandise for Resale	2,975	635	1,500	1,500	1,500
Other Contractual Service	13,867	16,142	21,000	21,000	21,000
Advertising & Publicity	796	608	2,000	900	2,000
Legal Ads & Notices	262	289	500	200	500
Reproduction & Printing	177	406	500	200	500
Travel & Training Staff	1,887	1,996	2,500	2,100	2,500
Dues & Memberships	-	75	400	200	400
Expendable Materials	1,858	647	2,000	1,400	2,000
Postage	416	284	800	300	800
Small Equipment/Capital	18,954	165	22,000	-	10,000
Auto Parts & Labor	4,120	14,541	14,000	10,000	14,000
Fuels & Lubricants	4,872	7,902	6,500	6,000	6,500
Rental & Maintenance Contracts	4,095	-	1,500	1,500	1,500
Safety Equipment	418	387	500	300	500
Repairs & Maintenance	26,402	29,264	45,000	36,000	67,000
Utilities	65,009	59,289	60,000	60,000	60,000
Insurance Premiums	7,555	8,082	8,000	8,000	8,000
Bank Charges	-	60	-	-	-
Use Permits	1,170	1,000	500	500	500
Debt Principal	80,000	-	-	-	-
Debt Interest	1,852	-	-	-	-
Total Operating	919,311	664,668	891,700	768,600	801,700

Capital Expenditures	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
De-Icing Facility	-	-	300,000	-	-
Rehab Runway 6/24	138,241	2,383,961	-	-	-
Update Airport Master Plan – Federal	294,586	86,242	122,835	122,835	-
Drainage Imp S Ramp – Design – State	-	-	80,000	80,000	-
Terminal Modifications	-	14,816	-	-	-
Rehabilitation South Apron	-	-	185,000	185,000	-
South Safety & Security Fence	-	-	70,000	-	70,000
Rehabilitation South Apron Const	-	-	-	-	1,221,966
Improvements	18,594	-	-	-	36,000
Equipment Purchase	-	28,094	-	-	-
Vehicle Purchase	-	-	45,000	45,000	-
Total Capital	451,421	2,513,113	802,835	432,835	1,327,966
Grand Total	1,738,674	3,557,837	2,120,942	1,605,868	2,556,103

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

Capital Expenditures

Description	Account/Project Number	Amount
South Safety & Security Fence	11-750-495-7300-2007/2007	70,000
Rehabilitation South Apron Construction	11-750-495-7300-2100/2100	1,221,966
HVAC System	11-750-495-7310-0000	28,000
Key Scan System	11-750-495-7310-0000	8,000
Total Capital		1,327,966

Grants

Description	Federal	State	City	Total
Rehabilitation South Apron Construction	904,929	23,814	293,223	1,221,966
Total	904,929	23,814	293,223	1,221,966

The Rehabilitation South Apron Construction project includes \$269,409 of non-eligible construction costs. Federal and State Grant funding are based on eligible costs of \$952,557 with the Federal Grant at 95% and the State Grant at 2.5%. The non-eligible portions of the construction project fall with property of privately owned hangers. This portion of construction will be funded by City funds to keep the South Apron area aesthetically appealing and fully completed.

Cemetery

Program Goal

The Cemetery Fund has been established to account for revenues and expenditures associated with the operations of the City Cemetery and 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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Cemetery Plot Sales	37,548	28,072	15,000	15,128	15,000
Cemetery Services	7,025	11,075	7,275	11,210	10,000
Perpetual Maintenance	-	7,561	10,000	13,370	10,000
Interest Earned on Investments	1,016	36	100	-	100
Total	45,588	46,744	32,375	39,708	35,100

Maintenance Reserves (Unbudgeted)

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 Estimated	FY20-21 Proposed
Maintenance Reserves	-	-	58,922	100,000	137,363	200,000

Expenditures

The FY2021 budget of \$85,000 represents no increase/decrease from the FY2020 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 FY2018. 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.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Cemetery Services	13,590	14,755	15,000	15,000	15,000
Total Operating	13,590	14,755	15,000	15,000	15,000
Capital Expenditures					
Cemetery Improvements	-	-	70,000	-	70,000
Total Capital	-	-	70,000	-	70,000
Grand Total	13,590	14,755	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 succession 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.

FY2020 Achievements

- Completed the Sierra Vista Subdivision Roadway Reconstruction project
- Installed two sidewalk connectivity projects along East McNeil and South Central Avenue
- Construction East Thornton Roadway Improvements to enhance connectivity to the north portions of the City
- Completed street sign replacements in Westwood and Fawnbrook subdivisions
- Paved 27th Avenue and 6th Avenue

FY2021 Goals

- Continue to improve the condition of our city streets through the R & R program
- Use our pavement management and evaluation process to execute pavement repairs and continue to improve the condition of our city streets

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD	FY20-21 Target
Street resurfacing (miles)	20	16	20	22	19.4	19.3
Potholes repaired	258	407	92	52	23	60
Street sweeping (miles)	1,670	746	790	502	590	675
Drainage (linear feet)	37,203	61,650	12,481	4,719	8,899	15,000
Mowing (miles)	112.5	186	53	160	-	130
Paving (square feet)	70,118	68,296	100,494	39,247	9,926	45,000
Average Maintenance Cost Per Vehicle/Equipment*	\$2,553	\$3,131	\$1,989	\$2,240	\$2,035	>\$2,000

*33 vehicles/equipment in FY15/16; 32 vehicles/equipment in FY16/17; 33 vehicles/equipment in FY17/18; 33 vehicles/equipment in FY18/19; 36 vehicles/equipment in FY18/19; 39 vehicles/equipment in FY19/20

Position Summary

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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 (\$1,483,019) is required each year to fund this activity, and 100% of HURF dollars are utilized for operating and capital expenditures. The FY2021 budget of \$5,392,484 is a \$487,600 (8.29%) decrease from the FY2020 budget of \$5,392,484.

When adjusted for capital, the Streets Division budget shows an increase of \$86,881 (7.65%) over the FY2020 budget.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Highway User's Tax (HURF)	1,541,263	1,672,198	1,571,582	1,347,729	1,571,582
Possible Grant Funding	-	-	471,500	-	500,000
Operating Transfer In	740,125	682,428	1,270,526	-	1,483,019
Sale of Asset	25,404	-	2,000	-	-
Signage	1,005	-	-	-	-
Miscellaneous Income	13,613	1,128	-	-	-
Sidewalk – Torreón (Sugar Pine)	-	-	-	-	60,000
Scott Ranch Road Partnership	1,950	-	767,150	-	767,150
Interest Earned on Investments	11,006	21,153	5,000	9,278	5,000
Total	2,334,366	2,603,310	4,087,758	1,357,007	4,386,751

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Personnel					
Salaries & Wages	379,683	374,035	386,533	386,533	424,765
Overtime	5,105	17,344	15,900	15,900	15,900
Medical Insurance	150,451	137,041	192,989	150,000	193,471
FICA	30,293	29,021	30,733	30,733	33,657
Retirement	45,563	46,044	48,451	48,451	53,419
Worker's Com	24,904	28,725	30,039	30,039	32,964
Other ERE	3,022	1,354	5,663	1,600	6,213
Recruitment & Processing	450	(34)	-	-	-
Uniform Allowance	2,209	2,715	3,995	3,995	3,995
Total Personnel	641,680	636,244	714,303	66,7251	764,384
Operating Expenditures					
Other Contr Svcs – Street Repair	58,743	84,638	90,000	90,000	90,000
Other Contractual Service	13,581	12,179	14,000	14,000	14,000
Legal Ads & Notices	123	-	-	-	-
Reproduction & Printing	161	-	-	-	-
Travel & Training Staff	7,631	5,285	8,500	8,500	8,500
Safety Training	347	824	2,000	2,000	2,000
Dues & Memberships	308	317	500	500	500
Expendable Materials	14,796	13,085	11,000	11,000	11,000
Graffiti Removal	170	-	500	500	500
Weed Control	6,500	308	10,100	10,100	10,100
Sign Maintenance	15,599	30,920	23,500	23,500	33,500
Postage	47	73	200	200	200
Personal Protective Equipment	2,571	3,193	3,300	3,300	3,300
Small Equipment Capital	18,321	10,972	8,500	8,500	30,300
Uniforms	3,703	3,197	4,600	4,600	4,600
Books & Subscriptions	216	-	-	-	-
Auto Parts & Labor	65,647	80,639	100,000	100,000	100,000
Fuels & Lubricants	33,443	35,029	55,000	55,000	55,000
Rental & Maintenance Contracts	2,102	2,070	3,600	3,600	3,600
Equipment Rental-Other	1,278	11,244	6,500	6,500	6,500
Repairs & Maintenance	7,424	7,979	20,000	20,000	10,000
Repairs & Maintenance – Street Lights	4,168	17,405	10,000	10,000	10,000
Repairs & Maintenance – Sidewalks	-	-	-	-	15,000
De-Icer	-	6,678	8,000	8,000	8,000
Telephone	2,703	2,243	2,000	2,000	2,000
Utilities	31,851	40,568	40,000	40,000	40,000
Casualty Loss	2,422	6,186	-	-	-
Total Operating	293,641	375,249	421,800	421,800	458,600

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Capital Expenditures					
Westwood Subdivision – Rebuild Roads	-	129,050	-	-	-
Decorative Lighting – 9 th Street	139,508	1,554	-	-	-
Hillcrest Subdivision	-	-	-	-	180,000
R & R Program	384,978	4,816	895,704	806,988	475,000
Scott Ranch Road	10,620	4,685	1,273,115	6,523	1,275,000
Improvements	49,521	39,985	100,000	60,000	135,000
16 th Improvements	-	-	80,000	80,000	45,000
6h Street Improvements	-	-	-	-	48,000
14 th Loop	-	-	-	-	165,000
Sidewalk E McNeil 8 th to 9 th	12,500	285,478	-	-	-
10 th Ave near Safeway	207,043	-	-	-	-
E Evergreen Turn Lane	-	-	70,000	65,088	-
Park Valley Phase II Stratton & Stock	308,811	-	-	-	-
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	258,678	-	-	-
4 th Ave Sidewalk & Drainage Improvements	16,995	-	-	-	-
4 th Ave OLR to Cooley	-	-	-	-	180,000
Sidewalk McNeil Central to Pomeroy	-	-	129,100	102,760	-
Sidewalk South Central	-	-	110,055	109,971	-
Lower Powerlines Install Lights – DOC	-	-	100,000	-	200,000
E Thornton Mill and Overlay	-	294,126	-	-	-
Downtown Parking E Cooley	-	-	60,000	-	60,000
E Thornton Central Ave to 6 th Extension	-	279,678	147,107	153,969	-
Public Works Parking Lot	18,795	-	-	-	-
Sidewalk N 16 th Ave McNeil to OLR	-	-	160,000	240,000	-
Sierra Vista Subdivision	-	-	491,900	332,506	-
Drainage Project Owens & McNeil	-	-	80,000	-	-
Cooley Improvements from Central to 4 th	-	-	165,000	-	165,000
Joe Tank Road Improvements	-	-	500,000	-	600,000
SL Lake Road/Cub Lake SR 260 Intersection	-	6,045	50,000	50,000	-
W Owens Pine Haven to DOC Connection	-	-	-	-	126,000
Show Low Lake to Scott Ranch Road	-	-	-	-	-185,000
Equipment Purchase	50,000	243,018	332,000	332,000	100,500
Vehicle Purchase	-	44,704	-	-	130,000
Total Capital	1,399,045	1,591,817	4,743,981	2,339,805	4,169,500
Grand Total	2,334,366	2,603,310	5,880,084	3,428,856	5,392,484

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

Capital Expenditures

For FY2021, capital items programed for the Streets Division total \$4,169,500 (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 FY2020 and reevaluated annual requirements for the FY2021-2025 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 FY2020 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 FY2021 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	475,000
Scott Ranch Road	12-500-495-7300-7300/7300	1,275,000
Improvements	12-500-495-7310-0000/5001801	235,000
6 th Street Improvements	12-500-495-7300-2013/2013	48,000
16 th Improvements	12-500-495-7310-0000/2069	45,000
W Owens Pine Haven to DOC Connection	12-500-495-7300-21xx/21xx	126,000
4 th Ave OLR to Cooley	12-500-495-7300-2017/2017	180,000
Hillcrest Subdivison	12-500-495-7300-21xx/21xx	180,000
Sidewalk Show Low Lake Rd to Scott Ranch Rd	12-500-495-7300-21xx/21xx	185,000
14 th Loop	12-500-495-7300-2015/2015	165,000
Lower Powerlines Install Lights – DOC	12-500-495-7300-1928/1928	200,000
Cooley Improvements Central to 4 th	12-500-495-7300-2012/2012	165,000
Joe Tank Road Improvements	12-500-495-7300-2016/2016	600,000
Downtown Parking E Cooley	12-500-495-7300-1930/1930	60,000
4,000 Gallon Water Truck (split Streets/Water)	12-500-495-7410-0000/50021xx	82,500
Asphalt Roller (split Streets/Wastewater/Water)	12-500-495-7410-0000/50021xx	18,000
F350 4x4 Truck with Plow	12-500-495-7420-0000/50021xx	60,000
F450 4x4 Service Truck	12-500-495-7420-0000/50021xx	70,000
Total Capital		4,169,500

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.

