2013

FLAGSTAFF, ARIZONA

Securing Flagstaff's Water Supply Through Pipeline Restoration

City of Flagstaff
Annual Budget
and Financial Plan

2012–2013

In Remembrance

BRENT COOPER

Brent Cooper 1954-2011, a graduate of NAU with a B.S. and Masters degree, became the Chief of the Flagstaff Police Department in July 2006 after 28 years of service to the department. He was a graduate of the 182nd Session of the FBI National Academy and the FBI Law Enforcement Executive Development Program. Chief Cooper focused on taking a community policing approach to law enforcement by forming partnerships between police and residents in order to fight crime as well as being proactive rather than reactive to crime. Chief Cooper encouraged regular meetings among officers and instituted the use of computer generated statistics to target crime trends. He and his wife Julie were married for 36 years and he was a father of three.

To honor his lifetime of giving to our community, a scholarship has been established in his name. The Chief Brent Cooper Memorial Scholarship will assist students who are majoring in criminology and criminal justice or a related field with preference given to local high school graduates and current local law enforcement personnel.

TRACY ANN BENNETT

Tracy Ann Bennett worked for the City of Flagstaff as a MSW-Operator at the Rio de Flag Water Reclamation Plant. She had Started Working at the Rio Plant in October of 2008. She had served the City employees by volunteering on the Employee Advisory Committee, and the Utilities Department Safety Committee.

Tracy was a cheerful and helpful co-worker, who never failed to bring cheer to those she worked with, or interacted with, during her workday. She enjoyed spending time with friends and riding her Harley-Davidson motorcycle.

Tracy was born on April 9, 1969, and passed away on January 19, 2012 at the age of 43. She will be missed by all who worked with her or knew her.

On the Cover: Throughout the book there are photos of the Inner Basin Pipeline Project. For additional information on this project, see page xviii.

Annual Budget and Financial Plan

Fiscal Year 2012-2013
City of Flagstaff, Arizona

CITY COUNCIL

Sara Presler, Mayor
Celia Barotz, Vice-Mayor
Karla Brewster
Coral Evans
Scott Overton
Al White
Mark Woodson

BUDGET TEAM

Kevin Burke, City Manager
Josh Copley, Deputy City Manager
Jerene Watson, Deputy City Manager
Barbara Goodrich, Management Services Director
Rick Tadder, Finance Director
Brandi Suda, Finance Manager
Shannon Anderson, Human Resources Director
Ladd Vagen, Information Technology Director

PREPARED BY

Tricia Almendarez, Payroll Manager
Stacey Brechler-Knaggs, Grants Manager
Kristi Markey, Accountant
Merle McCabe, Accountant
Wanda Noffz, Accountant
Maryellen Pugh, Finance Manager
Brandi Suda, Finance Manager

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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USERS GUIDE

The budget document serves a myriad of purposes. Most important is its use as a communications device. The budget presents the public an opportunity to review the types of services and level of service provided within the financial constraints of the community. The allocation of financial resources translates into what services will be provided to the community. As community needs and demands for service change, the allocation of resources should respond accordingly. Therefore, this document attempts to communicate financial information to allow for informed citizenry.

Transmittal - The City Manager's Message and Budget Summary provides readers with a summary of the resource allocation priorities established by the City Council.

Budget Overview - The Overview provides a synopsis of the key policy issues, priorities and strategies which shaped the budget, the budget process fiscal policies, revenue assumptions, and expenditure highlights.

Policies and Procedures – This section provides information on fiscal and budget policies as it relates to certain funds, debt performance, fund balances, expenditure limitation control, revenues, operating budget impact, and capital investments.

Issues and Updates - Excerpts from the Council Review and Discussion Book used during the two weeks of study sessions discuss specific Council decision/directions impacting the prior and current fiscal year budgets.

Financial Summaries - The schedules consolidate the major financial information and operating data elements. Several schedules also serve to meet state statutory reporting requirements. The expenditure summaries are used primarily for operational purposes, e.g., monitoring expenditures at a fund level and at a category level, and maintaining accountability at a department level, with managers accountable at the cost center level.

Department Detail - Each operating Division Summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

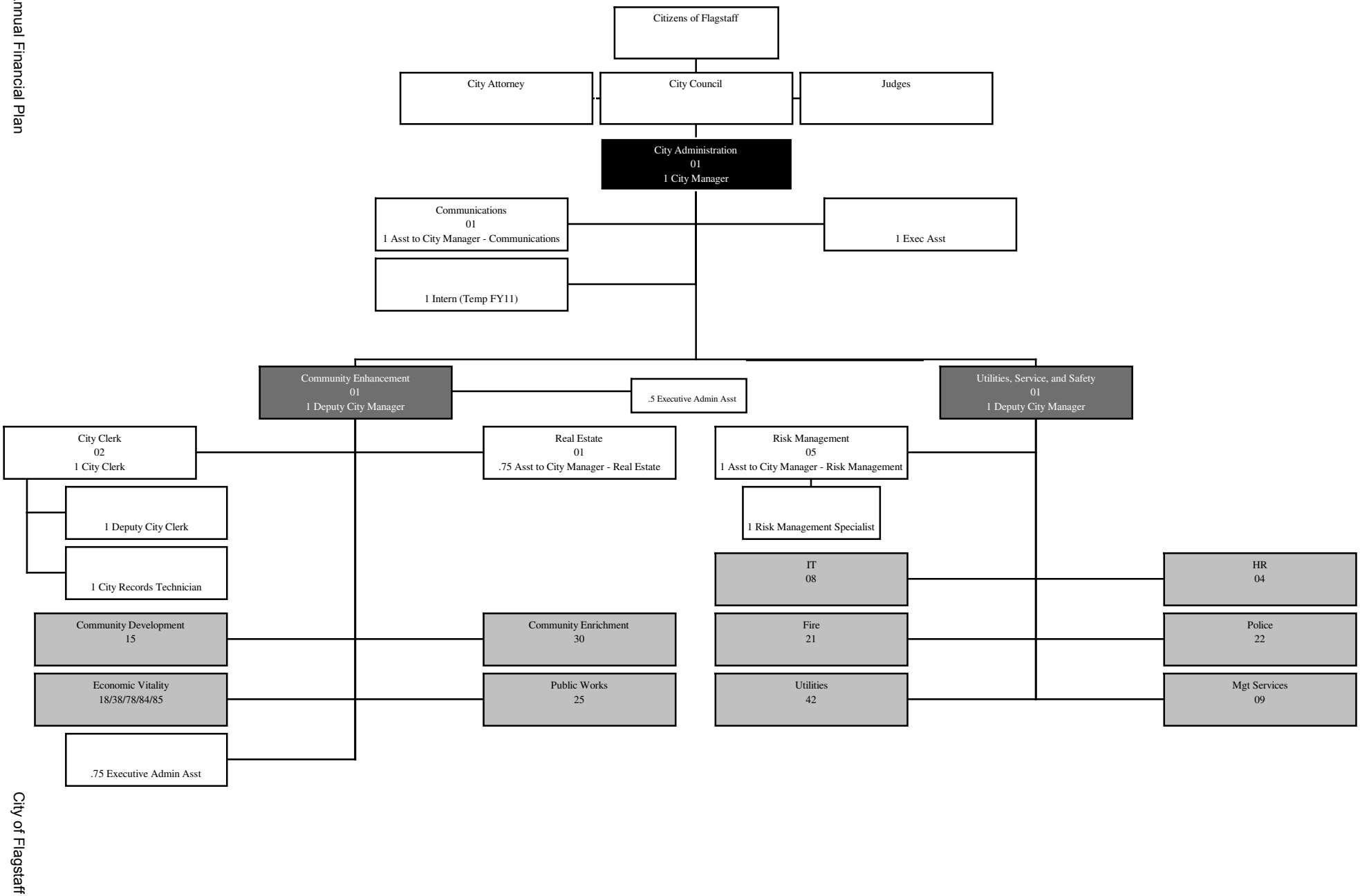
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile - The profile provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical trend information on tax rates, expenditures, and assessed valuations of property.

Appendix - In the appendices the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by department, the city pay plan, and a summary of the cost allocation basis.

For additional information, please call the Finance and Budget Office directly at (928) 213-2215. This budget document may also be viewed in Adobe Acrobat format on the City of Flagstaff website, www.flagstaffaz.gov under the Finance and Budget section.

CITY ADMINISTRATION



City Council

Mayor Sara Presler

Sara Presler, attorney and law teacher, brings a fresh perspective and dynamic energy to the City of Flagstaff. Presler is an ardent supporter of clean industry and education, and works with nonprofit groups, business leaders, elected officials and others at all levels of government on initiatives to improve the quality of life for Flagstaff residents.

Born in Buffalo Grove, Illinois and raised in rural Arizona, Presler has called Flagstaff home since 1997. Sara graduated Cum Laude, earning a Bachelor of Science degree in history and a minor in English from Northern Arizona University in 2002**.** After, earning her law degree from Michigan State University in 2005, she returned to Flagstaff to serve as a public defense attorney for Coconino County until 2008, defending the rights of parents, children, the mentally ill, and low income persons in the justice system.

Sara's professional experiences include Legal Aid Services for students at Northern Arizona University. She has taught for six semesters at Northern Arizona University for the WA Franke College of Business. Sara is an attorney in private practice; with her office located in downtown Flagstaff. Sara was elected in 2008 and re-elected in 2010. Sara Presler has a strong commitment to public service and is involved in a number of local organizations.

Vice-Mayor Celia Barotz

Councilmember Celia Barotz was elected to the Flagstaff City Council for a four-year term in May 2010. Celia's seven years of public service experience on a wide variety of local boards and commissions, including the Coconino County Planning & Zoning Commission, City of Flagstaff Planning & Zoning Commission, City of Flagstaff Water Commission, City of Flagstaff Open Spaces Commission, City of Flagstaff Board of Adjustment, and Mountain Line Citizen's Review Commission, provide Celia with a solid foundation for service on the Flagstaff City Council. Celia's professional experience includes practicing real estate and land use law, coordinating the Alternative Dispute Resolution (ADR) Program for Coconino County Superior Court in Flagstaff and mediating and arbitrating civil and family law cases. Celia manages an investment portfolio and has a consulting business. Celia earned a Bachelor of Science, *cum laude*, from the University of Vermont, and a Juris Doctor from Tulane University. She is a member of the Connecticut Bar. Celia's recreational pursuits include exploring the Flagstaff Urban Trail System and hiking on the Colorado Plateau. She enjoys basket weaving, quilting, knitting, and practicing yoga.

Councilmember Karla Brewster

Councilmember Karla was elected to a four year term on the Flagstaff City Council in May 2008. A native of Oregon, Karla lived most of her life in Glendale, AZ until moving to Flagstaff in 1998 where she enjoys working with people and the diversity of Flagstaff. Karla's concern in representing all citizens of Flagstaff has been to have a vision and provide the leadership for thoughtful, foresighted planning for Flagstaff in growth, open spaces, water, economic development and the incorporation of alternative energies. A balance of these important issues is necessary to maintain our quality of life, our sense of place in Flagstaff for today and for the future. She earned degrees from Arizona State University (B.A. in Education), and University of Northern Colorado, (M.A. in Education). She has been a teacher most of her life, both elementary and at the community college level, and served at John C. Lincoln hospital as an administrative secretary in the volunteer services program. Karla is currently an administrative assistant at Northern Arizona University in the office of the Vice Provost for Academic Affairs. She is the president of the Democratic Women of Northern Arizona, past president-elect of Classified Staff Advisory Council at NAU, and past president of the Organization of Administrative Support Staff at NAU. She was in the first class of Glendale's (AZ) Leadership Program.

Councilmember Coral Evans

Councilmember Coral Evans was elected to a four-year term in May 2008. She is the third generation of her family to live in Flagstaff. Her family originally located in Flagstaff in 1929. Coral has a Master's degree in Business Administration, a Bachelor of Science Degree in Business Management and a Masters-level certificate in Public Management. She is the executive director of two nonprofit organizations (the Sunnyside Neighborhood Association, Inc. & the Southside Community Association, Inc.). She is a member of the Coconino County Workforce Investment Board (appointed position) and a member of the Chamber of Commerce – Community Development subcommittee. Recognitions include the Athena award. Her specific areas of interest for the City include well-planned & sustainable economic development, workforce development & education, workforce & affordable housing, and transportation, traffic-management and roads. Councilmember Evans believes that city government should be accessible, accountable and approachable. She is committed to ensuring that Flagstaff has a balanced approach to decision-making that is participatory and inclusive.

Councilmember Scott Overton

Councilmember Scott Overton was elected to the Flagstaff City Council in May 2006, re-elected in 2010, and served as the Vice-Mayor from 2006-2008. He is a Flagstaff native and graduate of Sinagua High School and Northern Arizona University. His leadership role is based on a solid foundation of experiences as a small business owner and an instructor in the Flagstaff Unified School district teaching career and technical education courses at Flagstaff High School. Councilmember Overton graduated with a Bachelor of Science degree in Industrial Technology Education in 1996 and a Master of Education degree in Educational Leadership in 2002. He currently operates a small construction company, SR Overton Construction. Councilmember Overton has an interest in providing a reasonable, common sense, working approach in addressing issues and concerns facing the citizens of Flagstaff. He will continue to utilize his personal ethics and professionalism to serve the City of Flagstaff to the best of his ability.

Councilmember Al White

Councilmember Al White was first elected to the Flagstaff City Council in May 2000 and re-elected in 2004 and 2008. He moved to Flagstaff in 1989 from the Grand Canyon where he worked in hotel management for 13 years. His career in the hospitality industry provided Councilmember White a key understanding of tourism issues in Flagstaff. His work in the recycling industry (owner/operator of New World Recycling) also afforded him an opportunity to observe the operation and actions of City government. Before running for City Council, Councilmember White furthered his involvement in his community by becoming the Chairperson of the City's Disability Awareness Commission, holding a special interest in disability issues since he became a paraplegic in 1996. Councilmember White was awarded a Bachelor of Science Degree in Communication Studies from the University of Massachusetts in Amherst, Massachusetts. He currently serves as the Council representative to the Disability Awareness Commission, the Sustainability Commission, the Tourism Commission, and on the Board for the Northern Arizona Business and Technology Incubator. He remains convinced that economic growth does not have to be at the expense of conservation and environmental protection. Finding that blend is his primary concern.

Councilmember Mark Woodson

Mark Woodson was appointed to fill a two-year term by the City Council on February 28, 2012. His term ends in June, 2014.

Woodson moved to Flagstaff in 1986 to become the City Engineer and worked for the City until 1993. In 1994 he started his own business, Woodson Engineering and Surveying.

Very active in the Flagstaff community, Woodson is a Governor's appointee to the Arizona State Land Department Urban Land Planning Committee, served on the Flagstaff Board of Adjustments, the Industrial Development Authority, is a past board member of the Northern Arizona Builders Association and a past-president of the Greater Flagstaff Economic Council.

Woodson remains involved and is a long term member of both the University of Arizona and Northern Arizona University Civil Engineering Department Advisory Councils, and works at the national level with the American Society of Civil Engineers.

Mark received his Bachelor of Science in Civil Engineering in 1979 and an MBA in 1985 from the University of Arizona in Tucson. Mark is a licensed civil engineer and land surveyor in California and Arizona. Prior to coming to Flagstaff he worked for Pima County, engineering firms in Tucson, and was the Public Works Director and Town Engineer for Eagar, Arizona.

Mark is married to Guadalupe (Lupe) and they have 4 children and 3 grandchildren.

CITY COUNCIL GOALS

In the summer of 2010 the Council attended a retreat to allow them to update their goals for the organization. From this retreat we have the following goals:

- A sustainable community through economic vitality, environmental protection, and social inclusion
- Diversity of arts, culture, and educational opportunities
- Livability through good neighborhoods, affordable housing, and varied recreational activities
- Effective governance
- Maintain public safety short response times and encourage expanded health services
- Maintain and deliver quality, reliable infrastructure

These goals are represented in the performance measures of each Section located in the Department Detail section of the book.

INNER BASIN PIPLINE PROJECT

The Pipeline starts within the Inner Basin of the San Francisco Peaks and extends for 13 miles downhill and terminates near the Museum of Northern Arizona. Damages to the pipeline extend 6 miles from approximately mile 2 to mile 8 along the alignment.

In the aftermath of the 2010 Schultz Fire, monsoon storms triggered major debris flows on the steep mountain slopes of the San Francisco Peaks, causing substantial damage to Forest Road 146 (Waterline Road) and the existing drinking water pipeline. Although initial emergency repairs were made to the Waterline Road in the immediate aftermath of the wildfire, these repairs were washed out following additional precipitation events. The Waterline Road was damaged or rendered impassable in at least 40 locations at 28 sites and the pipeline buried in the road was severed in at least 17 locations.

Since 1898, the Inner Basin drinking water pipeline has provided a reliable, major summertime water source for the City of Flagstaff. The pipeline collects water from a number of springs and delivers this water by gravity to the City's Utilities. This water source provides 20% of the city's peak day water supply in the summer months, and it is estimated that the cost of replacing this supply from other water sources is an extra $6,000 per day. Without water from the Inner Basin drinking water pipeline, the City is primarily dependent on the Lake Mary Reservoir and ground water wells. The water wells require higher costs for pumping and Lake Mary is often a limited supply. This project involves repair of the water pipeline and Waterline Road in order to ensure continued adequate water supplies for the City of Flagstaff. If this pipeline is not repaired and the City continues to experience drought conditions, the City could face potential water rationing. The pipeline has a number of drinkers for wildlife. A drinker is proposed in Weatherford Canyon which will provide water for watchable wildlife and other recreational opportunities.

Throughout the book you will see photos of the reconstruction.

PROJECT COST:
$4 Million-Reconstruction
$600,000-Relocation

This project is made possible with funding provided by:

U.S. Department of Agriculture
Forest Service
Coconino National Forest
Federal Emergency Management Administration
AZ Department of Emergency Management
City of Flagstaff

City of Flagstaff

June 29, 2012

Mayor and Council,

How we spend the publics' money is our most important business. For five years I have started the budget transmittal with this statement. This year will be particularly true as it is the first year where we are actually seeing some growth in revenue. However, with that growth comes some significant challenges. We have come to realize that core services such as infrastructure, equipment, facilities, personnel and public safety for the level of service we provide are unsustainable. This is compounded by deferred maintenance in these areas which occurred during the recession. Consequently, we are forced to make re-allocation decisions that lower service in one place only to maintain it (as opposed to increase it) in another place.

Any proposal to reduce service levels is always understandably resisted by those who use that service. Reducing a core service, which is used by a broader population (either directly or indirectly), evoke even greater resistance. However, **if we don't take care of what we have there will be little to have in the future.** To not address these problems now is a disservice to current and future Flagstaff citizens. Being sustainable is about taking care of the house now so those resources are available in the future.

When faced with cuts in service levels, the obvious place to look is increases in efficiency. How can we provide the same level of service with less revenue? This has been the effort the last several years. We have seen a 20% decrease in the General Fund, a 13% decrease in personnel and decreases in every other fund except the Library since FY 2009. However, there have been few visible decreases in service levels. Employees, who provide these services daily and are very close to the customers, probably see the difference in service levels more than most, but strive to make the visible impact as minimal as possible. Looking at an IBM White Paper issued in February of 2011, it compared the average number of employees and the average cost per capita to provide core services in the 100 largest cities in the United States. Using those parameters, the average number of employees for a town of 65,000 is 657 employees. Flagstaff is over that benchmark with 675 employees (2.7%).

IBM STUDY	Employees	Cost per Capita
National Average	657	$ 702
Flagstaff	675	$ 623
	2.7%	-11.3%

211 West Aspen Avenue, Flagstaff, Arizona 86001
Main & TDD (928) 774-5281, Arizona Relay 7-1-1, Fax (928) 779-7696

However, Flagstaff's cost per capita, is at $623 when the national average is $702(-11.3%). This is quite surprising considering our cost of living is roughly 20% higher than the national average. But it does explain to some degree why our salary survey indicated that wages for city employees averaged approximately 19% below their counterparts in the state. While there will always be efficiencies to gain, I believe we are nearing the limit of substantial savings that can be gained by efficiencies relative to service provisions.

One example of efficiencies can be seen in our Police Department (both wanted and unwanted). In calendar year 2011 there were 5,000 fewer patrol hours than in calendar year 2010. However, violent crime remained flat, property crime dropped, but so did traffic citations. Most significantly, there was not a single homicide. Unfortunately our average response time increased, but it is still significantly (28%) less than the national benchmark. The reduction in resources forced us to use tools that focused on the greatest need. The primary tool was COMPSTAT, where resource allocation is data driven. Now it's easy to look at this and declare an efficiency success, but there are two important factors to keep in mind. First, there is a degree of luck/chaos/uncontrollability in all police work. We are getting smarter and being proactive, but a lot of the work is still reactive. So we can't depend on these trends as circumstances beyond our control will continue to heavily influence police work. Second, 16 of our police positions are funded by outside resources. This is evidence that we are providing service at a level that is not sustainable.

Therefore, how do we make these difficult decisions regarding changes to service levels? Through extensive brainstorming by Extended Leadership, three budget retreats, and public vetting of ideas and proposals since November, Council has provided, weighed these decisions. and made thoughtful re-allocation decisions. **This document serves as the Budget for Fiscal Year 2013** (July 1, 2012 – June 30, 2013). As such, I will seek to highlight in this transmittal letter some of the larger fiscal changes from FY 2012.

Reminders

Before reviewing this Budget, it is important to remember that a budget is the most optimistic scenario contemplated. Arizona law does not allow for budget expenditures to be amended upward during the fiscal year. Therefore, if the municipality receives a grant or a federal earmark, it cannot be expended if there is not spending capacity already in the budget. If voters pass a bond issue, it cannot be spent that year unless appropriated. If the City sells a piece of property, it cannot be spent for its designated purpose unless previously anticipated. Therefore, there are some revenues and some expenditures that are place-holders "in-case" of unanticipated events. Conversely, if the grant, earmark, bond, etc. is not received, the City simply does not make the expenditure. This is because we must also live within a state law that requires a balanced budget.

This leads to the next reminder. A balanced budget considers all revenue and expenditures. Cities maintain fund balances and carryover unspent dollars from previous years. This can offset unexpected decreases in revenue, delays in capital projects, and one-time expenditures. So budgets are really a multi-year proposition even though we focus on the immediate upcoming year. If you look through the

budget, you will see that we actually budget for the next five years. This allows us to understand the longer term ramifications of expenditure decisions made today or revenue trends currently seen.

Lastly, remember that the Flagstaff budget is governed by fund accounting. Different funds have different rules that affect how money can be used. Enterprise Funds, such as trash collection and water service, cannot be used for public safety purposes. They must be used for the purpose they were collected including purchasing a service needed by the enterprise. We often refer to this environment as the "color of money." So while the City budget may look like one pot of money, there are many funds with various rules that restrict how the dollars may be allocated.

General Fund, Highway Users Revenue Fund (HURF) & Self Insurance Trust Fund (SIT)

The good news: General Fund revenues are increasing. This is not something we have seen since the false indications of revenue growth in FY 2009, which turned out to require mid-year cuts that continued though FY 2012. In terms of growth, we there will be revenue growth in State Shared Income Tax (because it was already collected) for approximately $1.1 million. Unfortunately, growth in fixed costs is occurring at almost an equal pace. Growth in mandatory contributions to pensions, utilities, and health insurance will leave us only $150,000 versus this revenue growth.

Items Funded with State Shared Income Tax Increase	
Est Revenue Increase	$ 1,161,900
ASRS Increase	(99,850)
PSRS Increase-Police	(317,500)
PSRS Increase-Fire	(288,550)
Electric Increase	(50,000)
Natural Gas Increase	(30,000)
Health Insurance Increase	(226,000)
	$ 150,000

At the February retreat, guidance was given on how to reduce service levels in some areas to pay for many maintenance and operational shortfalls. Some of the changes in service include: reducing snow plowing, reducing street sweeping, improved efficiencies in Public Works and Utilities, moving deicer subsidy from General Fund to Stormwater, redirect expenditures to Solid Waste and SEMS, reduce purchasing new materials at the Library, repurposing Cogdill, increasing revenues at the ice rink, increase PFC revenues and reduction of staff in Community Development. These changes allow for $860,000 being re-allocated.

Council also agreed to re-allocate dollars to add $200,000 to streets operation and maintenance; $100,000 to parks maintenance (an additional $100,000 was authorized at the April retreat with funding coming from BBB Recreation), $100,000 to facility maintenance, $150,000 to vehicle replacement; $450,000 to restore pay cuts; $145,000 to maintain 2 police officers when grant dollars expire; $100,000 to offset outside legal fees and $50,000 to restore some training and uniform allowances.

February Retreat Re-Allocation Recipients	
Street Maintenance	$ 200,000
Parks Maintenance	100,000
Facility Maintenance	100,000
Vehicle Replacement Fund	150,000
Restore Pay Cut 1.2%	450,000
Restore Training	28,000
Restore Uniform Allowance	22,000
Maintain 2 COPS Officers	145,000
Increase Outside Legal	100,000
	$ 1,295,000

Back to the good news: Sales tax, both local and state shared sales tax, is growing beyond expectations. We continue to remain guarded about their continued growth trajectory, but even if they can remain flat in FY 2013, we will see an approximately $525,000 increase in local sales tax and another $525,000 in state shared sales tax over FY 2012. We must temper some of this good news with the lessons learned of the Great Recession (and just good budgeting). We don't know for certain how much of this growth will be sustained in an "on-going" manner versus a "one-time" infusion of revenue. For example, we have two notable construction projects occurring: The Grove (Sawmill) and Elevations (at the Mall). Will there be an equally sizeable construction project next year? Maybe, maybe not. Moreover, we have seen the volatility of auto sales over the recession. Auto sales and construction make up 17.9 % of the FY 2012 sales tax projections but were 23.44% of sales tax in FY 2008. They are extremely unpredictable. Therefore, we will only count a small percentage of revenue from construction and auto as on-going dollars but leave a larger portion for one-time expenditures. In the end, if we add in the reallocation dollars to the "on-going" pot, we have $978,000 to work with beyond the re-allocations we looked at in the retreats. Good news!

Some bad news: We continue to have to increase the subsidy from the General Fund to the HURF (which pays for street operations and maintenance) because that revenue source--gas tax-- continues to shrink, but more importantly, the State continues to divert revenues previously allocated to cities to the State General Fund to pay for Department of Public Safety among other expenses. This Flagstaff General Fund subsidy will need to increase by $300,000 just to offset the decrease in revenues allocated to Flagstaff by the State in FY 2012 and again in FY 2013. This brings our available ongoing funds to $678,000.

Also based upon our February retreat we have taken $145,000 in ongoing revenue and allocated this to retaining 2 more police officers whose funding expires in 2014 when the COPS grant expires (this funds 4 of the 6 COPS grant positions on an on-going basis after the grant). Another $50,000 was re-allocated to HURF to help with the operations and maintenance of arterial and collector streets.

This leaves $483,000 to address other on-going needs. In terms of need, we had approximately $1.5 million in requests from General Fund Divisions not including property and liability insurance. Almost all of these were for increases in gas prices, utilities, maintenance, training or inflation. The next table shows how we allocated approximately half of the amount to these requests and the other half to insurance rate increases.

City Manger's Ongoing Allocations		
Administative Assistant-Legal .25FTE	$	8,000
HR Generalist		63,000
Wildland Specialist		54,000
Reclassications and OT		72,000
Maintenance		6,060
Insurance		209,500
Training		7,500
Gas and Oil for PD		20,070
Grants Management Service		10,000
LEAF Contract Increase-IT		12,300
PD Shared Radio Service		10,360
Various $5,000 and Less		10,210
	$	483,000

From a personnel standpoint, there are four areas in the General Fund with staffing change discussions—Courts, Legal, Human Resources, and Fire.

The Courts have seen tremendous growth in citations during the first three years of the recession and then a decline in FY 2012. However, the ratio of citations to employees has still grown to a rate where processing delays are extending. Unfortunately, our focus needs to continue to be on both the capital construction and the on-going maintenance of a new facility. We are currently requesting a proposal for a Public-Private Partnership (P3) for an adequate facility far below the Bond Issue request of $23 million in 2010. This Budget uses available court revenue for this project in combination with a new bond request in November 2012. We don't know what that request will be until we see the proposals. In the absence of that request or the failure of that bond issue, the budget redirects the court revenue to staffing.

This Budget increases personnel in Human Resources (HR). We are an organization of 800 Full Time Equivalent (FTE) employees or a head count of over 1000 (the difference meaning we have 1,000 employees on the payroll, but if you add all the people who are part-time and temporary together to total a full time employee, we have the equivalent of 800). Human Resources consists of 6 people. They handle all benefits, employee hiring, orientation, complaints, employment law cases, etc. In good times, they spend a lot of time on recruitment. In bad times, they spend more time on benefits (because they are being reduced) and complaints. A staff of six people just cannot keep up with the workload for the entire organization and needs help. A sum of $63,000 in on-going money is allocated toward an HR Generalist.

There are two changes to personnel in Legal. First, part (0.25FTE) of an Administrative Assistant position in Legal has been funded with one time money the last two years. This position has proven necessary to the operations. Therefore, this Budget converts that position to funding with ongoing dollars. This does not change the head count, just the funding source. Further, at the City Attorney's request, the currently vacant prosecutor's position will be reclassified to a Senior Assistant City Attorney on the Civil side. This requires approximately $15,000. Again, the total head count remains flat, but the attorney is relocated from prosecution to civil.

Lastly, we have two positions in Fire dedicated to wildland fire prevention that are currently funded with grant dollars. That grant funding will run-out during FY 2013. This Budget will take $54,000 to maintain Wildland Specialist position with General Fund dollars. The other position we will seek to maintain with new grant funds. In that absence, we will look to relocate one of the employees to operations/suppression as we have three vacancies occurring in that area.

These personnel recommendations will add 1 FTE to the General Fund head count (and shift the cost of .25 from one-time to ongoing and a Fire FTE from grant dollars to other revenues sources), but for FY 2013, we actually are decreasing 10 employees or 9.9 FTE (1 Economic Vitality, 1 Police, 5.2 Recreation, 1 Community Development and 1.70 Public Works). Further details are included in Personnel Section and the Authorized Personnel section in the Appendix. The Court positions will be based upon the fate of the proposed fall bond election (if Council agrees) and will be funded with Court Improvement fees.

Aside from personnel changes, new allocations of ongoing dollars include $6,000 to maintenance across the various divisions, $20,000 to PD fuel, $7,500 to training, $72,000 to reclassifications and overtime,

$32,600 for contracts, $10,000 in various items under $5,000, and the remaining $209,500 will be a transfer from the General Fund to the Self Insurance Trust Fund (SIT) to pay property and liability insurance (a more detailed breakdown can be seen on page xxii). It's unfortunate when we have to put so much towards something that does not add value to our services, but the insurance protection has been critical such as when we saw the collapse of the J. Lively Ice Rink due to a snowstorm a few years back. This still does not erase the total increase in premiums we have seen over the last two years. Luckily we have a healthy balance in the SIT and can use that for the time being. We also know that we have some reductions in insurance premiums in future years as some bad experiences drop off the calculation formula. However, the SIT will remain a central focus in upcoming budgets as we address its structural deficit.

On the one-time (1X) front, we have $734,223 to work with. This is a sizeable amount, although in FY 2012 we had just under $2 million due to the Sawmill sale. The idea of one-time dollars is that it comes from unsteady revenue sources and should be allocated to things that don't have an ongoing expense. We've made some exceptions to this parameter in the past in order to avoid layoffs or address some maintenance issues.

A full detail of one time expenditures can be found on the next table. Of note, there is a $50,000 line item to address increases in fuel costs. Fuel prices are escalating quite quickly. While they tend to come down slow, they do tend to come down. So rather than make on-going increases to division budgets, we will create a one-time account to offset shortfalls around the General Fund.

City Manager One-Time Allocations		
City Hall Remodel	$	90,000
Aerial Photography		75,000
Retirements		74,684
United Way		71,000
Elections		65,000
Public Defender Contract Increase		60,000
Fuel Price Increase		50,000
Fire Academy		40,000
Equipment for New COPS positions		38,516
Citizen's Survey		30,000
Chase Lease		30,000
Regional Plan		25,669
Training Expense		20,550
Miscellaneous Items		15,600
PPA Power Cost at Aquaplex		12,000
Council Travel		10,000
Open Space Maintenance		10,000
Recreation Facility Maintenance		7,204
City Scape		5,000
Neighborhood Intern		2,500
Agency Sponsorship Tables		1,500
	$	734,223

There is $75,000 for a new set of aerial photos. This is the base of our GIS maps which are used for planning and construction by Planning, Engineering, Capital, Water, Wastewater, Stormwater and certainly Real Estate. It's time to update these photos.

Another item of note is $90,000 to remodel a portion of City Hall to accommodate the offices that will transfer from the "Chasement." We currently lease the basement of the Chase Bank Building on the corner of Birch and Humphrey's. This costs approximately $115,000 per year. With staffing reductions over the past few years we can accommodate most of the employees from that building into City Hall. Unfortunately not all. Moreover, we are looking for efficiencies between Utilities and Public Works. Therefore, these dollars will be used to create a new entrance and

some offices using the area in the second floor west hallway. While this one-time cost is close to the one-years rent on the Chasement, it is a longer term solution that eliminates the on-going expense of renting space.

There is approximately $40,000 to outfit the four new police officers associated with the Southside COPS grant.

We are also creating "catastrophic" line items as a transition tool from "unfunded" to "pay-as-you-go" on facilities and equipment. The philosophy is that we have facilities that need more ongoing maintenance than our budget can currently afford. We are making re-allocations to this need, but it is still not adequate. The idea of a catastrophic line item is really a contingency fund. We try to stretch the life of a vehicle or a furnace longer, but set aside dollars to fix it/replace it if it fails during the year. Referencing the reminders, remember that we have to appropriate the expenditure in the budget because state law does not give us flexibility to increase expenditures mid-year.

The last item that I want to bring your attention to is the use of two new revenue triggers. A trigger is a tool that I introduced that says, "If certain revenues exceed projections, we will use 50% of that money for a pre-approved purpose related to personnel." In FY 2012 we used the trigger to restore the 1.2% pay cut the employees took in FY 2008. A salary survey earlier in FY 2008 indicated that our employees were an average of 19% below the market. This means there were some positions more than 19% below the market. Additionally, there is not been a salary increase since FY 2009. This makes sense, but the freezing of salaries has some unintended consequences. Chief among them is compaction among the newer employees. If you were hired in December of 2008 at the entry pay level, you have never seen a pay raise above that hiring amount. However, you now have three years worth of experience. Someone hired in March 2012 will also be paid at the same entry level rate. So now, people with three plus years of experience make the same as those with no experience in the position. This is compaction and it is starting to create some equity issues.

Council provided direction at the April retreat to apply the following triggers. 1) We would offer an across the board 0.6% pay increase; and 2) We would address those the farthest below the market (in that order). This will not effectively address the compaction issue at this time.

In summary, while we saw some notable revenue growth in the General Fund, we are directing those dollars toward on-going and one-time expenditures that sustain the services, infrastructure, facilities, and personnel we have. The General Fund also will increase its subsidy of the HURF as the State decreases its revenue transfers. Lastly, we start to address the premium increase associated with property and liability insurance. Not perfect, but going in the right direction.

Bed, Board, and Beverage (BBB)

Like General Fund sales tax revenue, we expect to see BBB revenue increase in FY 2013. The budget projection is approximately a 4% increase. This is very positive news and reflects the continued rebound in our tourism. BBB revenue is distributed across five areas—Tourism (30%), Recreation (33%), Beautification (20%), Economic Development (9.5%) and Arts & Sciences (7.5%). This does not mean

that the **expenditures** increased in all funds by this same amount. There are other revenues sources in each fund and they have a significant effect. For example, in Recreation, there is the $1.1 million in bond funds from a 1996 bond issue that are scheduled to be spent in FY 2013 that significantly increase expenditures. There is a decrease in Intergovernmental Revenue to Beautification associated with two grants that were completed in FY 2012 resulting in a significant decrease in expenditures for FY 2013.

Where ongoing increases are possible, they have gone to similar expenditures of maintenance and training. In Tourism, we did increase the advertising and added a tradeshow to our sales operation. In Economic Vitality, we are initializing the annual maintenance fee on the Buxton data ($17,000) that has become so useful in our business attraction, expansion and retention efforts.

Utilities

The upgrade of the Wildcat Wastewater Treatment Plant in 2008 took a big toll on Water/Wastewater reserves. Additionally, the recession decreased revenues significantly for these two utilities. As a result, there were significant cuts in operations, maintenance and capital over the last four years. With the initiation of a rate increase which took effect on January 1, 2011 and its phase-in over the next five years, there are resources to address many of these issues in a part.

The first focus is capital replacement of infrastructure. The most significant project is the replacement of the water line from Route 66 to Cedar along Switzer Canyon. This has been the source of numerous waterline breaks that have had significant effects on adjoining properties, notably the medical clinics. A second phase associated with replacing that water line will run from Cedar to the Elk's Lodge and occur in FY 2014. We have also budgeted for the replacement of a pipeline in the Lake Mary Wellfield; replacement of a waterline associated with the West and Arrowhead street improvements; a sewer-line replacement on Elm and Dale; and a waterline replacement as part of the Bow & Arrow street improvements. Some of these projects are in conjunction with the $16.5 million Streets and Utilities Bond issue voters approved in November of 2010.

Other notable increases focus on fuel and energy. Fuel costs and natural gas costs are expected to be notably higher in FY 2013 versus FY 2012. Additionally, while rates for electricity will also be higher, our consumption is also likely to be substantially greater. Specifically, the Inner Basin will remain off-line for all of the summer of 2012. This supplies 20% of our water during peak summer months and is a gravity line requiring very little energy to deliver. This, combined with the lower water level in Lake Mary, will mean greater dependence upon wells. While the water level in the wells has been rising due to less use over the last couple of years, it does still require a great deal of energy to pump. Greater pumping, which is our expectation, will mean greater expenditures on energy.

A third notable is increase in maintenance. Of particular interest is the restoration of funds to maintain some sewer lines. One of the biggest maintenance issues for sewer lines are tree roots that find their way into pipes. We had to reduce this expenditure during the last few years due to minimal resources. We are increasing this maintenance in FY 2013.

The last note on increase expenditures for Water and Wastewater Utilities is in the area of technology. We will be upgrading or replacing outdated SCADA equipment that allows us to electronically monitor Lake Mary, individual wells, treatment equipment, etc., from a central location. We also need to resume payment on some maintenance of software as well as purchase or upgrade some software that has been critical in our operations.

For Stormwater we continue to focus upon smaller drainage improvement projects, but are also hoping to see a new bridge at Thorpe Street associated with the Rio de Flag Flood Control Project. A Congressional earmark from many years ago associated with this project but limited to bridges, was transferred from Federal Highway Administration (FHWA) to the Army Corps of Engineers in FY 2012. Design is underway and construction is expected in FY 2013. Additionally, there is a one-time allocation for the STREAM TEAM watercourse clean-ups for FY 2013 in the amount of $10,000.

Environmental Services

The Environmental Services Fund has two primary services associated with it—Solid Waste and Sustainability and Environmental Management (SEMS). In the past, these two functions have been intertwined within this fund. We are moving to greater distinctions in both funding and expenditures. A major component of that in the FY 2013 budget is the increase in the environmental management fee and decrease in the solid waste fees by an equivalent amount. From a fee payer standpoint, this is a wash. There is no increase. However, this does provide more transparent accounting of what revenue sources are being used for what expenditures. The proposal is to increase the Environmental Services fee, found on our monthly utilities bill, from $2.00 per month to $4.00 per month with an equivalent reduction to the solid waste fee. Based upon the feedback from Council at the February budget retreat, we have set the process required by state law for changing a fee in motion so that it will run parallel to this budget process.

Elsewhere in Environmental Services in FY 2013 is our resumption of a study on large scale composting at the landfill. Any and all efforts to increase diversion from the landfill are efforts that extend the life of a highly difficult resource to replace. This was originally in our work plan for FY 2012, but had to be superseded by our flood protection efforts associated with the Schultz Fire stormwater run-off that was threatening the landfill. A berm was completed in July/August of 2011 in addition to several groundwater monitoring wells. Continued monitoring and research of the movement of subsurface water in this area will require additional expenses this fiscal year.

SEMS has proposed an alternative to the ECO Pass bus passes that were cut in FY 2012. Obviously alternative forms of transportation to and from work are a positive impact on our goal to reduce or hold steady greenhouse gases. Therefore, SEMS will reduce expenditures on the outreach associated Energy Efficiency Kits and use it to purchase up to 20 monthly bus passes from NAIPTA. We then resell those bus passes to employees at 50% on a first come first served basis. The subsidy is approximately $4,800.

Capital Improvement Program

Capital improvement projects are projects over $25,000. We spent part of the April retreat examining these expenditures in detail. You can find the proposed list of expenditures for FY 2013 and the next five years in the Capital Improvement Section of your final budget document.

I would like to call your attention to some capital items that are related to recent actions. First, we had two bond items that were passed in November of 2010—the Public Safety Radio System and the Streets & Utility Improvement bonds. The radio system has been almost completely installed and is in use. The bond was for $4.72 million. It came in at less than $4.4 million. While police is fully integrated, Fire is still making the transition. The ability to switch between VHF and digital is a marked improvement for Fire and offers a great deal of flexibility and clarity in communication. A big thank you to the public for approving this important tool!

On the Streets & Utility Bonds, we have 10 projects underway or planned between FY 2012 and FY 2013. This includes the overlay of Fourth Street, utility and street improvements on Cherry, Franklin/Mohawk, Izabel, Sunnyside Phase V-B, South Beaver/South Leroux, Dodge Avenue, Rose Avenue, Coconino/Eldon/Humphreys, and La Plaza Vieja. These projects are addressing places where both our pavement and our utility infrastructure are at their combined worst. Capital has been hustling to get these projects designed and bid to take advantage of the lower construction costs we have been experiencing. We still have $1.75 million unallocated from the project. Right now this is a good contingency for all the projects that are underway. Once closer to completion we will program that remaining amount. In short though, I believe this to be a strong showing of responsibility with taxpayers' dollars for needed projects. It's that old, "promises made, promises kept" idea.

Second, I would like to call attention to the result of the re-allocation discussion. You will see that the $250,000 in re-allocated dollars we discussed at the February retreat has increased our Street Improvement Program from $893,000 to $1,143,000 (compared to a high of $2.9 million when we had full HURF funds). This program addresses crack sealing, chip sealing, and overlays (collectively know as pavement preservation). The exact programming of streets with these dollars for FY 2013 has not been completed, but is close.

This Budget also provides framework for possible November 2012 bond questions. The issues of an undersized and outdated Court House and Maintenance Facility have not gone away. I recognize the price tag and timing were very difficult for voters. Staff has been working on alternatives over the past year and would like to discuss those with Council and initiate consideration of Bond questions for this November at substantially lower price points.

Additionally, this budget allows Council to consider a bond question associated with forest restoration in two critical areas to the City. The Four Forest Restoration Initiative (4FRI) is a large scale effort to restore our national forests to health through various treatments. We have seen the devastating effects of wildfire in our area in the last decade with most notable impacts from the Schultz Fire of 2010. We have further seen that when the forest has been treated, such as outside Little America during the

Hardy Fire, the minimal impacts a wildfire will have. In fact, the impacts are often positive in those areas.

If the Schultz fire were to happen on the west side of the peaks, most notably in an area called Dry Lake Hills, the flood flows on the Rio de Flag would significantly compound an already damaging 100 that we are currently trying to mitigate. This is a huge danger to the community. Likewise, a similar fire and subsequent flooding around Upper Lake Mary would render our surface water source useless for a significant number of years (due to all the soil, ash and debris running into the lake). Restoration of the forests around these two areas is part of 4FRI. However, where in that queue has not been determined and funding for 4FRI is not enough to guarantee full treatment in the next ten years. Therefore, in conjunction with a long term management plan that would likely include a maintenance fee on our utilities bill in the future, I would like to initiate consideration by Council of placing a $10 million bond issue on the November ballot to treat these areas.

Summary

Again, this is a very positive year in that we are seeing increased revenue in most of our funds. However, the maintenance demands of our existing infrastructure, equipment, facilities, personnel and services is not sustainable. I believe this recommended budget re-allocates and prioritizes expenditures in the direction of maintaining "what we have." We are a long ways from a sustainable position, but with these difficult budget decisions, we are on the right path.

Respectfully submitted,

Kevin Burke

City Manager

The City of Flagstaff
Service At A Higher Elevation

Mission

The Mission of the City of Flagstaff is to enhance the quality of life of its citizens while protecting the values of our community.

Vision

The City of Flagstaff will be a sustainable, safe and vibrant community retaining the character, high quality of life and charm of a small town. Flagstaff will offer economic opportunities, educational choices, attainable housing, a protected environment and cultural and career opportunities to a diverse population

Values

Our Values
As employees we hold ourselves accountable to these values:

Accountability
We value accountability.

Responsiveness
We value addressing our customers' concerns.

Quality
We provide high-quality customer service

Professionalism
We are honest, responsible, accountable, highly-trained, and cost conscious.

Teamwork
We are a team in partnership with citizens and other agencies for a better Flagstaff.

Problem Solving
We solve problems in a creative, open-minded, and professional manner.

BUDGET OVERVIEW

The City of Flagstaff FY 2013 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

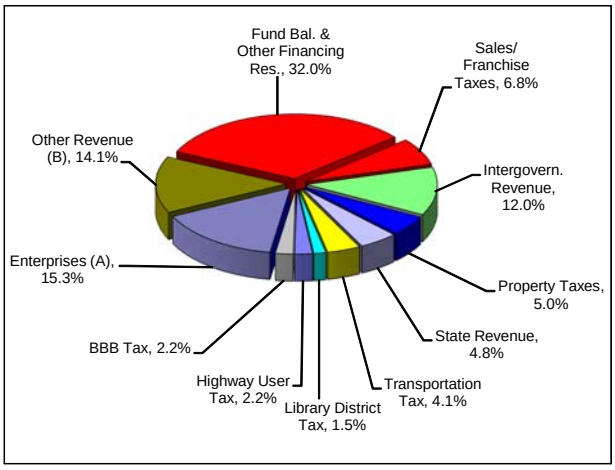
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2013; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$	16,787,925	6.8%
Intergovernmental Revenue		29,776,120	12.0%
Property Taxes		12,330,834	5.0%
State Revenue		11,947,550	4.8%
Transportation Tax		10,223,455	4.1%
Library District Tax		3,843,535	1.5%
Highway User Tax		5,555,000	2.2%
BBB Tax		5,531,750	2.2%
Enterprises (A)		37,917,702	15.3%
Other Revenue (B)		34,940,782	14.1%
Fund Bal. & Other Financing Res.		79,249,446	32.0%
	$	248,104,099	100.0%

(A) Enterprises:		
Water	$	12,940,449
Wastewater		8,444,905
Airport		1,666,101
Environmental Services		12,392,011
Stormwater Utility		1,436,764
Flagstaff Housing Authority		1,037,472
	$	37,917,702

(B) Other Revenue:		
Licenses and Permits	$	790,930
Vehicle License Tax		2,486,750
Charges for Services		3,028,980
Fines and Forfeits		1,238,570
Interest on Investments		518,927
Misc Revenue		26,876,625
	$	34,940,782

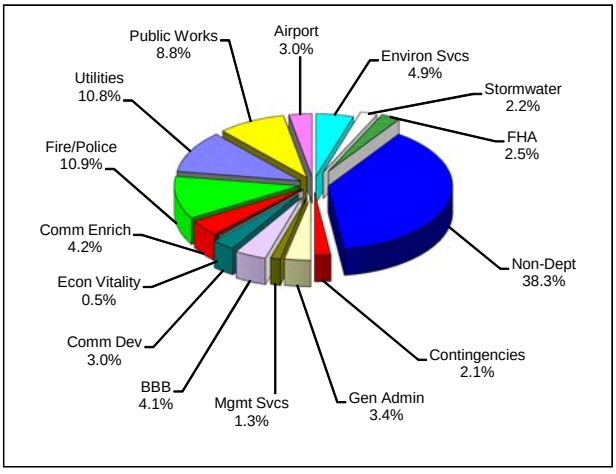


"WHERE THE MONEY COMES FROM"
$248,104,099

TOTAL APPROPRIATIONS

General Administration	$	8,395,367	3.4%
Management Services		3,123,808	1.3%
BBB (A)		10,227,051	4.1%
Community Development		7,489,037	3.0%
Economic Vitality		1,200,701	0.5%
Community Enrichment		10,324,785	4.2%
Fire/Police		27,090,640	10.9%
Utilities		26,764,580	10.8%
Public Works		21,890,876	8.8%
Airport		7,442,365	3.0%
Environmental Services		12,144,719	4.9%
Stormwater		5,567,829	2.2%
Flagstaff Housing Authority		6,312,656	2.5%
Non Departmental		94,921,435	38.3%
Reserves/Contingencies		5,208,250	2.1%
	$	248,104,099	100.0%

(A) BBB Tax Funds:		
Beautification	$	6,576,638
Tourism		1,624,102
Economic Development		1,389,255
Arts and Science		637,056
	$	10,227,051

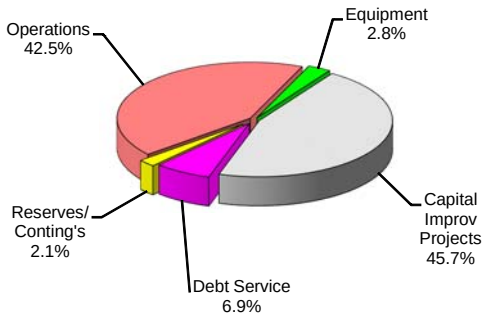


"WHERE THE MONEY GOES TO"
$248,104,099

The following graphs depict the major classifications of appropriation for the total FY 2013 budget and expenditures by major types.

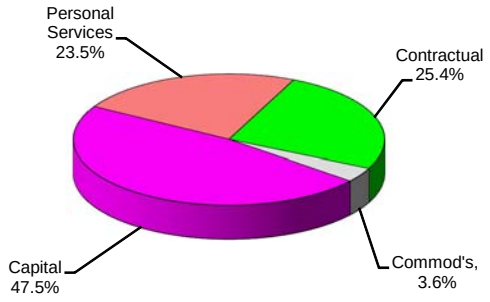
TOTAL APPROPRIATIONS		
Operations	$	105,375,396
Equipment		7,056,734
Capital Improvement Projects		113,428,759
Debt Service		17,034,960
Reserves/Contingencies		5,208,250
	$	248,104,099

TOTAL APPROPRIATIONS (all funds)



EXPENDITURES BY TYPE		
Personal Services	$	58,352,758
Contractual		62,943,889
Commodities		9,036,037
Capital		117,771,415
	$	248,104,099

EXPENDITURES BY TYPE (all funds)

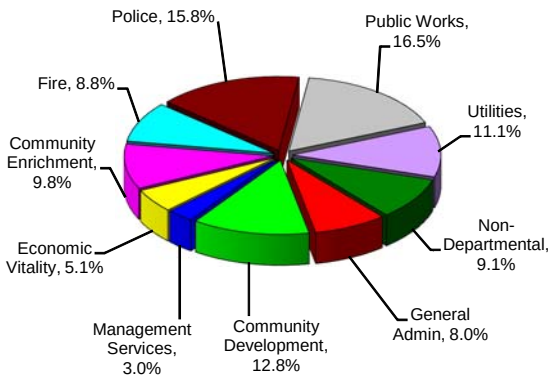


OPERATING EXPENDITURES BY DIVISION

City operations include the traditional municipal services citizens expect their local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The division budgets are presented to include section budgets and Divisional (organizational structure) responsibilities as defined by the City Code.

OPERATING BUDGET *		
General Administration	$	8,395,367
Community Development		13,492,928
Management Services		3,123,808
Economic Vitality		5,322,060
Community Enrichment		10,309,785
Fire		9,305,163
Police		16,698,304
Public Works		17,370,018
Utilities		11,704,924
Non-Departmental		9,653,039
	$	105,375,396
* Exclusive of Debt Service	$	17,034,960

OPERATING BUDGET



General Administration activities comprise 8.0% of the budget ($8.4 million). The sections within this Division provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This division consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management, Real Estate Program and Information Technology.

Community Development (CD) comprises 12.8% of the operating budget ($13.5 million). The services in this Division include Planning & Development Services, Engineering, Capital Improvements, Housing, MPO (Metropolitan Planning Organization), Community Redevelopment Services, FUTS (Flagstaff Urban Trail System), CD Administration and Flagstaff Housing Authority. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 3.0% of the operating budget ($3.1 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, forest management and sales tax.

Fire Department services comprise 8.8% of the operating budget ($9.3 million). The Division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

Police Department activities comprise 15.8% of the operating budget ($16.7 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works activities are provided by seven sections that account for 16.5% of the operating budget ($17.4 million), excluding the debt service requirements for streets ($0.5 million) and USGS facility ($1.4 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, fleet services, and transportation services.

Economic Vitality activities comprise 5.1% of the operating budget ($5.3 million) excluding debt service requirements for Airport ($0.3 million) and Business Incubator ($0.4 million). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Community Enrichment activities comprise 9.8% of the operating budget ($10.3 million). The division provides the following services: recreation services and operations of the City/County public library system.

Utilities comprises 11.1% of the operating budget ($11.7 million), excluding $5.4 million debt service requirements. There is one administrative section responsible for management of water, wastewater, and stormwater activities. Three sections within water operations and four sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. The Stormwater Utility is also included here, inclusive of the Spot Improvement Program, Drainage Program, the Rio De Flag project, and Engineering and Master Planning, .

Non-Departmental operations comprise 9.1% of the budget ($9.7 million) exclusive of $8.9 million debt service. Some sections are contractual in nature and include Contributions to Other Agencies. The Council and Commission, Transit, Special Assessment, Capital Projects and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

The budget and financial plan for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council as well as the various Boards and Commissions appointed by Council. The Office of the City Manager is then responsible for implementing these policies and priorities utilizing the allocation of financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified, evaluated, and the scope of service provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is determined. Additionally, funding requirements and level of effort to be provided are established.

FORMAT

The Division Detail presents each operating activity at the Section level with each Section's *Mission, Program Description, FY 2012 Accomplishments, FY 2013 New Initiatives and Goals, Performance Measures, and Financial Summary*. The performance measures look at the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2011*, the *Estimated Actual for FY 2012*, and the

Adopted Budget for FY 2012 and FY 2013. Expenditures are shown by category and programs. The comparatives in the Financial Summaries Section are presented at the fund level and the division level to aid section and program managers in budget tracking and accountability.
Categories presented are:

- Personal Services (salaries, fringe benefits, internal labor, et al)
- Contractual (professional services, utilities, maintenance, rents, debt service, et al)
- Commodities (small equipment, parts, office supplies, operating supplies, et al)
- Capital Outlay (professional services, land, buildings, street, water and sewer construction, equipment, et al)

Fund, Department, and Division Structure: The City uses funds to report its financial position and the results of its operations. Fund accounting segregates funds according to their intended purpose and is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain governmental functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts, which includes assets, liabilities, fund equity, revenues and expenditures/expenses.

Within each Fund there may be several Divisions. Divisions also may encompass several Funds. The Division level is the legal level of budget authority.

Divisions are groups of Sections that serve a similar function with the City. In addition, within each Section are Programs, which capture all expenditures, related to an activity, cost center, or location of operation within a section.

The following table represents the structure for the City.

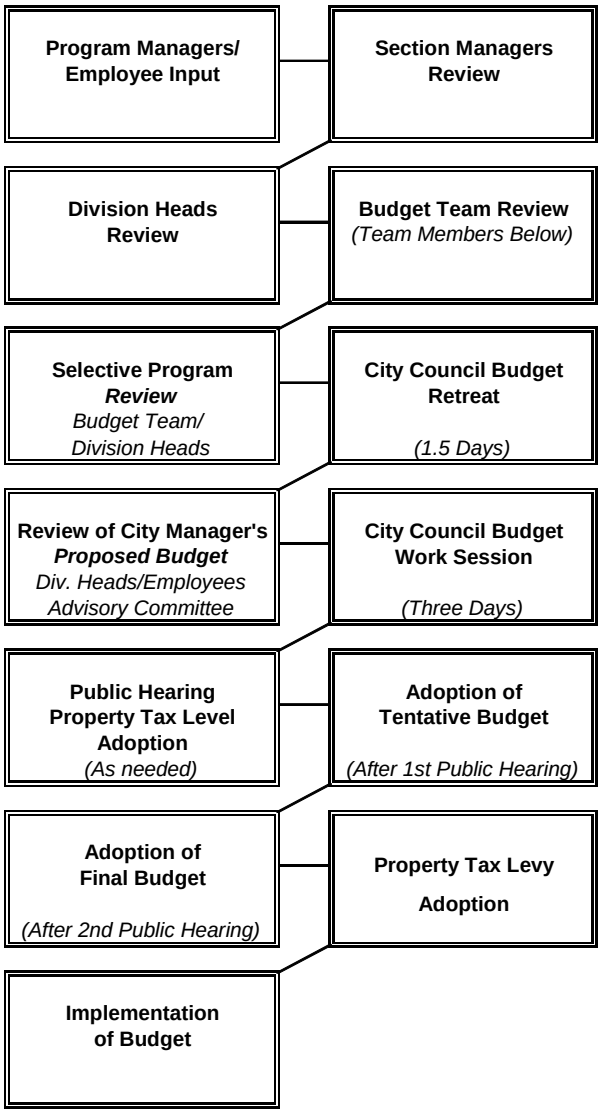
Illustration of Relationship between Funds, Divisions, and Sections

DIVISIONS	General Administration	Management Services	Community Development	Fire	Police	Public Works	Economic Vitality	Community Enrichment	Utilities	Non-departmental
FUNDS										
General Fund *	City Manager Human Resources Risk Management City Attorney Information Technology Municipal Court	Customer Service Management Services Administration Tax, Licensing & Revenue Finance & Budget	Administration Capital Improvements Development Services Engineering Housing Services			Administration Parks Fleet Cemetery Facilities Maintenance	Community Investment	Recreation		Council and Commission Contributions Non-departmental
Library								Library		
Highway User Revenue *						Street Maintenance & Repairs				
Transportation *										Transit 4th Street Overpass Safe to School Safety Improvements
Economic Development *							Economic Development			
Beautification *			Flagstaff Urban Trail System				Beautification Admin, Streetscapes			
Tourism *							Convention & Visitors Bureau Visitor Services			
Recreation *										Recreation CIP
Arts & Science *							Arts & Science			
Real Estate Proceeds										Real Estate Proceeds
Housing and Community Services			Housing and Community Services							
Metropolitan Planning Organization			Metropolitan Planning Organization							
G.O. Bond Fund										G.O. Bond Fund
Secondary Property Tax										Secondary Property Tax
Special Assessment *										Special Assessment
Perpetual Care										Perpetual Care
Capital Projects Bond										Capital Projects Bond
Water & Wastewater *									Administration Lake Mary Water Treatment Plant Water Distribution Services Booster Stations Wastewater Treatment Plants Wastewater Collection Wastewater Monitoring	
Airport *							Airport			
Environmental Services *						Solid Waste Sustainability and Environmental Management				
Stormwater *									Stormwater	
Flagstaff Housing Authority *			Flagstaff Housing Authority							

*** Major Funds based on the FY 2011 CAFR**

BUDGET PROCESS

Budget Process Flowchart:



Budget Team: City Manager, Deputy City Managers (2), Management Services Director, Finance Director, Human Resources Director, Information Technology Director, and Budget Manager

Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities, and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- *Policies and Procedures* provide an overview of both fiscal and budgetary practice.
- The *Issues and Update* section includes discussions on personnel costs, cost allocation, Fleet Management, IT Plan, and issue papers discussed during the budget study sessions.
- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the Division level for operational control purposes.
- The *Division Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2013.
- The *Capital Improvement Plan* (CIP) for FY 2013 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- The *Community Profile* section outlines key factors that contribute to the uniqueness of our community.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.

BUDGET CALENDAR

November 14-15	Fall Council Retreat
December	Budget Module available to all Divisions
January	Selective Program Review with Budget Team and Division Managers
January 4	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
February 9	Winter Council Retreat
February 23 - March 7	Review with Department Heads and City Manager
April 18 - 20	Council Study Sessions Proposed Budget available to public
May 22	Tentative budget hearing and Tentative budget adoption
June 5	Final budget hearing and Final budget adoption
June 5	Truth in taxation hearing
June 6	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 3	Adopt Property Tax Levy

Review and Approval: Issues presented during the review and approval period include discussion topics of the Council Spring retreat. The winter retreat was held in February, to give city staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Work Sessions in April. The Council reviews and discusses all personnel recommendations, capital equipment recommendations, and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption will occur on June 5 2012. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

Adoption: The City operates under the State Expenditure Limitation with a permanent adjustment to the base. The first adjustment provided for an increase to the base limit to allow for the expenditure of funds resulting from the addition of a 2% Bed, Board, & Booze Tax. Flagstaff is not a Home Rule city. Alternative [Home Rule] Expenditure Control municipalities require voter approval every four years.

The City received voter approval in the May 2006 general election for a second adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2007 budget year.

The Adopted Budget reflects the total funds appropriated ($248,104,099). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($130,339,503), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Section. At year-end, Division budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Council can also amend total appropriations for a fund during the year by Resolution as long as there is a corresponding increase/decrease in another fund so that the total appropriation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

In recent months the City of Flagstaff has seen some improvements to the economy. This comes after negative economic indicators since approximately December 2007. We have seen small improvements in FY 2013 in our local and state shared sales tax revenues. However, we remain under our highest levels recorded in FY 2008. We are not anticipating recovery to those levels for several years. Another indicator of some recovery is related to our state shared income tax revenues. Based on state information, we are expecting a 20% increase over FY 2012 six year low. The economic analysts for our local and state region estimate there will be moderate improvements over next few years with improved recovery beginning in two to three years.

The City collects three different retail sales taxes. The first is a 1% tax on all general sales, except for food. This is a general purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved an extension of the tax in May 2010. This tax next expires in 2024.

Excluding utilities taxable business activity, the City realized declines in for all but four months between November 2007 and August 2010, in comparison to the same month in the prior year. Beginning in September 2010, the City saw increases for 6 straight months due to large increases in construction sales tax revenues. Since that time the City has been in a range of 1% to -4% when compared to the prior year, same month. Based on business activity through March 2012, tax revenue has increased approximately 0.5% compared to a year ago. However, if utilities taxable business activity is included, the number becomes an increase of 4.4%. Of the three major categories of local sales taxes, two have seen an increase and one has decreased. Construction is down approximately -16.9%, hospitality is up approximately 4.7%, and general retail is up approximately 2.6%. Current sales tax estimates

are approximately $400,000 higher than what was recognized in FY 2011.

The second tax is a 0.721% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The four components of this tax include Safety Improvements, Street Improvements, 4th Street Overpass, and Transit. The transportation tax components expire in 2020. As these funding shifts from construction to maintenance, the City will pursue a permanent component to this tax. As similar sales are taxed with this source, revenue declines follow the same trends as the general sales tax.

The third tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for motel rooms/campgrounds, restaurants, and bars. This tax is restricted in use to certain economic, arts, beautification, recreation, or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing in FY 2012. Revenue in this category is expected to increase approximately $200,000 over recognized revenues in FY 2011. This tax must go before the voters every fifteen years to be validated. Voters approved and extension of the tax in May 2010. This tax next expires in 2028.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and student enrollment.

The State has experienced a similar recovery in revenues as the City. The City estimates that FY 2012 revenues will be approximately 0.4% higher than FY 2011. That number should increase significantly in FY 2013 due to the increase in state shared income tax revenues which are received by the City two years after collection.

Highway user revenue (gas tax) funds are projected to end 5% below FY 2012 budget. For FY 2013, the City anticipates that the State will continue to redirect the revenues to fund the Department of Public Safety and Motor Vehicle Division. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based on part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular drive destination for Las Vegas, Los Angeles, and Phoenix; however that trend is not yet evident in our monthly receipts.

Property tax revenues continue to see slight increases even though property tax valuation has decreased. This occurs as there is an approximate 18 – 24 month lag in home valuation and property tax assessment payment, and primary property taxes are based on limited assessed valuation. Property tax valuations have decreased for FY 2013 as projected by the city. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. Homeowners will realize a 3.1% rate increase from $0.6917 to a flat revenue of $0.7131 per $100 of assessed value. However, due to declining assessed values, the average property value should see no increase in the city primary property tax.

Going into this budget season, management wanted to look at ways the City could reallocate resources to help with deficiencies in our maintenance and operational shortfalls. This would mean reducing service levels in one area to help sustain areas that are below acceptable service levels. After divisions were given this direction, several areas made the list for reduced services. The Budget Team then prioritized where to allocate these funds and presented the options to City Council at the February retreat.

After the February retreat, Finance completed the updates to all 5-year plans to provide an outlook on revenues and expenditure. The General Fund update provided additional sources for allocation due to better than expected results in sales tax revenues at the local and state levels. This allowed for additional allocation of funding. The Budget Team then met with each division to discuss their proposed budget. From the meetings the team was able to allow for some additions which help support existing service levels. A balanced budget was prepared and presented to Council at the April retreat.

During the April retreat the City Manager presented his proposed budget with all the details related to reallocations and proposed changes to operational budgets as well as a complete overview of the City's Capital Improvement Plan. One key discuss was related to reorganization of Recreation staff. The proposal to reduce two Recreation Supervisors was discussed and received several public comments to not reduce this area. In the end Council directed staff not to cut these positions and identified funding sources to keep the budget balanced. The Council also approved funding Parks Maintenance with

another $100,000 with funding coming from BBB Recreation.

Finance staff then worked with divisions to update year end estimates and carryovers for the final budget proposal. The final budget was approved by Council on June 5th.

Details of the previous discussion can be found in the City Manager's transmittal letter at the front of this document.

EXPENDITURES

The adopted budget is based on fiscal restraint consistent with conservative and sustainable revenue estimates. The base budget approach has required operational cost reviews and redistributions of all Departments.

Efforts to Control Expenditures – The Fleet Management Committee reviews all equipment replacement requests and prioritizes those needs. A long-range planning approach is utilized to level cash flow requirements from one year to the next. The Fleet Committee has developed a five-year plan and continues the process of reviewing the plan to identify cash flow needs and develop alternatives to better allocate future resources. Due to varying demands, the Fleet budget is flexible, allowing monies to shift within the five-year planning period.

In FY 2012, the City set up a catastrophic vehicle replacement fund. As our fleet ages, this fund reduces the impact of unexpected vehicle and equipment failures and large expenditures. Each year this fund will be addressed for opportunities to increase this reserve.

Fund Balance – The carry forward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa2. The projected fund balance at the end of FY 2013 is estimated at $8.4 million in the General Fund. A general fund balance equal to 15% of general fund revenues has been City practice. During poor economic conditions, the City has reduced the policy fund balance to 12% of ongoing revenue. The General Fund balance is currently projected to be 19% at the end of FY 2013.

The FY 2013 budget anticipates using excess fund balance from the completion of FY 2011 to fund one-time expenditures. In addition, a portion of the current fund balance represents carry forward of expenditures in equipment and capital projects.

Council Guidelines – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals.

The Council developed six priorities that encompass the following areas: a sustainable community through economic vitality, environmental protection, and social inclusion; diversity of arts, culture, and educational opportunities; livability through good neighborhoods, affordable housing, and varied recreational activities; effective governance; maintain public safety short response times and encourage expanded health services; and maintain and deliver quality, reliable infrastructure.

Budget review includes:

- *Estimated Actual Expenditures FY 2012*. Sections were asked to estimate expected expenditures by line item for FY 2012. Overage and underage amounts (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2013.
- *Staffing Requests/Increases in Level of Service.* Divisions are required to provide narratives for increases in service levels and addition of staff. Generally, new staff additions are encouraged to have an independent funding source, or are needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Information Technology staff reviewed hardware and software needs. Funding was decreased and future needs have been reprioritized.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that section.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

GENERAL FUND

The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Utilities, Environmental Services, the Airport, and Stormwater; and activities funded from a special revenue source dedicated to that activity, e.g., the BBB Tax funds, the Transportation tax funds, Streets; Library; Housing and Community Services; and Metropolitan Planning Organization.

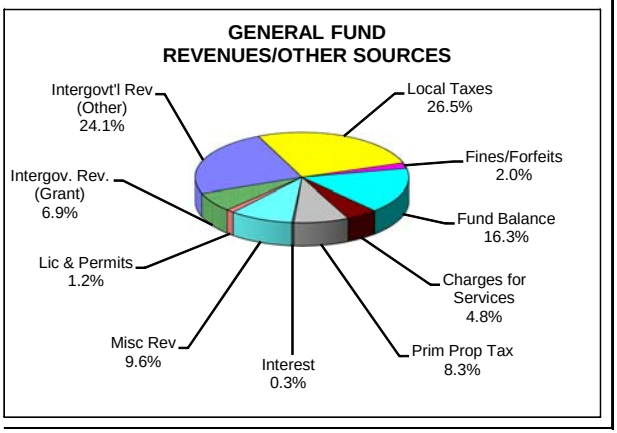
Total resources available for General Fund expenditures for FY 2013 are $63.4 million including the estimated beginning fund balance of $17.9 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental revenues. Specific detail including comparative data is shown in Schedule 3 of Financial Summaries Section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates have decreased less than 1.0%. As the economy shows signs of recovery, the revenues are remaining relatively flat or show slight increases, a dramatic positive shift from the prior three fiscal years. The fund balance decrease is due to the anticipated completion of several large capital projects.

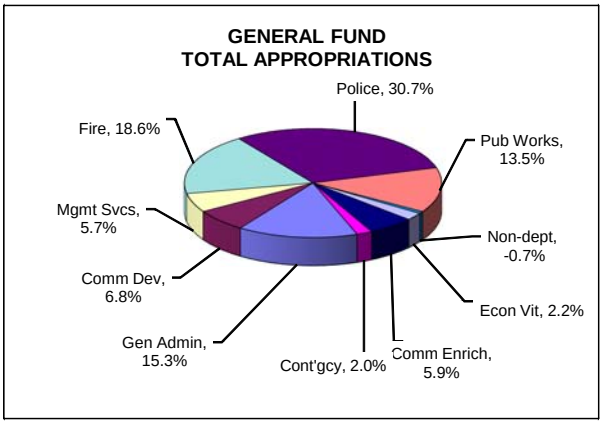
General Fund total appropriations compared to year-end estimates have increased by 19.2%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund balance is restored to a 15% minimum level.

The financial position of the General Fund remains balanced.

REVENUES/OTHER SOURCES	EST ACTUAL FY2012	BUDGET FY 2013
Licenses and permits	$ 1,127,830	$ 790,930
Intergov Rev (Fed/State Grants)	2,253,409	4,367,111
Intergov Rev (All Other)	14,009,706	15,284,300
Local taxes	16,530,000	16,787,925
Fines and forfeits	1,237,270	1,238,570
Fund Balance, net of Transfers	16,006,300	10,326,915
Fund Balance for Carryovers	1,225,000	3,203,506
Charges for services	3,277,210	3,028,980
Primary Property Tax	5,200,000	5,250,000
Interest	125,000	200,000
Miscellaneous	2,942,524	2,885,183
	$ 63,934,249	$ 63,363,420



APPROPRIATIONS	EST ACTUAL FY2012	BUDGET FY 2013
General Administration	$ 8,093,799	$ 8,395,367
Community Development	3,450,852	3,715,394
Management Services	2,953,684	3,123,808
Fire	8,365,639	10,215,163
Police	15,948,436	16,875,477
Public Works	6,710,677	7,400,090
Non-departmental	(3,439,521)	(363,294)
Economic Vitality	235,283	1,200,701
Community Enrichment	3,402,392	3,222,068
Contingencies	360,000	1,150,000
	$ 46,081,241	$ 54,934,774



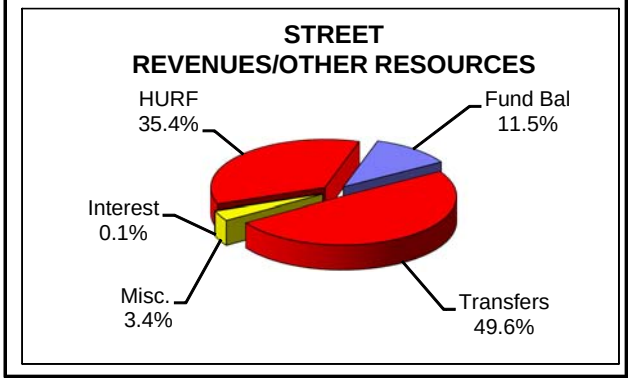
SPECIAL REVENUE FUNDS

HIGHWAY USER REVENUE FUND

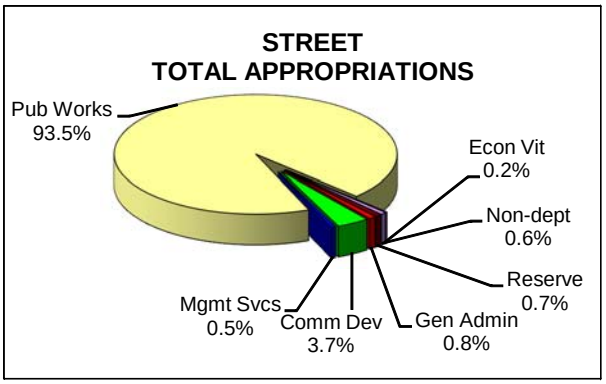
The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State.

HURF appropriations have been significantly affected due to decreased revenue receipts over the past four years. Revenue has decreased by 31.3% comparing the FY 2009 budget to the FY 2013 budget.

REVENUES/OTHER RESOURCES		
HURF	$	5,555,000
Fund Balance		1,811,716
Transfers (net)		7,778,564
Miscellaneous		540,000
Interest		7,000
	$	15,692,280



APPROPRIATIONS		
General Administration	$	118,391
Community Development		533,783
Management Services		73,428
Public Works		13,527,647
Economic Vitality		24,888
Non-departmental		85,536
Reserve		100,000
	$	14,463,673



Appropriations total $14.5 million in FY 2013 and major projects budgeted include the annual pavement maintenance program, Beulah Blvd., Bike/Ped and Safety Improvements, and West Arrowhead Improvements. However, a number of projects have been delayed or eliminated to balance this fund.

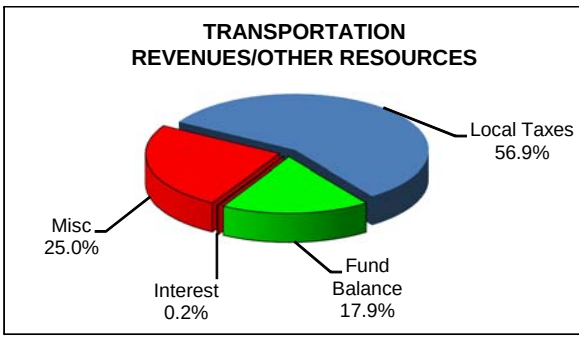
TRANSPORTATION FUND

The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. The Sales Tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit and 4th Street Overpass are appropriated in this fund. Expenditures related to Safety Improvements and Street Improvements are accounted for in the HURF and Beautification funds. Appropriate transfers are made to fund the various projects that this tax supports.

Projects	Budget FY 2013 Revenues	
4th Street Overpass	$	2,268,728
Safe-to-School, Pedestrian and Bike		1,134,364
Traffic Flow and Safety Improvements		2,637,396
Transit Service Enhancements		4,182,967
Totals	$	10,223,455

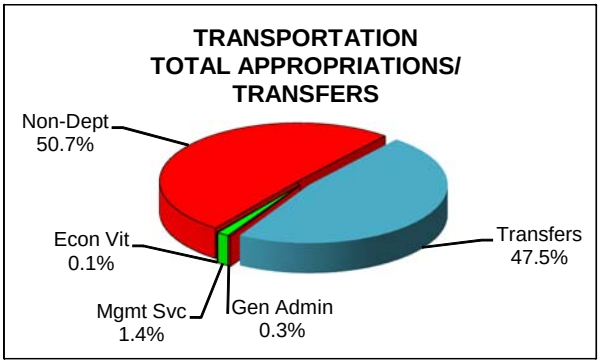
Appropriations total $8.1 million in FY 2013. Appropriations are comprised of $6.0 million for transit operations, and $2.1 million for debt service. Transfers include $6.8 million to the HURF Fund for Safety and Street Improvements and $520,000 to fund FUTS projects in Beautification. The tax rate for transportation is 0.721%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	10,223,455
Fund Balance		3,215,623
Interest		40,000
Miscellaneous		4,500,000
	$	17,979,078



This fund has also experienced significant declines due to the reduction in sales tax receipts. Projects have been delayed or eliminated to balance the budget. This fund is now beginning to start to see an upward swing in tax collections.

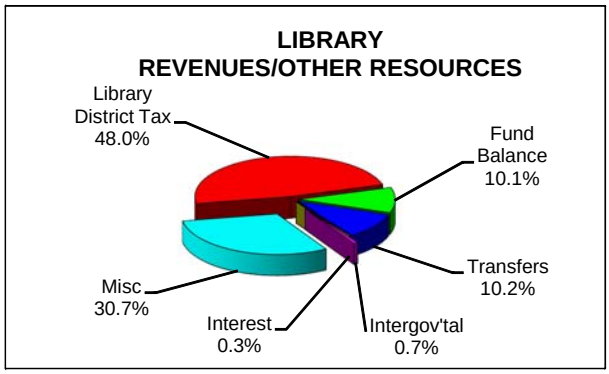
APPROPRIATIONS/TRANSFERS		
General Administration	$	52,014
Management Services		215,009
Economic Vitality		7,789
Non-Departmental		7,798,412
Transfers (net)		7,304,698
	$	15,377,922



LIBRARY FUND

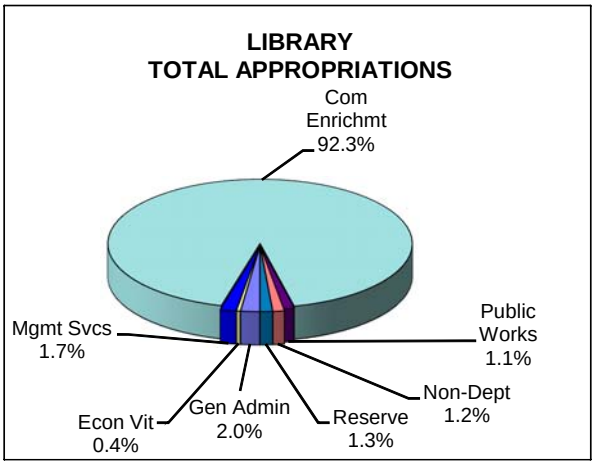
The City operates a joint City-County Public Library with auxiliary programs in outlying county locations along with bookmobile services. $3.8 million of the funding for library operations comes from the library district tax.

REVENUES/OTHER RESOURCES		
Library District Tax	$	3,843,535
Fund Balance		810,264
Transfers (net)		812,260
Interest		27,250
Intergovernmental		52,400
Miscellaneous		2,453,363
	$	7,999,072



During 1997, the County, in concert with the affected entities throughout, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities. Any adjustments to this base is directed by the Library Council with affirmation by the County Board of Supervisors.

APPROPRIATIONS		
General Admin	$	150,716
Economic Vitality		27,272
Management Services		134,552
Community Enrichment		7,102,717
Public Works		87,664
Non-Departmental		93,095
Reserve		100,000
	$	7,696,016



BBB FUNDS

A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds were allocated into the following percentages:

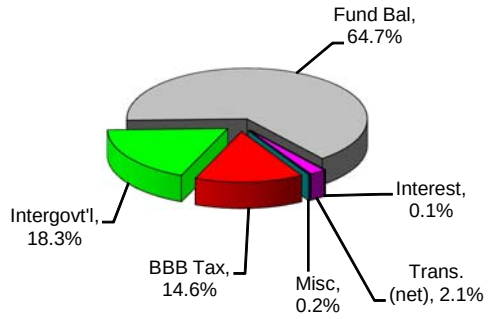
Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

Revenue for FY 2013 is projected with 1.5% growth over 2012 year end estimates and FY 2012 estimated receipts are 2.7% over budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $7.6 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.)

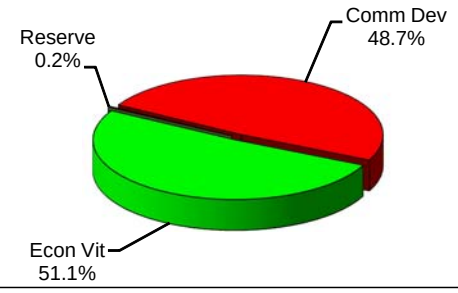
REVENUES/OTHER RESOURCES		
BBB Tax	$	1,106,350
Intergovernmental		1,392,471
Fund Balance		4,922,258
Interest		10,970
Transfers (net)		156,549
Miscellaneous		15,890
	$	7,604,488

BEAUTIFICATION
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
Community Development	$	3,210,435
Economic Vitality		3,366,203
Reserve		10,000
	$	6,586,638

BEAUTIFICATION
TOTAL APPROPRIATIONS

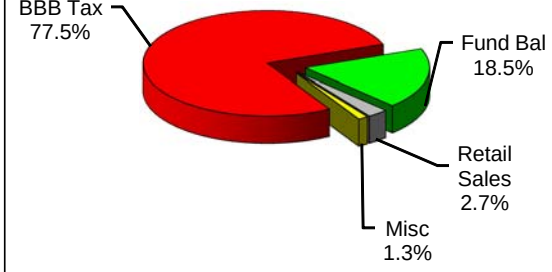


Tourism Fund: Total resources available in FY 2013 are $2.1 million. The total appropriations are $1.7 million, which include $1.3 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations, Film Office, and the Milligan House. The Visitors Center programs account for $313,000.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,659,525
Fund Bal, Net of Transfers		395,362
Retail Sales		58,905
Miscellaneous		28,483
	$	2,142,275

APPROPRIATIONS		
Economic Vitality	$	1,624,102
Reserve		50,000
	$	1,674,102

TOURISM
REVENUES/OTHER RESOURCES



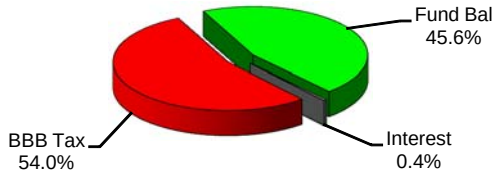
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools. The Visitor Center programs include the Train Station Operations and General Administration.

Arts & Science Fund: Total resources available for Arts & Science activities are $768,463 including estimated revenues from the BBB tax of $414,881. Expenditures include: Public Art for $261,956, Flagstaff Cultural Partners (FCP) Administration, and Grants to Other Agencies of $375,000.

REVENUES/OTHER RESOURCES		
BBB Tax	$	414,881
Fund Bal, net of Transfers		350,081
Interest		3,501
	$	768,463

APPROPRIATIONS		
General Administration	$	637,056
Reserve		10,000
	$	647,056

ARTS & SCIENCE
REVENUES/OTHER RESOURCES

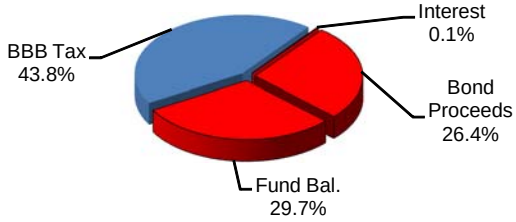


Recreation Fund: There is one appropriation in the amount of $1.1 million in FY 2013 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. In FY 2011, the City Council reexamined the use of these funds and now directs $200,000 to fund recreational programming via a transfer to the General Fund.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,825,478
Interest		6,200
Bond Proceeds		1,100,000
Fund Balance		1,240,079
	$	4,171,757

APPROPRIATIONS/TRANSFERS		
Public Works	$	1,100,000
Transfers (net)		1,595,754
	$	2,695,754

RECREATION
REVENUES/OTHER RESOURCES

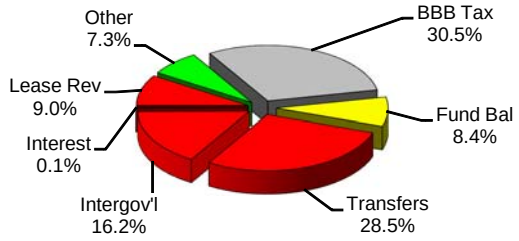


Economic Development Fund: This fund continues to focus on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program and the new Innovation Mesa program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop ideas into commercial business models.

REVENUES/OTHER RESOURCES		
Lease Revenues	$	154,420
Other		125,000
BBB Tax		525,516
Fund Balance		145,503
Transfers		491,500
Intergovernental Revenue		280,000
Interest		1,455
	$	1,723,394

APPROPRIATIONS		
Economic Vitality	$	1,389,255
Reserve		265,000
	$	1,654,255

ECONOMIC DEVELOPMENT REVENUES/OTHER RESOURCES



The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals such as clean energy, sustainability or BioScience. Total resources allocated to this effort are $1.7 million, of which $280,000 is Intergovernmental Revenue, with all monies from BBB dedicated tax for economic development including a general fund contribution of $491,500 to support the business incubator operations and debt service.

OTHER FUNDS

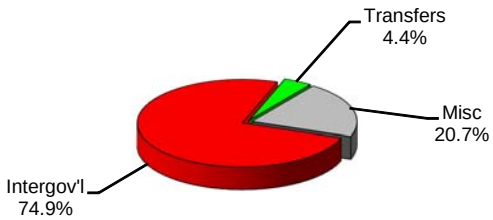
Metropolitan Planning Organization Fund: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The City has appropriated $508,097 for this program for FY 2013. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through NAIPTA.

REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	380,604
Transfers		22,493
Miscellaneous		105,000
	$	508,097

APPROPRIATIONS		
Community Development	$	386,971
Non-Departmental		21,126
Contingency		100,000
	$	508,097

MPO REVENUES/OTHER RESOURCES



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $1.7 million appropriated to this activity for FY 2013.

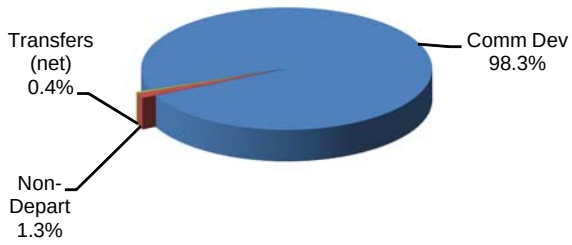
Expenditures in this fund include $630,000 in State grants and $585,000 in CDBG grant activities. In addition, there is $70,000 for the down payment assistance program and $1.3 million for land acquisitions including the final amount of pending Izabel homes sale. There was a carry-forward in FY 2012 CDBG grant activities in the amount of $500,000 and $300,000 in affordable housing services.

REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	1,739,731
Fund Balance		1,533,801
Miscellaneous		483,000
	$	3,756,532

HOUSING AND COMMUNITY SERVICES REVENUES/OTHER RESOURCES

APPROPRIATIONS/TRANSFERS		
Community Development	$	3,386,672
Non-Departmental		45,652
Transfers (net)		14,000
	$	3,446,324

HOUSING AND COMMUNITY SERVICES TOTAL APPROPRIATIONS/ TRANSFERS

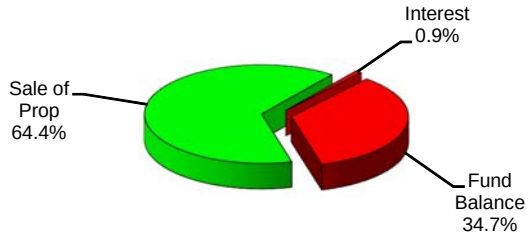


Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. The purchase and improvement of Basque properties for $1.0 million is the only activity for FY 2013.

REVENUES/OTHER RESOURCES		
Fund Bal, net of transfer	$	539,240
Sale of Property		1,000,000
Interest		13,350
	$	1,552,590

APPROPRIATIONS/TRANSFERS		
Non-Departmental	$	1,000,000
	$	1,000,000

REAL ESTATE PROCEEDS REVENUES/OTHER RESOURCES



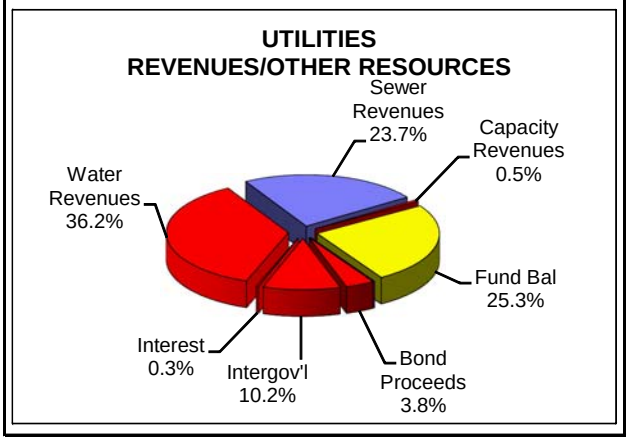
ENTERPRISE FUNDS

UTILITIES FUND

The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are $30.5 million. Resources include $12.8 million in water revenues and $8.4 million in sewer revenues.

The City contracted for a rate model update in FY 2010 which identified a need to increase water and wastewater rates. This was presented to Council in the fall of 2010 and approved for rate increases beginning January 1, 2011. There are annual increases for the next 5 years.

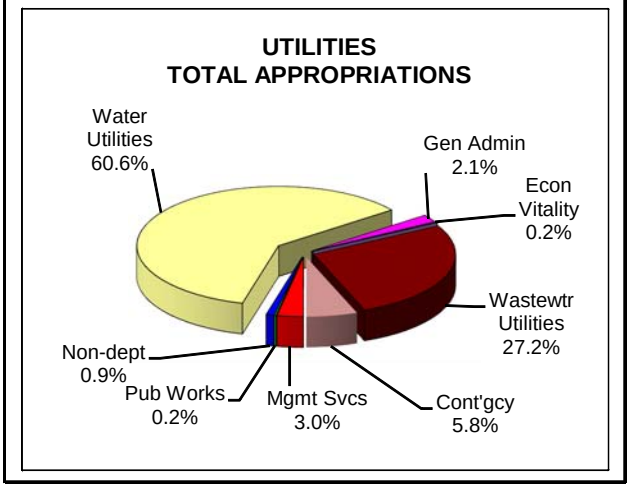
REVENUES/OTHER RESOURCES		
Water Revenues	$	12,816,449
Sewer Revenues		8,382,405
Capacity Revenues		186,500
Fund Bal, net of Transfers		8,970,661
Bond Proceeds		1,357,606
Intergovernmental Revenue		3,601,952
Interest		101,505
	$	35,417,078



Water Operations: Total appropriations relating to direct costs for the water operations are $18.5 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total $12.8 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $8.3 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total $8.4 million in wastewater service charges.

APPROPRIATIONS		
General Administration	$	626,188
Economic Vitality		73,918
Management Services		915,248
Public Works		59,122
Non-departmental		263,254
Water Utilities		18,469,746
Wastwater Utilities		8,294,834
Contingency		1,800,000
	$	30,502,310



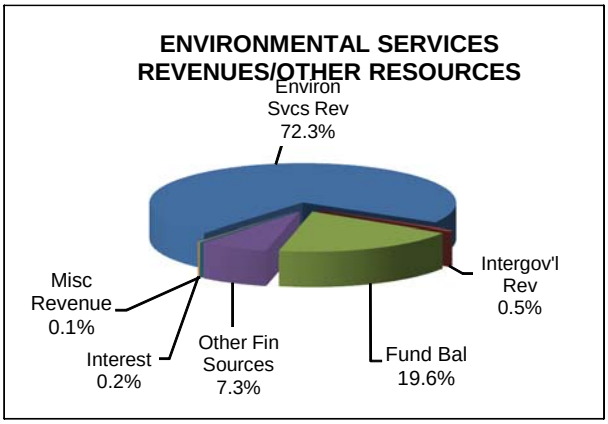
ENVIRONMENTAL SERVICES FUND

Total financial resources are $17.1 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, and commercial recycling) with different rates for each category based on cost of service.

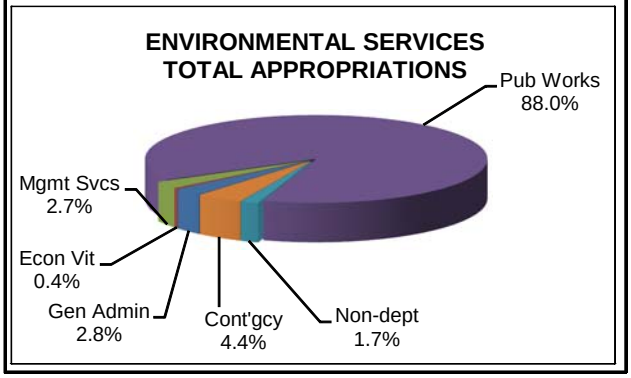
User fees are the major revenue source of sustainability and environmental management operations. The user fee is the environmental fee that is based on the cost of service.

The existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to ensure sufficient funds will be available to meet these requirements.

REVENUES/OTHER RESOURCES		
Environmental Svcs Revenue	$	12,392,011
Intergovernmental Revenues		93,500
Fund Bal, net of Transfers		3,365,920
Other Financing Sources		1,250,000
Miscellaneous Revenues		12,000
Interest		30,164
	$	17,143,595



APPROPRIATIONS		
General Administration	$	398,292
Economic Vitality		61,828
Management Services		376,834
Public Works		12,387,952
Non-departmental		244,599
Contingency		612,000
	$	14,081,505



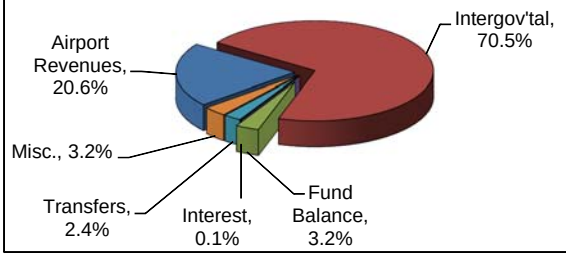
AIRPORT FUND

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix. Total appropriations are $7.8 million: $2.3 million for operations which includes $0.8 million for a new airline service development grant, $0.3 million for debt and $5.2 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

This year, of the $5.2 million in capital improvements, 94% of the budgeted expenses are being funded with grants from the FAA and ADOT.

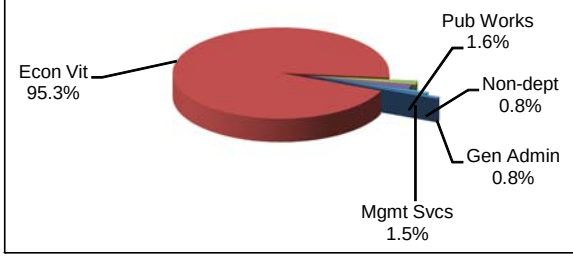
REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,666,101
Intergovernmental Revenues		5,691,345
Fund Balance		254,944
Interest		5,385
Transfers (net)		191,433
Miscellaneous		261,120
	$	8,070,328

AIRPORT
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Administration	$	62,750
Economic Vitality		7,450,799
Management Services		119,449
Public Works		125,633
Non-departmental		57,063
	$	7,815,694

AIRPORT
TOTAL APPROPRIATIONS



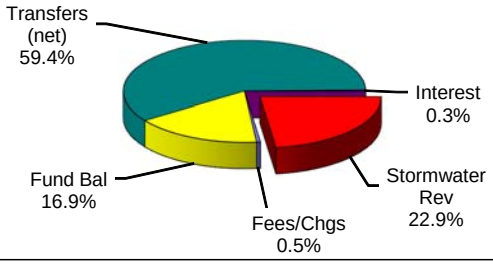
STORMWATER FUND

The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 sq. ft. of impervious area (ERU). A rate increase was approved in FY 2010 to $1.30 per Equivalent Rate Unit (ERU). June 1, 2010 was the last scheduled increase.

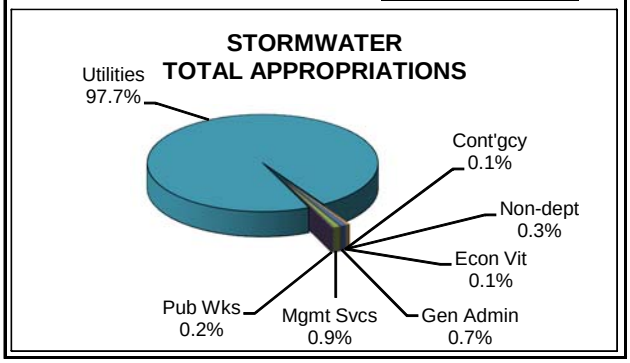
Total revenues/other resources of $6.1 million include a transfer of $4.0 million from the general fund for the Rio de Flag project.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,406,262
Fees & Charges		30,502
Fund Balance		1,038,066
Transfers (net)		3,649,074
Interest		20,761
	$	6,144,665

STORMWATER
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Admin	$	38,734
Management Services		50,435
Public Works		10,921
Utilities		5,567,829
Non-departmental		15,138
Economic Vitality		3,782
Contingency		10,000
	$	5,696,839



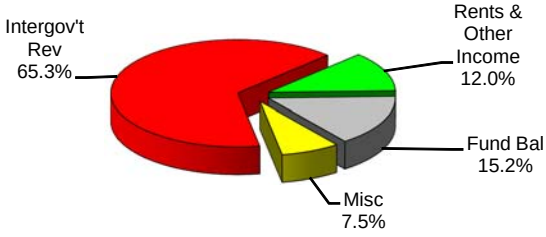
Total appropriations of $5.7 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag flood control including related parking.

FLAGSTAFF HOUSING AUTHORITY

The Housing Authority (FHA) owns and operates 265 units of low income public housing, manages 80 units of low income housing and administers 358 Section 8 Housing Choice Vouchers, which includes 4 homeless Vouchers and 25 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons. Total financial resources are $8.6 million. Intergovernmental Revenue from the US Department of Housing and Urban Development comprises 65.1% of funding, or $5.6 million. Rental Income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.

REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	5,634,506
Rents/Other Tenant Income		1,037,472
Fund Balance		1,307,325
Miscellaneous		644,258
	$	8,623,561

APPROPRIATIONS		
Community Development	$	6,312,656
Contingency		1,001,250
	$	7,313,906



FIVE-YEAR PROJECTIONS BY FUND

The City updates five-year plans annually during the budget process. These plans are an important tool to continue our emphasis on strategic planning and to identify the capacity of the City to fund projected expenditures. Revenue and resource estimates are based on the latest available economic and demographic trend information. All significant revenue and expenditure issues have been incorporated into the projections including local and state revenue trends, compensation, and the operational impact of capital projects. The projections are not intended to be an exact prediction of what each department will spend in the next five years.

The policy of the City is to match ongoing expenditures with ongoing revenues. This policy is to assure that the funds have adequate revenues to support the continued operations. Several funds will use one-time revenues and fund balance to pay for capital equipment, capital improvements, and other types of one-time expenditures. Generally when you see major fluctuation in fund balance from beginning to ending, the change is related to carryover for capital projects and/or budgeting of such items. Funds such as the General, Highway User, Transportation, Beautification, BBB-Recreation, Real Estate Proceeds, Housing and Community Services, Capital Projects Bond Funds rely heavily on these one-time expenditure commitments.

The preparation of the five-year plan is a cooperative effort between division heads, section heads, and Finance staff to assure projections are based in current program needs and revenue estimates are achievable.

The five-year projections are located in the Financial Summary Section. The following narratives present the highlight of the forecasts by funds and estimated change in fund balance for the coming fiscal year:

GENERAL

The primary purpose of the General Fund five-year projections is to assure that ongoing revenues are meeting or exceeding ongoing expenditures. Ongoing expenditures include normal operating expenditures, debt service, fleet replacements, information system replacement and upgrades, an allocation for capital, and projected changes in personnel. As financial conditions change in the City, the five-year projections are continually updated to balance the ongoing sources and uses of funds.

The General Fund balance decreases by 53% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include redevelopment and Rio de Flag flood control. In addition there is budgeted $2.1 million in one-time items throughout various sections. The majority of one-time items is the result of Carryover requests from the FY 2012 Budget.

LIBRARY

The forecast for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through Library District Taxes. The Library fund balance decreases by 63% due to planned expenditures at both the branch and the affiliate libraries.

HIGHWAY USER

This fund is devoted to the maintenance, improvement, and construction of street related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 32% due to planned expenditures for the completion of various capital projects and decreased HURF revenue projections.

TRANSPORTATION

The Transportation Fund is used to track revenues and expenditures related to a dedicated sales tax approved by voters. The ongoing funding of the transit system is operated by the NAIPTA. Other projects are funded through revenue transfers to the fund where the projects are budgeted. In 2008, voters approved a rate increase for transit services for a new rate of 0.721%. The fund balance decrease of 19% is due to timing of capital projects.

BEAUTIFICATION

The primary sources for this fund include BBB taxes, grants, and revenue transfers. This fund primarily accounts for capital projects related to FUTS and Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 79% due to planned expenditures for the completion of various capital projects.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development Fund Balance decreases by 52% in FY 2013 due to use of excess fund balance to cover planned one-time expenditures.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance increases in FY 2013 by 15% due to projected increases in the BBB revenue while restructuring expenditures within its program to best meet the service and needs of the public and the City.

ARTS AND SCIENCE

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to contributions to agencies for projects related to awareness of arts and science in our community. Planned public art projects in FY 2013 result in Arts and Science fund balance decreases of 65%.

RECREATION-BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails, debt service of bonds issued for improvements, and a transfer for construction of new FUTS trails are funded with ongoing revenues. The Recreation – BBB fund balance increases by 19% as the fund begins to accumulate reserves for new capital projects.

REAL ESTATE PROCEEDS

This fund is used for one-time revenues and expenditures related to sale and acquisition of property. As the City sells additional properties, those funds will be restricted for a similar purchase of land as intended with the original land acquisition. The Real Estate Proceed fund balance increases by 2% due to anticipated interest earnings.

HOUSING AND COMMUNITY SERVICES

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every year. The Housing and Community Services fund balance decreases by 80% due to planned one-time expenditures.

METRPOLITAN PLANNING ORGANIZATION

This fund is solely used for transportation planning grants. It is currently estimated that grant revenues will remain consistent throughout the next five years. Some work is performed for internal customers and allocated through charge-outs.

GENERAL OBLIGATION BOND

This fund is used to track the debt service payments on General Obligation Bonds. This five-year plan shows the City is meeting the requirements for future debt service payments.

SECONDARY PROPERTY TAX

This fund is used for tracking of secondary property tax revenue and the subsequent transfer to other funds to make debt service requirements. The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates so a level tax rate is maintained from year to year. The Secondary Property tax fund balance increases by 31% due to the planned issuance of debt.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment districts. The Special Assessment Bond fund balance remains flat in FY 2013.

PERPETUAL CARE

This fund is currently used for the tracking of contributions related to long-term maintenance at the City owned cemetery. The fund balance increases as contributions are received. Expenditures will not be budgeted until there is adequate fund balance.

CAPITAL PROJECTS BOND

This fund is used to track the revenues and expenditures of the voter approved bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects. In November 2010, the citizens of the City of Flagstaff approved two projects. Projects/bond sales are scheduled to coincide with the retirement of other debt so the overall secondary property tax rate does not increase. This fund currently has two components:

1. The Municipal Facilities Corp fund balance increased due to the timing of bond proceeds and capital expenditures.
2. The GO Bond Funded Projects fund balance decreases by 91% due to the timing of capital projects.

WATER AND WASTEWATER

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Water and Wastewater fund balance decreases by 46% due to the planned completion of capital projects.

AIRPORT

This fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future revenues are grants related to continued expansion and capital improvements at the airport. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund currently makes a transfer to the Airport Fund to cover the match portion of capital grants awarded. The Airport fund balance remains flat in FY 2013.

ENVIRONMENTAL SERVICES

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a rate escalator of five percent per year over the next year. This coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill, and related increase of user fees that will coincide with the construction of a new cell. The Environmental Services anticipates a 35% decrease in fund balance in FY 2013 due to one-time and capital projects expenditures.

STORMWATER

This enterprise fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with Stormwater revenues and user fees. The last rate increase was in FY 2011. The rate increase was to self-fund capital improvements and increase inspection efforts as required by NPDES. No rate increases are included in the 5-year revenue projections. The Stormwater fund balance decreases 57% due to the timing of capital projects and planned one-time expenditures.

FLAGSTAFF HOUSING AUTHORITY

While the Flagstaff Housing Authority (FHA) has operated for a number of years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing & Urban Development (HUD) Section 8 and other voucher programs for City residents. The five year plan indicates the majority of funding is grant related and as such, the fund only generally experiences minor fluctuations in fund balance.

REVENUES

Historical Trend Information for Select Revenues

ALL FUNDS

FEDERAL AND STATE GRANTS

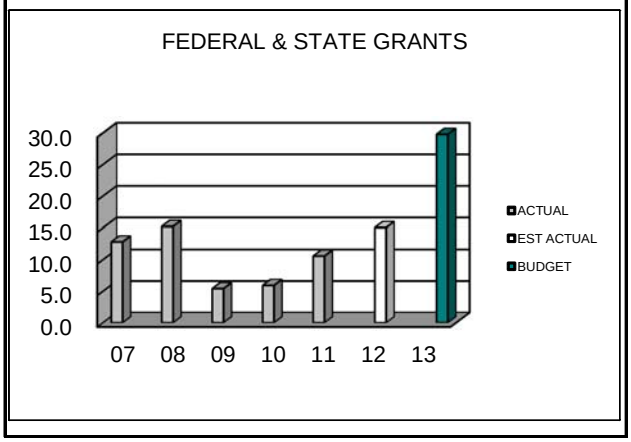
Description: The City applies to Federal and/or State Departments for various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

Grants can vary significantly from year to year because of the nature and availability of grants. Capital grants tend to be one-time grants. Operating grants may cover multiple years or may be applied for year after year if funding is available.

FY 2007 and FY 2008 included several large capital grants to extend the airport runway. FY 2011 was the first year the Flagstaff Housing Authority was included as part of City's budget and they are largely grant funded. FY 2013 includes significant grant funds to purchase Picture Canyon ($3.0M), several FAA airport grants ($4.8M), grant to construct the Innovation Mesa facility ($3.8M) and Inner Basin Pipeline reconstruction ($3.2M). A greater emphasis on applying for grants has occurred over the past couple of years as other revenue sources have decreased due to the recession. (See Schedule C-1 for additional details)

FEDERAL & STATE GRANTS

FY:	AMOUNT	% CHANGE
06-07	$ 12,796,338	168.5%
07-08	15,203,531	18.8%
08-09	5,403,668	-64.5%
09-10	5,914,243	9.4%
10-11	10,553,499	78.4%
11-12	15,026,208	42.4%
12-13	29,776,120	98.2%



GENERAL FUND

PROPERTY TAX RECEIPTS CURRENT, PRIMARY

Legal Authority: Arizona Revised Statutes Section 42-45 (B) based on the State Constitution Article 9, Section 18. Revised through HB2876, June 2006.

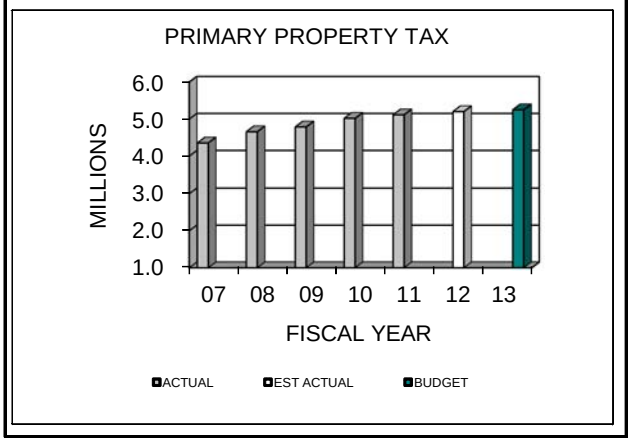
Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase to 2% plus the amount generated by construction. This legal restriction previously had no impact on the City as the City had levied less than 50% of the maximum allowed. For FY 2007, legislation was introduced through an omnibus bill and signed by the governor that changed the base amount to the amount assessed in tax year 2005 and approved in November general election. This change decreased the City's ability to assess property tax dramatically.

Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over $4.2 million dollars to the assessed valuation. For FY 2013 existing Primary Property Tax values dropped by 3.0%. This trend is expected to continue for next fiscal year also.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
06-07	$ 4,353,660	5.1%
07-08	4,656,831	7.0%
08-09	4,786,900	2.8%
09-10	5,020,255	4.9%
10-11	5,113,647	1.9%
11-12	5,200,000	1.7%
12-13	5,250,000	1.0%



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

Legal Authority: City Code, Title 3, Chapter 5, (Ordinance 1491)

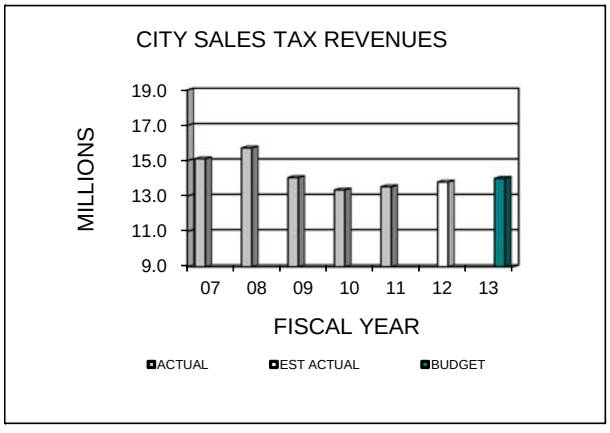
Tax currently sunsets November 2024.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, restaurants and bars (BBB Tax) and a 0.721% transportation tax.

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule 3. The decrease in revenues for FY 2010 and FY 2011 was driven by decreases in construction, tourism, and retail sales. The large increase in FY 2012 is driven through the approval of a revised franchise agreement that now allows for the collection of both a franchise tax and sales tax.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
06-07	$ 15,109,645	7.5%
07-08	15,721,269	4.0%
08-09	14,044,577	-10.7%
09-10	13,348,773	-5.0%
10-11	13,525,825	1.3%
11-12	13,795,000	2.0%
12-13	14,001,925	1.5%



STATE SALES TAX

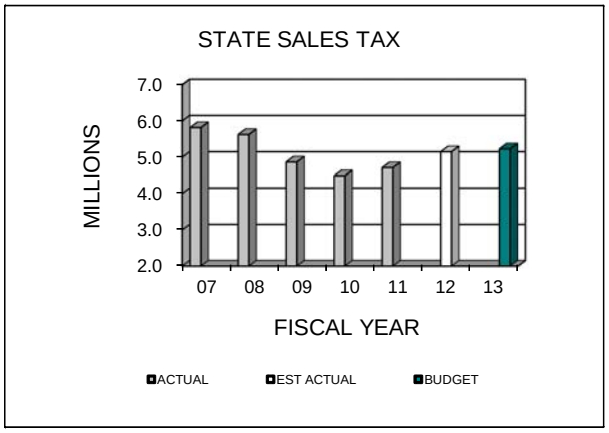
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

Description: A half-cent (.5%) portion of the five-cent (5%) State Sales Tax collected is divided among the State's cities and towns based on population. These revenues can be used for any municipal purpose and, therefore, are deposited in the General Fund to support activities and services provided by the general government.

The sales tax revenues estimated for FY 2010, 2011 and 2012 reflect the economic downturn at the state level due to the declines in residential construction, retail, auto sales, and tourism. While recovery began in FY 2012, the city is choosing to continue to budget conservatively compared to the State of Arizona. FY 2012 is experiencing an increase due to the shift in Arizona state population. The City of Flagstaff is now 1.31% of the state population, up from 1.25%, which directed additional funds to the City from state shared resources.

STATE SALES TAX

FY:	AMOUNT	% CHANGE
06-07	$ 5,815,473	2.9%
07-08	5,623,144	-3.3%
08-09	4,868,072	-13.4%
09-10	4,490,087	-7.8%
10-11	4,711,821	4.9%
11-12	5,150,000	9.3%
12-13	5,227,250	1.5%



STATE INCOME TAX (REVENUE SHARING)

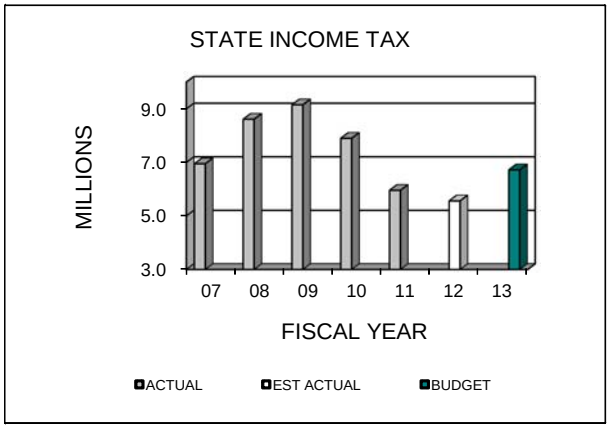
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

Description: Arizona cities share in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2010 Census and adjusted by the annual DES POPTAC estimates. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

FY 2010 experienced a large decrease as the State received less revenue from income tax than previously estimated. All cities have received a proportionate decrease. The large decrease in FY 2011 is driven by a reduction in the income tax rate coupled with decreased corporate and personal income tax revenue. The decrease in FY 2012 is driven by continued decline in revenues associated with the recession. This decline for the City was somewhat mitigated in that the City of Flagstaff gained relative population share as a result of the 2010 Census. The City's population share within the State of Arizona grew from 1.25% to 1.31% which increases the local allocation of this revenue. The large increase in FY 2013 is due to the City's increased population share and economic recovery.

STATE INCOME TAX

FY:	AMOUNT	% CHANGE
06-07	$ 6,946,680	22.8%
07-08	8,610,567	24.0%
08-09	9,149,290	6.3%
09-10	7,899,626	-13.7%
10-11	5,955,305	-24.6%
11-12	5,559,706	-6.6%
12-13	6,720,300	20.9%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

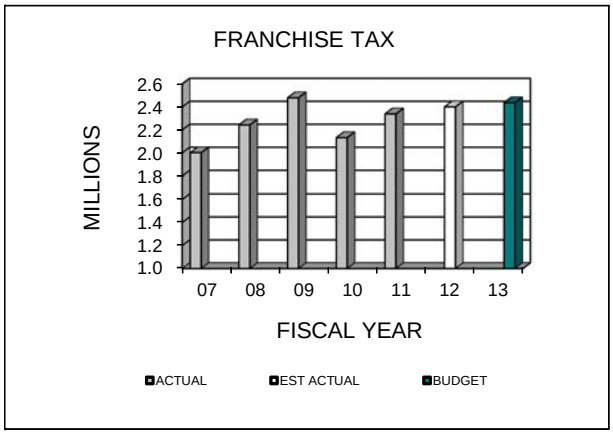
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

Description: A 2% tax from utility companies--Arizona Public Service and UniSource -- is credited to this account. The City also receives a franchise tax from Qwest Telephone Co., AT & T, Suddenlink Communications, MCI, US Sprint, and Central Corp; these entities are currently taxed at 2%, except Suddenlink Communications which is taxed at 5%.

Franchise tax declined in FY 2010 as one entity mis-reported their revenues and a prior period credit was processed. FY 2011 represents normalized revenues. There is a slight increase anticipated for FY 2012 and beyond as the new APS franchise agreement allows for the inclusion of industrial customers.

