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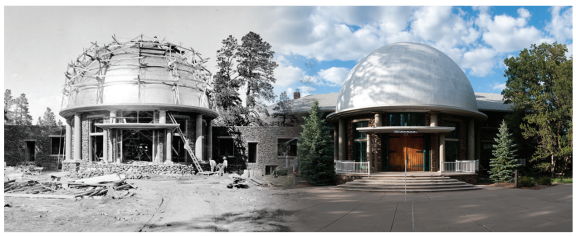
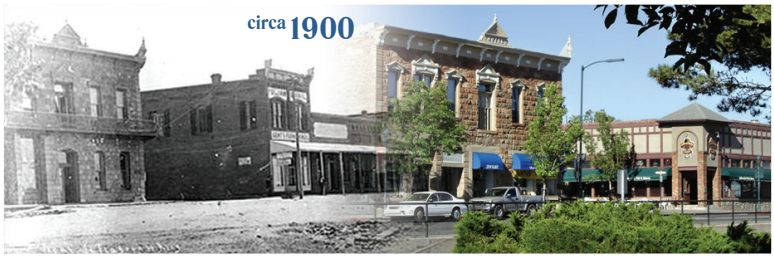


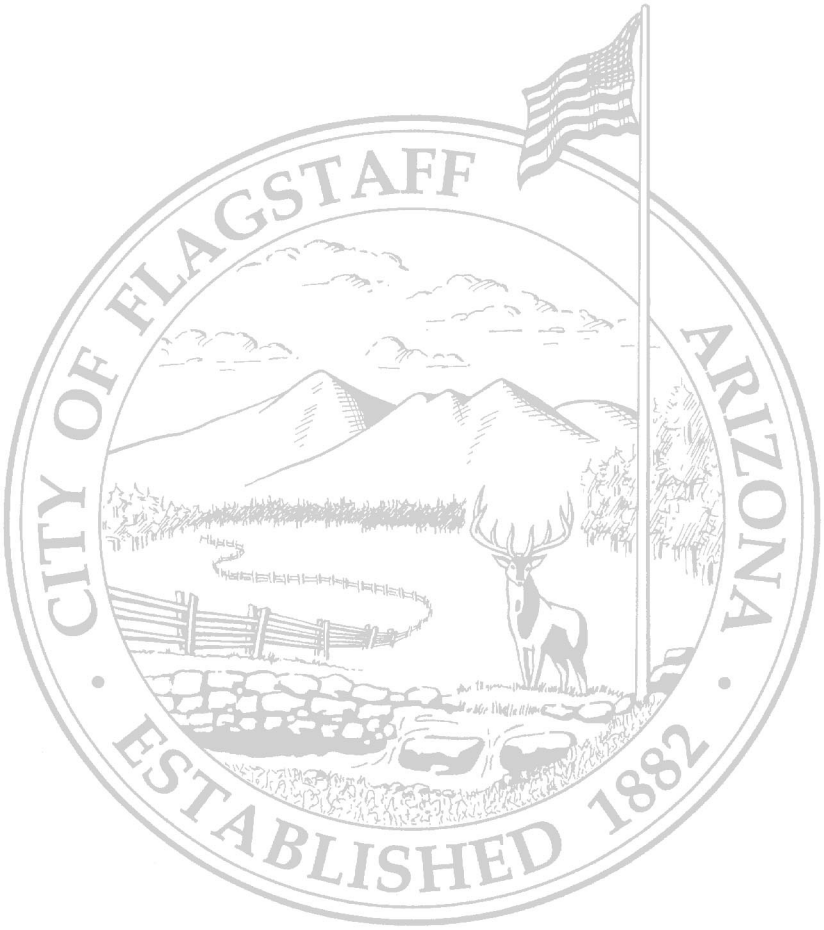
Honoring Flagstaff's Remarkable Past, Present and Its Promising Future



City of Flagstaff Annual Budget and Financial Plan

2014-2015

FLAGSTAFF, ARIZONA


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Annual Budget and Financial Plan

Fiscal Year 2014-2015
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
Shannon Anderson, Human Resources Director
Barbara Goodrich, Management Services Director
Ladd Vagen, Information Technology Director
Stephanie Smith, Assistant to City Manager
Brandi Suda, Finance Manager
Rick Tadder, Finance Director

PREPARED BY

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

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, 2013. 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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CITY OF FLAGSTAFF, ARIZONA
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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.

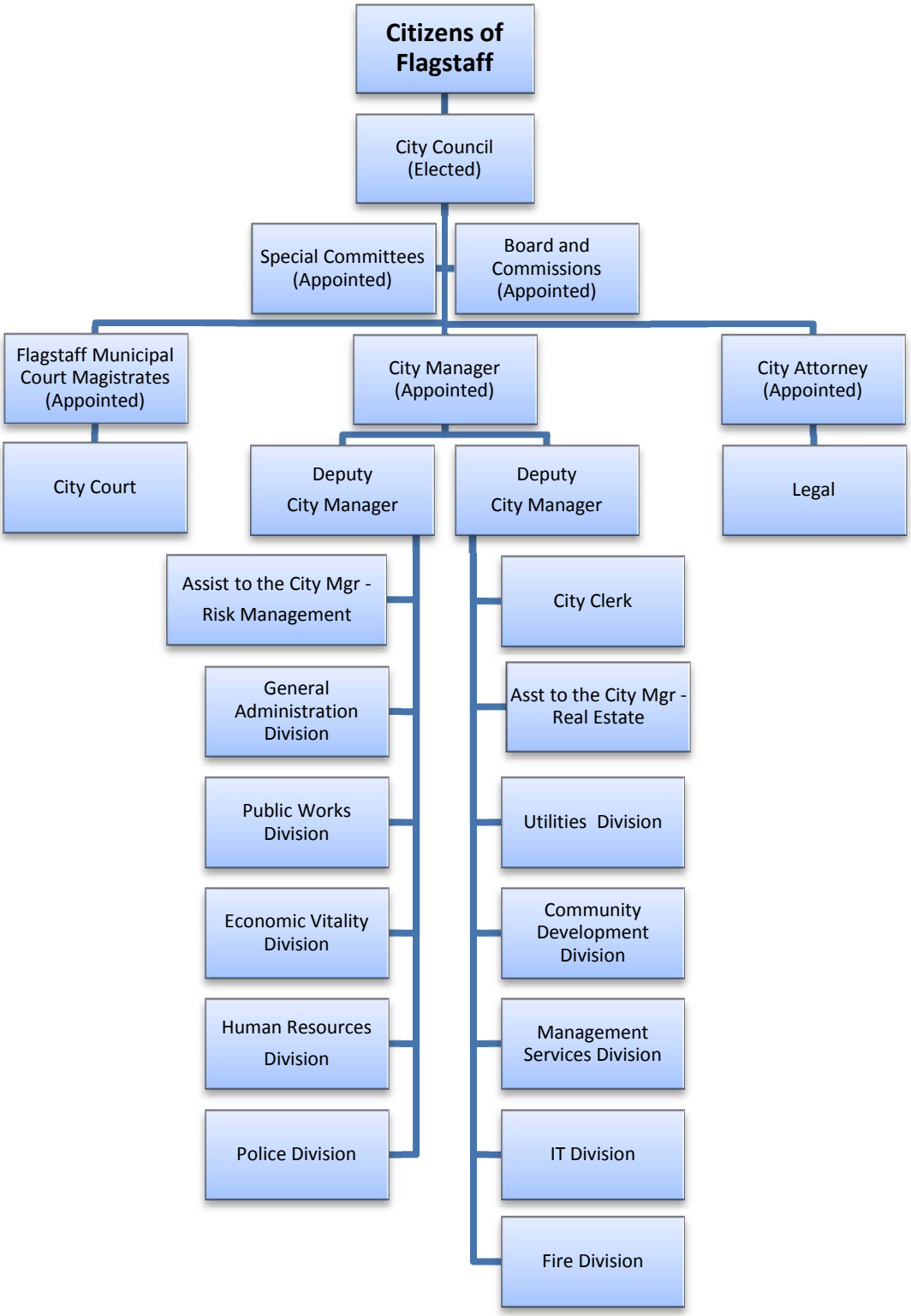
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

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.

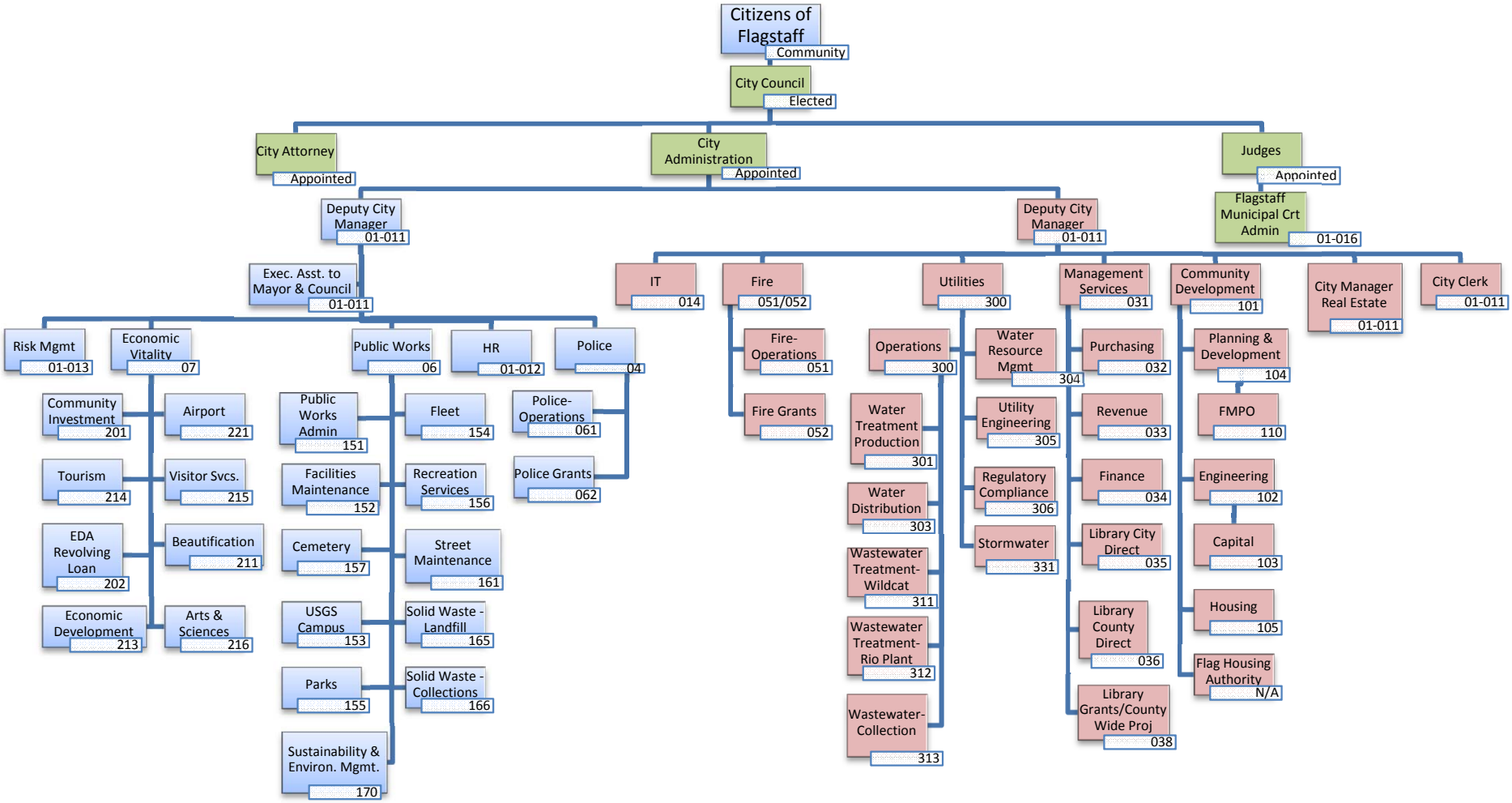
Appendix - In the appendices the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by department, the city pay plan, and a summary of the cost allocation basis.

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

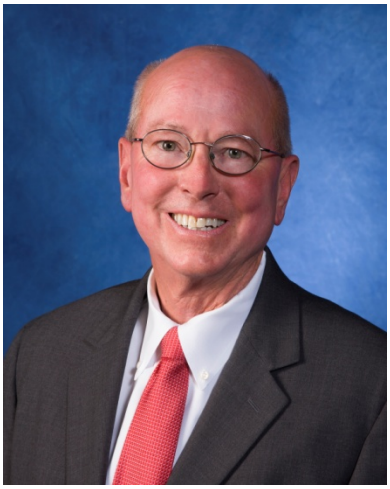


CITY OF FLAGSTAFF
PRESENTED BY SECTION



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 35 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 and 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 joined the City Council after serving for seven years on a wide variety of local boards and commissions, including the Coconino County Planning and Zoning Commission, City of Flagstaff Planning and Zoning Commission, Water Commission, Open Spaces Commission, Board of Adjustment, and the Mountain Line Citizen's Review Commission.

From 2010 to 2013, Celia was the City Council liaison for 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 Arts Council Board of Directors and the Audit Committee, and is serving her fourth year on the NAIPTA Board of Directors (second as Chair of the Board.) In her individual capacity Celia serves on the Board of Directors of the NACET, the Northern Arizona Center for Entrepreneurship and Technology, the local business incubator that helps launch small businesses into successful growth companies.

Celia's professional experience includes practicing real estate and land use law, coordinating the Alternative Dispute Resolution (ADR) Program for Coconino County Superior Court and mediating and arbitrating civil and family law cases. Celia is the Special Projects Manager at the Museum of Northern Arizona. 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, weave pine needle baskets, read, 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 represents all citizens of Flagstaff with a vision and leadership for thoughtful foresighted planning 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, as 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.

Karla is currently serving on the Northern Arizona Intergovernmental Transportation Authority (NAIPTA) and the Library Board. Throughout her term on the City Council she has also served on the Open Spaces Commission, as an alternate to the Colorado Plateau Water Advisory Commission, Board of Adjustments, the Economic Collaborative of Northern Arizona (ECoNA), and NAIPTA.

Karla has earned degrees from Arizona State University (B.A. in Education), and University of Northern Colorado (M.A. in Education). 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 16 years and has 2 young daughters and a son and is proud to call Flagstaff home for over 24 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 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 current term ends in January 2015. Mark volunteered for the appointment because he feels that it's important to participate in our community.

Mark appreciates the wide variety of issues that the Council is asked to address and does his homework and gives each issue full consideration. Mark has worked with the public and with governmental agencies throughout his career, so he's familiar with many of the issues that come before the Council. Mark is used to working with city contracts and budgets and many of the agencies, so he tries to lend that experience to the discussions. Mark's overall goal is to provide solid leadership and balanced answers for Flagstaff's future.

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

Very active in the Flagstaff community, Mark served as 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, board member of the Northern Arizona Builders Association and a past-president of the Greater Flagstaff Economic Council. Other services include having been a Little League President and a Boy Scout leader.

Mark moved to Flagstaff in 1986 with his family, 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.

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 over 35 years and they've raised 4 children in Flagstaff.

Flagstaff Courthouse 1895 and Present

July 1, 2014

Mayor and Council:

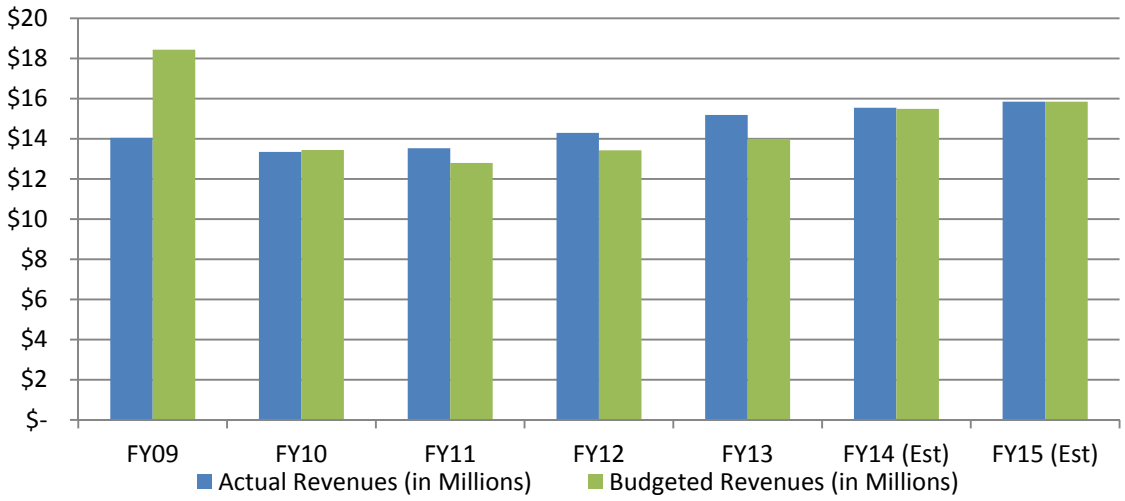
With this letter, I transmit the Adopted FY2015 Budget.

This Budget has the best ability to stabilize the physical and fiscal condition of this organization of any budget since the Great Recession by addressing much of the pent up demand associated with providing the current level of municipal services. I have used terms like "cracks in the hull" in past budget cycles to illustrate the point that the City of Flagstaff is financially challenged in taking care of current assets. We have been especially diligent to make sure that ongoing expenditures are being paid for with ongoing revenue. This prudent approach ensures that the City remains fiscally responsible while continuing to provide the quality programs and services that our residents and visitors have come to expect and enjoy. The difficulty is that we have largely maintained pre-recession service levels by deferring maintenance on infrastructure (including streets, fleet and facilities), maintaining minimum staffing levels, and holding compensation below market levels. The result is infrastructure that is showing failures (such as high profile water main breaks, a chiller failure at the ice rink, and poor road conditions), service levels that are not always fulfilled (such a timely meter reads, timely replacement of computer hardware and software, or lengthier processing of development impact analyses), and turnover increases and vacancies that are not filled across multiple divisions, but particularly in the Police Department. Consequently, this Budget advances the Council identified budget priorities for FY15 by making necessary investments in employee compensation, staffing and infrastructure. Before I review this progress, let me outline our general economic condition going into this fiscal year.

