



# Annual Budget

2018 - 2019

City of Page, Arizona

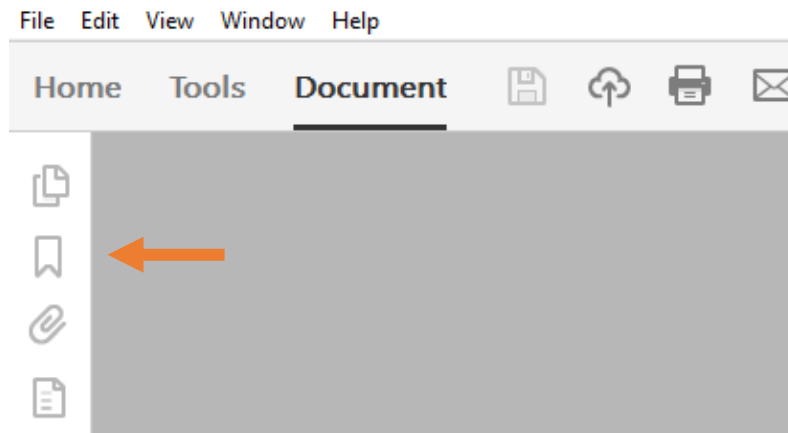


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A R I Z O N A  
THE CENTER OF CANYON COUNTRY

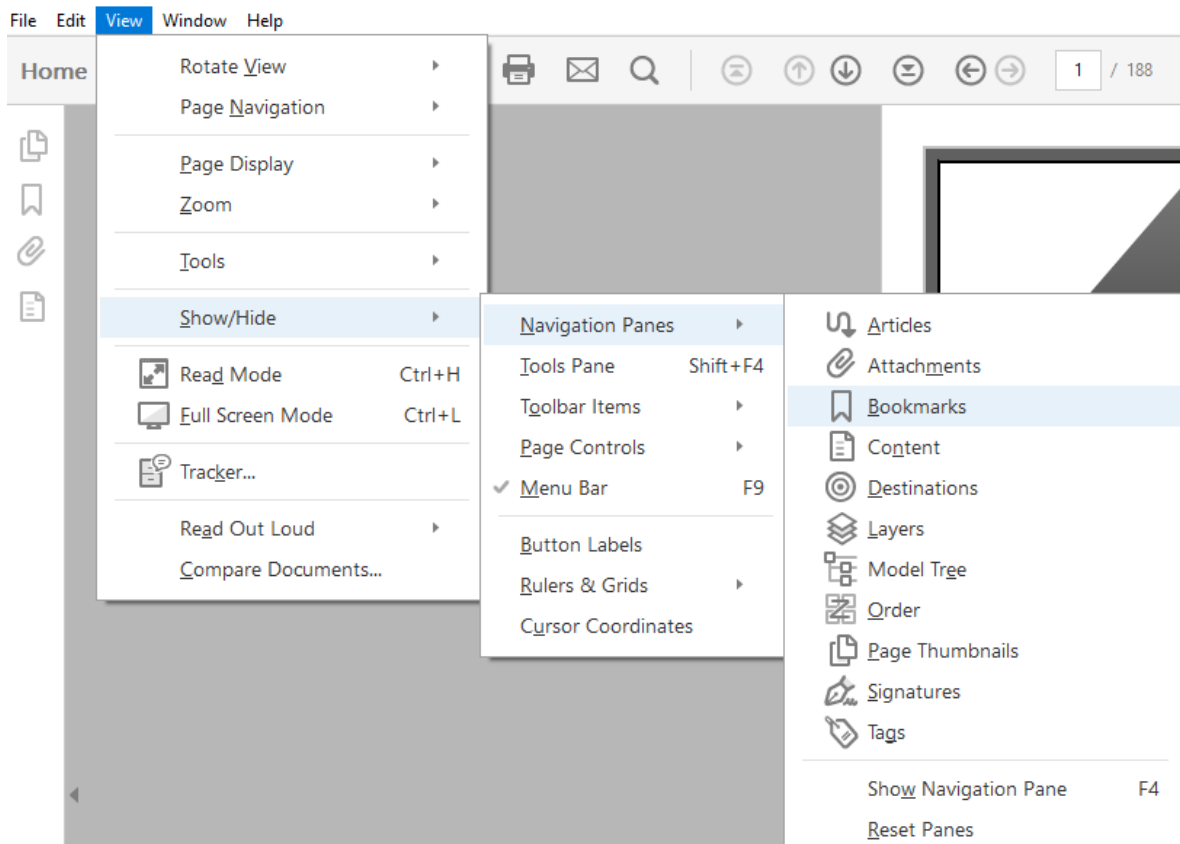
## Instructions for Navigating Through This PDF File

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## Mayor & City Council

### Mayor



**Bill Diak**

Term ends:  
November 2018

### Vice Mayor



**John Kocjan**

Term ends:  
November 2020

### Council Member



**Michael Bryan**

Term ends:  
November 2018

### Council Member



**Darby McNutt**

Term ends:  
November 2018

### Council Member



**Mark Cormier**

Term ends:  
November 2018

### Council Member



**Levi Tappan**

Term ends:  
November 2018

### Council Member



**Dennis Warner**

Term ends:  
November 2018

## City Manager and Finance Staff

### City Manager



**Michael Celaya**

Linda Watson  
**Finance Director**

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, 2017**

*Christopher P. Morrill*

Executive Director

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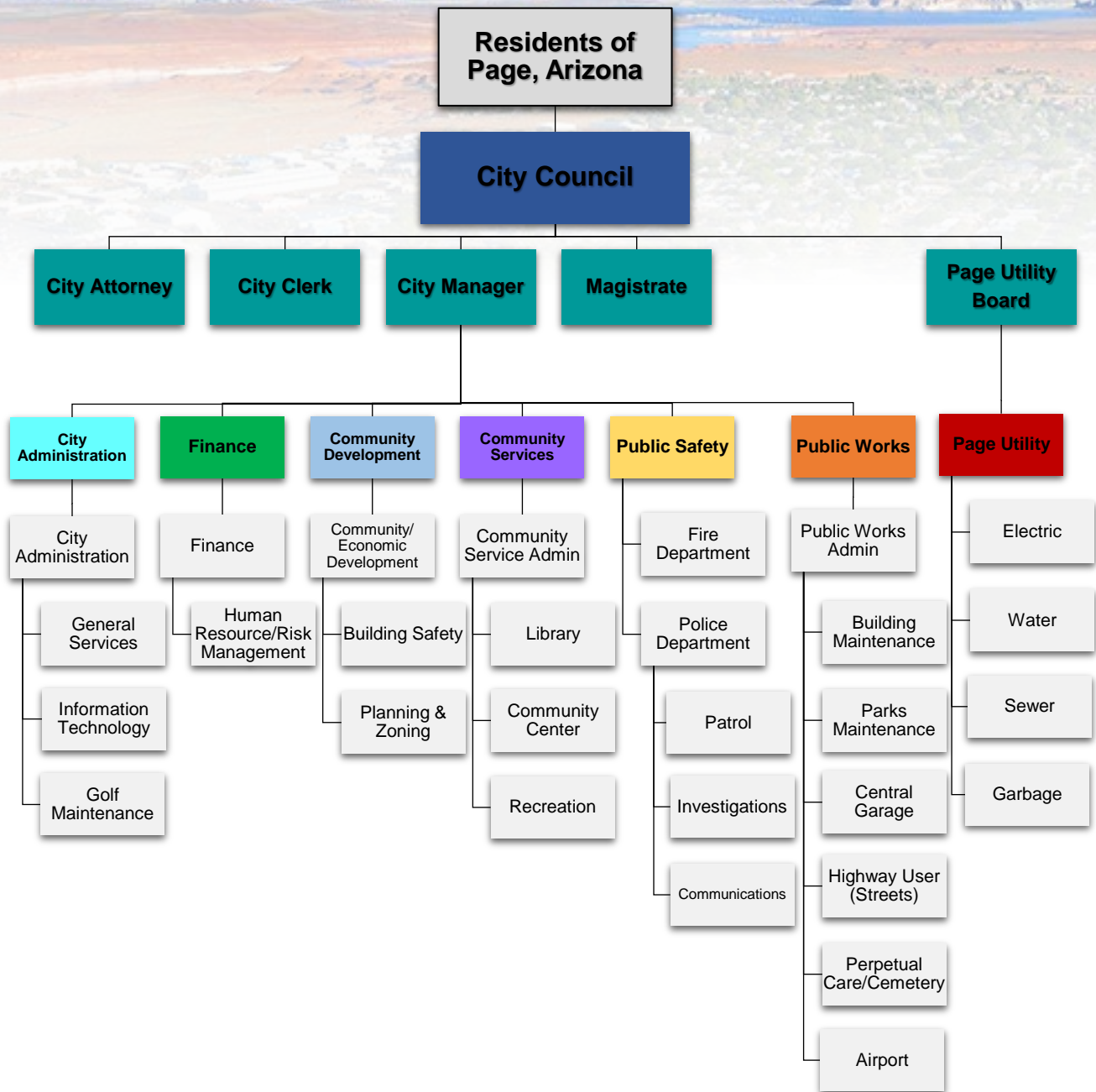
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## I. Organizational Chart



## II. Community Profile



### Incorporated in March of 1975

The City of Page is a planned community near the Arizona/Utah border. Named for John C. Page, a 1930's Commissioner of the Bureau of Reclamation, the City was planned and developed for the construction workers building the Glen Canyon Dam in 1957. At an elevation of 4,300 feet atop Manson Mesa and overlooking Wahweap Bay of Lake Powell, Page has become a major tourist destination.

### 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.

### Brief History

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. The city began in 1957 as a housing camp for workers building the Glen Canyon Dam. In 1958, some 24 square miles of Navajo land were exchanged for a larger tract in Utah, and "Government Camp" (later called Page in honor of Bureau of Reclamation Commissioner John C. Page) was born.



### About Page

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.

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, the Salt River Project's Navajo Generating Station has provided stability for Page.

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.

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].

Lake Powell is the center of recreational opportunities for Page. 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.

A broad range of community facilities in and near the City of Page. These include two museums, Community Center, four-star public library, visitor center, Lake Powell National Golf Course, six parks, lighted tennis courts, and a state of the art sports complex.

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 marina 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 month is July 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.

## City Limits

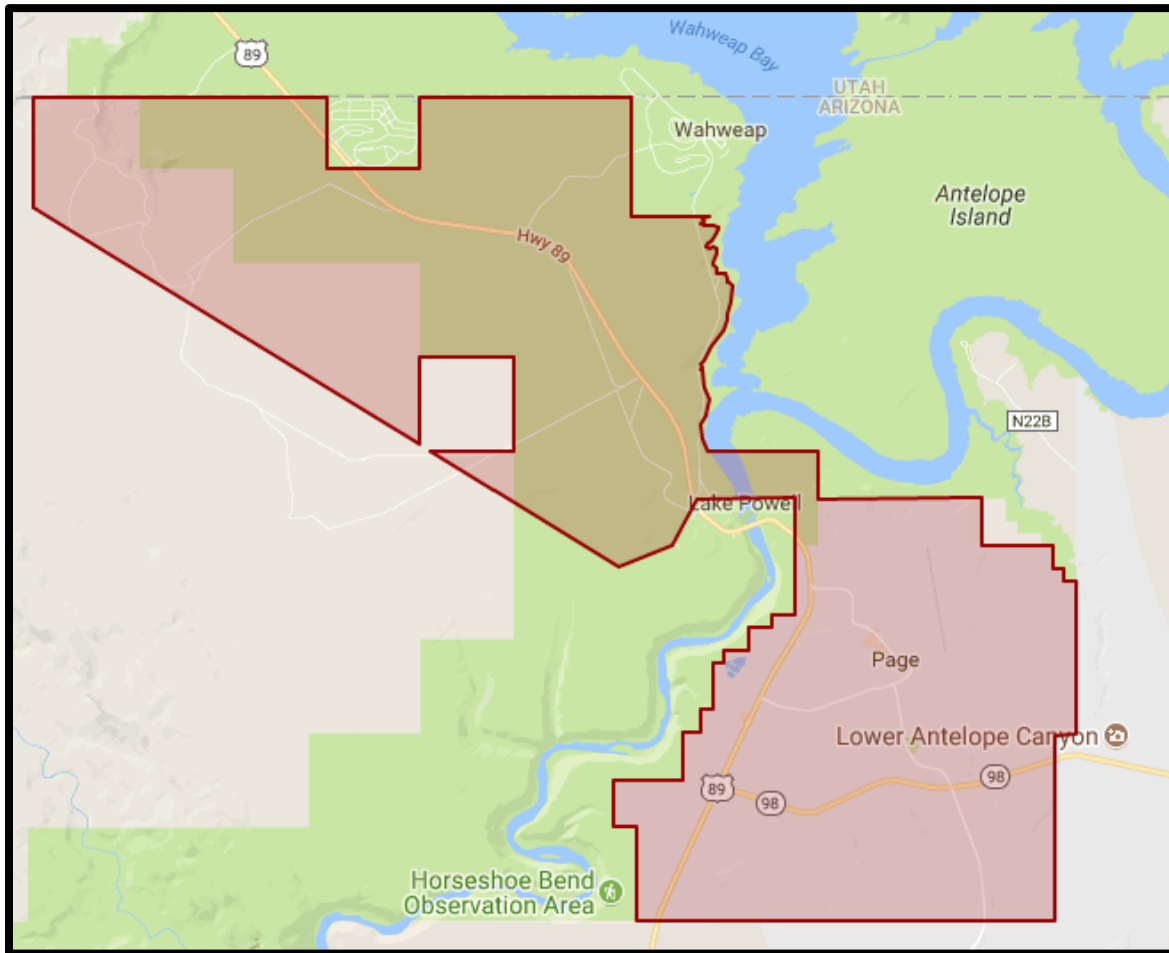
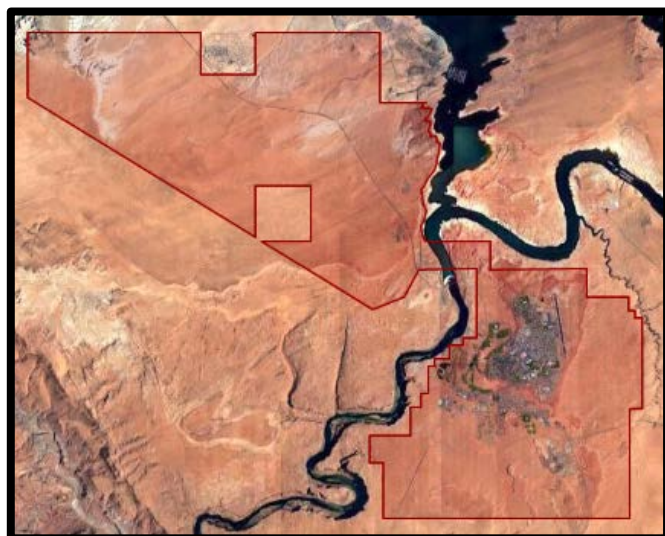


Image from Google maps



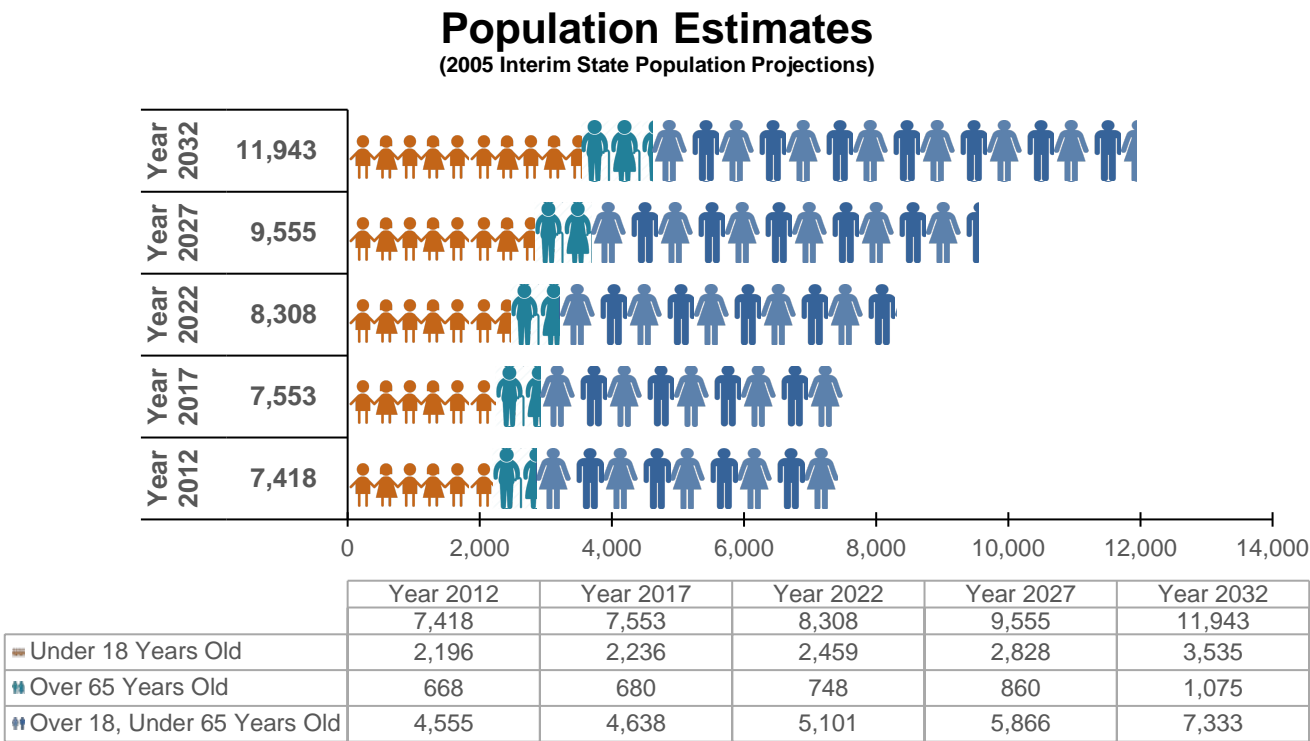
1958 Aerial



2017 Satellite Image (Image from Google maps)

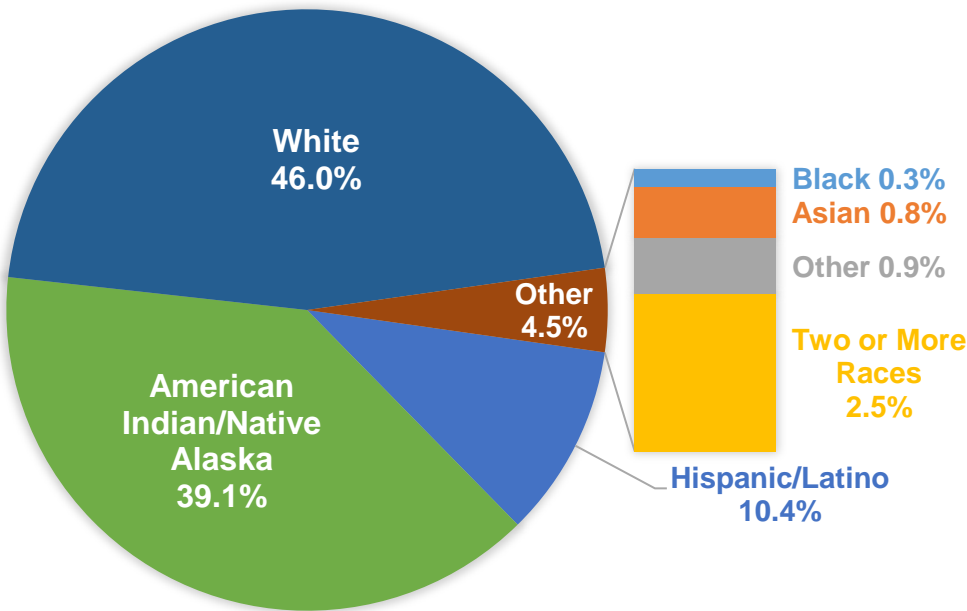
# Population

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 2012-2016 American Community Survey 5-Year Estimates

## Population by Race



2012-2016 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

**Public Sector**

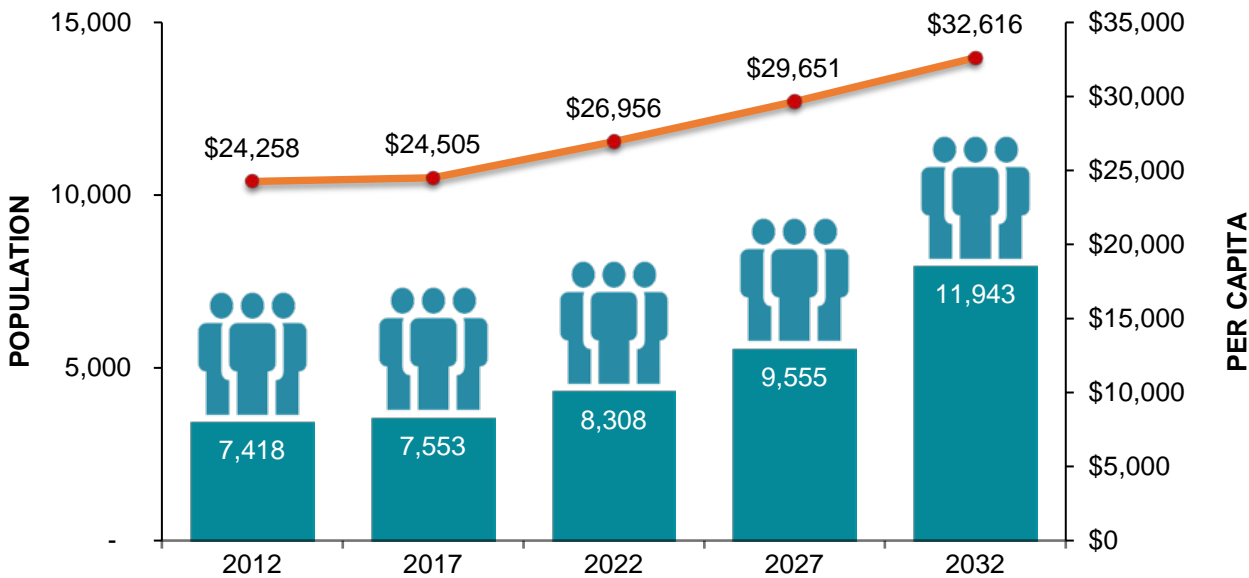
- Page Unified School District
- National Park Service
- City of Page
- Coconino Community College
- Bureau of Reclamation

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

Number employed in private sector - **2,561**      Number employed in private sector - **789**  
Number of Self-Employed workers - **101**

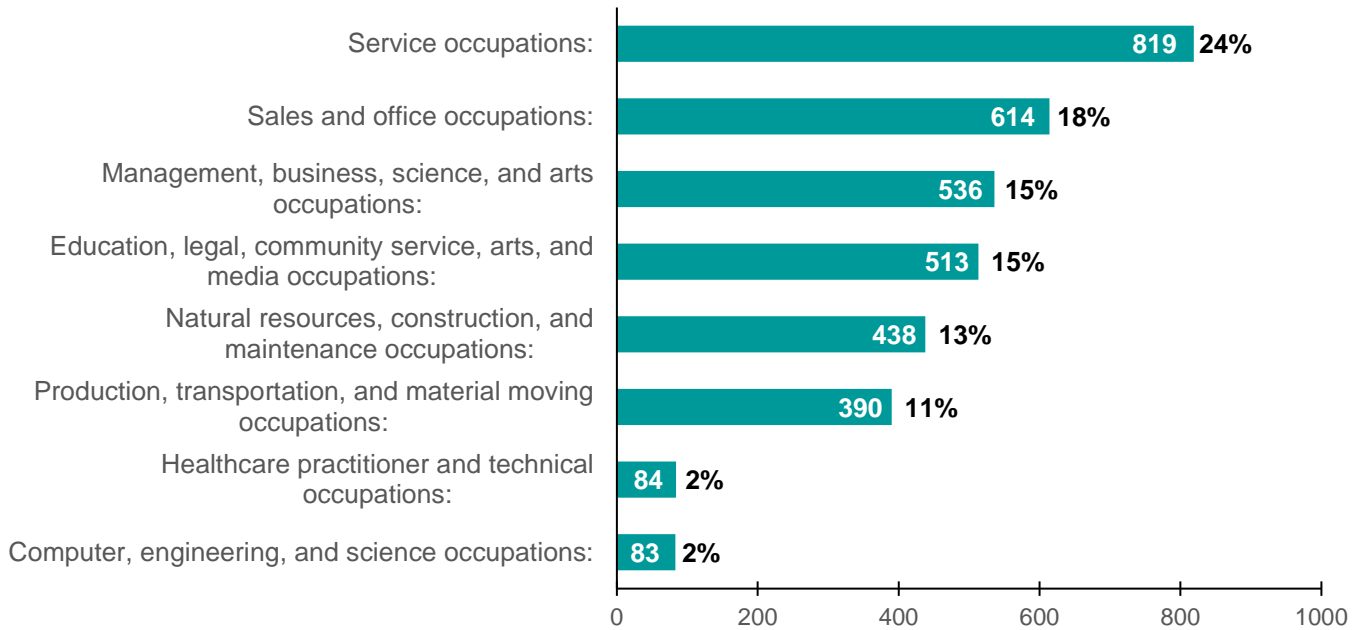
2012-2016 American Community Survey 5-Year Estimates

### Projected Population vs Per Capita Income



Estimates based on 2012-2016 American Community Survey 5-Year Estimates

## Employment by Industry Numbers



2012-2016 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:

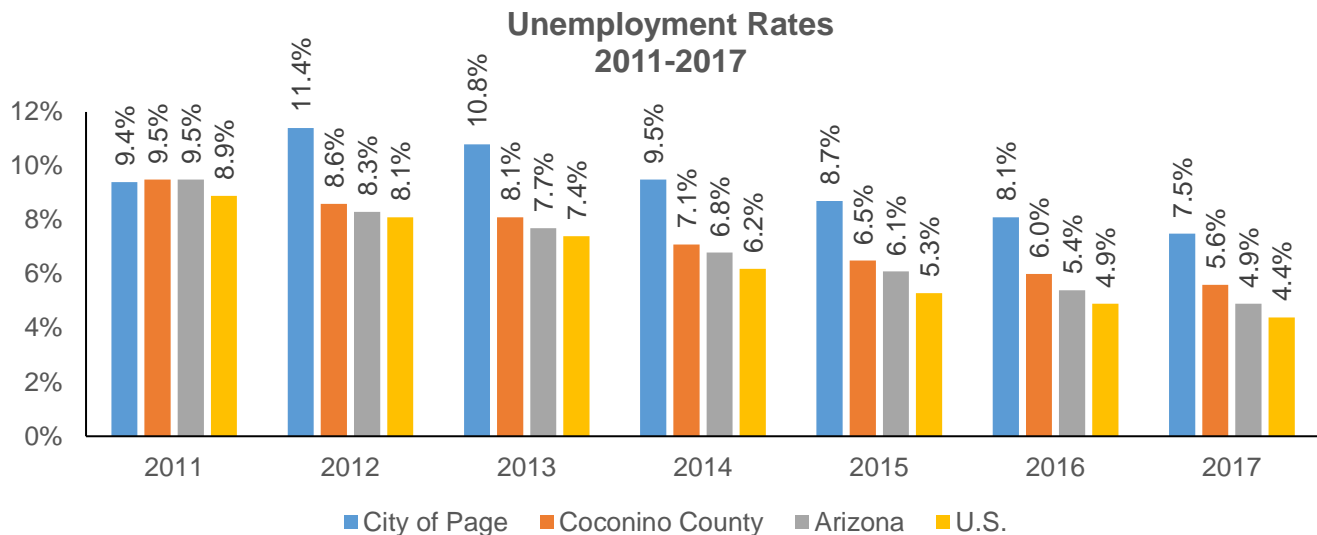
- Production
- Transportation
- Material moving

### 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

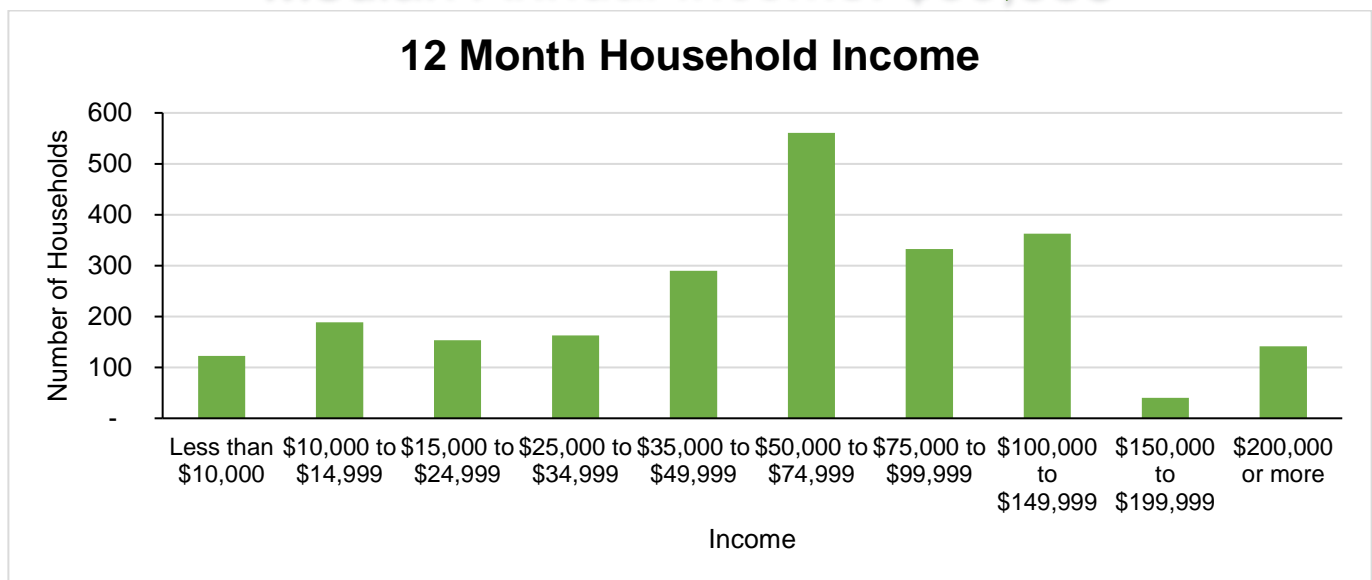


Office of Economic Opportunity, Arizona Labor Statistics 2018

Page's 2017 unemployment rate was 7.5%, which is higher than the County (5.6%), State (4.9%), and nation average (4.4%) (Office of Economic Opportunity, Arizona Labor Statistics). The labor force participation rate is 75%, which is higher than the County (63.9%) and State (59.5%). This implies that Page residents seek out employment at a greater rate, since more people are in the labor force locally than regionally (City of Page Comprehensive Housing Study, 2018). At 66.3%, Page has a higher employment-to-population ratio than the County (58.5%) and State (54.4%) (City of Page Comprehensive Housing Study, 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: \$59,580



2012-2016 American Community Survey 5-Year Estimates, Income in the Past 12 Month (in 2016 inflation-adjusted dollars).

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## Attractions

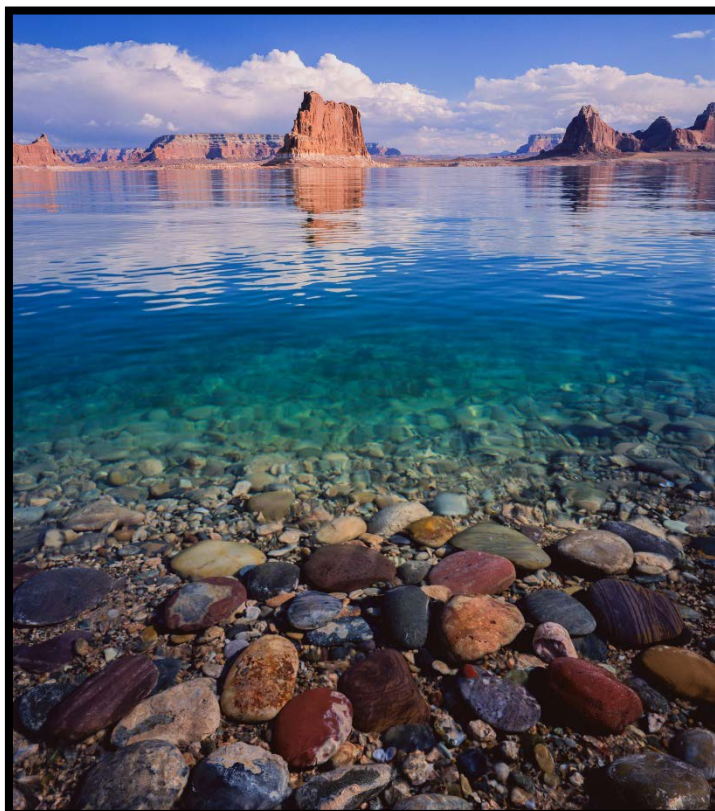


### Tourism – The Center of the Grand Circle

Lake Powell is the center of recreational opportunities for the City of Page. 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, such as world-renowned Horseshoe Bend and Antelope Canyon, as well as the Rainbow Bridge National Monument that can be explored by watercraft.

Located in the center of "Grand Circle," Page is just a short drive away from the North or South Rim of the Grand Canyon, Bryce and Zion National Parks, Monument Valley, and Canyon De Chelly.

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



### **Page Municipal Airport**

Page Airport is a commercial service airport with flights to Denver, Colorado; Farmington, New Mexico; and Phoenix, Arizona. 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**

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. Annual events include golf tournaments on Lake Powell National Golf Course, Lake Powell Balloon Regatta, bass fishing tournaments, mountain bike racing, rodeos, Native American dance performances and pow wows, and art shows.



### III. Financial Policies

#### Policy Overview

##### **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**

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.

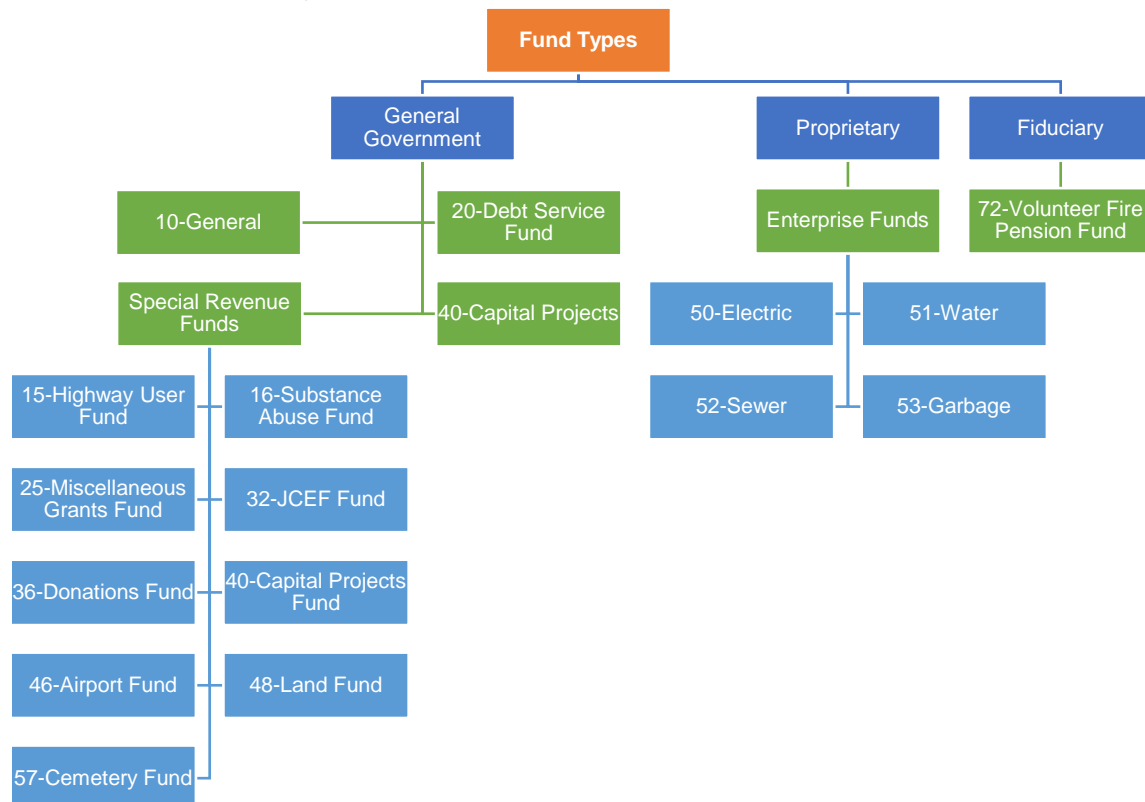
The City of Page 's budgets for the General, Special Revenue, Debt Service and Enterprise funds are prepared on essentially the same as modified accrual basis of accounting. This method is also used for City's financial reporting and financial statements.

### 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 | Not budgeted   |
| Capital Outlay<br>(Budgeted as expense in year purchased) | Cash is paid     | Incurred     | Incurred   |
| Principal Payments<br>(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. 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. Most of the City's departments are supported in whole or in part by the General Fund.

### 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 (47) – The Airport Fund is used to account for activities related to the operation of the City's airport.
- ◆ Capital Project 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.
- ◆ 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.

- ★ Debt Service Fund 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.

### 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. When borrowing is approved the liability is increased in this fund, and when debt is paid down or rescinded the liability is reduced.

### 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. 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.

- ❖ Electric Fund (50) – The Electric Fund accounts for the City's electrical services and operations.
- ❖ Garbage Fund (53) – The Garbage Fund accounts for the City's garbage services and operations.
- ❖ Sewer Fund (52) – The Sewer Fund accounts for the City's wastewater utility operations.
- ❖ Water Fund (51) – The Water Fund accounts for the City's water utility operations.

## Departments by Fund

|                       |                                      | Departments            |                     |               |            |            |         |                                 |                    |               |              |         |              |
|-----------------------|--------------------------------------|------------------------|---------------------|---------------|------------|------------|---------|---------------------------------|--------------------|---------------|--------------|---------|--------------|
|                       | Fund                                 | Mayor and City Council | City Administration | City Attorney | City Clerk | Magistrate | Finance | Community /Economic Development | Community Services | Public Safety | Public Works | Airport | Page Utility |
| Major Funds           | General Fund                         | X                      | X                   | X             | X          | X          | X       | X                               | X                  | X             | X            | X       |              |
|                       | Electric Fund                        |                        |                     |               |            |            |         |                                 |                    |               |              |         | X            |
|                       | Capital Project Fund*                |                        | 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     | Water Fund                           |                        |                     |               |            |            |         |                                 |                    |               |              |         | X            |
|                       | Sewer Fund                           |                        |                     |               |            |            |         |                                 |                    |               |              |         | X            |
|                       | Garbage Fund                         |                        |                     |               |            |            |         |                                 |                    |               |              |         | X            |

\*Based on FY2019 Budget

#### IV. Budget Process

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 10, 2018                              | General meeting with Department Managers/ Appointed Staff to discuss FY19 Budget process.                         | Finance                           |
| January 11, 2018                              | Compile pertinent budget information.   | Finance                           |
| January 11, 2018                              | Distribute budget instructions, information, and work sheets to department heads.                                 | All Departments                   |
| February 15, 2018                             | Complete compilation of the forthcoming fiscal year's revenue estimates including debt service requirements, etc. | Finance                           |
| March 1, 2018                                 | Submit departmental budget estimates to Finance.  | All Departments                   |
| March 22, 2018                                | City Manager/Finance Director review of departmental budgets and revenue estimates.                               | City Manager/<br>Finance Director |
| April 9-10 2018                               | An individual meeting with each department head may be held in conjunction with the review step.                  | All Departments                   |
| April 16, 2018                                | Make approved changes and prepare summary of tentative budget.  | City Manager/<br>Finance          |
| April 23, 2018                                | Complete preparation of proposed budget.  | Finance                           |
| May 9, 2018                                   | Deliver proposed budget to City Council for review.   | City Manager                      |
| May 16, 2018<br>May 30, 2018<br>June 13, 2018 | City Council Budget Work Session(s)   | City Council                      |
| June 27, 2018                                 | Adopt tentative Budget  | City Council                      |
| June 27, 2018                                 | Published Public Notice   | City Clerk                        |
| <b>July 25, 2018</b>                          | <b>Adopt Final Budget</b>   | <b>City Council</b>               |

## Assessment Phase

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

## Development Phase

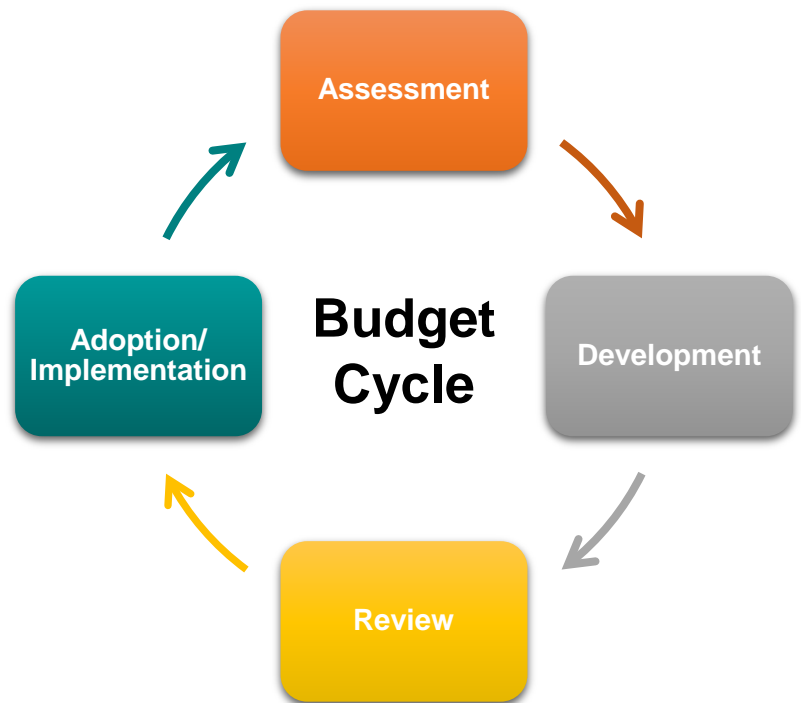
Finance compiles budget information from prior years and creates user friendly templates to be completed by department managers and staff to begin gathering preliminary data for the upcoming fiscal year. Finance works closely with departments in completing templates by set deadline.

## Review Phase

The City Council holds a series of public work sessions in between April 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.



## IV. Budget Message

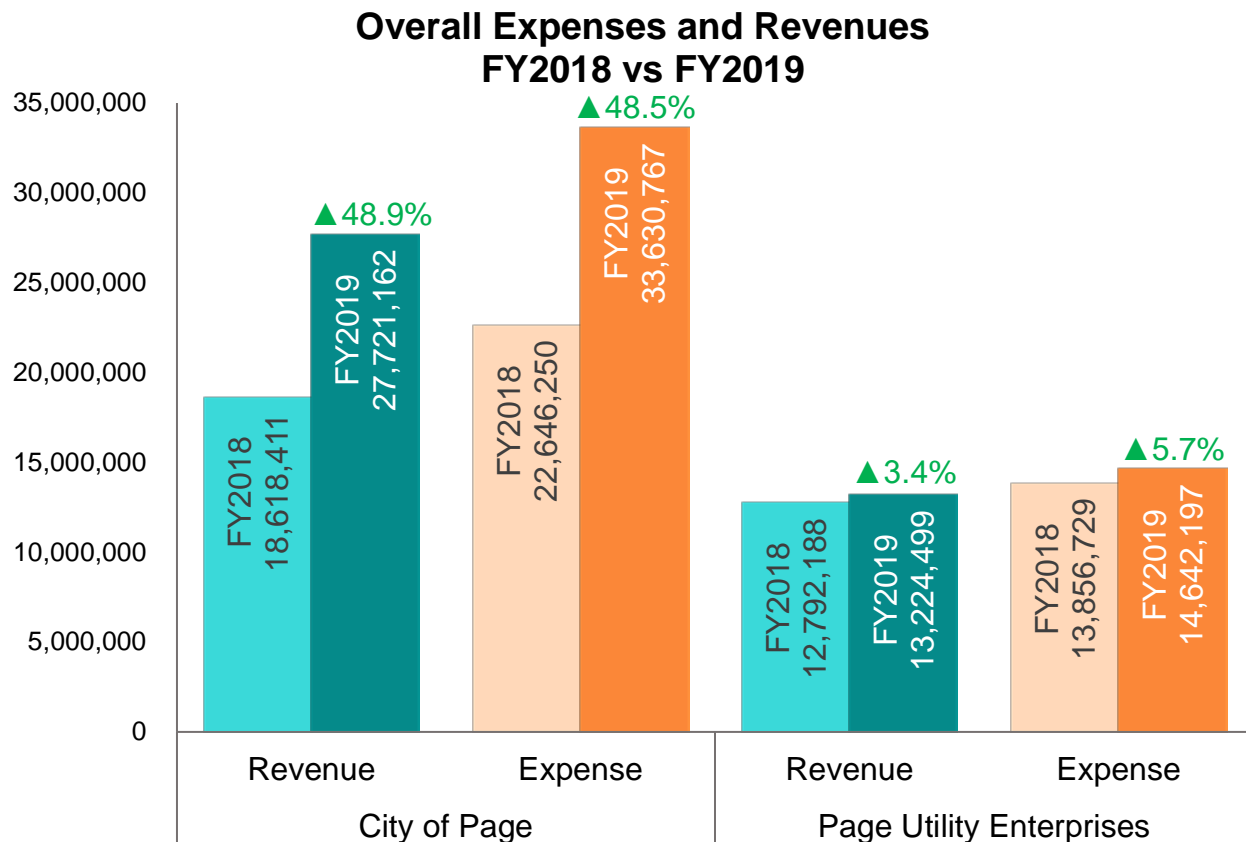
Mayor Diak and Members of Page City Council:

The Fiscal Year 2019 Budget is respectfully submitted to Mayor Diak, the City Council, and residents of Page Arizona. This budget represents our commitment to strong financial management practices and our 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 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.

Strategic Priorities:

1. Community Development
2. Fiscal Responsibility
3. High Performing Organization
4. Infrastructure Improvement
5. Housing
6. Quality of Life

The budget for the City of Page includes \$27,721,162 in revenue and \$33,630,767 in expenditures and utilizes \$5,765,605 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.



Revenue is expected to increase by 48.9% from FY18 and expenses are expected to increase from FY17 by 48.5%.

## 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 FY2019 (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.

|                                 | Revenues          | + | Fund Balances     | + | Transfers   | => | Expenditures                     |
|---------------------------------|-------------------|---|-------------------|---|-------------|----|----------------------------------|
| FY2018                          | Revenues          | + | Fund Balance      | + | Transfers   | =  | Total Resources => Expenditures  |
| <b>City of Page</b>             |                   |   |                   |   |             |    |                                  |
| 10-General Fund                 | 16,146,041        |   | 14,083,358        |   | (2,971,000) |    | 27,258,399 (15,243,480)          |
| 15-Highway User Fund            | 852,903           |   | 2,333,448         |   | (3,055,000) |    | 131,351 (220,400)                |
| 16-Substance Abuse              | 4,000             |   | 13,438            |   | 0           |    | 17,438 (15,000)                  |
| 20-Debt Service Fund            | 158,000           |   | 6,928,817         |   | 1,849,000   |    | 8,935,817 (1,399,388)            |
| 25-Miscellaneous Grants         | 4,659,000         |   | 54,643            |   | (29,000)    |    | 4,684,643 (4,706,480)            |
| 32-JCEF Fund                    | 5,050             |   | 42,799            |   | 0           |    | 47,849 (40,000)                  |
| 36-Donation Funds               | 3,700             |   | 34,610            |   | 0           |    | 38,310 (32,377)                  |
| 40-Capital Project Fund         | 4,228,000         |   | 2,005,002         |   | 5,710,000   |    | 11,943,002 (11,714,550)          |
| 46-Airport Fund                 | 530,168           |   | 1,381,491         |   | (305,000)   |    | 1,606,659 (201,792)              |
| 48-Land                         | 1,006,000         |   | 0                 |   | (1,000,000) |    | 6,000 0                          |
| 57-Cemetery                     | 35,500            |   | 329,189           |   | (55,000)    |    | 309,689 (11,300)                 |
| 72-Fire Pension                 | 92,800            |   | 518,697           |   | 0           |    | 611,497 (46,000)                 |
| Subtotal                        | 27,721,162        |   | 27,725,493        |   | 144,000     |    | 55,590,655 ✓ (33,630,767)        |
| <b>Page Utility Enterprises</b> |                   |   |                   |   |             |    |                                  |
| 50-Electric                     | 8,558,365         |   | 15,996,961        |   | 0           |    | 24,555,326 (10,434,500)          |
| 51-Water                        | 1,946,400         |   | 3,651,788         |   | 0           |    | 5,598,188 (1,791,118)            |
| 52-Sewer                        | 1,951,590         |   | 2,116,307         |   | 0           |    | 4,067,897 (1,726,113)            |
| 53-Garbage                      | 768,144           |   | 569,203           |   | (144,000)   |    | 1,193,347 (690,466)              |
| Subtotal                        | 13,224,499        |   | 22,334,259        |   | (144,000)   |    | 35,414,758 ✓ (14,642,197)        |
| <b>Grand Total</b>              | <b>40,945,661</b> |   | <b>50,059,752</b> |   | <b>0</b>    |    | <b>91,005,413 ✓ (48,272,964)</b> |

Although expenditures for the City have increased by 32% from FY2018, 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 \$14 million dollars which is 42% of expected FY18 Expenses. By comparison, this time last year, the cash balance in the General Fund was \$12,540,398; an increase of 12.3%.

## Changes in Fund Balance

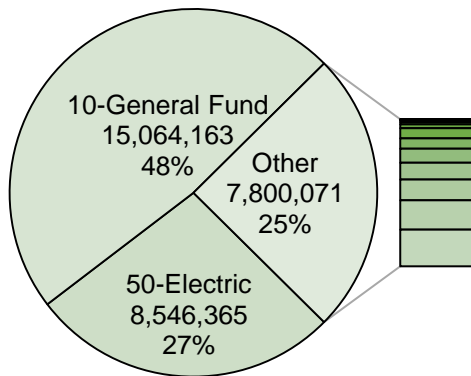
The City is starting with \$27.7 million in cash fund balances for FY2019 (numbers are pre-audited). Although there are adequate fund balances as a total, the City also wants to ensure each fund is accountable and does not depleted its resources. At the time of budget preparation and adoption, FY2018 was not closed and transactions were still being processed. Although the FY2019 Budget portrays the funds of the Highway User Fund and Miscellaneous Grants Fund over spent, the City monitors and reviews the budget and balance of each fund monthly. Expenses may need to be restricted to ensure funds are not over spent.

| Fund                           | Starting Fund<br>Balance<br>As of 7/1/2018 | Net Change         | Ending Fund<br>Balance<br>6/30/2019 |
|--------------------------------|--|--------------------|-------------------------------------|
| City of Page                   |  |                    |                                     |
| 10-General Fund                | 14,083,358                                 | (2,068,439)        | 12,014,919                          |
| 15-Highway User Fund           | 2,333,448                                  | (2,422,497)        | (89,049)                            |
| 16-Substance Abuse             | 13,438                                     | (11,000)           | 2,438                               |
| 20-Debt Service Fund           | 6,928,817                                  | 607,612            | 7,536,429                           |
| 25-Miscellaneous Grants        | 54,643                                     | (76,480)           | (21,837)                            |
| 32-JCEF Fund                   | 42,799                                     | (34,950)           | 7,849                               |
| 36-Donation Funds              | 34,610                                     | (28,677)           | 5,933                               |
| 40-Capital Project Fund        | 2,005,002                                  | (1,776,550)        | 228,452                             |
| 46-Airport Fund                | 1,381,491                                  | 23,376             | 1,404,867                           |
| 48-Land                        | 0  | 6,000              | 6,000                               |
| 57-Cemetery                    | 329,189                                    | (30,800)           | 298,389                             |
| 72-Fire Pension                | 518,697                                    | 46,800             | 565,497                             |
| City of Page Total             | 27,725,493                                 | (5,765,605)        | 21,959,888                          |
| Page Utility Enterprises       |  |                    |                                     |
| 50-Electric                    | 15,996,961                                 | (1,876,135)        | 14,120,826                          |
| 51-Water                       | 3,651,788                                  | 155,282            | 3,807,070                           |
| 52-Sewer                       | 2,116,307                                  | 225,477            | 2,341,784                           |
| 53-Garbage                     | 569,203                                    | (66,322)           | 502,881                             |
| Page Utility Enterprises Total | 22,334,259                                 | (1,561,698)        | 20,772,561                          |
| <b>Grand Total</b>             | <b>50,059,752</b>                          | <b>(7,327,303)</b> | <b>42,732,449</b>                   |

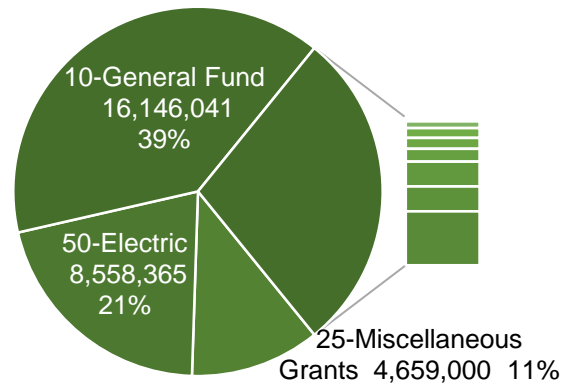
## Revenues

At the Strategic Priorities Work Session, 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.