FRANCHISE

FY:	AMOUNT	% CHANGE
06-07	$ 2,001,795	2.8%
07-08	2,243,051	12.1%
08-09	2,479,028	10.5%
09-10	2,132,644	-14.0%
10-11	2,338,951	9.7%
11-12	2,400,000	2.6%
12-13	2,436,000	1.5%



FINES & FORFEITURES

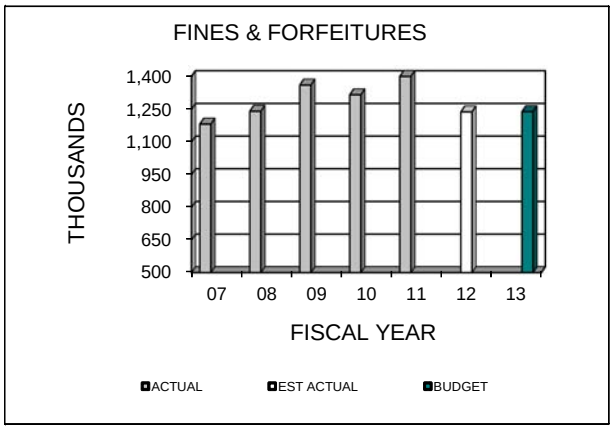
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

Description: Revenues are derived from a multitude of fines and forfeitures that relate to fines ordered by the court magistrates and administrative charges for Traffic School. Other miscellaneous fees allowed include court reimbursements and court collection fees.

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any particular year. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). There has been a shift of certain cases from the County to the Municipal Court, thereby affecting the comparability from year to year.

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
06-07	$ 1,181,278	-11.3%
07-08	1,240,222	5.0%
08-09	1,360,441	9.7%
09-10	1,315,772	-3.3%
10-11	1,517,937	15.4%
11-12	1,237,270	-18.5%
12-13	1,238,570	0.1%



AUTO IN LIEU TAX

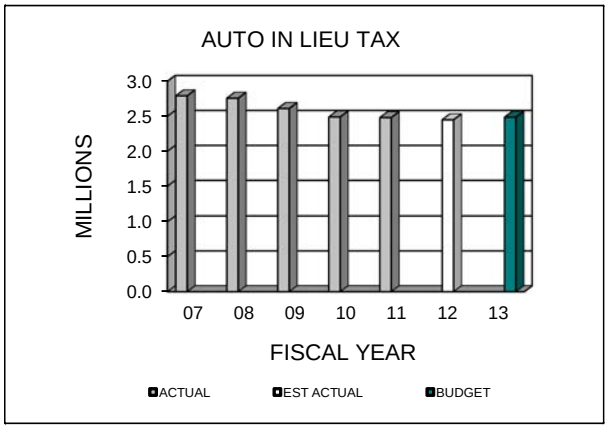
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

Description: Twenty-five (25) percent of the net receipts from vehicle licensing collected by the State is returned to the cities and towns of licensing origin. The distribution is based on population in proportion to total population in incorporated areas. This revenue source can be used for any municipal purpose; therefore, revenues are deposited in the General Fund to support services and activities of the general government.

Auto in Lieu tax is received on a declining scale over a 5-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue decreased. Even with the opening of the Auto Mall and a local sales tax rebate for energy efficient cars, revenues continued to decline through FY 2011. The revenue is expected to increase as auto sales grow during the economic recovery.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
06-07	$ 2,792,404	5.1%
07-08	2,758,307	-1.2%
08-09	2,611,289	-5.3%
09-10	2,490,360	-4.6%
10-11	2,481,126	-0.4%
11-12	2,450,000	-1.3%
12-13	2,486,750	1.5%



SPECIAL REVENUE FUNDS

BBB FUNDS

BED, BOARD & BOOZE TAX

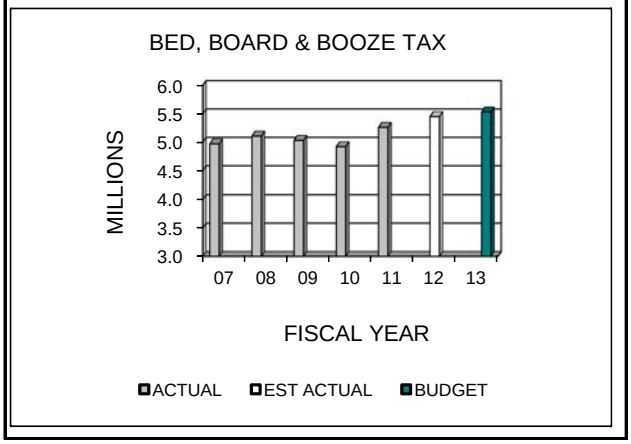
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

Description: An additional city sales tax of 2% is charged on the services of hotels, restaurants and bars. The City has designated all of these revenues for the purposes of enhancing beautification, tourism, economic development, recreation, and arts & sciences.

FY 2013 is continuing to show an increase in projected revenue, demonstrating the strength of tourism in Northern Arizona.

BBB

FY:	AMOUNT	% CHANGE
06-07	$ 4,970,795	11.4%
07-08	5,106,427	2.7%
08-09	5,031,189	-1.5%
09-10	4,920,203	-2.2%
10-11	5,260,919	6.9%
11-12	5,450,000	3.6%
12-13	5,531,750	1.5%



HIGHWAY USER REVENUE FUND

HIGHWAY USER TAX

Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (For method of distribution see ARS 28-1598 (D.3)

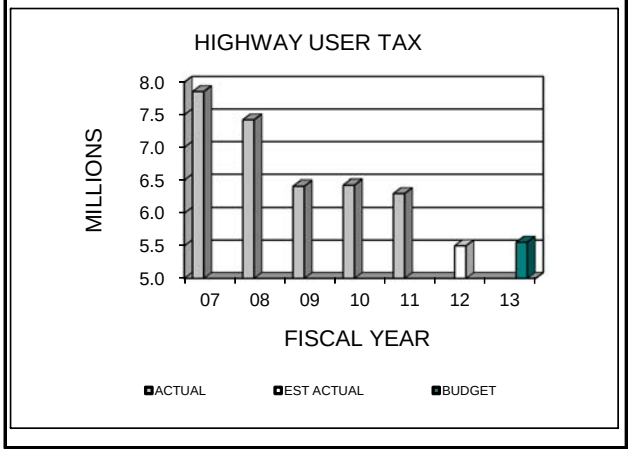
Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the sale of gasoline. The remaining fifty percent is based on population in proportion to total population for incorporated towns and cities.

The large decrease in FY 2009 is due to State appropriation for Department of Public Safety Services (DPS) and decreased sales due to record gas prices.

The City experienced a large decrease in HURF revenues in FY 2012 due to additional state shared revenue sweeps by the State of Arizona. The City expects a very small increase in HURF revenue in FY 2013.

HURF

FY:	AMOUNT	% CHANGE
06-07	$ 7,855,427	5.6%
07-08	7,422,359	-5.5%
08-09	6,412,329	-13.6%
09-10	6,429,355	0.3%
10-11	6,300,885	-2.0%
11-12	5,500,000	-12.7%
12-13	5,555,000	1.0%



TRANSPORTATION TAX

Legal Authority: Resolution 2004-48, approved by voters May 2000.

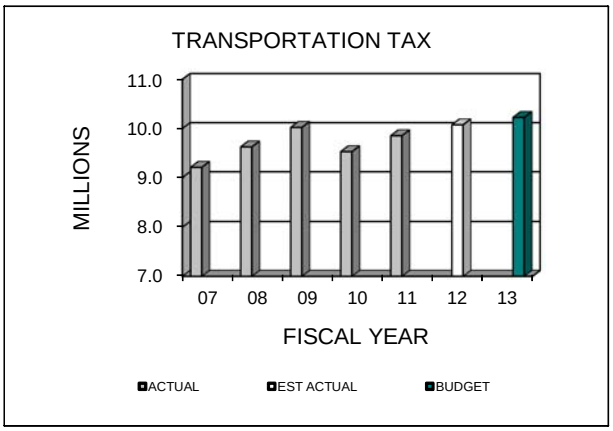
Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 0.721%.

Transportation Tax Rate Breakdown	
4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Transit Services	0.295%
Total	0.721%

A small increase is anticipated in overall Transportation tax revenue due to slow local economic recovery and the passage of the APS Franchise Agreement.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
06-07	$ 9,207,346	13.3%
07-08	9,623,142	4.5%
08-09	10,020,213	4.1%
09-10	9,526,056	-4.9%
10-11	9,851,253	3.4%
11-12	10,072,370	2.2%
12-13	10,223,455	1.5%



ENTERPRISE FUNDS

WATER SALES

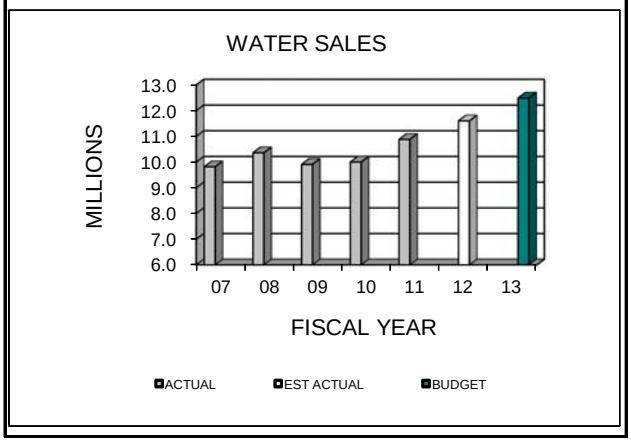
Legal Authority: City Code, Title 7, Chapter 3, Section 11

Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of 1) a base charge based on meter size and 2) a charged based on actual water consumption by customer class. Most single family accounts are based on an inverted rate structure for consumption levels to encourage water conservation practices. All other customer accounts are changed based on a flat rate per 1,000 gallons.

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011. The rates will increase annually for the next five years. Revenues in FY 2009 decreased due to a wet summer season. The next rate study is planned for FY 2014.

WATER

FY:	AMOUNT	% CHANGE
06-07	$ 9,816,624	0.9%
07-08	10,360,082	5.5%
08-09	9,910,726	-4.3%
09-10	10,000,060	0.9%
10-11	10,881,744	8.8%
11-12	11,600,000	6.6%
12-13	12,486,472	7.6%



WASTEWATER SERVICE CHARGES

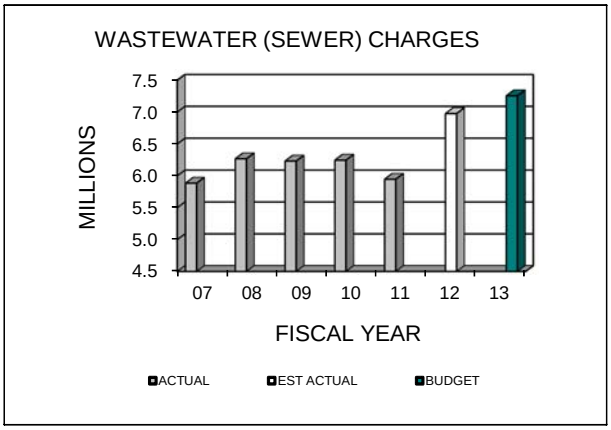
Legal Authority: City Code, Title 7, Chapter 2, Section 39

Description: The principal revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Most residential customer charges are based on average water consumption for the proceeding winter months (Dec-Mar). All other customers are billed based on actual monthly metered water usage unless they can measurably separate which quantity of water does not reach the wastewater system.

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011. The rate will increase annually for the next five years. In the summer of 2012, staff identified an error in the rate model. Sewer consumption was set too high. This issue combined with the new rate structure resulted in decreased expected revenue in FY 2011. Staff decided not to go back to Council for a rate increase but decided to adjust operations and capital until a new rate study is completed. The next rate study is planned for FY 2014.

WASTEWATER

FY:	AMOUNT	% CHANGE
06-07	$ 5,884,159	1.9%
07-08	6,266,404	6.5%
08-09	6,230,404	-0.6%
09-10	6,244,381	0.2%
10-11	5,945,908	-4.8%
11-12	6,975,000	17.3%
12-13	7,254,233	4.0%



ENVIRONMENTAL SERVICES

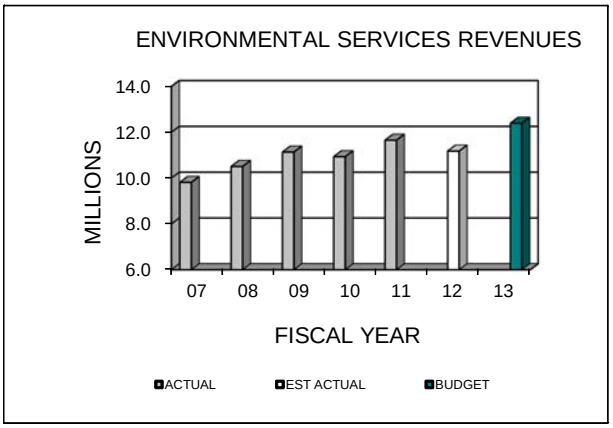
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

Description: Environmental Services disposal service revenue is comprised of solid waste collection charges, hoist and haul fees, landfill dumping charges, inert materials landfill fees, environmental service fees, and residential and commercial recycling. Service charges for residential and commercial customers are based on size of container and frequency of pickup. Hoist and haul is based on a cost per pull plus tonnage. Receipts from fees charged for dumping at the City Landfill are based on tonnage. The environmental service fee is a fixed monthly charge.

The increase in revenues for FY 2013 reflects a rate increase in the environmental service fee. Landfill fees are expected to increase based on projected growth.

ENVIRONMENTAL SERVICES

FY:	AMOUNT	% CHANGE
06-07	$ 9,811,052	1.5%
07-08	10,507,477	7.1%
08-09	11,133,973	6.0%
09-10	10,932,880	-1.8%
10-11	11,652,582	6.6%
11-12	11,175,864	-4.1%
12-13	12,392,011	10.9%



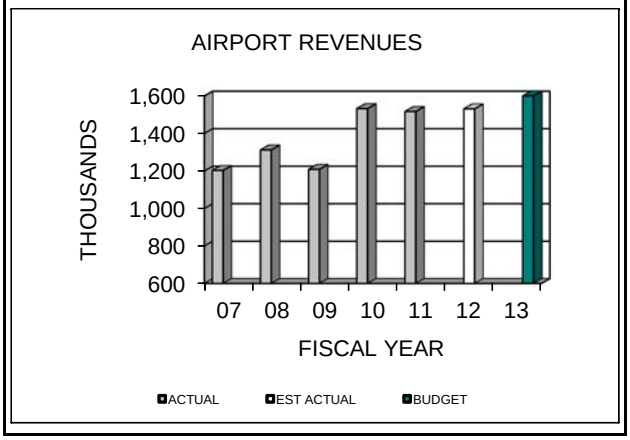
AIRPORT

Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of $1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. A $3.00 PFC charge is collected from the ticket sales of passengers embarking from Pulliam. PFC revenue is not used for operating expenditures. The City is in the process of requesting an increase, from the FAA, in PFC revenue to a new level of $4.50 per enplanement. This is expected to be implemented mid-year in FY 2013.

AIRPORT

FY:	AMOUNT	% CHANGE
06-07	$ 1,202,763	1.2%
07-08	1,312,143	9.1%
08-09	1,208,633	-7.9%
09-10	1,532,617	26.8%
10-11	1,517,293	-1.0%
11-12	1,531,242	0.9%
12-13	1,666,101	8.8%



The revenue has trended upward over the past five years, with the exception of FY 2009. FY 2012 revenue is expected to demonstrate a modest increase over FY 2011. Air travel is showing signs of an uptick after the multi-year recession. Aiding in the revenue projections is the newly secured grant which will encourage an airline to establish regular daily service with the Pulliam Airport. Gradual recovery from the recession is projected to positively impact Airport revenues in FY 2013.

STORMWATER

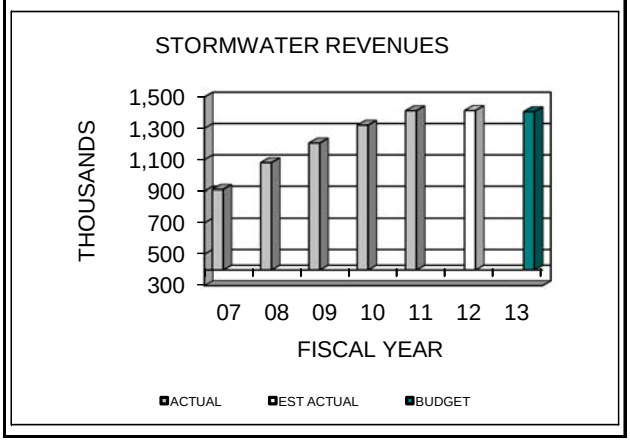
Legal Authority: City Code, Title 12, Chapter 2, Section 3

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers.

The first year of implementation was FY 2004 with a rate of $.53 per ERU. The FY 2007 actual revenue increase of 68.5% was due to the new stormwater rate of $0.92 per ERU. It covered additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. In FY 2011 the rate increased, reaching its current level of $1.30 per ERU. This rate will remain static for the foreseeable future.

STORMWATER

FY:	AMOUNT	% CHANGE
06-07	$ 910,976	68.5%
07-08	1,081,282	18.7%
08-09	1,206,233	11.6%
09-10	1,320,241	9.5%
10-11	1,412,573	7.0%
11-12	1,413,986	0.1%
12-13	1,406,262	-0.5%



HOUSING AUTHORITY

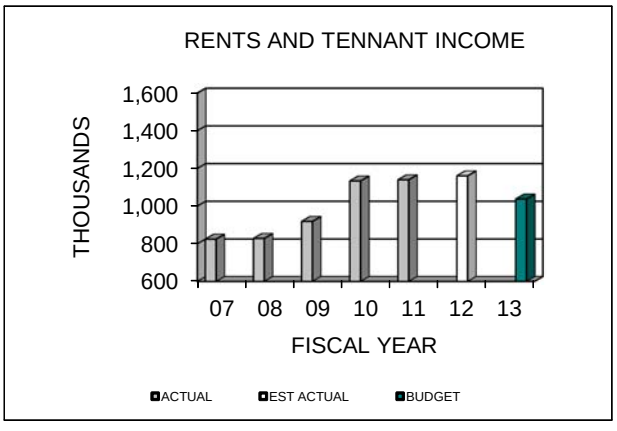
Legal Authority: U.S. Housing Act of 1937, as amended, and Title 24 Code of Federal Regulations

Description: Housing Authority (FHA) rents and tenant income represent rent and other charges paid by families/individuals living in public housing. Rent is generally based on approximately 30% of family income, and is not a fixed amount as it is for non-subsidized housing. Other charges are primarily for maintenance and repairs. It is important to note that as rental income increases, Federal subsidy that supports the operation of public housing decreases. HUD funds operations based on a formula for reasonable expenditures; so if rental income increases, HUD Operating Subsidy decreases.

The revenue increases in 2008 through 2010 were the result of significant increases in the "flat rent". Residents may choose between flat rent and rent that is income based. FHA began implementing higher flat rents in this time frame, which resulted in more families paying higher rents. The projected decrease in income for FY 2013 is due to falling incomes for the families/individuals served.

HOUSING AUTHORITY RENTS/TENANT INCOME

FY:		AMOUNT	% CHANGE
06-07	$	824,523	1.2%
07-08		828,282	0.5%
08-09		918,709	10.9%
09-10		1,133,443	23.4%
10-11		1,139,561	0.5%
11-12		1,160,235	1.8%
12-13		1,037,472	-10.6%



CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan (focus on municipal service delivery programs which generally are of an on-going nature); however, the two processes are inter-related.

The operations and maintenance of major capital facilities and infrastructure can significantly impact the operating budget and, must be considered prior to approval and commencement of acquisition of a particular capital asset. In the capital improvement plan for the City, various components have greater impact on the operating budget than other elements and, may even override operating budget constraints, e.g., mandatory environmental regulatory compliance.

Upon completion of the latest rate model, the Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. Proposed, as well as existing, debt service is included because the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year.

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important in order to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns, and deteriorating sidewalks. The major impact on street maintenance is the addition of roads from private development. The Streets division has maintained level staffing through the investment in new, more efficient equipment.

BBB projects will have a significant impact on operating budget requirements. Streetscape and FUTS trail maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has

determined that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

CAPITAL IMPROVEMENT PLAN

What is a Capital Improvement Plan?

A Capital Improvement Plan is a multi year, long-range study of the construction and/or the acquisition of high cost assets that have an extended useful life usually greater than five years. A long-range plan is needed because of the lead times required to adequately finance, design and/or plan, budget, and implement construction or acquisition of the capital project needs of a community.

Planning in one or two-year increments has proven to be inadequate because of the complexity of projects and the public input process, as well as the design time needed for engineering plans, specifications, and right-of-way acquisition.

After Council has identified priorities and input has been received from all City departments, the development of the actual Capital Improvement Plan is completed. This requires coordination between the budget function and engineering because of the impact of constructed capital projects on the operating budget. For example, bond funds might be used to construct a branch library. However, once construction is completed, the library must be staffed, utility bills must be paid, and the facility must be cleaned and maintained. Therefore, an effective capital improvement plan should always be viewed in context of its impact on the operating budget. You will find anticipated future operations and maintenance impacts as projects are completed in the Capital Improvement Project section of this budget book.

What does a CIP provide?

- ***Cash management capabilities.*** The dollars expended on Capital Improvement Plans in jurisdictions experiencing substantial growth or revitalization will often comprise 40% or more of the total budget. By reviewing the sources and uses of funds on a project basis and within the context of the entire CIP, as well as the related cash flows, a jurisdiction can maximize its investment earnings.
- ***Debt management.*** A CIP allows a jurisdiction to plan the financing requirements and the debt repayment schedule to allow for current and future needs relative to debt service capacity.
- ***Expenditure controls.*** Funds are expended as they were intended to be spent. The appropriations figure becomes the project management budgets. It is typical for most jurisdictions in their process to budget a 15% to 20% overhead factor to cover engineering and design costs as well as to provide for contingencies.
- ***Budgetary controls.*** Operating cash flow projections on a project basis serves as a check and balance on a project's progress both in terms of the time schedule and expenditures to date compared with percentage completion.
- ***Minimize disruption to citizens.*** By looking at the overall impact of the proposed CIP in any given year, the disruption of services or inconvenience imposed by construction activity in a locale can be kept to a minimum. For example, citizen complaints can be minimized by not scheduling the chip sealing of a major arterial street concurrently with ongoing construction on immediately adjacent streets. Additionally, a comprehensive review of multiple projects to ensure adequate coordination can minimize multiple disruptions in a given area.

FY 2013 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2013 includes capital improvement projects totaling $113.4 million. This amount includes $46.4 million in carryover items that have been budgeted. Project funding is comprised of the following: $17.0 million in grants primarily for airport, water, and beautification projects, $45.5 million in general obligation (G.O.) bonds and capital leases for the construction of 2010 Street/Utility Projects, Court Facility, and FUTS open space and other projects that were approved by the voters in the 2004 and 2010 General Election. In May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling $155.2 million. These projects are being phased in over a ten-year period with debt being issued in conjunction with the timing of each project. In November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling $21.2 million. The City is planning to go to the voters in November, 2012, to ask for authorization for two projects. They are the Public Works Facility and the Forest Restoration Initiative. Each proposed project will be discussed below in its appropriate fund. Project listings are located in the Capital Improvement section of this book.

A Capital Budget and Capital Improvement Plan (Five-Year) are included in the Annual Budget. Detail project descriptions including location, justification, planning document references, operating impact, and funding and expenditure data are provided for all funded projects.

General Government – Twenty projects are scheduled for FY 2013 for a total of $78.3 million. Projects included in this category are several of the projects authorized by voters in the November 2010 election. Major projects include street and utility improvements, FUTS and open space land acquisition, court facility, and Presidio subdivision.

Streets/Transportation – The City currently has 634 miles of paved streets, as well as an additional 14 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the West/ Arrowhead improvements, and Beulah Blvd. extension. There are a total of twelve Streets Transportation projects scheduled at a budgeted cost of $8.35 million. HURF revenues fund $2.12 million of these projects with Transportation Tax funding $6.23 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. Major projects include 6th Avenue/Arrowhead Connector, Florence-Walnut Underpass, Historic Facades, 4th Street Corridor Improvement, and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of $1.4 million. Twenty-seven projects are scheduled at a budgeted cost of $6.4 million for FY 2013.

Utilities Fund – Major projects for Water production and distribution include Switzer Canyon Transmission Line, Lake Mary Well Waterline, Hillside Sewer Replacement, and Rio De Flag Sewer Relocates. Eighteen water projects and nine wastewater projects are scheduled at a combined budget of $9.6 million for FY 2013.

Airport Fund – Five projects are scheduled at a budgeted cost of $5.2 million for FY 2013. The projects include Apron Reconstruction and the Westplex Taxilane – design and construction.

Solid Waste Fund - This year's CIP includes three projects for a total cost of $383,000 for Stormwater Infrastructure, Sub-Surface Geo Physical Study and infrastructure improvements.

Stormwater Fund – Eight projects are budgeted in the Stormwater fund with a cost of $4.9 million in FY 2013. These projects include; Drainage Spot Improvement, the Rio De Flag Parking Replacement and Rio De Flag Project.

CAPITAL PLAN IMPLICATIONS

For a community to continue to grow and prosper, capital improvement needs must be balanced with the burden placed on its citizens to fund them. Therefore, the capital improvement program is evaluated in terms of its impact on a variety of factors such as property taxes, utility rates, and entering into other long-term commitments, i.e., affordability factors.

Property Tax: Servicing general obligation debt over the previous five years is shown in the Community Profile section. The table shows that debt as a percentage of assessed and per capita debt. This debt is related to the voter authorized sale of bonds in May 2004 in the amount of $155.2 million, in November 2010 in the amount of $21.2 million, and $1.1 million remaining from November 1996 voter approved of $8.2 million.

Utility Rate Structure: The City has contracted with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model has demonstrated a need for a rate increase which was presented to council in the fall of 2010. Rates increase annually for five years and began in January 2011.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision and renewed the tax an additional fifteen years in March 1996 and 2010, extending the tax to March 2028. Capital projects currently underway include streetscape along corridors, and the FUTS (Flagstaff Urban Trail System) connectivity and various recreation projects.

Transportation Taxes: In the May 2000 election, the voters approved a transportation tax that started at 0.51% and increased incrementally to 0.601%. The City Council approved an increase of 0.064% in the transit portion of the tax effective September 1, 2001, that increased the tax rate to 0.574%. The City Council approved another increase to the transit tax of 0.027% effective July 1, 2003 which increased the total transportation tax to 0.601%. In May 2008, the voters approved an additional tax increase for transit of 0.12%, raising the total transportation tax to 0.721%.

DEBT

DEBT CAPACITY

The City's legal debt margin, shown on the following page, demonstrates adequate capacity to complete the capital projects passed with the November 1996 bond election, May 2004 bond election and the November 2010 election. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

CURRENT DEBT POSITION

The City's underlying bond rating for general obligation bonds is presently "AA" by Standard & Poor's Corporation and "Aa2" by Moody's Investor Services. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

Economic factors reviewed include measures of growth such as: population and housing demographics; employment base; unemployment rate; competitiveness of services provided by the governmental entity with surrounding jurisdictions; and vulnerability to revenue streams dependent on economy, e.g., sales taxes and delinquency rates on property tax collections. The City is well positioned because of its location and the diversity of its economic base.

Financial performance factors focus on the entity's ability to maintain a balanced budget regardless of economic circumstances. Recurring revenue streams without reliance on one-time revenue sources, e.g., asset seizure funds or fund balance should support ongoing expenditures. Maintaining a fund balance of 10% of budgeted appropriations is indicative of sound financial management practices.

Debt factors analyzed include indebtedness trends, debt history, current debt burden, and debt repayment schedules. The economic feasibility and need for projects financed with debt are also evaluated, as there is a correlation between perceived benefit received and ability or willingness to repay debt. The history of past voter approved bond authorizations is evaluated as an indicator of taxpayer willingness to repay debt, as well as the amount of overlapping debt imposed on the taxpayer. Development of a long range capital improvement plan is a primary method of planning for future debt needs and is a meaningful way of demonstrating budgetary and fiscal controls.

Administrative factors reviewed include the professionalism of the administration relative to budgetary policies and practices, financial reporting and results of independent audit, and effective management practices. Debt limitations, tax rate and levy limitations and unused debt margins are also assessed. Focus on management capabilities includes personnel turnover, labor relations, and legal and political constraints evident in the organizational structure. Finally, assessment procedures are reviewed and property valuations are trended and analyzed.

Quality of Life factors include the physical, environmental, and social/cultural amenities of a community, which enhance the desirability as a place to live and thereby add to the valuation of the tax base.

Legal Debt Limitations are assessed at 6% and 20% of the assessed valuation of real property. The 20% category includes water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. The 6% category includes everything else. The following table reflects City capacity in each category.

General Obligation Debt
July 1, 2012

20% Limitation
(Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilites Purpose Debt)

Assessed Valuation	$	765,276,651
Allowable 20% Debt	$	153,055,330
20% Debt Outstanding		(41,841,159)
Allowable Debt Margin	$	111,214,171

6% Limitation
(All Other General Obligation Debt)

Assessed Valuation	$	765,276,651
Allowable 6% Debt	$	45,916,599
6% Debt Outstanding		-
Allowable Debt Margin	$	45,916,599

DEBT SERVICE

At July 1, 2012, the total actual indebtedness is $152.9 million. FY 2013 annual debt payments are $14.7 million with $37.0 million as proposed future debt awaiting approval by voters. At the start of the fiscal year, July 1, 2012, the City's 20% general obligation debt of $41.8 million is well below the legal limit by $111.2 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $45.9 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2013	$ 10,133,643	4,584,853	14,718,496
2014	9,353,743	4,160,705	13,514,448
2015	10,607,412	3,831,223	14,438,635
2016	10,793,294	3,454,320	14,247,614
2017	9,846,457	3,062,971	12,909,428
2018	9,977,545	2,705,576	12,683,121
2019	10,306,642	2,309,009	12,615,651
2020	10,504,304	1,911,882	12,416,186
2021	6,540,667	1,532,564	8,073,231
2022	6,333,573	1,282,062	7,615,635
2023	5,345,189	1,035,485	6,380,674
2024	3,752,873	837,230	4,590,103
2025	3,663,570	689,650	4,353,220
2026	3,683,033	546,104	4,229,137
2027	3,279,782	399,289	3,679,071
2028	1,701,826	264,537	1,966,363
2029	1,108,599	183,630	1,292,229
2030	1,142,070	123,106	1,265,176
2031	950,705	67,997	1,018,702
2032	870,004	21,749	891,753
	$ 119,894,931	33,003,942	152,898,873

CITY COUNCIL GOALS AND PRIORITIES

In the summer of 2010 the Council attended a retreat to allow them to update their goals for the organization. From this retreat we have the following goals:

- A sustainable community through economic vitality, environmental protection, and social inclusion
- Diversity of arts, culture, and educational opportunities
- Livability through good neighborhoods, affordable housing, and varied recreational activities
- Effective governance
- Maintain public safety short response times and encourage expanded health services
- Maintain and deliver quality, reliable infrastructure

These goals are represented in the performance measures of each Section located in the Department Detail section of the book.

The Council also discussed and ranked what they see as priorities. The rankings of Tier 1 priorities required 4 or more council member's votes, Tier 2 received 3 council member votes, and Tier 3 received 2 votes. The following is a list of those priorities:

Tier 1

- Explore possibility of a second airline.
    - Update: Acquired an $800,000 grant to secure a second airline.
- NACET expansion and Science Park approved and construction commenced.
    - Update: Received 2 grants totaling $5M to support expansion.
- Adopt a Water Policy resolution including water adequacy, funding, and rain water harvesting.
    - Update: Adopted rain water harvesting ordinance. Drafted first five chapters of the Water Policy. Settled water allotment dispute related to Red Gap Ranch to allow for an adequate water source for the future of Flagstaff for a potential 80 years.

Tier 2

- Develop and implement a Property Maintenance Ordinance (PMO).
    - Update: A draft PMO was provided to Council in May 2012. Council made recommendations for changes and will be brought back to Council at a later date.

- Implement traffic solutions contained in the Transportation Master Plan.
- Acquire open space with unspent 2004 bond money.
    - Update: Exploring purchase of Picture Canyon.
- Development and implementation of an incentive policy for commercial infill.
- Maintain existing parks (no new ones).
    - Update: In FY 2013 we improved the service level from 4 to 3 (1 being the highest level) by allocating an additional $200,000 to maintenance and improvements.
- Substantial progress towards a snowplay area.
    - Update: Conducted a Request for Proposal process and began contract negotiations.
- Provide a briefing on residential infill incentive policies.
- Explore bi-monthly trash and recycling schedules.
- Conduct a community conversation about diverse cultures and consider a gay rights ordinance.
    - Update: Council has discussed the possibility of a Civil Rights Ordinance.
- Make sure we are following the Inclusive Cities Resolution.

Tier 3

- Year round homeless shelter with one-stop social services.
    - Update: We assisted Flagstaff Shelter Services in development of a new homeless shelter.
- Restore staff pay cut and get competitive pay.
    - Update: The pay cut has been restored. We have placed triggers in the FY 2013 budget to help address positions under market by 25-30% and another 1.2% pay increase.
- Redevelopment of Kmart building on 4th street.
    - Update: This building is now occupied by CAL Ranch.
- Establish fiscal policies.
    - Update: Fiscal policies were established in FY 2011 and used in the FY 2012 and 2013 budget process.
- Explore partnerships with Tribal and other governments; including recharging Alliance with a 5-year strategic plan.
    - Update: Signed Navajo Nation Human Right's Commission's memorandum of understanding. Signed agreement in principle with tribes on water settlement. Attended numerous Hopi ceremonies. Provided training to Navajo airport crews.
- Endorse November 2010 bond issue individually and work to pass.
    - Update: Two of the four bond proposals were passed by the voters. The approved issues were for replacing the Public Safety radio system and the Street/Utility improvements. The court and maintenance facilities did not pass.
- Review priorities in CIP.
    - Update: The annual budgeting process allows for discussion of priorities for the City's Capital Improvement Plan.

Inner Basin Pipeline Reconstruction - May 2012

POLICIES AND PROCEDURES

FISCAL POLICIES

The City balances current revenues against current expenditures (balanced budget approach) in all funds on an annual basis. Additionally, all City funds must balance these funds on an on-going basis for a minimum of five years. Both operational and capital efforts must be sustainable to assure continuity of service to citizens.

A five-year Capital Improvement Plan is updated annually and includes anticipated funding sources. The City's accounting records for General Government operations (General, Special Revenue, Debt Service and Capital Projects Funds) are maintained on a basis consistent with Generally Accepted Accounting Principles (GAAP) with measurable revenues recorded when they become available to finance expenditures in the current fiscal year. "Available" is defined as collectible within the current period or soon enough, thereafter, to be used to pay liabilities of the current period. Expenditures, other than principal and interest on debt, are recognized in the accounting period in which the liability arises. State statute allows for encumbrances to be recognized for a 60-day period following the end of the prior fiscal year as uses of prior year appropriations. To ensure that appropriations do not lapse, departments are directed to re-budget for all items that are expected to be delivered after June 30.

For the Enterprise Funds, the annual budget is prepared on a basis that differs from GAAP because state law requires capital purchases and debt service payments to be budgeted as expenses, and bond proceeds and grants that are to be utilized are to be budgeted as revenues.

As a matter of general policy, the City of Flagstaff attempts to realize the following goals and objectives:

GENERAL

The City maintains a moderate property tax rate. The secondary property tax rate relates directly to voter-approved debt. General Obligation (G.O.) debt, supported by property tax revenues, may change based on one or both of the following factors: 1) assessed valuation; or 2) property tax rate changes commensurate with community consensus. Additionally, debt service requirements are repaid through a specified revenue stream whenever possible, e.g., water and sewer G.O. bond debt service requirements are built into utility rate structure.

The City's general sales tax is used to meet the general operating needs of the City. An additional two percent BBB tax has been levied on lodging, restaurant, and bar services. This latter tax has been designated for enhancing the quality of life through Beautification projects, Economic Development, Tourism efforts, Arts & Science contributions, and Recreation operations and projects. The City has dedicated ($.00721) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 15% of operating revenues. During difficult budget times, the city may reduce fund balance to 12%. The projected fund balance for FY 2012 is 42%, for FY 2013 is 19%, and for FY 2014 is 17%.

Current revenues will be sufficient to support current operations. Grant funds are considered to leverage City funds. Inconsistent and/or fluctuating grants are not used to fund ongoing programs.

ENTERPRISE FUNDS

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service." All Water and Wastewater Fund, Environmental Services Fund, and Stormwater Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. The water and wastewater fund has been approved for a rate increase effective January 1, 2011 with planned increases for five years. The Environmental Services fund implemented a rate increase for FY 2008 and has a 5% annual escalator for commercial and residential refuse, commercial and curbside recycling, and tipping fees thru FY 2013. As a matter of policy, the City will raise the landfill fee to an amount higher than the tipping fee at the Material Recovery Facility (MRF) to encourage recycling. The stormwater program had a rate increase June 2010 and there is no increase planned. Airport revenues generally have a CPI increase and several services are competitively bid.

An Environmental Services reserve will be determined and evaluated annually to provide funding for costs of landfill closure.

The City's goal is to maintain enterprise fund balances in excess of 10% of operating revenues due to the fluctuations of usage not in the control of the departments.

REAL ESTATE PROCEEDS FUND

The disposition of funds from real estate proceeds is governed by ordinance. Proceeds from the sale of real property assets will only be used for costs of acquisition or sale of real property.

DEBT PERFORMANCE

To ensure that the City's debt position and bond ratings remain favorable, the City's borrowing program strives to meet the following general debt performance goals:

- The City will limit long-term debt to only those capital improvements that cannot be financed from current revenues.
- The terms of repayment for any debt will not exceed the estimated useful life of the project or asset acquired nor will debt be used for recurring expenditures normally considered operational and maintenance expenditures.
- Minimize the impact of debt obligation on the general taxpayer, by:
  - Using Special Improvement Districts (SID), revenue bonds (street projects), or user charges (water and sewer bonds) whenever possible.
  - Determining if BBB funds (Beautification, Economic Development, Tourism, Recreation, and Arts & Science) should underwrite all or part of a proposed project.
  - Creating sinking funds when possible to provide for expansion or replacement of capital items.
  - Seeking out grant support to the maximum extent possible as well as other lower interest debt options such as state revolving loan funds or redevelopment district designation.
  - Collaborating with the City's financial advisors to structure debt in such a way the debt load is explicitly related to the operating budget and the ability to handle debt will not impair operating needs. General obligation debt load will not exceed 15% to 20% of the operating budget and debt expenditures to allow sufficient resources to meet ongoing needs without placing an undue burden on the taxpayer.
  - Preparing an Official Statement on all bond offerings and notes, including Certificates of Participation.
  - Maintaining good relations with its financial advisor, bond rating agencies and insurance carriers, and providing full and open disclosure on all financial reports and prospectuses.

DEBT MANAGEMENT

The City will not pledge General Fund taxing authority to secure long-term debt except when marketability can be significantly enhanced.

At least 25% of capital outlay (including capital equipment acquisition) will be funded on a pay-as-you go basis. The City will fund on a pay-as-you-go basis as much as possible rather than using debt financing.

A feasibility analysis will be undertaken in-house for proposed long-term financing to determine current and future budgetary impact and reliability of revenue stream to support both debt service requirements and operations. Council will review the financing program annually.

Financing will not exceed the useful life of the infrastructure improvement.

Debt financing will be on a competitive basis. Private placements (negotiated financing) may be used when the market is highly volatile or the debt structure is highly unusual and complex as to financing structure or security structure.

Debt schedules will be prepared and included in the Annual Budget and Financial Plan (budget document) as well as the Five-Year Capital Improvement Plan with an annual update.

The City will diligently monitor compliance with all bond covenants as well as strict adherence to federal arbitrage regulations.

FUND BALANCES AND RESERVES

The City will strive to maintain fund balances of at least fifteen percent (15%) in the General Fund and ten percent (10%) in the Special Revenue and Enterprise Operating funds. Twelve percent (12% of General Fund revenues and five percent (5%) of other funds is considered the minimum level necessary to maintain the City's credit worthiness (bond rating). However, a more stringent level is recommended so as to provide for:

- Economic uncertainties
- Assurance against vagaries and uncertainties in the bond market
- Cash flow requirements (60 days operating revenues)
- Adequate contingencies

A Landfill Sinking Fund has been established to provide for future closure and environmental regulation requirements and equipment needs. For closure costs, amounts are legally designated for future construction needs in order to insure financial compliance. The landfill rates include an allocation to the sinking fund.

EXPENDITURE LIMITATION CONTROL

The State of Arizona provides for several options regarding expenditure control limitations. State statute determines the allowable expenditure limits for each municipality. There can be a one-time adjustment, a permanent adjustment, or charter cities have a homerule option. The City operates under the state expenditure limitation rather than the home rule option allowed to Arizona municipalities, which requires voter approval every four years. The City has a permanent adjustment to the base as a result of the BBB tax approved by voters in FY 1988, which allows the City to increase the expenditure level base by the amount of the additional revenues generated by the tax.

The City received voter approval for a second permanent base adjustment in the May 2006 general election. The adjustment was necessary to align previous citizen approved expenditures with the maximum allowable amount per the Economic Estimates Commission.

Expenditure Limitation is presented as the basis of accounting presented by the uniform expenditure reporting system, which excludes expenditures of certain revenues specified in the Arizona Constitution.

BUDGET POLICIES

Budget Basis of Accounting – The accounting and budgeting systems for the City are in accordance with Generally Accepted Accounting Principles (GAAP) format, with minimal variances between the two systems. Budget basis for enterprise funds differ primarily due to state laws. The major differences are as follows:

- Encumbrances (contractual commitments) are considered the equivalent of expenditures. Encumbrances at year-end for goods or services, which are not received prior to the end of the fiscal year, are cancelled.
- Fund balances reserved to inventory and bonded debts are not included in the budget.
- Certain expenditures, such as depreciation and landfill closure and post closure accrual, are not included in the budget.
- All funds except the Internal Service Fund are budgeted.
- Enterprise funds budget capital expenditures and debt service payments as expenses.
- Enterprise funds budget bond proceeds and grants as revenues.

The City will utilize a number of different fund types to segregate the financial activity within the City either due to regulatory reasons or as designated internally. The fund classifications are Governmental funds, Proprietary funds and Fiduciary funds.

Governmental funds are typically those that account for the tax supported activity within the City. Within governmental funds, the sub-classifications utilized by the City are:

- General Fund - The chief operating fund that accounts for all activity not accounted for somewhere else. The General Fund currently encompasses the activities of General Administration, Management Services, Community Development, Public Safety, and Non-Departmental expenditures.
- Special Revenue Funds – Accounts for certain revenue sources that are set-aside for a specific purpose. Special Revenue Funds currently in existence are the Library, Highway User Revenue, Transportation, Beautification, Economic Development, Tourism, Art's and Sciences, BBB Recreation, Real Estate Proceeds, Housing and Community Services, and Metropolitan Planning Organization.
- Debt Service Funds – Established to set aside the resources needed to meet current and future debt service requirements on general long-term debt. The City has established the General Obligation Bond Fund, the Secondary Property

Tax Fund, and the Special Assessment Fund in this category.

- Capital Projects Fund – Established to separately reflect major capital acquisitions and/or construction from other ongoing operating activity. The City of Flagstaff has established a Capital Project Fund.

Proprietary funds are used to account for those activities that are expected to be self-supporting through user fees in whole or in part. Proprietary funds encompass Enterprise funds.

- Enterprise Funds – May be utilized for any activity in which a fee is charged. An Enterprise Fund is required to be utilized if the debt is backed solely by fees or charges, if there is a legal requirement to recover cost through fees and charges, or there is a policy decision to recover cost. The City has four Enterprise Funds in the form of Utilities (Waste and Wastewater), Airport, Environmental Services, and Stormwater.

Fiduciary funds are used when the City holds resources while acting as an agent for a party outside the government. The City has no fiduciary funds.

Budgetary control accounts are maintained in the general ledger system at a line item level to track estimated revenues, appropriations, and encumbrances.

The Comprehensive Annual Financial Report (CAFR) Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual, reflect how well the City met its budget plan at the legal level of control which, is at the department level. In addition, while individually budgeted, the City combines the BBB funds for CAFR presentation. These include Beautification, Economic Development, Tourism, Arts & Science, and Recreation. Conversely, the City presents the Internal Service fund in the CAFR as unbudgeted.

REVENUE DISTRIBUTION

Highway Users Revenue Funds (HURF) will be used to fund a portion of the Annual Streets Maintenance Program (overlay, chip seal, reconstruction) at a level of effort that will strive to maintain the streets system based on availability of funding. A portion of HURF funds will also be appropriated each year for street and sidewalk improvements, streetlights, and Americans Disability Act (ADA) compliance.

Local Transportation Assistance Funds (LTAF) funding was eliminated for FY 2011 by the State budget process which in turn will eliminate funding of a portion of the annual streets maintenance program. We do not currently see this funding being restored in the near future.

Debt service requirements for General Obligation Water and Sewer bonds will be built into the respective rate models so that sufficient revenues are generated from user charges to cover annual debt service.

BBB Funds are restricted to Beautification, Economic Development, Tourism, Arts & Science, and Recreation projects and programs. The Beautification Fund will finance major beautification projects including an urban trail system, bikeways, pocket parks, streetscape, rehabilitation, area redevelopment enhancements, and related maintenance expenditures. As determined at the April 1996 Council retreat, funds for recreation will serve to improve, maintain, and enhance park facilities.

Annual funding for Economic Development opportunities $125,000 and Open Space $150,000 shall be allocated on a priority basis from excess revenues over expenditures.

Transportation funds benefit four major categories: Fourth Street overpass, Street Improvements, Safety Improvements, and Transit. The Street and Safety projects include Safe-To-School Projects, urban links, streets widening, and gateway development.

OPERATING BUDGET IMPACT

The impact of capital improvements on the respective fund operating budgets is required for all capital projects. Costs are developed for first-year start-up costs as well as an annual operating cost estimate. For Enterprise Fund capital projects, debt service requirements are included in the rate projections.

Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to possible changes in the economy, service demands and capital improvements. The forecast will encompass five years and will be updated annually.

An analysis of impact on cost-of-service will also be undertaken by the City staff to determine if any changes to fees and charges should be recommended to Council.

MINIMUM LEVELS OF CAPITAL INVESTMENT

The Street Improvement Program will strive to commit $1.5 million for annual capital maintenance of the street system which includes ADA compliance in the street system.

The Water and Sewer system will undertake sufficient capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be improved over a 20-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $16 million will be needed over 30 years starting in the year of closure to finance the closure and environmental regulatory compliance costs for the landfill. Landfill requirements are built into the Environmental Services rate structure.

NON-RECURRING REVENUES

The City will balance operating revenues against operating expenditures. Any non-recurring revenues are budgeted for other one-time and/or non-recurring expenditures. Should any non-recurring revenue source have ongoing operating implications, those considerations will be evaluated before the acceptance of such funding.

Inner Basin Pipeline Reconstruction - May 2012

ISSUES AND UPDATES

PERSONNEL SERVICE COSTS

HOUSING TRANSITION

The City Council adopted ordinance 2010-09 on June 8, 2010 affirming Housing Authority employees are City of Flagstaff employees. A transition team was assembled and Human Resources have been working with City and Housing Authority staff towards this integration. The Housing Authority staff were added to the City's pay plan on July 1, 2011. The differences in benefits have also been examined and the benefit program was aligned effective January 1, 2012. The Housing Authority is now completely aligned for compensation and benefits.

COMPENSATION

The City's pay plan was increased by 0.6% on July 1, 2011 to off-set the Arizona State Retirement System (ASRS) contribution percentage split change made within the retirement system. The pay plan was increased by an additional 0.6% on January 1, 2012 per City Council direction to restore part of the 1.2% reduction in pay. The City also achieved the revenue triggers and the pay plan was increased by 0.6% on April 1, 2012 to offset the remaining 0.6% reduction in pay. On April 29, 2012, the pay plan was decreased by 0.6% as the ASRS contribution percentage split reverted to a 50%/50%. The total amount of compensation is approximately $28,026,000 in the general fund.

Employees who are in the skill based pay plan are eligible for pay adjustments based on acquiring skills and knowledge that are associated with skill blocks. Each of the skill blocks were adjusted as mentioned in the previous paragraph.

Hazardous Assignment Pay is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the norm for the job, and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position. Assignment pay was adjusted as mentioned above.

The City will begin to address the market lag of the City's pay plan this year based on revenue triggers. The revenue trigger will continue to be based on the adjusted local sales tax and state shared sales tax budgeted amount and the actual receipts collected between June and December of 2012. The reports will be received in January of 2013, which is the most comprehensive time to capture local sales tax, since it includes those businesses that file annually, monthly and quarterly. There will be two tiers of revenue triggers added to the FY 2013 budget. In tier one if the receipts of the adjusted local sales tax and state shared sales tax exceed the budgeted amount by $400,000, then $200,000 of ongoing dollars will be applied towards a 0.6% increase. In tier two, if the sales tax budget is exceeded by another $400,000, then another $200,000 of ongoing dollars will be used for a market adjustment. Positions furthest below market will be considered for the market adjustments. The adjustments would be implemented after April 1, 2013.

The compensation package proposed in this year's budget attempts to address three issues:

- Maintaining compensation and benefits for employees
- Restoring compensation and benefits for employees that have been reduced due to budget reduction.
- Begin addressing the average 19% under compensation to employees compared to market.

BENEFITS

FY 2013 begins the 20th year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff and two non-voting members: NAIPTA and the Accommodation School.

NAPEBT continues to fund a wellness program in an effort to control costs. This year NAPEBT held its fourth annual health fair. All of the insurance providers and various community medical providers and wellness vendors participated in the two day event. Employees were able to receive flu shots, mammography and prostate exams and wellness screenings free of charge. These wellness assessments have been included in a Wellness Incentive program including an online Health Risk Assessment (HRA). The incentive will be effective July 1, 2012 and will save the employee $20 per month on their premium, if the employee participates in the screening and HRA. In addition, City staff have created a wellness program called TeamWELL (Workers Enjoying Living Life). TeamWELL has begun a host of programs and events centering around healthy living.

The overall premium increase for health insurance is 4.4%. This increase will be mitigated through the use of Trust surplus. The Trust will continue to fund the amount of the previous premium holidays equaling $17.93 per month per employee and the 4.4% increase of approximately $20.64 per month

per employee. The overall employer contribution has decreased by $291,000 in all funds, since the Trust fund balance is covering all increases in premiums for FY 2013. The City has programmed increases in the General Fund 5-year-plan should the Trust not continue to cover increases.

NAPEBT will continue allow an opt-out provision for employees with proof of group health insurance outside of the Trust. This provision will provide savings to the City, but will not provide an incentive to the employee to opt-out.

The Trust's decision to become self insured in 2007 has led to the lower premium increases experienced over the last four years. The overall increase for health insurance is still below the national trend of approximately 10-15%.

The City will pay the full premium for employees participating in the Base Plan and $254 per month for dependent subsidy. However, if the employee does not participate in the Wellness Incentive and has not authorized a payroll deduction the employee will be defaulted into the HDHP and there will be no contribution to the Health Savings Account (H.S.A.). The dependent subsidy was reduced effective July 1, 2009 and this will continue FY 2013. In FY 2012 NAPEBT voted to offset the 8.1% increase with a $20 per month contribution for the Base Plan, increase the Buy Up Plan contribution by $20 and reduce the HDHP H.S.A. contribution by $20. The City funded this during the FY 2012 budget with ongoing dollars in order to maintain the current benefit package. The total budget for employee only health insurance is $3.8 million dollars. The total cost of the dependent subsidy to the City is approximately $822,000.

City employees who do not elect dependent health insurance coverage normally receive $60 per month in deferred compensation, but this benefit was suspended beginning July 1, 2009 and will continue through FY 2013. The savings to all funds is approximately $340,000.

The City worked with the Employee Advisory Committee in order to determine the dental benefit needs of City personnel. As a result of those discussions the City merged all dental plans into a more enhanced product that included 100% preventive care, 80% basic service, 60% crowns, 50% major services and child orthodontia. The dental insurance premiums will reduce by 2.5%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $284,000.

The City provides a basic vision benefit for the employee and dependents. The employee does have a buy up option for employee and dependent coverage. There is no change in the contribution this year. The cost to all funds is approximately $15,000.

The City provides a basic life and accidental death & dismemberment benefit in the amount of one times the employee's annual salary to a maximum of $150,000. The cost of this benefit is $83,784. The Airport Service Workers receive an additional occupational accidental death & dismemberment (AD&D) benefit in the amount of two times the employee's annual salary to a maximum of $150,000; since this group of employees is not eligible for the Public Safety Personnel Retirement System. The cost of the additional occupational AD&D is $635.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will be 29.22% for Police an increase of 19.1% and 37.80% for Fire an increase of 20.8%. The PSPRS employee contribution will increase by 1% to 9.65% for the employee. The Arizona State Retirement System (ASRS) contribution split has changed back to a 50/50 split effective April 29, 2012. The employer and employee contribution will be 11.14% for FY 2013. The ASRS pension and health insurance benefit will be 10.90%, which is a 3.8% increase in contribution rates. The ASRS long-term disability will stay 0.24%,. The cost to all funds is approximately $3.46 million for PSPRS and $2.94 million for ASRS.

SUPPLEMENTAL BENEFITS

The City provides supplemental benefits to employees including the Employee Assistance Program and Repetitive Motion Therapy.

All benefit-eligible employees are eligible to participate in the Employee Assistance Program (EAP). The program provides six sessions at no cost to the employee.

There are two methods by which an employee may be referred to the City's EAP. The first is self-referral when the employee voluntarily calls or contacts the EAP. The second is a referral done by the supervisor when there is a documented performance problem. The EAP also provides mediation services, responds to critical incidents, is the City's DOT Substance Abuse Counselor and may provide training on topics such as Dealing with Difficult Customers, Preventing Violence in the Workplace and Drug & Alcohol Training for Supervisors.

The total amount budgeted for the Employee Assistance Program is $34,000 and there is no change proposed for the FY 2013 budget.

The City provides a Repetitive Motion Therapy (RMT) benefit to all employees. The RMT sessions are for those employees who have previous, current, or are susceptible to a repetitive motion injury. Thus, priority for appointments is given in the following order.

- All employees with current workman's compensation claims or claims closed for less than one year have first priority when scheduling an appointment. However, employees with current workman's comp claims who do not follow their prescribed course of treatments will not have priority when scheduling an appointment.

- All other employees who are susceptible to a repetitive motion therapy are eligible for one therapy session per week.

The total amount budgeted for Repetitive Motion Therapy was reduced to $12,000 FY 2013 and this will continue to be the budgeted amount this fiscal year. Housing Authority personnel were added to this benefit beginning February 2011.

VOLUNTARY BENEFITS

The City offers three voluntary benefits for the employee. These benefits include Voluntary Life insurance, Short Term Disability and Long Term Disability. There is no direct cost to the City for offering these voluntary benefits, but the City does utilize City resources for administration purposes.

Employees may purchase additional life insurance at their own expense through payroll deductions. The cost of coverage is age rated and there is a guaranteed maximum amount of $100,000. Coverage is also available for eligible dependents.

Short term disability is available to all employees and Long term disability is available to commissioned employees since it is not part of the Public Safety Personnel Retirement System. This is also an age rated benefit with a weekly maximum of $1,150 for Short term and monthly maximum of $5,000 for Long term.

CLASSIFICATION

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a Division Director believes that an employee(s) is functioning out of class on a regular basis or that job responsibilities have changed sufficiently, a request may be made for the Human Resources division to conduct a review. The Human Resources division then conducts an audit and evaluates the request utilizing Decision Band Method (DBM) methodology.

If the audit and analysis indicates an adjustment needs to be made to a position classification, Human Resources procedures allow for four types of changes.

1. RECLASS - An individual(s) within a classification is evaluated in regard to moving that person(s) from others in the same classification to a higher (or lower) classification. Some instances may include a title change.

2. RERANGE - A classification in a given pay range is evaluated in regard to moving that position classification to a higher (or lower) pay range. This affects all employees in the classification, including single incumbent classifications. Some instances may include a title change.

3. RETITLE - A job title is evaluated in regard to changing the job title only. This does not affect pay.

4. REZONE – An individual within a broadband may be move to a higher-level zone within the broadband based on the employee's performance.

The audit can also show that the position is properly classified and/or titled and that no changes are needed.

All requests from divisions were submitted to the Human Resources division for review, and only those recommended for approval were forwarded to the Budget Team for inclusion in the FY 2013 budget. The Human Resources division has notified all Division Directors of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2012.

The Human Resources division received a total of 12 requests for reclassifications/reranges and 10 requests for rezones. The following shows those that were approved:

FISCAL YEAR CHANGES				
RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Engineering Tech III	7	Engineering Specialist	8	1
Airport Operations Supervisor	10	Airport Operations Manager	12	1
Meter Technician	4	Meter Technician II	5	1
Judicial Specialist	B21	Court Finance Specialist	9	1

RETITLE		
Old Title	New Title	Range
Public Relations Associate	Public Relations Specialist	8
Sales Associate	Sales Specialist	8
Publications Specialist	Creative Services Specialist	8

REZONES			
Current Job Title	Old Zone	New Zone	No. of Employees Effected
Planning Development Manager	2	3	1
Maintenance Worker – Parks	2	3	1
Maintenance Worker – Parks	1	2	1
Maintenance Worker – Facilities Maintenance	2	3	1
Equipment Operator – Streets	1	2	1
Administrative Specialist – Legal	1	2	1
Administrative Specialist – HR	1	2	1

Human Resources also received the following requests mid-year for new classifications, reclassifications, retitles, and rezones.

MID YEAR CHANGES

RECLASSIFICATIONS/RERANGES

Old Title	Old Range	New Title	New Range	No. of Employees Effected
Airport Service Worker I	6	Airport Operations ARFF Spec	B6	3
Airport Service Worker II	7	Airport Operations ARFF Spec	B6	3
Public Works Manager	13	Public Works Manager	14	5
Library Assistant II	8	Library Supervisor	10	1
Administrative Assistant	B11	Administrative Specialist	B21	1
Economic Development Manager	14	Economic Development Manager	15	1
Service Writer	6	Fleet Services Specialist	7	1
Fire Inspector II	9	Fire Inspector	10	1

RETITLE

Old Title	New Title	Range
Meter Reader Supervisor	Meter Tech Supervisor	8
Community Planner	Community Design and Redevelopment Project Administrator	12

REZONES

Current Job Title	Old Zone	New Zone	No. of Employees Effected
Equipment Operator	2	3	1
Operations Specialist	2	3	1
Maintenance Specialist	2	3	1
Equipment Operator – Solid Waste	2	3	1

ADDITIONAL MID- YEAR CHANGES

Human Resources have received the following additional requests that are still under review:

1. Rezone of Plant Specialist from Zone 2 to Zone 3.
2. Create a new classification of Financial Systems Specialist for Management Services division.
3. Reclassification of Executive Administrative Assistant.

PAY PLAN CHANGES

The following changes have been made to the City Pay Plan:

1. The Airport Service Workers were broad banded with a title of Airport Operations/ARFF Specialist with a minimum range 6 and a maximum range 8.
2. The Sr. Procurement Specialist and Accountant I and II were broad banded. The titles will be updated to Procurement Specialist and Accountant with a minimum of range 9 and maximum range 12.
3. The pay plan was updated to reflect the new minimum wage effective January 1, 2012.

REORGANIZATIONS

The following reorganization has been completed:

The City Manager's Office reorganized the duties of the Executive Assistant to include support of the City Manager and Deputy City Manager – Utilities, Safety and Services and the Executive Administrative Assistant was increased to 1 FTE from 0.75 FTE and now supports the City Council and Deputy City Manager – Community Enhancement.

Human Resources have received additional requests that are under review for Recreation Section, Revenue Section, Utilities Division, and the Police Department.

ORGANIZATIONAL STUDIES

The Human Resources division is currently conducting two organization studies for the Library and the City Clerk's Office.

TURNOVER

The City's turnover rate for calendar year 2011 is 6.87%. This is 8.83% lower than the government rate according to the Bureau of Labor Statistics.

POSITION ADDITIONS/DELETIONS

A review of the Personnel Table of Organization (see Appendix Section), provides complete detail, including staffing request changes that are reclassification requests and transfers of personnel between divisions to accommodate changing program needs.

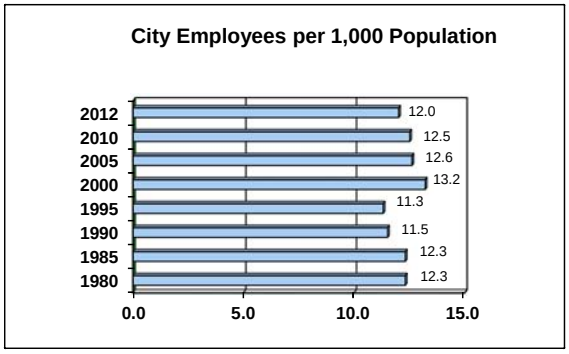
A total of 9.92 FTE's were cut across all funds for FY 2013. The following detail highlights the five year historical staffing trend as well as the City's calculation of City staff in comparison to population.

PERSONNEL IN EACH FUNCTION CATEGORY
5 YEAR HISTORICAL TREND

	Fiscal Year				
	2009	2010	2011	2012	2013
Public Safety	282.75	267.00	260.00	257.00	256.00
Public Works	250.35	159.09	153.59	149.87	148.16
Comm Enrich	0.00	110.43	110.43	112.75	107.59
General Admin	83.88	73.88	72.68	71.48	70.93
Utilities	81.75	70.50	68.50	67.50	67.50
Community Dev	102.38	69.58	61.88	57.08	56.08
Housing Authority	0.00	0.00	23.50	23.50	24.00
Mgmnt Services	105.41	38.75	39.00	38.25	38.25
Econ Vitality	0.00	38.25	35.75	34.99	33.99
	906.52	827.48	825.33	812.42	802.50

Employees per 1000 Population

Census Year	Population	Budget Year	Employees	Emp/Pop
1980 *	34,743	1981	427.75	12.3
1985	38,247	1986	470.25	12.3
1990 *	45,857	1991	527.25	11.5
1995	52,701	1996	593.00	11.3
2000 *	52,894	2001	700.00	13.2
2005	61,185	2006	768.03	12.6
2010 *	65,870	2011	825.33	12.5
2012 **	66,673	2013	802.50	12.0



* Census Figures per United States Census Bureau
All Other Populations per Arizona Department of Economic Security Estimates
**Estimated Population

The table below lists each section with staff level changes for FY 2013:

Section	FY 2012 Authorized Personnel	FY 2013 Authorized Personnel	FY 2013 Personnel Changes
City Manager/City Clerk	10.795	10.25	-.545
Human Resources	6.75	7.75	1.0
Risk Management	2	2	
Law	13.75	13.75	
Information Technology	13	13	
Management Services – Purchasing	8	8	
Management Services – Revenue	18.25	18.25	
Management Services – Finance	12	12	
FMPO	2.88	2.88	
Community Development – Administration	2	2	
Community Development – Capital Improvement	8	7	-1
Community Development – Planning & Development Services	22.5	22.0	-.50
Community Development – Engineering	16.7	17.2	.50
Community Development – Housing	5	5	
Flagstaff Housing Authority	23.5	24	.50
Fire	85	85	
Police	172	161	-1
Community Enrichment – Library	51.4	51.4	
Community Enrichment – Recreation	61.35	56.19	-5.16
Public Works – Administration	2.5	2	-.50
Public Works – Parks	27.46	28.69	1.23
Public Works – Fleet	13	13	
Public Works – Facilities Maintenance	11	11	
Public Works – Streets Maintenance	36.31	34.97	-1.34
Public Works – Environmental Services	48	47.65	-.35
Public Works – SEMS	11.6	10.85	-.75
Utilities – Administration	8	8	
Utilities – Water Production	11	11	
Utilities – Water Distribution	14	14	
Utilities – Wildcat Wastewater Treatment Plant	12.5	12.5	
Utilities – Wastewater Collection	9	9	
Utilities – Industrial Waste	3	3	
Utilities – Rio Wastewater Treatment Plant	4	4	
Utilities – Stormwater	6	6	
City Court	25.18	24.18	-1
Economic Vitality – Economic Development	2	2	
Economic Vitality – Airport	9.5	9.5	
Economic Vitality – Community Investment	6	5	-1
Economic Vitality – CVB	6	6	
Economic Vitality – Visitors Center	4.49	4.49	
Total	807.42	797.5	-9.915

CITY OF FLAGSTAFF
COST ALLOCATION PLAN
FOR FISCAL YEAR 2013

PROVIDING SECTIONS	GENERAL 001	LIBRARY 030	HURF 040	TRANSPOR-TATION 041-044	WATER AND WASTEWATER 201	STORMWATER 210	AIRPORT 270	ENVIRONMENTAL SERVICES 280	TOTAL	CHARGES TO OTHER FUNDS
General Fund Services										
Non Departmental	$ 1,862,068	57,045	52,638	7,374	165,544	10,139	45,915	162,870	2,363,593	501,525
Council & Commissions	238,239	23,011	20,999	6,572	62,369	3,191	7,116	52,168	413,665	175,426
City Manager	955,895	68,623	50,630	2,566	133,504	12,248	21,513	106,354	1,351,333	395,438
City Attorney	412,490	38,974	35,568	47,645	105,638	5,405	12,053	88,360	746,133	333,643
Human Resources	299,152	31,374	22,547	-	42,739	3,681	6,362	43,490	449,345	150,193
Risk Management	111,890	11,745	9,646	1,803	23,797	1,517	2,969	21,114	184,481	72,591
Management Services	344,355	29,734	34,709	25,207	154,942	25,805	53,124	61,833	729,709	385,354
Information Systems	653,476	-	-	-	320,510	15,883	19,853	138,974	1,148,696	495,220
Finance Division	556,263	71,760	37,483	24,718	96,245	4,471	35,870	70,819	897,629	341,366
Sales Tax & Licensing	339,011	28,627	-	164,784	21,168	-	30,080	84,180	667,850	328,839
Public Works Admin	13,929	-	78,881	-	-	-	51,074	51,023	194,907	180,978
Public Facilities Maintenance	736,944	86,589	-	-	43,916	10,892	71,155	105,181	1,054,677	317,733
Fleet Services	40,666	1,075	57,980	-	15,206	29	3,404	87,029	205,389	164,723
Customer Service	73,538	4,431	1,236	300	642,893	20,159	375	160,002	902,934	829,396
Community Development Admin	220,906	-	-	-	-	-	-	-	220,906	-
Engineering	1,357,797	-	533,783	-	-	-	-	-	1,891,580	533,783
Community Investment	282,350	27,272	24,888	7,789	73,918	3,782	8,434	61,828	490,261	207,911
Contributions	134,996	13,039	11,899	3,724	35,341	1,808	4,032	29,561	234,400	99,404
Total General Fund	$ 8,633,965	493,299	972,887	292,482	1,937,730	119,010	373,329	1,324,786	14,147,488	5,513,523
Divisions										
General Administration	$ 2,432,903	150,716	118,391	52,014	626,188	38,734	62,750	398,292	3,879,988	1,447,085
Management Services	1,300,781	134,552	73,383	215,009	914,717	50,306	119,411	376,834	3,184,993	1,884,212
Community Development	1,578,703	-	533,783	-	-	-	-	-	2,112,486	533,783
Public Works	791,539	87,664	136,861	-	59,122	10,921	125,633	243,233	1,454,973	663,434
Economic Vitality	282,350	27,272	24,888	7,789	73,918	3,782	8,434	61,828	490,261	207,911
Non-Departmental	2,247,689	93,095	85,581	17,670	263,785	15,267	57,101	244,599	3,024,787	777,098
	$ 8,633,965	493,299	972,887	292,482	1,937,730	119,010	373,329	1,324,786	14,147,488	5,513,523

COST ALLOCATION

The cost allocation plan has been developed utilizing a methodology that is in accordance with generally accepted accounting principles (GAAP). Incorporated within GAAP are three basic principles related to the allocation of central service support costs to operating departments that have been adhered to in the preparation of the cost allocation plan. First, costs should be necessary and reasonable for proper performance of a program. Second, costs should be charged or allocated to programs in accordance with relative benefits received. A program should only be charged for services it utilizes or benefits from, and should only be charged in relation to benefits derived from the service. Third, costs should be accorded consistent treatment as either direct or indirect. A cost should not be charged to a program as a direct cost if any other cost incurred for the same purpose in like circumstances have been allocated to the program as indirect costs. The methodology accommodates detailed analysis of all service areas through the provisions of a structure that identifies total costs (both direct and indirect) by activity and allocates/assigns costs to benefiting services utilizing a base that appropriately represents the level of benefit provided or derived from each activity by each service. The cost allocation is based on actual expenditures for the fiscal year ending June 30, 2011. The City utilized the services of a consultant to prepare this year's plan. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2011; and human resources activities have been allocated on the number of budgeted full-time equivalent positions served.

In selecting an allocation base to be used, the objective has been to utilize a base for each service that is available and reasonably results in the allocation of a service to users based on the relative benefit they receive or derive. A list of the allocation basis is provided in the Appendix.

FLEET MANAGEMENT

To provide a comprehensive fleet management program dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

Fleet management has set the following FY 2013 goals:

- Work with City of Flagstaff Sections reviewing underutilized vehicles/equipment justifications and eliminating vehicles/equipment that are not needed.
- Create a method of funding to replace equipment that has reached its useful life.
- Continue to track fuel usage by section to decrease fuel usage by 5%.

Fleet Management consists of line workers and supervisors representing City divisions that are dedicated to developing and implementing policies and procedures for fleet operations. The Committee is under leadership of the Public Works Section Head, Fleet Manager and the Sustainability Specialist and as directed by the fleet policies identified in the Municipal Sustainability Plan. Fleet Management coordinates and monitors the evaluation, replacement, purchasing, fuel usage and utilization of the City's fleet, maximizing vehicle and equipment life, retaining units as long as economically possible and replacing units that have met or exceeded useful life.

The Fleet Management Committee is in the process of using the updated utilization-replacement policy and is evaluating the 205 vehicles and equipment the fell into the underutilized category. The committee will review and vote on the vehicles and equipment that are determined to be redundant and or unnecessary. Through the process written in the policy remove them from the Fleet. Using the updated policy the Committee is committed to right-sizing the City of Flagstaff's Fleet.

This last year we reviewed 15 replacement requests and agreed on replacing 7 vehicles and equipment in the different funding sources. The newly created catastrophic component replacement fund will be very useful for Fleet Management. The objective of this fund will be to accumulate enough money to purchase large replacements as well as gamble on extending the life of vehicles and equipment beyond the updated policy criteria. As long as we can rely on this money being available we will be able to extend the fleet life until the method of replacement funding is established. Total FY 2013 funding currently available is $1,139,670.

Fleet Management's FY 2012 Accomplishments include:

- Re-wrote and combined utilization/replacement policy.
- Updated and extended the expected life of vehicles and equipment.
- Distributed each Section's list of underutilized vehicles.
- Removed 5 underutilized vehicles.
- Tracked fuel usage and reduced fuel consumption by 5.6%

Other objectives for FY 2013 include:

- Conduct driver awareness training centered on efficient vehicle operations.
- Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV'S).
- Coordinate with Purchasing to include estimated MPG estimates in all bids for vehicles and equipment and awarding bids to the most fuel efficient when possible.
- Purchase 90% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- Continue to participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of alternative fuels and vehicles.

FLEET FISCAL YEAR 2013 REPLACEMENTS

DIVISION/SECTION	AMOUNT
21 FIRE	
TYPE 1 ENGINE	$ 450,000
TYPE 6 BRUSH TRUCK (2)	260,000
22 POLICE	
SEDAN	30,000
CRUISERS (6)	141,174
TOTAL GENERAL FUND FLEET	881,174
41 ENVIRONMENTAL SERVICES	
LANDFILL SCRAPER	300,000
LANDFILL COMPACTOR	600,000
4x4 PLOW PICK UP TRUCK	45,000
REAR LOADER	230,000
FRONT LOADER	596,198
TOTAL ENVIRONMENTAL SERVICES FLEET	1,771,198

DIVISION/SECTION	AMOUNT
32 STREET MAINTENANCE AND REPAIRS	
ALL WHEEL DRIVE MOTER GRADER	500,000
SPREADER BOXES (5)	80,000
TOTAL HURF FUND FLEET	580,000
49 WATER DISTRIBUTION	
BACKHOE	130,000
53 WASTEWATER TREATMENT	
LAWN MOWER	16,000
SPORT UTILITY VEHICLE	28,000
TOTAL UTILITIES FLEET	174,000
TOTAL FLEET REPLACEMENTS	$ 3,406,372

FIVE-YEAR INFORMATION TECHNOLOGY PLAN

The City of Flagstaff's IT Division will continue to refresh end-user equipment as well as servers and other equipment on an as needed basis. The goal is to continually improve the quality of service which IT provides to the City's employees as well as to the citizens of the Greater Flagstaff area.

During FY 2012 a committee completed its research considering new Enterprise Resource Planning (ERP) software. This software would replace our existing financial, utility billing, work order, payroll, and community development software. The committee presented their findings to the Information Technology Cabinet, which approved the replacement. The contract was approved by Council and we will begin the implementation in FY 2013.

Items to consider

- Product implementation of the Sales Tax Software application
- Continuation of disaster recovery planning and deployment including real time off-site data replication
- Data sharing and collaboration with public and private agencies

GF Phone - $66,175: Maintenance for VOIP and telephone

PC and Network Replacements & Upgrades - $120,787: The budgeted amount will allow replacement of end-user equipment on an as needed basis.

GIS Acquisitions - $83,000: Aerial Photography of the City of Flagstaff and hardware upgrades and replacements.

E-Government - $24,888: Implement the expansion of video streaming of council meetings.

FY2013 Acquisitions - $540,000: Large purchases include the Microsoft Enterprise agreement, SAN for Disaster Recovery and the last phase of VOIP implementation.

Public Safety - $69,700: The police department's information technology will be replaced on an as needed basis.

IT Five Year Projections	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
GF Phone	$ -	68,175	68,175	66,175	66,175	66,175	66,175	66,175	66,175
Replacement Programs									
Replacement PC's and Printers	750.00	90,225	90,225	40,263	43,967	43,967	43,967	43,967	43,967
Network equip	750	90,225	90,225	40,262	43,966	43,966	43,966	43,966	43,966
Server Equipment	-	-	-	40,262	43,966	43,966	43,966	43,966	43,966
Total - Replacement Programs	1,500	180,450	180,450	120,787	131,899	131,899	131,899	131,899	131,899
GIS									
Hardware upgrades/replacement	-	-	-	8,000	10,000	10,000	10,000	10,000	10,000
Aerial Photography	-	-	-	75,000	-	-	-	-	-
Total GIS	-	-	-	83,000	10,000	10,000	10,000	10,000	10,000
E-Gov	-	25,000	25,000	24,888	30,000	30,000	30,000	30,000	30,000
New Hardware & Software and Upgrades									
Sales Tax Software	20,000	-	-	-	-	-	-	-	-
Scheduling Software	-	90,000	-	90,000	-	-	-	-	-
Automated Time Entry	-	50,000	-	50,000	-	-	-	-	-
Parking Solution	-	90,000	-	90,000	-	-	-	-	-
Microsoft Enterprise Agreement	185,000	125,000	125,000	125,000	125,000	125,000	185,000	185,000	185,000
Kiva Replacement	-	148,778	-	65,000	-	-	-	-	-
Innoprise Updates	-	-	32,778	51,000	-	-	-	-	
VOIP Migration - next phase	75,750	65,225	55,225	20,000	-	-	-	-	-
SAN for Disaster Recovery	-	60,000	35,000	49,000	-	-	-	-	-
Hardware & Software Purchases	38,272	-	-		-	-	-	-	-
Equipment	20,128	-	-		-	-	-	-	-
Total New Hardware & Software	339,150	629,003	248,003	540,000	125,000	125,000	185,000	185,000	185,000
Public Safety									
Police Upgrades	26,500	280,900	280,900	69,700	69,700	69,700	69,700	69,700	69,700
Total Public Safety	26,500	280,900	280,900	69,700	69,700	69,700	69,700	69,700	69,700
Total Expenditures	$ 367,150	1,183,528	802,528	904,550	432,774	432,774	426,599	426,599	426,599
Funding									
General Fund MIS allocation	$ 367,150	514,550	514,550	448,550	448,550	448,550	448,550	448,550	448,550
One time monies	-	65,000	65,000	75,000	-	-	-	-	-
Carryover	-	603,978	222,978	381,000	-	-	-	-	-
Total Funding	$ 367,150	1,183,528	802,528	904,550	448,550	448,550	448,550	448,550	448,550

FY 2013 ISSUES

CITY PARKS MAINTENANCE VS CAPITAL

At the April budget retreat, a City Council Report was provided to discuss a policy decision as it relates to adding $100,000 in funding for the Parks Section.

Background

The National Recreation and Park Association and Professional Grounds Management Society established a rating system related to a Level of Service. It has a scale of 1-5, 5 being the worst and 1 being the best. Based on National Standards, a Service Level 2 is recommended for Parks maintenance. This is primarily based on the frequency of the tasks being performed. It is important to note that the City Parks crew takes care of Parks, FUTS trails, BBB streetscape and BBB Recreation fields. These are not all treated the same because there are different funding sources.

The following is the current service level our Parks Section provides:

- General Fund Parks – Service Level 4
- BBB Recreation Fields – Service Level 3
- FUTS Trails – Service Level 3

Discussion

For General Fund parks maintenance there is a base budget of $437,855 which provides a Service Level of 4. The City Manager's proposal was to add the $100,000 to maintenance funding which would raise the Service Level 4 to a Service Level 3 on General Funded Parks.

To achieve that increase in Service Level, this reallocation would fund more labor attending to maintenance needs, increased portable restroom service and other contracted services. Additionally it would address cost increases in utilities, increases in shop labor, gas and oil and other commodities such as nets on basketball hoops or replacement of rusted BBQ grills etc.

Option for Capital

The City Council Report provided a discussion on how the $100,000 could be used for capital needs. Capital funding is used to repair and/or replace park amenities and equipment that has reached its' useful life cycle. It is also used for the addition of new amenities (ramadas, playground equipment). This funding allows for replacement of amenities and equipment that cannot be funded through O & M funds because of the limited funding.

Conclusion

Staff believes that the $100K would have the greatest impact long term if it was utilized for O & M costs, thus increasing the current Service Level from a Service Level 4 to a Service Level 3. This allows staff to maintain the same Service Level across the board for all Parks, whether they are funded by BBB tax revenues or the General Fund. This will get us closer to the recommended Service Level of 2 that is based off of the national standards recommended by the National Recreation & Parks Association and Professional Grounds Management Society. This will allow staff to be more proactive then reactive when addressing maintenance tasks, which allows us to maintain current assets and prolong their useful life.

Council agreed with staff, however also saw the concern for upgrading and replacing older equipment at our parks. Council took action to allocate and additional $100,000 to the Parks Maintenance Section to address some of the capital needs.

JAY LIVELY USER FEES

During the February Council budget retreat there was a proposal to increase revenues at the Jay Lively Ice Rink to help fund the City's reallocation decisions. The initial request was for $129,000 which Council requested that amount be set at a lower level of $100,000. Council also asked staff to provide additional information related to implementing rate changes.

Discussion

The Jay Lively Activity Center currently does not have a cost recovery directive associated with its operation. The FY2011 operational budget for the center is roughly $410,000 annually and the center consistently recovers 60% to 65% of operational costs. The proposed increase will bring the recovery rate to around 90%.

Staff provided research to compare the City's rates and services to other ice arenas in the region. We reviewed both the fees for public skating as well as private ice rental. Staff then applied two methods for raising the additional revenues. First was an across the board approach which would increase all fees and nearly the same percentages. The second approach was to consider capping the increase for public skate and youth groups at 80% and applying a higher increase to the other groups.

Conclusion

Council agreed with the second methodology presented. Staff proceeded with the public process for implementing rate changes and presented the proposal in July. Council provided additional discussion and requests for information and we look to bring back the fee change in the fall.

Inner Basin Pipeline Reconstruction - May 2012

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2012-2013

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2012	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2012-2013	INTERFUND TRANSFERS 2012-2013 IN	INTERFUND TRANSFERS 2012-2013 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2012-2013	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2012-2013	FUND BALANCE 6/30/2013
General Fund	$ 17,853,008	49,832,999	3,246,398	(7,568,985)	63,363,420	47,734,417	4,156,843	1,893,514	1,150,000	54,934,774	8,428,646
Special Revenue Funds:											
Library	810,264	6,376,548	1,140,651	(328,391)	7,999,072	7,596,016	-	-	100,000	7,696,016	303,056
Highway User Revenue	1,811,716	6,102,000	7,863,965	(85,401)	15,692,280	4,696,096	9,118,192	549,385	100,000	14,463,673	1,228,607
Transportation	3,215,623	14,763,455	-	(7,304,698)	10,674,380	5,962,892	-	2,110,332	-	8,073,224	2,601,156
Beautification	4,922,258	2,525,681	630,000	(473,451)	7,604,488	205,989	6,370,649	-	10,000	6,586,638	1,017,850
Economic Development	145,503	1,086,391	491,500	-	1,723,394	955,102	-	434,153	265,000	1,654,255	69,139
Tourism	407,499	1,746,913	-	(12,137)	2,142,275	1,624,102	-	-	50,000	1,674,102	468,173
Arts & Science	350,081	418,382	-	-	768,463	378,656	258,400	-	10,000	647,056	121,407
Recreation-BBB	1,240,079	2,931,678	-	(1,595,754)	2,576,003	-	1,100,000	-	-	1,100,000	1,476,003
Real Estate Proceeds	539,240	1,013,350	500,000	(500,000)	1,552,590	-	1,000,000	-	-	1,000,000	552,590
Housing and Comm Svcs	1,533,801	2,222,731	-	(14,000)	3,742,532	3,432,324	-	-	-	3,432,324	310,208
Metro Planning Org	-	485,604	22,493	-	508,097	408,097	-	-	100,000	508,097	-
Debt Service Funds:											
G.O. Bond Fund	348,355	-	5,456,156	-	5,804,511	-	-	5,456,156	-	5,456,156	348,355
Sec. Property Tax	5,297,244	6,435,004	650,000	(5,456,156)	6,926,092	-	-	-	-	-	6,926,092
Special Assessment Bond	239,090	906,025	-	-	1,145,115	-	-	908,225	-	908,225	236,890
Permanent Funds:											
Perpetual Care	191,813	21,964	-	-	213,777	-	-	-	-	-	213,777
Capital Projects Funds:											
Municipal Facilities Corp	(60,188)	15,512,500	-	-	15,452,312	-	9,112,000	-	-	9,112,000	6,340,312
G.O. Bonds	5,273,374	59,669,230	1,000,000	-	65,942,604	-	65,447,305	-	-	65,447,305	495,299
Enterprise Funds:											
Water and Wastewater	9,128,455	26,446,417	-	(157,794)	35,417,078	12,957,992	10,347,808	5,396,510	1,800,000	30,502,310	4,914,768
Airport	254,944	7,623,951	225,000	(33,567)	8,070,328	2,330,839	5,198,170	286,685	-	7,815,694	254,634
Environmental Services	4,710,823	13,777,675	-	(1,344,903)	17,143,595	10,285,311	3,184,194	-	612,000	14,081,505	3,062,090
Stormwater Utility	1,038,066	1,457,525	4,070,941	(421,867)	6,144,665	803,672	4,883,167	-	10,000	5,696,839	447,826
Flagstaff Housing Authority	1,307,325	7,316,236	-	-	8,623,561	6,003,891	308,765	-	1,001,250	7,313,906	1,309,655
TOTAL ALL FUNDS	$ 60,558,373	228,672,259	25,297,104	(25,297,104)	289,230,632	105,375,396	120,485,493	17,034,960	5,208,250	248,104,099	41,126,533

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2012-2013

	ESTIMATED FY 2011-2012	FY 2012-2013
Expenditure Limitation [Economic Estimates Commission]		$ 130,339,503
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 5,395,370	$ 5,534,145
2. Amount Received from Primary Property Taxation in FY 2011-2012 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	$ 5,395,370	$ 5,534,145
B. Secondary Property Taxes	6,620,618	7,080,834
C. Total Property Tax Levy Amount	$ 12,015,988	$ 12,614,979
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2011-2012 Levy	$ 5,200,000	
(2) Prior Years' Levies	210,000	
(3) Total Primary Property Taxes Collected	5,410,000	
B. Secondary Property Taxes:		
(1) FY 2011-2012 Levy	6,620,618	
(2) Total Secondary Property Taxes Collected	6,620,618	
C. Total Property Taxes Collected	$ 12,030,618	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6917	0.7273
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.5283	1.5639

B. Special Assessment District Tax Rates:

As of the date of the proposed budget, the city was operating one special assessment district for which secondary property taxes are levied. For information pertaining to this districts and its' tax rates, please contact the City Finance Department.

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the fiscal year.

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

SOURCE OF REVENUES	ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	ESTIMATED ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 13,843,536	13,778,000	14,130,000	14,351,925	573,925	4.17%
Franchise Tax	2,338,951	2,450,000	2,400,000	2,436,000	(14,000)	-0.57%
Licenses and permits						
Business Licenses	32,737	36,750	30,000	33,000	(3,750)	-10.20%
Building Permits	537,665	800,000	900,000	600,000	(200,000)	-25.00%
Other Licenses and permits	168,191	153,650	197,830	157,930	4,280	2.79%
Intergovernmental revenues						
State Income Tax Sharing	5,955,305	5,559,706	5,559,706	6,720,300	1,160,594	20.88%
State Shared Sales Tax	4,711,821	4,700,000	5,150,000	5,227,250	527,250	11.22%
Vehicle License Tax	2,481,126	2,500,000	2,450,000	2,486,750	(13,250)	-0.53%
Federal Grants	1,328,255	2,584,241	1,194,574	2,575,967	(8,274)	-0.32%
State Grants	824,289	840,413	1,058,835	1,791,144	950,731	113.13%
Local Intergovernmental Agreements	803,162	850,000	850,000	850,000	-	0.00%
Charges for services						
General Government	257,154	652,275	579,850	579,850	(72,425)	-11.10%
Parks & Recreation	1,302,710	1,333,095	1,301,060	1,408,830	75,735	5.68%
Public Safety	1,105,725	936,325	1,263,300	906,300	(30,025)	-3.21%
Cemetery	139,745	133,350	133,000	134,000	650	0.49%
Fines and forfeits	1,517,937	1,262,470	1,237,270	1,238,570	(23,900)	-1.89%
Interest on investments	134,551	125,000	125,000	200,000	75,000	60.00%
Miscellaneous revenues	2,630,971	2,687,073	2,942,524	2,885,183	198,110	7.37%
Total General Fund	40,113,831	41,382,348	41,502,949	44,582,999	3,200,651	7.73%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	80,220	62,400	126,816	52,400	(10,000)	-16.03%
Library District Taxes	4,235,725	6,330,598	3,737,640	3,843,535	(2,487,063)	-39.29%
Interest on investments	24,404	27,115	21,000	27,250	135	0.50%
Miscellaneous revenues	103,773	20,474	452,958	2,453,363	2,432,889	11882.82%
Total Library Fund	4,444,122	6,440,587	4,338,414	6,376,548	(64,039)	-0.99%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	252,424	300,000	-	-	(300,000)	-100.00%
Highway User Tax	6,300,885	5,800,000	5,500,000	5,555,000	(245,000)	-4.22%
Interest on investments	2,430	7,000	700	7,000	-	0.00%
Miscellaneous revenues	1,125,348	(60,000)	(60,000)	540,000	600,000	1000.00%
Total Highway User Revenue Fund	7,681,087	6,047,000	5,440,700	6,102,000	(545,000)	-9.01%
TRANSPORTATION FUND						
Transportation Tax	9,851,253	9,985,181	10,072,370	10,223,455	238,274	2.39%
Interest on Investments	44,515	66,000	31,000	40,000	(26,000)	-39.39%
Miscellaneous revenues	1,589	5,000,000	646,472	4,500,000	(500,000)	-10.00%
Total Transportation Fund	9,897,357	15,051,181	10,749,842	14,763,455	(287,726)	-1.91%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

SOURCE OF REVENUES	ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	ESTIMATED ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	$ 458,405	1,702,949	380,033	1,392,471	(310,478)	-18.23%
BBB Tax	1,047,792	1,061,468	1,090,000	1,106,350	44,882	4.23%
Interest on investments	26,122	37,440	38,594	10,970	(26,470)	-70.70%
Miscellaneous	446	-	140	15,890	15,890	0.00%
Total Beautification Fund	1,532,765	2,801,857	1,508,767	2,525,681	(292,066)	-10.42%
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
Federal Grants	-	1,080,000	373,306	-	(1,080,000)	-100.00%
State Grants	-	25,000	40,000	60,000	35,000	140.00%
BBB Tax	497,701	504,197	517,750	525,516	21,319	4.23%
Interest on investments	4,305	1,086	2,000	1,455	369	33.98%
Miscellaneous revenues	69,175	40,020	40,020	499,420	459,400	1147.93%
Total Economic Development Fund	571,181	1,650,303	973,076	1,086,391	(563,912)	-34.17%
TOURISM FUND						
BBB Tax	1,571,688	1,592,202	1,635,000	1,659,525	67,323	4.23%
Retail Sales	52,875	57,750	57,750	58,905	1,155	2.00%
Interest on investments	1,793	1,824	1,824	2,000	176	9.65%
Miscellaneous revenues	31,497	25,837	25,837	26,483	646	2.50%
Total Tourism Fund	1,657,853	1,677,613	1,720,411	1,746,913	69,300	4.13%
ARTS AND SCIENCE FUND						
BBB Tax	392,922	398,051	408,750	414,881	16,830	4.23%
Interest on investments	1,947	3,247	2,652	3,501	254	7.82%
Total Arts and Science Fund	394,869	401,298	411,402	418,382	17,084	4.26%
RECREATION-BBB FUND						
BBB Tax	1,728,857	1,751,422	1,798,500	1,825,478	74,056	4.23%
Interest on investments	1,358	2,600	5,840	6,200	3,600	138.46%
Miscellaneous revenues	55,000	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,785,215	1,754,022	1,804,340	1,831,678	77,656	4.43%
REAL ESTATE PROCEED FUND						
Real Estate Revenues	-	-	-	1,000,000	1,000,000	0.00%
Interest on investments	13,640	13,350	13,358	13,350	-	0.00%
Total Real Estate Proceeds Fund	13,640	13,350	13,358	1,013,350	1,000,000	7490.64%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	792,848	1,194,776	716,309	1,109,731	(85,045)	-7.12%
State Grants	157,681	600,000	328,822	630,000	30,000	5.00%
Interest on investments	7,353	-	9,857	-	-	0.00%
Miscellaneous revenues	520,172	483,000	493,353	483,000	-	0.00%
Total Housing and Community Svcs Fund	1,478,054	2,277,776	1,548,341	2,222,731	(55,045)	-2.42%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	339,024	446,456	429,079	380,604	(65,852)	-14.75%
Miscellaneous revenues	15,028	105,000	5,000	105,000	-	0.00%
Total Metro Planning Organization Fund	354,052	551,456	434,079	485,604	(65,852)	-11.94%
TOTAL SPECIAL REVENUE FUNDS	29,810,195	38,666,443	28,942,730	38,572,733	(709,600)	-1.84%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

SOURCE OF REVENUES	ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	ESTIMATED ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	$ 37,980	31,600	35,800	32,700	1,100	3.48%
Total Secondary Property Tax Fund	37,980	31,600	35,800	32,700	1,100	3.48%
SPECIAL ASSESSMENT BONDS						
Special Assessments	701,448	1,398,875	8,113,994	904,625	(494,250)	-35.33%
Interest on investments	1,025	2,000	1,274	1,400	(600)	-30.00%
Total Special Assessment Bonds	702,473	1,400,875	8,115,268	906,025	(494,850)	-35.32%
TOTAL DEBT SERVICE FUNDS	740,453	1,432,475	8,151,068	938,725	(493,750)	-34.47%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Intergovernmental revenues						
Federal Grants	-	-	-	3,000,000	3,000,000	0.00%
Interest on investments	107,031	5,940	17,161	13,230	7,290	122.73%
Miscellaneous Revenue		5,733,835	118,137	11,196,000	5,462,165	95.26%
Total G.O. Bonds Projects	107,031	5,739,775	135,298	14,209,230	8,469,455	147.56%
MUNICIPAL FACILITIES CORP						
Intergovernmental revenues						
Grant Revenues	-	-	-	3,762,500	3,762,500	0.00%
Interest on investments	388	2,000	2,000	-	(2,000)	-100.00%
Miscellaneous Revenue	-	-	-	1,100,000	1,100,000	0.00%
Total Municipal Facilities Corp	388	2,000	2,000	4,862,500	4,860,500	
SPECIAL IMPROVEMENT DISTRICT						
Interest on investments	124	-	-	-	-	0.00%
Miscellaneous Revenue	71,200	-		-	-	0.00%
Total Capital Projects Bond Funds	71,324	-	-	-	-	0.00%
TOTAL CAPITAL PROJECTS FUNDS	178,743	5,741,775	137,298	19,071,730	13,329,955	232.16%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	24,950	19,518	13,830	19,908	390	2.00%
Interest on investments	1,037	2,046	1,220	2,056	10	0.49%
Total Perpetual Care Fund	25,987	21,564	15,050	21,964	400	1.85%
TOTAL PERMANENT FUNDS	25,987	21,564	15,050	21,964	400	1.85%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

SOURCE OF REVENUES	ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	ESTIMATED ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	$ -	1,294,000	151,660	432,715	(861,285)	-66.56%
Federal Grants	204,212	3,270,000	499,445	3,169,237	(100,763)	-3.08%
Water Revenues	11,764,831	12,225,067	12,026,900	12,940,449	715,382	5.85%
Wastewater Revenues	7,697,817	9,346,057	7,990,200	8,444,905	(901,152)	-9.64%
Interest on Investments	42,509	40,000	100,500	101,505	61,505	153.76%
Miscellaneous revenues	25,911	-	-	-	-	0.00%
Total Water and Wastewater Fund	19,735,280	26,175,124	20,768,705	25,088,811	(1,086,313)	-4.15%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	765,016	9,030,626	3,933,945	4,846,978	(4,183,648)	-46.33%
State Grants	31,104	329,658	128,113	844,367	514,709	156.13%
Airport Revenues	1,517,293	1,547,201	1,531,242	1,666,101	118,900	7.68%
Interest on investments	6,676	6,466	1,321	5,385	(1,081)	-16.72%
Miscellaneous revenues	816	360,225	217,365	261,120	(99,105)	-27.51%
Total Airport Fund	2,320,905	11,274,176	5,811,986	7,623,951	(3,650,225)	-32.38%
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
Federal Grants	298,424	472,710	237,611	93,500	(379,210)	-80.22%
Environmental Services Revenues	11,652,582	11,766,083	11,175,864	12,392,011	625,928	5.32%
Interest on investments	47,905	36,900	22,695	30,164	(6,736)	-18.25%
Miscellaneous revenues	13,424	2,000,000	25,679	12,000	(1,988,000)	-99.40%
Total Environmental Services Fund	12,012,335	14,275,693	11,461,849	12,527,675	(1,748,018)	-12.24%
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	13,699	-	-	-	-	0.00%
Stormwater Utility Revenues	1,452,658	1,444,892	1,444,338	1,436,764	(8,128)	-0.56%
Interest on investments	5,326	13,736	7,266	20,761	7,025	51.14%
Miscellaneous revenues	395	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,472,078	1,458,628	1,451,604	1,457,525	(1,103)	-0.08%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues						
Federal Grants	5,007,898	5,725,155	5,427,660	5,634,506	(90,649)	-1.58%
Rents and Other Tenant Income	1,139,561	1,136,949	1,160,235	1,037,472	(99,477)	-8.75%
Miscellaneous revenues	559,139	592,321	610,711	644,258	51,937	8.77%
Total Stormwater Utility Fund	6,706,598	7,454,425	7,198,606	7,316,236	(138,189)	-1.85%
TOTAL ENTERPRISE FUNDS	42,247,196	60,638,046	46,692,750	54,014,198	(6,623,848)	-10.92%
TOTAL REVENUES	$ 113,116,405	147,882,651	125,441,845	157,202,349	8,703,808	5.89%

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2012-2013

	PROJECT NAME	BUDGETED REVENUES 2011-2012	ESTIMATED REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CITY MATCH 2012-2013	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	ACJC - METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	$ 253,440	271,573	340,272	-	100%	F/S
POLICE	2011 HLS THERMAL IMAGING	-	-	5,999	-	100%	F/S
POLICE	COPS HIRING 2011	-	100,000	298,000	-	100%	F
POLICE	RICO FUNDS FOR METRO	185,299	135,683	315,717	-	100%	F/L
POLICE	TSA - LAW ENFORCEMENT OFFICER	56,808	56,808	60,000	18,947	76%	F
POLICE	GOHS - DUI ENFORCEMENT	-	20,000	-	-	100%	S
POLICE	FUSD - RESOURCE OFFICER	55,000	55,000	66,375	-	100%	F/L
POLICE	USDOJ - RECOVERY COPS GRANT	706,382	414,070	148,530	-	100%	F
POLICE	USDOJ - RECOVERY JAG OVERTIME/RADIOS	90,909	43,489	87,930	-	100%	F
POLICE	COUNTY - CANNABIS ERADICAITON	4,000	4,000	4,000	-	100%	L
POLICE	RICO - OVERTIME	30,000	40,310	45,000	-	100%	L
POLICE	GOHS - ACCIDENT RECONSTRUCTION EQUIPMENT	6,840	5,745	-	-	100%	S
POLICE	DOJ - BULLET PROOF VEST PROGRAM	6,000	5,525	6,251	6,000	50%	F
POLICE	PSN GANG PREV/ EDUC	-	10,000	10,000	-	100%	F
POLICE	DUI ENFORCEMENT	-	-	50,000	-	100%	F/S
POLICE	RECOVERY POLICE PS STABIL	49,999	17,421	-	-	100%	F/S
POLICE	HOMELAND SECURITY GRANT	-	86,531	-	-	100%	F/S
POLICE	ACJC - STATEWIDE GANG TASK FORCE	130,483	134,320	118,712	39,570	75%	S
POLICE	INTERNET CRIMES AGAINST CHILDREN	10,000	10,000	4,500	-	100%	F/S
POLICE	GOHS - NO AZ DUI TASK FORCE	20,000	-	-	-	100%	F/S
POLICE	GOHS - SELECTIVE TRAFFIC	40,000	11,408	-	-	100%	F/S
POLICE	AZHLS - EQUIPMENT	155,000	14,550	-	-	100%	F/S
POLICE	ACJC - ANTI-GANG INITIATIVE	20,000	-	-	-	100%	F/S
POLICE	GOHS - DUI ENFORCEMENT	15,000	15,000	20,000	-	100%	F/S
POLICE	SNA - WEED & SEED OVERTIME	8,000	-	-	-	100%	F/NP
POLICE	GOHS CLICK IT OR TICKET	-	-	5,000		100%	F/S
POLICE	DOJ - ED BRYNE MEMORIAL JAG - OVERTIME	108,363	43,956	61,485	-	100%	F
POLICE	ACJC DUI ABATEMENT	15,000	-	-	-	100%	S
FIRE	AZSF - HAZARDOUS FUEL	-	187,083	58,000	-	100%	S
FIRE	AZHLS - HOMELAND SECURITY GRANTS	150,000	18,971		-	100%	F/S
FIRE	GOHS - EQUIPMENT	5,000	-	-	-	100%	S
FIRE	DHS - ASSISTANCE TO FIREFIGHTERS	187,500	-	-	-	100%	F
FIRE	DHS - SAFER	270,000	-	-	-	100%	F
FIRE	NAVAL OBSERVATORY	-	1,000	5,000	-	100%	F
FIRE	PSSP	-	24,217	-	-	100%	F/S
FIRE	ADEM REIMBURSEMENTS	-	60,028	-	-	80%	F/S
FIRE	HAZ FUEL GRANT	-	10,000		21,500	90%	F/S
FIRE	AZ HOMELAND SECURITY	-	-	50,000	-	100%	F/S
FIRE	GOHS GRANT	-	-	30,000	-	100%	S
FIRE	ASSISTANCE TO FIREFIGHTERS	-	-	120,000	-	100%	F
FIRE	SAFER GRANT	-	-	288,000	-	100%	F
FIRE	NAVAL OBSERVATORY	-	-	5,000	-	100%	F
FIRE	HAZARDOUS FUELS GRANT	-	-	215,000	-	100%	S
COURT	COURT WARRANT FEES	68,401	68,401	74,160	-	100%	L
COURT	TCPF/STATE JCEF - COURT TRAINING OFFICER	25,750	25,750	25,000	-	100%	S
COURT	TCPF/LOCAL JCEF - COURT TRAINING OFFICER	17,410	11,000	11,000	-	100%	L
COURT	COURT IMPROVEMENT FEES	96,850	96,850	200,000	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	34,840	34,840	35,710	-	100%	L
COURT	COURT INTERPRETER-COUNTY	51,500	51,500	20,000	-	100%	L
COURT	COURTH IGA FOR WEEKEND PROBATION	23,252	23,252	23,950	-	100%	L
COURT	COUNTY INFO SYSTEMS TECH	36,715	36,715	34,000	-	100%	L
COURT	COUNTY-TRAINER	51,226	51,226	22,000	-	100%	L
COURT	COUNTY-INTERPRETER	39,687	39,687	32,500	-	100%	L
COURT	LOCAL JCEF / TEMP HELP	-	-	56,020	-	100%	L
COURT	DISPOSITION ENTRY FEE-FACILITY FUND			400,000			
PUBLIC WKS	FACILITIES BLDG HARDWARE-BROWNFIELDS	400,000	-	1,000,000	-	100%	F
REC	N COUNTRY HEALTHCARE	-	17,500	14,000	-	100%	L
	SUBTOTAL-GENERAL FUND	3,424,654	2,253,409	4,367,111	86,017		

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2012-2013

	PROJECT NAME	BUDGETED REVENUES 2011-2012	ESTIMATED REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CITY MATCH 2012-2013	BUDGETED GRANT REIMB %	FUNDING
LIBRARY	LIBRARY VARIOUS GRANTS	$ 62,400	126,816	52,400	-	100%	S
	SUBTOTAL	62,400	126,816	52,400	-		
HURF	BEULAH BLVD EXTENSION-FMPO FUNDS	300,000	-	-	-	94%	F/S
	SUBTOTAL	300,000	-	-	-		
CAPITAL	EDA- INNOVATION MESA	-	-	3,762,500	5,412,500	50%	F
CAPITAL	PICTURE CANYON LAND ACQUISITION	-	-	3,000,000		50%	S
	SUBTOTAL	-	-	6,762,500	5,412,500		
BEAUT	FUTS Interp Signage	-	-	10,000	10,000	50%	F/S
BEAUT	ADOT - TEA 21 - FUTS RIO TO SAN FRANCISCO (ROUND 9)	-	510	-	-	100%	F/S
BEAUT	ADOT - TEA 21 - BEAVER/SF SOUTHSIDE PLAN IMPLEMENTATION (ROUND 15)	-	21,274	-	-	94%	F/S
BEAUT	ADOT - TEA 21 - WOODLANDS / BEULAH MEDIANS (ROUND 16)	450,000	42,571	485,998	213,280	94%	F/S
BEAUT	ART INCUBATOR	-	-	25,000		100%	F/S
BEAUT	ADOT - WALNUT /FLORENCE UNDERPASS (ROUND 11)	500,000	87,384	450,783	28,773	94%	F/S
BEAUT	AZ STATE PARKS - FUTS SIGNAGE PROGRAM	227,777	19,771	181,031	-	100%	F/S
BEAUT	ADOT- TE COUNTRY CLUB TRAIL -66 TO CORTLAND (ROUND 14)	25,000	2,202	9,100	581	94%	F/S
BEAUT	RTE 66 EAST- CC TO MALL TRAIL	269,607	206,321	-	-	94%	F/S
BEAUT	ADOT- TE 4TH ST-HUNTINGTON TO BUTLER (ROUND 18)	150,565	-	150,559	9,609	94%	F/S
BEAUT	ADOT- SAFE ROUTES TO SCHOOL - FUTS KINSEY SCHOOL TRAIL	80,000	-	80,000	5,106	94%	F/S
	SUBTOTAL	1,702,949	380,033	1,392,471	257,349		
HSG	HUD - 09/10 CDBG ENTITLEMENT	145,638	155,469	-	-	100%	F
HSG	HUD - 09/10 RECOVERY	1	-	-	-	100%	F
HSG	HUD - 10/11 CDBG ENTITLEMENT	442,416	398,226	88,000	-	100%	F
HSG	HUD - 11/12 CDBG ENTITLEMENT	606,721	162,614	436,661	-	100%	F
HSG	HUD- 12/13 CDBG ENTITLEMENT	-	-	585,070	-	100%	F
HSG	AZ HUD - FY 10 OWNER OCCUPED HOUSING EMERGENCY REPAIRS	300,000	-	300,000	-	100%	F/S
HSG	AZ HUD - FY 10 OWNER OCCUPIED HOUSING REHAB	300,000	328,822	330,000	-	100%	F/S
	SUBTOTAL	1,794,776	1,045,131	1,739,731	-		
MPO	ADOT - PL FUNDS FMPO 2011	-	45,252	-	-	94%	F/S
MPO	ADOT - PL FUNDS FMPO 2012	100,000	100,000	-	-	94%	F/S
MPO	ADOT-PL FUNDS FMPO 2013	-	-	100,000	6,383	94%	F/S
MPO	ADOT - FTA18 FUNDS FMPO 2010	-	26,497	17,886	1,142	94%	F/S
MPO	ADOT - FTA19 FUNDS FMPO 2011	26,497	26,497	26,497	1,691	94%	F/S
MPO	ADOT - SPR FUNDS FMPO 2011	105,713	52,833	-	-	94%	F/S
MPO	ADOT - SPECIAL FUNDS - US 180 STUDY	35,000	-	-	255	94%	F/S
MPO	ADOT - SPR FUNDS FMPO 2012	125,000	95,000	30,000	6,637	94%	F/S
MPO	ADOT - SPR FUNDS FMPO 2013	-	-	125,000	7,979	94%	
MPO	FHWA - STP FUNDS MODEL UPDATE	-	20,000	-	-	80%	F/S
MPO	FHWA - STP FUNDS US 180 STUDY	35,000	55,000	43,423	10,855	80%	F/S
MPO	FHWA-STP FUNDS TRAFFIC COUNT	19,246	-	15,798	3,995	80%	F/S
MPO	FHWA - NAIPTA	-	8,000	22,000	5,500	80%	F/S
	SUBTOTAL	446,456	429,079	380,604	44,437		

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2012-2013

	PROJECT NAME	BUDGETED REVENUES 2011-2012	ESTIMATED REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	CITY MATCH 2012-2013	BUDGETED GRANT REIMB %	FUNDING
UTIL	AWPF - PICTURE CANYON	$ 184,000	118,400	65,600	-	100%	S
UTIL	FEMA/ADEM - SCHULTZ FLOODING IB PIPELINE RECONSTRUCT	3,060,000	170,000	3,201,352	-	90%	F&S
UTIL	FEMA/ADEM - SCHULTZ FLOODING IB PIPELINE RELOCATION	570,000	362,705	-	-	90%	F&S
UTIL	FEMA/ADEM - SCHULTZ FLOODING IB PIPELINE-TREE REMOVAL	750,000	-	-	-	90%	F&S
UTIL	NAZ WATER SUPPLY FEASIBILITY	-	-	300,000	260,907	59%	F
UTIL	WATER PLANT EFFICIENCY PROJ	-	-	35,000	-	100%	F
	SUBTOTAL	4,564,000	651,105	3,601,952	260,907		
AIRPT	ADOT SURFACE TREATMENT TAXIWAY A (ADOT ADMIN)	-	-	-	51,001	90%	S
AIRPT	ADOT AIP-XX DESIGN WESTPLEX TAXI LANE	-	-	498,886	55,432	90%	S
AIRPT	FAA- AIP XX DESIGN WESTPLEX TAXI LANE-PH 1	-	-	2,590,859	143,937	95%	F
AIRPT	ADOT- AIPXX DESIGN WESTPLAX TAXI LANE PH1	-	-	143,936	-	95%	S
AIRPT	FAA - REHAB TAXIWAY RECONSTRUCT	4,876,119	3,420,000	1,456,119	38,319	95%	F
AIRPT	ADOT- TAXIWAY REHAB AIP 34/35	128,319	90,000	38,319	-	94%	S
AIRPT	FAA - SNOW REMOVAL AND SWEEPER EQUIPMENT	553,399	513,945	-	-	95%	F
AIRPT	FAA - TERMINAL ACCESS ROAD RECONSTRUCTION	3,001,108	-	-	-	95%	F
AIRPT	ADOT - PAVEMENT MAINTENANCE- APRON RECONSTRUCTION	201,339	38,113	163,226	18,136	90%	S
AIRPT	FAA - SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM	600,000	-	800,000	-	100%	F
	SUBTOTAL	9,360,284	4,062,058	5,691,345	306,825		
ENV	DOE - ENERGY EFFICIENCY CONSERVATION BLOCK GRANT	317,608	237,611	50,000	-	100%	F
ENV	LIVING CITIES FOUNDATION	15,102	-	-	-	100%	N/P
ENV	ROOFTOP SOLAR CHALLENGE	-	-	43,500	5,082	90%	F
ENV	FEMA/ADEM-SCHULTZ FLOODING	40,000	-	-	-	90%	F&S
ENV	FEMA/ADEM-SCHULTZ FLOODING LANDFILL STUDY	100,000	-	-	-	90%	F&S
	SUBTOTAL	472,710	237,611	93,500	5,082		
ECON VIT	AZ DEPT OF COMMMERCE - REDI GRANT	25,000	-	-	-	100%	S
ECON VIT	AZ DEPT OF COMMERCE - TGEN NORTH EXPANSION	80,000	80,000	-	-	100%	F/S
ECON DEV	ACA - RURAL GRANT 2011- MSI	-	40,000	60,000	-	100%	S
ECON VIT	AZ DEPT OF COMMERCE - INNOVATION MESA ELECTRIC FEED	1,000,000	293,306	-	-	100%	F/S
	SUBTOTAL	1,105,000	413,306	60,000	-		
FHA	ROSS	57,280	58,237	54,597	-	100%	F
FHA	LOW INCOME PUBLIC HOUSING	2,325,518	1,949,964	2,202,626	-	100%	F
FHA	SECTION 8/MRO SRO	3,342,357	3,419,459	3,377,283	-	100%	F
	SUBTOTAL	5,725,155	5,427,660	5,634,506	-		
TOTAL		$ 28,958,384	15,026,208	29,776,120	6,373,117		

Funding: L=Local, N/P=Non-Profit, S=State, F=Federal, F/S=Federal thru State, F&S=Federal and State

CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2012-2013

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	3,246,398	7,568,985
SPECIAL REVENUE FUNDS			
Library Fund	-	1,140,651	328,391
Highway User Revenue Fund	-	7,863,965	85,401
Transportation Fund	-	-	7,304,698
Beautification Fund	-	630,000	473,451
Economic Development	-	491,500	-
Tourism Fund	-	-	12,137
Recreation-BBB Fund	1,100,000	-	1,595,754
Real Estate Proceeds Fund	-	500,000	500,000
Housing & Community Services	-	-	14,000
MPO	-	22,493	-
Total Special Revenue Funds	1,100,000	10,648,609	10,313,832
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	650,000	5,456,156
G.O. Bond Fund	-	5,456,156	-
Total Debt Service Funds	-	6,106,156	5,456,156
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	45,460,000	1,000,000	-
Municipal Facilities Corporation	10,650,000	-	-
Total Capital Projects Funds	56,110,000	1,000,000	-
ENTERPRISE FUNDS			
Water and Wastewater Fund	1,357,606	-	157,794
Stormwater Utility	-	4,070,941	421,867
Airport Fund	-	225,000	33,567
Environmental Services Fund	1,250,000	-	1,344,903
Total Enterprise Funds	2,607,606	4,295,941	1,958,131
TOTAL ALL FUNDS	$ 59,817,606	25,297,104	25,297,104

SCHEDULE OF TRANSFERS
FISCAL YEAR 2012-2013

General Fund

Transfers In:

Library - $328,391
This transfer represents the APSES $78,391 lease payment and $250,000 for the parking lot relocation.

Highway User Revenue Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease payment.

Beautification Fund - $473,451
This represents $468,250 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 in support for the citywide publication.

Tourism Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication and $3,199 for the APSES lease payment.

Recreation-BBB Fund - $1,485,754
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $205,287, $980,467 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $300,000 for the operation of Recreation Programs.

Housing and Community Services Fund - $14,000
This transfer represents $14,000 to assist with the funding of a Housing Planner.

Real Estate Proceeds Fund - $500,000
This is a transfer of $500,000 is for reimbursement of a temporary loan for property purchase.

Water and Wastewater Fund - $157,794
This is transfer of $157,794 is for the APSES lease payment.

Airport - $33,567
This is a transfer for $33,567 to assist with the APSES lease payment.

Environmental Services Fund - $77,903
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment, $5,415 for the Brownfield program and a fee holiday for operating expenses for the general fund internal accounts totaling $53,000.

Stormwater Fund - $80,700
This transfer represents one FTE position for a Project Manager.

Transfers Out:

Library Fund - $1,137,951
This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - $721,100
This is $98,100 for the de-icer program and $623,000 for street maintenance and operations.

Economic Development - $491,500
This is a transfer to assist in the expenditures in the amounts of $40,000 for ECONA, $10,000 for SEDI, $143,500 for Innovation Mesa, and $298,000 for the Incubator.

MPO - $22,493
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,559 to assist in the payment of the Administration Assistant.

Real Estate Proceeds Fund - $500,000
This is a transfer of $500,000 is for temporary loan for a property purchase.

Stormwater Fund - $4,070,941
Transfer of funds for the Rio de Flag project.

Airport Fund - $225,000
This transfer is comprised of $225,000 for capital projects at the Airport.

Secondary Property Tax Fund - $400,000
This transfer is for a portion of the debt service related to the new court facilities paid with a disposition entry fee.

Library Fund

Transfers In:

General Fund - $1,137,951
This is the operating transfer from the General Fund to the Library for general services.

Tourism-$2,700
This is a transfer of $2,700 for Personnel related to a transfer from Tourism to the Library.

Transfers Out:

General Fund - $328,391
This transfer represents the APSES $78,391 lease payment and $250,000 for parking lot relocation.

Highway User Revenue Fund

Transfers In:

General Fund - $721,100
This is $98,100 for the de-icer program and $623,000 for street maintenance and operations.

Transportation Fund - $6,784,698
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $713,000 for miscellaneous projects. $6,071,698 is from Street improvement for Transportation funded projects.

Stormwater Fund - $341,167
This transfer includes $291,167 for drainage maintenance and $50,000 for de-icer program.

Environmental Services Fund - $17,000
This transfer represents $17,000 for a fee holiday related to HURF accounts.

Transfers Out:

General Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease repayment.

Transportation Fund

Transfers Out:

HURF - $6,784,698
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $713,000 for miscellaneous projects. $6,071,698 is from Street improvement for Transportation funded projects.

Beautification Fund - $520,000
This is $520,000 to fund various FUTS projects within the multi-modal transportation projects.

Beautification Fund

Transfers In:

Transportation Tax - $520,000
This is $520,000 to fund various FUTS projects within the multi-modal transportation.

Recreation-BBB Fund - $110,000
This transfer is for new FUTS construction.

Transfers Out:

General Fund - $473,451
This represents $468,250 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 in support of the citywide publication.

Economic Development Fund

Transfers In:

General Fund - $491,500
This is a transfer to assist in the expenditures in the amounts of $40,000 for ECONA, $10,000 for SEDI, $143,500 for Innovation Mesa, and $298,000 for the Incubator.

Tourism Fund

Transfers Out:

General Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication and $3,199 for the APSES lease payment.

Library Fund - $2,700
This is a transfer of $2,700 for Personnel related to a transfer from Tourism to the Library.