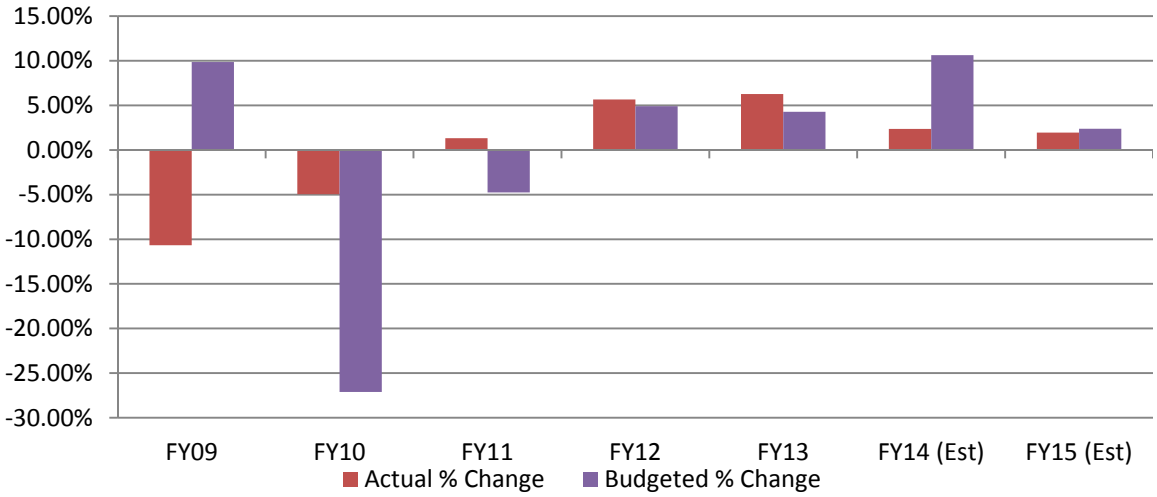
Economic Condition

While the national, state and local economic conditions have improved since the Great Recession, they do so at an uneven and less robust pace for FY15. Locally, the Flagstaff economy can perhaps best be measured by three indicators--sales tax, unemployment and the construction industry. Actual sales tax growth in FY13 (July 1, 2012 – June 30, 2013) was remarkably strong—[6.27% growth over FY12]. However, sales tax growth thus far in FY14 has been positive but mediocre [2.35% growth over FY13]. With only some new retail stores expected in FY15, it is best to predict only a 1.95% growth in sales tax revenue for the year ahead.

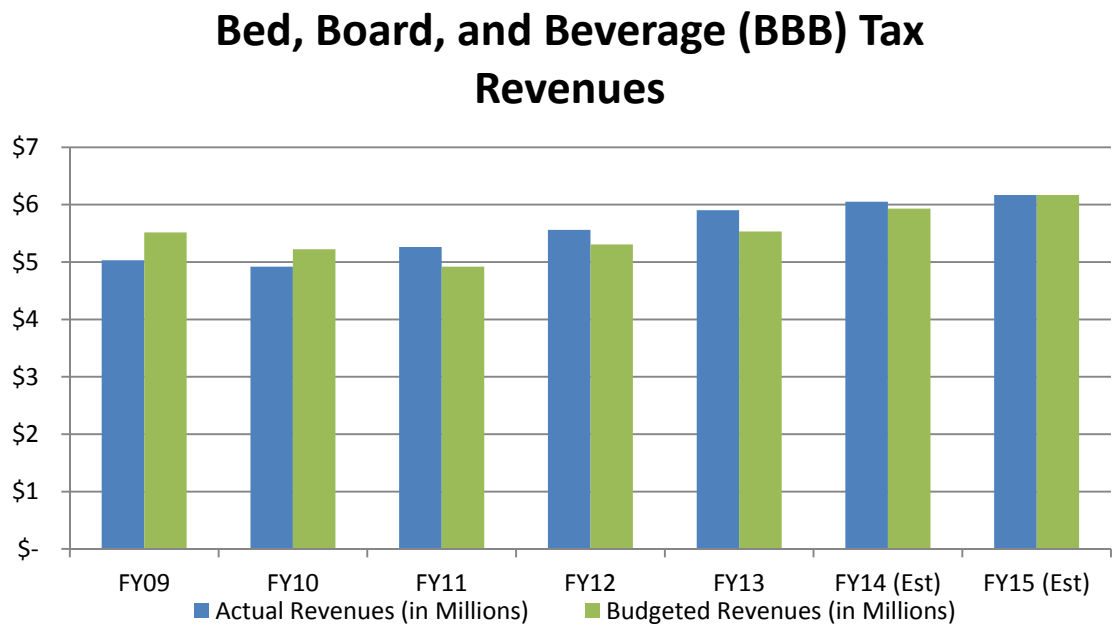
General Fund Sales Tax Revenues

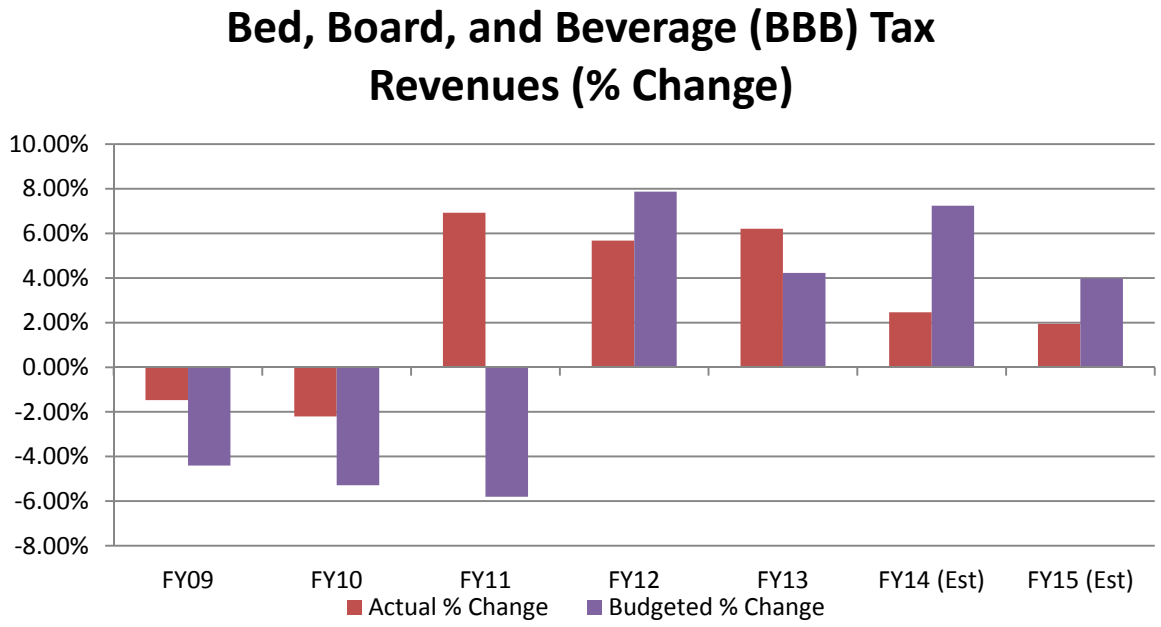


General Fund Sales Tax Revenues (% Change)



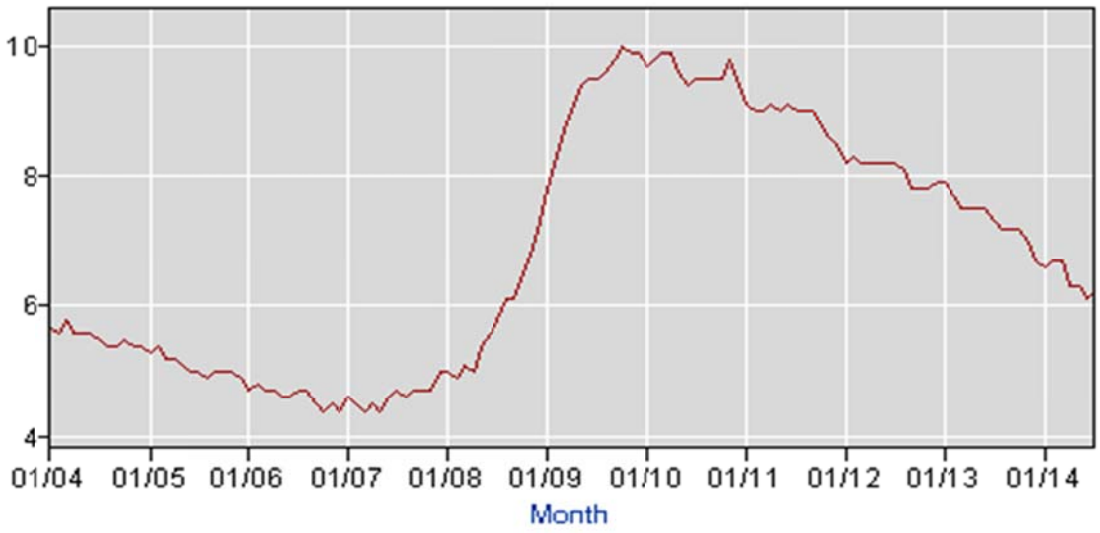
A corollary to sales tax is the Bed, Board and Beverage (BBB) tax. BBB is a great indicator of the health of our tourism sector which continues to be a significant part of our overall economy. This portion has remained incredibly strong relative to the national and state tourism industry and has been a crutch for Flagstaff through the recession. BBB growth was also remarkably strong in FY13 but has tapered off in FY14. Therefore, we are also cautiously projecting new revenue growth at 1.95%



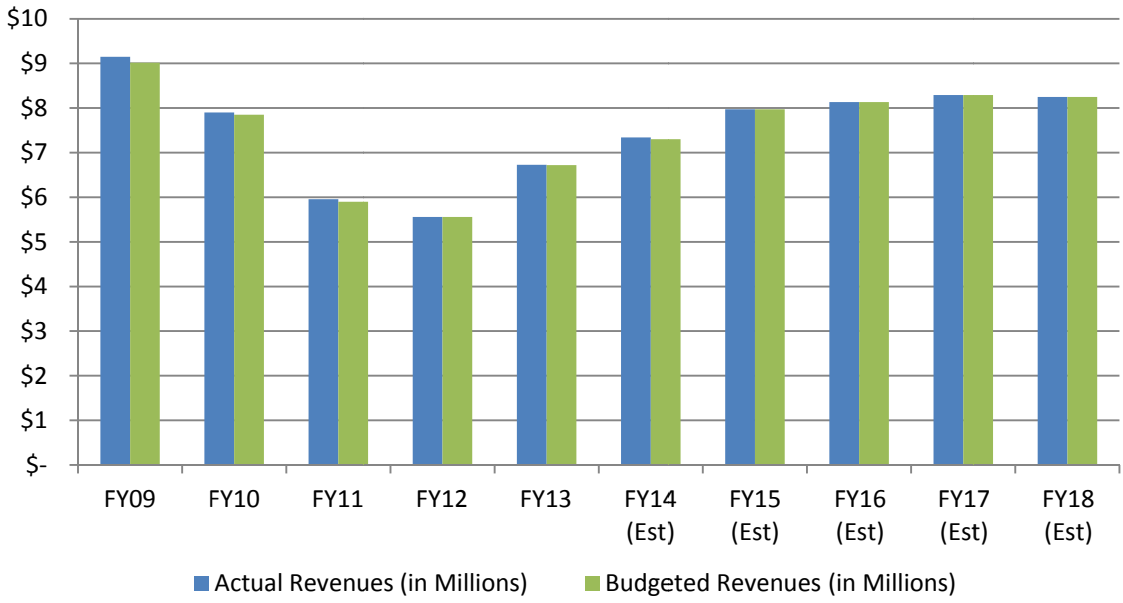


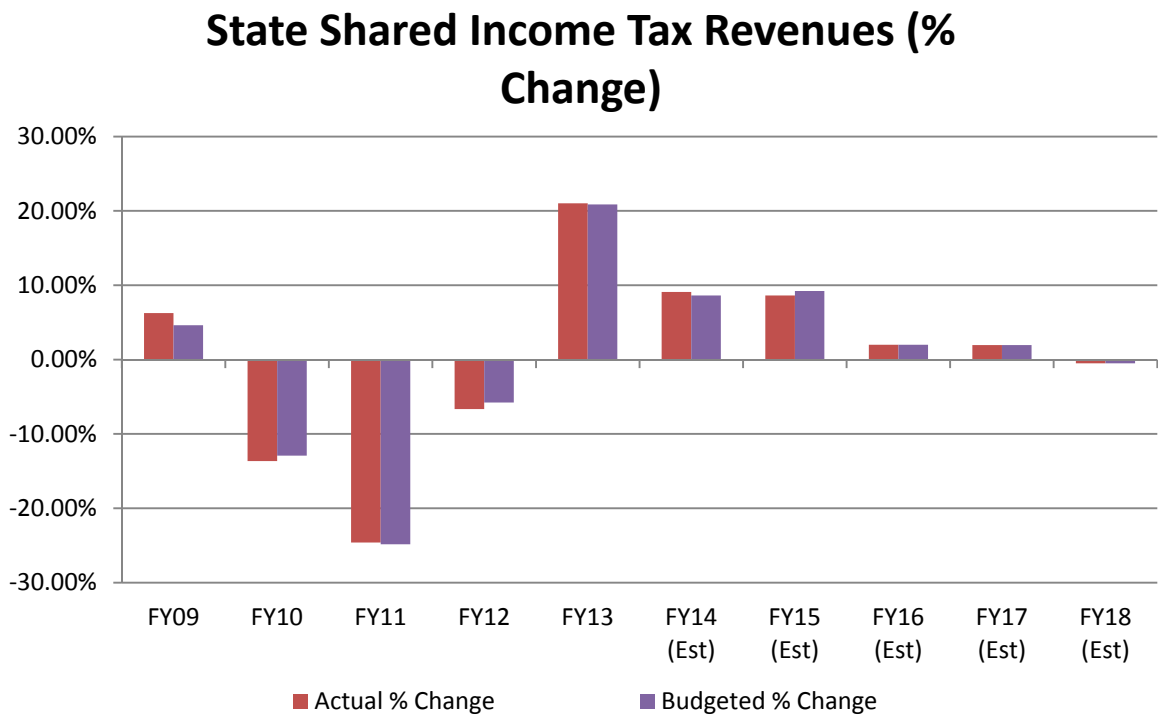
Another measure of our economic health is unemployment. While the City does not predict unemployment in its annual budget, the rate can affect revenue. The most direct correlation is the State Shared Income Tax. This revenue source is remitted to the City from the State approximately two years in arrears. Consequently, we know exactly how much is going to be remitted in the upcoming fiscal year. For FY15, we are receiving the bump that we saw in FY13. This is of great help to the ongoing portion of the General Fund. Looking out at unemployment rate, however, while it is improving, it is improving at a slower rate. So as we project out the next 5 years, our growth in State Shared Income Tax is not projected to grow as rapidly in future years as it does in FY15.

Unemployment Rate



State Shared Income Tax Revenues





In pre-recession times, the combination of new residential and commercial construction growth both provided its own stimulation to the economy (building permits, construction material, sales tax, etc), but also signified new residents spending new money and new retail establishments to capture sales tax leakage. This helped drive our local economy. The past calendar year, 2013, saw the recovery of new single family housing construction. In fact, the number of building permits meets our long term average and predicted growth rate in the updated Regional Plan. The problem is that in terms of "construction value," calendar year 2013 actually represented a decrease. Again, Flagstaff is fortunate to have a second economic crutch and that is Northern Arizona University. With the recession, many people returned to, or stayed in, school. Likewise, NAU has been aggressively growing its enrollment and its campus facilities. The combination led to construction of new student housing units both on campus and off as well as new academic facilities. The value of that growth has not only sustained the City through decreasing sales tax times, but set a high bar for the construction industry to meet on an on-going basis. In fact, in CY13, single family permits grew 37%, but total construction value dropped 32%. Therefore our FY15 projections are fairly flat.

In summary, our economy is growing incrementally stronger. This translates into only incremental growth in our on-going revenue. In order to maintain existing services levels and address the maintenance, inflationary, and competitive costs of infrastructure, staffing and compensation, this budget makes strong use of one-time dollars and implements new revenue sources.

Resources

One-time resources is money that the City received that we do not expect to reoccur in subsequent fiscal years. Primary sources of one-time resources include: unspent funds from the

prior fiscal year, grants, bonds, and atypical revenue from a particular industry. The latter is most commonly associated with the auto and construction industry. Auto sales vary widely from year-to-year. Consequently, when sales tax associated with the auto-industry is atypically high, we carry most of that forward as one-time revenue. The City budgets the construction industry the same way. Given the banner year FY13 turned out to be, we have approximately $2.1 million in one-time dollars to allocate in the General Fund for FY15. This is particularly helpful given we are only projecting $500,000 in on-going money after deducting inflationary expenses associated with fixed costs, FY14 payroll triggers, and reclasses/rezones.

Because of limited new on-going dollars, City Council has agreed to implement the second step of a three-step recreation fee increase. This 7% increase in fees will generate approximately $50,000 and get us closer to the cost-recovery rate of 25% set by Council policy. Additionally, Council directed staff to bring forward the necessary agenda items to put in place a 1% use tax. The City currently does not impose a use tax (commonly coupled with a sales tax but for out of town non-taxed purchases). The State of Arizona and 83% of cities our size or larger in the State have a use tax. Implementing this change will generate an anticipate $150,000.

