



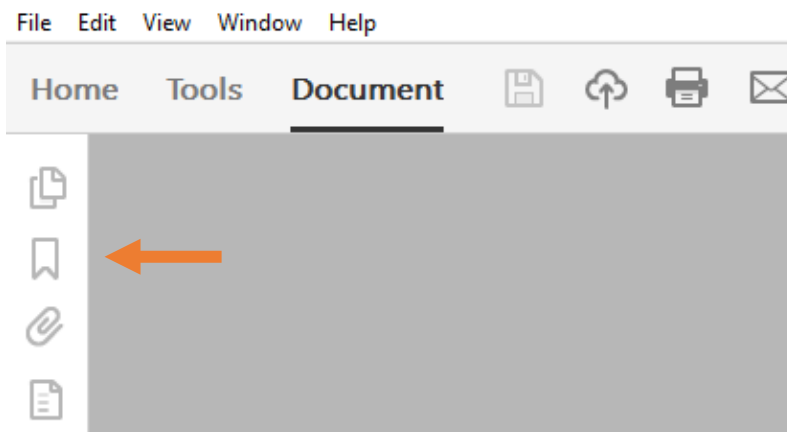
Annual Budget

Fiscal Year 2021



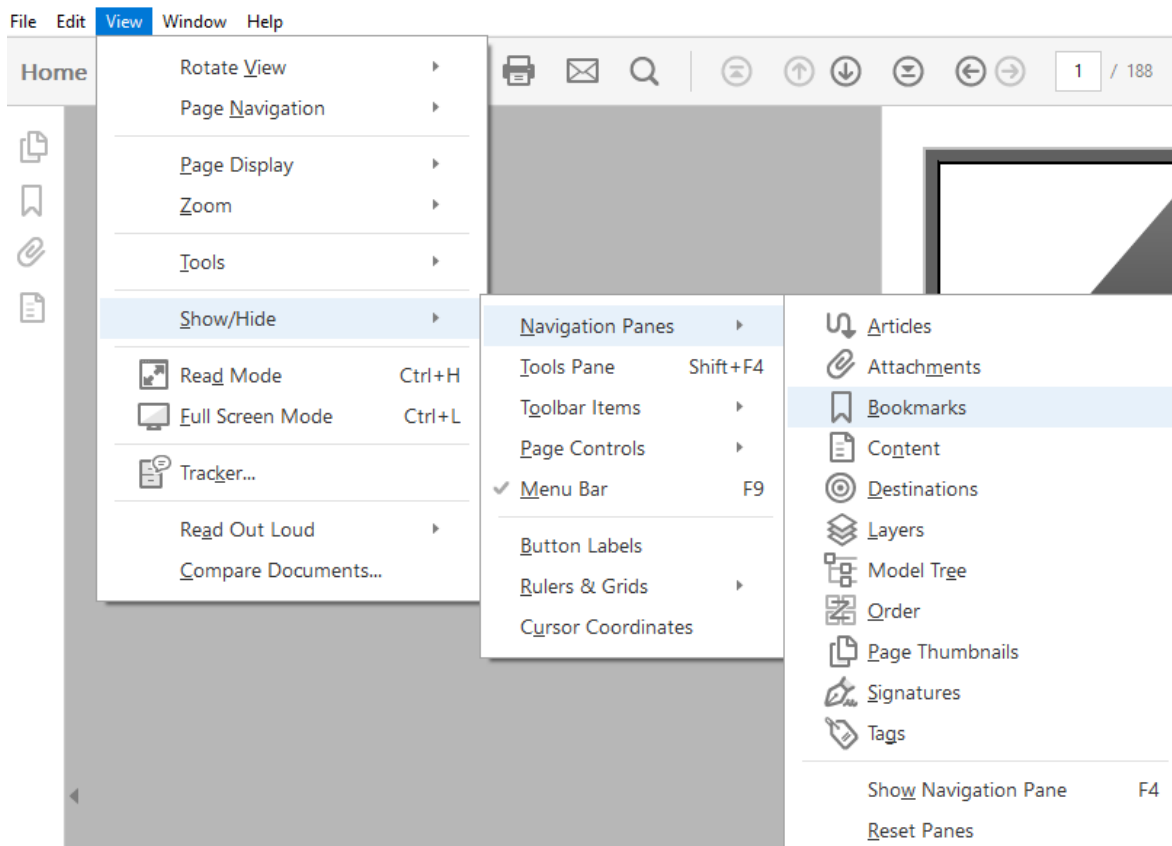
Navigating Through This PDF File

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Mayor & City Council



Mayor

Levi Tappan

Term ends:
November 2020



Vice Mayor

John Kocjan

Term ends:
November 2020



Council Member

Theresa Lee

Term ends:
November 2022



Council Member

David Auge

Term ends:
November 2022



Council Member

Kristin Davis

Term ends:
November 2020



Council Member

Dennis Warner

Term ends:
November 2020



Council Member

Rick Yanke

Term ends:
November 2022

City Manager and Finance Staff



City Manager

**Darren
Coldwell**



Finance Director

**Linda
Watson**

Kristy Monroe
Finance Analyst

Cathy Gomez
Account Clerk Senior

Glenda Cassidy
Account Clerk

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Page
Arizona**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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I. Organizational Chart

Residents of Page, Arizona

City Council

Levi Tappan, Mayor
John Kojan, Vice Mayor
David Auge, Council Member
Kristen Davis, Council Member
Theresa Lee, Council Member
Dennis Warner, Council Member
Rick Yanke, Council Member

City Services

City Clerk
Kim Larson

City Attorney
Josh Smith

City Manager
Darren Coldwell

Magistrate
Rick Olson

Page Utility Board
Jeff Jones, Chairman
Tony Ferrando, Member
Ken Sichi, Member
Alan Nelson, Member
Lynn Hunter, Member

City Administration

-City Manager
-General Services

Finance

Linda Watson
-Finance

Human Resources

Rachell French
-Human Resources/
Risk Management

Information Technology

Kane Scott
-Information Technology

Public Safety

Fire Department
Chief Jeff Reed

Police Department
Chief Drew Sanders

-Police Administration
-Patrol
-Communications
-Investigations

Community Development

Tim Suan
-Community/Economic Development
-Planning and Zoning
-Building Safety and Code Compliance

Community/Recreation Services

Lynn Cormier
-Community & Recreation Service Admin
-Community Center
-Library
-Parks and Trail Maintenance
-Recreation
-Golf Course Clubhouse
-Golf Course Maintenance

Public Works

Kyle Christiansen
-Public Works Administration
-Corrals
-Central Garage
-Buildings Maintenance
-Highway User (Streets)
-Perpetual Care/Cemetery

Page Utility Enterprises

Bryan Hill
-Electric
-Water
-Sewer
-Garbage

II. Community Profile

The City of Page is one of the youngest communities in the United States. Located in northeastern Arizona, Page is approximately 270 miles north of Phoenix and 270 miles east of Las Vegas. In 1956, the United State Congress authorized the Bureau of Reclamation to build a dam on the Colorado River. Living accommodations and support services were needed for construction workers, their families, and everyone connected with the massive project.

Brief History

The town of Page began as a construction camp. The mesa of which the City of Page now stands was part of the Navajo Tribal grazing allotment belonging to the Manson Family. This land was called Manson Mesa. The federal government made a reciprocal agreement with the Navajo Nation to transfer 16.7 square miles of Manson Mesa land to the Bureau of Reclamation, in exchange for a larger tract in Utah. The town was named after the Honorable John C. Page, whom served as a commissioner of the Bureau of Reclamation from 1936 to 1943 and died in 1955.



Construction of the dam was completed in 1965. In 1970, the Navajo Generating Station broke ground for a coal-fired generating station that brought jobs to the area and boosted the local economy. In 1974, the Bureau removed itself from governing the town and Page became an independent town by popular vote of the residents. On March 1, 1975, the City of Page was incorporated by formal resolution.

Council/Manager Form of Government

The City of Page operates under the Council-Manager form of government. Under this system, the City Council hires a professional City Manager who is responsible for translating council policy into action, as well as the daily administration and management of all City departments. The strength of the council/manager form of government lies in the political leadership of the City Council combined with the managerial expertise of a City Manager.



At an elevation of 4,300 feet atop Manson Mesa and overlooking Wahweap Bay of Lake Powell, Page has become a major tourist destination.

Though it began as a temporary camp for construction workers, Page has emerged as a self-sufficient and progressive city. Today, tourism and the Navajo Generating Station are the major contributors to the economy.

Navajo Generating Station (NGS), a subsidiary of Salt River Project, opened in 1974 and provided hundreds of jobs to locals that helped to boost Page's economy. In 2017, Salt River Project announced the plant will be closing with plans to decommission in 2019. The City, County, and local entities have been working together to smooth the transition and provide more employment opportunities within the area. NGS plans to shut down plant operations in December 2019 and has relocated many of its workers. Although many of the plant workers have taken jobs in other locations, mainly in the Phoenix vicinity, many of the families have opted to remain in Page and the surrounding area. The City will continue to monitor the effects of the NGS closure and explore options to diversify the economy.



Tourism and travel-related services and public utilities are the predominant employers in Page. While tourism services experience seasonal employment peaks from March through November, small businesses provide stability for Page.

The federal government is another important employer in the Page area. Glen Canyon National Recreation Area is administered by the National Park Service through headquarters in Page; and Glen Canyon Dam is managed by the U.S. Bureau of Reclamation. Both agencies are part of the U.S. Department of the Interior. Other federal, state, and city offices, as well as the public schools have boosted government to healthy 10 percent of the total. [Information from the Arizona Department of Commerce, Community Profile].



The City of Page has a broad range of community and recreational facilities to offer both residents and visitors. Community facilities include the Page Public Library and the Page Community Center. Our library offers educational programming for all ages, book clubs, author visits, Wi-Fi Hotspots and job-training seminars while the Page Community Center offers home-delivered meals and congregate dining opportunities for our residents; provides public access to Wi-Fi and computers; hosts numerous community programs, such as, Zumba, crafts, demonstrations, etc. The Lake Powell National Golf Course, the only golf course north of Flagstaff, is a pristine red-rock course with unprecedented views of the Glen Canyon Dam and Lake Powell. The Golf Course offers various programs and classes to the community and visitors. The Page Sports Complex is a beautiful 4-field complex which hosts a number of sport programs and tournaments throughout the year. The Page Rim Trail, a 10-mile loop which encircles the City, gives walkers, joggers, bikers and dog-walkers a 360-degree view of all sides of the City. The Lakeview Nature Park is a 106-acre nature area on the northside of Page, allowing more opportunities for the hiking enthusiasts. There are also 6 neighborhood and community parks boasting features such as our skatepark, pickleball courts, basketball courts, and ADA playground and bathroom-accessible parks. Multiple new parks are in-the-works, with community and recreational activities being a high-priority within the City of Page. Page has one weekly newspaper, the Lake Powell Chronicle, and a local radio station. Television channels from Phoenix, cable by satellite, and cellular telephone service are available.

Page Unified School District (PUSD) serves 1,800 square miles in and around Page. Two pre-schools, a public elementary, intermediate, middle and two high school serve the citizens of Page. School enrollment is more than 3,000 students. In May 2017, Coconino Community College, Northern Arizona University, Dine College, and Navajo Technical University signed an agreement to start developing a "Higher Education Consortium Project" to be based in Page. The consortium is expected to offer a range of degrees and certificate programs their institutions might like to offer. Those include degree programs or certificates in teaching and early childhood education, hotel and restaurant management, culinary arts, nursing and healthcare, and marine mechanics.

Medical facilities include an accredited hospital, medical and dental offices, and various adjunct medical services. Medical specialists come from other cities on rotation to serve the citizens of Page. Classic Air Medical helicopter service is also available.

The Page Municipal Airport is situated on 536-acres located in Northern Arizona bordering Lake Powell. Two runways serve the airport - 15-33: 5,950 feet in length; and crosswind runway - 07-25: 2,200 feet in length. The Airport is a commercial service airport with charter and tours service also available.

Page has one industrial park (102 acres) with all utilities and highway access.

There are around 40 lodging facilities with roughly 3,000 units and seven meeting facilities with the largest of these facilities seating approximately 400 people. There are also several RV parks and campgrounds with complete hookups.

Weather in the City of Page is temperate with an average yearly maximum temperature of 71.9 degrees and an average yearly minimum temperature of 47.2 degrees. The hottest months are July and August with a daily average maximum temperature of 97 degrees and the coldest months are December and January with daily maximum temperatures averaging 45 degrees. Average yearly total precipitation is 4.78 inches.

Attractions

Tourism – The Center of the Grand Circle



Gary Ladd Photography

Page is the center of recreational opportunities, including Lake Powell. The lake has 1960 miles of shoreline, which is longer than the entire West Coast of the continental United States. There are 96 major canyons to explore as well as Rainbow Bridge National Monument that can be explored by watercraft. Horseshoe Bend Overlook and Antelope Canyon are major tourist attractions both attracting an estimated 3 to 7 million visitors in 2017.

Located in the center of "Canyon Country," Page is just a short drive from the North or South Rim of the Grand Canyon, Bryce and Zion National Parks, Monument Valley and Canyon De Chelly. Annual events include golf tournaments on Lake Powell National Golf Course, Balloon Regatta, bass fishing tournaments, mountain bike racing, rodeos, Native American dance performances and pow wows, and art shows.

The National Park Service estimates that the Glen Canyon National Recreation Area had 4.5 million visitors in 2017, up 41 percent over 2016. Tourism and the distance to other trade centers have created a demand for a variety of consumer goods and services. Therefore, 70 percent of the employers and more than 50 percent of the total workforce are in the retail trade and service sectors.

Page is the ideal location for exploring many of the American Southwest's renowned national parks and monuments and discovering the unique culture of the Navajo Nation.

Horseshoe Bend



Gary Ladd Photography

Horseshoe Bend is a magnificent attraction located on Hwy 89 at the southern point of the City of Page. With its brand-new parking facility, which just opened in April 2019, this hike attracts visitors from all over the world. The horseshoe-shaped meander of the Colorado River is truly breathtaking! Horseshoe Bend matches the South Rim of the Grand Canyon in regard to annual visitors.

Page Municipal Airport

Page Airport is a commercial service airport with flights to Phoenix, Arizona and Las Vegas, Nevada with Contour Airlines. At the center of the Grand Circle (Grand Canyon, Arches National Park, Lake Powell, Bryce Canyon, Monument Valley, and Zion National Park), Page Airport is perfectly situated, inviting travelers to come and explore.



Lake Powell National Golf Course



Lake Powell National Golf Course provides an 18-hole championship facility with views of Glen Canyon Dam, Lake Powell, and the Vermillion Cliffs. Facilities include a quality Pro Shop, restaurant, and driving range.



Vermillion Downs Rodeo Grounds and Corrals

Vermillion Downs Rodeo Grounds and Corrals, located at 531 Haul Road is a 25.26-acre site owned by the City. The arena is leased for events such as rodeos and carnivals. In addition, the City generates revenue by leasing corrals/stalls for residents and visitors.

Lake Powell Balloon Regatta



Balloon Regatta is an annual event that provides attendees with the opportunity to treat themselves and their family to the experience of hot air ballooning. The Balloon Regatta allows for hot air balloon operators to gather – as well as for the general public – to participate in various activities. These activities include “night glows”, rides, and education. Each year, balloon pilots present and demonstrate at the local schools to educate children of the history and activity that is hot air ballooning. The Balloon Regatta hosts a “Media Day” and hosts a “Q and A” session prior to morning flights. The event includes a vendor fair that has live music, a beer garden, food court and many shopping opportunities.

City Limits

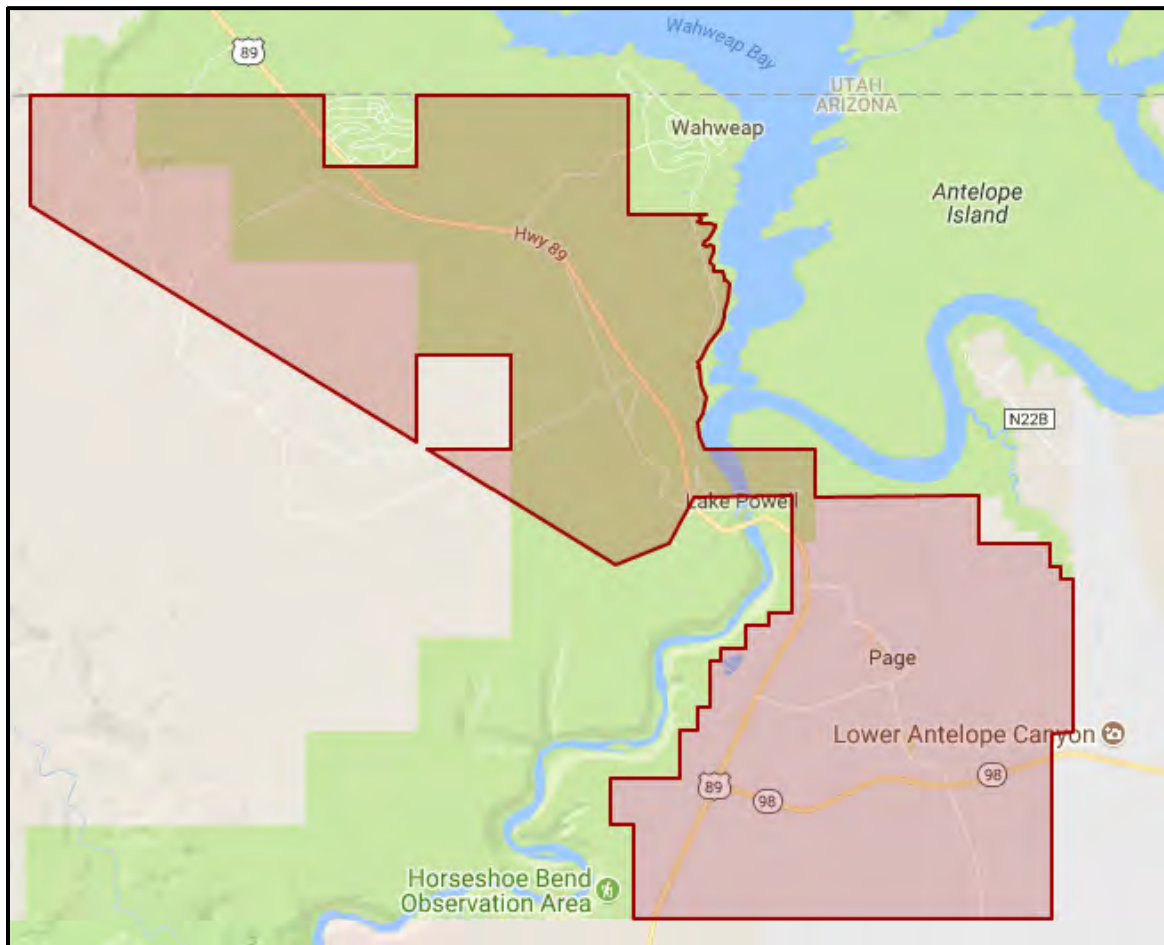
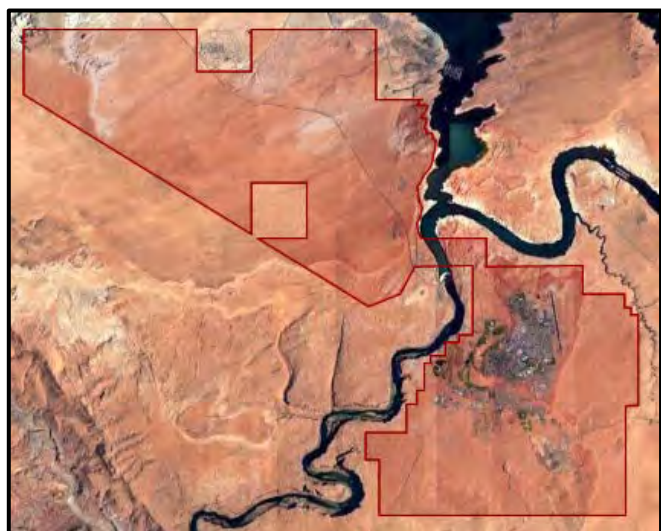


Image from Google maps



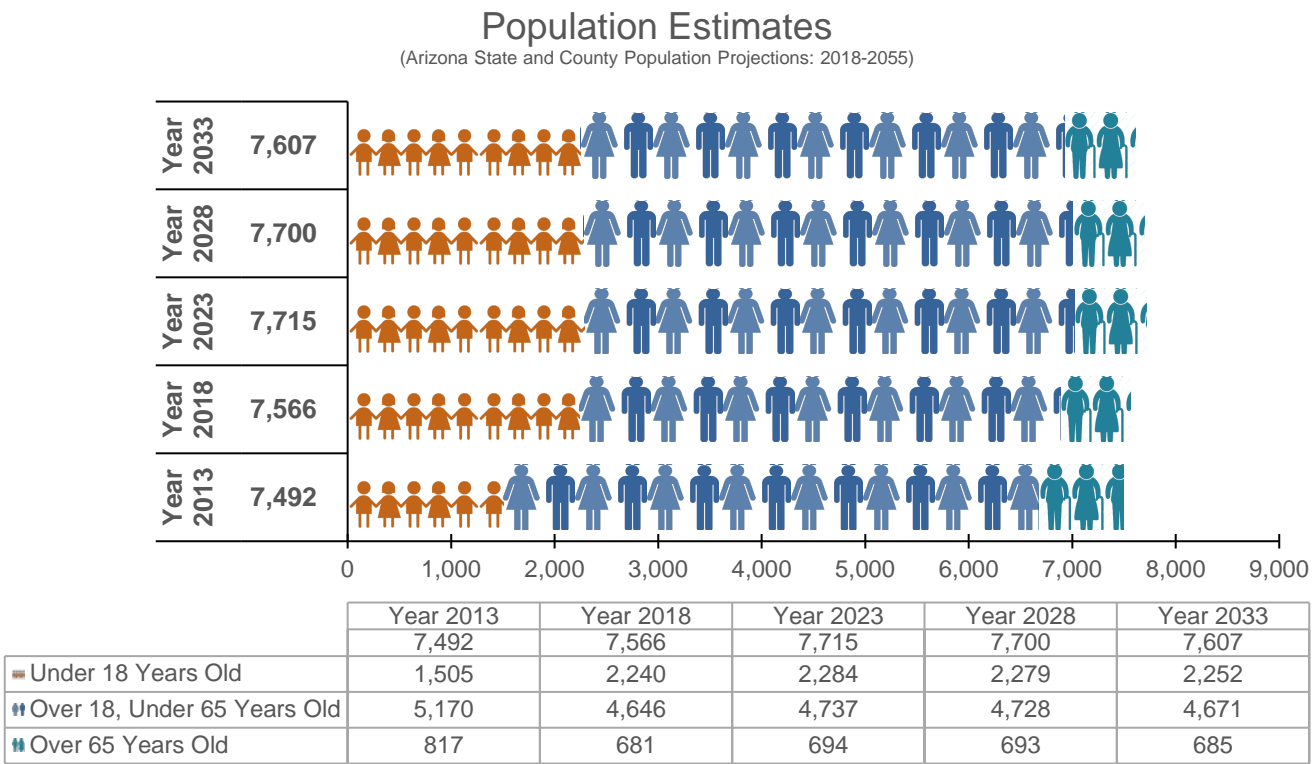
1958 Aerial



2017 Satellite Image (Image from Google maps)

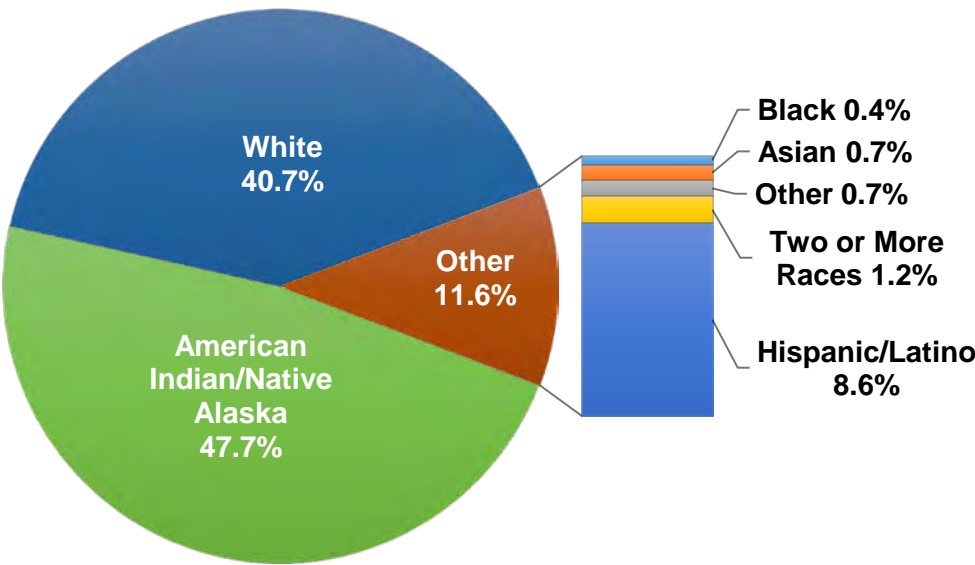
Population

The U.S. Census Bureau has predicted Arizona to be the sixth fastest growing State in the United States (dropping four places from 2016). It is expected that between the years 2014 to 2030, nearly double the State's population. In the past, the population of the City of Page has increased about half the rate than the State of Arizona, mainly due to our isolated location.



Estimated based on Arizona State and County Population Projections: 2018-2055 from the Office of Economic Opportunity

Population by Race



2013-2017 American Community Survey 5-Year Estimates

Major Employers



Private Sector

- Aramark Lake Powell
- Navajo Generating Station
- Antelope Holdings LLC
- Wal-Mart
- Infinity of Page Home Health Care
- Banner Page Hospital
- Canyonlands Community Health Care
- Yamamoto Custom Baits
- Page Steel/Page Lumber

Public Sector

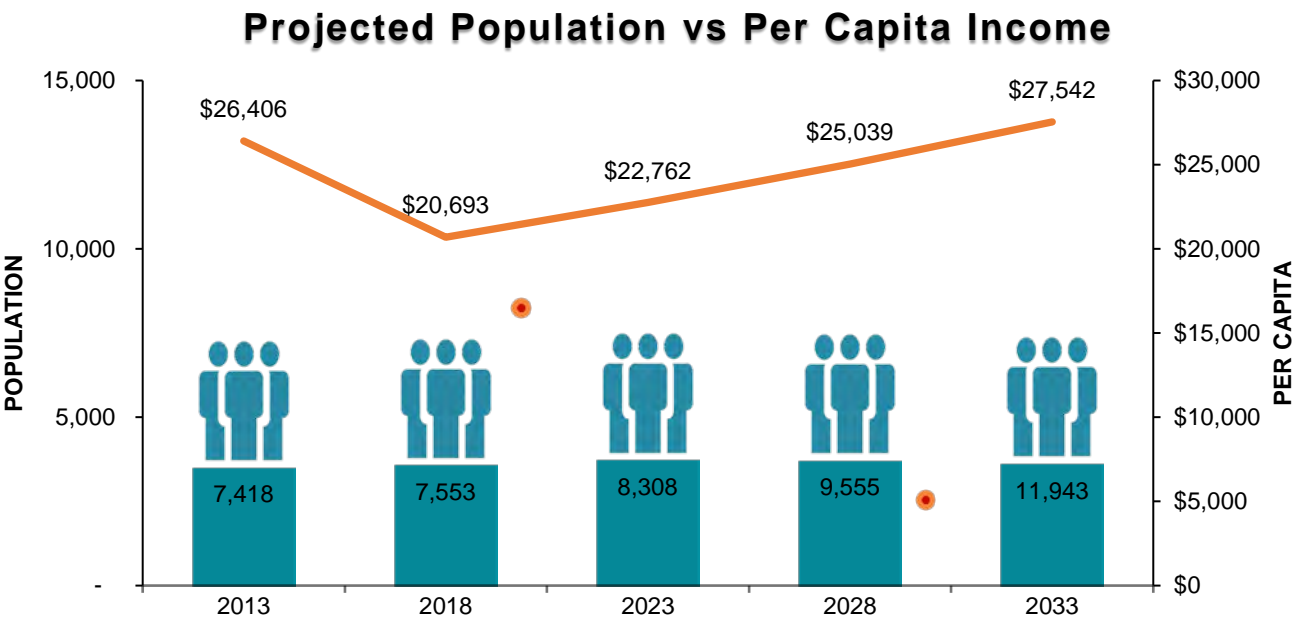
- Page Unified School District
- National Park Service
- City of Page
- Coconino Community College
- Bureau of Reclamation

Office of Citizenship and Immigration Services, E-Verify Services, Participating Services. 2018

Number employed in private sector - **2,451**
Number of Self-Employed workers - **72**

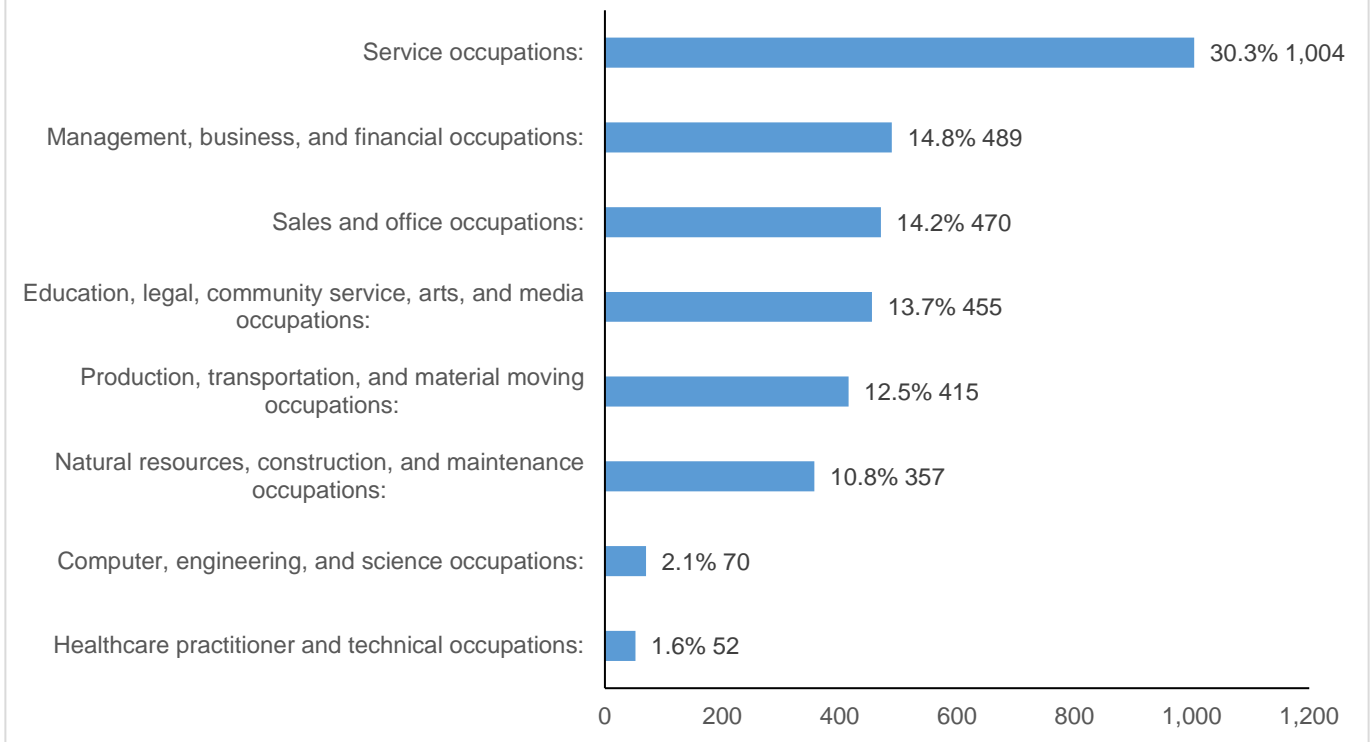
Number employed in public sector – **767**
Number of unpaid family workers - **22**

2013-2017 American Community Survey 5-Year Estimates



Estimates based on 2013-2017 American Community Survey 5-Year Estimates

Employment by Industry



2013-2017 American Community Survey 5-Year Estimates

Occupations by Industry

Services Occupations:

- Healthcare support
- Firefighting and prevention
- Law enforcement workers
- Other protective service workers
- Food preparation and serving related
- Building and grounds cleaning and maintenance
- Personal care and service

Sales and Office Occupations:

- Sales and related occupations
- Office and administrative support

Management, business, science, and arts occupations:

- Management
- Business and financial operations

Education, legal, community service, arts, and media:

- Community and social services
- Legal
- Education, training, and library
- Arts, design, entertainment, sports, and media

Natural resources, construction, and maintenance:

- Farming, fishing, and forestry
- Construction and extraction

Production, transportation, and material moving:

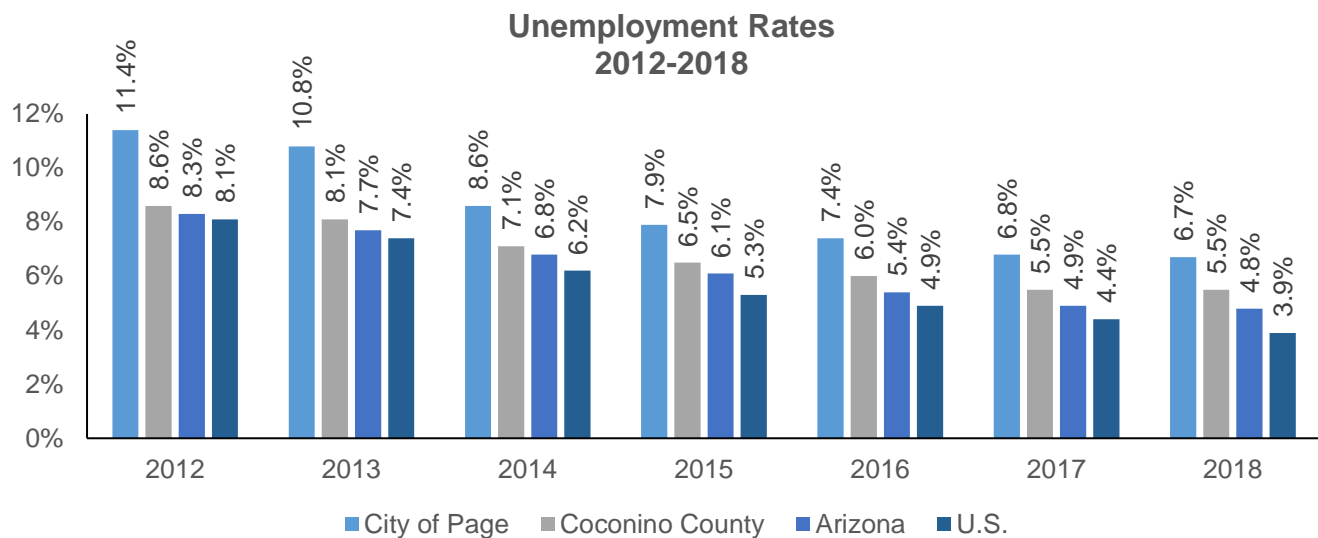
- Production
- Transportation
- Material moving

Healthcare practitioner and technical:

- Health diagnosing and treating practitioners and other technical
- Health technologists and technicians

Computer, engineering, and science:

- Computer and mathematical
- Architecture and engineering
- Life, physical, and social science



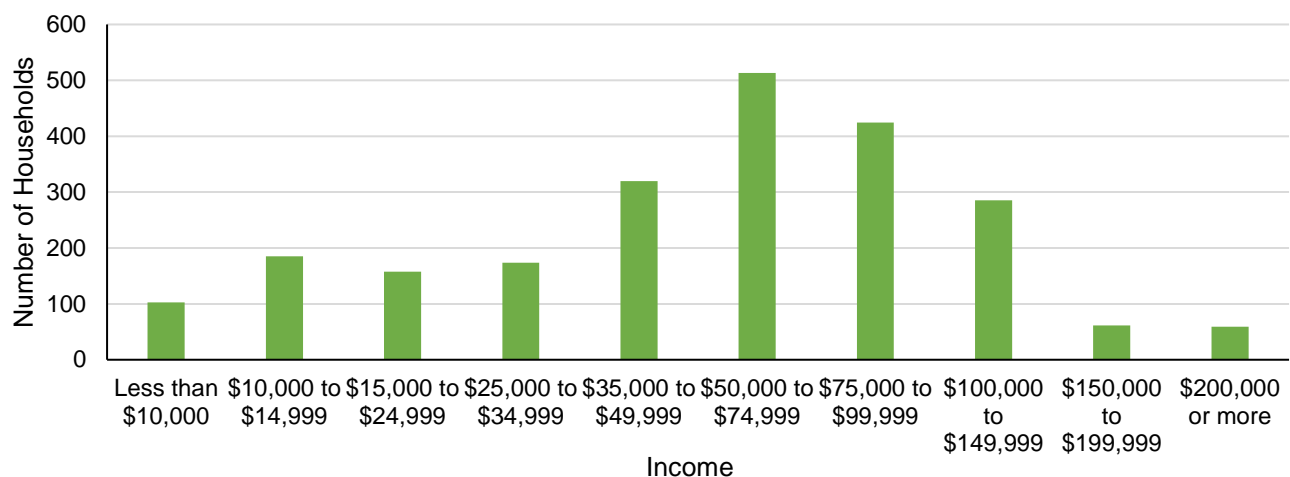
Office of Economic Opportunity, Arizona Labor Statistics 2019

Page's 2018 unemployment rate was 6.7%, which is higher than the County (5.5%), State (4.8%), and nation average (3.9%) (Office of Economic Opportunity, Arizona Labor Statistics). The labor force participation rate is 71.2%, which is higher than the County (63.4%) and State (59.2%). This implies that Page residents seek out employment at a greater rate, since more people are in the labor force locally than regionally (U.S. Census QuickFacts, 2018).

Note: Statistics from Arizona Labor Statistics are not seasonally adjusted and numbers are revised from prior year due to LAUS 2016 Redesign.

Median Annual Income: \$60,135

12 Month Household Income



2013-2017 American Community Survey 5-Year Estimates, Income in the Past 12 Month (in 2017 inflation-adjusted dollars).

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III. Financial Policies

Financial Management Policy Overview

Financial Management Policy was formally adopted by City Council on July 25, 2012 and last revised June 24, 2019.

Policy 1 - 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.

Policy 2 - Fund Balance

Fund balance is an important indicator of the City's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow the City to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

Policy 3 - Expenditure Control

Expenditures will be controlled by an annual budget at the department/fund level. 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.

Policy 4 - Revenues and Collections

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

Policy 5 Grants

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

Policy 6 - Cost of Service and User Fees

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

Indirect cost charges will be assessed to reflect the full cost of identified services.

Policy 7 - Capital Asset Accounting and Replacement

An effective asset accounting system is an important tool in managing the City's capital investments. The purpose of using this system allows us to identify, plan, schedule, finance, track and monitor capital assets to ensure proper replacement of depreciated assets.

The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs.

Basis of Budgeting

Terms

Basis of budgeting - the basis of accounting utilized throughout the budget process.

Basis of accounting - a term used to refer to when revenues and obligations are recognized in the accounts and reported in the financial statements.

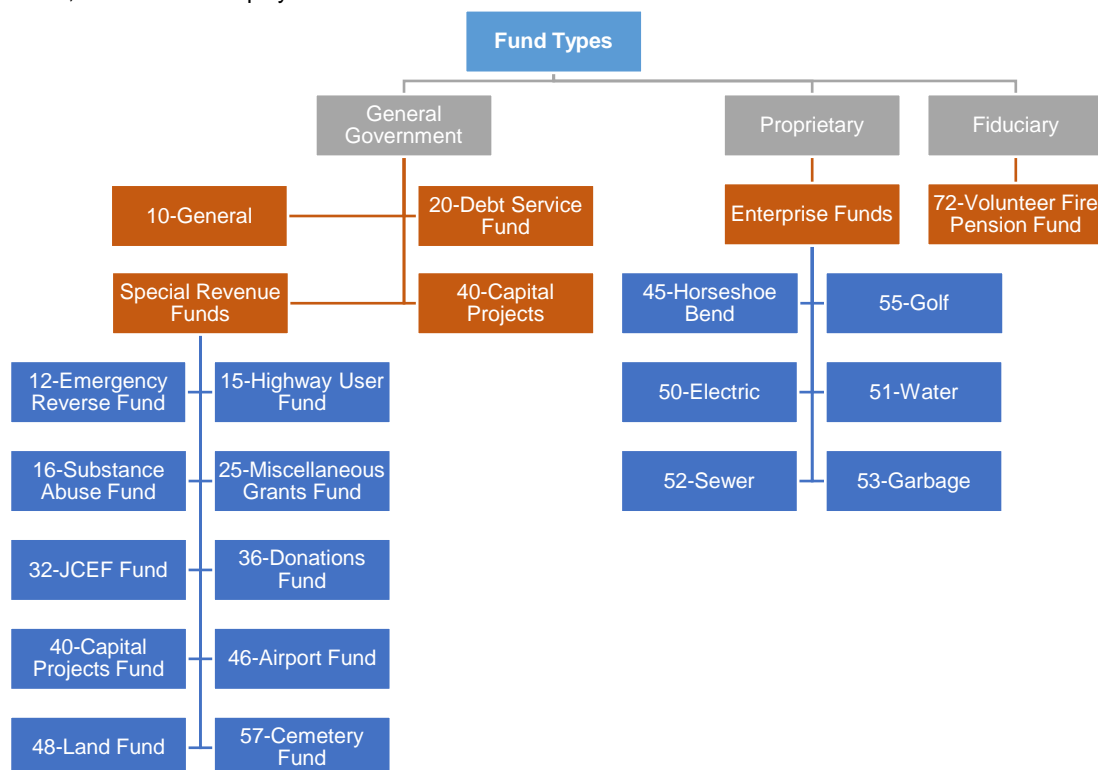
The City of Page 's budgets for the General, Special Revenue, Debt Service and Enterprise funds are prepared on essentially the same as modified accrual basis of accounting. This method is also used for City's financial reporting and financial statements. Although the City of Page utilizes Modified Accrual that does not require budgeting for depreciation, the City still budgets for depreciation for enterprise funds.

Basis of Budgeting

Type	Cash	Full Accrual	<input checked="" type="checkbox"/> Modified Accrual
Revenue	Cash is received	Earned	Measurable and available
Expenses	Cash is paid	Incurred	Incurred
Depreciation	Not budgeted	Not budgeted	Only Budgeted in Enterprise Funds
Capital Outlay (Budgeted as expense in year purchased)	Cash is paid	Incurred	Incurred
Principal Payments (Budgeted as expense)	Cash is paid	Incurred	Incurred

Fund Accounting

According to the Government Finance Officers Association, fund accounting is used to meet the reporting objective of providing information as to whether resources were obtained and used in accordance with the budget and other finance related requirements by accounting for financial transactions and balances through several separate funds, each accounting for designated assets, liabilities and equity.



Fund Descriptions

General Fund

- ◆ General Fund (10) – The General Fund is the City's primary operating fund and supports most of the City's departments in whole or in part. It accounts for all financial resources of the general government, except for those required to be accounted for in another fund. The General Fund is supported by revenues from city sales taxes, state aid, excise taxes, investment income, fines & forfeitures, and fees & charges.

Debt Service Fund

- ◆ Debt Service Fund (20) – The Debt Service Fund accounts for the accumulation of resources for and the payment of current and future debt service requirements of governmental debt that the City has authorized. The liabilities accounted for in this fund extend to future years, versus those that affect the current year alone shown in other funds.

Capital Projects Fund

- ◆ Capital Projects Fund (40) – The Capital Projects Fund accounts for the acquisition and construction of the City's major capital facilities, other than those financed by proprietary funds.

Special Revenue Funds

Special Revenue Funds are used to account for revenues that are legally restricted to specific purposes. These revenues must be accounted for separately from the General Fund for a variety of reasons, and may span multiple fiscal years.

- ◆ Airport Fund (46) – The Airport Fund is used to account for activities related to the operation of the City's airport.
- ◆ Cemetery Fund (57) – The Perpetual Care Fund is used to account for resources held by the City for the perpetual care of the cemetery.
- ◆ Donation Fund (36) – The Donation Fund is used to account for donations received by the City which are restricted for specific purposes.
- ◆ Highway User Revenue Fund (15) – The Highway User Revenue Fund (HURF) is used to account for the City's share of motor fuel tax revenues and lottery proceeds which are restricted for the maintaining, repairing, and upgrading of streets.
- ◆ Judicial Collection Enhancement Fund (32) – The Judicial Collection Enhancement Fund is used to account for activities associated with the Magistrate Court.
- ◆ Land Fund (48) – The Land Fund is used to account for activities related to land sales.
- ◆ Miscellaneous Grants Fund (25) – The Miscellaneous Grants Fund is used to account for grants received by the City which are restricted for specific purposes.
- ◆ Substance Abuse Fund (16) – The Substance Abuse Fund is used to account for the activity of the City's substance abuse funds received through the Magistrate Court.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. This means that the City is responsible for assets in a purely custodial manner that can be used only for the trust beneficiaries and Agency Funds.

- ★ Volunteer Fire Pension Fund (72) – The Pension Trust Fund accounts for the activities of the Volunteer Firefighters' Retirement Plan, which accumulates resources for pension benefit payments to qualified volunteer firefighters and EMS personnel.

Enterprise Funds

Enterprise Funds, also known as Proprietary Funds, cover the city's "business-type" activities, and are referred to as such in the financial statements. These statements comprise the Electric, Garbage, Sewer, and Water Funds of the City and added the Horseshoe Bend Fund in mid-FY2019 and the Golf Fund in FY2020. All direct and indirect costs including overhead of each service are intended to be captured by user fees and/or general fund subsidies. These funds account for their own fixed assets and long-term liabilities.

- ❖ Horseshoe Bend Fund (45) – Accounts for the Horseshoe Bend's services and operations.
- ❖ Golf Fund (55) – Accounts for the City's golf course services and operations.
- ❖ Electric Fund (50) – Accounts for the City's electrical services and operations.
- ❖ Garbage Fund (53) – Accounts for the City's garbage services and operations.
- ❖ Sewer Fund (52) – Accounts for the City's wastewater utility operations.
- ❖ Water Fund (51) – Accounts for the City's water utility operations.

◆ Governmental Funds

★ Fiduciary Funds

❖ Proprietary Funds

Departments by Fund

		Departments													
	Fund	Mayor and City Council	City Administration	City Attorney	City Clerk	Magistrate	Finance	Community /Economic Development	Community and Recreation Services	Public Safety	Public Works	Airport	Horseshoe Bend	Golf	Page Utility
Major Funds	General Fund	X	X	X	X	X	X	X	X	X	X				
	Electric Fund														X
	Capital Project Fund*		X			X		X	X	X	X	X	X	X	
Special Revenue Funds	Highway User Revenue Fund										X				
	Substance Abuse Fund					X									
	Debt Service Fund						X					X			
	Miscellaneous Grants Fund							X	X	X		X			
	Judicial Collection Enhancement Fund					X									
	Donations Fund	X							X	X					
	Airport Fund											X			
	Land Fund		X					X							
	Cemetery Fund										X				
Fiduciary Funds	Volunteer Fire Pension Fund									X					
Proprietary Funds	Horseshoe Bend Fund												X		
	Golf Fund													X	
	Water Fund														X
	Sewer Fund														X
	Garbage Fund														X

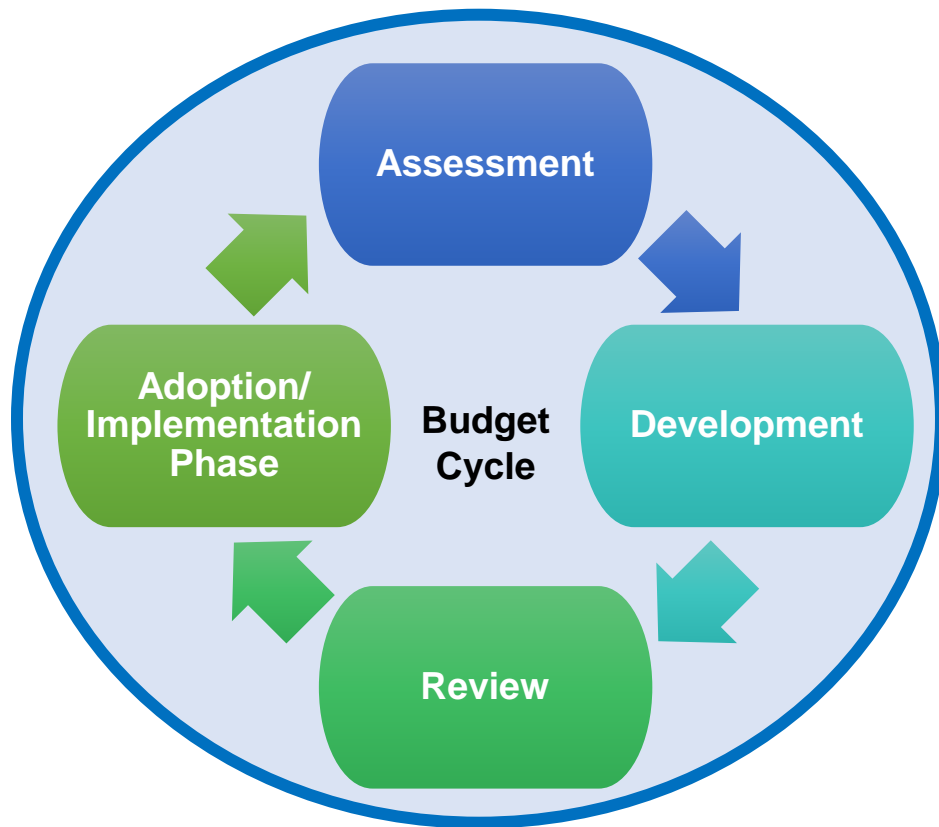
*Based on FY2020 Budget

IV. Budget Process

Calendar

The City of Page budget process relies upon the combined effort and involvement of our citizens; City Council; City Manager; Department Leaders; staff; partner agencies; and other local government entities. All play a vital role in assisting the City to ensure best use of the City's financial resources to keep our community beautiful and thriving.

Date	ACTION	Responsible Party
January 27, 2020	General meeting with Department Managers/ Appointed Staff to discuss FY21 Budget process and set goals.	City Manager
January 16, 2020 – January 23, 2020	Compile pertinent budget information.	Finance
January 24, 2020	Distribute budget instructions, information, and work sheets to department heads.	All Departments
February 24, 2020	Complete compilation of the forthcoming fiscal year's revenue estimates including debt service requirements, etc.	Finance
February 24, 2020	Submit departmental budget estimates to Finance.	All Departments
March 2, 2020 – March 5, 2020	City Manager/Finance Director review of departmental budgets and estimates.	City Manager/ Finance
March 16, 2020 – March 27, 2020	An individual meeting with each department head may be held in conjunction with the review step.	All Departments
March 30, 2020 – April 2, 2020	Make approved changes and prepare summary of tentative budget.	City Manager/ Finance
April 2, 2020 – April 5, 2020	Complete preparation of proposed budget.	Finance
April 10, 2020	Deliver proposed budget to City Council for review.	City Manager
May 2, 2020	City Council Budget Work Session(s)	City Council
May 27, 2020	Adopt tentative Budget	City Council
June 3, 2020	Published Public Notice – 1st	City Clerk
June 10, 2020	Published Public Notice – 2 nd	City Clerk
June 24, 2020	Public Hearing	City Council
June 24, 2020	Adopt Final Budget	City Council



Assessment Phase

The budget process begins with the City Manager and Finance staff meeting in January to discuss the upcoming fiscal year budget and set deadlines.

Development Phase

Finance compiles budget information from prior years and creates user friendly templates to be completed by department managers and staff to begin gathering preliminary data for the upcoming fiscal year. Finance works closely with departments in completing templates by set deadline.

Review Phase

The City Council holds a series of public work sessions in between March and June to hear input from City departments regarding objectives, accomplishments, and significant budget changes while providing an opportunity for the public to share their input. A tentative budget is adopted in accordance with Arizona Revised Statutes (ARS) 42-17101.

Adoption/Implementation Phase

In accordance with Arizona Revised Statutes (ARS) 42-17103, following the approval of the tentative budget, the City will publish a public notice to allow for public inspection of the City's budget summaries for two consecutive weeks. Final Budget is then adopted. Management control of the budget is maintained by conducting monthly budget performance reviews throughout the fiscal year to examine expenditure patterns and recommending corrective action to be taken during the year. Budget transfers may be requested if a shortfall is anticipated.

V. Budget Message

Mayor Tappan and Members of Page City Council:

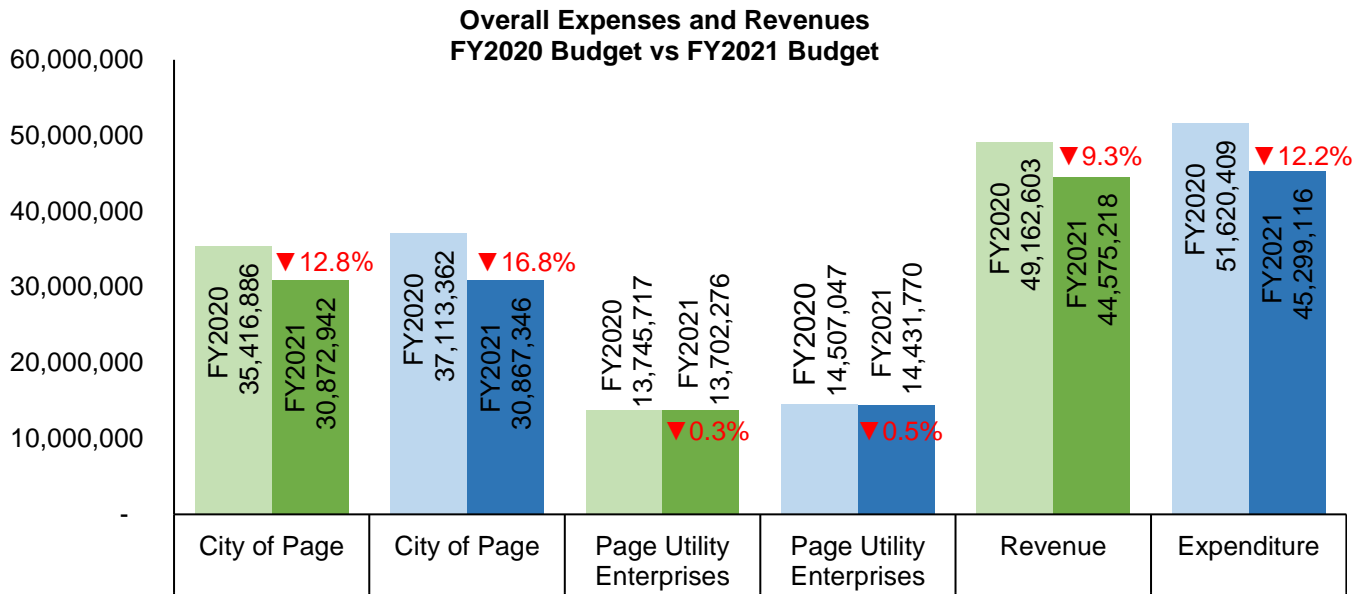
The annual budget assures the efficient, effective, and economic use of the City's resources, as well as establishing that the highest priority objectives are accomplished. Through the budget, the City Council and staff sets the direction of the City. The budget is expected to keep in mind both the positive and negative events happening within the City of Page. This document gives the City Council an ability to allocate resources and establish priorities.

The Fiscal Year 2021 Budget is respectfully submitted to Mayor Tappan, the City Council, and residents of Page Arizona. This budget represents the City Council's commitment to strong financial management practices and a strategic plan for continued growth and a sustained future. This budget document has been a collaboration between the City Manager, Department Managers, City staff, and members of the Page City Council to be used as a tool to identify funding priorities, reflect the needs and desires of the community, and to guide management throughout the year by clearly setting forth the goals and objectives of the Council for the coming year.

The budget for the City of Page includes \$30,872,942 in revenue and \$30,867,346 in expenditures, increases the total of fund balances by \$5,596. The budget for the Page Utility Enterprises includes \$13,702,276 in revenue and \$14,431,770 in expenditures and utilizes \$729,494 in fund balances. The budget is balanced between expenditures and revenues, but also seeks to balance the allocation of resources between competing operating requirements, capital needs, debt burden, and the maintenance of strong reserves for long term financial stability.

As a whole, the City of Page is in a strong financial position considering the economic challenges currently in Page. The authorization of the Coronavirus Aid, Relief, and Economic Security Act has helped stabilize funding for specific funds such as Emergency Services and Page Airport, albeit a temporary fix for a complicated problem. Several problems have played a role in the economic future of our City including:

- High unemployment due to decreased tourism numbers and other tourism related jobs.
- The continued nationwide and state mandated restrictions.
- The decision to lockdown the Navajo Nation.
- The closing of the Navajo Generating Station.



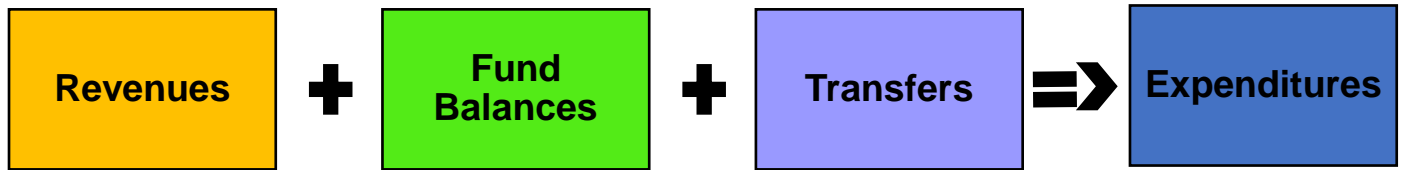
Budgeted overall revenue decreased by 9.3% from FY20 and overall expenses decreased by 12.2%, excluding interfund transfers.

Fund Accounting

The City uses funds to report its financial position and the results of its operations. Fund accounting ensures financial resources are segregated by certain governmental functions or activities. Fund accounting also supports legal compliance and aids overall fiscal management practices. A fund is a separate accounting entity with a self-balancing set of accounts, which includes assets, liabilities, fund equity, revenues, and expenditures. More information on fund accounting and the City's financial structure can be found in the next section of the Budget Overview.

