









City of Flagstaff
Annual Budget and Financial Plan
2013-2014

In Remembrance

VALERIE HERNANDEZ



On Sunday April 21, 2013, the most wonderful, kind and loving person ever known to many of us left this world way too early. Valerie Hernandez passed away due to medical complications. Val was the Communications Manager for the Flagstaff Police, Sheriff, and Fire 911 center.

Valerie began her service to the citizens of Flagstaff in the Police Records Section in 1991. She transferred into the Communications Section in 1993, and promoted to Dispatch Lead worker in 1999. In 2011 Val was promoted to Communications Manager. Val's dedication to her community and profession has been noted by the numerous commendations she has received over the years. Her infectious smile and sense of humor will be missed by all.

PEGGY LEE



On December 6, 2012 a very special friend and coworker, Peggy Lee, passed away. Her premature passing will leave a void in many people's lives. Peggy's laugh, wit, humor, compassion and directness will be fondly remembered and missed. Flagstaff was her home and she loved her family, friends and community. Peggy was athletic, including being a long-time player and sponsor in the City Slo-Pitch league. In addition, she coached and was the Commissioner for the AYSO for many years. She enjoyed playing golf, bowling, raising dogs, and traveling.

Peggy graduated from Flagstaff High School, and then from Northern Arizona University. She had a long career in public service, including her employment with the Coconino County Attorney's office, as well as the City of Flagstaff. Peggy began work at the City in 1990. She demonstrated professionalism, warmth and humor throughout her career. Her positions included working in the Flagstaff City Attorney division, being the Deputy Court Administrator for the Flagstaff City Court, and assisting citizens, guests and employees as the Deputy Clerk. Her contributions to the City will be remembered for many years.

On the Cover: Throughout the book, and on both covers, are images depicting the Flagstaff area and the impact of fire on the wildlife, landscape, water, citizens and visitors to Flagstaff. The Watershed Protection Project serves to prevent catastrophic flood damage to the City, and to protect the City's 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.

Annual Budget and Financial Plan

Fiscal Year 2013-2014
City of Flagstaff, Arizona

CITY COUNCIL

Jerry Nabours, Mayor
Coral Evans, Vice-Mayor
Celia Barotz
Karla Brewster
Jeff Oravits
Scott Overton
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
Stephanie Smith, Exec Asst to City Manager

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, 2012. 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 synopsis of the resource allocation priorities established by the City Council.

Budget Overview - The overview provides an overview 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 related 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.

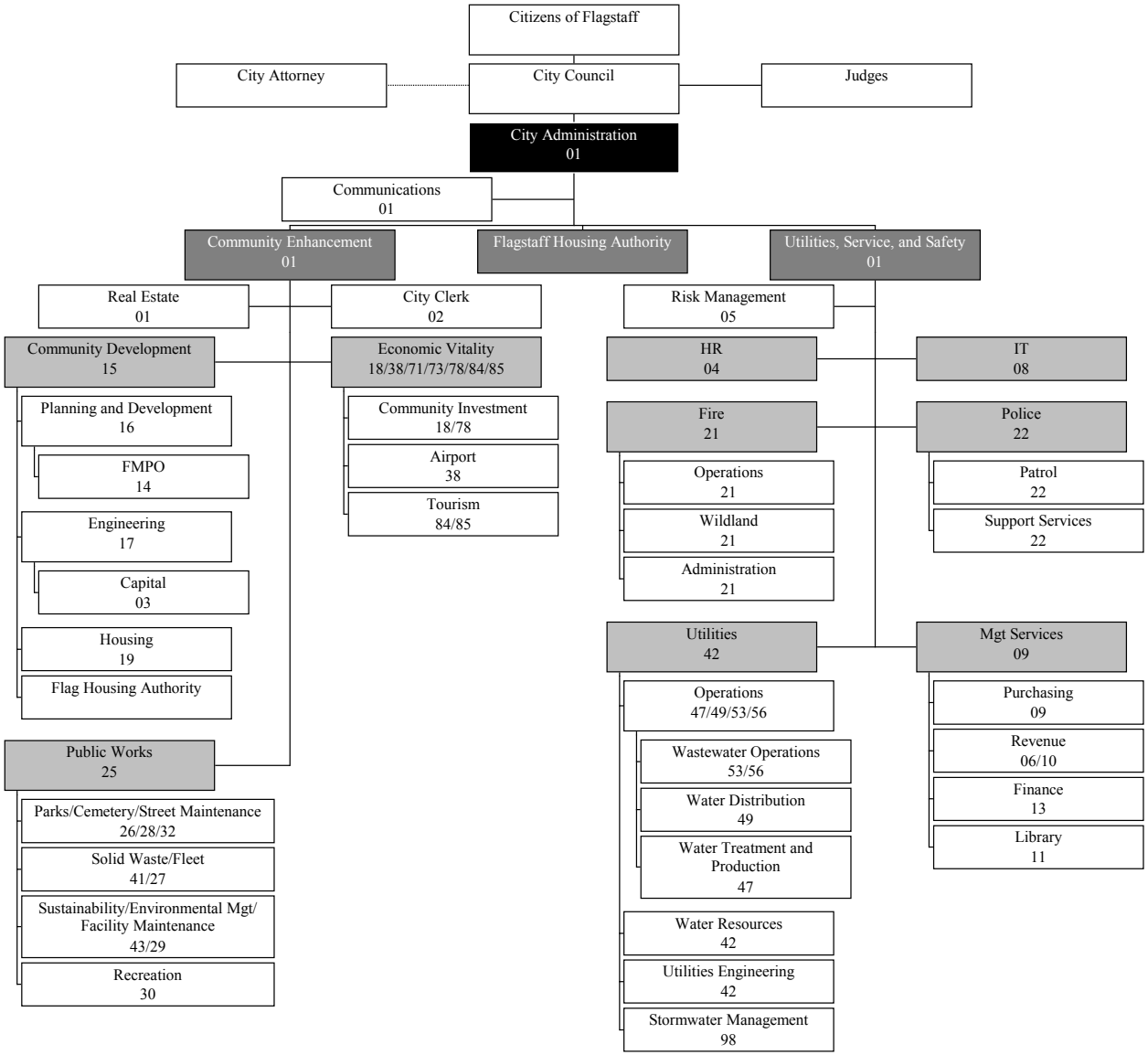
Community Profile - The profile provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical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

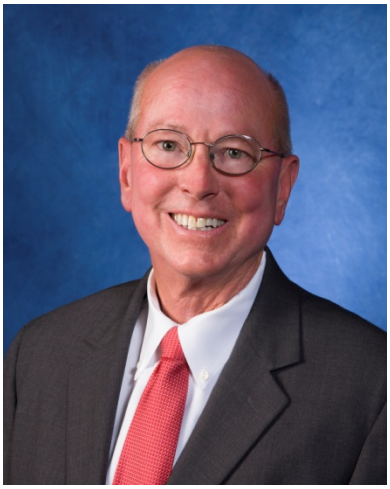


CITY OF FLAGSTAFF



City Council

Mayor Jerry Nabours



"My goal is to make Flagstaff a great place to do business, to live and to raise children. I want to make every other city jealous!" So says Jerry Nabours, Flagstaff's Mayor.

Jerry has been an attorney in Flagstaff for 38 years. Much of his practice brought him to City Hall. He is well experienced in land development, zoning, construction and business issues. Jerry has been president of the Northern Arizona Building Association and served six years on the board of directors of the Chamber of Commerce. He retired from law and was elected Mayor in 2012.

Jerry has been recognized for his service with civic organizations such as the Lions Club, Goodwill Industries, SunSounds, Paws to Read and others.

He has been married to Barbara for 34 years and they raised two children in Flagstaff. Both Jerry and Barbara are natives of Arizona and graduates of Northern Arizona University.

Vice-Mayor Coral Evans



Vice-Mayor Coral Evans was elected to her second four-year term in May, 2012. She is the third generation of her family to live in Flagstaff. Her family (the Dorsey's) has been an active part of the Flagstaff & greater Northern Arizona community since the early 1900's. In addition to serving on Council, Coral is the Executive Director of a nonprofit organization (the Sunnyside Neighborhood Association of Flagstaff, Inc.). Presently Coral is pursuing a Ph.D. in Education with an emphasis in sustainability; she holds a master's degree in Business Administration and a bachelor's degree in Business Management. Coral is certified nationally in workforce development and public participation practices and is a graduate of the Flagstaff Leadership Program. Coral is a Flinn-Brown Foundations Center for Civic Leadership Fellow.

Coral's recognitions include the Chamber of Commerce Athena Award, the United Way of Northern Arizona Community Builder Award and the Soroptimist's Women of Distinction Award for Economic & Social Development. In 2011 Coral was recognized as a "Rising Star" by Arizona's List.

Coral believes in a balanced approach to the stewardship of community resources and is passionate about creating opportunities that allow for civic engagement, civil discord, community revitalization and genuine sustainability and advancement for Flagstaff citizens.

Councilmember Celia Barotz



Councilmember Celia Barotz was elected to the Flagstaff City Council for a four-year term in May 2010 and served as Vice Mayor from 2010 to 2012. Celia's seven years of experience on a wide variety of local boards and commissions, including the Coconino County Planning and Zoning Commission, City of Flagstaff Planning and 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, provided a solid foundation for elected office. In her first two years on Council, Celia was the Council representative on the Flagstaff City-Coconino County Public Library Board and Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA). Currently, Celia is the Council representative on the Flagstaff Cultural Partners Board of Directors and the City of Flagstaff Audit Committee, and serves as the Chair of the Board of Directors of NAIPTA. Celia has a keen interest in the areas of land use and zoning and open space preservation.

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 a real estate investment portfolio and has a consulting business. She 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 loves to explore the Flagstaff Urban Trail System, hike with her dog Bailey in the forests around Flagstaff, knit and weave pine needle baskets, and practice yoga.

Councilmember Karla Brewster



Karla Brewster was re-elected to the Flagstaff City Council in May 2012. She was first elected in May 2008.

A native of Oregon, Karla lived most of her life in the Phoenix area until moving to Flagstaff in 1998, where she enjoys our diversity, friendly people and beautiful community.

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, and alternative energy sources. She believes that a community that doesn't move forward in economic development and redevelopment through encouraging businesses to locate or expand in Flagstaff will lose what they value about Flagstaff, as those biking, hiking trails, open spaces, and parks require funding through our tax base. Our quality of life, our sense of place in Flagstaff for today and for the future depends upon economic growth that allows citizens to earn a living wage here.

In addition, Karla has 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, K - 8 and at the community college level, and served at John C. Lincoln hospital as an administrative assistant in the volunteer services program. Karla works at Northern Arizona University. She is the president of the Democratic Women of Northern Arizona, past president 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 Jeff Oravits



Jeff Oravits was elected to a four-year term on the Flagstaff City Council in May, 2012.

Jeff has extensive business experience in the Flagstaff community. He is the co-owner of Flagstaff4Lease.com which leases commercial and residential properties throughout Flagstaff. He has founded several successful companies including a construction company, multi-media company and a real estate investment firm. Jeff relies on this experience in his role on the City Council, working to ensure that taxpayer resources are used ethically and spent conservatively.

Jeff is actively involved in the community and served as chair of the Flagstaff Water Commission, as a member of the Community & Economic Development Committee and on the Fourth Street Steering Committee. He has also served on the Storm Water Advisory Committee and various other organizations over the years.

Jeff has been married to Angela for 15 years and has 2 young daughters and a son and is proud to call Flagstaff home for over 23 years

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 Mark Woodson



Mark Woodson was appointed to fill a vacancy on the City Council in February 2012. His term ends in November 2014.

Mark serves as the Council representative to the Northern Arizona Council of Government (NACOG), the Flagstaff Metropolitan Planning Organization (FMPO), Vice-chair of the Coconino Plateau Water Advisory Council (CPWAC), and Rural Transportation Advisory Council (RTAC).

Mark and his family moved to Flagstaff in 1986, to become the City Engineer and worked for the City until 1993. Upon leaving the City, he started his own business, Woodson Engineering and Surveying which provides planning, surveying and civil engineering services to both public and private clients throughout the southwest.

Very active in the Flagstaff community, Mark 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.

Mark received his Bachelor of Science in Civil Engineering and an MBA from the University of Arizona in Tucson. Mark is a licensed civil engineer and land surveyor.

Mark has been married to Guadalupe (Lupe) Woodson for 34 years and they've raised 4 children in Flagstaff.

CITY COUNCIL AND MANAGEMENT PRIORITIES

FY 2014 Council Priorities are as follows:

- Repair, replace, maintain infrastructure (streets & utilities)
- Fund existing and consider expanded recreational services
- Address Core Services Maintenance Facility
- Complete Rio de Flag
- Retain, expand, and diversify economic base
- Complete Water Policy
- Review financial viability of pensions
- Review all commissions
- Zoning Code check in and analysis of the process/implementation
- Develop an ongoing budget process

Regional Plan (2001) Priorities are as follows:

- Land Use
- Commercial Development
- Industry and Employment
- Housing and Neighborhoods
- Cost of Development
- Transportation
- Open Space, Parks, Recreation and Trails
- Community Character and Design
- Natural and Cultural Resources and the Environment (includes Water Resources)
- Community Facilities and Services (includes Public Safety)

Other Management Priorities are as follows:

- Effective Governance
- Resiliency and Preparedness Efforts

City of Flagstaff

June 18, 2013

Dear Mayor and Council,

How we spend the public's money is our most important business. Every year we are challenged with more demands for public services than our resources enable. However, FY14 might be the most challenging we have seen in the last five years as we deal with the lingering effects of the Great Recession and pent up demand for municipal services. Due to a robust process, good discussion and debate, and some difficult choices, this budget accomplishes some lofty goals.

The Goals

In July of 2012, the Council identified its goals and objectives for the next two years. Chief among those were maintaining quality infrastructure. At the November Budget Retreat, staff presented information on infrastructure planning. We looked at Fleet, Facilities, Streets, Utilities, Airport, Stormwater and Parks. To fully understand how to maintain the City's critical infrastructure, we framed our assessment of the City's projected infrastructure needs in three distinct ways.

GOAL: Maintain the Current Condition of our Critical Infrastructure – Stop the Bleeding

First, we asked, "If we keep funding this component of infrastructure at the FY13 level, will the condition of the infrastructure get better, worse or remain the same?" In no instance would the condition of the infrastructure get better. In most instances, the condition would get worse. In other words, the municipal corporation patient was bleeding. So we then asked, "What will it cost to stop the bleeding and maintain the current condition of our infrastructure?" The answer is $1.6 million in ongoing dollars across all funds including $390,000 in the General Fund. However, this number did not include pavement preservation. That added an additional $26 million in ongoing dollars.

GOAL: Upgrade the Condition of our Critical Infrastructure – Close the Gap

To better understand our targets for infrastructure, we asked, "Once we stop the bleeding and maintain the current condition, what will it cost to upgrade the City's critical infrastructure to the generally accepted standard?" Combining both one-time and ongoing dollars, the answer was an intimidating $135 million, including almost $52 million in street construction and $9 million in the General Fund.

GOAL: Maintain the Upgraded Condition of our Critical Infrastructure – Maintain

Lastly, we asked, "If we were to achieve the generally accepted standard, what will it cost annually to maintain the infrastructure component at that target condition while also stopping it from failing back into disrepair?" That answer was $8 million City-wide including approximately $4.3 million in street construction and $750,000 per year in the General Fund.

At the conclusion of that November 2012 retreat, Council and Management established goals of "stopping the bleeding" first; building capacity in the budget to "maintain" infrastructure at the desired condition second, and then finding the dollars to bring infrastructure up to the standard—"close the gap"-third.

From November until February, Council engaged in a series of mini budget retreats to learn more about specific City services and determine if there was any Council desire to shift service levels or eliminate services entirely to help accomplish these goals. There was great discussion and inquiry; however, there were no obvious areas that a Council majority desired to eliminate. Further, there was a Council consensus that employee compensation issues were a priority and needed to be addressed. Updated salary survey information demonstrated that City employees were, on average, 11% below the market average. Moreover, while pay cuts had been restored in April 2012, no raises had been awarded since 2009 during which time employee health insurance and retirement contributions had risen and health insurance benefits had decreased.

GOAL: Address Employee Compensation

At the February Budget retreat I presented the goal of a 3.2% market adjustment for all employees. This required approximately $1.5 million across all funds, including $1.2 million in the General Fund.

Therefore, the goals of "Stop the Bleeding" and "Address Employee Compensation" set a combined target of $1.6 million in the General Fund in addition to any other possible funding towards pavement preservation (streets). Council has met this goal, plus appropriated another $1 million in ongoing dollars and another $1.45 million in one-time dollars for street repairs which is approximately a 210% increase in funding over the FY13 level. The overall cost of meeting the infrastructure and compensation goals is $2.6 million in on-going dollars in the General Fund.

Other Considerations

Also at the February retreat, Council expressed a desire to see a balanced approach towards funding these goals among: budget cuts, re-allocations across funds, and new revenues. Lastly, Council agreed to explore, within a larger transportation context, more significant revenue increases to address the large one-time amount necessary to bring the condition of Flagstaff streets up to a generally accepted standard.

The Starting Point

From a revenue perspective, the City can firmly say that we are back in a growth situation. That is the good news. The bad news is the revenue growth is barely outpacing the inflationary growth of key expenditures. Let us review:

General Fund and Highway User Revenue Fund (HURF)

Revenue projections show that local sales tax (1%) will generate approximately $1,080,000 in new dollars in FY14.

Initial state shared sales, income and auto taxes anticipated $80,000 in growth. Revised income tax projections added another $450,000.

Revenue from building permits is expected to grow by $315,000.

That's $1,925,000 in new revenue. This revenue would be very helpful in achieving the aforementioned goals, except the inflationary growth in fixed costs.

City (employer) contributions to pensions for public safety personnel are expected to increase $555,000 in FY14. City contributions to non-public safety employees are also expected to increase $55,000. Participation in these state pension plans is mandatory. Furthermore, neither employers, such as the City, nor employees control the benefits or the contribution levels. These are set by the State Legislature and administered primarily by State boards.

Obligations associated with the FY13 "triggers", including a 0.6% increase in pay and bringing the “job families” that were more than 25% below the market to 20% below the market, will cost a combined $400,000.

Health insurance increases from FY14 are budgeted at $110,000 more than FY13.

Workers compensation premiums increased $152,000. Additionally, property and casualty insurance is expected to increase another $211,000.

General Fund utility increases came in around $20,000 and were offset with adjustments to other utility accounts.

This leaves a starting point of approximately $442,000 to address the above listed $2.6 million infrastructure and employee compensation goals, or a $2.2 million deficit.

HURF revenues are expected to increase $400,000 due to a reduced State sweep. There is also a potential for an additional $200,000 in LTAF funding. Rezones in Streets total $40,000. This results in a starting point of $560,000.

BBB

The Bed Board and Beverage (BBB) tax continues to see growth. Aggressive efforts to stimulate our tourism industry at the very start of the recession have paid off as our reductions in BBB tax collections were minimal and short-lived. BBB revenues are expected to grow by 5% over last year's budgeted amounts.

This means new revenue in the Arts & Sciences (7.5%), Beautification (20%), Economic Development (9.5%), Recreation (30%), and Tourism (33%) fund allocations.

In most cases, the 5% growth more than pays for a 3.2% compensation increase for employees who work in these funds and the associated increase in infrastructure costs needed to "stop the bleeding." This leaves some capacity for additional expenses.

While the BBB funds are prohibited from transferring dollars to the General Fund to pay for non BBB related expenditures (like Police, Fire or Community Development), there are General Fund expenditures that could be transferred to different BBB funds. I will refer later to this as "fund re-allocation."

Library Fund

The Library Fund is somewhat complicated because it serves as the fiscal agent for Flagstaff and all County libraries. There is a Library District property tax that all Coconino County residents pay (including those who live inside the Flagstaff city limits). The Flagstaff libraries (Main and the East Flagstaff Branch) are funded 67% with district funds and supplemented with 33% General Fund dollars.

County libraries are broken into two groups under our system: Branches and Affiliates. Branch libraries (Tuba City, the Jail, Grand Canyon, Havasupai, Forest Lakes and the Bookmobile) are funded entirely with District money but show up in the approximately $3.5 million Library budget because they are managed by the Main Library. County Affiliate libraries (Fredonia, Supai, Page, Sedona, Williams and the County Law Library) are separate entities and while their funding passes through the City, they have zero impact on the Flagstaff budget.

The Flagstaff and County Branch libraries face a very difficult revenue starting point. The assessed value for the Library District dropped 13%. This means, if the property tax rate is held constant, the revenue will drop approximately $670,000 in FY14 versus FY13. This equates to about a $340,000 drop in revenue for Flagstaff libraries and a $330,000 drop in revenue for the County Branch libraries.

On the expenditure side, the Library starts the fiscal year with a $30,000 deficit due to funding needs for fleet infrastructure replacement. Additionally, the Library has undergone a two year evaluation of its employee classification and organizational structure. In short, this evaluation found a number of employees were not properly classified and the overall organizational structure was extremely outdated. To correct both of these deficiencies will require $172,000 in additional ongoing dollars. The cost of the employee market adjustments equals

approximately $60,000. Together, this totals $262,000 in new expenditures on top of a $340,000 revenue decrease for a total starting point of negative $602,000.

Environmental Services

There are two principal programs in the Environmental Services Fund--Solid Waste and Sustainability and Environmental Management Section (SEMS). FY14 will mark the split of these two programs into different funds as they have unique revenue sources. Therefore, I will treat them as two separate entities for the purposes of balancing revenues against expenditures.

Solid Waste: Solid Waste anticipates $59,700 in new revenues attributed to increased tonnage and rates associated with the landfill. In addition, Solid Waste anticipates salary savings in the amount of $70,500. The cost of providing the employee compensation market increases and infrastructure budgeted expenses also total $118,200. With the separation of these two principal programs, the Hazardous Products Center (HPC), which is currently funded in the SEMS budget, will be fully funded out of the Solid Waste budget. The purpose of the HPC, located at the landfill facility, is to divert hazardous waste from entering the landfill. This facility and the services it provides drastically reduce additional clean-up and monitoring costs in future years. The cost of the HPC is approximately $225,000 per year. It is off-set by $65,000 in revenue generated by the HPC. (Net $160,000 cost to operate.) Additionally, the separation of SEMS from Solid Waste also separates the indirect charges. This equals approximately $80,000. Therefore, Solid Waste starts with an $80,000 deficit. As an operational note, SEMS will continue to administer the HPC program.

SEMS: SEMS revenue comes from the $4 per month Environmental Management Fee collected on City utility bills. There is no anticipated growth associated with this revenue source but will show a $21,500 deficit. However, with the separation from Solid Waste, SEMS will not be burdened with the $160,000 in operating costs associated with the HPC. Before that $160,000 is re-allocated within SEMS, the section will need to pay a share of indirect costs (i.e. their proportionate share of administrative overhead such as legal, human resources, information technology, etc.) that totaled $76,365. They will also need to cover the cost of the employee compensation market increases which equal approximately $20,000. This leaves a starting point of $40,000 to the positive.

Utilities

The Utilities Division manages two funds: Water/Wastewater/Reclaim (WWR) and Stormwater. The WWR Fund will experience a $518,000 increase in revenues associated with its growth in new customers and a rate increase that went into effect January 1, 2013. However, the $518,000 increase in revenues was already budgeted for capital and operational increases in the five year plan. The WWR starts with a $120,000 deficit in order to accomplish the 3.2% market adjustment.

Stormwater

Stormwater is anticipated to receive $25,500 in additional revenue associated with growth in new customers. The cost of the market increases is $12,000. Therefore Stormwater has some capacity for additional expenditures as its starting point.

Flagstaff Housing Authority

The FHA faces a very challenging year due to sequestration at the federal level. FHA's funds come almost entirely from HUD and rents collected. With sequestration at the federal level, FHA is receiving HUD funding at 69% of formula grant amount for Section 8 administrative funding, 82% for Section 8 housing funding and 91% percent for public housing funding. All cuts will be fully absorbed within the FHA budget. This may mean fewer vouchers in Section 8. Action has been taken to implement administrative and maintenance decreases in public housing.

Solutions - Expenditure Changes, New Revenue and Reallocations

Each fund has a unique starting point and therefore poses different challenges for reaching Council goals and achieving a balanced budget.

General Fund and HURF

As noted above, the budget goal of the General Fund was to fund $1.2 million in market increases to employee compensation, $390,000 to maintain current conditions of the City's fleet and facility infrastructure, and $1 million in pavement preservation (streets). In addition, the Budget Team was presented with the opportunity to take BBB-Parks to a level 2 maintenance standard when Council approved the Parks and Recreation Master Plan. To improve BBB Parks to a level 2 requires $200,000 in additional revenue transfer from BBB – Recreation.

Additional expenses anticipated in FY14 include a potential $100,000 in ongoing dollars to cover the decision by the local and state PSPRS board to admit the six Airport Fire and Maintenance Workers into the Public Safety pension. This also has a possible one-time price tag of $400,000 in back contributions to the plan.

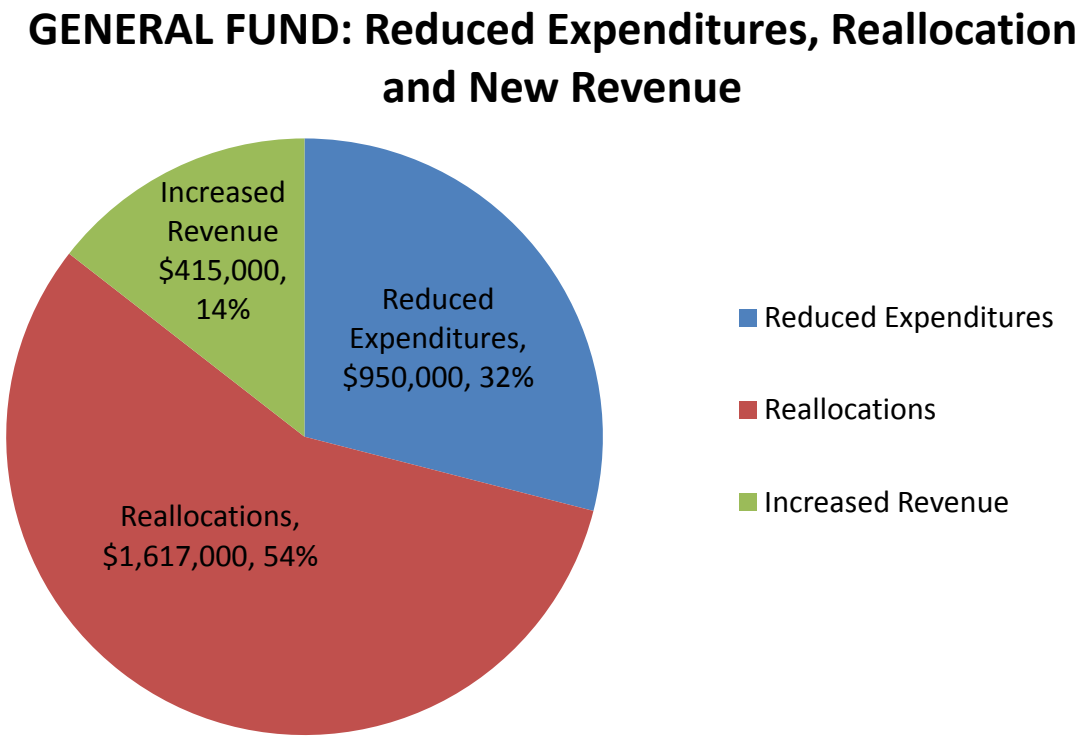
There are three other areas approved for additional funding. First, there is a need for a full time switchboard operator. As we have made budget cuts over the years, we have reduced some of these positions devoted to customer service. As such, we have seen increased complaints and challenges as citizens try to reach the personnel they need. It is time to devote some resources to the front line and recommend funding a full time switchboard operator. Further, we have identified $77,000 in request for service level adjustments (RSLs) which were itemized in the Council FY 2014 Budget Retreat Packet. An additional $434,000 in requests was approved using other funding sources, including Quality Infrastructure Cabinet, IT Capital, Bonds, SEMS fee, etc.

Second, Council approved a $50,000 transfer from the GF to the Library Fund that will be described in detail in the Library Fund section.

Lastly, the FY13 trigger to move those positions that were more than 25% below the market average included adjusting the Police Department pay plan; however, funding for the FY13 trigger did not fully cover this adjustment. This, combined with some approved reclassifications within other General Fund programs, will cost $92,000.

Increase to On-Going Expenditures – General Fund	
Compensation	$1,200,000
QIC – Fleet, Facility and Parks Infrastructure	$390,000
Street Infrastructure	$1,000,000
Airport PSPRS	$100,000
BBB-Parks to Level 2	(Offset) $200,000
Switchboard, Planner and RSLs	$342,000
Library	$50,000
Reclasses	$32,000
Total	**$3,314,000**

As noted above, we start with approximately $442,000 in new revenues from existing sources. This leaves approximately $2.8 M in unfunded expenditures. To address these specific additions in funding, we looked at three sources: 1) reduce General Fund expenditures, 2) increase revenues, and 3) reallocate expenditures to other funds. The pie chart below illustrates how we used those three tools to balance the General Fund and HURF Fund. A detailed list of what constitutes these numbers can be found in the Council FY 2014 Budget Retreat Packet.



While there are numerous cuts to expenditures in the General Fund, I want to call your attention to several more prominent cuts. First, consistent with the Innovations Committee recommendation, but contrary to the recommendation by the Parks and Recreation Commission, I will not be filling the vacant Community Enrichment Service Director position. The Recreation Section will report to the Public Works Director and the Library will fall under the Management Services Director.

Second, related to Community Enrichment Services, there will be reduced hours at the Aquaplex and Flagstaff Recreation Center. The Aquaplex will close 1 hour earlier Monday through Friday (9:00 p.m. instead of 10:00 p.m.). Flag Recreation Center may open an hour later Monday through Friday (2:00 p.m. instead of 1:00 p.m.).

Third, three police officer positions (2 providing municipal court security and 1 providing training) will be accomplished with civilian rather than sworn personnel, and in the case of the Municipal Court, a contract for security. One firefighter/paramedic position will be accomplished with part-time employees. Both of these moves enable the organization to continue to offer the service but with reduced pension costs that save money overall.

Fourth, there is a $200,000 reduction in salary costs associated with a new vacancy savings program. All General Fund positions that become vacant during the year shall be held unfilled for at least 30 days. In those cases where a 30 day vacancy is not possible, the Division will need to cut the equivalent amount from elsewhere in their budget.

In terms of new revenue, I will highlight three new sources. First, is an increase in recreation fees that will generate $170,000 in FY14. The specifics of that proposal can be found on-line as all fee increases must go through a separate adoption process that will conclude in July. Second, is $120,000 increase associated with applying the City's 1.72% sales tax to water bills. Finally, we will be implementing a fee for the materials testing lab. Community Development will be outsourcing this service and recouping the fees associated with it from developers who will eventually be conveying infrastructure to the City.

Additionally, Spring of 2013 has seen a dramatic increase in the number of applications for new development. In order to avoid increasing personnel costs, we have contracted with a private firm to review building permits (paid for with 100% cost recovery of this fee). This works because plans are compared against pretty black-and-white building codes. Planning reviews are compared against more interpretive zoning codes. Therefore, contracting-out current planning functions is not productive. The preference is to avoid adding staffing in an area where work flow rises and falls pretty fast. Therefore, the Neighborhood Planner position will be recruited with the ability to handle current planning tasks when needed. In addition, 1 FTE will be added. This potential position will be funded strictly with plan review fees. To accomplish this requires increasing plan review fees from 50% cost recovery to 60% cost recovery.

This budget also restores $100,000 towards snowplowing. In FY13 there was a policy change adopted to only plow residential streets when at least four inches of snow had fallen. While that policy was no revoked, these dollars are intended to soften the impact with additional plowing in particular circumstances. Additionally, $40,000 was allocated to increase sweeping in spring months on residential streets.

One-Time Dollars

The previously discussed revenue and expenditure changes are all "on-going" meaning these are changes that are balanced into the next five years at least. Every year, there are also "one-time" revenues that are available for one-time expenditures. For FY14, there is $1.6 million in the General Fund and $1,265,500 in HURF.

The principle recommendation of the one-time expenditures is $900,000 to pavement preservation. This brings the FY14 total for pavement preservation to $3.60 million ($1.15 million base, $1 million GF new on-going expenditure, and $1.45 M in one-time dollars).

Another recommendation includes $400,000 in one-time dollars to fund back contributions for Airport Fire and Maintenance workers if they are allowed to join PSPRS as the State board has ruled.

$910,000 is recommended for one-time RSL's in the General Fund. A list of these are included in the Council FY 2014 Budget Retreat Packet and includes roof repairs for the LEAF building.

BBB

BBB- Beautification

This budget will transfer $66,000 in expenses from the General Fund to Beautification including funding maintenance of Townsite trees and a portion of median maintenance, which were formerly paid for by HURF. FY14 will also serve as a planning and preparation year for a notable change in an operational aspect of this fund. For background, BBB Beautification pays for the construction and maintenance of medians and streetscaping. The maintenance portion is accomplished by transferring dollars from BBB-Beautification to Parks who perform the actual maintenance. In FY14, the BBB-Beautification fund manager will prepare a more precise scope of services necessary to maintain the medians and streetscaping. Once accomplished, that scope of service will be put out to bid. Private sector and Parks will have the opportunity to bid on that maintenance contract.

BBB-Economic Development

This budget will reduce the General Fund transfer by $90,000 and have BBB-Economic Development absorb the ongoing funding for the ECONA contract which was previously borne by the General Fund. This relieves the GF of $90,000 in Economic Development expenses. The ability to do this comes in part by transferring the contribution to the Science Foundation ($50,000) from BBB-Economic Development to BBB-Arts and Sciences.

BBB-Tourism

As you may recall earlier in this letter, this fund has $164,000 in new revenue associated with the BBB tax generating more income. With this budget, we will transfer the expense to run our Special Events program from the General Fund to Tourism. It also transfers our GF expenses associated with the Cardinals and Fireworks to this fund. These combine for approximately $126,000 in decreased expenditures for the General Fund and equal increases in expenditures for BBB Tourism. Approximately $38,000 formerly used to help sponsor the Arizona Cardinals training camp in Flagstaff was redirected to maintain Library hours that would otherwise been cut. The budget also granted RSLs for improved custodial service at the Visitor Center and some software upgrades. Lastly, with a healthy fund balance in this fund, a $100,000 in one-time dollars has been appropriated to increase marketing in FY14.

BBB-Arts and Sciences

This fund grew by $25,000; yet, we are asking it to absorb the $50,000 commitment made to Science Foundation Arizona and cut neither the Flagstaff Cultural Partners appropriation nor the Public Arts appropriation. This will require dipping into fund balance, which has sufficient funds to accomplish these goals. Long-term, we have reached agreement with the Science Foundation to reduce the City contribution from $50,000 to $25,000 over the next several years.

BBB-Recreation

To fund ongoing Recreation operations and free up General Fund capacity, this fund will absorb $250,000 in ongoing recreation expenditures. It will also absorb $200,000 in Park Maintenance costs to increase BBB-Parks from a level 3 to a level 2 in accordance with the Park and Recreation Master Plan.

<u>Library Fund</u>

As noted above, this fund starts with a $602,000 deficit. The city requested that the Library District hold the property tax levy flat. This means the property tax amount stays the same but it requires the tax rate to increase. The net effect is no change in dollars to the tax payer. This would restore approximately $340,000 in funding to the Flagstaff libraries. As of the writing of this letter, the County Board of Supervisors have agreed to a partial rate change that should offset $250,000. The balance of the cuts will be offset with reserves in the fund. At a constant rate of funding, this would allow the reserves to maintain services for up to six years. This may be sufficient time for assessed values on properties to rebound from the 13% reduction seen this year.

Even with the increased rate and use of reserve funds, balancing the library budget will require the transfer of $100,000 in funding for circulation materials from the ongoing funding to the one-time funding. It will also require increasing the contribution from the General Fund to the Library Fund in the amount of $50,000 to fund the library personnel reclassifications.

Utilities

WWR

The WWR Fund sees a $518,000 increase in revenue that is offset with increased expenditures in electricity and maintenance. Therefore, as noted above, Utilities starting point is a $120,000 deficit in order to fund the compensation increases. Consequently, they will make the reductions listed in the Council FY 2014 Budget Retreat Packet. Review of that appendix reveals that these are across the board small changes to various accounts, most of which just won't see the anticipated increase that new revenue was going to bring.

Stormwater

While Stormwater is able to address the increases in compensation with increased revenue from additional users, the broader goal Council set during a mini-budget retreat was to show at least equal distribution between planning and construction. This budget accomplishes this. There is approximately 45% appropriated to planning and administration functions and 55% allocated to construction and maintenance functions.

Environmental Services Fund

As noted above, we will be splitting this Fund into "Solid Waste" and "SEMS."

Solid Waste

Solid Waste has a starting point of negative $80,000. This means various cuts must be made in order to balance the fund. Consequently, we are eliminating a 1/3 time position, reserving salary savings and billing for downtown commercial services.

SEMS

Sustainability and Environmental Management Services Fund started with $60,000 in capacity. Additionally, we are concluding the APS Green Choice purchasing program due to our robust photovoltaic program. This saves an additional $27,000 a year. Consequently, SEMS will pay for the Greater Flagstaff Forest Partnership (GFFP) base contract, half of the wildland leadworker position, maintenance of open spaces such as Picture Canyon, and a ½ time volunteer coordinator focused upon graffiti removal.

Other Funds

The Flagstaff Housing Authority will balance its operating expenses to revenues, including market adjustments for employee compensation through various reductions as noted above.

The Airport Fund will see a $25,000 increase to its revenue which will offset an approved reclass/rezone and needed utility increases. The Airport will fund its market adjustments and recent reclassifications by reducing other operating expenditures in the amount of $14,600. However, the addition of ARFF workers to the PSPRS will require a $100,000 transfer from the General Fund.

Conclusion

The previous eleven pages are indications about how challenging it has been to accomplish our lofty goals while maintaining our broad array of well-loved municipal services. This budget enables a 210% increase in budgeted street repairs, a 3.2% increase in employee compensation, and improving half of our Parks to the Master Plan benchmark. It also addresses two significant budget difficulties. One associated with the Library District and the other associated with the pension plan of Airport Maintenance Workers.

Additionally, this budget decreases property taxes. While the primary property tax revenue is held flat (except for the addition of new construction), secondary property taxes will fall by approximately 13% and library district taxes will also be reduced. These are important measures for tax payers in a weak recovery from a severe recession.

I extend my appreciation to Council and staff for their hard work and many hours pouring over each detail of this budget to find creative ways to accomplish its goals.

Respectfully submitted,



Kevin Burke
City Manager

The City of Flagstaff
Service At A Higher Elevation

Mission

To protect and enhance the quality of life of its citizens

Vision

The City of Flagstaff is a safe, diverse, vibrant, and innovative community with a unique character and high quality of life. The City fosters and supports a balance of economic, environmental, educational, and cultural opportunities.

Values

Teamwork

Accountability

Communication

Quality

Leadership



Broadcast Burning at Coconino Community College

BUDGET OVERVIEW

The City of Flagstaff FY 2014 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.

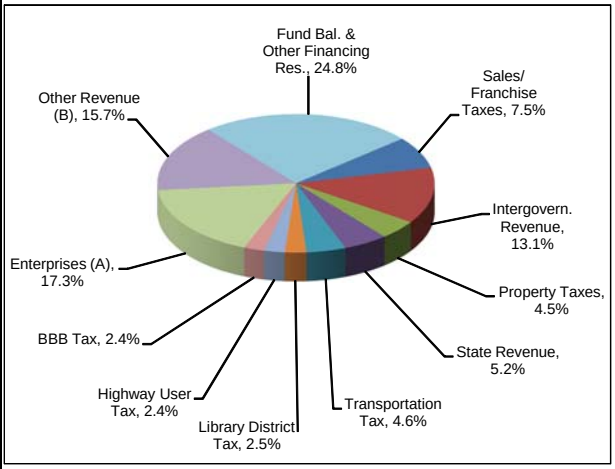
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2014; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$	18,195,706	7.5%
Intergovernmental Revenue		31,993,929	13.1%
Property Taxes		11,011,453	4.5%
State Revenue		12,718,188	5.2%
Transportation Tax		11,081,675	4.6%
Library District Tax		6,116,924	2.5%
Highway User Tax		5,955,798	2.4%
BBB Tax		5,932,025	2.4%
Enterprises (A)		41,929,689	17.3%
Other Revenue (B)		38,029,474	15.7%
Fund Bal. & Other Financing Res.		60,507,945	24.8%
	$	243,472,806	100.0%

(A) Enterprises:		
Water	$	15,718,170
Wastewater		9,638,072
Airport		1,726,440
Solid Waste		11,384,327
Environmental Management		1,001,509
Stormwater Utility		1,471,171
Flagstaff Housing Authority		990,000
	$	41,929,689

(B) Other Revenue:		
Licenses and Permits	$	1,310,180
Vehicle License Tax		2,543,750
Charges for Services		2,991,133
Fines and Forfeits		1,115,151
Interest on Investments		590,921
Misc Revenue		29,478,339
	$	38,029,474

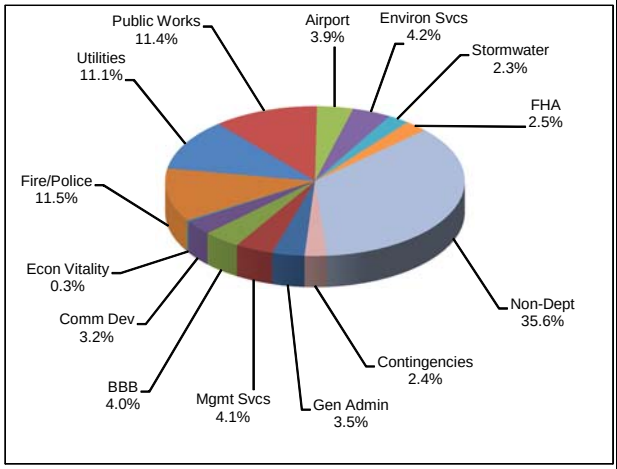


"WHERE THE MONEY COMES FROM"
$243,472,806

TOTAL APPROPRIATIONS

General Administration	$	8,470,643	3.5%
Management Services		10,081,306	4.1%
BBB (A)		9,731,759	4.0%
Community Development		7,700,899	3.2%
Economic Vitality		832,978	0.3%
Fire/Police		27,903,423	11.5%
Utilities		26,946,257	11.1%
Public Works		27,772,385	11.4%
Airport		9,427,901	3.9%
Environmental Services		10,157,897	4.2%
Stormwater		5,508,079	2.3%
Flagstaff Housing Authority		6,183,620	2.5%
Non Departmental		86,580,409	35.6%
Reserves/Contingencies		6,175,250	2.4%
	$	243,472,806	100.0%

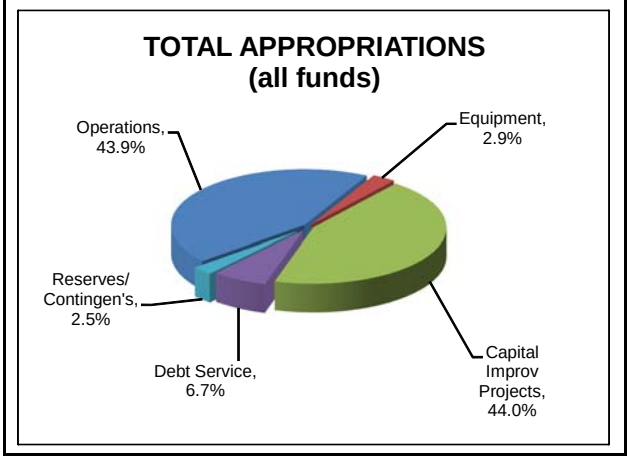
(A) BBB Tax Funds:		
Beautification	$	6,241,010
Tourism		1,879,658
Economic Development		968,885
Arts and Science		642,206
	$	9,731,759



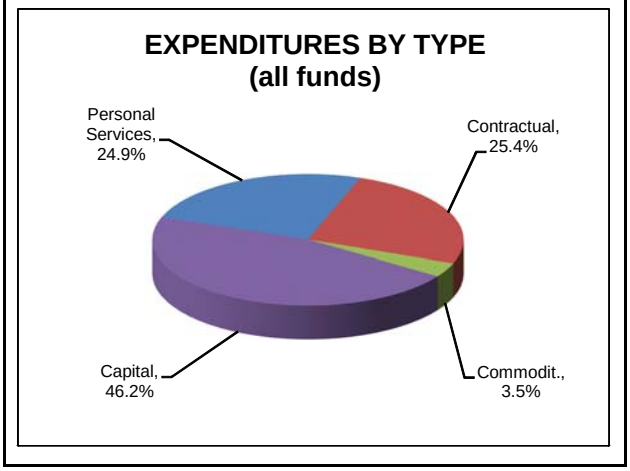
"WHERE THE MONEY GOES TO"
$243,472,806

The following graphs depict the major classifications of appropriation for the total FY2014 budget and expenditures by major types.

TOTAL APPROPRIATIONS		
Operations	$	106,841,104
Equipment		6,950,225
Capital Improvement Projects		107,224,567
Debt Service		16,281,660
Reserves/Contingencies		6,175,250
	$	243,472,806



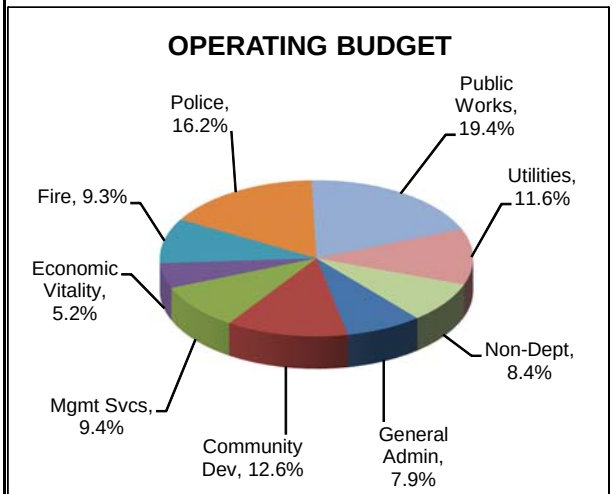
EXPENDITURES BY TYPE		
Personal Services	$	60,577,488
Contractual		61,807,562
Commodities		8,541,655
Capital		112,546,101
	$	243,472,806



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	$	8,470,643
Community Development		13,482,822
Management Services		10,022,111
Economic Vitality		5,547,672
Fire		9,904,847
Police		17,258,026
Public Works		20,716,858
Utilities		12,401,158
Non-Departmental		9,036,967
	$	106,841,104
* Exclusive of Debt Service	$	16,281,660



General Administration activities comprise 7.9% of the budget ($8.5 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 12.6% 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 9.4% of the operating budget ($10.0 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, grants management and sales tax. In addition, the division includes the operations of the City/County public library system.

Fire Department services comprise 9.3% of the operating budget ($9.9 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 16.2% of the operating budget ($17.3 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 19.4% of the operating budget ($20.7 million), excluding the debt service requirements for streets ($500,000) Core service facility ($250,000) and USGS facility ($700,000). The services provided include: recreation services, solid waste operations and sustainability, environmental management services, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, fleet services, and transportation services.

Economic Vitality activities comprise 5.2% of the operating budget ($5.5 million) excluding debt service requirements for Airport ($300,000) and Business Incubator ($200,000). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Utilities comprises 11.6% of the operating budget ($12.4 million), excluding $4.2 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 8.4% of the budget ($9.0 million) exclusive of $10.0 million debt service. Some sections are contractual in nature and include Contributions to Partners. 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 2013 Accomplishments, FY 2014 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 2012*, the *Estimated Actual for FY 2013*, and the *Adopted Budget for FY 2013 and FY 2014*. 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.



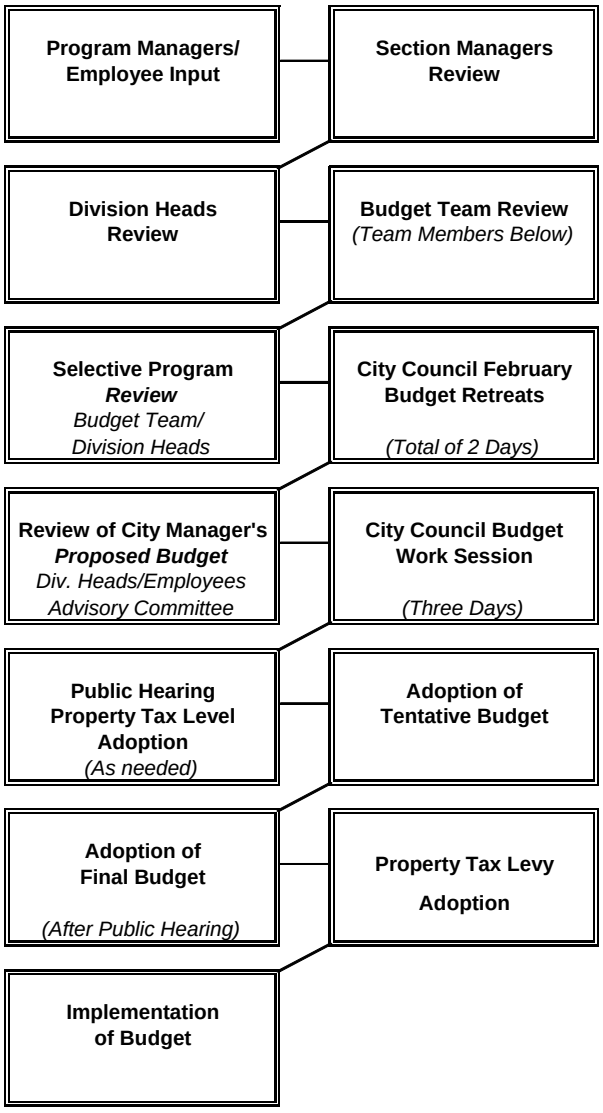
RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS

FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL			
GENERAL	General *	General Administration	City Manager Human Resources Risk Management Law Information Technology City Court
		Management Services	Customer Service Management Services Administration Tax, Licenses and Revenue Collection Purchasing Finance and Budget
		Community Development	Community Development Administration Capital Improvements Planning & Development Services Engineering Housing
		Fire	Fire
		Police	Police
		Public Works	Public Works Administration Parks Fleet Services Cemetery Public Facilities Maintenance USGS Facilities Recreation
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Contributions to Partners Real Estate Proceeds Facility Improvement Debt Non-Departmental
SPECIAL REVENUE	Library	Management Services	Library
	Highway User Revenue *	Public Works	Street Maintenance
	Transportation *	Non-Departmental	Transit-NAIPTA 4th Street Overpass Safe to School Safety Improvements
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	Beautification	Economic Vitality	Beautification General Administration Streetscapes
	Economic Development	Economic Vitality	Economic Development
	Tourism	Economic Vitality	Convention and Visitors Bureau Visitor Services
	Arts & Science	Economic Vitality	Arts and Science
	Recreation	Public Works	Recreation-BBB
	Housing and Community Service	Community Development	Community Redevelopment
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	EDA Revolving Loan - Econ. Dev.	Economic Vitality	EDA Revolving Loan
DEBT SERVICE	G.O. Bond Fund	Non-Departmental	G.O. Bond Fund
	Secondary Property Tax	Non-Departmental	Secondary Property Tax
	Special Assessment *	Non-Departmental	Special Assessment
PERMANENT	Perpetual Care	Non-Departmental	Perpetual Care
CAPITAL PROJECTS	Capital Projects Bond	Non-Departmental	General Fund Capital Projects
PROPRIETARY			
ENTERPRISE	Utilities *	Utilities	Utilities Administration Lake Mary Water Treatment Plant Water Distribution Booster Stations Wildcate Wastewater Treatment Plant Wastewater Collection Wastewater Monitoring Rio De Flag Wastewater Treatment Plant
	Airport *	Economic Vitality	Airport
	Solid Waste	Public Works	Solid Waste
	Environmental Management *	Public Works	Sustainability and Enviromental Mgmt
	Stormwater *	Utilities Utilities	Rio De Flag Stormwater Utility
	Flagstaff Housing Authority *	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2012 CAFR

BUDGET PROCESS

Budget Process Flowchart:



Budget Team: City Manager, Deputy City Managers (2), Management Services Director, Finance Director, Human Resources Director, Budget Manager and Assistant to the City 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.
- 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 2014.
- The *Capital Improvement Plan* (CIP) for FY 2014 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- 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
December 12	Mini Budget Council Retreat
January	Selective Program Review with Budget Team and Division Managers
January 4	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
January 11 & 22, February 4th	Mini Budget Council Retreat
February 14	Winter Council Retreat
February 25 - March 11	Review with Department Heads and City Manager
April 24 - 26	Council Study Sessions Proposed Budget available to public
June 4	Tentative budget hearing and Tentative budget adoption
June 4	Truth in taxation hearing
June 5	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
June 18	Final budget hearing and Final budget adoption
July 2	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. One public hearing is held on the content of the budget. Final adoption will occur on June 18 2013. 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 ($243,472,806). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($133,177,482), 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

The City of Flagstaff has seen recent improvements in the economy. We have seen small improvements in FY 2013 in our local and state shared sales tax revenues. However, we remain below 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 the FY 2012 six year low. The economic analysts for our local and state region estimate there will be moderate improvements over the next few years with improved recovery beginning in two to three years.

The City collects three different 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 the utilities tax category, the City realized declines in all but four months between November 2007 and August 2010, in comparison to the same month in the prior year. Since September 2010, the City has had increases in sales tax collections 22 out of 29 months when compared to the prior year, same month. Based on business activity through February 2013, tax revenue has increased approximately 5.23% compared to a year ago. However, if utilities taxable business activity is included, the number becomes an increase of 4.77%. The three major categories of local sales taxes have all seen increases. Construction is up approximately 12.24%, hospitality is up approximately 3.05%, and retail is up approximately 6.17%. Current sales tax estimates are approximately $850,000 higher than what was recognized in FY 2012.

The second sales 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 expiration date for this tax nears, the city will reevaluate the transportation needs of the community to propose how any future transportation tax is allocated. As similar sales are taxed with this source, revenue projections follow the same trends as the general sales tax.

The third sales tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. 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 2013. Revenue in this category is expected to increase approximately $298,000 over budgeted revenues. 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 2013 revenues will be approximately 1.0% higher than budgeted.

Highway User Revenue (gas tax) funds are projected to end above the FY 2013 budget. For FY 2014, the City anticipates that the State will continue to redirect the revenues to fund the Department of Public Safety. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based in 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 are projected to be flat even though property tax valuation continue to decrease. 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. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. Council directed staff to use a flat levy on property assessments, meaning to adjust the rate based on assessed values to provde the same level of revenues. Homeowners will realize a 18% rate increase from $0.7131 to $0.8429 per $100 of assessed value to comply with council direction. With declining assessed values, the average property owner should see no increase in the city primary property tax.

Going into this budget season, management wanted to assess possible ways the City could reallocate resources to help with deficiencies in infrastructure shortfalls and address employee compensation. This would mean possible reductions of service levels in one area to help sustain areas that are below acceptable service levels. At the November retreat, Council asked for further meetings to address their specific questions on various divisions. This was accomplished with four mini half-day budget retreats in December, January, and February. Divisions were given further budget direction at this time to provide scenarios of the impact of a 2.5% cut in their division. Staff also provided a list of possible allocation of expenditures between funds and new revenue opportunities 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 expenditures. The General Fund update provided additional sources for allocation due to better than expected results in state shared income tax. The majority of these revenues offset costs related to pensions, health insurance, workers compensation, and property insurance. The Budget Team then met with each division to discuss their proposed budget and impacts of the 2.5% cuts. From the meetings the Budget team determined which revenue opportunities, fund reallocations and 2.5% cuts to move forward with in the recommended budget. This created the capacity in the budget to include a 3.2% market increase for employees, additional funding for infrastructure and some additional appropriation to help support existing service levels.

Details of the previous discussions 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 the City's fleet ages, this fund reduces the impact of unexpected vehicle and equipment failures and large expenditures. This fund will be addressed annually 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 2014 is estimated at $9.7 million in the General Fund. A general fund balance equal to 15% of general fund ongoing revenues has been the City practice. During the poor economic conditions (FY 2010 – 2012), the City reduced the policy fund balance to 12% of ongoing revenue in FY 2011. The General Fund balance is currently projected to be 19% at the end of FY 2014.

To provide better financial stability during poor economic times, the General Fund fund balance has increased to a minimum 17.5% in the current plans with plans to increase to 20% over the next few years.

The FY 2014 budget anticipates using excess fund balance from the completion of FY 2012 to fund one-time expenditures. In addition, a portion of the current fund balance represents carry forward of expenditures in equipment and capital projects.

City Council and Management Priorities – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals. The Vision Statement adopted reflects the environment on which all decisions will be made. The Vision Statement is as follows: The City of Flagstaff is a safe, diverse, vibrant, and innovative community with a unique character and high quality of life. The City fosters and supports a balance of economic, environmental, educational and cultural opportunities.

The Council then developed their ten highest City priorities. They are to:

1. Repair/replace/maintain City infrastructure.
2. Fund existing and consider expanded recreational services.
3. Address Core Services Maintenance Facility.
4. Complete the Rio de Flag.
5. Retain, expand, and diversify the economic base.
6. Complete the Water Policy.
7. Review the financial viability of pensions.
8. Review all Commissions.
9. Revisit and analyze the process and implementation for the Zoning Code.
10. Develop an ongoing budget process.

The budget review process includes:

- *Estimated Actual Expenditures FY 2013*. Sections were asked to estimate expected expenditures by line item for FY 2013. Overage and underage amounts (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2014.
- *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.

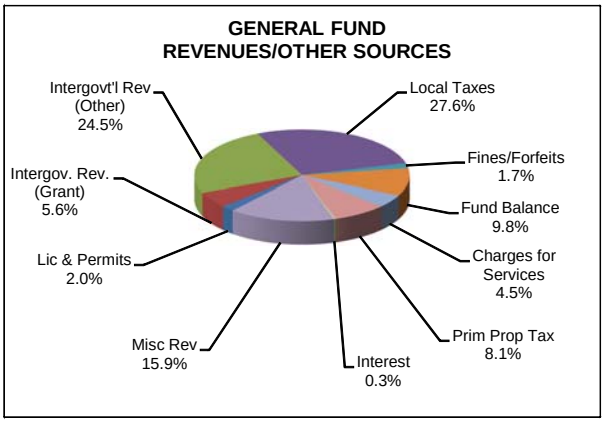
Total resources available for General Fund expenditures for FY 2014 are $65.9 million including the estimated beginning fund balance of $19.6 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental revenues. Specific detail including comparative data is shown in Schedule "C" 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 2%. 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.

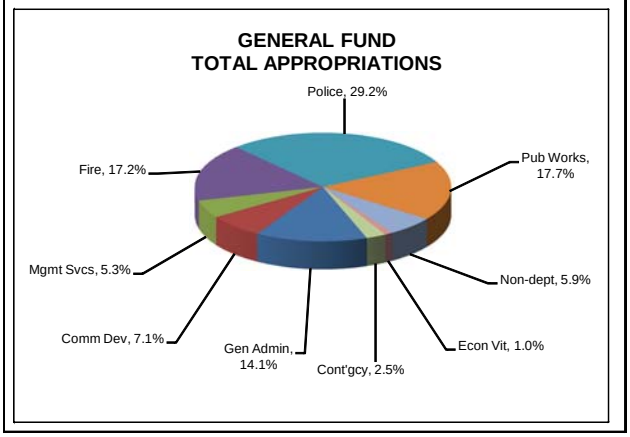
General Fund total appropriations compared to year-end estimates have increased by 26.2%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund Balance is estimated at minimum 17.5% of operating revenues over the next five years.

The financial position of the General Fund remains balanced.

REVENUES/OTHER SOURCES	EST ACTUAL FY2013	BUDGET FY 2014
Licenses and permits	$ 1,290,930	$ 1,310,180
Intergov Rev (Fed/State Grants)	2,317,339	3,706,481
Intergov Rev (All Other)	15,403,484	16,111,938
Local taxes	17,887,500	18,195,706
Fines and forfeits	1,110,478	1,115,151
Fund Balance, net of Transfers	18,688,621	6,471,200
Fund Balance for Carryovers	936,123	7,595,431
Charges for services	2,533,230	2,991,133
Primary Property Tax	5,250,000	5,355,000
Interest	215,100	207,500
Miscellaneous	1,626,449	2,810,642
	$ 67,259,254	$ 65,870,362



APPROPRIATIONS	EST ACTUAL FY2013	BUDGET FY 2014
General Administration	$ 8,036,576	$ 8,470,643
Community Development	3,579,817	4,293,997
Management Services	3,051,046	3,171,917
Fire	9,826,416	10,346,646
Police	16,576,723	17,556,777
Public Works	5,174,398	10,674,003
Non-departmental	(2,435,115)	3,526,720
Economic Vitality	478,636	612,978
Community Enrichment	3,218,728	-
Contingencies	200,000	1,565,000
	$ 47,707,225	$ 60,218,681



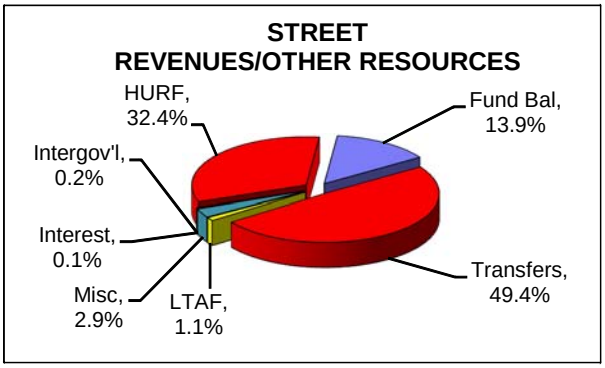
SPECIAL REVENUE FUNDS

HIGHWAY USER REVENUE FUND

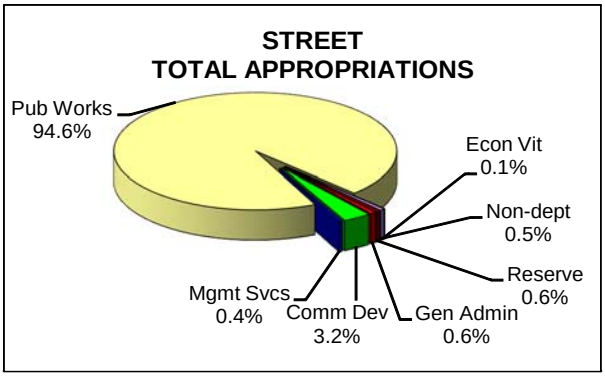
The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State.

HURF appropriations have been significantly affected due to decreased revenue receipts over the past six years. Budgeted revenue has decreased, from FY 2009 to FY 2014, by 26.7%.

REVENUES/OTHER RESOURCES		
HURF	$	5,955,798
Fund Balance		2,546,353
Transfers (net)		9,074,503
LTAF		200,000
Miscellaneous		540,000
Interest		6,000
Intergovernmental Revenues		36,000
	$	18,358,654



APPROPRIATIONS		
General Administration	$	109,645
Community Development		550,239
Management Services		66,108
Public Works		16,168,834
Economic Vitality		13,892
Non-departmental		88,851
Reserve		100,000
	$	17,097,569



Appropriations total $17.1 million in FY 2014 and major projects budgeted includes the annual pavement maintenance program at $3.6M, Bike/Ped and Safety Improvements, West Arrowhead Improvements, and Industrial Drive and Traffic Signal Program. However, several projects have been delayed or eliminated to balance this fund over the past five years.

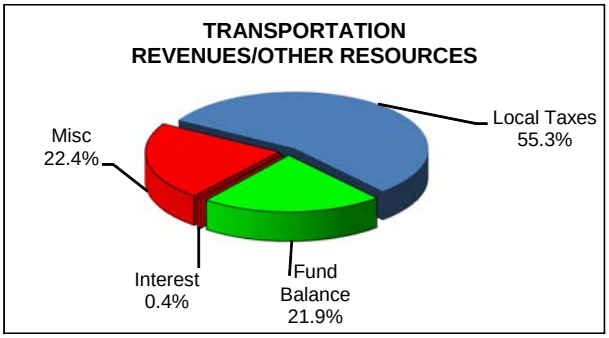
TRANSPORTATION FUND

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 FUTS funds. Appropriate transfers are made to fund the various projects that this tax supports.

Projects		Budget FY 2014 Revenues
4th Street Overpass	$	2,459,179
Safe-to-School, Pedestrian and Bike		1,229,589
Traffic Flow and Safety Improvements		2,858,795
Transit Service Enhancements		4,534,112
Totals	$	11,081,675

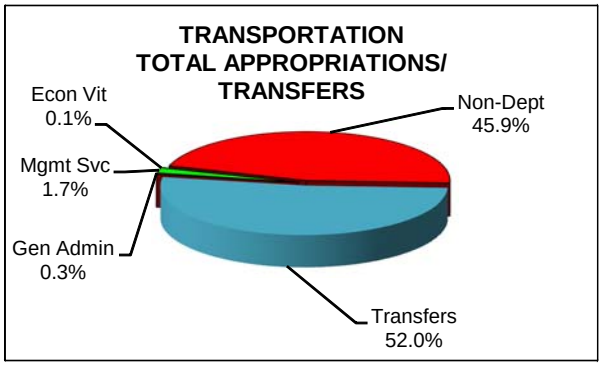
Appropriations total $7.2 million in FY 2014. Appropriations are comprised of $5.8 million for transit operations, and $1.2 million for debt service. Transfers include $7.3 million to the HURF Fund for Safety and Street Improvements and $535,000 to fund FUTS projects. The tax rate for transportation is 0.721%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	11,081,675
Fund Balance		4,397,568
Interest		89,000
Miscellaneous		4,500,000
	$	20,068,243



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 seeing an upward swing in tax collections.

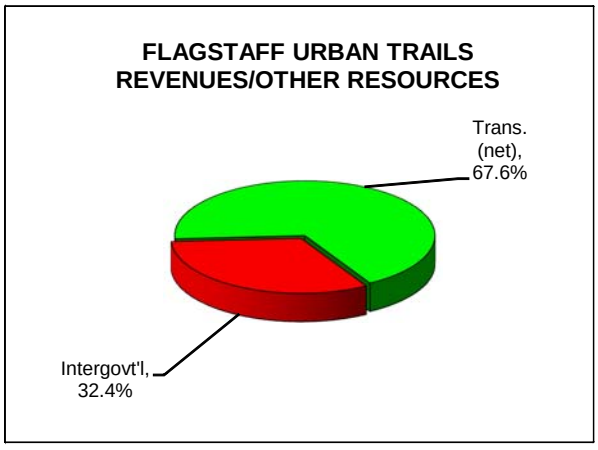
APPROPRIATIONS/TRANSFERS		
General Administration	$	41,592
Management Services		251,419
Economic Vitality		5,455
Non-Departmental		6,943,202
Transfers (net)		7,867,486
	$	15,109,154



FLAGSTAFF URBAN TRAIL FUND

The Flagstaff Urban Trail Fund is a new fund starting in FY 2014. Total resources available for FUTS activities are approximately $3.8 million. Approximately $550K comes from the Transportation Tax in a transfer from the Transportation Fund and $2.0 million is the transfer of fund balance from the BBB Fund.

REVENUES/OTHER RESOURCES		
Intergovernmental		1,239,339
Transfers (net)		2,580,634
	$	3,819,973

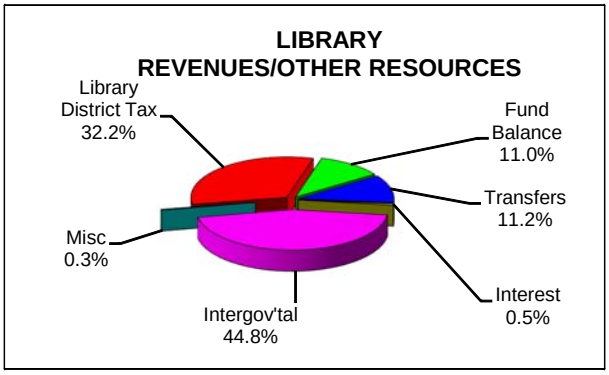


The balance includes $1.2 million of Federal and State grants. Expenditures from this fund are primarily capital improvement projects. Some major projects are the BNSF Walnut-Florence Underpass, Fourth Street Trail, and the Arizona Trail. (A full project listing is located in the CIP Section).

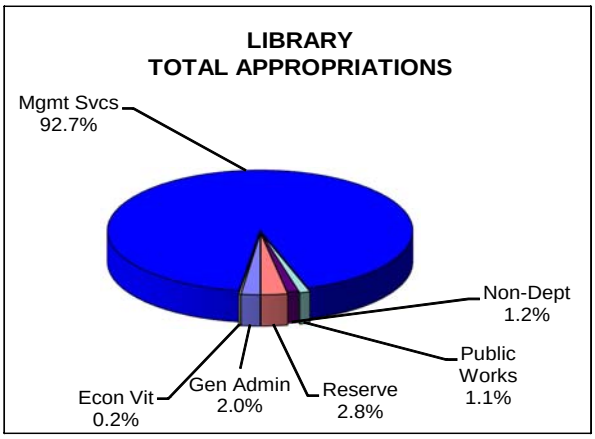
LIBRARY FUND

The City operates a joint City-County Public Library with auxiliary programs in outlying county locations along with bookmobile services. $2.6 million of the funding for library operations comes from the library district tax.

REVENUES/OTHER RESOURCES		
Library District Tax	$	2,570,015
Fund Balance		873,900
Transfers (net)		896,060
Interest		37,437
Intergovernmental		3,571,909
Miscellaneous		20,474
	$	7,969,795



APPROPRIATIONS		
General Admin	$	148,678
Economic Vitality		14,800
Management Services		7,025,781
Public Works		81,044
Non-Departmental		89,293
Reserve		222,000
	$	7,581,596



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.

BBB FUNDS

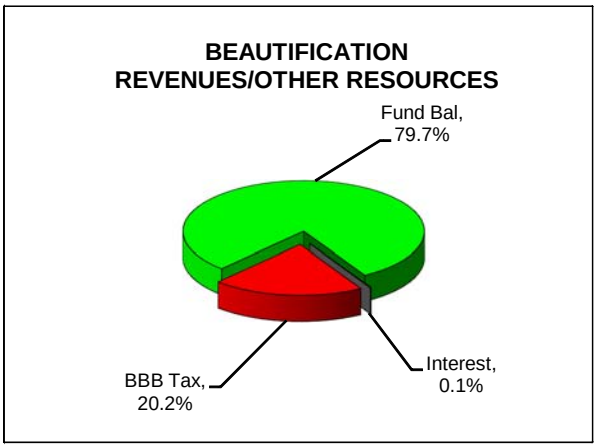
A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 and again in the 2010 general election. The BBB tax approved by voters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

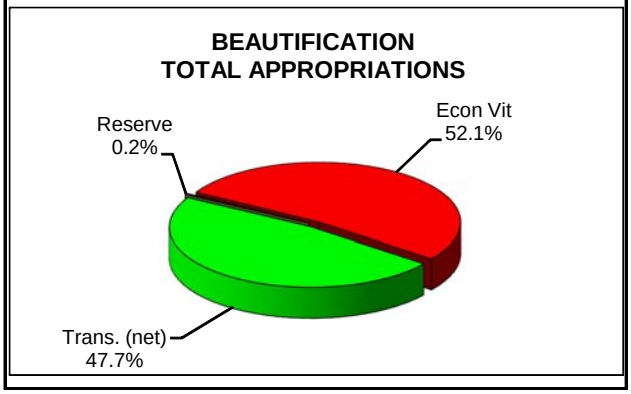
Revenue for FY 2014 is projected with 1.8% growth over 2013 year end estimates and FY 2013 estimated receipts are 5.4% over budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $5.9 million including carryovers and approved grants. Expenditures from this fund are primarily for Beautification Operations and Capital Improvements in Streetscape projects. Some major projects include the 4th Street Corridor Improvements, Butler Avenue-North Edge, and Butler Medians. There are two transfers. A $511,000 transfer to the General Fund for maintenance of Streetscape Projects and a $2.0 million transfer to FUTS Fund which is a transfer of fund balance for the FUTS Program. (A full project listing is located in the CIP Section.)

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,186,405
Fund Balance		4,685,665
Interest		6,120
	$	5,878,190

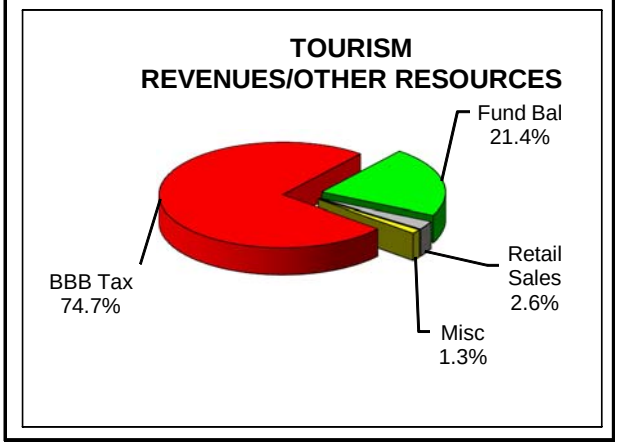


APPROPRIATIONS	
Economic Vitality	2,794,669
Transfers (net)	2,556,619
Reserve	10,000
$	5,361,288



Tourism Fund: Total resources available in FY 2014 are $2.4 million, of which an estimated $1.7 million is from the BBB tax. The total appropriations are approximately $1.9 million, which include $1.5 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and Film Office. The Visitors Center programs account for $361,000.

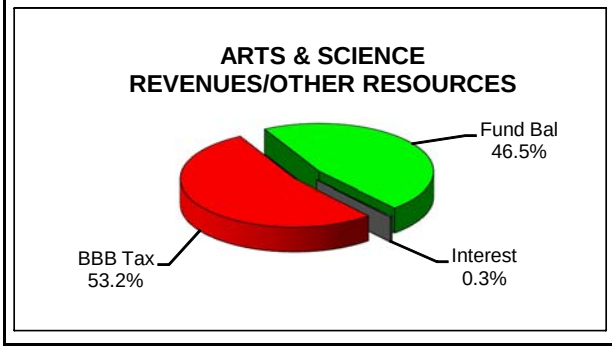
REVENUES/OTHER RESOURCES		
BBB Tax	$	1,779,608
Fund Bal, Net of Transfers		508,980
Retail Sales		62,620
Miscellaneous		31,855
	$	2,383,063
APPROPRIATIONS		
Economic Vitality	$	1,879,658
Reserve		50,000
	$	1,929,658



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 Visitor Center (including the gift shop), Train Station Operations and General Administration.

Arts & Science Fund: Total resources available for Arts & Science activities are approximately $800,000 including estimated revenues from the BBB tax of $445,000. Expenditures include: Public Art for $233,000, Contributions to Partner agencies for $355,000, and the Science Foundation for $50,000. The Science Foundation funding was previously included within the Economic Development Fund through FY 2013.

REVENUES/OTHER RESOURCES		
BBB Tax	$	444,902
Fund Bal, net of Transfers		388,524
Interest		2,866
	$	836,292
APPROPRIATIONS		
General Administration	$	642,206
Reserve		10,000
	$	652,206

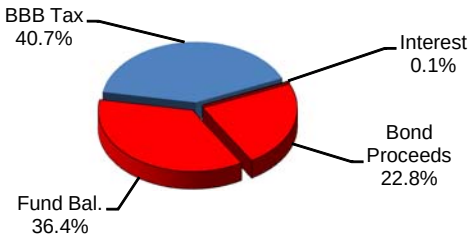


Recreation Fund: There is one appropriation in the amount of $1.1 million in FY 2014 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past four years, the city council has reexamined the use of these funds and now directs $550,000 to fund recreational programming and $1.4 million to fund Parks-FUTS Maintenane and Parks-BBB Recreation Fields operation. These are funded via a transfer to the General Fund.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,957,568
Interest		7,000
Bond Proceeds		1,100,000
Fund Balance		1,751,379
	$	4,815,947

APPROPRIATIONS/TRANSFERS		
Public Works	$	1,100,000
Transfers (net)		1,948,789
	$	3,048,789

RECREATION
REVENUES/OTHER RESOURCES

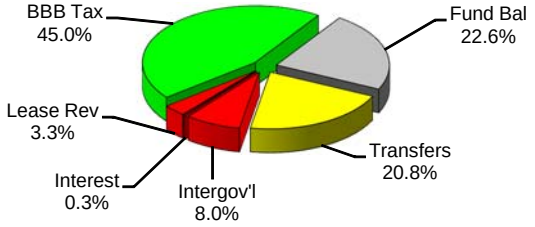


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program and the new Innovation Mesa program, structured to allow university professors and local entrepreneurs to work in a supportive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

REVENUES/OTHER RESOURCES		
Lease Revenues	$	41,637
BBB Tax		563,542
Fund Balance		282,960
Transfers		261,000
Intergovernental Revenue		100,000
Interest		2,977
	$	1,252,116

APPROPRIATIONS		
Economic Vitality	$	968,885
Reserve		45,000
	$	1,013,885

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. Total resources allocated to this effort are $1.3 million, of which $100,000 is Intergovernmental Revenue, $560,000 from the BBB dedicated tax for economic development, lease revenue of $42,000, and a general fund contribution of $261,000 to support the business incubator operations and debt service.

OTHER FUNDS

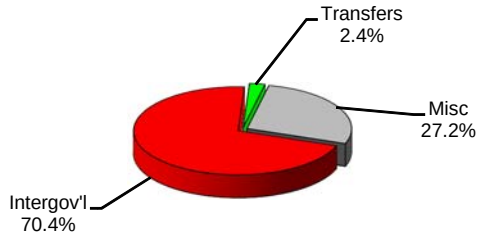
Metropolitan Planning Organization Fund: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The City has appropriated $937,571 for this program for FY 2014. 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 and funded with Transportation Tax.

REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	660,071
Transfers		22,500
Miscellaneous		255,000
	$	937,571

APPROPRIATIONS		
Community Development	$	666,445
Non-Departmental		21,126
Contingency		250,000
	$	937,571

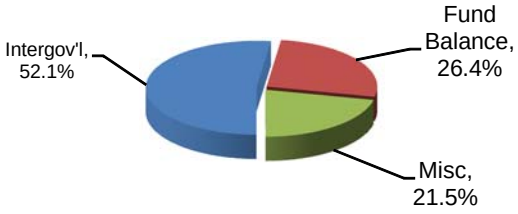
MPO
REVENUES/OTHER RESOURCES



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $2.7 million appropriated to this activity for FY 2014. Expenditures in this fund include $660,000 in State Housing grants and $912,000 in CDBG grant activities.

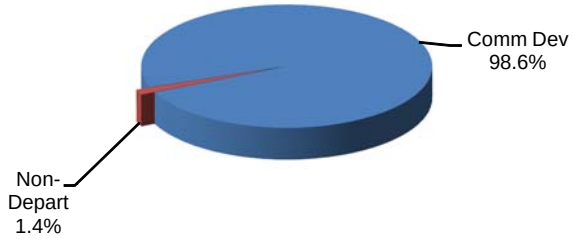
REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	1,572,174
Fund Balance		796,819
Sale of Real Property		650,000
	$	3,018,993

HOUSING AND COMMUNITY SERVICES
REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS		
Community Development	$	2,740,457
Non-Departmental		38,284
	$	2,778,741

HOUSING AND COMMUNITY SERVICES
TOTAL APPROPRIATIONS/
TRANSFERS



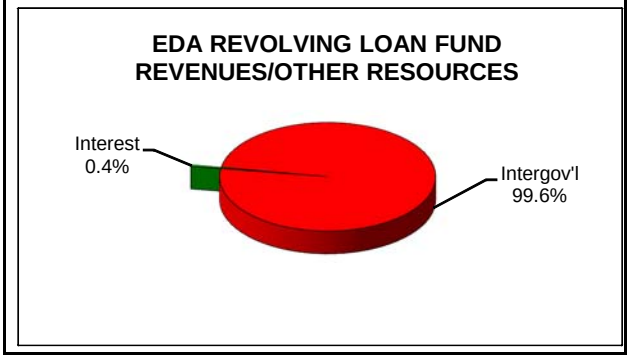
EDA REVOLVING LOAN FUND

This is a new fund for FY2014. On June 30, 2012 the Northern Arizona Council of Governments (NACOG) staff received authorization from the U.S. Department of Commerce Economic Development Administration (EDA) to transfer the ownership of the Revolving Loan Fund (RLF) to the City of Flagstaff in an effort to better maximize the benefits and utilization of the RLF.

Via resolution from NACOG, the EDA Revolving Loan Fund portfolio was transferred to the City of Flagstaff for management of loans for the purpose of funding small business concerns. Revenues and expenditures will have a neutral impact to the City budget. Upon funds receipt, loans can be processed.

The availability of and access to funding for startup and/or working capital are significant impediments to doing business in the four county region. By keeping these funds in the region, the City of Flagstaff reaffirms its commitment to being an active economic development partner in the greater community.

REVENUES/OTHER RESOURCES		
Intergovernental Revenue		220,000
Interest		855
	$	220,855
APPROPRIATIONS		
Economic Vitality	$	220,000
Reserve		-
	$	220,000



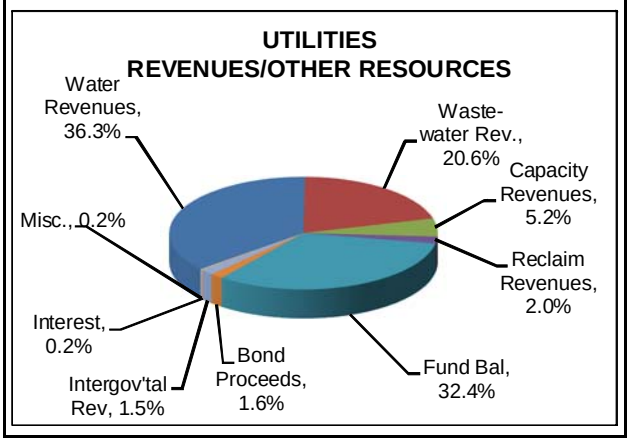
ENTERPRISE FUNDS

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 $30.6 million.

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	$	14,367,887
Wastewater Revenues		8,169,409
Capacity Revenues		2,042,383
Reclaim Revenues		776,563
Fund Bal, net of Transfers		12,810,620
Bond Proceeds		628,600
Intergovernmental Revenue		590,500
Interest		95,950
Miscellaneous		91,000
	$	39,572,912

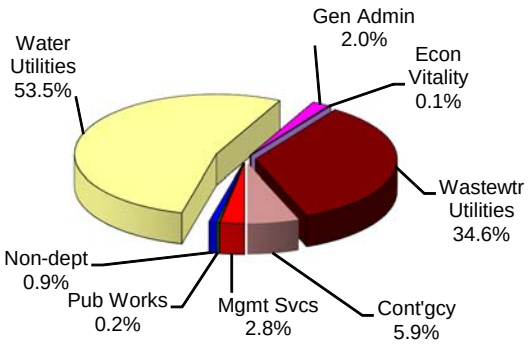


Water Operations: Total appropriations relating to direct costs for the water operations are $16.4 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total $14.4 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $10.6 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total $8.9 million in wastewater reclaim service charges.

APPROPRIATIONS		
General Administration	$	621,261
Economic Vitality		44,347
Management Services		857,869
Public Works		48,039
Non-departmental		270,184
Water Utilities		16,360,137
Wastwater Utilities		10,586,120
Contingency		1,800,000
	$	30,587,957

UTILITIES
TOTAL APPROPRIATIONS

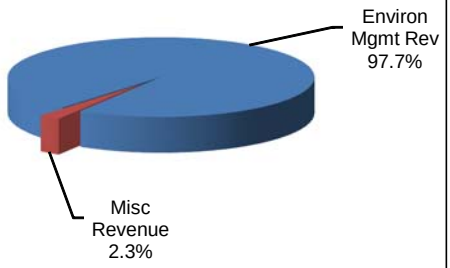


ENVIRONMENTAL MANAGEMENT FUND

This is a new fund in 2014. In previous years, sustainability and environmental management operations were a part of the Environmental Service Fund. User fees are the major revenue source of the sustainability and environmental management operations. The user fee is the environmental fee that is based on the cost of service.

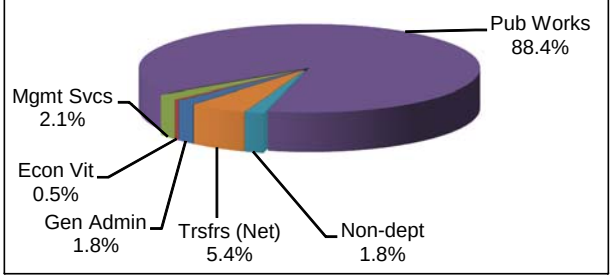
REVENUES/OTHER RESOURCES		
Environmental Mgmt Revenue	$	1,001,509
Miscellaneous Revenues		23,600
	$	1,025,109

ENVIRONMENTAL MANAGEMENT
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Administration	$	18,020
Economic Vitality		4,628
Management Services		21,367
Public Works		887,221
Non-departmental		18,560
Transfers (Net)		53,953
	$	1,003,749

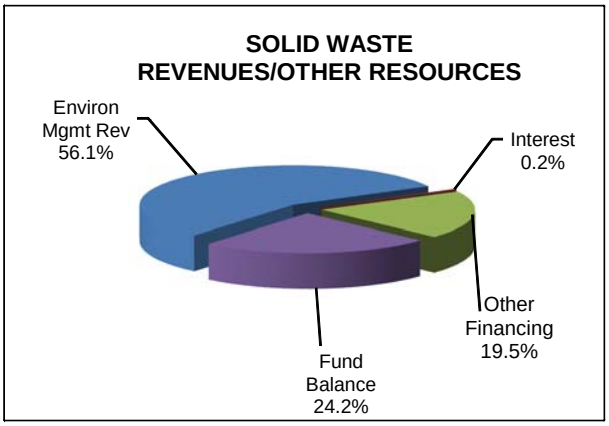
ENVIRONMENTAL MANAGEMENT
TOTAL APPROPRIATIONS



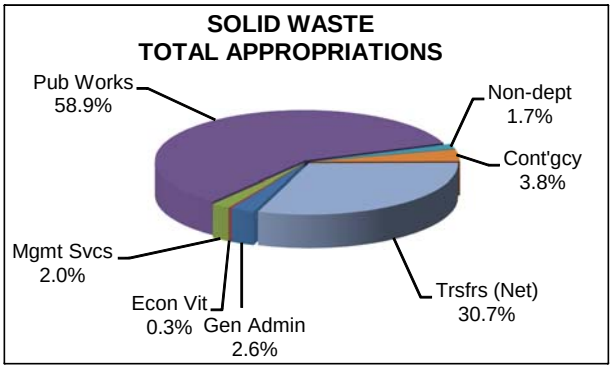
SOLID WASTE FUND

Total financial resources are $15.4 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.

REVENUES/OTHER RESOURCES		
Solid Waste Revenue	$	11,384,327
Interest		47,044
Other Financing Sources		3,950,000
Fund Balance		4,922,416
	$	20,303,787



APPROPRIATIONS		
General Administration	$	425,155
Economic Vitality		44,291
Management Services		323,645
Public Works		9,508,438
Non-departmental		282,110
Contingency		612,000
Transfers (Net)		4,950,216
	$	16,145,855



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.

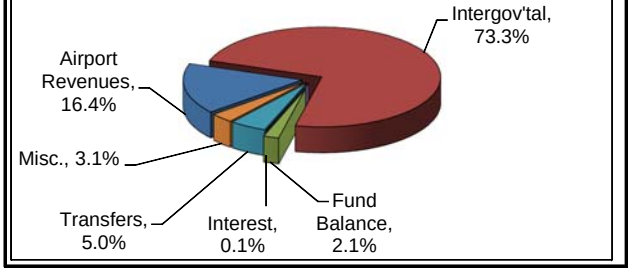
AIRPORT FUND

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 $10.3 million: $2.3 million for operations which includes $0.8 million for a new airline service development grant, $0.3 million for debt and $7.2 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

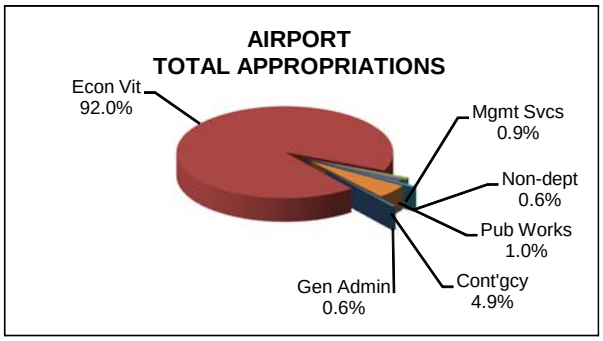
This year, of the $7.2 million in capital improvements, 96% of the budgeted expenses are being funded with grants from the FAA and ADOT.

All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.

REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,726,440
Intergovernmental Revenues		7,677,275
Fund Balance		215,819
Interest		2,160
Transfers (net)		518,433
Miscellaneous		328,520
	$	10,468,647



APPROPRIATIONS		
General Administration	$	61,759
Economic Vitality		9,432,657
Management Services		94,151
Public Works		105,195
Non-departmental		59,662
Contingency		500,000
	$	10,253,424

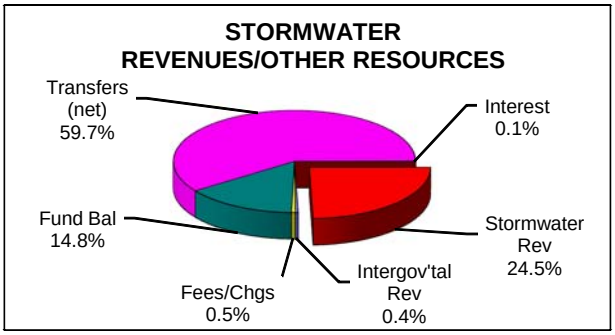


STORMWATER FUND

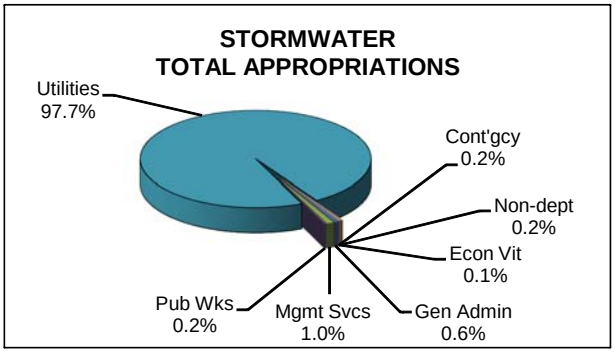
The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both 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 $5.8 million include a transfer of $3.9 million from the general fund for the Rio de Flag project.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,441,171
Intergovernmental Revenues	$	25,000
Fees & Charges		30,000
Fund Balance		867,572
Transfers (net)		3,502,310
Interest		4,338
	$	5,870,391



APPROPRIATIONS		
General Admin	$	37,905
Management Services		53,860
Public Works		9,626
Utilities		5,508,079
Non-departmental		14,022
Economic Vitality		2,035
Contingency		10,000
	$	5,635,527



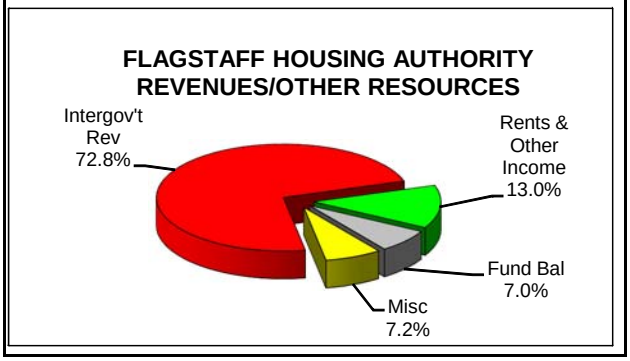
Total appropriations of $5.6 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag flood control including related parking.

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 $7.6 million. Intergovernmental Revenue from the US Department of Housing and Urban Development comprises 72.8% of funding, or $5.5 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	$	5,542,089
Rents/Other Tenant Income		990,000
Fund Balance		536,380
Miscellaneous		548,045
	$	7,616,514

APPROPRIATIONS		
Community Development	$	6,183,620
Contingency		1,001,250
	$	7,184,870



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 fund balance is projected to decrease by 51% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include Rio de Flag flood control and Court Facility. A portion of one-time items tend to be the result of Carryover requests from the previous year. The General Fund will still maintain a minimum 17.5% fund balance

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 an IGA. The Library fund balance decreased by 56% due to planned reductions in circulation materials and one time items.

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 50% due to planned expenditures for the completion of various capital projects.

FUTS
This fund accounts for capital projects related to FUTS (Flagstaff Urban Trail System). The primary sources for this fund are grants and revenue transfers. The FUTS Fund is new for FY 2014 and had its fund balance transferred from the Beautification Fund.

EDA REVOLVING LOAN
The primary source for this fund was created by a transfer of the portfolio for the U.S.Department of Commerce Economic Development Administration Revolving Loan Fund program from the Northern Arizona Council of Governments to the City of Flagstaff. Program funding is based upon loans granted, then repaid, which fund additional new loans to growing businesses. There is a net neutral effect to the City budget. This is the first year this fund is in the City budget.

BEAUTIFICATION
The primary source for this fund is BBB taxes, grants, and revenue transfers. This fund primarily accounts for capital projects related to 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 89% due to planned expenditures for the completion of various capital projects and the transfer of FUTS fund balance to the newly established FUTS fund.

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 16% in FY 2014 due to use of excess fund balance to cover planned expenditures which will attract long term business investment in the City.

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 decreases in FY 2014 by 30% due to use of excess fund balance to cover planned one-time expenditures.

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 2014 result in Arts and Science fund balance decreases of 53%.

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, and recreation programming are funded with ongoing revenues. The Recreation – BBB fund balance increases by 1% as the fund continues to accumulate reserves for new capital projects.

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 70% 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 decreases by 22% as the City pays off 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 2014.

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 with 3 project still to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects and in November of 2012, two additional projects were approved by the voters. 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 96% 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 31% 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 2014.

SOLID WASTE

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of two percent. 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 Solid Waste anticipates a 16% decrease in fund balance in FY 2014 due to decreased service levels.

ENVIRONMENTAL MANAGEMENT

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of two percent. This coincides with ongoing operations and revised service levels for all operations. Environmental Management is new for FY 2014 and these operations were previously part of the Sold Waste Fund.

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 73% 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 as well as public housing for City residents. The five year plan indicates the majority of funding is grant related. Due to the cuts of Federal funding in FY 2014, the City anticipated the FHA fund balance to decrease by 20%.

REVENUES

Historical Trend Information for Select Revenues

ALL FUNDS

FEDERAL AND STATE GRANTS

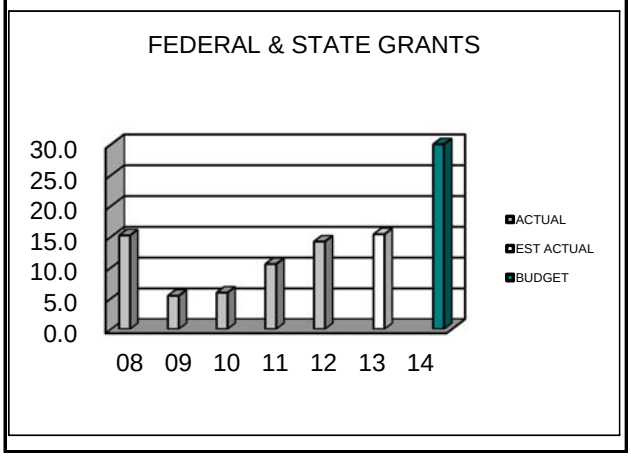
Description: The City applies to Federal and/or State Agencies for various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

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 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. Several projects funded in FY2014 by federal & state grants include the Business Accelerator, Observatory Mesa, Westplex Taxilane Reconstruction and airport purchase of a fire rescue truck. In addition, we have several large ongoing federal grants for Community Development Block Grant, Section 8 and Low Income Public Housing. (See Schedule C-1 for additional details).

FEDERAL & STATE GRANTS

FY:	AMOUNT	% CHANGE
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	14,209,064	34.6%
12-13	15,394,424	8.3%
13-14	31,993,929	107.8%



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.