**FY2018 Budget**

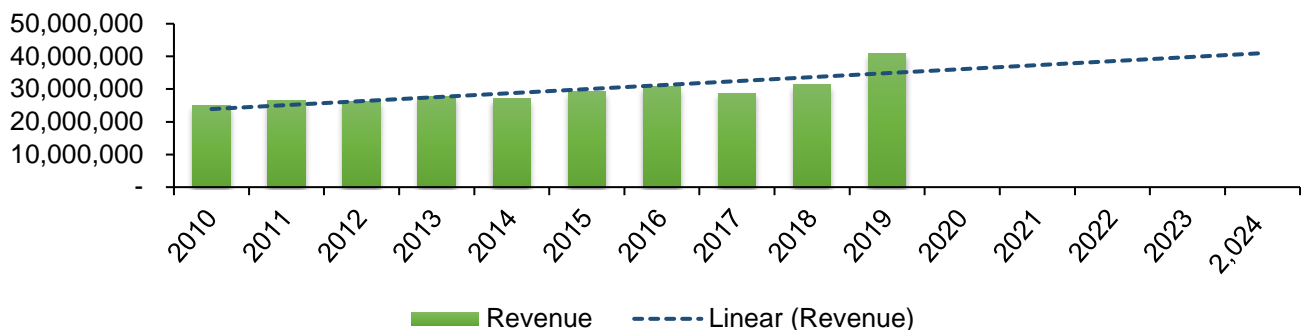


**FY2019 Budget**



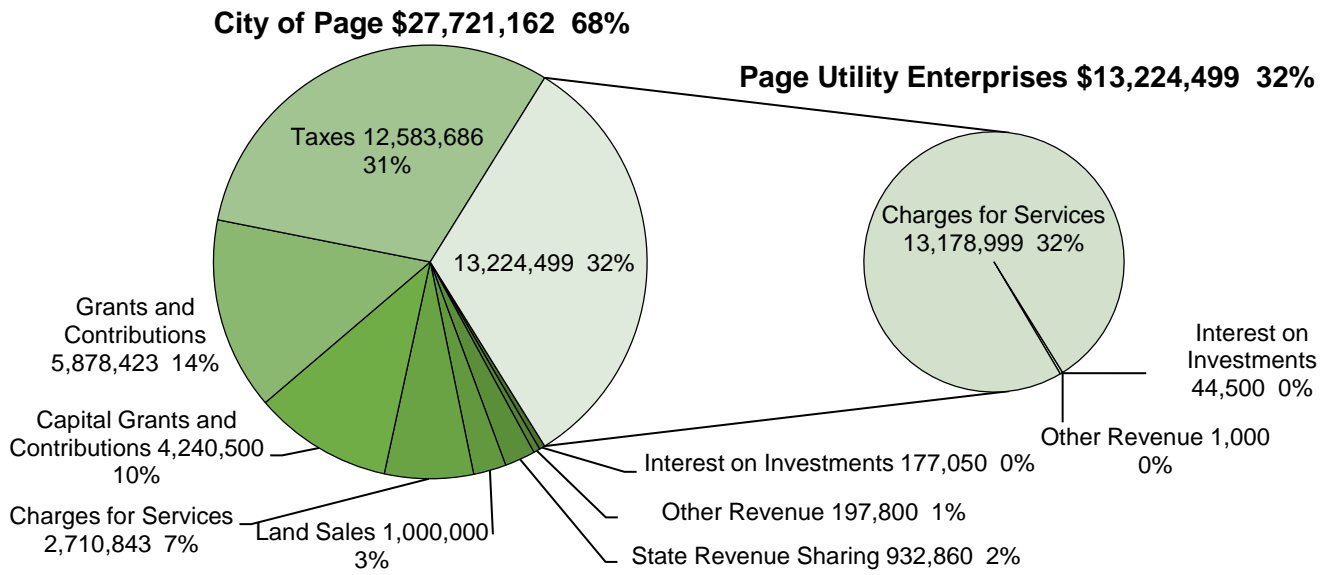
| Fund                         | FY2017 Actual     | FY2018 Budget       | FY2019 Budget       |
|------------------------------|-------------------|---------------------|---------------------|
| 10-General Fund              | 15,617,457        | 15,064,163          | 16,146,041          |
| 50-Electric                  | 8,840,138         | 8,546,365           | 8,558,365           |
| 25-Miscellaneous Grants      | 106,255           | 203,000             | 4,659,000           |
| 40-Capital Project Fund      | 287,445           | 1,101,450           | 4,228,000           |
| 52-Sewer                     | 1,849,241         | 1,555,760           | 1,951,590           |
| 51-Water                     | 1,914,455         | 1,945,400           | 1,946,400           |
| 48-Land                      | 297,258           | 547,186             | 1,006,000           |
| 15-Highway User Revenue Fund | 860,678           | 890,827             | 852,903             |
| 53-Garbage                   | 903,465           | 744,663             | 768,144             |
| 46-Airport Fund              | 515,602           | 540,300             | 530,168             |
| 20-Debt Service Fund         | 139,850           | 122,500             | 158,000             |
| 72-Fire Pension              | 119,222           | 98,450              | 92,800              |
| 57-Cemetery                  | 38,688            | 30,000              | 35,500              |
| 32-JCEF Fund                 | 4,783             | 7,035               | 5,050               |
| 16-Substance Abuse           | 3,237             | 6,000               | 4,000               |
| 36-Donation Funds            | 6,461             | 7,500               | 3,700               |
| <b>Grand Total</b>           | <b>31,504,233</b> | <b>\$31,410,599</b> | <b>\$40,945,661</b> |

**Total Revenue  
Five Year Projection**

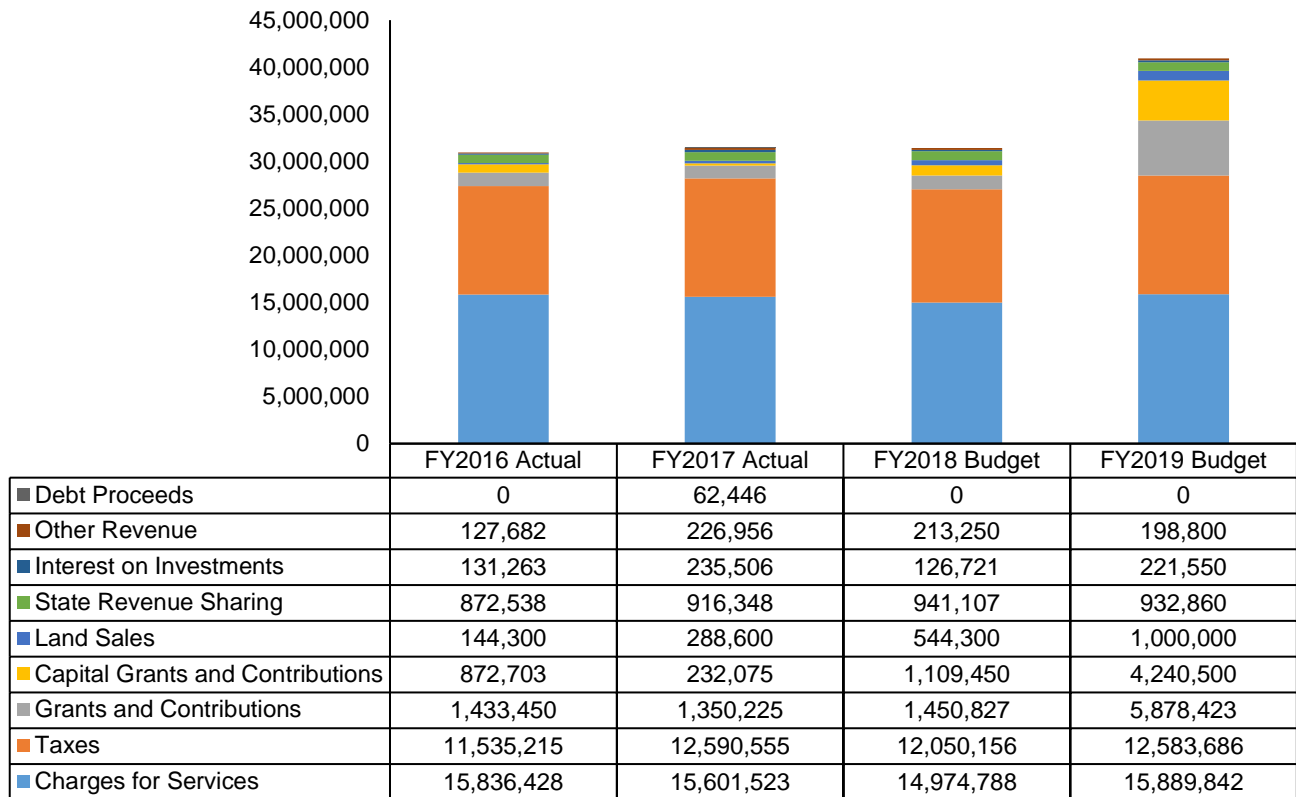


## FY2019 Revenue Budget by Activity

**Total = \$40,945,661**



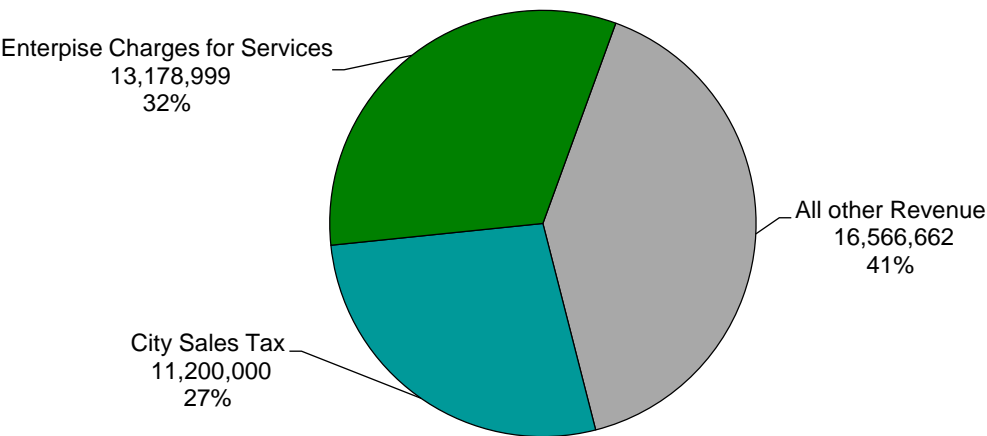
## Revenue by Activity by Year



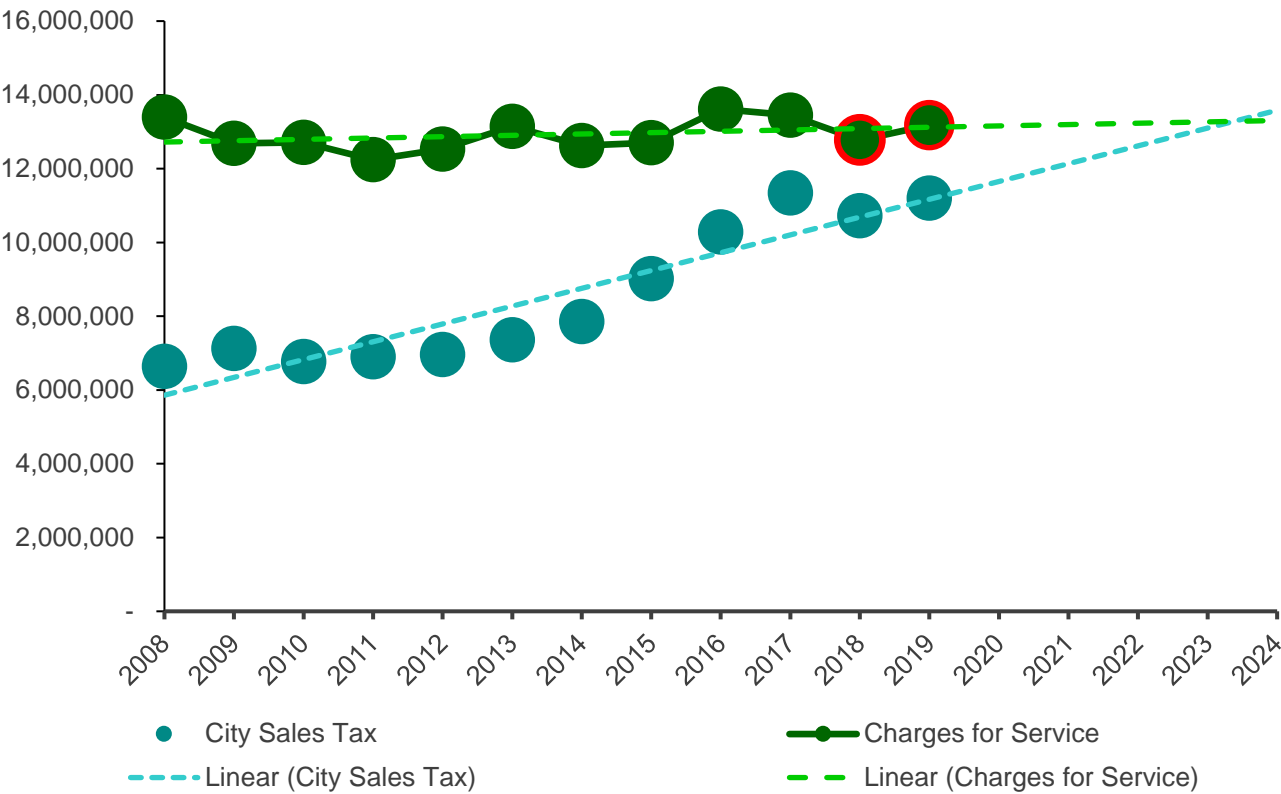
Major Revenue Sources

The two major revenue sources are City Sales Tax and Enterprise Charges for Service. Enterprise Charges for Services are budgeted to provide 32% of total revenue for FY2019 and City Sales Tax is budgeted to provide 27% 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



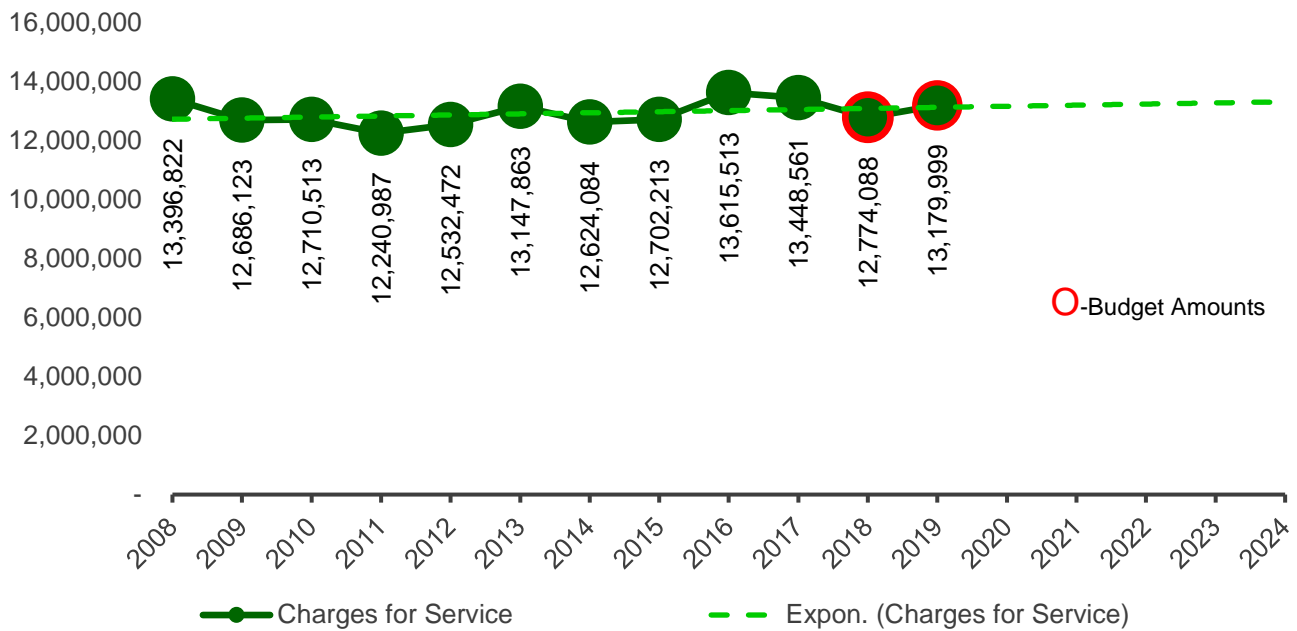
Major Revenue Sources by Year  
Five Year Projection



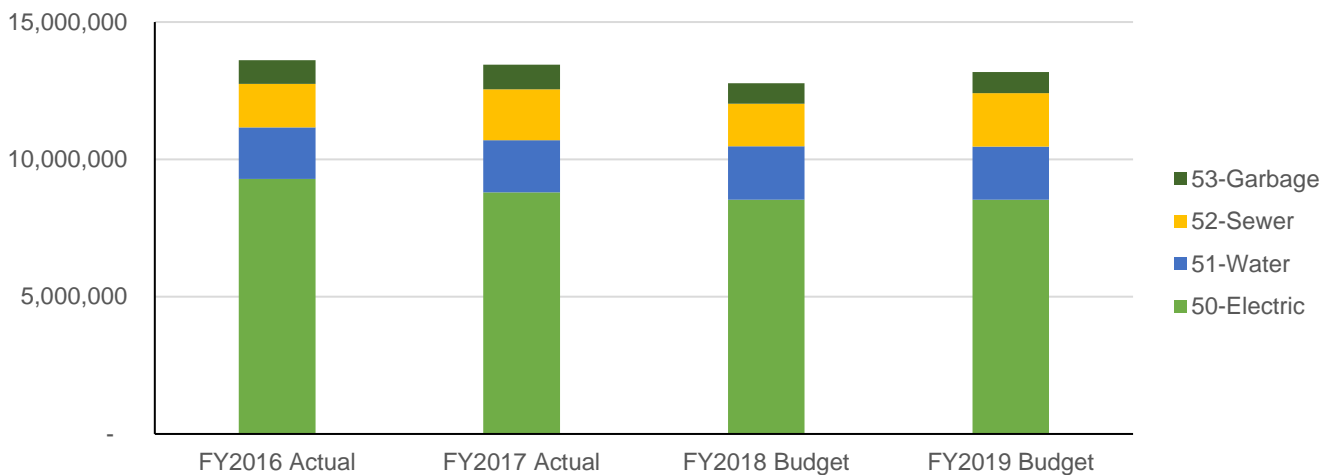
## Enterprise Charges for Service – Major Revenue Source

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 7.3% from \$12.5 million in FY2012 to \$13.4 million in FY2017. The FY2018 is budgeted at \$12.7 million; however, unaudited numbers reflect \$13.7 million. Four new hotels and seven new homes went up on FY2018. Two more hotels and about seven new homes are expected to be built in FY2019. The need for these services continue to grow.

### Enterprise Charges for Service Revenue by Year and Five Year Projection

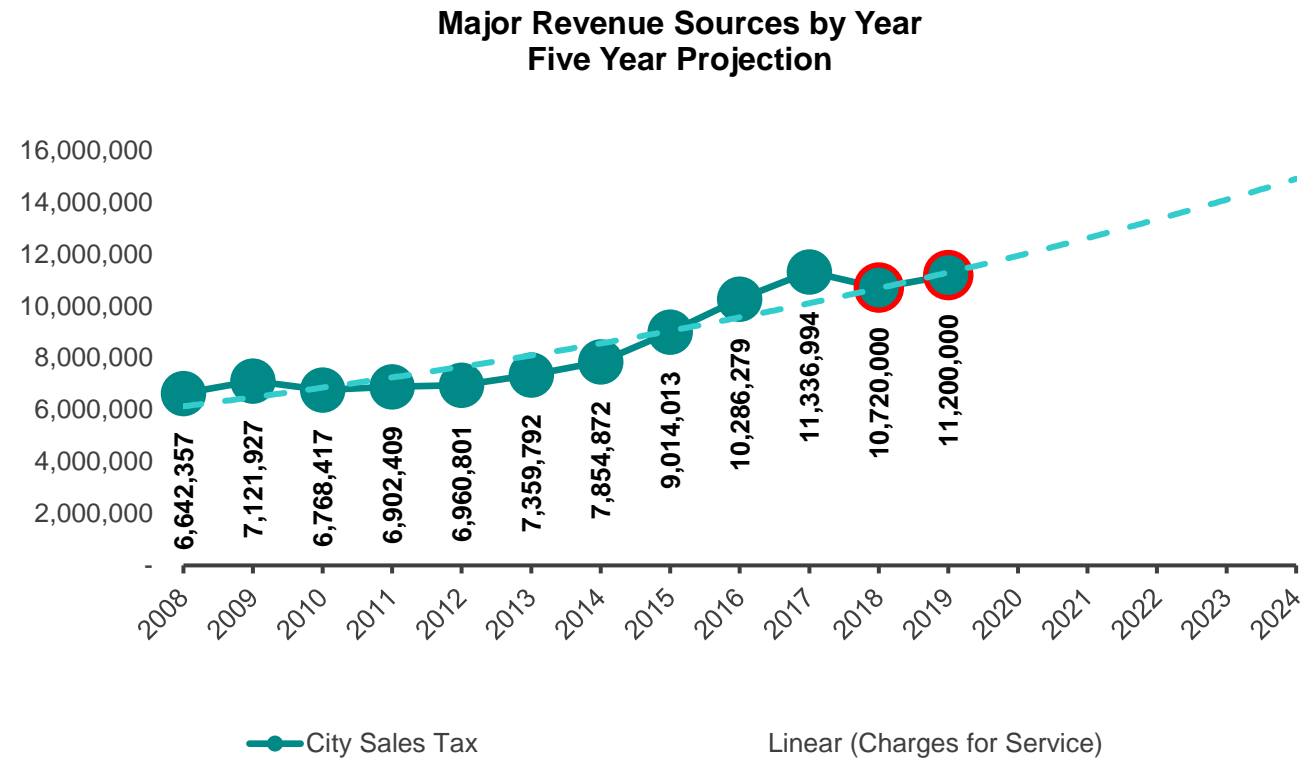


### Enterprise Charges for Service by Fund

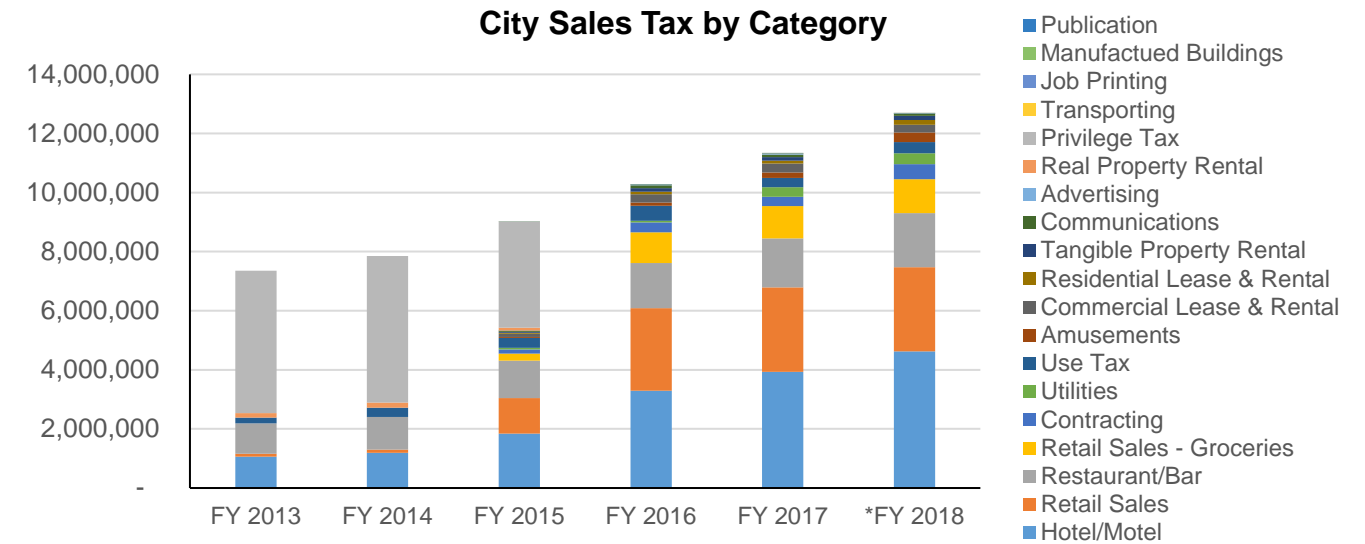


City Sales Tax – Major Revenue Source

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 by and distributed the Arizona Department of Revenue for counties and cities. Within five years, there has been a 54% increase in sales tax revenues from \$7.4 million in FY2013 to \$11.3 million in FY2017. Although \$10.7 million was budgeted for FY2018, unaudited numbers reflect \$14 million was received. Tourism continues to flourish with the number of visitors each year. 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.



## One-Time vs Recurring Income Sources

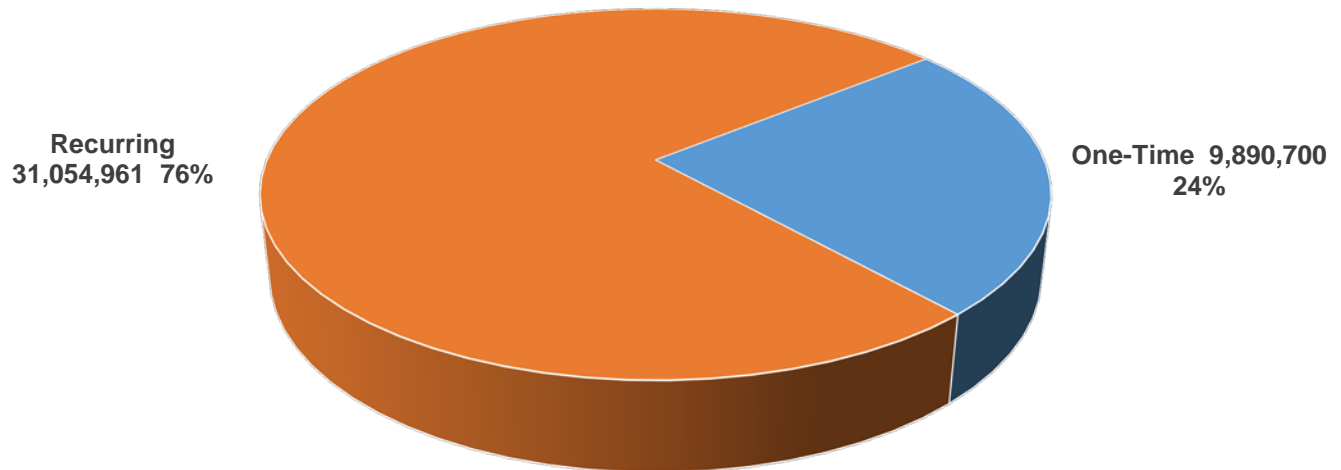
Recurring revenues are the portion of City funds that can reasonably be expected to continue year over year with a certain degree of predictability. Sales taxes and State Shared Revenues are an example of recurring revenues. One-time revenue is money that the City receives that we do not expect to reoccur in subsequent fiscal years. Primary sources of one-time revenue include: reserves, land sales, grants, and donations. We have approximately \$1,856,250 in one-time dollars and \$16,762,161 for the City and \$12,792,188 for Page Utility Enterprises in ongoing dollars to allocate for FY 2018.

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

| One-Time vs Recurring funding  | *FY2016<br>Actual | FY2017<br>Actual  | FY2018<br>Budget  | FY2019<br>Budget  |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>One time</b>  | <b>1,101,001</b>  | <b>626,314</b>    | <b>1,856,250</b>  | <b>9,890,700</b>  |
| Land Sales   | 144,300           | 288,600           | 544,300           | 1,000,000         |
| Donations  | 6,240             | 6,461             | 7,500             | 3,700             |
| Grants   | 950,461           | 331,254           | 1,304,450         | 8,887,000         |
| <b>Recurring</b>   | <b>29,852,576</b> | <b>30,815,473</b> | <b>29,554,349</b> | <b>31,054,961</b> |
| City Sales Tax   | 10,286,279        | 11,336,994        | 10,720,000        | 11,200,000        |
| Intergovernmental – State Revenue Sharing,<br>State Sales Tax, and Vehicle License Tax | 1,877,132         | 1,931,988         | 2,909,125         | 2,073,546         |
| Franchise and Permit Fee   | 533,740           | 525,503           | 488,400           | 519,675           |
| Airport Revenue  | 540,811           | 515,602           | 540,300           | 530,168           |
| All Other Revenue  | 2,972,274         | 3,060,533         | 2,104,336         | 3,507,073         |
| Enterprise Revenue   | 13,642,340        | 13,507,299        | 12,792,188        | 13,224,499        |
| <b>Grand Total</b>   | <b>30,953,578</b> | <b>31,504,233</b> | <b>31,410,599</b> | <b>40,945,661</b> |

\*Numbers reinstated to reflect audited numbers.

**FY2019 One-Time vs Recurring Revenue**

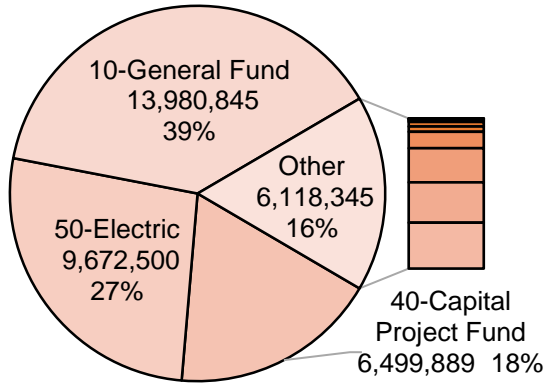


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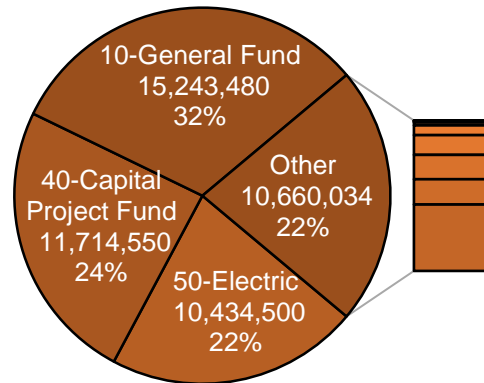
## Expenditures

While our financial position is considerably better than in previous years, the budget reflects our efforts to pay off bond debt, and PSPRS liabilities along with investing in our infrastructure and capital equipment; both of which have been deferred. In the next 10 years 96% of our streets will require investments. The average age of the City's fleet is 17 years old (this does not include public safety). This year's budget reflects good progress towards restoring City services to a level consistent with the expectations of City Council and our community. The FY18 recommended budget provides for \$5,664,284 in new spending over last year for personnel, equipment, and services. Some of the spending details are outlined below. Charts and tables below exclude transfers.

### FY2018 Budget

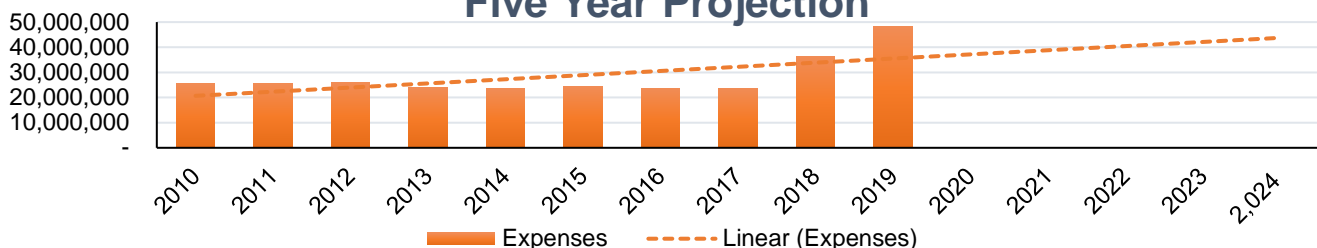


### FY2019 Budget



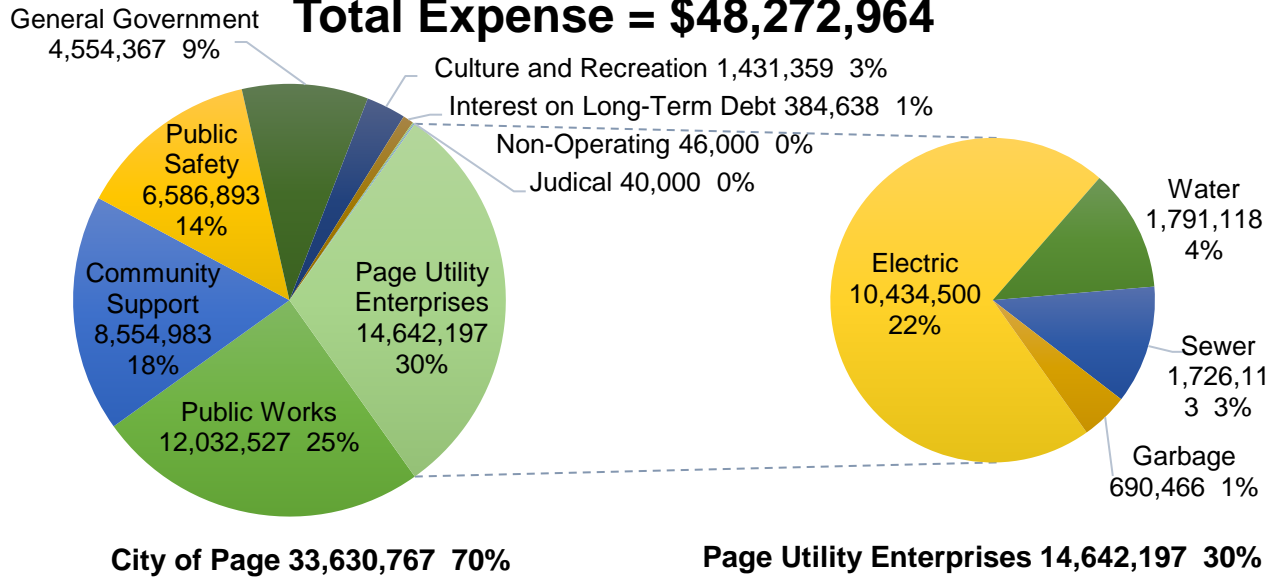
| Fund                         | FY2017 Actual     | FY2018 Budget     | FY2019 Budget     |
|------------------------------|-------------------|-------------------|-------------------|
| 10-General Fund              | 9,581,201         | 13,980,845        | 15,243,480        |
| 40-Capital Project Fund      | 1,108,399         | 6,499,889         | 11,714,550        |
| 50-Electric                  | 7,100,573         | 9,672,500         | 10,434,500        |
| 25-Miscellaneous Grants      | 91,768            | 185,500           | 4,706,480         |
| 51-Water                     | 1,621,248         | 1,871,118         | 1,791,118         |
| 52-Sewer                     | 1,438,194         | 1,643,213         | 1,726,113         |
| 20-Debt Service Fund         | 1,388,780         | 1,390,538         | 1,399,388         |
| 53-Garbage                   | 665,397           | 669,898           | 690,466           |
| 15-Highway User Revenue Fund | 174,503           | 231,400           | 220,400           |
| 46-Airport Fund              | 177,672           | 215,503           | 201,792           |
| 72-Fire Pension              | 62,237            | 38,400            | 46,000            |
| 32-JCEF Fund                 | 13,217            | 30,000            | 40,000            |
| 36-Donation Funds            | 16,870            | 47,875            | 32,377            |
| 16-Substance Abuse           | 3,176             | 15,000            | 15,000            |
| 57-Cemetery                  | 6,117             | 11,300            | 11,300            |
| 42-Community Development     | 320,699           | -                 | -                 |
| <b>Grand Total</b>           | <b>23,770,050</b> | <b>36,502,979</b> | <b>48,272,964</b> |

### Total Expense Five Year Projection

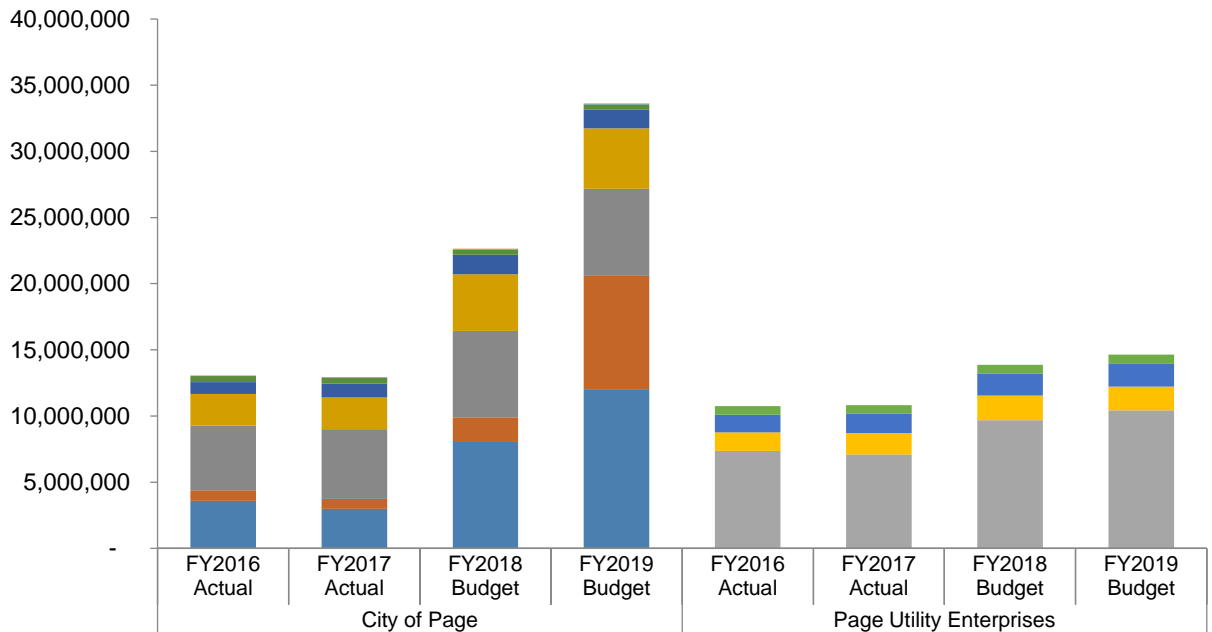


## Expense Budget by Category

**Total Expense = \$48,272,964**

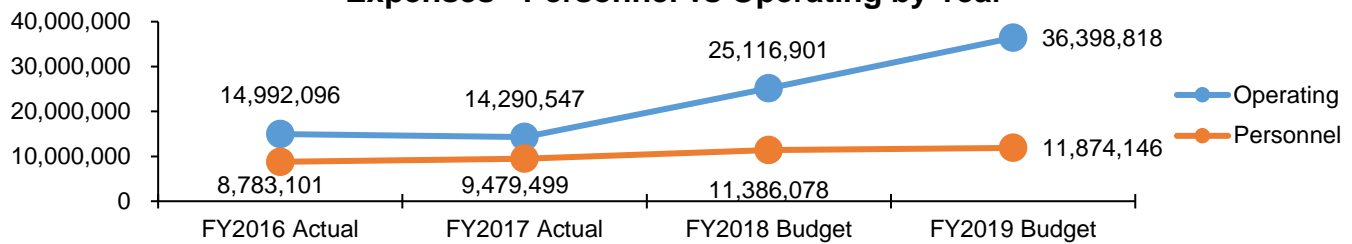


## Expense Budget by Category



|                            | City of Page  |               |               |               | Page Utility Enterprises |               |               |               |
|----------------------------|---------------|---------------|---------------|---------------|--------------------------|---------------|---------------|---------------|
|                            | FY2016 Actual | FY2017 Actual | FY2018 Budget | FY2019 Budget | FY2016 Actual            | FY2017 Actual | FY2018 Budget | FY2019 Budget |
| Garbage                    |               |               |               |               | 642,385                  | 665,397       | 669,898       | 690,466       |
| Sewer                      |               |               |               |               | 1,322,481                | 1,438,194     | 1,643,213     | 1,726,113     |
| Water                      |               |               |               |               | 1,422,971                | 1,621,248     | 1,871,118     | 1,791,118     |
| Electric                   |               |               |               |               | 7,351,936                | 7,100,573     | 9,672,500     | 10,434,500    |
| Judical                    | 8,062         | 13,217        | 30,000        | 40,000        |                          |               |               |               |
| Non-Operating              | 10,235        | 62,237        | 38,400        | 46,000        |                          |               |               |               |
| Interest on Long-Term Debt | 447,235       | 428,565       | 403,288       | 384,638       |                          |               |               |               |
| Culture and Recreation     | 900,932       | 1,035,249     | 1,461,614     | 1,431,359     |                          |               |               |               |
| General Government         | 2,394,778     | 2,391,410     | 4,283,847     | 4,554,367     |                          |               |               |               |
| Public Safety              | 4,875,105     | 5,269,584     | 6,520,588     | 6,586,893     |                          |               |               |               |
| Community Support          | 801,114       | 754,757       | 1,873,131     | 8,554,983     |                          |               |               |               |
| Public Works               | 3,597,961     | 2,989,618     | 8,035,382     | 12,032,527    |                          |               |               |               |

## Expenses - Personnel vs Operating by Year



### Personnel Costs

The FY19 recommended budget includes an additional \$488,000 in Personnel Costs. This additional funding includes 7.57 FTE of new positions, and increase of 0.88 FTE to existing positions, and the elimination of 1.00 FTE position in the General Fund. The new staff positions will assist in achieving City Council Strategic Priorities, and are designed to increase current service levels:

#### ◆ New Positions

- 1.00 FTE Executive Assistant to the City Manager – City Manager
  - Position will support the City Manager and other Senior staff with high-quality administrative and clerical assistance. Act as the point of contact between the Mayor & Council and Directors.
- 0.49 FTE Program Coordinator – Community Center
  - Position will plan, organize, and facilitate Programming. The Community Center plans to provide events and activities in the evenings and Saturdays.
- 0.74 FTE Library Aide – Library
  - Position will help plan, organize, and facilitate teen programming at the Library.
- 0.19 FTE Two Seasonal Library Aides – Library
  - Positions will help with Summer Reading Program and activities
- 0.07 FTE Camp Lead – Recreation
  - Position will plan and organize all camp activities and oversee daily operations and cover for sick staff.
- 0.10 FTE Two Camp Counselors – Recreation
  - Positions will assist Camp Lead to plan and organize all camp activities and oversee daily operations and cover for sick staff.
- 1.00 FTE Administrative Assistant – Community Development
  - Position will welcome people into City Hall, assist with general inquiries, and provide direction to appropriate department for assistance.
- 1.00 FTE Records Clerk – Police Administration
  - Position will assist department in staying compliant with statutory requirements, reduce overtime of current staff, increase efficiency and customer service.
- 1.00 FTE School Resource Officer – Patrol
  - Position will help in assuring Page schools are safe by providing Police presence and resources on school grounds.
- 1.00 FTE Two Season Street Maintenance Workers – Public Works Administration
  - Positions will assist with street maintenance and increase ability for department to perform.
- 0.98 FTE Two Temporary Maintenance Workers – Parks Maintenance
  - Positions will assist with increase of maintenance needs within City parks and trails.

#### ◆ Increases

- 0.50 FTE Deputy City Clerk – Increased from 0.50 FTE to 1.00 FTE
  - Increase of FTE hours will assist in increase of work load and legal requirements. Position was previously split between the City Clerk and City Attorney.
- 0.13 FTE Administrative Assistant City Attorney – Increased from 0.50 FTE to 0.625 FTE
  - Increase of FTE hours will assist in increase of work load and legal requirements. Position was previously split between the City Clerk and City Attorney.
- 0.25 FTE Recreation Assistant – Increased from 0.49 FTE to 0.74 FTE
  - To improve league operations, safety, customer service and facility upkeep.

#### ◆ Reductions

- Eliminated 1.00 FTE Community Development Coordinator – Community Development
  - Position moved to City Manager's office and change in title and duties.

## Short-Term Factors

Short-term factors impacting budget decision-making for FY2019 are as follows:

### Capital Improvements

The FY18 Budget includes \$11.7 million in Capital Projects and Equipment. Highlights include:

- \$4 million in street, sidewalk, and storm water improvements
- \$3 million in Airport improvements.
- \$2 million in improvements for Horse Shoe Bend
- \$1.7 million investments in City parks
- \$557,550 in equipment.

### Leasing vs. Buying

The City has evaluated the option between leasing and cash purchases of vehicles and high cost equipment. In the past, the City has opted to lease equipment to better manage our cash flow for the organization. With the increase of financial stability, the City is choosing the cash purchase option over the leasing option. While this decision has a higher up-front cost, in the end, the City saves the associated interest expense and it does not bind future City leaders to debt.

Equipment to be purchased rather than leased in FY2019

|                          |           |
|--------------------------|-----------|
| Dump Truck               | \$75,000  |
| Mower                    | \$15,000  |
| F450 4x4 Cab and Chassis | \$40,000  |
| 4x4 Vehicle              | \$68,000  |
| JD Utility Vehicle       | \$9,400   |
| Planet Air-Aerator       | \$15,850  |
| Total                    | \$223,250 |

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

The FY19 budget includes an added payment to Arizona Public Safety Personnel Retirement System. In addition to regular payment (\$288,550 budgeted for FY2019), the City will pay \$1.2 Million toward the unfunded liability estimated at \$4 Million on June 30, 2017 Actuarial Reports for Police and Fire.

### Building Reserve Fund for Bond Series 2011

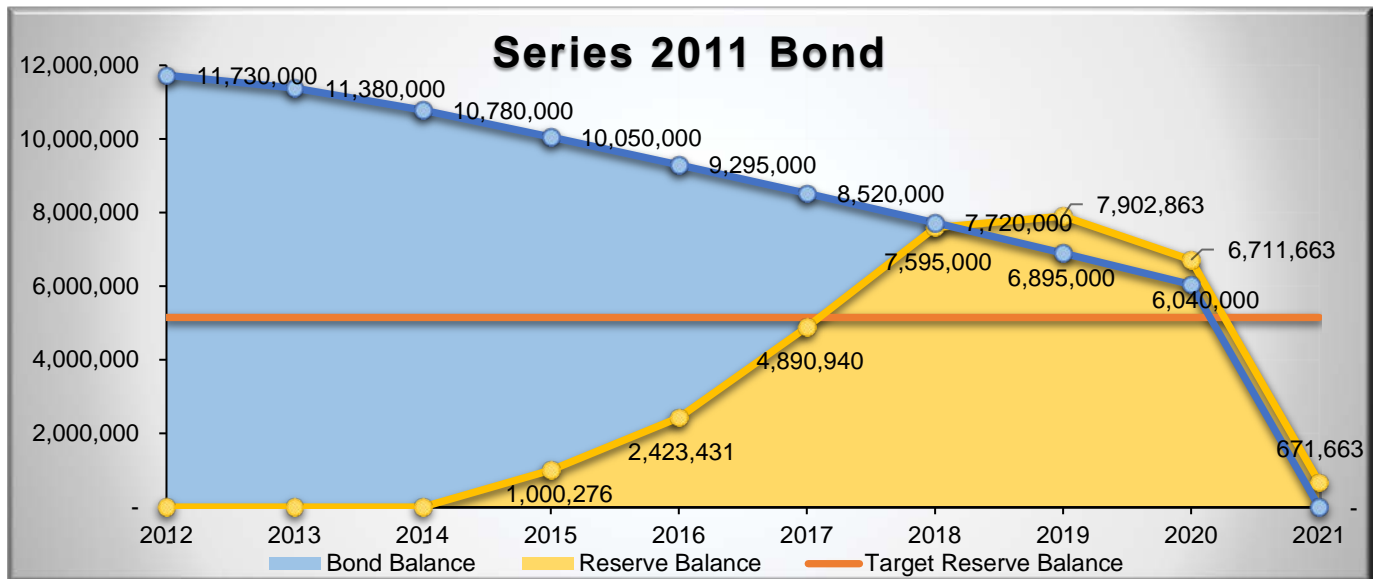
Beginning in FY2014, the City has designated 85% of the 1% sales tax will be allocated toward the Series 2011 Bond and ensure a reserve will be built to pay off the debt on the 2021 call date. The City budgets about \$2 to \$3 million each year to build the reserve balance. It is estimated that in FY19 the City will have reached the needed reserve balance by transferring \$1.5 million into the reserve account to pay future payments and the amount needed to pay the bond's balance at the 2021 call date. The City will need to consider what these funds will be used for in the coming years.

## Long-Term Financial Goals

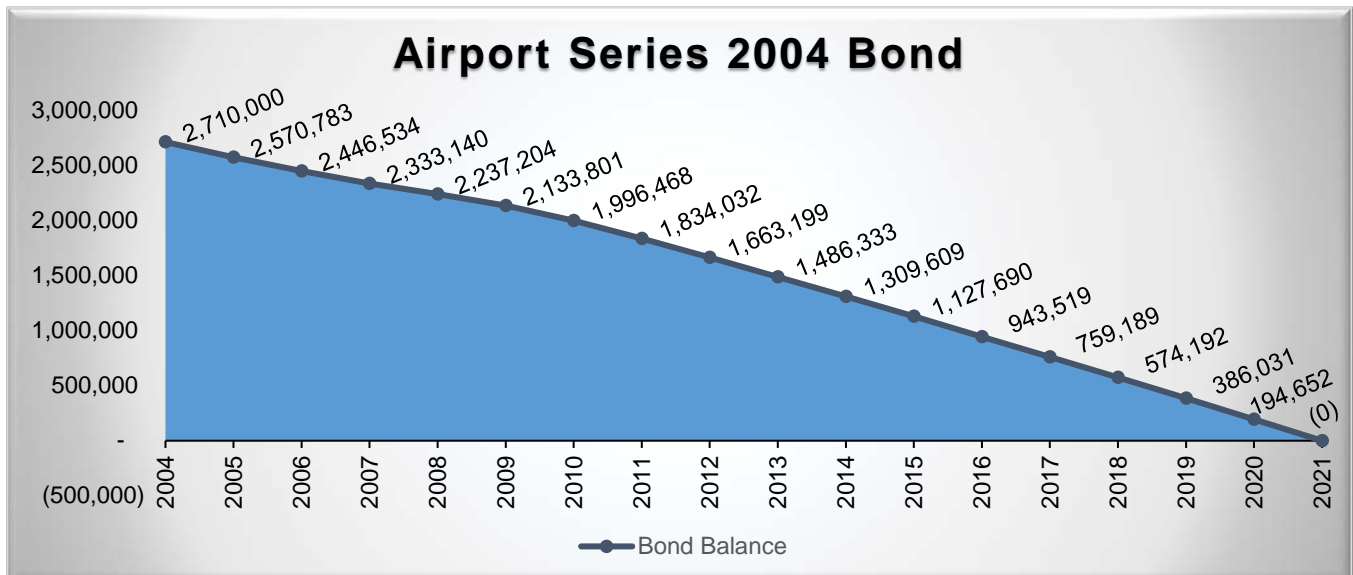
1. Debt Elimination
2. Capital Reserve Plan
3. Build Unrestricted Fund Balances

**1. Debt Elimination-**The City Council of the City of Page has made it a top priority to pay off the 2011 Series Bond Debt by the first call day of July 1, 2021. Beginning in fiscal year 2014, the budgets have reflected inter fund transfers into a reserve account with the intent of paying off this debt. On July 1, 2021, our bond balance will be \$5,150,000.

**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. With the balance of the reserve fund, the City has decided to transfer \$1.5 million of the designated sales tax and utilize the reserve for all future bond payments. It is estimated the reserve balance will be able to cover the 2021 call date.

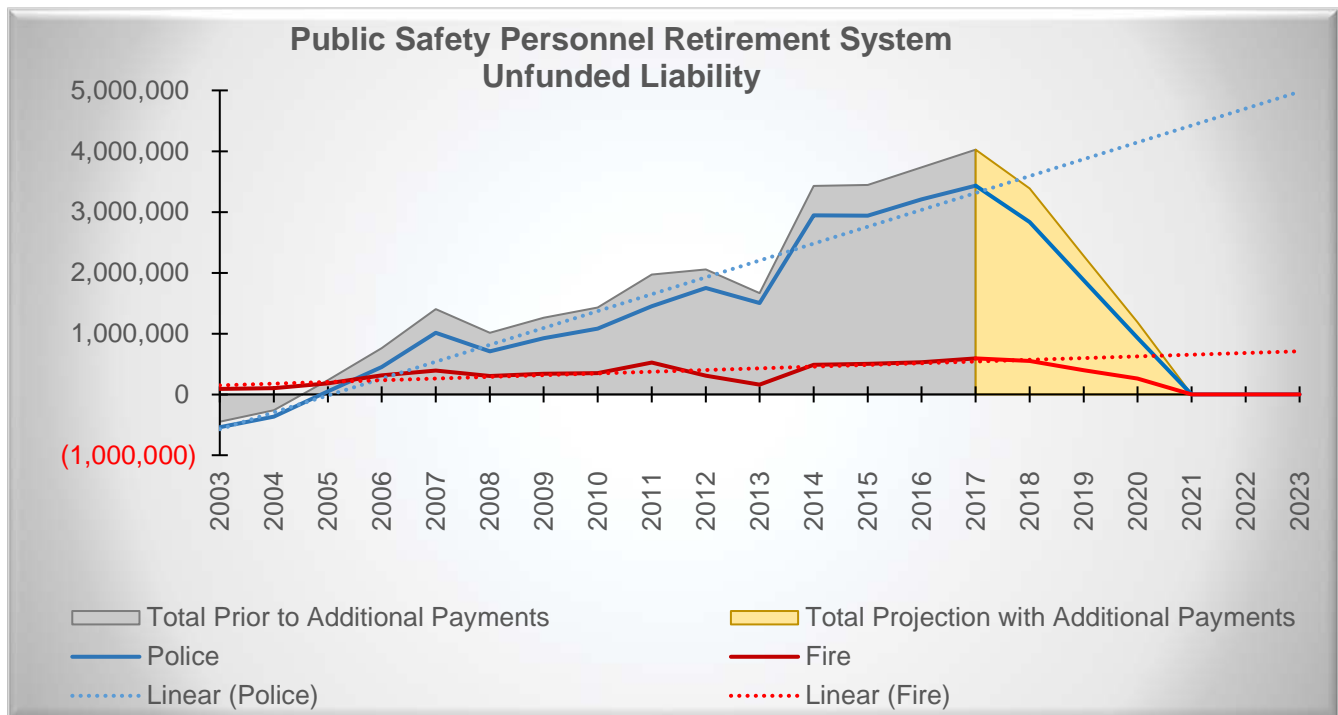


**Series 2004 Bond (Airport)** – This Bond is scheduled to mature in 2021 and the City will continue to follow the debt service schedule. The City has paid approximately \$840,000 in interest as of June 30, 2018, since bond was issued and will pay approximately \$35,900 more in interest depending on the varying coupon rate.



**Payoff Unfunded Liability** – As of June 30, 2017, the City has a balance of \$4 Million of unfunded liability with Public Safety Personnel Retirements Systems(PSPRS). The City has been paying the higher recommended contribution rate of 37.11% as opposed to the normal contribution rate of 14.18%. Although this has assisted in slowing the continued growth of the unfunded liability balance, it continues to accumulate. The City has decided to make additional payments to eliminate this balance beginning in FY2018. The City has budgeted an additional \$1.5 Million payment toward the balance in FY2019 and will continue to make additional payments until the unfunded liability is eliminated. The City paid the first additional payment toward the unfunded liability of \$1 million in FY2018 and increased that amount to \$1.5 million in FY2019. If the City continues to pay an additional \$1.25 million toward the Police PSPRS balance and an additional \$200,000 toward the Fire PSPRS, it is estimated the unfunded liability balance could be paid off in FY2021.

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



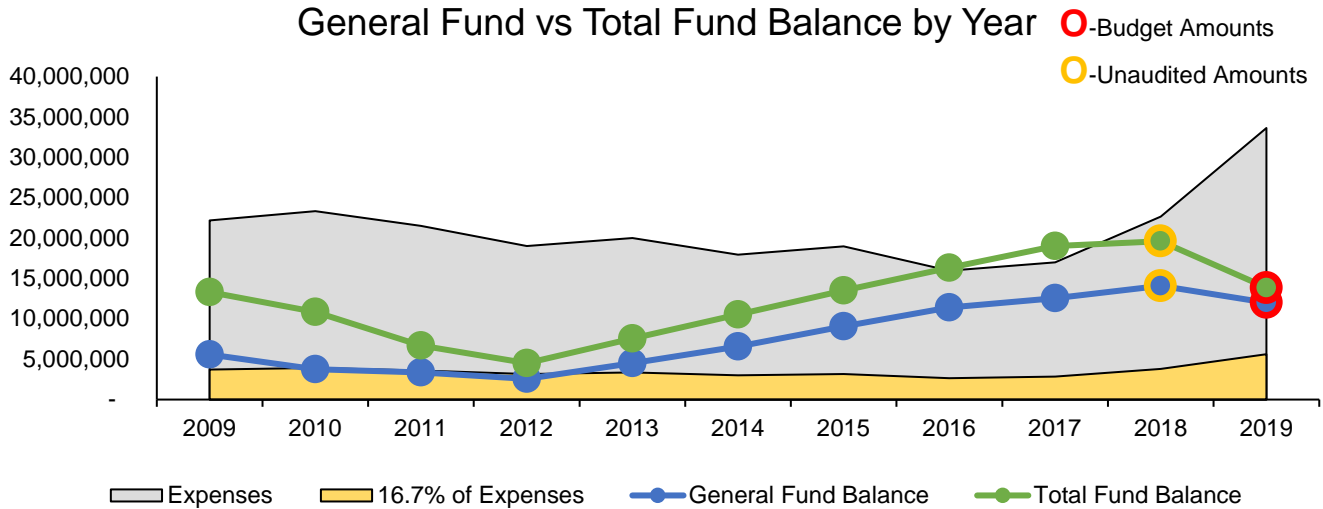
**2. Capital Reserve Plan**-The Capital Projects Fund supports new infrastructure improvements, major capital acquisitions, and equipment replacement. Sources of income include general revenues (via inter fund transfers), Federal grants, and Highway User Revenue funds. To avoid accumulating debt, the City has opted to begin building a reserve for Capital Projects.