Recreation-BBB Fund

Transfers Out:

General Fund - $1,485,754
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility of $205,287. $980,467 is for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $300,000 is for the operation of Recreation Programs.

Beautification Fund - $110,000
This transfer is for a new FUTS construction.

Housing and Community Services Fund

Transfers Out:

General Fund - $14,000
This transfer represents $14,000 to assist with the funding of a Housing Planner.

Metro Planning Organization Fund

Transfers In:

General Fund - $22,493
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,559 to assist in the payment of the Administration Assistant.

Real Estate Proceeds Fund

Transfers In:

General Fund - $500,000
This is a transfer of $500,000 is for temporary loan for a property purchase.

Transfers Out:

General Fund - $500,000
This is a transfer of $500,000 is for reimbursement of a temporary loan for property purchase.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $5,456,156
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

Secondary Property Tax Fund

Transfers In:

Environmental Service Fund - $250,000
This transfer represents the capital reserve funding related to the public works facility.

General Fund - $400,000
This transfer is for a portion of the debt service related to the new court facilities paid with a disposition entry fee.

Transfers Out:

G.O. Bond Fund - $5,456,156
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

Water and Wastewater Fund

Transfers Out:

General Fund - $157,794
This is a transfer of $157,794 is for the APSES lease payment.

Stormwater Fund

Transfers In:

General Fund - $4,070,941
This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - $341,167
This transfer includes $291,167 for drainage maintenance and $50,000 for de-icer program.

General Fund - $80,700
This transfer represents one FTE position for a Project Manager.

Airport Fund

Transfers In:

General Fund - $225,000
This transfer is comprised of $225,000 for capital projects at the Airport.

Transfers Out:

General Fund - $33,567
This is a transfer for $33,567 to assist with the APSES lease payment.

Environmental Services Fund

Transfers Out:

General Fund - $77,903
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment, $5,415 for the Brownfield program, a fee holiday for operating expenses for the general fund internal accounts totaling $53,000.

HURF - $17,000
This transfer represents $17,000 for a fee holiday related to HURF accounts.

Capital Projects Fund - $1,000,000
This transfer is one time funding provided by capital reserve to construct a public works facility.

Secondary Property Tax - $250,000
This transfer represents the capital reserve funding related to the public works facility.

Capital Projects Fund

Transfers In:

Environmental Services - $1,000,000
This transfer is one time funding provided by capital reserve to construct a public works facility.

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 7,636,328	8,463,745	8,093,799	8,395,367	(68,378)	(0.8%)
Community Development	3,748,951	3,752,105	3,450,852	3,715,394	(36,711)	(1.0%)
Management Services	2,900,820	3,051,139	2,953,684	3,123,808	72,669	2.4%
Fire	9,120,652	9,073,711	8,365,639	10,215,163	1,141,452	12.6%
Police	15,615,662	16,660,174	15,948,436	16,875,477	215,303	1.3%
Public Works	4,985,658	6,903,139	6,710,677	7,400,090	496,951	7.2%
Economic Vitality	421,512	744,754	235,283	1,200,701	455,947	61.2%
Community Enrichment	4,726,781	3,418,612	3,402,392	3,222,068	(196,544)	(5.7%)
Non-departmental	(3,944,793)	(1,945,570)	(3,439,521)	(363,294)	1,582,276	(81.3%)
Contingency	194,057	1,200,000	360,000	1,150,000	(50,000)	(4.2%)
Total General Fund	45,405,628	51,321,809	46,081,241	54,934,774	3,612,965	7.0%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	147,710	124,645	124,645	150,716	26,071	20.9%
Management Services	156,025	150,648	150,648	134,552	(16,096)	(10.7%)
Public Works	98,152	58,909	58,909	87,664	28,755	48.8%
Economic Vitality	37,938	27,622	27,622	27,272	(350)	(1.3%)
Community Enrichment	5,012,331	7,175,267	4,873,704	7,102,717	(72,550)	(1.0%)
Non-departmental	111,066	152,196	152,196	93,095	(59,101)	(38.8%)
Contingency	-	100,000	-	100,000	-	0.0%
	5,563,222	7,789,287	5,387,724	7,696,016	(93,271)	(1.2%)
HIGHWAY USER REVENUE FUND						
General Administration	162,907	108,282	108,282	118,391	10,109	9.3%
Community Development	689,931	678,205	678,205	533,783	(144,422)	(21.3%)
Management Services	123,758	138,296	138,296	73,428	(64,868)	(46.9%)
Public Works	10,005,949	13,176,938	9,461,893	13,527,647	350,709	2.7%
Economic Vitality	36,623	29,053	29,053	24,888	(4,165)	(14.3%)
Non-departmental	131,405	226,418	226,418	85,536	(140,882)	(62.2%)
Contingency	-	525,000	-	100,000	(425,000)	(81.0%)
	11,150,573	14,882,192	10,642,147	14,463,673	(418,519)	(2.8%)
TRANSPORTATION FUND						
General Administration	58,784	46,278	46,278	52,014	5,736	12.4%
Management Services	323,165	266,540	266,540	215,009	(51,531)	(19.3%)
Economic Vitality	38,240	10,449	10,449	7,789	(2,660)	(25.5%)
Non-departmental	6,126,582	7,272,376	6,258,104	7,798,412	526,036	7.2%
	6,546,771	7,595,643	6,581,371	8,073,224	477,581	6.3%
BEAUTIFICATION FUND						
Community Development	858,933	3,578,560	627,885	3,210,435	(368,125)	(10.3%)
Economic Vitality	1,562,821	2,382,119	491,116	3,366,203	984,084	41.3%
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	2,421,754	5,970,679	1,119,001	6,586,638	615,959	10.3%
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	930,936	2,054,630	1,323,690	1,389,255	(665,375)	(32.4%)
Reserve/Contingency	-	45,000	-	265,000	220,000	488.9%
	930,936	2,099,630	1,323,690	1,654,255	(445,375)	(21.2%)
TOURISM FUND						
Economic Vitality	1,469,181	1,559,757	1,559,467	1,624,102	64,345	4.1%
Reserve/Contingency	-	50,000	-	50,000	-	0.0%
	1,469,181	1,609,757	1,559,467	1,674,102	64,345	4.0%

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	$ 412,276	666,083	395,758	637,056	(29,027)	(4.4%)
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	412,276	676,083	395,758	647,056	(29,027)	(4.3%)
RECREATION-BBB FUND						
Public Works	-	-	-	1,100,000	1,100,000	0.0%
REAL ESTATE PROCEEDS FUND						
Non-departmental	-	-	-	1,000,000	1,000,000	0.0%
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,448,521	3,229,861	1,626,361	3,386,672	156,811	4.9%
Non-departmental	54,867	37,436	46,955	45,652	8,216	21.9%
	1,503,388	3,267,297	1,673,316	3,432,324	165,027	5.1%
METRO PLANNING ORG FUND						
Community Development	358,537	447,633	433,948	386,971	(60,662)	(13.6%)
Non-departmental	20,589	26,316	26,316	21,126	(5,190)	(19.7%)
Contingency	-	100,000	-	100,000	-	0.0%
	379,126	573,949	460,264	508,097	(65,852)	(11.5%)
Total Special Revenue Funds	30,377,227	44,464,517	29,142,738	46,835,385	2,370,868	5.3%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,016,508	4,945,431	4,591,536	5,456,156	510,725	10.3%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	1,405,575	1,402,475	7,384,331	908,225	(494,250)	(35.2%)
Total Debt Service Funds	4,422,083	6,347,906	11,975,867	6,364,381	16,475	0.3%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	5,093,158	26,544,144	9,470,181	65,447,305	38,903,161	146.6%
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	20,290	5,420,640	66,645	9,112,000	3,691,360	68.1%
SPECIAL IMPROVEMENT DISTRICT FUND						
Non-departmental	117,565	-	-	-	-	0.0%
Total Capital Projects Funds	5,231,013	31,964,784	9,536,826	74,559,305	42,594,521	133.3%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	629,492	580,253	580,253	626,188	45,935	7.9%
Management Services	1,101,046	983,638	983,638	915,248	(68,390)	(7.0%)
Public Works	50,007	50,698	50,698	59,122	8,424	16.6%
Economic Vitality	105,675	78,942	78,942	73,918	(5,024)	(6.4%)
Utilities	16,212,497	29,222,440	22,227,774	26,764,580	(2,457,860)	(8.4%)
Non-departmental	403,882	494,338	494,338	263,254	(231,084)	(46.7%)
Contingency	63,310	2,200,000	30,000	1,800,000	(400,000)	(18.2%)
	18,565,909	33,610,309	24,445,643	30,502,310	(3,107,999)	(9.2%)

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	$ 64,438	51,062	51,062	62,750	11,688	22.9%
Management Services	94,780	99,735	99,735	119,449	19,714	19.8%
Public Works	117,318	127,108	127,108	125,633	(1,475)	(1.2%)
Economic Vitality	1,932,896	11,117,686	5,597,777	7,450,799	(3,666,887)	(33.0%)
Non-departmental	77,139	70,048	70,048	57,063	(12,985)	(18.5%)
Contingency	8,014	-	-	-	-	0.0%
	2,294,585	11,465,639	5,945,730	7,815,694	(3,649,945)	(31.8%)
ENVIRONMENTAL SERVICES FUND						
General Administration	327,877	311,071	311,071	398,292	87,221	28.0%
Management Services	396,188	373,062	373,062	376,834	3,772	1.0%
Public Works	9,961,558	23,819,844	11,015,857	12,387,952	(11,431,892)	(48.0%)
Economic Vitality	75,585	60,269	60,269	61,828	1,559	2.6%
Non-departmental	303,624	297,412	297,412	244,599	(52,813)	(17.8%)
Contingency	1,196	500,000	-	612,000	112,000	22.4%
	11,066,028	25,361,658	12,057,671	14,081,505	(11,280,153)	(44.5%)
STORMWATER UTILITY FUND						
General Administration	19,708	23,401	23,401	38,734	15,333	65.5%
Community Development	28,042	19,762	19,762	-	(19,762)	(100.0%)
Management Services	48,977	30,331	30,331	50,435	20,104	66.3%
Public Works	12,434	12,249	12,249	10,921	(1,328)	(10.8%)
Economic Vitality	5,436	4,813	4,813	3,782	(1,031)	(21.4%)
Utilities	1,811,083	5,533,132	1,302,438	5,567,829	34,697	0.6%
Non-departmental	17,773	17,545	17,545	15,138	(2,407)	(13.7%)
Contingency	1,323	10,000	-	10,000	-	0.0%
	1,944,776	5,651,233	1,410,539	5,696,839	45,606	0.8%
FLAGSTAFF HOUSING AUTHORITY						
Community Development	6,266,452	6,470,299	6,156,781	6,312,656	(157,643)	(2.4%)
Contingency	-	972,000	972,000	1,001,250	29,250	3.0%
	6,266,452	7,442,299	7,128,781	7,313,906	(128,393)	
Total Enterprise Funds	40,137,750	83,531,138	50,988,364	65,410,254	(18,120,884)	(21.7%)
TOTAL ALL FUNDS	$ 125,573,701	217,630,154	147,725,036	248,104,099	30,473,945	14.0%

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 1,461,276	1,359,455	1,418,032	1,367,298	7,843	0.6%
City Court	2,499,811	2,583,431	2,567,106	2,579,311	(4,120)	(0.2%)
Law	1,394,047	1,340,604	1,331,625	1,362,625	22,021	1.6%
Human Resources	435,127	501,953	466,497	617,160	115,207	23.0%
Risk Management	167,725	185,891	192,859	188,697	2,806	1.5%
Information Technology	1,678,342	2,492,411	2,117,680	2,280,276	(212,135)	(8.5%)
TOTAL	7,636,328	8,463,745	8,093,799	8,395,367	(68,378)	(0.8%)
COMMUNITY DEVELOPMENT						
Community Development Admin.	249,180	272,070	272,699	292,253	20,183	7.4%
Planning & Development Services	1,943,761	1,949,928	1,808,237	1,944,715	(5,213)	(0.3%)
Capital Improvement	(75,907)	(122,996)	(97,876)	(150,092)	(27,096)	22.0%
Engineering	1,394,802	1,404,111	1,253,061	1,380,416	(23,695)	(1.7%)
Housing	237,115	248,992	214,731	248,102	(890)	(0.4%)
Community Redevelopment	1,448,521	3,229,861	1,626,361	3,386,672	156,811	4.9%
Flag Urban Trails System	858,933	3,578,560	627,885	3,210,435	(368,125)	(10.3%)
Metro Planning Organization	358,537	447,633	433,948	386,971	(60,662)	(13.6%)
Flagstaff Housing Authority	6,266,452	6,470,299	6,156,781	6,312,656	(157,643)	(2.4%)
TOTAL	12,681,394	17,478,458	12,295,827	17,012,128	(466,330)	(2.7%)
MANAGEMENT SERVICES						
Management Services Admin.	652,976	726,993	670,428	736,288	9,295	1.3%
Finance/Budget	860,541	889,139	893,533	935,163	46,024	5.2%
Sales Tax & Licensing	598,834	612,641	595,402	641,045	28,404	4.6%
Customer Service	788,469	822,366	794,321	811,312	(11,054)	(1.3%)
TOTAL	2,900,820	3,051,139	2,953,684	3,123,808	72,669	2.4%
FIRE						
Fire	9,120,652	9,073,711	8,365,639	9,400,163	326,452	3.6%
Fire Grants	-	-	-	815,000	815,000	-
TOTAL	9,120,652	9,073,711	8,365,639	10,215,163	1,141,452	12.6%
POLICE						
Police	13,838,513	14,648,548	14,408,274	14,911,431	262,883	1.8%
Police Grants	1,777,149	2,011,626	1,540,162	1,964,046	(47,580)	(2.4%)
TOTAL	15,615,662	16,660,174	15,948,436	16,875,477	215,303	1.3%
PUBLIC WORKS						
Public Works Administration	60,844	69,968	60,550	18,707	(51,261)	(73.3%)
USGS Facilities	1,162,909	2,352,373	2,327,471	2,025,583	(326,790)	(13.9%)
Parks	2,333,617	2,762,201	2,722,769	2,997,569	235,368	8.5%
Fleet Services	(93,177)	211,921	97,876	1,157,490	945,569	446.2%
Cemetery	190,105	351,809	347,144	216,400	(135,409)	(38.5%)
Public Facilities Maintenance	1,331,360	1,154,867	1,154,867	984,341	(170,526)	(14.8%)
Street Maintenance & Repairs	3,322,836	4,322,994	4,038,336	4,483,209	160,215	3.7%
Street Const. & Reconstruction	3,191,228	1,003,719	988,551	2,122,879	1,119,160	111.5%
Transportation CIP	868,702	5,301,272	1,886,053	6,235,313	934,041	17.6%
Street & Highway User Rev Bonds	2,360,519	2,371,479	2,371,479	549,385	(1,822,094)	(76.8%)
Solid Waste	8,516,330	22,189,531	9,510,251	11,037,282	(11,152,249)	(50.3%)
Sustainability	1,106,370	1,285,492	1,160,785	1,107,437	(178,055)	(13.9%)
Recreation-BBB	-	-	-	1,100,000	1,100,000	-
TOTAL	24,351,643	43,377,626	26,666,132	34,035,595	(9,342,031)	(21.5%)

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
Community Investment	$ 421,512	744,754	235,283	1,200,701	455,947	61.2%
Airport	1,635,361	10,821,729	5,301,820	7,155,680	(3,666,049)	(33.9%)
Debt Service - Airport	286,686	286,685	286,685	286,685	-	-
Arts and Science	412,276	666,083	395,758	637,056	(29,027)	(4.4%)
Urban Design	143,850	134,620	118,551	205,989	71,369	53.0%
Streetscape	1,418,971	2,247,499	372,565	3,160,214	912,715	40.6%
Economic Development	930,936	2,054,630	1,323,690	1,389,255	(665,375)	(32.4%)
Tourism - Gen. Admin.	1,163,411	1,248,460	1,246,990	1,310,701	62,241	5.0%
Visitor Services	305,770	311,297	312,477	313,401	2,104	0.7%
TOTAL	6,718,773	18,515,757	9,593,819	15,659,682	(2,856,075)	(15.4%)
COMMUNITY ENRICHMENT						
Library	3,495,675	3,751,135	3,585,156	3,803,474	52,339	1.4%
Library Grants	1,516,656	3,424,132	1,288,548	3,299,243	(124,889)	(3.6%)
Recreation	4,726,781	3,418,612	3,402,392	3,222,068	(196,544)	(5.7%)
TOTAL	9,739,112	10,593,879	8,276,096	10,324,785	(269,094)	(2.5%)
UTILITIES						
Administration	829,080	1,097,035	1,073,785	1,220,029	122,994	11.2%
Lake Mary Water Plant	2,760,418	3,813,823	3,517,586	4,249,379	435,556	11.4%
Water Distribution System	1,392,378	1,490,818	1,460,818	1,578,526	87,708	5.9%
Booster Stations	63,613	77,924	75,728	83,838	5,914	7.6%
Betterments & Imp. Water Dist	325,653	5,780,000	1,101,570	5,502,982	(277,018)	(4.8%)
Betterments & Imp. Water Prod	582,877	3,449,000	2,619,714	2,380,529	(1,068,471)	(31.0%)
Wastewater Treatment	1,980,919	3,165,607	2,924,521	2,303,875	(861,732)	(27.2%)
Wastewater Collection	920,791	1,136,286	1,113,786	1,105,503	(30,783)	(2.7%)
Wastewater Monitoring	263,476	465,187	333,974	293,606	(171,581)	(36.9%)
Reclaim Water Plant	832,295	1,022,089	880,476	1,085,803	63,714	6.2%
Wastewater Treatment Imp	18,513	484,000	203,400	760,600	276,600	57.1%
Wastewater Collection Imp	124,723	692,590	151,193	803,400	110,810	16.0%
Debt Service - Water	3,757,710	4,187,604	4,410,746	3,454,463	(733,141)	(17.5%)
Debt Service - Sewer	2,360,051	2,360,477	2,360,477	1,942,047	(418,430)	(17.7%)
Stormwater Utility	525,258	580,408	533,186	684,663	104,255	18.0%
Stormwater Capital	293,128	616,743	560,118	812,226	195,483	31.7%
Drainage	992,697	4,335,981	209,134	4,070,940	(265,041)	(6.1%)
TOTAL	18,023,580	34,755,572	23,530,212	32,332,409	(2,423,163)	(7.0%)
NON-DEPARTMENTAL						
Council & Commissions	350,084	362,540	364,319	408,756	46,216	12.7%
Contributions to Other Agencies	902,384	906,003	917,034	937,003	31,000	3.4%
Non-Departmental	1,085,279	2,638,101	1,140,859	3,398,590	760,489	28.8%
Real Estate Proceeds	-	-	-	1,000,000	1,000,000	-
G.O. Bond - Debt Service	3,016,508	4,945,431	4,591,536	5,456,156	510,725	10.3%
SID-Debt	1,405,575	1,402,475	7,384,331	908,225	(494,250)	(35.2%)
G.O. Bond Funded Projects	5,093,158	26,544,144	9,470,181	65,447,305	38,903,161	146.6%
Municipal Facilities Corp	20,290	5,420,640	66,645	9,112,000	3,691,360	68.1%
Special Improvement District	117,565	-	-	-	-	-
Transportation	3,779,689	4,981,330	3,951,871	5,670,410	689,080	13.8%
4th Street Debt Service	2,262,200	2,264,771	2,279,958	2,110,332	(154,439)	(6.8%)
Facility Improvement Debt	485,105	472,658	472,658	472,658	-	-
TOTAL	18,517,837	49,938,093	30,639,392	94,921,435	44,983,342	90.1%
RESERVES/CONTINGENCIES	267,900	5,722,000	1,362,000	5,208,250	(513,750)	(9.0%)
GRAND TOTAL	$ 125,573,701	217,630,154	147,725,036	248,104,099	30,473,945	14.0%

This schedule includes the entire budgetary responsibility of the division without regard to funding source.
Operating revenue transfers provide the level of accountability for division managers and department heads.

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
General Fund	$ 7,636,328	8,463,745	8,093,799	8,395,367	(68,378)	(0.8%)
Library Fund	147,710	124,645	124,645	150,716	26,071	20.9%
HURF Fund	162,907	108,282	108,282	118,391	10,109	9.3%
Transportation Fund	58,784	46,278	46,278	52,014	5,736	12.4%
Water and Wastewater Fund	629,492	580,253	580,253	626,188	45,935	7.9%
Airport	64,438	51,062	51,062	62,750	11,688	22.9%
Environmental Services Fund	327,877	311,071	311,071	398,292	87,221	28.0%
Stormwater Utility Fund	19,708	23,401	23,401	38,734	15,333	65.5%
TOTAL	9,047,244	9,708,737	9,338,791	9,842,452	133,715	1.4%
COMMUNITY DEVELOPMENT						
General Fund	3,748,951	3,752,105	3,450,852	3,715,394	(36,711)	(1.0%)
HURF fund	689,931	678,205	678,205	533,783	(144,422)	(21.3%)
Beautification Fund	858,933	3,578,560	627,885	3,210,435	(368,125)	(10.3%)
Housing and Community Services Fund	1,448,521	3,229,861	1,626,361	3,386,672	156,811	4.9%
Metro Planning Organization Fund	358,537	447,633	433,948	386,971	(60,662)	(13.6%)
Stormwater Utility Fund	28,042	19,762	19,762	-	(19,762)	(100.0%)
Flagstaff Housing Authority	6,266,452	6,470,299	6,156,781	6,312,656	(157,643)	(2.4%)
TOTAL	13,399,367	18,176,425	12,993,794	17,545,911	(630,514)	(3.5%)
MANAGEMENT SERVICES						
General Fund	2,900,820	3,051,139	2,953,684	3,123,808	72,669	2.4%
Library Fund	156,025	150,648	150,648	134,552	(16,096)	(10.7%)
HURF Fund	123,758	138,296	138,296	73,428	(64,868)	(46.9%)
Transportation Fund	323,165	266,540	266,540	215,009	(51,531)	(19.3%)
Water and Wastewater Fund	1,101,046	983,638	983,638	915,248	(68,390)	(7.0%)
Airport Fund	94,780	99,735	99,735	119,449	19,714	19.8%
Environmental Services Fund	396,188	373,062	373,062	376,834	3,772	1.0%
Stormwater Utility Fund	48,977	30,331	30,331	50,435	20,104	66.3%
TOTAL	5,144,759	5,093,389	4,995,934	5,008,763	(84,626)	(1.7%)
FIRE						
General Fund	9,120,652	9,073,711	8,365,639	10,215,163	1,141,452	12.6%
TOTAL	9,120,652	9,073,711	8,365,639	10,215,163	1,141,452	12.6%
POLICE						
General Fund	15,615,662	16,660,174	15,948,436	16,875,477	215,303	1.3%
TOTAL	15,615,662	16,660,174	15,948,436	16,875,477	215,303	1.3%
PUBLIC WORKS						
General Fund	4,985,658	6,903,139	6,710,677	7,400,090	496,951	7.2%
Library Fund	98,152	58,909	58,909	87,664	28,755	48.8%
HURF Fund	10,005,949	13,176,938	9,461,893	13,527,647	350,709	2.7%
Recreation-BBB Fund	-	-	-	1,100,000	1,100,000	0.0%
Water and Wastewater Fund	50,007	50,698	50,698	59,122	8,424	16.6%
Airport Fund	117,318	127,108	127,108	125,633	(1,475)	(1.2%)
Environmental Services Fund	9,961,558	23,819,844	11,015,857	12,387,952	(11,431,892)	(48.0%)
Stormwater Utility Fund	12,434	12,249	12,249	10,921	(1,328)	(10.8%)
TOTAL	25,231,076	44,148,885	27,437,391	34,699,029	(9,449,856)	(21.4%)
ECONOMIC VITALITY						
General Fund	421,512	744,754	235,283	1,200,701	455,947	61.2%
Library Fund	37,938	27,622	27,622	27,272	(350)	(1.3%)
HURF Fund	36,623	29,053	29,053	24,888	(4,165)	(14.3%)
Transportation Fund	38,240	10,449	10,449	7,789	(2,660)	(25.5%)
Beautification Fund	1,562,821	2,382,119	491,116	3,366,203	984,084	41.3%
Economic Development Fund	930,936	2,054,630	1,323,690	1,389,255	(665,375)	(32.4%)
Tourism Fund	1,469,181	1,559,757	1,559,467	1,624,102	64,345	4.1%
Arts and Science Fund	412,276	666,083	395,758	637,056	(29,027)	(4.4%)
Water and Wastewater Fund	105,675	78,942	78,942	73,918	(5,024)	(6.4%)
Airport Fund	1,932,896	11,117,686	5,597,777	7,450,799	(3,666,887)	(33.0%)
Environmental Services Fund	75,585	60,269	60,269	61,828	1,559	2.6%
Stormwater Utility Fund	5,436	4,813	4,813	3,782	(1,031)	(21.4%)
TOTAL	7,029,119	18,736,177	9,814,239	15,867,593	(2,868,584)	(15.3%)

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2012 AND 2013
(WITH ACTUAL FOR FISCAL YEAR 2011)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2010-2011	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2011-2012	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2012-2013	CHANGE (BDGT-BDGT)	% CHANGE
COMMUNITY ENRICHMENT						
General Fund	$ 4,726,781	3,418,612	3,402,392	3,222,068	(196,544)	(5.7%)
Library Fund	5,012,331	7,175,267	4,873,704	7,102,717	(72,550)	(1.0%)
TOTAL	9,739,112	10,593,879	8,276,096	10,324,785	(269,094)	(2.5%)
UTILITIES						
Water and Wastewater Fund	16,212,497	29,222,440	22,227,774	26,764,580	(2,457,860)	(8.4%)
Stormwater Utility Fund	1,811,083	5,533,132	1,302,438	5,567,829	34,697	0.6%
TOTAL	18,023,580	34,755,572	23,530,212	32,332,409	(2,423,163)	(7.0%)
NON-DEPARTMENTAL						
General Fund	(3,944,793)	(1,945,570)	(3,439,521)	(363,294)	1,582,276	(81.3%)
Library Fund	111,066	152,196	152,196	93,095	(59,101)	(38.8%)
HURF Fund	131,405	226,418	226,418	85,536	(140,882)	(62.2%)
Transportation Fund	6,126,582	7,272,376	6,258,104	7,798,412	526,036	7.2%
Real Estate Proceeds Fund	-	-	-	1,000,000	1,000,000	0.0%
Housing and Community Services Fund	54,867	37,436	46,955	45,652	8,216	21.9%
Metro Planning Organization Fund	20,589	26,316	26,316	21,126	(5,190)	(19.7%)
General Obligation Bonds Fund	3,016,508	4,945,431	4,591,536	5,456,156	510,725	10.3%
Special Assessment Bonds Fund	1,405,575	1,402,475	7,384,331	908,225	(494,250)	(35.2%)
G.O. Bonds Funded Projects Fund	5,093,158	26,544,144	9,470,181	65,447,305	38,903,161	146.6%
Municipal Facilities Corp Fund	20,290	5,420,640	66,645	9,112,000	3,691,360	68.1%
Special Improvement District Fund	117,565	-	-	-	-	0.0%
Water and Wastewater Fund	403,882	494,338	494,338	263,254	(231,084)	(46.7%)
Airport Fund	77,139	70,048	70,048	57,063	(12,985)	(18.5%)
Environmental Services Fund	303,624	297,412	297,412	244,599	(52,813)	(17.8%)
Stormwater Utility Fund	17,773	17,545	17,545	15,138	(2,407)	(13.7%)
TOTAL	12,955,230	44,961,205	25,662,504	90,184,267	45,223,062	100.6%
RESERVES/CONTINGENCIES						
General Fund	194,057	1,200,000	360,000	1,150,000	(50,000)	(4.2%)
Library Fund	-	100,000	-	100,000	-	0.0%
HURF Fund	-	525,000	-	100,000	(425,000)	(81.0%)
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	-	45,000	-	265,000	220,000	488.9%
Tourism Fund	-	50,000	-	50,000	-	0.0%
Arts and Science Fund	-	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	100,000	-	100,000	-	0.0%
Water and Wastewater Fund	63,310	2,200,000	30,000	1,800,000	(400,000)	(18.2%)
Airport Fund	8,014	-	-	-	-	0.0%
Environmental Services Fund	1,196	500,000	-	612,000	112,000	22.4%
Stormwater Utility Fund	1,323	10,000	-	10,000	-	0.0%
Flagstaff Housing Authority Fund	-	972,000	972,000	1,001,250	29,250	3.0%
TOTAL	267,900	5,722,000	1,362,000	5,208,250	(513,750)	(9.0%)
ALL FUNDS TOTAL	$ 125,573,701	217,630,154	147,725,036	248,104,099	30,473,945	14.0%

* 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 FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2012-2013

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2011-2012	BUDGET 2012-2013
21	FIRE	TYPE 6 BRUSH TRUCK	$ 130,000	130,000
		TYPE 6 BRUSH TRUCK	-	130,000
		TYPE 1 ENGINE	450,000	450,000
22	POLICE	POLICE SEDAN	-	30,000
		POLICE CRUISERS (6)	141,174	141,174
23	POLICE GRANTS	INFRARED SYSTEM	-	5,999
26	PARKS	RESURFACE BASKETBALL COURTS (2)	-	35,701
		CONCRETE COURT OVERLAY	-	121,298
		SKATE TRACK SURFACE REPAIRS	-	17,000
		PLAYGROUND RE-SURFACING - PONDEROSA TRAILS	-	5,100
		PLAYGROUND RE-SURFACING - FOXGLENN	-	9,402
		REPLACE BACKSTOP FENCING	-	13,750
		FENCE REPAIR	-	12,200
		FENCE REPAIR	-	20,000
		REPLACE TENNIS COURT FENCING	-	31,150
		REPLACE PLASTIC FENCING	-	9,400
		LASER FIELD LEVEL - INFIELD	-	2,500
		CRACK SEAL WALKING PATHS	-	14,599
		CONTROL-LINK LIGHT CONTROL	-	9,000
		CONTROL-LINK LIGHT CONTROL	-	9,000
27	FLEET SERVICES	CATASTROPHIC/VEHICLE REPLACEMENT FUND	650,000	1,024,670
30	RECREATION	GENERAL IMPROVEMENTS	-	15,000
32	STREET MAINT. & REPAIRS	AWD MOTOR GRADER	-	500,000
		FIVE (5) SPREADER BOXES	-	80,000
		COMPUTER UPGRADES FOR SNOW OPERATIONS	-	45,000
		SIGN PLOTTER	-	15,000
		STREET SIGNAL IMPROVEMENTS	-	120,000
41	SOLID WASTE	ANNUAL SETASIDE - LANDFILL CLOSURE	-	460,000
		WASTE MANAGEMENT PLAN	50,000	100,000
		DUST CONTROL	-	10,000
		LYDAR FLY OVER	-	40,000
		SCALE HOUSE SOFTWARE	-	134,996
		LANDFILL SCRAPER	-	300,000
		SOUTH BOROUGH PIT	115,000	115,000
		METHANE MITIGATION	70,000	70,000
		LANDFILL COMPACTOR	600,000	600,000
		4X4 PLOW TRUCK	-	45,000
		REAR LOADER	230,000	230,000
		FRONT LOADER	596,198	596,198
		PUBLIC WORKS YARD IMPROVEMENTS	100,000	100,000
42	UTILITIES ADMINISTRATION	OFFICE REMODELS	15,000	15,000
44	FIRE GRANTS	ASSISTANCE TO FIREFIGHTER GRANT EQUIPMENT	-	150,000
		AZ HOMELAND SECURITY EQUIPMENT	-	50,000
47	LAKE MARY WATER PLANT	FIXED DRIVE REPLACEMENT	-	135,000
		UPGRADE COMMUNICATION SYSTEM	46,297	66,297
		WATER PUMP STATION	75,000	75,000
49	WATER DISTRIBUTION	BACKHOE REPLACEMENT	-	130,000

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2012-2013

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2011-2012	BUDGET 2012-2013
53	WASTEWATER TREATMENT	MOWER REPLACEMENT	$ -	16,000
		SUV REPLACEMENT	-	28,000
		DIGESTOR GAS BOOSTER SYSTEM	75,000	75,000
		DIGESTOR GAS DRAIN PUMP	60,000	60,000
56	RECLAIMED WATER PLANT-RIO	REPLACE CARBON FILTER MEDIA	55,000	125,000
66	NON-DEPARTMENTAL	REMODELING OF CITY HALL FACILITIES	-	75,000
71	ARTS & SCIENCE	RENDEZVOUS BRONZE SCULPTURE	150,000	200,000
		EAST FLAG GATEWAY	33,400	33,400
		LUMBERYARD MURAL	25,000	25,000
		TOTAL	$ 3,667,069	7,056,834

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2012-2013

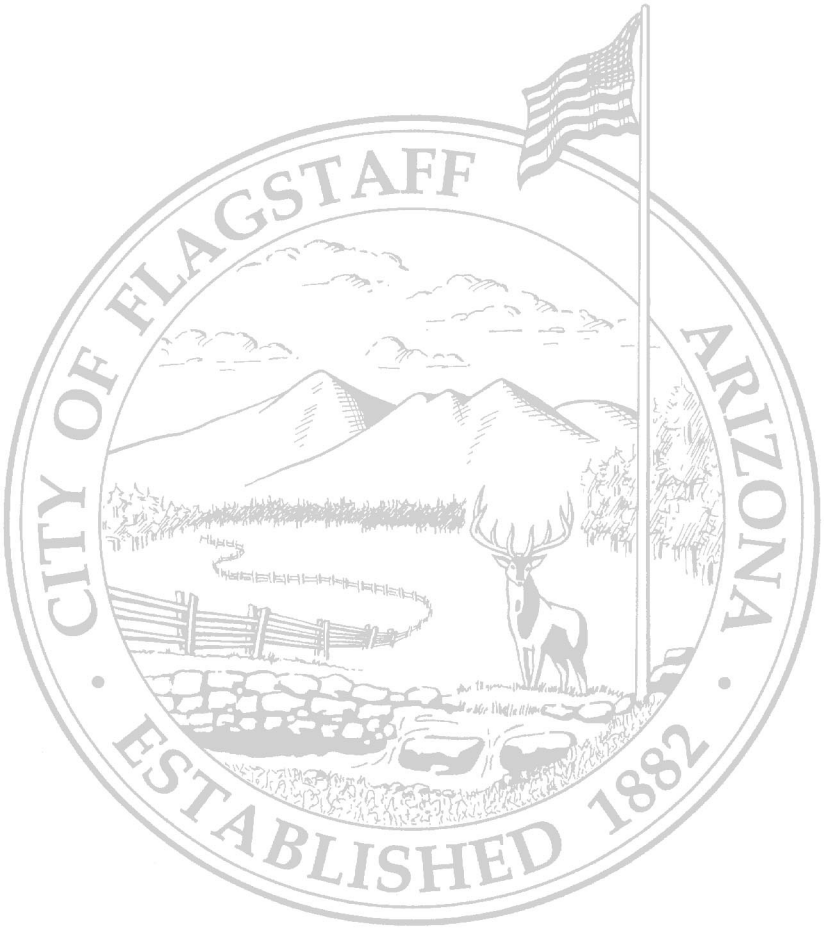
SECT #	SECTION	PROJECT	CARRYFWD 2011-2012	BUDGET 2012-2013
18	COMMUNITY INVESTMENT	BROWNFIELD ASSESSMENT	$ -	1,000,000
24	CAPITAL PROJECTS FUND	FIRE STATIONS	8,000	8,000
		FUTS/OPEN SPACE LAND ACQUISITION	1,267,500	6,600,000
		USGS 2010 SFO	1,587,000	1,587,000
		INNOVATION MESA	-	7,525,000
		2010 STREET/UTILITY	272,000	272,000
		PAVEMENT PRESERVE	-	650,000
		CHERRY AVE STREET	1,037,729	1,248,000
		S BEAVER / S LEROUX	191,255	2,342,350
		DODGE AVENUE	-	968,467
		ROSE AVENUE	-	1,047,500
		COCONINO / ELDEN / HUMPHREY	-	1,549,900
		LA PLAZA VIEJA	-	1,590,088
		PRESIDIO SUBDIVISION	2,876,000	2,876,000
		COURT FACILITY	10,000,000	12,000,000
		MUNICIPAL MAINTENANCE FACILITY	9,975,000	28,295,000
		FOREST RESTORATION INITIATIVE	-	6,000,000
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	50,000
		MINOR TRANSPORTATION IMPROVEMENTS	-	50,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMPROVEMENT PROGRAM	11,879	1,154,879
		SUNNYSIDE	-	850,000
		PONDEROSA PARKWAY	269	3,000
34	STORMWATER	RIO DE FLAG PROJECT	2,870,941	2,870,941
		RIO PARKING REPLACEMENT	1,200,000	1,200,000
37	AIRPORT CAPITAL PROJECTS	ADOT TAXI A & WEST	-	51,001
		WESTPLEX TAXILANE - CONSTRUCTION	-	2,878,732
		REHAB TAXILANE - WESTPLEX	-	554,318
		REHAB TAXIWAY RECONSTRUCT	1,532,757	1,532,757
		APRON RECONSTRUCTION	181,362	181,362
41	SOLID WASTE	STORMWATER INFRASTRUCTURE	24,000	34,000
		ROAD EXTENSION	49,000	49,000
		SUB-SURFACE GEO STUDY	-	300,000
45	FLAGSTAFF HOUSING AUTHORITY	HOUSING FACILITIES IMPROVEMENTS	-	308,765
47	LAKE MARY WATER PLANT	VEHICLE EQUIPMENT STORAGE	-	90,000
51	BETTRMTS & IMP WATER DIST	SWITZER CANYON TRANSMISSION LINE	-	804,000
		WEST/ARROWHEAD WATERLINE	-	230,000
		SAN FRANCISCO ALLEY WATERLINE	-	50,000
		RADIO METER INSTALL	50,000	100,000
		RESERVE FOR IMPROVEMENTS	-	100,000
		RIO DE FLAG WATERLINE RELOCATIONS	-	200,000
		WALAPAI DR ALLEY WATERLINE	-	240,000
		INNER BASIN PIPELINE	3,400,000	3,778,982
52	BETTRMTS & IMP WATER PROD	SCADA MASTER PLAN	-	50,000
		SCADA CONTROL UPGRADES	-	80,000
		LM WELL #2-12" WATERLINE	-	382,000
		ENERGY EFFICIENCY PROJECT	-	35,000
		FUTURE WATER ACQUISITIONS	632,536	1,322,606
		WATER SUPPLY FEASIBILITY	-	35,000
		WATER SYSTEM MASTER PLAN	-	150,000
		RAIL ROAD SPRINGS RESEVOIR	25,923	25,923
		NAZ WATER SUPPLY FEASIBILITY	-	300,000
54	WSTWTR COLLECTION	EAST FLAG SHOP IMPROVEMENTS	-	85,000

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2012-2013

SECT #	SECTION	PROJECT	CARRYFWD 2011-2012	BUDGET 2012-2013
57	WASTEWATER TREATMENT IMPRV	SEWER/RECLAIMED WATER MASTER PLAN	$ -	125,000
		WWTP ENERGY EFFICIENCY PROJECT	-	120,000
		PICTURE CANYON	65,600	65,600
		WILDCAT BARSCREENS	300,000	450,000
58	WSTWTR COLLECTION IMRPV	RIO DE FLAG SEWER RELOCATES	-	242,000
		SEWER REPLACEMENT PROGRAM	100,000	110,000
		HILLSIDE SEWER REPLACEMENT	-	290,000
		RESERVE FOR IMPROVEMENTS	61,400	161,400
66	NON-DEPARTMENTAL	REDEVELOPMENT	645,000	645,000
67	REAL ESTATE PROCEEDS	PROPERTY PURCHASE/IMPROVEMENT	-	1,000,000
74	STREETSCAPE	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
		HISTORIC FACADES	22,648	106,177
		ROUTE 66 PRESERVATION PROJECT	-	20,000
		WOODLANDS / BEULAH MEDIANS	699,277	699,277
		4TH ST NEIGHBORHOOD GATEWAY	181,720	184,360
		NEIGHBORHOOD GARDENS	9,800	19,000
		BUTLER MEDIANS PHASE III	445,120	513,900
		4TH ST CORRIDOR IMPROVEMENT	500,000	1,100,000
		BASQUE PROPERTIES	-	250,000
		HERITAGE SQUARE LIGHTING	-	30,000
		VISITOR CENTER RT 66 PLANTER	-	25,000
		ART INCUBATOR	-	50,000
		MILTON SIGNS	-	100,000
		BEAUTIFICATION IN ACTION	-	12,500
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
		SIGNAGE PROGRAM	228,000	293,000
		ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	283,705	316,279
		COUNTRY CLUB TR - RT 66 TO CORTLAND	22,798	9,100
		SIXTH AVE/ARROWHEAD CONNECTOR	225,044	449,313
		CEDAR TRAIL	20,000	20,000
		SWITZER MESA TRAIL	45,000	45,000
		SWITZER CANYON TRAIL	248,750	282,552
		BNSF WALNUT-FLORENCE UNDERPASS	608,408	647,500
		MALL TRAFFIC CENTER TRAIL REALIGNMENT	80,000	80,000
		FLORENCE-WALNUT UNDERPASS	429,334	478,031
		4TH ST TRAIL - HUNTINGTON TO BUTLER	159,660	159,660
		PINE KNOLL TRAIL-SAN FRANCISCO TO LONE TREE	76,500	80,000
		PONDEROSA TRAIL REHABILITATION	-	300,000
91	RECREATION-BBB TAX	PARKS AND RECREATION	-	1,100,000
92	TRANSPORTATION CIP	BIKE/PED & SAFETY IMPROVEMENT	283,164	484,500
		TRANSPORTATION PLANNING & PROGRAMS	-	95,000
		BEULAH BLVD EXTENSIONS	295,000	995,000
		RESERVE FOR IMPROVEMENTS	25,000	175,000
		WEST/ARROWHEAD IMPROVEMENT	3,119,023	4,469,313
		2011 HSIP	13,500	16,500
99	STORMWATER CAPITAL PROJECT	DRAINAGE SPOT IMPROVEMENT	-	281,625
		SPOT IMPROVEMENT - EAST RT 66	-	198,891
		SPOT IMPROVEMENT - SKUNK CANYON CONSTRUCTION	-	24,032
		SPOT IMPROVEMENT - SHADOW MOUNTAIN PHASE 1	-	189,000
		SPOT IMPROVEMENT - FANNING WASH	-	37,510
		SPOT IMPROVEMENT - SHULTZ CREEK DESIGN	-	81,168
		Total	$ 46,386,602	113,428,759

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2012-2013

	ORIGINAL ISSUE	OUTSTANDING 07/01/2012	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,21,30,80]						
Existing Debt:						
USGS-Series 12	$ 4,700,000	1,645,000	385,000	77,656	3,240	465,896
Capital Lease - APSES	3,800,000	1,120,061	436,795	34,198	1,665	472,658
Certificates of Participation - Fire Equipment	350,000	287,903	32,107	9,148	465	41,720
Proposed MFC Revenue Bonds - USGS Building 2013	8,000,000	-	700,000	210,000	3,240	913,240
	16,850,000	3,052,964	1,553,902	331,002	8,610	1,893,514
STREETS FUND [36]						
Certificates of Participation - Street Overlay	4,610,000	3,792,097	422,893	120,497	5,995	549,385
	4,610,000	3,792,097	422,893	120,497	5,995	549,385
4TH STREET [87]						
2003 MFC Revenue Bonds	25,000,000	1,560,000	1,560,000	62,400	4,258	1,626,658
2012 Pledged Revenue Partial Advance Refunding	12,530,000	12,530,000	-	480,175	3,499	483,674
	37,530,000	14,090,000	1,560,000	542,575	7,757	2,110,332
ECONOMIC DEVELOPMENT [78]						
Existing Debt:						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	3,085,000	120,000	130,038	4,115	254,153
Proposed MFC Revenue Bonds - Innovation Building 2013	2,650,000	-	98,397	78,768	2,835	180,000
	6,020,000	3,085,000	218,397	208,806	6,950	434,153
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2006 Capital Projects	31,500,000	21,100,000	1,540,000	943,363	3,600	2,486,963
G.O. Series 2011 Capital Projects	12,845,000	12,510,000	-	327,350	3,200	330,550
G.O. Series 2011 NAU Public Safety	3,952,287	3,662,331	369,404	87,896	1,920	459,220
G.O. Series 2011 Refunding Parks & Recreation	1,394,136	1,176,808	964,104	52,459	1,920	1,018,483
Proposed G.O. Series Courthouse 2013	12,000,000	-	400,000	125,000	1,500	526,500
Proposed G.O. Series Public Works Facility 2013	19,000,000	-	250,000	50,833	1,500	302,333
Proposed G.O. Capital Forest Initiative Series 2013	6,000,000	-	-	125,000	1,500	126,500
Proposed G.O. Series Street & Utility Improvements 2013	6,455,000	-	-	134,479	3,240	137,719
Proposed G.O. Series Capital Projects Improvements 2013	3,105,000	-	-	64,688	3,200	67,888
	96,251,423	38,449,139	3,523,508	1,911,068	21,580	5,456,156
SPECIAL ASSESSMENT DISTRICT [96]						
Sawmill District	19,075,000	11,365,000	345,000	559,625	3,600	908,225
	19,075,000	11,365,000	345,000	559,625	3,600	908,225
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Series 2003	8,230,000	190,000	190,000	6,176	5,390	201,566
G.O. 2011 WIFA Debt - Red Gap Shallow Well	1,833,828	1,766,300	69,624	21,382	33,445	124,451
G.O. Series 2011 Current Refunding of 1997 Series	1,620,864	1,368,192	1,120,896	60,991	-	1,181,887
2002 Water Revenue Bonds (WIFA)	6,775,760	3,972,483	337,877	81,736	59,188	478,801
2006 WIFA Revolving Loan - Water	7,900,000	5,990,000	345,000	106,095	90,377	541,472
2007 WIFA Revolving Debt - Wastewater	23,100,000	19,409,565	1,005,012	390,520	292,357	1,687,889
2008 WIFA Revolving Debt - Water	8,500,000	7,272,174	337,099	171,260	109,083	617,442
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,221,588	84,704	30,119	27,802	142,625
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	205,521	9,520	2,866	3,105	15,491
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	1,000,000	474,002	42,308	8,399	13,137	63,844
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	898,670	47,636	9,457	14,792	71,885
Other debt - Lease Purchase - Co-Generators	2,000,000	1,009,912	206,950	44,007	3,200	254,157
Proposed WIFA Revolving Loan - Future Water Rights 2013	291,172	-	10,000	5,000	-	15,000
	65,226,624	43,778,407	3,806,626	938,008	651,876	5,396,510
AIRPORT FUND [39]						
Other debt - Lease Purchase - Hangars	2,782,598	2,065,080	118,027	113,709	-	231,736
Other debt - Loan - Hangars	600,000	217,241	43,690	11,259	-	54,949
	3,382,598	2,282,321	161,717	124,968	-	286,685
Total Debt Service Requirements	$ 248,945,645	119,894,928	11,592,043	4,736,549	706,368	17,034,960


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 18,052,269	14,447,025	17,683,305	17,853,008	8,428,646	7,518,079	7,382,728	7,023,250	7,012,414
Revenues									
Taxes									
Sales Tax	13,843,536	13,778,000	14,130,000	14,351,925	14,572,454	14,824,872	14,763,743	14,847,124	15,075,740
Property Tax	5,113,647	5,200,000	5,200,000	5,250,000	5,355,000	5,462,100	5,571,342	5,682,769	5,796,424
Franchise Fees	2,338,951	2,450,000	2,400,000	2,436,000	2,472,540	2,514,573	2,502,000	2,514,510	2,552,228
Intergovernmental Revenues									
State Shared Income Tax	5,955,305	5,559,706	5,559,706	6,720,300	6,821,105	6,937,063	6,902,378	6,936,890	7,040,943
State Shared Sales Tax	4,711,821	4,700,000	5,150,000	5,227,250	5,305,659	5,395,855	5,368,876	5,395,720	5,476,656
Auto Lieu Tax	2,481,126	2,500,000	2,450,000	2,486,750	2,524,051	2,566,960	2,554,125	2,566,896	2,566,896
Federal Grants	1,328,255	2,584,241	1,194,574	2,575,967	691,522	591,522	391,522	391,522	391,522
State/Local Grants	824,289	840,413	1,058,835	1,791,144	955,922	947,922	947,922	947,922	947,922
Other IGA	803,162	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
License & Permits									
Business Licenses	32,737	36,750	30,000	33,000	33,000	33,000	33,000	33,000	33,000
Building Permits	537,665	800,000	900,000	600,000	600,000	600,000	600,000	600,000	600,000
Other Licenses and Permits	168,191	153,650	197,830	157,930	157,930	157,930	157,930	157,930	157,930
Charges for Services									
General Government	257,154	652,275	579,850	579,850	579,850	579,850	579,850	579,850	579,850
Parks and Recreation	1,302,710	1,333,095	1,301,060	1,408,830	1,408,830	1,408,830	1,408,830	1,408,830	1,408,830
Public Safety	1,105,725	936,325	1,263,300	906,300	910,863	915,472	920,128	924,829	929,577
Cemetery	139,745	133,350	133,000	134,000	135,340	136,693	138,060	139,440	140,834
Fines & Forfeitures									
Court Fines	940,812	989,350	949,000	949,000	958,490	968,075	977,756	987,534	997,410
Other Fines	577,125	273,120	288,270	289,570	292,465	295,392	298,346	301,330	304,344
Other Revenue									
Interest Earnings	134,551	125,000	125,000	200,000	202,000	204,020	206,060	208,121	210,202
Miscellaneous	2,630,971	2,687,073	2,942,524	2,885,183	2,438,642	2,440,305	2,441,983	2,443,680	2,445,394
Total Revenues	45,227,478	46,582,348	46,702,949	49,832,999	47,265,663	47,830,434	47,613,851	47,917,897	48,505,702
Transfers In									
Library	78,391	78,391	78,391	328,391	78,391	39,196	-	-	-
HURF	85,401	85,401	85,401	85,401	85,401	77,701	70,000	70,000	70,000
Beautification	380,657	507,201	468,729	473,451	473,451	473,451	473,451	473,451	473,451
Tourism	9,437	9,437	9,437	9,437	9,437	7,838	6,238	6,238	6,238
Recreation-BBB	1,115,663	1,349,712	1,221,455	1,485,754	1,327,869	1,348,427	1,369,396	1,390,784	1,412,599
Real Estate Proceeds	-	-	-	500,000	-	-	-	-	-
Housing and Comm Svcs	14,000	14,000	-	14,000	14,000	14,000	14,000	14,000	14,000
Utilities fund	1,969,533	1,978,889	1,978,889	157,794	157,794	78,897	-	-	-
Airport	33,567	171,567	33,567	33,567	33,567	16,784	-	-	-
Environmental Services	74,664	109,453	39,003	77,903	77,903	70,498	63,093	63,093	10,093
Stormwater	79,780	80,578	80,578	80,700	80,700	80,700	80,700	80,700	80,700
Capital Projects Fund	500,000	-	-	-	-	-	-	-	-
Total Transfers In	4,341,093	4,384,629	3,995,450	3,246,398	2,338,513	2,207,492	2,076,878	2,098,266	2,067,081
Total Revenues & Transfers In	49,568,571	50,966,977	50,698,399	53,079,397	49,604,176	50,037,926	49,690,729	50,016,163	50,572,783
Total Sources of Funds	67,620,840	65,414,002	68,381,704	70,932,405	58,032,822	57,556,005	57,073,457	57,039,413	57,585,197

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Uses of Funds									
Divisions									
General Administration	$ 7,252,759	7,410,304	7,291,271	7,490,817	7,289,405	7,149,405	7,289,405	7,149,405	7,289,405
Management Services	2,900,820	3,051,139	2,953,684	3,123,808	3,072,458	3,072,458	3,072,458	3,072,458	3,072,458
Community Development	3,748,951	3,752,105	3,450,852	3,715,394	3,668,274	3,668,274	3,668,274	3,668,274	3,668,274
Fire	8,957,508	8,580,622	8,304,749	9,263,443	8,481,459	8,481,459	8,481,459	8,481,459	8,481,459
Police	15,504,733	16,330,574	15,802,521	16,698,304	16,474,975	16,229,975	15,929,975	15,729,975	15,729,975
Public Works	4,118,265	4,813,525	4,637,821	4,686,284	4,522,284	4,522,284	4,511,004	4,511,004	4,511,004
Economic Vitality	421,512	744,754	235,283	200,701	199,201	199,201	199,201	199,201	199,201
Community Enrichment	3,076,093	3,155,612	3,140,983	3,207,068	3,091,864	3,058,864	3,033,864	3,033,864	3,033,864
Non-Departmental	2,518,749	3,261,644	2,332,212	4,024,349	2,696,017	2,896,017	2,896,017	2,896,017	2,896,017
Contingency	194,057	1,200,000	360,000	1,150,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(6,691,824)	(6,324,872)	(6,334,391)	(5,580,301)	(5,513,523)	(5,513,523)	(5,513,523)	(5,513,523)	(5,513,523)
Total Department Expenditures	42,001,623	45,975,407	42,174,985	47,979,867	44,232,414	44,014,414	43,818,134	43,478,134	43,618,134
Debt Service									
Leases (copier)	-	-	-	-	-	-	-	-	-
Leases-APSES	485,105	472,658	472,658	472,658	472,658	280,497	45,000	45,000	45,000
Leases-Fire Equipment	41,665	41,889	41,889	41,720	41,720	41,720	41,720	41,720	41,720
Bonds (20-01 only?)	463,611	1,757,814	1,675,926	1,379,136	1,379,136	1,379,136	1,379,136	1,379,136	1,379,136
Total Debt Service	990,381	2,272,361	2,190,473	1,893,514	1,893,514	1,701,353	1,465,856	1,465,856	1,465,856
Total Operating Budget	42,992,004	48,247,768	44,365,458	49,873,381	46,125,928	45,715,767	45,283,990	44,943,990	45,083,990
Revised service Levels									
Health Insurance Increases 5%	-	-	-	-	140,000	280,000	420,000	560,000	700,000
Health Insurance Pay Holiday	-	-	-	-	226,000	226,000	226,000	226,000	226,000
Available 1X's	-	-	-	-	100,000	100,000	100,000	100,000	100,000
Total Revised Service Levels	-	-	-	-	466,000	606,000	746,000	886,000	1,026,000
Capital/CIP									
Fleet	78,889	225,800	33,426	2,105,844	436,670	436,670	436,670	436,670	436,670
Information Technology	374,841	1,053,441	802,528	904,550	381,675	381,675	381,675	381,675	381,675
Capital Improvement Projects	1,752,411	846,800	215,500	1,645,000	-	-	-	-	-
Operating Capital	207,483	948,000	664,329	405,999	245,000	245,000	266,590	285,000	285,000
Total Capital/CIP	2,413,624	3,074,041	1,715,783	5,061,393	1,063,345	1,063,345	1,084,935	1,103,345	1,103,345
Transfers Out									
Library	1,178,951	1,167,951	1,167,951	1,137,951	1,154,877	1,216,572	1,322,989	1,358,266	1,392,657
Hurf	1,972,339	2,526,195	2,526,195	721,100	721,100	721,100	721,100	721,100	738,100
Economic Development	193,000	389,000	389,000	491,500	411,000	331,000	350,700	313,805	315,527
Real Estate Proceeds	-	-	-	500,000	-	-	-	-	-
MPO	22,720	22,493	22,493	22,493	22,493	22,493	22,493	22,493	22,493
Secondary Property Tax	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000
Capital Projects Fund	71,200	-	38,683	-	-	-	-	-	-
Airport	101,000	309,000	94,000	225,000	150,000	97,000	118,000	278,000	218,000
Stormwater	992,697	4,335,981	209,133	4,070,941	-	-	-	-	-
Total Transfers Out	4,531,907	8,750,620	4,447,455	7,568,985	2,859,470	2,788,165	2,935,282	3,093,664	3,086,777
Excess revenues over expenditures	(368,964)	(9,105,452)	169,703	(9,424,362)	(910,567)	(135,351)	(359,478)	(10,836)	272,671
Total Uses of Funds	49,937,535	60,072,429	50,528,696	62,503,759	50,514,743	50,173,277	50,050,207	50,026,999	50,300,112
Ending Fund Balance	$ 17,683,305	5,341,573	17,853,008	8,428,646	7,518,079	7,382,728	7,023,250	7,012,414	7,285,085

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 783,153	540,180	764,614	810,264	303,056	317,899	241,537	240,967	212,284
Revenues									
State Grants	80,220	62,400	126,816	52,400	100,000	100,000	100,000	100,000	100,000
Library District Taxes	4,235,725	6,330,598	3,737,640	3,843,535	4,098,516	4,019,831	4,061,920	4,116,575	4,256,594
Interest Revenue	24,404	27,115	21,000	27,250	37,437	37,624	37,812	39,006	39,201
Miscellaneous	103,773	20,474	452,958	2,453,363	20,474	20,474	20,474	20,474	20,474
Total Revenues	4,444,122	6,440,587	4,338,414	6,376,548	4,256,427	4,177,929	4,220,206	4,276,055	4,416,269
Transfers In									
Tourism	-	5,400	5,400	2,700	-	-	-	-	-
General Fund	1,178,951	1,167,951	1,167,951	1,137,951	1,143,521	1,204,932	1,310,335	1,345,296	1,379,363
Total Transfers In	1,178,951	1,173,351	1,173,351	1,140,651	1,143,521	1,204,932	1,310,335	1,345,296	1,379,363
Total Sources of Funds	6,406,226	8,154,118	6,276,379	8,327,464	5,703,004	5,700,760	5,772,078	5,862,318	6,007,915
Uses of Funds									
Departments									
Library	3,460,786	3,751,135	3,585,156	3,803,474	3,650,649	3,742,640	3,836,993	3,933,769	4,033,031
Library Grants	80,220	62,400	126,816	52,400	100,000	100,000	100,000	100,000	100,000
Indirect Costs	550,891	514,020	514,020	493,299	505,631	518,272	531,229	544,510	558,123
Subtotal Departments	4,091,897	4,327,555	4,225,992	4,349,173	4,256,280	4,360,912	4,468,222	4,578,279	4,691,154
County Wide Projects & Growth	1,436,436	3,361,732	1,161,732	3,246,843	1,050,434	1,054,115	1,057,888	1,061,756	1,065,720
Subtotal County Wide Proj & Growth	1,436,436	3,361,732	1,161,732	3,246,843	1,050,434	1,054,115	1,057,888	1,061,756	1,065,720
Total Operating Expenditures	5,528,333	7,689,287	5,387,724	7,596,016	5,306,714	5,415,027	5,526,111	5,640,035	5,756,874
Reserves/Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	34,889	-	-	-	-	5,000	5,000	10,000	10,000
Total Capital	34,889	-	-	-	-	5,000	5,000	10,000	10,000
Transfer Out									
General Fund	78,391	78,391	78,391	328,391	78,391	39,196	-	-	-
Total Uses of Funds	5,641,613	7,867,678	5,466,115	8,024,407	5,385,105	5,459,223	5,531,111	5,650,035	5,766,874
Ending Fund Balance (1)	$ 764,614	286,440	810,264	303,056	317,899	241,537	240,967	212,284	241,041

(1) Excludes monies restricted for branch libraries, expansion, and automation.

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2013-2018

	Actuals 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 2,258,730	1,475,135	1,844,765	1,811,716	1,228,607	1,568,034	1,658,888	1,793,405	1,914,119
Revenues									
Intergovernmental Revenues	252,424	300,000	-	-	750,000	1,239,000	-	-	-
Highway User Revenues	6,300,885	5,800,000	5,500,000	5,555,000	5,610,550	5,666,656	5,808,322	5,953,530	6,102,368
Interest Revenues	2,430	7,000	700	7,000	12,000	16,000	17,000	18,000	19,000
Miscellaneous Revenues	1,125,348	(60,000)	(60,000)	540,000	765,505	1,365,505	1,365,505	-	-
Total Revenues	7,681,087	6,047,000	5,440,700	6,102,000	7,138,055	8,287,161	7,190,828	5,971,532	6,121,370
Transfers In									
General Fund	1,972,339	2,526,195	2,526,195	721,100	721,100	721,100	721,100	721,100	738,100
Stormwater	151,470	303,883	291,167	341,167	349,696	358,439	367,400	376,585	385,999
Environmental Services	-	-	-	17,000	17,000	17,000	17,000	17,000	-
Transportation Tax	1,517,113	5,976,656	2,436,437	6,784,698	5,253,885	3,336,885	3,217,285	1,024,085	1,420,285
Total Transfers in	3,640,922	8,806,734	5,253,799	7,863,965	6,341,681	4,433,424	4,322,785	2,138,770	2,544,384
Total Sources of Funds	13,580,739	16,328,869	12,539,264	15,777,681	14,708,343	14,288,618	13,172,500	9,903,706	10,579,874
Uses of Funds									
Departments									
Operating Expenditures	3,145,928	3,873,994	3,589,336	3,723,209	3,780,814	3,881,006	3,971,118	4,063,618	4,158,569
Indirect Cost	1,407,288	1,357,728	1,357,728	972,887	997,209	1,022,139	1,047,692	1,073,884	1,100,731
Capital Expenditures	4,236,838	6,753,991	3,323,604	9,118,192	7,727,500	7,099,500	5,740,900	2,232,700	2,686,050
Reserves/Contingencies	-	525,000	-	100,000	-	-	-	-	-
Total Expenditures	8,790,054	12,510,713	8,270,668	13,914,288	12,505,523	12,002,645	10,759,710	7,370,202	7,945,350
Debt Service									
Debt Service	2,360,519	2,371,479	2,371,479	549,385	549,385	549,385	549,385	549,385	549,385
Total Debt Service	2,360,519	2,371,479	2,371,479	549,385	549,385	549,385	549,385	549,385	549,385
Transfers Out									
Beautification	500,000	-	-	-	-	-	-		
General Fund	85,401	85,401	85,401	85,401	85,401	77,701	70,000	70,000	70,000
Total Transfers Out	585,401	85,401	85,401	85,401	85,401	77,701	70,000	70,000	70,000
Total Uses of Funds	11,735,974	14,967,593	10,727,548	14,549,074	13,140,309	12,629,731	11,379,095	7,989,587	8,564,735
Ending Fund Balance	$ 1,844,765	1,361,276	1,811,716	1,228,607	1,568,034	1,658,888	1,793,405	1,914,119	2,015,139

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 669,116	2,272,936	1,987,589	3,215,623	2,601,156	1,384,377	1,517,398	1,828,893	4,532,465
Revenues									
Sales Tax	9,851,253	9,985,181	10,072,370	10,223,455	10,376,607	10,553,215	10,500,447	10,760,846	11,027,907
Interest Revenues	44,515	66,000	31,000	40,000	34,000	14,000	62,000	67,000	101,000
Miscellaneous Revenues	1,589	5,000,000	646,472	4,500,000	-	-	-	-	-
Total Revenues	9,897,357	15,051,181	10,749,842	14,763,455	10,410,607	10,567,215	10,562,447	10,827,846	11,128,907
Total Sources of Funds	10,566,473	17,324,117	12,737,431	17,979,078	13,011,763	11,951,592	12,079,845	12,656,739	15,661,372
Uses of Funds									
Departments									
Operating									
Indirect Costs	504,882	349,542	349,542	292,482	299,794	307,289	314,971	322,845	330,917
Transit	3,778,663	4,981,330	3,951,871	5,670,410	4,355,532	3,977,695	3,900,220	3,963,068	4,025,866
Capital Expenditures									
4th Street Overpass	1,026	-	-	-	-	-	-	-	-
Total Expenditures	4,284,571	5,330,872	4,301,413	5,962,892	4,655,326	4,284,984	4,215,191	4,285,913	4,356,783
Transfers Out									
Highway User Revenue Fund	1,517,113	5,976,656	2,436,437	6,784,698	5,253,885	3,336,885	3,217,285	1,024,085	1,420,285
Beautification Fund	515,000	504,000	504,000	520,000	535,000	550,000	550,000	550,000	550,000
Total Transfers Out	2,032,113	6,480,656	2,940,437	7,304,698	5,788,885	3,886,885	3,767,285	1,574,085	1,970,285
Total Debt Service	2,262,200	2,264,771	2,279,958	2,110,332	1,183,175	2,262,325	2,268,475	2,264,275	2,269,275
Total Use of Funds	8,578,884	14,076,299	9,521,808	15,377,922	11,627,386	10,434,194	10,250,951	8,124,273	8,596,343
Ending Fund Balance	$ 1,987,589	3,247,818	3,215,623	2,601,156	1,384,377	1,517,398	1,828,893	4,532,465	7,065,029

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 4,541,867	4,223,882	4,387,221	4,922,258	1,017,850	1,146,728	935,684	891,269	781,151
Revenues									
BBB Tax Revenue	1,047,792	1,061,468	1,090,000	1,106,350	1,150,145	1,169,698	1,163,849	1,175,487	1,187,242
Intergovernmental Revenue	458,405	1,702,949	380,033	1,392,471	916,477	485,025	709,975	125,000	-
Interest Earnings	26,122	37,440	38,594	10,970	12,310	2,540	2,870	2,340	2,230
Miscellaneous	446	-	140	15,890	-	-	-	-	-
Total Revenues	1,532,765	2,801,857	1,508,767	2,525,681	2,078,932	1,657,263	1,876,694	1,302,827	1,189,472
Transfers In									
Transportation Tax-STS	515,000	504,000	504,000	520,000	535,000	550,000	550,000	550,000	550,000
Highway User Revenue	500,000	-	-	-	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	1,125,000	614,000	614,000	630,000	645,000	660,000	660,000	660,000	660,000
Total Sources of Funds	7,199,632	7,639,739	6,509,988	8,077,939	3,741,782	3,463,991	3,472,378	2,854,096	2,630,624
Uses of Funds									
Departments									
General Operating	143,850	144,620	118,551	205,989	115,208	118,088	121,040	124,066	127,168
CIP	2,277,904	5,816,059	1,000,450	6,370,649	1,969,518	1,865,000	1,880,000	1,330,000	850,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	2,421,754	5,970,679	1,119,001	6,586,638	2,084,726	1,983,088	2,001,040	1,454,066	977,168
Transfers Out									
General Fund	390,657	507,201	468,729	473,451	510,328	545,219	580,069	618,878	648,754
Total Transfers Out	390,657	507,201	468,729	473,451	510,328	545,219	580,069	618,878	648,754
Total Uses of Funds	2,812,411	6,477,880	1,587,730	7,060,089	2,595,054	2,528,307	2,581,110	2,072,945	1,625,922
Ending Fund Balance	$ 4,387,221	1,161,859	4,922,258	1,017,850	1,146,728	935,684	891,269	781,151	1,004,701

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 256,636	108,555	107,117	145,503	69,139	82,167	98,939	102,811	107,698
Revenue									
BBB Tax Revenue	497,701	504,197	517,750	525,516	546,319	555,606	552,828	558,356	563,940
Incubator Lease	69,175	40,020	40,020	40,420	40,824	41,233	41,645	42,061	42,482
Innovation Mesa	-	-	-	239,000	303,000	392,000	372,800	410,400	410,400
EDA Revenue	-	-	-	220,000	-	-	-	-	-
Grant Revenues	-	1,105,000	413,306	60,000	-	-	-	-	-
Interest Income/Misc Rev.	4,305	1,086	2,000	1,455	691	822	989	1,028	1,077
Total Revenues	571,181	1,650,303	973,076	1,086,391	890,835	989,660	968,262	1,011,846	1,017,899
Transfer In									
MFC Capital Bond Fund	17,236	17,146	-	-	-	-	-	-	-
General Fund	193,000	389,000	389,000	491,500	411,000	331,000	350,700	313,805	315,527
Total Transfer In	210,236	406,146	389,000	491,500	411,000	331,000	350,700	313,805	315,527
Total Sources of Funds	1,038,053	2,165,004	1,469,193	1,723,394	1,370,974	1,402,828	1,417,901	1,428,462	1,441,124
Uses of Funds									
Departments									
General Operating	679,531	1,797,752	1,066,812	955,102	857,369	871,202	882,602	888,277	894,039
Reserve/Contingencies	-	45,000	-	265,000	-	-	-	-	-
Total Expenditures	679,531	1,842,752	1,066,812	1,220,102	857,369	871,202	882,602	888,277	894,039
Debt Service									
Debt Service	251,405	256,878	256,878	434,153	431,438	432,688	432,488	432,488	432,488
Total Debt Service	251,405	256,878	256,878	434,153	431,438	432,688	432,488	432,488	432,488
Total Uses of Funds	930,936	2,099,630	1,323,690	1,654,255	1,288,806	1,303,889	1,315,090	1,320,764	1,326,527
Ending Fund Balance	$ 107,117	65,374	145,503	69,139	82,167	98,939	102,811	107,698	114,597

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Begining Fund Balance	$ 82,157	182,391	261,392	407,499	468,173	631,966	798,043	906,407	1,011,774
Revenues									
BBB Tax Revenues	1,571,688	1,592,202	1,635,000	1,659,525	1,725,218	1,754,547	1,745,774	1,763,232	1,780,864
Building Rental Revenue	11,549	11,125	11,125	11,403	11,688	11,980	12,280	12,587	12,902
Interest on Investments	1,793	1,824	1,824	2,000	5,000	13,000	16,000	18,000	20,000
Visitor Center Retail Sales	52,875	57,750	57,750	58,905	60,083	61,285	62,510	63,761	65,036
Miscellaneous Revenues	19,948	14,712	14,712	15,080	15,457	15,843	16,239	16,645	17,061
Total Revenues	1,657,853	1,677,613	1,720,411	1,746,913	1,817,446	1,856,655	1,852,803	1,874,224	1,895,863
Total Sources of Funds	1,740,010	1,860,004	1,981,803	2,154,412	2,285,619	2,488,622	2,650,846	2,780,632	2,907,636
Uses of Funds									
Departments									
Operating Expenditures	1,469,181	1,559,757	1,559,467	1,624,102	1,644,216	1,682,741	1,738,201	1,762,620	1,804,018
Reserve/Contingencies	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	1,469,181	1,609,757	1,559,467	1,674,102	1,644,216	1,682,741	1,738,201	1,762,620	1,804,018
Transfers Out									
Library fund	-	5,400	5,400	2,700	-	-	-	-	-
General Fund	9,437	9,437	9,437	9,437	9,437	7,838	6,238	6,238	6,238
Total Transfers Out	9,437	14,837	14,837	12,137	9,437	7,838	6,238	6,238	6,238
Total Uses of Funds	1,478,618	1,624,594	1,574,304	1,686,239	1,653,653	1,690,579	1,744,439	1,768,858	1,810,256
Ending Fund Balance	$ 261,392	235,410	407,499	468,173	631,966	798,043	906,407	1,011,774	1,097,380

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 351,844	324,674	334,437	350,081	121,407	89,564	112,455	129,260	146,736
Revenues									
BBB Tax Revenues	392,922	398,051	408,750	414,881	431,304	438,637	436,443	447,354	458,538
Interest Income	1,947	3,247	2,652	3,501	1,214	896	1,125	1,293	1,467
Total Revenues	394,869	401,298	411,402	418,382	432,518	439,533	437,568	448,647	460,005
Total Sources of Funds	746,713	725,972	745,839	768,463	553,925	529,097	550,022	577,906	606,741
Uses of Funds									
Departments									
General Operating	412,276	666,083	395,758	637,056	464,361	416,642	420,763	431,170	441,837
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	412,276	676,083	395,758	647,056	464,361	416,642	420,763	431,170	441,837
Total Uses of Funds	412,276	676,083	395,758	647,056	464,361	416,642	420,763	431,170	441,837
Ending Fund Balance	$ 334,437	49,889	350,081	121,407	89,564	112,455	129,260	146,736	164,904

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 207,643	514,483	767,194	1,240,079	1,476,003	1,849,816	2,224,051	2,555,887	2,872,938
Revenues									
BBB Tax Revenue	1,728,857	1,751,422	1,798,500	1,825,478	1,897,740	1,930,001	1,920,351	1,939,555	1,958,950
Interest on Investments	1,358	2,600	5,840	6,200	7,400	9,200	11,100	12,800	14,400
Miscellaneous Revenues	55,000	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	1,100,000	-	-	-	-	-
Total Revenues	1,785,215	1,754,022	1,804,340	2,931,678	1,905,140	1,939,201	1,931,451	1,952,355	1,973,350
Total Sources of Funds	1,992,857	2,268,505	2,571,534	4,171,757	3,381,143	3,789,017	4,155,502	4,508,242	4,846,288
Uses of Funds									
Departments									
Capital Expenditures	-	-	-	1,100,000	-	-	-	-	-
Total Expenditures	-	-	-	1,100,000	-	-	-	-	-
Transfers Out									
General Fund	1,115,663	1,349,712	1,221,455	1,485,754	1,421,326	1,454,966	1,489,615	1,525,304	1,562,063
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,225,663	1,459,712	1,331,455	1,595,754	1,531,326	1,564,966	1,599,615	1,635,304	1,672,063
Total Uses of Funds	1,225,663	1,459,712	1,331,455	2,695,754	1,531,326	1,564,966	1,599,615	1,635,304	1,672,063
Ending Fund Balance	$ 767,194	808,793	1,240,079	1,476,003	1,849,816	2,224,051	2,555,887	2,872,938	3,174,225

CITY OF FLAGSTAFF
REAL ESTATE PROCEEDS FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 512,242	525,934	525,882	539,240	552,590	565,940	579,290	592,640	605,990
Revenues									
Real Estate Revenues	-	-	-	1,000,000	-	-	-	-	-
Interest on Investments	13,640	13,350	13,358	13,350	13,350	13,350	13,350	13,350	13,350
Total Revenues	13,640	13,350	13,358	1,013,350	13,350	13,350	13,350	13,350	13,350
Transfers In									
General Fund	-	-	-	500,000	-	-	-	-	-
Total Transfers In		-	-	500,000	-	-	-	-	-
Total Sources of Funds	525,882	539,284	539,240	2,052,590	565,940	579,290	592,640	605,990	619,340
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	1,000,000	-	-	-	-	-
Total Expenditures		-		1,000,000	-	-	-	-	-
Transfers Out									
General Fund	-	-	-	500,000	-	-	-	-	-
Total Transfers Out		-		500,000	-	-	-	-	-
Total Uses of Funds	-	-	-	1,500,000	-	-	-	-	-
Ending Fund Balance	$ 525,882	539,284	539,240	552,590	565,940	579,290	592,640	605,990	619,340

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 1,698,110	1,512,887	1,658,775	1,533,801	310,208	296,208	282,208	268,208	254,208
Revenues									
Intergovernmental Revenues	950,529	1,794,776	1,045,131	1,739,731	1,215,070	1,215,070	1,215,070	1,215,070	1,215,070
Interest on Investments	7,353	-	9,857	-	-	-	-	-	-
Sale of Real Property	490,096	483,000	483,000	483,000	-	-	-	-	-
Miscellaneous Revenues	30,076	-	10,353	-	-	-	-	-	-
Total Revenues	1,478,054	2,277,776	1,548,342	2,222,731	1,215,070	1,215,070	1,215,070	1,215,070	1,215,070
Total Sources of Funds	3,176,164	3,790,663	3,207,117	3,756,532	1,525,279	1,511,279	1,497,279	1,483,279	1,469,279
Uses of Funds									
Departments									
Operating Expenditures	1,503,388	3,267,297	1,673,316	3,432,324	1,215,070	1,215,070	1,215,070	1,215,070	1,215,070
Total Expenditures	1,503,388	3,267,297	1,673,316	3,432,324	1,215,070	1,215,070	1,215,070	1,215,070	1,215,070
Transfers Out									
General Fund	14,000	14,000	-	14,000	14,000	14,000	14,000	14,000	14,000
Total Transfers Out	14,000	14,000	-	14,000	14,000	14,000	14,000	14,000	14,000
Total Uses of Funds	1,517,388	3,281,297	1,673,316	3,446,324	1,229,070	1,229,070	1,229,070	1,229,070	1,229,070
Ending Fund Balance	$ 1,658,775	509,366	1,533,801	310,208	296,208	282,208	268,208	254,208	240,208

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 6,047	-	3,692	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	339,024	446,456	429,079	380,604	268,689	271,085	271,086	274,827	274,828
Miscellaneous Revenues	15,028	105,000	5,000	105,000	5,000	5,000	5,000	5,000	5,000
Total Revenues	354,052	551,456	434,079	485,604	273,689	276,085	276,086	279,827	279,828
Transfers In									
General Fund	22,720	22,493	22,493	22,493	22,493	22,493	22,493	22,493	22,493
Total Transfers In	22,720	22,493	22,493	22,493	22,493	22,493	22,493	22,493	22,493
Total Sources of Funds	382,819	573,949	460,264	508,097	296,182	298,578	298,579	302,320	302,321
Uses of Funds									
Departments									
Operating Expenditures	358,537	447,633	433,948	386,971	275,056	277,281	277,281	280,756	280,756
Indirect Grant Cost	20,589	26,316	26,316	21,126	21,126	21,297	21,298	21,564	21,565
Total Expenditures	379,126	473,949	460,264	408,097	296,182	298,578	298,579	302,320	302,321
Contingency	-	100,000	-	100,000	-	-	-	-	-
Total Uses of Funds	379,126	573,949	460,264	508,097	296,182	298,578	298,579	302,320	302,321
Ending Fund Balance	$ 3,692	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
Secondary Property Tax Fund	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Total Transfers In	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Total Sources of Funds	3,364,863	5,293,786	4,939,891	5,804,511	7,338,246	8,618,246	9,022,037	8,301,137	8,225,450
Uses of Funds									
Debt Service									
Debt Service	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Total Debt Service	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Total Uses of Funds	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Ending Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 3,059,515	5,234,043	5,453,457	5,297,244	6,926,092	7,022,305	5,915,265	4,482,073	3,848,422
Revenues									
Secondary Property Taxes	7,184,209	6,620,618	6,620,618	6,402,304	6,402,304	6,477,852	6,554,290	6,631,631	6,709,884
Interest Revenue	37,980	31,600	35,800	32,700	33,800	35,000	36,200	37,500	38,800
Total Revenues	7,222,189	6,652,218	6,656,418	6,435,004	6,436,104	6,512,852	6,590,490	6,669,131	6,748,684
Transfers In									
General Fund	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000
Environmental Service Fund	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000
Total Transfers In	-	-	-	650,000	650,000	650,000	650,000	650,000	650,000
Total Sources of Funds	10,281,704	11,886,261	12,109,875	12,382,248	14,012,196	14,185,157	13,155,755	11,801,204	11,247,106
Uses of Funds									
Transfers Out									
G. O. Bond Fund	3,016,508	4,945,431	4,591,536	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Utilities	1,811,739	2,221,095	2,221,095	-	-	-	-	-	-
Total Transfers Out	4,828,247	7,166,526	6,812,631	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Total Uses of Funds	4,828,247	7,166,526	6,812,631	5,456,156	6,989,891	8,269,892	8,673,683	7,952,782	7,877,095
Ending Fund Balance	$ 5,453,457	4,719,735	5,297,244	6,926,092	7,022,305	5,915,265	4,482,073	3,848,422	3,370,011

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 211,255	98,895	(491,847)	239,090	236,890	234,690	232,390	230,090	227,790
Revenues									
Special Assessments	701,448	1,398,875	8,113,994	904,625	902,000	903,500	899,125	903,750	902,250
Interest on Investments	1,025	2,000	1,274	1,400	1,400	1,300	1,300	1,300	1,300
Total Revenues	702,473	1,400,875	8,115,268	906,025	903,400	904,800	900,425	905,050	903,550
Total Sources of Funds	913,728	1,499,770	7,623,421	1,145,115	1,140,290	1,139,490	1,132,815	1,135,140	1,131,340
Uses of Funds									
Debt Service	1,405,575	1,402,475	7,384,331	908,225	905,600	907,100	902,725	907,350	905,850
Total Debt Service	1,405,575	1,402,475	7,384,331	908,225	905,600	907,100	902,725	907,350	905,850
Total Uses of Funds	1,405,575	1,402,475	7,384,331	908,225	905,600	907,100	902,725	907,350	905,850
Ending Fund Balance	$ (491,847)	97,295	239,090	236,890	234,690	232,390	230,090	227,790	225,490

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 150,776	179,140	176,763	191,813	213,777	236,150	258,950	282,185	305,863
Revenues									
Contributions	24,950	19,518	13,830	19,908	20,306	20,712	21,127	21,549	21,980
Interest on Investments	1,037	2,046	1,220	2,056	2,067	2,087	2,108	2,129	2,151
Total Revenues	25,987	21,564	15,050	21,964	22,373	22,800	23,235	23,678	24,131
Total Sources of Funds	176,763	200,704	191,813	213,777	236,150	258,950	282,185	305,863	329,994
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 176,763	200,704	191,813	213,777	236,150	258,950	282,185	305,863	329,994

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES CORP
FIVE YEAR PLAN 2013 - 2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 2,912	(16,338)	(34,226)	(60,188)	6,340,312	223,312	225,312	227,312	229,312
Revenues									
MFC Bond Proceeds	-	23,020,000	-	10,650,000	-	12,000,000	-	10,000,000	-
Grant Revenue	-	-	-	3,762,500	-	-	-	-	-
Interest Income	388	2,000	2,000	-	63,000	2,000	2,000	2,000	-
Miscellaneous Revenues	-	-	-	1,100,000	-	-	-	-	-
Total Revenues	388	23,022,000	2,000	15,512,500	63,000	12,002,000	2,000	10,002,000	-
Transfers In:									
Trsfr from Gen Fund (USGS)	-	-	38,683	-	-	-	-	-	-
Total Transfers In:	-	-	38,683	-	-	-	-	-	-
Total Sources of Funds	3,300	23,005,662	6,457	15,452,312	6,403,312	12,225,312	227,312	10,229,312	229,312
Uses of Funds									
Expenditures									
USGS Miscellaneous Bldgs.	-	-	-	-	-	-	-	10,000,000	-
USGS 2010 SFO	20,315	5,420,640	66,645	1,587,000	6,180,000	12,000,000	-	-	-
Business Incubator	(25)	-	-	-	-	-	-	-	-
Innovation Mesa	-	-	-	7,525,000	-	-	-	-	-
Total Capital Expenditures	20,290	5,420,640	66,645	9,112,000	6,180,000	12,000,000	-	10,000,000	-
Transfers Out									
Economic Development	17,236	17,146	-	-	-	-	-	-	-
Total Uses of Funds	37,526	5,437,786	66,645	9,112,000	6,180,000	12,000,000	-	10,000,000	-
Ending Fund Balance	$ (34,226)	17,567,876	(60,188)	6,340,312	223,312	225,312	227,312	229,312	229,312

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2013 - 2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 3,153,799	13,049,894	(2,332,328)	5,273,374	495,299	1,591,770	1,595,770	99,780	100,050
Revenues									
Bond Proceeds	-	16,750,000	16,797,287	45,460,000	5,750,000	-	-	-	5,695,000
Bond Premium	-	-	143,298	-	-	-	-	-	-
Sale of Fire Stations	-	233,835	118,137	-	-	-	-	-	-
Real Estate Proceeds	-	2,000,000	-	8,320,000	-	-	-	-	-
Interest Income	107,031	5,940	17,161	13,230	1,250	4,000	4,010	270	270
Intergovernmental Revenue	-	-	-	3,000,000	-	-	-	-	-
Miscellaneous Revenues	-	3,500,000	-	2,876,000	-	-	-	-	-
Total Revenues	107,031	22,489,775	17,075,883	59,669,230	5,751,250	4,000	4,010	270	5,695,270
Transfers In									
General Fund - Fire Stations									
Environmental Services	-	-	-	1,000,000	-	-	-	-	-
Total Transfers In	-	-	-	1,000,000	-	-	-	-	-
Total Sources of Funds	3,260,830	35,539,669	14,743,555	65,942,604	6,246,549	1,595,770	1,599,780	100,050	5,795,320
Uses of Funds									
Expenditures									
Fire Stations	3,446,105	209,261	110,169	8,000	-	-	-	-	-
FUTS/Open Space Acquis.	10,400	1,300,000	51,625	6,600,000	1,500,000	-	1,500,000	-	195,000
Public Work Facility	199	-	25,000	28,295,000	-	-	-	-	-
Communication Sys 2010	23,222	4,720,000	4,335,565	-	-	-	-	-	-
2010 Street/Utility	1,607,477	6,814,883	4,947,822	9,668,305	404,779	-	-	-	-
Court Facility	-	10,000,000	-	12,000,000	-	-	-	-	-
Forest Restoration Initiative	-	-	-	6,000,000	-	-	-	-	-
Land Acquisition (Parks & Rec)	-	-	-	-	2,750,000	-	-	-	-
Regional Open Space Proj	-	-	-	-	-	-	-	-	5,500,000
Fire Training Tower	5,755	-	-	-	-	-	-	-	-
Presidio Subdivision	-	3,500,000	-	2,876,000	-	-	-	-	-
Total Capital Expenditures	5,093,158	26,544,144	9,470,181	65,447,305	4,654,779	-	1,500,000	-	5,695,000
Transfers Out									
Transfer to General Fund	500,000	-	-	-	-	-	-	-	-
Total Transfers Out	500,000	-	-	-	-	-	-	-	-
Total Uses of Funds	5,593,158	26,544,144	9,470,181	65,447,305	4,654,779	-	1,500,000	-	5,695,000
Ending Fund Balance	$ (2,332,328)	8,995,525	5,273,374	495,299	1,591,770	1,595,770	99,780	100,050	100,320

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 6,712,604	9,703,557	10,438,762	9,128,455	4,914,768	4,786,308	5,987,576	6,075,830	5,900,379
Revenues									
Intergovernmental	204,212	4,564,000	651,105	3,601,952	-	-	-	-	-
Water Revenues	11,226,911	11,875,067	11,926,900	12,816,449	13,800,579	14,346,625	14,518,176	14,720,225	14,953,934
Wastewater Revenues	6,313,645	8,140,232	7,290,200	7,572,575	7,816,594	8,023,451	8,119,088	8,231,453	8,361,185
Reclaim Revenues	647,471	852,325	700,000	809,830	873,450	943,938	955,265	968,639	984,137
Capacity Fees	1,274,621	703,500	100,000	186,500	1,024,500	1,224,266	726,999	461,525	510,000
Interest Revenues	42,509	40,000	100,500	101,505	102,520	103,545	104,581	105,627	106,683
Bond Proceeds	3,472,581	2,999,000	2,124,425	1,357,606	-	-	-	-	-
Miscellaneous Revenues	25,911	-	-	-	-	-	-	-	-
Total Revenues	23,207,861	29,174,124	22,893,130	26,446,417	23,617,643	24,641,825	24,424,109	24,487,469	24,915,939
Transfers In									
Debt Service Fund	1,811,739	2,221,095	2,221,095	-	-	-	-	-	-
Total Transfers In	1,811,739	2,221,095	2,221,095	-	-	-	-	-	-
Total Sources of Funds	31,732,204	41,098,776	35,552,987	35,574,872	28,532,411	29,428,133	30,411,685	30,563,299	30,816,318
Uses of Funds									
Departments									
Operating Expenditures	8,979,879	10,671,269	10,187,971	11,020,262	11,046,541	11,290,078	11,540,345	11,796,118	12,057,552
Indirect Costs	2,289,737	2,187,869	2,187,869	1,937,730	1,986,200	2,035,900	2,086,800	2,139,000	2,192,500
Capital Expenditures	1,115,222	12,003,090	5,268,580	10,347,808	6,291,000	6,025,000	6,695,000	6,842,034	7,040,000
Reserves/Contingencies	63,310	2,200,000	30,000	1,800,000	-	-	-	-	-
Total Expenditures	12,448,148	27,062,228	17,674,420	25,105,800	19,323,741	19,350,978	20,322,145	20,777,152	21,290,052
Debt Service	6,117,761	6,548,081	6,771,223	5,396,510	4,264,568	4,010,682	4,013,710	3,885,768	3,762,498
Transfers Out									
General Fund	2,727,533	1,978,889	1,978,889	157,794	157,794	78,897	-	-	-
Total Transfers Out	2,727,533	1,978,889	1,978,889	157,794	157,794	78,897	-	-	-
Total Uses of Funds	21,293,442	35,589,198	26,424,532	30,660,104	23,746,103	23,440,557	24,335,855	24,662,920	25,052,550
Ending Fund Balance	$ 10,438,762	5,509,578	9,128,455	4,914,768	4,786,308	5,987,576	6,075,830	5,900,379	5,763,768

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 234,502	323,291	328,255	254,944	254,635	258,127	240,344	152,164	152,225
Revenues									
Intergovernmental Revenues	796,120	9,360,284	4,062,058	5,691,346	7,282,296	2,612,854	606,765	1,149,300	950,000
Airport Revenues	1,367,164	1,377,201	1,366,242	1,401,101	1,444,537	1,498,301	1,502,504	1,517,138	1,527,471
Interest Revenue	6,676	6,466	1,321	5,385	5,093	5,163	4,807	3,043	3,044
Recovery of Indirect Costs	34,173	357,225	218,131	258,120	382,662	161,068	36,663	-	14,351
Miscellaneous Revenues	(33,357)	3,000	(766)	3,000	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	150,129	170,000	165,000	265,000	278,000	280,000	300,000	300,000	300,000
Total Revenues	2,320,905	11,274,176	5,811,986	7,623,952	9,395,588	4,560,386	2,453,739	2,972,481	2,797,866
Transfers In									
General Fund-Operating	325,000	-	-	(82,000)	(189,000)	-	-	153,000	208,000
General Fund-Capital	(224,000)	309,000	94,000	307,000	190,000	84,000	32,000	128,000	13,000
Total Transfers In	101,000	309,000	94,000	225,000	1,000	84,000	32,000	281,000	221,000
Total Sources of Funds	2,656,407	11,906,467	6,234,241	8,103,896	9,651,223	4,902,513	2,726,083	3,405,645	3,171,091
Uses of Funds									
Departments									
Operating Expenditures	1,096,025	1,723,676	1,118,477	1,957,510	1,186,450	1,216,100	1,246,500	1,277,650	1,309,600
Indirect Cost	364,524	357,225	357,225	373,329	382,662	392,229	402,034	412,085	422,387
Capital Expenditures	547,350	9,098,053	4,183,343	5,198,170	7,503,732	2,750,372	638,700	1,277,000	1,000,000
Total Expenditures	2,007,899	11,178,954	5,659,045	7,529,009	9,072,844	4,358,701	2,287,234	2,966,735	2,731,987
Debt Service									
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,950	54,949	54,949	54,949	54,949	54,949	54,949	54,949	54,949
Total Debt Service	286,686	286,685	286,685	286,685	286,685	286,685	286,685	286,685	286,685
Total Expenditures	2,294,585	11,465,639	5,945,730	7,815,694	9,359,529	4,645,386	2,573,919	3,253,420	3,018,672
Transfers Out									
General Fund	33,567	171,567	33,567	33,567	33,567	16,784	-	-	-
Total Transfers Out	33,567	171,567	33,567	33,567	33,567	16,784	-	-	-
Total Uses of Funds	2,328,152	11,637,206	5,979,297	7,849,261	9,393,096	4,662,170	2,573,919	3,253,420	3,018,672
Ending Fund Balance	$ 328,255	269,261	254,944	254,635	258,127	240,344	152,164	152,225	152,419

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICE FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 4,464,005	4,978,882	5,345,648	4,710,823	3,062,090	4,145,699	4,609,755	2,474,358	3,291,822
Revenues									
Environmental Services Revenues	11,652,582	11,766,083	11,175,864	12,392,011	12,492,315	12,671,107	12,889,511	14,280,891	14,536,320
Intergovernmental Revenues	298,424	472,710	237,611	93,500	-	-	-	-	-
Other Financing Sources	-	8,200,000	-	1,250,000	250,000	550,000	2,250,000	250,000	550,000
Interest on Investments	47,905	36,900	22,695	30,164	30,616	31,075	31,697	32,489	33,301
Miscellaneous Revenues	13,424	2,000,000	25,679	12,000	-	-	-	-	-
Total Revenues	12,012,335	22,475,693	11,461,849	13,777,675	12,772,931	13,252,182	15,171,208	14,563,380	15,119,621
Transfers In									
Beautification Fund	10,000	-	-	-	-	-	-	-	-
Total Transfers In	10,000	-	-	-	-	-	-	-	-
Total Sources of Funds	16,486,340	27,454,575	16,807,497	18,488,498	15,835,021	17,397,881	19,780,963	17,037,738	18,411,443
Uses of Funds									
Departments									
Operating Expenditures	8,701,776	9,209,826	9,119,141	8,960,525	9,035,055	9,237,286	9,444,068	9,655,502	9,871,693
Indirect Costs	1,442,132	1,386,635	1,386,635	1,324,786	1,357,906	1,385,064	1,412,765	1,441,020	1,469,840
Capital Expenditures	920,924	14,065,197	1,551,895	3,184,194	801,350	1,678,060	5,769,348	1,968,855	2,300,392
Reserves/Contingencies	1,196	500,000	-	612,000	-	-	-	-	-
Total Expenditures	11,066,028	25,161,658	12,057,671	14,081,505	11,194,311	12,300,410	16,626,181	13,065,377	13,641,925
Debt Service									
Capital Lease	-	200,000	-	-	150,000	150,000	350,000	350,000	513,000
Total Debt Service	-	200,000	-	-	150,000	150,000	350,000	350,000	513,000
Transfers out:									
General Fund	74,664	109,453	39,003	77,903	78,011	70,716	63,424	63,539	10,656
Secondary Property Tax	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000
Capital Projects Fund	-	-	-	1,000,000	-	-	-	-	-
HURF Fund	-	-	-	17,000	17,000	17,000	17,000	17,000	-
Total Transfers Out	74,664	109,453	39,003	1,344,903	345,011	337,716	330,424	330,539	260,656
Total Uses of Funds	11,140,692	25,471,111	12,096,674	15,426,408	11,689,322	12,788,126	17,306,605	13,745,916	14,415,581
Ending Fund Balance (1)	$ 5,345,648	1,983,464	4,710,823	3,062,090	4,145,699	4,609,755	2,474,358	3,291,822	3,995,862

(1) Excludes monies set aside for closure costs and capital reserve

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 870,865	686,799	1,159,613	1,038,066	447,826	406,080	347,320	269,137	212,163
Revenues									
Stormwater Revenues	1,412,573	1,414,390	1,413,986	1,406,262	1,420,325	1,420,325	1,420,325	1,420,325	1,420,325
User Fees	39,920	29,896	29,745	29,896	30,643	30,711	30,780	30,850	30,923
Permits	165	606	607	606	621	637	653	669	686
Grants	13,699	-	-	-	-	-	-	-	-
Interest Earnings	5,326	13,736	7,266	20,761	8,957	8,122	6,946	5,383	4,243
Misc	395	-	-	-	-	-	-	-	-
Total Revenues	1,472,078	1,458,628	1,451,604	1,457,525	1,460,546	1,459,794	1,458,703	1,457,227	1,456,176
Transfers in									
General Fund	992,697	4,335,981	209,133	4,070,940	-	-	-	-	-
Total Transfers in	992,697	4,335,981	209,133	4,070,940	-	-	-	-	-
Total Sources of Funds	3,335,639	6,481,408	2,820,350	6,566,532	1,908,372	1,865,874	1,806,023	1,726,364	1,668,339
Uses of Funds									
Departments									
Operating Expenditures	525,258	580,408	533,186	684,662	551,904	565,701	579,844	594,340	609,198
Indirect Costs	132,370	108,101	108,101	119,010	121,985	125,035	128,161	131,365	134,649
Capital Expenditures	1,285,825	4,952,724	769,252	4,883,166	406,160	404,760	405,000	363,784	405,000
Reserves/Contingencies	1,323	10,000	-	10,000	-	-	-	-	-
Total Expenditures	1,944,776	5,651,233	1,410,539	5,696,838	1,080,049	1,095,496	1,113,004	1,089,489	1,148,847
Transfers Out									
General Fund	79,780	80,578	80,578	80,700	81,507	82,322	83,145	83,977	84,817
HURF	151,470	303,883	291,167	341,167	340,736	340,736	340,736	340,736	340,736
Total Transfers Out	231,250	384,461	371,745	421,867	422,243	423,058	423,881	424,713	425,553
Total Uses of Funds	2,176,026	6,035,694	1,782,284	6,118,705	1,502,292	1,518,554	1,536,886	1,514,201	1,574,400
Ending Fund Balance	$ 1,159,613	445,714	1,038,066	447,826	406,080	347,320	269,137	212,163	93,939

CITY OF FLAGSTAFF
FLAGSTAFF HOUSING AUTHORITY FUNDS
FIVE YEAR PLAN 2013-2018

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sources of Funds									
Beginning Fund Balance	$ 797,354	1,227,864	1,237,500	1,307,325	1,309,655	1,312,010	1,314,386	1,316,787	1,319,211
Revenues									
Intergovernmental Revenues	5,007,898	5,725,155	5,427,660	5,634,506	4,682,607	4,728,852	4,717,398	4,764,573	4,812,219
Rents and Other Tenant Income	1,139,561	1,136,949	1,160,235	1,037,472	1,047,847	1,058,325	1,068,908	1,079,597	1,090,393
Miscellaneous Revenue	559,139	592,321	610,711	644,258	650,702	657,209	663,781	670,419	677,123
Total Revenue	6,706,598	7,454,425	7,198,606	7,316,236	6,381,156	6,444,386	6,450,087	6,514,589	6,579,735
Total Sources of Funds	7,503,952	8,682,289	8,436,106	8,623,561	7,690,811	7,756,396	7,764,473	7,831,376	7,898,946
Uses of Funds									
Departments									
Low Income Public Housing	1,819,459	1,923,475	1,916,140	1,960,462	1,980,066	1,999,868	2,019,866	2,040,065	2,060,466
ROSS Grant	36,505	57,280	58,237	54,597	58,161	58,161	-	-	-
Section 8, MRO, SRO, & VASH	3,322,814	3,611,867	3,691,299	3,648,935	3,685,424	3,722,279	3,759,501	3,797,097	3,835,068
Non-HUD Program	39,317	40,997	41,441	41,147	41,559	41,975	42,394	42,819	43,246
FHC	260,859	278,471	278,471	298,750	301,738	304,755	307,803	310,881	313,989
Contingency	-	972,000	972,000	1,001,250	-	-	-	-	-
Total Expenditures	5,478,954	6,884,090	6,957,588	7,005,141	6,066,948	6,127,038	6,129,564	6,190,862	6,252,769
Capital Expenditures	787,498	558,210	171,193	308,765	311,853	314,972	318,122	321,303	324,516
Total Use of Funds	6,266,452	7,442,300	7,128,781	7,313,906	6,378,801	6,442,010	6,447,686	6,512,165	6,577,285
Ending Fund Balance	$ 1,237,500	1,239,989	1,307,325	1,309,655	1,312,010	1,314,386	1,316,787	1,319,211	1,321,661

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013
Sources of Funds				
Total Beginning Fund Balance	$ 48,588,964	63,029,754	51,955,935	60,558,373
Flag. Hsg. Authority Beg. Fund Balance	883,033	-	-	-
Revenues	128,057,639	210,672,269	156,327,474	228,672,259
Total Funds Available	176,646,603	273,702,023	208,283,409	289,230,632
Use of Funds				
Departments				
General Administration	7,636,328	8,463,745	8,093,799	8,395,367
Management Services	2,900,820	3,051,139	2,953,684	3,123,808
Community Development	12,681,394	17,478,458	12,295,827	17,012,128
Fire	9,120,652	9,073,711	8,365,639	10,173,443
Police	15,615,662	16,660,174	15,948,436	16,875,477
Public Works	19,265,313	39,130,221	20,338,769	32,107,074
Economic Vitality	6,180,682	17,972,194	9,050,256	14,938,844
Community Enrichment	9,739,112	10,593,879	8,276,096	10,324,785
Utilities	11,905,819	28,207,491	16,758,989	26,935,899
Non-Departmental	8,337,971	8,846,085	8,612,152	11,414,759
Contingency	267,900	5,722,000	1,362,000	5,208,250
Total Departments	103,651,653	165,199,097	112,055,647	156,509,834
Debt Service				
G.O. Bonds	3,016,508	4,945,431	4,591,536	5,456,156
Capital Leases	526,770	514,547	514,547	514,378
4th Street	2,262,200	2,264,771	2,279,958	2,110,332
Street & Highway Revenue Bonds	2,360,519	2,371,479	2,371,479	549,385
Economic Development	251,405	256,878	256,878	434,153
Airport	286,686	286,685	286,685	286,685
Environmental Services	-	200,000	-	-
Special Assessment Districts	1,405,575	1,402,475	7,384,331	908,225
USGS	463,611	1,675,926	1,675,926	1,379,136
Utilities	6,117,761	6,548,081	6,771,223	5,396,510
Total Debt Service	16,691,035	20,466,273	26,132,563	17,034,960
Other Activities				
Capital Projects Bond Funds	5,231,013	31,964,784	9,536,826	74,559,305
Total Other Activities	5,231,013	31,964,784	9,536,826	74,559,305
Total Appropriations	125,573,701	217,630,154	147,725,036	248,104,099
Excess (Deficiency) of Revenues over Appropriations	2,483,938	(6,957,885)	8,602,438	(19,431,840)
Ending Fund Balances				
General Fund	17,683,305	6,428,863	17,853,008	8,428,646
Special Revenue Funds:				
Library	764,614	286,440	810,264	303,056
HURF	1,844,765	1,361,276	1,811,716	1,228,607
Transportation	1,987,589	3,247,818	3,215,623	2,601,156
Beautification	4,387,221	1,161,859	4,922,258	1,017,850
Economic Development	107,117	65,374	145,503	69,139
Tourism	261,392	235,410	407,499	468,173
Arts & Science	334,437	49,889	350,081	121,407
Recreation	767,194	808,793	1,240,079	1,476,003
Real Estate Proceeds	525,882	539,284	539,240	552,590
Housing and Community Svc	1,658,775	509,366	1,533,801	310,208
Metro Planning Org	3,692	-	-	-
Debt Service Funds:				
G.O. Bond Fund	348,355	348,355	348,355	348,355
Sec. Property Tax	5,453,457	4,719,735	5,297,244	6,926,092
Special Assessment	(491,847)	97,295	239,090	236,890

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2012 AND 2013
(WITH ACTUALS FOR FISCAL YEAR 2011)

	Actual 2010-2011	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013
Capital Projects Funds:				
Special Improvement District	$ 89	-	-	-
Municipal Facilities Corp	(34,226)	17,567,876	(60,188)	6,340,312
G.O. Bonds	(2,332,417)	8,995,525	5,273,374	495,299
Permanent Funds				
Perpetual Care	176,763	200,704	191,813	213,777
Enterprise Funds:				
Utilities				
Operating	10,438,762	5,509,578	9,128,455	4,914,768
Airport				
Operating	328,255	269,261	254,944	254,634
Environmental Services	5,345,648	1,983,464	4,710,823	3,062,090
Stormwater Utility	1,159,613	445,714	1,038,066	447,826
Flagstaff Housing Authority	1,237,500	1,239,990	1,307,325	1,309,655
Total Ending Fund Balance	$ 51,955,935	56,071,869	60,558,373	41,126,533

Inner Basin Pipeline Reconstruction - May 2012

GENERAL ADMINISTRATION DIVISION MISSION

It is the mission of the **City Manager's** office to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

The mission of the **City Clerk's** office is to support the values of the community and the organization through the delivery of quality customer service; conducting fair and open municipal elections; providing broad organizational support; managing the City's records management program and accessibility to public records; overseeing boards and commissions; and ensuring that official postings, notices, and related publishing's meet legal compliance.

The mission of the **Human Resources Division** is to be committed to creating a culture of inclusion and excellence by establishing fair and quality services.

The mission of the **Risk Management Division** is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets, and liabilities to protect its employees, property, and citizens, and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

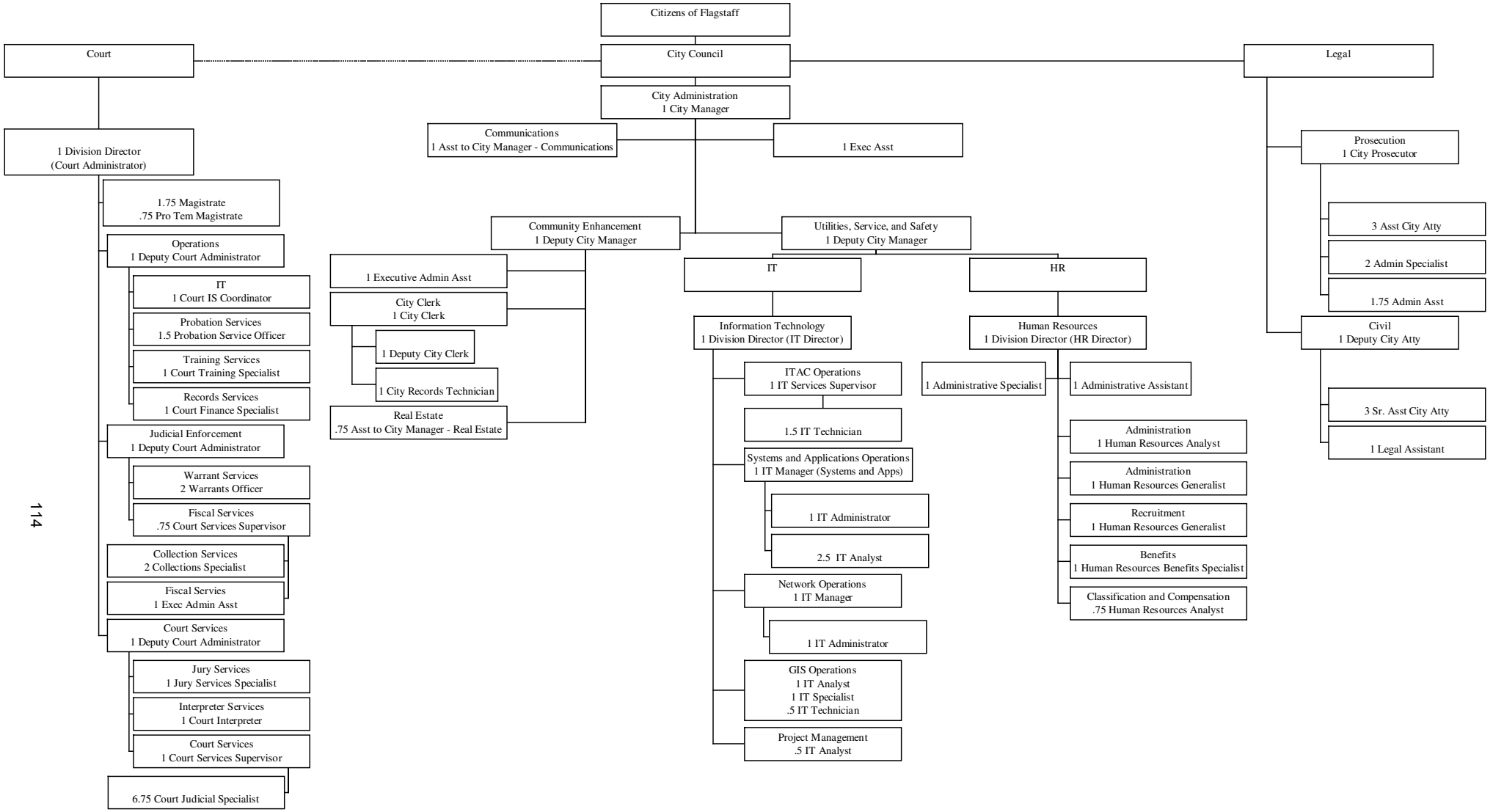
The mission of the **City Attorney's Office** is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

The mission of the **Information Technology Division** is to enable City staff to make informed decisions by providing: The tools and infrastructure technology that provides access to the City's available electronic data and geographical information; Helpdesk services. To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies. Provide and maintain a Geographic Information System, which allows staff and citizens to make informed and effective decisions that affect the future of the City of Flagstaff.

The mission of the employees of the **Flagstaff Municipal Court** is to foster a positive and productive environment that promotes the efficient and effective administration of justice.

The mission of the **Real Estate Program** is to provide assistance and support services to other departments in the acquisition, sale, leasing and management of real property necessary for utilization of the City's Housing program, Capital Improvements, Economic Development and Collaboration with other local agencies, public, private and non-profit. The program also provides guidance in planning of projects affecting property and facilities.

GENERAL ADMINISTRATION



MISSION

The mission of the City Manager's office is to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

PROGRAM DESCRIPTION

The City Manager is responsible for providing professional leadership in administering the programs and policies established by the Mayor and Council. The Manager informs and advises the Council on the affairs of the City, studies and proposes alternatives solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all Divisions/Sections under his authority to provide effective services at the lowest possible costs.

FY 12 ACCOMPLISHMENTS

Council Goals:

- ✓ Housing – FHA brought into City budget and operations.
- ✓ Facilities & Basic Services – Continue to construct Rio de Flag flood control project. Acquired $2.5M in federal funding and transferred funding from FHWA to keep project moving.
- ✓ Public Safety – RFP completed for Public-Private partnership for new court building. Obtained COPS grant for 4 Officers dedicated to Southside
- ✓ Sustainability – Power Purchasing Agreement awarded & design stage complete for two projects at Wildcat.
- ✓ Family, Youth & Community – Developed and executed the highly successful inaugural Dew Downtown event. Secured contract with Boys and Girls Club to provide youth services at Cogdill.
- ✓ Fiscal Health – Sales Tax and BBB Growth of 1% over FY10

Other Accomplishments:

- ✓ Sold Sawmill South properties for value of debt.
- ✓ Adopted Land Development Code Rewrite
- ✓ Successful recruitment of two Deputy City Managers.
- ✓ Substantial progresses towards a snow play area(s).
- ✓ ROPE program is a continued success, recidivism is reduced.
- ✓ Two Deputy City Managers hired.
- ✓

FY 13 NEW INITIATIVES AND GOALS

- ➢ Achieve a favorable Little Colorado River water settlement.
- ➢ Continued funding for the Rio de Flag
- ➢ Continued implementation of Power Purchasing Agreement
- ➢ Adopt comprehensive water policy
- ➢ Secure second airline
- ➢ Rebuild Inner Basin Water Line

PERFORMANCE MEASURES

Council Priority: Fiscal Health, Public Safety, Family, Youth & Community, Community Sustainability, Affordable Housing and Facilities & Basic Services.
Goal: Meet Council goals established in this Fiscal Year
Objective: City Council will see results/progress in Council priorities through the Council Cabinets and other work groups established and facilitated by the City Manager.
Type of Measure: Policy Outcome
Tool: Evaluation by Council
Frequency: Annually
Scoring: Below Expectation, Partial Accomplishment, Substantial Accomplishment, Complete
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimated	FY 13 Proposed
Evaluation By Council	Substantial	Substantial	Substantial	Substantial

Council Priority: Family, Youth & Community
Goal: Flagstaff citizens participate in community activities and decision making opportunities because they have access to information about these activities and opportunities.
Objective: Outreach and information dissemination by the City will increase citizen knowledge and involvement in the community.
Type of Measure: Program Effectiveness
Tool: Citizen Survey, Voter Turnout, # of Public Meetings, # of public present at public meetings, Cityscape pages
Frequency: Annually
Scoring: Increase, Decrease
Trend: ↔

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimated	FY 13 Proposed
Survey Results	Increase	N/A	N/A	Increase
Voter Turnout %	Increase (46%)	Increase (61.5%)*	Increase	Increase
# of Public Meetings	54	Increase	Increase	Increase
# of public present at public meetings	N/A	Increase	Increase	Increase
# of increased Cityscape pages	Decrease (1)	Increase (2)	Increase (3)**	Stable

* These elections were combined polling place elections with the State.
** Budget restrictions require the # of Cityscape publications to reduce to 3 per year

MISSION

The mission of the Real Estate Program is to provide assistance and support services to other Departments in the acquisition, sale, leasing and management of real property necessary for utilization of the City's Housing program, Capital Improvements, Economic Development and Collaboration with other local agencies, public private and non-profit. The program also provides guidance in planning of projects affecting property and facilities.

PROGRAM DESCRIPTION

The Real Estate program provides oversight to assure transaction management in the conveyance of real property and leasing of City owned property and facilities. The program provides advice on project schedules requiring acquisition and use of property rights, along with providing property information to departments. This program performs the negotiation and acquisition for properties identified for various projects. The sale, leasing or exchange of excess properties is coordinated with legal review and procurement standards along with a City wide overview.

FY 12 ACCOMPLISHMENTS

- ✓ Completed Phase I Property Acquisition & Easements for the Rio De Flag Project
- ✓ Assisted in the Sawmill South Aspen Place Land Disposition
- ✓ Completion of Purchase of Bow and Arrow Park
- ✓ Solicited Appraisal Services for the Flagstaff Pulliam Airport Runway Protection Zone Acquisition
- ✓ Completed various Capital Improvement Program property acquisitions
- ✓ Provided Management of City owned property
- ✓ Worked on politically sensitive, high profile projects with City Management

FY 13 NEW INITIATIVES AND GOALS

- ➢ Completion of the Picture Canyon purchase
- ➢ Continue work on politically sensitive, high profile projects with City Management
- ➢ U.S. Geological Survey property expansion for approximately $23 million
- ➢ Complete Fire Station 1 &2 property sale
- ➢ Assist in the Municipal Court Building development
- ➢ Assist Economic Vitality Division with the Auto Mall Expansion
- ➢ Marketing of available of city-owned property available at the Flagstaff Pulliam Airport Airpark

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Flood Control Improvements
Objective: Acquire right of way and easements for Rio De Flag
Type of Measure: Output
Tool: Process
Frequency: Per project term
Scoring: 90%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Complete acquisition of right of way – Phase 1	90%	90%	100%	100%
Complete acquisition of right of way & easements – Phase 2	NA	NA	15%	20%

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Open Space & FUTS
Objective: Acquire Open Space & FUTS easements
Type of Measure: Output
Tool: Process
Frequency: Per project term
Scoring: 95%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Complete acquisitions & easements	90%	90%	95%	95%

SECTION: **01-CITY MANAGER**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,185,070	$ 1,070,271	$ 1,130,999	$ 1,102,527	$ 32,256
CONTRACTUAL	245,449	293,346	291,310	259,972	(33,374)
COMMODITIES	30,757	(4,162)	(4,277)	4,799	8,961
TOTAL	**$ 1,461,276**	**$ 1,359,455**	**$ 1,418,032**	**$ 1,367,298**	$ 7,843

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 957,354	$ 872,019	$ 894,859	$ 873,264	$ 1,245
DISABILITY AWARENESS	1,120	3,288	1,747	3,288	-
PUBLIC INFORMATION	49,705	60,000	60,004	65,000	5,000
CUSTOMER SERVICE	7,106	10,000	10,000	10,000	-
PROPERTY MANAGEMENT	127,279	62,971	62,657	66,821	3,850
CITY CLERK - GEN ADMIN	253,776	213,177	250,561	283,925	70,748
CITY CLERK - ELECTIONS	64,936	138,000	138,204	65,000	(73,000)
TOTAL	**$ 1,461,276**	**$ 1,359,455**	**$ 1,418,032**	**$ 1,367,298**	$ 7,843

SOURCE OF FUNDING:

GENERAL FUND	$ 971,860
LIBRARY FUND	68,623
HIGHWAY USER REVENUE FUND	50,630
TRANSPORTATION FUND	2,566
WATER AND WASTEWATER FUND	133,504
STORMWATER FUND	12,248
AIRPORT FUND	21,513
ENVIRONMENTAL SERVICES FUND	106,354
	$ 1,367,298

COMMENTARY:

The City Manager's operating budget has increased 1% and there are no capital expenditures. Personal Services increases are due to pay restoration and an increase in retirement benefits along with staff turnover. Contractual decrease are due a decrease in postage, advertising and miscellaneous services which is covering the cost of the County Election Services. Commodities increases are due to an increase in food and an increase in photo copying charges transferred from the Council budget. There is no major capital (>$10,000) for this Section.