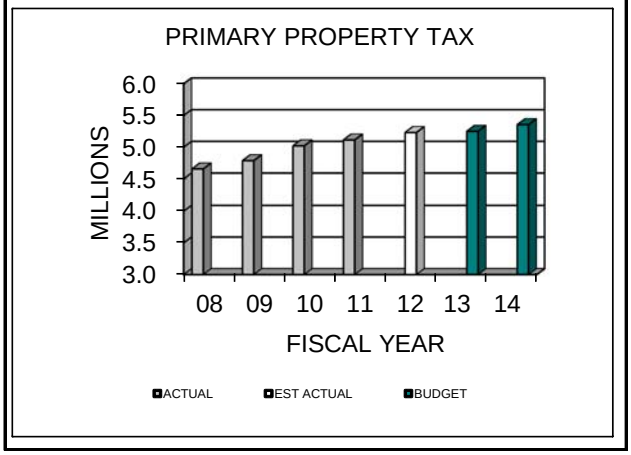
Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

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 in levy to 2% plus the amount generated by construction. For FY 2013 Council voted to keep the levy flat plus new construction. For FY 2014 we are continuing with flat levy plus new construction. The City's capacity for levy increase is 4%.

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 $11.2 million dollars to the assessed valuation. For FY 2014 existing Primary Property Tax values dropped by 13.9%.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
07-08	$ 4,656,831	5.1%
08-09	4,786,900	2.8%
09-10	5,020,255	4.9%
10-11	5,113,647	1.9%
11-12	5,230,618	2.3%
12-13	5,250,000	0.4%
13-14	5,355,000	2.0%



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

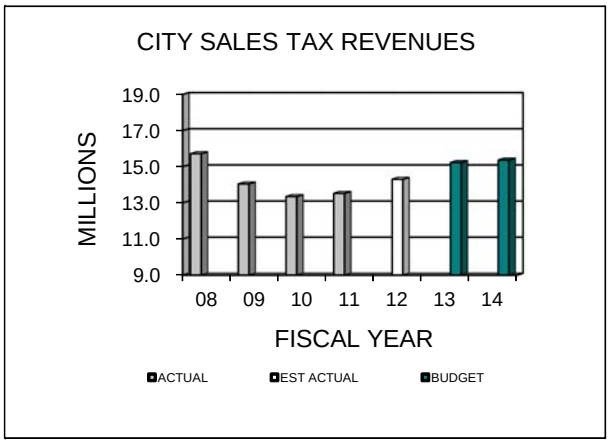
Tax currently sunsets November 2024.

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, motels, 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 2009 and FY 2010 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 a sales tax.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
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	14,304,655	5.8%
12-13	15,232,500	6.5%
13-14	15,369,868	0.9%



STATE SALES TAX

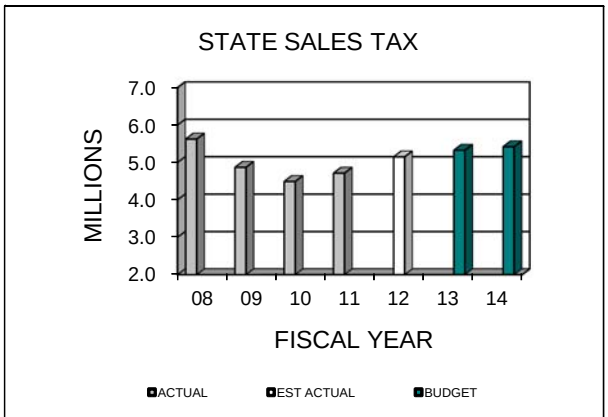
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

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 2008, 2009 and 2010 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 2011, the city is choosing to continue to budget conservatively compared to the State of Arizona. Increases in FY 2012, and on, are due to an economic recovery and 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
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	5,147,101	9.2%
12-13	5,325,000	3.5%
13-14	5,418,188	1.8%



STATE INCOME TAX (REVENUE SHARING)

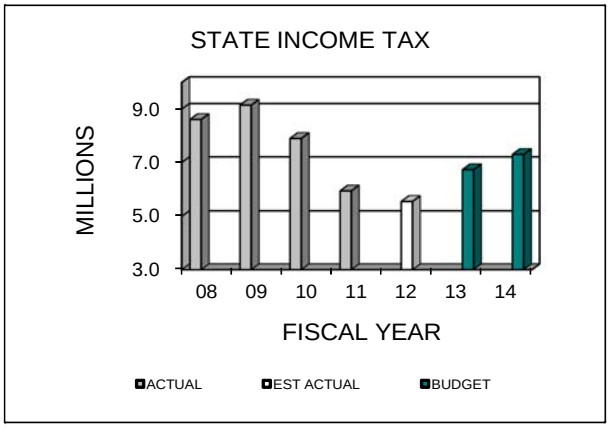
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

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 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
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	5,559,477	-6.6%
12-13	6,728,484	21.0%
13-14	7,300,000	8.5%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

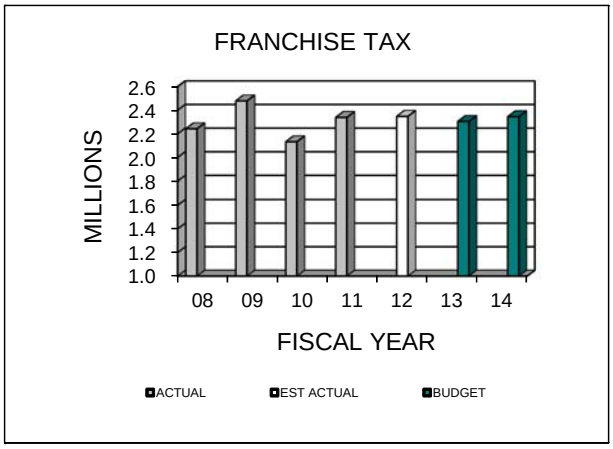
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

Description: A 2% tax from utility companies--Arizona Public Service and UniSource -- is credited to this account. The City also receives a 2% tax from telecommunication companies, 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 decrease anticipated for FY 2013 as the mild winter of 2012-13 reduced natural gas Franchise revenues.

FRANCHISE

FY:	AMOUNT	% CHANGE
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	2,347,952	0.4%
12-13	2,305,000	-1.8%
13-14	2,345,338	1.8%



FINES & FORFEITURES

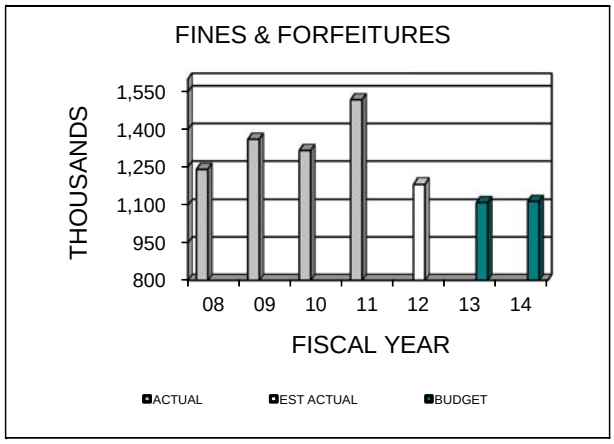
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

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
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	1,182,413	-22.1%
12-13	1,110,478	-6.1%
13-14	1,115,151	0.4%



AUTO IN LIEU TAX

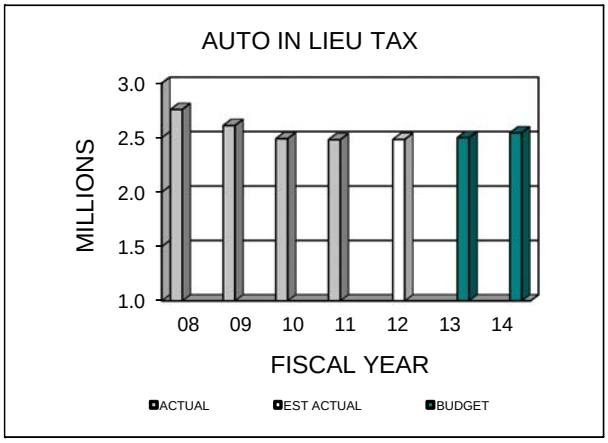
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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
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	2,483,244	0.1%
12-13	2,500,000	0.7%
13-14	2,543,750	1.8%



SPECIAL REVENUE FUNDS

BBB FUNDS

BED, BOARD & BOOZE TAX

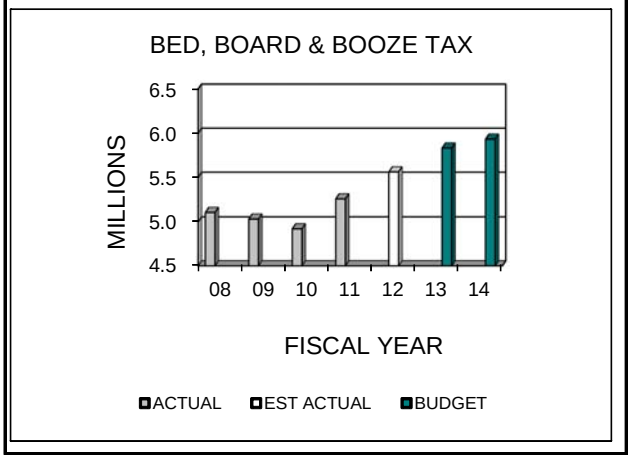
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

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 2014 is continuing to show an increase in projected revenue, demonstrating the strength of tourism in Northern Arizona.

BBB

FY:	AMOUNT	% CHANGE
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	5,559,566	5.7%
12-13	5,830,000	4.9%
13-14	5,932,025	1.8%



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)

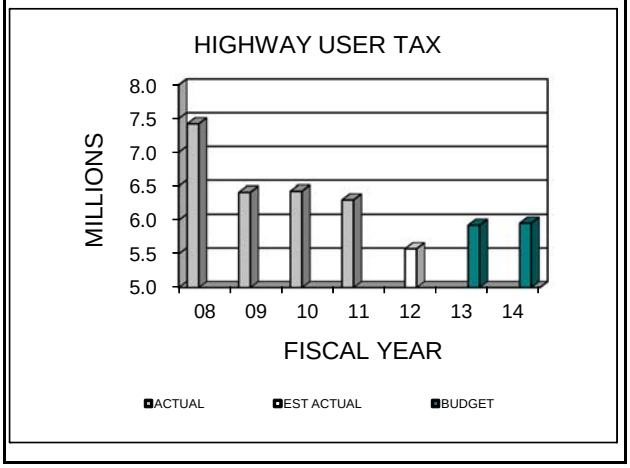
Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the 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 and again in FY 2012, due to State Appropriation for the DMV (Department of Motor Vehicles).

The City experienced a 6.3% increase in HURF revenues in FY 2013 due to the State eliminating the revenue sweep for the DMV. The City expects a very small increase in HURF revenue in FY 2014.

HURF

FY:	AMOUNT	% CHANGE
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	5,576,167	-11.5%
12-13	5,926,167	6.3%
13-14	5,955,798	0.5%



TRANSPORTATION TAX

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

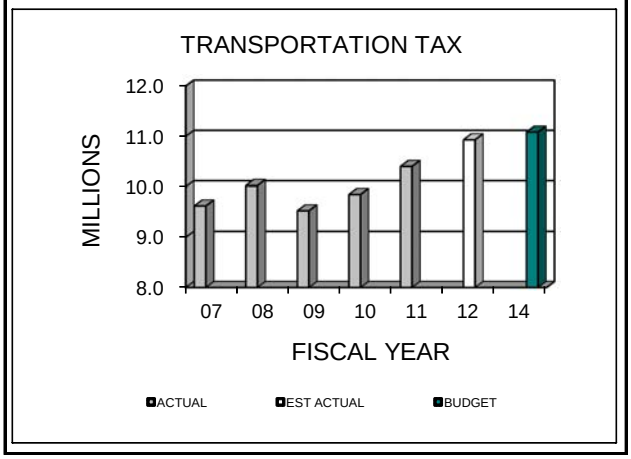
Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the 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 and steady growth in the local economy.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
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	10,399,189	5.6%
12-13	10,928,632	5.1%
13-14	11,081,675	1.4%



ENTERPRISE FUNDS

WATER SALES

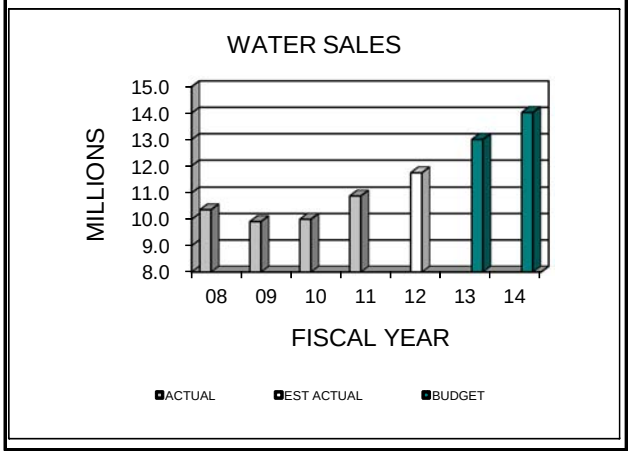
Legal Authority: City Code, Title 7, Chapter 3, Section 11

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
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	11,735,459	7.8%
12-13	13,000,000	10.8%
13-14	14,021,280	7.9%



WASTEWATER SERVICE CHARGES

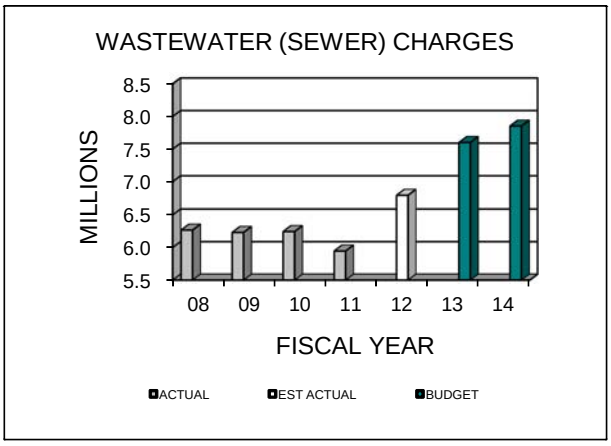
Legal Authority: City Code, Title 7, Chapter 2, Section 39

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
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	6,799,892	14.4%
12-13	7,600,000	11.8%
13-14	7,852,320	3.3%



ENVIRONMENTAL MANAGEMENT

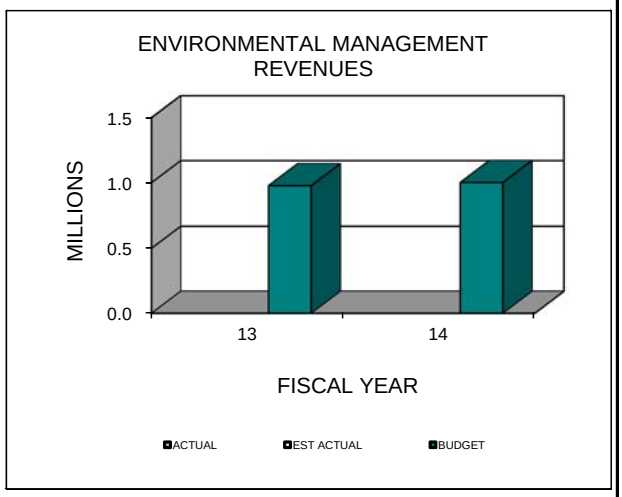
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

Description: Environmental Management is supported by an environmental service fee. This fee is a fixed monthly charge at a rate of $4.00 per location.

The increase in revenues for FY14 is related to growth.

ENVIRONMENTAL MANAGEMENT

FY:	AMOUNT		% CHANGE
12-13	976,786	*	N/A
13-14	1,001,509		2.5%



* From Solid Waste

SOLID WASTE

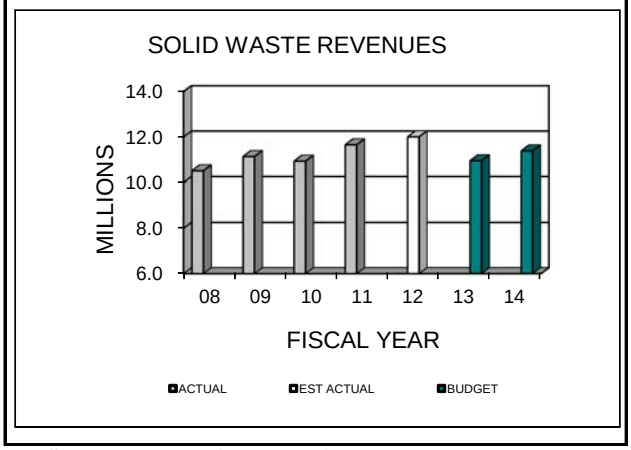
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

Description: Solid Waste disposal service revenue is comprised of solid waste collection charges, hoist and haul fees, landfill dumping charges, inert materials landfill 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 increase in revenues for FY 2014 is related to growth.

SOLID WASTE

FY:	AMOUNT		% CHANGE
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	12,003,304		3.0%
12-13	10,951,420	*	-8.8%
13-14	11,384,327		4.0%



* Adjustment to Environmental Management

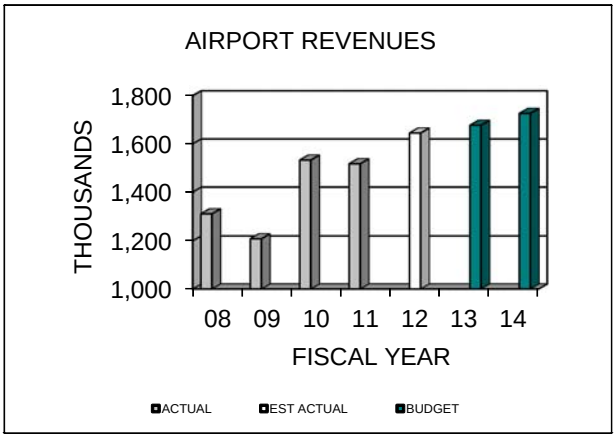
AIRPORT

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. Effective September 2012, the PFC charge per ticket was increased from $3.00 to $4.50. PFC's are collected from the ticket sales of passengers embarking from the Pulliam Airport. PFC revenue is not used for operating expenditures.

AIRPORT

FY:	AMOUNT	% CHANGE
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	1,644,876	8.4%
12-13	1,677,142	2.0%
13-14	1,726,440	2.9%



The revenue has trended upward over the past five years, with the exception of FY 2009 and FY 2011. FY 2014 revenue is expected to demonstrate a modest increase over FY 2013. Air travel is showing steady growth after the multi-year recession. Aiding in future revenue growth is a grant which will encourage an airline to establish regular daily service with the Pulliam Airport.

STORMWATER

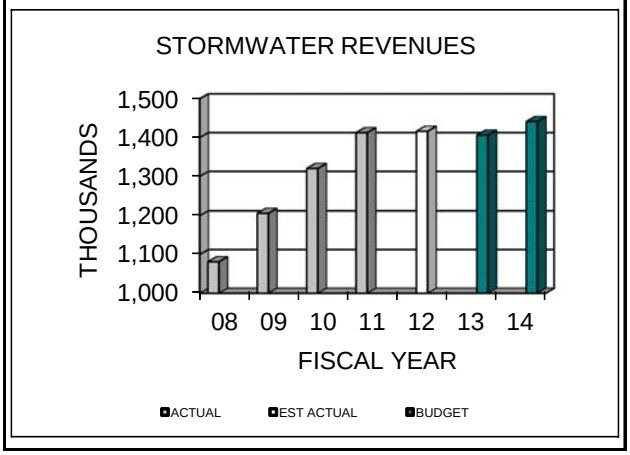
Legal Authority: City Code, Title 12, Chapter 2, Section 3

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. It was then adjusted in FY 2007 to $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 was increased to its current level of $1.30 per ERU. This rate will remain static for the foreseeable future.

STORMWATER

FY:	AMOUNT	% CHANGE
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	1,416,204	0.3%
12-13	1,406,262	-0.7%
13-14	1,441,171	2.5%



HOUSING AUTHORITY

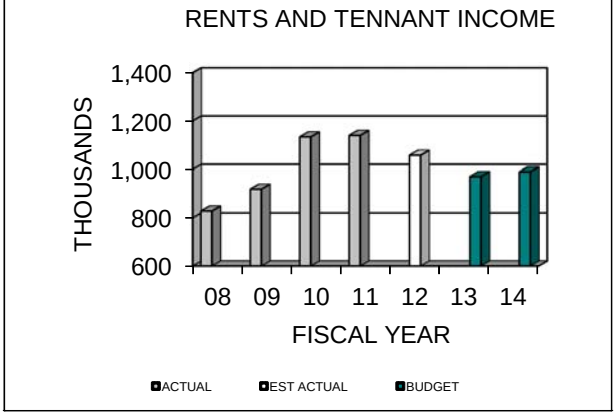
Legal Authority: U.S. Housing Act of 1937, as amended, and Title 24 Code of Federal Regulations

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
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	1,057,705	-7.2%
12-13	970,511	-8.2%
13-14	990,000	2.0%



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 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 2014 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2014 includes capital improvement projects totaling $107.2 million. This amount includes $61.8 million in carryover items that have been budgeted. Project funding is comprised of the following: $14.4 million in grants primarily for airport and beautification projects, $42.7 million in general obligation (G.O.) bonds and capital leases for the construction of 2010 Street/Utility Projects, Municipal Maintenance Facility and FUTS open space and other projects that were approved by the voters in the 2004, 2010 and 2012 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. In November 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling $24.0 million. Each 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 – Sixteen projects are scheduled for FY 2014 for a total of $68.9 million. Projects included in this category are the Municipal Maintenance Facility and the Watershed Protection Project, which were authorized by voters in the November 2012 election. Other major projects include street and utility improvements, FUTS and open space land acquisition, and Observatory Mesa.

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 Sunnyside and Traffic Signal Program. There are a total of twelve Streets Transportation projects scheduled at a budgeted cost of $11.3 million. Transportation Tax funding $6.76 million and HURF & other revenues fund $4.56 million.

FUTS Fund – Major projects include BNSF Walnut-Florence Underpass, Fourth Street Trail, and Arizona Trail. This year Federal and State grants will provide funding of $1.2 million. Fourteen projects are scheduled at a budgeted cost of $3.4 million for FY 2014.

BBB Funds – Major projects include 4th Street Corridor Improvement, Butler Avenue-North Edge, and Fort Valley Road Enhancements. Eleven projects are scheduled at a budgeted cost of $2.6 million for FY 2014.

Utilities Fund – Major projects for Water production and distribution include Switzer Canyon Transmission Line, Westside Waterline Expansion-WL Gore, Wildcat Solids Disposal and Aging Sewer Infrastructure Replacements. Twenty-one water projects and ten wastewater projects are scheduled at a combined budget of $10.0 million for FY 2014.

Airport Fund – Two projects are scheduled at a budgeted cost of $5.8 million for FY 2014. The projects include Apron Rehab and the Westplex Taxiway.

Solid Waste Fund - Three projects are scheduled for a budgeted cost of $108,000. The projects include Stormwater Infrastructure, Road Extension, and Sub-surface Geo Physical Study.

Stormwater Fund – Seven projects are budgeted in the Stormwater fund with a cost of $4.9 million in FY 2014. 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, in November 2012 in the amount of $24.0 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 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, November 2010 election, and the November 6, 2012 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 operating revenues 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, 2013

20% Limitation (Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilites Purpose Debt)		
Assessed Valuation	$	661,062,990
Allowable 20% Debt	$	132,212,598
20% Debt Outstanding		(48,787,587)
Allowable Debt Margin	$	83,425,011
6% Limitation (All Other General Obligation Debt)		
Assessed Valuation	$	661,062,990
Allowable 6% Debt	$	39,663,779
6% Debt Outstanding		-
Allowable Debt Margin	$	39,663,779

DEBT SERVICE

At July 1, 2013, the total actual indebtedness is $152.5 million. FY 2014 annual debt payments are $14.4 million. At the start of the fiscal year, July 1, 2013, the City's 20% general obligation debt of $48.8 million is well below the legal limit by $132.2 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $83.4 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2014	9,886,247	4,552,825	14,439,072
2015	11,244,040	4,122,957	15,366,997
2016	11,439,016	3,735,323	15,174,339
2017	10,506,239	3,333,102	13,839,341
2018	10,646,354	2,965,467	13,611,821
2019	10,984,443	2,557,658	13,542,101
2020	11,196,063	2,147,374	13,343,437
2021	7,251,344	1,747,387	8,998,731
2022	7,058,130	1,483,106	8,541,236
2023	6,151,381	1,207,289	7,358,670
2024	4,595,280	978,637	5,573,917
2025	4,541,085	799,302	5,340,387
2026	4,590,640	622,650	5,213,290
2027	4,212,470	450,473	4,662,943
2028	2,690,522	289,659	2,980,181
2029	1,199,520	181,693	1,381,213
2030	1,128,821	122,271	1,251,092
2031	937,044	67,572	1,004,616
2032	870,000	21,751	891,751
	$ 121,128,639	31,386,496	152,515,135

CITY COUNCIL MISSION, VISION, VALUES, GUIDING PRINCIPLES, AND PRIORITIES

Mission Statement: To protect and enhance the quality of life of its citizens.

Vision Statement: The City of Flagstaff is a safe, diverse, vibrant, and innovative community with a unique character and high quality of life. The City fosters and supports a balance of economic, environmental, educational and cultural opportunities.

Values: Teamwork, Accountability, Communication, Quality and Leadership.

Guiding Principles: Things to consider when making decisions:

- Should the City be providing this service? Can someone else do it?
- Is it the appropriate use of tax dollars?
- Does this best leverage city dollars, labor and commodities (in kind)?
- How will this affect fees and taxes?
- Can we use existing before creating new?
- Is this Council's role?
- Is this the appropriate time for this issue (political capital)?
- Are we planning for the future?
- Is this an issue we should be looking at in detail or big picture?
- Has there been appropriate public input?
- Is it equitable?
- What is the effect on predictability?
- Is this an appropriate regulation?
- Have we been provided enough information to make a decision?
- Does it empower employees?
- Will it improve the livability or quality of life for the community?
- How does it maintain small town charm?
- Is this an appropriate balance of economic, environmental and social considerations?
- Do we have a hyper-understanding of the issue prior to a decision being made?
- Is it consistent with the Regional Plan?

Priorities and status to date:

- Repair/replace/maintain City infrastructure.
  - ✓ Increased funding by $1 million on an ongoing basis and $1 million in one-time funding in FY2014 for pavement preservation.
  - ✓ Increase funding for General Fund parks, facilities and fleet by $390,000 in FY2014.
  - ✓ Streets completed in FY13 include: Franklin Avenue, Mohawk Drive, Fourth Street, Dodge Avenue and Cherry Avenue. Streets currently under construction include Coconino, Elden, Humphreys, Cottage, Beaver Street, Leroux Street, several streets in the La Plaza Vieja neighborhood and Cedar Avenue. Rose Avenue is scheduled to be completed in the Fall of 2014.
  - ✓ Utility capital projects underway include: Switzer Canyon Transmission Line, Lake Mary Well Field pipeline, Walapai Drive Alley Waterline, Hillside Sewerline replacement, Wildcat Blower replacement.
- Fund existing and consider expanded recreational services.
  - ✓ In FY2014 all BBB- Recreation parks will be funded at a service level 2.
  - ✓ Maintenance all service in Recreation Services exception for reducing hours Aquaplex and Flagstaff Recreation Center by one hour a day (Monday through Friday).
  - ✓ Council reviewed and approved the Parks Master Plan.
- Address Core Services Maintenance Facility.
  - ✓ Voters passed the bond for new facility.
  - ✓ Request for proposal to be distributed in FY2014.
- Complete the Rio de Flag.
  - ✓ Re-construction of Clay Avenue Basin to be completed in Fall of 2013
  - ✓ Limited Re-evalutaion Report undergoing a final review and is expected to be submitted to Congress in September 2013.
  - ✓ City staff are pursuing Self Administration of the project.
  - ✓ Council directed staff to hire a firm to complete a preliminary design and cost estimate for this project based on FEMA floodplain maps.
- Retain, expand, and diversify the economic base.
  - ✓ Increase BBB revenues by 6.25 in FY 2013
  - ✓ Received $4 million grant for construction of Business Accelerator.
  - ✓ Increased trade/group tour bookings and secured multiple national and international conferences
  - ✓ Increased outbound business attraction efforts by re-positioning Flagstaff as a business-friendly city through websites, outreach, marketing engagements, expanded data and analytics, and response to over 21 inbound non-retail inquiries.
  - ✓ Created a strong business environment that retains and expands local businesses through grant facilitiation, continued support of the Northern Arizona Center for emerging

Technologies, and business advocacy efforts and outreach.

- Complete the Water Policy.
  - ✓ Staff developing the Principles of Sound Water Management for Council's consideration and adoption in FY2014.
  - ✓ Staff is working with numerous state agencies to resolve the Red Gap Right-of-Way issue
  - ✓ Established a Advisory Panel on Componds of Emerging Concern regarding reclaim water quality issues and concerns.
  - ✓ Council will be meeting on separate nights solely to discuss water policy.
- Review the financial viability of pensions.
  - ✓ The Maguire Company presented to Council on issues and problems with the ASRS and PSPRS retirement systems.
  - ✓ Pilot program in the Fire Department to convert one full-time firefighter position to two part-time firefighter positions.
- Review all Commissions.
  - ✓ Future Council work session will be dedicated to review the various City commissions.
- Revisit and analyze the process and implementation for the Zoning Code.
  - ✓ Council had several work session to discuss the process for adopting amendments to the Zoning Code and provide staff with direction in early 2013.
  - ✓ Staff plans to hold a public hearing in the fall of 2013 to present the proposed amendments followed by numerous public outreach.
- Develop an ongoing budget process.
  - ✓ All retreat and budget meeting were recorded and posted to the City website
  - ✓ Several mini-budget retreat were conducted for the FY2014 budget
  - ✓ Council targets and priorities were established in the earlier retreats & were incorporated in the City Manager recommended budget presented at the April budget retreat.



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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 2013 is 43%, for FY 2014 is 19%, and for FY 2015 is 19%.

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.





ISSUES AND UPDATES

PERSONNEL SERVICE COSTS

COMPENSATION

The City's pay plan was increased by 0.6% on April 1, 2013 as part of the first revenue trigger set for fiscal year 2013 and will be increased again by 3.2% on July 1, 2013. The total amount of compensation is approximately $30,488,000 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 increased by 0.6% on April 1, 2013 and 3.2% on July 1, 2013.

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 increased by 0.6% on April 1, 2013 and 3.2% on July 1, 2013.

A compensation study was completed by Human Resources and the results demonstrate the City is an average of 11.11% below market.

The results of this study were used to determine the following positions would be impacted according to the second revenue trigger set for fiscal year 2013 to adjust those positions 25% or more below market:

1. Recreation Coordinator I
2. Recreation Coordinator II
3. Senior Recreation Coordinator
4. Meter Technician Supervisor
5. Library Manager
6. Administrative Assistant
7. Deputy Police Chief

The changes to each of these positions are listed under Reclassifications/Reranges below.

The City will continue to use revenue triggers to address positions furthest below market. In addition, a trigger will be implemented to address structure. The revenue triggers 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 2013. The reports will be received in January of 2014, 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 three tiers of revenue triggers added to the fiscal year 2014.

Tier 1: Maintenance Workers and Equipment Operators. If the receipts of the adjusted local sales tax and state shared sales tax exceed the budgeted amount by $300,000, then another $150,000 of ongoing dollars will be applied to an adjustment of the Maintenance Worker/Equipment Operator salary structure and related employee salaries.

Tier 2: Library Reorganization. If the sales tax budget is exceeded by another $250,000, then another $125,000 of ongoing dollars will be used for remaining phases of the Library reorganization.

Tier 3: Commissioned Police Structure Phase 2. The structure was moved into a separate pay plan during fiscal year 2013 and increased by 5%. The goal of phase 2 is to continue moving the minimum of the pay plan closer to market as suggested in the 2008 compensation study. If the sales tax budget is exceeded by another $400,000, then another $200,000 of ongoing dollars will be used to increase the commissioned police structure.

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
- Providing an increase to employees
- Increasing those positions that are furthest below market

BENEFITS

Fiscal year 2014 begins the 21st 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 improve employee wellness and control health care costs. This year NAPEBT hired a Wellness Coordinator to continue to expand the wellness program. NAPEBT held its fifth 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). In addition NAPEBT added the

participation of health and wellness activities and preventative health care to the Wellness Incentive Program. Employees who earn a total of 15 points will save $20 per month on their premium.

The overall premium increase for health insurance was 7%. The Trustees voted to mitigate 4% of the increase through the Trust surplus and by the positive impacts of the Wellness Incentive Program on claims. The health insurance premiums will increase by the remaining 3% and will be funded by the City and the employee. The overall employer contribution has increased by $85,000 in the general fund.

NAPEBT will continue to 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 9%.

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 fiscal year 2014. The total budget for employee only health insurance is $3.9 million dollars. The total cost of the dependent subsidy to the City is $800,952.

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 fiscal year 2014. The savings to all funds is approximately $324,000.

The dental insurance premiums will remain static for fiscal year 2014. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $282,000.

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. However, the provider will be increasing the premium by 2% effective January 1, 2014 in order to compensate for the cost of the Health Insurance Provider Fee (HIPF) required by the Federal Government. The cost to all funds is approximately $12,000.

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 $88,491. 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 $668.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will be 32.87% for Police an increase of 12.5% and 44.99% for Fire an increase of 19%. The PSPRS employee contribution will increase by 1% to 10.35% for the employee. The ASRS employer and employee contribution will be 11.54%. The ASRS pension and health insurance benefit will be 11.30%, which is a 3.7% increase in contribution rates. There is no change in the ASRS long-term disability which will be 0.24%. The cost to all funds is approximately $4.3 million for PSPRS and $3.1 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 has decreased by $2,500 for a total of $32,000 for the FY2014 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 fiscal year 2010-2011 and this will continue to be the budgeted amount this fiscal year.

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, 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.

Requests may be made during the budget process or any time during the fiscal year, if the division has ongoing funding available. The following requests have been approved between June 30, 2012 and July 1, 2013.

RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Deputy City Clerk	8	Same	12	1
Executive Admin Asst	7	Executive Assistant	8	1
IT Analyst (GIS)	12	IT Administrator (GIS)	13	1
City Records Technician	8	City Records Coordinator	10	1
Floodplain Inspector	8	Watershed Specialist	10	1
Police Support Services Supervisor	11	Police Support Services Manager	14	1
Assistant to City Manager – Real Estate	13	Same	14	1
Materials Technician	6	Same	8	2
Legal Assistant	8	Administrative Specialist Leadworker	10	1
Recreation Coordinator I	4	Recreation Program Coordinator	Broad band from 6-8	4
Recreation Coordinator II	6	Recreation Program Coordinator	Broad band from 6-8	5
Senior Recreation Coordinator	8	Recreation Supervisor	10	
Meter Technician Supervisor	8	Same	10	1
Library Manager	12	Same	13	3
Administrative Assistant	Broad band from 2-4	Same	Broad band from 3-5	12

RETITLE		
Old Title	New Title	Range
Environmental Code Tech	Code Compliance Officer I	8

REZONE		
Current Job Title	Old Zone	New Zone
Equipment Operator	1	2
Project Manager	1	2
Procurement Specialist	2	3
Equipment Operator	2	3
Administrative Assistant	1	2
Airport Service Worker	1	2
Project Manager	1	2
Equipment Operator	2	3
Equipment Operator	1	2
Equipment Operator	1	2
Administrative Specialist	1	2
Administrative Specialist	2	3
Project Manager	2	3
Maintenance Worker	1	2

NEW CLASSIFICATIONS

The following classifications have been added to the City Pay Plan:

1. Utilities Operations Section Head position was classified as a range 17.
2. Housing Rehabilitation Specialist was classified as a range 10.

PAY PLAN CHANGES

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

1. Following a recommendation from the 2008 Compensation Study by the Water's Group and since the Deputy Police Chief was great than 25% below market, a Police pay plan was created for Police Officers, Corporal/Detectives, Sergeants, Lieutenants, and Deputy Police Chief. The plan was created by taking the former ranges and increasing each by 5%. Employees were then moved into the step below their current step in the new pay structure.
2. The pay plan was updated to reflect the new minimum wage of $7.80 effective January 1, 2013.
3. The Recreation Coordinators I and II and Senior Recreation Coordinators were broad banded as a result of this year's compensation study.

REORGANIZATIONS

The following reorganizations have been completed:

1. Two positions were moved from Public Work's Sustainability and Environmental Management Section to Community Development's Planning and Development Services Section. The range 9 Environmental Code Specialist was reclassified to range 12 Code Compliance Manager and the range 8 Environmental Code Technician was moved (the classification was not impacted.)
2. The Advanced Planning and Code Administration and Compliance programs were combined. The Zoning Code Administrator was reclassified from range 14 to 15, The range 13 Neighborhood Planner was promoted to range 14 Comprehensive Planning Manager, and the Neighborhood Planner FTE was moved to range 10 Associate Planner.
3. The reporting structure of the Fire Department's Wildland structure was changed. The range 7 Wildland Fire Specialist I was reclassified to range 10 Wildland Fire Supervisor and the range 9 Wildland Fire Leadworker was retitled to Wildland Fire Firewise Specialist.
4. The first phase (of four) of the Library Reorganization was implemented to include adjusting positions to provide equal work for equal pay. In addition, a Library Specialist broad band was created.

ORGANIZATIONAL STUDIES

The Human Resources division has received additional requests for Utilities and Fleet.

TURNOVER

The City's turnover rate for calendar year 2012 is 11.16%. This is 4.5% 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.

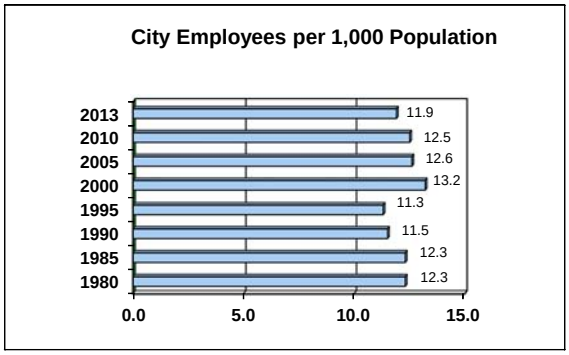
There is a net reduction of 3.96 FTE's across all funds for FY 2013. The following detail highlights the five year historical staffing trend as well as the City's calculation of City staff in comparison to population.

PERSONNEL IN EACH FUNCTION CATEGORY
5 YEAR HISTORICAL TREND

	Fiscal Year				
	2010	2011	2012	2013	2014
Public Safety	267.00	260.00	257.00	256.00	254.00
Public Works	159.09	153.59	149.87	148.16	201.98
Comm Enrich	110.43	110.43	112.75	107.59	0.00
General Admin	73.88	72.68	71.48	70.93	72.10
Utilities	70.50	68.50	67.50	67.50	67.00
Community Dev	69.58	61.88	57.08	56.08	58.38
Housing Authority	0.00	23.50	23.50	24.00	22.00
Mgmnt Services	38.75	39.00	38.25	38.25	89.65
Econ Vitality	38.25	35.75	34.99	33.99	33.43
	827.48	825.33	812.42	802.50	798.54

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
2013 **	66,985	2014	798.54	11.9



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

CITY OF FLAGSTAFF
COST ALLOCATION
FOR FISCAL YEAR 2014

PROVIDING SECTIONS		GENERAL 001	LIBRARY 030	HURF 40	TRANSPOR-TATION 041-044	UTILITY 201	STORMWATER 210	AIRPORT 270	ENVIRON. SERVICES 280	SEMS 282	TOTAL	CHARGES TO OTHER FUNDS
General Fund Services												
City Manager	$	664,454	59,417	40,533	-	80,899	8,965	17,159	84,728	11	956,166	291,712
City Clerk		241,932	14,362	11,521	3,386	36,588	1,806	3,806	32,849	3,287	349,537	107,605
Human Resources		312,153	33,599	20,971	-	41,206	3,951	6,296	40,295	3,126	461,597	149,444
Risk Management		121,133	12,047	9,162	2,352	25,181	1,472	2,985	24,958	2,448	201,738	80,605
Law		350,759	29,253	27,458	35,854	87,655	4,022	9,401	87,544	9,148	641,094	290,335
Information Systems		722,018	-	-	-	349,732	17,689	22,112	154,781	-	1,266,332	544,314
Management Services		311,271	25,252	31,670	25,687	166,350	23,960	34,166	44,484	4,445	667,285	356,014
Customer Services		73,695	5,408	1,020	507	562,735	23,134	13,644	160,144	7,942	848,229	774,534
Sales Tax		313,011	22,564	-	202,211	37,606	-	5,641	37,606	-	618,639	305,628
Finance		599,903	63,168	33,418	23,014	91,178	6,766	40,700	81,411	8,980	948,538	348,635
Community Dev Admin		283,899	-	-	-	-	-	-	-	-	283,899	-
Engineering		1,305,128	-	550,239	-	-	-	-	-	-	1,855,367	550,239
Community Investments		170,110	14,800	13,892	5,455	44,347	2,035	4,756	44,291	4,628	304,314	134,204
Public Works Administration		4,591	-	114,289	-	-	-	41,315	27,505	13,790	201,490	196,899
Mechanical Shop		33,022	1,514	56,163	-	13,910	97	2,668	97,315	-	204,689	171,667
Facilities Maintenance		781,961	79,530	-	-	34,129	9,529	61,212	99,152	-	1,065,513	283,552
Council & Commissions		263,771	22,948	21,541	8,458	68,764	3,155	7,375	68,677	7,176	471,865	208,094
Non-Departmental		2,277,176	66,345	67,310	13,278	201,420	10,867	52,287	213,433	11,384	2,913,500	636,324
Total General Fund	$	8,829,987	450,207	999,187	320,202	1,841,700	117,448	325,523	1,299,173	76,365	14,259,792	5,429,805
General Administration	$	2,412,449	148,678	109,645	41,592	621,261	37,905	61,759	425,155	18,020	3,858,444	1,464,015
Community Development		1,589,027	-	550,239	-	-	-	-	-	-	2,139,266	550,239
Management Services		1,297,880	116,392	66,108	251,419	857,869	53,860	94,151	323,645	21,367	3,061,324	1,784,811
Public Works		819,574	81,044	170,452	-	48,039	9,626	105,195	223,972	13,790	1,471,692	652,118
Economic Vitality		170,110	14,800	13,892	5,455	44,347	2,035	4,756	44,291	4,628	299,686	134,204
Non-Departmental		2,540,947	89,293	88,851	21,736	270,184	14,022	59,662	282,110	18,560	3,385,365	844,418
	$	8,829,987	450,207	999,187	320,202	1,841,700	117,448	325,523	1,299,173	76,365	14,215,777	5,429,805

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, 2012. 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 2012; 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 2014 goals:

- Continue to track fuel usage to decrease fuel consumption by 2.5%.
- Create a tracking and funding mechanism for newly created equipment pool.
- Re-Audit vehicle/equipment utilization. Goal to eliminate additional underutilized vehicles and reducing vehicle/equipment replacement costs.

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.

Fiscal year 2013 we reviewed 12 replacement requests and agreed on replacing 11 vehicles and equipment. We pulled a 26 year old ladder and 28 year old engine and replaced them with a new engine. We also purchased two new type six brush trucks moving one to reserve giving the fire department three type six brush trucks. We traded in three HURF funded pieces of equipment, a 24 and a 26 year old grader and a 30 year old dozer, and purchase two new all-wheel drive graders. We traded in four refuse trucks to purchase three new refuse trucks. We traded in a dozer and compactor on its second life to help with the purchase of a new trash compactor and to refurbish the landfill scraper. Fleet Management wrote a policy for the catastrophic component replacement fund outlining procedures for its usage.

Fleet Management's FY 2013 Accomplishments include:

- Conducted driver awareness training centered on idle reduction and efficient vehicle operation.
- Worked with City of Flagstaff Sections reviewing underutilized vehicles/equipment justifications and eliminating vehicles/equipment that are not needed. Twenty five vehicles were eliminated.
- Continued to track fuel usage by section and decreased fuel consumption by an additional 2.5%.
- Created a funding mechanism to accumulate money to replace and or repair aged vehicles/equipment. Created the Catastrophic Component Replacement Fund.

Other objectives for FY 2014 include:

- Research replacement alternative funding methods.
- 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.
- 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 Manager will approve all specifications before requests for proposals are issued.

FLEET FISCAL YEAR 2014 REPLACEMENTS

DIVISION/SECTION	AMOUNT
22 POLICE	
SEDAN	$ 21,000
CRUISERS (5)	177,751
TOTAL GENERAL FUND FLEET	198,751
38 AIRPORT	
ARRF REPLACEMENT VEHICLE	1,350,000
TOTAL AIRPORT FLEET	1,350,000

DIVISION/SECTION	AMOUNT
49 WATER DISTRIBUTION	
4x4 PICK UP TRUCK OUTFITTED	45,000
54 WASTEWATER COLLECTION	
4x4 PICK UP TRUCK OUTFITTED	45,000
DUMP TRUCK	125,000
TOTAL UTILITIES FLEET	215,000
TOTAL FLEET REPLACEMENTS	$ 1,763,751

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.

Items to consider

- Implementation of ERP & Community Development Software
- Enhancing disaster recovery 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 - $132,060: The budgeted amount will allow replacement of end-user equipment on an as needed basis.

GIS Acquisitions - $10,000: Hardware upgrades and replacements.

E-Government - $20,000: Implement the expansion of video streaming of council meetings.

FY 2013 Acquisitions - $415,433: Large purchases include the Microsoft Enterprise agreement, Microsoft SQL Licenses and Scheduling Software.

CITY OF FLAGSTAFF
IT 5-YEAR PROJECTION
FY 2014-2019

IT Five Year Projections	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
GF Phone	$ 61,264	66,175	66,199	66,175	66,175	66,175	66,175	66,175	66,175
Replacement Programs									
Replacement PC's and Printers	28,845	40,263	37,862	44,020	43,967	43,967	43,967	43,967	43,967
Network equip	28,845	40,262	37,861	44,020	43,966	43,966	43,966	43,966	43,966
Server Equipment	-	40,262	37,861	44,020	43,966	43,966	43,966	43,966	43,966
Total - Replacement Programs	57,689	120,787	113,584	132,060	131,899	131,899	131,899	131,899	131,899
GIS									
Hardware upgrades/replacement	-	8,000	8,000	10,000	10,000	10,000	10,000	10,000	10,000
Aerial Photography	-	75,000	75,000	-	-	-	-	-	-
Total GIS	-	83,000	83,000	10,000	10,000	10,000	10,000	10,000	10,000
E-Gov	25,000	24,888	24,888	20,000	30,000	30,000	30,000	30,000	30,000
New Hardware & Software and Upgrades									
Scheduling Software	-	90,000	-	90,000	-	-	-	-	-
Automated Time Entry	-	50,000	-	50,000	-	-	-	-	-
Parking Solution	-	90,000	-	-	-	-	-	-	-
Microsoft Enterprise Agreement	128,721	125,000	128,721	135,000	125,000	185,000	185,000	185,000	125,000
Microsoft SQL Licenses	-	-	-	35,000	-	-	-	-	-
Kiva Replacement	-	65,000	35,000	30,000	-	-	-	-	-
Innoprise Updates	3,962	51,000	35,667	15,333	-	-	-		-
VOIP Migration - next phase	55,225	20,000	20,000	30,000	-	-	-	-	-
SAN for Disaster Recovery	35,000	49,000	49,000	-	-	-	-	-	-
Planning & Development	-	-	-	5,000	-	-	-	-	-
Engineering	-	-	-	25,100	-	-	-	-	-
Total New Hardware & Software	222,908	540,000	268,388	415,433	125,000	185,000	185,000	185,000	125,000
Public Safety									
Police Upgrades	271,917	69,700	73,182	-	-	-	-	-	-
Total Public Safety	271,917	69,700	73,182	-	-	-	-	-	-
Total Expenditures	$ 638,779	904,550	629,241	643,668	363,074	356,899	356,899	356,899	296,899
Funding									
General Fund MIS allocation	$ 514,550	448,550	448,574	393,235	363,074	356,899	356,899	356,899	296,899
One time monies	3,962	75,000	75,000	65,100	-	-	-	-	-
Carryover	120,267	381,000	105,667	185,333	-	-	-	-	-
Grants		-		-	-	-	-	-	-
Total Funding	$ 638,779	904,550	629,241	643,668	363,074	356,899	356,899	356,899	296,899

FY 2013 UPDATES

CITY PARKS MAINTENANCE VS CAPITAL

In the FY 2014 Budget, Council approved a continuation of funding the $100,000 to the Park Maintenance Section for capital needs. In addition, at the April Council FY 2014 budget retreat, City Council approved an additional $200,000 of BBB Recreation tax revenue to be allocated to park maintenance, bringing the BBB funded Recreation Fields from a Service Level 3 to a Service Level 2. This will allow for a portion of the City's parks and recreation fields to be maintained based on national standards recommended by the National Recreation & Parks Association and Professional Grounds Management Society. Service Level 2 allows staff to be more proactive than reactive when addressing maintenance tasks, which allows the City to adequately maintain current assets and prolong their useful life.

JAY LIVELY USER FEES

In July 2012, City Council voted against the rate increase to the Jay Lively User Fees and requested that management look at an increase to all recreation user fees. Please see User Fees in the FY 2014 Issues for current status of recreation fees.

FY 2014 ISSUES

QUALITY INFRASTRUCTURE

During the Fall Budget Retreat, Council directed management to focus their efforts to increased funding necessary to improve street, utility, fleet, parks, stormwater and facilities infrastructure.

Background/Discussion

During the recession, the City had to make numerous cuts to balance the budget due to decreased revenues. Many of these cuts included reductions to fund allocations to maintain the City's infrastructure.

In September 2010, the Council established a goal to maintain and deliver quality, reliable infrastructure. As a result, the Quality Infrastructure Cabinet was established to focus to better understand how to maintain the City's current infrastructure and identify the City's projected infrastructure needs. This required an evaluation of the current and targeted condition of the City's critical infrastructure.

In July 2012, Council re-affirmed this priority by setting the goal to repair, replace and maintain infrastructure. In addition, at the Fall Budget Retreat, staff presented findings which included an estimate of over $27 million to maintain the City's infrastructure in the current condition and another $147 million to upgrade the City's infrastructure to the target condition.

Conclusion

Council adopted a budget that included an additional $2.45 million for street pavement preservation, $361,000 for fleet replacements, $100,000 for facility repairs and $45,000 for parks maintenance.

USER FEES

One of the FY 2013 Budget carryover items that Council addressed as part of FY 2014 Budget was to identify an additional $100,000 in user fees related to Recreation Services. Since Council voted to not increase Jay Lively User Fees, the City started the development of the FY 2014 Budget with $100,000 deficit. In addition, at the February retreat, Council requested a balanced approach towards funding their goals between: budget cuts, re-allocations across funds, and new revenues. One of the new revenue options included increasing the recovery of user fees.

Discussion

The Council received considerable input from the community requesting recreation user fee increases be minimal while maintaining or improving current programs. At the February budget retreat, Council directed staff to bring back a proposed plan for recreation fee increases with the goal of $330,000 in additional revenue to be implemented over a three year period.

Staff also proposed increasing various other user fees throughout the City. These proposed increases included: special event liquor licenses, cemetery fees, plan review fees, building permit fees, engineering inspection, and material testing lab fees.

Conclusion

Council approved an increase in recreation fees that will generate $170,000 in FY 2014. These fee increases include: special event fees, user fees, including the Aquaplex, and program fees for facility/field use. In addition, the City will implement a fee for the materials testing lab. This necessary service will be outsourced and the City's fees associated with the operation will be recovered from developers. Lastly, Council approved increasing plan review fees from 50% to 60% cost recovery.

LIBRARY DISTRICT TAX REVENUES

The City operates the joint City/County Public Library System. The City libraries are funded with combination of a General Fund transfer and the Library District Property Tax. County Branch libraries are funded 100% from the Library District Property Tax. The Coconino County Board of Supervisors is responsible for setting and levying the Library District Property Tax rate.

Background

The City/County Public Library System faces a very difficult revenue starting point. The assessed value for the Library District dropped 13%. That means if the property tax rate is held flat, the property tax revenue for the libraries will drop approximately $670,000 in FY 2014 compared to FY 2013 revenue. This equates to approximately a $340,000 decrease in revenue for Flagstaff libraries and a $330,000 decrease in revenue for the other County Branch libraries.

Conclusion

The City requested that the Library District hold the property tax levy flat with the net effect of no change in dollars to the tax payer. This would restore approximately $340,000 in funding to the Flagstaff libraries. Coconino County Board of Supervisors has agreed to a partial rate change that is projected to offset $250,000. The balance of the revenue decreases will be offset with fund reserves. This approach will allow the City/County Public Library System several years to adjust to the new revenue level and/or allow for assessed values to recover. During FY 2014, City Staff will re-evaluate the Library Fund and make necessary changes related to the decrease in revenues.



CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2013-2014

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2013	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2013-2014	INTERFUND TRANSFERS 2013-2014 IN	INTERFUND TRANSFERS 2013-2014 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2013-2014	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2013-2014	FUND BALANCE 6/30/2014
General Fund	$ 19,552,029	55,803,731	3,506,081	(8,991,479)	69,870,362	49,074,356	8,395,537	1,183,788	1,565,000	60,218,681	9,651,681
Special Revenue Funds:											
Library	873,900	6,199,835	1,224,451	(328,391)	7,969,795	7,300,401	59,195	-	222,000	7,581,596	388,199
Highway User Revenue	2,546,353	6,737,798	9,102,904	(28,401)	18,358,654	4,926,757	11,521,601	549,211	100,000	17,097,569	1,261,085
Transportation	4,397,568	15,670,675	-	(7,867,486)	12,200,757	6,058,893	-	1,182,775	-	7,241,668	4,959,089
Flagstaff Urban Trails	-	1,239,339	2,580,634	-	3,819,973	-	3,446,341	-	-	3,446,341	373,632
Beautification	4,685,665	1,192,525	-	(2,556,619)	3,321,571	175,309	2,619,360	-	10,000	2,804,669	516,902
Economic Development	282,960	708,156	261,000	-	1,252,116	713,332	-	255,553	45,000	1,013,885	238,231
Tourism	645,165	1,874,083	-	(136,185)	2,383,063	1,879,658	-	-	50,000	1,929,658	453,405
Arts & Science	388,524	447,768	-	-	836,292	408,806	233,400	-	10,000	652,206	184,086
Recreation-BBB	1,751,379	3,064,568	-	(1,948,789)	2,867,158	-	1,100,000	-	-	1,100,000	1,767,158
Real Estate Proceeds	-	-	-	-	-	-	-	-	-	-	-
Housing and Comm Svcs	796,818	2,222,174	-	-	3,018,992	2,778,741	-	-	-	2,778,741	240,251
Metro Planning Org	-	915,071	22,500	-	937,571	687,571	-	-	250,000	937,571	-
EDA Revolving Loan Fund	-	220,855	-	-	220,855	220,000	-	-	-	220,000	855
Debt Service Funds:											
G.O. Bond Fund	-	-	7,460,125	-	7,460,125	-	-	7,460,125	-	7,460,125	-
Sec. Property Tax	8,471,639	5,590,153	-	(7,460,125)	6,601,667	-	-	-	-	-	6,601,667
Special Assessment Bond	414,729	905,100	-	-	1,319,829	-	-	905,600	-	905,600	414,229
Permanent Funds:											
Perpetual Care	214,968	22,373	-	-	237,341	-	-	-	-	-	237,341
Capital Projects Funds:											
Special Improvement District	-	-	-	-	-	-	-	-	-	-	-
Municipal Facilities Corp	(436,750)	18,324,000	1,626,000	-	19,513,250	-	13,074,250	-	-	13,074,250	6,439,000
G.O. Bonds	9,692,198	35,221,447	4,700,000	-	49,613,645	-	49,203,033	-	-	49,203,033	410,612
Enterprise Funds:											
Water and Wastewater	12,993,414	26,762,292	-	(182,794)	39,572,912	13,610,707	10,969,327	4,207,923	1,800,000	30,587,957	8,984,955
Operating					-					-	-
Bonds					-					-	-
Airport	215,819	9,734,395	552,000	(33,567)	10,468,647	2,281,612	7,185,127	286,685	500,000	10,253,424	215,223
Airpark Proceeds					-					-	-
Solid Waste	4,922,416	15,381,371	-	(4,950,216)	15,353,571	9,243,643	1,089,996	250,000	612,000	11,195,639	4,157,932
Sustainable Environ Mgmt	-	1,025,109	185,728	(239,681)	971,156	949,796	-	-	-	949,796	21,360
Stormwater Utility	867,572	1,500,509	3,927,428	(425,118)	5,870,391	749,599	4,875,928	-	10,000	5,635,527	234,864
Fiduciary Funds:											
Firemen's Pension	-	-	-	-	-	-	-	-	-	-	-
Flagstaff Housing Authority	536,380	7,080,134	-	-	7,616,514	5,781,923	401,697	-	1,001,250	7,184,870	431,644
TOTAL ALL FUNDS	$ 73,812,746	217,843,461	35,148,851	(35,148,851)	291,656,207	106,841,104	114,174,792	16,281,660	6,175,250	243,472,806	48,183,401

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2013-2014

	ESTIMATED FY 2012-2013	FY 2013-2014
Expenditure Limitation [Economic Estimates Commission]		$ 133,177,482
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 5,534,145	$ 5,742,768
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	$ 5,426,095	$ 5,520,173
B. Secondary Property Taxes	6,402,304	5,530,453
C. Total Property Tax Levy Amount	$ 11,828,399	$ 11,050,626
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2012-2013 Levy	$ 5,250,000	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,350,000	
B. Secondary Property Taxes:		
(1) FY 2012-2013 Levy	6,402,304	
(2) Total Secondary Property Taxes Collected	6,402,304	
C. Total Property Taxes Collected	$ 11,752,304	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7131	0.8429
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.5497	1.6795

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 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

SOURCE OF REVENUES	ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	ESTIMATED ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 14,765,828	14,351,925	15,582,500	15,850,368	1,498,443	10.44%
Franchise Tax	2,347,952	2,436,000	2,305,000	2,345,338	(90,662)	-3.72%
Licenses and permits						
Business Licenses	33,690	33,000	33,000	33,000	-	0.00%
Building Permits	1,288,317	600,000	1,100,000	1,119,250	519,250	86.54%
Other Licenses and permits	359,867	157,930	157,930	157,930	-	0.00%
Intergovernmental revenues						
State Income Tax Sharing	5,559,477	6,720,300	6,728,484	7,300,000	579,700	8.63%
State Shared Sales Tax	5,147,101	5,227,250	5,325,000	5,418,188	190,938	3.65%
Vehicle License Tax	2,483,244	2,486,750	2,500,000	2,543,750	57,000	2.29%
Federal Grants	1,178,532	2,575,967	1,359,175	2,158,654	(417,313)	-16.20%
State Grants	1,036,530	1,791,144	958,164	1,547,827	(243,317)	-13.58%
Local Intergovernmental Agreements	872,822	850,000	850,000	850,000	-	0.00%
Charges for services						
General Government	153,961	579,850	184,100	366,100	(213,750)	-36.86%
Parks & Recreation	1,319,732	1,408,830	1,308,830	1,578,830	170,000	12.07%
Public Safety	1,414,238	906,300	906,300	910,863	4,563	0.50%
Cemetery	135,335	134,000	134,000	135,340	1,340	1.00%
Fines and forfeits	1,182,413	1,238,570	1,110,478	1,115,151	(123,419)	-9.96%
Interest on investments	132,369	213,350	215,100	207,500	(5,850)	-2.74%
Miscellaneous revenues	2,077,340	3,885,183	1,626,449	2,810,642	(1,074,541)	-27.66%
Total General Fund	41,488,748	45,596,349	42,384,510	46,448,731	852,382	1.87%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	155,088	52,400	78,697	25,000	(27,400)	-52.29%
Library District Taxes	3,885,243	3,843,535	3,843,537	6,116,924	2,273,389	59.15%
Interest on investments	22,579	27,250	21,105	37,437	10,187	37.38%
Miscellaneous revenues	76,571	2,453,363	612,887	20,474	(2,432,889)	-99.17%
Total Library Fund	4,139,481	6,376,548	4,556,226	6,199,835	(176,713)	-2.77%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	-	-	-	36,000	36,000	0.00%
Highway User Tax	5,576,167	5,555,000	5,926,167	5,955,798	400,798	7.22%
Interest on investments	6,704	7,000	6,000	6,000	(1,000)	-14.29%
Miscellaneous revenues	1,151	540,000	-	740,000	200,000	-37.04%
Total Highway User Revenue Fund	5,584,022	6,102,000	5,932,167	6,737,798	435,798	7.14%
TRANSPORTATION FUND						
Transportation Tax	10,399,189	10,223,455	10,982,632	11,081,675	858,220	8.39%
Interest on Investments	58,675	40,000	94,000	89,000	49,000	122.50%
Miscellaneous revenues	670,622	4,500,000	-	4,500,000	-	0.00%
Total Transportation Fund	11,128,486	14,763,455	11,076,632	15,670,675	907,220	6.15%
FUTS FUND						
Intergovernmental revenues						
State Grants	-	-	-	1,239,339	1,239,339	0.00%
Total Beautification Fund	-	-	-	1,239,339	1,239,339	0.00%
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	236,132	1,392,471	678,392	-	(1,392,471)	-100.00%
BBB Tax	1,111,913	1,106,350	1,166,000	1,186,405	80,055	7.24%
Interest on investments	26,886	10,970	44,000	6,120	(4,850)	-44.21%
Miscellaneous	932	15,890	15,890	-	(15,890)	-100.00%
Total Beautification Fund	1,375,863	2,525,681	1,904,282	1,192,525	(1,317,266)	-52.15%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

SOURCE OF REVENUES	ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	ESTIMATED ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
Federal Grants	$ 373,306	220,000	-	-	(220,000)	-100.00%
State Grants	-	60,000	60,000	100,000	40,000	66.67%
BBB Tax	528,159	525,516	553,850	563,542	38,026	7.24%
Interest on investments	1,356	1,455	2,111	2,977	1,522	104.60%
Miscellaneous revenues	40,020	279,420	40,020	41,637	(237,783)	-85.10%
Total Economic Development Fund	942,841	1,086,391	655,981	708,156	(378,235)	-34.82%
TOURISM FUND						
BBB Tax	1,667,870	1,659,525	1,749,000	1,779,608	120,083	7.24%
Retail Sales	62,323	58,905	62,000	62,620	3,715	6.31%
Interest on investments	2,871	2,000	5,513	6,452	4,452	222.60%
Miscellaneous revenues	28,949	26,483	26,690	25,403	(1,080)	-4.08%
Total Tourism Fund	1,762,013	1,746,913	1,843,203	1,874,083	127,170	7.28%
ARTS AND SCIENCE FUND						
BBB Tax	416,967	414,881	437,250	444,902	30,021	7.24%
Interest on investments	1,778	3,501	3,084	2,866	(635)	-18.14%
Total Arts and Science Fund	418,745	418,382	440,334	447,768	29,386	7.02%
RECREATION-BBB FUND						
BBB Tax	1,834,657	1,825,478	1,923,900	1,957,568	132,090	7.24%
Interest on investments	5,463	6,200	11,200	7,000	800	12.90%
Miscellaneous revenues	-	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,840,120	1,831,678	1,935,100	1,964,568	132,890	7.26%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	836,607	1,109,731	715,810	912,174	(197,557)	-17.80%
State Grants	250,665	630,000	330,000	660,000	30,000	4.76%
Interest on investments	5,370	-	8,332	-	-	0.00%
Miscellaneous revenues	224,254	483,000	501,162	650,000	167,000	34.58%
Total Housing and Community Svcs Fund	1,316,896	2,222,731	1,555,304	2,222,174	(557)	-0.03%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	424,374	380,604	349,068	660,071	279,467	73.43%
Miscellaneous revenues	3,880	105,000	5,000	255,000	150,000	142.86%
Total Metro Planning Organization Fund	428,254	485,604	354,068	915,071	429,467	88.44%
EDA REVOLVING LOAN FUND						
Intergovernmental revenues						
Federal Grants	-	-	-	220,000	220,000	0.00%
Interest on investments	-	-	-	855	855	0.00%
Total EDA Revolving Loan Fund	-	-	-	220,855	220,855	0.00%
TOTAL SPECIAL REVENUE FUNDS	28,936,721	37,559,383	30,253,297	39,392,847	1,649,354	4.39%
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	42,387	32,700	57,700	59,700	27,000	82.57%
Total Secondary Property Tax Fund	42,387	32,700	57,700	59,700	27,000	82.57%
SPECIAL ASSESSMENT BONDS						
Special Assessments	8,286,453	904,625	904,625	902,000	(2,625)	-0.29%
Interest on investments	1,303	1,400	3,635	3,100	1,700	121.43%
Total Special Assessment Bonds	8,287,756	906,025	908,260	905,100	(925)	-0.10%
TOTAL DEBT SERVICE FUNDS	8,330,143	938,725	965,960	964,800	26,075	2.78%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

SOURCE OF REVENUES	ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	ESTIMATED ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Intergovernmental revenues						
Federal Grants	$ -	3,000,000	2,389,000	6,000,000	3,000,000	100.00%
Interest on investments	21,100	13,230	15,500	10,355	(2,875)	-21.73%
Miscellaneous Revenue		11,196,000	-	9,711,092	(1,484,908)	-13.26%
Total G.O. Bonds Projects	21,100	14,209,230	2,404,500	15,721,447	1,512,217	10.64%
MUNICIPAL FACILITIES CORP						
Intergovernmental revenues						
Grant Revenues	-	3,762,500	-	4,600,000	837,500	22.26%
Miscellaneous Revenue	-	1,100,000	-	8,024,000	6,924,000	629.45%
Total Municipal Facilities Corp	-	4,862,500	-	12,624,000	7,761,500	
TOTAL CAPITAL PROJECTS FUNDS	21,100	19,071,730	2,404,500	28,345,447	9,273,717	48.63%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	15,475	19,908	19,908	20,306	398	2.00%
Interest on investments	1,080	2,056	1,742	2,067	11	0.54%
Total Perpetual Care Fund	16,555	21,964	21,650	22,373	409	1.86%
TOTAL PERMANENT FUNDS	16,555	21,964	21,650	22,373	409	1.86%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	346,222	432,715	307,200	290,500	(142,215)	-32.87%
Federal Grants	1,343,510	3,169,237	1,405,000	300,000	(2,869,237)	-90.53%
Water Revenues	12,570,940	12,940,449	13,377,684	15,718,170	2,777,721	21.47%
Wastewater Revenues	7,883,022	8,444,905	8,651,874	9,638,072	1,193,167	14.13%
Interest on Investments	58,920	101,505	95,000	95,950	(5,555)	-5.47%
Miscellaneous revenues	116,948	-	70,559	91,000	91,000	0.00%
Total Water and Wastewater Fund	22,319,562	25,088,811	23,907,317	26,133,692	1,044,881	4.16%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	3,053,899	4,846,978	568,162	7,211,173	2,364,195	48.78%
State Grants	102,986	844,368	697,425	466,102	(378,266)	-44.80%
Airport Revenues	1,644,876	1,666,101	1,677,142	1,726,440	60,339	3.62%
Interest on investments	1,814	5,385	1,650	2,160	(3,225)	-59.89%
Miscellaneous revenues	196,215	261,120	42,030	328,520	67,400	25.81%
Total Airport Fund	4,999,790	7,623,952	2,986,409	9,734,395	2,110,443	27.68%
SOLID WASTE						
Intergovernmental revenues						
Federal Grants	430,707	93,500	114,906	-	(93,500)	-100.00%
Solid Waste Revenues	12,003,304	12,392,011	11,928,206	11,384,327	(1,007,684)	-8.13%
Interest on investments	45,793	30,164	47,044	47,044	16,880	55.96%
Miscellaneous revenues	7,716	12,000	107,822	-	(12,000)	-100.00%
Total Environmental Services Fund	12,487,520	12,527,675	12,197,978	11,431,371	(1,096,304)	-8.75%
ENVIRONMENTAL MANANGEMENT						
Intergovernmental revenues						
Federal Grants	-	-	-	-	-	0.00%
Environmental Services Revenues	-	-	-	1,001,509	1,001,509	0.00%
Interest on investments	-	-	-	-	-	0.00%
Miscellaneous revenues	-	-	-	23,600	23,600	0.00%
Total Environmental Services Fund	-	-	-	1,025,109	1,025,109	0.00%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

SOURCE OF REVENUES	ACTUAL REVENUES 2011-2012	BUDGETED REVENUES 2012-2013	ESTIMATED ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	$ 1,189	-	-	25,000	25,000	0.00%
Stormwater Utility Revenues	1,445,828	1,436,764	1,436,262	1,471,171	34,407	2.39%
Interest on investments	5,851	20,761	8,457	4,338	(16,423)	-79.11%
Miscellaneous revenues	329	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,453,197	1,457,525	1,444,719	1,500,509	42,984	2.95%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues						
Federal Grants	4,439,317	5,634,506	5,383,425	5,542,089	(92,417)	-1.64%
Rents and Other Tenant Income	1,057,705	1,037,472	970,511	990,000	(47,472)	-4.58%
Miscellaneous revenues	537,737	644,258	508,206	548,045	(96,213)	-14.93%
Total Stormwater Utility Fund	6,034,759	7,316,236	6,862,142	7,080,134	(236,102)	-3.23%
TOTAL ENTERPRISE FUNDS	47,294,828	54,014,199	47,398,565	56,905,210	2,891,011	5.35%
TOTAL REVENUES	$ 126,088,095	157,202,350	123,428,482	172,079,408	14,692,948	9.35%

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2013-2014

	PROJECT NAME	BUDGETED REVENUES 2012-2013	ESTIMATED REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CITY MATCH 2013-2014	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	ACJC - METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	$ 340,272	282,601	316,672	-	100%	F/S
POLICE	2011 HLS THERMAL IMAGING	5,999	-	-	-	100%	F/S
POLICE	COPS HIRING 2011	298,000	293,057	308,180	-	100%	F
POLICE	RICO FUNDS FOR METRO	315,717	321,414	201,847	-	100%	F/L
POLICE	TSA - LAW ENFORCEMENT OFFICER	60,000	80,900	80,900	19,416	76%	F
POLICE	GOHS - DUI ENFORCEMENT	-	20,000	20,000	-	100%	S
POLICE	FUSD - RESOURCE OFFICER	66,375	67,575	66,375	-	100%	F/L
POLICE	USDOJ - RECOVERY COPS GRANT	148,530	148,530	-	-	100%	F
POLICE	USDOJ - RECOVERY JAG OVERTIME/RADIOS	87,930	65,000	-	-	100%	F
POLICE	COUNTY - CANNABIS ERADICAITON	4,000	-	-	-	100%	L
POLICE	RICO - OVERTIME	45,000	42,035	45,000	-	100%	L
POLICE	DOJ - BULLET PROOF VEST PROGRAM	6,251	5,274	6,500	3,250	50%	F
POLICE	PSN GANG PREV/ EDUC	10,000	10,000	10,000	-	100%	F
POLICE	HLS SLOT OVERTIME	50,000	-	-	-	100%	F/S
POLICE	US MARCHALL OT	-	5,000	5,000	-		
POLICE	HOMELAND SECURITY GRANT	-	-	100,000	-	100%	F/S
POLICE	ACJC - STATEWIDE GANG TASK FORCE	118,712	128,910	127,473	31,868	75%	S
POLICE	INTERNET CRIMES AGAINST CHILDREN	4,500	4,403	4,500	-	100%	F/S
POLICE	GOHS - DUI ENFORCEMENT	20,000	-	-	-	100%	F/S
POLICE	GOHS CLICK IT OR TICKET	5,000	5,000	5,000		100%	F/S
POLICE	DOJ - ED BRYNE MEMORIAL JAG - OVERTIME	61,485	69,500	53,402	-	100%	F
FIRE	AZSF - HAZARDOUS FUEL	58,000	40,305	-	-	90%	S
FIRE	NAVAL OBSERVATORY	5,000	-	-	-	100%	F
FIRE	AZ HOMELAND SECURITY	50,000	41,504	40,000	-	100%	F/S
FIRE	GOHS GRANT	30,000	-	30,000	-	100%	S
FIRE	ASSISTANCE TO FIREFIGHTERS	120,000	-	350,000	-	100%	F
FIRE	SAFER GRANT	288,000	-	360,000	-	100%	F
FIRE	NAVAL OBSERVATORY	5,000	9,871	10,000	-	100%	F
FIRE	HAZARDOUS FUELS GRANT	215,000	53,750	107,500		100%	S
COURT	COURT WARRANT FEES	74,160	64,075	65,357	-	100%	L
COURT	TCPF/STATE JCEF - COURT TRAINING OFFICER	25,000	25,000	25,000	-	100%	S
COURT	TCPF/LOCAL JCEF - COURT TRAINING OFFICER	11,000	13,590	13,930	-	100%	L
COURT	COURT IMPROVEMENT FEES	200,000	-	236,000	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	35,710	35,710	36,600	-	100%	L
COURT	COURT INTERPRETER-COUNTY	20,000	20,000	20,000	-	100%	L
COURT	COURTH IGA FOR WEEKEND PROBATION	23,950	23,950	23,950	-	100%	L
COURT	COUNTY INFO SYSTEMS TECH	34,000	34,000	34,000	-	100%	L
COURT	COUNTY-TRAINER	22,000	27,170	27,870	-	100%	L
COURT	COUNTY-INTERPRETER	32,500	32,500	32,500	-	100%	L
COURT	LOCAL JCEF / TEMP HELP	56,020	28,000	-	-	100%	L
COURT	DISPOSITION ENTRY FEE-FACILITY FUND	400,000	-	490,000	-	100%	L
COURT	FILL THE GAP	-	17,000	20,000	-	100%	L
PUBLIC WKS	EPA BROWNFIELDS ASSESSMENT	1,000,000	281,500	418,500	-	100%	F
REC	N COUNTRY HEALTHCARE	14,000	20,215	14,425	-	100%	L
	SUBTOTAL-GENERAL FUND	4,367,111	2,317,339	3,706,481	54,534		
LIBRARY	LIBRARY VARIOUS GRANTS	52,400	78,697	25,000	-	100%	S
	SUBTOTAL	52,400	78,697	25,000	-		
HURF	BEULAH BLVD EXTENSION-FMPO FUNDS	-	-	36,000	2,160	94%	F/S
	SUBTOTAL	-	-	36,000	2,160		
CAPITAL	EDA- INNOVATION MESA	3,762,500	-	4,000,000	2,000,000	50%	F
CAPITAL	COURT FACILITY	-	-	600,000	-	100%	S
CAPITAL	PICTURE CANYON LAND ACQUISITION	3,000,000	2,389,000	-	-	50%	S
CAPITAL	OBSERVATORY MESA	-	-	6,000,000	-	100%	F
	SUBTOTAL	6,762,500	2,389,000	10,600,000	2,000,000		

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2013-2014

	PROJECT NAME	BUDGETED REVENUES 2012-2013	ESTIMATED REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CITY MATCH 2013-2014	BUDGETED GRANT REIMB %	FUNDING
BEAUT	FUTS INTERPRETIVE SIGNAGE	$ 10,000	9,859	-	-	50%	F/S
BEAUT	ADOT - TEA 21 - WOODLANDS / BEULAH MEDIANS (ROUND 16)	485,998	534,566	-	-	94%	F/S
BEAUT	ART INCUBATOR	25,000	-	-	-	100%	F/S
BEAUT	ADOT - WALNUT /FLORENCE UNDERPASS (ROUND 11)	450,783	2,688	-	-	94%	F/S
BEAUT	AZ STATE PARKS - FUTS SIGNAGE PROGRAM	181,031	124,000	-	-	100%	F/S
BEAUT	ADOT- TE COUNTRY CLUB TRAIL -66 TO CORTLAND (ROUND 14)	9,100	-	-	-	94%	F/S
BEAUT	ADOT- TE 4TH ST-HUNTINGTON TO BUTLER (ROUND 18)	150,559	7,279	-	-	94%	F/S
BEAUT	ADOT- SAFE ROUTES TO SCHOOL - FUTS KINSEY SCHOOL TRAIL	80,000	-	-	-	94%	F/S
	SUBTOTAL	1,392,471	678,392	-	-		
FUTS	ADOT - WALNUT /FLORENCE UNDERPASS (ROUND 11)	-	-	500,000	30,000	94%	F/S
FUTS	AZ STATE PARKS - FUTS SIGNAGE PROGRAM	-	-	95,000	-	100%	F/S
FUTS	ADOT- TE 4TH ST-HUNTINGTON TO BUTLER (ROUND 18)	-	-	644,339	36,727	94%	F/S
	SUBTOTAL	-	-	1,239,339	66,727		
HSG	HUD - 10/11 CDBG ENTITLEMENT	88,000	80,826	7,174	-	100%	F
HSG	HUD - 11/12 CDBG ENTITLEMENT	436,661	377,675	56,558	-	100%	F
HSG	HUD- 12/13 CDBG ENTITLEMENT	585,070	257,309	315,977	-	100%	F
HSG	HUD-13/14 CDBG ENTITLEMENT	-	-	532,465	-		
HSG	AZ HUD - FY 10 OWNER OCCUPED HOUSING EMERGENCY REPAIRS	300,000	-	330,000	-	100%	F/S
HSG	AZ HUD - FY 10 OWNER OCCUPIED HOUSING REHAB	330,000	330,000	330,000	-	100%	F/S
	SUBTOTAL	1,739,731	1,045,810	1,572,174	-		
MPO	ADOT - PL FUNDS FMPO 2011	-	5,192	-	-	94%	F/S
MPO	ADOT - PL FUNDS FMPO 2012	-	23,375	-	-	94%	F/S
MPO	ADOT-PL FUNDS FMPO 2013	100,000	104,191	24,801	1,488	94%	F/S
MPO	AFOT- PL FUNDS FMPO 2014	-	-	100,000	6,000	94%	
MPO	ADOT - FTA18 FUNDS FMPO 2010	17,886	-	-	-	94%	F/S
MPO	ADOT - FTA19 FUNDS FMPO 2011	26,497	26,844	-	-	94%	F/S
MPO	ADOT- FTA 20 FUNDS FMPO 2012	-	-	30,263	1,816	94%	
MPO	ADOT - SPR FUNDS FMPO 2012	30,000	-	-	-	80%	F/S
MPO	ADOT - SPR FUNDS FMPO 2013	125,000	125,000	57,815	11,563	80%	
MPO	ADOT- SPR FUNDS FMPO 2014	-	-	125,000	25,000	80%	
MPO	FHWA - STP FUNDS US 180 STUDY	43,423	42,466	-	-	94%	F/S
MPO	FHWA - STP FUNDS TRAFFIC COUNT	15,798	-	17,192	1,083	94%	F/S
MPO	FHWA - STP FUNDS RTP STUDY	-	-	100,000			
MPO	FHWA - STP FUNDS MILTON MODEL	-	-	105,000			
MPO	FHWA - STP FUNDS ADAPTIVE CONTROL	-	-	100,000			
MPO	FHWA - NAIPTA	22,000	22,000	-	-	94%	F/S
	SUBTOTAL	380,604	349,068	660,071	46,950		
UTIL	AWPF - PICTURE CANYON	65,600	32,200	290,500	-	100%	S
UTIL	FEMA/ADEM - SCHULTZ FLOODING IB PIPELINE RECONSTRUCT	3,201,352	1,645,000	-	-	90%	F&S
UTIL	NAZ WATER SUPPLY FEASIBILITY	300,000	-	300,000	123,000	59%	F
UTIL	WATER PLANT EFFICIENCY PROJ	35,000	35,000	-	-	100%	F
	SUBTOTAL	3,601,952	1,712,200	590,500	123,000		
STORM	RIO DE FLAG	-	-	25,000	-	100%	S
	SUBTOTAL	-	-	25,000	-		

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2013-2014

	PROJECT NAME	BUDGETED REVENUES 2012-2013	ESTIMATED REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	CITY MATCH 2013-2014	BUDGETED GRANT REIMB %	FUNDING
AIRPRT	ADOT E2F2C-APRON RECONSTRUCTION	$ -	-	216,000	21,600	90%	
AIRPRT	ARRF REPLACEMENT VEHICLE	-	-	1,316,250	65,813	95%	
AIRPT	ADOT E3S3E DESIGN WESTPLEX TAXI LANE	498,886	498,886	-	-	90%	S
AIRPT	FAA-AIP 36 CONST WESTPLEX TAXI LANE	2,590,859	-	5,094,923	254,746	95%	F
AIRPT	ADOT-AIP-36 DESIGN WESTPLAX TAXI LANE	143,937	-	250,102	12,505	95%	S
AIRPT	FAA - REHAB TAXIWAY RECONSTRUCT	1,456,119	568,162	-	-	95%	F
AIRPT	ADOT- TAXIWAY REHAB AIP 34/35	38,319	14,952	-	-	94%	S
AIRPT	ADOT - PAVEMENT MAINTENANCE- APRON RECONSTRUCTION	163,226	183,587	-	-	90%	S
AIRPT	DOT-SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM	800,000	-	800,000	-	100%	F
	SUBTOTAL	5,691,346	1,265,587	7,677,275	354,664		
ENV	DOE - ENERGY EFFICIENCY CONSERVATION BLOCK GRANT	50,000	84,633	-	-	100%	F
ENV	ROOFTOP SOLAR CHALLENGE	43,500	30,273	-	-	90%	F
	SUBTOTAL	93,500	114,906	-	-		
ECON VIT	AZ DEPT OF COMMMERCE - REDG GRANT JOY CONE	-	-	100,000	-	100%	S
ECON DEV	ACA - RURAL GRANT 2011- MSI	60,000	60,000	-	-	100%	S
ECON VIT	EDA REVOLVING LOAN	220,000	-	-	-	100%	F/S
	SUBTOTAL	280,000	60,000	100,000	-		
EDA	EDA Revolving Loan Fund	-	-	220,000	-	100%	F
		-	-	220,000	-		
FHA	ROSS	54,597	55,874	63,991	-	100%	F
FHA	LOW INCOME PUBLIC HOUSING	2,202,626	959,085	1,220,660	-	100%	F
FHA	SECTION 8/MRO SRO	3,377,283	4,368,466	4,257,438	-	100%	F
	SUBTOTAL	5,634,506	5,383,425	5,542,089	-		
TOTAL		$ 29,996,121	15,394,424	31,993,929	2,648,035		

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 2013-2014

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ 4,000,000	3,506,081	8,991,479
SPECIAL REVENUE FUNDS			
Library Fund	-	1,224,451	328,391
Highway User Revenue Fund	-	9,102,904	28,401
Transportation Fund	-	-	7,867,486
FUTS Fund		2,580,634	
Beautification Fund	-	-	2,556,619
Economic Development	-	261,000	-
Tourism Fund	-	-	136,185
Recreation-BBB Fund	1,100,000	-	1,948,789
Housing & Community Services	-	-	-
MPO	-	22,500	-
Total Special Revenue Funds	1,100,000	13,191,489	12,865,871
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	7,460,125
G.O. Bond Fund	-	7,460,125	-
Total Debt Service Funds	-	7,460,125	7,460,125
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	19,500,000	4,700,000	-
Municipal Facilities Corporation	5,700,000	1,626,000	-
Total Capital Projects Funds	25,200,000	6,326,000	-
ENTERPRISE FUNDS			
Water and Wastewater Fund	628,600	-	182,794
Stormwater Utility	-	3,927,428	425,118
Airport Fund	-	552,000	33,567
Solid Waste Fund	3,950,000	-	4,950,216
Environmental Management Fund		185,728	239,681
Total Enterprise Funds	4,578,600	4,665,156	5,831,376
TOTAL ALL FUNDS	$ 34,878,600	35,148,851	35,148,851

SCHEDULE OF TRANSFERS
FISCAL YEAR 2013-2014

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 - $28,401
This transfer is $13,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease payment.

Beautification Fund - $510,985
This represents $448,784 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $57,000 for right-of-way and median maintenance, and $5,201 in support for the citywide publication.

Tourism Fund - $99,685
This transfer includes $90,248 for community events, $6,238 as a contribution towards the citywide publication, and $3,199 for the APSES lease payment.

Recreation-BBB Fund - $1,948,789
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $210,128, $1,188,661 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $550,000 for the operation of Recreation Programs.

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.

Solid Waste Fund - $72,488
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment, and a fee holiday for operating expenses for the general fund internal accounts totaling $53,000.

Stormwater Fund - $86,300
This transfer represents one FTE position for a Project Manager in Community Development.

Environmental Management Fund - $239,681
This transfer represents $194,181 for code compliance, $35,000 for partial funding of a wildland fire position and $10,000 maintenance as related to the open space programs.

Transfers Out:

Library Fund - $1,187,951
This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - $1,437,100
This is $97,100 for the de-icer program, $40,000 for street sweeping, $100,000 for snow removal and $1,200,000 for street improvement program.

Economic Development - $261,000
This is a transfer to assist in the expenditures in the amounts of $10,000 for SEDI and $251,000 for the Incubator.

Stormwater Fund - $3,927,428
Transfer of funds for the Rio de Flag project.

Airport Fund - $552,000
This transfer is comprised of $274,000 for capital projects at the Airport and $278,000 for operating uses, including potential funding of PSPRS requirements.

Capital Projects Fund - $1,626,000
This transfer is for a portion of the construction cost related to a new court facility.

Library Fund

Transfers In:

General Fund - $1,187,951
This is the operating transfer from the General Fund to the Library for general services.

Tourism Fund - $36,500
This is for an operating transfer from Tourism to the Library for general services.

Transfers Out:

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

Highway User Revenue Fund

Transfers In:

General Fund - $1,437,100
This is $97,100 for the de-icer program, $40,000 for street sweeping, $100,000 for snow removal and $1,200,000 for street improvement program.

Transportation Fund - $7,309,986
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,341,526 for miscellaneous projects. $5,968,460 is from Street improvements for Transportation funded projects.

Stormwater Fund - $338,818
This transfer includes $288,818 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 - $28,401
This transfer is $13,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease payment.

Transportation Fund

Transfers Out:

HURF - $7,309,986
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,341,526 for miscellaneous projects. $5,968,460 is from Street improvements for Transportation funded projects.

MPO - $22,500
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,566 to assist in the payment of the Administration Assistant.

FUTS Fund - $535,000
This is $535,000 to fund various FUTS projects within the multi-modal transportation projects.

FUTS Fund

Transfer In:

Beautification Fund - $2,045,634
This is a transfer of Beautification fund balance to create a new fund.

Transportation Tax - $535,000
This is $535,000 to fund various FUTS projects within the multi-modal transportation.

Beautification Fund

Transfers Out:

General Fund - $510,985
This represents $448,784 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $57,000 for right-of-way and median maintenance, and $5,201 in support for the citywide publication.

FUTS Fund - $2,045,634
This is a transfer of Beautification fund balance to create a new fund.

Economic Development Fund

Transfers In:

General Fund - $261,000
This is a transfer to assist in the expenditures in the amounts of $10,000 for SEDI and $251,000 for the Incubator.

Tourism Fund

Transfers Out:

General Fund - $99,685
This transfer includes $90,248 for community events, $6,238 as a contribution towards the citywide publication, and $3,199 for the APSES lease payment.

Library Fund - $36,500
This is for an operating transfer from Tourism to the Library for general services.

Recreation-BBB Fund

Transfers Out:

General Fund - $1,948,789
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $210,128, $1,188,661 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $550,000 for the operation of Recreation Programs.

Metro Planning Organization Fund

Transfers In:

Transportation Fund - $22,500
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,566 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $7,460,125
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

Secondary Property Tax Fund

Transfers Out:

G.O. Bond Fund - $7,460,125
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.

Capital Projects Fund - $25,000
This transfer is a onetime transfer to help complete the 2010 street/utility bond projects.

Stormwater Fund

Transfers In:

General Fund - $3,927,428
This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - $338,818
This transfer includes $288,818 for drainage maintenance and $50,000 for de-icer program.

General Fund - $86,300
This transfer represents one FTE position for a Project Manager in Community Development.

Airport Fund

Transfers In:

General Fund - $552,000
This transfer is comprised of $274,000 for capital projects at the Airport and $278,000 for operating uses, including potential funding of PSPRS requirements.

Transfers Out:

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

Solid Waste Fund

Transfers Out:

General Fund - $72,488
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment, and 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 - $4,675,000
This transfer is one time funding provided by capital reserve and revenue bond proceeds to construct a public works facility.

Environmental Management Fund-$185,728
This transfer represents $160,000 for service related to the HPC program and $25,728 for the creation of a new fund.

Capital Projects Fund

Transfers In:

Solid Waste Fund - $4,675,000
This transfer is one time funding provided by capital reserve and revenue bond proceeds to construct a public works facility.

General Fund - $1,626,000
This transfer is for a portion of the construction cost related to a new court facility.

Water and Wastewater Fund - $25,000
This transfer is a onetime transfer to help complete the 2010 street/utility bond projects.

Environmental Management Fund

Transfers In:

Solid Waste Fund - $185,728
This transfer represents $160,000 for service related to the HPC program and $25,728 for the creation of a new fund.

Transfers Out:

General Fund - $239,681
This transfer represents $194,181 for code compliance, $35,000 for partial funding of a wildland fire position and $10,000 maintenance as related to the open space programs.