As an additional measure to find on-going revenue to fund budget priorities, staff identified $500,000 in reduced expenditures. This represents slightly less than 1% of the General Fund. These include:

- $100,000 in additional vacancy savings;
- $350,000 in workers compensation and liability insurance savings; and
- $50,000 in Community Development savings.

These are collectively referred to as the "1%."

Before highlighting (via the chart below) on-going and one time revenue projections in other funds, the State of Arizona FY15 Adopted Budget restores a portion of swept HURF funds. This translates into a $330,000 increase in revenue for HURF. This is good, but does not significantly improve our pavement preservation program because 1/3 of that money needs to go toward paying for the maintenance of LPS street lights. In addition, ongoing pavement preservation funding falls short by over $2 million.

Fund	One-time Available	Ongoing Available
General Fund	$2,730,000	$1,245,000
Library (City & District funds)	284,000	$0
FMPO	$1,200	$4,000
Housing and Comm.Services	$220,000	$0
Flagstaff Housing Authority	$0	$0
Environmental Management	$28,540	$20,000
Highway User Revenue	$1,495,200	$26,000
Solid Waste	$800,000	$96,000
BBB Funds		
Beautification	$120,000	$0
Economic Development	$15,700	$10,000
Tourism	$136,600	$86,000
Arts & Science	$4,000	$29,000
Recreation	$1,585,000	$0
Airport	$83,300	$0
Stormwater	$375,000	$36,150
Water/Wastewater	$1,500,000	$730,000

Expenditures

Consistent with previous budgets, both revenue and expenditures are split between "on-going" and "one-time" within each fund. This is particularly helpful in understanding the degree of impact the expenditure change can make on the level of service and/or Council goals and priorities. Council goals for the FY15 Budget are infrastructure, staffing and compensation.

General Fund

Compensation

For the General Fund, the use of on-going money principally addresses compensation while the use of one-time money principally addresses infrastructure and staffing. While significant progress was made with the base revenue growth of $500,000, use of the 1% and new revenue sources enabled greater gains pertaining to the staffing and compensation issues discussed in the September, December and February retreats.

Specifically, the $500,000 in on-going General Fund revenue from existing sources is combined with $40,000 from vacancy savings and applied toward compensation. As discussed in the February budget retreat, merit increases and compaction were the two highest compensation priorities. The EAC took the lead in designing a solution with a fixed budget. In short, based upon an employee's years of service, they will be eligible for the following merit:

- 1 year 0.4%
- 2 years 0.8%
- 3 years 1.2%
- 4 years 1.6%
- 5 years or more 2.0%

In other words, employees are eligible to receive 4/10th of a percent merit increase for each year an employee was eligible to receive a merit. The five year period reflects the five fiscal years in which there were no merits (FY10-FY14) but still don't add-up to what was an average single year merit pre-recession (i.e. 3.2%). Therefore, in addition, a one-time longevity payment, requiring approximately $250,000 in one-time dollars, is approved to address compaction. This would be awarded mid-fiscal year in the following amounts:

- 1 year $100
- 2 years $150
- 3 years $250
- 4 years $350
- 5 years or more $450

The shortcoming of this proposal is that City employees will likely fall further behind the market average as a survey of our competitive agencies shows an anticipated movement of about 1.8% in FY15. This information is known and understood by the EAC and Leadership and the focus upon merit and compaction is the preferred emphasis.

This compensation strategy will be replicated in each fund. All funds can pay for the one-time amounts with the exception of the Library and Flagstaff Housing Authority. All funds can pay for the on-going obligations with the exception of the HURF, Library, Airport and the Flagstaff Housing Authority. Therefore, those, together with funding necessary for reclass/rezone and Trigger #1, will require a transfer from the General Fund. This requires use of a portion of the 1% savings.

Trigger #1 Transfer	$73,000	HURF and FHA
Merit	$91,500	Library, HURF, FHA, Airport
Reclass/Rezone	$16,800	Airport and HURF

Three additional notes regarding compensation within the General Fund: first, the Fire Department overtime budget has been running over-budget for the last several years due to a correction made to Holiday Pay relative to regular pay and a decrease in funding. Consequently, the FY15 Budget allocates $115,000 from the 1% saving towards this on-going expenditure.

Second, for the past several years, we have been using sales tax triggers to address compensation issues such as reclassifications and market adjustments. In FY 14, we only met one of the three targets—reclassification of Maintenance Workers and Equipment Operators. This meant the reorganization of Library personnel and the second of two phases moving Commissioned Police personnel closer to market was not complete. The Recommended Budget proposes using $125,000 of the 1% savings to put toward the Library Trigger. This completes the multi-year reorganization and associated reclassifications. The second phase of Commissioned Police personnel would require additional new revenue (see staffing section).

Lastly, the NAPEBT Trustees recommends holding all health insurance premiums flat for employees by reallocating NABEPT fund balance.

Staffing

Staffing associated with Public Safety remained the item of greatest discussion in preliminary Council budget retreats. The staffing goal was primarily focused upon filling the vacancies that already exist but can't be filled due to compensation issues, but also included structuring our staffing in such a way to deliver the current expected level of service.

Perhaps the most pressing position is the creation of a 911 Coordinator that benefits all members of the dispatch center. This was accomplished by reclassifying a dispatcher into this coordinating position (a cost of $6,000/year). Additionally, the Police Department will reorganize from a 6 squad format to 8 squad format. This strategy supports a more efficient allocation of officer time; however, will not increase the number of officer positions. This is expected to cut down on over-time and burn-out of officers associated with constant vacancies and extended coverage from one shift to the next. Both of these endeavors address staffing challenges in the Division that experiences the most critical turnover and retention. This Budget also calls for the second phase of market based pay for Commissioned Police personnel ($200,000) and the increase in Police uniform allowances from $600 to $1,000 per year ($45,000). Lastly, Council authorized $40,100 in "Add Pay" to compensate field training officer and dispatch training personnel when training. All of these efforts will substantially assist in attracting and retaining Police Officers. These increases are how the new revenues sources identified above are to be allocated.

Additionally, I am recommending the use of Affordable Housing Revolving Funds to provide down-payment assistance to Commissioned Police personnel and Dispatch personnel buying their first home in the area. The City funds a similar program offered through Bothands that is limited to low income residents in Flagstaff. Purchasing a house often establishes greater roots in a community and deterring one to leave for a competitive agency. Additionally, this money must be repaid if the Officer leaves before the required term.

On the Fire Department side, this Budget recommends the partial funding of a Regional Training Coordinator who will be jointly funded and will share training duties across the fire agencies in northern Arizona. This creates a great deal of efficiency across the departments and decreases some of the over-time that must be expended by existing personnel training their colleagues. Council further allocated $22,000 toward bringing Paramedics within the Fire Department closer in line with the market and $23,000 for uniform allowance from $250 to $500 per year.

Additionally, the Recommended Budget proposes using one time dollars to hire a part time billing technician in Finance to manage the billing of Flagstaff Fire Department equipment and personnel when called for out-of-town to State and national disasters. These disasters typically pay above direct costs, but are only valuable if we are successful and efficient in recovering the fee. Other one-time dollars will support staffing needs necessary for the implementation of Innoprise Financial System, meter reading and IT help desk support.

Infrastructure

Infrastructure in the FY13 Budget was most pronounced in the area of funding Fleet replacement. In the FY14 Budget, it was most pronounced in the area of road repair (more specifically pavement preservation). While the on-going amount contributed to pavement preservation in FY14 remains, and $650,000 in one time dollars was added, the focus is

principally upon facilities in FY15. We continue to experience failures to critical systems while the wear-and-tear to valuable public assets is becoming more detrimental. The good news is money towards facilities goes a lot further than money towards road repairs.

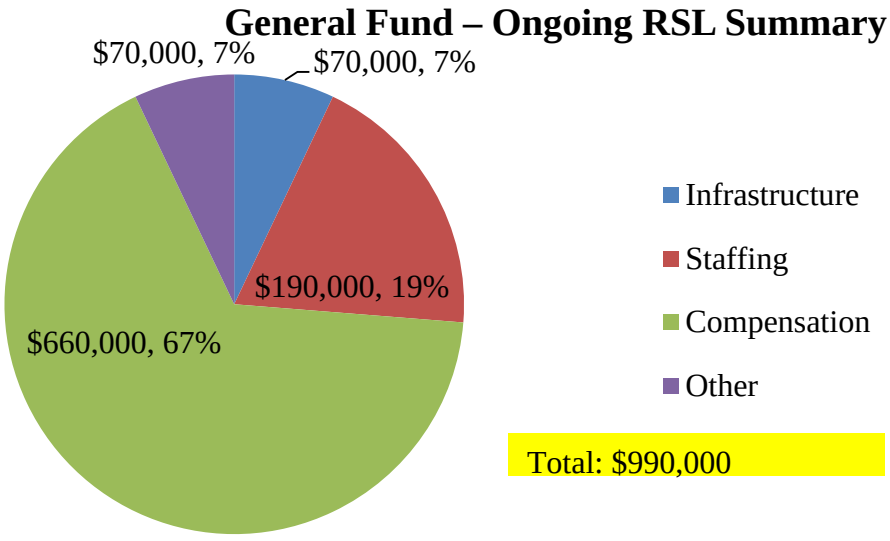
Approximately $1.7 million in one time dollars and operating capital budgets with the General Fund funds are dedicated to infrastructure including significant increases for facilities and information technology (IT). The main public library is a significant recipient as we look to replace the roof, the boiler and begin saving to modify the public rest room and entry ramp to be ADA compliant. IT will replace its network core-switches as well as accelerate some computer replacement due to Microsoft's discontinuation of support and future security enhancements for the vulnerable Windows XP operating software.

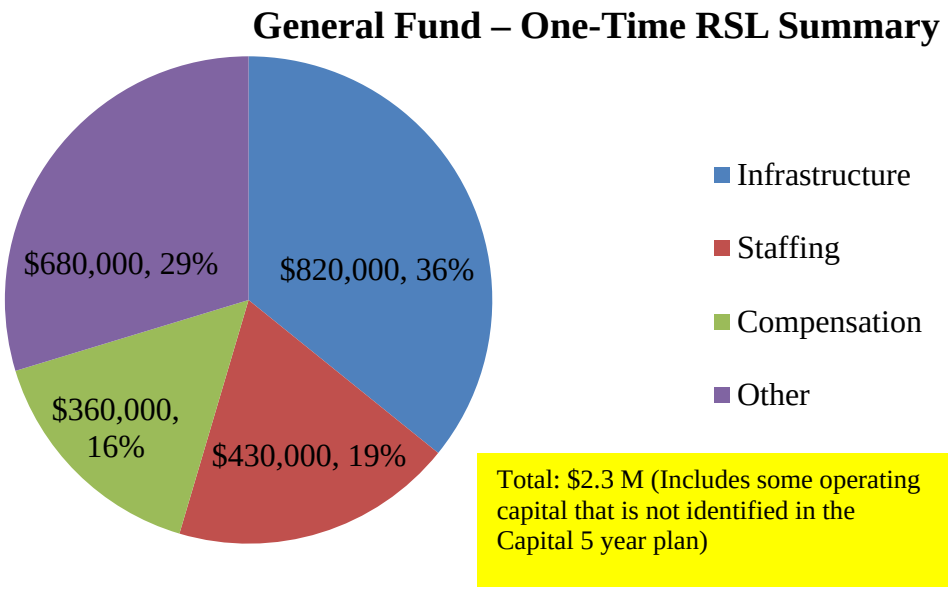
Other proposed infrastructure expenditures that involve various funds include $108,000 for increased maintenance costs on street lights, the replacement of a fire engine, 4 police sedans, the Zamboni and 3 motor graders, 2 street sweepers and other fleet equipment in solid waste and utilities. The trade-in of equipment helped offset some of these expenses.

Additionally, there is $1.58 million available in one-time BBB-Recreation funds. These funds will go toward Parks and Recreation facilities that have often waited for General Fund dollars to become available. They include:

- Install Second Chiller at Ice Rink;
- Construct Phase II of Bushmaster Park;
- Remove fake stone and install tile at Aquaplex pool;
- Replace HVAC in Flagstaff Recreation Center;
- Replace four tennis courts at Flagstaff Recreation Center;
- Various Ice Rink Repairs;
- Construct chemical storage room for Aquaplex;
- Install security cameras at Aquaplex; and
- Replace rubber flooring at J. Lively.

Summary





Utilities

Water and Wastewater continue to rebuild their operational and capital plans post Wildcat Wastewater Treatment Plant Upgrade which depleted reserves and presented some continuing challenges. The good news is there are healthy on-going and one-time revenues in FY15.

The ongoing revenues will be used to create a Regulatory Compliance Manager. Lessons learned from the consent decree with ADEQ during FY14 were that our regulatory compliance efforts were really dispersed across each sub-operation. Consolidating them in one section with a dedicated manager will keep these issues front-and-center and provide a check-and-balance across the utilities. Additionally, this budget will convert 1.5 temporary Multi-Skilled Workers into 2 regular positions to assist in increased solids handling on a year-round operation associated with the geo tubes.

On the one-time side of the equation, the Recommended Budget will allocate more dollars to hire outside consultants to complete Water and Sewer Impact Analyses (WSIA) of new developments. This money is reimbursed by the developer, but development activity has skyrocketed and it is no longer possible to complete this work in-house. The Utilities budget will also spend money on numerous information technologies (IT) to increase our monitoring and reporting. The largest single expense is the purchase of a back-up generator to power our wells (mainly the Ft. Tuthill well) in case of power outage. This is a vulnerability in our system and the plan is to add generators each year to address this concern.

Stormwater has a very ambitious work program in FY15 including allocating an additional $375,000 for capital construction focused on drainage improvement on Columbia Circle and Schultz Creek. Other one-time expenditures include allocating $20,000 toward continued surveying, mapping and engineering of parcels to correct floodplain maps for individual citizens erroneously moved into the floodplain by FEMA.

Bed Board and Beverage Funds

The City of Flagstaff collects a 2% sales tax on restaurants, bars and hotels (commonly referred to as BBB). BBB funds are then divided into five categories: Recreation (33%), Tourism (30%), Beautification (20%), Economic Development (9.5%) and Arts and Sciences at (7.5%). As noted above, FY15 has some decent but minimal increases in revenue as BBB grows. This combined with fund balances from previous years in each of the BBB funds presented some opportunities for improved service levels.

I noted earlier the BBB-Recreation has $1.58 million in one-time dollars. This will go strictly to capital projects.

It is evident that funding for marketing influences BBB revenues. Therefore, this Budget recommends the use of on-going BBB Tourism funds to pay for a new Creative Leadworker to assist with marketing.

There is $1.4M of BBB- Beautification along with a small portion of the existing Transportation sales tax has been set aside for improvements to Fourth Street focused between Route 66 and Seventh Street and the Locket and Cedar intersection. There is $1.75 million available for these improvements in FY15 and another $250,000 available for improvements in 2017. What the improvements will be still requires design and approval by City Council.

BBB-Arts and Sciences will see a $29,000 increase in funding toward FCP grants and administration.

Other Funds

A 5 year plan and departmental detail of each fund is not suited for this letter but can be found in the Financial Summaries of this budget book.

Summary

TOTAL APPROPRIATIONS - FY 2015	
Operations	$ 109,718,766
Equipment	11,107,687
Capital Improvement Projects	93,256,402
Debt Service	15,983,227
Reserves/Contingencies	8,118,320
	$ 238,184,402

TOTAL APPROPRIATIONS - FY 2014	
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

The availability of one-time money, and the City Council's commitment to a more narrow focus of compensation, staffing and infrastructure, enables the FY15 Budget to be successful in stabilizing service levels and developing a platform for looking forward.

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

City of Flagstaff – Priorities

FY 2015 Council Goals 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

FY 2015 Council Budget Priorities are as follows:

- ❖ Compensations
- ❖ Staffing
- ❖ Infrastructure

Management Priorities:

- ➔ Effective Governance
- ➔ Customer Service
- ➔ Straightening the Pipes
- ➔ Resiliency and Preparedness Efforts

Flagstaff Regional Plan (2030) Priorities are as follows:

Environmental Planning & Conservation

AIR QUALITY
- o Goal E&C.1. Proactively improve and maintain the region's air quality.

CLIMATE CHANGE AND ADAPTATION
- o Goal E&C.2. Reduce greenhouse gas emissions.
- o Goal E&C.3. Strengthen community and natural environment resiliency through climate adaptation efforts.
- o Goal E&C.4. Integrate available science into policies governing the use and conservation of Flagstaff's natural resources.

DARK SKIES
- o Goal E&C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector, and core element of community character.

ECOSYSTEM HEALTH
- o Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.

ENVIRONMENTALLY SENSITIVE LANDS
- o Goal E&C.7. Give special consideration to environmentally sensitive lands in the development design and review process.

NATURAL QUIET
- o Goal E&C.8. Maintain areas of natural quiet and reduce noise pollution.

SOILS
- o Goal E&C.9. Protect soils through conservation practices.

WILDLIFE

- Goal E&C.10. Protect indigenous wildlife populations, localized and larger-scale wildlife habitats, ecosystem processes, and wildlife movement areas throughout the planning area.

Open Space

OPEN SPACE

- Goal OS.1.The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.

Water Resources

WATER SOURCES

- Goal WR.1. Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.
- Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and identify funding to pay for new resources.

WATER DEMAND

- Goal WR.3. Satisfy current and future human water demands and the needs of the natural environment through sustainable and renewable water resources and strategic conservation measures.
- Goal WR.4. Logically enhance and extend the City's public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the City to provide an efficient delivery of services.

STORMWATER AND WATERSHED MANAGEMENT

- Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.

WATER QUALITY

- Goal WR.6. Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.

Energy

EFFICIENT USE OF ENERGY

- Goal E.1. Increase energy efficiency.
- Goal E.2. Expand production and use of renewable energy.

Community Character

SCENIC RESOURCES AND NATURAL SETTING

- Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.

HERITAGE PRESERVATION

- Goal CC.2. Preserve, restore, and rehabilitate heritage resources to better appreciate our culture.