Balancing the Budget

City of Page's method to balance the budget for FY2021 (numbers are pre-audited) is straightforward. Expenditure cannot exceed amounts greater than the combined balance of Revenues, Fund Balances, and Transfers. Fund balances stated reflect the cash balances of each fund.



Pre-audited Numbers									
FY2021	Revenues	+	Fund Balance	+	Transfers	=	Total Resources	=>	Expenditures
City of Page									
10-General Fund	12,388,772		8,593,680		407,863		21,390,315		(13,881,605)
12-Emergency Reserve Fund	48,000		8,542,601		296,500		8,887,101		(2,400)
15-Highway User Fund	828,970		35,833		(16,000)		848,803		(1,005,440)
16-Substance Abuse	4,000		27,741		0		31,741		(27,000)
20-Debt Service Fund	65,000		7,773,803		(900)		7,837,903		(1,396,342)
25-Miscellaneous Grants	5,045,000		93,152		(29,000)		5,109,152		(5,045,000)
32-JCEF Fund	5,050		25,285		0		30,335		(26,000)
36-Donation Funds	4,150		34,052		0		38,202		(31,500)
40-Capital Project Fund	4,166,500		1,948,234		3,891,511		10,006,245		(5,542,526)
45-Horseshoe Bend Fund	4,542,200		3,207,534		(2,801,374)		4,948,360		(1,403,808)
46-Airport Fund	1,706,000		1,151,315		(738,600)		2,118,715		(1,325,154)
48-Land	1,010,000		0		(1,010,000)		0		0
55-Golf	940,100		0		0		940,100		(1,063,071)
57-Cemetery	41,000		290,120		0		331,120		(14,500)
72-Fire Pension	78,200		506,176		0		584,376		(103,000)
Subtotal	30,872,942		32,229,526		0		63,102,468	✓	(30,867,346)
Page Utility Enterprises									
50-Electric	8,923,286		21,754,074		0		30,677,360		(9,720,000)
51-Water	1,991,400		5,976,262		0		7,967,662		(2,123,100)
52-Sewer	1,949,590		3,560,104		0		5,509,694		(1,840,275)
53-Garbage	838,000		858,615		0		1,696,615		(748,395)
Subtotal	13,702,276		32,149,055		0		45,851,331	✓	(14,431,770)
Grand Total	44,575,218		64,378,581		0		108,953,799	✓	(45,299,116)

Expenditures for the City, inclusive of Page Utility Enterprise, have decreased by 12.2% from FY2020, the City has ensured the adopted budget is structurally balanced, financially sustainable over multiple years, and able to accomplish the set goals.

The Current cash fund balance of the General Fund is approximately \$8.6 million dollars which is 27.8% of expected FY21 Expenses. By comparison, this time last year, the cash balance in the General Fund was \$15,569,597; a decrease of 44.8%. This significant decrease is due largely to the City Council's decision to establish an Emergency Reserve Fund of \$8 million from the General Fund with Resolution 1229-19.

Changes in Fund Balance

The City is starting with \$32.2 million in cash fund balances for FY2021 (numbers are pre-audited, excluding Page Utility Enterprises). Although there are adequate fund balances as a total, the City also wants to ensure each fund is accountable and does not depleted its resources. At the time of budget preparation and adoption, FY2020 was not closed and transactions were still being processed. Although the FY2021 Budget portrays the funds of the Highway User Fund and Golf Fund are overspent, the City monitors and reviews the budget and balance of each fund monthly. Expenses may need to be restricted to ensure funds are not overspent.

Pre-audited Numbers			
Fund	Starting Fund Balance As of 7/1/2020	Net Change	Ending Fund Balance 6/30/2021
City of Page			
10-General Fund	8,593,680	(1,084,970)	7,508,710
12-Emergency Reserve Fund	8,542,601	342,100	8,884,701
15-Highway User Fund	35,833	(192,470)	(156,637)
16-Substance Abuse	27,741	(23,000)	4,741
20-Debt Service Fund	7,773,803	(1,332,242)	6,441,561
25-Miscellaneous Grants	93,152	(29,000)	64,152
32-JCEF Fund	25,285	(20,950)	4,335
36-Donation Funds	34,052	(27,350)	6,702
40-Capital Project Fund	1,948,234	2,515,485	4,463,719
45-Horseshoe Bend	3,207,534	337,018	3,544,552
46-Airport Fund	1,151,315	(357,754)	793,561
48-Land	0	0	0
55-Golf	0	(122,971)	(122,971)
57-Cemetery	290,120	26,500	316,620
72-Fire Pension	506,176	(24,800)	481,376
City of Page Total	32,229,526	5,596	32,235,122
Page Utility Enterprises			
50-Electric	21,754,074	(796,714)	20,957,360
51-Water	5,976,262	(131,700)	5,844,562
52-Sewer	3,560,104	109,315	3,669,419
53-Garbage	858,615	89,605	948,220
Page Utility Enterprises Total	32,149,055	(729,494)	31,419,561
Grand Total	64,378,581	(723,898)	63,654,683

Executive Three Year Summary

2021 Budget	General Fund	Debt Service	Capital Project	Special Revenue	Horseshoe Bend	Golf	Page Utility Enterprises	Total
Revenue								
Taxes	8,240,000	0	0	0	0	0	0	8,240,000
Intergovernmental	2,381,322	0	4,166,500	5,867,970	0	0	0	12,415,792
License, Permit & Fees	225,350	0	0	0	0	0	0	225,350
Charges for Services	1,048,600	0	0	69,000	4,500,000	940,100	13,484,276	20,041,976
Fine and Forfeits	240,000	0	0	0	0	0	0	240,000
Interest on Investments	210,000	65,000	0	118,000	42,000	0	217,000	652,000
Rent	0	0	0	395,000	0	0	0	395,000
Land Sales	2,500	0	0	1,000,000	0	0	0	1,002,500
Other Revenue	41,000	0	0	1,320,400	200	0	1,000	1,362,600
Revenue Total	12,388,772	65,000	4,166,500	8,770,370	4,542,200	940,100	13,702,276	44,575,218
Expense								
Operating	(4,301,564)	(1,396,342)	0	(7,504,600)	(615,160)	(298,046)	(7,424,495)	(21,540,207)
Personnel	(9,580,041)	0	0	(75,394)	(788,648)	(765,025)	(2,736,775)	(13,945,883)
Capital	0	0	(5,542,526)	0	0	0	(4,270,500)	(9,813,026)
Expense Total	(13,881,605)	(1,396,342)	(5,542,526)	(7,579,994)	(1,403,808)	(1,063,071)	(14,431,770)	(45,299,116)
+/- to Fund Balance Before Transfers	(1,492,833)	(1,331,342)	(1,376,026)	1,190,376	3,138,392	(122,971)	(729,494)	(723,898)
Transfers	407,863	(900)	3,891,511	(1,497,100)	(2,801,374)	0	0	0
+/- to Fund Balance After Transfers	(1,084,970)	(1,332,242)	2,515,485	(306,724)	337,018	(122,971)	(729,494)	(723,898)

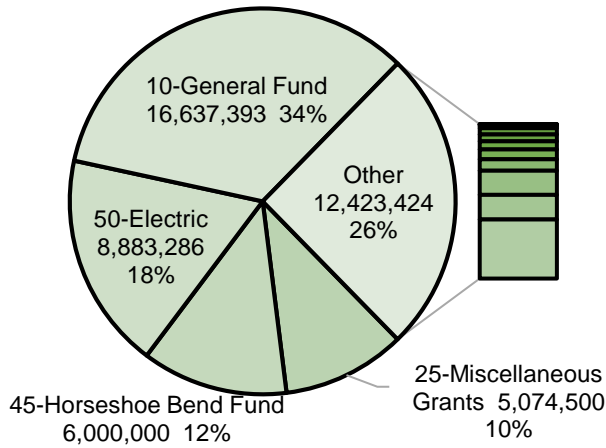
2020 Budget	General Fund	Debt Service	Capital Project	Special Revenue	Horseshoe Bend	Golf	Page Utility Enterprises	Total
Revenue								
Taxes	12,240,000	0	0	0	0	0	0	12,240,000
Intergovernmental	2,545,093	0	4,755,321	5,987,312	0	0	0	13,287,726
License, Permit & Fees	285,300	0	0	0	0	0	0	285,300
Charges for Services	1,116,500	0	0	67,500	6,000,000	654,000	13,439,717	21,277,717
Fine and Forfeits	240,000	0	0	0	0	0	0	240,000
Interest on Investments	175,000	55,000	0	56,000	0	0	161,000	447,000
Rent	0	0	0	395,000	0	0	0	395,000
Land Sales	2,500	0	0	500,000	0	0	0	502,500
Other Revenue	33,000	118,000	0	191,360	0	0	1,000	343,360
Revenue Total	16,637,393	173,000	4,755,321	7,197,172	6,000,000	654,000	13,601,717	49,018,603
Expense								
Operating	(5,349,388)	(3,024,700)	0	(6,497,626)	(858,006)	(275,227)	(7,493,772)	(23,498,719)
Personnel	(9,563,785)	0	0	(79,913)	(1,291,833)	(643,681)	(2,699,775)	(14,278,987)
Capital	0	0	(9,529,203)	0	0	0	(4,313,500)	(13,842,703)
Expense Total	(14,913,173)	(3,024,700)	(9,529,203)	(6,577,539)	(2,149,839)	(918,908)	(14,507,047)	(51,620,409)
+/- to Fund Balance Before Transfers	1,724,220	(2,851,700)	(4,773,882)	619,633	3,850,161	(264,908)	(905,330)	(2,601,806)
Transfers	(3,515,220)	2,609,470	3,745,125	(1,725,375)	(970,000)	0	(144,000)	0
+/- to Fund Balance After Transfers	(1,791,000)	(242,230)	(1,028,757)	(1,105,742)	2,880,161	(264,908)	(1,049,330)	(2,601,806)

2019 Actual	General Fund	Debt Service	Capital Project	Special Revenue	Horseshoe Bend	Golf	Page Utility Enterprises	Total
Revenue								
Taxes	14,416,513	0	0	0	0	0	0	14,416,513
Intergovernmental	2,384,027	0	498,085	5,296,246	0	0	0	8,178,357
License, Permit & Fees	244,088	0	0	0	0	0	0	244,088
Charges for Services	1,026,520	0	0	80,023	1,646,549	0	14,039,188	16,792,280
Fine and Forfeits	246,499	0	0	0	0	0	0	246,499
Interest on Investments	369,366	84,700	0	99,819	0	0	276,715	830,599
Rent	0	0	0	336,270	0	0	0	336,270
Land Sales	1,669	0	0	51,788	0	0	0	53,456
Other Revenue	85,756	116,656	0	125,184	528,738	0	0	856,334
Revenue Total	18,774,437	201,356	498,085	5,989,329	2,175,287	0	14,315,903	41,954,396
Expense								
Operating	(4,724,794)	(1,398,749)	0	(7,449,806)	(176,347)	0	(9,597,838)	(23,347,533)
Personnel	(8,133,171)	0	0	(11,836)	(86,919)	0	(2,340,358)	(10,572,284)
Capital	0	0	(2,482,745)	0	0	0	(1,207,873)	(3,690,618)
Expense Total	(12,857,964)	(1,398,749)	(2,482,745)	(7,461,642)	(263,265)	0	(13,146,069)	(37,610,435)
+/- to Fund Balance Before Transfers	5,916,472	(1,197,394)	(1,984,661)	(1,472,312)	1,912,021	0	1,169,834	4,343,961
Transfers	(2,975,415)	1,844,509	1,765,429	(493,376)	0	0	(141,147)	(0)
+/- to Fund Balance After Transfers	2,941,057	647,115	(219,232)	(2,235,688)	1,912,021	0	1,028,687	4,343,961

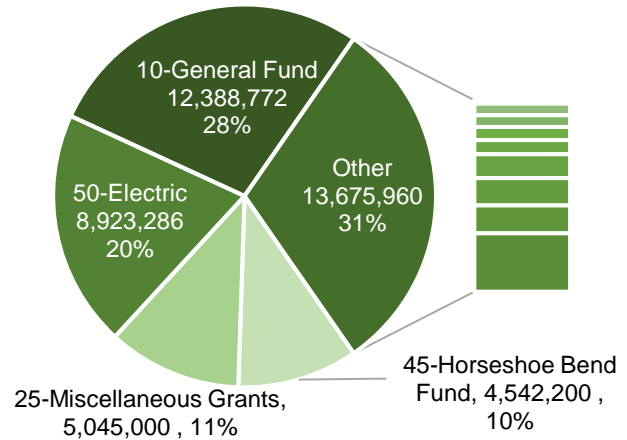
Revenues

At the Strategic Priorities Work Session in FY2019, the Council set priorities and goals that could be accomplished in the next two years. These goals are ones that can be achieved without the need to find additional revenues through bonding or increased fees. Charts and tables below exclude transfers.

FY2020 Budget



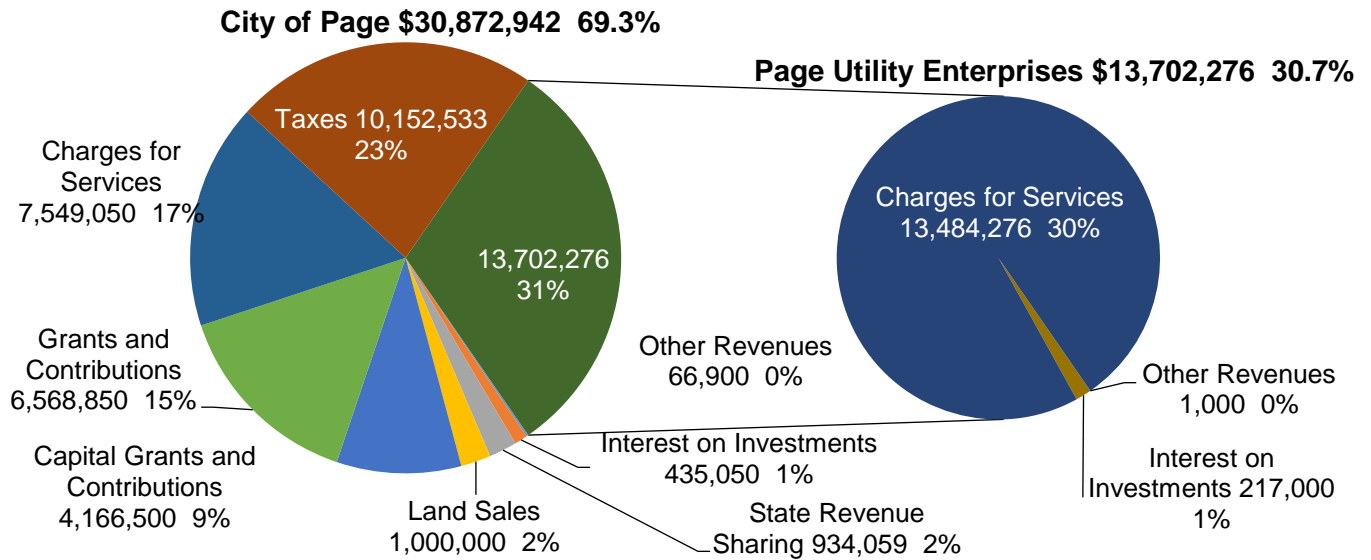
FY2021 Budget



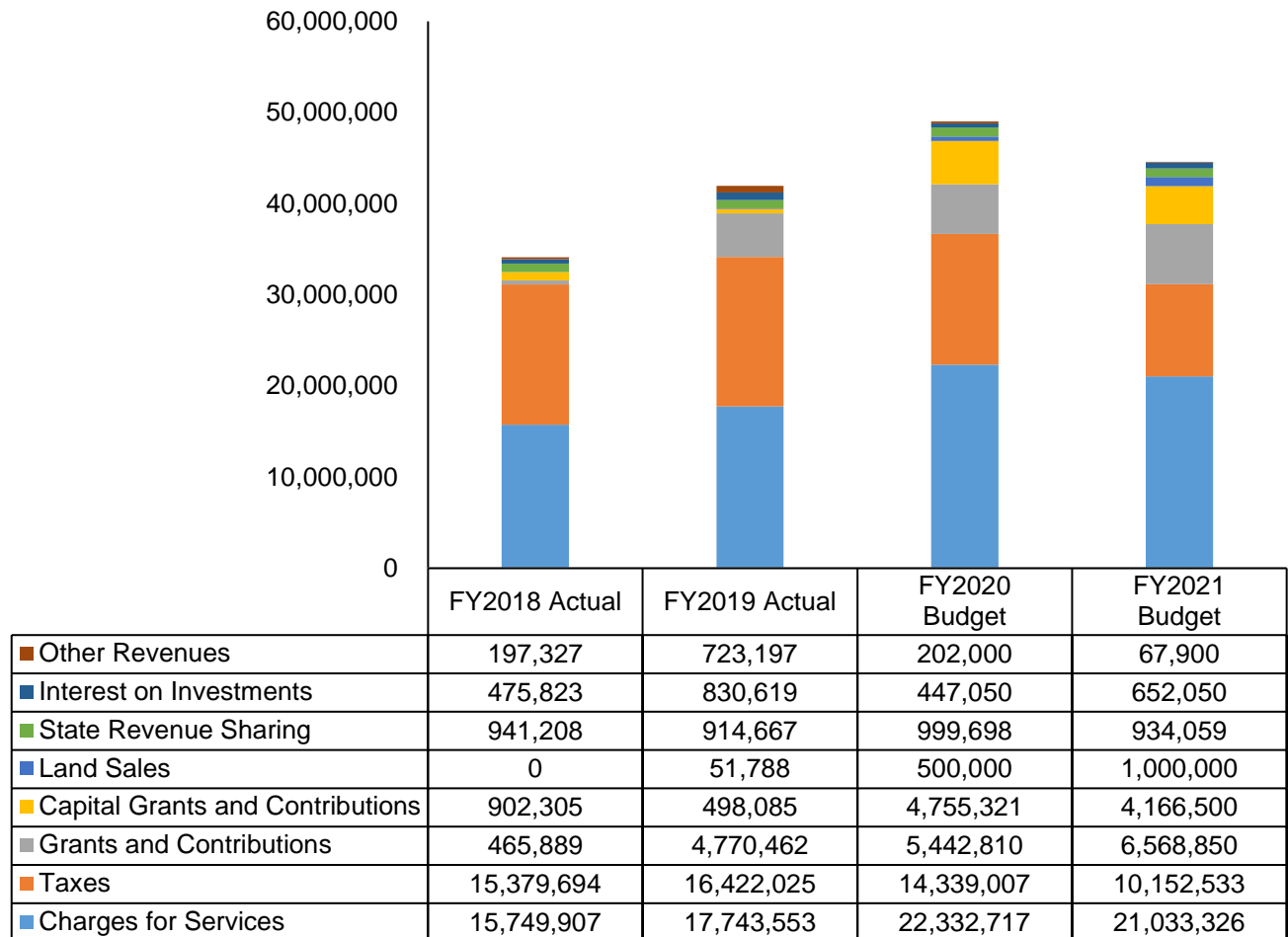
Fund		FY2019 Budget	FY2020 Budget	FY2021 Budget
10-General Fund		16,146,041	16,637,393	12,388,772
50-Electric		8,558,365	8,883,286	8,923,286
25-Miscellaneous Grants		4,659,000	5,074,500	5,045,000
45-Horseshoe Bend Fund		0	6,000,000	4,542,200
Other	40-Capital Project Fund	4,228,000	4,755,321	4,166,500
	51-Water	1,946,400	1,981,400	1,991,400
	52-Sewer	1,951,590	1,944,590	1,949,590
	46-Airport Fund	530,168	550,500	1,706,000
	48-Land	1,006,000	505,000	1,010,000
	55-Golf	0	654,000	940,100
	53-Garbage	768,144	792,441	838,000
	15-Highway User Revenue Fund	852,903	919,312	828,970
	72-Fire Pension	92,800	94,200	78,200
	20-Debt Service Fund	158,000	173,000	65,000
	12-Emergency Reserve Fund	0	0	48,000
	57-Cemetery	35,500	41,500	41,000
	32-JCEF Fund	5,050	4,550	5,050
	36-Donation Funds	3,700	3,610	4,150
	16-Substance Abuse	4,000	4,000	4,000
Grand Total		\$40,945,661	\$49,018,603	\$44,575,218

FY2021 Revenue Budget by Activity

Total = \$44,575,218



Revenue by Activities



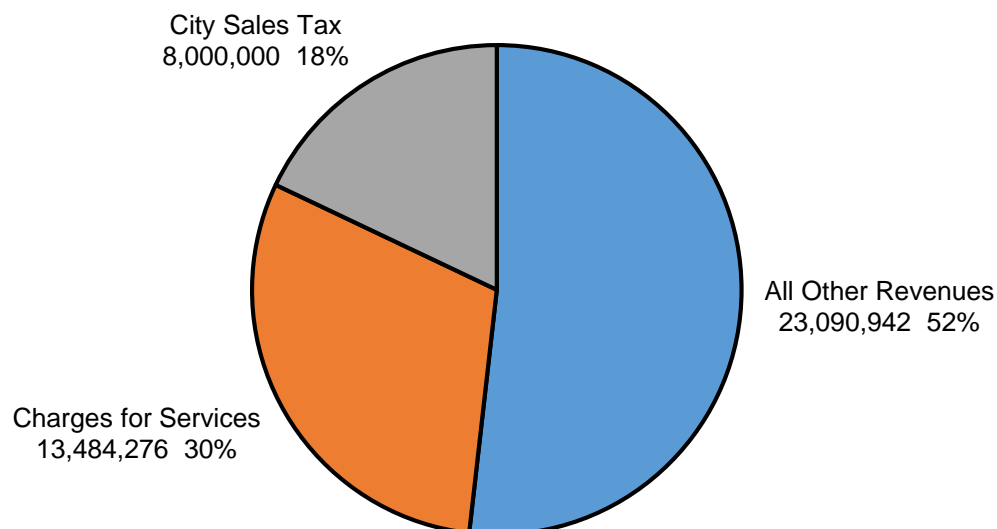
*Some revenue categories have been modified from prior years.

Major Revenue Sources

Summary of Sources of Revenue	FY2021 Budget
City of Page	\$30,872,942
Taxes	10,152,533
City Sales Tax	8,000,000
Franchise Fee - Cable TV	25,000
Franchise Fee - Electric	175,000
Franchise Fee - Gas Company	40,000
Highway User Tax	813,970
State Sales Tax	724,527
Vehicle License Tax	374,036
Charges for Services	7,549,050
Grants and Contributions	6,568,850
Capital Grants and Contributions	4,166,500
Land Sales	1,000,000
State Revenue Sharing	934,059
Interest on Investments	435,050
Other Revenue	66,900
Page Utility Enterprises	\$13,702,276
Charges for Services	13,484,276
Interest on Investments	217,000
Other Revenue	1,000
Grand Total	\$44,575,218

The two major revenue sources are City Sales Tax and Enterprise Charges for Service. Enterprise Charges for Services are budgeted to provide 30% of total revenue for FY2021 and City Sales Tax is budgeted to provide 18% of total revenue. These numbers are lower than actual estimates based on prior year performances as a safeguard in the case of a significant financial impact throughout the year.

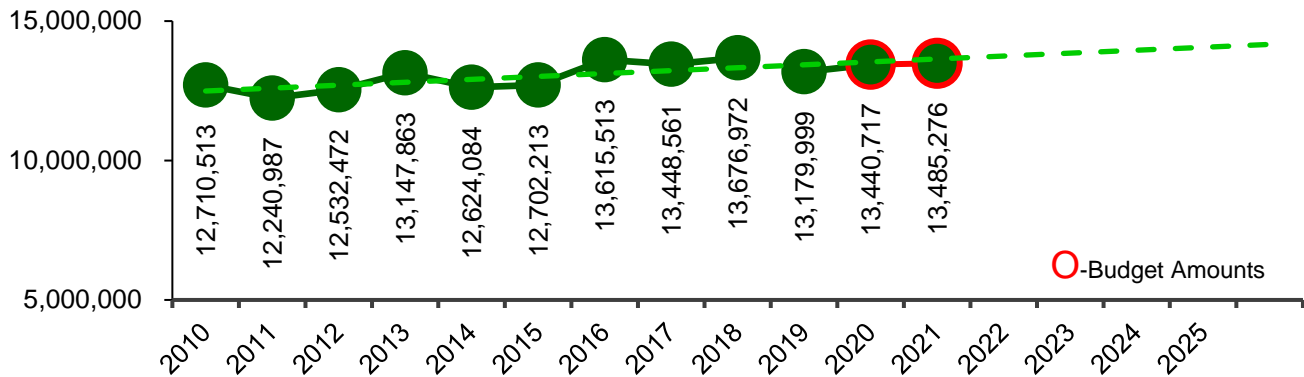
Major Revenue Sources to Total Revenue



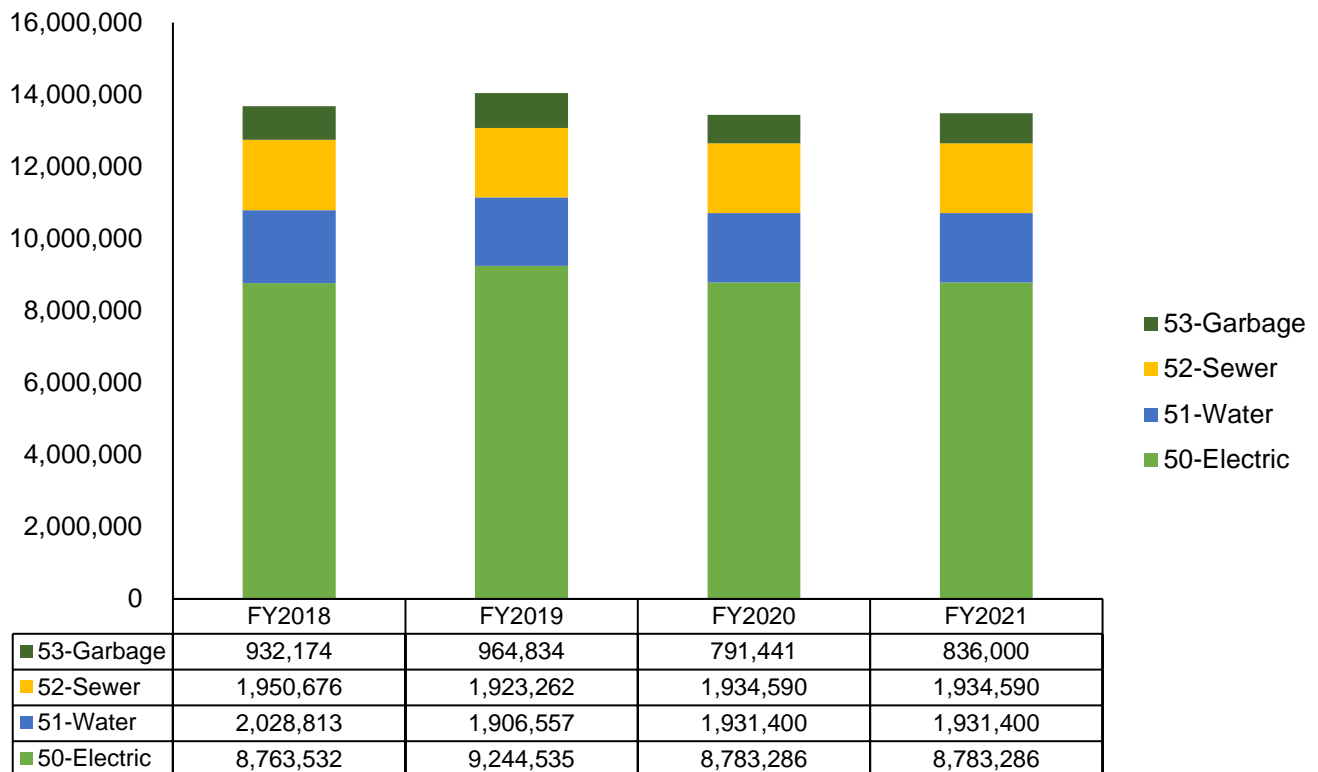
Enterprise Charges for Service – Major Revenue Source

The Enterprise Charges for Service are fees collected for electric, water, sewer, and garbage services provided by Page Utility Enterprises or through third-party providers. seen an increase of 4.4% from \$12.6 million in FY2014 to \$13.2 million in FY2019. The FY2020 is budgeted at \$13.4 million; however, unaudited numbers reflect \$14.4 million.

Enterprise Charges Revenue by Year

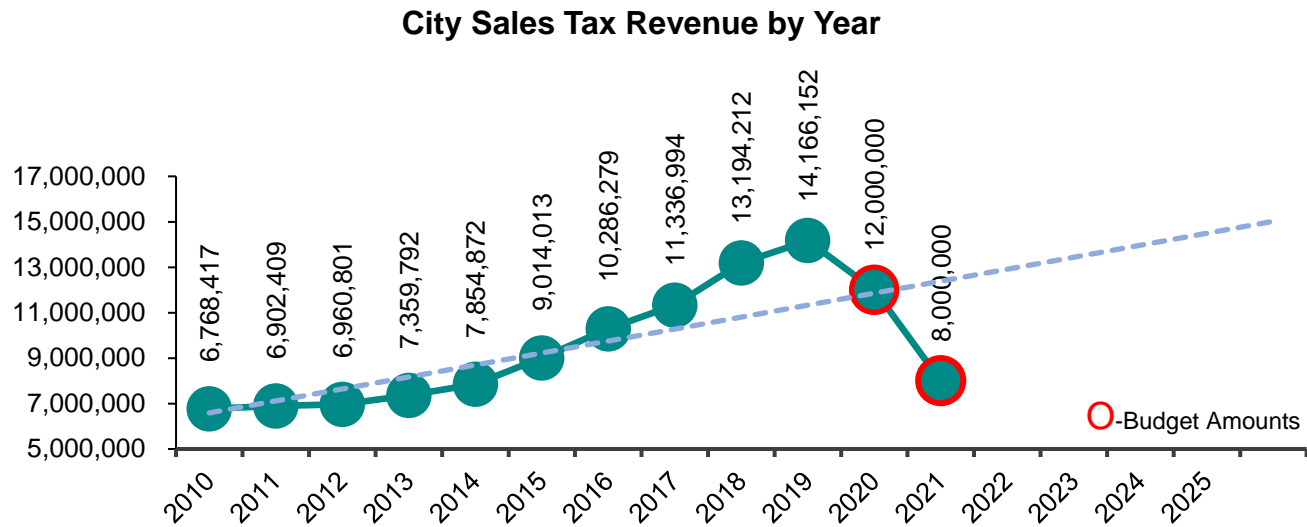


Enterprise Charges for Service by Fund

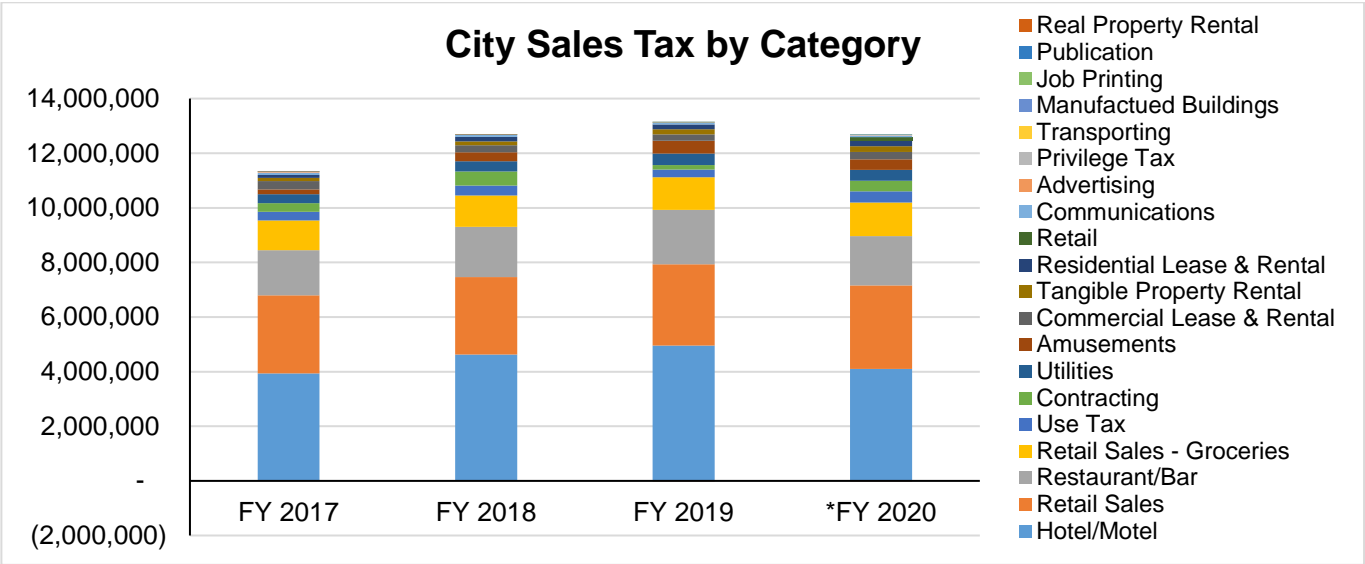


City Sales Tax – Major Revenue Source

Transaction Privilege Tax (TPT), commonly referred to as sales tax, is imposed by the State of Arizona, the counties, and local municipalities for conducting business in the state. Sales tax is collected and distributed by the Arizona Department of Revenue for counties and cities. Within five years, there has been a 50.0% increase in sales tax revenues from \$7.9 million in FY2014 to \$14.2 million in FY2019. Although \$11.2 million was budgeted for FY2020, unaudited numbers reflect \$12.1 million was received. The City of Page’s goal to create more economic diversity.



Over the past several years, the City of Page has received a large increase in sales tax for Hotel/Motels and Retail Sales. This is largely due to the increase in tourism.



*FY 2020 unaudited

One-Time vs Recurring Income Sources

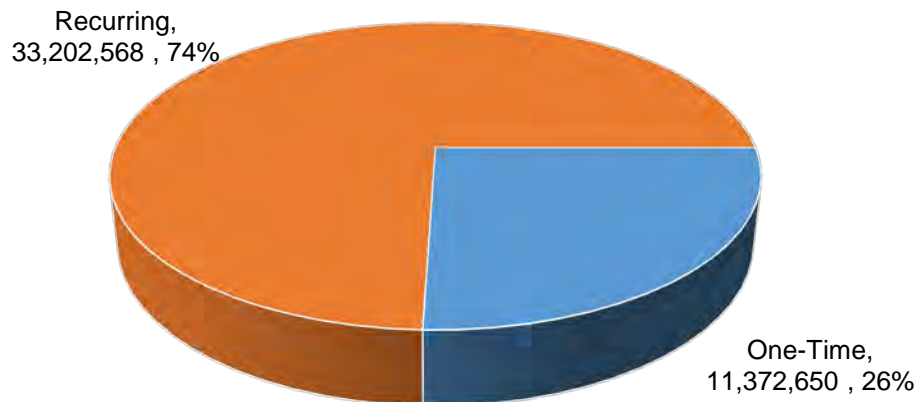
Recurring revenues are the portion of City funds that can reasonably be expected to continue year over year with a certain degree of predictability. Sales taxes and State Shared Revenues are an example of recurring revenues. One-time revenue is money that the City receives that we do not expect to recur in subsequent fiscal years. Primary sources of one-time revenue include reserves, land sales, grants, and donations. We have approximately \$11.4 M in one-time dollars and \$33.2M in recurring revenue allocated for FY2021.

There are three substantial airport grants, \$2.3 million for the airport improvement through the U.S. Department of Transportation Federal Aviation Administration, \$4.4 million for Alternate Essential Air Service through the U.S. Department of Transportation, and a \$1.2 million CARES Act Grant for prevention, preparation, and response to impacts of COVID-19 from the U.S. Treasury's General Fund. These grants are expected to be fully, or closely, depleted by the end of FY2021.

The following is a breakdown of one-time and recurring available funding:

One-Time vs Recurring funding	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
One time	1,019,824	4,945,592	10,333,431	11,372,650
Land Sales	0	51,788	500,000	1,000,000
Donations	2,762	4,719	3,610	4,150
Grants	1,017,062	4,889,085	9,829,821	10,368,500
Recurring	33,092,329	37,008,804	38,685,172	33,202,568
City Sales Tax	13,194,212	14,166,152	12,000,000	8,000,000
Intergovernmental – State Revenue Sharing, State Sales Tax, and Vehicle License Tax	2,892,903	2,920,179	3,098,705	2,846,592
Franchise and Permit Fee	394,896	489,658	517,600	458,350
Airport Revenue	510,452	496,689	550,500	549,000
All Other Revenue	2,272,378	4,620,223	8,916,650	7,646,350
Enterprise Revenue	13,827,489	14,315,903	13,601,717	13,702,276
Grand Total	34,112,153	41,954,396	49,018,603	44,575,218

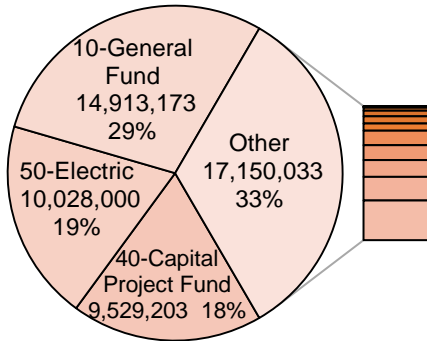
FY2021 One-Time vs Recurring Revenue



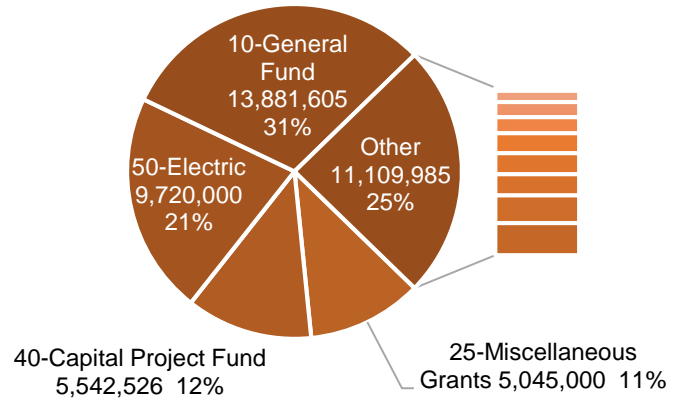
Expenditures

The City has worked hard to reach our current financial position and maintain stability. Reaching the goal of either paying off or building funds to pay off large long-term debt balances, the City is currently in a financial position of stability. FY2021 focuses on maintaining financial stability, City leadership has worked with departments to lower operating expenses while continuing to offer essential services. Some of the spending details are outlined below. Charts and tables below exclude transfers.

FY2020 Budget

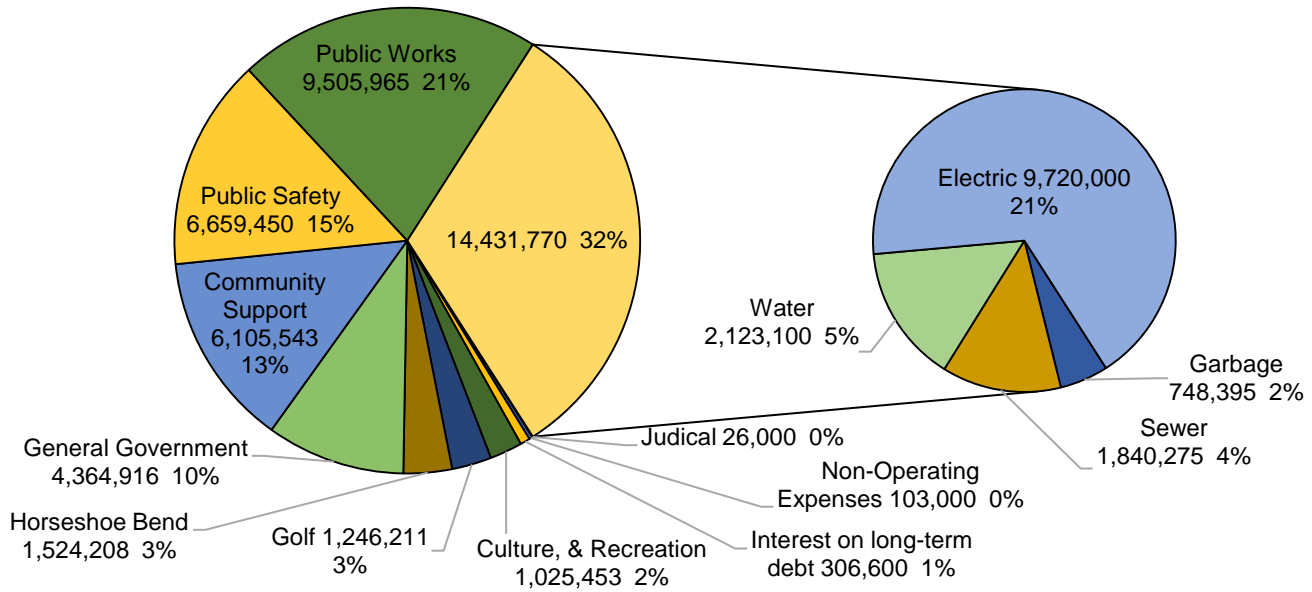


FY2021 Budget

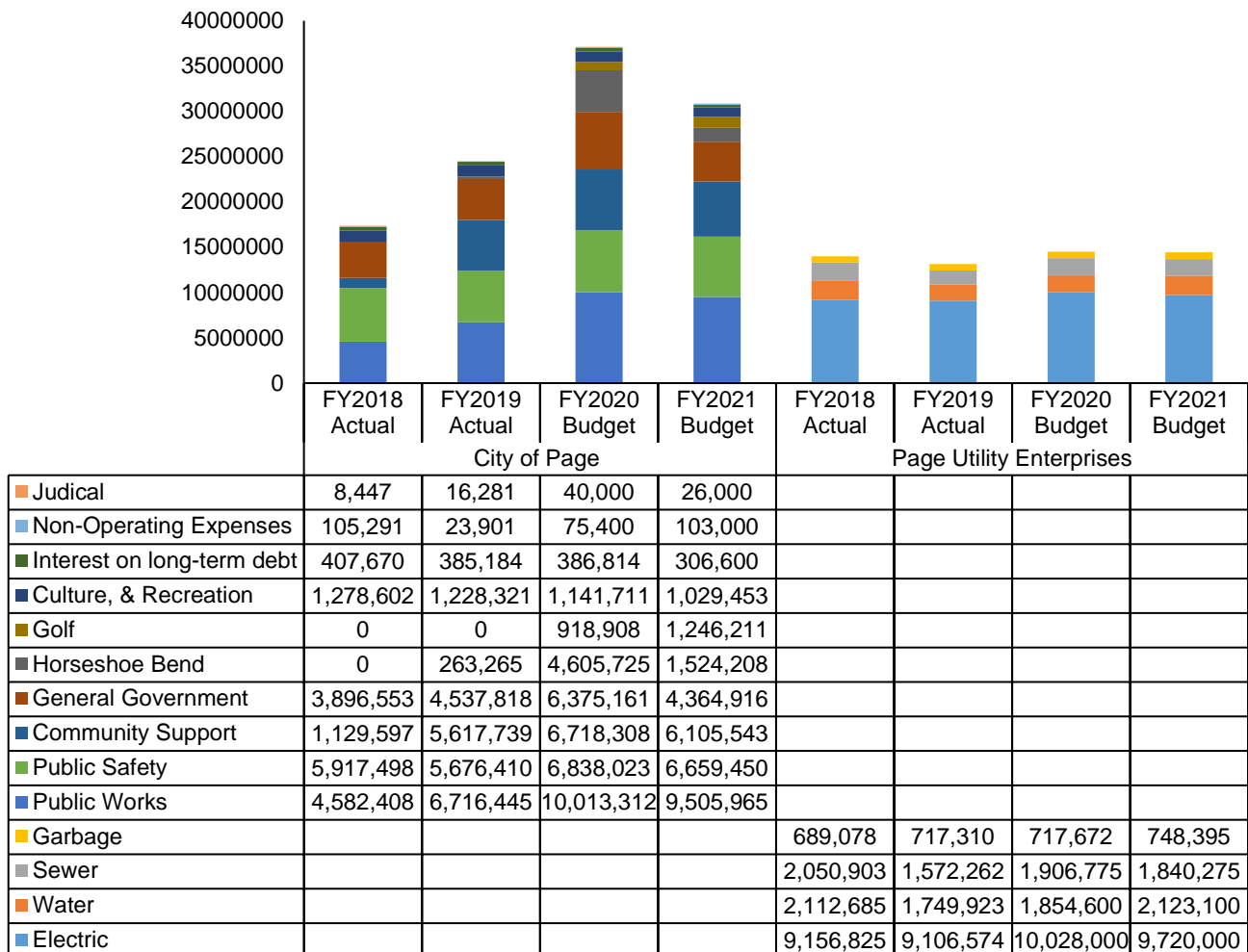


Fund		FY2019 Actual	FY2020 Budget	FY2021 Budget
10-General Fund		12,857,964	14,913,173	13,881,605
50-Electric		9,106,574	10,028,000	9,720,000
40-Capital Project Fund		2,482,745	9,529,203	5,542,526
25-Miscellaneous Grants		4,361,237	5,076,930	5,045,000
Other	51-Water	1,749,923	1,854,600	2,123,100
	52-Sewer	1,572,262	1,906,775	1,840,275
	45-Horseshoe Bend Fund	263,265	2,149,839	1,403,808
	20-Debt Service Fund	1,398,749	3,024,700	1,396,342
	46-Airport	137,837	387,713	1,325,154
	55-Golf Course Fund	0	918,908	1,063,071
	15-Highway User Fund	2,899,778	920,400	1,005,440
	53-Garbage	717,310	717,672	748,395
	72-Fire Pension	23,901	75,400	103,000
	36-Donation Fund	10,747	30,796	31,500
	16-Substance Abuse	977	25,000	27,000
	32-JCEF Fund	16,281	40,000	26,000
	57-Cemetery	10,884	21,300	14,500
	12-Emergency Reserve Fund	0	0	2,400
Grand Total		37,610,435	51,620,409	45,299,116

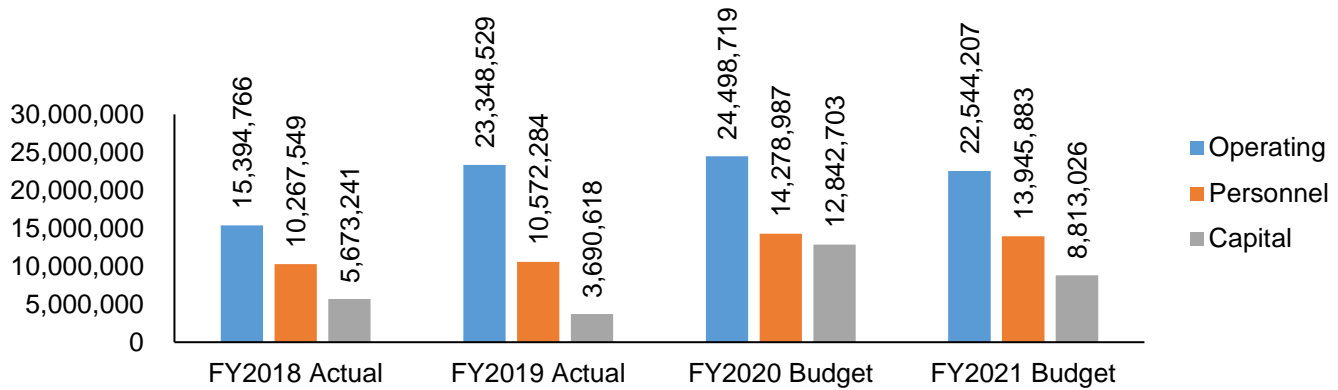
FY2021 Expense Budget by Category
Total Expense = \$45,299,116



FY2021 Expense Budget by Category
Total Expense - \$45,299,116



Personnel, Operating & Capital Expenses by Year



Operating Costs

The FY2021 budget has cut \$2 million in Operating Costs compared to FY2020. The Covid-19 pandemic has caused economic uncertainty and the City of Page has taken measures to prepare for the possible financial impacts. Departments have scaled back budgets and focused on essential services.

Personnel Costs

The FY2021 recommended budget has cut approximately \$333,000 in Personnel Costs. Although the FY2021 budget has added several new positions, many existing part-time and seasonal positions have been removed due to anticipated decline in revenue as the pandemic has impacted events, activities, service delivery and travel.

◆ Additions

- 0.50 FTE City Attorney – Assistant City Attorney – Add one new position.
 - Position added due to increase of workload. Position will assist with cases, work with victims, and assist with implementation of possible new programs.
- 0.50 FTE Police Administration – Records Clerk – Add one part-time position.
 - Position added to assist in increase of data entry that police officers are currently completing. This position will free up officers' time to focus on public safety.
- 0.50 FTE Patrol – Community Resource Officer/Animal Control Officer– Add one part-time position.
 - Positions added due to assist current Animal Control Officer that currently works seven days a week with considerable amounts of overtime.

◆ Reductions

- Eliminated 0.49 FTE Community Center – Program Coordinator
- Eliminated 0.12 FTE Community Center – Substitute Cook Assistant
- Eliminated 0.19 FTE Library – Seasonal Library Aides
- Eliminated 1.00 FTE Parks and Trail Maintenance – Maintenance Worker
- Eliminated 1.46 FTE Parks and Trail Maintenance – Seasonal Maintenance Workers
- Eliminated 0.07 FTE Recreation – Camp Lead
- Eliminated 0.10 FTE Recreation – Camp Counselors
- Eliminated 1.00 FTE Horseshoe Bend – Security Guard
- Eliminated 0.98 FTE Horseshoe Bend – Cashiers
- Eliminated 1.00 FTE Horseshoe Bend – Cashier Finance
- Eliminated 0.36 FTE Communications – Communication Specialist
- Eliminated 2.24 FTE Public Works Administration – Seasonal Maintenance Workers.

Capital Expenses

Capital Improvements

The FY2021 Budget includes \$8.8 million in Capital Projects and Equipment. Highlights include:

- \$2.8 million in Airport improvements
- \$2.8 million in Utility capital replacements
- \$1.8 million in facility and building improvements
- \$528,000 in equipment
- \$415,000 in Utility capital additions
- \$250,000 in Community Development
- \$100,000 in improvements for Horseshoe Bend
- \$18,400 in technology upgrade
- \$17,500 in parks improvements

Leasing vs. Buying

In the past, the City has opted for cash purchase vehicles to cut interest expenses and not bind future City leaders with debt. Evaluation of current fleet with Public Safety had led City leaders to reconsider vehicle lease options to replace outdated units. With many of the police vehicles replacement schedule classified as “immediate”, there is an increase urgency to look at lease-purchase option for patrol vehicles compared to purchasing and outfitting one for \$200,486 in FY2021. This amount includes the six leased in FY2020 and seven more to be leased in FY2021. The City still prefers to utilize cash purchasing for vehicles in other departments.

Short-Term Debt Factors

Short-term Debt factors impacting budget decision-making for FY2021 are as follows:

Payment Toward Unfunded Public Safety Personnel Retirement System (PSPRS) Liability

The FY2020 budget includes an additional payment to Arizona Public Safety Personnel Retirement System and paid the unfunded liability as of June 30, 2019. The City’s intention is to keep paying the balance of the unfunded liability each year. The estimated Annual Required Contribution for FY2021 is \$496,042, but the City has budgeted to pay \$500,000 additional toward the estimated unfunded liability.

Pay off debt to Page Utility Enterprise

In FY2000, the Electric Fund provided a loan to the General Fund and the current balance of the loan is \$1,625,000. The original loan agreement stated the loan was to be paid back to the Electric Fund within one year, but at the end of FY2019 was still outstanding. City leaders have budgeted to clear up this debt in FY2020, however, this debt has not been paid and other alternatives to settle this debt are being explored.

Building Reserve Fund for Bond Series 2011

Beginning in FY2014, the City designated 85% of the 1% sales tax to be allocated toward the Series 2011 Bond to ensure a reserve will be built to pay off the debt on the 2021 call date. The City budgets about \$2 to \$3 million each year to build the reserve balance. At the end of FY2019, the reserve balance reached the needed reserve balance to pay future payments and the amount needed to pay the bond’s balance at the 2021 call date. In FY2020 City revised the allotment with Ordinance 668-20 that allocates 15% of the 1% sales tax increase to be allocated to debt reduction. Paying of the bond has been pushed from the end of FY2021 to FY2022 to evaluate the impact of the Covid-19 pandemic

Covid-19 Pandemic

Covid-19 has impacted many services and capital improvement plans that the City was in the process of working on. The City Manager and his administration team have scaled back on their department budgets so that we can balance the reduction in sales tax revenue that has occurred with our expense needs due to the lack of tourism that is occurring as a result of the pandemic.

Capital Improvements

There are several Capital Improvement projects that have been moved to review and plan for in a future year budget due to the Covid-19 Pandemic. Some of these projects are Horseshoe Bend Phase III construction of the Contact Station; Downtown Revitalization Project has been spread out over 3 fiscal years; John C Page Memorial Park construction; Upgrade of fire and ambulance apparatus; Police Department Communications replacement of their radio console; Relocation of the Public Works building; and street improvements are just a few projects that have been extended and will be addressed in the upcoming budget years.

Long-Term Financial Goals

The City is committed to maintaining fiscal stability to ensure the delivery of high-quality services. This requires an efficient transparent financial system; accurate and reliable forecasting of revenues; control of expenses; and an expanded tax base.

Long-Term Financial Goal

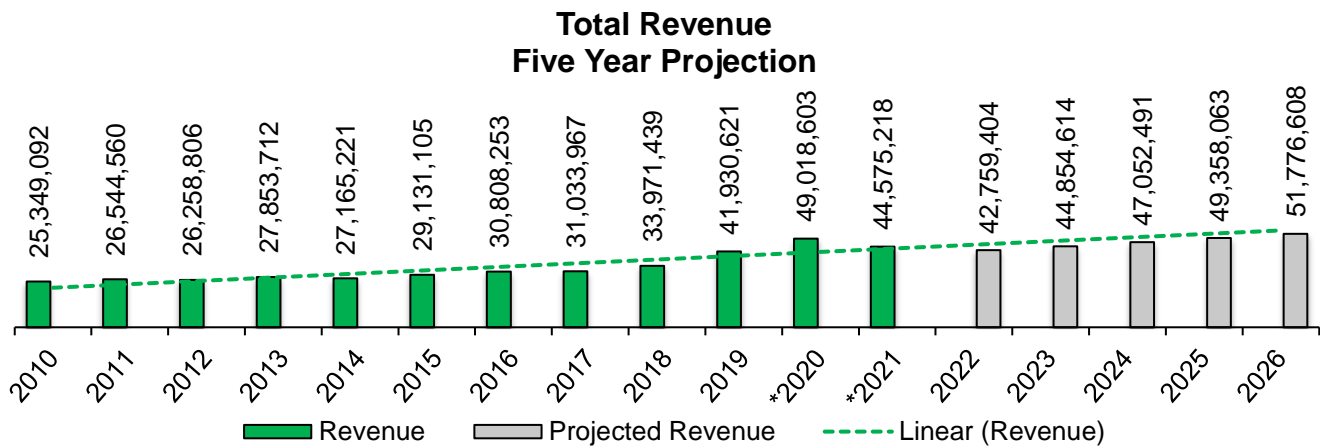
1. Revenue Projection
2. Expense Projection
3. Debt Elimination
4. Emergency Reserve Fund

Strategic Goal

- Fiscal Resiliency – Economic Vitality
- Fiscal Resiliency – Public and Accountability
- Fiscal Resiliency – Public and Accountability – Integrity (Fiscal)
- Fiscal Resiliency – Safety and Security – Public Accountability – Integrity (Fiscal)

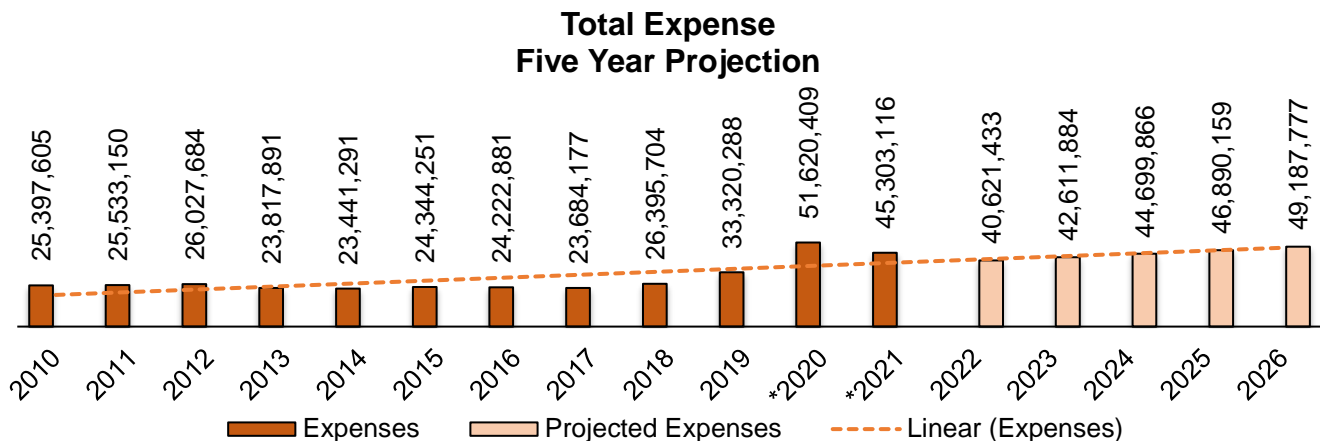
1. Revenue Projection-Overall revenues have been steady in prior years, but due to the current Covid-19 pandemic, the City anticipated a loss of revenues of about 9% and has continued to budget conservatively.

Chart reflects total of Program Revenues, General and Other Revenues from City's Comprehensive Annual Reports for fiscal years 2010-2019. Fiscal year 2020 and 2021 are budgeted amounts.