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 7,939,695	8,395,367	8,036,576	8,470,643	75,276	0.9%
Community Development	3,497,589	3,715,394	3,579,817	4,293,997	578,603	15.6%
Management Services	2,850,274	3,123,808	3,051,046	3,171,917	48,109	1.5%
Fire	8,543,680	10,215,163	9,826,416	10,346,646	131,483	1.3%
Police	16,185,670	16,875,477	16,576,723	17,556,777	681,300	4.0%
Public Works	4,906,365	7,400,090	5,174,398	10,674,003	3,273,913	44.2%
Economic Vitality	226,401	1,200,701	478,636	612,978	(587,723)	(48.9%)
Community Enrichment	3,310,380	3,222,068	3,218,728	-	(3,222,068)	(100.0%)
Non-departmental	(3,268,704)	636,706	(2,435,115)	3,526,720	2,890,014	453.9%
Contingency	132,020	1,150,000	200,000	1,565,000	415,000	36.1%
Total General Fund	44,323,370	55,934,774	47,707,225	60,218,681	4,283,907	7.7%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	124,645	150,716	150,716	148,678	(2,038)	(1.4%)
Management Services	150,648	134,552	134,552	7,025,781	6,891,229	5,121.6%
Public Works	58,909	87,664	87,664	81,044	(6,620)	(7.6%)
Economic Vitality	27,622	27,272	27,272	14,800	(12,472)	(45.7%)
Community Enrichment	4,803,975	7,102,717	5,051,720	-	(7,102,717)	(100.0%)
Non-departmental	152,915	93,095	93,095	89,293	(3,802)	(4.1%)
Contingency	-	100,000	-	222,000	122,000	122.0%
	5,318,714	7,696,016	5,545,019	7,581,596	(114,420)	(1.5%)
HIGHWAY USER REVENUE FUND						
General Administration	108,282	118,391	118,391	109,645	(8,746)	(7.4%)
Community Development	678,205	533,783	533,783	550,239	16,456	3.1%
Management Services	138,296	73,428	73,428	66,108	(7,320)	(10.0%)
Public Works	9,042,899	13,527,647	9,437,744	16,168,834	2,641,187	19.5%
Economic Vitality	29,053	24,888	24,888	13,892	(10,996)	(44.2%)
Non-departmental	226,418	85,536	85,536	88,851	3,315	3.9%
Contingency	-	100,000	-	100,000	-	0.0%
	10,223,153	14,463,673	10,273,770	17,097,569	2,633,896	18.2%
TRANSPORTATION FUND						
General Administration	46,278	52,014	52,014	41,592	(10,422)	(20.0%)
Management Services	266,540	215,009	215,009	251,419	36,410	16.9%
Economic Vitality	10,449	7,789	7,789	5,455	(2,334)	(30.0%)
Non-departmental	6,299,251	7,798,412	5,974,129	6,943,202	(855,210)	(11.0%)
	6,622,518	8,073,224	6,248,941	7,241,668	(831,556)	(10.3%)
FUTS FUND						
Community Development	-	-	-	3,446,341	3,446,341	0.0%
Reserve/Contingency	-	-	-	-	-	0.0%
	-	-	-	3,446,341	3,446,341	0.0%
BEAUTIFICATION FUND						
Community Development	537,192	3,210,435	1,197,880	0	(3,210,435)	(100.0%)
Economic Vitality	428,705	3,366,203	1,240,532	2,794,669	(571,534)	(17.0%)
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	965,897	6,586,638	2,438,412	2,804,669	(3,781,969)	(57.4%)
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	1,227,611	1,389,255	1,015,324	968,885	(420,370)	(30.3%)
Reserve/Contingency	-	265,000	-	45,000	(220,000)	(83.0%)
	1,227,611	1,654,255	1,015,324	1,013,885	(640,370)	(38.7%)
TOURISM FUND						
Economic Vitality	1,540,957	1,624,102	1,653,512	1,879,658	255,556	15.7%
Reserve/Contingency	-	50,000	-	50,000	-	0.0%
	1,540,957	1,674,102	1,653,512	1,929,658	255,556	15.3%

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	$ 392,982	637,056	412,010	642,206	5,150	0.8%
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	392,982	647,056	412,010	652,206	5,150	0.8%
RECREATION-BBB FUND						
Public Works	-	1,100,000	-	1,100,000	-	0.0%
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,697,295	3,386,672	1,945,487	2,740,457	(646,215)	(19.1%)
Non-departmental	54,519	45,652	37,053	38,284	(7,368)	(16.1%)
	1,751,814	3,432,324	1,982,540	2,778,741	(653,583)	(19.0%)
METRO PLANNING ORG FUND						
Community Development	416,870	386,971	368,042	666,445	279,474	72.2%
Non-departmental	24,962	21,126	21,126	21,126	-	0.0%
Contingency	-	100,000	-	250,000	150,000	150.0%
	441,832	508,097	389,168	937,571	429,474	84.5%
EDA REVOLVING LOAN FUND						
Economic Vitality	-	-	-	220,000	220,000	0.0%
	-	-	-	220,000	220,000	0.0%
Total Special Revenue Funds	28,485,478	45,835,385	29,958,696	46,803,904	968,519	2.1%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,743,832	5,456,156	4,600,749	7,460,125	2,003,969	36.7%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	7,381,215	908,225	908,225	905,600	(2,625)	(0.3%)
Total Debt Service Funds	11,125,047	6,364,381	5,508,974	8,365,725	2,001,344	31.4%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	9,083,346	65,447,305	9,889,107	49,203,033	(16,244,272)	(24.8%)
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	63,271	9,112,000	436,750	13,074,250	3,962,250	43.5%
Total Capital Projects Funds	9,146,617	74,559,305	10,325,857	62,277,283	(12,282,022)	(16.5%)
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	580,253	626,188	626,188	621,261	- 4,927	(0.8%)
Management Services	983,638	915,248	915,248	857,869	(57,379)	(6.3%)
Public Works	50,698	59,122	59,122	48,039	(11,083)	(18.7%)
Economic Vitality	78,942	73,918	73,918	44,347	(29,571)	(40.0%)
Utilities	21,838,673	26,764,580	19,836,514	26,946,257	181,677	0.7%
Non-departmental	494,338	263,254	263,254	270,184	6,930	2.6%
Contingency	69,702	1,800,000	65,000	1,800,000	-	0.0%
	24,096,244	30,502,310	21,839,244	30,587,957	85,647	0.3%

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	$ 51,062	62,750	62,750	61,759	(991)	(1.6%)
Management Services	99,735	119,449	119,449	94,151	(25,298)	(21.2%)
Public Works	127,108	125,633	125,633	105,195	(20,438)	(16.3%)
Economic Vitality	4,834,876	7,450,799	2,803,777	9,432,657	1,981,858	26.6%
Non-departmental	70,048	57,063	57,063	59,662	2,599	4.6%
Contingency	-	-	-	500,000	500,000	0.0%
	5,182,829	7,815,694	3,168,672	10,253,424	2,437,730	31.2%
SOLID WASTE						
General Administration	311,071	398,292	398,292	425,155	26,863	6.7%
Management Services	373,062	376,834	376,834	323,645	(53,189)	(14.1%)
Public Works	10,756,152	12,387,952	11,614,826	9,508,438	(2,879,514)	(23.2%)
Economic Vitality	60,269	61,828	61,828	44,291	(17,537)	(28.4%)
Non-departmental	297,412	244,599	244,599	282,110	37,511	15.3%
Contingency	49,192	612,000	425,000	612,000	-	0.0%
	11,847,158	14,081,505	13,121,379	11,195,639	(2,885,866)	(20.5%)
SUSTAINABILITY & ENV MGMT FUND						
General Administration	-	-	-	18,020	18,020	0.0%
Management Services	-	-	-	21,367	21,367	0.0%
Public Works	-	-	-	887,221	887,221	0.0%
Economic Vitality	-	-	-	4,628	4,628	0.0%
Non-departmental	-	-	-	18,560	18,560	0.0%
	-	-	-	949,796	949,796	0.0%
STORMWATER UTILITY FUND						
General Administration	23,401	38,734	38,734	37,905	(829)	(2.1%)
Community Development	19,762	-	-	-	-	0.0%
Management Services	30,331	50,435	50,435	53,860	3,425	6.8%
Public Works	12,249	10,921	10,921	9,626	(1,295)	(11.9%)
Economic Vitality	4,813	3,782	3,782	2,035	(1,747)	(46.2%)
Utilities	1,112,683	5,567,829	1,543,325	5,508,079	(59,750)	(1.1%)
Non-departmental	17,545	15,138	15,138	14,022	(1,116)	(7.4%)
Contingency	5,849	10,000	-	10,000	-	0.0%
	1,226,633	5,696,839	1,662,335	5,635,527	(61,312)	(1.1%)
FLAGSTAFF HOUSING AUTHORITY						
Community Development	6,256,760	6,312,656	5,933,010	6,183,620	(129,036)	(2.0%)
Contingency	-	1,001,250	1,001,250	1,001,250	-	0.0%
	6,256,760	7,313,906	6,934,260	7,184,870	(129,036)	
Total Enterprise Funds	48,609,624	65,410,254	46,725,890	65,807,213	396,959	0.6%
TOTAL ALL FUNDS	$ 141,690,136	248,104,099	140,226,642	243,472,806	(4,631,293)	(1.9%)

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 1,391,491	1,367,298	1,351,722	1,477,942	110,644	8.1%
City Court	2,688,071	2,579,311	2,545,735	2,647,378	68,067	2.6%
Law	1,344,797	1,362,625	1,389,398	1,420,380	57,755	4.2%
Human Resources	452,545	617,160	559,498	716,488	99,328	16.1%
Risk Management	187,312	188,697	185,601	178,670	(10,027)	(5.3%)
Information Technology	1,875,479	2,280,276	2,004,622	2,029,785	(250,491)	(11.0%)
TOTAL	7,939,695	8,395,367	8,036,576	8,470,643	75,276	0.9%
COMMUNITY DEVELOPMENT						
Community Development Admin.	264,520	292,253	292,611	301,793	9,540	3.3%
Planning & Development Services	1,866,644	1,944,715	1,877,955	2,307,246	362,531	18.6%
Capital Improvement	(232,309)	(150,092)	(197,809)	(77,818)	72,274	(48.2%)
Engineering	1,381,427	1,380,416	1,348,305	1,497,308	116,892	8.5%
Housing	217,307	248,102	258,755	265,468	17,366	7.0%
Community Redevelopment	1,697,295	3,386,672	1,945,487	2,740,457	(646,215)	(19.1%)
Flag Urban Trails System	537,192	3,210,435	1,197,880	3,446,341	235,906	7.3%
Metro Planning Organization	416,870	386,971	368,042	666,445	279,474	72.2%
Flagstaff Housing Authority	6,256,760	6,312,656	5,933,010	6,183,620	(129,036)	(2.0%)
TOTAL	12,405,706	17,012,128	13,024,236	17,330,860	318,732	1.9%
MANAGEMENT SERVICES						
Management Services Admin.	644,694	736,288	678,412	779,658	43,370	5.9%
Finance/Budget	907,098	935,163	934,896	969,377	34,214	3.7%
Sales Tax & Licensing	570,195	641,045	623,765	510,285	(130,760)	(20.4%)
Customer Service	728,287	811,312	813,973	912,597	101,285	12.5%
Library	-	-	-	3,981,524	3,981,524	-
Library Grants	-	-	-	2,927,865	2,927,865	-
TOTAL	2,850,274	3,123,808	3,051,046	10,081,306	6,957,498	222.7%
FIRE						
Fire	8,539,503	9,400,163	9,677,541	9,321,646	(78,517)	(0.8%)
Fire Grants	4,177	815,000	148,875	1,025,000	210,000	25.8%
TOTAL	8,543,680	10,215,163	9,826,416	10,346,646	131,483	1.3%
POLICE						
Police	14,513,993	14,911,431	14,723,965	15,673,262	761,831	5.1%
Police Grants	1,671,677	1,964,046	1,852,758	1,883,515	(80,531)	(4.1%)
TOTAL	16,185,670	16,875,477	16,576,723	17,556,777	681,300	4.0%
PUBLIC WORKS						
Public Works Administration	58,149	18,707	15,586	22,216	3,509	18.8%
USGS Facilities	1,069,835	2,025,583	1,072,978	1,323,583	(702,000)	(34.7%)
Parks	2,350,048	2,997,569	2,920,695	3,203,838	206,269	6.9%
Fleet Services	(152,890)	1,157,490	(77,345)	1,657,497	500,007	43.2%
Cemetery	308,245	216,400	216,400	204,576	(11,824)	(5.5%)
Public Facilities Maintenance	1,272,978	984,341	1,026,084	1,000,624	16,283	1.7%
Recreation	-	-	-	3,261,669	3,261,669	-
Street Maintenance & Repairs	3,758,358	4,483,209	4,434,803	4,127,570	(355,639)	(7.9%)
Street Const. & Reconstruction	886,543	2,122,879	1,169,329	4,561,000	2,438,121	114.8%
Transportation CIP	1,851,511	6,235,313	3,147,366	6,760,601	525,288	8.4%
Street & Highway User Rev Bonds	2,369,013	549,385	549,385	549,211	(174)	(0.0%)
Solid Waste	9,263,022	11,037,282	10,203,222	9,284,466	(1,752,816)	(15.9%)
Sustainability	1,148,309	1,107,437	1,168,371	873,431	(234,006)	(21.1%)
Recreation-BBB	-	1,100,000	-	1,100,000	-	-
TOTAL	24,183,121	34,035,595	25,846,874	37,930,282	3,894,687	11.4%

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
Community Investment	$ 226,401	1,200,701	478,636	612,978	(587,723)	(48.9%)
Airport	4,538,919	7,155,680	2,508,658	9,141,216	1,985,536	27.7%
Debt Service - Airport	286,685	286,685	286,685	286,685	-	-
Arts and Science	392,982	637,056	412,010	642,206	5,150	0.8%
Urban Design	116,108	205,989	191,191	175,309	(30,680)	(14.9%)
Streetscape	312,597	3,160,214	1,049,341	2,619,360	(540,854)	(17.1%)
Economic Development	1,227,611	1,389,255	1,015,324	968,885	(420,370)	(30.3%)
EDA Revolving Loan Program	-	-	-	220,000	220,000	-
Tourism - Gen. Admin.	1,227,553	1,310,701	1,326,439	1,518,280	207,579	15.8%
Visitor Services	313,404	313,401	327,073	361,378	47,977	15.3%
TOTAL	8,642,260	15,659,682	7,595,357	16,546,297	886,615	5.7%
COMMUNITY ENRICHMENT						
Library	3,486,746	3,803,474	3,576,180	-	(3,803,474)	(100.0%)
Library Grants	1,317,229	3,299,243	1,475,540	-	(3,299,243)	(100.0%)
Recreation	3,310,380	3,222,068	3,218,728	-	(3,222,068)	(100.0%)
TOTAL	8,114,355	10,324,785	8,270,448	-	(10,324,785)	(100.0%)
UTILITIES						
Administration	1,061,952	1,220,029	1,346,209	1,419,819	199,790	16.4%
Lake Mary Water Plant	3,266,019	4,249,379	3,985,115	4,396,844	147,465	3.5%
Water Distribution System	1,344,803	1,578,526	1,542,632	1,572,676	(5,850)	(0.4%)
Booster Stations	63,674	83,838	70,484	71,960	(11,878)	(14.2%)
Betterments & Imp. Water Dist	1,975,534	5,502,982	2,376,133	3,709,960	(1,793,022)	(32.6%)
Betterments & Imp. Water Prod	2,678,973	2,380,529	285,447	2,923,000	542,471	22.8%
Wastewater Treatment	2,364,454	2,303,875	2,156,503	2,420,774	116,899	5.1%
Wastewater Collection	1,036,067	1,105,503	993,827	1,232,693	127,190	11.5%
Wastewater Monitoring	292,272	293,606	293,606	451,639	158,033	53.8%
Reclaim Water Plant	798,202	1,085,803	916,431	1,153,102	67,299	6.2%
Wastewater Treatment Imp	146,419	760,600	177,600	2,289,100	1,528,500	201.0%
Wastewater Collection Imp	144,011	803,400	368,533	1,096,767	293,367	36.5%
Debt Service - Water	4,307,415	3,454,463	3,381,947	2,265,878	(1,188,585)	(34.4%)
Debt Service - Sewer	2,358,878	1,942,047	1,942,047	1,942,045	(2)	(0.0%)
Stormwater Utility	526,758	684,663	669,899	632,151	(52,512)	(7.7%)
Stormwater Capital	404,477	812,226	702,226	948,500	136,274	16.8%
Drainage	181,448	4,070,940	171,200	3,927,428	(143,512)	(3.5%)
TOTAL	22,951,356	32,332,409	21,379,839	32,454,336	121,927	0.4%
NON-DEPARTMENTAL						
Council & Commissions	368,408	408,756	405,696	414,197	5,441	1.3%
Contributions to Other Agencies	914,801	937,003	917,003	883,559	(53,444)	(5.7%)
Non-Departmental	1,299,598	3,398,590	1,341,230	6,245,520	2,846,930	83.8%
Real Estate Proceeds	-	1,000,000	-	1,000,000	-	-
G.O. Bond - Debt Service	3,743,832	5,456,156	4,600,749	7,460,125	2,003,969	36.7%
SID-Debt	7,381,215	908,225	908,225	905,600	(2,625)	(0.3%)
G.O. Bond Funded Projects	9,083,346	65,447,305	9,889,107	49,203,033	(16,244,272)	(24.8%)
Municipal Facilities Corp	63,271	9,112,000	436,750	13,074,250	3,962,250	43.5%
Special Improvement District	-	-	-	-	-	-
Transportation	3,998,276	5,670,410	3,846,127	5,738,691	68,281	1.2%
4th Street Debt Service	2,274,700	2,110,332	2,110,332	1,182,775	(927,557)	(44.0%)
Facility Improvement Debt	489,809	472,658	472,658	472,659	1	0.0%
TOTAL	29,617,256	94,921,435	24,927,877	86,580,409	(8,341,026)	(8.8%)
RESERVES/CONTINGENCIES	256,763	5,208,250	1,691,250	6,175,250	967,000	18.6%
GRAND TOTAL	$ 141,690,136	248,104,099	140,226,642	243,472,806	(4,631,293)	(1.9%)

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 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
General Fund	$ 7,939,695	8,395,367	8,036,576	8,470,643	75,276	0.9%
Library Fund	124,645	150,716	150,716	148,678	(2,038)	(1.4%)
HURF Fund	108,282	118,391	118,391	109,645	(8,746)	(7.4%)
Transportation Fund	46,278	52,014	52,014	41,592	(10,422)	(20.0%)
Water and Wastewater Fund	580,253	626,188	626,188	621,261	(4,927)	(0.8%)
Airport	51,062	62,750	62,750	61,759	(991)	(1.6%)
Solid Waste Fund	311,071	398,292	398,292	425,155	26,863	6.7%
Sustainability & Environment Mgmt Fund	-	-	-	18,020	18,020	0.0%
Stormwater Utility Fund	23,401	38,734	38,734	37,905	(829)	(2.1%)
TOTAL	9,184,687	9,842,452	9,483,661	9,934,658	92,206	0.9%
COMMUNITY DEVELOPMENT						
General Fund	3,497,589	3,715,394	3,579,817	4,293,997	578,603	15.6%
HURF fund	678,205	533,783	533,783	550,239	16,456	3.1%
Beautification Fund	537,192	3,210,435	1,197,880	3,446,341	235,906	7.3%
Housing and Community Services Fund	1,697,295	3,386,672	1,945,487	2,740,457	(646,215)	(19.1%)
Metro Planning Organization Fund	416,870	386,971	368,042	666,445	279,474	72.2%
Stormwater Utility Fund	19,762	-	-	-	-	0.0%
Flagstaff Housing Authority	6,256,760	6,312,656	5,933,010	6,183,620	(129,036)	(2.0%)
TOTAL	13,103,673	17,545,911	13,558,019	17,881,099	335,188	1.9%
MANAGEMENT SERVICES						
General Fund	2,850,274	3,123,808	3,051,046	3,171,917	48,109	1.5%
Library Fund	150,648	134,552	134,552	7,025,781	6,891,229	5,121.6%
HURF Fund	138,296	73,428	73,428	66,108	(7,320)	(10.0%)
Transportation Fund	266,540	215,009	215,009	251,419	36,410	16.9%
Water and Wastewater Fund	983,638	915,248	915,248	857,869	(57,379)	(6.3%)
Airport Fund	99,735	119,449	119,449	94,151	(25,298)	(21.2%)
Solid Waste Fund	373,062	376,834	376,834	323,645	(53,189)	(14.1%)
Sustainability & Environment Mgmt Fund	-	-	-	21,367	21,367	0.0%
Stormwater Utility Fund	30,331	50,435	50,435	53,860	3,425	6.8%
TOTAL	4,892,524	5,008,763	4,936,001	11,866,117	6,857,354	136.9%
FIRE						
General Fund	8,543,680	10,215,163	9,826,416	10,346,646	131,483	1.3%
TOTAL	8,543,680	10,215,163	9,826,416	10,346,646	131,483	1.3%
POLICE						
General Fund	16,185,670	16,875,477	16,576,723	17,556,777	681,300	4.0%
TOTAL	16,185,670	16,875,477	16,576,723	17,556,777	681,300	4.0%
PUBLIC WORKS						
General Fund	4,906,365	7,400,090	5,174,398	10,674,003	3,273,913	44.2%
Library Fund	58,909	87,664	87,664	81,044	(6,620)	(7.6%)
HURF Fund	9,042,899	13,527,647	9,437,744	16,168,834	2,641,187	19.5%
Recreation-BBB Fund	-	1,100,000	-	1,100,000	-	0.0%
Water and Wastewater Fund	50,698	59,122	59,122	48,039	(11,083)	(18.7%)
Airport Fund	127,108	125,633	125,633	105,195	(20,438)	(16.3%)
Solid Waste Fund	10,756,152	12,387,952	11,614,826	9,508,438	(2,879,514)	(23.2%)
Sustainability & Environment Mgmt Fund	-	-	-	887,221	887,221	0.0%
Stormwater Utility Fund	12,249	10,921	10,921	9,626	(1,295)	(11.9%)
TOTAL	24,954,380	34,699,029	26,510,308	38,582,400	3,883,371	11.2%

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2013 AND 2014
(WITH ACTUAL FOR FISCAL YEAR 2012)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2011-2012	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2012-2013	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2012-2013	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2013-2014	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
General Fund	226,401	1,200,701	478,636	612,978	(587,723)	(48.9%)
Library Fund	27,622	27,272	27,272	14,800	(12,472)	(45.7%)
HURF Fund	29,053	24,888	24,888	13,892	(10,996)	(44.2%)
Transportation Fund	10,449	7,789	7,789	5,455	(2,334)	(30.0%)
Beautification Fund	428,705	3,366,203	1,240,532	2,794,669	(571,534)	(17.0%)
Economic Development Fund	1,227,611	1,389,255	1,015,324	968,885	(420,370)	(30.3%)
EDA Revolving Loan Fund	-	-	-	220,000	220,000	0.0%
Tourism Fund	1,540,957	1,624,102	1,653,512	1,879,658	255,556	15.7%
Arts and Science Fund	392,982	637,056	412,010	642,206	5,150	0.8%
Water and Wastewater Fund	78,942	73,918	73,918	44,347	(29,571)	(40.0%)
Airport Fund	4,834,876	7,450,799	2,803,777	9,432,657	1,981,858	26.6%
Solid Waste Fund	60,269	61,828	61,828	44,291	(17,537)	(28.4%)
Sustainability & Environment Mgmt Fund	-	-	-	4,628	4,628	0.0%
Stormwater Utility Fund	4,813	3,782	3,782	2,035	(1,747)	(46.2%)
TOTAL	8,862,680	15,867,593	7,803,268	16,680,501	812,908	5.1%
COMMUNITY ENRICHMENT						
General Fund	$ 3,310,380	3,222,068	3,218,728	-	(3,222,068)	(100.0%)
Library Fund	4,803,975	7,102,717	5,051,720	-	(7,102,717)	(100.0%)
TOTAL	8,114,355	10,324,785	8,270,448	-	(10,324,785)	(100.0%)
UTILITIES						
Water and Wastewater Fund	21,838,673	26,764,580	19,836,514	26,946,257	181,677	0.7%
Stormwater Utility Fund	1,112,683	5,567,829	1,543,325	5,508,079	(59,750)	(1.1%)
TOTAL	22,951,356	32,332,409	21,379,839	32,454,336	121,927	0.4%
NON-DEPARTMENTAL						
General Fund	(3,268,704)	636,706	(2,435,115)	3,526,720	2,890,014	453.9%
Library Fund	152,915	93,095	93,095	89,293	(3,802)	(4.1%)
HURF Fund	226,418	85,536	85,536	88,851	3,315	3.9%
Transportation Fund	6,299,251	7,798,412	5,974,129	6,943,202	(855,210)	(11.0%)
Housing and Community Services Fund	54,519	45,652	37,053	38,284	(7,368)	(16.1%)
Metro Planning Organization Fund	24,962	21,126	21,126	21,126	-	0.0%
General Obligation Bonds Fund	3,743,832	5,456,156	4,600,749	7,460,125	2,003,969	36.7%
Special Assessment Bonds Fund	7,381,215	908,225	908,225	905,600	(2,625)	(0.3%)
G.O. Bonds Funded Projects Fund	9,083,346	65,447,305	9,889,107	49,203,033	(16,244,272)	(24.8%)
Municipal Facilities Corp Fund	63,271	9,112,000	436,750	13,074,250	3,962,250	43.5%
Special Improvement District Fund	-	-	-	-	-	0.0%
Water and Wastewater Fund	494,338	263,254	263,254	270,184	6,930	2.6%
Airport Fund	70,048	57,063	57,063	59,662	2,599	4.6%
Solid Waste Fund	297,412	244,599	244,599	282,110	37,511	15.3%
Sustainability & Environment Mgmt Fund	-	-	-	18,560	18,560	0.0%
Stormwater Utility Fund	17,545	15,138	15,138	14,022	(1,116)	(7.4%)
TOTAL	24,640,368	90,184,267	20,190,709	81,995,022	(8,189,245)	(9.1%)
RESERVES/CONTINGENCIES						
General Fund	132,020	1,150,000	200,000	1,565,000	415,000	36.1%
Library Fund	-	100,000	-	222,000	122,000	122.0%
HURF Fund	-	100,000	-	100,000	-	0.0%
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	-	265,000	-	45,000	(220,000)	(83.0%)
Tourism Fund	-	50,000	-	50,000	-	0.0%
Arts and Science Fund	-	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	100,000	-	250,000	150,000	150.0%
Water and Wastewater Fund	69,702	1,800,000	65,000	1,800,000	-	0.0%
Airport Fund	-	-	-	500,000	500,000	0.0%
Solid Waste Fund	49,192	612,000	425,000	612,000	-	0.0%
Stormwater Utility Fund	5,849	10,000	-	10,000	-	0.0%
Flagstaff Housing Authority Fund	-	1,001,250	1,001,250	1,001,250	-	0.0%
TOTAL	256,763	5,208,250	1,691,250	6,175,250	967,000	18.6%
ALL FUNDS TOTAL	$ 141,690,136	248,104,099	140,226,642	243,472,806	-4,631,293	(1.9%)

* 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
FULL-TIME EMPLOYEE AND PERSONNEL COMPENSATION
FISCAL YEAR 2014

FUND	FULL-TIME EQUIVALENTS (FTE) 2013-2014	EMPLOYEE SALARIES AND HOURLY COSTS 2013-2014	RETIREMENT COSTS 2013-2014	HEALTHCARE COSTS 2013-2014	OTHER BENEFIT COSTS 2013-2014		TOTAL ESTIMATED PERSONNEL COMPENSATION 2013-2014
GENERAL FUND	531.03	$ 30,488,086	$ 6,190,770	$ 3,468,067	$ 2,587,255	=	$ 42,734,178
SPECIAL REVENUE FUNDS							
Library	51.40	2,058,353	214,372	321,225	158,321	=	2,752,271
HURF	35.92	1,548,692	157,778	205,301	207,722		2,119,493
Beautification	1.25	97,608	11,264	9,694	7,468		126,034
Economic Development	2.25	166,507	19,609	13,322	13,549		212,987
Tourism	13.18	626,001	66,842	75,777	48,731		817,351
Housing and Comm Services	1.00	54,834	6,328	5,921	4,380		71,463
Metro Planning Organization	2.88	212,638	21,834	20,847	15,879		271,198
Total Special Revenue Funds	107.88	4,764,633	498,027	652,087	456,050	=	6,370,797
ENTERPRISE FUNDS							
Water & Wastewater	61.50	3,501,614	392,300	420,062	327,872	=	4,641,848
Airport	9.75	481,691	54,287	55,365	51,203		642,546
Stormwater	5.50	381,886	42,790	31,891	31,679		488,246
Solid Waste	47.40	2,164,240	251,961	321,708	249,577		2,987,486
Environmental Management	8.48	437,028	48,119	59,564	37,066		581,777
Flagstaff Housing Authority	22.00	1,287,218	145,162	160,925	145,162		1,738,467
Total Enterprise Funds	154.63	8,253,677	934,619	1,049,515	842,559	=	11,080,370
TOTAL ALL FUNDS	793.54	$ 43,506,396	$ 7,623,416	$ 5,169,669	$ 3,885,864	=	$ 60,185,345

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2013-2014

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2012-2013	BUDGET 2013-2014
GENERAL FUND				
22	POLICE	POLICE CRUISERS (5)	$ 27,751	177,751
		POLICE SEDAN	-	21,000
23	POLICE GRANTS	COMMUNICATIONS EQUIPMENT	-	100,000
26	PARKS	BASKETBALL COURT RESURFACE	-	18,100
		THORPE FIELD PARKING LOT OVERLAY	-	21,000
		PONDEROSA PARK PARKING LOT OVERLAY	-	9,600
		THORPE PLAYGROUND PARKING LOT OVERLAY	-	28,000
		BASKETBALL/TENNIS COURT OVERLAY	-	25,570
		THORPE BARK PARK EQUIPMENT	-	22,000
		CHESHIRE PARKING LOT OVERLAY	-	5,730
		SKATE TRACK SURFACE REPAIRS	-	24,000
		CONTINENTAL PARKING LOT OVERLAY	-	48,500
		CONTINENTAL FENCE REPAIR	-	7,500
		FOXGLENN PARK PARKING LOT OVERLAY	-	45,000
		BBB SETASIDE FOR FLEET REPLACEMENT FUND	-	40,946
27	FLEET SERVICES	SETASIDE FOR CATASTROPHIC / FLEET REPLACE FUND	1,139,670	1,697,340
30	RECREATION	GENERAL IMPROVEMENTS	-	15,000
		DEHUMIDIFIER FOR RINK	-	25,000
44	FIRE GRANTS	ASSISTANCE TO FIREFIGHTER GRANT EQUIPMENT	10,000	50,000
		AZ HOMELAND SECURITY EQUIPMENT	-	350,000
66	NON-DEPARTMENTAL	MANAGEMENT SERVICES QUADRANT REMODEL	-	100,000
		GENERAL FUND TOTAL	1,177,421	2,832,037
LIBRARY				
11	LIBRARY	PUBLIC RESTROOM ADA COMPLIANCE	-	15,000
		RAMP ACCESS ADA COMPLIANCE	-	15,000
		SETASIDE FOR FLEET REPLACEMENT FUND	-	29,195
		LIBRARY TOTAL	-	59,195
HIGHWAY USER REVENUE				
32	STREET MAINT. & REPAIRS	DUST ABATEMENT TANK AND PUMP	-	20,000
		SOLAR PORTABLE VARIABLE MESSAGE BOARDS (2)	-	90,000
		TRAFFIC SIGNAL CABINET AND CONTROLLER REPLACE	-	90,000
		HIGHWAY USER REVENUE TOTAL	-	200,000
ARTS & SCIENCE				
71	ARTS & SCIENCE	PUBLIC ART PROJECT FOR BEAUTIFICATION	200,000	200,000
		EAST FLAGSTAFF GATEWAY	33,400	33,400
		ARTS & SCIENCE TOTAL	233,400	233,400

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2013-2014

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2012-2013	BUDGET 2013-2014
WATER & WASTEWATER				
47	LAKE MARY WATER PLANT	FACILITIES REPAIR	$ -	20,000
		RTUs AND COMMUNICATION	-	30,000
		FIXED DRIVE REPLACEMENT	125,000	125,000
		WATER PUMP STATION	35,000	35,000
		SCADA IMPROVEMENTS	25,700	25,700
49	WATER DISTRIBUTION	2014 DIESEL TRUCK 4X4 WITH OUTFITTING	-	45,000
53	WASTEWATER TREATMENT	WILDCAT BLDG RE-ROOF	-	45,000
		WILDCAT LAN (MICRO)	-	20,000
		GAS CONVEYENCE SYSTEM IMPROVEMENTS	123,000	123,000
54	WASTEWATER COLLECTION	2014 DIESEL TRUCK 4X4 WITH OUTFITTING	-	45,000
		CEMENT MIXER	-	8,000
		AIR COMPRESSOR	-	25,000
		DUMP TRUCK	-	125,000
56	RECLAIMED WATER PLANT-RIO	RIO WRP BLDG FACILITIES REPAIR	-	22,000
		CHLORINATION FEED SYSTEM AT BUFFALO PARK	-	24,200
		REPLACE CARBON FILTER MEDIA	125,000	125,000
57	WASTEWATER TREATMENT IMPRV	WWTP IMPROVEMENTS - GATES / DOORS	-	24,000
		WWTP SECURITY	-	25,000
		WATER & WASTEWATER TOTAL	433,700	891,900
HOUSING AUTHORITY				
45	FLAGSTAFF HOUSING AUTHORITY	HOUSING FACILITIES IMPROVEMENTS	-	401,697
		HOUSING AUTHORITY TOTAL	-	401,697
AIRPORT				
38	AIRPORT	ARRF REPLACEMENT VEHICLE	-	1,350,000
		AIRPORT TOTAL	-	1,350,000
ENVIRONMENTAL SERVICES				
41	SOLID WASTE	LITTER FENCING NW	-	200,000
		SCALE REPLACEMENT	-	100,000
		ANNUAL SETASIDE - LANDFILL CLOSURE	-	35,000
		WASTE MANAGEMENT PLAN LANDFILL	50,000	100,000
		DUST CONTROL	-	10,000
		SOUTH BORROW PIT	-	110,000
		ADEQ MITIGATION PROJECT NW DESIGN GAS REHAB	-	250,000
		PUBLIC WORKS YARD IMPROVEMENTS	42,000	42,000
		SCALE HOUSE SOFTWARE	134,996	134,996
		ENVIRONMENTAL SERVICES TOTAL	226,996	981,996
		TOTAL	$ 2,071,517	6,950,225

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2013-2014

SECT #	SECTION	PROJECT	CARRYFWD 2012-2013	BUDGET 2013-2014
GENERAL FUND				
18	COMMUNITY INVESTMENT	BROWNFIELD ASSESSMENT	$ 418,500	418,500
66	NON-DEPARTMENTAL	SOLAR PANEL PROJECT	-	4,000,000
		REDEVELOPMENT	145,000	145,000
67	REAL ESTATE PROCEEDS	PROPERTY PURCHASE / IMPROVEMENT	1,000,000	1,000,000
		GENERAL FUND TOTAL	1,563,500	5,563,500
HIGHWAY USER REVENUE				
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	50,000
		MINOR TRANSPORTATION IMPROVEMENTS	-	50,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMPROVEMENT PROGRAM	-	2,146,000
		STREET IMPROVEMENT PROGRAM - 1X FUNDING	-	1,450,000
		SUNNYSIDE	850,000	850,000
92	TRANSPORTATION CIP	BIKE / PED AND SAFETY IMPROVEMENT	372,309	669,526
		TRANSPORTATION PLANNING AND PROGRAMMING	-	90,000
		RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	159,500
		WEST / ARROWHEAD IMPROVEMENT	1,714,142	4,821,575
		INDUSTRIAL DRIVE / FANNING WASH	-	575,000
		TRAFFIC SIGNAL PROGRAM	-	445,000
		HIGHWAY USER REVENUE TOTAL	2,936,451	11,321,601
FUTS				
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS AND UNPROGRAMMED WORK	-	50,000
		FUTS SIGNAGE PROGRAM	93,000	95,000
		ARIZONA TRAIL	257,144	283,438
		COUNTRY CLUB FUTS TRAIL	-	3,500
		CEDAR TRAIL	20,000	20,000
		SWITZER MESA TRAIL	5,000	5,000
		BNSF WALNUT - FLORENCE UNDERPASS	647,500	1,315,200
		MALL TRANSFER CENTER TRAIL REALIGNMENT	33,934	33,934
		FLORENCE - WALNUT UNDERPASS	478,031	530,223
		FOURTH STREET TRAIL	151,941	683,286
		PINE KNOLL TRAIL	-	50,000
		HOSPITAL RIM FUTS TRAIL	-	266,760
		BRANNEN CONNECTOR	-	40,000
		HIGH COUNTRY TRAIL	-	70,000
		FUTS TOTAL	1,686,550	3,446,341
BEAUTIFICATION				
74	STREETSCAPE	SPECIAL PROJECTS AND UNPROGRAMMED WORK	-	50,000
		HISTORIC FACADES	-	50,000
		4TH STREET NEIGHBORHOOD GATEWAY	184,360	184,360
		NEIGHBORHOOD GARDENS	10,000	20,000
		BUTLER MEDIANS PHASE III	352,500	352,500
		4TH STREET CORRIDOR IMPROVEMENTS	1,100,000	1,300,000
		BUTLER AVENUE - NORTH EDGE	-	400,000
		FORT VALLEY ROAD ENHANCEMENTS	-	25,000
		ART INCUBATOR FAÇADE CONTRIBUTION	-	125,000
		MILTON SIGNS	100,000	100,000
		BEAUTIFICATION IN ACTION	-	12,500
		BEAUTIFICATION TOTAL	1,746,860	2,619,360

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2013-2014

SECT #	SECTION	PROJECT	CARRYFWD 2012-2013	BUDGET 2013-2014
RECREATION				
91	RECREATION-BBB TAX	PARKS AND RECREATION	$ 1,100,000	1,100,000
		RECREATION TOTAL	1,100,000	1,100,000
CAPITAL PROJECTS				
24	CAPITAL PROJECTS FUND	FUTS / OPEN SPACE LAND ACQUISITION	-	1,163,845
		INNOVATION MESA	1,074,250	1,074,250
		OBSERVATORY MESA	-	12,020,000
		S. BEAVER / S. LEROUX STREET	2,130,650	2,130,650
		DODGE AVENUE	10,667	10,667
		ROSE AVENUE	1,449,260	1,449,260
		LA PLAZA VIEJA	233,223	1,957,236
		CEDAR AVENUE	7,969	676,375
		WATERSHED PROTECTION PROJECT	1,500,000	1,500,000
		COURT FACILITY	11,750,000	12,000,000
		MUNICIPAL MAINTENANCE FACILITY	28,295,000	28,295,000
		CAPITAL PROJECTS TOTAL	46,451,019	62,277,283
WATER & WASTEWATER				
47	LAKE MARY WATER PLANT	VEHICLE EQUIPMENT STORAGE	77,600	77,600
51	BETTRMTS & IMP WATER DIST	AGING WATER INFRASTRUCTURE REPLACEMENT	-	451,741
		RADIO READ METER REPLACMENTS	50,960	100,960
		SWITZER CANYON TRANSMISISON LINE	666,259	1,546,259
		WEST / ARROWHEAD WATERLINE	91,000	330,000
		WATER METER VAULT REPLACEMENT PROGRAM	-	120,000
		WESTSIDE WATERLINE EXPANSION	-	450,000
		RESERVE FOR IMPROVEMENTS	32,197	195,000
		RIO DE FLAG WATERLINE RELOCATIONS	200,000	200,000
		SAN FRANCISCO ALLEY WATERLINE	20,125	117,000
		WALAPAI DRIVE ALLEY WATERLINE	196,426	199,000
52	BETTRMTS & IMP WATER PROD	WATER PLANT EFFICIENCY PROJECT	-	97,000
		WATER RATE STUDY	-	150,000
		CHESHIRE TANK REPAIRS	-	300,000
		McCALLISTER RANCH	-	900,000
		FUTURE WATER RIGHTS	624,000	624,000
		LAKE MARY WELL #2 - 12" WATERLINE	332,000	332,000
		WATER SYSTEM MASTER PLAN	120,000	120,000
		SCADA MASTER PLAN	20,000	20,000
		SCADA CONTROL UPGRADES	80,000	80,000
		NAZ WATER SUPPLY FEASIBILITY	300,000	300,000
54	WSTWTR COLLECTION	EAST FLAG SHOP IMPROVEMENTS	30,000	30,000
57	WASTEWATER TREATMENT IMPRV	PICTURE CANYON	33,400	290,500
		WWTP ENERGY EFFICIENCY PROGRAM	101,400	301,400
		WILDCAT - SOLIDS DISPOSAL	-	1,130,000
		SEWER / RECLAIMED WATER MASTER PLAN	104,200	104,200
		WILDCAT BARSCREENS	414,000	414,000
58	WSTWTR COLLECTION IMRPV	AGING SEWER INFRASTRUCTURE REPLACEMENTS	80,000	484,225
		HILLSIDE SEWER REPLACEMENT	112,867	255,542
		RIO DE FLAG SEWER RELOCATES	242,000	242,000
		RESERVE FOR IMPROVEMENTS	-	115,000
		WATER & WASTEWATER TOTAL	3,928,434	10,077,427

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2013-2014

SECT #	SECTION	PROJECT	CARRYFWD 2012-2013	BUDGET 2013-2014
STORMWATER				
34	STORMWATER	RIO DE FLAG PROJECT	$ 2,727,428	2,727,428
		RIO PARKING REPLACEMENT	1,200,000	1,200,000
99	STORMWATER CAPITAL PROJECT	SPOT IMPROVEMENT - ANNUAL	-	75,000
		SPOT IMPROVEMENT - EAST RT 66 CULVERT	151,891	250,000
		SPOT IMPROVEMENT - COLUMBIA CIRCLE	-	129,000
		SPOT IMPROVEMENT - CITY PROP 116 BUTLER	-	32,500
		SPOT IMPROVEMENT - 10 BUNDLED PROJECTS	-	462,000
		STORMWATER TOTAL	4,079,319	4,875,928
AIRPORT				
37	AIRPORT CAPITAL PROJECTS	WESTPLEX TAXIWAY - REHAB PHASE II	-	5,595,127
		APRON REHAB	-	240,000
		AIRPORT TOTAL	-	5,835,127
ENVIRONMENTAL SERVICES				
41	SOLID WASTE	STORMWATER INFRASTRUCTURE	24,000	34,000
		ROAD EXTENSION	49,000	49,000
		SUB-SURFACE GEO PHYSICAL STUDY	25,000	25,000
		ENVIRONMENTAL SERVICES TOTAL	98,000	108,000
		Total	$ 61,843,273	107,224,567

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2013-2014

	ORIGINAL ISSUE	OUTSTANDING 07/01/2013	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,21,30,80]						
Existing Debt:						
USGS-Series 12	$ 4,700,000	1,260,000	400,000	59,850	3,240	463,090
Capital Lease - APSES	3,800,000	683,266	451,684	19,310	1,665	472,659
Certificates of Participation - Fire Equipment	350,000	255,796	33,165	8,169	465	41,799
Proposed MFC Revenue Bonds - USGS Bldg 2014	2,700,000	-	125,000	78,000	3,240	206,240
	11,550,000	2,199,062	1,009,849	165,329	8,610	1,183,788
STREETS FUND [36]						
Certificates of Participation - Street Overlay	4,610,000	3,369,204	436,835	107,601	4,775	549,211
	4,610,000	3,369,204	436,835	107,601	4,775	549,211
4TH STREET [87]						
2003 MFC Revenue Bonds	25,000,000	-	-	-	-	-
2012 Pledged Rev Partial Advance Refunding	12,530,000	12,530,000	695,000	480,175	7,600	1,182,775
	37,530,000	12,530,000	695,000	480,175	7,600	1,182,775
ECONOMIC DEVELOPMENT [78]						
Existing Debt:						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	2,965,000	125,000	126,438	4,115	255,553
	3,370,000	2,965,000	125,000	126,438	4,115	255,553
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2006 Capital Projects	31,500,000	19,560,000	1,620,000	866,364	3,600	2,489,964
G.O. Series 2011 Capital Projects	12,845,000	12,510,000	1,650,000	327,350	3,200	1,980,550
G.O. Series 2011 NAU Public Safety	3,952,287	3,292,927	378,269	79,030	1,920	459,219
G.O. Series 2011 Refunding Parks & Recreation	1,394,136	212,704	212,704	4,254	1,920	218,878
G.O. Series 2013 Capital Projects	11,460,000	11,460,000	560,000	411,074	4,740	975,814
Proposed G.O. Capital Projects Series 2014	6,600,000	-	236,800	175,000	3,200	415,000
Proposed G.O. Series Public Works Facility 2014	14,000,000	-	417,500	500,000	3,200	920,700
	81,751,423	47,035,631	5,075,273	2,363,072	21,780	7,460,125
SPECIAL ASSESSMENT DISTRICT [96]						
Sawmill District	19,075,000	11,020,000	360,000	542,000	3,600	905,600
	19,075,000	11,020,000	360,000	542,000	3,600	905,600
ENVIRONMENTAL SERVICES [41]						
Proposed G. O. Series - Public Works Facility	3,700,000	-	125,000	125,000	-	250,000
	3,700,000	-	125,000	125,000	-	250,000
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,504,660	63,661	24,135	22,571	110,367
G.O. Series 2011 Current Refunding 1997 Series	1,620,864	247,296	247,296	4,946	5,390	257,632
2002 Water Revenue Bonds (WIFA)	6,775,760	3,634,606	349,862	74,419	54,520	478,801
2006 WIFA Revolving Loan - Water	7,900,000	5,645,000	355,000	100,481	84,675	540,156
2007 WIFA Revolving Debt - Wastewater	23,100,000	18,404,554	1,040,307	370,300	276,068	1,686,675
2008 WIFA Revolving Debt - Water	8,500,000	6,923,844	350,695	159,941	103,858	614,494
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,136,884	87,340	28,642	26,643	142,625
2010 WIFA Revolving Debt - Sinagua Well Improv.	775,000	196,001	9,797	2,754	2,940	15,491
2010 WIFA Revolving Debt - Ft Tuthill Well Improv.	594,951	451,188	23,372	4,286	6,768	34,426
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	942,142	48,804	8,950	14,132	71,886
Other debt - Lease Purchase - Co-Generators	2,000,000	802,963	216,557	34,399	4,414	255,370
	56,100,508	39,889,138	2,792,691	813,253	601,979	4,207,923
AIRPORT FUND [39]						
Other debt - Lease Purchase - Hangars	2,782,598	1,947,053	124,710	107,026	-	231,736
Other debt - Loan - Hangars	600,000	173,551	46,189	8,760	-	54,949
	3,382,598	2,120,604	170,899	115,786	-	286,685
Total Debt Service Requirements	$ 221,069,529	121,128,639	10,790,547	4,838,654	652,459	16,281,660



CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 18,209,187	18,392,248	20,022,440	19,552,029	9,651,681	9,239,547	8,940,920	8,716,042	9,046,905
Revenues									
Taxes									
Sales Tax	14,765,828	14,351,925	15,582,500	15,850,368	16,145,525	16,078,393	16,167,747	16,492,641	16,824,151
Property Tax	5,230,618	5,250,000	5,250,000	5,355,000	5,435,325	5,516,855	5,599,608	5,683,602	5,768,856
Franchise Fees	2,347,952	2,436,000	2,305,000	2,345,338	2,388,726	2,376,783	2,388,667	2,436,440	2,485,169
Intergovernmental Revenues									
State Shared Income Tax	5,559,477	6,720,300	6,728,484	7,300,000	7,435,050	7,397,875	7,434,864	7,583,561	7,735,233
State Shared Sales Tax	5,147,101	5,227,250	5,325,000	5,418,188	5,518,424	5,490,832	5,518,286	5,628,652	5,741,225
Auto Lieu Tax	2,483,244	2,486,750	2,500,000	2,543,750	2,590,809	2,577,855	2,590,745	2,642,559	2,695,411
Federal Grants	1,178,532	2,610,967	1,359,175	2,158,654	568,172	368,172	368,172	368,172	368,172
State/Local Grants	1,036,530	1,756,144	958,164	1,547,827	556,683	556,683	556,683	556,683	556,683
Other IGA	872,822	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
License & Permits									
Business Licenses	33,690	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Building Permits	1,288,317	600,000	1,100,000	1,119,250	1,139,956	1,134,256	1,139,928	1,162,726	1,185,981
Other Licenses and Permits	359,867	157,930	157,930	157,930	157,930	157,930	157,930	157,930	157,930
Charges for Services									
General Government	153,961	579,850	184,100	366,100	366,100	366,100	366,100	366,100	366,100
Parks and Recreation	1,319,732	1,408,830	1,308,830	1,578,830	1,518,830	1,518,830	1,519,335	1,519,866	1,520,423
Public Safety	1,414,238	906,300	906,300	910,863	915,472	920,128	924,829	929,577	934,372
Cemetery	135,335	134,000	134,000	135,340	136,693	138,060	139,440	140,834	142,242
Fines & Forfeitures									
Court Fines	848,000	949,000	819,000	820,190	828,392	836,676	845,043	853,494	862,029
Other Fines	334,413	289,570	291,478	294,961	297,912	300,891	303,900	306,940	310,009
Other Revenue									
Interest Earnings	144,964	213,350	215,100	207,500	209,620	211,660	213,821	216,002	218,104
Miscellaneous	2,077,340	3,885,183	1,626,449	6,810,642	1,796,035	1,775,280	1,777,320	1,779,380	1,781,460
Total Revenues	46,731,961	50,846,349	47,634,510	55,803,731	48,888,654	48,606,259	48,895,418	49,708,159	50,536,550
Transfers In									
Library	78,391	328,391	78,391	328,391	39,196	-	-	-	-
HURF	85,401	85,401	85,401	28,401	20,701	13,000	13,000	13,000	13,000
Beautification	399,121	473,451	422,193	510,985	510,985	510,985	510,985	510,985	510,985
Tourism	9,437	9,437	9,437	99,685	98,086	96,486	96,486	96,486	96,486
Recreation-BBB	1,091,640	1,485,754	1,479,395	1,948,789	1,948,789	1,948,789	1,948,789	1,948,789	1,948,789
Housing and Comm Svcs	-	14,000	-	-	-	-	-	-	-
Utilities fund	1,978,317	157,794	157,794	157,794	78,897	-	-	-	-
Airport	33,567	33,567	33,567	33,567	16,784	-	-	-	-
Environmental Services	27,408	77,903	77,903	72,488	65,083	57,678	57,678	4,678	4,678
SEMS	-	-	-	239,681	204,181	204,181	204,181	204,181	204,181
Stormwater	80,578	80,700	80,700	86,300	86,300	86,300	86,300	86,300	86,300
Total Transfers In	3,783,860	2,746,398	2,424,781	3,506,081	3,069,002	2,917,419	2,917,419	2,864,419	2,864,419
Total Revenues & Transfers In	50,515,821	53,592,747	50,059,291	59,309,812	51,957,656	51,523,678	51,812,837	52,572,578	53,400,969
Total Sources of Funds	68,725,008	71,984,995	70,081,731	78,861,841	61,609,337	60,763,225	60,753,757	61,288,620	62,447,874

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Uses of Funds									
Divisions									
General Administration	$ 7,300,916	7,490,817	7,407,335	7,826,975	7,443,280	7,583,280	7,443,280	7,583,280	7,443,280
Management Services	2,850,274	3,123,808	3,051,046	3,171,917	3,133,617	3,133,617	3,133,617	3,133,617	3,133,617
Community Development	3,497,589	3,715,394	3,579,817	4,293,997	4,062,693	4,062,693	4,062,693	4,062,693	4,062,693
Fire	8,453,589	9,263,443	9,010,192	9,904,847	9,195,076	9,195,076	9,195,076	9,195,076	9,195,076
Police	15,997,226	16,698,304	16,433,300	17,258,026	16,875,833	16,575,833	16,375,833	16,375,833	16,375,833
Public Works	2,864,224	4,686,284	4,398,502	7,971,387	7,790,487	7,765,487	7,765,487	7,765,487	7,765,487
Economic Vitality	226,401	200,701	197,136	194,478	194,478	194,478	194,478	194,478	194,478
Community Enrichment	3,081,129	3,207,068	3,203,728	-	-	-	-	-	-
Non-Departmental	2,580,463	4,024,349	2,607,788	3,298,276	2,760,194	2,760,194	2,760,194	2,760,194	2,760,194
Contingency	132,020	1,150,000	200,000	1,565,000	100,000	100,000	100,000	100,000	100,000
Less Indirect Charges	(6,383,043)	(5,580,301)	(5,571,702)	(5,489,215)	(5,429,805)	(5,429,805)	(5,429,805)	(5,429,805)	(5,429,805)
Total Department Expenditures	40,600,788	47,979,867	44,517,142	49,995,688	46,125,853	45,940,853	45,600,853	45,740,853	45,600,853
Debt Service									
Leases-APSES	489,809	472,658	472,658	472,659	280,497	45,000	45,000	45,000	45,000
Leases-Fire Equipment	41,889	41,720	41,720	41,799	41,799	41,799	41,799	41,799	41,799
Bonds (20-01 only?)	1,675,926	1,379,136	465,896	669,330	669,330	669,330	669,330	669,330	669,330
Total Debt Service	2,207,624	1,893,514	980,274	1,183,788	991,626	756,129	756,129	756,129	756,129
Total Operating Budget	42,808,412	49,873,381	45,497,416	51,179,476	47,117,479	46,696,982	46,356,982	46,496,982	46,356,982
Future Uses									
Benefit Increases					140,000	280,000	420,000	560,000	700,000
Available 1X's	-	-	-	-	700,000	600,000	800,000	700,000	700,000
Total Revised Service Levels	-	-	-	-	840,000	880,000	1,220,000	1,260,000	1,400,000
Capital/CIP									
Fleet	33,426	2,105,844	917,927	2,337,037	940,361	757,783	757,783	757,783	757,783
Information Technology	638,779	904,550	629,241	643,668	378,850	378,850	378,850	378,850	378,850
Capital Improvement Projects	204,474	2,645,000	281,500	5,563,500	-	-	-	-	-
Operating Capital	638,279	405,999	381,141	495,000	245,000	266,590	285,000	285,000	285,000
Total Capital/CIP	1,514,958	6,061,393	2,209,809	9,039,205	1,564,211	1,403,223	1,421,633	1,421,633	1,421,633
Transfers Out									
Library	1,167,951	1,137,951	1,137,951	1,187,951	1,200,000	1,250,000	1,300,000	1,350,000	1,400,000
Hurf	2,525,623	721,100	721,100	1,437,100	1,137,100	1,137,100	1,137,100	1,154,100	1,154,100
Economic Development	324,000	491,500	491,500	261,000	261,000	261,000	261,000	261,000	261,000
MPO	22,493	22,493	22,493	-	-	-	-	-	-
Secondary Property Tax	-	400,000	-	-	-	-	-	-	-
Capital Projects Fund	38,683	-	77,233	1,626,000	-	-	-	-	-
Airport	119,000	225,000	201,000	552,000	250,000	194,000	341,000	298,000	145,000
Stormwater	181,448	4,070,941	171,200	3,927,428	-	-	-	-	-
Total Transfers Out	4,379,198	7,068,985	2,822,477	8,991,479	2,848,100	2,842,100	3,039,100	3,063,100	2,960,100
Excess revenues over expenditures	1,813,253	(9,411,012)	(470,411)	(9,900,348)	(412,134)	(298,627)	(224,878)	330,863	1,262,254
Total Uses of Funds	48,702,568	63,003,759	50,529,702	69,210,160	52,369,790	51,822,305	52,037,715	52,241,715	52,138,715
Ending Fund Balance	$ 20,022,440	8,981,236	19,552,029	9,651,681	9,239,547	8,940,920	8,716,042	9,046,905	10,309,159

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 884,705	810,264	800,433	873,900	351,699	448,319	519,077	523,952	431,351
Revenues									
State Grants	155,088	52,400	78,697	25,000	100,000	100,000	100,000	100,000	100,000
Intergovernmental	3,885,243	3,843,535	3,843,537	6,116,924	4,169,357	4,190,708	4,212,649	4,206,484	4,278,480
Interest Revenue	22,579	27,250	21,105	37,437	37,624	37,812	39,006	39,201	39,397
Miscellaneous	76,571	2,453,363	612,887	20,474	20,474	20,474	20,474	20,474	20,474
Total Revenues	4,139,481	6,376,548	4,556,226	6,199,835	4,327,455	4,348,994	4,372,129	4,366,159	4,438,351
Transfers In									
Tourism	5,400	2,700	2,700	36,500	37,595	38,723	39,885	41,082	
General Fund	1,167,951	1,137,951	1,137,951	1,187,951	1,178,296	1,210,432	1,243,470	1,277,435	1,312,354
Total Transfers In	1,173,351	1,140,651	1,140,651	1,224,451	1,178,296	1,210,432	1,243,470	1,277,435	1,312,354
Total Sources of Funds	6,197,537	8,327,464	6,497,310	8,298,186	5,857,450	6,007,745	6,134,675	6,167,546	6,182,056
Uses of Funds									
Departments									
Library	3,486,746	3,803,474	3,576,180	3,922,329	3,596,263	3,695,064	3,796,648	3,901,092	4,008,481
Library Grants	155,088	52,400	78,697	25,000	100,000	100,000	100,000	100,000	100,000
County Wide Projects & Growth	1,162,860	3,246,843	1,396,843	2,902,865	1,057,355	1,061,980	1,066,744	1,071,650	1,076,704
Indirect Costs	514,020	493,299	493,299	450,207	461,462	472,999	484,824	496,945	509,369
Capital Expenditures	-	-	-	59,195	29,195	29,195	29,195	29,195	29,195
Reserves/Contingencies	-	100,000	-	222,000	125,660	129,430	133,313	137,312	141,431
Total Department Expenditures	5,318,714	7,696,016	5,545,019	7,581,596	5,369,936	5,488,668	5,610,724	5,736,195	5,865,180
Transfer Out									
General Fund	78,391	328,391	78,391	328,391	39,196	-	-	-	-
Total Transfers Out	78,391	328,391	78,391	328,391	39,196	-	-	-	-
Total Uses of Funds	5,397,105	8,024,407	5,623,410	7,909,987	5,409,131	5,488,668	5,610,724	5,736,195	5,865,180
Ending Fund Balance (1)	$ 800,433	303,056	873,900	388,199	448,319	519,077	523,952	431,351	316,876

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

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 1,844,765	1,811,716	2,245,805	2,546,353	1,261,085	1,188,084	1,144,003	1,121,146	1,013,234
Revenues									
Intergovernmental Revenues	-	-	-	36,000	36,000	36,000	36,000	36,000	2,249,765
Highway User Revenues	5,576,167	5,555,000	5,926,167	5,955,798	6,015,356	6,165,740	6,319,883	6,477,880	6,704,606
LTAF	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000
Interest Revenues	6,704	7,000	6,000	6,000	6,000	6,000	6,000	6,000	5,000
Miscellaneous Revenues	1,151	540,000	-	540,000	1,365,505	1,365,505	-	-	-
Total Revenues	5,584,022	6,102,000	5,932,167	6,737,798	7,622,861	7,773,245	6,561,885	6,719,882	9,159,373
Transfers In									
General Fund	2,525,623	721,100	721,100	1,437,100	1,137,100	1,137,100	1,137,100	1,154,100	1,154,100
Stormwater	199,658	341,167	292,701	338,818	346,038	353,883	361,936	370,202	378,687
Environmental Services	-	17,000	17,000	17,000	17,000	17,000	17,000	-	-
Transportation Tax	2,400,291	6,784,698	3,696,751	7,309,986	4,581,885	4,922,285	3,324,085	3,665,285	3,493,973
Total Transfers in	5,125,572	7,863,965	4,727,552	9,102,904	6,082,023	6,430,268	4,840,121	5,189,587	5,026,760
Total Sources of Funds	12,554,359	15,777,681	12,905,524	18,387,055	14,965,969	15,391,597	12,546,009	13,030,616	15,199,367
Uses of Funds									
Departments									
Operating Expenditures	3,571,567	3,723,209	3,622,514	3,927,570	4,015,306	4,121,712	4,230,937	4,343,056	4,458,146
Indirect Cost	1,357,728	972,887	972,887	999,187	1,024,167	1,049,771	1,076,015	1,102,915	1,130,488
Capital Expenditures	2,924,845	9,118,192	5,128,984	11,521,601	8,168,500	8,513,900	5,555,700	6,009,200	8,260,318
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-	-
Total Expenditures	7,854,140	13,914,288	9,724,385	16,548,358	13,207,973	13,685,383	10,862,652	11,455,171	13,848,952
Debt Service									
Debt Service	2,369,013	549,385	549,385	549,211	549,211	549,211	549,211	549,211	549,211
Total Debt Service	2,369,013	549,385	549,385	549,211	549,211	549,211	549,211	549,211	549,211
Transfers Out									
General Fund	85,401	85,401	85,401	28,401	20,701	13,000	13,000	13,000	13,000
Total Transfers Out	85,401	85,401	85,401	28,401	20,701	13,000	13,000	13,000	13,000
Total Uses of Funds	10,308,554	14,549,074	10,359,171	17,125,970	13,777,885	14,247,594	11,424,863	12,017,382	14,411,163
Ending Fund Balance	$ 2,245,805	1,228,607	2,546,353	1,261,085	1,188,084	1,144,003	1,121,146	1,013,234	788,204

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 1,987,589	3,215,623	3,786,628	4,397,568	4,959,089	4,742,999	4,176,380	5,170,305	5,972,554
Revenues									
Sales Tax	10,399,189	10,223,455	10,982,632	11,081,675	11,286,686	11,230,251	11,286,403	11,512,132	11,742,374
Bond Proceeds	14,146,698	-	-	-	-	-	-	-	-
Interest Revenues	58,675	40,000	94,000	89,000	26,000	27,000	30,000	42,000	53,000
Miscellaneous Revenues	670,622	4,500,000	-	4,500,000	-	-	-	-	-
Total Revenues	25,275,184	14,763,455	11,076,632	15,670,675	11,312,686	11,257,251	11,316,403	11,554,132	11,795,374
Total Sources of Funds	27,262,773	17,979,078	14,863,260	20,068,243	16,271,775	16,000,250	15,492,783	16,724,437	17,767,928
Uses of Funds									
Departments									
Operating									
Indirect Costs	349,542	292,482	292,482	320,202	328,207	336,412	344,823	353,443	362,279
Transit	3,997,500	5,670,410	3,846,127	5,738,691	3,783,859	3,724,197	3,816,794	3,891,379	4,312,805
Capital Expenditures									
4th Street Overpass	776	-	-	-	-	-	-	-	-
Total Expenditures	4,347,818	5,962,892	4,138,609	6,058,893	4,112,066	4,060,609	4,161,617	4,244,822	4,675,084
Transfers Out									
Highway User Revenue Fund	2,400,291	6,784,698	3,696,751	7,309,986	4,581,885	4,922,285	3,324,085	3,665,285	3,493,973
MPO	-	-	-	22,500	22,500	22,500	22,500	22,500	22,500
Beautification Fund	504,000	520,000	520,000	-	-	-	-	-	-
FUTS Fund	-	-	-	535,000	550,000	550,000	550,000	550,000	550,000
Total Transfers Out	2,904,291	7,304,698	4,216,751	7,867,486	5,154,385	5,494,785	3,896,585	4,237,785	4,066,473
Total Debt Service	16,224,036	2,110,332	2,110,332	1,182,775	2,262,325	2,268,475	2,264,275	2,269,275	2,263,775
Total Use of Funds	23,476,145	15,377,922	10,465,692	15,109,154	11,528,776	11,823,869	10,322,477	10,751,882	11,005,332
Ending Fund Balance	$ 3,786,628	2,601,156	4,397,568	4,959,089	4,742,999	4,176,380	5,170,305	5,972,554	6,762,595

CITY OF FLAGSTAFF
FLAGSTAFF URBAN TRAILS FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ -	-	-	-	373,632	369,562	195,482	245,972	246,582
Revenues									
Intergovernmental Revenue	-	-	-	1,239,339	-	-	-	-	-
Interest Earnings	-	-	-	-	930	920	490	610	620
Total Revenues	-	-	-	1,239,339	930	920	490	610	620
Transfers In									
Beautification Fund	-	-	-	2,045,634	-	-	-	-	-
Transportation Tax-STS	-	-	-	535,000	550,000	550,000	550,000	550,000	550,000
Total Transfers In	-	-	-	2,580,634	550,000	550,000	550,000	550,000	550,000
Total Sources of Funds	-	-	-	3,819,973	924,562	920,482	745,972	796,582	797,202
Uses of Funds									
Departments									
Capital Expenditures	-	-	-	3,446,341	555,000	725,000	500,000	550,000	425,000
Total Uses of Funds	-	-	-	3,446,341	555,000	725,000	500,000	550,000	425,000
Ending Fund Balance	$ -	-	-	373,632	369,562	195,482	245,972	246,582	372,202

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
STREETSCAPE
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 4,387,143	4,922,181	5,011,988	4,685,665	516,902	541,961	643,586	609,187	534,970
Revenues									
BBB Tax Revenue	1,111,913	1,106,350	1,166,000	1,186,405	1,208,353	1,202,312	1,208,323	1,232,490	1,257,140
Intergovernmental Revenue	236,132	1,392,471	678,392	-	-	125,000	125,000	-	-
Interest Earnings	26,886	10,970	44,000	6,120	6,600	1,290	1,350	1,610	6,090
Miscellaneous	932	15,890	15,890	-	-	-	-	-	-
Total Revenues	1,375,863	2,525,681	1,904,282	1,192,525	1,214,953	1,328,602	1,334,673	1,234,100	1,263,230
Transfers In									
Transportation Tax-STS	504,000	520,000	520,000	-	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	-	-	-	-	-	-
Total Transfers In	614,000	630,000	630,000	-	-	-	-	-	-
Total Sources of Funds	6,377,006	8,077,862	7,546,270	5,878,190	1,731,855	1,870,563	1,978,259	1,843,287	1,798,200
Uses of Funds									
Departments									
General Operating	116,108	205,989	191,191	175,309	133,567	136,906	140,329	143,837	147,433
CIP	849,789	6,370,649	2,247,221	2,619,360	512,500	512,500	612,500	512,500	562,500
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	965,897	6,586,638	2,438,412	2,804,669	646,067	649,406	752,829	656,337	709,933
Transfers Out									
General Fund	399,121	473,451	422,193	510,985	543,827	577,571	616,244	651,980	690,700
Flagstaff Urban Trails Fund	-	-	-	2,045,634	-	-	-	-	-
Total Transfers Out	399,121	473,451	422,193	2,556,619	543,827	577,571	616,244	651,980	690,700
Total Uses of Funds	1,365,018	7,060,089	2,860,605	5,361,288	1,189,893	1,226,977	1,369,072	1,308,317	1,400,633
Ending Fund Balance	$ 5,011,988	1,017,773	4,685,665	516,902	541,961	643,586	609,187	534,970	397,567

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 107,117	145,503	146,347	282,960	238,231	90,842	58,040	73,115	106,713
Revenue									
BBB Tax Revenue	528,159	525,516	553,850	563,542	573,968	571,098	573,954	585,433	597,141
Incubator Lease	40,020	40,420	40,020	41,637	42,470	43,319	44,186	45,069	45,971
Innovation Mesa	-	239,000	-	-	164,000	278,000	342,000	364,800	410,400
EDA Revenue	-	220,000	-	-	-	-	-	-	-
Grant Revenues	373,306	60,000	60,000	100,000	-	-	-	-	-
Interest Income/Misc Rev.	1,356	1,455	2,111	2,977	4,765	1,817	1,161	1,462	2,134
Total Revenues	942,841	1,086,391	655,981	708,156	785,202	894,234	961,300	996,765	1,055,646
Transfer In									
Capital Projects			4,456						
General Fund	324,000	491,500	491,500	261,000	261,000	261,000	261,000	261,000	261,000
Total Transfer In	324,000	491,500	495,956	261,000	261,000	261,000	261,000	261,000	261,000
Total Sources of Funds	1,373,958	1,723,394	1,298,284	1,252,116	1,284,433	1,246,076	1,280,340	1,330,879	1,423,359
Uses of Funds									
Departments									
General Operating	971,756	955,102	761,171	713,332	814,539	808,983	828,172	845,113	858,923
Reserve/Contingencies	-	265,000	-	45,000	-	-	-	-	-
Total Expenditures	971,756	1,220,102	761,171	758,332	814,539	808,983	828,172	845,113	858,923
Debt Service									
Debt Service	255,855	434,153	254,153	255,553	379,053	379,053	379,053	379,053	379,053
Total Debt Service	255,855	434,153	254,153	255,553	379,053	379,053	379,053	379,053	379,053
Total Uses of Funds	1,227,611	1,654,255	1,015,324	1,013,885	1,193,592	1,188,036	1,207,225	1,224,166	1,237,976
Ending Fund Balance	$ 146,347	69,139	282,960	238,231	90,842	58,040	73,115	106,713	185,383

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Begining Fund Balance	$ 261,392	407,499	467,611	645,165	453,405	484,775	451,654	400,475	341,084
Revenues									
BBB Tax Revenues	1,667,870	1,659,525	1,749,000	1,779,608	1,812,530	1,803,468	1,812,485	1,848,735	1,885,709
Building Rental Revenue	11,867	11,403	12,281	12,403	12,527	12,652	12,779	12,907	13,036
Interest on Investments	2,871	2,000	5,513	6,452	6,801	7,272	6,775	6,007	5,116
Visitor Center Retail Sales	62,323	58,905	62,000	62,620	63,872	65,150	66,453	67,782	69,138
Miscellaneous Revenues	17,082	15,080	14,410	13,000	13,130	13,261	13,394	13,528	13,663
Total Revenues	1,762,013	1,746,913	1,843,204	1,874,083	1,908,860	1,901,802	1,911,886	1,948,959	1,986,662
Total Sources of Funds	2,023,405	2,154,412	2,310,815	2,519,248	2,362,265	2,386,577	2,363,540	2,349,434	2,327,746
Uses of Funds									
Departments									
Operating Expenditures	1,540,957	1,624,102	1,653,513	1,879,658	1,742,905	1,801,937	1,830,079	1,875,364	1,921,822
Reserve	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	1,540,957	1,674,102	1,653,513	1,929,658	1,742,905	1,801,937	1,830,079	1,875,364	1,921,822
Transfers Out									
Library fund	5,400	2,700	2,700	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	9,437	9,437	9,437	99,685	98,086	96,486	96,486	96,486	96,486
Total Transfers Out	14,837	12,137	12,137	136,185	134,586	132,986	132,986	132,986	132,986
Total Uses of Funds	1,555,794	1,686,239	1,665,650	2,065,843	1,877,491	1,934,923	1,963,065	2,008,350	2,054,808
Ending Fund Balance	$ 467,611	468,173	645,165	453,405	484,775	451,654	400,475	341,084	272,938

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 334,437	350,081	360,200	388,524	184,086	146,323	114,303	92,635	88,310
Revenues									
BBB Tax Revenues	416,967	414,881	437,250	444,902	453,133	450,867	453,121	462,184	471,427
Interest Income	1,778	3,501	3,084	2,866	2,476	1,952	1,547	1,355	1,420
Total Revenues	418,745	418,382	440,334	447,768	455,609	452,819	454,668	463,539	472,847
Total Sources of Funds	753,182	768,463	800,534	836,292	639,695	599,142	568,971	556,173	561,157
Uses of Funds									
Departments									
Operating Expenditures	392,982	403,656	412,010	408,806	423,372	413,440	403,508	393,579	383,650
Operating Capital	-	233,400	-	233,400	70,000	71,400	72,828	74,285	75,770
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	392,982	647,056	412,010	652,206	493,372	484,840	476,336	467,863	459,420
Total Uses of Funds	392,982	647,056	412,010	652,206	493,372	484,840	476,336	467,863	459,420
Ending Fund Balance	$ 360,200	121,407	388,524	184,086	146,323	114,303	92,635	88,310	101,737

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 767,194	1,240,079	1,405,674	1,751,379	1,767,158	1,777,289	1,734,228	1,656,366	1,572,225
Revenues									
BBB Tax Revenue	1,834,657	1,825,478	1,923,900	1,957,568	1,993,783	1,983,814	1,993,733	2,033,608	2,074,280
Interest on Investments	5,463	6,200	11,200	7,000	7,100	7,100	6,900	6,600	6,300
Bond Proceeds	-	1,100,000	-	1,100,000	-	-	-	-	-
Total Revenues	1,840,120	2,931,678	1,935,100	3,064,568	2,000,883	1,990,914	2,000,633	2,040,208	2,080,580
Total Sources of Funds	2,607,314	4,171,757	3,340,774	4,815,947	3,768,041	3,768,203	3,734,861	3,696,574	3,652,805
Uses of Funds									
Departments									
Capital Expenditures	-	1,100,000	-	1,100,000	-	-	-	-	-
Total Expenditures	-	1,100,000	-	1,100,000	-	-	-	-	-
Transfers Out									
General Fund	1,091,640	1,485,754	1,479,395	1,948,789	1,990,753	2,033,975	2,078,495	2,124,349	2,171,580
Beautification	110,000	110,000	110,000		-	-	-	-	-
Total Transfers Out	1,201,640	1,595,754	1,589,395	1,948,789	1,990,753	2,033,975	2,078,495	2,124,349	2,171,580
Total Uses of Funds	1,201,640	2,695,754	1,589,395	3,048,789	1,990,753	2,033,975	2,078,495	2,124,349	2,171,580
Ending Fund Balance	$ 1,405,674	1,476,003	1,751,379	1,767,158	1,777,289	1,734,228	1,656,366	1,572,225	1,481,225

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 1,658,972	1,533,801	1,224,054	796,818	240,251	240,251	240,251	240,251	240,251
Revenues									
Intergovernmental Revenues	1,087,272	1,739,731	1,045,810	1,572,174	1,192,465	1,192,465	1,192,465	1,192,465	1,192,465
Interest Revenue	5,370	-	8,332	-	-	-	-	-	-
Sale of Real Property	157,786	483,000	485,052	650,000	-	-	-	-	-
Miscellaneous Revenues	66,468	-	16,110	-	-	-	-	-	-
Total Revenues	1,316,896	2,222,731	1,555,304	2,222,174	1,192,465	1,192,465	1,192,465	1,192,465	1,192,465
Total Sources of Funds	2,975,868	3,756,532	2,779,359	3,018,992	1,432,716	1,432,716	1,432,716	1,432,716	1,432,716
Uses of Funds									
Departments									
Operating Expenditures	1,751,814	3,432,324	1,982,541	2,778,741	1,192,465	1,192,465	1,192,465	1,192,465	1,192,465
Total Department Expenditures	1,751,814	3,432,324	1,982,541	2,778,741	1,192,465	1,192,465	1,192,465	1,192,465	1,192,465
Transfers Out									
General Fund	-	14,000	-	-	-	-	-	-	-
Total Transfers Out	-	14,000	-	-	-	-	-	-	-
Total Uses of Funds	1,751,814	3,446,324	1,982,541	2,778,741	1,192,465	1,192,465	1,192,465	1,192,465	1,192,465
Ending Fund Balance	$ 1,224,054	310,208	796,818	240,251	240,251	240,251	240,251	240,251	240,251

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 3,692	-	12,607	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	424,374	380,604	349,068	660,071	251,844	251,844	251,844	251,844	251,844
Miscellaneous Revenues	3,880	105,000	5,000	255,000	5,000	5,000	5,000	5,000	5,000
Total Revenues	428,254	485,604	354,068	915,071	256,844	256,844	256,844	256,844	256,844
Transfers In									
General Fund	22,493	22,493	22,493	-	-	-	-	-	-
Transportation				22,500	22,500	22,500	22,500	22,500	22,500
Total Transfers In	22,493	22,493	22,493	22,500	22,500	22,500	22,500	22,500	22,500
Total Sources of Funds	454,439	508,097	389,168	937,571	279,344	279,344	279,344	279,344	279,344
Uses of Funds									
Departments									
Operating Expenditures	416,870	386,971	368,042	666,445	257,690	257,148	256,594	256,025	255,442
Indirect Grant Cost	24,962	21,126	21,126	21,126	21,654	22,196	22,750	23,319	23,902
Reserves/Contingencies	-	100,000	-	250,000	-	-	-	-	-
Total Expenditures	441,832	508,097	389,168	937,571	279,344	279,344	279,344	279,344	279,344
Total Uses of Funds	441,832	508,097	389,168	937,571	279,344	279,344	279,344	279,344	279,344
Ending Fund Balance	$ 12,607	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
EDA REVOLVING LOAN FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ -	-	-	-	855	872	890	907	925
Revenue									
EDA Grant	-	-	-	220,000	-	-	-	-	-
Interest Income/Misc Rev.	-	-	-	855	17	17	18	18	19
Total Revenues	-	-	-	220,855	17	17	18	18	19
Total Sources of Funds	-	-	-	220,855	872	890	907	925	944
Uses of Funds									
Departments									
EDA Revolving Loans	-	-	-	220,000	-	-	-	-	-
Total Expenditures	-	-	-	220,000	-	-	-	-	-
Total Uses of Funds	-	-	-	220,000	-	-	-	-	-
Ending Fund Balance	$ -	-	-	855	872	890	907	925	944

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 348,355	348,355	378,057	-	-	-	-	-	-
Revenues									
Other Financing Sources	29,704	-	-	-	-	-	-	-	-
Total Revenues	29,704	-	-	-	-	-	-	-	-
Transfers In									
Secondary Property Tax Fund	3,743,830	5,456,156	4,222,692	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Total Transfers In	3,743,830	5,456,156	4,222,692	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Total Sources of Funds	4,121,889	5,804,511	4,600,749	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Uses of Funds									
Debt Service									
Debt Service	3,743,832	5,456,156	4,600,749	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Total Debt Service	3,743,832	5,456,156	4,600,749	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Total Uses of Funds	3,743,832	5,456,156	4,600,749	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Ending Fund Balance	$ 378,057	348,355	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 5,453,457	5,715,444	6,234,327	8,471,639	6,601,667	4,092,376	1,616,561	(372,532)	(2,214,829)
Revenues									
Secondary Property Taxes	6,703,408	6,402,304	6,402,304	5,530,453	5,595,712	5,661,742	5,728,550	5,796,147	5,864,542
Interest Revenue	42,387	32,700	57,700	59,700	61,800	64,000	66,200	68,500	70,900
Total Revenues	6,745,795	6,435,004	6,460,004	5,590,153	5,657,512	5,725,742	5,794,750	5,864,647	5,935,442
Transfers In									
General Fund	-	400,000	-	-	-	-	-	-	-
Environmental Service Fund	-	250,000	-	-	-	-	-	-	-
Total Transfers In	-	650,000	-	-	-	-	-	-	-
Total Sources of Funds	12,199,252	12,800,448	12,694,331	14,061,792	12,259,179	9,818,118	7,411,311	5,492,115	3,720,613
Uses of Funds									
Transfers Out									
G. O. Bond Fund	3,743,830	5,456,156	4,222,692	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Utilities	2,221,095	-	-	-	-	-	-	-	-
Total Transfers Out	5,964,925	5,456,156	4,222,692	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Total Uses of Funds	5,964,925	5,456,156	4,222,692	7,460,125	8,166,804	8,201,557	7,783,843	7,706,944	7,643,894
Ending Fund Balance	$ 6,234,327	7,344,292	8,471,639	6,601,667	4,092,376	1,616,561	(372,532)	(2,214,829)	(3,923,281)

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ (491,847)	239,090	414,694	414,729	414,229	413,729	413,229	412,729	412,229
Revenues									
Special Assessments	8,286,453	904,625	904,625	902,000	903,500	899,125	903,750	902,250	899,750
Interest on Investments	1,303	1,400	3,635	3,100	3,100	3,100	3,100	3,100	3,100
Total Revenues	8,287,756	906,025	908,260	905,100	906,600	902,225	906,850	905,350	902,850
Total Sources of Funds	7,795,909	1,145,115	1,322,954	1,319,829	1,320,829	1,315,954	1,320,079	1,318,079	1,315,079
Uses of Funds									
Departments									
Debt Service	7,381,215	908,225	908,225	905,600	907,100	902,725	907,350	905,850	903,350
Total Debt Service	7,381,215	908,225	908,225	905,600	907,100	902,725	907,350	905,850	903,350
Total Uses of Funds	7,381,215	908,225	908,225	905,600	907,100	902,725	907,350	905,850	903,350
Ending Fund Balance	$ 414,694	236,890	414,729	414,229	413,729	413,229	412,729	412,229	411,729

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 176,763	191,813	193,318	214,968	237,341	260,141	283,375	307,054	331,185
Revenues									
Contributions	15,475	19,908	19,908	20,306	20,712	21,127	21,549	21,980	22,420
Interest on Investments	1,080	2,056	1,742	2,067	2,087	2,108	2,129	2,151	2,172
Total Revenues	16,555	21,964	21,650	22,373	22,800	23,235	23,678	24,131	24,592
Total Sources of Funds	193,318	213,777	214,968	237,341	260,141	283,375	307,054	331,185	355,777
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 193,318	213,777	214,968	237,341	260,141	283,375	307,054	331,185	355,777

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES CORP
FIVE YEAR PLAN 2014 - 2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ (34,227)	(60,188)	(58,815)	(436,750)	6,439,000	197,500	-	-	-
Revenues									
Bond Proceeds	-	-	-	3,000,000	-	-	-	-	-
MFC Bond Proceeds	-	10,650,000	-	2,700,000	-	-	10,000,000	-	10,000,000
Grant Revenue	-	3,762,500	-	4,600,000	-	-	-	-	-
Real Estate Proceeds	-	-	-	5,449,000	-	-	-	-	-
Interest Income	-	-	-	-	13,000	-	-	-	-
Miscellaneous Revenues	-	1,100,000	-	2,575,000	-	-	-	-	-
Total Revenues	-	15,512,500	-	18,324,000	13,000	-	10,000,000	-	10,000,000
Transfers In									
Gen Fund	38,683	-	63,271	1,626,000	-	-	-	-	-
Total Transfers In	38,683	-	63,271	1,626,000	-	-	-	-	-
Total Sources of Funds	4,456	15,452,312	4,456	19,513,250	6,452,000	197,500	10,000,000	-	10,000,000
Uses of Funds									
Expenditures									
USGS Miscellaneous Bldgs.	-	-	-	-	-	-	10,000,000	-	10,000,000
USGS 2010 SFO	63,271	1,587,000	-	-	-	-	-	-	-
Innovation Mesa	-	7,525,000	186,750	1,074,250	6,254,500	197,500	-	-	-
Court Facility	-	-	250,000	12,000,000	-	-	-	-	-
Total Capital Expenditures	63,271	9,112,000	436,750	13,074,250	6,254,500	197,500	10,000,000	-	10,000,000
Transfers Out									
Economic Development	-	-	4,456	-	-	-	-	-	-
Total Uses of Funds	63,271	9,112,000	441,206	13,074,250	6,254,500	197,500	10,000,000	-	10,000,000
Ending Fund Balance	$ (58,815)	6,340,312	(436,750)	6,439,000	197,500	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2014 - 2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ (2,337,791)	5,273,374	5,540,050	9,692,198	410,612	3,177,429	912,402	4,401,632	492,590
Revenues									
Bond Proceeds	16,797,287	45,460,000	11,460,000	19,500,000	5,700,000	-	7,300,000	-	-
Bond Premium	70,459	-	144,911	-	-	-	-	-	-
Bond Premium Issuance Cost	72,342	-	-	-	-	-	-	-	-
Real Estate Proceeds	-	8,320,000	-	9,711,092	-	-	-	-	-
Interest Income	21,100	13,230	15,500	10,355	1,880	5,950	680	6,470	1,200
Intergovernmental Revenue	-	3,000,000	2,389,000	6,000,000	-	-	-	-	-
Miscellaneous Revenues	-	2,876,000	-	-	-	-	-	-	-
Total Revenues	16,961,188	59,669,230	14,009,411	35,221,447	5,701,880	5,950	7,300,680	6,470	1,200
Transfers In									
Environmental Services	-	1,000,000	17,882	4,675,000	-	-	-	-	-
Utilities	-	-	-	25,000	-	-	-	-	-
Gen Fund (USGS)	-	-	13,962	-	-	-	-	-	-
Total Transfers In	-	1,000,000	31,844	4,700,000	-	-	-	-	-
Total Sources of Funds	14,623,396	65,942,604	19,581,305	49,613,645	6,112,492	3,183,379	8,213,082	4,408,102	493,790
Uses of Funds									
Fire Stations	79,990	8,000	6,000	-	-	-	-	-	-
FUTS/Open Space Acquis.	-	-	17,409	1,163,845	935,063	270,977	411,450	515,512	-
Picture Canyon	64,184	6,600,000	5,251,032	-	-	-	-	-	-
Observatory Mesa	-	-	225,000	12,020,000	-	-	-	-	-
Public Work Facility	61	28,295,000	18,077	28,295,000	-	-	-	-	-
Court Facility	-	12,000,000	-	-	-	-	-	-	-
Watershed Protection Project	-	6,000,000	50,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	493,790
2010 Street/Utility	4,604,333	9,668,305	4,317,842	6,224,188	-	-	-	-	-
Communication Sys 2010	4,334,778	-	3,747	-	-	-	-	-	-
Land Acquisition (Parks & Rec)	-	-	-	-	-	-	1,400,000	1,400,000	-
Presidio Subdivision	-	2,876,000	-	-	-	-	-	-	-
Total Capital Expenditures	9,083,346	65,447,305	9,889,107	49,203,033	2,935,063	2,270,977	3,811,450	3,915,512	493,790
Total Uses of Funds	9,083,346	65,447,305	9,889,107	49,203,033	2,935,063	2,270,977	3,811,450	3,915,512	493,790
Ending Fund Balance	$ 5,540,050	495,299	9,692,198	410,612	3,177,429	912,402	4,401,632	492,590	(0)

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 10,438,762	9,128,455	10,992,035	12,993,414	8,984,955	8,720,352	8,792,494	7,712,397	6,236,623
Revenues									
Intergovernmental	1,689,732	3,601,952	1,712,200	590,500	-	-	-	-	-
Water Revenues	12,126,740	12,816,449	13,343,327	14,367,887	14,936,344	15,114,899	15,325,202	15,568,463	15,815,598
Wastewater Revenues	7,183,546	7,572,575	7,921,474	8,169,409	8,385,927	8,485,923	8,603,442	8,739,152	8,877,015
Reclaim Revenues	699,476	809,830	720,000	776,563	839,232	849,303	861,193	874,972	888,972
Capacity Fees	444,200	186,500	44,757	2,042,383	450,000	987,500	15,000	-	1,804,034
Interest Revenues	58,920	101,505	95,000	95,950	96,910	97,879	98,857	99,846	100,844
Bond Proceeds	2,087,177	1,357,606	91,100	628,600	-	-	-	-	-
Miscellaneous Revenues	116,948	-	70,559	91,000	-	-	-	-	-
Total Revenues	24,406,739	26,446,417	23,998,417	26,762,292	24,708,413	25,535,504	24,903,694	25,282,433	27,486,463
Transfers In									
Debt Service Fund	2,221,095	-	-	-	-	-	-	-	-
Total Transfers In	2,221,095	-	-	-	-	-	-	-	-
Total Sources of Funds	37,066,596	35,574,872	34,990,452	39,755,706	33,693,368	34,255,856	33,696,188	32,994,830	33,723,086
Uses of Funds									
Departments									
Operating Expenditures	9,241,931	11,020,262	10,949,840	11,769,007	12,097,653	12,366,522	12,641,334	12,922,251	13,210,933
Indirect Costs	2,187,869	1,937,730	1,937,730	1,841,700	1,887,700	1,934,900	1,983,300	2,032,900	2,083,700
Capital Expenditures	5,930,449	10,347,808	3,562,680	10,969,327	6,965,000	7,215,000	7,540,000	8,107,000	9,007,000
Reserves/Contingencies	69,702	1,800,000	65,000	1,800,000	-	-	-	-	-
Total Expenditures	17,429,951	25,105,800	16,515,250	26,380,034	20,950,353	21,516,422	22,164,634	23,062,151	24,301,633
Debt Service	6,666,293	5,396,510	5,323,994	4,207,923	3,943,766	3,946,940	3,819,157	3,696,056	3,697,955
Transfers Out									
General Fund	1,978,317	157,794	157,794	157,794	78,897	-	-	-	-
Capital Projects Fund	-	-	-	25,000	-	-	-	-	-
Total Transfers Out	1,978,317	157,794	157,794	182,794	78,897	-	-	-	-
Total Uses of Funds	26,074,561	30,660,104	21,997,038	30,770,751	24,973,016	25,463,362	25,983,791	26,758,207	27,999,588
Ending Fund Balance	$ 10,992,035	4,914,768	12,993,414	8,984,955	8,720,352	8,792,494	7,712,397	6,236,623	5,723,498

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 328,255	254,944	230,649	215,819	215,223	215,204	215,189	215,277	215,866
Revenues									
Intergovernmental Revenues	3,156,885	5,691,346	1,265,587	7,677,275	3,203,800	2,004,642	4,521,199	4,227,203	955,300
Airport Revenues	1,471,563	1,401,101	1,449,142	1,448,440	1,482,400	1,528,680	1,543,448	1,558,409	1,573,523
Interest Revenue	1,814	5,385	1,650	2,160	3,230	3,230	3,228	3,229	3,238
Recovery of Indirect Costs	193,862	258,120	35,950	325,520	207,910	111,650	255,140	282,248	63,785
Miscellaneous Revenues	2,353	3,000	6,080	3,000	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	173,313	265,000	228,000	278,000	280,000	300,000	300,000	300,000	300,000
Total Revenues	4,999,790	7,623,952	2,986,409	9,734,395	5,180,340	3,951,202	6,626,015	6,374,089	2,898,846
Transfers In									
General Fund-Operating	-	-	60,000	278,000	-	16,000	-	-	69,000
General Fund-Capital	119,000	225,000	141,000	274,000	102,000	78,000	109,000	22,000	45,000
Total Transfers In	119,000	225,000	201,000	552,000	102,000	94,000	109,000	22,000	114,000
Total Sources of Funds	5,447,045	8,103,896	3,418,058	10,502,214	5,497,563	4,260,406	6,950,204	6,611,366	3,228,712
Uses of Funds									
Departments									
Operating Expenditures	1,107,182	1,957,510	1,101,949	1,956,089	1,185,730	1,216,160	1,247,390	1,279,450	1,312,380
Indirect Cost	357,225	373,329	373,329	325,523	333,660	342,000	350,550	359,314	368,297
Capital Expenditures	3,431,737	5,198,170	1,406,709	7,185,127	3,359,500	2,100,372	4,777,777	4,425,000	1,000,000
Reserve		-	-	500,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	4,896,144	7,529,009	2,881,987	9,966,739	4,978,890	3,758,532	6,475,717	6,163,764	2,780,677
Debt Service									
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,949	54,949	54,949	54,949	54,949	27,475	-	-
Total Debt Service	286,685	286,685	286,685	286,685	286,685	286,685	259,211	231,736	231,736
Total Expenditures	5,182,829	7,815,694	3,168,672	10,253,424	5,265,575	4,045,217	6,734,928	6,395,500	3,012,413
Transfers Out									
General Fund	33,567	33,567	33,567	33,567	16,784	-	-		-
Total Transfers Out	33,567	33,567	33,567	33,567	16,784	-	-	-	-
Total Uses of Funds	5,216,396	7,849,261	3,202,239	10,286,991	5,282,359	4,045,217	6,734,928	6,395,500	3,012,413
Ending Fund Balance	$ 230,649	254,635	215,819	215,223	215,204	215,189	215,277	215,866	216,299

CITY OF FLAGSTAFF
SOLID WASTE FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 5,345,648	4,710,823	5,958,602	4,922,416	4,157,932	3,012,573	1,443,602	1,516,668	4,193,553
Revenues									
Solid Waste Revenues	12,003,304	12,392,011	11,928,206	11,384,327	11,542,834	11,739,928	13,108,951	13,341,587	13,578,428
Intergovernmental Revenues	430,707	93,500	114,906	-	-	-	-	-	-
Interest on Investments	45,793	30,164	47,044	47,044	47,750	48,705	49,923	51,171	52,450
Miscellaneous Revenues	7,716	12,000	107,822	-	-	-	-	-	-
Other Financing Sources	-	1,250,000	-	3,950,000	250,000	2,000,000	250,000	550,000	3,250,000
Total Revenues	12,487,520	13,777,675	12,197,978	15,381,371	11,840,584	13,788,633	13,408,874	13,942,758	16,880,878
Total Sources of Funds	17,833,168	18,488,498	18,156,580	20,303,787	15,998,516	16,801,206	14,852,476	15,459,426	21,074,431
Uses of Funds									
Departments									
Operating Expenditures	8,862,242	8,960,525	8,763,193	7,944,470	8,112,705	8,310,639	8,513,402	8,721,112	8,933,889
Indirect Costs	1,386,635	1,324,786	1,324,786	1,299,173	1,331,652	1,364,943	1,399,067	1,434,044	1,469,895
Capital Expenditures	1,549,089	3,184,194	2,608,400	1,089,996	3,020,060	5,089,112	2,826,564	505,000	6,624,883
Reserves/Contingencies	49,192	612,000	425,000	612,000	-	-	-	-	-
Total Expenditures	11,847,158	14,081,505	13,121,379	10,945,639	12,464,417	14,764,694	12,739,033	10,660,156	17,028,667
Debt Service									
Capital Lease	-	-	-	250,000	250,000	325,000	325,000	400,000	400,000
Total Debt Service	-	-	-	250,000	250,000	325,000	325,000	400,000	400,000
Transfers out									
General Fund	27,408	77,903	77,903	72,488	65,083	57,678	57,678	4,678	4,678
Environmental Management	-	-	-	185,728	189,443	193,232	197,097	201,039	205,060
Secondary Property Tax	-	250,000	-	-	-	-	-	-	-
Capital Projects Fund	-	1,000,000	17,882	4,675,000	-	-	-	-	-
HURF Fund	-	17,000	17,000	17,000	17,000	17,000	17,000	-	-
Total Transfers Out	27,408	1,344,903	112,785	4,950,216	271,526	267,910	271,775	205,717	209,738
Total Uses of Funds	11,874,566	15,426,408	13,234,164	16,145,855	12,985,943	15,357,604	13,335,808	11,265,873	17,638,405
Ending Fund Balance (1)	$ 5,958,602	3,062,090	4,922,416	4,157,932	3,012,573	1,443,602	1,516,668	4,193,553	3,436,026

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

CITY OF FLAGSTAFF
ENVIRONMENTAL MANAGEMENT FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ -	-	-	-	21,360	76,106	128,607	178,726	226,322
Revenues									
Environmental Mgmt Revenues	-	-	-	1,001,509	1,021,539	1,041,969	1,062,808	1,084,064	1,105,745
Miscellaneous	-	-	-	23,600	-	-	-	-	-
Total Revenues	-	-	-	1,025,109	1,021,539	1,041,969	1,062,808	1,084,064	1,105,745
Transfers In									
Solid Waste Fund	-	-	-	185,728	189,443	193,232	197,097	201,039	205,060
Total Transfers In	-	-	-	185,728	189,443	193,232	197,097	201,039	205,060
Total Sources of Funds	-	-	-	1,210,837	1,232,342	1,311,307	1,388,512	1,463,829	1,537,127
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	873,431	870,079	890,820	912,068	933,835	956,133
Indirect Costs	-	-	-	76,365	77,892	79,450	81,039	82,660	84,313
Total Expenditures	-	-	-	949,796	947,971	970,270	993,107	1,016,495	1,040,446
Transfers Out									
General Fund	-	-	-	239,681	208,265	212,430	216,679	221,012	225,432
Total Transfers Out	-	-	-	239,681	208,265	212,430	216,679	221,012	225,432
Total Uses of Funds	-	-	-	1,189,477	1,156,236	1,182,700	1,209,786	1,237,507	1,265,878
Ending Fund Balance	$ -	-	-	21,360	76,106	128,607	178,726	226,322	271,249

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 1,159,613	1,038,066	1,287,389	867,572	234,864	280,548	302,890	301,174	274,665
Revenues									
Stormwater Revenues	1,416,204	1,406,262	1,406,262	1,441,171	1,476,575	1,476,575	1,476,575	1,476,575	1,476,575
User Fees	29,399	29,896	29,370	29,370	29,438	29,507	29,578	29,650	30,392
Permits	225	606	630	630	646	662	678	695	713
Intergovernmental Revenues	1,189	-	-	25,000	-	-	-	-	-
Interest Revenues	5,851	20,761	8,457	4,338	1,174	1,403	1,514	1,506	1,373
Miscellaneous Revenues	329	-	-	-	-	-	-	-	-
Total Revenues	1,453,197	1,457,525	1,444,719	1,500,509	1,507,833	1,508,146	1,508,346	1,508,427	1,509,053
Transfers in									
General Fund	181,448	4,070,940	171,200	3,927,428	-	-	-	-	-
Total Transfers in	181,448	4,070,940	171,200	3,927,428	-	-	-	-	-
Total Revenues and Transfers In	1,634,646	5,528,465	1,615,919	5,427,937	1,507,833	1,508,146	1,508,346	1,508,427	1,509,053
Total Sources of Funds	2,794,259	6,566,532	2,903,308	6,295,509	1,742,696	1,788,694	1,811,235	1,809,601	1,783,718
Uses of Funds									
Departments									
Operating Expenditures	526,758	684,662	669,899	632,151	573,866	589,640	605,852	622,513	639,636
Indirect Costs	108,101	119,010	119,010	117,448	120,384	123,394	126,479	129,641	132,882
Capital Expenditures	585,925	4,883,166	873,426	4,875,928	330,000	334,000	338,080	342,242	346,486
Reserves/Contingencies	5,849	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000
Total Department Expenditures	1,226,633	5,696,838	1,662,335	5,635,527	1,034,250	1,057,034	1,080,410	1,104,395	1,129,003
Transfers Out									
General Fund	80,578	80,700	80,700	86,300	87,163	88,035	88,915	89,804	90,702
HURF	199,658	341,167	292,701	338,818	340,736	340,736	340,736	340,736	340,736
Total Transfers Out	280,236	421,867	373,401	425,118	427,899	428,771	429,651	430,540	431,438
Total Uses of Funds	1,506,869	6,118,705	2,035,736	6,060,645	1,462,149	1,485,804	1,510,061	1,534,935	1,560,442
Ending Fund Balance	$ 1,287,389	447,826	867,572	234,864	280,548	302,890	301,174	274,665	223,276

CITY OF FLAGSTAFF
FLAGSTAFF HOUSING AUTHORITY FUND
FIVE YEAR PLAN 2014-2019

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds									
Beginning Fund Balance	$ 830,499	1,307,325	608,498	536,380	438,562	400,518	361,913	322,922	283,543
Revenues									
Intergovernmental Revenues	4,439,317	5,634,506	5,383,425	5,542,089	4,555,276	4,600,189	4,645,551	4,691,367	4,737,641
Rents and Other Tenant Income	1,057,705	1,037,472	970,511	990,000	999,900	1,009,899	1,019,998	1,030,198	1,040,500
Miscellaneous Revenue	537,737	644,258	508,206	548,045	553,526	559,062	564,653	570,300	576,002
Total Revenue	6,034,759	7,316,236	6,862,142	7,080,134	6,108,702	6,169,150	6,230,202	6,291,865	6,354,143
Total Sources of Funds	6,865,258	8,623,561	7,470,640	7,616,514	6,547,264	6,569,668	6,592,115	6,614,787	6,637,686
Uses of Funds									
Departments									
Low Income Public Housing	1,950,806	1,960,462	1,770,531	1,868,728	1,887,415	1,906,290	1,925,353	1,944,606	1,964,052
ROSS Grant	44,369	54,597	55,874	63,991	63,922	63,922	63,922	63,922	63,922
Section 8, MRO, SRO, & VASH	3,732,336	3,648,935	3,572,240	3,523,223	3,460,455	3,495,241	3,530,193	3,565,495	3,601,150
Non-HUD Program	46,970	41,147	38,723	41,786	42,203	42,624	43,050	43,479	43,913
FHC	295,454	298,750	298,750	284,195	287,037	289,907	292,806	295,734	298,690
Contingency	-	1,001,250	1,001,250	1,001,250	-	-	-	-	-
Total Expenditures	6,069,935	7,005,141	6,737,368	6,783,173	5,741,032	5,797,984	5,855,324	5,913,236	5,971,727
Capital Expenditures	186,825	308,765	196,892	401,697	405,714	409,771	413,869	418,008	422,188
Total Use of Funds	6,256,760	7,313,906	6,934,260	7,184,870	6,146,746	6,207,755	6,269,193	6,331,244	6,393,915
Ending Fund Balance	$ 608,498	1,309,655	536,380	431,644	400,518	361,913	322,922	283,543	243,771

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014
Sources of Funds				
Total Beginning Fund Balance	$ 51,663,680	60,558,373	67,262,591	73,812,746
Revenues	157,289,047	228,672,259	146,776,797	217,843,461
Total Funds Available	208,952,727	289,230,632	214,039,388	291,656,207
Use of Funds				
Departments				
General Administration	7,939,695	8,395,367	8,036,576	8,470,643
Management Services	2,850,274	3,123,808	3,051,046	10,081,306
Community Development	12,405,706	17,012,128	13,024,236	17,330,860
Fire	8,502,038	10,173,443	9,784,696	10,304,847
Police	16,185,670	16,875,477	16,576,723	17,556,777
Public Works	21,350,240	32,107,074	24,831,593	36,461,741
Economic Vitality	8,099,720	14,938,844	7,054,519	16,004,059
Community Enrichment	8,114,355	10,324,785	8,270,448	-
Utilities	16,285,063	26,935,899	16,055,845	28,246,413
Non-Departmental	6,581,083	11,414,759	6,510,056	14,281,967
Contingency	256,763	5,208,250	1,691,250	6,175,250
Total Departments	108,570,607	156,509,834	114,886,988	164,913,863
Debt Service				
G.O. Bonds	3,743,832	5,456,156	4,600,749	7,460,125
Capital Leases	531,451	514,378	514,378	514,458
4th Street	2,274,700	2,110,332	2,110,332	1,182,775
Street & Highway Revenue Bonds	2,369,013	549,385	549,385	549,211
Economic Development	255,855	434,153	254,153	255,553
Airport	286,685	286,685	286,685	286,685
Environmental Services	-	-	-	250,000
Special Assessment Districts	7,381,215	908,225	908,225	905,600
USGS	463,868	1,379,136	465,896	669,330
Utilities	6,666,293	5,396,510	5,323,994	4,207,923
Total Debt Service	23,972,912	17,034,960	15,013,797	16,281,660
Other Activities				
Capital Projects Bond Funds	9,146,617	74,559,305	10,325,857	62,277,283
Total Other Activities	9,146,617	74,559,305	10,325,857	62,277,283
Total Appropriations	141,690,136	248,104,099	140,226,642	243,472,806
Excess (Deficiency) of Revenues over Appropriations	15,598,911	(19,431,840)	6,550,155	(25,629,345)

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2013 AND 2014
(WITH ACTUALS FOR FISCAL YEAR 2012)

	Actual 2011-2012	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014
Ending Fund Balances				
General Fund	20,022,440	8,428,646	19,552,029	9,651,681
Special Revenue Funds:				
Library	800,433	303,056	873,900	388,199
HURF	2,245,805	1,228,607	2,546,353	1,261,085
Transportation	3,786,628	2,601,156	4,397,568	4,959,089
Flagstaff Urban Trails	-	-	-	373,632
Beautification	5,011,988	1,017,850	4,685,665	516,902
Economic Development	146,347	69,139	282,960	238,231
Tourism	467,611	468,173	645,165	453,405
Arts & Science	$ 360,200	121,407	388,524	184,086
Recreation	1,405,674	1,476,003	1,751,379	1,767,158
Housing and Community Svc	1,224,054	310,208	796,818	240,251
Metro Planning Org	12,607	-	-	-
EDA Revolving Loan	-	-	-	855
Debt Service Funds:				
G.O. Bond Fund	378,057	348,355	-	-
Sec. Property Tax	6,234,327	6,926,092	8,471,639	6,601,667
Special Assessment	414,694	236,890	414,729	414,229
Capital Projects Funds:				
Municipal Facilities Corp	(58,815)	6,340,312	(436,750)	6,439,000
G.O. Bonds	5,540,050	495,299	9,692,198	410,612
Permanent Funds				
Perpetual Care	193,318	213,777	214,968	237,341
Enterprise Funds:				
Utilities	10,992,035	4,914,768	12,993,414	8,984,955
Airport	230,649	254,634	215,819	215,223
Environmental Services	5,958,602	3,062,090	4,922,416	4,157,932
Sustainability & Environ Mgmt	-	-	-	21,360
Stormwater Utility	1,287,389	447,826	867,572	234,864
Flagstaff Housing Authority	608,498	1,309,655	536,380	431,644
Total Ending Fund Balance	$ 67,262,591	41,126,533	73,812,746	48,183,401



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.