COMMUNITY DESIGN

- Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.
- Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.

ARTS, SCIENCES, AND EDUCATION

- Goal CC.5. Support and promote art, science, and education resources for all to experience.
- Goal CC.6. Encourage Native American art and Southwestern culture.

Growth Areas & Land Use

REINVESTMENT

- Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete and connected places.

GREENFIELD DEVELOPMENT

- Goal LU.2. Develop Flagstaff's Greenfields in accordance with the Regional Plan and within the growth boundary.

APPLICABLE TO ALL LAND USES

- Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.
- Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.
- Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.
- Goal LU.6. Provide for a mix of land uses.
- Goal LU.7. Provide for public services and infrastructure.
- Goal LU.8. Balance future growth with available water resources.

URBAN AREA GOALS AND POLICIES

- Goal LU.9. Focus reinvestment, partnerships, regulations, and incentives on developing or redeveloping urban areas.
- Goal LU.10. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

DOWNTOWN

- Goal LU.11. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all.
- Goal LU.12. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

SUBURBAN AREA

- Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.

RURAL AREA

- Goal LU.14. Maintain the character of existing rural communities.

EMPLOYMENT AREA

- Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.
- Goal LU.16. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.

SPECIAL PLANNING AREA

- Goal LU.17. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.

ACTIVITY CENTERS AND CORRIDORS

- Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.
- Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.

Transportation

MOBILITY AND ACCESS
- Goal T.1. Improve mobility and access throughout the region.

SAFE AND EFFICIENT MULTIMODAL TRANSPORTATION
- Goal T.2. Improve transportation safety and efficiency for all modes.

ENVIRONMENTAL CONSIDERATIONS
- Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built environment.

QUALITY DESIGN
- Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.

PEDESTRIAN INFRASTRUCTURE
- Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.

BICYCLE INFRASTRUCTURE
- Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.

TRANSIT
- Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.

AUTOMOBILE
- Goal T.8. Establish a functional, safe, and aesthetic hierarchy of roads and streets.

PASSENGER RAIL AND RAIL FREIGHT
- Goal T.9. Strengthen and support rail service opportunities for the region's businesses and travelers.

AIR TRAVEL
- Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.

PUBLIC SUPPORT FOR TRANSPORTATION
- Goal T.11. Build and sustain public support for the implementation of transportation planning goals and policies, including the financial underpinnings of the Plan, by actively seeking meaningful community involvement.

Cost of Development

COST OF DEVELOPMENT
- Goal CD.1. Improve the City and County financial systems to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of existing infrastructure.

Public Buildings, Services, Facilities, & Safety

RESILIENCY PLANNING
- Goal PF.1.Work across all government operations and services to prepare for the impacts of natural and human-caused hazards.

Planning

LOCATING FACILITIES

- Goal PF.2. Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

PUBLIC SAFETY

- Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.

Neighborhoods, Housing, & Urban Conservation

NEIGHBORHOODS, HOUSING,AND URBAN CONSERVATION

- Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff
- Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character.
- Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.
- Goal NH.4. All housing is safe and sanitary.
- Goal NH.5. Eliminate homelessness.
- Goal NH.6. Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance our overall community character.

Economic Development

RESPONSIVE GOVERNMENT

- Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.

EDUCATION AND WORKFORCE TRAINING

- Goal ED.2. Support and encourage an excellent educational system that promotes critical thinking and job training programs at all levels.

BUSINESS RETENTION, EXPANSION,AND ENTREPRENEURSHIP

- Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.

BUSINESS ATTRACTION

- Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.

PULLIAM AIRPORT

- Goal ED. 5.The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multimodal connectivity and business growth potential.

COMMUNITY CHARACTER

- Goal ED.7. Continue to promote and enhance Flagstaff ’s unique sense of place as an economic development driver.

ACTIVITY CENTERS

- Goal ED.8. Promote the continued physical and economic viability of the region’s commercial districts by focusing investment on existing and new activity centers.

REDEVELOPMENT AND INFILL

- Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.

Recreation

RECREATION

- Goal REC.1. Maintain and grow the region’s healthy system of convenient and accessible parks, recreation facilities, and trails.

BUDGET OVERVIEW

The City of Flagstaff FY 2015 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.

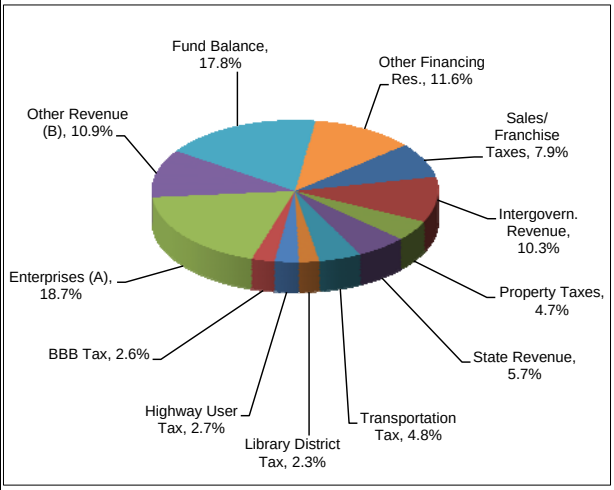
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2015; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$	18,812,694	7.9%
Intergovernmental Revenue		24,641,975	10.3%
Property Taxes		11,172,370	4.7%
State Revenue		13,680,175	5.7%
Transportation Tax		11,459,192	4.8%
Library District Tax		5,501,560	2.3%
Highway User Tax		6,397,818	2.7%
BBB Tax		6,167,976	2.6%
Enterprises (A)		44,491,698	18.7%
Other Revenue (B)		25,986,664	10.9%
Fund Balance		42,279,780	17.8%
Other Financing Res.		27,592,500	11.6%
	$	238,184,402	100.0%

(A) Enterprises:		
Water	$	18,116,191
Wastewater		9,463,434
Airport		1,656,120
Solid Waste		11,788,712
Environmental Management		1,002,819
Stormwater Utility		1,507,789
Flagstaff Housing Authority		956,633
	$	44,491,698

(B) Other Revenue:		
Licenses and Permits	$	1,393,005
Vehicle License Tax		2,548,750
Charges for Services		2,994,130
Fines and Forfeits		1,154,462
Interest on Investments		617,541
Misc Revenue		17,278,776
	$	25,986,664

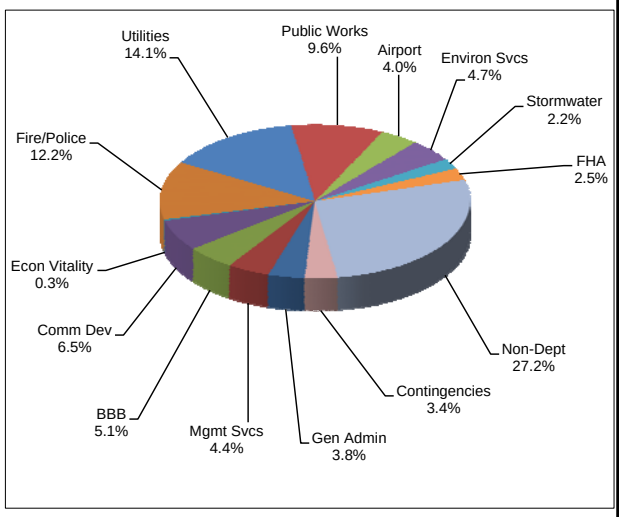


"WHERE THE MONEY COMES FROM"
$238,184,402

TOTAL APPROPRIATIONS

General Administration	$	9,115,681	3.8%
Management Services		10,421,084	4.4%
BBB (A)		12,252,659	5.1%
Community Development		15,574,280	6.5%
Economic Vitality		684,303	0.3%
Fire/Police		29,118,782	12.2%
Utilities		33,474,920	14.1%
Public Works		22,778,061	9.6%
Airport		9,510,504	4.0%
Environmental Services		11,155,787	4.7%
Stormwater		5,132,723	2.2%
Flagstaff Housing Authority		6,042,876	2.5%
Non Departmental		64,804,422	27.2%
Reserves/Contingencies		8,118,320	3.4%
	$	238,184,402	100.0%

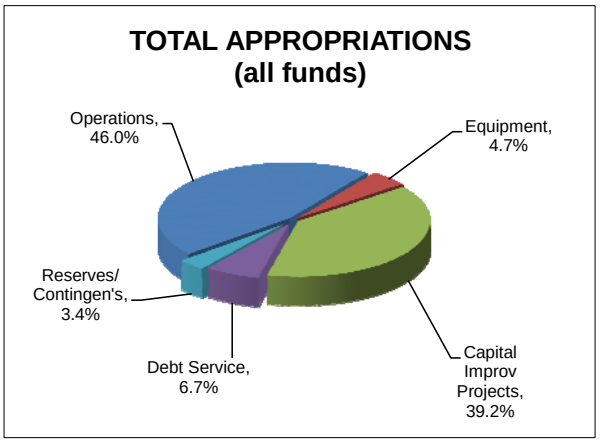
(A) BBB Tax Funds:		
Beautification	$	6,039,170
Tourism		1,942,800
Economic Development		985,206
Arts and Science		621,023
Recreation-BBB		2,664,460
	$	12,252,659



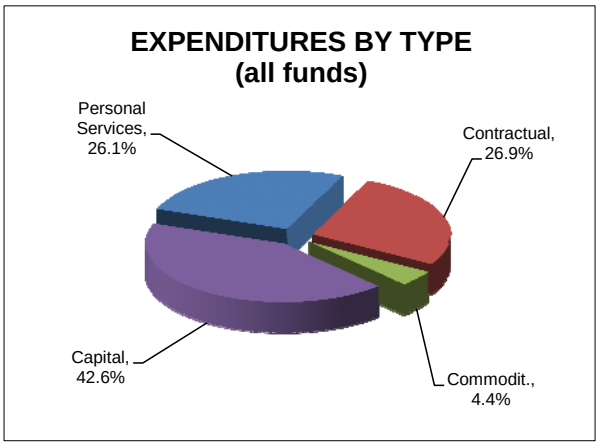
"WHERE THE MONEY GOES TO"
$238,184,402

The following graphs depict the major classifications of appropriation for the total FY 2015 budget and expenditures by major types.

TOTAL APPROPRIATIONS		
Operations	$	109,718,766
Equipment		11,107,687
Capital Improvement Projects		93,256,402
Debt Service		15,983,227
Reserves/Contingencies		8,118,320
	$	238,184,402



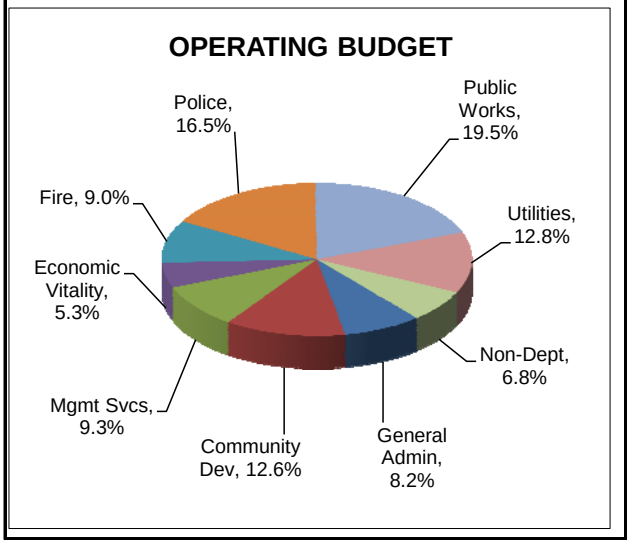
EXPENDITURES BY TYPE		
Personal Services	$	62,182,990
Contractual		64,045,204
Commodities		10,424,872
Capital		101,531,336
	$	238,184,402



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	$	9,035,681
Community Development		13,786,065
Management Services		10,207,694
Economic Vitality		5,763,021
Fire		9,872,649
Police		18,143,586
Public Works		21,432,017
Utilities		14,042,967
Non-Departmental		7,435,086
	$	109,718,766
* Exclusive of Debt Service	$	15,983,227



General Administration activities comprise 8.2% of the budget ($9.0 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, City Attorney, City Court, Human Resources, Risk Management, and Information Technology.

Community Development (CD) comprises 12.6% of the operating budget ($13.8 million). The services in this Division include CD Administration, Planning & Development Services, Engineering, Capital Improvements, Housing, FMPO (Flagstaff Metropolitan Planning Organization), Community Redevelopment Services, 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 9.3% of the operating budget ($10.2 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 9.0% 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 16.5% of the operating budget ($18.1 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 eight sections that account for 19.5% of the operating budget ($21.4 million), excluding the debt service requirements for streets ($550,000), Public Works Facility ($250,000) and USGS facility ($450,000). The services provided include: recreation services, solid waste operations, environmental management services, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, and fleet services.

Economic Vitality activities comprise 5.3% of the operating budget ($5.8 million) excluding debt service requirements for Airport ($290,000) and Business Incubator and Innovation Mesa ($340,000). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Utilities comprise 12.8% of the operating budget ($14.0 million), excluding $4.3 million debt service requirements. There is one administrative section responsible for management of water, wastewater, and stormwater activities. Five operating sections within water operations and three 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 6.8% of the budget ($7.4 million) exclusive of $9.7 million debt service. 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 provided by recommendations from 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 2014 Accomplishments, FY 2015 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 2013*, the *Estimated Actual for FY 2014*, and the *Adopted Budget for FY 2014 and FY 2015*. 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	(All Modified Accrual Accounting)		
GENERAL	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Techology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Revenue Purchasing Finance
		Community Development	Community Development Admin Capital Management Planning and Development Engineering Housing
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Public Works	Public Works Administration Parks Fleet Management Cemetery Facilities Maintenance USGS Facilities Recreation
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Real Estate Proceeds Non-Departmental
SPECIAL REVENUE	Library	Management Services	Library City Direct Library County Direct Library County Indirect Library Grants
	Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
	Transportation *	Community Development	4th Street Overpass Street Improvements Safety Improvements
		Non-Departmental	NAIPTA-Transit Transportation
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	BBB-Beautification	Economic Vitality	Beautification Beautification-Capital Improvements
	BBB-Economic Development	Economic Vitality	Economic Development
	BBB-Tourism	Economic Vitality	Tourism Visitor Services
	BBB-Arts & Science	Economic Vitality	Arts and Science
	BBB-Recreation	Public Works	BBB-Recreation Projects
	Housing and Community Service	Community Development	Community Housing Services Community Housing Grants Community Development Block Grants
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	EDA Revolving Loan - Econ. Dev.	Economic Vitality	EDA Revolving Loan

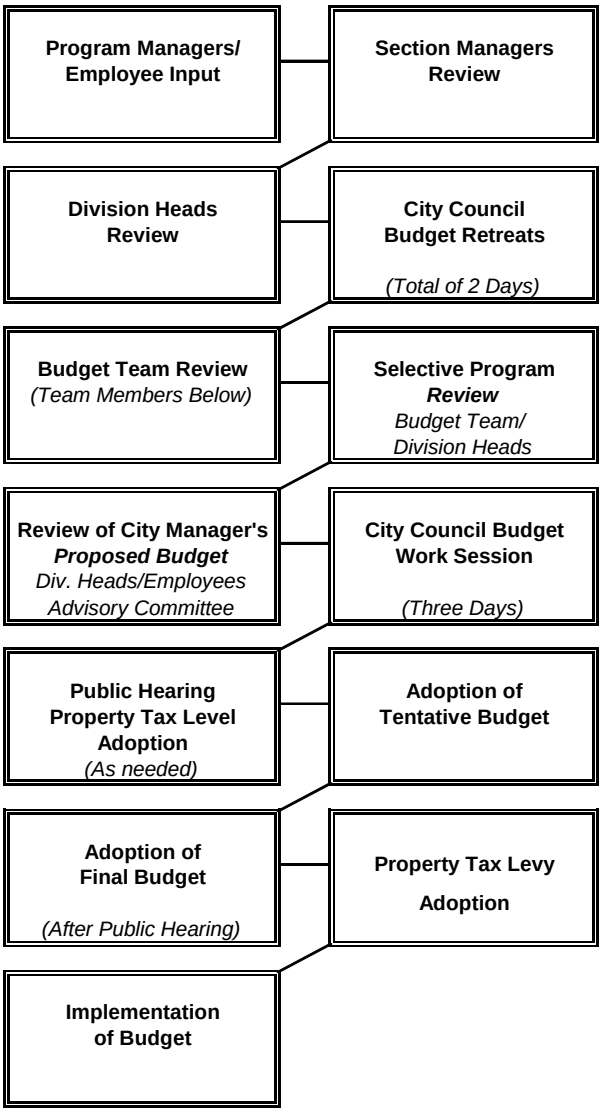
RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS

FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL	(All Modified Accrual Accounting)		
DEBT SERVICE	G.O. Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Special Assessment *	Non-Departmental	Debt Service
PERMANENT	Perpetual Care	Non-Departmental	Perpetual Care
CAPITAL PROJECTS	G.O. Capital Projects Fund	Non-Departmental	General Fund Capital Projects Core Services Facility Flagstaff Watershed Protection
	MFC Bond Capital Project Fund	Non-Departmental	MFC Bond Capital Projects Capital Project Court Facility
PROPRIETARY	(All Modified Accrual Accounting)		
ENTERPRISE	Utilities *	Utilities	Utilities Administration Water Production Water Distribution Water Resource Management Utilities Engineering Services Regulatory Compliance Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Reclaimed Water Water Capital Wastewater Capital Improvements Reclaimed Capital Stormwater Capital Improv-Rio De Flag Stormwater Utility
	Airport *	Economic Vitality	Airport Operations Airport Capital Projects
	Solid Waste	Public Works	Solid Waste-Landfill Solid Waste-Collections Solid Waste-Capital Improvements
	Sustainability & Environ. Mgmt. *	Public Works	Environmental Management
	Flagstaff Housing Authority *	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2013 CAFR

BUDGET PROCESS

Budget Process Flowchart:



Budget Team: City Manager, Deputy City Managers (2), Management Services Director, Finance Director, Human Resources Director, Budget Manager, IT Director 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 2015.
- The *Capital Improvement Plan* (CIP) for FY 2015 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

December 4, 6	Fall Council Retreat
December 11	Budget Module available to all Divisions
December 12	Mini Budget Council Retreat
January 13	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
January 23	Mini Budget Council Retreat
February 10	Winter Council Retreat
March 4 - March 14	Review with Department Heads and City Manager
April 23 - 25	Council Study Sessions Proposed Budget available (Operating & Capital) to public
June 3	Tentative budget hearing (public) and Tentative budget adoption
June 17	Final budget hearing and Final budget adoption
July 1	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 occurred on June 17, 2014. 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 ($238,184,402). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($134,251,861), 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 improvements in the economy. We have seen small improvements in FY 2014 in our local and state shared sales tax revenues. However, we remain below our highest levels recorded in FY 2008. We anticipate recovering to those same levels in FY15. The economic analysts for our local and state region estimate there will be continued improvement over the next few years with the recovery to pre-recession levels beginning in FY15.