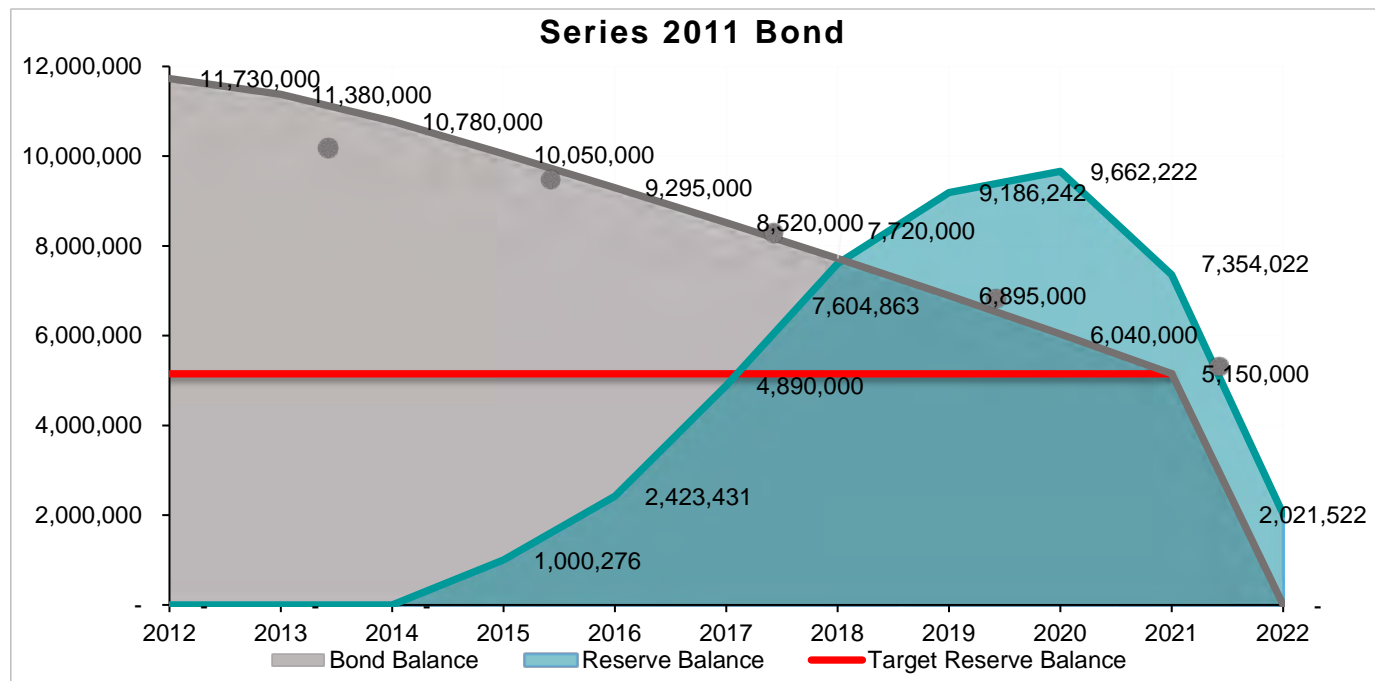
2. Expense Projection- Spending trends in prior years have been consistent. Budget FY2020 and FY2021 indicate a large increase compared to prior years, mainly due to the additional of three new departments: Horseshoe Bend, Golf, and Corrals in FY2020. The City has budget expenses anticipated each year, including large capital expenses. Although the expenses are budgeted, the expense may not be incurred in the fiscal year. With the City focusing on capital improvements and increasing government services, expenses are anticipated to steadily climb. The City has focused on eliminated debt to allocate more funds to these projects.

Chart reflects total of Governmental and Business-type activities expenses from City's Comprehensive Annual Reports for fiscal years 2010-2019 and has averaged less than 90% of revenues. Fiscal year 2020 and 2021 are budgeted amounts.

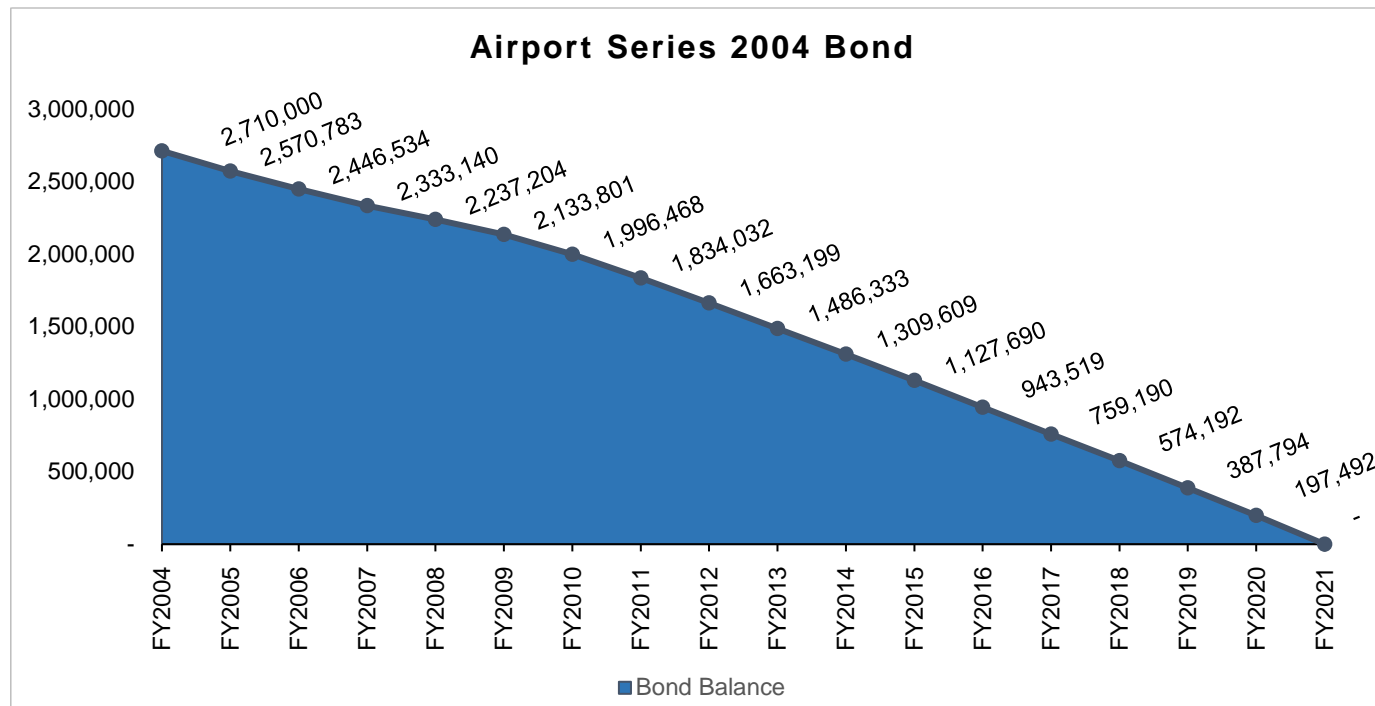


3. Debt Elimination-The City Council of the City of Page has made it a top priority to eliminate debt; including bonds, retirement unfunded liability, and debt to other funds.

Series 2011 Bond - The City of Page has focused on eliminating debt in recent years. Beginning in FY2014, the City has designated 85% of the 1% sales tax will be allocated toward the Series 2011 Bond and ensure a reserve will be built to pay off the debt on the 2021 call date. As of the end of fiscal year FY2020, the City's reserve balance will cover the 2021 call date.

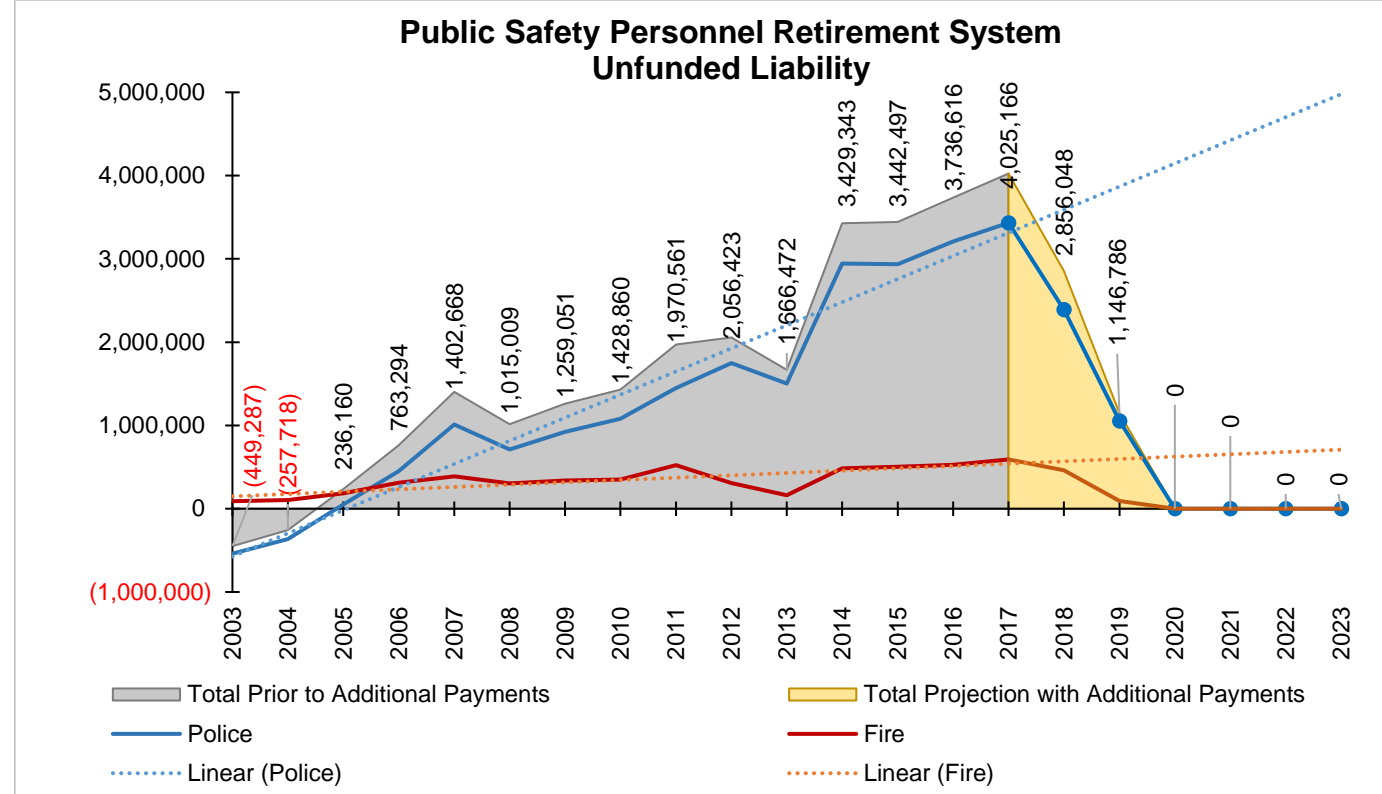


Series 2004 Bond (Airport) – This Bond is scheduled to mature in 2021 and the City will continue to follow the debt service schedule. The City has paid approximately \$856,000 in interest as of June 30, 2020, since bond was issued and will pay approximately \$14,000 more in interest depending on the varying coupon rate.



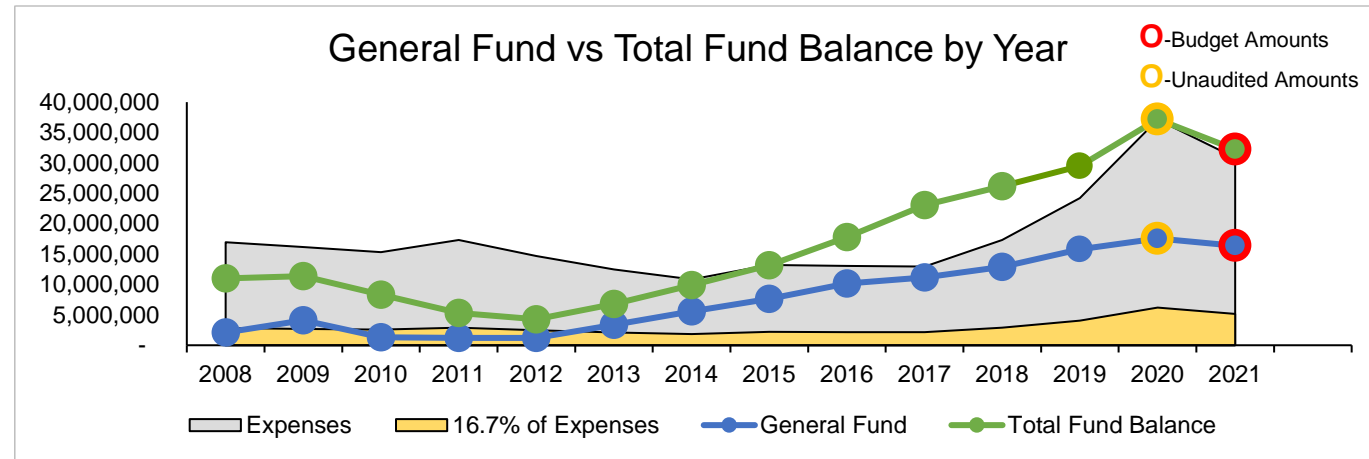
Payoff Unfunded Liability – As of June 30, 2019, the City has a balance of \$1.1 Million of unfunded liability with Public Safety Personnel Retirements Systems (PSPRS). The City has been paying the higher recommended contribution rate (19.04% for Tier 1 and 2 members, 17.1% for Tier 3 members) as opposed to the normal contribution rate (12.82% for Tier 1 and 2 members, 9% for Tier 3 members). The City has decided to make additional payments to eliminate this balance beginning in FY2018 and was able to pay off the Unfunded Liability as of June 30, 2019 and plans to keep paying the unfunded liability amounts each year, if possible.

The blue and red dotted lines in the graph below display the projected liability amount if additional payments were not scheduled.



4. Emergency Reserve Fund

The City wants to ensure adequate levels of fund balance are maintained to abate potential current and future risks to avoid revenue shortfalls and be equipped for unexpected expenditures maintained in the General Fund. Best Practice established by the Government Finance Officers Association recommends at minimum 16.7% or equivalent to two months of either expenses or revenues. Reviewing the past ten years, the City has made a great recovery and has established a healthy fund balance. City leaders have authorized the establishment of an Emergency Reserve Fund of eight million dollars in a long-term high yield account in FY2020.



Summary

Although these problems will take several years to overcome, there are signs of an improving economy such as:

- Page's tourism numbers have begun to increase, especially on the weekends.
- Many community groups are working to improve the economic situation in the City.
- A noticeable increase of interest by corporate leaders in the City of Page.
- An uptick of developers expressing wants to begin new planned communities.

Overall, I feel hopeful about the City's finances and the overall economy. Even though we have experienced many negative financial impacts in our area, I do see a light at the end of the tunnel. The recovery process has already begun, which will enhance the goal of being a stable economy and consequently predictable steadfast revenues.

The City of Page's taxable revenue for the General Fund was on a path to increase by 10% to 20% in the year (2021) prior to COVID-19 and the nationwide lockdown. Last fiscal year (2020) the taxable value decreased by \$2,137,044, but the previous year (2019) we saw an increase of 1,258,550. Page has seen a sustained increase in sales tax contributions to the General Fund for the last five years. This year's decrease is attributed solely to the unexpected Covid-19 pandemic.

The City of Page saw a substantial increase in health insurance cost this year. A nearly 10% increase was absorbed this year. In reviewing the past performance of our policy, Page has been very lucky to be able to keep this cost down. For over the last five years an increase of just over 2% was passed on to the General Fund budget. With this ever-increasing expense the City Council may need to consider a greater contribution from the employee. I will continue to review our policy and continue to entertain new options for employee health insurance coverage.

There have been some very difficult decisions made with this year's budget. The City Council and staff made the tough decision to not replace individuals because of retirement. This has resulted in a continuing decline in the number of full-time employees working for the City of Page. It was also necessary to furlough or lay off individuals whose departments had been specifically compromised by the decline in revenue. To reference the above, in fiscal year 19/20 the City employed 178 FTEs, in this fiscal year 20/21 Page currently employs 152 FTEs, a decrease of 26 employees. This alone is a major savings to the budget, and in turn to the citizens of the City of Page. A reorganization of departments to increase efficiency has also been implemented. The departments that have seen changes are Fire, Police, Public Works, Horseshoe Bend, Recreation, Library, Finance, and Lake Powell National Golf Course. Positions and duties have been privately contracted, duties have been absorbed by other employees, and some positions have been fully eliminated. All requests for new hire have been completely eliminated from this budget. It was because of budget restraints that city employees' wages were frozen this fiscal year. With these changes also comes potential frustration from the City of Page employees. It is of the utmost importance that the City Council consider a review of all salaries for future budgets.

The City Council made some very tough decisions, seriously looked outside of the box, and made creative thinking a must for the success of the entire City of Page this year. It is my opinion that with continued changes the City of Page will achieve its goal of being fiscally sound and revenue positive.

Darren Coldwell
City Manager

VI. Strategic Goals and Objectives

Mission Statement

Develop a high standard of community life through shared vision, superior service, and sustainable practice.

Vision

The City of Page is a clean, financially responsible, diverse, and vibrant community that respects the quality of its environment, fosters a sense of community and family, encourages a healthful, active lifestyle, and supports a wide-range of business opportunities to promote a prosperous economy.

Core Values



- Public Accountability/Transparency



- Safety and Security



- Fiscal Resiliency



- Community Engagement



- Integrity (fiscal)



- Customer Service



- Economic Vitality



- Cleanliness/Community Pride

Objective Criteria




Objective Criteria for Decision Making

- Brainstorm the “things that matter” to the community
- Generate creative ideas about best practices and alternatives
- Provide basis for consistently and transparently comparing alternatives
- There are no right or wrong criteria, but there are better and worse ones
- Focus on what matters in the decision, even when what matters is hard to quantify
- Execution










1 - Community Development

A pleasant environment is a source of pride for its residents and an important component of the quality of life in an area. Community aesthetics take on an economic meaning, encouraging tourism and business recruitment. Community Development is a process by which local decision-makers and residents work together to leverage resources to increase business development and job opportunities along with attracting capital to improve the physical, social and environmental conditions in the community. Implement economic development processes that assist in the development of a strong local economy; protect neighborhoods from blighting and deteriorating conditions that have a negative impact on area property values; and encourage residents and business owners efforts to maintain the physical environment through standards set in local ordinances.

Goal	Sponsoring Department	Objective
 <p>In partnership with stakeholders, create and implement a revitalization plan for Block 17 and a Master Streetscape Plan for the central business district that will establish design as well as strategies and policies for streetscape development, criteria for technical feasibility, and identify implementation costs associated with a streetscape enhancement program.</p>	Community/ Economic Development	The Connecting Downtown Page Plan to identify opportunities for downtown connectivity and revitalization concepts.
		Begin Downtown Streetscape Plan a plan that identifies needs projects, and mechanisms to enhance the streetscape and façade of the downtown area.
 <p>Maintain and enhance attractive neighborhoods through City services, enforcement techniques, and compliance with City codes and regulations.</p>	Community/ Economic Development	Formation and support of the For Our City Group geared towards community pride through efforts such as beautification projects.
 <p>Begin 2019 General Plan Update.</p>	Community/ Economic Development	Beginning the General Plan Element Update to be completed by December 2019.
		Beginning the process of the General Plan Comprehensive update to be completed by 2021.





2 – Economic Development

The City's vision is to create a robust business environment that attracts employment, wealth, capital investment, and enhanced opportunities for investors and residents.

Goal	Sponsoring Department	Objective
 Promote Page as a location for clean industry, high-tech manufacturing, and development strategies.	Community/ Economic Development	Engage with industry experts to identify development potential. Identify land(s) and engage with property owners to gauge interest. Outline potential city support. Develop and share marketing collateral with industry opportunities.
 Continue hands-on approach with small business start-ups and retention/expansion opportunities.	Community/ Economic Development	Enhance and promote the small business support guide. Continue to engage with Chamber to identify new needs of small business community. Continue to offer educational courses related to small Business.
 Partner with Regional Chamber of Commerce to promote jobs.	Community/ Economic Development	Continue to partner on job fairs and special events. Utilize Chamber's contacts and resources to add value to recruitment/retention efforts. Continue to cross market with Chamber and other agencies in order to enhance Page jobs board. Encourage Chamber membership and city staff to continue "hire Page residents first" campaign.
 Investigate opportunities to attract family-oriented entertainment venues.	Community/ Economic Development	Identify opportunities through demand analysis. Engage with industry experts to identify development potential. Identify land(s) and connect with property owners to gauge interest. Outline potential city support. Develop and share marketing collateral with industry opportunities.
 Attract specialty medical and/or research clinics.	Community/ Economic Development	Inventory medical and research clinics in Page area. Identify opportunities through physician needs analysis. Engage with industry experts to identify development potential. Develop and share marketing collateral with industry opportunities. Coordinate with landowners on possible site visits from potential end-users.
 Assist property owners with development of City Center (Block 17).	Community/ Economic Development	Work with developer to brand any private/public collateral. Identify land options and outline potential city support. Continue to communicate the vision of the Surprise Center to potential projects. Leverage substantial city investments in discussions with potential end-users. Coordinate with landowners on possible site visits from potential end-users.
 Identify and secure additional funding methods for economic development.	Community/ Economic Development	Pursue grants that support economic development Initiatives. Continue to use creative earned revenue post performance incentives such as construction sales tax reimbursement for economic development initiatives with significant infrastructure costs


3 – Tourism

Infuse tourism dollars into Page's economy by diversifying the events, programs, and partnerships offered that make Page an attractive destination for a wide variety of interests.

Goal	Sponsoring Department	Objective
 Lay the groundwork for creating a multi-use facility/ expansion that will draw entertainment and tourism.	Community/ Economic Development	Conduct a needs analysis study.
		Develop a funding strategy.
 Develop an annual festival framework. Strategies:	Community/ Economic Development	Create a calendar that will highlight all events in Page.
	Community & Recreation Services	Develop an RFP process to recruit partners to hold tourism events in Page with defined criteria.
		Simplify application process for third parties to run a special event at the Amphitheater, Sports Complex, and City Parks.
		Arts and Jazz Festival.
 Develop a regional entertainment corridor.	Community/ Economic Development	Establish a value propositions, such as a sports village and entertainment district, soccer complex, or convention center.
	Community & Recreation Services	Identify possible site options.
		Conduct a feasibility study.
		Identify potential partners, both private and public/non-profit.
		Identify costs and incentives.
 Create partnerships that offer visitors a wide range of activities.	Community/ Economic Development	Develop partnerships with hotel associations.
	Community & Recreation Services	Develop partnerships with sports organizations.
		Develop partnerships with general tourism entities.


4 - Fiscal Responsibility

The City is committed to maintaining fiscal stability to ensure the delivery of high-quality services. This requires an efficient transparent financial system; accurate and reliable forecasting of revenues; control of expenses; and an expanded tax base.

Goal	Sponsoring Department	Objective
 <p>Operate in a fiscally prudent manner, assuring the most efficient expenditure of public funds.</p>	City Manager	Develop and maintain a 10-year Capital Improvement Program that balances the anticipated cost of planned projects with a realistic forecast of available resources.
	Finance	Analyze existing revenue structures and explore alternative funding mechanisms to support infrastructure and economic development project funding.
		Striving for true fiscal resiliency in thinking long term 3-5 years with strong reserves. Looking beyond the annual budget year planning, strategizing, and setting goals.
		Developing a long-term fiscal approach that supports sustainability with 3-5 year of strategies addressing capital plans and operational plans.
		Promoting fiscal resiliency by looking beyond the annual budget year in and year out and making policy decisions and council commitment.
		Develop long-term financial forecasts that allow the City to annually identify future revenue and expenditure trends and prepare plans to address anticipated problems in a timely fashion.
	Page Utility Enterprises	The Page Utility Enterprises Board has identified Water and Sewer Utility reserve levels to stabilize rates. The Board will make rate recommendations to the City Council.
		Page Utility Enterprises staff will continue long-term financial forecasting, carefully watching future wholesale energy costs, and the PUE Board will make rate recommendations to the City Council.

5 - High Performing Organization

The City of Page strives to develop a high performing organization through continuous system and process improvements; the commitment to make time to do the “work of leadership”; and the encouragement of City employees to exercise their leadership and talents at every level of the organization.

Goal	Sponsoring Department	Objective
 <p>To create an environment that supports engaged, high performing employees; enable the City to recruit, retain and compete for talent; and ensure retention of institutional knowledge.</p>	Information Technology	Update City website to improve content, customer satisfaction, and optimize the use of technology to drive efficiency, productivity, and service.
		Provide a web-based, electronic payment capability for customers.
	City Manager	Complete organizational assessment to evaluate the City's current organizational structure.
	Human Resources/Risk Management	Recruit and retain a skilled workforce.
		Review and implement necessary security measures throughout City-owned public facilities.
		Encourage community involvement through the recruitment, retention, and engagement of volunteers.


6 - Infrastructure Improvement

The City Council is committed to maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Goal	Sponsoring Department	Objective
 <p>Maintain and improve critical City infrastructure, including streets, sidewalks, parks, trails and facilities to support economic growth and improve quality of life in Page.</p>	Public Works	Draft a ten-year Pavement Management Program (PMP) for inclusion in the Capital Improvement Plan.
		Strategically invest in City facilities, technology, and equipment.
		Develop a stable and equitable funding source for the preparation and implementation of a comprehensive storm water management plan.
		Extend, monitor, and maintain a storm water system to protect the public from flood and drainage.
	Public Works	Update utility infrastructure in coordination with Block 17 revitalization plan.
	Community Development	
	Page Utility Enterprises	Identify areas for and project the costs of converting overhead electric lines underground.
		Develop strategic operation plan for water and sewer utilities to ensure financial stability and prepare for growth.


7 - Housing

A critical component of a vibrant city is an array of housing options. The City struggles with the lack of affordable and workforce housing, including ownership and rental options.

Goal	Sponsoring Department	Objective
 <p>Pursue affordable and workforce housing to expand housing options for low- and middle-income households.</p>	Community Development	Implement city-led incentives and programs to attract housing development focused on affordable and workforce housing to expand to housing opportunities for low- and middle-income households.
		Partner with local and outside resource to bring existing and new programs to the City which encourage homeownership, home-rehabilitation, and general opportunities for housing.
		Engage in public outreach to promote new and existing programs that preserve and improve the existing housing stock.

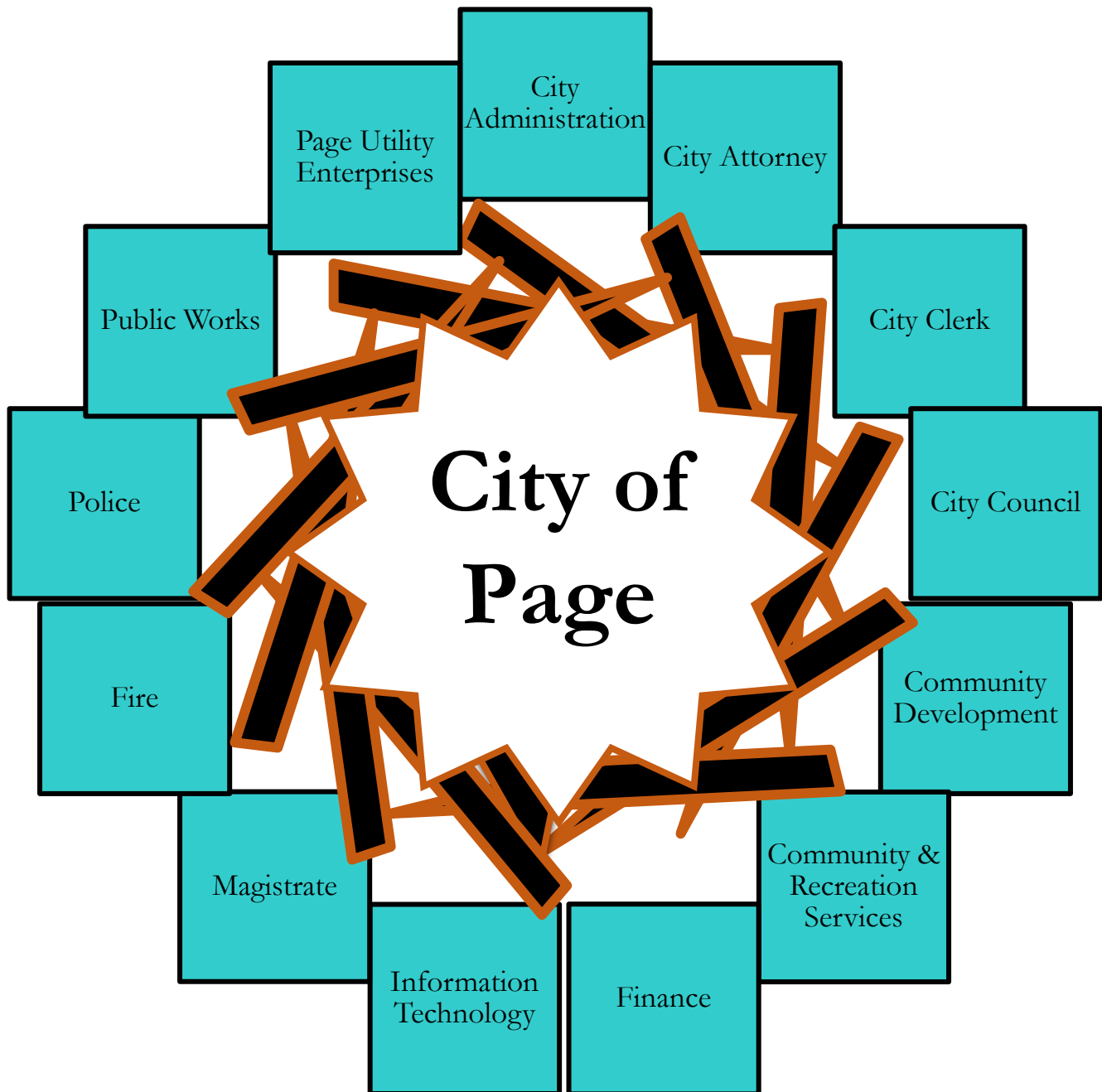
8 - Quality of Life

The City strives to enhance the overall quality of life for our residents and visitors by offering high quality recreation and leisure activities and improving parks, trails, streetscapes and open spaces in Page.

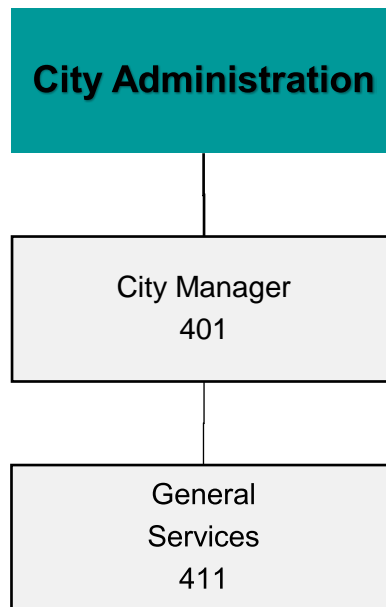
Goal	Sponsoring Department	Objective
 <p>Maximize resources that enhance the quality of life for our residents and visitors.</p>	All	Communicating Effectively
	Community & Recreation Services	Consistent implementation of the Parks Master Plan.
	Public Works	
	Community & Recreation Services	Plan, design and implement summer youth programs.
		Research and pursue grant opportunities to enhance recreation programs and facilities.
	City Manager	Improve public schools through collaboration with strategic partners including Page Unified School District and Coconino Community College.
	Information Technology	Attain an additional Internet bandwidth provider.
		Provide public Wi-Fi Internet access in all major public areas, I.E. Downtown City Center, John C Page Memorial Park, Library, Community center etc.
		Implement online payments and permits.

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VII. Department Profiles



City Administration








City Administration	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
Expense					
Personnel	176,970	225,350	240,177	238,312	-0.8%
401-City Manager	176,970	225,350	240,177	238,312	-0.8%
	622,053	679,932	940,100	1,065,600	13.3%
Operating	8,201	22,963	12,100	14,100	16.5%
401-City Manager	613,852	656,969	928,000	1,051,500	13.3%
411-General Services	176,970	225,350	240,177	238,312	-0.8%
Grand Total	799,023	905,282	1,180,277	1,303,912	10.5%

10-401 City Manager
2.00 FTE

- **1.00 FTE - City Manager**
- 1.00 FTE - Executive Administrative Assistant

10-411 General Services
0.00 FTE

Department Performance Measures		FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
	City Manager - Effective Governance of City Council Adopted Strategic Priorities	Substantial Completion	Substantial Completion	Substantial Completion	Substantial Completion
	City Manager – General Fund Expenditures (Personnel and Operations)	N/A	N/A	\$14,913,173	\$13,881,605
	City Manager – Expenditures per Capita (All General Fund Services)	N/A	N/A	\$1,971	\$1,844
	General Services - Mail processed within 24 hours	100%	100%	100%	100%
	General Services – Percent of Budgeted Contingency utilized.	N/A	N/A	Less 50%	Less 50%

City Manager

PURPOSE

To effectively coordinate and lead the various City departments in administration of City affairs.

DEPARTMENT DESCRIPTION

Administration provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization and delivery of services to citizens; and develops programs and policy alternatives for consideration by the City Council. Administration utilizes the City Code and City policies to provide effective management and leadership by communicating to employees.

DEPARTMENTAL ACTIVITIES

- ◆ Directs the administration of City Departments.
- ◆ Annual budget planning and financial oversight.
- ◆ Serves as the liaison to state and federal agencies for the City Council.
- ◆ Supports the information and policymaking needs of the City Council and implements City Council directives.

GOALS & OBJECTIVES

- ◆ Provide support services to the City Council in policy making.
- ◆ Provide direction and coordination to departments in accordance with City Council policies and community goals.
- ◆ Ensure positive communications and delivery of public service.
- ◆ Advise the City Council on financial and legislative matters.
- ◆ Ensure City Council directives are carried out.

FY 2020-21 Priorities

- Promote coordination and teamwork among City employees to provide quality services that add value to our community in a fiscally sound manner.
- Provide timely and accurate information about City services.
- Ensure implementation of the City Council Strategic Priorities.
- Ensure positive public communications.
- Identify departmental operational performance standards.
- Explore partnerships/collaborations with community and regional partners.
- Improve working relationship with Navajo Nation.
- Ensure continued support of Substance Abuse Committee

FY 2019-20 Major Objectives Accomplished

- Provided leadership and direction for the operation and management of all City Departments, including: the enforcement of all laws and ordinances; oversight of all municipal services and programs; appointment of personnel; and executive supervision for Department Managers.
- Initiated a zoning code and land use audit
- Held a Site Selection Summit to identify potential and appropriate land uses.
- Provided communication and direction regarding City Council Policy.
- Delivered services to the public in a cost-effective manner.
- Delivered to City Council a city budget of \$10 million less than the prior's year.
- Successfully maneuvered the city through the COVID-19 epidemic.
- Facilitated the formation of the Substance Abuse Committee.
- Successfully introduced a bill to develop a traffic circle on Highway 89.
- Successfully negotiated new terms with Contour Airlines and Department of Transportation.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1105 – Decrease based on FY2020 actuals.
- ◆ 2101 – Increase based anticipated expenses for supplies and equipment needed.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
401-City Manager						
Personnel		176,970	225,350	240,177	238,312	-0.8%
10-401-1101	Salaries	136,125	170,954	172,292	174,867	1.5%
10-401-1105	Overtime	0	3,006	2,500	653	-73.9%
10-401-1201	Industrial Insurance	528	332	513	419	-18.3%
10-401-1202	Medical Insurance	16,726	17,892	30,865	27,919	-9.5%
10-401-1203	FICA	9,078	12,547	12,840	13,005	1.3%
10-401-1204	ASRS	14,513	20,619	21,167	21,449	1.3%
Operating		8,201	22,963	12,100	14,100	16.5%
10-401-2101	Operating Supplies	1,346	1,457	1,000	2,500	150.0%
10-401-2402	Cell Phones	813	1,841	1,400	1,500	7.1%
10-401-2700	Travel, Meals, and Schools	2,241	12,433	3,500	3,900	11.4%
10-401-2804	Subscriptions/Memberships	3,800	7,231	6,200	6,200	0.0%
Grand Total		185,171	248,312	252,277	252,412	0.1%

General Services

PURPOSE

To provide support services to all City departments.

DEPARTMENT DESCRIPTION

General Services has no associated personnel costs. The department is responsible for providing support services to all City departments and includes the functions of managing facilities, equipment, supplies, maintenance, and other support services.

DEPARTMENTAL ACTIVITIES

- ◆ Supplies and Equipment. Manage and track general purchases and leases.
- ◆ City Hall Vehicle Management. Manage City car travel use and cleaning.
- ◆ Contract Services. Manage contracts for pest control, and miscellaneous janitorial services.
- ◆ Contingency. Coverage for unexpected and unbudgeted expenses.
- ◆ Utilities. City-wide utility expense budget.

GOALS & OBJECTIVES

- ◆ Continue to provide proper customer service and maintenance to ensure that a neat and orderly environment may be provided for the transaction of public business.

FY 2020-21 Priorities

- Manage the purchases for General Services.
- Manage City fleet usage.

FY 2019-20 Major Objectives Accomplished

- Facilitated consultants for staff development.

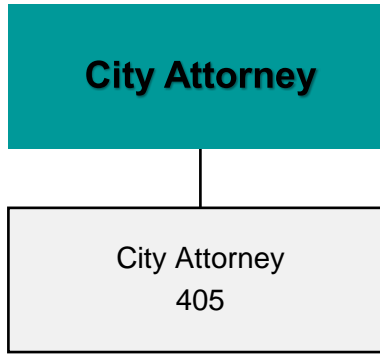
FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 9600 – Increase to cover unbudgeted expenses that may arise.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
411-General Services						
Operating		613,852	656,969	928,000	1,051,500	13.3%
10-411-2100	Office Supplies	6,358	0	0	0	N/A
10-411-2101	Operating Supplies	0	7,975	6,500	6,500	0.0%
10-411-2119	Office Equipment Leases	10,764	12,182	8,800	8,800	0.0%
10-411-2403	Postage	18,217	9,010	19,200	18,200	-5.2%
10-411-2404	Utilities	478,756	459,560	500,000	500,000	0.0%
10-411-2425	Copy Paper	3,661	3,192	4,000	3,500	-12.5%
10-411-2590	Contract Services	13,946	12,485	14,500	14,500	0.0%
10-411-2600	Vermillion Cliffs/Corrals Expense	36,518	13,313	0	0	N/A
10-411-2806	Printing Costs	7,772	0	0	0	N/A
10-411-9600	Contingency	37,859	139,252	375,000	500,000	33.3%
Grand Total		613,852	656,969	928,000	1,051,500	13.3%

City Attorney






City Attorney	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
405-City Attorney					
Personnel	189,707	190,341	205,933	300,499	45.9%
Operating	10,570	18,726	32,110	36,340	13.2%
Grand Total	200,277	209,066	238,043	336,839	41.5%

10-405 City Attorney

2.50 FTE

- **1.00 FTE - City Attorney**
- **0.50 FTE - Assistant City Attorney**
- 0.50 FTE - Executive Administrative Assistant
- 0.50 FTE - Community Development Specialist

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	Train boards on Open Meeting Law	5	5	3	2
	Conviction rate on criminal trials	100%	100%	100%	85%
	Provide training sessions for the Police Department	3	3	1	1

City Attorney

PURPOSE

To provide the City Council, City Departments, Boards, and Commissions with quality legal services.

DEPARTMENT DESCRIPTION

The City Attorney is the chief legal advisor to the City Council, City Manager, Page Utilities Enterprises Manager, City Departments, and the City's Advisory Boards and Commissions. The City Attorney, in consultation with the City Council, prosecutes and defends all suits, actions, or causes where the City is named, and reports to the City Council, when required, the condition of any suit or action to which the City is named. In addition to these civil duties, the City Attorney represents the City and the State of Arizona in the prosecution of criminal misdemeanor cases occurring within the City limits. In connection with these criminal matters, the City Attorney is responsible to ensure that the statutory rights of the victims of such crimes are protected.

DEPARTMENTAL ACTIVITIES

- ◆ Legal Advice. Provide legal advice to City Council members and staff members to ensure that the City conducts its activities legally.
- ◆ Legal Representation. Represent the City and Page Utilities Enterprises, defending the City against litigation and claims.
- ◆ Enforcement. Enforce and prosecute violations of the municipal code.
- ◆ Legal Services. Responsible for drafting, reviewing, and/or approving as to form all proposed ordinances, resolutions, and contracts, which may be considered for adoption by the City Council to ensure that they adequately protect the legal interests of the City.

GOALS & OBJECTIVES

- ◆ Provide the highest quality, competent legal advice and services to the City Council and all City Departments.
- ◆ Support the City Council in achieving stated goals and objectives.
- ◆ Prosecute crime within the authority of the Magistrate Court.

FY 2020-21 Priorities

- Provide quality legal advice and counsel in a cost-effective manner to reduce the liability exposure of the City and to provide legal advice for contemplated policy and administrative decisions.
- Represent the City, either directly or through coordination of services provided by outside counsel, in matters coming before various courts and administrative tribunals.
- Address the substance abuse problems in Page in a comprehensive and effective way, including the formation of a Drug Court program and the Substance Abuse Task Force.

FY 2019-20 Major Objectives Accomplished

- Provided effective and timely legal advice and counsel in a cost-effective manner in order to reduce the liability exposure of the City and provided legal advice for policy and administrative decisions.
- Represented the City, either directly or through coordination of services provided by outside counsel, in all legal matters.
- Prosecuted all misdemeanor cases in the Page Magistrate Court.
- Provided quality legal support for Council and all City departments to carry out their goals and projects.

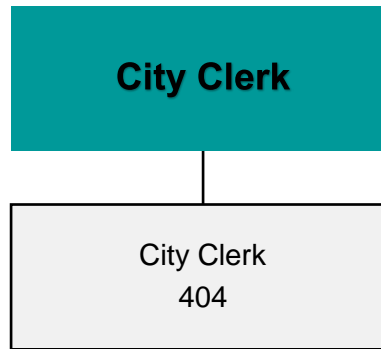
FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel Costs – Added 0.50 FTE Assistant City Attorney and moved 0.50 FTE Community Development Specialist from Community Development to City Attorney's budget.
- ◆ 2101 – Increase due to transfer of cost from Community Development's budget for 0.50 FTE moved.
- ◆ 2116 – Increase due to transfer of cost from Community Development's budget for 0.50 FTE moved.
- ◆ 2402 – Increase due to transfer of cost from Community Development's budget for 0.50 FTE moved.
- ◆ 2700 – Increase due to transfer of cost from Community Development's budget for 0.50 FTE moved.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
405-City Attorney						
Personnel		189,707	190,341	205,933	300,499	45.9%
10-405-1101	Salaries	144,167	145,255	157,846	219,233	38.9%
10-405-1105	Overtime	249	37	0	1,184	N/A
10-405-1201	Industrial Insurance	280	320	398	849	113.3%
10-405-1202	Medical Insurance	17,583	16,640	16,769	36,145	115.5%
10-405-1203	FICA	10,735	10,538	11,805	16,153	36.8%
10-405-1204	ASRS	16,694	17,551	19,115	26,935	40.9%
Operating		10,570	18,726	32,110	36,340	13.2%
10-405-2101	Operating Supplies	9	711	750	2,750	266.7%
10-405-2116	Office Equipment	335	213	1,000	2,000	100.0%
10-405-2402	Cell Phones	664	664	660	1,740	163.6%
10-405-2590	Contract Services	8,163	15,219	25,000	25,000	0.0%
10-405-2700	Travel, Meals, and Schools	790	963	2,500	3,100	24.0%
10-405-2804	Subscriptions/Memberships	505	505	1,200	1,000	-16.7%
10-405-2805	Publications and Advertising	105	451	1,000	750	-25.0%
Grand Total		200,277	209,066	238,043	336,839	41.5%

City Clerk






City Clerk	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
404-City Clerk					
Personnel	109,502	141,450	144,859	151,320	4.5%
Operating	27,199	48,967	79,944	93,310	16.7%
Grand Total	136,702	190,416	224,803	244,630	8.8%

10-404 City Clerk

2.00 FTE

- **1.00 FTE - City Clerk**
- 1.00 FTE - Deputy City Clerk

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	City Council Meetings Coordinated	54	54	54	54
	Meeting Notices posted	141	141	141	141
	City Council actions and agenda items prepared	144	144	144	144

City Clerk

PURPOSE

To maintain integrity and promote public trust in the governing process.

DEPARTMENT DESCRIPTION

The City Clerk's office main function is to process, maintain, and preserve the official records of the City of Page in accordance with the State Statutes in a timely manner and ensuring that all records are easily accessible to the public.

DEPARTMENTAL ACTIVITIES

- ◆ Customer Relations. Provide the best customer service by maintaining and preserving comprehensive City records accessible to the public. Fulfill Public Information Requests of City documents.
- ◆ City Council Support. Provide administrative and support services to the City Council:
 - Prepare agendas, packets, minutes, proclamations.
 - Process ordinances and resolutions.
 - Process applications for voluntary service on City Boards and Commissions.
 - Post, publish and record all official actions of the City Council.
- ◆ Records Management. Organize, disseminate, archive, maintain, store, and secure all official City records and documents in a systematic and easily accessible manner.
- ◆ Elections. Function as Filing Officer for Candidate packets and Campaign Finance documents. Maintain voter records and conduct early voting with accuracy and consistency in accordance with federal and state requirements.
- ◆ Business Registrations. Process, record, and issue Business Registrations.
- ◆ Maintain City Code of Ordinances.
- ◆ Bid Process. Publish and post bid proposal submissions and hold bid openings.
- ◆ Liquor Licenses. Receive, process, and submit liquor license applications.

GOALS & OBJECTIVES

- ◆ Maintain record retention management system and backlog control.
- ◆ Review other departments' record retention procedures and create a Clerk's master destruction file.
- ◆ Input existing contracts/agreements into the Document Tracking database.
- ◆ Create a master Clerk's vault index.
- ◆ Provide administrative and support services to the Mayor and City Council.
- ◆ Maintain and update City of Page Master Fee Schedule.

FY 2020-21 Priorities

- Preserve Official Records
- Maintain City Code of Ordinances
- Maintain records management.
- Implement measures to manage backlog.
- Continued education

FY 2019-20 Major Objectives Accomplished

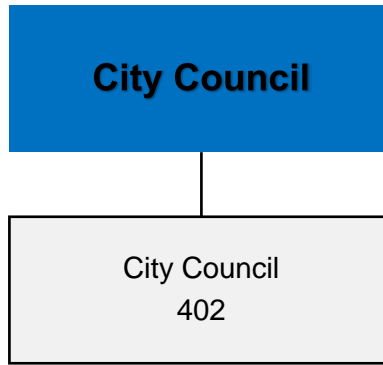
- Master Fee Schedule.
- Continued education: City Clerk and Deputy City Clerk attended AMCA's Election Training.
- Prepared the Essential Records Report (due every five years).
- 2020 Primary Council Election

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1202 – Increase due to cost of rise in cost of benefits.
- ◆ 2590 – Increase due to election year.
- ◆ 2805 – Increase based on costs in prior years.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
404-City Clerk						
Personnel		109,502	141,450	144,859	151,320	4.5%
10-404-1101	Salaries	90,260	116,297	118,843	123,780	4.2%
10-404-1105	Overtime	717	968	1,000	599	-40.1%
10-404-1201	Industrial Insurance	223	294	352	297	-15.6%
10-404-1202	Medical Insurance	790	962	983	1,946	98.0%
10-404-1203	FICA	6,964	9,004	9,168	9,499	3.6%
10-404-1204	ASRS	10,548	13,925	14,513	15,199	4.7%
Operating		27,199	48,967	79,944	93,310	16.7%
10-404-2100	Office Supplies	814	0	0	0	N/A
10-404-2101	Operating Supplies	0	904	1,200	1,200	0.0%
10-404-2115	Equipment Repair/ Maintenance	0	371	200	200	0.0%
10-404-2116	Office Equipment	347	3,353	900	500	-44.4%
10-404-2402	Cell Phones	691	664	660	660	0.0%
10-404-2590	Contract Services	12,746	25,078	49,455	61,855	25.1%
10-404-2700	Travel, Meals, and Schools	1,922	3,671	7,600	7,160	-5.8%
10-404-2804	Subscriptions/Memberships	405	566	929	735	-20.9%
10-404-2805	Publications and Advertising	10,150	14,360	13,000	15,000	15.4%
10-404-2850	Business Registration	125	0	1,000	1,000	0.0%
10-404-2880	Council Chamber Upgrades	0	0	5,000	5,000	0.0%
Grand Total		136,702	190,416	224,803	244,630	8.8%







City Council	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
402-City Council					
Personnel	56,020	58,132	58,290	58,260	-0.1%
Operating	19,702	21,575	44,160	29,160	-34.0%
Grand Total	75,722	79,706	102,450	87,420	-14.7%

10-402 City Council

0.00 FTE

- 1 - Mayor
- 1 - Vice Mayor
- 5 - Council Members

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	Attendance to League of Cities at least 40%	29%	57%	86%	57%
	Number of Council meetings held	54	53	54	54
	Retreats held	1	1	1	1
	Annual budget adopted in accordance with Arizona Revised Statutes?	Yes	Yes	Yes	Yes

City Council

PURPOSE

To represent and serve the residents of the City of Page, formulate legislation, and establish City policy.

DEPARTMENT DESCRIPTION

The Council Members are elected officers of the City. There is one elected Mayor, one Vice-Mayor, and five Council Members. They are responsible for forming public policies to meet the needs of the community and accomplishing the City's mission. All powers of the City Council shall be exercised by ordinance, resolution, order, or motion.

DEPARTMENTAL ACTIVITIES

- ◆ Appoint City Officials. The City Council is responsible to appoint the City Clerk, City Magistrate, City Manager, City Attorney, and Board and Commission members.
- ◆ The City Council meets the second and fourth Wednesday of each month at 6:30 p.m. They also attend work sessions and special meetings, as scheduled.
- ◆ The City Council assumes the duties of office as directed by law.
- ◆ The City Council encourages citizen participation in the decision-making process through Advisory Boards, telephone calls, letters, or e-mails.

GOALS & OBJECTIVES

- ◆ The City Council sets the vision for our City and adopts goals to reflect that vision and guide decision-making at all levels of City government. The strategic planning process builds City Council consensus on policies and projects that impact City residents, businesses, and the community. The City Manager utilizes the City Council vision and goals to set priorities, direct work activities, and allocate staff and financial resources.

FY 2020-21 Priorities

- Oversee the implementation of the City Council 2020-21 Strategic Priorities.

FY 2019-20 Major Objectives Accomplished

- Provided strong political leadership in public policy making.
- Identified strategic priorities, goals, and objectives to address key issues affecting the City.

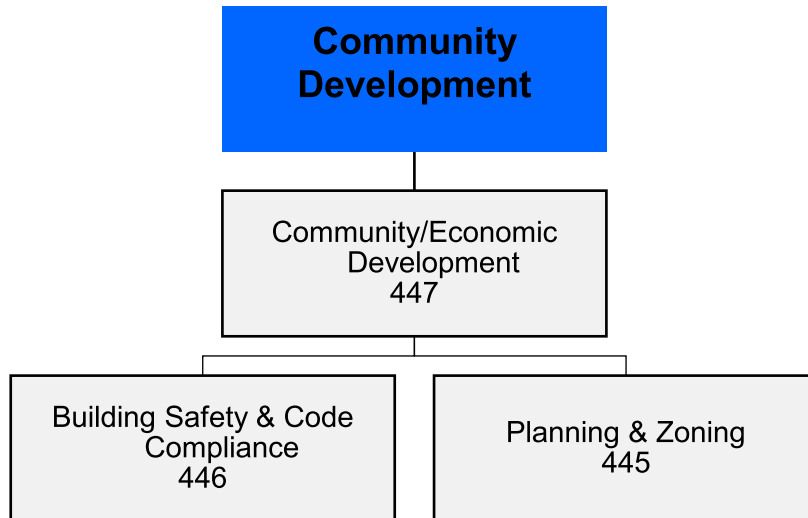
FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2680 – Decrease due to no planned attendance at conferences/events.
- ◆ 2700 – Decrease due to reduction of travel.
- ◆ 2804 – Reduced based on costs from prior years.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
402-City Council						
Personnel		56,020	58,132	58,290	58,260	-0.1%
10-402-1101	Salaries	52,602	54,145	54,000	53,999	0.0%
10-402-1201	Industrial Insurance	134	139	159	130	-18.2%
10-402-1203	FICA	3,284	3,848	4,131	4,131	0.0%
Operating		19,702	21,575	44,160	29,160	-34.0%
10-402-2101	Operating Supplies	605	1,548	1,500	2,000	33.3%
10-402-2402	Cell Phones	0	455	660	660	0.0%
10-402-2680	City Promotional Items	0	0	3,000	0	-100.0%
10-402-2700	Travel, Meals, and Schools	6,607	6,945	21,000	10,000	-52.4%
10-402-2701	In Town Meetings	4,435	4,463	8,000	8,000	0.0%
10-402-2804	Subscriptions/Memberships	8,055	8,164	10,000	8,500	-15.0%
Grand Total		75,722	79,706	102,450	87,420	-14.7%

Community Development



Community Development	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund	647,669	753,298	1,208,059	846,360	-29.9%
Expense	647,669	753,298	1,208,059	846,360	-29.9%
Personnel	395,062	362,754	481,449	434,870	-9.7%
445-Planning & Zoning	72,944	49,771	68,061	67,189	-1.3%
446-Building Safety & Code Compliance	129,756	121,017	149,056	83,801	-43.8%
447-Community Development	192,362	191,965	264,332	283,880	7.4%
Operating	252,606	390,545	726,610	411,490	-43.4%
445-Planning & Zoning	44,791	86,189	297,500	167,210	-43.8%
446-Building Safety & Code Compliance	4,825	11,049	18,700	9,920	-47.0%
447-Community Development	202,990	293,307	410,410	234,360	-42.9%
Grand Total	647,669	753,298	1,208,059	846,360	-29.9%

10-447 Community/Economic Development
3.00 FTE












- **1.00 FTE - Community Development Director**
- 1.00 FTE - Economic Development Coordinator
- 1.00 FTE - Executive Administrative Assistant

10-446 Building Safety and Code Compliance
1.00 FTE

- 1.00 FTE - Building Inspector

10-445 Planning and Zoning
1.00 FTE

- 1.00 - Planner/GIS

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
 Amount of new commercial/industrial space created (sq. ft.)		N/A	163,053	2,000	2,000
 Number of new jobs created		N/A	160	50	50
 Number of new housing units created		N/A	34	15	15
  Lodging tax collected (US Dollars)		4,626,752	4,956,817	4,500,000	2,500,000
 Average commercial & multi-family plan review turnaround time (weeks)		N/A	2	2	2
 Number of building permits		146	156	175	175
 Number of building inspections		N/A	260	450	450
 Number of code-compliance cases opened		N/A	79	150	150
 Number of code-compliance cases resolved		N/A	90	90	90
 Number of code-compliance notices sent		N/A	42	80	80

Community/Economic Development

PURPOSE

To facilitate high-quality and sustainable growth and development by attracting economic opportunities, developing robust neighborhoods, and enhancing the community's overall quality of life.

DEPARTMENT DESCRIPTION

The Community and Economic Development Department provides high-quality and customer-oriented development services, long-range planning and zoning, sustainable economic development and comprehensive code compliance.

DEPARTMENTAL ACTIVITIES

- ◆ Implements the City Council Strategic Priorities for Community and Economic Development.
- ◆ Works with Planning and Zoning on development projects within the community.
- ◆ Develops and implements Economic Development and Tourism strategies to grow and maintain a strong local economy.
- ◆ Participates in capital improvement planning; seeks and administers grants.
- ◆ Manages tourism marketing.

GOALS & OBJECTIVES

- ◆ Implement economic development and tourism processes to maintain a strong local economy and have a positive impact on property values.
- ◆ Maintain strong sales tax revenues.

FY 2020-21 Priorities

- Collaborate with economic development partners to develop and support common objectives; promote local job creation and retention; and explore options for affordable housing.
- Continue to adapt operations and work with partners to provide resources to our community to minimize the impact of COVID.
- Continue to leverage technology in innovative ways to better improve the efficiency and effectiveness of day-to-day operations and special projects.
- Mindfully market Page as a world class destination and encourage businesses to maintain a high level of quality in their goods and services.
- Continue Downtown revitalization through the Streetscape Master Plan.

FY 2019-20 Major Objectives Accomplished

- COVID Response
 - Guided Businesses through emergency financing and policy with partners leading to over \$2M of acquired capital to Page businesses and non-profits.
 - Worked with outside agencies to provide job opportunities for displaced workers and assisted hiring managers find qualified candidates.
 - Educated business owners, residents, and visitors about public health best practices through major physical and digital advertising campaigns and collaboration with outside agencies to create elevated Safe Restaurant and Food Handling Guidelines.
 - Facilitation of over 60-meetings with local businesses increasing fruitful collaboration among and between organizations and timely communication with the City.
 - Worked with Northern Arizona University to track and analyze the impact of COVID on the local and regional economy to help better prepare for city budget projections.
- With regional partners completed the 2020-2025 Northern Arizona Council of Government (NACOG) Comprehensive Economic Development Strategy which received the 2020 National Association of Development Organizations (NADO) Aliceann Wohlbruck Impact Award
- Successfully led Census 2020 efforts.
- Major tourism website overhaul (visitpagelakepowell.com).
- Designed and deployed tourism kiosks providing real-time tourism information through surveying.
- Partnership with the Arizona Office of Tourism and staff led negotiations resulting in over \$50K in savings for marketing.
- Designation of two official Visitor Centers, The Hub and Glen Canyon Conservancy, in the City of Page, a first of its kind in Arizona.