FY2020 Achievements

- Continue to provide operational and budgetary transparency to the Transit Advisory Committee
- In collaboration with NACOG Area Agency on Aging, the Senior Bus Pass Program was launched, offering free public transportation on the Four Seasons Connection to seniors age 60+ with no restrictions. The program is fully funded by AAA
- In collaboration with NACOG and Change Point Integrated Health, free curb-to-curb service outside the public transit area is now available throughout Southern Navajo County for seniors age 60+. The service area includes Heber, Snowflake, Taylor, White Mountain Lakes, Show Low and Pinetop-Lakeside
- Two new busses were purchased for Four Seasons Connection and one bus for the White Mountain Connection
- New logos and graphics were designed for the Four Seasons Connection and White Mountain Connection busses. All new units are now branded with graphics to enhance public awareness of our White Mountain Transit Service
- The ADOT FFY2020-2022 budget was submitted. Final approval is expected in May 2020

FY2021 Goals

- Continue to work with NACOG and ADOT to expand public transportation in under-served areas of Navajo and Apache Counties
- Continue to upgrade bus shelters and bus stops. ADOT capital funding has been requested to fund these upgrades
- The FFY2020-2022 grant agreement includes an ADOT Planning Grant to assess the Four Seasons Connection routes and recommended a strategic plan for growth. An independent study is required to be eligible for future ADOT expansion funds
- Continue to get City of Holbrook to participate in the transit partnership
- Increase bus advertising to offset the local match
- Increase ridership
- Draft a Request for Proposals outlined for fixed route and intercity services. MV Transportation’s service contract expires September 30, 2022 and ADOT recommends the bid process begin in June 2021

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD	FY20-21 Target
Four Seasons Connection Passengers	168,781	170,908	172,188	123,914	112,725	170,000
White Mountain Connection Passengers	14,878	15,369	13,992	10,455	9,386	14,500
Total	183,659	186,277	186,180	134,369	122,111	184,500

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 FY2021 budget of \$806,979 is a \$284,764 (26.08%) decrease from the FY2020 budget of \$1,091,743. The decrease is due to the purchase of buses in FY2020. When adjusted for capital the operational budget of this fund increases by \$4,679 (0.65%). 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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Operating Transfer In	91,174	91,174	91,174	-	-
Greyhound Revenue	2,624	3,328	-	2,991	4,500
Miscellaneous Income	7,200	18,200	20,400	13,850	19,200
Advertising Revenue	22,175	625	5,000	(900)	5,400
Bus Passes	40,979	43,581	45,000	41,060	48,000
Rural Transit/Section Grant	431,530	447,905	634,038	251,851	445,285
Interest Earned on Investments	365	365	-	53	200
Contributions – Other Municipalities	106,896	148,411	272,412	62,050	174,433
Contributions – City of Show Low	-	-	-	-	109,183
Contributions – NPC	48	-	-	-	-
Total	702,991	753,589	1,068,024	370,864	806,201

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Professional & Consulting Svcs	9	-	-	-	-
Other Contractual Service	603,903	643,953	684,800	684,800	689,079
Advertising & Publicity	150	513	4,200	4,200	1,500
Legal Ads & Notices	129	-	-	-	-
Reproduction & Printing	2,272	2,392	3,500	3,500	1,500
Travel & Training Staff	1,035	275	600	800	600
Travel & Training Non-Staff	421	568	-	-	600
Expendable Materials	1,695	1,860	3,000	3,000	2,100
Postage	22	-	-	100	-
Small Equipment/Capital	1,224	-	-	-	-
Fuels & Lubricants	24	-	600	600	600
Repairs & Maintenance	5,833	5,928	26,000	26,000	31,000
Telephone	14	7	100	100	100

Insurance Premiums	-	-	900	900	900
Utilities	1,461	1,969	1,600	1,600	2,000
Total Operating	618,183	657,464	725,300	725,600	729,979
Capital Expenditures					
Equipment Purchase	12,910	23,757	266,443	12,246	12,000
Operating Transfer Out	90,900	90,900	100,000	100,000	65,000
Total Capital	103,810	114,657	366,443	112,246	77,000
Grand Total	722,002	772,121	1,091,743	837,846	806,979

Capital

Description	Account/Project Number	Amount
Bus Shelters	15-530-495-7410-0000	12,000
Total Capital		12,000

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 \$1,649.88 per month (\$19,800 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 FY2020 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 FY2021 budget of \$2,106,000 represents an increase of \$60,000 (2.93%) from the FY2020 budget of \$2,046,000. The increase is related to a rise in insurance premiums, the employee wellness program, and third party administrator costs.

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Premiums	1,731,627	1,593,239	2,093,967	1,211,095	2,000,000
Interest Earned on Investments	7,266	42,541	1,500	14,077	1,500
Total	1,738,892	1,635,780	2,095,467	1,225,172	2,001,500

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Third Party Administrator	69,579	79,829	60,000	60,000	85,000
Medical Expenses	869,169	874,476	1,500,000	1,500,000	1,500,000
Hospital Shared Savings Plan	-	-	200,000	10,000	200,000
Employee Benefits – Wellness	12,637	1,362	15,000	5,000	20,000
Insurance Premiums	267,965	298,868	270,000	270,000	300,000
Bank charges & Taxes	1,041	250	1,000	1,000	1,000
Total Operating	1,220,392	1,254,786	2,046,000	1,846,000	2,106,000
Grand Total	1,220,392	1,254,786	2,046,000	1,846,000	2,106,000

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	1,320,000	490,840	Community Facilities District
Total CFD		1,320,000	490,840	
General Fund				
QECB Energy Management – Taxable	07/2027	524,000	118,681	General Fund
Energy Conservation Equipment Lease	08/2034	712,575	184,070	General Fund
Public Safety Building	7/2026	3,425,000	300,382	General Fund
GADA 2006 Refinancing Roads	7/2026	3,075,000	265,414	General Fund
GADA 2006 Refinancing Airport Hangar	7/2026	730,000	63,162	General Fund
Total General Fund		8,466,575	931,709	
Enterprise Funds				
WIFA – Pineview Water Purchase	7/2031	2,700,280	541,874	Water User Fees
WIFA – Park Valley/Fool Hollow Water Purchase	7/2032	1,490,224	274,065	Water User Fees
Sewer System Rev. Ob. 2014	7/2024	1,600,000	90,761	Wastewater User Fees
Total Enterprise Funds		5,790,504	906,700	
	Total All Debt	15,577,079	2,329,249	

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

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Debt Principal CFD	70,000	75,000	75,000	75,000	80,000
Debt Interest CFD	81,823	77,952	76,020	76,020	71,680
Debt Principal CFD – GO	50,000	640,000	-	-	-
Debt Interest CFD - GO	44,647	22,725	-	-	-
Total	246,470	815,677	151,020	151,020	151,680

General Fund

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Debt Principal GADA City Facilities (GADA 2008)	370,000	384,994	-	-	-
Debt Interest GADA City Facilities (GADA 2008)	26,548	9,625	-	-	-
Debt Principal Energy Management – Taxable	34,000	51,000	55,000	55,000	59,000
Debt Interest Energy Management – Taxable	35,191	32,975	30,198	30,198	27,210
Debt Principal Energy Conservation	-	-	-	-	99,705
Debt Principal Energy Conservation	-	-	-	-	34,606
Debt Principal Public Safety Building	100,000	25,000	440,000	440,000	440,000
Debt Interest Public Safety Building	93,496	91,325	88,209	88,209	77,570
Debt Principal GADA 2006 Refinancing Roads	-	395,000	405,000	405,000	420,000
Debt Interest GADA 2006 Refinancing Roads	93,775	88,996	79,316	79,316	69,333
Debt Principal GADA 2006 Refinancing Airport Hangar	-	100,000	95,000	95,000	100,000
Debt Interest GADA 2006 Refinancing Airport Hangar	22,385	21,175	18,816	18,816	16,456
Debt Principal Equipment Grader	243,862	-	-	-	-
Debt Interest Equipment Grader	4,192	-	-	-	-
Land Purchase Reidhead	50,000	-	-	-	-
Land Purchase Butler	-	100,299	199,500	199,500	-
Total	1,073,449	1,301,389	1,411,039	1,411,039	1,343,880

Enterprise Fund

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Debt Principal Sewer System Rev Ob 2014	-	-	300,000	300,000	305,000
Debt Interest Sewer System Rev Ob 2014	48,949	42,370	39,025	39,025	32,279
Debt Principal WIFA – Water	-	-	263,010	263,010	270,887
Debt Interest WIFA - Water	130,575	126,640	122,072	122,072	114,706
Total	179,524	169,010	724,107	724,107	722,872

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Operating Transfer In	1,092,803	1,049,715	1,138,376	-	1,246,954
FED Intergovernmental REV – QECB	20,987	20,302	23,300	15,094	15,000
Interest Earned on Investments	378	2,476	3,000	-	3,000
Total	1,114,168	1,072,493	1,164,676	15,094	1,264,954

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Bank Charges	1,500	1,500	2,000	2,000	2,000
GADA 2006 Road Project	320,000	-	-	-	-
Debt Prin – GADA 2008 City FAC	370,000	384,994	-	-	-
Debt Principal – QECB	34,000	51,000	55,000	55,000	59,000
Debt Prin – Parks & Aquatics	105,000	-	-	-	-
Debt Prin – Public Safety Building	100,000	25,000	440,000	440,000	440,000
Debt Prin – GADA 2006 Refinance	-	495,000	500,000	500,000	520,000
Deb Print – Land Purchase	50,000	-	-	-	-
Debt Prin Equip Grader Purchase	243,862	-	-	-	-
Debt Prin Energy Conservation	-	-	-	-	99,705
Debt Int – GADA 2006 Road Project	7,148	-	-	-	-
Debt Prin Land Purchase Butler	-	100,299	199,500	199,500	-
Debt Int – GADA 2008 City Facility	26,548	9,625	-	-	-
Debt Interest – QECB	35,191	32,975	30,198	30,198	27,210
Debt Int – Parks & Aquatics	1,706	-	-	-	-
Debt Int – Public Safety Building	93,496	91,325	88,209	88,209	77,570
Debt Int – GADA 2006 Refinance	116,160	107,339	98,131	98,131	85,800
Debt Int Equip Grader Purchase	4,192	-	-	-	-
Debt Int Energy Conservation	-	-	-	-	34,606
Total Operating	1,508,804	1,299,056	1,413,038	1,413,038	1,345,891
Grand Total	1,508,804	1,299,056	1,413,038	1,413,038	1,345,891

Debt Service Schedules

Amortization Schedule For Show Low Bluff Community Facilities District				
Issued Amount	\$	2,014,000.00		
Interest Rate:		5.60%		
Date	Principal	Interest	Total	Principal Balance
	1,320,000.00			
7/1/2020	80,000.00	36,960.00	116,960.00	1,240,000.00
1/1/2021	0	34,720.00	34,720.00	1,240,000.00
7/1/2021	85,000.00	34,720.00	119,720.00	1,155,000.00
1/1/2022	0	32,340.00	32,340.00	1,155,000.00
7/1/2022	90,000.00	32,340.00	122,340.00	1,065,000.00
1/1/2023	0	29,820.00	29,820.00	1,065,000.00
7/1/2023	95,000.00	29,820.00	124,820.00	970,000.00
1/1/2024	0	27,160.00	27,160.00	970,000.00
7/1/2024	100,000.00	27,160.00	127,160.00	870,000.00
1/1/2025	0	24,360.00	24,360.00	870,000.00
7/1/2025	105,000.00	24,360.00	129,360.00	765,000.00
1/1/2026	0	21,420.00	21,420.00	765,000.00
7/1/2026	110,000.00	21,420.00	131,420.00	655,000.00
1/1/2027	0	18,340.00	18,340.00	655,000.00
7/1/2027	115,000.00	18,340.00	133,340.00	540,000.00
1/1/2028	0	15,120.00	15,120.00	540,000.00
7/1/2028	125,000.00	15,120.00	140,120.00	415,000.00
1/1/2029	0	11,620.00	11,620.00	415,000.00
7/1/2029	130,000.00	11,620.00	141,620.00	285,000.00
1/1/2030	0	7,980.00	7,980.00	285,000.00
7/1/2030	140,000.00	7,980.00	147,980.00	145,000.00
1/1/2031	0	4,060.00	4,060.00	145,000.00
7/1/2031	145,000.00	4,060.00	149,060.00	0

Amortization Schedule For Pineview Water Debt Service

Issued Amount \$ 3,800,000
 Interest Rate 3.096%

Date	Principal	Interest	Total	Principal Balance
	2,700,280.32			
7/1/2020	178,730.74	39,480.67	218,211.41	2,521,549.58
1/1/2021	0	36,713.91	36,713.91	2,521,549.58
7/1/2021	184,264.26	36,713.91	220,978.17	2,337,285.32
1/1/2022	0	33,861.51	33,861.51	2,337,285.32
7/1/2022	189,969.06	33,861.51	223,830.57	2,147,316.26
1/1/2023	0	30,920.78	30,920.78	2,147,316.26
7/1/2023	195,850.52	30,920.78	226,771.30	1,951,465.74
1/1/2024	0	27,889.02	27,889.02	1,951,465.74
7/1/2024	201,914.04	27,889.02	229,803.06	1,749,551.70
1/1/2025	0	24,763.38	24,763.38	1,749,551.70
7/1/2025	208,165.32	24,763.38	232,928.70	1,541,386.38
1/1/2026	0	21,540.98	21,540.98	1,541,386.38
7/1/2026	214,610.12	21,540.98	236,151.10	1,326,776.26
1/1/2027	0	18,218.82	18,218.82	1,326,776.26
7/1/2027	221,254.44	18,218.82	239,473.26	1,105,521.82
1/1/2028	0	14,793.80	14,793.80	1,105,521.82
7/1/2028	228,104.48	14,793.80	242,898.28	877,417.34
1/1/2029	0	11,262.75	11,262.75	877,417.34
7/1/2029	235,166.58	11,262.75	246,429.33	642,250.76
1/1/2030	0	7,622.37	7,622.37	642,250.76
7/1/2030	242,447.34	7,622.37	250,069.71	399,803.42
1/1/2031	0	3,869.28	3,869.28	399,803.42
7/1/2031	399,803.42	3,869.28	403,672.70	0

Amortization Schedule For GADA 2006 Refinancing

Issued Amount \$ 4,800,000
Interest Rate 2.42%

Date	Principal	Interest	Total	Principal Balance
	3,805,000.00			
7/1/2020	520,000.00	46,040.50	566,040.50	3,285,000.00
1/1/2021	0	39,748.50	39,748.50	3,285,000.00
7/1/2021	525,000.00	39,748.50	564,748.50	2,760,000.00
1/1/2022	0	33,396.00	33,396.00	2,760,000.00
7/1/2022	530,000.00	33,396.00	563,396.00	2,230,000.00
1/1/2023	0	26,983.00	26,983.00	2,230,000.00
7/1/2023	540,000.00	26,983.00	566,983.00	1,690,000.00
1/1/2024	0	20,449.00	20,449.00	1,690,000.00
7/1/2024	555,000.00	20,449.00	575,449.00	1,135,000.00
1/1/2025	0	13,733.50	13,733.50	1,135,000.00
7/1/2025	560,000.00	13,733.50	573,733.50	575,000.00
1/1/2026	0	6,957.50	6,957.50	575,000.00
7/1/2026	575,000.00	6,957.50	581,957.50	0