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 in all but 10 months when compared to the prior year, same month. Based on sales tax transaction data through May 2014, tax revenue has increased approximately 3.08% compared to a year ago. However, if utilities transaction data is included, the number becomes an increase of 3.57%. The three major categories of local sales taxes have all had increases. Construction is up approximately 1.22%, hospitality is up approximately 5.60%, and retail is up approximately 2.54%. Current sales tax estimates are approximately $200,000 higher than what was recognized in FY 2013.

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 2014. Revenue in this category is expected to increase approximately $200,000 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 stronger recovery in revenues than the City. The City estimates that FY 2014 revenues will be approximately 6.0% 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. However, the State Budget approved an additional $30M of HURF Revenues to be allocated to Cities and Counties. The City share is estimated at $330,000. 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. 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 provide the same level of revenues. Homeowners will realize less than one percent rate decrease from $0.8429 to $0.8418 per $100 of assessed value to comply with council direction. On average, property owners should see no increase in the city primary property tax.

In November 2013, Divisions were asked to provide a list of budget suggestions on how to advance the Council's stated goals, the adopted Regional Plan, and/or a Master Plan. At the December retreat, based on the information provided by Divisions, Council was asked to identify budget priorities FY2015. Council concluded that that the priorities for the FY2015 budget include: employee compensation, staffing and infrastructure.

At a follow up Council Budget Retreat in February, staff provided updated revenue and expenditure projections. In addition, staff provided suggested strategies for accomplishing the Council's priorities of employee compensation, staffing and infrastructure. Council stated a preference to use ongoing available funding for employee compensation and some staffing. Council's stated preference for 1X available funding was to make investments in staffing and infrastructure. Specifically related to infrastructure, Council directed the City Manager to prioritize 1X available funding to the areas of facilities and information technology.

Following the February retreat, Finance completed the updates to all 5-year plans to provide an outlook on revenues and expenditures. The Budget Team then met with each division to discuss their proposed budget. Divisions were asked to correlate their increased funding requests to the Council's priorities of employee compensation, staffing and infrastructure. Further, the Budget Team asked Directors to discuss their greatest challenge as well as consider opportunities for outsourcing. From the meetings the Budget Team determined which revenue opportunities, fund reallocations and identify any potential cuts to move forward with in the recommended budget. This created the capacity in the budget to include a merit increase and one-time pays to employees as recommended by EAC, 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 review all equipment replacement requests and prioritize 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 2015 is estimated at $11.2 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 22% at the end of FY 20*15*.

To provide better financial stability during poor economic times, the General Fund fund balance has increased to a minimum 20% in the current plan.

The FY 2015 budget anticipates using excess fund balance from the completion of FY 2013 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 and Council priorities adopted reflects the environment on which all decisions will be made. The Vision Statement and the Council Priorities can be found in this document following the City Manager Transmittal Letter.

The budget review process includes:

- *Estimated Actual Expenditures FY 2014*. Sections were asked to review their actual expenses and provide information on major variances expected compared to budget. Capital and other one-time expenditures were also reduced in the year end estimated and applied to the FY 2015 budget as a carryover item.
- *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, Solid Waste, Environmental Management, the Airport, Stormwater; and activities funded from a special revenue source dedicated to that activity. These include the BBB Tax funds, the Transportation tax fund, Streets; Library; Housing and Community Services; Metropolitan Planning Organization and FUTS fund.

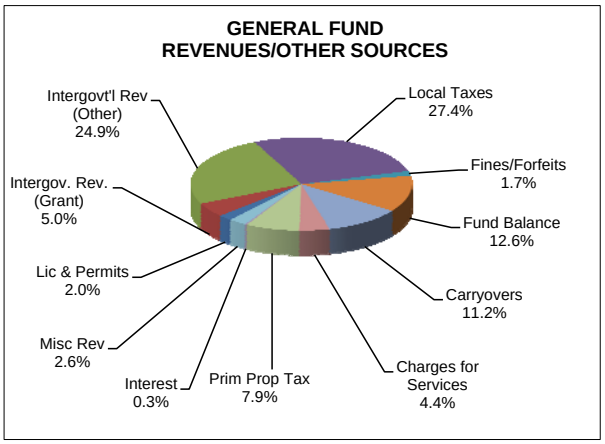
Total resources available for General Fund expenditures for FY 2015 are $68.6 million including the estimated beginning fund balance of $22.6 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental 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 11%. 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.

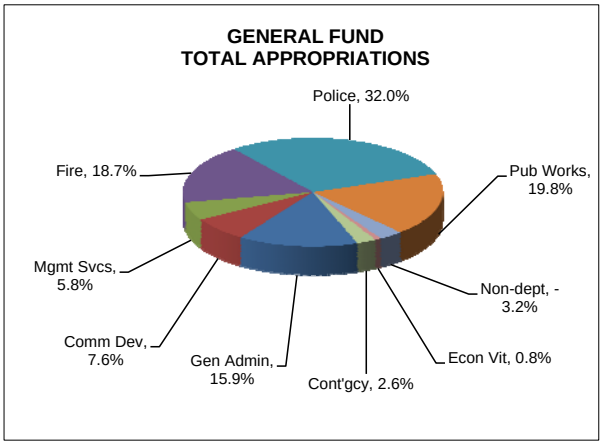
General Fund total appropriations compared to year-end estimates have increased by 4.9%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund Balance is estimated at minimum 20.0% of operating revenues over the next five years. This is up from 17.5% during prior year budgeting.

The financial position of the General Fund remains balanced.

REVENUES/OTHER SOURCES	EST ACTUAL FY2014	BUDGET FY 2015
Licenses and permits	$ 1,400,180	$ 1,393,005
Intergov Rev (Fed/State Grants)	2,935,395	3,449,827
Intergov Rev (All Other)	16,348,797	17,088,925
Local taxes	18,330,500	18,812,694
Fines and forfeits	1,115,151	1,154,462
Fund Balance, net of Transfers	22,381,055	8,636,272
Fund Balance for Carryovers	910,642	7,686,749
Charges for services	3,017,385	2,994,130
Primary Property Tax	5,355,000	5,435,325
Interest	213,000	216,000
Miscellaneous	5,312,230	1,717,552
	$ 77,319,335	$ 68,584,941



APPROPRIATIONS	EST ACTUAL FY2014	BUDGET FY 2015
General Administration	$ 8,161,891	$ 9,115,681
Community Development	4,275,997	4,350,389
Management Services	3,169,917	3,357,893
Fire	10,304,847	10,740,696
Police	17,546,854	18,378,086
Public Works	8,884,957	11,344,740
Non-departmental	1,550,482	(1,810,489)
Economic Vitality	612,978	464,303
Contingency	215,000	1,475,000
	$ 54,722,923	$ 57,416,299



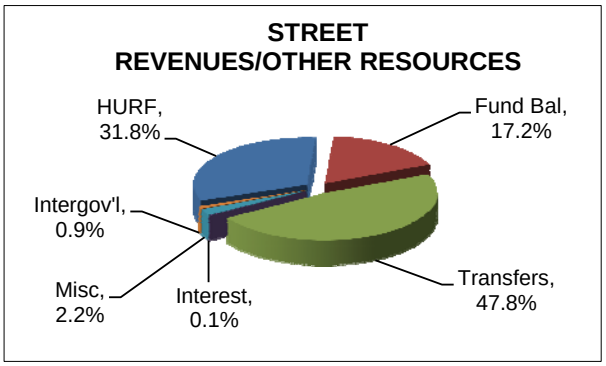
SPECIAL REVENUE FUNDS

HIGHWAY USER REVENUE FUND

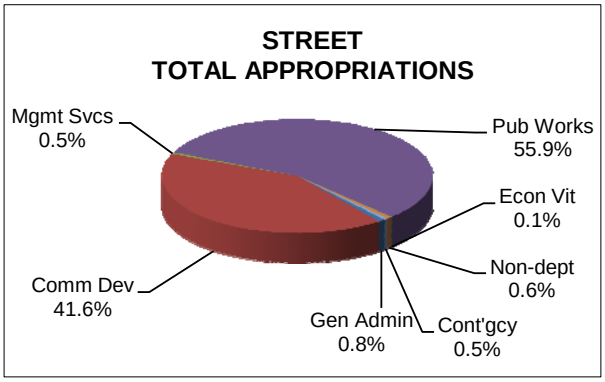
The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State.

HURF appropriations have been significantly affected due to decreased revenue receipts over the past six years. Budgeted HURF revenues are still significantly less than pre-recession HURF receipts.

REVENUES/OTHER RESOURCES		
HURF	$	6,397,818
Fund Balance		3,453,850
Transfers (net)		9,609,925
Interest		6,000
Miscellaneous		442,500
Intergovernmental Revenues		179,924
	$	20,090,017



APPROPRIATIONS		
General Administration	$	151,660
Community Development		7,929,401
Management Services		91,171
Public Works		10,639,677
Economic Vitality		14,496
Non-departmental		116,557
Contingency		100,000
	$	19,042,962



Appropriations total $19.0 million in FY 2015 and major projects budgeted include the annual pavement maintenance program at $3.0M, Industrial Drive, West and Arrowhead Improvement, Beulah Extension and University Realignment, Soliere Avenue, Franklin safety improvements, and 4th Street safety improvements.

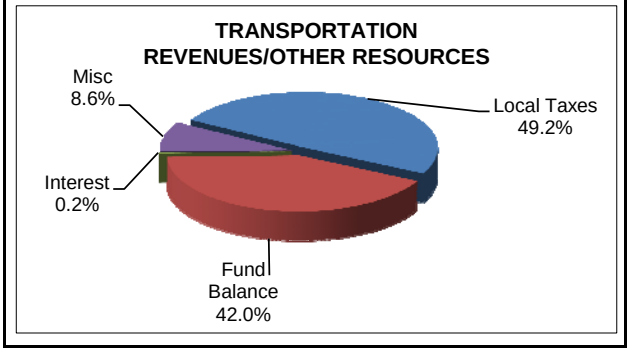
TRANSPORTATION FUND

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.

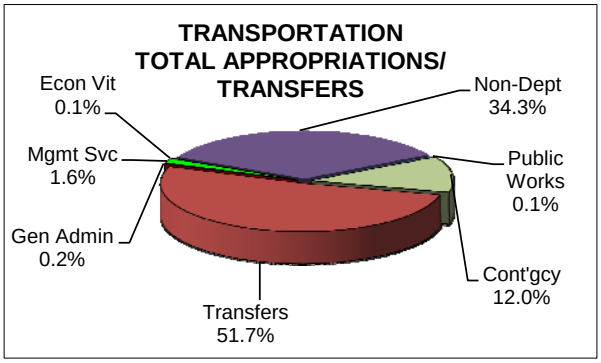
Projects	Budget FY 2015 Revenues	
4th Street Overpass	$	2,540,736
Safe-to-School, Pedestrian and Bike		1,270,368
Traffic Flow and Safety Improvements		2,953,605
Transit Service Enhancements		4,694,483
Totals	$	11,459,192

Appropriations total $8.1 million in FY 2015. Appropriations are comprised of $4.7 million for transit operations, $1.2 million for debt service and $2 million in contingency for the potential road repair and street safety initiative if passed by the voters in FY 2015. Transfers include $8.1 million to the HURF Fund for Safety and Street Improvements and $550K to fund FUTS projects. The tax rate for transportation is 0.721%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	11,459,192
Fund Balance		9,762,247
Interest		53,000
Miscellaneous		2,000,000
	$	23,274,439



APPROPRIATIONS/TRANSFERS		
General Administration	$	39,239
Management Services		265,318
Economic Vitality		2,952
Non-Departmental		5,738,735
Public Works		12,822
Contingency		2,000,000
Transfers (net)		8,659,285
	$	16,718,351

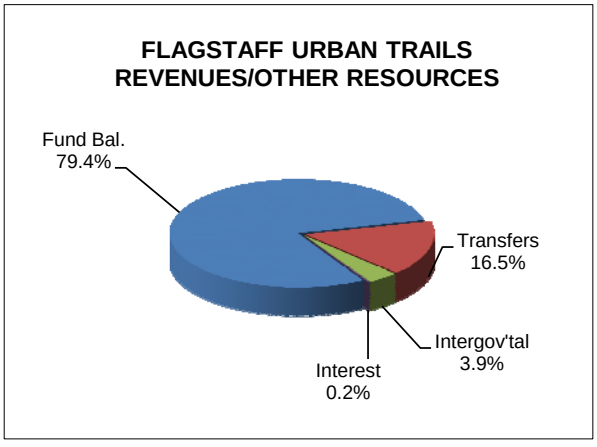


FLAGSTAFF URBAN TRAIL FUND

Total resources available for FUTS activities are approximately $3.3 million. Approximately $550,000 comes from the Transportation Tax in a transfer from the Transportation Fund.

REVENUES/OTHER RESOURCES		
Fund Balance		2,654,735
Transfers (Net)		550,000
Intergovernmental Revenue		129,419
Interest Earnings		6,640
	$	3,340,794

APPROPRIATIONS		
Community Development	$	2,871,134
	$	2,871,134

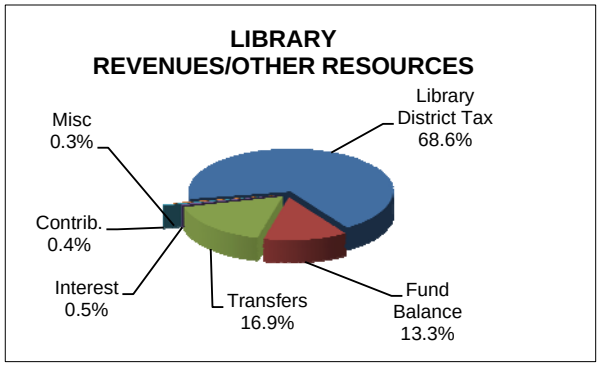


Expenditures from this fund are primarily capital improvement projects. Some major projects are the High Country Trail and Sheep Crossing Trail. (A full project listing is located in the CIP Section).

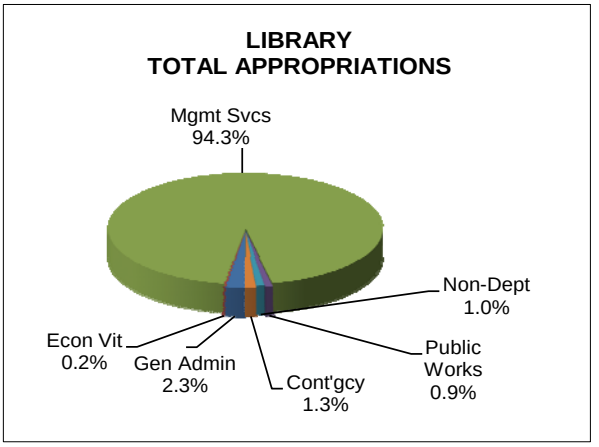
LIBRARY FUND

The City operates a joint City-County Public Library with auxiliary programs in outlying county locations along with bookmobile services. $2.4 million of the funding for library operations comes from the library district tax.

REVENUES/OTHER RESOURCES		
Intergovernmental	$	5,580,560
Fund Balance		1,083,205
Transfers (net)		1,374,755
Interest		37,624
Contributions		33,000
Miscellaneous		20,474
	$	8,129,618



APPROPRIATIONS		
General Admin	$	176,085
Economic Vitality		14,909
Management Services		7,182,596
Public Works		68,965
Non-Departmental		77,765
Contingency		100,000
	$	7,620,320



During 1997, the County, related to district libraries, 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:

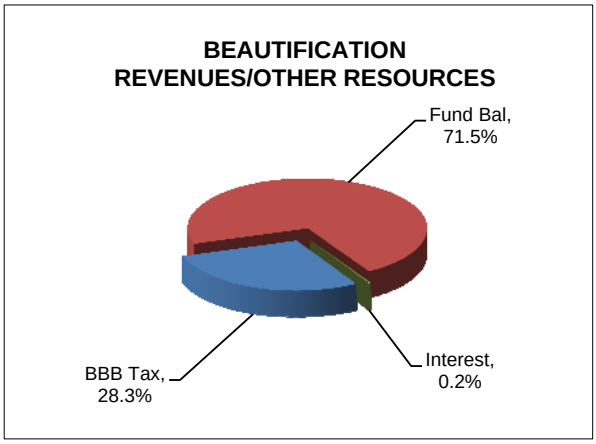
Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

Revenue for FY 2015 is projected with 2.0% growth over FY 2014 estimated receipts. 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 $4.4 million. 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 City Gateways. There is a $359,938 transfer to the General Fund primarily for maintenance of Streetscapes. (A full project listing is located in the CIP Section.)