- Completed a Skills Gap Analysis leading to the development of Soft-Skills Training Series and Marine Technician Certification courses at Coconino Community College.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 2510 – Reduction due to decrease of planned events.
- ◆ 2550 – Reduction due to decrease of planned community outreach and meetings.
- ◆ 2590 – Reduction based on anticipated costs and planned projects.
- ◆ 2804 – Reduction based on costs from prior years.
- ◆ 3290 – Decrease due to community partnerships and special rates.
- ◆ 9720 – Cost allocated in Miscellaneous Grants Fund.
- ◆ 9825 – Program discontinued for FY2021.
- ◆ 9850 – Program discontinued for FY2021.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
Fund 10						
Personnel		192,362	191,965	264,332	283,880	7.4%
10-447-1101	Salaries	146,329	157,030	180,452	190,129	5.4%
10-447-1105	Overtime	0	98	0	1,290	N/A
10-447-1201	Industrial Insurance	360	472	530	456	-14.0%
10-447-1202	Medical Insurance	17,689	17,017	48,612	54,872	12.9%
10-447-1203	FICA	10,994	6,617	12,885	13,742	6.7%
10-447-1204	ASRS	16,991	10,730	21,853	23,391	7.0%
Operating		202,990	293,307	410,410	234,360	-42.9%
10-447-2101	Operating Supplies	1,152	6,838	3,000	3,000	0.0%
10-447-2402	Cell Phones	1,355	508	660	660	0.0%
10-447-2403	Postage	0	96	0	0	0.0%
10-447-2510	Events	30,141	45,762	60,250	30,000	-50.2%
10-447-2540	Marketing & Promotion	59,372	109,569	85,000	85,000	0.0%
10-447-2550	Meetings	0	3,770	4,000	500	-87.5%
10-447-2590	Contract Services	5,405	26,197	100,000	85,000	-15.0%
10-447-2700	Travel, Meals and Schools	7,187	3,340	8,500	7,700	-9.4%
10-447-2804	Subscriptions/Memberships	2,036	2,228	3,000	2,000	-33.3%
10-447-3290	Familiarization Tours	1,343	0	1,000	500	-50.0%
10-447-9720	Grant City Match	0	0	50,000	0	-100.0%
10-447-9825	Business Facade Program	0	0	50,000	0	-100.0%
10-447-9850	Community Retreat Projects	0	0	25,000	0	-100.0%
10-447-9865	Museum/Visitor Center	70,000	70,000	0	0	0.0%
10-447-9866	Chamber of Commerce	25,000	25,000	20,000	20,000	0.0%
Grand Total		395,353	485,272	674,742	518,240	-23.2%

Building Safety and Code Compliance

PURPOSE

To assist the public in building safe structures within the community of Page while protecting neighborhoods from blighting and deteriorating conditions that have a negative impact on the community.

DEPARTMENT DESCRIPTION

The Building Safety/Code Compliance Department is responsible for: assisting the public in their efforts to design and build structures within the City and developing and implementing a proactive code enforcement program to maintain the physical environment through ordinance standards.

DEPARTMENTAL ACTIVITIES

- ◆ **Building Inspections:**
 - Plan review for residential and commercial construction projects.
 - Issue and maintain records of all permits.
 - Prepare and submit all State, County and City required reports on building inspections.
 - Schedule inspections.
 - Collect permit fees.
- ◆ **Code Compliance:**
 - Implement and manage a proactive code enforcement program.
 - Investigate, inspect, and evaluate complaints to determine violations of the municipal code and appropriate course of action.
 - Investigate complaints received by the department, enter, and maintain informational record keeping, obtain compliance.

GOALS & OBJECTIVES

- ◆ Provide services for residents and property owners by assuring that all construction projects within the City are designed and built to building code standards.
- ◆ Continue to leverage technology in innovative ways to better improve the efficiency and effectiveness of day-to-day operations and special projects
- ◆ Beautify the community through code enforcement.
- ◆ Work with residents and property owners to investigate complaints and bring them into compliance with applicable codes.

FY 2020-21 Priorities

- Strive for 100% compliance with building codes in all projects through accurate plan review and inspections.
- Continue a community-based and proactive approach to code enforcement.

FY 2019-20 Major Objectives Accomplished

- Building Safety
 - Adoption and implementation of updated Building and Fire Codes to current internationally recognized standards.
 - Major internal process refinement, training, and policy updates resulting in a significant improvement to our city building Insurance Service Offices (ISO) score from 10/10 to 4/5 (1>10, 1 being the best).
 - 156 of plans reviewed and 260 inspections of projects including large and/or complicated developments such as Hilton Home 2, Lake Powell Boat Valet & Storage, Holiday Inn, Springhill Suites, AutoZone, and Rimview Terrace
- Code Compliance
 - Streamlined the code compliance case process to increase turnaround time which encouraged immediate compliance for urgent violations.
 - Enhanced processes and collaboration with inside divisions such as Building Safety and Planning & Zoning as well as outside departments including Police and Legal.
 - Established best practices and uncovered potential issues achieving a more favorable resolution for the city
 - Updated case management software improving overall tracking and efficiency
 - Coordinated "For Our City," a community-based action group with the intent of helping beautify and improve Page, resulting in volunteer assistance to property owners who may not have the physical or financial means to resolve code issues.
 - Resolved and progressed major and/or complicated violations

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs – moved 0.50 FTE Community Development Specialist to City Attorney's budget.
- ◆ 9800 – Discontinued program.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
446-Building & Code Compliance						
Personnel		129,756	121,017	149,056	83,801	-43.8%
10-446-1101	Salaries	87,841	78,692	95,230	53,838	-43.5%
10-446-1105	Overtime	510	523	1,250	670	-46.4%
10-446-1201	Industrial Insurance	3,134	4,947	5,533	942	-83.0%
10-446-1202	Medical Insurance	21,832	22,273	28,440	17,785	-37.5%
10-446-1203	FICA	6,206	5,493	6,919	3,905	-43.6%
10-446-1204	ASRS	10,233	9,089	11,684	6,661	-43.0%
Operating		4,825	11,049	18,700	9,920	-47.0%
10-446-2101	Operating Supplies	184	5,953	0	0	0.0%
10-446-2115	Equipment Repair/ Maintenance	0	0	400	200	-50.0%
10-446-2260	Books	671	377	1,200	800	-33.3%
10-446-2402	Cell Phones	1,710	1,592	2,000	1,320	-34.0%
10-446-2590	Contract Services	0	0	1,500	1,500	0.0%
10-446-2700	Travel, Meals, and Schools	1,844	2,681	5,000	5,500	10.0%
10-446-2804	Subscriptions/Memberships	416	445	600	600	0.0%
10-446-9800	Abatement Program	0	0	8,000	0	-100.0%
Grand Total		134,581	132,066	167,756	93,721	-44.1%

Planning and Zoning

PURPOSE

To plan and manage Page's physical growth and development through sustainable land use and zoning practices and code enforcement.

DEPARTMENT DESCRIPTION

The Planning and Zoning Department responsibilities include: management of current and long-range planning and zoning issues; administration of the General Plan and Zoning Ordinance; review and approval of sign permits, site plans, conditional use permits, variances, subdivision plats and other related land use and zoning requests; and advising the public on zoning questions.

DEPARTMENTAL ACTIVITIES

- ◆ Staff Planning and Zoning Commission meetings and public hearings and issue staff reports and public notifications.
- ◆ Review zoning, site plan, subdivision, conditional use permit and sign permits, and verify for compliance.
- ◆ Coordinate with Page Police Dispatch pertaining to City addressing.
- ◆ Advise the public on land use and zoning regulations.
- ◆ Prepare and present variance requests to the Board of Adjustment.
- ◆ Coordinate and attend Subdivision Committee and Site Plan Review Committee meetings.
- ◆ Maintain, administer, and amend the City of Page Zoning Ordinance, Subdivision Regulations, and General Plan.

GOALS & OBJECTIVES

- ◆ Continue working with the Planning Commission, City Council, and the public to update, maintain and administer the City of Page Zoning Ordinance and establish a digital zoning map
- ◆ Continue to leverage technology in innovative ways to better improve the efficiency and effectiveness of day-to-day operations and special projects.

FY 2020-21 Priorities

- Initiate the Comprehensive General Plan Update.
- Continue updating the General Plan Land Use Map and complete a Zoning Audit.
- Continue implementation and improvement of the City Zoning Ordinance, General Development & Subdivision Regulations, and City-wide Parks Master Plan.
- Continue the Downtown Streetscape Master Plan and downtown revitalization programs.
- Strengthen relationships with local agency stakeholders such as Western Area Power Administration and county agencies with coordination on future developments and city planning efforts.
- Develop, transition, and implement a technology-based project management tracking system to improve day-to-day and long-term efficiencies
- Develop and implement a user-friendly digital application system

FY 2019-20 Major Objectives Accomplished

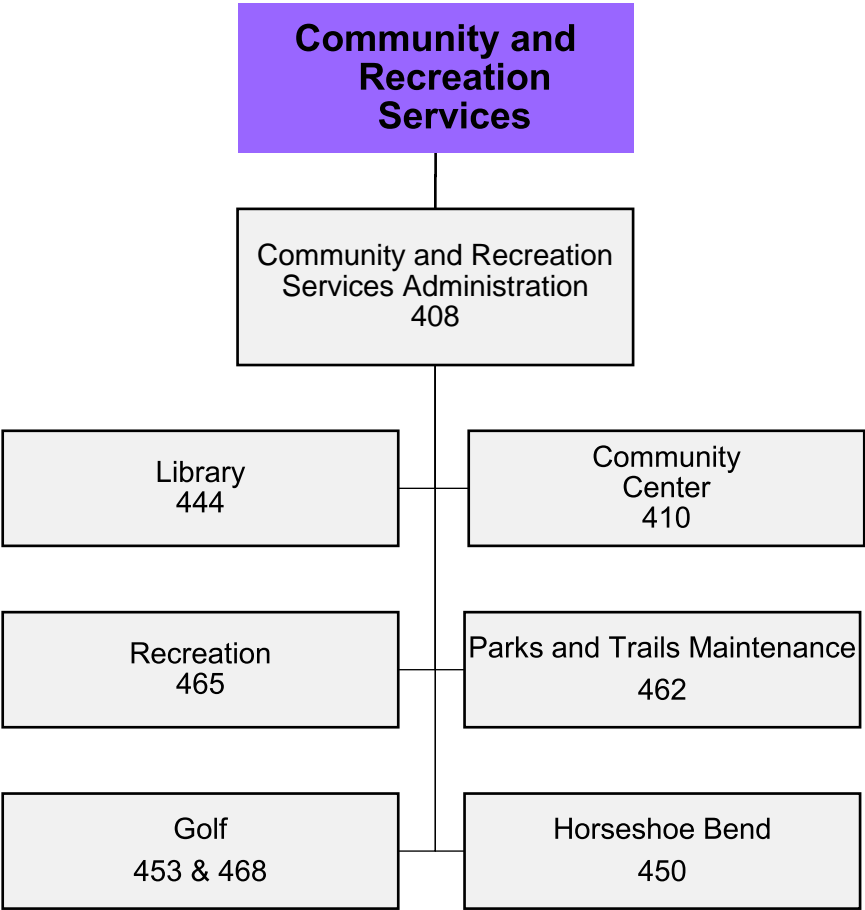
- Adoption, codification, Implementation, and improvement to the newly adopted Zoning Ordinance.
- Improved and restructured coordination with internal divisions and external departments to streamline the plan review process, major event coordination & planning, and Code Compliance resolutions.
- Progressed Planning Page Initiatives: Design Guidelines, Creation of Housing Programs & Strategy, Land Use Map and Zoning Audit, and Target Industry Analysis.
- Launch Downtown Streetscape Masterplan and revitalization planning.
- Implemented the Parks Master Plan, including Master Plan for John C. Page Memorial Park.
- Planned efforts with Horseshoe Bend trail realignment and parking lot.
- Continued Airport Masterplan Update.

FY 2020-21 BUDGET HIGHLIGHTS
























Significant changes are as follows:

- ◆ 1201 – Reduction due to change in workers' compensation rate.
- ◆ 2402 – Added cell phone for planner.
- ◆ 2590 – Decrease based on planned projects.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
445-Planning & Zoning						
Personnel		72,944	49,771	68,061	67,189	-1.3%
10-445-1101	Salaries	54,344	41,285	48,242	48,272	0.1%
10-445-1105	Overtime	0	0	500	593	18.6%
10-445-1201	Industrial Insurance	223	2,502	2,795	845	-69.8%
10-445-1202	Medical Insurance	10,795	5,985	6,949	7,825	12.6%
10-445-1203	FICA	2,589	0	3,672	3,683	0.3%
10-445-1204	ASRS	4,992	0	5,903	5,971	1.2%
Operating		44,791	86,189	297,500	167,210	-43.8%
10-445-2101	Operating Supplies	2,478	497	0	0	0.0%
10-445-2402	Cell Phones	774	663	0	660	N/A
10-445-2590	Contract Services	40,873	82,976	295,000	164,000	-44.4%
10-445-2700	Travel, Meals, and Schools	666	2,052	2,200	2,200	0.0%
10-445-2804	Subscriptions/Memberships	0	0	300	350	16.7%
Grand Total		117,735	135,960	365,561	234,399	-35.9%



Community and Recreation Services	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
Expenses	1,487,592	1,475,218	1,388,751	1,258,156	-9.4%
Personnel	975,719	1,073,043	1,099,197	1,036,113	-5.7%
408-Community and Recreation Services Administration	109,670	110,487	28,548	28,060	-1.7%
410-Community Center	94,396	123,652	217,247	187,063	-13.9%
444-Library	381,025	386,296	313,796	327,247	4.3%
462-Parks and Trail Maintenance	252,617	298,241	334,658	378,496	13.1%
465-Recreation	138,010	154,367	204,948	115,247	-43.8%
Operating	511,874	402,175	289,554	222,043	-23.3%
408-Community and Recreation Services Administration	2,993	4,611	5,030	2,965	-41.1%
410-Community Center	4,751	10,139	18,215	21,615	18.7%
444-Library	214,426	79,526	75,290	66,205	-12.1%
462-Parks and Trail Maintenance	200,004	194,554	78,000	50,060	-35.8%
465-Recreation	47,836	51,383	113,019	81,198	-28.2%
468-Golf Course Maintenance	41,863	61,962	0	0	N/A
45-Horseshoe Bend Fund	0	263,265	3,119,839	4,205,182	34.8%
Expenses	0	263,265	2,149,839	1,403,808	-34.7%
Personnel	0	86,919	1,291,833	788,648	-39.0%
Operating	0	176,347	858,006	615,160	-28.3%
Transfer Out	0	0	970,000	2,801,374	188.8%
Interfund Transfer	0	0	970,000	2,801,374	188.8%
55-Golf	0	0	918,908	1,063,071	15.7%
Expenses	0	0	918,908	1,063,071	15.7%
Personnel	0	0	643,681	765,025	18.9%
463-Golf Course Clubhouse	0	0	334,367	377,596	12.9%
468-Golf Course Maintenance	0	0	309,314	387,429	25.3%
Operating	0	0	275,227	298,046	8.3%
463-Golf Course Clubhouse	0	0	190,327	224,686	18.1%
468-Golf Course Maintenance	0	0	84,900	73,360	-13.6%
Grand Total	1,487,592	1,738,483	5,427,498	6,526,409	20.2%

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	 Library visits	163,614	N/A	145,000	145,000
	 Number of library card holders	16,964	N/A	16,000	16,000
	 Patron computer use per year	38,197	N/A	64,000	64,000
	 Patron Wi Fi usage per year	45,000	N/A	80,000	80,000
	 Circulation of materials	131,914	N/A	140,000	140,000
	  Congregate Meals	4,232	N/A	7,000	7,000
	  Meals on Wheels	2,871	N/A	4,000	4,000
	 Youth Registered for Sports Leagues	816	N/A	780	780
	 Number of teams registered for adult leagues	298	N/A	33	33
	  Number of children sponsored for youth sports	15	N/A	25	25

10-408 Community and Recreations
Services Administration 0.25 FTE

- **0.25 FTE - Community and Recreation Services Director**

10-444 Library
6.22 FTE

- 1.00 FTE - Library Manager
- 1.00 FTE - Reference Librarian
- 1.00 FTE - Library Specialist
- 1.00 FTE - Children's Coordinator
- 2.22 FTE - Library Aides

10-410 Community Center
4.46 FTE

- 1.00 FTE - Manager
- 1.00 FTE - Kitchen Supervisor/Cook
- 1.23 FTE - Cook's Assistant
- 0.49 FTE - Transportation Aide
- 0.74 FTE - Community Center Aide

10-462 Parks and Trail Maintenance
6.00 FTE

- 1.00 FTE - Parks and Trail Manager
- 1.00 FTE - Maintenance Worker Lead
- 4.00 FTE - Maintenance Workers

10-465 Recreation
1.74 FTE

- 1.00 FTE - Recreation Department Manager
- 0.74 FTE - Recreation Assistants
- Seasonal/Officials.

45-450 Horseshoe Bend
14.73 FTE

- 0.75 FTE - Director
- 1.00 FTE - Fee Facility Manager
- 2.00 FTE - Lead Cashiers
- 5.00 FTE - Cashiers
- 0.98 FTE - PT Cashiers
- 4.00 FTE - Seasonal Parking Attendant
- 1.00 FTE - Seasonal Parking Attendant

55-Golf
16.45 FTE

- 463-Golf Course Clubhouse
 - 1.00 FTE - Golf Course Manager
 - 1.00 FTE - Pro Shop Associate
 - 2.33 FTE - Seasonal Pro Shop Associates
 - 2.00 FTE - Food Service Worker
 - 1.00 FTE - Grill Cook
 - 1.70 FTE - Seasonal Cart Service
- 468-Golf Maintenance
 - 1.00 FTE - Director of Operation
 - 1.00 FTE - Assistant Superintendent
 - 1.00 FTE - Equipment Manager
 - 2.00 FTE - Equipment Operators
 - 1.00 FTE - Irrigation Tech I
 - 1.00 FTE - Pesticide Tech I
 - 0.43 FTE - Seasonal Equip. Operators

Community and Recreation Services Administration

PURPOSE

To develop and coordinate effective and innovative programs and services to enrich the lives of the City's residents and visitors.

DEPARTMENT DESCRIPTION

The Community and Recreation Services department is responsible for coordinating services and programs that promote citizen involvement and a strong sense of community while striving to increase the social, cultural, and physical well-being of its residents.

DEPARTMENTAL ACTIVITIES

- ◆ Improve the availability and effectiveness of recreational, athletic, arts and educational services that benefit the entire community.
- ◆ Support existing community programs and expand as financially feasible.
- ◆ Explore new innovative ideas and procedures to better meet the community's changing needs and trends. Recognize the value and significance of building partnerships to maximize resources while delivering the highest quality of community commitment.
- ◆ Generate an atmosphere of openness to promote dialogue and communication between the department and the citizens we serve; to develop a quality strategic plan growth in programs, services, and facilities.

GOALS & OBJECTIVES

- ◆ Provide staff and budget to support existing community & recreational programs and then expand as financially feasible.
- ◆ Continually improve the availability and effectiveness of recreational, athletic, arts and educational services that benefit the entire community.
- ◆ Generate an atmosphere of openness to promote dialogue and communication between the department and the citizens we serve.
- ◆ Explore new innovative ideas and procedures to better meet the community's changing needs and trends.
- ◆ Recognize the value and significance of building partnerships to maximize resources while delivering the highest quality of community commitment.
- ◆ Provide staff and budget to support the Horseshoe Bend facility to ensure that visitors to Page experience this location in a safe, memorable way with the highest level of customer satisfaction attainable.
- ◆ Maintain a great staff in all departments while maintaining a low turnover rate.

FY 2020-21 Priorities

- To develop quality strategic plan growth in programs, services, and facilities.
- Continue to build partnerships and conversation between clubs, organizations, and agencies, to leverage resources and aid in the growth of our City.
- Continue to apply for grant monies.
- Continue activities that promote the arts and provide cultural enrichment for the community.
- To enhance our education, recreational, and community programs.
- To provide all residents and visitors to our City with safe & beautiful facilities for their use.
- Increase awareness of Community & Recreational Services and its programs within the community via newsletters, Channel 4 City TV, and social media resources.
- Ensure that the public receives timely and responsive service from all departments and that the City's regulatory processes are fairly, efficiently, and courteously administered with a high degree of care for customers.
- Utilize the City's Public Library, Sports Complex, Parks & Trails, Golf Course and Community Center to promote healthy lifestyles.
- Ensure that all staff has the correct tools to continue expanding their work knowledge and work efficiency.
- Work with the Golf Course Manager to continue our path of phenomenal sales growth with ideas and programs to extend into the next budgetary year.
- Allow management, within budgetary allowances, to attend workshops, seminars, and conferences on a state and national basis in order to grow their departments proficiently and to the best of their ability.
- Work with all Boards to continually improve the availability and effectiveness of recreational, athletic, educational and leisure services that benefit the entire community.

FY 2019-2020 Major Objectives Accomplished

- Successfully integrated the Lake Powell National Golf Course back into the City of Page by absorbing their employees, realigned cash register and cash handling procedures and purchasing new equipment.
- Improved the overall effectiveness and communication among all the CRS departments through division meetings and interdepartmental trainings.
- Mentored staff on managerial and supervisory skills which helped improved the efficiency of departments while helping to reduce the turnover rate of employees.
- Insured all IGA's were current and being adhered to.
- Attended all meetings and ensure the passing of all NACOG audits within our Community Center.
- Received funding for programs, including NACOG congregate meals, Meals on Wheels, and Head Start programs.
- Received additional growth funds for library to purchase a new Ford Explorer.
- Successfully upgraded ADA park equipment in three (3) city parks: Golliard Park, Children's Park, and Sports Complex Annex Park.
- Worked with Human Resources to create and present managerial topics to those in supervisory and managerial positions within the city.
- Instigated a COPPER Newsletter for the City of Page residents which combines all activities/events/programs within the City in one publication. Posted these pages on our City's TV Channel 4 for our resident's viewing pleasure.
- Attended the American Library Association national conference with the Library Manager to ensure that Page stays up to date on their progress and offerings within our Public Library.
- Successfully transitioned the Parks Maintenance Department into their own office/facility on the Sports Complex grounds.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2601 – Reduction based on FY2020 actual costs.
- ◆ 2804 – Added for memberships and certificate.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
408-Community and Recreation Services Administration						
Personnel		109,670	110,487	28,548	28,060	-1.7%
10-408-1101	Salaries	79,214	80,044	20,959	20,959	0.0%
10-408-1201	Industrial Insurance	193	209	403	287	-28.8%
10-408-1202	Medical Insurance	15,383	14,968	3,093	2,698	-12.8%
10-408-1203	FICA	5,765	5,820	1,555	1,555	0.0%
10-408-1204	ASRS	9,115	9,447	2,538	2,561	0.9%
Operating		2,993	4,611	5,030	2,965	-41.1%
10-408-2101	Operating Supplies	719	1,803	550	550	0.0%
10-408-2402	Cell Phones	768	758	780	780	0.0%
10-480-2601	Publications and Advertising	0	0	2,000	635	-68.3%
10-408-2700	Travel, Meals, and Schools	1,506	2,051	1,700	500	-70.6%
10-408-2804	Subscriptions/Memberships	0	0	0	500	N/A
Grand Total		112,663	115,099	33,578	31,025	-7.6%

Library

PURPOSE

To provide its patrons with access to quality collections of educational, inspirational, and recreational materials.

DEPARTMENT DESCRIPTION

The Library is dedicated to the assembly, preservation, and organization of resources from all types of media in a learning and recreational center serving all residents and visitors. It offers each patron an opportunity to seek knowledge, pleasure, personal betterment, and quiet reflection in surroundings dedicated to the pursuit of enlightenment.

DEPARTMENTAL ACTIVITIES

- ◆ Programming for all ages, including promotional reading contests, maker projects, teen and youth gaming activities, and adult events and clubs.
- ◆ Outreach to the community and local businesses and organizations, participating in many civic and commercial events and programs.
- ◆ Provide service to the community, educational, personal betterment, and quiet reflection in surroundings dedicated to the pursuit of enlightenment.
- ◆ Partnerships with local businesses and organizations, including commercial and educational enterprises, to increase community awareness and to pursue financial opportunities.
- ◆ Provide up to date Wi-Fi and hotspot services to those in the community lacking internet resources.

GOALS & OBJECTIVES

- ◆ To strengthen and improve public library services in the City of Page, Coconino County, Navajo Nation, Hopi Reservation, Southern Ute Reservation, and other surrounding communities.
- ◆ Access and outreach: we provide and promote access to all library services and materials to all library users through both in-house and outreach efforts.
- ◆ Acquire computer software to enable the library to mine circulation and collection data to determine turnover rates, weeding and to produce reports.
- ◆ Implement MobileCirc, to assist patrons by streamlining material transactions, off-site library card registration, and inventory.
- ◆ Rewrite the Policies and Procedures for each division, in accordance with the new Strategic Plan.
- ◆ Create a Maker Space as part of the proposed renovations of children's and facilities departments.
- ◆ To provide on-going professional development training.

FY 2020-21 Priorities

- Provide our patrons with access to quality educational, inspirational, and recreational materials.
- Encourage financial donations for the improvement and renewal of library services.
- Partner with community agencies to give voice to underserved or underrepresented individuals or groups.
- Align with the economic needs of the community to provide services, training, and programming to augment the current endeavors towards workforce development within the City and County.
- Provide Passport services to the community.
- Coordinate summer learning opportunities with educators and commercial programs.
- Review all current library procedures and policies in order to amend, discard, or create new ones that reflect current library practices, and to update training manuals.
- Participate in state and national conferences to ensure that knowledge and opportunities are being instilled into our City library.
- Continually seek grant opportunities, especially in the Wi-Fi and computers.
- Be an ever-present face in the community by supporting the local high school, city events & parades, and other functions that bind the residents of our city.

FY 2019-20 Major Objectives Accomplished

- Stayed open and available throughout COVID-19, in order to assist the community by whatever means we could, including providing curbside service when inside library access was deterred.
- Conducted a successful weeding program to remove old, outdated books as mandated through the Flagstaff/Coconino Library guidelines.
- Provided new, innovative checkout items to public, such as pickleball racquets and balls.
- Partnership with local businesses to provide prizes for the Adult Summer Reading Program.
- Received numerous grant funds to provide programs within the Library and Community Center.
- Solicited and was awarded excess county growth funds in order to purchase a new Ford Explorer for the Page Library.

- Provided mobile hotspots 24/7 access to the internet with unlimited data on a fast, secure network. The purpose of the circulation of mobile hotspots is to lessen the gap of the digital divide by providing our patrons with greater access to the internet away from the library.
- Provided quality entertainment and promoted literacy programs using library material and electronic resources.
- Offered programming for patrons of all ages.
- Marketed library service adding Instagram to our social media campaign to promote library services.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 2101 – Reduction based on decrease of services and operating hours.
- ◆ 2106 – Reduction based on decrease of services and operating hours.
- ◆ 2109 – Reduction based on decrease of services and operating hours.
- ◆ 2115 – Increase based on needed replacements.
- ◆ 2590 – Reduction based on decrease of programs and services.
- ◆ 2700 – Reduction due to organization-wide cuts in travel.
- ◆ 2804 – Reduction based on decrease of programs and services.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
444-Library						
Personnel		381,025	386,296	313,796	327,247	4.3%
10-444-1101	Salaries	274,021	284,134	232,842	237,716	2.1%
10-444-1105	Overtime	0	140	0	2,492	N/A
10-444-1201	Industrial Insurance	722	810	683	570	-16.5%
10-444-1202	Medical Insurance	56,423	49,059	35,378	39,277	11.0%
10-444-1203	FICA	20,173	20,965	17,263	17,838	3.3%
10-444-1204	ASRS	29,687	31,187	27,630	29,354	6.2%
Operating		214,426	79,526	75,290	66,205	-12.1%
10-444-2101	Operating Supplies	18,246	18,755	17,800	14,220	-20.1%
10-444-2106	Library Material-Audios	2,123	3,090	3,420	2,500	-26.9%
10-444-2108	Library Material-Videos	7,708	5,517	6,800	6,800	0.0%
10-444-2109	Library Material-Books	30,715	27,376	28,500	25,000	-12.3%
10-444-2110	Janitorial Supplies	320	686	320	320	0.0%
10-444-2111	Internet Equipment	447	1,739	0	0	0.0%
	Replacement					
10-444-2115	Equipment Repair/ Maintenance	1,098	531	900	1,900	111.1%
10-444-2119	Office Equipment Leases	5,610	7,524	6,000	6,000	0.0%
10-444-2265	Licensing Fees	0	1,575	1,600	1,650	3.1%
10-444-2402	Cell Phones	0	0	0	720	N/A
10-444-2590	Contract Services	4,990	6,657	5,700	4,000	-29.8%
10-444-2700	Travel, Meals, and Schools	2,471	2,331	1,500	1,000	-33.3%
10-444-2804	Subscriptions/Memberships	2,778	3,745	2,750	2,095	-23.8%
10-444-2835	Retirement/Leave Benefit	137,920	0	0	0	0.0%
Grand Total		595,451	465,822	389,086	393,452	1.1%

Community Center

PURPOSE

To enhance the quality of life by nutrition, education, fellowship, and fun leisure activities.

DEPARTMENT DESCRIPTION

The Page Community Center was established to provide a place where community members of all ages can meet in a friendly, supportive, and non-judgmental environment that is safe, supervised and substance free. Community members can enhance the quality of their life by nutrition, education, fellowship, and leisure activities.

DEPARTMENTAL ACTIVITIES

- ◆ Kitchen staff prepares daily Congregate Meals.
- ◆ Daily Meals on Wheels delivery to our seniors.
- ◆ Monthly community field trip.
- ◆ Lending library, books and DVD's are available for check out.
- ◆ Educational opportunities and guest speakers.
- ◆ Exercise, billiard room, and workshops (crafts, nutrition, etc.).
- ◆ Specialty rooms for community use.

GOALS & OBJECTIVES

- ◆ To help build a sense of community and belonging while engaging residents of all ages.
- ◆ To provide opportunities for social activities, social development, physical fitness, and overall health.
- ◆ To organize and sponsor community-wide events.
- ◆ To provide information about community issues, people, and events; refer citizens needing assistance to appropriate individuals and agencies.
- ◆ To provide congregate dining and home-delivered meals in the most productive, yet engaging manner, for all of those seniors in need.

FY 2020-21 Priorities

- Provide opportunities for social activities, education, and social development, especially among the elderly population in our community.
- Develop and implement a public relations/marketing plan (via newsletter, Channel 4 City TV, and handouts) designed to increase awareness of Community Services and the programs we offer within the community.
- Hire additional staff to assist with Special Events for the City.
- Continue to seek grants for facility upgrades and programming.
- Create more opportunities to involve people in community activities.
- Pass all NACOG auditing for the AAA meals programs.
- Complete a community needs assessment to identify new programs and activities.
- Expand existing programs to larger facilities to accommodate larger groups, if needed.
- Facilitate Senior Field Trips, as was awarded in a grant to the Community Center to be used this year for that purpose.

FY 2019-20 Major Objectives Accomplished

- Received additional funds from NACOG for Meals.
- Received Grant funding/donations for Meals on Wheels.
- Provided space and activities for seniors to be active and healthy.
- Offered Tai Chi, Yoga, Bingo, and Zumba.
- Renovated the interior of the Community Center for the safety and visual appeal of our patrons.
- Integrated the Facility Rental Applications for the City.
- Took management of the Special Events from the Chamber of Commerce, per the City Council's directives.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs - Decrease due to removal of part-time Program Coordinator and Substitute Cooking Assistant.
- ◆ 2115 – Decrease based on planned repairs and replacements.
- ◆ 2402 – Increase to add cell phone for Meals on Wheels.
- ◆ 2530 – New line item added brochures, advertising, decorations and miscellaneous supplies for special events.
- ◆ 2590 – Reduced based prior years' expenses.
- ◆ 2700 – New line item added for trade shows and training.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
410-Community Center						
Personnel		94,396	123,652	217,247	187,063	-13.9%
10-410-1101	Salaries	74,571	96,703	162,923	142,398	-12.6%
10-410-1105	Overtime	0	91	0	1,695	N/A
10-410-1201	Industrial Insurance	967	1,328	3,129	1,951	-37.6%
10-410-1202	Medical Insurance	6,214	9,603	24,854	15,538	-37.5%
10-410-1203	FICA	5,582	7,249	12,078	10,923	-9.6%
10-410-1204	ASRS	7,061	8,677	14,263	14,558	2.1%
Operating		4,751	10,139	18,215	21,615	18.7%
10-410-2101	Operating Supplies	1,620	2,577	3,000	2,700	-10.0%
10-410-2115	Equipment Repair/ Maintenance	0	2,127	6,500	4,900	-24.6%
10-410-2119	Office Equipment Leases	1,934	3,348	3,100	3,100	0.0%
10-410-2402	Cell Phones	0	368	960	1,200	25.0%
10-410-2530	Special Event Promotions	0	0	0	5,000	N/A
10-410-2590	Contract Services	1,197	912	1,500	850	-43.3%
10-410-2592	License and Permit	0	763	1,155	1,365	18.2%
10-410-2595	Activities Expense	0	45	2,000	2,000	0.0%
10-410-2700	Travel, Meals and Schools	0	0	0	500	N/A
Grand Total		99,147	133,790	235,462	208,678	-11.4%

Parks and Trails Maintenance

PURPOSE

To provide a safe, clean, and productive environment for City employees and the public who utilize these facilities.

DEPARTMENT DESCRIPTION

The Parks and Trails Department is responsible for the repair, maintenance and development of City parks, street-side and desert landscaping, facility grounds as well as airport landscaping (outside of air operations areas), trails, cemetery and the Sports Complex's grounds, equipment, all irrigation systems, weed control, snow and ice control on facility walkways.

DEPARTMENTAL ACTIVITIES

- ◆ Maintenance of 20 acres of lawns, 3.7 miles of street-side landscaping, 2.7 acres of desert landscaping.
- ◆ Upkeep of sidewalks adjoining City owned facilities and property, including Elm Street shopping center.
- ◆ Maintenance and weed control on the City's trail system.
- ◆ Maintain recreation grounds to play standards (softball, soccer, football).

GOALS & OBJECTIVES

- ◆ Thorough ongoing inspection and maintenance to ensure the condition and safety of parks and grounds maintenance equipment.
- ◆ Work with departments to maintain and operate the City Community and Recreation Services (CRS) facilities, in accordance with the needs of the CRS departments and community.
- ◆ Provide clean and safe parks and grounds.
- ◆ Provide maintenance workers with the vehicles, tools, and equipment necessary to perform their duties to the best of their ability.
- ◆ Ensure the ongoing certification and continual education opportunities are present for all maintenance staff and management.

FY 2020-21 Priorities

- Install new playground equipment in Children's Park and Sport Complex Annex Park
- Upgrades and weed abatement on the City's trail system.
- Assist Golf Course with the water retention project along the Rim Trail and the Golf Course.
- Provide opportunities for maintenance staff to attend the *Playground Maintenance Course* (PMC) for playground safety.
- Complete the landscaping and irrigation layout at the City Skate Park.
- Aid in the analysis of the potential for a City Disc Golf Course.
- Purchase additional vehicle for the use and maintenance of the Parks & Trail system in the City.

FY 2019-20 Major Objectives Accomplished

- Successfully transitioned Parks and Trails Maintenance Department from Public Works to the CRS Division by moving them into their own facility located at the Sports Complex.
- Assisted in the plan development of a potential rim trail and bike park.
- Supported other departments, especially Horseshoe Bend, with staff and equipment as needed.
- Helped the Golf Course Maintenance Crew with a couple of large projects, including manpower and machinery.
- Relocated the shade structure from Horseshoe Bend to the Sports Complex Annex Park.
- Added the Grandview Overlook Park to their list of parks to be maintained.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs – Increase due to moving 3.00 FTEs from Horseshoe Bend's budget.
- ◆ 2101 – Reduced to cover essential costs.
- ◆ 2102 – Reduced to cover essential costs.
- ◆ 2103 – Reduced to cover essential costs.
- ◆ 2402 – Added cell phone for Parks and Trails Manager.
- ◆ 2650 – Reduced to cover essential costs.
- ◆ 2700 – Reduced to cover essential costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
462-Parks and Trails Maintenance						
Personnel		252,617	298,241	334,658	378,496	13.1%
10-462-1101	Salaries	171,045	204,638	227,429	247,028	8.6%
10-462-1105	Overtime	2,206	3,571	1,800	4,800	166.7%
10-462-1201	Industrial Insurance	6,483	10,505	12,057	7,658	-36.5%
10-462-1202	Medical Insurance	41,464	43,988	55,035	69,904	27.0%
10-462-1203	FICA	12,636	15,308	16,571	18,333	10.6%
10-462-1204	ASRS	18,784	20,232	21,766	30,773	41.4%
Operating		200,004	194,554	78,000	50,060	-35.8%
10-462-2101	Operating Supplies	9,392	11,533	10,000	8,000	-20.0%
10-462-2102	Uniform Allowance	1,032	971	1,500	1,800	20.0%
10-462-2103	Safety Supplies	402	436	1,000	500	-50.0%
10-462-2104	Clothing Allowance	400	400	500	600	20.0%
10-462-2115	Equipment Repair/ Maintenance	7,017	11,262	10,000	10,000	0.0%
10-462-2402	Cell Phones	0	90	0	660	N/A
10-462-2590	Contract Services	2,127	2,582	2,500	2,500	0.0%
10-462-2600	Sanitation Facilities/ Services	166,580	137,144	0	0	0.0%
10-462-2650	Park & Playground Maintenance	12,221	27,112	50,000	25,000	-50.0%
10-462-2700	Travel, Meals, and Schools	834	2,661	2,000	500	-75.0%
10-462-2750	Equipment Rental	0	362	500	500	0.0%
Grand Total		452,621	492,795	412,658	428,556	3.9%

Recreation

PURPOSE

To create recreational opportunities for growth and enhancement while striving to increase the social, cultural, and physical well-being of its residents.

DEPARTMENT DESCRIPTION

The Recreation Department offers a variety of year-round activities, sports, and special events for both the youth and adults in the community of Page. We provide economic benefits by improving the quality of life in the community and helping to attract businesses and residents to Page. The department also provides benefits to individuals by promoting physical fitness and self-improvement opportunities for exercise and being outdoors result in greater physical fitness, and emotional well-being.

DEPARTMENTAL ACTIVITIES

- ◆ Youth sports include soccer, football, basketball, softball/baseball and camps and clinics.
- ◆ Adult sports include softball.
- ◆ Community events include the Easter Egg Hunt, Rec Fest, carnivals, 5k and other races/walks.

GOALS & OBJECTIVES

- ◆ Set priorities and plan for operation and capital improvements.
- ◆ Support partnerships between Page Unified School District, Little League, other departments and the community.
- ◆ Increase participation in all sporting events and activities for youth and adults.
- ◆ Continually analyze existing programs in order to improve participation and management of activities.
- ◆ Implement new recreation programs.
- ◆ Continually promote Safety First within leagues, guidelines, and regulations thereof.
- ◆ Continually inspect fields, facilities, and equipment to ensure that safety is the number one priority.

FY 2020-21 Priorities

- Continue to provide high quality services and recreation programs for the community.
- Increase community relations, community involvement and volunteerism.
- Offer sports clinics and coaching/referee training for all sporting activities.
- Recruit volunteers to create a greater impact and build relationship between community and the Recreation Department.
- Maintain public safety in regard to programs, equipment, and facilities.
- Continually update the Recreation policies and procedures.
- Provide on-going professional development training for all staff.
- Participate in citywide events such as the Pickleball Ribbon-Cutting, Page High School College & Career Readiness Night, and events with the Public Library and Coconino Community College.
- Ensure all staff members are First Aid/CPR/AED trained.
- Ensure all staff members are Food Handlers and/or Food Manager trained.

FY 2019-20 Major Objectives Accomplished

- Worked with Page Little League in administering the IGA for the youth softball and baseball programs and their games which are held at the Sports Complex.
- Collaborated with Page High School Soccer to provide a youth league coaches clinic and facilitate team practices during Super Soccer Saturday.
- Collaborated with Page Elks Club to host a soccer kickoff challenge.
- Participated in community events, such as school open house, Desert View Health Fair, Page/Lake Powell Job Fair, Page Attacks Trash, and National Night Out.
- Worked to ensure that the Sports Complex exceeded its safety standards.
- Cooperated with PUSD during basketball season to ensure that teams would have their practice and game schedule in the school district's gymnasium
- Utilized the voucher program to reward coaches with free future registrations and assistant coaches with half-price vouchers.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs – Reduced staff to 1 full-time director and 1 part-time assistant.
- ◆ 2101 – Decrease due reduction of staff and programs.
- ◆ 2130 – Decrease due reduction of programs.
- ◆ 2402 – Decrease due to anticipated costs.
- ◆ 2530 – Decrease due to reduction of events.
- ◆ 2550 – Decrease due to reduction of programs.
- ◆ 2560 – Decreased to essential costs.
- ◆ 2590 – Decrease due to reduction of programs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
465-Recreation						
Personnel		138,010	154,367	204,948	115,247	-43.8%
10-465-1101	Salaries	111,591	115,509	150,776	90,889	-39.7%
10-465-1105	Overtime	0	736	0	416	N/A
10-465-1201	Industrial Insurance	2,277	6,415	3,654	1,245	-65.9%
10-465-1202	Medical Insurance	6,416	10,816	24,329	7,242	-70.2%
10-465-1203	FICA	8,437	8,642	11,148	6,940	-37.7%
10-465-1204	ASRS	9,289	12,250	15,041	8,515	-43.4%
Operating		47,836	51,383	113,019	81,198	-28.2%
10-465-2101	Operating Supplies	2,501	5,948	3,160	2,500	-20.9%
10-465-2102	Uniform Allowance	289	0	300	400	33.3%
10-465-2105	Janitorial Supplies	45	92	300	300	0.0%
10-465-2115	Equipment Repair/ Maintenance	8,405	6,870	8,500	8,500	0.0%
10-465-2130	Program Expenses	19,458	16,357	31,000	20,000	-35.5%
10-465-2402	Cell Phones	1,510	1,433	2,079	1,600	-23.0%
10-465-2530	Special Event Promotions	1,712	2,109	37,100	26,400	-28.8%
10-465-2550	Recreation Expenses	3,883	3,040	8,700	5,500	-36.8%
10-465-2555	Summer Camps	0	0	5,000	5,000	0.0%
10-465-2560	Tennis Court Expenses	848	20	2,000	1,000	-50.0%
10-465-2565	Concession Supplies/ Equipment	429	3,733	1,000	1,000	0.0%
10-465-2590	Contract Services	8,184	10,095	12,000	7,000	-41.7%
10-465-2700	Travel, Meals, and Schools	147	1,216	1,035	1,098	6.1%
10-465-2804	Subscriptions/Memberships	425	471	845	900	6.5%
Grand Total		185,846	205,750	317,967	196,445	-38.2%

Horseshoe Bend

PURPOSE

To ensure that all visitors to the Horseshoe Bend facility in Page experience this world renowned in a safe, memorable way with the highest level of customer satisfaction attainable.

DEPARTMENT DESCRIPTION

The Horseshoe Bend parking facility gives visitors a safe place to park while enjoying their time visiting this landmark.

DEPARTMENTAL ACTIVITIES

- ◆ The Department staffs the fee booths for the visitors to Horseshoe Bend.
- ◆ Maintenance crews keep the facility clean, safe and landscape cared for.
- ◆ Security Staff ensures the safety of all visitors in the parking lot and on the City-side of the trail.

GOALS & OBJECTIVES

- ◆ Ensure all visitors to Horseshoe Bend have a safe, memorable experience.
- ◆ Safeguard all funds and ensure that controls for cash handling and deposits are in place and working.
- ◆ Provide feedback to City Manager, City Attorney and City Council regarding needs, issues, and successes of the Department.

FY 2020-21 Priorities

- Maintain a superb level of customer satisfaction.
- Continue to ensure that the safety of guests and employees are the top priority.
- Train and certify all staff in CPR/First Aid/ Automated External Defibrillator (AED).
- Ensure that the facility is adequately staffed.
- Work to optimize sales for the City.
- Foster a relationship with the National Park System so that both entities may maximize their joint efforts for the enjoyment of all visitors.
- Work towards the completion of the final Horseshoe Bend Phase 3.

FY 2019-20 Major Objectives Accomplished

- Performed parking sales much higher than originally expected.
- Communicated and supported the Fire Department when emergency calls where placed.
- Communicated and worked well with the Police Department when issues arose in the parking lot.
- Conducted "Secret Surveys" with patrons to ensure the highest level of customer satisfaction.
- Worked to maintain a clean environment with minimal trash and garbage issues.
- Established the facility as a premier place to work within the city.
- Successfully transitioned to a new MICROS POS system in order to increase cashier privacy in drawer, pull better reports, and install the highest level of PCI compliance.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs – Decrease due to reduction of staff.
- ◆ 2101 – Increase based on prior years' expenses.
- ◆ 2102 – Decrease due to reduction of staff.
- ◆ 2110 – Increase based on anticipated costs.
- ◆ 2115 – Increase based on anticipated costs.
- ◆ 2700 – Decreased to essential costs.
- ◆ 2850 – Decreased to essential costs.
- ◆ 2858 – Reduced based on projections.
- ◆ 9601 – Increase due to prior years' costs.
- ◆ 9800 & 9850 – Removed due to paying entire cost in FY2020.
- ◆ 9715 – Increased to include estimated allocation of General Fund Personnel Expenses for FY2021.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
45-Horseshoe Bend Fund						
450-Horseshoe Bend						
Expense		0	263,265	2,149,839	1,403,808	-34.7%
Personnel		0	86,919	1,291,833	788,648	-39.0%
45-450-1101	Salaries	0	63,160	805,960	539,099	-33.1%
45-450-1105	Overtime	0	5,897	28,754	18,237	-36.6%
45-450-1201	Industrial Insurance	0	0	42,717	12,138	-71.6%
45-450-1202	Medical Insurance	0	6,393	257,218	114,138	-55.6%
45-450-1203	FICA	0	5,167	59,392	41,074	-30.8%
45-450-1204	ASRS	0	6,302	97,792	63,962	-34.6%
Operating		0	176,347	858,006	615,160	-28.3%
45-450-2101	Operating Supplies	0	18,568	8,000	13,000	62.5%
45-450-2102	Uniform Allowance	0	2,078	5,400	4,000	-25.9%
45-450-2110	Janitorial Supplies	0	0	4,000	6,000	50.0%
45-450-2115	Equipment Repair/ Maintenance	0	0	750	1,000	33.3%
45-450-2215	Bank Fees	0	13,333	75,000	75,000	0.0%
45-450-2402	Cell Phones	0	90	660	660	0.0%
45-450-2590	Contract Services	0	131,440	335,500	350,000	4.3%
45-450-2700	Travel, Meals, and Schools	0	0	2,000	500	-75.0%
45-450-2803	Over and Short	0	10	0	0	N/A
45-450-2850	Facilities Maintenance	0	1,524	100,000	50,000	-50.0%
45-450-2858	Depreciation Costs	0	9,304	180,000	100,000	-44.4%
45-450-9601	Publications and Advertising	0	0	7,500	15,000	100.0%
45-450-9800	Principal PUE Loan	0	0	106,082	0	-100.0%
45-450-9850	Interest PUE Loan	0	0	33,114	0	-100.0%
Transfer Out		0	0	970,000	2,801,374	188.8%
45-450-9715	Transfer to General Fund	0	0	215,000	1,855,363	763.0%
45-450-9840	Transfer to Capital Fund	0	0	755,000	946,011	25.3%
Grand Total		0	263,265	3,119,839	4,205,182	34.8%

Golf Course

PURPOSE

To ensure the Lake Powell National Golf Course is prepared, preserved, and maintained as a major asset of the City and to afford the opportunity to provide enjoyment to its members and guests.

DEPARTMENT DESCRIPTION

The City of Page resumed control and management of the Lake Powell National Golf Course; the service agreement with Aramark duly ended this fiscal year 2019-20 per the request of the Aramark Corporation.

DEPARTMENTAL ACTIVITIES

- ◆ The golf course exists for the benefit of those individuals desiring to play, learn or compete in the sport of golf.
- ◆ The Mulligan's Tavern and Patio provides lunch and bar facilities for those seeking food and beverage.

GOALS & OBJECTIVES

- ◆ Create opportunities for golfers of all ages to learn, play, compete and enjoy the game of golf.
- ◆ Provide access to a golf professional for those desiring the opportunity to learn more about playing golf.
- ◆ Maintain top-notch facilities and grounds to golfers and participants.
- ◆ Provide diners with great service and fabulous food from the staff at the Mulligan's Tavern and Patio.
- ◆ Adequately stock and display the pro shop with golf essentials, fashionable soft lines, and the most state-of-the-art hard lines.
- ◆ Be known as a premier golf facility to locals and visitors, alike.

FY 2020-21 Priorities

- Ensure that all restaurant and bar staff are food manager and Training for Intervention Procedures (TIPS) certified.
- Purchase upgraded kitchen equipment.
- Continue to work on upgrading the irrigation system, in accordance with PUE's time and funding.
- Maintain and service all equipment and vehicles in order to ensure their proper use and longevity.
- Purchase a new greens mower.
- Work on integrating a "winter months" program and incentives to ensure sales will grow year-round.
- Work to expand the golf clientele, season pass holders, and additional tournaments and events.
- Work to expand the restaurant capabilities, via extra hours, meals, or variety of entrees.
- Increase advertising and marketing for the golf course with the assistance of other departments, as needed.
- Continue improving our signage to attract new visitors.

FY 2019-20 Major Objectives Accomplished

- Irrigation system upgrade continued through the year.
- Maximized sales levels beyond what Aramark had experienced in previous years.
- Increased the participants in the local league to over 80 players.
- Purchased new Golf Carts from Club Car.
- Purchased a new Beverage Cart and a new Range Cart to optimize safety and growth at the golf course.
- Successfully worked with Page Utility Enterprise to ensure a symbiotic relationship was in good standing regarding the reclaimed water that they give us to water our course.
- Improved some signage around the clubhouse and at Clubhouse Drive entrance.

FY 2020-21 BUDGET HIGHLIGHTS

Golf Course Clubhouse – Significant changes are as follows:

- ◆ Personnel costs – Increased to due full year of costs. City resumed golf oversight in September 2019.
- ◆ 2101 – Increase based on prior year's costs.
- ◆ 2115 – Increase based on prior year's costs.
- ◆ 2121 – Increased based on prior year's costs.
- ◆ 2127 – Added line item to cover costs for benches, stands, and range needs.
- ◆ 2215 – Added line item to cover credit card fees and other bank fees.
- ◆ 2402 – Cell phone added for Manager.
- ◆ 2403 – Added line item for fees for shipping.
- ◆ 2700 – Moved expense to Golf Course Maintenance.
- ◆ 2804 – Reduced to cover only Golf League Website.

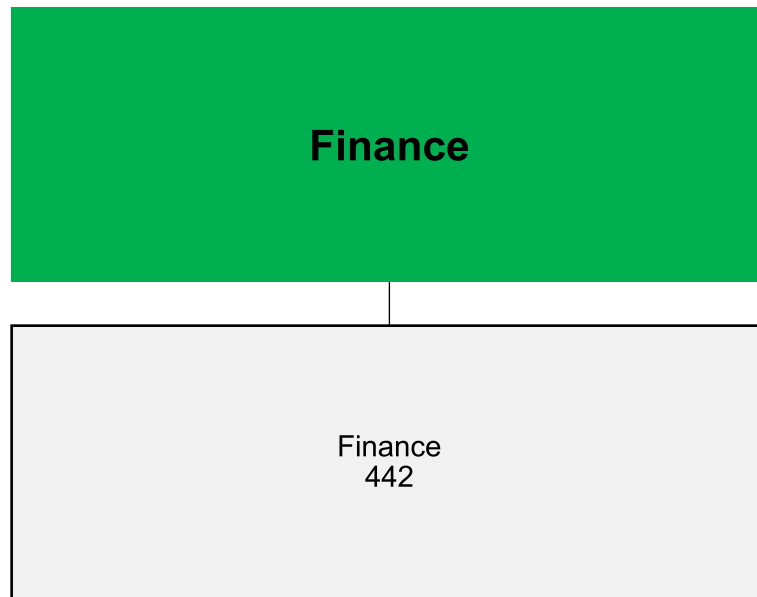
Golf Course Maintenance – Significant changes are as follows:

- ◆ Personnel costs – Increased to due full year of costs. City resumed golf oversight in September 2019.
- ◆ 2101 – Reduced to cover office and printing supplies.
- ◆ 2126 – Reduction based on prior year's costs.
- ◆ 2127 – Moved to Golf Clubhouse's budget.
- ◆ 2402 – Cell phone added for Supervisor.
- ◆ 2404 – Added line item to track maintenance portion of costs.
- ◆ 2601 – Reduced based on prior year's costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
		Fund 10		Fund 55		
55-Golf Fund						
463-Golf Course Clubhouse		0	0	524,694	602,282	14.8%
Personnel		0	0	334,367	377,596	12.9%
463-1101	Salaries	0	0	249,049	256,994	3.2%
463-1105	Overtime	0	0	0	3,855	N/A
463-1201	Industrial Insurance	0	0	4,784	5,140	7.4%
463-1202	Medical Insurance	0	0	39,634	60,564	52.8%
463-1203	FICA	0	0	18,460	19,167	3.8%
463-1204	ASRS	0	0	22,440	31,876	42.0%
Operating		0	0	190,327	224,686	18.1%
463-2101	Operating Supplies	0	0	2,500	4,000	60.0%
463-2115	Equipment	0	0	0	2,000	N/A
	Repair/Maintenance					
463-2120	Clubhouse Equipment	0	0	2,000	2,000	0.0%
463-2121	Golf Merchandise	0	0	56,731	70,000	23.4%
463-2122	Golf Food & Beverage	0	0	81,126	90,000	10.9%
463-2127	Driving Range Expenses	0	0	0	2,000	N/A
463-2130	Special Event Expenses	0	0	8,000	8,000	0.0%
463-2215	Bank Fees	0	0	0	7,500	N/A
463-2402	Cell Phones	0	0	0	660	N/A
463-2403	Postage	0	0	0	250	N/A
463-2404	Utilities	0	0	24,000	25,500	6.3%
463-2590	Contract Services	0	0	8,500	8,500	0.0%
463-2700	Travel, Meals, and Schools	0	0	1,200	0	-100.0%
463-2804	Subscriptions/Memberships	0	0	1,770	276	-84.4%
463-2810	Over/Short - Food & Beverage	0	0	0	0	0.0%
463-2820	Over/Short- Pro Shop Sales	0	0	0	0	0.0%
463-2858	Depreciation Expense	0	0	0	0	0.0%

463-9601	Publications and Advertising	0	0	4,500	4,000	-11.1%
468-Golf Course Maintenance		41,863	61,962	394,214	460,789	16.9%
Personnel		-	-	309,314	387,429	25.3%
55-468-1101	Salaries	-	-	217,188	275,448	26.8%
55-468-1105	Overtime	-	-	0	2,858	N/A
55-468-1201	Industrial Insurance	-	-	4,172	5,509	32.0%
55-468-1202	Medical Insurance	-	-	45,604	48,925	7.3%
55-468-1203	FICA	-	-	16,049	20,680	28.9%
55-468-1204	ASRS	-	-	26,301	34,009	29.3%
Operating		41,863	61,962	84,900	73,360	-13.6%
468-2101	Operating Supplies	0	0	8,500	1,000	-88.2%
468-2103	Agricultural	0	0	32,000	30,000	-6.3%
468-2115	Equipment	5,445	10,401	18,000	15,000	-16.7%
468-2125	Repair/Maintenance					
468-2125	Building Repair and Maintenance	6,641	1,565	4,000	4,000	0.0%
468-2126	Carts Repairs and Maintenance	0	0	2,400	500	-79.2%
468-2127	Driving Range	0	0	3,500	0	-100.0%
468-2402	Cell Phones	0	0	0	660	N/A
468-2404	Utilities	29,407	28,675	0	8,200	N/A
468-2590	Contract Services	170	0	0	0	0.0%
468-2601	Fuel	0	0	16,500	13,500	-18.2%
468-2804	Subscriptions/Memberships	201	640	0	0	0.0%
468-9902	Capital Leases	0	20,681	0	0	0.0%
Grand Total		41,863	61,962	918,908	1,063,071	15.7%















Finance



Finance	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
Personnel	298,713	309,739	322,334	331,668	2.9%
442-Finance	298,713	309,739	322,334	331,668	2.9%
Operating	66,409	83,643	144,275	78,110	-45.9%
442-Finance	66,409	83,643	144,275	78,110	-45.9%
Grand Total	365,122	393,382	466,609	409,778	-12.2%

10-442 Finance
4.00 FTE

- **1.00 FTE - Finance Director**
- 1.00 FTE - Finance Analyst
- 1.00 FTE - Account Clerk Senior
- 1.00 FTE - Account Clerk

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	 Material weakness(es) identified in audit of financial statements?	No	No	No	No
	 Significant deficiency(ies) identified that are not considered to be material weaknesses in audit of financial statements?	No	No	No	No
	 Material weakness(es) identified in audit of federal awards?	No	No	No	No
	 Significant deficiency(ies) identified that are not considered to be material weaknesses in audit of federal awards?	No	No	No	No
	  GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
	  GFOA Distinguished Budget Presentation Award	N/A	Yes	Yes	Yes

Finance

PURPOSE

To provide excellent financial management through transparency and with the utmost integrity, and accountability, to gain the trust of the public we serve.

DEPARTMENT DESCRIPTION

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. Ultimately, the City's reputation and success will depend on the public's awareness and acceptability of the management and delivery of these services.

DEPARTMENTAL ACTIVITIES

- ◆ Accounts Payable. Process timely and accurate payments to vendors for goods and services rendered to the City.
- ◆ Accounts Receivable. Generate invoices for services rendered by the City to customers including other governmental agencies and follow up as needed to ensure prompt payment.
- ◆ Ambulance Billing. Work with third-party biller to ensure timely claims and payment processing for ambulance services provided by the Fire Department.
- ◆ Budgeting. Plan, oversee, and report all anticipated revenues and expenditures of the City, and compile financial and demographic information into an annual budget book.
- ◆ Cash receipting and record maintenance. Ensure financial records are in accordance with accounting principles generally accepted in the United States of America known as GAAP.
- ◆ Customer Service. Committed to providing exceptional customer service.
- ◆ Debt Management. Provide for the preservation and enhancement of the City's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions, and required disclosures to investors, underwriters, and rating agencies, and ensure compliance with public debt laws.
- ◆ Financial Reporting and Audit Compliance. Maintain financial records that are complete and accurate, and fully cooperates and assists with the completion of annual audits. The result of these efforts can be found in our Comprehensive Annual Financial Reports.
- ◆ Grants Management and Reporting. Assist City departments in all phases of the grant process including research, application, editing, reporting, monitoring, auditing, and grant closeout.
- ◆ Investment and cash analysis. Ensure maximum cash availability and reasonable investment yield on the government's cash, and the cash collection function.
- ◆ Payroll. Work closely with Human Resources and all City departments to ensure timely and accurate payments to City employees, accrual of paid leave hours, and reporting and payment of payroll tax and benefit obligations.
- ◆ Purchasing. Ensure that all purchases are done in the best interest of the City in compliance with city, state, and federal guidelines.