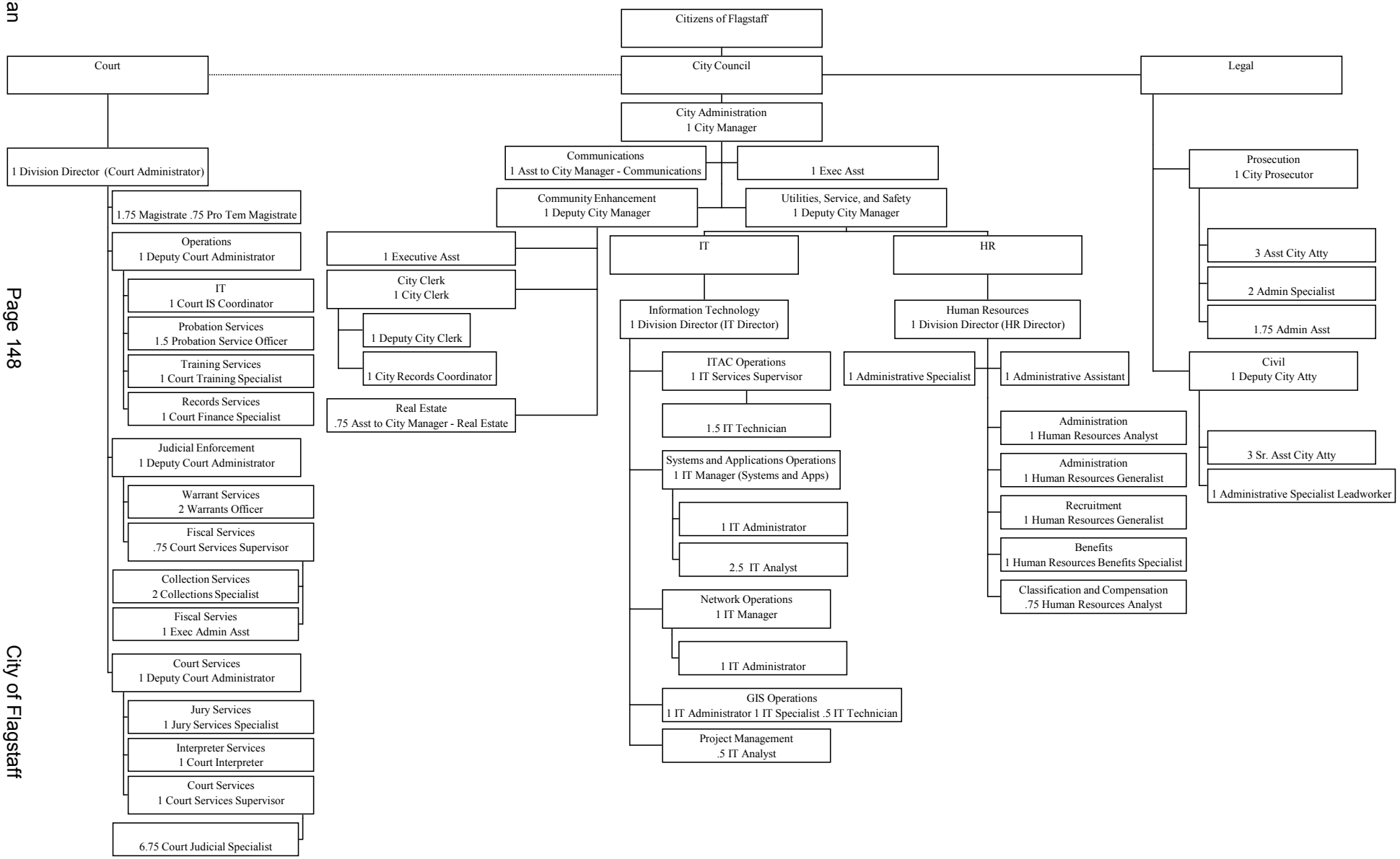
The mission of the **City Attorney's Office** is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

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 13 ACCOMPLISHMENTS

- ✓ Completed construction of Rio de Flag flood control Thorpe Bridge Project.
- ✓ Completed Phase I and Phase II of Renewable Energy Projects through Power Purchase Agreement.
- ✓ Executed successful second annual Dew Downtown event with record participation and sponsorship.
- ✓ Successful approval of special bond authorization election to fund relocation of core services maintenance facility.
- ✓ Successful approval and initial implementation of forest health and water supply protection project, including signed agreements with United States Forest Service.
- ✓ Successfully met employee compensation triggers.
- ✓ Initiated Straightening-the-Pipes Internal Process Initiative
- ✓ Completed website redesign.
- ✓ Completed Inner Basin Pipeline Reconstruction Project.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Get approval of a Red Gap Pipeline Right-of-Way
- ➢ Allocate $800K-1M in new dollars toward infrastructure (not including utilities)
- ➢ Increase employee pay
- ➢ Establish financing and site for Court House
- ➢ Acquire property for Public Works Facility
- ➢ Complete agreements for forest health
- ➢ Complete comprehensive water policy
- ➢ Complete Power Purchase Agreement projects at Airport, Rio, and Aquaplex
- ➢ Determine new strategic direction for Rio De Flag
- ➢ Continue to grow citizen engagement initiatives
- ➢ Complete Straightening-the-Pipes Internal Process Initiative
- ➢ Sell City land for Court House
- ➢ Establish new search engine for City website
- ➢ Complete citizen survey
- ➢ Implement new customer service plan
- ➢ Complete ACMA Task on University Relationships
- ➢ Conduct a strategic planning retreat with Leadership
- ➢ Work with Alliance to agree on one main objective for the year
- ➢ Acquire codification service for Clerk's Office
- ➢ Implement Document Management Process in Clerk's Office

PERFORMANCE MEASURES

Management Priority: Effective Governance
Goal: Meet Council and Administration goals established in this Fiscal Year
Objective: City Council will see results/progress in Council project priorities through the Council Cabinets and other work groups established and facilitated by the City Manager.
Type of Measure: Policy Outcome and completion of City Council goals
Tool: Completion of City Council goals measured by annual evaluation of City Manager
Frequency: Annually
Scoring: Below Expectation, Partial Accomplishment, Substantial Accomplishment, Complete
Trend: ↑

Measures:	FY 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Annual Evaluation of City Manager by City Council	Substantial Accomp-lishment	Substantial Accomp-lishment	Substantial Accomp-lishment	Substantial Accomp-lishment

Council Priority: Effective Governance
Goal: Complete Citizens Survey
Objective: Increase community engagement and improve responsiveness
Type of Measure: Community Response
Tool: Citizen Survey
Frequency: Citizens Survey is completed every 3-4 years.
Scoring: Percentage or Increase, Decrease, No Change
Trend: →

Measures:	FY 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Survey Response Rate	N/A	N/A	N/A	10% Increase
Survey Results – Percentage of residents rating overall City services as "good" or "better."	N/A	N/A	N/A	90%
Survey Results – Percentage of residents rating ease of accessing government information and services as "good" or "better."	N/A	N/A	N/A	85%

Council Priority: Effective Governance
Goal: Improve community engagement
Objective: Increase accessibility and effectiveness of community engagement tools
Type of Measure: Community Response
Tool: Website, social media and Report a Concern module
Frequency: Annually, Community Survey
Scoring: Percentage or Increase, Decrease, No Change
Trend: →

Measures:	FY 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Number of Facebook "likes"	N/A	N/A	200	400
Number of Twitter followers	N/A	N/A	150	300
Report a Concern Online – percentage of concerns "closed"	N/A	N/A	85%	5% increase from last year

Management Priority: Resiliency and Preparedness
Goal: Enhance City resiliency and preparedness to weather related impacts and emergencies.
Objective: Ensure all Divisions have updated continuity of operations and/or emergency response plans.
Type of Measure: Number of completed plan updates
Tool: Coordination with Leadership, Fire Department and County Office of Emergency Management.
Frequency: Annually
Scoring: Percentage completed
Trend: →

Measures:	FY 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Completed division-level continuity of operations plan and/or emergency response plan updates	N/A	N/A	N/A	75%

SECTION: 01-CITY MANAGER

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,082,777	$ 1,102,527	$ 1,088,062	$ 1,177,325	$ 74,798
CONTRACTUAL	284,604	259,972	266,001	299,929	39,957
COMMODITIES	24,110	4,799	(2,341)	688	(4,111)
TOTAL	**$ 1,391,491**	**$ 1,367,298**	**$ 1,351,722**	**$ 1,477,942**	$ 110,644

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 856,758	$ 873,264	$ 869,493	$ 919,866	$ 46,602
DISABILITY AWARENESS	1,704	3,288	3,291	3,288	-
PUBLIC INFORMATION	48,059	65,000	65,000	60,000	(5,000)
CUSTOMER SERVICE	11,020	10,000	10,000	16,154	6,154
PROPERTY MANAGEMENT	70,090	66,821	70,040	79,715	12,894
CITY CLERK - GENERAL ADMINISTRATION	295,493	283,925	254,098	273,919	(10,006)
CITY CLERK - ELECTIONS	108,367	65,000	79,800	125,000	60,000
TOTAL	**$ 1,391,491**	**$ 1,367,298**	**$ 1,351,722**	**$ 1,477,942**	$ 110,644

SOURCE OF FUNDING:

GENERAL FUND	$ 1,078,625
LIBRARY FUND	73,779
HIGHWAY USER REVENUE FUND	52,054
TRANSPORTATION FUND	3,386
WATER AND WASTEWATER FUND	117,487
STORMWATER FUND	10,771
AIRPORT FUND	20,965
ENVIRONMENTAL SERVICES FUND	120,875
	$ 1,477,942

COMMENTARY:
The City Manager's operating budget has increased 8% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractual increase is due to an increase in miscellaneous services which is covering the cost of the County Election Services and regional plan. Commodities decreases are due to a decrease in food and in photo copying charges. There is no major capital (>$10,000) for this Section.

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 13 ACCOMPLISHMENTS

- ✓ Purchase of Picture Canyon Acquisition
- ✓ Worked on Politically Sensitive, high profile project with City Management
- ✓ ADOT right of way acquisitions
- ✓ Management and auditing of City owned properties
- ✓ Negotiations with the Bureau of Indian Affairs
- ✓ Capital Improvement Program right of way acquisitions
- ✓ City Owned Property Use Plan

FY 14 NEW INITIATIVES AND GOALS

- ➢ Core Service Facility Maintenance yard acquisition
- ➢ Municipal Courts Project
- ➢ Beulah/ University P3 Project with ADOT
- ➢ Adopt Airport Leasing and Land Management Policy and Plan
- ➢ Observatory Mesa
- ➢ Maintain a high level of community engagement and outreach, while providing excellent customer service

PERFORMANCE MEASURES

Council Priority: **Directly relates to completion of the Rio De Flag Project**
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: 100%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Complete acquisition of right of way – Phase 1	90%	100%	100%	100%
Complete acquisition of right of way and easements – Phase 2	NA	15%	100%	100%

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Complete acquisitions and easements	90%	95%	95%	95%

Council Priority: **Improvements of Streets**
Goal: Right of Way Acquisitions
Objective: Acquire Rights of Way and Easements as necessitates
Type of Measure: Output
Tool; Process
Frequency: Per Project Term
Scoring: 95%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Complete acquisitions and easements	90%	95%	95%	95%

Council Priority: **Address Core Maintenance Facility**
Goal: Maintenance Facility
Objective: Acquisition of Maintenance property
Type of Measure: Output
Tool; Process
Frequency: Per Project Term
Scoring: 100%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Complete acquisitions and easements	0%	0%	50%	100%

MISSION

The City Clerk's Office supports the values of the community and the organization through the delivery of quality customer service; conducting fair and open municipal elections; developing and distributing City Council agenda materials and preparing/maintaining related minutes; 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 publishings meet legal compliance.

PROGRAM DESCRIPTION

The City Clerk's Office provides broad organizational support to the City of Flagstaff as well as ensures open and accessible government to the citizens of the City through the administration of the records management program, council meeting support, elections, codification, posting of notices, agenda preparation, policies and procedures, board and commission member training, and ensuring that all official notices and advertising are legally compliant.

FY 13 ACCOMPLISHMENTS

- ✓ Implemented Codification Software
- ✓ Integrated new City Clerk into organization
- ✓ Conducted November Special Bond Authorization Election
- ✓ Implemented Agenda Quick Software
- ✓ Completed updates to City Charter
- ✓ Completed updates to Boards and Commission Handbook
- ✓ Implemented new recruitment strategy for Boards and Commissions

FY 14 NEW INITIATIVES AND GOALS

- ➢ Implement Document Management Process
- ➢ Increase training and use of Laser Fiche
- ➢ Continue the numbers of citizens involved on Boards and Commissions.

PERFORMANCE MEASURES

Management Priority: Effective Governance
Goal: Effective document management
Objective: Increase efficiency of City Clerk document processing
Type of Measure: Number of documents processed
Tool: Clerk Office document management database
Frequency: Annually
Scoring: Average number/percentage
Trend: →

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Sets of Council meeting minutes ready by the next Council meeting	N/A	N/A	100%	100%
Document management – Number of days for Administration/Council routed documents	N/A	N/A	30 day annual average	25 day annual average

Management Priority: Effective Governance
Goal: Increase community involvement
Objective: Increase community involvement on City Boards and Commissions
Type of Measure: Vacancy rates
Tool: Trainings, outreach and advertising
Frequency: Quarterly
Scoring: Percentage or Number Increase, Decrease, No Change
Trend: ←

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Board and Commission vacancy rate*	N/A	N/A	75%	70%
# of Boards/Commission at full membership	N/A	N/A	50%	75%
% of applications received electronically	N/A	N/A	50%	50%

* For purposes of this report vacancy is defined as a position that is vacant for more than 30 days.

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 13 ACCOMPLISHMENTS

- ✓ Completed a comprehensive compensation study and determined the City is an average of 11% below market.
- ✓ Implemented numerous wellness program enhancements such as a monthly bulletin, health matters at work web access, ongoing lunch-n-learns and the PACE program.
- ✓ Implemented the first phase of a market based commissioned police pay structure.
- ✓ Achieved the revenue triggers and implemented a 0.6% market increase and reclassifications and new pay structures for those positions 25% or more below market.
- ✓ Updated various sections of the Employee Handbook such as General Provisions, Leaves, Employment and Classification and Compensation to reflect changes in federal law, state law and best practices.
- ✓ Implemented an ongoing supervisor and monthly orientation and updated the new employee orientation to include topics such as sustainability, ethics, customer service, diversity, harassment and discrimination.
- ✓ Conducted a citywide employee opinion survey and reported the aggregate results to determine a recommended plan of action.
- ✓ Completed an organization study of the Library structure, classification and compensation.
- ✓ Executive Search to recruit a Utilities Director and Fire Chief and assisted in the search for a City Attorney.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Exploration of a city wide market based pay plan.
- ➢ Conduct an organization study of the Utilities Division structure, classification and compensation.
- ➢ Conduct a special compensation study for the Economic Vitality division.
- ➢ Explore a skill based pay structure for Fleet Services.
- ➢ Creation of an annual citywide training plan.
- ➢ Review of the hazardous assignment pay and make appropriate revisions.
- ➢ Implement an annual trigger to continue to address those positions furthest below market.
- ➢ Update the remaining sections of the Employee Handbook to reflect changes in federal and state law and best practices and create an online version.
- ➢ Creation of a current HIPAA manual to reflect changes in federal law and best practices.
- ➢ Executive search to recruit a replacement for the Community Enrichment Service Director.

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: Quarterly
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: ↑ Progressing At or Above Expectations

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of Employee Grievances	7	1	2	1
Number of Grievances resolved	6	1	2	1
Percent of Grievances resolved within defined timeframe	0%	100%	50%	100%
Number of Complaints *	1	2	2	2
Complaints with substantiated findings	0	0	1	1
Corrections implemented	0	0	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: Quarterly
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of Classification Requests	16	14	20	20
Percent of Classification Requests approved	31%	100%	75%	75%
Number of pay inequities	1	1	1	1
Percent of pay inequities resolved	100%	100%	100%	100%
Salaries compared to market	19.05% below	19.05% below	11% below	11%
Percent of salary adjustment	0.6%	1.2%	3.6%	0.6%
Turnover	6.87%	11.16%	12%	12%
Above/Below Government Turnover Rate*	Below 9.23	Below 5.74	Below 4.0	Below 4.0

* 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: Quarterly
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of vacancies *	228	344	250	250
Average time to complete the recruitment process	44 days	55.50 days	55 days	55 days
Number of positions advertised multiple times	9	14	10	10
Number of positions advertised as open until filled	6	11	10	10
Number of declinations	24	39	25	25
Percent of declinations compared to vacancies	11%	11%	11%	11%
Percent of internal promotions	6%	16%	10%	10%

* Vacancies include miscellaneous recruitment efforts.

SECTION: **04-HUMAN RESOURCES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 412,224	$ 553,385	$ 505,285	$ 557,025	$ 3,640
CONTRACTUAL	23,189	44,620	36,690	53,460	8,840
COMMODITIES	17,132	19,155	17,523	106,003	86,848
TOTAL	**$ 452,545**	**$ 617,160**	**$ 559,498**	**$ 716,488**	$ 99,328

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 269,335	$ 374,062	$ 387,961	$ 458,357	$ 84,295
RECRUITMENT AND SELECTION	41,634	63,005	34,915	65,493	2,488
BENEFITS	66,265	80,479	66,819	83,292	2,813
COMPENSATION AND CLASS	60,212	63,583	63,440	66,063	2,480
TRAINING AND DEVELOPMENT	14,262	34,348	4,394	42,375	8,027
DIVERSITY AWARENESS	837	1,683	1,969	908	(775)
TOTAL	**$ 452,545**	**$ 617,160**	**$ 559,498**	**$ 716,488**	$ 99,328

SOURCE OF FUNDING:

GENERAL FUND	$ 567,044
LIBRARY FUND	33,599
HIGHWAY USER REVENUE FUND	20,971
WATER AND WASTEWATER FUND	41,206
STORMWATER FUND	3,951
AIRPORT FUND	6,296
ENVIRONMENTAL SERVICES FUND	43,421
	$ 716,488

COMMENTARY:
The Human Resources operating budget has increased 16% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractual increase is due to an increase in education and training . Commodities increases are due to an annual license for a new performance evaluation software. 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 identification, control, and finance of risk in order to safeguard the City's human, financial, and physical assets to ensure continuity and efficiency of City services. Risks are assessed for probability cost, and impact and matched with loss control techniques to reduce the likelihood of loss and mitigate the potential costs in the event of an accidental occurrence. Identified risks are either self retained or transferred through contract language or the purchase of insurance. Claims against the City are investigated and managed within the self insured retention level and referred to insurers as outlined in purchased insurance policies. Losses are carefully tracked to identify trends and areas where loss control measures can be improved to positively impact future operations and the purchase of future insurance. 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 13 ACCOMPLISHMENTS

- ✓ Added an AED unit at Utilitites and Lake Mary Water treatment sites with AED trainings of local staff.
- ✓ Brought all AED units current with battery and chest pad replacements.
- ✓ Added tracking of monthly inspections of AED units at all existing sites.
- ✓ Created training resources files in S drive for safety training access by all departments.
- ✓ Held 18 safety training classes.
- ✓ Broadcast and recorded safe lifting training for all staff
- ✓ Broadcast and recorded slip trip and fall prevention training for all staff.
- ✓ Partnered with Sustainability and Fleet Services to create and deploy Driver Safety Training for all employees
- ✓ Prepared Global Hazard Communication safety training to deploy to all employees by December 1, 2013.
- ✓ Implemented Forklift Operator Licensing program with Certified City Forklift Trainers
- ✓ Assisted with update and revision of Functional Capacities PreHire Physical for Wildland Firefighters
- ✓ Brought in Federal Disaster Management Training for Utilities Department
- ✓ Restore staffing to risk management office with hire of risk management specialist.
- ✓ Assisted recreation department with risk management of Dew Downtown 2013.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Add more Automated External Defibrillators (AED's) in City facilities as funding allows with associated employee training.
- ➢ Embed safety training within departments on an ongoing basis.
- ➢ Write protocols for Claim Handling Authority Best Practice Guidelines
- ➢ Write protocols for Medicare Secondary Payer Act reporting on bodily injury liability claims payments.
- ➢ Increase use of outside resources for Safety Training; ADOSH, insurers, brokers, and physical therapists.
- ➢ Restore staffing to risk management office with hire of risk management specialist.

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
% of liability claims proceeding to litigation	12%	8%	8%	
# of closed litigated claims / total number of claims closed in calendar year	5 / 43	6/56	6/60	4/60

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: ↑ Caution; number of injuries increasing

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
OSHA incidence rate (# of injuries per 100 FTE /Hrs worked by all.	7.73	10.1	7.50	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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Overall rating of meets or exceeds expectations	n/a	Meets Expectations	Meets Expectations	Meets Expectations

Council Priority: Fund existing and consider expanded recreational services and/or Effective Governance.
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
% of reviewed events receiving authorization	98%	95%	95%	95%

SECTION: 05-RISK MANAGEMENT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 167,354	$ 159,170	$ 159,037	$ 149,143	$ (10,027)
CONTRACTUAL	16,389	25,627	21,919	25,211	(416)
COMMODITIES	3,569	3,900	4,645	4,316	416
TOTAL	**$ 187,312**	**$ 188,697**	**$ 185,601**	**$ 178,670**	$ (10,027)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 187,312	$ 188,697	$ 185,601	$ 178,670	$ (10,027)
TOTAL	**$ 187,312**	**$ 188,697**	**$ 185,601**	**$ 178,670**	$ (10,027)

SOURCE OF FUNDING:

GENERAL FUND	$ 98,065
LIBRARY FUND	12,047
HIGHWAY USER REVENUE FUND	9,162
TRANSPORTATION FUND	2,352
WATER AND WASTEWATER FUND	25,181
STORMWATER FUND	1,472
AIRPORT FUND	2,985
ENVIRONMENTAL SERVICES FUND	27,406
	$ 178,670

COMMENTARY:
The Risk Management operating budget has decreased 5% with no capital expenditures. Personal Services decreases are due to personnel turnover which offsets the increases due to a market increase and an increase in benefits. Contractual decrease is due to a decrease in consultant fees. Commodities increase is due to an increase in office supplies. 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 13 ACCOMPLISHMENTS

- ✓ Settlement and/or resolution of several major litigation cases.
- ✓ Assisted Community Development staff with review of City Code to determine existing enforcement opportunities.
- ✓ Assisted relevant City staff with completion of a successful bond election for the Core Services Facility and Forest Health and Water Supply Protection Project.
- ✓ Drafted a civil rights ordinance and worked with Staff and Council to edit the ordinance to fit staff and community needs.
- ✓ Worked with Student Legal Counsel for NAU to help students understand misdemeanor drug and alcohol charges and the potential legal consequences.
- ✓ Conducted training for Flagstaff Medical Center employees regarding trials and testifying in Municipal Court.
- ✓ Conducted an annual in-service training for Flagstaff Police Officers regarding misdemeanor crimes and prosecution.
- ✓ Participated in the Domestic Violence Fatality Review Team.
- ✓ Resolved criminal cases involving the seriously mentally ill through the Flagstaff Municipal Court Mental Health Program.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Continue to assist Council and staff with legal services related to the Regional Plan, Parks and Recreation Master Plan, Water Policy, and amendments to the Zoning Code.
- ➢ Provide legal services in support of the Core Services Facility and Forest Health and Water Supply Protection Project.
- ➢ Complete all legal work related to the utility extension and property exchange with W. L. Gore and Associates, Inc.
- ➢ Work with partnering agencies to develop a Serial Inebriate Court and a Veterans Court; explore possible grant funding for these programs.
- ➢ Increase referrals of misdemeanor defendants to the Lifeskills Home Study Courses.

Requests for Legal Assistance	CY 2008	CY 2009	CY 2010	CY2011	CY2012
Contracts (includes contracts, development agreements, grants, IGAs, bids)	233	193	171	211	202
Legal Opinions/Research	129	174	101	169	149
Ordinances/Resolutions	108	98	115	78	60
Real Estate	44	53	52	77	79
Claims/Litigation/Hearings	54	80	94	75	57
Public Records Requests	18	24	36	33	82
Miscellaneous	35	19	19	13	32
Total:	**621**	**641**	**588**	**656**	**661**
% Increase from Prior Year:	2%	3%	-9%	10%	1%
Number of cases per attorney:	113	142	141	187	167
Number of cases per attorney and staff:	104	128	126	146	133

Criminal Cases	CY08	CY09	CY10	CY11	CY12
New Criminal Cases	4,341	4,681	4,746	4,818	5,013
Domestic Violence Cases	642	628	746	691	762
Driving Under the Influence (DUI) cases	567	586	599	629	635
Criminal Traffic Cases (excluding DUI)	584	850	816	661	475
Sales Tax Cases	28	28	16	13	0
Other Cases	1,885	1,829	1,841	1,931	2,249
Underage Alcohol	295	313	355	482	498
Drug/Drug paraphernalia cases	340	318	248	251	237
City Code Violations (other than sales tax)	Not Available	129	125	135	136
Cases Involving a Victim **(FY stats)**	1,655	1,715	2,177	2,458	2,453
Victims' Services Performed **(FY stats)**	17,165	18,923	24,042	24,937	13,972
Mental Health Court Cases	27	32	27	25	21
Cases Reviewed for Charging Referred by PD	332	205	234	188	234
Pending DUI files at year end	201	263	272	298	436
% Increase in New Criminal Cases from Prior Year:	7%	7%	1%	1%	5%
New cases per attorney:	868	936	949	964	1,202
New cases per support staff:	1,240	1,337	1,265	1,377	1,396
New cases for all Prosecution staff:	511	551	542	567	647

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Protect citizens and crime victims through the timely and fair prosecution of State laws and City ordinances.
Objective: Avoid a backlog of charges.
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:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of charges opened	9152	9244	9336	9429
Number of charges closed	8630	8716	8803	8891
Percentage of charges closed	94%	94%	94%	94%

For Calendar Year 2012 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Overall rating of meets or exceeds expectations	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

SECTION: **07-LEGAL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,288,522	$ 1,307,727	$ 1,338,791	$ 1,365,482	$ 57,755
CONTRACTUAL	34,611	31,108	29,023	32,658	1,550
COMMODITIES	21,664	23,790	21,584	22,240	(1,550)
TOTAL	**$ 1,344,797**	**$ 1,362,625**	**$ 1,389,398**	**$ 1,420,380**	$ 57,755

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 121,076	$ 124,432	$ 126,804	$ 129,088	$ 4,656
COUNCIL, COMMISSION AND DEPTS	537,168	526,230	626,725	655,266	129,036
POLICE COURT	686,331	711,963	635,869	636,026	(75,937)
VICTIMS RIGHTS GRANT	222	-	-	-	-
TOTAL	**$ 1,344,797**	**$ 1,362,625**	**$ 1,389,398**	**$ 1,420,380**	$ 57,755

SOURCE OF FUNDING:

GENERAL FUND	$ 1,130,045
LIBRARY FUND	29,253
HIGHWAY USER REVENUE FUND	27,458
TRANSPORTATION FUND	35,854
WATER AND WASTEWATER FUND	87,655
STORMWATER FUND	4,022
AIRPORT FUND	9,401
ENVIRONMENTAL SERVICES FUND	96,692
	$ 1,420,380

COMMENTARY:

The City Attorney operating budget has increased 4% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractual increases are due to an increase in registration and memberships costs. Commodities decrease is due to a decrease in books and subscriptions. 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 13 ACCOMPLISHMENTS

- ✓ Completed purchase of Harris ERP (financials and community development) software
- ✓ Implemented new Harris Sales Tax software system with no significant issues and no impact to citizens
- ✓ Completed VoIP migration within City Hall
- ✓ Completed phase 2 of disaster recovery / business continuity plan
- ✓ Continued deployment of Windows 7 citywide
- ✓ Continued refresh of city staff PCs
- ✓ Began implementation of Microsoft System Center
- ✓ Began migration to new Harris ComDev (community development) software
- ✓ Began migration to new Harris ERP (financial et al) software
- ✓ Acquired necessary technology to capture videos of off-site council meetings/retreats and make them available on the Internet, and began to do so
- ✓ Implemented new firewall hardware and software
- ✓ Several unscheduled/unplanned projects:
  - Implementation of Council ipads
  - Implementation of AgendaQuick
  - Implementation of Water+ (for water filling stations)
  - Upgrade of Telemate (VoIP phone reporting)
  - Implementation of security cameras (server and network)
  - Implementation of private microwave link from City Hall to the Lnadfill
  - Created a Master Calendar for City Administration
  - Assisted with the CAD/Dispatch upgrade
  - Assisted with SCADA upgrades

FY 14 NEW INITIATIVES AND GOALS

- Complete migration to Harris ERP (financial et al) software
- Complete migration to Harris ComDev (community development) software
- Retire legacy ERP (H.T.E.) and ComDev (KIVA) software and hardware systems
- Deploy a mobile 311 app
- Complete deployment of VoIP phones to remote sites where possible
- Complete deployment of Microsoft System Center
- Upgrade Microsoft Exchange to new version
- Complete migration of City PCs to Windows 7
- Implement emergency announcement/paging system over VoIP phones

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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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of uptime hours versus total hours	99.90%	99.84%	99.95%	99.96%

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Customer surveys returned with an overall rating of satisfactory or better	96%	95.5%	96%	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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Count of outstanding (not yet completed) work requests	100	75	50	40

Council Priority: Effective Governance
Goal: Customer Service: Ensure a high level of satisfaction with DoIT Services
Objective: Migrate off of legacy ERP and ComDev software systems
Type of Measure: Program effectiveness
Tool: Project Management Tracking
Frequency: Monthly
Scoring: percent
Trend: ↑(increasing percentage indicates progress toward completion)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent completion	N/A	.1%	50%	100%

SECTION: **08-INFORMATION TECHNOLOGY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 937,263	$ 985,328	$ 982,941	$ 1,020,104	$ 34,776
CONTRACTUAL	352,447	517,427	518,990	421,083	(96,344)
COMMODITIES	585,769	777,521	502,691	588,598	(188,923)
TOTAL	**$ 1,875,479**	**$ 2,280,276**	**$ 2,004,622**	**$ 2,029,785**	$ (250,491)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 140,045	$ 192,441	$ 192,723	$ 181,876	$ (10,565)
APPLICATIONS	316,080	400,713	400,713	401,390	677
SYSTEMS	253,083	208,493	208,591	208,794	301
SERVICES	153,262	155,464	156,464	140,523	(14,941)
NETWORK	221,141	240,083	240,738	246,230	6,147
GIS	153,084	178,532	176,152	207,304	28,772
MICROSOFT SETTLEMENT IT	5	-	-	-	-
IT NON-DEPARTMENTAL	638,779	904,550	629,241	643,668	(260,882)
TOTAL	**$ 1,875,479**	**$ 2,280,276**	**$ 2,004,622**	**$ 2,029,785**	$ (250,491)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,485,471
WATER AND WASTEWATER FUND	349,732
STORMWATER FUND	17,689
AIRPORT FUND	22,112
ENVIRONMENTAL SERVICES FUND	154,781
	$ 2,029,785

COMMENTARY:
The Information Technology operating budget has decreased 11% with no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractual decreases are due to a decrease in computer maintenance, education training and telephone. Commodities decreases are due to an decrease in IT Non-Departmental computer equipment, computer software and due to Public Safety portion of IT Non-Departmental software capital being reallocated to their section. There is no major capital (>$10,000) for this 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 13 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 95% of all cases within 90 days, 88% 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 completed the orientation and training requirements of the Arizona Judicial Branch and we have reported timely.
- ✓ Processed over $3.8M in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely.
- ✓ Published an RFP for development of a Courthouse.
- ✓ Participated in the implementation of a Veteran's Court, coordinating effort county-wide.
- ✓ 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 2013. Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system in the county.
- ✓ 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 backloged cases.
- ✓ Participated with the Model Case Time Standards for Trial Courts Oversight Committee.
- ✓ Participated in the development of curriculum and as faculty for the Court Leadership Institute, the Institute for Court Management and the Presiding Judges Academy.
- ✓ 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.
- ✓ Continued ongoing reorganization of court staffing and responsibilities around changes in automation, case filing and staff resource budget changes.

FY 14 NEW INITIATIVES

- Develop a Serial Inebriate Program and support in coordination with City Prosecutors and the CJCC.
- Implement 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 and publish quarterly.
- Use statistics based on case management teams to review case loads and develop accountability in the management of cases.
- Create viable options, for funding and construction of a new court facility.
- Implement a CaseFlow Management process to streamline processing of criminal cases.
- 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.
- Implement an Administrative Order impacting Model Time Standards for all case types.
- Develop and implement a Strategic Plan for FY13 in cooperation with the Criminal Justice Coordinating Council and Justice 2030.
- Explore the feasibility of a Veterans Court in the Flagstaff Municipal Court.

PERFORMANCE MEASURES

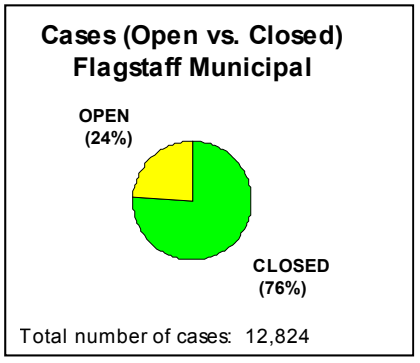
Municipal Court performance measures are based on the CourTools Trial Court Performance Measures developed by the National Center for State Courts. Ten core measures have been developed, the court is moving toward implementing all ten measures over the next several years.

TIME TO DISPOSITION

Council Priority: Community Facilities and Services
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: Green – 90%+ in 90 days, Yellow – 80% to 89% in 90 days, Red – Less than 80% in 90 days.
Current Score: Green
Trend: ↓

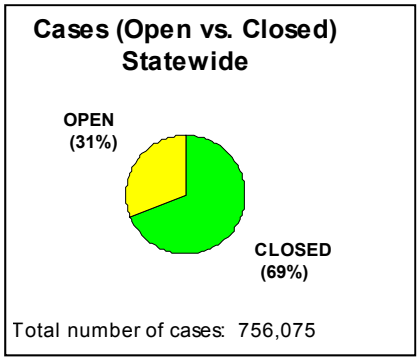
Measures:	CY 11 Actual		CY 12 Actual		CY 13 Estimate		CY 14 Proposed	
Total cases cleared in 90 days excluding warrant time	96%		96%		95%		93%	
	W	Ex	W	Ex	W	Ex	W	Ex
Cases completed in 0 - 30 days (CY11 state average = 48%)	57%	62%	53%	57%	57%	62%	57%	62%
Cases completed in 31 -60 days (CY11 state average = 23%)	25%	27%	27%	29%	25%	27%	25%	27%
Cases completed in 61 - 90 days (CY11 state average = 10%)	7%	7%	8%	9%	7%	7%	7%	7%
Cases completed in 91 - 120 days (CY11 state average = 8%)	3%	4%	3%	4%	3%	4%	3%	4%
Cases completed 121+ days (CY11 state average = 11%)	8%	0%	9%	1%	8%	0%	8%	0%

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: Community Facilities and Services
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 2012
Frequency: Annual
Scoring: **Green - Above Statewide Average,**
Yellow – Matches Statewide Average,
Red – Below Statewide Average.
Current Score: **Green**
Trend: →



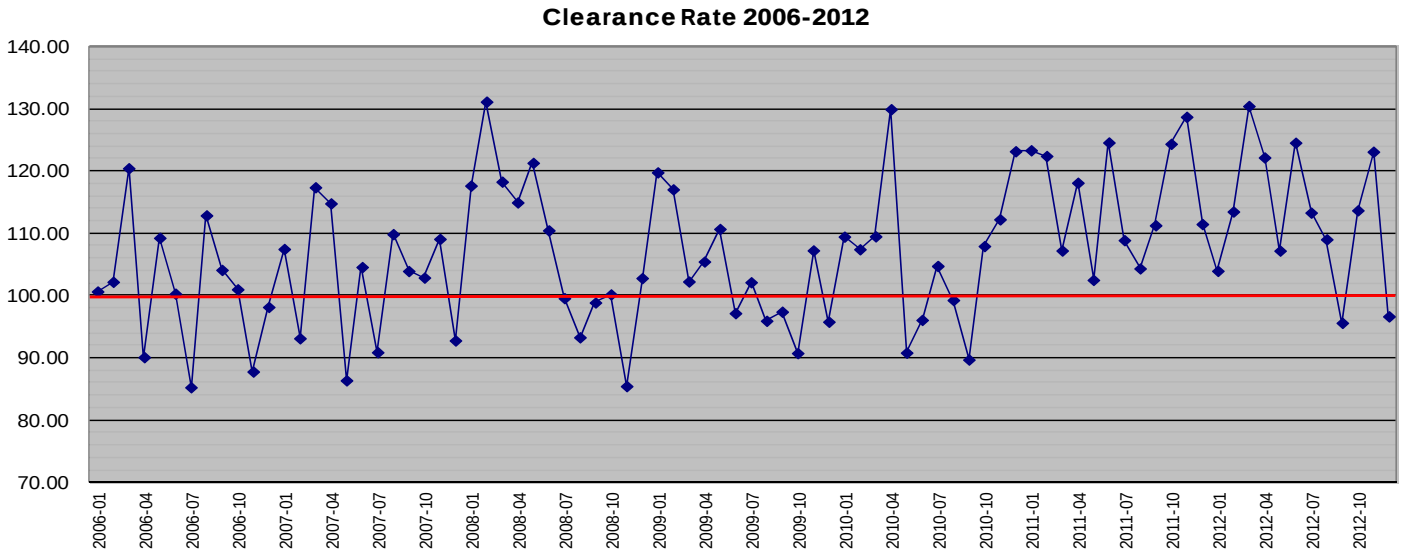
The Flagstaff Municipal Court exceeded the statewide average for Limited Jurisdiction Courts by 7%.

Last year we exceeded the statewide average for Limited Jurisdiction Courts by 6%

CLEARANCE RATE

Council Priority: Community Facilities and Services
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: **Green – 95%+**, **Yellow – 80% to 94%**, **Red – Below 80%** .
Current Score: **Green**
Trend: →

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Clearance Rate	102.71%	111.27%	112.77%	100.00%	100.00%



RECEIPTS

Council Priority: Effective Governance
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Amount of city general funds receipted	$871,776	$872,671	$873,000	$875,000
Amount of surcharges/state funds receipted	$1,639,188	$1,613,810	$1,600,000	$1,700,000
Amount of other local funds receipted	$689,374	$512,720	$550,000	$600,000
Total amount of fines/fees receipted	$3,200,338	$2,999,203	$3,023,000	$3,175,000
Amount of restitution paid	$36,327	$34,858	$38,000	$40,000
Amount of bonds posted	$711,309	$836,143	$850,000	$850,000
Total amount of pass-through funds	$747,636	$871,001	$888,000	$890,000
Total all financial transactions	$3,947,974	$3,870,204	$3,911,000	$4,065,000

ACCESS AND FAIRNESS

Council Priority: Community Facilities and Services
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: Green – 70% or more agree or strongly agree, Yellow - 50% to 69% agree or strongly agree, Red – less than 50% agree or strongly agree.
Current Score: Green
Trend: ↓

Measures: Those that Agree or Strongly Agree That:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
ACCESS				
Finding the courthouse was easy.	87%	89%	87%	87%
The forms I needed were clear and easy to understand.	93%	83%	90%	90%
I felt safe in the courthouse.	92%	87%	85%	85%
The court makes reasonable efforts to remove physical and language barriers to service.	95%	85%	90%	90%
I was able to get my business done in a reasonable amount of time.	86%	81%	85%	85%
Court staff paid attention to my needs.	87%	81%	85%	85%
I was treated with courtesy and respect.	94%	89%	90%	90%
I easily found the courtroom or office I needed.	94%	93%	94%	94%
The court's website was useful.	88%	52%	75%	75%
The court's hours of operation made it easy for me to do my business.	90%	73%	80%	80%
FAIRNESS				
The way my case was handled was fair.	87%	75%	85%	85%
The judge listened to my side of the story before he or she made a decision.	85%	73%	85%	85%
The judge had the information necessary to make good decisions about my case.	91%	77%	85%	85%
I was treated the same as everyone else.	95%	83%	90%	90%
As I leave the court I know what to do next about my case.	94%	78%	90%	90%

Results are based only on those individuals responding to the appropriate question ("not applicable" or "no response" were excluded).

GENERAL ADMINISTRATION SECTION 65 FLAGSTAFF MUNICIPAL COURT

SECTION: **65-CITY COURT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,943,255	$ 1,841,372	$ 1,801,130	$ 1,844,671	$ 3,299
CONTRACTUAL	682,369	678,401	689,475	741,827	63,426
COMMODITIES	62,447	59,538	55,130	60,880	1,342
TOTAL	**$ 2,688,071**	**$ 2,579,311**	**$ 2,545,735**	**$ 2,647,378**	$ 68,067

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 561,676	$ 427,489	$ 409,317	$ 604,648	$ 177,159
COURT SERVICES	759,954	822,147	767,390	646,584	(175,563)
RECORDS MANAGEMENT	156,002	159,175	140,372	120,629	(38,546)
COURT ENFORCEMENT	211,948	226,207	210,166	237,055	10,848
WARRANT DIVISION	371,432	326,730	384,030	357,847	31,117
COURT OPERATIONS	166,133	186,435	180,632	197,970	11,535
JUDICIAL SERVICES	460,926	431,128	453,828	482,645	51,517
TOTAL	**$ 2,688,071**	**$ 2,579,311**	**$ 2,545,735**	**$ 2,647,378**	$ 68,067

SOURCE OF FUNDING:

GENERAL FUND	$ 2,647,378
	$ 2,647,378

COMMENTARY:

The City Court operating budget increased by 3% and there are no capital expenditures (>$10,000). Personal Services increases are due to a market increase and increases in benefits and retirement payouts. In addition, Court's proposed reorganization reflects an increase of .17 FTE. A reallocation, moving from in-house security personnel to contractual personnel, was effected with an IGA for $95,099. In addition to the retirement mentioned above, one-time expenditures include: $20,000 for temporary staff; $36,000 for Integration Services; and $25,000 for potential warrant costs. Ongoing expenditures were approved for operational and maintenance needs.


STAY BACK 300 FEET

MANAGEMENT SERVICES DIVISION MISSION

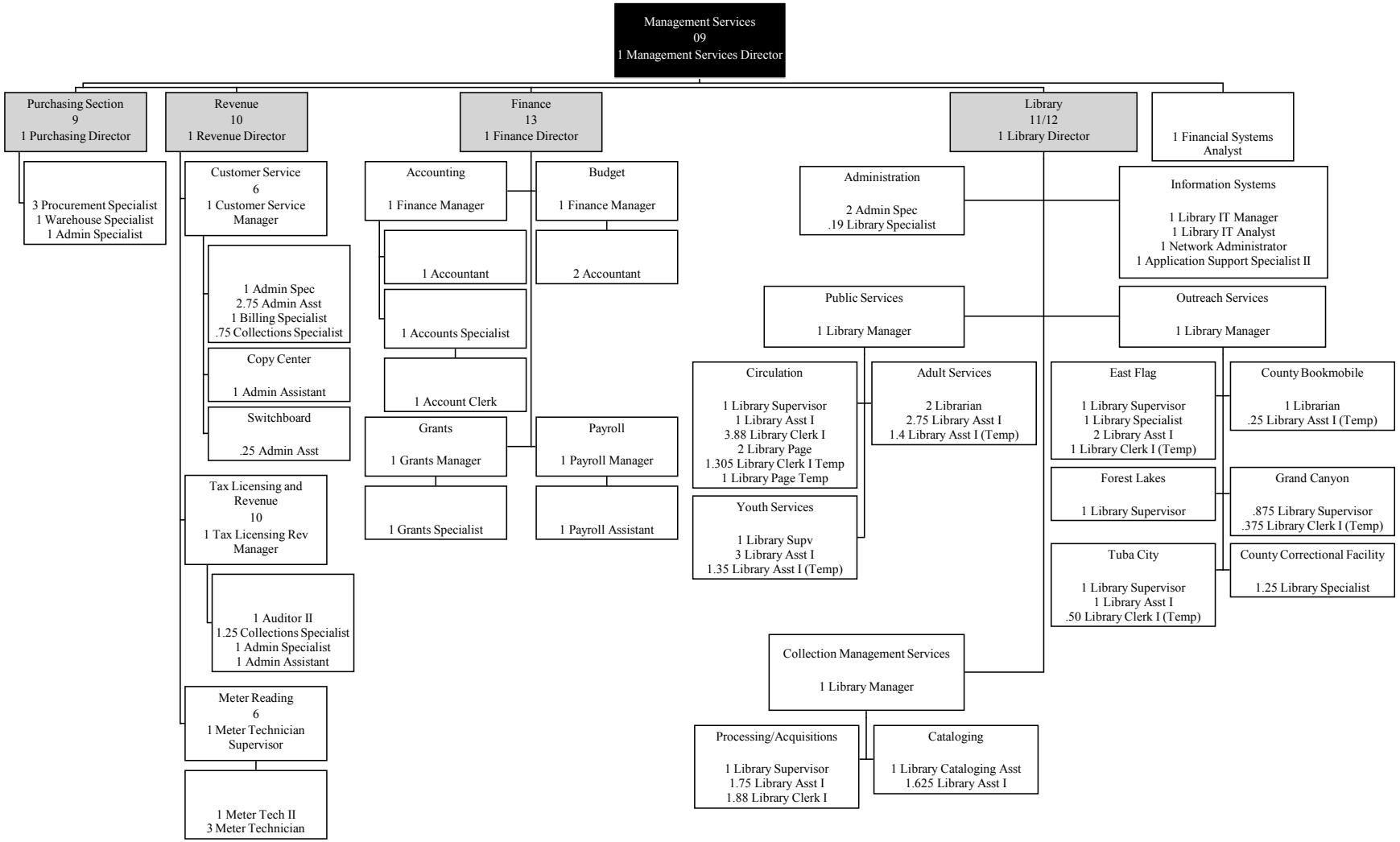
The mission of the **Customer Service Section** is to provide accurate and timely billing of City services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; to collect on delinquent customer accounts; and to answer all incoming customer 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 the 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 City services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; to collect on delinquent customer accounts; and to answer all incoming customer calls.

PROGRAM DESCRIPTION

Customer Service is responsible for five distinct areas: meter services, billing, collections, copy center, and customer service. Meter services activities include: meter reading, utility account service orders, and meter change-outs and repairs. Billing includes: utility and miscellaneous billings. Collections includes collections on all delinquent accounts within the City, excluding sales tax and court collections. Copy center activities include: copying, printing, scanning, and mail processing. Customer service activities include: switchboard and customer service phones and cashiering.

FY 13 ACCOMPLISHMENTS

- ✓ Implemented the new water and sewer rates effective January 1, 2013.
- ✓ Implemented the new solid waste rates effective November 1, 2012.
- ✓ Added over 800 new radio read devices into the meter system.
- ✓ Identified, diagnosed, and repaired more than 600 failed electronic receiver/transmitters (ERTs) throughout the City.
- ✓ Collected $1,400,000 from delinquent miscellaneous revenue accounts.
- ✓ Collected on approximately 2,800 library delinquent accounts totaling over $145,000 In library material fines.
- ✓ Billed monthly through the miscellaneous receivables program an average of 630 accounts for $9,250,000
- ✓ Managed over 500 community restitution workers with over 11,000 hours of service in calendar year 2012.
- ✓ Implemented cashiering stations with credit card capabilities at the Landfill, Public Works yard, and the Community Development counter.
- ✓ Reorganized the Customer Service section to consolidate City billing operations.
- ✓ Instituted a Customer Service rotation to cross train staff in multiple areas of operations.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Restructure the utility billing cycles to improve efficiency in meter reading, billing, and customer service.
- ➢ Implement the new Innoprise billing system.
- ➢ Implement the new Innoprise cash receipts system.
- ➢ Implement the new Innoprise online payments system.
- ➢ Continue to promote paperless alternatives to customers, including: paperless billing, online payments, and automatic bank drafting.
- ➢ Continue to install radio read meters to bring the City to 100% electronic reads.
- ➢ Investigate replacement meter reading systems and complete a long term meter replacement strategic plan.
- ➢ Solicit, evaluate, and procure a replacement for the Lanier workhorse copier in the copy center.

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: 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 increased in CY12 due to a change in process.

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Annual write off of customer accounts, excluding bankruptcies	$41,508	$97,198.35	$50,000	$50,000
Write offs as a percentage of total billed	0.16%	0.33%	0.15%	0.15%

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 – ↑ Meeting expectations, Billing – ↔ Meeting expectations.

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent of estimated meter reads	5.60%	4.40%	3.00%	2.50%
Number of bills sent out within 34 days of prior bill (36 total)	36	36	36	36

SECTION: **06-CUSTOMER SERVICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 443,199	$ 489,442	$ 498,073	$ 590,727	$ 101,285
CONTRACTUAL	261,854	292,270	281,250	291,170	(1,100)
COMMODITIES	23,234	29,600	34,650	30,700	1,100
TOTAL	**$ 728,287**	**$ 811,312**	**$ 813,973**	**$ 912,597**	$ 101,285

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 145,631	$ 228,178	$ 233,648	$ 234,991	$ 6,813
FIELD READING	128,713	179,339	163,568	177,923	(1,416)
COLLECTION	95,690	90,354	100,557	98,014	7,660
MAIL ROOM	9,959	10,900	10,550	10,900	-
CUSTOMER SERVICE	348,294	302,541	305,650	390,769	88,228
TOTAL	**$ 728,287**	**$ 811,312**	**$ 813,973**	**$ 912,597**	$ 101,285

SOURCE OF FUNDING:

GENERAL FUND	$ 138,063
LIBRARY FUND	5,408
HIGHWAY USER REVENUE FUND	1,020
TRANSPORTATION FUND	507
WATER AND WASTEWATER FUND	562,735
STORMWATER FUND	23,134
AIRPORT FUND	13,644
ENVIRONMENTAL SERVICES FUND	168,086
	$ 912,597

COMMENTARY:

The Customer Service operating budget has increased 12% and there are no capital expenditures. Personal Services increases are due to relocation of staff between Customer Services and Sales Tax sections as well as market and benefit increases. Contractuals decreases are due to decreases in the amount of credit card processing fees and Commodities increases are due to increases in fuel and small tools. 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 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 13 ACCOMPLISHMENTS

- ✓ The Purchasing Section was awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI). Below, is information with regard to the award from the AEP Committee.
  In 1995, the NPI established a program designed to recognize organizational excellence in public procurement. The AEP award 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 AEP award is sponsored by the NPI, the California Association of Public Procurement Officers (CAPPO), the Florida Association of Public Procurement Officers (FAPPO), the Institute for Supply Chain 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 Purchasing Section negotiated with various vendors selected for contract awards through a Request for Proposals and Request for Statements of Qualifications that resulted in a little more than **$125,000** in cost savings/cost avoidance. The Warehouse has brought in **$18,988** in revenues through two (2) public auctions conducted the first half of FY 2013 for the sale of surplus property.
- ✓ The Purchasing Section put together a task force committee, comprised of local Flagstaff Contractors, to obtain input/feedback and collectively improve on other qualification based evaluation criteria in addition to "Value Added Knowledge and Experience" as outlined in our Request for Statements of Qualifications. This improved qualifications based evaluation criteria will potentially allow local Flagstaff Contractors an opportunity to be scored higher by the evaluation committee and potentially be awarded more contracts for construction related projects.
- ✓ The Purchasing Section 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 opportunities to either sell the inventory item back to the vendor(s) for either cash or a merchandise credit.
- ✓ The Purchasing Section, through a Request for Statements of Qualifications, established and administered "On-call" contracts with several Engineering related firms for the Utilities Division. These "On-call" contracts will allow the Utilities Division to obtain Engineering services, when needed, in a more expedient manner and provide for a more compressed schedule to complete projects in a more timely manner.

FY 14 NEW INITIATIVES AND GOALS

- Continue to meet or exceed all of the evaluation criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI).
- Continue 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 for goods and services.
- Continue to work on and complete the centralization of all City-wide contracts (leases, term contracts, development agreements and IGAs) into our contract management software system to more efficiently and effectively monitor and manage these contracts.
- Develop and implement a policy as to when to conduct our own competitive solicitations for the purchase of goods and services OR utilize an existing cooperative purchase agreement as a result of a solicitation process and contract award by another public sector agency.
- Research and Implement competitive bid processes, where Bidders submit their respective bids electronically ("on-line").

PERFORMANCE MEASURES

Council Priority: Effective Governance
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Overall rating of meets or exceeds expectations	92%	85%	90%	92%

Council Priority: Effective Governance
Goal: Provide local vendor educational forums on the City's procurement process and track satisfaction of those vendors who attend.
Objective: To provide educational opportunities for our vendor community regarding the City's procurement process.
Type of Measure: Program Effectiveness
Tool: External vendor survey
Frequency: Quarterly
Scoring: Quarterly- Progressing (Average), Semi-annual-Caution(Warning),One (1) time per yr. - Need to Review
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Overall rating of meets or exceeds expectations	N/A	Quarterly	Quarterly	Quarterly

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Total cost savings and/or cost avoidance	$60,000	$90,000	$100,000+	$110,000

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	15%	15%+	15%+	20%

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. – 36 hrs. - Caution (Warning), More than 36 hrs. - Need to Review
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Length of time it takes to process a purchase order once a requisition has been approved.	Within 24 hrs.	Within 24 hrs.	Within 24 hrs.	Within 24 hrs.

SECTION: **09-PURCHASING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 603,184	$ 694,775	$ 637,329	$ 734,545	$ 39,770
CONTRACTUAL	29,969	34,636	34,406	38,236	3,600
COMMODITIES	11,541	6,877	6,677	6,877	-
TOTAL	**$ 644,694**	**$ 736,288**	**$ 678,412**	**$ 779,658**	$ 43,370

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 175,761	$ 240,194	$ 239,794	$ 276,320	$ 36,126
PURCHASING	387,087	411,719	354,273	416,117	4,398
WAREHOUSE	81,846	84,375	84,345	87,221	2,846
TOTAL	**$ 644,694**	**$ 736,288**	**$ 678,412**	**$ 779,658**	$ 43,370

SOURCE OF FUNDING:

GENERAL FUND	$ 422,934
LIBRARY FUND	25,269
HIGHWAY USER REVENUE FUND	31,721
TRANSPORTATION FUND	25,741
WATER AND WASTEWATER FUND	166,587
STORMWATER FUND	24,025
AIRPORT FUND	34,167
ENVIRONMENTAL SERVICES FUND	49,214
	$ 779,658

COMMENTARY:

The Management Services operating budget has increased 6% with no capital expenditures. Personal Services increase is due to market increases and increase in benefits as well as one-time funds for temporary staffing. Contractual increases are due to increases for travel and training. 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. Staff also manages the City's investment portfolio.

FY 13 ACCOMPLISHMENTS

- ✓ Process approximately 40,000 city sales tax returns for FY13. This is an increase of 3.3% over FY12.
- ✓ Issued approximately 1,050 sales tax and business licenses in FY13.
- ✓ Performed approximately 50 sales tax audits and reviews that generated over $400,000 in additional revenue.
- ✓ Collected over 3,900 delinquent sales tax returns totaling $1.2 million.
- ✓ Completed the contract with the 3rd party contract auditor.
- ✓ Tested and installed upgrade 3.3 to the sales tax system.
- ✓ Completed training manuals for the new sales tax system.
- ✓ Redesigned and implemented a simplified license application process.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Implement the online filing module of the sales tax system.
- ➢ Develop paperless procedures for all sales tax related documents.
- ➢ Test and install upgrade 3.4 of the sales tax system.

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: >90%, Very Good, 70%-90%, Adequate, <70%, Underperforming
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Output-The number of people attending the seminars	45	45	50	60
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	98%	92%	90%	90%

Council Priority: Effective Governance
Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.
Objective: Keep write-offs below the designated % of total revenue.
Type of Measure: Program Outcome
Tool: Evaluate the amount of write-offs taken to council each year
Frequency: Annually
Scoring: Sales Tax: <.30% Very Good, .30% to .50%, Adequate, >.50%, Underperforming
Miscellaneous Receivables: <.70%, Very Good, .70% to 1.00%, Adequate, >1.00%, Underperforming
Trend: ←→ The amounts written-off remain well under the goal of 0.50% of revenues.

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.35%	0.34%	0.42%	0.4%
Outcome-Miscellaneous receivables write-offs as a percentage of revenue	0.62%	0.55%	0.7%	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 managed investments that exceeds the designated benchmark rate.
Type of Measure: Program Outcome
Tool: Compare rate of return on managed investments outside to the rate of return of the designated benchmark.
Frequency: Annually
Scoring: Spread between City rate of return and designated benchmark. >.25% Very Good, .1% to .25%, Adequate, <.1% Underperforming
Trend: ←→ Although returns are projected to decline due to historically low rates, investment returns are expected to remain above the designated benchmark.

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Rate of return on investments outside LGIP	N/A	1.31%	0.60%	0.60%
Benchmark annual rate of return	N/A	0.98%	0.50%	0.50%
Spread between City and benchmark returns	N/A	0.33%	0.10%	0.10%

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: # of completed audits per year >50, Very Good, 30-49, Adequate, <30, underperforming.
Trend: ↑ Audit assessments are expected to increase over the next few years. The FY13 estimates include a $35,000 portion for contract audit services that will be removed in FY14.

Measures:	FY 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Audit assessments for the fiscal year	$142,707	$276,294	$400,000	$350,000
Audit program expenses	$78,487	$83,000	$140,000	$105,000
Number of audits and reviews performed	20	20	50	50

SECTION: **10-TAX, LICENSES, AND REVENUE COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 505,238	$ 574,926	$ 559,159	$ 449,166	$ (125,760)
CONTRACTUAL	30,824	50,419	51,150	45,419	(5,000)
COMMODITIES	34,133	15,700	13,456	15,700	-
TOTAL	**$ 570,195**	**$ 641,045**	**$ 623,765**	**$ 510,285**	$ (130,760)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 197,443	$ 301,720	$ 215,083	$ 166,860	$ (134,860)
AUDIT	134,446	65,024	148,018	162,767	97,743
COLLECTIONS	122,815	122,783	117,914	75,866	(46,917)
LICENSING AND CLERICAL	96,760	96,467	96,823	103,892	7,425
ACCOUNTS RECEIVABLE	18,731	55,051	45,927	900	(54,151)
TOTAL	**$ 570,195**	**$ 641,045**	**$ 623,765**	**$ 510,285**	$ (130,760)

SOURCE OF FUNDING:

GENERAL FUND	$ 204,657
LIBRARY FUND	22,564
TRANSPORTATION FUND	202,211
WATER AND WASTEWATER FUND	37,606
AIRPORT FUND	5,641
ENVIRONMENTAL SERVICES FUND	37,606
	$ 510,285

COMMENTARY:

The Sales Tax operating budget has decreased 20% with no capital expenditures. Personal Services decreases are temporary personnel in FY 2013 for Innoprise software implementation and relocation of staff between Customer Service and Sales Tax sections and offset slightly by market and benefit increases. Contractuals decreases are due to decreases in postage. There is no major capital (>$10,000) for this section.

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 13 ACCOMPLISHMENTS

Flagstaff City-Coconino County Public Library & East Flagstaff Community Library

- ✓ Increased internet speed from 15 to 25 Mbps.
- ✓ Added e-reader devices to be used in-house as learning tools.
- ✓ Added Brain Box literacy programming.
- ✓ Added adult & young adult English as a Second Language (ESL) student collection.
- ✓ Expanded Web Services functionality, this allowed the libraries to have a common catalog interface and use applications like BookMyne (for accessing library catalog with handheld devices).
- ✓ Tech Services prepared for the implementation of the new RDA cataloging rules (this will involve a change in thinking and some changes in the way we work.
- ✓ Provided laptops to be checked out at the Main Library for in-house use.
- ✓ Provided professional development opportunities for library staff in various departments.
- ✓ Collaborated with Recreation on programming and outreach.
- ✓ Researched ADA compliancy opportunities for Flagstaff's Main Library.
- ✓ Flagstaff served as the Job Help Hub on a Federal Stimulus grant; coordinated public workshops and one on one work sessions.
- ✓ Increased after school programming at East Flagstaff Community Library.
- ✓ Initiated on-shelf holds for patrons and staff training for pulling and processing items. This enables patrons to put holds on items that are on the shelves at both Flagstaff libraries.
- ✓ Instituted SMS messaging program that will text patrons to inform them of available holds and overdue items.
- ✓ Remodeled Youth Services area at Main Library.
- ✓ Increased number of PALSmobile stops (Preschoolers Acquiring Literacy Skills), supporting outreach to more youth.
- ✓ Increased visibility through an online presence, specifically through social media.
    - o In FY12 the Library had 389 Likes (fans). As of Dec of this fiscal year we have 909 Likes.
    - o 907 library visitors shared their library location using their mobile devices.
    - o As of Dec of this fiscal year, staff made over 184 posts to our Facebook page.
- ✓ Added a collection of historic powwow programs to the Arizona Memory Project as a result of an LSTA grant.
- ✓ Increased the number of public trainings, computer tutoring sessions, job training, & career development opportunities.
- ✓ Replaced public computers at Main & East Branch Libraries.
- ✓ Initiated Lego Club at Main Library.

FY 13 ACCOMPLISHMENTS

Coconino County Library District

- ✓ Added access to downloadable e-books and audiobooks.
- ✓ Added E-Resource Central, a Cloud application that lets patrons download resources in one click.
- ✓ Received Federal Stimulus grant for job help. Grant provided hardware, software, and training; including Virtual Workforce Workstations, a mobile laptop training lab, & instructor.
- ✓ Fostered relationships and collaborated with the new principal at the BIE school in Supai.
- ✓ Installed self-check stations – Sedona Public Library
- ✓ Converted anti-theft security system to RFID (Radio Frequency Identification) – Sedona Public Library
- ✓ Coordinated Fifteenth Annual Craft Fair – Forest Lakes Community Library
- ✓ Started a regular exercise program – Forest Lakes Community Library
- ✓ Collaborated with Park Service to construct an outdoor reading area – Grand Canyon Community Library
- ✓ Added 'Reality Check' to the Library's partnering programs with the high school. – Fredonia Public Library
- ✓ Improved resources by updating the adult non-fiction collection – Page Public Library
- ✓ Increased adult programming & author visits – Page Public Library
- ✓ Expanded outreach to local Senior Centers – Tuba City Public Library
- ✓ Partnered with Coconino Community College to offer GED classes – Tuba City Public Library
- ✓ Created a local, historic photography collection – Williams Public Library
- ✓ Expanded service (thirty-four new stops) and surpassed records for bookmobile circulation (over 900 items in a month). – County Bookmobile
- ✓ Expanded bookmobile enrichment series at Emeritus and Ponderosa Pines Assisted Living Centers (performers since July 2012 have included the Arizona Deseret Choir, guitarist Craig Yarbrough, the Ponderosa Players (flutists), the Canyon Dance Movement Company, the Jones Benally Family (Navajo dancers), the Children's Chorale of Flagstaff that performed a Christmas concert (with nearly 30 members), and singer/guitarist Tony Norris). – County Bookmobile
- ✓ Established a new all-day stop at the Leupp Chapter House to better serve the Navajo community. Over 50 patrons in a day visit this stop. – County Bookmobile
- ✓ Coordinated countywide training efforts on job help for public. Trained staff on public job help, resumes, & career development opportunities.
- ✓ Accomplished database migrations for several County libraries.
- ✓ Completed the countywide shared catalog.

FY 14 NEW INITIATIVES AND GOALS

Flagstaff City-Coconino County Public Library & East Flagstaff Community Library

- ➢ Increase internet speed from 25 to 35 Mbps.
- ➢ Continue to be a focal point of the community.
- ➢ Implement e-commerce for the library - would allow users to pay library fines online.
- ➢ Expand software texting program to include courtesy email notifications.
- ➢ Coordinate a process for e-reader devices to be checked out and circulated among the community.
- ➢ Introduce non-fiction based youth programming to support the latest common core educational guidelines.
- ➢ Incorporate technology literacy components into programming.
- ➢ Provide bi-monthly unique programming options for adults, including author visits and expert demonstrations and lectures that reflect the issues that most affect our community.
- ➢ Improve beginning reader & youth non-fiction collection.
- ➢ Offer literacy workshops for teachers – PALSmobile.
- ➢ Plan for ADA compliancy at Main Library.
- ➢ Develop new strategic plans for Flagstaff Libraries.
- ➢ Replace staff computers at Main & Branch.

FY 14 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.
- Replace carpet at Grand Canyon Community Library.
- Purchase furniture for the new patio at the Grand Canyon Community Library.
- Train Fredonia elementary school teachers on library databases and resources.
- Work with CCC, NAU, and Fredonia High School to offer live college classes at the Fredonia Public Library.
- Add a reservation system for the public computers – Fredonia Public Library
- Remodel to add an IT office – Page Public Library
- Purchase new vehicle – Page Public Library
- Increase materials & services to the outreach library at the Community Center – Page Public Library
- Purchase and install self-checkout – Williams Public Library
- Finalize steps necessary to become part of the Arizona Memory Project – Williams Public Library
- Explore new programming ideas to target senior citizens – Williams Public Library
- Replace public computers – Williams Public Library
- Replace eighteen patron computers – Sedona Public Library
- Change from analog phone system to VOIP (Voice Over Internet Protocol) phone system – Sedona PL
- Offer computer workshops at the Leupp Chapter House via the Bookmobile.
- Enhance and expand patronage and circulation – County Bookmobile
- Expand the Assisted Living performance series. Find more local arts performances to be part of the Bookmobile programming.
- Investigate various grant organizations to fund future projects. – County Bookmobile
- Implement countywide training workshops for job seekers.
- Train countywide staff for the next ILS (Integrated Library Systems) upgrade.
- Collaborate with Supai Elders, teachers, and community.
- Support early literacy in Supai.

PERFORMANCE MEASURES

Council Priority: Community Facilities & Services; Natural & Cultural Resources & the Environment; Community Character & Design
Goal: Provide positive, diverse opportunities for educational, cultural, arts, and leisure activities and programs in an equitable manner.
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: 96%
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Customer satisfaction with programs offered at the Library	97%	96%	97%	98%
Number of programs offered	1,111	1,147	1,170	1,182
Number of participants in programs	28,786	28,602	28,888	29,177

Council Priority: Community Facilities & Services, Community Character & Design; Natural & Cultural Resources & the Environment
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: 97%
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Customers pleased with their Library experience	97%	97%	98%	98%

Council Priority: Community Facilities & Services; Natural & Cultural Resources & the Environment; Community Character & Design
Goal: Continue to be a focal point of the community. 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: 98%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Customers believe that having access to the library and library resources enhances their quality of life	97%	99%	99%	99%
Number of items circulated/checked out by patrons	1,192,255	1,220,624	1,238,933	1,251,322

Council Priority: Maintain Infrastructure; Industry & Employment; Effective Governance
Goal: Maintain and deliver a quality, reliable technological information infrastructure and electronic resources
Objective: Address the digital divide by providing computers for use by the public, internet and wireless access, customer training and assistance, electronic databases, and electronic formats (downloadable digital and audiobooks), including customer access from home saving fuel and time.
Type of Measure: Output
Tool: Circulation, Youth Services, and Reference Statistical Records
Frequency: Daily, Weekly, Quarterly, Annually (ongoing)
Scoring: 98%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Computer Usage: all public computers, Early Literacy Stations use, & wireless internet users	253,103	258,733	262,614	265,240
Hits to the Library website	195,132	281,357	285,577	288,433
E-materials: electronic format checkouts & database use	6,211	12,980	13,175	13,307

SECTION: **11-LIBRARY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 2,488,546	$ 2,478,392	$ 2,500,907	$ 2,609,247	$ 130,855
CONTRACTUAL	451,249	488,116	496,210	482,336	(5,780)
COMMODITIES	546,958	836,966	565,395	830,746	(6,220)
CAPITAL	23,266	-	13,668	59,195	59,195
TOTAL	**$ 3,510,019**	**$ 3,803,474**	**$ 3,576,180**	**$ 3,981,524**	$ 178,050

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 443,091	$ 458,932	$ 515,447	$ 527,749	$ 68,817
TECHNICAL SERVICES	769,402	750,204	749,947	769,545	19,341
PUBLIC SERVICES	1,370,865	1,585,087	1,264,400	1,618,463	33,376
COUNTY JAIL	67,326	77,607	77,607	84,670	7,063
COUNTY BOOKMOBILE	75,182	83,890	83,890	99,308	15,418
FOREST LAKES LIBRARY	75,949	89,909	89,909	96,768	6,859
TUBA CITY LIBRARY	174,900	218,702	218,702	227,176	8,474
SUPAI LIBRARY	5,448	15,500	15,500	15,500	-
EAST FLAGSTAFF LIBRARY	419,093	402,245	441,850	400,773	(1,472)
OUTREACH	1,447	1,450	1,450	1,450	-
GRAND CANYON	89,193	100,448	100,448	120,622	20,174
MAIN LIBRARY AUTOMATION	18,123	19,500	17,030	19,500	-
TOTAL	**$ 3,510,019**	**$ 3,803,474**	**$ 3,576,180**	**$ 3,981,524**	$ 178,050

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,981,524	
	$ 3,981,524	

COMMENTARY:

The Library operating fund has increased by 3%. Personal Services witness an increase of 5% for market increases and employee reclasses. Contractual had a slight decrease of 1%. Commodities decrease of 1% is related to a decrease in circulated materials. The capital for this section is related to set-asides for future fleet replacements and renovations related to ADA guidelines.

SECTION: **12-LIBRARY GRANTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 143,195	$ 143,652	$ 143,652	$ 149,674	$ 6,022
CONTRACTUAL	943,088	2,936,691	1,018,092	2,586,691	(350,000)
COMMODITIES	213,485	218,900	313,796	191,500	(27,400)
TOTAL	**$ 1,299,768**	**$ 3,299,243**	**$ 1,475,540**	**$ 2,927,865**	$ (371,378)

EXPENDITURES BY PROGRAM:

SURGE OF TECHNOLOGY GRANT	$ 36,866	$ -	$ 4,912	$ -	$ -
BTOP II GRANT G11 - 01 LIBRARY	10,681	-	15,456	-	-
COUNTY WIDE PROJECTS	1,167,946	3,246,843	1,396,843	2,902,865	(343,978)
FLAG AZ: LOOK BACK GRANT	6,337	-	5,917	-	-
STATE GRANT IN AID 2013	-	25,000	25,000	-	(25,000)
STATE GRANT IN AID 2014	-	-	-	25,000	25,000
STATE GRANT IN AID 2012	25,000	-	12	-	-
YOUTH SERVICES GRANT	22,497	27,400	27,400	-	(27,400)
SPECIAL SERVICES GRANT	13,924	-	-	-	-
PROM QUALITY ELECTRONIC	16,517	-	-	-	-
TOTAL	**$ 1,299,768**	**$ 3,299,243**	**$ 1,475,540**	**$ 2,927,865**	$ (371,378)

SOURCE OF FUNDING:

LIBRARY FUND	$ 2,927,865
	$ 2,927,865

COMMENTARY:
Library grants are, in nature, one time revenues and expenditures as grant funding opportunities arise. Also, included are other items for county wide projects, that are also one time in nature.

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 13 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for Fiscal Year (FY) 2013 for the 19th consecutive year.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2010 for the 17th consecutive year.
- ✓ Completed Fiscal Year 2012 financial audit with only one finding.
- ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2014-2018 for $16.3M to FAA and ADOT
- ✓ Completed the Schultz Flooding-Inner Basin Pipeline Reconstruction Project with FEMA/ADEM
- ✓ Purchased a new Grant Management software package
- ✓ Awarded an Economic Development Administration grant for a Business Accelerator and Alternate Emergency Operations Center
- ✓ Applied for and awarded a new 3-year Transportation Security Administration, Law Enforcement Officer Reimbursement Agreement
- ✓ Successfully completed a compliance monitoring with the Department of Justice on the two COPS Hiring grants.
- ✓ Began implementation of the November 2012 approved $10M bond to support the Flagstaff Watershed Protection Project
- ✓ Began implementation of the new Innoprise Software system including creation of new chart of accounts.
- ✓ Implemented a new on-line payroll check viewing service for employees.
- ✓ Began process for improving the budget process through the Straightening the Pipes initiative.
- ✓ Enhanced the Payroll website.

FY 14 NEW INITIATIVES AND GOALS

- o Complete the implementation of the new Innoprise Financials application.
- o Begin implementation of Innoprise systems for Payroll, Work Orders/Fleet, Capital Assets, and Utility Billing/Miscellaneous Receivables.
- o Implement changes to the budget process as part of the Straightening the Pipes initiative.
- o Complete the FY 2014 budget on the new financial software.
- o Begin full implementation of the GrantNavigator Software Program
- o Successfully complete the Schultz Flooding FEMA/ADEM Audit
- o Closeout all American Recovery & Reinvestment Act (ARRA) funded grant awards
- o Apply and receive an award for the AZ State Parks, Growing Smarter State Trust Land Acquisition for the Observatory Mesa Project.

PERFORMANCE MEASURES

Council Priority:
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Council Priority:
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 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Projected Grant Budgeted Revenue	$22,112,969	$28,958,385	$29,776,120	$25,000,000
Actual Grant Revenue Received	$6,026,704	$7,047,512	$8,000,000	$8,000,000
Grant Amounts Awarded During the Fiscal Year	$8,634,360	$7,509,846	$12,000,000	$8,000,000

Council Priority:
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 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
Grants Applications Submitted	66	47	28 to date, est 42	45
Grants Awarded	60 (67%)	32 (68%)	23 to date, est 32 (75%)	35
Active Grants Worked During Fiscal Year	185	178	166 to date, est 175	175

Council Priority:
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Vendors paid by EFT	151	175	225	275
Number of Payments Made by EFT	1,301	1,527	1,800	2,000
Percent of Total Payments	18%	21%	25%	28%

Council Priority:
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
City of Flagstaff control deficiencies	0	1	0	0
City of Flagstaff significant deficiencies	0	0	0	0
Single audit findings	0	1	0	0

SECTION: **13-FINANCE AND BUDGET**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 866,028	$ 868,025	$ 871,351	$ 900,789	$ 32,764
CONTRACTUAL	24,878	50,574	46,470	51,972	1,398
COMMODITIES	16,192	16,564	17,075	16,616	52
TOTAL	**$ 907,098**	**$ 935,163**	**$ 934,896**	**$ 969,377**	$ 34,214

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 112,706	$ 119,709	$ 115,887	$ 124,315	$ 4,606
ACCOUNTING	342,382	355,507	357,043	368,833	13,326
PAYROLL	141,684	142,776	144,987	148,716	5,940
ACCTS PAYABLE / RECEIVABLE	126,903	127,186	128,243	133,382	6,196
BUDGET	5,086	-	-	-	-
GRANTS ADMINISTRATION	178,337	189,985	188,736	194,131	4,146
TOTAL	**$ 907,098**	**$ 935,163**	**$ 934,896**	**$ 969,377**	$ 34,214

SOURCE OF FUNDING:

GENERAL FUND	$ 620,742
LIBRARY FUND	63,168
HIGHWAY USER REVENUE FUND	33,418
TRANSPORTATION FUND	23,014
WATER AND WASTEWATER FUND	91,178
STORMWATER FUND	6,766
AIRPORT FUND	40,700
ENVIRONMENTAL SERVICES FUND	90,391
	$ 969,377

COMMENTARY:

The Finance and Budget operating budget has increased 4% with no capital expenditures. Personal Services increases are due to market increases as well as increases to retirement, workers compensation and health insurance costs. Contractual increases are due to increases in travel and training. There is no major capital (>$10,000) for this section.



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.

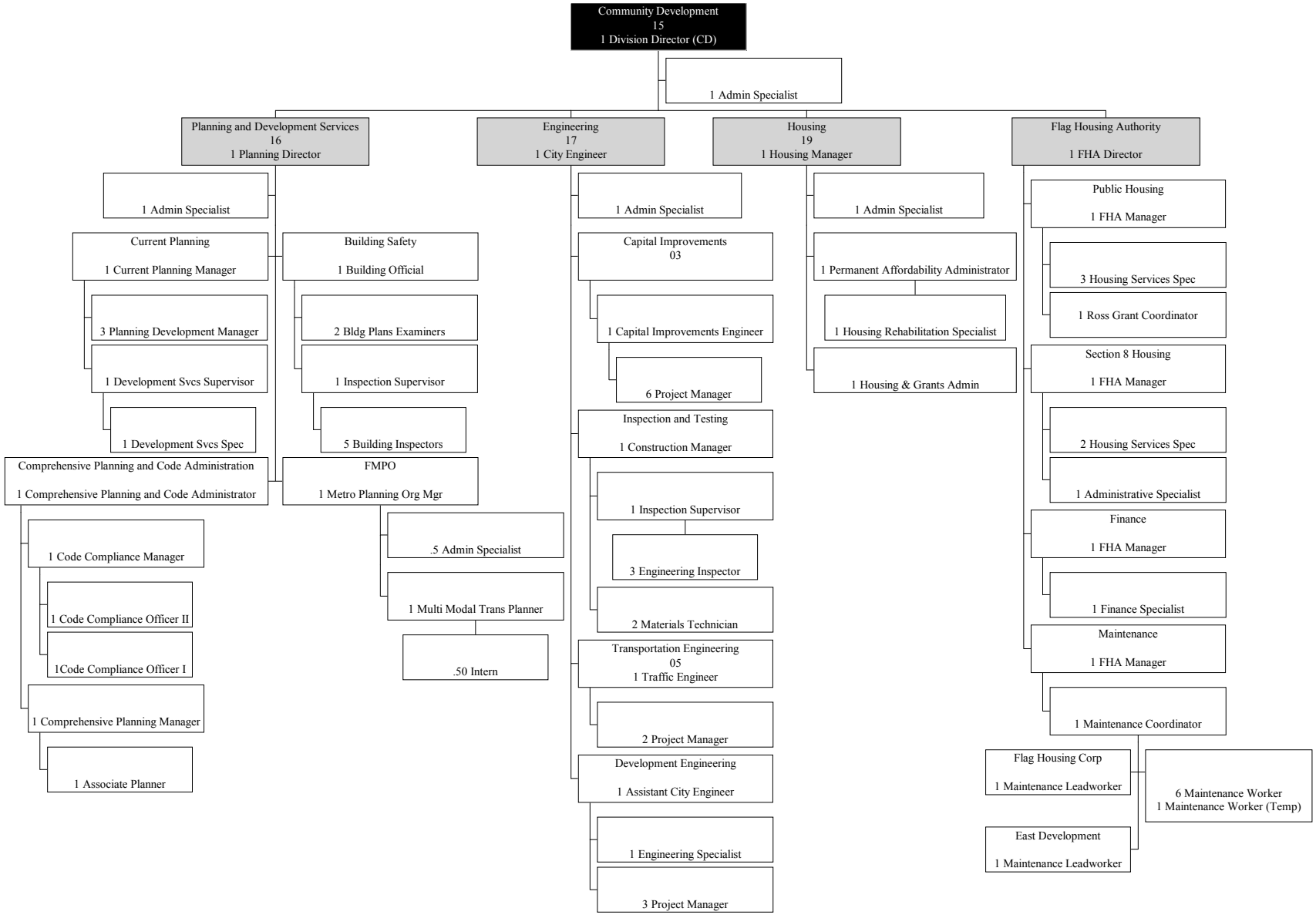
The missions of the **Community Development Administration, Planning and Development Services, and Engineering Divisions** are to be client focused teams that enable quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

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 community 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 13 ACCOMPLISHMENTS

- ✓ Facilitated City participation for ADOT's I-17 & I-40 Corridor Design Concept Studies.
- ✓ 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.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP up-date for 2014–2019.
- ✓ Continued delivery of 2010 Street/Utility Bond projects including completion of the Cherry Avenue, Dodge Avenue and Coconino/Elden/Humphreys projects and continued delivery of S. Beaver & S. Leroux, Rose Street and La Plaza Vieja projects.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Thorpe Road Bridge project.
- ✓ Completed project administration services for Skunk Canyon Drainage Improvements.
- ✓ Completed project administration services for Railroad Springs Reservoir #2.
- ✓ Completed project administration services for the West Street & Arrowhead Avenue Phase I Project.
- ✓ Completed project administration services for the Sixth Street & Arrowhead FUTS Connector Project (aka Sego Lily Trail).
- ✓ Assisted in obtaining EDA Grant for the Innovation Mesa Business Accelerator-Emergency Operations Center.
- ✓ Continued project management services for multiple FUTS projects.
- ✓ Coordination with ADOT on the Pine Knoll Safe Routes to School Project.
- ✓ Engineered design documents in progress toward construction for 11 capital projects valued at $8 M. Projects under design (status as of 1/07/13) include:
  - Rose St. 2010 Bond Project @ 20%
  - S. Beaver & S. Leroux 2010 Bond Project@ 100%
  - La Plaza Vieja 2010 Bond Project @ 95%
  - Hillside Water & Sewer Replacement @ 100%
  - Milton - Sitgreaves Ramp @ 100%
  - Butler Median Improvements Phase III @ 100%
  - FUTS - Hospital Rim @ 100%
  - FUTS - Florence – Walnut Underpass @ 30%
  - FUTS - Florence – Walnut Bridge @ 90%
  - FUTS - Rt. 66 to McMillan Mesa @ 30%
  - FUTS - Mall Realignment @ 60%
- ✓ Projects under construction (status as of 1/07/13) include 3 capital projects valued at $2.1 M :
  - Coconino/Elden/Humphreys 2010 Bond Projects (75% Complete)
  - Woodlands Village Blvd Medians (90% complete)
  - FUTS – Switzer Canyon Trail (80% complete)

- ✓ Construction projects completed and under warranty include 7 city projects valued at $8.3 M including:
  - Dodge Avenue 2010 Bond Project
  - Cherry Avenue 2010 Bond Project
  - Thorpe Road Bridge Project.
  - Railroad Springs Reservoir #2
  - Skunk Canyon Drainage Improvements
  - West Street & Arrowhead Avenue Phase I
  - Sixth Street & Arrowhead FUTS Connector

FY 14 NEW INITIATIVES AND GOALS

Regional Plan (2001) - Community Facilities and Services (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's safety.
- Provide project management for remaining 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.
- Provide assistance and expertise to develop a strategic plan to ensure delivery of the Rio de Flag 100 year flood control project.
- Continue coordination with USACE to ensure repair of the deficient Clay Avenue Detention Basin.

Effective Governance

- Maintain well trained and team-centered staff.
- Track continuous improvement 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.
- 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.

Capital Project Delivery

The forecast for projects that the Capital Improvements Program expects to achieve major milestones encompasses 12 projects with a total City Value of $ 11.8 M and includes:

- Rose St. 2010 Bond Project completed fall 2013
- S. Beaver & S. Leroux 2010 Bond Project complete fall 2013
- Butler Median Improvements Phase III completed fall 2013
- FUTS – ATA Rt. 66 to McMillan Mesa - completed fall 2013
- FUTS – Country Club Rt. 66 to Cortland - Design by summer 2013 (ADOT)
- Milton- Sitgreaves Ramp completed fall 2013
- West Street & Arrowhead Avenue Phase II Project completed fall 2013
- San Francisco Alley and Walapai Alley utility replacement projects completed fall 2013
- Hillside Water & Sewer Replacement Project completed summer 2013.
- FUTS Hospital Rim project completed fall 2013
- La Plaza Vieja 2010 Bond Project completed fall 2013
- FUTS Mall Realignment completed fall 2013

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Fiscal responsibility
Objective: Deliver Capital projects within approved budgets
Type of Measure: Program Outcome
Tool: Aggregated data from data base that tracks projects completed within 105% of approved budget.
Frequency: Quarterly (using a 12-month moving trend)
Scoring: Dashboard – Yellow (<90% & >80%)
Trend: ←→

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Percentage of projects completed within 5% of authorized amount	87.5 %	84.6%	90%	90%

Council Priority: Effective Governance
Goal: Establish effective Work Program and maintain community trust
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 (>90%)
Trend: ←→

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Percentage of projects completed within 3 months of accepted schedule	87.5 %	96.9%	90%	90%

SECTION: **03-CAPITAL IMPROVEMENTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 796,682	$ 763,725	$ 697,508	$ 836,999	$ 73,274
CONTRACTUAL	7,922	18,092	15,127	18,092	-
COMMODITIES	(1,036,913)	(931,909)	(910,444)	(932,909)	(1,000)
TOTAL	**$ (232,309)**	**$ (150,092)**	**$ (197,809)**	**$ (77,818)**	$ 72,274
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 13,590	$ 28,183	$ 24,153	$ 30,183	$ 2,000
PROJECT MANAGEMENT	(304,890)	(259,005)	(288,683)	(108,001)	151,004
ADOT PROJECT COORDINATION	12,668	15,502	15,732	-	(15,502)
UNPLANNED / UNPROGAMED WORK	3,991	-	10,000	-	-
5 YR CAPITAL PROGRAM DEVELOPMENT	41,948	65,228	40,989	-	(65,228)
BOND ELECTION DEVELOPMENT	384	-	-	-	-
TOTAL	**$ (232,309)**	**$ (150,092)**	**$ (197,809)**	**$ (77,818)**	$ 72,274
SOURCE OF FUNDING:					
	GENERAL FUND			$ (77,818)	
				$ (77,818)	

COMMENTARY:

The Capital Management operating budget has increased 48% and there are no capital expenditures. Personal Services increases are due to a market increase, increase in benefits and the budgeted retirement of 1.0 Project Manager. 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 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 13 ACCOMPLISHMENTS

- Benefit-Cost Analysis Tool: Developed a template that permits staff to create a BCA for a variety of projects.
- 5-Year Transit Plan/Long Range Transit Plan – coordinated and cooperated with ADOT and NAIPTA on the development of these plans. Achieved strong integration with Regional Plan 2012 effort.
- Regional Plan 2012/Regional Transportation Plan update – conclude the regional plan draft effort and prepared for the update of the Regional Transportation Plan.
- FUTS Master Plan – seek formal adoption of a master plan to aid and direct acquisitions and system development
- Sidewalk Condition Inventory and Prioritization Program
- Bicycle Parking Inventory and Implementation Program

FY 14 NEW INITIATIVES

- Milton Road Intersections Analysis – perform micro-simulation modeling on a number of intersection capacity improvement concepts to explore feasibility and initiate strategy discussions for long-term improvements.
- Regional Transportation Plan Update – initiate the update to the federally-mandated RTP. Rely heavily on Regional Plan updates to policy and land use, and NAIPTA 5-year and Long Range Transit planning, and incorporate Benefit Cost Tool analyses developed in FY 13.
- Access Management Policy development – create policies related to medians, turn lanes, and intersection and driveway frequency for arterials and collectors to aid in corridor planning and design
- Regional Freight Strategy – coordinate with EcoNA, private industry, and shipping providers to establish a freight strategy for the region.

PERFORMANCE MEASURES

Council Priority: Repair, replace, maintain infrastructure / Regional Plan - Transportation
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Percent of regional residents finding transportation system meets their needs somewhat well or very well.	No cityscape survey	87%	n/a	n/a
Executive Board accepts findings of annual Performance Report	100%	100%	n/a	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 for consideration)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Percent of city and/or regional residents supporting proposal	n/a	53	n/a	n/a

Council Priority: Regional Plan – Transportation
Goal: Achieve increasing mode share for walk, bicycle, transit and carpool modes.
Objective: Achieve a combined mode share of 65% 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 decline)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Trip Diary Results (2006 = 42.9%)	n/a	49.8%	n/a	n/a
Transit trips per city capita (fiscal year results)	17	19	27	29
Bike-to-work week registered commutes by bike	3500	1700	pending	pending

Council Priority: Regional Plan – Transportation
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Root mean square error for roadway volumes FMPO RMSE/Industry RMSE 35	20/35	18/35	18/35	18/35
Non-auto mode share accuracy (based on trip diary survey every 5 years)	65%	65%	70%	70%

SECTION: **14-FLAGSTAFF MPO**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 247,944	$ 246,066	$ 240,620	$ 271,198	$ 25,132
CONTRACTUAL	189,278	178,150	165,326	430,307	252,157
COMMODITIES	(20,352)	(37,245)	(37,904)	(35,060)	2,185
TOTAL	**$ 416,870**	**$ 386,971**	**$ 368,042**	**$ 666,445**	$ 279,474

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 127,967	$ 220,221	$ 212,704	$ 232,445	$ 12,224
PUBLIC INFORMATION PROGRAM	2,218	3,000	3,000	3,000	-
SHORT RANGE PLANNING PROGRAM	119,558	-	-	265,000	265,000
TRANSPORTATION IMPROVEMENT PLAN	5,656	700	1,288	1,000	300
SHORT RANGE DATA COLLECTION	69,442	61,050	61,050	30,000	(31,050)
LONG RANGE TRANSIT PLAN	16,385	22,000	30,000	-	(22,000)
LONG RANGE TRANSPORT PLAN	65,374	80,000	60,000	135,000	55,000
LONG RANGE "OTHER" TRANSPORT	10,270	-	-	-	-
TOTAL	**$ 416,870**	**$ 386,971**	**$ 368,042**	**$ 666,445**	$ 279,474

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 666,445
	$ 666,445

COMMENTARY:

The MPO operating budget has increased 72% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractual increases are due to additional studies to be conducted with STP funds. Commodities decrease is due to a decrease in photo copying charges. There is no major capital (>$10,000) for this section. With the exception of the Transportation Fund transfer of $22,500, 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 13 ACCOMPLISHMENTS

- ✓ Presidio HOA Lawsuit Withdrawn – Project Under Construction
- ✓ Presidio Bond Settlement – 3 of 4 Bonds Resolved. Construction completed on Bonds 1 and 2. In construction on Bond 3. Bond 4 may go to litigation with bond company, ACIC.
- ✓ Aspen Place North Commercial Development – REI Store and South Side of Main Street in Review
- ✓ Isabel Homes Phase III Construction Completed
- ✓ 2010 Utility Street Bond Projects – On-track for a 3 year delivery of a 5 year project
- ✓ Flagstaff Housing Authority and Housing Section – Moving forward with integration via Board Retreat
- ✓ Warehouse filing project completed
- ✓ Development Oversight Team continues to refine service delivery for our clients

FY 14 NEW INITIATIVES AND GOALS

- ➢ Manage and lead long-term ADOT/City Public Private Partnership Project on Milton
- ➢ Hire a new Planning Director by November 2013
- ➢ Assist Juniper Point in advancing their project entitlements
- ➢ Lead Staffing Resource Planning efforts due to increase development demand
- ➢ Move Canyon del Rio project lawsuit settlement forward

SECTION: **15-COMMUNITY DEVELOPMENT ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 233,442	$ 235,241	$ 235,599	$ 243,281	$ 8,040
CONTRACTUAL	20,293	45,784	44,974	47,134	1,350
COMMODITIES	10,785	11,228	12,038	11,378	150
TOTAL	**$ 264,520**	**$ 292,253**	**$ 292,611**	**$ 301,793**	$ 9,540

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 264,520	$ 292,253	$ 292,611	$ 301,793	$ 9,540
TOTAL	**$ 264,520**	**$ 292,253**	**$ 292,611**	**$ 301,793**	$ 9,540

SOURCE OF FUNDING:

GENERAL FUND	$ 301,793
	$ 301,793

COMMENTARY:

The Community Development operating budget has increased 3%. Personal Services increases are due to a market increase and an increase in benefits. Contractual expenditures increased as a result of approval of the ongoing request for $2,000 for maintenance for the Cherry building. 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 long-range comprehensive planning, processing changes to the Regional Plan, various titles in the City Code including 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 three programs.

The **Current Planning Program** is responsible for education, administering, implementing and enforcing the newly adopted 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 **Comprehensive Planning, Zoning Code, and Code Compliance Program** established in January 2013 combines the City's Comprehensive Planning functions with the Code Compliance Program under the supervision of the Comprehensive Planning and Code Administrator. Comprehensive Planning staff are 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, Specific Plans, and Neighborhood Plans. It also provides technical assistance to City departments and outside agencies to ensure proposed developments, programs, master plans, and goals and policies support the vision of the Regional Plan. Code Compliance staff promote the health, well-being, and general quality of life for the citizens of Flagstaff through the fair and consistent interpretation, administration of and timely updates to, the City Code. In addition the Program manages hundreds of volunteers who participate in for example, litter pick-ups and graffiti abatement. In the long term, ensuring that the zoning code is coordinated with the updated Regional Plan will also be a priority. Work will continue on various amendments to the City Code in lieu of a proposed Property Maintenance Ordinance.

FY 13 ACCOMPLISHMENTS

- ✓ Current Planning continues to be the staff liaison and provide administration to the Planning and Zoning Commission.
- ✓ Current Planning has further refined the Development Review 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 refinement 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 120 concept and site plan proposals though-out the review period.
- ✓ Assisted with the detailed review of approximately 134 miscellaneous building permits during the fiscal year.
- ✓ Current Planning provided assistance to the Zoning Administration Program in suggested amendments and clean-up to the zoning code that are needed.
- ✓ Implemented and educated for clients concerning the new zoning code.
- ✓ Continue to provide assistance to the Housing Section to provide work force housing projects. The Current Planning Program is currently discussing affordable housing with the various rezoning, site plan and subdivision applications.
- ✓ Current Planning Program has submitted comments concerning proposed developments to the County Planning Division within the context of the regional mutual review system. The Section also receives comments from the County on proposals adjacent to the City Limits.
- ✓ Provide assistance with the updating of the Regional Plan.
- ✓ Revised planning application twice to be incompliance with the New Zoning Code and SB 1598.
- ✓ Member of the P3 RFP review committee on the City and ADOT Properties.
- ✓ Member of the RFP on the Forth Street and Route 66 property.
- ✓ Updated the Current Planning & Front Counter Procedures and Processes manuals.
- ✓ The Planning and Zoning Commission is represented on the Open Spaces Commission, Board of Adjustment, Water Commission and the Transportation Advisory Committee.
- ✓ Working with Gore to allow annexation and utility service improvement to allow future expansions.
- ✓ Worked to integrate entire new development tracking software, Innoprise, for all IDS team members.
- ✓ Maintain highest safety record
- ✓ Conducted a public forum process that was initiated in February 2012 to review and the proposed 2012 International Building Codes.
- ✓ Conducted thorough plan reviews and inspections so as not to have any “surprises” for the client.
- ✓ Contracted with third party via outsourcing, plan review service for quicker plan review due to increased plan submittals.
- ✓ Merger and integration of former Sustainability and Environmental Management code compliance staff with Community Development code staff.
- ✓ Successful integration of former Comprehensive Planning Program staff into the new Comprehensive Planning and Code Administration Program.
- ✓ Comprehensive review of the Flagstaff Zoning Code and preparation of amendments for Planning and Zoning Commission and City Council review and approval in mid-FY14.
- ✓ Ongoing comprehensive preparation of an updated Flagstaff Regional Plan in close cooperation with the Citizens Advisory Committee and Flagstaff residents for City Council and voter review and approval in mid-FY14.
- ✓ Provided technical assistance with the development of an updated Water Policy Master Plan to be adopted by the City Council in early FY14.