In prior years, the City would transfer to the Capital Project Fund only the amounts expended from designated funds. Starting in FY2018, the City transfers the entire budgeted General Fund transfer amount to the Capital Projects Fund at the beginning each fiscal year. Although the City strives to complete projects as planned, due to time constraints and unforeseen hindrances not all are completed by the end of year or need to be aborted. These unexpended funds will accumulate and assist in funding future projects. The City will continue to only transfer amounts expended from restricted designated funds, such as, Highway User, Airport, and Cemetery Funds.

|  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget   | %<br>Change    |
|--|------------------|------------------|------------------|--------------------|----------------|
| Capital Fund Revenues                  | 1,841,633        | 2,731,874        | 6,131,211        | 9,938,000          | 77%            |
| Capital Fund Expenses                  | (1,708,821)      | (1,108,399)      | (6,530,889)      | (11,714,550)       | 103.5%         |
| <b>Net +/-</b>                         | <b>132,812</b>   | <b>1,623,475</b> | <b>(399,678)</b> | <b>(1,776,550)</b> | <b>-257.4%</b> |
| <b>Capital Fund Balance - Year End</b> | 415,352          | 2,038,827        | 2,005,002        | 228,452            | <b>-88.6%</b>  |

### 3. Unrestricted Fund Balance - Reserve

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. This City intends to keep building this balance to minimize need to borrow.



### Summary

Financial stability will be maintained through the City's ongoing commitment to provide highest quality, efficient, and cost-effective service. Establishing and following sound financial management policies protect the public's finances and provide accountability to the taxpayers.

I appreciate the City Council for providing input and direction so that we can move forward in fulfilling the Strategic Priorities that have been outlined. I would like to recognize Former City Manager, J. Crystal Prentice Dyches; Finance Director, Linda Watson and Finance Analyst, Kristy Monroe for their efforts in compiling this detailed document and for providing the financial analysis.

I am confident that the upcoming fiscal year will be another year of progress and improvement for our community. I am grateful to each of you for your leadership and support, and I welcome your comments and suggestions as you review the attached information.

Respectfully submitted,

Michael Celaya  
City Manager

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## V. Strategic Goals and Objectives

### Mission Statement

To provide municipal services that enhance the quality of life for our community.

### Vision & Values

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.

### Values

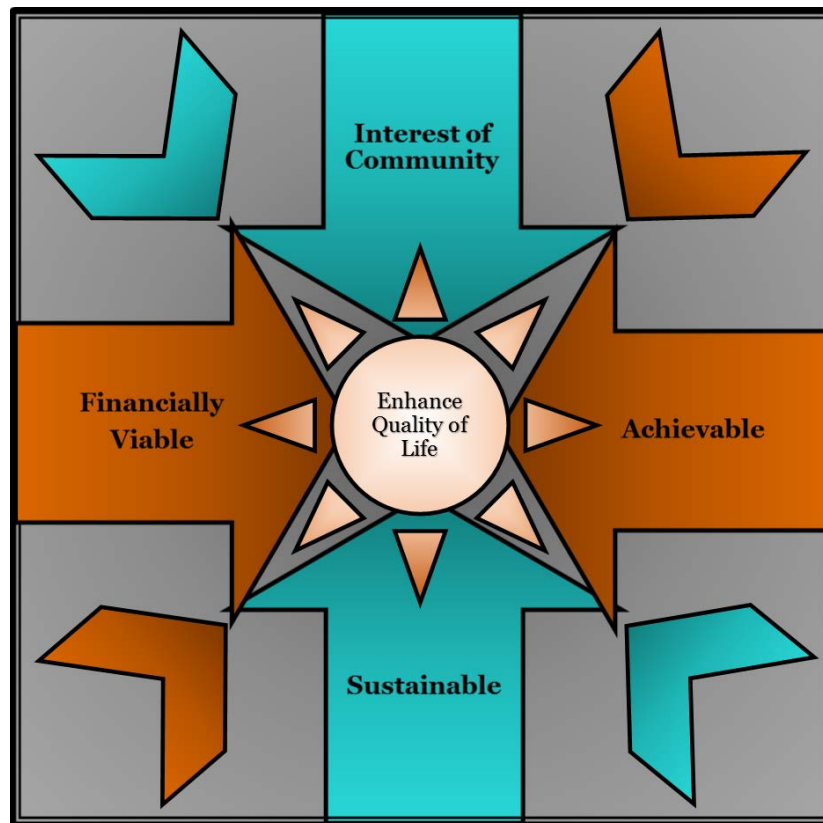
- Accountability and Transparency
- Fiscal Responsibility
- Integrity
- Customer Service
- Strategic Planning

We are accountable, transparent, and fiscally responsible. We act with integrity, value customer service, and plan and act strategically.

### Criteria

Objective Criteria for Decision Making

- Is it in the best interest of the community and stakeholders?
- Does it align with our goals and mission?
- Is it achievable and sustainable?
- Is it financially viable?
- Is it legal?
- Is it fair?



## 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; and attract capital to improve the physical, social, and environmental conditions in the community.

| Goal   | Sponsor   | Objective   |
|--|---|---|
| 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. | City Manager<br><br>Community Development<br><br>Public Works | In partnership with stakeholders, create and implement a revitalization plan for Block 17 and a Master Streetscape Plan for the central business district   |
|  | Community Development   | 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. |
|  | Public Works  | Research and draft an ordinance for City Council consideration that would allow Recreational Vehicle and other self-contained camping on designated City properties during permitted events.              |
|  | Planning and Zoning   | Maintain and enhance attractive neighborhoods through City services, enforcement techniques, and compliance with City codes and regulations.  |
|  | Planning and Zoning   | Begin preparing for the 2019 General Plan Update.   |
|  | City Clerk  | Research and draft Business License Ordinance for City Council consideration to regulate and track business activity that occurs or is transacted within City limits.                                     |

## 2 - 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   | Sponsor                  | Objective   |
|--|--------------------------|---|
| Operate in a fiscally prudent manner, assuring the most efficient expenditure of public funds. | City Manager             | Develop and maintain a 10-year Capital Improvement Program that balance 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.  |
|  | Finance                  | Recommend strategy to pay down unfunded liabilities in PSPRS pension plan to stabilize contribution rates.  |
|  | Finance                  | Submit CAFR to GFOA to receive Certificate of Achievement for Excellence in Financial Reporting Award.  |
|  | Finance                  | Prepare a budget that meets GFOA award criteria for Excellence in Financial Reporting and Distinguished Budget Presentation.  |
|  | Finance                  | Develop long-term financial forecasts that allow the City to annually identify future revenue and expenditure trends and prepare plans to address anticipated programs in a timely fashion.           |
|  | Page Utility Enterprises | 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. |
|  | Page Utility Enterprises | The PUE Board has identified Water and Sewer Utility reserve levels to stabilize rates. The Board will make rate recommendations to the City Council.   |

### 3 - 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  | Sponsor                         | Objective   |
|---|---------------------------------|---|
| 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. | City Manager                    | Complete organizational assessment to evaluate the City's current organization structure.   |
|   | Human Resources/Risk Management | Recruit and retain a skilled workforce  |
|   | Human Resources/Risk Management | Encourage community involvement through the recruitment, retention, and engagement of volunteers.   |
|   | Human Resources/Risk Management | Review and implement necessary security measures throughout City-owned public facilities.   |
|   | Information Technology          | Update City website to improve content, customer satisfaction, and optimize the use of technology to drive efficiency, productivity, and service. |
|   | Information Technology          | Provide a web-based, electronic payment capability for customers.   |

#### 4 - 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  | Sponsor                  | Objective  |
|---|--------------------------|--|
| Maintain and improve critical City infrastructure to support economic growth and improve quality of life in Page. | Page Utility Enterprises | Identify areas and project the costs of converting overhead electric line underground.   |
|   | Public Works             | Develop a stable and equitable funding source for the preparation and implementation of a comprehensive storm water management plan. |
|   | Public Works             | Extend, monitor, and maintain a storm water system to protect the public from flood and drainage.                                    |
|   | Public Works             | Draft a ten-year Pavement Management Program (PMP) for inclusion in the Capital Improvement Plan.                                    |
|   | Public Works             | Strategically invest in City facilities, technology, and equipment.  |
|   | Public Works             | Update utility infrastructure in coordination with Block 17 revitalization plan.   |

## 5 - 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.

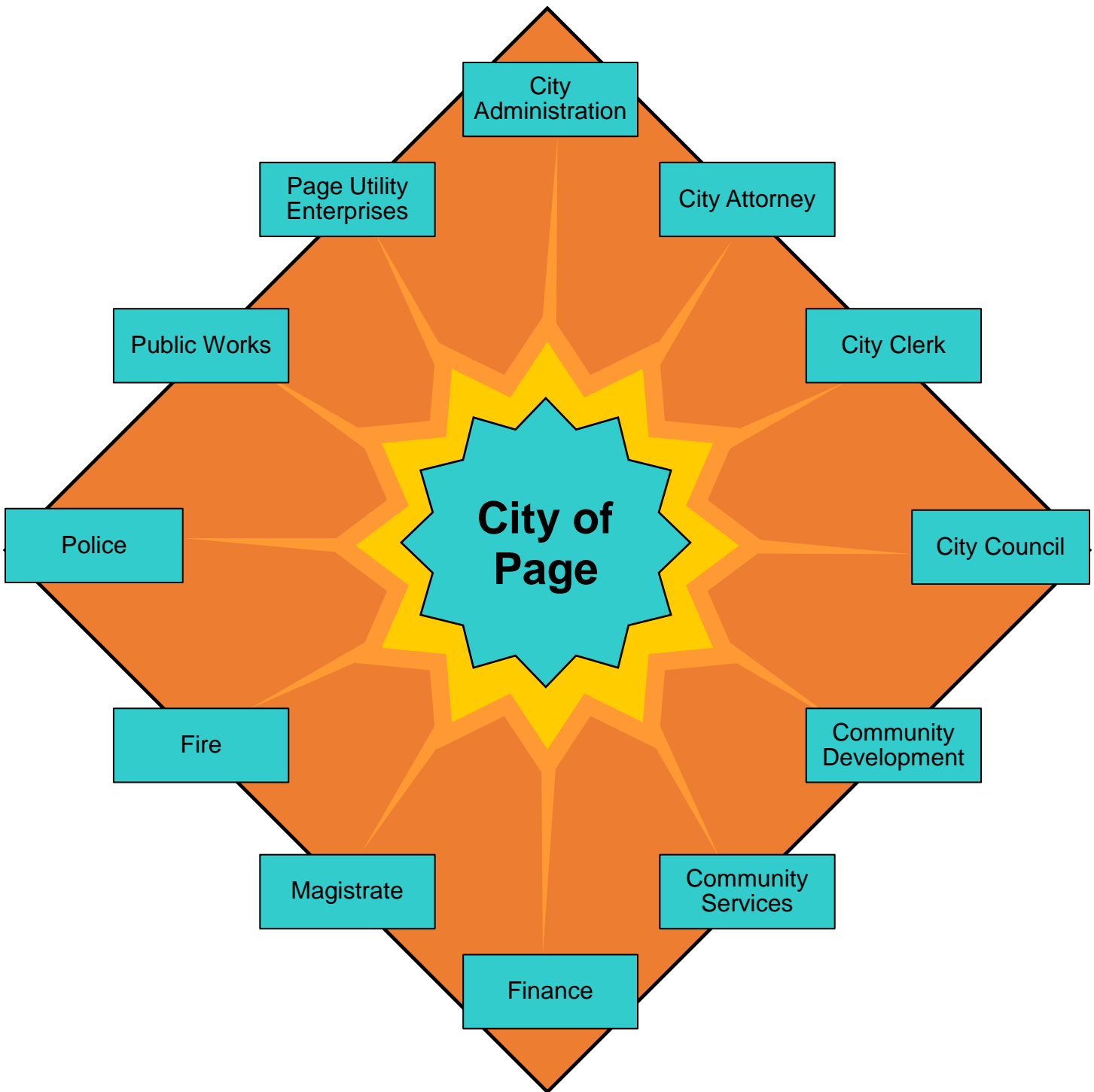
| Goal  | Sponsor               | Objective  |
|---|-----------------------|--|
| Pursue affordable and workforce housing to expand housing opportunities for low and middle-income households. | Community Development | Research incentives to encourage home ownership and new home construction. |
|   | Community Development | Research options for preserving the existing housing stock.                |

## 6 - Quality of Life

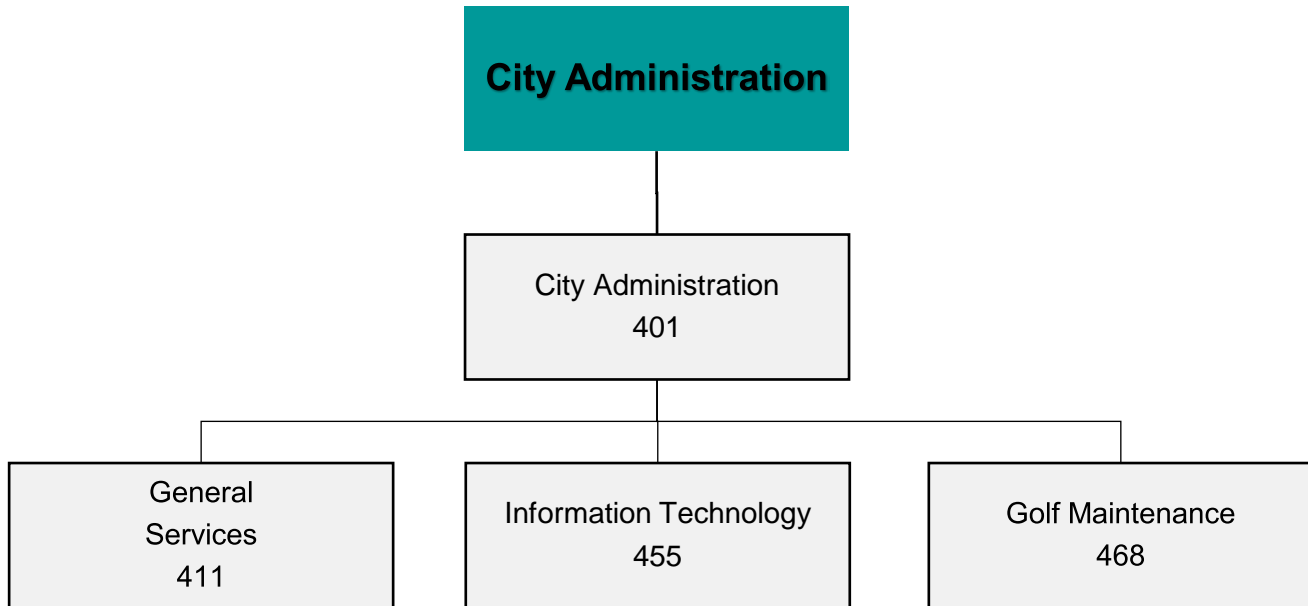
The City strives to enhance the overall quality of life for our residents and visitors by offering high quality recreation and leisure activities and improving parks, trails, streetscapes and open spaces in Page.

| Goal  | Sponsor   | Objective  |
|---|---|--|
| Maximize resources that enhance the quality of life for our residents and visitors. | Community Development<br>Recreation<br>Public Works | Consistent implementation of the Parks Master Plan   |
|   | City Manager  | Improve public schools through collaboration with strategic partners including Page Unified School District, and Coconino Community College. |
|   | Information Technology                              | Implement online payments and online permits.  |
|   | Recreation  | Plan, design and implement summer youth programs   |
|   | Community Development<br>Recreation<br>Public Works | Research and pursue grant opportunities to enhance recreation programs and facilities.   |

## VI. Department Profiles



## City Administration



| City Administration         | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change  |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <b>10-General Fund</b>      |                    |                    |                    |                    |              |
| <b>Expense</b>              |                    |                    |                    |                    |              |
| <b>Personnel</b>            | <b>318,412</b>     | <b>428,158</b>     | <b>391,552</b>     | <b>495,861</b>     | <b>26.6%</b> |
| 401-City Administration     | 213,382            | 210,389            | 166,084            | 247,187            | 48.8%        |
| 455-Information Technology  | 105,030            | 217,768            | 225,468            | 248,674            | 10.3%        |
| <b>Operating</b>            | <b>788,499</b>     | <b>705,568</b>     | <b>1,349,890</b>   | <b>1,236,945</b>   | <b>-8.4%</b> |
| 401-City Administration     | 8,010              | 9,406              | 8,740              | 7,170              | -18.0%       |
| 411-General Services        | 652,075            | 565,201            | 1,010,500          | 965,400            | -4.5%        |
| 455-Information Technology  | 99,116             | 96,633             | 305,080            | 222,985            | -26.9%       |
| 468-Golf Course Maintenance | 29,297             | 34,328             | 32,170             | 41,390             | 28.7%        |
| <b>Grand Total</b>          | <b>\$1,106,911</b> | <b>\$1,133,726</b> | <b>\$1,748,042</b> | <b>\$1,732,806</b> | <b>-0.9%</b> |

10-401 City Administration  
2.00 FTE

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

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

10-411 General Services  
0.00 FTE

10-468 Golf  
0.00 FTE

| Department Performance Measures   | FY2016<br>Actual | FY2017<br>Actual       | FY2018<br>Budget       | FY2019<br>Budget |
|---|------------------|------------------------|------------------------|------------------|
| City Administration - Quarterly Newsletters distributed                                 | NA               | 4                      | 4                      |                  |
| City Administration - Effective Governance of City Council Adopted Strategic Priorities | NA               | Substantial Completion | Substantial Completion |                  |
| General Services - Mail processed within 24 hours                                       | NA               | 100%                   | 100%                   |                  |
| IT – Televised meetings   | NA               | 24                     | 24                     | 24               |
| IT-Server Uptime  | NA               | 99%                    | 99%                    | 99%              |
| IT-System Backup Success  | NA               | 99%                    | 99%                    | 99%              |
| Airport – Projects completed with shared funding  | NA               | Complete               | Complete               |                  |

## **City Administration**

### **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 and 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 policy-making 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 2018-19 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.
- Explore appropriate use of technology to improve efficiency.

### **FY 2017-18 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.
- Worked with the City Council to develop strategic priorities and set meaningful goals and objectives for 2017.
- Provided communication and direction regarding City Council Policy.
- Prepared and submitted an annual operating budget and capital improvement budget premised upon Council strategies, goals, and objectives.
- Supervised the performance of contractors.
- Delivered services to the public in a cost-effective manner.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Addition of 1 FTE position
- ◆ Reduced Cell Phone Expense to actual costs.
- ◆ Reduced Travel, Meals, and Schools by \$300.
- ◆ Reduced Subscriptions/Membership by \$1,000 due to discontinuing International City Managers Association (ICMA) Membership.

| Title                          |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|--------------------------------|----------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>         |                            |                  |                  |                  |                  |              |
| <b>401-City Administration</b> |                            |                  |                  |                  |                  |              |
| Personnel                      |                            | 213,382          | 210,389          | 166,084          | 247,187          | 48.8%        |
| 10-401-1101                    | Salaries                   | 157,679          | 156,155          | 126,000          | 178,547          | 41.7%        |
| 10-401-1105                    | Overtime                   | -                | -                | -                | 2,500            | 0.0%         |
| 10-401-1201                    | Industrial Insurance       | 517              | 508              | 290              | 470              | 62.1%        |
| 10-401-1202                    | Medical Insurance          | 26,037           | 23,869           | 15,917           | 30,977           | 94.6%        |
| 10-401-1203                    | FICA                       | 11,374           | 11,609           | 9,387            | 13,329           | 42.0%        |
| 10-401-1204                    | ASRS                       | 17,776           | 18,250           | 14,490           | 21,364           | 47.4%        |
| Operating                      |                            | 8,010            | 9,406            | 8,740            | 7,170            | -18.0%       |
| 10-401-2101                    | Operating Supplies         | 812              | 1,440            | 800              | 750              | -6.3%        |
| 10-401-2402                    | Cell Phones                | 661              | 989              | 880              | 660              | -25.0%       |
| 10-401-2700                    | Travel, Meals, and Schools | 2,470            | 1,654            | 1,800            | 1,500            | -16.7%       |
| 10-401-2804                    | Subscriptions/Memberships  | 4,066            | 5,323            | 5,260            | 4,260            | -19.0%       |
| <b>Grand Total</b>             |                            | <b>\$221,392</b> | <b>\$219,795</b> | <b>\$174,824</b> | <b>\$254,357</b> | <b>45.5%</b> |

## **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.
- ◆ Facility Rental. Oversee and manage rental of City facilities including
  - Vermillion Cliffs Corral
  - Townhouse
- ◆ City Hall Vehicle Management. Manage City car travel use and cleaning.
- ◆ Contract Services. Manage contracts for pest control, miscellaneous janitorial services, and corrals.
- ◆ 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 2018-19 Priorities**

- Manage the purchases for General Services.
- Oversee and manage the Vermillion Cliffs Corrals.
- Manage City fleet usage.

#### **FY 2017-18 Major Objectives Accomplished**

- Increased communication to public through increased publishing of quarterly newsletter from the City Manager.
- Successful rodeos and other events held at Vermillion Cliffs Arena.
- Replacement and/or repair of equipment, fencing, staffs, and corrals at Vermillion Cliffs Arena.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Contract Services expense increased based on prior year costs.
- ◆ Vermillion Downs Corral expense increased for replacement of panels for corrals, renewed contract, and general improvements.
- ◆ Moved Office Supplies budget to Operating Supplies for uniform reporting.

| Title                       |                                      | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget | %<br>Change  |
|-----------------------------|--------------------------------------|------------------|------------------|--------------------|------------------|--------------|
| <b>10-General Fund</b>      |                                      |                  |                  |                    |                  |              |
| <b>411-General Services</b> |                                      |                  |                  |                    |                  |              |
| Operating                   |                                      | 652,075          | 565,201          | 1,010,500          | 965,400          | -4.5%        |
| 10-411-2100                 | Office Supplies                      | 6,411            | 5,870            | 6,500              | -                | -100.0%      |
| 10-411-2101                 | Operating Supplies                   | -                | -                | -                  | 5,000            | 0.0%         |
| 10-411-2119                 | Office Equipment Leases              | 8,292            | 11,514           | 8,400              | 8,400            | 0.0%         |
| 10-411-2403                 | Postage                              | 10,846           | 7,312            | 20,000             | 22,000           | 10.0%        |
| 10-411-2404                 | Utilities                            | 467,160          | 445,414          | 539,600            | 500,000          | -7.3%        |
| 10-411-2425                 | Copy Paper                           | 2,905            | 3,029            | 4,000              | 4,000            | 0.0%         |
| 10-411-2590                 | Contract Services                    | 12,517           | 14,762           | 12,000             | 14,000           | 16.7%        |
| 10-411-2600                 | Vermillion Cliffs/Corrals<br>Expense | 27,829           | 35,954           | 35,000             | 37,000           | 5.7%         |
| 10-411-2804                 | Subscriptions/Memberships            | 63               | -                | -                  | -                | 0.0%         |
| 10-411-2806                 | Printing Costs                       | 4,984            | 4,476            | 10,000             | -                | -100.0%      |
| 10-411-9600                 | Contingency                          | 111,067          | 36,871           | 375,000            | 375,000          | 0.0%         |
| <b>Grand Total</b>          |                                      | <b>\$652,075</b> | <b>\$565,201</b> | <b>\$1,010,500</b> | <b>\$965,400</b> | <b>-4.5%</b> |

## **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.
- ◆ Remove old city wireless systems from poles and buildings
- ◆ 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 2018-19 Priorities**

- Council Chambers upgrades with live streaming
- Public Safety digital radio network
- Statelink for police vehicles
- Phone system upgrade to use new connectivity and decrease phone charges
- Continue to expand the use of Cloud technologies.
- Full system and network documentation
- Centralized hardware monitor and alert system.

#### **FY 2017-18 Major Objectives Accomplished**

- Improved Internet Service to City Facilities including Free Public Wi-Fi
- Added mobile workstations and connectivity to police and fire
- Updated and added surveillance systems at several city locations
- Upgraded city IT infrastructure in all locations

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decreased Equipment Repair and Upgrades expense due to one-time purchases in FY2018.
- ◆ Increase in Cell Phones expense for IT staff and backup devices.
- ◆ Decrease in Contract Services expense due to reduced Spillman Consulting.
- ◆ Decrease in Travel, Meals and Schools expense based on prior year spending.

| Title                             |                               | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|-----------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>10-General Fund</b>            |                               |                  |                  |                  |                  |               |
| <b>455-Information Technology</b> |                               |                  |                  |                  |                  |               |
| Personnel                         |                               | 105,030          | 217,768          | 225,468          | 248,674          | 10.3%         |
| 10-455-1101                       | Salaries                      | 80,847           | 167,323          | 173,134          | 179,473          | 3.7%          |
| 10-455-1105                       | Overtime                      | 360              | 283              | 1,000            | 1,000            | 0.0%          |
| 10-455-1201                       | Industrial Insurance          | 584              | 439              | 401              | 472              | 17.7%         |
| 10-455-1202                       | Medical Insurance             | 8,518            | 17,265           | 17,904           | 33,156           | 85.2%         |
| 10-455-1203                       | FICA                          | 5,824            | 12,748           | 13,004           | 13,277           | 2.1%          |
| 10-455-1204                       | ASRS                          | 8,897            | 19,711           | 20,025           | 21,296           | 6.3%          |
| Operating                         |                               | 99,116           | 96,633           | 305,080          | 222,985          | -26.9%        |
| 10-455-2101                       | Operating Supplies            | 2,322            | 1,844            | 1,200            | 1,200            | 0.0%          |
| 10-455-2115                       | Equipment Repair and Upgrades | 31,452           | 30,280           | 120,400          | 42,000           | -65.1%        |
| 10-455-2265                       | Software Licensing            | 14,564           | 30,965           | 135,700          | 139,465          | 2.8%          |
| 10-455-2402                       | Cell Phones                   | 2,763            | 1,974            | 1,980            | 2,820            | 42.4%         |
| 10-455-2404                       | Utilities                     | 8,997            | 10,622           | 18,600           | 16,400           | -11.8%        |
| 10-455-2590                       | Contract Services             | 39,019           | 14,366           | 19,700           | 15,100           | -23.4%        |
| 10-455-2700                       | Travel, Meals, and Schools    | -                | 6,580            | 7,500            | 6,000            | -20.0%        |
| <b>Grand Total</b>                |                               | <b>\$204,146</b> | <b>\$314,401</b> | <b>\$530,548</b> | <b>\$471,659</b> | <b>-11.1%</b> |

## **Golf Course Maintenance**

### **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 has a professional service agreement with Aramark for the management, operation, and maintenance of the Lake Powell National Golf Course. Contract renewed June 10, 2015 through Dec 2020.

### **DEPARTMENTAL ACTIVITIES**

- ◆ Oversight of Professional Services Agreement with Aramark.

### **GOALS & OBJECTIVES**

- ◆ Continue professional service agreement with Aramark for the management, operation, and maintenance of the Lake Powell National Golf Course.
- ◆ Continue repair and refurbishment of irrigation electrical components.
- ◆ Continue turf recovery, with focus on greens.

#### **FY 2018-19 Priorities**

- Total pump system check-including rebuilding irrigation pump #2.
- Hire and train equipment operations for golf course maintenance.

#### **FY 2017-18 Major Objectives Accomplished**

- Upgraded the irrigation system and rebuilt irrigation pump #1.
- Upgrade equipment inventory following three year plan set in July 2015.

## FY 2018-19 BUDGET HIGHLIGHTS

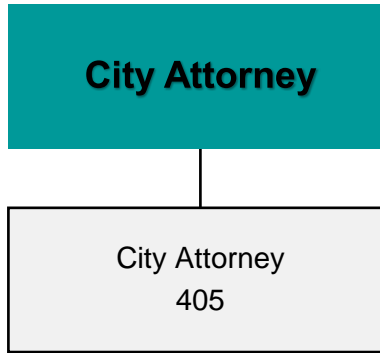
Significant changes are as follows:

- ◆ Added budget to previous unused line item Equipment Repair/Maintenance for anticipated maintenance.
- ◆ Decrease in Building Repair and Maintenance by \$4,000 based on planned maintenance.
- ◆ Increase in Contract Services for liquor license expense.

| Title                              |                                    | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|------------------------------------|------------------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>             |                                    |                  |                  |                  |                  |              |
| <b>468-Golf Course Maintenance</b> |                                    |                  |                  |                  |                  |              |
| Operating                          |                                    | 29,297           | 34,328           | 32,170           | 41,390           | 28.7%        |
| 10-468-2115                        | Equipment Repair/<br>Maintenance   | 4,043            | -                | -                | 13,000           | 0.0%         |
| 10-468-2125                        | Building Repair and<br>Maintenance | 982              | 8,302            | 8,000            | 4,000            | -50.0%       |
| 10-468-2404                        | Utilities                          | 23,610           | 25,725           | 24,000           | 24,000           | 0.0%         |
| 10-468-2590                        | Contract Services                  | 170              | 292              | 170              | 220              | 29.4%        |
| 10-468-2804                        | Subscriptions/Memberships          | -                | 9                | -                | 170              | 0.0%         |
| 10-468-9896                        | Interest Expense                   | 55               | -                | -                | -                | 0.0%         |
| 10-468-9902                        | Capital Leases                     | 438              | -                | -                | -                | 0.0%         |
| <b>Grand Total</b>                 |                                    | <b>\$29,297</b>  | <b>\$34,328</b>  | <b>\$32,170</b>  | <b>\$41,390</b>  | <b>28.7%</b> |

## City Attorney

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| City Attorney            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|--------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>   |                  |                  |                  |                  |             |
| <b>405-City Attorney</b> |                  |                  |                  |                  |             |
| Personnel                | 145,907          | 178,095          | 183,051          | 193,825          | 5.9%        |
| Operating                | 81,956           | 3,596            | 26,710           | 26,460           | -0.9%       |
| <b>Grand Total</b>       | <b>\$227,863</b> | <b>\$181,691</b> | <b>\$209,761</b> | <b>\$220,285</b> | <b>5.0%</b> |

10-405 City Attorney

1.63 FTE

- **1.00 FTE - City Attorney**
- 0.63 FTE - Administrative Assistant

| Department Performance Measures                           | FY2015<br>Actual | FY2016<br>Actual | FY2017<br>Budget | FY2018<br>Budget |
|---|------------------|------------------|------------------|------------------|
| Train at least five boards on Open Meeting Law            | NA               | NA               | 5                | 5                |
| Achieve 85% conviction rate on criminal trials            | NA               | NA               | 85%              | 85%              |
| Provide three training sessions for the Police Department | NA               | NA               | 3                | 3                |

## **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 2018-19 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.
- Provide legal support for Council and all City departments to carry out their goals and accomplish their projects and transactions.

#### **FY 2017-18 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 2018-19 BUDGET HIGHLIGHTS

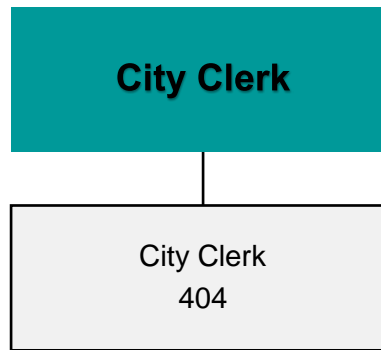
Significant changes are as follows:

- ◆ Decrease in Overtime expense due to not utilizing full-time employee and hiring part-time employee.
- ◆ Decrease in Office Equipment expense based on prior year spending.

| Title                    |                              | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|--------------------------|------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>   |                              |                  |                  |                  |                  |             |
| <b>405-City Attorney</b> |                              |                  |                  |                  |                  |             |
| Personnel                |                              | 145,907          | 178,095          | 183,051          | 193,825          | 5.9%        |
| 10-405-1101              | Salaries                     | 112,599          | 134,239          | 138,268          | 148,181          | 7.2%        |
| 10-405-1105              | Overtime                     | 448              | 337              | 750              | -                | -100.0%     |
| 10-405-1201              | Industrial Insurance         | 437              | 270              | 285              | 332              | 16.5%       |
| 10-405-1202              | Medical Insurance            | 11,671           | 17,296           | 17,444           | 16,756           | -3.9%       |
| 10-405-1203              | FICA                         | 8,322            | 10,178           | 10,317           | 11,071           | 7.3%        |
| 10-405-1204              | ASRS                         | 12,430           | 15,775           | 15,987           | 17,485           | 9.4%        |
| Operating                |                              | 81,956           | 3,596            | 26,710           | 26,460           | -0.9%       |
| 10-405-2101              | Operating Supplies           | 240              | 165              | 350              | 350              | 0.0%        |
| 10-405-2116              | Office Equipment             | 386              | 244              | 1,000            | 750              | -25.0%      |
| 10-405-2402              | Cell Phones                  | 525              | 664              | 660              | 660              | 0.0%        |
| 10-405-2590              | Contract Services            | 73,427           | 935              | 20,000           | 20,000           | 0.0%        |
| 10-405-2700              | Travel, Meals, and Schools   | 3,591            | 1,027            | 2,000            | 2,000            | 0.0%        |
| 10-405-2804              | Subscriptions/Memberships    | 2,780            | 562              | 1,200            | 1,200            | 0.0%        |
| 10-405-2805              | Publications and Advertising | 1,007            | -                | 1,500            | 1,500            | 0.0%        |
| <b>Grand Total</b>       |                              | <b>\$227,863</b> | <b>\$181,691</b> | <b>\$209,761</b> | <b>\$220,285</b> | <b>5.0%</b> |

## City Clerk

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| City Clerk             | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b> |                  |                  |                  |                  |              |
| 404-City Clerk         | 129,499          | 131,783          | 182,847          | 215,218          | 17.7%        |
| Personnel              | 87,117           | 99,913           | 107,674          | 140,508          | 30.5%        |
| Operating              | 42,382           | 31,871           | 75,173           | 74,710           | -0.6%        |
| <b>Grand Total</b>     | <b>\$129,499</b> | <b>\$131,783</b> | <b>\$182,847</b> | <b>\$215,218</b> | <b>17.7%</b> |

10-404 City Clerk

2.00 FTE

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

| Department Performance Measures                | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|--|------------------|------------------|------------------|------------------|
| City Council Meetings Coordinated              | 41               | 54               | 40               | 54               |
| Meeting Notices posted                         | 181              | 141              | 181              | 141              |
| City Council actions and agenda items prepared | 75               | 144              | 75               | 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**

- ◆ Implement 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 2018-19 Priorities**

- Input document tracking with AgendaQuick.
- Maintain records management.
- Implement measures to manage backlog.
- Continued staff education

### **FY 2017-18 Major Objectives Accomplished**

- Master Fee Schedule.
- Continued education: City Clerk and Deputy City Clerk attended AMCA's Clerk's Best Practices, and several Region Meetings.
- Primary 2018 Election.

## FY 2018-19 BUDGET HIGHLIGHTS

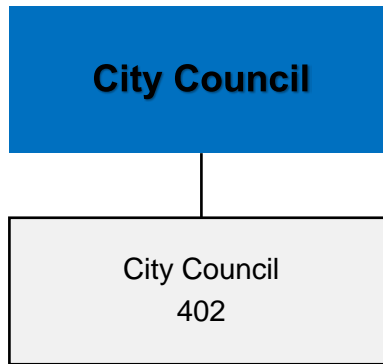
Significant changes are as follows:

- ◆ Increase in personnel costs due to increasing Deputy City Clerk from 0.50 FTE to 1.00 FTE.
- ◆ Moved Office Supplies budget to Operating Supplies for uniform reporting.
- ◆ Decrease in Equipment Repair/Maintenance expense due to one-time purchase in FY2018
- ◆ Increase in Travel, Meals, and Schools expense due to Annual League Conference for the City Clerk.
- ◆ Increase in Business Registration expense due to cost to switch to Caselle Business License.

| Title                  |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|------------------------|----------------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b> |                                  |                  |                  |                  |                  |              |
| <b>404-City Clerk</b>  |                                  |                  |                  |                  |                  |              |
| Personnel              |                                  | 87,117           | 99,913           | 107,674          | 140,508          | 30.5%        |
| 10-404-1101            | Salaries                         | 72,423           | 81,898           | 88,836           | 115,569          | 30.1%        |
| 10-404-1105            | Overtime                         | 222              | 993              | 750              | 1,000            | 33.3%        |
| 10-404-1201            | Industrial Insurance             | 269              | 222              | 206              | 304              | 47.6%        |
| 10-404-1202            | Medical Insurance                | 544              | 708              | 726              | 962              | 32.5%        |
| 10-404-1203            | FICA                             | 5,465            | 6,436            | 6,853            | 8,918            | 30.1%        |
| 10-404-1204            | ASRS                             | 8,193            | 9,656            | 10,303           | 13,755           | 33.5%        |
| Operating              |                                  | 42,382           | 31,871           | 75,173           | 74,710           | -0.6%        |
| 10-404-2100            | Office Supplies                  | 1,582            | 2,116            | 1,200            | -                | -100.0%      |
| 10-404-2101            | Operating Supplies               | -                | -                | -                | 1,200            | 0.0%         |
| 10-404-2115            | Equipment Repair/<br>Maintenance | 158              | 95               | 1,600            | 500              | -68.8%       |
| 10-404-2116            | Office Equipment                 | -                | -                | 5,800            | 900              | -84.5%       |
| 10-404-2402            | Cell Phones                      | -                | -                | 660              | 660              | 0.0%         |
| 10-404-2590            | Contract Services                | 17,198           | 18,763           | 45,850           | 49,625           | 8.2%         |
| 10-404-2700            | Travel, Meals, and Schools       | 1,696            | 4,342            | 6,338            | 7,600            | 19.9%        |
| 10-404-2804            | Subscriptions/Memberships        | 428              | 558              | 725              | 725              | 0.0%         |
| 10-404-2805            | Publications and Advertising     | 10,256           | 5,908            | 11,000           | 11,000           | 0.0%         |
| 10-404-2850            | Business Registration            | -                | -                | 2,000            | 2,500            | 25.0%        |
| 10-404-2880            | Council Chamber Upgrades         | 11,064           | 88               | -                | -                | 0.0%         |
| <b>Grand Total</b>     |                                  | <b>\$129,499</b> | <b>\$131,783</b> | <b>\$182,847</b> | <b>\$215,218</b> | <b>17.7%</b> |

## City Council

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| City Council            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|-------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>  |                  |                  |                  |                  |             |
| <b>402-City Council</b> | <b>69,304</b>    | <b>73,015</b>    | <b>81,255</b>    | <b>86,654</b>    | <b>6.6%</b> |
| Personnel               | 57,550           | 57,784           | 58,255           | 58,854           | 1.0%        |
| Operating               | 11,754           | 15,231           | 23,000           | 27,800           | 20.9%       |
| <b>Grand Total</b>      | <b>\$69,304</b>  | <b>\$73,015</b>  | <b>\$81,255</b>  | <b>\$86,654</b>  | <b>6.6%</b> |

10-402 City Council

0.00 FTE

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

| Department Performance Measures                                    | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|--|------------------|------------------|------------------|------------------|
| Attendance to League of Cities at least 40%                        | 29%              | 29%              | 58%              | 58%              |
| Number of Council meetings held                                    | 43               | 54               | 40               | 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 2018-19 Priorities**

- Oversee the implementation of the City Council 2018-19 Strategic Priorities.

#### **FY 2017-18 Major Objectives Accomplished**

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

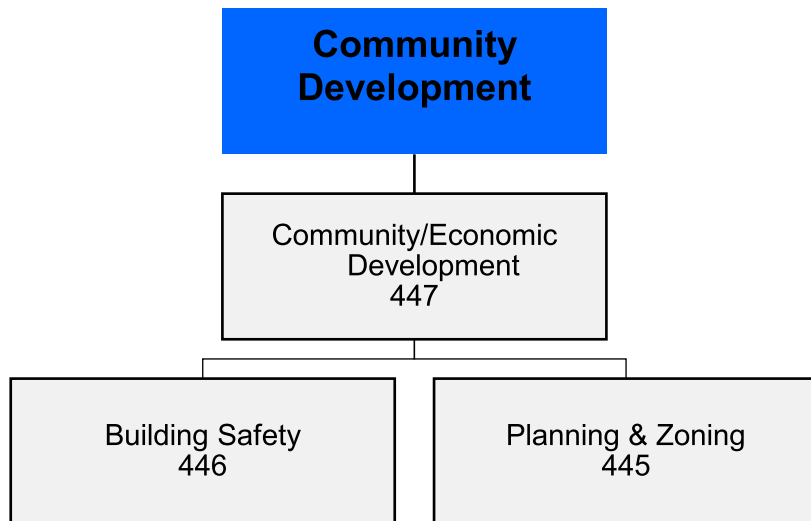
**FY 2018-19 BUDGET HIGHLIGHTS**

Significant changes are as follows:

- ◆ Increase in Operating Supplies expense due to anticipated one-time costs.
- ◆ Increase in Travel, Meals and Schools expense due to newly elected official training.
- ◆ Decrease in In-Town Meetings due to no NACOG Meeting expense.

| Title                   |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|-------------------------|----------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>  |                            |                  |                  |                  |                  |             |
| <b>402-City Council</b> |                            |                  |                  |                  |                  |             |
| Personnel               |                            | 57,550           | 57,784           | 58,255           | 58,854           | 1.0%        |
| 10-402-1101             | Salaries                   | 54,033           | 54,145           | 54,000           | 54,539           | 1.0%        |
| 10-402-1201             | Industrial Insurance       | 177              | 169              | 124              | 143              | 15.3%       |
| 10-402-1203             | FICA                       | 3,340            | 3,470            | 4,131            | 4,172            | 1.0%        |
| Operating               |                            | 11,754           | 15,231           | 23,000           | 27,800           | 20.9%       |
| 10-402-2101             | Operating Supplies         | 387              | 686              | 700              | 1,500            | 114.3%      |
| 10-402-2700             | Travel, Meals, and Schools | 3,187            | 5,960            | 7,000            | 12,000           | 71.4%       |
| 10-402-2701             | In Town Meetings           | 715              | 918              | 6,000            | 5,000            | -16.7%      |
| 10-402-2804             | Subscriptions/Memberships  | 7,465            | 7,667            | 9,300            | 9,300            | 0.0%        |
| <b>Grand Total</b>      |                            | <b>\$69,304</b>  | <b>\$73,015</b>  | <b>\$81,255</b>  | <b>\$86,654</b>  | <b>6.6%</b> |

## Community Development



| Community Development                | FY2016<br>Actual | FY2017<br>Actual   | FY2018<br>Budget | FY2019<br>Budget   | %<br>Change   |
|--------------------------------------|------------------|--------------------|------------------|--------------------|---------------|
| <b>10-General Fund</b>               | <b>166,008</b>   | <b>256,811</b>     | <b>880,108</b>   | <b>1,673,874</b>   | <b>90.2%</b>  |
| <b>Expense</b>                       | <b>166,008</b>   | <b>256,811</b>     | <b>880,108</b>   | <b>1,673,874</b>   | <b>90.2%</b>  |
| <b>Personnel</b>                     | 151,901          | 193,578            | 465,098          | 460,924            | -0.9%         |
| 445-Planning & Zoning                | 73,885           | 74,120             | 135,176          | 66,334             | -50.9%        |
| 446-Building & Code Compliance       | 78,016           | 119,458            | 139,279          | 140,745            | 1.1%          |
| 447-Community Development            | -                | -                  | 190,643          | 253,845            | 33.2%         |
| <b>Operating</b>                     | <b>14,107</b>    | <b>63,233</b>      | <b>415,010</b>   | <b>1,212,950</b>   | <b>192.3%</b> |
| 445-Planning & Zoning                | 11,472           | 58,217             | 62,160           | 345,010            | 455.0%        |
| 446-Building & Code Compliance       | 2,635            | 5,016              | 9,920            | 10,120             | 2.0%          |
| 447-Community Development            | -                | -                  | 342,930          | 857,820            | 150.1%        |
| <b>42-Community Development Fund</b> | <b>312,297</b>   | <b>435,100</b>     | <b>0</b>         | <b>0</b>           | <b>0.0%</b>   |
| <b>Expense</b>                       | <b>335,100</b>   | <b>320,699</b>     | <b>0</b>         | <b>0</b>           | <b>0.0%</b>   |
| Personnel                            | 173,087          | 139,101            | 0                | 0                  | 0.0%          |
| Operating                            | 162,014          | 181,598            | 0                | 0                  | 0.0%          |
| <b>Transfer Out</b>                  | <b>100,000</b>   | <b>526,029</b>     | <b>0</b>         | <b>0</b>           | <b>0.0%</b>   |
| Operating                            | 100,000          | 526,029            | 0                | 0                  | 0.0%          |
| <b>Grand Total</b>                   | <b>\$601,108</b> | <b>\$1,103,539</b> | <b>\$880,108</b> | <b>\$1,673,874</b> | <b>90.2%</b>  |

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  
2.00 FTE

- 1.00 FTE - Building Inspector
- 1.00 FTE - Community Enhancement Technician

10-445 Planning and Zoning  
1.00 FTE

- 1.00 - Planner/GIS

| Department Performance Measures  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|--|------------------|------------------|------------------|------------------|
| Community/Economic Development – hotel/motel tax revenue collected   | 3,289,884        | 3,932,472        | 4,000,000        | 4,500,000        |
| Planning & Zoning - percentage of applications for Planning & Zoning Commission agendas scheduled within 90 days | NA               | NA               | 90%              | 90%              |
| Building & Code Compliance - percentage of field inspections completed within 24 hours                           | NA               | NA               | 75%              | 75%              |
| Building & Code Compliance – number of cases   | NA               | NA               | 50               | 50               |

## **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 City Council Strategic Priorities for Community/Economic Development.
- ◆ 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 2018-19 Priorities**

- Collaborate with economic development partners to develop and support common objectives; promote local job creation and retention; and explore options for affordable housing.
- Market Page as a world class destination and encourage businesses to maintain a high level of quality in their goods and services.
- Explore options for Downtown revitalization and a Master Streetscape Plan.
- Continue implementation of the City-wide Parks Master Plan, including planning and construction of phase one of the John C. Page Memorial Park Master Plan.

#### **FY 2017-18 Major Objectives Accomplished**

- Collaborated with the Chamber for the Balloon Regatta and Vendor Fair/Street Market.
- Developed plans and specifications for Horseshoe Bend trail realignment and parking lot.
- Implemented City Council Strategic Priorities for Community Development:
  - Received a Community Development Block Grant (CDBG) through the AZ Department of Housing for ADA restrooms and play equipment in parks.
  - Selected by the American Institute of Certified Planners to have experts travel to Page in December of 2018 to develop a plan for Downtown revitalization.
  - Collaborated with Salt River Project to complete a city-wide housing study.
  - Served on the project management team for Horseshoe Bend: parking area expanded, restrooms installed, project design consultant procured, design underway, grant resources identified.
- Worked with a number of interested parties on potential sale of city property.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Addition of 1.00 FTE for Administrative Assistant
- ◆ Decreased Operating Supplies to normal funding level.
- ◆ Reduced Cell Phone costs to actual costs.
- ◆ Increased Marketing & Promotion for new City Maps, increase of marketing supplies and advertisements.
- ◆ Decrease in Familiarization Tours based on past costs.

| Title               |                              | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget   | %<br>Change   |
|---------------------|------------------------------|------------------|------------------|------------------|--------------------|---------------|
| <b>Fund</b>         |                              |                  |                  |                  |                    |               |
|                     |                              | <b>Fund 42</b>   |                  | <b>Fund 10</b>   |                    |               |
| <b>Personnel</b>    |                              | <b>173,087</b>   | <b>139,101</b>   | <b>190,643</b>   | <b>253,845</b>     | <b>33.2%</b>  |
| 1101                | Salaries                     | 127,625          | 106,807          | 144,537          | 185,873            | 28.6%         |
| 1201                | Industrial Insurance         | 554              | 423              | 332              | 489                | 47.3%         |
| 1202                | Medical Insurance            | 21,032           | 11,169           | 18,316           | 31,764             | 73.4%         |
| 1203                | FICA                         | 9,389            | 8,167            | 10,836           | 13,786             | 27.2%         |
| 1204                | ASRS                         | 14,487           | 12,534           | 16,622           | 21,933             | 32.0%         |
| <b>Operating</b>    |                              | <b>162,014</b>   | <b>181,599</b>   | <b>342,930</b>   | <b>857,820</b>     | <b>150.1%</b> |
| 2101                | Operating Supplies           | 2,453            | 2,923            | 7,000            | 3,000              | -57.1%        |
| 2402                | Cell Phones                  | -                | 248              | 1,520            | 1,320              | -13.2%        |
| 2403                | Postage                      | 1,301            | 1,763            | -                | -                  | 0.0%          |
| 2404                | Utilities                    | 388              | 556              | -                | -                  | -100.0%       |
| 2510                | Events                       | 23,283           | 31,216           | 37,000           | 34,000             | -8.1%         |
| 2540                | Marketing & Promotion        | 55,756           | 50,260           | 62,600           | 77,000             | 23.0%         |
| 2590                | Contract Services            | 5,932            | 2,121            | 105,000          | 115,000            | 9.5%          |
| 2700                | Travel, Meals, and Schools   | 8,743            | 5,774            | 9,500            | 8,500              | -10.5%        |
| 2804                | Subscriptions/Memberships    | 3,045            | 1,581            | 3,310            | 3,000              | -9.4%         |
| 3285                | Economic Development         | -                | 53               | -                | -                  | 0.0%          |
| 3290                | Familiarization Tours        | 1,113            | 104              | 2,000            | 1,000              | -50.0%        |
| 9720                | Grant City Match             | -                | -                | 20,000           | 20,000             | 0.0%          |
| 9800                | Horseshoe Bend Fee Split     | -                | -                | -                | 500,000            | 0.0%          |
| 9865                | Museum/Visitor Center        | 45,000           | 70,000           | 70,000           | 70,000             | 0.0%          |
| 9866                | Chamber of Commerce          | 15,000           | 15,000           | 25,000           | 25,000             | 0.0%          |
| <b>Transfer Out</b> |                              |                  |                  |                  |                    |               |
| 9915                | Transfer to Capital Projects | 100,000          | 526,029          | -                | -                  | -100.0%       |
| <b>Grand Total</b>  |                              | <b>\$435,100</b> | <b>\$846,728</b> | <b>\$533,573</b> | <b>\$1,111,665</b> | <b>108.3%</b> |

## **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**

- ◆ Continue to help Page grow with safe and efficient buildings.
- ◆ Provide services for residents and property owners by assuring that all construction projects within the City are designed and built to building code standards.
- ◆ Maintain accurate and complete records for every project being processed by the department.
- ◆ Beautify the community through code enforcement.
- ◆ Work with residents and property owners to investigate complaints and bring them into compliance with applicable codes.

### **FY 2018-19 Priorities**

- Strive for 100% compliance with building codes in all projects through accurate plan review and inspections.
- Establish a grease trap inspection and maintenance program.
- Adopt newer version of building code in conjunction with adoption of new the version of the fire code.
- Adopt a proactive approach to code enforcement.

### **FY 2017-18 Major Objectives Accomplished**

- Participated in the Zoning Ordinance update.
- Building Inspections:
  - Hyatt Place, Wingate, Baymont and Country Inn & Suites, all completed.
  - Reviewed plans, issued permits and conducted inspections for 10 single family homes and 14 manufactured homes.
  - Reviewed plans and issued building permits for 11 single family residences.
  - Issued 10 manufactured home permits.
  - Worked with Public Works to solve flooding issues in Downtown buildings;
  - Inspected all new vacation home rentals.
- Code Compliance:
  - Assessed the Code Enforcement Program by reviewing existing ordinances and began enforcement related to vacant residential properties, unsafe storage of appliances, accumulations of junk, and new outdoor storage violations.
  - Worked with Planning and Zoning and the Police Department on complaints.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decrease in Operating Supplies to normal operating levels.
- ◆ Decreased Books due to purchase in FY2018.
- ◆ Increase in Travel, Meals, and Schools for Fall and Spring AZ Building Officials Institute and new certifications.
- ◆ Increase in Subscription/Memberships continuing education new membership.

| Title                                     |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|---|----------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>                    |                                  |                  |                  |                  |                  |             |
| <b>446-Building &amp; Code Compliance</b> |                                  |                  |                  |                  |                  |             |
| Personnel                                 |                                  | 78,016           | 119,458          | 139,279          | 140,745          | 1.1%        |
| 10-446-1101                               | Salaries                         | 50,239           | 78,190           | 90,972           | 93,125           | 2.4%        |
| 10-446-1105                               | Overtime                         | -                | 296              | 1,250            | 1,250            | 0.0%        |
| 10-446-1201                               | Industrial Insurance             | 2,942            | 3,195            | 2,250            | 5,116            | 127.4%      |
| 10-446-1202                               | Medical Insurance                | 15,823           | 23,199           | 27,621           | 23,219           | -15.9%      |
| 10-446-1203                               | FICA                             | 3,345            | 5,473            | 6,580            | 6,899            | 4.8%        |
| 10-446-1204                               | ASRS                             | 5,668            | 9,105            | 10,606           | 11,136           | 5.0%        |
| Operating                                 |                                  | 2,635            | 5,016            | 9,920            | 10,120           | 2.0%        |
| 10-446-2101                               | Operating Supplies               | 785              | 3,038            | 3,000            | 1,500            | -50.0%      |
| 10-446-2115                               | Equipment Repair/<br>Maintenance | -                | -                | 200              | 200              | 0.0%        |
| 10-446-2260                               | Books                            | 31               | -                | 1,500            | -                | -100.0%     |
| 10-446-2402                               | Cell Phones                      | 366              | 647              | 1,320            | 1,320            | 0.0%        |
| 10-446-2590                               | Contract Services                | -                | -                | 1,500            | 1,500            | 0.0%        |
| 10-446-2700                               | Travel, Meals, and Schools       | 1,318            | 1,106            | 2,000            | 5,000            | 150.0%      |
| 10-446-2804                               | Subscriptions/Memberships        | 135              | 225              | 400              | 600              | 50.0%       |
| <b>Grand Total</b>                        |                                  | <b>\$80,650</b>  | <b>\$124,474</b> | <b>\$149,199</b> | <b>\$150,865</b> | <b>1.1%</b> |

## **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.
- ◆ Review Subdivision Regulations and General Plan to determine needed updates.
- ◆ Create new application forms and procedures based on updated zoning ordinance.

### **FY 2018-19 Priorities**

- Adoption, codification, and implementation of the updated Zoning Ordinance and Zoning Map.
- Update the City of Page General Development and Subdivision Regulations.
- Implement the Parks Master Plan, including Master Plan for John C. Page Memorial Park.
- Assist with Downtown revitalization planning.
- Assist with streetscape planning.
- Assist with Horseshoe Bend trail realignment and parking lot planning.
- Work with the Code Enforcement Division on a proactive code enforcement program.

### **FY 2017-18 Major Objectives Accomplished**

- Zoning Ordinance Update and digital Zoning Map; ready for final review and adoption.
- Assisted with implementation of the Code Enforcement Program.
- Developed new application forms and updated the City website.
- Created a system to track development activity for every parcel in the City.
- Adopted an ordinance to remove Use Permit requirements for short term rentals.
- Started the site plan review process for 2 townhome projects.
- Established a formal site plan review and approval process.