Amortization Schedule For Sewer System Rev Series 2014 WWTP

Issued Amount \$ 3,065,000
Interest Rate 2.23%

Date	Principal	Interest	Total	Principal Balance
	1,600,000.00			
7/1/2020	305,000.00	17,840.00	322,840.00	1,295,000.00
1/1/2021	0	14,439.25	14,439.25	1,295,000.00
7/1/2021	315,000.00	14,439.25	329,439.25	980,000.00
1/1/2022	0	10,927.00	10,927.00	980,000.00
7/1/2022	320,000.00	10,927.00	330,927.00	660,000.00
1/1/2023	0	7,359.00	7,359.00	660,000.00
7/1/2023	325,000.00	7,359.00	332,359.00	335,000.00
1/1/2024	0	3,735.25	3,735.25	335,000.00
7/1/2024	335,000.00	3,735.25	338,735.25	0

Amortization Schedule For Park Valley/Fools Hollow Water Debt Service

Issued Amount \$ 2,000,000
 Interest Rate 2.8%

Date	Principal	Interest	Total	Principal Balance
	1,490,224.13			
7/1/2020	92,156.30	19,900.83	112,057.13	1,398,067.83
1/1/2021	0	18,610.63	18,610.63	1,398,067.83
7/1/2021	94,736.70	18,610.63	113,347.33	1,303,331.13
1/1/2022	0	17,284.32	17,284.32	1,303,331.13
7/1/2022	97,389.32	17,284.32	114,673.64	1,205,941.81
1/1/2023	0	15,920.87	15,920.87	1,205,941.81
7/1/2023	100,116.22	15,920.87	116,037.09	1,105,825.59
1/1/2024	0	14,519.25	14,519.25	1,105,825.59
7/1/2024	102,919.46	14,519.25	117,438.71	1,002,906.13
1/1/2025	0	13,078.37	13,078.37	1,002,906.13
7/1/2025	105,801.22	13,078.37	118,879.59	897,104.91
1/1/2026	0	11,597.15	11,597.15	897,104.91
7/1/2026	108,763.66	11,597.15	120,360.81	788,341.25
1/1/2027	0	10,074.46	10,074.46	788,341.25
7/1/2027	111,809.04	10,074.46	121,883.50	676,532.21
1/1/2028	0	8,509.14	8,509.14	676,532.21
7/1/2028	114,939.68	8,509.14	123,448.82	561,592.53
1/1/2029	0	6,899.98	6,899.98	561,592.53
7/1/2029	118,158.00	6,899.98	125,057.98	443,434.53
1/1/2030	0	5,245.77	5,245.77	443,434.53
7/1/2030	121,466.42	5,245.77	126,712.19	321,968.11
1/1/2031	0	3,545.24	3,545.24	321,968.11
7/1/2031	124,867.48	3,545.24	128,412.72	197,100.63
1/1/2032	0	1,797.10	1,797.10	197,100.63
7/1/2032	197,100.63	1,797.10	198,897.73	0

Amortization Schedule For Energy Conservation Equipment Lease

Issued Amount \$ 712,575
 Interest Rate 3.02%

Date	Principal	Interest	Total	Principal Balance
	712,575.00			
8/27/2020	38,256.59	21,519.77	59,776.36	674,318.41
8/27/2021	39,411.94	20,364.42	59,776.36	634,906.47
8/27/2022	40,602.18	19,174.18	59,776.36	594,304.29
8/27/2023	41,828.37	17,947.99	59,776.36	552,475.92
8/27/2024	43,091.59	16,684.77	59,776.36	509,384.33
8/27/2025	44,392.95	15,383.41	59,776.36	464,991.38
8/27/2026	45,733.62	14,042.74	59,776.36	419,257.76
8/27/2027	47,114.78	12,661.58	59,776.36	372,142.98
8/27/2028	48,537.64	11,238.72	59,776.36	323,605.34
8/27/2029	50,003.48	9,772.88	59,776.36	273,601.86
8/27/2030	51,513.58	8,262.78	59,776.36	222,088.28
8/27/2031	53,069.29	6,707.07	59,776.36	169,018.99
8/27/2032	54,671.99	5,104.37	59,776.36	114,347.00
8/27/2033	56,323.08	3,453.28	59,776.36	58,023.92
8/27/2034	58,023.92	1,752.32	59,776.24	0

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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Property Tax Assessments		-	-	6	-
Taxes, Principal	80,031	101,143	67,699	19,504	71,821
Taxes, Interest	77,461	72,602	65,686	31,558	58,961
Penalties & Late Charges	545	1,387	5,000	792	5,000
Interest Earned on Investments	1,832	5,261	500	(5,103)	500
Total	159,869	180,394	138,885	46,756	136,283

Show Low Bluff CFD – Special Assessment Fund Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Other Contractual Service	8,601	3,718	2,800	2,800	8,800
Legal Ads & Notices	173	1,172	1,000	1,000	1,000
Bank Charges	-	3,000	5,000	5,000	4,000
Debt Principal	70,000	75,000	75,000	75,000	80,000
Debt Interest	81,823	77,952	76,020	76,020	71,680
Total Operating	160,598	160,843	159,820	159,820	165,480
Capital Expenditures					
Operating Transfer Out	-	4,000	4,000	4,000	4,000
Total Capital	-	4,000	4,000	4,000	4,000
Grand Total	160,598	164,843	163,820	163,820	169,480

Show Low Bluff CFD – General Obligation Fund Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Property Tax Assessments	47,593	(15,286)	-	-	-
Miscellaneous Income	144,521	-	-	-	-
Interest Earned on Investments	4,490	(561)	-	-	-
Total	196,604	(15,847)	-	-	-

Show Low Bluff CFD – General Obligation Fund Expenditures

	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimated	Proposed
Operating Expenditures					
Other Contractual Service	2,500	871	-	-	-
Bank Charges	2,000	-	-	-	-
Debt Principal	50,000	640,000	-	-	-
Debt Interest	44,647	22,725	-	-	-
Total Operating	99,147	663,596	-	-	-
Capital Expenditures					
Operating Transfer Out	4,000	-	3,040	-	-
Total Capital	4,000	-	3,040	-	-
Grand Total	103,147	663,596	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 FY2021 in the amount of \$15,000. This is to cover potentially increasing utility costs for the street lights. Property values increased 6.48% in the Street Light Improvement District in 2020. Due to the increased property values, staff is recommending no tax increase in FY2021. The tax rate will remain at \$0.1401, the same as FY2020. 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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Property Tax Assessment Levies	199,662	207,470	233,000	162,241	200,000
Operating Transfer In	5,608	-	15,000	-	15,000
Interest Earned on Investments	27	1,449	300	345	300
Total	205,297	208,919	248,300	162,586	215,300

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Utilities	205,297	193,371	235,000	200,000	210,000
Total Operating	205,297	193,371	235,000	200,000	210,000
Grand Total	205,297	193,371	235,000	200,000	210,000

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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
General Operations	61,752	601,764	3,445,785	-	4,000,000
Library	30,572	55,480	229,475	40,351	206,125
Magistrate Court	5,158	3,193	21,000	1,582	21,000
Police Department	-	779	73,403	61,663	122,000
Community Services	-	11,000	379,030	201,000	910,500
Total	97,482	672,217	4,148,693	304,596	6,137,356

Expenditures by Department

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
General Operations	15,516	599,026	3,453,548	-	4,000,000
Library	35,275	56,151	55,475	49,589	349,850
Magistrate Court	3,968	3,383	30,000	30,000	30,000
Parks Facilities Maintenance	-	-	133,030	-	1,550,000
Police Department	-	97	73,403	73,403	300,000
Community Services	-	13,560	521,445	304,970	356,245
Total Operating	54,759	672,217	4,266,901	457,962	6,586,095

General Operations

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Unanticipated Revenue/Grants	-	-	3,161,820	-	4,000,000
Operating Transfer In	46,236	152,300	283,965	-	877,731
Feasibility Study Grant	14,257	-	-	-	-
ESP Grant Revenue	1,259	449,464	-	-	-
Total	61,752	601,764	3,445,785	-	4,877,731

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Unanticipated Exp/Grants	-	-	3,161,820	-	4,000,000
ESP Grant	1,259	449,462	-	-	-
Feasibility Study Grant	14,257	-	-	-	-
Operating Transfer Out	-	149,564	291,728	-	-
Total	15,516	599,026	3,453,548	-	4,000,000

Magistrate Court

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Court Funds (JCEF, GAP, FARE)	5,158	3,193	21,000	1,582	21,000
Total	5,158	3,193	21,000	1,582	21,000

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Travel & Training	3,298	2,183	5,000	5,000	5,000
Expendable Materials	-	500	16,400	16,400	16,400
Books & Subscriptions	670	701	600	600	600
Repairs & Maintenance	-	-	8,000	8,000	8,000
Total	3,968	3,383	30,000	30,000	30,000

Library

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Federal Grants	30,572	55,480	229,475	40,351	196,125
Misc. Grant Revenue	-	-	-	-	10,000
Total	30,572	55,480	229,475	40,351	206,125

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Rural Gateway Grant	3,781	-	-	-	-
Dollar Gen Summer Reading Grant	2,043	1,533	2,000	1,972	-
Children's Center Grant	1,099	-	-	-	-
LSTA Grants	15,740	85	-	-	-
NASA at My Library Grant	783	1,489	-	-	-
AZ State Library Grant	2,014	-	-	-	-
Assoc. for Library Svc to Children	5,000	-	-	-	-
Rural Activation & Innovation Network	4,814	(200)	-	-	-
LSTA Collections Mini-Grant	-	4,148	-	-	-
LSTA Outreach Grant	-	35,439	-	-	-
ALA Founding Era Grant	-	1,000	-	-	-
National Network of Libraries of Medicine	-	8,074	-	-	-
RAIN Grant FY2018/2019	-	2,045	-	-	-
RAIN Grant Astronomy Kits FY18/19	-	2,538	-	-	-
Will Eisner Graphic Novel Grant	-	-	4,000	-	-
LSTA Vox Box Grant	-	-	4,000	4,000	-
LSTA Information Access Grant	-	-	9,400	9,513	-
RAIN Adult Robotics Club Grant	-	-	5,000	5,029	-
Web junction Create Smart Space Grant	-	-	5,000	5,000	-
NNLM Health Living Grant	-	-	12,000	12,000	-
Libraries Lead with Digital Skills	-	-	4,000	4,000	-
RAIN Grant – Afterschool Universe	-	-	2,000	2,000	-
NASA At My Library Patron Experience	-	-	5,000	3,000	3,500
Inspiring Invention Through Stories	-	-	300	300	-
Pro Literacy Education Project	-	-	2,775	2,775	1,350
LSTA Mini Grant – Informal Education	-	-	-	-	4,000
LSTA Grant	-	-	-	-	12,000
RAIN Grant	-	-	-	-	5,000
RAIN Grant	-	-	-	-	25,000
NNLM Cookmobile	-	-	-	-	12,000
Library Expansion	-	-	-	-	277,000

Misc Grant Expenditures	-	-	-	-	10,000
Total	35,275	56,151	55,475	49,589	349,850

Police Department

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Intergovernmental Revenue	-	-	22,000	-	22,000
GOHS Selective Traffic Enforcement	-	779	-	9,349	-
GOHS Speed Enforcement Equip	-	-	4,500	-	-
Ballistic Vests	-	-	-	5,314	-
GOHS Vehicle Purchase	-	-	46,903	47,000	-
SRT Vehicle	-	-	-	-	100,000
Total	-	779	73,403	61,663	122,000

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
GOHS Speed Enforcement	-	-	4,500	4,500	-
Equipment Purchase	-	-	22,000	22,000	300,000
Vehicle Purchase	-	97	46,903	46,903	-
Total	-	97	73,403	73,403	300,000

Parks Facilities Maintenance

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Swingset at Archibeque Park	-	-	19,500	-	-
Frontier Park Playground/Splash Pad Donations	-	-	-	201,000	35,000
Frontier Park Playground/Splash Pad Parking Lot	-	-	-	-	600,000
City Campus Abatement	-	-	-	-	100,000
Show Low Creek Trail at the Meadow	-	-	94,030	-	100,000
Total	-	-	113,530	201,000	835,000

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Swingset at Archibeque Park	-	-	39,000	-	-
Frontier Park Playground/Splash Pad	-	-	-	-	1,140,000
Frontier Parking Lot	-	-	-	-	210,000
City Campus Abatement	-	-	-	-	100,000
Show Low Creek Trail at the Meadow	-	-	94,030	-	100,000
Total	-	-	133,030	-	1,550,000

Community Services

Revenues

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Senior Center Grant – EA Assessment	-	11,000	75,500	-	75,000
ADEQ EA for 700 E McNeil	-	-	15,000	-	-
Hall Street & 11 th Sidewalk - CDBG	-	-	175,000	-	-
Total	-	11,000	265,500	-	75,000

Expenditures

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Operating Expenditures					
Hall Street & 11 th Sidewalk CDBG	-	-	200,000	289,870	-
ADEQ EA for 700 E McNeil	-	-	15,000	15,000	-
Senior Center Grant – EA Assessment	-	11,350	96,545	100	96,345
Open Space Preservation Fee	-	2,210	209,900	-	259,900
Total	-	13,560	521,445	304,970	356,240

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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Library DIF*	19,965	460	-	160	-
Transportation DIF	116,899	135,111	40,000	109,168	40,000
Parks & Recreation Facilities DIF	-	16	-	5	-
Water DIF	897	2,489	-	(166)	25,071
Total	137,761	138,076	40,000	109,167	65,071

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

Expenditures by Impact Fee

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Proposed
Expenditures					
Library DIF	20,036	-	15,267	15,267	460
Transportation DIF	67,800	150,000	141,245	141,245	135,111
Parks & Recreation Facilities DIF	6	186	445	445	16
Water DIF	746	65,706	68,375	2,930	-
Total	88,588	215,892	225,332	159,887	135,587