MISSION

The Human Resources team is committed to creating a culture of inclusion and excellence by establishing fair and quality services.

PROGRAM DESCRIPTION

Human Resource is responsible for all areas impacting employees and potential employees. These functions include Human Resources administration (HRIS, records, policies, compliance, employee relations, training and development, workforce planning), recruitment, classification and compensation, and benefits and wellness.

FY 12 ACCOMPLISHMENTS

- ✓ Conducted an RFP for voluntary short-term and long-term disability
- ✓ Conducted an open enrollment for the Housing Authority to transition the benefit plans
- ✓ Implemented a wellness incentive program with NAPEBT partners for all benefit eligible employees
- ✓ Creation of TeamWELL by the HR Administrative Specialist and other interested City personnel
- ✓ Coordinated training on Documenting Employee Performance
- ✓ Developed and conducted training on negativity in the workplace and on target employee evaluations
- ✓ Executive search to recruit a Deputy City Manager – Utilities, Safety and Services, Police Chief and City Clerk

FY 13 NEW INITIATIVES AND GOALS

- ➢ Develop new and update existing policies to keep current with changes in employment law, benefits and compensation
- ➢ Implement compensation policies and procedures that support the City's philosophy

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Maintaining a work environment that is free of discrimination, harassment, intimidation and retaliation.
Objective: Preventing and correcting unlawful discrimination and harassment in employment policies, procedures, practices and operations.
Type of Measure: Policy Outcome
Tool: Human Resources data
Frequency: Annually
Scoring: 0-1 complaints with 100% resolution is Progressing at or above expectations, 2-3 complaints with 95% resolution is Caution, and 4 or more complaints with 90% resolution is Need to Review.
Trend: ↓ Need to Review

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of Employee Grievances	1	7	2	2
Number of Grievances resolved	Withdrew	6	2	2
Percent of Grievances resolved within defined timeframe	N/A	0%	50%	50%
Number of Complaints *	7	1	2	2
Complaints with substantiated findings	5	pending	1	1
Corrections implemented	5	pending	1	1

* One investigation may contain multiple complaints within the one investigation. This does not include employee relations solely dealing with progressive discipline.

Council Priority: Effective Governance
Goal: Provide a comprehensive and competitive compensation package that will attract, retain and motivate City employees.
Objective: Provide equitable salary structures, market competitiveness, and increase retention.
Type of Measure: Output
Tool: Human Resources data
Frequency: Annually
Scoring: 20 or less class requests, 1-2 inequities and 5% below market are Progressing at or above; 21-30 class requests, 3-4 inequities and 6-10% below market are Caution; and 31 or more class requests, 5 or more inequities and 11% or more below market are Need to Review.
Trend: ↓ Need to Review

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of Classification Requests	22	16	20	20
Percent of Classification Requests approved	19	pending	15	15
Number of pay inequities	3	1	2	2
Percent of pay inequities resolved	100%	pending	100%	100%
Salaries compared to market	19.05% below	19.05% below	19.05% below	19.05% below
Percent of salary adjustment	0%	0.6%	0.6%	0%
Turnover	8.5%	6.87%	8%	8%
Above/Below Government Turnover Rate*	7.7% below	Not avail	Not avail	Not avail

* Comparison based on Bureau of Labor Statistics: Job Openings and Labor Turnover Survey government

Council Priority: Effective Governance
Goal: Recruitment of qualified applicants.
Objective: Provide recruitment services to City staff so they can recruit qualified applicants.
Type of Measure: Program Outcome
Tool: Human Resources data
Frequency: Annually
Scoring: 40 days or less to recruit and less than 5% declinations is Progressing at or above, 41 to 65 days to recruit and 5-10% declinations is Caution and 66 or more days to recruit and more than 10% declinations is Need to Review.
Trend: ↓ Need to Review

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of vacancies *	317	228	240	240
Average time to complete the recruitment process	47 days	44 days	50 days	50 days
Number of positions advertised multiple times	13	9	10	10
Number of positions advertised as open until filled	4	6	7	7
Number of declinations	38	24	25	25

* Vacancies include miscellaneous recruitment efforts.

SECTION: **04-HUMAN RESOURCES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 399,326	$ 445,106	$ 430,749	$ 553,385	$ 108,279
CONTRACTUAL	15,849	37,964	18,201	44,620	6,656
COMMODITIES	19,952	18,883	17,547	19,155	272
TOTAL	**$ 435,127**	**$ 501,953**	**$ 466,497**	**$ 617,160**	$ 115,207

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 286,653	$ 285,891	$ 286,437	$ 374,062	$ 88,171
RECRUITMENT AND SELECTION	10,931	58,580	45,562	63,005	4,425
BENEFITS	67,288	65,426	65,646	80,479	15,053
COMPENSATION AND CLASS	62,249	62,953	60,925	63,583	630
TRAINING AND DEVELOPMENT	6,351	27,420	6,528	34,348	6,928
DIVERSITY AWARENESS	1,655	1,683	1,399	1,683	-
TOTAL	**$ 435,127**	**$ 501,953**	**$ 466,497**	**$ 617,160**	$ 115,207

SOURCE OF FUNDING:

GENERAL FUND	$ 466,967
LIBRARY FUND	31,374
HIGHWAY USER REVENUE FUND	22,547
WATER AND WASTEWATER FUND	42,739
STORMWATER FUND	3,681
AIRPORT FUND	6,362
ENVIRONMENTAL SERVICES FUND	43,490
	$ 617,160

COMMENTARY:
The Human Resources operating budget has increased 23% and there are no capital expenditures. Personal Services increases are due to the addition of a Human Resource Generalist, pay restoration and an increase in retirement benefits. Contractual increases are due to a increase in education and training . Commodities increases are due to photo copying charges. There is no major captial (>$10,000) for this section.

MISSION

The mission of Risk Management is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets and liabilities, to protect its employees, property and citizens, and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

PROGRAM DESCRIPTION

Risk Management is responsible for control of risk and focuses on the protection of the City's human, financial, and physical assets. The protection and well being of employees and the public is of utmost priority. A variety of services are provided to City staff including risk assessments, loss control site reviews, safety training, contract and policy review. Human, financial and physical assets provide us with the tools to accomplish the City's mission of service to the public.

FY 12 ACCOMPLISHMENTS

- ✓ Liability claims – 43 closed during 2011 calendar year
- ✓ $43,610 recovered from negligent 3rd parties during 2011 calendar year
- ✓ Awarded "Northern Arizona Best of the Best" recognizing efforts improving City employee safety by State Compensation Fund of Arizona
- ✓ Provided 43 OSHA compliance and other safety training topics to City employees and community partners (610 attendees)

FY 13 NEW INITIATIVES AND GOALS

- ➢ Automated External Defibrillators (AED's) in City facilities as funding allows with associated employee training
- ➢ Strengthen accountability by divisions for protection of City assets
- ➢ Develop new and update existing policies to remain current with changes in law and other safety standards

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: To maximize the availability of City funds in productive, mission based activities by minimizing expenditures for accidents, injuries, and liability claims.

Objective#1: Reduce liability claim expenditures
Type of Measure: Program effectiveness
Tool: Risk management paid claims data
Frequency: Quarterly review with Council
Scoring: # of claims proceeding to litigation - Progressing less than 5%; Average 6-10%; Caution More than 10%
Trend: ↑Caution # of litigated claims increasing resulting in higher costs to City.

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% of liability claims proceeding to litigation	10%	12%	8%	8%
# of closed litigated claims / total number of claims closed in calendar year	8 / 80	5 / 43	5/64	5/64

Objective #2: Reduce # of OSHA recordable injuries or illness relative to hours worked.
Type of Measure: Program effectiveness
Tool: Risk management claims data / OSHA 300A
Frequency: Annual
Scoring: Progressing Less than 7 , Average 7-8 , Caution Increase <9**,**
Trend: ←→ Maintaining average

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
OSHA incidence rate (# of injuries per 100 FTE /Hrs worked by all.	7.24	7.73	7.00	7.00

Council Priority: Effective Governance
Goal: To be a valued resource to City staff, providing them assistance needed to perform their missions most efficiently.
Objective: Provide assistance timely, competently, and in a format most useful to recipient.
Type of Measure: Program effectiveness
Tool: Internal survey
Frequency: Annual
Scoring: Exceeds Expectations, Meets Expectations, Almost Always Meets Expectations, Does Not Meet Expectations
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Overall rating of meets or exceeds expectations	n/a	n/a	Meets Expectations	Meets Expectations

Council Priority: Diverse Arts, Culture and Educational Opportunities and Good Neighborhoods, Affordable Housing and varied Recreational Activities.
Goal: A wide range of activities and events are available to community.
Objective: Assist event producers in meeting City's safety and insurance requirements contained in Special Event requirements.
Type of Measure: Outcome
Tool: Analysis of special event log
Frequency: Annual
Scoring: 95%+ progressing, Average, 85-95%, Caution, 85%-
Trend: ←→ High % of approved events

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% of reviewed events receiving authorization	99%	98%	95%	95%

SECTION: **05-RISK MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 142,561	$ 158,771	$ 165,004	$ 159,170	$ 399
CONTRACTUAL	20,676	23,220	23,217	25,627	2,407
COMMODITIES	4,488	3,900	4,638	3,900	-
TOTAL	**$ 167,725**	**$ 185,891**	**$ 192,859**	**$ 188,697**	$ 2,806

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 167,725	$ 185,891	$ 192,859	$ 188,697	$ 2,806
TOTAL	**$ 167,725**	**$ 185,891**	**$ 192,859**	**$ 188,697**	$ 2,806

SOURCE OF FUNDING:

GENERAL FUND	$ 116,106
LIBRARY FUND	11,745
HIGHWAY USER REVENUE FUND	9,646
TRANSPORTATION FUND	1,803
WATER AND WASTEWATER FUND	23,797
STORMWATER FUND	1,517
AIRPORT FUND	2,969
ENVIRONMENTAL SERVICES FUND	21,114
	$ 188,697

COMMENTARY:

The Risk Management operating budget has increased 1.5% with no capital expenditures. Personal Services increases are due to pay restoration and an increase in retirement benefits. Contractual increase is due to an increase in education and training. Commodities have remained the same as FY 2012. There is no major capital (>$10,000) for this section.

MISSION

The mission of the City Attorney's Office is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

PROGRAM DESCRIPTION

The City Attorney's Office assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, the City Manager, the City departments, and the City's boards and commissions. The City Attorney's Office represents the City in civil litigation and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This Office also prepares or reviews all contracts, ordinances, resolutions, and other legal documents involving the City.

FY 12 ACCOMPLISHMENTS

- ✓ Performed all legal work with regard to disposition of the Sawmill property.
- ✓ Assisted City staff in the completion of the new City of Flagstaff Zoning Code.
- ✓ Assisted with the adoption of the Domestic Partnership Registry.
- ✓ Resolution of the Westcor lawsuit.
- ✓ Increase in services rendered to victims of crime.
- ✓ Participated in community partnerships that contributed to the outcome of several successful graduates of the Mental Health Court program.
- ✓ Completion of the Stipulation Between the Navajo Nation and the City of Flagstaff Concerning the Drilling of Wells and Pumping of Underground Water at Red Gap Ranch

FY 13 NEW INITIATIVES AND GOALS

- ✓ Assist staff in the adoption of the Property Maintenance Ordinance.
- ✓ Assist with the adoption of the Civil Rights Ordinance.
- ✓ Continue to improve and increase victim services.
- ✓ Assist staff and City Council in the development of a water policy.
- ✓ Assist staff with the sale and development of Fourth Street property.

Requests for Legal Assistance (Civil Matters)	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011
Contracts (includes contracts, development agreements, grants, IGAs, bids)	275	233	193	171	211
Legal Opinions/Research	80	129	174	101	169
Ordinances/Resolutions	117	108	98	115	78
Real Estate	29	44	53	52	77
Claims/Litigation/Hearings	15	54	80	94	75
Public Records Requests	10	18	24	36	33
Miscellaneous	80	35	19	19	13
Total:	**606**	**621**	**641**	**588**	**656**
% Increase from Prior Year:	7%	2%	3%	-9%	10%
Number of cases per attorney:	Not Available	113	142	141	187
Number of cases per attorney and staff:	Not Available	104	128	126	146

Criminal Cases	CY07	CY08	CY09	CY10	CY11
New Criminal Cases	4,024	4,341	4,681	4,746	4,818
Domestic Violence Cases	659	642	628	746	691
Driving Under the Influence (DUI) cases	686	567	586	599	629
Criminal Traffic Cases (excluding DUI)	555	584	850	816	661
Sales Tax Cases	22	28	28	16	13
Other Cases	1,587	1,885	1,829	1,841	1,931
Underage Alcohol	194	295	313	355	482
Drug/Drug paraphernalia cases	321	340	318	248	251
City Code Violations (other than sales tax)	Not Available	Not Available	129	125	135
Cases Involving a Victim **(FY stats)**	1,161	1,655	1,715	2,177	2,458
Victims' Services Performed **(FY stats)**	12,761	17,165	18,923	24,042	24,937
Mental Health Court Cases	Not Available	Not Available	Not Available	60	62
Cases Reviewed for Charging Referred by PD	449	332	205	234	188
Pending DUI files at year end	225	201	263	272	298
% Increase in New Criminal Cases from Prior Year:	7%	7%	7%	1%	1%
New cases per attorney:	Not Available	868	936	949	964
New cases per support staff:	Not Available	1,240	1,337	1,265	1,377
New cases for all Prosecution staff:	Not Available	511	551	542	567

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Protect citizens and crime victims through the timely and fair prosecution of State laws and City ordinances.
Objective: Avoid a backlog of cases.
Type of Measure: Program Efficiency
Tool: Calculate the ratio of number of charges opened to the number closed annually.
Frequency: Annually
Scoring: 90+% Performing; 75-90% Warning; below 75% Unacceptable
Trend: ↓

Measures:	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of charges opened	9328	9152	9244	9336
Number of charges closed	8714	8630	8716	8803
Percentage of charges closed	93%	94%	94%	94%

For Calendar Year 2011 our scoring was within the Performing range of 90+%

Council Priority: Effective Governance
Goal: Promote the timely and lawful provision of City services.
Objective: Provide satisfactory legal services within client-established deadlines
Type of Measure: Program Effectiveness
Tool: Survey
Frequency: Annual
Scoring: Exceeds Expectations, Meets Expectations, Almost Always Meets Expectations, Does Not Meet Expectations
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Overall rating of meets or exceeds expectations	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

SECTION: **07-LAW**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,348,596	$ 1,285,706	$ 1,278,873	$ 1,307,727	$ 22,021
CONTRACTUAL	20,489	31,457	30,070	31,108	(349)
COMMODITIES	24,962	23,441	22,682	23,790	349
TOTAL	**$ 1,394,047**	**$ 1,340,604**	**$ 1,331,625**	**$ 1,362,625**	$ 22,021

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 129,485	$ 123,909	$ 118,621	$ 124,432	$ 523
COUNCIL, COMM AND DEPTS	580,639	518,201	513,842	526,230	8,029
POLICE COURT	683,923	698,494	699,162	711,963	13,469
TOTAL	**$ 1,394,047**	**$ 1,340,604**	**$ 1,331,625**	**$ 1,362,625**	$ 22,021

SOURCE OF FUNDING:

GENERAL FUND	$ 1,028,982
LIBRARY FUND	38,974
HIGHWAY USER REVENUE FUND	35,568
TRANSPORTATION FUND	47,645
WATER AND WASTEWATER FUND	105,638
STORMWATER FUND	5,405
AIRPORT FUND	12,053
ENVIRONMENTAL SERVICES FUND	88,360
	$ 1,362,625

COMMENTARY:

The City Attorney operating budget has increased 2% and there are no capital expenditures. Personal Services increase is due to pay restoration and an increase in retirement benefits. Contractual decrease is due to a decrease in membership costs. Commodities increases are due to non-library books/subscriptions, photo copying costs, and an increase in building structure material/supplies. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Division of Information Technology (DoIT) is:

- To enable City staff to make informed decisions by providing:
  - The desktop, network, server, electronic storage and telephony infrastructure which enables access to the City's electronic data and geographical information;
  - Helpdesk services, software, hardware, system analysis, software development, and product evaluation support services.
- To ensure that the City's server, network and telephony infrastructure and electronic data resources are protected through sound security and disaster recovery management methodologies.
- Provide and maintain an accurate, current, and reliable Geographic Information System (GIS), that efficiently manages City geospatial data, records, and asset inventories, which can be leveraged to enable staff and citizens to make informed and effective decisions that affect the future of the City of Flagstaff.

PROGRAM DESCRIPTION

This Division provides the information technology infrastructure and operational assistance to meet the needs of the City Council and City staff in order for them to better serve the citizens. These objectives are met through various PC and server hardware, software applications, network and telephony hardware, and security protocols. Technology is maintained and updated on an ongoing basis to provide accurate information in a secure and timely manner.

FY 12 ACCOMPLISHMENTS

- ✓ Completed VoIP deployment in City Hall and Library, decommissioned old Mitel PBX (phone) system
- ✓ Completed upgrade of Landfill network to microwave connection
- ✓ Completed virtualization of 26 physical servers to 6 physical servers
- ✓ Consolidated server & network racks in the data center
- ✓ Decommissioned old storage unit – moved all data from it to new storage
- ✓ Contributed to website redesign
- ✓ Completed upgrades to Autoscale, CityWorks, and Rectrac software
- ✓ Provided extensive GIS mapping support for the redistricting effort
- ✓ Continued GIS support of the Regional Plan update
- ✓ Updated FEMA Floodplain revisions
- ✓ Extensive work was performed on the new Sales Tax application:
  - Performed extensive gap analysis
  - Identified 12 key gaps
  - Designed application modifications
  - Designed, programmed and tested data conversion scripts

FY 13 NEW INITIATIVES AND GOALS

- Sales Tax application:
  - Complete application modifications
  - Complete client acceptance testing
  - Implement (go live)
- Complete Windows 7 upgrade
- Complete FHA integration with City
- Upgrade City staff to Microsoft Office 2010 or later
- Deploy VoIP to remaining remote sites, upgrade network equipment as necessary
- Upgrade network firewall to new hardware and software
- Implement new System Center management suite, including:
  - New work order system
  - Improved server/pc/network monitoring
  - New backup software
  - New automatic inventorying of PCs
  - Greater self service capabilities
- Continue GIS support of the Regional Plan update
- Implement emergency announcement/paging system over VoIP phones
- Deploy phase 2 of Disaster Recovery/Business Continuity plan
- Continue refresh of new/newer PCs/printers for City Staff
- Begin migration to new ComDev and ERP systems

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Customer Service: Ensure high availability of DoIT services
Objective: Achieve 99.97% uptime of DoIT Services
Type of Measure: Program effectiveness
Tool: Server and network monitoring software
Frequency: 24x7x52, availability checks run every 3-5 minutes
Scoring: 99.84%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of uptime hours versus total hours	99.86%	99.90%	99.84%	99.95%

Council Priority: Effective Governance
Goal: Customer Service: Ensure a high level of satisfaction with DoIT Services
Objective: Achieve 95% customer rating of satisfactory or better
Type of Measure: Program effectiveness
Tool: Web survey
Frequency: Random computer selection average of 43.5% of those work requests that have been completed with an average survey return rate of 38.3%
Scoring: 95.5%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Customer surveys returned with an overall rating of satisfactory or better	95.6%	96%	95.5%	96%

Council Priority: Effective Governance
Goal: Customer Service: Ensure a high level of satisfaction with DoIT Services
Objective: Ensure that the backlog of uncompleted work requests is kept to a minimum
Type of Measure: Program effectiveness
Tool: Data extraction and reporting
Frequency: yearly
Scoring: count
Trend: ↓ (fewer is better, trending down is good)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Count of outstanding (not yet completed) work requests	175	100	75	50

SECTION: **08-INFORMATION TECHNOLOGY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 914,861	$ 956,279	$ 955,757	$ 985,328	$ 29,049
CONTRACTUAL	378,159	407,795	413,273	517,427	109,632
COMMODITIES	385,322	1,128,337	748,650	777,521	(350,816)
TOTAL	**$ 1,678,342**	**$ 2,492,411**	**$ 2,117,680**	**$ 2,280,276**	$ (212,135)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 162,959	$ 171,272	$ 171,153	$ 192,441	$ 21,169
APPLICATIONS	289,171	386,122	386,122	400,713	14,591
SYSTEMS	243,839	192,389	192,386	208,493	16,104
SERVICES	136,808	157,148	157,147	155,464	(1,684)
NETWORK	233,737	242,351	242,346	240,083	(2,268)
GIS	168,650	160,513	165,998	178,532	18,019
MICROSOFT SETTLEMENT IT	-	(912)	-	-	912
IT NON-DEPARTMENTAL	443,178	1,183,528	802,528	904,550	(278,978)
TOTAL	**$ 1,678,342**	**$ 2,492,411**	**$ 2,117,680**	**$ 2,280,276**	$ (212,135)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,785,056
WATER AND WASTEWATER FUND	320,510
STORMWATER FUND	15,883
AIRPORT FUND	19,853
ENVIRONMENTAL SERVICES FUND	138,974
	$ 2,280,276

COMMENTARY:
The Information Technology operating budget has decreased 9% with no capital expenditures. Personal Services increases are due to pay restoration and increases in retirement benefits. Contractual increases are due to an increase in computer maintenance, education training and a one-time cost for GIS aerial photography. Commodities decreases are due to an decrease in IT Non-Departmental computer equipment, computer software and to Public Safety portion of IT Non-Departmental software being reallocated to their section.

MISSION

The mission of the employees of the Flagstaff Municipal Court is to foster a positive and productive environment that
promotes the efficient and effective administration of justice.

PROGRAM DESCRIPTION

The Municipal Court is responsible for the adjudication and disposition of all local code violations, criminal misdemeanor, criminal traffic, and civil traffic cases that occur within the Flagstaff City limits in a prompt, judicious, fair and effective manner. The Court is accountable to the Arizona Supreme Court through the Superior Court of Coconino County in judicial and operational matters and reports to the City regarding financial and administrative matters not unique to Court operations.

FY 12 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 96% of all cases within 90 days, 89% of all cases including time a case spent out on a warrant (exceeds state average of 81% for municipal courts).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 60,000 specific case inquiries, 56,000 visits by the public and participated in ongoing statistical reporting. All public court case information is available through an online data warehouse.
- ✓ All court staff have completed the orientation and training requirements of the Arizona Judicial Branch and we have reported timely.
- ✓ Processed almost $4.0M in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely.
- ✓ Readjusted approach to facility development, created the Court Facilities Fund and modified fine structure in order to set aside funds for future court facility needs.
- ✓ Participated in the development, implementation and facilitation of the Justice 2030 strategic plan for the Courts in Coconino County.
- ✓ Implemented the criminal justice strategic planning agenda for 2012. Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system in the county.
- ✓ Implemented electronic document workflow to improve collection process.
- ✓ Participated in the development, review and implementation of a new statewide automated case management system (CMS).
- ✓ Used state Fill The Gap funds to fund temporary help to manage additional case load and slow the creation of backlog cases.
- ✓ Impemented video security system to increase safety of public and staff within the court facility.
- ✓ Participated with Arizona Chief Justices' Committee on Electronic Courts and implemented a statewide process to provide for electronic filing of civil cases.
- ✓ Participated in the development of curriculum and as faculty for the Court Leadership Institute.
- ✓ Participated in collaboration efforts with numerous groups including the Limited Jurisdiction Court (LJC) Committee a subcommittee of the Arizona Judicial Council, the Criminal Justice Coordinating Council (CJCC), the Court Automation Coordinating Committee (CACC), the Commission on Technology (COT), E-Court Committee, Limited Jurisdiction Case Management System Development Group (LJCMS), Criminal Justice Integration (CJI), Limited Jurisdiction Court Administrators Association (LJCAA), Arizona Court Association (ACA), Justice 2030, and state and local meetings with criminal justice partners.
- ✓ Evaluated effectiveness and feasibility of continued operation regarding specialty courts to meet the needs of defendants with cases in the court including the DUI/Drug Court and Mental Health Court.
- ✓ Implemented a reorganization of court staffing and responsibilities around changes in automation, case filing and staff resource budget changes.

FY 13 NEW INITIATIVES

- Expand electronic transfers and processing of case information including citations, booking information and long form complaints (CJI program).
- Expand use of court funds for additional staffing in IT to support integration of criminal justice systems.
- Develop protocols for Serial Inebriate Court and programs to support it in coordination with City Prosecutors and the CJCC.
- Expand use of the Electronic Document Management System (EDMS) in coordination with state and county partners. Develop infrastructure plan to move to paperless court process.
- Continue to manage the court's case load not only meeting all legal requirements as given in rule and statute, but exceed accepted standards of time to disposition on both a national and statewide basis.
- Implement additional CourTool performance measures to review case management team effectiveness and overall court performance.
- Use statistics based on case management teams to review case loads and develop accountability in the management of cases.
- Create viable options, through the RFP process, to present to the City Council for location, funding and construction of a new court facility.
- Study the nature and size of cases that are backlogged in the system, create an action plan through continued case management and measures.
- Participate in the pilot and implementation of a new automated Limited Jurisdiction Case Management System (LJCMS).
- Expand the use of handheld electronic citation devices at the Flagstaff Police Department. Search for funds to allow full implementation of handheld electronic citation units at the Flagstaff Police Department.
- Participate in leadership development of court staff through the Court Leadership Institute of Arizona (CLIA), the Institute for Court Management (ICM) and the creation of individual professional development plans.
- Develop and implement a Strategic Plan for FY13 in cooperation with the Criminal Justice Coordinating Council and Justice 2030.
- Explore the feasibility of and funding for a Veterans Court.

PERFORMANCE MEASURES

Municipal Court performance measures are based on the CourTools Trial Court Performance Measures developed by the National Center for State Courts. Ten core measures have been developed, the court is moving toward implementing all ten measures over the next several years.

TIME TO DISPOSITION

Council Priority: Public Safety
Goal: Timely Adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Time to Disposition for all case types
Frequency: Annual
Scoring: Excluding warrant time: (↑) 90%+ in 90 days, (↔) 80% to 89% in 90 days, (↓) Less than 80% in 90 days.
Current Score: ↑
Trend: ↑

Measures:	CY 10 Actual		CY 11 Actual		CY 12 Estimate		CY 13 Proposed	
Total cases cleared in 90 days excluding warrant time	96%		96%		95%		93%	
	W	Ex	W	Ex	W	Ex	W	Ex
Cases completed in 0 - 30 days (CY11 state average = 49%)	52%	61%	57%	62%	59%	61%	52%	60%
Cases completed in 31 -60 days (CY11 state average = 21%)	24%	27%	25%	27%	25%	28%	23%	24%
Cases completed in 61 - 90 days (CY11 state average = 11%)	7%	8%	7%	7%	7%	8%	7%	9%
Cases completed in 91 - 120 days (CY11 state average = 8%)	4%	4%	3%	4%	3%	3%	4%	6%
Cases completed 121+ days (CY11 state average = 11%)	13%	0%	8%	0%	6%	0%	14%	1%

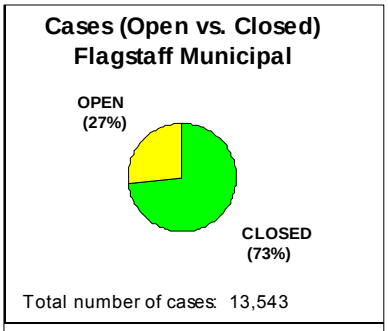
W - Time to disposition does not exclude time cases were out on warrant status. Almost 100% of 121+ day cases were on warrant. The high clearance rate in 121+ days reflects efforts by the court to clear old cases with an emphasis on pending DUIs.
Ex - Excludes warrant status time, less than 1% of cases exceed 121+ days unless they are on warrant.

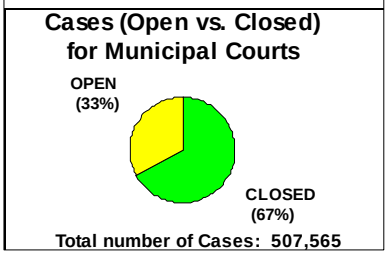
CLOSED CASES

Council Priority: Public Safety
Goal: Timely Adjudication of cases filed in the court.
Objective: Meet or exceed state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: % of Closed Cases as Portion of All Cases Filed in CY 2011
Frequency: Annual
Scoring: (↑) Above Statewide Average,
(↔) Matches Statewide Average,
(↓) Below Statewide Average.
Current Score: ↑
Trend: →

The Flagstaff Municipal Court exceeded the statewide average for Limited Jurisdiction Courts by 6%**.**

Last year the Flagstaff Municipal Court exceeded the statewide average for Limited Jurisdiction Courts by 6%

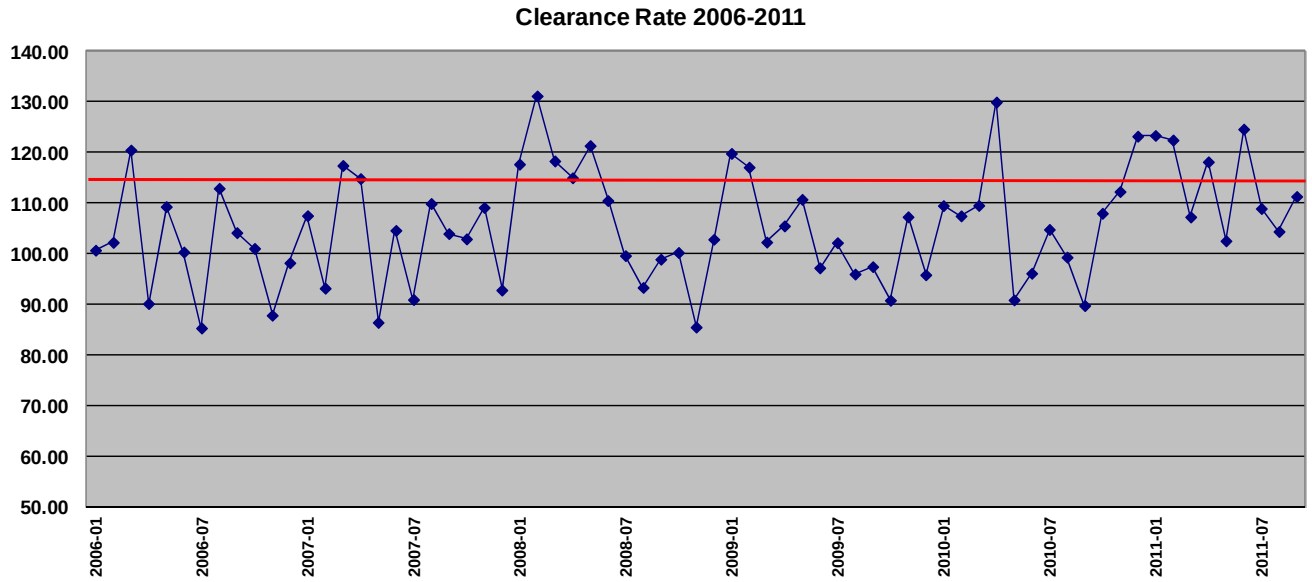




CLEARANCE RATE

Council Priority: Public Safety
Goal: Timely adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Clearance Rate for all case types
Frequency: Annual
Scoring: (↑) 95%+, (↔) 80% to 94%, (↓) Below 80%.
Current Score: ↑
Trend: →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Clearance Rate	102.72%	102.71%	111.27%	100.00%	100.00%



RECEIPTS

Council Priority: Fiscal Accountability
Goal: Consistent and accurate collection of fines imposed and other funds collected by the Municipal Court.
Objective: Accurately account for all funds and increase financial compliance.
Type of Measure: Output
Tool: Collection of Monetary Penalties and Fees
Frequency: Annual
Scoring: Total Dollar Amount Receipted
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Amount of city general funds receipted	$1,021,472	$871,776	$900,000	$1,000,000
Amount of surcharges/state funds receipted	$1,811,159	$1,639,188	$1,600,000	$1,800,000
Amount of other local funds receipted	$428,327	$689,374	$730,000	$800,000
Total amount of fines/fees receipted	$3,260,958	$3,200,338	$3,230,000	$3,600,000
Amount of restitution paid	$47,121	$36,327	$40,000	$40,000
Amount of bonds posted	$720,200	$711,309	$750,000	$760,000
Total amount of pass-through funds	$767,321	$747,636	$790,000	$800,000
Total all financial transactions	$4,028,279	$3,947,974	$4,020,000	$4,400,000

ACCESS AND FAIRNESS

Council Priority: Family, Youth and Community
Goal: To have the public perceive the court to be fair and accessible when they come to do business there.
Objective: To have a majority of clients agree that the court treated them fairly and was accessible to them.
Type of Measure: Outcome
Tool: Survey of Access and Fairness of the Court
Frequency: Annual
Scoring: (↑) 70% or more agree or strongly agree, (↔) 50% to 69% agree or strongly agree, (↓) Less than 50% agree or strongly agree.
Current Score: (↑)
Trend: ↑

Measures: Those that Agree or Strongly Agree That:	CY 10 Actual	CY 11 Actual	CY 12 Estimated	CY 13 Proposed
ACCESS				
Finding the courthouse was easy.	87%	87%	87%	87%
The forms I needed were clear and easy to understand.	91%	93%	92%	92%
I felt safe in the courthouse.	90%	92%	%	86%
The court makes reasonable efforts to remove physical and language barriers to service.	92%	95%	93%	93%
I was able to get my business done in a reasonable amount of time.	86%	86%	86%	86%
Court staff paid attention to my needs.	92%	87%	90%	90%
I was treated with courtesy and respect.	91%	94%	93%	93%
I easily found the courtroom or office I needed.	94%	94%	94%	94%
The court's website was useful.	80%	88%	85%	85%
The court's hours of operation made it easy for me to do my business.	88%	90%	89%	89%
FAIRNESS				
The way my case was handled was fair.	86%	87%	86%	86%
The judge listened to my side of the story before he or she made a decision.	88%	85%	86%	86%
The judge had the information necessary to make good decisions about my case.	88%	91%	89%	89%
I was treated the same as everyone else.	91%	95%	92%	92%
As I leave the court I know what to do next about my case.	93%	94%	93%	93%

Results are based only on those individuals responding to the appropriate question ("not applicable" or "no response" were excluded).

SECTION: **65-CITY COURT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,811,047	$ 1,857,302	$ 1,899,657	$ 1,841,372	$ (15,930)
CONTRACTUAL	621,432	655,605	610,033	678,401	22,796
COMMODITIES	57,361	70,524	57,416	59,538	(10,986)
CAPITAL	9,971	-	-	-	-
TOTAL	**$ 2,499,811**	**$ 2,583,431**	**$ 2,567,106**	**$ 2,579,311**	$ (4,120)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 895,605	$ 509,476	$ 541,919	$ 427,489	$ (81,987)
COURT SERVICES	718,309	777,760	732,544	822,147	44,387
RECORDS MANAGEMENT	316,753	177,725	146,453	159,175	(18,550)
COURT ENFORCEMENT	422,262	168,810	255,138	226,207	57,397
WARRANT DIVISION	20,691	337,512	303,057	326,730	(10,782)
COURT OPERATIONS	126,191	184,276	163,036	186,435	2,159
JUDICIAL SERVICES	-	427,872	424,959	431,128	3,256
TOTAL	**$ 2,499,811**	**$ 2,583,431**	**$ 2,567,106**	**$ 2,579,311**	$ (4,120)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,579,311
	$ 2,579,311

COMMENTARY:

The City Court operating budget remained flat and there are no capital expenditures, resulting in no net overall changes. There were increases in salaries, retirement, personnel and benefit costs, and one-time authorized expenditures. However, the increases were offset with the a Deputy Court Administrator position which had one-time funding in FY 2011 and FY 2012, being eliminated from this section. One-time expenditures approved were: $60,000 additional funds for the Public Defender Services, $36,000 for the Court Integration program, and $73,020 for Temporary Staffing. There are no major capital (>$10,000) expenditures planned for this Section. This department has reorganized, which affects the Expenditures by Program comparability.

Inner Basin Pipeline Reconstruction - May 2012

MANAGEMENT SERVICES DIVISION MISSION

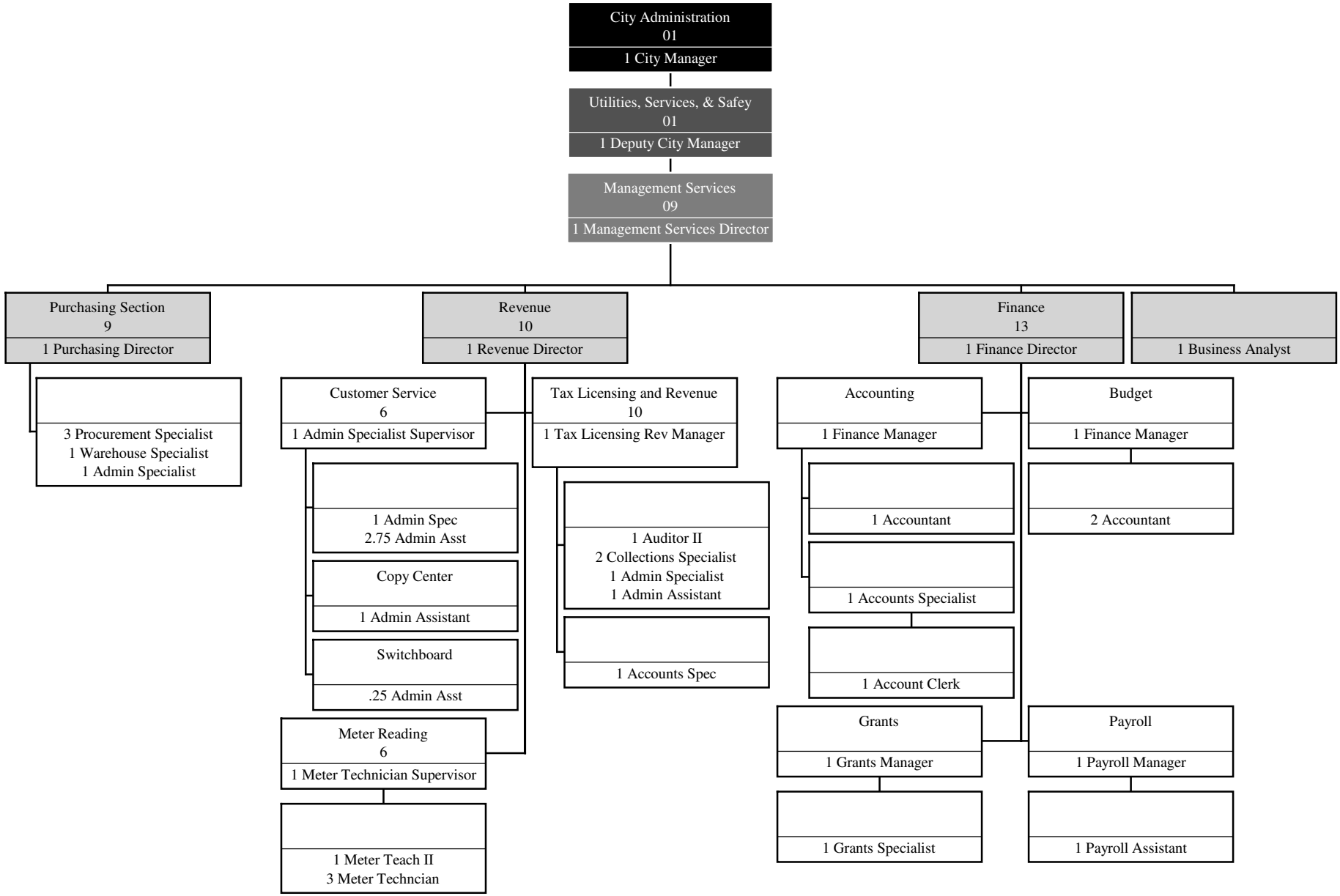
The mission of the **Customer Service Section** is to provide accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services. To provide excellent customer service to internal and external customers; to assist in all customer copy center needs and to answer all incoming switchboard calls.

The mission of the **Purchasing Section** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees, and assist in making best value procurement decisions while maintaining the highest ethical standards.

The mission of the **Tax, Licensing, and Revenue Section** is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided.

The mission of the **Finance and Budget Section** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

MANAGEMENT SERVICES



MISSION

The mission of the Customer Service Section is to provide accurate and timely billing of water, sewer, trash, recycling, and stormwater services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; and to answer all incoming customer calls.

PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, utility billing, and for the turn-off and collection of delinquent accounts. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. The section is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction. Customer Service also operates the copy center and switchboard; processing mail, fulfilling customer copy needs, and answering incoming calls.

FY 12 ACCOMPLISHMENTS

- ✓ Implemented the new water and sewer rates effective January 1, 2012.
- ✓ Implemented the new solid waste rates effective November 1, 2011.
- ✓ Added over 500 new radio read devices into the meter system.
- ✓ Identified, diagnosed, and repaired more than 450 failed electronic receiver/transmitters (ERTs) throughout the City.
- ✓ Assisted in the installation of the VOIP phone system for Customer Service and eliminated the physical switchboard unit.
- ✓ Upgraded the City's water loading stations to pin-pad technology in order to decrease the time and expense associated with self-loading station maintenance.
- ✓ Trained a Meter Technician to install radio read registers and ERTs in order to improve reading efficiency.
- ✓ Upgraded the MVRS system and handheld units to obtain data logging information in order for staff to more easily detect leaks within the City's water system.
- ✓ Developed and documented Customer Service area policies and procedures.
- ✓ Completed the remodel of the Customer Service area to incorporate APS operations.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Landfill and Police cashiering implementation. Work with these two sections to allow the use of the City's cash receipt system. This will eliminate double entry and provide for better reconciliation. It will also allow these locations to accept credit cards.
- ➢ Continue to promote paperless billing to reduce printing and mailing expenses.
- ➢ Continue to promote bank drafting to reduce time and expenses associated with check processing.
- ➢ Encourage utility customers to make payments via the City's payment website, Click2Gov.
- ➢ Convert over 500 visually read water meters to electronic radio read water meters with the assistance of the Water Distribution Section.
- ➢ Complete the upgrade of the City's water loading stations to pin-pad technology in order to decrease the time and expense associated with self-loading station maintenance.
- ➢ Transition to 100% paperless work orders.
- ➢ Restructure the utility billing cycles to improve efficiency in meter reading, billing, and customer service.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Limit the amount of accounts written off.
Objective: Timely collections of past due accounts and adequate deposits billed to reduce the amount of receivables written off.
Type of Measure: Program Outcome
Tool: Annual accounts presented to Council and written off.
Frequency: Annual
Scoring: <.20% Very Good, .20 to .30% Adequate, >.30% needs attention
Trend: ↑ Write off amounts are decreasing.

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Annual write off of customer accounts, excluding bankruptcies	$60,421	$41,508	$50,000	$50,000
Write offs as a percentage of total billed	0.25%	0.16%	0.20%	0.20%

Council Priority: Effective Governance
Goal: Provide timely and accurate billings.
Objective: Limit the number of estimated read billings and send bills to customers in a timely manner.
Type of Measure: Outcome
Tool: Spreadsheet data for meter reading and billing calendar.
Frequency: Monthly
Scoring: Reading Estimate: <2% Exceeding, 2-5% Meeting, >5% Not Meeting
Billing: 34+ bills sent=Meeting, <34 bills sent=Not Meeting
Trend: Reading – ↓ Due to staff turnover, Billing **-** ↔ Meeting expectations.

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of estimated meter reads	4.78%	5.60%	5.00%	5.00%
Number of bills sent out within 34 days of prior bill (36 total)	34	36	36	36

SECTION: **06-CUSTOMER SERVICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 510,451	$ 468,046	$ 472,579	$ 489,442	$ 21,396
CONTRACTUAL	253,217	326,270	289,692	292,270	(34,000)
COMMODITIES	24,801	28,050	32,050	29,600	1,550
TOTAL	**$ 788,469**	**$ 822,366**	**$ 794,321**	**$ 811,312**	$ (11,054)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 129,591	$ 166,892	$ 149,817	$ 228,178	$ 61,286
FIELD READING	200,985	193,587	159,703	179,339	(14,248)
COLLECTION	89,304	88,839	101,639	90,354	1,515
MAIL ROOM	14,972	9,900	10,775	10,900	1,000
CUSTOMER SERVICE	353,617	363,148	372,387	302,541	(60,607)
TOTAL	**$ 788,469**	**$ 822,366**	**$ 794,321**	**$ 811,312**	$ (11,054)

SOURCE OF FUNDING:

GENERAL FUND	$ (18,084)
LIBRARY FUND	4,431
HIGHWAY USER REVENUE FUND	1,236
TRANSPORTATION FUND	300
WATER AND WASTEWATER FUND	642,893
STORMWATER FUND	20,159
AIRPORT FUND	375
ENVIRONMENTAL SERVICES FUND	160,002
	$ 811,312

COMMENTARY:

The Customer Service operating budget has decreased 1% and there are no capital expenditures. Personal Services increases are due to pay restoration and an increase in retirement benefits. Contractuals decreases are due to one time items for new standpipe credit card readers in FY2012 and Commodities increases are due to increases in parts and computer software. There is no major capital (<$10,000) for this section.

MISSION

The mission of the Purchasing Section is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees in accordance with all applicable local, state and federal procurement rules and regulations, and assist in making best value procurement decisions while maintaining the highest ethical standards.

PROGRAM DESCRIPTION

The objectives of the Purchasing Section is to provide program support in maximizing value for purchase dollars spent through either an informal or formal solicitation process, and contract management; satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required; maintain continuity of supplies in support of City-wide programs; and disposition of surplus property.

FY 12 ACCOMPLISHMENTS

- ✓ The Purchasing Section was awarded the **Achievement of Excellence in Procurement (AEP) award** by the National Purchasing Institute. Below is an explanation of the award from the AEP Committee.

  In 1995, the National Purchasing Institute established a program designed to recognize organizational excellence in public procurement. The Achievement of Excellence in Procurement® (AEP) is awarded annually. This prestigious award is earned by those organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

  The Achievement of Excellence in Procurement is sponsored by the National Purchasing Institute (NPI), the California Association of Public Procurement Officers (CAPPO), the Florida Association of Public Procurement Officers (FAPPO), the Institute of Supply Management (ISM), the National Institute of Governmental Purchasing (NIGP), the National Association of State Procurement Officials (NASPO), the National Association of Educational Procurement (NAEP), and the Texas Public Purchasing Association (TXPPA).

  The City's Purchasing Section was 1 of only 15 Government agencies in Arizona and 1 of only 57 Cities in the United States to receive the award in 2011.

- ✓ Formulated policy and procedures for the utilization of the appropriate solicitation process for capital improvement projects, whether it be the traditional "Design/Bid/Build" or one of the "Alternative Project Delivery Methods."
- ✓ Identified and eliminated "obsolete" or "dead stock" related inventory from the City Warehouse, which has allowed for more efficient periodic inventory cycle counts and presented the opportunity to either sell the inventory item back to the vendor(s) for either cash or a merchandise credit.
- ✓ Developed and implemented cost savings/cost avoidance strategies, which include but are not limited to award of contracts with initial terms that are longer than one (1) year and negotiating better pricing/fees based on a longer term contract; Meeting with vendors, face to face, and negotiating 0% price/fee increases they request; Leveraging a purchase by conducting a solicitation that is structured to be utilized as a cooperative purchase, which allows other public sector agencies to utilize the associated contract awarded by the City.

- ✓ Increased the utilization of the Procurement Card (P-card) for small dollar purchases by 5% over last year and 21% since 2009. This has been a huge accomplishment, because the utilization of the P-card declined significantly (by 10%) in 2009. The Purchasing Section conducted an eight (8) month audit that revealed significant issues in three (3) areas resulting in inefficiencies and ineffectiveness as follows: the significant time and effort required by Purchasing staff to oversee and manage the P-card program, the functionality between Purchasing and GMBA involving bank statements and direct uploads into the financial system and the on-line entry and approval process. These issues have been resolved, allowing the Procurement Card program to operate more efficiently and effectively, resulting in increased usage of the P-card, and an increase in rebate dollars coming back to the City due to the increase in total dollars spent based on P-card transactions.
- ✓ Designed and implemented an on-line bid/proposal tabulation and contract award information/board, which is posted on the City's website, that allows vendors or anyone else who is interested in solicitation results to obtain this information by accessing the City website.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Continue to meet or exceed all of the existing criteria, as well as new established criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute.
- ➢ Research and conduct a "Cost Benefit Analysis" of lease vs. buy of computers and City vehicles.
- ➢ Research and identify national cooperative purchasing contracts, in addition to what we utilize currently, that could potentially provide more competitive pricing.
- ➢ Complete the very time consuming project of centralizing all City contracts (leases, term, service, development and IGAs) into our contract management software system to more efficiently and effectively monitor and manage our City contracts.
- ➢ Develop and implement a policy as to when to conduct our own competitive solicitation for the purchase of goods, services and capital improvements OR utilize an existing cooperative purchase agreement as a result of another public agency conducting a formal competitive solicitation process.

PERFORMANCE MEASURES

Council Priority: Quality and Reliable, Infrastructure
Goal: Provide exemplary customer service for the procurement of goods, services and construction.
Objective: To provide timely formal and informal solicitations, contract management, and vendor management.
Type of Measure: Program Effectiveness
Tool: Internal Customer Survey
Frequency: Annually
Scoring: 75%+ progressing (Average)
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Overall rating of meets or exceeds expectations	90%	92%	95%	95%

Council Priority: Effective Governance
Goal: Provide cost effective procurement of goods, services, and construction.
Objective: Identify and implement cost saving, and cost avoidance opportunities in the procurement of goods, services, and construction.
Type of Measure: Program Efficiency
Tool: Documented comparison of budgeted dollars to actual dollars expended.
Frequency: Annually
Scoring: $50,000 - Progressing (Average), $35,000-Caution (Warning), $35,000 and less-Need to Review
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Total cost savings and/or cost avoidance	$52,000	$60,000	$90,000	$100,000+

Council Priority: Effective Governance
Goal: To be efficient and effective with small dollar purchases.
Objective: Continue to utilize procurement card program for more efficient and effective purchases of small dollar maintenance, repair and operating supplies.
Type of Measure: Program Efficiency
Tool: Percentage of total purchases utilizing procurement cards.
Frequency: Annually
Scoring: 12%- Progressing (Average), 10% -- 12%-Caution (Warning), 10% and less- Need To Review
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	10%	15%	15%+	17%+

Council Priority: Effective Governance
Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved.
Objective: To make purchases for requested material goods, services and construction in a timely manner.
Type of Measure: Program Efficiency
Tool: Total or length of time.
Frequency: Annually
Scoring: Within 24 hrs.- Progressing (Average), 24hrs. – 36hrs.- Caution (Warning), More than 36 hrs.- Need To Review
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Length of time it takes to process a purchase order once a requisition has been approved.	n/a	Within 24 hrs.	Within 24 hrs.	Within 24 hrs.

SECTION: **09-PURCHASING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 615,347	$ 695,314	$ 636,570	$ 694,775	$ (539)
CONTRACTUAL	28,029	25,427	26,750	34,636	9,209
COMMODITIES	9,600	6,252	7,108	6,877	625
TOTAL	**$ 652,976**	**$ 726,993**	**$ 670,428**	**$ 736,288**	$ 9,295

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 159,725	$ 236,311	$ 178,838	$ 240,194	$ 3,883
PURCHASING	411,188	413,591	415,296	411,719	(1,872)
WAREHOUSE	82,017	77,091	76,294	84,375	7,284
PROPERTY MANAGEMENT	46	-	-	-	-
TOTAL	**$ 652,976**	**$ 726,993**	**$ 670,428**	**$ 736,288**	$ 9,295

SOURCE OF FUNDING:

GENERAL FUND	$ 350,934
LIBRARY FUND	29,734
HIGHWAY USER REVENUE FUND	34,709
TRANSPORTATION FUND	25,207
WATER AND WASTEWATER FUND	154,942
STORMWATER FUND	25,805
AIRPORT FUND	53,124
ENVIRONMENTAL SERVICES FUND	61,833
	$ 736,288

COMMENTARY:

The Management Services operating budget has increased 1% with no capital expenditures. Personal Services decreases are due to turnover with purchasing personnel and offset slightly by pay restoration and an increase in retirement benefits. Contractuals increases are to due anticipated rate increase in electric, gas, water and sewer utilities. Commodities increases are due to increases in copying and printing. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Tax, Licensing and Revenue section is to ensure compliance with the City's business license ordinances and assist the public so tax reporting problems can be avoided.

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue section is responsible for the licensing of new businesses, the processing of city sales tax returns, and the collecting of delinquent sales tax and business license accounts. Section staff disseminates City and State sales tax information to taxpayers and management. The section is responsible for the collection of delinquencies from utility billings, library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff also bills monthly for the miscellaneous receivable accounts and manages the City's investment portfolio.

FY 12 ACCOMPLISHMENTS

- ✓ Processed approximately 40,000 city sales tax returns for FY 12. This is an increase of 4% over FY 11.
- ✓ Issued approximately 900 sales tax and business licenses in FY 12.
- ✓ Performed approximately 20 sales tax audits and reviews that generated over $225,000 in additional tax revenue.
- ✓ Secured a contract for third party auditor for sales tax audits for FY12 only.
- ✓ Collected $3 million from delinquent miscellaneous revenue accounts.
- ✓ Managed collections for approximately 4,700 parking tickets totaling over $160,000.
- ✓ Collected on approximately 2,500 library delinquent accounts totaling over $220,000 in library material fines.
- ✓ Collected on 3,500 delinquent tax returns totaling $1.0 million.
- ✓ Pursued collections on over 185 non-sufficient funds checks.
- ✓ Billed monthly through the miscellaneous receivables program an average of 560 accounts for $950,000.
- ✓ Billed and collected for 375 Fire Department User Fee accounts with annual revenue of $48,000
- ✓ Managed 3,953 community restitution workers with 9,106 hours of service in calendar year 2011.
- ✓ Continued the implementation of the sales tax software program, including converting legacy system data.
- ✓ Secured a contract for third part investment management.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Complete the implementation of the new tax and licensing program to improve processing efficiency and move the section away from the home-grown legacy system.
- ➢ Install and use the online module for the sales tax system to enable our taxpayers to apply for license, file sales tax returns, make payments, and maintain account information online.
- ➢ Write procedures manuals for each function in the sales tax section to document step by step procedures.
- ➢ Implement electronic billing for miscellaneous revenue accounts.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Provide sales tax education to new business owners
Objective: Conduct at least 5 seminars during the year
Type of Measure: Output and Outcome
Tool: Output: Number of people that attend the seminars. The goal is 50 people per year, an average of 10 per seminar.
Tool: Outcome: At least 90% of the seminar evaluations completed by the attendees show that the seminars provided information and instructions that were easy to follow and that the material presented was basic, but provided sufficient detail.
Frequency: 5 per year
Scoring: Declining
Trend: ↓ Due to downturn in new license applications the number of attendees has declined.
Trend: ↑ Total of 6 seminars were held and they continue to meet the needs of our customers.

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Output-The number of people attending the seminars	52	45	45	50
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	97%	98%	92%	90%

Council Priority: Effective Governance
Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.
Objective: Keep write-offs below 0.50% of total revenue.
Type of Measure: Program Outcome
Tool: Evaluate the amount of write-offs taken to council each year
Frequency: Annually
Scoring: Progressing
Trend: ←→ The amounts written-off remain well under the goal of 0.50% of revenues.

Measures:	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.018%	0.35%	0.28%	0.3%
Outcome-Miscellaneous receivables as a percentage of revenue	1.01%	0.62%	0.55%	0.7%

Council Priority: Effective Governance
Goal: Invest city funds with the goal of maximum return but keeping mind that safety of the principal is more important than the return on that principal.
Objective: Achieve a rate of return on investments outside the Local Government Investment Pool (LGIP) that exceeds the LGIP rate.
Type of Measure: Program Outcome
Tool: Compare rate of return on investments outside the LGIP with the rate of return at the LGIP.
Frequency: Annually
Scoring: Declining
Trend: ←→ Although returns have been declining compared to last year, investment returns remain well above LGIP and the two year treasury note average.

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Annual rate of return on investments outside LGIP	2.5%	1.5%	0.65%	0.65%
LGIP annual rate of return	0.11%	0.17%	0.15%	0.15%

Council Priority: Effective Governance
Goal: Have a sales tax audit program that is financially productive and performing enough audits and reviews to keep a high profile within the business community.
Objective: Sales tax audit assessments will exceed the cost of operating an audit program and performing approximately 40 audits and reviews per year.
Type of Measure: Program Outcome
Tool: Compare sales tax audit assessments with the expenses required to have an audit function.
Frequency: Annually
Scoring: Progressing
Trend: ↑ Audit assessments are expected to increase over the next few years.

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Audit assessments for the fiscal year	$156,034	$142,707	$225,000	$350,000
Audit program expenses	$86,514	$78,487	$69,230	$83,500
Number of audits and reviews performed	32	20	20	40

SECTION: **10-TAX, LICENSES, AND REVENUE COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 549,932	$ 556,522	$ 533,440	$ 574,926	$ 18,404
CONTRACTUAL	32,349	40,819	38,760	50,419	9,600
COMMODITIES	16,553	15,300	23,202	15,700	400
TOTAL	**$ 598,834**	**$ 612,641**	**$ 595,402**	**$ 641,045**	$ 28,404

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 162,867	$ 264,597	$ 199,367	$ 301,720	$ 37,123
AUDIT	172,489	77,251	132,261	65,024	(12,227)
COLLECTIONS	120,649	121,076	121,416	122,783	1,707
LICENSING AND CLERICAL	89,595	95,370	95,502	96,467	1,097
ACCOUNTS RECEIVABLE	53,234	54,347	46,856	55,051	704
TOTAL	**$ 598,834**	**$ 612,641**	**$ 595,402**	**$ 641,045**	$ 28,404

SOURCE OF FUNDING:

GENERAL FUND	$ 312,206
LIBRARY FUND	28,627
TRANSPORTATION FUND	164,784
WATER AND WASTEWATER FUND	21,168
AIRPORT FUND	30,080
ENVIRONMENTAL SERVICES FUND	84,180
	$ 641,045

COMMENTARY:

The Sales Tax operating budget has decreased 1% with no capital expenditures. Personal Services decreases are due to turnover in personnel and offset slightly by pay restoration and an increase in retirement benefits. Contractuals increases are due to outsourcing of printing and mailing of sales tax returns. Commodities increases are due to increase in computer software. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting, grant management, and performance reporting.

FY 12 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for Fiscal Year (FY) 2012 for the 18th consecutive year.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2010 for the 17th consecutive year.
- ✓ Completed Fiscal Year 2011 financial audit with no findings.
- ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2013-2017 for $18.5M to FAA and ADOT.
- ✓ Applied and awarded grant from the Department of Transportation under the Small Community Air Service Development Program for $800,000 to assist in bringing a second air carrier to Flagstaff.
- ✓ Applied and awarded grant funding from the FAA for the "taxiway alpha project" to reconstruct failed asphalt and replace lighting and signs on taxiway and runway.
- ✓ Awarded grant funding from the Arizona Department of Transportation Aeronautics Division to replace joint seals on concrete ramp in front of the terminal.
- ✓ Applied and awarded a COPS Hiring grant for 4 new officers.
- ✓ Provided guidance to staff, attended numerous meetings, and participated in the Bid Protest Hearing regarding the grant funded Airport-Snow Removal Equipment.
- ✓ Continued project coordination with Federal Emergency Management Agency (FEMA) and AZ Department of Emergency Management (ADEM) on Disaster Recovery efforts for the 2010 Winter Storm and Schultz Flooding events.
- ✓ Continued to work with staff and the Water Infrastructure Finance Authority (WIFA) on the ARRA-Sinagua Well project final grant compliance closeout.
- ✓ Completed several successful agency grant project audits.
- ✓ Completed successfully the FMPO ADOT Title VI Compliance Audit.
- ✓ Completed FAA Disadvantaged Business Enterprise (DBE) reporting for prior year.
- ✓ Completed and submitted to the Department of Justice the Equal Opportunity Employment Plan (EEOP).
- ✓ Created a more efficient electronic filing system for grants in the Finance shared folder.
- ✓ Finance team provided excellent customer service to the Auditors during the 2011 Single Audit.
- ✓ Various staff participated in the selection process for the new Deputy City Manager and Police Chief.
- ✓ Supported transitioning of the Housing Authority including combining financial reports and audit for the year ending June 30, 2011.
- ✓ Participated in Due Diligence group to make recommendations on new software opportunity.
- ✓ Began posting monthly revenue and expenditure report on city website.
- ✓ Reduced printing by setting up a permanent electronic file system for our general ledger.
- ✓ Completed a payroll services survey.
- ✓ Implemented three changes to the pay plan in 10 months.

FY 13 NEW INITIATIVES AND GOALS

- Continue to increase grant application submission and success on award approval.
- Budget and purchase a new Grant Management software package.
- Complete the Schultz Flooding-Inner Basin Pipeline Reconstruction Project with FEMA/ADEM.
- Work towards a paperless system for grants management in Finance/Budget.
- Preliminary meetings and implementation of the new Innoprise Software system.
- Increased support and guidance with the grants project team on high risk, high complex grants.
- Enhanced the Accounts/Receivable listing to better track outstanding grant receivables, which will be used to reconcile the SEFA.
- Work to improve budget communication between Accountants and Section and Program Heads.
- Continue to work with integration of the Housing Authority in areas such as payroll and general ledger.
- Implement new service for employees to view payroll checks in a better format.
- Explore paperless payroll options.
- Assist in implementing new financial software.
- Update citywide fiscal policies.
- Consider options for increasing electronic payments for Accounts Payable.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: To maintain external validation of appropriate budget and year end financial reporting.
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.
Type of Measure: Outcome
Tool: Produce Documents and Submit for Review
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Council Priority: Effective Governance
Goal: Continue to maintain budgeted grant revenue levels.
Objective: To budget & apply for projected grant revenue in the amount of approximately $10 million per Fiscal Year.
Type of Measure: Outcome
Tool: Budget Document, Schedule of Grant Revenues, FY Grant Revenue Reconciliation, Grants Management Database
Frequency: Yearly
Scoring: $10 million or more
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Projected Grant Budgeted Revenue	$17,221,239	$22,112,969	$28,958,385	$25,000,000
Actual Grant Revenue Received	$5,612,625	$6,026,704	$8,000,000	$8,000,000
Grant Amounts Awarded During the Fiscal Year	$4,884,046	$8,634,360	$8,000,000	$8,000,000

Council Priority: Effective Governance
Goal: To apply and succeed in grant applications submitted
Objective: Of the grants applied for expect successful awards on more that 50%.
Type of Measure: Outcome
Tool: Grants Management Database
Scoring: > 60%=Exceeding, 50%-60%=Meeting, <50%=Needs Attention
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Grants Applications Submitted	80	66	100	100
Grants Awarded	55 (68%)	60 (67%)	70 (70%)	70 (70%)
Active Grants Worked During Fiscal Year	163	185	200	200

Council Priority: Effective Governance
Goal: Increase the number of vendors paid through Electronic Funds Transfers.
Objective: Continue to increase the percentage of EFT versus paper check payments.
Type of Measure: Output
Tool: Check Registers
Frequency: Every Check-Run
Scoring: >25% Very Good, 15-25% Good, <15% Needs Attention
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Vendors paid by EFT	107	151	200	300
Number of Payments Made by EFT	1003	1,301	1,500	1,800
Percent of Total Payments	14%	18%	20%	25%

Council Priority: Effective Governance
Goal: Limit the number of single audit auditor findings.
Objective: To have no audit findings on either the City general or single audit.

Type of Measure: Outcome
Tool: Single Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
City of Flagstaff control deficiencies	0	0	0	0
City of Flagstaff significant deficiencies	1	0	0	0
Single audit findings	1	0	0	0

SECTION: **13-FINANCE AND BUDGET**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 810,345	$ 850,385	$ 852,539	$ 868,025	$ 17,640
CONTRACTUAL	26,016	22,800	25,159	50,574	27,774
COMMODITIES	19,306	15,954	15,835	16,564	610
CAPITAL	4,874	-	-	-	-
TOTAL	**$ 860,541**	**$ 889,139**	**$ 893,533**	**$ 935,163**	$ 46,024

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 127,763	$ 111,673	$ 111,662	$ 119,709	$ 8,036
ACCOUNTING	318,764	333,553	336,254	355,507	21,954
PAYROLL	137,246	136,856	137,394	142,776	5,920
ACCTS PAYABLE/ RECEIVABLE	122,182	125,864	126,703	127,186	1,322
BUDGET	6,863	6,050	6,058	-	(6,050)
GRANTS ADMINISTRATION	147,723	175,143	175,462	189,985	14,842
TOTAL	**$ 860,541**	**$ 889,139**	**$ 893,533**	**$ 935,163**	$ 46,024

SOURCE OF FUNDING:

GENERAL FUND	$ 593,797
LIBRARY FUND	71,760
HIGHWAY USER REVENUE FUND	37,483
TRANSPORTATION FUND	24,718
WATER AND WASTEWATER FUND	96,245
STORMWATER FUND	4,471
AIRPORT FUND	35,870
ENVIRONMENTAL SERVICES FUND	70,819
	$ 935,163

COMMENTARY:

The Finance and Budget operating budget has increased 5% with no capital expenditures. Personal Services increases are due to pay restoration and an increase in retirement benefits Contractual increases are due to increase in travel and training as well as grants management software and online paycheck services. Commodities increases are due to increases in office supplies. There is no major capital (>$10,000) for this section.

Inner Basin Pipeline Reconstruction - June 2012

COMMUNITY DEVELOPMENT DIVISION MISSION

The mission of the **Capital Improvement Section** is to provide for the delivery of high quality community projects that improve the quality of life for the citizens of Flagstaff, through the efficient management of public resources.

Innovative solutions and communications with the public define the **Metropolitan Planning Organization** as the leader for coordinating regional transportation and land use planning. Intellectual and professional integrity keep us there.

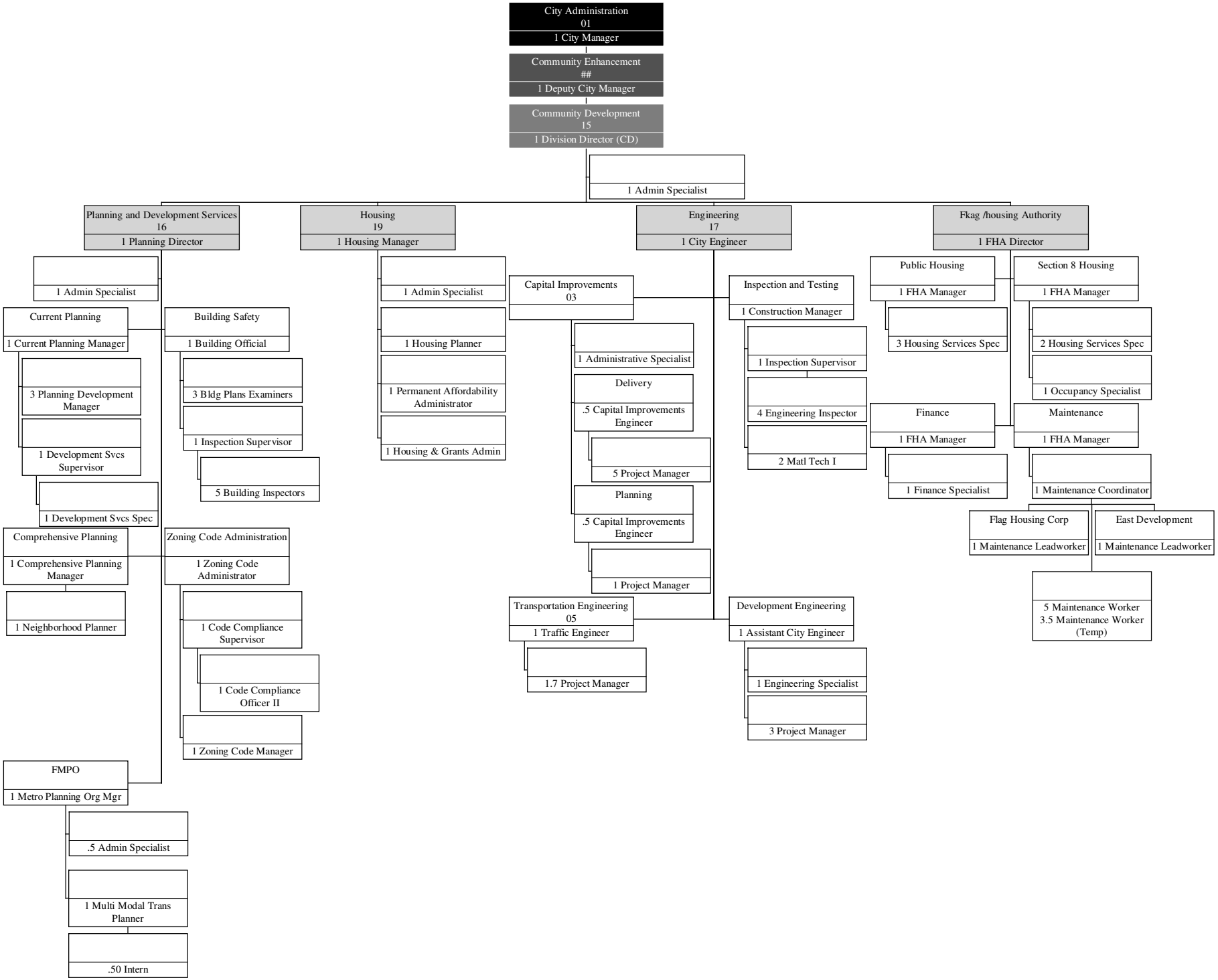
The missions of the **Community Development Administration, Planning and Development Services, and Engineering Divisions** are to be client focused teams that enable quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

The mission of the **Traffic Engineering Section** is to enhance the mobility of our citizens and visitors by providing a safe, efficient, well balanced, multimodal transportation system, through the application of sound transportation engineering, planning, safety, and design principles.

The mission of the **Housing Section** is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular Flagstaff's workforce and low / moderate income households thus fostering a diverse and sustainable community.

The mission of the **Flagstaff Housing Authority** is to assist low income families with safe, decent, and affordable housing opportunities as they strive to improve the quality of their lives. They are committed to operating in a efficient, ethical, and professional manner and will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this mission.

COMMUNITY DEVELOPMENT



MISSION

The Capital Improvements Program provides for the delivery of high quality commuity projects that improve the quality of life for the citizens of Flagstaff; through the efficient management of public resources..

PROGRAM DESCRIPTION

The Capital Improvements Program coordinates the development of the City's 5-year Capital Plan and provides individual project planning and delivery for Capital Improvements Projects. The Program is responsible for project planning, programming (budget, schedule, scoping) and administration of design and construction services for City facilities and infrastructure while ensuring program accountability through public involvement.

FY 12 ACCOMPLISHMENTS

- ✓ Assisted NAIPTA with the construction management of the new Mountain Links Transit route.
- ✓ Facilitated City participation in ADOT Interstate 40 Corridor Design Concept Study.
- ✓ Continued to facilitate Capital Improvements Committee meetings to provide internal review and oversight.
- ✓ Facilitated the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements.
- ✓ Continued project definition and development efforts through project scoping and concept DRB review.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP up-date for 2013–2018.
- ✓ Completed project management services for the Mohawk Drive, Izabel Street and Sunnyside Phase 5-B 2010 Bond Projects.
- ✓ Completed project administration services for the Route 66 median landscape project.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Butler Tunnel.
- ✓ Completed project management services for Fire Stations #2 and associated Ponderosa Parkway.
- ✓ Completed project administration services for new Traffic Signal installation at S. Fourth St. and Sparrow Ave.
- ✓ Continued project management services for multiple FUTS projects.
- ✓ Completed project management services for the FUTS Route 66 – Country Club to Mall project.
- ✓ Assisted with development of cost, schedule and response to General Services Administration for the USGS Renovation & Addition
- ✓ Engineered design documents in progress toward construction for 17 capital projects valued at $24M. Projects under design (as of 1/06/12) include:
  - Industrial Drive - Huntington to Nestle Purina @ 100%
  - Dodge Ave. 2010 Bond Project @ 60%
  - S. Beaver & S. Leroux 2010 Bond @ 3%
  - Rio De Flag Thorpe Bridge @ 90%
  - FUTS Hospital Rim @ 100%
  - FUTS Switzer Canyon trail @ 100%.
  - Milton - Sitgreaves Ramp @ 40%
  - FUTS Florence – Walnut Underpass @ 30%
  - FUTS Florence – Walnut Bridge @ 90%
  - Woodland Village Blvd Medians @ 100%
  - Woodlands Village Sidewalk @ 100%
  - FUTS Rt. 66 – McMillian Mesa @ 30%
  - FUTS Arrowhead-6th Ave Connector @ 90%
  - West & Arrowhead Reconstruction @ 60%

- Cherry Ave 2010 Bond Project @ 30%
- Coconino/Elden/Humphreys 2010 Bond @ 5%
- Butler Ave. Medians Phase III @ 10%

✓ Projects under construction (status as of 1/06/12) include 1 Capital project valued at $1M:
- Franklin Ave 2010 Bond Project (95% Complete)

✓ Construction projects completed and under warranty include 13 city projects valued at $13M including:
- Izabel Homes Phase II
- Izabel Street 2010 Bond
- Sunnyside Phase V-B
- Mohawk Drive 2010 Bond
- Fire Station No. 2
- Innovation Mesa Elec Feed
- FUTS Museum Connector
- Ponderosa Parkway
- 4th /Sparrow Signal
- FUTS Rt 66 Country Club to Mall
- NAIPTA/Mtn. Links
- Rt 66 Median Landscape
- Southside Improvements

FY 13 NEW INITIATIVES AND GOALS

Facilities and Public Safety
- Ensure development and completion of all public facilities and infrastructure in a manner that promotes the effective delivery of basic services and assures the public safety.

Fiscal Health
- Maintain well trained and team-centered staff.
- Track progress of internal processes to ensure timely delivery of projects while complying with all policy and legal requirements.
- Enhance recurring communication with internal clients and stakeholders and provide regular comprehensive project reporting.
- Continue to ensure an appropriate level of public involvement and accountability.

Community Sustainability
- Continue facilitation of the capital planning process and five year capital program to assure the most effective allocation of the City's capital resources.
- Continue quarterly project status reporting for all projects managed by Capital Improvements Program.
- Provide project management for bond-funded street and utility replacements consistent with voter authorization of November 2010.
- Provide assistance and expertise required for further development of USGS Campus and Science & Technology Facilities.

Capital Project Delivery

The forecast for projects that the Capital program expects to achieve major milestones encompasses 17 projects with a total City Value of $35M and includes:
- Second round 2010 Street/Utility Bond projects – complete construction by fall 2012
- Woodlands Village Blvd Medians – Construction complete summer 2012
- Woodlands Village Sidewalk – complete summer 2012
- FUTS – Switzer Canyon Trail – complete fall 2012

- FUTS – ATA Rte 66 to Switzer Mesa - complete fall 2012
- FUTS – Country Club Rte 66 to Cortland - Design by summer 2012
- FUTS – Milton Sitgreaves ADA walkway – complete fall 2012
- FUTS Arrowhead and 6th connectors –complete fall 2012
- West & Arrowhead reconstruction – Construction of Phase I complete fall 2012
- Rio de Flag Thorpe Bridge - complete fall 2012
- Franklin Ave 2010 Bond Project - complete summer of 2012.
- Railroad Springs Tank No. 2 - complete summer 2012.
- Skunk Canyon DRIP - complete summer 2012.
- Butler Ave. Medians Phase III - complete fall 2012.
- Develop design & construction documents for USGS Renovations & Addition
- Develop design and construction documents for the third round of 2010 Bond projects.
- Develop design and construction documents for Beulah Blvd. Extension subject to ADOT P3 project.
- Provide project management services for Utilities Annual Water and Sewer Replacements as required.
- Continue to provide project management services and coordination with the USACE for the Rio de Flag Flood Control Project

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PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: Fiscal Responsibility
Objective: Deliver Capital projects within approved budgets
Type of Measure: Program Outcome
Tool: Aggregated data from a MS Access data base that tracks projects completed within 105% of approved budget.
Frequency: Quarterly (using a 12-month moving trend)
Scoring: Dashboard - Green
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of projects completed within 5% of authorized amount	100 %	87.5 %	90%	90%

Council Priority: Quality and Reliable Infrastructure
Goal: Fiscal Responsibility
Objective: Deliver Capital projects within approved schedule
Type of Measure: Program Outcome
Tool: Aggregated data for projects completed as defined by the schedule at the time of Council award of construction.
Frequency: Quarterly (using a 12-month moving trend)
Scoring: Dashboard - Green
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of projects completed within 3 months of accepted schedule	82 %	87.5 %	100%	90%

Council Priority: Quality and Reliable Infrastructure
Goal: Effective establishment and allocation of capital resources to deliver community improvements based on Council priorities
Objective: Coordination and development of a comprehensive, integrated 5-year capital program
Type of Measure: Program Outcome
Tool: Coordination with Divisions responsible for capital programs, number of projects active vs. budgeted
Frequency: Annual
Scoring: Dashboard – yellow
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of programmed projects implemented within 2 years of the project's initially programmed starting year	68%	64%	65%	65%

SECTION:	03-CAPITAL IMPROVEMENTS				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,037,849	$ 785,821	$ 812,441	$ 763,725	$ (22,096)
CONTRACTUAL	6,423	53,092	50,708	18,092	(35,000)
COMMODITIES	(1,120,179)	(961,909)	(961,025)	(931,909)	30,000
TOTAL	**$ (75,907)**	**$ (122,996)**	**$ (97,876)**	**$ (150,092)**	$ (27,096)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 11,432	$ 28,183	$ 26,683	$ 28,183	$ -
PROJECT MANAGEMENT	(217,006)	(262,955)	(231,503)	(259,005)	3,950
ADOT PROJECT COORDINATION	18,546	11,849	15,237	15,502	3,653
UNPLANNED/UNPROGAMED WORK	5,535	-	5,352	-	-
5 YEAR CAPITAL PROG DEVELOPMENT	83,428	99,927	85,971	65,228	(34,699)
BOND ELECTION DEVELOPMENT	22,158	-	384	-	-
TOTAL	**$ (75,907)**	**$ (122,996)**	**$ (97,876)**	**$ (150,092)**	$ (27,096)
SOURCE OF FUNDING:					
	GENERAL FUND			$ (150,092)	
				$ (150,092)	

COMMENTARY:
The Capital Management operating budget has decreased 22% and there are no capital expenditures. Personal Services decreases are due to 1.0 FTE staffing reductions that include a transfer of one Admin Specialist, but also include small increases in retirement and pay restoration. Contractuals decreases are due to the decrease of outside consultant fees. Commodities increases are due to a decrease in internal work charges. The Capital Management Section is allocated to the sections it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the section are allocated.

MISSION

Innovative solutions and communications with the public define the Flagstaff Metropolitan Planning Organization (FMPO) as the leader for coordinating regional transportation and land use planning. Intellectual and professional integrity keep us there.

PROGRAM DESCRIPTION

The transportation vision for the region is created by the FMPO partners actively engaging our stakeholders and public. The FMPO, with our partners and stakeholders, aggressively advances its plans and projects to fulfill that vision.

FY 12 ACCOMPLISHMENTS

- ✓ US 180 Winter Traffic Study – identified solutions, engaged the public in creative and effective ways, developed and implemented signal timing plans to address the problem
- ✓ Regional Traffic Model Update – brought the model to 2010 base year, well-calibrated, prepared for use in regional planning efforts
- ✓ NAIPTA PARA Grant – prepared successful $175,000 grant for NAIPTA to update its 5-Year Transit Plan
- ✓ FUTS Bond Property Acquisition Program – identified parcels, cost estimates and procedures for directing the acquisition of more than 30 parcels essential to 17 priority trail segments.
- ✓ Highway Safety Improvement Program – developed process for prioritizing regional safety projects and applying for their funding
- ✓ Regional Plan 2012 Support – provided significant assistance in the development and analysis of alternative development scenarios and related policies.
- ✓ ADOT Transit and Enhancement Programs – successfully managed these programs in cooperation with ADOT
- ✓ Completed surveys of FUTS Trails Users and Bicycle Commuters

FY 13 NEW INITIATIVES

- ➢ Benefit-Cost Analysis Tool: Develop a template that permits staff to create a BCA for a variety of projects.
- ➢ 5-Year Transit Plan/Long Range Transit Plan – coordinate and cooperate with ADOT and NAIPTA on the development of these plans. Seek strong integration with Regional Plan 2012 effort.
- ➢ Regional Plan 2012/Regional Transportation Plan update – conclude the regional plan effort and transition into the related update of the Regional Transportation Plan.
    - o Reassess investment priorities
    - o Update revenue forecasts
    - o Incorporate 5-Year/Long Range Transit elements
- ➢ FUTS Master Plan – seek formal adoption of a master plan to aid and direct acquisitions and system development
- ➢ Sidewalk Inventory (2012 Intern project to be completed in 2013)
- ➢ Bicycle Parking Inventory and Implementation Program (2012 Intern project to be completed in 2013)

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: To maintain a transportation system performance monitoring and reporting system
Objective: To annually educate policy makers, transportation system operators and the public on how successful transportation policies are being achieved through capital, land use and operations.
Type of Measure: Program Outcome
Tool: Report comprised of Citizen Survey (aspect of Cityscape effort); regional transportation model outputs, other
Frequency: Annual
Scoring: Citizen Perception (77% - 10/06 trip diary survey: system meets travel needs); FMPO Executive Board acceptance
Trend: Citizen Perception – Up ↑; Board acceptance – static ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of regional residents finding transportation system meets their needs somewhat well or very well.	No cityscape survey	No survey	Survey delayed Trip Diary Survey	80% Trip Diary Survey
Executive Board accepts findings of annual Performance Report	100%	100%	100%	100%

Council Priority: A Sustainable Community
Goal: Achieve public support for federal, state and local funding or legislation to fulfill broader transportation policies.
Objective: Develop and sustain 70% public support for transportation funding measures proposed by the state or city that comply with the FMPO regional transportation plan.
Type of Measure: Outcome
Tool: Survey (with city or other support); citizen comment forms
Frequency: quarterly
Scoring: Green = Progressing, Average
Trend: → (no transportation-related legislation proferred)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of city and/or regional residents supporting proposal	70%	n/a	n/a	n/a

Council Priority: A Sustainable Community
Goal: Achieve increasing mode share for walk, bicycle, transit and carpool modes.
Objective: Achieve a combined mode share of 25% for the region by 2040.
Type of Measure: Outcome
Tool: Trip Diary Survey (with city or other support); transit reports, bicycle commutes logged by Flagstaff Biking Organization
Frequency: full survey every 5 years, annual tracking of other measures
Scoring: Green = Progressing, Average, Yellow = static; Red = regressing
Trend: ↗ (Mostly up –based on transit performance, moderated by bike-to-work week)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Trip Diary Results (2006 = 42.9%)	n/a	n/a	Delayed	45%
Transit trips per city capita	19.4	20.9	22	
Bike-to-work week registered commutes by bike	2421	3500	pending	3500

Council Priority: Quality and Reliable Infrastructure
Goal: Provide design level transportation system detail for use by city, county and state transportation staff and local development interests.
Objective: Annually produce a regional transportation model that exceeds industry standards.
Type of Measure: Program output
Tool: Model output compared to industry standards for production-attraction balance, screen-line and functional classification on percent and root-mean square error basis (total error based on variance of model from counts)
Frequency: annually
Scoring: percent under industry standard
Trend: Model RMSE - down ↓ (smaller is better)
Mode Share – down ↓ (expect accuracy to lag between surveys)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Root mean square error for roadway volumes FMPO/Industry (RMSE 35)	20/35	19/35	18/35	18/35
Non-auto mode share accuracy (based on trip diary survey every 5 years)	65%	60%	Delayed	75%

SECTION: **14-FLAGSTAFF MPO**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 241,591	$ 242,198	$ 236,078	$ 246,066	$ 3,868
CONTRACTUAL	144,974	240,100	235,080	178,150	(61,950)
COMMODITIES	(28,021)	(34,665)	(37,210)	(37,245)	(2,580)
TOTAL	**$ 358,544**	**$ 447,633**	**$ 433,948**	**$ 386,971**	$ (60,662)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 149,095	$ 218,933	$ 214,541	$ 220,221	$ 1,288
PUBLIC INFORMATION PROGRAM	2,078	3,000	-	3,000	-
PUBLIC PLAN DEVELOPMENT	147	-	-	-	-
SHORT RANGE PLANNING PROGRAM	114,930	80,000	99,578	-	(80,000)
TANSPORTATION IMPROVEMENT PLAN	3,364	700	700	700	-
SHORT RANGE DATA COLLECTION	31,417	65,000	87,012	61,050	(3,950)
LONG RANGE TRANSIT PLAN	10,109	30,000	8,000	22,000	(8,000)
LONG RANGE TRANSPORT PLAN	29,300	50,000	24,117	80,000	30,000
LONG RANGE "OTHER" TRANSPORT	18,104	-	-	-	-
TOTAL	**$ 358,544**	**$ 447,633**	**$ 433,948**	**$ 386,971**	$ (60,662)

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 386,971
	$ 386,971

COMMENTARY:

The MPO operating budget has decreased 14% and there are no capital expenditures. Personal Services increase is due to pay restoration and an increase in retirement benefits. Contractual decreases are due to lower consultant costs in Short Range planning, Short Range data, and Long Range Transport. Commodities decreases are due to the Contra Work Order Charges. There is no major capital (>$10,000) for this section. With the exception of the General Fund transfer of $22,493, the MPO is a 100% grant reimbursed program.

MISSION

CREATING COMMUNITY TOGETHER. We are a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

Community Development Administration provides leadership and vision for and coordinates the activities of the Engineering Section, the Housing Section and the Planning and Development Services Section. Administration also serves Community Development by coordinating issue resolution with other City Divisions and with external agencies. There are just two staff in this Section: Division Director and Administrative Specialist.

FY 12 ACCOMPLISHMENTS

- ✓ Aspen Place Southside Sale
- ✓ WestCor Lawsuit Management
- ✓ Presidio HOA Lawsuit Management
- ✓ Aspen Place North Development
- ✓ Isabel Homes Phase 2 Construction
- ✓ 2010 Street and Utility Bond Projects
- ✓ Flagstaff Housing Authority Integration
- ✓ Presidio in the Pines Bond Settlement and Construction
- ✓ CD Leadership Team and on-going excellence initiatives
- ✓ Rio de Flag Project Executive Team
- ✓ Development Oversight Team focus on IDS
- ✓ Construction Management Processes
- ✓ Warehouse Filing Project

FY 13 NEW INITIATIVES AND GOALS

- ✓ Presidio HOA Lawsuit Management
- ✓ Aspen Place North Commercial Development
- ✓ Isabel Homes Phase Three Construction
- ✓ 2010 Street and Utility Bond Projects
- ✓ Flagstaff Housing Authority Integration with Housing Section
- ✓ Presidio in the Pines Bond Settlement and Construction
- ✓ CD Leadership Team and on-going excellence initiatives
- ✓ Rio de Flag Project Executive Team
- ✓ Development Oversight Team focus on IDS
- ✓ Juniper Point Zoning Case
- ✓ Canyon del Rio Lawsuit Settlement
- ✓ Beulah/University P3 Project with ADOT
- ✓ Regional Plan Advancement

SECTION: **15-COMMUNITY DEVELOPMENT ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 228,172	$ 231,283	$ 231,912	$ 235,241	$ 3,958
CONTRACTUAL	11,426	29,559	29,959	45,784	16,225
COMMODITIES	9,582	11,228	10,828	11,228	-
TOTAL	**$ 249,180**	**$ 272,070**	**$ 272,699**	**$ 292,253**	$ 20,183

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 249,180	$ 272,070	$ 272,699	$ 292,253	$ 20,183
TOTAL	**$ 249,180**	**$ 272,070**	**$ 272,699**	**$ 292,253**	$ 20,183

SOURCE OF FUNDING:

GENERAL FUND	$ 292,253
	$ 292,253

COMMENTARY:

The Community Development operating budget has increased by 7% and there are no capital expenditures. Personal Services increases of 2% are due to slight increases in retirement and insurance benefits in addition to pay restoration. Contractual increases are due to Sections 15, 16, and 17 realigning their programs expenditures to better match program needs. There also was an increase in Travel and Registration for training purposes. Commodities remain unchanged. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The mission of the Community Development Division is to be a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies and plans.

PROGRAM DESCRIPTION

The Planning & Development Services Section is responsible for working closely with applicants, other city staff and the general public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection, and finally occupancy approval. This section is also responsible for processing changes to the Regional Plan, the Zoning Code, and the Building Code. Our customers include the general public, developers, trade groups, other city and county staff, the Planning and Zoning Commission, and the City Council.

The Section is divided into four programs.

The **Current Planning Program** is responsible for administering, implementing and enforcing the newly adopted the Zoning Code and the existing Flagstaff Regional Land Use and Transportation Plan. The Program provides single point of contact service to both our clients and our various customers by coordinating city-wide input through the Inter-Division Staff process. The Program also provides customer service to external and internal clients and is the information hub to the Community Development Division for all activities that are funneled though the front counter. The front courter recieves and deceminates various applications, reviews applications for completeness, provides direct customer support to all, issues permits and reviews applications (such as site plans, rezoning, & subdivision plats).

The combined **Building Safety Program** is responsible for administering and enforcing the provisions of the various International model codes and energy code, adopting changes to Title 4 of City Code for building code amendments regulating horizontal and vertical construction. This program consists of a plan review portion that reviews both residential and commercial construction plans, and an inspection portion which conducts on-site inspections to ensure compliance with applicable codes and ordinances, to abate life safety hazards and unsanitary conditions, and to facilitate future development in the City of Flagstaff. Staff provides our clients with the highest level of progressive interpretation of requirements which assist in problem solving to achieve the clients' goals for timely issuance of construction permits and project completion.

The **Zoning Code Administration and Compliance Program** is responsible for ensuring fair and consistent interpretation and administration of the City's zoning code and providing timely updates and amendments to the code. Now that the new zoning code has been adopted (November 1, 2011) work continues on its implementation and administration with possible amendments being considered in mid-to-late 2012. In the long term, ensuring that the zoning code is coordinated with the updated Regional Plan will be a priority. Work has already commenced on a proposed Property Maintenance Ordinance which is expected to be adopted and effective in mid-2012. In addition, the Code Compliance Program promotes the health, well-being, and general quality of life for the citizens of Flagstaff by ensuring compliance with the zoning code.

The **Comprehensive Planning Program** is responsible for engaging the community to participate in developing comprehensive planning for preservation and growth of a sustainable Flagstaff through the creation, adoption and implementation of the Regional Plan, Neighborhood Plans, Area and Specific Plans. It also provides technical assistance to city departments and outside agencies to ensure proposed developments, programs, policies and goals support the vision of the Regional Plan as adopted by City Council and ratified by Flagstaff residents.

FY 12 ACCOMPLISHMENTS

- ✓ After over three years of dedicated work by staff from many City divisions, with the leadership of staff from the Community Development Division and countless hours and meetings by area residents, the City Council adopted the new Flagstaff Zoning Code in November 2011. The new Zoning Code is now in effect, and so far it has been well received by the development community and Flagstaff residents and businesses.
- ✓ As a result of ongoing efforts, there is a noticeable increase in the compliance rate with applicable zoning code regulations. For example, following a series of night time inspections this year, almost all business sign lighting is now in compliance. Similarly, code compliance staff has been working with all business owners to help them understand the new temporary sign regulations of the new Zoning Code and to ensure their compliance with these regulations.
- ✓ In December 2011, work commenced on the City's new Property Maintenance Ordinance (PMO). A first draft of the PMO will be made available for public review in early spring 2012, and following a series of public meetings and other outreach techniques, it is anticipated that the PMO will be adopted sometime in the summer of 2012.
- ✓ Major projects completed and under review include: Sawmill, Canyon del Rio, Juniper Point, and the Flagstaff Mall.
- ✓ Current Planning continues to be the staff liaison and provide administration to the Planning and Zoning Commission.
- ✓ Current Planning continues to improve and refine the Inter-Division Staff process that coordinates comments from all city sections on development proposals. The single-point-of-contact service provides excellent customer service in processing the various types of development proposals.
- ✓ Refined the newly-implemented Pre-Application process, which allows our clients to get a basic, free, and timely pre-development review with minimal information. This process is a direct response from our customers to obtain basic information prior to any substantial commitments by the applicants.
- ✓ Updated the Current Planning Business Practices manual. The manual fully documents all of the business processes, steps, requirements, and techniques related to Current Planning. The manual has been updated to account the new fee structures.
- ✓ Initiated a refined tracking system of all permits, process and procedures related to the front counter. Audit all permit applications to maintain updated requirements, processing and procedures.
- ✓ The Current Planning Program reviewed a total of 100 concept and site plan proposals though-out the review period.
- ✓ Assisted with the detailed review of approximately 112 miscellaneous building permits during the fiscal year.
- ✓ The Current Planning Program Management processed 12 lot splits during the fiscal year.
- ✓ Finished and closed out the Building Stimulus Program, which was a success with our clients.
- ✓ Current Planning provided assistance to the Zoning Administration Program in the re-writing, testing, and reviewing the Zoning Code.
- ✓ Worked with IT on new permit and process tracking software for planning, building, engineering and enforcement.
- ✓ Refined the single point of contact system in concert with the development review process.
- ✓ Managed and operated CD TV that inform our clients, customers and stakeholders of current events.
- ✓ Issued the St. Francis de Assisi Church and school building permits.
- ✓ The Planning and Zoning Commission is represented on the Open Spaces Commission, Board of Adjustment, Water Commission and the Transportation Advisory Committee.
- ✓ Conducted public training classes on the implementation of the new Zoning Code.
- ✓ Regional Plan draft is 2/3 complete with the over-arching sections "Community Character and "Environmental Quality" consisting of 5 and 4 planning elements, respectively.
- ✓ Commenced the remaining over-arching section, "Development, Transportation and Growth" and completed the Housing Element.
- ✓ Successfully conducted Regional Plan Design Charrette that engaged over 200+ persons and 50 specific stakeholders. 60 persons attended the Open House presenting the results of the Design Charrette.

- ✓ Development scenario analysis commenced by Kimley-Horn ($250k ADOT Paragrant funded project).
- ✓ Engaged executive project oversight with the addition of Kevin Burke, City Manager; and Mark Landsiedel, Community Development Director, who created and implemented the "Staff Business Consultant Model", a new approach to drafting the Regional Plan. The CAC agreed to a revised "Working Group" approach and schedule with voter approval scheduled in March 2014.
- ✓ Continued outreach with professional organizations, commissions and advocacy groups (e.g., NABA, BOR, Chamber, Conservation Study Forum, Sustainability Commission, Open Space, etc) regarding the update of the Regional Plan and specific topics of interest.
- ✓ Incorporated video PR pieces of Regional Plan broadcasted upon webpage, Facebook and YouTube.
- ✓ Youtube Regional Plan videos have been viewed 437 times and has 2 subscribers.
- ✓ Twitter has 233 tweets and 507 Followers. Facebook recorded 103 Likes.
- ✓ Project review of I-40 and I-17 DCR, State Lands, NAIPTA, Snowplay, Canyon Del Rio, Recreation Master Plan, Open Space mapping, etc.).
- ✓ La Plaza Neighborhood Plan received legal review.
- ✓ As evident of the release of the Census data showing the City of Flagstaff's population grew to 65,870, the Complete Count Committee performed admirably.
- ✓ On-going relationship building and planning efforts with State Lands Department regarding state holdings. Invited and conducted site visits with new State Lands team who took over the duties for Ed Dietrich.
- ✓ Darrel Barker transferred from the Zoning Code update project to the Regional Plan and is now an Advance Planning Project Manager.
- ✓ No vehicle or personnel accidents.
- ✓ Conducted a public forum process that was initiated in January 2010 to review and the proposed 2011 Building Code Amendments for the proposed 2009 International Building Codes.
- ✓ Adoption of the 2011 National Electrical Code and 2011 Title 4 amendments.
- ✓ Conducted thorough plan reviews and inspections so as not to have any "surprises" for the client.
- ✓ Plan reviewers and Inspectors attended classes on reviewing plans and inspecting projects for compliance with the energy code and 2012 updates.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Public Safety:
  - o Assuming adoption of the Property Maintenance Ordinance (PMO) in the summer of 2012, an extensive public outreach and education process will be conducted to inform Flagstaff residents of the PMO and to encourage and facilitate voluntary compliance with the new ordinance. Only in the long term (late FY13 and early FY14) would active enforcement of the PMO commence.
  - o Continue with proactive and reactive code compliance to foster safe buildings and abate or secure dangerous or sub-standard buildings.
  - o Revise permitting process for smoother review of projects.
  - o Adoption of the 2012 International Family of Building Codes.

- ➢ Family, Youth and Community
  - o Include in all staff reports to Council, a new subheading entitled, "How the Proposed Action Implements the Regional Plan" along with a brief summary. These new sections will then be aggregated and presented to Council in an Annual Review of the Regional Plan.

- A primary goal is the drafting and creation of the Regional Plan 2014 for City Council approval and voter consideration in 2014. Much of this will be accomplished in advanced planning by a series of new initiates:
  - Leverage community assets (i.e. NAU, Rural Policy Institute, interns), grant sources and technology (Decision Theater and/or In-house GIS) to provide planning analysis to optimize, test and achieve the primary goal.
  - Extensive Draft Regional Plan Review and Public outreach.
- Collaborative with FMPO's on Beluah Extension.

- Affordable Housing:
  - Through the Zoning Code rewrite actively promote and encourage the development of affordable housing opportunities. New energy conservation efforts through new code changes are assuring that affordable housing will also be more sustainable by assuring that increasing energy costs are partially mitigated. Continue discussing inclusion of affordable housing within various rezoning, site plan and subdivision applications.

- Community Sustainability:
  - Early in FY13 it is anticipated that the first round of comprehensive amendments to the Flagstaff Zoning Code will be brought forward for public review, and consideration/approval by the Planning and Zoning Commission and City Council.
  - Through the adoption of an updated zoning ordinance: encourage sustainable economic vitality, environmental protection and social inclusion so that community residents and visitors can enjoy a better quality of life via the comprehensive development review process.
  - Continued engagement with the Sustainability Commission in review and suggested revisions of the Regional Plan which incorporates Sustainability as an over-arching theme.
  - Work to a successful annexation and purchase of Picture Canyon.

- Economic Vitality:
  - Improve the Development Site Plan review process with the elimination of the Development Review Board and implementing a modified and comprehensive development review process for project review.
  - Continue our success in working with developers and businesses to build projects, create employment, and provide services.
  - Continue to provide expertise to the Community Investment Division on several redevelopment and economic development projects such as Innovation Mesa, Traxs at 4th street formally known as the Hawkins development and other development and redevelopment opportunities.
  - Collaboration with Economic Vitality proposals with long-range and neighborhood plans to foster new ideas and economic development opportunities are compatible with plans and community desires.
  - Help prepare updated "Impact Fee" study and ordinance for Council consideration.

- Environmental Sustainability.
  - Continued engagement with the Sustainability Commission in review and suggested revisions of the Regional Plan which incorporates Sustainability as an over-arching theme.
  - Adoption of the 2012 International Energy Code.

PERFORMANCE MEASURES

Council Priority: (A) A Sustainable Community (Economic Vitality, Environment, and Affordable Housing) and (B) Good Neighborhoods, Affordable Housing and varied Recreational Activities

Goal: (A) Facilitate the creation and adoption of a community supported, innovative, and comprehensive updated Regional Land Use Plan, Zoning Code, Property Maintenance Ordinance, and annual review of Building/Energy Code.
(B) Increase public awareness of and participation in the process.
(C) Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.

Objective: (A) Adoption of a new Regional Land Use Plan, Zoning Code, Property Maintenance Ordinance, and Energy Code, on schedule and within budget, that supports Economic Vitality, Environmental Enhancement, and Affordable Housing. (B) Significantly increase efforts for public awareness of and participation in determining the future "look and feel" of Flagstaff resulting in increased public support in the three processes and products. (C) Approval of development proposals that support the City's Economic Vitality, Environmental and Affordable Housing goals. (D) Determine support for resultant built environment.

Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Progress reports,
(B) Weighted average of the following targets:
- Groups invited: Target at 100% attendance and 100% participation.
- General public: Major meeting: - target at 25 public members attending. Minor meetings: target at 15 public members attending.

Frequency: Quarterly
Scoring: (A) Percent completed to meet deadline, (B) New measure
Trend: ←→

Measures: (A)	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Regional Plan Milestones (Percent completed)	50%	60%	75%	90%
Percent of development applications that meet two or more of Council policies	95%	98%	98%	-
Zoning Code Amendment Milestones (Percent completed)	80%	100%	100%	-
Property Maintenance Ordinance (Percent completed)	-	-	100%	-
Energy Code (Percent completed)	100%	100%	100%	-

Measures: (B)	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Regional Plan (Major meeting public attendance goal.)	95%	100%	95%	95%
Regional Plan (Minor meeting/events attendance goal.)	95%	90%	90%	95%
Zoning Code (Percent major meeting public attendance goal)	95%	95%	-	-
Zoning Code (Percent minor meeting public attendance goal.)	95%	95%	-	-
Property Maintenance Ordinance (Percent major meeting public attendance goal)	-	-	95%	95%
Property Maintenance Ordinance (Percent minor meeting public attendance goal)	-	-	95%	95%
Energy Code (Percent scoring met in public & group awareness in project)	95%	95%	95%	-
Energy Code(Percent scoring met in public and group participation in project)	90%	95%	95%	-
Percent of built projects that meet scoring target	90%	95%	95%	-

Council Priority: Public Safety
Goal: To courteously enforce community values within neighborhoods.
Objective: Through education and community outreach foster clean, safe and orderly neighborhoods.
Type of Measure: Program Outcome

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Participate in neighborhood clean-up efforts.	Ongoing	Ongoing	Ongoing	-

Tool: Participation by staff
Frequency: Min. 2 times per year [Lack of funding from the County, City and local neighborhood organizations resulted in no organized neighborhood clean-ups. However, outreach on the need for keeping neighborhoods, clean, safe and orderly continued.]
Scoring: 50% Progressing
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Meet with neighborhood groups to build stronger relationships.	Ongoing	Ongoing	Ongoing	-

Tool: Meet with neighborhood residents
Frequency: Min. 1 time per month
Scoring: 90% Progressing
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Measure community response to COCC by recording compliments and complaints.	Ongoing	Ongoing	Ongoing	-

Tool: Survey or tracking of citizen contacts with staff
Frequency: Monthly report
Scoring: 75-90% Average
Trend: ←→

Council Priority: (A) A Sustainable Communities (Economic Vitality, Environment, and Affordable Housing) and (B) Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.
Objective: (A) Approval of development proposals that support the City's Economic Vitality, Environmental and Affordable Housing goals. (B) Determine support for resultant built environment.
Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Statistical counts, (B) Survey clients on overall success.
Frequency: (A) Quarterly, (B) Annually
Scoring: (A) New measure, (B) New measure
Trend: New measure

Measures: (A)	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of development applications that meet two or more of Council policies.	98%	98%	98%	98%

Measures: (B)	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of built projects that meet scoring target.	92%	85%	90%	90%

Council Priority: Public Safety
Goal: Ensure safety of new construction.
Objective: (A) Ensure building code and construction practices meet all safety requirements. (B) High customer satisfaction
Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Statistical counts, (B) Survey applicants on satisfaction with review process.
Frequency: (A) Quarterly, (B) Annually
Scoring: (A) New measure, (B) New measure
Trend: New measure

Measures: (A)	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of error free plan reviews	98%	100%	100%	100%
Percent of error free building inspections	98%	100%	100%	100%

Measures: (B)	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of contractor rating plan review as satisfactory or better	90%	100%	95%	95%
Percent of builders rating building inspections as satisfactory or better	90%	95%	95%	95%

Council Priority: A Sustainable Community
Goal: Provide development project applicants all the information needed at the earliest opportunity to secure approval of a quality project while providing for safe and functioning transportation, water, sewer and drainage systems for lasting use by current and future residents and visitors.
Objective: Provide punctual and comprehensive client focused site plan review to enable quality development.
Type of Measure: Program output
Tool: Project tracking software/Program Manager analysis
Frequency: Each application
Scoring: Percentage of occurrence
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of land development applications approved without "surprise" conditions when conceptual site plan was not altered or modified by the applicant/developer.	98%	99%	99%	100%

Type of Measure: Program output
Tool: Project tracking software/Program Manager analysis
Frequency: Each permit issued
Scoring: Percentage of occurrence
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of building & engineering permits issued without "surprise" construction plan conditions of approval.	94%	95%	95%	100%

SECTION: **16-PLANNING & DEVELOPMENT SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,856,330	$ 1,822,470	$ 1,699,559	$ 1,813,041	$ (9,429)
CONTRACTUAL	43,067	60,314	48,055	70,961	10,647
COMMODITIES	44,364	67,144	60,623	60,713	(6,431)
TOTAL	**$ 1,943,761**	**$ 1,949,928**	**$ 1,808,237**	**$ 1,944,715**	$ (5,213)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 226,110	$ 215,628	$ 216,138	$ 217,990	$ 2,362
ADVANCE PLANNING	200,347	301,256	283,119	323,851	22,595
BUILDING PLANNING REVIEW	215,299	-	-	-	-
BUILDING INSPECTION	529,273	720,967	658,990	725,791	4,824
CODE COMPLIANCE	281,232	194,138	186,071	178,381	(15,757)
CURRENT PLANNING	491,500	517,939	463,919	498,702	(19,237)
TOTAL	**$ 1,943,761**	**$ 1,949,928**	**$ 1,808,237**	**$ 1,944,715**	$ (5,213)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,944,715
	$ 1,944,715

COMMENTARY:

The Planning and Development Services operating budget has decreased by less than 1% and there are no capital expenditures. Personal services decreased by 1%, despite increases in retirement and salary costs, due to a reduction in a Planning Technician position. Contractual increases of 18% reflect one-time authorizations of $36,746, primarily attributable to the Regional Plan. Commodities decreases of 10% are due to Section 15, 16, and 17 realigning their program expenditures to better match program needs. The section had several one-time approvals, including a Regional Plan Proof Editor ($15,000), Plan Amendments and Public Education Events ($2,250), non-capital equipment ($3,000), copying/printing ($5,124) and postage ($2,795) related to the Regional Plan. There was also a one-time authorization for $2,000 for the Regional Plan ASU Decision Theater.

MISSION

The Community Development Division is a client focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Engineering Section is made up of 4 Programs: Capital Improvements (see Section 03), Transportation Engineering, Development Engineering and Engineering Inspection & Testing.

FY 12 ACCOMPLISHMENTS

Administration

- ✓ Conducted Engineering Section staff meetings
- ✓ Attended Engineering Section's Program staff meetings
- ✓ Toured completed, current and future projects with staff
- ✓ Responsive to the needs of Council, citizens, City Manager and other Divisions/Sections
- ✓ Provided consistent leadership and support for the Engineering Section
- ✓ Attended monthly meetings with FUSD's Assistant Superintendent of Operations
- ✓ Attended bi-monthly meetings with ADOT's District Engineer and staff
- ✓ Attended quarterly Executive meetings with US Army Corps of Engineers for the Rio de Flag project
- ✓ Met regularly with Purchasing Director and Public Works Director
- ✓ Member of the Capital Improvements and Change Order Committees
- ✓ Member of the Quality Infrastructure Cabinet
- ✓ Member of the Inter-Division Staff (IDS) development review team
- ✓ Member of Flagstaff Metropolitan Planning Organization's (FMPO) Technical Advisory Committee
- ✓ Member of Community Development's (CD) Development Oversight Team
- ✓ Attended Council Meetings, Executive Sessions and Work Sessions
- ✓ Attended Transportation Commission meetings
- ✓ Monitored established performance measures for the Engineering Section
- ✓ Facilitated improvements to CD's Single Point of Contact development review process

Transportation Engineering

- ✓ Provided support for Traffic Impact Analysis' for WestSide 197, and Juniper Point
- ✓ Provided support for the North Fourth Street Corridor Study
- ✓ Member of FMPO Technical Advisory Committee
- ✓ Supported the Transportation Commission to engage the public and provide forum for public input
- ✓ Led discussion with the Transportation Commission as staff Liaison on; traffic calming in the La Plaza Vieja Neighborhood; updates to the Residential Neighborhood Traffic Management Program Guidebook and; Texting While Driving Prohibition Ordinance (recommendation forwarded to the City Council).
- ✓ Provided private and capital plan reviews on numerous projects
- ✓ Addressed Citizen complaints in part with 30 internal Work Orders for new or revised traffic control devices
- ✓ Processed signage and striping improvements City wide
- ✓ Supported Risk Management in the defense of roadway related claims against the City
- ✓ In cooperation with GIS, developed and updated a comprehensive crash database and mapping tool
- ✓ Administered several federally funded Highway Safety Improvement Program (HSIP) projects including; pedestrian head upgrade to countdown type; Citywide signing inventory and management system; crosswalk and stop bar marking upgrades; guardrail inventory and design; Beulah Boulevard bike lanes design and; intersection studies and design at Switzer Canyon/Turquoise and Zuni/Lone Tree intersections.
- ✓ Ensured proper signal timing and operation of 52 city owned traffic signals

Development Engineering

- ✓ Managed and processed updates to the Engineering Design and Construction Standards & Specifications for New Infrastructure
- ✓ Updated the Civil Construction Plan Submittal & Processing handout to reflect changes due to the new Zoning Code and Engineering Standards
- ✓ Implemented and streamlined several new processes in order to improve customer service
- ✓ Fully implemented and utilized the new project team structure model during the construction phase of projects including, requirement for a pre-construction conference and management of the Certificate of Occupancy process
- ✓ Restructured and updated the User Fee schedule for the Program **Engineering Inspection & Testing**
- ✓ Performed 4,363 materials tests (asphalt, concrete & soils)
- ✓ Performed 9,004 inspections in the City right-of-way
- ✓ There was no warranty work required on any of the construction projects
- ✓ Materials Lab staff attended asphalt testing training provided by the independent testing firm ATL (Arizona Testing Laboratory)
- ✓ There were no on the job personal injuries
- ✓ There were no vehicle accidents
- ✓ 19 major construction projects received a Final Letter of Acceptance
- ✓ Staff received the City Manager's excellence award for Teamwork on the Fort Tuthill Water and Sewer project
- ✓ All inspectors attended and received competent certification in Confined Space Entry
- ✓ All inspectors attended and received competent certification in Trenching and Excavations
- ✓ Inspectors attended traffic signal installation training
- ✓ Purchased a new Marshall Stability Flow machine for the Materials Laboratory
- ✓ Passed inspection from the Arizona Radiation Regulatory Agency (nuclear densometers)

FY 13 NEW INITIATIVES AND GOALS

Administration

- ➢ Provide leadership and support for the Engineering Section
- ➢ Work closely with other Divisions/Sections to ensure thorough communication
- ➢ Ensure a well trained, team centered, client focused staff
- ➢ Increase Engineering Section's use of the City's webpage
- ➢ Promote Leadership's culture and values
- ➢ Continue to improve citizen's satisfaction with Engineering Section's work outcome through defined performance measurements

Transportation Engineering

- ➢ Continue to support the Transportation Commission and its advisory committees to engage the public and establish positive working relationships
- ➢ Work on the Transportation Element and related portions of the Regional Land Use Plan update
- ➢ Develop implementation strategies for some of the key elements of the recently completed Regional Transportation Plan
- ➢ In cooperation with the FMPO, develop revised Traffic Impact Analysis guidelines for private development projects

Development Engineering

- Simplify the present Right-of-Way permits into a single permit
- Successfully implement new project tracking software into the Program processes and permits
- Continue to refine and simplify processes and procedures in order to improve customer service
- Successfully implement the new Engineering Design and Construction Standards & Specifications for New Infrastructure
- Assist with the re-write of the COF Stormwater Management Design Manual

Engineering Inspection & Testing

- Maintain current levels of NICET (National Institute for Certification In Engineering Technologies) certifications through continued education
- Obtain next level of NICET certification for those that have not reached Level IV (maximum)
- Ensure reliable, quality infrastructure through implementation of the new Engineering Design and Construction Standards & Specifications for New Infrastructure
- Ensure compliance with approved plans and Engineering Standards
- Continue to provide timely inspections and materials tests for both private development and capital improvement projects
- Continue to maintain an extremely low amount of warranty work on the construction projects
- Continue to ensure the public's, contractor's and staff's safety on all permitted projects in the right-of-way

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PERFORMANCE MEASURES

Council Priority: Deliver Quality and Reliable Infrastructure
Goal: Effective operation of the City's Transportation network
Objective: Maintain and/or improve traffic, bicycle and pedestrian safety
Type of Measure: Output
Tool: Logged citizen complaints and operational observations
Frequency: Regularly
Scoring: Dashboard - yellow (80# - 60#)
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of work orders provided to public works plus number of traffic studies performed	144	60	80	80

Council Priority: Deliver Quality and Reliable Infrastructure
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents
Objective: Ensure the installation of durable, well-designed, properly functioning infrastructure that remains acceptable at the end of the warranty period
Type of Measure: Program outcome
Tool: Logged citizen and client phone calls and internal survey from City Divisions who are responsible for infrastructure maintenance
Frequency: Quarterly
Scoring: Dashboard - green (>90%)
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	100%	100%	100%	100%

Council Priority: Deliver Quality and Reliable Infrastructure
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents
Objective: Provide punctual and comprehensive customer service to ensure successful delivery of new infrastructure projects
Type of Measure: Output
Tool: Project Tracking by Program staff of actual review time for applications compared to predetermined period of time for the type of application
Frequency: Quarterly
Scoring: Dashboard - green (>90%)
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
On-time review of land development applications	100%	91%	90%	90%

Council Priority: Deliver Quality and Reliable Infrastructure
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents
Objective: Increase contractors understanding of the City's Engineering Standards through improved communication regarding approved plans & specifications in order to improve construction quality
Type of Measure: Program outcome
Tool: Daily Materials/Laboratory Reports
Frequency: Monthly
Scoring: Dashboard - green (>95%)
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of Lab tests performed that pass appropriate criteria after the initial (1^{st}) test	99%	99%	99%	99%

Type of Measure: Program outcome
Tool: Daily Inspection Reports
Frequency: Monthly
Scoring: Dashboard - green (>95%)
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of projects that do not have any corrective work issues that arise during the 1 year warranty period	100%	100%	100%	100%

SECTION: **17-ENGINEERING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,331,136	$ 1,330,850	$ 1,179,757	$ 1,311,747	$ (19,103)
CONTRACTUAL	36,539	45,827	46,627	46,327	500
COMMODITIES	27,127	27,434	26,677	22,342	(5,092)
TOTAL	**$ 1,394,802**	**$ 1,404,111**	**$ 1,253,061**	**$ 1,380,416**	$ (23,695)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 141,822	$ 175,615	$ 160,967	$ 182,240	$ 6,625
TRAFFIC ENGINEERING	148,194	214,072	199,260	232,061	17,989
PRIVATE DEVELOPMENT ENGINEER	417,370	435,321	407,077	445,803	10,482
PUBLIC WORKS INSPECTION	560,442	456,470	366,094	395,759	(60,711)
MATERIALS TESTING	126,974	122,633	119,663	124,553	1,920
TOTAL	**$ 1,394,802**	**$ 1,404,111**	**$ 1,253,061**	**$ 1,380,416**	$ (23,695)

SOURCE OF FUNDING:

GENERAL FUND	$ 846,633
HIGHWAY USER REVENUE FUND	533,783
	$ 1,380,416

COMMENTARY:

The Engineering operating budget has decreased 2% and there are no capital expenditures. Personal services decreases of 1% are due to 1.0 FTE staffing reductions of an Engineering Inspector, and addition of a 0.5 FTE Intern, pay restoration, and slight increases in retirement and benefits costs. Contractual increases of 1% are due to utility cost increases. Though there were significant decreases in telephone expenses, the utility costs increased at a greater level. Commodities decreases of 19% are due to vehicle related costs, reduced workorder charges, and miscellaneous other equipment.