- ✓ Implementation of the requirements of SB1598 (ARS §9.832 et. seq.), in the Community Development Division, and served as a resource to other City divisions on this Bill,
- ✓ Processed three variance applications to the Board of Adjustment.
- ✓ Facilitated the drafting of amendments to the City's Snow and Ice Removal Code that were adopted by the City Council in mid-FY2013.
- ✓ Participated in meetings for the implementation of new Innoprise permit tracking software and developed detailed business practice analysis and administration procedures in preparation for this software's implementation in late FY13.
- ✓ Initiated the creation of a new volunteer "Graffiti Busters" program in cooperation with the Flagstaff Police Department to facilitate the removal of graffiti in the City.
- ✓ Ongoing work on the identification of needed amendments to the City Code to provide updated standards for property maintenance in lieu of a Property Maintenance Ordinance.
- ✓ Ongoing public outreach and education with Flagstaff residents, community stakeholders, and the development community on existing and proposed City codes and ordinances, including the Zoning Code.
- ✓ Completed the review of over 400 permits (signs permits, home occupation permits, etc.), over 70 reports and reviews (liquor license applications, zoning verification letters, etc.), and resolved over almost 800 code compliance cases,
- ✓ Organized and ensured the successful completion of over 190 community clean-ups (e.g. Adopt-an-Avenue, Adopt-a-Park, etc.) with over 2,000 volunteers for over 1,300 bags of trash disposed of.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Provide assistance to the Community Code Administration section on the comprehensive amendments to the Zone Code.
- ➢ Implement the Regional Plan and administer the Zoning Code through the review of development applications.
- ➢ Refining the new Development Review Process and improving the single point of contact system with the inclusion of SB 1598.
- ➢ Continue to provide timely, accurate and complete review of all types of development proposals.
- ➢ Provide Current Planning Program staff assistance to implementing the Tracking software to mirror our many development processes.
- ➢ Continue to participate in City/County mutual review system.
- ➢ Continue to provide Planner of the Day services to the general public by telephone and front counter services.
- ➢ Provide excellent Customer Service.
- ➢ Continue with proactive and reactive code compliance to foster safe buildings and abate or secure dangerous or sub-standard buildings.
- ➢ Revise permitting process for smoother review of projects
- ➢ Provide for electronic plan review capabilities
- ➢ Set up new permitting software for better permit documentation and issuance
- ➢ Begin pilot program on "self-certification" of plan submittals for tenant improvements.
- ➢ Anticipate the successful adoption of the updated Flagstaff Regional Plan 2030 by Coconino County Board of Supervisors and the Flagstaff City Council in mid-FY14 and ratification of the approved document by Flagstaff residents in May 2014.
- ➢ Major Land Amendment proposal being discussed for large property south of I-40
- ➢ Adoption of amendments and clarifications to the Flagstaff Zoning Code by the Flagstaff City Council in mid-FY14.
- ➢ Expansion and development of the volunteer "Graffiti Busters" program.
- ➢ Ongoing facilitation and expansion of the Shopping Cart Retrieval Program through Coconino County's Adult Probation Work Crew.
- ➢ Ongoing and expanded outreach and education to Flagstaff residents to encourage them to participate in volunteer clean-up programs, and to inform them of the compliance services offered by the City.

- Monitoring of possible bills by the Arizona legislature, and implementation of any new requirements that may be approved.
- Completion of amendments to various titles of the City Code to provide updated standards for property maintenance in lieu of a Property Maintenance Ordinance.

Regional Plan Implementation

Implement the Regional Plan though the review and processing of private and public projects. The Regional Plan employs a progressive and comprehensive array of "smart growth" principles such as mixed use, compact urban form and growth boundaries, redevelopment, infill, park and recreation development, open space conservation, minimum densities, walkable neighborhoods, affordable/mixed income housing, neighborhood conservation, multi-modal transportation, regional coordination, protection of industrial sites and targeted economic development strategies. The strategy now underway is to plan, design, and build specific projects that incorporate those principles at the neighborhood level.

The premise of this overall strategy is that significant private and public projects, grounded in market economics, are planned and built at the optimal time and locations within the city. Over time, and inside the City's Urban Growth Boundary, the markets will develop an inventory of reinvestment sites, partnerships, corridors, neighborhoods and districts, all of which can offer viable choices for quality public, private investment and partnerships respond to the individual market forces and opportunities for those areas, and keep the city and region in a competitive position to grow the region's economy, while offering a real alternative to urban sprawl and peripheral expansion and preserving the natural environment.

Note: A new Regional Plan draft will be released in late March 2013 for a full review and adoption. Annual reporting to the Council will be part of the new Plan.

PERFORMANCE MEASURES

Council Priority: Land Use
Goal: To plan for future growth, preservation, tax base, infrastructure, and land needs for a resilient city.
Objective: Establish goals and policies with accompanying maps to outline a community vision for future growth.
Type of Measure: Public meetings and public participation to develop a community vision.
Tool: (A) Progress reports to Regional Plan Steering Committee,
Weighted average of the following targets:
- Groups invited: Target at 90% attendance and 90% 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,
Trend: ←→

Measures: (A)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Regional Plan milestones (percent complete)	60%	75%	90%	100%
Goals and policies covering every subject listed above plus: - Urban Conservation - Economic Development - Responsive Government - Energy - Heritage Preservation	-	-	90%	100%
Establishment of an Annual Report template	-	-	80%	100%

Measures: (B)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Zoning Code (Percent major meeting public attendance goal)	-	-	95%	95%
Zoning Code (Percent minor meeting public attendance goal.)	-	-	95%	95%

Council Priority: Housing and Neighborhoods
Goal: To courteously enforce community values within neighborhoods.
Objective: Through continued education, community outreach, compliance activities and volunteer programs for such issues as removal of shopping carts, old tires, appliances and litter, foster clean, safe, and orderly neighborhoods.
Type of Measure: Program Outcome

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Regional Plan update to include "Neighborhoods, Housing and Urban Conservation" section, with goals, policies, data, and graphics	-	-	Ongoing	Completed
Participate in neighborhood clean-up efforts (litter, etc.) through the use of volunteers in City parks, trails, streets, etc.	Ongoing	Ongoing	Ongoing	Ongoing
Continue to respond to complaints and address neighborhood compliance issues proactively.	Ongoing	Ongoing	Ongoing	Ongoing
Ensure the timely removal of graffiti through the "Graffiti Busters" program.	-	-	Ongoing	Ongoing
Expand the Shopping Cart Retrieval Program.	-	-	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 in FY13, but in FY14 neighborhood cleanups will continue as will outreach on the need for keeping neighborhoods clean, safe, and orderly.
Scoring: 60% Progressing
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Staff meetings with neighborhood groups to build stronger relationships.	-	-	50%	100%

Tool: Meet with neighborhood residents
Frequency: Min. 1 time per month
Scoring: 90% Progressing
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Measure community response by recording compliments and complaints.	Ongoing	Ongoing	90%	90%

Tool: Survey or tracking of staff contacts with residents
Frequency: Monthly report
Scoring: 75-90% Average
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Measure response to staff contact with residents by recording compliments and complaints.	Ongoing	Ongoing	90%	90%

Council Priority: Public Safety in New Construction
Goal: (A) Adoption of a community supported, innovative, and comprehensive update Building/Energy Codes. (B) Increase public awareness of and participation in the process.
Objective: (A) Adoption of a new Building and Energy Code, on schedule and within budget. (B) Increase efforts for public awareness of and participation. (C) 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Building Codes	-	-	100%	-
Energy Code (Percent completed)	-	-	100%	-

Measures: (B)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Building Codes (Percent scoring met in public & group awareness in project)	95%	95%	95%	-
Energy Code(Percent scoring met in public and group participation in project)	95%	95%	95%	-

Council Priority: Customer Service
Goal: Timely process development applications through the Internal Staff Review, 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

Council Priority: Retain, Expand and Diversify Economic Base
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 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 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%**	**99**%

Type of Measure: Program output
Tool: Project tracking software/Program Manager Analysis
Frequency: Each permit issued
Scoring: Percentage of occurrence
Trend: ↔

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Proposed
Percent of building & engineering permits issued without "surprise" construction plan conditions of approval.	94%	95%	**95**%	**96**%

Council Priority: Zoning Code
Goal: (A) Zoning Code check-in and analysis of the process/implementation: Facilitate the creation and adoption of community supported, innovative, and comprehensive amendments to the Zoning Code.
(B) Increase public awareness of and participation in the process.
Objective: (A) Adoption of amendments to the Zoning Code on schedule and within budget.
(B) Significantly increase efforts for public awareness of and participation in determining the future "look and feel" of Flagstaff resulting in increased public support.
Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Progress reports,
(B) Weighted average of the following targets:
- Groups invited: Target at 90% attendance and 90% 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Zoning Code Amendment Milestones (Percent completed)	-	-	50%	100%

Measures: (A)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent of development applications that meet two or more of Council policies.	98%	98%	98%	98%

Measures: (B)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent of built projects that meet scoring target.	85%	90%	90%	98%

Council Priority: Effective Governance
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent of error free plan reviews	100%	100%	100%	100%
Percent of error free building inspections	100%	100%	100%	100%

Measures: (B)	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percent of contractor rating plan review as satisfactory or better	100%	95%	95%	98%
Percent of builders rating building inspections as satisfactory or better	95%	95%	95%	98%

SECTION:	16-PLANNING & DEVELOPMENT SERVICES				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,759,925	$ 1,813,041	$ 1,651,355	$ 2,001,644	$ 188,603
CONTRACTUAL	63,910	70,961	164,750	208,120	137,159
COMMODITIES	42,809	60,713	61,850	97,482	36,769
TOTAL	**$ 1,866,644**	**$ 1,944,715**	**$ 1,877,955**	**$ 2,307,246**	$ 362,531
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 212,368	$ 217,990	$ 228,243	$ 220,088	$ 2,098
ADVANCE PLANNING	284,208	323,851	214,747	270,070	(53,781)
BUILDING PLANNING REVIEW	51	-	-	-	-
BUILDING INSPECTION	680,404	725,791	782,078	837,523	111,732
CODE COMPLIANCE	188,024	178,381	170,340	191,108	12,727
CURRENT PLANNING	501,589	498,702	482,547	594,276	95,574
CODE COMPLIANCE - SEMS FD	-	-	-	194,181	194,181
TOTAL	**$ 1,866,644**	**$ 1,944,715**	**$ 1,877,955**	**$ 2,307,246**	$ 362,531
SOURCE OF FUNDING:					
	GENERAL FUND			$ 2,307,246	
				$ 2,307,246	

COMMENTARY:
The Planning and Development Services operating budget has increased 19% and there are no capital expenditures (>$10,000). Personal Services increases are due to a market increase and an increase in benefits, but the largest impact was transferring a program from SEMS to Code Compliance. One time authorizations include $89,000 for the Regional Plan and $75,000 for outside consultants for plan checks (per council directive) and $7,400 for code reference books and subscriptions. Ongoing requests include $12,000 in contractuals and commodities for the Graffiti program.

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 13 ACCOMPLISHMENTS

Administration

- ✓ Conducted Engineering Section staff meetings.
- ✓ Conducted Engineering Section Program Managers 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 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 Analyses for Juniper Point, Campus Crest and Natural Grocers.
- ✓ 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 60 internal Work Orders for new or revised traffic control devices.
- ✓ Processed signage and striping improvements Citywide.
- ✓ Completed the Cedar at Ellen Rectangular Rapid Flashing Beacon Pedestrian Crossing.
- ✓ In cooperation with GIS and Public Works created a Citywide Street Light Inventory.
- ✓ Completed the Citywide Pedestrian Head Upgrade project converting all of the pedestrian heads on City roadways to "countdown" displays as part of the federally funded Highway Safety Improvement Program (HSIP).
- ✓ Completed a Citywide sign inventory and have started drafting a citywide management program to ensure the City maintains roadway signage to minimum Federal Highway Administration mandated retro reflectivity levels, HSIP project.

- ✓ Completed a Citywide crosswalk and stop bar inventory and have begun the process to upgrade these markings through the HSIP program.
- ✓ Ensured proper signal timing and operation of 52 city owned traffic signals.

Development Engineering

- ✓ Managed and processed updates to the 2012 Engineering Design and Construction Standards & Specifications for New Infrastructure.
- ✓ Assisted other internal divisions/sections/programs including Transportation, Public Works, and Stormwater with service requests such as field surveying and inventory counts.
- ✓ Completed archiving of dated records and drawings including relocation to records retention warehouse.
- ✓ Successfully coordinated the construction phase and Certificate of Occupancy process for a number of challenging high profile commercial and multi-family land development projects allowing them to open on schedule.
- ✓ Reviewed and processed on time a number of construction plan submittal applications for capital and private development projects.
- ✓ Reviewed on time a number of IDS applications for land development projects.
- ✓ Implemented and streamlined several new processes in order to improve internal and external customer service including the R-O-W and easement acquisition process.
- ✓ Revised permit application processes and procedures to comply with Senate Bill 1598 requirements.
- ✓ Began setup and implementation of the new COF Innoprise project/permit tracking software.
- ✓ Teamed with Finance to successfully close out the accounting of cash contributions and assurances of performance still on the books for private development projects.
- ✓ Assisted in development of and began implementation of a new fixed assets reporting program.
- ✓ Developed and implemented the Parking Lot Maintenance Permit program.

Engineering Inspection & Testing

- ✓ Performed 12,986 inspections in the City right-of-way.
- ✓ Performed 5,810 materials tests (Asphalt, Concrete & Soils).
- ✓ 21 major construction projects received a Final Letter of Acceptance.
- ✓ Inspected 94 Franchise Utility small permits in the City right-of-way.
- ✓ Inspected 65 Public Improvements small permits in the City right-of-way.
- ✓ There was no warranty work required on completed projects this fiscal year.
- ✓ Filled Inspection Supervisor Position (internal promotion).
- ✓ There were no on the job personal injuries.
- ✓ There were no vehicle accidents.
- ✓ All inspectors attended and received competent certification in Confined Space Entry.
- ✓ All inspectors attended and received competent certification in Trenching and Excavations.
- ✓ Two inspectors obtained next level of NICET (National Institute of Certification in Engineering Technologies) Certifications Level II.
- ✓ Worked with Fleet to acquire safety lights for all of Inspection's & Testing's assigned vehicles.
- ✓ Instituted process to work with Utilities Division Blue Stake staff to receive notice of all requests for utility locations. By receiving this notice, Inspection staff is able to monitor all construction activity in the City right-of-way.

FY 14 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.
- Maximize use of Innoprise project tracking software and review with Council performance measures regarding processing of development applications.

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.
- Continue developing projects related to the Highway Safety Improvement Program. Projects that are expected to 'kick-off" this year include a Citywide Guardrail Assessment and Replacement project, Beulah Blvd. Bike Lanes and intersection re-designs for Switzer Canyon at Turquoise and Lone Tree at Zuni.
- In cooperation with the FMPO, develop revised Traffic Impact Analysis guidelines for private development projects.
- Develop revised Engineering Standards for roadway lighting.
- Develop a permitting process for Over-sized Loads.
- Create an internal tracking system for citizen calls that coordinates the various channels that Transportation Engineering receives calls through (i.e. Emails, website, CM's Office, Mayor's Office, phone and in person).

Development Engineering

- Simplify the present public improvements permits into a single 'super' permit.
- Successfully implement the new Innoprise project tracking software into the Program.
- Continue to refine and simplify processes in order to improve internal/external customer service.
- Successfully implement the new processes and procedures developed for compliance with Senate Bill 1598 including management of the new combined building/civil construction plan application process.
- Continue to review and process all applications in a timely and comprehensive manner.
- Continue to successfully coordinate the construction phase and C of O processes for commercial land development projects.
- Assist other internal divisions/sections/programs including Transportation, Public Works, and Stormwater with service requests when feasible.
- Complete archiving of dated records and drawings including relocation to records retention warehouse.

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 permitted conditions.
- 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.

PERFORMANCE MEASURES

Council Priority: Regional Plan (2001) - Transportation
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 - Green (>80#)
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of work orders provided to public works plus number of traffic studies performed	60	101	80	80

Council Priority: Regional Plan (2001) – Community Facilities and Services (Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	100%	100%	100%	100%

Council Priority: Regional Plan (2001) – Community Facilities and Services (Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
On-time review of land development applications	91%	98%	90%	90%

Council Priority: Regional Plan (2001) – Community Facilities and Services (Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of Lab tests performed that pass appropriate criteria after the initial (1st) test	99%	99%	99%	95%

Type of Measure: Program outcome
Tool: Daily Inspection Reports
Frequency: Monthly
Scoring: Dashboard - Green (>95%)
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,318,133	$ 1,311,747	$ 1,258,047	$ 1,427,639	$ 115,892
CONTRACTUAL	44,659	46,327	46,824	47,327	1,000
COMMODITIES	18,635	22,342	43,434	22,342	-
TOTAL	**$ 1,381,427**	**$ 1,380,416**	**$ 1,348,305**	**$ 1,497,308**	$ 116,892

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 162,697	$ 182,240	$ 171,638	$ 194,868	$ 12,628
TRAFFIC ENGINEERING	211,712	232,061	199,509	273,665	41,604
PRIVATE DEVELOPMENT ENGINEER	440,867	445,803	437,600	468,695	22,892
PUBLIC WORKS INSPECTION	439,661	395,759	411,017	409,306	13,547
MATERIALS TESTING	126,490	124,553	128,541	150,774	26,221
TOTAL	**$ 1,381,427**	**$ 1,380,416**	**$ 1,348,305**	**$ 1,497,308**	$ 116,892

SOURCE OF FUNDING:

GENERAL FUND	$ 947,069
HIGHWAY USER REVENUE FUND	550,239
	$ 1,497,308

COMMENTARY:

The Engineering operating budget has increased 8%. Personal Services increases are due to market increases, step increases and benefit costs increases. Overtime was increased to meet increased work load. A position was increased by .3 FTE (resulting in a full 1.0 FTE). The division underwent a reorganization which balanced the cost of of the FTE increase. Ongoing expenditure requests include computer maintenance and mechanical shop labor. There is no major capital (>$10,000) for this section.

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 13 ACCOMPLISHMENTS

Division 19

- ✓ Sold four newly constructed Izabel Homes to qualified households (three from Phase 2 and one from Phase 3)
- ✓ Completed construction of four Izabel Homes (Phase 3)
- ✓ Completed two private drives and earthwork for six remaining lots in Izabel Homes
- ✓ Continued contract management with BOTHANDS for long term administration of Izabel
- ✓ Owner Occupied Housing Rehabilitation (OOHR)
    - o Completed eleven OOHR projects,
    - o Six OOHR projects in process on 12/30/12,
    - o OOHR program monitored by Arizona Department of Housing with no findings,
- ✓ Supported the completion and sale of a Habitat For Humanity Land Trust home on City land
- ✓ Administered all aspects of the permanent affordability program
    - o Managed right of first refusal, resale and client requests for 29 deed restricted homes
    - o Active post purchase support for Izabel and Habitat land trust program homeowners
    - o Contract and relationship management for partners providing affordability administration (BOTHANDS and Habitat)
- ✓ Participated in planning efforts related to the Regional Plan
- ✓ Negotiated a land trade, with limited City resources, that will generate one permanently affordable townhome and five private market-rate townhomes in a target neighborhood
- ✓ Participated in developer negotiations as appropriate with Development Services

Division 31

- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council
    - o BOTHANDS Acquisition/Rehabilitation
    - o BOTHANDS Financial Assistance Program
    - o BOTHANDS IDA Matching Funds
    - o Catholic Charities Shelter Rehabilitation
    - o City of Flagstaff Owner Occupied Housing Rehabilitation Program

- Coconino County Housing Stabilization Program
- Flagstaff Shelter Services Shelter Rehabilitation
- Flagstaff Shelter Services Operational Assistance
- Habitat for Humanity, Habitat at Butler Project

- ✓ Participated actively in the local Continuum of Care
- ✓ Administered Federal and State grants successfully
- ✓ Continued public education on fair housing and landlord/tenant laws
- ✓ Assisted in coordinating and staffing Project Homeless Connect
- ✓ Administered development agreements for 91 permanently affordable rental housing units: Ridge at Clear Creek and Elevation Apartments.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Combine the Owner Occupied Rehabilitation Programs for Coconino County and the City of Flagstaff in order to achieve a greater degree of efficiency and program stability. The City of Flagstaff will administer the program while both the City and the County will serve their respective constituents each program year.
- ➢ Examine the creation of a framework that addresses both homeownership and rental opportunities in Flagstaff, while still preserving the grant and community planning function the Housing Section currently offers, with a goal of a more effective community response and efficiencies in both the rental and ownership programs the City offers.
- ➢ Examine expanding the scope of the current Housing Authority Board to be a full Housing Commission in order to include other areas from the housing continuum. Currently, the Housing Authority Board has a statutorily defined focus on assisted rental programs. In an expanded role, examples of what the Commission could review are: 1) market conditions on an annual basis; 2) proposed programmatic changes; and 3) grant and planning documents prior to council approval, among other items.

PERFORMANCE MEASURES

Regional Plan Priority: Housing and Neighborhoods
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: ↑

	People	Units	Funding Spent	Funding Recaptured	Funding Source
Homeless					
FSS Rehab		1	$95,500		Federal
Ownership					
Habitat		1	$9,882		Federal
OOHR		11	$347,653		Federal/State
Acq/Rehab		1	$46,928		Federal
BFAP	12 – DP/CC 181 – Housing Counseling		$109,491		Federal
Izabel Homes		4	$815,712	$642,837	General
Incentive Policy					
Rental		29	$24,923		General
Ownership		4*	$37,194		General
Services					
Homeless	941		$42,760		Federal
Other Services					
Eviction Prev.	52		$87,158		
Acq/Rehab Rental		1	$46,928		Federal
TOTALS	**1186**	**48**	**$1,664,129**	**$642,837**	

*Izabel Homes and not included twice in total

Housing Authority Units and Accomplishments reported within Division 45

Regional Plan Priority: Housing and Neighborhoods
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 225,244	$ 297,429	$ 276,904	$ 314,264	$ 16,835
CONTRACTUAL	7,761	9,258	7,423	9,258	-
COMMODITIES	(15,698)	(58,585)	(25,572)	(58,054)	531
TOTAL	**$ 217,307**	**$ 248,102**	**$ 258,755**	**$ 265,468**	$ 17,366

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 131,820	$ 162,138	$ 175,316	$ 176,181	$ 14,043
LAND TRUST	85,487	85,964	83,439	89,287	3,323
TOTAL	**$ 217,307**	**$ 248,102**	**$ 258,755**	**$ 265,468**	$ 17,366

SOURCE OF FUNDING:

GENERAL FUND	$ 265,468
	$ 265,468

COMMENTARY:

The Housing operating budget has increased 7% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefits. Contractuals had no changes. Commodities increase is due to an increase in annual software updates for loan tracking. There is no major capital (>$10,000) for this section.

SECTION: **31-COMMUNITY REDEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 70,719	$ 68,269	$ 66,923	$ 71,463	$ 3,194
CONTRACTUAL	1,602,442	3,334,503	1,880,874	2,665,544	(668,959)
COMMODITIES	24,134	(16,100)	(2,310)	3,450	19,550
TOTAL	**$ 1,697,295**	**$ 3,386,672**	**$ 1,945,487**	**$ 2,740,457**	$ (646,215)

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ -	$ 70,000	$ -	$ 70,000	$ -
CDBG ENTITLEMENT ADMINISTRATION	72,944	62,348	73,113	83,663	21,315
LAND ACQUISITION	573,788	1,342,775	853,654	803,921	(538,854)
AZ HOUSING TRUST FUNDS	-	300,000	-	330,000	30,000
HOME GRANT	250,001	330,000	330,000	330,000	-
WORKFORCE HSG INCENTIVES	23,927	279,818	69,126	210,692	(69,126)
CDBG - REHAB OF ACQ HOMES	89,943	120,000	52,826	67,175	(52,825)
CDBG - NEIGH REV / HSG CONSTRUCT	9,882	89,498	489	7,512	(81,986)
CDBG HOUSING REHAB	162,387	251,000	156,000	95,001	(155,999)
CDBG MISCELLANEOUS PROJECTS	-	-	-	532,465	532,465
CDBG HOME BUYERS ASSISTANCE	187,368	247,353	180,499	66,855	(180,498)
CDBG PUBLIC FACILITY REHAB	251,900	121,880	158,827	42,124	(79,756)
CDBG HSG SUBSIDY GRANTS	21,454	-	-	-	-
CDBG HSG STABILIZATION	36,968	112,500	11,453	101,048	(11,452)
CDBG PUBLIC FACILITY OPERATIONS	16,926	59,500	59,500	1	(59,499)
CDBG-R OWNER OCCUPIED REHAB	(193)	-	-	-	-
TOTAL	**$ 1,697,295**	**$ 3,386,672**	**$ 1,945,487**	**$ 2,740,457**	$ (646,215)

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 2,740,457
	$ 2,740,457

COMMENTARY:

The Housing and Community Services operating budget had a 19% decrease. Personal Services increases are due to a market increase and an increase in benefits. Contractuals decrease is due to decreases in Other Miscellaneous Services expense. Commodities had a increase due to a decrease 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 and 25 VASH Vouchers for Veterans; we partner with the VA on this program. We also manage 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.

FY 13 ACCOMPLISHMENTS

- ✓ Maintain 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.
- ✓ Maintain High Performer status for the Section 8 Housing Choice Voucher Program
- ✓ Continue to upgrade units, grounds and replace aging equipment by utilizing HUD's Capital Fund Program.
- ✓ Improve 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
- ✓ Support resident council by providing intensive assistance to interested residents.
- ✓ Manage ROSS Grant to enhance resident opportunities for self sufficiency
- ✓ Complete Fiscal Year 2013 financial audit with no findings.

FY 14 NEW INITIATIVES AND GOALS

- o Seek new sources of income and reduced costs to cope with increasingly tight Federal Budget/sequestration.
- o 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.
- o Maintain status of a High Performing Agency in both the Public Housing and Section 8 Housing Choice Voucher programs.
- o Partner with the Guidance Center on funding for additional Section 8 assistance for the Seriously Mentally ill.
- o Continue to use the Capital Fund Program for energy conservation.
- o Pursue funding for additional low-income housing.

PERFORMANCE MEASURES

Council Priority: Housing and Neighborhoods
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 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 Proposed
PHAS High Performer	100%	100%	100%	100
SEMAP High Performer	85%	100%	100%	100

Council Priority: Housing and Neighborhoods
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 11 Actual	FY 12 Actual	FY 13 Estimated	FY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,668,342	$ 1,747,672	$ 1,698,698	$ 1,763,963	$ 16,291
CONTRACTUAL	4,218,341	5,095,321	4,895,692	4,878,449	(216,872)
COMMODITIES	183,252	162,148	142,978	140,761	(21,387)
CAPITAL	186,825	308,765	196,892	401,697	92,932
TOTAL	**$ 6,256,760**	**$ 7,313,906**	**$ 6,934,260**	**$ 7,184,870**	$ (129,036)

EXPENDITURES BY PROGRAM:

LOW INCOME PUBLIC HOUSING	$ 2,137,631	$ 2,269,227	$ 1,967,423	$ 2,270,425	$ 1,198
ROSS GRANT	44,369	54,597	55,874	63,991	9,394
SEC 8 HSG CHOICE VOUCHER / MRO	3,732,336	3,648,935	3,572,240	3,523,223	(125,712)
NON - HUD PROGRAM	46,970	41,147	38,723	41,786	639
FLAGSTAFF HOUSING CORP	295,454	298,750	298,750	284,195	(14,555)
CONTINGENCY	-	1,001,250	1,001,250	1,001,250	-
TOTAL	**$ 6,256,760**	**$ 7,313,906**	**$ 6,934,260**	**$ 7,184,870**	$ (129,036)

SOURCE OF FUNDING:

FLAGSTAFF HOUSING AUTHORITY FUND	$ 7,184,870
	$ 7,184,870

COMMENTARY:

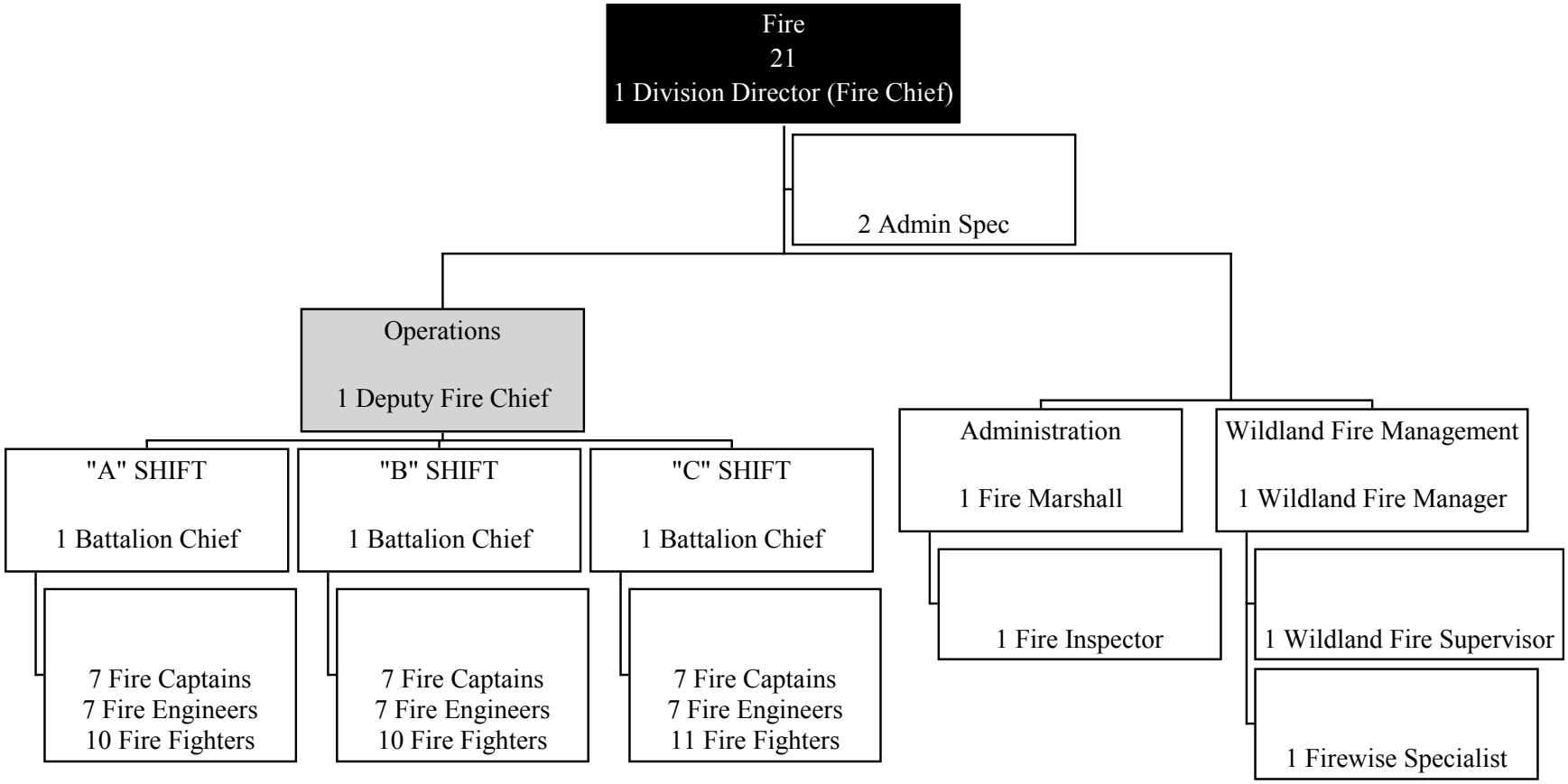
The Housing Authority operating budget has decreased 3% and their capital expenditures total $401,697 resulting in an overall net decrease of 2%. Personal Services increases are due to market increases, changes in benefits offset partially by a reduction in staff by two positions. Contractual decreases are primarily due to reductions in Housing Assistance Payments, utilities, and training. Commodities decreases are due to a reduction in administrative expenses. Major capital (>$10,000) is for roof replacements, parking lot repairs and kitchen faucets/counters ($401,697). Capital improvements are funded by HUD's Capital Grant program.


STIHL

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


Fire
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
1 Wildland Fire Supervisor
1 Firewise Specialist

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 13 ACCOMPLISHMENTS

- ✓ Continually monitored response data for NFPA compliance
- ✓ Ordered, Received, and Placed a new Type 1 Engine in service
- ✓ Developed electronic formats for hydrant flow testing, quarterly inspection assignments, and FAQ's relating to fire code enforcement.
- ✓ Streamlined operations quarterly inspection assignments by developing a master list that reflects the new district response boundaries and incorporating permitted occupancies into the appropriate quarter based off billing cycle
- ✓ Coordinated development, outreach, and initial roll-out of *Forest Health & Watershed Protection Project* (Bond Question #405);
- ✓ Continued to manage the Dept's Social Media program;

FY 14 NEW INITIATIVES AND GOALS

- ➢ Develop quarterly trainings for operational personnel on fire protection systems and pre-fire planning of target hazards.
- ➢ Develop an online self inspection program that would allow low risk occupancies currently categorized as self inspection occupancy in firehouse data system to conduct an inspection of their building by filling out an online questionnaire.
- ➢ Monitor Response data, and maximize deployment efficiencies
- ➢ Develop a monitoring program; and Initiate forest treatments (either watershed, any jurisdiction)
- ➢ Completion of MOU and any subsequently-required agreements with State of AZ; initiate public outreach effort; with USFS, complete the Environmental Analysis, and issue a Decision Notice

PERFORMANCE MEASURES

Council Priority: Community Facilities and Services
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 Over 98% = progress, 97% to 95% = Caution, below 94% evaluate the program**.**
Trend: ➔

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Customer Satisfaction	98.2%	99.2.%	98%	98%

Council Priority: Community Facilities and Services
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: ➔

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 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.)	88%	98%	95%	95%

Council Priority: Community Facilities and Services
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:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Station #1	96%	97%	95%	95%
Station #2	94%	90%	95%	95%
Station #3	95%	99%	95%	95%
Station #4	97%	95%	95%	95%
Station #5	97%	93%	95%	95%
Station #6	99%	98%	95%	95%
Station #7	95%	oos		

Council Priority: Community Facilities and Services
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 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Limit the amount of lost time resulting from line of duty injuries to .5 FTE's per day.	.1	.3	.5	.5

Council Priority: Community Facilities and Services
Goal: Provide the quickest response to 911 emergency call.
Objective: Achieve response time to satisfy stated goal.
Type of Measure: Program Efficiency
Tool: Response time analysis in our data base system.
Frequency: Quarterly
Scoring: 75% progressing, 74%to 65% Caution, Below 64% revaluation of the program.
Trend: ←→ New Goal CY 2013

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
The first arriving vehicle is on scene of an incident within 5 minutes, 75% on the time.	62% New for 2013	61%	70%	75%

Council Priority: Resiliency and Preparedness Efforts
Type of Measure: Program Effectiveness
Tool: Data base system has this reporting capability**.**
Frequency: Quarterly
Scoring: Relative to each goal actual numbers
Trend: ←→ New Goal CY 2013

GOAL #1: Our forests are resilient to disturbances in accordance with management objectives as identified in the City's Forest Stewardship Plan, Community Wildfire Protection Plan, site-specific Vegetation Management plans, Rx-Fire plans, the City Land Development Code, and other planning documents.

Outcome: Risk to our forests and watersheds are diminished: sustainability is enhanced.
Objective: Complete 180 acres of combined treatment.

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Thinning - Complete 60 acres	615 acres	168 acres	240 acres	240 acres
Debris Disposal - Complete 80 acres (*Pile burning, chipping, or removal)*	399 acres	479 acres	320 acres	320 acres
Ecosystem Health - Complete 60 acres of broadcast burning	0 acres	302 acres	240 acres	240 acres

GOAL #2: Our community (populations and infrastructure) can withstand a wildland fire without loss of life and property because we have assessed our level of risk via the Community Wildfire Protection Plan and other assessment documents/processes, and practice a shared responsibility for mitigating both the threat and the consequence via application of the Flagstaff Wildland Urban Interface Code and other professional resource management standards, engagement of stakeholders and partners, use of volunteers, collaboration with partners, and grant management.

Outcome: Flagstaff actively moving toward a fire-adapted and firewise community.
Objective: Limit wildfire size on both treated and non treated property.

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Limit average wildfire size on treated property - *5 Year Average (2007-2011) = .36 acres/yr*	.19	.28	5.0	5.0
Limit average wildfire size on non-treated property- *5 Year Average (2007-2011) = 9.4 acres/yr*	5.4	1.3	20.0	20.0

SECTION: **21-FIRE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 7,475,276	$ 7,834,241	$ 8,074,379	$ 8,413,930	$ 579,689
CONTRACTUAL	460,959	424,560	412,607	435,099	10,539
COMMODITIES	555,066	431,362	447,555	472,617	41,255
CAPITAL	48,202	710,000	743,000	-	(710,000)
TOTAL	**$ 8,539,503**	**$ 9,400,163**	**$ 9,677,541**	**$ 9,321,646**	$ (78,517)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (83,932)	$ 888,098	$ 571,572	$ 671,946	$ (216,152)
FIRE PREVENTION	193,878	207,160	234,367	224,004	16,844
TRAINING	2,169	8,250	8,250	8,250	-
FIRE OPERATIONS	7,514,603	7,989,660	8,589,912	8,152,243	162,583
NAU FIRE GRANT II	72	-	-	-	-
FUEL MANAGEMENT PROGRAM	183,342	207,275	196,115	206,404	(871)
GENERAL WILDFIRE RESPONSE	410,848	-	-	-	-
CAPITAL LEASE - ENGINE	41,642	41,720	41,720	41,799	79
HAZARDOUS FUEL	141,067	58,000	30,305	10,000	(48,000)
AZ HOMELAND SECURITY	48,172	-	-	-	-
CAMP NAVAJO THINNING	-	-	5,300	7,000	7,000
RECOVERY - PS STABILIZATION	24,582	-	-	-	-
ADEM REIMBURSEMENT	63,060	-	-	-	-
TOTAL	**$ 8,539,503**	**$ 9,400,163**	**$ 9,677,541**	**$ 9,321,646**	$ (78,517)

SOURCE OF FUNDING:

GENERAL FUND	$ 9,321,646
	$ 9,321,646

COMMENTARY:

The Fire Department operating budget has increased 7% and there is no capital related budget. Personal Services increases are due to a market increase as well as a large increase PSPRS retirement, worker's compensation and health insurance benefits. The cost of the 1 FTE for the Fire Fighter - Temp is offset by the elimination of 1 full time Fire Fighter FTE. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance. Commodities increases are due to a one-time purchase of MDCs and chainsaws and increase in motor vehicle parts. There is no major capital (>$10,000) for this section.

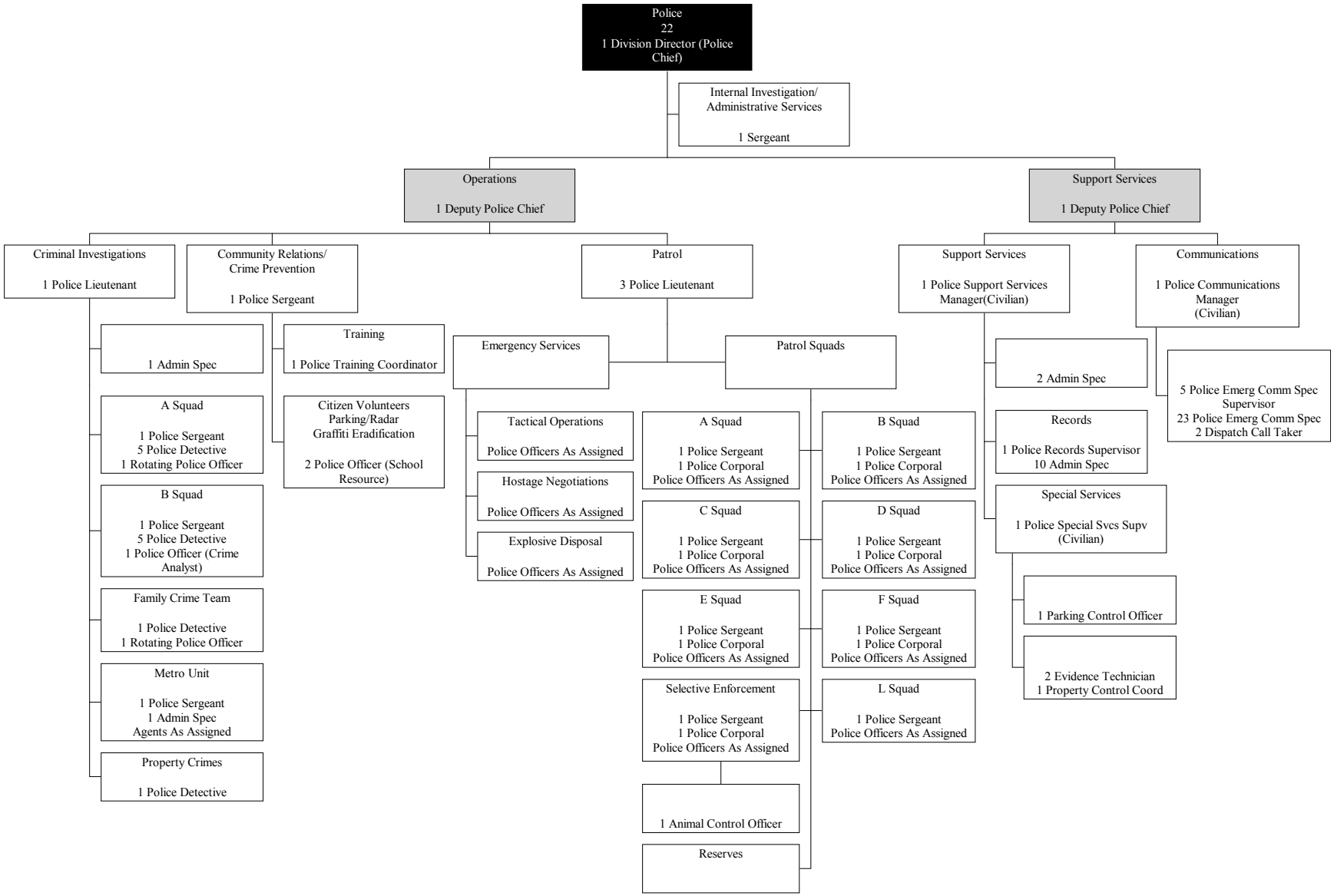
SECTION: **44-FIRE GRANT**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 4,177	$ 575,000	$ 89,054	$ 595,000	$ 20,000
CONTRACTUAL	-	-	24,772	-	-
COMMODITIES	-	40,000	3,545	30,000	(10,000)
CAPITAL	-	200,000	31,504	400,000	200,000
TOTAL	**$ 4,177**	**$ 815,000**	**$ 148,875**	**$ 1,025,000**	$ 210,000
EXPENDITURES BY PROGRAM:					
GENERAL WILDLIFE RESPONSE	$ 4,177	$ -	$ -	$ -	$ -
AZ HOMELAND SECURITY	-	50,000	31,504	50,000	-
GOHS GRANT	-	30,000	-	30,000	-
ASSISTANCE TO FIREFIGHTERS	-	150,000	-	350,000	200,000
SAFER GRANT	-	360,000	-	360,000	-
NAVAL OBSERVATORY THINNING	-	10,000	9,871	10,000	-
FY12 HAZARDOUS FUELS GRANT	-	215,000	107,500	215,000	-
NAU GFFP THINNING	-	-	-	10,000	10,000
TOTAL	**$ 4,177**	**$ 815,000**	**$ 148,875**	**$ 1,025,000**	$ 210,000
SOURCE OF FUNDING:					
	GENERAL FUND			$ 1,025,000	
				$ 1,025,000	

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


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
Community Relations/ Crime Prevention
1 Police Sergeant
Patrol
3 Police Lieutenant
Support Services
1 Police Support Services Manager(Civilian)
Communications
1 Police Communications Manager (Civilian)
1 Admin Spec
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Police Officer
B Squad
1 Police Sergeant
5 Police Detective
1 Police Officer (Crime Analyst)
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
Training
1 Police Training Coordinator
Citizen Volunteers
Parking/Radar
Graffiti Eradification
2 Police Officer (School Resource)
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
C Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
1 Animal Control Officer
Reserves
B Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
L Squad
1 Police Sergeant
Police Officers As Assigned
2 Admin Spec
Records
1 Police Records Supervisor
10 Admin Spec
Special Services
1 Police Special Svcs Supv (Civilian)
1 Parking Control Officer
2 Evidence Technician
1 Property Control Coord
5 Police Emerg Comm Spec Supervisor
23 Police Emerg Comm Spec
2 Dispatch Call Taker

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 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 13 ACCOMPLISHMENTS

- ✓ We initiated a Southside Squad with support from a Department of Justice grant that funded the hiring and training of four new COPS grant officers. This Squad was fully staffed by the end of 2012 and helped address quality of life issues, crime in this area, and parking concerns.
- ✓ Community policing initiatives were strengthened by revising community surveys, incorporating the hot spots into comp-stat, exploring initiatives to help establish more citizen ownership of public parks, involving detectives in intelligence gathering, and designing and implementing an online citizen complaint process.
- ✓ We established an early warning system and better records keeping capabilities within the professional standards office by initiating the I.A. Pro system.
- ✓ 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. We identify prominent aggressors of domestic violence incidents on scene, and make arrests where appropriate. We have developed an officer involved domestic violence policy using IACP recommendations. We maintained a presence on the domestic fatality review team, and the coordinated community response team.
- ✓ We went completely live with the adoption of Lexipol Policy manual and training program. This program provides daily training bulletins to all officers and tracks completion of training.
- ✓ We conducted 85 community support meetings in addition to neighborhood related Block watch meetings. Educational items included information on identity theft, medical marijuana, SB1070, property crime, etc.
- ✓ We strengthened the Departments peer and formal counseling abilities through the expansion and additional training for the CISM (crisis incident stress management) teams.

- ✓ We developed a School Resource Officer program and reinvested the educational outreach previously accomplished in fifth grade DARE into a successfully vetted junior high school and high school curriculum called Project Alert, taught by two officers serving as school resource officers.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Create a New Victim's Rights form for misdemeanor incidents to help streamline the victims rights process.
- ➢ Reduce property crime to within 20% of the current national benchmark by strengthening our partnerships in the community such as the Flagstaff Retail Asset Protection Program, (FRAPPA), identifying repeat offenders and working with the city and county attorneys office on enhanced prosecution of those individuals, allocate resources based on data received through Comp-stat, and increase the enforcement of part II drug offenders.
- ➢ Complete an analysis of case studies for the Navajo Nation Human Rights Commission (NNHRC), and develop and conduct training on Native American cultures.
- ➢ Reduce serial inebriate related crime by 25% of the 2010 level.
- ➢ Strengthen the multi-agency CART (Child Abduction Response Team).
- ➢ Continue to revise Comp-stat by introducing a strategic management system to allow for more timely information sharing and pre-emptive policing.
- ➢ Strengthen the use of various social media venues to enhance our community outreach, sharing of information and overall accessibility to the public we serve.
- ➢ Explore potential benefits of increasing time in grade requirements for specialty positions like FTO, detective rotators and Metro.
- ➢ Initiate a voluntary training focusing on career planning and taking promotional exams.
- ➢ Command Staff will present a two hour training on "community policing" and how it ties in with Comp-stat and the Goldwater Institute Report.
- ➢ Create a committee to evaluate and make proposals regarding the current evaluation process, publish an evaluation handbook to all patrol employees and conduct training to increase consistency in evaluations.
- ➢ Increase the Departments efforts toward climate resiliency and preparedness through various efforts: Woods watch, Operation 40, and fire prevention patrols to protect the city from catastrophic wildfire. Train command staff on emergency operations, conducting EOC tabletop exercises and after action reviews.
- ➢ Work with local schools to offer input on lock down and active shooter (escape and evade) policies.

PERFORMANCE MEASURES

Council Priority: Community Facilities and Services (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 to be within 20% of the national benchmark in CY 13. The national benchmark is at 33 property crimes per 1,000 residents. This will be accomplished 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 33.35 per 1,000 residents.
Trend: ↑ (progressing)

Measures:	CY 10 Actual	CY 11 Actual	CY12 Actual	CY13 Estimates	CY14 Proposed
Property Crimes per 1,000 residents	46	46	42	40	38
Shoplifting Incidents	821	888	928	882	841
Vehicle Burglaries	392	415	*225	327	310

*Due to the low number of vehicle burglaries in 2012, our goal for 2013 is a 5% reduction from the previous three year average.

Objective: 3. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 24.7% 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 24.7%. Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 4.9 arrests per 1,000 residents.
Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Property Crimes Cleared	35%	36%	39%	39%	41%
Arrests for Part II drug offenses	10.6	9	8.2	9.8	10

Council Priority: Community Facilities and Services (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 the previous three year average, 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 Actual	CY 13 Estimate	CY 14 Proposed
Traffic Citations Issued	15,340	12,828	10,410	13,502	14,145
Warnings Issued	13,252	12,451	10,004	12,497	13092
Number of DUI Arrests	854	767	820	900	900
Speed Citations	1,962	1,913	1,825	1,995	2,090
Red Light Violation Citations	592	429	307	465	487
Following To Closely Citations	96	126	73	103	108
Seat Belt/Child Restraint Citations	1,035	688	425	739	788
All Collisions	2,736	2,534	2,631	2,502	2,371
DUI Related Collisions	73	98	71	77	73

Council Priority: Community Facilities and Services (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 64%.
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 64%.
Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Total cases assigned to Detectives	3,635	3,288	3,714	3,372	3,191
Violent crime cases assigned to Detectives	271	265	265	254	241
% of violent crime cases cleared	61%	52%	67%	64%	66%

Objective: 2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 3.61 victims per 1,000 residents through increased enforcement activities by patrol officers.

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 3.61 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Part 1 violent crimes per 1,000 residents	4.1	4.0	4.0	3.6	3.43
Aggravated Assault	177	186	190	166	156

Objective: 3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists. Meet the goal of a 45% arrest rate on domestic violence incidents. Maintain partnership with CCRT and enhance training on domestic violence related incidents, and achieve a 5% reduction in domestic violence incidences from the previous three year average. .

Scoring: Meets/exceeds, progressing towards, or away from a 45% full custody arrest rate for domestic violence

Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
% of Domestic Violence incidents where arrest is made	44%	43%	43%	45%	50%
Total Number Of Domestic Violence Incidents	1,923	1,891	2,040	1,854	1,756
Total Number Of Misdemeanor D. V. Incidents	1,685	1,667	1,775	1,624	1,540
Total Number Of Felony Domestic Violence Incidents	238	224	258	230	218

Council Priority: Community Facilities and Services (Public Safety)

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 the previous three year average in Community Policing programs such as Community Support Meetings, and Volunteer Programs. Conduct a minimum of two Citizen Academy's a year.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from a 5% increase from the previous three year average, in employee and citizen participation in CP programs

Trend: ↑ (meets)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Volunteer Hours donated	1,623	1,824	1,691	1,799	1,884
Community Support Meetings	57	57	85	90	95

Objective: 2. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40, resulting 10**%** reduction in public intoxicants from the previous three year average, and a 10% reduction of the three year average in Serial Inebriate related crime.

Scoring: Meets/exceeds, progressing towards, or away from 10% reduction in public intoxicants.

Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Contacts with Public Intoxicants	2,466	2,256	1,855	1,973	1,863
Serial Inebriate related crime *	333	204	184	216	204

***** A serial Inebriate is a person who has ten or more police contacts for public intoxication over the course of a year. The crime number is the number of times the same serial inebriates have been arrested or victimized during the same year.

Objective: 3. Reduce number of founded complaints on employees by 5% of the previous three year average with increased training by creating a culture of exemplary service demonstrated through a commitment to policing. compassionately, constitutionally, consistently and correctly, 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 a 5% reduction of the three year average in the number of founded complaints.

Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Number of founded complaints from citizens	13	7	12	11	10

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 75.9%.

Type of Measure: Program effectiveness

Tool: Surveys

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 75.9% positive rating on citizen responses to surveys

Trend: ↑ (exceeds)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
% of positive responses to surveys	87%	84%	92%	92%	95%

Council Priority: Community Facilities and Services (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 5.52 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 5.52 minutes.
Trend: ↑ (exceeds)

Measures:	CY10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Average response time to priority one calls	4.19 min.	4.52 min.	4.48 min.	4.17 min.	3.95 min.

*** 2013 benchmarks from ICMA FY 2011 are as follows:**

Response Time To Priority one calls = 5.52
Property Crimes per 1,000 = 33.35
Violent Crimes per 1,000 = 3.61
Property Crimes Cleared = 24.7%
Violent Crimes Cleared = 64.0%
Positive Response to Surveys = 75.9

SECTION: **22-POLICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 12,757,233	$ 12,981,608	$ 12,854,083	$ 13,473,277	$ 491,669
CONTRACTUAL	1,484,738	1,277,916	1,360,788	1,386,311	108,395
COMMODITIES	202,084	480,733	365,671	614,923	134,190
CAPITAL	69,938	171,174	143,423	198,751	27,577
TOTAL	**$ 14,513,993**	**$ 14,911,431**	**$ 14,723,965**	**$ 15,673,262**	$ 761,831

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 1,353,108	$ 1,791,314	$ 1,270,154	$ 2,028,299	$ 236,985
PATROL	7,968,478	7,910,073	8,345,573	8,384,715	474,642
DETECTIVES	1,566,482	1,555,440	1,632,204	1,649,611	94,171
RECORDS	603,983	701,173	644,350	735,380	34,207
COMMUNICATIONS	2,146,149	2,120,730	2,041,319	2,056,780	(63,950)
SPECIAL SERVICES	760,980	710,119	667,768	685,921	(24,198)
CRIME PREVENTION AND TRAINING	114,813	122,582	122,597	132,556	9,974
TOTAL	**$ 14,513,993**	**$ 14,911,431**	**$ 14,723,965**	**$ 15,673,262**	$ 761,831

SOURCE OF FUNDING:

GENERAL FUND	$ 15,673,262
	$ 15,673,262

COMMENTARY:

The Police Departments operating budget has increased 5% and captial expenditures total $198,751 with an overall net increase of 5%. Personal Services increases are due to a market increase as well as a large increase PSPRS retirement, worker's compensation and health insurance benefits. Personnel services increase is partially offset by the overall reduction of 2 FTEs (3 Police officer FTEs less the addition of 1 Training officer FTE). Contractual increases are due to increases in maintenance contracts. Commodities increases are due to increases in fuel and motor vehicle parts and one-time expenditures for MDCs, computers, servers and other safety equipment. Major capital (>$10,000) includes (1) police sedan of $21,000, $150,000 for (5) police cruisers and $28,751 to outfit police cruisers.

SECTION: **23-POLICE GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,059,868	$ 1,385,270	$ 1,424,954	$ 1,468,213	$ 82,943
CONTRACTUAL	76,216	75,118	88,706	104,500	29,382
COMMODITIES	417,087	497,659	339,098	210,802	(286,857)
CAPITAL	118,506	5,999	-	100,000	94,001
TOTAL	**$ 1,671,677**	**$ 1,964,046**	**$ 1,852,758**	**$ 1,883,515**	$ (80,531)
EXPENDITURES BY PROGRAM:					
METRO	$ 278,392	$ 340,272	$ 282,601	$ 316,672	$ (23,600)
2011 HLS THERMAL IMAGING	6,075	5,999	-	-	(5,999)
COPS HIRING - FY2011	63,880	298,859	293,057	308,180	9,321
COPS HIRING (CITY SHARE)	-	-	276,628	460,175	460,175
RICO FUNDS FOR METRO	151,186	315,717	321,414	201,847	(113,870)
LEO GRANT	202,376	60,000	80,900	80,900	20,900
GOHS - DUI ENFORCEMENT	14,522	-	20,000	20,000	20,000
FUSD - RESOURCE OFFICER	67,019	66,375	67,575	66,375	-
COPS GRANT	406,057	424,376	161,991	-	(424,376)
RECOVERY JAG GRANT	66,292	87,930	65,500	-	(87,930)
RECOVERY - METRO	(1,230)	-	-	-	-
CANNABIS ERADICATION	1,620	4,000	-	-	(4,000)
RICO / METRO OVERTIME	28,044	45,000	42,035	45,000	-
BULLET PROOF VEST	4,615	6,251	5,274	6,500	249
FY12 PSN GANG PREV & EDUCATION	10,000	10,000	10,000	10,000	-
HLS SLOT OVERTIME	-	50,000	-	-	(50,000)
RECOVERY POLICE PS STABILIZATION	17,421	-	-	-	-
US MARSHALLS OT / FUEL	-	-	5,000	5,000	5,000
STATEWIDE GANG TASK	179,363	158,282	171,880	169,964	11,682
FY10 HOMELAND SECURITY GRANT	86,531	-	-	100,000	100,000
AZ INTERNET CRIMES	4,495	4,500	4,403	4,500	-
GOHS SELECTIVE TRAFFIC	11,408	-	-	-	-
AZ HOME LAND SECURITY	14,492	-	-	-	-
ACJC ANTI GANG INITIATE	2,744	-	-	-	-
GOHS DUI ENFORCEMENT	906	20,000	-	-	(20,000)
CLICKET OR TICKET GRANT	-	5,000	5,000	5,000	-
ED BYRNE MEMORIAL (JAG)	55,469	61,485	39,500	83,402	21,917
TOTAL	**$ 1,671,677**	**$ 1,964,046**	**$ 1,852,758**	**$ 1,883,515**	$ (80,531)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 1,883,515	
				$ 1,883,515	



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.

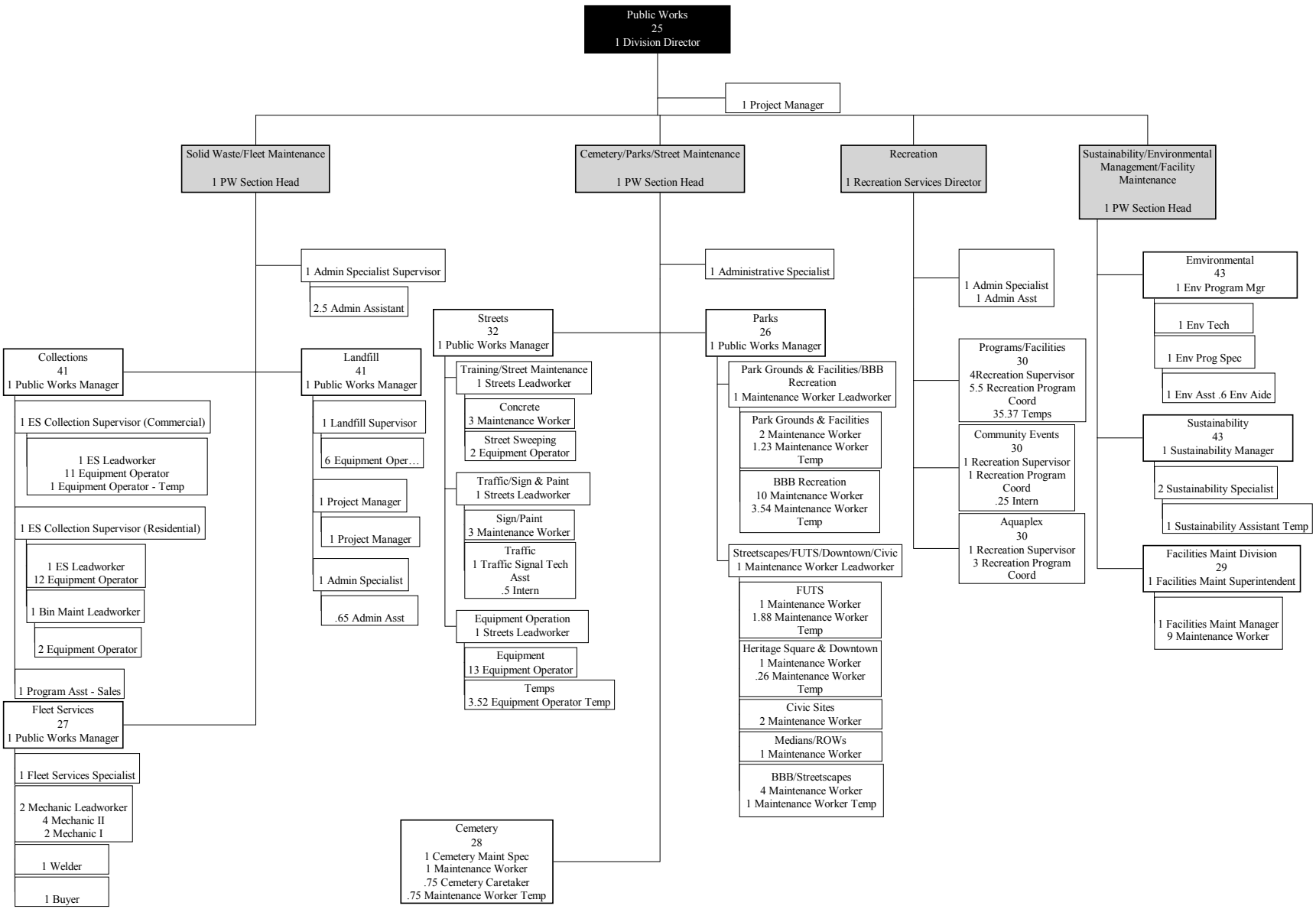
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

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 13 ACCOMPLISHMENTS

- ✓ USGS-3: Roof HVAC screen repairs; roof emulsion seal; HVAC – replaced four units.
- ✓ USGS-4: Roof emulsion seal; HVAC – replaced four units; replaced entry sidewalk; repaired foundation leaks; interior painting (phase 1) completed.
- ✓ USGS-6: New server room HVAC controls program and panels; new UPS system; Arc Flash study and electrical system preventive maintenance inspection completed in April 2013.

FY 14 NEW INITIATIVES AND GOALS

- ➢ USGS-3: HVAC – replace two units; minor interior painting and hallway carpet replacement (carryover from FY13); interior courtyard parapet wall repairs (carryover from FY13); Arc Flash study and electrical system preventive maintenance inspection scheduled for July 2013.
- ➢ USGS-4: HVAC – replace two units; replace two pedestrian exterior wood doors (to steel doors); minor interior painting (phase 2); Arc Flash study and electrical system preventive maintenance inspection scheduled for August 2013.
- ➢ USGS-5: HVAC – replace one unit; minor interior painting.
- ➢ USGS-6: Interior painting; metal roof miscellaneous repairs.
- ➢ Reduce campus electric energy use year to year.

PERFORMANCE MEASURES

Council Priority: Repair, Replace, Maintain Infrastructure, Resiliency and Preparedness Efforts
Goal: To maintain infrastructure by the completion of facility assessment inspections and integrating findings into facilities work orders (repairs) and long range capital planning. The effectiveness of this measure contributes to Resiliency and Preparedness efforts, specifically by positioning the city for continued prosperity, protecting the city's resources (buildings) which directly support emergency and other services, and providing continued accessibility.
Objective: The objective is to inspect all buildings in all areas (HVAC, plumbing, roofing, etc) and to maintain the building assessment inspection scores above 80%. This guarantees safe, functional, and reliable buildings.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly
Scoring: Green: >80%+ Progressing / average; Yellow: 70 – 79% Caution / warning; Red: <70% Needs attention.
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	80%	68%	74%	75%

Council Priority: Resiliency and Preparedness Efforts
Goal: Reduce energy consumption at the USGS complex. This Resiliency and Preparedness effort contributes to the reduction of demand, costs, and ensuring energy delivery. The goal also contributes to Sustainability efforts through the reduction of gas emissions.
Objective: To contribute to Resiliency and Preparedness efforts through the implementation of policies, procedures, method changes, and strategies affecting energy use such equipment reductions, power and lighting controls, lighting upgrades/modifications (LED systems, sensor systems, lighting reductions), and operational/behavioral improvements to achieve our goals.
Type of Measure: Input: USGS annual kWh energy use from current calendar year to previous calendar year (CY).
Tool: Naviline, My Energy Pro, Facilities staff
Frequency: Yearly
Scoring: Green: Reduction >1%; Yellow: 0 – 1% Increase; Red: Increase >1%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
USGS Campus electric energy use of all buildings. Top=Total kWh, Bottom = % reduction	1,798,507 N/A	1,763,053 (2.0%)	1,748,000 (0.8%)	1,730,000 (1.0%)

SECTION: **20-USGS FACILITIES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
CONTRACTUAL	$ 924,312	$ 1,887,177	$ 996,978	$ 1,194,566	$ (692,611)
COMMODITIES	145,523	138,406	76,000	129,017	(9,389)
TOTAL	**$ 1,069,835**	**$ 2,025,583**	**$ 1,072,978**	**$ 1,323,583**	$ (702,000)

EXPENDITURES BY PROGRAM:

DEBT SERVICE USGS	$ 463,686	$ 1,379,136	$ 465,896	$ 669,330	$ (709,806)
BUILDING 6	177,365	220,271	190,497	194,924	(25,347)
USGS BUILDING 3	198,899	157,570	154,760	178,118	20,548
USGS BUILDING 4	203,487	206,987	232,175	214,637	7,650
USGS BUILDING 5	26,398	61,619	29,650	66,574	4,955
TOTAL	**$ 1,069,835**	**$ 2,025,583**	**$ 1,072,978**	**$ 1,323,583**	$ (702,000)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,323,583	
	$ 1,323,583	

COMMENTARY:

The USGS Maintenance operating budget has decreased by 35%. The proposed budget reflects no capital or one-time expenditures. There are no personnel associated with this account. A new ongoing expenditure for $5,000 was approved for building maintenance. Work is provided through internal work order charges. The largest impact on the Budget is a 51% decrease in debt servicing expenditures related to a proposed campus expansion.

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 13 ACCOMPLISHMENTS

- ✓ Successful passage of the Core Services Maintenance Facility bond by the voters (53%)
- ✓ Overall Public Works employees reduced the accident to miles driven by 18%
- ✓ After two years of implementing the circle of safety, have reduced backing up accidents for light duty vehicles to two.
- ✓ Completed Phase II of the Power Purchase Agreement (PPA)
- ✓ Public Works along with Code Compliance held eight (8) public meetings around town to inform the public what we do and why as well as listen to their concerns. Had total of 26 people show up to the meetings.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Continue to reduce accidents by 10% yearly
- ➢ Secure New Core Services Maintenance Facility (P/W yard)
- ➢ Work with Sustainability on Phase III of the Power Purchase Agreement (PPA)
- ➢ Work on Straightening-the-Pipes Internal process for Public Works

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: 100%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of accidents chargeable compared to previous year	28 Accidents	22 Accidents	19 Accidents	17 Accidents
Number of miles driven	1,025,151	1,021,492	1,017,000	1,015,000
Number of accidents per thousand miles	1 accident/ 36,612 miles	1 accident/ 46,431 miles	1 accident/ 53,526 miles	1 accident/ 60,088 miles

SECTION: **25-PUBLIC WORKS ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 141,354	$ 112,188	$ 111,518	$ 119,498	$ 7,310
CONTRACTUAL	1,395	3,601	2,100	3,051	(550)
COMMODITIES	(84,600)	(97,082)	(98,032)	(100,333)	(3,251)
TOTAL	**$ 58,149**	**$ 18,707**	**$ 15,586**	**$ 22,216**	$ 3,509

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 58,149	$ 18,707	$ 15,586	$ 22,216	$ 3,509
TOTAL	**$ 58,149**	**$ 18,707**	**$ 15,586**	**$ 22,216**	$ 3,509

SOURCE OF FUNDING:

GENERAL FUND	$ (174,683)
HIGHWAY USER REVENUE FUND	114,289
AIRPORT FUND	41,315
ENVIRONMENTAL SERVICES FUND	41,295
	$ 22,216

COMMENTARY:

The Public Works Administration operating budget has increased by 19% or $3,509. Personal Services increases are due to a market increase and an increase in retirement benefit costs. Commodities decreases are due to an increase in Contra Work Order charges. There are no capital or one-time expenditures.

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 13 ACCOMPLISHMENTS

- ✓ Installed Weather Station at Continental Sports Complex to maximize water conservation within all parks
- ✓ Resurfaced one tennis court and three basketball courts at Cheshire and Ponderosa Park
- ✓ Refurbished the concession and storage buildings at Guadalupe, Thorpe, Joel Montalvo Parks and Westside Little League Complex
- ✓ Overlaid asphalt on ½ mile of trail on the Ponderosa Trail near the Ponderosa Trails Park
- ✓ Installed a permanent outfield fence and warning track on Continental Field #5 for girls softball
- ✓ Upgrade existing light controls at the Continental Sports Complex and Mark Grace Field to the Musco Control Link lighting system
- ✓ Renovated and expanded the backstop at Mark Grace Field
- ✓ Coordinated with the Diamondbacks Foundation the renovation of the APS/Diamondbacks scoreboard at Mark Grace Field
- ✓ Repaired/Removed vandalism at City Parks, at an estimated cost of $ 21,314

FY 14 NEW INITIATIVES AND GOALS

- ➢ Identify and implement changes at Bushmaster Park that addresses safety concerns and promotes increased park usage
- ➢ Incorporate Master Plan recommendations into ten (10) year Capital Improvements Plan
- ➢ Work with consultant on the renovation of Thorpe Park Disc Golf Course
- ➢ Make improvements to the Thorpe Park "Bark Park"
- ➢ Coordinate with Habitat Harmony and Game & Fish Wildlife Department the relocation of the Gunnison Prairie Dogs along the Rt. 66 BBB Streetscapes

PERFORMANCE MEASURES

Council Priority: Repair, Replace, Maintain Infrastructure
Goal: Maintain safe parks through active involvement in an integrated maintenance program that reflects a Service Level 3
Objective: Identify and complete maintenance tasks and inspections at all parks and park amenities
Type of Measure: Output and Program Outcome
Tool: Inspections and Inspection Reports
Frequency: Bi-weekly
Scoring: 100%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Conduct monthly inspections of parks and bi-weekly safety inspections of playground equipment	65%	70%	75%	75%
Complete daily and weekly maintenance tasks at all park sites.	65%	65%	75%	75%

Council Priority: Resilency and Preparedness Efforts
Goal: Implement water saving strategies that protects our water resources by reducing 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:	* CY 10 Actual 49,303,470	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Gallons Consumption		38,107,655	36,888,738	40,404,030	45,475,950
Target		48,317,400	47,351,052	46,404,030	45,475,950
Reduction Amount		(10,209,745)	(10,462,314)	0	

*2% Target is based off of 2010 actuals

SECTION: **26-PARKS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,339,982	$ 1,482,226	$ 1,450,303	$ 1,616,077	$ 133,851
CONTRACTUAL	454,946	737,382	675,599	759,067	21,685
COMMODITIES	305,879	467,961	484,793	532,748	64,787
CAPITAL	249,241	310,000	310,000	295,946	(14,054)
TOTAL	**$ 2,350,048**	**$ 2,997,569**	**$ 2,920,695**	**$ 3,203,838**	$ 206,269
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 110,193	$ 125,134	$ 108,656	$ 130,407	$ 5,273
PARK GROUNDS MAINTENANCE	507,487	772,737	786,545	692,850	(79,887)
PARK BLDGS AND FACILITY MAINT	23,676	29,009	28,648	29,389	380
BBB - STREETSCAPE / MEDIAN	343,920	468,250	416,992	448,784	(19,466)
RIGHT OF WAYS / MEDIAN	60,888	86,083	83,762	88,229	2,146
FUTS TRAIL SYSTEM	150,631	205,287	202,765	210,128	4,841
HERITAGE SQUARE MAINTENANCE	22,174	41,161	40,896	41,221	60
BBB RECREATION FIELDS	903,669	1,056,179	1,051,500	1,369,257	313,078
DOWNTOWN MAINTENANCE	9,305	28,663	28,663	19,445	(9,218)
NON-PARKS GROUNDS / LANDSCAPE	130,605	175,066	162,268	164,128	(10,938)
ARROYO PARK IMPROVEMENTS	87,500	-	-	-	-
OPEN SPACE MAINTENANCE	-	10,000	10,000	10,000	-
TOTAL	**$ 2,350,048**	**$ 2,997,569**	**$ 2,920,695**	**$ 3,203,838**	$ 206,269
SOURCE OF FUNDING:					
	GENERAL FUND			$ 3,203,838	
				$ 3,203,838	

COMMENTARY:
The Parks operating budget has increased 8% and capital expenditures total $295,946 resulting in an overall net increase of 7%. Personal Services increases are due to 3.22 FTE staff increases as well as a market increase and an increase in benefit costs. The increase in FTE's, contractuals and commodities are related to the increase in service level of BBB recreation fields to a Service Level 2. 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 13 ACCOMPLISHMENTS

- ✓ Kept scheduled work at or above 80% and unscheduled below 20%.This does not include emergency situations (fires, snow storms) Scheduled work 97%; non scheduled 3%.
- ✓ Kept return work under .9%. Average Technician return work .04%
- ✓ Continued to train and certify public safety technicians. Ten training sessions were held. Two technicians hold two or more certifications.
- ✓ Maintain technician productivity above 90%. Averaged Technician productivity was 95%.
- ✓ Created working spreadsheet for pricing models.
- ✓ Conducted Fleet Service City Section meetings to communicate and educate Sections of operational issues that could decrease operational costs.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Review price structure options and recommend a price structure that is competitive with industry standards.
- ➢ Evaluate Preventative Maintenance program and will implement equipment specific P/M's and scheduling strategies. The goal is to prolong equipment life.
- ➢ Continue to train and certify public safety technicians.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Keep repair comebacks under .5%.
Objective: To monitor Fleet Services work quality measuring and reducing comebacks.
Type of Measure: Input
Tool: Supervisor Inspection, H.T.E. repair order system/customer feedback
Frequency: Weekly
Scoring: .5% (Average score of all technicians on completed repair orders)
Trend: ↓

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Average percentage of repair come backs per technician.	0.34%	<0.04%	<0.5%	<0.5%

SECTION: **27-FLEET SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 29,303	$ 247,237	$ 123,067	$ 193,008	$ (54,229)
CONTRACTUAL	90,328	102,151	99,097	107,151	5,000
COMMODITIES	(272,521)	(216,568)	(299,509)	(340,002)	(123,434)
CAPITAL	-	1,024,670	-	1,697,340	672,670
TOTAL	**$ (152,890)**	**$ 1,157,490**	**$ (77,345)**	**$ 1,657,497**	$ 500,007

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (9,998)	$ (54,557)	$ 978	$ (70,232)	$ (15,675)
INVENTORY MANAGEMENT	73,445	72,051	71,777	74,278	2,227
PREVENTIVE MAINTENANCE	121,161	121,009	82,907	129,460	8,451
VEHICLE REPAIR	(407,088)	(186,726)	(289,449)	(248,685)	(61,959)
POOL VEHICLES - CITY HALL	5,168	4,500	6,801	5,500	1,000
POOL VEHICLES - SHOP	176	-	-	4,400	4,400
OTHER SHOP WORK	64,246	61,543	49,641	65,436	3,893
CATASTROPHIC / MAJOR REPAIR	-	1,139,670	-	1,697,340	557,670
TOTAL	**$ (152,890)**	**$ 1,157,490**	**$ (77,345)**	**$ 1,657,497**	$ 500,007

SOURCE OF FUNDING:

GENERAL FUND	$ 1,485,830
LIBRARY FUND	1,514
HIGHWAY USER REVENUE FUND	56,163
WATER AND WASTEWATER FUND	13,910
STORMWATER FUND	97
AIRPORT FUND	2,668
ENVIRONMENTAL SERVICES FUND	97,315
	$ 1,657,497

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 varies per hour based on the type of equipment and does not cover one-time and capital requests. Personal Services decreases are due to the elimination of a Mechanic I postion and are partially offset by market increases and retirement, workmer's compensation and health insurance benefit increases. Contractual increases are due to increases in builiding maintenance. Changes in commodities are due to the amount of funding set-aside in the catastrophic fund program, which is funded with unallocated fleet capital funds. Major capital items also include funding set-aside for the catastrophic/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 and Sections 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 13 ACCOMPLISHMENTS

- ✓ Worked with City of Flagstaff Sections reviewing underutilized vehicles/equipment justifications and eliminating vehicles/equipment that are not needed. Twenty five vehicles were eliminated.
- ✓ Continued to track fuel usage by Section to decrease consumption usage. Fuel usage down 2.5%.
- ✓ Created a funding mechanism to accumulate money to replace and or repair aged vehicles/equipment. Created the Catastrophic Component Replacement Fund.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Continue to track fuel usage to decrease fuel consumption by 2.5%.
- ➢ Create a tracking and funding mechanism for newly created equipment pool.

PERFORMANCE MEASURES

Council Priority: Effective Governance
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 Actual	CY 13 Proposed
Percent of decrease in fuel used.	8.0%	5.0%	2.5%	2.5%

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 Estimated	CY 13 Proposed
Number of vehicles to be eliminated	12 units	6 units	25 units	5 units
Percentage of total vehicles	1.9%	1.3%	4.1%	1.0%

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

Cemetery staff is responsible for the maintenance and management of the Citizens Cemetery performing services related to the opening and closing of graves, lot sales, record keeping, facility and grounds maintenance. The Cemetery staff also provides the opening and closing services for the Calvary Cemetery.

FY 13 ACCOMPLISHMENTS

- ✓ All concerns/complaints were addressed promptly.
- ✓ Addition of two Citizens Cemetery granite benches at the cemetery office, and one donated granite bench on cemetery grounds.
- ✓ Worked with the Veterans Administration to replace two weathered/damaged Veteran headstones within the Cemetery.
- ✓ Addition of new Citizens Cemetery sign and cantilever gate at the Cemetery's entrance.
- ✓ Beautification to the Cemetery Office Island.
- ✓ Repaved and restriped the Cemetery Office parking lot.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Continue planning and preparation of a new Veterans Section within Citizens Cemetery.
- ➢ Work with the Veterans Administration to replace weathered/damaged Veteran headstones within the Cemetery.
- ➢ Straighten/level headstones in section "F-North".
- ➢ Coordinate with the American Legion on a solution for damaged bricks in Veterans Section "K".

PERFORMANCE MEASURES

Council Priority: Resiliency and Preparedness Efforts
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: 100%
Trend: ↓

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Gallons Consumption	10,818,300	13,311,700	13,719,673	13,445,280
Target	14,285,374	13,999,666	13,719,673	13,445,280
2% reduction in gallons of water from previous year	(291,538)	(285,708)	(279,994)	(274393)

Council Priority: Quality , Replace, Maintain 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: 25% Initial planning of project
50% Estimation of project
75% Budgeting of project
100% Completion of project
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of progress on new Veteran Section	N/A	25%	50%	75%

SECTION: **28-CEMETERY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 144,431	$ 11,682	$ 11,823	$ 4,815	$ (6,867)
CONTRACTUAL	23,777	35,472	29,064	34,132	(1,340)
COMMODITIES	23,063	169,246	175,513	165,629	(3,617)
CAPITAL	116,974	-	-	-	-
TOTAL	**$ 308,245**	**$ 216,400**	**$ 216,400**	**$ 204,576**	$ (11,824)

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 48,522	$ 49,463	$ 168,258	$ 41,281	$ (8,182)
OPENING AND CLOSING	171,506	51,011	10,510	52,071	1,060
MAINTENANCE OF BUILDINGS	5,773	9,343	5,700	9,373	30
MAINTENANCE OF GROUNDS	82,444	106,583	31,932	101,851	(4,732)
TOTAL	**$ 308,245**	**$ 216,400**	**$ 216,400**	**$ 204,576**	$ (11,824)

SOURCE OF FUNDING:

GENERAL FUND	$ 204,576
	$ 204,576

COMMENTARY:
The Cemetery operating budget has decreased 5%. There are no new or major (>$10,000) capital expenditures planned. Personal services decreased by 59% as a result of having personnel housed in a different division and now charging out time using workorders to the Cemetery section. The remaining Personal Services costs are for mechanical shop labor.

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 13 ACCOMPLISHMENTS

- ✓ Long Range Capital Improvements that Facilities Staff has project managed: Roof emulsion seals at Flagstaff Recreation Center, Phoenix Building, and City Warehouse; Visitor Center HVAC unit replacements; J. Lively Ice Rink cooling tower purchase and mounted the tower; Murdoch Center exterior door replacement.
- ✓ Asset Utilization: Chase Lease termination – staff integration into City Hall.
- ✓ City Hall projects: Remodels including Public Works/Utilities/Administration, Human Resources, and Community Development front counter; Administration carpet replacement; and removal, repair, and reinstallation of metal roof over northeast corner (Information Technology area).

FY 14 NEW INITIATIVES AND GOALS

- ➢ 1% energy use reduction at City Hall.
- ➢ Long Range Capital Improvements coordinated by Facilities Maintenance staff: McPherson Center roof emulsion repairs; Coconino Warehouse roof emulsion; Flagstaff recreation fire annunciation system; Fire Station #5 exterior painting; Visitor Center HVAC unit replacement; Flagstaff Recreation Center lobby vinyl floor replacement; continue J. Lively Ice Rink Chiller Project (piping systems installation).
- ➢ City Hall projects: City Hall south metal roof repairs; carpet replacement in Fire Administration, Human Resources, and Public Works/Utilities/Staff Conference Room/bridge way/stairs; Staff Conference room new chair purchase; Best Lock Phase 2 (Second floor west) integration (carry over from FY13); lobby structural beam inspections; interior/exterior paint (areas to be determined); HVAC volume air (VAV) box replacements; and LED lighting upgrades.

PERFORMANCE MEASURES

Council Priority: Repair, Replace, Maintain Infrastructure, Resiliency and Preparedness Efforts
Goal: To maintain infrastructure by the completion of facility assessment inspections and integrating findings into facilities work orders (repairs) and long range capital planning. The effectiveness of this measure contributes to Resiliency and Preparedness efforts, specifically by positioning the city for continued prosperity, protecting the city's resources (buildings) which directly support emergency and other services, and providing continued accessibility.
Objective: The objective is to inspect buildings in all areas (HVAC, plumbing, roofing, etc) and to maintain the building assessment inspection scores above 80%. This guarantees safe, functional, and reliable buildings.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly

Scoring: Green: >80%+ Progressing / average; Yellow: 70 – 79% Caution / warning; Red: <70% Needs Attention. This is the average score of all buildings assessed during the calendar year.
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	64%	61%	65%	66%

Council Priority: Resiliency and Preparedness Efforts
Goal: Reduce energy consumption at City Hall. This Resiliency and Preparedness effort contributes to the reduction of demand, costs, and ensuring energy delivery. The goal also contributes to Sustainability efforts through the reduction of gas emissions.
Objective: To contribute to Resiliency and Preparedness efforts through the implementation of policies, procedures, method changes, and strategies affecting energy use such equipment reductions, power and lighting controls, lighting upgrades/modifications (LED systems, sensor systems, lighting reductions), and operational/behavioral improvements to achieve our goals.
Type of Measure: Input: City Hall annual kWh energy use from current calendar year to previous calendar year (CY).
Tool: Naviline, My Energy Pro, Facilities staff
Frequency: Yearly
Scoring: Green: Reduction >1%; Yellow: 0 – 1% Increase; Red: Any increase.
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
City Hall Electric Power Energy Use. Top Number = Total kWh Bottom number = % increase or (%reduction). ***Note*** - the percentage shown is the total year kWh consumption total shown as an increase or (reduction) from the previous calendar year.	 781,589 N/A	 777,920 (0.5%)	 777,000 (0.1%)	 769,000 (1.0%)

SECTION: **29-PUBLIC FACILITIES MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 691,312	$ 705,109	$ 660,448	$ 720,742	$ 15,633
CONTRACTUAL	639,538	506,182	552,256	542,878	36,696
COMMODITIES	(57,872)	(226,950)	(186,620)	(262,996)	(36,046)
TOTAL	**$ 1,272,978**	**$ 984,341**	**$ 1,026,084**	**$ 1,000,624**	$ 16,283

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 357,056	$ 299,610	$ 307,119	$ 297,663	$ (1,947)
CUSTODIAL SERVICE	85,647	86,249	94,249	91,508	5,259
STRUCTURAL AND OTHER MAINTENANCE	517,868	309,461	327,000	288,071	(21,390)
MAINT - MECH, ELECT AND PLUMB	263,285	231,663	238,286	268,098	36,435
MILLIGAN HOUSE	10,342	-	-	-	-
APS BUILDING	254	-	-	-	-
PROSECUTORS BUILDING	17,253	16,398	15,930	15,930	(468)
PHOENIX BUILDING	21,273	12,560	15,100	10,954	(1,606)
CATASTROPHIC PROGRAM	-	28,400	28,400	28,400	-
TOTAL	**$ 1,272,978**	**$ 984,341**	**$ 1,026,084**	**$ 1,000,624**	$ 16,283

SOURCE OF FUNDING:

GENERAL FUND	$ 717,072
LIBRARY FUND	79,530
WATER AND WASTEWATER FUND	34,129
STORMWATER FUND	9,529
AIRPORT FUND	61,212
ENVIRONMENTAL SERVICES FUND	99,152
	$ 1,000,624

COMMENTARY:

The Public Facilities Maintenance operating budget has increased 2% overall and there are no capital expenditures (>$10,000). Personal Services increases are due to a market increase and an increase in benefits costs. $53,066 in ongoing requests and $16,900 in one-time requests were approved. Ongoing and one-time expenditures are for mechanical shop labor, training, motor vehicle parts, custodial services, janitorial services, building maintenance, utilities increases and miscellaneous maintenance necessities. Although there were increases requested for facilities expenditures in the Commodities section, the increase in Contra Workorder Charges distort the budget presentation.

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 13 ACCOMPLISHMENTS

- ✓ Upgraded HVAC system at the Aquaplex pool which has resulted in better air quality and consistent air temperatures
- ✓ Sealed and acid washed portions of the pool which has improved overall viability and appearance.
- ✓ Installed new tile in locker room showers at the Aquaplex which has generated positive feedback
- ✓ Retrofitted lights in the pool area of the Aquaplex that has resulted in a better lit and lower cost scenario.
- ✓ Hosted a Youth Town Hall with over 30 youth in attendance
- ✓ Re-vamped Senior Olympics and re-named to Montoya Games providing year round activities including non-traditional sports such as billiards and chess.
- ✓ Worked with County staff on a Fashion Show fund raiser for potential offset of new carpeting at the Joe C Montoya facility
- ✓ The Joe C Montoya Center partnered with Flagstaff Medical Center to offer free health screenings to seniors.
- ✓ Joe C Montoya Center partnered with AARP to provide free tax preparation for about 400 individuals.
- ✓ Implemented the Dew Downtown Flagstaff Urban Ski and Snowboard Festival, which has become the cornerstone of Winterfest activities in Flagstaff.
- ✓ Implemented 13 family friendly events, including the Easter Eggstravaganza, Concerts in the Park, Children's Music and Arts Festival and Halloween Harvest.
- ✓ Created a newsletter to notify businesses and residents in the downtown area of upcoming events and issues that may impact them.
- ✓ Dew Downtown Flagstaff Urban Ski and Snowboard Festival received an award from Arizona Parks and Recreation Association for the "most Outstanding Community Event."
- ✓ Teamed with various organizations around the City including the Flagstaff Library and Heritage Square Trust to bring Arizona Centennial Themed activities to the Community during July, Parks and Recreation Month.
- ✓ Developed a new adult coed hockey league with 130 participants.
- ✓ Established players board for all sports leagues
- ✓ Held baseball camps, for the 9th year at full capacity
- ✓ Athletics Department key contributor to developing a new agreement for City concessions.
- ✓ Conducted "hockey clinics" to improve player's skills during off season.
- ✓ On-line registration has improved and is being utilized for more programs, including Adult Hockey League, swimming lessons, and Dew Downtown registration
- ✓ Hosted Special Olympics skating events at Jay Lively Activity Center
- ✓ Purchase and installed electrical panel for new chiller system.
- ✓ Hosted three weeks of hockey camps during the summer months.
- ✓ Moved and realigned dasher board/entrance doors to align with warming room entrance.
- ✓ Successful Daddy Daughter Ball held at the Joe C Montoya Community and Senior Center
- ✓ Multiple successful Blood drives held at all Recreation facilities

- ✓ Conducted successful Earth Day clean Up event (15 kids participated).
- ✓ All fulltime Recreation staff attended various Customer Service and supervisory Trainings.
- ✓ Successful re-introduction of Community Yard Sale that had been discontinued for a few years.
- ✓ 4 Brand new flat panel TV's installed at Flagstaff Recreation Center.
- ✓ In partnership with the Flagstaff Sports Foundation took 50 kids to Az Cardinals vs Denver Broncos game.
- ✓ Flagstaff Recreation Center partnered with Boys & Girls Club to take 20 kids to NAU tailgate party at the NAU vs Southern Utah football game.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Expand Contract Instructor program to offer greater diversity of classes and programs.
- ➢ Research and introduce therapeutic aquatics programs.
- ➢ Create a winter holiday special event at the Aquaplex to attract families, school and youth groups.
- ➢ Expand Montoya Games to include snowshoeing event and other athletic offerings.
- ➢ Continue to provide excellent customer service to our community through staff trainings.
- ➢ Work with County staff to continue fundraising efforts to purchase carpeting for the Joe C Montoya facility.
- ➢ Develop new adult coed hockey league player's board.
- ➢ Increase number of participants in the coed hockey league
- ➢ Increase total number of out of community tournaments to increase revenue.
- ➢ Run all electrical and coolant lines for backup chiller system.
- ➢ Install and begin utilizing new chiller system.
- ➢ Repair/replace green locker room doors with a better system.
- ➢ Increase Facility rentals. Especially in the mornings during the months of August – May when the center does not open until 1pm.
- ➢ Create more partnerships with Community based public Service agencies.
- ➢ Establish Mock Interview program with other Parks & Recreation oriented agencies for NAU & CCC Parks & Recreation students.

PERFORMANCE MEASURES

Council Priority: Effective Governance
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, program surveys, direct staff observations, and staff performance evaluations.
Frequency: Monthly, Quarterly & Yearly
Scoring: 85%
Trend: ↑

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Results of the culmination of participant surveys, observations and performance, with a Target rating of 100% of staff rated good or excellent.	85%	94%	90%	90%

Council Priority: Effective Governance
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Results of the culmination of participant surveys, with a Target rating of 90% of the overall experience rated good or excellent.	91%	94%	95%	95%

Council Priority: Fund existing and consider expanded recreational services
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs **– Adult 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Targeted cost recovery of 100% of adult programs following established philosophy.	96%	95%	95%	100%

Council Priority: Fund existing and consider expanded recreational services
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs **– Youth 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Targeted cost recovery of 50% for youth programs following established philosophy. Note: a 100%score = 50% cost recovery.	96%	95%	100%	100%

Council Priority: Fund existing and consider expanded recreational services
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Annual Cost Recovery Rate between 50% - 70%	**64%**	**60%**	**62%**	**65%**

Council Priority: Fund existing and consider expanded recreational services
Goal: Maintain or 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 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%	95%	90%	80%

SECTION:	30-RECREATION				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,979,419	$ 1,860,103	$ 1,851,021	$ 1,866,268	$ 6,165
CONTRACTUAL	746,322	980,607	986,824	952,685	(27,922)
COMMODITIES	355,388	366,358	365,883	402,716	36,358
CAPITAL	229,251	15,000	15,000	40,000	25,000
TOTAL	**$ 3,310,380**	**$ 3,222,068**	**$ 3,218,728**	**$ 3,261,669**	$ 39,601
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 465,937	$ 529,268	$ 504,472	$ 431,347	$ (97,921)
ATHLETIC PROGRAMS	241,930	257,098	255,136	279,822	22,724
FLAGSTAFF RECREATION CENTER	257,855	257,418	257,418	265,035	7,617
JOE C. MONTOYA COMM / SR CENTER	184,649	192,595	192,295	232,474	39,879
COGDILL CENTER	151,572	120,000	124,620	70,000	(50,000)
YOUTH COMMISSION	2,637	5,370	5,226	-	(5,370)
JAY LIVELY ACTIVITY CENTER	528,413	457,875	457,875	517,428	59,553
COMMUNITY SERVICES / EVENTS	121,164	128,611	130,388	150,248	21,637
AQUAPLEX	1,346,843	1,253,618	1,271,083	1,300,890	47,272
NORTH COUNTRY KILLIP GRANT	9,380	20,215	20,215	14,425	(5,790)
TOTAL	**$ 3,310,380**	**$ 3,222,068**	**$ 3,218,728**	**$ 3,261,669**	$ 39,601
SOURCE OF FUNDING:					
	GENERAL FUND			$ 3,261,669	
				$ 3,261,669	

COMMENTARY:
The Recreation operating budget has increased less than 1% and has a capital expenditure of $40,000 for a net increase of 1%. Personal Services increases are due to a market increase and an increase in benefit costs. The Contractual decrease is mainly related to reduction of the support for Boys and Girls Club based on a contract. Some contractuals increased related to maintenance and utilities. One-time items include power purchase related to the solar project, pool repairs, and the Downtown Dew event. Commodities increases are related to one-time items including building renovations and flooring. There is major capital (>$10,000) expenditures for general improvements ($15,000) and an ice rink dehumidifier ($25,000).

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 13 ACCOMPLISHMENTS

- ✓ Successfully constructed course, harvested snow and made snow for the Dew Downtown Ski and Snowboard festival
- ✓ Staff attended and presented "Lessons Learned from Flagstaff Arizona" at the National Snow and Ice Conference in Estes Park Colorado.
- ✓ Repaired dam at Lake Mary for Utilities
- ✓ Worked with Burlington Northern Railroad to improve the Ponderosa Parkway and San Francisco street railroad crossings.
- ✓ Paved a portion of the Karen Cooper urban trail to reduce maintenance needs.
- ✓ Staff identified the needs to overlay a section of Old East Route 66, and the work was paid for with the Pavement preservation program funds.
- ✓ Staff initiated a policy and procedure to keep snow from being plowed onto sidewalks.
- ✓ Purchase of two (2) All wheel drive motor graders for the budgeted funds within the budget. This was accomplished with a state contract; trade in of two (2) motorgraders and the trade in of one (1) dozer. This helped accomplish the goal of reducing the fleet.
- ✓ With the help of and intern, we collected data to complete a streetlight inventory.
- ✓ Conducted a signal reliability modification project using capital monies. This project installed Uninterruptible Power Sources and video detection equipment at various signalized intersections throughout the City.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Work with the Flagstaff Metropolitan Planning Organization to complete a sidewalk inventory.
- ➢ Cross training of staff within Public Works to become more efficient in maintenance operations.
- ➢ Research efficiencies within operations to reduce fuel usage.
- ➢ Use a completed streetlight audit to provide a comprehensive document that Arizona Public Service and the City can use for maintenance and billing purposes.
- ➢ Work with Fleet management committee to reduce the Fleet.
- ➢ Review street sweeping operations to identify efficiencies within the operation.
- ➢ Complete a signal project using capital monies to upgrade electrical services and install Uninterruptible Power Sources at the remaining signalized intersections that need upgraded.

PERFORMANCE MEASURES

Council Priority: Resiliency and Preparedness Efforts

Goal: Maintain snow priorities within set timeframes.
Objective: 0 – 4" 1st priorities. 2nd priorities plowing 4-8" 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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Complete 2nd priorities while maintaining 1st priorities.	98%	98%	98%	98%

Council Priority: Repair, replace, maintain 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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Patch potholes within 24 hours of notification.	99%	99%	99%	99%
Potholes patched	1,245	1,515		

Council Priority: Repair, replace, maintain 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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Percentage of signals operating without deficiencies at time of inspection.	88%	90%	90%	95%
Completion of inspections as scheduled (3 times annually)	59%	90%	100%	100%

SECTION: **32-STREET MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 1,993,845	$ 2,207,058	$ 2,177,435	$ 2,369,305	$ 162,247
CONTRACTUAL	706,014	710,823	709,748	717,423	6,600
COMMODITIES	865,437	805,328	735,331	840,842	35,514
CAPITAL	186,791	760,000	812,289	200,000	(560,000)
TOTAL	**$ 3,752,087**	**$ 4,483,209**	**$ 4,434,803**	**$ 4,127,570**	$ (355,639)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 226,991	$ 350,220	$ 211,434	$ 370,957	$ 20,737
STREET CLEANING	365,772	291,446	241,039	231,837	(59,609)
SNOW CONTROL	687,044	1,323,984	1,207,069	754,591	(569,393)
SIGN, SIGNAL, MARK AND LIGHT	381,042	351,621	315,368	337,246	(14,375)
STREET MAINTENANCE	1,251,099	1,127,466	1,443,821	1,417,673	290,207
DRAINAGE WAY MAINTENANCE	199,655	291,167	242,701	288,818	(2,349)
TRAINING	539	1,900	1,258	1,900	-
STREET LIGHTS	377,472	381,702	377,135	381,702	-
TRAFFIC SIGNAL MAINTENANCE	202,473	363,703	334,978	342,846	(20,857)
AUTO MALL	60,000	-	60,000	-	-
TOTAL	**$ 3,752,087**	**$ 4,483,209**	**$ 4,434,803**	**$ 4,127,570**	$ (355,639)

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 4,127,570
	$ 4,127,570

COMMENTARY:

The Streets Maintenance operating budget has increased 6% and capital expenditures total $200,000 resulting in an overall a net decrease of 8%. Personal Services increases are due to market increases, employee rezones and increases to benefit costs. In addition, .55 FTE in Temporary Equipment Operators was added for snow removal. Contractuals increases are due to increases to building maintenance. Commodities increases in motor vehicle parts and street repair materials are for street sweeping and snow removal. Major capital (>$10,000) includes dust abatement tank & pump ($20,000), two solar messaging boards ($90,000), and street signal improvements ($90,000).