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 2021					
	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Proposed
Expenditures					
Debt Service Transfer	20,036	0	15,267	15,267	460
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Expenditures	<u>20,036</u>	<u>0</u>	<u>15,267</u>	<u>15,267</u>	<u>460</u>
Revenues					
Beginning Fund Balance	15,338	15,267	15,338	15,727	460
Impact Fees	19,719	0	0	0	0
Other**	<u>246</u>	<u>460</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	<u>19,965</u>	<u>460</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Fund Balance	15,267	15,727	71	460	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 2021					
Expenditures	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Proposed
Debt Service Transfer	6	186	445	445	16
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Expenditures	6	186	445	445	16
Revenues					
Beginning Fund Balance	631	631	631	461	16
Impact Fees	0	0	0	0	0
Other**	<u>6</u>	<u>16</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	6	16	0	0	0
Ending Fund Balance	631	461	186	16	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 2021					
Expenditures	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Proposed
Debt Service Transfer	67,800	150,000	141,245	141,245	135,111
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Expenditures	<u>67,800</u>	<u>150,000</u>	<u>141,245</u>	<u>141,245</u>	<u>135,111</u>
Revenues					
Beginning Fund Balance	93,546	142,645	93,456	127,756	95,111
Impact Fees	115,572	129,908	40,000	105,000	40,000
Other**	<u>1,327</u>	<u>5,203</u>	<u>0</u>	<u>3,600</u>	<u>0</u>
Total Revenue	<u>116,899</u>	<u>135,111</u>	<u>40,000</u>	<u>108,600</u>	<u>40,000</u>
Ending Fund Balance	142,645	127,756	(7,789)	95,111	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 2021					
Expenditures	FY2018	FY2019	FY2020	FY2020	FY2021
	Actual	Actual	Budget	Estimate	Proposed
Debt Service Transfer	0	0	0	0	0
Capital	<u>746</u>	<u>135,706</u>	<u>68,375</u>	<u>2,930</u>	<u>0</u>
Total All Expenditures	<u>746</u>	<u>135,706</u>	<u>68,375</u>	<u>2,930</u>	<u>0</u>
Revenues					
Beginning Fund Balance	111,090	111,242	(21,975)	(21,975)	(25,071)
Impact Fees	0	0	0	0	0
Other**	<u>897</u>	<u>2,489</u>	<u>0</u>	<u>(166)</u>	<u>25,071</u>
Total Revenue	<u>897</u>	<u>2,489</u>	<u>0</u>	<u>(166)</u>	<u>25,071</u>
Ending Fund Balance	111,241	(21,975)	(90,350)	(25,071)	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 plan (CIP). The CIP is a planning tool to look five years ahead in order to plan and prioritize the City's needs. The plan 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	\$	674,900
Community Services	\$	96,345
Administrative Services	\$	-
Planning & Zoning	\$	35,000
Public Transportation	\$	12,000
Police	\$	685,651
Streets/Engineering	\$	4,264,500
Parks/Facilities Maintenance	\$	2,968,078
Airport	\$	1,327,966
Wastewater	\$	1,405,583
Water	\$	3,680,500
Council Contingencies	\$	300,000
	\$	<u>15,450,523</u>

Capital Improvement Funds

Approved Capital Improvement Budget

City of Show Low, AZ Approved Capital Improvement Projects - Budget FY2021

<u>Department</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>
General Operations			
Development Agreement Obligations	10,100	0	0
Open Space Preservation	209,900	209,900	259,900
Land Acquisition/Clean Up	400,000	400,000	415,000
General Operations Total	620,000	609,900	674,900
Community Services			
Senior Center EA Assessment	0	0	96,345
Replace Internal Metal Doors	12,000	12,000	0
Slide Replacement	45,000	18,000	0
Library Fire Alarm System	25,000	25,000	0
Library Expansion	0	300,000	0
Shower/dressing Combo/Toilet Partitions at Aquatic Center	11,406	0	0
Mechanica room upgrades at Aquatic Center	0	0	0
Aquatics Center - Replace Roof	0	130,000	0
Community Services Total	93,406	485,000	96,345
Parks/Facilities Maintenance			
Raeland Park Remodel	0	0	49,900
City Entrance Sign Makover	120,000	220,000	60,000
Show Low Meadow Improvements	150,000	275,178	275,178
A/C for New Gym	0	0	15,000
Archibeque Park Playground Remodel	0	0	90,000
Show Low Lake Fishing Docs	0	0	120,000
New Swingset for Little League	10,000	0	0
Nikolaus Park Dugouts	17,500	0	0
Park Signage Improvements - City Wide	30,000	10,000	0
Little League Playground Ramada	38,000	0	0
Dog Park Ramada	15,000	0	0
Exterior Paint and Improvements - City Hall	35,000	0	0
Repair Grass at city Hall and Veterans Memorial	8,000	0	0
City Hall landscaping and Trees	15,000	0	0
Disk Golf Baskets	20,000	0	0
Basket Ball Court Repairs	17,500	0	0
Senior Field Concession repairs, improvements & cameras	20,000	0	0
Laser Leveling five fields and infield mix	17,500	0	0
Flatbet 3/4 ton Service Truck	49,000	0	0
Old Pavillion Improvements	0	50,000	0
City Campus Master Plan Improvements - Replace Roof	0	170,000	120,000
Replace Carpet at City Gym	0	55,000	0
City Park Streets and Trails Makeover	0	50,000	225,000
Security Upgrades - City Hall	0	0	40,000
City Campus Master Plan Phase I	0	0	250,000
Utility Cart for Cemetery	0	0	15,000
Infield Machine	0	0	28,000
F350 4x4 Truck	0	0	60,000
Frontier Park Playground/Splash Pad	0	0	1,140,000
Frontier Parking Lot	0	0	210,000
City Campus Abatement	0	0	100,000
Show Low Creek Trail at the Meadow	0	0	100,000
Drinking Fountain Replacement - Dog Park	9,000	0	0
Replace Pavers and Upgrades at Festival Market Place	10,000	0	0
Concrete Connection to Asphalt path, west & east Nikolaus Park	20,000	0	0
Nikolaus Homestead Park Lighting Phase IIA	300,000	30,000	0
Pickleball Court Construction	103,898	0	0
Cemetery Expansion	70,000	70,000	70,000
Double Zip Line	0	60,000	0
Butler Building Roof Repair	0	50,000	0
Windows and Doors at Cafeteria	0	25,000	0
Swingset at Archibeque Park	0	39,000	0
City Gym Bathrooms	0	27,500	0
Tractor	0	40,000	0
Turf Sweeper	0	24,000	0
Parks/Facilities Maintenance	1,075,398	1,195,678	2,968,078

<u>Administrative Services</u>			
Fleet Vehicle	0	35,000	0
Switch Replacement	0	17,000	0
Backup PD Network at City Hall	15,000	0	0
Administrative Services Total	15,000	52,000	0
<u>Police</u>			
Communication Equipment Replacement	126,000	201,000	100,000
Remodel & Relocate evidence storage including walk-in	125,000	175,000	215,651
IT Upgrades Software/Hardware	0	0	50,000
Shooting Range Improvements	0	0	20,000
SRT Truck	0	0	300,000
Police Vehicle Replacement	250,000	681,996	0
Public Safety Headquarter Detail Shop	0	10,000	0
Animal Control Expansion - Design	20,000	0	0
GOHS Vehicle Purchase	0	46,903	0
Drone	0	22,000	0
Police Total	521,000	1,136,899	685,651
<u>Planning & Zoning</u>			
Truck	0	0	35,000
Planning & Zoning Total	0	0	35,000
<u>Public Transportation</u>			
Bus Shelter	0	0	12,000
Buses	261,102	266,443	0
Equipment	0	0	0
Public Transportation Total	261,102	266,443	12,000
<u>Engineering</u>			
F150 4x4 Truck	0	0	35,000
GPS Survey Unit	0	0	60,000
Aerial Mapping	90,000	0	0
Engineering Total	90,000	0	95,000
<u>Streets</u>			
Scott Ranch Road	1,277,800	1,273,115	1,275,000
R & R Program Maintenance	925,000	895,704	475,000
Westwood Subdivision - Rebuild Roads	150,000	0	0
Decorative Lighting - 9th Street	193,000	0	0
Sidewalk E McNeil 8th to 9th	229,500	0	0
Improvements	90,000	100,000	115,000
Sidewalk South Central	110,055	110,055	0
Sidewalk in Torreon on Sugar Pine	0	0	120,000
6th Street Improvements	0	0	48,000
14th Loop	0	0	165,000
8th Street Roadway Connection (near Elks)	279,220	0	0
Sidewalk McNeil Central to Pomeroy's	81,000	81,000	0
4th Ave OLR to Cooley	0	0	180,000
Sidewalk N 16th Ave McNeil to OLR	0	160,000	0
Hillcrest Subdivision	0	0	180,000
W Owens Pine Haven to DOC Connection	0	0	126,000
Lower Powerlines install lights - DOC	100,000	100,000	200,000
Downtown Parking E Cooley	60,000	60,000	60,000
Sidewalk Show Low Lake to Scott Ranch Road	0	0	185,000
4000 Gallon Water Truck (Split with Water)	0	0	82,500
Asphalt Roller (Split with Wastewater and Water)	0	0	18,000
E Thornton Central Ave to 6th Extension	535,000	147,107	0
Front Deck Mower	20,000	0	0
966 Loader (split with water/wastewater)	210,000	0	0
Gannon Tractor (split with water/wastewater)	29,000	0	0
Mechanic Truck (split with water/wastewater)	32,000	0	0
E Thornton Mill and Overlay	415,000	0	0
CDBG Grant	0	200,000	0
16th Improvements	0	80,000	45,000
Sierra Vista	0	540,000	0
Drainage Project Owens & McNeil	0	80,000	0
Cooley Improvements Central to 4th	0	165,000	165,000
Joe Tank Road Improvements	0	500,000	600,000
SL Lake Rd/Cub Lake SR 260 Intersection	0	50,000	0
Mecanical Sweeper	0	178,500	0
Crack Seal Machine	0	46,500	0
F350 Truck w/plov	0	0	60,000
F450 Service Truck	0	0	70,000
Asphalt Laydown Machine	0	80,000	0
Trailer Tack Pot	0	13,000	0
Spreader with harness for De-icer	0	14,000	0
Streets Total	4,736,575	4,873,981	4,169,500

Airport			
South Safety & Security Fence	0	70,000	70,000
De-icing containment facility	300,000	300,000	0
Terminal Modifications	15,000	0	0
Rehabilitation South Apron	0	185,000	0
Rehab Runway 6/24 (Mill & Overlay)	3,794,259	0	0
South Apron Rehabilitation Construction	0	0	1,221,966
HVAC Unit	0	0	28,000
Key Scan System	0	0	8,000
Update Airport Master Plan	305,233	140,133	0
Drainage Imp S Ramp - Design	80,000	80,000	0
Vehicle Purchase	0	45,000	0
Backup Generators	28,250	0	0
Airport Total	4,522,742	820,133	1,327,966

Wastewater			
Manhole Replacements (Inflow & Infiltration)	200,000	200,000	200,000
Savage Sewer Line Replacement	0	0	630,000
General Improvements	300,000	100,000	50,000
South Lagoon Cleanup and Clousure	200,000	0	0
Backup Generators	50,000	115,293	50,000
W Cooley Sewer Improvements	692,000	331,040	350,000
McNeil from 4th to 8th	550,000	0	0
S White Mtn Rd - Fawnbrook Connections	220,000	0	0
966 Loader (split with streets/water)	105,000	0	0
Gannon Tractor (split with streets/water)	29,000	0	0
Mechanic Service Truck (split with streets/water)	32,000	0	0
24th Drive Sewer Main Replacement	390,000	601,145	0
10th Place and 9th Place	64,300	0	0
Asphalt Roller (Split with Streets & Water)	0	0	18,000
30th & Merrill Phase II	200,000	0	0
Camptown Mainline Realignment	179,025	0	0
City Park - Hillcrest Phase II	460,945	0	0
Sierra Vista Subdivision	597,754	0	0
Westwood Subdivision	49,961	0	0
Show Low South Land Exchange	15,000	15,000	15,000
Days Inn	93,776	92,583	92,583
6-wheel dump with plow	50,500	0	0
Upgrade for TV Camera	0	80,000	0
Wastewater Total	4,479,261	1,535,061	1,405,583

Water			
300 K Tank Site Improvements	0	200,000	200,000
F350 4x4 or Equivalent w/plow	0	65,000	65,000
SCADA Upgrades	298,800	261,954	260,000
8th Ave 12" Connection	57,393	0	0
11th Ave from Owens & McNeil	0	0	170,000
6-wheel dump with plow	55,000	0	0
Crack Seal Machine	0	45,000	0
Asphalt Laydown Machine	0	82,500	0
McNeil and 1st Drive	0	0	125,000
W McNeil Fox Canyon to DOC	297,830	0	0
Water Storage Tank Maintenance	250,000	250,000	250,000
4000 Gallon Water Truck (Split with Streets)	0	0	82,500
Water Storage Tank 1 Million Gallon Well 8 or Well 13	0	0	1,000,000
Downtown AC Replacement	0	0	75,000
Fawnbrook Phase I	0	0	560,000
Mini Ex	0	0	70,000
Electric Valve Turning Tool	0	0	20,000
Well Camera	0	0	30,000
F550 4x4 with Plow & Dump	0	0	80,000
Backup Generators	100,000	75,108	300,000
New Well Design	70,000	70,000	70,000
Fairway Park Phase IV	830,000	880,000	0
F150 4x4 or Equivalent	0	40,000	40,000
McNeil from S 5th Place to DOC	300,000	222,846	0
966 Loader (split with streets/wastewater)	105,000	0	0
Gannon Tractor (split with streets/wastewater)	30,000	0	0
Mechanic Service Truck (split with streets/wastewater)	32,000	0	0
F350 4x4 Service Truck	65,000	65,000	65,000
Reidhead Sierra Vista	220,000	139,000	0
General Improvements	200,000	150,000	200,000
Mechanical Sweeper	0	76,500	0
S Cub Lake Rd Water Line	0	220,000	0
W Cooley Central Ave to 8th Ave	0	437,000	0
Asphalt Roller (Split with Streets and Wastewater)	0	0	18,000
Water Total	2,911,023	3,279,908	3,680,500

Total Capital 19,325,507 14,255,003 15,150,523

Approved Capital Budget Impact on the Operating Budget

Each of the above projects approved for Fiscal Year 2021 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 be resurfaced 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 2020/2021.