GOALS & OBJECTIVES

- ◆ Strive for complete accuracy in financial reporting.
- ◆ Offer great customer service within the organization.
- ◆ Apply for and obtain the GFOA awards offered for the financial and budget reports.

FY 2020-21 Priorities

- Maintain standards of accounting and financial reporting excellence.
- Continue to make financial decisions based on a sustainable long-term outlook.
- Review and update City policies and procedures, including personnel, purchasing, travel policies.
- Begin to implement an on-line payment portal for City services throughout the City.
- Complete the conversion to the Caselle Connect Timekeeping Program City Wide.

FY 2019-20 Major Objectives Accomplished

- Received Certificate of Achievement for Excellence in Financial Reporting (CAFR) Program award from Government Finance Officers Association.
- Earned a "clean audit opinion" for our FY 2019 audit.
- Received the Distinguished Budget Presentation Award for Fiscal Year Beginning 2019.
- Provided City Council with a monthly itemized financial report in timely manner.
- Provided the City Council with Quarterly Financial Reports, as requested.

- Paid off in full, the PSPRS Unfunded Liability balance as of FY 2019.
- Transferred \$2.3M this fiscal year toward the cash reserve as stated in Ordinances 632-17 and 668-20. This transfer will assist in paying off the 2011 Series Bond Debt payment (first call date on July 1, 2021) and our annual PSPRS Unfunded Liability amount.

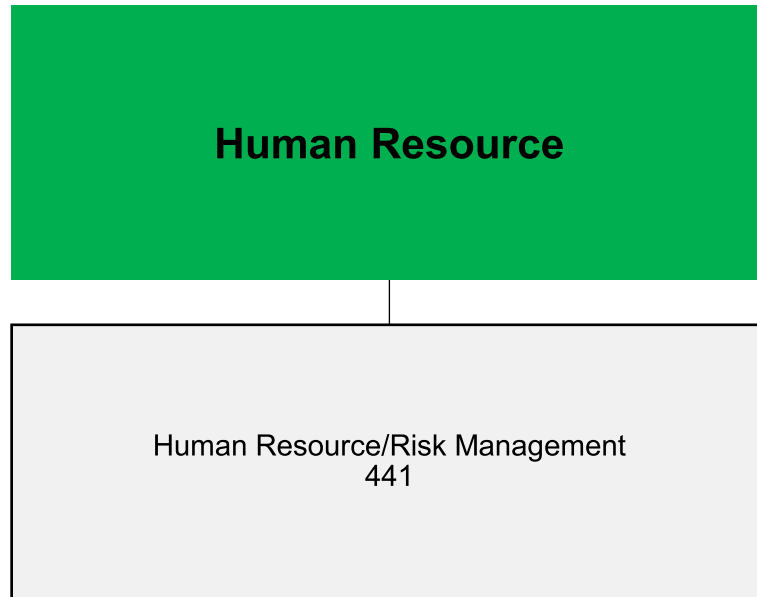
FY 2020-21 BUDGET HIGHLIGHTS

Budgetary changes are as follows:

- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 2115 – Decrease based on prior year's actual costs.
- ◆ 2116 – Decrease based on anticipated costs.
- ◆ 2590 – Decrease due to removing cost for grant writer.
- ◆ 2806 – Decrease due to less printing of checks.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
442-Finance						
Personnel		298,713	309,739	322,334	331,668	2.9%
10-442-1101	Salaries	215,662	223,676	232,007	232,039	0.0%
10-442-1105	Overtime	414	191	900	1,680	86.7%
10-442-1201	Industrial Insurance	533	576	684	557	-18.6%
10-442-1202	Medical Insurance	41,431	42,533	43,382	51,638	19.0%
10-442-1203	FICA	15,786	16,249	17,156	17,194	0.2%
10-442-1204	ASRS	24,886	26,514	28,205	28,560	1.3%
Operating		66,409	83,643	144,275	78,110	-45.9%
10-442-2101	Operating Supplies	3,679	3,906	4,000	3,600	-10.0%
10-442-2115	Equipment Repair/ Maintenance	0	0	1,000	775	-22.5%
10-442-2116	Office Equipment	185	1,569	1,000	500	-50.0%
10-442-2215	Bank Fees	9,396	8,315	11,500	11,000	-4.3%
10-442-2402	Cell Phones	196	664	660	660	0.0%
10-442-2590	Contract Services	50,316	65,359	118,890	60,000	-49.5%
10-442-2700	Travel, Meals, and Schools	744	3,231	5,000	0	-100.0%
10-442-2803	Over and Short	1	0	50	50	0.0%
10-442-2804	Subscriptions/ Memberships	319	449	525	525	0.0%
10-442-2806	Printing & Binding	1,573	150	1,650	1,000	-39.4%
Grand Total		365,122	393,382	466,609	409,778	-12.2%








Human Resource



Finance	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
Personnel	37,217	81,678	87,198	93,400	7.1%
441-Human Resource/Risk Management	37,217	81,678	87,198	93,400	7.1%
Operating	1,433,409	1,900,767	1,620,593	1,049,326	-35.3%
441-Human Resource/Risk Management	1,433,409	1,900,767	1,620,593	1,049,326	-35.3%
Grand Total	1,470,626	1,982,444	1,707,791	1,142,726	-33.1%

10-441 Human Resources/Risk Management
1.00 FTE

- 1.00 FTE - Human Resource/Risk Management Manager

Department Performance Measures		FY2018 Actual	FY2018 Actual	FY2020 Budget	FY2021 Budget
	  Number of workshops, assessments, and programs related to wellness, benefits education, and retirement	7	7	7	7
	 Turnover Rate	16.8%	Less than 7%	Less than 7%	28.44%
	 OSHA reportable injuries (Calendar Year)	13	Less than 15	Less than 15	Less than 15

Human Resources/Risk Management

PURPOSE

To optimize the City's largest asset by recruiting, developing, and retaining a workforce that achieves the mission and goals of the organization. To protect the City's assets against accidental loss in a fiscally responsible manner.

DEPARTMENT DESCRIPTION

Human Resources is committed to providing exceptional customer service to all City employees and applicants in all aspects of hiring, retirement, compensation, training, and employee relations. The department provides guidance to all City employees on current policies, proposes new policies as necessary, and ensures compliance with all federal and state employment laws. Risk Management protects the City from financial loss outside of the control of the governing body through risk analysis, safety trainings and education, and other loss control measures.

DEPARTMENTAL ACTIVITIES

- ◆ Collaborate with all City departments in the identification of present and future staffing needs.
- ◆ Comply with applicable laws and best practices regarding the management, retention, and disposal of its human resources records.
- ◆ Establish new classification and salaries while also reviewing existing classifications to determine appropriate placement within City departments.
- ◆ Assist with establishing and maintaining effective work relationships that contribute to the overall satisfaction, productivity, motivation, and morale of our workforce.
- ◆ Partner with the Strategic Planning Teams, elected officials, and department directors to develop effective training programs for our organization that align with the City's strategic goals and objectives.
- ◆ Provide and review quality health insurance, retirement, and voluntary benefits to City employees in a fiscally responsible manner at the lowest possible cost to the City and our employees.
- ◆ Review and renew public, property, workers' compensation, general liability, and health insurance policies.
- ◆ Promote employee safety on the job and utilize safety standards designed to minimize accident related losses.

GOALS & OBJECTIVES

- ◆ Providing safety training throughout the organization.
- ◆ Establish, administer, and effectively communicate sound policies, rules and practices that treat employees with dignity while maintaining City compliance with employment and labor laws, and City policies.
- ◆ Efficiently recruit and retain the best-qualified people while recognizing and encouraging diversity in the City.
- ◆ Update and maintain the City's compensation program.
- ◆ Provide cost effective, benefit programs that enable the City to attract and retain employees.

FY 2020-21 Priorities

- Continued review and revision of the Personnel Policies and Procedures.
- Obtain SHRM Certification for Human Resources Manager
- Continued monitoring to improve employee morale city wide through proper training
- Research and develop a proper pay system that allows the City to recruit top candidates
- Create a system to recognize employee
- Monitor the situation with COVID-19 and stay up to date with the latest information

FY 2019-20 Major Objectives Accomplished

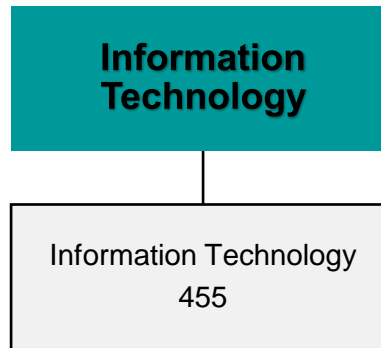
- Completed our first use of NEOGOV for Performance Evaluations
- Employee training that encourages safety, confidence, and positive impact with the departments
- Switched insurance from Reseco to AMRRP, creating a savings of approximately \$125k for the City of Page and Page Utility Enterprises combined
- Implemented a new workers compensation program – TriageNow
- Launched an extremely successful Employee Appreciation Day

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2700 – Decrease due to reduced travel.
- ◆ 2809 – Increase due to additional of new departments.
- ◆ 2815 – Increase due to newly formed Safety Team, promotions, and employee engagement.
- ◆ 2820 – Increase due to lays off in FY2020.
- ◆ 2835 – Reduction based on projections.








Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
441-Human Resource/Risk Management						
Personnel		37,217	81,678	87,198	93,400	7.1%
10-441-1101	Salaries	23,074	53,223	58,000	63,142	8.9%
10-441-1105	Overtime	1,441	0	0	0	N/A
10-441-1201	Industrial Insurance	300	110	170	151	-11.2%
10-441-1202	Medical Insurance	7,385	17,869	17,907	17,825	-0.5%
10-441-1203	FICA	2,198	4,191	4,097	4,566	11.4%
10-441-1204	ASRS	2,819	6,285	7,024	7,716	9.9%
Operating		1,433,409	1,900,767	1,620,593	1,049,326	-35.3%
10-441-2101	Operating Supplies	1,233	904	1,300	1,300	0.0%
10-441-2402	Cell Phones	537	627	660	660	0.0%
10-441-2590	Contract Services	200	12,500	7,000	7,000	0.0%
10-441-2700	Travel, Meals, and Schools	30	738	6,000	2,000	-66.7%
10-441-2703	Recruitment & Retention	13,764	27,572	12,000	12,000	0.0%
10-441-2704	Employee Training	109	2,153	6,000	6,000	0.0%
10-441-2750	Background/Pre-Employment	0	0	10,000	10,000	0.0%
10-441-2804	Subscriptions/Memberships	361	332	700	700	0.0%
10-441-2809	Employee Programs	16,891	13,987	16,100	20,000	24.2%
10-441-2815	Employee Safety	4,516	4,286	7,000	9,000	28.6%
10-441-2816	Risk Management	16,777	28,288	40,000	40,000	0.0%
10-441-2820	Unemployment Insurance	1,037	13,894	15,000	30,000	100.0%
10-441-2830	Personnel Compensation	0	0	27,053	25,500	-5.7%
10-441-2835	Retirement/Leave Benefit Distributions	1,149,065	1,557,020	1,210,780	618,000	-49.0%
10-441-9601	Publications and Advertising	2,166	557	3,000	3,500	16.7%
10-441-9850	Liability & Property Insurance	226,724	237,910	258,000	263,666	2.2%
Grand Total		1,470,626	1,982,444	1,707,791	1,142,726	-33.1%



Information Technology	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
455-Information Technology					
Personnel	37,217	81,678	87,198	93,400	7.1%
Operating	1,433,409	1,900,767	1,620,593	1,049,326	-35.3%
Grand Total	560,161	471,332	528,211	535,711	1.4%

10-455 Information Technology
3.00 FTE

- **1.00 FTE - Information Technology Director**
- 1.00 FTE - Information Technology Specialist
- 1.00 FTE - Information Technology Technician

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	  IT – Televised meetings	24	24	24	24
	 IT-Server Uptime	99%	99%	99%	99%
	 IT-System Backup Success	99%	99%	99%	99%

Information Technology

PURPOSE

To empower the City to be successful by providing and managing reliable state-of-the-art technologies.

DEPARTMENT DESCRIPTION

The Information Technology Department collaborates with the departments to provide support for and manage the City's communication systems, internal and external web services, computer-based hardware and software systems, and programming services to increase the efficiency and effectiveness of the City and provide cost-effective solutions.

DEPARTMENTAL ACTIVITIES

- ◆ **Application Development & Support Services.** Promote and lead the effective integration of technology into the City's mission through planning, programming, training, consulting, and other support activities.
- ◆ **Infrastructure Development & Support Services.** Facilitate system implementation, development, enhancements, and support. Develop, enhance, and manage the City's enterprise networks to provide high-speed, transparent, and highly functional connectivity among all information resources.
- ◆ **Administration.** Facilitate the collection, storage, security, and integrity of electronic data while ensuring appropriate access. Develop and maintain highly effective, reliable, secure, and innovative information systems to support administrative and research functions.

DEPARTMENTAL ACTIVITIES

- ◆ Provide the basis for future information technology capital expenditures through planned end of life scheduling of software and hardware.
- ◆ Revamp City of Page website.
- ◆ Provide in-house training resources for IT staff.
- ◆ Add Statelink to police department vehicles to increase efficiencies.
- ◆ Public Wi-Fi for parks and community center
- ◆ Simulated backup and disaster recovery exercises.
- ◆ Provide consulting to Department Directors regarding the potential for relevant Business Technologies.

GOALS & OBJECTIVES

- ◆ Improve and upgrade systems and equipment to improve connectivity and efficiency.
- ◆ Update old IT policies to coincide with existing technologies.

FY 2020-21 Priorities

- Statelink for police vehicles.
- Telephone Line Reconciliation to identify unused services.
- MDF and IDF Cleanup
- ADOT Traffic and Criminal Software (TraCS)
- Smart City Initiatives
- Police Department Internet transaction zone
- Electronic payments for all city services

FY 2019-20 Major Objectives Accomplished

- Public Safety digital radio network.
- Horseshoe Bend wired and connected.
- Golf Course wired and connected.
- Connectivity to Community Center.
- Airport Internal Cameras
- Centralized hardware monitor and alert system.

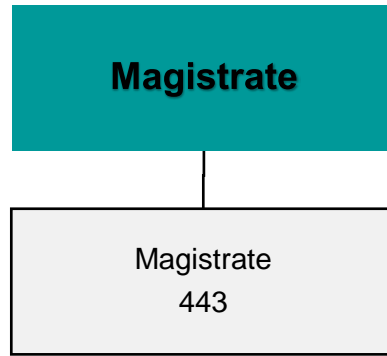
FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 2115 – Decreased to essential costs.
- ◆ 2265 – Increase due to additional of software and increase of costs.
- ◆ 2590 – Decreased based on prior years' costs.
- ◆ 9720 – Removed due to no planned grants in FY2021.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
455-Information Technology						
Personnel		233,343	246,668	255,977	266,146	4.0%
10-455-1101	Salaries	173,710	177,293	185,103	188,479	1.8%
10-455-1105	Overtime	78	1,810	1,000	3,431	243.1%
10-455-1201	Industrial Insurance	434	454	546	452	-17.2%
10-455-1202	Medical Insurance	26,441	33,132	33,094	36,181	9.3%
10-455-1203	FICA	12,530	12,674	13,697	14,152	3.3%
10-455-1204	ASRS	20,150	21,305	22,537	23,451	4.1%
Operating		326,819	224,664	272,234	269,565	-1.0%
10-455-2101	Operating Supplies	1,713	5,059	1,200	1,200	0.0%
10-455-2115	Equipment Repair and Upgrades	156,416	45,257	50,000	37,500	-25.0%
10-455-2265	Software Licensing	129,159	144,418	157,534	182,065	15.6%
10-455-2402	Cell Phones	3,150	2,097	2,820	2,820	0.0%
10-455-2404	Utilities	12,147	15,447	23,880	24,480	2.5%
10-455-2590	Contract Services	18,499	11,788	20,800	16,500	-20.7%
10-455-2700	Travel, Meals, and Schools	5,735	598	6,000	5,000	-16.7%
10-455-9720	Grant City Match	0	0	10,000	0	-100.0%
Grand Total		560,161	471,332	528,211	535,711	1.4%







Magistrate



Magistrate	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
443-Magistrate					
Personnel	343,525	352,399	375,838	391,316	4.1%
Operating	21,946	38,410	53,910	44,160	-18.1%
Grand Total	365,470	390,809	429,748	435,476	1.3%

10-443 Magistrate
5.44 FTE

- **0.63 FTE - Magistrate Judge**
- 1.00 FTE - Magistrate Court Supervisor
- 1.00 FTE - Court Data Clerk
- 1.00 FTE - Court Clerk Senior
- 1.00 FTE - Court Clerk
- 0.81 FTE - Assistant Magistrate

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
 	Civil traffic - time to disposition (within 60 days) %	91%	N/A	85%	85%
 	Misdemeanor - time to disposition (within 60 days) %	88%	N/A	80%	80%
 	DUI - time to disposition (within 60 days) %	86%	N/A	80%	80%

Magistrate

PURPOSE

To provide professional, fair, efficient, and respectful service to our citizens and guests in the administration of justice.

DEPARTMENT DESCRIPTION

The Page Magistrate Court is the judicial branch of the City of Page. The Court has authority over civil traffic, criminal traffic, and criminal misdemeanor offenses, as well as, violations of the City Code and Ordinances. In addition, the Magistrate Court Judge has the authority to issue arrest/search warrants, orders of protection, and injunctions against harassment.

As part of the Arizona State Court System, the Page Magistrate Court is subject to the authority and administrative supervision of the Arizona Supreme Court. The Page Magistrate Court has legal obligations and reporting responsibilities to the State, as well as to the City of Page.

In addition to the Presiding and Assistant Magistrates, the Page Magistrate Court has a Court Administrator and supporting court service specialists for providing the administrative, clerical, scheduling, record-keeping, and reporting functions of the Court.

DEPARTMENTAL ACTIVITIES

- ◆ Judges complete initial hearings, arraignments, sentencing and conduct multiple hearings (orders to show cause, restitution, status), issue arrest/search warrants, orders of protection, injunctions against harassment and preside over jury trials and trials to the Court.

GOALS & OBJECTIVES

- ◆ The Page Magistrate Court is committed to professionally serve the citizens and guests of Page by administering justice in a fair, efficient, and respectful manner, to enhance public safety and community confidence in our court system.
- ◆ To continue to maintain current funding levels with existing resources.

FY 2020-21 Priorities

- Continue to fund security improvements and COVID19 protections as directed by the Arizona Supreme Court, the State, and the City of Page.
- Explore alternative sentencing options considering COVID19 restrictions.
- Adjudicate all cases within timelines established by the Arizona Supreme Court
- Develop plans for utilizing the former Justice Court office area after its relocation to the other side of the court complex.
- Continue to utilize AZTEC program (provided by Az Supreme Court) to enforce and increase fine and restitution payments.
- Provide online education opportunities to assistant judges.
- Continue to execute arrest warrants and enforce delinquent payment agreements.
- Complete mandatory continuing education for the presiding judge and clerks, including the annual judicial conference mandated by the Arizona Supreme Court.
- Continue to apply for new grant opportunities.
- Comply with all new and continuing obligations imposed by Federal, State, and local laws.

FY 2019-20 Major Objectives Accomplished

- Funded security improvements for the Court per the direction of the Arizona Supreme Court.
- Utilized AZTEC program (provided by Az Supreme Court) to enforce and increase fine and restitution payments.
- Provided judicial college training for one Assistant Magistrate Judge (a Judicial Collection Enhancement Fund grant paid for tuition, housing and per diem expenses).
- Executed arrest warrants and enforced delinquent payment agreements.
- Completed mandatory continuing education for the presiding judge and clerks, despite COVID19 conference cancellations and restrictions.
- Applied for new grant opportunities.
- Complied with all new and continuing obligations imposed by Federal, State, and local laws.

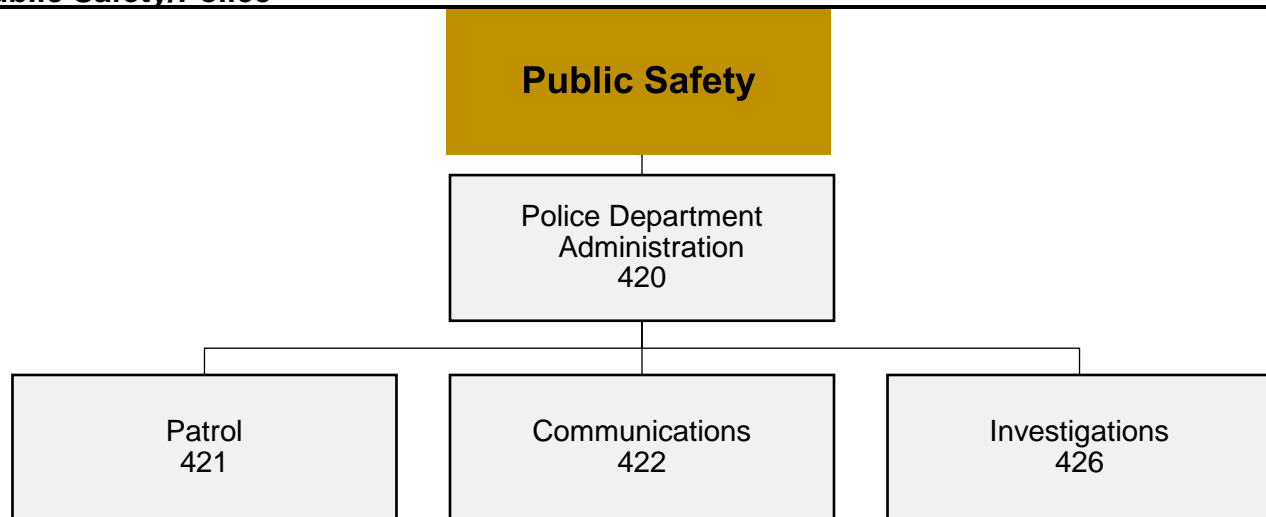
FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2101 – Reduced based on actual costs of FY17-FY19.
- ◆ 2116 – Removed to fund essential costs.
- ◆ 2590 – Increase due cover costs of public defender of increased defendants and filings.
- ◆ 2700 – Reduced to average of actual costs FY17-19.
- ◆ 2804 – Reduced to average of actual costs FY17-19.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
443-Magistrate						
Personnel		343,525	352,399	375,838	391,316	4.1%
10-443-1101	Salaries	262,914	264,892	285,740	292,101	2.2%
10-443-1105	Overtime	3,995	4,156	1,000	4,481	348.1%
10-443-1201	Industrial Insurance	697	726	842	701	-16.7%
10-443-1202	Medical Insurance	30,004	35,954	38,418	42,954	11.8%
10-443-1203	FICA	19,905	20,036	21,437	22,199	3.6%
10-443-1204	ASRS	26,009	26,635	28,401	28,880	1.7%
Operating		21,946	38,410	53,910	44,160	-18.1%
10-443-2101	Operating Supplies	3,523	3,516	4,500	3,800	-15.6%
10-443-2116	Office Equipment	0	0	15,000	0	-100.0%
10-443-2119	Office Equipment Leases	2,145	2,558	2,400	2,400	0.0%
10-443-2402	Cell Phones	648	650	660	660	0.0%
10-443-2590	Contract Services	12,883	28,771	25,000	35,000	40.0%
10-443-2700	Travel, Meals, and Schools	2,064	2,207	5,000	1,600	-68.0%
10-443-2804	Subscriptions/Memberships	682	709	1,350	700	-48.1%
Grand Total		365,470	390,809	429,748	435,476	1.3%

Public Safety/Police



Police Department	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
Public Safety-Police					
Personnel	2,735,244	2,638,728	3,281,586	3,343,515	1.9%
420-Police Department Administration	236,736	268,616	332,392	385,290	15.9%
421-Patrol	1,757,482	1,611,424	2,003,779	1,995,501	-0.4%
422-Communications	371,365	381,509	577,586	589,160	2.0%
426-Investigations	369,661	377,179	367,829	373,564	1.6%
Operating	324,480	290,209	332,334	307,270	-7.5%
420-Police Department Administration	36,151	49,246	50,363	54,220	7.7%
421-Patrol	222,641	186,916	210,295	176,588	-16.0%
422-Communications	22,252	17,599	31,336	28,418	-9.3%
426-Investigations	43,436	36,447	40,340	48,044	19.1%
Grand Total	3,059,723	2,928,937	3,613,920	3,650,785	1.0%

10-420 Police Administration
4.50 FTE

- **1.00 FTE - Chief of Police**
- 1.00 FTE - Executive Management Assistant
- 2.50 FTE - Records Clerks

10-421 Patrol
21.75 FTE









- 1.00 FTE - Patrol Lieutenant
- 3.00 FTE - Sergeants
- 15.00 FTE - Patrol Officers
- 1.50 FTE - Animal Control Officers
- 1.00 FTE - School Resource Officer
- 0.25 FTE - Reserve Patrol Officer

10-422 Communications
8.96 FTE

- 1.00 FTE - Dispatch Supervisor
- 7.96 FTE - Communication Specialists

10-426 Investigations
4.00 FTE

- 1.00 FTE - Support Lieutenant
- 1.00 FTE - Sergeant
- 1.00 FTE - Detective
- 1.00 FTE - Evidence Technician

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	 Yearly call volume	53,832	50,673	53,000	54,000
	 Admin calls for services (calls not through dispatch)	45,656	41,855	46,500	46,500
	 9-1-1 calls for services	8,176	8,818	8,000	8,000
	 911 calls answered in less than 10 seconds	89%	90%	90%	90%

Police Administration

PURPOSE

To provide leadership and administrative services in support of our operational missions.

DEPARTMENT DESCRIPTION

Police Administration provides the overall administrative leadership and supervision necessary to sustain an innovative, forward-thinking police workforce dedicated to excellence and professionalism. We are committed to reducing crime, fear, and disorder in the community using modern tactics, relevant training, and maintaining a robust community policing philosophy.

DEPARTMENTAL ACTIVITIES

- ◆ Oversee daily operations.
- ◆ Analyze processes in order to improve efficiency
- ◆ Create regional public safety partnerships.
- ◆ Participate in Regional, State, Federal County, and Navajo Nation Law Enforcement meetings.
- ◆ Implement pro-active crime control strategies focusing on the prolific offender.
- ◆ Maintain fiscal responsibility.
- ◆ Protect the lives and property of our community.

GOALS & OBJECTIVES

- ◆ Utilize efficient and effective strategies and processes within the organization.
- ◆ Implement Data-Driven Crime Prevention strategies, utilizing smart police initiatives.
- ◆ Promote and mentor staff to achieve high standards of service.
- ◆ Create community partnerships.
- ◆ Reduce the fear of crime in the community.
- ◆ Use Problem Oriented Policing Strategies.

FY 2020-2021 Priorities

- Continue to participate in community events such as National Night Out, Ask the Chief, and other community-oriented programs; as allowed by the COVID crisis.
- Maintain partnership with Page School District (PUSD) to provide a school resource officer.
- Seek additional funding sources for equipment (e.g. grants).
- Obtain and implement AZTraCs software in patrol vehicles in order to improve efficiency while investigating traffic accidents and during traffic/pedestrian stops
- Continue employee recognition/awards programs.
- Continue organization-wide meetings, as permitted by the COVID crisis.
- Continue the transition process from a Summary Reporting System to National Incident Based Reporting System (NIBRS) for our Uniformed Crime Reporting.
- Work to improve our communication system hardware in order to become P25 compliant and prepare for statewide implementation of 700 Mhz system

FY 2019-20 Major Objectives Accomplished

- Continued to remain fiscally responsible
- Furthered our accreditation process through Arizona Association of Chiefs of Police (AACOP)
- Obtained and implemented new Policy and Procedures Manual from Edwards and Amato.
- Continued to establish partnerships to address the downtown intoxication problem through the City Substance Abuse Task Force and Catholic Charities.
- Created an annual report for the police department.
- Updated the police strategic plan.
- Received grant funding for bullet proof vests through the Department of Justice.
- Furthered our implementation of the AZTraCs program.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel costs – Increase due to additional of 1.00 FTE Records Clerk.
- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 2101 – Reduced to fund essential costs.
- ◆ 2102 – Increase for additional Records Clerk.
- ◆ 2402 – Increase due to addition of hotspots.
- ◆ 2590 – New line item to cover background fees and records destruction.
- ◆ 2700 – Increase to cover training for additional Records Clerk.
- ◆ 2780 – Decrease due to reduction of events.
- ◆ 2804 – Decrease due to removal of Lexipol Membership and update services.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
420-Police Department Administration						
Personnel		236,736	268,616	332,392	385,290	15.9%
10-420-1101	Salaries	156,686	182,991	213,962	245,500	14.7%
10-420-1105	Overtime	7,514	6,367	7,000	12,250	75.0%
10-420-1201	Industrial Insurance	3,228	4,003	4,631	4,874	5.2%
10-420-1202	Medical Insurance	16,382	25,481	49,632	65,630	32.2%
10-420-1203	FICA	12,491	14,098	16,001	18,481	15.5%
10-420-1204	ASRS	19,047	14,990	14,225	18,849	32.5%
10-420-1206	PSPRS	21,389	20,685	26,941	19,706	-26.9%
Operating		36,151	49,246	50,363	54,220	7.7%
10-420-2101	Operating Supplies	20,054	8,138	14,200	7,500	-47.2%
10-420-2102	Uniform Allowance	0	0	1,200	1,560	30.0%
10-420-2402	Cell Phones	1,383	1,383	1,320	1,860	40.9%
10-420-2590	Contract Services	0	0	0	11,560	N/A
10-420-2700	Travel, Meals, and Schools	9,310	7,573	10,500	16,500	57.1%
10-420-2780	Special Events	4,048	4,888	4,000	2,200	-45.0%
10-420-2804	Subscriptions/Memberships	1,356	27,264	19,143	13,040	-31.9%
Grand Total		272,887	317,862	382,755	439,510	14.8%

Patrol

PURPOSE

To provide police first response capability to our community.

DEPARTMENT DESCRIPTION

The Patrol Division provides the day-to-day police service and serves as our agency first response to criminal activity in an effort to reduce crime, fear, and disorder in the community.

DEPARTMENTAL ACTIVITIES

- ◆ Emergency response to 911 and non-emergency calls for service
- ◆ Traffic enforcement and accident investigation
- ◆ Service of search and arrest warrants
- ◆ Crime prevention
- ◆ Animal control
- ◆ Security checks
- ◆ Parking control
- ◆ Community Oriented Policing

GOALS & OBJECTIVES

- ◆ Improve reporting efficiency
- ◆ Become more proactive rather than reactive in relation to crime prevention.
- ◆ Promote police conduct that is responsive and sensitive to the needs of the community.
- ◆ Develop strategies to recruit/retain employees, enhance employee satisfaction and staff development.
- ◆ Use problem solving efforts to address longer term community problems
- ◆ Operate using our community oriented policing philosophy.

FY 2020-21 Priorities

- Continue upgrades on the police patrol fleet
- Improve mobile data terminal use efficiency (In-car report writing capability)
- Fill open police officer positions with capable candidates
- Decrease drug activity
- Maintain and strengthen partnerships with other agencies
- Maintain partnership with Page Unified School District to continue our School Resource Officer program.
- Strengthen relationships within the community
- Upgrade departmental long guns and less than lethal capabilities.

FY 2019-20 Major Objectives Accomplished

- Upgraded the police patrol fleet.
- Implemented us of force tracking system.
- Maintained and strengthened partnerships with other agencies.
- Added a part-time Animal Control position.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2101 – Increase due to addition of traffic cones/barriers, WRAP restraints, and additional general supplies.
- ◆ 2102 – Increase due to addition of part-time animal control officer and increase of costs for bulletproof vest.
- ◆ 2115 – Decrease due to removal of firearm upgrade.
- ◆ 2119 – Reduction based on prior years' actual costs.
- ◆ 2705 – Reduction of promotional items.
- ◆ 2750 – Removed K-9 program.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
421-Patrol						
Personnel		1,757,482	1,611,424	2,003,779	1,995,501	-0.4%
10-421-1101	Salaries	982,782	900,467	1,181,085	1,223,039	3.6%
10-421-1105	Overtime	111,033	105,501	106,500	114,000	7.0%
10-421-1201	Industrial Insurance	29,325	38,848	53,323	53,569	0.5%
10-421-1202	Medical Insurance	174,254	178,144	238,741	255,887	7.2%
10-421-1203	FICA	82,057	74,084	94,597	98,697	4.3%
10-421-1204	ASRS	4,481	4,720	4,895	7,639	56.1%
10-421-1206	PSPRS	373,549	309,660	324,638	242,670	-25.2%
Operating		222,641	186,916	210,295	176,588	-16.0%
10-421-2101	Operating Supplies	54,310	31,288	19,306	31,518	63.3%
10-421-2102	Uniform Allowance	32,842	23,131	29,176	34,490	18.2%
10-421-2115	Equipment Repair/ Maintenance	37,869	45,880	42,183	9,500	-77.5%
10-421-2119	Office Equipment Leases	8,140	8,791	9,440	6,640	-29.7%
10-421-2402	Cell Phones	11,211	14,815	15,840	17,040	7.6%
10-421-2590	Contract Services	28,669	27,639	26,546	22,056	-16.9%
10-421-2700	Travel, Meals, and Schools	25,313	22,590	42,686	41,686	-2.3%
10-421-2705	Program Expenses	10,637	7,218	11,450	8,450	-26.2%
10-421-2750	K-9 Expense	9,783	1,510	7,875	0	-100.0%
10-421-2804	Subscriptions/Memberships	280	0	863	278	-67.8%
10-421-2806	Printing & Binding	3,502	2,129	2,930	2,930	0.0%
10-421-2825	Firearms Range Expenses	84	1,925	2,000	2,000	0.0%
Grand Total		1,980,122	1,798,341	2,214,074	2,172,089	-1.9%

Communications

PURPOSE

To serve as the direct link between citizens and emergency response services.

DEPARTMENT DESCRIPTION

The Page Communications Center operates 24 hours a day, 7 days a week. It is a 9-1-1, Phase II (capable of receiving the latitude and longitude of a cell phone caller), Public Safety Answering Point (PSAP). Serving the City of Page and primarily dispatch for the Page Police Department, the Page Fire Department, and the Greentown Fire Department. Serve as the 9-1-1 answering point for the communities surrounding Page in Northern Arizona and Southern Utah, the Glen Canyon National Recreation Area, Lake Powell, and the adjacent Navajo Nation.

DEPARTMENTAL ACTIVITIES

- ◆ Answer 9-1-1 and other non-emergency calls for service and provide communications support for police and fire field operations.
- ◆ Monitor multiple radio frequencies and dispatch calls to Police and Fire/EMS.
- ◆ Access local, state, and federal databases assign case numbers, and track officer/firefighter activities in the field.

GOALS & OBJECTIVES

- ◆ Serve the area with efficiency, professionalism, and compassion to all responders, citizens, and visitors.
- ◆ Enhance employee satisfaction and staff development by providing essential training and a quality work environment to all the dispatchers.
- ◆ Improve the quality and dependability of the radio system currently in use allowing for enhanced communication between users.

FY 2020-21 Priorities

- Become fully staffed
- Send new dispatcher(s) to attend and graduate from the Western Arizona Law Enforcement Training Academy (WALETA)
- Establish an Arizona criminal Justice Information System (ACJIS) interface between Spillman Computer Aided design and Mobily system for Officers
- Work with CenturyLink to establish a fiberoptic line from Flagstaff to Page, which will allow for a direct pathway to Flagstaff with our telephone and radio lines in the Dispatch Center.
- Install and go live with text to 9-1-1, which is another step toward NexGen911.
- Install and activate a program the state of Arizona purchased from RapidSOS. This program will provide increased 9-1-1 call analytics for the PSAP and the State 9-1-1 Program and provide additional 9-1-1 event location tools and options.

FY 2019-20 Major Objectives Accomplished

- Trained and went live with AZ Point which is a state portal linked to the courts and other Agencies. It allows for the entire process of requesting an order of protection or injunction against harassment to be done electronically excluding the serving of the order of protection or injunction against harassment to the plaintiff.
- Co-hosted "A Victim's Plea; Meeting Expectations" by Denise Amber Lee Foundation which was supposed to be in person but ended up being virtual due to Covid19. The Dispatchers are exposed to a riveting, emotional roller coaster of critical 911 failures that occurred the night Denise was kidnapped, raped, and murdered. The presentation allowed students to learn of obvious failures that day to the more in-depth concepts such as leadership, hiring, training and encouraging employees in a communications center.
- The Communications Manager attended NENA's Center Manager Certification Program (CMCP) in December of 2019. The CMCP, unlike many other upper-level emergency communications training programs, utilizes a real-world, hands-on approach focused on topics encountered daily by managerial and supervisory personnel. She is now recognized as a Certified Center Manager from NENA.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2590 – Decrease due to removal of AZDPS I.T. Bureau costs.
- ◆ 2700 – Increase due to rise in training costs.
- ◆ 2804 – Increase due to rise of membership costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
422-Communications						
Personnel		371,365	381,509	577,586	589,160	2.0%
10-422-1101	Salaries	244,894	256,389	380,989	376,831	-1.1%
10-422-1105	Overtime	26,293	27,745	16,000	20,000	25.0%
10-422-1201	Industrial Insurance	729	747	1,165	904	-22.4%
10-422-1202	Medical Insurance	48,368	42,223	106,321	116,365	9.4%
10-422-1203	FICA	19,880	20,988	28,426	28,621	0.7%
10-422-1204	ASRS	31,202	33,417	44,685	46,439	3.9%
Operating		22,252	17,599	31,336	28,418	-9.3%
10-422-2101	Operating Supplies	2,140	1,228	3,200	3,200	0.0%
10-422-2102	Uniform Allowance	323	576	650	1,180	81.5%
10-422-2115	Equipment Repair/ Maintenance	3,089	2,192	3,500	3,500	0.0%
10-422-2119	Office Equipment Leases	1,516	1,909	2,360	2,360	0.0%
10-422-2402	Cell Phones	1,560	1,551	3,486	3,486	0.0%
10-422-2590	Contract Services	8,000	7,851	8,880	4,080	-54.1%
10-422-2700	Travel, Meals, and Schools	5,326	1,692	8,500	9,500	11.8%
10-422-2804	Subscriptions/Memberships	299	599	760	1,112	46.3%
Grand Total		393,617	399,108	608,922	617,578	1.4%

Investigations

PURPOSE

To serve as the investigative component of the Police Department.

DEPARTMENT DESCRIPTION

The Criminal Investigations Division is tasked with conducting complete, thorough, and comprehensive investigations into all complex crimes, such as sex crimes, homicides, crimes against children and major property crimes, within the City of Page. These investigations include crime scene investigation, evidence collection, victim/witness/suspect interviews, case preparation and presentation to grand juries, attorneys, and courts.

DEPARTMENTAL ACTIVITIES

- ◆ Gather facts and evidence of criminal activity. Conduct interviews and obtain statements from victims, witnesses, and suspects of alleged crimes.
- ◆ Collect, package and preserve physical evidence.
- ◆ Preparation and execution of search warrants.
- ◆ Testify in the court of appropriate jurisdiction regarding investigative activities.
- ◆ Maintain the department evidence room using current best practice protocols.

GOALS & OBJECTIVES

- ◆ Continually strive to meet the ever-changing investigative needs of the Police Department.
- ◆ Seek training that will continue to increase investigative capabilities.
- ◆ Develop and maintain excellent working relations with all other law enforcement and prosecutorial agencies, residents, businesses, and other relevant partner organizations.
- ◆ Foster interagency cooperation and maintain communication skills under adverse conditions.

FY 2020-21 Priorities

- Continue to provide needed investigative and evidence related training to members of this division.
- Add a Detective position.
- Update surveillance equipment.

FY 2019-20 Major Objectives Accomplished

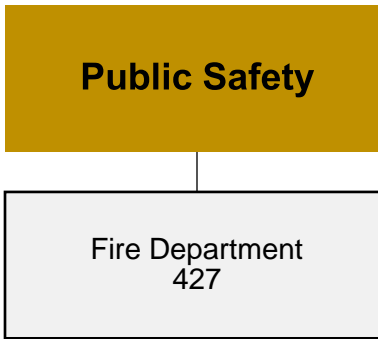
- Attended several training and conferences for Investigations and Evidence DNA collection and submission.
- Provided Evidence Technician with a response vehicle for call outs.
- Destroyed 2,742 evidence and safekeeping items, released 271 evidence and safe keeping, and actioned a total of 100 evidence and safe keeping items.
- Completed evidence room inspection and complete evidence room audit.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1202 – Increase due to changes in coverage elections.
- ◆ 2102 – Increase due to rise of uniform costs.
- ◆ 2115 – Increase due to additional of surveillance equipment upgrade.
- ◆ 2190 – Increase due to County Attorney policy change covering trial case expenses.
- ◆ 2402 – Increase for additional cell phone.
- ◆ 2590 – Increase to add costs for pharmaceuticals bin and disposal.
- ◆ 2700 – Increase due to rise in costs.
- ◆ 2804 – Decrease due to reduction of memberships for division.







Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
426-Investigations						
Personnel		369,661	377,179	367,829	373,564	1.6%
10-426-1101	Salaries	217,689	229,643	229,941	232,941	1.3%
10-426-1105	Overtime	8,506	8,888	13,000	13,000	0.0%
10-426-1201	Industrial Insurance	6,312	5,698	8,567	8,677	1.3%
10-426-1202	Medical Insurance	46,423	44,129	40,498	56,817	40.3%
10-426-1203	FICA	16,436	17,597	17,988	17,951	-0.2%
10-426-1204	ASRS	4,257	4,296	4,701	4,747	1.0%
10-426-1206	PSPRS	70,038	66,928	53,134	39,431	-25.8%
Operating		43,436	36,447	40,340	48,044	19.1%
10-426-2101	Operating Supplies	1,953	5,917	3,500	3,500	0.0%
10-426-2102	Uniform Allowance	2,292	2,044	2,800	3,820	36.4%
10-426-2115	Equipment Repair/ Maintenance	9,238	1,662	500	3,000	500.0%
10-426-2119	Office Equipment Leases	2,885	3,221	3,495	3,495	0.0%
10-426-2190	Investigations	387	292	2,000	5,000	150.0%
10-426-2402	Cell Phones	1,854	1,992	1,980	2,640	33.3%
10-426-2590	Contract Services	3,616	8,653	6,950	8,555	23.1%
10-426-2700	Travel, Meals, and Schools	13,113	6,165	9,500	11,000	15.8%
10-426-2710	Silent Witness	3,000	3,000	3,000	3,000	0.0%
10-426-2804	Subscriptions/Memberships	2,876	2,742	3,382	551	-83.7%
10-426-2806	Printing & Binding	2,223	760	3,233	3,483	7.7%
Grand Total		413,097	413,627	408,169	421,608	3.3%



Fire Department	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund					
427-Fire Department					
Personnel	1,580,300	1,605,169	1,941,782	1,923,092	-1.0%
Operating	313,072	322,384	391,864	328,890	-16.1%
Grand Total	1,893,371	1,927,553	2,333,646	2,251,982	-3.5%

10-427 Fire Department
21.00 FTE

- **1.00 FTE - Fire Chief**
- 1.00 FTE - Administrative Assistant
- 3.00 FTE - Captains
- 3.00 FTE - Engineers
- 12.00 FTE - Firefighters/EMT's
- 1.00 FTE - Fire/EMT Reserves

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	 Average emergency response time	4:27	5:05	less than 5:00	less than 5:00
	 Firefighters per 1,000 population	2.38	2.40	2.60	2.50
	 Total number of emergency medical incident calls	1,495	1,408	1,500	1,500+

Fire

PURPOSE

To provide for the safety and welfare of the public through preservation of life, property, and the environment.

DEPARTMENT DESCRIPTION

The Page Fire Department (PFD) is an all hazards, combination Fire/EMS department providing services 24 hours a day, 7 days a week. Three shifts of six employees are on duty working a 48 / 96-hour schedule. These crews are cross trained to provide fire, emergency medical services, vehicle extrication, hazmat, search and rescue, canyon rescues, waterway fire/rescue and assistance of varying degrees to the citizens of Page and our surrounding communities. Firefighters are also trained in Aircraft Rescue Firefighting as mandated by the FAA for the Page Airport. Additionally, prevention activities include fire inspections and preplans for local businesses and new commercial construction, fire hydrant testing and hazmat inspections.

DEPARTMENTAL ACTIVITIES

- ◆ Provide effective and efficient service delivery for fire, emergency medical, hazardous material, and technical rescue responses within the City and surrounding regions.
- ◆ Provide the firefighting and emergency medical training necessary to ensure that all firefighters have the essential knowledge and skills needed to provide professional and high-quality services to the citizens we serve in as safe a manner as possible.
- ◆ Provide long range interfacility transport services by ambulance.
- ◆ Provides standby and maintenance service at the City of Page Airport.
- ◆ Review plans and conducts commercial business and new construction fire inspections.
- ◆ Community activities include: station tours, community open houses, and fire prevention presentations; staff participates in the Easter Egg Hunt, Library Cook Out, and Shop with a Cop or Firefighter events; and the department provide standby services at local football games and rodeos.

GOALS & OBJECTIVES

- ◆ Improve interagency partnerships through collaborative training for joint emergency situations.
- ◆ Provide excellent Fire/EMS services to the customers we serve by increasing employee training.
- ◆ Implement the Fire Cadet Program with cooperation from Page High School.
- ◆ Increase public relations and community involvement through media announcements and community events.
- ◆ Certify two members of the department as Live Fire Instructors to enhance our inhouse training capabilities.

FY 2020-21 Priorities

- Continually improve internal communications through bi-annual department meetings and regular administrative staff meetings
- Continually improve our training capabilities for reserve program recruitment and retention.
- Increase employee training and knowledge by utilizing all resources both within our agency and outside our agency.
- Increase utilization of ERS (Emergency Reporting System) for better data management, equipment/maintenance tracking, and statistics.
- Seek grant funds to assist with upgrading department equipment for coming budget cycles.

FY 2019-20 Major Objectives Accomplished

- Responded to 3,361 Calls for Service in 2019.
- Had 1,857 emergency calls for service – a 5.4% increase from 2018. Average response time to those calls was 4:57 minutes.
- Fought 36 fires – Building fires, mobile homes, vehicles, recreational vehicles, boats, trash, vegetation.
- Using Medic 20, our long-range transport ambulance, Page Fire Department provided 35 medically necessary inter-facility long range transports.
- Improved interagency partnerships through collaborative training for joint emergency situations.
- Implemented the Fire Explorer Program with cooperation from Page High School.
- Revamped our Reserve Program with a stronger focus on recruitment.
- Increased public relations and community involvement through media announcements, our website, and community events.
- Hosted an Emergency Medical Services and Fire Open House.

- Provided Emergency Planning and Disaster Recovery informational material packets for the public at two PFD Open Houses, and several other community events.
- Transitioned to a fully electronic fire inspection program through ERS.
- Flow tested and inspected 584 fire hydrants.
- Successfully completed Federal Aviation Administration inspections with monthly required training and will complete our annual live fire burn in San Bernardino, CA.
- Two employees attended the 40-hour basic Aircraft Rescue Firefighting class in San Bernardino, CA.
- Increased personal development and leadership training among all members with emphasis on senior staff.
- Completed monthly department reports and summarized in an annual department report.
- Hired 5 new Reserves, 3 with EMT certifications, and 1 with CEP/FF certified Reserve, and 1 Resource Officer/Fire Prevention Reserve.
- Partnering with Coconino Community College, we are scheduled to hold an EMT class at the college for the first time in many years.

FY 2020-21 BUDGET HIGHLIGHTS

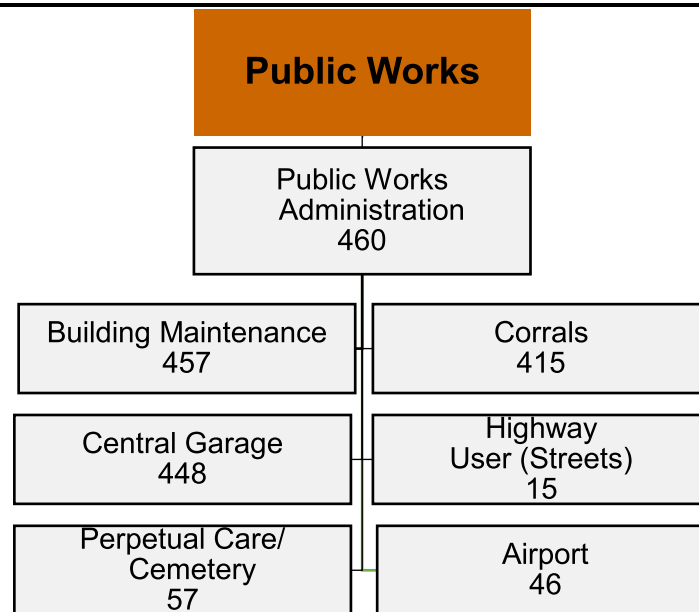
Significant changes are as follows:

- ◆ 1201 – Decrease in worker compensation rates.
- ◆ 2102 – Reduced to fund essential costs.
- ◆ 2106 – Reduced to fund essential costs.
- ◆ 2226 – Reduced to fund essential costs.
- ◆ 2450 – Reduced to fund essential costs.
- ◆ 2480 – Removed to fund essential costs.
- ◆ 2700 – Reduced to fund essential costs.
- ◆ 2804 – Reduced to fund essential costs.
- ◆ 2875 – Reduced to fund essential costs.
- ◆ 2900 – Reduced to fund essential costs.
- ◆ 2950 – Reduced to fund essential costs

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
427-Fire Department						
Personnel		1,580,300	1,605,169	1,941,782	1,923,092	-1.0%
10-427-1101	Salaries	915,371	912,536	1,099,508	1,119,236	1.8%
10-427-1102	Salaries-Volunteers/Reserves	24,464	27,909	32,000	32,000	0.0%
10-427-1103	Transport Salaries	22,654	14,660	54,000	54,000	0.0%
10-427-1105	Overtime	102,799	107,324	104,500	126,462	21.0%
10-427-1201	Industrial Insurance	70,382	79,998	100,850	39,312	-61.0%
10-427-1202	Medical Insurance	190,757	200,327	228,330	254,793	11.6%
10-427-1203	FICA	78,392	78,202	95,078	98,483	3.6%
10-427-1204	ASRS	4,450	4,187	5,140	4,571	-11.1%
10-427-1206	PSPRS	171,032	180,025	222,376	194,235	-12.7%
Operating		313,072	322,384	391,864	328,890	-16.1%
10-427-2101	Operating Supplies	20,675	22,665	24,000	24,000	0.0%
10-427-2102	Uniform Allowance	16,978	19,967	20,000	15,000	-25.0%
10-427-2104	Rescue Supplies	2,603	3,989	5,000	5,000	0.0%
10-427-2106	Rescue Equipment	4,265	3,790	7,000	5,000	-28.6%
10-427-2115	Equipment Repair/Maintenance	37,439	41,298	40,000	40,000	0.0%
10-427-2119	Office Equipment Leases	2,121	2,268	3,000	3,000	0.0%
10-427-2226	Turnout Replacement	13,510	13,029	16,500	10,000	-39.4%
10-427-2402	Cell Phones	4,701	6,994	9,000	10,000	11.1%
10-427-2450	Safety Supplies	7,440	1,084	5,000	1,500	-70.0%
10-427-2480	Fire Training Grounds	799	997	3,000	0	-100.0%
10-427-2590	Contract Services	108,772	107,601	125,400	125,400	0.0%
10-427-2595	Medical Supplies	40,356	35,907	45,000	45,000	0.0%
10-427-2600	Interfacility Transport Expense	1,667	1,746	2,000	2,000	0.0%
10-427-2650	Radio Tower Rent	9,800	10,454	10,854	11,490	5.9%
10-427-2700	Travel, Meals and Schools	31,092	38,333	60,000	25,000	-58.3%
10-427-2804	Subscriptions/Memberships	2,749	3,273	3,610	1,000	-72.3%
10-427-2875	SCBA Cylinders	3,333	3,180	4,000	2,000	-50.0%
10-427-2900	Fire Hose Replacement	1,306	3,053	4,000	2,500	-37.5%
10-427-2950	Fire Prevention Education	3,465	2,756	4,500	1,000	-77.8%
Grand Total		1,893,371	1,927,553	2,333,646	2,251,982	-3.5%

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Public Works



Public Works	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund	1,122,561	1,150,520	1,490,865	1,377,830	-7.6%
Personnel	827,895	847,722	1,069,165	1,011,530	-5.4%
448-Central Garage	126,693	128,387	134,827	136,250	1.1%
457-Buildings Maintenance	177,916	194,283	204,612	217,146	6.1%
460-Public Works Administration	523,286	525,052	667,962	601,265	-10.0%
415-Corrals	0	0	61,764	56,869	-7.9%
Operating	294,667	302,798	421,700	366,300	-13.1%
448-Central Garage	159,977	174,552	164,900	163,000	-1.2%
457-Buildings Maintenance	132,199	80,799	172,700	161,800	-6.3%
460-Public Works Administration	2,491	47,447	47,100	34,500	-26.8%
415-Corrals	0	0	37,000	7,000	-81.1%
15-Highway User Revenue Fund	1,302,650	3,012,558	1,055,400	1,021,440	-3.2%
Expense	710,690	2,899,778	920,400	1,005,440	9.2%
Personnel	0	38	0	40	N/A
Operating	710,690	2,899,740	920,400	1,005,400	9.2%
Transfer Out	591,960	112,780	135,000	16,000	-88.1%
46-Airport Fund	334,833	387,060	1,319,088	2,063,754	56.5%
Expense	113,337	137,837	387,713	1,325,154	241.8%
Personnel	1,931	11,798	79,913	75,354	-5.7%
Operating	111,406	126,039	307,800	1,249,800	306.0%
Transfer Out	221,496	249,223	931,375	738,600	-20.7%
57-Cemetery	14,866	65,884	146,300	14,500	-90.1%
Expense	14,866	10,884	21,300	14,500	-31.9%
Operating	14,866	10,884	21,300	14,500	-31.9%
Transfer Out	0	55,000	125,000	0	-100.0%
Grand Total	2,774,911	4,616,023	4,011,653	4,477,524	11.6%

10-460 Public Works Administration
8.00 FTE

- **1.00 FTE - Public Works Director**
- 1.00 FTE - Public Works Manager
- 1.00 FTE - Officer Manager
- 1.00 FTE - Streets Supervisor
- 4.00 FTE - Streets Maintenance Workers

10-457 Building Maintenance
4.00 FTE

- 1.00 FTE - Lead Maintenance Worker
- 3.00 FTE - Maintenance Workers

10-448 Central Garage
2.00 FTE

- 1.00 FTE - Heavy Equipment Technician
- 1.00 FTE - Auto Technician

15-459 Highway User/Street Maintenance
0.00 FTE

- 0.00 FTE

57-456 Perpetual Care/Cemetery
0.00 FTE







- 0.00 FTE

46-489 Airport
1.49 FTE

- 0.49 FTE - Administrative Assistant
- 1.00 FTE - Maintenance Worker

10-415 Corrals
1.00 FTE

- 1.00 FTE - Maintenance Workers

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	 Maintain building assessment inspection scores above 80% in City facilities	75%	75%	80%	80%
	 Annual evaluation of roadways completed	Yes	Yes	Yes	Yes
	 Average mileage between maintenance of City fleet	5,000	5,000	5,000	5,000

Public Works Administration

PURPOSE

To provide oversight of street maintenance, building maintenance, storm sewer, cemetery maintenance, airport maintenance, central garage operations and the operation of all City-owned facilities.

DEPARTMENT DESCRIPTION

Public Works Administration is to account for administrative costs in public works administration and street personnel. The Public Works Department provides a variety of services to the City departments and the community. The division is divided into five work units: Administration, Streets, Building Maintenance, Central Garage and corrals.

DEPARTMENTAL ACTIVITIES

- ◆ Preparation of construction plans, specifications, and contracts.
- ◆ Presenting information on projects to the City Council, community, and other agencies.
- ◆ Oversight of the bidding process and contract administration.
- ◆ Develop and maintain City mapping system.
- ◆ Develop and maintain City's infrastructure maintenance records.

GOALS & OBJECTIVES

- ◆ Maximize funds through effective infrastructure analysis and management.

FY 2020-21 Priorities

- Continue working within COVID-19 safety requirements for staff and Public
- Continued Development of storm water management design for southside drainage.
- Develop Pavement Maintenance Policy and Program
- Create a multi-year Capital Improvement Plan for maintaining and extending the life of the City's infrastructure.
- Develop and implement plans for city streets maintenance.
- Increase staff FTE's for improved service levels

FY 2019-20 Major Objectives Accomplished

- Adapted to working within COVID-19 safety requirements for staff and Public
- Completed street maintenance work, 24 miles of maintenance coating over two-year period.
- Supported needs of other city wider departments.
- Develop plan to address deferred maintenance and funding solution for City facilities and equipment.