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 13 ACCOMPLISHMENTS

- ✓ Collections - Draft plan & proposal to implement same day residential collection services for trash and recycling to improve service and operational efficiency City Wide. Carryover from 2012.
- ✓ Collections/Landfill - Collaborated with FFD on continued wood chip grinding and hauling. The wood chips will be utilized as ADC at the landfill.
- ✓ Collections/Landfill - Collaborated with the US Forest Service to haul 600 CY of wood chips to be used as ADC at the Landfill.
- ✓ Landfill - Upgrade to the Landfill Auto Scale software and hardware.
- ✓ Collections/Landfill - Developed staff for career succession using NAU Computer Training Center, Arizona Governmental Training Service 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 – Development of the Integrated Waste Management Plan over a four year period to help determine triggers for implementation of waste programs in the Solid Waste Section. FY 13 was the first of the four year process.
- ✓ 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 - Drainage improvements and Haul Road Extensions.
- ✓ Landfill/Collections - Establish a performance bench mark program for administrative staff.
- ✓ Landfill - Performed an audit of the waste that is being disposed of in the Cinder Lake Landfill. The data collected will be used to support future planning in the Solid Waste Section.
- ✓ Landfill - Performed drilling within the south borrow pit at the landfill. The cores from the drilling are being analyzed to determine excavation costs and alternative uses of basalt rock.
- ✓ 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.
- ✓ Inert Material Pit - Implemented co-op with Street Section to provide dozer training for operators.
- ✓ Landfill - Implemented Machine Control Technology for landfill daily cell construction.
- ✓ Collections/Landfill - Cross trained with other Public Works Managers.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Landfill - Examination of soil resources and future liner/cap construction. Carryover from 2013.
- ➢ Landfill – Continued development of the Integrated Waste Management Plan over a four year period to help determine triggers for implementation of waste programs in the Solid Waste Section. FY 14 is the second year of the four year process.

- Landfill - Feasibility study to determine the potential future use of paper pulp millings as an alternative cap and liner in solid waste cells. Carryover from 2013.
- Landfill - Development of an excavation plan for Sequence D, which consists of a 33 acre site located to the south of Cinder Lake Landfill. Carryover from 2013.
- Administration - Cross training with Fleet Service and Public Works administrative staff and will assume additional administrative responsibilities. Carryover from 2013.
- 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. This will help staff to prepare any remedial action that is deemed necessary. Carryover from 2013.
- Landfill - Reconstruction of northwest corner of Sequence B-4 with the implementation of a passive landfill gas collection system. Carryover from 2013.
- Collections/Landfill - Procure Solid Waste business management software that will integrate collection programs with the landfill programs. Carryover from 2013
- Landfill - Replace truck scales.
- Landfill - Addition of 1000 linear feet of litter fencing.
- Landfill - Conduct Tier II Landfill Gas Analysis.
- Collections - Develop effective, sustainable equipment replacement alternatives providing cost savings & greater longevity.
- Collections - Reach out to new partners for potential IGA's to increase recycling tonnage and market share.
- Collections - Develop further route restructuring and efficiency strategies to continue operational cost savings with the goal of reducing the Solid Waste fleet.

PERFORMANCE MEASURES

Council Priority: <u>Maintain and deliver quality, reliable and resilient infrastructure</u>
Goal: Initiate the development of an Integrated Waste Management Plan. (4-Year Plan)
Objective: CY 13 - 1**.** Determine the volume of basalt in the south borrow pit and potential alternative uses and markets for crushed basalt materials (aggregate).
2. Complete analysis of Gas Feasibility Study and make recommendation for future gas project.
3. Conduct a feasibility analysis on the use of the paper sludge to perform as an alternative liner material.
4. If the analysis on the paper sludge is favorable for use as liner material, staff will prepare a proposal to ADEQ for approval of using paper sludge as an alternative liner.
Type of Measure: Outcome
Tool: CY12-Landfill document started, CY13-Landfill document completed, FY14-Collections document; FY15-Other Agencies Agreements and documents/Final Plan.
Frequency: Quarterly reports to Division Head and annual reports to council.
Scoring: CY12-Landfill 25%, CY13-Landfill 50%, CY14-Collectons 75%, CY15-Other Agencies/Complete 100%.
Trend: ↑

Measures:	CY 11 Actual	CY 12 Estimate	CY 13 Estimate	CY 14 Estimate
% of tasks to be completed that make up the Solid Waste Management Plan.	N/A	25%	50%	75%

Council Priority: **Regional Plan- Natural and Cultural Resources and the Environment**
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
% of 600 tons collected, by curbside	10.06% (60.41 tons)	15.01% (90.08 tons)	20% (120 tons)	30% (180 tons)

- Growth / increase determined by economic factors; CY 11 total from Mar. thru Dec.; CY12 from Jan- Dec; CY13 & CY 14 anticipated program growth.

SECTION: **41-SOLID WASTE**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	` Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 3,391,320	$ 3,270,214	$ 3,148,222	$ 3,339,109	$ 68,895
CONTRACTUAL	(743,926)	2,963,462	2,834,729	3,237,462	274,000
COMMODITIES	1,604,707	1,619,412	1,611,871	1,617,899	(1,513)
CAPITAL	843,397	3,184,194	2,608,400	1,089,996	(2,094,198)
TOTAL	**$ 5,095,498**	**$ 11,037,282**	**$ 10,203,222**	**$ 9,284,466**	$ (1,752,816)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 473,657	$ 537,420	$ 434,308	$ 555,790	$ 18,370
RESIDENTIAL COLLECTION	1,610,586	1,798,666	1,780,928	1,604,152	(194,514)
COMMERCIAL COLLECTION	2,118,342	2,391,666	2,351,745	2,053,240	(338,426)
SANITARY LANDFILL	(1,234,659)	3,306,857	3,062,897	2,135,259	(1,171,598)
BIN MAINTENANCE - RESIDENTIAL	40,808	65,207	11,976	67,269	2,062
BIN MAINTENANCE - COMMERCIAL	61,665	62,582	71,669	90,122	27,540
HOIST AND HAUL	393,889	396,530	375,833	411,141	14,611
LANDFILL OUTSIDE CONTRACT	247,549	269,890	287,821	267,117	(2,773)
RECYCLING - CURBSIDE COLLECTION	800,982	918,573	891,042	905,492	(13,081)
INERT MATERIAL LANDFILL	1,238	2,500	2,510	2,500	-
COMMERCIAL RECYCLING	472,168	879,431	868,183	592,424	(287,007)
COMMERCIAL SALES	2,962	7,960	6,310	7,960	-
COUNTY - HOIST AND HAUL	440	-	-	-	-
PUBLIC WORKS YARD IMPROVEMENT	1,425	100,000	58,000	42,000	(58,000)
MUNICIPAL SVC MAINTENANCE FACILITY	6,780	-	-	-	-
LANDFILL MAINTENANCE BUILDING	1,005	-	-	-	-
PUBLIC WORKS YARD STUDY	9,749	-	-	-	-
METHANE MITIGATION NW	-	-	-	250,000	250,000
TIER TWO ADEQ REQUIRED	-	-	-	25,000	25,000
SCHULTZ FIRE BAER GRANT	20,659	-	-	-	-
SUBSURFACE GEO STUDY	66,253	300,000	-	25,000	(275,000)
DEBT SERVICE	-	-	-	250,000	250,000
TOTAL	**$ 5,095,498**	**$ 11,037,282**	**$ 10,203,222**	**$ 9,284,466**	$ (1,752,816)

SOURCE OF FUNDING:	
ENVIRONMENTAL SERVICES FUND	$ 9,284,466
	$ 9,284,466

COMMENTARY:
The Environmental Services operating budget had a slight increase of 4.4% and capital expenditures total $1,089,996 resulting in an overall net decrease of 16%. Personal Services increased by 2% due to a market increase and an increase in benefit cost as offset by reduced hours related to pick up services. Contractuals increased by 9% with a minimal decrease in commodities. One-time expenditures for this division are for internal work requests. Major capital (>$10,000) includes capital equipment and capital improvements ongoing at the landfill.

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 serves the community and municipal organization through policy development, project implementation, leadership, and education. The Program provides practical and innovative solutions to increase efficiencies and improve resourceful practices in the following areas: energy efficiency, renewable energy, fleet management, recycling, composting, open space, community agriculture, and climate resiliency and preparedness. The Sustainability Program works with all City divisions to integrate sustainability by initiating policy and providing technical assistance, research, and best practices.

The Environmental Management Program 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). 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.

FY 13 ACCOMPLISHMENTS

- ✓ The Sustainability Program installed 862 kilowatts of solar renewable energy systems at Wildcat Hill Wastewater Treatment Plant, City Hall and Flagstaff Aquaplex.
- ✓ The Sustainability Program completed the ARRA-funded Energy Retrofit Program. The grant program provided 375 energy retrofits and 424 energy audits, resulting in estimated annual savings of 1,220,180 kWh and $128,119 in utility costs for Flagstaff residents.
- ✓ With a $2.389,000 grant from Arizona State Parks, the Sustainability Program managed the acquisition of 477.8 acres of conservation land at Picture Canyon. Required matching funds were provided from the 2004 Open Space bond initiative as recommended by the Open Spaces Commission.
- ✓ The Sustainability Program implemented an online energy management system which will help Divisions monitor, budget and report its operation's energy while identifying opportunities for optimal performance and increased efficiency.
- ✓ In coordination with internal and external partners, the Sustainability Program completed the Resiliency and Preparedness Study which assessed the City's risk and vulnerability to weather-related impacts. The Study also identified policy, planning and project opportunities to better prepare for these impacts.
- ✓ The Environmental Management Program received approval from the Arizona Department of Environmental Quality (ADEQ) for the plan submitted to mitigate tar deposits in the Rio de Flag flood control channel north of Paramount Petroleum. The plan will cost the city approximately $200,000 to implement and save the City over $1 Million (the cost of the U.S. Army Corps of Engineers plan for mitigation).
- ✓ No violations were found during the recent inspection by the ADEQ regarding storm water compliance at the Cinder Lake Landfill, City Yard, and Pulliam Airport.
- ✓ Partnered with Hunts Building Center, HomCo ACE Hardware and The Lite Company to accept all fluorescent lamps at these in-town business locations for recycling.

FY 14 NEW INITIATIVES AND GOALS

- Achieve Municipal Sustainability Plan goals: reduce municipal energy consumption 5% from 2009 levels; reduce municipal fuel use 5% from 2010 levels; reduce municipal water consumption 5% below 2012 levels; reduce municipal paper consumption 25% from 2010 levels; and achieve 80% recovery rate of recycled materials at municipal facilities.
- Complete Phase III of solar renewable energy installations.
- Acquire conservation land on Observatory Mesa through the Growing Smarter Grant process and Observatory Mesa Open Space approved bonds.
- Expand the Community Agriculture Project to include the Hebets Community Garden and O'Leary Street Community Garden. This will bring the total to four gardens.
- Implement year-round phone book recycling at the Hazardous Products Center.
- Continue evaluation of in-town collection location for electronics, televisions, batteries, and fluorescent lamps.
- Evaluate use of computer work order systems for approval to disturb building materials in city facilities including verification that materials do not contain regulated levels of asbestos prior to any removal or construction work.
- Evaluate ability to collect bulk samples for asbestos analyses of drywall materials in new city facilities that do not have asbestos surveys including all new Fire Stations, the Aquaplex, and the Fire Operations building at Pulliam Airport.

PERFORMANCE MEASURES

Council Priority/Goal: **Resiliency and Preparedness / Regional Plan Community Facilities and Services.**
Goal: Promote the reduction of energy (electric, natural gas, fuel) consumption in the municipal organization and the Flagstaff community.
Objective: Track progress in reducing energy use.
Type of Measure: Program effectiveness.
Tool: Energy consumption and fuel use.
Frequency: Annual municipal inventory, every other year community inventory
Scoring: Acceptable = any decrease in measures. Cautionary = a 1 to 15% increase in measures. Unacceptable = more than 15% increase in measures.
Trend: ↓ acceptable decrease in measures

Measures:	**FY 10 Actual**	**FY 11 Actual**	**FY 12 Actual**	**FY 13 Estimate**	**FY 14 Proposed**
Municipal energy consumption in megawatt hours	53,748	46,375	52,589	49,960	48,000
Municipal fuel use in gallons	450,094	426,826	419,400	398,430	380,000
Municipal renewable energy generation in megawatt hours	N/A	1,583	1,597	4,227	4,800
Municipal GHG emissions in $MTCO_2e$*	N/A	49,117	55,271	52,507	50,000

Measures:	**CY 10 Actual**	**CY 11 Actual**	**CY 12 Estimate** (yet to be calculated)	**CY 13 Estimate**	**FY 14 Proposed**
Community energy consumption in megawatt hours	1,366,288	N/A	1,300,000	N/A (study is done every 2 years)	1,000,000
Community fuel use in gallons	46,127,359	N/A	45,500,000	N/A	43,000,000
Community GHG emissions in $MTCO_2e$	1,044,159	N/A	1,000,000	N/A	9,000,000

Measures:	**CY 10 Actual**	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**FY 14 Proposed**
Community garden participants	53	89	99	115	130
Community garden production in pounds	2,700	6,400	3,607	4,500	4,500

*$MTCO_2e$ = Metric Tons of Carbon Dioxide equivalent

Council Priority: Resiliency and Preparedness / Regional Plan Natural Cultural Resources and the Environment.
Goal: Increase residential energy efficiency in the Flagstaff community through the Energy Rebate Program (implemented January 2013).
Objective: Track program participation and number of energy efficient appliances and insulation installed and successful utilization of UniSource and grant funding.
Type of Measure: Program effectiveness
Tool: Reports, participant information
Frequency: Monthly and quarterly reports
Scoring: Acceptable = any increase in energy rebates distributed in the community. Cautionary = a 1 to 30% decrease. Unacceptable = more than 30% decrease.

Trend: ↑ **Measures:**	**CY 2013 Estimate**	**CY 2014 Proposed**
Number of households/ Number of residents served	90/225	N/A (program ends in 2013)
Estimated energy savings (kWh)	275,000	N/A (program ends in 2013)
Estimated utility savings ($)	$17,000	N/A (program ends in 2013)
Estimated GHG emissions (lbs CO_2e)	142,000	N/A (program ends in 2013)

Council Priority: Resiliency and Preparedness Efforts
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 residential participation and electronic waste disposal. Cautionary for residential and small business waste tonnage (-17%).

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Number of residential visitors to the HPC	3,137	3,259	3,400	3,500
Residential and Small business waste hazardous waste tonnage	71 tons	59 tons	55 tons	71 tons
Residential and Small business waste electronics tonnage	90 tons	95 tons	100 tons	105 tons

Council Priority: Resiliency and Preparedness Efforts
Goal: Reduce energy consumption and use of natural resources through reuse and recycling of electronics and reuse of latex paint at the Hazardous Products Center (HPC).
Objective: Monitor tonnage at the HPC to evaluate the effectiveness of the program.
Type of Measure: Input
Tool: Track electronics and paint tonnages.
Frequency: Monthly with quarterly and annual reporting
Scoring: Acceptable = increase or less than 10% decrease in tonnage, Cautionary = 10 to 30% decrease in tonnage, Unacceptable = more than 30% decrease in tonnage.
Trend: ↑ Increasing for latex paint reuse and electronics reuse and recycling.

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Number of tons reused latex paint	19	22	25	28
Estimated amount of energy saved reusing latex paint	317,000 kWh	367,000 kWh	417,000 kWh	467,000 kWh
Estimated reduction in carbon dioxide emissions reusing latex paint	364,000 lbs CO_2	422,000 lbs CO_2	479,000 lbs CO_2	537,000 lbs CO_2
Cost Savings (Average cost of gallon of paint $25 gallon)	$79,000	$92,000	$104,000	$117,000

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Tons of electronics collected for reuse and recycling	90	95	100	105
Estimated energy saved reusing and recycling electronics	3.5 million kWh	3.7 million kWh	4.0 million kWh	4.1 million kWh
Estimated reduction in carbon dioxide emissions reusing and recycled electronics	5.7 million pounds	6.1 million pounds	6.4 million pounds	6.7 million pounds
Cost Savings (reduced materials consumption reduces energy needed to produce materials)	$361,000	$381,000	$401,000	$421,000

Measures:	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Energy Savings from reusing latex paint and electronics	3.8 million kWh	4.1 million kWh	4.4 million kWh	4.6 million kWh
Equivalent Annual Household Electrical Use using U.S, Average of 12,773 kWh per year	298 houses for a year	318 houses for a year	345 houses for a year	360 houses for a year
Total Energy Cost Savings from reusing latex paint and reusing/recycling electronics	$440,000	$473,000	$505,000	$538,000

SECTION: **43-SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 701,604	$ 707,120	$ 672,348	$ 582,477	$ (124,643)
CONTRACTUAL	408,471	289,090	375,136	227,507	(61,583)
COMMODITIES	38,234	111,227	120,887	63,447	(47,780)
TOTAL	**$ 1,148,309**	**$ 1,107,437**	**$ 1,168,371**	**$ 873,431**	$ (234,006)

EXPENDITURES BY PROGRAM:

SUSTAINABILITY	$ 249,972	$ 278,245	$ 252,745	$ 287,671	$ 9,426
ENVIRONMENTAL MANAGEMENT	461,735	506,449	469,367	542,160	35,711
CONSERVATION	146,977	170,243	169,221	-	(170,243)
ENERGY MANAGEMENT	-	47,000	47,000	20,000	(27,000)
ENERGY EFF CONSERVATION GRANT	250,352	50,000	84,632	-	(50,000)
LIVING CITIES GRANT	29,006	-	-	-	-
EECBG PROGRAM INCOME	10,267	12,000	101,906	23,600	11,600
DEPT ENERGY PROGRAM GRANT	-	43,500	43,500	-	(43,500)
TOTAL	**$ 1,148,309**	**$ 1,107,437**	**$ 1,168,371**	**$ 873,431**	$ (234,006)

SOURCE OF FUNDING:

ENVIRONMENTAL MANAGEMENT	$ 873,431
	$ 873,431

COMMENTARY:

The Sustainability and Environmental Management operating budget has decreased 21% and there are no capital expenditures. Personal Services witnessed a decrease of 18%, with the transfer of the conservation program to the General Fund. Also the cost of the .48 FTE of a Volunteer Coordinator is offset by the reduction of the Environmental Aide position. Contractual decreases of 21% are due to the transfer of the conservation program and the end of the energy grant. The decrease in commodities of 43% can be attributed in part to the transfer of the conservation program and the reduction within the green energy programming.



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.

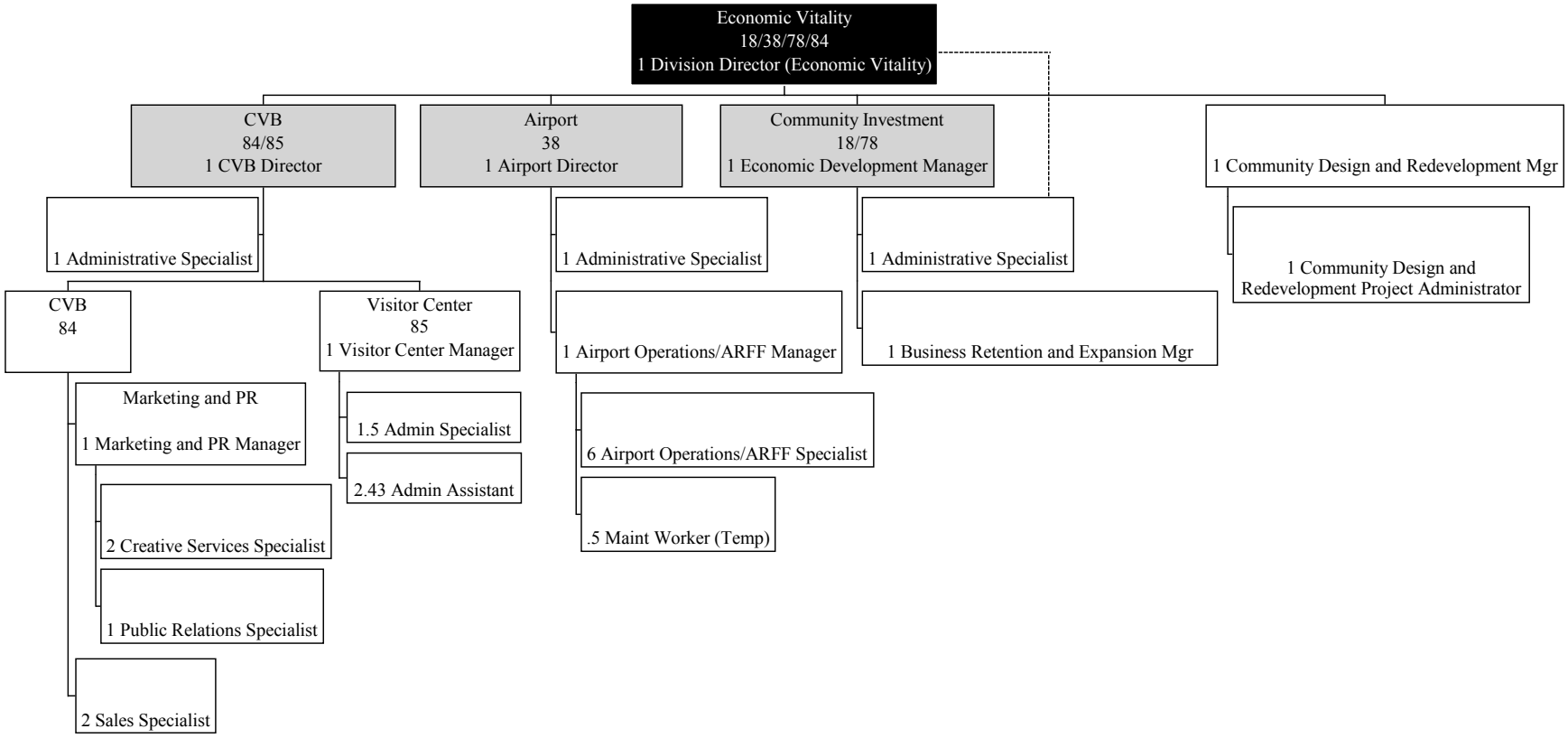
The mission of **The Arts and Science Section** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

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 13 ACCOMPLISHMENTS

- ✓ Hired Economic Development Manager, bringing best in class economic development programming and business development to the City of Flagstaff. Key areas of focus are: increased outreach to small and large businesses; re-positioning Flagstaff as a business-friendly City; outreach and image focused marketing across multiple channels; increased outbound attraction efforts; connectivity with stakeholders and businesses in the region
- ✓ Successfully negotiated the sale of Lots 12 and 13 in the Auto Park for Chrysler commercial trucking division and Fiat.
- ✓ Responded to 21 inbound, non-retail inquiries (13 PIF's from the Arizona Commerce Authority, three requests for information from site selection companies and five requests from non-retail businesses) interested in locating in Flagstaff.
- ✓ Conducted 150 outreach meetings with regional and national commercial real estate executives, businesses and stakeholders interested in learning more about investing or locating in Flagstaff.
- ✓ Assisted eight new retailers in locating to Flagstaff (REI, Natural Grocers, Sprouts, Dunkin Donuts, Chic-Filet, Verde Valley Olive Oil, Jimmy Johns and Some Burros) provided market analysis, demographics, Community Development "handoffs", site selection, advocacy and workforce development.
- ✓ Conducted 25 traditional marketing engagements (interviews by reporters, press releases, advertisements and speaking engagements)
- ✓ Assisted with the expansion of Flagstaff Mall/Marketplace by providing data and retail referrals to Westcor/Macerich.
- ✓ Facilitated 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.
- ✓ Received $4 million dollar EDA grant for development and construction of the Business Accelerator at Innovation Mesa. Submitted RSOQ to design build community.
- ✓ Produced marketing overview and capabilities presentation and presented to regional business owners, stakeholders and commercial real estate representatives.
- ✓ Attended ICSC in Las Vegas, successfully positioned Flagstaff's competitive advantages to various retailers looking to expand in the next 12-36 months. Presented custom, needs based, market analysis to 15 pre-qualified companies.

- ✓ Enhanced BR&E program and reached out to 12 qualified businesses, stakeholders and entrepreneurs. Programming focused on business advocacy and needs analysis outreach with small and large business owners.
- ✓ Conducted local outreach to 250 businesses, entrepreneurs, stakeholders, real estate agents and developers in Flagstaff to present economic development services.
- ✓ Expanded Buxton data and analytics outreach to include a holistic market analysis using multiple data sources depending on the businesses' needs; provided market analysis to 41 existing businesses, real estate developers and retail prospects.
- ✓ Identified, promoted and facilitated available grant and incentive opportunities to local businesses. Successfully partnered and facilitated technical grant writing with Joy Cone on 2012 ACA rural grant program receiving a $100,000 award. This is the third year in a row the City has successfully partnered with a qualified company, and received full market share for Northern Arizona.
- ✓ Received and implemented $200,000 revolving loan fund from NACOG. Leveraged funds with NACET, ECoNA and County to create a regional capital program for qualified area businesses.
- ✓ Maintained B3 program to include at least 12 business interviews, documenting performance.
- ✓ Continued staff support of NACET creating 40 high wage/low impact jobs.
- ✓ Project Manager for a major expansion of one of the City's largest employers that includes managing the City's internal team (Community Investment, Utilities, Community Development and Legal) and the client's senior management and internal and external legal council.
- ✓ Early founding members and contributors to STEM consortium, successfully worked to have Council adopt STEM resolution, establish STEM gateway signage with ADOT, provided support for STEM coordinator position and currently working with Phoenix based science center to establish a satellite center in downtown Flagstaff.
- ✓ Advanced 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.
- ✓ Created "tool box" of resources for the business community including: workforce training opportunities; federal, state and local grant and incentive programs; site selection; market analysis; demographic overview; and business advocacy/navigation of City Hall.
- ✓ Assisted with the expansion of Aspen Place by providing data and retail referrals to Red Development.
- ✓ Continued financial and personnel support to SEDI, ECoNA, Flinn Foundation, and Science Foundation Arizona.
- ✓ Continued leadership support to ECoNA in the areas of Business Retention and Expansion, and Business Attraction.
- ✓ Assisted Airport Director and City management in the pursuit of an additional air carrier/new route.
- ✓ Continued building relationship with Community Development Division, by providing support and a "bridge" to companies that are expanding or locating in Flagstaff.
- ✓ Established Customer Relationship Management system for Economic Development Staff allowing for increased, targeted outreach.
- ✓ Updated flagstaffprospector.com with new look and economic development tools.
- ✓ Created and established Flagstaff Commercial Real Estate Networking Group and Flagstaff Capital Group to increase connectivity between "dealmakers" and City Hall, as valuable resources for expansion and attraction purposes.
- ✓ Created Commercial Real Estate Group, Flagstaff Capital Group and City of Flagstaff Community Investment Group on LinkedIn to increase outreach and communication with business and stakeholders.
- ✓ Created and established Business Assistance Kiosk at City Hall.
- ✓ Full redesign of cityofinnovation.com website. Newly designed site focuses on providing best in class economic development tools online and positions the City of Flagstaff as a great place to work, live and play.

FY 14 NEW INITIATIVES AND GOALS

- Expand economic development outreach to 300 small and large businesses, entrepreneurs, stakeholders, real estate executives and developers in Flagstaff to present economic development services.
- Expand Business Retention and Expansion program to include at least 80 business interviews, to include some or all of the following tools: stakeholder needs analysis; B3 interviews; Economic Development toolbox; incentive and grant overview; advocacy and coordinating for the business community and City Hall.
- Advance community efforts for workforce development by strengthening relationships with various private, public, not for profit and educational agencies.
- Identify and promote available grant and incentive opportunities to all local businesses, continue to successfully partner with qualified companies, facilitate appropriate application(s), secure award(s) and manage award(s).
- Promote, educate and award local businesses(s) on revolving loan fund for expansion or attraction purposes.
- Provide custom, needs based, market reports to 30 existing businesses, 15 real estate developers and 20 retail prospects.
- Add at least 10 new and expanding retailers to the community, targeting established developments and infill opportunities.
- Add three new non-retail businesses and start-ups to the general community.
- Facilitate the addition of new APS Substation to provide power to the Airport Business Park to support commercial and industrial business expansion.
- Continue financial and personnel support to ECoNA, STEM Consortium, Flinn Foundation and Science Foundation Arizona.
- Continue leadership support of 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 locating or expanding.
- Expand outreach efforts to local businesses, real estate community, industry groups/associations and banking community to provide overview of Economic Development “toolbox” of services.
- Partner with Airport Director to secure a second airline/route.
- Facilitate and complete design and award construction contract for Business Accelerator on Innovation Mesa.
- Continue working with NACET to provide assistance in creating 50 new jobs.
- Continue supporting entrepreneurial environment through outreach with SBDC/CCC, NACET and various other groups working to diversify and strengthen our economic base.
- Create and market site renderings for undeveloped space at the Airpark and various other high traffic/use areas within the City to encourage new development and increase economic base.
- Advance community connectivity with stakeholders, businesses and developers in other markets to increase deal flow, correctly position Flagstaff’s opportunities and provide more resources to local business community.

PERFROMANCE MEASURES

Council Priority: Retain, expand, and diversify economic base.
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: Business outreach programs, trend analysis, market analysis, City, State and Federal grant and incentive programs, revolving loan fund, ECoNA, staff advocacy, workforce development tools, NACET and other business performance programs.
Frequency: Regular contact via phone, email, and in-person business visits, speaking engagements, CityofInnovation.com updates, quarterly e-newsletter and educational outreach.
Scoring: Retaining 95% of Flagstaff's major employers (75 or more employees).
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Local businesses retained and/or expanded	95%	95%	95%	95%
Expand workforce through the creation of high wage/low impact jobs	N/A	N/A	75	100

Council Priority: Retain, expand, and diversify economic base.
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: Arizona Commerce Authority, ECoNA, CityofInnovation.com, FlagstaffProspector.com, trade shows, outbound lead generation, advertising and other marketing materials, and generating appropriate lead referrals from existing companies.
Frequency: Planned sales missions and trade shows to strategically targeted regions/industries to meet with high wage/low impact business owners, commercial real estate executives and multipliers. Ongoing marketing programs that connect and engage with high wage/low impact business owners, commercial real estate executives and multipliers through web, social media, public relations and advertising.
Scoring: Respond to 100% of qualified leads with/from ECoNA, Arizona Commerce Authority, site locators, and existing companies. City of Flagstaff Economic Development staff to conduct 150 sales calls to qualified businesses interested in locating to Flagstaff.
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Respond to qualified new business leads	100%	100%	100%	100%
Outbound, business development to businesses, commercial real estate executives and stakeholders looking to locate or invest in Flagstaff.	N/A	N/A	150	200

Council Priority: **Retain expand and diversify economic base.**
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, Real Estate networking group, Capital community group, Development Review Process, Zoning Code, Regional Plan, Incentive Policies, Retail Analysis, business assistance kiosk, community outreach and other data research
Frequency: Regular cityofinnovation.com and social media updates, regular business/industry 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 11 Actual**	**CY 12 Actual**	**CY 13 Estimated**	**CY 14 Proposed**
Transition viable projects to DRB/IDS process	80%	85%	90%	90%
Square footage of new locates Economic Development staff have assisted	N/A	N/A	85,000	100,000

COMMUNITY DESIGN and REDEVELOPMENT

Includes 1807 (Community Design and Redevelopment), 71 (Arts and Science), and 73 (Beautification General Administration).

MISSION

To protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

PROGRAM DESCRIPTION

Our mission is accomplished through a series of programs briefly described as follows:

Arts and Sciences – With guidance from the Beautification and Public Art Commission, this program delivers a variety of public art programs and projects throughout the City. In addition, arts, science, and cultural opportunities in Flagstaff are fostered by our work with Flagstaff Cultural Partners, providing direct technical and financial support to non-profit and private agencies engaged in these fields.

Beautification - With Beautification and Public Art Commission oversight and in accordance with the provisions of the Lodging, Restaurant and Lounge (BBB) Tax, this program delivers streetscapes, landscaping, building, and signage improvement programs and projects (Section 74). The program includes small grants for historic preservation projects and smaller beautification projects, as well as initiating, executing, and maintaining medium and large projects of this nature.

Community Design – For development review and economic development customers, and for the City of Flagstaff, staff provide direct professional architectural, engineering, and landscaping demonstrations and services, reconciling the various goals for a particular project. In addition, as a part of the DRB process, and in accordance with the Zoning Code, staff measures development application compliance with established site and building standards that are designed to protect and enhance the character of Flagstaff.

Heritage Preservation – Under the direction of the Heritage Preservation Commission, and in accordance with the Zoning Code, staff coordinates the protection of archeological and architectural cultural resources, including the designation of landmarks, specialized design review in established districts, impact analysis within the DRB process, technical and design assistance, grant oversight, and coordination with State and Federal agencies.

Redevelopment – This program seeks to foster redevelopment of sites, districts, and neighborhoods through the recommendation and development of policies and incentives, beautification projects, and planning. Within this program, staff supports the downtown and east side districts. Additionally, the Brownfield Land Recycling Program provides technical support and incentives for the redevelopment of underutilized sites or sites that may be contaminated.

FY 13 ACCOMPLISHMENTS

- ✓ Secured grants and donations to supplement the programs of CD&R
  - EPA 2012 Brownfields Community-wide Assessment Grant ($700,000)
  - NPS Route 66 FUTS Rest Stop Interpretive Signs Grant ($8,750)
  - Route 66 FUTS Rest Stop landscaping donation ($2,500)
  - "Sockdolager" sculpture donation, located in City Hall lobby ($125,000)
- ✓ Furthered community partnerships
  - Ongoing collaboration with Flagstaff Cultural Partners
  - Founded a professional organization of architects in Flagstaff
  - Provided technical support to the Town of Clarkdale, the Town of Camp Verde, and the Hopi Tribe
  - Secured donation of a collection of historic photographs to Cline Library
  - Completed Inter-governmental Agreements for the Arizona Route 66 Coalition (EPA Grant).
- ✓ Furthered community outreach by launching innovative web-based site (VisionFlagstaff.com) and "Flagstaff Quality of Life" Survey.
- ✓ Facilitated Beautification and Public Art Commission development of Public Art Guidelines.
- ✓ Facilitated hiring of Project Manager for the Arts Incubator Feasibility Study; continued participation in Arts Incubator Steering Committee.
- ✓ Completed public art projects, including Then and Now, sculpture at the Aquaplex, and Lumberyard Mural.
- ✓ Participated in Arts & Economic Prosperity IV Study.
- ✓ Facilitated Beautification and Public Art Commission development of Beautification Guidelines.
- ✓ Completed beautification projects, including additional landscaping at Route 66 FUTS Rest Stop, Fourth Street Banners, Downtown Thermometer, and Woodlands/Beulah Medians.
- ✓ Initiated beautification projects: Butler Avenue Medians, East Flagstaff Gateway, Route 66 Planter, Milton Road Signs, and Heritage Square Lighting.
- ✓ Professional design services provided, include Snow Play Parking, Aquaplex Storage Shed, Court House Studies, City Hall LID and Signage Project, Public Library ADA Access and Signage, and Innovation Mesa.
- ✓ Significant participation in City's development of the Zoning Code and Regional Plan, as well as the County's Fort Valley Corridor Study.
- ✓ Ongoing development review, notably the NAIPTA Outdoor Advertising and City Hall Solar Power Project.
- ✓ Facilitated Heritage Preservation Commission development of Historic Facades and Signs Grant Guidelines.
- ✓ Completed heritage preservation project - Interpretive signage at Route 66 FUTS Rest Stop.
- ✓ Implemented new Cultural Resource Study provisions of the Zoning Code.
- ✓ Significant Cultural Resource Studies brought to Heritage Preservation Commission: Lowell Observatory, Public Works Yard, and 611 W. Birch Avenue.
- ✓ Pending designation of local landmarks: Picture Canyon, Buffalo Park, Water Treatment Plant, Freight Station, and Yeager Residence.
- ✓ Pursued various solutions to preserve and address neglect at significant abandoned historic property, located downtown south of the railroad tracks.
- ✓ Implemented the Arizona Route 66 Coalition Communities EPA 2012 Brownfields Community-wide Assessment Grant with the cities of Holbrook and Winslow, and Coconino and Navajo Counties.
- ✓ Continued development of Enhanced Service Districts for downtown and east Flagstaff.
- ✓ Continued development of the Redevelopment and Infill Policy.
- ✓ 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 14 NEW INITIATIVES AND GOALS

- Continue grant seeking, using said funds to leverage the execution of other goals.
- Maintain a high level of community partnering; continue ongoing collaborations and continue to provide technical support to northern Arizona neighbors.
- Maintain a high level of community engagement and outreach through the implementation of VisionFlagstaff.com and "Flagstaff Quality of Life" Survey.
- Continue to provide excellent customer service for external and internal customers.
- Bring Art Incubator Feasibility Study and subsequent planning to City Council.
- Install significant public art piece (i.e., Rendezvous Sculpture).
- Initiate public art component of East Flagstaff Gateway.
- Construct beautification projects, including Fort Valley Road Enhancements, Butler Avenue – North Edge, and East Flagstaff Gateway.
- Program and/or initiate beautification projects arising from launch of VisionFlagstaff.com
- Complete Beautification Project Inventory.
- Review and update beautification project maintenance protocols.
- Designate additional public and private properties as local landmarks.
- Continue with development, adoption, and implementation of the Redevelopment and Infill Policy.
- Maintain the EPA 2012 Brownfields Community-wide Assessment Grant.
- Continue to support Downtown and East Flagstaff district formations and operations.

PERFORMANCE MEASURES

Council Priority: Retain, expand, and diversify economic base.
Goal: Create, enhance and preserve the quality of life in Flagstaff for continued economic prosperity.
Objective: Flagstaff has a high quality of life; and, an improved quality of life through Community Design and Redevelopment programs.
Type of Measure: Outcome
Tool: Ongoing online survey
Frequency: Tallied quarterly
Scoring: 1 (Low) through 5 (High); 3 = Neutral
Trend: ← →

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Average score of survey asking respondents to rate Flagstaff as a place to live.	N/A	N/A	< 3	< 3

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Average score of survey asking respondents to rate if CD&R programs have improved the quality of life in Flagstaff.	N/A	N/A	< 3	< 3

SECTION: **18-COMMUNITY INVESTMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 205,163	$ 166,633	$ 160,008	$ 162,210	$ (4,423)
CONTRACTUAL	6,337	117,243	97,953	98,453	(18,790)
COMMODITIES	13,451	41,825	20,175	28,315	(13,510)
CAPITAL	1,450	875,000	200,500	324,000	(551,000)
TOTAL	**$ 226,401**	**$ 1,200,701**	**$ 478,636**	**$ 612,978**	$ (587,723)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 119,143	$ 126,285	$ 130,547	$ 128,201	$ 1,916
COMMUNITY DESIGN	33,911	69,001	62,321	66,277	(2,724)
REINVEST AND ECONOMIC DEV	569	-	-	-	-
DOWNTOWN MANAGEMENT	64,857	-	-	-	-
BROWNFIELDS	7,921	5,415	4,268	-	(5,415)
BROWNFIELDS ASSESSMENT FY13	-	1,000,000	281,500	418,500	(581,500)
TOTAL	**$ 226,401**	**$ 1,200,701**	**$ 478,636**	**$ 612,978**	$ (587,723)

SOURCE OF FUNDING:

GENERAL FUND	$ 478,774
LIBRARY FUND	14,800
HIGHWAY USER REVENUE FUND	13,892
TRANSPORTATION FUND	5,455
WATER AND WASTEWATER FUND	44,347
STORMWATER FUND	2,035
AIRPORT FUND	4,756
ENVIRONMENTAL SERVICES FUND	48,919
	$ 612,978

COMMENTARY:

The Community Investment operating budget has decreased 11% and capital expenditures total $324,000, resulting in an overall net decrease of 49%. The capital expenditures of $324,000 relate to the Brownfield grant funded projects. Increases in Personal Services for market and benefit costs are offset by salary savings from personnel turnover.

SECTION: **78-ECONOMIC DEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 162,198	$ 204,855	$ 216,109	$ 212,987	$ 8,132
CONTRACTUAL	754,746	1,173,261	777,622	737,170	(436,091)
COMMODITIES	34,811	11,139	21,593	18,728	7,589
CAPITAL	275,860	-	-	-	-
TOTAL	**$ 1,227,615**	**$ 1,389,255**	**$ 1,015,324**	**$ 968,885**	$ (420,370)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 47,444	$ 61,921	$ 60,514	$ 37,619	$ (24,302)
INCUBATOR PROGRAM	263,276	265,844	263,554	265,947	103
CONTRIBUTIONS	99,494	139,500	139,500	64,500	(75,000)
BUSINESS RETENTION AND EXPANSION	93,402	100,371	99,044	90,241	(10,130)
BUSINESS ATTRACTION	85,395	124,966	138,559	155,025	30,059
INNOVATION MESA	-	202,500	-	-	(202,500)
REC - EXPAN TGEN N.FACILITY	80,000	-	-	-	-
SW WINDPOWER COMMERCE	302,749	-	-	-	-
ACA RURAL GRANT 2011	-	60,000	60,000	-	(60,000)
ACA RURAL GRANT 2013	-	-	-	100,000	100,000
DEBT SERVICE	255,855	434,153	254,153	255,553	(178,600)
TOTAL	**$ 1,227,615**	**$ 1,389,255**	**$ 1,015,324**	**$ 968,885**	$ (420,370)

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 968,885
	$ 968,885

COMMENTARY:

The Economic Development budget has decreased 30% and there are no capital expenditures. Personal Services increases are due to a market increase and an increase in benefit costs. The budget decrease is primarily due to changes in the level of grants, the transfer of the Science Foundation program to the Arts and Science Section ($50,000), the reduction in programs supported via contributions, and the timing of the Innovation Mesa Project which affected Debt Service and Contractuals. Commodities increases were due to the budget restructure between Contractual and Commodities.

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 13 ACCOMPLISHMENTS

- ✓ Improved facilities and enhanced customer service through remodeled airline counters and enhancements to Airport Administrative Offices.
- ✓ Obtained grant funding from the FAA for the "Aircraft Storage Area" to reconstruct failing asphalt in the aircraft storage area (known as the Westplex).
- ✓ Completed joint seals replacement on concrete ramp in front of the terminal; funded with a grant provide by Arizona Department of Transportation Aeronautics Division.
- ✓ Completed FAA grant funded project to reconstruct south half of taxiway and replace lights and signs.
- ✓ Through the efforts of Airport staff, the Airport remained open and had no snow closures this year.
- ✓ Hosted fifth annual Armed Forces Day Open House.
- ✓ Worked with US Airways to increase passenger enplanement by 3% in 2012.
- ✓ Completed Air Rescue Firefighting training for staff and maintained FAA compliance.
- ✓ Completed a discrepancy-free FAA Certification and Safety inspection.
- ✓ Maintained full occupancy of Airport general aviation storage hangars and shade storage facilities.
- ✓ Airport Director was elected 2nd Vice-President of the Board of Directors for Arizona Airports Association.
- ✓ Flagstaff Pulliam Airport won Tourism Recognition Award as an economic driver for the State.
- ✓ Flagstaff Pulliam Airport won 2012 Arizona Transportation Partnering Excellence Award.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Release a Request for Proposal for additional air carrier service to Flagstaff; and, obtain a successful bidder.
- ➢ Continue work with FAA to replace the Instrument Landing System.
- ➢ Work with Real Estate and Economic Development Staff to lease parcels in the Airport Business Park.
- ➢ Complete the planning for pavement replacement in the aircraft storage area.
- ➢ Maintain full occupancy of general aviation hangars and shade storage facilities to maximize revenues.
- ➢ Streamline Airport operations and maintenance costs to preserve budget dollars.
- ➢ Plan and host sixth 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.

PERFORMANCE MEASURES

Council Priority: Repair, Replace, Maintain 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of scheduled commercial flights cancelled	3.1%	2.2%	3.0%	3.0%

Council Priority: Retain, Expand and Diversify Economic Base
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, SCASDP grant/RFP process
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage change in annual passenger enplanements	-2.2%	+3.0%	+1.0%	+1.0%

Council Priority: Community Facilities and Services (Including 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Percentage of emergency call responses within three minutes	100%	100%	100%	100%

SECTION: **38-AIRPORT**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 628,092	$ 640,883	$ 601,551	$ 651,646	$ 10,763
CONTRACTUAL	348,130	1,161,553	360,816	1,161,010	(543)
COMMODITIES	137,544	155,074	139,582	143,433	(11,641)
CAPITAL	41,551	-	-	-	-
TOTAL	**$ 1,155,317**	**$ 1,957,510**	**$ 1,101,949**	**$ 1,956,089**	$ (1,421)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 506,883	$ 412,849	$ 428,903	$ 490,373	$ 77,524
SAFETY AND SECURITY	104,435	137,008	110,701	111,277	(25,731)
SNOW CONTROL	71,799	86,369	71,588	74,803	(11,566)
MAINTENANCE - BLDGS AND GROUNDS	409,045	424,851	430,845	401,721	(23,130)
MAINTENANCE - RUNWAY AND TAXIWAY	63,025	96,133	59,612	77,615	(18,518)
AIRPORT COMMISSION	130	300	300	300	-
SMALL COMM AIR SVCS DEVELOPMENT	-	800,000	-	800,000	-
TOTAL	**$ 1,155,317**	**$ 1,957,510**	**$ 1,101,949**	**$ 1,956,089**	$ (1,421)
SOURCE OF FUNDING:					
	AIRPORT FUND			$ 1,956,089	
				$ 1,956,089	

COMMENTARY:
The Airport operating budget has decreased 1% and there are no capital expenditures (>$10,000) in this section. Personal Services increases are due to a market increase and an increase in benefits costs. Decreases in Contractuals and Commodities are due to prior year one-time items, as well as current year budget reductions. There are no one-time requests. An ongoing increase in utilities has been authorized for $20,787. The Small Comm Air Svcs Development is funded by a grant for the full $800,000.

MISSION

To protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

PROGRAM DESCRIPTION

With guidance from the Beautification and Public Art Commission, this program delivers a variety of public art programs and projects throughout the City. In addition, arts, science, and cultural opportunities in Flagstaff are fostered by our work with Flagstaff Cultural Partners, providing direct technical and financial support to non-profit and private agencies engaged in these fields.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 1807 (Community Design), 71 (Arts and Science), and Section 73 (Beautification General Administration), and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 13 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
CONTRACTUAL	$ 392,092	$ 375,600	$ 384,010	$ 405,683	$ 30,083
COMMODITIES	890	3,056	3,000	3,123	67
CAPITAL	-	258,400	25,000	233,400	(25,000)
TOTAL	**$ 392,982**	**$ 637,056**	**$ 412,010**	**$ 642,206**	$ 5,150
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 53	$ 100	$ 100	$ 183	$ 83
CONTRACTUAL SERVICES	293,000	290,000	290,000	340,000	50,000
PUBLIC ARTWORK	4,424	261,956	36,910	237,023	(24,933)
PARTNER CONTRIBUTIONS	69,825	65,000	65,000	65,000	-
RIORDAN MANSION	25,680	20,000	20,000	-	(20,000)
TOTAL	**$ 392,982**	**$ 637,056**	**$ 412,010**	**$ 642,206**	$ 5,150
SOURCE OF FUNDING:					
	ARTS AND SCIENCE FUND			$ 642,206	
				$ 642,206	

COMMENTARY:
The Arts and Science operating budget has increased by 8% due to the Science Foundation program transfer from the Economic Development section to the Arts and Sciences section, partially offset by the elimination of funding for the Riordan Mansion ($20,000). There are capital expenditures of $233,400, resulting in an overall net budget increase of 1%. One-time expenditures for this division are: $15,000 for the Flagstaff Cultural Partners and $50,000 for the Science Foundation. Minor fluctuations in year-to-year budgets relate to specific program needs each year while maintaining adequate fund balance. The Capital Public Art Work includes $200,000 for a public art project for Beautification and $33,400 for the East Flagstaff Gateway.

MISSION

To protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

PROGRAM DESCRIPTION

The Beautification General Administration program is the personnel component for Arts and Sciences, Beautification, Community Design, Heritage Preservation, and Redevelopment.

For planning purposes, the administration and implementation of the programs and activities of this Section are combined with Section 1807 (Community Design), 71 (Arts and Science), and 73 (Beautification General Administration) and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 13 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 91,021	$ 173,214	$ 138,834	$ 126,034	$ (47,180)
CONTRACTUAL	22,995	31,625	48,877	48,375	16,750
COMMODITIES	2,092	1,150	3,480	900	(250)
TOTAL	**$ 116,108**	**$ 205,989**	**$ 191,191**	**$ 175,309**	$ (30,680)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 93,167	$ 112,398	$ 109,736	$ 130,309	$ 17,911
COMMISSION	-	-	455	-	-
WHEELER PARK LIGHTING	18,931	25,000	25,000	25,000	-
RIORDAN MANSION	2,855	-	-	-	-
ENHANCED SERVICE DISTRICT	1,155	68,591	56,000	20,000	(48,591)
TOTAL	**$ 116,108**	**$ 205,989**	**$ 191,191**	**$ 175,309**	$ (30,680)

SOURCE OF FUNDING:

BEAUTIFICATION FUND	$ 175,309
	$ 175,309

COMMENTARY:
The Beautification operating budget has decreased 15% and there are no capital expenditures. Personal Services decreases include the reduction of 1.0 FTE for the Manager of Enhanced Service District. Contractual has an increase due to a one time expenditure in Enhanced Service District's other miscellaneous services. The Commodities decrease is due to decreases in food. There is no major capital (>$10,000) for this section.

SECTION:	77-EDA REVOLVING LOAN FUND - ECONOMIC DEVELOPMENT				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
CONTRACTUAL	$ -	$ -	$ -	$ 220,000	$ 220,000
TOTAL	**$ -**	**$ -**	**$ -**	**$ 220,000**	$ 220,000
EXPENDITURES BY PROGRAM:					
EDA REVOLVING LOAN FUND	$ -	$ -	$ -	$ 220,000	$ 220,000
					-
TOTAL	**$ -**	**$ -**	**$ -**	**$ 220,000**	$ 220,000
SOURCE OF FUNDING:					
	GENERAL FUND			$ 220,000	
				$ 220,000	

COMMENTARY:
This is a new fund in FY 2014. The EDA Revolving Loan Fund is funded 100% from a Northern Arizona Council of Government (NACOG)-Economic Development Administration (EDA) Grant. NACOG, as Grantee, operated a revolving loan fund and wished to transfer the funds to the City, as Grantee, final transfer amount of $217,268. The purpose of the grant is to provide micro-loans for Economic Development in the community business sector.

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 13 ACCOMPLISHMENTS

- Increased BBB revenues by 6.3% (thru Jan 2013) through targeted media advertising plan, enhanced leisure and group sales, and increased public relations efforts.
- Conducted research, photo shoot, focus groups and presentations to staff, Tourism Commission, stakeholders and city council on re-imaging campaign and launched campaign in May.
- Secured the International Planetary Defense Conference for 2013 during shoulder season attended by 300 people with an estimated $365,000 economic impact.
- Secured three different International Conferences for 2014 that will bring an average of 500 people for each conference over a three week time period. These three conferences are anticipated to generate $1 million dollars in lodging revenues over the three week time frame.
- Secured the 50th anniversary Ford Mustang Pony Ride which will bring up to 500 Ford Mustangs through Flagstaff during shoulder season of 2014 with an estimated $40,000 economic impact.
- Developed and led two Flagstaff and northern Arizona sales missions to Germany, France and Belgium, met with 70 trade professionals in 40 offices in 9 cities. Early results include addition to Flagstaff in four new fly drive itineraries, and a 2013 group tour with 10 departures that will each stay for 2 nights in Flagstaff. US based International Receptive operators indicate that bookings into Flagstaff have increased from 9-14% during 2012.
- Created French language collateral materials for tour operators promoting “Family friendly” Flagstaff. Additionally, the Route 66 walking tour has been translated for use by our French visitors. Both pieces were translated by professionals free of charge to the CVB.
- Developed a new “Guide to Educational and Recreational Experiences for Student Groups”. This guide targeted the student tour operators and teachers will be used as a resource to solicit student tours by the CVB, hotels and local attractions. Guide distributed to six Flagstaff attractions and four hotels.
- Increased Flagstaff’s presence and follower engagement on social media sites; Follower totals on Twitter 3,987 and Facebook fans 40,556. Our social media fans and followers have increased 14.9%.
- Created VisitFlagstaff profiles on Instagram and Pinterest and began posting and increasing followers.
- Conducted the *Flagstaff Travel Sweepstakes* on Flagstaff, Arizona Facebook fan page. Received total of 510 entries from 2,487 visits to the site.
- Organized individual itineraries for 32 travel writers and hosted one group familiarization tour for 10 international journalists in partnership with the Arizona Office of Tourism.
- Increased public relations presence in Canada by participating in the Arizona Office of Tourism’s Vancouver Media Marketplace and Canadian Traveler Magazine’s Discover America Day.
- Public Relations generated $1.1 million in value for calendar year 2012.
- Produced and printed the 2013 Flagstaff Visitor Guide, revised with fold-out City map and expanded travel information, providing increased benefit to Flagstaff tourism businesses.

- Placed more than 250 print ads, web banners and email blasts in both national and international markets.
- Enhanced internal customer service by providing marketing support to other divisions within the city.

- Procured professional website development company to create the CVB's new consumer website.

FY 14 NEW INITIATIVES AND GOALS

- Meeting/Events/Sales to partner with a minimum of 2 stakeholders on co-op advertising for the trade magazines that target Astronomy, Adventure Traveler, Biotech and Sciences to acquire a minimum of two more meetings leads.
- Create a quarterly tracking form to improve targeted marketing efforts for meetings and tour travel.
- Perform quarterly site visits by various staff to keep up-to-date on area attractions and hotels.
- Develop a baseline measurement of the number of tour operator and trade professional direct, in person, contacts made annually reaching a minimum of 300 trade contacts during FY14 with a 1% increase in overall leads.
- Utilize Educational Guide for Student groups to assist in securing two new student group tour bookings.
- Create a product inventory of Australian tour operators to determine the amount of Flagstaff product currently available in the Australian market.
- Conduct additional photo shoots for images to utilize in the newly launched advertising campaign and consumer website, as well as for the inclusion in the Flagstaff CVB photo library utilizing local photographers.
- Strengthen re-imaged branding by redesigning the 2014 Flagstaff Visitor Guide, CVB sales kits and all other marketing collateral as well as oversee the new website.
- Translate and produce the *Explore Flagstaff* guide in Japanese, Chinese and Italian to join existing translations in Spanish, French and German.
- Increase PR value of earned media by two percent (2%) through increased presence in key markets.
- Create a comprehensive social media plan to Increase fan/follower engagement on Visit Flagstaff social media sites, including Twitter, Facebook, Instagram and Pinterest, by three percent (3%) through contests, interactive elements and providing timely up-to-date information.
- Establish a blog for destination Flagstaff updated weekly with relevant and timely information.
- Continue strategic collaboration between Visitor Services, PR, Sales and Marketing programs to create a cohesive destination message.
- Increase PR value of earned media in meetings and tour and travel industry publications by three percent (3%).
- Cultivate partnerships with statewide stakeholders such as the Arizona Office of Tourism, CVBs, and Chambers of Commerce, to build and/or expand the knowledge of Flagstaff's offerings. Utilize memberships in organizations such as the Public Relations Society of America and Western Association of CVB's to reach out to new audiences.
- Create a quarterly E-newsletter specifically for media contacts with Flagstaff news and updates.

PERFORMANCE MEASURES

Council Priority: Retain, expand, and diversify economic base
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Bed Board and Booze (BBB) Tax revenues	$5,368,990	$5,667,320	$5,750,000	$5,850,000

*figure through January 2013

SECTION: 84-CONVENTION AND VISITORS BUREAU

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 541,618	$ 561,571	$ 547,700	$ 600,448	$ 38,877
CONTRACTUAL	588,532	652,198	672,837	804,785	152,587
COMMODITIES	97,399	96,932	105,902	113,047	16,115
TOTAL	**$ 1,227,549**	**$ 1,310,701**	**$ 1,326,439**	**$ 1,518,280**	$ 207,579
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 580,468	$ 603,865	$ 590,644	$ 643,180	$ 39,315
MARKETING AND PROMOTION	549,036	579,726	602,025	727,150	147,424
SALES	69,586	78,040	70,215	85,780	7,740
PUBLIC RELATIONS	27,709	33,320	31,180	42,120	8,800
FILM OFFICE	750	750	850	750	-
MILLIGAN HOUSE	-	15,000	31,525	19,300	4,300
TOTAL	**$ 1,227,549**	**$ 1,310,701**	**$ 1,326,439**	**$ 1,518,280**	$ 207,579
SOURCE OF FUNDING:					
	TOURISM FUND			$ 1,518,280	
				$ 1,518,280	

COMMENTARY:
The Tourism budget has increased 16% and there are no capital expenditures (>$10,000). Personal Services have increased 7% as a result of city wide market increases and benefit costs, as well as an organizational restructure. One-time requests include $189,700 of which $169,200 is for marketing and promotion, $8,500 for Sales, $9,000 for Public Relations, and $3,000 is for maintenance and structures. Ongoing authorizations total $10,710 comprised of $8,210 for Marketing and Promotion,and $2,000 for the Milligan House maintenance and structures. Differences between the FY 2014 budget and items listed above are due to prior year one-time authorizations.

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 13 ACCOMPLISHMENTS

- Assisted 51,008 visitors in the first seven months of the fiscal year and 87,272 in calendar year 2012.
- Enhanced 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.
- Maximized partnerships through Referral Program receiving 134 for the year.
- Grand Canyon Ticket Kiosk generated 517 sales.
- Participated in First Friday Art Walk to promote visitor services.
- Developed and provided on-site opportunities, such as educational forums, informational displays and programs to enhance both the visitor and local community's experience.
- Coordinated with Amtrak, BNSF and other City sections/programs to improve the visitor experience at the Train Station through facility upgrades and enhancements.

FY 14 NEW INITIATIVES AND GOALS

- Increase visitor walk-ins by 2% through enhanced programming.
- Increase VC referral program feedback by 2%.
- Increase awareness of Grand Canyon Ticket Kiosk.
- Expand Visitor Center (VC) outreach to include downtown businesses located south of the train station.
- Enhance the referral program by stronger engagement of hotel front line staff.
- Continue to create new tourism learning opportunities by reaching out to local organizations.
- Increase survey customer service ratings through interior facility enhancements. .
- Work with the City of Flagstaff's Beautification department and maintenance staff to improve exterior property.
- Complete signage for Amtrak.

PERFORMANCE MEASURES

Council Priority: Community Facilities and Services (Includes Public Safety)
Goal: Infrastructure and public services will be provided in efficient, equitable and effective manner.
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
VC Customer Service Survey (# surveys / % satisfaction)	389 / 96%	438/97.9%	450/98%	475/98%
Visitor Center Walk-ins	96,338	87,272	92,000	97,500

SECTION: **85-VISITOR SERVICES**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 189,870	$ 193,941	$ 198,428	$ 216,903	$ 22,962
CONTRACTUAL	89,147	92,154	92,584	112,654	20,500
COMMODITIES	34,387	27,306	36,061	31,821	4,515
TOTAL	**$ 313,404**	**$ 313,401**	**$ 327,073**	**$ 361,378**	$ 47,977
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 214,169	$ 216,101	$ 221,794	$ 250,078	$ 33,977
TRAIN STATION OPERATIONS	99,235	97,300	105,279	111,300	14,000
TOTAL	**$ 313,404**	**$ 313,401**	**$ 327,073**	**$ 361,378**	$ 47,977
SOURCE OF FUNDING:					
	TOURISM FUND			$ 361,378	
				$ 361,378	

COMMENTARY:
The Visitor Center's budget has increased 15% and there are no capital expenditures. There is no major capital (> $10,000) for this section. Personal Services increases are due to a market increase and an increase in benefit costs, along with a .44 FTE increase for an Administrative Assistant. One-time requests totaling $17,000 include the following: set-aside for catastrophic funding, kiosk computer equipment, maintenance, and property fence repair. Ongoing requests for $7,800 are for maintenance, restoration of custodial services, and building structure, material and supply cost increases.


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UTILITIES DIVISION MISSION

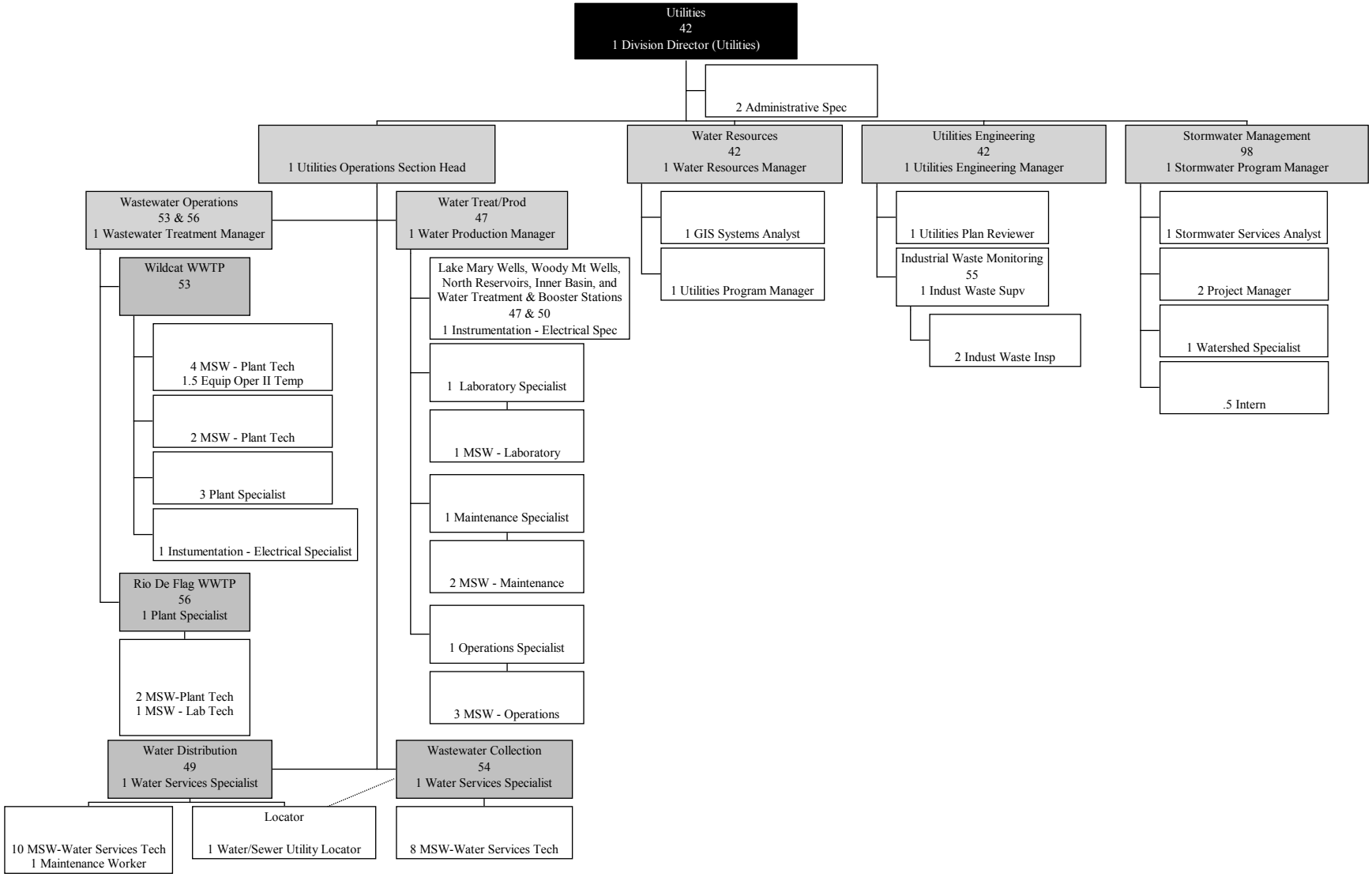
The mission of the **Utilities Section** is to professionally and cost effectively provide water, reclaimed water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

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


Utilities
42
1 Division Director (Utilities)
2 Administrative Spec
1 Utilities Operations Section Head
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
1 GIS Systems Analyst
1 Utilities Program Manager
1 Utilities Plan Reviewer
Industrial Waste Monitoring
55
1 Indust Waste Supv
2 Indust Waste Insp
1 Stormwater Services Analyst
2 Project Manager
1 Watershed Specialist
.5 Intern
Wildcat WWTP
53
4 MSW - Plant Tech
1.5 Equip Oper II Temp
2 MSW - Plant Tech
3 Plant Specialist
1 Instumentation - Electrical Specialist
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin, and Water Treatment & Booster Stations
47 & 50
1 Instrumentation - Electrical Spec
1 Laboratory Specialist
1 MSW - Laboratory
1 Maintenance Specialist
2 MSW - Maintenance
1 Operations Specialist
3 MSW - Operations
Rio De Flag WWTP
56
1 Plant Specialist
2 MSW-Plant Tech
1 MSW - Lab Tech
Water Distribution
49
1 Water Services Specialist
Wastewater Collection
54
1 Water Services Specialist
10 MSW-Water Services Tech
1 Maintenance Worker
Locator
1 Water/Sewer Utility Locator
8 MSW-Water Services Tech

MISSION

The mission of the Utilities Division is to professionally and cost effectively provide water, stormwater, 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

Core functions of the Utilities Division include: Utilities Engineering and Operations, Water Resources Management, Water Conservation, Industrial Waste and Backflow, Stormwater Management, and Regulatory Compliance. Operations is a comprehensive program that includes such diverse functions as water production, water distribution, wastewater collection, wastewater treatment, reclaimed water distribution, booster stations as well as industrial waste & backflow.

The Division also administers the following programs and commissions: Division Safety Program, Water Commission and the City Change Order Committee. We are a liaison with numerous outside agencies and organizations these include: representation to Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Northern Arizona Municipal Water Users Association, US Forest Service, Technical Advisory groups for the Coconino Plateau Water Advisory Council and the National Park Service/U.S. Forest Service Lake Mary Watershed Planning Group. In addition, staff review proposed water legislation and provide input to Council and Legislators. Utilities asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Utilities engineering evaluate capital improvement needs, including prioritization, and provide project management engineering services for capital improvement projects. Utilities staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff, and City Council inquiries and follow up on complaints. Utilities staff provide 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.

FY 13 ACCOMPLISHMENTS

- ✓ Evaluated security measures and began to implement at treatment facilities
- ✓ Continued Planning for the Future
- ✓ Continued working on the Utilities Integrated Master Plan by starting the Water Infrastructure Chapter
- ✓ Identified SCADA System upgrade opportunities
- ✓ Finalized Water Policies chapter with water commission

FY 14 NEW INITIATIVES AND GOALS

- Initiate the Feasibility Study with the Coconino Plateau Water Advisory Council Environment Assessment for the pumping at Red Gap Ranch
- Continue to Plan for the Future – how technology can make service delivery more efficient
- Resiliency and preparedness efforts are to be addressed in how we approach our daily operations during normal conditions and particularly how we respond during inclement weather conditions. Efforts are to include: redundancy of storage of critical data and increased plant security.
- Initiate and implement a Leak Detection program for the Water Distribution system

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PERFORMANCE MEASURES

Regional Plan Priority: Community Facilities and Services (includes Public Safety)
Goal: Maintain public and employee safety while remaining committed to short response times
Objective: No employee accidents resulting in injury or Lost Time accidents; no damage to public or private property
Type of Measure: Outcome; no injuries or damages
Tool: Risk management tracking of recordable incidents, quarterly performance metrics report, and annual summary report.
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of Injury Accidents	0	2	0	0
Number of Non-injury Accidents	0	0	0	0

Regional Plan Priority: Community Facilities and Services (includes Public Safety)
Goal: Infrastructure and public services will be provided in an efficient, equitable and effective manner.
Objective: Exceed customer's water and wastewater service expectations, and minimize 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Capital Projects Managed	5	7	16	13
Product Quality Regulatory Compliance				
• Drinking water compliance rate [1]	2,063/100%			
• Wastewater treatment effectiveness rate [2]	4,100/99%			
• Notice of Violations [3]	0	1	0	0
Water Distribution Pipe Replacement Rate [4]	0	1.6	1.212	1.91
• Total miles of pipe needed to be replaced [5]	26.5	26.5	26.5	
Wastewater Collection Pipe Replacement Rate [4]	0	0.65	.42	.63
• Total miles of pipe needed to be replaced [5]	11.3	11.3	11.3	11.3
Insurance claims ($)	$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: Repair, replace, maintain infrastructure (streets & utilities)
Goal: A sustainable community through economic vitality, environmental protection and social inclusion.
Objective: Ensure 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of Development Review Board plans reviewed	60	301	330	350
Number of water and sewer impact analysis performed	6	6	4	6

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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Review Rates with internal rate model	Yes	Yes	Yes	Yes
Water Revenues % Actual vs Budget	100%	100%	100%	100%
Sewer Revenues % Actual vs Budget	100%	100%	100%	100%
Debt Ratio (total liabilities / total debt)	4	N/A		
Customer accounts per employee (Water)	283	321	303	303
Customer accounts per employee (WasteWater)			293	293
Customer service complaints per 1000 customers	55 (total)	55 (total)	.73	0

Regional Plan Priority: Community Facilities and Services (includes Public Safety)
Goal: Infrastructure and public services will be provided in an efficient, equitable and effective manner.
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Total Number of customer complaints	100	55	39	0
• Water	70	48	13	0
• Wastewater	10	6	9	0
• Stormwater	20	1	17	0
Number of complaints resolved	100	55	39	100%
Number of compliments received	50	10	9	
Customer Survey Rating	90%	N/A	N/A	100%
First call resolution	95%			100%

SECTION: **42-UTILITIES ADMINISTRATION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 653,704	$ 636,880	$ 791,603	$ 815,620	$ 178,740
CONTRACTUAL	347,276	527,029	484,765	571,779	44,750
COMMODITIES	27,036	41,120	54,841	32,420	(8,700)
CAPITAL	-	15,000	15,000	-	(15,000)
TOTAL	**$ 1,028,016**	**$ 1,220,029**	**$ 1,346,209**	**$ 1,419,819**	$ 199,790
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 661,078	$ 861,611	$ 973,021	$ 1,051,354	$ 189,743
WATER COMMISSION	292	180	360	180	-
CITY WATER SYSTEM ANALYSIS	6,240	10,185	10,185	10,185	-
CITY WATER SYSTEM ANALYSIS	3,600	10,820	10,820	10,820	-
ENGINEERING	118,780	120,200	135,428	124,087	3,887
WATER CONSERVATION	129,097	132,993	132,613	136,667	3,674
GIS - UTILITIES	105,019	75,940	75,940	78,426	2,486
RED GAP OPER AND LAND MGMT	3,910	8,100	7,842	8,100	-
TOTAL	**$ 1,028,016**	**$ 1,220,029**	**$ 1,346,209**	**$ 1,419,819**	$ 199,790
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				$ 1,419,819	
				$ 1,419,819	

COMMENTARY:
The Utilities Administration operating budget has increased 18% there are no capital expenditures resulting in an overall net increase of 16%. Personal Services increased for market pay and benefits increases and restoring the Resource Manager position which was vacant for most of FY 2013. There was also one position that was moved from Water Distribution and Wastewater Collection as part of a reorganization change. Contractual decrease is related to prior year one-time items net of an increase for legal fees. The decrease in Commodities is due to prior year one-time items. There is no major capital (>$10,000) for this section.

UTILITIES	SECTION 47/50	LAKE MARY WATER TREATMENT PLANT/BOOSTER STATIONS

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 13 ACCOMPLISHMENTS

- ✓ Completed the reconstruction of the Inner Basin Pipeline along Forest Service Road 146 (Pipeline Road) ahead of schedule and within budget.
- ✓ Replaced the variable frequency drive units (2) at the raw water pump station.
- ✓ Cleaned and refurbished Woody Mountain Well #11
- ✓ Repaired Lake Mary Well #5 motor and pump.
- ✓ Replace Woody Mountain Well #9 pump with the spare

FY 14 NEW INITIATIVES AND GOALS

- ➢ Replace old motor control and electronic infrastructure at Woody Mountain Well #6 .
- ➢ Upgrade the motor controls at the Fort Tuthill Well
- ➢ Relocate the Lake Mary Well #2 water line to allow for 12 month operation.
- ➢ Change the Lake Mary Well field pumps at the Raw Water Pump Station to smaller units that will be more energy efficient.

PERFORMANCE MEASURES

Regional Plan Priority: Community Facilities and Services (includes 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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Injury Accidents	0	1	0	0
Non-Injury Accidents	0	0	0	0
Lost Work Days	0	0	0	0
Accidents per Million Gallons produced	0	0.00037	0	0
Safety Training (hr/person)	4.2	20.25	20	20

Council Priority: Repair, replace, maintain infrastructure (streets & utilities)
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 11 Actual	CY 12 Actual	CY 13 Estimate	CY 14 Proposed
Number of Safe Drinking Water Act Violations	1	1	0	0

Regional Plan Priority: Community Facilities and Services (includes Public Safety)
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 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Gallons produced in MG	2,703MG	2,706 MG	2,750 MG	2750 MG
Cost per 1000 gallons to produce*	$1.41	$1.22	$1.25	$1.30
Actual vs. Projected Power Costs to Produce 1000 gallons	$0.58/0.75	$0.67/0.75	$0.78/0.78	$0.78/0.78
Production vs Total Capacity – Peak Day*	57%	51%	60%	60%

*Note: Cost to produce 1000 gallons is based on total expenses compared to total gallons produced for 2011
*Note: Total capacity includes all wells, North Reservoir Plant and Lake Mary Plant
Note: Costs to produce do not include Water Distribution or Utilities overhead.

Council Priority: Repair, replace, maintain infrastructure (streets & utilities)
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 11 Actual**	**CY 12 Actual**	**CY 13 Estimate**	**CY 14 Proposed**
Number of customer complaints	27	15	30*	30*
Number of complaints per 1000 customers	1.4	0.78	1.6	1.6
Number of compliments received	1	0	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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 671,093	$ 729,494	$ 722,567	$ 763,662	$ 34,168
CONTRACTUAL	2,316,394	2,687,768	2,817,373	2,822,562	134,794
COMMODITIES	206,530	465,820	342,208	497,320	31,500
CAPITAL	16,022	366,297	102,967	313,300	(52,997)
TOTAL	**$ 3,210,039**	**$ 4,249,379**	**$ 3,985,115**	**$ 4,396,844**	$ 147,465

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 448,652	$ 858,006	$ 430,931	$ 802,843	$ (55,163)
WATER TREATMENT OPERATION	349,166	418,571	328,150	454,065	35,494
CHEMICAL ANALYSIS	188,971	293,864	249,963	252,354	(41,510)
BLDGS AND GROUNDS MAINTENANCE	46,131	71,373	51,932	84,391	13,018
EQUIPMENT MAINTENANCE	100,999	334,518	200,527	316,628	(17,890)
USFS LAKE MARY CONTRACT	-	8,860	8,860	8,860	-
UPPER LAKE MARY DAM IMPROVE	-	-	32,197	12,000	12,000
SCADA TRACKING	21,866	120,947	70,126	117,386	(3,561)
LOCAL WELLS	844,027	825,701	1,039,326	1,028,574	202,873
LAKE MARY WELLFIELDS	351,577	376,281	307,625	335,823	(40,458)
WOODY MOUNTAIN WELLFIELD	777,733	804,334	1,120,933	797,876	(6,458)
NORTH RESERVOIRS	31,489	45,416	42,310	45,769	353
INNER BASIN DEVELOPMENT	22,958	63,158	71,588	110,865	47,707
INNER BASIN PIPELINE	26,470	28,350	30,647	29,410	1,060
TOTAL	**$ 3,210,039**	**$ 4,249,379**	**$ 3,985,115**	**$ 4,396,844**	$ 147,465

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 4,396,844
	$ 4,396,844

COMMENTARY:

The Lake Mary Water Treatment Plant operating budget increased 5% and capital expenditures total $313,300 resulting in an overall net increase of 3%. Personal Services increases are due to a market increase and increases in benefits. Contractual increases are due to utilities, maintenance, and Lake Mary dam inspection. There is $141,000 budgeted as one-time related to the expectation to use more well water due to the lower lake levels. Commodities increase is related to fuel for the Inner Basin wells. Major capital (>$10,000) is for facility repairs ($20,000), communication system upgrades ($30,000) fixed drive replacement ($125,000), water pump station ($35,000) and Scada improvements ($25,700).

SECTION: **50-BOOSTER STATIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 33,866	$ 39,376	$ 27,911	$ 27,498	$ (11,878)
CONTRACTUAL	28,585	42,062	41,373	42,062	-
COMMODITIES	1,580	2,400	1,200	2,400	-
TOTAL	**$ 64,031**	**$ 83,838**	**$ 70,484**	**$ 71,960**	$ (11,878)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 33,820	$ 46,376	$ 34,911	$ 34,498	$ (11,878)
ZONE A	-	250	-	250	-
KINLANI	1,454	1,911	1,638	1,911	-
UNIVERSITY HIGHLANDS #1	2,908	1,600	3,288	1,600	-
AIRPORT BOOSTER	2,583	1,700	2,217	1,700	-
AMBERWOOD BOOSTER	4,433	6,351	7,230	6,351	-
RAILROAD SPRINGS BOOSTER	18,833	25,650	21,200	25,650	-
TOTAL	**$ 64,031**	**$ 83,838**	**$ 70,484**	**$ 71,960**	$ (11,878)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 71,960
	$ 71,960

COMMENTARY:

The Booster Station operating budget has decreased 14% and there are no capital expenditures. Personal Services decrease is related to a reduction of hours charged to this section. Contractuals and commodities are unchanged. There is no major capital (>$10,000) for this section.

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 13 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned and operated all valves throughout 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 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 mostly at night on the Asphalt Overlay Projects throughout the City to perform inspections of the valves and manholes ensuring proper standards. There was approximately 13,392 linear feet of asphalt overlay that was inspected for utilities.
- ✓ Our bluestake locator completed 3,064 tickets (7-1-12 to 1-10-13)
- ✓ Crewmembers worked side-by-side with contractors for the following CIP/Bond Projects: West St., Skunk Canyon Drainage, Cherry Ave., Dodge Ave., Coconino Ave., Humphreys St., Elden Rd., Thorpe Bridge, Shadow Mountain DrainageCrewmembers completed the abandonment of the O'Neil Spring's 4"-6" waterline from Ft. Tuthill to University Heights Dr. South.
- ✓ Crewmembers installed a new fire hydrant off our 12" AC main near Buffalo Park for an air release and flushing point due to numerous breaks on this line and no place to flush.
- ✓ Our Section helped train the FFD in proper fire hydrant operation drastically cutting back on the number of complaints we have received.

FY 14 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.
- ➢ Establish a fire hydrant replacement program
- ➢ Establish a valve maintenance program

PERFORMANCE MEASURES

Council Priority: Repair, replace, maintain infrastructure (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:	CY 11 Actual	CY12 Actual	CY13 Estimate	CY 14 Proposed
Number of Complaints		16	12	12
Number of Complaints per 1000 Customers		0.83	0.62	0.62
Number of Compliments		4	12	12
Number of Water Breaks		15	12	12
Number of Water Breaks per 100 Mile of Pipe		3.46	2.77	2.77
Total Water Outage Time in hours		1,709	1250	1250
a. Scheduled		947	750	750
b. Un-Scheduled		762	500	500
c. Isolation time (estimate)	30 min.	30 min.	30 min.	30 min.
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks, etc.	>5.1%	>5.1%	>5.1%	>5.1%

Regional Plan Priority: Community Facilities and services (includes 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:	CY 11 Actual	CY12 Actual	CY 13 Estimate	CY 14 Proposed
Number of Injury Accidents	6	1	0	0
Number of Lost Time Accidents	1	1	0	0
Safety Training Hours per Employee		20.3	38.5	38.5

SECTION: **49-WATER DISTRIBUTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 893,888	$ 954,198	$ 918,304	$ 924,279	$ (29,919)
CONTRACTUAL	37,687	91,650	91,650	215,650	124,000
COMMODITIES	376,312	402,678	402,678	387,747	(14,931)
CAPITAL	51,989	130,000	130,000	45,000	(85,000)
TOTAL	**$ 1,359,876**	**$ 1,578,526**	**$ 1,542,632**	**$ 1,572,676**	$ (5,850)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 157,530	$ 356,577	$ 325,987	$ 201,301	$ (155,276)
WATER SYSTEM MAINT - OPERATION	239,067	233,839	233,270	233,615	(224)
MAIN AND SERVCE LINE REPAIR	298,587	314,626	314,381	338,327	23,701
MAIN EXT - FIRE HYDRANT / VALVE	29,320	31,703	32,288	31,869	166
VALVE AND FIRE HYDR MAINTENANCE	131,464	131,442	130,566	251,196	119,754
METER INSTALLATION	367,423	375,552	372,610	378,234	2,682
METER REPAIR AND TESTING	95,156	98,951	97,640	101,038	2,087
BLUE STAKE	41,329	35,836	35,890	37,096	1,260
TOTAL	**$ 1,359,876**	**$ 1,578,526**	**$ 1,542,632**	**$ 1,572,676**	$ (5,850)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,572,676
	$ 1,572,676

COMMENTARY:

Water Distribution operating budget has increased 5% and capital expenditures total $45,000 resulting in an overall net decrease of less than 1%. Personal Services decreased due to moving one position to Utilities Administration. There are increases in personal services for a market increase and increases in benefits. Contractual increases are for three new programs to address aging infrastructure including leak detection, fire hydrant maintenance, and valve maintenance. Commodities decrease is due to prior year one-time items and increases to parts. Major capital (>$10,000) is for a replacement vehicle ($45,000).

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 13 ACCOMPLISHMENTS

- ✓ Started addressing solids handling in collaboration with utility administration.
- ✓ Worked well with Kruger Reps on IFAS that led to improvements in process controls and treatment quality.
- ✓ Newly installed solar power plant at Wildcat Hill WWTP is online.
- ✓ Implemented new site security measures.
- ✓ Process disinfection improvements, which will save money in reduced chemical usage.
- ✓ Resolved issues with false positive analysis for cyanide in our final effluent
- ✓ Addressed and solved a long standing issue with emergency generator.
- ✓ Actively participated in the development of the Utilities Department SCADA Master Plan

FY 14 NEW INITIATIVES AND GOALS

- ➢ Complete and implement solids handling improvements.
- ➢ Improve methane delivery system to facility co-generation system.
- ➢ Improve process treatment to meet at least 90% - 95% A+ water.
- ➢ Work with Industrial Waste Div. and local industries to eliminate the source of selenium in final effluent.
- ➢ Implement SCADA system enhancements based on critical needs identified in SCADA Master Plan
- ➢ Implement additional site security enhancements

PERFORMANCE MEASURES

Council Priority: Resiliency and Preparedness Efforts
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Digester gas / Natural gas	59%			

Council Priority: Community Facilities and Services (includes Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of complaints /odors ect.	0	0	0	0
Number of on the job lost time accidents / injuries.	0	2	0	0

Council Priority: Community Facilities and Services (includes Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Cost per thousand to treat (influent).	$1.66	$1.59	$1.70	1.80

Note: Cost for treatment do not include wastewater collection or Utilities overhead

Council Priority: Repair, Replace, Maintain Infrastructure (streets & utilities)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of regulatory permit violations (within plant design)	24*	6*	3*	0
Number of regulatory permit violations (beyond plant capabilities)	2	9*	5*	0

*most of these violations are from recurring issues the facility has been working on.

Council Priority: **Repair, Replace, Maintain Infrastructure (streets & utilities)**
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Gallons of influent treated (billions).	1.19	1.21	1.30	1.30
Gallons of septage treated (millions).	3.27	3.12	3.25	3.25
Gallons of reclaim water sold (millions).	400.48	405	400	400
Gallons of grease treated (thousands).	701	630	700	700
Gallons of interceptor sludge (thousands).	39	30	40	40
Dry metric tons of solids/sludge injected.	587	686	800	800

SECTION: **53-WILDCAT WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 843,989	$ 838,211	$ 819,925	$ 911,110	$ 72,899
CONTRACTUAL	849,499	990,050	987,449	1,025,050	35,000
COMMODITIES	328,340	296,614	297,129	296,614	-
CAPITAL	175,767	179,000	52,000	188,000	9,000
TOTAL	**$ 2,197,595**	**$ 2,303,875**	**$ 2,156,503**	**$ 2,420,774**	$ 116,899

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 104,297	$ 323,214	$ 147,755	$ 268,291	$ (54,923)
WC - PLANT OPERATIONS	1,017,850	1,126,644	1,095,017	1,126,988	344
WC - PLANT MAINTENANCE	606,585	546,420	609,686	695,534	149,114
WC - LAB - PROC CONTROL - MONITOR	199,663	220,655	216,586	227,708	7,053
WC - SEPTAGE	472	650	600	650	-
WC - WH RIO MAINTENANCE	1,421	1,700	1,138	1,700	-
WC - DRYING BEDS OPERATIONS	-	400	400	400	-
WC - SLUDGE INJECTION	91,505	84,192	85,321	90,303	6,111
RECLAIM SERVICES - WILDCAT	-	-	-	9,200	9,200
DIGESTOR I REPAIR	100,767	-	-	-	-
DIGESTOR I REPAIR OPTION	75,035	-	-	-	-
TOTAL	**$ 2,197,595**	**$ 2,303,875**	**$ 2,156,503**	**$ 2,420,774**	$ 116,899

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 2,420,774
	$ 2,420,774

COMMENTARY:
Wastewater Treatment Plant operating budget increased by 5% and capital expenditures total $188,000 resulting in an overall net increase of 5%. Personal Services increases are due a market increase and increases in benefits. There is also costs related to increasing hours for one position. Contractuals increased due utilities and maintenance. Commodities remain unchanged. Major capital (>$10,000) includes building repairs ($45,000), LAN equipment ($20,000) and gas conveyence system improvements ($123,000).

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 13 ACCOMPLISHMENTS

- ✓ Relocated sewer line at Fire
- ✓ Department
- ✓ Training Facility as part of the solar project.
- ✓ Video inspection of both public and private lines in the area of the Hillside Project to help
- ✓ with development plans.
- ✓ Video inspection of a line at City Hall for Stormwater for drainage project.
- ✓ Crewmembers assisted a contractor in installing two new manholes that were for a test of material. This is a new composite manhole material that we are testing.
- ✓ Installed new test manhole material (adjustment rings) under manhole ring and cover. This is a
- ✓ test for the new product.
- ✓ Assisted the Rio de Flag Water Reclamation Plant in locating and repairing a leak in the reclaim system.
- ✓ Assisted the Water Distribution Section with all frozen lines, as needed.
- ✓ Repaired five mains, six service saddles, and conducted five walk through inspections.
- ✓ Assisted various departments within the City of Flagstaff.

FY 14 NEW INITIATIVES AND GOALS

- ➢ Stay within budget reductions and keep the same level of service.
- ➢ Reduce the number of blockages in the main lines.
- ➢ Reschedule cutting and cleaning procedures to compensate for a reduction in chemical root control.
- ➢ Convert the Sewer Inspection (TV) Van from VHS tape and paper to DVD, and upgrade the Pipe Logix software with a external computer hard drive.
- ➢ Inspect and re-evaluate the repairs along the Rio de Flag that were done to mitigate infiltration into the collection system and make any necessary repairs.
- ➢ Assist other Sections within Utilities as needed.

PERFORMANCE MEASURES

Council Priority: Community Facilities and Services (includes Public Safety)
Goal: Exceed Customers sewer service expectation.
Objective: Reduce the number of 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:	CY 11 Actual	CY12 Actual	CY 13 Estimate	CY 14 Proposed
Number of Main line blockages		14	12	12
Miles of Sewer Jetted (cleaned)		207	250	250
Percent of Sewer Collection System Cleaned		75%	91%	91%
Miles of Sewer Inspected		23.3	25	25
Miles of Sewer Inspected per 100 miles of Sewer		8.5	9.1	9.1
Complaints		9	6	6
Compliments		1	6	6
Complaints per 1000 Customers		0.47	0.3	0.3

Council Priority: Community Facilities and Services (includes 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:	FY11 Actual	FY12 Actual	FY 13 Estimate	FY 14 Proposed
Number of Accidents resulting in Injury		1	0	0
Number of Lost Time Accidents		1	0	0
Safety Training (hr/person)		10.4	20	20

SECTION: **54-WASTEWATER COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 713,868	$ 752,585	$ 673,456	$ 677,274	$ (75,311)
CONTRACTUAL	34,621	56,030	56,730	107,530	51,500
COMMODITIES	194,118	211,888	208,641	214,889	3,001
CAPITAL	100,992	85,000	55,000	233,000	148,000
TOTAL	**$ 1,043,599**	**$ 1,105,503**	**$ 993,827**	**$ 1,232,693**	$ 127,190

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 352,481	$ 393,141	$ 329,187	$ 492,095	$ 98,954
SERVICE CONNECTIONS	54,681	52,648	49,231	49,917	(2,731)
PREVENTIVE MAINTENANCE	370,271	368,922	349,239	353,221	(15,701)
TV INSPECT AND HYDRO - CLEAN	163,826	175,505	158,973	168,633	(6,872)
CORRECTIVE MAINTENANCE	84,740	102,906	95,772	157,499	54,593
RECLAIMED WATER LINE	17,600	12,381	11,425	11,328	(1,053)
TOTAL	**$ 1,043,599**	**$ 1,105,503**	**$ 993,827**	**$ 1,232,693**	$ 127,190

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,232,693
	$ 1,232,693

COMMENTARY:

The Wastewater Collection operating budget has decreased 2% and capital expenditures total $233,000 resulting in an overall net increase of 12%. Personal Services decreased due to moving one position to Utilities Administration. There are increases in Personal Services for a market increase and increases in benefit costs. Contractual increase is for manhole rehab to address aging infrastructure. Commodities increases are for fuel costs. Major Capital (>$10,000) is for building improvements ($30,000), vehicle replacement ($45,000), air compressor replacement ($25,000), and a dump truck replacement ($125,000).

MISSION

Our mission is to protect the potable drinking water distribution system from contamination through business and industry inspections and user education of cross-connection and contamination potential. To maintain a Backflow Prevention/ Cross-Connection program to provide our citizens with safe, clean, and uncontaminated drinking water throughout the distribution system. Our section also regularly inspects commercial and residential establishments in an effort to protect the publicly-owned treatment works (POTW) including the wastewater collection system and wastewater treatment plants from intentional or unintentional contaminates or slug loads that possess the potential to adversely impact our infrastructure or personnel.

PROGRAM DESCRIPTION

This section provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City of Flagstaff's wastewater collection system to achieve 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 and wastewater monitoring.