Project Description	FY2020/2021 Proposed	Personnel Operating Costs	Other Operating Costs	Total
City Entrance Sign Makeover	60,000	-	2,500	62,500
Cemetery Expansion	70,000	-	5,000	75,000
Show Low Meadow Improvements	275,178	-	500	275,678
City Park Streets & Trails Makeover	225,000	-	2,500	227,500
Communications Equipment Replacement	100,000	-	30,000	130,000
Remodel & Relocate Evidence Storage/Walk-in	215,651	-	8,000	223,651
Scott Ranch Road	1,275,000	-	6,000	1,281,000
Wastewater Backup Generators	50,000	-	500	50,500
SCADA Upgrades	260,000	-	5,000	265,000
Water Backup Generators	300,000	-	1,000	301,000
F150 4x4 or Equivalent	40,000	-	1,000	41,000
F350 4x4 or Equivalent	65,000	-	1,500	66,500
GPS Survey Unit	60,000	-	500	60,500
IT Upgrades Software/Hardware	50,000	-	10,000	60,000
SRT Truck	300,000	-	5,000	305,000
Shooting Range Improvements	20,000	-	3,000	23,000
P & Z Truck	35,000	-	1,000	36,000
F150 4x4 Truck	35,000	-	1,000	36,000
4,000 Gallon Water Truck (Split with Streets)	165,000	-	2,000	167,000
F350 Truck with Plow	60,000	-	500	60,500
F450 Service Truck	70,000	-	500	70,500
Asphalt Roller (Split with Streets/Wastewater)	54,000	-	500	54,500
F550 4x4 with Plow and Dump	80,000	-	500	80,500
Mini Ex	70,000	-	1,500	71,500

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.

FY2020 Achievements

- Completed Phases III and IV of the SCADA Project
- Constructed the final phase of the Fairway Park Waterline Replacement Project

FY2021 Goals

- Improve water quality and clarity by enhancing our flushing system
- Continue SCADA upgrades at well sites
- Perform planned upgrades to city wells for scheduled maintenance to reduce unplanned breakdowns
- Install additional fire hydrants throughout the city
- Continue to install upgraded generators at well sites

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
New Connections	64	98	120	11	2
Line Break Repairs	32	19	28	4	14
Read Only Service Calls	660	546	581	439	437
Turn Off Service Calls	340	569	294	361	181
Turn On Service Calls	666	594	560	137	192
Locates	-	-	132	363	255
Average Maintenance Cost Per Vehicle/Equipment*	\$2,434	\$3,151	\$2,793	\$3,828	\$2,677

*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; 12 vehicles in FY19/20

Position Summary

The Water Services Division is staffed by 14.0 FTE employees in FY2021. 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.

	FY2018	FY2019	FY2020	FY2021	Change
	Actual	Actual	Actual	Budget	
Utilities Operations Manager	1.0	1.0	1.0	0.0	-1.0
Senior Wastewater Plant Operator	0.0	0.0	0.0	1.0	1.0
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	4.0	0.0
Technician I	2.0	2.0	2.0	3.0	0.0
Total	14.0	14.0	14.0	14.0	0.0

Departmental Budget Summary

The FY2021 Water Services Division budget of \$7,078,117 is a \$575,005 (8.84%) increase from the FY2020 budget of \$6,503,112. This increase is due to the increase in capital projects for FY2021.

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 8,284 connections. Operating expenses for FY2021 of \$3,157,652 shows an increase of \$175,652 (5.89%) over FY2020 of \$2,982,000. The majority of the increase is due to an increase in Water Rights Preservation costs (\$149,000 from FY2020 to FY2021).

Revenues

	FY17-18	FY18-19	FY19-20	FY19-20	FY20-21
			Budget	YTD	Proposed
Reconnect Fees	55,608	78,178	50,000	61,044	50,000
Water Sales	3,973,653	4,104,847	4,488,804	2,867,097	4,488,804
Water Meter Installations	40,559	135,210	10,000	33,810	10,000
Hydrostatic Pump Rental	-	-	-	650	-
Water Rights Preservation Fee	83,913	128,778	120,000	86,886	324,000
Water Tap Revenues	21,672	31,394	3,000	13,949	3,000
Sale of Assets	1,921	231	-	-	-
Operating Transfer In	13,680	70,000	-	-	500,000
Advertising Revenue	2,359	1,824	-	1,734	-
Miscellaneous Income	29,265	26,311	20,000	6,133	20,000
ROW Landscaping Program	15,468	14,853	25,000	12,756	20,000
Interest Earned on Investments	27,237	160,538	12,500	59,170	12,500
Late Fees	67,733	68,195	75,000	40,703	15,000
Total	4,333,068	4,820,356	4,804,304	3,183,932	5,668,304

Expenditures

	FY17-18	FY18-19	FY19-20	FY19-20	FY20-21
	Actual	Actual	Budget	Estimated	Proposed
Personnel					
Salaries & Wages	562,701	596,572	724,386	724,386	751,092
Overtime	12,087	31,655	12,800	12,800	12,800
Medical Insurance	186,734	199,049	322,757	225,000	313,557
FICA	45,461	46,976	56,353	56,353	58,384
Retirement	35,643	15,762	85,420	85,420	88,801
Worker's Com	16,820	20,834	23,893	23,893	24,877
Other ERE	4,393	2,073	10,422	10,422	10,885
Recruitment & Processing	1,520	1,110	-	-	-
Uniform Allowance	4,609	4,882	6,777	6,777	6,563
Total Personnel	869,969	918,913	1,242,808	1,145,051	1,266,959
Operating Expenditures					
Professional and Consulting Services	-	-	7,500	7,500	7,500
Other Contractual Service	1,937	3,838	5,000	5,000	5,000
Show Low Lake	26,421	21,861	30,000	30,000	30,000
Water Shares	2,212	2,212	2,500	2,500	2,500
Water Rights Preservation	182,362	200,383	250,000	250,000	399,000
Reproduction and Printing	6,456	5,064	8,500	8,500	8,500
Travel and Training	5,304	3,524	5,400	5,400	5,400
Safety Training	936	334	1,700	1,700	1,700
Dues and Memberships	638	1,466	800	1,200	800
Expendable Materials	12,765	14,240	15,000	15,000	15,000
Postage	11,298	13,077	14,500	14,500	14,500
Personal Protective Equipment	2,694	3,562	5,300	5,300	5,300
Small Equipment/Capital	9,124	12,915	10,700	10,700	10,700
Uniforms	3,795	3,872	3,500	3,500	3,500
Books and Subscriptions	742	429	500	500	1,500
Auto Parts and Labor	33,527	45,940	46,400	46,400	46,400
Fuels and Lubricants	26,695	28,387	40,000	40,000	40,000
Rental and Maintenance Contracts	12,346	4,765	10,500	10,500	10,500
Equipment Rental – Other	1,595	-	6,000	6,000	6,000
Repairs and Maintenance	8,367	8,500	17,000	17,000	17,000
Telephone	3,380	2,794	4,800	4,800	4,800
Utilities	371,659	370,261	422,000	422,000	422,000
Casualty Loss	294	-	-	10,000	-
Testing Fees	30,537	36,199	55,000	55,000	55,000
Water Maintenance	524,008	186,131	290,000	290,000	290,000
Meter Replacement Program	89,211	62,886	102,000	102,000	102,000
Use Permits	-	-	500	500	500
Bad Debt Expense	16,184	20,476	-	-	-
Debt Principal	-	-	263,010	263,010	270,887
Debt Interest	130,575	126,640	122,072	122,072	114,706
Total Operating	1,514,787	1,179,756	1,740,182	1,750,582	1,890,693
Capital Expenditures					
Capital Carryover	-	-	183,398	150,000	-
Line Extension Reimbursements	4,496	-	-	-	-
DOC NPC to Central	195,155	-	-	-	-

	FY17-18	FY18-19	FY19-20	FY19-20	FY20-21
	Actual	Actual	Budget	Estimated	Proposed
East Owens Water Line Replacement	113,595	-	-	-	-
11 th Ave from Owens & McNeil	-	-	-	-	170,000
SCADA Upgrades	7,314	245,190	183,160	183,160	260,000
8 th Ave 12" Connection	911	-	-	-	-
16 th Ave Waterline Replacement	67,100	-	-	-	-
W McNeil Fox Canyon to DOC	981	80	-	-	-
Water Storage Tank Maintenance	-	-	250,000	-	250,000
N 16 th Ave Waterline Extension	-	75,200	100	-	-
Equipment Purchase	50,000	-	-	-	-
Vehicle Purchase	40	54,589	-	-	-
General Improvements	254,673	71,913	69,057	69,057	200,000
Equipment Purchase	125,000	-	-	-	-
Public Works Parking Lot	13,787	-	-	-	-
Backup Generators	-	84,892	75,108	75,108	300,000
New Well Design	-	-	70,000	-	70,000
Fairway Park Phase IV	-	989	879,011	904,674	-
McNeil from S 5 th Place to DOC	-	180,769	124,974	71,582	-
966 Loader	-	105,000	-	-	-
Gannon Tractor	-	30,000	-	-	-
Mechanic Service Truck F550	-	32,000	-	-	-
F350 4x4 Service Truck	-	-	65,000	-	65,000
S Cub Lake Rd Water Line Replacement	-	-	220,000	220,000	-
McNeil & 1 st Drive	-	-	-	-	125,000
Reidhead – Sierra Vista	-	1,000	139,000	132,818	-
W Cooley Central Ave to 8 th Ave	-	-	437,000	437,000	-
300K Tank Site Improvements	-	-	200,000	-	200,000
F350 4x4 or Equivalent w/plow	-	-	65,000	-	65,000
4000 Gallon Water Truck (split with Streets)	-	-	-	-	82,500
Crack Seal Machine (split w/streets)	-	-	45,000	21,500	-
Asphalt Laydown Machine (split w/streets)	-	-	82,500	79,691	-
F150 4x4 or Equivalent	-	-	40,000	-	40,000
Mechanical Sweeper (split w/streets)	-	-	76,500	76,500	-
Water Storage Tank 1 million gall Well 8 or 13	-	-	-	-	1,000,000
Downtown AC Replacement	-	-	-	-	75,000
Fawnbrook Phase I	-	-	-	-	560,000
Mini Ex	-	-	-	-	70,000
Asphalt roller (split with Streets/Wastewater)	-	-	-	-	18,000
Electric Valve Turning Tool	-	-	-	-	20,000
Well Camera	-	-	-	-	30,000
F550 4x4 w/plow & dump	-	-	-	-	80,000
Operating Transfer Out	216,200	227,430	240,214	240,214	239,965
Depreciation	1,146,764	1,144,216	-	-	-
Total Capital	2,196,016	2,178,071	3,520,122	2,661,404	3,920,465
Grand Total	4,580,771	4,276,740	6,503,112	5,557,037	7,078,117

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

Capital Expenditures

For FY2021, water capital is programmed at \$3,680,500. 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 FY2021. With the FY2021 allocation, a total of \$1,700,000 will be available in this fund.

Description	Account/Project Number	Amount
Improvements	43-760-180-1620-0000/7601802	200,000
SCADA Upgrades	43-760-180-1620-0000/1823	260,000
11 th Ave from Owens & McNeil	43-760-180-1620-0000/1408	170,000
F550 4x4 w/plow & dump	43-760-180-1620-0000/21xx	80,000
McNeil & 1 st Drive	43-760-180-1620-0000/7602032	125,000
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	300,000
New Well Design	43-760-180-1620-0000/7601902	70,000
Water Storage Tank 1 million gallon Well 8 or 13	43-760-180-1620-0000/76021xx	1,000,000
4000 Gallon Water Truck (split with Streets)	43-760-180-1620-0000/7602038	82,500
Downtown AC Replacement	43-760-180-1620-0000/76021xx	75,000
F150 4x4 or Equivalent	43-760-180-1620-0000/7602041	40,000
Fawnbrook Phase I	43-760-180-1620-0000/76021xx	560,000
Mini Ex	43-760-180-1620-0000/76021xx	70,000
Asphalt Roller (split with Streets/Wastewater)	43-760-180-1620-0000/76021xx	18,000
F350 4x4 Service Truck	43-760-180-1620-0000/7601910	65,000
Electric Valve Turning Tool	43-760-180-1620-0000/76021xx	20,000
Well Camera	43-760-180-1620-0000/76021xx	30,000
Total Capital		3,680,500

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 2021					
	FY2018	FY2019	FY2020	FY2020	FY2021
Expenditures	Actual	Actual	Budget	Estimate	Budget
Capital	27,235	0	0	25,071	500,000
Total All Expenditures	<u>27,235</u>	<u>0</u>	<u>0</u>	<u>25,071</u>	<u>500,000</u>
Revenues					
Beginning Fund Balance	557,889	804,700	1,119,448	1,119,448	1,346,377
Capacity Fees	264,858	283,343	35,000	235,000	35,000
Interest	5,653	31,406	500	17,000	500
Total Revenue	<u>270,511</u>	<u>314,749</u>	<u>35,500</u>	<u>252,000</u>	<u>35,500</u>
Ending Fund Balance	801,166	1,119,448	1,154,948	1,346,377	881,877

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.

FY2020 Achievements

- Completed the 12-inch Main extension along SR-260 from Fawnbrook Road heading south to expand the Wastewater Collection System Capacity in the Southern portions of the city
- Constructed Phase I of the West Cooley Sewer Replacement Project
- Purchased a new camera system to assist with line cleaning operations to increase efficiency and find problem areas before they become emergencies

FY2021 Goals

- Continue to improve operational efficiency of the wastewater treatment plant
- Increase maintenance to reduce the number of unplanned outages at lift stations
- Continue internal training on pre-treatment processes at the treatment plant

Performance Measures

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
Line Cleaning (feet)	127,363	118,281	147,191	25,566	18,481
Line Plugs Repaired	100	85	43	-	13
T.V. Lines (feet)	27,578	37,578	39,568	10,489	13,421
Line repair footage	3,200	173	401	58	20
Locates	-	-	597	418	678
Average Maintenance Cost Per Vehicle/Equipment*	\$2,541	\$2,847	\$4,356	\$6,052	\$3,878

*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; 11 vehicles/equipment in FY19/20

Position Summary

The Wastewater Division is staffed by 12.0 FTE employees in FY2021. 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.