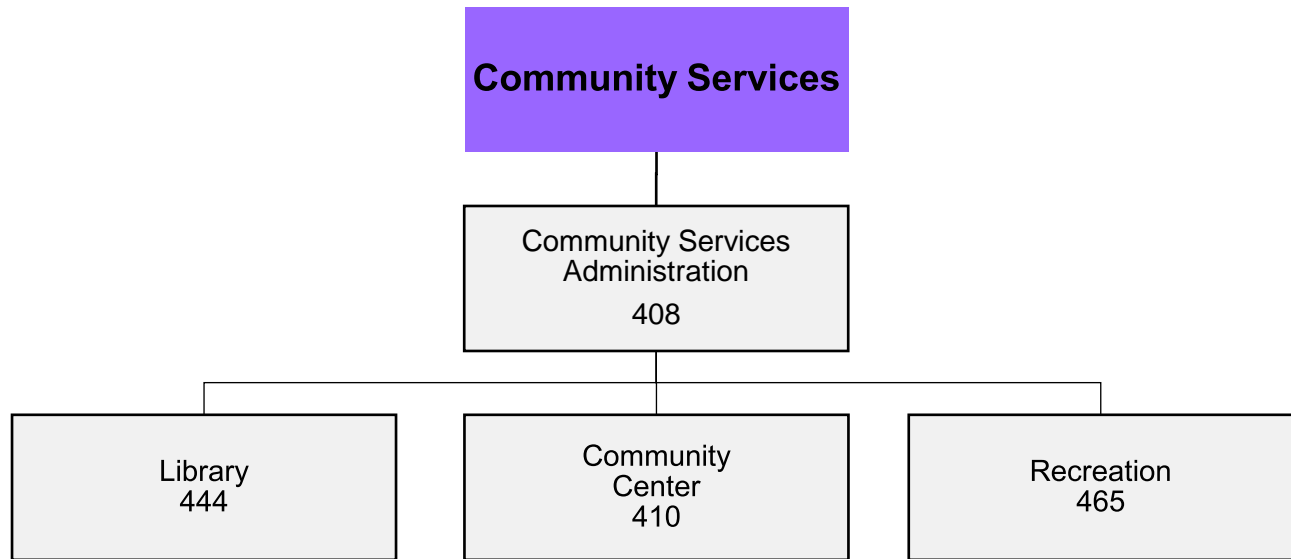
## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Removed 1.00 FTE, moved to Community/Economic Development.
- ◆ Decreased Operating Supplies to normal operation level.
- ◆ Increase in Contract Services for \$250,000 General Plan update and \$50,000 Master Planning (Horseshoe Bend and Golf Course).
- ◆ Increase in Subscriptions/Memberships for American Institute of Certified Planners membership.

| Title                            |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|----------------------------------|----------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>10-General Fund</b>           |                                  |                  |                  |                  |                  |               |
| <b>445-Planning &amp; Zoning</b> |                                  |                  |                  |                  |                  |               |
| Personnel                        |                                  | 73,885           | 74,120           | 135,176          | 66,334           | -50.9%        |
| 10-445-1101                      | Salaries                         | 47,234           | 43,786           | 86,633           | 47,098           | -45.6%        |
| 10-445-1105                      | Overtime                         | -                | -                | 3,000            | 500              | -83.3%        |
| 10-445-1201                      | Industrial Insurance             | 179              | 270              | 206              | 2,588            | 1156.3%       |
| 10-445-1202                      | Medical Insurance                | 18,049           | 21,788           | 28,668           | 6,945            | -75.8%        |
| 10-445-1203                      | FICA                             | 3,087            | 3,103            | 6,361            | 3,586            | -43.6%        |
| 10-445-1204                      | ASRS                             | 5,337            | 5,174            | 10,308           | 5,617            | -45.5%        |
| Operating                        |                                  | 11,472           | 58,217           | 62,160           | 345,010          | 455.0%        |
| 10-445-2101                      | Operating Supplies               | 238              | 536              | 2,700            | 750              | -72.2%        |
| 10-445-2115                      | Equipment Repair/<br>Maintenance | -                | -                | 200              | 200              | 0.0%          |
| 10-445-2402                      | Cell Phones                      | -                | 578              | 660              | 660              | 0.0%          |
| 10-445-2590                      | Contract Services                | 9,143            | 56,289           | 55,000           | 340,000          | 518.2%        |
| 10-445-2700                      | Travel, Meals, and Schools       | 1,835            | 324              | 2,700            | 2,200            | -18.5%        |
| 10-445-2804                      | Subscriptions/Memberships        | 256              | 490              | 900              | 1,200            | 33.3%         |
| <b>Grand Total</b>               |                                  | <b>\$85,357</b>  | <b>\$132,337</b> | <b>\$197,336</b> | <b>\$411,344</b> | <b>108.4%</b> |

## Community Services



| Community Services                    | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change   |
|---------------------------------------|------------------|------------------|--------------------|--------------------|---------------|
| <b>10-General Fund</b>                | <b>726,771</b>   | <b>808,285</b>   | <b>1,107,189</b>   | <b>1,018,814</b>   | <b>-8.0%</b>  |
| <b>Community Services</b>             |                  |                  |                    |                    |               |
| Personnel                             | 592,233          | 665,189          | 734,740            | 837,979            | 14.1%         |
| 408-Community Services Administration | 88,493           | 100,047          | 108,048            | 114,663            | 6.1%          |
| 410-Community Center                  | 68,165           | 82,388           | 91,420             | 112,413            | 23.0%         |
| 444-Library                           | 325,035          | 356,056          | 392,430            | 447,369            | 14.0%         |
| 465-Recreation                        | 110,540          | 126,699          | 142,842            | 163,534            | 14.5%         |
| <b>Operating</b>                      | <b>134,538</b>   | <b>143,096</b>   | <b>372,449</b>     | <b>180,835</b>     | <b>-51.4%</b> |
| 408-Community Services Administration | 809              | 1,639            | 3,410              | 2,910              | -14.7%        |
| 410-Community Center                  | 5,290            | 7,905            | 8,505              | 9,005              | 5.9%          |
| 444-Library                           | 66,390           | 79,575           | 278,707            | 91,737             | -67.1%        |
| 465-Recreation                        | 62,048           | 53,977           | 81,827             | 77,183             | -5.7%         |
| <b>Grand Total</b>                    | <b>\$726,771</b> | <b>\$808,285</b> | <b>\$1,107,189</b> | <b>\$1,018,814</b> | <b>-8.0%</b>  |

**10-408 Community Services Administration  
1.00 FTE**

- **1.00 FTE - Community Services Director**

**10-444 Library  
10.35 FTE**

- 1.00 FTE - Reference Librarian
- 1.00 FTE - Circulation Lead
- 1.00 FTE - Library Assistant
- 1.00 FTE - Children's Coordinator
- 1.79 FTE - Circulation Assistants
- 0.79 FTE - Outreach Coordinator
- 3.58 FTE - Library Aides
- 0.19 FTE - Seasonal Library Aides

**10-410 Community Center  
3.52 FTE**

- 1.00 FTE - Kitchen Supervisor/Cook
- 0.75 FTE - Cook's Assistant
- 0.49 FTE - Transportation Aide
- 0.12 FTE - Substitute Cook's Assistant
- 0.67 FTE - Community Center Aide
- 0.49 FTE - Program Coordinator

**10-465 Recreation  
3.25 FTE**

- 1.00 FTE - Recreation Department Manager
- 1.40 FTE - Recreation Assistants
- 0.68 FTE - Maintenance Worker
- 0.07 FTE - Camp Lead
- 0.10 FTE - Camp Counselors
- Seasonal/Officials.

| Department Performance Measures               | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|---|------------------|------------------|------------------|------------------|
| Library visits                                | 139,407          | 160,933          | 145,000          | 145,000          |
| Number of library card holders                | 14,517           | N/A              | 15,000           | 16,000           |
| Patron computer use per year                  | 54,837           | 60,000           | 64,000           | 64,000           |
| Patron Wi Fi usage per year                   | 38,351           | 45,000           | 50,000           | 80,000           |
| Circulation of materials                      | 113,441          | 112,698          | 130,000          | 140,000          |
| Congregate Meals                              | 6,699            | 6,500            | 6,500            | 7,000            |
| Meals on Wheels                               | 3,917            | 3,500            | 3,500            | 4,000            |
| Youth Registered for Sports Leagues           | 734              | 731              | 740              | 780              |
| Number of teams registered for adult leagues  | 29               | 30               | 30               | 33               |
| Number of children sponsored for youth sports | 5                | 15               | 20               | 25               |

## **Community 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 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**

- ◆ Recruit volunteers for all three divisions.
- ◆ Provide staff and budget to support existing community programs and 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; to develop a quality strategic plan growth in programs, services, and facilities.
- ◆ 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.

### **FY 2018-19 Priorities**

- Work with all Boards to continually improve the availability and effectiveness of recreational, athletic, educational and leisure services that benefit the entire community.
- To develop a quality strategic plan growth in programs, services, and facilities.
- Continue to build partnerships and conversation between clubs, organizations, and agencies, to leverage resources.
- 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 establish a program of new endowments to provide designated funds, separate from operating funds, for the Parks and Recreation Department.
- Increase awareness of Community Services and its programs within the community.
- 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.
- Use the City's libraries, parks, and community center to promote healthy lifestyles, e.g., sports, exercise, health, nutrition, etc

### **FY 2017-18 Major Objectives Accomplished**

- Created additional Community Center and library programming including cooking classes, Painting Toddlers, and lectures.
- Created Adult after hour programs at the Library
- Created partnerships to sponsor many programs and training for staff including other departments.
- Finalized the Facility Usage application, policy, and procedure.
- Received funding for programs
- Received funding for congregate meals and Meals on Wheels.

### **FY 2018-19 BUDGET HIGHLIGHTS**

Significant changes are as follows:

- ◆ Decrease in Travel, Meals, and Schools due to prior year amounts.

| Title  |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|--|----------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>                       |                            |                  |                  |                  |                  |             |
| <b>408-Community Services Administration</b> |                            |                  |                  |                  |                  |             |
| Personnel                                    |                            | 88,493           | 100,047          | 108,048          | 114,663          | 6.1%        |
| 10-408-1101                                  | Salaries                   | 63,413           | 70,739           | 77,580           | 82,267           | 6.0%        |
| 10-408-1201                                  | Industrial Insurance       | 234              | 201              | 178              | 216              | 21.3%       |
| 10-408-1202                                  | Medical Insurance          | 13,114           | 15,586           | 15,685           | 16,443           | 4.8%        |
| 10-408-1203                                  | FICA                       | 4,582            | 5,276            | 5,683            | 6,029            | 6.1%        |
| 10-408-1204                                  | ASRS                       | 7,150            | 8,245            | 8,922            | 9,708            | 8.8%        |
| Operating                                    |                            | 809              | 1,639            | 3,410            | 2,910            | -14.7%      |
| 10-408-2101                                  | Operating Supplies         | -                | 154              | 350              | 350              | 0.0%        |
| 10-408-2402                                  | Cell Phones                | 809              | 769              | 660              | 660              | 0.0%        |
| 10-408-2700                                  | Travel, Meals, and Schools | -                | 716              | 2,400            | 1,900            | -20.8%      |
| <b>Grand Total</b>                           |                            | <b>\$89,303</b>  | <b>\$101,686</b> | <b>\$111,458</b> | <b>\$117,573</b> | <b>5.5%</b> |

## **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.

### **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 department, 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 2018-19 Priorities**

- Provide our patrons with access to quality educational, inspirational, and recreational materials.
- Encourage financial donations for the improvement and renewal of library services.
- Promote and provide literacy and access.
- Develop a five-year Strategic Plan.
- Provide Passport services to the community.
- Review library hours to improve patron access and use of outdoor spaces.
- Conduct a security review
- Coordinate summer learning opportunities with educators and commercial programs
- Engage the community in developing and promoting resources and partnership opportunities.
- Provide knowledgeable, well-trained library staff to support teens' social development, interests and learning.

### **FY 2017-18 Major Objectives Accomplished**

- New Community Partners were made to bring in more classes and activities for all ages.
- Teen department redesign.
- CPR/First Aide Training for new employees including Public Works and Police Department staff.
- Provided new checkout items to public, such as tennis racquets and disk golf kits.
- Partnership with local businesses to provide prizes for the Adult Summer Reading Program.
- Received grant funds to provide programs within the library and community Center.
- Maximize user experience of high-speed Internet access (E-rate Funded)
- Provided Early Literacy Support and completed an area for toddlers.
- Provide teen life-skills support (money management and babysitting)
- Volunteer recruitment on -line data base (<https://www.volunteermatch.org/>)
- Increased accessibility to library services and technologies.
- Provided Wi-fi checkouts to mitigate the digital device

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in personnel costs due to addition of two seasonal Aides and one part-time Aide.
- ◆ Moved Internet Equipment Replacement expenses to IT Department.
- ◆ Decrease in Equipment Repair/Maintenance due to prior year costs and anticipated expenses.
- ◆ Increase in Office Equipment Leases due to new copy lease.
- ◆ Decrease in Facility Upgrade to one-time large upgrade and repair costs budgeted in FY2018 and not carried over into future years.

| Title                  |                                | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>10-General Fund</b> |                                |                  |                  |                  |                  |               |
| <b>444-Library</b>     |                                |                  |                  |                  |                  |               |
| Personnel              |                                | 325,035          | 356,056          | 392,430          | 447,369          | 14.0%         |
| 10-444-1101            | Salaries                       | 236,556          | 262,058          | 289,752          | 323,105          | 11.5%         |
| 10-444-1105            | Overtime                       | 21               | 28               | -                | -                | 0.0%          |
| 10-444-1201            | Industrial Insurance           | 741              | 846              | 666              | 850              | 27.6%         |
| 10-444-1202            | Medical Insurance              | 44,970           | 45,754           | 47,265           | 61,566           | 30.3%         |
| 10-444-1203            | FICA                           | 17,114           | 19,627           | 21,426           | 23,722           | 10.7%         |
| 10-444-1204            | ASRS                           | 25,633           | 27,744           | 33,321           | 38,126           | 14.4%         |
| Operating              |                                | 66,390           | 79,575           | 278,707          | 91,737           | -67.1%        |
| 10-444-2101            | Operating Supplies             | 18,339           | 20,663           | 16,820           | 18,400           | 9.4%          |
| 10-444-2106            | Library Material-Audios        | 3,597            | 4,065            | 4,400            | 4,400            | 0.0%          |
| 10-444-2108            | Library Material-Videos        | 7,238            | 6,987            | 6,000            | 6,000            | 0.0%          |
| 10-444-2109            | Library Material-Books         | 27,781           | 32,939           | 38,000           | 37,000           | -2.6%         |
| 10-444-2110            | Janitorial Supplies            | 379              | 323              | 700              | 700              | 0.0%          |
| 10-444-2111            | Internet Equipment Replacement | 809              | 850              | 1,800            | -                | -100.0%       |
| 10-444-2115            | Equipment Repair/Maintenance   | -                | 467              | 3,400            | 1,300            | -61.8%        |
| 10-444-2119            | Office Equipment Leases        | -                | -                | 2,500            | 5,500            | 120.0%        |
| 10-444-2265            | Licensing Fees                 | 785              | -                | -                | 1,600            | 0.0%          |
| 10-444-2590            | Contract Services              | 4,417            | 6,668            | 8,720            | 9,070            | 4.0%          |
| 10-444-2700            | Travel, Meals, and Schools     | 323              | 3,162            | 3,300            | 3,300            | 0.0%          |
| 10-444-2804            | Subscriptions/Memberships      | 2,722            | 3,448            | 4,467            | 4,467            | 0.0%          |
| 10-444-2835            | Retirement/Leave Benefit       | -                | 4                | -                | -                | 0.0%          |
| 10-444-2950            | Facility Upgrade               | -                | -                | 188,600          | -                | -100.0%       |
| <b>Grand Total</b>     |                                | <b>\$391,425</b> | <b>\$435,631</b> | <b>\$671,137</b> | <b>\$539,106</b> | <b>-19.7%</b> |

## **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.
- ◆ Computer classes offered to the community at no cost to them.

### **GOALS & OBJECTIVES**

- ◆ To help build a sense of community and belonging.
- ◆ To cultivate an environment for appreciation of and participation in the arts.
- ◆ To provide opportunities for social activities, education, and social development.
- ◆ To organize and sponsor community events for education, socializing, and celebration.
- ◆ To provide information about community issues, people, and events; refer citizens needing assistance to appropriate individuals and agencies.

### **FY 2018-19 Priorities**

- Provide more opportunities for social activities, education, and social development.
- To develop and implement a long-range public relations plan designed to increase awareness of Community Services and the programs we offer within the community.
- Ensuring locations and hours are accessible for youth and community members in the evenings and weekends.
- Continue to seek grants for facility upgrades and programming.
- Create more opportunities to involve people in community activities
- Complete a community needs assessment to identify new programs and activities.
- Facility upgrade, add a pathway to the patio from the dining area.

### **FY 2017-18 Major Objectives Accomplished**

- Recruited a kitchen substitute to fill in for staff when needed.
- Received additional funds from NACOG for Meals.
- Received Grant funding/donations for Meals on Wheels
- Received funds from Lake Powel Foundations to provided teen music programing
- Provided space and activities for seniors to be active and healthy.
- Added new classes and programs for the community (Teen Cooking Classes and cooking demonstrations, Zumba, etc.)
- Added a vegetable garden to help with cutting cost for meals (grant funded)

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in personnel costs due to addition of part-time Program Coordinator.
- ◆ Moved portion of budget from Contract Services to Certificates and Licenses.

| Title                       |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|-----------------------------|----------------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>      |                                  |                  |                  |                  |                  |              |
| <b>410-Community Center</b> |                                  |                  |                  |                  |                  |              |
| Personnel                   |                                  | 68,165           | 82,388           | 91,420           | 112,413          | 23.0%        |
| 10-410-1101                 | Salaries                         | 52,147           | 63,712           | 73,122           | 91,563           | 25.2%        |
| 10-410-1201                 | Industrial Insurance             | 1,356            | 1,555            | 995              | 1,420            | 42.7%        |
| 10-410-1202                 | Medical Insurance                | 5,972            | 6,017            | 6,482            | 6,887            | 6.2%         |
| 10-410-1203                 | FICA                             | 3,754            | 4,801            | 5,551            | 6,960            | 25.4%        |
| 10-410-1204                 | ASRS                             | 4,935            | 6,303            | 5,270            | 5,583            | 5.9%         |
| Operating                   |                                  | 5,290            | 7,905            | 8,505            | 9,005            | 5.9%         |
| 10-410-2101                 | Operating Supplies               | 1,585            | 3,306            | 2,000            | 2,000            | 0.0%         |
| 10-410-2115                 | Equipment Repair/<br>Maintenance | 904              | 922              | 2,000            | 2,000            | 0.0%         |
| 10-410-2119                 | Office Equipment Leases          | 2,334            | 2,536            | 3,000            | 3,000            | 0.0%         |
| 10-410-2402                 | Cell Phones                      | 31               | -                | 350              | 350              | 0.0%         |
| 10-410-2590                 | Contract Services                | 431              | 1,141            | 1,155            | 500              | -56.7%       |
| 10-410-2592                 | Certificates and Licenses        | -                | -                | -                | 1,155            | 0.0%         |
| 10-410-9902                 | Capital Lease                    | 4                | -                | -                | -                | 0.0%         |
| <b>Grand Total</b>          |                                  | <b>\$73,455</b>  | <b>\$90,293</b>  | <b>\$99,925</b>  | <b>\$121,418</b> | <b>21.5%</b> |

## **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.
- ◆ Identify mechanisms for funding.
- ◆ Leverage support to establish new partnerships between other departments and the community.
- ◆ Increase participation in all sporting events and activities.
- ◆ Improve existing programs and management of activities.
- ◆ Implement new recreation programs.

### **FY 2018-19 Priorities**

- Continue to provide high quality services.
- Increase community relations and involvement.
- 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.
- Develop a volunteer handbook.
- Maintain public safety and quality field maintenance.
- Update Recreation policies and procedures.
- Provide on-going professional development training for all staff.

### **FY 2017-18 Major Objectives Accomplished**

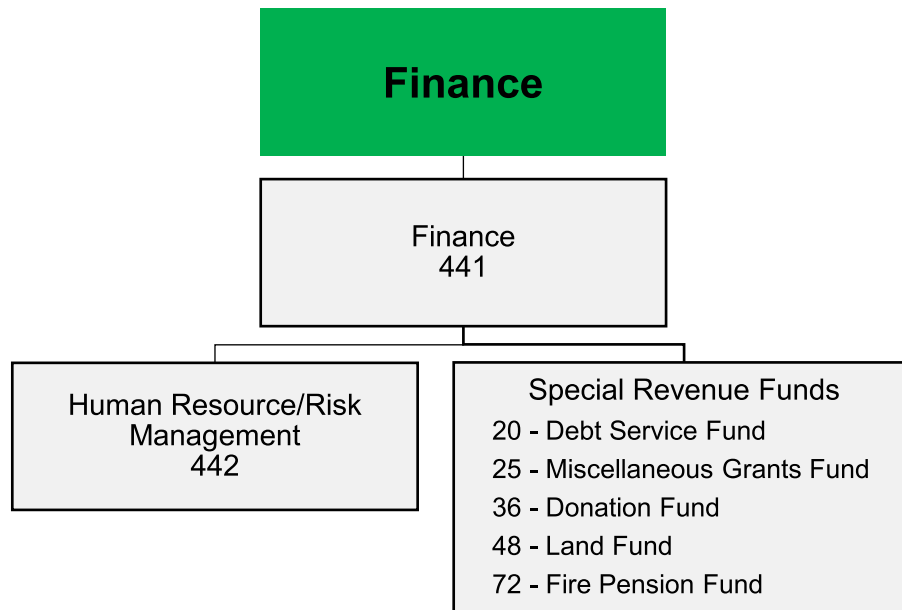
- Coordinated a new summer kickoff event, Rec Fest
- Collaborated to have Page Little League administer the youth softball and baseball programs and hold games at the Sports Complex.
- Collaborated with Page High School Soccer to provide a youth league coaches clinic and facilitate team practices during Super Soccer Saturday.
- Collaborated with Page High School Basketball to offer a new summer youth basketball camp.
- Collaborated with Page Elks Club to host a soccer kickoff.
- 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
- Certified Recreation Department, Page Public Library, Page Police Department, and Page Public Works staff in American Red Cross CPR/AED/First aid.
- Added an additional Flag Football League for kindergarten and first graders.
- Developed standard expectations and procedures manual for coaches across all sports.
- Purchased registration software and implemented on-line registration
- Participated in customer service and field maintenance professional development.
- City Council adopted a voucher program to reward coaches with free future registrations and assistant coaches with ½ price one

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in personnel expenses due to addition of seasonal camp staff and increase of number of hours for one Recreation Assistant.
- ◆ Increase in Operating Supplies to include costs for Rec Desk annual fee.
- ◆ Moved \$5,000 from Program Expenses to Summer Camps expenses.
- ◆ Decrease in Concession Supplies/Equipment due to collaboration with Page Unified School District.
- ◆ Decrease in Travel, Meals, and Schools due removing National Recreation and Park Association Conference.

| Title                  |                                   | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|------------------------|-----------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b> |                                   |                  |                  |                  |                  |             |
| <b>465-Recreation</b>  |                                   |                  |                  |                  |                  |             |
| Personnel              |                                   | 110,540          | 126,699          | 142,842          | 163,534          | 14.5%       |
| 10-465-1101            | Salaries                          | 95,653           | 104,243          | 117,712          | 131,955          | 12.1%       |
| 10-465-1201            | Industrial Insurance              | 1,564            | 2,929            | 2,286            | 6,635            | 190.2%      |
| 10-465-1202            | Medical Insurance                 | 3,441            | 6,300            | 6,560            | 6,682            | 1.9%        |
| 10-465-1203            | FICA                              | 7,159            | 8,056            | 8,952            | 10,050           | 12.3%       |
| 10-465-1204            | ASRS                              | 2,723            | 5,171            | 7,332            | 8,212            | 12.0%       |
| Operating              |                                   | 62,048           | 53,977           | 81,827           | 77,183           | -5.7%       |
| 10-465-2101            | Operating Supplies                | 3,023            | 5,406            | 2,510            | 6,100            | 143.0%      |
| 10-465-2102            | Uniform Allowance                 | 77               | 393              | 300              | 300              | 0.0%        |
| 10-465-2105            | Janitorial Supplies               | 11               | 136              | 300              | 300              | 0.0%        |
| 10-465-2115            | Equipment Repair/<br>Maintenance  | 7,295            | 2,462            | 8,000            | 8,000            | 0.0%        |
| 10-465-2130            | Program Expenses                  | 21,833           | 22,015           | 38,000           | 31,000           | -18.4%      |
| 10-465-2402            | Cell Phones                       | 1,249            | 1,607            | 1,942            | 1,431            | -26.3%      |
| 10-465-2530            | Holiday Promotions                | 3,155            | 1,831            | 3,800            | 3,000            | -21.1%      |
| 10-465-2545            | Pool Expenses                     | 918              | -                | -                | -                | 0.0%        |
| 10-465-2550            | Recreation Expenses               | 10,665           | 4,723            | 6,900            | 5,500            | -20.3%      |
| 10-465-2555            | Summer Camps                      | -                | -                | -                | 5,000            | 0.0%        |
| 10-465-2560            | Tennis Court Expenses             | 626              | 51               | 2,300            | 2,000            | -13.0%      |
| 10-465-2565            | Concession Supplies/<br>Equipment | 986              | 2,826            | 3,000            | 1,000            | -66.7%      |
| 10-465-2590            | Contract Services                 | 9,036            | 8,812            | 11,850           | 12,000           | 1.3%        |
| 10-465-2700            | Travel, Meals, and Schools        | 2,281            | 3,417            | 2,080            | 707              | -66.0%      |
| 10-465-2804            | Subscriptions/Memberships         | 893              | 300              | 845              | 845              | 0.0%        |
| <b>Grand Total</b>     |                                   | <b>\$172,588</b> | <b>\$180,676</b> | <b>\$224,669</b> | <b>\$240,717</b> | <b>7.1%</b> |



| Finance                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change   |
|------------------------------------|------------------|------------------|--------------------|--------------------|---------------|
| <b>10-General Fund</b>             |                  |                  |                    |                    |               |
| <b>Personnel</b>                   | <b>339,438</b>   | <b>356,635</b>   | <b>472,847</b>     | <b>397,834</b>     | <b>-15.9%</b> |
| 441-Human Resource/Risk Management | 65,679           | 68,761           | 172,105            | 84,119             | -51.1%        |
| 442-Finance                        | 273,759          | 287,874          | 300,742            | 313,715            | 4.3%          |
| <b>Operating</b>                   | <b>547,061</b>   | <b>546,639</b>   | <b>1,619,015</b>   | <b>1,940,710</b>   | <b>19.9%</b>  |
| 441-Human Resource/Risk Management | 468,662          | 467,893          | 1,544,970          | 1,853,810          | 20.0%         |
| 442-Finance                        | 78,399           | 78,746           | 74,045             | 86,900             | 17.4%         |
| <b>Grand Total</b>                 | <b>\$886,499</b> | <b>\$903,273</b> | <b>\$2,091,862</b> | <b>\$2,338,544</b> | <b>11.8%</b>  |

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

10-441 Human Resources  
1.00 FTE

- 1.00 FTE - Human Resource Administrator

| Department Performance Measures  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>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              | N/A              | Yes              | Yes              |
| Number of workshops, assessments, and programs related to wellness, benefits education, and retirement                     | 7                | 7                | 7                | 7                |
| Turnover Rate  | 5.04%            | 6.56%            | Less than 7%     | Less than 7%     |
| OSHA reportable injuries (Calendar Year)   | 25               | 18               | Less than 15     | Less than 15     |

## **Finance**

### **PURPOSE**

To provide excellent financial management and information technology services with integrity, accountability, superior customer service, and low cost.

### **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.

#### **FY 2018-19 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.

#### **FY 2017-18 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 2017 audit.
- Received the Distinguished Budget Presentation Award for 2018.
- Provided City Council with a monthly itemized financial report in timely manner.
- This fiscal year, we have transferred a total of \$7.6 million in cash reserve to put toward the 2011 Series Bond Debt payment for the first call date on July 1, 2021.

## FY 2018-19 BUDGET HIGHLIGHTS

Budgetary changes are as follows:

- ◆ Increase in Office Equipment to replace one of four scanners.
- ◆ Increase in Contract Services to add \$7,000 for VHR Compliance and \$3,000 for increase of State of Arizona Transaction Privilege Tax Allocation.
- ◆ Increase in Printing & Binding based on amounts in prior years.

| Title                  |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|------------------------|----------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b> |                                  |                  |                  |                  |                  |             |
| <b>442-Finance</b>     |                                  |                  |                  |                  |                  |             |
| Personnel              |                                  | 273,759          | 287,874          | 300,742          | 313,715          | 4.3%        |
| 10-442-1101            | Salaries                         | 191,320          | 200,977          | 213,347          | 221,754          | 3.9%        |
| 10-442-1105            | Overtime                         | -                | 37               | 900              | 900              | 0.0%        |
| 10-442-1201            | Industrial Insurance             | 745              | 880              | 493              | 583              | 18.3%       |
| 10-442-1202            | Medical Insurance                | 46,800           | 47,851           | 45,636           | 47,868           | 4.9%        |
| 10-442-1203            | FICA                             | 13,416           | 14,754           | 15,728           | 16,337           | 3.9%        |
| 10-442-1204            | ASRS                             | 21,478           | 23,374           | 24,638           | 26,273           | 6.6%        |
| Operating              |                                  | 78,399           | 78,746           | 74,045           | 86,900           | 17.4%       |
| 10-442-2101            | Operating Supplies               | 5,944            | 4,658            | 3,600            | 3,600            | 0.0%        |
| 10-442-2115            | Equipment Repair/<br>Maintenance | 412              | -                | 1,000            | 1,000            | 0.0%        |
| 10-442-2116            | Office Equipment                 | 19               | 203              | 200              | 500              | 150.0%      |
| 10-442-2215            | Bank Fees                        | 11,102           | 11,281           | 12,700           | 12,700           | 0.0%        |
| 10-442-2402            | Cell Phones                      | -                | -                | -                | 660              | 0.0%        |
| 10-442-2590            | Contract Services                | 54,889           | 59,448           | 51,670           | 63,315           | 22.5%       |
| 10-442-2700            | Travel, Meals, and<br>Schools    | 1,281            | 2,010            | 3,000            | 3,000            | 0.0%        |
| 10-442-2803            | Over and Short                   | 0                | 93               | 50               | 50               | 0.0%        |
| 10-442-2804            | Subscriptions/<br>Memberships    | 449              | 449              | 525              | 525              | 0.0%        |
| 10-442-2806            | Printing & Binding               | 1,598            | 604              | 1,300            | 1,550            | 19.2%       |
| 10-442-9932            | Loss on Investment               | 2,704            | -                | -                | -                | 0.0%        |
| <b>Grand Total</b>     |                                  | <b>\$352,158</b> | <b>\$366,620</b> | <b>\$374,787</b> | <b>\$400,615</b> | <b>6.9%</b> |

## **Human Resource/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 2018-19 Priorities**

- Create performance evaluation measures
- Employee training that encourages safety, confidence, and positive impact with the departments.
- Review and revision of the Personnel Policies and Procedures.

### **FY 2017-18 Major Objectives Accomplished**

- Completed our first Performance Evaluation using Performance Pro.
- Hired personnel for the Human Resource Department due to position vacancy.

## FY 2018-19 BUDGET HIGHLIGHTS

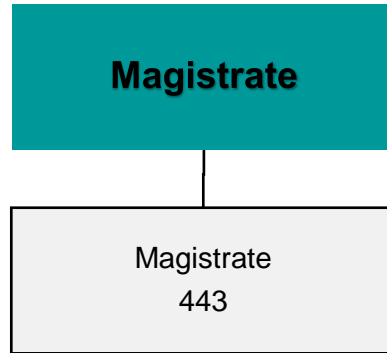
Significant changes are as follows:

- ◆ Decrease in personnel costs due to elimination of Human Resource Director position.
- ◆ Decrease in Cell Phones due to elimination of one position.
- ◆ Decrease in Contract Services based on amounts from prior years.
- ◆ Increase in Recruitment & Retention to add costs for background checks.
- ◆ Increase in Employee Programs to include cost of Annual Holiday Dinner.
- ◆ Elimination of Personnel Compensation per City Manager.
- ◆ Increase to Retirement/Leave Benefit Distributions to pay \$1,468,000 toward PSPRS Unfunded Liability.

| Title                                     |  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change  |
|---|--|------------------|------------------|--------------------|--------------------|--------------|
| <b>10-General Fund</b>                    |  |                  |                  |                    |                    |              |
| <b>441-Human Resource/Risk Management</b> |  |                  |                  |                    |                    |              |
| Personnel                                 |  | 65,679           | 68,761           | 172,105            | 84,119             | -51.1%       |
| 10-441-1101                               | Salaries                               | 45,672           | 45,560           | 120,427            | 55,550             | -53.9%       |
| 10-441-1105                               | Overtime                               | -                | 2,383            | -                  | -                  | 0.0%         |
| 10-441-1201                               | Industrial Insurance                   | 182              | 137              | 277                | 146                | -47.3%       |
| 10-441-1202                               | Medical Insurance                      | 11,429           | 11,517           | 28,835             | 17,952             | -37.7%       |
| 10-441-1203                               | FICA                                   | 3,244            | 3,572            | 8,717              | 3,916              | -55.1%       |
| 10-441-1204                               | ASRS                                   | 5,153            | 5,590            | 13,849             | 6,555              | -52.7%       |
| Operating                                 |  | 468,662          | 467,893          | 1,544,970          | 1,853,810          | 20.0%        |
| 10-441-2101                               | Operating Supplies                     | 296              | 1,289            | 1,000              | 1,000              | 0.0%         |
| 10-441-2402                               | Cell Phones                            | 779              | 647              | 1,320              | 660                | -50.0%       |
| 10-441-2590                               | Contract Services                      | 2,944            | 83               | 4,000              | 3,000              | -25.0%       |
| 10-441-2700                               | Travel, Meals, and Schools             | 2,123            | 3,385            | 3,500              | 3,500              | 0.0%         |
| 10-441-2703                               | Recruitment & Retention                | 2,617            | 6,278            | 12,000             | 13,500             | 12.5%        |
| 10-441-2704                               | Employee Training                      | 42               | 48               | 1,500              | 1,500              | 0.0%         |
| 10-441-2804                               | Subscriptions/Memberships              | 799              | 669              | 700                | 700                | 0.0%         |
| 10-441-2809                               | Employee Programs                      | 4,884            | 4,623            | 11,100             | 13,600             | 22.5%        |
| 10-441-2815                               | Employee Safety                        | 3,519            | 4,873            | 7,000              | 7,000              | 0.0%         |
| 10-441-2816                               | Risk Management                        | 1,739            | 9,578            | 30,000             | 30,000             | 0.0%         |
| 10-441-2820                               | Unemployment Insurance                 | 7,066            | 8,589            | 15,000             | 15,000             | 0.0%         |
| 10-441-2830                               | Personnel Compensation                 | 200,541          | -                | 88,500             | -                  | -100.0%      |
| 10-441-2835                               | Retirement/Leave Benefit Distributions | -                | 168,519          | 1,130,000          | 1,528,000          | 35.2%        |
| 10-441-2840                               | Class & Compensation Study             | -                | 28,500           | -                  | -                  | 0.0%         |
| 10-441-9601                               | Publications and Advertising           | 2,817            | 1,459            | 3,000              | 3,000              | 0.0%         |
| 10-441-9850                               | Liability & Property Insurance         | 238,495          | 229,354          | 236,350            | 233,350            | -1.3%        |
| <b>Grand Total</b>                        |  | <b>\$534,341</b> | <b>\$536,654</b> | <b>\$1,717,075</b> | <b>\$1,937,929</b> | <b>12.9%</b> |

## Magistrate

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| Magistrate             | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b> |                  |                  |                  |                  |             |
| <b>443-Magistrate</b>  | <b>338,075</b>   | <b>332,872</b>   | <b>415,860</b>   | <b>427,527</b>   | <b>2.8%</b> |
| Personnel              | 321,323          | 312,749          | 358,325          | 368,617          | 2.9%        |
| Operating              | 16,753           | 20,123           | 57,535           | 58,910           | 2.4%        |
| <b>Grand Total</b>     | <b>\$338,075</b> | <b>\$332,872</b> | <b>\$415,860</b> | <b>\$427,527</b> | <b>2.8%</b> |

10-443 Magistrate  
5.45 FTE

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

| Department Performance Measures                        | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|--|------------------|------------------|------------------|------------------|
| Civil traffic - time to disposition (within 60 days) % | NA               | NA               | 85%              | 85%              |
| Misdemeanor - time to disposition (within 60 days) %   | NA               | NA               | 80%              | 80%              |
| DUI - time to disposition (within 60 days) %           | NA               | NA               | 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 2017-18 Major Objectives Accomplished**

- Increased functionality of newly remodeled building with updated furniture, intercom, computer equipment, recording equipment, etc.
- Continued payment audits to enforce fine and restitution obligations.
- Continued (in-house) education for assistant magistrate judges.
- Applied for and received a \$35,000 grant for improved court security
- Attended the annual judicial conference.
- Brought all cases to disposition within the time frames established by the Az Supreme Court

### **FY 2018-19 Priorities**

- Utilize AZTEC program (provided by Az Supreme Court) to enforce and increase fine and restitution payments.
- Provide judicial college training for two assistant magistrate judges. A JCEF grant was applied for and granted to pay for tuition, housing and per diem expenses.
- Execute outstanding arrest warrants and re-establish payment agreements.
- Attended the mandatory judicial conference hosted by the Arizona Supreme Court.
- Fill one personnel vacancy to resume full staffing
- Continue to apply for new grant opportunities.
- Comply with all new and continuing obligations imposed by Federal, State, and local laws.

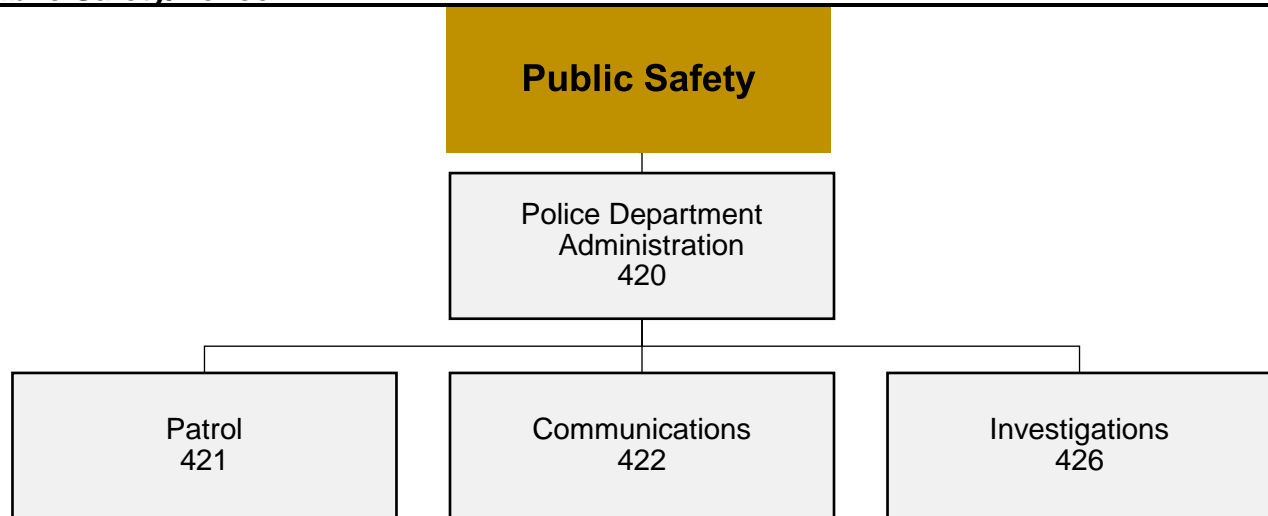
## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in Travel, Meals, and Schools to send two Assistant Magistrate Judges to Judicial College in Phoenix.

| Title                  |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|------------------------|----------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b> |                            |                  |                  |                  |                  |             |
| <b>443-Magistrate</b>  |                            |                  |                  |                  |                  |             |
| Personnel              |                            | 321,323          | 312,749          | 358,325          | 368,617          | 2.9%        |
| 10-443-1101            | Salaries                   | 247,053          | 240,095          | 279,069          | 285,487          | 2.3%        |
| 10-443-1105            | Overtime                   | -                | 4,795            | 1,000            | 1,000            | 0.0%        |
| 10-443-1201            | Industrial Insurance       | 774              | 741              | 644              | 751              | 16.6%       |
| 10-443-1202            | Medical Insurance          | 30,979           | 23,777           | 30,168           | 31,932           | 5.8%        |
| 10-443-1203            | FICA                       | 17,912           | 18,650           | 21,013           | 21,483           | 2.2%        |
| 10-443-1204            | ASRS                       | 24,605           | 24,691           | 26,431           | 27,964           | 5.8%        |
| Operating              |                            | 16,753           | 20,123           | 57,535           | 58,910           | 2.4%        |
| 10-443-2101            | Operating Supplies         | 2,358            | 4,235            | 4,500            | 4,500            | 0.0%        |
| 10-443-2116            | Office Equipment           | -                | -                | 15,000           | 15,000           | 0.0%        |
| 10-443-2119            | Office Equipment Leases    | 959              | 4,585            | 2,400            | 2,400            | 0.0%        |
| 10-443-2402            | Cell Phones                | 648              | 647              | 660              | 660              | 0.0%        |
| 10-443-2590            | Contract Services          | 11,311           | 9,341            | 29,625           | 30,000           | 1.3%        |
| 10-443-2700            | Travel, Meals, and Schools | 846              | 648              | 4,000            | 5,000            | 25.0%       |
| 10-443-2804            | Subscriptions/Memberships  | 631              | 667              | 1,350            | 1,350            | 0.0%        |
| <b>Grand Total</b>     |                            | <b>\$338,075</b> | <b>\$332,872</b> | <b>\$415,860</b> | <b>\$427,527</b> | <b>2.8%</b> |

## Public Safety/Police



| Police Department                    | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change  |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <b>10-General Fund</b>               |                    |                    |                    |                    |              |
| <b>Public Safety-Police</b>          |                    |                    |                    |                    |              |
| Personnel                            | <b>2,290,890</b>   | <b>2,473,767</b>   | <b>2,962,729</b>   | <b>3,134,669</b>   | <b>5.8%</b>  |
| 420-Police Department Administration | 259,852            | 246,747            | 234,274            | 310,088            | 32.4%        |
| 421-Patrol                           | 1,372,815          | 1,474,812          | 2,017,129          | 1,991,525          | -1.3%        |
| 422-Communications                   | 383,272            | 386,893            | 417,699            | 445,873            | 6.7%         |
| 426-Investigations                   | 274,950            | 365,315            | 293,627            | 387,183            | 31.9%        |
| <b>Operating</b>                     | <b>285,909</b>     | <b>325,016</b>     | <b>313,709</b>     | <b>304,177</b>     | <b>-3.0%</b> |
| 420-Police Department Administration | 19,186             | 31,676             | 38,070             | 34,175             | -10.2%       |
| 421-Patrol                           | 216,428            | 219,678            | 201,673            | 206,298            | 2.3%         |
| 422-Communications                   | 24,668             | 32,362             | 34,266             | 24,176             | -29.4%       |
| 426-Investigations                   | 25,627             | 41,301             | 39,700             | 39,529             | -0.4%        |
| <b>Grand Total</b>                   | <b>\$2,576,799</b> | <b>\$2,798,784</b> | <b>\$3,276,438</b> | <b>\$3,438,846</b> | <b>5.0%</b>  |

**10-420 Police Administration**  
4.00 FTE

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

**10-421 Patrol**  
21.25 FTE

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

**10-422 Communications**  
7.30 FTE

- 1.00 FTE - Dispatch Supervisor
- 6.30 FTE - Communication Specialists

**10-426 Investigations**  
4.00 FTE

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

| Department Performance Measures                       | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|---|------------------|------------------|------------------|------------------|
| Yearly call volume                                    | 51,150           | 53,510           | 51,500           | 54,000           |
| Admin calls for services (calls not through dispatch) | 20,780           | 46,088           | 21,150           | 46,500           |
| 9-1-1 calls for services                              | 7,679            | 7,422            | 8,000            | 8,000            |
| 911 calls answered in less than 10 seconds            | 90%              | 89%              | 90%              | 90%              |

## **Police Administration**

### **PURPOSE**

To protect the lives and property of our diverse community.

### **DEPARTMENT DESCRIPTION**

Police Administration provides the overall administrative leadership and supervision necessary to sustain a creative, forward- thinking Public Safety workforce dedicated to excellence and professionalism. We are committed to preventing and reducing crime and working towards the accomplishment of the City Council's Strategic Plan. We are committed to creating a safe community by being a progressive, Community Oriented Police Department.

### **DEPARTMENTAL ACTIVITIES**

- ◆ Oversee the daily operations.
- ◆ 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.
- ◆ Maintain a Police-wide Community Policing Philosophy utilizing Problem Oriented Policing Strategies.

### **FY 2018-19 Priorities**

- Complete and implement a Policy and Procedures Manual (ongoing).
- Participate in 2<sup>nd</sup> annual Regional Training and Networking Summit.
- Participate in DATA Driven Smart Police Initiatives.
- Increase community involvement by participating in more community events, i.e. Coffee with a Cop, GAIN, and other community-oriented programs.
- Coordinate with the Page School District a School Resource Officer assignment.
- Expand mutual aid agreement with the Navajo Nation (ongoing).
- Created a yearly police report.
- Create a Volunteer in Policing program.
- Create a Police Reserve Program.
- Update the Police Strategic Plan.
- Create and implement a four ten-hour Officer Patrol schedule.
- Participate in the Terrorism Liaison Officer Program.
- Seek additional funding sources for equipment (e.g. grants).
- Create a Block Watch Program.
- Host a minimum of one Regional Law Enforcement Summit.
- Create a School District wide partnership and enhance our communication networking.
- Create training opportunities and outreach programs with the schools in the city.
- Implement a Traffic Safety mitigation plan based on DATA (Data Driven Approach to Crime and Traffic Safety).
- Continue employee recognition /awards programs.
- Continue Organizational employee meetings.
- Begin process to transition from a Summary Reporting System to National Incident Based Reporting System (NIBRS) for our Uniformed Crime Reporting.

### **FY 2017-18 Major Objectives Accomplished**

- Continue to remain fiscally responsible.
- Re-established the Police Canine Program.
- Continue to utilize ICS / NIMS on significant events.
- Participated in listed Community Policing events, Special Olympics, Balloon Regatta, National Police Week, Annual Night Out, Shop with a Cop and Coffee with a Cop and Freshman Focus.
- Participated in the Coconino County Emergency Operations Planning process.

- Received \$11,342.16 from Governor's Office of Highway Safety for Radar Guns and accessories to enhance the STEP Enforcement throughout the City of Page.
- Received \$4,924.48 from Governor's Office of Highway Safety for PBTs, & Tint Meters to enhance DUI/Impaired Driving Enforcement throughout the City of Page.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in personnel costs due to addition of new record clerk position.
- ◆ Decrease in Operating Supplies due to stocking up supplies in prior year.
- ◆ Increase in Travel, Meals and Schools due to additional position.
- ◆ Increase in Subscriptions/Memberships due to new subscription to CLEAR Law Enforcement Plus.

| Title                                       |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|---|----------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>                      |                            |                  |                  |                  |                  |              |
| <b>420-Police Department Administration</b> |                            |                  |                  |                  |                  |              |
| Personnel                                   |                            | 259,852          | 246,747          | 234,274          | 310,088          | 32.4%        |
| 10-420-1101                                 | Salaries                   | 163,691          | 161,831          | 168,782          | 199,694          | 18.3%        |
| 10-420-1105                                 | Overtime                   | 7,094            | 8,228            | 7,000            | 7,000            | 0.0%         |
| 10-420-1201                                 | Industrial Insurance       | 2,280            | 3,762            | 3,403            | 4,126            | 21.2%        |
| 10-420-1202                                 | Medical Insurance          | 25,646           | 19,000           | 13,894           | 38,745           | 178.9%       |
| 10-420-1203                                 | FICA                       | 12,648           | 13,172           | 13,342           | 15,205           | 14.0%        |
| 10-420-1204                                 | ASRS                       | 23,672           | 20,051           | 9,438            | 24,390           | 158.4%       |
| 10-420-1206                                 | PSPRS                      | 24,822           | 20,703           | 18,415           | 20,928           | 13.6%        |
| Operating                                   |                            | 19,186           | 31,676           | 38,070           | 34,175           | -10.2%       |
| 10-420-2101                                 | Operating Supplies         | 19,186           | 14,827           | 19,700           | 10,400           | -47.2%       |
| 10-420-2402                                 | Cell Phones                | -                | 935              | 1,320            | 1,320            | 0.0%         |
| 10-420-2700                                 | Travel, Meals, and Schools | -                | 7,568            | 9,500            | 11,500           | 21.1%        |
| 10-420-2780                                 | Special Events             | -                | 5,272            | 2,500            | 2,500            | 0.0%         |
| 10-420-2804                                 | Subscriptions/Memberships  | -                | 3,074            | 5,050            | 8,455            | 67.4%        |
| <b>Grand Total</b>                          |                            | <b>\$279,038</b> | <b>\$278,422</b> | <b>\$272,344</b> | <b>\$344,263</b> | <b>26.4%</b> |

## **Patrol**

### **PURPOSE**

To provide around the clock police protection for the city.

### **DEPARTMENT DESCRIPTION**

The Patrol division is the prevention and deterrence of criminal activity and the provision of day-to-day police service to the community. The work performed by officers of this division is massive in its scope. They protect life and property, prevent, and suppress crime, and preserve the public order, all in the effort to maintain a safe and pleasant environment for community.

### **DEPARTMENTAL ACTIVITIES**

- ◆ Emergency response to 911 calls.
- ◆ Traffic enforcement and accident investigation.
- ◆ Response to tactical incidents.
- ◆ Service of search and arrest warrants.
- ◆ Crime prevention.
- ◆ Animal control.
- ◆ Security checks.
- ◆ Police K-9.
- ◆ Parking control.
- ◆ Community Oriented Policing Programs.

### **GOALS & OBJECTIVES**

- ◆ 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.
- ◆ Initiate Community Oriented Programs.

### **FY 2018-19 Priorities**

- Fill officer positions to full capacity
- Decrease drug activity.
- Increase case clearance rates.
- Develop and strengthen partnership with other agencies.
- Search for alternative funding sources that will provide the best opportunities to hire, purchase equipment, and acquire technologies.
- Partner with School District to develop and initiate a School Resource Officer Program.
- Continue to be fiscally responsible regarding overtime expenditures.
- Strengthen relationships with community (Coffee w/Cop, POP w/Cop, POP Projects).

### **FY 2017-18 Major Objectives Accomplished**

- Maintained patrol staff and hired 3 new police officers.
- Implemented report writing "smart police initiative" which helped reduce overtime.
- Reduced overtime by 14%.
- Re-established department canine program (Received \$1,500 donation for canine ballistic vest from sorority/received one- year donation of dog food from Purina/Completed MOU with DPS and received canine training aids).
- Established boat patrol program (Two officers completed boat patrol school. We now have 3 certified boat operators).
- Maintained partnerships with other agencies (Drug investigations/Academy Instruction/Response to other jurisdictions/Training).
- Installed mobile data terminals in patrol units.
- Purchased digital capable radio's.
- Two sergeants became certified rifle instructors.
- All patrol officers completed patrol rifle certification.
- Partnered with other agencies in multi- agency drug investigation (operation Lucky Charms) which resulted in the arrests of Page residents.
- Received Council approval for School Resource Officer and selected a School Resource Officer.
- Maintained a "No Kill Animal Shelter (ACO attended meeting at Best Friend's reference utilization/mobilization of volunteers).

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆
- ◆ Decrease in Operating Supplies due to purchase of helmets in FY2018. Non-reoccurring expense.
- ◆ Increase in Cell Phones due additional cost of cradle point services for car tablets.
- ◆ Increase in Contract Services due to increase of Lexipol service and record destruction services.
- ◆ Increase in Travel, Meals & Schools due to lodging expense needing to include in academy related travel expenses.
- ◆ Increase in K-9 Expense due to increase in K-9 Training and members/certificates.
- ◆ Increase in Subscriptions/Memberships due to new membership to National Associations of Field Training Officers and increased number of memberships to Police Explorers.
- ◆ Decrease in Printing & Binding due not needing purchase pocket guides in FY2019 and cutting costs to reduce expense.
- ◆ Decrease in Firearms Range Expenses due to cutting costs to reduce expense.

| Title                  |                                  | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change  |
|------------------------|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <b>10-General Fund</b> |                                  |                    |                    |                    |                    |              |
| <b>421-Patrol</b>      |                                  |                    |                    |                    |                    |              |
| Personnel              |                                  | 1,372,815          | 1,474,812          | 2,017,129          | 1,991,525          | -1.3%        |
| 10-421-1101            | Salaries                         | 746,405            | 807,717            | 1,107,704          | 1,117,208          | 0.9%         |
| 10-421-1105            | Overtime                         | 112,120            | 118,372            | 112,000            | 106,500            | -4.9%        |
| 10-421-1201            | Industrial Insurance             | 34,483             | 31,818             | 41,836             | 44,208             | 5.7%         |
| 10-421-1202            | Medical Insurance                | 149,658            | 154,510            | 222,796            | 234,479            | 5.2%         |
| 10-421-1203            | FICA                             | 63,072             | 70,800             | 89,908             | 90,010             | 0.1%         |
| 10-421-1204            | ASRS                             | 6,599              | 13,353             | 4,377              | 4,662              | 6.5%         |
| 10-421-1206            | PSPRS                            | 260,477            | 278,242            | 438,508            | 394,458            | -10.0%       |
| Operating              |                                  | 216,428            | 219,678            | 201,673            | 206,298            | 2.3%         |
| 10-421-2101            | Operating Supplies               | 37,782             | 31,547             | 43,000             | 36,426             | -15.3%       |
| 10-421-2102            | Uniform Allowance                | 19,918             | 21,213             | 33,950             | 30,353             | -10.6%       |
| 10-421-2115            | Equipment Repair/<br>Maintenance | 31,456             | 59,141             | 22,750             | 20,500             | -9.9%        |
| 10-421-2119            | Office Equipment Leases          | 10,844             | 10,617             | 9,240              | 9,440              | 2.2%         |
| 10-421-2402            | Cell Phones                      | 10,996             | 10,204             | 3,300              | 10,440             | 216.4%       |
| 10-421-2590            | Contract Services                | 31,505             | 23,341             | 33,168             | 37,471             | 13.0%        |
| 10-421-2700            | Travel, Meals, and Schools       | 22,407             | 12,285             | 33,000             | 38,000             | 15.2%        |
| 10-421-2705            | Program Expenses                 | 10,094             | 2,369              | 10,000             | 10,000             | 0.0%         |
| 10-421-2750            | K-9 Expense                      | 1,021              | -                  | 6,175              | 7,875              | 27.5%        |
| 10-421-2804            | Subscriptions/Memberships        | 825                | 3,271              | 560                | 863                | 54.1%        |
| 10-421-2806            | Printing & Binding               | 5,662              | 528                | 4,030              | 2,930              | -27.3%       |
| 10-421-2825            | Firearms Range Expenses          | 2,443              | 1,145              | 2,500              | 2,000              | -20.0%       |
| 10-421-2900            | Computer/I.T.                    | 31,475             | 44,016             | -                  | -                  | 0.0%         |
| <b>Grand Total</b>     |                                  | <b>\$1,589,243</b> | <b>\$1,694,491</b> | <b>\$2,218,802</b> | <b>\$2,197,823</b> | <b>-0.9%</b> |

## **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 Reservation.

### **DEPARTMENTAL ACTIVITIES**

- ◆ Answer 9-1-1 calls, all other phone calls for service, and provide support for all field operations.
- ◆ Monitor multiple radio frequencies and dispatch calls to Police and Fire/EMS.
- ◆ Access local, state, and federal databases, assign reports, and track officer's activity in the field.