MISSION

The mission of the Housing Section is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular Flagstaff's workforce and low / moderate income households thus fostering a diverse and sustainable community.

PROGRAM DESCRIPTION

The Housing Section administers the Community Development Block Grant Entitlement Program; provides technical assistance to non-profits in the community seeking Federal or State funding to provide services for low or moderate income members of the community; designs and implements new affordable housing programs as funding allows, such as the Community Land Trust Program; works with the greater housing community to develop City policies encouraging private sector solutions for affordable housing; works to encourage development of affordable housing not related to policy; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation or provides support for numerous community planning processes and documents.

CY 11 ACCOMPLISHMENTS

Division 19

- ✓ Three Izabel Homes (Phase I) sold and occupied
- ✓ Three new homes at Izabel Homes (Phase II) completed – one under contract as of 12/31/2011
- ✓ Extended contract for long-term administration with BOTHANDS Inc. for Izabel Homes.
- ✓ Fifteen housing rehabilitation projects completed
- ✓ Nine housing rehabilitation projects in process
- ✓ Rehabilitation program monitored two times (routine) – no findings for either monitoring, 100% compliance
- ✓ Provided land to Habitat for Humanity for construction on one home – construction underway
- ✓ Administration of 39 ownership and 61 rental deed restricted and CLTP units
- ✓ Participated in planning efforts related to the Regional Plan and Zoning Code re-write
- ✓ Affordability Plan for Elevation completed and accepted
- ✓ Provided development incentives as appropriate to Elevation
- ✓ Participated in developer negotiations as appropriate with Development Services

Division 31

- ✓ Monitored by Arizona Department of Housing – Programs found to be 100% in compliance
- ✓ Active participation in local Continuum of Care
- ✓ Federal and State grant funds administered successfully
- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council
- ✓ Provided home repair assistance to moderate-income households though the Owner Occupied Housing Rehabilitation Program.
- ✓ Conducted public outreach and created 5-year Consolidated Plan
- ✓ Received approval from City Counsel and HUD for the City's 5-year Consolidated Plan.
- ✓ Completed a new Analysis of Impediments to Fair Housing Choice approved by Council and HUD
- ✓ Continuing public education on Fair Housing and Landlord Tenant laws

CY 12 NEW INITIATIVES AND GOALS

- Continue to pursue additional funding to increase the number of affordable housing units available to the public.
- Pursue a 10% goal of affordable rental and ownership housing opportunities created based on total rental units receiving building plan approval
- Continue to provide the Owner-Occupied Housing Rehabilitation Program
- Participate in the creation of a Property Maintenance Ordinance

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PERFORMANCE MEASURES

Council Priority: Affordable Housing & Community Sustainability
Goal: To maintain income diversity within the City of Flagstaff by providing housing opportunities.
Objective: Produce, or cause to be produced, housing for identified target populations.
Type of Measures: Output
Tool: Statistical Counting
Frequency: Quarterly
Trend: ↑

	CY 2011					
	Number of units or people served		$$ Spent	Funding Source	Percentage of Affordable in comparison to existing housing stock	Trend
	People	Units				
Homeless		1 shelter	$124,000	Federal		↑
Ownership		13	$679,940	Federal, State, GF	Perm AH .5%; ah .5% Total = 1%	↑
Services						
• Homeless	188		$23,610	Federal		
• Neighbor-hood Revit		15 Rehab	$398,221	Federal, State		
• Ownership	370 homebuyer counseling		$17,270	Federal		
Other Services • Eviction Prevention	136	1 ADA Rehab	$193,862	Federal		
Total	**694**	**30**	**$1,395,013**			

*Housing Authority Units and Accomplishments reported within Division 00
No private, rental or ownership, units were permitted in the reporting period.

Council Priority: Affordable Housing & Community Sustainability
Goal: Administer grant funding in full compliance with funding source requirements.
Objective: Planning & Delivery
Type of Measure: Outcome
Tool: Compilation of evaluation reports
Frequency: Annually, dependent on Federal and State feedback
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of compliance achieved with requirements for grants received from the State and Federal governments.	100%	100%	100%	100%

SECTION: 19-HOUSING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 275,065	$ 298,319	$ 220,383	$ 297,429	$ (890)
CONTRACTUAL	861	9,258	9,258	9,258	-
COMMODITIES	(38,811)	(58,585)	(14,910)	(58,585)	-
TOTAL	**$ 237,115**	**$ 248,992**	**$ 214,731**	**$ 248,102**	$ (890)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 156,855	$ 227,169	$ 138,486	$ 162,138	$ (65,031)
LAND TRUST	80,260	21,823	76,245	85,964	64,141
TOTAL	**$ 237,115**	**$ 248,992**	**$ 214,731**	**$ 248,102**	$ (890)

SOURCE OF FUNDING:

GENERAL FUND	$ 248,102
	$ 248,102

COMMENTARY:
The Housing operating budget has decreased .4% and there are no capital expenditures. Personal Services decreases are due to personnel turnover which offsets the pay restoration and increasing retirement benefits. Contractuals and Commodities had no changes. There is no major capital (>$10,000) for this section.

SECTION: **31-COMMUNITY REDEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 68,148	$ 67,101	$ 66,543	$ 68,269	$ 1,168
CONTRACTUAL	878,641	2,672,860	1,532,420	3,334,503	661,643
COMMODITIES	53,166	6,900	27,397	(16,100)	(23,000)
CAPITAL	448,444	483,000	1	-	(483,000)
TOTAL	**$ 1,448,399**	**$ 3,229,861**	**$ 1,626,361**	**$ 3,386,672**	$ 156,811

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ 924	$ -	$ -	$ 70,000	$ 70,000
CDBG ENTITLEMENT ADMINISTRATION	81,321	84,180	74,800	62,348	(21,832)
LAND ACQUISITION-GF	509,557	1,166,232	598,194	1,342,775	176,543
AZ HOUSING TRUST FUNDS	29,194	300,000	-	300,000	-
HOME GRANT	128,368	300,000	328,822	330,000	30,000
WORKFORCE HSG INCENTIVES	5,619	306,289	20,851	279,818	(26,471)
WORKFORCE HOUSING DEVELOPMENT	3,868	-	-	-	-
CDBG-REHAB OF ACQ HOMES	80,354	147,992	86,087	120,000	(27,992)
CDBG-NEIGH REV/HSG CONSTR	-	50,000	39,572	89,498	39,498
CDBG HOUSING REHAB	97,305	264,909	120,998	251,000	(13,909)
CDBG MISC PROJECTS	-	-	-	-	-
CDBG HOME BUYERS ASSISTANCE	91,589	207,353	96,411	247,353	40,000
CDBG ECONOMIC DEVELOPMENT	39,996	1	-	-	(1)
CDBG PUBLIC FACILITY REHAB	92,533	219,105	167,020	121,880	(97,225)
CDBG HSG SUBSIDY GRANTS	65,741	21,455	21,455	-	(21,455)
CDBG HSG STABILIZATION	101,408	107,330	47,330	112,500	5,170
CDBG PUBLIC FACILITY OPS	24,541	55,014	25,014	59,500	4,486
CDBG-R OWNER OCCUPIED REHAB	93,081	1	(193)	-	(1)
CDBG-R HSG STABILIZTION	3,000	-	-	-	-
TOTAL	**$ 1,448,399**	**$ 3,229,861**	**$ 1,626,361**	**$ 3,386,672**	$ 156,811

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 3,386,672
	$ 3,386,672

COMMENTARY:

The Housing and Community Services operating budget had a 2% increase and capital expenditures total $483,000 resulting in an overall a net increase of 5%. Personal Services include retirement benefit increase and a pay restoration. Contractuals increase is due to increases in Other Miscellaneous Services expense. Commodities had a decrease due to a reduction in contra work order charges.

MISSION

The mission of the Flagstaff Housing Authority is to assist low income families with safe, decent, and affordable housing opportunities as they strive to improve the quality of their lives. The Housing Authority is committed to operating in an efficient, ethical, and professional manner. The Housing Authority will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this Mission.

PROGRAM DESCRIPTION

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing; administers 333 Section 8 Housing Choice Vouchers; manages Clark Homes, 80 units low-income housing, Section 8 New Construction development; and provides 12 Section 8 Certificates for the seriously mentally ill in partnership with the Guidance Center. We are also in the process of implementing a new Section 8 Veterans program, known as VASH, with 25 vouchers. We partner with the VA on this program.

FY 12 ACCOMPLISHMENTS

- ✓ Maintained Public Housing High Performer status from HUD. This system measures financial management, maintenance and physical plant and overall management the of public housing program, including a lease-up rate in excess of 97% for the year ending June 30, 2012.
- ✓ Returned to High Performer status for the Section 8 Housing Choice Voucher Program. This program status reflects our excellent use of Section 8 resources, including a lease up rate over 95% for the year ended June 30, 2012.
- ✓ Continued to upgrade units, grounds and replace aging equipment by utilizing HUD's Capital Fund Program.
- ✓ Improved resident interaction by providing regular meetings with staff; monthly BBQs at Siler Homes, Brannen Homes and Clark Homes; publishing a newsletter to help residents in education, employment, job training and youth services
- ✓ Re-started resident council by providing intensive assistance to interested residents.
- ✓ Continued implementation of ROSS Grant to enhance resident opportunities for self sufficiency
- ✓ Completed Fiscal Year 2011 financial audit with no findings.
- ✓ Achieved 100% leased rate for 25 units under the VASH program, marking full program implementation within one year of receiving grant.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Continue to assist the Aztec Acres Corporation in obtaining approval from HUD for the development of 26 units of Section 202 Housing for the Elderly and investigate other avenues for affordable housing funding.
- ➢ Maintain status of a High Performing Agency in both the Public Housing and Section 8 Housing Choice Voucher programs.
- ➢ Partner with the Guidance Center on funding for additional Section 8 assistance for the Seriously Mentally ill.
- ➢ Continue to use the Capital Fund Program for energy conservation.
- ➢ Pursue funding for additional low-income housing.

PERFORMANCE MEASURES

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Maintain excellent program management for Low Income Public Housing and Section 8 Housing Choice Voucher Programs as measured under HUD's assessment programs, known as PHAS and SEMAP, respectively.
Objective: Maintain PHAS and SEMAP ratings at High Performer status.
Type of Measure: Outcome
Tool: HUD PHAS and SEMAP certification programs.
Frequency: Yearly, based on fiscal year performance
Scoring: 100%
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
PHAS High Performer	100%	100%	100%	100%
SEMAP High Performer	0%	85%	100%	100%

NOTE: 2010 SEMAP Score was 0 due to computer filing issue. However, based on HUD's scoring matrix, we would have received a 100% score.

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Maintain efficient and effective program management as demonstrated by no audit findings.
Objective: To have no audit findings on Housing Authority audit.
Type of Measure: Outcome
Tool: Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Housing Authority control deficiencies	0	0	0	0
Housing Authority significant deficiencies	0	0	0	0
Housing Authority audit findings	0	0	0	0

SECTION: **45-FLAGSTAFF HOUSING AUTHORITY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,167,600	$ 1,729,584	$ 1,708,932	$ 1,747,672	$ 18,088
CONTRACTUAL	4,073,080	5,017,862	5,089,725	5,095,321	77,459
COMMODITIES	135,199	136,644	158,931	162,148	25,504
CAPITAL	615,478	558,210	171,193	308,765	(249,445)
TOTAL	**$ 5,991,357**	**$ 7,442,300**	**$ 7,128,781**	**$ 7,313,906**	$ (128,394)

EXPENDITURES BY PROGRAM:

LOW INCOME PUBLIC HOUSING	$ 2,421,994	$ 2,481,686	$ 2,087,333	$ 2,269,227	$ (212,459)
ROSS GRANT	-	57,280	58,237	54,597	(2,683)
SEC 8 HSG CHOICE VOUCHER/MRO	3,541,078	3,611,866	3,691,299	3,648,935	37,069
NON-HUD PROGRAM	28,285	40,997	41,441	41,147	150
FLAGSTAFF HOUSING CORP	-	278,471	278,471	298,750	20,279
CONTINGENCY	-	972,000	972,000	1,001,250	29,250
TOTAL	**$ 5,991,357**	**$ 7,442,300**	**$ 7,128,781**	**$ 7,313,906**	$ (128,394)

SOURCE OF FUNDING:

FLAGSTAFF HOUSING AUTHORITY FUND	$ 7,313,906
	$ 7,313,906

COMMENTARY:

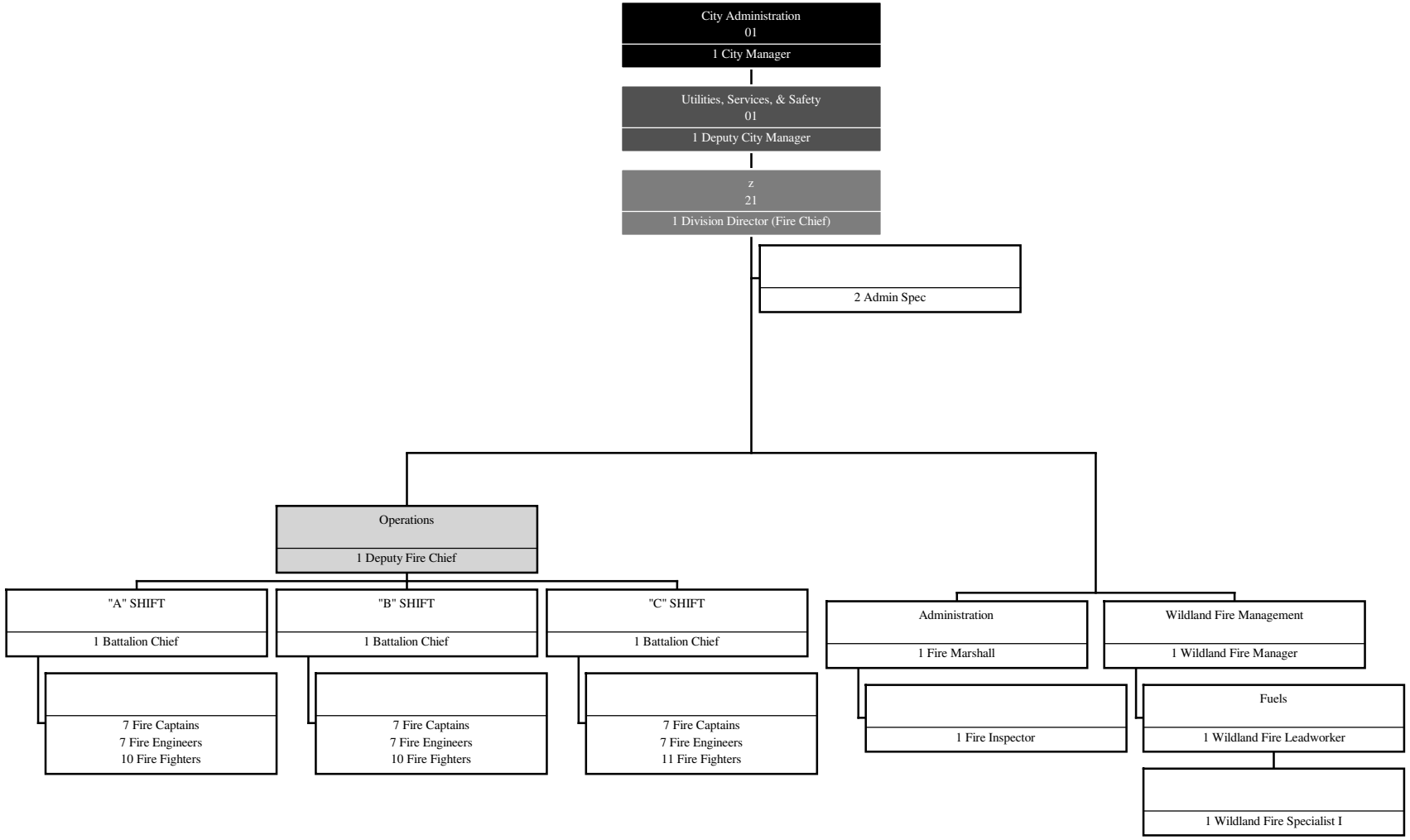
The Housing Authority operating budget has increased 2% and their capital expenditures total $308,765 resulting in an overall net decrease of 2%. Personal services increases are due to market increases and changes in benefits. There was also a mid year addition of .5 FTE for a Maintenance Worker. Contractuals increases are due to utilities, training, and IT contact. Commodities increase is due to general inflationary cost increases. Major capital (>$10,000) is for sewer line, siding and landscaping improvements ($308,765). Capital improvements are funded by HUD's Capital Grant program.

Inner Basin Pipeline Reconstruction - June 2012
330C

FIRE DIVISION
MISSION

The mission of the **Flagstaff Fire Division** is to responsibly protect values at risk in our community, which are accomplished by protecting life, property, and community resources; through preparation, prevention, response and mitigation.

FIRE


City Administration
01
1 City Manager
Utilities, Services, & Safety
01
1 Deputy City Manager
z
21
1 Division Director (Fire Chief)
2 Admin Spec
Operations
1 Deputy Fire Chief
"A" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
10 Fire Fighters
"B" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
10 Fire Fighters
"C" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
11 Fire Fighters
Administration
1 Fire Marshall
1 Fire Inspector
Wildland Fire Management
1 Wildland Fire Manager
Fuels
1 Wildland Fire Leadworker
1 Wildland Fire Specialist I

MISSION

The mission of the Flagstaff Fire Department is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response, and mitigation.

PROGRAM DESCRIPTION

The Fire Department is responsible for protecting life, property, and resources through the delivery of public safety services. Prevention, preparedness, mitigation, and response represent the core of the program efforts. The organized divisions include Administration, Prevention, Training, Operations, and Wildland Fire Management.

FY 12 ACCOMPLISHMENTS

- ✓ Continually monitored response data for NFPA compliance
- ✓ Absorbed the duties of the Deputy Chief of Administration.
- ✓ Tracked and insured Hazardous Fuels Mitigation treatment work was completed for grant compliance
- ✓ Maintained our high Customer Satisfaction score
- ✓ Completed rollover in to new Public Safety Radio System.
- ✓ Initiated a Social Media program
- ✓ Absorbed the duties of two Assistant Wildland Fire Managers

FY 13 NEW INITIATIVES AND GOALS

- ➢ Manage increasing alarm load and maintain response data for NFPA compliance.
- ➢ Maintain our high Customer satisfaction score
- ➢ Manage fleet needs through use and cost analysis

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: To provide the highest level of customer services
Objective: Monitor and increase Customer satisfaction
Type of Measure: Program Effectiveness
Tool: Customer Satisfaction Survey
Frequency: Quarterly
Scoring: Percent received with and above satisfactory score. We will use the first year to set a standard.
Trend: ↑ **(**New program)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Customer Satisfaction	98.925%	97%	97%	97

Council Priority: Public Safety
Goal: To have all Fire Code violations corrected with 120 days of recognition.
Objective: To ensure Fire Code violation are fixed or cleared.
Type of Measure: Program Efficiency
Tool: Using our Data Base system we can track violations and the clearing of them
Frequency: Quarterly
Scoring: Over 85% = progress, 84% to 70% = Caution, below 69% evaluate the program
Trend: ↑ **(**New program)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Correct, or refer to fire prevention 100% of fire code violations found during quarterly engine company inspections within 120 days (Note: All fire code violations are ultimately corrected.)	87%	88%	88%	88%

Council Priority: Public Safety
Goal: Maintain a low level of Property loss due to fire
Objective: Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value.
Type of Measure: Program Effectiveness
Tool: The fire loss reporting system
Frequency: Quarterly
Scoring: .2 or below = progressing, .2 to .3 = Caution, more than .3 = revaluate the program**.**
Trend: ↑ **(**New program)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value. (Note: Fire Loss includes contents not reflected in a property's full cash value).	.16294	.175	.175	.175

Council Priority: Public Safety
Goal: Provide Advance Life Support (ALS) to all areas of the City
Objective: Track and maintain above 94% of days with ALS personnel operating in each fire station district.
Type of Measure: Program Effectiveness
Tool: Track via daily staffing rosters
Frequency: Quarterly
Scoring: 95% progress, 94% to 90% Caution, below 89% Evaluate the program
Trend: ←→

Measures:	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Station #1	97%	95%	95%	95%
Station #2	96%	95%	95%	95%
Station #3	95%	95%	95%	95%
Station #4	92%	95%	95%	95%
Station #5	95%	95%	95%	95%
Station #6	96%	95%	95%	95%
Station #7	99%	95%	OOS	OOS

Council Priority: Public Safety
Goal: To complete 2 hours of training per day, per employee a total of 60 hour per person.
Objective: To ensure our firefighters perform 60 hours of training per quarter as per ISO guidelines.
Type of Measure: Program Effectiveness
Tool: Reports form out record keeping system**.**
Frequency: Quarterly
Scoring: Over 60 hours = progressing. 59 to 45 denote Caution, below 44 triggers an Evaluation of the program.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of training hours per person completed this year in support of ISO guidelines.	66.5 Per quarter. Year=266	240	240	240

Council Priority: Public Safety
Goal: Limit the amount of lost time line of duty injuries to .5 FTE's per day.
Objective: To maintain a level of less then .5 FTE's of lost time due to line of duty injuries.
Type of Measure: Outcome
Tool: Review in Accident Report
Frequency: Quarterly
Scoring: Below .5 Progressing, .6 to 3.8 Caution, 3.9 or more revaluate the program.
Trend: ↑ **(**New goal)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Limit the amount of lost time resulting from line of duty injuries to .5 FTE's per day.	.048	.5	.5	.5

Council Priority: Public Safety
Goal: Provide the quickest response to 911 emergency call.
Objective: Achieve response time with NFPA 1710 standards
Type of Measure: Program Efficiency
Tool: Response time analysis in our data base system.
Frequency: Quarterly
Scoring: 90% progressing, 89%to 75% Caution, Below 74% revaluation of the program.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
The first arriving vehicle is on scene of an incident within 4 minutes, 90% on the time.	66.2%	55%	55%	55%
The balance of the first alarm assignment on fire calls arrives on scene within 8 minutes, 90% of the time.	65%	70%	70%	70%
Companies initiate response within 1 minute of receipt of the alarm, 90% of the time.	67.6%	70%	70%	70%

Council Priority: Public Safety
Goal: Ensure the department is actively reducing Wildfire risk to the community.
Objective: Complete 180 acres of combined treatment and limit wildfire size on treated and non treated property
Type of Measure: Program Effectiveness
Tool: Data base system has this reporting capability**.**
Frequency: Quarterly
Scoring: Relative to each goal actual numbers
Trend: ←→

Measures:	**CY 10 Actual**	**CY 11 Actual**	**CY 12 Estimate**	**CY 13 Proposed**
Thinning - Complete 60 acres	469 acres	240 acres	240 acres	240 acres
Debris Disposal - Complete 80 acres (*Pile burning, chipping, or removal)*	637 acres	320 acres	320 acres	320 acres
Ecosystem Health - Complete 40 acres of broadcast burning	342 acres	160 acres	160 acres	160 acres
Limit average wildfire size on treated property to 5 acres or less. *NOTE: CY10 * = with Hardy Fire; ** = without Hardy Fire*	5.9 acres* .2 acres **	≤ 5 acres	≤ 5 acres	≤ 5 acres
Limit average wildfire size on non-treated property to 20 acres or less. *NOTE: CY10 * = with Hardy Fire; ** = without Hardy Fire*	5.2 acres* .3 acres**	≤ 20 acres	≤ 20 acres	≤ 20 acres

SECTION: **21-FIRE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 8,091,465	$ 7,825,425	$ 7,405,573	$ 7,834,241	$ 8,816
CONTRACTUAL	480,770	366,330	453,042	424,560	58,230
COMMODITIES	414,654	430,756	488,023	431,362	606
CAPITAL	133,763	451,200	19,001	710,000	258,800
TOTAL	**$ 9,120,652**	**$ 9,073,711**	**$ 8,365,639**	**$ 9,400,163**	$ 326,452

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 266,074	$ 838,213	$ 200,352	$ 888,098	$ 49,885
FIRE PREVENTION	280,823	190,130	200,593	207,160	17,030
TRAINING	54,418	10,303	8,250	8,250	(2,053)
FIRE OPERATIONS	7,473,056	6,964,280	7,280,140	7,989,660	1,025,380
NAU FIRE GRANT II	1,341	-	-	-	-
FUEL MANAGEMENT PROGRAM	287,660	144,065	148,281	207,275	63,210
GENERAL WILDFIRE RESPONSE	460,645	-	183,470	-	-
CAPITAL LEASE - ENGINE	41,665	41,889	41,889	41,720	(169)
FY 09 AZ HOMELAND SECURITY	49,032	-	-	-	-
FY 10 GOHS - EQUIPMENT	2,652	-	-	-	-
HAZARDOUS FUEL	126,105	119,831	187,083	58,000	(61,831)
AZ HOMELAND SECURITY	41,079	150,000	18,971	-	(150,000)
GOHS	6,143	5,000	-	-	(5,000)
ASSISTANCE TO FF	-	250,000	-	-	(250,000)
SAFER GRANT	-	360,000	-	-	(360,000)
NAVAL OBSERVATORY THIN 10	-	-	2,000	-	-
RECOVERY-PS STABILIZATION	29,959	-	24,582	-	-
ADEM REIMBURSEMENT	-	-	60,028	-	-
FY12 HAZARDOUS FUEL GRANT	-	-	10,000	-	-
TOTAL	**$ 9,120,652**	**$ 9,073,711**	**$ 8,365,639**	**$ 9,400,163**	$ 326,452

SOURCE OF FUNDING:

GENERAL FUND	$ 9,400,163
	$ 9,400,163

COMMENTARY:

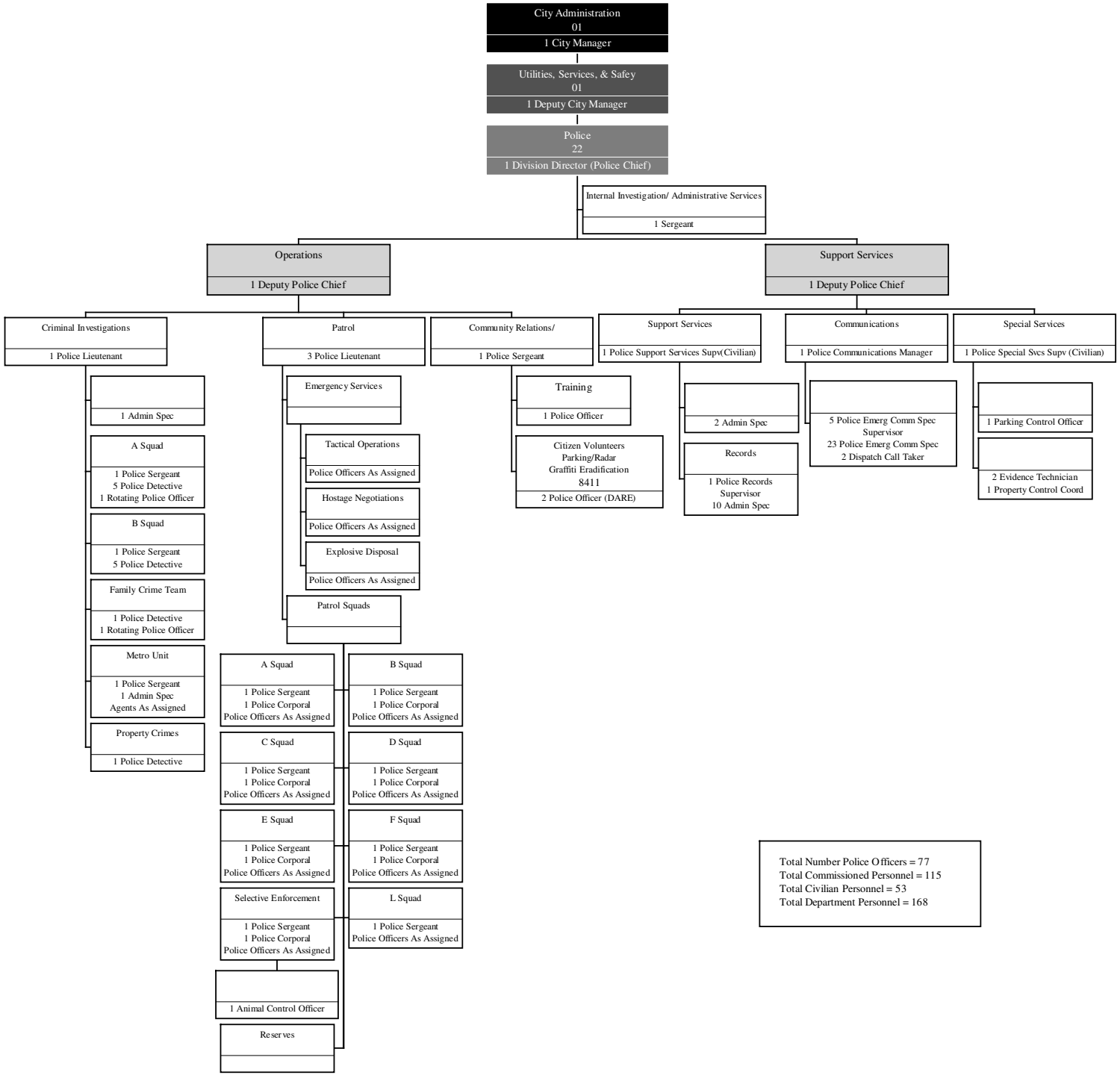
The Fire Department operating budget has increase 1% and capital expenditures total $710,000 resulting in an overall net increase of 4%. Personal Services increases are due to pay restoration and a large increase in public safety retirement benefits and offset by the grant funded Wildland Fire Leaderworker budgeted for in Division 44 for fire grants. Contractual increases are due to anticipated utility rate increases for electricity, heating, water and sewer in addition to increases in training and County IGA contract for IT services. Commodities increases are due to increases in safety supplies. All fire grants have been moved to Division 44 starting in FY2013. Major capital (>$10,000) includes $260,000 for two Type 6 brush trucks and $450,000 for Type 1 fire engine.

SECTION:	44-FIRE GRANT				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ 575,000	$ 575,000
COMMODITIES	-	-	-	40,000	40,000
CAPITAL	-	-	-	200,000	200,000
TOTAL	**$ -**	**$ -**	**$ -**	**$ 815,000**	$ 815,000
EXPENDITURES BY PROGRAM:					
AZ HOMELAND SECURITY	$ -	$ -	$ -	$ 50,000	$ 50,000
GOHS GRANT	-	-	-	30,000	30,000
ASSISTANCE TO FIREFIGHTE	-	-	-	150,000	150,000
SAFER GRANT	-	-	-	360,000	360,000
NAVAL OBSERVATORY THIN 1	-	-	-	10,000	10,000
FY12 HAZARDOUS FUELS GRT	-	-	-	215,000	215,000
TOTAL	**$ -**	**$ -**	**$ -**	**$ 815,000**	$ 815,000
SOURCE OF FUNDING:					
	GENERAL FUND			$ 815,000	
				$ 815,000	

POLICE DIVISION
MISSION

The mission of the **Flagstaff Police Division** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

POLICE


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Police
22
1 Division Director (Police Chief)
Internal Investigation/ Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Criminal Investigations
1 Police Lieutenant
Patrol
3 Police Lieutenant
Community Relations/
1 Police Sergeant
Support Services
1 Police Support Services Supv(Civilian)
Communications
1 Police Communications Manager
Special Services
1 Police Special Svcs Supv (Civilian)
1 Admin Spec
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Police Officer
B Squad
1 Police Sergeant
5 Police Detective
Family Crime Team
1 Police Detective
1 Rotating Police Officer
Metro Unit
1 Police Sergeant
1 Admin Spec
Agents As Assigned
Property Crimes
1 Police Detective
Emergency Services
Tactical Operations
Police Officers As Assigned
Hostage Negotiations
Police Officers As Assigned
Explosive Disposal
Police Officers As Assigned
Patrol Squads
A Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
B Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
C Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
L Squad
1 Police Sergeant
Police Officers As Assigned
1 Animal Control Officer
Reserves
Training
1 Police Officer
Citizen Volunteers
Parking/Radar
Graffiti Eradication
8411
2 Police Officer (DARE)
2 Admin Spec
Records
1 Police Records
Supervisor
10 Admin Spec
5 Police Emerg Comm Spec
Supervisor
23 Police Emerg Comm Spec
2 Dispatch Call Taker
1 Parking Control Officer
2 Evidence Technician
1 Property Control Coord
Total Number Police Officers = 77
Total Commissioned Personnel = 115
Total Civilian Personnel = 53
Total Department Personnel = 168

MISSION

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

CORE VALUES

We value life - preserving life is our highest priority.
We value the Consitututions - it provides equal and enforceable standards for all.
We value integrity - we recognize integrity as the basis for mutual respect and trust.
We value service - by providing exemplary service we enhance our credibility and establish trust with the community.
We value quality of life - we value our role in promoting an environment that enables people to preserve or enhance their quality of life through a partnership of shared responsibility and trust.

PROGRAM DESCRIPTION

The Police Division is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like minded individuals and organizations. We believe that protecting life and property, preserving the peace, and upholding the rights of individuals are among our highest priorities. We accomplish our mission through prevention of crime and disorder using community policing programs, data driven decision making, inteligence led policing and other proactive tactics ment to suspress cime and apprehend criminal offenders. The uniformed patrol division, criminal investigations division and various specialty assignments and task force operations comprise the operational units of the Flagstaff Police Department.

FY 12 ACCOMPLISHMENTS

- ✓ Researched and implemented a new 800mghz digital public safety radio systems. This project includes the purchase of new mobile and portable radios for the police and fire departments, and the upgrade from a two antenna array to a four antenna array to improve radio reception. The system is also dual band, meaning Flagstaff Police Department officers can speak directly with CCSO deputies who operate off of a VHF radio system in the field significantly improving our interoperability in joint emergency response.
- ✓ We improved our response to violence against women initiatives in a number of ways. First, we revised the unfounded classification of sexual assaults to false and baseless in response to federal recommendations. We also track sexual assaults forwarded to the county attorney's office for review to track those returned for further investigation, those charged, and those declined. We worked closely with NACASA to significantly improve our anonymous reporting capabilities with sexual assault victims. All officers on the department received training on the newly developed Coconino county DV protocol. We identify prominent aggressors on scene, and make arrests where appropriate. We have developed an officer involved domestic violence policy using IACP recommendations.
- ✓ Revised the entire policy manual for the Flagstaff Police Department as part of the adoption of Lexipol.
- ✓ We conducted 57 community support meetings in addition to neighborhood related Block watch meetings. Educational items included information on identity theft, medical marijuana, SB1070, property crime, etc.
- ✓ Maintained a presence on the domestic fatality review team.
- ✓ Developed policy on medical marijuana, assisted in the development of zoning code revisions governing medical marijuana dispensaries and offered outreach to the public on this topic.
- ✓ Strengthened the Departments peer and formal counseling abilities through the creation of CISM (crisis incident stress management) teams.

FY 13 NEW INITIATIVES AND GOALS

- Reduce property crime by 10% by strengthening our partnerships in the community such as the Flagstaff Retail Asset Protection Program, (FRAPPA), identifying repeat offenders and working with the county attorneys office on enhanced prosecution of those individuals, allocate resources based on data received through Compstat, present revisions of the second hand ordinance to Council, and increase the enforcement of part II drug offenders.
- Finalize the adoption of the Lexipol manual, and institute "every day is a training day".
- Explore creation of a multi agency CART (Child Abduction Response Team).
- Hire and train 4 new COPS grant officers and create a Southside Squad to address quality of life issues, crime in this area, and parking concerns.
- Explore software for tracking internal affairs, use of force, and citizen complaint investigations.
- Continue to revise Compstat to allow for more timely information sharing and pre-emptive policing.
- Explore the use of various social media venues to enhance our community outreach, sharing of information and overall accessibility to the public we serve.
- Improve Safety of Bushmaster Park.
- Dissolve the 5th grade DARE program, utilizing one DARE officer and the FBI liaison officer to create a new School Resource Officer program (SRO). Choose a new research supported youth educational program to be taught by the SRO's at the 8th and 9th grade levels starting Fall semester 2012. Develop appropriate measures and benchmarking to determine the effectiveness of this new program.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.
Objective: 1. Reduce property crimes by 10% per year to achieve the national benchmark of no more than 33 per 1,000 residents through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.
2. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse by maintaining the current outstanding arrest rate for Part II drug offenses that exceeds the national benchmark of 6.6 arrests per 1,000 residents.
Type of Measure: Workload
Tool: Crime statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet national benchmark of 33 per 1,000 residents.
Trend: ↑ (progressing)

Measures:	CY 10 Actual	CY 11 Actual	CY12 Estimate	CY13 Proposed
Value of Stolen Property	$1,827,548	$1,416,927	$1,275,927	1148427
Property Crimes per 1,000 residents	46	46	41	37
Shoplifting Incidents	821	888	800	720
Vehicle Burglaries	392	401	360	320

*****recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in property crimes.

Objective: 3. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 24% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes Detective to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the national benchmark of 24%. Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 6.6 arrests per 1,000 residents.

Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Property Crimes Cleared	35%	36%	37%	38%
Arrests for Part II drug offenses	10.6	8.8	9	9

Council Priority: Public Safety

Goal: Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visable deterrent.

Objective: Reduce traffic collisions and associated injuries by 5%, from CY08 (3,129, considered an average year considering weather conditions and number of accidents), through the identification & targeting of collision-causing violations such as impaired driving, speed, red light and following to closely.

Type of Measure: Output/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or way from 5% reduction in traffic collisions.

Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Traffic Citations Issued	15,273	12,732	15,500	16,000
Warnings Issued	13,252	12,427	13,500	13,700
Number of DUI Arrests	852	752	900	900
Speed Citations	1,961	1,913	2,000	2,200
Red Light Violation Citations	590	423	600	630
Following To Closely Citations	96	126	132	139
Seat Belt/Child Restraint Citations	997	531	550	575
All Collisions	2,736	2,533	2600	2600
DUI Related Collisions	73	98	75	70

Council Priority: Public Safety

Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.

Objective: 1. In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC) and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the national benchmark of 60%.

Type of Measure: Workload/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the national benchmark of 60%.

Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Total cases assigned to Detectives	3,635	3,287	3,000	2,800
Violent crime cases assigned to Detectives	271	270	256	240
% of violent crime cases cleared	61%	57%	60%	62%

Objective: 2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 4.0 per 1,000 residents through increased enforcement activities by patrol officers. (Based upon current staffing levels)

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 4.0 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Part 1 violent crimes per 1,000 residents	4.1	4.0	4.0	3.9
Aggravated Assault	177	181	174	170

*****recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in part one crimes.

Objective: 3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists. Maintain partnership with CCRT and enhance training on domestic violence related incidents. Achieve a 5% reduction in CY10 statistics following changes in 2010 in domestic violence laws.

Scoring: Meets/exceeds, progressing towards, or away from 2% increase from FY07 (42%) in full custody arrests for domestic violence

Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% of Domestic Violence incidents where an arrest is made	44%	42%	47%	50%
Total Number Of Domestic Violence Incidents	1923.	1889.	1827	1827.
Total Number Of Misdemeanor Domestic Violence Incidents	1685	1664	1600	1600
Total Number Of Felony Domestic Violence Incidents	238	225	227	227

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities.
Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.
Objective: 1. Increase staff and citizen participation at least 5% from CY10 in Community Policing programs such as Community Support Meetings, and Volunteer Program. Conduct a minimum of 2 Citizen Academy's a year.
Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from 5% increase, from CY09, in employee and citizen participation in CP programs
Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Volunteer Hours donated	1,623	1824	1,915	2011
Community Support Meetings	57	57	60	63

Objective: 2. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40 with a resulting 5% reduction in public intoxicants from CY09.
Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.
Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Contacts with Public Intoxicants	2,466	2,252	2139	2000

Objective: 3. Reduce number of founded complaints on employees by at least 5% from CY07 (17) with increased training and by encouraging staff to pursue their educational goals.
Type of Measure: Program effectiveness
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from at least a 5% reduction in the number of founded complaints CY07 (17).
Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of founded complaints from citizens	13	7	16	16

Objective: 4. Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the national benchmark of 80%.
Type of Measure: Program effectiveness
Tool: Surveys
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 80% positive rating on citizen responses to surveys
Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% of positive responses to surveys	87%	84%	81%	81%

Council Priority: Public Safety
Goal: Continuously improve public safety by ensuring rapid response to emergency calls for service to internal and external customers.
Objective: Maintain average response time to priority one calls that exceeds the national benchmark of 6.49 minutes.
Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining average response time to priority one calls that exceeds the National Benchmark of 6.49 minutes.
Trend: ↑ (exceeds)

Measures:	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Average response time to priority one calls	4.19 min.	4.52 min.	4.40 min.	4.20 min

SECTION: 22-POLICE

EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 12,410,677	$ 12,828,717	$ 12,676,960	$ 12,981,608	$ 152,891
CONTRACTUAL	1,303,090	1,255,467	1,457,504	1,277,916	22,449
COMMODITIES	84,416	389,764	240,384	480,733	90,969
CAPITAL	40,330	174,600	33,426	171,174	(3,426)
TOTAL	**$ 13,838,513**	**$ 14,648,548**	**$ 14,408,274**	**$ 14,911,431**	$ 262,883
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 1,343,917	$ 1,958,854	$ 1,333,181	$ 1,791,314	$ (167,540)
PATROL	7,542,180	7,650,959	7,796,538	7,910,073	259,114
DETECTIVES	1,655,771	1,599,363	1,587,505	1,555,440	(43,923)
RECORDS	595,016	596,802	608,340	701,173	104,371
COMMUNICATIONS	1,906,323	2,021,679	2,218,394	2,120,730	99,051
SPECIAL SERVICES	685,469	701,851	744,040	710,119	8,268
CRIME PREVENTION AND TRAINING	109,837	119,040	120,276	122,582	3,542
TOTAL	**$ 13,838,513**	**$ 14,648,548**	**$ 14,408,274**	**$ 14,911,431**	$ 262,883
SOURCE OF FUNDING:					
	GENERAL FUND			$ 14,911,431	
				$ 14,911,431	

COMMENTARY:
The Police Departments operating budget has increased 2% and captial expenditures total $171,174 with an overall net increase of 2%. Personal Services increases are due to pay restoration and a large increase in public safety retirement benefits. Contractual increases are due to increase in maintenance contracts. Commodities increases due to increases in fuel and one-time expenditures for uniforms and equipment for the 4 new COPS officers. Major capital (>$10,000) includes (1) police sedan of $30,000 and $141,174 for (6) police cruisers.

SECTION:	23-POLICE GRANTS				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,002,778	$ 1,628,960	$ 1,115,923	$ 1,385,270	$ (243,690)
CONTRACTUAL	172,288	11,600	79,851	75,118	63,518
COMMODITIES	536,684	216,066	231,899	497,659	281,593
CAPITAL	65,399	155,000	112,489	5,999	(149,001)
TOTAL	**$ 1,777,149**	**$ 2,011,626**	**$ 1,540,162**	**$ 1,964,046**	$ (47,580)
EXPENDITURES BY PROGRAM:					
METRO	$ 2,013	$ 253,440	$ 271,573	$ 340,272	$ 86,832
2011 HLS THERMAL IMAGING	-	-	-	5,999	5,999
COPS HIRING - FY2011	-	-	100,000	298,859	298,859
RICO FUNDS FOR METRO	245,216	185,299	135,683	315,717	130,418
LEO GRANT	250,599	56,808	56,808	60,000	3,192
GOHS - DUI ENFORCEMENT	22,511	-	20,000	-	-
FUSD - RESOURCE OFFICER	54,580	55,000	55,000	66,375	11,375
COPS GRANT	415,963	707,515	414,070	424,376	(283,139)
RECOVERY JAG GRANT	59,989	90,909	43,489	87,930	(2,979)
RECOVERY - METRO	282,295	-	-	-	-
CANNABIS ERADICATION	38	4,000	4,000	4,000	-
RICO/METRO OVERTIME	40,269	30,000	40,310	45,000	15,000
FY10 GOHS/ACCIDENT EQUIPMENT	5,745	6,840	5,745	-	(6,840)
BULLET PROOF VEST	5,796	6,000	5,525	6,251	251
FY12 PSN GANG PREV & EDUCATION	-	-	10,000	10,000	10,000
DUI ENFORCEMENT	-	-	-	50,000	50,000
RECOVERY POLICE PS STABILIZATION	34,840	49,999	17,421	-	(49,999)
COUNTY IGA-BICYCLE SAFETY	2,326	-	-	-	-
STATEWIDE GANG TASK	202,335	174,453	179,093	158,282	(16,171)
FY10 HOMELAND SECURITY GRANT	-	-	86,531	-	-
AZ INTERNET CRIMES CHILD	11,370	10,000	10,000	4,500	(5,500)
GOHS UNDERAGE DRINKING	-	20,000	-	-	(20,000)
GOHS SEL TRAFFIC	46,875	40,000	11,408	-	(40,000)
AZ HOME LAND SECURITY	-	155,000	14,550	-	(155,000)
ACJC ANTI GANG INITIATE	8,924	20,000	-	-	(20,000)
GOHS DUI ENFORCEMENT	30,367	15,000	15,000	20,000	5,000
08-WEED AND SEED OVERTIME	6,108	8,000	-	-	(8,000)
CLICKET OR TICKET GRANT	6,786	-	-	5,000	5,000
ED BYRNE MEMORIAL(JAG)	42,204	108,363	43,956	61,485	(46,878)
ACJC DUI ABATEMENT	-	15,000	-	-	(15,000)
TOTAL	**$ 1,777,149**	**$ 2,011,626**	**$ 1,540,162**	**$ 1,964,046**	$ (47,580)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 1,964,046	
				$ 1,964,046	

Inner Basin Pipeline Reconstruction - June 2012

PUBLIC WORKS DIVISION MISSION

The mission of **USGS Maintenance** is to ensure, through effective building maintenance programs and long range planning, that all US Geological Survey facilities are safe, secure, efficient, reliable, code compliant, aesthetically pleasing and environmentally friendly for all USGS and public users.

The mission of **Public Works Administration** is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

The mission of the **Parks Section** is to provide exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle.

The mission of the **Fleet Services Section** is to provide expert, cost efficient maintenance and repairs of city vehicles and equipment enabling City Divisions to perform their duties to the citizens of Flagstaff.

The mission of the **Fleet Management Section** is to provide a comprehensive fleet management program dedicated to selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

The **Cemetery Division** employees dedicate themselves to offering quality customer service in a time of need by being compassionate and providing proper grounds maintenance that is aesthetically pleasing to the public.

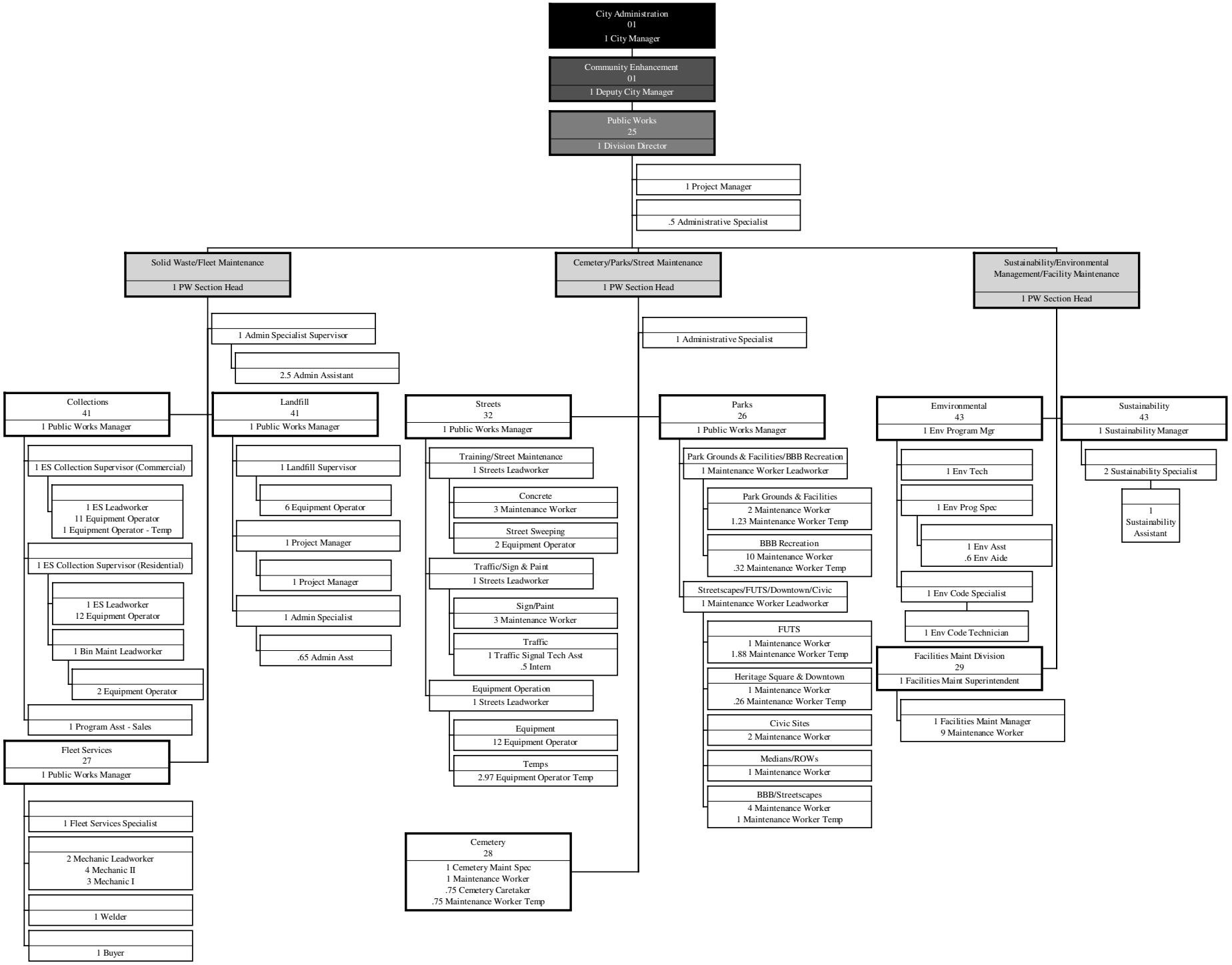
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

The mission of the **Street Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways.

The mission of **Solid Waste Section** is to efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

The **Sustainability and Environmental Management Section's** mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

PUBLIC WORKS



MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that all US Geological Survey (USGS) facilities are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all USGS and public users.

PROGRAM DESCRIPTION

Section 20 (USGS) accounts for the costs associated with the USGS facilities owned by the City and leased by the General Services Administration (GSA). The City currently has responsibility for Buildings 3, 4, 5 and 6. The Facilities and Parks Sections share responsibility for the maintenance.

FY 12 ACCOMPLISHMENTS

- ✓ USGS-3 Carpet replacement.
- ✓ USGS-4 Carpet replacement.
- ✓ USGS-3 Heating Ventilation & Air Conditioning (HVAC) unit replacements (4 units).
- ✓ USGS-4 HVAC unit replacements (4 units).
- ✓ USGS-3 & 4 interior misc. painting.

FY 13 NEW INITIATIVES AND GOALS

- ➢ USGS-3 Minor and emergency repairs including interior court parapet wall, roof HVAC screen, carpet (removable tiles), roof emulsion seal, interior painting, electrical system preventive maintenance inspection.
- ➢ USGS-4 Roof emulsion seal, HVAC repairs, interior painting, and electrical system preventive maintenance inspection.
- ➢ USGS-6 Arc Flash study and electrical system preventive maintenance inspection.

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: Facility assessment scores
Objective: Track the maintenance work for all four (4) USGS buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly
Scoring: Green: 90%+ Progressing / average; Yellow: 70 – 89% Caution / warning; Red: <70% Needs attention.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	74%	80%	68%	70%

Council Priority: Quality and Reliable Infrastructure
Goal: Work order dispatching
Objective: Tracks the timeliness of the work orders dispatched and completed by city facilities staff for the USGS buildings.
Type of Measure: Output
Tool: Naviline – Work Orders
Frequency: Yearly
Scoring: Green: >90% (1-5 days), Yellow: 70-89% (6-10 days), Red: <70% (over 10 days)
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Work Order Dispatching - Average # of days to complete a work order.	90% (5 days average)	90% (5 days average)	90% (5 days average)	90% (5 days average)

SECTION: **20-USGS FACILITIES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,548	$ -	$ -	$ -	$ -
CONTRACTUAL	887,840	2,080,118	2,091,403	1,887,177	(192,941)
COMMODITIES	170,795	272,255	236,068	138,406	(133,849)
CAPITAL	102,726	-	-	-	-
TOTAL	**$ 1,162,909**	**$ 2,352,373**	**$ 2,327,471**	**$ 2,025,583**	$ (326,790)

EXPENDITURES BY PROGRAM:

DEBT SERVICE USGS	$ 463,611	$ 1,675,926	$ 1,675,926	$ 1,379,136	$ (296,790)
BUILDING 6	289,349	170,308	166,282	220,271	49,963
USGS BUILDING 3	222,739	305,276	278,276	157,570	(147,706)
USGS BUILDING 4	160,509	159,284	172,862	206,987	47,703
USGS BUILDING 5	26,701	41,579	34,125	61,619	20,040
TOTAL	**$ 1,162,909**	**$ 2,352,373**	**$ 2,327,471**	**$ 2,025,583**	$ (326,790)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,025,583
	$ 2,025,583

COMMENTARY:
The USGS Maintenance operating budget has decreased 14% overall. The proposed budget reflects no capital or one-time expenditures. There are no personnel associated with this account. Work is provided through internal work order charges. Contractual decreases of 9% are due to a reduction in Debt Service, even when coupled with the increases due to utilities and maintenance. Commodities decreases of 49% were due to the realignment of costs internally and externally and associated reductions in expected services to be rendered on these facilities.

MISSION

The mission of Public Works Administration is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

PROGRAM DESCRIPTION

Public Works Administration provides leadership and general direction for Solid Waste (Environmental Services), Fleet Maintenance Sustainability and Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery and Parks Maintenance.

FY 12 ACCOMPLISHMENTS

- ✓ Parks coordinated with APS and Diamondback Charities on the renovations and renaming of Joe Garagiola Sr. Field at Joe Montalvo Park
- ✓ Cemetery – Completion of the office addition – under budget
- ✓ Facilities – 5% energy reduction in energy usage at City Hall
- ✓ Streets – Refurbishing of Paint Striper
- ✓ Solid Waste – Construction of landfill berm for flooding mitigation
- ✓ SEMS – Signing of PPA for solar projects

FY 13 NEW INITIATIVES AND GOALS

- ➢ Fleet Services to conduct city section meetings to communicate and educate sections of operational issues that could increase operational costs
- ➢ Facility Maintenance to continue to reduction of energy use at city hall by 3%
- ➢ SEMS – Acquire Picture Canyon and surrounding areas as conservation land
- ➢ Parks/Cemetery – continue to reduce landscaping water consumption
- ➢ Public Works Maintenance Facility – continue to bring forward all options and work towards a new facility

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Effective Vehicle Safety Program
Objective: Reduce Vehicular Accidents by 10%
Type of Measure: Outcome
Tool: Reports Using Excel Spreadsheets
Frequency: Annual
Scoring: 75%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of accidents chargeable compared to previous year	16 Accidents	15 Accidents	28 Accidents	14 Accidents
Number of miles driven	1,096,021	1,096,021	1,025,151	1,025,151
Number of accidents per thousand miles	1 accident/ 68,501 miles	1 accident/ 73,068 miles	1 accident/ 36,612 miles	1 accident/ 78,287 miles

SECTION: **25-PUBLIC WORKS ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 117,785	$ 140,069	$ 133,026	$ 112,188	$ (27,881)
CONTRACTUAL	2,312	3,901	2,185	3,601	(300)
COMMODITIES	(59,253)	(74,002)	(74,661)	(97,082)	(23,080)
TOTAL	**$ 60,844**	**$ 69,968**	**$ 60,550**	**$ 18,707**	$ (51,261)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 60,844	$ 69,968	$ 60,550	$ 18,707	$ (51,261)
TOTAL	**$ 60,844**	**$ 69,968**	**$ 60,550**	**$ 18,707**	$ (51,261)

SOURCE OF FUNDING:

GENERAL FUND	$ (162,271)
HIGHWAY USER REVENUE FUND	78,881
AIRPORT FUND	51,074
ENVIRONMENTAL SERVICES FUND	51,023
	$ 18,707

COMMENTARY:
The Public Works Administration operating budget has decreased by 73% and there are no capital or one-time expenditures. There was a reallocation of Personal Services among multiple sections, resulting in a net savings to Public Works Administration via the reduction of a .5 FTE of an Admin Specialist. Reduced Telephone expenditures result in Contractual decreases. Commodities decreases are due to increased work order chargeouts. There is no major capital (> $10,000) for this section.

MISSION

The Parks Section is dedicated to providing exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; school fields improved by BBB funds; HURF right-of-ways, BBB funded Streetscapes, FUTS trails, downtown area, Heritage Square, grounds at City buildings, including recreation centers, library, City Hall, and USGS, and snow removal from City owned parking lots and designated City sidewalks and alleyways. The City's weed and tree management plan are also housed in this section.

FY 12 ACCOMPLISHMENTS

- ✓ Coordinated with APS and the Diamondbacks to complete the field renovations at Joel Montalvo Park and the renaming of the field after Joe Garagiola Sr.
- ✓ Completed the decommissioning of Kiwanis Park and relocated the playground equipment and installed a new ramada at Arroyo Park.
- ✓ Replaced the Sof'Fall playground surface material at Coconino, McMillan Mesa, University Highlands Parks, and Flagstaff recreation center..
- ✓ Resurfaced two tennis courts and patched four tennis courts at Thorpe Park courts.
- ✓ Replaced chain link fence at the tennis and basketball courts at Thorpe Park and Ponderosa Park.
- ✓ Enhanced the entrance at Buffalo Park with a Xeriscape garden and new gate.
- ✓ Replaced the ramada roofs at Ponderosa and Thorpe Park.
- ✓ Installed new group BBQ grills at Ponderosa and Foxglenn Park.
- ✓ Help coordinate the Eagle Scout project to replace the wooden fence at Smokerise Park with the metal FUTS-type fence.
- ✓ Replaced the chain link fence and added a mid-rail at Adrian Garcia Sr. field.
- ✓ Completed making concrete surface repairs to the skate track at Foxglenn Park.
- ✓ Laser level and install infield mix on four infields at the Thorpe Park Sports Complex.
- ✓ Completed converting Adrian Garcia Sr. field and Continental field #5 from youth baseball to girl's softball.
- ✓ Completed repairing 20,000 sq. ft. of sod at the Thorpe Park Sports Complex on field #5.
- ✓ Completed refinishing and staining the Rio de Flag Bridge at Wheeler Park.
- ✓ Repaired/Removed vandalism at City Parks, at an estimated cost of $15,830.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Replacement of Sof'Fall playground surface material at Ponderosa Trails and Foxglenn Park.
- ➢ Make concrete surface repairs to the skate track at The "Basin" BMX Facility.
- ➢ Resurface one tennis court and one basketball court at Cheshire Park.
- ➢ Replace chain link fencing and add a mid-rail at Continental field #2 and Foxglenn east and west fields.
- ➢ Laser level and install infield mix on the infields at Foxglenn Park, Senior Little League and Continental Sports Complex.
- ➢ Upgrade existing light controls at the Continental Sports Complex to the Musco Control Link lighting system.
- ➢ Repair 15,000 sq. ft. of turf at Foxglenn Park.

PERFORMANCE MEASURES

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Maintain safe parks through active involvement in an integrated public safety system
Objective: Identify and complete maintenance upgrades and inspections at all parks and park amenities
Type of Measure: Output and Program Outcome
Tool: Inspections and Inspection Reports
Frequency: Bi-weekly
Scoring: 65%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Conduct monthly inspections of parks and bi-weekly safety inspections of playground equipment	61%	65%	70%	70%
Complete daily and weekly maintenance tasks at all park sites.	60%	65%	65%	70%
Claims for accidents/injuries	0	0	0	0

Council Priority: A Sustainable Community
Goal: Reduce water consumption by 2%
Objective: Reduce water consumption and maintain a healthy turf
Type of Measure: Program Effectiveness
Tool: Excel Worksheet tracking monthly and annual water usage.
Frequency: Monthly/Annual
Scoring: 100%
Trend: ↑

Measures:	2010 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Gallons Consumption	49,303,470	38,107,655	47,351,052	46,404,030
Target		48,317,400	47,351,052	46,404,030
Reduction Amount		(10,209,745)	0	0

*2% Target is based off of 2010 actuals

SECTION: **26-PARKS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,268,570	$ 1,413,885	$ 1,359,296	$ 1,482,226	$ 68,341
CONTRACTUAL	533,874	699,610	654,077	737,382	37,772
COMMODITIES	358,027	444,906	440,466	467,961	23,055
CAPITAL	173,146	203,800	268,930	310,000	106,200
TOTAL	**$ 2,333,617**	**$ 2,762,201**	**$ 2,722,769**	**$ 2,997,569**	$ 235,368

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 90,951	$ 123,431	$ 102,872	$ 125,134	$ 1,703
PARK GROUNDS MAINTENANCE	557,589	553,267	574,339	772,737	219,470
PARK BLDGS AND FAC MAINTENANCE	22,376	28,941	29,145	29,009	68
BBB-STREETSCAPE/MEDIAN	325,420	454,543	413,528	468,250	13,707
RIGHT OF WAYS/MEDIAN	61,378	85,692	84,862	86,083	391
FUTS TRAIL SYSTEM	164,277	197,814	197,814	205,287	7,473
HERITAGE SQUARE MAINTENANCE	32,054	40,968	39,194	41,161	193
BBB RECREATION FIELDS	916,368	988,744	1,004,440	1,056,179	67,435
DOWNTOWN MAINTENANCE	16,708	28,582	26,127	28,663	81
NON-PARKS GROUNDS/LANDSCAPE	146,496	172,719	162,948	175,066	2,347
ARROYO PARK IMPROVEMENTS	-	87,500	87,500	-	(87,500)
OPEN SPACE MAINTENANCE	-	-	-	10,000	10,000
TOTAL	**$ 2,333,617**	**$ 2,762,201**	**$ 2,722,769**	**$ 2,997,569**	$ 235,368

SOURCE OF FUNDING:

GENERAL FUND	$ 2,997,569
	$ 2,997,569

COMMENTARY:

The Parks operating budget has increased 5% and capital expenditures total $310,000 resulting in an overall net increase of 9%. Personal Services increases are due to 1.23 FTE staff increase (Maintenance workers - Temporary) and also include small increases in retirement and pay restoration. Contractuals increases are due to an increase in travel, utilities, rent and other miscellaneous services. Commodities increases are due to increases in gas, motor vehicle parts, and supplies. Major capital (>$10,000) includes replacement items for various City parks, resurfacing basketball courts & concrete court overlay.

MISSION

To provide expert, cost efficient maintenance and repairs of city vehicles and equipment enabling City Divisions to perform their duties to the citizens of Flagstaff.

PROGRAM DESCRIPTION

Using experienced highly trained technicians, Fleet Services delivers safe, dependable and economical service and repairs in an environmentally conscious manner, supporting Flagstaff's Divisions in accomplishing their goals and objectives with a high focus on public safety.

FY 12 ACCOMPLISHMENTS

- ✓ Through increased efficiencies charged out 203 hours more this current fiscal year. Bringing in $12,586 dollars more revenue.
- ✓ Holding a Technician position Fleet charged out 203 more hours compared to last year.
- ✓ Two more technicians are emergency vehicle technician (EVT) certified.
- ✓ Maintained return work below 0.9% -- 2011 actual return work was 0.34%.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Keep scheduled work at/or above 85% and unscheduled below 15% This will not include emergency situations (fires, snow storms)
- ➢ Keep return work under 0.9%.
- ➢ Continue to train and certify public safety technicians; schedule 14 training sessions.
- ➢ Maintain technician productivity above 90%.
- ➢ Evaluate current price chargeout structure and revenue generation
- ➢ Evaluate P/M program and implement equipment specific P/M's. Goal to prolong equipment life.
- ➢ Conduct Fleet Service City Section meetings to communicate and educate Sections of operational issues that could increase operational costs.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Technicians to input repair data, maintain productivity at or above 90% using flat rate standards as applicable with less than 1% repair comebacks.
Objective: To improve technician skills by measuring performance and reduce comebacks.
Type of Measure: Input
Tool: Supervisor Inspection, H.T.E. repair order system/customer feedback
Frequency: Weekly
Scoring: 99.1% (Average score of all technicians on completed repair orders)
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Average percentage of repair come backs per technician.	1%	0.34%	<0.9%	<0.9%

Council Priority: Effective Governance
Goal: Increase ratio of scheduled work to unscheduled work
Objective: Gain efficiencies and productivity in Fleet and other Sections by reducing unscheduled maintenance and repairs
Type of Measure: Input
Tool: Compare the total number of scheduled work orders completed to unscheduled work orders
Frequency: Quarterly
Scoring: 80%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Keep scheduled work above 85% unscheduled work below 15%	72%	93%	88%	85%

Council Priority: Public Safety
Goal: Train technicians on emergency and public safety equipment and vehicles.
Objective: Improve skills and certifying employees. This will give public safety more skilled technicians, giving public safety the most qualified personnel and quick repairs on vehicles and equipment.
Type of Measure: Input
Tool: Fleet services and Fire department funding.
Frequency: Quarterly
Scoring: 100%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Quarterly training	5	12	14	14

Council Priority: Effective Governance
Goal: Evaluate Fleet services price structure/revenue generation
Objective: Consider alternative ways for Fleet Services to be funded (propose 1 option)
Type of Measure: Input
Tool: Current cost and charge out structure; new proforma
Frequency: Annual
Scoring: 100%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
1. Rework current price structure	0	0	1	1

SECTION: **27-FLEET SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 72,462	$ 251,347	$ 104,045	$ 247,237	$ (4,110)
CONTRACTUAL	84,323	92,651	91,954	102,151	9,500
COMMODITIES	(249,962)	(132,077)	(98,123)	(216,568)	(84,491)
CAPITAL	-	-	-	1,024,670	1,024,670
TOTAL	**$ (93,177)**	**$ 211,921**	**$ 97,876**	**$ 1,157,490**	$ 945,569

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (36,585)	$ (75,162)	$ (36,072)	$ (54,557)	$ 20,605
INVENTORY MANAGEMENT	72,605	71,375	71,449	72,051	676
PREVENTIVE MAINTENANCE	131,723	116,262	139,332	121,009	4,747
VEHICLE REPAIR	(326,514)	(173,069)	(350,231)	(186,726)	(13,657)
POOL VEHICLES-CITY HALL	3,145	4,500	5,021	4,500	-
POOL VEHICLES-SHOP	205	-	-	-	-
OTHER SHOP WORK	61,147	59,815	60,177	61,543	1,728
MOBILE MOUNTED GENERATOR	-	-	-	-	-
CATASTROPHIC/MAJOR REPAIR	-	208,200	208,200	1,139,670	931,470
SHOP IMPROVEMENTS	1,097	-	-	-	-
TOTAL	**$ (93,177)**	**$ 211,921**	**$ 97,876**	**$ 1,157,490**	$ 945,569

SOURCE OF FUNDING:

GENERAL FUND	$ 992,767
LIBRARY FUND	1,075
HIGHWAY USER REVENUE FUND	57,980
WATER AND WASTEWATER FUND	15,206
STORMWATER FUND	29
AIRPORT FUND	3,404
ENVIRONMENTAL SERVICES FUND	87,029
	$ 1,157,490

COMMENTARY:

The Fleet Services operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and an environmental disposal fee. The current shop rate is $62.00 per hour and does not cover one-time and capital requests. Personal Services decrease are due to labor charge out increases and are partially offset by a pay restoration and increases in retirement benefits. Contractual increases are due to increase in training and water and sewer utility rate increases. Commodities decrease are due to a catastrophic/vehicle replacement fund program, which is funded with fleet capital funds. Major capital items include funding setaside for a future vehicle replacement fund program.

MISSION

To provide a comprehensive fleet management program dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

PROGRAM DESCRIPTION

Fleet Management consists of line workers and supervisors representing City divisions that are dedicated to developing and implementing policies and procedures for fleet operations. Under leadership of the Public Works Section Head and Fleet Manager and as directed by the fleet policies identified in the Municipal Sustainability Plan; Fleet Management coordinates and monitors the evaluation, replacement, purchasing, fuel usage and utilization of the City's fleet, maximizing vehicle and equipment life, retaining units as long as economically possible and replacing units that have met or exceeded useful life.

FY 12 ACCOMPLISHMENTS

- ✓ Re-wrote and combined utilization/replacement policy.
- ✓ Updated and extended the expected life of vehicles and equipment.
- ✓ Distributed each Section's list of underutilized vehicles.
- ✓ Removed 5 underutilized vehicles.
- ✓ Tracked fuel usage and reduced fuel consumption by 5.6%

FY 13 NEW INITIATIVES AND GOALS

- ➢ Work with City of flagstaff Sections reviewing underutilized vehicles/equipment justifications and eliminating vehicles/equipment that are not needed.
- ➢ Create a method of funding for equipment that has reached its useful life.
- ➢ Continue to track fuel usage by section to decrease fuel usage by 5%.
- ➢ Create a funding mechanism to accumulate money to replace vehicles/equipment.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Review underutilized vehicles/equipment removing un-needed vehicles/equipment.
Objective: To improve vehicle utilization by reducing unnecessary vehicles thus reducing future purchases and Divisions' operating costs.
Type of Measure: Output
Tool: Compare equipment totals in H.T.E. fleet system
Frequency: Annually
Scoring: 100%
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of vehicles to be eliminated	5 units	12 units	6 units	6 +units
Percentage of total Vehicles	1.0%	1.9%	1.3%	1.4%+

Council Priority: A Sustainable Community
Goal: Evaluate and increase the fuel efficiency and reduce usage of Division programs.
Objective: To conserve fuel and energy.
Type of Measure: Output
Tool: Compare fuel usage reports year over year
Frequency: Annual
Scoring: 100%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percent of decrease in fuel used.	5.5%	8.0%	5.0%	5.0%

PUBLIC WORKS	DIVISON 28	CEMETERY

MISSION

Citizen Cemetery employees dedicate themselves to offering quality customer service in a time of need and providing proper grounds maintenance that is aesthetically pleasing to the public.

PROGRAM DESCRIPTION

Under the direction of the Public Works Section Head, the City maintains Citizens Cemetery performing services related to opening/closing of graves, lot sales, record keeping, facility and grounds maintenance. The Cemetery also provides opening/closing services for the Calvary Cemetery.

FY 12 ACCOMPLISHMENTS

- ✓ Completion of Cemetery office addition with separate office, greeting room and public restroom.
- ✓ All concerns/complaints were addressed promptly.
- ✓ Addition of three donated granite benches throughout the cemetery.
- ✓ Replacement of Cemetery fence on the northeast corner of Cemetery.
- ✓ Replacement of three weathered/damaged Veteran headstones throughout the Cemetery.
- ✓ Addition of a second hardtop canopy for the Cemetery.

FY 13 NEW INITIATIVES

- ➢ Planning and preparation of a new Veterans Section “K” South.
- ➢ Replace weather/damaged Veteran headstones throughout the Cemetery.
- ➢ Re-level and straighten headstones in “F North” section.

PERFORMANCE MEASURES

Council Priority: A Sustainable Community
Goal: Reduce the amount of gallons by 2% for reclaimed water usage.
Objective: Reduce water consumption and maintain a healthy turf.
Type of Measure: Program Effectiveness
Tool: Efficiently monitor the quantity and quality of water usage in turf sections and personal plots.
Frequency: Weekly/Seasonal
Scoring: 90%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Gallons Consumption	11,425,900	10,818,300	13,999,666	13,719,673
Target	14,576,912	14,285,374	13,999,666	13,719,673
2% reduction in gallons of water from previous year	(297,488)	(291,538)	(285,708)	(279,994)

Council Priority: A Sustainable Community
Goal: To provide better expectations and aesthetics by straightening and leveling headstones in a designated turf section.
Objective: To offer a more uniform appearance throughout Citizens Cemetery.
Type of Measure: Outcome
Tool: Effectively resolve citizen complaints and requests.
Frequency: Seasonal
Scoring: 60%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Re-level and straighten headstones in "F South" section.	50%	50%	60%	70%

Council Priority: Quality and Reliable Infrastructure
Goal: Plan and construct a new Veteran Section for internments and reservations. Level ground, Install irrigation lines and heads, plant grass, install flag pole and columbarium's, and landscape shrubs and trees.
Objective: Offer a new Veteran Section when the current Veteran Section is full.
Type of Measure: Outcome
Tool: Monitor internments yearly to plan when a new section will be needed.
Frequency: Annually
Score: 0%
Trend: ←→

Measures:	CY 11 Actual	CY 12 Estimate	CY 13 Proposed	CY 14 Proposed
Percentage of progress on Veteran Section "K" South	0%	25%	50%	75%

SECTION: **28-CEMETERY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 144,140	$ 19,091	$ 136,751	$ 11,682	$ (7,409)
CONTRACTUAL	32,222	37,289	30,561	35,472	(1,817)
COMMODITIES	13,743	167,429	51,832	169,246	1,817
CAPITAL	-	128,000	128,000	-	(128,000)
TOTAL	**$ 190,105**	**$ 351,809**	**$ 347,144**	**$ 216,400**	$ (135,409)

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 47,232	$ 56,653	$ 56,653	$ 49,463	$ (7,190)
OPENING AND CLOSING	49,372	178,766	180,299	51,011	(127,755)
MAINTENANCE OF BUILDINGS	7,525	9,034	7,447	9,343	309
MAINTENANCE OF GROUNDS	85,976	107,356	102,745	106,583	(773)
TOTAL	**$ 190,105**	**$ 351,809**	**$ 347,144**	**$ 216,400**	$ (135,409)

SOURCE OF FUNDING:

GENERAL FUND	$ 216,400
	$ 216,400

COMMENTARY:

The Cemetery operating budget (excluding capital) has decreased 3% and there are no capital expenditures, resulting in an overall net decrease of 38%. Capital funding from the expansion of the Cemetery office was spread between two years, which affects the presentation of the overall budget. There are no new or major (>$10,000) capital expenditures planned. Personal services decreased by 39% as a result of a reallocation of personnel account allocation to better reflect the actual time this division requires. The estimated expenditures are skewed due to work order charges directly applied to personal services line items instead of work order charges in the commodities section.

MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

PROGRAM DESCRIPTION

The Facilities Maintenance Section is responsible for maintenance and upgrades of City buildings.

FY 12 ACCOMPLISHMENTS

- ✓ 5% energy use reduction at City Hall.
- ✓ Best Lock security lockset system transitions: City Hall (phase 1), Cogdill Recreation, Cherry building.
- ✓ Long Range Capital Improvements: Roofing (City Hall, Library, City Court, Flagstaff Recreation, Solid Waste, Visitor Center-Amtrak), Heating Ventilation & Air Conditioning HVAC (City Hall boilers, Cherry building Phase 1), Painting (Flagstaff Recreation exterior), Special Systems (Ice Rink cooling tower).
- ✓ Asset Utilization: APS Cashier services integrated into City Hall, Assisted with Hunter House lease to Catholic Charities.

FY 13 NEW INITIATIVES AND GOALS

- ➢ 3% additional energy use reduction at City Hall.
- ➢ Best Lock security system integration: Fire Station 6, City Hall (phase 2).
- ➢ Long Range Capital Improvements: Roofing (Flagstaff Recreation), HVAC (Cherry Building, Library), Plant Equipment (Ice Rink chiller install final phase), Fire systems (Flagstaff Recreation).
- ➢ Asset Utilization: Chase Lease termination – staff integration into City Hall.
- ➢ Establish a catastrophic repair fund for facilities maintenance (approximately $30,000 in Fiscal Year 2013).

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: facility assessment scores
Objective: Track maintenance work for all buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities. Not all facilities are assessed each year; smaller sites are on a 2 or 3-year frequency.
Type of Measure: Output and Program Effectiveness
Tool: Inspection Assessment
Frequency: Yearly, Bi-annual, Tri-annual.
Scoring: Green: >90%+ Progressing / average; Yellow: 75 – 89% Caution / warning; Red: <74% Needs Attention. This is the average score of all buildings assessed during the calendar year.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	63%	64%	64%	70%

Council Priority: Quality and Reliable Infrastructure
Goal: Sustainable Community
Objective: This tracks electric energy use at City Hall.
Type of Measure: Annual KWh energy use from current FY to previous FY.
Tool: Naviline – Budget
Frequency: Yearly
Scoring: Green: >3% Reduction; Yellow: 1.0 to 2.9% Reduction; Red: <1% Reduction.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
City Hall Electric Power Energy Use Reduction.	1.1%	1.0%	5.0%	3.0%

Council Priority: Quality and Reliable Infrastructure
Goal: Maintenance Productivity
Objective: This tracks the completion of scheduled Preventive Maintenance work. (Scheduled vs. Actual)
Type of Measure: Output
Tool: Naviline – Work Order Production/Effectiveness
Frequency: Yearly
Scoring: Green: >90%; Yellow: 70-89%; Red: <70%.
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Preventive Maintenance Scheduled Work	N/A	N/A	85%	90%

SECTION: **29-PUBLIC FACILITIES MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 699,486	$ 692,025	$ 691,971	$ 705,109	$ 13,084
CONTRACTUAL	718,480	616,296	613,246	506,182	(110,114)
COMMODITIES	(86,606)	(153,454)	(150,350)	(226,950)	(73,496)
TOTAL	**$ 1,331,360**	**$ 1,154,867**	**$ 1,154,867**	**$ 984,341**	$ (170,526)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 309,495	$ 267,292	$ 270,461	$ 299,610	$ 32,318
CUSTODIAL SERVICE	72,644	86,885	87,244	86,249	(636)
STRUCTURAL AND OTHER MAINTENANCE	605,804	538,229	524,493	309,461	(228,768)
MAINT-MECH,ELECT AND PLUMB	288,854	219,479	231,234	231,663	12,184
MILLIGAN HOUSE	12,413	11,143	12,000	-	(11,143)
APS BUILDING	1,734	-	-	-	-
RIO PROPERTIES	22,787	17,818	17,025	16,398	(1,420)
PHOENIX BUILDING	17,629	14,021	12,410	12,560	(1,461)
CATASTROPHIC PROGRAM	-	-	-	28,400	28,400
TOTAL	**$ 1,331,360**	**$ 1,154,867**	**$ 1,154,867**	**$ 984,341**	$ (170,526)

SOURCE OF FUNDING:

GENERAL FUND	$ 666,608
LIBRARY FUND	86,589
WATER AND WASTEWATER FUND	43,916
STORMWATER FUND	10,892
AIRPORT FUND	71,155
ENVIRONMENTAL SERVICES FUND	105,181
	$ 984,341

COMMENTARY:

The Public Facilities Maintenance operating budget has decreased 15% overall and there are no capital expenditures. Personal Services increases of 2% are due to pay restoration and slight increases in retirement and benefits costs. Contractual decreases of 18% are due to the maintenance of the buildings and structures, a reduction in building lease expense, and the transfer of costs for the Milligan House to the Tourism Section. In addition, a Catastrophic Program was established. This Section is transitioning costs which are more correctly assigned to specific responsible sections or agencies. Commodities increases are due to an increase in internal work orders chargeouts. Other commodities increased to reflect organizational priorities. There are no planned changes in personnel this fiscal year.

MISSION

The mission of the Street Section is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Street Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

PROGRAM DESCRIPTION

The Street Section is responsible for all of the multi model transportation system. Streets are solely responsible for every aspect of the system in regards of street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, repair, guardrail repair, signing and painting operations, pavement marking installation, asphalt paving, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections and urban trail maintenance.

FY 12 ACCOMPLISHMENTS

- ✓ Construction of a Low Impact Development system inside the Thorpe Park Bark Park for Stormwater. This was a grant funded project that Stormwater secured.
- ✓ Worked with Burlington Northern Railroad to improve the Steve's railroad crossing. Installed approximately 30 yards of concrete.
- ✓ Hiring of summer temporary drainage crew in spring of 2011 to work on open channel, and all drainage repairs allowing Street Section employees to concentrate on other priorities
- ✓ Construction of turn lane into Pinehurst apartments on South 4th street.
- ✓ Widened road between Sparrow and Soliere to accommodate the new traffic signal at Sparrow and South 4th street.
- ✓ Constructed 4 Flagstaff Urban Trail System connectors.
- ✓ Constructed a detention basin behind the Joe C. Montoya Senior center.
- ✓ Refurbishing of Paint Striper with capital monies.
- ✓ Replaced 10 wheel water tender, Barricade truck and 6 Snowplows with capital monies.
- ✓ Replaced 4 Un-Interrupted Power supplies in signal cabinets
- ✓ Purchased Thermoplastic machine for applying stop bars, crosswalks and lane bars with capital monies.
- ✓ Used one time RSL using capital monies to purchase 36 Motor grader tires and 8 Loader tires totaling $49,400
- ✓ Began implementation of Sign Inventory into Cartegraph software and related hardware.
- ✓ Completed sign and red curb installation to help with parking issues in the South side area.
- ✓ Assisted in planning, construction and maintenance of course for the Dew Downtown Event.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Conduct a signal reliability modification project using capital monies. This project would include installing Uninterruptible Power Sources at 15 intersections and a video detection system at Country Club and Soliere intersection.
- ➢ Purchase an All wheel motor grader with snow wing using capital monies.
- ➢ Purchase a computerized sign fabricator.
- ➢ Purchase 5 spreader units for Snow operations.
- ➢ Purchase 7 computer spreader control units for Snow operations to become more efficient.
- ➢ One time RSL using capital monies to purchase 18 Motor grader tires and 12 Loader tires totaling $40,000.
- ➢ Continue to lower traffic impacts on De-icer routes.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Maintain snow priorities within set timeframes.
Objective: 0 – 3" 1st priorities. 2nd priorities residential plowing 3-8" within 12 hrs, 8-12" within 18 hrs, 12+ within 36 hrs after snowfall stops.
Type of Measure: Clearing Streets within timeframes
Tool: Inspections by Leadworkers, filling all routes (with available equipment)
Frequency: Each snowfall
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Complete 2nd priorities while maintaining 1st priorities.	98%	98%	98%	98%

Council Priority: Quality and Reliable Infrastructure
Goal: Coverage time for pothole repair
Objective: Patch all reported potholes within 24hrs. of notification
Type of Measure: Provide coverage to West and East sides once monthly while responding to all calls.
Tool: Tracking operator logs
Frequency: Daily
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Patch potholes within 24 hours of notification.	99%	99%	99%	99%
1,245 potholes were patched in CY11				

Council Priority: Quality and Reliable Infrastructure
Goal: Optimal traffic signal operation
Objective: Insure proper operation and correct operational deficiencies.
Type of Measure: Signal operation compared to design standards.
Tool: Preventive Maintenance and Inspections, Unscheduled repairs, Scheduled repairs (i.e. software updates, replacement of components before failure)
Frequency: Inspections 3 times annually, Corrective repairs as needed.
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of signals operating without deficiencies at time of inspection.	80%	88%	90%	90%
Completion of inspections as scheduled (3 times annually)	58%	59%	90%	100%

SECTION: **32-STREET MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 2,048,114	$ 2,312,772	$ 2,193,793	$ 2,207,058	$ (105,714)
CONTRACTUAL	535,150	730,068	696,373	710,823	(19,245)
COMMODITIES	562,664	831,154	699,170	805,328	(25,826)
CAPITAL	176,908	449,000	449,000	760,000	311,000
TOTAL	**$ 3,322,836**	**$ 4,322,994**	**$ 4,038,336**	**$ 4,483,209**	$ 160,215

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 80,058	$ 357,275	$ 127,327	$ 350,220	$ (7,055)
STREET CLEANING	321,718	374,093	358,886	291,446	(82,647)
SNOW CONTROL	685,029	874,676	884,947	1,323,984	449,308
SIGN, SIGNAL, MARK AND LIGHT	336,466	513,022	466,629	351,621	(161,401)
STREET MAINTENANCE	1,149,995	1,293,490	1,394,832	1,127,466	(166,024)
DRAINAGE WAY MAINTENANCE	151,492	303,883	212,842	291,167	(12,716)
TRAINING	1,345	1,900	1,900	1,900	-
STREET LIGHTS	358,857	381,702	364,634	381,702	-
TRAFFIC SIGNAL MAINTENANCE	235,643	222,953	226,339	363,703	140,750
WESTRIDGE ROADS	2,233	-	-	-	-
TOTAL	**$ 3,322,836**	**$ 4,322,994**	**$ 4,038,336**	**$ 4,483,209**	$ 160,215

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 4,483,209
	$ 4,483,209

COMMENTARY:

The Streets Maintenance operating budget has decreased 4% and capital expenditures total $760,000 resulting in an overall a net increase of 4%. Personal services decreases are due to reduction of 1.34 FTE of snow temps and reductions in mechanic shop labor offset partially by pay restoration and increases in retirement benefits. Contractuals decreases are due to reductions in custodial services and equipment maintenance. Commodities decreases are due to reductions in motor vehicle parts and street & highway repair materials. Major capital (>$10,000) includes motor grader ($500,000), five spreader boxes ($80,000), computer equipment upgrades for snow operations ($45,000), sign plotter ($15,000) and street signal improvements ($120,000).

MISSION

To efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Solid Waste Section provides the citizens of Flagstaff with quality customer service, timely refuse and recycling collections and sound landfill management practices. The Section works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 12 ACCOMPLISHMENTS

- ✓ Collections- Glass collection. Implement diversion & capture of residential glass. Began Residential subscription curbside glass collection March 2011. 580 customers to date.
- ✓ Collections- Implemented same day service in pilot "Pac Rat" route areas to determine gains in efficiencies & productivity.
- ✓ Collections- designed & purchased a specialized, small bodied automated refuse truck to accomplish effective trash & recycling collection in high density infill areas.
- ✓ Collections/Landfill- Collaborated with FFD & Little America to grind approximately 500 CY of wood in the Hardy Fire burn area. The wood chips will be utilized as ADC at the landfill.
- ✓ Collections/Landfill- Collaborated with the USFS to haul 1225 CY of wood chips to be used as ADC at the Landfill.
- ✓ Landfill- Received approval from the ADEQ to continue the Wood Waste program as a supplement to the Cinder Lake Landfill ADC program. .
- ✓ Collections/Landfill- Developed staff for career succession using NAU CTC, AGTS Supervisor's Academy, and other training.
- ✓ Collections/Landfill- Developed a schedule of staff cross training to ensure operational flexibility, efficiency and coverage while enhancing response and customer service levels.
- ✓ Landfill- Renew Litter Management IGA with the United States Forest Service
- ✓ Landfill-Shultz Flood Mitigation project that will characterize subsurface hydrological conditions between the newly formed floodplain and the Cinder Lake Landfill.
- ✓ Landfill- Constructed 2650 ft of berm to protect the CLL from potential flood waters due to the
- ✓ Shultz Fire. This project became a priority which diverted CLL staff from other Initiatives and Goals planned for FY 2012.
- ✓ Landfill- Procured (with no charge) 15,000 gallons of dust abatement from a train derailment from BNSF.
- ✓ Landfill- Enhanced the security at the landfill by installing security cameras at the scale house.
- ✓ Landfill- Stormwater Pollution Prevention Plan (SWPPP) fro the Arizona department of Environmental Quality.
- ✓ Landfill- Conducted multiple tours of the landfill for the elementary, high schools, and colleges.
- ✓ Landfill- Assisted with teaching courses at NAU with the College of Engineering and Natural Sciences.
- ✓ Landfill- Obtained approval from ADEQ to store increased volumes of ADC onsite for future use.
- ✓ Landfill- Completed a hydrologic and contaminant transport study of soils that are beneath the landfill.
- ✓ Collections-Performed a site investigation at two speculative properties for the possible future relocation of a City Municipal Services Yard

FY 13 NEW INITIATIVES AND GOALS

- Collections- Draft plan & proposal to implement same day residential collection services for trash and recycling to improve service and operational efficiency City Wide. Carry over from 2012.
- Landfill/Collections- Establish a performance bench mark program for Administrative staff. Carry over from 2012.
- Landfill- Examination of soil resources and future liner/cap construction. Carry over from 2012.
- Landfill- Drainage improvements and Haul Road Extensions. Carry over from 2012
- Landfill- Feasibility study for the collection and utilization of methane gas from Cinder Lake Landfill. Staff will determine the potential markets within the vicinity that could use methane gas for a combustion source. Carry over from 2012.
- Landfill- An integrated waste management plan will be drafted to help to determine triggers for implementation of waste programs at Cinder Lake Landfill. Carry over from 2012.
- Landfill- Feasibility study to determine the potential future use of paper pulp millings as an alternative cap and liner in solid waste cells. Carry over from 2012.
- Landfill- Development of an excavation plan for Sequence D, which consists of a 33 acre site located to the south of Cinder Lake Landfill. Carry over from 2012.
- Administration- Cross training with Fleet Service and Public Works administrative staff and will assume additional administrative responsibilities. Carry over from 2012.
- Landfill-Shultz Flood Mitigation project that will create a Co-op to further study and characterize subsurface hydrological conditions between the newly formed floodplain and the Cinder Lake Landfill.
- Landfill- Upgrade to the Landfill Auto Scale software and hardware. Carry Over from 2012.
- Landfill- Reconstruction of northwest corner of Sequence B-4 with the implementation of a passive landfill gas collection system.
- Collections/Landfill- Procure Solid Waste Business Management software that will integrate collection programs with the landfill programs.

PERFORMANCE MEASURES

Council Priority: <u>Quality and Reliable Infrastructure</u>
Goal: Initiate the Development of an Integrated Waste Management Plan. (5-Year Plan)
Objective: Develop an Integrated Waste Management Plan over a five year Period. In FY 12 staff will hire a consultant to develop components for the landfill section of the plan. In FY 13 staff will concentrate on the waste collections components. In FY 14 Staff will focus on other partners. Plan should be completed by FY 15.
Type of Measure: Outcome
Tool: FY 12-Landfill, FY 13-Collections, FY 14-Other Agencies, FY 15-Complete.
Frequency: Quarterly reports to Division Head and Annual reports to council.
Scoring: 50%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Profile system approved and ready for implementation. Carry over from 2012.	16.66%	33.33%	33%	50%

Council Priority: Quality and Reliable Infrastructure
Goal: Increase tonnage capture of green & wood waste materials, reduced fuel use and carbon footprint
Objective: Diversion of green & wood waste from the current waste stream; collaborate with FFD to capture slash pile green waste, reducing burning and utilizing green waste as alternative daily cover at the Cinder Lake Landfill.
Type of Measure: Input
Tool: Tonnage reports, operator performance tracking system, fuel usage reports, route audits
Frequency: Monthly, quarterly, annually
Scoring: 65%
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% increase of tonnage of green & wood waste material diverted from landfill over prior year	50%	65%	Same as CY 11 levels (94.14 tons)	Same as CY 11 levels (94.14 tons)

Council Priority: A Sustainable Community
Goal: Implement collection of residential glass for reuse.
Objective: Diversion of as much as 600 tons per year, by curbside collection.
Type of Measure: Input
Tool: Graphs/ spreadsheets to track collection and tonnage data.
Frequency: monthly
Scoring: 10-30%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
% of 600 tons collected, by curbside	N/A	10.06% (60.41 tons)	20% (120 tons)	30% (180 tons)

- Growth / increase determined by economic factors; CY 11 total from Mar. thru Dec., CY12 & CY13 anticipated program growth.

SECTION: **41-SOLID WASTE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 3,368,853	$ 3,213,937	$ 3,469,648	$ 3,270,214	$ 56,277
CONTRACTUAL	3,391,208	3,271,394	2,847,006	2,963,462	(307,932)
COMMODITIES	1,374,541	1,639,003	1,641,061	1,619,412	(19,591)
CAPITAL	902,737	14,065,197	1,552,536	3,184,194	(10,881,003)
TOTAL	**$ 9,037,339**	**$ 22,189,531**	**$ 9,510,251**	**$ 11,037,282**	$ (11,152,249)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 456,285	$ 505,968	$ 447,393	$ 537,420	$ 31,452
RESIDENTIAL COLLECTION	1,575,160	1,973,730	1,794,413	1,798,666	(175,064)
COMMERCIAL COLLECTION	2,076,735	2,679,419	2,139,490	2,391,666	(287,753)
SANITARY LANDFILL	2,680,609	3,850,511	2,043,271	3,306,857	(543,654)
BIN MAINT-RESIDENTIAL	42,658	65,144	65,035	65,207	63
BIN MAINT-COMMERCIAL	60,334	92,179	76,747	62,582	(29,597)
HOIST AND HAUL	461,140	384,492	472,076	396,530	12,038
LANDFILL OUTSIDE CONTRACT	172,223	268,173	223,591	269,890	1,717
RECYCLING - CURBSIDE COLLECTION	798,598	943,995	905,598	918,573	(25,422)
INERT MATERIAL LANDFILL	4,595	2,500	-	2,500	-
COMMERCIAL RECYCLING	545,047	875,460	417,877	879,431	3,971
COMMERCIAL SALES	4,812	7,960	7,960	7,960	-
COUNTY - HOIST AND HAUL	230	-	-	-	-
LANDFILL SITE IMPROVEMENTS	54	-	-	-	-
PUBLIC WORKS YARD IMPROV	-	200,000	100,000	100,000	(100,000)
MUNICIPAL SERV MAINT FAC	-	10,000,000	-	-	(10,000,000)
LANDFILL MAINTENANCE BLDG	728	-	-	-	-
SCHULTZ FIRE BAER GRANT	5,131	40,000	750,547	-	(40,000)
GREENHOUSE GAS GRANT	-	100,000	-	-	(100,000)
SUBSURFACE GEO STUDY	153,000	-	66,253	300,000	300,000
DEBT SERVICE	-	200,000	-	-	(200,000)
TOTAL	**$ 9,037,339**	**$ 22,189,531**	**$ 9,510,251**	**$ 11,037,282**	$ (11,152,249)

SOURCE OF FUNDING:

ENVIRONMENTAL SERVICES FUND	$ 11,037,282
	$ 11,037,282

COMMENTARY:

The Environmental Services operating budget had a decreased of 3% and capital expenditures total $3,184,194 resulting in an overall net decrease of 50%. Personal Services increased by 2% with an offset to contractuals which decreased by 9% and commodities which decreased by 1%. One-time expenditures for this division are for internal work requests. Major capital (>$10,000) includes capital equipment, capital improvements ongoing at the landfill as well as a public works yard related to capital reserves. Refer to Schedules G and H for a detailed listing.

MISSION

The Sustainability and Environmental Management Section's mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Section (SEMS) is comprised of two main program areas: The Sustainability Program develops and implements municipal and community-wide sustainability and climate adaptation and management initiatives. Programming provides practical solutions through program and policy development in the following areas: open space, recycling, composting, energy efficiency and renewable energy, community agriculture and climate adaptation and management. The Sustainability Program also works with all City divisions to integrate sustainability by initiating policy and providing technical assistance, research and best practices.

Environmental Management Program staff works with all City divisions to ensure City operations are in compliance with federal and state environmental regulations. This includes regulatory compliance for asbestos, lead-based paint, industrial stormwater, and indoor air quality. This program also includes the Hazardous Product Center (HPC) and Environmental Code Enforcement (ECE). The HPC is a permanent facility used by residents and small businesses located within Coconino County and the City of Flagstaff for the proper disposal of hazardous wastes. ECE Program staff enforces the City's litter, safe sidewalks, abandoned/junked vehicle and solid waste ordinances. ECE Program staff also organizes anti-litter campaigns including Adopt-An-Avenue, Adopt-A-FUTS, Adopt-A-Parks, 15-Minute Makeover and other volunteer community clean-ups.

FY 12 ACCOMPLISHMENTS

- ✓ The Sustainability Program initiated the Municipal Sustainability Plan. This strategic document is a new path to increase effectiveness, reduce consumption, and enhance employee satisfaction in the municipal organization.
- ✓ The Sustainability Program managed financing, construction and commissioning of a solar photovoltaic installation at Wildcat Waste Water Treatment Facility through utilization of a Power Purchase Agreement (PPA). The system will provide 24% of the current electrical needs at the facility. This initiative represents Phase I of the City's Solar Power Purchase Agreement and long-term renewable energy commitment.
- ✓ The Sustainability Program's residential energy efficiency initiatives, which include Residential Energy Retrofits, Light Emitting Diode (LED) Holiday Light Swap and compact fluorescent light distribution, have reduced 1.7 million kilowatt hours of energy use and 2.5 million pounds of carbon dioxide equivalents from being released into the atmosphere while saving residents an estimated $184,000 in annual utility expenses. The programs have served roughly 1,500 households and 5,000 Flagstaff residents.
- ✓ The Sustainability Program expanded community agriculture efforts to include garden space at the former New Start School and construction of new beds at Izabel garden. An estimated 6,647 pounds of food were grown by 178 gardeners at the Bonito and Izabel gardening during the 2011 growing season.
- ✓ ECE Program staff began implementation of Adopt-A-FUTS and Adopt-A-Parks Programs. Signs recognizing Adopt-A-FUTS adoptees are expected during the spring of 2012. Total of 102 trail sections with 20% currently adopted.
- ✓ ECE Program staff increased outreach to encourage proper placement and removal of trash carts from residential neighborhoods. This included coordinating a public meeting to discuss all services provided by Public Works.
- ✓ Working with Community Development to develop a Property Maintenance Ordinance for all of the City of Flagstaff.

FY 13 NEW INITIATIVES AND GOALS

- Successfully complete American Recovery and Reinvestment Act grant that funded the Residential Energy Retrofit Program.
- Manage financing, construction and commissioning of Phase II of the PPA for solar photovoltaic systems at the Aquaplex and City Hall.
- Expand community agriculture efforts to include community garden space in Bushmaster Park and Hebets Memorial Open Space.
- Acquire Picture Canyon and surrounding areas as conservation land with Open Space bond monies and Arizona Preserve Initiative grant.
- Evaluating feasibility of transferring the Graffiti Removal Program from the Flagstaff Police Department to Environmental Code Enforcement. If approved, utilize volunteers to cover up graffiti using HPC paint.
- Evaluating the possibility of increased outreach and assistance to citizens with disabilities for taking hazardous wastes to the HPC.

PERFORMANCE MEASURES

Council Priority/Goal: A Sustainable Community
Goal: Increase energy efficiency, decrease natural resource consumption, and reduce greenhouse gas (GHG) emissions in the municipal organization and the Flagstaff community.
Objective: Track progress in increasing energy efficiencies, reducing consumption and GHG emissions.
Type of Measure: Program effectiveness.
Tool: Energy and fuel consumption, renewable energy generation, and food production.
Frequency: Municipal measures are evaluated on the fiscal calendar, community measures are evaluated on the calendar year.
Scoring: Acceptable = Any decrease in resource consumption and GHGs. Any increase in renewable energy and food production. Cautionary = 1 to 15% increase in consumption, 1 to 15% decrease in production measures. Unacceptable = a 15% increase in consumption, a 15% decrease in production measures
Trend: ↓(acceptable decrease in consumption measures), ↑(acceptable increase in production measures)

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Estimate
Municipal energy consumption in MWh*	52,050	46,375	53,748	52,136
Municipal fuel use in gallons	450,094	426,764	405,085	392,933
Renewable Energy Generation in MWh	1,073	1,583	3,304	4,293
Municipal GHG emissions in $MTCO_2e$**	51,176	53,263	49,117	47,644
	CY 10 Actual	**CY 11 Estimate**	**CY 12 Estimate**	**CY 13 Estimate**
Community energy consumption in MWh	N/A	1,366,288	N/A	1,297,974
Community fuel use in gallons	N/A	50,000,000	N/A	47,500,000
Community GHG emissions in $MTCO_2e$	N/A	1,044,159	N/A	99,1951
Community garden production in pounds	N/A	2,700	6,400	6,720

* MWh = Megawatt hours ** $MTCO_2e$ = Metric Tons of Carbon Dioxide equivalent

Council Priority: A Sustainable Community
Goal: Increase energy efficiency and create/retain jobs in the Flagstaff community utilizing American Recovery and Reinvestment Act (ARRA) funds.
Objective: Track participants, energy efficiency, job creation/retention, through grant funding September 2012.
Type of Measure: Program effectiveness
Tool: Reports, participant information
Frequency: Monthly and quarterly reports
Scoring: Acceptable = any increase in energy savings and jobs created/retained as outlined in the goals of the ARRA funding request. Cautionary = a 1 to 30% decrease. Unacceptable = more than 30% decrease.
Trend: ↑

Measures:	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Household / residents served	123 / 278	136 / 300	91 / 200
Cumulative household / residents served	123 / 278	259 / 578	360 / 778
Estimated energy savings in kWh*	439,891	383,891	256,802
Cumulative estimated energy savings in kWh	439,891	823,782	1,080,584
Reduction GHG emissions in lbs CO_2e**	677,432	591,192	395,475
Cumulative reduction GHG emissions in lbs CO_2e	677,432	1,268,624	1,664,099
Jobs created / retained	2	6	2
Cumulative jobs created/retained	2	8	10

* kWh = kilowatt hours **lbs CO_2e = Pounds of Carbon Dioxide equivalent

Council Priority: A Sustainable Community
Goal: Evaluate the effectiveness Environmental Code Enforcement case closures.
Objective: Monitor percentage of closed cases versus number of cases to measure effectiveness of case closures.
Type of Measure: Program Effectiveness
Tool: Track the number of closed cases versus total cases
Frequency: Quarterly
Scoring: Acceptable = more than 85% closed cases. Cautionary = 75 to 85% closed cases. Unacceptable = less than 75 % closed cases.
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of closed cases versus total number of cases	95%	84%	85%	90%

Council Priority: A Sustainable Community
Goal: Preserve and enhance the natural environment and extend the life of the landfill by providing an option for residents and small businesses to recycle and properly dispose of hazardous wastes at the Hazardous Products Center (HPC).
Objective: Monitor participation and tonnage at the HPC to evaluate the effectiveness of the program.
Type of Measure: Input
Tool: Track number of customers and hazardous waste disposal tonnage.
Frequency: Monthly with quarterly and annual reporting
Scoring: Acceptable = increase or less than 10% decrease in participation and tonnage, Cautionary = 10 to 30% decrease in participation and/or tonnage, Unacceptable = more than 30% decrease in participation and/or tonnage.
Trend: ↑ for participation and waste disposal.

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of residential visitors to the HPC	2,860	3,150	3,250	3,400
Number of active small business waste customers	52	56	58	61
Residential and Small business waste hazardous waste tonnage	73 tons	73 tons	76 tons	80 tons
Residential and Small business waste electronics tonnage	78 tons	89 tons	93 tons	98 tons

SECTION: **43-SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 703,121	$ 738,870	$ 693,880	$ 707,120	$ (31,750)
CONTRACTUAL	346,103	433,620	378,296	289,090	(144,530)
COMMODITIES	57,146	95,215	88,609	111,227	16,012
CAPITAL	-	17,787	-	-	(17,787)
TOTAL	**$ 1,106,370**	**$ 1,285,492**	**$ 1,160,785**	**$ 1,107,437**	$ (178,055)

EXPENDITURES BY PROGRAM:

SUSTAINABILITY	$ 199,054	$ 271,015	$ 266,850	$ 278,245	$ 7,230
ENVIRONMENTAL MANAGEMENT	493,847	509,484	470,234	506,449	(3,035)
CONSERVATION	152,071	172,283	160,411	170,243	(2,040)
ENERGY MANAGEMENT	-	-	-	47,000	47,000
ENERGY EFF CONSER GRANT	129,918	317,608	237,611	50,000	(267,608)
LIVING CITIES GRANT	130,762	15,102	-	-	(15,102)
EECBG PROGRAM INCOME	718	-	25,679	12,000	12,000
DEPT ENERGY PROGRAM GRANT	-	-	-	43,500	43,500
TOTAL	**$ 1,106,370**	**$ 1,285,492**	**$ 1,160,785**	**$ 1,107,437**	$ (178,055)

SOURCE OF FUNDING:

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT	$ 1,107,437
	$ 1,107,437

COMMENTARY:
The Sustainability and Environmental Management operating budget has decreased 13% and there are no capital expenditures. Personal Services witnessed a decrease of 4%. Contractual decreases of 33% are due to declining grant matches. The slight increase in commodities of 17% can be attributed to additional promotional materials and the reassignment of contractual costs into the commodity category.

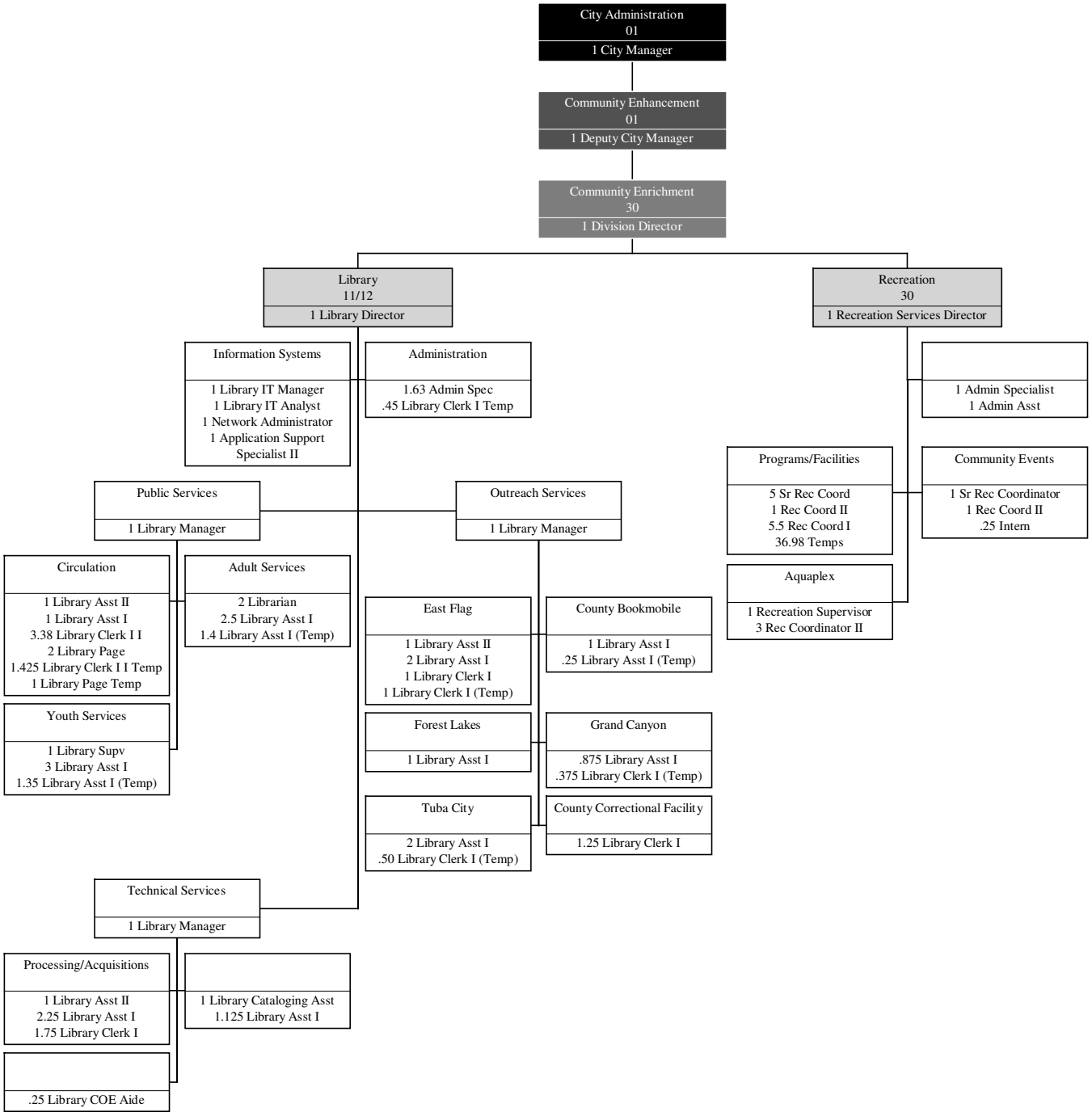
Inner Basin Pipeline Reconstruction - June 2012

COMMUNITY ENRICHMENT DIVISION MISSION

The mission of the **Flagstaff City-Coconino County Pubic Library** is to enhance the quality of life for citizens by providing services, materials, programs, Internet access and electronic resources that will meet the diverse needs of adult and youth residents as well as tourists of Flagstaff and Coconino County.

The mission of **Recreation Services** is to enrich the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

COMMUNITY ENRICHMENT



MISSION

The mission of the Flagstaff City-Coconino County Public Library is to provide a supportive environment for the community, enhancing quality of life through services, materials, programs, Internet access and electronic resources that meet the diverse needs of residents of all ages as well as visitors to Flagstaff and Coconino County.

PROGRAM DESCRIPTION

We support this mission by providing a user friendly information and communication gateway for our patrons. The Library's collections and services support many areas of interest, including culture, business, education, literacy, life-long learning, general and local history, genealogy, government, and technology. Professional and technological assistance in accessing and researching information is offered along with access to computers and the internet. The Library also serves as a community center for social networking, news, non-profits, and the dissemination of ideas. It is dedicated to freedom of access for all within established library policies.

FY 12 ACCOMPLISHMENTS

Flagstaff City-Coconino County Public Library & East Flagstaff Community Library

- ✓ Implemented the BookMyne App which is up and running. It allows users to access the library's catalog on their portable devices (iPhones & Android smart phones). Users can search the catalog, login to their account, renew items, & place holds, look at book lists (Hugo, NY Times, etc.)
- ✓ Celebrated Arizona's Statehood - Historic Photos and Displays online and in library http://www.flagstaffpubliclibrary.org/centennial/#tab2
- ✓ Created Centennial programs including a special Arizona Centennial Summer Reading Program.
- ✓ Completed the Flagstaff Telephone and City Directories digitization project – now online and part of the Arizona Memory Project - a service of Arizona State Library, Archives and Public Records, a division of the Secretary of State http://azmemory.lib.az.us/cdm4/index.php?CISOROOT=/flgdir
- ✓ Created traveling Flagstaff Pow Wow history display in honor of Arizona's centennial celebration.
- ✓ Initiated new collaborations & hosted a meeting for local workforce development stakeholders including Coconino Career Center, OneStops, VocRehab, ResCore/Arbor, NACOG, DES, CCC Adult Ed, Trio SSS, Goodwill, US Job Corps
- ✓ Completed two LSTA grant projects:
  - Grant # 1. Enhanced special needs services at the Main Library with new hardware & software products
  - Grant # 2. Promoted library databases & offered various database workshops to staff and the public
- ✓ Installed new drive-up book and AV drops.
- ✓ Collaborated with Recreation by adding PALSmobile visits, library staff participation and programming at specific Recreation events: Soar into Spring, Christmas, Halloween, Youth Craft Fair, and more.
- ✓ Partnered with NAU on Flagstaff Reads, which is a one-book, one-city program fostering community engagement and conversation.
- ✓ Hosted a free workshop - Online Grant Seeker Resources for Nonprofit Organizations
- ✓ Collaborated with the Diversity Awareness Commission on programs at the library.
- ✓ Applied and received Stories to Life grant - Literature performed by spoken word actors intermingled with live music from the Flagstaff Symphony Orchestra.
- ✓ Coordinated Learning Lectures @ Your Library – this grant funded monthly adult programs, a series showcasing local authors and experts to provide patrons with information on relevant and requested topics.
- ✓ Honored the 25th Anniversary of the Aspen Avenue library building with exhibits and a celebration.
- ✓ Rearranged the library's collection to facilitate browsing and intuitive use of space.
- ✓ Completed new indoor library hanging signage.
- ✓ Initiated and funded the installation of air conditioning in the server room at the Aspen Ave library.
- ✓ Collaborated on rekeying of Aspen Ave library.

- ✓ Updated the library's community room with fresh paint color and new ceiling mounted data projector.
- ✓ Initiated and funded work on the Aspen Ave library driveway and garage door.
- ✓ Completed Library Server Upgrade Project: All servers at Flagstaff Public Library (FPL) were updated, including ILS server, proxy server, web filter server, login server, file server, application server, DNS server, & Ghost server.
- ✓ Upgraded network infrastructure, wiring, and hardware for VOIP and redundancy.
- ✓ Supported Youth Services staff training in the new curriculum for Every Child Ready to Read.
- ✓ Planned, sponsored, and hosted the Arizona Library Association Regional Forum- first time in Flagstaff.
- ✓ Installed a new offsite backup server at East Flagstaff Community Library (EFCL).
- ✓ Began an ongoing youth sign language class at the EFCL.
- ✓ Began the check-out of laptops for in-house use at the Aspen Ave library.
- ✓ Added color printing at the Flagstaff libraries.

FY 12 ACCOMPLISHMENTS

Coconino County Library District

- ✓ Implemented wireless access at all libraries.
- ✓ Increased the number of public computers for various age groups across Coconino County.
- ✓ Coordinated training for County wide library managers and directors.
- ✓ Worked on two stimulus grants for Coconino County Library District.
  Grant goals:
  Grant # 1. To lessen wait times for public computer usage in libraries countywide (including Flagstaff).
  Grant # 2. To help job seekers with workforce development: resume building, skill sets, job searching, job interviewing and referrals; includes desktop and laptop computer hardware, software and trainer.
- ✓ Began offering digital downloadable reading options to patrons.
  - o Purchased One Click Audio- to offer audio downloadable content to patrons.
  - o Negotiated contract with Overdrive to offer e-book content starting in April.
- ✓ Collaborated with the State Library on One Book AZ a statewide project, event at FPL and GCCL http://www.onebookaz.org/documents/pdf/Author_eventflyer_OneBookAZ2012.pdf
- ✓ Completed installation of preschool literacy stations in libraries across the County.
- ✓ Created a library WAN encompassing all County libraries using VPN technology.
- ✓ Began the network migration of the County libraries – started with Page Public Library (PPL)
- ✓ Completed the migration of standalone outlying libraries' catalogs into the shared Coconino County Library District ILS.
- ✓ Implemented a new ILS offsite backup server at Page Public Library (PPL).
- ✓ Upgraded servers at Forest Lakes Community Library (FLCL), Grand Canyon Community Library (GCCL), Tuba City Public Library (TCPL), Fredonia Public Library (FPL) & Williams Public Library (WPL).
- ✓ Expanded E-Rate applications to include most county libraries.
- ✓ Increased visits to the Supai Village to provide additional literacy services to children.
- ✓ Collaborated on the Forest Lakes Community Library construction and remodel.
- ✓ Installed a new computer area at the Forest Lakes Community Library.
- ✓ Successful fundraising at Forest Lakes CL to help pay for summer programs: a Memorial Day Book Sale, Fourteenth Annual Craft Fair, a 2012 FLCL calendar with photo donations by local citizens, and "Buford the Bear," a 3 ft stuffed bear made local quilters and library staff was raffled.
- ✓ Added Notary service (by trained staff) at Tuba City - requested by the community.
- ✓ Tuba City Public Library joined local networking meetings with Lena Fowler & Local Business Groups.
- ✓ Initiated installation at Tuba City of two Library Logo direction street signs at 160 Junction and on Main Street.
- ✓ Installed new computers at the TCPL to cut down on wait times. Busier now, yet no waiting!
- ✓ Collaborated with the National Park/Forest Service on displays at Fredonia Public Library.
- ✓ Replaced children's area furniture at Williams Public Library.
- ✓ Negotiated with the Chevelon Butte School District (CBSD) to lock in a lower rental rate than was initially quoted for the Forest Lakes Community Library

- ✓ Collaborated with the County Manager, County Attorney, County Facilities Director, County Supervisor and the Chevelon Butte School District (CBSD) President on negotiating and completing an IGA between CBSD and the Coconino County Free Library District.