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	Change
Wastewater Plant Operator	2.0	2.0	2.0	2.0	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	2.0	2.0	0.0
Technician I	5.0	5.0	5.0	5.0	0.0
Total	12.0	12.0	12.0	12.0	0.0

Departmental Budget Summary

The FY2021 Wastewater Division Budget of \$3,644,831 is a \$69,698 (1.88%) decrease from the FY2020 budget of \$3,714,529. When adjusted for capital expenditures, the operating budget increases by \$59,798 (2.95%) over FY2020. The majority of the decrease is due to the completion of several capital projects in FY2020 and a reduction in capital for FY2021 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 FY2020. Currently, the City of Show Low wastewater system has approximately 7,022 connections.

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Reconnect Fees	-	25	-	50	-
Sewer Use Fees	2,710,725	2,875,886	3,039,528	1,979,019	3,039,528
Sewer Tap Fees	5,589	12,015	1,500	11,435	1,500
Transfers In	284,402	-	300,000	-	352,800
Sale of Assets	13,872	16	-	4,766	-
Miscellaneous Income	50	230	-	-	-
Late Fees	-	-	-	-	60,000
Interest Earned on Investments	-	48,60	10,000	8,262	10,000
Total	3,014,638	2,936,771	3,351,028	2,003,531	3,463,828

Expenditures

	FY17-18	FY18-19	FY19-20	FY19-20	FY20-21
	Actual	Actual	Budget	Estimated	Proposed
Personnel					
Salaries & Wages	507,290	500,971	428,571	428,571	484,275
Overtime	7,504	19,978	14,840	14,840	14,840
Medical Insurance	155,105	158,010	212,953	175,000	233,500
FICA	39,966	39,109	33,914	33,914	38,175
Retirement	110,129	(3,724)	53,150	53,150	60,321
Worker's Com	15,523	17,692	15,326	15,326	17,258
Other ERE	3,851	1,607	6,187	6,187	7,070
Recruitment & Processing	1,707	3,368	-	-	-
Uniform Allowance	3,164	4,212	4,851	4,851	5,279
Total Personnel	844,240	741,224	769,792	731,839	860,718
Operating Expenditures					
Professional and consulting Services	-	-	7,500	-	7,500
Other Contractual Service	2,763	16,582	18,000	19,000	23,700
Reproduction and Printing	2,815	3,375	5,500	5,500	5,500
Travel and Training Staff	4,577	7,199	5,700	5,700	5,700
Safety Training	1,856	1,103	1,500	1,500	1,500
Dues and Memberships	513	522	400	400	400
Expendable Materials	13,020	12,280	12,000	12,000	12,000
Postage	9,572	11,982	9,000	9,000	9,000
Personal Protective Equipment	5,286	6,827	16,000	16,000	16,000
Small Equipment/Capital	14,078	11,884	19,000	19,000	15,700
Uniforms	3,501	3,252	4,700	4,700	4,700
Books and Subscriptions	217	388	500	500	500
Auto Parts and Labor	43,564	60,523	45,000	45,000	45,000
Fuels and Lubricants	33,286	41,123	40,000	40,000	40,000
Rental and Maintenance Contracts	3,492	2,886	9,800	9,800	9,800
Equipment Rental - Other	526	1,289	2,500	2,500	2,500
Repairs and Maintenance	13,261	4,334	15,000	15,000	15,000
Telephone	1,572	1,524	2,900	2,900	2,900
Utilities	305,996	286,028	325,000	325,000	325,000
Casualty Loss	7,578	5,000	-	2,000	-
Testing Fees	41,680	35,248	35,000	35,000	35,000
Sewer Maintenance	409,325	136,970	150,000	150,000	150,000
Bio Solids	90,376	132,095	100,000	100,000	100,000
Air Release Replacement Program	8,886	9,660	10,000	10,000	10,000
Bank Charges	1,250	1,250	-	1,300	1,300
Use Permits	16,979	5,449	68,100	68,100	35,000
Bad Debt Expense	10,329	14,333	15,000	15,000	15,000
Debt Principal	-	-	300,000	300,000	305,000
Debt Interest	48,949	42,370	39,025	39,025	32,279
Total Operating	1,095,248	855,476	1,257,125	1,253,925	1,225,979
Capital Expenditures					
Capital Carryover	-	-	-	-	-
I & I Project	185,330	190,833	200,000	200,000	200,000
Savage Sewer Line Replacement Phase I	-	-	-	-	630,000
Days Inn Sewer Line	1,224	1,193	92,583	-	92,583
Westwood Subdivision	365,389	26,890	-	-	-
Show Low South Land Exchange	-	-	15,000	-	15,000
24 th Drive Sewer Main Replacement	-	53,932	601,145	601,145	-

	FY17-18 Actual	FY18-19 Actual	FY19-20 Budget	FY19-20 Estimated	FY20-21 Proposed
S White Mtn Rd 12" Main Ellsworth – The Pines	378,552	-	-	-	-
Camptown Mainline Realignment	20,975	-	-	-	-
City Park – Hillcrest Phase II	39,055	-	-	-	-
Sierra Vista Subdivision	23,670	497,328	-	-	-
East Owens Sewer Line Replacement 6" to 8"	77,781	-	-	-	-
Rosebud Lift Station Rebuild	-	32,075	-	-	-
Vehicle Purchase	40	50,401	-	-	-
General Improvements	40,751	144,097	41,250	50,000	50,000
Public Works Parking Lot	16,668	-	-	-	-
Equipment Purchase	156,851	-	-	-	-
Equipment Purchase	15,297	-	-	-	-
Asphalt Roller (Split with Streets/Water)	-	-	-	-	18,000
Backup Generators	-	34,707	115,293	-	50,000
W Cooley Sewer Improvements	-	14,960	389,790	389,790	350,000
McNeil from 4 th to 8 th	-	25,091	-	-	-
S White Mtn Rd – Fawnbrook to connections	-	205,130	-	-	-
966 Loader	-	105,000	-	-	-
Gannon Tractor	-	29,000	-	-	-
Mechanic Service Truck F550	-	32,000	-	-	-
Upgrade for TV Camera	-	-	80,000	74,999	-
Operating Transfer Out	224,400	152,551	152,551	152,551	152,551
Depreciation	1,479,37	1,499,645	-	-	-
Total Capital	3,067,087	3,094,833	1,687,612	1,468,485	1,558,134
Grand Total	5,006,575	4,691,532	3,714,529	3,454,249	3,644,831

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

Capital Expenditures

For FY2021, wastewater capital is programmed at \$1,405,583 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	350,000
Savage Sewer Line Replacement Phase I	42-755-180-1620-0000/7552020	630,000
Show Low South Land Exchange	42-755-180-1620-0000/1713	15,000
I & I Project	42-755-180-1620-0000/5871	200,000
Asphalt Roller (split with Streets/Water)	42-755-180-1620-0000/21xx	18,000
General Improvements	42-755-180-1620-0000/7551802	50,000
Backup Generators	42-755-180-1620-0000/7551902	50,000
Total Capital		1,405,583

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 2021					
	FY2018	FY2019	FY2020	FY2020	FY2021
Expenditures	Actual	Actual	Budget	Estimate	Budget
Capital	264,345	0	300,000	300,000	352,800
Total All Expenditures	<u>264,345</u>	<u>0</u>	<u>300,000</u>	<u>300,000</u>	<u>352,800</u>
Revenues					
Beginning Fund Balance	145,273	246,854	788,955	788,955	953,952
Capacity Fees	361,858	519,940	150,000	452,997	150,000
Interest	4,067	22,161	500	12,000	500
Total Revenue	<u>365,925</u>	<u>542,101</u>	<u>150,500</u>	<u>464,997</u>	<u>150,500</u>
Ending Fund Balance	246,854	788,955	639,455	953,952	751,652

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

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 YTD
Tonnage Trash	3,546.7	3,703.2	3,469.0	3,327.5	3,370.1	2,133.3
Tonnage Recycle	580.2	684.8	709.8	696.6	708.5	456.0
Grand Total Tonnage	4,126.9	4,388.0	4,178.8	4,024.1	4,078.6	2,589.3
Percent Recycled	14.1%	15.6%	17.0%	17.3%	17.4%	17.6%

Departmental Budget

The FY2021 Sanitation budget of \$1,037,000 remains the same as the FY2020 budget of \$1,037,000. 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

	FY17-18	FY18-19	FY19-20 Budget	FY19-20 YTD	FY20-21 Proposed
Refuse Collections	893,446	952,765	1,086,714	651,561	1,000,000
Interest Earned on Investments	402	4,073	2,000	1,511	2,000
Total	893,848	956,838	1,088,714	653,072	1,002,000

Expenditures

	FY17-18	FY18-19	FY19-20	FY19-20	FY20-21
	Actual	Actual	Budget	Estimated	Proposed
Operating Expenditures					
Other Contractual Service	808,616	884,121	900,000	900,000	900,000
Reproduction and Printing	2,659	3,338	3,500	3,500	3,500
Postage	7,351	6,190	8,500	8,500	8,500
Annual Cleanup	22,657	36,259	50,000	50,000	50,000
Bad Debt Expense	4,855	6,143	-	-	-
Operating Transfer Out	47,900	75,000	75,000	75,000	75,000
Total	894,039	1,011,051	1,037,000	1,037,000	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 FY2021 proposed budget. Refer to the [Capital Improvement Plan](#) Section to see proposed **approved and budgeted** equipment/projects for FY2021.

Equipment

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Airport						
Acquire ARFF Truck (Index B)	-	400,000	-	-	-	400,000
Total Airport	-	400,000	-	-	-	400,000
Police						
Patrol Vehicles	-	346,500	363,825	382,016	401,117	1,493,458
Communications Equipment	100,000	100,000	100,000	100,000	100,000	500,000
Department Firearms Replacement	-	50,000	-	-	-	50,000
Special Response Team Truck	300,000	-	-	-	-	300,000
Total Police	400,000	496,500	463,825	482,016	501,117	2,343,458
Parks/Facilities Maintenance						
F350 4x4 or Equivalent w/plow (Replaces 0021)	60,000	-	-	-	-	60,000
F350 4x4 or Equivalent w/plow (Replaces 0127)	60,000	-	-	-	-	60,000
Total Parks/Facilities Maintenance	120,000	-	-	-	-	120,000
Engineering						
GPS Survey Unit	60,000	-	-	-	-	60,000
Total Engineering	60,000	-	-	-	75,000	60,000
Streets						
4000 Gallon Water Truck (Replaces 8610) (Split 3 Ways)	55,000	-	-	-	-	55,000
F-350 or Equivalent Truck with Plow (Replaces 0201)	60,000	-	-	-	-	60,000
F550 or Equivalent Service Truck (Replaces 1288)	-	-	70,000	-	-	70,000
Asphalt Roller (Replaces 562-YR2005)(Split 3 Ways)	18,000	-	-	-	-	18,000
F450 or Equivalent w/plow (Replaces 0639)	-	250,000	-	-	-	250,000
10 Wheel Dump Truck (Replaces 0676)	-	250,000	-	-	-	250,000
F450 or Equivalent Service Truck (Replaces 0415)	70,000	-	-	-	-	70,000
Skidsteer & Shoulder machine (Replaces 543 YR2007)	160,000	-	-	-	-	160,000
F550 or Equiv. Svc Truck w/dump/plow (Replaces 0791)	80,000	-	-	-	-	80,000
Wheeled CAT Excavator M313D or Equivalent (Replaces 595-YR2000)(Split 3 Ways)	-	-	-	94,000	-	94,000
Crane Truck	-	-	-	-	250,000	250,000
Total Streets	443,000	250,000	70,000	94,000	250,000	1,107,000
Wastewater						
Backup Generators	100,000	100,000	100,000	100,000	-	400,000
Automatic Screen Rake – Fools Hollow Lift Station	130,000	-	-	-	-	130,000

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Automatic Screen Rake – Bagnal Lift Station	-	130,000	-	-	-	130,000
4000 Gallon Water Truck (replaces 8610) (split 3 ways)	55,000	-	-	-	-	55,000
Easement Cleaning Machine	75,000	-	-	-	-	75,000
F450 Service Truck w/Dump/Plow (replacing Unit 0411)	70,000	-	-	-	-	70,000
Asphalt Roller (Replaces 562-YR2005)(Split 3Ways)	18,000	-	-	-	-	18,000
F250 or Equivalent 4x4 w/utility box (Replaces 0621)	60,000	-	-	-	-	60,000
F250 or Equivalent 4x4 w/plow (Replaces 0402)	60,000	-	-	-	-	60,000
F350 or Equivalent 4x4 w/crane/plow (Replaces 1246)	70,000	-	-	-	-	70,000
Skidsteer & Shoulder Machine (Replaces 543-YR2007)(Split 3Ways)	40,000	-	-	-	-	40,000
Mini Ex (replacing Unit 558)	-	70,000	-	-	-	70,000
Backhoe (replacing Unit 601)	-	165,000	-	-	-	165,000
Large Vactor Truck (Replaces 1576)	-	-	400,000	-	-	400,000
924G Loader (Replaces 551 – YR 1980)	-	-	200,000	-	-	200,000
Wheeled CAT Excavator M313D (replace Unit 595)(split 3 ways)	-	-	75,000	-	-	75,000
10 Wheeler Dump Truck	-	-	-	250,000	-	250,000
Total Wastewater	678,000	465,000	775,000	350,000	-	2,268,000
Water						
Backup Generators	50,000	100,000	50,000	-	-	200,000
F350 4x4 or equivalent (replaces 0638)	-	-	60,000	-	-	60,000
4,000 Gallon Water Truck (replacing Unit 8610) (split 3 ways)	55,000	-	-	-	-	55,000
F550 4x4 or Equivalent w/plow/dump (Replaces 0113)	80,000	-	-	-	-	80,000
Asphalt Roller (Replaces 562-YR 2005)(Split 3 Ways)	18,000	-	-	-	-	18,000
Skidsteer & Shoulder Machine (Replaces 543-YR2007)(Split 3 Ways)	40,000	-	-	-	-	40,000
Backhoe (replacing Unit 552 – YR1993)	-	120,000	-	-	-	120,000
10 Wheel Dump Truck (Replaces 0676)	-	250,000	-	-	-	250,000
Mini Ex 304 (Replaces Unit 548 – YR2000)	70,000	-	-	-	-	70,000
Wheeled CAT Excavator M313D (replacing Unit 595) (split 3 ways)	-	-	75,000	-	-	75,000
924 G Loader (Replaces 597 – YR 2000)	-	-	-	200,000	-	200,000
Total Water	313,000	470,000	185,000	200,000	-	1,168,000
Total Equipment	2,014,000	2,081,500	1,493,825	1,126,016	751,117	7,466,458