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,233,595
Fund Balance		3,121,211
Interest		7,460
	$	4,362,266

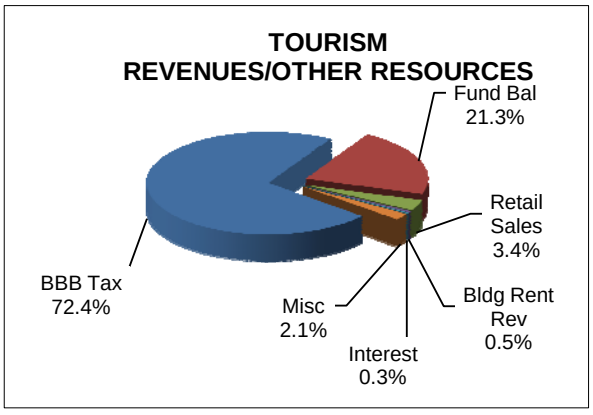
APPROPRIATIONS		
Economic Vitality		3,168,036
Contingency		10,000
Transfers (net)		426,139
	$	3,604,175



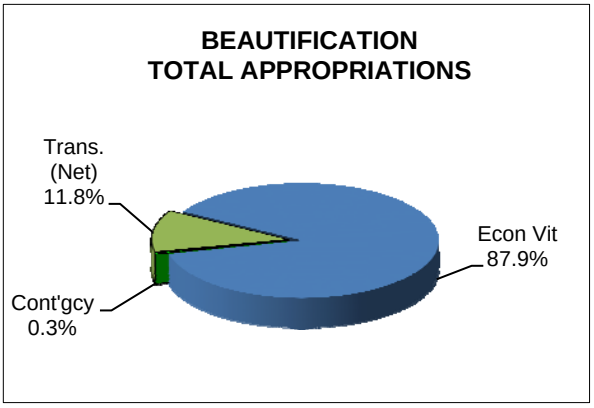
Tourism Fund: Total resources available in FY 2015 are $2.6 million, of which an estimated $1.9 million is from the BBB tax. The total appropriations are approximately $2.1 million, which includes $1.7 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for $381,000.

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) and Train Station Operations.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,850,393
Fund Balance		545,178
Retail Sales		86,000
Building Rental Revenue		12,527
Interest		8,178
Miscellaneous		53,130
	$	2,555,406



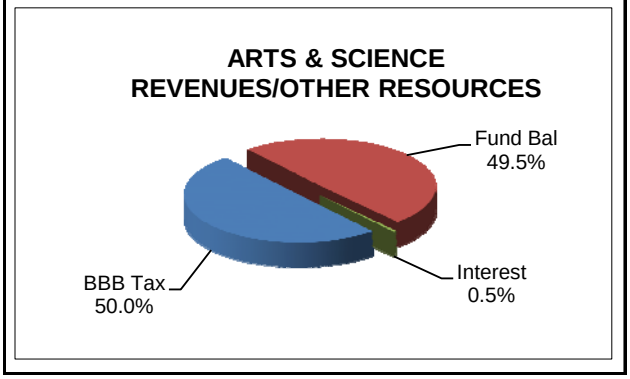
APPROPRIATIONS		
Economic Vitality	$	1,942,800
Contingency		50,000
Transfers (net)		140,907
	$	2,133,707



Arts & Science Fund: Total resources available for Arts & Science activities are approximately $925,000 including estimated revenues from the BBB tax of $463,000. Expenditures include: Public Art for $212,000, Service Partner Contracts including the Flagstaff Arts Council for $369,000, and the Science Foundation for $40,000.

REVENUES/OTHER RESOURCES		
BBB Tax	$	462,598
Fund Balance		457,249
Interest		4,524
	$	924,371

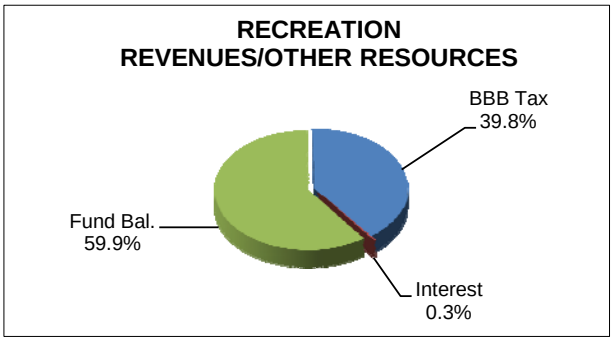
APPROPRIATIONS		
General Administration	$	621,023
Contingency		10,000
	$	631,023



Recreation Fund: There is an appropriation in the amount of $2.7M in FY 2015 for Recreation Fund activities. Expenditures in this fund are capital in nature. Some of these items include Bushmaster Park Improvements, Aquaplex Improvements, and Ice Rink Improvements (including a second chiller). 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 $1.5 million to fund Parks-FUTS Maintenance and Parks-BBB Recreation Fields operation. These are funded via a transfer to the General Fund. The City is appropriating $1.6M from Fund Balance to improve City recreational facilities and parks.

REVENUES/OTHER RESOURCES		
BBB Tax	$	2,035,432
Interest		15,300
Fund Balance		3,057,400
	$	5,108,132

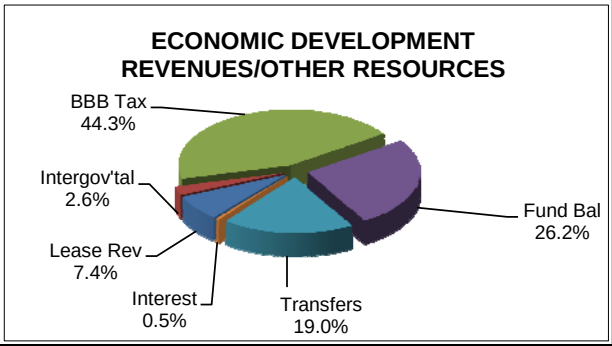
APPROPRIATIONS/TRANSFERS		
Public Works	$	2,664,460
Transfers (net)		2,024,447
	$	4,688,907



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 Business Accelerator 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	$	97,531
Intergovernmental		35,000
BBB Tax		585,958
Fund Balance		346,653
Transfers		251,000
Interest		6,933
	$	1,323,075

APPROPRIATIONS		
Economic Vitality	$	985,206
Contingency		170,070
	$	1,155,276



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 $1.2 million, of which $586,000 is from the BBB dedicated tax for economic development, lease revenue of $98,000, and a general fund transfer of $251,000 to support the business incubator/business accelerator operations, the Sustainable Economic Development Initiative, and debt service.

OTHER FUNDS

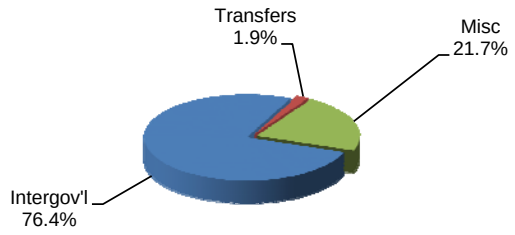
Metropolitan Planning Organization Fund: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The City has appropriated $1.175 million for this program for FY 2015. This includes operating funds for transportation and transit planning.

REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	897,579
Transfers		22,500
Miscellaneous		255,000
	$	1,175,079

APPROPRIATIONS		
Community Development	$	903,425
Non-Departmental		21,654
Contingency		250,000
	$	1,175,079

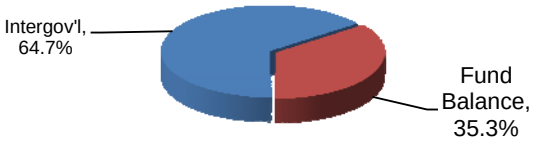
MPO
REVENUES/OTHER RESOURCES



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $2.8 million appropriated to this activity for FY 2015. Expenditures in this fund include $0.8 million in State Housing grants and $1.192 million in CDBG grant activities.

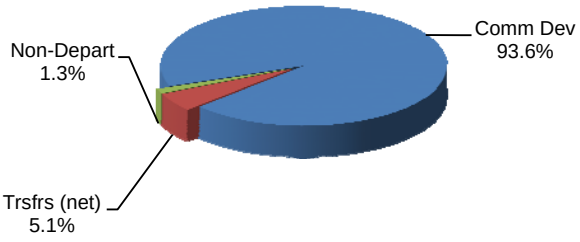
REVENUES/OTHER RESOURCES		
Intergovernmental Revenue	$	1,995,202
Fund Balance		1,088,854
	$	3,084,056

HOUSING AND COMMUNITY SERVICES
REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS		
Community Development	$	2,783,066
Transfers (net)		152,500
Non-Departmental		39,966
	$	2,975,532

HOUSING AND COMMUNITY SERVICES
TOTAL APPROPRIATIONS/
TRANSFERS



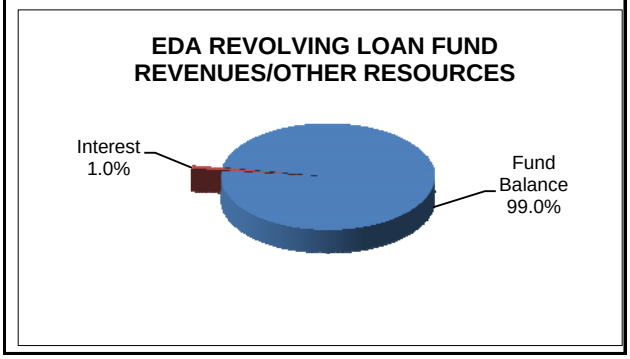
EDA Revolving Loan Fund: This was a new fund in FY 2014. On June 30, 2012 the Northern Arizona Council of Governments (NACOG) staff received authorization from the U.S. Department of Commerce Economic Development Administration (EDA) to transfer the ownership of the Revolving Loan Fund (RLF) to the City 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		
Fund Balance	$	220,071
Interest		2,201
	$	222,272

APPROPRIATIONS		
Economic Vitality	$	220,000
	$	220,000



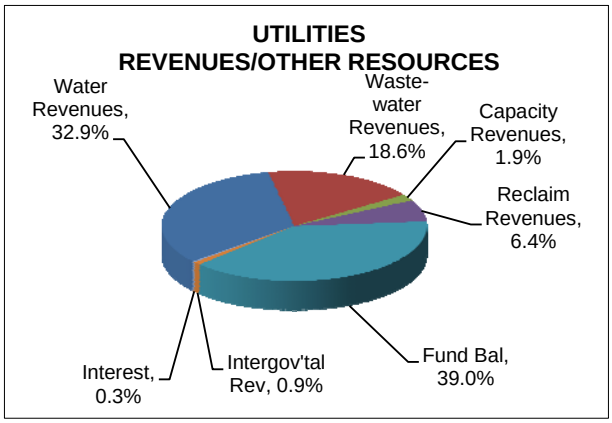
ENTERPRISE FUNDS

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 $37.3 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. The City awarded a contract to update the rate model in FY 2014 to be completed in FY 2015.

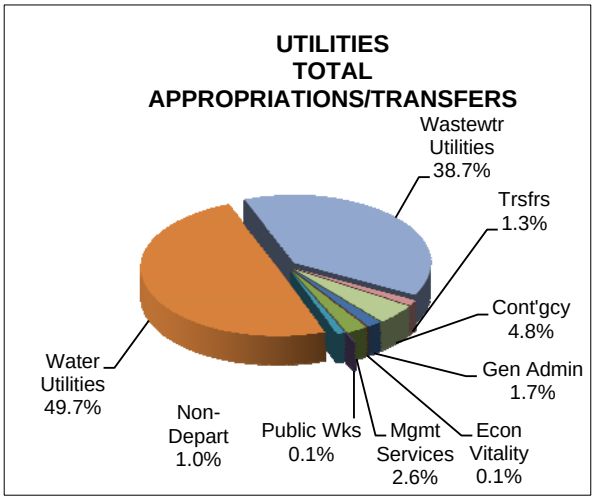
REVENUES/OTHER RESOURCES		
Water Revenues	$	15,158,279
Wastewater Revenues		8,567,184
Reclaim Revenues		896,250
Capacity Revenues		2,957,912
Fund Balance		17,979,095
Intergovernmental Revenue		430,000
Interest		116,150
	$	46,104,870



Water Operations: Total appropriations relating to direct costs for the water operations are $18.8 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total $15.2 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $14.7 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total $9.5 million in wastewater and reclaim service charges.

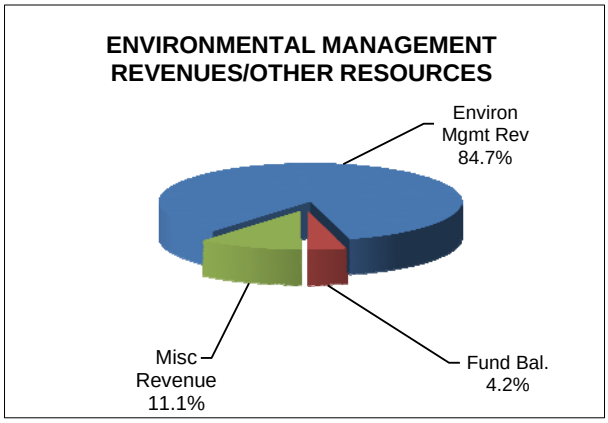
APPROPRIATIONS/TRANSFERS		
General Administration	$	644,370
Economic Vitality		49,629
Management Services		967,305
Public Works		36,925
Non-departmental		370,377
Water Utilities		18,810,989
Wastewater Utilities		14,663,931
Transfers (Net)		499,693
Contingency		1,800,000
	$	37,843,219



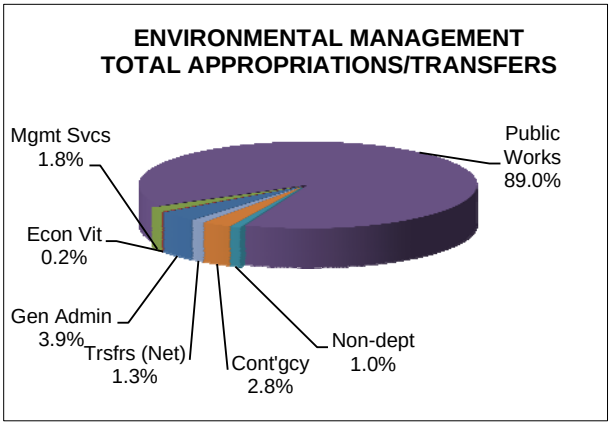
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT FUND

Total financial resources are $1.2 million. User fees are the major revenue source of the management operations. The environmental fee is based on the cost of services available.

REVENUES/OTHER RESOURCES		
Environmental Mgmt Revenue	$	1,002,819
Miscellaneous Revenues		50,140
Fund Balance		132,043
	$	1,185,002



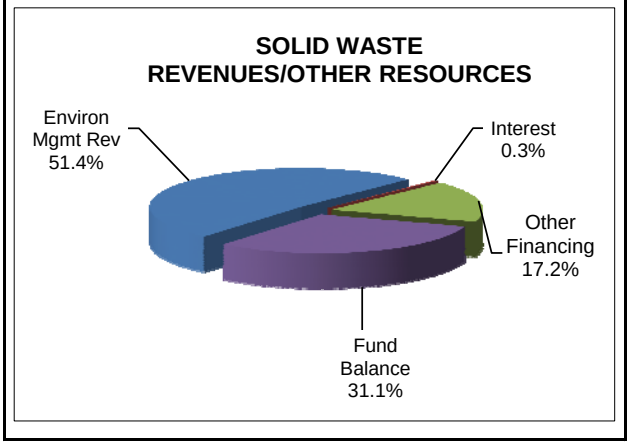
APPROPRIATIONS/TRANSFERS		
General Administration	$	41,635
Economic Vitality		1,735
Management Services		19,186
Public Works		944,622
Non-departmental		10,905
Contingency		30,000
Transfers (Net)		13,730
	$	1,061,813



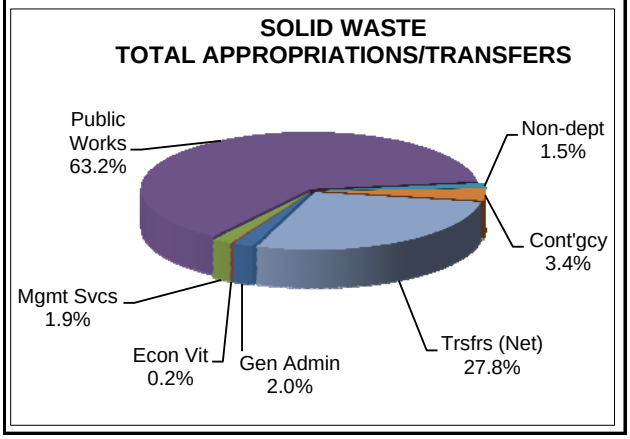
SOLID WASTE FUND

Total financial resources are $22.9 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	$	11,788,712
Interest		66,500
Other Financing Sources		3,930,000
Fund Balance		7,112,763
	$	22,897,975



APPROPRIATIONS/TRANSFERS		
General Administration	$	358,624
Economic Vitality		35,471
Management Services		349,621
Public Works		11,327,142
Non-departmental		272,975
Contingency		612,000
Transfers (Net)		4,977,083
	$	17,932,916

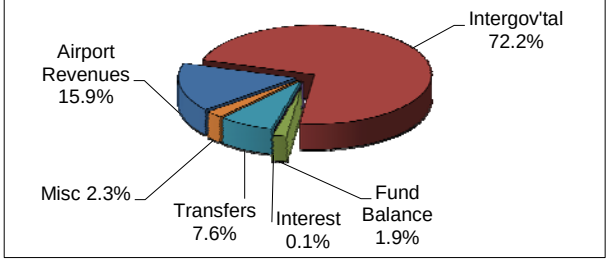


The existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on 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.