FY 13 NEW INITIATIVES AND GOALS
Flagstaff City-Coconino County Public Library & East Flagstaff Community Library

- Increase internet speed from 15 to 20 Mbps.
- Address the digital divide by adding e-reader devices to be checked out and circulated among the community.
- Add Brain Box literacy programming.
- Add an adult ESL student collection.
- Expand Web Services 2.0 functionality.
- Implement e-commerce for the library - would allow users to pay library fines or make library donations online.
- Check out laptops at the Aspen Ave library for in-house use.
- Provide professional development opportunities for library staff in various departments.
- Initiate new collaborations with Recreation.
- Research ADA compliancy opportunities for Flagstaff's main Library.
- Work with Flagstaff libraries on Job Assistance Centers; train staff, coordinate public workshops and one on one work sessions.

FY 13 NEW INITIATIVES AND GOALS
Coconino County Library District

- Coordinate and Sponsor the Arizona Tribal Libraries Gathering in Tuba City.
- Replace carpet & refinish restrooms at Tuba City Public Library.
- Research feasibility of adding Sunday hours at Grand Canyon Community Library.
- Foster relationship and collaborate with the new principal at the BIE school in Supai.
- Research feasibility of constructing an outdoor reading area at the Grand Canyon Community Library.
- Train Fredonia elementary school teachers on library databases and resources.
- Provide professional development opportunities for library staff at the Jail, Bookmobile and all county branches and affiliates; train branch libraries' staff on grant writing, community needs assessments, collection development and accessing free webinars.
- Work with CCC, NAU, and Fredonia High School to offer live college classes at the Fredonia Public Library.
- Install self-check stations – Sedona PL
- Remodel to add an IT office – Page PL
- Purchase new vehicle – Page PL
- Purchase and install self-checkout – Williams PL
- Explore new programming ideas to target senior citizens – Williams Public Library
- Coordinate countywide training efforts on job help for staff.
- Implement training workshops across the county for job seekers.
- Prep and train countywide staff for the next ILS upgrade.
- Coordinate Fifteenth Annual Craft Fair – FLCL
- Offer computer workshops at the Leupp Chapter House via the Bookmobile.

PERFORMANCE MEASURES

Council Priority: Diverse Arts, Culture, and Educational Opportunities; Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Provide positive, diverse opportunities for educational, cultural, arts, and leisure activities and programs for all ages
Objective: Offer special programming for children, youth, adults & seniors
Type of Measure: Outcome & Output, Number of Programs and Participants in Library Programs
Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions & Feedback, Program Stats
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 95%
Trend: ←→

Measures:	FY 10 Actual	FY 11 Actual*	FY 12 Estimate	FY 13 Proposed
Customer satisfaction with programs offered at the Library	* 92%	97%	96%	98%
Number of programs offered	1,114	1,122	1,080	1,102
Number of participants in programs	27,848	33,355	27,593	28,145

*Pilot survey variables FY10

Council Priority: Diverse Arts, Culture, and Educational Opportunities
Goal: Provide exceptional customer service
Objective: Provide a welcoming community space, access to computers and the internet, and meet the informational needs, requests and desires of library patrons
Type of Measure: Outcome
Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions and Feedback,
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 96%
Trend: ←→

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Customers pleased with their Library experience	95%	97%	97%	98%

Council Priority: Diverse Arts, Culture, and Educational Opportunities
Goal: Provide a wide variety of diverse materials to enhance the quality of life for the community
Objective: Select, acquire, prepare, and maintain quality resources in different formats for use by the public
Type of Measure: Outcome. Output
Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions & Feedback, Circulation Statistical Records
Frequency: Daily, Weekly, Quarterly, Annually (ongoing)
Scoring: 96%
Trend: ←→

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Customers believe that having access to library resources enhances their quality of life	94%	97%	97%	98%
Number of items circulated/checked out by patrons	1,109,177	1,146,423	1,170,281	1,193,687

SECTION: **11-LIBRARY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 2,439,872	$ 2,450,010	$ 2,384,606	$ 2,478,392	$ 28,382
CONTRACTUAL	434,370	477,772	513,696	488,116	10,344
COMMODITIES	586,505	823,353	686,854	836,966	13,613
CAPITAL	34,889	-	-	-	-
TOTAL	**$ 3,495,636**	**$ 3,751,135**	**$ 3,585,156**	**$ 3,803,474**	$ 52,339

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 484,448	$ 461,669	$ 472,788	$ 458,932	$ (2,737)
TECHNICAL SERVICES	759,243	751,378	738,011	750,204	(1,174)
PUBLIC SERVICES	1,347,462	1,484,062	1,281,935	1,585,087	101,025
COUNTY JAIL	64,593	69,454	69,454	77,607	8,153
COUNTY BOOKMOBILE	33,335	95,112	95,112	83,890	(11,222)
FOREST LAKES LIBRARY	60,409	92,642	92,642	89,909	(2,733)
TUBA CITY LIBRARY	201,255	230,608	230,608	218,702	(11,906)
SUPAI LIBRARY	2,721	15,500	15,500	15,500	-
EAST FLAGSTAFF LIBRARY	441,601	423,835	453,697	402,245	(21,590)
OUTREACH	339	1,450	1,450	1,450	-
GRAND CANYON	77,307	105,925	105,925	100,448	(5,477)
MAIN LIBRARY AUTOMATION	22,923	19,500	28,034	19,500	-
TOTAL	**$ 3,495,636**	**$ 3,751,135**	**$ 3,585,156**	**$ 3,803,474**	$ 52,339

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,803,474
	$ 3,803,474

COMMENTARY:

The Library operating fund has increased by 1% with no capital expenditures. Personal Services witness a slight increase of 1%. Contractual had a slight increase of 2%. Commodities increase of 2% is partly related to a increase in circulated materials. There is no major capital (>$10,000) for this section.

SECTION:	12-LIBRARY GRANTS				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 141,037	$ 141,521	$ 141,521	$ 143,652	$ 2,131
CONTRACTUAL	1,007,623	3,052,011	865,629	2,936,691	(115,320)
COMMODITIES	367,996	230,600	281,398	218,900	(11,700)
TOTAL	**$ 1,516,656**	**$ 3,424,132**	**$ 1,288,548**	**$ 3,299,243**	$ (124,889)
EXPENDITURES BY PROGRAM:					
SURGE OF TECHNOLOGY GRANT	$ -	$ -	$ 41,778	$ -	$ -
COUNTY WIDE PROJECTS	1,440,676	3,361,732	1,161,732	3,246,843	(114,889)
FLAG AZ: LOOK BACK GRANT	-	-	12,263	-	-
AZ STATE GRANT IN AID 13	-	-	-	25,000	25,000
SPECIAL RESOURCE ALLOT 1	5,000	-	-	-	-
STATE GRANT IN AID 2012	-	25,000	25,000	-	(25,000)
YOUTH SERVICES GRANT	1,329	37,400	17,000	27,400	(10,000)
EVERY CHILD READY TO READ	3,448	-	-	-	-
LEARNING LECTURES	1,000	-	-	-	-
BOOKMOBILE ENRICHMENT	2,633	-	-	-	-
FY 11 STATE GRANT IN AID	25,001	-	-	-	-
STORIES TO LIFE	18,264	-	-	-	-
SPECIAL SERVICES GRANT	10,866	-	13,924	-	-
PROM QUALITY ELECTRONIC	8,439	-	16,851	-	-
TOTAL	**$ 1,516,656**	**$ 3,424,132**	**$ 1,288,548**	**$ 3,299,243**	$ (124,889)
SOURCE OF FUNDING:					
	LIBRARY FUND			$ 3,299,243	
				$ 3,299,243	

MISSION

Recreation Services enriches the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of the Flagstaff Aquaplex, the Joe C. Montoya Community and Senior Center, the Jay Lively Ice Arena, Flagstaff Recreation Center, Cogdill Recreation Center, and numerous sports fields. Special community events and use permits are coordinated for organizations and individuals; recreational activities and classes are programmed for all ages and abilities, and sports are facilitated for both youth and adults. All Recreation administrative functions and Master Plan management are also budgeted in this section.

FY 12 ACCOMPLISHMENTS

- ✓ Completion of the Parks and Recreation Organizational Master Plan
- ✓ Transitioned Cogdill Recreation Center to the Boys and Girls Club of Flagstaff
- ✓ Through the Office of Community Events, implemented an updated Special Event Permit, alcohol in the parks permit and procedures with Parks and PD, and successfully mitigated the issues of noise and decibel levels at events
- ✓ Restructured field allocations with all user groups in order to provide home fields for Girls Softball
- ✓ Coordinated efforts to bring a new snowplay facility on McMillan Mesa for the winter season of 2012/2013.
- ✓ Developed and implemented a process to recover costs, provide for equity in use, and establish a formal arrangement for use of City-owned concession buildings and storage units at City sports fields
- ✓ Assisted with the implementation of a new downtown snowboarding event
- ✓ Installation of new spectator bleacher seating at J. Lively Activity Center
- ✓ Renamed and dedicated the Thorpe Park Community and Senior Center, after a prominent community leader, to the Joe C. Montoya Community and Senior Center
- ✓ Implemented installment billing at the Aquaplex
- ✓ Purchased new state of the art cardio equipment for the Fitness Floor of the Aquaplex and added two new televisions for workout viewing which increased fitness floor attendance by 21% than seen prior to installation; distributed former fitness equipment to other City recreation centers, providing upgraded equipment opportunities for their patrons
- ✓ Improved communication and marketing of programs and services by updating the website, the RecTrac and Webtrac systems, and adding Twitter to the social media outreach
- ✓ Initiated new partnership with FUSD and North Country Healthcare with the Hermosa Project at Killip School, targeting childhood obesity
- ✓ Addressed improved facility safety measures at the Aquaplex to include a renovation of locker room and cabana flooring with new anti-slip coating, acid etched the pool deck to prevent slips/falls, resurfaced entry ways and supports, resurfaced community room flooring, and completed a professional climbing wall inspection of equipment
- ✓ Completed a variety of facility improvements to include interior/exterior painting, roof repairs, electrical upgrades, front entrance roll down gate,
- ✓ Over 500 attendees and sold out vendor space for the annual National Senior Health and Fitness Day; received a $2,500 sponsorship from Flagstaff Medical Center to assist in the event
- ✓ Established partnerships for senior health services with NAU Lifelong Learning and Coconino County (caregiver and chronic illness educational series)

- ✓ Hosted Special Olympics skating events at J. Lively Activity Center
- ✓ Hosted three (3) weeks of hockey camps during the summer months
- ✓ Planned and implemented special recreational programming and events to celebrate the state's centennial
- ✓ Established a Players Board and Focus Groups for all adult sports in order to enhance communication, to evaluate rules and procedures, and provide for player/community input for future programs
- ✓ Collaboration with Coconino Coalition for Children & Youth on the America's Promise Alliance 100 Best Communities for Young People
- ✓ Coordinated efforts on the Zoning Code and Regional Plan updates, Open Spaces Management Plan, and Sustainability Management Plan
- ✓ Reinstated the Youth Advisory Council and hosted their first youth event, Teen Movie Night
- ✓ Worked with a graduate student from the University of Utah to research and prepare a proposal for a Flagstaff Outdoor Education Program to implement in the future
- ✓ Partnered with the Library Summer Reading Program for Teens and Youth to provide "Swim Around the World Day" at the Aquaplex with approximately 140 participants.
- ✓ Offered youth volunteer opportunities with the Assistant Swim Instructor Program and added new Saturday swim lessons that increased participation and revenue
- ✓ Partnered with NAU to provide safety trainings and events in aquatics at the Wall Aquatic Center
- ✓ Introduced eleven (11) new classes/camps at the Aquaplex; introduced six (6) new aerobic classes at the Joe C. Montoya Community and Senior Center
- ✓ Started new recreational clubs to include the Flagstaff Table Tennis Club and Flagstaff Recreation Center Homework Study Club and expanded the Flagstaff Bridge Club with a $1,000 donation
- ✓ Implemented a new successful outdoor flag football league (AFL – Aquaplex Football League)
- ✓ Received the Coconino County Sustainable Building Program Award for the rebuild of J. Lively Activity Center
- ✓ Record participation numbers in adult volleyball and youth baseball camps
- ✓ Implemented a new community holiday event at the Aquaplex: EasterPlex

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FY 13 NEW INITIATIVES AND GOALS

- ➢ Continue to collaborate with the Library on dynamic and quality programming
- ➢ Continue to improve on all marketing efforts to reach the greater Flagstaff community
- ➢ Continue to expand the volunteer base, partnerships, collaborations, internships and charitable contributions to increase our ability to offer new and expanded programs and services
- ➢ Implement a new community special event (themed obstacle course race at Buffalo Park) and two new adult athletic programs (coed hockey and dodgeball)
- ➢ Introduce more senior 55+ fitness programs/classes at the Aquaplex
- ➢ Provide improvements at the Joe C. Montoya Community and Senior Center to include a mirrored wall in the Allen room for dance classes, a weight room television, and new carpeting via a comprehensive donation drive
- ➢ Secure artificial turf behind the Flagstaff Recreation Center
- ➢ Coordinate with the Boys and Girls Club of Flagstaff to create a smooth transition at the Cogdill Recreation Center and assist with enhanced programming
- ➢ Increase the use of independent contractors by 50% at the Aquaplex
- ➢ Increase facility rental revenue at all centers
- ➢ Provide improved Guest Services procedures at the Aquaplex to include electronic filing at the front counter, revision of the Business Pass Program, the development of a tracking system for daily and 2-for-1 passes
- ➢ Streamline the banner permit process
- ➢ Improve the new bleachers at J. Lively Activity Center by covering them in a skate-friendly surface

PERFORMANCE MEASURES

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Superior customer service in the delivery of recreational programs and services
Objective: Professional, knowledgeable, outgoing, and friendly staff
Type of Measure: Process Outcome
Tool: Customer comment cards & feedback (weighted at 30%), Program surveys (weighted at 40%), Direct staff observations (weighted at 10%), and staff performance evaluations (weighted at 20%).
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 85%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Results of the culmination of participant surveys, observations and performance, with a Target rating of 100% of staff rated good or excellent.	85%	88%	90%	90%

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Customer satisfaction with programs & services
Objective: Provide quality recreation programs and services that create positive leisure experiences for all participants
Type of Measure: Program Outcome
Tool: Customer feedback, program surveys
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 90%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Results of the culmination of participant surveys, with a Target rating of 90% of the overall experience rated good or excellent.	87%	91%	95%	95%

Council Priority: Effective Governance – Adult Programs
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
- Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives
- Prior to FY2010 cost recovery of youth and adult programming was not assessed separately

Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 85%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Targeted cost recovery of 100% of adult programs following established philosophy.	85%	96%	98%	100%

Council Priority: Effective Governance – Youth Programs
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
(Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives)
Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 95%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Targeted cost recovery of 50% for youth programs following established philosophy. Note: a 100%score = 50% cost recovery.	65%	100%	100%	100%

Council Priority: Effective Governance – Flagstaff Aquaplex
Goal: Fiscal Accountability – Flagstaff Aquaplex
Objective: Adequate revenue generated to meet cost recovery expectations
Type of Measure: Outcome
Tool: Monthly Budget Reports
Frequency: Quarterly, Annually
Scoring: 70%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Annual Cost Recovery Rate between 50% - 70%	65%	64%	70%	70%

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Expand community wide events for residents and visitors.
Objective: Increase attendance at signature community event via expanded marketing and innovative programming.
Type of Measure: Process outcome
Tool: Direct staff observation, tracking via participant clicker device, and vendor surveys.
Frequency: Quarterly, Annually
Scoring: 95%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Participation growth Note: a score of 100% = 10% of growth, 90% = 5% to 10% growth , 80% = 1% to 5% growth, 70% = no growth, 60% = decline	100%	80%	90%	90%

SECTION:	30-RECREATION				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 1,980,542	$ 1,983,732	$ 1,987,125	$ 1,860,103	$ (123,629)
CONTRACTUAL	752,773	799,026	792,645	980,607	181,581
COMMODITIES	342,778	372,854	361,213	366,358	(6,496)
CAPITAL	591,703	263,000	261,409	15,000	(248,000)
TOTAL	**$ 3,667,796**	**$ 3,418,612**	**$ 3,402,392**	**$ 3,222,068**	$ (196,544)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 467,591	$ 499,609	$ 484,323	$ 529,268	$ 29,659
ATHLETIC PROGRAMS	221,523	295,231	293,450	257,098	(38,133)
MURDOCK CENTER	25	-	-	-	-
FLAGSTAFF RECREATION CENTER	235,084	246,010	245,940	257,418	11,408
THORPE PARK COMM/SEN CENTER	191,177	186,917	184,047	192,595	5,678
COGDILL CENTER	192,393	208,424	208,293	120,000	(88,424)
YOUTH COMMISSION	755	5,370	5,370	5,370	-
JAY LIVELY ACTIVITY CENTER	402,620	494,110	512,935	457,875	(36,235)
COMMUNITY SERVICES/EVENTS	79,924	89,003	85,403	128,611	39,608
AQUAPLEX	1,216,059	1,382,854	1,365,862	1,253,618	(129,236)
AQUAPLEX-CAPITAL LEASES	54,167	-	-	-	-
NORTH COUNTRY KILLIP GRANT	107	11,084	16,769	20,215	9,131
JAY LIVELY SNOW DISASTER	606,371	-	-	-	-
TOTAL	**$ 3,667,796**	**$ 3,418,612**	**$ 3,402,392**	**$ 3,222,068**	$ (196,544)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 3,222,068	
				$ 3,222,068	

COMMENTARY:

The Recreation operating budget has increased 2% and has a capital expenditure of $15,000 for a net decrease of 6%. Personal Services decreased due to 5.16 FTE staffing reductions net of increases to due 1.2% pay restoration and benefits. Staffing decreases were due to outsourcing the programming at Cogdill Recreation Center to the Boys and Girls Club. Contractual increases are for utilities, training, maintenance, event management, and support of the Boys and Girls Club. There were reductions in contractuals related to outsourcing Cogdill. Commodities decrease is primarily due to outsourcing Cogdill offset with increases in building supplies, tools, and vehicle parts. There is major capital (>$10,000) expenditures for general improvements ($15,000).

Inner Basin Pipeline Reconstruction - July 2012

ECONOMIC VITALITY DIVISION MISSION

The mission of the **Community Investment Section – Economic Development** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

The mission of the **Community Investment Section – Community Design and Redevelopment** is to create, enhance and preserve the sense of place, the built and natural environment, and the cultural heritage of Flagstaff by implementing the community's vision for character and design, the environment, resources and economic sustainability.

The **Airport Section** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of Northern Arizona.

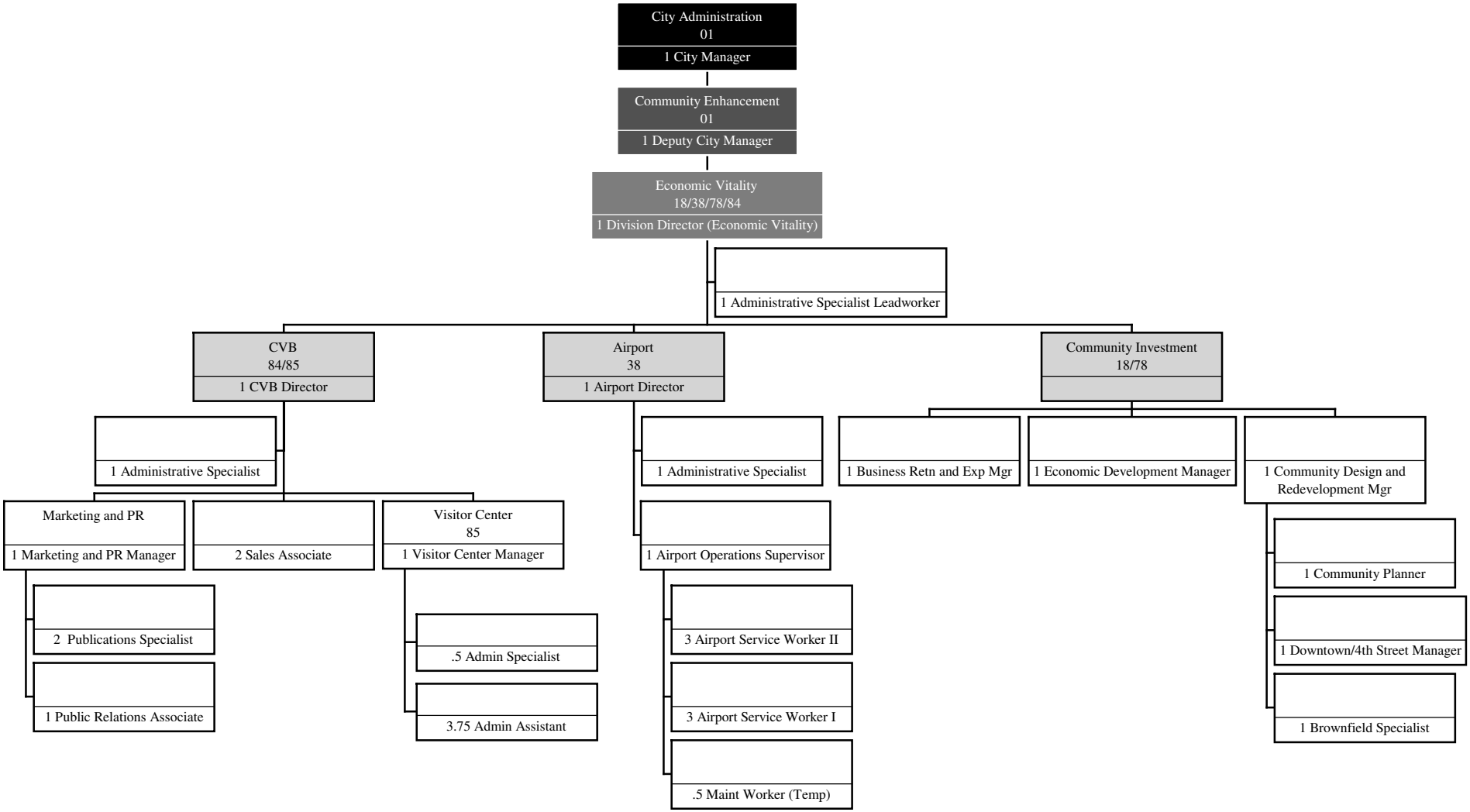
The mission of **The Arts and Science Section** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

The mission of **Beautification General Administration** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the sense of place, both the built and natural environment, of Flagstaff.

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

The mission of **Visitor Services** is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits and length of stay to Flagstaff.

ECONOMIC VITALITY



ECONOMIC DEVELOPMENT

Includes 1801 (Community Investment General Administration), and 78 (Business Attraction, Retention and Expansion)

MISSION

Retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

PROGRAM DESCRIPTION

The Economic Development Program promotes sustainable retail, commercial and industrial development that enhances high wage/low impact employment and increases revenues by providing support, analysis and programs for businesses; develops and cultivates infrastructure that preserves quality of life and allows access to intellectual resources; and, develops connections between businesses, people and the organizations that can take them to the next level.

FY 12 ACCOMPLISHMENTS

- ✓ Conducted over 11 business interviews and documented critical performance measures using the Building Bridges to Business (B3) process during first six months of fiscal year; and, anticipate meeting goal of 26 by fiscal year end.
- ✓ Completed expansion of T-Gen North through the 2011 ACA Rural Economic Development Grant Program.
- ✓ Completed Joy Cone rail expansion in conjunction with ECoNA as part of the 2011 ACA Rural Economic Development Grant Program.
- ✓ Coordinated multiple applications and agencies from the region for the 2012 ACA Rural Economic Development Grant Program; including one from the City of Flagstaff for a local bioscience manufacturing company which was awarded at the $100,000 level.
- ✓ Provided retention efforts and expansion opportunities to two major employers in the sustainable energy sector that were subject to a highly competitive environment and targeted attraction efforts from other communities.
- ✓ Provided Buxton data and analysis to over 30 unique businesses, developers and community organizations.
- ✓ Transferred Revolving Loan Fund from NACOG to the City of Flagstaff.
- ✓ Initiated expansion of the Science and Technology Park (Innovation Mesa-Phase 2) for Tier 2 companies and graduates of NACET, including applied for EDA grant and developed team of financial partners and collaborators.
- ✓ Provided real estate search support to two graduating NACET clients (Sedona Energy Labs and Pathogene).
- ✓ Provided support and made two referrals to NACET.
- ✓ Initiated 14 real estate searches for companies investigating expansion or relocation in the Flagstaff market.
- ✓ Re-negotiated Pulliam LLC lease extension for four parcels at the Airport Business Park.
- ✓ Successfully awarded 30-acre parcel at Route 66 and 4th Street to a commercial real estate developer for commercial expansion.
- ✓ Provided support and critical market data in the establishment of the Chrysler dealership at the Auto Park, as well as new retailers to the community including C-A-L Ranch Store, Five Guys Burger and Fries, Tuesday Morning, Chico's, and two tourism-related businesses, North Pole Experience and Flagstaff Extreme Adventure Course.

- ✓ Provided Flagstaff Mall/Marketplace management with new Buxton data to support expansion and relocation to the property.
- ✓ Attended International Council of Shopping Centers (ICSC) convention in Las Vegas and presented data to targeted companies for retail attraction.
- ✓ Participated in the lead role of relocating IML Containers, an international package goods manufacturer, to the area.
- ✓ Strengthened statewide business attraction efforts through the Sun Corridor Alliance Partnership (GPEC, TREO, Pinal County, Yuma Economic Development Council) and contracted for lead generation.
- ✓ Promoted Flagstaff at the Medical Device and Manufacturing (MD&M) show, SoCal Bio show and Opportunity Green Convention, as part of the Sun Corridor Alliance Partnership.
- ✓ Responded to over 30 business attraction inquiries produced from Arizona Commerce Authority (ACA), Sun Corridor Alliance Partnership, and City of Innovation.com website.
- ✓ Added four new real estate brokers as users to the FlagstaffProspector.com website.
- ✓ Re-established relationships with state economic development partners: ACA and AAED which includes board leadership and committee level positions.
- ✓ Provided leading roles on Business Retention and Expansion and Business Attraction efforts in the start-up of ECoNA.
- ✓ Participated in two primary SEDI initiatives: Sustainable Entrepreneurial Economic Development (SEED) and Sustainable Community Indicators Project (SCIP).
- ✓ Installed, in conjunction with Auto Park dealers, a new directional sign at Route 66 and Highway 89.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Expand the B3 program to include at least 30 business interviews, documenting critical performance measures and trend analysis.
- ➢ Create “tool box” of resources for the local business community, including workforce training opportunities and federal/state/local incentive programs.
- ➢ Advance community efforts for workforce development by re-examining curriculums, and strengthening relationships with the various public, private, and educational agencies to meet changing industry needs.
- ➢ Identify available grant opportunities for local businesses and facilitate appropriate application(s) and manage award(s).
- ➢ Implement Revolving Loan Fund program with regional partners.
- ➢ Provide Buxton data and analytics to 25 existing businesses, five real estate developers and 10 retail prospects.
- ➢ Assist with the expansion of Flagstaff Mall/Marketplace by providing data and retail referrals to Westcor/Macerich.
- ➢ Add at least four new retailers to the community, targeting established developments and infill opportunities.
- ➢ Facilitate the disposition and development of the “Trax” at Route 66 and 4th Street, including developer assistance through the Design Review Process and support of the establishment of tenants.
- ➢ Facilitate the addition of new APS Substation at Airport Business Park to support commercial and industrial business expansion.
- ➢ With anticipated award of EDA grant, lead the development and construction efforts of the Innovation Mesa-Phase 2 project.
- ➢ Continue participation in the Sun Corridor Alliance and present Flagstaff to 12 new companies.
- ➢ Add two new industrial businesses to the general community.
- ➢ Continue financial and personnel support to SEDI, ECoNA, Flinn Foundation, and Science Foundation Arizona.
- ➢ Continue leadership support to ECoNA in the areas of Business Retention and Expansion and Business Attraction.
- ➢ Continue building relationship with Community Development Division, by providing support and a “bridge” to companies that are expanding.

PERFORMANCE MEASURES

Council Priority: A Sustainable Community
Goal: Create an environment that retains and expands local businesses in Flagstaff.
Objective: Monitor health of businesses in the community and provide tools and programs for existing businesses to improve their performance.
Type of Measure: Program outcome
Tools: Trend analysis through Building Bridges to Business (B3), City and State incentive programs, ECoNA, staff advocacy, workforce development tools, and other business performance programs.
Frequency: Regular contact via phone, email, and in-person business visits, CityofInnovation.com updates, quarterly e-newsletter, and educational outreach.
Scoring: Retaining 95% of Flagstaff's major employers (75 or more employees).
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Local businesses retained and/or expanded	100%	95%	95%	95%

Council Priority: A Sustainable Community
Goal: Create an environment that is attractive to high wage/low impact companies.
Objective: Market aggressively to targeted sectors and utilize incentive policies.
Type of Measure: Policy/Program outcome
Tools: Sun Corridor Alliance, Arizona Commerce Authority, ECoNA, CityofInnovation.com, FlagstaffProspector.com, trade shows, advertising and other marketing materials, and generating appropriate lead referrals from existing companies.
Frequency: Regular meetings with existing companies, planned trade shows, ongoing web site updates and quarterly e-newsletter.
Scoring: Respond to 100% of qualified leads through/from ECoNA, Arizona Commerce Authority, Sun Corridor Alliance, site locators, and existing companies.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Respond to qualified new business leads	100%	100%	100%	100%
Percentage of total commercial listings on Prospector site	75%	85%	85%	90%

Council Priority: (1) A Sustainable Community, (2) Effective governance.
Goal: Sustain existing development projects
Objective: Facilitate and support existing developments, developers, leasing agents, and funders by providing assistance in locating appropriate tenants and helping to navigate the DRB process.
Type of Measure: Program Outcome
Tool: FlagstaffProspector.com, Development Review Process, Zoning Code, Regional Plan, Incentive Policies, Retail Analysis and other data research
Frequency: Quarterly e-newsletter to site location firms, regular business meetings, annual ICSC attendance.
Scoring: Based on Economic Development staff contacts from committed projects/tenants, 80% of viable developments and signed leases transitioned to DRB/IDS process.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Transition viable projects to DRB/IDS process	80%	80%	85%	90%
Percentage of total commercial listings on Prospector site	75%	85%	85%	90%

COMMUNITY DESIGN and REDEVELOPMENT

Includes 1807 (Community Design and Redevelopment), 71 (Arts and Science), and 73 (Beautification General Administration).

MISSION

Create, enhance, and preserve the sense of place, the built and natural environment, and the cultural heritage of Flagstaff, by implementing the community's vision for character and design, the environment, resources, and economic sustainability.

PROGRAM DESCRIPTION

Community design and redevelopment is accomplished through a series of programs described as follows:

Arts and Sciences – This program involves the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff. Program staff works with the public and the Beautification and Public Art Commission on public art programs and projects, and also works with Flagstaff Cultural Partners in support of local arts, science, and cultural activities and projects.

Community Design – With expenditures overseen by the Beautification and Public Art Commission, this program generates, executes, and maintains beautification programs and projects (Section 74). Design assistance and demonstrative design work is provided for economic development, development applicants, heritage preservation, redevelopment, capital improvements, and other internal and external customers.

Design Review – Program staff works with the Planning and Development Services staff and project applicants, providing design review, comments, and conditions to assure that public and private development is consistent with the community's vision and meets design and aesthetic standards.

Heritage Preservation – The work of sustaining Flagstaff's heritage and cultural resources includes inventories, landmark and historic district formation and maintenance, design review, and development impact analysis. In addition to working with public and private applicants, staff works with the Planning and Development Services staff and the Heritage Preservation Commission to accomplish heritage preservation goals.

Redevelopment – This program facilitates infill, redevelopment, revitalization, and preservation through policy development, planning, infrastructure development, and other Community Investment projects. Brownfield Land Recycling, dedicated to revitalization of potentially contaminated or abandoned, idle, or underused properties, is included in the work of this program.

FY 12 ACCOMPLISHMENTS

- ✓ Working with the Beautification and Public Art Commission, developed first five-year Plan for Public Art, identifying and projecting current and future purchases, including project descriptions.
- ✓ Initiated an ongoing community discussion for the creation of an Arts Incubator facility, including all major public and private arts agencies, providers, and stakeholders.
- ✓ The Southside Community Mural was installed at the Murdock Community Center. This was a multi-agency and public/private partnership public art project.
- ✓ Proposals were sought and received, and a new three-year contract was established with Flagstaff Cultural Partners to serve as the community arts coordinating agency and to distribute City of Flagstaff grants for programs and projects that foster the aesthetic, scientific, and cultural environment of Flagstaff.
- ✓ The Public Art Map was completed and posted to the website. A grant from Blue Cross Blue Shield of Arizona was sought and obtained, and the maps were printed and distributed throughout the community.

- ✓ Implemented the highly successful Beautification in Action Grant program, funding a Community Garden on San Francisco Street and the Cheshire Wetland–FUTS Trail Interpretive Site, among others.
- ✓ Closed out the Southside Streetscape project with a community celebration that included commissioning and sponsorship of celebratory light pole banners for one year.
- ✓ Reviewed current policy, developed alternatives for consideration, and presented the City Council with information and options for the irrigation of BBB Beautification funded landscaping. Current policy supported by the City Council and the Beautification and Public Art Commission.
- ✓ Worked with Planning and Development Services on the development of the pending Regional Land Use and Transportation Plan and the adopted Zoning Code on matters related to community design (sites, architecture, and landscaping), redevelopment, heritage preservation, and public art.
- ✓ Designed and constructed a decorative fence at the detention basin near the intersection of Country Club Drive and US Highway 89.
- ✓ Construction of a landscape wall and installation of landscaping was completed at the median island (pork chop) where Route 66 turns under the railroad tracks to Milton Road.
- ✓ Contributed to the successful design of many development projects including the I-40 Design Concept Report, Juniper Point, Barnet Dulaney Perkins Eye Center, Campus Crest (The Grove) student housing, Chick-fil-A, Walgreens, the Trax (4th Street and Route 66), restoration of the Dairy Bran (research center) at the Museum of Northern Arizona, and new Downtown development (The Factory), and a significant Southside heritage preservation project (Hick's Rooming House).
- ✓ Updated the 1992 Historic Property Inventory for the Townsite National Register Historic District.
- ✓ Completed the adoption of a Programmatic Agreement with the State Historic Preservation Officer that addresses and simplifies the approval of ongoing programs within the Housing Section.
- ✓ Worked with an ad hoc community group that seeks to raise awareness of historic Route 66 motels and the opportunities that are available for sustainable operations, specifically including heritage preservation.
- ✓ Completed the designation of the Flagstaff Passenger Train Station by the City Council as a local landmark.
- ✓ Researched, and presented to the City Council, existing and possible policies, tools, and options for a Commercial Infill and Redevelopment Policy.
- ✓ Researched, and presented to the City Council, existing and possible policies, tools, and options for Southside parking solutions.
- ✓ Completed, reviewed, and presented to the City Council the Fourth Street Corridor Study and sought policy direction raised by the Study.
- ✓ Worked with six Northern Arizona communities to prepare and submit to the Environmental Protection Agency a $1M Coalition Grant for Community Wide Assessments that can cover the costs of public or private environmental assessments, redevelopment planning, and other Brownfield work.
- ✓ Established a collaborative relationship with the Director of the Mill Avenue Business District in Tempe that has contributed to proceeding with business districts in Flagstaff. Have received insights, as well as template documents based on the prior establishment of 18 such districts.
- ✓ With stakeholder support and at their request, developed new strategy for the development of a Downtown organization and an East Flagstaff organization that can manage these business districts and address community issues such as marketing, maintenance, and parking.
- ✓ Worked with internal stakeholders and consultant engineers to re-establish the structural capacity of Heritage Square which will allow for better use of the facility to serve all of the community including Downtown stakeholders. Continuing efforts include investigation of reinforcing the structure to serve Flagstaff better.
- ✓ Provided management for Downtown and East Flagstaff, including coordination and planning for regulatory issues, events (New Years Eve and Dew Downtown Flagstaff Ski and Snowboard Festival), holiday decorations, and other day-to-day matters.

FY 13 NEW INITIATIVES AND GOALS

- Expand grant seeking, using said funds to leverage the execution of other goals.
- Maintain a high level of community engagement and outreach, and provide excellent customer service in response to community goals and concerns.
- Complete interactive component of the internet-posted Public Art Map.
- Install significant public art piece (i.e., Lumberyard Mural).
- Construct beautification projects, including the Beulah/Woodlands Boulevard medians and Butler Avenue medians.
- Design, and with City Council approval, implement a Milton Road signage enhancement program.
- Design East Flagstaff Gateway Project that includes branding, beautification, and public art components.
- Continue to provide design assistance and excellent customer service in design review and heritage preservation.
- Implement new heritage preservation provisions of the Zoning Code.
- Designate additional public and private properties as local landmarks.
- Continue with development, adoption, and implementation of the Commercial Infill and Redevelopment Policy.
- Continue with development, adoption, and implementation of the Fourth Street Corridor Study.
- Upon award, implement and manage the Coalition Community Wide Assessment Grant.
- Continue development, adoption, and implementation of management plans for Downtown and East Flagstaff.

PERFORMANCE MEASURES

Council Priority: A Sustainable Community
Goal: Improve neighborhoods (livability), protect our natural and built environment, and utilize our resources efficiently by stimulating redevelopment and infill.
Objective: Facilitate the stakeholder development of sustainable strategies for resource and operational management for Downtown and East Flagstaff.
Type of Measure: Outcome
Tool: Survey seeking stakeholder satisfaction with process, timeliness, and output
Frequency: Quarterly
Scoring: Percent satisfaction
Trend: ← →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Stakeholder satisfaction with facilitation and strategy development.	N/A	100%	85%	85%

Council Priority: **Diverse Arts, Culture and Educational Opportunities.**
Goal: Improve neighborhoods (livability) through the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff.
Objective: Tangible, accessible preservation or enhancement programs or works in beautification, art, sciences, or cultural arts.
Type of Measure: Output
Tool: Monitoring outcome
Frequency: Quarterly
Scoring: Count
Trend: ← →

Measures:	CY10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of programs or works	32	40	43	32

SECTION: **18-COMMUNITY INVESTMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 275,031	$ 285,633	$ 201,526	$ 166,633	$ (119,000)
CONTRACTUAL	132,463	442,133	21,540	117,243	(324,890)
COMMODITIES	14,018	16,988	10,517	41,825	24,837
CAPITAL	-	-	1,700	875,000	875,000
TOTAL	**$ 421,512**	**$ 744,754**	**$ 235,283**	**$ 1,200,701**	$ 455,947

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 122,051	$ 123,138	$ 116,379	$ 126,285	$ 3,147
COMMUNITY DESIGN	64,823	66,237	34,249	69,001	2,764
HOUSING	10	-	-	-	-
DOWNTOWN MANAGEMENT	59,035	65,027	65,140	-	(65,027)
BROWNFIELDS	55,707	90,352	19,515	5,415	(84,937)
RT 66 CREOSOTE PIT SITE	119,886	-	-	-	-
GREATER SUNNYSIDE REDEVELOPMENT	-	400,000	-	-	(400,000)
BROWNFIELD ASSESS FY13	-	-	-	1,000,000	1,000,000
TOTAL	**$ 421,512**	**$ 744,754**	**$ 235,283**	**$ 1,200,701**	$ 455,947

SOURCE OF FUNDING:

GENERAL FUND	$ 992,790
LIBRARY FUND	27,272
HIGHWAY USER REVENUE FUND	24,888
TRANSPORTATION FUND	7,789
WATER AND WASTEWATER FUND	73,918
STORMWATER FUND	3,782
AIRPORT FUND	8,434
ENVIRONMENTAL SERVICES FUND	61,828
	$ 1,200,701

COMMENTARY:

The Community Investment operating budget has decreased 56% and capital expenditures total $875,000, resulting in an overall net increase of 61%. The capital expenditures relate to Brownfield grant funded projects. Personal services decreases (42%) are due to small increases in retirement and benefits with substantially larger decreases from the reduction in a Brownfield Specialist and an employee's salary being assigned to Section 73. Contractual decreases of 73% are primarily due to the reductions in a declined budgeted grant, as well as reductions in travel.

SECTION: **78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 173,691	$ 189,824	$ 179,635	$ 204,855	$ 15,031
CONTRACTUAL	740,022	1,848,065	838,159	1,173,261	(674,804)
COMMODITIES	17,227	16,741	30,036	11,139	(5,602)
CAPITAL	-	-	275,860	-	-
TOTAL	**$ 930,940**	**$ 2,054,630**	**$ 1,323,690**	**$ 1,389,255**	$ (665,375)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 79,455	$ 60,809	$ 42,425	$ 61,921	$ 1,112
INCUBATOR PROGRAM	294,082	260,000	264,614	265,844	5,844
CONTRIBUTIONS	114,494	139,500	139,500	139,500	-
BUS RETENTION AND EXPANSION	76,833	122,885	95,690	100,371	(22,514)
BUSINESS ATTRACTION	114,671	109,558	106,059	124,966	15,408
INNOVATION MESA	-	-	-	202,500	202,500
REC-EXPAN TGEN N.FACILITY	-	80,000	80,000	-	(80,000)
REDI GRANT-DEPT COMMERCE	-	25,000	-	-	(25,000)
SW WINDPOWER COMMERCE	-	1,000,000	298,524	-	(1,000,000)
ACA RURAL GRANT 2011	-	-	40,000	60,000	60,000
DEBT SERVICE	251,405	256,878	256,878	434,153	177,275
TOTAL	**$ 930,940**	**$ 2,054,630**	**$ 1,323,690**	**$ 1,389,255**	$ (665,375)

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 1,389,255
	$ 1,389,255

COMMENTARY:

The Economic Development operating budget has decreased 32% and there are no capital expenditures, resulting in an overall net decrease of 32%. The decrease is primarily due to changes in the level of grants. Personal services increases are a result of pay restoration, reclasses, benefits and retirement costs. Additional expenditure increases are for debt service, Business Attraction program needs, and contributions. The reduction in cost for the Incubator Program relates to the renegotiation of the facility lease and the tenant responsiblity for utility costs. There were $65,810 of one-time expenditures authorized inclusive of the following: $5,810 for custodial services, $25,000 for RPI, $10,000 for SEDI, $25,000 for Innovation Mesa furnishings. In addition, the Economic Development budget has authorized $254,500 in ongoing expenditures for the following: $60,000 for SEDI, $17,000 for Buxton Research Data, and $177,500 for Innovation Mesa operating expenses.

MISSION

Flagstaff Pulliam Airport is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

PROGRAM DESCRIPTION

Flagstaff Pulliam Airport is certified as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the section include administration, safety, operations, and maintenance of all buildings, pavements and airfield lighting with federal mandates to provide aircraft rescue/firefighting, medical first response and area security. Certain segments of passenger and terminal security are also Airport responsibilities as outlined in Department of Homeland Security (DHS) and Transportation Security Administration (TSA) directives. Other services are provided through lease agreements with the direct service providers (i.e., airlines, car rental agencies, fixed base operator and other concessionaires). Airport Staff are also in partnership with Economic Development staff to expand development at the Airport Business Park.

FY 12 ACCOMPLISHMENTS

- ✓ Obtained grant from the Department of Transportation under the Small Community Air Service Development Program for $800,000 to assist in bringing a second air carrier to Flagstaff.
- ✓ Obtained grant funding from the FAA for the “taxiway alpha project” to reconstruct failed asphalt and replace lighting and signs on taxiway and runway.
- ✓ Obtained grant funding from the Arizona Department of Transportation Aeronautics Division to replace joint seals on concrete ramp in front of the terminal.
- ✓ Successfully completed broadband of Airport Service Worker positions and retitled positions to Airport Operations Aircraft Rescue Firefighters (Airport Operations/ARFF Specialist).
- ✓ Through the efforts of Airport staff, the Airport remained open and had no snow closures this year.
- ✓ Hosted fourth annual Armed Forces Day Open House.
- ✓ Completed Air Rescue Firefighting training for staff and maintained FAA compliance.
- ✓ Airport Director was appointed to the Board of Directors for Arizona Airports Association.
- ✓ Secured new advertising agreement with Clear Channel; and, new contracts with six rental car agencies.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Release a Request for Proposal for additional air carrier service to Flagstaff; and, obtain a successful bidder that will meet the growing transportation needs of Northern Arizona.
- ➢ Develop a plan, in conjunction with the FAA, to replace the Instrument Landing System.
- ➢ Improve appearance of ticketing area in the terminal by remodeling airline counters.
- ➢ Maintain full occupancy of Airport general aviation hangars and shade storage facilities to maximize revenues.
- ➢ Streamline Airport operations and maintenance costs to preserve budget dollars.
- ➢ Plan and host fifth annual no-fee Armed Forces Day Open House to increase community awareness of the Airport’s capabilities, functions and equipment.
- ➢ Achieve a discrepancy-free FAA Certification and Safety inspection.
- ➢ Secure additional FAA grant funding for Airport capital projects.
- ➢ Complete FAA grant funded project to reconstruct south half of taxiway and replace lights and signs.
- ➢ Complete ADOT Aeronautics grant funded project to replace joint seals on terminal concrete ramp.

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: Ensure the entire Airport's operational and facility tasks function in concert to promote and support reliable commercial air travel.
Objective: Reduce commercial flight cancellations through effective runway and taxiway maintenance, timely snow removal operations and regular maintenance of airfield navigation aids.
Type of Measure: Program Outcome
Tool: Air carrier flight activity and landing reports, daily operations inspection logs, published Notices to Airmen and passenger feedback
Frequency: Monthly
Scoring: 5% or less cancelled – Progressing, average. 5+ to 7% cancelled – Caution, warning. More than 7% cancelled, Need to review, discuss
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of scheduled commercial flights cancelled	4.6%	3.1%	3.0%	3.0%

Council Priority: A Sustainable Community
Goal: Provide a safe and secure environment where air passengers have multiple travel destination choices at affordable prices.
Objective: Grow commercial air travel to and from Flagstaff in the form of increased enplanements.
Type of Measure: Program Effectiveness
Tool: Air carrier flight activity and landing reports, passenger comment cards, CVB, Visitor Center and Chamber of Commerce feedback
Frequency: Measured monthly; reported annually
Scoring: 3% growth or more – Progressing, average. Less than 3% to zero growth – Caution, warning. Any annual decline – Need to review, discuss
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage change in annual passenger enplanements	-7.4%	-2.2%	+1.0%	+3.0

Council Priority: Public Safety
Goal: Meet or exceed FAA requirements for Aircraft Rescue Firefighting and on-airport medical responses.
Objective: Consistently arrive at the scene within three minutes of alert notification.
Type of Measure: Program Effectiveness
Tool: Air Traffic Control tower logs, Airport incident report forms, daily operations inspection checklists/logs
Frequency: Measured monthly; reported annually
Scoring: 100% of responses within 3 minutes – Progressing, average. 99.9% to 97% response within 3 minutes – Caution, warning. Less than 97% of responses within 3 minutes – Need to review, discuss.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Percentage of emergency call responses within three minutes	100%	100%	100%	100%

SECTION: **38-AIRPORT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 626,168	$ 630,320	$ 647,552	$ 640,883	$ 10,563
CONTRACTUAL	344,664	945,582	339,289	1,161,553	215,971
COMMODITIES	128,892	147,774	131,636	155,074	7,300
TOTAL	**$ 1,099,724**	**$ 1,723,676**	**$ 1,118,477**	**$ 1,957,510**	$ 233,834

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 466,285	$ 479,165	$ 470,332	$ 412,849	$ (66,316)
SAFETY AND SECURITY	117,107	96,853	99,715	137,008	40,155
SNOW CONTROL	58,009	86,126	82,749	86,369	243
MAINT BLDGS AND GROUNDS	396,849	379,725	387,382	424,851	45,126
MAINT RUNWAY AND TAXIWAY	61,474	81,507	78,149	96,133	14,626
AIRPORT COMMISSION	-	300	150	300	-
SMALL COMM AIR SVCS DVLP	-	600,000	-	800,000	200,000
TOTAL	**$ 1,099,724**	**$ 1,723,676**	**$ 1,118,477**	**$ 1,957,510**	$ 233,834

SOURCE OF FUNDING:

AIRPORT FUND	$ 1,957,510
	$ 1,957,510

COMMENTARY:

The Airport operating budget has increased 14% and there are no capital expenditures. There are increased personal services costs of 2% due to pay restoration, higher benefits costs, and upgrades/reclassifications of some personnel. Contractuals increased by 23% primarily due to the grant increasing for the development of the new airline presence. Commodities increased by 5% due to safety supplies required to be replaced. There are no capital purchases planned in this section.

MISSION

Create, enhance, and preserve the cultural heritage of Flagstaff through dedicated Bed, Board and Beverage tax monies.

PROGRAM DESCRIPTION

The Arts and Science Fund utilizes dedicated Bed, Board, and Beverage tax monies to support the operations of local arts, science, and cultural organizations, and their projects, as well as to install public art within the community. Grant funding of organizations and their projects is administered by Flagstaff Cultural Partners, and overseen by program staff. Public art includes an indoor art program that utilizes City owned facilities including City Hall, Joe C. Montoya Community and Senior Center, Pulliam Airport Terminal building, and the Aquaplex for display. Permanent outdoor art pieces are installed at various locations throughout the City.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 18 (Community Design) and Section 73 (Beautification General Administration), and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 12 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 13 NEW INITIATIVES AND GOALS

- ➢ See Section 18, Community Investment.

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION: **71-ARTS AND SCIENCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
CONTRACTUALS	$ 411,682	$ 663,044	$ 383,719	$ 375,600	$ (287,444)
COMMODITIES	594	3,039	4,539	3,056	17
CAPITAL	-	-	7,500	258,400	258,400
TOTAL	**$ 412,276**	**$ 666,083**	**$ 395,758**	**$ 637,056**	$ (29,027)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 195	$ 1,025	$ 100	$ 100	$ (925)
CONTRACTUAL SERVICES	332,750	293,000	293,000	290,000	(3,000)
PUBLIC ARTWORK	9,535	282,233	12,833	261,956	(20,277)
FCP ADMINISTRATION	69,796	69,825	69,825	65,000	(4,825)
RIORDAN MANSION	-	20,000	20,000	20,000	-
TOTAL	**$ 412,276**	**$ 666,083**	**$ 395,758**	**$ 637,056**	$ (29,027)

SOURCE OF FUNDING:

ARTS AND SCIENCE FUND	$ 637,056
	$ 637,056

COMMENTARY:

The Arts and Science operating budget has decreased by 43% and there are capital expenditures of $258,400, resulting in an overall net decrease of 4%. Personal Services are handled through internal charge outs and are included in Commodities. One-time expenditures for this division are: $15,000 for the Flagstaff Cultural Partners, and $20,000 for the Riordan Mansion. Minor fluctuations in year-to-year budgets relate to specific program needs each year while maintaining adequate fund balance. Contractuals are reduced due to a change in Public Artwork being tracked through capital instead of contractuals. Capital Public Art Work for $258,400 includes the Rendezvous Bronze Sculpture ($200,000), East Flag Gateway ($33,400), and the Lumberyard Mural ($25,000).

MISSION

Create, enhance, and preserve the sense of place of both the built and natural environment of Flagstaff through dedicated Bed, Board and Beverage tax monies.

PROGRAM DESCRIPTION

The Beautification General Administration program oversees the expenditures of Bed, Board, and Beverage tax monies that are dedicated to beautification. This includes Beautification and Public Art Commission staff support, beautification projects generated under the Community Design program, and other activities related to the development of the community.

For planning purposes, the administration and implementation of the programs and activities of this Section are combined with Section 18 (Community Design) and Section 71 (Arts and Science Fund) and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 12 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 13 NEW INITIATIVES AND GOALS

- ➢ See Section 18, Community Investment.

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION: **73-BEAUTIFICATION GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 104,364	$ 104,545	$ 89,064	$ 173,214	$ 68,669
CONTRACTUAL	38,065	28,900	28,182	31,625	2,725
COMMODITIES	1,421	1,175	1,305	1,150	(25)
TOTAL	**$ 143,850**	**$ 134,620**	**$ 118,551**	**$ 205,989**	$ 71,369

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 111,642	$ 109,620	$ 93,551	$ 112,398	$ 2,778
COMMISSION	162	-	-	-	-
WHEELER PARK LIGHTING	24,152	25,000	25,000	25,000	-
RIORDAN MANSION	7,894	-	-	-	-
ENHANCED SERVICE DISTRICT	-	-	-	68,591	68,591
TOTAL	**$ 143,850**	**$ 134,620**	**$ 118,551**	**$ 205,989**	$ 71,369

SOURCE OF FUNDING:

BEAUTIFICATION FUND	$ 205,989
	$ 205,989

COMMENTARY:

The Beautification operating budget has increased 53% and there are no capital expenditures. Personal Services increases includes the charge out of 1.0 FTE for the Manager of Enhanced Service District, an increase in retirement benefits and a pay restoration. Contractual increases are due to increases in travel, registration, advertising and membership fees. Commodities has a net change of -2% related to promotional materials. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Convention and Visitors Bureau (CVB) is to develop, promote and maintain Flagstaff as a year round visitor destination with professional services that will benefit the community economically, environmentally and socially.

PROGRAM DESCRIPTION

The CVB is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30 percent of BBB tax revenues. Programs include marketing to tour operators, travel agents, meeting planners, group coordinators, and individual leisure travelers, as well as development of public outreach and educational programs, media relations, and media coverage. The CVB is also responsible for the creation and maintenance of partnership opportunities both locally and regionally.

FY 12 ACCOMPLISHMENTS

- ✓ Consumer website, www.flagstaffarizona.org, received 344,055 visits to date this fiscal year, a nearly 19 percent increase over the same period last fiscal year.
- ✓ Created "About Us" section on the website (www.flagstaffarizona.org/about-us.html) to provide stakeholders up-to-date information regarding CVB led activities, partnership opportunities and industry information.
- ✓ Grew *Flagstaff Happenings* subscriber list by 14 percent, maintaining a 20 percent open rate.
- ✓ Increased Flagstaff's presence and interactivity on social media sites, especially Twitter and Facebook, which are now at 3,439 followers and 37,758 fans respectively this fiscal year (through February).
- ✓ Coordinated French and German sales missions due to reduced state-side tourism promotions. This approach has generated more interest in Flagstaff with more relevant operator meetings concentrating on northern Arizona product.
- ✓ Pursued or responded to more city-wide RFP's, including national/international conferences such as ESTO, ICOET, Peaks Festival, and Tour de Arizona.
- ✓ Developed partnership with French airline to create a northern Arizona/southern Utah media familiarization tour, hosting 10 European journalists.
- ✓ Cultivated state-wide partnership to promote Flagstaff as a meetings destination to a larger audience by taking lead on hosted events before and after national tradeshows.
- ✓ Garnered significant media coverage, including *Arizona Highways, Arizona Republic, Dallas Morning News, Sunset Magazine, Chicago Tribune, Associated Press,* and coverage on every major news network in Phoenix.
- ✓ Created special landing pages for Fourth of July, Arizona Cardinals Training Camp, High Country Holidays, Hosting Holiday Events in Flagstaff, and Dew Downtown Flagstaff event page.
- ✓ Increased awareness of Flagstaff as a winter travel destination by reaching out to the Phoenix broadcast media with special packages, including a "Top 10 Things to Know about Winter in Flagstaff" release and a Flagstaff-branded scarf.
- ✓ Updated and printed 2012 Flagstaff Visitor Guide to be more user-friendly, provided additional travel information and increased benefit to Flagstaff tourism businesses.
- ✓ Launched the client portal of the CRM software allowing stakeholders to reply to leads online and increase trackability of CVB efforts.
- ✓ Conducted focus group research in targeted markets to lay groundwork for CVB's re-imaging process.
- ✓ Translated and printed the *Explore Flagstaff* guide in French and German (in addition to English and Spanish already in print). Additional translations will be available online.

FY 13 NEW INITIATIVES

- Increase BBB revenues two percent through targeted media advertising plan, enhanced leisure and group sales, and increased public relations efforts.
- Utilize focus group results and relevant research to develop and launch revised advertising campaign with new imagery and website upgrades. Will conduct professional photo shoot to procure new images for the re-imaging process while also creating a well-rounded photo library to represent the destination.
- Enhance the use of "landing pages" within the CVB's consumer website during specific campaigns or seasons to increase site visits by five percent.
- Produce group leads and assist operators/planners with Flagstaff itineraries, resulting in a two percent increase in number of 'definite' room nights booked through CVB efforts.
- Increase PR value of earned media by two percent through increased presence in key markets and partnering with regional CVB's to host press trips.
- Increase fan/follower engagement on Flagstaff CVB social media sites, including Twitter and Facebook, by five percent through contests, interactive elements, and providing timely, up-to-date information.
- Establish a blog for the Flagstaff CVB, maintaining a schedule to regularly update it with relevant and timely information

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PERFORMANCE MEASURES

Council Priority: A Sustainable Community; Diverse Arts, Culture and Educational Opportunities
Goal: Provide the community with resources that meet or exceed expectations through increased BBB revenues.
Objective: Increase visitation and extend the length of stay by positioning Flagstaff as the premier year-round destination while maintaining strong travel patterns on weekends and during high season, and increasing occupancy mid-week and in slower shoulder and off-seasons.
Type of Measure: Outcome
Tool: Room night bookings generated through leads, RevPAR (revenue per available room) and occupancy reports, restaurant/bar sales, attraction visitation, media coverage and publicity value, reach and frequency of marketing, website visits, fulfillment request/distribution and e-marketing/social media subscribers/interactions.
Frequency: Monthly
Scoring: BBB revenues at or above projection
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Bed Board and Booze (BBB) Tax revenues	$5,193,967	$5,368,990	5,450,000	5,500,000

*figure through October 2011

SECTION: **84-CONVENTION AND VISITORS BUREAU**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 522,321	$ 557,388	$ 554,337	$ 561,571	$ 4,183
CONTRACTUAL	538,621	566,501	568,243	652,198	85,697
COMMODITIES	102,469	124,571	124,410	96,932	(27,639)
TOTAL	**$ 1,163,411**	**$ 1,248,460**	**$ 1,246,990**	**$ 1,310,701**	$ 62,241

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 555,698	$ 609,522	$ 605,215	$ 603,865	$ (5,657)
MARKETING AND PROMOTION	505,585	546,950	543,025	579,726	32,776
SALES	77,632	67,750	68,400	78,040	10,290
PUBLIC RELATIONS	23,746	23,488	29,600	33,320	9,832
FILM OFFICE	750	750	750	750	-
MILLIGAN HOUSE	-	-	-	15,000	15,000
TOTAL	**$ 1,163,411**	**$ 1,248,460**	**$ 1,246,990**	**$ 1,310,701**	$ 62,241

SOURCE OF FUNDING:

TOURISM FUND	$ 1,310,701
	$ 1,310,701

COMMENTARY:

The Tourism operating budget has increased 5% and there are no capital expenditures, resulting in an overall net increase of 5%. Personal services have increased 1% as a result of pay restoration and increases in benefit and retirement costs. Contractual expenditures increased by 15% due to the addition of the Milligan House as a cost for this section, along with increases in advertising, travel, memberships, registrations, and miscellaneous services. Commodities expenditures decreased by 22% primarily due to a decrease in promotional materials. One-time authorized expenditures were $28,000 for the National Association of Counties Western Interstate Conference. New ongoing expenditures of $19,213 were authorized as follows: $500 for food for the CVB hosted events and director, $8,913 for advertisements for print, radio, and online for all markets, $3,000 for annual web updates, $1,750 for travel for meetings and events, $2,725 for tradeshows for the sales mission and meeting registration fees, $325 for sales staff memberships and trade shows, $1,400 for public relations staff travel, lodging, meals, trade shows and media missions, and $600 for tradeshow, media mission and meeting registration fees.

ECONOMIC VITALITY SECTION 85 VISITOR SERVICES

MISSION

The mission of the Visitor Center is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits to Flagstaff and length of stay.

PROGRAM DESCRIPTION

Located in the Historic Train Station, the Flagstaff Visitor Center is charged with providing local, state and regional information to visitors in order to enhance or extend their stay. The Visitor Center (VC) is funded through the Flagstaff Convention and Visitors Bureau (CVB) allocation of BBB tax revenues. Programs include visitor services, train station operations, educational programs, and creation of local partnerships.

FY 12 ACCOMPLISHMENTS

- ✓ Installed Grand Canyon Ticket Kiosk allowing visitors to purchase their park passes and gain information regarding Flagstaff while at the Visitor Center. In the first eight months since the Kiosk was installed, 211 passes have been sold.
- ✓ Introduced Visitor Center Referral Program to Flagstaff hoteliers broadening their awareness of the Center as a resource to travelers and front desk agents. In the first month of the program, 92 referral cards have been submitted by visitors.
- ✓ Assisted nearly 12,000 more visitors in the first six months of the fiscal year (July – December), a 28 percent increase over the same time period during the previous year. In CY2011, staff assisted 96,338 visitors (a 17 percent increase over CY2010).
- ✓ Partnered with the Pioneer Museum and Flagstaff Model R.R. Club to provide activities for National Train Day, including a train robbery enactment and station tours.
- ✓ Hosted the opening reception for Southwest Regional Railroad Conference 'Rails to Rim,' which was organized by the Flagstaff Model R.R. Club.
- ✓ Supported Historic Route 66 Association of Arizona through distribution of the *Route 66 Passport* and served as a passport redemption location. Have redeemed 274 passports for Route 66 travelers this fiscal year.
- ✓ Provided learning opportunities to visitors regarding how to purchase authentic Native American arts and crafts by hosting the Council for Indigenous Arts and Culture.
- ✓ Coordinated with Amtrak and other City sections/programs to improve lighting and signage at the train station, creating a better visitor experience.

FY 13 NEW INITIATIVES

- ➢ Enhance relationships with front-line hotel staff and local businesses to broaden awareness of the Visitor Center as a premier location for regional information and collateral material.
- ➢ Maximize partnerships through Referral Program, Grand Canyon Ticket Kiosk and other opportunities to increase walk-in visitor figures by two percent.
- ➢ Develop and provide on-site opportunities, such as educational forums, informational displays and programs to enhance both the visitor and local community's experience.
- ➢ Coordinate with Amtrak, BNSF and other City sections/programs to improve the visitor experience at the Train Station through facility upgrades and enhancements.

PERFORMANCE MEASURES

Council Priority: A Sustainable Community; Quality and Reliable Infrastructure
Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission.
Objective: Enhance existing customer service programs to encourage visitors to stay longer and/or revisit Flagstaff.
Type of Measure: Program Effectiveness
Tool: Customer service surveys, walk-in visitation
Frequency: Monthly
Scoring: Percentage of survey respondents with satisfaction rating of 4 or above on scale or 1 to 5 (5 being highest) and number of visitors that utilize the Visitor Center
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Visitor Center Customer Service Survey (# surveys / % satisfaction)	414 / 95%	389 / 96%	420 / 96%	420 / 96%
Visitor Center Walk-ins	82,638	96,338	98,000	100,000

SECTION: **85-VISITOR SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 196,370	$ 195,992	$ 183,402	$ 193,941	$ (2,051)
CONTRACTUAL	81,494	90,179	91,682	92,154	1,975
COMMODITIES	27,906	25,126	37,393	27,306	2,180
TOTAL	**$ 305,770**	**$ 311,297**	**$ 312,477**	**$ 313,401**	$ 2,104

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 213,448	$ 215,312	$ 205,261	$ 216,101	$ 789
TRAIN STATION OPERATIONS	92,322	95,985	107,216	97,300	1,315
TOTAL	**$ 305,770**	**$ 311,297**	**$ 312,477**	**$ 313,401**	$ 2,104

SOURCE OF FUNDING:

TOURISM FUND	$ 313,401
	$ 313,401

COMMENTARY:
The Visitor Center's operating budget has increased 1% and there are no capital expenditures, resulting in an overall net increase of 1%. Personal services decreased as a result of use of temporary employees to fill a position that previously was full-time with benefits. Despite pay restorations, benefit and retirement costs increases, by using temporary employees, overall personal services costs were decreased by 1%. Contractual increases are due to telephone, equipment maintenance, miscellaneous services, janitor and other operating supplies. Commodities increases are a result of increases in printing costs and promotional materials. There were no one-time authorized expenditures, or any new ongoing authorized expenditures. There is no major capital (> $10,000) for this section.

Inner Basin Pipeline Reconstruction - July 2012

UTILITIES DIVISION MISSION

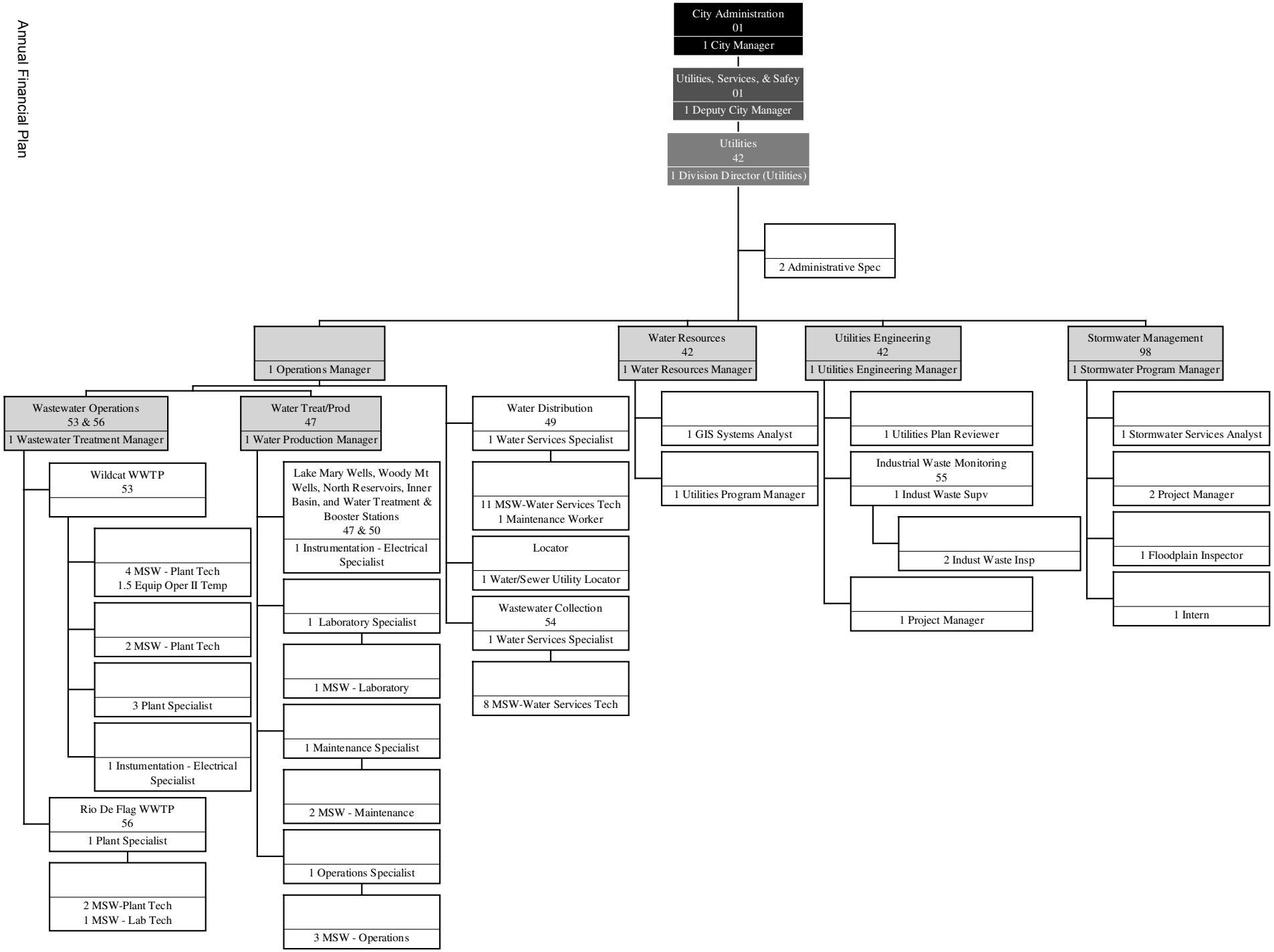
The mission of the **Utilities Section** is to professionally and cost effectively provide water, reclaimed water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

UTILITIES


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Utilities
42
1 Division Director (Utilities)
2 Administrative Spec
1 Operations Manager
Water Resources
42
1 Water Resources Manager
Utilities Engineering
42
1 Utilities Engineering Manager
Stormwater Management
98
1 Stormwater Program Manager
Wastewater Operations
53 & 56
1 Wastewater Treatment Manager
Water Treat/Prod
47
1 Water Production Manager
Water Distribution
49
1 Water Services Specialist
1 GIS Systems Analyst
1 Utilities Plan Reviewer
1 Stormwater Services Analyst
11 MSW-Water Services Tech
1 Maintenance Worker
1 Utilities Program Manager
Industrial Waste Monitoring
55
1 Indust Waste Supv
2 Project Manager
Wildcat WWTP
53
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin, and Water Treatment & Booster Stations
47 & 50
1 Instrumentation - Electrical Specialist
Locator
1 Water/Sewer Utility Locator
2 Indust Waste Insp
1 Floodplain Inspector
4 MSW - Plant Tech
1.5 Equip Oper II Temp
1 Laboratory Specialist
Wastewater Collection
54
1 Water Services Specialist
1 Project Manager
1 Intern
2 MSW - Plant Tech
1 MSW - Laboratory
3 Plant Specialist
8 MSW-Water Services Tech
1 Maintenance Specialist
1 Instumentation - Electrical Specialist
2 MSW - Maintenance
Rio De Flag WWTP
56
1 Plant Specialist
1 Operations Specialist
2 MSW-Plant Tech
1 MSW - Lab Tech
3 MSW - Operations

MISSION

The mission of the Utilities Division is to professionally and cost effectively provide water, storm-water, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

Coordinate activities of the Utilities Division that includes operations (water production, water distrubution, wastewater collection, wastewater treatment, reclaimed water distrubution, booster stations, industrial waste & backflow), utilities engineering, stormwater, water resources management, water conservation and regulatory compliance programs. The Division also administers a safety program, Water Commission activities, City change order committee and acts as a liasion with numerous outside agencies and organizations. These include representation to Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources, Northern Arizona Municipal Water Users Association, US Forest Service, Technical Advisory group's for the Coconino Plateu Water Advisory Council and the National Park Service/U.S. Forest Service Lake Mary Watershed planning group. Reviews proposed water legislation and provides input to Council and Legislators. Manages Utilities assests using an enterprise level geographic information system linked to a computerized maintenance management system, assesses capital improvement needs, therr priority and provide project management engineering services for Utilities capital improvement projects. Maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new developments and plannned future growth in conjunction with the Regional Plan. Investigates customer, staff, and City Council inquiries and follows up on complaints.

Provides water quality regulatory permit administration for various Federal (USEPA) and State (ADEQ) programs including: Safe Drinking Water Act, Clean Water Act, National Pollutant Discharge Elimination system (NPDES), Arizona Aquifer Protection Permit (APP), Water Reuse, Emergency Operations and Safety Programs as required. Reviews new developments and represents the Department on a multitude of various internal committeees.

FY 12 ACCOMPLISHMENTS

- ✓ Plan for the Future: started the Utilities Integrated Master Plan: completion of a DRAFT Water Resources Chapter, begin the Water Infrastructure Chapter and completion of the Water Policies Chapter.
- ✓ Wildcat Hill WWTP: completed the repair of Digester No. 1 and intake bar screens
- ✓ Red Gap Ranch: completion of the drilling of six new shallow wells
- ✓ Updated Utilities Capital Improvement Program
- ✓ Water Resource Management: completed a hydrologic evaluation of the City's local water supplies in compliance with the Arizona Department of Water Resources Water Adequacy Program
- ✓ Water Conservation: re-instituted financial incentive rebates to customers

FY 13 NEW INITIATIVES AND GOALS

- ➢ Continue to Plan for the Future: continuing working on the Utilities Integrated Master Plan by completing the Water Infrastructure Chapter and begin the Sewer Infrastructure Chapter, identify SCADA System upgrade opportunities
- ➢ Continue working on the Feasibility Study with the Coconino Plateau Water Advisory Council

- Complete the Industrial Waste Local Limits study
- Complete construction of Railroad Springs second one million gallon water tank

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Maintain public safety short response times and encourage expanded health services
Objective: No employee accidents resulting in injury or Lost Time accidents.
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Proposed
Number of Accidents resulting in Injury	0	0	0	0
Number of Lost Time Accidents	0	0	0	0

Council Priority: Quality and Reliable Infrastructure
Goal: Maintain and deliver quality, reliable infrastructure,
Objective: Exceed customer's water and wastewater service expectations, and reduce water unscheduled outage hours (repairs),
Type of Measure: Outcome
Tool: Compliance testing, monitoring condition of infrastructure
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Proposed
Capital Projects Managed	7	5	7	11
Product Quality Regulatory Compliance				
• Drinking water compliance rate [1]		2,063 / 100%		
• Wastewater treatment effectiveness rate [2]		5,643 / 99%		
• Notice of Violations [3]	1	0	0	0
Water Distribution Pipe Replacement Rate [4]	0	0	1.6	1.91
• Total miles of pipe needed to be replaced [5]	26.5	26.5	26.5	24.9
Wastewater Collection Pipe Replacement Rate [4]	0	0	0.65	0.63
• Total miles of pipe needed to be replaced [5]	11.3	11.3	11.3	10.65
Insurance claims ($)	$8,000	$10,000	$408,000	$0.0

NOTES:

1 – number of SDWA compliance tests conducted / % of tests in compliance for that year
2 – number of AzPDES and APP compliance tests conducted / % of tests in compliance for that year
3 – number of Notice of Violations from ADEQ (water or wastewater)
4 – total miles of pipe > 70 years old replaced
5 – total miles of pipe in distribution/collection system that is > 70 years old

Council Priority: A Sustainable Community
Goal: A sustainable community through economic vitality, environmental protection and social inclusion.
Objective: Insure water and sewer infrastructure is adequate for new development to occur and make the best use of water and energy resources.
Type of Measure: Output
Tool, Division reports
Frequency: Quarterly and Yearly
Scoring: 90 -100%%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimated	CY 13 Proposed
Number of Development Review Board plans reviewed	130	60	137	
Number of water and sewer impact analysis performed	12	6	6	
Gallons / Person / Day water use (Total GPCD)	116	115	114	
Energy Use (KW-h) per Million Gallons (MG)				
• Water (KW-h/MG)	6732	5476	xx	
• Wastewater (KW-h/MG)	na	4465	xx	
• Reclaimed Water (KW-h/MG)	na	90	xx	
Water reuse as a percentage of total water use	20%	21%	xx	

Council Priority: Effective governance
Goal: Provide a rate structure to meet the financial needs of the utility, maintain efficiency.
Objective: Update rates on a regular basis. Maintain utility infrastructure necessary to adequately meet current and future community needs.
Type of Measure: Outcome
Tool: Financial Revenue Reports
Frequency: Quarterly and Yearly
Scoring: 95%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 estimated	CY 13 Proposed
Review Rates with internal rate model	Yes	Yes	yes	
Water Revenues % Actual vs Budget	99%	100%	100%	
Sewer Revenues % Actual vs Budget	99%	100%	100%	
Revenue to Expenditure ratio				
Debt Ratio (total liabilities / total debt)	na	4	N/A	
Customer accounts per employee	273	283	321	321
Customer service complaints	100	55	55	55
Customer service complaint rate [1]	5	3		

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Livability through good neighborhoods, affordable housing and varied recreational activities
Objective: Exceed customer's water and wastewater service expectations, and reduce number of service complaints.
Type of Measure: Outcome
Tool: Customer survey, tracking of customer complaints and compliments
Frequency: Quarterly and Yearly
Scoring: 95%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Proposed
Number of customer complaints	xxx	100	55	
• Water	na	70	48	
• Wastewater		10	6	
• Storm-water		20	1	
Number of complaints resolved	100??	100??	55??	
Number of compliments received	50	50	10	
Customer Survey Rating	88%	90%	N/A	
First call resolution		95%	xx	

SECTION: **42-UTILITIES ADMINISTRATION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 687,570	$ 687,627	$ 671,926	$ 636,880	$ (50,747)
CONTRACTUAL	128,043	343,008	343,783	527,029	184,021
COMMODITIES	13,832	30,400	28,076	41,120	10,720
CAPITAL	-	36,000	30,000	15,000	(21,000)
TOTAL	**$ 829,445**	**$ 1,097,035**	**$ 1,073,785**	**$ 1,220,029**	$ 122,994
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 502,099	$ 751,185	$ 692,120	$ 861,611	$ 110,426
WATER COMMISSION	1,216	180	180	180	-
CITY WATER SYSTEM ANALYSIS	6,240	8,585	8,585	10,185	1,600
CITY SEWER SYSTEM ANALYSIS	4,392	4,500	4,500	10,820	6,320
ENGINEERING	165,510	113,741	113,835	120,200	6,459
WATER CONSERVATION	46,870	115,403	137,241	132,993	17,590
GIS-UTILITIES	91,042	96,341	111,724	75,940	(20,401)
FRANCIS SHORT POND PH II	1,530	-	-	-	-
FRANCES SHORT POND PH III	718	-	-	-	-
RED GAP OPER AND LAND MGMT	9,828	7,100	5,600	8,100	1,000
TOTAL	**$ 829,445**	**$ 1,097,035**	**$ 1,073,785**	**$ 1,220,029**	$ 122,994
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 1,220,029	
				$ 1,220,029	

COMMENTARY:
The Utilities Administration operating budget has increased 14% there are no capital expenditures resulting in an overall net increase of 11%. Personal Services decreased by 7% which is related keeping the Resource Manager position vacant for most of FY 2013, pay restoration, and increase in benefits. Contractual increases are due ADWR water adequacy permits, legal fees, maintenance, training, and water rebates. The increase in Commodities is due to safety supplies and computer software. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides conventional surface water treatment for water from upper Lake Mary. Staff is responsible for the operation of the Water Plant and all other water production facilities including: Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, local wells and the Reservoir Filtration Plant. Staff also operates and maintains system water tanks and booster stations (Division 50). The State certified Compliance Lab provides analysis for process control and water sampling for compliance. This division cost effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide flows to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 12 ACCOMPLISHMENTS

- ✓ Completed the relocation of 3,200 feet of inner basin water line from within the wilderness area to outside the wilderness area.
- ✓ Effectively used all available water supplies by producing 1.11 billion gallons of surface water from Lake Mary and 1.59 billion gallons from water production wells during calendar year 2011.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Complete the repair to the Inner Basin pipeline that was damaged during the Schultz flooding in 2010. This project is being funded by Federal Emergency Management Agency (FEMA), Arizona Department of Emergency Management (ADEM) and City of Flagstaff.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Reduce injury accidents.
Objective: Reduce the number of employee accidents by increasing safety awareness through training.
Type of Measure: Outcome
Tool: Quarterly Reports
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 injury accident, 75-90% = 2-3 injury accidents, 75% = 3-5 injury accidents
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Injury Accidents	0	0	0	0
Non-Injury Accidents	0	0	0	0
Lost Work Days	0	0	0	0
Accidents per Million Gallons produced	0	0	0	0
Safety Training (hr/person)	10	4.2	10	10

Council Priority: A Sustainable Community
Goal: Provide safe drinking water to citizens of Flagstaff
Objective: Reduce the amount of violations. Continue to provide the best quality water by meeting or exceeding all requirements.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 monitoring violation, 75-90% = 2 monitoring violations, 75% = > 2 monitoring violations or 1 violation requiring 30 day public notice.
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of Safe Drinking Water Act Violations	0	1	0	0

Council Priority: Quality and Reliable Infrastructure
Goal: Provide uninterrupted water service to the citizens of Flagstaff.
Objective: Provide FY 09 service level (minimum to meet demand) at a minimum budget with two new deep wells, increased power and chemical costs, and increased sampling and testing requirements. Production demand divided by production capacity will be measured daily. The highest daily percentage is given.
Type of Measure: Outcome
Tool: Section Reports
Frequency: Monthly
Scoring: Cost per 1000 gals to produce 90%= ≤ $1.50/1000 gals, 75-90% = $1.58/1000 gals, 75% = $1.65/1000 gals.
Trend: ←→
Scoring: Production demand as a percent of production capacity Green= ≤ 90%, Yellow = 90 – 95%, Red = >95%.
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Gallons produced in MG	2,722 MG	2,703 MG	2,750 MG	2750 MG
Cost per 1000 gallons to produce[1]	$1.41	$1.14	$1.25	$1.25
Actual vs. Projected Power Costs to Produce 1000 gallons	$0.62/0.69	$0.58/0.75	$0.75/0.75	$0.75/0.75
Production vs Total Capacity – Peak Day[2]	49%	57%	60%	60%

*Note: 1. Cost to produce 1000 gallons is based on total expenses compared to total gallons produced for 2011
2. Total capacity includes all wells, North Reservoir Plant and Lake Mary Plant

Council Priority: Quality and Reliable Infrastructure
Goal: Reduce the number of complaints in the highest water production related category.
Objective: Minimize complaints for taste and odor by 1. Diligently monitor lake indicating parameters and begin using a combination of chlorine dioxide and powdered activated carbon for taste & odor control before the problem develops in the distribution system. 2. Blending well water with lake water if taste and odor conditions persist. 3. If production needs warrant; suspend the use of lake water and use 100% well water should T & O problems cannot be controlled by established methods.
Tool: Customer Complaint Forms
Frequency: Daily
Scoring: 90% = ≤ 22 complaints, 75-90% = 37 complaints, 75% = 55 complaints
Trend: * ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of customer complaints	44	27	30*	30*
Number of complaints per 1000 customers	2.3	1.4	1.6	1.6
Number of compliments received*	16	1	12	12

* Note – Water quality complaints are those regarding a treatment or a production issue. Water Distribution handles water quality issues pursuant to the City distribution system. We try to consistently keep what appears to be a historical average of 30. Zero is the preferred goal but can be unrealistic to achieve as a proportion of WQ complaints are more due to changes in the ratio of proportion of lake water and well water. Each source has a distinctive "taste" and mineral content. We strive to blend appropriately to achieve a reasonable compromise as surface water costs much less to produce that well water.

SECTION: **47-LAKE MARY WATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 722,918	$ 729,610	$ 679,156	$ 729,494	$ (116)
CONTRACTUAL	1,618,136	2,469,830	2,348,254	2,687,768	217,938
COMMODITIES	399,742	424,383	421,473	465,820	41,437
CAPITAL	19,622	190,000	68,703	366,297	176,297
TOTAL	**$ 2,760,418**	**$ 3,813,823**	**$ 3,517,586**	**$ 4,249,379**	$ 435,556

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 545,227	$ 836,981	$ 731,493	$ 858,006	$ 21,025
WATER TREATMENT OPERATION	449,972	471,526	468,133	418,571	(52,955)
CHEMICAL ANALYSIS	178,924	210,270	215,417	293,864	83,594
BLDGS AND GROUNDS MAINTENANCE	53,406	67,251	64,729	71,373	4,122
EQUIPMENT MAINTENANCE	147,100	155,329	128,492	334,518	179,189
USFS LAKE MARY CONTRACT	-	8,860	8,860	8,860	-
SCADA TRACKING	32,661	113,170	35,853	120,947	7,777
LOCAL WELLS	623,594	706,460	701,434	825,701	119,241
LAKE MARY WELLFIELDS	210,640	339,389	303,341	376,281	36,892
WOODY MOUNTAIN WELLFIELD	388,740	798,182	770,263	804,334	6,152
NORTH RESERVOIRS	34,814	44,662	37,050	45,416	754
INNER BASIN DEVELOPMENT	28,434	35,653	27,831	63,158	27,505
INNER BASIN PIPELINE	25,026	26,090	24,690	28,350	2,260
LOCKETT MEADOW RD REPAIR	41,880	-	-	-	-
TOTAL	**$ 2,760,418**	**$ 3,813,823**	**$ 3,517,586**	**$ 4,249,379**	$ 435,556

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 4,249,379
	$ 4,249,379

COMMENTARY:

The Lake Mary Water Treatment Plant operating budget increased 7% and capital expenditures total $366,297 resulting in an overall net increase of 11%. Personal Services decrease slightly and includes a pay restoration. Contractual increases are due to training, maintenance, and utilities. There is $200,000 budgeted as one-time related to the expectation to use more well water due to the lower lake levels. Commodities increases are for uniforms, gasoline, and street supplies. Major capital (>$10,000) is for equipment storage ($90,000), SCADA equipment upgrades ($66,297), water pump station ($75,000), and replacement of a fixed drive ($135,000).

MISSION

The mission of the Utilities Department / Water Distribution Section is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 12 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned and operated all valves through out the city, adjusted as deemed necessary.
- ✓ Crewmembers isolated lines, flushed fire hydrants, cleaning our main lines in the commercial areas, such as in the areas of north downtown, south downtown, south Milton, W. Rt. 66, E. Butler Ave., Woodlands Blvd. These are areas that have a high amount of restaurants and hotels that may be financially and physically affected by dirty water when the Fire Department does their annual fire hydrant check program.
- ✓ Crewmembers abandoned the 12" AC main on Lockett Rd. between Fanning and Thomas Rd. for the Dave Merrill property conflict.
- ✓ Crewmembers upsized the existing 3" PRV at the Linda Vista location to a 4" PRV to help stabilize fluctuating pressures.
- ✓ Crewmembers flushed dead end lines and areas of low chlorine and low demand and or flow to prevent the possibility of low quality water.
- ✓ Crewmembers worked at the Fort Tuthill County Park in order to install the new 6" compound fire service meter for Luke AFB to have their own service and meter.
- ✓ Crewmembers installed two – 6" backflow prevention assemblies at the Rio De Flag Reclamation Plant in order to replace the pressure regulating stations put in place originally.
- ✓ Crewmembers worked mostly at night on the Asphalt Overlay Projects through out the City to perform inspections of the valves and manhole insuring proper standards. There was approximately 20,169 ft of asphalt overlay that was inspected for utilities.
- ✓ Crewmembers worked with Ron Mead and Jon Keller to update/repair the old coin operated system for the Bonito Standpipe and to repair the standpipe drain outside the facility.
- ✓ Crewmembers completed 31 water service abandonments for the Grove Apartments as part of the sale of the old Aspen Sawmill development to Campus Crest.
- ✓ Our bluestake locator completed 2,032 tickets (7-1-11 to 1-10-12)
- ✓ Crewmembers completely rebuilt the Zone A- Pressure Regulating Station.
- ✓ Crewmembers potholed the 16" cast iron main on Switzer Canyon Rd. for the Barnet Dulaney Perkins Eye Surgery Center construction due to our Utility Locator being unable to locate the main due to its depth.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Locate, clean and operate valves throughout the City of Flagstaff, adjust and repair as needed.
- ➢ Isolate lines, flush fire hydrants, clean our main line areas that may be financially and physically affected by dirty water.

- Locate, adjust/repair and flush dead end lines.
- Flush areas of low demand and or flow to prevent poor water quality issues.
- Increased involvement in the fire hydrant check program that the Fire Department is currently performing.
- Continue to work on getting the CMMS system to a more workable state.
- Install temporary reflective marking whips/antennas on fire hydrants in certain areas where the hydrant has a higher possibility of being buried or damaged during the snow removal season.
- Reduce the amount of unaccounted water loss through meter replacement.
- Field Services to assist other Sections within Utilities as needed.
- Purchase and install a ball marker locating system for water mains that are difficult to locate due to their pipe material to ensure proper utility locating by the City.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services (Water Quality Issues / Complaints / Outage time)
Goal: Provide good safe and reliable drinking water to citizens of Flagstaff / Reduce water outage time hrs.
Objective: Reduce infrastructure problems that result in water quality issues by properly operating (fire department) and maintaining water distribution system, return ample water pressure to public A.S.A.P.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: (5.1%) Acceptable Water loss (-7% /acceptable, - 8% /high risk, greater then 8% is unacceptable.)
Trend: average

Measures:	**FY 10 Actual**	**FY 11 Actual**	**FY 12 Estimate**	**FY 13 Proposed**
Number of Dirty Water / Clarity	(Many fire dept. issues)	(Many fire dept. issues)	15 (Many fire dept. issues)	25 (Many fire dept. issues)
Number of High/Low Pressure problems	16 + (noted)		1	6
Number of Low Chlorine residuals	Section 47	Section 47	Section 47	Section 47
Number of Taste and Odor	Section 47	Section 47	1	Section 47
Number of cloudy water / air in the lines	Section 47	Section 47	Section 47	Section 47
Damages	0	0	0	0
Number of compliments	17		3	2
Total Water Outage Time in hours	1,205 (only 6 months rec.)		2,200 hrs	1,800 hrs
a. Scheduled	769 (“ “)		1,178 hrs	800
b. Un-Scheduled	436 (“ “)		1,022 hrs	1000
c. Isolation time (estimate)	30 min.	30 min.	30 min.	30 min.
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks, etc.	% of production	% of production	% of production Section 47	5.1% of production Section 47

Council Priority: Public Safety
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: low –accidents, (-1.25% -2% -2.5% /low to high)
Trend: average

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Number of Injury Accidents	3	6 (1 with lost time)	1 (with lost time)	0
Number of Lost Time Accidents	0	1	1	0
Sick time % of Total	1.6%	1.6%	1.6%	1.6%
Safety Training	500hrs (38.5 per.)	500hrs (38.5 per.)	500hrs (38.5 per.)	500hrs (38.5 per.)

SECTION: **49-WATER DISTRIBUTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 905,933	$ 959,320	$ 944,820	$ 954,198	$ (5,122)
CONTRACTUAL	58,323	77,400	50,523	91,650	14,250
COMMODITIES	428,122	382,098	393,475	402,678	20,580
CAPITAL	-	72,000	72,000	130,000	58,000
TOTAL	**$ 1,392,378**	**$ 1,490,818**	**$ 1,460,818**	**$ 1,578,526**	$ 87,708

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 168,744	$ 306,400	$ 271,879	$ 356,577	$ 50,177
WATER SYSTEM MAINT-OPERATION	241,167	316,991	311,325	233,839	(83,152)
MAIN AND SERVCE LINE REPAIR	306,183	364,251	369,628	314,626	(49,625)
MAIN EXT-FIRE HYDR/VALVE	32,540	31,983	33,073	31,703	(280)
VALVE AND FIRE HYDR MAINTENANCE	133,247	88,567	85,329	131,442	42,875
METER INSTALLATION	382,770	252,256	258,040	375,552	123,296
METER REPAIR AND TESTING	92,082	94,903	95,577	98,951	4,048
BLUE STAKE	35,645	35,467	35,967	35,836	369
TOTAL	**$ 1,392,378**	**$ 1,490,818**	**$ 1,460,818**	**$ 1,578,526**	$ 87,708

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,578,526
	$ 1,578,526

COMMENTARY:
Water Distribution operating budget has increased 2% and capital expenditures total $130,000 resulting in an overall net increase of 6%. Personal Services decreased due to prior year retirement payout netted with increases for pay restoration. Contractual increases are for training and maintenance. Commodities increases are for computer equipment and uniforms. Major capital (>$10,000) is for a replacement backhoe ($130,000).

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

This program provides for the operation and maintenance of Booster Stations and Storage Tanks. Booster Stations increase water pressure for domestic and fire service outside of the normal pressure zones of the distribution system (higher elevations.) Storage Tanks provide pressure and low when booster pumps are not running or pumped flow is inadequate to keep up with demand.

FY 12 ACCOMPLISHMENTS

- ✓ Cleaned and inspected the Clarifier at the Woody Mountain Booster station.

FY 13 NEW INITIATIVES AND GOALS

- Install and put into service a new tank at Rail Road Springs, this tank will compliment the existing tank and lift station to better provide for future water needs in this area of the city.
- Change the distribution system valve setting in the area of Sinagua / Foxglenn to eliminate the need for the Amberwood Booster Station under normal operating conditions.

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: Keep facilities operational and aesthetically pleasing while maintaining water quality.
Objective: Clean and inspect inside of the Woody Mountain Clarifier and the Raw Water Pump Station wet well if funds permit.
Type of Measure: Outcome
Tool: Inspection
Frequency: Annual
Scoring: 90% if 2 tanks can be cleaned, 75-90% if one tank can be cleaned, 75% if no tanks are cleaned
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Tanks Cleaned (diving contract)	2	1	2	2

SECTION: **50-BOOSTER STATIONS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 32,862	$ 35,374	$ 34,452	$ 39,376	$ 4,002
CONTRACTUAL	29,955	40,150	38,854	42,062	1,912
COMMODITIES	796	2,400	2,422	2,400	-
TOTAL	**$ 63,613**	**$ 77,924**	**$ 75,728**	**$ 83,838**	$ 5,914
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 32,912	$ 42,374	$ 41,405	$ 46,376	$ 4,002
ZONE A	75	250	250	250	-
KINLANI	1,452	1,650	1,700	1,911	261
UNIVERSITY HIGHLANDS #1	2,948	1,600	1,419	1,600	-
AIRPORT BOOSTER	3,705	1,200	1,646	1,700	500
AMBERWOOD BOOSTER	3,230	5,200	5,808	6,351	1,151
RAILROAD SPRINGS BOOSTER	19,291	25,650	23,500	25,650	-
TOTAL	**$ 63,613**	**$ 77,924**	**$ 75,728**	**$ 83,838**	$ 5,914
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 83,838	
				$ 83,838	

COMMENTARY:

The Booster Station operating budget has increased 11% and there are no capital expenditures. Personal Services increases are due to pay restoration and benefit increases. Contractuals increase is due to utilities rate increases. Commodity are unchanged. There is no major capital (>$10,000) for this section.

MISSION

Provide wastewater treatment and reclaim water that meets or exceeds all regulatory requirements, minimize treatment cost per unit of treated wastewater, maintain state certified Laboratory Standards, encourage use of reclaim water by Fairfield golf courses and various customers. Submit all required state and federal monitoring reports accurately and on time.

PROGRAM DESCRIPTION

The Wildcat Hill Wastewater Plant is a 6 million gallon- per- day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastwater to the Fairfield golf courses, Buffalo tank. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY 12 ACCOMPLISHMENTS

- ✓ Septage waste stream moved in front of Influent meter for more accurate flow reads.
- ✓ Start of Digester #1 repair which will improve organic solids handling process.
- ✓ Transfer of responsibility of discharge permit for Continental Country Club lakes.
- ✓ Improvement of discharge water quality, such as Turbidity.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Improve organic solids handling, like eliminating the SSB return, which will help us meet the permit requirements we are struggling with.
- ➢ Improve methane gas transport system from the digesters which will improve co generation efficiency, safety and help operation of the digesters.
- ➢ Improve inorganic solids removal, such as installing new bar screens and or chopper pumps.
- ➢ Improve nitrification / de nitrification process, which could eliminate 95% of our permit violations.
- ➢ Repair and Improve disinfection process, which will save of chemical cost and eliminate basic permit violations.

PERFORMANCE MEASURES

Council Priority: A Sustainable Community
Goal: Run Co-Generation at 100% power on digester gas.
Objective: Reduce demand on public utilities by utilizing available digester gas.
Type of Measure: Outcome
Tool: Meters on digester and natural gas at Co-Gen.
Frequency: Quarterly / Yearly
Scoring: Efficiency based on % digester gas.
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Digester gas / Natural gas	67%	59%	100%	100%

Council Priority: Diverse Arts, Culture and Educational Opportunities
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of complaints /odors ect.	2	0	0	0
Number of on the job lost time accidents / injuries.	0	0	0	0

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities.
Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.
Objective: Maintain cost per thousand to treat.
Type of Measure: Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: < $1.60 = 100% $1.60 - $1.80 = 90% >$1.80 = 75-50%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Cost per thousand to treat (influent).	$1.44	$1.66	$1.70	$1.50

Council Priority: Public Safety
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distrubution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of regulatory permit violations (within plant design)	10	24*	10	0
Number of regulatory permit violations (beyond plant capabilities)	0	2	0	0

*most of these violations are from recurring issues the facility has been working on.

Council Priority: Quality and Reliable Infrastructure.
Goal: Exceed the expectations of our customers.
Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.
Type of Measure: Input
Tool: Flow measurements
Frequency: Daily
Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity = 75-50%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Gallons of influent treated (billions).	1.29	1.19	1.30	1.30
Gallons of septage treated (millions).	2.64	3.27	3.00	3.00
Gallons of reclaim water sold (millions).	353.0	400.48	370	370
Gallons of grease treated (thousands).	690	701	700	700
Gallons of interceptor sludge (thousands).	62	39	60	60
Dry metric tons of solids/sludge injected.	883	587	900	900

SECTION: **53-WILDCAT WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 815,579	$ 820,107	$ 805,497	$ 838,211	$ 18,104
CONTRACTUAL	836,591	980,600	946,101	990,050	9,450
COMMODITIES	328,749	297,900	321,923	296,614	(1,286)
CAPITAL	-	1,067,000	851,000	179,000	(888,000)
TOTAL	**$ 1,980,919**	**$ 3,165,607**	**$ 2,924,521**	**$ 2,303,875**	$ (861,732)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 114,868	$ 266,248	$ 98,210	$ 323,214	$ 56,966
WC-PLANT OPERATIONS	963,447	1,107,316	1,087,698	1,126,644	19,328
WC-PLANT MAINTENANCE	606,084	576,683	600,715	546,420	(30,263)
WC-LAB-PROC CNTRL-MONITOR	190,291	201,008	198,398	220,655	19,647
WC-SEPTAGE	724	650	650	650	-
WC-WH RIO MAINTENANCE	5,247	1,700	1,700	1,700	-
WC-DRYING BEDS OPERATIONS	-	400	400	400	-
WC-SLUDGE INJECTION	73,413	235,602	85,750	84,192	(151,410)
DIGESTOR I REPAIR INSURN	8,809	600,000	600,000	-	(600,000)
DIGESTOR I REPAIR OPTION	18,036	176,000	251,000	-	(176,000)
TOTAL	**$ 1,980,919**	**$ 3,165,607**	**$ 2,924,521**	**$ 2,303,875**	$ (861,732)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 2,303,875
	$ 2,303,875

COMMENTARY:
Wastewater Treatment Plant operating budget increased by 1% and capital expenditures total $179,000 resulting in an overall net decrease of 27%. Personal Services increases are due to pay restoration, overtime, and benefits. Contractuals increased due to training, utilities, and maintenance. Commodities decreased slightly due to prior year one time items and increases in computer equipment, chemicals, uniforms, and vehicle parts. Major capital (>$10,000) includes a replacement mower ($16,000), a replacement vehicle ($28,000), digester gas booster system upgrades ($75,000), and a digester gas drain pump ($60,000).

MISSION

The mission of the Utilities Division / Wastewater Collections Section is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collections system operators safely and efficiently operate, maintain and repair all wastewater collection and reclaim distribution mains and manholes. Eliminating or reducing health hazards, system failures, customer complaints and property damage throughout our community.

FY 12 ACCOMPLISHMENTS

- ✓ Crewmembers repaired twenty four main lines this year.
- ✓ Crewmembers completed ninety eight manhole work orders and fifty one of those were manhole caps.
- ✓ Crewmembers designed and realigned a 15" drainage pipe that was plumbed in to a manhole that also had a flow measurement device in it. This was done to make measurements more accurate at the Wildcat Treatment Plant.
- ✓ Crewmembers cleaned up overflow material, and chlorinated, and replaced material that was taken from dirt and rock driveways. This had to do with a spill in Sunny Side.
- ✓ Crewmembers assisted Street Department at the Cemetery. They ran a private sewer service line that was plugged up; they cleared approx. 300' of service line.
- ✓ Crewmembers Pot holed with Camel truck for Storm Water on J-Diamond Road to locate utilities for designing of new storm system.
- ✓ Crewmembers Televised storm culvert for Storm Water Department several times for job design and to update their mapping system.
- ✓ Crewmembers excavated at the Wildcat Plant locating main line piping within facility.
- ✓ Crewmembers and Camel truck trained, showing the Fire Department the operation of a Camel for emergence response of none destructive digging for emergencies.
- ✓ Crewmembers repaired all the infiltration spots that were located in the RIO DE FLAG. This had to be done when the RIO was dry. There were approximately ten Digs that had to be repaired.
- ✓ Crewmembers worked on the Asphalt Overlay Projects throughout the City to perform inspections of the valves and manhole insuring proper standards. There was approximately 20,169 ft of asphalt overlay that was inspected for utilities

FY 13 NEW INITIATIVES AND GOALS

- ➢ Stay within budget reductions and keep the same level of service.
- ➢ Continue to reduce the number of blockages every year.
- ➢ Reschedule of cutting and cleaning procedures to compensate for the increase in chemical root control.
- ➢ We are going to convert our TV Van from VHS tape and paper to DVD, and Pipe Logix software with a external computer hard drive,
- ➢ We think we have repaired the problems of infiltration that we found in the RIO DE Flag, but we will reinvestigate the infiltration issues when we have flow in the spring again.
- ➢ Wastewater to assist other Sections within Utilities as needed.

PERFORMANCE MEASURES

Council Priority: Fiscal Health, Customer Service & Public Safety
Goal: Exceed Customers sewer service expectation.
Objective: Reduce the number Sanitary Sewer system backups through proper maintenance and inspection procedures.
Type of Measure: Outcome
Tool: CMMS Maintenance tracking system
Frequency: Monthly, Quarterly and Yearly
Scoring: low / Blockages per quarter 5-7-9 (low to high), claims 10,000, 15,000, 20,000 (low to high)
Trend: below

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
Number of Main line blockages	16 (approx) 1/2 of these are City Courts)	14	18	18
Number of Main line blockage claims	0	0	0	
Number of Main line cleaning claims (jetting)	8 at a cost of $729	4 (2 current)	4	

Council Priority: Public Safety
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program.
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: high / above average injuries this year (1, 2, 3) low to high
Trend: ↓

Measures:	FY10 Actual	FY11 Actual	FY 12 Estimate	FY 13 Proposed
Number of Accidents resulting in Injury	4	2	1	
Number of Lost Time Accidents	2	1	1	

SECTION: **54-WASTEWATER COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 710,917	$ 771,801	$ 752,801	$ 752,585	$ (19,216)
CONTRACTUAL	43,711	43,430	40,530	56,030	12,600
COMMODITIES	144,566	186,055	185,455	211,888	25,833
CAPITAL	21,597	135,000	135,000	85,000	(50,000)
TOTAL	**$ 920,791**	**$ 1,136,286**	**$ 1,113,786**	**$ 1,105,503**	$ (30,783)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 232,187	$ 433,654	$ 406,736	$ 393,141	$ (40,513)
SERVICE CONNECTIONS	47,590	42,458	43,737	52,648	10,190
PREVENTIVE MAINTENANCE	363,459	374,449	375,600	368,922	(5,527)
TV INSPECT AND HYDRO-CLEAN	171,164	166,327	166,378	175,505	9,178
CORRECTIVE MAINTENANCE	80,875	96,799	97,248	102,906	6,107
RECLAIMED WATER LINE	25,516	22,599	24,087	12,381	(10,218)
TOTAL	**$ 920,791**	**$ 1,136,286**	**$ 1,113,786**	**$ 1,105,503**	$ (30,783)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,105,503
	$ 1,105,503

COMMENTARY:

The Wastewater Collection operating budget has increased 2% and capital expenditures total $85,000 resulting in an overall net decrease of 3%. Personal Services decrease is due to prior year retirement payout offset by increases for pay restoration, benefits and overtime. Contractual increases are for training and maintenance. Commodities increases are for communication equipment, uniforms, chemicals, and street materials. Major Capital (>$10,000) is for building improvements at the East Flag shop ($85,000).

MISSION

To cost effectively protect the water supply from contamination while educating the public on how to reduce cross contamination into the drinking water system. To cost effectively protect the wastewater collection system environment from harmful materials that could adversely affect the collection crew and POTW personnel as well as the POTW and collection system.

PROGRAM DESCRIPTION

This section provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City of Flagstaff's sewer system to assure compliance with Local, State and Federal mandated pretreatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, wastewater monitoring, and seepage control.

FY 12 ACCOMPLISHMENTS

- ✓ Trained a new inspector to competency with a two person staff.
- ✓ Increased training levels of the existing staff to produce two cross connection control specialists/ surveyors/ administrators; assuring competent job performance and thorough drinking water risk assessment during inspections.
- ✓ Reduced the amount of fats, oils and greases from being discharged into the sewer collections system.
- ✓ Improved the new IWS' downtown facility to be better facilitate the needs of the IWS.
- ✓ Created a new backflow prevention assembly test tracking program which will eliminate the need for more personnel.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Perform Local Limits Study as per ADEQ mandate.
- ➢ Complete the changes to the IWS building to optimize its use.
- ➢ Provide further training to inspectors to elevate customer service levels.
- ➢ Reduce overtime and increase efficiency by implementing technology to automate the backflow preventer testing and tracking process.
- ➢ Attend supervisor training.
- ➢ Continue to facilitate Industry compliance with local, state, and federal discharge regulations.
- ➢ Continue to foster mutually beneficial relationships with local industry and businesses.

PERFORMANCE MEASURES

Council Priority: Quality and Reliable Infrastructure
Goal: Protect wastewater treatment facilities from possible damage from business & industrial discharges.
Objective: Inspect all businesses connected to City of Flagstaff water system for pretreatment needs.
Type of Measure: Output
Tool: Inspections
Frequency: Daily
Scoring: 75%
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
# of blockages/Notice of Violations (NOV's) issued	2	1	3	0
# resulting in sewer line cleaning	1	1	3	0

Council Priority: Quality and Reliable Infrastructure
Goal: Protect city drinking water.
Objective: Protect water quality and prevent cross connections into water system.
Type of Measure: Outcome
Tool: Testing and installation of Backflow prevention assemblies
Frequency: Daily
Scoring: 75% - (more inspections of businesses to educate resulting in fewer problems)
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
# of backflow prevention assemblies tested	2373	2241	2872	2872
% of bpa's tested that failed	7.1%	10%	10%	10%
Water quality violations due to bpa failing	0	0	0	0

Council Priority: Public Safety
Goal: Prevent harmful and illegal discharges into collection system
Objective: Prevent damage and upsets of the wastewater collection system that could harm equipment or personnel.
Type of Measure: Outcome
Tool: Notifications, Inspections
Frequency: Daily
Scoring: 75% - (fewer problems due to better communication and education with the public)
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed
# of Industry and plant samples analyzed	2773	2773	2773	2773
# of NOV's written to industries	1	0	1	0
# of NOV's written to commercial sites	2	0	3	0

SECTION: **55-INDUSTRIAL WASTE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 188,938	$ 210,529	$ 204,052	$ 189,174	$ (21,355)
CONTRACTUAL	58,002	204,186	79,450	85,417	(118,769)
COMMODITIES	16,536	14,472	14,472	19,015	4,543
CAPITAL	-	36,000	36,000	-	(36,000)
TOTAL	**$ 263,476**	**$ 465,187**	**$ 333,974**	**$ 293,606**	$ (171,581)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 94,575	$ 154,175	$ 144,762	$ 110,034	$ (44,141)
NPDES MONITORING	47,830	55,105	55,905	56,746	1,641
INDUSTRIAL WASTE MONITOR	58,882	69,555	70,355	68,092	(1,463)
HAZARDOUS WASTE	50	-	-	-	-
BACKFLOW X CONN CONTROL	62,139	61,352	62,952	58,734	(2,618)
LOCAL LIMITS STUDY	-	125,000	-	-	(125,000)
TOTAL	**$ 263,476**	**$ 465,187**	**$ 333,974**	**$ 293,606**	$ (171,581)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 293,606
	$ 293,606

COMMENTARY:

The Wastewater Monitoring budget has decreased 32% and there are no capital expenditures. Personal Services decrease is related to turnover and lower salaries offset by pay restoration and benefit increases. Contractuals decreased because of the local limits study which will be done in FY 2014. Increases in contractuals include training, postage, and re-sampling services. Commodities increases are for gasoline, uniforms, and office equipment. There is no major capital (>$10,000) for this section.

MISSION

To provide wastewater reclamation that exceeds all federal, state and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception. To promote the use of reclaim water for all approved uses throughout the City of Flagstaff and vacinity. To educate the public on issues related to water reclamation, water conservation, and sustainable use.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaim water but water is also used for non-potable commercial and industrial uses. Excess reclaim water is released to the Rio de Flag wash for riparian enhancement. This semi-automated treatment facility uses advanced technology to produce non-potable water that is rated as Grade A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaim water storage facilities at Buffalo Park.

FY 12 ACCOMPLISHMENTS

- ✓ Removed PRVs on plant water mains and installed RP Backflow devices and hot boxes
- ✓ Energy survey was conducted on the larger electrical motors to determine efficiency/cost savings potential
- ✓ Replaced 3000 gal sodium hypochlorite storage tank and plumbing

FY 13 NEW INITIATIVES AND GOALS

- ➢ Work closely with WCH to provide reclaim water that meets customer demand at the lowest cost

PERFORMANCE MEASURES

Council Priority: A Sustainable Community
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distrubution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory Analysis
Frequency: Daily, Weekly, Monthly, Quarterly, Annual
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of Permit Violations	2	0	0	

CY 2010. These were due to exceeding the 24 hour 2.0 turbidity average and the 24 hour daily maximum limit.

Council Priority: A Sustainable Community
Goal: Promote and encourage use of reclaimed water through education and Public Relations programs. Provide information in a timely manner.
Objective: Promote the use of reclaimed water where appropriate, there by off setting the demands for potable water.
Type of Measure: Program Outcome
Tool: Plant Flow Reports
Frequency: Monthly
Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity =75-50%
Trend: ←→

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Gallons of Wastewater Treated (millions)	724	689	690	
Gallons of Reclaim Water Reused (millions)	284	290	300	

Council Priority: Quality and Reliable Infrastructure
Goal: Maintain operations, maintenance and lab budgets within the projected amounts.
Objective: Control our costs while maintaining service levels at existing levels
Type of Measure: Program Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: < $1.20 = 100% $1.20 - $1.40 = 90% >$1.40 = 75-50%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Cost/thousand gallons of reclaimed water produced	$1.07	$1.17	$1.27	

Council Priority: Good Neighborhoods, Affordable Housing and varied Recreational Activities
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ↓

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Number of complaints /odors ect.	0	0	0	
Number of on the job lost time accidents / injuries.	1	0	0	

SECTION: **56-RIO DE FLAG WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 343,349	$ 345,812	$ 335,726	$ 345,634	$ (178)
CONTRACTUAL	378,010	495,500	447,100	496,250	750
COMMODITIES	69,077	119,277	97,650	118,919	(358)
CAPITAL	41,859	61,500	-	125,000	63,500
TOTAL	**$ 832,295**	**$ 1,022,089**	**$ 880,476**	**$ 1,085,803**	$ 63,714

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 79,626	$ 172,065	$ 71,842	$ 119,576	$ (52,489)
PLANT OPERATIONS	493,415	569,808	542,329	679,081	109,273
PLANT MAINTENANCE	157,681	170,452	155,562	170,970	518
LAB-PROCESS CONTROL-MONITOR	101,573	109,764	110,743	116,176	6,412
TOTAL	**$ 832,295**	**$ 1,022,089**	**$ 880,476**	**$ 1,085,803**	**$ 63,714**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,085,803
	$ 1,085,803

COMMENTARY:

The Rio de Flag Treatment Plant operating budget increased less than 1% and capital expenditures total $125,000 resulting in an overall net increase of 6%. Personal Services decreased slightly and reflect the pay restoration, overtime increase, and benefit changes. Contractual increases are training, utilities, and maintenance net of prior year one time budget items. Commodities decrease is related to prior year one time items and increases in computer equipment and software, safety supplies, machinery parts, and uniforms. Major capital (>$10,000) is to replace carbon filter media ($125,000).

MISSION

The mission of the Stormwater Section is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions within the City of Flagstaff, and to comply with the applicable floodplain and stormwater regulations.

PROGRAM DESCRIPTION

The Stormwater Section includes: administration, utility management, engineering/hydrology technical support, master planning, customer service, data collection, field inspection, and plan review components.

FY 12 ACCOMPLISHMENTS

- ✓ Completed adoption process for new FEMA Flood Insurance Rate Maps, including the correction of mapping errors.
- ✓ Achieved full compliance with the USEPA/ADEQ NPDES Municipal Permit requirements.
- ✓ Completed Cherry Ave. Stormdrain Improvements as well as sewer line replacement.
- ✓ Completed $300,000 of other capital drainage improvements.
- ✓ Revised the Floodplain Management Ordinance.
- ✓ Initiated revisions to the Stormwater Design Manual.
- ✓ Completed demonstration projects for Low Impact Development and Rain water harvesting.
- ✓ Completed ADEQ Water Quality Grant: Bark Park LID.
- ✓ Completed initial restoration efforts for two reaches of the Rio De Flag.
- ✓ Completed revegetation phase of Picture Canyon.
- ✓ Completed rain-water harvesting presentation and implemented results as directed by Council.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Complete up to $1 million dollars in capital drainage improvements.
- ➢ Complete revisions to Stormwater Design Manual.
- ➢ Achieve full compliance with NPDES Municipal Permit
- ➢ Initial and complete additional LID and/or rainwater harvesting demonstration projects.
- ➢ Achieve full compliance with the FEMA NFIP Program.
- ➢ Achieve a “Class 6” flood insurance rating, resulting in an additional 5% discount for flood insurance.
- ➢ Substantially complete the Picture Canyon Project.
- ➢ Complete the next phases of watercourse restoration for 2 reaches of the Rio De Flag.
- ➢ Successfully implement the City Hall water harvesting and LID demonstration project.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Personnel safety: No accidents, injuries or job related illnesses; utilize safety training.
Objective: Safe vehicle operating and equipment handling with no injuries or work related sick days.
Type of Measure: Communication & feedback, injury reports; employee health & safety
Tool: Verbal, e-mail, phone contact; on-going safety training
Frequency: Annual employee training
Scoring: 100% - Section participation
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
a. No on-the-job injuries or accidents	100%	100%	100%	100%
b. No on-the-job non-injury accidents	100%	100%	100%	100%
c. No job related lost work days	100%	100%	100%	100%
d. No job related sick time (% of total)	100%	100%	100%	100%
e. Safety training (4 hrs/person)	100%	100%	100%	100%

Council Priority: Quality and Reliable Infrastructure.
Goal: Respond to all Drainage Complaints within 24 hrs. of receiving complaint. Notify customer when a solution has been determined – usually within two weeks. Minimize flood damages and maximize responsiveness to citizen need during periods of potential flood hazard.
Objective: Provide excellent internal and external customer service in response to any drainage issues or concerns that develop. As well as provide timely responses to requests for information and assistance. Monitor areas of known drainage issues and develop a strategy for implementing corrective measures when fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with effected customers**.**
Tool: Verbal, e-mail, phone contact; site visit, field inspection
Frequency: As received
Scoring: 100% - Follow through whether solution is possible or not
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
a. Complaints received	30	40	17	N/A
Complaints resolved	30	35	13	N/A
c. No public infrastructure damages (100% = no damages; goal achieved)	100%	95%	100%	100%
d. No damages/claims to private property (100% = no damages; goal achieved)	100%	95%	100%	100%

Council Priority: Public Safety
Goal: Drainage Channel Maintenance Program - Coordinate & oversee internal projects performed by streets channel maintenance crew as well as routine infrastructure maintenance.
Objective: Monitor areas of known drainage issues and develop a strategy for implementing corrective measures where fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with streets supervisor and/or effected customers**.**
Tool: Field verification
Frequency: As drainage issues are received & resolved.
Scoring: 100% - Follow through whether solution is possible or not
Trend: ↑

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Estimate	CY 13 Proposed
Annual miles of channels cleaned	6	6	6	6
Per cent of catch basins & culverts cleaned	100%	100%	100%	100
Per cent of inventory cleaned	75%	75%	75%	75%

SECTION: **98-STORMWATER UTILITY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 492,508	$ 491,581	$ 492,167	$ 492,458	$ 877
CONTRACTUAL	41,542	77,367	28,967	149,045	71,678
COMMODITIES	4,261	11,460	12,052	43,160	31,700
TOTAL	**$ 538,311**	**$ 580,408**	**$ 533,186**	**$ 684,663**	$ 104,255

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 259,466	$ 255,918	$ 245,714	$ 284,494	$ 28,576
ENGINEERING AND MASTER PLANNING	28,463	48,175	10,000	87,000	38,825
OPERATIONS	250,382	276,315	276,881	313,169	36,854
WATER QUALITY IMPROVEMENT GRANT	-	-	591	-	-
TOTAL	**$ 538,311**	**$ 580,408**	**$ 533,186**	**$ 684,663**	$ 104,255

SOURCE OF FUNDING:

STORMWATER UTILITY FUND	$ 684,663
	$ 684,663

COMMENTARY:
The Stormwater Utility operating budget has increased 18% and there are no capital expenditures. Personal Services increases are due to pay restoration and retirement benefits offset by personnel turnover. Contractual increased overall due to one-time expenditures of $35,000 for FEMA map revisions and error corrections and $50,000 for Master Plan project. Commodities increased due to one-time expenditures of $20,000 for rainwater harvesting and $10,000 for public outreach. There are no major capital (>$10,000) expenditures planned for this section.