FY 2013 ACCOMPLISHMENTS

- ✓ Provided training and resources for new inspector to achieve Backflow Prevention Assembly Tester status
- ✓ 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 assessments during inspections.
- ✓ Reduced the amount of fats, oils and greases from being discharged into the wastewater collections system
- ✓ Improved the new IWS downtown facility to better meet the needs of the IWS.
- ✓ Incorporated a new system for tracking all of the City's thousands of backflow prevention assemblies and methods of contacting all of the assembly's owners with compliance status updates and penalties for non-compliance.
- ✓ Met with ADEQ representatives to provide transparency and discuss program successes as well as areas for improvement.
- ✓ Invested in new updated equipment to effectively reduce costs of industry compliance monitoring with more accurate sampling results with less redundancy and errors due to missed samples.
- ✓ Improved safety of inspectors by investing in safer, more modern equipment and hand tools resulting in less worker injuries and associated time missed.
- ✓ Reworked industry inspection templates to reduce time required for inspections while simultaneously improving accuracy and quality of data collected during such inspections.
- ✓ Developed new business inspection reports to assure compliance with Senate Bill 1598 for increased clarity with its guidelines

FY 2014 NEW INITIATIVES AND GOALS

- ➢ Work with local industries to address selenium contamination issues with regards to WWTP's violations
- ➢ Complete the changes to the IWS building to address the needs of wastewater workers.
- ➢ Provide further training to inspectors to increase the level of customer service.
- ➢ Reduce overtime and increase efficiency by implementing technology to automate the backflow preventer testing and tracking process.
- ➢ Improve the accuracy of industry discharge monitoring by reducing and removing the reliance on industry flow meters used to calculate wastewater fees and penalties for non-compliance. Purina only
- ➢ Continue to enforce industry compliance with local, state, and federal discharge regulations.
- ➢ Continue to foster mutually beneficial relationships with local industries and businesses.
- ➢ Inspectors to attend utility systems disaster preparedness seminars sponsored by DHS

PERFORMANCE MEASURES

Council Priority: Repair, replace, maintain infrastructure (streets & utilities)
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 11 Actual	FY 12 Actual	FY 13 Estimate	FY 14 Proposed
# of blockages/Notice of Violations (NOV's) issued	1	3	0	0
# resulting in sewer line cleaning	1	3	0	0

Council Priority: Repair, replace, maintain infrastructure (streets & utilities)
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 11 Actual	FY 12 Actual	FY 13 Estimate	FY 14 Proposed
# of backflow prevention assemblies tested	2241	2872	2872	3000
% of bpa's tested that failed	10%	10%	10%	7%
Water quality violations due to bpa failing	0	0	0	0

Regional Plan Priority: Community Facilities and Services (includes 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 11 Actual	FY 12 Actual	FY 13 Estimate	FY 14 Proposed
# of Industry and plant samples analyzed	2773	2773	2773	2773
# of NOV's written to industries	0	1	0	0
# of NOV's written to commercial sites	0	3	0	0

SECTION: **55-INDUSTRIAL WASTE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 187,885	$ 189,174	$ 189,566	$ 196,207	$ 7,033
CONTRACTUAL	58,400	85,417	86,042	239,417	154,000
COMMODITIES	16,158	19,015	17,998	16,015	(3,000)
CAPITAL	6,551	-	-	-	-
TOTAL	**$ 268,994**	**$ 293,606**	**$ 293,606**	**$ 451,639**	$ 158,033

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 112,602	$ 110,034	$ 108,486	$ 113,405	$ 3,371
NPDES MONITORING	34,255	56,746	47,254	44,002	(12,744)
INDUSTRIAL WASTE MONITOR	44,828	68,092	58,606	55,348	(12,744)
HAZARDOUS WASTE	740	-	-	-	-
BACKFLOW X CONN CONTROL	76,569	58,734	79,260	88,884	30,150
LOCAL LIMITS STUDY	-	-	-	150,000	150,000
TOTAL	**$ 268,994**	**$ 293,606**	**$ 293,606**	**$ 451,639**	$ 158,033

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 451,639
	$ 451,639

COMMENTARY:

The Industrial Waste budget has increased 54% and there are no capital expenditures. Personal Services increases are related to a market increase and increases in benefit costs. Contractuals increased for a local limits study and building maintenance. Commodities decrease is related to prior year one-time items. 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 Class 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 13 ACCOMPLISHMENTS

- ✓ Started to provide reclaimed water to Arizona Snowbowl for snow making
- ✓ Installed new, higher efficiency VFDs on two of five RAS pumps
- ✓ Actively participated in the development of the Utilities Dept. SCADA Master Plan
- ✓ Implemented new site security measures
- ✓ Relieved of the requirement to maintain a valid Air Quality permit with ADEQ

FY 14 NEW INITIATIVES AND GOALS

- ➢ UV disinfection system improvements to extend life of system and maintain reliable disinfection
- ➢ Additional site security measures will be implemented
- ➢ Begin implementing SCADA enhancements based on critical needs determined from SCADA Master Plan

PERFORMANCE MEASURES

Council Priority: Repair, Replace, Maintain Infrastructure (streets & utilities)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of Permit Violations	0	0	0	0

Council Priority: Repair, Replace, Maintain Infrastructure (streets & utilities)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Gallons of Wastewater Treated (millions)	689	707	700	700
Gallons of Reclaim Water Reused (millions)	290	315	400	410

Council Priority: Community Facilities and Services (includes Public Safety)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Cost/thousand gallons of reclaimed water produced	$1.17	$1.26	$1.30	$1.32

Note: Cost to treat do not include wastewater collection or Utilities overhead

Council Priority: Repair, Replace, Maintain Infrastructure (streets & utilities)
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
Number of complaints /odors ect.	0	0	0	0
Number of on the job lost time accidents / injuries.	0	0	0	0

SECTION: **56-RIO DE FLAG WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 359,846	$ 345,634	$ 360,681	$ 371,933	$ 26,299
CONTRACTUAL	380,606	496,250	459,650	494,550	(1,700)
COMMODITIES	61,704	118,919	96,100	115,419	(3,500)
CAPITAL	-	125,000	-	171,200	46,200
TOTAL	**$ 802,156**	**$ 1,085,803**	**$ 916,431**	**$ 1,153,102**	$ 67,299

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 64,389	$ 119,576	$ 79,148	$ 133,133	$ 13,557
PLANT OPERATIONS	493,975	679,081	525,181	660,033	(19,048)
PLANT MAINTENANCE	123,208	170,970	173,239	201,879	30,909
LAB - PROCESS CONTROL - MONITOR	120,584	116,176	138,863	124,057	7,881
RECLAIMED CONNECTIONS	-	-	-	-	-
TOTAL	**$ 802,156**	**$ 1,085,803**	**$ 916,431**	**$ 1,153,102**	**$ 67,299**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,153,102
	$ 1,153,102

COMMENTARY:

The Rio de Flag Treatment Plant operating budget increased 2% and capital expenditures total $171,200 resulting in an overall net increase of 6%. Personal Services increases are related to a market increase and increases in benefit costs. Contractual decrease is related to prior year one-time items. The Commodities decrease is related to prior year one time items and an increase for one time maintenance costs. Major capital (>$10,000) is for facility repairs ($22,000), a chlorination system ($24,200) and 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 13 ACCOMPLISHMENTS

- ✓ Completed $812,000 of capital drainage improvement projects (Shadow Mt. Linda Vista Valley Gutters, Route 66 and Rio De Flag, Skunk Canyon)
- ✓ Finished FEMA Flood Insurance Rate Map corrections (last map correction became effective on 11/19/12)
- ✓ Completed hydrologic model for the Bow and Arrow Master Drainage Plan. Initiated design contract for proposed improvements
- ✓ Installed streamflow monitoring station
- ✓ Initiated FEMA elevation certificate project to help remove properties from floodplain and reduce flood insurance rates
- ✓ Delivered current phase of the Picture Canyon Meander Restoration Project on-time, on-budget
- ✓ Obtained new Grant from Arizona Water Protection Fund in the amount of $252,000 for Picture Canyon, Phase 2
- ✓ Achieved full compliance with NPDES Municipal Permit
- ✓ Completed additional Flood Control projects demonstrating LID/ rainwater harvesting features
- ✓ Achieved eligibility for a Class 6 flood insurance rating, resulting in an additional 5% discount for flood insurance
- ✓ Initiated the City Hall Maintenance, Landscape and Stormwater Infrastructure Project
- ✓ Initiated and completed large scale watershed community events that included removal of 6.29 tons of trash and debris from city property utilizing 106 volunteers (delivered by COF Flagstaff Area Stream Team)
- ✓ Completed three Stormwater Section public outreach workshops and tours in cooperation with city staff and community partners to further mission and goals

FY 14 NEW INITIATIVES AND GOALS

- ➢ Construct $600,000 worth of capital drainage improvement projects (Citizen Residential Flooding Improvements, Columbia Circle Neighborhood Improvements, City property at 116 E. Butler)
- ➢ Complete City Hall Maintenance, Landscape and Stormwater Infrastructure Project
- ➢ Achieve a Class 6 discount for the flood insurance rating
- ➢ Achieve full compliance with NPDES Municipal Permit
- ➢ Complete 100% plans for Bow and Arrow Wash
- ➢ Achieve full compliance with the FEMA NFIP Program
- ➢ Complete FEMA Elevation Certificate Project
- ➢ Successfully deliver next phases of Picture Canyon Phase 2
- ➢ Complete a minimum of four Stormwater Section public outreach events

PERFORMANCE MEASURES

Regional Plan Priority: Community Facilities and Services (includes 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 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%

Regional Plan Priority: Resiliency and Preparedness Efforts
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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 Proposed
a. Complaints received	40	17	20	20
Complaints resolved	35	13	12	15
c. No public infrastructure damages (100% = no damages; goal achieved)	95%	100%	100%	100%
d. No damages/claims to private property (100% = no damages; goal achieved)	95%	100%	100%	100%

Regional Plan Priority: Community Facilities and Services (includes 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 11 Actual	CY 12 Actual	CY 13 Estimated	CY 14 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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 502,085	$ 492,458	$ 477,694	$ 488,646	$ (3,812)
CONTRACTUAL	23,677	149,045	149,045	107,045	(42,000)
COMMODITIES	7,853	43,160	43,160	36,460	(6,700)
TOTAL	**$ 533,615**	**$ 684,663**	**$ 669,899**	**$ 632,151**	$ (52,512)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 247,355	$ 284,494	$ 284,928	$ 277,249	$ (7,245)
ENGINEERING AND MASTER PLANNING	-	87,000	87,000	50,000	(37,000)
OPERATIONS	284,674	313,169	297,971	279,902	(33,267)
WATER QUALITY IMPROVEMENT GRANT	1,586	-	-	-	-
RIO DE FLAG RESTORATION	-	-	-	25,000	25,000
TOTAL	**$ 533,615**	**$ 684,663**	**$ 669,899**	**$ 632,151**	$ (52,512)

SOURCE OF FUNDING:

STORMWATER UTILITY FUND	$ 632,151
	$ 632,151

COMMENTARY:
The Stormwater Utility operating budget has decrease of 8% and there are no capital expenditures. Personal Services decreases are due to a market increase and an increase in benefits offset by salary savings due to personnel turnover. Contractual decreases overall are due to a decrease in the Master Plan project and in consultant fees. Commodities decreased due to a decrease in other operating supplies. 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 **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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 276,258	$ 324,146	$ 326,386	$ 337,042	$ 12,896
CONTRACTUAL	78,483	80,860	78,210	74,710	(6,150)
COMMODITIES	13,667	3,750	1,100	2,445	(1,305)
TOTAL	**$ 368,408**	**$ 408,756**	**$ 405,696**	**$ 414,197**	$ 5,441

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 367,993	$ 408,156	$ 405,696	$ 414,197	$ 6,041
BOARDS AND COMMISSIONS	415	600	-	-	(600)
TOTAL	**$ 368,408**	**$ 408,756**	**$ 405,696**	**$ 414,197**	$ 5,441

SOURCE OF FUNDING:

GENERAL FUND	$ 206,103
LIBRARY FUND	22,948
HIGHWAY USER REVENUE FUND	21,541
TRANSPORTATION FUND	8,458
WATER AND WASTEWATER FUND	68,764
STORMWATER FUND	3,155
AIRPORT FUND	7,375
ENVIRONMENTAL SERVICES FUND	75,853
	$ 414,197

COMMENTARY:

The Council and Commissions operating budget has increased 1% and there are no capital expenditures. Personal Services increases are due to an increase in benefit costs. Contractual decreases are due to a decrease in telephone charges and travel expenses. Commodities decreases are due to a decrease in gas & oil and in photo copy charges. 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.

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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 PARTNERS				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
CONTRACTUAL	$ 914,801	$ 937,003	$ 917,003	$ 883,559	$ (53,444)
TOTAL	**$ 914,801**	**$ 937,003**	**$ 917,003**	**$ 883,559**	$ (53,444)
EXPENDITURES BY PROGRAM:					
HEALTH AND SOCIAL SERVICES	$ 293,781	$ 293,750	$ 293,750	$ 293,750	$ -
OTHER CONTRIBUTIONS	621,020	643,253	623,253	589,809	(53,444)
TOTAL	**$ 914,801**	**$ 937,003**	**$ 917,003**	**$ 883,559**	$ (53,444)

SOURCE OF FUNDING:	
GENERAL FUND	$ 770,051
LIBRARY FUND	12,517
HIGHWAY USER REVENUE FUND	11,750
TRANSPORTATION FUND	4,614
WATER AND WASTEWATER FUND	37,508
STORMWATER FUND	1,721
AIRPORT FUND	4,023
ENVIRONMENTAL SERVICES FUND	41,375
	$ 883,559

COMMENTARY:
The Contributions to Partners operating budget has decreased 6% 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, Emergency Housing Funds $20,000, Greater Coconino Coalition for Children and Youth $19,669, NACASA $15,627, Weed & Seed $5,503, and NACOG Rural Transportation $4,152.

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 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	$ 53,094	$ 48,539	$ 49,883	$ (146,079)	$ (194,618)
CONTRACTUAL	1,243,915	2,710,051	1,251,519	2,186,599	(523,452)
COMMODITIES	(41,478)	(80,000)	(16,313)	(40,000)	40,000
CAPITAL	44,067	720,000	56,141	4,245,000	3,525,000
TOTAL	**$ 1,299,598**	**$ 3,398,590**	**$ 1,341,230**	**$ 6,245,520**	$ 2,846,930
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 362,523	$ 413,535	$ 326,563	$ 4,257,535	$ 3,844,000
EMPLOYEE BENEFITS	73,068	57,500	49,500	57,500	-
INSURANCE	608,674	833,164	833,164	1,144,492	311,328
CONSULTANTS	261,725	394,520	113,520	395,740	1,220
COPY CENTER	(25,423)	(16,211)	4,983	29,171	45,382
REDEVELOPMENT	19,031	1,716,082	13,500	361,082	(1,355,000)
TOTAL	**$ 1,299,598**	**$ 3,398,590**	**$ 1,341,230**	**$ 6,245,520**	$ 2,846,930

SOURCE OF FUNDING:	
GENERAL FUND	$ 5,723,414
LIBRARY FUND	53,811
HIGHWAY USER REVENUE FUND	55,509
TRANSPORTATION FUND	8,610
WATER AND WASTEWATER FUND	163,675
STORMWATER FUND	9,081
AIRPORT FUND	48,263
ENVIRONMENTAL SERVICES FUND	183,157
	$ 6,245,520

COMMENTARY:

The Non-Departmental operating budget has decreased by 25% and capital expenditures total $4,245,000 resulting in an overall net increase of 84%. Personal Services have decreased because of the net of market and benefit increases and the impact for salary savings planned for vacancies. The decrease in Contractual is due to FY 2013 one-time items. There were some increases in contractuals related to armor car service and property and casualy insurance. Commodities increased for one-time items for the copy center. The major capital (>$10,000) is for the solar project ($4,000,000), second floor quadrant remodelling ($100,000) and redevelopment project ($145,000).

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 10 ACCOMPLISHMENTS

- ✓ Completed of new Administrative and Maintenance facility for Public Transit vehicles and services at 3773 N Kaspar Dr.
- ✓ Estimated to have cut cost per hour by 10% over FY2009.
- ✓ Move towards Hybrid Electric Fleet for Flagstaff area. Purchase of 3 additional hybrids completed.
- ✓ Received award of over $1,000,000 in ARRA funds for 100% funding of capital program. Purchased one of three new hybrids.

Mountain Line Fixed Route:

- ✓ Expanded frequency on Route 4 – offering 20 minute peak service Monday thru Friday.
- ✓ Realigned Route 2 to provide service in an unserved area along the East Route 66 corridor – traveling up Cummins, across Lynch and Kaspar Dr to serve Mobile Have, Mount Elden Hills, and our new facility.
- ✓ Continued with implementation of route timing strategies to improve on time performance.
- ✓ Projected to increase ridership by 8% from 1,041,360 to 1,122,124
- ✓ Projected to increase average numbers of riders per day from 2,832 to projected 3,091
- ✓ Maintained customer satisfaction by evaluating feedback regarding routes, stops, shelters, and on time performance.

Mountain Lift Para-Transit

- ✓ Successfully increased awareness of Taxi Voucher program and increased use of programs, creating a cost saving for the regular para-transit service. Service provides more flexibility to customers and is more cost efficient.
- ✓ Continued to improve trips per service hour – increasing efficiency of service and decreasing the cost of the program.
- ✓ Improved on-time service from 98% to 99.5% without sacrificing trips or service.

FY 11 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.
- ➢ Improve Customer Service and encourage use of passes through improved sales outlets, including internet.
- ➢ Build Transit Spine and prepare for launch of Mountain Links system

PERFORMANCE MEASURES

Council Priority: Community Sustainability
Goal: Increase use of Public Transit System
Objective: 2.5% increase of riders using existing services and routes. Provide reliable alternative to single-occupancy vehicle use for commuting trips.
Type of Measure: Program efficiency
Tool: Calculation of data, customer survey
Frequency: Quarterly
Scoring: 90%+ progressing
Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Total Ridership	899,201	1,098,400	1,122,124	1,178,230
Average Riders per Day	2,464	3,009	3,091	3,246
On time performance	88%	91%	95%	95%

Council Priority/Goal: Fiscal Health
Goal: Maintain operational cost per hour
Objective: Identify efficiencies to maintain and control costs. i.e. Bring maintenance of vehicles in house and prevent mark up cost of outside vendor. Improve farebox return by preventing fraudulent use of passes, tickets, and transfers as well as increasing fares proportionate to ridership increase.
Type of Measure: Program efficiency
Tool: Calculation of data, customer survey
Frequency: Quarterly
Scoring: 100% progressing
Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Operational Cost per Hour	$86.21	$81.01	$71.84	$75.01
Administrative Cost per Hour	$21.08	$15.38	$16.24	$15.56
Farebox Return	16%	14%	16%	20%

Council Priority/Goal: Family, Youth, and Community/Community Sustainability
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 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Service Hours	36,252	37,058	46,767	47,508
Revenue Miles	544,030	544,030	637,076	647,170

Council Priority/Goal: Facilities and Basic Services
Goal: Develop and construct Transit Facility on property at 3773 E Kaspar Dr, Flagstaff.
Objective: Use existing structure to develop a transit facility that allows for internal maintenance, improved storage that restores life of vehicles, and provides customer service center to improve ticket and pass sales.
Type of Measure: Outcome
Tool: Schedule for construction, calculation of data
Frequency: Semi-annual
Scoring: 75 – 90% average
Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Construction of site/Remodel of Facility/Move In	15% complete	90% complete	100% complete	n/a
Increase customer use of tickets and passes versus cash fare	36%	40%	40%	45%

Council Priority/Goal: Community Sustainability
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 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customer Satisfaction Score	5.73	5.9	6.1	6.3

SECTION: **97-TRANSIT - NAIPTA**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
CONTRACTUAL	$ 3,326,876	$ 5,670,410	$ 3,846,127	$ 5,738,691	$ 68,281
TOTAL	**$ 3,326,876**	**$ 5,670,410**	**$ 3,846,127**	**$ 5,738,691**	$ 68,281

EXPENDITURES BY PROGRAM:

TRANSIT	$ 3,326,876	$ 5,670,410	$ 3,846,127	$ 5,738,691	$ 68,281
TOTAL	**$ 3,326,876**	**$ 5,670,410**	**$ 3,846,127**	**$ 5,738,691**	$ 68,281

SOURCE OF FUNDING:

TRANSPORTATION FUND	$ 5,738,691
	$ 5,738,691

COMMENTARY:
The Transit budget has increased by 1% this fiscal year. 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 2014 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2014 represents a $107.2 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 46.8% of the funding being provided on the pay-as-you-go basis versus 36.9% in FY 2013. The major projects in this year's budget are Observatory Mesa, West/Arrowhead Improvements, Switzer Canyon Transmission Line, Westplex Taxiway, Court Facility, and Municipal Maintenance Facility. This year's capital improvement program is funded 39.8% through debt financing including the 2010 Streets/Utility projects, FUTS/Open Space and Innovation Mesa. The grant funding of 13.4% is primarily for airport projects, utilities projects and FUTS Projects.

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.

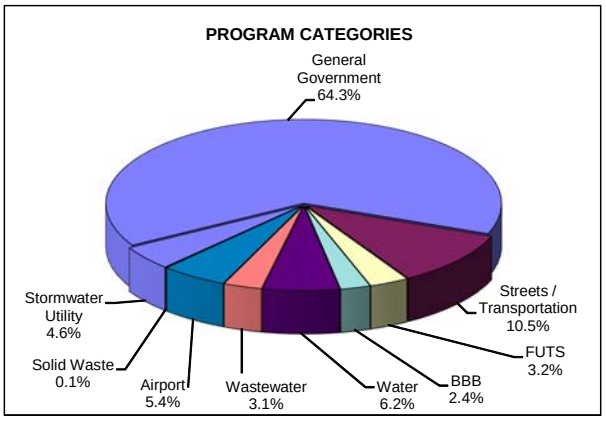
In November 2012 voters approved two bond projects totaling $24.0 million. These projects are the Municipal Maintenance Facility and the Watershed Protection Project. These projects will be phased in over a 6-year period and budgeted on a cash flow basis.

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.

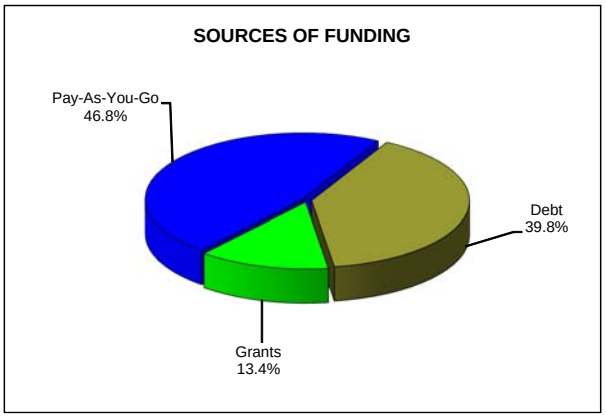
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	64.3%	$	68,940,783
Streets / Transportation	10.6%		11,321,601
FUTS	3.2%		3,446,341
BBB	2.4%		2,619,360
Water	6.3%		6,710,560
Wastewater	3.1%		3,366,867
Airport	5.4%		5,835,127
Solid Waste	0.1%		108,000
Stormwater Utility	4.6%		4,875,928
	100.0%	$	107,224,567



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	46.8%	$	50,158,920
Debt	39.8%		42,656,283
Grants	13.4%		14,409,364
	100.0%	$	107,224,567



FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	46.8%
Debt Financing	39.8%
Grants	13.4%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 46.8% 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. $48.8 million is outstanding on July 1, 2013, and the City has $39.7 million in available capacity at the 6% debt margin and $83.4 million in available capacity at the 20% debt margin as of July 1, 2013.

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 $45.28 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 $1.5 million outstanding at July 1, 2013. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $3.6 million outstanding at July 1, 2013. 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 $33.8 million outstanding at July 1, 2013.

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, 2013, $11.0 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, 2013 is $2.35 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 $1.3 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 has since refunded this issue with revenue bonds.

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 $3.0 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 $3.6 million is still outstanding as of June 30, 2013.

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 last schedule in this section is a list of the current unfunded projects through FY 2023.

The following pages provide listings of the Capital Improvement projects.


CITY OF FLAGSTAFF
MUNICIPAL COURT

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

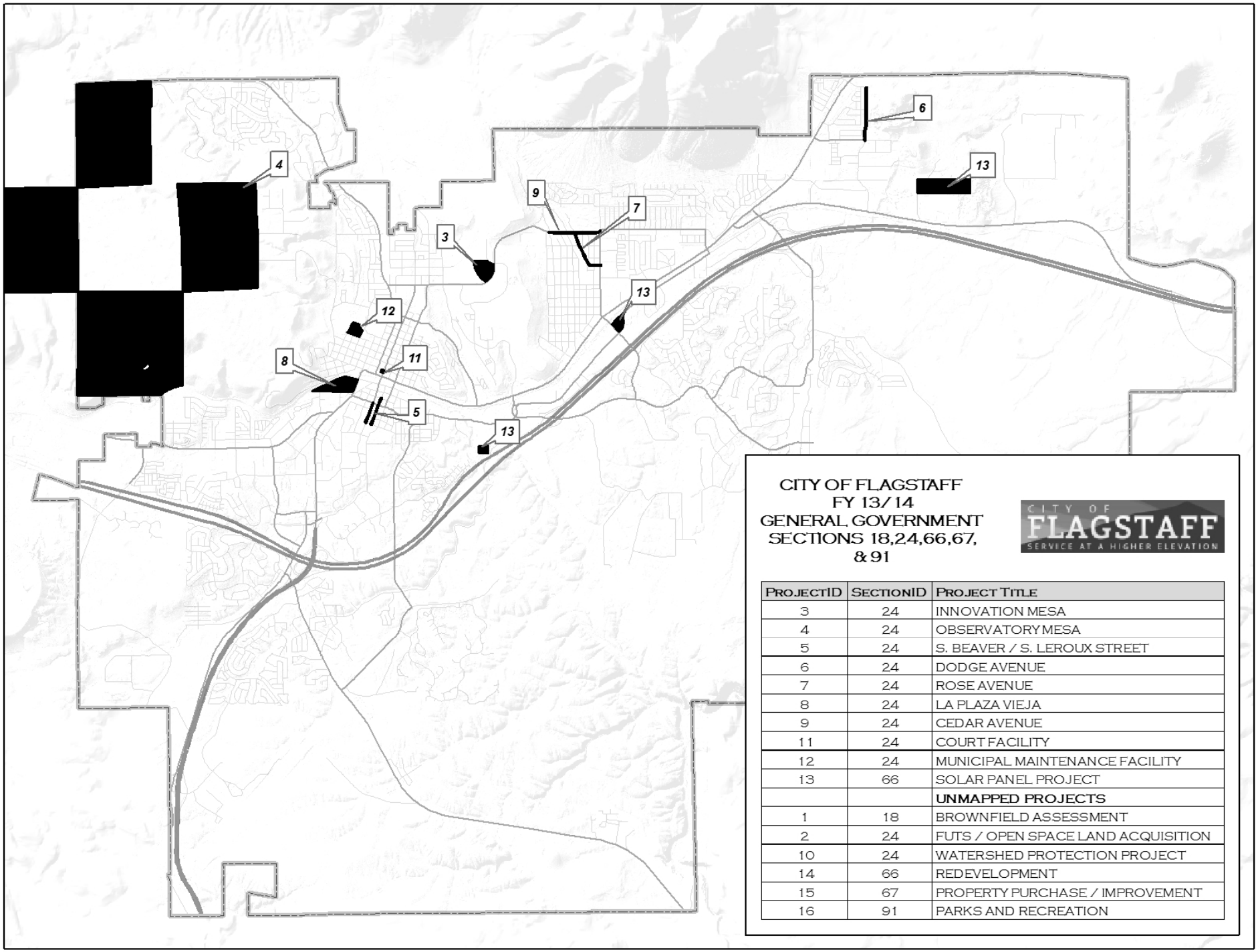
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	18	BROWNFIELD ASSESSMENT	$ 418,500	418,500
2	24	FUTS / OPEN SPACE LAND ACQUISITION	-	1,163,845
3	24	INNOVATION MESA	1,074,250	1,074,250
4	24	OBSERVATORY MESA	-	12,020,000
5	24	S. BEAVER / S. LEROUX STREET	2,130,650	2,130,650
6	24	DODGE AVENUE	10,667	10,667
7	24	ROSE AVENUE	1,449,260	1,449,260
8	24	LA PLAZA VIEJA	233,223	1,957,236
9	24	CEDAR AVENUE	7,969	676,375
10	24	WATERSHED PROTECTION PROJECT	1,500,000	1,500,000
11	24	COURT FACILITY	11,750,000	12,000,000
12	24	MUNICIPAL MAINTENANCE FACILITY	28,295,000	28,295,000
13	66	SOLAR PANEL PROJECT	-	4,000,000
14	66	REDEVELOPMENT	145,000	145,000
15	67	PROPERTY PURCHASE / IMPROVEMENT	1,000,000	1,000,000
16	91	PARKS AND RECREATION	1,100,000	1,100,000
		TOTAL GENERAL GOVERNMENT	$ 49,114,519	68,940,783

SOURCES OF FUNDING

	DIV	PROJECT	BONDS	GRANTS	OTHER	TOTAL
1	18	BROWNFIELD ASSESSMENT	$ -	418,500	-	418,500
2	24	FUTS / OPEN SPACE LAND ACQUISITION	1,163,845	-	-	1,163,845
3	24	INNOVATION MESA	1,074,250	-	-	1,074,250
4	24	OBSERVATORY MESA	6,020,000	6,000,000	-	12,020,000
5	24	S. BEAVER / S. LEROUX STREET	2,130,650	-	-	2,130,650
6	24	DODGE AVENUE	10,667	-	-	10,667
7	24	ROSE AVENUE	1,449,260	-	-	1,449,260
8	24	LA PLAZA VIEJA	1,957,236	-	-	1,957,236
9	24	CEDAR AVENUE	676,375	-	-	676,375
10	24	WATERSHED PROTECTION PROJECT	1,500,000	-	-	1,500,000
11	24	COURT FACILITY	2,750,000	600,000	8,650,000	12,000,000
12	24	MUNICIPAL MAINTENANCE FACILITY	14,000,000	-	14,295,000	28,295,000
13	66	SOLAR PANEL PROJECT	4,000,000	-	-	4,000,000
14	66	REDEVELOPMENT	-	-	145,000	145,000
15	67	PROPERTY PURCHASE / IMPROVEMENT	-	-	1,000,000	1,000,000
16	91	PARKS AND RECREATION	1,100,000	-	-	1,100,000
		TOTAL GENERAL GOVERNMENT	$ 37,832,283	7,018,500	24,090,000	68,940,783



CITY OF FLAGSTAFF
FY 13/14
GENERAL GOVERNMENT
SECTIONS 18,24,66,67,
& 91

ProjectID	SectionID	Project Title
3	24	INNOVATION MESA
4	24	OBSERVATORY MESA
5	24	S. BEAVER / S. LEROUX STREET
6	24	DODGE AVENUE
7	24	ROSE AVENUE
8	24	LA PLAZA VIEJA
9	24	CEDAR AVENUE
11	24	COURT FACILITY
12	24	MUNICIPAL MAINTENANCE FACILITY
13	66	SOLAR PANEL PROJECT
		UNMAPPED PROJECTS
1	18	BROWNFIELD ASSESSMENT
2	24	FUTS / OPEN SPACE LAND ACQUISITION
10	24	WATERSHED PROTECTION PROJECT
14	66	REDEVELOPMENT
15	67	PROPERTY PURCHASE / IMPROVEMENT
16	91	PARKS AND RECREATION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

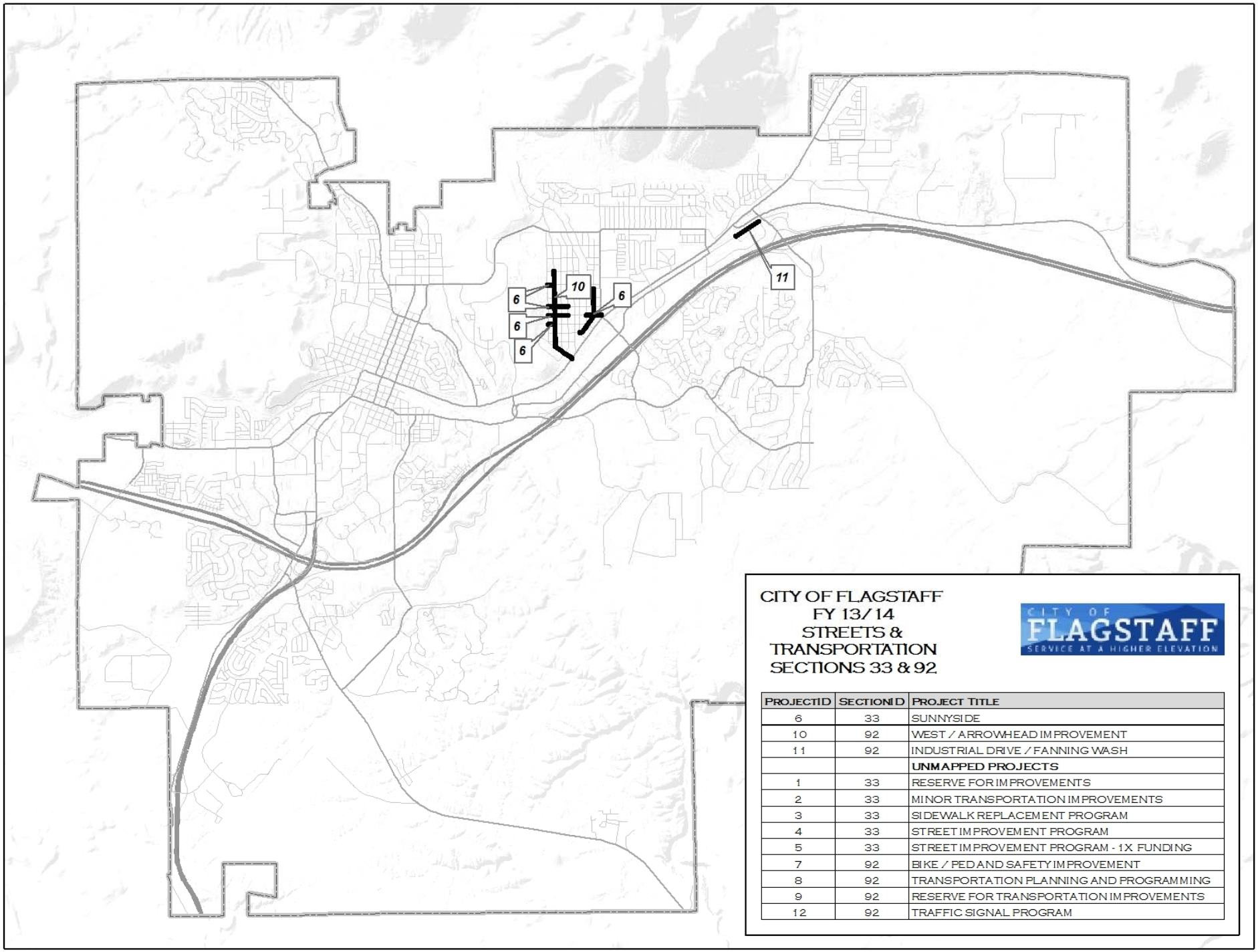
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
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	-	2,146,000
5	33	STREET IMPROVEMENT PROGRAM - 1X FUNDING	-	1,450,000
6	33	SUNNYSIDE	850,000	850,000
7	92	BIKE / PED AND SAFETY IMPROVEMENT	532,026	669,526
8	92	TRANSPORTATION PLANNING AND PROGRAMMING	-	90,000
9	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	159,500
10	92	WEST / ARROWHEAD IMPROVEMENT	1,714,142	4,821,575
11	92	INDUSTRIAL DRIVE / FANNING WASH	-	575,000
12	92	TRAFFIC SIGNAL PROGRAM	-	445,000
		TOTAL STREETS AND TRANSPORTATION	$ 3,096,168	11,321,601

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	2,146,000	-	2,146,000
5	33	STREET IMPROVEMENT PROGRAM - 1X FUNDING	1,450,000	-	1,450,000
6	33	SUNNYSIDE	850,000	-	850,000
7	92	BIKE / PED AND SAFETY IMPROVEMENT	-	669,526	669,526
8	92	TRANSPORTATION PLANNING AND PROGRAMMING	-	90,000	90,000
9	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	159,500	159,500
10	92	WEST / ARROWHEAD IMPROVEMENT	-	4,821,575	4,821,575
11	92	INDUSTRIAL DRIVE / FANNING WASH	-	575,000	575,000
12	92	TRAFFIC SIGNAL PROGRAM	-	445,000	445,000
		TOTAL STREETS AND TRANSPORTATION	$ 4,561,000	6,760,601	11,321,601



CITY OF FLAGSTAFF
FY 13/14
STREETS &
TRANSPORTATION
SECTIONS 33 & 92

PROJECTID	SECTIONID	PROJECT TITLE
6	33	SUNNYSIDE
10	92	WEST / ARROWHEAD IMPROVEMENT
11	92	INDUSTRIAL DRIVE / FANNING WASH
		UNMAPPED PROJECTS
1	33	RESERVE FOR IMPROVEMENTS
2	33	MINOR TRANSPORTATION IMPROVEMENTS
3	33	SIDEWALK REPLACEMENT PROGRAM
4	33	STREET IMPROVEMENT PROGRAM
5	33	STREET IMPROVEMENT PROGRAM - 1X FUNDING
7	92	BIKE / PED AND SAFETY IMPROVEMENT
8	92	TRANSPORTATION PLANNING AND PROGRAMMING
9	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS
12	92	TRAFFIC SIGNAL PROGRAM

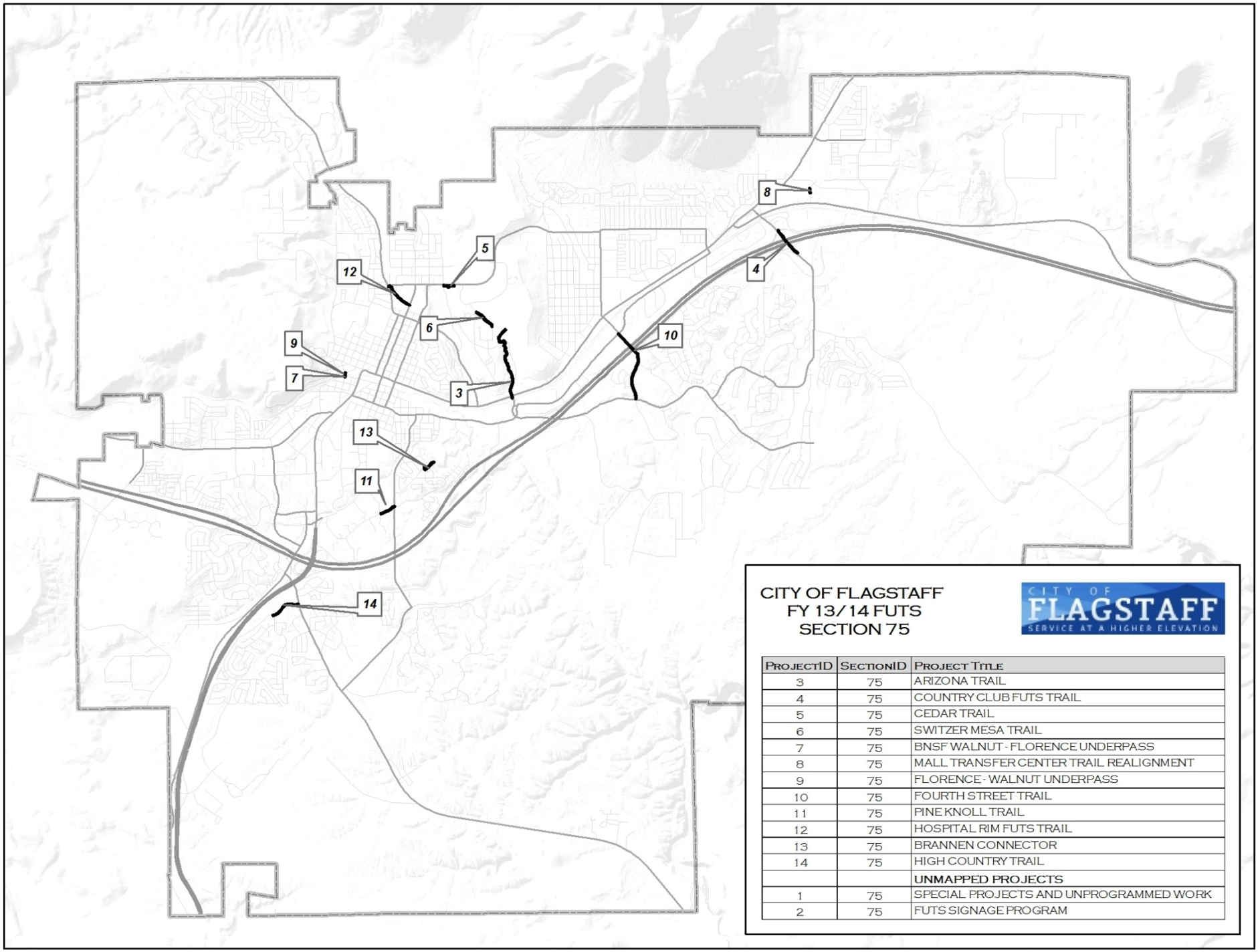
FUTS

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	75	SPECIAL PROJECTS AND UNPROGRAMMED WORK	$ -	50,000
2	75	FUTS SIGNAGE PROGRAM	93,000	95,000
3	75	ARIZONA TRAIL	257,144	283,438
4	75	COUNTRY CLUB FUTS TRAIL	-	3,500
5	75	CEDAR TRAIL	20,000	20,000
6	75	SWITZER MESA TRAIL	5,000	5,000
7	75	BNSF WALNUT - FLORENCE UNDERPASS	647,500	1,315,200
8	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	33,934	33,934
9	75	FLORENCE - WALNUT UNDERPASS	478,031	530,223
10	75	FOURTH STREET TRAIL	151,941	683,286
11	75	PINE KNOLL TRAIL	-	50,000
12	75	HOSPITAL RIM FUTS TRAIL	-	266,760
13	75	BRANNEN CONNECTOR	-	40,000
14	75	HIGH COUNTRY TRAIL	-	70,000
		TOTAL BBB	$ 1,686,550	3,446,341

SOURCES OF FUNDING

	DIV	PROJECT	TRANS-PORTATION	GRANTS	TOTAL
1	75	SPECIAL PROJECTS AND UNPROGRAMMED WORK	$ 50,000	-	50,000
2	75	FUTS SIGNAGE PROGRAM	-	95,000	95,000
3	75	ARIZONA TRAIL	283,438	-	283,438
4	75	COUNTRY CLUB FUTS TRAIL	3,500	-	3,500
5	75	CEDAR TRAIL	20,000	-	20,000
6	75	SWITZER MESA TRAIL	5,000	-	5,000
7	75	BNSF WALNUT - FLORENCE UNDERPASS	1,315,200	-	1,315,200
8	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	33,934	-	33,934
9	75	FLORENCE - WALNUT UNDERPASS	30,223	500,000	530,223
10	75	FOURTH STREET TRAIL	38,947	644,339	683,286
11	75	PINE KNOLL TRAIL	50,000	-	50,000
12	75	HOSPITAL RIM FUTS TRAIL	266,760	-	266,760
13	75	BRANNEN CONNECTOR	40,000	-	40,000
14	75	HIGH COUNTRY TRAIL	70,000	-	70,000
		TOTAL BBB	$ 2,207,002	1,239,339	3,446,341



CITY OF FLAGSTAFF
FY 13/14 FUTS
SECTION 75

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
3	75	ARIZONA TRAIL
4	75	COUNTRY CLUB FUTS TRAIL
5	75	CEDAR TRAIL
6	75	SWITZER MESA TRAIL
7	75	BNSF WALNUT - FLORENCE UNDERPASS
8	75	MALL TRANSFER CENTER TRAIL REALIGNMENT
9	75	FLORENCE - WALNUT UNDERPASS
10	75	FOURTH STREET TRAIL
11	75	PINE KNOLL TRAIL
12	75	HOSPITAL RIM FUTS TRAIL
13	75	BRANNEN CONNECTOR
14	75	HIGH COUNTRY TRAIL
		UNMAPPED PROJECTS
1	75	SPECIAL PROJECTS AND UNPROGRAMMED WORK
2	75	FUTS SIGNAGE PROGRAM

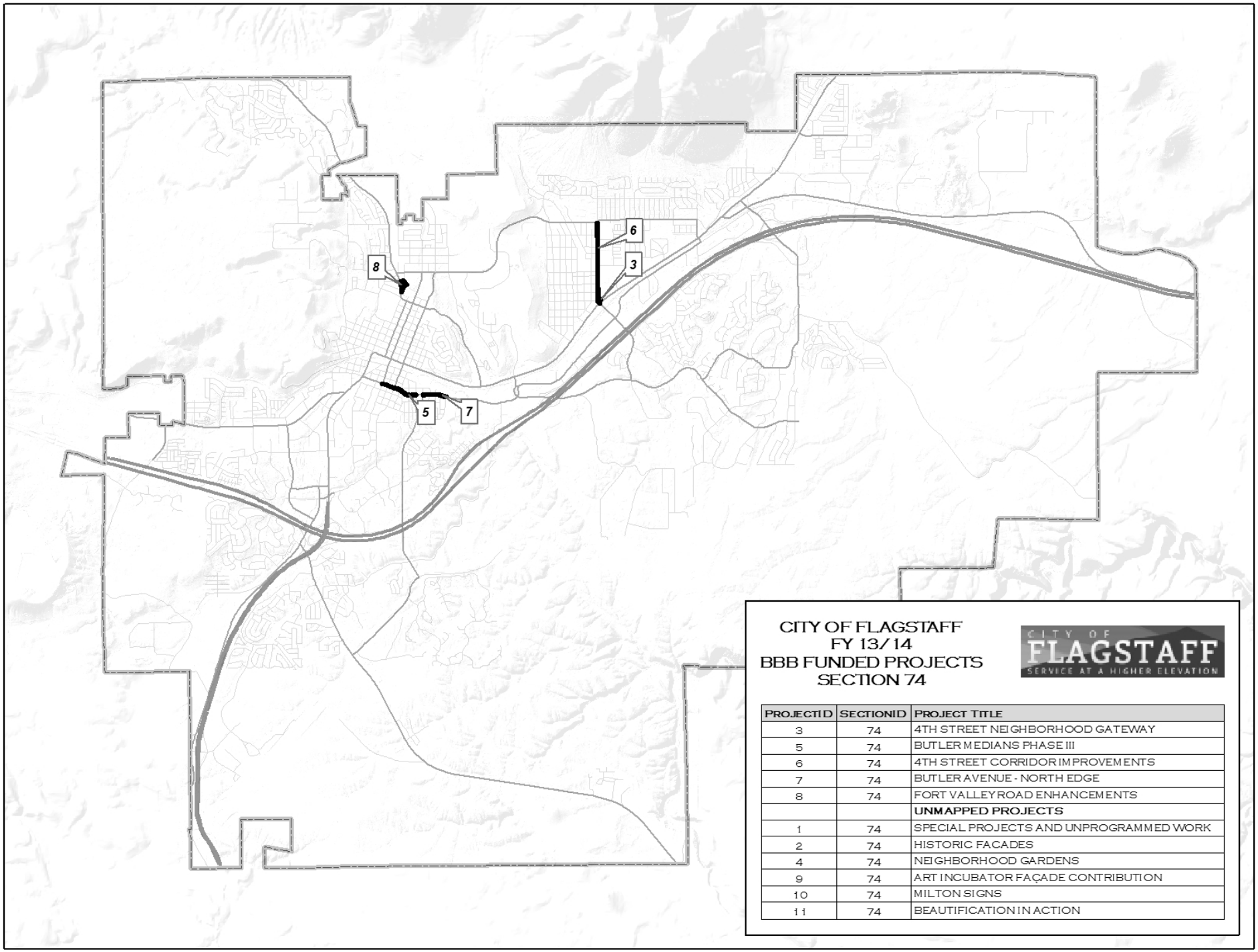
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	74	SPECIAL PROJECTS AND UNPROGRAMMED WORK	$ -	50,000
2	74	HISTORIC FACADES	-	50,000
3	74	4TH STREET NEIGHBORHOOD GATEWAY	184,360	184,360
4	74	NEIGHBORHOOD GARDENS	10,000	20,000
5	74	BUTLER MEDIANS PHASE III	352,500	352,500
6	74	4TH STREET CORRIDOR IMPROVEMENTS	1,100,000	1,300,000
7	74	BUTLER AVENUE - NORTH EDGE	-	400,000
8	74	FORT VALLEY ROAD ENHANCEMENTS	-	25,000
9	74	ART INCUBATOR FAÇADE CONTRIBUTION	-	125,000
10	74	MILTON SIGNS	100,000	100,000
11	74	BEAUTIFICATION IN ACTION	-	12,500
		TOTAL BBB	$ 1,746,860	2,619,360

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TOTAL
1	74	SPECIAL PROJECTS AND UNPROGRAMMED WORK	$ 50,000	50,000
2	74	HISTORIC FACADES	50,000	50,000
3	74	4TH STREET NEIGHBORHOOD GATEWAY	184,360	184,360
4	74	NEIGHBORHOOD GARDENS	20,000	20,000
5	74	BUTLER MEDIANS PHASE III	352,500	352,500
6	74	4TH STREET CORRIDOR IMPROVEMENTS	1,300,000	1,300,000
7	74	BUTLER AVENUE - NORTH EDGE	400,000	400,000
8	74	FORT VALLEY ROAD ENHANCEMENTS	25,000	25,000
9	74	ART INCUBATOR FAÇADE CONTRIBUTION	125,000	125,000
10	74	MILTON SIGNS	100,000	100,000
11	74	BEAUTIFICATION IN ACTION	12,500	12,500
		TOTAL BBB	$ 2,619,360	2,619,360



CITY OF FLAGSTAFF
FY 13/14
BBB FUNDED PROJECTS
SECTION 74

ProjectID	SectionID	Project Title
3	74	4TH STREET NEIGHBORHOOD GATEWAY
5	74	BUTLER MEDIANS PHASE III
6	74	4TH STREET CORRIDOR IMPROVEMENTS
7	74	BUTLER AVENUE - NORTH EDGE
8	74	FORT VALLEY ROAD ENHANCEMENTS
		UNMAPPED PROJECTS
1	74	SPECIAL PROJECTS AND UNPROGRAMMED WORK
2	74	HISTORIC FACADES
4	74	NEIGHBORHOOD GARDENS
9	74	ART INCUBATOR FAÇADE CONTRIBUTION
10	74	MILTON SIGNS
11	74	BEAUTIFICATION IN ACTION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

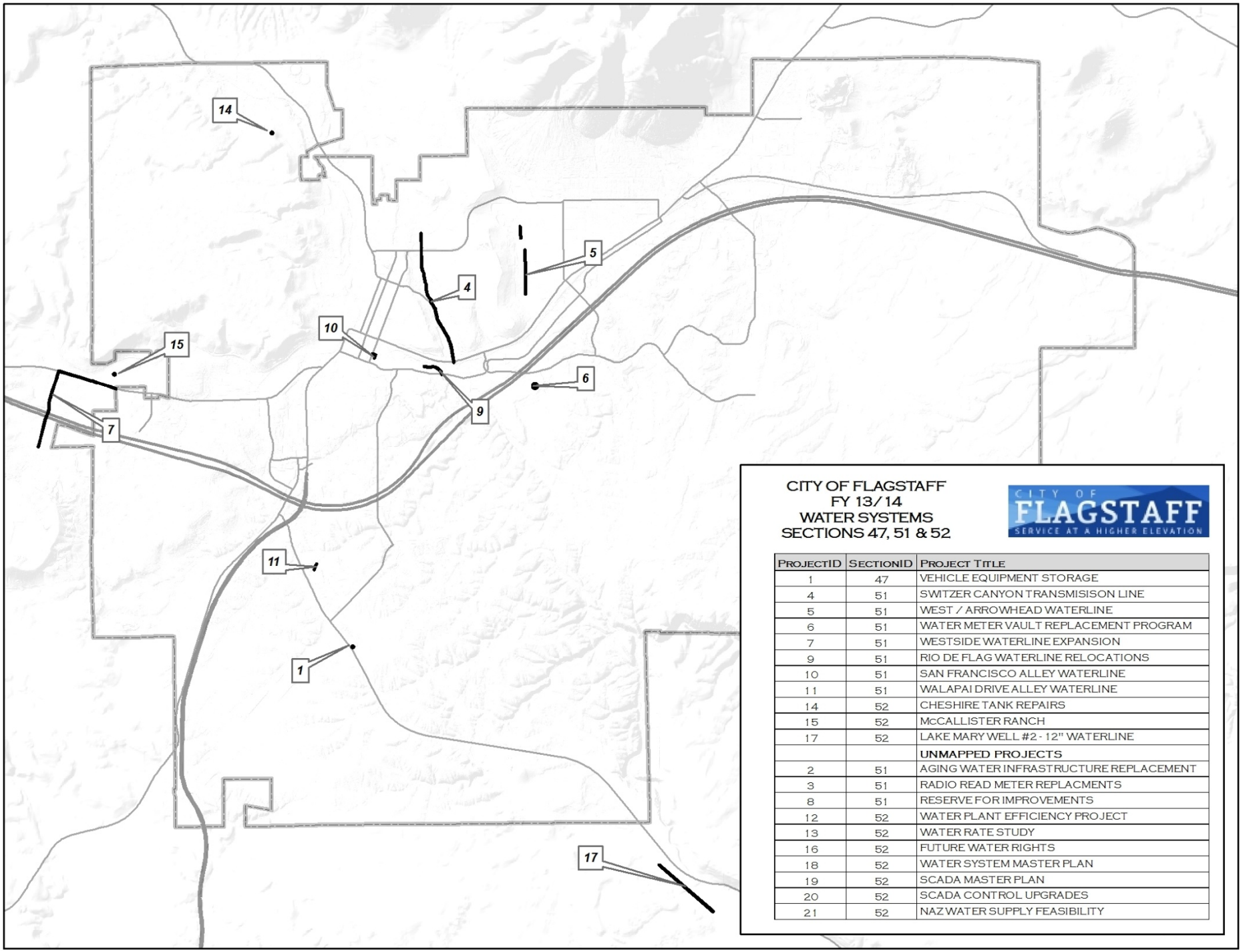
WATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	47	VEHICLE EQUIPMENT STORAGE	$ 77,600	77,600
2	51	AGING WATER INFRASTRUCTURE REPLACEMENT	-	451,741
3	51	RADIO READ METER REPLACMENTS	50,960	100,960
4	51	SWITZER CANYON TRANSMISISON LINE	666,259	1,546,259
5	51	WEST / ARROWHEAD WATERLINE	91,000	330,000
6	51	WATER METER VAULT REPLACEMENT PROGRAM	-	120,000
7	51	WESTSIDE WATERLINE EXPANSION	-	450,000
8	51	RESERVE FOR IMPROVEMENTS	32,197	195,000
9	51	RIO DE FLAG WATERLINE RELOCATIONS	200,000	200,000
10	51	SAN FRANCISCO ALLEY WATERLINE	20,125	117,000
11	51	WALAPAI DRIVE ALLEY WATERLINE	196,426	199,000
12	52	WATER PLANT EFFICIENCY PROJECT	-	97,000
13	52	WATER RATE STUDY	-	150,000
14	52	CHESHIRE TANK REPAIRS	-	300,000
15	52	McCALLISTER RANCH	-	900,000
16	52	FUTURE WATER RIGHTS	624,000	624,000
17	52	LAKE MARY WELL #2 - 12" WATERLINE	332,000	332,000
18	52	WATER SYSTEM MASTER PLAN	120,000	120,000
19	52	SCADA MASTER PLAN	20,000	20,000
20	52	SCADA CONTROL UPGRADES	80,000	80,000
21	52	NAZ WATER SUPPLY FEASIBILITY	300,000	300,000
		TOTAL WATER	$ 2,810,567	6,710,560

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	GRANTS	TOTAL
1	47	VEHICLE EQUIPMENT STORAGE	$ 77,600	-	-	77,600
2	51	AGING WATER INFRASTRUCTURE REPLACEMENT	451,741	-	-	451,741
3	51	RADIO READ METER REPLACMENTS	100,960	-	-	100,960
4	51	SWITZER CANYON TRANSMISISON LINE	1,546,259	-	-	1,546,259
5	51	WEST / ARROWHEAD WATERLINE	330,000	-	-	330,000
6	51	WATER METER VAULT REPLACEMENT PROGRAM	120,000	-	-	120,000
7	51	WESTSIDE WATERLINE EXPANSION	450,000	-	-	450,000
8	51	RESERVE FOR IMPROVEMENTS	195,000	-	-	195,000
9	51	RIO DE FLAG WATERLINE RELOCATIONS	200,000	-	-	200,000
10	51	SAN FRANCISCO ALLEY WATERLINE	117,000	-	-	117,000
11	51	WALAPAI DRIVE ALLEY WATERLINE	199,000	-	-	199,000
12	52	WATER PLANT EFFICIENCY PROJECT	97,000	-	-	97,000
13	52	WATER RATE STUDY	150,000	-	-	150,000
14	52	CHESHIRE TANK REPAIRS	300,000	-	-	300,000
15	52	McCALLISTER RANCH	900,000	-	-	900,000
16	52	FUTURE WATER RIGHTS	-	624,000	-	624,000
17	52	LAKE MARY WELL #2 - 12" WATERLINE	332,000	-	-	332,000
18	52	WATER SYSTEM MASTER PLAN	120,000	-	-	120,000
19	52	SCADA MASTER PLAN	20,000	-	-	20,000
20	52	SCADA CONTROL UPGRADES	80,000	-	-	80,000
21	52	NAZ WATER SUPPLY FEASIBILITY	-	-	300,000	300,000
		TOTAL WATER	$ 5,786,560	624,000	300,000	6,710,560



CITY OF FLAGSTAFF
FY 13/14
WATER SYSTEMS
SECTIONS 47, 51 & 52

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	47	VEHICLE EQUIPMENT STORAGE
4	51	SWITZER CANYON TRANSMISISON LINE
5	51	WEST / ARROWHEAD WATERLINE
6	51	WATER METER VAULT REPLACEMENT PROGRAM
7	51	WESTSIDE WATERLINE EXPANSION
9	51	RIO DE FLAG WATERLINE RELOCATIONS
10	51	SAN FRANCISCO ALLEY WATERLINE
11	51	WALAPAI DRIVE ALLEY WATERLINE
14	52	CHESHIRE TANK REPAIRS
15	52	McCALLISTER RANCH
17	52	LAKE MARY WELL #2 - 12" WATERLINE
		UNMAPPED PROJECTS
2	51	AGING WATER INFRASTRUCTURE REPLACEMENT
3	51	RADIO READ METER REPLACMENTS
8	51	RESERVE FOR IMPROVEMENTS
12	52	WATER PLANT EFFICIENCY PROJECT
13	52	WATER RATE STUDY
16	52	FUTURE WATER RIGHTS
18	52	WATER SYSTEM MASTER PLAN
19	52	SCADA MASTER PLAN
20	52	SCADA CONTROL UPGRADES
21	52	NAZ WATER SUPPLY FEASIBILITY

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

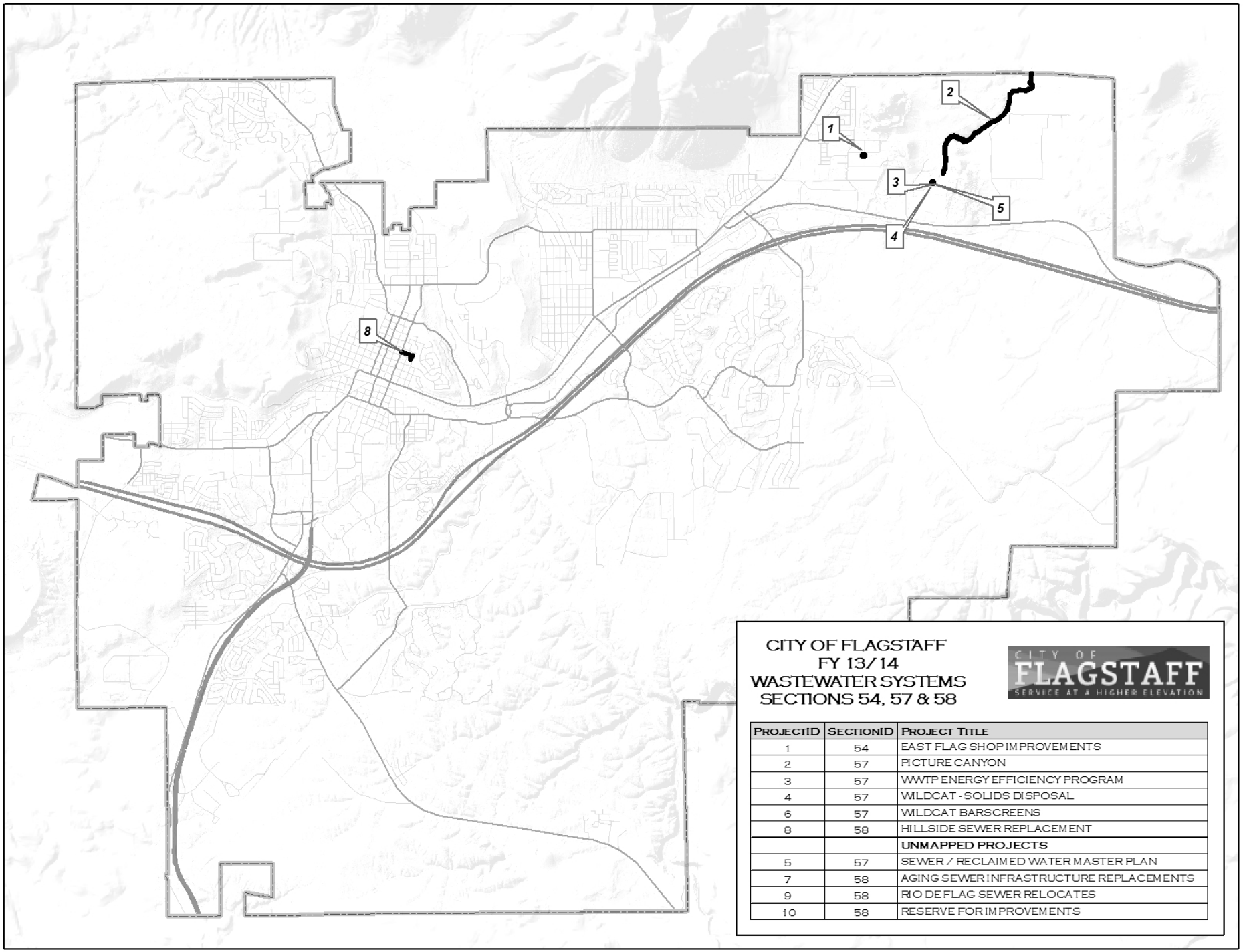
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	54	EAST FLAG SHOP IMPROVEMENTS	$ 30,000	30,000
2	57	PICTURE CANYON	33,400	290,500
3	57	WWTP ENERGY EFFICIENCY PROGRAM	101,400	301,400
4	57	WILDCAT - SOLIDS DISPOSAL	-	1,130,000
5	57	SEWER / RECLAIMED WATER MASTER PLAN	104,200	104,200
6	57	WILDCAT BARSCREENS	414,000	414,000
7	58	AGING SEWER INFRASTRUCTURE REPLACEMENTS	80,000	484,225
8	58	HILLSIDE SEWER REPLACEMENT	112,867	255,542
9	58	RIO DE FLAG SEWER RELOCATES	242,000	242,000
10	58	RESERVE FOR IMPROVEMENTS	-	115,000
		TOTAL WASTEWATER	$ 1,117,867	3,366,867

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANT	TOTAL
1	54	EAST FLAG SHOP IMPROVEMENTS	$ 30,000	-	30,000
2	57	PICTURE CANYON	-	290,500	290,500
3	57	WWTP ENERGY EFFICIENCY PROGRAM	301,400	-	301,400
4	57	WILDCAT - SOLIDS DISPOSAL	1,130,000	-	1,130,000
5	57	SEWER / RECLAIMED WATER MASTER PLAN	104,200	-	104,200
6	57	WILDCAT BARSCREENS	414,000	-	414,000
7	58	AGING SEWER INFRASTRUCTURE REPLACEMENTS	484,225	-	484,225
8	58	HILLSIDE SEWER REPLACEMENT	255,542	-	255,542
9	58	RIO DE FLAG SEWER RELOCATES	242,000	-	242,000
10	58	RESERVE FOR IMPROVEMENTS	115,000	-	115,000
		TOTAL WASTEWATER	$ 3,076,367	290,500	3,366,867



CITY OF FLAGSTAFF
FY 13/14
WASTEWATER SYSTEMS
SECTIONS 54, 57 & 58

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	54	EAST FLAG SHOP IMPROVEMENTS
2	57	PICTURE CANYON
3	57	WWTP ENERGY EFFICIENCY PROGRAM
4	57	WILDCAT - SOLIDS DISPOSAL
6	57	WILDCAT BARSCREENS
8	58	HILLSIDE SEWER REPLACEMENT
		UNMAPPED PROJECTS
5	57	SEWER / RECLAIMED WATER MASTER PLAN
7	58	AGING SEWER INFRASTRUCTURE REPLACEMENTS
9	58	RIO DE FLAG SEWER RELOCATES
10	58	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	37	WESTPLEX TAXIWAY - REHAB PHASE II	$ -	5,595,127
2	37	APRON REHAB	-	240,000
		TOTAL AIRPORT	$ -	5,835,127

SOURCES OF FUNDING

	DIV	PROJECT	GRANTS	OTHER	TOTAL
1	37	WESTPLEX TAXIWAY - REHAB PHASE II	$ 5,332,299	262,828	5,595,127
2	37	APRON REHAB	228,726	11,274	240,000
		TOTAL AIRPORT	$ 5,561,025	274,102	5,835,127

CITY OF FLAGSTAFF
FY 13/14
AIRPORT SECTION 37

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	37	WESTPLEX TAXIWAY - REHAB PHASE II
2	37	APRON REHAB

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2013-2014

SOLID WASTE

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	41	STORMWATER INFRASTRUCTURE	$ 24,000	34,000
2	41	ROAD EXTENSION	49,000	49,000
3	41	SUB-SURFACE GEO PHYSICAL STUDY	25,000	25,000
		TOTAL SOLID WASTE	$ 98,000	108,000

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 PHYSICAL STUDY	25,000	25,000
		TOTAL SOLID WASTE	$ 108,000	108,000

CITY OF FLAGSTAFF
FY 13/14
SOLID WASTE
SECTION 41

ProjectID	SectionID	Project Title
2	41	ROAD EXTENSION
3	41	SUB-SURFACE GEO PHYSICAL STUDY
		UNMAPPED PROJECTS
1	41	STORMWATER INFRASTRUCTURE

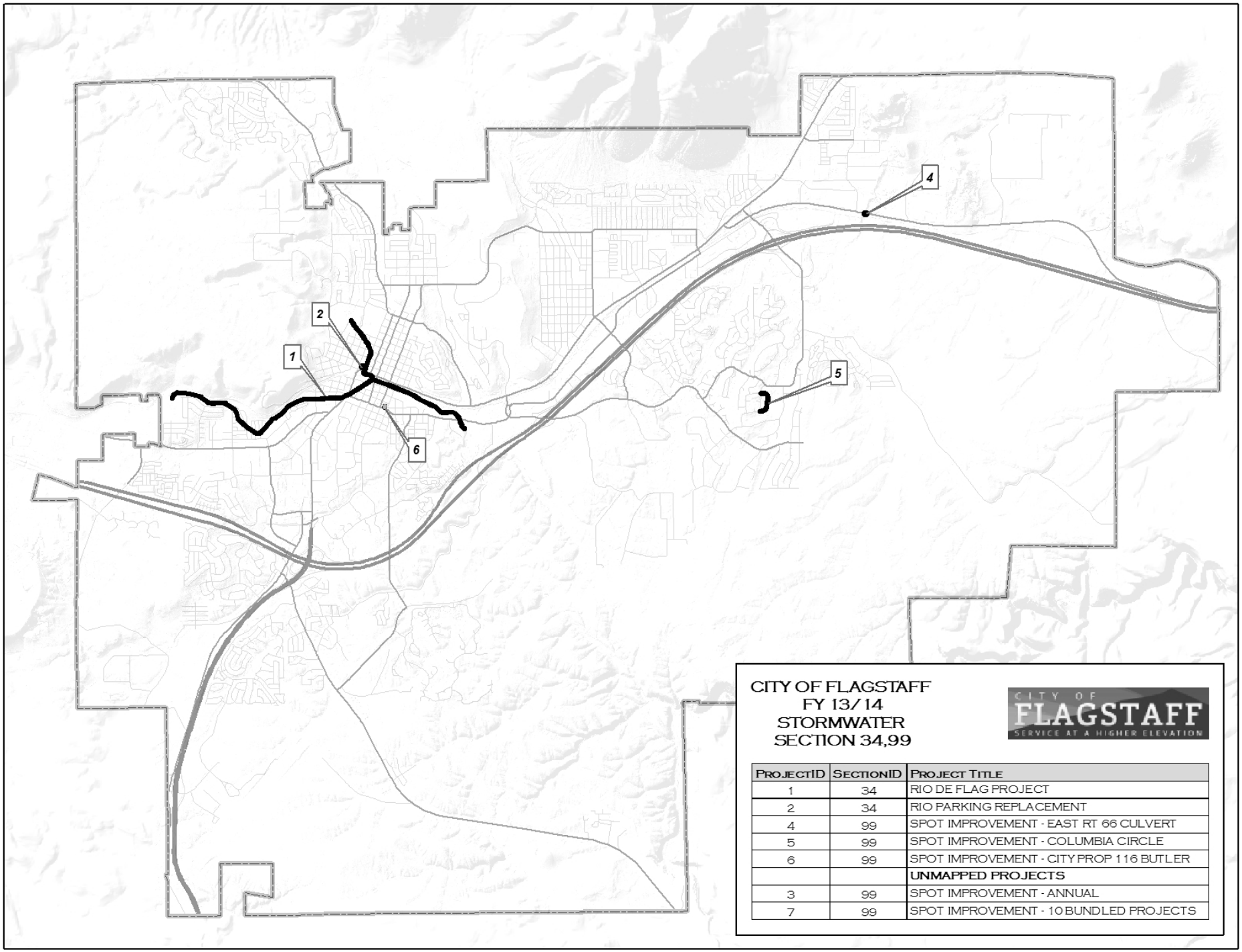
STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2013	BUDGET FY 2014
1	34	RIO DE FLAG PROJECT	$ 2,727,428	2,727,428
2	34	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	SPOT IMPROVEMENT - ANNUAL	-	75,000
4	99	SPOT IMPROVEMENT - EAST RT 66 CULVERT	151,891	250,000
5	99	SPOT IMPROVEMENT - COLUMBIA CIRCLE	-	129,000
6	99	SPOT IMPROVEMENT - CITY PROP 116 BUTLER	-	32,500
7	99	SPOT IMPROVEMENT - 10 BUNDLED PROJECTS	-	462,000
		TOTAL STORMWATER UTILITY	$ 4,079,319	4,875,928

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	34	RIO DE FLAG PROJECT	$ 2,727,428	2,727,428
2	34	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	SPOT IMPROVEMENT - ANNUAL	75,000	75,000
4	99	SPOT IMPROVEMENT - EAST RT 66 CULVERT	250,000	250,000
5	99	SPOT IMPROVEMENT - COLUMBIA CIRCLE	129,000	129,000
6	99	SPOT IMPROVEMENT - CITY PROP 116 BUTLER	32,500	32,500
7	99	SPOT IMPROVEMENT - 10 BUNDLED PROJECTS	462,000	462,000
		TOTAL STORMWATER UTILITY	$ 4,875,928	4,875,928



CITY OF FLAGSTAFF
FY 13/14
STORMWATER
SECTION 34,99

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	34	RIO DE FLAG PROJECT
2	34	RIO PARKING REPLACEMENT
4	99	SPOT IMPROVEMENT - EAST RT 66 CULVERT
5	99	SPOT IMPROVEMENT - COLUMBIA CIRCLE
6	99	SPOT IMPROVEMENT - CITY PROP 116 BUTLER
		UNMAPPED PROJECTS
3	99	SPOT IMPROVEMENT - ANNUAL
7	99	SPOT IMPROVEMENT - 10 BUNDLED PROJECTS

FY 2014 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. **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.

3. **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 office space, wet/dry laboratories, conference room, server facilities, light manufacturing space and a secondary Emergency Operations Center to be located at City-owned property south of the USGS Campus and adjacent to the NACET Business Incubator Phase 1 on Gemini Drive.

4. **Observatory Mesa:** Acquisition of 2,200 acres of State Trust Land for open space. The acquisition will be funded through a $5.5 million bond authorized by Flagstaff voters in 2004 and the Arizona Preserve Initiative Growing Smarter Grant. Arizona State Parks will hold a conservation easement on the land to protect it in the perpetuity.

5. **South Beaver/South Leroux Street:** 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.

6. **Dodge Avenue:** Water service replacements, miscellaneous curb, gutter and sidewalk replacements and pavement re-surfacing from Empire Avenue to Trails End Drive.

7. **Rose Avenue:** Water and sewer replacements and full street reconstruction from Third Street to Cedar Avenue.

8. **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.

9. **Cedar Avenue:** Project limits are from West Street to Fourth Street along Cedar Avenue. Work includes new water and sewer service replacements, new full width asphalt mill and overlay, curb, gutter and sidewalk repair, ADA ramp retrofit, replacement of sewer main at Monte Vista Drive and along Cedar near Mount Elden Middle School.

10. **Watershed Protection Project:** 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.

11. **Court Facility:** Budget appropriation for Municipal Courts improvements, renovations or relocation contingent on availability of funding.

12. **Municipal Maintenance Facility:** Continue to pursue the addition of a new Maintenance Facility.

13. **Solar Panel Project:** Utilizing a 15 year capital lease, the City will finance three solar systems on its property. Combined 802 Kilowatt will be installed at the Aquaplex, Rio de Flag Wastewater Treatment Facility and Wildcat Wastewater Treatment Facility.

14. **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.

15. **Property Purchase/Improvement:** The project is a public-private partnership to help purchase dilapidated properties, make minor improvements, and sell for development purposes.

16. **Parks and Recreation:** 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. **Street Improvement Program – 1X funding:** City-wide annual pavement maintenance, funded with one time funding, consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

6. **Sunnyside:** Additional neighborhood street reconstruction contingent on Automall lot sales.

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. **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).

10. **West / Arrowhead Improvement:** Design, construction, and right-of-way acquisition for the construction of collector street improvements at West Street and Arrowhead Avenue as authorized by the local transportation tax approved in May 2000.

11. **Industrial Drive / Fanning Wash:** Construction of water and sewer extensions and realignments, a storm water system, new paved roadway with full edge improvements from Nestle Purina Avenue to Huntington Drive. Work at Fanning wash from the BNSF right-of-way, south would construct culverts beneath Industrial Drive at the Block Like site and realign the profile of the road at this location. The culverts would accommodate the 100 year storm frequency culverts through the BNSH right-of-way.

12. **Traffic Signal Program:** Project to implement FHWA's Everyday Counts Initiative – Adaptive Signal Control Technology (ASCT) on a segment of Butler Avenue in the Downtown area. ASCT is a system on sensors, communications devices and processors that continuously monitor traffic flows, adjusting times 'on the fly' as traffic flows fluctuate throughout the day.

FUTS – Beautification

1. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

2. **FUTS Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.

3. **Arizona Trail:** 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.

4. **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.

5. **Cedar 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.

6. **Switzer Mesa 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.

7. **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.

8. **Mall Transfer Center Trail Realignment:** Reconstruction of a short section of the El Paso FUTS Trail to accommodate improvements to the Mall Transfer Center.

9. **Florence – Walnut Underpass:** Pedestrian and bicycle underpass trail at the BNSF tracks between Walnut and Florence Streets just west of downtown.

10. **Fourth Street Trail:** 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.

11. **Pine Knoll Trail:** 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.

12. **Hospital Rim FUTS Trail:** A ¼ mile of aggregate trail connects from Beaver Street to the Fort Valley Trail along Fort Valley Road and Beaver Street, on the ridge between Flagstaff Medical Center and the Fort Valley Shopping Center.

13. **Brannen Connector:** This planned trail will provide access from the Brannen Homes neighborhood to the Sinclair Wash FUTS Trail. The access trail will be aggregate-surfaced and about 750 feet in length.

14. **High Country Trail:** Construction of a concrete trail along High Country Trail will complete a missing segment of trail between Wild West Trail and Lake Mary Road. The new trail will be a little more than a ¼ mile in length.

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. **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.

4. **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.

5. **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.

6. **Fourth Street Corridor Improvements:** To be determined – per the Fourth Street Corridor Study – North.

7. **Butler Avenue – North Edge:** This project would install screening, maybe a site wall and landscaping at the tank farm across from the Sawmill Project – north side edge improvements.

8. **Fort Valley Road Enhancements:** This project would address the City owned lands between the Shell Station and Forest Avenue, discussed by BPAC as a minimal clean-up and landscaping effort.

9. **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.

10. **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.

11. **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.

WATER

1. **Vehicle Equipment Storage:** Construction of equipment storage shelter fro equipment and vehicles at the Lake Mary Water Treatment Plant.

2. **Aging Water Infrastructure Replacement:** Replace 11,000 ft of water main each year. Water mains will be prioritized by age, condition, material and maintenance repair costs.

3. **Radio Read Meter Replacement:** Annual replacement of water meters to new style radio read meters.

4. **Switzer Canyon Transmission Line:** Replace aging 16" Cl waterline from Route 66 to Reservoir Filtration Plant. Project will be broken up into several phases.

5. **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.

6. **Water Meter Vault Replacement Program:** Replace old and outdated water meter vaults that have maintenance and safety issues with newer updated structures. Little America vault to be replaced in FY14.

7. **Westside Waterline Expansion:** Utilities to provide financial reimbursements to WL Gore for the oversizing of 6,505 ft of waterline along Route 66 and Flagstaff Ranch Road. Reimbursement not to exceed $450,000.

8. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

9. **Rio de Flag Waterline Relocations:** Replace existing water lines in conflict with the Rio de Flag Flood Control project being designed by the Corps of Engineers. The project has funding reflects the phasing of the utility relocation work.

10. **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.

11. **Walapai Drive Alley Waterline:** Replace aging waterline in Bow and Arrow neighborhood.

12. **Water Plant Efficiency Project:** Implementation of energy efficiency projects that were identified in the energy audit of the Water Production facilities conducted in 2012. Energy audit identified several energy conservation opportunities (ECO's). Project will be broken up into several phases over multiple years.

13. **Water Rate Study:** Updated rate study analysis of existing water, sewer and reclaimed water utility rates every 3 years to assure prudent fiscal management of the Utility.

14. **Cheshire Tank Repairs:** Inspect and repair of the Cheshire Steel Tank. Existing tank is leaking. Rehabilitation of the tank requires structural repair and panting of the inside and outside of tank surfaces.

15. **McCallister Ranch:** Construction of new well pump house building, clearwell and provide 18" pipeline connection to the existing water distribution system. The well site was drilled and capped as part of the 2004 bond program.

16. **Future Water Rights:** Acquisition of water rights and continued development of water ranch.

17. **Lake Mary Well #2 – 12" Waterline:** 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.

18. **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.

19. **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.

20. **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.

21. **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. **East Flag Shop Improvements:** Roofing and other building safety improvements to the East Flag Shop facility. This project is funded through the Operational Capital.

2. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

3. **WWTP 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. **Wildcat – Solids Disposal:** Installation of a temporary solids (digested sludge) dewatering system at the City of Flagstaff Wildcat Hill WWTP. Project to increase the amount of solids disposal at the Wildcat plant until a permanent solution can be designed and installed.

5. **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.

6. **Wildcat Bar Screens:** Replacement of two existing bar screens at the headwork's of the Wildcat Hill facility.

7. **Aging Sewer Infrastructure Replacements:** 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 825 ft of aging sewerline and 530 ft of waterline in Hillside between Elm and Dale. Part of the annual sewer replacement program.

9. **Rio de Flag Sewer Relocates:** 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 phasing of the utility relocation work.

10. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.

AIRPORT

1. **Westplex Taxiway – Rehab Phase II:** This project is milling the asphalt around the aircraft storage area of the airport and replacing with new asphalt.

2. **Apron Rehab:** The replacement of joint seals in concrete apron south of the terminal building.

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. **Spot Improvement – Annual:** Annual Maintenance of the storm drain system.

4. **Spot Improvement – East Route 66 Culvert:** Add a secondary outlet in the event the existing culvert under Route 66 becomes blocked.

5. **Spot Improvement – Columbia Circle:** A design will be conducted to solve residential flooding of structures and yards near Columbia Circle Drive.

6. **Spot Improvement – City Prop 116 Butler:** Stormwater runoff from city lot flows into residential area causing flooding to structures and yards. This project will include design and implementation to solve on and off-site flooding.

7. **Spot Improvement – 10 Bundled Projects:** Ten small drainage improvement projects will involve construction to alleviate flooding to residential and commercial structures.

Capital Budget Impact on the Operating Budget

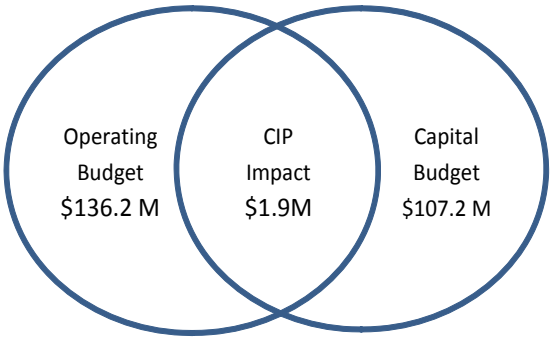
The City of Flagstaff prepares a Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life), which is prepared along with the Annual Budget and Financial Plan (focus on municipal service delivery programs which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

The impact of capital project operating costs on the annual budget are a fundamental element of the City's CIP and the overall budget development process. Reliable operating cost estimates are necessary from the onset of each budget cycle, as the city must determine specific ongoing expenses it will incur once a project has been completed. For example, once a project becomes active, it requires staff (personnel), utilities, planned equipment replacement for obsolescence, facility maintenance, etc., in order to operate. And, since project components are often completed in phases, partially constructed projects generally have associated operating costs which will need to be funded in future fiscal years. In terms of budgeting, the project's initial operational impact may begin before completion of the project in its entirety. In addition, there are additional debt service payments for new debt financed projects.

The incremental impact for FY 2014 is estimated as indicated in the following table.

Incremental Impact of Capital Budget on
Fiscal Year 2013 - 2014 Operating Budget

New Debt Service	FY14
General Government (General Obiligation)	$ 1,585,700
General Government (Revenue Bonds)	206,240
New Operations and Maintenance	
General Funds	(30,896)
FUTS Funds	8,312
BBB Funds	12,780
Water / Wastewater Funds	72,000
Solid Waste Funds	2,000
Total	$ 1,856,136



The new FY 2014 debt service is attributed to new Revenue Bonds and General Obligation (G.O.) bonds. These bonds will carry 10 to 20 year maturities and the associated debt service will remain in the operating budget for the corresponding period of time. The impact of this new debt service is factored and will influence long range projections for new project prioritization and the City's capacity to issue future debt.

Debt associated with projects financed with General Obligation (G.O.) bonds within the General Government program will be paid out of the Debt Service Fund with secondary property tax revenue.

Debt associated with projects financed with Revenue bonds will be paid from dedicated pledged revenue streams. These revenue streams will be determined at the time bonds are being issued.

The table below lists the CIP projects budgeted for completion during FY 2013 – 2014 by major CIP Program area. There associated operating budget impacts will take effect the following budget year, FY2014 – 2015.

Fiscal Year 2013 - 2014 CIP Projects and Operating and Maintenance Budget Impacts

Program and Project Name	Fund	Annual Impact
General Government Program		
Solar Panel Project	Non-Departmental	$ (30,896)
Municipal Maintenance Facility	General	TBD
Court Facility	General	TBD
Parks and Recreation	General	TBD
FUTS Program		
Arizona Trail	FUTS	2,605
Country Club FUTS Trail	FUTS	732
Cedar Trail	FUTS	104
Switzer Mesa Trail	FUTS	1,257
Florence - Walnut Underpass	FUTS	104
Fourth Street Trail	FUTS	1,336
Pine Knoll Trail	FUTS	363
Hospital Rim FUTS Trail	FUTS	1,253
Brannen Connector	FUTS	558
BBB		
4th Street Neighborhood Gateway	BBB Fund	6,140
Butler Medians Phase III	BBB Fund	6,140
Fort Valley Road Enhancements	BBB Fund	500
Water / Wastewater		
Future Water Rights - Red Gap Waterline	Utilities	10,000
Switzer Canyon Transmission Line	Utilities	1,000
Cheshire Tank Repairs	Utilities	10,000
Picture Canyon	Utilities	1,000
Rio de Flag Sewer Relocates	Utilities	50,000
Solid Waste		
Road Extension	Solid Waste	2,000
Total Operating Impact of FY 2013 - 2014 CIP Projects		**$ 64,196**

A description of each project will be listed in FY 2014 Project Descriptions section.

Within the General Government Program, the Solar Panel Project is expected to be a revenue generating project that is projected to produce $288,570 annually. This will offset the net projected operating and financing costs of $257,674. The net annual impact will be a decrease in annual impact of $30,896. Operating & maintenance estimates for the Municipal Maintenance Facility, Court Facility and Parks and Recreation will be determined upon finalized planning of each project.

The projects within the FUTS Program will consist of maintenance costs incurred by the City's Parks section in maintaining the FUTS trails. The projected annual impact of these projects is expected to be $8,312.

The BBB Program projects will consist of maintenance costs incurred by the City's Parks division in maintaining streetscapes, infrastructure and public art items. The projected annual impact of these projects will be $12,780.

The projects within the Water / Wastewater Program will consist of operating and maintenance costs in maintaining City Utility infrastructure. The projected annual impact is estimated at $72,000.

The Solid Waste Program has one project that will require maintenance of street infrastructure. The projected annual impact will be $2,000.

FUTURE OPERATING BUDGET IMPACTS

In addition to current year operating budget impacts, future operating costs with current and planned projects are identified in the five year capital plans. Since the City Council only formally adopts operating and capital budgets on an annual basis, the 'out-year' impacts represent a forecast based on the current scope of the project and inflation assumptions. As such, they will be subject to revision in future years based on changes in inflation, the scope of the project and Council and community priorities.

Capital Improvement Program Net Operating Forcast
Fiscal Year 2014-2015 to Fiscal Year 2018-2019

Program and Project Name	Fund	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Total
General Government Program							
Innovation Mesa	Capital Projects	$ -	100,000	-	-	-	$ 100,000
USGS Misc Buildings	Capital Projects	-	-	-	-	213,500	213,500
Streets Program							
Beulah Blvd / University Drive	Transportation	-	-	-	5,500	-	5,500
Industrial Drive - Huntington to Purina	Transportation	-	2,390	-	-	-	2,390
Country Club / Oakmont	Transportation	-	-	-	-	2,675	2,675
FUTS Program							
High Country Trail	FUTS	724	-	-	-	-	724
Sheep Crossing Trail	FUTS	-	3,608	-	-	-	3,608
Lonetree Trail	FUTS	-	2,248	-	-	-	2,248
Switzer Canyon Trail	FUTS	-	-	1,969	-	-	1,969
Shultz Pass Trail	FUTS	-	-	1,680	-	-	1,680
BBB							
Butler Avenue - North Edge	BBB Fund	6,000	-	-	-	-	6,000
Butler Medians Phase IV	BBB Fund	-	-	6,000	-	-	6,000
Urban Forest	BBB Fund	-	-	-	3,000	-	3,000
Water / Wastewater							
LM Electrical Service Upgrade	Utilities	1,200	-	-	-	-	1,200
Railroad Springs Resevoir #1 Repaint	Utilities	4,100	-	-	-	-	4,100
Westside Interceptor Improvements	Utilities	-	3,800	-	-	-	3,800
Rio Plant - Replace UV System	Utilities	-	-	-	16,000	-	16,000
Wildcat - Replacement Grit Pumps	Utilities	2,400	-	-	-	-	2,400
Wildcat - Third Digestor	Utilities	-	35,000	-	-	-	35,000
Airport							
Non-Revenue Parking	Airport	-	-	-	7,500	-	7,500
Solid Waste							
Maintenance Building	Solid Waste	10,000	-	-	-	-	10,000
Methane Gas Collection Wells	Solid Waste	-	70,000	-	-	-	70,000
Total Operating Impacts		**$ 24,424**	**217,046**	**9,649**	**32,000**	**216,175**	**$ 499,294**

As shown above, a total of 22 CIP projects are projected to produce approximately $500,000 in operating budget impacts. These operating budget impacts represent new incremental expenditure increases which are anticipated to go into effect on a permanent annual basis in the fiscal year shown.