Projects

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Airport						
Rehabilitation – South apron (Construction)	1,221,967	-	-	-	-	1,221,967
Taxiway A Overlay	-	-	878,000	-	-	878,000
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	-	-	-	-	4,836,036	4,836,036
Total Airport	1,221,967	-	1,178,000	400,000	4,836,036	7,636,003

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Community Services						
Open Space Preservation	50,000	-	50,000	-	50,000	150,000
Aquatic Center Parking Lot Expansion	-	-	150,000	-	-	150,000
Event/Community Center	-	-	-	25,000,000	-	25,000,000
Total Community Services	50,000	-	200,000	25,000,000	50,000	25,300,000
Parks/Facilities Maintenance						
City Campus Master Plan Phase I	250,000	-	-	-	-	250,000
City Entrance Sign Makeover – Phase II	120,000	-	-	-	-	120,000
Archibeque Playground Remodel	90,000	-	-	-	-	90,000
Community Arts, Public Art, Sculpture	-	-	-	-	120,000	120,000
Senior Field Terrace Replacement	75,000	-	-	-	-	75,000
Cemetery Expansion	70,000	-	70,000	-	70,000	210,000
Fitness Court	-	-	-	-	50,000	50,000
City Park Streets and Trails Makeover	200,000	-	-	-	-	200,000
Frontier Park Parking Lot and Amenities	-	1,000,000	-	-	-	1,000,000
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	-	261,200	-	-	-	261,200
City Park Restroom Remodel	-	-	285,000	-	-	285,000
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 Imp – Mtn Bike course(s)/Trail(s)	-	-	-	250,000	-	250,000
Festival Marketplace Restrooms	-	-	-	75,000	-	75,000
Total Community Services	925,000	1,886,200	568,100	1,295,000	240,000	4,914,300
Engineering						
City of Show Low Aerial Photography	-	-	-	-	75,000	75,000
Total Engineering	-	-	-	-	75,000	75,000
Planning and Zoning						
11 th Street Sidewalk Huning to Owens	-	164,000	-	-	-	164,000
Multi-Use Path Woolford Whipple to Wht Mtn Rd	-	-	550,000	-	-	550,000
Meadow Walking Path Phase II	160,000	-	-	-	-	160,000
Downtown Area Phase I	-	225,000	-	-	-	225,000
S/W SL Lake Rd – Scott Ranch Rd to SL Lake	185,000	-	-	-	-	185,000
Meadow Walking Path Phase III	-	60,000	-	-	-	60,000
Downtown Area Phase II	-	-	200,000	-	-	200,000
Citywide Sidewalk Connectivity Phase II	-	-	240,000	-	-	240,000
Downtown Area Phase III	-	-	-	175,000	-	175,000
W Owens 10 th Ave to 16 th Ave – North S/W	-	-	-	165,000	-	165,000

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Downtown Area Phase IV	-	-	-	-	275,000	275,000
Multi-Use Path WMR Pine Oaks to Fawnbrook	-	-	-	-	500,000	500,000
Sugar Pine Sidewalk	-	-	-	-	120,000	120,000
Total Planning and Zoning	345,000	449,000	990,000	340,000	895,000	3,019,000
Police						
Remodel & Move Evidence Storage	50,000	200,000	-	-	-	250,000
IT Upgrades – Hardware & Software	75,000	-	-	-	-	75,000
Police Range Improvements	150,000	-	125,000	-	-	275,000
Public Safety Headquarter Detail Shop	-	50,000	-	-	-	50,000
Public Safety Headquarter Gates	-	-	50,000	-	-	50,000
Total Police	275,000	250,000	175,000	-	-	700,000
Streets						
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 DOC 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
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
W McNeil from Fox Run to DOC (S-2021)	485,000	-	-	-	-	485,000
Fools Hollow Subdivision Phase I (W-2023)	-	-	635,000	-	-	635,000
Park Plaza (across from City Park off Owens)	-	235,000	-	-	-	235,000
Hillcrest Subdivision (W-2021)	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
Hall and 11 th Street Box Culvert	-	200,000	-	-	-	200,000
McNeil Acres (S-2022)	-	460,000	-	-	-	460,000
E Owens Central to 2 nd St Ext. (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
Fools Hollow Subdivision Phase II (W-2024)	-	-	-	650,000	-	650,000
Fairway Park Phase I – Rebuild Roads	-	-	-	-	680,000	680,000
Sunny Slope Subdivision	-	-	-	415,000	-	415,000
E Thornton Show Low Creek Crossing	-	-	-	500,000	-	500,000
16 th Avenue from Owens to McNeil	-	-	-	-	210,000	210,000
Central Ave Thornton to 2000' North	-	-	-	-	500,000	500,000
22 nd Avenue from OLR North	-	-	-	-	410,000	410,000
Airport Parking Lot Expansion	-	-	-	-	200,000	200,000
Central Ave and OLR Intersection (Roundabout)	-	-	-	-	370,000	370,000
Total Streets	2,851,000	11,465,000	3,620,000	2,440,000	3,745,000	24,121,000

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
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	300,000	190,000	190,000	190,000	190,000	1,060,000
W Stock to SR-260 Reconstruction	-	265,000	-	-	-	265,000
McNeil 4 th Ave to 8 th Ave	590,000	-	-	-	-	590,000
Savage Sewer Line Replacement Phase I	630,000	-	-	-	-	630,000
Park Plaza Subdivision Reconstruction	260,000	-	-	-	-	260,000
Wayne Berry Lift Station Removal/Extension	125,000	-	-	-	-	125,000
W Cooley Sewer Phase II – 5 th Place to 8 th Ave	350,000	-	-	-	-	350,000
Camptown and Parkview Subdivision Reconstruction	495,000	-	-	-	-	495,000
30 th Ave and Merrill Sewer Extension	-	200,000	-	-	-	200,000
McNeil Acres	-	700,000	-	-	-	700,000
Hilltop Sewer Replacement	-	-	350,000	-	-	350,000
11 th Street Sewer Replacement	-	-	530,000	-	-	530,000
6 th Street Sewer Trunkline Improvements	-	-	477,000	-	-	477,000
5 th and 6 th Place	-	-	660,000	-	-	660,000
Savage Sewer Line Replacement Phase 2	-	-	-	670,000	-	670,000
Fairway Park Phase I (CIPP Lining)	-	-	-	375,000	-	375,000
Fools Hollow 10-inch Upgrade	-	-	-	-	640,000	640,000
Wastewater Master Plan Update	-	-	-	-	100,000	100,000
Total Wastewater	3,050,000	1,655,000	2,507,000	1,535,000	1,230,000	9,977,000
Water						
Improvements	400,000	400,000	400,000	400,000	400,000	2,000,000
SCADA Upgrades	260,000	-	-	-	-	260,000
Water Storage Tank Maintenance	250,000	-	250,000	-	250,000	750,000
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	-	160,000	-	-	-	160,000
McNeil and 1 st Drive	125,000	-	-	-	-	125,000
Park Valley-Fools Hollow AC Replacement (Phase I)	-	-	680,000	-	-	680,000
11 th Ave from Owens to McNeil	170,000	-	-	-	-	170,000
Downtown AC Replacement	135,000	-	-	-	-	135,000
Fawnbrook Phase I	560,000	-	-	-	-	560,000
Park Valley-Fools Hollow AC Replacement (Phase II)	-	-	-	650,000	-	650,000
Parkview Subdivision Replacement	-	-	-	150,000	-	150,000
Water Storage Tank (1 Mill at Tank 8 or 13)	1,000,000	-	-	-	-	1,000,000
East Owens 1 st Street to 11 th Street	-	370,000	-	-	-	370,000
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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
N 16 th Ave Waterline Extension	-	-	-	160,000	-	160,000
Siesta – Flores – N Dr Water Line Replacement	-	-	-	-	500,000	500,000
City Park AC Replacement	-	-	-	-	180,000	180,000
NPC AC Replacement	-	-	-	-	80,000	80,000
Total Water	3,100,000	6,610,000	1,440,000	1,360,000	1,610,000	14,120,000
Total Projects	11,817,967	22,315,200	10,678,100	32,370,000	12,681,036	89,862,303
Grand Total Capital	13,831,967	24,396,700	12,171,925	33,496,016	13,432,153	97,328,761

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%.
- **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 TWY 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.
- **Taxiway A Overlay** – ADOT is planning on completing an overlay for Taxiway A

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
- **Community Arts, Public Art, Sculpture** – A new piece of art will add to the arts culture while commemorating our community's history. The piece is meant to add to the Cooley Clark Card Game Monument highlighted at Festival Marketplace in Show Low.
- **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.

- **Senior Center EA Assessment** – This is an environmental assessment of the building for construction/remodel of the Senior Center Kitchen

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 Phase I** – Parking, lighting, landscape, fencing, building removals, detention, roofing
- **Security Upgrades City Hall** – Architectural design to increase security at City Hall for front line staff.
- **Archibeque Park Playground Remodel** – Upgrading playground equipment that is more than 21 years old to bring playground into safety standard compliance.
- **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 Entrance Sign Make Over Phase I and II** – Design, build, and install new City Entrance Signs at all entrances to Show Low
- **Raeland Park Remodel** – Upgrading playground equipment to bring playground into safety standard compliance.
- **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.
- **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.
- **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.
- **Show Low Creek Trail at the Meadow** – Construct a trail at the Meadow to further outdoor recreation activities.
- **Fitness Court** – Construct a 32 foot by 35 foot outdoor bodyweight circuit training system.

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

- **11th Street Sidewalk Huning to Owens** – Construct a sidewalk on 11th Street between Huning and Owens.
- **Mult-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 Fawnbrook** – This project is being designed to in provide a multi-use path along White Mountain Road from Pine Oaks to Fawnbrook.
- **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
- **Meadow Walking Path Phase III** – Continuing to improve fishing trails and meadow paths
- **Sugar Pine Sidewalk** – Construct a sidewalk along Sugar Pine Road in Torreon Subdivision

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.
- **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)
- **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
- **Downtown Parking E Cooley** – This project will construct a paved parking area and drainage improvements behind 1151 E Deuce of Clubs off E Cooley.
- **Sidewalk Show Low Lake Road to Scott Ranch Road** – Construction approximately 2110 linear feet of sidewalk along Show Low Lake Road between Scott Ranch Road and the boat ramp
- **16th Street Improvements** - Road improvements along 16th Street
- **Hall and 11th Street Box Culvert** – Mill and overlay 2,000 linear feet in Park Plaza Subdivision across from the City Park. Includes S 15th Dr., S 14th Dr., W Nikolaus, and W Oliver.
- **Fools Hollow Subdivision Phase II** – Sawcut asphalt and install ribbon curb along N Fairway and N 36th Drive. Replace approximately 3,300 linear feet of asphalt.
- **16th Ave from Owens to McNeil** – Mill and overlay 28 foot wide roadway
- **Central Ave Thornton to North 2,000 feet** – Install 2,000 linear feet of new roadway.
- **22nd Ave North on Old Linden Road** – Mill and overlay roadway.
- **Airport Parking Lot Extension** – Extend parking for short term parking
- **Central Ave and Old Linden Road Intersection (Roundabout)** – Install a roundabout at the intersection of Central Ave and Old Linden Road to help with traffic speed.

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.
- **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
- **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.
- **Days Inn** – Horizontal realignment of 300 linear feet of pipe and 4 manholes.
- **Park Plaza Subdivision Reconstruction** – Replace approximately 1,340 linear feet of old 6 inch VCP with new 8 inch PVC mains, manholes and services.

- **W Cooley Sewer Phase II (5th Place to 8th Ave)** – Replace approximately 2,500 linear feet of existing VCP with new 8 inch PVC mains and 8 manholes.
- **Camptown and Parkview Subdivision Reconstruction** – Replace approximately 3,900 linear feet of existing VCP with new 8 inch PVC mains and 16 manholes.
- **30th Ave and Merrill Sewer Extension** – Extend 8 in main to eliminate lift station. Approximately 1,000 linear feet and 6 manholes.
- **McNeil (4th Ave to 8th Ave)** – Replace approximately 2,800 linear feet of sewer line. Project includes 10 manholes.
- **11th Street Sewer Replacement** – Replace approximately 3,550 linear feet of 6 inch clay sewer with 8 inch PVC sewer lines. Project includes 14 manholes.
- **5th and 6th Place** – Replace approximately 3,300 linear feet of sewer line. Project includes 17 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.

- **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.
- **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
- **Parkview Subdivision Replacement** – Replace 6 inch AC waterline with new 8 inch PVC waterline with new services and fire hydrants.
- **City Park AC Replacement** – Replace 8 inch AC and small lines with C-900 PVC 8 inch main and fire hydrants
- **NPC AC Replacement** – Replace 8 inch AC with C-900 PVC 8 inch mains and fire hydrants.