NON-DEPARTMENTAL MISSION

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The mission of **Northern Arizona Intergovernmental Public Transit Authority (NAIPTA)** is to create the finest transportation experience by making services an excellent choice for communities of Northern Arizona.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

PROGRAM DESCRIPTION

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs; sets the tax rate; determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

SECTION: **63-COUNCIL AND COMMISSIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 271,540	$ 274,469	$ 274,531	$ 324,146	$ 49,677
CONTRACTUAL	60,928	75,860	78,465	80,860	5,000
COMMODITIES	17,616	12,211	11,323	3,750	(8,461)
CAPITAL	-	-	-	-	-
TOTAL	**$ 350,084**	**$ 362,540**	**$ 364,319**	**$ 408,756**	$ 46,216

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 349,744	$ 361,940	$ 363,751	$ 408,156	$ 46,216
BOARDS AND COMMISSIONS	340	600	568	600	-
TOTAL	**$ 350,084**	**$ 362,540**	**$ 364,319**	**$ 408,756**	$ 46,216

SOURCE OF FUNDING:

GENERAL FUND	$ 233,330
LIBRARY FUND	23,011
HIGHWAY USER REVENUE FUND	20,999
TRANSPORTATION FUND	6,572
WATER AND WASTEWATER FUND	62,369
STORMWATER FUND	3,191
AIRPORT FUND	7,116
ENVIRONMENTAL SERVICES FUND	52,168
	$ 408,756

COMMENTARY:

The Council and Commissions operating budget has increased 13% and there are no capital expenditures. Personal Services include benefit increases and pay restoration. Commodities decreases are due to a transfer of copying charges to the City Manager Budget. There are no major capital (>$10,000) expenditures for this section.

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens.

The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

SECTION:	**64-CONTRIBUTIONS TO OTHERS**				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
CONTRACTUAL	$ 902,384	$ 906,003	$ 917,034	$ 937,003	$ 31,000
TOTAL	**$ 902,384**	**$ 906,003**	**$ 917,034**	**$ 937,003**	$ 31,000
EXPENDITURES BY PROGRAM:					
HEALTH AND SOCIAL SERVICES	$ 270,179	$ 262,750	$ 293,781	$ 293,750	$ 31,000
OTHER CONTRIBUTIONS	632,205	643,253	623,253	643,253	-
TOTAL	**$ 902,384**	**$ 906,003**	**$ 917,034**	**$ 937,003**	$ 31,000
SOURCE OF FUNDING:					
GENERAL FUND				$ 837,599	
LIBRARY FUND				13,039	
HIGHWAY USER REVENUE FUND				11,899	
TRANSPORTATION FUND				3,724	
WATER AND WASTEWATER FUND				35,341	
STORMWATER FUND				1,808	
AIRPORT FUND				4,032	
ENVIRONMENTAL SERVICES FUND				29,561	
				$ 937,003	

COMMENTARY:
The Contributions to Others operating budget has increased 3% and there are no capital expenditures. Contributions are as follows: United Way $293,750, FACTS $247,319, Coconino Humane Society $161,985, Intake Triage $74,250, Victim Witness $41,304, Cardinals $30,944, Emergency Housing $20,000, Greater Flagstaff Forest Partnership $19,725, Coconino Coalition for Children and Youth $19,669, NACASA $15,627, Weed & Seed $5,503, NACOG Rural Transportation $4,152, and Sister Cities $2,775.

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

SECTION: **66-NON-DEPARTMENTAL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
PERSONAL SERVICES	$ 47,759	$ 47,949	$ 52,195	$ 48,539	$ 590
CONTRACTUAL	1,210,832	2,024,152	1,080,264	2,710,051	685,899
COMMODITIES	(65,716)	(79,000)	(81,600)	(80,000)	(1,000)
CAPITAL	-	645,000	90,000	720,000	75,000
TOTAL	**$ 1,192,875**	**$ 2,638,101**	**$ 1,140,859**	**$ 3,398,590**	$ 760,489

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 241,441	$ 241,535	$ 308,580	$ 413,535	$ 172,000
EMPLOYEE BENEFITS	80,477	57,501	57,500	57,500	(1)
INSURANCE	608,674	608,674	608,674	833,164	224,490
CONSULTANTS	253,087	428,360	164,307	394,520	(33,840)
COPY CENTER	(22,868)	(16,801)	(21,702)	(16,211)	590
REDEVELOPMENT	32,064	1,318,832	23,500	1,716,082	397,250
TOTAL	**$ 1,192,875**	**$ 2,638,101**	**$ 1,140,859**	**$ 3,398,590**	$ 760,489

SOURCE OF FUNDING:

GENERAL FUND	$ 2,897,065
LIBRARY FUND	57,045
HIGHWAY USER REVENUE FUND	52,638
TRANSPORTATION FUND	7,374
WATER AND WASTEWATER FUND	165,544
STORMWATER FUND	10,139
AIRPORT FUND	45,915
ENVIRONMENTAL SERVICES FUND	162,870
	$ 3,398,590

COMMENTARY:

The Non-Departmental operating budget has increased by 34% and capital expenditures total $720,000 resulting in an overall net increase of 29%. Personal Services have increased slightly due to pay restoration and benefit costs. The increase in contractual is due carryover items for consultants and redevelopment and increase for legal fees, audit fees, and liability and property insurance costs. Commodities decreased for a transfer of expense to the City Manger's budget. There major capital (>$10,000) is for remodeling at city buildings ($75,000) and redevelopment ($645,000).

MISSION

Getting you where you want to go.

Our Vision: To create the Finest Transportation Experience making NAIPTA services an Excellent Choice for Northern Arizona Communities.

PROGRAM DESCRIPTION

The **Transit Division** collects the portion of the transportation tax that is designated for Transit activities. Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) administers the Transit program per the Intergovernmental Agreement (IGA) between the City and NAIPTA.

FY 12 ACCOMPLISHMENTS

- ✓ Estimated to continue lowering cost per hour, 10% decrease since FY2010.
- ✓ Continue conversion to complete Hybrid Electric Fleet for Flagstaff area with purchase of 7 additional 35 foot buses.
- ✓ Completion of Mountain Link BRT system connecting Downtown with Woodlands Village via Northern Arizona University.
- ✓ Launch of Mountain Link on August 29, 2011 with average of 2,400 riders per day in 1st week of service.

Mountain Line Fixed Route:
- ✓ Continued with implementation of route timing strategies to improve on time performance.
- ✓ Projected to increase ridership by 60% from 1,284,414 to 2,054,068, with Mountain Link averaging 78,000 riders per month.
- ✓ Maintained customer satisfaction by evaluating feedback regarding routes, stops, shelters, and on time performance.

Mountain Lift Para-Transit
- ✓ Continue to promote use of Taxi Voucher service, providing more options to riders and costing less to provide.
- ✓ Continued to improve trips per service hour from 2.77 in FY2009 to 2.96 in FY2012 – increasing efficiency of service and decreasing the cost of the program.
- ✓ Maintain on-time performance of 99% without sacrificing trips or service.

FY 13 NEW INITIATIVES AND GOALS

- ➢ Obtain additional funding from federal transit administration and other sources.
- ➢ Continue building public awareness of benefits of transit, including affordable living, mobility for those with no alternatives, and less environmental impact that single-occupancy-vehicle traffic,
- ➢ Continue increasing ridership and use of public transportation.
- ➢ Continue to build on mobility options by expansion of travel training programs and available information on how to use the system.
- ➢ Increase awareness and use of electronic information, including route status and public information process.
- ➢ Increase available federal transit funds by achieving “Small Transit Intensive city” status.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion

Goal: Increase use of Public Transit System. Provide reliable alternative to single-occupancy vehicle use for commuting trips.

Objective: 2.5% increase of riders using existing services and routes.

Type of Measure: Program efficiency

Tool: Calculation of data, customer survey

Frequency: Quarterly

Scoring: 90%+ progressing

Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed – original	FY 13 Proposed – revised
Total Ridership	1,115,254	1,287,448	2,054,068	2,115,690	2,137,942
Average Riders per Day	3,081	3,547	5,659	5,828	5,889
On time performance	84%	88%	95%	95%	95%

Council Priority/Goal: Effective governance

Goal: Control operational cost per hour, maintain with less than 5% increase

Objective: Identify efficiencies to maintain and control costs.

Type of Measure: Program efficiency

Tool: Calculation of data

Frequency: Monthly

Scoring: 95% progressing

Trend: →

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed – original	FY 13 Proposed - revised
Operational Cost per Hour	$68.15	$66.46	$64.26	$66.19	$70.53
Administrative Cost per Hour	$15.28	$14.15	$13.93	$14.96	$10.93
Farebox Return	19%	19%	16%		20%

Council Priority/Goal: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Evaluation of Updated 5 Year Transportation Plan and efforts to truth with community needs for growth and development.
Objective: Implementation of service increases as approved by voting public and consistent with community needs.
Type of Measure: Output
Tool: Calculation of data
Frequency: Quarterly/Annual
Scoring: 75 – 90% average
Trend: →

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Porposed - original	FY 13 Proposed - revised
Service Hours	46,432	47,801	59,215	59,215	66,215
Revenue Miles	628,658	644,194	800,278	800,278	891.278

Council Priority/Goal: Maintain and deliver quality, reliable infrastructure
Goal: Develop and construct Transit Facilities/Amenities to serve routes and customers throughout Flagstaff.
Objective: 1) Install previously developed shelters at locations along routes to provide amenities like shade, shelter, and resting at bus stops. 2) Develop maintenance and storage yard on currently undeveloped section of NAIPTA property, increasing infrastructure and support capacity through bus wash station, on-site fueling, and additional garage parking for vehicles.
Type of Measure: Outcome
Tool: Schedule for construction, calculation of data
Frequency: Semi-annual
Scoring: 75 – 90% average
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY13 Proposed - Original	FY 13 Proposed - Revised
Identify Sites and Implement Passenger Shelter and Amenities (# of sites)	7	7	15	10	10
Construct Maintenance/Storage Yard					1

Council Priority/Goal: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Improve customer satisfaction to a 6 on a scale of 1 to 7, or extremely satisfied.
Objective: Complete annual customer satisfaction evaluation of both existing and potential customers to identify satisfaction and barriers for potential customers. Use results to evaluate services and implement improvements.
Type of Measure: Program outcome
Tool: Customer survey
Frequency: Semi-annual
Scoring: 90% progressing
Trend: ↑

Measures:	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Proposed - original	FY 13 Proposed - original
Customer Satisfaction Score	5.9	--	6.1	6.3	6.3

SECTION:	97-NAIPTA				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2010-2011	Adopted Budget 2011-2012	Estimated Expenditures 2011-2012	Proposed Budget 2012-2013	Budget-Budget Variance
CONTRACTUAL	$ 3,819,148	$ 4,981,330	$ 3,951,871	$ 5,670,410	$ 689,080
TOTAL	**$ 3,819,148**	**$ 4,981,330**	**$ 3,951,871**	**$ 5,670,410**	$ 689,080
EXPENDITURES BY PROGRAM:					
TRANSIT	$ 3,819,148	$ 4,981,330	$ 3,951,871	$ 5,670,410	$ 689,080
TOTAL	**$ 3,819,148**	**$ 4,981,330**	**$ 3,951,871**	**$ 5,670,410**	$ 689,080
SOURCE OF FUNDING:					
	TRANSPORTATION FUND			$ 5,670,410	
				$ 5,670,410	

COMMENTARY:
The Transit budget has increased by 14% this fiscal year. This increase is related to increased service frequency, additional bus purchases and an improvements to the Kasper facility. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.

CAPITAL IMPROVEMENTS

FY 2013 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2013 represents a $113.4 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 36.9% of the funding being provided on the pay-as-you-go basis versus 34.6% in FY 2012. The major projects in this year's budget are 2010 Street/Utility Projects, West/Arrowhead Improvements, Switzer Canyon Transmission Line, Rehab Taxilane–Westplex, Courthouse, and Municipal Services Maintenance Facility. This year's capital improvement program is funded 48.1% through debt financing including the 2010 Streets/Utility projects, FUTS/Open Space and Fire Stations. The grant funding of 15.0% is primarily for airport projects and Beautification.

In May 2004 voters approved 10 bond projects totaling $155.2 million. These projects are being phased in over a 10-year period and budgeted on a cash flow basis.

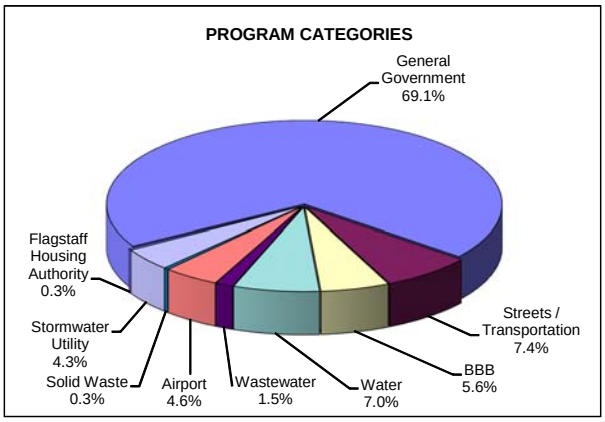
In November 2010 voters approved two bond projects totaling $21.2 million. These projects are Public Safety/City Operations Communications Systems and Street and Utilities Improvements. The Public Safety/City Operations Communications System was implemented in FY 2012 and the Street and Utilities Improvements is being phased in over a 4-year period and budgeted on a cash flow basis.

Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared as part of the Annual Budget and Financial Plan.

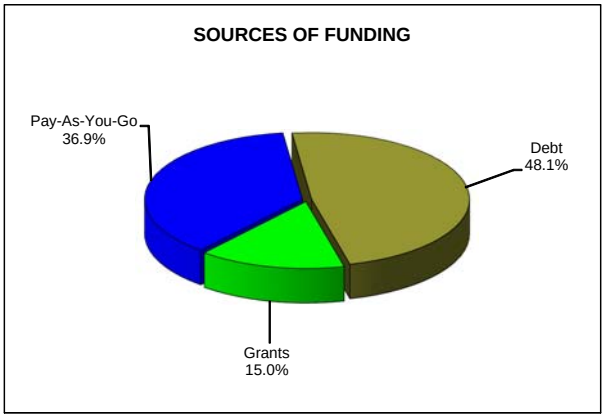
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	69.0%	$	78,304,305
Streets / Transportation	7.4%		8,358,192
BBB	5.6%		6,370,649
Water	7.0%		7,973,511
Wastewater	1.5%		1,649,000
Airport	4.6%		5,198,170
Solid Waste	0.3%		383,000
Stormwater Utility	4.3%		4,883,167
Flagstaff Housing Authority	0.3%		308,765
	100.0%	$	113,428,759



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	36.9%	$	41,893,814
Debt	48.1%		54,577,911
Grants	15.0%		16,957,034
	100.0%	$	113,428,759



FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	36.9%
Debt Financing	48.1%
Grants	15.0%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 36.9% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. The City has elected to use this option. $40.0 million is outstanding on July 1, 2012, and the City has $45.9 million in available capacity at the 6% debt margin and $113.1 million in available capacity at the 20% debt margin as of July 1, 2012.

HIGHWAY USER REVENUE (HURF) BOND

The State distributes a share of the motor vehicle fuel tax to cities based partially on population (50% of allocation) and partially on jurisdiction of origin. This special revenue source can only be used for maintenance or construction of streets and highways. Special revenue bonds can be issued for construction of street projects, with the gas tax revenues pledged as a source of debt repayment. The annual total debt service, both principal and interest, cannot exceed 50% of the HURF distribution received for the most recent twelve month period by the City.

JUNIOR LIEN BONDS PAYABLE FROM HIGHWAY USER TAX REVENUES

In order for the City to issue junior lien bonds, the City must have received Highway Users Tax Revenues in the twelve months preceding the issuance of the bonds in an amount equal to 1.5 times the highest annual debt service requirements (principal and interest) on all HURF bonds outstanding. Additionally, if coverage is not at least two times the highest debt service requirements, then the proposed bonds must bear a rating at the time of the issuance of “A” or better by one of the nationally recognized rating agencies. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately $50.0 million in capacity is currently available in junior lien bonds or as senior lien bonds.

WATER AND SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the City can sell bonds that pledge utility revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its water and sewer system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there is only the practical limitations imposed by what the utility rate structures will support.

The $40.7 million authorized by voters in November 1990 can be either G.O. bonds or revenue bonds. G.O. bonds accounted for $33.9 million of the issuance, with $1.6 million outstanding at July 1, 2012. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $4.0 million outstanding at July 1, 2012. The City is pledging the revenue of its water and wastewater system. Of the $46.6 million authorized by voters in 2004, $46.0 has been issued, with $36.8 outstanding at July 1, 2012.

SPECIAL IMPROVEMENT/ASSESSMENT DISTRICTS

Special improvements/assessments are a means of financing services or capital improvements that benefit specific property owners more than the general public. Majority consent must be obtained from the property owners within the designated geographic assessment district. The property owners are then levied a supplemental property tax assessment for their share of the costs of the improvements. The City issued $19.1 million of Aspen Special Improvement Debt related to Sawmill as of July 1, 2012, $11.4 million is outstanding.

MUNICIPAL FACILITIES CORPORATION (MFC) BONDS

The Flagstaff Municipal Facilities Corporation, Inc. (MFC) is a not for profit corporation over which the City exercises significant oversight authority. It was formed to assist the City in acquiring land and constructing improvements thereon, constructing and acquiring improvements upon land owned by the City, and in any other way incurring expenses to improve the use of presently owned facilities, or as they may be expanded in the future. The City Charter requires that to construct projects, with the exception of utilities, public safety and street facilities in excess of $1 million require voter approval. The $1 million limit is adjusted annually by the consumer price index at July 1 of each year. The estimated amount July 1, 2012 is $2.18 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved $4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and $1.6 million is still outstanding. In May 2000, the City received voter authorization to issue $25 million in bonds for the construction of an overpass at 4th Street. The City issued these bonds in FY 2004, and $1.6 million is still outstanding.

REVENUE BONDS

The City received voter authorization to issue $61.2 million in bonds for the construction of a business incubator and USGS office/lab building. The City issued $3.4 million in FY 2010, and $3.1 million is still outstanding. In 2012, the City finalized a partial advance refunding of its 2004 MFC Bonds, related to Overpass at 4th Street. The City issued $12.5 million in pledged Revenue Bonds in FY2012, with $12.5 million outstanding.

CERTIFICATES OF PARTICIPATION

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared, which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of Participation are often brokered through private placements to hold down issuance costs. The City will be issuing Certificates of Participation to fund the local economic stimulus package which includes the Street Overlay Program. The City issued $4.9 million in FY 2010 and $4.1 million is still outstanding as of June 30, 2012.

LEASE FINANCING

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are sufficient to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set-aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life as long as the terms of bonds issued.

GRANTS

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity, or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements, and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscape project under the ISTEA (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs: The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

INTERGOVERNMENTAL AGREEMENTS (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan, in particular, may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

STATE REVOLVING LOAN FUND

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. In order to qualify for the Federal monies, the State must match a 20% contribution into the fund. The WIFA that issues bonds that are then lent to different governmental entities to finance projects manages Arizona's fund. Projects are submitted to WIFA for review, and prioritization. Based on this compilation, projects are then eligible for funding.

Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency.

PAY AS YOU GO FINANCING

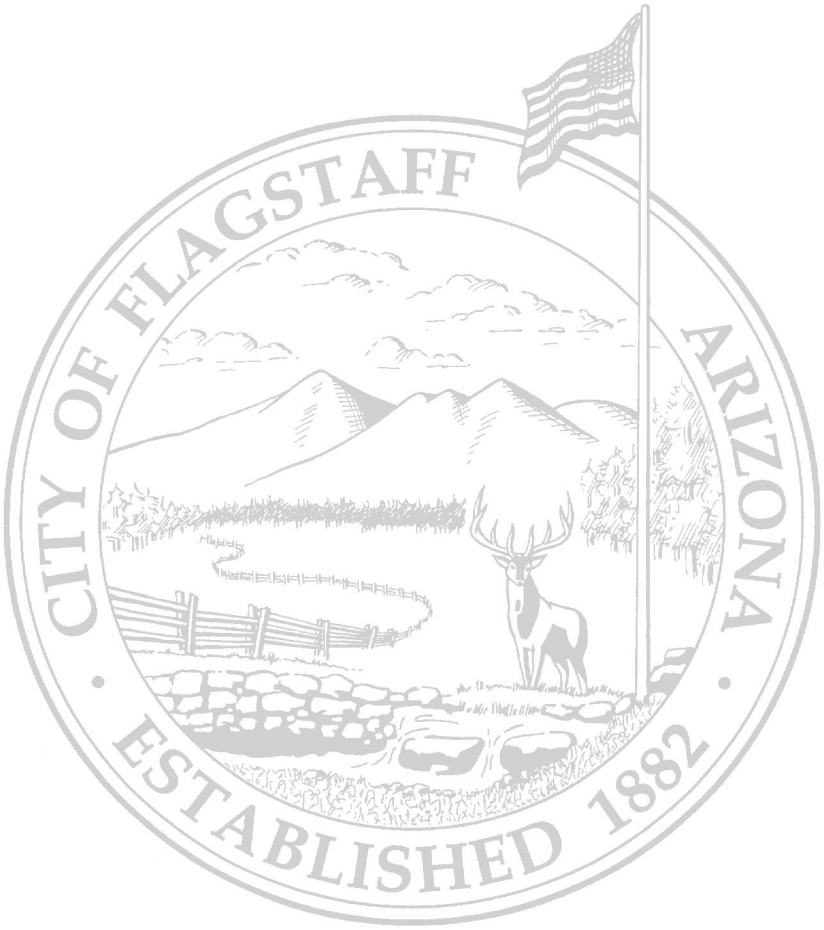
Projects funded on a pay as you go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non-debt financing does not incur interest costs. The major drawbacks of pay as you go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 36.9% of capital improvements on a pay as you go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

UNFUNDED PROJECTS

Projects that do not have a funding source are classified as unfunded City capital projects. These projects are evaluated annually as changes in funding occur and estimates are revised as well as changes in priorities for the City. The following schedule is a list of the current unfunded projects through FY 2023.

The following pages provide listings of the Capital Improvement projects.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2012-2013

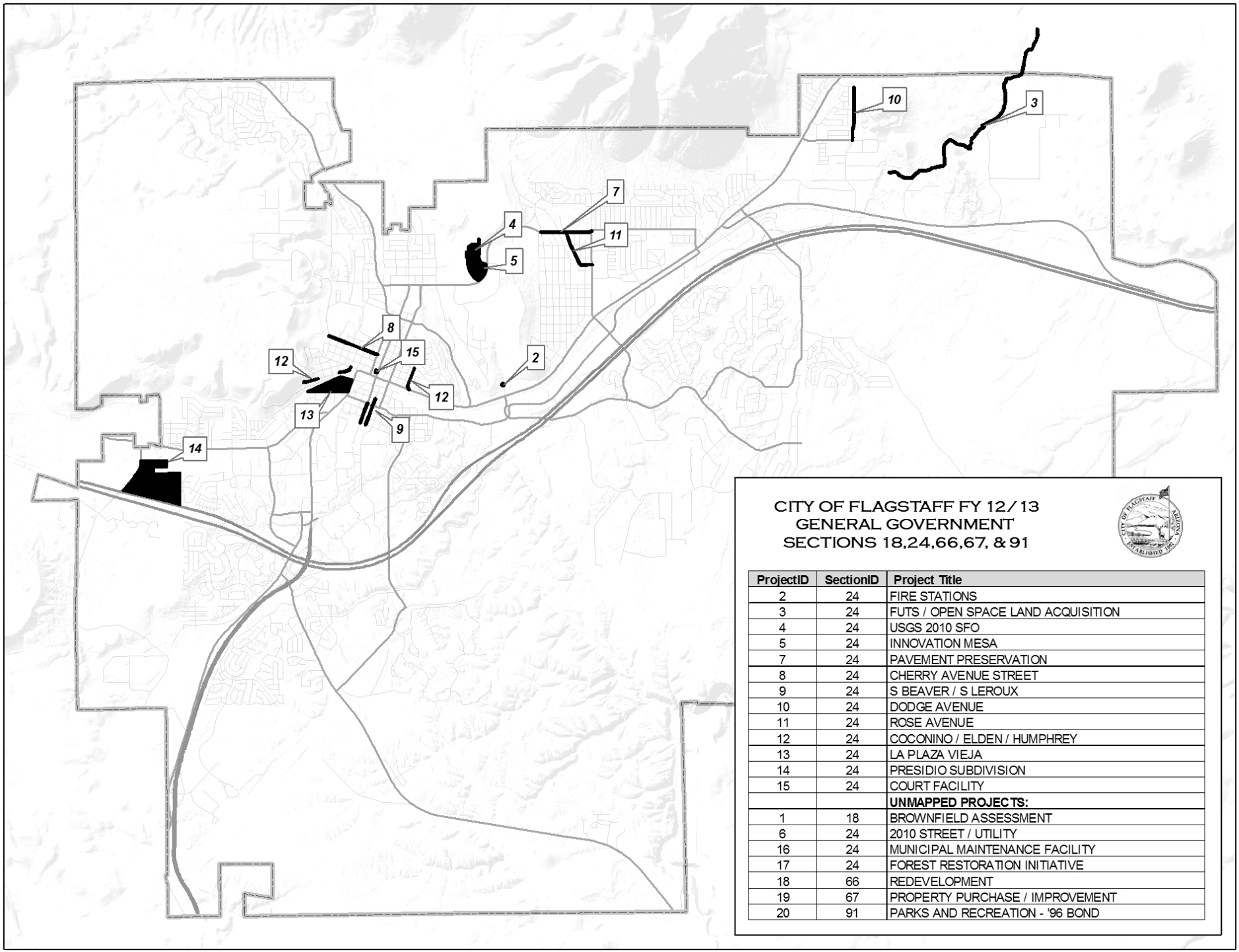
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	18	BROWNFIELD ASSESSMENT	$ -	1,000,000
2	24	FIRE STATIONS	8,000	8,000
3	24	FUTS/OPEN SPACE LAND ACQUISITION	1,267,500	6,600,000
4	24	USGS 2010 SFO	1,587,000	1,587,000
5	24	INNOVATION MESA	-	7,525,000
6	24	2010 STREET/UTILITY	272,000	272,000
7	24	PAVEMENT PRESERVE	-	650,000
8	24	CHERRY AVE STREET	1,037,729	1,248,000
9	24	S BEAVER / S LEROUX	191,255	2,342,350
10	24	DODGE AVENUE	-	968,467
11	24	ROSE AVENUE	-	1,047,500
12	24	COCONINO / ELDEN / HUMPHREY	-	1,549,900
13	24	LA PLAZA VIEJA	-	1,590,088
14	24	PRESIDIO SUBDIVISION	2,876,000	2,876,000
15	24	COURT FACILITY	10,000,000	12,000,000
16	24	MUNICIPAL MAINTENANCE FACILITY	9,975,000	28,295,000
17	24	FOREST RESTORATION INITIATIVE	-	6,000,000
18	66	REDEVELOPMENT	645,000	645,000
19	67	PROPERTY PURCHASE/IMPROVEMENT	-	1,000,000
20	91	PARKS AND RECREATION - 1996 BOND	-	1,100,000
		TOTAL GENERAL GOVERNMENT	$ 27,859,484	78,304,305

SOURCES OF FUNDING

	DIV	PROJECT	BONDS	GRANTS	OTHER	TOTAL
1	18	BROWNFIELD ASSESSMENT	$ -	-	1,000,000	1,000,000
2	24	FIRE STATIONS	-	-	8,000	8,000
3	24	FUTS/OPEN SPACE LAND ACQUISITION	3,600,000	3,000,000	-	6,600,000
4	24	USGS 2010 SFO	1,587,000	-	-	1,587,000
5	24	INNOVATION MESA	265,000	3,762,500	3,497,500	7,525,000
6	24	2010 STREET/UTILITY	272,000	-	-	272,000
7	24	PAVEMENT PRESERVE	650,000	-	-	650,000
8	24	CHERRY AVE STREET	1,248,000	-	-	1,248,000
9	24	S BEAVER / S LEROUX	2,342,350	-	-	2,342,350
10	24	DODGE AVENUE	968,467	-	-	968,467
11	24	ROSE AVENUE	1,047,500	-	-	1,047,500
12	24	COCONINO / ELDEN / HUMPHREY	1,549,900	-	-	1,549,900
13	24	LA PLAZA VIEJA	1,590,088	-	-	1,590,088
14	24	PRESIDIO SUBDIVISION	-	-	2,876,000	2,876,000
15	24	COURT FACILITY	12,000,000	-	-	12,000,000
16	24	MUNICIPAL MAINTENANCE FACILITY	19,000,000	-	9,295,000	28,295,000
17	24	FOREST RESTORATION INITIATIVE	6,000,000	-	-	6,000,000
18	66	REDEVELOPMENT	-	-	645,000	645,000
19	67	PROPERTY PURCHASE/IMPROVEMENT	-	-	1,000,000	1,000,000
20	91	PARKS AND RECREATION - 1996 BOND	1,100,000	-	-	1,100,000
		TOTAL GENERAL GOVERNMENT	$ 53,220,305	6,762,500	18,321,500	78,304,305



CITY OF FLAGSTAFF FY 12/13
GENERAL GOVERNMENT
SECTIONS 18,24,66,67, & 91

ProjectID	SectionID	Project Title
2	24	FIRE STATIONS
3	24	FUTS / OPEN SPACE LAND ACQUISITION
4	24	USGS 2010 SFO
5	24	INNOVATION MESA
7	24	PAVEMENT PRESERVATION
8	24	CHERRY AVENUE STREET
9	24	S BEAVER / S LEROUX
10	24	DODGE AVENUE
11	24	ROSE AVENUE
12	24	COCONINO / ELDEN / HUMPHREY
13	24	LA PLAZA VIEJA
14	24	PRESIDIO SUBDIVISION
15	24	COURT FACILITY
		UNMAPPED PROJECTS:
1	18	BROWNFIELD ASSESSMENT
6	24	2010 STREET / UTILITY
16	24	MUNICIPAL MAINTENANCE FACILITY
17	24	FOREST RESTORATION INITIATIVE
18	66	REDEVELOPMENT
19	67	PROPERTY PURCHASE / IMPROVEMENT
20	91	PARKS AND RECREATION - '96 BOND

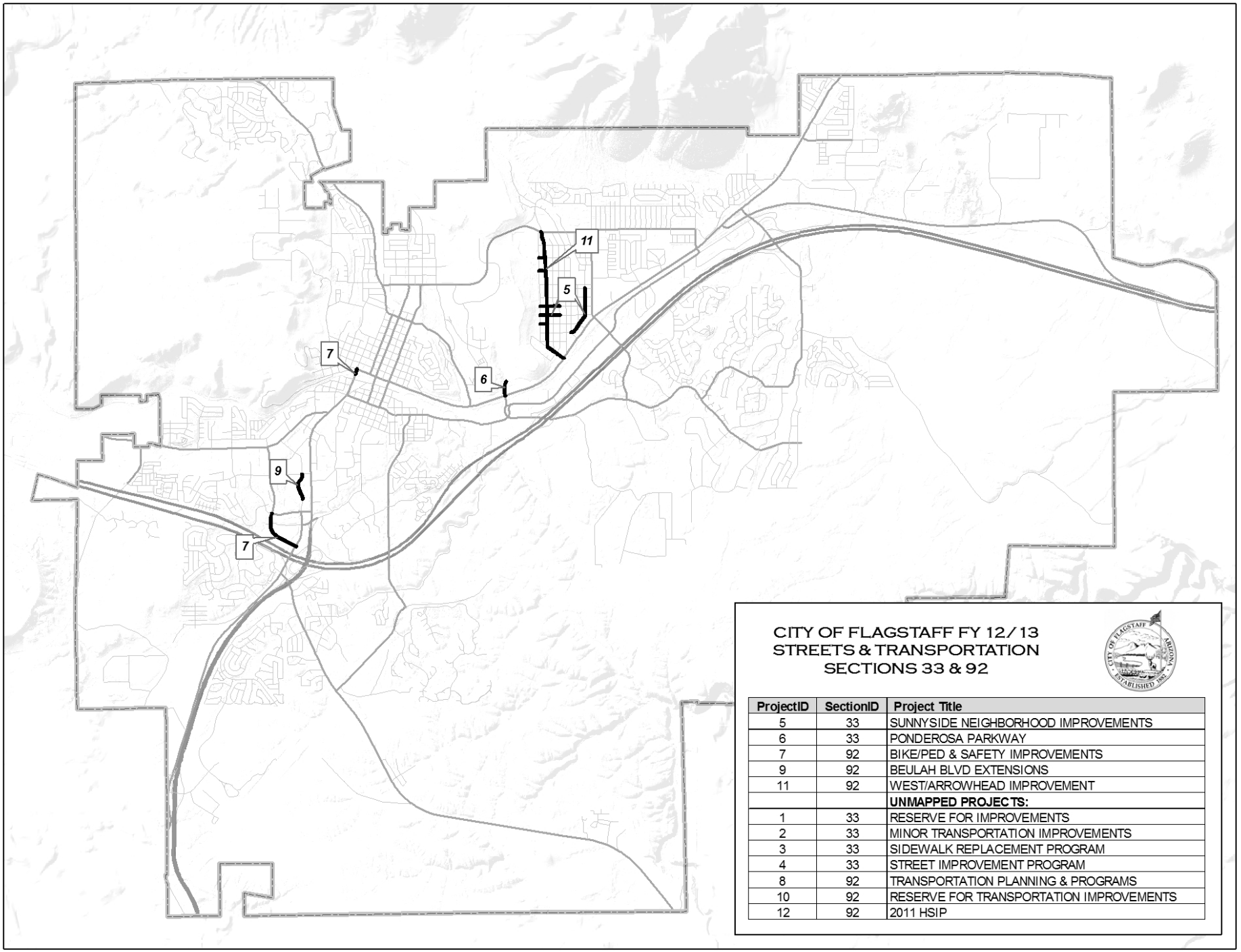
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	33	RESERVE FOR IMPROVEMENTS	$ -	50,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	-	50,000
3	33	SIDEWALK REPLACEMENT PROGRAM	-	15,000
4	33	STREET IMPROVEMENT PROGRAM	11,879	1,154,879
5	33	SUNNYSIDE	-	850,000
6	33	PONDEROSA PARKWAY	269	3,000
7	92	BIKE/PED & SAFETY IMPROVEMENT	283,164	484,500
8	92	TRANSPORTATION PLANNING & PROGRAMS	-	95,000
9	92	BEULAH BLVD EXTENSIONS	295,000	995,000
10	92	RESERVE FOR IMPROVEMENTS	25,000	175,000
11	92	WEST/ARROWHEAD IMPROVEMENT	3,119,023	4,469,313
12	92	2011 HSIP	13,500	16,500
		TOTAL STREETS AND TRANSPORTATION	$ 3,747,835	8,358,192

SOURCES OF FUNDING

	DIV	PROJECT	HURF	TRANS-PORTATION	TOTAL
1	33	RESERVE FOR IMPROVEMENTS	$ 50,000	-	50,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	50,000	-	50,000
3	33	SIDEWALK REPLACEMENT PROGRAM	15,000	-	15,000
4	33	STREET IMPROVEMENT PROGRAM	1,154,879	-	1,154,879
5	33	SUNNYSIDE	850,000	-	850,000
6	33	PONDEROSA PARKWAY	3,000	-	3,000
7	92	BIKE/PED & SAFETY IMPROVEMENT	-	484,500	484,500
8	92	TRANSPORTATION PLANNING & PROGRAMS	-	95,000	95,000
9	92	BEULAH BLVD EXTENSIONS	-	995,000	995,000
10	92	RESERVE FOR IMPROVEMENTS	-	175,000	175,000
11	92	WEST/ARROWHEAD IMPROVEMENT	-	4,469,313	4,469,313
12	92	2011 HSIP	-	16,500	16,500
		TOTAL STREETS AND TRANSPORTATION	$ 2,122,879	6,235,313	8,358,192



CITY OF FLAGSTAFF FY 12/13
STREETS & TRANSPORTATION
SECTIONS 33 & 92

ProjectID	SectionID	Project Title
5	33	SUNNYSIDE NEIGHBORHOOD IMPROVEMENTS
6	33	PONDEROSA PARKWAY
7	92	BIKE/PED & SAFETY IMPROVEMENTS
9	92	BEULAH BLVD EXTENSIONS
11	92	WEST/ARROWHEAD IMPROVEMENT
		UNMAPPED PROJECTS:
1	33	RESERVE FOR IMPROVEMENTS
2	33	MINOR TRANSPORTATION IMPROVEMENTS
3	33	SIDEWALK REPLACEMENT PROGRAM
4	33	STREET IMPROVEMENT PROGRAM
8	92	TRANSPORTATION PLANNING & PROGRAMS
10	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS
12	92	2011 HSIP

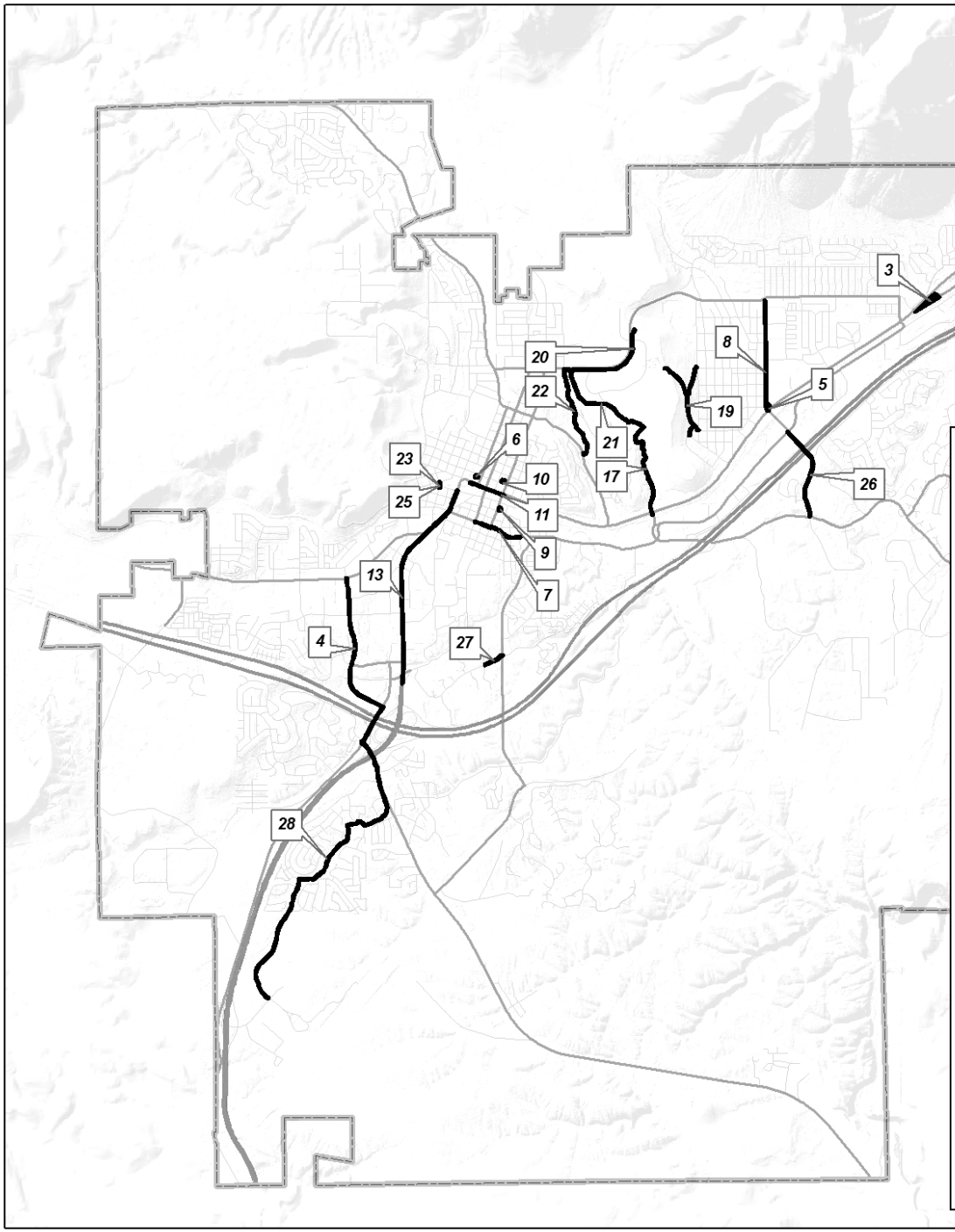
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	$ -	50,000
2	74	HISTORIC FACADES	22,648	106,177
3	74	ROUTE 66 PRESERVATION PROJECT	-	20,000
4	74	WOODLANDS / BEULAH MEDIANS	699,277	699,277
5	74	4TH ST NEIGHBORHOOD GATEWAY	181,720	184,360
6	74	NEIGHBORHOOD GARDENS	9,800	19,000
7	74	BUTLER MEDIANS PHASE III	445,120	513,900
8	74	4TH ST CORRIDOR IMPROVEMENT	500,000	1,100,000
9	74	BASQUE PROPERTIES	-	250,000
10	74	HERITAGE SQUARE LIGHTING	-	30,000
11	74	VISITOR CENTER RT 66 PLANTER	-	25,000
12	74	ART INCUBATOR	-	50,000
13	74	MILTON SIGNS	-	100,000
14	74	BEAUTIFICATION IN ACTION	-	12,500
15	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
16	75	SIGNAGE PROGRAM	228,000	293,000
17	75	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	283,705	316,279
18	75	COUNTRY CLUB TR - RT 66 TO CORTLAND	22,798	9,100
19	75	SIXTH AVE/ARROWHEAD CONNECTOR	225,044	449,313
20	75	CEDAR TRAIL	20,000	20,000
21	75	SWITZER MESA TRAIL	45,000	45,000
22	75	SWITZER CANYON TRAIL	248,750	282,552
23	75	BNSF WALNUT-FLORENCE UNDERPASS	608,408	647,500
24	75	MALL TRAFFIC CENTER TRAIL REALIGNMENT	80,000	80,000
25	75	FLORENCE-WALNUT UNDERPASS	429,334	478,031
26	75	4TH ST TRAIL - HUNTINGTON TO BUTLER	159,660	159,660
27	75	PINE KNOLL TRAIL-SAN FRANCISCO TO LONE TREE	76,500	80,000
28	75	PONDEROSA TRAIL REHABILITATION	-	300,000
		TOTAL BBB	$ 4,285,764	6,370,649

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	$ 50,000	-	-	-	50,000
2	74	HISTORIC FACADES	106,177	-	-	-	106,177
3	74	ROUTE 66 PRESERVATION PROJECT	10,000	-	10,000	-	20,000
4	74	WOODLANDS / BEULAH MEDIANS	213,279	-	485,998	-	699,277
5	74	4TH ST NEIGHBORHOOD GATEWAY	184,360	-	-	-	184,360
6	74	NEIGHBORHOOD GARDENS	19,000	-	-	-	19,000
7	74	BUTLER MEDIANS PHASE III	513,900	-	-	-	513,900
8	74	4TH ST CORRIDOR IMPROVEMENT	1,100,000	-	-	-	1,100,000
9	74	BASQUE PROPERTIES	250,000	-	-	-	250,000
10	74	HERITAGE SQUARE LIGHTING	30,000	-	-	-	30,000
11	74	VISITOR CENTER RT 66 PLANTER	25,000	-	-	-	25,000
12	74	ART INCUBATOR	25,000	-	25,000	-	50,000
13	74	MILTON SIGNS	100,000	-	-	-	100,000
14	74	BEAUTIFICATION IN ACTION	12,500	-	-	-	12,500
15	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000	-	-	50,000
16	75	SIGNAGE PROGRAM	25,986	85,983	181,031	-	293,000
17	75	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	25,079	291,200	-	-	316,279
18	75	COUNTRY CLUB TR - RT 66 TO CORTLAND	(92,817)	92,817	9,100	-	9,100
19	75	SIXTH AVE/ARROWHEAD CONNECTOR	449,313	-	-	-	449,313
20	75	CEDAR TRAIL	20,000	-	-	-	20,000
21	75	SWITZER MESA TRAIL	25,000	-	-	20,000	45,000
22	75	SWITZER CANYON TRAIL	237,552	-	-	45,000	282,552
23	75	BNSF WALNUT-FLORENCE UNDERPASS	647,500	-	-	-	647,500
24	75	MALL TRAFFIC CENTER TRAIL REALIGNMENT	35,000	-	-	45,000	80,000
25	75	FLORENCE-WALNUT UNDERPASS	27,248	-	450,783	-	478,031
26	75	4TH ST TRAIL - HUNTINGTON TO BUTLER	9,101	-	150,559	-	159,660
27	75	PINE KNOLL TRAIL-SAN FRANCISCO TO LONE TREE	80,000	-	-	-	80,000
27	75	PONDEROSA TRAIL REHABILITATION	220,000	-	80,000	-	300,000
		TOTAL BBB	$ 4,348,178	520,000	1,392,471	110,000	6,370,649



CITY OF FLAGSTAFF FY 12/13
BBB FUNDED PROJECTS
SECTIONS 74 & 75

ProjectID	SectionID	Project Title
3	74	ROUTE 66 PRESERVATION PROJECT
4	74	WOODLANDS/BEULAH MEDIANS
5	74	4TH ST NEIGHBORHOOD GATEWAY
6	74	CITY HALL FLOWER BEDS
7	74	BUTLER MEDIANS PHASE III
8	74	4TH ST CORRIDOR IMPROVEMENTS
9	74	BASQUE PROPERTIES
10	74	HERITAGE SQUARE LIGHTING
11	74	VISITOR CENTER RT 66 PLANTER
13	74	MILTON SIGNS
17	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA
18	75	COUNTRY CLUB TR - RT 66 TO CORTLAND
19	75	SIXTH AVE/ ARROWHEAD CONNECTOR
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL
22	75	SWITZER CANYON FUTS TRAIL
23	75	BNSF WALNUT-FLORENCE UNDERPASS
24	75	MALL TRANSFER CENTER TRAIL REALIGNMENT
25	75	FLORENCE-WALNUT UNDERPASS
26	75	4th STREET - HUNTINGTON TO BUTLER
27	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE
28	75	PONDEROSA TRAIL REHABILITATION
		UNMAPPED PROJECTS:
1	74	SPECIAL PROJECTS & UNPROGRAMMED WORK
2	74	HISTORIC FACADES
6	74	NEIGHBORHOOD GARDENS
12	74	ART INCUBATOR
14	74	BEAUTIFICATION IN ACTION
15	75	SPECIAL PROJECTS & UNPROGRAMMED WORK
16	75	FUTS SIGNAGE PROGRAM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2012-2013

WATER

APPROPRIATIONS

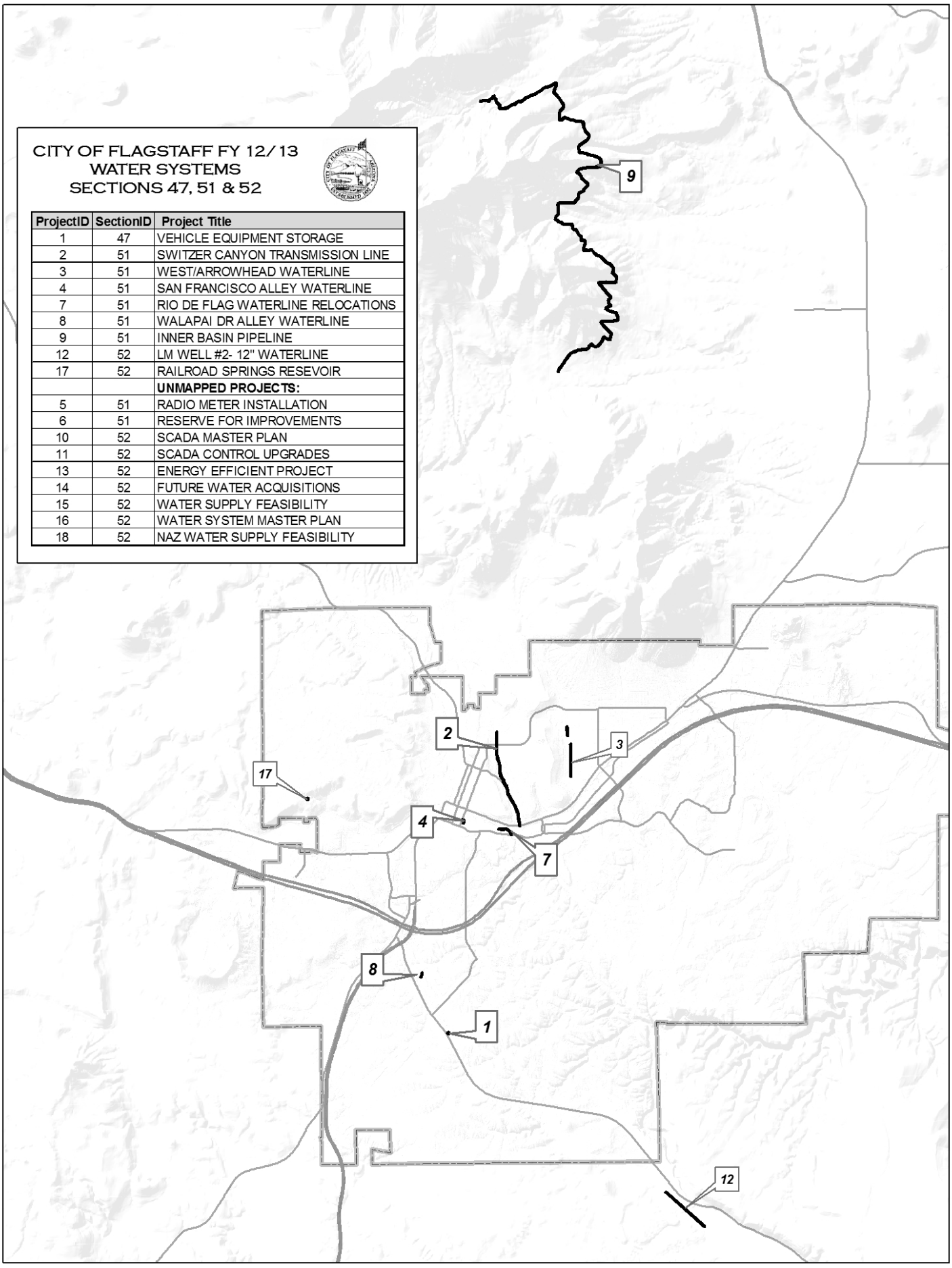
	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	47	VEHICLE EQUIPMENT STORAGE	$ -	90,000
2	51	SWITZER CANYON TRANSMISSION LINE	-	804,000
3	51	WEST/ARROWHEAD WATERLINE	-	230,000
4	51	SAN FRANCISCO ALLEY WATERLINE	-	50,000
5	51	RADIO METER INSTALL	50,000	100,000
6	51	RESERVE FOR IMPROVEMENTS	-	100,000
7	51	RIO DE FLAG WATERLINE RELOCATIONS	-	200,000
8	51	WALAPAI DR ALLEY WATERLINE	-	240,000
9	51	INNER BASIN PIPELINE	3,400,000	3,778,982
10	52	SCADA MASTER PLAN	-	50,000
11	52	SCADA CONTROL UPGRADES	-	80,000
12	52	LM WELL #2-12" WATERLINE	-	382,000
13	52	ENERGY EFFICIENCY PROJECT	-	35,000
14	52	FUTURE WATER ACQUISITIONS	632,536	1,322,606
15	52	WATER SUPPLY FEASIBILITY	-	35,000
16	52	WATER SYSTEM MASTER PLAN	-	150,000
17	52	RAIL ROAD SPRINGS RESEVOIR	25,923	25,923
18	52	NAZ WATER SUPPLY FEASIBILITY	-	300,000
		TOTAL WATER	$ 4,108,459	7,973,511

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	GRANTS	TOTAL
1	47	VEHICLE EQUIPMENT STORAGE	$ 90,000	-	-	90,000
2	51	SWITZER CANYON TRANSMISSION LINE	804,000	-	-	804,000
3	51	WEST/ARROWHEAD WATERLINE	230,000	-	-	230,000
4	51	SAN FRANCISCO ALLEY WATERLINE	50,000	-	-	50,000
5	51	RADIO METER INSTALL	100,000	-	-	100,000
6	51	RESERVE FOR IMPROVEMENTS	100,000	-	-	100,000
7	51	RIO DE FLAG WATERLINE RELOCATIONS	200,000	-	-	200,000
8	51	WALAPAI DR ALLEY WATERLINE	240,000	-	-	240,000
9	51	INNER BASIN PIPELINE	577,630	-	3,201,352	3,778,982
10	52	SCADA MASTER PLAN	50,000	-	-	50,000
11	52	SCADA CONTROL UPGRADES	80,000	-	-	80,000
12	52	LM WELL #2-12" WATERLINE	382,000	-	-	382,000
13	52	ENERGY EFFICIENCY PROJECT	-	-	35,000	35,000
14	52	FUTURE WATER ACQUISITIONS	-	1,322,606	-	1,322,606
15	52	WATER SUPPLY FEASIBILITY	-	35,000	-	35,000
16	52	WATER SYSTEM MASTER PLAN	150,000	-	-	150,000
17	52	RAIL ROAD SPRINGS RESEVOIR	25,923	-	-	25,923
18	52	NAZ WATER SUPPLY FEASIBILITY	-	-	300,000	300,000
		TOTAL WATER	$ 3,079,553	1,357,606	3,536,352	7,973,511

CITY OF FLAGSTAFF FY 12/13
WATER SYSTEMS
SECTIONS 47, 51 & 52

ProjectID	SectionID	Project Title
1	47	VEHICLE EQUIPMENT STORAGE
2	51	SWITZER CANYON TRANSMISSION LINE
3	51	WEST/ARROWHEAD WATERLINE
4	51	SAN FRANCISCO ALLEY WATERLINE
7	51	RIO DE FLAG WATERLINE RELOCATIONS
8	51	WALAPAI DR ALLEY WATERLINE
9	51	INNER BASIN PIPELINE
12	52	LM WELL #2- 12" WATERLINE
17	52	RAILROAD SPRINGS RESEVOIR
		UNMAPPED PROJECTS:
5	51	RADIO METER INSTALLATION
6	51	RESERVE FOR IMPROVEMENTS
10	52	SCADA MASTER PLAN
11	52	SCADA CONTROL UPGRADES
13	52	ENERGY EFFICIENT PROJECT
14	52	FUTURE WATER ACQUISITIONS
15	52	WATER SUPPLY FEASIBILITY
16	52	WATER SYSTEM MASTER PLAN
18	52	NAZ WATER SUPPLY FEASIBILITY



SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2012-2013

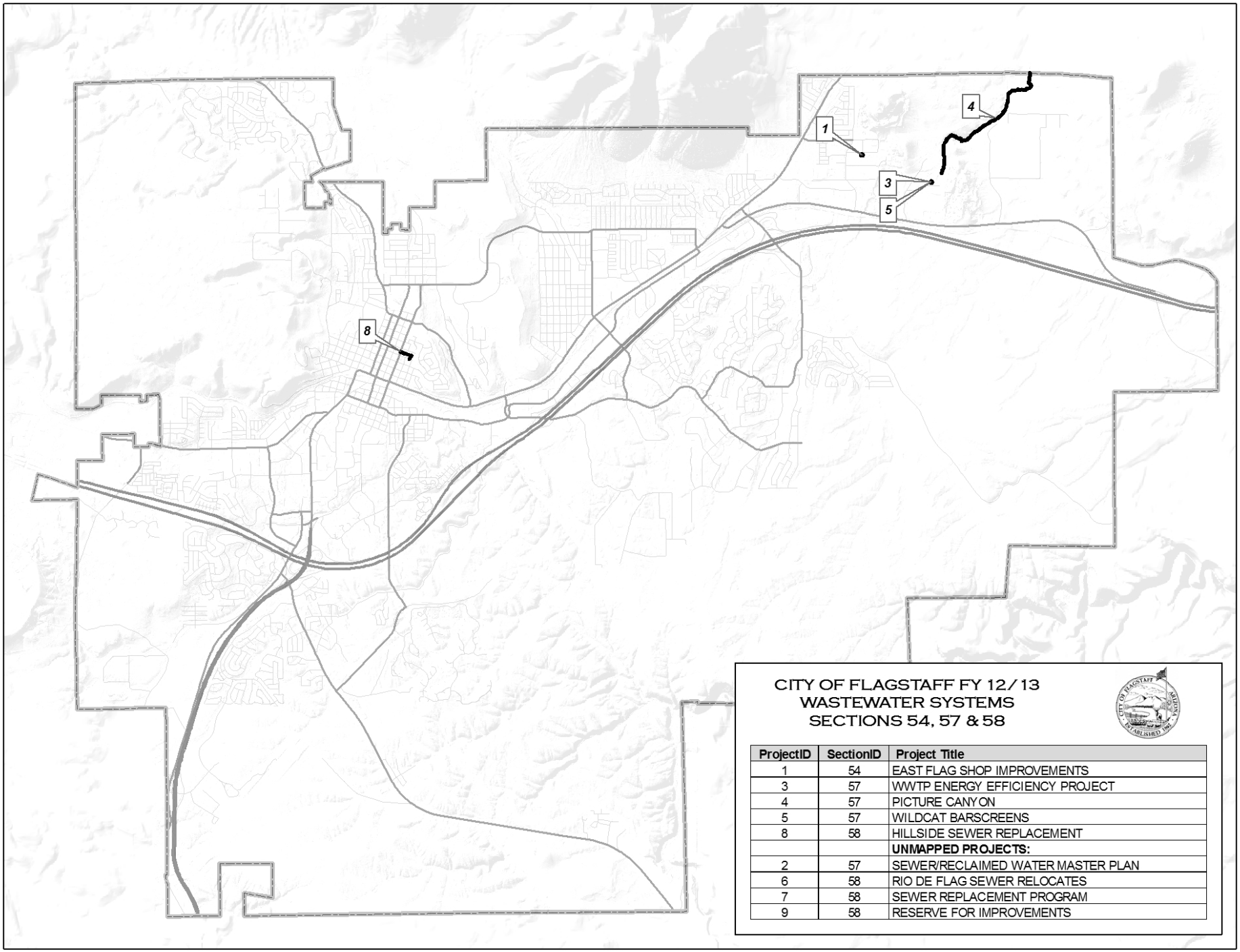
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	54	EAST FLAG SHOP IMPROVEMENTS	$ -	85,000
2	57	SEWER/RECLAIMED WATER MASTER PLAN	-	125,000
3	57	WWTP ENERGY EFFICIENCY PROJECT	-	120,000
4	57	PICTURE CANYON	65,600	65,600
5	57	WILDCAT BARSCREENS	300,000	450,000
6	58	RIO DE FLAG SEWER RELOCATES	-	242,000
7	58	SEWER REPLACEMENT PROGRAM	100,000	110,000
8	58	HILLSIDE SEWER REPLACEMENT	-	290,000
9	58	RESERVE FOR IMPROVEMENTS	61,400	161,400
		TOTAL WASTEWATER	$ 527,000	1,649,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANT	TOTAL
1	54	EAST FLAG SHOP IMPROVEMENTS	$ 85,000	-	85,000
2	57	SEWER/RECLAIMED WATER MASTER PLAN	125,000	-	125,000
3	57	WWTP ENERGY EFFICIENCY PROJECT	120,000	-	120,000
4	57	PICTURE CANYON	-	65,600	65,600
5	57	WILDCAT BARSCREENS	450,000	-	450,000
6	58	RIO DE FLAG SEWER RELOCATES	242,000	-	242,000
7	58	SEWER REPLACEMENT PROGRAM	110,000	-	110,000
8	58	HILLSIDE SEWER REPLACEMENT	290,000	-	290,000
9	58	RESERVE FOR IMPROVEMENTS	161,400	-	161,400
		TOTAL WASTEWATER	$ 1,583,400	65,600	1,649,000



CITY OF FLAGSTAFF FY 12/13
WASTEWATER SYSTEMS
SECTIONS 54, 57 & 58

ProjectID	SectionID	Project Title
1	54	EAST FLAG SHOP IMPROVEMENTS
3	57	WWTP ENERGY EFFICIENCY PROJECT
4	57	PICTURE CANYON
5	57	WILDCAT BARSCREENS
8	58	HILLSIDE SEWER REPLACEMENT
		UNMAPPED PROJECTS:
2	57	SEWER/RECLAIMED WATER MASTER PLAN
6	58	RIO DE FLAG SEWER RELOCATES
7	58	SEWER REPLACEMENT PROGRAM
9	58	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2012-2013

AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	37	ADOT TAXI A&WEST	$ -	51,001
2	37	WESTPLEX TAXILANE - CONSTRUCTION	-	2,878,732
3	37	REHAB TAXILANE - WESTPLEX	-	554,318
4	37	REHAB TAXIWAY RECONSTRUCT	1,532,757	1,532,757
5	37	APRON RECONSTRUCTION	181,362	181,362
		TOTAL AIRPORT	$ 1,714,119	5,198,170

SOURCES OF FUNDING

	DIV	PROJECT	GRANTS	OTHER	TOTAL
1	37	ADOT TAXI A&WEST	$ 47,991	3,010	51,001
2	37	WESTPLEX TAXILANE - CONSTRUCTION	2,708,813	169,919	2,878,732
3	37	REHAB TAXILANE - WESTPLEX	521,599	32,719	554,318
4	37	REHAB TAXIWAY RECONSTRUCT	1,442,285	90,472	1,532,757
5	37	APRON RECONSTRUCTION	170,657	10,705	181,362
		TOTAL AIRPORT	$ 4,891,345	306,825	5,198,170

CITY OF FLAGSTAFF FY 12/13
AIRPORT SECTION 37

ProjectID	SectionID	Project Title
2	37	WESTPLEX TAXILANE - CONSTRUCTION
3	37	REHAB TAXILANE - WESTPLEX
4	37	REHAB TAXIWAY RECONSTRUCT
5	37	APRON RECONSTRUCTION
		UNMAPPED PROJECTS:
1	37	ADOT TAXI A&WEST

SOLID WASTE

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	41	STORMWATER INFRASTRUCTURE	$ 24,000	34,000
2	41	ROAD EXTENSION	49,000	49,000
3	41	SUB-SURFACE GEO STUDY	-	300,000
		TOTAL SOLID WASTE	$ 73,000	383,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	41	STORMWATER INFRASTRUCTURE	$ 34,000	34,000
2	41	ROAD EXTENSION	49,000	49,000
3	41	SUB-SURFACE GEO STUDY	300,000	300,000
		TOTAL SOLID WASTE	$ 383,000	383,000

CITY OF FLAGSTAFF FY 12/13
SOLID WASTE
SECTION 41

ProjectID	SectionID	Project Title
2	41	ROAD EXTENSION
3	41	SUB-SURFACE GEO STUDY
		UNMAPPED PROJECTS:
1	41	STORMWATER INFRASTRUCTURE

STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	34	RIO DE FLAG PROJECT	$ 2,870,941	2,870,941
2	34	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	-	281,625
4	99	SPOT IMPROVEMENT - EAST RT 66	-	198,891
5	99	SPOT IMPROVEMENT - SKUNK CANYON CONSTRUCTION	-	24,032
6	99	SPOT IMPROVEMENT - SHADOW MOUNTAIN PHASE 1	-	189,000
7	99	SPOT IMPROVEMENT - FANNING WASH	-	37,510
8	99	SPOT IMPROVEMENT - SHULTZ CREEK DESIGN	-	81,168
		TOTAL STORMWATER UTILITY	$ 4,070,941	4,883,167

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	34	RIO DE FLAG PROJECT	$ 2,870,941	2,870,941
2	34	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	281,625	281,625
4	99	SPOT IMPROVEMENT - EAST RT 66	198,891	198,891
5	99	SPOT IMPROVEMENT - SKUNK CANYON CONSTRUCTION	24,032	24,032
6	99	SPOT IMPROVEMENT - SHADOW MOUNTAIN PHASE 1	189,000	189,000
7	99	SPOT IMPROVEMENT - FANNING WASH	37,510	37,510
8	99	SPOT IMPROVEMENT - SHULTZ CREEK DESIGN	81,168	81,168
		TOTAL STORMWATER UTILITY	$ 4,883,167	4,883,167

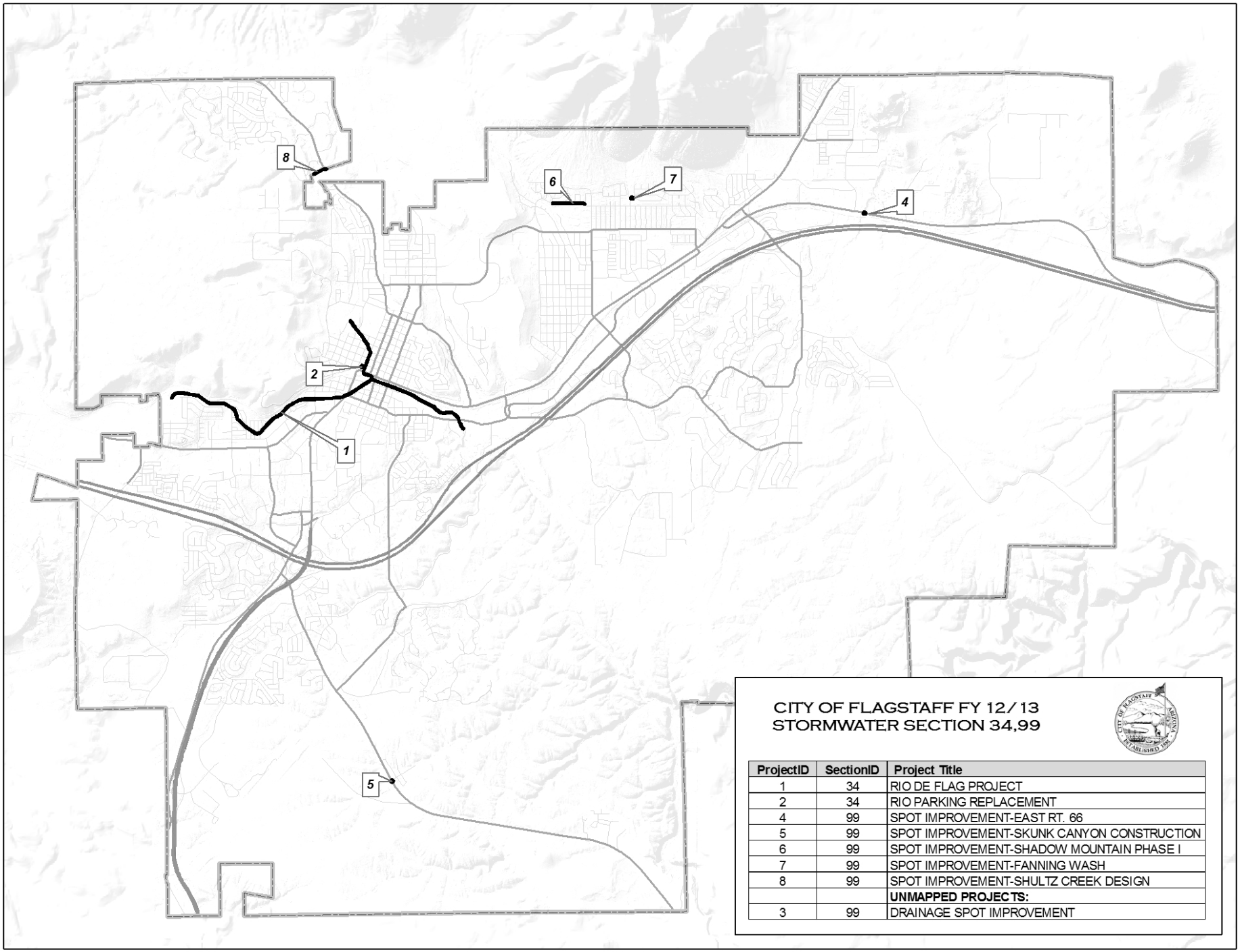
FLAGSTAFF HOUSING AUTHORITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2012	BUDGET FY 2013
1	45	HOUSING FACILITIES IMPROVEMENTS	$ -	308,765
		TOTAL FLAGSTAFF HOUSING AUTHORITY	$ -	308,765

SOURCES OF FUNDING

	DIV	PROJECT	GRANTS	TOTAL
1	45	HOUSING FACILITIES IMPROVEMENTS	$ 308,765	308,765
		TOTAL FLAGSTAFF HOUSING AUTHORITY	$ 308,765	308,765



CITY OF FLAGSTAFF FY 12/13
STORMWATER SECTION 34,99

ProjectID	SectionID	Project Title
1	34	RIO DE FLAG PROJECT
2	34	RIO PARKING REPLACEMENT
4	99	SPOT IMPROVEMENT-EAST RT. 66
5	99	SPOT IMPROVEMENT-SKUNK CANYON CONSTRUCTION
6	99	SPOT IMPROVEMENT-SHADOW MOUNTAIN PHASE I
7	99	SPOT IMPROVEMENT-FANNING WASH
8	99	SPOT IMPROVEMENT-SHULTZ CREEK DESIGN
		UNMAPPED PROJECTS:
3	99	DRAINAGE SPOT IMPROVEMENT

FY 2013 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **Brownfield Assessment:** A coalition of Northern Arizona communities seeking to develop an inventory of candidate Brownfield properties, perform environmental assessments and property cleanup planning, and build upon an existing Geographic Information System (GIS) database that will define the environmental, historical and cultural parameters associated with the properties to support sustainable and appropriate redevelopment opportunities.

2. **Fire Stations:** Completion of Fire Station relocation program to replace existing facilities and improve response times as authorized at general election 2004.

3. **FUTS/Open Space Land Acquisition:** Acquisition of core open space for FUTS trails as well as for protection of critical open space lands as authorized in May 2004.

4. **USGS 2010 SFO:** Design of general office and lab space to replace existing USGS facilities subject to lease agreements with General Services Administration and Geological Survey.

5. **Innovation Mesa:** This Phase 2 project will provide design, construction and project administration for a new facility consisting of approximately 25,000 square feet of wet and dry laboratories, conference room, server facilities, phototyping space and an open apace office plan to be located at City-owned property south of the USGS Campus and adjacent to the NACET Business Incubator Phase 1 on Gemini Drive.

6. **2010 Street/Utility:** Street reconstruction, pavement preservation and utility replacements as authorized at the November 2010 special election.

7. **Pavement Preserve-Bond 2010 (Fourth Street):** Mill and repave.

8. **Cherry Avenue Street:** Sewer main replacement and roadway resurfacing from Humphreys Street to Thorpe Road.

9. **South Beaver/South Leroux – Bond 2010:** Sewer main replacement and resurfacing at South Beaver Street from Butler Avenue to Franklin Avenue. Water distribution main replacement, sewer replacement and street reconstruction at South Leroux Street from Benton Avenue to Franklin Avenue.

10. **Dodge Avenue:** Water service replacements, miscellaneous curb, gutter and sidewalk replacements and pavement re-surfacing from Empire Avenue to Trails End Drive.

11. **Rose Avenue:** Water and sewer replacements and full street reconstruction from Third Street to Cedar Avenue.

12. **Coconino/Elden/Humphrey:** Water and sewer replacements, miscellaneous curb, gutter and sidewalk replacements and pavement re-surfacing at Coconino Avenue between Park Street and west end. Elden Street from Rte 66 to Cherry Avenue and at South Humphreys Street from Butler Avenue to Cottage Avenue.

13. **La Plaza Vieja:** Water and sewer replacements, miscellaneous curb, gutter, sidewalk and valley gutter replacements and pavement re-surfacing or chip seal at La Plaza Vieja neighborhood streets.

14. **Presidio Subdivision:** Budget allocation to be funded by development surety for the completion of public improvements in the event of default or other settlement agreement.

15. **Court Facility:** Budget appropriation for Municipal Courts improvements, renovations or relocation contingent on availability of funding.

16. **Municipal Maintenance Facility:** Continue to pursue the addition of a new Maintenance Facility.

17. **Forest Restoration Initiative:** To prevent catastrophic flood damage to the City, and to protect our surface water supply from long-term damage, which would occur from large-scale and/or severe wildfire(s) in two highly vulnerable and critical watersheds serving our community.

18. **Redevelopment:** The City has been working with the property owners in the downtown area on enhancing the amenities in the area. The City is proposing a project that would add parking meters to both the north and south business areas and develop controlled parking lots for the employees, businesses and visitors alike. Property owners have expressed concerns with the lack of parking enforcement and turnover as one of the major obstacles for promotion of downtown.

19. **Property Purchase/Improvement:** The project is a public-private partnership to help purchase dilapidated properties, make minor improvements, and sell for development purposes.

20. **Parks and Recreation-'96 Bond:** The City has $1.1 million remaining on the voter approved bond for parks and recreation improvements. There has not been a specific project identified at this time. This appropriation allows the City to move forward on a project once approved.

STREETS/TRANSPORTATION

1. **Reserve for Improvements:** Annual allocation for un-programmed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

2. **Minor Transportation Improvements:** Undesignated appropriation to fund street capacity, safety or operational improvements such as turn lanes, neighborhood traffic management devices and traffic signal modifications.

3. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

4. **Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

5. **Sunnyside:** Additional neighborhood street reconstruction contingent on Automall lot sales.

6. **Ponderosa Parkway:** City participation in design and construction of arterial roadway improvements north of Route 66 opposite Enterprise Road. To facilitate access to the new Fire Station No. 2 and development at the south end of McMillan Mesa.

7. **Bike / Pedestrian and Safety Improvements:** Annual appropriation for infrastructure enhancements which provide improved safety and accessibility for bicyclists, pedestrians and vehicular traffic.

8. **Transportation Planning and Programming:** Community wide transportation planning services for the identification and prioritization of projects based on the regional plan, current needs and public input. Transportation projects include pedestrian, bikeways, safety, capacity and street improvements. Includes the development and updating of the 5-year Transportation Program on an annual basis.

9. **Beulah Blvd Extension:** Preliminary design including utility and environmental clearances for the extension of Beulah Blvd from Forest Meadows St. to University Avenue at Yale St.

10. **Reserve for Transportation Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements with other agencies (i.e. ADOT, NAU, FMPO).

11. **West / Arrowhead Improvement:** Design, services, and right-of-way acquisition for the construction of collector street improvements at West St. and Arrowhead Ave. as authorized by the local transportation tax approved in May 2000.

12. **2011 HSIP:** Federal Funding allocated via the local Metro Planning Organization for eligible Highway Safety Improvement projects.

BBB - Beautification

1. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor streetscape projects, plant replacements, irrigation system repairs, art installation needs, and other miscellaneous beautification needs.

2. **Historic Facades:** A very successful program to assist property owners with preservation of historic properties, building, and signs. Distribution overseen by Historic Preservation Commission.

3. **Rt 66 Preservation Project:** Design and installation of the interpretive signage portion of the project.

4. **Woodlands / Beulah Medians:** Landscaping for Woodlands and Beulah medians (completed) in order to comply with Engineering Standards, to replace dead plants, and to install needed irrigation.

5. **Fourth Street Neighborhood Gateway:** This project would create an entrance element on the northeast corner of Route 66 and Fourth Street that could include neighborhood signage, landscaping, and public art.

6. **Neighborhood Gardens:** The Commission has considered this as having two parts: The first part is a neighborhood micro-grant program and the second is community garden start-up funding. Both are intended to deliver small scale beautification projects.

7. **Butler Median Phase III:** The medians between the new medians at Sawmill and the new medians at the HCCC would be raised and planted to match the surrounding new medians.

8. **Fourth Street Corridor Improvements:** To be determined – per the Fourth Street Corridor Study – North.

9. **Basque Properties:** Façade, improvements, and other expenses for 52 South San Francisco Street as one of BPACs Arts Stimulus projects.

10. **Heritage Square Permanent Lighting:** Add permanent, dark-sky compliant lighting that would enliven the square in the evenings. May be partially used to re-instate the downtown parapet lighting.

11. **Visitor Center Rt 66 Planter:** Improve planting selection, beds, and details; replace plants that didn't get established before snow season and those removed for utilities installation.

12. **Arts Incubator Façade Contribution:** A part of the "Arts Stimulus" Program: Create a facility and program similar to the Torpedo Factory in Alexandria, Virginia. The facility would be juried studio and gallery space for artists as well as a tourism opportunity and community center.

13. **Milton Signs:** This program would purchase non-conforming signs conditioned on the installation of conforming and likely commonly themed signs to enhance the gateway experience of Milton Road.

14. **Beautification in Action:** A small grant program for community enhancement and art projects. The work must meet certain standards and eligible work must have a public benefit. Grants up to $2,500 maximum.

15. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

16. **FUTS Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.

17. **Arizona Trail - Rt 66 to McMillan Mesa:** Construction of about 3/4 mile of aggregate FUTS trail, from Route 66 to the top of McMillan Mesa. Completes the last missing segment of the Arizona Trail through Flagstaff.

18. **Country Club FUTS Trail:** Completes missing section of FUTS trail along the east side of Country Club Drive between Cortland Boulevard and the East Flag Traffic Interchange.

19. **6th Avenue Connector:** Trail connection on the east slope of McMillan mesa, from the Sunnyside neighborhood to the Arizona Trail on top of McMillan mesa.

20. **Cedar Trail – Turquoise Dr to AZ Trail:** Two short additions will complete the Cedar Trail along the south side of Cedar/Forest Avenue between West Street and Turquoise Drive. At the east end, a new aggregate trail will fill-in a missing section between Gemini Drive and the existing Arizona Trail. At the west end, the existing sidewalk at the southeast corner of Forest Avenue and Turquoise Drive will be replaced with a 10-foot concrete trail.

21. **Switzer Mesa Trail – Forest to AZ Trail:** A planned aggregate-surfaced trail will connect the ends of two existing trails on top of McMillan Mesa. At the west end the planned trail extends the existing Switzer Mesa Trail east from Pink Cliff Drive, and on the east side the trial will connect to the existing trail at the end of Hemlock Way.

22. **Switzer Canyon FUTS Trail:** Concrete trail follows an open space corridor along the east side of Turquoise Drive between Forest Avenue and Switzer Canyon Drive. The north end of this trail was constructed as part of the Summit Center, and another segment is under construction as part of the YMCA project.

23. **BNSF Walnut-Florence Underpass:** A new dedicated bicycle and pedestrian underpass of the BNSF railroad tracks, and a short section of concrete trail to connect Walnut Street on the North side of the tracks with Florence Street on the south side.

24. **Mall Transfer Center Trail Realignment:** Reconstruction of a short section of the El Paso FUTS Trail to accommodate improvements to the Mall Transfer Center.

25. **Florence – Walnut Underpass:** Pedestrian and bicycle underpass trail at the BNSF tracks between Walnut and Florence Streets just west of downtown.

26. **Fourth Street – Huntington to Butler:** This project completes missing segments of concrete tail along the west side of Fourth Street from Route 66 to Butler Avenue. There are existing trail segments from Route 66 to Huntington and adjacent to Forest Springs townhouses.

27. **Pine Knoll Trail – San Francisco to Lone Tree:** This trail is planned along the north side of Pine Knoll Drive, and completes a connection between the trail on San Francisco Street and the trail on Lone Tree Road.

28. **Ponderosa Trail Rehabilitation:** To rehabilitate the Ponderosa Trail from deterioration of the trail.

WATER

1. **Vehicle Equipment Storage – Lake Mary Water Treatment Plant:** Construction of equipment storage shelter fro equipment and vehicles at the Lake Mary Water Treatment Plant.

2. **Switzer Canyon Transmission Line:** Replace 8,700 ft of aging 16" Cl waterline from Route 66 to Cedar Avenue. Project will be broken up into two phases.

3. **West/Arrowhead Waterline:** Replace 2,700 ft of aging waterline in Sunnyside Neighborhood. West Street from Dortha to Arrowhead Avenue. Project will be broken up into two phases.

4. **San Francisco Alley Waterline:** Replace 300 ft of waterline in alley at San Francisco and Benton Street. Existing waterline is 2" Stl that was installed in 1930.

5. **Radio Read Meter Replacement:** Annual replacement of water meters to new style radio read meters.

6. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

7. **Rio Flood Control Project – W/L Replacement:** Replace existing water lines in conflict with the Rio de Flag Flood Control project being designed by the Corps of Engineers. The project funding reflects the phasing of the utility relocation work.

8. **Walapai Drive Alley Waterline:** Replace aging waterline in Bow and Arrow neighborhood.

9. **Inner Basin Pipeline:** To repair damages to the pipeline running from the inner basin of the San Francisco Peaks. The damage occurred due to the Schultz Fire and then subsequent flooding due to loss of ground cover. This project will be funded by FEMA, ADEM, and the City.

10. **SCADA Master Plan:** Development of formal master planning tool for Utilities plant and water well controls using the SCADA system (Supervisory Control And Data Acquisition). Project is the initial phase before upgrades to plants and well control systems to current technology.

11. **SCADA Control Upgrades:** Install SCADA monitoring at the Lake Mary Plant to communicate key operational factors such as lake levels, DO levels and pump status on a real time basis.

12. **Lake Mary Wellfield – LM #2:** Replace exposed waterline in Lake Mary Dam from Well #2 to the raw water pump station. Existing line is exposed to freezing temperatures and is unable to operate in the winter.

13. **Energy Efficiency Project:** Perform energy audit of water system components to help identify energy conservation opportunities. This is a WIFA grant funded project.

14. **Future Water Rights:** Acquisition of water rights and continued development of water ranch.

15. **Water Supply Feasibility:** Perform first phase of the environmental impact statement for pumping groundwater at Red Gap Ranch. This is matching USBR grant funded project.

16. **Water System Master Plan:** Development of formal master planning tool for the water distribution system. This is a planning tool and pre-requisite of the Water Rate study.

17. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 to 1,000,000 gallons.

18. **NAZ Water Supply Feasibility:** A cooperative effort with the US Bureau of Reclamation to conduct the preliminary study efforts for a required Environmental Impact Statement pertaining to the future pumping of groundwater at Red Gap Ranch. This Resource Evaluation will identify and quantify the biological and hydrological resources in the Red Gap Ranch area and then identify and evaluate any long-term impacts due to the City's future pumping.

WASTEWATER

1. **Building Improvements – East Flag:** Roofing and other building safety improvements to the East Flag Shop facility. This project is funded through the Operational Capital.

2. **Sewer / Reclaimed Water Master Plan:** Development of formal master planning tool for the sewer and reclaimed water distribution system. This is a planning tool and pre-requisite of the Utility Rate study.

3. **Wildcat Energy Efficiency Program:** Implementation of energy efficiency projects that were identified in the energy audit of the Wildcat and Rio de Flag Wastewater treatment plants conducted in 2011.

4. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

5. **Wildcat Bar Screens:** Replacement of two existing bar screens at the headwork's of the Wildcat Hill facility.

6. **Rio Flood Control Project – Sewer Replacement:** Replace existing sewer lines in conflict with the Rio de Flag Flood Control project being designed by the Corps of Engineers. The project funding reflects the phasing of the utility relocation work.

7. **Annual Sewer Replacement Program:** Replace 5,000 ft of sewer main each year. Sewer mains will be prioritized by age, condition, material and maintenance repair costs.

8. **Hillside Sewer Replacement:** Replace 700 ft of aging sewerline and 380 ft of waterline in Hillside between Elm and Dale. Part of the annual sewer replacement program.

9. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.

AIRPORT

1. **ADOT Taxi A & West:** This is a pavement preservation program 90% funded by ADOT, which includes sealcoat, repainting and minor repairs to extend the life of the runways/taxiways and other asphalt within the fence line for aircraft movement.

2. **Westplex Taxilane – Construction:** The design portion that is for the replacement of failed asphalt on the taxi lanes around the General Aviation Storage unites. FAA Grants require design to assure standards are met.

3. **Rehab Taxiway – Westplex:** This is phase one of the replacement of failed asphalt on the taxi lanes around the General Aviation Storage units.

4. **Rehab Taxiway Reconstruct:** The project consists of paving of Taxiway "A" from Taxiway A-6 to Taxiway A-9, installation of new runway edge lighting, installation of new taxiway edge lighting, installation of all new guidance signs and related electrical work.

5. **Apron Reconstruction:** Joint repairs between commercial ramp concrete slabs. Project includes replacing backer rod spacers and permanently sealing joints to prevent concrete slab "heave."

SOLID WASTE

1. **Stormwater Infrastructure:** The landfill will be adding a storm water control system around the perimeter of the landfill to direct the flow of storm water to the detention ponds located at the landfill.

2. **Road Extension:** Street infrastructure related to access of SCA loading area.

3. **Sub-Surface Geo Physical Study:** Further study needs to be done near the landfill to determine if there is sub-surface migration of the Shultz Fire flood waters that are being diverted in the Cinder Lake Basin.

STORMWATER

1. **Rio De Flag Project:** City participation in Army corps of engineers flood control project to mitigate potential flood damage and facilitate redevelopment in central business district.

2. **Rio Parking Replacement:** General Fund allocation for partial funding to replace parking displaced by the Rio de Flag Project.

3. **Drainage Spot Improvement:** Annual Maintenance of the storm drain system.

4. **Spot Improvement – East Route 66:** Add a secondary outlet in the event the existing culvert under Route 66 becomes blocked.

5. **Spot Improvement – Skunk Canyon Construction:** Construction of the drainage channel at Skunk Canyon

6. **Spot Improvement – Shadow Mountain Phase 1:** Reconstruction of Linda Vista between the intersections of NW Rainier Loop and NE Rainier Loop and the intersection with Harris Way to maintain a crown and construct valley gutters to keep the runoff on the north side of Linda Vista.

7. **Spot Improvement – Fanning Wash:** Construction of a new headwall inlet structure and a berm.

8. **Spot Improvement – Shultz Creek:** Installation of a drainage channel from Highway 180 west to the Rio de Flag.

FLAGSTAFF HOUSING AUTHORITY

1. **Housing Facilities Improvements:** Improvements, including sewer lines, house siding, and landscaping at the Housing Authority locations. This project is funded with the HUD Capital Grant program.

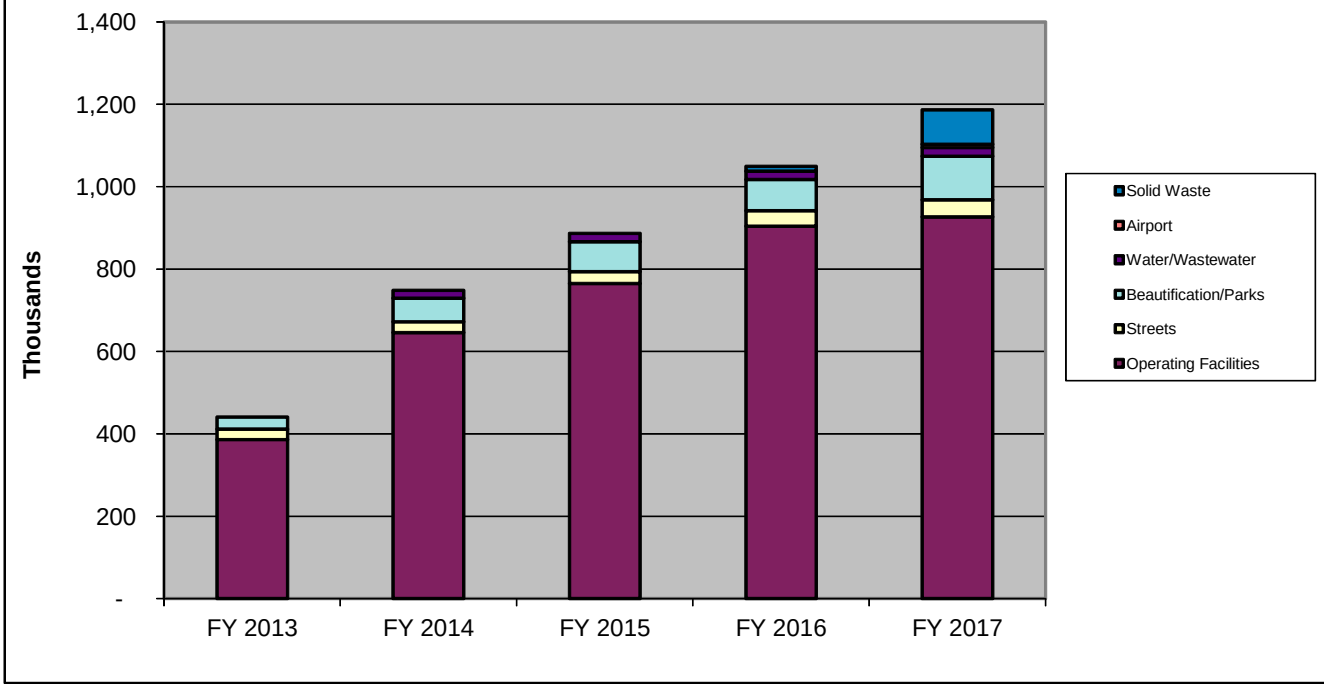
OPERATING BUDGET IMPACT

The Capital Improvement Plan (CIP) identifies the costs required to construct City facilities and infrastructure. However, the completion of these projects creates effects in continuing costs that must be absorbed in the operating budget. These costs include new personnel, maintenance, and various utilities needs. As the City develops the Capital Improvement Plan (CIP), attempts are made to identify and plan for operating costs resulting from the projects undertaken. The City is not anticipating any significant operational cost savings due to the Capital Improvement Plan (CIP).

When analyzing the fiscal impacts of the CIP, city staff invests considerable time in evaluating the necessary operating elements of each project. Staffing levels, including position classification, are analyzed and determined. Equipment needs and the cost of operations and maintenance are also looked at and estimated. Inflationary impacts are also factored into future operating costs.

The following table and graph shows the operating impact by project type and includes compounded increases due to expected project phases. A number of projects such as the Court Facility, Innovation Mesa, and Methane Gas Collection Wells are included in the costs below and will require funds for maintenance and operations.

PROJECT TYPE		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Operating Facilities	$	386,000	645,800	764,900	904,500	927,100
Streets		26,000	26,700	29,400	37,800	41,200
Beautification/Parks		28,802	57,200	72,600	75,300	106,000
Water/Wastewater		-	18,500	20,000	20,500	21,000
Airport		-	-	-	-	7,700
Solid Waste		-	-	-	11,300	83,300
TOTAL	$	440,802	748,200	886,900	1,049,400	1,186,300



CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2013-2018

	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-	-
Resources									
Debt	29,463,784	11,584,626	54,577,911	10,834,779	12,300,000	3,500,000	10,000,000	5,995,000	108,792,316
Grants	15,323,437	4,750,444	16,957,034	8,595,625	3,701,851	1,634,862	1,595,603	562,016	37,797,435
Pay-as-you-go	25,696,875	7,496,935	41,893,814	13,410,138	11,972,753	12,392,860	9,641,218	9,621,400	106,429,118
Total Resources	70,484,096	23,832,005	113,428,759	32,840,542	27,974,604	17,527,722	21,236,821	16,178,416	253,018,869
Expenditures									
General Government	32,811,584	9,752,326	78,304,305	10,834,779	12,000,000	1,500,000	10,000,000	5,695,000	128,086,410
Streets/Transportation	6,304,991	2,874,604	8,358,192	6,927,500	6,099,500	4,740,900	1,732,700	2,128,900	32,862,296
BBB	5,816,059	1,000,450	6,370,649	1,969,518	1,865,000	1,880,000	1,330,000	850,000	15,265,617
Utilities: Water	9,286,000	3,778,284	7,973,511	3,447,000	2,905,000	2,785,000	3,467,000	3,792,000	28,147,795
Utilities: Wastewater	1,840,000	1,093,000	1,649,000	2,130,000	2,155,000	3,250,000	2,275,034	2,148,000	14,700,034
Airport	8,515,528	3,642,348	5,198,170	6,803,732	1,750,372	638,700	1,277,000	250,000	19,560,322
Solid Waste	399,000	750,547	383,000	10,000	480,000	2,010,000	470,000	585,000	4,688,547
Stormwater Utility	4,952,724	769,253	4,883,167	406,160	404,760	405,000	363,784	405,000	7,637,124
Flagstaff Housing Authority	558,210	171,193	308,765	311,853	314,972	318,122	321,303	324,516	2,070,724
Total Expenditures	70,484,096	23,832,005	113,428,759	32,840,542	27,974,604	17,527,722	21,236,821	16,178,416	253,018,869
Ending Balance	$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2013-2018

	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
General Government									
General Fund									
Cemetery Office Addition	$ 128,000	128,000	-	-	-	-	-	-	128,000
Redevelopment	645,000	-	645,000	-	-	-	-	-	645,000
Arroyo Park Improvements	73,800	87,500	-	-	-	-	-	-	87,500
Brownfields Assessment FY13	-	-	1,000,000	-	-	-	-	-	1,000,000
General Fund Bond Fund									
Fire Stations	209,261	110,169	8,000	-	-	-	-	-	118,169
FUTS/Open Space Land Acquisition	1,300,000	51,625	6,600,000	1,500,000	-	1,500,000	-	195,000	9,846,625
USGS 2010 SFO	5,420,640	66,645	1,587,000	6,180,000	12,000,000	-	-	-	19,833,645
USGS Misc Buildings	-	-	-	-	-	-	10,000,000	-	10,000,000
Innovation Mesa	-	-	7,525,000	-	-	-	-	-	7,525,000
Communication System 2010	4,720,000	4,335,565	-	-	-	-	-	-	4,335,565
2010 Street/Utility	500,000	4,500	272,000	226,115	-	-	-	-	502,615
Pavement Preservation	1,500,000	1,532,782	650,000	-	-	-	-	-	2,182,782
Cherry Avenue	1,150,000	112,271	1,248,000	-	-	-	-	-	1,360,271
Franklin/Mohawk Avenue	2,084,308	1,393,502	-	-	-	-	-	-	1,393,502
Izabel Avenue	500,000	462,616	-	-	-	-	-	-	462,616
Sunnyside Ph V-B	474,750	372,597	-	-	-	-	-	-	372,597
S. Beaver/S. Leroux Street	605,825	414,570	2,342,350	11,500	-	-	-	-	2,768,420
Dodge Avenue	-	337,867	968,467	14,664	-	-	-	-	1,320,998
Rose Avenue	-	10,000	1,047,500	152,500	-	-	-	-	1,210,000
Coconino/Elden/Humphrey	-	180,185	1,549,900	-	-	-	-	-	1,730,085
La Plaza Vieja	-	126,932	1,590,088	-	-	-	-	-	1,717,020
Presidio Subdivision	3,500,000	-	2,876,000	-	-	-	-	-	2,876,000
Court Facility	10,000,000	-	12,000,000	-	-	-	-	-	12,000,000
Public Works Facility	-	25,000	28,295,000	-	-	-	-	-	28,320,000
Forest Restoration Initiative	-	-	6,000,000	-	-	-	-	-	6,000,000
Land Acquisition (Parks & Rec)	-	-	-	2,750,000	-	-	-	-	2,750,000
Regional Open Space Project	-	-	-	-	-	-	-	5,500,000	5,500,000
Parks and Recreation - '96 Bond	-	-	1,100,000	-	-	-	-	-	1,100,000
Real Estate Proceeds									
Property Purchase/Improvement	-	-	1,000,000	-	-	-	-	-	1,000,000
Total General Government	$ 32,811,584	9,752,326	78,304,305	10,834,779	12,000,000	1,500,000	10,000,000	5,695,000	127,086,410

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	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
Streets/Transportation									
Streets									
Minor Transportation Improvements	$ 50,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	320,000
Sidewalk Replacement Program	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	105,000
Street Improvement Program	893,000	881,121	1,154,879	1,358,000	1,958,000	1,958,000	1,143,000	1,143,000	9,596,000
Sunnyside	1,000	29,535	850,000	-	-	-	-	-	879,535
Ponderosa Parkway	4,719	4,450	3,000	-	-	-	-	-	7,450
Reserve for Improvements	40,000	38,445	50,000	50,000	50,000	50,000	50,000	50,000	338,445
Transportation									
Miscellaneous Safe to School Project	-	23,006	-	-	-	-	-	-	23,006
Misc Bike/Pedestrian Improvements	-	155	-	-	-	-	-	-	155
Bike/Ped and Safety Improvement	337,400	54,236	484,500	200,000	200,000	200,000	200,000	200,000	1,538,736
Transportation Planning & Programing	100,000	84,700	95,000	90,000	90,000	90,000	90,000	90,000	629,700
East Flagstaff Gateway	-	25,000	-	-	-	-	-	-	25,000
Beulah Blvd Extension	300,000	5,000	995,000	1,000,000	1,494,000	-	-	-	3,494,000
Downtown Rail Crossing Modifications	-	1,908	-	-	-	-	-	-	1,908
Reserve for Transportation Improvements	125,000	37,402	175,000	159,500	167,500	175,900	184,700	193,900	1,093,902
Industrial Drive/Fanning Wash	-	-	-	575,000	1,375,000	-	-	-	1,950,000
Industrial Drive-Huntington to Purina	11,225	1,963	-	-	700,000	1,850,000	-	-	2,551,963
Steves Blvd Rail X-ing Study	-	3,818	-	-	-	-	-	-	3,818
Traffic Signal Program	167,647	291,068	-	320,000	-	352,000	-	387,000	1,350,068
West/Arrowhead Improvement	4,060,000	940,977	4,469,313	3,110,000	-	-	-	-	8,520,290
Mall Rt 66 Infrastructure	175,000	405,320	-	-	-	-	-	-	405,320
2011 HSIP	25,000	11,500	16,500	-	-	-	-	-	28,000
Total Streets/Transportation	$ 6,304,991	2,874,604	8,358,192	6,927,500	6,099,500	4,740,900	1,732,700	2,128,900	32,862,296

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BBB FUNDS									
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	$ 80,000	78,750	50,000	50,000	50,000	50,000	50,000	50,000	378,750
Historic Facades	83,529	60,881	106,177	50,000	50,000	50,000	50,000	50,000	417,058
Route 66 Preservation Project	-	-	20,000	50,000	-	-	-	-	70,000
Woodlands/Beulah Medians	760,530	61,253	699,277	-	-	-	-	-	760,530
Southside Plan - Beaver San Francisco	27,000	21,274	-	-	-	-	-	-	21,274
City Hall Flower Beds	55,500	55,870	-	-	-	-	-	-	55,870
4th Street Corridor North - Study	-	227	-	-	-	-	-	-	227
4th Street Neighborhood Gateway	197,360	15,640	184,360	-	-	-	-	-	200,000
Neighborhood Gardens	12,500	2,710	19,000	-	-	-	-	-	21,710
Butler Medians Phase III	521,080	75,960	513,900	-	-	-	-	-	589,860
4th Street Corridor Improvements	500,000	-	1,100,000	200,000	200,000	-	-	-	1,500,000
Basque Properties	-	-	250,000	-	-	-	-	-	250,000
Heritage Square Permanent Lighting	-	-	30,000	-	-	-	-	-	30,000
Visitor Center Rt66 Planter	-	-	25,000	-	-	-	-	-	25,000
Arts Incubator Façade Contribution	-	-	50,000	125,000	-	-	-	-	175,000
Milton Signs	-	-	100,000	-	-	-	-	-	100,000
Beautification in Action	-	-	12,500	-	-	-	-	-	12,500
Pulliam Exit Signage	-	-	-	25,000	-	-	-	-	25,000
Fort Valley Road Enhancements	-	-	-	25,000	-	-	-	-	25,000
Gutter Diversions-Sustainable Streets	-	-	-	75,000	225,000	-	-	-	300,000
Butler Avenue - North Edge	-	-	-	-	-	250,000	250,000	-	500,000
Butler Medians - Phase IV	-	-	-	-	-	150,000	225,000	225,000	600,000
	2,237,499	372,565	3,160,214	600,000	525,000	500,000	575,000	325,000	6,057,779
FUTS									
Special Projects & Unprogrammed Work	50,000	12,000	50,000	50,000	50,000	50,000	50,000	50,000	312,000
FUTS Signage Program	260,000	32,000	293,000	-	-	-	-	-	325,000
Arizona Trail - Rt 66 to McMillan Mesa	292,080	8,375	316,279	-	-	-	-	-	324,654
Rio North - Crescent Bridge	-	442	-	-	-	-	-	-	442
Fort Valley (Sechrist to Fremont)	-	6,200	-	-	-	-	-	-	6,200
Route 66 - Rio North to San Francisco	1,000	510	-	-	-	-	-	-	510
Lonetree - Sawmill Rd - Sinclair Wash	-	-	-	-	-	-	-	75,000	75,000
Hospital Rim FUTS Trail	187,000	850	-	208,045	-	-	-	-	208,895
Little A - ATA to Herold Rn Rd	-	-	-	120,000	480,000	-	-	-	600,000
Country Club FUTS Trail	25,000	2,202	9,100	25,000	-	-	-	-	36,302
Sixth Avenue/Arrowhead Connector	343,000	117,956	449,313	-	-	-	-	-	567,269
Brannen Connector	-	-	-	40,000	-	-	-	-	40,000
Museum Connector	42,650	20,857	-	-	-	-	-	-	20,857
Cedar Trail - Turquoise Dr to AZ Trail	134,000	10,000	20,000	-	-	-	-	-	30,000
Switzer Mesa Trail - Forest to AZ Trail	85,000	40,000	45,000	-	-	-	-	-	85,000
Switzer Canyon FUTS Trail	250,000	1,250	282,552	-	-	-	-	-	283,802
BNSF Walnut - Florence Underpass	681,164	72,756	647,500	-	-	-	-	-	720,256
Downtown Underpass	150,000	-	-	-	-	-	-	-	-
Mall Transfer Center Trail Realignment	80,000	-	80,000	-	-	-	-	-	80,000
Route 66 East - Country Club to Mall Trail	236,000	206,321	-	-	-	-	-	-	206,321
Florence-Walnut Underpass	522,000	92,666	478,031	-	-	-	-	-	570,697
4th Street-Huntington to Butler	159,666	-	159,660	531,345	-	-	-	-	691,005
Picture Canyon Mall to County	-	-	-	-	250,000	250,000	250,000	-	750,000

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BBB FUNDS									
FUTS (Cont'd)									
Pine Knoll Trail-San Francisco to Lone Tree	$ 80,000	3,500	80,000	315,128	-	-	-	-	398,628
Ponderosa Trail Rehab	-	-	300,000	-	-	-	-	-	300,000
Lonetree-Butler-Sinclair Wash	-	-	-	-	-	-	25,000	100,000	125,000
Sheep Crossing-Ponderosa Tr-Soldiers Tr	-	-	-	-	65,000	260,000	-	-	325,000
High Ctry Tr. Wild West - Lk Mary Rd	-	-	-	-	-	70,000	280,000	-	350,000
Marshall Tr-Fort Valley-Rio North Tr	-	-	-	80,000	320,000	-	-	-	400,000
Lake Mary - Wild West to JW Powell	-	-	-	-	-	-	-	300,000	300,000
SW Crossing Tr-Highland Mesa Rd-Woodlands	-	-	-	-	-	-	150,000	-	150,000
Switzer Cyn Tr-Switzer Cyn Dr-Terrace Ave	-	-	-	-	175,000	750,000	-	-	925,000
	3,578,560	627,885	3,210,435	1,369,518	1,340,000	1,380,000	755,000	525,000	9,207,838
Total BBB	$ 5,816,059	1,000,450	6,370,649	1,969,518	1,865,000	1,880,000	1,330,000	850,000	15,265,617

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Water/Wastewater									
Water									
Ft Tuthill Water/Sewer Extension	$ 195,000	6,000	-	-	-	-	-	-	6,000
Reserve for Improvements	125,000	125,000	100,000	100,000	100,000	100,000	100,000	100,000	725,000
Town Well #5	-	28	-	-	-	-	-	-	28
Railroad Springs Reservior	450,000	415,297	25,923	-	-	-	-	-	441,220
Future Water Rights	948,000	315,464	1,322,606	-	-	-	-	-	1,638,070
Water Resource Sustainability Study	251,000	195,893	35,000	-	-	-	-	-	230,893
LMWTP Clarifier Drive Assembly	-	-	-	-	-	-	-	615,000	615,000
Inner Basin Pipeline Realignment	3,600,000	200,000	3,778,982	-	-	-	-	-	3,978,982
Inner Basin Pipeline Re-location	760,000	620,570	-	-	-	-	-	-	620,570
Inner Basin Tree Removal	1,000,000	-	-	-	-	-	-	-	-
Radio Read Meter Replacements	100,000	50,000	100,000	50,000	290,000	300,000	310,000	310,000	1,410,000
Water Meter Vault Replacement Program	-	-	-	110,000	35,000	35,000	35,000	35,000	250,000
Rio Flood Control Project-W/L Replacement	-	-	200,000	-	-	200,000	222,000	32,000	654,000
San Francisco Alley Waterline	-	-	50,000	-	-	-	-	-	50,000
Sunnyside Improvements PH 5-9	-	-	-	-	-	400,000	525,000	800,000	1,725,000
Ft Tuthill Waterline Loop PH2	-	-	-	400,000	-	-	-	-	400,000
Beaver Street WL (Phoenix/Dupont)	-	-	-	-	220,000	-	-	-	220,000
Elm Street Waterline	-	-	-	-	230,000	-	-	-	230,000
Grand Canyon Waterline Replacement	-	-	-	490,000	-	-	-	-	490,000
North San Francisco Alley Service	-	-	-	-	120,000	-	-	-	120,000
Flagstaff Shallow Wells	1,800,000	1,608,032	-	-	-	-	-	-	1,608,032
Lake Mary Land Acquisition	-	-	-	-	-	-	700,000	700,000	1,400,000
Stonehouse-Well Pump & Building	-	-	-	340,000	460,000	-	-	-	800,000
LM Wellfield-LM#2 12" Pipeline	-	-	382,000	-	-	-	-	-	382,000
LM Electrical Service Upgrade	-	-	-	300,000	-	-	-	-	300,000
East Flag Parking Lot Improvements	57,000	57,000	-	-	-	-	-	-	57,000
Water System Master Plan	-	-	150,000	-	-	150,000	-	-	300,000
Switzer Canyon Transmission Line	-	-	804,000	881,000	-	-	-	-	1,685,000
West/Arrowhead Waterline	-	100,000	230,000	230,000	-	-	-	-	560,000
SCADA Master Plan	-	-	50,000	-	-	-	-	-	50,000
SCADA Control Upgrades	-	-	80,000	-	-	-	-	-	80,000
Water Card System Replacement	-	85,000	-	-	-	-	-	-	85,000
Water Plant Efficiency Project	-	-	35,000	-	-	-	-	-	35,000
NAZ Water Supply Feasibility	-	-	300,000	261,000	-	-	-	-	561,000
Water Rate Study	-	-	-	100,000	-	-	100,000	-	200,000
Building Improvements - LMWTP	-	-	90,000	-	-	-	-	-	90,000
Pinal Papago Alley Waterline	-	-	-	185,000	-	-	-	-	185,000
Aspen W/L (Sitgreaves/Aztec)	-	-	-	-	400,000	-	-	-	400,000
West Center Street Waterline	-	-	-	-	400,000	-	-	-	400,000
San Francisco WL North Replace	-	-	-	-	110,000	-	-	-	110,000
HYW 89 Waterline-Cummings St	-	-	-	-	120,000	-	-	-	120,000
Dale Ave-Humphreys to Leroux	-	-	-	-	280,000	-	-	-	280,000
Dale Ave-San Francisco-Agassiz	-	-	-	-	140,000	-	-	-	140,000
Park Street Waterline (Santa Fe to Dale)	-	-	-	-	-	400,000	-	-	400,000
Pine Del Waterline Replacement	-	-	-	-	-	1,200,000	-	-	1,200,000
Colorado Street Waterline Relocation	-	-	-	-	-	-	75,000	-	75,000
Southside WL-Ph 1-2	-	-	-	-	-	-	400,000	600,000	1,000,000
Walnut Canyon WL Replacement	-	-	-	-	-	-	1,000,000	-	1,000,000
La Plaza Vieja Waterlines	-	-	-	-	-	-	-	600,000	600,000
Walapai Dr Alley Waterline	-	-	240,000	-	-	-	-	-	240,000
	9,286,000	3,778,284	7,973,511	3,447,000	2,905,000	2,785,000	3,467,000	3,792,000	28,147,795

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	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
Water/Wastewater									
Wastewater									
Picture Canyon	$ 184,000	118,400	65,600	-	-	-	-	-	184,000
Westside Interceptor Improvements	-	-	-	-	-	-	700,000	-	700,000
Sewer/RC Master Plan	-	-	125,000	-	-	125,000	-	-	250,000
Sewer/RC Rate Study	-	-	-	100,000	-	-	100,000	-	200,000
Rio Plant-Replace UV System	-	-	-	-	-	-	-	1,000,000	1,000,000
Digestor Building Repairs	600,000	600,000	-	-	-	-	-	-	600,000
Digestor Building Improvements	176,000	251,000	-	-	-	-	-	-	251,000
WWTP Energy Efficiency Program	-	-	120,000	130,000	120,000	-	-	-	370,000
Wildcat Barscreens	300,000	-	450,000	-	-	-	-	-	450,000
Wildcat-Replacement Grit Pumps	-	-	-	-	75,000	-	-	-	75,000
Wildcat-Third Digestor	-	-	-	500,000	1,000,000	1,500,000	-	-	3,000,000
Wildcat-Solids Dispoal	-	-	-	800,000	-	-	-	-	800,000
Annual Sewer Replacement Program	100,000	-	110,000	-	-	-	-	-	110,000
Rio Flood Control Project-Sewer Replacement	-	-	242,000	-	-	300,000	333,000	48,000	923,000
Ellery/NAU Sewer Interceptor	380,000	-	-	-	-	-	-	-	-
Reclaim Card Reader Replacement	-	85,000	-	-	-	-	-	-	85,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	-	210,000	-	-	210,000
Building Improvements - East Flag	-	-	85,000	-	-	-	-	-	85,000
San Francisco Sewer Replacement-North	-	-	-	-	110,000	-	-	-	110,000
Hillside Sewer Replacement	-	-	290,000	25,000	-	-	-	-	315,000
Circle View Sewer	-	-	-	475,000	-	-	-	-	475,000
Upper Greenlaw Sewer Replacement-PH2	-	-	-	-	125,000	555,000	-	-	680,000
Terrace/Birch Sewer	-	-	-	-	625,000	-	-	-	625,000
Lower Greenlaw Sewer Replacement	-	-	-	-	-	460,000	-	-	460,000
San Francisco Sewer Replacement-South	-	-	-	-	-	-	300,000	-	300,000
Cherry Hill Sewer Replacement	-	-	-	-	-	-	400,000	-	400,000
Beaver Street Water and Sewer	-	-	-	-	-	-	342,034	-	342,034
Rio Outfall	-	-	-	-	-	-	-	700,000	700,000
Southside Sewerlines-Ph 1-2	-	-	-	-	-	-	-	300,000	300,000
Reserve for Improvements	100,000	38,600	161,400	100,000	100,000	100,000	100,000	100,000	700,000
	1,840,000	1,093,000	1,649,000	2,130,000	2,155,000	3,250,000	2,275,034	2,148,000	14,700,034
Total Water And Wastewater	$ 11,126,000	4,871,284	9,622,511	5,577,000	5,060,000	6,035,000	5,742,034	5,940,000	42,847,829

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Airport									
Glycol Recovery Projects	$ -	-	-	-	-	638,700	-	-	638,700
Non-Revenue Parking Design	-	-	-	-	-	-	777,000	-	777,000
Rehab Taxiway Reconstruct	5,132,757	3,600,000	1,532,757	-	-	-	-	-	5,132,757
Terminal Access Rd Reconstruct Pulliam Dr	3,159,061	-	-	-	-	-	-	-	-
Westplex Taxilane - Design	-	-	554,318	-	-	-	-	-	554,318
Rehab Taxilane - Westplex	-	-	2,878,732	2,878,732	-	-	-	-	5,757,464
Apron Reconstruction	223,710	42,348	181,362	-	-	-	-	-	223,710
ILS - Instrument Landing System	-	-	-	3,500,000	-	-	-	-	3,500,000
Runway/Taxi Paint/Stripe	-	-	-	425,000	-	-	500,000	-	925,000
Airport Heliport	-	-	-	-	1,750,372	-	-	-	1,750,372
Future FAA Projects	-	-	-	-	-	-	-	250,000	250,000
ADOT Taxi A&West	-	-	51,001	-	-	-	-	-	51,001
Total Airport	$ 8,515,528	3,642,348	5,198,170	6,803,732	1,750,372	638,700	1,277,000	250,000	19,560,322

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Solid Waste									
Maintenance Building	$ 100,000	-	-	-	100,000	-	-	-	100,000
Stormwater Infrastructure	24,000	-	34,000	10,000	10,000	10,000	10,000	10,000	84,000
Methane Gas Collection Wells	-	-	-	-	300,000	2,000,000	-	-	2,300,000
Road Extension	-	-	49,000	-	70,000	-	-	-	119,000
Cinderlake Shultz Fire	-	750,547	-	-	-	-	460,000	-	1,210,547
Fueling Station-Project #414501	275,000	-	-	-	-	-	-	275,000	275,000
Cell Preparation Fees	-	-	-	-	-	-	-	300,000	300,000
Sub-Surface Geo Physical Study	-	-	300,000	-	-	-	-	-	300,000
Total Solid Waste	$ 399,000	750,547	383,000	10,000	480,000	2,010,000	470,000	585,000	4,688,547

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2013-2018

	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
Stormwater Utility									
Drainage Spot Improvement	$ 92,419	560,118	281,625	130,000	404,760	405,000	363,784	405,000	2,550,287
Spot Improvement-Skunk Canyon	276,380	-	-	-	-	-	-	-	-
Spot Improvement-East Rt 66 Culvert	-	-	198,891	-	-	-	-	-	198,891
Spot Improvement-Skunk Canyon Construction	-	-	24,032	-	-	-	-	-	24,032
Spot Improvement-Shadow Mountain Phase I	247,944	-	189,000	-	-	-	-	-	189,000
Spot Improvement-Fanning at Steves Culvert	-	-	37,510	-	-	-	-	-	37,510
Spot Improvement-Shultz Creek Design Phase I	-	-	81,168	-	-	-	-	-	81,168
Spot Improvement-Shultz Creek Construction	-	-	-	276,160	-	-	-	-	276,160
Rio De Flag Project	3,135,981	209,135	2,870,941	-	-	-	-	-	3,080,076
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	-	1,200,000
Total Stormwater Utility	$ 4,952,724	769,253	4,883,167	406,160	404,760	405,000	363,784	405,000	7,637,124

	Budget 2011-2012	Estimate 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Total Plan
Flagstaff Housing Authority									
Housing Facilities Improvements	$ 558,210	171,193	308,765	311,853	314,972	318,122	321,303	324,516	2,070,724
Total Flagstaff Housing Authority	$ 558,210	171,193	308,765	311,853	314,972	318,122	321,303	324,516	2,070,724

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2013- 2023

The following is a list of projects that currently do not have a funding source and are therefore unfunded City capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City.