### **GOALS & OBJECTIVES**

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

### **FY 2018-19 Priorities**

- Work with Glen Canyon Communications to upgrade our digital system.
- Hire two full time dispatchers and one part-time dispatcher to become fully staffed and maintain at full staff.
- New dispatcher(s) hired will attend and graduate the Western Arizona Law Enforcement Training Academy (WALETA).
- Increase in training opportunities.

### **FY 2017-18 Major Objectives Accomplished**

- Upgraded Gosserco phone recording for the Dispatch center.
- Implemented EMSOne Academy online training program.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decrease in Uniform Allowance due to less new hires.
- ◆ Decrease in Equipment Repair/Maintenance due to lower anticipated costs in FY2019.
- ◆ Decrease in Contract Services due to moving Gosserco Annual Recorder maintenance removed due to prorated credit for maintenance from upgrading system in FY2018.

| Title                     |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|---------------------------|----------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>    |                                  |                  |                  |                  |                  |             |
| <b>422-Communications</b> |                                  |                  |                  |                  |                  |             |
| Personnel                 |                                  | 383,272          | 386,893          | 417,699          | 445,873          | 6.7%        |
| 10-422-1101               | Salaries                         | 260,786          | 259,513          | 280,789          | 294,974          | 5.1%        |
| 10-422-1105               | Overtime                         | 23,055           | 16,654           | 12,000           | 10,000           | -16.7%      |
| 10-422-1201               | Industrial Insurance             | 943              | 862              | 673              | 776              | 15.3%       |
| 10-422-1202               | Medical Insurance                | 46,605           | 56,837           | 69,313           | 82,147           | 18.5%       |
| 10-422-1203               | FICA                             | 20,611           | 20,677           | 21,253           | 21,989           | 3.5%        |
| 10-422-1204               | ASRS                             | 31,272           | 32,350           | 33,671           | 35,987           | 6.9%        |
| Operating                 |                                  | 24,668           | 32,362           | 34,266           | 24,176           | -29.4%      |
| 10-422-2101               | Operating Supplies               | 1,753            | 2,991            | 3,200            | 3,200            | 0.0%        |
| 10-422-2102               | Uniform Allowance                | 730              | 197              | 900              | 650              | -27.8%      |
| 10-422-2115               | Equipment Repair/<br>Maintenance | 9,187            | 1,834            | 4,500            | 3,500            | -22.2%      |
| 10-422-2119               | Office Equipment Leases          | 572              | 1,743            | 2,000            | 2,000            | 0.0%        |
| 10-422-2402               | Cell Phones                      | 1,504            | 1,932            | 3,371            | 3,486            | 3.4%        |
| 10-422-2590               | Contract Services                | 6,308            | 6,928            | 8,641            | 4,080            | -52.8%      |
| 10-422-2700               | Travel, Meals, and Schools       | 3,399            | 11,523           | 11,000           | 6,500            | -40.9%      |
| 10-422-2804               | Subscriptions/Memberships        | 437              | 368              | 654              | 760              | 16.2%       |
| 10-422-2825               | GIS                              | 777              | 777              | -                | -                | 0.0%        |
| 10-422-2900               | Computer/I.T.                    | -                | 4,069            | -                | -                | 0.0%        |
| <b>Grand Total</b>        |                                  | <b>\$407,940</b> | <b>\$419,255</b> | <b>\$451,965</b> | <b>\$470,049</b> | <b>4.0%</b> |

## **Investigations**

### **PURPOSE**

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

### **DEPARTMENT DESCRIPTION**

The Criminal Investigations Division is tasked with conducting complete, thorough, and comprehensive investigations into all complex and serious crimes, such as sex crimes, deaths, 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 attorneys and courts.

### **DEPARTMENTAL ACTIVITIES**

- ◆ Conduct interviews and obtain statements from victims, witnesses, and suspects of alleged crimes.
- ◆ Collection, packaging and preserving of physical evidence.
- ◆ Preparation and execution of search warrants.
- ◆ Testify in the court of appropriate jurisdiction regarding investigative activities.
- ◆ Respond to calls for investigative assistance on off-duty time when necessary.
- ◆ Utilize proper evidence handling protocols.
- ◆ Exercise the proper control and use of firearms and other offensive and defensive weapons, such as O.C. (pepper) spray, Taser, and baton.

### **GOALS & OBJECTIVES**

- ◆ Positively and professionally represent the City of Page and the law enforcement profession.
- ◆ Develop and maintain excellent working relations with all other departments, City personnel, citizens, businesses, and other law enforcement agencies.
- ◆ Foster inter agency co-operation and maintain communication skills with all types of individuals under adverse conditions without losing control of the situation.

#### **FY 2018-19 Priorities**

- Purchase an SCBA and other upgraded personal protective equipment.
- Complete training in interview and interrogation.
- Continue to provide needed investigative and evidence related training to members of this division.

#### **FY 2017-18 Major Objectives Accomplished**

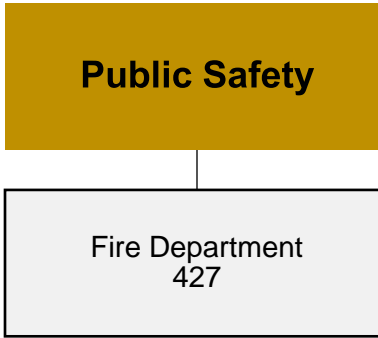
- New Detective completed training to include Crime Scene Investigation, Public Information Officer, Background Investigation and Basic Criminal Investigation.
- Purchased FARO 3D scanner

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in Personnel Costs due to officer moved from Patrol to Investigations.
- ◆ Decrease in Operating Supplies due to one-time purchases in FY2018 not needed for FY2019.
- ◆ Decrease in Uniform Allowance due to one-time purchases of personal protective equipment in FY2018 not needed for FY2019.
- ◆ Increase in Office Equipment Leases to cover additional supplies
- ◆ Increase in Contract Services to include costs for speak write services.
- ◆ Increase in Subscriptions/Memberships due to addition memberships and subscriptions (LeadsOnline \$2,218 is required per Arizona Statutes).

| Title                     |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|---------------------------|----------------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>    |                                  |                  |                  |                  |                  |              |
| <b>426-Investigations</b> |                                  |                  |                  |                  |                  |              |
| Personnel                 |                                  | 274,950          | 365,315          | 293,627          | 387,183          | 31.9%        |
| 10-426-1101               | Salaries                         | 163,817          | 217,660          | 168,690          | 226,015          | 34.0%        |
| 10-426-1105               | Overtime                         | 5,752            | 7,748            | 7,500            | 13,000           | 73.3%        |
| 10-426-1201               | Industrial Insurance             | 10,193           | 5,943            | 4,825            | 7,558            | 56.6%        |
| 10-426-1202               | Medical Insurance                | 32,693           | 48,122           | 44,274           | 52,010           | 17.5%        |
| 10-426-1203               | FICA                             | 12,516           | 16,916           | 12,702           | 17,482           | 37.6%        |
| 10-426-1204               | ASRS                             | 2,983            | 4,052            | 4,377            | 4,662            | 6.5%         |
| 10-426-1206               | PSPRS                            | 46,997           | 64,874           | 51,259           | 66,456           | 29.6%        |
| Operating                 |                                  | 25,627           | 41,301           | 39,700           | 39,529           | -0.4%        |
| 10-426-2101               | Operating Supplies               | 6,560            | 6,066            | 6,600            | 3,500            | -47.0%       |
| 10-426-2102               | Uniform Allowance                | 3,654            | 3,544            | 3,320            | 2,820            | -15.1%       |
| 10-426-2115               | Equipment Repair/<br>Maintenance | 3,217            | 10,650           | 4,100            | 3,704            | -9.7%        |
| 10-426-2119               | Office Equipment Leases          | -                | 34               | 2,907            | 3,495            | 20.2%        |
| 10-426-2190               | Investigations                   | 1,022            | 50               | 2,000            | 2,000            | 0.0%         |
| 10-426-2402               | Cell Phones                      | 1,467            | 1,823            | 1,980            | 1,980            | 0.0%         |
| 10-426-2590               | Contract Services                | 2,864            | 4,460            | 3,500            | 4,000            | 14.3%        |
| 10-426-2700               | Travel, Meals, and Schools       | 6,524            | 6,944            | 8,500            | 8,500            | 0.0%         |
| 10-426-2710               | Silent Witness                   | -                | 4,000            | 3,000            | 3,000            | 0.0%         |
| 10-426-2804               | Subscriptions/Memberships        | 228              | 2,477            | 645              | 3,382            | 424.3%       |
| 10-426-2806               | Printing & Binding               | 91               | 1,254            | 3,148            | 3,148            | 0.0%         |
| <b>Grand Total</b>        |                                  | <b>\$300,577</b> | <b>\$406,616</b> | <b>\$333,327</b> | <b>\$426,712</b> | <b>28.0%</b> |



| Fire Department            | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change |
|----------------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| <b>10-General Fund</b>     |                    |                    |                    |                    |             |
| <b>427-Fire Department</b> |                    |                    |                    |                    |             |
| Personnel                  | 1,402,431          | 1,421,398          | 1,872,534          | 1,895,695          | 1.2%        |
| Operating                  | 288,050            | 301,021            | 348,210            | 356,960            | 2.5%        |
| <b>Grand Total</b>         | <b>\$1,690,481</b> | <b>\$1,722,419</b> | <b>\$2,220,744</b> | <b>\$2,252,655</b> | <b>1.4%</b> |

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                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|--|------------------|------------------|------------------|------------------|
| Average emergency response time                  | 4:52             | 4:31             | less than 5:00   | less than 5:00   |
| Firefighters per 1,000 population                | 2.24             | 2.24             | 2.60             | 2.50             |
| Total number of emergency medical incident calls | 1,382            | 1,475            | 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 new Reserve Program with more focus on recruitment.
- ◆ Implement the Fire Cadet Program with cooperation from Page High School.
- ◆ Increase public relations and community involvement through media announcements and community events.
- ◆ Certify three members of the department as Live Fire Instructors to enhance our inhouse training capabilities.
- ◆ Implement a department sponsored EMT class with Coconino Community College or Wizard Education

### **FY 2018-19 Priorities**

- Improve and Increase our training capabilities for reserve program recruitment.
- Improve internal communications through bi-annual department meetings and regular Captains meetings.
- Increase employee training to include personal and professional development.
- Transition to a fully electronic fire inspection program.
- Increase utilization of ERS (Emergency Reporting System) for better data management, equipment and maintenance tracking, and statistics.
- Increase ERS training for entire department.
- Seek grant funds to assist with upgrading department equipment for coming budget cycles.

### **FY 2017-18 Major Objectives Accomplished**

- Responded to 3329 Calls for Service in 2017 – 4.95% increase from 2016
- Had 1824 emergency calls for service. Average response time to those calls was 5:21 minutes.
- Fought 36 fires – Building fires, mobile homes, vehicles, recreational vehicles, boats, trash, vegetation.
- Using Medic 20, our long-range transport ambulance, PFD provided 28 medically necessary inter-facility long range transports.
- Inspected 578 fire hydrants.
- Successfully completed FAA inspections with monthly required training and annual live fire burn in Salt Lake City.
- Hosted 600 children during school tours. Hosted an EMS and Fire Open House.

- Provided Disaster Recovery informational material packets for the public to increase disaster awareness at two PFD Open House events.
- Two employees became certified Paramedics.
- Chief Reed attended Advanced ARFF Training and one other employee attended the 40 hr basic class.
- Certified one member from each shift as Safety Officers.
- Revamped the medical supplies ordering process for increased accountability and accuracy.
- Updated the Training and Occupancy Modules in ERS for improved tracking.
- Completed monthly department reports and summarized in an annual department report.
- Paid off our Pierce Fire Engine.
- Purchased a new ambulance.
- Installed a diesel exhaust removal system on 7 apparatus.
- Transitioned our Fire 2 channel from analog to digital and purchased the first round of digital radios.
- Added 3 additional staff members increasing shift sizes from 5 to 6-man crews.

## **FY 2018-19 BUDGET HIGHLIGHTS**

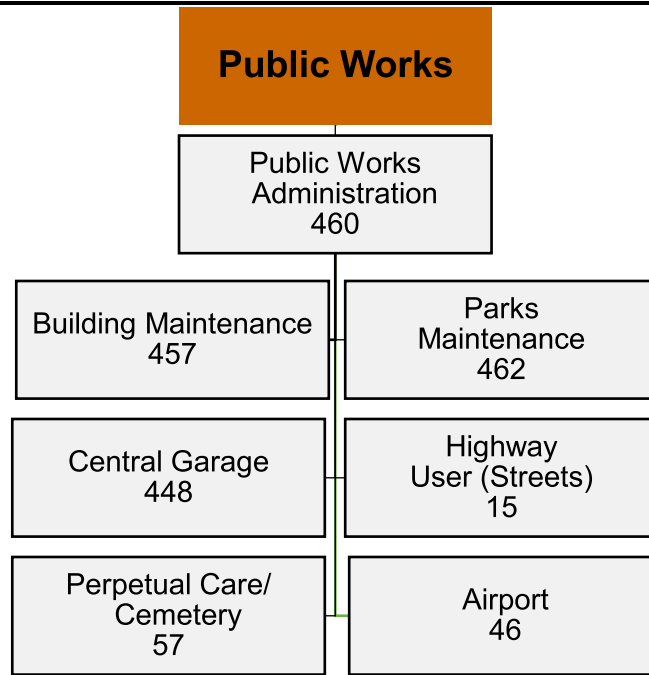
Significant changes are as follows:

- ◆ Decreased 2101 Operating Supplies line item by \$3,000 due to reallocation of annual purchases to 2590 Contract Services line.
- ◆ Increased 2226 Turnout Replacement line item by \$2,500 to cover the increased costs of the program due to additional personnel.
- ◆ Increased 2402 Cell Phones line item by \$4,000 to cover 8 new cradle points and 1 new cell phone line.
- ◆ Increased 2450 Safety Supplies & Equipment line item by \$1,700 due to cost of goods increase.
- ◆ Increased 2590 Contract Services line item by \$12,000 to cover costs associated with EMS Billing, and other contract services. \$3,000 was reallocated from 2101 Operating Supplies to offset the cost.
- ◆ Increased 2650 Radio Tower Rental line item by \$750 due to an increase in the rent.
- ◆ Increased 2700 Travel, Meals, and Schools line item by \$7,000 for Communications training for our shared Public Safety Dispatch Center.

| Title                      |                                 | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change |
|----------------------------|---------------------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| <b>10-General Fund</b>     |                                 |                    |                    |                    |                    |             |
| <b>427-Fire Department</b> |                                 |                    |                    |                    |                    |             |
| Personnel                  |                                 | 1,402,431          | 1,421,398          | 1,872,534          | 1,895,695          | 1.2%        |
| 10-427-1101                | Salaries                        | 812,727            | 830,711            | 1,060,543          | 1,079,680          | 1.8%        |
| 10-427-1102                | Salaries-Volunteers/Reserves    | 23,450             | 12,539             | 32,000             | 32,320             | 1.0%        |
| 10-427-1103                | Transport Salaries              | 41,329             | 23,323             | 54,000             | 54,000             | 0.0%        |
| 10-427-1105                | Overtime                        | 97,073             | 99,478             | 104,500            | 104,500            | 0.0%        |
| 10-427-1201                | Industrial Insurance            | 58,216             | 61,796             | 66,308             | 82,603             | 24.6%       |
| 10-427-1202                | Medical Insurance               | 168,897            | 176,173            | 238,751            | 204,916            | -14.2%      |
| 10-427-1203                | FICA                            | 71,013             | 72,624             | 91,914             | 94,146             | 2.4%        |
| 10-427-1204                | ASRS                            | 5,057              | 5,319              | 5,716              | 5,917              | 3.5%        |
| 10-427-1206                | PSPRS                           | 124,670            | 139,436            | 218,802            | 237,613            | 8.6%        |
| Operating                  |                                 | 288,050            | 301,021            | 348,210            | 356,960            | 2.5%        |
| 10-427-2101                | Operating Supplies              | 22,080             | 23,139             | 24,500             | 21,500             | -12.2%      |
| 10-427-2102                | Uniform Allowance               | 18,096             | 16,012             | 20,000             | 20,000             | 0.0%        |
| 10-427-2104                | Rescue Supplies                 | 3,640              | -                  | 5,000              | 5,000              | 0.0%        |
| 10-427-2106                | Rescue Equipment                | 4,647              | 5,013              | 5,000              | 5,000              | 0.0%        |
| 10-427-2115                | Equipment Repair/Maintenance    | 35,295             | 34,076             | 40,000             | 40,000             | 0.0%        |
| 10-427-2119                | Office Equipment Leases         | 2,524              | 2,762              | 3,000              | 3,000              | 0.0%        |
| 10-427-2226                | Turnout Replacement             | 9,962              | 12,148             | 14,000             | 14,000             | 0.0%        |
| 10-427-2402                | Cell Phones                     | 4,508              | 4,779              | 5,000              | 9,000              | 80.0%       |
| 10-427-2425                | Building Maintenance            | 59                 | -                  | -                  | -                  | 0.0%        |
| 10-427-2450                | Safety Supplies                 | 2,856              | 3,169              | 3,300              | 3,300              | 0.0%        |
| 10-427-2480                | Fire Training Grounds           | 305                | 584                | 3,000              | 3,000              | 0.0%        |
| 10-427-2590                | Contract Services               | 98,029             | 105,112            | 102,000            | 114,000            | 11.8%       |
| 10-427-2595                | Medical Supplies                | 40,285             | 42,080             | 40,000             | 40,000             | 0.0%        |
| 10-427-2600                | Interfacility Transport Expense | 1,425              | 1,550              | 2,000              | 2,000              | 0.0%        |
| 10-427-2650                | Radio Tower Rent                | 8,014              | 9,056              | 9,300              | 10,050             | 8.1%        |
| 10-427-2700                | Travel, Meals, and Schools      | 24,697             | 30,850             | 45,000             | 52,000             | 15.6%       |
| 10-427-2804                | Subscriptions/Memberships       | 3,216              | 2,896              | 3,610              | 3,610              | 0.0%        |
| 10-427-2875                | SCBA Cylinders                  | 3,593              | -                  | 4,000              | 4,000              | 0.0%        |
| 10-427-2900                | Fire Hose Replacement           | 2,052              | 3,902              | 4,000              | 4,000              | 0.0%        |
| 10-427-2950                | Fire Prevention Education       | 2,771              | 3,894              | 3,500              | 3,500              | 0.0%        |
| 10-427-9720                | Grant City Match                | -                  | -                  | 12,000             | -                  | -100.0%     |
| <b>Grand Total</b>         |                                 | <b>\$1,690,481</b> | <b>\$1,722,419</b> | <b>\$2,220,744</b> | <b>\$2,252,655</b> | <b>1.4%</b> |

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## Public Works



| Public Works                        | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change   |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| <b>10-General Fund</b>              | <b>1,163,049</b>   | <b>1,238,541</b>   | <b>1,766,739</b>   | <b>1,838,257</b>   | <b>4.0%</b>   |
| <b>Personnel</b>                    | <b>851,125</b>     | <b>859,723</b>     | <b>1,119,039</b>   | <b>1,228,657</b>   | <b>9.8%</b>   |
| 448-Central Garage                  | 124,201            | 125,647            | 128,786            | 131,625            | 2.2%          |
| 457-Buildings Maintenance           | 146,451            | 147,345            | 196,577            | 192,693            | -2.0%         |
| 460-Public Works Administration     | 349,690            | 349,311            | 532,838            | 594,243            | 11.5%         |
| 462-Parks Maintenance               | 230,784            | 237,419            | 260,838            | 310,096            | 18.9%         |
| <b>Operating</b>                    | <b>311,923</b>     | <b>378,819</b>     | <b>647,700</b>     | <b>609,600</b>     | <b>-5.9%</b>  |
| 448-Central Garage                  | 127,023            | 137,346            | 195,200            | 159,200            | -18.4%        |
| 457-Buildings Maintenance           | 109,642            | 93,336             | 136,300            | 133,600            | -2.0%         |
| 460-Public Works Administration     | 4,685              | 10,152             | 49,400             | 47,100             | -4.7%         |
| 462-Parks Maintenance               | 70,573             | 137,985            | 266,800            | 269,700            | 1.1%          |
| <b>15-Highway User Revenue Fund</b> | <b>495,664</b>     | <b>253,309</b>     | <b>3,088,475</b>   | <b>3,275,400</b>   | <b>6.1%</b>   |
| <b>Expense</b>                      | <b>190,693</b>     | <b>174,503</b>     | <b>200,400</b>     | <b>220,400</b>     | <b>10.0%</b>  |
| Personnel                           | -                  | 23                 | -                  | -                  | 0.0%          |
| Operating                           | 190,693            | 174,480            | 200,400            | 220,400            | 10.0%         |
| <b>Transfer Out</b>                 | <b>304,971</b>     | <b>78,806</b>      | <b>2,888,075</b>   | <b>3,055,000</b>   | <b>5.8%</b>   |
| <b>46-Airport Fund</b>              | <b>397,426</b>     | <b>376,214</b>     | <b>933,153</b>     | <b>506,792</b>     | <b>-45.7%</b> |
| <b>Expense</b>                      | <b>171,512</b>     | <b>177,672</b>     | <b>215,503</b>     | <b>201,792</b>     | <b>-6.4%</b>  |
| Personnel                           | 57,605             | 62,275             | 20,103             | 20,592             | 2.4%          |
| Operating                           | 113,908            | 115,397            | 195,400            | 181,200            | -7.3%         |
| <b>Transfer Out</b>                 | <b>225,914</b>     | <b>198,542</b>     | <b>717,650</b>     | <b>305,000</b>     | <b>-57.5%</b> |
| <b>57-Cemetery</b>                  | <b>25,427</b>      | <b>21,957</b>      | <b>86,300</b>      | <b>66,300</b>      | <b>-23.2%</b> |
| <b>Expense</b>                      | <b>25,427</b>      | <b>6,117</b>       | <b>11,300</b>      | <b>11,300</b>      | <b>0.0%</b>   |
| Operating                           | 25,427             | 6,117              | 11,300             | 11,300             | 0.0%          |
| <b>Transfer Out</b>                 | <b>-</b>           | <b>15,840</b>      | <b>75,000</b>      | <b>55,000</b>      | <b>-26.7%</b> |
| <b>Grand Total</b>                  | <b>\$2,060,188</b> | <b>\$1,684,139</b> | <b>\$2,524,876</b> | <b>\$4,941,514</b> | <b>95.7%</b>  |

10-460 Public Works Administration  
8.25 FTE

- **1.00 FTE - Public Works Director**
- 1.00 FTE - Officer Manager
- 1.00 FTE - Public Works Manager
- 1.00 FTE - Streets Supervisor
- 2.00 FTE - Streets Maintenance Workers
- 2.25 FTE - Seasonal Street Maintenance Workers

10-457 Building Maintenance  
4.00 FTE

- 3.00 FTE - Maintenance Workers
- 1.00 FTE - Custodian

10-462 Park Maintenance  
5.47 FTE

- 1.00 FTE - Parks Supervisor
- 1.00 FTE - Maintenance Worker Lead
- 2.00 FTE - Maintenance Workers
- 1.47 FTE - Seasonal 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  
0.25 FTE

- 0.25 FTE - Airport Director

| Department Performance Measures   | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|---|------------------|------------------|------------------|------------------|
| Maintain building assessment inspection scores above 80% in City facilities | NA               | NA               | 80%              | 80%              |
| Annual evaluation of roadways completed                                     | NA               | NA               | Yes              | Yes              |
| Average mileage between maintenance of City fleet                           | NA               | NA               | 5,000            | 5,000            |

## **Public Works Administration**

### **PURPOSE**

To provide oversight of street maintenance, storm sewer, park and cemetery maintenance, airport maintenance 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, Park Maintenance, Building Maintenance, and Central Garage.

### **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 2018-19 Priorities**

- Develop storm water management design for southside drainage.
- 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.
- Develop plan to address deferred maintenance on City facilities and equipment.

#### **FY 2017-18 Major Objectives Accomplished**

- Supported needs of other city wider departments.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in Personnel Costs due to additional seasonal personnel positions.
- ◆ New line item Office Equip Leases to account for copier lease costs moved from Building Maintenance budget.
- ◆ Decrease in Contract Services for engineering services based on prior year expenses.
- ◆ Increase in Travel, Meals & Schools for conference for Public Works Director.

| Title                                  |                         | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|--|-------------------------|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>                 |                         |                  |                  |                  |                  |              |
| <b>460-Public Works Administration</b> |                         |                  |                  |                  |                  |              |
| Personnel                              |                         | 349,690          | 349,311          | 532,838          | 594,243          | 11.5%        |
| 10-460-1101                            | Salaries                | 231,530          | 225,709          | 364,112          | 416,533          | 14.4%        |
| 10-460-1105                            | Overtime                | 1,511            | 1,502            | 1,800            | 1,800            | 0.0%         |
| 10-460-1201                            | Industrial Insurance    | 27,092           | 33,261           | 32,696           | 41,648           | 27.4%        |
| 10-460-1202                            | Medical Insurance       | 46,584           | 45,490           | 66,029           | 63,379           | -4.0%        |
| 10-460-1203                            | FICA                    | 16,755           | 16,909           | 26,976           | 31,091           | 15.3%        |
| 10-460-1204                            | ASRS                    | 26,218           | 26,441           | 41,225           | 39,792           | -3.5%        |
| Operating                              |                         | 4,685            | 10,152           | 49,400           | 47,100           | -4.7%        |
| 10-460-2101                            | Operating Supplies      | 4,685            | 10,152           | 4,400            | 4,400            | 0.0%         |
| 10-460-2119                            | Office Equip Leases     | -                | -                | -                | 1,500            | 0.0%         |
| 10-460-2590                            | Contract Services       | -                | -                | 45,000           | 40,000           | -11.1%       |
| 10-460-2700                            | Travel, Meals & Schools | -                | -                | -                | 1,200            | 0.0%         |
| <b>Grand Total</b>                     |                         | <b>\$354,375</b> | <b>\$359,463</b> | <b>\$582,238</b> | <b>\$641,343</b> | <b>10.2%</b> |

## **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.
- ◆ 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 2018-19 Priorities**

- Establish standard operation procedures for all employees and implement scheduling to improve services to facilities.
- Replace HVAC units at Airport Terminal.
- Improve response time for all facility needs.

#### **FY 2017-18 Major Objectives Accomplished**

- Replaced emergency standby generator and transfer switch at Justice building.
- Repainted Library exterior.
- Replaced main HVAC unit at Library.
- Purchased new service truck.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decrease in Office Equipment Leases due to moving expense to Public Works Administration.

| Title  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change  |
|--|------------------|------------------|------------------|------------------|--------------|
| <b>10-General Fund</b>                       |                  |                  |                  |                  |              |
| <b>457-Buildings Maintenance</b>             |                  |                  |                  |                  |              |
| Personnel                                    | 146,451          | 147,345          | 196,577          | 192,693          | -2.0%        |
| 10-457-1101 Salaries                         | 101,738          | 104,182          | 138,544          | 130,950          | -5.5%        |
| 10-457-1105 Overtime                         | 487              | 40               | 900              | 900              | 0.0%         |
| 10-457-1201 Industrial Insurance             | 5,450            | 5,653            | 6,191            | 8,332            | 34.6%        |
| 10-457-1202 Medical Insurance                | 19,935           | 17,438           | 24,552           | 27,185           | 10.7%        |
| 10-457-1203 FICA                             | 7,309            | 7,872            | 10,354           | 9,768            | -5.7%        |
| 10-457-1204 ASRS                             | 11,532           | 12,159           | 16,036           | 15,558           | -3.0%        |
| Operating                                    | 109,642          | 93,336           | 136,300          | 133,600          | -2.0%        |
| 10-457-2101 Operating Supplies               | 1,432            | 1,694            | 2,000            | 2,000            | 0.0%         |
| 10-457-2102 Uniform Allowance                | 949              | 935              | 1,200            | 1,200            | 0.0%         |
| 10-457-2103 Safety Supplies                  | 407              | 74               | 500              | 500              | 0.0%         |
| 10-457-2104 Clothing Allowance               | 400              | 400              | 400              | 400              | 0.0%         |
| 10-457-2105 Janitorial Supplies              | 16,330           | 20,322           | 23,000           | 21,000           | -8.7%        |
| 10-457-2110 Building Materials               | 2,366            | 1,042            | 2,000            | 2,000            | 0.0%         |
| 10-457-2115 Equipment Repair/<br>Maintenance | 9,317            | 4,462            | 11,000           | 11,000           | 0.0%         |
| 10-457-2120 Office Equipment Leases          | 1,712            | 1,441            | 1,500            | -                | -100.0%      |
| 10-457-2590 Contract Services                | 11,888           | 15,776           | 14,200           | 15,000           | 5.6%         |
| 10-457-2850 Facilities Maintenance           | 64,842           | 47,191           | 80,500           | 80,500           | 0.0%         |
| <b>Grand Total</b>                           | <b>\$256,093</b> | <b>\$240,680</b> | <b>\$332,877</b> | <b>\$326,293</b> | <b>-2.0%</b> |

## **Parks 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 Cemetery 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, perpetual care of the cemetery, burials, and headstones.

### **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).
- ◆ Assist with cemetery services.

### **GOALS & OBJECTIVES**

- ◆ Thorough ongoing inspection and maintenance ensure the condition and safety of parks and grounds equipment.
- ◆ Work with departments to maintain and operate the City facilities, in accordance with the needs of the user departments and community.
- ◆ Provide clean and safe parks and grounds.

### **FY 2018-19 Priorities**

- Install new Shade structures in Sports Complex Park, Sports Complex Annex Park, and Golliard Park.
- Install new park signage at Children's, Golliard, Sports Complex, Sports Complex Annex, Lakeview Nature parks.
- Install new playground equipment in Children's Park.
- Upgrades and weed abatement on the City's trail system.
- Implement objectives identified for FY 19 in the Parks Master Plan.
- Train and certify personnel in herbicide dispensing.

### **FY 2017-18 Major Objectives Accomplished**

- Upgraded and improved play equipment at Golliard Park.
- Install shade structures in Golliard Park
- Installed new Trailhead signage and on-trail signs for the Rim View Trail.
- Assisted in the plan development of the new skate park design.
- Train and certify personnel for herbicide dispensing.
- Supported other Public Works departments with staff and equipment as needed.
- Purchased new service truck.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in Personnel Costs due to additional seasonal personnel positions.
- ◆ Increase in Uniform Allowance for additional personnel.
- ◆ Increase in Clothing Allowance for additional personnel.
- ◆ Increase in Equipment Repair/Maintenance due to new playground equipment.
- ◆ Increase in Travel, Meals, and Schools due to additional personnel.

| Title                        |                                    | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|------------------------------|------------------------------------|------------------|------------------|------------------|------------------|-------------|
| <b>10-General Fund</b>       |                                    |                  |                  |                  |                  |             |
| <b>462-Parks Maintenance</b> |                                    |                  |                  |                  |                  |             |
| Personnel                    |                                    | 230,784          | 237,419          | 260,838          | 310,096          | 18.9%       |
| 10-462-1101                  | Salaries                           | 158,626          | 165,592          | 177,514          | 217,421          | 22.5%       |
| 10-462-1105                  | Overtime                           | 3,115            | 3,058            | 1,800            | 1,800            | 0.0%        |
| 10-462-1201                  | Industrial Insurance               | 6,879            | 6,902            | 6,115            | 10,932           | 78.8%       |
| 10-462-1202                  | Medical Insurance                  | 32,323           | 29,565           | 41,697           | 43,872           | 5.2%        |
| 10-462-1203                  | FICA                               | 11,756           | 12,685           | 13,091           | 16,112           | 23.1%       |
| 10-462-1204                  | ASRS                               | 18,084           | 19,617           | 20,621           | 19,959           | -3.2%       |
| Operating                    |                                    | 70,573           | 137,985          | 266,800          | 269,700          | 1.1%        |
| 10-462-2101                  | Operating Supplies                 | 7,634            | 8,310            | 8,000            | 8,000            | 0.0%        |
| 10-462-2102                  | Uniform Allowance                  | 1,195            | 1,200            | 1,200            | 1,500            | 25.0%       |
| 10-462-2103                  | Safety Supplies                    | 434              | -                | 1,000            | 1,000            | 0.0%        |
| 10-462-2104                  | Clothing Allowance                 | 400              | 300              | 400              | 500              | 25.0%       |
| 10-462-2115                  | Equipment Repair/<br>Maintenance   | 7,118            | 4,873            | 6,500            | 8,000            | 23.1%       |
| 10-462-2590                  | Contract Services                  | 4,573            | 660              | 2,200            | 2,200            | 0.0%        |
| 10-462-2600                  | Sanitation Facilities/<br>Services | 17,552           | 98,792           | 180,000          | 180,000          | 0.0%        |
| 10-462-2650                  | Park & Playground<br>Maintenance   | 30,594           | 23,318           | 66,000           | 66,000           | 0.0%        |
| 10-462-2700                  | Travel, Meals, and<br>Schools      | 1,074            | 533              | 1,000            | 2,000            | 100.0%      |
| 10-462-2750                  | Equipment Rental                   | -                | -                | 500              | 500              | 0.0%        |
| <b>Grand Total</b>           |                                    | <b>\$301,357</b> | <b>\$375,405</b> | <b>\$527,638</b> | <b>\$579,796</b> | <b>9.9%</b> |

## **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.

#### **FY 2018-19 Priorities**

- Acquire and train in the use of new diagnostic tools for diesel engines used by Fire Department and Public Works.
- Purchase New service truck for improved field support of the City's complex fleet.

#### **FY 2017-18 Major Objectives Accomplished**

- Provided 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.
- Utilized iWorQ program for fleet maintenance management.
- Prepared Police Department vehicles for repainting as Black and Whites and the combination Patrol/Taxi per Grant.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decrease in Fuel based on prior year expenses.
- ◆ Increase in Tires to reflect increase of City fleet and anticipation of Fire truck tire replacement.

| Title                     |                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|---------------------------|----------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>10-General Fund</b>    |                                  |                  |                  |                  |                  |               |
| <b>448-Central Garage</b> |                                  |                  |                  |                  |                  |               |
| Personnel                 |                                  | 124,201          | 125,647          | 128,786          | 131,625          | 2.2%          |
| 10-448-1101               | Salaries                         | 87,793           | 88,351           | 90,132           | 91,131           | 1.1%          |
| 10-448-1105               | Overtime                         | -                | 125              | 1,000            | 1,000            | 0.0%          |
| 10-448-1201               | Industrial Insurance             | 3,283            | 3,131            | 2,834            | 3,295            | 16.3%         |
| 10-448-1202               | Medical Insurance                | 16,900           | 17,177           | 17,619           | 18,543           | 5.2%          |
| 10-448-1203               | FICA                             | 6,321            | 6,541            | 6,721            | 6,785            | 1.0%          |
| 10-448-1204               | ASRS                             | 9,904            | 10,323           | 10,480           | 10,871           | 3.7%          |
| Operating                 |                                  | 127,023          | 137,346          | 195,200          | 159,200          | -18.4%        |
| 10-448-2101               | Operating Supplies               | 148              | 63               | 500              | 500              | 0.0%          |
| 10-448-2102               | Uniform Allowance                | 529              | 513              | 600              | 600              | 0.0%          |
| 10-448-2104               | Clothing Allowance               | 200              | 200              | 200              | 200              | 0.0%          |
| 10-448-2115               | Equipment Repair/<br>Maintenance | 470              | 544              | 900              | 900              | 0.0%          |
| 10-448-2590               | Contract Services                | 3,286            | 2,712            | 3,500            | 3,500            | 0.0%          |
| 10-448-2601               | Fuel                             | 62,398           | 63,404           | 123,000          | 84,000           | -31.7%        |
| 10-448-2603               | Vehicle Repair/<br>Maintenance   | 22,303           | 24,081           | 26,000           | 26,000           | 0.0%          |
| 10-448-2607               | Oil                              | 6,337            | 5,272            | 5,300            | 5,300            | 0.0%          |
| 10-448-2608               | Heavy Equipment Repair           | 22,329           | 19,979           | 25,000           | 23,000           | -8.0%         |
| 10-448-2610               | Tires                            | 7,394            | 18,932           | 10,000           | 15,000           | 50.0%         |
| 10-448-2700               | Travel, Meals, and Schools       | -                | -                | 200              | 200              | 0.0%          |
| 10-448-2804               | Subscriptions/Memberships        | 1,629            | 1,649            | -                | -                | 0.0%          |
| <b>Grand Total</b>        |                                  | <b>\$251,223</b> | <b>\$262,994</b> | <b>\$323,986</b> | <b>\$290,825</b> | <b>-10.2%</b> |

## **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.

### **GOALS & OBJECTIVES**

- ◆ Continue with streets reconstruction, and rehabilitation as planned.

#### **FY 2018-19 Priorities**

- Work with Public Works Administration to develop Pavement Management Plan for streets and sidewalks.
- Replace street signs and upgrade to new Highway specifications with grant assistance.
- Continue implementation of thermoplastic markings for crosswalks.

#### **FY 2017-18 Major Objectives Accomplished**

- Replaces numerous deficient street signs with assistance of NACOG and ADOT funding.
- Funded City portion of ADOT grant reconstructing Elm Street
- City wide pavement condition index created and provided to on-call engineering to create Capital Improvement Plan.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Increase in Operating Supplies for new sign specification, traffic control and herbicide.
- ◆ Increase in Uniform Allowance due to additional personnel.
- ◆ Increase in Safety Supplies for new cones and safety equipment.
- ◆ Increase in Clothing Allowance due to additional personnel.
- ◆ Increase in Street Repair due to increase of street maintenance.
- ◆ Increase in Vehicle Repair/Maintenance for new grader tires.
- ◆ Increase in Travel, Meals, and Schools due to Local Technical Assistance (LTA) Program training.
- ◆ Increased Transfer to Capital Projects for street improvements and capital equipment.

| Title                                  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change  |
|--|------------------|------------------|--------------------|--------------------|--------------|
| <b>15-Highway User Revenue Fund</b>    |                  |                  |                    |                    |              |
| <b>Expense</b>                         | <b>190,693</b>   | <b>174,503</b>   | <b>200,400</b>     | <b>220,400</b>     | <b>10.0%</b> |
| Personnel                              | -                | 23               | -                  | -                  | 0.0%         |
| 15-459-1203 FICA                       | -                | 23               | -                  | -                  | 0.0%         |
| Operating                              | 190,693          | 174,480          | 200,400            | 220,400            | 10.0%        |
| 15-459-2101 Operating Supplies         | 7,400            | 6,842            | 8,000              | 10,000             | 25.0%        |
| 15-459-2102 Uniform Allowance          | 861              | 814              | 1,200              | 1,800              | 50.0%        |
| 15-459-2103 Safety Supplies            | 587              | 331              | 600                | 2,500              | 316.7%       |
| 15-459-2104 Clothing Allowance         | 300              | 300              | 300                | 600                | 100.0%       |
| 15-459-2114 Street Repair              | 15,446           | 18,809           | 20,000             | 30,000             | 50.0%        |
| 15-459-2117 Sidewalk, Curb, and Gutter | 15,536           | 9,581            | 15,000             | 15,000             | 0.0%         |
| 15-459-2118 Street Lighting            | 127,177          | 114,135          | 125,000            | 125,000            | 0.0%         |
| 15-459-2590 Contract Services          | -                | 7,636            | 3,500              | 3,500              | 0.0%         |
| 15-459-2601 Fuel                       | 11,538           | 10,128           | 15,000             | 15,000             | 0.0%         |
| 15-459-2603 Vehicle Repair/Maintenance | 11,091           | 5,209            | 11,000             | 15,000             | 36.4%        |
| 15-459-2700 Travel, Meals, and Schools | 757              | 695              | 800                | 2,000              | 150.0%       |
| <b>Transfer Out</b>                    | <b>304,971</b>   | <b>78,806</b>    | <b>2,888,075</b>   | <b>3,055,000</b>   | <b>5.8%</b>  |
| 15-459-9720 Transfers to Capital Fund  | 304,971          | 78,806           | 2,888,075          | 3,055,000          | 5.8%         |
| <b>Grand Total</b>                     | <b>\$495,664</b> | <b>\$253,309</b> | <b>\$3,088,475</b> | <b>\$3,275,400</b> | <b>6.1%</b>  |

## **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 2018-19 Priorities**

- Work with FAA and ADOT to complete Taxiway C Construction.
- Work with FAA and ADOT to complete Main Apron Construction
- Develop plan to achieve City Council Strategies.
- Complete updated Airport Master Plan.

#### **FY 2017-18 Major Objectives Accomplished**

- Completed Taxiway C project.
- Initiated new Commercial Airline provider to PHX.
- Began Airport Masterplan Update

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Decrease in Buildings Repair & Maintenance due to anticipated repairs for FY2019
- ◆ Removed Cell Phones cost from budget.
- ◆ Increase in Fuel for increase of maintenance.
- ◆ Increase in Vehicle Repair/Maintenance for costs to Sweeper repairs.
- ◆ Increase in Travel, Meals, and Schools for maintenance spray certification.
- ◆ Decrease in Transfer to Capital Funds due to Airport Capital Projects scheduled for FY2019.

| Title               |                                   | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|---------------------|-----------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>46-Airport</b>   |                                   |                  |                  |                  |                  |               |
| <b>Expense</b>      |                                   | <b>171,512</b>   | <b>177,672</b>   | <b>215,503</b>   | <b>201,792</b>   | <b>-6.4%</b>  |
| <b>Personnel</b>    |                                   | <b>57,605</b>    | <b>62,275</b>    | <b>20,103</b>    | <b>20,592</b>    | <b>2.4%</b>   |
| 46-489-1101         | Salaries                          | 42,330           | 46,213           | 16,800           | 18,200           | 8.3%          |
| 46-489-1105         | Overtime                          | -                | 358              | -                | -                | 0.0%          |
| 46-489-1201         | Industrial Insurance              | 1,589            | 1,673            | 410              | 1,000            | 143.9%        |
| 46-489-1202         | Medical Insurance                 | 6,054            | 6,201            | -                | -                | 0.0%          |
| 46-489-1203         | FICA                              | 3,118            | 3,552            | 1,285            | 1,392            | 8.3%          |
| 46-489-1204         | ASRS                              | 4,513            | 4,278            | 1,608            | -                | -100.0%       |
| <b>Operating</b>    |                                   | <b>113,908</b>   | <b>115,397</b>   | <b>195,400</b>   | <b>181,200</b>   | <b>-7.3%</b>  |
| 46-489-2101         | Operating Supplies                | 650              | 530              | 500              | 500              | 0.0%          |
| 46-489-2115         | Equipment Repair/<br>Maintenance  | 797              | 4,889            | 1,000            | 1,000            | 0.0%          |
| 46-489-2125         | Buildings Repair &<br>Maintenance | 12,149           | 10,537           | 66,000           | 50,000           | -24.2%        |
| 46-489-2402         | Cell Phones                       | -                | -                | 700              | -                | -100.0%       |
| 46-489-2404         | Utilities                         | 70,016           | 58,989           | 75,000           | 75,000           | 0.0%          |
| 46-489-2590         | Contract Services                 | 18,174           | 29,922           | 40,500           | 40,500           | 0.0%          |
| 46-489-2601         | Fuel                              | 1,742            | 1,565            | 1,500            | 2,000            | 33.3%         |
| 46-489-2603         | Vehicle Repair/Maintenance        | 1,242            | 399              | 1,000            | 2,000            | 100.0%        |
| 46-489-2700         | Travel, Meals, and Schools        | 1,405            | 1,488            | 1,000            | 1,500            | 50.0%         |
| 46-489-2804         | Subscriptions/Memberships         | 75               | 75               | 100              | 100              | 0.0%          |
| 46-489-2820         | Airfield Maintenance              | 2,806            | 1,903            | 3,000            | 3,500            | 16.7%         |
| 46-489-9720         | Grant City Match                  | 351              | -                | -                | -                | 0.0%          |
| 46-489-9850         | Liability & Property Insurance    | 4,500            | 5,100            | 5,100            | 5,100            | 0.0%          |
| <b>Transfer Out</b> |                                   | <b>225,914</b>   | <b>198,542</b>   | <b>717,650</b>   | <b>305,000</b>   | <b>-57.5%</b> |
| 46-489-9718         | Transfer to Debt Service          | 195,313          | 194,559          | 198,150          | 205,000          | 3.5%          |
| 46-489-9719         | Transfer to Capital Fund          | 30,601           | 3,984            | 519,500          | 100,000          | -80.8%        |
| <b>Grand Total</b>  |                                   | <b>\$397,426</b> | <b>\$376,214</b> | <b>\$933,153</b> | <b>\$506,792</b> | <b>-45.7%</b> |

## **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 2018-19 Priorities**

- New equipment purchased for interment use.
- Built new cross in memorial section.
- Installation of curbs around blocks and paved roads.
- Expansion of parking area.

#### **FY 2017-18 Major Objectives Accomplished**

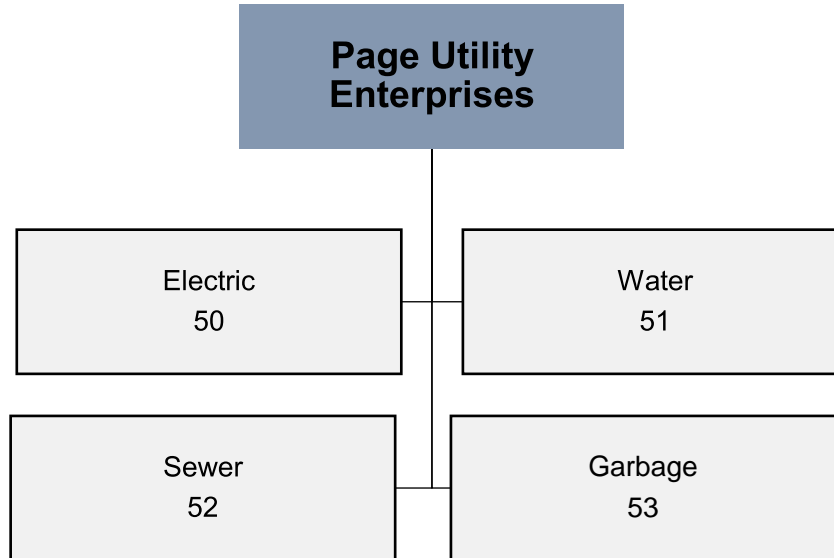
- Install new flagpole at memorial garden.

## FY 2018-19 BUDGET HIGHLIGHTS

Significant changes are as follows:

- ◆ Transfer to Capital Fund Includes \$40,000 for Eastside Curb and \$15,000 for Mower. Transfer for parking lot expansion (\$75,000) not included in FY2019 transfers. Consider transferring amount of expense in FY2020.

| Title                                | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|--------------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>57-Cemetery</b>                   |                  |                  |                  |                  |               |
| <b>Operating</b>                     | <b>25,427</b>    | <b>6,117</b>     | <b>11,300</b>    | <b>11,300</b>    | <b>0.0%</b>   |
| 57-456-9690 Miscellaneous Expense    | 20,261           | 640              | 5,000            | 5,000            | 0.0%          |
| 57-456-9925 Utilities                | 5,166            | 5,477            | 6,300            | 6,300            | 0.0%          |
| <b>Transfer Out</b>                  | <b>-</b>         | <b>15,840</b>    | <b>75,000</b>    | <b>55,000</b>    | <b>-26.7%</b> |
| 57-456-9650 Transfer to Capital Fund | -                | 15,840           | 75,000           | 55,000           | -26.7%        |
| <b>Grand Total</b>                   | <b>\$25,427</b>  | <b>\$21,957</b>  | <b>\$86,300</b>  | <b>\$66,300</b>  | <b>-23.2%</b> |



|                    | FY2016<br>Actual    | FY2017<br>Actual    | FY2018<br>Budget    | FY2019<br>Budget    | %<br>Change |
|--------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| <b>Enterprise</b>  |                     |                     |                     |                     |             |
| <b>Expense</b>     | <b>12,954,552</b>   | <b>14,390,052</b>   | <b>13,856,729</b>   | <b>14,642,197</b>   | <b>5.7%</b> |
| <b>Personnel</b>   | 1,994,083           | 2,231,111           | 2,640,131           | 2,640,131           | 0.0%        |
| 50-Electric        | 1,225,526           | 1,292,226           | 1,445,000           | 1,445,000           | 0.0%        |
| 51-Water           | 377,137             | 500,625             | 573,518             | 573,518             | 0.0%        |
| 52-Sewer           | 391,420             | 438,260             | 621,613             | 621,613             | 0.0%        |
| <b>Operating</b>   | 10,960,469          | 12,158,941          | 11,216,598          | 12,002,066          | 7.0%        |
| 50-Electric        | 7,791,377           | 8,572,505           | 8,227,500           | 8,989,500           | 9.3%        |
| 51-Water           | 1,436,972           | 1,808,331           | 1,297,600           | 1,217,600           | -6.2%       |
| 52-Sewer           | 1,089,735           | 1,112,708           | 1,021,600           | 1,104,500           | 8.1%        |
| 53-Garbage         | 642,385             | 665,397             | 669,898             | 690,466             | 3.1%        |
| <b>Transfer</b>    | <b>364,920</b>      | <b>232,096</b>      | <b>144,000</b>      | <b>144,000</b>      | <b>0.0%</b> |
| 50-Electric        | 228,241             | 93,162              | -                   | -                   | 0.0%        |
| 51-Water           | 136,679             | 138,934             | 144,000             | 144,000             | 0.0%        |
| <b>Grand Total</b> | <b>\$13,319,472</b> | <b>\$14,622,148</b> | <b>\$14,000,729</b> | <b>\$14,786,197</b> | <b>5.6%</b> |

**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**  
14.00 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**  
0.00 FTE

- 0.00 FTE

**53 - Garbage**  
0.00 FTE

- 0.00 FTE

**50**

| Department Performance Measures             | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget |
|---|------------------|------------------|------------------|------------------|
| Active electrical accounts (annual average) | 4,238            | 4,273            | 4,290            | 4,290            |
| Meters in Use                               | 4,238            | 4,273            | 4,290            | 4,290            |
| Transformers in use                         | 1,039            | 1,046            | 1,046            | 1,046            |
| Monthly safety meeting held                 | 12               | 12               | 12               | 12               |
| Water outages/sewer backups                 | 1                | 1                | 0                | 0                |

## **Page Utility Enterprises**

### **PURPOSE**

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

### **DEPARTMENT DESCRIPTION**

The Page Utility Enterprises is comprised of four enterprise funds: Electric, Water, Sewer and Garbage. The Electric Department 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 Greenehaven, Marble Canyon, Wahweap, Lees Ferry, Cliff Dwellers & Vermillion Cliffs. The Water, Sewer and Garbage services are provided for 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 recycle and garbage service through a third-party company.
- ◆ Provide wastewater treatment of our sewer water within the community of Page, Arizona.

### **GOALS & OBJECTIVES**

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

### **FY 2018-19 Priorities**

- \$1 million has been budgeted to upgrade one of the substations to include a new transformer, regulators and breakers.
- Continue to replace annually, \$500,000 of direct buried electric cable.
- Blast and re-coat the high water storage tower and install a Variable Frequency Drive(VFD) pump.
- Replace the largest pond liner at the water treatment plant.
- Increase security at both the water treatment and waste water treatment plants.

### **FY 2017-18 Major Objectives Accomplished**

- Security was enhanced at both substations.
- \$500,000 of direct buried electrical cable was replaced.
- The three million gallon water storage tank was blasted and re-coated. Safety measures at the tank were also enhanced.
- The Security Control and Acquisition of Data (SCADA) system was further enhanced for the electric system.
- The headworks at the sewer treatment plant were completely updated at a cost of \$400,000.