Tax Levy Resolution

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Fund Balance Analysis

General Fund (11)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	7,227,876	7,059,297	8,298,450	10,558,493	12,004,625	10,430,957
Revenues	15,279,696	15,864,852	17,307,171	22,539,701	19,590,428	18,097,896
Transfers In	517,153	678,066	575,206	834,553	871,398	544,732
Other Sources	-	-	-	-	-	-
Expenditures	11,355,193	11,842,973	13,273,857	19,978,360	19,928,135	22,823,516
Transfers Out	4,610,234	3,460,795	2,339,580	1,949,762	2,107,359	3,504,004
	<u>7,059,297</u>	<u>8,298,450</u>	<u>10,558,493</u>	<u>12,004,625</u>	<u>10,430,957</u>	<u>2,746,063</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	1,546,063
Cemetery Maintenance Reserve			58,922	100,000	137,363	200,000
	<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>2,746,063</u>
Available	<u>5,059,297</u>	<u>5,798,450</u>	<u>7,899,571</u>	<u>9,004,625</u>	<u>8,293,594</u>	<u>0</u>

HURF (12)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	1,484,607	1,435,232	1,435,233	1,435,235	1,435,235	1,005,733
Revenues	1,446,189	1,647,528	1,568,838	1,920,882	1,728,828	2,903,732
Transfers In	1,596,933	477,226	740,125	682,428	1,270,526	1,483,019
Other Sources	963	243,862	25,404	-	-	-
Expenditures	3,044,085	2,368,616	2,334,366	2,603,310	3,428,856	5,392,484
Transfers Out	-	-	-	-	-	-
	<u>1,484,607</u>	<u>1,435,233</u>	<u>1,435,235</u>	<u>1,435,235</u>	<u>1,005,733</u>	<u>0</u>
Available	<u>1,484,607</u>	<u>1,435,233</u>	<u>1,435,235</u>	<u>1,435,235</u>	<u>1,005,733</u>	<u>0</u>

SLID (14)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	5,510	5,510	5,510	5,510	18,058	18,418
Revenues	187,304	192,184	199,689	208,919	200,360	200,300
Transfers In	29,121	16,309	5,608	-	-	15,000
Other Sources	-	-	-	-	-	-
Expenditures	215,224	208,493	205,297	196,371	200,000	210,000
Transfers Out	1,200	-	-	-	-	-
	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>18,058</u>	<u>18,418</u>	<u>23,718</u>
Available	<u>5,510</u>	<u>5,510</u>	<u>5,510</u>	<u>18,058</u>	<u>18,418</u>	<u>23,718</u>

PUBLIC TRANSPORTATION (15)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	114,182	105,216	79,583	60,572	42,040	271,118
Revenues	559,575	574,327	611,817	662,415	975,750	806,201
Transfers In	81,875	84,887	91,174	91,174	91,174	-
Other Sources	-	-	-	-	-	-
Expenditures	575,786	593,947	631,102	681,221	737,846	741,979
Transfers Out	74,630	90,900	90,900	90,900	100,000	65,000
	<u>105,216</u>	<u>79,583</u>	<u>60,572</u>	<u>42,040</u>	<u>271,118</u>	<u>270,340</u>
Available	<u>105,215</u>	<u>79,583</u>	<u>60,572</u>	<u>42,040</u>	<u>271,118</u>	<u>270,340</u>

CEMETERY (16)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	105,522	91,543	98,860	0	0	0
Revenues	33,334	38,579	45,588	-	-	-
Transfers In	-	10,000	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	47,312	41,262	13,590	-	-	-
Transfers Out	-	-	-	-	-	-
	<u>91,543</u>	<u>98,860</u>	<u>130,858</u>	<u>0</u>	<u>0</u>	<u>0</u>
Reserves						
Maintenance Reserve	-	-	-	-	-	-
Available	<u>91,543</u>	<u>98,860</u>	<u>130,858</u>	<u>0</u>	<u>0</u>	<u>0</u>

WHITE MOUNTAIN PARTNERSHIP (17)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	21,048	36,677	18,106	35,782	80,315	67,832
Revenues	49,812	74	34	45,589	44,050	63,500
Transfers In	20,000	-	20,000	20,000	20,000	-
Other Sources	-	-	-	-	-	-
Expenditures	64,207	19,644	3,359	20,056	76,533	131,332
Transfers Out	-	-	-	-	-	-
	<u>36,677</u>	<u>18,106</u>	<u>35,782</u>	<u>80,315</u>	<u>67,832</u>	<u>0</u>
Available	<u>36,677</u>	<u>18,106</u>	<u>35,782</u>	<u>80,315</u>	<u>67,832</u>	<u>0</u>

GEOCACHING (18)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	-	26,454	1,116	3,490	3,490	0
Revenues	58,450	1,440	14,750	-	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	32,327	26,778	12,399	-	3,490	-
Transfers Out	-	-	-	-	-	-
	<u>26,454</u>	<u>1,116</u>	<u>3,490</u>	<u>3,490</u>	<u>0</u>	<u>0</u>
Available	<u>26,454</u>	<u>1,116</u>	<u>3,490</u>	<u>3,490</u>	<u>0</u>	<u>0</u>

GRANTS FUND (22)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	3,833,209	3,857,211	2,772	45,494	45,495	448,739
Revenues	36,460	19,047	51,245	519,917	573,204	1,259,625
Transfers In	1,360,129	1,225,427	46,236	152,300	290,002	877,731
Other Sources	-	-	-	-	-	4,000,000
Expenditures	1,372,589	5,098,913	54,759	522,653	459,962	6,586,095
Transfers Out	-	-	-	149,564	-	-
	<u>3,857,211</u>	<u>2,772</u>	<u>45,494</u>	<u>45,495</u>	<u>448,739</u>	<u>(0)</u>
Available	<u>3,857,211</u>	<u>2,772</u>	<u>45,494</u>	<u>45,495</u>	<u>448,739</u>	<u>(0)</u>

LIBRARY DEVELOPMENT FEES (24)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	8,314	12,117	15,338	15,267	15,727	460
Revenues	12,903	17,405	19,965	460	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	9,100	14,184	20,036	-	15,267	460
	12,117	15,338	15,267	15,727	460	(0)
Available	12,117	15,338	15,267	15,727	460	(0)

PARK & RECREATION FACILITIES DEVELOPMENT FEES (26)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	46,505	1,727	631	631	461	16
Revenues	945	186	6	16	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	45,723	1,282	6	186	445	16
	1,727	631	631	461	16	0
Available	1,727	631	631	461	16	0

TRANSPORTATION DEVELOPMENT FEES (27)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	56,953	68,575	93,546	142,645	127,756	95,111
Revenues	72,822	108,772	116,899	135,111	108,600	40,000
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	61,200	83,800	67,800	150,000	141,245	135,111
	68,575	93,546	142,645	127,756	95,111	0
Available	68,575	93,546	142,645	127,756	95,111	0

DEBT SERVICE (31)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	914,626	1,102,730	1,247,821	853,185	626,622	80,936
Revenues	22,685	24,881	21,365	22,778	17,352	18,000
Transfers In	1,330,350	1,342,403	1,092,803	1,049,715	850,000	1,246,954
Other Sources	-	-	-	-	-	-
Expenditures	1,164,932	1,222,191	1,508,804	1,299,056	1,413,038	1,345,891
Transfers Out	-	-	-	-	-	-
	1,102,730	1,247,821	853,185	626,622	80,936	(0)
Available	1,102,730	1,247,821	853,185	626,622	80,936	(0)

IMPROVEMENT DISTRICT #5 (35)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	9,846	0	0	0	0	0
Revenues	1,967	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	11,815	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

IMPROVEMENT DISTRICT #6 (36)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	263,215	124,186	(0)	(0)	0	0
Revenues	349,945	299,296	239,910	0	-	-
Transfers In	-	64,927	91,028	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	473,974	473,408	330,938	-	-	-
Transfers Out	15,000	15,000	-	-	-	-
	<u>124,186</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>124,186</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>0</u>	<u>0</u>

IMPROVEMENT DISTRICT #7 (37)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	44,133	17,811	0	0	0	0
Revenues	55,320	62,215	77,070	-	-	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	78,641	77,026	77,070	-	-	-
Transfers Out	3,000	3,000	-	-	-	-
	<u>17,811</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>17,811</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

AIRPORT (41)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	5,121	6,561	6,561	0	0	0
Revenues	1,031,979	1,107,815	1,726,468	-	-	-
Transfers In	-	60,290	7,288	-	-	-
Other Sources	191	-	4,919	-	-	-
Expenditures	1,030,728	1,177,706	1,738,973	0	-	-
Transfers Out	-	-	6,261	-	-	-
	<u>6,561</u>	<u>6,561</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available	<u>6,561</u>	<u>6,561</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

WASTEWATER (42)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	4,907,564	608,230	(424,943)	(663,821)	852,109	624,919
Revenues	2,428,751	2,544,803	2,716,364	2,888,156	2,912,293	3,101,028
Transfers In	135,500	-	284,402	2,017,390	300,000	352,800
Other Sources	33,578	(2,536)	13,872	48,615	14,766	10,000
Expenditures	6,769,363	3,298,340	3,029,116	3,285,680	3,301,698	3,492,280
Transfers Out	127,800	277,100	224,400	152,551	152,551	152,551
	<u>608,230</u>	<u>(424,943)</u>	<u>(663,821)</u>	<u>852,109</u>	<u>624,919</u>	<u>443,916</u>
Reserves						
Operating Reserve	-	206,315	425,000	485,000	375,361	437,799
	-	206,315	425,000	485,000	375,361	437,799
Available	<u>608,230</u>	<u>(631,258)</u>	<u>(1,088,821)</u>	<u>367,109</u>	<u>249,558</u>	<u>6,117</u>

WATER (43)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	4,077,927	4,192,779	4,671,874	5,172,509	6,612,783	5,426,392
Revenues	3,877,536	4,061,822	4,319,016	4,750,356	4,370,645	4,418,304
Transfers In	-	-	13,680	70,000	-	500,000
Other Sources	-	-	-	-	-	-
Expenditures	3,573,684	3,386,927	3,615,860	3,152,652	5,316,823	6,838,152
Transfers Out	189,000	195,800	216,200	227,430	240,214	239,965
					-	
	4,192,779	4,671,874	5,172,509	6,612,783	5,426,392	3,266,578
Reserves						
Water Plant Replacement	1,000,000	1,100,000	1,200,000	1,300,000	1,500,000	1,700,000
Operating Reserve	651,300	630,100	675,000	750,000	800,000	940,000
	1,651,300	1,730,100	1,875,000	2,050,000	2,300,000	2,640,000
Available	2,541,479	2,941,774	3,297,509	4,562,783	3,126,392	626,578

WATER DEVELOPMENT IMPACT FEE (44)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	119,112	111,606	111,090	111,242	(21,975)	(25,071)
Revenues	1,492	(516)	897	2,489	(166)	25,071
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	8,998	-	746	135,706	2,930	-
Transfers Out	-	-	-	-	-	-
	111,606	111,090	111,242	(21,975)	(25,071)	0
Available	111,606	111,090	111,242	(21,975)	(25,071)	0

WASTEWATER DEVELOPMENT IMPACT FEE (45)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	1,973,174	1,988,854	1,996,239	1,992,314	(0)	(0)
Revenues	15,680	7,385	16,133	-	-	-
Transfers In	-	-	264,345	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	284,402	-	-	-
Transfers Out	-	-	-	1,992,314	-	-
	1,988,854	1,996,239	1,992,314	(0)	(0)	(0)
Available	1,988,854	1,996,239	1,992,314	(0)	(0)	(0)

SANITATION (47)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	205,919	212,742	203,439	203,248	149,036	64,036
Revenues	889,980	869,907	893,848	956,838	952,000	1,002,000
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	818,157	804,210	846,139	936,051	962,000	962,000
Transfers Out	65,000	75,000	47,900	75,000	75,000	75,000
	212,742	203,439	203,248	149,036	64,036	29,036
Available	212,742	203,439	203,248	149,036	64,036	29,036

AQUATIC (48)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	-	(0)	4,306	4,216	(0)	(0)
Revenues	129,094	133,854	126,949	-	-	-
Transfers In	290,326	265,000	323,540	-	-	-
Other Sources	-	90	-	-	-	-
Expenditures	419,419	394,638	450,580	4,216	-	-
Transfers Out	-	-	-	-	-	-
	(0)	4,306	4,216	(0)	(0)	(0)
Available	(0)	4,306	4,216	(0)	(0)	(0)

WASTEWATER CAPACITY FEE (52)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	(253,426)	(150,879)	145,273	246,854	788,955	953,952
Revenues	238,047	296,152	365,926	542,101	464,997	150,500
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Transfers Out	135,500	-	264,345	-	300,000	352,800
	(150,879)	145,273	246,854	788,955	953,952	751,652
Available	(150,879)	145,273	246,854	788,955	953,952	751,652

WATER CAPACITY FEE (53)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	275,654	403,081	557,889	804,700	1,119,448	1,346,377
Revenues	127,427	178,453	270,511	314,749	252,000	35,500
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	-	23,646	23,700	-	25,071	500,000
Transfers Out	-	-	-	-	-	-
	403,081	557,889	804,700	1,119,448	1,346,377	881,877
Available	403,081	557,889	804,700	1,119,448	1,346,377	881,877

SELF-INSURED MEDICAL (62)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	520,219	976,103	1,330,776	1,719,276	2,100,270	1,869,270
Revenues	1,583,654	1,648,937	1,608,892	1,635,780	1,615,000	2,001,500
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	1,127,770	1,294,265	1,220,392	1,254,786	1,846,000	2,106,000
Transfers Out	-	-	-	-	-	-
	976,103	1,330,776	1,719,276	2,100,270	1,869,270	1,764,770
Available	976,103	1,330,776	1,719,276	2,100,270	1,869,270	1,764,770

SHOWLOW BLUFF - SPECIAL ASSESSMENT (75)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	242,486	253,293	243,290	242,561	258,112	231,095
Revenues	175,461	154,640	159,870	180,394	136,803	136,283
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	164,662	164,642	160,598	160,843	159,820	165,480
Transfers Out	-	-	-	4,000	4,000	4,000
	253,293	243,290	242,561	258,112	231,095	197,898
Available	253,293	243,290	242,561	258,112	231,095	197,898

SHOW LOW BLUFF - GENERAL OBLIGATION (76)

	FY2016	FY2017	FY2018	FY2019	FY2020 Est.	FY2021
Beginning Balance	632,170	580,366	572,961	666,418	(13,025)	0
Revenues	56,935	100,444	196,604	(15,847)	13,025	-
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Expenditures	104,739	103,850	99,147	663,596	-	-
Transfers Out	4,000	4,000	4,000	-	-	-
	580,366	572,961	666,418	(13,025)	0	0
Available	580,366	572,961	666,418	(13,025)	0	0

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