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-	-
Resources									
Debt	48,577,911	8,003,780	42,656,283	4,374,063	2,270,977	13,811,450	3,909,342	10,493,790	85,519,685
Grants	16,648,269	6,326,679	14,409,364	7,203,813	1,797,130	4,646,199	4,227,203	3,205,065	41,815,453
Pay-as-you-go	48,893,814	8,406,062	50,158,920	17,459,201	18,101,142	13,087,858	14,134,909	14,756,239	136,104,331
Reserved	-	-	-	-	1,750,000	-	300,000	3,000,000	5,050,000
Total Resources	114,119,994	22,736,521	107,224,567	29,037,077	23,919,249	31,545,507	22,571,454	31,455,094	268,489,469
Expenditures									
General Government	79,304,305	10,607,357	68,940,783	9,189,563	2,468,477	13,811,450	3,915,512	10,493,790	119,426,932
Streets/Transportation	8,358,192	4,316,695	11,321,601	7,168,500	7,513,900	5,055,700	5,509,200	7,710,318	48,595,914
Flagstaff Urba Trails System	3,210,435	1,197,880	3,446,341	555,000	725,000	500,000	550,000	425,000	7,399,221
BBB: Streetscape	3,160,214	1,049,341	2,619,360	512,500	512,500	612,500	512,500	562,500	6,381,201
Utilities: Water	7,973,511	2,673,980	6,710,560	3,110,000	2,740,000	4,340,000	3,684,000	6,144,000	29,402,540
Utilities: Wastewater	1,649,000	601,133	3,366,867	2,890,000	3,815,000	2,100,000	3,323,000	1,763,000	17,859,000
Airport	5,198,170	1,406,709	5,835,127	3,359,514	1,750,372	4,777,777	4,425,000	1,000,000	22,554,499
Solid Waste	383,000	10,000	108,000	1,922,000	4,060,000	10,000	310,000	3,010,000	9,430,000
Stormwater Utility	4,883,167	873,426	4,875,928	330,000	334,000	338,080	342,242	346,486	7,440,162
Total Expenditures	114,119,994	22,736,521	107,224,567	29,037,077	23,919,249	31,545,507	22,571,454	31,455,094	268,489,469
Ending Balance	$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
General Government									
General Fund									
Redevelopment	$ 645,000	-	145,000	-	-	-	-	-	145,000
Solar Panel Project	-	-	4,000,000	-	-	-	-	-	4,000,000
Brownfields Assessment	1,000,000	281,500	418,500	-	-	-	-	-	700,000
Property Purchase / Improvement	1,000,000	-	1,000,000	-	-	-	-	-	1,000,000
General Fund Bond Fund									
Fire Stations	8,000	6,000	-	-	-	-	-	-	6,000
FUTS / Open Space Land Acquisition	-	17,409	1,163,845	935,063	270,977	411,450	515,512	-	3,314,256
Picture Canyon	6,600,000	5,251,032	-	-	-	-	-	-	5,251,032
USGS 2010 SFO	1,587,000	-	-	-	-	-	-	-	-
USGS Misc Buildings	-	-	-	-	-	10,000,000	-	10,000,000	20,000,000
Innovation Mesa	7,525,000	186,750	1,074,250	6,254,500	197,500	-	-	-	7,713,000
Observatory Mesa	-	225,000	12,020,000	-	-	-	-	-	12,245,000
Communication System 2010	-	3,747	-	-	-	-	-	-	3,747
2010 Street / Utility	272,000	109,888	-	-	-	-	-	-	109,888
Pavement Preservation	650,000	331	-	-	-	-	-	-	331
Cherry Avenue	1,248,000	938,406	-	-	-	-	-	-	938,406
Franklin / Mohawk Avenue	-	241	-	-	-	-	-	-	241
Izabel Avenue	-	568	-	-	-	-	-	-	568
S. Beaver / S. Leroux Street	2,342,350	235,710	2,130,650	-	-	-	-	-	2,366,360
Dodge Avenue	968,467	782,928	10,667	-	-	-	-	-	793,595
Rose Avenue	1,047,500	155,746	1,449,260	-	-	-	-	-	1,605,006
Coconino / Elden / Humphrey	1,549,900	1,922,454	-	-	-	-	-	-	1,922,454
La Plaza Vieja	1,590,088	159,495	1,957,236	-	-	-	-	-	2,116,731
Cedar Avenue	-	12,075	676,375	-	-	-	-	-	688,450
Presidio Subdivision	2,876,000	-	-	-	-	-	-	-	-
Watershed Protection Project	6,000,000	50,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	493,790	10,043,790
Court Facility	12,000,000	250,000	12,000,000	-	-	-	-	-	12,250,000
Municipal Maintenance Facility	28,295,000	18,077	28,295,000	-	-	-	-	-	28,313,077
Land Acquisition (Parks & Rec)	-	-	-	-	-	1,400,000	1,400,000	-	2,800,000
Parks and Recreation	1,100,000	-	1,100,000	-	-	-	-	-	1,100,000
Total General Government	$ 79,304,305	10,607,357	68,940,783	9,189,563	2,468,477	13,811,450	3,915,512	10,493,790	119,426,932

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Streets / Transportation									
Streets									
Street Improvement Program	$ 1,154,879	1,054,879	2,146,000	2,146,000	2,146,000	2,146,000	2,253,300	2,365,965	14,258,144
Street Improvement Program - 1X funding	-	-	1,450,000	865,000	865,000	-	-	-	3,180,000
Sunnyside	850,000	-	850,000	-	-	-	-	-	850,000
Minor Transportation Improvements	50,000	50,000	50,000	60,000	65,000	70,000	75,000	85,000	455,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Sidewalk Replacement Program	15,000	14,450	15,000	15,000	15,000	15,000	15,000	15,000	104,450
Ponderosa Parkway	3,000	-	-	-	-	-	-	-	-
Transportation Tax Funded									
West / Arrowhead Improvement	4,469,313	2,755,171	4,821,575	-	-	-	-	-	7,576,746
Industrial Drive / Fanning Wash	-	-	575,000	1,375,000	-	-	-	-	1,950,000
Traffic Signal Program	-	-	445,000	-	477,000	-	512,000	-	1,434,000
Reserve for Transportation Improvements	175,000	175,000	159,500	167,500	175,900	184,700	193,900	203,600	1,260,100
Bike / Ped and Safety Improvement	484,500	112,191	669,526	200,000	200,000	200,000	200,000	200,000	1,781,717
Transportation Planning and Programming	95,000	95,000	90,000	90,000	90,000	90,000	90,000	90,000	635,000
Beulah Blvd / University Drive	995,000	10,004	-	1,500,000	1,580,000	2,300,000	2,120,000	-	7,510,004
Industrial Drive - Huntington to Purina	-	-	-	700,000	1,850,000	-	-	-	2,550,000
Butler / 4th Intersection Reconstruction	-	-	-	-	-	-	-	3,585,753	3,585,753
Country Club / Oakmont	-	-	-	-	-	-	-	1,115,000	1,115,000
Total Streets/Transportation	$ 8,358,192	4,316,695	11,321,601	7,168,500	7,513,900	5,055,700	5,509,200	7,710,318	48,595,914

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Esitmate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
FUTS FUND									
FUTS									
Special Projects & Unprogrammed Work	$ 50,000	32,200	50,000	50,000	50,000	50,000	50,000	50,000	332,200
FUTS Signage Program	293,000	200,000	95,000	-	-	-	-	-	295,000
Arizona Trail	316,279	65,414	283,438	-	-	-	-	-	348,852
Country Club FUTS Trail	9,100	9,100	3,500	-	-	-	-	-	12,600
Sixth Avenue / Arrowhead Connector	449,313	326,540	-	-	-	-	-	-	326,540
Cedar Trail	20,000	-	20,000	-	-	-	-	-	20,000
Switzer Mesa Trail	45,000	40,000	5,000	-	-	-	-	-	45,000
Switzer Canyon FUTS Trail	282,552	238,575	-	-	-	-	-	-	238,575
BNSF Walnut - Florence Underpass	647,500	4,000	1,315,200	-	-	-	-	-	1,319,200
Mall Transfer Center Trail Realignment	80,000	43,866	33,934	-	-	-	-	-	77,800
Florence - Walnut Underpass	478,031	2,850	530,223	-	-	-	-	-	533,073
Fourth Street Trail	159,660	7,719	683,286	-	-	-	-	-	691,005
Pine Knoll Trail	80,000	17,616	50,000	-	-	-	-	-	67,616
Ponderosa Trail Rehab	300,000	210,000	-	-	-	-	-	-	210,000
Hospital Rim FUTS Trail	-	-	266,760	-	-	-	-	-	266,760
Brannen Connector	-	-	40,000	-	-	-	-	-	40,000
High Country Trail	-	-	70,000	280,000	-	-	-	-	350,000
Sheep Crossing Trail	-	-	-	125,000	200,000	-	-	-	325,000
Lonetree Trail	-	-	-	100,000	250,000	-	-	-	350,000
Switzer Canyon Trail	-	-	-	-	225,000	300,000	-	-	525,000
Shultz Pass Trail	-	-	-	-	-	150,000	-	-	150,000
Lake Mary Road Trail	-	-	-	-	-	-	500,000	225,000	725,000
Little America Trail	-	-	-	-	-	-	-	150,000	150,000
Total FUTS	$ 3,210,435	1,197,880	3,446,341	555,000	725,000	500,000	550,000	425,000	7,399,221

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Esitmate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
BBB FUNDS									
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	$ 50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Historic Facades	106,177	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
4th Street Neighborhood Gateway	184,360	-	184,360	-	-	-	-	-	184,360
Neighborhood Gardens	19,000	-	20,000	-	-	-	-	-	20,000
Butler Medians Phase III	513,900	50,000	352,500	-	-	-	-	-	402,500
4th Street Corridor Improvements	1,100,000	-	1,300,000	200,000	-	-	-	-	1,500,000
Basque Properties	250,000	14,600	-	-	-	-	-	-	14,600
Heritage Square Permanent Lighting	30,000	30,000	-	-	-	-	-	-	30,000
Visitor Center Route 66 Planter	25,000	25,000	-	-	-	-	-	-	25,000
Arts Incubator Façade Contribution	50,000	25,000	125,000	-	-	-	-	-	150,000
Milton Signs	100,000	-	100,000	-	-	-	-	-	100,000
Beautification in Action	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	87,500
Route 66 Preservation Project	20,000	23,000	-	-	-	-	-	-	23,000
Woodlands/Beulah Medians	699,277	769,160	-	-	-	-	-	-	769,160
Southside Plan - Beaver / San Francisco	-	81	-	-	-	-	-	-	81
Butler Avenue - North Edge	-	-	400,000	100,000	-	-	-	-	500,000
Fort Valley Road Enhancements	-	-	25,000	-	-	-	-	-	25,000
Gutter Diversions-Sustainable Streets	-	-	-	100,000	100,000	100,000	-	-	300,000
Butler Medians Phase IV	-	-	-	-	300,000	300,000	-	-	600,000
City Gateway at Milton Road	-	-	-	-	-	50,000	200,000	-	250,000
Urban Forest	-	-	-	-	-	50,000	200,000	-	250,000
CSPM Projects	-	-	-	-	-	-	-	450,000	450,000
Total BBB	$ 3,160,214	1,049,341	2,619,360	512,500	512,500	612,500	512,500	562,500	6,381,201

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Water/Wastewater									
Water									
Reserve for Improvements	$ 100,000	67,803	195,000	150,000	150,000	150,000	150,000	150,000	1,012,803
Railroad Springs Reservior	25,923	100,847	-	-	-	-	-	-	100,847
Future Water Rights	1,322,606	4,600	624,000	-	-	-	-	-	628,600
Water Resource Sustainability Study	35,000	35,000	-	-	-	-	-	-	35,000
Inner Basin Pipeline Realignment	3,778,982	1,900,000	-	-	-	-	-	-	1,900,000
Inner Basin Pipeline Relocation	-	9,100	-	-	-	-	-	-	9,100
Aging Water Infrastructure Replacement	-	-	451,741	2,000,000	2,000,000	2,000,000	2,832,000	2,832,000	12,115,741
Radio Read Meter Replacements	100,000	49,040	100,960	290,000	300,000	300,000	340,000	340,000	1,720,000
Water Meter Vault Replacement Program	-	-	120,000	120,000	40,000	40,000	40,000	40,000	400,000
Rio de Flag Waterline Relocations	200,000	-	200,000	-	-	200,000	222,000	32,000	654,000
San Francisco Alley Waterline	50,000	29,875	117,000	-	-	-	-	-	146,875
Lake Mary Land Acquisition	-	-	-	-	-	1,400,000	-	-	1,400,000
McCallister Ranch	-	-	900,000	-	-	-	-	-	900,000
Lake Mary Well #2 - 12" Pipeline	382,000	50,000	332,000	-	-	-	-	-	382,000
LM Electrical Service Upgrade	-	-	-	300,000	-	-	-	-	300,000
Water System Master Plan	150,000	30,000	120,000	-	150,000	-	-	150,000	450,000
Switzer Canyon Transmission Line	804,000	137,741	1,546,259	-	-	-	-	-	1,684,000
West / Arrowhead Waterline	230,000	139,000	330,000	-	-	-	-	-	469,000
SCADA Master Plan	50,000	30,000	20,000	-	-	-	-	-	50,000
SCADA Control Upgrades	80,000	-	80,000	-	-	-	-	-	80,000
Water Plant Efficiency Project	35,000	35,000	97,000	50,000	100,000	100,000	100,000	100,000	582,000
NAZ Water Supply Feasibility	300,000	-	300,000	-	-	-	-	-	300,000
Water Rate Study	-	-	150,000	-	-	150,000	-	-	300,000
Vehicle Equipment Storage	90,000	12,400	77,600	-	-	-	-	-	90,000
Westside Waterline Expansion	-	-	450,000	-	-	-	-	-	450,000
Cheshire Tank Repairs	-	-	300,000	-	-	-	-	-	300,000
Railroad Springs Resevoir #1 Repaint	-	-	-	200,000	-	-	-	-	200,000
New Well and Pumphouse	-	-	-	-	-	-	-	2,500,000	2,500,000
Walapai Drive Alley Waterline	240,000	43,574	199,000	-	-	-	-	-	242,574
	7,973,511	2,673,980	6,710,560	3,110,000	2,740,000	4,340,000	3,684,000	6,144,000	29,402,540

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Water/Wastewater									
Wastewater									
Picture Canyon	$ 65,600	32,200	290,500	-	-	-	-	-	322,700
Westside Interceptor Improvements	-	-	-	-	400,000	-	-	-	400,000
Sewer / Reclaimed Water Master Plan	125,000	20,800	104,200	-	125,000	-	-	125,000	375,000
Rio Plant - Replace UV System	-	-	-	-	-	-	1,400,000	-	1,400,000
WWTP Energy Efficiency Program	120,000	18,600	301,400	400,000	350,000	150,000	150,000	150,000	1,520,000
Wildcat Barscreens	450,000	36,000	414,000	-	-	-	-	-	450,000
Wildcat - Replacement Grit Pumps	-	-	-	90,000	-	-	-	-	90,000
Wildcat - Third Digestor	-	-	-	1,500,000	1,500,000	-	-	-	3,000,000
Wildcat - Solids Dispoal	-	70,000	1,130,000	-	-	-	-	-	1,200,000
Aging Sewer Infrastructure Replacements	110,000	30,000	484,225	750,000	1,290,000	1,290,000	1,290,000	1,290,000	6,424,225
Rio de Flag Sewer Relocates	242,000	-	242,000	-	-	300,000	333,000	48,000	923,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	-	210,000	-	-	210,000
East Flag Shop Improvements	85,000	55,000	30,000	-	-	-	-	-	85,000
Hillside Sewer Replacement	290,000	177,133	255,542	-	-	-	-	-	432,675
Reserve for Improvements	161,400	161,400	115,000	150,000	150,000	150,000	150,000	150,000	1,026,400
	1,649,000	601,133	3,366,867	2,890,000	3,815,000	2,100,000	3,323,000	1,763,000	17,859,000
Total Water And Wastewater	$ 9,622,511	3,275,113	10,077,427	6,000,000	6,555,000	6,440,000	7,007,000	7,907,000	47,261,540

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Airport									
Non-Revenue Parking Design	$ -	-	-	-	-	777,777	-	-	777,777
Non-Revenue Parking	-	-	-	-	-	4,000,000	4,000,000	-	8,000,000
Rehab Taxiway Reconstruct	1,532,757	598,065	-	-	-	-	-	-	598,065
Westplex Taxilane - Design	554,318	554,318	-	-	-	-	-	-	554,318
Rehab Taxilane - Westplex	2,878,732	-	-	-	-	-	-	-	-
Westplex Taxiway - Rehab Phase II	-	-	5,595,127	-	-	-	-	-	5,595,127
Apron Reconstruction	181,362	203,986	-	-	-	-	-	-	203,986
Apron Rehab	-	-	240,000	-	-	-	-	-	240,000
Runway Rehab / Reconstruction	-	-	-	3,259,514	-	-	-	-	3,259,514
Airport Heliport	-	-	-	-	1,750,372	-	-	-	1,750,372
ADOT Taxi A & West	51,001	50,340	-	-	-	-	-	-	50,340
ADOT Runway Rehab	-	-	-	100,000	-	-	-	-	100,000
Future Projects - FAA	-	-	-	-	-	-	-	1,000,000	1,000,000
Future Projects - Pavement Marking	-	-	-	-	-	-	425,000	-	425,000
Total Airport	$ 5,198,170	1,406,709	5,835,127	3,359,514	1,750,372	4,777,777	4,425,000	1,000,000	22,554,499

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Solid Waste									
Maintenance Building	$ -	-	-	100,000	-	-	-	-	100,000
Stormwater Infrastructure	34,000	10,000	34,000	10,000	10,000	10,000	10,000	10,000	94,000
Methane Gas Collection Wells	-	-	-	-	3,750,000	-	-	-	3,750,000
Road Extension	49,000	-	49,000	-	-	-	-	-	49,000
Cell Preparation Fees	-	-	-	-	-	-	300,000	3,000,000	3,300,000
Sub-Surface Geo Physical Study	300,000	-	25,000	-	-	-	-	-	25,000
Sub-Surface Geo Physical Study - Ph 2	-	-	-	-	300,000	-	-	-	300,000
Utility Infrastructure Fiber Optics	-	-	-	1,812,000	-	-	-	-	1,812,000
Total Solid Waste	$ 383,000	10,000	108,000	1,922,000	4,060,000	10,000	310,000	3,010,000	9,430,000

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Stormwater Utility									
Drainage Spot Improvement	$ 206,625	-	-	255,000	259,000	263,080	267,242	271,486	1,315,808
Spot Improvement - Annual	75,000	43,876	75,000	75,000	75,000	75,000	75,000	75,000	493,876
Spot Improvement - Skunk Canyon	24,032	331,000	-	-	-	-	-	-	331,000
Spot Improvement - East Rt 66 Culvert	198,891	47,000	250,000	-	-	-	-	-	297,000
Spot Improvement - Shadow Mountain Phase I	189,000	225,000	-	-	-	-	-	-	225,000
Spot Improvement - Fanning at Steves Culvert	37,510	-	-	-	-	-	-	-	-
Spot Improvement - Shultz Creek Design Phase I	81,168	-	-	-	-	-	-	-	-
Spot Improvement - Columbia Circle	-	-	129,000	-	-	-	-	-	129,000
Spot Improvement - City Prop 116 Butler	-	-	32,500	-	-	-	-	-	32,500
Spot Improvement - 10 Bundled Projects	-	55,350	462,000	-	-	-	-	-	517,350
Rio De Flag Project	2,870,941	171,200	2,727,428	-	-	-	-	-	2,898,628
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	-	1,200,000
Total Stormwater Utility	$ 4,883,167	873,426	4,875,928	330,000	334,000	338,080	342,242	346,486	7,440,162

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024

The following is a list of projects that currently do not have a funding source and therefore are 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 Administration Facility Expansion	$ 2,650,000
Joint City / County Evidence / Property / Document Storage Facility	2,500,000
	5,150,000
Fire Department	
Training Center Facility Improvements	250,000
Training Center Ground Improvements	315,000
Fire Station Repairs and Upgrades	205,000
	770,000
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
	72,610,000
Total General Government	**78,530,000**
STREETS / PUBLIC WORKS	
Streets	
Sunnyside Neighborhood Improvements	5,000,000
Unfunded Street Pavement Preservation	50,000,000
	55,000,000
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
	106,476,800
Mechanical Shop	
New Shop / Yard Facility	TBD
Wheeler Park Re-Design Phase I	1,100,000
	1,100,000
Cemetery	
Cemetery Entrance at Lone Tree / Woodlands	706,520
	706,520
Total Streets / Public Works	**163,283,320**

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024

TRANSPORTATION

Priority

1	Fourth Street / I-40 Overpass and Roadway	$	10,000,000
2	John Wesley Powell Boulevard - Pine Canyon to South Fourth Street		25,000,000
3	Yale / Plaza Way / Metz Walk Backage Road		3,000,000
4	John Wesley Powell Boulevard - Airport to Lake Mary Road		8,000,000
			46,000,000

Lone Tree Corridor

5	Route 66 to Butler Avenue	50,000,000
6	Pine Knoll to John Wesley Powell Boulevard	47,900,000
7	Sawmill to Pine Knoll	TBD
8	Steves Boulevard / Lakin Realignment	1,550,000
9	Old Walnut Canyon Road Paving	1,700,000
10	Milton Road Corridor Improvements (ADOT Partnership)	13,000,000
11	Riordan Ranch Street / Backage Road	2,000,000
12	Beulah Boulevard - Airport Traffic Interchange to Lake Mary Road	14,000,000
13	Woody Mountain Loop - Route 66 to I-17	28,000,000
14	I-17 / Woody Mountain Road Traffic Interchange	23,300,000
15	East Butler Avenue Extension to Section 20	15,000,000
16	Empire Avenue Extension to East Route 66	10,700,000
17	Lockett Road - Fourth to Fanning Reconstruction	3,700,000
18	Beaver - Columbus to Cherry Reconstruction	2,000,000
		212,850,000

Total Transportation **258,850,000**

COMMUNITY ENRICHMENT

Recreation

Aquaplex Expansion - 25 meter	6,000,000
Competitive Pool - 50 meter	20,000,000
Enclosed Tennis Courts / Flagstaff Recreation Center	1,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD
	32,640,000

Total Community Enrichment **32,640,000**

ECONOMIC VITALITY

Community Design/Streetscape

North Fourth Street Corridor Improvements	18,000,000
Arts Incubator Facility	TBD
	18,000,000

Airport Capital

Airport Terminal Access Road Reconstruction - Pulliam Drive	3,160,000

Tourism/Visitor Services

Visitor Center Platform Reconstruction	355,000

Total Economic Vitality **21,515,000**

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024

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 Avenue to Railroad Springs		200,000
Santa Fe West Trail - Walnut to Rio		1,050,000
Woodlands Trail - Route 66 to Santa Fe West		200,000
		2,250,000
Total Urban Trails		**2,250,000**

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 Mountain Wells #6 & Lake Mary #4	150,000
WTP Groundwater Rule Measurement Equipment	75,000
Water Security Monitoring Program (quantity 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
John Wesley Powell to Fourth 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 and X-mas Tank sites	75,000
Upgrade Existing Well Houses - Annual 1 per year	150,000
Red Gap Ranch Drill 10 Proving Wells	1,350,000
Red Gap Pump Test of Wells	9,000,000
Red Gap Pipeline and Wellfield Final Design	3,300,000
Red Gap Environmental Impact Study and Statement	9,000,000
Red Gap ROW Acquisition	4,050,000
Red Gap Construction	225,000,000
	256,645,000

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
	10,185,000
Total Utilities	**266,830,000**

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024

STORMWATER

Priority			
1	West Street Wash	$	5,595,037
2	Switzer Canyon Wash Upper Reach		5,351,513
3	Steve's Boulevard Wash - Soliere Crossing		308,000
4	Penstock Avenue Wash		3,799,802
5	West Phoenix Street Drainage Improvements		TBD
6	Fanning Drive Wash Upper Reach		2,631,526
7	Hospital Hill		714,696
8	Shadow Mountain Phase II - Monte Vista Drainage Improvements		248,000
9	McMillan Mesa		15,000
10	Switzer Canyon Wash Lower Reach		1,578,522
11	Sunnyside Hill		64,000
12	Darlene Drive Street Drainage Improvements		120,000
13	Mobile Haven		575,861
14	North Sunset Drainage Improvements		TBD
15	Flag Truckstop		149,000
16	Leroux Avenue Storm Drain Upgrade		30,000
			21,180,957
	Total Stormwater		**21,180,957**
	TOTAL UNFUNDED PROJECTS	**$**	**845,079,277**

Flagstaff

2012 CITY MAP



Flagstaff Visitor Center
in the Historic Train Station

To Flagstaff Nordic Center
To Arizona Snowbowl
Museum of Northern Arizona
Coconino Center for the Arts
The Arizona Historical Society-Pioneer Museum
To Grand Canyon National Park
To Sunset Crater Volcano and Wupatki National Monuments
Flagstaff Mall
Historic Route 66
To Walnut Canyon National Monument
Fort Valley Rd.
Cedar Ave.
Linda Vista Dr.
Lockett Rd.
Fanning Dr.
Steves Blvd.
Fourth St.
West St.
Fourth St. Overpass
Industrial Dr.
Country Club Dr.
Oakmont Dr.
Forest Ave.
Thorpe Rd.
Bonito St.
Switzer Canyon Dr.
Lowell Observatory
Historic Downtown
Flagstaff Visitor Center
Santa Fe Ave.
Aspen Ave.
Milton Rd. Underpass
Route 66
Huntington Dr.
Lucky Lane
Butler Ave.
Ponderosa Pkwy.
Riordan Mansion State Historic Park
Riordan Rd.
University Ave.
Woodlands Village
Forest Meadows
Milton Rd.
San Francisco St.
NORTHERN ARIZONA UNIVERSITY
McConnell Dr.
Pine Knoll Dr.
Lone Tree Rd.
To Williams
The Arboretum at Flagstaff
Woody Mountain Rd.
Zuni Dr.
High Country Trail
John W. Powell Blvd.
89A
Pulliam Dr.
To Lake Mary and Mormon Lake
Lake Mary Rd.
To Phoenix
To Sedona
Flagstaff Pulliam Airport
Map copyright © 2012
Flagstaff Convention & Visitors Bureau



Additional Points of Interest

1. **Flagstaff Visitor Center** and Amtrak Train Station*
2. The Aquaplex
3. Babbitt Brothers Building*
4. Buffalo Park
5. Bushmaster Park
6. Coconino County Courthouse*
7. Continental Country Club and Elden Hills Golf Course
8. Flagstaff Chamber of Commerce
9. Flagstaff City Hall
10. Flagstaff Convention and Visitors Bureau Admin Office*
11. Flagstaff Main Library
12. Flagstaff Mall and The Marketplace
13. Flagstaff Medical Center
14. Flagstaff Police Department
15. Flagstaff Pulliam Airport
16. Fort Tuthill Coconino County Fairgrounds
17. Foxglenn Park
18. Greyhound Bus Depot
19. Heritage Square
20. Jay L. Lively Activity Center
21. Historic 1890 Lumberyard*
22. McMillan (Bank) Building*
23. McMillan Mesa Park
24. McPherson Park
25. Monte Vista Hotel*
26. Mountain View Park
27. NAU Walkup Skydome
28. Orpheum Theater*
29. Sawmill County Park
30. Thorpe Park
31. Thorpe Park Softball Complex
32. Weatherford Hotel*
33. Wheeler Park

*Historic Downtown Landmark

Flagstaff

FLAGSTAFF VISITOR CENTER
One East Route 66 | Flagstaff, Arizona 86001-5530
800-842-7293 | 928-774-9541
flagstaffarizona.org

6/12

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 89.1 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	2.01
March	50.2	22.4	2.03
April	58.5	28.0	1.25
May	68.0	34.3	0.62
June	78.0	41.8	0.44
July	81.6	50.9	2.47
August	79.1	49.8	2.73
September	73.5	41.9	1.91
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	20.65

Source: Western Regional Climate Center (Jan. 1893-Mar. 2013)

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 26,000 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 a multitude of music, educational and athletic camps, as well as a broad variety of conferences from across the nation.

Population	2000	2010	2012
Flagstaff	52,894	65,870	66,322
Coconino County	116,320	134,421	134,313
Arizona	5,130,632	6,392,017	6,498,569

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 2013
Telecom	228
Publishing	43
Job Printing	54
Restaurants/Bars	373
Amusements	53
Commercial Rental	761
TPP Rental	543
Contracting	2,180
Retail	3,620
Advertising	57
Hotel/Motel	143
Franchise	133
BBB	504
Miscellaneous	25
Service Related (Business Licenses)	1,644
Total Liceneses	10,361

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.27 billion in FY 2013.

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	2012*
(Annual Average)			
Civilian Labor Force	34,589	76,599	71,400
Unemployed	1,582	6,819	5,800
Unemployment Rate	4.5%	8.9%	8.1%

*Source: Bureau of Labor Statistics, *Dec 2012*

Growth Indicators	2000	2010	2013
Business Licenses	5,440	9,762	10,361
Retail Sales	1,238,195,104	1,787,828,409	2,087,147,040
Primary Net Assessed Value	399,244,815	813,239,868	765,266,937

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 10 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 34 associate degrees and 24 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2012, enrollment was 3,314 students (1,037 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 2012, NAU offered 78 Bachelor, 48 Master, and 10 Doctorate along with 37 Undergraduate and 25 Graduate certificates. Top enrollment for its 26,002 students (18,292 of which were enrolled at the Flagstaff campus) are Elementary Education, Biology, Psychology, Hotel & Restaurant Management, 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 six 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 is home to the Discovery Channel Telescope, which had its first light images in April of 2012. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 85,000 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 55 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. Close to 200 physicians are on active staff at the hospital, representing approximately 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 social well-being of current and future citizens, a vibrant economy and a self-renewing, healthy environment. As a result, the City of Flagstaff's Sustainability and Environmental Management Section (SEMS) works to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

The Sustainability Program develops and implements policies, projects, and programming directly related to municipal and community-wide sustainability. Building on the principles of economic, environmental, organizational, and social consideration, programming provides critical resources to the Flagstaff community and municipal organization. Programming supports energy efficiency, renewable energy, fleet management, recycling, composting, open space acquisition and management, community agriculture, and climate resiliency and preparedness.

Environmental management ensures that the municipal organization is within compliance of environmental regulations and provides the safe disposal of residential and small business hazardous wastes utilizing the Hazardous Products Center (HPC) at the Cinder Lake Landfill. Programming also achieves environmental compliance within the city for asbestos, due diligence for property acquisitions, lead-based paint, indoor air quality, mold and industrial stormwater discharge permits. This includes not only performing smaller projects utilizing trained and certified city staff, but also the management of larger projects. Environmental Management staff also provides required annual asbestos and stormwater training to city staff.

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 2012

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 16,831,794	2.20%
W L Gore & Associates, Inc.	Manufacturer	14,367,060	1.88%
Qwest Corporation	Utility	5,124,457	0.67%
Nestle Purina Petcare Company	Distribution/Retail	4,836,113	0.63%
Wal-Mart Stores, Inc.	Shopping Center	3,702,797	0.48%
Flagstaff Mall SPE, LLC	Shopping Center	3,454,200	0.45%
Walgreen Arizona Drug Company	Medical	2,345,050	0.31%
SACO Management, Inc.	Real Estate	2,337,176	0.31%
BNSF Railway Company	Railroad	2,317,781	0.30%
Railhead Associates, LLC	Real Estate	2,316,876	0.30%
Total Principal Taxpayers		$ 57,633,304	7.53%

Source: Coconino County Assessor

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	Total
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
2012	1.5283	4.9458	0.4734	0.7656	7.7131

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
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
2013	1.0000	0.7210	2.0000	1.1250	5.6000	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 19, 2008

Form of Government
Council, City Manager

Area - Square Miles
June 2013 - 65.62

Infrastructure	
Miles of Streets	634.00
Miles of Alleys	13.69
Miles of Sidewalks	166.00
Miles of Waterlines	433.00
Miles of Reclaim Waterlines	25.50
Miles of Sewer	
Storm	90.00
Sanitary	274.00
Number of Street Lights	3,466
Number of Fire Hydrants	3,242
Number of Reclaim Hydrants	14
Number of Manholes	7,403

Employees as of June 30, 2013		
Merit System		535
Exempt		135
Temporary		250
Elected Officials		7
Total Payroll for the Year Ending 2013:	$	40,068,520

Fire Protection	
Number of Stations	6
Number of Employees (FTE) FY 2014	85.00

Police Protection	
Number of Employees (FTE) FY 2014	169
Number of Employees (FTE) FY 2013	171
Number of Calls for Service per 12/31/2012	43,304
Ave. Patrol Officers for 24 hour period	27.1
Vehicular Patrol Units	35
Coconino County Jail Prisoner Capacity	477

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	209
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 2012	
Number of Registered Voters	30,755
Number of Votes Cast	24,213
% of Registered Voters that Voted	78.73%

Parks and Recreation	
Number of Developed Parks	23
Number of Un-developed Parks	4
Park Acreage	709.84
Flagstaff Urban Trail System-Miles	55.00
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	10
Public Middle School	2
Public High School	3
Private Schools	3
Magnet Schools	1
Charter Schools	9
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2012):	
Flagstaff Unified School District	9,686
Charter	2,651
Northern Arizona University	
Flagstaff Campus	18,292
All Locations	26,002
Coconino Community College	
Full-Time	1,037
Part-Time	2,277

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax

Retail Sales Last 10 Fiscal Years:

2013	$	2,087,147,040
2012		1,980,692,207
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
Total Sales Tax Revenue for Fiscal Year 2012		
	$	14,291,161

Utility Enterprise

Total Active Accounts on June 30, 2012	
Water	20,107
Single Family Average	
Gallons/Household/Month	6,326
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

2012**	66,322
2011**	65,985
2010	65,870
2009**	64,581
2008**	63,867
2005**	61,185
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	2001 G.O. Parks & Rec	2001 Certificates of Participation USGS	2003 Revenue 4th Street	2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill	2009 Certificates of Participation St Ovlay/Fire Eq
2014	4.750 %	4.750	4.000	5.250	5.000	3.000
2015	-	4.750	4.000	5.250	5.000	3.000
2016	-	4.750	5.000	5.250	5.000	3.000
2017	-	-	5.250	4.375	5.000	3.300
2018	-	-	5.250	4.500	5.000	3.500
2019	-	-	5.250	4.500	5.000	3.750
2020	-	-	5.250	4.125	5.000	4.000
2021	-	-	-	4.125	5.000	-
2022	-	-	-	4.000	5.000	-
2023	-	-	-	3.250	5.000	-
2024	-	-	-	-	5.000	-
2025	-	-	-	-	5.000	-
2026	-	-	-	-	5.000	-
2027	-	-	-	-	5.000	-
2028	-	-	-	-	5.000	-
2029	-	-	-	-	5.000	-
2030	-	-	-	-	5.000	-
2031	-	-	-	-	5.000	-
2032	-	-	-	-	5.000	-

Fiscal Year	2010 A Revenue Infratructure	2011 NAU-Public Safety Communications	2011 G.O. Projects Parks, Water	2011 G.O. Refunding	2012 4th Street Revenue Partial Refunding	2013 G.O. Projects
2014	3.000 %	2.400	2.000	2.000	3.000	2.000
2015	3.798	2.400	2.500	-	3.000	1.750
2016	4.057	2.400	2.000	-	3.500	1.750
2017	4.182	2.400	2.000	-	4.000	1.625
2018	4.402	2.400	3.500	-	4.000	1.750
2019	4.502	2.400	3.500	-	3.500	2.000
2020	4.602	2.400	2.750	-	3.750	3.000
2021	-	2.400	-	-	-	2.000
2022	-	-	-	-	-	4.000
2023	-	-	-	-	-	4.000
2024	-	-	-	-	-	4.000
2025	5.215	-	-	-	-	4.000
2026	-	-	-	-	-	3.000
2027	-	-	-	-	-	3.000
2028	-	-	-	-	-	3.000
2029	-	-	-	-	-	-
2030	5.480	-	-	-	-	-
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-

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

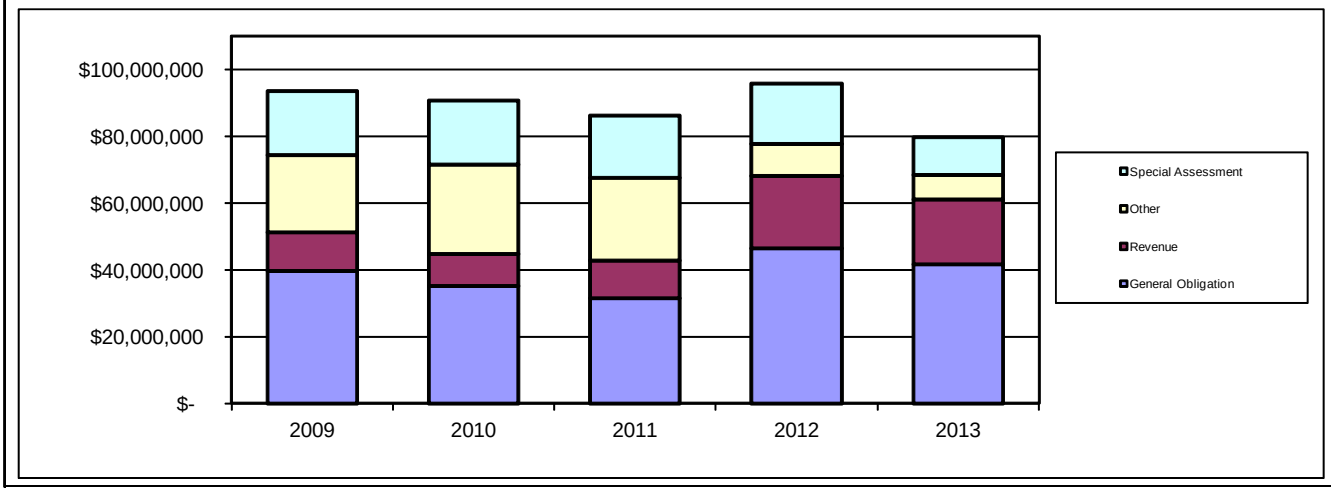
Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2003	61,030	$ 444,674,678	$ 34,012,849	$ 3,570,000	$ 30,442,849	7%	$ 498.82
2004	61,270	464,257,886	30,967,902	3,920,000	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
2012	66,322	791,371,939	41,573,736	4,254,028	37,319,708	5%	562.70

(1) Arizona Department of Economic Security projected population increases except 2010, which are official census figures.

(2) From County Assessors Office.

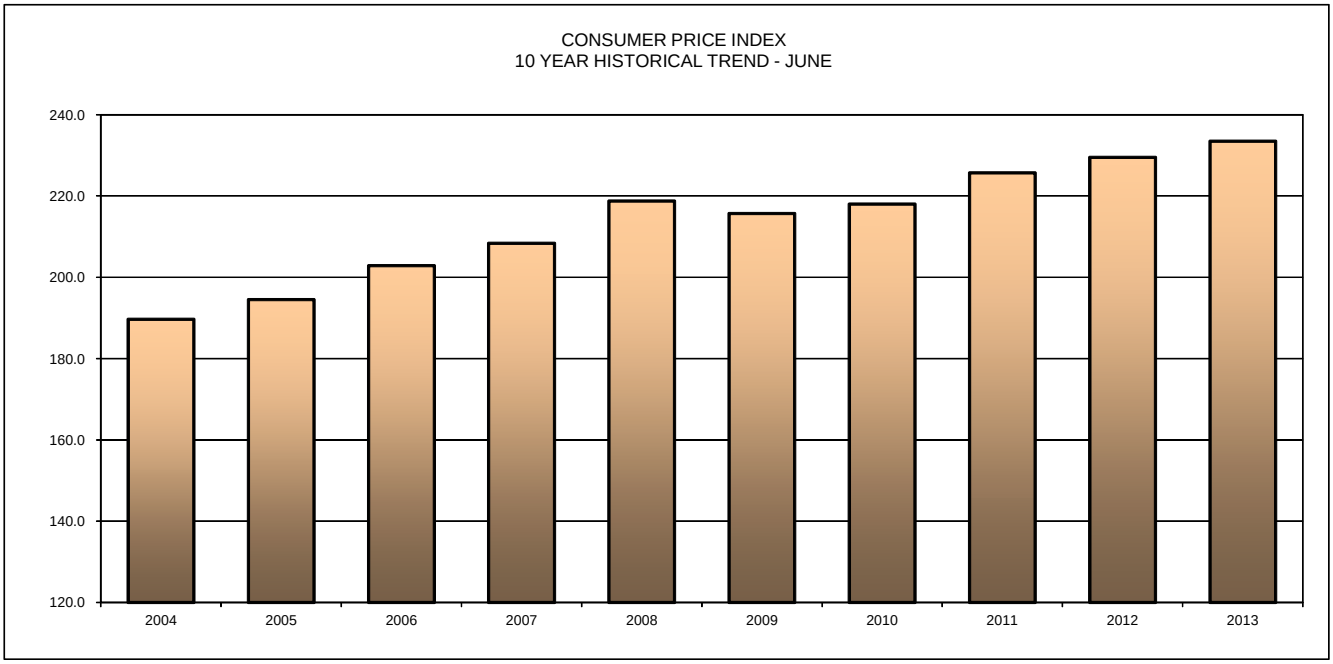
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

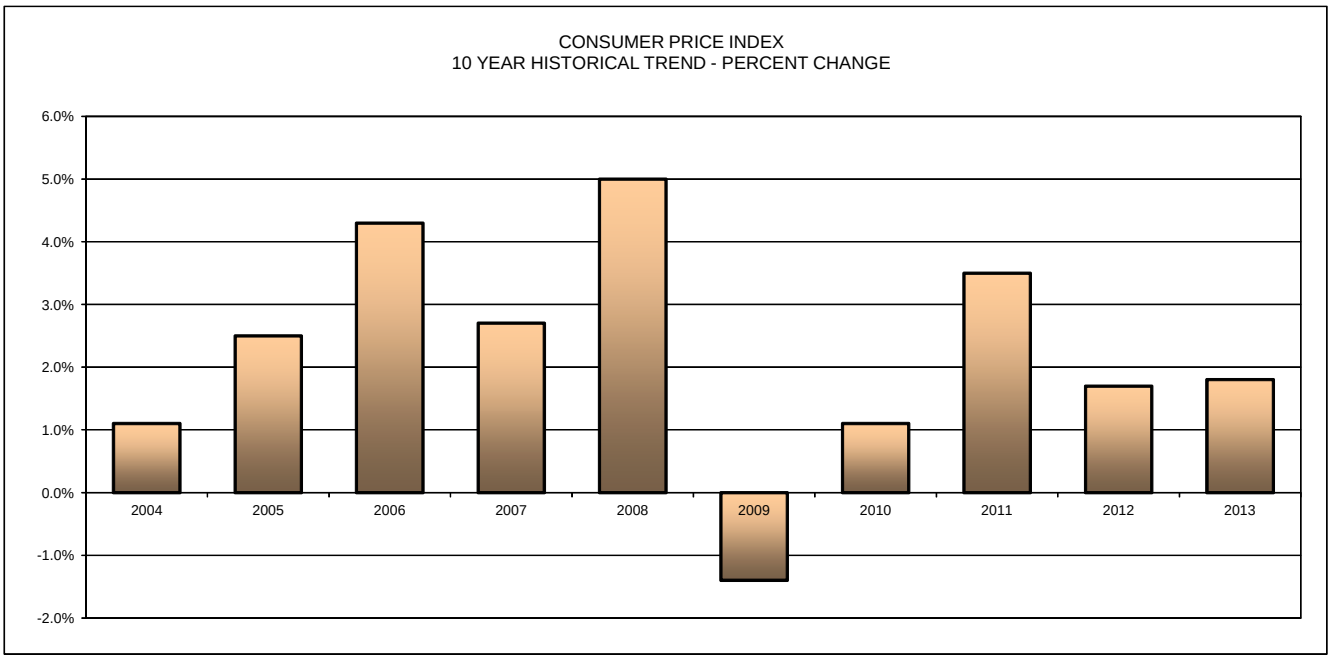
	2009	2010	2011	2012	2013
General Obligation	$ 39,865,000	35,105,000	31,555,000	46,366,115	41,573,736
Revenue	11,537,135	9,783,234	11,278,908	21,758,785	19,587,483
Other	23,000,000	26,585,000	24,850,000	9,595,000	7,285,000
Special Assessment	19,257,000	19,169,000	18,615,000	18,130,000	11,362,000
Total Bonds Payable	$ 93,659,135	90,642,234	86,298,908	95,849,900	79,808,219



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
June	189.7	194.5	202.9	208.4	218.8	215.7	218.0	225.7	229.5	233.5
Percent Change	1.1%	2.5%	4.3%	2.7%	5.0%	-1.4%	1.1%	3.5%	1.7%	1.8%





Source: Tax, Licensing, and Revenue Section

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
CITY MANAGER						
Admin Assistant	0	0	0	0	1	1
Admin Specialist	0.5	0.5	0	0	0	0
Assistant to City Mgr (Communications)	1	1	1	1	0	1
Assistant to City Mgr (Real Estate)	1	0.75	1	1	0	1
City Clerk	0	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	0	0	0	1	0	1
City Records Technician	0	1	1	0	0	0
Deputy City Clerk	0	0.875	0.875	1	0	1
Deputy City Clerk (Funded in FY11)	0	0.125	0	0	0	0
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1.25	1	0	0	0
Executive Assistant	1	1	1	2	0	2
Intern	0	0	0.25	0.25	0	0.25
Mgmt Assistant (Funded in FY11 & FY12)	0	1	0.67	0	0	0
Total	7.5	11.5	10.795	10.25	1	11.25
CITY CLERK						
City Clerk	1	Transfer	0	0	0	0
City Records Technician	1	Transfer	0	0	0	0
Deputy City Clerk	1	Transfer	0	0	0	0
Executive Admin Assistant	1	Transfer	0	0	0	0
Total	4	0	0	0	0	0
CAPITAL IMPROVEMENTS						
Admin Specialist	1	1	1	Transfer	0	0
Capital Improvements Engineer	2	2	1	1	0	1
Project Manager	8	8	6	6	0	6
Total	11	11	8	7	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	1.75	1.75	0	1.75
Human Resources Benefit Spec.	1	1	1	1	0	1
Human Resources Generalist	1	1	1	2	0	2
Human Resources Recrt Spec	1	0.5	0	0	0	0
Total	6.75	6.25	6.75	7.75	0	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
Total	2	2	2	2	0	2
CUSTOMER SERVICE						
Admin Assistant	2.75	4	4	4	0	4
Admin Specialist	2	1	1	1	0	1
Admin Spclst Supervisor	0	1	1	0	0	0
Billing Specialist	0	0	0	1	0	1
Collection Specialist	0	0	0	0.75	0	0.75
Customer Srvc Manager	1	0	0	1	0	1
Meter Reader	4	3.25	0	0	0	0
Meter Reader (Funded in FY11)	0	0.75	0	0	0	0
Meter Reader Supervisor	1	1	0	0	0	0
Meter Technician Supervisor	0	0	1	1	0	1
Meter Technician	0	0	3.25	2.25	0	2.25
Meter Technician II	0	0	0	1	0	1
Total	10.75	11	10.25	12	0	12

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
LAW						
Admin Assistant	1.75	1.75	1.5	1.75	0	1.75
Admin Asst (Funded in FY12)	0	0	0.25	0	0	0
Admin Specialist	2	2	2	2	0	2
Admin Specialist Leadworker	0	0	0	0	0	1
Asst City Attorney	4	4	4	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	0	0	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	0	0
Senior Ass't City Attorney	4	3	2	3	0	3
Senior Ass't City Attorney (Funded in FY11)	0	1	0	0	0	0
Total	14.75	14.75	13.75	13.75	0	13.75
INFORMATION TECHNOLOGY						
Application Support Specialist I	1	0	0	0	0	0
Application Support Specialist II	1	0	0	0	0	0
Database Analyst III	1	0	0	0	0	0
Division Director (IT)	1	1	1	1	0	1
GIS Manager	1	0	0	0	0	0
GIS Specialist	1	0	0	0	0	0
GIS System Analyst	1	0	0	0	0	0
GIS Technician	1	0	0	0	0	0
IT Adminstrator	0	1	1	3	0	3
IT Analyst	0	4	4	3	0	3
IT Manager	0	2	2	2	0	2
IT Services Supervisor	1	1	1	1	0	1
IT Specialist	0	1	1	1	0	1
IT Technician	0	2	2	2	0	2
Network Administator	1	0	0	0	0	0
Senior Network Administrator	1	0	0	0	0	0
System and Applications Mgr	1	0	0	0	0	0
System Administrator	1	1	1	0	0	0
Total	13	13	13	13	0	13
MANAGEMENT SERVICES						
Admin Assistant	1	Transfer	0	0	0	0
Admin Specialist	1	1	1	1	0	1
Buyer	0.5	0	0	0	0	0
Division Director (Mgmt Services)	1	1	1	1	0	1
Financial Systems Analyst	0	0	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Procurement Specialist	0	0	0	3	0	3
Senior Procurement Specialist	3	3	3	0	0	0
Warehouse Technician	1	1	1	1	0	1
Total	8.5	7	8	8	0	8
SALES TAX						
Accounts Specialist	1	1	1	0	0	0
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Auditor I	0	1	0	0	0	0
Auditor II	2	1	1	1	0	1
Collections Specialist	2	2	2	1.25	0	1.25
Revenue Director	0	1	1	1	0	1
Sales Tax Manager	0	1	1	0	0	0
Tax Licensing & Revenue Adm	1	0	0	0	0	0
Tax Licensing & Revenue Mgr	0	0	0	1	0	1
Total	8	9	8	6.25	0	6.25

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
FINANCE						
Account Clerk I	1.5	1	1	1	0	1
Accountant	0	0	0	3	0	3
Accountant I	0	3	3	0	0	0
Accountant II	3	0	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	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Total	11.5	12	12	12	0	12
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	1.5	1	1	1	0	1
Division Director (CD)	1	1	1	1	0	1
Total	2.5	2	2	2	0	2
PLANNING & DEVELOPMENT SERVICES						
Admin Specialist	2	1	1	1	0	1
Associate Planner	0	0	0	0	0	1
Building Inspection Mgr	1	0	0	0	0	0
Building Inspector	0	5	5	5	0	5
Building Official	1	1	1	1	0	1
Building Plans Examiner	3	3	2	2	0	2
Code Compliance Officer II	1	0	0	Transfer	0	1
Code Compliance Officer II (Funded in FY11)	0	1	0	0	0	0
Code Compliance Manager	1	1	1	1	0	1
Comprehensive Planning and Code Administrator	0	0	0	0	0	1
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Mgr	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Development Services Supervisor	1	1	1	1	0	1
Environmental Code Technician	0	0	0	Transfer	0	1
Inspector I	3.6	0	0	0	0	0
Inspector II	2.7	0	0	0	0	0
Inspection Supervisor	0.9	1	1	1	0	1
Neighborhood Planner	1	1	1	1	0	0
Planning Development Mgr.	3	3	3	3	1	4
Planning Director	1	1	1	1	0	1
Planning Techician	0	0	0.5	0	0	0
Zoning Code Administrator	1	1	1	1	0	0
Zoning Code Manager (Funded thru in FY13)	1	1	1	1	-1	0
Total	27.2	24	22.5	22	0	24
ENGINEERING						
Admin Specialist	Transfer	0	Transfer	1	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	5	5	4	3	0	3
Engineering Specialist	0	0	0	1	0	1
Engineering Technician III	1	1	1	0	0	0
Engineering Tech Leadworker	1	0	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Intern	0	0	0	0.5	0	0.5
Materials Tech I	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
ENGINEERING (continued)						
Materials Tech II	1	0	0	0	0	0
Project Manager	5	4	4.7	4.7	0.3	5
Traffic Engineer	1	1	1	1	0	1
Total	20	17	16.7	17.2	0.3	17.5
COMMUNITY INVESTMENT						
Admin Specialist	1	0	0	0	0	1
Admin Spclst Leadworker	0	1	1	1	0	0
Brownfield Specialist	1	1	1	0	0	0
Community Design & Redevelopment Mgr	0	1	1	1	0	1
Community Design & Redevel. Project Admin.	0	0	1	1	0	1
Community Investment Director	1	0	0	0	0	0
Comm/Neighborhood Planner	Transfer	0	0	0	0	0
Community Planner	1	1	0	0	0	0
Division Director (Economic Vitality)	1	1	1	1	0	1
Economic Analyst	Transfer	0	0	0	0	0
Manager of Enhanced Svcs Dist (Eff 2010-13)	0	1	1	1	-1	0
Planning & Community Design Mgr	1	0	0	0	0	0
Redevelopment Mgr. (Eff. 2010-2012)	1	0	0	0	0	0
Total	7	6	6	5	-1	4
HOUSING						
Admin Specialist	1	1	1	1	0	1
Housing & Grants Adm. (Grant Fnd)	1	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Community Housing/Neigh Planner	1	1	1	1	0	1
Housing Project Coordinator (Grant Fnd)	1	0	0	0	0	0
Permanent Afford Adm (Grant Fnd)	1	1	1	1	0	1
Total	6	5	5	5	0	5
FIRE						
Admin Specialist	2	2	2	2	0	2
Asst. Wildland Fire Mgr.	2	0	0	0	0	0
Deputy Fire Chief	2	2	1	1	0	1
Division Director (Fire Chief)	1	1	1	1	0	1
Fire Battalion Chief	4	3	3	3	0	3
Fire Captain	24	21	21	21	0	21
Fire Captain (Funded in FY11)	0	3	0	0	0	0
Fire Engineer	21	18	21	21	0	21
Fire Engineer (Funded in FY11)	0	3	0	0	0	0
Fire Fighter	36	29	31	31	-1	30
Fire Fighter - Temp	0	0	0	0	1	1
Fire Fighter (Funded in FY11)	0	4	0	0	0	0
Fire inspector	0	0	0	1	0	1
Fire Inspector II	2	2	1	0	0	0
Fire Marshall	0	0	1	1	0	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Mgt Crew Mmbr (Grt Funded)	2	1	0	0	0	0
Wildland Fire Specialist I	1	0	0	0	0	0
Wildland Fire Specialist I (Funded in FY11)	0	1	0	0	0	0
Wildland Fire Specialist I (Grant Funded)	0	0	1	0	0	0
Wildland Fire Specialist II	1	0	0	0	0	0
Wildland Fire Supervisor	0	0	0	1	0	1
Wildland Fire Leadworker (Grant Funded)	0	1	1	0	0	0
Wildland Fire Leadworker (Funded in FY14)	0	0	0	0	0	0
Wildland Fire Firewise Specialist	0	0	0	1	0	1
Total	99	92	85	85	0	85

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
POLICE						
Admin Specialist	13	13	13	13	0	13
Animal Control Officer	1	1	1	1	0	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	2	1	2	2	0	2
Dispatch Admin Call Taker (Funded in FY11)	0	1	0	0	0	0
Division Director (Police Chief)	1	1	1	1	0	1
Evidence Technician	2	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	23	23	23	23	0	23
Police Emerg Comm Speclst Sup.	5	5	5	5	0	5
Police Lieutenant	4	4	4	4	0	4
Police Officer	68	66	65	65	-3	62
Police Officer (Funded in FY12)	0	0	1	0	0	0
Police Records Supervisor	1	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. Sup.	1	1	1	1	0	1
Property Control Coord	1	1	1	1	0	1
Training Officer	0	0	0	0	1	1
Total	158	156	156	155	-2	153
POLICE GRANTS						
Admin Specialist	1	1	1	1	0	1
Police Officer	8	10	14	14	0	14
Police Sergeant	1	1	1	1	0	1
Total	10	12	16	16	0	16
PUBLIC WORKS ADMINISTRATION						
Admin Specialist	1	0.5	0.5	0	0	0
Assistant Public Works Director	1	0	0	0	0	0
Division Director (Public Works)	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Total	4	2.5	2.5	2	0	2
PARKS						
Maintenance Worker - Temps	3.2	3.2	3.46	4.69	3.22	7.91
Maintenance Worker	23	21	21	21	0	21
Maintenance Worker Leadworkers	0	2	2	2	0	2
Public Works Manager (Parks)	0	1	1	1	0	1
Parks Supt.	1	0	0	0	0	0
Parks Supervisor	1	0	0	0	0	0
Total	28.2	27.2	27.46	28.69	3.22	31.91
FLEET SERVICES						
Buyer	1	1	1	1	0	1
Fleet Manager	1	0	0	0	0	0
Fleet Mgmt. Supt.	1	0	0	0	0	0
Fleet Services Specialist	0	0	1	1	0	1
Mechanic I	3	3	3	3	-1	2
Mechanic II	4	4	4	4	0	4
Mechanic III Leadworker	2	2	2	2	0	2
Public Works Manager (Fleet)	0	1	1	1	0	1
Service Writer	1	1	0	0	0	0
Welder	1	1	1	1	0	1
Total	14	13	13	13	-1	12

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
FACILITIES MAINTENANCE						
Facility Maintenance Manager	0	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Facilities Maintenance Supervisor	1	0	0	0	0	0
Maintenance Worker	9	9	9	9	0	9
Total	11	11	11	11	0	11
RECREATION						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (Comm Enrichment)	1	1	1	1	-1	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Recreation Coord. I	5.5	5.5	5.5	0	0	0
Recreation Coordinator II	5	5	5	0	0	0
Recreation Program Coordinator	0	0	0	9.5	0	9.5
Recreation Services Director	0	0	1	1	0	1
Recreation Supervisor	1	1	1	6	0	6
Recreation Supt.	1	1	0	0	0	0
Recreation Temporaries	37.91	37.91	39.31	36.15	-1.07	35.08
Recreation Temporaries (Grant Funded)	0	0	0.29	0.29	0	0.29
Senior Recreation Coordinator	6	6	6	0	0	0
Total	59.66	59.66	61.35	56.19	-2.07	54.12
CITY COURT						
Collection Specialist	2	1	1	1	0	1
Court Finance Specialist	0	0	0	0.75	0.05	0.8
Court Info Systems Coordinator	1	1	1	1	0	1
Court Interpreter	0.9	1	1	1	0	1
Court Judicial Specialist	7	6.75	7.75	6.75	1.5	8.25
Court Judicial Specialist (Funded in FY11)	0	1	0	0	0	0
Court Services Supervisor	1.63	1.75	1.75	2	-1	1
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	3	2	2	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	0	1	1	0	0	0
Division Director (Court)	1	1	1	1	0	1
Executive Admin Asst (Judicial)	1	0	0	0	0	0
Jury Services Specialist	0.5	1	1	1	0	1
Magistrate	1.75	1.63	1.63	1.63	-0.63	1
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	2	1.5	1.5	1.5	-0.5	1
Pro-Tem Magistrate	0.5	0.55	0.55	0.55	0.75	1.3
Warrant Officer	1.6	2	2	2	0	2
Total	25.88	25.18	25.18	24.18	0.17	24.35
LIBRARY - CITY/GRANTS						
Admin Specialist	1.63	1.63	2	2	0	2
Application Support Specialist II	1	1	1	1	0	1
Librarian	2	2	2	2	0	3
Library Assistant I	16.76	16.76	17.02	17.02	0	13.14
Library Assist. I (temp)	3	3	3	3	0	3
Library Assistant II	3	3	2	2	0	0
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	7.38	7.38	7.38	8.2	0	5.76
Library Clerk I (temp)	3.75	3.75	3.75	3.18	0	3.18
Library COE Aide	0.25	0.25	0.25	0	0	0
Library Director	1	1	1	1	0	1
Library IT Analyst	0	0	1	1	0	1
Library IT Manager	0	0	1	1	0	1
Library Inf. Tech. Coord.	2	2	0	0	0	0
Library Manager	3	3	3	3	0	3

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
LIBRARY - CITY/GRANTS (continued)						
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Specialist	0	0	0	0	0	2.44
Library Supervisor	1	1	2	2	0	6.88
Network Administrator	1	1	1	1	0	1
Total	50.77	50.77	51.4	51.4	0	51.4
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. Opers. Temps	4.31	4.31	4.31	2.97	0.55	3.52
Equipment Operator	14	15	15	15	0	15
Intern	0.5	0.5	0.5	0.5	0	0.5
Maintenance Worker	7	7	7	7	0	7
Maint. Wkr. III LDWKR	1	0	0	0	0	0
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Public Works Manager (Streets)	0	1	1	1	0	1
Public Works Section Head	0	1	1	1	0	1
Streets Leadworker	3	3	3	3	0	3
Streets Manager	1	0	0	0	0	0
Street Superintendent	1	0	0	0	0	0
Traffic Signal Technician Ass't	1	1	1	1	0	1
Total	36.31	36.31	36.31	34.97	0.55	35.52
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
ECONOMIC DEVELOPMENT						
Business Retention & Expansion Mgr	1	1	1	1	0	1
Economic Analyst	1	0	0	0	0	0
Economic Development Manager	0	1	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	2	0	2
CVB Director	1	1	1	1	0	1
Division Director	Transfer	0	0	0	0	0
Marketing & Public Relations Manager	0	1	1	1	0	1
Marketing Manager	1	0	0	0	0	0
Publication Specialist	2	2	2	0	0	0
Public Relations Associate	1	1	1	0	0	0
Public Relations Specialist	0	0	0	1	0	1
Sales Associate	2	2	2	0	0	0
Sales Manager	1	0	0	0	0	0
Sales Specialist	0	0	0	2	0	2
Total	9	8	8	8	0	8
TOURISM-VISITOR CENTER						
Admin Asst	4.25	2.99	1.99	1.99	0.44	2.43
Admin Asst (Funded in FY11)	0	0.76	0	0	0	0
Admin Specialist	0.5	0.5	1.5	1.5	0	1.5
Visitor Center Manager	1	1	1	1	0	1
Total	5.75	5.25	4.49	4.49	0.44	4.93

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
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
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	1	1	0	0	0	0
Utilities Engineering Manager	1	1	1	1	0	1
Utilites Operations Section Head	0	0	0	Transfer	0	1
Utilities Plan Reviewer	1	1	1	1	0	1
Utilities Program Assistant	1	0	0	0	0	0
Utilities Program Manager	1	1	1	1	0	1
Water Resource Manager	1	1	1	1	0	1
Total	10	9	8	8	0	9
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
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	1	1	0	1
MSW Maintenance	2	2	2	2	0	2
Operations Specialist	1	1	1	1	0	1
Water Production Manager	1	1	1	1	0	1
Total	11	11	11	11	0	11
WATER DISTRIBUTION SYSTEM						
Field Services Manager	1	1	1	1	0	Transfer
Maintenance Worker - Temp	1	0	0	0	0	0
Maintenance Worker	1	1	1	1	0	1
MSW - Water Services Tech	10	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	15	14	14	14	0	13
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
Instrumentation/Electrical Spec	0	0	1	1	0	1
MSW - Operations	0	0	2	2	0	2
MSW - Plant Tech	6	6	4	4	0	4
Plant Specialist	4	4	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	12.5	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						
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3	3	3	0	3

City of Flagstaff
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SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	1	1	0	0	0	0
MSW - Laboratory Tech	1	1	1	1	0	1
MSW - Plant Tech	1	1	2	2	0	2
Plant Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	4
STORMWATER						
Floodplain Inspector	1	1	1	0	0	0
Intern	1	1	1	1	-0.5	0.5
Project Manager	2	2	2	2	0	2
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Watershed Specialist	0	0	0	1	0	1
Total	6	6	6	6	-0.5	5.5
FLAGSTAFF HOUSING AUTHORITY						
Administrative Clerk/Occupancy Specialist	0	1	1	0	0	0
Occupancy Specialist	0	0	0	1	0	1
Executive Director	0	1	1	0	0	0
FHA Director	0	0	0	1	0	1
FHA Manager	0	0	0	4	0	4
Finance Assistant	0	1	1	0	0	0
Finance Director	0	1	1	0	0	0
Finance Specialist	0	0	0	1	0	1
Housing Director	0	2	2	0	0	0
Housing Services Administrator	0	5	5	0	0	0
Housing Services Specialist	0	0	0	5	0	5
Maintenance Coordinator	0	1	1	1	0	1
Maintenace Director	0	1	1	0	0	0
Maintenance Lead Worker	0	2	2	2	0	2
Maintenance Worker	0	0	0	5	0	5
Maintenance Worker III	0	1	1	0	0	0
Maintenace Worker II	0	4	4	0	0	0
Maintenance Worker I	0	0	0	2	0	2
Temporary Maintenance Worker	0	3.5	3.5	2	-2	0
Total	0	23.5	23.5	24	-2	22
AIRPORT						
Admin Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	0	0	6	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	3	3	0	0	0	0
Airport Service Worker II	3	3	0	0	0	0
Maintenance Wrks - Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	9.5	0	9.5
SOLID WASTE						
Admin Assistant	3.5	3.5	3	2.65	0	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

City of Flagstaff
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SECTION	2009-2010	2010-2011	2011-2012	2012-2013	Add/Delete 2013-2014	Adopted 2013-2014
SOLID WASTE (continued)						
Brownfield Specialist	Transfer	0	0	0	0	0
Conservation Manager	1	0	0	0	0	0
Environmental Aide	0.6	Transfer	0	0	0	0
Environmental Assistant	1	Transfer	0	0	0	0
Environmental Code Enf Aide	1	0	0	0	0	0
Environmental Code Specialist	1	Transfer	0	0	0	0
Environ Program Manager	1	Transfer	0	0	0	0
Environmental Program Specialist	1	Transfer	0	0	0	0
Environmental Services Mgr	2	0	0	0	0	0
Environmental Technician	1	Transfer	0	0	0	0
Equipment Operator	37	34	30	30	-0.7	29.3
ES Collection Super	2	2	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Leadworkers	0	2	2	2	0	2
ES Operations Mgr	1	0	0	0	0	0
Landfill Supervisor	1	1	1	1	0	1
Program Asst	2	1	1	1	0	1
Project Manager	2	2	2	2	0	2
Public Works Manager (ES)	0	2	2	2	0	2
Public Works Section Head	0	1	1	1	0	1
Sustainability and Env Mgr	1	Transfer	0	0	0	0
Sustainability Assistant (Grant Funded)	0.48	Transfer	0	0	0	0
Sustainability Manager	1	Transfer	0	0	0	0
Sustainability Specialist	1	Transfer	0	0	0	0
Total	65.58	52.5	48	47.65	-0.7	46.95
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES						
Environmental Aide	0	0.6	0.6	0.6	-0.6	0
Environmental Assistant	0	1	1	1	0	1
Environmental Code Enf Officer	0	1	0	0	0	0
Environmental Code Specialist	0	1	1	1	0	Transfer
Environmental Code Technician	0	0	1	1	0	Transfer
Environ Program Manager	0	1	1	1	0	1
Environmental Program Specialist	0	1	1	1	0	1
Environmental Technician	0	1	1	1	0	1
Public Works Section Head	0	1	1	1	0	1
Sustainability Assistant (Grant Funded)	0	0.48	1	0.25	-0.25	0
Sustainability Manager	0	1	1	1	0	1
Sustainability Specialist	0	2	2	2	0	2
Volunteer Coordinator	0	0	0	0	0.48	0.48
Total	0	11.08	11.6	10.85	-0.37	8.48
GRAND TOTALS	827.48	825.33	812.42	802.50	-3.96	798.54

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			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	9.7800	10.2114	10.6194	11.0509	11.4704	11.9017	12.3213	12.7409	13.2071				
A-1-0			782.40	816.91	849.55	884.07	917.63	952.14	985.70	1019.27	1056.57				
			1695.20	1769.98	1840.70	1915.49	1988.20	2062.96	2135.69	2208.42	2289.23				
			20342.40	21239.71	22088.35	22985.87	23858.43	24755.54	25628.30	26501.07	27470.77				
2			11.2721	11.7500	12.2395	12.7294	13.2189	13.7201	14.2094	14.6993	15.2004				
A-1-1			901.77	940.00	979.16	1018.35	1057.51	1097.61	1136.75	1175.94	1216.03				
			1953.83	2036.67	2121.51	2206.43	2291.28	2378.15	2462.96	2547.88	2634.74				
			23445.97	24440.00	25458.16	26477.15	27495.31	28537.81	29555.55	30574.54	31616.83				
3	10302	N Library Clerk I	12.2395	12.7759	13.3238	13.8716	14.4079	14.9675	15.5036	16.0515	16.5293				
A-1-2			979.16	1022.07	1065.90	1109.73	1152.63	1197.40	1240.29	1284.12	1322.34				
			2121.51	2214.49	2309.46	2404.41	2497.37	2594.37	2687.29	2782.26	2865.08				
			25458.16	26573.87	27713.50	28852.93	29968.43	31132.40	32247.49	33387.12	34380.94				
4	10423	N Cemetery Caretaker	14.1164	14.7343	15.3637	15.9699	16.6111	17.2172	17.8349	18.4644	19.0473				
A-1-3	10422	N Dispatch Call Taker	1129.31	1178.74	1229.10	1277.59	1328.89	1377.38	1426.79	1477.15	1523.78				
	10424	N Meter Technician	2446.84	2553.95	2663.04	2768.12	2879.26	2984.31	3091.38	3200.50	3301.53				
	10407	N Parking Control Officer	29362.11	30647.34	31956.50	33217.39	34551.09	35811.78	37096.59	38405.95	39618.38				
	10410	N Property Control Coord													

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5	10500	N Library Assistant I	14.8157	15.3870	15.9467	16.5061	17.1004	17.6602	18.2197	18.8024	19.3621	19.9214	20.4462		
B-2-1	10501	N Meter Technician II	1185.26	1230.96	1275.74	1320.49	1368.03	1412.82	1457.58	1504.19	1548.97	1593.71	1635.70		
			2568.05	2667.08	2764.09	2861.06	2964.07	3061.10	3158.08	3259.08	3356.10	3453.04	3544.01		
			30816.66	32004.96	33169.14	34332.69	35568.83	36733.22	37896.98	39108.99	40273.17	41436.51	42528.10		
6	10639	N Account Clerk	15.2705	15.8649	16.4363	17.0305	17.6136	18.1847	18.7790	19.3503	19.9214	20.5275	21.0872		
B-2-2	10601	N Animal Control Officer	1221.64	1269.19	1314.90	1362.44	1409.09	1454.78	1502.32	1548.02	1593.71	1642.20	1686.98		
	10636	N Environmental Aide	2646.89	2749.92	2848.96	2951.95	3053.02	3152.01	3255.03	3354.05	3453.04	3558.10	3655.11		
	10637	N Env Code Enfrcmnt Aide	31762.64	32998.99	34187.50	35423.44	36636.29	37824.18	39060.32	40248.62	41436.51	42697.20	43861.38		
R06	10640	N IT Technician	16.0341	16.6582	17.2579	17.8819	18.4942	19.0938	19.7182	20.3178	20.9177	21.5541	22.1416		
			1282.73	1332.66	1380.63	1430.55	1479.54	1527.50	1577.46	1625.42	1673.42	1724.33	1771.33		
			2779.24	2887.42	2991.37	3099.53	3205.66	3309.59	3417.82	3521.75	3625.73	3736.04	3837.88		
			33350.93	34649.06	35896.43	37194.35	38467.94	39715.10	41013.86	42261.02	43508.82	44832.53	46054.53		
7	10752	N Billing Specialist	16.7042	17.3452	17.9749	18.6042	19.2571	19.8751	20.5275	21.1457	21.7867	22.4276	23.0574		
B-2-3	10748	N Bin Maint Leadworker	1336.34	1387.62	1437.99	1488.34	1540.57	1590.01	1642.20	1691.66	1742.94	1794.21	1844.59		
	10739	N Environmental Assistant	2895.39	3006.50	3115.65	3224.73	3337.90	3445.02	3558.10	3665.25	3776.36	3887.45	3996.62		
	10705	N Evidence Tech	34744.74	36078.02	37387.79	38696.74	40054.77	41340.21	42697.20	43983.06	45316.34	46649.41	47959.39		
	10751	N Fleet Services Specialist													
	10709	N Library Cataloging Asst													
	10700	N Mechanic I													
	10734	N Payroll Assistant													
	10717	N Program Assistant													
	10753	N Sustainability Assistant													
	10746	N Traffic Signal Technician Asst													
	10702	N Water/Sewer Utility Locator													
R07	10725	N Police Emerg Comm Spec	17.5396	18.2126	18.8736	19.5344	20.2201	20.8688	21.5541	22.2030	22.8759	23.5491	24.2101		
			1403.17	1457.01	1509.89	1562.75	1617.61	1669.50	1724.33	1776.24	1830.07	1883.93	1936.81		
			3040.20	3156.85	3271.42	3385.96	3504.82	3617.26	3736.04	3848.52	3965.16	4081.84	4196.42		
			36482.37	37882.21	39257.09	40631.55	42057.81	43407.10	44832.53	46182.24	47581.87	48982.13	50357.01		

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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	19.6068	20.3413	21.0872	21.8215	22.5675	23.3020	24.0481	24.7941	25.5285	26.2744	27.0555		
B-2-4	10827	N	Buyer	1568.54	1627.30	1686.98	1745.72	1805.40	1864.16	1923.85	1983.53	2042.28	2101.95	2164.44		
	10839	N	Cemetery Maint Speclst	3398.51	3525.83	3655.11	3782.39	3911.70	4039.01	4168.34	4297.64	4424.94	4554.23	4689.62		
	10819	N	Code Compl Officer I	40782.14	42309.90	43861.38	45388.72	46940.40	48468.16	50020.05	51571.73	53099.28	54650.75	56275.44		
	10848	N	Collections Specialist													
	10831	N	Court Interpreter													
	10841	N	Creative Services Specialist													
	10852	N	Development Svcs Speclst													
	10861	N	Engineering Specialist													
	10820	N	Environmental Technician													
	TBD	N	FHA Finance Specialist													
	TBD	N	FHA Resident Svcs Coord													
	10812	N	Industrial Waste Insp													
	10807	N	Library Assistant II													
	10862	N	Materials Technician													
	10808	N	Mechanic II													
	10809	N	Probation Service Officer													
	10850	N	Public Relations Specialist													
	10853	N	Warehouse Specialist													
	10803	N	Welder													
108	20801	E	Executive Asst	19.6068					23.3020					27.0555		
	20802	E	Sales Specialist	1568.54					1864.16					2164.44		
				3398.51					4039.01					4689.62		
				40782.14					48468.16					56275.44		
R08	10857	N	IT Specialist	20.5872	21.3583	22.1416	22.9125	23.6958	24.4671	25.2505	26.0340	26.8049	27.5881	28.4082		
				1646.98	1708.66	1771.33	1833.00	1895.66	1957.37	2020.04	2082.72	2144.39	2207.05	2272.66		
				3568.45	3702.11	3837.88	3971.50	4107.27	4240.96	4376.75	4512.56	4646.18	4781.94	4924.09		
				42821.38	44425.26	46054.53	47658.00	49287.26	50891.57	52521.04	54150.72	55754.19	57383.25	59089.06		

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9	10958	N	Admin Spec Leadworker	20.7841	21.5768	22.3694	23.1737	23.9665	24.7590	25.5518	26.3560	27.1487	27.9297	28.6758		
B-2-5	10957	N	Auditor I	1662.73	1726.14	1789.55	1853.90	1917.32	1980.72	2044.14	2108.48	2171.90	2234.38	2294.06		
	10937	N	Brownfield Specialist	3602.58	3739.98	3877.36	4016.77	4154.19	4291.56	4428.98	4568.37	4705.77	4841.15	4970.47		
	10944	N	Code Compl Officer II	43230.93	44879.74	46528.35	48201.30	49850.32	51498.72	53147.74	54820.48	56469.30	58093.78	59645.66		
	10961	N	Court Finance Specialist													
	10923	N	Court Training Specialist													
	10950	N	Engineering Tech Leadworker													
	10936	N	Environmental Program Specialist													
	10955	N	Environmental Services Leadworker													
	TBD	N	FHA Housing Svcs Spec													
	TBD	N	FHA Maintenance Leadworker													
	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													
	10962	N	Wildland Fire Firewise Specialist													
109	20903	E	Librarian	20.7841					24.7590					28.6758		
				1662.73					1980.72					2294.06		
				3602.58					4291.56					4970.47		
				43230.93					51498.72					59645.66		
R09	10934	N	Network Administrator	21.8233	22.6557	23.4878	24.3325	25.1648	25.9969	26.8295	27.6738	28.5061	29.3262	30.1095		
	10946	N	App Support Specialist II	1745.86	1812.46	1879.02	1946.60	2013.18	2079.75	2146.36	2213.90	2280.49	2346.10	2408.76		
				3782.71	3926.99	4071.22	4217.63	4361.90	4506.13	4650.45	4796.79	4941.06	5083.21	5218.98		
				45392.46	47123.86	48854.62	50611.60	52342.78	54073.55	55805.36	57561.50	59292.69	60998.50	62627.76		

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10	11028	N	Building Inspector	21.7633	22.5911	23.4420	24.2695	25.1088	25.9365	26.7641	27.6033	28.4310	29.2819	30.0280		
B-2-6	11015	N	Building Plans Examiner	1741.06	1807.29	1875.36	1941.56	2008.70	2074.92	2141.13	2208.26	2274.48	2342.55	2402.24		
	11033	N	City Records Coordinator	3772.31	3915.79	4063.28	4206.71	4352.19	4495.66	4639.11	4784.57	4928.04	5075.53	5204.85		
	11025	N	Development Svs Superv	45267.66	46989.49	48759.36	50480.56	52226.30	53947.92	55669.33	57414.86	59136.48	60906.35	62458.24		
	11023	N	Engineering Inspector													
	11032	N	Fire Inspector													
	TBD	N	FHA Maintenance Coord													
	11037	N	Housing Rehab Specialist													
	11035	N	Meter Tech Supervisor													
	11024	N	Police Records Supervisor													
	11019	N	Recreation Supervisor													
	11030	N	Risk Management Specialist													
	11034	N	Watershed Specialist													
	11036	N	Wildland Fire Supervisor													

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10	11016	N	Admin Spec Supervisor	21.7633	22.5911	23.4420	24.2695	25.1088	25.9365	26.7641	27.6033	28.4310	29.2819	30.0280		
B-3-1	11021	N	Associate Planner	1741.06	1807.29	1875.36	1941.56	2008.70	2074.92	2141.13	2208.26	2274.48	2342.55	2402.24		
	11018	N	Court Services Supervisor	3772.31	3915.79	4063.28	4206.71	4352.19	4495.66	4639.11	4784.57	4928.04	5075.53	5204.85		
	11012	N	Env Svcs Collection Superv	45267.66	46989.49	48759.36	50480.56	52226.30	53947.92	55669.33	57414.86	59136.48	60906.35	62458.24		
	11026	N	Landfill Supervisor													
	11027	N	Streets Leadworker													
110	21002	E	Library Supervisor	21.7633					25.9365					30.0280		
				1741.06					2074.92					2402.24		
				3772.31					4495.66					5204.85		
				45267.66					53947.92					62458.24		
R10	11020	N	Court IT Coordinator	22.8516	23.7207	24.6140	25.4830	26.3644	27.2334	28.1022	28.9835	29.8526	30.7461	31.5294		
	11022	N	PECS Supervisor	1828.13	1897.66	1969.12	2038.64	2109.15	2178.67	2248.18	2318.68	2388.21	2459.69	2522.35		
				3960.94	4111.59	4266.43	4417.05	4569.83	4720.46	4871.05	5023.81	5174.45	5329.32	5465.10		
				47531.33	49339.06	51197.12	53004.64	54837.95	56645.47	58452.58	60285.68	62093.41	63951.89	65581.15		
11	11104	N	Inspection Supervisor	24.0597	24.9689	25.9014	26.8106	27.7199	28.6294	29.5500	30.4477	31.3804	32.2894	33.2103		
B-3-2				1924.78	1997.51	2072.11	2144.85	2217.59	2290.35	2364.00	2435.82	2510.43	2583.15	2656.82		
				4170.35	4327.94	4489.58	4647.17	4804.78	4962.43	5122.00	5277.60	5439.27	5596.83	5756.45		
				50044.18	51935.31	53874.91	55766.05	57657.39	59549.15	61464.00	63331.22	65271.23	67161.95	69077.42		
111	21108	E	Police Spec Svcs Superv	24.0597					28.6294					33.2103		
				1924.78					2290.35					2656.82		
				4170.35					4962.43					5756.45		
				50044.18					59549.15					69077.42		
R11	11110	N	IT Supervisor	25.2628	26.2173	27.1965	28.1513	29.1059	30.0607	31.0274	31.9701	32.9493	33.9039	34.8708		
				2021.02	2097.38	2175.72	2252.10	2328.47	2404.86	2482.19	2557.61	2635.94	2712.31	2789.66		
				4378.89	4544.33	4714.06	4879.56	5045.02	5210.52	5378.08	5541.48	5711.21	5876.68	6044.27		
				52546.62	54531.98	56568.72	58554.70	60540.27	62526.26	64536.99	66497.81	68534.54	70520.11	72531.26		

CITY OF FLAGSTAFF
2080 Pay Plan
FY 2014

				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**
112	21275	E	Airport Ops/ARFF Mgr	24.7125						30.2669						35.8214
C-4-1	21245	E	Auditor II	1977.00						2421.36						2865.71
	21268	E	Business Retn & Exp Mgr	4283.50						5246.27						6209.04
	21277	E	Code Compliance Mgr	51402.00						62955.26						74508.51
	21274	E	Comm Dsgn & Redev Proj Admin													
	21278	E	Deputy City Clerk													
	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													
	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	25.9482						31.7804						37.6127
				2075.86						2542.43						3009.02
				4497.69						5508.60						6519.53
				53972.26						66103.23						78234.42

CITY OF FLAGSTAFF
2080 Pay Plan
FY 2014

			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**
13			27.2537	28.1745	29.1069	30.0280	30.9722	31.8817	32.8140	33.7349	34.6790	35.5883	36.5209	37.4418	38.4207
C-4-2			2180.30	2253.96	2328.55	2402.24	2477.78	2550.54	2625.12	2698.79	2774.32	2847.06	2921.67	2995.34	3073.66
			4723.97	4883.58	5045.20	5204.85	5368.51	5526.16	5687.76	5847.38	6011.03	6168.64	6330.29	6489.91	6659.59
			56687.70	58602.96	60542.35	62458.24	64422.18	66313.94	68253.12	70168.59	72132.32	74023.66	75963.47	77878.94	79915.06
113	21338	E Asst to City Mgr (Comm)	27.2537						32.8140						38.4207
C-4-2	21326	E Construction Manager	2180.30						2625.12						3073.66
	21354	E Customer Service Manager	4723.97						5687.76						6659.59
	21319	E Housing Planner	56687.70						68253.12						79915.06
	21355	E Library Manager													
	21333	E Multi Modal Transportation Planner													
	21349	E Payroll Manager													
	21332	E Permanent Affordability Administrator													
	21353	E Sustainability Manager													
R13	21352	E IT Administrator	28.6164						34.4547						40.3417
	21350	E IT Manager	2289.31						2756.38						3227.34
			4960.18						5972.15						6992.56
			59522.11						71665.78						83910.74
114	21428	E Asst to City Mgr (Risk)	30.5991						37.4824						44.3660
C-4-3	21438	E Building Official	2447.93						2998.61						3549.28
	21433	E Comp Planning Mgr	5303.84						6496.98						7690.11
	21437	E Deputy Court Admin	63646.13						77963.71						92281.28
	21429	E Facilities Mainenance Supt													
	21425	E Field Service Manager													
	TBD	E FHA Manager													
	21443	E Grants Manager													
	21419	E Police Communications Manager													
	21412	E Police Support Svcs Manager													
	21444	E Public Works Manager													
	21446	E Asst to City Mgr (Rl Est)													
	21439	E Tax License Revenue Manager													
	21426	E Wastewater Treatment Mgr													
	21424	E Water Production Manager													
	21436	E Wildland Fire Manager													
R14	21441	E IT Manager (Network)	32.1292						39.3568						46.5842
			2570.34						3148.54						3726.74
			5569.06						6821.85						8074.59
			66828.74						81862.14						96895.14

CITY OF FLAGSTAFF
2080 Pay Plan
FY 2014

				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**
115	21524	E	Assistant City Engineer	31.2403						38.7416						46.2426
C-5-1	21531	E	Capital Impv Engineer	2499.22						3099.32						3699.41
	21521	E	Comm Dsgn & Redev Mgr	5414.99						6715.19						8015.38
	21532	E	Cprhsv Plng & Code Admir	64979.82						80582.22						96184.61
	21519	E	Current Planning Manager													
	21530	E	Economic Dev Manager													
	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													
	21512	E	Stormwater Program Mgr													
	21528	E	Traffic Engineer													
R15	21529	E	IT Mgr (Systems & Apps)	32.8023						40.6787						48.5547
	21525	E	Utilities Engineering Mgr	2624.18						3254.30						3884.38
	21526	E	Water Resources Mgr	5685.73						7050.97						8416.15
				68228.78						84611.70						100993.78
16				33.4785						41.5100						49.5415
C-5-2				2678.28						3320.80						3963.32
116				5802.94						7195.07						8587.19
				69635.28						86340.80						103046.32
R16				35.1524						43.5855						52.0186
				2812.19						3486.84						4161.49
				6093.08						7554.82						9016.56
				73116.99						90657.84						108198.69

CITY OF FLAGSTAFF
2080 Pay Plan
FY 2014

				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**
17	21723	E	Airport Director	36.0896						45.3043						54.5190
D-6-1	21729	E	City Clerk	2887.17						3624.35						4361.52
117	21722	E	City Engineer	6255.53						7852.75						9449.96
	21714	E	Community Invstmnt Dir	75066.37						94232.95						113399.52
	21727	E	CVB Director													
	21724	E	Finance Director													
	TBD	E	FHA Director													
	21701	E	Library Director													
	21721	E	Planning Director													
	21726	E	Public Works Section Head													
	21707	E	Purchasing Director													
	21728	E	Recreation Svcs Director													
	21725	E	Revenue Director													
	21731	E	Utilities Operations Section Head													
18	21805	E	Deputy Fire Chief	37.6747						47.2743						56.8736
D-6-2				3013.98						3781.94						4549.89
118				6530.28						8194.19						9858.09
				78363.38						98330.24						118297.09
R18	21806	E	City Prosecutor	39.5586						49.6381						59.7173
	21804	E	Deputy City Attorney	3164.69						3971.05						4777.38
				6856.82						8603.94						10351.00
				82281.89						103247.25						124211.98
19				39.2135						49.2211						59.2283
D-6-3				3137.08						3937.67						4738.26
119				6797.01						8531.63						10266.24
				81564.08						102379.47						123194.86

CITY OF FLAGSTAFF
2080 Pay Plan
FY 2014

			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**
20			42.1510						53.5399						64.9285
E-8-1			3372.08						4283.18						5194.28
120			7306.17						9280.22						11254.27
			87674.08						111362.68						135051.28
21			44.4941						57.1709						69.8479
E-8-2			3559.53						4573.68						5587.83
121			7712.31						9909.64						12106.97
			92547.73						118915.68						145283.63
22			49.2268						63.2617						77.2965
E-8-3			3938.14						5060.93						6183.72
122			8532.65						10965.36						13398.06
			102391.74						131584.23						160776.72
23	22300	E Deputy City Manager	53.6418						68.9299						84.2176
E-9-1			4291.34						5514.39						6737.41
123			9297.91						11947.85						14597.72
			111574.94						143374.19						175172.61
26	22601	E City Manager	57.3866						74.5979						91.8093
F-10-2			4590.93						5967.84						7344.74
126			9947.01						12930.31						15913.61
			119364.13						155163.74						190963.34

CITY OF FLAGSTAFF
Police Pay Plan
FY 2014

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
P09	10903	N	Police Officer	22.9144	23.7852	24.6415	25.5286	26.3966	27.2677	28.1402	29.0407	29.9120	30.7794	31.6105		
				34.3716	35.6778	36.9622	38.2929	39.5949	40.9015	42.2103	43.5610	44.8680	46.1691	47.4157		
				1833.15	1902.82	1971.32	2042.29	2111.73	2181.42	2251.22	2323.26	2392.96	2462.35	2528.84		
				47661.95	49473.22	51254.32	53099.49	54904.93	56716.82	58531.62	60404.66	62216.96	64021.15	65749.84		
P11	11100	N	Police Corp/Det	25.2627	26.2227	27.2192	28.1718	29.1297	30.0911	31.0540	31.9856	32.9452	33.9005	34.8837		
				37.8940	39.3340	40.8288	42.2577	43.6945	45.1366	46.5810	47.9784	49.4178	50.8507	52.3255		
				2021.02	2097.82	2177.54	2253.74	2330.38	2407.29	2484.32	2558.85	2635.62	2712.04	2790.70		
				52546.42	54543.22	56615.94	58597.34	60589.78	62589.49	64592.32	66530.05	68526.02	70513.04	72558.10		
P13	11301	N	Police Sergeant	28.6164	29.5833	30.5624	31.5295	32.5208	33.4756	34.4548	35.4217	36.4131	37.3678	38.3470	39.3138	40.3419
				42.9246	44.3749	45.8436	47.2942	48.7812	50.2134	51.6822	53.1325	54.6196	56.0517	57.5205	58.9707	60.5128
				2289.31	2366.66	2444.99	2522.36	2601.66	2678.05	2756.38	2833.74	2913.05	2989.42	3067.76	3145.1	3227.35
				59522.11	61533.26	63569.79	65581.36	67643.26	69629.25	71665.98	73677.14	75739.25	77725.02	79761.76	81772.70	83911.15
P15	21503	E	Police Lieutenant	32.8023						40.6749						48.5474
				49.2034						61.0123						72.8211
				2624.18						3253.99						3883.79
				68228.78						84603.69						100978.59
P18	21801	E	Deputy Police Chief	39.5584						49.6459						59.7333
				59.3376						74.4688						89.5999
				3164.67						3971.67						4778.66
				82281.47						103263.37						124245.26

CITY OF FLAGSTAFF
Fire Pay Plan
FY 2014

			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	14.0049	14.5295	15.0622	15.5869	16.1198	16.6442	17.1771	17.7100	18.2346	18.7676	19.3254		
B-2-4			1568.55	1627.30	1686.97	1745.73	1805.42	1864.15	1923.84	1983.52	2042.28	2101.97	2164.44		
208			3398.52	3525.83	3655.09	3782.42	3911.74	4038.99	4168.31	4297.63	4424.93	4554.27	4689.63		
			40782.27	42309.90	43861.13	45389.05	46940.86	48467.91	50019.72	51571.52	53099.16	54651.25	56275.56		
R29	10905	N Fire Engineer	15.5883	16.1825	16.7772	17.3803	17.9750	18.5694	19.1638	19.7671	20.3617	20.9473	21.5069		
B-2-5			1745.89	1812.44	1879.05	1946.59	2013.20	2079.77	2146.35	2213.92	2280.51	2346.10	2408.77		
			27165.21	28200.70	29237.07	30288.07	31324.43	32360.27	33396.12	34447.47	35483.66	36504.16	37479.36		
			45393.13	47123.44	48855.21	50611.43	52343.20	54074.09	55804.99	57561.80	59293.27	60998.54	62628.09		
13	11300	N Fire Captain	19.4670	20.1246	20.7908	21.4487	22.1231	22.7724	23.4386	24.0964	24.7710	25.4202	26.0864	26.7441	27.4435
C-4-2			2180.30	2253.96	2328.57	2402.25	2477.79	2550.51	2625.12	2698.80	2774.35	2847.06	2921.68	2995.34	3073.67
213			4723.99	4883.57	5045.23	5204.88	5368.54	5526.10	5687.77	5847.39	6011.10	6168.64	6330.30	6489.90	6659.62
			56687.90	58602.84	60542.81	62458.61	64422.47	66313.23	68253.20	70168.72	72133.15	74023.62	75963.60	77878.82	79915.47

CITY OF FLAGSTAFF
Administrative Assistant Broad Band
FY 2014

				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	12.2395	12.8257	13.4119	13.9982	14.5843	15.1705	15.7567	16.3429	16.9290
				979.16	1026.06	1072.95	1119.86	1166.74	1213.64	1260.54	1307.43	1354.32
				2121.51	2223.12	2324.73	2426.35	2527.95	2629.55	2731.16	2832.77	2934.36
				25458.16	26677.46	27896.75	29116.26	30335.34	31554.64	32773.94	33993.23	35212.32

				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	13.9982	14.5843	15.1705	15.7567	16.3429	16.9290	17.5152	18.1014	18.6876
				1119.86	1166.74	1213.64	1260.54	1307.43	1354.32	1401.22	1448.11	1495.01
				2426.35	2527.95	2629.55	2731.16	2832.77	2934.36	3035.97	3137.58	3239.18
				29116.26	30335.34	31554.64	32773.94	33993.23	35212.32	36431.62	37650.91	38870.21

				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	15.7567	16.3429	16.9290	17.5152	18.1014	18.6876	19.2738	19.8600	20.4462
				1260.54	1307.43	1354.32	1401.22	1448.11	1495.01	1541.90	1588.80	1635.70
				2731.16	2832.77	2934.36	3035.97	3137.58	3239.18	3340.79	3442.40	3544.01
				32773.94	33993.23	35212.32	36431.62	37650.91	38870.21	40089.50	41308.80	42528.10

CITY OF FLAGSTAFF
Admin Specialist/Court Judicial Specialist Broad Band
FY 2014

			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	14.8157	15.4045	15.9930	16.5819	17.1704	17.7591	18.3477	18.9364	19.5251
	80801 N	Court Judicial Speclst	1185.26	1232.36	1279.44	1326.55	1373.63	1420.73	1467.82	1514.91	1562.01
			2568.05	2670.11	2772.12	2874.20	2976.20	3078.24	3180.27	3282.31	3384.35
			30816.66	32041.36	33265.44	34490.35	35714.43	36938.93	38163.22	39387.71	40612.21

			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	16.5819	17.1704	17.7591	18.3477	18.9364	19.5251	20.1137	20.7024	21.2911
	80802 N	Court Judicial Speclst	1326.55	1373.63	1420.73	1467.82	1514.91	1562.01	1609.10	1656.19	1703.29
			2874.20	2976.20	3078.24	3180.27	3282.31	3384.35	3486.37	3588.42	3690.46
			34490.35	35714.43	36938.93	38163.22	39387.71	40612.21	41836.50	43060.99	44285.49

			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	18.3477	18.9364	19.5251	20.1137	20.7024	21.2911	21.8797	22.4686	23.0574
	80803 N	Court Judicial Speclst	1467.82	1514.91	1562.01	1609.10	1656.19	1703.29	1750.38	1797.49	1844.59
			3180.27	3282.31	3384.35	3486.37	3588.42	3690.46	3792.48	3894.56	3996.62
			38163.22	39387.71	40612.21	41836.50	43060.99	44285.49	45509.78	46734.69	47959.39

CITY OF FLAGSTAFF
Airport Operations/ARFF Specialist Broad Band
FY 2014

				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	15.2705	16.1122	16.9541	17.7956	18.6376	19.4794	20.3210	21.1630	22.0047
	82401	N	Library Specialist	1221.64	1288.98	1356.33	1423.65	1491.01	1558.35	1625.68	1693.04	1760.38
				2646.89	2792.78	2938.71	3084.57	3230.52	3376.43	3522.31	3668.25	3814.15
				31762.64	33513.38	35264.53	37014.85	38766.21	40517.15	42267.68	44019.04	45769.78

				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	17.7956	18.6376	19.4794	20.3210	21.1630	22.0047	22.8464	23.6883	24.5301
	82402	N	Library Specialist	1423.65	1491.01	1558.35	1625.68	1693.04	1760.38	1827.71	1895.06	1962.41
				3084.57	3230.52	3376.43	3522.31	3668.25	3814.15	3960.04	4105.97	4251.88
				37014.85	38766.21	40517.15	42267.68	44019.04	45769.78	47520.51	49271.66	51022.61

				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	20.3210	21.1630	22.0047	22.8464	23.6883	24.5301	25.3718	26.2136	27.0555
	82403	N	Library Specialist	1625.68	1693.04	1760.38	1827.71	1895.06	1962.41	2029.74	2097.09	2164.44
				3522.31	3668.25	3814.15	3960.04	4105.97	4251.88	4397.78	4543.69	4689.62
				42267.68	44019.04	45769.78	47520.51	49271.66	51022.61	52773.34	54524.29	56275.44

CITY OF FLAGSTAFF
Equipment Operator/Maintenance Worker Broad Band
FY 2014

			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	14.1164	14.7972	15.4785	16.1595	16.8403	17.5216	18.2024	18.8832	19.5644	20.2455
	81701 N	Maintenance Worker	1129.31	1183.78	1238.28	1292.76	1347.22	1401.73	1456.19	1510.66	1565.15	1619.64
			2446.84	2564.85	2682.94	2800.98	2918.99	3037.08	3155.08	3273.09	3391.16	3509.22
			29362.11	30778.18	32195.28	33611.76	35027.82	36444.93	37860.99	39277.06	40693.95	42110.64

			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	17.5216	18.2024	18.8832	19.5644	20.2455	20.9263	21.6074	22.2885	22.9694	23.6506
	81702 N	Maintenance Worker	1401.73	1456.19	1510.66	1565.15	1619.64	1674.10	1728.59	1783.08	1837.55	1892.05
			3037.08	3155.08	3273.09	3391.16	3509.22	3627.23	3745.28	3863.34	3981.36	4099.44
			36444.93	37860.99	39277.06	40693.95	42110.64	43526.70	44943.39	46360.08	47776.35	49193.25

			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	20.9263	21.6074	22.2885	22.9694	23.6506	24.3314	25.0125	25.6935	26.3744	27.0555
	81703 N	Maintenance Worker	1674.10	1728.59	1783.08	1837.55	1892.05	1946.51	2001.00	2055.48	2109.95	2164.44
			3627.23	3745.28	3863.34	3981.36	4099.44	4217.44	4335.50	4453.54	4571.56	4689.62
			43526.70	44943.39	46360.08	47776.35	49193.25	50609.31	52026.00	53442.48	54858.75	56275.44

CITY OF FLAGSTAFF
Utilities Specialist (Non Exempt) Broad Band
FY 2014

				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	20.7841	21.6717	22.5593	23.4469	24.3345	25.2221	26.1096	26.9972	27.8851
	80601	N	Maintenance Spec	1662.73	1733.74	1804.74	1875.75	1946.76	2017.77	2088.77	2159.78	2230.81
	80701	N	Operations Spec	3602.58	3756.43	3910.28	4064.13	4217.98	4371.83	4525.66	4679.51	4833.42
	80301	N	Plant Specialist	43230.93	45077.14	46923.34	48769.55	50615.76	52461.97	54307.97	56154.18	58001.01
	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	23.4469	24.3345	25.2221	26.1096	26.9972	27.8851	28.7724	29.6600	30.5475
	80602	N	Maintenance Spec	1875.75	1946.76	2017.77	2088.77	2159.78	2230.81	2301.79	2372.80	2443.80
	80702	N	Operations Spec	4064.13	4217.98	4371.83	4525.66	4679.51	4833.42	4987.22	5141.07	5294.90
	80302	N	Plant Specialist	48769.55	50615.76	52461.97	54307.97	56154.18	58001.01	59846.59	61692.80	63538.80
	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	26.1096	26.9972	27.8851	28.7724	29.6600	30.5475	31.4352	32.3228	33.2103
	80603	N	Maintenance Spec	2088.77	2159.78	2230.81	2301.79	2372.80	2443.80	2514.82	2585.82	2656.82
	80703	N	Operations Spec	4525.66	4679.51	4833.42	4987.22	5141.07	5294.90	5448.77	5602.62	5756.45
	80303	N	Plant Specialist	54307.97	56154.18	58001.01	59846.59	61692.80	63538.80	65385.22	67231.42	69077.42
	80403	N	Water Services Spec									

CITY OF FLAGSTAFF
Utilities Specialist (Exempt) Broad Band
FY 2014

				Zone 1			
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B41	81101	E	Laboratory Spec	43230.93	50996.40	58762.50	

				[redacted]	*Zone 2*		
Band	**Pos #**		**Position Title**		**Min**	**Mid**	**Max**
B42	81102	E	Laboratory Spec		49055.34	56821.23	64587.12

				[redacted]	*Zone 3*		
Band	**Pos #**		**Position Title**		**Min**	**Mid**	**Max**
B43	81103	E	Laboratory Spec		54879.55	62645.65	70411.12

CITY OF FLAGSTAFF
Accountant/Procurement Specialist Broad Band
FY 2014

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Max**	[redacted]
B71	81801	Accountant	43230.93	59433.09	
	81111	Procurement Specialist			

			[redacted]	*Zone 2*		[redacted]
Band	**Pos #**	**Position Title**		**Min**	**Max**	
B72	81802	Accountant		50288.58	66749.07	
	81112	Procurement Specialist				

			[redacted]	*Zone 3*	
Band	**Pos #**	**Position Title**		**Min**	**Max**
B73	81803	Accountant		57604.35	74508.51
	81113	Procurement Specialist			

CITY OF FLAGSTAFF
Manager Broad Band
FY 2014

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B51	81201 E	Planning Dev Manager	51402.00	63082.03	74761.44	
	81301 E	Project Manager				

			[redacted]	Zone 2		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B52	81202 E	Planning Dev Manager		60162.34	71841.33	83521.36
	81302 E	Project Manager				

			[redacted]	Zone 3		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B53	81203 E	Planning Dev Manager		68921.63	80601.66	92281.28
	81303 E	Project Manager				

CITY OF FLAGSTAFF
Assistant City Attorney Broad Band
FY 2014

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R61	81401 E	Asst. City Attorney	66828.74	78648.75	90468.98

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R62	81402 E	Asst. City Attorney	75693.70	87513.92	99333.73

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
R63	81403 E	Asst. City Attorney	84558.66	96378.67	108198.69

CITY OF FLAGSTAFF
Senior Assistant City Attorney Broad Band
FY 2014

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
R71	81501 E	Sr. Asst. City Atty	68228.99	82754.67	97280.77	

			[redacted]	*Zone 2*			
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**	[redacted]
R72	81502 E	Sr. Asst. City Atty		79122.58	93649.30	108175.18	

			[redacted]	*Zone 3*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R73	81503 E	Sr. Asst. City Atty		90017.20	104543.71	119069.39

CITY OF FLAGSTAFF
Division Director Broad Band
FY 2014

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
B91	81901	Division Director	87674.08	108560.40	129447.14

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
B92	81902	Division Director	103338.98	124225.71	145111.82

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
B93	81903	Division Director	119004.08	139890.40	160776.72

			Zone 1	
Band	Pos #	Position Title	Min	Max
R91	82001	Division Director (IT)	92058.10	135919.68

			Zone 2	
Band	Pos #	Position Title	Min	Max
R92	82002	Division Director (IT)	108506.32	152367.28

			Zone 3	
Band	Pos #	Position Title	Min	Max
R93	82003	Division Director (IT)	124954.34	168815.92

CITY OF FLAGSTAFF
Recreation Program Coordinator Broad Band
FY 2014

				Zone 1								
Band	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
BA1	82201	N	Rec Prog Coord	16.7042	17.5593	18.4144	19.2695	20.1246	20.9797	21.8348	22.6900	23.5451
				1336.34	1404.74	1473.15	1541.56	1609.97	1678.38	1746.78	1815.20	1883.61
				2895.39	3043.61	3191.83	3340.05	3488.26	3636.48	3784.70	3932.93	4081.15
				34744.74	36523.34	38301.95	40080.56	41859.17	43637.78	45416.38	47195.20	48973.81

				Zone 2								
Band	**Pos #**		**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
BA2	82202	N	Rec Prog Coord	19.2695	20.1246	20.9797	21.8348	22.6900	23.5451	24.4002	25.2553	26.1104
				1541.56	1609.97	1678.38	1746.78	1815.20	1883.61	1952.02	2020.42	2088.83
				3340.05	3488.26	3636.48	3784.70	3932.93	4081.15	4229.37	4377.59	4525.80
				40080.56	41859.17	43637.78	45416.38	47195.20	48973.81	50752.42	52531.02	54309.63

				Zone 3								
Band	**Pos #**		**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
BA3	82203	N	Rec Prog Coord	21.8348	22.6900	23.5451	24.4002	25.2553	26.1104	26.9655	27.8207	28.6758
				1746.78	1815.20	1883.61	1952.02	2020.42	2088.83	2157.24	2225.66	2294.06
				3784.70	3932.93	4081.15	4229.37	4377.59	4525.80	4674.02	4822.25	4970.47
				45416.38	47195.20	48973.81	50752.42	52531.02	54309.63	56088.24	57867.06	59645.66

CITY OF FLAGSTAFF
Recreation Supervisor Broad Band
FY 2014

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB1	82301	E	Recreation Supervisor	45267.66	53622.40	61976.72

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB2	82302	E	Recreation Supervisor	51533.46	59888.19	68242.72

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB3	82303	E	Recreation Supervisor	57799.66	66153.98	74508.51

CITY OF FLAGSTAFF
Skill Based Pay
FY 2014

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	15.2705	16.8791	18.8024	20.7260	22.9756	25.5518	28.6758
	90201 N	MSW - Water Services Technician	1221.64	1350.33	1504.19	1658.08	1838.05	2044.14	2294.06
			2646.89	2925.71	3259.08	3592.51	3982.44	4428.98	4970.47
			31762.64	35108.53	39108.99	43110.08	47789.25	53147.74	59645.66

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	15.2705	16.8791	18.8024	20.7260	22.9756	25.5518	28.6758
	90401 N	MSW - Operations	1221.64	1350.33	1504.19	1658.08	1838.05	2044.14	2294.06
	90501 N	MSW - Maintenance	2646.89	2925.71	3259.08	3592.51	3982.44	4428.98	4970.47
			31762.64	35108.53	39108.99	43110.08	47789.25	53147.74	59645.66

RESOLUTION NO. 2013-14

A RESOLUTION ADOPTING THE BUDGET FOR FISCAL YEAR 2013-2014.

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on June 4, 2013 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 June 4, 2013, 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 18, 2013, 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 2013-2014.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 18th day of June, 2013.

/s/ Gerald W. Nabours
MAYOR

ATTEST:

/s/ Elizabeth Burke
CITY CLERK

APPROVED AS TO FORM:

/s/ Michelle D'Andrea
CITY ATTORNEY

ORDINANCE NO. 2013-13

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, 2014,

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2013-2014 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 0.8429 for the fiscal year ending on the 30th day of June, 2014. 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, 2014.

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 Aug 2, 2013.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 2nd day of July, 2013.

/s/ Gerald W. Nabours
MAYOR

ATTEST:

/s/ Elizabeth Burke
CITY CLERK

APPROVED AS TO FORM:

/s/ Michelle D'Andrea
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
DNS	Domain Name System

ACRONYMS

Acronym	Description
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 Administration
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
HURF	Highway User Revenue Fund
IACP	International Association of Chiefs of Police

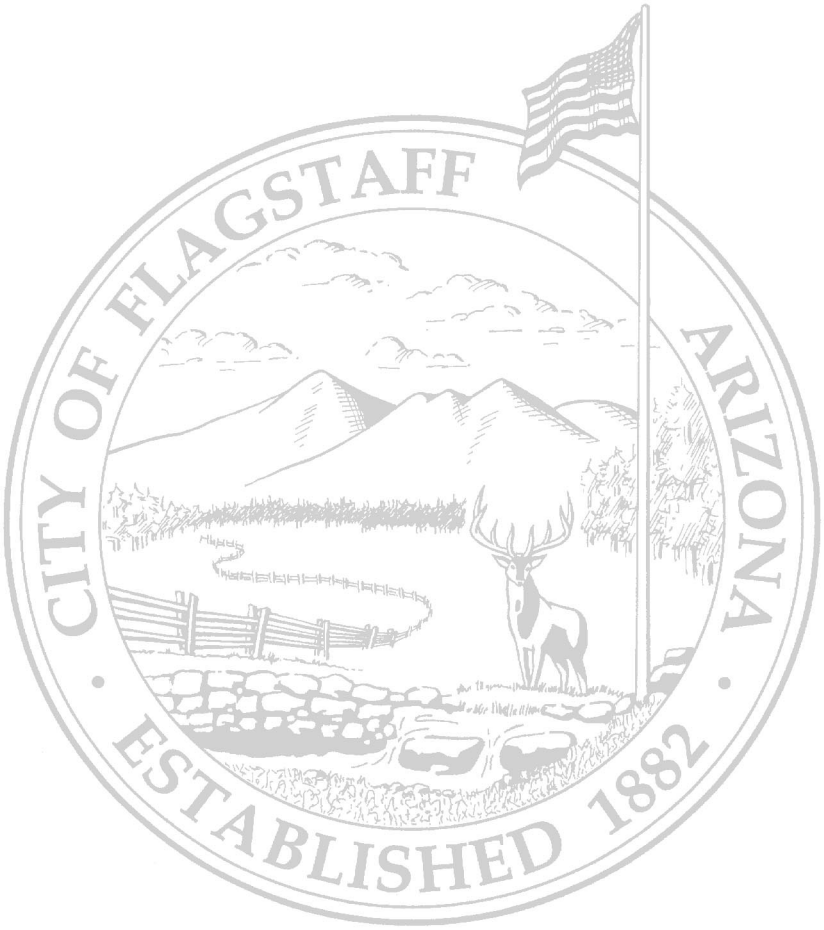
ACRONYMS

Acronym	Description
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
MDC	Mobile Data Communications
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
PHAS	Public Housing Assessment System
PFC	Passenger Facility Charge

ACRONYMS

Acronym	Description
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
RLF	Revolving Loan Fund
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


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MOTEL


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882









The **Flagstaff Watershed Protection Project** is made possible through the following partnerships:

U.S. DEPARTMENT OF AGRICULTURE, FOREST SERVICE
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City of Flagstaff
211 West Aspen Avenue
Flagstaff, Arizona 86001

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