### **FY 2018-19 BUDGET HIGHLIGHTS**

Significant changes are as follows:

- ◆ Electric – Increase in Outside Service to include cost of automatic software update for wireless metering.
- ◆ Electric – Increase in Capital Replacement for street light replacement, back up battery, computer replacement, and Powell Substation improvements.
- ◆ Electric – Increase in Capital Additions to use as place holder for City Council directed projects.
- ◆ Water – Increase in Outside Services for water study requested by City Council.
- ◆ Water – Decrease in Capital Replacements and Capital Additions based on scheduled projects.
- ◆ Sewer – Increase in Capital Replacements based on scheduled projects.

|   | FY2016<br>Actual    | FY2017<br>Actual    | FY2018<br>Budget    | FY2019<br>Budget    | Variance<br>% |
|---|---------------------|---------------------|---------------------|---------------------|---------------|
| <b>Expense</b>                              | <b>12,954,552</b>   | <b>14,390,052</b>   | <b>13,856,729</b>   | <b>14,642,197</b>   | <b>5.7%</b>   |
| <b>50-Electric</b>                          | <b>9,016,903</b>    | <b>9,864,731</b>    | <b>9,672,500</b>    | <b>10,434,500</b>   | <b>7.9%</b>   |
| Personnel                                   | 1,225,526           | 1,292,226           | 1,445,000           | 1,445,000           | 0.0%          |
| Operating                                   | 7,791,377           | 8,572,505           | 8,227,500           | 8,989,500           | 9.3%          |
| Purchase & Generated Power                  | 3,873,166           | 3,700,956           | 4,551,000           | 4,551,000           | 0.0%          |
| Distribution                                | 203,347             | 153,624             | 265,000             | 265,000             | 0.0%          |
| Administrative & General                    | 197,720             | 180,909             | 218,000             | 228,000             | 4.6%          |
| Outside Services                            | 142,990             | 88,404              | 247,500             | 307,500             | 24.2%         |
| Miscellaneous Expenses                      | 91,628              | 372,169             | 61,000              | 61,000              | 0.0%          |
| Capital Replacements                        | 1,310,136           | 2,678,280           | 1,420,000           | 1,957,000           | 37.8%         |
| Capital Additions                           | 354,831             | 85,878              | 465,000             | 620,000             | 33.3%         |
| Purchased Power Contingency                 | -                   | -                   | 1,000,000           | 1,000,000           | 0.0%          |
| Loss on Disposal of Capital Assets          | 1,617,559           | 1,312,285           |                     |                     |               |
| <b>51-Water</b>                             | <b>1,814,109</b>    | <b>2,308,956</b>    | <b>1,871,118</b>    | <b>1,791,118</b>    | <b>-4.3%</b>  |
| Personnel                                   | 377,137             | 500,625             | 573,518             | 573,518             | 0.0%          |
| Operating                                   | 1,436,972           | 1,808,331           | 1,297,600           | 1,217,600           | -6.2%         |
| Treatment Cost of Sales and Service         | 368,953             | 391,440             | 476,600             | 470,600             | -1.3%         |
| Distribution Cost of Sales and Services     | 33,603              | 82,840              | 68,400              | 73,400              | 7.3%          |
| Administrative & General                    | 61,937              | 52,979              | 75,100              | 75,100              | 0.0%          |
| Outside Services                            | 13,051              | 7,219               | 61,000              | 215,000             | 252.5%        |
| Capital Replacements                        | 391,138             | 687,708             | 516,500             | 375,000             | -27.4%        |
| Capital Additions                           | -                   | -                   | 100,000             | 8,500               | -91.5%        |
| Loss on Disposal of Capital Assets          | 568,290             | 586,145             | -                   | -                   | 0.0%          |
| <b>52-Sewer</b>                             | <b>1,481,155</b>    | <b>1,550,968</b>    | <b>1,643,213</b>    | <b>1,726,113</b>    | <b>5.0%</b>   |
| Personnel                                   | 391,420             | 438,260             | 621,613             | 621,613             | 0.0%          |
| Operating                                   | 1,089,735           | 1,112,708           | 1,021,600           | 1,104,500           | 8.1%          |
| Sewer Collections-Cost of Sales and Service | 32,435              | 70,406              | 34,500              | 36,500              | 5.8%          |
| WTP-Cost of Sales and Services              | 357,029             | 378,033             | 401,500             | 401,500             | 0.0%          |
| Administrative & General                    | 44,793              | 35,184              | 43,100              | 45,000              | 4.4%          |
| Outside Services                            | 47,390              | 57,973              | 90,500              | 90,500              | 0.0%          |
| Capital Replacements                        | 158,674             | 112,774             | 452,000             | 531,000             | 17.5%         |
| Loss on Disposal of Capital Assets          | 449,414             | 458,338             | -                   | -                   | 0.0%          |
| <b>53-Garbage</b>                           | <b>642,385</b>      | <b>665,397</b>      | <b>669,898</b>      | <b>690,466</b>      | <b>3.1%</b>   |
| Operating                                   | 642,385             | 665,397             | 669,898             | 690,466             | 3.1%          |
| Cost of Sales and Services                  | 642,385             | 665,397             | 669,898             | 690,466             | 3.1%          |
| <b>Transfer Out (To Debt Service)</b>       | <b>364,920</b>      | <b>232,096</b>      | <b>144,000</b>      | <b>144,000</b>      | <b>0.0%</b>   |
| 52 – Sewer                                  | 228,241             | 93,162              | -                   | -                   | 0.0%          |
| 53 – Garbage                                | 136,679             | 138,934             | 144,000             | 144,000             | 0.0%          |
| <b>Grand Total</b>                          | <b>\$13,319,472</b> | <b>\$14,622,148</b> | <b>\$14,000,729</b> | <b>\$14,786,197</b> | <b>5.6%</b>   |

## VII. 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.

### Definition of a Capital Equipment

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

- a) Has an 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 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 has been 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.

| <b>Equipment Funded by Special Revenue Funds</b> |                 |                         |                                |   |
|--|-----------------|-------------------------|--------------------------------|---|
| <b>Project</b>                                   | <b>Category</b> | <b>Cost of Projects</b> | <b>Funding Source</b>          | <b>Operating/ Maintenance Budget Impacted</b><br>Fund, Department, Division |
| Dump Truck                                       | Streets         | \$75,000                | 15 – Highway User Revenue Fund | Highway User Revenue Fund, Public Works, Streets                            |
| Mower  | Public Works    | \$15,000                | 57 – Cemetery Fund             | Cemetery, Public Works, Cemetery  |
| <b>Total</b>                                     |                 | <b>\$90,000</b>         |                                |   |

| <b>Equipment Funded by Fun 40- Capital Fund (General Funds)</b> |                    |                         |                       |   |
|---|--------------------|-------------------------|-----------------------|---|
| <b>Project</b>  | <b>Category</b>    | <b>Cost of Projects</b> | <b>Funding Source</b> | <b>Operating/ Maintenance Budget Impacted</b><br>Fund, Department, Division |
| F450 4x4 Cab and Chassis  | Public Works       | \$40,000                | 40 – Capital Fund     | General Fund, Public Works, Central Garage                                  |
| Radio System (Repeater, Antenna & Recorder)                     | Police             | \$32,000                | 40 – Capital Fund     | General Fund, City Administration, Information Technology                   |
| Self-Contained Breathing Apparatus Replacement                  | Fire               | \$160,000               | 40 – Capital Fund     | General Fund, Fire  |
| Mobile Radios and Radio Repeater                                | Fire               | \$32,000                | 40 – Capital Fund     | General Fund, Fire  |
| JD Utility Vehicle  | Golf               | \$9,400                 | 40 – Capital Fund     | None – Maintenance agreement with Aramark                                   |
| Planet Air-Aerator  | Golf               | \$15,850                | 40 – Capital Fund     | None – Maintenance agreement with Aramark                                   |
| Phone System  | General Government | \$60,000                | 40 – Capital Fund     | General Fund, City Administration, Information Technology                   |
| 4x4 Vehicle   | Police             | \$68,000                | 40 – Capital Fund     | General Fund, Public Works, Central Garage                                  |
| Mower Leases  | Golf               | \$50,300                | 40 – Capital Fund     | None – Maintenance agreement with Aramark                                   |
| <b>Total</b>  |                    | <b>\$467,550</b>        |                       |   |

| <b>Equipment Funded by Enterprise Funds</b> |                 |                         |                       |   |
|---|-----------------|-------------------------|-----------------------|---|
| <b>Project</b>                              | <b>Category</b> | <b>Cost of Projects</b> | <b>Funding Source</b> | <b>Operating/ Maintenance Budget Impacted</b><br>Fund, Department, Division |
| Radio Upgrade                               | Enterprise      | \$7,000                 | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Power Operated Equipment                    | Enterprise      | \$100,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Improvements – Equipment                    | Enterprise      | \$516,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Capital Equipment                           | Enterprise      | \$531,000               | 52 – Sewer Fund       | Enterprise Funds, Sewer   |
| Capital Equipment                           | Enterprise      | \$8,500                 | 51 – Water Fund       | Enterprise Funds, Water   |
| <b>Total</b>                                |                 | <b>\$1,162,500</b>      |                       |   |

**Five Year Capital Equipment Plan – City of Page**

| <b>Capital Projects</b>                            | <b>2019</b>    | <b>2020</b>    | <b>2021</b>    | <b>2022</b>    | <b>2023</b>    |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>City of Page</b>                                |                |                |                |                |                |
| <b>Community Development 40-480-9825</b>           |                | <b>35,000</b>  | <b>35,000</b>  | <b>35,000</b>  |                |
| Vehicle  |                | 35,000         | 35,000         | 35,000         |                |
| <b>Community Services 40-480-9820</b>              |                | <b>30,000</b>  | <b>180,000</b> | <b>20,000</b>  | <b>19,500</b>  |
| Delivery Van                                       |                |                | 150,000        |                |                |
| Field Equipment                                    |                | 5,000          |                | 8,000          |                |
| Homerun Fence Windscreen                           |                |                | 15,000         |                |                |
| Scoreboards  |                |                |                |                | 19,500         |
| Self Check Out                                     |                |                | 15,000         |                |                |
| Micro-Fiche Machine                                |                |                |                | 12,000         |                |
| New Automatic Doors                                |                | 25,000         |                |                |                |
| <b>Fire 40-480-9810</b>                            | <b>192,000</b> | <b>202,000</b> | <b>150,000</b> | <b>25,000</b>  | <b>645,000</b> |
| Re-Chassis Ambulance                               |                |                | 150,000        |                |                |
| SCBA Replacement                                   | 160,000        |                |                |                |                |
| Stryker Power Gurney                               |                | 25,000         |                | 25,000         |                |
| Zoll Cardiac Monitor                               |                | 40,000         |                |                | 45,000         |
| Replace Command Vehicle                            |                | 80,000         |                |                |                |
| Mobile Radios, Portable Radios, and Radio Repeater | 32,000         | 32,000         |                |                |                |
| Rescue/Extrication Equipment                       |                | 25,000         |                |                |                |
| Fire Apparatus                                     |                |                |                |                | 600,000        |
| <b>General Government 40-480-9830</b>              | <b>135,550</b> | <b>191,000</b> | <b>189,000</b> | <b>125,900</b> | <b>54,500</b>  |
| Mower  |                | 42,000         | 73,000         | 66,000         | 28,000         |
| Mower Leases                                       | 48,800         | 47,500         | 19,500         | 3,400          |                |
| Phone System                                       | 60,000         |                |                |                |                |
| Vehicle  |                | 35,000         | 40,000         |                |                |
| Spillman Server-Patrol                             |                |                |                | 55,000         |                |
| Spillman Software-Patrol                           |                | 40,000         |                |                |                |
| Server Upgrades                                    |                | 25,000         |                |                | 25,000         |
| Computer Workstations                              |                |                | 55,000         |                |                |
| JD Utility Vehicle                                 | 9,400          |                |                |                |                |
| Planet Air-Aerator                                 | 15,850         |                |                |                |                |
| Interest Expense                                   | 1,500          | 1,500          | 1,500          | 1,500          | 1,500          |
| <b>Police 40-480-9815</b>                          | <b>100,000</b> | <b>50,000</b>  | <b>93,000</b>  | <b>300,000</b> | <b>93,000</b>  |
| E-Citation/Accident Technology                     |                | 50,000         |                |                |                |
| K9 Dog   |                |                | 25,000         |                | 25,000         |
| Radio Console                                      |                |                |                | 150,000        |                |
| Radio System (Repeater & Antenna & Rec)            | 32,000         |                |                |                |                |
| Vehicle  |                |                | 68,000         |                | 68,000         |
| CAD/RMS  |                |                |                | 150,000        |                |
| 4x4 Vehicle  | 68,000         |                |                |                |                |
| <b>Public Works 40-480-9805 / *40-480-9800</b>     | <b>130,000</b> | <b>316,000</b> | <b>158,000</b> | <b>48,000</b>  | <b>10,000</b>  |
| Bucket Lift Truck *                                |                | 50,000         |                |                |                |
| Dump Truck *                                       | 75,000         |                |                |                |                |
| Mower  | 15,000         |                |                |                |                |
| Snow Plow *  |                | 8,000          |                | 8,000          |                |
| Tire Machine                                       |                |                | 8,000          |                |                |
| Track Skid Loader *                                |                | 66,000         |                |                |                |
| Tractor  |                |                | 40,000         |                |                |
| Vehicle  |                | 40,000         |                | 40,000         |                |
| Tractor-Dingo                                      |                | 42,000         |                |                |                |
| Backhoe *  |                |                | 100,000        |                |                |
| Skid Loader Attachments *                          |                |                | 10,000         |                | 10,000         |
| Electrical Bucket Truck-Chassis                    |                | 50,000         |                |                |                |
| City Hall Windows                                  |                | 60,000         |                |                |                |
| F450 4x4 Cab and Chassis                           | 40,000         |                |                |                |                |
| <b>Grand Total</b>                                 | <b>557,550</b> | <b>824,000</b> | <b>805,000</b> | <b>553,900</b> | <b>822,000</b> |

**Five Year Capital Equipment Plan – Page Utility Enterprises**

| <b>Capital Projects</b>         | <b>2019</b>      | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Page Utility Enterprises</b> |                  |                  |                  |                  |                  |
| <b>Electric</b>                 | <b>623,000</b>   | <b>600,000</b>   | <b>600,000</b>   | <b>600,000</b>   | <b>600,000</b>   |
| Radio Upgrade                   | 7,000            |                  |                  |                  |                  |
| Power Operated Equipment        | 100,000          | 100,000          | 100,000          | 100,000          | 100,000          |
| Improvements – Equipment        | 516,000          | 500,000          | 500,000          | 500,000          | 500,000          |
| <b>Sewer</b>                    | <b>531,000</b>   | <b>500,000</b>   | <b>500,000</b>   | <b>500,000</b>   | <b>500,000</b>   |
| Capital Equipment               | 531,000          | 500,000          | 500,000          | 500,000          | 500,000          |
| <b>Water</b>                    | <b>8,500</b>     | <b>8,500</b>     | <b>8,500</b>     | <b>8,500</b>     | <b>8,500</b>     |
| Capital Equipment               | 8,500            | 8,500            | 8,500            | 8,500            | 8,500            |
| <b>Grand Total</b>              | <b>1,162,500</b> | <b>1,108,500</b> | <b>1,108,500</b> | <b>1,108,500</b> | <b>1,108,500</b> |

## VIII. 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 a Capital Improvement

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

- d) Extends the original life of the asset or
- e) Returns to like-new condition or
- f) Significant alteration or structural change or
- g) Provides addition value, not just retail 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 has been 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.

## Funding Sources for FY2019 Capital Projects

| Projects Funded with Special Revenue Funds  |                       |                  |  |  |
|---|-----------------------|------------------|--|--|
| Project                                     | Category              | Cost of Projects | Funding Source                               | Operating/ Maintenance Budget Impacted<br>Fund, Department, Division |
| Street Improvements                         | Streets               | \$2,930,000      | 15 – Highway User Revenue Fund               | Highway User Fund, Public Works, Streets                             |
| Storm Water Improvement Design              | Streets               | \$50,000         | 15 – Highway User Revenue Fund               | Highway User Fund, Public Works, Streets                             |
| Cemetery Eastside Curb Improvements         | Public Works          | \$40,000         | 57 – Cemetery Fund                           | Cemetery Fund, Public Works, Cemetery                                |
| Cemetery Parking Lot Expansion              | Public Works          | \$75,000         | 57 – Cemetery Fund                           | Cemetery Fund, Public Works, Cemetery                                |
| Golliard Park ADA and Restroom Improvements | Community Development | \$305,000        | Grant – Community Development Building Grant | General Fund, Public Works, Parks Maintenance                        |
| Magistrate Court Security Improvements      | General Government    | \$37,000         | Grant – Administrative Office of Courts      | General Fund, Magistrate   |
| Airport Master Plan                         | Airport Improvements  | \$475,000        | Grants – Federal Aviation Administration     | Airport Fund, Airport  |
|   |                       | \$12,500         | Grants – Arizona Dept of Transportation      |  |
|   |                       | \$12,500         | 46 – Airport Fund                            |  |
| Main Apron Construction                     | Airport Improvements  | \$3,325,000      | Grant – Federal Aviation Administration      | Airport Fund, Airport  |
|   |                       | \$87,500         | Grants – Arizona Dept of Transportation      |  |
|   |                       | \$87,500         | 46 – Airport Fund                            |  |
| Total                                       |                       | \$7,437,000      |  |  |

| Projects Funded by Fund 40 – Capital Fund |                       |                  |                   |  |
|---|-----------------------|------------------|-------------------|--|
| Project                                   | Category              | Cost of Projects | Funding Source    | Operating/ Maintenance Budget Impacted<br>Fund, Department, Division |
| Horseshoe Bend Construction               | Community Development | \$1,930,000      | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| John C. Page Memorial Park Construction   | Public Works          | \$863,000        | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Skate Park                                | Community Development | \$420,000        | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Block 17 Maintenance                      | Public Works          | \$150,000        | 40 – Capital Fund | General Fund, Public Works, Administration                           |
| Horseshoe Bend Construction Management    | Community Development | \$100,000        | 40 – Capital Fund | None   |
| Horseshoe Bend Trail                      | Community Development | \$75,000         | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Grandview Knoll                           | Public Works          | \$50,000         | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| John C. Page Memorial Park Design         | Public Works          | \$50,000         | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Shade Structures – Sports Complex         | Public Works          | \$35,000         | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Magistrate Court Security Improvements    | General Government    | \$15,000         | 40 – Capital Fund | General Fund, Magistrate   |
| Community Center Patio Access             | Public Works          | \$12,000         | 40 – Capital Fund | General Fund, Public Works, Building Maintenance                     |
| Police Satellite Officer                  | Police                | \$10,000         | 40 – Capital Fund | General Fund, Public Works, Building Maintenance                     |
| Rim Trail Improvement                     | Community Development | \$10,000         | 40 – Capital Fund | General Fund, Public Works, Parks Maintenance                        |
| Total                                     |                       | \$3,720,000      |                   |  |

| <b>Projects Funded by Enterprise Funds</b>      |                 |                         |                       |   |
|---|-----------------|-------------------------|-----------------------|---|
| <b>Project</b>                                  | <b>Category</b> | <b>Cost of Projects</b> | <b>Funding Source</b> | <b>Operating/ Maintenance Budget Impacted</b><br>Fund, Department, Division |
| Distribution Expense - Poles, Transformers, etc | Enterprise      | \$40,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Line Transformers                               | Enterprise      | \$40,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Street Lights                                   | Enterprise      | \$50,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Capitalized Time from Expense Budget            | Enterprise      | \$415,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Computer Software/Hardware/Office Equip         | Enterprise      | \$30,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Network Upgrade/Tropos                          | Enterprise      | \$25,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Powell Substation                               | Enterprise      | \$750,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Structures and Improvements                     | Enterprise      | \$100,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Powell/Slavens Substations                      | Enterprise      | \$300,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Distribution Items / New Services               | Enterprise      | \$40,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Line Extensions (various) < 250' rule           | Enterprise      | \$10,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Line Extensions (various) > 250' rule           | Enterprise      | \$10,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| 25kv Three Phase PME Cubicle                    | Enterprise      | \$40,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| 25kv Three Phase Section Can Cubicles           | Enterprise      | \$20,000                | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Council Directed Infrastructure Improvements    | Enterprise      | \$100,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| 25v Cable Change Out/System Upgrade             | Enterprise      | \$500,000               | 50 – Electric Fund    | Enterprise Funds, Electric  |
| Building Improvements                           | Enterprise      | \$375,000               | 51 – Water Fund       | Enterprise Funds, Water   |
|   |                 |                         |                       |   |

**Total      \$2,845,000**

## Five Year Capital Plan by Category

| Department   | 2019                | 2020               | 2021               | 2022               | 2023               |
|--|---------------------|--------------------|--------------------|--------------------|--------------------|
| <b>City of Page</b>  | <b>11,157,000</b>   | <b>6,240,678</b>   | <b>5,376,363</b>   | <b>4,329,586</b>   | <b>5,602,560</b>   |
| <b>Community Development 40-485-9825 / *40-485-9954</b>              | <b>2,840,000</b>    | <b>1,625,000</b>   | <b>2,000,000</b>   | <b>2,060,000</b>   | <b>1,330,000</b>   |
| Horseshoe Bend   | 1,930,000           | 980,000            |                    | 60,000             | 770,000            |
| Skate Park   | 420,000             |                    |                    |                    |                    |
| CDBG Restrooms/Playground *  | 305,000             |                    |                    |                    |                    |
| Horseshoe Bend Construction Mgt                                      | 100,000             | 70,000             |                    |                    | 60,000             |
| Horseshoe Bend Trail   | 75,000              |                    |                    |                    |                    |
| Rim Trail Improvements   | 10,000              |                    |                    |                    |                    |
| Block 17 Revitalization/ Streetscape                                 |                     | 500,000            | 500,000            | 500,000            | 500,000            |
| Water Park Design  |                     | 75,000             |                    |                    |                    |
| Water Park Construction  |                     |                    | 1,500,000          | 1,500,000          |                    |
| <b>Community Services 40-485-9820</b>                                |                     | <b>36,400</b>      | <b>15,000</b>      |                    |                    |
| Field Improvements   |                     | 36,400             |                    |                    |                    |
| Bathroom Renovation  |                     |                    | 15,000             |                    |                    |
| <b>General Government 40-485-9830</b>                                | <b>52,000</b>       |                    |                    |                    |                    |
| Security Updates   | 52,000              |                    |                    |                    |                    |
| <b>Police 40-485-9815</b>  | <b>10,000</b>       | <b>50,000</b>      | <b>25,000</b>      |                    |                    |
| Police Satellite Office  | 10,000              |                    |                    |                    |                    |
| Gun Range Modifications  |                     | 50,000             |                    |                    |                    |
| Command Post Upgrade   |                     |                    | 25,000             |                    |                    |
| <b>Public Works 40-485-9805/ *40-485-9800 +40-485-9953/9965/9966</b> | <b>8,255,000</b>    | <b>4,529,278</b>   | <b>3,336,363</b>   | <b>2,269,586</b>   | <b>4,272,560</b>   |
| JCPMP Construction   | 863,000             | 500,000            | 600,000            | 600,000            | 600,000            |
| JCPMP Design   | 50,000              | 75,000             | 60,000             | 60,000             |                    |
| Airport Master Plan +  | 500,000             |                    |                    |                    |                    |
| Main Apron Construction +  | 3,500,000           |                    |                    |                    |                    |
| Streets Capital Projects *   | 2,930,000           | 2,424,278          | 2,076,363          | 1,509,586          | 1,897,560          |
| Block 17 Maintenance   | 150,000             |                    |                    |                    |                    |
| Community Center Patio Access  | 12,000              |                    |                    |                    |                    |
| Grandview Knoll  | 50,000              |                    |                    |                    |                    |
| Eastside Curb  | 40,000              |                    |                    |                    |                    |
| Storm Water Improvements-Design *                                    | 50,000              |                    |                    |                    |                    |
| Shade Structure - Sport Complex                                      | 35,000              |                    |                    |                    |                    |
| Parking Lot Expansion  | 75,000              |                    |                    |                    |                    |
| Central Garage Relocation  |                     | 1,200,000          |                    |                    |                    |
| Storm Water Improvements-Construction *                              |                     | 250,000            |                    |                    |                    |
| NW Taxilane Construction   |                     |                    | 500,000            |                    |                    |
| NW Taxilane Design   |                     | 80,000             |                    |                    |                    |
| Parking Lots   |                     |                    | 100,000            |                    | 100,000            |
| Playground Equipment   |                     |                    |                    |                    | 125,000            |
| Westside Development   |                     |                    |                    |                    | 50,000             |
| South Ramp Design  |                     |                    |                    | 100,000            |                    |
| South Ramp Construction  |                     |                    |                    |                    | 1,500,000          |
| <b>Page Utility Enterprise</b>                                       | <b>2,329,000</b>    | <b>2,600,000</b>   | <b>2,600,000</b>   | <b>2,600,000</b>   | <b>2,600,000</b>   |
| Electric   | 1,954,000           | 2,000,000          | 2,000,000          | 2,000,000          | 2,000,000          |
| Water  | 375,000             | 600,000            | 600,000            | 600,000            | 600,000            |
| <b>Grand Total</b>   | <b>\$13,486,000</b> | <b>\$8,840,678</b> | <b>\$7,976,363</b> | <b>\$6,929,586</b> | <b>\$8,202,560</b> |

## Current Budgeted Expense and Prior Years Summary

|                                 | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget    | FY2019<br>Budget    | % Change      |
|---------------------------------|--------------------|--------------------|---------------------|---------------------|---------------|
| <b>City of Page</b>             | <b>1,708,821</b>   | <b>1,108,399</b>   | <b>6,530,889</b>    | <b>11,714,550</b>   | <b>79.4%</b>  |
| <b>40-Capital Project Fund</b>  | <b>1,708,821</b>   | <b>1,108,399</b>   | <b>6,530,889</b>    | <b>11,714,550</b>   | <b>79.4%</b>  |
| Capital Equipment               | 233,753            | 600,659            | 431,467             | 557,550             | 29.2%         |
| Capital Project                 | 1,475,068          | 507,741            | 6,099,422           | 11,157,000          | 82.9%         |
| <b>Page Utility Enterprises</b> | <b>2,214,779</b>   | <b>3,564,640</b>   | <b>3,953,500</b>    | <b>4,491,500</b>    | <b>13.6%</b>  |
| <b>50-Electric</b>              | <b>1,664,967</b>   | <b>2,764,158</b>   | <b>2,885,000</b>    | <b>3,577,000</b>    | <b>24.0%</b>  |
| Capital Replacements            | 1,310,136          | 2,678,280          | 1,420,000           | 1,957,000           | 37.8%         |
| Capital Additions               | 354,831            | 85,878             | 1,465,000           | 1,620,000           | 10.6%         |
| <b>51-Water</b>                 | <b>391,138</b>     | <b>687,708</b>     | <b>616,500</b>      | <b>383,500</b>      | <b>-37.8%</b> |
| Capital Replacements            | 391,138            | 687,708            | 516,500             | 375,000             | -27.4%        |
| Capital Additions               | -                  | -                  | 100,000             | 8,500               | -91.5%        |
| <b>52-Sewer</b>                 | <b>158,674</b>     | <b>112,774</b>     | <b>452,000</b>      | <b>531,000</b>      | <b>17.5%</b>  |
| Capital Replacements            | 158,674            | 112,774            | 452,000             | 516,000             | 14.2%         |
| Capital Additions               | -                  | -                  | -                   | 15,000              | 0.0%          |
| <b>Grand Total</b>              | <b>\$3,923,600</b> | <b>\$4,673,039</b> | <b>\$10,484,389</b> | <b>\$16,206,050</b> | <b>54.6%</b>  |

## City of Page FY2019 Projects (Over \$100,000)

### Horseshoe Bend

**Type:** Specialty Park - 18.8 Acres

**Location:** Highway 89, between mileposts 544 and 545

#### **Current Facilities:**

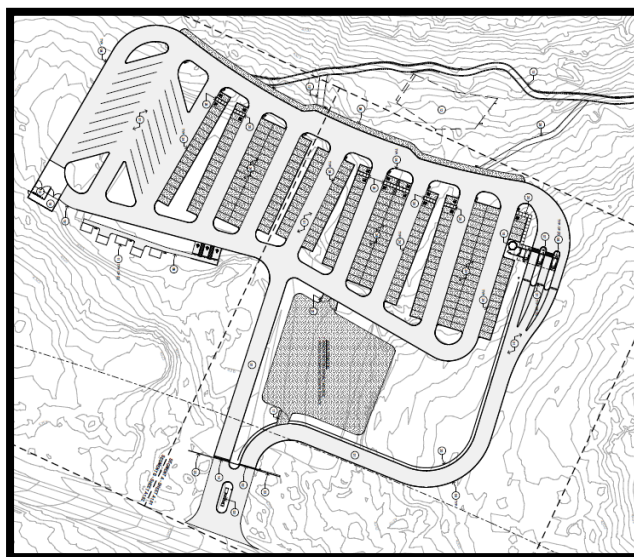
- Unpaved, unmarked, parking area
- Ramada
- Interpretive signs
- Vault toilets (5 double)

**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 \$4 million over the next five years. This expense is expected to be recouped through revenues from entrance fees once the parking lot and toll booths construction has been completed, scheduled for Spring of 2019. This project will create new expenses to the City's operating budget to operate and manage parking lot, but also create new job opportunities in the community. New restrooms and a visitor center at Horseshoe Bend are also scheduled in coming years.

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

Plans of parking lot by WEDDLE GILMORE



| Expenses                 | FY2019             | FY2020             | FY2021     | FY2022          | FY2023           |
|--------------------------|--------------------|--------------------|------------|-----------------|------------------|
| <b>Design/management</b> | 100,000            | 70,000             |            |                 | 60,000           |
| <b>Construction</b>      | 1,930,000          | 980,000            |            | 60,000          | 770,000          |
| <b>Equipment</b>         | 75,000             |                    |            |                 |                  |
| <b>Total</b>             | <b>\$2,105,000</b> | <b>\$1,050,000</b> | <b>\$0</b> | <b>\$60,000</b> | <b>\$830,000</b> |

## Skate Park



**Type:** Community Park 10,600 Square Feet

**Location:** 655 South Navajo Drive  
Page, Arizona 86040

**Current Facilities:**

- Wooden ramps

**Facility Description:** Skatepark with wooden ramps on concrete slab.

Rendering of skatepark by Spohn Ranch

**Project Description:** The current skate park is in poor condition and poses a safety hazard. Construction of the skatepark is scheduled for fall of 2018. New skatepark plans include seating, shade structures, quarter pipes, rails, ramps, and lighting. Original

**Strategic Element:** Quality of Life – Offering high quality recreation and leisure activities and improving parks.

|                   | FY2019    | FY2020 | FY2021 | FY2022 | FY2023 |
|-------------------|-----------|--------|--------|--------|--------|
| Design/management |           |        |        |        |        |
| Construction      | 420,000   |        |        |        |        |
| Equipment         |           |        |        |        |        |
| Total             | \$420,000 | \$0    | \$0    | \$0    | \$0    |

## **Golliard Park**

**Type:** Neighborhood Park – 3.1 Acres

**Location:** 126 10th Street, Page, Arizona 86040

### **Current Facilities:**

- Tot Lot (1)
- Play Structure (1)
- Swing Sets (2)
- Dog Park (1)
- Practice Field with Backstop (1)
- Restroom (closed) (1)
- Picnic Tables (9)
- BBQ (2)

**Facility Description:** Golliard Park is one of the most popular family parks in the city and is a popular spot for birthday parties and pre-school children (Page City-wide Adopted Plan).

**Project Description:** The City received a grant through Community Development Block Grant. These funds be used for ADA improvement and update restrooms in FY2019.

**Strategic Element:** Quality of Life – Offering high quality recreation and leisure activities and improving parks.

**Operating Impact:** Construction is set to begin and finish in December 2018. The City will need to anticipate annual maintenance costs to preserve this investment.



|                          | FY2019           | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------------|------------------|--------|--------|--------|--------|
| <b>Design/management</b> |                  |        |        |        |        |
| <b>Construction</b>      | 305,000          |        |        |        |        |
| <b>Equipment</b>         |                  |        |        |        |        |
| <b>Total</b>             | <b>\$305,000</b> |        |        |        |        |



## **Block 17 Revitalization/Streetscape**

**Type:** Design and improvements

**Location:** 600-699 Block North Navajo and Elm Street, 0-100 South Lake Powell Blvd and 6<sup>th</sup> Avenue.

**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.



| Expenses          | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
|-------------------|-----------|-----------|-----------|-----------|-----------|
| Design/management |           |           |           |           |           |
| Construction      | 150,000   | 500,000   | 500,000   | 500,000   | 500,000   |
| Equipment         |           |           |           |           |           |
| Total             | \$150,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |

**John C. Page Memorial Park Improvement**

FIGURE 43: John C. Page Memorial Park Master Plan



**Type:** Community Park - 7.88 Acres (excludes the approximately .5 acres paved parking area to a culvert that is on the north-west side of the park behind the Safeway Grocery Store (includes Senior/Recreation Center building and property)).



**Location:** S Navajo Drive & 6th Ave., Page Arizona 86040

**Current Facilities:**

- Tot Lot (2)
- Play Structure (1)
- Swing Sets (1)
- Basketball Court (3)
- Skate Park (1) approximately 13,775 square feet
- Restrooms (1)
- Teen Center (closed) (1)
- Community use building (Townhouse) (1)
- Senior Center/Recreation classrooms building (1)
- BBQs (6)
- Picnic tables (7)
- Multi-purpose grass area (3 acres)

**Facility Description:** Page Park is the city's premier park with frontage on Lake Powell Boulevard. Located in the city's commercial core, this park is used as an event venue throughout the year.

**Project Description:** The John C. Page Memorial Park Master Plan process was executed in conjunction with the City of Page Citywide Park Master Plan Process. Through the Citywide Master Plan information about community needs and desires, existing park amenities and general use patterns, the role of John C. Page Memorial Park in the overall park system, and future vision for the park was collected. These resulted in a plan for John C. Page Memorial Park that provides new and upgraded amenities for residents and visitors, connects the park to the downtown, re-purposes the existing teen center and Townhouse buildings, provides usable spaces for events and festivals, and improves park access and parking.

|                     | FY2019           | FY2020           | FY2021           | FY2022           | FY2023           |
|---------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Design</b>       | \$50,000         | \$75,000         | \$60,000         | \$60,000         |                  |
| <b>Construction</b> | \$863,000        | \$500,000        | \$600,000        | \$600,000        | \$600,000        |
| <b>Equipment</b>    |                  |                  |                  |                  |                  |
| <b>Total</b>        | <b>\$460,000</b> | <b>\$560,000</b> | <b>\$560,000</b> | <b>\$560,000</b> | <b>\$560,000</b> |

## **Streets Improvement**

**Type:** Streets Improvement

**Location:** City-wide

**Current Facilities:** 47.2 miles of streets.

**Facility Description:** Completed assessment indicates majority of streets in the City of Page need maintenance, repair, or replacement.

**Project Description:** Peak Engineering, contracted consultant, proposed a Ten-Year Street Capital Improvement Plan using the pavement condition index in IWORQ. The recommendations were based on:

1. Remaining service life
2. Road use (arterial and collector streets)
3. Budget



| Expenses          | FY2019      | FY2020      | FY2021      | FY2022      | FY2023      |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Design/management |             |             |             |             |             |
| Construction      | 2,930,000   | 2,424,278   | 2,076,363   | 1,509,586   | 1,897,560   |
| Equipment         |             |             |             |             |             |
| Total             | \$2,930,000 | \$2,424,278 | \$2,076,363 | \$1,509,586 | \$1,897,560 |

## **Airport Master Plan**



**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.

| Expenses          | FY2019    | FY2020 | FY2021 | FY2022 | FY2023 |
|-------------------|-----------|--------|--------|--------|--------|
| Design/management | 500,000   |        |        |        |        |
| Construction      |           |        |        |        |        |
| Equipment         |           |        |        |        |        |
| Total             | \$500,000 |        |        |        |        |

### **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:** The project consists of reconstruction of the main apron near the terminal building, approximately 30,000 square yards. Reconstructing the main apron will ensure the support of the current fleet mix of aircraft and rest the 20-year design life cycle for the pavement.

| Expenses          | FY2019      | FY2020 | FY2021 | FY2022 | FY2023 |
|-------------------|-------------|--------|--------|--------|--------|
| Design/management |             |        |        |        |        |
| Construction      | 3,500,000   |        |        |        |        |
| Equipment         |             |        |        |        |        |
| Total             | \$3,500,000 |        |        |        |        |

**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

| Expenses          | FY2019           | FY2020           | FY2021           | FY2022           | FY2023           |
|-------------------|------------------|------------------|------------------|------------------|------------------|
| Design/management |                  |                  |                  |                  |                  |
| Construction      | 500,000          | 500,000          | 500,000          | 500,000          | 500,000          |
| Equipment         |                  |                  |                  |                  |                  |
| <b>Total</b>      | <b>\$500,000</b> | <b>\$500,000</b> | <b>\$500,000</b> | <b>\$500,000</b> | <b>\$500,000</b> |

**Powell/Slavens Substations**

**Type:** Infrastructure Improvements

**Location:** Haul Road and Kaibab Road; 985 Highway 89

**Project Description:** This project consists of replacing transformer, regulators, and breaker.

| Expenses          | FY2019           | FY2020           | FY2021           | FY2022           | FY2023           |
|-------------------|------------------|------------------|------------------|------------------|------------------|
| Design/management |                  |                  |                  |                  |                  |
| Construction      | 300,000          | 100,000          | 100,000          | 100,000          | 100,000          |
| Equipment         | 750,000          |                  |                  |                  |                  |
| <b>Total</b>      | <b>\$750,000</b> | <b>\$100,000</b> | <b>\$100,000</b> | <b>\$100,000</b> | <b>\$100,000</b> |

**Electric Structures and Improvement**

**Type:** Building Improvements

**Location:** Powell Substation

**Project Description:** This project consists of constructing substation block wall and planned to be construction for two years.

| Expenses          | FY2019           | FY2020           | FY2021 | FY2022 | FY2023 |
|-------------------|------------------|------------------|--------|--------|--------|
| Design/management |                  |                  |        |        |        |
| Construction      | 100,000          | 100,000          |        |        |        |
| Equipment         |                  |                  |        |        |        |
| <b>Total</b>      | <b>\$100,000</b> | <b>\$100,000</b> |        |        |        |

### **Council Directed Infrastructure Improvements**

**Type:** Infrastructure Improvements

**Location:** City-wide

**Project Description:** Placeholder figure to allow for utility infrastructure beautification projects as directed by City Council.

| Expenses          | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
|-------------------|-----------|-----------|-----------|-----------|-----------|
| Design/management |           |           |           |           |           |
| Construction      | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   |
| Equipment         |           |           |           |           |           |
| Total             | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |

### **Water Building Improvements**

**Type:** Building Improvements

**Location:** Water Plant – 814 Aqua Ave

**Project Description:** This project consists of major valve replacements, meter replacements, re-coat water tower, fire hydrants, and lighting.

| Expenses          | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
|-------------------|-----------|-----------|-----------|-----------|-----------|
| Design/management |           |           |           |           |           |
| Construction      | 335,000   | 300,000   | 300,000   | 300,000   | 300,000   |
| Equipment         | 40,000    |           |           |           |           |
| Total             | \$375,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 |

## IX. Special Revenue Funds

|                              | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget     | FY2019<br>Budget     |
|------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Revenues</b>              | <b>6,795,952</b>   | <b>8,662,831</b>   | <b>11,454,842</b>    | <b>20,509,321</b>    |
| <b>Revenue</b>               | <b>2,628,707</b>   | <b>2,260,256</b>   | <b>3,455,798</b>     | <b>11,482,321</b>    |
| 15-Highway User Revenue Fund | 811,457            | 860,678            | 890,827              | 852,903              |
| 16-Substance Abuse           | 4,711              | 3,237              | 6,000                | 4,000                |
| 20-Debt Service Fund         | 123,749            | 139,850            | 122,500              | 158,000              |
| 25-Miscellaneous Grants      | 80,755             | 106,255            | 203,000              | 4,659,000            |
| 32-JCEF Fund                 | 5,088              | 4,783              | 7,035                | 5,050                |
| 36-Donation Funds            | 6,240              | 6,461              | 7,500                | 3,700                |
| 40-Capital Project Fund      | 869,706            | 287,445            | 1,101,450            | 4,228,000            |
| 42-Community Development     | 63                 | 0                  | 0                    | 0                    |
| 46-Airport Fund              | 540,811            | 515,602            | 540,300              | 530,168              |
| 48-Land                      | 152,958            | 297,258            | 547,186              | 1,006,000            |
| 57-Cemetery                  | 33,169             | 38,688             | 30,000               | 35,500               |
| <b>Transfer In</b>           | <b>4,167,245</b>   | <b>6,402,575</b>   | <b>7,999,044</b>     | <b>9,027,000</b>     |
| 20-Debt Service Fund         | 2,722,791          | 3,613,332          | 2,969,283            | 3,317,000            |
| 40-Capital Project Fund      | 971,927            | 2,444,428          | 5,029,761            | 5,710,000            |
| 42-Community Development     | 472,528            | 344,815            | 0                    | 0                    |
| <b>Expenses</b>              | <b>(4,740,162)</b> | <b>(4,444,001)</b> | <b>(12,883,916)</b>  | <b>(24,253,287)</b>  |
| <b>Expense</b>               | <b>(3,943,931)</b> | <b>(3,301,199)</b> | <b>(8,627,005)</b>   | <b>(18,341,287)</b>  |
| 15-Highway User Revenue Fund | (190,693)          | (174,503)          | (200,400)            | (220,400)            |
| 16-Substance Abuse           | (23,300)           | (3,176)            | (15,000)             | (15,000)             |
| 20-Debt Service Fund         | (1,390,351)        | (1,388,780)        | (1,390,538)          | (1,399,388)          |
| 25-Miscellaneous Grants      | (74,993)           | (91,768)           | (185,500)            | (4,706,480)          |
| 32-JCEF Fund                 | (8,062)            | (13,217)           | (30,000)             | (40,000)             |
| 36-Donation Funds            | (15,672)           | (16,870)           | (47,875)             | (32,377)             |
| 40-Capital Project Fund      | (1,708,821)        | (1,108,399)        | (6,530,889)          | (11,714,550)         |
| 42-Community Development     | (335,100)          | (320,699)          | 0                    | 0                    |
| 46-Airport Fund              | (171,512)          | (177,672)          | (215,503)            | (201,792)            |
| 57-Cemetery                  | (25,427)           | (6,117)            | (11,300)             | (11,300)             |
| <b>Transfer Out</b>          | <b>(796,230)</b>   | <b>(1,142,802)</b> | <b>(4,256,911)</b>   | <b>(5,912,000)</b>   |
| 15-Highway User Revenue Fund | (304,971)          | (78,806)           | (2,888,075)          | (3,055,000)          |
| 20-Debt Service Fund         | 0                  | 0                  | 0                    | (1,468,000)          |
| 25-Miscellaneous Grants      | (9,500)            | (26,326)           | (29,000)             | (29,000)             |
| 42-Community Development     | (100,000)          | (526,029)          | 0                    | 0                    |
| 46-Airport Fund              | (225,914)          | (198,542)          | (717,650)            | (305,000)            |
| 47-Airport Events Fund       | (2,887)            | 0                  | 0                    | 0                    |
| 48-Land                      | (152,958)          | (297,258)          | (547,186)            | (1,000,000)          |
| 57-Cemetery                  | 0                  | (15,840)           | (75,000)             | (55,000)             |
| <b>+/- Net</b>               | <b>\$2,055,790</b> | <b>\$4,218,829</b> | <b>(\$1,429,074)</b> | <b>(\$3,743,966)</b> |

## Highway User Revenue Fund

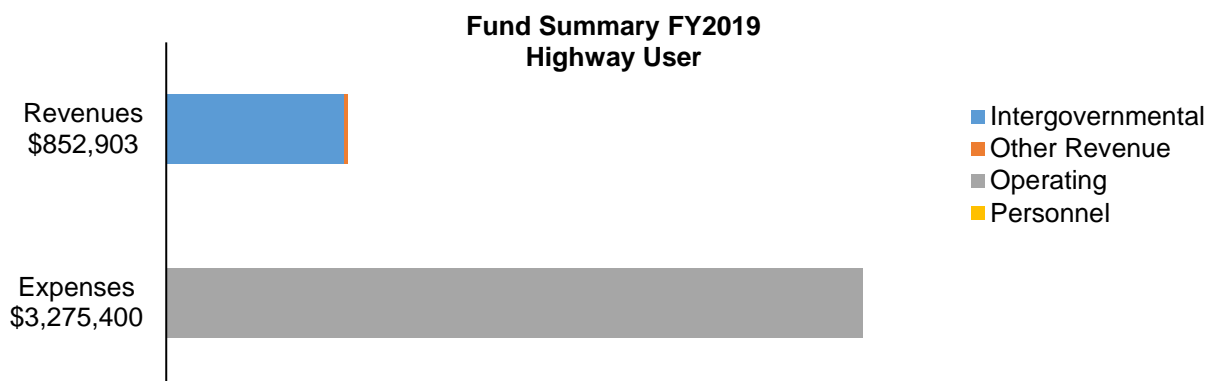
The Highway User Revenue Fund accounts for transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue is derived from the gas tax, a portion of which is returned to cities by the State of Arizona.

### FY 2017-18 Budget Highlights

Significant changes are as follows:

- Increase of \$167,000 in street, sidewalk, and storm water improvements.

| Title                               |                            | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget     | FY2019<br>Budget     | %<br>Change  |
|-------------------------------------|----------------------------|------------------|------------------|----------------------|----------------------|--------------|
| <b>15-Highway User Revenue Fund</b> |                            |                  |                  |                      |                      |              |
| <b>Revenues</b>                     |                            | <b>811,457</b>   | <b>860,678</b>   | <b>890,827</b>       | <b>852,903</b>       | <b>-4.3%</b> |
| Revenue                             |                            | 811,457          | 860,678          | 890,827              | 852,903              | -4.3%        |
| 15-33-70000                         | Highway User Revenue       | 799,390          | 849,664          | 885,827              | 837,903              | -5.4%        |
| 15-39-90100                         | Interest Income            | 3,687            | 11,014           | 5,000                | 15,000               | 200.0%       |
| 15-39-99900                         | Miscellaneous Receipts     | 8,379            | 0                | 0                    | 0                    | 0.0%         |
| <b>Expenses</b>                     |                            | <b>(495,664)</b> | <b>(253,309)</b> | <b>(3,088,475)</b>   | <b>(3,275,400)</b>   | <b>6.1%</b>  |
| Expense                             |                            | (190,693)        | (174,503)        | (200,400)            | (220,400)            | 10.0%        |
| 15-459-1203                         | FICA                       | 0                | (23)             | 0                    | 0                    | 0.0%         |
| 15-459-2101                         | Operating Supplies         | (7,400)          | (6,842)          | (8,000)              | (10,000)             | 25.0%        |
| 15-459-2102                         | Uniform Allowance          | (861)            | (814)            | (1,200)              | (1,800)              | 50.0%        |
| 15-459-2103                         | Safety Supplies            | (587)            | (331)            | (600)                | (2,500)              | 316.7%       |
| 15-459-2104                         | Clothing Allowance         | (300)            | (300)            | (300)                | (600)                | 100.0%       |
| 15-459-2114                         | Street Repair              | (15,446)         | (18,809)         | (20,000)             | (30,000)             | 50.0%        |
| 15-459-2117                         | Sidewalk, Curb and Gutter  | (15,536)         | (9,581)          | (15,000)             | (15,000)             | 0.0%         |
| 15-459-2118                         | Street Lighting            | (127,177)        | (114,135)        | (125,000)            | (125,000)            | 0.0%         |
| 15-459-2590                         | Contract Services          | 0                | (7,636)          | (3,500)              | (3,500)              | 0.0%         |
| 15-459-2601                         | Fuel                       | (11,538)         | (10,128)         | (15,000)             | (15,000)             | 0.0%         |
| 15-459-2603                         | Vehicle Repair/Maintenance | (11,091)         | (5,209)          | (11,000)             | (15,000)             | 36.4%        |
| <b>Transfer Out</b>                 |                            | <b>(304,971)</b> | <b>(78,806)</b>  | <b>(2,888,075)</b>   | <b>(3,055,000)</b>   | <b>5.8%</b>  |
| 15-459-9720                         | Transfers to Capital Fund  | (304,971)        | (78,806)         | (2,888,075)          | (3,055,000)          | 5.8%         |
| <b>+/- Net</b>                      |                            | <b>\$315,793</b> | <b>\$607,369</b> | <b>(\$2,197,648)</b> | <b>(\$2,422,497)</b> | <b>10.2%</b> |



## Substance Abuse Fund

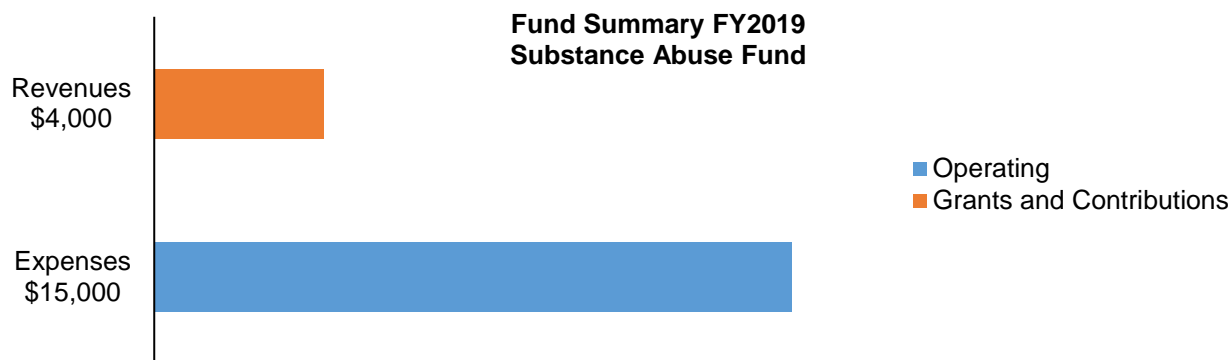
The City of Page Substance Abuse Task Force is established to foster the health and well-being of the Citizens of the City of Page, Arizona by coordinating efforts to establish and strengthen programs to reduce and prevent substance abuse in the community.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Decrease in revenues based on prior year amounts.

| Title                     |                          | FY2016<br>Actual  | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget  | %<br>Change   |
|---------------------------|--------------------------|-------------------|------------------|------------------|-------------------|---------------|
| <b>16-Substance Abuse</b> |                          |                   |                  |                  |                   |               |
| <b>Revenues</b>           |                          | <b>4,711</b>      | <b>3,237</b>     | <b>6,000</b>     | <b>4,000</b>      | <b>-33.3%</b> |
| 16-39-10100               | Substance Abuse Revenue  | 4,711             | 3,237            | 6,000            | 4,000             | -33.3%        |
| <b>Expenses</b>           |                          | <b>(23,300)</b>   | <b>(3,176)</b>   | <b>(15,000)</b>  | <b>(15,000)</b>   | <b>0.0%</b>   |
| 16-480-9940               | Substance Abuse Expenses | (23,300)          | (3,176)          | (15,000)         | (15,000)          | 0.0%          |
| <b>+/- Net</b>            |                          | <b>(\$18,589)</b> | <b>\$61</b>      | <b>(\$9,000)</b> | <b>(\$11,000)</b> | <b>22.2%</b>  |



## Debt Service Fund

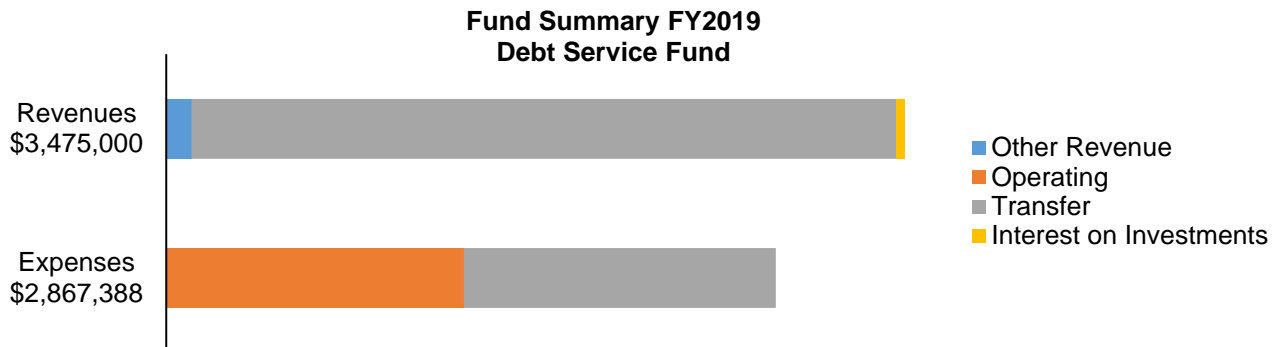
The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Transfer from General Fund to Debt Service Fund increased by \$340,000. This calculation is based on the estimated 85% of 1% of budgeted City Sales Tax revenue stated in Ordinance 616-14
- Increase in interest income by \$35,000 based on prior year amounts.
- Transfer from Debt Service Fund to General Fund of \$1,468,000 for payment to PSPRS Unfunded Liability to reduce debt.

| Title                                      | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   | %<br>Change   |
|--|--------------------|--------------------|--------------------|--------------------|---------------|
| <b>20-Debt Service Fund</b>                |                    |                    |                    |                    |               |
| <b>Revenues</b>                            | <b>2,846,540</b>   | <b>3,753,182</b>   | <b>3,091,783</b>   | <b>3,475,000</b>   | <b>12.4%</b>  |
| Revenue                                    | 123,749            | 139,850            | 122,500            | 158,000            | 29.0%         |
| 20-36-75000 Refuse-Bond Debt               | 118,546            | 119,315            | 118,000            | 118,000            | 0.0%          |
| 20-36-75101 Interest Income                | 5,203              | 20,535             | 4,500              | 40,000             | 788.9%        |
| Transfer In                                | 2,722,791          | 3,613,332          | 2,969,283          | 3,317,000          | 11.7%         |
| 20-38-75120 Transfer From General Fund     | 2,162,557          | 3,186,677          | 2,627,133          | 2,968,000          | 13.0%         |
| 20-38-75125 Transfer From Sewer Fund       | 228,241            | 93,162             | 0                  | 0                  | 0.0%          |
| 20-38-75130 Transfer From Refuse Fund      | 136,679            | 138,934            | 144,000            | 144,000            | 0.0%          |
| 20-38-75140 Transfer From Airport Fund     | 195,313            | 194,559            | 198,150            | 205,000            | 3.5%          |
| <b>Expenses</b>                            | <b>(1,390,351)</b> | <b>(1,388,780)</b> | <b>(1,390,538)</b> | <b>(2,867,388)</b> | <b>106.2%</b> |
| Expense                                    | (1,390,351)        | (1,388,780)        | (1,390,538)        | (1,399,388)        | 0.6%          |
| 20-406-9890 Principal-2011 Bond Restruct   | (755,000)          | (775,000)          | (800,000)          | (825,000)          | 3.1%          |
| 20-406-9891 Interest-2011 Bond Restruct    | (437,038)          | (414,388)          | (391,138)          | (367,138)          | -6.1%         |
| 20-406-9894 Principal-Airport              | (184,171)          | (184,329)          | (185,000)          | (189,000)          | 2.2%          |
| 20-406-9896 Interest/Fiscal Charge-Airport | (10,143)           | (12,814)           | (12,150)           | (16,000)           | 31.7%         |
| 20-406-9899 Administration Fees            | (4,000)            | (2,250)            | (2,250)            | (2,250)            | 0.0%          |
| Transfer Out                               | 0                  | 0                  | 0                  | (1,468,000)        | 0.0%          |
| 20-488-9712 Transfer To General Fund       | 0                  | 0                  | 0                  | (1,468,000)        | 0.0%          |
| <b>+/- Net</b>                             | <b>\$1,456,189</b> | <b>\$2,364,402</b> | <b>\$1,701,245</b> | <b>\$607,612</b>   | <b>-64.3%</b> |



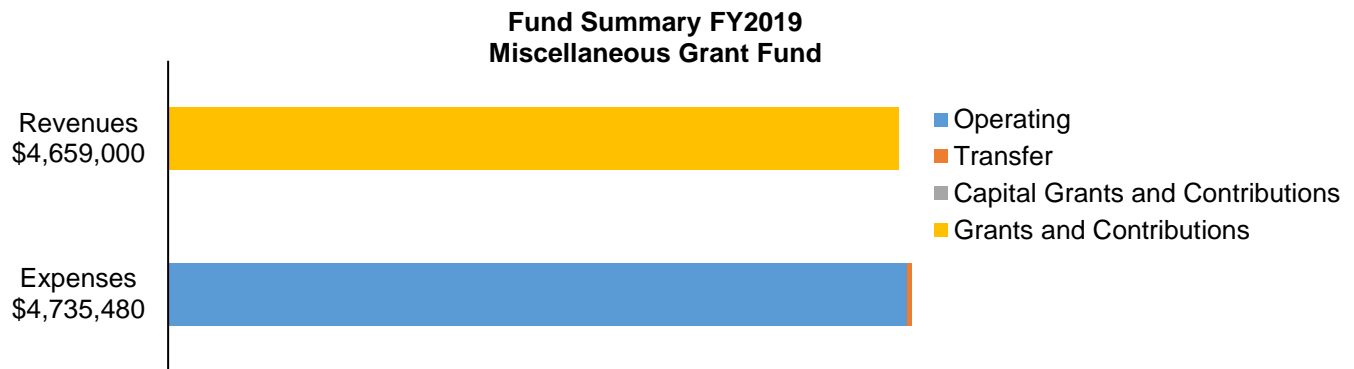
## Miscellaneous Grant Fund

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 2018-19 Budget Highlights

Significant changes are as follows:

- Increase in revenues and expenses due to new Two Year Essential Air Service Grant for \$4,400,000



| Title                              |                                      | FY2016<br>Actual | FY2017<br>Actual  | FY2018<br>Budget  | FY2019<br>Budget   | %<br>Change    |
|------------------------------------|--------------------------------------|------------------|-------------------|-------------------|--------------------|----------------|
| <b>25-Miscellaneous Grant Fund</b> |                                      |                  |                   |                   |                    |                |
| <b>Revenues</b>                    |                                      | <b>80,755</b>    | <b>106,255</b>    | <b>203,000</b>    | <b>4,659,000</b>   | <b>2195.1%</b> |
| Revenue                            |                                      | 80,755           | 106,255           | 203,000           | 4,659,000          | 2195.1%        |
| 25-32-92000                        | Bullet Proof Vest Grant Rev          | 0                | 500               | 3,000             | 2,000              | -33.3%         |
| 25-32-94000                        | Metro Grant Revenue                  | 3,366            | 28,803            | 22,000            | 5,000              | -77.3%         |
| 25-32-95000                        | Highway Safety Grant Rev             | 5,937            | 6,996             | 0                 | 17,000             | 0.0%           |
| 25-33-40850                        | NACOG Grant Rev- Meals               | 28,580           | 26,083            | 45,000            | 29,000             | -35.6%         |
| 25-33-40860                        | Head Start Revenue                   | 37,903           | 39,454            | 39,000            | 28,000             | -28.2%         |
| 25-34-80000                        | Alt Essential Air Serv Revenue       | 0                | 0                 | 0                 | 4,400,000          | 0.0%           |
| 25-34-99900                        | Miscellaneous Grants                 | 0                | 1,419             | 50,000            | 55,000             | 10.0%          |
| 25-35-85000                        | SRP                                  | 0                | 0                 | 0                 | 24,000             | 0.0%           |
| 25-36-99100                        | Recreation Grants                    | 4,969            | (2,000)           | 2,000             | 30,000             | 1400.0%        |
| 25-37-99100                        | Library Misc Grant Revenue           | 0                | 0                 | 10,000            | 10,000             | 0.0%           |
| 25-37-99200                        | Collaborative/Cultural Grant         | 0                | 0                 | 5,000             | 5,000              | 0.0%           |
| 25-37-99250                        | Young Adult/Children Program Revenue | 0                | 5,000             | 5,000             | 10,000             | 100.0%         |
| 25-37-99400                        | Library Outreach Grant               | 0                | 0                 | 22,000            | 30,000             | 36.4%          |
| 25-37-99500                        | Misc County Funds Revenue            | 0                | 0                 | 0                 | 6,000              | 0.0%           |
| 25-37-99600                        | LTSA Grant Revenue                   | 0                | 0                 | 0                 | 8,000              | 0.0%           |
| <b>Expenses</b>                    |                                      | <b>(84,493)</b>  | <b>(118,094)</b>  | <b>(214,500)</b>  | <b>(4,735,480)</b> | <b>2107.7%</b> |
| Expense                            |                                      | (74,993)         | (91,768)          | (185,500)         | (4,706,480)        | 2437.2%        |
| 25-420-9700                        | Recreation Grants                    | (943)            | (4,895)           | (2,000)           | (30,000)           | 1400.0%        |
| 25-421-8000                        | Alt Essential Air Serv Expenses      | 0                | 0                 | 0                 | (4,400,000)        | 0.0%           |
| 25-421-9000                        | Miscellaneous Grants                 | 0                | 0                 | (50,000)          | (92,000)           | 84.0%          |
| 25-425-9900                        | Miscellaneous Grant Expense          | 0                | 0                 | (10,000)          | (15,000)           | 50.0%          |
| 25-425-9955                        | Collaborative/Cultural Grants        | (3,154)          | (2,126)           | (5,000)           | (9,000)            | 80.0%          |
| 25-425-9980                        | Young Adult/Children's Program       | (3,961)          | (1,607)           | (10,000)          | (10,000)           | 0.0%           |
| 25-425-9984                        | Library Outreach Training            | (219)            | (479)             | 0                 | (1,480)            | 0.0%           |
| 25-425-9985                        | Library Outreach Grant               | (4,180)          | (2,711)           | (21,500)          | (30,000)           | 39.5%          |
| 25-425-9990                        | LTSA Grant Expense                   | 0                | 0                 | 0                 | (8,000)            | 0.0%           |
| 25-425-9995                        | Misc County Funds                    | 0                | 0                 | 0                 | (6,000)            | 0.0%           |
| 25-426-8500                        | SRP                                  | 0                | 0                 | 0                 | (24,000)           | 0.0%           |
| 25-433-9800                        | NACOG Grant Exp- Meals               | (18,361)         | (12,774)          | (29,000)          | (29,000)           | 0.0%           |
| 25-433-9825                        | Head Start Expenses                  | (33,858)         | (31,200)          | (33,000)          | (28,000)           | -15.2%         |
| 25-433-9885                        | NACOG- Stimulus Expenses             | 0                | (75)              | 0                 | 0                  | 0.0%           |
| 25-437-9945                        | Metro Grant Expenses                 | (2,131)          | (28,803)          | (22,000)          | (5,000)            | -77.3%         |
| 25-437-9946                        | Highway Safety Grant                 | (8,185)          | (4,748)           | 0                 | (17,000)           | 0.0%           |
| 25-437-9949                        | Bullet Proof Vest Grant Expenses     | 0                | (2,351)           | (3,000)           | (2,000)            | -33.3%         |
| Transfer Out                       |                                      | (9,500)          | (26,326)          | (29,000)          | (29,000)           | 0.0%           |
| 25-433-9712                        | Transfer To General Fund             | (9,500)          | (26,326)          | (29,000)          | (29,000)           | 0.0%           |
| <b>+/- Net</b>                     |                                      | <b>(\$3,738)</b> | <b>(\$11,839)</b> | <b>(\$11,500)</b> | <b>(\$76,480)</b>  | <b>565.0%</b>  |

## Judicial Collection Enhancement Fund (JCEF)

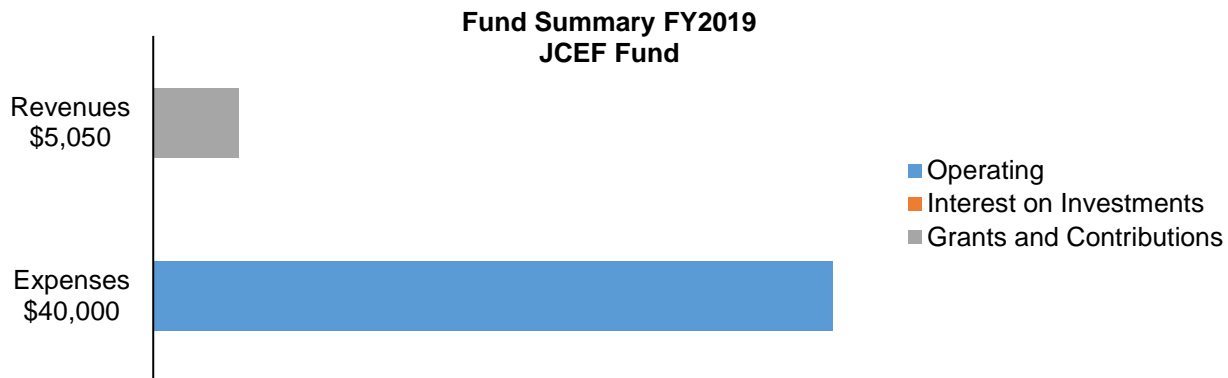
Judicial Collection Enhancement Fund (JCEF) is used to account for amounts received from the court's time payment fee of \$20, a portion of which is deposited into a court account for any court enhancement project. The courts can use up to \$2,500 for expenditures from this account without permission 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 2018-19 Budget Highlights

Significant changes are as follows:

- Decreased in expected revenue based on prior years trends.
- Increase in expenses due to \$10,000 training budgeted.

| Title  | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget  | FY2019<br>Budget  | %<br>Change   |
|--|------------------|------------------|-------------------|-------------------|---------------|
| <b>32-Judicial Collection Enhancement Fund</b> |                  |                  |                   |                   |               |
| <b>Revenues</b>                                | <b>5,088</b>     | <b>4,783</b>     | <b>7,035</b>      | <b>5,050</b>      | <b>-28.2%</b> |
| Revenue  | 5,088            | 4,783            | 7,035             | 5,050             | -28.2%        |
| 32-39-20100 JCEF Revenue                       | 5,059            | 4,752            | 7,000             | 5,000             | -28.6%        |
| 32-39-90100 Interest Income                    | 29               | 30               | 35                | 50                | 42.9%         |
| <b>Expenses</b>                                | <b>(8,062)</b>   | <b>(13,217)</b>  | <b>(30,000)</b>   | <b>(40,000)</b>   | <b>33.3%</b>  |
| Expense  | (8,062)          | (13,217)         | (30,000)          | (40,000)          | 33.3%         |
| 32-425-2400 JCEF Expenses                      | (8,062)          | (13,217)         | (30,000)          | (40,000)          | 33.3%         |
| <b>+/- Net</b>                                 | <b>(\$2,974)</b> | <b>(\$8,434)</b> | <b>(\$22,965)</b> | <b>(\$34,950)</b> | <b>52.2%</b>  |



## Donation Fund

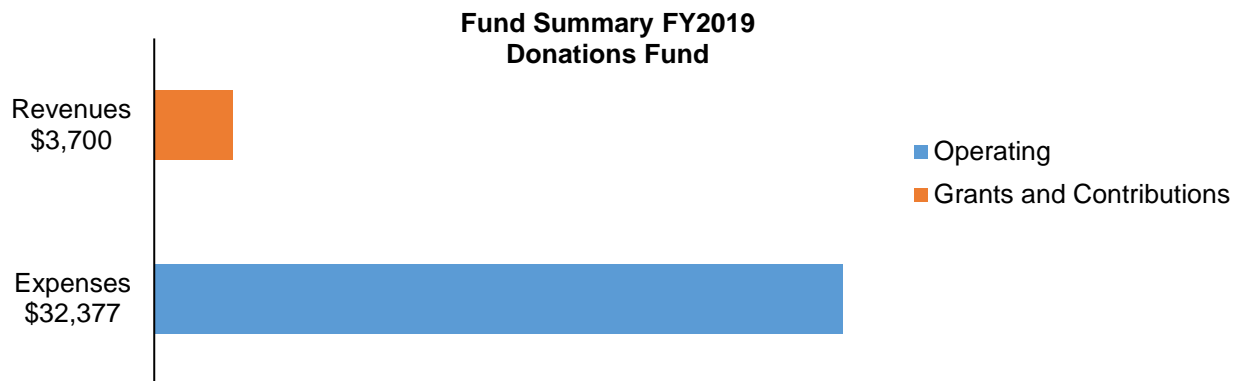
The Donation Fund accounts for all citizen donations received by the City of Page that are specified to support individual departments or programs. Donation funds support the purchase of supplies to offer extra activities, entertainment, and community enhancement to the public throughout the year. In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

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Decrease in expenses due to expected lower amount of donations and based on available funds.

|                                   | FY2016<br>Actual | FY2017<br>Actual  | FY2018<br>Budget  | FY2019<br>Budget  | %<br>Change   |
|-----------------------------------|------------------|-------------------|-------------------|-------------------|---------------|
| <b>36-Donation Funds</b>          |                  |                   |                   |                   |               |
| <b>Revenues</b>                   | <b>6,240</b>     | <b>6,461</b>      | <b>7,500</b>      | <b>3,700</b>      | <b>-50.7%</b> |
| Community Center Donation Revenue | 931              | 740               | 3,000             | 1,200             | -60.0%        |
| Fire Donation Revenue             | 100              | 1,080             | 200               | 200               | 0.0%          |
| Lake Powell Blvd Street Banner    | 0                | 0                 | 0                 | 0                 | 0.0%          |
| Library Donation Revenue          | 1,309            | 2,341             | 4,000             | 2,000             | -50.0%        |
| Memorial Plaza Donation Rev       | 0                | 0                 | 0                 | 0                 | 0.0%          |
| Project Graduation Revenue        | 3,600            | 2,000             | 0                 | 0                 | 0.0%          |
| Transient Revenue                 | 300              | 300               | 300               | 300               | 0.0%          |
| <b>Expenses</b>                   | <b>(15,672)</b>  | <b>(16,870)</b>   | <b>(47,875)</b>   | <b>(32,377)</b>   | <b>-32.4%</b> |
| Community Center Donation Expense | (1,353)          | (4,921)           | (32,400)          | (23,000)          | -29.0%        |
| Fire Donation Expenses            | 0                | 0                 | (675)             | (1,300)           | 92.6%         |
| Lake Powell Blvd Street Banner    | 0                | 0                 | (600)             | (600)             | 0.0%          |
| Library Donation Expenses         | (5,376)          | (4,315)           | (4,000)           | (350)             | -91.3%        |
| Memorial Plaza Donation Expense   | 0                | 0                 | (2,600)           | (2,627)           | 1.0%          |
| Project Graduation Expenses       | (6,749)          | (4,454)           | 0                 | 0                 | 0.0%          |
| Transient Expenses                | (312)            | (364)             | (2,400)           | (2,000)           | -16.7%        |
| Youth Center Donation Expense     | (1,882)          | (2,815)           | (5,200)           | (2,500)           | -51.9%        |
| <b>+/- Net</b>                    | <b>(\$9,432)</b> | <b>(\$10,409)</b> | <b>(\$40,375)</b> | <b>(\$28,677)</b> | <b>-29.0%</b> |



## 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.

### Fund Summary FY2019 Capital Project Fund



### Fund Balance, Revenue, Expenses, and Transfers

|                               | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget     |
|-------------------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Beginning Fund Balance</b> | <b>\$282,541</b>   | <b>\$415,352</b>   | <b>\$2,038,827</b> | <b>\$2,005,002</b>   |
| <b>40-Capital Fund</b>        |                    |                    |                    |                      |
| <b>Revenue</b>                | <b>869,706</b>     | <b>287,445</b>     | <b>1,101,450</b>   | <b>4,228,000</b>     |
| Airport Improvement Grants    | 869,706            | 171,355            | 801,450            | 3,876,000            |
| CDBG Revenue                  | 0                  | 0                  | 300,000            | 305,000              |
| Lease Proceeds                | 0                  | 62,446             | 0                  | 0                    |
| Misc Capital Projects         | 0                  | 53,644             | 0                  | 47,000               |
| <b>Expense</b>                | <b>(1,708,821)</b> | <b>(1,108,399)</b> | <b>(6,530,889)</b> | <b>(11,714,550)</b>  |
| Airport Equipment             | -                  | (10,921)           | -                  | -                    |
| Airport Improvements          | (902,412)          | (166,532)          | (1,277,000)        | (4,000,000)          |
| CDBG Expenses                 | -                  | -                  | -                  | (305,000)            |
| Community Development         | (152,085)          | (143,457)          | (920,000)          | (2,535,000)          |
| Community Services            | (52,913)           | -                  | (6,000)            | -                    |
| General Government            | (100,000)          | (253,774)          | (90,467)           | (186,050)            |
| Interest Expense              | -                  | (1,364)            | -                  | (1,500)              |
| Public Safety - Fire          | (106,627)          | (95,040)           | (334,347)          | (192,000)            |
| Public Safety - Police        | (59,173)           | (192,820)          | (109,000)          | (110,000)            |
| Public Works                  | (13,013)           | (153,972)          | (906,000)          | (1,330,000)          |
| Public Works - Streets        | (322,598)          | (90,521)           | (2,888,075)        | (3,055,000)          |
| <b>Transfer In</b>            | <b>971,927</b>     | <b>2,444,428</b>   | <b>5,029,761</b>   | <b>5,710,000</b>     |
| Transfer from Airport Fund    | 30,601             | 3,984              | 519,500            | 100,000              |
| Transfer from Cemetery        | 0                  | 15,840             | 75,000             | 55,000               |
| Transfer from General Fund    | 383,397            | 1,522,511          | 1,000,000          | 1,500,000            |
| Transfer from HURF            | 304,971            | 78,806             | 2,888,075          | 3,055,000            |
| Transfer from Land            | 152,958            | 297,258            | 547,186            | 1,000,000            |
| Transfer from Other Funds     | 100,000            | 526,029            | 0                  | 0                    |
| <b>Net+/-</b>                 | <b>\$132,812</b>   | <b>\$1,623,474</b> | <b>(\$399,678)</b> | <b>(\$1,776,550)</b> |
| <b>Ending Fund Balance</b>    | <b>\$415,352</b>   | <b>\$2,038,827</b> | <b>\$2,005,002</b> | <b>\$228,452</b>     |

## Airport Fund

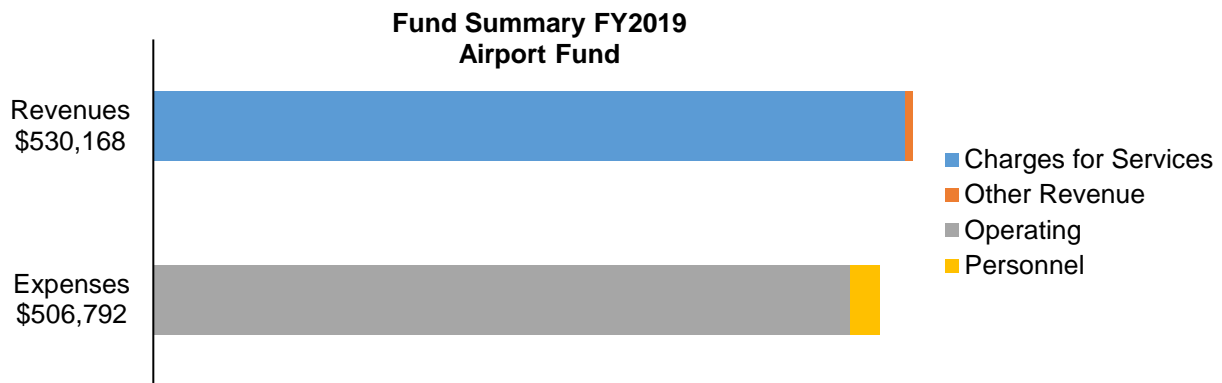
The Airport Fund is used track all airport operating transactions for the City of Page.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Decreased transfer to Fund 40-Capital Projects Fund for City match portion for grants.

|                        | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget   | FY2019<br>Budget | %<br>Change    |
|------------------------|------------------|------------------|--------------------|------------------|----------------|
| <b>46-Airport Fund</b> |                  |                  |                    |                  |                |
| <b>Revenues</b>        |                  |                  |                    |                  |                |
| Revenue                | 540,811          | 515,602          | 540,300            | 530,168          | -1.9%          |
| <b>Revenues Total</b>  | <b>540,811</b>   | <b>515,602</b>   | <b>540,300</b>     | <b>530,168</b>   | <b>-1.9%</b>   |
| <b>Expenses</b>        |                  |                  |                    |                  |                |
| Expense                | (171,512)        | (177,672)        | (215,503)          | (201,792)        | -6.4%          |
| Transfer Out           | (225,914)        | (198,542)        | (717,650)          | (305,000)        | -57.5%         |
| <b>Expenses Total</b>  | <b>(397,426)</b> | <b>(376,214)</b> | <b>(933,153)</b>   | <b>(506,792)</b> | <b>-45.7%</b>  |
| <b>+/- Net</b>         | <b>\$143,385</b> | <b>\$139,388</b> | <b>(\$392,853)</b> | <b>\$23,376</b>  | <b>-106.0%</b> |



## Land Fund

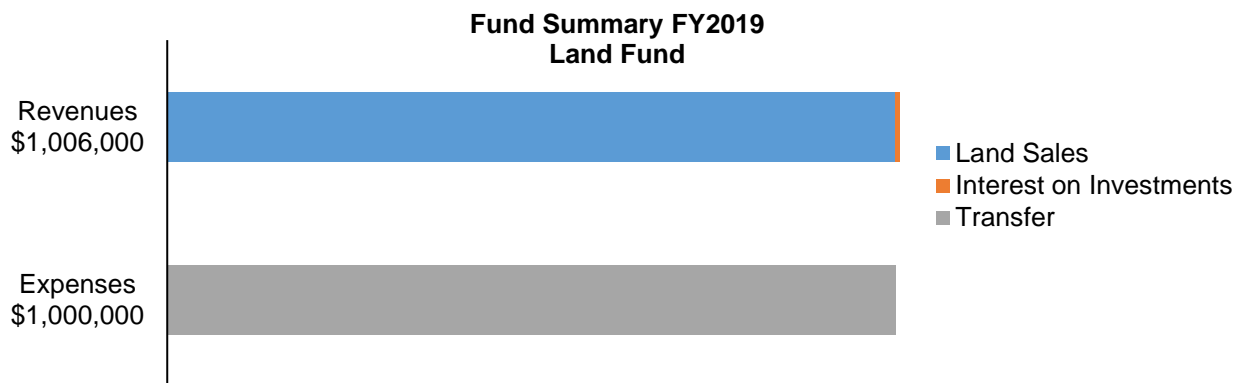
The Land Fund is used to track all land sale transactions for the City of Page.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Increase due to expected land sale payment and projected land sales for FY2019.

|                       | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget   | %<br>Change  |
|-----------------------|------------------|------------------|------------------|--------------------|--------------|
| <b>48-Land</b>        |                  |                  |                  |                    |              |
| <b>Revenues</b>       |                  |                  |                  |                    |              |
| Revenue               | 152,958          | 297,258          | 547,186          | 1,006,000          | 83.8%        |
| <b>Revenues Total</b> | <b>152,958</b>   | <b>297,258</b>   | <b>547,186</b>   | <b>1,006,000</b>   | <b>83.8%</b> |
| <b>Expenses</b>       |                  |                  |                  |                    |              |
| Transfer Out          | (152,958)        | (297,258)        | (547,186)        | (1,000,000)        | 82.8%        |
| <b>Expenses Total</b> | <b>(152,958)</b> | <b>(297,258)</b> | <b>(547,186)</b> | <b>(1,000,000)</b> | <b>82.8%</b> |
| <b>+/- Net</b>        | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$6,000</b>     | <b>0.0%</b>  |



## Cemetery Fund

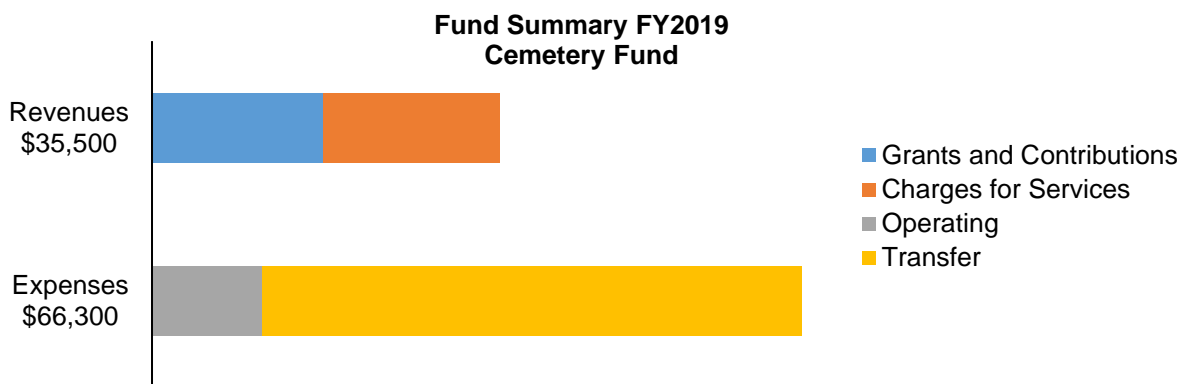
The Cemetery Fund is used to track all perpetual care and cemetery transactions for the City of Page.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Decreased transfer to Fund 40-Capital Projects Fund.

|                       | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget  | FY2019<br>Budget  | %<br>Change   |
|-----------------------|------------------|------------------|-------------------|-------------------|---------------|
| <b>57-Cemetery</b>    |                  |                  |                   |                   |               |
| <b>Revenues</b>       |                  |                  |                   |                   |               |
| Revenue               | 33,169           | 38,688           | 30,000            | 35,500            | 18.3%         |
| <b>Revenues Total</b> | <b>33,169</b>    | <b>38,688</b>    | <b>30,000</b>     | <b>35,500</b>     | <b>18.3%</b>  |
| <b>Expenses</b>       |                  |                  |                   |                   |               |
| Expense               | (25,427)         | (6,117)          | (11,300)          | (11,300)          | 0.0%          |
| Transfer Out          | 0                | (15,840)         | (75,000)          | (55,000)          | -26.7%        |
| <b>Expenses Total</b> | <b>(25,427)</b>  | <b>(21,957)</b>  | <b>(86,300)</b>   | <b>(66,300)</b>   | <b>-23.2%</b> |
| <b>+/- Net</b>        | <b>\$7,742</b>   | <b>\$16,731</b>  | <b>(\$56,300)</b> | <b>(\$30,800)</b> | <b>-45.3%</b> |



## Closed Funds

|                          | FY2016<br>Actual | FY2017<br>Actual   | FY2018<br>Budget | FY2019<br>Budget | %<br>Change |
|--------------------------|------------------|--------------------|------------------|------------------|-------------|
| <b>Revenues</b>          |                  |                    |                  |                  |             |
| <b>Revenue</b>           | <b>63</b>        | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| 42-Community Development | 63               | 0                  | 0                | 0                | 0.0%        |
| <b>Transfer In</b>       | <b>472,528</b>   | <b>344,815</b>     | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| 42-Community Development | 472,528          | 344,815            | 0                | 0                | 0.0%        |
| <b>Revenues Total</b>    | <b>472,591</b>   | <b>344,815</b>     | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| <b>Expenses</b>          |                  |                    |                  |                  |             |
| <b>Expense</b>           | <b>(335,100)</b> | <b>(320,699)</b>   | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| 42-Community Development | (335,100)        | (320,699)          | 0                | 0                | 0.0%        |
| <b>Transfer Out</b>      | <b>(102,887)</b> | <b>(526,029)</b>   | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| 42-Community Development | (100,000)        | (526,029)          | 0                | 0                | 0.0%        |
| 47-Airport Events Fund   | (2,887)          | 0                  | 0                | 0                | 0.0%        |
| <b>Expenses Total</b>    | <b>(437,987)</b> | <b>(846,728)</b>   | <b>0</b>         | <b>0</b>         | <b>0.0%</b> |
| <b>+/- Net</b>           | <b>\$34,603</b>  | <b>(\$501,914)</b> | <b>\$0</b>       | <b>\$0</b>       | <b>0.0%</b> |

47-Airport Events Fund closed and balance transferred to Fund 42-Community Development Fund FY2016.

Fund 42-Community Development Fund closed and balance transferred to Fund 40-Capital Projects Fund in FY2017.

## Fiduciary Funds

### Volunteer Fire Pension Fund

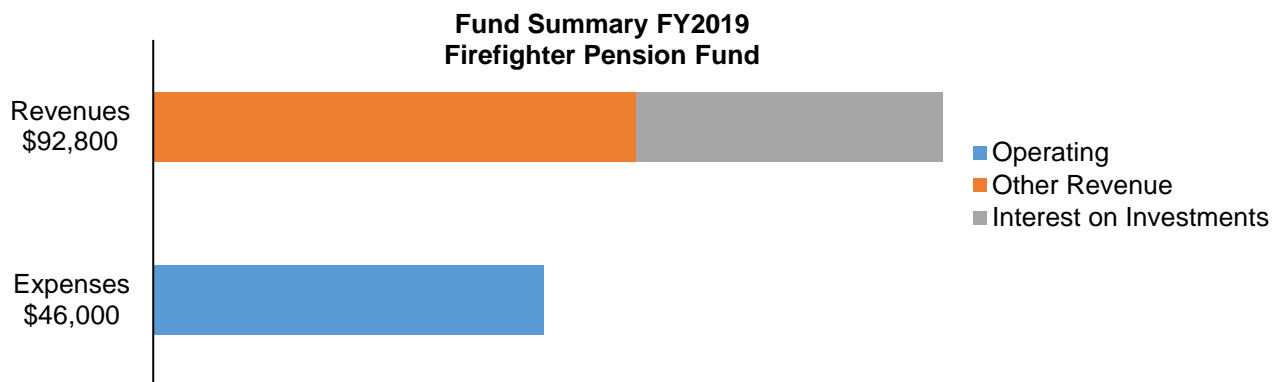
The City of Page has several volunteer firefighters. These volunteers/reserves serve the community and assist the full-time department as needed with fire and rescue calls. This fund is created as a fiduciary fund that tracks the pension contributions that the volunteers and the City make into the plan.

### FY 2018-19 Budget Highlights

Significant changes are as follows:

- Increase in Fiscal Agent Fees due to anticipated increase in costs based on trends.

|                                       | FY2016<br>Actual | FY2017<br>Actual | FY2018<br>Budget | FY2019<br>Budget | %<br>Change   |
|---------------------------------------|------------------|------------------|------------------|------------------|---------------|
| <b>72-Volunteer Fire Pension Fund</b> |                  |                  |                  |                  |               |
| <b>Revenue</b>                        | <b>1,030</b>     | <b>119,222</b>   | <b>98,450</b>    | <b>92,800</b>    | <b>-5.7%</b>  |
| City Contributions                    | 1,852            | 1,239            | 1,500            | 1,500            | 0.0%          |
| Employee Contributions                | 4,056            | 3,064            | 3,500            | 3,000            | -14.3%        |
| Fire Pension Revenue                  | 19,466           | 20,190           | 20,200           | 20,000           | -1.0%         |
| Interest Income                       | 11,078           | 19,781           | 16,000           | 16,000           | 0.0%          |
| Misc FF Contributions                 | 2,231            | 2,305            | 2,250            | 2,300            | 2.2%          |
| Unrealized Gain Or Loss               | (37,652)         | 72,643           | 55,000           | 50,000           | -9.1%         |
| <b>Expense</b>                        | <b>(10,235)</b>  | <b>(62,237)</b>  | <b>(38,400)</b>  | <b>(46,000)</b>  | <b>19.8%</b>  |
| Fiscal Agent Fees                     | (2,982)          | (4,385)          | (3,000)          | (11,000)         | 266.7%        |
| Pension Payments                      | (7,253)          | (57,853)         | (35,400)         | (35,000)         | -1.1%         |
| <b>+/- Net</b>                        | <b>(9,205)</b>   | <b>\$56,984</b>  | <b>\$60,050</b>  | <b>\$46,800</b>  | <b>-22.1%</b> |



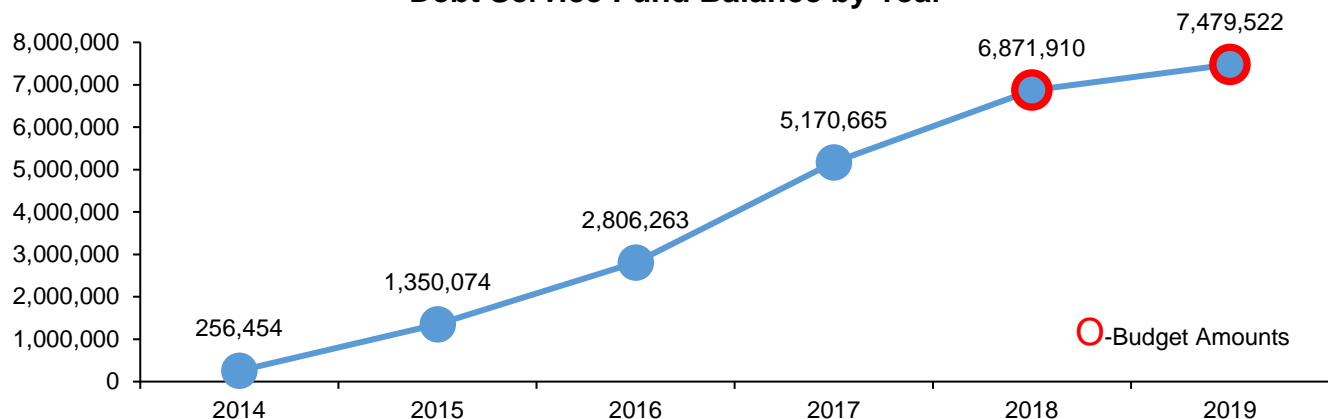
## Debt

### 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 to maintain within the City's legal debt limits. Starting in FY2015, the City of Page placed building the Debt Service Fund as a primary focus.

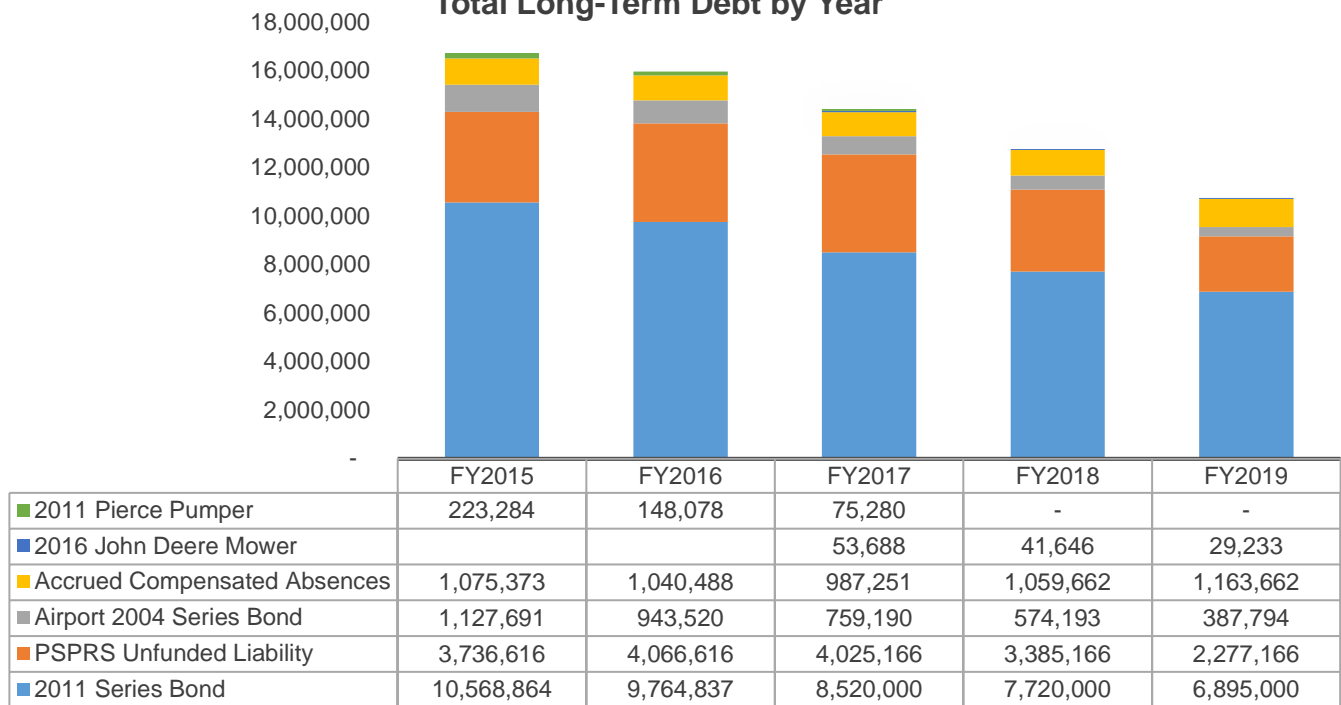
|                                | FY2016<br>Actual   | FY2017<br>Actual   | FY2018<br>Budget   | FY2019<br>Budget   |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Beginning Fund Balance</b>  | <b>1,350,074</b>   | <b>2,806,263</b>   | <b>5,170,665</b>   | <b>6,871,910</b>   |
| <b>20-Debt Service Fund</b>    |                    |                    |                    |                    |
| <b>Revenue</b>                 | <b>123,749</b>     | <b>139,850</b>     | <b>122,500</b>     | <b>158,000</b>     |
| Interest Income                | 5,203              | 20,535             | 4,500              | 40,000             |
| Garbage-Bond Debt              | 118,546            | 119,315            | 118,000            | 118,000            |
| <b>Transfer In</b>             | <b>2,722,791</b>   | <b>3,613,332</b>   | <b>2,969,283</b>   | <b>3,317,000</b>   |
| Transfer from Airport Fund     | 195,313            | 194,559            | 198,150            | 205,000            |
| Transfer from General Fund     | 2,162,557          | 3,186,677          | 2,627,133          | 2,968,000          |
| Transfer from Land             | 0                  | 0                  | 0                  |                    |
| Transfer from Garbage Fund     | 136,679            | 138,934            | 144,000            | 144,000            |
| Transfer from Sewer Fund       | 228,241            | 93,162             | 0                  |                    |
| <b>Expense</b>                 | <b>(1,390,351)</b> | <b>(1,388,780)</b> | <b>(1,390,538)</b> | <b>(1,399,388)</b> |
| Administration Fees            | (4,000)            | (2,250)            | (2,250)            | (2,250)            |
| Interest/Fiscal Charge-Airport | (10,143)           | (12,814)           | (12,150)           | (16,000)           |
| Principal-Airport              | (184,171)          | (184,329)          | (185,000)          | (189,000)          |
| Interest-2011 Bond Restruct    | (437,038)          | (414,388)          | (391,138)          | (367,138)          |
| Principal-2011 Bond Restruct   | (755,000)          | (775,000)          | (800,000)          | (825,000)          |
| <b>Transfer Out</b>            | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>(1,468,000)</b> |
| Transfer to General Fund       | 0                  | 0                  | 0                  | (1,468,000)        |
| <b>+/- Net</b>                 | <b>\$1,456,189</b> | <b>\$2,364,402</b> | <b>\$1,701,245</b> | <b>\$607,612</b>   |
| <b>Ending Fund Balance</b>     | <b>2,806,263</b>   | <b>5,170,665</b>   | <b>6,871,910</b>   | <b>7,479,522</b>   |

**Debt Service Fund Balance by Year**

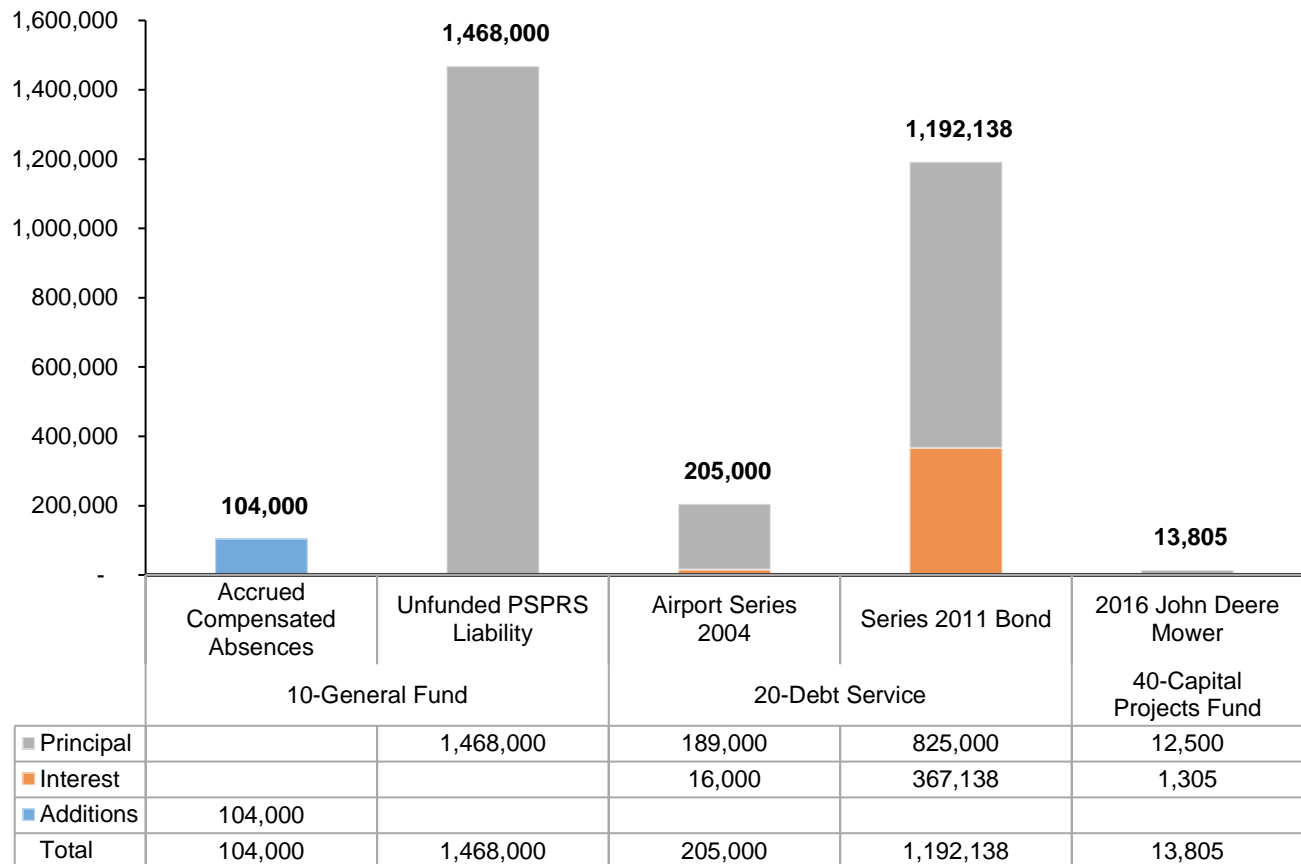


## Total Debt

**Total Long-Term Debt by Year**



**FY2019 Long-Term Liability Payments**



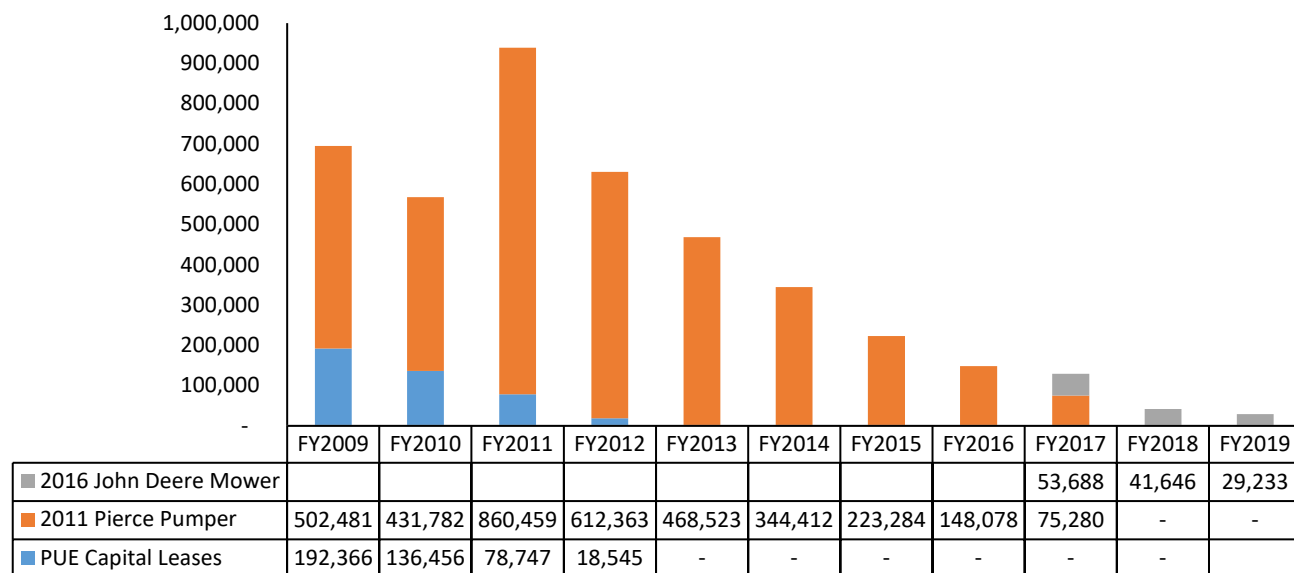
## Notes Payable

None

### **Capital Leases**

The City leased a 2016 John Deere Mower for 60 months starting October 2016. Balance of lease at beginning of FY2019 is \$41,646.

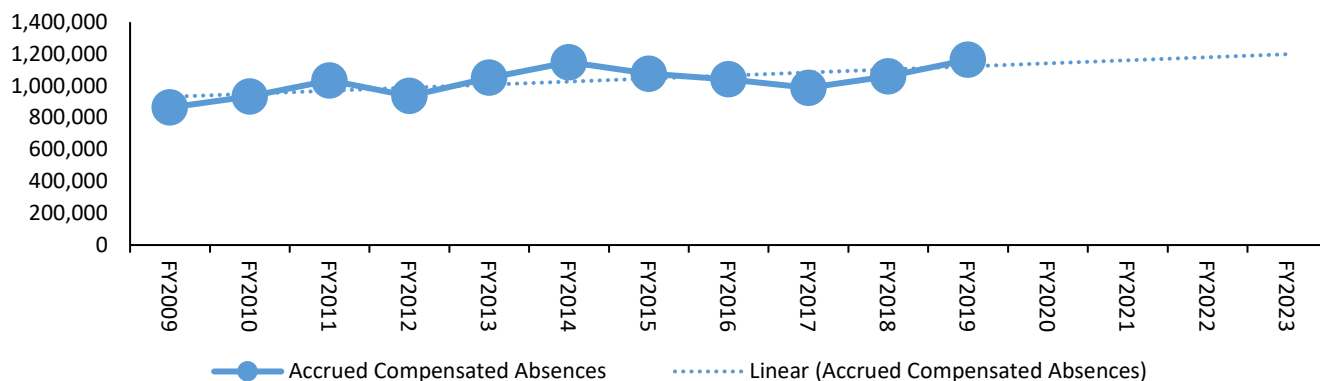
**Capital Leases by Year**



### **Accrued Compensated Absences**

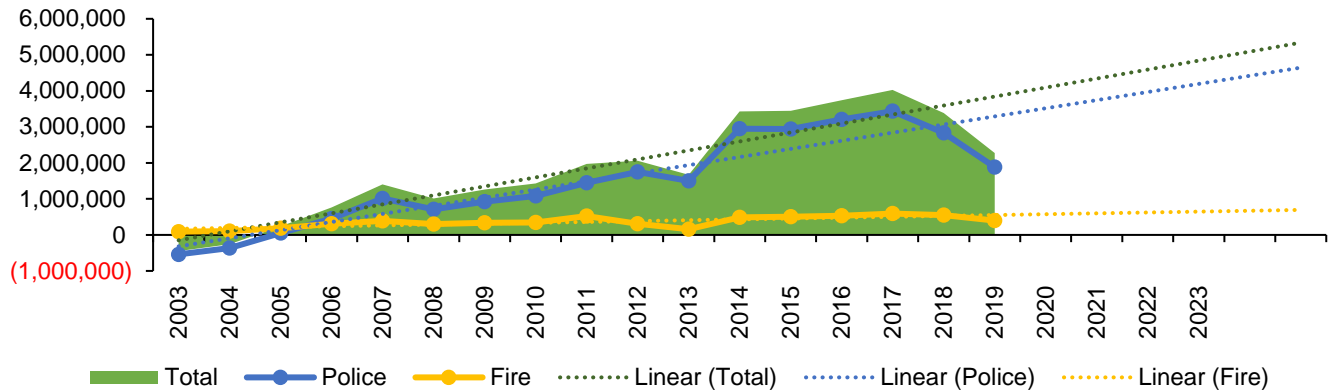
Per Governmental Accounting Standards Board, the city accounts for accrued compensated absences liabilities.

**Accrued Compensated Absences**



## Unfunded Public Safety Personnel Retirement Systems Liability

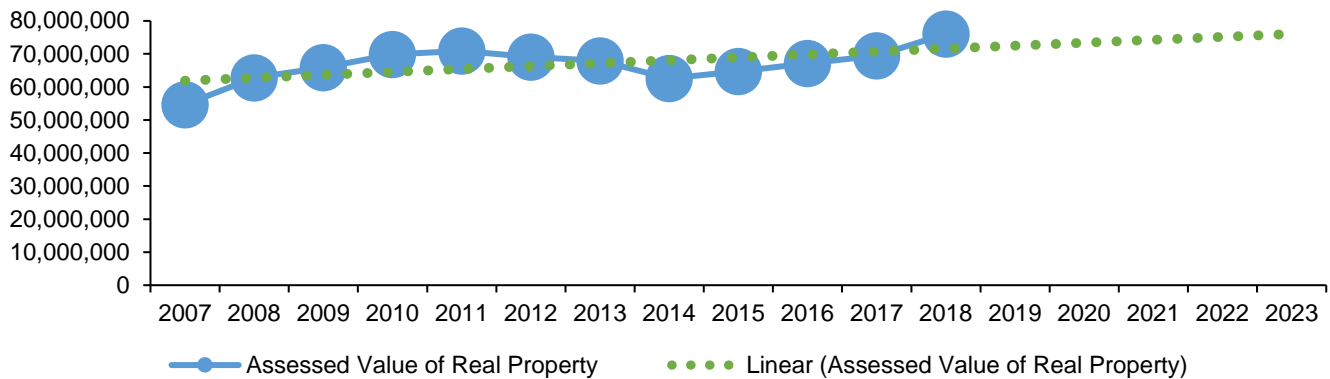
### Unfunded PSPRS Liability by Year and Projections



## Assessed Value of Real Property

Assessed value of real property based on Secondary Net Assessed Valuation

### Assessed Value of Real Property



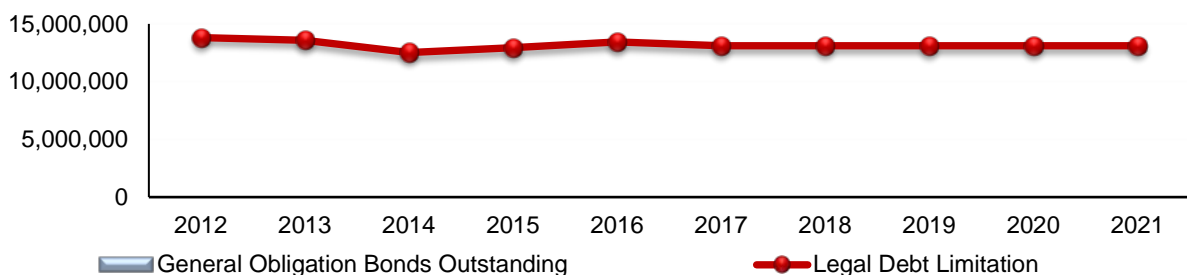
## Bonds

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

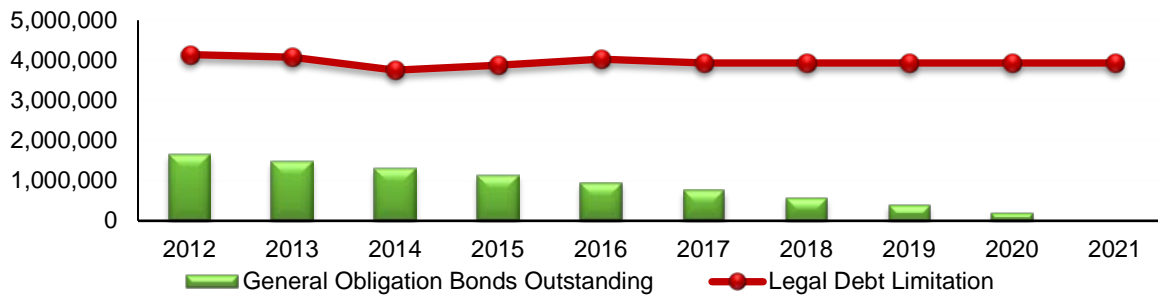
### General Obligation Bond

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.