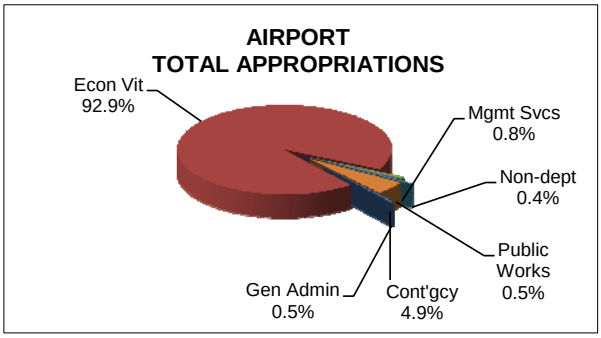
AIRPORT FUND

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 $10.2 million: $2.9 million for operations and reserve, $0.3 million for debt and $7.0 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,656,120
Intergovernmental Revenues		7,519,674
Fund Balance		200,734
Interest		2,010
Transfers (net)		790,216
Miscellaneous		239,410
	$	10,408,164



APPROPRIATIONS		
General Administration	$	55,329
Economic Vitality		9,513,448
Management Services		81,024
Public Works		52,146
Non-departmental		44,964
Contingency		500,000
	$	10,246,911



This year, of the $7.0 million in capital improvements, 95% of the budgeted expenses are being funded with grants from the FAA and ADOT.

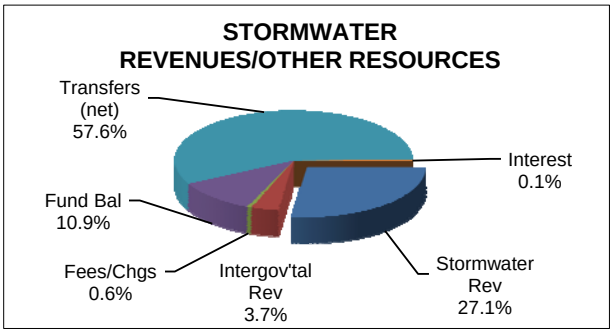
All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.

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.

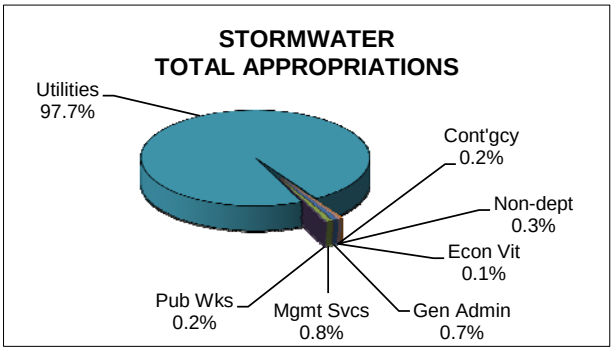
Total revenues/other resources for stormwater total $5.4 million including a transfer of $3.5 million from General Fund for the Rio de Flag project.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,477,788
Intergovernmental Revenues		200,000
Fees & Charges		30,001
Fund Balance		597,381
Transfers (net)		3,142,183
Interest		1,424
	$	5,448,777



Total appropriations of $5.3 million include the operational components of NPDES implementation, general drainage maintenance, and drainage improvement projects (DRIP). The DRIP program assesses the community's needs for drainage improvements in highest priority of need within the City.

APPROPRIATIONS		
General Admin	$	38,614
Management Services		42,471
Public Works		11,663
Utilities		5,132,723
Non-departmental		18,312
Economic Vitality		2,183
Contingency		10,000
	$	5,255,966

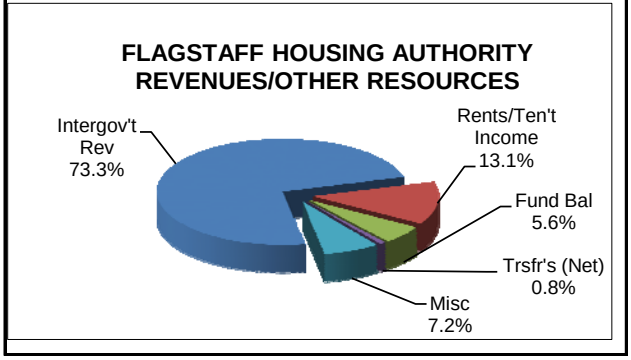


FLAGSTAFF HOUSING AUTHORITY

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 include 4 homeless Vouchers and 25 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons. Total financial resources are $7.3 million. Intergovernmental Revenue from the US Department of Housing and Urban Development comprises 72.8% of funding, or $5.3 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	$	5,332,047
Rents/Other Tenant Income		956,633
Fund Balance		405,233
Transfers (net)		55,700
Miscellaneous		523,650
	$	7,273,263

APPROPRIATIONS		
Community Development	$	6,042,876
Contingency		1,001,250
	$	7,044,126



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 50% 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 increase its minimum fund balance to 20% of operating revenues from 17.5% in the prior year's budget process as part of increasing financial security. A 15% fund balance is considered sufficient for the General Fund.

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 53% due to planned reductions for 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 41% due to planned expenditures for operating capital.

FUTS

This fund accounts for capital projects related to FUTS (Flagstaff Urban Trail System). The primary source for this fund is revenue transfers. 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 FUTS fund balance decreases by 82% due to planned expenditures for the completion of various capital projects

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. The program was transferred to the City in FY 2014 and the full implementation expected by FY 2015.

BEAUTIFICATION

The primary source for this fund is BBB taxes. 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 76% due to planned expenditures for the completion of various capital projects.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development fund balance decreases by 52% in FY 2015 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 2015 by 23% 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 service partner contracts for projects related to awareness of arts and science in our community. Planned public art projects delayed from FY 2014 results in an Arts and Science fund decrease of 36% in the following years.

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 decreases by 86% due to planned expenditures for the completion of various recreational 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 91% 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 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 represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. 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 28% 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 2015.

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 projects 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 is due to the timing of bond proceeds and capital expenditures.
2. The GO Bond Funded Projects fund balance decreases by 58% due to the timing of bond proceeds and capital projects and one time expenditures.

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 54% due to the planned completion of capital projects.

AIRPORT

This enterprise 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 and to aid operations. The Airport fund balance decreases by 20% due to planned one time expenditures for operational capital and maintenance needs.

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 fund anticipates a 30% decrease in fund balance in FY 2015 due to increased capital expenditures.

SUSTAINABILITY AND 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. The Environmental Management fund anticipates a 6% decrease due to increased operating costs.

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 68% 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 2015, the City anticipated the FHA fund balance to decrease by 43%.

REVENUES

Historical Trend Information for Select Revenues

ALL FUNDS

FEDERAL AND STATE GRANTS

Description: The City applies to Federal and State Agencies and Foundations 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.

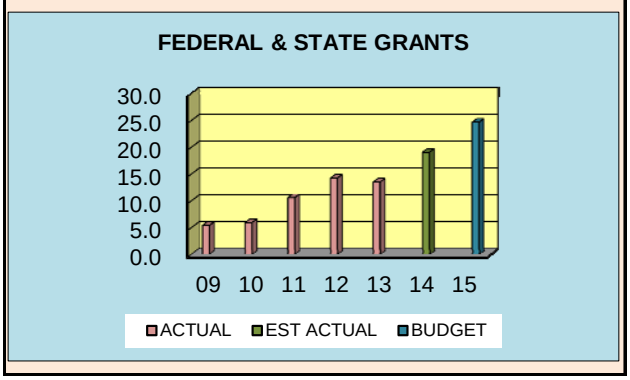
Grants can vary significantly from year to year because of the nature and availability of grants. Capital grants tend to be one-time grants. Operating grants may cover multiple years or may be applied for year after year if funding is available.

FY 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 FY 2015 by federal and state grants include the Business Accelerator, Observatory Mesa, and the Westplex Taxilane Reconstruction. 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
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		13,459,399	-5.3%
13-14		19,050,184	41.5%
14-15		24,641,975	29.4%



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.

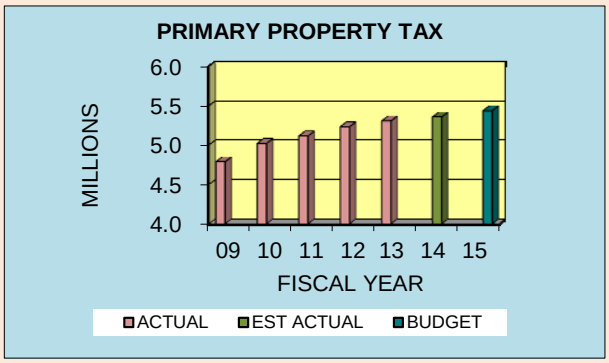
Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

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 and FY 2014 Council voted to keep the levy flat plus new construction. For FY 2015 we are continuing with flat levy plus new construction. The City's capacity for levy increase is 6%.

Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over $4.9 million dollars to the assessed valuation. For FY 2015 existing Primary Property Tax values increase by less than one percent.

PRIMARY PROPERTY TAX

FY:		AMOUNT	% CHANGE
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		5,304,734	1.4%
13-14		5,355,000	0.9%
14-15		5,435,325	1.5%



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

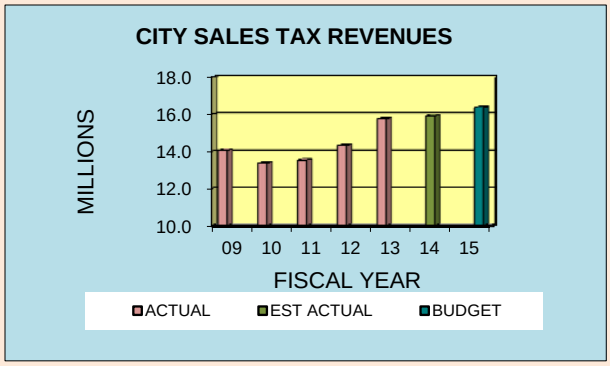
Tax currently sunsets November 2024.

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 which are shown on the following pages.

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule C. 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. Increases after FY 2012 point to the continued economic recovery.

CITY SALES TAX

FY:		AMOUNT	% CHANGE
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		15,744,648	10.1%
13-14		15,915,500	1.1%
14-15		16,350,601	2.7%



STATE SALES TAX

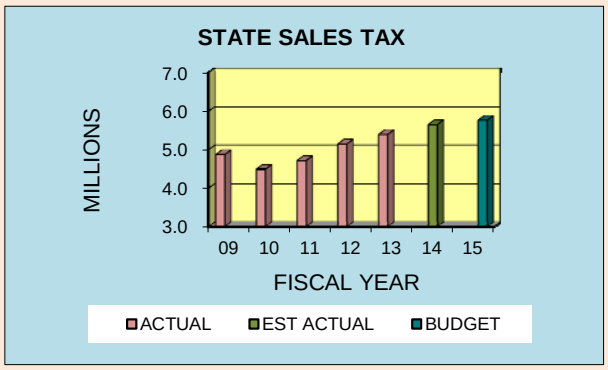
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

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 for FY 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
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		5,391,580	4.7%
13-14		5,650,000	4.8%
14-15		5,760,175	2.0%



STATE INCOME TAX (REVENUE SHARING)

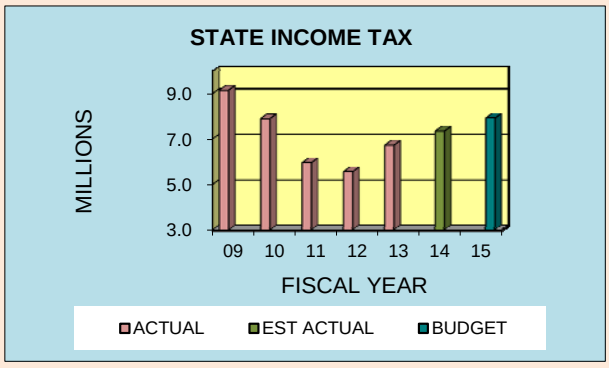
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

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. The State's economic recovery for FY 2014 and FY 2015 is expected to continue.

STATE INCOME TAX

FY:	AMOUNT	% CHANGE
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	6,728,479	21.0%
13-14	7,348,797	9.2%
14-15	7,920,000	7.8%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

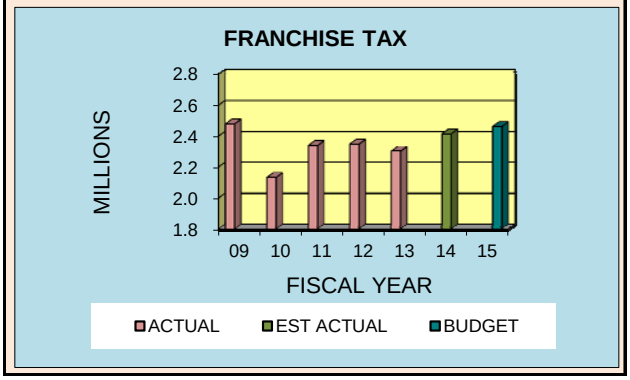
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

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. The increase in FY 2014 is due to the additional category of electric franchise payor. The FY 2015 increase reflects our general growth assumption.

FRANCHISE

FY:	AMOUNT	% CHANGE
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	2,302,643	-1.9%
13-14	2,415,000	4.9%
14-15	2,462,093	2.0%



FINES & FORFEITURES

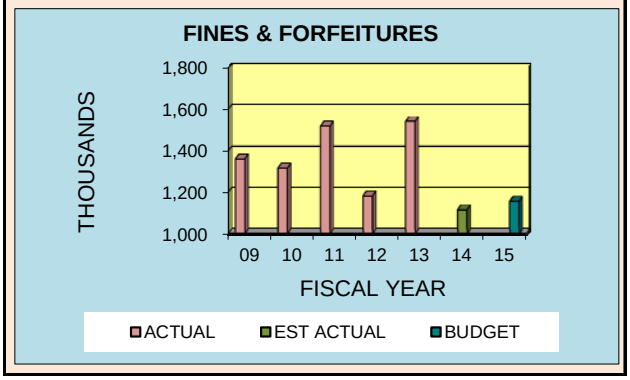
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

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 as well as the fee structure in place at the time of the case. 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
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	1,540,987	30.3%
13-14	1,115,151	-27.6%
14-15	1,154,462	3.5%



AUTO IN LIEU TAX

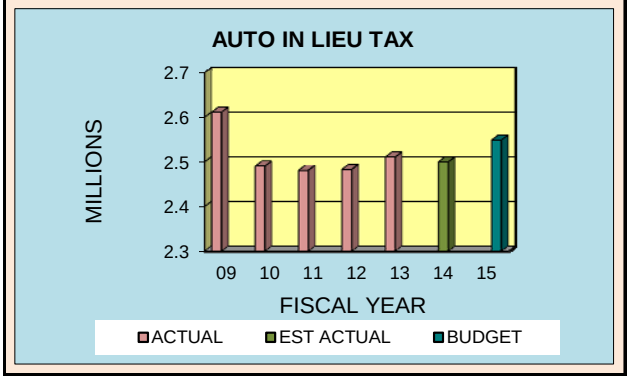
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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, revenues only show moderate growth the past few years. Revenue growth is projected to be moderate in the future.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
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	2,510,832	1.1%
13-14	2,500,000	-0.4%
14-15	2,548,750	2.0%



SPECIAL REVENUE FUNDS

BBB FUNDS

BED, BOARD & BOOZE TAX

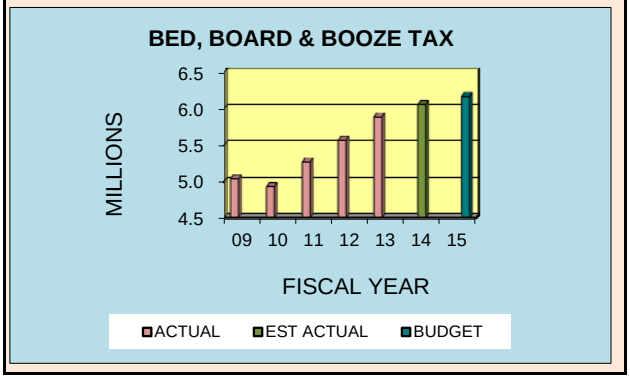
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

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 2015 is continuing to show an increase in projected revenue, demonstrating the strength of tourism in Northern Arizona.

BBB

FY:	AMOUNT	% CHANGE
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	5,883,665	5.8%
13-14	6,050,000	2.8%
14-15	6,167,976	2.0%



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)

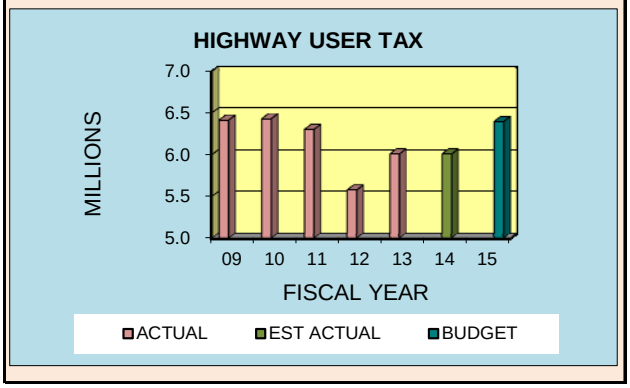
Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the 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 7.7% increase in HURF revenues in FY 2013 due to the State eliminating the revenue sweep for the DMV.

The City expects a 6.5% increase in HURF revenue in FY 2015 due to the State approved additional $30M of HURF Revenues to be allocated to cities and counties.

HURF

FY:	AMOUNT	% CHANGE
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	6,007,741	7.7%
13-14	6,007,741	0.0%
14-15	6,397,818	6.5%



TRANSPORTATION TAX

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

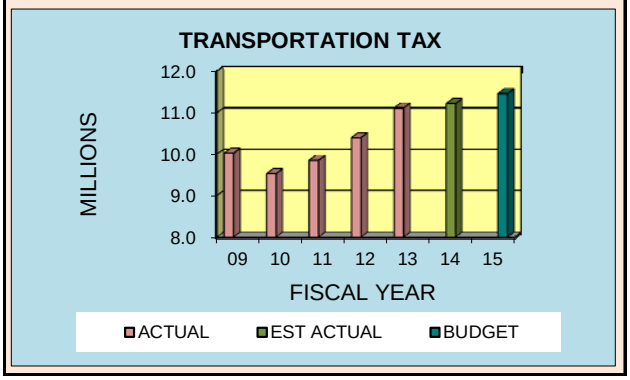
Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the 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 2.2% is anticipated in FY 2015 in overall Transportation tax revenue due to slow and steady growth in the local economy.