	Estimated Cost
GENERAL GOVERNMENT	
Police Department	
Police Admin. Facility Expansion	$ 2,650,000
Joint City/County Evidence/Property/Document Storage Facility	2,500,000
Fire Department	
Training Center Improvements	250,000
Municipal Facilities	
Municipal Courts Facility	23,000,000
New Public Works Facility	20,610,000
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
ECONOMIC VITALITY	
Community Design/Streetscape	
N. Fourth St. Corridor Improvements	18,000,000
Arts Incubator Facility	TBD
Airport Capital	
Airport Terminal Access Road Reconstruction - Pulliam Dr	3,160,000
Tourism/Visitor Services	
Visitor Center Platform Reconstruction	355,000
COMMUNITY ENRICHMENT	
Recreation	
Aquaplex Expansion - 25 meter pool	6,000,000
Competetive Pool - 50 meter pool	20,000,000
Enclosed Tennis Courts/Flag Rec Center	1,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2013- 2023

	Estimated Cost
PUBLIC WORKS	
Parks	
Arroyo Park Improvements	$ 1,368,183
Buffalo Park Improvements	1,327,532
Bushmaster Park Land/Expansion	1,915,000
Cheshire Park Improvements	5,563,387
Christensen Park Development	9,766,363
Clay Basin West Park Development	13,708,098
Continental Regional Park Phase I	30,616,014
Continental Regional Park Phase II	16,029,861
Joe Montalvo Park Improvements	1,036,353
Lake Mary Regional Park Development	25,146,009
McPherson Park Improvements	1,659,362
Thorpe Park Improvements Phase II	10,115,315
Woodlands Village/Boulder Pointe Park Land Acquisition	4,600,879
Wheeler Park Re-Design Phase I	1,100,000
Cemetery	
Cemetery Entrance	706,520
Streets	
Deicer Storage Facility	350,000
Historic East Route 66 Overlay	3,500,000
Sunnyside Neighborhood Improvements	5,000,000
Unfunded Street Pavement Preservation	50,000,000
TRANSPORTATION	
Lone Tree Corridor	
Rte 66 to Butler Ave	50,000,000
Butler Ave to Pine Knoll	3,800,000
Pine Knoll to J Wesley Powell Blvd	47,900,000
Steves Blvd. / Lakin Realignment	1,550,000
Woody Mtn Roundabout Rebuild	400,000
Empire Avenue Paving	1,300,000
Old Walnut Canyon Road Paving	1,700,000
Milton Rd. Corridor Improvements	13,000,000
Riordan Ranch St. Backage Rd.	2,000,000
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
Fourth St./I-40 Overpass & Roadway	10,000,000
J. Wesley Powell Blvd - Airport to L. Mary Rd.	8,000,000
Woody Mtn Loop - Rte 66 to I-17	28,000,000
I-17/Woody Mtn Rd Traffic Interchange	23,300,000
J. Wesley Powell Blvd - L. Mary Rd. to S. Fourth St.	25,000,000
E. Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to E. Rte 66	10,700,000

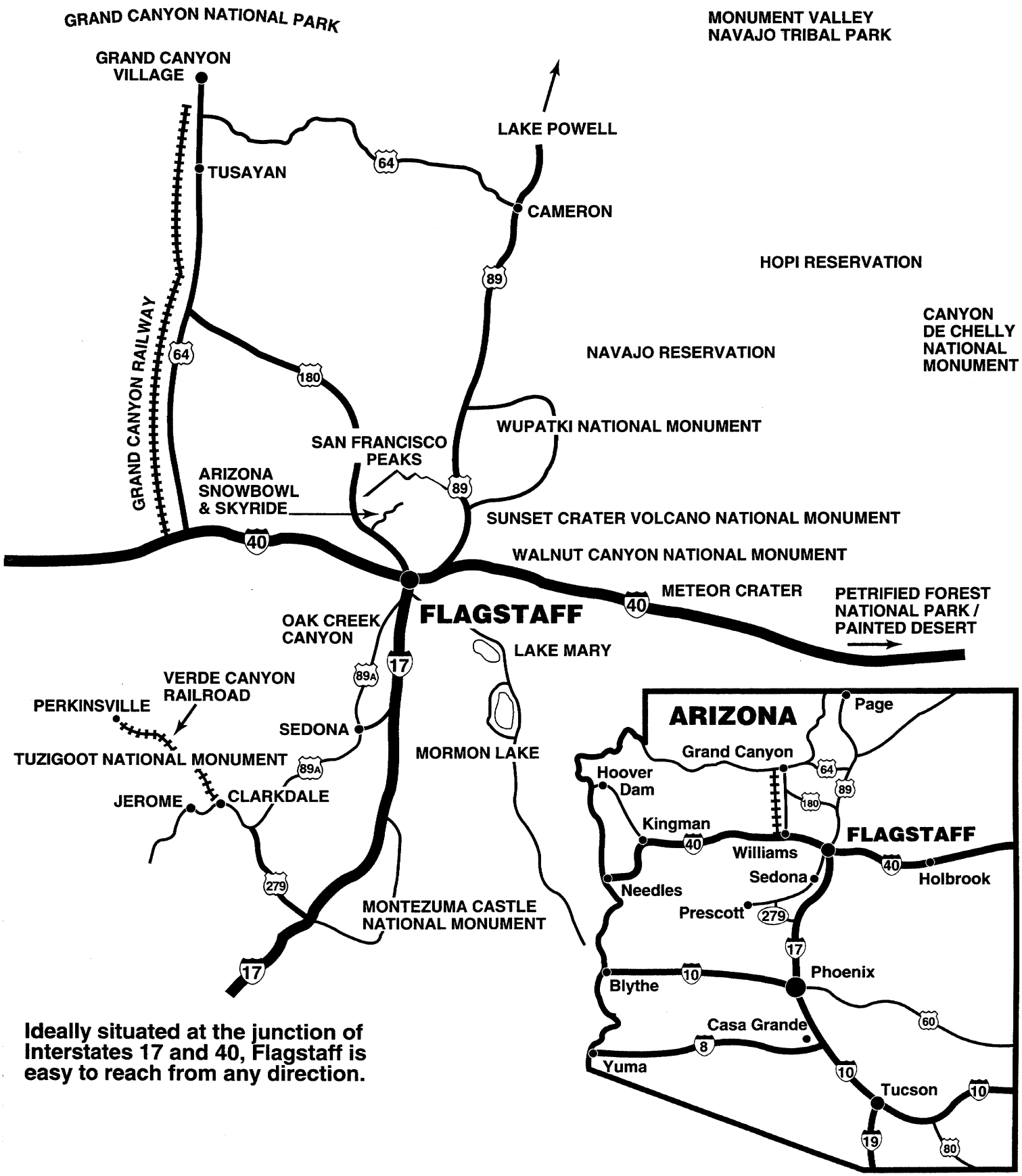
CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2013- 2023

	Estimated Cost
URBAN TRAILS	
Bow & Arrow Trail - Lone Tree to AZ Trail	$ 75,000
Downtown Underpass	550,000
Linda Vista Trail - Linda Vista to Winifred Ranch Trail	175,000
Santa Fe West Trail - Clay Ave. to Railroad Springs	200,000
Santa Fe West Trail - Walnut to Rio	1,050,000
Woodlands Trail - Rte 66 to Santa Fe West	200,000
UTILITIES	
Water	
Lake Mary Water Plant (Div 47)	
Lake Mary Watershed Forest Thinning	200,000
LM WTP 2&4 Pitless Adapters	120,000
WTP Replace switchgear at Woody Mtn. Wells 6 & LM#4	150,000
WTP Groundwater Rule Measurement Equipment	75,000
Water Security Monitoring Program qty 8	100,000
Video Surveillance (water production facilities)	300,000
Lake Mary WTP treatment basin upgrades	1,000,000
Water Distribution (Div 51)	
Handheld Readers	75,000
Water Loadout Facility	200,000
JW Powell to 4th Street Transmission Line	1,500,000
Westside Route 66 Waterline Extension 3500'	400,000
Water Production (Div 52)	
Lake Mary WTP Flocculator Drive Assemblies	350,000
Lake Mary Well #7 & 9 Rehab	250,000
Precast Concrete Structures at Paradise & X-mas Tank sites	75,000
Upgrade Existing Wellhouses-Annual 1 per yr	150,000
Red Gap Ranch drill 10 proving wells	1,350,000
Red Gap Pump test of wells	9,000,000
Red Gap Pipeline & Wellfield Final Design	3,300,000
Red Gap Environmental Impact Study & Statement	9,000,000
Red Gap ROW Acquisition	4,050,000
Red Gap Construciton	225,000,000
Wastewater	
Wastewater Treatment Plant (Div 53)	
WCH & Rio HVAC system replacements	250,000
Wastewater Treatment Improvements (Monitoring) (Div 57)	-
Wildcat Screenings Monster	150,000
WW SCADA Improvements	975,000
WW Treatment Plant Expansion-Design	4,000,000
Wastewater Collection/Reclaim Distribution (Div 58)	
Sunnyside Phase VII sewer main replacements	2,810,000
Continental Reclaim Line replacement	2,000,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2013- 2023

		Estimated Cost
Stormwater		
Fanning Drive Wash Upper Reach	$	2,631,526
Switzer Canyon Wash Upper Reach		5,351,513
DuPont		40,000
Cottage and Elden Drainage Improvements		40,000
West Street Wash		5,595,037
Penstock Ave Wash		3,799,802
Switzer Canyon Wash Lower Reach		1,578,522
Mobile Haven		575,861
Sunnyside Hill		64,000
McMillan Mesa		15,000
City Property at 120 E. Butler Drainage Improvements		TBD
Shadow Mtn Phase II - Monte Vista Drainage Improvements		248,000
Hospital Hill		714,696
West Phoenix Street Drainage Improvements		TBD
Darlene Dr. Street Drainage Improvements		120,000
N. Sunset Drainage Improvements		TBD
Leroux Ave. Storm Drain Upgrade		30,000
Flag Truckstop		149,000
TOTAL UNFUNDED PROJECTS	**$**	**864,356,833**

Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40, and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 66 square miles, is nestled at the base of the San Francisco Peaks and surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 108.8 inches, much to the enjoyment of skiers, ice skaters and snowboarders. As the snow thaws into spring, blooming wildflowers are abundant and fragrant along Flagstaff's many hiking trails. Autumn is highlighted with the changing of the aspen leaves that transform the surrounding mountains into a golden tapestry of color. Flagstaff averages 288 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities.

Climate	Average Temperature		Average
Month	Daily Max.	Daily Min.	Precipitation
January	42.4	15.3	2.07
February	44.8	18.0	2.02
March	50.1	22.4	2.04
April	58.5	27.9	1.25
May	67.9	34.3	0.63
June	77.9	41.7	0.44
July	81.6	50.9	2.46
August	79.0	49.7	2.73
September	73.5	41.9	1.92
October	63.4	31.5	1.49
November	51.6	22.5	1.60
December	43.4	16.6	2.03
(average)	61.2	31.1	20.69

Source: Western Regional Climate Center (Jan. 1893-Jan. 2012)

Economic Information

Flagstaff is a governmental, educational, transportation, cultural and commercial center. Government is one of the largest employment sectors. Tourism is also a large employer as the city sees over 5,000,000 visitors a year. In addition, the City houses Northern Arizona University and other scientific and high tech research and development industries.

NAU, the largest employer in the City, has a major economic impact annually. It is the home of over 25,364 students in their 136 degree programs. In addition, NAU's year-round use of its campus facilities draws in tourists from throughout the world. Campus activities include hosting the Arizona Cardinals, Olympic and other high-caliber international and national athletes to train at the elite High Altitude Training Center, a multitude of music, educational and athletic camps, as well as a broad variety of conferences from across the nation.

Population	2000	2010	2011
Flagstaff	52,894	65,870	66,013
Coconino County	116,320	134,421	134,162
Arizona	5,130,632	6,392,017	6,438,178

Sources: Arizona Department of Commerce and U.S. Census Bureau

Five business and industrial parks are situated with excellent access to the Interstates (I-40 and I-17). One additional site resides within 15 miles of the City limits. Major manufacturers include W.L. Gore & Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet food; SCA Tissue, manufacturer of tissue paper; and Joy Cone, manufacturer of ice cream cones.

Business Licenses	June 2012
Misc. Retail	2,472
Construction Contracting	2,188
Service Related (Business Licenses)	1,612
Rentals	1,220
Home Furnishings	552
BBB	467
Auto Sales, Parts, etc.	332
Advertising, Publishing, and Printing	151
Food Stores	160
Building Materials	207
Franchise Accounts	138
Clothing Stores	101
Drug and Liquor Stores	25
General Merchandising Stores	19
Total	9,644

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.14 billion in FY 2012.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer, and sightseers viewing the aspen turning gold in the fall. Non-city residents provided an estimated 50% of the sales tax revenue. The City has 467 licensed businesses generating BBB tax revenues (an additional 2% sales tax).

Major private employers in the Flagstaff area are Flagstaff Medical Center, W. L. Gore & Associates, Walgreens Distribution, Grand Canyon Railway, SCA Tissue, Joy Cone, and Nestle Purina. Major public employers in the Flagstaff area are Northern Arizona University, Flagstaff Unified School District, Coconino County, City of Flagstaff, Coconino Community College, and the U.S. Forest Service.

Labor Force Data	2000	2010	2011*
(Annual Average)			
Civilian Labor Force	34,589	76,599	74,022
Unemployed	1,582	6,819	6,255
Unemployment Rate	4.5%	8.9%	8.5%

*Source: Bureau of Labor Statistics, *Dec 2011*

Growth Indicators	2000	2010	2012
Business Licenses	5,440	9,762	9,644
Retail Sales	1,238,195,104	1,787,828,409	1,980,692,207
Primary Net Assessed Value	399,244,815	813,239,868	781,252,040

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 8 elementary schools, 2 middle schools, 2 alternative schools, 2 magnet schools, and 2 high schools. In addition to the public school system, there are 10 charter schools. These schools provide educational opportunities for children in kindergarten thru high school. The schools specialize in everything from specific learning styles to programs focused on the Arts.

Coconino County Community College offers 35 associate degrees and 30 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2010, enrollment was 3,571 students (1,117 of which were enrolled Full-Time).

Flagstaff's commitment to education is enhanced by Northern Arizona University's contribution to the community. Established in 1899, NAU is one of Arizona's three state universities. In the fall of 2011, NAU offered 80 Bachelor, 38 Master, and 8 Doctorate along with 38 Undergraduate and 25 Graduate certificates. Top enrollment for its 25,364 students (17,761 of which were enrolled at the Flagstaff campus) are Elementary Education, Biology, Hotel & Restaurant Management, Nursing, and Criminology & Criminal Justice.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Because arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities comes from the Bed, Board and Booze tax (Flagstaff Cultural Partners disburses these funds) and the General Fund. Throughout the year, there are art shows, festivals, live theater performances, and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra is a non-profit corporation dedicated to bringing world-class musical performances to their audiences, and to providing innovative programs in music education for youth across northern Arizona. The FSO conducts seven concerts from September through April form the core of the Symphony's season, with additional Young People's Concerts for children in the Flagstaff

Unified School District, and a Lollipop concert in December for families with young children. Regular concerts are held in 1500-seat Ardrey Auditorium on the campus of Northern Arizona University.

Lowell Observatory was founded in 1894 by Boston mathematician Percival Lowell and is best known for the discovery of Pluto. Lowell Observatory is also where astronomer V.M. Slipher gathered the first evidence that the universe is expanding. The Observatory will soon be home to the Discovery Channel Telescope scheduled to open in 2010. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 80,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events, and other educational activities. The Observatory offers daily-guided tours and evening programs.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology, and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople, and Flagstaff students. Contemporary fine crafts, western art, and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances, and other presentations.

The Pine Mountain Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic destinations as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument, and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	10
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Parks-Developed	23
Parks-Undeveloped	4
Playgrounds	20
Racquetball Courts	4
Ramadas	13
Recreation Centers	3
Recreation Ctr-Swimming Pool	1
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Tennis Courts	17
Volleyball Courts	6

Other Facilities:	
Arboretum	1
Art Galleries	12
Bowling Alleys	1
Fairgrounds/Race Track	1
Libraries	3
Movie Screens	12
Museums	5
Outdoor Amphitheater	2
Observatories	3
Ski Resort/Nordic Center	2
Swimming Pools*	2
Symphony Orchestra	1

*Owned by schools.

Transportation

Flagstaff is a major crossroads for the west. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico, and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	2 Hours
Lake Powell, AZ	3 1/2 Hours
Nogales, AZ	5 1/4 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	3/4 Hour
Tucson, AZ	4 1/4 Hours
Albuquerque, NM	5 Hours
El Paso, TX	9 Hours
Las Vegas, NV	4 1/4 Hours
Los Angeles, CA	7 1/4 Hours

Burlington Northern Santa Fe Railway serves the City of Flagstaff with more than 100 trains passing through town daily. Amtrak also services Flagstaff twice daily connecting with Los Angeles and Chicago. Bus services are available for within the City (Mountain Line), intra and interstate (Greyhound), and several tour guide companies provided service around Northern Arizona. In addition, there are several taxicab companies.

Flagstaff Pulliam Airport, located four miles south of downtown Flagstaff on I-17, provides frequent daily flights to and from Phoenix Sky Harbor International Airport, where national and international connections can be made.

Additionally, the City is committed to the development of a non-motorized urban trail (FUTS), which will interconnect all areas of the City when completed and will serve as an important transportation element, as well as a recreation amenity. The Flagstaff Regional Land Use and Transportation Plan shows an estimated 130 miles of FUTS. The City has completed approximately 50 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans, and more. More than 200 physicians are on active staff at the hospital, representing 50 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Downhill skiers enjoy 40 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the balance of societal, environmental, and economic considerations. As a result, the City of Flagstaff has dedicated considerable resources to a variety of sustainability, environmental, and conservation efforts. The Sustainability and Environmental Management Division works to ensure that all residents of Flagstaff are provided with a clean, safe, and ecologically sound community. Programs promote sustainability and conservation strategies with an emphasis on recycling, anti-litter, waste reduction, safe disposal of hazardous products, environmental compliance, composting, sustainable community planning, climate management, energy efficiency, renewable energy and fuels, brownfield land recycling, and landfill management.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens, and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators, and turf removal/xeriscape projects. Additionally, an AZ Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we have means we do not have to find additional sources of water as often.

City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2011

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 15,448,320	1.95%
W L Gore & Associates Inc.	Manufacturer	14,307,506	1.81%
Fidelity Nat'l Title Ins Agency Of Coco, Inc. Trust	Banking/Finance	5,843,515	0.74%
Qwest Corporation	Utility	5,250,832	0.66%
Nestle Purina Petcare Company	Distribution/Retail	4,634,404	0.59%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	3,608,680	0.46%
Walgreen Arizona Drug Co.	Medical	2,789,765	0.35%
Consolidated Investments, Inc.	Property Rental	2,666,072	0.34%
Hopi Tribe Economic Development Corp.	Commercial Developer	2,385,090	0.30%
SACO Management, Inc.	Real Estate	2,370,863	0.30%
Total Principal Taxpayers		$ 59,305,047	7.50%

Source: Arizona Department of Revenue, Central Information Services

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	Total
2002	$ 1.7127	6.6741	0.5717	1.0951	10.0536
2003	1.7127	6.7590	0.5809	1.1941	10.2467
2004	1.7127	6.3679	0.5775	1.2369	9.8950
2005	1.7127	5.7236	0.5660	1.2212	9.2235
2006	1.6627	6.0786	0.5525	1.2010	9.4948
2007	1.5929	5.9009	0.5269	0.7521	8.7728
2008	1.5519	4.7713	0.4865	0.7588	7.5685
2009	1.5519	4.8334	0.4643	0.7603	7.6099
2010	1.4913	3.8860	0.4267	0.7244	6.5284
2011	1.4845	4.6772	0.4308	0.7245	7.3170

Note: Tax rates are per $100 assessed valuation.

City of Flagstaff, Arizona
Sales Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

June 30	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995
2004	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2005	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2006	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2007	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2008	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2009	1.0000	0.7210	2.0000	1.1250	5.6000	10.4460
2010	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460
2011	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460
2012	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460

City of Flagstaff, Arizona
Miscellaneous Statistics

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
June 29, 1998

Form of Government
Council, City Manager

Area - Square Miles
June 2011 - 65.62

Infrastructure	
Miles of Streets	634.00
Miles of Alleys	13.69
Miles of Sidewalks	166.00
Miles of Waterlines	416.60
Miles of Reclaim Waterlines	24.20
Miles of Sewer	
Storm	87.17
Sanitary	271.20
Number of Street Lights	3,466
Number of Fire Hydrants	3,179
Number of Reclaim Hydrants	13
Number of Manholes	7,308

Employees as of June 30, 2011		
Merit System		533
Exempt		134
Temporary		251
Elected Officials		7
Total Payroll for the Year Ending 2011:	$	41,630,302

Fire Protection	
Number of Stations	7
Number of Employees (FTE) FY 2012	85.00

Police Protection	
Number of Employees (FTE) FY 2013	172
Number of Employees (FTE) FY 2012	168
Number of Calls for Service per 12/31/2011	41,791
Ave. Patrol Officers for 24 hour period	26.9
Vehicular Patrol Units	29
Coconino County Jail Prisoner Capacity	596

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	125
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2012	
Number of Registered Voters	26,852
Number of Votes Cast	10,458
% of Registered Voters that Voted	38.90%
Last Special Election November 2010	
Number of Registered Voters	29,068
Number of Votes Cast	17,874
% of Registered Voters that Voted	61.50%

Number of Developed Parks	23
Number of Un-developed Parks	4
Park Acreage	680.00
Flagstaff Urban Trail System-Miles	53.00
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	10
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	13
Recreation Centers	4
Skate Tracks	2
Soccer Fields	4*
Softball/Baseball Fields	17
Swimming Pools	1
Tennis Courts	17
Volleyball Courts	6

*Cogdill Center owned by the City of Flagstaff, but operated by Boys and Girls Club of Flagstaff

Education	
Number of Schools:	
Public Elementary	8
Public Middle School	2
Public High School	2
Alternative Schools	2
Magnet Schools	2
Charter Schools	16
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2011):	
Flagstaff Unified School District	9,562
Charter	3,123
Northern Arizona University	
Flagstaff Campus	17,761
All Locations	25,364
Coconino Community College	
Full-Time	1,181
Part-Time	3,192

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax		
Retail Sales Last 10 Fiscal Years:		
2011	$	1,843,603,506
2010		1,787,828,409
2009		1,884,139,784
2008		2,043,103,670
2007		1,896,091,014
2006		1,894,126,077
2005		1,749,149,158
2004		1,593,931,781
2003		1,458,775,346
2002		1,404,232,492
Total Sales Tax Revenue for Fiscal Year 2010		
	$	13,109,800

Utility Enterprise	
Total Active Accounts on June 30, 2011	
Water	19,020
Single Family Average	5,339
Gallons/Household/Month	
Plants Capacity (Million Gallons per Day):	
Lake Mary Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Number of Facilities:	
Wells	29
Reservoirs	9
Reclaimed Reservoirs	1

Population	
Census Population Count	
2011**	65,985
2010	65,870
2009	64,581
2008	63,867
2007	63,489
2006	61,453
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247
1980	34,743

*Special Census
**Estimate
Source: Az Dept of Economic Security

2010 Census Information:		
Age Distribution of Population		
for Urbanized Areas Only		
1-5 Years		4,018
6-17 Years		9,551
18-64 Years		48,085
65+ Years		4,216
		65,870
Number of Housing Units		26,254
Average Persons per Housing Unit		2.55
Average Family Size		3.14
Median Household Income	$	49,471
Per Capita Income (2000)	$	22,959

2010 Census information available at the following websites:
http://quickfacts.census.gov/qfd/states/04/0423620.html
http://www.de.state.az.us/links/economic/webpage/index.html

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	1992 Revenue Street and Highway		1997 G.O. Public Safety, Parks, Water	2001 G.O. Parks & Rec	2001 Certificates of Participation USGS	2003 G.O. Parks, Water
2012	5.500	%	-	4.500	4.600	3.250
2013	-		4.500	4.650	4.625	3.250
2014	-		-	4.750	4.750	-
2015	-		-	-	4.750	-
2016	-		-	-	4.750	-

Fiscal Year	2003 Revenue 4th Street		2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill	2009 Certificates of Participation St Ovlay/Fire Eq	2010 A Revenue Infratructure
2012	4.000	%	5.000	5.000	2.500	3.000
2013	4.000		5.000	5.000	3.000	3.000
2014	4.000		5.250	5.000	3.000	3.000
2015	4.000		5.250	5.000	3.000	3.798
2016	5.000		5.250	5.000	3.000	4.057
2017	5.250		4.375	5.000	3.300	4.182
2018	5.250		4.500	5.000	3.500	4.402
2019	5.250		4.500	5.000	3.750	4.502
2020	5.250		4.125	5.000	4.000	4.602
2021	-		4.125	5.000	-	-
2022	-		4.000	5.000	-	-
2023	-		3.250	5.000	-	-
2024	-		-	5.000	-	-
2025	-		-	5.000	-	5.215
2026	-		-	5.000	-	-
2027	-		-	5.000	-	-
2028	-		-	5.000	-	-
2029	-		-	5.000	-	-
2030	-		-	5.000	-	5.480
2031	-		-	5.000	-	-
2032	-		-	5.000	-	-

Fiscal Year	2011 NAU-Public Safety Communications	2011 G.O. Projects Parks, Water	2011 G.O. Refunding	2012 4th Street Revenue Partial Refunding
2012	2.400	1.000	1.000	-
2013	2.400	-	5.000	-
2014	2.400	2.000	2.000	3.000
2015	2.400	2.500	-	3.000
2016	2.400	2.000	-	3.500
2017	2.400	2.000	-	4.000
2018	2.400	3.500	-	4.000
2019	2.400	3.500	-	3.500
2020	2.400	2.750	-	3.750
2021	2.400	-	-	-

City of Flagstaff, Arizona
Percent of Net General Bonded Debt to Secondary Assessed Value
and Net General Bonded Debt Per Capita
Last Ten Fiscal Years

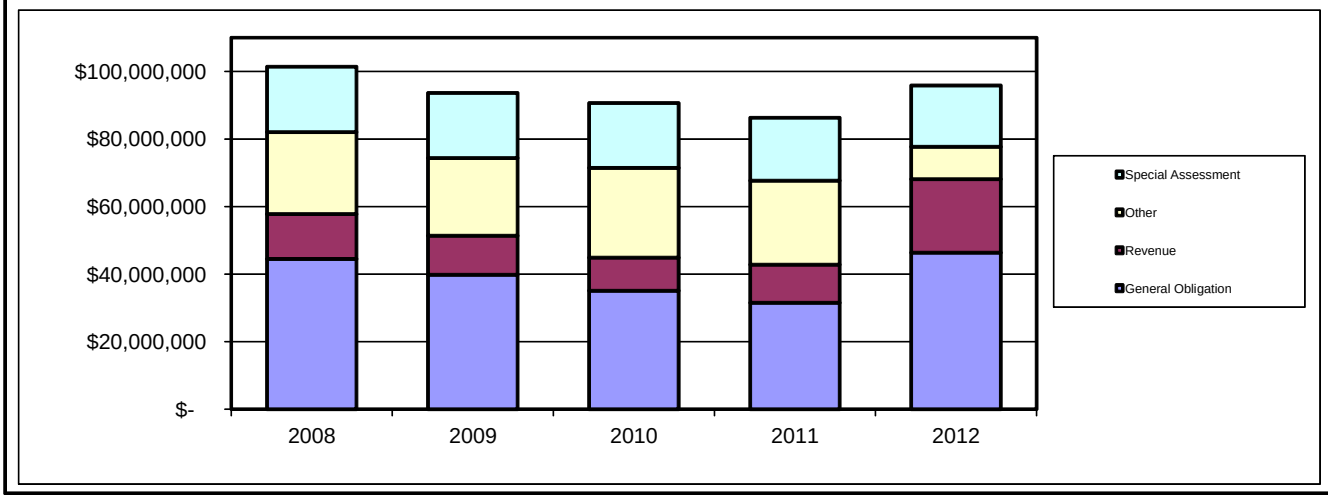
Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2002	59,160	$ 429,030,400	$ 36,873,231	$ 2,888,505	$ 33,984,726	8%	$ 574.45
2003	61,030	444,674,678	34,012,849	3,570,000	30,442,849	7%	498.82
2004	61,270	464,257,886	30,967,902	3,920,000	27,047,902	6%	441.45
2005	61,145	501,655,440	26,784,064	3,915,000	22,869,064	5%	374.01
2006	61,453	556,680,587	49,169,726	4,629,726	44,540,000	8%	724.78
2007	63,489	624,199,899	44,540,000	4,675,000	39,865,000	6%	627.90
2008	63,867	750,538,367	39,865,000	4,760,000	35,105,000	5%	549.66
2009	64,581	878,781,823	35,105,000	3,550,000	31,555,000	4%	488.61
2010	65,870	916,341,717	31,555,000	3,710,000	27,845,000	3%	422.73
2011	65,985	864,039,469	46,366,115	4,592,484	41,773,631	5%	633.08

(1) Arizona Department of Economic Security projected population increases except 2010, which are official census figures.

(2) From County Assessors Office.

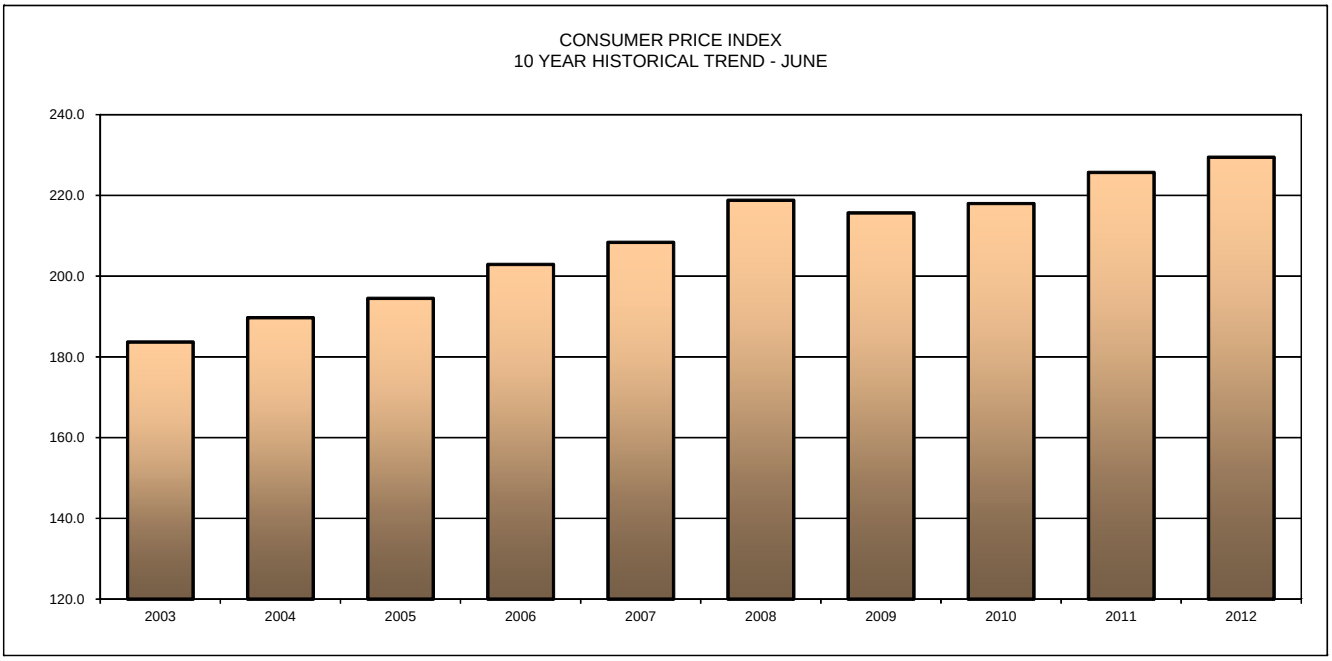
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

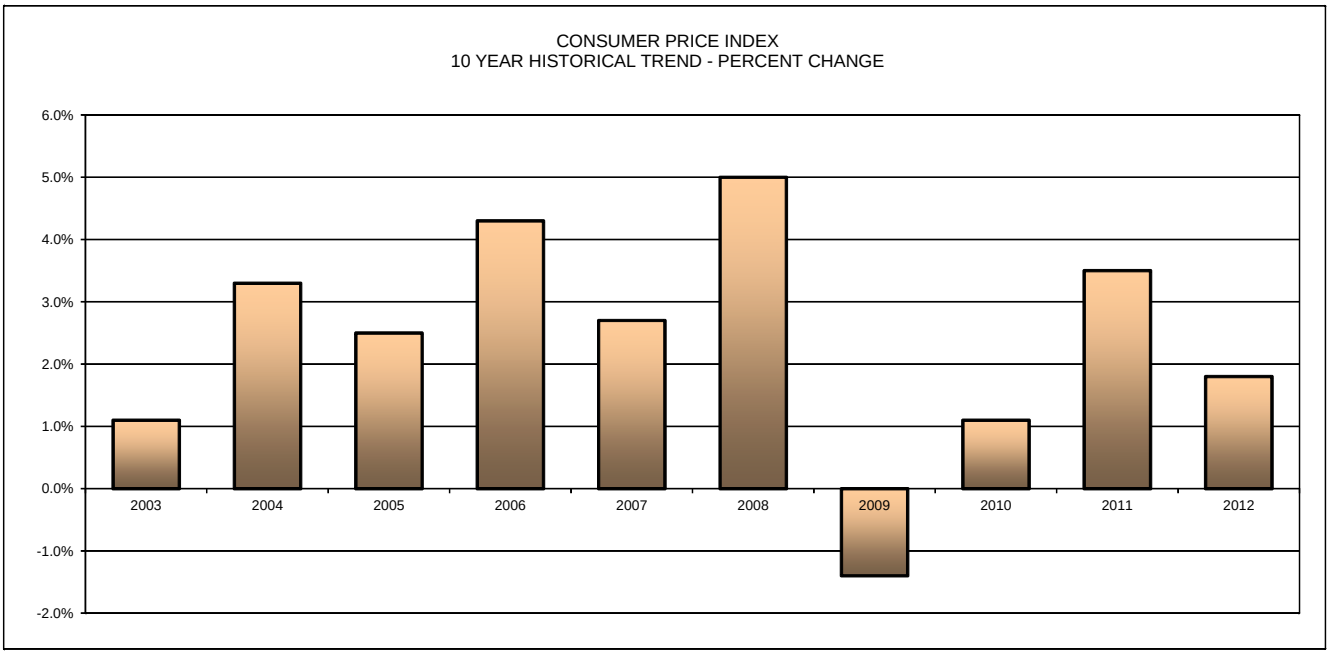
	2008	2009	2010	2011	2012
General Obligation	$ 44,540,000	39,865,000	35,105,000	31,555,000	46,366,115
Revenue	13,220,967	11,537,135	9,783,234	11,278,908	21,758,785
Other	24,315,000	23,000,000	26,585,000	24,850,000	9,595,000
Special Assessment	19,339,000	19,257,000	19,169,000	18,615,000	18,130,000
Total Bonds Payable	$ 101,414,967	93,659,135	90,642,234	86,298,908	95,849,900



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
June	183.7	189.7	194.5	202.9	208.4	218.8	215.7	218.0	225.7	229.5
Percent Change	1.1%	3.3%	2.5%	4.3%	2.7%	5.0%	-1.4%	1.1%	3.5%	1.8%





Source: Tax, Licensing, and Revenue Division

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
CITY MANAGER						
Admin Specialist	0.5	0.5	0.5	0	0	0
Assistant to City Mgr (Communications)	1	1	1	1	0	1
Assistant to City Mgr (Govt'al Relations)	1	0	0	0	0	0
Assistant to City Mgr (Real Estate)	1	1	0.75	1	0	1
City Clerk	0	0	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Technician	0	0	1	1	0	1
Deputy City Clerk	0	0	0.875	0.875	0.125	1
Deputy City Clerk (Funded in FY11)	0	0	0.125	0	0	0
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1.25	1	0	1
Executive Assistant	1	1	1	1	0	1
Intern	0	0	0	0.25	0	0.25
Mgmt Assistant (Funded in FY11 & FY12)	0	0	1	0.67	-0.67	0
Total	8.5	7.5	11.5	10.795	-0.545	10.25
CITY CLERK						
City Clerk	1	1	Transfer	0	0	0
City Records Technician	1	1	Transfer	0	0	0
Deputy City Clerk	1	1	Transfer	0	0	0
Executive Admin Assistant	1	1	Transfer	0	0	0
Total	4	4	0	0	0	0
CAPITAL IMPROVEMENTS						
Admin Specialist	0	1	1	1	0	Transfer
Capital Improvements Engineer	2	2	2	1	0	1
Engineering Technician IV	1	0	0	0	0	0
Intern	0.5	0	0	0	0	0
Project Manager	10	8	8	6	0	6
Total	13.5	11	11	8	0	7
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	1	1	1	1	0	1
Human Resources Analyst	0.75	0.75	0.75	1.75	0	1.75
Human Resources Benefit Spec.	1	1	1	1	0	1
Human Resources Generalist	0	1	1	1	1	2
Human Resources Manager	1	0	0	0	0	0
Human Resources Recrt Spec	1	1	0.5	0	0	0
Total	6.75	6.75	6.25	6.75	1	7.75
RISK MANAGEMENT						
Assistant to City Manager (Risk Mgt)	1	1	1	1	0	1
Insurance Claim Specialist	1	1	1	1	0	1
Safety/Risk Management Specialist	1	0	0	0	0	0
Total	3	2	2	2	0	2
CUSTOMER SERVICE						
Admin Assistant	2.75	2.75	4	4	0	4
Admin Specialist	2	2	1	1	0	1
Admin Spclst Supervisor	0	0	1	1	0	0
Billing Specialist	0	0	0	0	0	1
Collection Specialist	0	0	0	0	0	0.75
Customer Srvc Manager	1	1	0	0	0	1
Meter Reader	4	4	3.25	0	0	0
Meter Reader (Funded in FY11)	0	0	0.75	0	0	0
Meter Reader Supervisor	1	1	1	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
CUSTOMER SERVICE (cont.)						
Meter Technician Supervisor	0	0	0	1	0	1
Meter Technician	0	0	0	3.25	0	2.25
Meter Technician II	0	0	0	0	0	1
Total	10.75	10.75	11	10.25	0	12
LAW						
Admin Assistant	1	1.75	1.75	1.5	0.25	1.75
Admin Asst (Funded in FY12)	0	0	0	0.25	-0.25	0
Admin Specialist	2	2	2	2	0	2
Admin Spec Supervisor	1	0	0	0	0	0
Asst City Attorney	4	4	4	4	0	4
City Attorney	1	1	1	1	0	1
City Prosecutor	0	0	0	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Intern	0.25	0	0	0	0	0
Legal Assistant	1	1	1	1	0	1
Senior Ass't City Attorney	5	4	3	2	0	2
Senior Ass't City Attorney (Funded in FY11)	0	0	1	0	0	0
Total	16.25	14.75	14.75	13.75	0	13.75
INFORMATION TECHNOLOGY						
Application Support Specialist I	1	1	0	0	0	0
Application Support Specialist II	1	1	0	0	0	0
Database Analyst III	1	1	0	0	0	0
Division Director (IT)	1	1	1	1	0	1
GIS Analyst Senior	1	0	0	0	0	0
GIS Manager	1	1	0	0	0	0
GIS Specialist	1	1	0	0	0	0
GIS System Analyst	0	1	0	0	0	0
GIS Technician	2	1	0	0	0	0
IT Adminstrator	0	0	1	1	0	2
IT Analyst	0	0	4	4	0	4
IT Manager	0	0	2	2	0	2
IT Services Specialist	2	0	0	0	0	0
IT Services Supervisor	1	1	1	1	0	1
IT Specialist	0	0	1	1	0	1
IT Technician	0	0	2	2	0	2
Network Administator	1	1	0	0	0	0
Senior Network Administrator	1	1	0	0	0	0
System and Applications Mgr	1	1	0	0	0	0
System Administrator	1	1	1	1	0	0
Total	16	13	13	13	0	13
MANAGEMENT SERVICES						
Admin Assistant	3	1	Transfer	0	0	0
Admin Specialist	1	1	1	1	0	1
Buyer	2	0.5	0	0	0	0
Division Director (Mgmt Services)	1	1	1	1	0	1
Financial Systems Analyst	0	0	0	1	0	1
Purchasing Director	1	1	1	1	0	1
Procurement Specialist	0	0	0	0	0	3
Real Estate Manager	Transfer	0	0	0	0	0
Senior Procurement Specialist	3	3	3	3	0	0
Warehouse Technician	1	1	1	1	0	1
Total	12	8.5	7	8	0	8

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
SALES TAX						
Accounts Specialist	1	1	1	1	0	0
Admin Assistant	1.5	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Auditor I	0	0	1	0	0	0
Auditor II	2	2	1	1	0	1
Collections Specialist	2	2	2	2	0	1.25
Revenue Director	0	0	1	1	0	1
Sales Tax Manager	0	0	1	1	0	0
Tax Licensing & Revenue Adm	1	1	0	0	0	0
Tax Licensing & Revenue Mgr	0	0	0	0	0	1
Total	8.5	8	9	8	0	6.25
LIBRARY - CITY/GRANTS						
Admin Specialist	1.63	1.63	1.63	2	0	2
Application Support Specialist II	1	1	1	1	0	1
Librarian	2	2	2	2	0	2
Library Assistant I	16.76	16.76	16.76	17.02	0	17.02
Library Assist. I (temp)	3	3	3	3	0	3
Library Assistant II	3	3	3	2	0	2
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	7.38	7.38	7.38	7.38	0	7.38
Library Clerk I (temp)	3.75	3.75	3.75	3.75	0	3.75
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
Library Inf. Tech. Coord.	2	2	2	2	0	2
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	3	0	0	0	0	0
Library Supervisor	1	1	1	2	0	2
Network Administrator	1	1	1	1	0	1
Total	53.77	50.77	50.77	51.4	0	51.4
FINANCE						
Account Clerk I	2	1.5	1	1	0	1
Account Clerk II	1	0	0	0	0	0
Accountant	0	0	0	0	0	3
Accountant I	1	0	3	3	0	0
Accountant II	3	3	0	0	0	0
Accounts Specialist	1	1	1	1	0	1
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	2	0	2
Grants Specialist	0	0	1	1	0	1
Grants Manager	1	1	1	1	0	1
Intern	0.14	0	0	0	0	0
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	0	1	1	1	0	1
Payroll Supervisor	1	0	0	0	0	0
Total	14.14	11.5	12	12	0	12

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
FMPO						
Intern	0.38	0.38	0.38	0.38	0	0.38
Admin Specialist	0.5	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	1	0	1
Multi modal Planner	1	1	1	1	0	1
Total	2.88	2.88	2.88	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	2	1.5	1	1	0	1
Division Director (CD)	1	1	1	1	0	1
Total	3	2.5	2	2	0	2
PLANNING & DEVELOPMENT SERVICES						
Admin Specialist	2	2	1	1	0	1
Associate Planner	1	0	0	0	0	0
Building Inspection Mgr	1	1	0	0	0	0
Building Inspector	0	0	5	5	0	5
Building Official	1	1	1	1	0	1
Building Plans Examiner	3	3	3	2	0	2
Case Manager	5	0	0	0	0	0
Code Compliance Officer I	1	0	0	0	0	0
Code Compliance Officer II	1	1	0	0	0	0
Code Compliance Officer II (Funded in FY11)	0	0	1	0	0	0
Code Compliance Supervisor	1	1	1	1	0	1
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Mgr	0	1	1	1	0	1
Development Services Rep	2	0	0	0	0	0
Development Services Specialist	0	1	1	1	0	1
Development Services Supervisor	1	1	1	1	0	1
Inspector I	5	3.6	0	0	0	0
Inspector II	3	2.7	0	0	0	0
Inspection Supervisor	1	0.9	1	1	0	1
Neighborhood Planner	0	1	1	1	0	1
Planning Development Mgr.	0	3	3	3	0	3
Planning Director	1	1	1	1	0	1
Planning Techician	0	0	0	0.5	-0.5	0
Project Management Admin.	1	0	0	0	0	0
Zoning Code Administrator	1	1	1	1	0	1
Zoning Code Manager (Funded thru in FY13)	0	1	1	1	0	1
Total	32	27.2	24	22.5	-0.5	22
ENGINEERING						
Admin Specialist	1	Transfer	0	0	0	1
Assistant City Engineer	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Manager	1	1	1	1	0	1
Engineering Inspector	6	5	5	4	-1	3
Engineering Specialist	0	0	0	0	0	1
Engineering Technician I p-time	0.5	0	0	0	0	0
Engineering Technician II	1	0	0	0	0	0
Engineering Technician III	1	1	1	1	0	0
Engineering Tech Leadworker	1	1	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Intern	0.5	0	0	0	0.5	0.5
Material Tech Aide	0.5	0	0	0	0	0
Materials Tech I	2	2	2	2	0	2
Materials Tech II	1	1	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
ENGINEERING (cont.)						
Project Manager	6	5	4	4.7	0	4.7
Traffic Engineer	1	1	1	1	0	1
Transportation Technician	0	0	0	0	0	0
Total	25.5	20	17	16.7	-0.5	17.2
COMMUNITY INVESTMENT						
Admin Specialist	1	1	0	0	0	0
Admin Spclst Leadworker	0	0	1	1	0	1
Brownfield Specialist	0	1	1	1	-1	0
Community Design & Redevelopment Mgr	0	0	1	1	0	1
Community Design & Redevel. Project Admin.	0	0	0	1	0	1
Community Housing & Grants Adm	Transfer	0	0	0	0	0
Community Housing Manager	Transfer	0	0	0	0	0
Community Housing/NeighPlanner	Transfer	0	0	0	0	0
Community Investment Director	1	1	0	0	0	0
Comm/Neighborhood Planner	1	Transfer	0	0	0	0
Community Planner	1	1	1	0	0	0
Division Director (Economic Vitality)	0	1	1	1	0	1
Economic Analyst	1	Transfer	0	0	0	0
Housing Project Coordinator	Transfer	0	0	0	0	0
Manager of Enhanced Svcs Dist (Eff 2010-2013)	0	0	1	1	0	1
Land Trust Manager	Transfer	0	0	0	0	0
Planning & Community Design Mgr	1	1	0	0	0	0
Redevelopment Mgr. (Eff. 2010-2012)	0	1	0	0	0	0
Total	6	7	6	6	-1	5
DOWNTOWN MANGEMENT						
Downtown Manager	1	1	1	1	0	1
Parking Ambassador	3	3	3	3	0	3
Park Maintenance	1	1	1	1	0	1
Total	5	5	5	5	0	5
HOUSING						
Admin Specialist	1	1	1	1	0	1
Comm. Housing & Grants Adm. (Grant Funded)	1	1	1	1	0	1
Community Housing Manager	1	1	1	1	0	1
Community Housing/NeighPlanner	1	1	1	1	0	1
Housing Project Coordinator (Grant Funded)	1	1	0	0	0	0
Permanent Afford Adm (Grant Funded)	1	1	1	1	0	1
Total	6	6	5	5	0	5
FIRE						
Admin Assistant	1	0	0	0	0	0
Admin Specialist	1	2	2	2	0	2
Asst. Fire Fuel Mgr	2	0	0	0	0	0
Asst. Wildland Fire Mgr.	0	2	0	0	0	0
Community Firewise Coordinator	1	0	0	0	0	0
Deputy Fire Chief	2	2	2	1	0	1
Division Director (Fire Chief)	1	1	1	1	0	1
Fire Battalion Chief	4	4	3	3	0	3
Fire Captain	21	24	21	21	0	21
Fire Captain (Funded in FY11)	0	0	3	0	0	0
Fire Engineer	21	21	18	21	0	21

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
FIRE (cont.)						
Fire Engineer (Funded in FY11)	0	0	3	0	0	0
Fire Fighter	39	36	29	31	0	31
Fire Fighter (Funded in FY11)	0	0	4	0	0	0
Fire Fighter Fuel Mgt Tech	2	0	0	0	0	0
Fire Inspector II	3	2	2	1	0	1
Fire Marshall	0	0	0	1	0	1
Fuel Manager	1	0	0	0	0	0
Fuel Mgt. Crew Member	2.75	0	0	0	0	0
Fuel Mgt. Leadworker	0	0	0	0	0	0
Wildland Fire Manager	0	1	1	1	0	1
Wildland Fire Mgt Crew Mmbr (Grt Funded)	0	2	1	0	0	0
Wildland Fire Specialist I	0	1	0	0	0	1
Wildland Fire Specialist I (Funded in FY11)	0	0	1	0	0	0
Wildland Fire Specialist I (Grant Funded)	0	0	0	1	0	0
Wildland Fire Specialist II	0	1	0	0	0	0
Wildland Fire Leadworker (Grant Funded)	0	0	1	1	0	1
Total	101.75	99	92	85	0	85
POLICE						
Admin Specialist	15	13	13	13	0	13
Animal Control Officer	2	1	1	1	0	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	2	2	1	2	0	2
Dispatch Admin Call Taker (Funded in FY11)	0	0	1	0	0	0
Division Director (Police Chief)	1	1	1	1	0	1
Evidence Technician	3	2	2	2	0	2
Parking Control Officer	1	1	1	1	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	19	19	19	19	0	19
Police Emerg Comm Specialist	25	23	23	23	0	23
Police Emerg Comm Speclst - ldwkr	0	0	0	0	0	0
Police Emerg Comm Speclst Sup.	5	5	5	5	0	5
Police Lieutenant	4	4	4	4	0	4
Police Officer	81	68	66	65	0	65
Police Officer (Funded in FY12)	0	0	0	1	-1	0
Police Records Supervisor	2	1	1	1	0	1
Police Sergeant	12	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	0	0	0	0	0
Police Support Serv. Sup.	0	1	1	1	0	1
Property Control Coord	2	1	1	1	0	1
Total	179	158	156	156	-1	155
POLICE GRANTS						
Admin Specialist	1	1	1	1	0	1
Police Officer	0	8	10	14	0	14
Police Sergeant	1	1	1	1	0	1
Total	2	10	12	16	0	16
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	0.5	0.5	-0.5	0
Assistant Public Works Director	1	1	0	0	0	0
Division Director (Public Works)	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Total	4	4	2.5	2.5	-0.5	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
PARKS						
Maintenance Worker - Temps	5.46	3.2	3.2	3.46	1.23	4.69
Maintenance Worker	25	23	21	21	0	21
Parks Leadworkers	0	0	2	2	0	2
Public Works Manager (Parks)	0	0	1	1	0	1
Parks Supt.	1	1	0	0	0	0
Parks Supervisor	1	1	0	0	0	0
Total	32.46	28.2	27.2	27.46	1.23	28.69
FLEET SERVICES						
Buyer	1	1	1	1	0	1
Fleet Manager	1	1	0	0	0	0
Fleet Mgmt. Supt.	1	1	0	0	0	0
Fleet Services Specialist	0	0	0	1	0	1
Mechanic I	3	3	3	3	0	3
Mechanic II	4	4	4	4	0	4
Mechanic III Leadworker	2	2	2	2	0	2
Parts Specialist	1	0	0	0	0	0
Public Works Manager (Fleet)	0	0	1	1	0	1
Service Writer	1	1	1	0	0	0
Welder	1	1	1	1	0	1
Total	15	14	13	13	0	13
FACILITIES MAINTENANCE						
Facility Maintenance Manager	0	0	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Facilities Maintenance Supervisor	0	1	0	0	0	0
HVACR Technician	1	0	0	0	0	0
Maintenance Worker	9	9	9	9	0	9
Maintenance Worker III-Lead	1	0	0	0	0	0
Total	12	11	11	11	0	11
RECREATION						
Admin Assistant	2	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (Comm Enhancement)	1	1	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Recreation Coord. I	7.5	5.5	5.5	5.5	-1	4.5
Recreation Coordinator II	2	5	5	5	0	5
Recreation Services Director	0	0	0	1	0	1
Recreation Supervisor	1	1	1	1	0	1
Recreation Supt.	1	1	1	0	0	0
Recreation Temporaries	45.48	37.91	37.91	39.31	-3.16	36.15
Recreation Temporaries (Grant Funded)	0	0	0	0.29	0	0.29
Senior Recreation Coordinator	6	6	6	6	-1	5
Total	67.23	59.66	59.66	61.35	-5.16	56.19
STREET MAINTENANCE & REPAIRS						
Admin Specialist	1	1	1	1	0	1
Cemetary Caretaker	0.75	0.75	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	1	0	0	0	0	0
Equip. Opers. Temps	8.06	4.31	4.31	4.31	-1.34	2.97
Equipment Operator	14	14	15	15	0	15
Intern	0.5	0.5	0.5	0.5	0	0.5
Maintenance Worker	8	7	7	7	0	7
Maint. Wkr. III LDWKR	1	1	0	0	0	0
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	1	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
STREET MAINTENANCE & REPAIRS (cont.)						
Public Works Manager (Streets)	0	0	1	1	0	1
Public Works Section Head	0	0	1	1	0	1
Streets Leadworker	0	3	3	3	0	3
Streets Manager	1	1	0	0	0	0
Street Superintendent	1	1	0	0	0	0
Traffic Signal Technician	1	0	0	0	0	0
Traffic Signal Technician Ass't	1	1	1	1	0	1
Total	41.06	36.31	36.31	36.31	-1.34	34.97
AIRPORT						
Admin Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	0	0	0	6	0	6
Airport Operations/ARFF Manager	0	0	0	0	0	1
Airport Operations Supv	1	1	1	1	0	0
Airport Service Worker I	4	3	3	0	0	0
Airport Service Worker II	3	3	3	0	0	0
Maintenance Wrks - Snow	0.5	0.5	0.5	0.5	0	0.5
Total	10.5	9.5	9.5	9.5	0	9.5
SOLID WASTE						
Admin Assistant	3.5	3.5	3.5	3	-0.35	2.65
Admin Specialist	1	1	1	1	0	1
Admin Spclst Supervisor	1	1	1	1	0	1
Bin Maint. Leadworker	1	1	1	1	0	1
Brownfield Specialist	1	Transfer	0	0	0	0
Brownfield Program Ass't	1	0	0	0	0	0
Conservation Manager	1	1	0	0	0	0
Environmental Aide	0.6	0.6	Transfer	Transfer	0	0
Environmental Assistant	1	1	Transfer	Transfer	0	0
Environmental Code Enf Aide	1	1	0	0	0	0
Environmental Code Specialist	1	1	Transfer	0	0	0
Environ Program Manager	1	1	Transfer	0	0	0
Environmental Program Specialist	1	1	Transfer	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Technician	1	1	Transfer	0	0	0
Equipment Operator	38	37	34	30	0	30
ES Director	0	0	1	1	0	1
ES Collection Super	2	2	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Leadworkers	0	0	2	2	0	2
ES Operations Mgr	1	1	0	0	0	0
Landfill Equip Operator III - Lead	1	0	0	0	0	0
Landfill Supervisor	0	1	1	1	0	1
Program Asst	2	2	1	1	0	1
Project Manager	2	2	2	2	0	2
Sustainability and Env Mgr	1	1	Transfer	0	0	0
Sustainability Assistant (Grant Funded)	0	0.48	Transfer	0	0	0
Sustainability Manager	1	1	Transfer	0	0	0
Sustainability Specialist	1	1	Transfer	0	0	0
Total	68.1	65.58	52.5	48	-0.35	47.65

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES						
Environmental Aide	0	0	0.6	0.6	0	0.6
Environmental Assistant	0	0	1	1	0	1
Environmental Code Enf Officer	0	0	1	0	0	0
Environmental Code Specialist	0	0	1	1	0	1
Environmental Code Technician	0	0	0	1	0	1
Environ Program Manager	0	0	1	1	0	1
Environmental Program Specialist	0	0	1	1	0	1
Environmental Technician	0	0	1	1	0	1
Sustainability and Env Director	0	0	1	1	0	1
Sustainability Assistant (Grant Funded)	0	0	0.48	1	-0.75	0.25
Sustainability Manager	0	0	1	1	0	1
Sustainability Specialist	0	0	2	2	0	2
Total	0	0	11.08	11.6	-0.75	10.85
UTILITIES ADMINISTRATION						
Admin Specialist	2	2	2	2	0	2
Division Director (Utilities)	1	1	1	1	0	1
GIS System Analyst	1	1	1	1	0	1
Project Manager	0	1	1	0	0	0
Utilities Engineering Manager	1	1	1	1	0	1
Utilities Plan Reviewer	1	1	1	1	0	1
Utilities Program Assistant	1	1	0	0	0	0
Utilities Program Manager	0	1	1	1	0	1
Utilities Senior Project Manager	1	0	0	0	0	0
Water Conservation Manager	1	0	0	0	0	0
Water Conservation Enforcement Aide	0.5	0	0	0	0	0
Water Resource Manager	1	1	1	1	0	1
Total	10.5	10	9	8	0	8
LAKE MARY WATER PLANT						
Instrumentation/Electrical Spec	1	1	1	1	0	1
Laboratory Specialist	1	1	1	1	0	1
Maintenance Specialist	1	1	1	1	0	1
Mech. Maint. Wkr I (temp)	1	0	0	0	0	0
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	1	1	0	1
MSW Maintenance	3	2	2	2	0	2
Operations Specialist	1	1	1	1	0	1
Water Production Manager	1	1	1	1	0	1
Total	13	11	11	11	0	11
WATER DISTRIBUTION SYSTEM						
Admin Specialist	1	0	0	0	0	0
Field Services Manager	1	1	1	1	0	1
Maintenance Worker - Temp	1	1	0	0	0	0
Maintenance Worker	1	1	1	1	0	1
MSW - Water Services Tech	11	10	10	10	0	10
Water Services Specialist	1	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	17	15	14	14	0	14
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
Instrumentation/Electrical Spec	0	0	0	1	0	1
MSW - Operations	0	0	0	2	0	2
MSW - Plant Tech	7	6	6	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
WASTEWATER TREATMENT PLANT (cont.)						
Plant Specialist	4	4	4	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	13.5	12.5	12.5	12.5	0	12.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	8	8	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Total	9	9	9	9	0	9
WASTEWATER MONITORING						
Administrative Specialist	1	0	0	0	0	0
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	4	3	3	3	0	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	1	1	1	0	0	0
MSW - Laboratory Tech	1	1	1	1	0	1
MSW - Plant Tech	1	1	1	2	0	2
Plant Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	4
CITY COURT						
Collection Specialist	2	2	1	1	0	1
Court Finance Specialist	0	0	0	0	0	1
Court Info Systems Coordinator	1	1	1	1	0	1
Court Interpreter	1	0.9	1	1	0	1
Court IT Specialist	0	0	0	0	0	0
Court Judicial Specialist	9	7	6.75	7.75	0	6.75
Court Judicial Specialist (Funded in FY11)	0	0	1	0	0	0
Court Services Super	1.63	1.63	1.75	1.75	0	1.75
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	3	3	2	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	0	0	1	1	-1	0
Division Director (Court)	1	1	1	1	0	1
Executive Admin Asst (Judicial)	1	1	0	0	0	0
Jury Services Specialist	0.5	0.5	1	1	0	1
Magistrate	1.75	1.75	1.63	1.63	0	1.63
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	2	2	1.5	1.5	0	1.5
Pro-Tem Magistrate	0.75	0.5	0.55	0.55	0	0.55
Warrant Officer	3	1.6	2	2	0	2
Total	29.63	25.88	25.18	25.18	-1	24.18
ECONOMIC DEVELOPMENT						
Business Attraction Manager	1	0	0	0	0	0
Business Retention & Expansion Mgr	1	1	1	1	0	1
Economic Analyst	0	1	0	0	0	0
Economic Development Manager	0	0	1	1	0	1
Total	2	2	2	2	0	2
TOURISM						
Admin Specialist	1	1	1	1	0	1
Creative Services Specialist	0	0	0	0	0	2
CVB Director	0	1	1	1	0	1
Division Director	1	Transfer	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2008-2009	2009-2010	2010-2011	2010-2012	Changes 2012-2013	Adopted 2012-2013
TOURISM (cont.)						
Marketing & Public Relations Manager	0	0	1	1	0	1
Marketing Manager	1	1	0	0	0	0
Publications Assistant	1	0	0	0	0	0
Publication Specialist	1	2	2	2	0	0
Public Relations Associate	1	1	1	1	0	0
Public Relations Manager	1	0	0	0	0	0
Public Relations Specialist	0	0	0	0	0	1
Sales Associate	2	2	2	2	0	0
Sales Manager	1	1	0	0	0	0
Sales Specialist	0	0	0	0	0	2
Total	10	9	8	8	0	8
TOURISM-VISITOR CENTER						
Admin Asst	4.25	4.25	2.99	1.99	0	1.99
Admin Asst (Funded in FY11)	0	0	0.76	0	0	0
Admin Specialist	1.5	0.5	0.5	1.5	0	1.5
Visitor Center Manager	0	1	1	1	0	1
Visitor Center Supervisor	1	0	0	0	0	0
Total	6.75	5.75	5.25	4.49	0	4.49
STORMWATER						
Floodplain Inspector	1	1	1	1	0	1
Intern	0.5	1	1	1	0	1
Project Manager	3	2	2	2	0	2
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	6.5	6	6	6	0	6
FLAGSTAFF HOUSING AUTHORITY						
Administrative Clerk/Occupancy Specialist	0	0	1	1	0	0
Occupancy Specialist	0	0	0	0	0	1
Executive Director	0	0	1	1	0	0
FHA Director	0	0	0	0	0	1
FHA Manager	0	0	0	0	0	4
Finance Assistant	0	0	1	1	0	0
Finance Director	0	0	1	1	0	0
Finance Specialist	0	0	0	0	0	1
Housing Director	0	0	2	2	0	0
Housing Services Administrator	0	0	5	5	0	5
Maintenance Coordinator	0	0	1	1	0	1
Maintenace Director	0	0	1	1	0	0
Maintenance Lead Worker	0	0	2	2	0	2
Maintenance Worker	0	0	0	0	0	5
Maintenance Worker III	0	0	1	1	0	0
Maintenace Worker II	0	0	4	4	0	0
Temporary Maintenance Worker	0	0	3.5	3.5	0.5	4
Total	0	0	22.5	23.5	0.5	24
GRAND TOTALS	906.52	827.48	824.33	812.42	-9.92	802.50

City of Flagstaff 2080 Pay Plan
2011-2012

			Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
1	10100	N Library Page	9.4202	9.8358	10.2287	10.6443	11.0484	11.4639	11.8680	12.2722	12.7213				
A-1-0			753.62	786.86	818.30	851.54	883.87	917.11	949.44	981.78	1017.70				
			1632.83	1704.87	1772.97	1845.01	1915.06	1987.08	2057.12	2127.18	2205.03				
			19594.02	20458.46	21275.70	22140.14	22980.67	23844.91	24685.44	25526.18	26460.30				
2			10.8575	11.3178	11.7893	12.2611	12.7326	13.2154	13.6867	14.1585	14.6413				
A-1-1			868.60	905.42	943.14	980.89	1018.61	1057.23	1094.94	1132.68	1171.30				
			1881.97	1961.75	2043.48	2125.26	2206.98	2290.67	2372.36	2454.14	2537.83				
			22583.60	23541.02	24521.74	25503.09	26483.81	27488.03	28468.34	29449.68	30453.90				
3	10302	N Library Clerk I	11.7893	12.3059	12.8337	13.3613	13.8778	14.4169	14.9333	15.4610	15.9213				
A-1-2			943.14	984.47	1026.70	1068.90	1110.22	1153.35	1194.66	1236.88	1273.70				
			2043.48	2133.02	2224.51	2315.96	2405.49	2498.93	2588.44	2679.91	2759.69				
			24521.74	25596.27	26694.10	27791.50	28865.82	29987.15	31061.26	32158.88	33116.30				
4	10423	N Cemetery Caretaker	13.5971	14.1922	14.7985	15.3824	16.0000	16.5838	17.1788	17.7852	18.3466				
A-1-3	10422	N Dispatch Call Taker	1087.77	1135.38	1183.88	1230.59	1280.00	1326.70	1374.30	1422.82	1467.73				
	10424	N Meter Technician	2356.83	2459.98	2565.07	2666.28	2773.33	2874.53	2977.66	3082.77	3180.08				
	10407	N Parking Control Officer	28281.97	29519.78	30780.88	31995.39	33280.00	34494.30	35731.90	36993.22	38160.93				
	10410	N Property Control Coord													
	10419	N Recreation Coord I													

City of Flagstaff 2080 Pay Plan
2011-2012

			Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
5	10500	N Library Assistant I	14.2707	14.8210	15.3600	15.8989	16.4714	17.0105	17.5494	18.1107	18.6498	19.1886	19.6940		
B-2-1	10501	N Meter Technician II	1141.66	1185.68	1228.80	1271.91	1317.71	1360.84	1403.95	1448.86	1491.98	1535.09	1575.52		
			2473.59	2568.97	2662.40	2755.81	2855.04	2948.49	3041.90	3139.19	3232.63	3326.02	3413.63		
			29683.06	30827.68	31948.80	33069.71	34260.51	35381.84	36502.75	37670.26	38791.58	39912.29	40963.52		
6	10639	N Account Clerk	14.7087	15.2813	15.8316	16.4040	16.9656	17.5157	18.0882	18.6385	19.1886	19.7724	20.3114		
B-2-2	10601	N Animal Control Officer	1176.70	1222.50	1266.53	1312.32	1357.25	1401.26	1447.06	1491.08	1535.09	1581.79	1624.91		
	10636	N Environmental Aide	2549.51	2648.76	2744.14	2843.36	2940.70	3036.05	3135.29	3230.67	3326.02	3427.22	3520.64		
	10637	N Env Code Enforcement Aic	30594.10	31785.10	32929.73	34120.32	35288.45	36432.66	37623.46	38768.08	39912.29	41126.59	42247.71		
	10609	N Materials Tech I													
	10630	N Rec Coordinator II													
R06	10640	N IS Technician	15.4442	16.0454	16.6231	17.2241	17.8138	18.3914	18.9928	19.5704	20.1482	20.7612	21.3270		
			1235.54	1283.63	1329.85	1377.93	1425.10	1471.31	1519.42	1565.63	1611.86	1660.90	1706.16		
			2676.99	2781.20	2881.34	2985.51	3087.73	3187.84	3292.09	3392.20	3492.35	3598.61	3696.68		
			32123.94	33374.43	34576.05	35826.13	37052.70	38254.11	39505.02	40706.43	41908.26	43183.30	44360.16		
7	10752	N Billing Specialist	16.0897	16.7072	17.3136	17.9198	18.5487	19.1439	19.7724	20.3678	20.9852	21.6026	22.2091		
B-2-3	10748	N Bin Maint Leadworker	1287.18	1336.58	1385.09	1433.58	1483.90	1531.51	1581.79	1629.42	1678.82	1728.21	1776.73		
	10739	N Environmental Assistant	2788.88	2895.91	3001.02	3106.10	3215.11	3318.28	3427.22	3530.42	3637.43	3744.45	3849.58		
	10705	N Evidence Tech	33466.58	34750.98	36012.29	37273.18	38581.30	39819.31	41126.59	42365.02	43649.22	44933.41	46194.93		
	10740	N Executive Admin Asst													
	10751	N Fleet Services Specialist													
	10709	N Library Cataloging Asst													
	10700	N Mechanic I													
	10734	N Payroll Assistant													
	10717	N Program Assistant													
	10746	N Traffic Signal Technician Asst													
	10702	N Water/Sewer Utility Locator													
	10750	N Wildland Fire Specialist													
R07	10725	N Police Emerg Comm Spec	16.8943	17.5426	18.1793	18.8158	19.4762	20.1011	20.7612	21.3862	22.0344	22.6828	23.3195		
			1351.54	1403.41	1454.34	1505.26	1558.10	1608.09	1660.90	1710.90	1762.75	1814.62	1865.56		
			2928.35	3040.72	3151.08	3261.41	3375.87	3484.19	3598.61	3706.94	3819.30	3931.69	4042.05		
			35140.14	36488.61	37812.94	39136.86	40510.50	41810.29	43183.30	44483.30	45831.55	47180.22	48504.56		

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Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
8	10849	N	Accounts Specialist	18.8855	19.5930	20.3114	21.0188	21.7373	22.4448	23.1634	23.8820	24.5894	25.3079	26.0602		
B-2-4	10827	N	Buyer	1510.84	1567.44	1624.91	1681.50	1738.98	1795.58	1853.07	1910.56	1967.15	2024.63	2084.82		
	10839	N	Cemetery Maint Speclst	3273.49	3396.12	3520.64	3643.26	3767.80	3890.43	4014.99	4139.55	4262.16	4386.70	4517.10		
	10845	N	City Records Technician	39281.84	40753.44	42247.71	43719.10	45213.58	46685.18	48179.87	49674.56	51145.95	52640.43	54205.22		
	10848	N	Collections Specialist													
	10831	N	Court Interpreter													
	10841	N	Creative Services Specialist													
	10836	N	Deputy City Clerk													
	10852	N	Development Svcs Speclst													
	10861	N	Engineering Specialist													
	10856	N	Environmental Code Tech													
	10820	N	Environmental Technician													
	10842	N	Floodplain Inspector													
	10812	N	Industrial Waste Insp													
	10843	N	Legal Assistant													
	10807	N	Library Assistant II													
	10808	N	Mechanic II													
	10837	N	Meter Tech Supervisor													
	10809	N	Probation Service Officer													
	10850	N	Public Relations Specialist													
	10829	N	Sr Recreation Coordinator													
	10858	N	Sustainability Assistant													
	10853	N	Warehouse Specialist													
	10803	N	Welder													
108	20801	E	Executive Asst	18.8855					22.6580					26.4307		
	20802	E	Sales Specialist	1510.84					1812.64					2114.46		
				3273.49					3927.39					4581.32		
				39281.84					47128.64					54975.86		
R08	10857	N	IT Specialist	19.8298	20.5726	21.3270	22.0696	22.8241	23.5670	24.3216	25.0762	25.8188	26.5733	27.3631		
				1586.38	1645.81	1706.16	1765.57	1825.93	1885.36	1945.73	2006.10	2065.50	2125.86	2189.05		
				3437.17	3565.92	3696.68	3825.40	3956.18	4084.95	4215.74	4346.54	4475.26	4606.04	4742.94		
				41245.98	42791.01	44360.16	45904.77	47474.13	49019.36	50588.93	52158.50	53703.10	55272.46	56915.25		

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9	10958	N	Admin Spec Leadworker	20.0195	20.7831	21.5465	22.3212	23.0849	23.8482	24.6118	25.3865	26.1500	26.9023	27.6209		
B-2-5	10957	N	Auditor I	1601.56	1662.65	1723.72	1785.70	1846.79	1907.86	1968.94	2030.92	2092.00	2152.18	2209.67		
	10937	N	Brownfield Specialist	3470.05	3602.40	3734.73	3869.01	4001.38	4133.69	4266.05	4400.33	4532.67	4663.07	4787.62		
	10944	N	Code Compliance Officer I	41640.56	43228.85	44816.72	46428.10	48016.59	49604.26	51192.54	52803.92	54392.00	55956.78	57451.47		
	10961	N	Court Finance Specialist													
	10923	N	Court Training Specialist													
	10950	N	Engineering Tech Leadworker													
	10945	N	Environmental Code Specialist													
	10936	N	Environmental Program Specialist													
	10955	N	Environmental Services Leadworker													
	10907	N	Fire Inspector II													
	10959	N	Grants Specialist													
	10941	N	HR Benefits Specialist													
	10952	N	HR Generalist													
	10948	N	Jury Services Specialist													
	10956	N	Maintenance Worker Leadworker													
	10947	N	Mechanic Leadworker													
	10951	N	Sustainability Specialist													
	10916	N	Warrants Officer													
	10954	N	Wildland Fire Leadworker													
109	20903	E	Librarian	20.0195					24.0223					28.0252		
				1601.56					1921.78					2242.02		
				3470.05					4163.87					4857.70		
				41640.56					49966.38					58292.42		
R09	10903	N	Police Officer	21.0205	21.8223	22.6238	23.4374	24.2391	25.0406	25.8425	26.6558	27.4575	28.2474	29.0019		
	10934	N	Network Administrator	1681.64	1745.78	1809.90	1874.99	1939.13	2003.25	2067.40	2132.46	2196.60	2259.79	2320.15		
				3643.55	3782.53	3921.46	4062.48	4201.44	4340.37	4479.37	4620.34	4759.30	4896.22	5027.00		
				43722.64	45390.38	47057.50	48749.79	50417.33	52084.45	53752.40	55444.06	57111.60	58754.59	60323.95		

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Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
10	11028	N	Building Inspector	20.9627	21.7600	22.5796	23.3767	24.1851	24.9824	25.7795	26.5879	27.3851	28.2047	28.9234		
B-2-6	11015	N	Building Plans Examiner	1677.02	1740.80	1806.37	1870.14	1934.81	1998.59	2062.36	2127.03	2190.81	2256.38	2313.87		
	11025	N	Development Svs Superv	3633.53	3771.73	3913.80	4051.96	4192.08	4330.28	4468.45	4608.57	4746.75	4888.81	5013.39		
	11023	N	Engineering Inspector	43602.42	45260.80	46965.57	48623.54	50305.01	51963.39	53621.36	55302.83	56961.01	58665.78	60160.67		
	11024	N	Police Records Supervisor													
	11019	N	Recreation Supervisor													
	11030	N	Risk Management Specialist													
10	11016	N	Admin Spec Supervisor	20.9627	21.7600	22.5796	23.3767	24.1851	24.9824	25.7795	26.5879	27.3851	28.2047	28.9234		
B-3-1	11018	N	Court Services Supervisor	1677.02	1740.80	1806.37	1870.14	1934.81	1998.59	2062.36	2127.03	2190.81	2256.38	2313.87		
	11012	N	Env Svcs Collection Super	3633.53	3771.73	3913.80	4051.96	4192.08	4330.28	4468.45	4608.57	4746.75	4888.81	5013.39		
	11026	N	Landfill Supervisor	43602.42	45260.80	46965.57	48623.54	50305.01	51963.39	53621.36	55302.83	56961.01	58665.78	60160.67		
	11027	N	Streets Leadworker													
110	21002	E	Library Supervisor	20.7942					25.2631					29.7318		
				1663.54					2021.05					2378.54		
				3604.33					4378.94					5153.51		
				43251.94					52547.25					61842.14		
R10	11020	N	Court IT Coordinator	22.0109	22.8481	23.7085	24.5455	25.3945	26.2316	27.0684	27.9173	28.7544	29.6150	30.3695		
	11029	N	IT Coordinator	1760.87	1827.85	1896.68	1963.64	2031.56	2098.53	2165.47	2233.38	2300.35	2369.20	2429.56		
	11022	N	PECS Supervisor	3815.22	3960.34	4109.47	4254.55	4401.71	4546.81	4691.86	4839.00	4984.10	5133.27	5264.05		
				45782.67	47524.05	49313.68	51054.64	52820.56	54561.73	56302.27	58067.98	59809.15	61599.20	63168.56		
11	11104	N	Inspection Supervisor	23.1747	24.0504	24.9486	25.8244	26.7002	27.5762	28.4629	29.3276	30.2260	31.1016	31.9886		
B-3-2	11100	N	Police Corp/Detective	1853.98	1924.03	1995.89	2065.95	2136.02	2206.10	2277.03	2346.21	2418.08	2488.13	2559.09		
				4016.95	4168.74	4324.42	4476.23	4628.03	4779.87	4933.57	5083.45	5239.17	5390.94	5544.69		
				48203.38	50024.83	51893.09	53714.75	55536.42	57358.50	59202.83	61001.41	62870.08	64691.33	66536.29		
111	21108	E	Police Spec Svcs Superv	22.7928					27.6995					32.6062		
	21109	E	Police Spprt Svcs Superv	1823.42					2215.96					2608.50		
				3950.75					4801.25					5651.74		
				47409.02					57614.96					67820.90		
R11	11110	N	IT Supervisor	24.3335	25.2529	26.1960	27.1157	28.0352	28.9549	29.8860	30.7940	31.7372	32.6567	33.5880		
				1946.68	2020.23	2095.68	2169.26	2242.82	2316.39	2390.88	2463.52	2538.98	2612.54	2687.04		
				4217.81	4377.17	4540.64	4700.05	4859.43	5018.85	5180.24	5337.63	5501.11	5660.49	5821.92		
				50613.68	52526.03	54487.68	56400.66	58313.22	60226.19	62162.88	64051.52	66013.38	67925.94	69863.04		

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Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
112	21275	E	Airport Ops/ARFF Mgr	23.8034						29.1535						34.5037
C-4-1	21245	E	Auditor II	1904.27						2332.29						2760.30
	21268	E	Business Retn & Exp Mgr	4125.92						5053.28						5980.64
	21253	E	Code Compliance Superv	49511.07						60639.39						71767.70
	21274	E	Comm Dsgn & Redev Proj Admin													
	21269	E	Downtown/4th Street Manager													
	21261	E	Environ Program Manager													
	21266	E	Facilities Maintenance Manager													
	21276	E	Financial Systems Analyst													
	21252	E	Housing & Grants Administrator													
	21225	E	Human Resources Analyst													
	21201	E	Industrial Waste Supv													
	21207	E	Library Manager													
	21272	E	Marketing and PR Manager													
	21237	E	Stormwater Services Analyst													
	21262	E	Utilities Plan Reviewer													
	21271	E	Utilities Program Manager													
	21267	E	Visitor Center Manager													
	21270	E	Zoning Code Manager													
R12	21273	E	IT Analyst	24.9936						30.6113						36.2290
				1999.49						2448.90						2898.32
				4332.22						5305.96						6279.69
				51986.69						63671.50						75356.32

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13	11301	N	Police Sergeant	26.2511	27.1381	28.0362	28.9234	29.8328	30.7088	31.6069	32.4939	33.4033	34.2791	35.1774	36.0644	37.0074
C-4-2				2100.09	2171.05	2242.90	2313.87	2386.62	2456.70	2528.55	2599.51	2672.26	2742.33	2814.19	2885.15	2960.59
				4550.19	4703.94	4859.61	5013.39	5171.02	5322.86	5478.53	5632.28	5789.91	5941.71	6097.42	6251.16	6414.62
				54602.29	56447.25	58315.30	60160.67	62052.22	63874.30	65742.35	67587.31	69478.86	71300.53	73168.99	75013.95	76975.39
113	21338	E	Asst to City Mgr (Comm)	25.9142						31.7360						37.5577
	21324	E	Asst to City Mgr (Rl Est)	2073.14						2538.88						3004.62
	21326	E	Construction Manager	4491.79						5500.90						6510.00
	21354	E	Customer Service Manager	53901.54						66010.78						78120.02
	21319	E	Housing Planner													
	21333	E	Multi Modal Transportation Planner													
	21337	E	Neighborhood Planner													
	21349	E	Payroll Manager													
	21332	E	Permanent Affordability Administrator													
	21353	E	Sustainability Manager													
R13	21352	E	IT Administrator	27.2100						33.3227						39.4356
	21350	E	IT Manager	2176.80						2665.82						3154.85
				4716.40						5775.93						6835.50
				56596.80						69311.22						82026.05
114	21428	E	Asst to City Mgr (Risk)	29.4735						36.1036						42.7339
C-4-3	21438	E	Building Official	2357.88						2888.30						3418.71
	21433	E	Comp Planning Mgr	5108.74						6257.98						7407.21
	21437	E	Deputy Court Admin	61304.88						75095.70						88886.51
	21429	E	Facilities Mainenance Supt													
	21425	E	Field Service Manager													
	21443	E	Grants Manager													
	21419	E	Police Communications Manager													
	21444	E	Public Works Manager													
	21439	E	Tax License Revenue Manager													
	21426	E	Wastewater Treatment Mgr													
	21424	E	Water Production Manager													
	21436	E	Wildland Fire Manager													
	21432	E	Zoning Code Administrator													
R14	21441	E	IT Manager (Network)	30.9472						37.9089						44.8705
				2475.78						3032.71						3589.64
				5364.18						6570.88						7777.55
				64370.18						78850.51						93330.64

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115	21524	E	Assistant City Engineer	30.0911						37.3164						44.5415
C-5-1	21521	E	Comm Dsgn & Redev Mgr	2407.29						2985.31						3563.32
	21519	E	Current Planning Manager	5215.79						6468.16						7720.53
	21530	E	Economic Dev Manager	62589.49						77617.91						92646.32
	21527	E	Finance Manager													
	21513	E	Fire Battalion Chief (40)													
	21514	E	Fire Battalion Chief (56)													
	21517	E	Housing Manager													
	21518	E	Metropolitan Planning Org Mgr													
	21503	E	Police Lieutenant													
	21512	E	Stormwater Program Mgr													
	21528	E	Traffic Engineer													
R15	21529	E	IT Mgr (Systems & Apps)	33.1001						41.0480						48.9957
	21525	E	Utilities Engineering Mgr	2648.01						3283.84						3919.66
	21526	E	Water Resources Mgr	5737.35						7114.99						8492.59
				68848.21						85379.84						101911.06
16	21602	E	Capital Imp Engineer	32.2469						39.9830						47.7190
C-5-2				2579.75						3198.64						3817.52
116				5589.46						6930.38						8271.29
				67073.55						83164.54						99255.52

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17	21723	E	Airport Director	34.7619						43.6377						52.5134
D-6-1	21729	E	City Clerk	2780.95						3491.01						4201.07
117	21722	E	City Engineer	6025.40						7563.86						9102.32
	21714	E	Community Invstmnt Dir	72304.75						90766.31						109227.87
	21727	E	CVB Director													
	21724	E	Finance Director													
	21701	E	Library Director													
	15300	E	Magistrate (appointed)													
	21721	E	Planning Director													
	21726	E	Public Works Section Head													
	21707	E	Purchasing Director													
	21728	E	Recreation Svcs Director													
	21725	E	Revenue Director													
18	21805	E	Deputy Fire Chief	36.2888						45.5352						54.7814
D-6-2	21801	E	Deputy Police Chief	2903.10						3642.81						4382.51
118				6290.06						7892.75						9495.44
				75480.70						94713.01						113945.31
R18	21806	E	City Prosecutor	38.1034						47.8120						57.5205
	21804	E	Deputy City Attorney	3048.27						3824.96						4601.64
				6604.59						8287.41						9970.22
				79255.07						99448.96						119642.64
19				37.7710						47.4104						57.0495
D-6-3				3021.68						3792.82						4563.96
119				6546.97						8217.78						9888.58
				78563.68						98613.32						118662.96

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20			40.6004						51.5703						62.5400
E-8-1			3248.03						4125.62						5003.20
120			7037.40						8938.84						10840.27
			84448.83						107266.02						130083.20
21			42.8573						55.0678						67.2784
E-8-2			3428.58						4405.43						5382.27
121			7428.60						9545.10						11661.59
			89143.18						114541.13						139939.07
22			47.4159						60.9345						74.4530
E-8-3			3793.27						4874.76						5956.24
122			8218.76						10561.98						12905.19
			98625.07						126743.66						154862.24
23	22300	E Deputy City Manager	51.6685						66.3941						81.1195
E-9-1			4133.48						5311.53						6489.56
123			8955.87						11508.31						14060.71
			107470.48						138099.73						168728.56
26	22601	E City Manager	55.2755						71.8537						88.4319
F-10-2			4422.04						5748.30						7074.55
126			9581.09						12454.65						15328.20
			114973.04						149455.70						183938.35

CITY OF FLAGSTAFF 2912 PAY PLAN
2011-2012

			Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
8	10813	N Firefighter	13.4897	13.9950	14.5082	15.0135	15.5268	16.0319	16.5452	17.0585	17.5638	18.0772	18.6145		
B-2-4			1510.85	1567.44	1624.92	1681.51	1739.00	1795.57	1853.06	1910.55	1967.15	2024.65	2084.82		
208			3273.50	3396.12	3520.66	3643.28	3767.84	3890.41	4014.97	4139.53	4262.15	4386.73	4517.12		
			39282.01	40753.44	42247.88	43719.31	45214.04	46684.89	48179.62	49674.35	51145.79	52640.81	54205.42		
R29	10905	N Fire Engineer	15.0148	15.5872	16.1600	16.7410	17.3137	17.8863	18.4588	19.0400	19.6126	20.1767	20.7157		
B-2-5			1681.66	1745.77	1809.92	1874.99	1939.13	2003.27	2067.39	2132.48	2196.61	2259.79	2320.16		
			26165.79	27163.29	28161.49	29173.98	30172.01	31169.86	32167.54	33180.37	34178.22	35161.26	36100.56		
			43723.10	45389.93	47057.92	48749.79	50417.49	52084.91	53752.03	55444.48	57111.89	58754.55	60324.12		
13	11300	N Fire Captain	18.7509	19.3843	20.0259	20.6596	21.3092	21.9347	22.5763	23.2099	23.8597	24.4851	25.1267	25.7602	26.4339
C-4-2			2100.10	2171.04	2242.90	2313.88	2386.63	2456.69	2528.55	2599.51	2672.29	2742.33	2814.19	2885.14	2960.60
213			4550.22	4703.92	4859.62	5013.40	5171.03	5322.82	5478.52	5632.27	5789.95	5941.72	6097.41	6251.14	6414.63
			54602.62	56447.08	58315.42	60160.76	62052.39	63873.85	65742.19	67587.23	69479.45	71300.61	73168.95	75013.70	76975.52

CITY OF FLAGSTAFF
ADMIN ASSISTANT BROAD BAND
2011-2012

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B11	80101 N	Admin Assistant	10.8575	11.3924	11.9274	12.4623	12.9973	13.5322	14.0672	14.6021	15.1368
			868.60	911.39	954.19	996.98	1039.78	1082.58	1125.38	1168.17	1210.94
			1881.97	1974.68	2067.42	2160.13	2252.87	2345.58	2438.31	2531.03	2623.71
			22583.60	23696.19	24808.99	25921.58	27034.38	28146.98	29259.78	30372.37	31484.54

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B12	80102 N	Admin Assistant	12.4623	12.9973	13.5322	14.0672	14.6021	15.1368	15.6718	16.2068	16.7419
			996.98	1039.78	1082.58	1125.38	1168.17	1210.94	1253.74	1296.54	1339.35
			2160.13	2252.87	2345.58	2438.31	2531.03	2623.71	2716.45	2809.18	2901.93
			25921.58	27034.38	28146.98	29259.78	30372.37	31484.54	32597.34	33710.14	34823.15

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B13	80103 N	Admin Assistant	14.0672	14.6021	15.1368	15.6718	16.2068	16.7419	17.2767	17.8116	18.3466
			1125.38	1168.17	1210.94	1253.74	1296.54	1339.35	1382.14	1424.93	1467.73
			2438.31	2531.03	2623.71	2716.45	2809.18	2901.93	2994.63	3087.34	3180.08
			29259.78	30372.37	31484.54	32597.34	33710.14	34823.15	35935.54	37048.13	38160.93

CITY OF FLAGSTAFF
ADMIN SPECIALIST/COURT JUDICIAL SPECIALIST BROAD BAND
2011-2012

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B21	80201 N	Admin Specialist	14.2707	14.8378	15.4047	15.9719	16.5388	17.1058	17.6728	18.2398	18.8069
	80801 N	Court Judicial Speclst	1141.66	1187.02	1232.38	1277.75	1323.10	1368.46	1413.82	1459.18	1504.55
			2473.59	2571.89	2670.15	2768.46	2866.73	2965.01	3063.29	3161.57	3259.86
			29683.06	30862.62	32041.78	33221.55	34400.70	35580.06	36759.42	37938.78	39118.35

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B22	80202 N	Admin Specialist	15.9719	16.5388	17.1058	17.6728	18.2398	18.8069	19.3738	19.9409	20.5079
	80802 N	Court Judicial Speclst	1277.75	1323.10	1368.46	1413.82	1459.18	1504.55	1549.90	1595.27	1640.63
			2768.46	2866.73	2965.01	3063.29	3161.57	3259.86	3358.13	3456.42	3554.70
			33221.55	34400.70	35580.06	36759.42	37938.78	39118.35	40297.50	41477.07	42656.43

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B23	80203 N	Admin Specialist	17.6728	18.2398	18.8069	19.3738	19.9409	20.5079	21.0749	21.6420	22.2091
	80803 N	Court Judicial Speclst	1413.82	1459.18	1504.55	1549.90	1595.27	1640.63	1685.99	1731.36	1776.73
			3063.29	3161.57	3259.86	3358.13	3456.42	3554.70	3652.98	3751.28	3849.58
			36759.42	37938.78	39118.35	40297.50	41477.07	42656.43	43835.79	45015.36	46194.93

CITY OF FLAGSTAFF
AIRPORT OPERATIONS/ARFF SPECIALIST BROAD BAND
2011-2012

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B61	82101 N	Airport Ops/ARFF Spec	14.7087	15.5195	16.3304	17.1410	17.9520	18.7628	19.5735	20.3845	21.1952
			1176.70	1241.56	1306.43	1371.28	1436.16	1501.02	1565.88	1630.76	1695.62
			2549.51	2690.05	2830.60	2971.11	3111.68	3252.22	3392.74	3533.31	3673.83
			30594.10	32280.56	33967.23	35653.28	37340.16	39026.62	40712.88	42399.76	44086.02

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B62	82102 N	Airport Ops/ARFF Spec	17.1410	17.9520	18.7628	19.5735	20.3845	21.1952	22.0060	22.8169	23.6277
			1371.28	1436.16	1501.02	1565.88	1630.76	1695.62	1760.48	1825.35	1890.22
			2971.11	3111.68	3252.22	3392.74	3533.31	3673.83	3814.37	3954.93	4095.47
			35653.28	37340.16	39026.62	40712.88	42399.76	44086.02	45772.48	47459.15	49145.62

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B63	82103 N	Airport Ops/ARFF Spec	19.5735	20.3845	21.1952	22.0060	22.8169	23.6277	24.4385	25.2493	26.0602
			1565.88	1630.76	1695.62	1760.48	1825.35	1890.22	1955.08	2019.94	2084.82
			3392.74	3533.31	3673.83	3814.37	3954.93	4095.47	4236.01	4376.55	4517.10
			40712.88	42399.76	44086.02	45772.48	47459.15	49145.62	50832.08	52518.54	54205.22

CITY OF FLAGSTAFF
EQUIPMENT OPERATOR/MAINTENANCE WORKER BROAD BAND
2011-2012

			Zone 1									
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**
B81	81601 N	Equipment Operator	13.5971	14.2529	14.9090	15.5650	16.2208	16.8770	17.5328	18.1886	18.8447	19.5007
	81701 N	Maintenance Worker	1087.77	1140.23	1192.72	1245.20	1297.66	1350.16	1402.62	1455.09	1507.58	1560.06
			2356.83	2470.50	2584.23	2697.93	2811.61	2925.35	3039.02	3152.69	3266.41	3380.12
			28281.97	29646.03	31010.72	32375.20	33739.26	35104.16	36468.22	37832.29	39196.98	40561.46

			Zone 2									
Band	**Pos #**	**Position Title**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B82	81602 N	Equipment Operator	16.8770	17.5328	18.1886	18.8447	19.5007	20.1565	20.8125	21.4686	22.1245	22.7805
	81702 N	Maintenance Worker	1350.16	1402.62	1455.09	1507.58	1560.06	1612.52	1665.00	1717.49	1769.96	1822.44
			2925.35	3039.02	3152.69	3266.41	3380.12	3493.79	3607.50	3721.22	3834.91	3948.62
			35104.16	36468.22	37832.29	39196.98	40561.46	41925.52	43290.00	44654.69	46018.96	47383.44

			Zone 3									
Band	**Pos #**	**Position Title**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**	**Step 16**	**Step 17**	**Step 18**	**Step 19**	**Step 20**
B83	81603 N	Equipment Operator	20.1565	20.8125	21.4686	22.1245	22.7805	23.4363	24.0923	24.7483	25.4042	26.0602
	81703 N	Maintenance Worker	1612.52	1665.00	1717.49	1769.96	1822.44	1874.90	1927.38	1979.86	2032.34	2084.82
			3493.79	3607.50	3721.22	3834.91	3948.62	4062.29	4176.00	4289.71	4403.39	4517.10
			41925.52	43290.00	44654.69	46018.96	47383.44	48747.50	50111.98	51476.46	52840.74	54205.22

CITY OF FLAGSTAFF
SPECIALIST (NON-EXEMPT) BROAD BAND
2011-2012

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B31	80501 N	Inst/Electrical Spec	20.0195	20.8745	21.7294	22.5844	23.4393	24.2942	25.1491	26.0041	26.8592
	80601 N	Maintenance Spec	1601.56	1669.96	1738.35	1806.75	1875.14	1943.54	2011.93	2080.33	2148.74
	80701 N	Operations Spec	3470.05	3618.25	3766.43	3914.63	4062.81	4210.99	4359.18	4507.38	4655.59
	80301 N	Plant Specialist	41640.56	43418.96	45197.15	46975.55	48753.74	50531.94	52310.13	54088.53	55867.14
	80401 N	Water Services Spec									

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B32	80502 N	Inst/Electrical Spec	22.5844	23.4393	24.2942	25.1491	26.0041	26.8592	27.7139	28.5689	29.4238
	80602 N	Maintenance Spec	1806.75	1875.14	1943.54	2011.93	2080.33	2148.74	2217.11	2285.51	2353.90
	80702 N	Operations Spec	3914.63	4062.81	4210.99	4359.18	4507.38	4655.59	4803.74	4951.94	5100.13
	80302 N	Plant Specialist	46975.55	48753.74	50531.94	52310.13	54088.53	55867.14	57644.91	59423.31	61201.50
	80402 N	Water Services Spec									

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B33	80503 N	Inst/Electrical Spec	25.1491	26.0041	26.8592	27.7139	28.5689	29.4238	30.2788	31.1337	31.9886
	80603 N	Maintenance Spec	2011.93	2080.33	2148.74	2217.11	2285.51	2353.90	2422.30	2490.70	2559.09
	80703 N	Operations Spec	4359.18	4507.38	4655.59	4803.74	4951.94	5100.13	5248.33	5396.51	5544.69
	80303 N	Plant Specialist	52310.13	54088.53	55867.14	57644.91	59423.31	61201.50	62979.90	64758.10	66536.29

CITY OF FLAGSTAFF
ACCOUNTANT/PROCUREMENT SPECIALIST BROAD BAND
2012-2013

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
81801	B71	Accountant	41640.56	48438.62	55485.25
81111		Procurement Specialist			

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
81802	B72	Accountant	46677.07	53723.49	60769.90
81112		Procurement Specialist			

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
81803	B73	Accountant	51961.94	59008.35	71767.70
81113		Procurement Specialist			

CITY OF FLAGSTAFF
SPECIALIST (EXEMPT) BROAD BAND
2011-2012

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B41	81101 E	Laboratory Spec	41640.56	49120.45	56600.75	

			[redacted]	Zone 2			
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**	[redacted]
B42	81102 E	Laboratory Spec		47250.74	54730.83	62211.14	

			[redacted]	Zone 3		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B43	81103 E	Laboratory Spec		52860.70	60341.01	67820.90

CITY OF FLAGSTAFF
MANAGER BROAD BAND
2011-2012

				Zone 1			
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B51	81201	E	Planning Dev Manager	49511.07	60761.38	72011.26	
	81301	E	Project Manager				

				[redacted]	*Zone 2*			[redacted]
Band	**Pos #**		**Position Title**		**Min**	**Mid**	**Max**	
B52	81202	E	Planning Dev Manager		57949.01	69198.48	80448.78	
	81302	E	Project Manager					

				[redacted]	*Zone 3*		
Band	**Pos #**		**Position Title**		**Min**	**Mid**	**Max**
B53	81203	E	Planning Dev Manager		66386.11	77636.42	88886.51
	81303	E	Project Manager				

CITY OF FLAGSTAFF
ASSISTANT CITY ATTORNEY BROAD BAND
2011-2012

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R61	81401	E	Asst. City Attorney	64370.18	75755.47	87140.73

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R62	81402	E	Asst. City Attorney	72909.20	84294.50	95679.58

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R63	81403	E	Asst. City Attorney	81448.02	92833.10	104218.40

CITY OF FLAGSTAFF
SENIOR ASSISTANT CITY ATTORNEY BROAD BAND
2011-2012

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R71	81501 E	Sr. Asst. City Atty	65719.06	79710.38	93702.13

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R72	81502 E	Sr. Asst. City Atty	76212.03	90204.19	104195.73

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R73	81503 E	Sr. Asst. City Atty	86705.84	100697.79	114689.33

CITY OF FLAGSTAFF
DIVISION DIRECTOR BROAD BAND
2011-2012

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
B91	81901	Division Director	84448.83	104566.80	124685.18	

				Zone 2		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B92	81902	Division Director		99537.57	119655.74	139773.50

					Zone 3	
Band	**Pos #**	**Position Title**			**Min**	**Mid**	**Max**
B93	81903	Division Director			114626.10	134744.27	154862.24

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
R91	82001	Division Director (IT)	88683.50	109807.15	130931.42	

				Zone 2		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R92	82002	Division Director (IT)		104526.66	125650.30	146773.95

					Zone 3	
Band	**Pos #**	**Position Title**			**Min**	**Mid**	**Max**
R93	82003	Division Director (IT)			120369.39	141493.25	162617.31

CITY OF FLAGSTAFF
SKILL BASED PAY
2011-2012

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90101 N	MSW - Plant Technician	14.7087	16.2582	18.1107	19.9635	22.1304	24.6118	27.6209
	90201 N	MSW - Water Services Technician	1176.70	1300.66	1448.86	1597.08	1770.43	1968.94	2209.67
			2549.51	2818.09	3139.19	3460.34	3835.94	4266.05	4787.62
			30594.10	33817.06	37670.26	41524.08	46031.23	51192.54	57451.47

Lake Mary Water Treatment Plant

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90301 N	MSW - Laboratory	14.7087	16.2582	18.1107	19.9635	22.1304	24.6118	27.6209
	90401 N	MSW - Operations	1176.70	1300.66	1448.86	1597.08	1770.43	1968.94	2209.67
	90501 N	MSW - Maintenance	2549.51	2818.09	3139.19	3460.34	3835.94	4266.05	4787.62
			30594.10	33817.06	37670.26	41524.08	46031.23	51192.54	57451.47

RESOLUTION NO. 2012-20

A RESOLUTION ADOPTING THE BUDGET FOR FISCAL YEAR 2012-2013.

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on May 22, 2012 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 Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on May 22, 2012, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 19, 2012 and July 3, 2012, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

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

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced, or changed, are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2012-2013.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 5th day of June, 2012.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Rosemary Rosales
CITY ATTORNEY

ORDINANCE NO. 2012-09

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2013,

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2012-2013 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.7131 for the fiscal year ending on the 30th day of June, 2013. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of 0.8366 for the fiscal year ending June 30, 2013.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Effective Date. The tax levies imposed by this Ordinance shall take effect August 4, 2012.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 3rd day of July, 2012.

/s/ Gerald W. Nabours
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Rosemary Rosales
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:
City Hall-Gross square feet of assigned spaces.
Coconino Warehouse-Gross square feet of assigned space.
Cherry Building-Gross square feet of assigned space.
Single Use-Value of building utilized.

Equipment Use:
General-Actual depreciation of assets assigned.

Non-Departmental General Admin:
Fiscal-Total operating expenses less Transit.

Non-Departmental Employee Benefits:
Services-Personal services of units supervised or served.

Non-Departmental Insurance:
General Liability-Total operating expenses less Transit.
Auto Liability-Premium by department.
Property Liability-Premium by department.
Contractor Equipment-Premium calculation by item of equipment.
Employee Related-Number of full time equivalent positions served per department.
City Hall Insurance-Gross square feet of assigned space.
City Liability-Total operating expense less Transit.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:
Audit & Fiscal-Total operating expenses excluding Transit.

Council & Commissions:
Council-Total operating expenses less Transit.

City Manager:
City Administration-Personal services.
Deputy City Managers-Personal services of units supervised.
Public Information Officer-Personal services.
Real Estate-Level of Effort

City Clerk:
Agenda Process-Total operating expenses less Transit.
Records Management-Number of boxes stored.
Citywide support-Number of FTE's per department.
Public Records Requests-Direct to General Fund Other.
Liquor Licenses-Direct to General Fund Other.
Other Services-Total operating expenses less Transit.

City Attorney:
Civil Division-Total operating expenditures.
Council-Direct allocation to Council.

Human Resources:
Recruitment-Number of FTE's served, Police at 1.5.
Training/Benefits-Number of full-time equivalent positions served, excluding temporaries.

Risk Management:
Risk/Safety-Number of full-time equivalent positions served.
Claims-Total operating expenditures less Transit.

Management Services Administration:
Department Admin-Total operating expenditures.

Management Services Purchasing:
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditures of contracts administered.
Mail-Direct allocation to Mail Services.
Warehouse-Direct allocation to warehouse.

Management Services Warehouse:
Warehouse Services-Cost of items issued through warehouse.

Management Services Property Mgmt:
Property Management Services-Estimated effort spent on projects.

Non-Departmental Copy Center:
Copy Center Services-Actual copy center charges.

Information Systems:
General Support-Number of personal computers supported.
GIS-Level of effort.

Finance:
Accounting/Budget-Total operating expenditures.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Grants-Number of grants.

Sales Tax & Licensing:
Collections-Estimated level of effort provided by Collections.
Accounts Receivable-Estimated level of effort provided by Accounts Receivable.
Transportation Returns-Benefitting programs
General Returns-Allocation to General Fund-Other.
Customer Service Supervision-Direct to Customer Service.

Public Works Administration:
Administration-Estimated level of effort.
Project Manager-Estimated level of effort.

Facilities Maintenance:
City Hall Custodial-Gross square feet of assigned space.
General Maintenance-Work Order cost per division.
City Hall Maintenance-Gross square feet assigned.
Cherry Building Maintenance-Gross square feet assigned.
Milligan House-Direct allocation to Tourism.
Rio Properties-Direct allocation to City Attorney.
Phoenix Building-Direct to General Fund Other.

Fleet Services:
Services-Labor charges for services provided.

Customer Services:
City Support-Total expenditures excluding Transit, Utilities, Stormwater, Airport, and Environmental Services.
Deposit Assistance-Number of cash receipts transactions processed.
Enterprise-Actual revenue of Utilities, Environmental Services, and Stormwater.
Field Reading-Direct allocation to Utilities.
Mail Room-Actual postage charges.
Copy Center-Actual copy charges.

Community Development Admin:
Department Administration-Level of effort provided.
Administrative Assistant-Level of effort provided.

Community Improvements:
Administration-Level of administrative effort.
Traffic-Direct allocation to Highway User.

Community Investments:
Planning/Redevelopment Services-Total operating expenses less Transit.

Contributions:
United Way-Total operating expenditures less Transit.

GLOSSARY

ACCRUAL BASIS OF ACCOUNTING – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of 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.

BUDGET MESSAGE – The opening section of the budget that 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.

CAPITAL – Those items valued over $5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY ENRICHMENT DIVISION – Refers to the following group of Sections: Flagstaff City-Coconino County Public Library and Recreation Services.

COMMUNITY DEVELOPMENT DIVISION – Refers to the following group of Sections: Capital Improvement, Metropolitan Planning Organization, Community Development Administration, Planning and Development, Engineering, and Housing.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

ECONOMIC VITALITY DIVISION – Refers to the following group of Sections: Community Investment, Airport, Arts and Science, Beautification General Administration, Convention and Visitors Bureau, and Visitor Services.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation, sets this limit.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GENERAL ADMINISTRATION DIVISIONS – Refers to the following group of Sections: City Manager, Human Resources, Risk Management, City Attorney's Office, Information Technology, Real Estate and Flagstaff Municipal Court.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

MANAGEMENT SERVICES DIVISIONS – Refers to the following group of Sections: Customer Service, Purchasing, Tax, Licensing and Revenue, and Finance and Budget.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Sections: Council and Commission, Contributions to Other Agencies, Non-Departmental, and NAIPTA.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

POLICE DIVISION – Refers to both Police and Police Grant Sections.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PUBLIC WORKS DIVISION – Refers to the following Sections: Public Works Administration, Parks, Fleet Services, Cemetery, Facility Maintenance, Street, Environmental Services, and Sustainability and Environmental Management.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

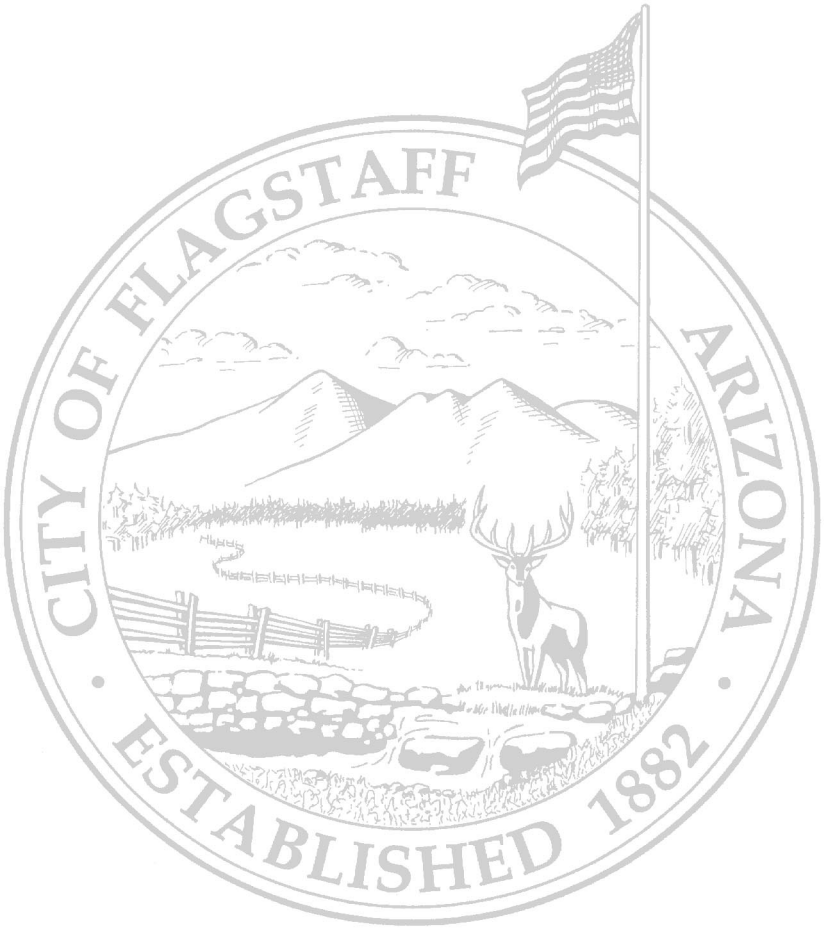
STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each $100 of assessed valuation.

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

UTILITIES DIVISION – Refers to the following Sections: Utilities Administration, Lake Mary Water Treatment Plant, Water Distribution, Booster Stations, Wildcat Wastewater Treatment Plant, Wastewater Collection, Industrial Waste, Rio De Flag Reclaim Plant, and Stormwater.



ACRONYMS

Acronym	Description
4FRI	Four Forest Restoration Initiative
ACA	Arizona Commerce Authority
ACA	Arizona Court Association
ACJC	Arizona Criminal Justice Commission
AD&D	Accidental Death & Dismemberment
ADA	Americans with Disabilities Act
ADC	Alternate Daily Coverage
ADEM	Arizona Division of Emergency Management
ADEQ	Arizona Department of Environmental Quality
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
AED	Automated External Defibrillators
AEP	Achievement of Excellence in Procurement
AIP	Airport Improvement Program
ALS	Advance Life Support
APP	Aquifer Protection Permit
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
AWD	All Wheel Drive
AZHLS	Arizona Homeland Security
BBB	Bed, Board, and Beverage Tax
BLS	Basic Life Support
BMX	Bicycle Motocross
BNSF	Burlington Northern Santa Fe Railroad Company
BOR	Board of Realtors
BPAC	Beautification and Public Art Commission
BRT	Bus Rapid Transit
CACC	Court Automation Coordinating Committee
CAFR	Comprehensive Annual Financial Report
CAPPO	California Association of Public Procurement Officers
CART	Child Abduction Response Team
CBSD	Chevelon Butte School District
CCC	Coconino Community College
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan/Projects
CISM	Crisis Incident Stress Management
CJCC	Criminal Justice Coordinating Council
CJI	Criminal Justice Integration
CMMS	Computerized Maintenance Management System
CMS	Case Management System
COMPSTAT	COMPuter STATistics / COMParative STATistics
COPS	Community Oriented Policing Services
COT	Commission on Technology
CTC	Computer Training Center
CVB	Convention and Visitor Bureau
CY	Calendar Year
CY	Cubic Yards
DARE	Drug Abuse Resistance Education
DBM	Decision Band Method
DES	Department of Economic Security
DHS	Department of Homeland Security

ACRONYMS

Acronym	Description
DNS	Domain Name System
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
DPS	Department of Public Safety
DRB	Development Review Board
DRIP	Drainage Improvement Project
DUI	Driving Under the Influence
EAP	Employee Assistance Program
ECE	Environmental Code Enforcement
ECONA	Economic Collaborative of Northern Arizona
EDA	Economic Development Commission
EDMS	Electronic Document Management System
EFCL	East Flagstaff Community Library
ERT	Electronic Receiver/Transmitters
ERU	Equivalent Rate Unit
ESL	English as a Second Language
FAA	Federal Aviation Administration
FAPPO	Florida Association of Public Procurement Officers
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FFD	Flagstaff Fire Department
FFV	Flexible Fuel Vehicle
FHA	Flagstaff Housing Authority
FHWA	Federal Highway Administration
FMPO	Flagstaff Metropolitan Planning Organization
FPL	Flagstaff Public Library
FRAPPA	Flagstaff Retail Asset Protection Program
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GCCL	Grand Canyon Community Library
GFOA	Government Finance Officers Association
GIITEM	Gang and Immigration Intelligence Team Enforcement Mission
GIS	Geographic Information System
GF	General Fund
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GOHS	Governor's Office of Highway Safety
GSA	Government Services Administration
HCCC	High Country Conference Center
HHPCC	Household Hazardous Products Collection Center
HOA	Home Owners Association
HPC	Hazardous Product Center
HR	Human Resources
HRA	Health Risk Assessment
HRIS	Human Resource Information Services
HSIP	Highway Safety Improvement Project
HUD	Housing and Urban Development

ACRONYMS

Acronym	Description
HURF	Highway User Revenue Fund
IACP	International Association of Chiefs of Police
ICM	Institute for Court Management
IDS	Interdivisional Staff
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
ISM	Institute of Supply Management
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
IWS	Industrial Waste Services
JCEF	Judicial Collection Enhancement Fund
LEAF	Law Enforcement Administrative Facility
LED	Light Emitting Diode
LID	Low Impact Development
LGIP	Local Government Investment Pool
LJC	Limited Jurisdiction Court
LJCAA	Limited Jurisdiction Court Administrators Association
LJCMS	Limited Jurisdiction Case Management System Development Group
LLEBG	Local Law Enforcement Block Grant
LM	Lake Mary
LMWTP	Lake Mary Water Treatment Plant
LSTA	Library Services and Technology Act
LTAF	Local Transportation Assistance Funds
MBPS	Megabit per Second
METRO	Northern Arizona Street Crimes Task Force
MFC	Municipal Facilities Corporation
MIS	Management Information Systems
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MRO	Medicaid Rehab Option
MSW	Municipal Solid Waste
NABA	Northern Arizona Builders Association
NACASA	North Country Center Against Sexual Assault
NACET	Northern Arizona Center for Entrepreneurship And Technology
NACOG	Northern Arizona Council of Government
NAEP	National Association of Educational Procurement
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAPEBT	Northern Arizona Public Employees Benefit Trust
NASPO	National Association of State Procurement Officials
NAU	Northern Arizona University
NAZ	Northern Arizona
ND	Non-Departmental
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NPI	National Purchasing Institute
NSF	Non-Sufficient Funds
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
OT	Overtime
P3	Public Private Partnership
P-CARD	Procurement Card
PARA	Planning Assistance for Rural Areas
PC	Personal Computer

ACRONYMS

Acronym	Description
PHAS	Public Housing Assessment System
PFC	Passenger Facility Charge
PIO	Public Information Officer
PL	Refers to Metropolitan Planning Funds
PL	Public Library
PMO	Property Maintenance Ordinance
POPTAC	Population Technical Advisory Committee
POTW	Publicly Owned Treatment Works
PPA	Power Purchase Agreement
PR	Public Relations
PRV	Pressure Reduction Valve
PSPRS	Public Safety Personnel Retirement System
PSSP	Public Safety Stabilization Program
REVPAR	Revenue per Available Room
RFP	Request for Proposal
RICO	Racketeer Influenced and Corrupt Organizations Act
RMT	Repetitive Motion Therapy
ROPE	Repeat Offender Program Enhancement
ROSS	Resident Opportunities and Self-Sufficiency
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SAN	Storage Area Network
SCADA	Supervisory and Control Data Acquisition
SCIP	Sustainable Community Indicators Project
SEDI	Sustainable Economic Development Initiative
SEED	Sustainable Entrepreneurial Economic Development
SEFA	Schedule of Expenditures of Federal Awards
SEMAP	Section Eight Management Assessment Program
SEMS	Sustainability and Environmental Management Section
SID	Special Improvement District
SIT	Self Insurance Trust Fund
SPR	Statewide Planning and Research
SRO	Single Room Occupancy
SRO	School Resource Officer
SSB	Solids Storage Basin
SSS	Student Support Services
STP	Surface Transportation Program
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCPF	Traffic Citation Progressive Fund
TCPL	Tuba City Public Library
TXPPA	Texas Public Purchasing Association
USACE	United Stated Army Corp of Engineers
USDOJ	United States Department of Justice
USFS	United States Forest Service
USGS	United States Geological Survey
VASH	Veterans Affairs Supported Housing
VC	Visitor Center
VHF	Very High Frequency
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WIFA	Water Infrastructure Financing Authority
WPL	Williams Public Library

The **Inner Basin Pipeline Project** is made possible through the following partnerships:

U.S. DEPARTMENT OF AGRICULTURE, FOREST SERVICE
U.S. DEPARTMENT OF THE INTERIOR, FISH AND WILDLIFE SERVICE
FEDERAL EMERGENCY MANAGEMENT ADMINISTRATION
ARIZONA DEPARTMENT OF EMERGENCY MANAGEMENT
ARIZONA GAME AND FISH DEPARTMENT
TRANSWESTERN PIPELINE COMPANY
HUNTER CONTRACTING COMPANY
JACOBS ENGINEERING
SHEPARD WESNITZER, INC.

City of Flagstaff
211 West Aspen Avenue
Flagstaff, Arizona 86001

flagstaff.az.gov