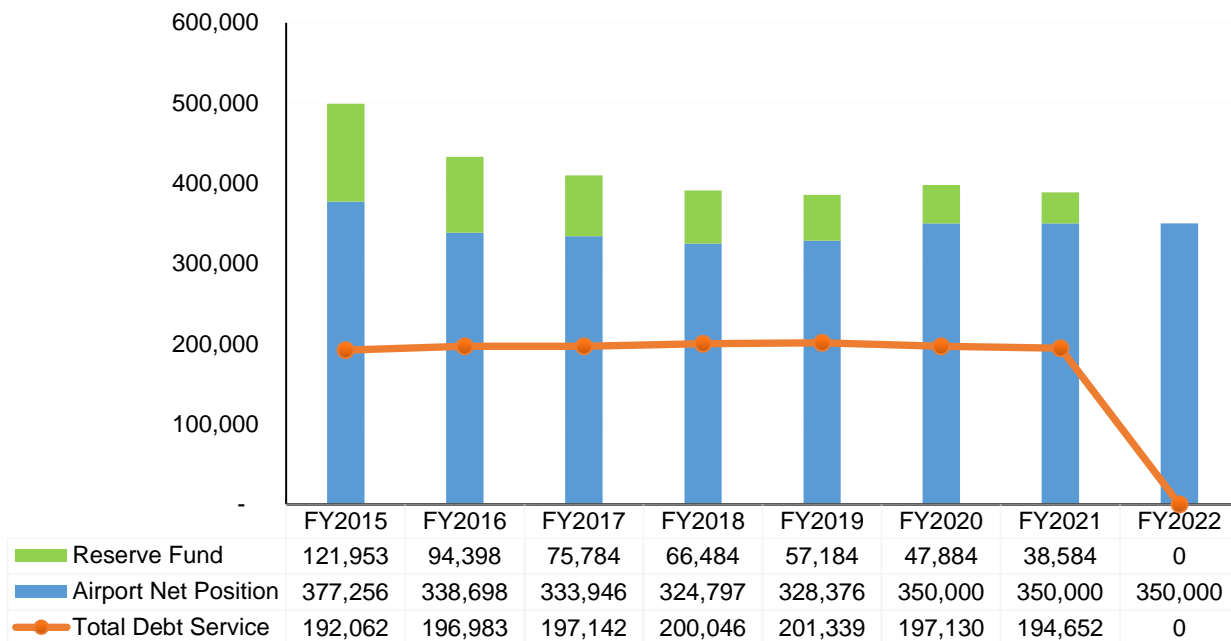
### Bond Debt Applicable to 20% Limit



### Debt Applicable to 6% Limit



### Airport Series 2004 Bond Coverage and Requirements

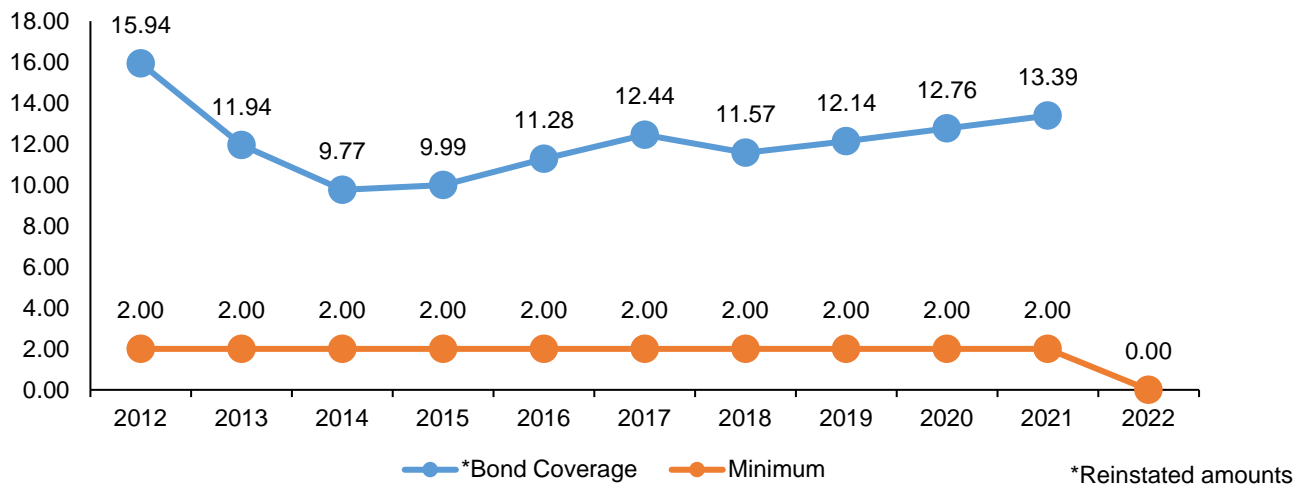


The Series 2004 Bond is a General Obligation Bond used for the lease purchase of our Municipal Airport Terminal. This lease has a 3.868% variable interest rate. Principal and interest payments are due semi-annually with a bond maturity date of February 1, 2021. This bond has a 6% bond debt limit and 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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## X. Summary of Inter-Fund Transfers

|                                     | FY16 Actual        | FY17 Actual        | FY18 Budget        | FY19 Budget        | % Change      |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| <b>10-General Fund</b>              | <b>(3,006,094)</b> | <b>(5,027,677)</b> | <b>(3,598,133)</b> | <b>(2,971,000)</b> | <b>-17.4%</b> |
| Transfer from Other Funds           | 9,500              | 26,326             | 29,000             | 1,497,000          | 5062.1%       |
| Transfer to Capital Fund            | (383,397)          | (1,522,511)        | (1,000,000)        | (1,500,000)        | 50.0%         |
| Transfer to Community Development   | (469,641)          | (344,815)          | 0                  | 0                  | 0.0%          |
| Transfer to Debt Service            | (2,162,557)        | (3,186,677)        | (2,627,133)        | (2,968,000)        | 13.0%         |
| <b>15-Highway User Revenue Fund</b> | <b>(304,971)</b>   | <b>(78,806)</b>    | <b>(2,888,075)</b> | <b>(3,055,000)</b> | <b>5.8%</b>   |
| Transfer from General Fund          | 0                  | 0                  | 0                  | 0                  | 0.0%          |
| Transfers to Capital Projects       | (304,971)          | (78,806)           | (2,888,075)        | (3,055,000)        | 5.8%          |
| <b>20-Debt Service Fund</b>         | <b>2,722,791</b>   | <b>3,613,332</b>   | <b>2,969,283</b>   | <b>1,849,000</b>   | <b>-37.7%</b> |
| Transfer from Airport Fund          | 195,313            | 194,559            | 198,150            | 205,000            | 3.5%          |
| Transfer from General Fund          | 2,162,557          | 3,186,677          | 2,627,133          | 2,968,000          | 13.0%         |
| Transfer from Land                  | 0                  | 0                  | 0                  | 0                  | 0.0%          |
| Transfer from Garbage Fund          | 136,679            | 138,934            | 144,000            | 144,000            | 0.0%          |
| Transfer from Sewer Fund            | 228,241            | 93,162             | 0                  | 0                  | 0.0%          |
| Transfer to General Fund            | 0                  | 0                  | 0                  | (1,468,000)        | 0.0%          |
| <b>25-Miscellaneous Grants</b>      | <b>(9,500)</b>     | <b>(26,326)</b>    | <b>(29,000)</b>    | <b>(29,000)</b>    | <b>0.0%</b>   |
| Transfer from Other Funds           | 0                  | 0                  | 0                  | 0                  | 0.0%          |
| Transfer to General Fund            | (9,500)            | (26,326)           | (29,000)           | (29,000)           | 0.0%          |
| <b>40-Capital Project Fund</b>      | <b>971,927</b>     | <b>2,444,428</b>   | <b>5,029,761</b>   | <b>5,710,000</b>   | <b>13.5%</b>  |
| Transfer from Airport               | 30,601             | 3,984              | 519,500            | 100,000            | -80.8%        |
| Transfer from General Fund          | 383,397            | 1,522,511          | 1,000,000          | 1,500,000          | 50.0%         |
| Transfer from Land                  | 152,958            | 297,258            | 547,186            | 1,000,000          | 82.8%         |
| Transfer from Other Funds           | 100,000            | 526,029            | 0                  | 0                  | 0.0%          |
| Transfer from HURF                  | 304,971            | 78,806             | 2,888,075          | 3,055,000          | 5.8%          |
| Transfer from Cemetery              | 0                  | 15,840             | 75,000             | 55,000             | -26.7%        |
| <b>42-Community Development</b>     | <b>372,528</b>     | <b>(181,215)</b>   | <b>0</b>           | <b>0</b>           | <b>0.0%</b>   |
| Transfer from Airport Events        | 2,887              | 0                  | 0                  | 0                  | 0.0%          |
| Transfer from General Fund          | 469,641            | 344,815            | 0                  | 0                  | 0.0%          |
| Transfer to Capital Projects        | (100,000)          | (526,029)          | 0                  | 0                  | 0.0%          |
| <b>46-Airport Fund</b>              | <b>(225,914)</b>   | <b>(198,542)</b>   | <b>(717,650)</b>   | <b>(305,000)</b>   | <b>-57.5%</b> |
| Transfer to Capital Fund            | (30,601)           | (3,984)            | (519,500)          | (100,000)          | -80.8%        |
| Transfer to Debt Service            | (195,313)          | (194,559)          | (198,150)          | (205,000)          | 3.5%          |
| <b>47-Airport Events Fund</b>       | <b>(2,887)</b>     | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0.0%</b>   |
| Transfer to Community Development   | (2,887)            | 0                  | 0                  | 0                  | 0.0%          |
| <b>48-Land</b>                      | <b>(152,958)</b>   | <b>(297,258)</b>   | <b>(547,186)</b>   | <b>(1,000,000)</b> | <b>82.8%</b>  |
| Transfer to Capital Fund            | (152,958)          | (297,258)          | (547,186)          | (1,000,000)        | 82.8%         |
| <b>52-Sewer</b>                     | <b>(228,241)</b>   | <b>(93,162)</b>    | <b>0</b>           | <b>0</b>           | <b>0.0%</b>   |
| Debt Service Paid to City of Page   | (228,241)          | (93,162)           | 0                  | 0                  | 0.0%          |
| <b>53-Garbage</b>                   | <b>(136,679)</b>   | <b>(138,934)</b>   | <b>(144,000)</b>   | <b>(144,000)</b>   | <b>0.0%</b>   |
| Transfer to Debt Service            | (136,679)          | (138,934)          | (144,000)          | (144,000)          | 0.0%          |
| <b>57-Cemetery</b>                  | <b>0</b>           | <b>(15,840)</b>    | <b>(75,000)</b>    | <b>(55,000)</b>    | <b>-26.7%</b> |
| Transfer to Capital Fund            | 0                  | (15,840)           | (75,000)           | (55,000)           | -26.7%        |
| <b>Grand Total</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>0.0%</b>   |

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## XI. Summary of Authorized Full Time Staff

|                                      | FY2017 FTE<br>Budget | FY2018 FTE<br>Budget | FY2019 FTE<br>Budget |
|--------------------------------------|----------------------|----------------------|----------------------|
| <b>City of Page</b>                  | <b>103.79</b>        | <b>113.99</b>        | <b>120.69</b>        |
| <b>City Administration</b>           | <b>6.10</b>          | <b>4.25</b>          | <b>5.00</b>          |
| 401 City Administration              | 2.00                 | 1.00                 | 2.00                 |
| 455 Information Technology           | 3.00                 | 3.00                 | 3.00                 |
| 489 Airport                          | 1.10                 | 0.25                 | 0.00                 |
| <b>City Attorney</b>                 | <b>1.50</b>          | <b>1.50</b>          | <b>1.63</b>          |
| 405 City Attorney                    | 1.50                 | 1.50                 | 1.63                 |
| <b>City Clerk</b>                    | <b>1.50</b>          | <b>1.50</b>          | <b>2.00</b>          |
| 404 City Clerk                       | 1.50                 | 1.50                 | 2.00                 |
| <b>City Council</b>                  | <b>0.00</b>          | <b>0.00</b>          | <b>0.00</b>          |
| 402 City Council                     | 0.00                 | 0.00                 | 0.00                 |
| <b>Community Development</b>         | <b>5.00</b>          | <b>6.00</b>          | <b>6.00</b>          |
| 445 Planning and Zoning              | 1.00                 | 2.00                 | 1.00                 |
| 446 Building and Code Compliance     | 2.00                 | 2.00                 | 2.00                 |
| 447 Community/Economic Development   | 0.00                 | 2.00                 | 3.00                 |
| 486 Community Development            | 2.00                 | 0.00                 | 0.00                 |
| <b>Community Services</b>            | <b>15.40</b>         | <b>16.31</b>         | <b>18.12</b>         |
| 408 Community Service Administration | 1.00                 | 1.00                 | 1.00                 |
| 410 Community Center                 | 2.24                 | 3.04                 | 3.52                 |
| 444 Library                          | 9.68                 | 9.42                 | 10.35                |
| 465 Recreation                       | 2.48                 | 2.85                 | 3.25                 |
| <b>Finance</b>                       | <b>5.00</b>          | <b>6.00</b>          | <b>5.00</b>          |
| 441 Human Resources                  | 1.00                 | 2.00                 | 1.00                 |
| 442 Finance                          | 4.00                 | 4.00                 | 4.00                 |
| <b>Fire</b>                          | <b>18.00</b>         | <b>21.00</b>         | <b>21.00</b>         |
| 427 Fire Department                  | 18.00                | 21.00                | 21.00                |
| <b>Magistrate</b>                    | <b>5.74</b>          | <b>5.84</b>          | <b>5.44</b>          |
| 443 Magistrate Court                 | 5.74                 | 5.84                 | 5.44                 |
| <b>Police</b>                        | <b>30.30</b>         | <b>34.36</b>         | <b>36.55</b>         |
| 420 Police Department Administration | 3.00                 | 3.00                 | 4.00                 |
| 421 Patrol                           | 17.00                | 21.25                | 21.25                |
| 422 Communications                   | 7.30                 | 7.11                 | 7.30                 |
| 426 Investigations                   | 3.00                 | 3.00                 | 4.00                 |
| <b>Public Works</b>                  | <b>15.25</b>         | <b>17.74</b>         | <b>19.96</b>         |
| 448 Central Garage                   | 2.00                 | 2.00                 | 2.00                 |
| 457 Building Maintenance             | 3.00                 | 4.00                 | 4.00                 |
| 460 Public Works Admin               | 6.25                 | 7.25                 | 8.25                 |
| 462 Parks Maintenance                | 4.00                 | 4.49                 | 5.46                 |
| 489 Airport                          | 1.10                 | 0.25                 | 0.25                 |
| <b>Page Utility Enterprises</b>      | <b>33.00</b>         | <b>33.00</b>         | <b>33.00</b>         |
| <b>Enterprise</b>                    | <b>33.00</b>         | <b>33.00</b>         | <b>33.00</b>         |
| 50 Electric                          | 19.00                | 19.00                | 19.00                |
| 51 Water                             | 14.00                | 14.00                | 14.00                |
| <b>Grand Total</b>                   | <b>136.79</b>        | <b>146.99</b>        | <b>153.69</b>        |

## Changes in FTE

### City Administration

|                                       | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|---------------------------------------|-------------------------|-------------------------|-------------------------|
| <b>City Administration</b>            |                         |                         |                         |
| <b>401 City Administration</b>        | <b>2.00</b>             | <b>1.00</b>             | <b>2.00</b>             |
| Administrative Assistant              | 1.00                    | 0.00                    | 0.00                    |
| Executive Assistant                   | 0.00                    | 0.00                    | 1.00                    |
| City Manager                          | 1.00                    | 1.00                    | 1.00                    |
| <br><b>455 Information Technology</b> | <br><b>3.00</b>         | <br><b>3.00</b>         | <br><b>3.00</b>         |
| IT Director                           | 1.00                    | 1.00                    | 1.00                    |
| IT Specialist                         | 1.00                    | 1.00                    | 1.00                    |
| IT Technician                         | 1.00                    | 1.00                    | 1.00                    |
| <br><b>46-489 Airport</b>             | <br><b>1.00</b>         | <br><b>0.25</b>         | <br><b>0.00</b>         |
| Airport Director                      | 0.10                    | 0.25                    | 0.00                    |
| Maintenance Worker                    | 1.00                    | 0.00                    | 0.00                    |
| <b>Grand Total</b>                    | <b>6.10</b>             | <b>4.25</b>             | <b>5.00</b>             |

### FY2019 Changes

#### Additions

- Added new position (Executive Assistant) to City Administration.

## Community Development

|   | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|---|-------------------------|-------------------------|-------------------------|
| <b>Community Development</b>              |                         |                         |                         |
| <b>447 Community Development</b>          | <b>0.00</b>             | <b>2.00</b>             | <b>3.00</b>             |
| Community Development Director            | 0.00                    | 1.00                    | 1.00                    |
| Economic Development Coordinator          | 0.00                    | 1.00                    | 1.00                    |
| Administrative Assistant                  | 0.00                    | 0.00                    | 1.00                    |
| <b>446 Building &amp; Code Compliance</b> | <b>2.00</b>             | <b>2.00</b>             | <b>2.00</b>             |
| Building Inspector                        | 1.00                    | 1.00                    | 1.00                    |
| Community Enhancement Technician          | 1.00                    | 1.00                    | 1.00                    |
| <b>445 Planning &amp; Zoning</b>          | <b>1.00</b>             | <b>2.00</b>             | <b>1.00</b>             |
| Community Development Coordinator         | 1.00                    | 1.00                    | 0.00                    |
| Planner/GIS Technician                    | 0.00                    | 1.00                    | 1.00                    |
| <b>42-486 Community Development</b>       | <b>2.00</b>             | <b>0.00</b>             | <b>0.00</b>             |
| Community Development Director            | 1.00                    | 0.00                    | 0.00                    |
| Economic Development Coordinator          | 1.00                    | 0.00                    | 0.00                    |
| <b>Grand Total</b>                        | <b>5.00</b>             | <b>6.00</b>             | <b>6.00</b>             |

## FY2019 Changes

### Additions

- Added new position (Administrative Assistant) to Community Development.

### Reductions in workforce

- Terminated Community Development Coordinator position from Planning & Zoning.

## Community Services

|   | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|---|-------------------------|-------------------------|-------------------------|
| <b>Community Services</b>                   |                         |                         |                         |
| <b>408 Community Service Administration</b> | <b>1.00</b>             | <b>1.00</b>             | <b>1.00</b>             |
| Community Service Director                  | 1.00                    | 1.00                    | 1.00                    |
| <b>410 Community Center</b>                 | <b>2.24</b>             | <b>3.04</b>             | <b>3.52</b>             |
| Community Center Aide                       | 0.00                    | 0.68                    | 0.68                    |
| Cooks Assistant                             | 0.75                    | 0.75                    | 0.75                    |
| Kitchen Supervisor/Cook                     | 1.00                    | 1.00                    | 1.00                    |
| Substitute Cook Assistant                   | 0.00                    | 0.12                    | 0.12                    |
| Transportation Aide                         | 0.49                    | 0.49                    | 0.49                    |
| Program Coordinator                         | 0.00                    | 0.00                    | 0.49                    |
| <b>444 Library</b>                          | <b>9.68</b>             | <b>9.42</b>             | <b>10.35</b>            |
| Children's Coordinator                      | 1.00                    | 1.00                    | 1.00                    |
| Circulation Assistant                       | 1.79                    | 1.79                    | 1.79                    |
| Circulation Lead                            | 0.00                    | 1.00                    | 1.00                    |
| Library Aide                                | 3.10                    | 2.84                    | 3.58                    |
| Library Assistant                           | 1.00                    | 1.00                    | 1.00                    |
| Library Outreach Coordinator                | 0.79                    | 0.79                    | 0.79                    |
| Reference Assistant                         | 1.00                    | 0.00                    | 0.00                    |
| Reference Librarian                         | 1.00                    | 1.00                    | 1.00                    |
| Seasonal Aides                              | 0.00                    | 0.00                    | 0.19                    |
| <b>465 Recreation</b>                       | <b>2.48</b>             | <b>2.85</b>             | <b>3.25</b>             |
| Maintenance Worker                          | 0.49                    | 0.68                    | 0.68                    |
| Recreation Assistant                        | 0.99                    | 1.17                    | 1.41                    |
| Recreation Division Manager                 | 1.00                    | 1.00                    | 1.00                    |
| Camp Lead                                   | 0.00                    | 0.00                    | 0.07                    |
| Camp Counselor                              | 0.00                    | 0.00                    | 0.10                    |
| <b>Grand Total</b>                          | <b>15.40</b>            | <b>16.31</b>            | <b>18.12</b>            |

## FY2019 Changes

### Additions

- Added new position (Program Coordinator) to Community Center.
- Increase hours of one Library Aide
- Added new positions (Seasonal Aides) to Library.
- Added new positions (Camp Lead and Camp Counselors) to Recreation.
- Increase hours of one Recreation Assistant.

## Finance

|                              | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|------------------------------|-------------------------|-------------------------|-------------------------|
| <b>Finance</b>               |                         |                         |                         |
| <b>441 Human Resources</b>   | <b>1.00</b>             | <b>2.00</b>             | <b>1.00</b>             |
| Human Resource Coordinator   | 1.00                    | 1.00                    | 0.00                    |
| Human Resource Director      | 0.00                    | 1.00                    | 0.00                    |
| Human Resource Administrator | 0.00                    | 0.00                    | 1.00                    |
| <b>442 Finance</b>           | <b>4.00</b>             | <b>4.00</b>             | <b>4.00</b>             |
| Account Clerk                | 1.00                    | 1.00                    | 1.00                    |
| Account Clerk Senior         | 1.00                    | 1.00                    | 1.00                    |
| Finance Analyst              | 1.00                    | 1.00                    | 1.00                    |
| Finance Director             | 1.00                    | 1.00                    | 1.00                    |
| <b>Grand Total</b>           | <b>5.00</b>             | <b>6.00</b>             | <b>5.00</b>             |

### FY2019 Changes

#### Additions

- Added new position (Human Resource Administrator) to Human Resources.

#### Reductions in workforce

- Terminated Human Resource Coordinator and Human Resource Director positions from Human Resources.

## Magistrate Court

|                             | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|-----------------------------|-------------------------|-------------------------|-------------------------|
| <b>Magistrate Court</b>     |                         |                         |                         |
| <b>443 Magistrate Court</b> | <b>5.74</b>             | <b>5.84</b>             | <b>5.44</b>             |
| City Magistrate             | 0.63                    | 0.73                    | 0.63                    |
| Assistant Magistrate        | 1.11                    | 1.11                    | 0.82                    |
| Court Supervisor            | 1.00                    | 1.00                    | 1.00                    |
| Court Clerk Senior          | 1.00                    | 1.00                    | 1.00                    |
| Court Clerk                 | 1.00                    | 1.00                    | 1.00                    |
| Court Data Clerk            | 1.00                    | 1.00                    | 1.00                    |
| <b>Grand Total</b>          | <b>5.74</b>             | <b>5.84</b>             | <b>5.44</b>             |

### FY2019 Changes

#### Reductions in workforce

- Reduced hours of City Magistrate per contract.

## Police

|   | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|---|-------------------------|-------------------------|-------------------------|
| <b>Police</b>                               |                         |                         |                         |
| <b>420 Police Department Administration</b> | <b>3.00</b>             | <b>3.00</b>             | <b>4.00</b>             |
| Chief of Police                             | 1.00                    | 1.00                    | 1.00                    |
| Administrative Assistant                    | 1.00                    | 1.00                    | 0.00                    |
| Records Clerk                               | 1.00                    | 1.00                    | 2.00                    |
| Executive Management Assistant              | 0.00                    | 0.00                    | 1.00                    |
| <b>421 Patrol</b>                           | <b>17.00</b>            | <b>21.25</b>            | <b>21.25</b>            |
| Animal Control Officer                      | 1.00                    | 1.00                    | 1.00                    |
| Patrol Lieutenant                           | 1.00                    | 1.00                    | 1.00                    |
| Patrol Officer                              | 12.00                   | 17.25                   | 15.25                   |
| Patrol Sergeant                             | 3.00                    | 2.00                    | 3.00                    |
| School Resource Officer                     | 0.00                    | 0.00                    | 1.00                    |
| <b>422 Communications</b>                   | <b>7.30</b>             | <b>7.11</b>             | <b>7.30</b>             |
| Communication Specialist                    | 6.30                    | 6.11                    | 6.30                    |
| Dispatch Supervisor                         | 1.00                    | 1.00                    | 1.00                    |
| <b>426 Investigations</b>                   | <b>3.00</b>             | <b>3.00</b>             | <b>4.00</b>             |
| Support Lieutenant                          | 1.00                    | 1.00                    | 1.00                    |
| Detective                                   | 1.00                    | 1.00                    | 1.00                    |
| Investigator                                | 0.00                    | 0.00                    | 1.00                    |
| Evidence Technician                         | 1.00                    | 1.00                    | 1.00                    |
| <b>Grand Total</b>                          | <b>30.30</b>            | <b>34.36</b>            | <b>36.55</b>            |

### FY2019 Changes

One Patrol Officer changed to Patrol Sergeant.  
 Moved one Patrol Officer in Patrol to Detective in Investigations.

#### Additions

- Added additional Records Clerk in Police Department Administration.
- Added new position (School Resource Officer) to Patrol.
- Increased hours to Communications.

## Public Works

|  | FY2017<br>FTE<br>Budget | FY2018<br>FTE<br>Budget | FY2019<br>FTE<br>Budget |
|--|-------------------------|-------------------------|-------------------------|
| <b>Public Works</b>                    |                         |                         |                         |
| <b>460 Public Works Administration</b> | <b>6.25</b>             | <b>7.25</b>             | <b>8.25</b>             |
| 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             | 2.25                    | 3.25                    | 4.25                    |
| <b>448 Central Garage</b>              | <b>2.00</b>             | <b>2.00</b>             | <b>2.00</b>             |
| Auto Technician                        | 1.00                    | 1.00                    | 1.00                    |
| Heavy Equipment Technician             | 1.00                    | 1.00                    | 1.00                    |
| <b>457 Building Maintenance</b>        | <b>3.00</b>             | <b>4.00</b>             | <b>4.00</b>             |
| Custodian                              | 1.00                    | 1.00                    | 1.00                    |
| Electrician                            | 1.00                    | 1.00                    | 1.00                    |
| Maintenance Worker                     | 1.00                    | 2.00                    | 2.00                    |
| <b>462 Parks Maintenance</b>           | <b>4.00</b>             | <b>4.49</b>             | <b>5.46</b>             |
| Parks & Cemetery Supervisor            | 1.00                    | 1.00                    | 1.00                    |
| Maintenance Worker Lead                | 1.00                    | 1.00                    | 1.00                    |
| Maintenance Worker                     | 2.00                    | 2.49                    | 3.46                    |
| <b>46 Airport</b>                      | <b>1.00</b>             | <b>0.25</b>             | <b>0.25</b>             |
| Airport Director                       | 1.00                    | 0.25                    | 0.25                    |
| <b>Grand Total</b>                     | <b>15.25</b>            | <b>17.74</b>            | <b>19.96</b>            |

## FY2019 Changes

### Additions

- Two part-time seasonal Streets Maintenance Workers.
- Two part-time seasonal Parks Maintenance Worker.

## XII. Schedules and Summaries

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## Budget Resolution

### RESOLUTION NO. 1206-18

#### A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE CITY OF PAGE, COCONINO COUNTY, ARIZONA, ADOPTING A BUDGET FOR THE FISCAL YEAR 2018-2019.

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did on June 27, 2018, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Page; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the City Council met on July 25, 2018, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expense or tax levies; and

WHEREAS, publication has been duly made as required by law, together with a notice that the City Council would meet on July 25, 2018, at the office of Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A);

NOW, THEREFORE, BE IT RESOLVED BY the Mayor and Common Council of the City of Page, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of the City of Page for the fiscal year 2018-2019.

PASSED AND ADOPTED BY THE MAYOR AND COMMON COUNCIL OF THE CITY OF PAGE, COCONINO COUNTY, ARIZONA this 25<sup>th</sup> day of July, 2018, by the following vote:

|             |          |
|-------------|----------|
| Ayes        | <u>6</u> |
| Nays        | <u>0</u> |
| Abstentions | <u>0</u> |
| Absent      | <u>1</u> |

CITY OF PAGE

By William R. Bush  
Mayor

ATTEST:

Kim L. Harrison  
CITY CLERK

APPROVED AS TO FORM:

[Signature]  
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 2019**

| 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 |            |                 |
| 2018        | Adopted/Adjusted Budgeted Expenditures/Expenses* | 13,980,845   | 725,278              | 1,390,538         | 6,499,889             | 49,700         | 13,856,729                 | 0                      | 35,502,979 |                 |
| 2018        | Actual Expenditures/Expenses**                   | 11,247,200   | 581,813              | 1,393,433         | 2,311,664             | 106,796        | 12,751,432                 | 0                      | 28,392,338 |                 |
| 2019        | Fund Balance/Net Position at July 1***           | 12,053,909   | 4,641,164            | 7,889,727         | 1,815,097             | 841,090        | 26,779,381                 | 0                      | 53,820,368 |                 |
| 2019        | Primary Property Tax Levy                        |              |                      |                   |                       |                |                            |                        | 0          |                 |
| 2019        | Secondary Property Tax Levy                      |              |                      |                   |                       |                |                            |                        | 0          |                 |
| 2019        | Estimated Revenues Other than Property Taxes     | 16,146,041   | 7,050,821            | 158,000           | 4,228,000             | 128,300        | 13,224,499                 | 0                      | 40,945,661 |                 |
| 2019        | Other Financing Sources                          | 0            | 0                    | 0                 | 0                     | 0              | 0                          | 0                      | 0          |                 |
| 2019        | Other Financing (Uses)                           | 0            | 0                    | 0                 | 0                     | 0              | 0                          | 0                      | 0          |                 |
| 2019        | Interfund Transfers In                           | 1,497,000    | 0                    | 3,317,000         | 5,710,000             | 0              | 0                          | 0                      | 10,524,000 |                 |
| 2019        | Interfund Transfers (Out)                        | 4,468,000    | 4,389,000            | 1,468,000         | 0                     | 55,000         | 144,000                    | 0                      | 10,524,000 |                 |
| 2019        | Reduction for Amounts Not Available:             |              |                      |                   |                       |                |                            |                        |            |                 |
| LESS:       | Amounts for Future Debt Retirement:              |              |                      |                   |                       |                |                            |                        | 0          |                 |
|             |  |              |                      |                   |                       |                |                            |                        | 0          |                 |
|             |  |              |                      |                   |                       |                |                            |                        | 0          |                 |
|             |  |              |                      |                   |                       |                |                            |                        | 0          |                 |
|             |  |              |                      |                   |                       |                |                            |                        | 0          |                 |
| 2019        | Total Financial Resources Available              | 25,228,950   | 7,312,985            | 9,696,727         | 11,753,097            | 914,390        | 39,859,880                 | 0                      | 94,766,029 |                 |
| 2019        | Budgeted Expenditures/Expenses                   | 15,243,480   | 5,216,049            | 1,399,388         | 11,714,550            | 57,300         | 14,642,197                 | 0                      | 48,272,964 |                 |

**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

|    | 2018          | 2019          |
|----|---------------|---------------|
| \$ | \$ 36,502,979 | \$ 48,272,964 |
| \$ | \$ 36,502,979 | \$ 48,272,964 |
| \$ | \$ 8,783,616  | \$ 20,137,595 |
| \$ | \$ 27,719,363 | \$ 28,135,369 |
| \$ | \$ 33,065,198 | \$ 33,908,940 |

☒ 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 - Revenues Other Than Property**

**City of Page  
Revenues Other Than Property Taxes  
Fiscal Year 2019**

| <b>SOURCE OF REVENUES</b>          | <b>ESTIMATED<br/>REVENUES<br/>2018</b> | <b>ACTUAL<br/>REVENUES*<br/>2018</b> | <b>ESTIMATED<br/>REVENUES<br/>2019</b> |
|------------------------------------|--|--------------------------------------|--|
| <b>GENERAL FUND</b>                |  |                                      |  |
| <b>Local taxes</b>                 |  |                                      |  |
| City Sales Tax                     | \$ 10,720,000                          | \$ 10,600,381                        | \$ 11,200,000                          |
| <b>Licenses and permits</b>        |  |                                      |  |
| Franchise Fees                     | 255,000                                | 191,106                              | 243,000                                |
| License & Permits                  | 233,400                                | 159,641                              | 276,675                                |
| <b>Intergovernmental</b>           |  |                                      |  |
| State Sales Tax                    | 712,679                                | 630,120                              | 754,194                                |
| Vehicle License Tax                | 362,477                                | 305,981                              | 386,492                                |
| State Shared Revenue               | 941,107                                | 862,774                              | 932,860                                |
| Miscellaneous County Revenue       | 329,500                                | 322,736                              | 346,320                                |
| <b>Charges for services</b>        |  |                                      |  |
| City Services                      | 191,000                                | 122,888                              | 665,500                                |
| Property Leases                    | 72,000                                 | 65,679                               | 69,500                                 |
| Rescue Services                    | 852,000                                | 811,657                              | 876,000                                |
| <b>Fines and forfeits</b>          |  |                                      |  |
| Court Fines                        | 278,000                                | 207,218                              | 262,500                                |
| Library Services                   | 32,000                                 | 33,753                               | 38,000                                 |
| <b>Interest on investments</b>     |  |                                      |  |
| Interest                           | 60,000                                 | 151,272                              | 80,000                                 |
| <b>Miscellaneous</b>               |  |                                      |  |
| Miscellaneous Revenue              | 25,000                                 | 10,949                               | 15,000                                 |
| <b>Total General Fund</b>          | <b>\$ 15,064,163</b>                   | <b>\$ 14,476,155</b>                 | <b>\$ 16,146,041</b>                   |
| <b>SPECIAL REVENUE FUNDS</b>       |  |                                      |  |
| Highway User                       | \$ 890,827                             | \$ 751,183                           | \$ 852,903                             |
| Substance Abuse                    | 6,000                                  | 577                                  | 4,000                                  |
| Miscellaneous Grants               | 203,000                                | 100,225                              | 4,659,000                              |
| Miscellaneous Donations            | 7,500                                  | 2,420                                | 3,700                                  |
| JCEF Fund                          | 7,035                                  | 3,854                                | 5,050                                  |
| Airport                            | 540,300                                | 483,370                              | 530,168                                |
| Land Sales                         | 547,186                                |                                      | 1,006,000                              |
| <b>Total Special Revenue Funds</b> | <b>\$ 2,201,848</b>                    | <b>\$ 1,341,628</b>                  | <b>7,060,821</b>                       |

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

**City of Page**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2019**

| <b>SOURCE OF REVENUES</b>           | <b>ESTIMATED<br/>REVENUES<br/>2018</b> | <b>ACTUAL<br/>REVENUES*<br/>2018</b> | <b>ESTIMATED<br/>REVENUES<br/>2019</b> |
|-------------------------------------|--|--------------------------------------|--|
| <b>DEBT SERVICE FUNDS</b>           |  |                                      |  |
| Debt Service                        | \$ 122,500                             | \$ 173,592                           | \$ 158,000                             |
| <b>Total Debt Service Funds</b>     | <b>\$ 122,500</b>                      | <b>\$ 173,592</b>                    | <b>\$ 158,000</b>                      |
| <b>CAPITAL PROJECTS FUNDS</b>       |  |                                      |  |
| Airport Improvements                | \$ 801,450                             | \$ 651,034                           | \$ 3,876,000                           |
| CDBG                                | 300,000                                | 11,185                               | 305,000                                |
| Misc Capital Grants                 |  |                                      | 47,000                                 |
| <b>Total Capital Projects Funds</b> | <b>\$ 1,101,450</b>                    | <b>\$ 662,219</b>                    | <b>\$ 4,228,000</b>                    |
| <b>PERMANENT FUNDS</b>              |  |                                      |  |
| Fire Pension                        | \$ 98,450                              | \$ 106,093                           | \$ 92,800                              |
| Cemetery                            | 30,000                                 | 40,955                               | 35,500                                 |
| <b>Total Permanent Funds</b>        | <b>\$ 128,450</b>                      | <b>\$ 147,047</b>                    | <b>\$ 128,300</b>                      |
| <b>ENTERPRISE FUNDS</b>             |  |                                      |  |
| Electric                            | \$ 8,546,365                           | 8,731,110                            | 8,558,365                              |
| Water                               | 1,945,400                              | 2,031,176                            | 1,946,400                              |
| Sewer                               | 1,555,760                              | 1,875,906                            | 1,951,590                              |
| Garbage                             | 744,663                                | 788,363                              | 768,144                                |
| <b>Total Enterprise Funds</b>       | <b>\$ 12,792,188</b>                   | <b>\$ 13,426,555</b>                 | <b>\$ 13,224,499</b>                   |
| <b>TOTAL ALL FUNDS</b>              | <b>\$ 31,410,599</b>                   | <b>30,227,197</b>                    | <b>40,945,661</b>                      |

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

**Schedule D - Other Financing Sources/<Uses> and Interfund Transfers**

**CITY OF PAGE, ARIZONA  
Other Financing Sources/<Uses> and Interfund Transfers**

| FUND                                | OTHER FINANCING |        | INTERFUND TRANSFERS |               |
|-------------------------------------|-----------------|--------|---------------------|---------------|
|                                     | 2019            |        | 2019                |               |
|                                     | SOURCES         | <USES> | IN                  | <OUT>         |
| <b>GENERAL FUND</b>                 |                 |        |                     |               |
| General Fund:                       | \$              | \$     | \$                  | \$            |
| From Miscellaneous Grants           |                 |        | 29,000              |               |
| To Capital Projects Fund            |                 |        |                     | 1,500,000     |
| To Debt Service Fund                |                 |        |                     | 2,968,000     |
| From Debt Service Fund              |                 |        | 1,468,000           |               |
|                                     |                 |        |                     |               |
|                                     |                 |        |                     |               |
| <b>Total General Fund</b>           | \$              | \$     | \$ 1,497,000        | \$ 4,468,000  |
| <b>SPECIAL REVENUE FUNDS</b>        |                 |        |                     |               |
| Highway User Fund:                  | \$              | \$     | \$                  | \$            |
| To Capital Projects Fund            |                 |        |                     | 3,055,000     |
| Miscellaneous Grants Fund:          |                 |        |                     |               |
| To General Fund                     |                 |        |                     | 29,000        |
| Airport Fund:                       |                 |        |                     |               |
| To Capital Projects Fund            |                 |        |                     | 100,000       |
| To Debt Service Fund                |                 |        |                     | 205,000       |
| Land Fund:                          |                 |        |                     |               |
| To Capital Projects Fund            |                 |        |                     | 1,000,000     |
|                                     |                 |        |                     |               |
| <b>Total Special Revenue Funds</b>  | \$              | \$     | \$                  | \$ 4,389,000  |
| <b>DEBT SERVICE FUND</b>            |                 |        |                     |               |
| Debt Service Fund:                  | \$              | \$     | \$                  | \$            |
| From Airport Fund                   |                 |        | 205,000             |               |
| From General Fund                   |                 |        | 2,968,000           |               |
| From Refuse Fund                    |                 |        | 144,000             |               |
| To General Fund                     |                 |        |                     | 1,468,000     |
| <b>Total Debt Service Funds</b>     | \$              | \$     | \$ 3,317,000        | \$ 1,468,000  |
| <b>CAPITAL PROJECTS FUNDS</b>       |                 |        |                     |               |
| Capital Projects Funds:             | \$              | \$     | \$                  | \$            |
| From Cemetery Fund                  |                 |        | 55,000              |               |
| From Highway User Fund              |                 |        | 3,055,000           |               |
| From Airport Fund                   |                 |        | 100,000             |               |
| From General Fund                   |                 |        | 1,500,000           |               |
| From Land                           |                 |        | 1,000,000           |               |
|                                     |                 |        |                     |               |
| <b>Total Capital Projects Funds</b> | \$              | \$     | \$ 5,710,000        | \$            |
| <b>PERMANENT FUNDS</b>              |                 |        |                     |               |
| Perpetual Care Fund:                | \$              | \$     | \$                  | \$            |
| To Capital Projects Fund            |                 |        |                     | 55,000        |
| <b>Total Permanent Funds</b>        | \$              | \$     | \$                  | \$ 55,000     |
| <b>ENTERPRISE FUNDS</b>             |                 |        |                     |               |
| Refuse Fund:                        | \$              | \$     | \$                  | \$            |
| To Debt Service Fund                |                 |        |                     | 144,000       |
|                                     |                 |        |                     |               |
| <b>Total Enterprise Funds</b>       | \$              | \$     | \$                  | \$ 144,000    |
| <b>TOTAL ALL FUNDS</b>              | \$              | \$     | \$ 10,524,000       | \$ 10,524,000 |

# Schedule E - Expenditures/Expenses by Fund

## City of Page Expenditures/Expenses by Fund Fiscal Year 2019

| FUND/DEPARTMENT                     | ADOPTED<br>BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2018 | EXPENDITURE/<br>EXPENSE<br>ADJUSTMENTS<br>APPROVED<br>2018 | ACTUAL<br>EXPENDITURES/<br>EXPENSES*<br>2018 | BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2019 |
|-------------------------------------|--|--|--|---|
| <b>GENERAL FUND</b>                 |  |  |  |   |
| General Government                  | \$ 5,607,767   | \$ (6,600)   | \$ 4,390,942                                 | \$ 6,684,437                                  |
| City Council                        | 81,255   |  | 67,543                                       | 86,654  |
| City Services                       | 995,731  |  | 701,659                                      | 901,241                                       |
| Fire Department                     | 2,220,744  |  | 1,738,000                                    | 2,252,655                                     |
| Golf Course                         | 32,170   |  | 32,186                                       | 41,390  |
| Police Department                   | 3,276,437  | 6,600  | 2,849,658                                    | 3,438,846                                     |
| Public Works                        | 1,766,741  |  | 1,467,212                                    | 1,838,257                                     |
|                                     |  |  |  |   |
|                                     |  |  |  |   |
| <b>Total General Fund</b>           | <b>\$ 13,980,845</b>                                     | <b>\$</b>  | <b>\$ 11,247,200</b>                         | <b>\$ 15,243,480</b>                          |
| <b>SPECIAL REVENUE FUNDS</b>        |  |  |  |   |
| Airport                             | 215,503  |  | 102,637                                      | 201,792                                       |
| Community Development               |  |  |  |   |
| Grants/Donations                    | 233,375  |  | 70,520                                       | 4,738,857                                     |
| Highway User Revenue                | \$ 200,400   | 31,000   | 393,543                                      | 220,400                                       |
| JCEF                                | 30,000   |  | 8,447  | 40,000  |
| Substance Abuse                     | 15,000   |  | 6,666  | 15,000  |
| <b>Total Special Revenue Funds</b>  | <b>\$ 694,278</b>  | <b>\$ 31,000</b>   | <b>\$ 581,813</b>                            | <b>\$ 5,216,049</b>                           |
| <b>DEBT SERVICE FUNDS</b>           |  |  |  |   |
| Debt Service                        | \$ 1,390,538   |  | \$ 1,393,433                                 | \$ 1,399,388                                  |
|                                     |  |  |  |   |
| <b>Total Debt Service Funds</b>     | <b>\$ 1,390,538</b>                                      | <b>\$</b>  | <b>\$ 1,393,433</b>                          | <b>\$ 1,399,388</b>                           |
| <b>CAPITAL PROJECTS FUNDS</b>       |  |  |  |   |
| Capital Projects/Equipment          | \$ 6,530,889   | (31,000)   | 2,311,664                                    | 11,714,550                                    |
| <b>Total Capital Projects Funds</b> | <b>\$ 6,530,889</b>                                      | <b>(31,000)</b>  | <b>2,311,664</b>                             | <b>11,714,550</b>                             |
| <b>PERMANENT FUNDS</b>              |  |  |  |   |
| Cemetery                            | 11,300   |  | 12,581                                       | 11,300  |
| Fire Pension                        | \$ 38,400  |  | 94,215                                       | 46,000  |
| <b>Total Permanent Funds</b>        | <b>\$ 49,700</b>   | <b>\$</b>  | <b>\$ 106,796</b>                            | <b>\$ 57,300</b>                              |
| <b>ENTERPRISE FUNDS</b>             |  |  |  |   |
| Electric/Water/Sewer/Refuse         | \$ 13,856,729  |  | \$ 12,751,432                                | \$ 14,642,197                                 |
|                                     |  |  |  |   |
| <b>Total Enterprise Funds</b>       | <b>\$ 13,856,729</b>                                     | <b>\$</b>  | <b>\$ 12,751,432</b>                         | <b>\$ 14,642,197</b>                          |
| <b>TOTAL ALL FUNDS</b>              | <b>\$ 36,502,979</b>                                     | <b>\$</b>  | <b>\$ 28,392,338</b>                         | <b>\$ 48,272,964</b>                          |

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

# Schedule F - Expenditures/Expenses by Department

## City of Page Expenditures/Expenses by Department Fiscal Year 2019

| DEPARTMENT/FUND                  | ADOPTED<br>BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2018 | EXPENDITURE/<br>EXPENSE<br>ADJUSTMENTS<br>APPROVED<br>2018 | ACTUAL<br>EXPENDITURES/<br>EXPENSES*<br>2018 | BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2019 |
|----------------------------------|--|--|--|---|
| <b>GENERAL FUND</b>              |  |  |  |   |
| City Administration              | \$ 174,824   | \$   | 167,134                                      | \$ 254,357                                    |
| City Attorney                    | 209,761  |  | 186,874                                      | 220,285                                       |
| City Clerk                       | 182,847  |  | 126,113                                      | 215,218                                       |
| City Council                     | 81,255   |  | 67,543                                       | 86,654  |
| Community Development            | 538,573  | (5,000)  | 377,658                                      | 1,111,665                                     |
| Community Dev-Bldg & Code Comp   | 149,199  |  | 125,571                                      | 150,865                                       |
| Community Dev-Planning & Zoning  | 197,337  |  | 99,479                                       | 411,344                                       |
| Community Services Admin.        | 111,457  |  | 104,836                                      | 117,573                                       |
| Community Services-Comm Ctr      | 99,925   |  | 92,455                                       | 121,418                                       |
| Community Services-Library       | 671,137  |  | 444,457                                      | 539,106                                       |
| Community Services-Recreation    | 224,669  |  | 164,748                                      | 240,717                                       |
| Finance                          | 374,787  |  | 345,148                                      | 400,615                                       |
| Fire Department                  | 2,220,744  |  | 1,738,000                                    | 2,252,655                                     |
| General Services                 | 1,005,500  | 5,000  | 544,792                                      | 965,400                                       |
| Golf Course Maintenance          | 32,170   |  | 32,186                                       | 41,390  |
| Human Resource/Risk Mgt          | 1,717,075  |  | 1,446,303                                    | 1,937,929                                     |
| Information Technology           | 530,548  | (6,600)  | 529,017                                      | 471,659                                       |
| Magistrate                       | 415,860  |  | 338,017                                      | 427,527                                       |
| Police Dept. Administration      | 272,343  |  | 254,464                                      | 344,263                                       |
| Police Dept.-Communications      | 451,965  |  | 366,546                                      | 470,049                                       |
| Police Dept.-Investigations      | 333,327  |  | 384,026                                      | 426,712                                       |
| Police Dept.-Patrol              | 2,218,802  | 6,600  | 1,844,623                                    | 2,197,823                                     |
| Public Works Administration      | 582,237  |  | 494,458                                      | 641,343                                       |
| Public Works-Building Maint.     | 332,879  |  | 290,913                                      | 326,293                                       |
| Public Works-Central Garage      | 323,986  |  | 249,581                                      | 290,825                                       |
| Public Works-Park Maintenance    | 527,638  |  | 432,260                                      | 579,796                                       |
| <b>Department Total</b>          | <b>\$ 13,980,845</b>                                     | <b>\$</b>  | <b>\$ 11,247,200</b>                         | <b>\$ 15,243,480</b>                          |
| <b>HIGHWAY USER REVENUE FUND</b> |  |  |  |   |
| Highway User Revenue             | \$ 200,400   | \$ 31,000  | 393,543                                      | 220,400                                       |
| <b>Department Total</b>          | <b>\$ 200,400</b>  | <b>\$ 31,000</b>   | <b>\$ 393,543</b>                            | <b>\$ 220,400</b>                             |
| <b>SUBSTANCE ABUSE FUND</b>      |  |  |  |   |
| Substance Abuse                  | \$ 15,000  | \$   | 6,666  | 15,000  |
| <b>Department Total</b>          | <b>\$ 15,000</b>   | <b>\$</b>  | <b>\$ 6,666</b>                              | <b>\$ 15,000</b>                              |
| <b>DEBT SERVICE FUND</b>         |  |  |  |   |
| Debt Service                     | \$ 1,390,538   | \$   | 1,393,433                                    | 1,399,388                                     |
| <b>Department Total</b>          | <b>\$ 1,390,538</b>                                      | <b>\$</b>  | <b>\$ 1,393,433</b>                          | <b>\$ 1,399,388</b>                           |
| <b>MISCELLANEOUS GRANTS</b>      |  |  |  |   |
| Miscellaneous Grants             | \$ 185,500   | \$   | 61,753                                       | 4,706,480                                     |
| <b>Department Total</b>          | <b>\$ 185,500</b>  | <b>\$</b>  | <b>\$ 61,753</b>                             | <b>\$ 4,706,480</b>                           |

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

**City of Page**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2019**

| DEPARTMENT/FUND                   | ADOPTED<br>BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2018 | EXPENDITURE/<br>EXPENSE<br>ADJUSTMENTS<br>APPROVED<br>2018 | ACTUAL<br>EXPENDITURES/<br>EXPENSES*<br>2018 | BUDGETED<br>EXPENDITURES/<br>EXPENSES<br>2019 |
|-----------------------------------|--|--|--|---|
| <b>JCEF FUND</b>                  |  |  |  |   |
| JCEF Expenses                     | \$ 30,000  | \$   | \$ 8,447                                     | 40,000  |
| <b>Department Total</b>           | <b>\$ 30,000</b>   | <b>\$</b>  | <b>\$ 8,447</b>                              | <b>\$ 40,000</b>                              |
| <b>DONATION FUND</b>              |  |  |  |   |
| Donation Account Expenses         | \$ 47,875  | \$   | \$ 8,768                                     | 32,377  |
| <b>Department Total</b>           | <b>\$ 47,875</b>   | <b>\$</b>  | <b>\$ 8,768</b>                              | <b>\$ 32,377</b>                              |
| <b>CAPITAL PROJECTS FUND</b>      |  |  |  |   |
| Federal Grants                    | \$ 1,277,000   | \$   | 640,794                                      | 4,305,000                                     |
| State Grants                      |  |  | 17,052                                       | 3,107,000                                     |
| Capital Projects/Equipment        | 5,253,889  | (31,000)   | 1,653,818                                    | 4,302,550                                     |
| <b>Department Total</b>           | <b>\$ 6,530,889</b>                                      | <b>\$ (31,000)</b>   | <b>\$ 2,311,664</b>                          | <b>\$ 11,714,550</b>                          |
| <b>COMMUNITY DEVELOPMENT FUND</b> |  |  |  |   |
| Community Development             | \$   | \$   | \$   |   |
| <b>Department Total</b>           | <b>\$</b>  | <b>\$</b>  | <b>\$</b>                                    | <b>\$</b>                                     |
| <b>AIRPORT FUND</b>               |  |  |  |   |
| Airport                           | 215,503  | \$   | \$ 102,637                                   | 201,792                                       |
| <b>Department Total</b>           | <b>\$ 215,503</b>  | <b>\$</b>  | <b>\$ 102,637</b>                            | <b>\$ 201,792</b>                             |
| <b>CEMETERY FUND</b>              |  |  |  |   |
| Cemetery                          | \$ 11,300  | \$   | \$ 12,581                                    | 11,300  |
| <b>Department Total</b>           | <b>\$ 11,300</b>   | <b>\$</b>  | <b>\$ 12,581</b>                             | <b>\$ 11,300</b>                              |
| <b>FIRE PENSION FUND</b>          |  |  |  |   |
| Volunteer Fire Pension            | \$ 38,400  | \$   | \$ 94,215                                    | 46,000  |
| <b>Department Total</b>           | <b>\$ 38,400</b>   | <b>\$</b>  | <b>\$ 94,215</b>                             | <b>\$ 46,000</b>                              |
| <b>PAGE ELECTRIC UTILITY FUND</b> |  |  |  |   |
| Electric                          | 9,672,500  | \$   | \$ 8,775,382                                 | 10,434,500                                    |
| <b>Department Total</b>           | <b>\$ 9,672,500</b>                                      | <b>\$</b>  | <b>\$ 8,775,382</b>                          | <b>\$ 10,434,500</b>                          |
| <b>PAGE WATER UTILITY FUND</b>    |  |  |  |   |
| Water                             | \$ 1,871,118   | \$   | \$ 1,602,867                                 | 1,791,118                                     |
| <b>Department Total</b>           | <b>\$ 1,871,118</b>                                      | <b>\$</b>  | <b>\$ 1,602,867</b>                          | <b>\$ 1,791,118</b>                           |

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

**City of Page**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2019**

| <b>DEPARTMENT/FUND</b>   | <b>ADOPTED<br/>BUDGETED<br/>EXPENDITURES/<br/>EXPENSES<br/>2018</b> | <b>EXPENDITURE/<br/>EXPENSE<br/>ADJUSTMENTS<br/>APPROVED<br/>2018</b> | <b>ACTUAL<br/>EXPENDITURES/<br/>EXPENSES*<br/>2018</b> | <b>BUDGETED<br/>EXPENDITURES/<br/>EXPENSES<br/>2019</b> |
|--------------------------|---|---|--|---|
| PAGE SEWER UTILITY FUND  |   |   |  |   |
| Sewer                    | \$ 1,643,213  | \$  | \$ 1,688,081   | 1,726,113   |
| <b>Department Total</b>  | <b>\$ 1,643,213</b>   | <b>\$</b>   | <b>\$ 1,688,081</b>                                    | <b>\$ 1,726,113</b>                                     |
| PAGE REFUSE UTILITY FUND |   |   |  |   |
| Refuse                   | \$ 669,898  | \$  | \$ 685,102   | 690,466   |
| <b>Department Total</b>  | <b>\$ 669,898</b>   | <b>\$</b>   | <b>\$ 685,102</b>                                      | <b>\$ 690,466</b>                                       |

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

**Schedule G - Summary Schedule of Estimated Revenues and Expenditures/Expenses**

**City of Page  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2019**

| <b>FUND</b>                         | <b>Full-Time<br/>Equivalent (FTE)<br/>2019</b> | <b>Employee Salaries<br/>and Hourly Costs<br/>2019</b> | <b>Retirement Costs<br/>2019</b> | <b>Healthcare Costs<br/>2019</b> | <b>Other Benefit<br/>Costs<br/>2019</b> | <b>Total Estimated<br/>Personnel<br/>Compensation<br/>2019</b> |
|-------------------------------------|--|--|----------------------------------|----------------------------------|---|--|
| <b>GENERAL FUND</b>                 | 120  | \$ 6,308,662   | \$ 1,116,259                     | \$ 1,067,231                     | \$ 721,270                              | \$ 9,213,422   |
| <b>SPECIAL REVENUE FUNDS</b>        |  |  |                                  |                                  |   |  |
| Airport                             | 0  | \$ 18,200  | \$                               | \$                               | \$ 2,392                                | \$ 20,592  |
|                                     |  |  |                                  |                                  |   |  |
|                                     |  |  |                                  |                                  |   |  |
| <b>Total Special Revenue Funds</b>  | 0  | \$ 18,200  | \$                               | \$                               | \$ 2,392                                | \$ 20,592  |
| <b>DEBT SERVICE FUNDS</b>           |  |  |                                  |                                  |   |  |
|                                     |  | \$   | \$                               | \$                               | \$                                      | \$   |
|                                     |  |  |                                  |                                  |   |  |
|                                     |  |  |                                  |                                  |   |  |
| <b>Total Debt Service Funds</b>     |  | \$   | \$                               | \$                               | \$                                      | \$   |
| <b>CAPITAL PROJECTS FUNDS</b>       |  |  |                                  |                                  |   |  |
|                                     |  | \$   | \$                               | \$                               | \$                                      | \$   |
|                                     |  |  |                                  |                                  |   |  |
|                                     |  |  |                                  |                                  |   |  |
| <b>Total Capital Projects Funds</b> |  | \$   | \$                               | \$                               | \$                                      | \$   |
| <b>PERMANENT FUNDS</b>              |  |  |                                  |                                  |   |  |
|                                     |  | \$   | \$                               | \$                               | \$                                      | \$   |
|                                     |  |  |                                  |                                  |   |  |
|                                     |  |  |                                  |                                  |   |  |
| <b>Total Permanent Funds</b>        |  | \$   | \$                               | \$                               | \$                                      | \$   |
| <b>ENTERPRISE FUNDS</b>             |  |  |                                  |                                  |   |  |
| Electric                            | 19   | \$ 1,360,000   | \$ 120,000                       | \$ 189,000                       | \$ 131,000                              | \$ 1,800,000   |
| Water                               | 9  | 390,280  | 44,882                           | 92,000                           | 46,356                                  | 573,518  |
| Sewer                               | 10   | 435,868  | 50,125                           | 92,000                           | 43,619                                  | 621,612  |
| <b>Total Enterprise Funds</b>       | 38   | \$ 2,186,148   | \$ 215,007                       | \$ 373,000                       | \$ 220,975                              | \$ 2,995,130   |
| <b>INTERNAL SERVICE FUND</b>        |  |  |                                  |                                  |   |  |
|                                     |  | \$   | \$                               | \$                               | \$                                      | \$   |
|                                     |  |  |                                  |                                  |   |  |
|                                     |  |  |                                  |                                  |   |  |
| <b>Total Internal Service Fund</b>  |  | \$   | \$                               | \$                               | \$                                      | \$   |
| <b>TOTAL ALL FUNDS</b>              | 159  | \$ 8,513,010   | \$ 1,331,266                     | \$ 1,440,231                     | \$ 944,637                              | \$ 12,229,144  |

**SCHEDULE G**

4/15

### XIII. 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 Revertment:** 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. **Object Code:** Identifies the expenditure type (e.g., cash, accounts payable, salaries and wages, etc.)
135. **Objective:** A statement of specific direction, purpose, or intent based on the goals established for a specific department.
136. **Obligations:** Amounts which a government may be legally required to meet out of its resources, including both actual liabilities and encumbrances not yet paid.
137. **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.
138. **Operating Expenses:** The cost for personnel, materials, and equipment required for a department to function.
139. **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.
140. **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.
141. **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.
142. **Performance Budget:** A budget that focuses upon departmental goals and objectives rather those line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.
143. **Performance Indicators:** Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.
144. **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.
145. **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.
146. **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.
147. **Personnel Savings:** A savings in general, when budgeted positions are held vacant or employees are paid at a lower rate than was budgeted.
148. **Personnel Services:** A category of expenditures within the budget that includes salaries, benefits, temporaries, and overtime, etc.
149. **Pledged Revenues:** These are monies obligated for the payment of debt service and the making of other deposits required by the bond contract.
150. **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.
151. **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.
152. **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.

153. **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.
154. **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.
155. **PSPRS:** Acronym for Public Safety Personnel Retirement System, a state agency that administers governmental retirement plan for public safety personnel.
156. **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.
157. **PUE:** Acronym that stands for Page Utility Enterprises. Not-for-profit public power entity, owned by the City of Page.
158. **Real Property:** Real estate, including land and improvements (buildings, fencing, paving) classified for purposes of assessment.
159. **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.
160. **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.
161. **Resources:** The total amount available for appropriation including estimated revenues, fund transfers, and beginning fund balances.
162. **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.
163. **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.
164. **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.
165. **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.
166. **Risk Management:** An organized attempt to protect a government's assets against loss in the most economical method.
167. **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.
168. **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).
169. **Service Area:** These are made up of departments with similar goals and priorities with a common purpose and common issues to address.
170. **Service Level:** Services or products which comprise actual or expected output of a given program. Focus is on results, not measures or workload.
171. **Services:** A service is the productive outcome that the customer receives from a department.
172. **Source of Revenue:** Revenues are classified according to their source or point of origin.
173. **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.
174. **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.
175. **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.
176. **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.
177. **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.

- 178. **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.
- 179. **Tentative Budget:** A preliminary adoption of the budget that sets the expenditure “ceiling” that legally cannot be exceeded during a given fiscal year.
- 180. **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.
- 181. **Unencumbered Fund Balance:** Amount of an appropriation neither expended nor encumbered; generally available for future purposes.
- 182. **Unreserved Fund Balance:** Unreserved fund balance is the excess of assets over liabilities and reserves that is available for general appropriation.
- 183. **Variable Cost:** A cost that increases or decreases relative to increases/decreases in the amount of service provided.
- 184. **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.