FY 2020-21 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Personnel Costs – Decrease due to removal of seasonal positions.
- ◆ 2101 – Decrease to fund essential costs.
- ◆ 2590 – Reduction based on anticipated costs.
- ◆ 2700 – Removed to fund essential costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
460-Public Works Administration						
Personnel		523,286	525,052	667,962	601,265	-10.0%
10-460-1101	Salaries	357,661	355,643	456,649	410,652	-10.1%
10-460-1105	Overtime	3,490	3,959	2,300	3,862	67.9%
10-460-1201	Industrial Insurance	34,984	40,109	48,414	25,970	-46.4%
10-460-1202	Medical Insurance	62,773	60,885	80,854	79,320	-1.9%
10-460-1203	FICA	26,403	26,365	33,850	30,807	-9.0%
10-460-1204	ASRS	37,975	38,090	45,895	50,654	10.4%
Operating		2,491	47,447	47,100	34,500	-26.8%
10-460-2101	Operating Supplies	2,385	452	4,400	3,000	-31.8%
10-460-2119	Office Equip Leases	0	1,460	1,500	1,500	0.0%
10-460-2590	Contract Services	28	45,417	40,000	30,000	-25.0%
10-460-2700	Travel, Meals & Schools	78	117	1,200	0	-100.0%
Grand Total		525,777	572,499	715,062	635,765	-11.1%

Building Maintenance

PURPOSE

To provide a safe, clean, and productive environment for City employees and the public who utilize these facilities.

DEPARTMENT DESCRIPTION

The Building Maintenance Department is responsible for the repair and maintenance of all City facilities, include electrical, carpentry, painting, plumbing, HVAC, security control and janitorial services. The Building Maintenance Department also covers the cost of all janitorial supplies throughout the City.

DEPARTMENTAL ACTIVITIES

- ◆ Responsible for the repair and maintenance of all City facilities.
- ◆ Provide janitorial services to all City facilities.
- ◆ Aid the City's Information Technology (IT) Department with electrical, wiring and cable.
- ◆ Provide high level security access system through lock and key control.

GOALS & OBJECTIVES

- ◆ Maintain the value and appearance of City property through timely and economical maintenance and repair services.
- ◆ Maintain the operation and safety of all City building facilities for the public and City staff.

FY 2020-21 Priorities

- Establish training expectations for all employees.
- Continue improved response time for all facility needs.
- Maintained facilities while reducing operation cost
- Fill FTE vacancies with skill staff.

FY 2019-20 Major Objectives Accomplished

- Adapted to working within COVID-19 safety requirements for staff and Public
- Established standard operation procedures for all employees.
- Improved response time for all facility needs.
- Purchased new service bucket truck chassis.
- Remodeled City Hall front lobby for personal and ballistic securities.
- Paint Airport Terminal and FBO Hangar

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 1105 – Increase due estimated expense of overtime accrued utilizing electronic timeclock.
- ◆ 1202 - Increase due to changes in coverage elections.
- ◆ 2700 – Removed to fund essential costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
457-Buildings Maintenance						
Personnel		177,916	194,283	204,612	217,146	6.1%
10-457-1101	Salaries	126,695	128,846	140,007	141,101	0.8%
10-457-1105	Overtime	138	707	1,050	1,714	63.2%
10-457-1201	Industrial Insurance	6,574	8,056	8,880	5,108	-42.5%
10-457-1202	Medical Insurance	20,499	31,854	27,183	41,352	52.1%
10-457-1203	FICA	9,415	9,525	10,410	10,419	0.1%
10-457-1204	ASRS	14,594	15,295	17,082	17,452	2.2%
Operating		132,199	80,799	172,700	161,800	-6.3%
10-457-2101	Operating Supplies	2,490	2,679	2,000	2,000	0.0%
10-457-2102	Uniform Allowance	258	1,207	1,200	1,400	16.7%
10-457-2103	Safety Supplies	168	980	500	500	0.0%
10-457-2104	Clothing Allowance	300	400	400	400	0.0%
10-457-2105	Janitorial Supplies	18,270	19,342	22,000	22,000	0.0%
10-457-2110	Building Materials	1,622	277	2,000	2,000	0.0%
10-457-2115	Equipment Repair/ Maintenance	15,459	8,142	11,000	11,000	0.0%
10-457-2120	Office Equipment Leases	1,249	53	0	0	0.0%
10-457-2590	Contract Services	13,339	13,604	20,000	22,500	12.5%
10-457-2700	Travel, Meals and Schools	0	199	1,600	0	-100.0%
10-457-2850	Facilities Maintenance	79,044	33,917	112,000	100,000	-10.7%
Grand Total		310,115	275,083	377,312	378,946	0.4%

Central Garage

PURPOSE

To ensure the safety of all vehicles and equipment pieces used by City departments.

DEPARTMENT DESCRIPTION

The Central Garage is responsible for the repair and maintenance of all light and heavy vehicles and equipment in the City fleet. Department personnel consist of a heavy equipment mechanic and an ASE certified senior auto tech. Duties are assigned and funded per department and vehicle and equipment type. The Central Garage is responsible for the General Services Fleet, Airport vehicles and equipment, and Street Department vehicles and equipment that are funded by Fund 15 (Highway User Revenue Fund - HURF). Mechanics also service and maintain the emergency generators for the Public Safety building, Magistrate Court building and City Hall; and the generators required for IT and communications and airport lighting and communication.

DEPARTMENTAL ACTIVITIES

- ◆ Provide preventive maintenance and repair to 64 vehicles, 18 heavy trucks, 14 tractors and mowers, 3 emergency generators, 10 heavy equipment pieces and 84 pieces of small machinery.
- ◆ Provide machinist and welding services for the City.
- ◆ Provide contract fuel services for the City fleet.
- ◆ Assist City departments with new vehicle and equipment purchases through State contract/co-op purchasing agreements.

GOALS & OBJECTIVES

- ◆ To assess department priorities and operations to impact efficiency and cost effectiveness.
- ◆ Provide efficient service to all departments as needed.
- ◆ Expedite vehicle service and repairs on a daily basis.

FY 2020-21 Priorities

- Complete Central Garage and Public Works Building design for construction FY21.
- Purchase or refurbish equipment for new service truck and shop.
- Complete swap of boom lift on new chassis.
- Utilized iWorQ program for fleet maintenance management.

FY 2019-20 Major Objectives Accomplished

- Adapted to working within COVID-19 safety requirements for staff and Public Works.
- Acquire and train in the use of new diagnostic tools for diesel engines used by Fire Department and Public Works.
- Provided preventive maintenance and repair to 72 vehicles, 18 heavy trucks, 14 tractors and mowers, 3 emergency generators, 10 heavy equipment pieces and 84 pieces of small machinery.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2700 – Removed to fund essential costs.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund						
448-Central Garage						
Personnel		126,693	128,387	134,827	136,250	1.1%
10-448-1101	Salaries	89,595	89,632	93,365	93,408	0.0%
10-448-1105	Overtime	0	42	1,000	1,156	15.6%
10-448-1201	Industrial Insurance	2,763	3,186	3,572	2,606	-27.0%
10-448-1202	Medical Insurance	17,561	18,465	18,511	20,553	11.0%
10-448-1203	FICA	6,465	6,474	6,951	6,971	0.3%
10-448-1204	ASRS	10,309	10,588	11,428	11,556	1.1%
Operating		159,977	174,552	164,900	163,000	-1.2%
10-448-2101	Operating Supplies	155	153	500	400	-20.0%
10-448-2102	Uniform Allowance	234	534	600	600	0.0%
10-448-2104	Clothing Allowance	200	200	200	200	0.0%
10-448-2115	Equipment Repair/ Maintenance	0	0	900	800	-11.1%
10-448-2590	Contract Services	3,850	3,860	3,500	3,000	-14.3%
10-448-2601	Fuel	80,569	98,127	84,000	84,000	0.0%
10-448-2603	Vehicle Repair/ Maintenance	25,901	31,134	28,500	30,000	5.3%
10-448-2607	Oil	6,648	5,172	5,500	6,000	9.1%
10-448-2608	Heavy Equipment Repair	25,628	21,412	23,000	20,000	-13.0%
10-448-2610	Tires	16,792	13,960	18,000	18,000	0.0%
10-448-2700	Travel, Meals, and Schools	0	0	200	0	-100.0%
Grand Total		286,670	302,939	299,727	299,250	-0.2%

Highway User/Streets Maintenance

PURPOSE

To provide the operation and maintenance of city streets, storm drains, traffic signals, lighting in conjunction with Page Utility.

DEPARTMENT DESCRIPTION

The Street Department is responsible for the maintenance and repair of City streets, parking lots, sidewalks and storm drainage. The department is funded by Highway User Revenue Funds which are distributed between street maintenance operations and capital improvement. Areas include asphalt and concrete maintenance, traffic markings, signs and signals, snow and ice control, street sweeping, maintaining storm drains, weed abatement, as well as providing limited landfill operations. The Street Department provides all heavy equipment and heavy truck operations for the City and assists other departments with their needs as well as providing for the maintenance needs of the City's landfill post closure requirements.

DEPARTMENTAL ACTIVITIES

- ◆ Maintain approximately 51 miles of streets, adjoining sidewalks, and parking lots.
- ◆ Maintain storm drains and drainage channels.
- ◆ Provide interdepartmental heavy equipment/trucking activities including landfill operations.
- ◆ Maintain markings, signage, and traffic signals in accordance with the Federal Highway Administration's Manual of Uniform Traffic Control Devices.
- ◆ Support various other City Departments in various equipment and material needs.

GOALS & OBJECTIVES

- ◆ Develop yearly projects and budgets using 10 Year Streets CIP.
- ◆ Purchase new service bed for streets truck.
- ◆ Purchase new dump trailer.

FY 2020-21 Priorities

- Complete major chip seal project of Lake Powell Blvd.
- Establish standard operation procedures for all employees.
- Construct access road to new BMX/ Parks area from Coppermine RD.

FY 2019-20 Major Objectives Accomplished

- Adapted to working within COVID-19 safety requirements for staff and Public Works.
- Replaces numerous deficient street signs with assistance of NACOG and ADOT funding.
- Completed Major Street Maintenance Project (24 miles of surface treated in two years).
- Continue in Major Street Maintenance (Slurry and Chip seals)
- Continue implementation of thermoplastic markings for crosswalks.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2103 – Increase for additional event traffic control.
- ◆ 2114 – Increase based on scheduled chip seal project.
- ◆ 2700 – Reduced to fund essential costs.
- ◆ 9720 – Reduced based on scheduled projects.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
15-Highway User Revenue Fund						
Expense		710,690	2,899,778	920,400	1,005,440	9.2%
Personnel		0	38	0	40	N/A
15-459-1203 FICA		0	38	0	40	N/A
Operating		710,690	2,899,740	920,400	1,005,400	9.2%
15-459-2101 Operating Supplies		7,936	10,696	10,000	10,000	0.0%
15-459-2102 Uniform Allowance		1,153	1,346	1,800	1,800	0.0%
15-459-2103 Safety Supplies		715	2,271	2,500	3,500	40.0%
15-459-2104 Clothing Allowance		323	500	600	600	0.0%
15-459-2114 Street Repair		518,741	2,726,127	715,000	800,000	11.9%
15-459-2117 Sidewalk, Curb, and Gutter		18,104	327	30,000	30,000	0.0%
15-459-2118 Street Lighting		134,681	124,193	125,000	125,000	0.0%
15-459-2590 Contract Services		1,247	1,221	3,500	3,500	0.0%
15-459-2601 Fuel		15,782	16,921	15,000	15,000	0.0%
15-459-2603 Vehicle Repair/Maintenance		10,701	13,851	15,000	15,000	0.0%
15-459-2700 Travel, Meals, and Schools		1,308	2,288	2,000	1,000	-50.0%
Transfer Out		591,960	112,780	135,000	16,000	-88.1%
15-459-9720 Transfers to Capital Fund		591,960	112,780	135,000	16,000	-88.1%
Grand Total		1,302,650	3,012,558	1,055,400	1,021,440	-3.2%

Airport

PURPOSE

To ensure the airport meets all Federal Aviation Administration (FAA) and Arizona Department of Transportation (ADOT) Aeronautics rules and regulations.

DEPARTMENT DESCRIPTION

Page Municipal Airport is a commercial service airport owned by the City of Page. The facility is situated on a 536-acre parcel bordering Lake Powell. Full airline services FBO's, charter service and air tours are offered. Aircraft Rescue Fire Fighting (ARFF) with index A capability is available with prior permission of Airport Management.

DEPARTMENTAL ACTIVITIES

- ◆ Ensure that the facility is safe and free of hazards.
- ◆ Ensure preventive maintenance is performed on a timely basis and that communication facilities are operable.
- ◆ Ensure that all rental contracts are properly administered.
- ◆ Oversee capital improvements and administer grants.

GOALS & OBJECTIVES

- ◆ Provide scheduled maintenance of terminal, hangars, and airport to maximize the life of the public's investment.

FY 2020-21 Priorities

- Extend EAS grant flights through 2022.
- Complete and adopt 10-year Masterplan Update.
- Complete Taxiway Safety area improvements (C-II).
- Design and construct new TSA waiting room in terminal.
- Remodel terminal for better flow and occupancy.

FY 2019-20 Major Objectives Accomplished

- Completed Main Apron Reconstruction project.
- Initiated Masterplan Update project.
- Adapted to working within COVID-19 safety requirements for staff and the public.
- Adapted Terminal facility and adjusted operations to meet COVID-19 crisis.
- Developed plan to achieve City Council Strategies.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2125 – Decrease based on planned services and replacements.
- ◆ 2700 – Reduced to fund essential costs.
- ◆ 9900 – New line item for Airport CARES Act Grant expenses.
- ◆ 9719 – Reduced based on scheduled projects.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
46-Airport						
Expense		113,337	137,837	387,713	1,325,154	241.8%
Personnel		1,931	11,798	79,913	75,354	-5.7%
46-489-1101	Salaries	1,741	10,959	51,557	52,727	2.3%
46-489-1105	Overtime	0	0	300	431	43.7%
46-489-1201	Industrial Insurance	43	0	2,381	1,341	-43.7%
46-489-1202	Medical Insurance	13	0	17,802	12,522	-29.7%
46-489-1203	FICA	133	838	3,627	3,889	7.2%
46-489-1204	ASRS	0	0	4,246	4,444	4.7%
Operating		111,406	126,039	307,800	1,249,800	306.0%
46-489-2101	Operating Supplies	499	324	500	500	0.0%
46-489-2115	Equipment Repair/ Maintenance	613	0	1,000	1,000	0.0%
46-489-2119	Office Equipment Leases	0	528	1,600	1,600	0.0%
46-489-2125	Buildings Repair & Maintenance	8,323	19,072	175,000	55,000	-68.6%
46-489-2402	Cell Phones	556	0	0	0	N/A
46-489-2404	Utilities	73,106	74,152	75,000	75,000	0.0%
46-489-2590	Contract Services	16,053	18,780	40,000	36,000	-10.0%
46-489-2601	Fuel	2,560	4,128	2,500	3,000	20.0%
46-489-2603	Vehicle Repair/Maintenance	481	207	2,000	2,000	0.0%
46-489-2700	Travel, Meals, and Schools	425	25	1,500	0	-100.0%
46-489-2804	Subscriptions/Memberships	0	0	100	200	100.0%
46-489-2820	Airfield Maintenance	3,691	3,723	3,500	3,500	0.0%
46-489-9850	Liability & Property Insurance	5,100	5,100	5,100	6,000	17.6%
46-489-9900	CARES Act Expenses	0	0	0	1,066,000	N/A
Transfer Out		221,496	249,223	931,375	738,600	-20.7%
46-489-9718	Transfer to Debt Service	200,046	203,362	206,250	202,600	-1.8%
46-489-9719	Transfer to Capital Fund	21,450	45,861	725,125	536,000	-26.1%
Grand Total		334,833	387,060	1,319,088	2,063,754	56.5%

Perpetual Care/Cemetery

PURPOSE

To provide quality, cost efficient support services to the public, bereaved families, and death care service providers.

DEPARTMENT DESCRIPTION

The Perpetual Care Cemetery Fund provides materials for services and maintenance of cemetery grounds as well as improvements to those grounds and equipment. Park Maintenance personnel perform maintenance and interment services.

DEPARTMENTAL ACTIVITIES

- ◆ Provide cemetery interment services.
- ◆ Establish schedules, and methods for the operation and maintenance of the cemetery.
- ◆ Implement and monitor policies and procedures.

GOALS & OBJECTIVES

- ◆ Provide well maintained grounds.
- ◆ Provide quality and compassionate support services.

FY 2020-21 Priorities

- Complete parking lot expansion.
- Pave roads around existing plot gardens.

FY 2019-20 Major Objectives Accomplished

- Adapted to working within COVID-19 safety requirements for staff and the public.
- Constructed new curb around remaining plots and parking lot expansion.
- New equipment purchased for interment use.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 9690 – Decrease based on prior years' actual amounts.
- ◆ 9650 – Removed due to no scheduled capital equipment and projects.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
57-Cemetery						
Operating		14,866	10,884	21,300	14,500	-31.9%
57-456-9690	Miscellaneous Expense	7,828	5,749	15,000	7,500	-50.0%
57-456-9925	Utilities	7,038	5,135	6,300	7,000	11.1%
Transfer Out		0	55,000	125,000	0	-100.0%
57-456-9650	Transfer to Capital Fund	0	55,000	125,000	0	-100.0%
Grand Total		14,866	65,884	146,300	14,500	-90.1%

Corrals

PURPOSE

To provide a safe, clean, quiet and secure place for horses.

DEPARTMENT DESCRIPTION

Vermillion Downs Rodeo Grounds and Corrals is a 25.26-acre site owned by the City. The arena is leased for events such as rodeos and carnivals. In addition, the City generates revenue by leasing corrals/stalls for residents and visitors.

DEPARTMENTAL ACTIVITIES

- ◆ Provide boarding services.
- ◆ Establish schedules, and methods for the operation and maintenance of the corrals.
- ◆ Implement and monitor policies and procedures.

GOALS & OBJECTIVES

- ◆ Provide well maintained grounds.
- ◆ Provide quality support services.

FY 2020-21 Priorities

- Maintain corrals in good working condition.
- Identify and solicit potential buyers for facility.
- Continue to Condense corral spaces to West area.
- Removal of unused corrals/structures in East area.
- Improve the safety of arena area.
- Hire FTE to maintain facility.

FY 2019-20 Major Objectives Accomplished

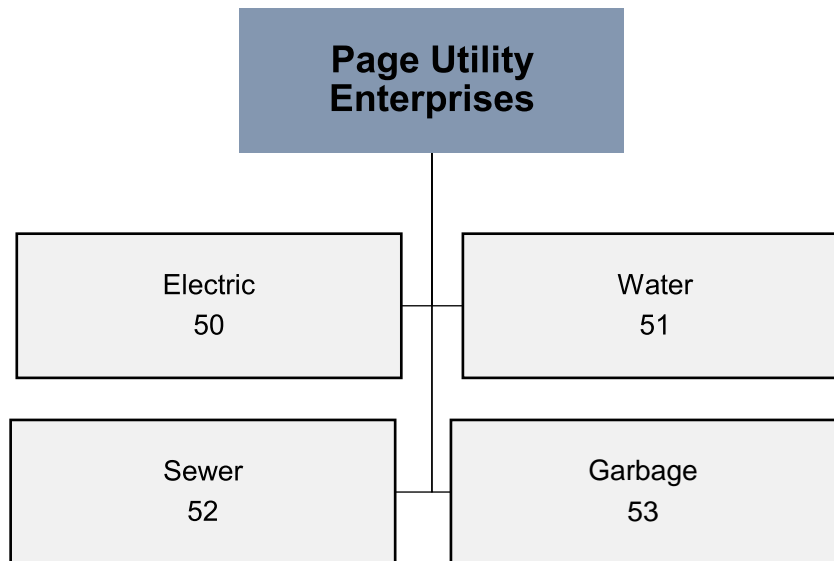
- Adapted to working within COVID-19 safety requirements for staff and the public.
- Condensed corral spaces to West area.
- Removed unused corrals/structures in East area.
- Improved the safety of arena area.
- Hired FTE to maintain facility.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2600 – Decrease due to remove the purchase cost of corral panels.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
415-Corrals						
Personnel		0	0	61,764	56,869	-7.9%
10-415-1101	Salaries	0	0	35,433	33,680	-4.9%
10-415-1105	Overtime	0	0	0	416	N/A
10-415-1201	Industrial Insurance	0	0	1,864	2,974	59.5%
10-415-1202	Medical Insurance	0	0	17,805	13,242	-25.6%
10-415-1203	FICA	0	0	2,371	2,390	0.8%
10-415-1204	ASRS	0	0	4,291	4,167	-2.9%
Operating		0	0	37,000	7,000	-81.1%
10-415-2600	Corral Expenses	0	0	37,000	7,000	-81.1%
Grand Total		0	0	98,764	63,869	-35.3%



	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
Enterprise					
Expense	14,009,490	13,146,069	14,507,047	14,431,770	-0.5%
Personnel	2,306,402	2,340,358	2,699,775	2,736,775	1.4%
50-Electric	1,370,995	1,378,477	1,472,000	1,509,000	2.5%
51-Water	484,576	478,137	588,500	588,500	0.0%
52-Sewer	450,832	483,744	639,275	639,275	0.0%
Operating	8,739,327	9,597,838	8,493,772	8,424,495	-0.8%
50-Electric	5,949,992	6,594,544	6,399,500	6,410,500	0.2%
51-Water	1,155,031	1,249,408	804,100	694,600	-13.6%
52-Sewer	945,226	1,036,576	572,500	571,000	-0.3%
53-Garbage	689,078	717,310	717,672	748,395	4.3%
Capital	2,963,761	1,207,873	3,313,500	3,270,500	-1.3%
50-Electric	1,835,838	1,133,553	2,156,500	1,800,500	-16.5%
51-Water	473,078	22,378	462,000	840,000	81.8%
52-Sewer	654,845	51,942	695,000	630,000	-9.4%
Transfer	140,108	141,147	144,000	0	-100.0%
51-Water	140,108	141,147	144,000	0	-100.0%
Grand Total	14,149,598	13,287,216	14,651,047	14,431,770	-1.5%

50 Electric
19.00 FTE

- **1.00 FTE - General Manager**
- 1.00 FTE - Finance Director
- 1.00 FTE - Rclds/Procurement
- 1.00 FTE - Utility IT Tech
- 1.00 FTE - Officer Manager
- 1.00 FTE - Customer Service Rep -Accounting
- 1.00 FTE - Customer Service Rep -Collections
- 1.00 FTE - Customer Service Representative
- 1.00 FTE - Field Manager
- 5.00 FTE - Linemen
- 1.00 FTE - Engineer
- 1.00 FTE - Equipment Maintenance
- 1.00 FTE - Construction Foreman
- 2.00 FTE - Field Technician

51 Water
9.00 FTE












- 1.00 FTE - Office Manager
- 1.00 FTE - Engineer
- 1.00 Treatment Plant Supervisor
- 5.00 Water/Sewer Operators
- 1.00 Utility Workers
- 1.00 Distribution Supervisor
- 3.00 Water/Sewer Technicians
- 1.00 Meter Reader

52 - Sewer
10.00 FTE

- 0.00 FTE

53 - Garbage
0.00 FTE

- 0.00 FTE

Department Performance Measures		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
	  Active electrical accounts (annual average)	4,273	4,315	4,290	4339
	 Meters in Use	4,273	4,315	4,290	4339
	 Transformers in use	1,046	1,049	1,046	1050
	Monthly safety meetings held - Electric	12	12	12	12
	Monthly safety meetings held – Water/Sewer	12	12	12	12
 	Water outages/sewer backups	1	3	0	0

Page Utility Enterprises

PURPOSE

Provide all our customers with utility services that are reliable, safe, and economical.

DEPARTMENT DESCRIPTION

Page Utility Enterprises is comprised of four enterprise funds: Electric, Water, Sewer and Garbage. The Electric Fund is a not-for-profit public power entity, owned by the City of Page. It serves both residential and commercial customers within the corporate boundaries of the City of Page and serves the locations outside of corporate boundaries as far as Greentown, Marble Canyon, Wahweap, Lees Ferry, Cliff Dwellers & Vermillion Cliffs. The Water, Sewer and Garbage services are provided to our customers that reside within the corporate boundaries of the City of Page only.

DEPARTMENTAL ACTIVITIES

- ◆ Provide metered electric and water services throughout the community.
- ◆ Provide weekly garbage service through a third-party company.
- ◆ Provide wastewater treatment of our sewer water within the community of Page, Arizona.

GOALS & OBJECTIVES

- ◆ The Electric Fund strives to provide its customers with an electric service that is reliable, safe and economical.
- ◆ The Water Fund endeavors to satisfy customer demand for quality water that meets or exceeds the drinking water standards in sufficient quantities for domestic, commercial, and fire protection use.
- ◆ The Sewer Fund's mission is to collect and treat sewage safely with no cross contamination into the potable water supply.
- ◆ The Garbage Fund provides billing and administrative services for residential customers only. Garbage collection is contracted out to Republic Services which provides residential trash collection within the corporate boundaries of the City of Page. Commercial customers contract directly with Republic Services for their trash removal.

FY 2020-2021 Priorities

- Construct a large steel building at the Electric facility to protect vehicles and equipment from the effects of weather and blowing sand.
- Continue to replace annually, \$500,000 of direct buried electrical cable.
- Replace two of the seven pond liners at the waste water treatment plant.
- Continue to expand the capacity at the Water Treatment Plant
- Expand the number of collectors for wireless metering data to provide our billing system with some redundancy.

FY 2019-20 Major Objectives Accomplished

- The electric infrastructure was extended four miles out to the city's tourist attraction of Horseshoe Bend.
- \$500,000 of direct buried electrical cable was again replaced.
- The large pond liner at the Wastewater Treatment Plant was replaced after excavation work was carried out at a total cost of \$429,000.
- The annual program to replace fifty streetlights each year with LED lights began.

FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Electric – Decrease in Miscellaneous Expenses due to splitting credit card costs with all funds.
- ◆ Electric – Increase in Capital Additions for line extension out to Horseshoe Bend.
- ◆ Electric – Decrease in Capital Replacement based on scheduled projects.
- ◆ Water – Increase in Administrative & General for Credit Card processing fees.
- ◆ Water – Decrease in Outside Services based on scheduled projects.
- ◆ Water – Increase in Capital Replacements to replace outdated meters.
- ◆ Sewer – Increase in Administrative & General for Credit Card processing fees.
- ◆ Sewer – Increase in Capital Replacements based on scheduled projects.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Variance %
Expense	14,149,598	13,287,216	14,651,047	14,431,770	-1.5%
50-Electric	9,156,825	9,106,574	10,028,000	9,720,000	-3.1%
Personnel	1,370,995	1,378,477	1,472,000	1,509,000	2.5%
Operating	5,949,992	6,594,544	6,399,500	6,410,500	0.2%
Purchase & Generated Power	3,868,482	4,735,424	4,551,000	4,536,000	-0.3%
Distribution	233,906	278,336	280,000	295,000	5.4%
Administrative & General	182,544	181,231	228,000	239,000	4.8%
Outside Services	99,932	110,281	292,500	292,500	0.0%
Loss on Disposal of Capital Assets	1,167,550	1,267,024	0	0	0.0%
Miscellaneous Expenses	397,579	22,248	48,000	48,000	0.0%
Purchased Power Contingency	0	0	1,000,000	1,000,000	0.0%
Capital	1,835,838	1,133,553	2,156,500	1,800,500	-16.5%
Capital Additions	278,502	313,642	820,000	375,000	-54.3%
Capital Replacements	1,557,336	819,911	1,336,500	1,425,500	6.7%
51-Water	2,112,685	1,749,923	1,854,600	2,123,100	14.5%
Personnel	484,576	478,137	588,500	588,500	0.0%
Operating	1,155,031	1,249,408	804,100	694,600	-13.6%
Treatment Cost of Sales and Service	432,119	360,009	470,600	470,600	0.0%
Distribution Cost of Sales and Services	55,412	46,465	73,400	73,400	0.0%
Administrative & General	52,781	61,925	92,100	78,100	-15.2%
Outside Services	14,909	163,298	168,000	72,500	-56.8%
Loss on Disposal of Capital Assets	599,810	617,711	0	0	0.0%
Capital	473,078	22,378	462,000	840,000	81.8%
Capital Additions	106,950	0	0	40,000	0.0%
Capital Replacements	366,128	22,378	462,000	800,000	73.2%
52-Sewer	2,050,903	1,572,262	1,906,775	1,840,275	-3.5%
Personnel	450,832	483,744	639,275	639,275	0.0%
Operating	945,226	1,036,576	572,500	571,000	-0.3%
Sewer Collections-Cost of Sales and Service	33,115	32,689	36,500	39,000	6.8%
WTP-Cost of Sales and Services	353,561	369,504	388,500	388,500	0.0%
Administrative & General	40,812	44,387	57,000	53,000	-7.0%
Outside Services	52,276	87,883	90,500	90,500	0.0%
Loss on Disposal of Capital Assets	465,462	502,113	0	0	0.0%
Capital	654,845	51,942	695,000	630,000	-9.4%
Capital Replacements	654,845	51,942	695,000	630,000	-9.4%
53-Garbage	689,078	717,310	717,672	748,395	4.3%
Operating	689,078	717,310	717,672	748,395	4.3%
Cost of Sales and Services	689,078	717,310	717,672	748,395	4.3%
Transfer Out (To Debt Service)	140,108	141,147	144,000	0	-100.0%
53 – Garbage	140,108	141,147	144,000	0	-100.0%
Grand Total	14,149,598	13,287,216	14,651,047	14,431,770	-1.5%

VIII. Capital

Current and Prior Years Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
City of Page	2,709,480	2,482,745	9,529,203	5,542,526	-41.8%
40-Capital Project Fund	2,709,480	2,482,745	9,529,203	5,542,526	-41.8%
Capital Equipment	662,229	537,523	869,953	527,626	-39.4%
Capital Project	2,047,251	1,945,222	8,659,250	5,014,900	-42.1%
Page Utility Enterprises	2,963,761	1,207,873	3,313,500	3,270,500	-1.3%
50-Electric	1,835,838	1,133,553	2,156,500	1,800,500	-16.5%
Capital Replacements	278,502	313,642	820,000	375,000	-54.3%
Capital Additions	1,557,336	819,911	1,336,500	1,425,500	6.7%
51-Water	473,078	22,378	462,000	840,000	81.8%
Capital Replacements	106,950	0	0	40,000	0.0%
Capital Additions	366,128	22,378	462,000	800,000	73.2%
52-Sewer	654,845	51,942	695,000	630,000	-9.4%
Capital Replacements	654,845	51,942	695,000	630,000	-9.4%
Capital Additions	-	-	-	-	0%
Grand Total	5,673,241	3,690,618	12,842,703	8,813,026	-31.4%

Capital Equipment

The City of Page has created a schedule for capital equipment purchase to plan for equipment needs for the next five years. These expenses are included in the annual budget each year and is reviewed annually to make any changes and adjustments necessary based on new developments throughout the current year. All purchases over \$10,000 must be approved by City Council.

Definition of Capital Equipment

The City of Page defines a capital equipment as a single item or system \$5,000 or more that:

- a) Has a useful life of at least two years?
and
- b) Is not a routine/recurring expense incurred in the normal course of business?
and
- c) Belongs in a major class:
 1. Vehicles
 2. Machinery
 3. Equipment

Equipment that is appropriate for Capital Equipment are place in one of eight categories:

- Streets
- Public Works
- Police
- Fire
- Community Development
- Community and Recreation Services
- General Government
- Enterprise

Sources of Funding for Capital Equipment

Airport Fund – Special Revenue Fund is used track all airport operating transactions for the City of Page. Revenues are generated through fuels sales, leases, storage fees, tie down fees, and maintenance reimbursements.

Cemetery Fund – Special Revenue Fund that accounts for services and maintenance of cemetery grounds as well as improvements to those grounds and equipment. Revenues are generated from the sales of grave plots, the opening and closing of grave sites, perpetual care, and headstone and flower settings.

Grants – The City of Page applies for and receives grants to assist with capital project costs. For FY2019 the City of Page was awarded grants from the Federal Aviation Administration, Arizona Department of Transportation, Administrative Office of Courts, and the Community Development Block Grant from Department of Housing and Urban Development.

Highway User Revenue Fund – Special Revenue Fund that accounts transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue is derived from the gas tax, a portion of which is returned to cities by the State.

General Fund – In Ordinance No. 632-17, it states that revenues generate by the final one percent of the two percent tax increase imposed by Ordinance 558-10 shall be dedicated to (B) Capital Projects in the amount of fifteen percent (15%). This amount would have been about \$600,000 for FY2019, but the City has several major projects budgeted and decided to dedicate \$1.5 million from the General Fund, this amount includes the 15% of 1% designated by ordinance.

Enterprise Funds – Page Utilities Enterprises monitors and controls the Electric, Water, Sewer, and Garbage Funds. These funds are used to track operating transactions for the City of Page. Revenues are generated from fees assessed for electric, water, sewer, and garbage services.

Five Year Capital Equipment Plan

Five Year Capital Equipment Plan – City of Page					
Capital Projects	2021	2022	2023	2024	2025
City of Page					
Community Development 40-480-9825		35,000			
Vehicle		35,000			
Community& Recreation Services 40-480-9820	20,000	367,400	53,000	83,900	6,850
Kitchen Remodel	20,000	40,000			
Mower			17,500		
Shelving		75,000			
Scoreboards		19,500			
Delivery Van		50,000			
Automatic Doors		30,000			
Field Equipment				8,000	
Mower Leases		29,900	25,500	26,600	6,800
Fire Suppression system for grill				3,500	
Seed Drill/Aerator		15,000			
Interest Expense		3,000	2,000	800	50
Used Backhoe		30,000			
Used Dump Truck		40,000			
Vehicle				45,000	
Artificial Christmas Tree		35,000			
Micro-fiche			8,000		
Fire 40-480-9810		390,000	1,235,000	161,500	750,000
105' Platform Truck			1,200,000		
Replace Command Vehicle				95,000	
Re-Chassis Ambulance		175,000			
Fire Apparatus		175,000			750,000
Zoll Cardiac Monitor		40,000		45,000	
Mobile Radios and Repeater				21,500	
Power Gurney			35,000		
General Government 40-480-9830	10,000	95,000	25,000		25,000
Server Upgrades	10,000		25,000		25,000
Vehicle		40,000			
Spillman Server - Patrol		55,000			
Golf	163,140				
Golf Carts	51,115				
JD 2500A Greens Mower	46,000				
Mower Leases	34,600				
Kitchen Appliances	20,000				
Beverage Cart	6,775				
Interest Expense	4,650				
Horseshoe Bend	20,000				
Toro Dingo Attachments	20,000				
Police 40-480-9815	200,486	427,595	458,439		
Vehicles	200,486	277,595	308,439		
Radio Console		150,000			
CAD/RMS			150,000		
Public Works 40-480-9805 / *40-480-9800	150,000	132,000	122,000	120,000	220,000
Tire Machine	8,000				
Snow Plow	8,000	16,000			
Service Bed	8,000				
Plow		8,500			
Dump Trailer		5,000			
Cart-away Mixer		45,000			
Sweeper				210,000	
Sprayer Trailer					7,500

Dozer			40,000		
Vehicle		40,000			
Track Skid Loader		66,000			
Service Truck		90,000	40,000		
Vehicle Lift			25,000		
Sign Plotter		20,000			
Skid Loader Attachments			10,000	10,000	10,000
Airport CARES 40-480-9953	90,000				
Power Gurney	35,000				
Self-Contained Breathing Apparatus Packs	30,000				
Rescue/Extrication Equipment	25,000				
Grand Total	527,626	1,605,495	1,886,439	465,400	799,350

Five Year Capital Equipment Plan – Page Utility Enterprises					
Capital Projects	2021	2022	2023	2024	2025
Page Utility Enterprises					
Electric	105,000	100,000	100,000	100,000	100,000
Vehicles	55,000				
Computer Software/Hardware/Office Equipment	50,000				
Sewer	630,000	500,000	500,000	500,000	500,000
Capital Equipment	630,000	500,000	500,000	500,000	500,000
Water	40,000	8,500	8,500	8,500	8,500
Capital Equipment	40,000	8,500	8,500	8,500	8,500
Grand Total	775,000	608,500	608,500	608,500	608,500

Funding Sources and Impact on Operating Budget

Equipment Funded by Fund 40- Capital Fund (General Funds)				
Project	Category	Cost of Projects	Funding Source	Operating/ Maintenance Budget Impacted Fund, Department, Division
Kitchen Update	Community Center	20,000	40 – Capital Fund	General Fund, Community and Recreation Services, Community Center
Server Upgrades	General Government	10,000	40 – Capital Fund	General Fund, Information Technology
Service Bed	Public Works	8,000	40 – Capital Fund	General Fund, Public Works, Central Garage
Snowplow	Public Works	8,000	40 – Capital Fund	General Fund, Police, Investigations
Tire Machine	Public Works	8,000	40 – Capital Fund	General Fund, Public Works, Central Garage
Vehicles	Public Works	200,486	40 – Capital Fund	General Fund, Police, Patrol / Public Works, Central Garage
Total		254,486		

Equipment Funded by Special Revenue Funds and Enterprise Funds				
Project	Category	Cost of Projects	Funding Source	Operating/ Maintenance Budget Impacted Fund, Department, Division
Beverage Cart	Golf	6,775	55 – Golf Fund	Golf Fund, Golf Maintenance
Golf Carts	Golf	51,115	55 – Golf Fund	Golf Fund, Golf Maintenance
JD 2500A Greens Mower	Golf	46,000	55 – Golf Fund	Golf Fund, Golf Maintenance
Kitchen Appliances	Golf	20,000	55 – Golf Fund	Golf Fund, Golf Clubhouse
Mower Leases	Golf	34,600	55 – Golf Fund	Golf Fund, Golf Maintenance
Power Gurney	Airport	35,000	46 – Airport Fund	Airport Fund Airport / General Fund, Fire
Rescue/Extrication Equipment	Airport	25,000	46 – Airport Fund	Airport Fund Airport / General Fund, Fire
SCBA Packs	Airport	30,000	46 – Airport Fund	Airport Fund Airport / General Fund, Fire
Toro Dingo Attachments	Horseshoe Bend	20,000	45 – Horseshoe Bend Fund	Horseshoe Bend Fund
Vehicles	Electric	55,000	50-Electric	Electric Fund
Computer Software/ Hardware/Office Equipment	Electric	50,000	50-Electric	Electric Fund
Equipment	Water	40,000	51-Water	Water Fund
Equipment	Sewer	630,000	52-Sewer	Sewer Fund
Total		\$1,043,490		

Impact Summary

The City of Page has created a schedule for capital equipment purchase to plan for equipment needs for the next five years. These expenses are included in the annual budget each year and is reviewed annually to make any changes and adjustments necessary based on new developments throughout the current year. All purchases over \$10,000 must be approved by City Council.

Five Year Capital Equipment Impact on Operating Budget					
Equipment / Description	2021	2022	2023	2024	2025
Community & Rec Services					
Kitchen Remodel	300	450	600	600	1,000
General Government					
Server Upgrades	800	800	800	1,000	800
Police					
Vehicles	12,000	14,400	18,400	15,180	15,576
Public Works					
Service Bed	0	0	500	500	500
Snowplow	2,130	2,211	2,296	2,385	2,479
Tire Machine	200	200	400	200	400
Airport					
Power Gurney	2,300	2,300	2,300	2,300	2,300
Rescue/Extrication Equipment	4,000	4,000	8,000	4,000	4,000
SCBA Packs	3,500	3,500	3,500	3,500	3,500
Golf					
Beverage Cart	1,950	1,950	2,000	2,200	2,500
Golf Carts	61,000	61,000	55,000	55,000	55,000
JD 2500A Greens Mower	3,000	3,500	3,500	4,500	5,500
Kitchen Appliances	300	450	600	600	600
Mower Leases	5,000	8,800	9,000	9,500	10,000
Horseshoe Bend					
Toro Dingo Attachments	200	200	400	200	400
Electric					
Vehicles	8,000	10,400	14,400	11,180	11,576
Computer Software/ Hardware/Office Equipment	800	800	800	1,000	800
Water					
Equipment	10,000	10,000	10,000	10,000	10,000
Sewer					
Equipment	10,000	10,000	10,000	10,000	10,000

Capital Improvements Program

The City of Page has created a Capital Improvement Program (CIP) to plan for infrastructure improvements for the next five years. The CIP is a tool to ensure that the City's infrastructure needs are addressed, and the related expenses are planned for. These expenses are included in the annual budget each year. The CIP is reviewed annually to make any changes and adjustments necessary based on new developments throughout the current year.

In planning the CIP, it is necessary to forecast the funds available and the funds needed each year in the plan. The forecast is formulated using facts and educated assumptions based on prior year trends and data, debt capacity and economic trends. The City does not have all the funds available to finance all desired projects. With suggestions and input from City staff and the citizens of the community, the City Council must prioritize the numerous projects and allocate them to future years as funds are available. The CIP is formally approved after the budget is adopted each year and is a fully funded program based on future revenue projections.

Definition of Capital Improvement

The City of Page defines a capital improvement as an investment of \$5,000 or more that:

- a) Extends the original life of the asset or
- b) Returns to like-new condition or
- c) Significant alteration or structural change or
- d) Provides addition value, not just retain current value

Projects that are appropriate for CIP are place in one of seven categories:

- Streets
- Public Works
- Police
- Community Development
- General Government
- Airport Improvements
- Enterprise

Sources of Funding for Capital Improvement Projects

Airport Fund – Special Revenue Fund is used track all airport operating transactions for the City of Page. Revenues are generated through fuels sales, leases, storage fees, tie down fees, and maintenance reimbursements.

Cemetery Fund – Special Revenue Fund that accounts for services and maintenance of cemetery grounds as well as improvements to those grounds and equipment. Revenues are generated from the sales of grave plots, the opening and closing of grave sites, perpetual care, and headstone and flower settings.

Grants – The City of Page applies for and receives grants to assist with capital project costs. For FY2019 the City of Page was awarded grants from the Federal Aviation Administration, Arizona Department of Transportation, Administrative Office of Courts, and the Community Development Block Grant from Department of Housing and Urban Development.

Highway User Revenue Fund – Special Revenue Fund that accounts transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue is derived from the gas tax, a portion of which is returned to cities by the State.

General Fund – In Ordinance No. 632-17, it states that revenues generate by the final one percent of the two percent tax increase imposed by Ordinance 558-10 shall be dedicated to (B) Capital Projects in the amount of fifteen percent (15%). This amount would have been about \$600,000 for FY2019, but the City has several major projects budgeted and decided to dedicate \$1.5 million from the General Fund, this amount includes the 15% of 1% designated by ordinance.

Enterprise Funds – Page Utilities Enterprises monitors and controls the Electric, Water, Sewer, and Garbage Funds. These funds are used to track operating transactions for the City of Page. Revenues are generated from fees assessed for electric, water, sewer, and garbage services.

Five Year Capital Improvements Plan

Department	2021	2022	2023	2024	2025
City of Page	5,014,900	13,327,086	10,372,560	1,700,380	2,746,769
Community Development 40-485-9825 / *-9954	250,000	600,000	500,000		
City Center/Streetscape	250,000	500,000	500,000		
Pera Club		100,000			
Community & Recreation Services 40-485-9820	25,000	322,500	7,700,000		350,000
Trail Improvement	10,000				
Bathroom Renovation	7,500	7,500			
Archaeological Study	7,500				
Carpet		140,000			
Page E-Bike/Disc Golf Park		100,000			
Library Expansion					300,000
Desert Dog park					50,000
Playground Equipment			125,000		
Sage Park Development		50,000			
Warning Track Re-gravel		5,000			
Softball Infield Soil Conditioner		20,000			
JCPMP Construction			1,500,000		
Aquatic Facility			6,000,000		
JCPMP Design			75,000		
Fire 40-485-9810		120,000			
Bunkrooms Remodel		30,000			
Parking Lot Expansion		45,000			
Kitchen Remodel		45,000			
General Government 40-485-9830	38,400			25,000	
Fiber Build Outs	20,000				
FD Havis Mobil Package	10,000				
Spillman Software-Patrol	8,400			25,000	
Police 40-485-9815		75,000			
Command Post Upgrade		75,000			
Public Works 40-485-9805/ *40-485-9800 +40-485-9953/9965/9966	4,581,500	5,309,586	2,172,560	1,675,380	2,396,769
AIP-33 Main Apron Construction	1,800,000				
RV Parks Improvements	1,750,000				
City Match	445,000				
AIP 35 - South Ramp	416,000				
State Match	80,000				
AIP 34 Safety Area	62,000	150,000			
Public Safety Riser Pumps	20,000				
AIP-32 Master Plan Update	8,500				
Public Works Building		1,500,000			
Pro-Panel Roof town house		55,000			
City Hall Windows		125,000			
Airport Elevator		130,000			
Storm Water Improvements-Construction		1,430,000			
Terminal addition		200,000			
Streets Capital Projects		1,509,586	1,897,560	1,625,380	2,246,769
City owned parking lots		150,000	150,000		150,000
Westside Development		50,000		50,000	
NW Taxilane			125,000		
Panels		10,000			
Golf	20,000	300,000			
Patio Expansion/Painting	20,000	300,000			
Horseshoe Bend	100,000	6,600,000			
Horseshoe Bend Construction Mgt	100,000				
HSB Waterline		1,500,000			
Horseshoe Bend Construction		5,100,000			

Five Year Capital Improvement Plan – Page Utility Enterprises

Capital Projects	2021	2022	2023	2024	2025
Page Utility Enterprises					
Electric	1,695,500	1,500,000	1,500,000	1,500,000	1,500,000
Distribution Expenses	40,000				
25kv Cable/System Upgrade	560,000				
Pole Replacement	100,000				
Line Transformers	40,000				
Structures and Improvements	160,000				
Streetlights	50,000				
Capitalized Time	438,000				
Wireless Meters	12,500				
Tropos/Fiber	50,000				
SCADA	10,000				
Powell Substation	20,000				
Slavens Substation	55,000				
Line Extensions	20,000				
New Services	40,000				
Council Directed Improvements	100,000				
Water	800,000	800,000	800,000	800,000	800,000
Meter Replacements	55,000	50,000	50,000	50,000	50,000
Building/Capital Improvements	745,000	750,000	750,000	750,000	750,000
Grand Total	2,495,500	2,300,000	2,300,000	2,300,000	2,300,000

Funding Sources and Impact on Operating Budget

Projects Funded by Fund 40 – Capital Fund				
Project	Category	Cost of Projects	Funding Source	Operating/ Maintenance Budget Impacted Fund, Department, Division
Archaeological Study	Community & Rec Services	7,500	40 – Capital Fund	General Fund, Community & Recreation Services, Parks and Trails Maintenance
Bathroom Renovation	Community & Rec Services	7,500	40 – Capital Fund	General Fund, Community & Recreation Services, Community Center
Trail Improvement	Community & Rec Services	10,000	40 – Capital Fund	General Fund, Community & Recreation Services, Parks and Trails Maintenance
City Center/Streetscape	Community Development	250,000	40 – Capital Fund	General Fund, Public Works, Streets
FD Havis Mobil Package	General Government	10,000	40 – Capital Fund	General Fund, Information Technology
Fiber Build Outs	General Government	20,000	40 – Capital Fund	General Fund, Information Technology
Spillman Software-Patrol	General Government	8,400	40 – Capital Fund	General Fund, Information Technology
Public Safety Riser Pumps	Public Works	20,000	40 – Capital Fund	General Fund, Public Works, Building Maintenance
RV Parks Improvements	Public Works	1,750,000	40 – Capital Fund	General Fund, Public Works, Streets
Total		2,083,400		

Projects Funded by Special Revenue Funds				
Project	Category	Cost of Projects	Funding Source	Operating/ Maintenance Budget Impacted Fund, Department, Division
Safety Area	Airport Improvements	62,000	Grants - Federal Aviation Administration	Airport Fund, Airport
		1,700	Grants - Arizona Dept. of Transportation	
		1,700	46-Airport Fund	
Main Apron Construction	Airport Improvements	1,800,000	Grants - Federal Aviation Administration	Airport Fund, Airport
		57,000	Grants - Arizona Dept. of Transportation	
		442,140	46-Airport Fund	
Master Plan Update	Airport Improvements	8,500	Grants - Federal Aviation Administration	Airport Fund, Airport
		\$230	Grants - Arizona Dept. of Transportation	
		\$230	46-Airport Fund	
South Ramp	Airport Improvements	416,000	Grants - Federal Aviation Administration	Airport Fund, Airport
		11,000	Grants – Arizona Dept of Transportation	
		11,000	46 – Airport Fund	
	Total	2,811,500		

Projects Funded by Enterprise Funds				
Project	Category	Cost of Projects	Funding Source	Operating/ Maintenance Budget Impacted Fund, Department, Division
Patio Expansion/Painting	Golf	20,000	55-Golf	Golf Fund, Golf Clubhouse
Horseshoe Bend Construction Mgt	Horseshoe Bend	100,000	45-Horseshoe Bend	Horseshoe Bend Fund
Distribution Expenses	Electric	40,000	50-Electric	Electric
25kv Cable/System Upgrade	Electric	560,000	50-Electric	Electric
Pole Replacement	Electric	100,000	50-Electric	Electric
Line Transformers	Electric	40,000	50-Electric	Electric
Structures and Improvements	Electric	160,000	50-Electric	Electric
Streetlights	Electric	50,000	50-Electric	Electric
Capitalized Time	Electric	438,000	50-Electric	Electric
Wireless Meters	Electric	12,500	50-Electric	Electric
Tropos/Fiber	Electric	50,000	50-Electric	Electric
SCADA	Electric	10,000	50-Electric	Electric
Powell Substation	Electric	20,000	50-Electric	Electric
Slavens Substation	Electric	55,000	50-Electric	Horseshoe Bend Fund, Horseshoe Bend
Line Extensions	Electric	20,000	50-Electric	Electric
New Services	Electric	40,000	50-Electric	Electric
Council Directed Improvements	Electric	100,000	50-Electric	Electric
Meter Replacements	Water	55,000	51-Water	Water
Building/Capital Improvements	Water	745,000	51-Water	Water
	Total	2,615,500		

Impact Summary

The City of Page has created a schedule for capital projects to plan for the needs for the next five years. These expenses are included in the annual budget each year and is reviewed annually to make any changes and adjustments necessary based on new developments throughout the current year. All expense over \$10,000 must be approved by City Council.

Five Year Capital Projects Impact on Operating Budget – City of Page					
Project / Description	2021	2022	2023	2024	2025
Community & Rec Services					
Archaeological Study	0	0	0	0	0
Bathroom Renovation	300	450	600	600	1,000
Trail Improvement	3,000	4,000	5,000	5,000	5,000
Community Development					
City Center/Streetscape	6,000	8,000	10,000	10,000	10,000
General Government					
FD Havis Mobil Package	5,000	500	500	500	500
Fiber Build Outs	5,000	800	800	800	1,000
Spillman Software-Patrol	41,000	41,500	42,000	42,500	43,000
Public Works					
AIP 34 Safety Area	0	3,000	3,000	3,000	6,000
AIP 35 - South Ramp	0	3,000	3,000	3,000	6,000
AIP-32 Master Plan Update	0	0	0	0	0
AIP-33 Main Apron Construction	3,000	3,000	3,000	3,000	6,000
Public Safety Riser Pumps	0	500	500	500	1,000
RV Parks Improvements	6,000	8,000	10,000	10,000	10,000
Golf					
Patio Expansion/Painting	4,000	5,000	5,000	5,000	5,000
Horseshoe Bend					
Horseshoe Bend Construction Mgt	6,000	8,000	10,000	10,000	10,000

Projects (\$100,00 and over)

Community & Recreation Services

Horseshoe Bend Improvements



Type: Specialty Park - 18.8 Acres

Location: Highway 89, between mileposts 544 and 545 in Page, Arizona.

Current Facilities:

- Paved parking lot
- Toll booths (3)
- Gated security access
- Interpretive signs
- Vault toilets (5 double)
- Shade structures (2)
- Storage shed

Facility Description: The site connects to the National Park Service Horseshoe Bend Trail, which leads to a dramatic overlook of Horseshoe Bend and the Colorado River. This is a heavily used site visited by tourists from all over the world (Page City-wide Adopted Plan).

Project Description: Horseshoe Bend has been a major project in partnership with National Park Service with total expenses about \$6 million over the next five years. This expense is expected to be recouped through revenues from entrance fees. Phase 3 is currently on hold. Phase 3 includes possibility of expanded parking lot, additional fee booth, widening road entrance, installation of utilities, visitor station, and exterior design.

Strategic Element: Community Development - Encouraging tourism and job creation.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management	100,000	700,000			
Construction		6,000,000			
Equipment					
Total	100,000	6,700,000	0	0	0



Community Development

Cityscape/Block 17 Revitalization



Type: Design and improvements

Location: 600-699 Block North Navajo and Elm Street, 0-100 South Lake Powell Blvd and 6th Avenue. Page, Arizona 86040.

Current Facilities:

- Parking Lot
- Business Access

Facility Description: Block 17 is one of the most utilized parking facilities for over a dozen businesses and event use.

Project Description: The City will establish design for redevelopment for Block 17 and support façade and street improvements to the core business district.

Strategic Element: Quality of Life – Maximize resources that enhance the quality of life for our resident and visitors.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	250,000	500,000	500,000	500,000	500,000
Equipment					
Total	\$250,000	\$500,000	\$500,000	\$500,000	\$500,000

Public Works

Main Apron Construction



Type: Airport Improvement

Location: Page Municipal Airport

Description: Current main apron pavement has reached the end of its design. Last updated December 2000.

Project Description: This project is to construct the Main Apron Reconstruction project (approximately 70,000 square yards) at the Page Municipal Airport. This project will consist of full depth pavement reconstruction across the main apron and placing a pavement maintenance treatment on the westernmost taxiway between the box hangars north of the reconstruction area. The current apron has reached the end of its design life and is in need of full reconstruction and this project will improve safety at the airport and reduce potential for foreign object debris hazards.

Strategic Element: Infrastructure Improvement – Maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	2,299,140				
Equipment					
Total	\$2,299,140	0	0	0	0

Airport South Ramp



Type: Plan

Location: Page Municipal Airport

Description: Current Airport Master Plan approve June 2009.

Project Description: The Airport Master Plan will be a comprehensive study of the airport to develop a plan for short and long-term development to meet future and unmet aviation demand. Started in FY2019 and to be completed in FY2020.

Strategic Element: Infrastructure Improvement – Maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	438,000				
Equipment					
Total	\$438,000	0	0	0	0

RV Parks Improvements



Type: Specialty Park – 22 Acres

Location: Coppermine Rd, Page, Arizona 86040.

Current Facilities:

- Gravel Parking Lot

Facility Description: RV Park

Project Description: Project will provide land improvements to area for the purpose of an RV Park by Boulder Ranch, LLC.

Strategic Element: Quality of Life – Maximize resources that enhance the quality of life for our resident and visitors.

	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	1,750,000				
Equipment					
Total	\$1,750,000	\$0	\$0	\$0	\$0

Page Utility Enterprises

FY2020 Projects (Over \$100,000)

25v Cable Change Out/System Upgrade**Type:** Cable replacement**Location:** Throughout the service territory.**Project Description:** To replace old direct buried electric cable throughout the service territory.**Strategic Element:** Infrastructure Improvement – Maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	560,000	500,000	500,000	500,000	500,000
Equipment					
Total	\$560,000	\$500,000	\$500,000	\$500,000	\$500,000

Electric Structure and Improvements**Type:** Infrastructure Improvements**Location:** 640 Haul Rd Page, Arizona 86040.**Project Description:** Roof repair.**Strategic Element:** Infrastructure Improvement – Major work needed on office section of building.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2024
Design/management					
Construction	160,000				
Equipment					
Total	160,000				

Water Building Improvements**Type:** Building Improvements**Location:** Water Plant – 814 Aqua Ave**Project Description:** This project consists of major valve replacements, capacity upgrade, enhance security, water loop, and replace large clearwell pump.**Strategic Element:** Infrastructure Improvement – Maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Expenses	FY2021	FY2022	FY2023	FY2024	FY2025
Design/management					
Construction	745,000	300,000	300,000	300,000	300,000
Equipment					
Total	\$745,000	\$300,000	\$300,000	\$300,000	\$300,000

IX. Special Revenue Funds

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Revenues	7,269,943	11,722,693	19,526,668	17,610,781
Revenue	2,689,246	6,644,755	12,031,293	12,923,670
12-Emergency Reserve Fund	0	0	0	48,000
15-Highway User Fund	906,469	941,736	919,312	828,970
16-Substance Abuse	676	13,573	4,000	4,000
20-Debt Service Fund	205,478	201,356	173,000	65,000
25-Miscellaneous Grants	114,757	4,391,001	5,074,500	5,045,000
32-JCEF Fund	4,222	4,947	4,550	5,050
36-Donation Fund	2,762	4,719	3,610	4,150
40-Capital Project Fund	902,305	498,085	4,755,321	4,166,500
46-Airport	510,452	496,689	550,500	1,706,000
48-Land	0	51,788	505,000	1,010,000
57-Cemetery	42,125	40,862	41,500	41,000
Transfer In	6,402,575	4,580,697	9,027,000	7,495,375
12-Emergency Reserve Fund	0	0	0	296,500
20-Debt Service Fund	2,967,287	3,312,509	3,750,250	499,100
40-Capital Project Fund	1,613,410	1,765,429	3,745,125	3,891,511
Expenses	(5,866,860)	(13,281,608)	(21,922,197)	(16,713,462)
Expense	(5,036,755)	(11,320,231)	(19,056,042)	(14,419,862)
12-Emergency Reserve Fund	0	0	0	(2,400)
15-Highway User Fund	(710,690)	(2,899,778)	(920,400)	(1,005,440)
16-Substance Abuse	(6,666)	(977)	(25,000)	(27,000)
20-Debt Service Fund	(1,393,433)	(1,398,749)	(3,024,700)	(1,396,342)
25-Miscellaneous Grants	(70,820)	(4,361,237)	(5,076,930)	(5,045,000)
32-JCEF Fund	(8,447)	(16,281)	(40,000)	(26,000)
36-Donation Fund	(9,015)	(11,743)	(30,796)	(35,500)
40-Capital Project Fund	(2,709,480)	(2,482,745)	(9,529,203)	(5,542,526)
46-Airport	(113,337)	(137,837)	(387,713)	(1,325,154)
57-Cemetery	(14,866)	(10,884)	(21,300)	(14,500)
Transfer Out	(830,105)	(1,961,376)	(2,866,155)	(2,293,600)
15-Highway User Revenue Fund	(591,960)	(112,780)	(135,000)	(16,000)
20-Debt Service Fund	0	(1,468,000)	(1,140,780)	(500,000)
25-Miscellaneous Grants	(16,649)	(24,585)	(29,000)	(29,000)
46-Airport Fund	(221,496)	(249,223)	(931,375)	(738,600)
48-Land	0	(51,788)	(505,000)	(1,010,000)
57-Cemetery	0	(55,000)	(125,000)	0
+/- Net	1,403,082	(1,558,915)	(2,395,529)	897,319

Highway User Revenue Fund

The Highway User Revenue Fund accounts for transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue is derived from the gas tax, a portion of which is returned to cities by the State of Arizona.

FY 2020-2021 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ 2103 – Increase for additional event traffic control.
- ◆ 2114 – Increase based on scheduled chip seal project.
- ◆ 2700 – Reduced to fund essential costs.
- ◆ 9720 – Reduced based on scheduled projects.

Title	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
15-Highway User Revenue Fund					
Revenues	906,469	941,736	919,312	828,970	-9.8%
Revenue	906,469	941,736	919,312	828,970	-9.8%
15-33-70000 Highway User Revenue	871,029	886,746	904,312	813,970	-10.0%
15-39-90100 Interest Income	35,440	54,991	15,000	15,000	0.0%
Expenses	(1,302,650)	(3,012,558)	(1,055,400)	(1,021,440)	-3.2%
Expense	(710,690)	(2,899,778)	(920,400)	(1,005,440)	9.2%
15-459-1203 FICA	0	(38)	0	(40)	N/A
15-459-2101 Operating Supplies	(7,936)	(10,696)	(10,000)	(10,000)	0.0%
15-459-2102 Uniform Allowance	(1,153)	(1,346)	(1,800)	(1,800)	0.0%
15-459-2103 Safety Supplies	(715)	(2,271)	(2,500)	(3,500)	40.0%
15-459-2104 Clothing Allowance	(323)	(500)	(600)	(600)	0.0%
15-459-2114 Street Repair	(518,741)	(2,726,127)	(715,000)	(800,000)	11.9%
15-459-2117 Sidewalk, Curb and Gutter	0	0	0	0	N/A
15-459-2118 Street Lighting	(18,104)	(327)	(30,000)	(30,000)	0.0%
15-459-2590 Contract Services	(134,681)	(124,193)	(125,000)	(125,000)	0.0%
15-459-2601 Fuel	0	0	0	0	N/A
15-459-2603 Vehicle Repair/Maintenance	(1,247)	(1,221)	(3,500)	(3,500)	0.0%
15-459-2700 Travel, Meals, and Schools	(15,782)	(16,921)	(15,000)	(15,000)	0.0%
Transfer Out	(591,960)	(112,780)	(135,000)	(16,000)	-88.1%
15-459-9720 Transfers to Capital Fund	(591,960)	(112,780)	(135,000)	(16,000)	-88.1%
+/- Net	(396,181)	(2,070,822)	(136,088)	(192,470)	41.4%

Fund Summary FY2021 Highway User Fund



Substance Abuse Fund

The City of Page Substance Abuse Task Force is established to foster the health and well-being of the Citizens of the City of Page, Arizona by coordinating efforts to establish and strengthen programs to reduce and prevent substance abuse in the community.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- Increase in expenses based on available fund balance.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
16-Substance Abuse						
Revenues		676	13,573	4,000	4,000	0.0%
16-39-10100	Substance Abuse Revenue	676	13,573	4,000	4,000	0.0%
Expenses		(6,666)	(977)	(25,000)	(27,000)	8.0%
16-480-9940	Substance Abuse Expenses	(6,666)	(977)	(25,000)	(27,000)	8.0%
+/- Net		(5,990)	12,596	(21,000)	(23,000)	9.5%

Fund Summary FY2021 Substance Abuse Fund



Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

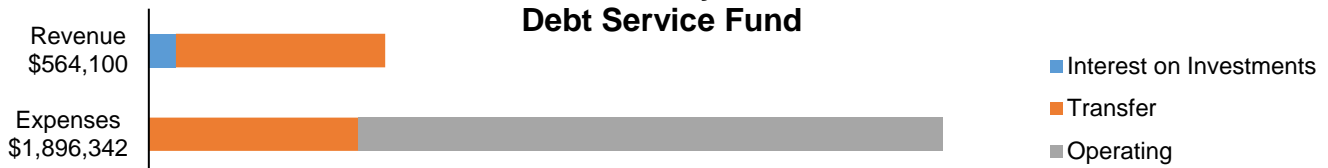
FY 2020-21 Budget Highlights

Significant changes are as follows:

- 75000 & 75130 – Resolution 1242-20 passed to repeal the Refuse Debt Service Fee in February 2020.
- 75101 – Increase based on prior years performance.
- 75120 – Decrease based on Ordinance 668-20 to have 15% of 1% tax increase dedicated to Debit Service.
- 9896 – Decreased based on anticipated costs.
- 9950 – Debt not paid in FY2020 and other alternatives to settle this debt are being explored
- 9712 – Decrease in transfer to General Fund due to anticipated lower payment to Public Safety Personnel Retirement Unfunded Liability from prior year.

Title	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
20-Debt Service Fund					
Revenues	3,172,765	3,513,864	3,923,250	564,100	-85.6%
Revenue	205,478	201,356	173,000	65,000	-62.4%
20-36-75000 Refuse-Bond Debt	117,313	116,656	118,000	0	-100.0%
20-36-75101 Interest Income	88,165	84,700	55,000	65,000	18.2%
Transfer In	2,967,287	3,312,509	3,750,250	499,100	-86.7%
20-38-75120 Transfer from General Fund	2,627,133	2,968,000	3,400,000	296,500	-91.3%
20-38-75130 Transfer from Refuse Fund	140,108	141,147	144,000	0	-100.0%
20-38-75140 Transfer from Airport Fund	200,046	203,362	206,250	202,600	-1.8%
Expenses	(1,393,433)	(2,866,749)	(4,165,480)	(1,896,342)	-54.5%
Expense	(1,393,433)	(1,398,749)	(3,024,700)	(1,396,342)	-53.8%
20-406-9890 Principal-2011 Bond Restruct	(800,000)	(825,000)	(855,000)	(890,000)	4.1%
20-406-9891 Interest-2011 Bond Restruct	(391,138)	(367,138)	(336,200)	(302,000)	-10.2%
20-406-9894 Principal-Airport	(184,997)	(186,399)	(190,250)	(197,492)	3.8%
20-406-9896 Interest/Fiscal Charge-Airport	(15,049)	(16,963)	(16,000)	(4,600)	-71.3%
20-406-9899 Administration Fees	(2,250)	(3,250)	(2,250)	(2,250)	0.0%
20-406-9950 Payment to PUE	0	0	(1,625,000)	0	-100.0%
Transfer Out	0	(1,468,000)	(1,140,780)	(500,000)	-56.2%
20-488-9712 Transfer To General Fund	0	(1,468,000)	(1,140,780)	(500,000)	-56.2%
+/- Net	1,779,331	647,115	(242,230)	(1,332,242)	450.0%

Fund Summary FY2021 Debt Service Fund



Miscellaneous Grant Fund

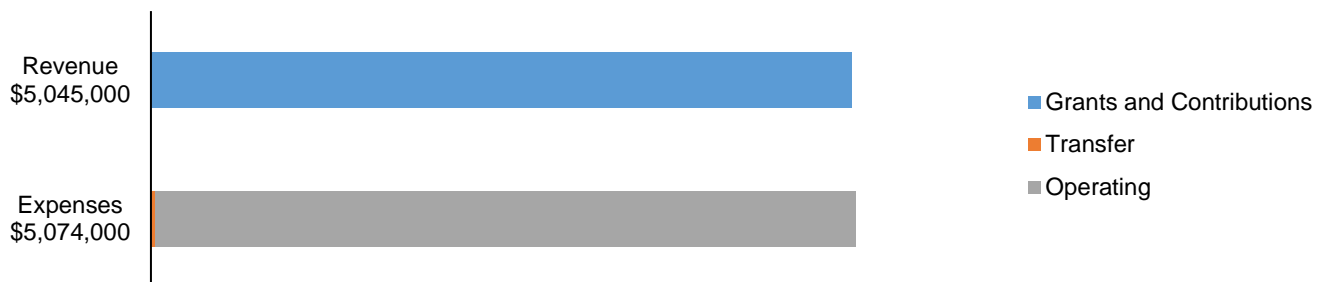
The Miscellaneous Grants Fund is used to account for many of the grant funds received by the City. Grant amounts are normally required to be tracked separately by State or Federal regulations and funds are specifically restricted for certain operating and/or equipment expenses. Grants are obtained through Federal, State and County organizations, as well as private entities.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- Changes in revenues and expenses based on anticipated grant funding.

Fund Summary FY2021 Miscellaneous Grant Fund



Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
25-Miscellaneous Grant Fund						
Revenues		114,757	4,391,001	5,074,500	5,045,000	-0.6%
Revenue		114,757	4,391,001	5,074,500	5,045,000	-0.6%
25-32-90000	Police Grant Revenue	1,500	0	0	0	N/A
25-32-92000	Bullet Proof Vest Grant Rev	0	1,944	2,500	2,000	-20.0%
25-32-94000	Metro Grant Revenue	0	9,867	10,000	0	-100.0%
25-32-95000	Highway Safety Grant Rev	17	13,724	0	0	N/A
25-33-40850	NACOG Grant Rev- Meals	29,519	38,902	33,000	33,000	0.0%
25-33-40860	Head Start Revenue	29,371	27,536	29,000	29,000	0.0%
25-34-80000	Alt Essential Air Serv Revenue	0	4,260,123	4,400,000	4,400,000	0.0%
25-34-99900	Miscellaneous Grants	0	0	390,000	100,000	-74.4%
25-35-85000	Comm Dev. Grant Revenue	0	0	0	300,000	N/A
25-36-99100	Recreation Grants	0	0	20,000	3,000	-85.0%
25-37-99100	Library Misc Grant Revenue	17,286	5,141	20,000	91,000	355.0%
25-37-99200	Collaborative/Cultural Grant	5,000	1,000	5,000	5,000	0.0%
25-37-99250	Young Adult/Ch Prog Rev	5,000	5,000	5,000	3,000	-40.0%
25-37-99300	Library Outreach Training	0	0	0	3,000	N/A
25-37-99400	Library Outreach Grant	21,065	18,763	20,000	20,000	0.0%
25-37-99500	Misc County Funds - Revenue	6,000	0	80,000	40,000	-50.0%
25-37-99600	LTSA Grant Revenue	0	9,000	10,000	16,000	60.0%
25-37-99700	Community Center Grant	0	0	50,000	0	-100.0%
Expenses		(87,469)	(4,385,822)	(5,105,930)	(5,074,000)	-0.6%
Expense		(70,820)	(4,361,237)	(5,076,930)	(5,045,000)	-0.6%
25-420-9700	Recreation Grants	0	0	(20,000)	(3,000)	-85.0%
25-421-8000	Alt Essential Air Serv Expense	0	(4,260,123)	(4,400,000)	(4,400,000)	0.0%
25-421-9000	Miscellaneous Grants	0	0	(390,000)	(100,000)	-74.4%
25-425-9900	Misc Grant Expense	(9,907)	(7,784)	(15,000)	(91,000)	506.7%
25-425-9955	Collaborative/Cultural Grants	(1,767)	(2,547)	(5,000)	(5,000)	0.0%
25-425-9960	Library Facility Upgrade Exp	0	0	0	0	N/A
25-425-9980	Young Adult/Children'S Program	(3,484)	(4,325)	(5,000)	(3,000)	-40.0%
25-425-9984	Library Outreach Training	(58)	(189)	0	(3,000)	N/A
25-425-9985	Library Outreach Grant	(5,101)	(17,023)	(20,000)	(20,000)	0.0%
25-425-9990	Ltsa Grant Expense	0	(8,158)	(15,000)	(16,000)	6.7%
25-425-9995	Misc County Funds - Expense	(6,000)	115	(80,000)	(40,000)	-50.0%
25-426-8500	Comm Dev Grant Expenses	0	0	0	(300,000)	N/A
25-433-9750	Misc Comm Center Grants	0	0	(50,000)	0	-100.0%
25-433-9800	Nacog Grant Exp- Meals	(14,906)	(17,401)	(33,000)	(33,000)	0.0%
25-433-9825	Head Start Expenses	(27,335)	(24,546)	(29,000)	(29,000)	0.0%
25-433-9875	Sr Ctr-Coco Cnty Funds Expense	0	0	0	0	N/A
25-433-9885	Nacog- Stimulus Expenses	(761)	(123)	(2,430)	0	-100.0%
25-437-9944	Police Grant Expense	(1,500)	0	0	0	N/A
25-437-9945	Metro Grant Expenses	0	(3,463)	(10,000)	0	-100.0%
25-437-9946	Highway Safety Grant	0	(13,726)	0	0	N/A
25-437-9949	Bullet Proof Vest Grant Exp	0	(1,944)	(2,500)	(2,000)	-20.0%
Transfer Out		(16,649)	(24,585)	(29,000)	(29,000)	0.0%
25-433-9712	Transfer To General Fund	(16,649)	(24,585)	(29,000)	(29,000)	0.0%
+/- Net		27,288	5,179	(31,430)	(29,000)	-7.7%

Judicial Collection Enhancement Fund (JCEF)

Judicial Collection Enhancement Fund (JCEF) is used to account for amounts received from the court's time payment fee of \$20, a portion of which is deposited into a court account for any court enhancement project. The courts can use up to \$2,500 for expenditures from this account without permission of the Administrative Office of the Courts (AOC). Any amount over that must be requested and approved either by a local or state grant to the Supreme Court AOC. The Magistrate Court applies for a local grant each year to cover the court's maintenance agreement with the AOC for our computers and printer. The amount each year for the maintenance contract is \$5,750. JCEF funds do not impact the general fund.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- 2400 – Decrease based on fund balance.

Title	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
32-Judicial Collection Enhancement Fund					
Revenues	4,222	4,947	4,550	5,050	11.0%
Revenue	4,222	4,947	4,550	5,050	11.0%
32-39-20100 JCEF Revenue	4,192	4,927	4,500	5,000	11.1%
32-39-90100 Interest Income	30	20	50	50	0.0%
Expenses	(8,447)	(16,281)	(40,000)	(26,000)	-35.0%
Expense	(8,447)	(16,281)	(40,000)	(26,000)	-35.0%
32-425-2400 JCEF Expenses	(8,447)	(16,281)	(40,000)	(26,000)	-35.0%
+/- Net	(4,225)	(11,334)	(35,450)	(20,950)	-40.9%

Fund Summary FY2021 Donation Fund



Donation Fund

The Donation Fund accounts for all citizen donations received by the City of Page that are specified to support individual departments or programs. Donation funds support the purchase of supplies to offer extra activities, entertainment, and community enhancement to the public throughout the year. In addition, they provide hotel accommodations for transients in emergency situations.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- No significant changes.

Title	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
32-Judicial Collection Enhancement Fund					
Revenues	2,762	4,719	3,610	4,150	15.0%
Revenue	2,762	4,719	3,610	4,150	15.0%
36-33-20100 Memorial Plaza Donation Rev	20	0	10	50	400.0%
36-33-20150 Transient Revenue	300	300	300	300	0.0%
36-33-20155 Community Ctr Donation Revenue	354	486	550	550	0.0%
36-33-20165 Fire Donation Revenue	188	580	650	650	0.0%
36-33-20175 Library Donation Revenue	1,900	3,352	2,100	2,000	-4.8%
36-33-20180 HSB Donation Revenue	0	0	0	600	N/A
Expenses	(9,015)	(10,747)	(30,796)	(31,500)	2.3%
Expense	(9,015)	(10,747)	(30,796)	(31,500)	2.3%
36-433-2200 Memorial Plaza Donation Exp	0	0	(2,647)	(2,650)	0.1%
36-433-2225 Lake Powell Blvd Street Banner	0	0	(600)	(600)	0.0%
36-433-2250 Transient Expenses	(526)	(223)	(2,000)	(2,500)	25.0%
36-433-2275 Community Ctr Donation Exp	(5,357)	(9,528)	(19,000)	(16,800)	-11.6%
36-433-2280 Youth Center Donation Exp	(313)	0	(2,549)	(2,550)	0.0%
36-433-2285 Fire Donation Expenses	0	0	(2,000)	(2,000)	0.0%
36-433-2290 Project Graduation Expense	(1,908)	0	0	0	N/A
36-433-2295 Library Donation Expenses	(912)	(996)	(2,000)	(4,000)	100.0%
36-433-2297 HSB Donation Expenses	0	0	0	(400)	N/A
+/- Net	(6,254)	(6,028)	(27,186)	(27,350)	0.6%

Fund Summary FY2021 Donation Fund



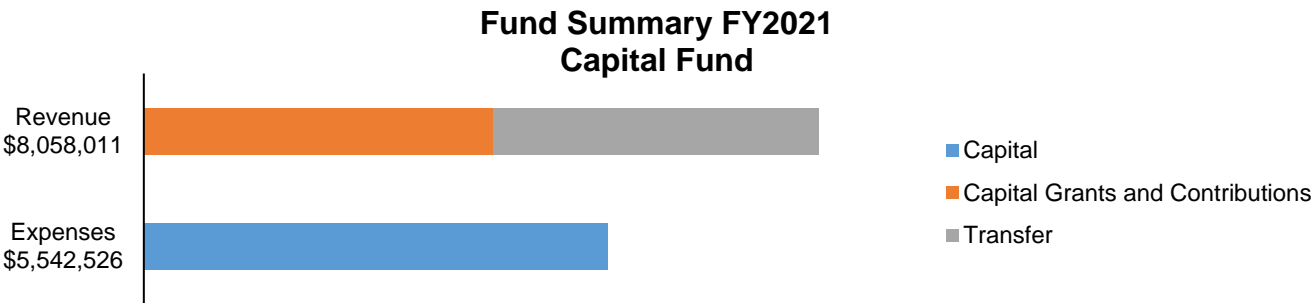
Capital Projects Fund

The 40-Capital Projects Fund is the fund that supports new infrastructure improvements, major capital acquisitions, and equipment replacement. Sources of income include grants and inter-fund transfers. Capital projects include infrastructure; equipment purchases or construction resulting in or making improvements to a capitalized asset costing more than \$5,000.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- Changes in revenues and expenses based on scheduled Capital Equipment and Projects.



Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
40-Capital Projects Fund						
Revenues		2,515,715	2,263,514	8,500,446	8,058,011	-5.2%
Revenue		902,305	498,085	4,755,321	4,166,500	-12.4%
40-36-25300	Airport Improvement Grant-Federal	808,353	324,712	4,338,000	2,286,500	-47.3%
40-36-25310	Airport Improvement Grant-State	21,452	8,521	114,125	80,000	-29.9%
40-36-25400	CDBG Revenue	11,752	77,551	246,000	0	-100.0%
40-36-25450	Community Development Reimb	60,748	0	30,374	0	-100.0%
40-36-25700	Misc Capital Projects	0	87,300	26,822	1,800,000	6610.9%
Transfer In		1,613,410	1,765,429	3,745,125	3,891,511	3.9%
40-36-25315	Transfer From Airport	21,450	45,861	725,125	536,000	-26.1%
40-38-75201	Transfer From Other Funds	0	0	0	0	N/A
40-38-75205	Transfer From Land	0	51,788	505,000	1,010,000	100.0%
40-38-75210	Transfer From General Fund	1,000,000	1,500,000	1,500,000	1,383,500	-7.8%
40-38-75215	Transfer From HURF	591,960	112,780	135,000	16,000	-88.1%
40-38-75220	Transfer From Cemetery	0	55,000	125,000	0	-100.0%
40-38-75225	Transfer From Horseshoe Bend	0	0	755,000	946,011	25.3%
Expenses		(2,709,480)	(2,482,745)	(9,529,203)	(5,542,526)	-41.8%
Expense		(2,709,480)	(2,482,745)	(9,529,203)	(5,542,526)	-41.8%
40-480-9800	Public Works - Streets	(26,630)	(68,773)	(50,000)	(16,000)	-68.0%
40-480-9805	Public Works	(81,031)	(58,274)	(100,000)	(8,000)	-92.0%
40-480-9810	Public Safety - Fire	(348,388)	(195,074)	(162,000)	0	-100.0%
40-480-9815	Public Safety - Police	(107,799)	(91,016)	(105,953)	(200,486)	89.2%
40-480-9820	Community Services	(5,590)	0	(182,500)	(20,000)	-89.0%
40-480-9825	Community Development	0	0	(35,000)	0	-100.0%
40-480-9830	General Government	(91,309)	(123,304)	(70,000)	(10,000)	-85.7%
40-480-9850	Horseshoe Bend	0	0	(163,000)	(20,000)	-87.7%
40-480-9860	Golf	0	0	0	(163,140)	N/A
40-480-9896	Interest Expense	(1,484)	(1,083)	(1,500)	0	-100.0%
40-480-9953	Airport	0	0	0	(90,000)	N/A
40-485-9800	Public Works - Streets	(565,330)	(44,008)	(220,000)	0	-100.0%
40-485-9805	Public Works	(176,853)	(893,556)	(170,000)	(1,770,000)	941.2%
40-485-9810	Public Safety - Fire	0	0	0	0	N/A
40-485-9815	Public Safety - Police	0	(9,978)	0	0	N/A
40-485-9820	Community Services	0	0	(130,000)	(25,000)	-80.8%
40-485-9825	Community Development	(436,873)	(525,789)	(350,000)	(250,000)	-28.6%
40-485-9830	General Government	(17,294)	(19,120)	(40,000)	(38,400)	-4.0%
40-485-9850	Horseshoe Bend	0	0	(2,326,000)	(100,000)	-95.7%
40-485-9860	Golf	0	0	0	(20,000)	N/A
40-485-9953	Airport Improvements	(807,998)	(324,712)	(4,338,000)	(2,286,500)	-47.3%
40-485-9954	CDBG Expenses	0	(73,675)	(246,000)	0	-100.0%
40-485-9965	Airport Improvements-State	(21,452)	(8,521)	(114,125)	(80,000)	-29.9%
40-485-9966	Airport Imprv-City Expenses	(21,450)	(45,861)	(725,125)	(445,000)	-38.6%
+/- Net		(193,765)	(219,231)	(1,028,757)	2,515,485	-344.5%

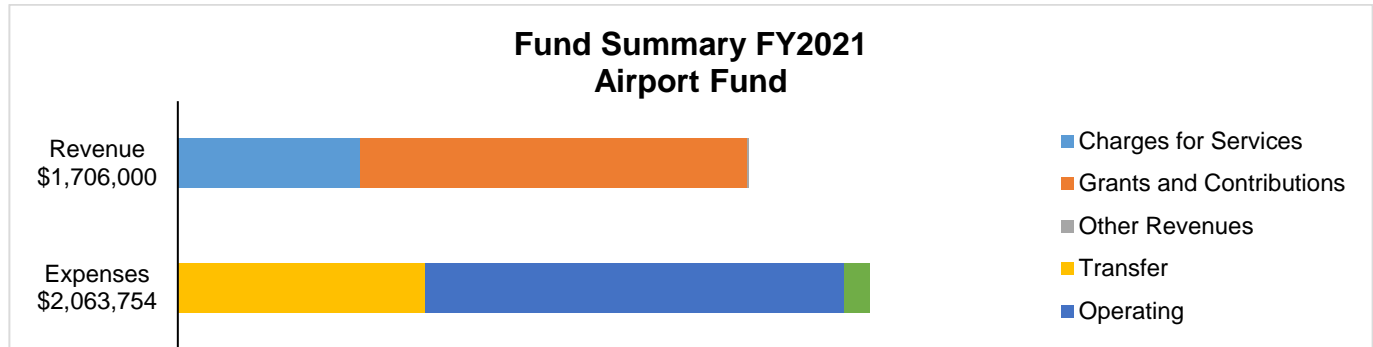
Airport Fund

The Airport Fund is used track all airport operating transactions for the City of Page.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- 99000 and 9900 – CARES Act Grant for Airport
- 2125 – Decrease based on planned services and replacements.
- 2700 – Reduced to fund essential costs.
- 9719 – Reduced based on scheduled projects.



Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
46-Airport Fund						
Revenues		510,452	496,689	550,500	1,706,000	209.9%
Revenue		510,452	496,689	550,500	1,706,000	209.9%
46-38-91000	FBO Gross 1%	0	25	0	0	N/A
46-38-91200	FBO Fuel	24,874	33,619	25,000	25,000	0.0%
46-38-91300	Land Lease	349,401	266,716	325,000	325,000	0.0%
46-38-91400	Auto Storage	4,229	4,335	5,000	5,000	0.0%
46-38-91500	Aircraft Tie Downs	22,052	24,587	22,000	23,000	4.5%
46-38-91600	Hangar Land Lease	9,682	65,219	65,000	65,000	0.0%
46-38-91700	Utilities	44,119	48,031	50,000	50,000	0.0%
46-38-91750	Custodial Services	944	944	1,000	1,000	0.0%
46-38-91800	Maintenance Hangar	49,234	47,067	49,000	49,000	0.0%
46-38-92000	Building Maintenance	0	0	2,700	0	-100.0%
46-38-99000	CARES Act Revenue	0	0	0	1,157,000	N/A
46-38-99900	Miscellaneous Receipts	5,917	6,147	5,800	6,000	3.4%
Expenses		(334,833)	(387,060)	(1,319,088)	(2,063,754)	56.5%
Expense		(113,337)	(137,837)	(387,713)	(1,325,154)	241.8%
46-489-1101	Salaries	(1,741)	(10,959)	(51,557)	(52,727)	2.3%
46-489-1105	Overtime	0	0	(300)	(431)	43.7%
46-489-1201	Industrial Insurance	(43)	0	(2,381)	(1,341)	-43.7%
46-489-1202	Medical Insurance	(13)	0	(17,802)	(12,522)	-29.7%
46-489-1203	FICA	(133)	(838)	(3,627)	(3,889)	7.2%
46-489-1204	ASRS	0	0	(4,246)	(4,444)	4.7%
46-489-2101	Operating Supplies	(499)	(324)	(500)	(500)	0.0%
46-489-2115	Equipment Repair/Maintenance	(613)	0	(1,000)	(1,000)	0.0%
46-489-2119	Office Equipment Leases	0	(528)	(1,600)	(1,600)	0.0%
46-489-2125	Buildings Repair & Maintenance	(8,323)	(19,072)	(175,000)	(55,000)	-68.6%
46-489-2402	Cell Phones	(556)	0	0	0	N/A
46-489-2404	Utilities	(73,106)	(74,152)	(75,000)	(75,000)	0.0%
46-489-2590	Contract Services	(16,053)	(18,780)	(40,000)	(36,000)	-10.0%
46-489-2601	Fuel	(2,560)	(4,128)	(2,500)	(3,000)	20.0%
46-489-2603	Vehicle Repair/Maintenance	(481)	(207)	(2,000)	(2,000)	0.0%
46-489-2700	Travel, Meals and Schools	(425)	(25)	(1,500)	0	-100.0%
46-489-2804	Subscriptions/Memberships	0	0	(100)	(200)	100.0%
46-489-2820	Airfield Maintenance	(3,691)	(3,723)	(3,500)	(3,500)	0.0%
46-489-9850	Liability & Property Insurance	(5,100)	(5,100)	(5,100)	(6,000)	17.6%
46-489-9900	CARES Act Expenses	0	0	0	(1,066,000)	N/A
Transfer Out		(221,496)	(249,223)	(931,375)	(738,600)	-20.7%
46-489-9718	Transfer To Debt Service	(200,046)	(203,362)	(206,250)	(202,600)	-1.8%
46-489-9719	Transfer To Capital Fund	(21,450)	(45,861)	(725,125)	(536,000)	-26.1%
+/- Net		175,618	109,629	(768,588)	(357,754)	-53.5%

Land Fund

The Land Fund is used to track all land sale transactions for the City of Page.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- Changes in revenue and expenses due to anticipated land sales.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
48-Land Fund						
Revenues		0	51,788	505,000	1,010,000	100.0%
48-38-56000	Land Sales	0	51,788	500,000	1,000,000	100.0%
48-38-90100	Interest Income	0	0	5,000	10,000	100.0%
Expenses		0	(51,788)	(505,000)	(1,010,000)	100.0%
Transfer Out		0	(51,788)	(505,000)	(1,010,000)	100.0%
48-488-9715	Transfer to Capital Fund	0	(51,788)	(505,000)	(1,010,000)	100.0%
+/- Net		0	0	0	0	N/A

Fund Summary FY2021 Land Fund



Cemetery Fund

The Cemetery Fund is used to track all perpetual care and cemetery transactions for the City of Page.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- 9690 – Decrease based on prior years' actual amounts.
- 9650 – Removed due to no scheduled capital equipment and projects.

Title		FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
57-CemeteryFund						
Revenues		42,125	40,862	41,500	41,000	-1.2%
57-39-30000	Sale of Cemetery Lots	10,636	9,535	10,000	10,000	0.0%
57-39-30250	Cemetery-Perpetual Care	10,359	9,535	11,000	10,000	-9.1%
57-39-30500	Cemetery Labor	21,130	21,793	20,500	21,000	2.4%
Expenses		(14,866)	(65,884)	(146,300)	(14,500)	-90.1%
Expense		(14,866)	(10,884)	(21,300)	(14,500)	-31.9%
57-456-9690	Miscellaneous Expense	(7,828)	(5,749)	(15,000)	(7,500)	-50.0%
57-456-9925	Utilities	(7,038)	(5,135)	(6,300)	(7,000)	11.1%
Transfer Out		0	(55,000)	(125,000)	0	-100.0%
57-456-9650	Transfer to Capital Fund	0	(55,000)	(125,000)	0	-100.0%
+/- Net		27,259	(25,022)	(104,800)	26,500	-125.3%

Fund Summary FY2021 Cemetery Fund



X. Fiduciary Funds

Volunteer Fire Pension Fund

The City of Page has several volunteer firefighters. These volunteers/reserves serve the community and assist the full-time department as needed with fire and rescue calls. This fund is created as a fiduciary fund that tracks the pension contributions that the volunteers and the City make into the plan.

FY 2020-21 Budget Highlights

Significant changes are as follows:

- 99710 – Increase based on prior years' data.
- 99120 – Decrease based on prior years' data.
- 2852 – Increase based on anticipated withdrawals.

Title	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
72-Fire Pension Fund					
Revenues	79,531	44,015	94,200	78,200	-17.0%
Revenue	79,531	44,015	94,200	78,200	-17.0%
72-33-50000 Fire Pension Revenue	17,746	18,064	20,000	20,000	0.0%
72-39-90100 Interest Income	20,423	26,763	16,000	25,000	56.3%
72-39-99120 Unrealized Gain Or Loss	32,206	(8,692)	50,000	25,000	-50.0%
72-39-99700 City Contributions	2,342	2,559	2,000	2,000	0.0%
72-39-99710 Employee Contributions	4,778	3,258	4,000	4,000	0.0%
72-39-99715 Misc FF Contributions	2,036	2,063	2,200	2,200	0.0%
Expenses	(105,291)	(23,901)	(75,400)	(103,000)	36.6%
Expense	(105,291)	(23,901)	(75,400)	(103,000)	36.6%
72-428-2852 Pension Payments	(102,667)	(21,279)	(72,400)	(100,000)	38.1%
72-428-2854 Fiscal Agent Fees	(2,624)	(2,622)	(3,000)	(3,000)	0.0%
+/- Net	(25,760)	20,114	18,800	(24,800)	-231.9%

Fund Summary FY2021 Firefighter Pension Fund



XI. Debt

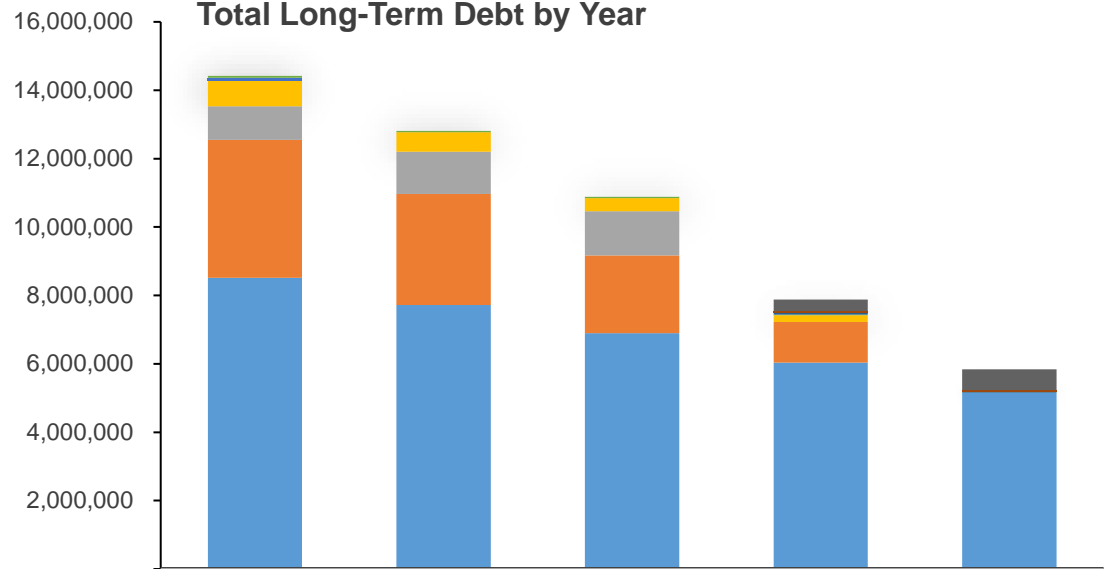
Debt Service Fund

Debt Service Fund is a separate fund within the City's chart of accounts designed to manage the accelerated repayment of outstanding debt and enhance the City's capacity to fluently function. This strategy results in a stabilization policy which budgets predictable revenue streams for paying annual debt service payments in order to remain within the City's legal debt limits. Starting in FY2015, the City of Page placed building the Debt Service Fund as a primary focus.

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
20-Debt Service Fund				
Beginning Fund Balance	5,170,665	6,949,996	7,597,111	7,354,881
Revenue	205,478	201,356	173,000	65,000
Interest Income	88,165	84,700	55,000	65,000
Garbage-Bond Debt	117,313	116,656	118,000	0
Transfer In	2,967,287	3,312,509	3,750,250	499,100
Transfer from Airport Fund	200,046	203,362	206,250	202,600
Transfer from General Fund	2,627,133	2,968,000	3,400,000	296,500
Transfer from Garbage Fund	140,108	141,147	144,000	0
Expense	(1,388,780)	(1,393,433)	(1,399,388)	(3,024,700)
Administration Fees	(2,250)	(3,250)	(2,250)	(2,250)
Interest/Fiscal Charge-Airport	(15,049)	(16,963)	(16,000)	(4,600)
Principal-Airport	(184,997)	(186,399)	(190,250)	(197,492)
Interest-2011 Bond Restructure	(391,138)	(367,138)	(336,200)	(302,000)
Principal-2011 Bond Restructure	(800,000)	(825,000)	(855,000)	(890,000)
Payment to PUE	0	0	(1,625,000)	0
Transfer Out	0	(1,468,000)	(1,140,780)	(500,000)
Transfer to General Fund	0	(1,468,000)	(1,140,780)	(500,000)
+/- Net	1,779,331	647,115	(242,230)	(1,332,242)
Ending Fund Balance	6,949,996	7,597,111	7,354,881	6,022,639

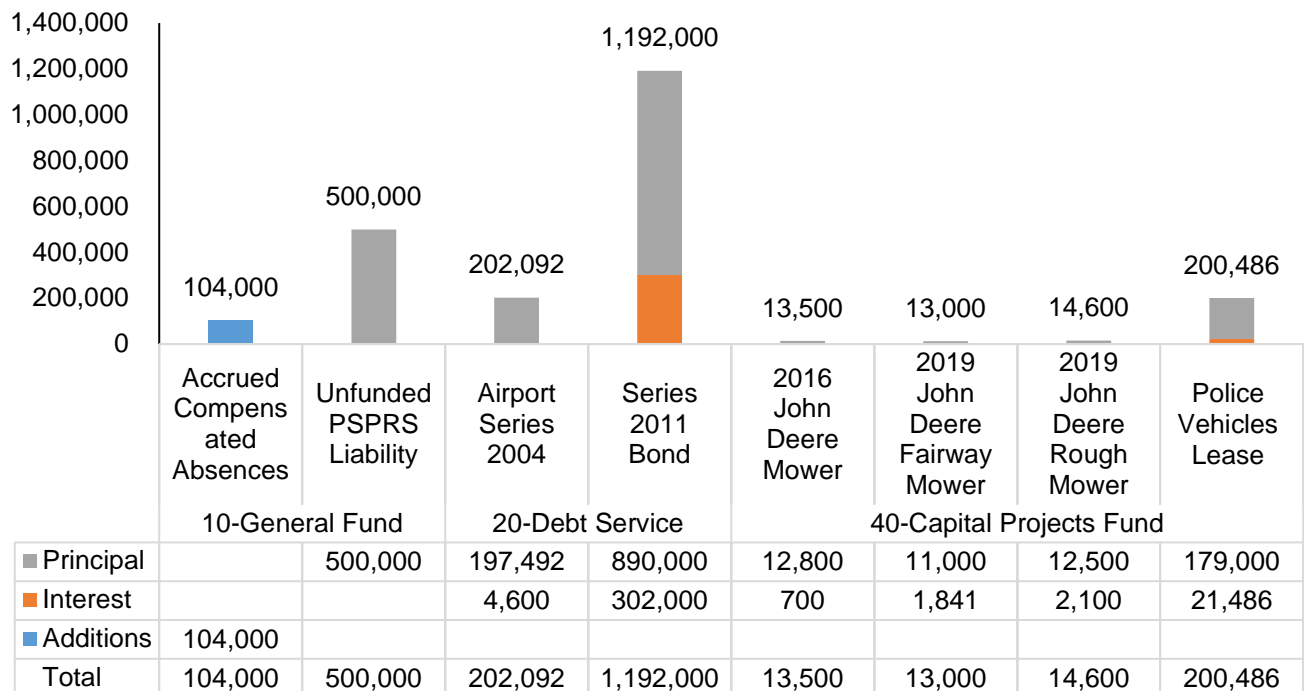
Total Debt

Total Long-Term Debt by Year



	FY2017	FY2018	FY2019	FY2020	FY2021
Police Vehicles Leases		-	-	332,821	607,532
2019 John Deere Rough Mower				55,734	44,276
2019 John Deere Fairway Mower				48,946	37,949
2016 John Deere Mower	53,688	41,683	29,262	16,460	2,964
2011 Pierce Pumper	75,280	-	-	-	-
Airport 2004 Series Bond	759,190	574,193	387,794	197,492	-
Accrued Compensated Absences	987,251	1,231,245	1,290,166		
PSPRS Unfunded Liability	4,025,166	3,248,780	2,277,166	1,187,166	-
2011 Series Bond	8,520,000	7,720,000	6,895,000	6,040,000	5,150,000

FY2021 Long-Term Liability Payments



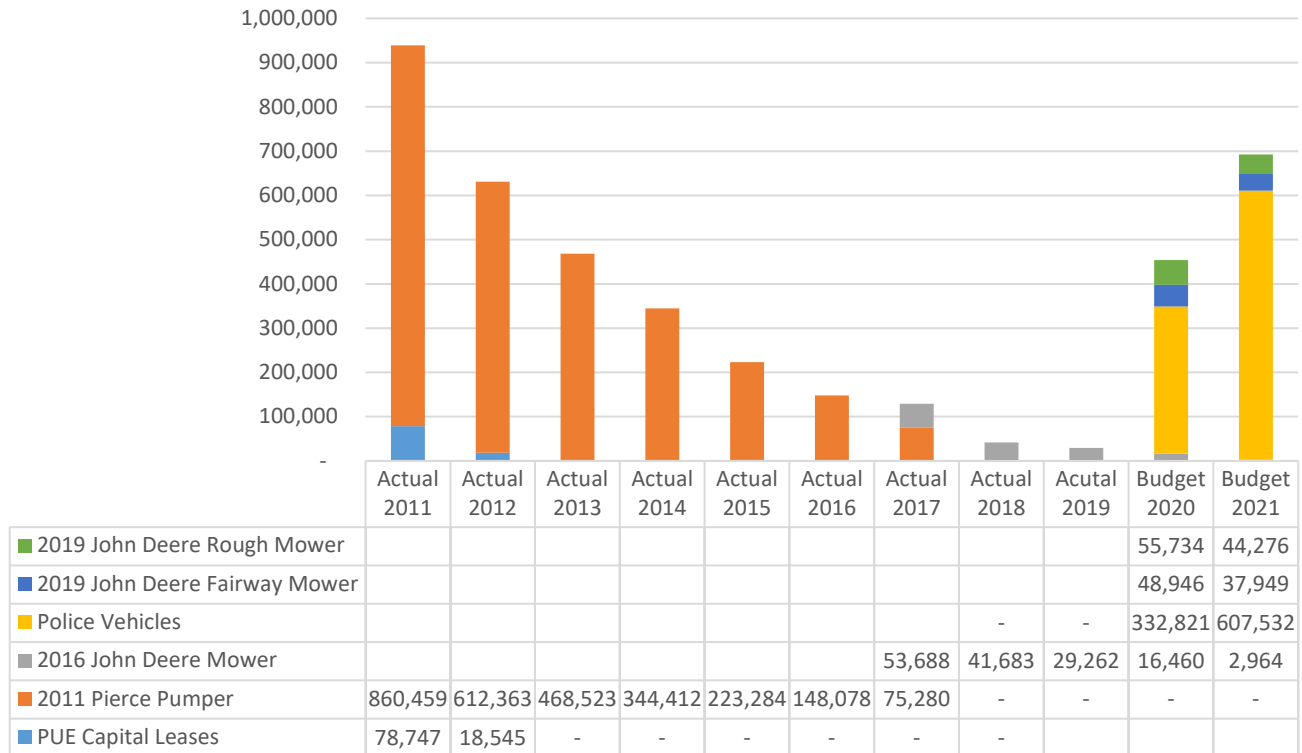
Notes Payable

In FY2000, the Electric Fund provided a loan to the General Fund and the current balance of the loan is \$1,625,000. The original loan agreement stated the loan was to be paid back to the Electric Fund within one year, but at the end of FY2020 was still outstanding.

Capital Leases

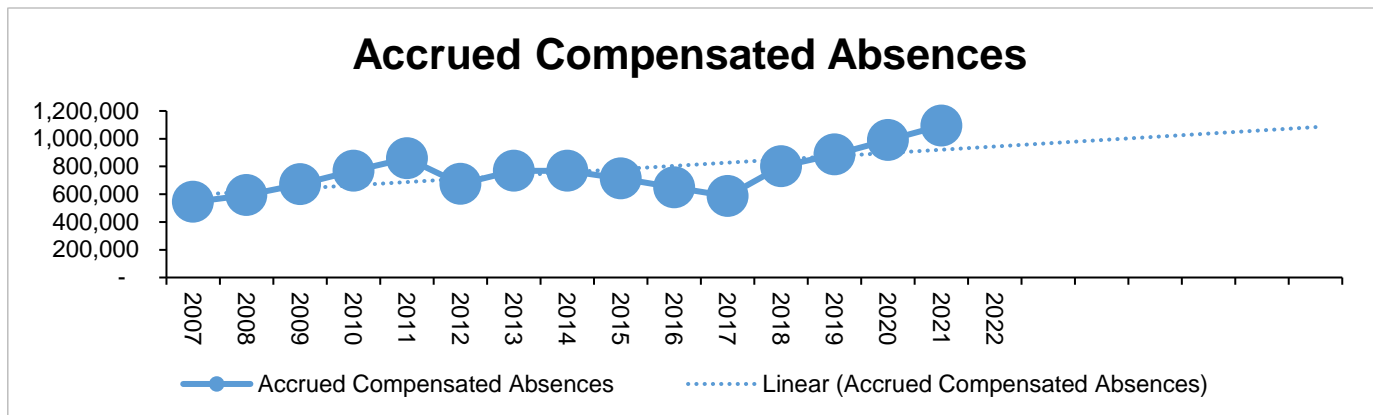
The City leased a 2016 John Deere Mower for 60 months starting October 2016; 2019 John Deere Fairway Mower and 2019 John Deere Rough Mower for 60 months starting October 2019; six Police Vehicle for 48 months beginning May 2020. Balance of lease at beginning of FY2021 is \$453,961.

Capital Leases by Year

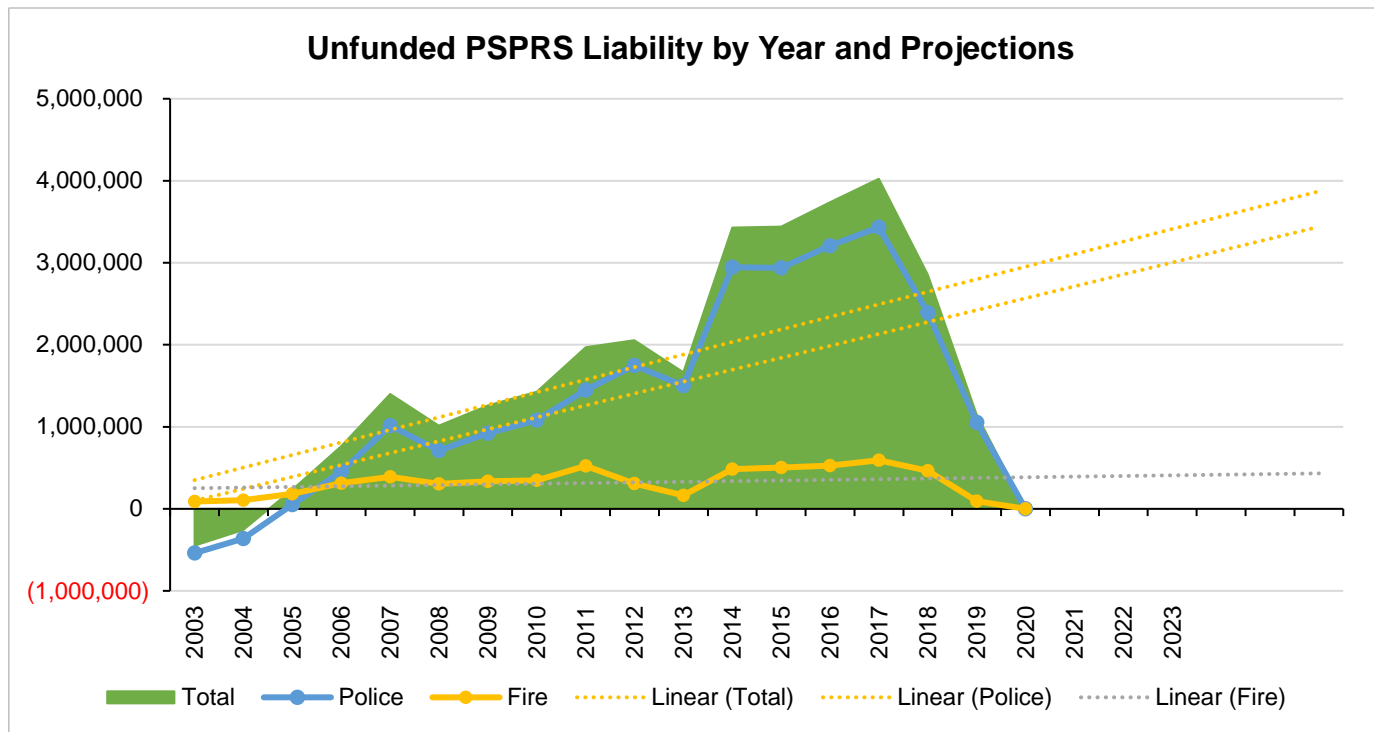


Accrued Compensated Absences

Per Governmental Accounting Standards Board, the city accounts for accrued compensated absences liabilities.

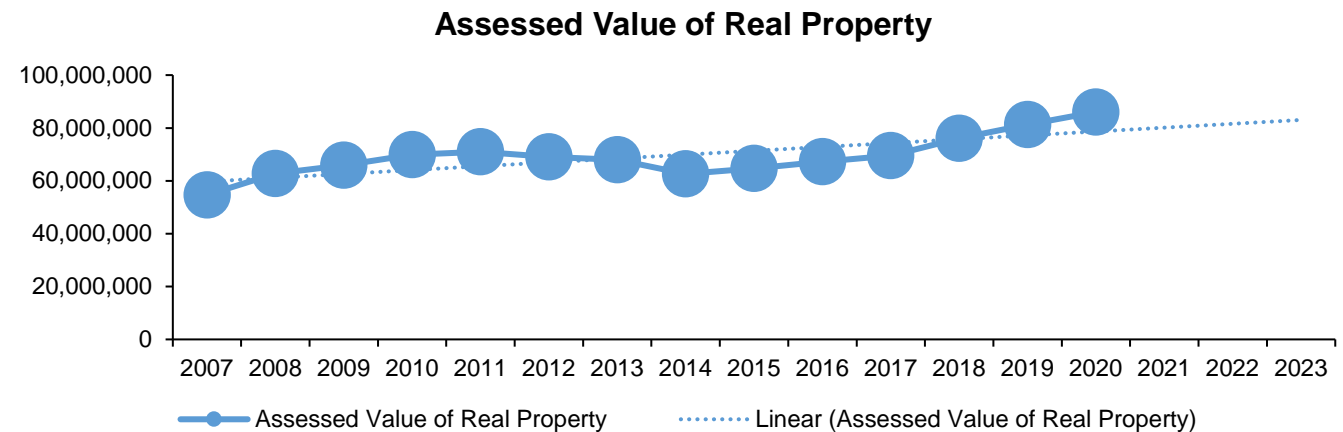


Unfunded Public Safety Personnel Retirement Systems Liability



Assessed Value of Real Property

Assessed value of real property based on Secondary Net Assessed Valuation



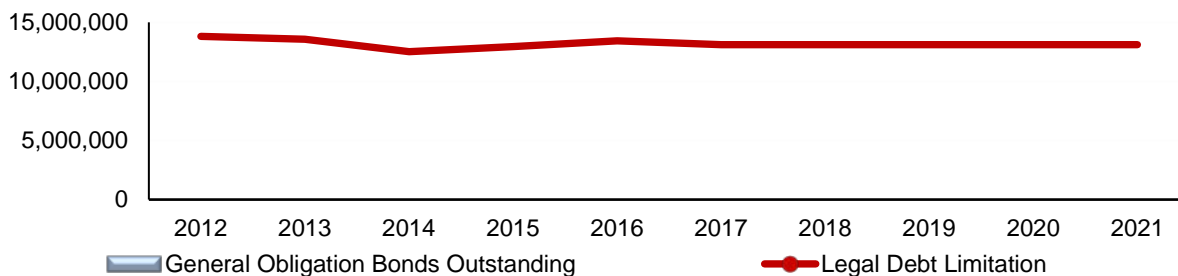
Bonds

The City of Page has two Bonds, one general obligation and one revenue obligation bond.

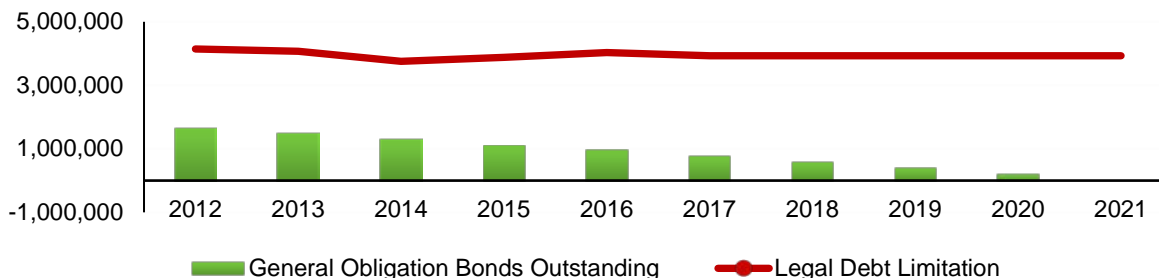
General Obligation Bond

Prior to fiscal year 2007, under Arizona law, cities could issue general obligation bonds for purposes of water, sewer, artificial light, open space preserves, parks, playgrounds, and recreational facilities, up to an amount not exceeding 20% of a City's Secondary Net Assessed Valuation. In fiscal year 2007, Arizona voters approved an amendment to the Arizona Constitution to allow cities to include debt for the acquisition and development of public safety, law enforcement, fire and emergency facilities, and streets and transportation facilities in the 20% debt limit. General Obligation Bonds for all other purposes may be issued up to an amount not exceeding 6% of Secondary Net Assessed Valuation. No Bond Debt is applicable to the 20% Limit.

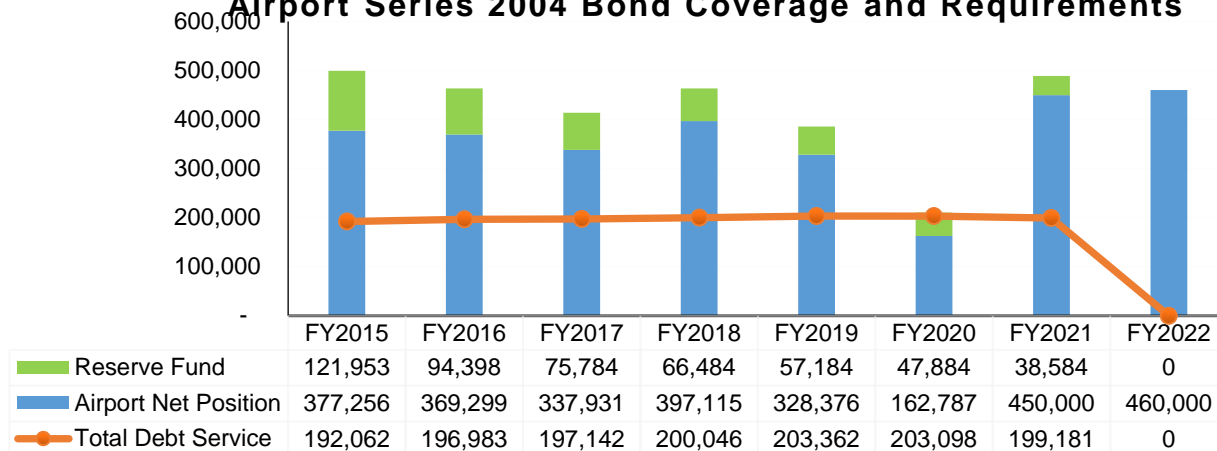
Bond Debt Applicable to 20% Limit



Debt Applicable to 6% Limit



Airport Series 2004 Bond Coverage and Requirements

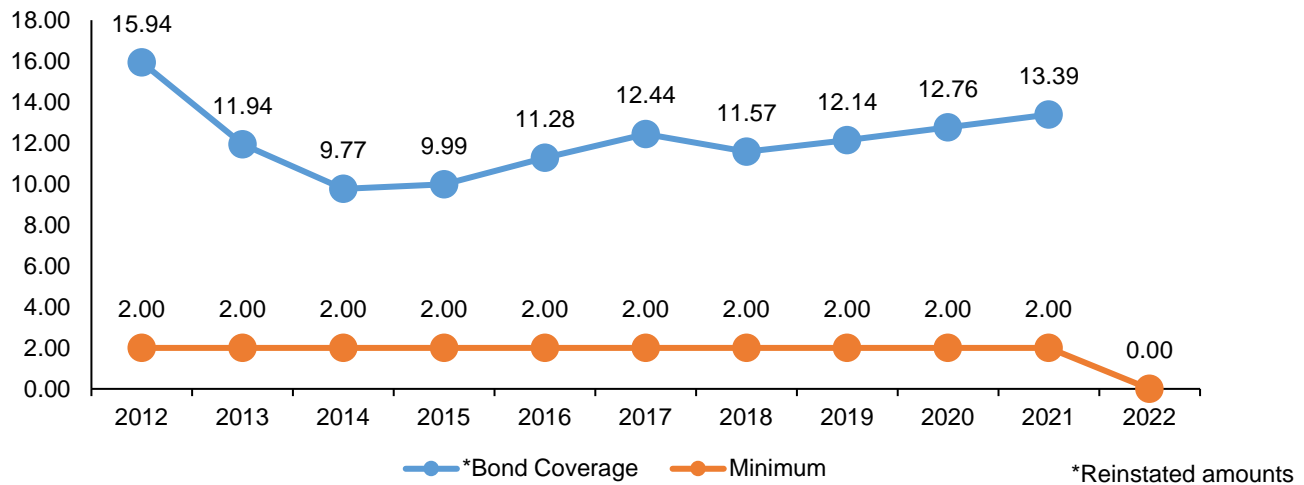


The Series 2004 Bond is a General Obligation Bond used for the lease purchase of our Municipal Airport Terminal. This lease has a 3.868% variable interest rate. Principal and interest payments are due semi-annually with a bond maturity date of February 1, 2021. This bond has a 6% bond debt limit and is showing the Airport revenue based on an average of the past five years.

Revenue Obligation Bond

The 2011 Series Bonds requires revenues generated to be at least 2.00 times the Total Debt Service for the year, less Golf, Rescue, Business Registration Fees, Vehicle License Tax, Interest Income, Transfers, and Attorney Fees Reimbursement revenue.

2011 Series Bond Coverage and Requirements



The Series 2011 Bond is a Revenue Obligation Bond that was restructured from the Series 1999 Bond debt using a variable interest rates ranging from 2% to 5%. Semi-Annual interest installments have been made beginning in January 2013. Beginning in July 2013, annual principal installments were added. This bond matures July 1, 2026. The minimum debt coverage ratio is 2.00.

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XII. Summary of Inter-Fund Transfers

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	% Change
10-General Fund	(3,610,484)	(2,975,415)	(3,515,220)	407,863	-111.6%
Transfer From Other Funds	16,649	1,492,585	1,169,780	529,000	-54.8%
Transfer To Capital Fund	(1,000,000)	(1,500,000)	(1,500,000)	(1,383,500)	-7.8%
Transfer To Debt Service	(2,627,133)	(2,968,000)	(3,400,000)	(296,500)	-91.3%
Transfer To Emergency Reserve	0	0	0	(296,500)	N/A
Transfer from Horseshoe Bend	0	0	215,000	1,855,363	763.0%
12-Emergency Reserve fund	0	0	0	296,500	N/A
Transfers to Emergency Reserve	0	0	0	296,500	N/A
15-Highway User Revenue Fund	(591,960)	(112,780)	(135,000)	(16,000)	-88.1%
Transfers to Capital Projects	(591,960)	(112,780)	(135,000)	(16,000)	-88.1%
20-Debt Service Fund	2,967,287	1,844,509	2,609,470	(900)	-100.0%
Transfer from Airport Fund	200,046	203,362	206,250	202,600	-1.8%
Transfer from General Fund	2,627,133	2,968,000	3,400,000	296,500	-91.3%
Transfer from Garbage Fund	140,108	141,147	144,000	0	-100.0%
Transfer to General Fund	0	(1,468,000)	(1,140,780)	(500,000)	-56.2%
25-Miscellaneous Grants	(16,649)	(24,585)	(29,000)	(29,000)	0.0%
Transfer to General Fund	(16,649)	(24,585)	(29,000)	(29,000)	0.0%
40-Capital Project Fund	1,613,410	1,765,429	3,745,125	3,891,511	3.9%
Transfer from Airport	21,450	45,861	725,125	536,000	-26.1%
Transfer from General Fund	1,000,000	1,500,000	1,500,000	1,383,500	-7.8%
Transfer from Land	0	51,788	505,000	1,010,000	100.0%
Transfer from HURF	591,960	112,780	135,000	16,000	-88.1%
Transfer from Cemetery	0	55,000	125,000	0	-100.0%
Transfer from Horseshoe Bend	0	0	755,000	946,011	25.3%
45-Horseshoe Bend Fund	0	0	(970,000)	(2,801,374)	188.8%
Transfer to Capital Projects	0	0	(755,000)	(946,011)	25.3%
Transfer to General Fund	0	0	(215,000)	(1,855,363)	763.0%
46-Airport Fund	(221,496)	(249,223)	(931,375)	(738,600)	-20.7%
Transfer to Capital Fund	(21,450)	(45,861)	(725,125)	(536,000)	-26.1%
Transfer to Debt Service	(200,046)	(203,362)	(206,250)	(202,600)	-1.8%
48-Land	0	(51,788)	(505,000)	(1,010,000)	100.0%
Transfer to Capital Fund	0	(51,788)	(505,000)	(1,010,000)	100.0%
53-Garbage	(140,108)	(141,147)	(144,000)	0	-100.0%
Transfer to Debt Service	(140,108)	(141,147)	(144,000)	0	-100.0%
57-Cemetery	0	(55,000)	(125,000)	0	-100.0%
Transfer to Capital Fund	0	(55,000)	(125,000)	0	-100.0%
Grand Total	0	0	0	0	0.0%

XIII. Full Time Equivalent Summary

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
City of Page	120.80	158.74	151.54
City Administration	2.00	2.00	2.00
401 City Administration	2.00	2.00	2.00
City Attorney	1.63	1.63	2.50
405 City Attorney	1.63	1.63	2.50
City Clerk	2.00	2.00	2.00
404 City Clerk	2.00	2.00	2.00
City Council	0.00	0.00	0.00
402 City Council	0.00	0.00	0.00
Community Development	6.00	6.00	5.00
445 Planning/Zoning	1.00	1.00	1.00
446 Building & Code Compliance	2.00	2.00	1.00
447-Community Dev-Economic Development	3.00	3.00	3.00
486 Community Development	0.00	0.00	0.00
Community & Recreation Services	23.69	20.84	18.68
408 Community Serv Admin	1.00	0.25	0.25
410 Community Center	3.52	5.07	4.47
444 Library	10.35	6.41	6.22
462 Parks & Trails Maintenance	5.47	5.46	6.00
465 Recreation	3.35	3.65	1.74
Finance	4.00	4.00	4.00
442 Finance	4.00	4.00	4.00
Fire	21.00	21.00	21.00
427 Fire Dept.	21.00	21.00	21.00
Golf Course	0.00	14.27	16.49
463-Golf Course Clubhouse	0.00	7.29	9.06
468-Golf Maintenance	0.00	6.98	7.43
Horseshoe Bend	0.00	21.25	14.73
450-Horseshoe Bend	0.00	21.25	14.73
Human Resources/Risk Management	1.00	1.00	1.00
441-Human Resources	1.00	1.00	1.00
Information Technology	3.00	3.00	3.00
455 Information Tech	3.00	3.00	3.00
Magistrate	5.44	5.44	5.44
443 Magistrate Court	5.44	5.44	5.44
Police	36.55	38.58	39.21
420 Police Dept Admin	4.00	4.00	4.50
421 Patrol	21.25	21.25	21.75
422 Communications	7.30	9.33	8.96
426 Investigations	4.00	4.00	4.00
Public Works	14.50	17.73	16.49
415-Corrals	0.00	1.00	1.00
448 Central Garage	2.00	2.00	2.00
457 Building Maintenance	4.00	4.00	4.00
460 Public Works Admin	8.25	9.24	8.00
489 Airport	0.25	1.49	1.49
Page Utility Enterprises	38.00	38.00	38.00
Enterprise	38.00	38.00	38.00
50 Electric	19.00	19.00	19.00
51 Water / 52 Sewer	19.00	19.00	19.00
Grand Total	158.80	196.74	189.54

Changes in FTE

City Attorney

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
City Attorney			
405 City Attorney	1.00	2.00	2.00
Executive Admin Assistant	0.63	0.63	0.50
Assistant City Attorney	0.00	0.00	0.50
City Attorney	1.00	1.00	1.00
Community Development Specialist	0.00	0.00	0.50

FY2021 Changes

Moved Community Development Specialist from 446-Building and Code Compliance at 0.50 FTE for budgeting purposes. Added Assistant City Attorney due to increase of caseload and implementation of new services.

Community Development

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Community Development			
445 Planning/Zoning	1.00	1.00	1.00
Community Dev Coordinator	0.00	0.00	0.00
Planner/Gis-Vacant	1.00	1.00	1.00
446 Bldg & Code Compliance	2.00	2.00	1.00
Building Inspector	1.00	1.00	1.00
Community Enhancement Technician	1.00	1.00	0.00
447-Community Dev- Economic Development	3.00	3.00	3.00
Administrative Assistant	0.00	1.00	1.00
Community Dev Coordinator	1.00	0.00	0.00
Community Dev Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Grand Total	6.00	6.00	5.00

FY2021 Changes

Moved Code Enhancement Technician to 405-City Attorney for budgeting purposes.

Community and Recreation Services

Changes

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Community and Recreation Services			
408 Community Serv Admin	1.00	0.25	0.25
Community Service Director	1.00	0.25	0.25
410 Community Center	3.52	5.07	4.47
Community Center Aide	0.67	1.71	0.74
Community Center Manager	0.00	1.00	1.00
Cooks Assistant	0.75	0.75	1.24
Kitchen Supervisor/Cook	1.00	1.00	1.00
Program Coordinator	0.49	0.00	0.00
Substitute Cook Assistant	0.12	0.12	0.00
Transportation Aide	0.49	0.49	0.49
444 Library	10.35	6.41	6.22
Children's Coordinator	1.00	1.00	1.00
Circulation Assistant	1.79	0.00	0.00
Circulation Lead	1.00	0.00	0.00
Custodian	0.00	0.00	0.00
Library Aide	3.76	2.41	2.22
Library Assistant	1.00	0.00	0.00
Library Manager	0.00	1.00	1.00
Library Outreach Coordinator	0.79	0.00	0.00
Library Specialist	0.00	1.00	1.00
Reference Assistant	0.00	0.00	0.00
Reference Librarian	1.00	1.00	1.00
462 Parks and Trails Maintenance	5.47	5.46	6.00
Maintenance Worker	2.00	2.00	4.00
Maintenance Worker Lead	1.00	1.00	1.00
Parks & Cemetery Supervisor	1.00	1.00	1.00
Seasonal Maintenance Worker	1.47	1.46	0.00
465 Recreation	3.35	3.65	1.74
Camp Counselor	0.19	0.10	0.00
Camp Lead	0.07	0.07	0.00
Maintenance Worker	0.68	0.00	0.00
Recreation Assistant	1.41	2.48	0.74
Recreation Division Manager	1.00	1.00	1.00
Grand Total	23.69	20.84	18.68

FY2021 Changes

Community Center

- Removed 0.49 FTE Community Center Aide.
- Changed 0.49 FTE Community Center Aide to Cooks Assistant.
- Removed 0.12 FTE Substitute Cook Assistant.

Library

- Removed 0.19 FTE Seasonal Library Aide positions.
- Removed 1.46 FTE Seasonal Parks and Trails Maintenance Workers.

Parks and Trails

- Removed 1.00 FTE Parks and Trails Maintenance Workers.
- Moved 3.00 FTE Parks and Trail Maintenance Workers from Horseshoe Bend Fund.

Recreation

- Removed 0.17 Seasonal Camp Lead/Counselors
- Removed 1.74 FTE Recreation Assistants

Golf Course

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Golf Course			
463-Golf Course Clubhouse	0.00	7.29	9.06
Director of Golf	0.00	1.00	1.00
Food Service Worker	0.00	1.40	2.00
Grill Cook	0.00	0.00	1.00
Pro Shop Associate	0.00	1.00	1.00
Seasonal Cart Service	0.00	1.54	1.72
Seasonal Pro Shop Associate	0.00	1.35	2.34
Superintendent	0.00	1.00	0.00
468-Golf Maintenance	0.00	6.98	7.43
Assistant Superintendent	0.00	1.00	1.00
Director of Operations	0.00	0.00	1.00
Equipment Operator	0.00	1.74	2.00
Equipment Supervisor	0.00	1.00	1.00
Irrigation Tech I	0.00	1.00	1.00
Pesticide Tech I	0.00	1.00	1.00
Seasonal Equip. Operator	0.00	1.24	0.43
Grand Total	0.00	14.27	16.49

FY2021 Changes

- Changed four part-time Food Service Workers to two full-time positions.
- Added Grill Cook position.
- Increased four 0.39 FTE Cart Service positions to 0.43 FTE.
- Increased two 0.31 FTE Pro Shop Associates to 0.43 FTE.
- Added 0.74 FTE Pro Shop Associate.
- Moved Superintendent position to 468-Golf Maintenance and changed title to Director of Operations.
- Changed 0.74 FTE Equipment Operator to 1.00 FTE.
- Removed 0.50 FTE Seasonal Equipment Operator.
- Reduced 0.74 FTE Seasonal Equipment Operator to 0.50 FTE.

Horseshoe Bend

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Horseshoe Bend			
450-Horseshoe Bend	0.00	21.25	14.73
Cashier	0.00	5.00	5.00
Cashier-Finance	0.00	1.00	0.00
Director	0.00	0.75	0.75
Fee Facility Manager	0.00	1.00	1.00
Lead Cashier	0.00	2.00	2.00
Maintenance Worker	0.00	3.00	0.00
Parking Lot Attendant	0.00	0.00	4.00
PT Cashier	0.00	2.00	0.98
Seasonal Parking Attendant	0.00	0.50	1.00
Security Guard	0.00	5.00	0.00
Streets Maintenance Worker	0.00	1.00	0.00
Grand Total	0.00	21.25	14.73

FY2021 Changes

- Removed 1.00 FTE Cashier-Finance
- Moved 3.00 FTE Maintenance Workers to 462-Parks and Trails Maintenance
- Removed 1.00 FTE Security Guard
- Changed 4.00 FTE Security Guard to Parking Lot Attendants.
- Added 0.50 FTE Seasonal Parking Attendant.
- Moved 1.00 FTE Street Maintenance Workers to 460-Public Works Administration.

Police

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Police			
420 Police Department Administration	3.00	4.00	4.50
Chief of Police	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00
Records Clerk	1.00	2.00	2.50
Executive Management Assistant	0.00	1.00	1.00
421 Patrol	21.25	21.25	21.75
Animal Control Officer	1.00	1.00	1.50
Patrol Lieutenant	1.00	1.00	1.00
Patrol Officer	17.25	15.25	15.25
Patrol Sergeant	2.00	3.00	3.00
School Resource Officer	0.00	1.00	1.00
422 Communications	7.30	9.33	8.96
Communication Specialist	6.30	8.33	7.96
Dispatch Supervisor	1.00	1.00	1.00
426 Investigations	4.00	4.00	4.00
Support Lieutenant	1.00	1.00	1.00
Detective	1.00	1.00	1.00
Investigator	1.00	0.00	0.00
Sergeant	0.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00
Grand Total	36.55	38.58	39.21

FY2021 Changes

Police Department Administration

- Added 0.50 FTE Records Clerk.

Patrol

- Added 0.50 FTE Animal Control Officer.

Communications

- Removed 0.36 FTE Communication Specialist.

Public Works

	FY2019 FTE Budget	FY2020 FTE Budget	FY2021 FTE Budget
Public Works			
460 Public Works Administration	8.25	9.24	8.00
Public Works Director	1.00	1.00	1.00
Public Works Manager	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00
Streets Supervisor	1.00	1.00	1.00
Streets Maintenance Worker	4.25	5.24	4.00
448 Central Garage	2.00	2.00	2.00
Auto Technician	1.00	1.00	1.00
Heavy Equipment Technician	1.00	1.00	1.00
457 Building Maintenance	4.00	4.00	4.00
Custodian	1.00	1.00	1.00
Electrician	0.00	0.00	0.00
Maintenance Worker Lead	0.00	1.00	1.00
Maintenance Worker	3.00	2.00	2.00
46-489 Airport	0.25	1.49	1.49
Administrative Assistant	0.00	0.49	0.49
Maintenance Worker	0.00	1.00	1.00
Airport Director	0.25	0.00	0.00
415 Corrals	0.00	1.00	1.00
Maintenance Worker	0.00	1.00	1.00
Grand Total	14.50	17.73	16.49

FY2021 Changes

Public Works Administration

- Removed 2.24 FTE Seasonal Street Maintenance Workers.
- Moved 1.00 FTE Streets Maintenance Worker from Horseshoe Bend Fund

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Budget Resolution

RESOLUTION NO. 1245-20

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF PAGE, COCONINO COUNTY, ARIZONA, TENTATIVELY ADOPTING THE ESTIMATED REVENUES AND EXPENDITURES FOR THE FISCAL YEAR 2020-2021.

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council is required to tentatively adopt estimated revenues and expenditures ("Preliminary Budget") for the City of Page, on or before the third Monday of July 2020; and

WHEREAS, in accordance with said chapter of said title, the City Council has made an estimate of the different amounts as required and further the City Council has determined that no amount is necessary to be raised by taxation upon real and personal property within the City of Page; and

WHEREAS, certain projects and programs overlap budget years, and the Finance Director is directed to adjust budgets between years to reflect the overlap as verified by the external City Auditors; and

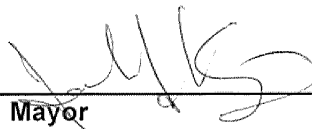
WHEREAS, the enterprise funds use depreciation expense rather than principle for budget purposes and the Finance Director is directed to make adjustments to reflect budgets on a non-cash basis as verified by the external City Auditors.

NOW, THEREFORE, BE IT RESOLVED BY the Mayor and City Council of the City of Page, Arizona, that said estimates as shown on attached Schedules A-G, and by reference made a part hereof, are hereby tentatively adopted as the Preliminary Budget of the City of Page for the fiscal year 2020-2021.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF PAGE, COCONINO COUNTY, ARIZONA this 27th day of May, 2020, by the following vote:

Ayes	<u>5</u>
Nays	<u>0</u>
Abstentions	<u>1</u>
Absent	<u>1</u>

CITY OF PAGE

By 
Mayor

ATTEST:


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY



Schedule A

Summary Schedule of Estimated Revenues and Expenditures/Expenses

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

Fiscal Year	S c h	FUNDS										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds				
2020	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	14,913,173	6,480,839	3,024,700	9,525,203	96,700	17,575,794	0	51,620,409		
2020	Actual Expenditures/Expenses**	E 2	11,845,853	5,127,700	1,227,000	3,425,000	78,000	15,822,059	0	37,525,612		
2021	Fund Balance/Net Position at July 1***	3	7,812,187	10,454,407	10,328,546	0	459,704	31,027,332	0	60,082,176		
2021	Primary Property Tax Levy	B 4	0							0		
2021	Secondary Property Tax Levy	B 5								0		
2021	Estimated Revenues Other than Property Taxes	C 6	12,388,772	9,591,270	65,000	4,166,500	119,200	18,244,476	0	44,575,218		
2021	Other Financing Sources	D 7	0	0	0	0	0	0	0	0		
2021	Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0		
2021	Interfund Transfers In	D 9	2,384,363	296,500	499,100	3,891,511	0	0	0	7,071,474		
2021	Interfund Transfers (Out)	D 10	1,976,500	1,793,600	500,000	0	0	2,801,374	0	7,071,474		
2021	Reduction for Amounts Not Available:	11										
LESS:	Amounts for Future Debt Retirement:									0		
	Future Capital Projects									0		
	Maintained Fund Balance for Financial Stability									0		
										0		
										0		
2021	Total Financial Resources Available	12	20,608,822	18,548,577	10,392,646	8,056,011	578,904	46,470,434	0	104,657,394		
2021	Budgeted Expenditures/Expenses	E 13	13,881,605	7,462,494	1,396,342	5,542,526	117,500	16,898,649	0	45,299,116		

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
1	\$ 51,620,409	\$ 45,299,116
2		
3	51,620,409	45,299,116
4	21,702,638	21,684,649
5	\$ 29,917,771	\$ 23,614,467
6	\$ 34,607,298	\$ 35,449,895

☒ 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).

Schedule C

**City of Page
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	\$ 12,000,000	\$ 10,364,000	\$ 8,000,000
Licenses and permits			
Franchise Fees	240,000	259,000	240,000
License & Permits	277,600	240,000	136,850
Intergovernmental			
State Sales Tax	793,729	747,000	724,527
Vehicle License Tax	400,968	325,800	374,036
State Shared Revenue	999,698	896,800	934,059
Miscellaneous County Revenue	346,500	341,000	346,500
Charges for services			
City Services	162,000	139,000	199,000
Property Leases	77,700	58,400	73,600
Rescue Services	876,000	728,200	856,000
Fines and forfeits			
Court Fines	242,200	232,200	242,200
Library Services	34,000	21,600	32,000
Interest on investments			
Interest	175,000	297,500	210,000
Miscellaneous			
Miscellaneous Revenue	12,000	37,600	20,000
Total General Fund	\$ 16,637,393	\$ 14,688,100	\$ 12,388,772
SPECIAL REVENUE FUNDS			
Emergency Reserve	\$	\$ 51,400	\$ 48,000
Highway User	\$ 919,312	\$ 968,236	\$ 828,970
JCEF Fund	4,550	4,860	5,050
Airport	550,500	513,400	1,706,000
Golf Fund	654,000	489,849	940,100
Substance Abuse	\$ 4,000	\$ 950	\$ 4,000
Miscellaneous Grants	5,074,500	4,160,805	5,045,000
Miscellaneous Donations	3,610	3,400	4,150
Land Sales	505,000		1,010,000
Total Special Revenue Funds	\$ 7,715,472	\$ 6,141,500	\$ 9,591,270

* 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 Page
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
DEBT SERVICE FUNDS			
Debt Service	\$ 173,000	\$ 130,200	\$ 65,000
Total Debt Service Funds	\$ 173,000	\$ 130,200	\$ 65,000
CAPITAL PROJECTS FUNDS			
Airport Improvements	\$ 4,452,125	\$ 1,559,418	\$ 2,366,500
CDBG	246,000	228,893	
Misc Capital Grants	57,196		1,800,000
Total Capital Projects Funds	\$ 4,755,321	\$ 1,788,311	\$ 4,166,500
PERMANENT FUNDS			
Fire Pension	\$ 94,200	\$ (90,000)	\$ 78,200
Cemetery	41,500	59,300	41,000
Total Permanent Funds	\$ 135,700	\$ (30,700)	\$ 119,200
ENTERPRISE FUNDS			
Electric	\$ 9,297,026	\$ 8,883,286	\$ 8,923,286
Water	2,107,647	1,981,400	1,991,400
Sewer	1,991,556	1,944,590	1,949,590
Garbage	845,468	792,441	838,000
	\$ 14,241,697	\$ 13,601,717	\$ 13,702,276
Horseshoe Bend	\$ 6,000,000	\$ 4,287,000	\$ 4,542,200
	\$ 6,000,000	\$ 4,287,000	\$ 4,542,200
Total Enterprise Funds	\$ 20,241,697	\$ 17,888,717	\$ 18,244,476
INTERNAL SERVICE FUNDS			
	\$	\$	\$
Total Internal Service Funds	\$	\$	\$
TOTAL ALL FUNDS	\$ 49,658,583	\$ 40,606,128	\$ 44,575,218

* 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.

Schedule D
City of Page
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
From Miscellaneous Grants	\$	\$	\$ 29,000	\$
To Capital Projects Fund				1,383,500
To Debt Service Fund				296,500
From Debt Service Fund			500,000	
From Horseshoe Bend			1,855,363	
To Emergency Reserve				296,500
Total General Fund	\$	\$	\$ 2,384,363	\$ 1,976,500
SPECIAL REVENUE FUNDS				
General Fund to Emergency Reserve	\$	\$	\$ 296,500	\$
Highway User Fund to Capital Projects	\$	\$	\$	16,000
Misc Grants to General Fund				29,000
Airport Fund to Capital Projects Fund				536,000
Airport Fund to Debt Service Fund				202,600
Land Fund to Capital Projects Fund				1,010,000
Total Special Revenue Funds	\$	\$	\$ 296,500	\$ 1,793,600
DEBT SERVICE FUNDS				
From Airport Fund	\$	\$	\$ 202,600	\$
From General Fund			296,500	
From Refuse Fund				
To General Fund				500,000
Total Debt Service Funds	\$	\$	\$ 499,100	\$ 500,000
CAPITAL PROJECTS FUNDS				
From Cemetery Fund	\$	\$	\$	\$
From Highway User Fund			16,000	
From Airport Fund			536,000	
From General Fund			1,383,500	
From Land			1,010,000	
From Horseshoe Bend			946,011	
Total Capital Projects Funds	\$	\$	\$ 3,891,511	\$
PERMANENT FUNDS				
Perpetual Care Fund:	\$	\$	\$	\$
To Capital Projects Fund				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Refuse Fund:	\$	\$	\$	\$
To Debt Service Fund				
Horseshoe Bend Fund:				
To Capital Fund				946,011
To General Fund				1,855,363
Total Enterprise Funds	\$	\$	\$	\$ 2,801,374
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 7,071,474	\$ 7,071,474

Schedule E
City of Page
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
General Government	\$ 6,017,119	\$	\$ 4,673,521	\$ 5,286,457
City Council	102,450		77,284	87,420
City Services	1,355,173		1,015,608	1,227,131
Fire Department	2,333,646		2,021,403	2,251,982
Police Department	3,613,920		2,902,143	3,650,785
Public Works	1,490,865		1,155,894	1,377,830
Total General Fund	\$ 14,913,173	\$	\$ 11,845,853	\$ 13,881,605
SPECIAL REVENUE FUNDS				
Emergency Reserve	\$	\$	\$ 700	\$ 2,400
Airport	\$ 387,713	\$	\$ 529,000	\$ 1,325,154
Grants/Donations	5,107,726		4,127,000	5,076,500
Highway User Revenue	920,400		457,300	1,005,440
JCEF	40,000		14,200	26,000
Substance Abuse	25,000		(500)	27,000
Total Special Revenue Funds	\$ 6,480,839	\$	\$ 5,127,700	\$ 7,462,494
DEBT SERVICE FUNDS				
Debt Service	\$ 3,024,700	\$	\$ 1,227,000	\$ 1,396,342
Total Debt Service Funds	\$ 3,024,700	\$	\$ 1,227,000	\$ 1,396,342
CAPITAL PROJECTS FUNDS				
Capital Projects/Equipment	\$ 9,529,203	\$	\$ 3,425,000	\$ 5,542,526
Total Capital Projects Funds	\$ 9,529,203	\$	\$ 3,425,000	\$ 5,542,526
PERMANENT FUNDS				
Cemetery	\$ 21,300	\$	\$ 9,000	\$ 14,500
Fire Pension	75,400		69,000	103,000
Total Permanent Funds	\$ 96,700	\$	\$ 78,000	\$ 117,500
ENTERPRISE FUNDS				
Electric/Water/Sewer/Refuse	\$ 14,507,047	\$	\$ 13,620,359	\$ 14,431,770
Horseshoe Bend	2,149,839		1,425,000	1,403,808
Golf	918,908		776,700	1,063,071
Total Enterprise Funds	\$ 17,575,794	\$	\$ 15,822,059	\$ 16,898,649
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 51,620,409	\$	\$ 37,525,612	\$ 45,299,116

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

Schedule F
City of Page
Expenditures/Expenses by Department
Fiscal Year 2021

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2020	2020	2020	2021
GENERAL FUND				
City Administration	\$ 252,277	\$	\$ 241,833	\$ 252,412
City Attorney	238,043		214,611	336,839
City Clerk	224,803		185,928	244,630
City Council	102,450		77,284	87,420
Community Development	674,742		431,435	518,240
Community Dev-Bldg & Code Con	167,756		128,764	93,721
Community Dev-Planning & Zonin	365,561		145,830	234,399
Community Services Admin.	33,578		31,160	31,025
Community Services-Comm Ctr	235,462		182,734	208,678
Community Services-Library	389,086		334,527	393,452
Community Services-Recreation	317,967		221,345	196,445
Community Services -Park Mainte	412,658		277,002	428,556
Finance	466,609		398,410	409,778
Fire Department	2,333,646		2,021,403	2,251,982
General Services	928,000		552,685	1,051,500
Human Resource/Risk Mgt	1,707,791		1,492,868	1,142,726
Information Technology	528,211		458,067	535,711
Magistrate	429,748		391,931	435,476
Police Dept. Administration	382,755		327,793	439,510
Police Dept.-Communications	608,922		472,613	617,578
Police Dept.-Investigations	408,169		405,242	421,608
Police Dept.-Patrol	2,214,074		1,696,496	2,172,089
Public Works Administration	715,062		535,063	635,765
Public Works-Building Maint.	377,312		292,029	378,946
Public Works-Central Garage	299,727		293,456	299,250
Public Works-Corrals	98,764		35,345	63,869
Department Total	\$ 14,913,173	\$	\$ 11,845,853	\$ 13,881,605
EMERGENCY RESERVE FUND				
Emergency Reserve Fund	\$	\$	\$ 700	\$ 2,400
Department Total	\$	\$	\$ 700	\$ 2,400
HORSESHOE BEND FUND				
Horseshoe Bend Fund	\$ 2,149,839	\$	\$ 1,425,000	\$ 1,403,808
Department Total	\$ 2,149,839	\$	\$ 1,425,000	\$ 1,403,808
GOLF				
Golf Clubhouse	\$ 524,694	\$	\$ 464,700	\$ 600,282
Golf Maintenance	394,214		312,000	462,789
Department Total	\$ 918,908	\$	\$ 776,700	\$ 1,063,071
HIGHWAY USER FUND				
Highway User Fund	\$ 920,400	\$	\$ 457,300	\$ 1,005,440
Department Total	\$ 920,400	\$	\$ 457,300	\$ 1,005,440
SUBSTANCE ABUSE FUND				

**City of Page
Expenditures/Expenses by Department
Fiscal Year 2021**

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2020	2020	2020	2021
Substance Abuse	\$ 25,000	\$	\$ (500)	\$ 27,000
Department Total	\$ 25,000	\$	\$ (500)	\$ 27,000
DEBT SERVICE FUND				
Debt Service	\$ 3,024,700	\$	\$ 1,227,000	\$ 1,396,342
Department Total	\$ 3,024,700	\$	\$ 1,227,000	\$ 1,396,342
MISCELLANEOUS GRANTS				
Miscellaneous Grants	\$ 5,076,930	\$	\$ 4,125,000	\$ 5,045,000
Department Total	\$ 5,076,930	\$	\$ 4,125,000	\$ 5,045,000
JCEF FUND				
JCEF Expenses	\$ 40,000	\$	\$ 14,200	\$ 26,000
Department Total	\$ 40,000	\$	\$ 14,200	\$ 26,000
DONATION FUND				
Donation Account Expenses	\$ 30,796	\$	\$ 2,000	\$ 31,500
Department Total	\$ 30,796	\$	\$ 2,000	\$ 31,500
CAPITAL PROJECTS FUND				
Federal Grants	\$ 4,584,000	\$	\$ 1,521,000	\$ 2,286,500
State Grants	114,125		40,000	80,000
Capital Projects/Equipment	4,831,078		1,864,000	3,176,026
Department Total	\$ 9,529,203	\$	\$ 3,425,000	\$ 5,542,526
AIRPORT FUND				
Airport	\$ 387,713	\$	\$ 529,000	\$ 1,325,154
Department Total	\$ 387,713	\$	\$ 529,000	\$ 1,325,154
CEMETERY FUND				
Cemetery	\$ 21,300	\$	\$ 9,000	\$ 14,500
Department Total	\$ 21,300	\$	\$ 9,000	\$ 14,500
FIRE PENSION FUND				
Volunteer Fire Pension	\$ 75,400	\$	\$ 69,000	\$ 103,000
Department Total	\$ 75,400	\$	\$ 69,000	\$ 103,000

City of Page
Expenditures/Expenses by Department
Fiscal Year 2021

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2020	2020	2020	2021
PAGE ELECTRIC UTILITY FUND				
Electric	\$ 10,028,000	\$	\$ 9,537,164	9,720,000
Department Total	\$ 10,028,000	\$	\$ 9,537,164	\$ 9,720,000
PAGE WATER FUND				
Water	\$ 1,854,600	\$	\$ 1,533,329	2,123,100
Department Total	\$ 1,854,600	\$	\$ 1,533,329	\$ 2,123,100
PAGE SEWER FUND				
Sewer	\$ 1,906,775	\$	\$ 1,807,522	1,840,275
Department Total	\$ 1,906,775	\$	\$ 1,807,522	\$ 1,840,275
PAGE REFUSE FUND				
Refuse	\$ 717,672	\$	\$ 742,344	748,395
Department Total	\$ 717,672	\$	\$ 742,344	\$ 748,395

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

Schedule G

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

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	119.58	\$ 6,658,100	\$ 936,090	\$ 1,333,708	\$ 652,142	\$ 9,580,040
SPECIAL REVENUE FUNDS						
Airport	1.49	\$ 53,158	\$ 4,444	\$ 12,522	\$ 5,230	\$ 75,355
Total Special Revenue Funds	1.49	\$ 53,158	\$ 4,444	\$ 12,522	\$ 5,230	\$ 75,355
DEBT SERVICE FUNDS						
Total Debt Service Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT FUNDS						
Total Permanent Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
ENTERPRISE FUNDS						
Electric	18.00	\$ 1,415,000	\$ 166,000	\$ 189,000	\$ 160,000	\$ 1,930,000
Water	9.00	\$ 402,000	\$ 47,000	\$ 92,000	\$ 47,500	\$ 588,500
Sewer	10.00	\$ 448,000	\$ 54,000	\$ 92,000	\$ 45,275	\$ 639,275
Horseshoe Bend	14.73	\$ 557,336	\$ 63,962	\$ 114,138	\$ 53,212	\$ 788,648
Golf Course	16.45	\$ 539,155	\$ 65,885	\$ 109,489	\$ 50,496	\$ 765,025
Total Enterprise Funds	68.18	\$ 3,361,491	\$ 396,847	\$ 596,627	\$ 356,483	\$ 4,711,448
INTERNAL SERVICE FUND						
Total Internal Service Fund	-	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ALL FUNDS	189.25	\$ 10,072,749	\$ 1,337,381	\$ 1,942,857	\$ 1,013,855	\$ 14,366,843

XV. Glossary

1. **Accrual Basis of Accounting:** A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
2. **ADA:** Acronym that stands for Americans with Disabilities Act. A measure passed by the federal government that became effective January 1994, that requires, among other things, the City to make all programs and facilities accessible to any handicapped person who asks for it.
3. **Adopted Budget:** A plan of financial operations approved by the City Council and established by resolution which reflects approved tax rates, estimates of revenues, expenditures, transfers, departmental objectives, and performance/workload indicators for a fiscal year.
4. **ADOT:** Acronym that stands for Arizona Department of Transportation.
5. **Agency Funds:** These funds account for assets held by an entity in a trustee capacity or as an agent for individuals, private organizations, other governmental organizations, or other funds. This is a type of fiduciary fund.
6. **AHCCCS:** An acronym for "Arizona Health Care Cost Containment System." Arizona counties make a contribution to the State-managed AHCCCS system based on a formula proscribed by State law. The AHCCCS program provides indigent health care.
7. **ALTCS:** An acronym for "Arizona Long-Term Care System" which provides indigent long-term care. Counties make a contribution to ALTCS based on a formula established by State law.
8. **Annual Financial Audit:** The independent review of the financial position and reporting procedures of a local government entity.
9. **Annualize:** To calculate the full-year cost of any budget changes made mid-fiscal year for the purpose of adding that cost to a prepared annual budget.
10. **Appropriation Ordinance:** The official document adopted by the City Council establishing the legal authority to obligate and expend resources.
11. **Appropriation:** An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.
12. **ASRS:** Acronym for Arizona State Retirement System, a state agency that administers a pension plan, long-term disability plan, retiree health insurance plans and other benefits to qualified government workers.
13. **Assessed Valuation:** A value that is established for real and personal property for use as a basis for levying property taxes. NOTE: The City of Page does not assess property tax at this time.
14. **Assessment Ratio:** The ratio at which the tax rate is applied to the tax base.
15. **Asset:** Resources owned or held by a government which have monetary value.
16. **Attrition:** A method of reducing personnel by not filling positions made vacant through resignation, reassignment, transfer, retirement, termination, or means other than layoff.
17. **Audit:** Prepared by an independent certified public accountant (CPA), the primary objective of an audit is to express an opinion of whether the City's financial statements present fairly the City's financial position and results of operations in conformity with generally accepted accounting principles. In conjunction with their performance of an audit, it is customary for an independent auditor to issue a management letter stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.
18. **Balanced Budget:** A budget where total expenditures do not exceed total revenues and other sources.
19. **Basis of Accounting:** A term used to refer to when revenues and obligations are recognized in the accounts and reported in the financial statements.
20. **Bond Refinancing:** The payoff and re-issuance of bonds in order to obtain an improved interest rate and/or bond conditions.
21. **Bond:** A long-term promise to repay a specified amount (on the face of the bond) on or by a particular date; used primarily to finance capital projects.
22. **Budget Amendment:** A procedure to revise a budget appropriation either by City Council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments, or by City Manager authorization to adjust appropriations within a departmental budget. These are discouraged.
23. **Budget Basis:** The form of accounting utilized throughout the budget process. The City's budget for general government is on the modified accrual basis. Revenues are recorded when they are both measurable and available. Liabilities are recognized when incurred (except for long-term debt which is carried in the general long-term debt account group). The City's accounting records for the Enterprise Funds are maintained on a full accrual basis; revenues are recognized when earned and expenses are recognized when incurred.
24. **Budget Calendar:** The schedule of key dates or milestones that the City follows during the preparation, adoption, and administration of the budget.

25. **Budget Carryforward:** The departments are responsible for requesting and verifying carry-forward. Carryforwards are most frequently used during construction of large capital projects such as buildings, streets, and sewers.
26. **Budget Document:** This document is used to present a comprehensive financial program to the citizens of the City of Page, the City Council, and other interested parties.
27. **Budget Message:** The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.
28. **Budget Policies:** General and specific guidelines that govern financial plan preparation and administration.
29. **Budget:** A financial plan for a specified period of time that matches planned revenues and expenditures to municipal services. City of Page prepares a financial plan each fiscal year. A fiscal year beginning July 1.
30. **Budgetary Basis:** The basis of accounting used by a government agency to estimate financing sources and uses in its budget, which are generally GAAP, cash, or modified cash accrual basis.
31. **Budgetary Control:** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.
32. **Budgeted Funds:** Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body.
33. **Capital Assets:** Assets of a determined value (\$5,000 or more for City of Page) which generally have an assigned useful life of several years; also called fixed assets.
34. **Capital Expenditure:** An expenditure used from a department's operating budget for the acquisition of a capital asset. A capital asset is an item that costs \$5,000 or more and has an assigned useful life of at least one year. Capital assets should be budgeted and itemized in the capital outlay object codes.
35. **Capital Improvements Plan (CIP):** A plan to provide for the maintenance or replacement of existing public facilities and assets and for the construction or acquisition of new ones.
36. **Capital Improvements Plan Budget:** A Capital Improvement Plan (CIP) Budget is a budget separate from the operating budget. Items in the CIP are usually construction or renovation projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities, and large scale remodeling.
37. **Capital Project:** A major construction, acquisition, or renovation activity which adds value to a government's physical assets or significantly increases its useful life; also called a capital improvement.
38. **Capital Projects Budget:** A spending plan for improvements to or acquisition of city-owned land, facilities, and/or infrastructure. The capital budget (1) balances revenues and expenditures, (2) specifies the sources of revenues, (3) lists each project of acquisition, and (4) must ordinarily be approved by the legislative body.
39. **Capital Projects Fund:** A fund created to account for financial resources to be used for the acquisition, construction, or renovation of major capital facilities (other than those financed by proprietary funds, special assessment funds, and trust funds).
40. **Capitalized Interest:** A portion of the proceeds of an issue that is set aside to pay interest in the securities for a specified period of time. Interest is commonly capitalized for the construction period of a revenue producing project and sometimes for a period thereafter, so that debt service expense does not begin until the project is expected to be operational and producing revenues. Sometimes referred to as "funded interest."
41. **Carry Forward:** Cash available at the end of the fiscal year.
42. **Cash Basis:** A basis of accounting in which transactions are recognized only when cash is increased or decreased.
43. **CDBG:** Acronym that stands for Community Development Block Grant. A source of grant funding for a variety of projects.
44. **Chart of Accounts:** A chart that assigns a unique number to each type of transaction (e.g., salaries or for recording revenues and expenditures that fits the organizational structure and adheres to statutory and financial reporting requirements).
45. **CIP:** Acronym that stands for (1) Capital Improvements Program and (2) Construction in Progress.
46. **City Sales Tax:** A general excise tax levied on all applicable categories of sales expressed as a percentage of the State Sales Tax.
47. **Commodities:** Expendable items that are consumable or have a short life span, such as office supplies, gasoline, and small equipment.
48. **Compensated Absences:** Compensated absences are absences for which employees will be paid, such as vacation, sick leave, or other leave.
49. **Construction in Progress:** Entry records tracking the cost of construction work, which is not yet completed (typically, applied to capital budget items). A CIP item is not depreciated until the asset is placed in service.

50. **Consumer Price Index:** A statistical description of price levels provided by the U.S. Department of Labor and used as a measure of the increase in the cost of living to reflect economic inflation.
51. **Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
52. **Contractual Services:** Services rendered to a government by private firms, individuals, or other governmental agencies (e.g., rents, maintenance agreements, and professional consulting services).
53. **Control Account or Control Group:** The identity given to expenditure types, such as personnel costs, services and supplies, and capital outlay expenditures.
54. **Debt Limitation:** The limit set on the issuance of general obligation bonds per State constitution. For general municipal purposes, a municipality cannot incur a debt exceeding six percent of the assessed valuation of taxable property in the city. Additional bonds amounting to twenty percent of the assessed valuation of taxable property can be issued for supplying such specific city services as water, lights, sewers, development of open spaces, preserves, parks, playgrounds and recreational facilities. The City currently has no general obligation bonds.
55. **Debt Service Fund Requirements:** The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.
56. **Debt Service Fund:** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
57. **Debt Service:** The amount of interest and principal that a City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.
58. **Deferred Compensation Agency Fund:** The City administered fund that is used to account for the monies held for employees who elect to make cash contributions, through payroll deduction, to a tax-deferred plan known as the 457 Plan.
59. **Deficit:** The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
60. **Department:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.
61. **Depreciation:** This is the amount of expense charged against earnings by an organization to write off the cost of a capital asset over its useful life, giving consideration to wear and tear, obsolescence and salvage value. If the expense is assumed to be incurred in equal amounts in each business period over the life of the asset, the depreciation method used is straight line (SL).
62. **Designated Fund Balance:** A portion of unreserved fund balance designated for a specific future use.
63. **Direct Debt:** The sum of the total bonded debt and any unfunded debt (i.e. short-term notes) of the City for which the City has pledged its "full faith and credit." This does not include the debt of overlapping jurisdictions.
64. **Employee Related Expenditures (ERE):** The ERE included in the Adopted Budget are the City's share of an employee's fringe benefits and taxes. ERE provided by the City of Page include FICA (Social Security), Medicare, employee and dependent health insurance, dental, vision, unemployment, life insurance, retirement, and workers compensation.
65. **Encumbrance:** A reservation of funds for an anticipated expenditure prior to actual payment of that specific item. Funds usually are reserved or encumbered with a purchase order prior to the actual cash payment being disbursed.
66. **Enterprise Fund:** A proprietary fund established to account for governmental facilities and services that are entirely or predominantly self-supporting by user charges; or when the governmental unit has decided periodic determination of revenues earned, expenses, and/or net income is appropriate, (i.e., governmentally-owned utilities.)
67. **Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.
68. **Expenditure Limitation:** A state imposed limit placed on expenditures of the City.
69. **Expenditure:** A decrease in net financial resources. Expenditures include payment in cash for current operating expenses, capital outlays and debt service.
70. **Expense:** Charges incurred for operations, maintenance, interest, or other charges.
71. **Fees:** Charges for direct receipt of a public service on the party receiving the service.
72. **FEMA:** Acronym that stands for Federal Emergency Management Agency. A federal agency that provides funding for grants related to hazard mitigation.
73. **FICA:** Acronym for Federal Insurance Contributions Act, federal law that requires three separate taxes from wages paid to employees. Comprised of Social Security tax, Medicare tax, and Medicare surtax (surtax for employees earning over \$250,000 annually).
74. **Fiduciary Fund:** The trust and agency funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

75. **Financial Accounting Standards Board (FASB):** This private, non-profit organization is responsible for determining standards of accounting principles. These principles are commonly referred to as the Generally Accepted Accounting Principles (GAAP).
76. **Financial Plan:** A parent document for the budget that establishes management policies, goals, and objectives for all programs within the City.
77. **Fiscal Policy:** A government agency's adopted policy for managing revenues, spending, and debt related to the government services and programs it provides and its capital investment; fiscal policy establishes agreed-upon principles and guidelines for the planning and programming of government budgets and their funding.
78. **Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Page has specified July 1 through June 30 as its fiscal year.
79. **Fixed Assets:** Assets of long-term character that is intended to continue or to be held or used, such as land, building, machinery, furniture and other equipment. The City has defined such assets as those with an expected life of more than one year and an acquisition cost of more than \$5,000.
80. **Full Accrual Accounting:** A basis of accounting in which revenue is recognized when earned and expenses are recognized when incurred.
81. **Full-Time Equivalent (FTE):** A value equivalent to the number of employees paid full time (forty hours per week or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to a 0.5 FTE.
82. **Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).
83. **Fund Balance/Equity:** The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances, carried forward into the next fiscal year, or reverted back to a granting agency if such is contractually stipulated.
84. **Fund Transfers:** Transferring monies between funds is a tool for maintaining a structurally-balanced budget.
85. **Fund:** A fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or objectives in accordance with specific regulations, restrictions, or limitations. The City of Page has several funds. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.
86. **FY:** Abbreviation for fiscal year, the time period designated by the City signifying the beginning and ending period for recording financial transactions.
87. **GASB 34:** Refers to Statement 34 issued by the Government Accounting Standards Board which establishes new requirements for the annual financial reports of state and local governments. The statement was developed to make annual reports easier to understand and more useful to the people who use governmental financial information to make their decisions (or who may do so in the future): legislators, their staff, and members of oversight bodies; investors, creditors, and others who provide resources to governments; and citizen groups and the public in general.
88. **General Fixed Asset Account Group:** A self-balancing group of accounts established to account for fixed assets of the City. This does not include fixed assets of the Enterprise Funds. These are included in the Enterprise Fund.
89. **General Fund:** The primary operating fund of the City; the General Fund accounts for most of the financial resources of the government not specifically accounted for in other funds. General Fund revenues include city sales taxes, licenses and permits, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as police protection, finance, data processing, courts, attorneys, parks and recreation, and general administration.
90. **General Governmental Revenue:** The revenues of a government other than those derived from and retained in an enterprise fund.
91. **General Long-term Debt Account Group:** An account group that accounts for the balances due on long-term indebtedness that has been financed. The group also accounts for the dollar value of the accrued vacation and other compensated absences of city employees.
92. **General Obligation (GO) Bond:** General obligation bonds must be approved by a majority of City of Page residents. They are sold to raise funding for capital expenditures.
93. **Generally Accepted Accounting Principles (GAAP):** These are the uniform minimum standards for financial accounting and reporting, reflecting the rules and procedures that define accepted accounting principles.
94. **GIS:** Acronym for geographic information system, a system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data.
95. **Goal:** A goal is the purpose towards which an endeavor is directed. A goal supports a department's mission statement and a citywide priority. Goals should include expected performance levels (i.e., citizen satisfaction levels, turnaround times, efficiencies, etc.) and are results-oriented, specific, state outcomes in measurable terms, and attainable within a specifically-stated timeframe.

96. **GOHS:** Acronym that stands for Governor's Office of Highway Safety. A state agency that provides funding for grants related to traffic enforcement programs.
97. **Governmental Accounting Standards Board (GASB):** An independent not-for-profit organization that is responsible for issuing accounting standards for state and local governments.
98. **Governmental Fund:** A generic classification used by GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds, and debt service funds are the types of funds referred to as governmental funds. Governmental funds are said to be expendable; that is, resources are received and expended, with no expectation that they will be returned through user or departmental charges. Revenues and expenditures (not expenses) of governmental funds are recognized on the modified accrual basis of accounting.
99. **Grant Reversion:** When a government entity in receipt of a grant reverts any unexpended funds from the grant award to the granting agency.
100. **Grant:** A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
101. **Gross Pledge or Gross Revenue Pledge:** A pledge that all revenues received will be used for debt service prior to deductions for any costs or expenses.
102. **Highway User Revenue Fund (HURF):** The Special Revenue Fund that accounts transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue is derived from the gas tax, a portion of which is returned to Cities by the state.
103. **HURF:** Acronym that stands for Highway User Revenue Fund.
104. **Improvement District:** An area that is established to receive specific capital improvements or services deemed to benefit primarily those properties within its boundaries.
105. **Incremental Budgeting:** A budgeting process in which precedent determines how funds will be allocated among departments and programs. Under incremental budgeting, increases in allocations usually occur in small increases over past levels.
106. **Indirect Cost:** A fixed or overhead cost that cannot be attributed directly to the production of a particular item and is incurred even when there is no output. Indirect costs may include the cost center functions of finance and accounting, information technology, administration, and personnel.
107. **Industrial Insurance:** Insurance for work-related injuries and illnesses, and pays for approved medical, hospital, and related services essential to an injured worker's treatment and recovery. It also provides partial wage replacement for injured workers who are temporarily unable to work.
108. **Infrastructure:** The physical assets of a government (e.g., streets or bridges).
109. **Intergovernmental Revenue:** Revenues from other governments, such as the state and federal government, in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
110. **iWorQ:** Web-based applications for work management, permit management, code enforcement, and license management for cities and counties.
111. **JCEF:** Acronym that stands for Judicial Criminal Enhancement Fund. The State of Arizona Department of Public Safety administers this fund. This fund provides grant money to local law enforcement authorities to be used to enhance projects designed to prevent or control crimes.
112. **Land Development:** Capital improvements to preserve land or to enhance its public use. This includes fencing, outdoor lighting, drainage/storm runoff, and planting vegetation, as well as forest thinning.
113. **Lease Purchase Agreement:** A contractual agreement by which capital outlay may be purchased by making annual lease payments.
114. **Lease Purchase:** This method of financing allows the City to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge, which is typically lower than standard rates because the recipient does not have to pay income tax on the interest.
115. **Levy Limit:** In 1980, the Arizona Constitution was amended to limit the amounts which could be levied on property by the City and other local governments.
116. **Levy:** To impose taxes for the support of governmentally-provided services.
117. **Liability:** Resources owned by a government which have monetary value.
118. **Limited Appointment:** A position whose appointment is made for a specific project within a specific time frame. Limited appointments must be for no more than 24 months in duration.
119. **Line-Item Budget:** A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.
120. **Long-Term Debt:** Debt with a maturity of more than one year after the date of issuance.
121. **Major Fund:** A fund consisting of 10% or more of the associated total revenues, expenditures/expenses, assets, or liabilities of all governmental or all enterprise funds, and 5% or more of revenues, expenditures expenses, assets, or liabilities of all governmental funds and enterprise funds.

122. **Marginal Cost:** The additional cost of providing service to one more resident or consumer. Once capacity is reached, additional service capacity must be funded, and marginal cost increases substantially.
123. **Maturity Date:** The date by which long-term debt will be paid off.
124. **Mission Statement:** A clear, concise statement of purpose for the entire City or department. The mission's focal point is broad, yet distinctly describes the City or department goals.
125. **Modified Accrual Basis of Accounting:** A type of accounting in which revenue is recognized when it is measurable and available to finance the expenditures of the current period and expenditures are generally recorded when the related fund liability is incurred (with some exceptions).
126. **MPC Bonds:** A method of funding major municipal projects. Citizens do not have to vote on this means of financing, nor are the bonds subject to debt limitation as specified by State constitution.
127. **MPC:** Acronym that stands for Municipal Property Corporation. A non-profit corporation with the main purpose of providing a financing alternative to fund the cost of acquiring, constructing, reconstructing and improving various municipal properties and buildings suitable for use by and for leasing to the City.
128. **NACOG:** Acronym that stands for Northern Arizona Council of Governments. A council of governments representing western Arizona, headed by an executive board that assist member agencies with the administration of government, community development, planning of municipal facilities and road improvements. This council also determines the distribution of Community Development Block Grant (CDBG) allocations.
129. **Net Direct Debt (or Net Bonded Debt):** Direct debt minus self-supporting debt.
130. **Net Pledge or Net Revenue Pledge:** A pledge that net revenues will be used for payment of debt service.
131. **Non-major Fund:** A fund consisting of less than 10% of the associated total revenues, expenditures/expenses, assets, or liabilities of all governmental or all enterprise funds, and less than 5% of revenues, expenditures expenses, assets, or liabilities of all governmental funds and enterprise funds.
132. **Non-operating Expense:** An expense that is not directly related to the provision of services, i.e. debt service.
133. **Non-operating Revenue:** Revenue that is generated from other sources, i.e. interest, and is not directly related to service activities.
134. **Non-recurring Expense:** Extraordinary or one-time expense that is not expected to continue over time, at least on a regular basis.
135. **Non-recurring Revenue:** Extraordinary or one-time revenue that is not expected to continue over time, at least on a regular basis.
136. **Object Code:** Identifies the expenditure type (e.g., cash, accounts payable, salaries and wages, etc.)
137. **Objective:** A statement of specific direction, purpose, or intent based on the goals established for a specific department.
138. **Obligations:** Amounts which a government may be legally required to meet out of its resources, including both actual liabilities and encumbrances not yet paid.
139. **Operating Budget:** The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget excludes the capital projects budget. It contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
140. **Operating Expenses:** The cost for personnel, materials, and equipment required for a department to function.
141. **Operating Revenue:** Funds received as income, exclusive of other financing sources such as bond proceeds. In governmental fund types, this includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. Proprietary Fund revenues are directly related to the primary activities of the fund, i.e. user charges.
142. **Operating Transfer:** City resources are transferred between various funds. Transfers are made in order to subsidize projects in other funds. Transfers to other funds always equal transfers from other funds.
143. **Overlapping Debt:** The City's proportionate share of the debt of other local governmental units that either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.
144. **Performance Budget:** A budget that focuses upon departmental goals and objectives rather than those line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.
145. **Performance Indicators:** Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.
146. **Performance Measure:** As defined by GFOA, a specific quantitative measure or qualitative assessment of results obtained through a program or activity. It summarizes the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, cost (efficiency) and quality.
147. **Performance Measurement:** As defined by GFOA, a process for determining how a program is accomplishing its mission, goals, and objectives through the delivery of products, services, or processes.
148. **Personal Property:** For property tax purposes in Arizona, personal property is designated as all types of property except land, buildings, or other real property improvements. Taxable personal property includes

movable items used for agricultural, commercial, industrial, or rental-residential purposes. Personal property is not attached permanently to real property and may be removed by its owner without damage to the real property. Mobile homes are also personal property unless the owners file an affidavit affixing the mobile home to their real property.

149. **Personnel Savings:** A savings in general, when budgeted positions are held vacant or employees are paid at a lower rate than was budgeted.
150. **Personnel Services:** A category of expenditures within the budget that includes salaries, benefits, temporaries, and overtime, etc.
151. **Pledged Revenues:** These are monies obligated for the payment of debt service and the making of other deposits required by the bond contract.
152. **Position:** A single specific instance of a job class, whether occupied or vacant, involving duties entailing the services of one person. A position may be full- or part-time as reflected in the FTE value.
153. **Program Budget:** A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.
154. **Program:** A set of activities that have a common purpose that produces results for customers. Programs are described in the department description and are aligned with the department's mission and goals.
155. **Proposed Budget:** A plan of financial operations submitted by the City manager to the City Council. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators.
156. **Proprietary Funds:** Sometimes referred to as "income determination," "non-expendable," or "commercial-type" funds. They are used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise and internal service funds). Revenues and expenses (not expenditures) are accounted for on the full accrual basis.
157. **PSPRS:** Acronym for Public Safety Personnel Retirement System, a state agency that administers governmental retirement plan for public safety personnel.
158. **Public Hearing:** An open meeting regarding proposed operating or capital budget allocations which provides citizens with an opportunity to voice their views on the merits of the proposals.
159. **PUE:** Acronym that stands for Page Utility Enterprises. Not-for-profit public power entity, owned by the City of Page.
160. **Real Property:** Real estate, including land and improvements (buildings, fencing, paving) classified for purposes of assessment.
161. **Recurring Expenditures:** Expenses expected to be funded every year in order to maintain current/status quo service levels.
162. **Recurring Revenues:** Revenues that can reasonably be expected to continue year to year, with some degree of predictability.
163. **Reserve:** An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for general appropriation.
164. **Resolution:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
165. **Resources:** The total amount available for appropriation including estimated revenues, fund transfers, and beginning fund balances.
166. **Revenue Bond:** A bond that is payable from a specific source of revenue and to which the full faith and credit of an issuer with taxing power is not pledged. Revenue bonds are payable from identified sources of revenue and do not permit the bondholders to compel taxation or legislative appropriation of funds not pledged for payment of debt service. Pledged revenues may be derived from operation of the financed project, grants, and excise or other specified non-ad-valorem taxes. Revenue bonds are not subject to the debt limitation as regulated by the State constitution; however, they still must be submitted to the voters for approval.
167. **Revenue Neutral Position:** A position is considered to be revenue neutral when its expenditure impact, i.e., its total cost, is directly offset by the generation of incremental (or "new") revenue.
168. **Revenue:** Funds that the government receives as income. This includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.
169. **RICO:** Acronym that stands for Racketeering Influenced Criminal Organizations. A Special Revenue Fund that accounts for the RICO revenues and expenses of the Police Department. Expenditures from this fund are restricted to the furtherance of law enforcement efforts.
170. **Risk Management:** An organized attempt to protect a government's assets against loss in the most economical method.
171. **SCBA:** Acronym for self-contained breathing apparatus, a device worn by rescue workers, firefighters, and other to provide breathable air in an immediately dangerous to life or health atmosphere.

172. **Self-Supporting Debt:** Debt for which the City has pledged a repayment source separate from its general tax revenues (i.e. Wastewater bond repaid from wastewater user charges/improvement district (assessment) bonds utility income/special assessment bonds).
173. **Service Area:** These are made up of departments with similar goals and priorities with a common purpose and common issues to address.
174. **Service Level:** Services or products which comprise actual or expected output of a given program. Focus is on results, not measures or workload.
175. **Services:** A service is the productive outcome that the customer receives from a department.
176. **Source of Revenue:** Revenues are classified according to their source or point of origin.
177. **Special Assessment:** A tax or levy customarily imposed against only those specific parcels of real estate that will benefit from a proposed public improvement like a street or sewer. NOTE: The City of Page does not assess property tax at this time.
178. **Special Improvement District Bonds:** Special improvement district bonds can be issued by a city to finance improvements in specific areas of the municipality. The property owners benefiting from the improvements are assessed to pay for the cost of retiring the bonds. This type of finance mechanism is generally used for such projects as street improvements and the extension of sewer lines.
179. **Special Revenue Fund:** A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.
180. **Strategic Goal:** A strategic goal translates resources into significant results to be achieved over the next two to five years providing the basis for evaluating the department as a whole.
181. **Strategic Plan:** A strategic plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the City of Page, and the public about how the department is organized to deliver results to its customers. It outlines the results that the department is accountable for achieving. The plan provides the opportunity for all department staff to observe how they contribute at all levels in the organization.
182. **Structurally Balanced Budget:** Supports financial sustainability for multiple years into the future by identifying key items: recurring and non-recurring revenues, recurring and non-recurring expenditures, and reserves.
183. **Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefits of the people. This term does not encompass special assessments.
184. **Tentative Budget:** A preliminary adoption of the budget that sets the expenditure “ceiling” that legally cannot be exceeded during a given fiscal year.
185. **Trend:** A documented recurrence of measurable events or circumstances over time that is increasing, decreasing, or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend.
186. **Unencumbered Fund Balance:** Amount of an appropriation neither expended nor encumbered; generally available for future purposes.
187. **Unreserved Fund Balance:** Unreserved fund balance is the excess of assets over liabilities and reserves that is available for general appropriation.
188. **Variable Cost:** A cost that increases or decreases relative to increases/decreases in the amount of service provided.
189. **Vehicle License Tax:** Also known as Auto-Lieu, a tax paid to the State by drivers when registering vehicles as part of the total registration cost, a portion of which is returned to the counties by the State.