TRANSPORTATION TAX

FY:		AMOUNT	% CHANGE
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		11,114,898	6.9%
13-14		11,215,156	0.9%
14-15		11,459,192	2.2%



ENTERPRISE FUNDS

WATER SALES

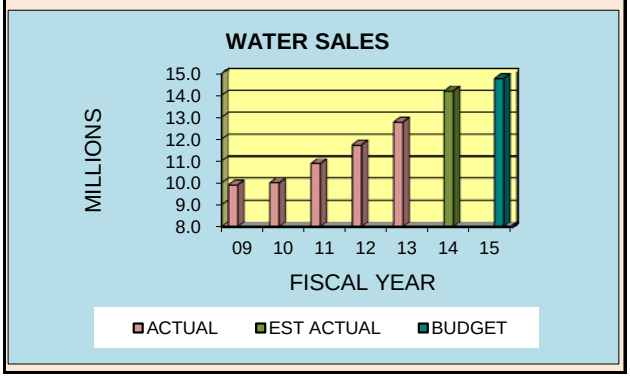
Legal Authority: City Code, Title 7, Chapter 3, Section 11

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 2015.

WATER

FY:		AMOUNT	% CHANGE
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		12,776,436	8.9%
13-14		14,200,000	11.1%
14-15		14,772,260	4.0%



WASTEWATER SERVICE CHARGES

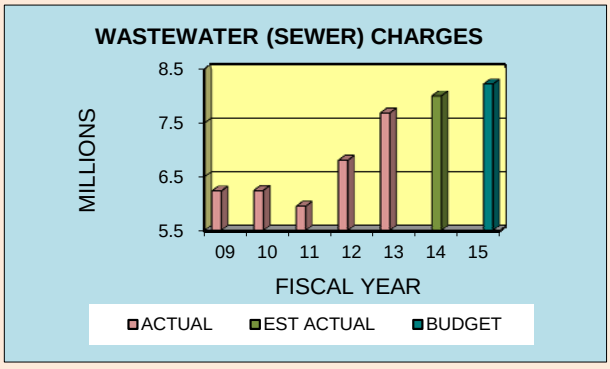
Legal Authority: City Code, Title 7, Chapter 2, Section 39

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 2015.

WASTEWATER

FY:		AMOUNT	% CHANGE
08-09	$	6,230,404	-6.0%
09-10		6,244,381	0.2%
10-11		5,945,908	-4.8%
11-12		6,799,892	14.4%
12-13		7,682,210	13.0%
13-14		8,000,000	4.1%
14-15		8,217,360	2.7%



ENVIRONMENTAL MANAGEMENT

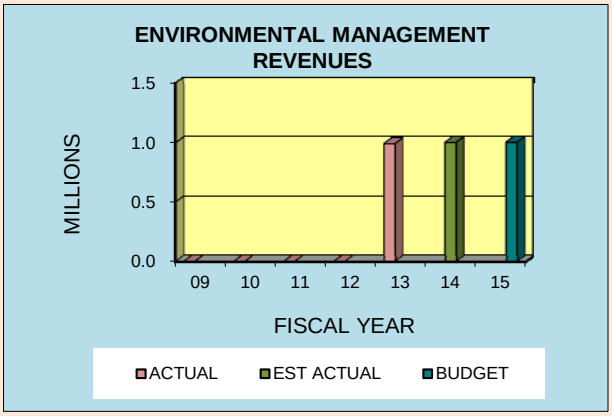
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

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 FY15 is related to growth.

ENVIRONMENTAL MANAGEMENT

FY:		AMOUNT		% CHANGE
08-09	$	-		0.0%
09-10		-		0.0%
10-11		-		0.0%
11-12		-		0.0%
12-13		990,465		N/A
13-14		1,001,509	*	1.1%
14-15		1,002,819		0.1%



* From Solid Waste

SOLID WASTE

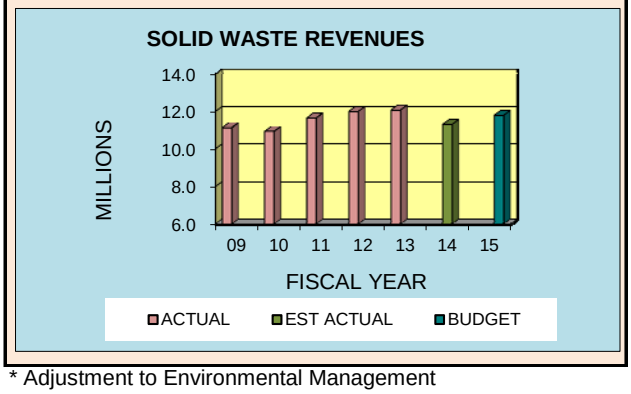
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

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 2015 is related to projected growth.

SOLID WASTE

FY:	AMOUNT		% CHANGE
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	12,078,360	*	0.6%
13-14	11,306,570		-6.4%
14-15	11,788,712		4.3%



* Adjustment to Environmental Management

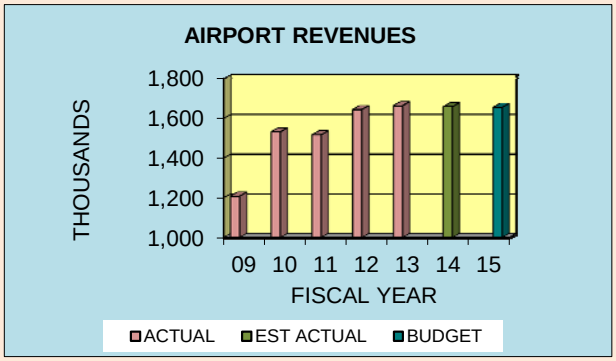
AIRPORT

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. In addition, revenues are collected from the sale and storage of aviation fuel. During FY 2014, the PFC charge assessed was $4.50 per ticket. PFC's are collected from the ticket sales of passengers embarking from the Pulliam Airport. PFC revenue is not used for operating expenditures. Airport revenues are required to be used for Airport Operations.

AIRPORT

FY:	AMOUNT	% CHANGE
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	1,664,579	1.2%
13-14	1,659,193	-0.3%
14-15	1,656,120	-0.2%



PFC revenues for the Airport are negatively affected in FY 2014 for two primary reasons. First, a second airline has yet to be been contracted with the $800,000 Federal grant secured to encourage airline activity in Flagstaff. Second, PFC's were negatively impacted by the Federal government shutdown of 16 days during the peak tourism season. Many of the airline customers were flying to Flagstaff as a gateway to the Grand Canyon, and modified their plans when the park was closed and the uncertainty of the reopening.

Other revenues are conservatively estimated reflecting ground leases transition, Hangar Executive Box vacancies, and lower volume Fuel Flowage Fees. The expectation is that the airport will be in a growth period beginning in late FY 2015.

STORMWATER

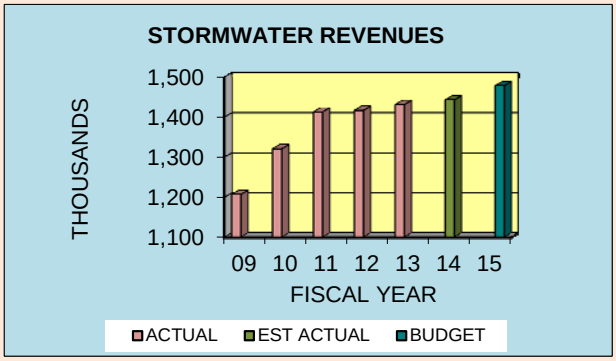
Legal Authority: City Code, Title 12, Chapter 2, Section 3

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
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		1,430,561	1.0%
13-14		1,442,411	0.8%
14-15		1,477,788	2.5%



HOUSING AUTHORITY

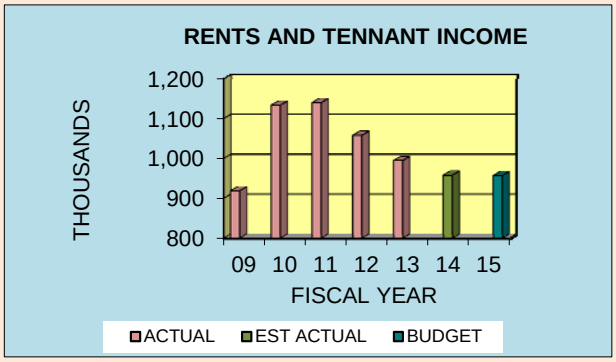
Legal Authority: U.S. Housing Act of 1937, as amended, and Title 24 Code of Federal Regulations

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 subsidized housing. 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 2009 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 decrease in income for FY 2012 through FY 2015 is due to falling incomes for the families/individuals served.

HOUSING AUTHORITY RENTS/TENANT INCOME

FY:		AMOUNT	% CHANGE
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		994,123	-6.0%
13-14		957,958	-3.6%
14-15		956,633	-0.1%



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 in conjunction 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 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 these 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 2015 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2015 includes capital improvement projects totaling $93.3 million. This amount includes $59.3 million in carryforward items that have been budgeted. Project funding is comprised of the following: $10.8 million in grants primarily for airport and general government projects, $27.2 million in general obligation (G.O.) bonds for the construction of Core Services Maintenance Facility and Flagstaff Watershed Protection Project 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 – Twelve projects are scheduled for FY 2015 for a total of $49.2 million. Projects included in this category are the Core Services Maintenance Facility and the Flagstaff Watershed Protection Project, which were authorized by voters in the November 2012 election. Other major projects include FUTS and open space land acquisition and Innovation 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 seventeen Streets/Transportation projects scheduled at a budgeted cost of $11.7 million. Transportation Tax funding $7.6 million and HURF & other revenues fund $4.1 million.

FUTS Fund – Major projects include High Country Trail, Sheep Crossing Trail, Ponderosa Trail Rehabilitation, BNSF Walnut-Florence Underpass, Hospital Rim FUTS Trail, and Lonetree Trail. Sixteen projects are scheduled at a budgeted cost of $2.9 million for FY 2015.

BBB Funds – three categories' make up the BBB Funds Capital Projects for FY 2015. Arts and Science includes seven projects scheduled at a budged cost of $200,900. BBB Recreation includes five projects scheduled at a budgeted cost of $1.5 million. Beautification includes fifteen projects scheduled at a budgeted cost of $3.0 million. Major projects include 4th Street Neighborhood Gateway, Butler Avenue-North Edge, and Train Station Platform.

Utilities Fund – Major projects for water production and distribution include Aging Water Infrastructure Replacement, McCallister Ranch, SCADA Communication Towers, Wildcat-RW Pump Station, Cogen Improvements, and Aging Sewer Infrastructure Replacements. Nineteen water projects and twelve wastewater projects, and two reclaimed water projects are scheduled at a combined budget of $13.9 million for FY 2015.

Airport Fund – Three projects are scheduled at a budgeted cost of $5.7 million for FY 2015. The projects include Sustainability Master Plan, the Main Airport Access/Public Circulation Road Rehab, and Westplex Taxiway-Rehab Phase II.

Solid Waste Fund - Five projects are scheduled for a budgeted cost of $818,000. The projects include Stormwater Infrastructure, Alternative Line Test Plots, Paper Sludge Storage, Road Extension, and Maintenance Building.

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Stormwater Fund – Eleven projects are budgeted in the Stormwater fund with a cost of $4.3 million in FY 2015. Major projects include drainage spot improvement maintenance, Rio de Flag, Columbia Circle and Five Points.

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. The next rate study will be completed in FY 2015.

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 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, 2014

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

Assessed Valuation	$	670,696,280
Allowable 20% Debt	$	134,139,256
20% Debt Outstanding		(55,387,587)
Allowable Debt Margin	$	78,751,669

6% Limitation
(All Other General Obligation Debt)

Assessed Valuation	$	670,696,280
Allowable 6% Debt	$	40,241,777
6% Debt Outstanding		-
Allowable Debt Margin	$	40,241,777

DEBT SERVICE

At July 1, 2014, the total actual indebtedness is $159.5 million. FY 2015 annual debt payments are $14.1 million. At the start of the fiscal year, July 1, 2014, the City's 20% general obligation debt of $55.4 million is well below the legal limit by $134.1 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $40.2 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2015	$ 9,802,957	4,306,848	14,109,805
2016	11,267,326	4,117,425	15,384,751
2017	11,813,602	3,903,398	15,717,000
2018	10,747,794	3,694,424	14,442,218
2019	11,020,039	3,266,689	14,286,728
2020	11,370,991	2,774,578	14,145,569
2021	10,975,786	2,274,784	13,250,570
2022	7,629,575	1,833,395	9,462,970
2023	7,500,203	1,498,146	8,998,349
2024	6,607,650	1,231,161	7,838,811
2025	4,938,715	1,013,628	5,952,343
2026	4,877,711	830,341	5,708,052
2027	5,038,616	645,183	5,683,799
2028	4,668,946	463,642	5,132,588
2029	3,049,035	314,797	3,363,832
2030	1,459,520	221,667	1,681,187
2031	1,408,821	156,984	1,565,805
2032	1,227,046	98,561	1,325,607
2033	425,000	44,701	469,701
2034	445,000	27,300	472,300
2035	460,000	9,200	469,200
2036	-	-	-
	$ 126,734,333	32,726,852	159,461,185

PUBLIC LIBRARY

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 2014 is 46%, for FY 2015 is 22%, and for FY 2016 is 22%.

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, Public Works, 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, FUTS, EDA Revolving Loan Fund 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 six Enterprise Funds in the form of Utilities (Water and Wastewater, Solid Waste, Stormwater Utility), Sustainability and Environmental Management, Airport, and Flagstaff Housing Authority.

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.

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 $10 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 Maintenance Workers and Equipment Operators salary structure was updated on April 1, 2014 as part of the first revenue trigger set for fiscal year 2014 in order to improve market competitiveness of these positions. The other two revenue triggers (1) Library Reorganization and (2) Commissioned Police Structure Phase 2 were not met, but funding was allocated in the fiscal year 2014-2015 budget. The remaining phases of the Library reorganization will be completed effective July 1, 2014. The Commission Police Structure will be updated to include a cadet pay range; however, the $200,000 will be utilized to address retention of the Commissioned Police personnel that have five or more years of service as of December 31, 2014 rather than implementing the entire Phase 2 of the salary structure. The City's pay plan will be updated on July 1, 2014 with the removal of steps within non-exempt pay ranges.

The compensation study was updated by Human Resources to capture changes in the City municipal organization and in the benchmark organizations. As a result the City is an average of 7.36% below market. There will not be a market increase to the pay plan or to skill based pay during fiscal year 2014-2015.

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 will not be adjusted; however, the City has added two new types of Assignment Pay (1) Field Training Officer and (2) Communication Training Officer. The Paramedic Assignment Pay will also be eliminated effective October 1, 2014 and will become a classification within the Fire Department pay plan.

City employees will receive a merit increase this year based on their years of service. Employees will receive a 0.4% increase for each year the employee received a proficient performance review rating for the past five years. Employees with 1 year of service will receive a 0.4% increase, 2 years a 0.8% increase, 3 years a 1.2% increase, 4 years a 1.6% increase and 5 or more years a 2% increase. For any years the employee did not receive a proficient performance review rating 0.4% will be reduced from the total amount of the increase for that year.

In addition City employees will receive lump sum longevity pay compensation in December of 2014. The longevity pay will be based on the employee's years of service as of July 1, 2015. Those employees with 1 year of service will receive $100, 2 years $150, 3 years $250, 4 years $350 and five or more years $450.

The total amount of compensation is approximately $30,852,000 in the general fund.

BENEFITS

Fiscal year 2015 begins the 22nd 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. NAPEBT continues to expand the wellness program by adding fitness and nutrition classes and the introduction of wellness week for employees to focus on wellness related education and activities with their co-workers. NAPEBT held its sixth annual health fair. 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. The Wellness Incentive Program was expanded this year to include three levels.

Level 1: The employee completes the Biometric Screening and Health Risk Assessment to receive 7 points worth a $120 per year discount on insurance premiums.

Level 2: The employee completes level 1 and earns an additional 8 points to receive 15 points total worth a $240 per year discount on insurance premiums.

Level 3: The employee completes level 1 and 2 and earns an additional 10 points to receive 25 points total worth a $240 per year discount on insurance premiums and $120 cash incentive. The cash incentive may be paid as compensation or deferred

into the employee's Flexible Spending Account, Health Savings Account, or 457 deferred compensation account.

The overall premium increase for health insurance was 7% and 6% for prescription drugs based on national trend. The Trustees voted to mitigate the increases through the use of Trust surplus funds. NAPEBT has seen positive impacts of the Wellness Incentive Program on claims and actual claims trend is about 2%. The health insurance premiums will not increase this fiscal year. The overall employer contribution has decreased by $34,000 in the general fund.

All in-network cost sharing will accumulate toward the annual out-of-pocket maximum in order to comply with the Affordable Care Act. Thus, NAPEBT has increased the out-of-pocket maximums in order to keep the plan cost neutral. The Base Plan will increase to $4,250 per year and the Buy Up Plan to $4,000 per year. 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 five years. The overall increase for health insurance is still below the national trend of approximately 7%.

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.) or Flexible Spending Account (F.S.A.). The dependent subsidy was reduced effective July 1, 2009 and this will continue fiscal year 2015. The total budget for employee only health insurance is $3.9 million dollars. The total cost of the dependent subsidy to the City is $770,400.

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 2015. The savings to all funds is approximately $322,000.

NAPEBT completed a request for proposal for both the dental and vision insurance benefits. The dental insurance premiums were slightly decreased for fiscal year 2015. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $283,000.

There was a slight increase to the vision insurance benefits. 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. The cost to all funds is approximately $12,085

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 $88,418.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will be 35.16% for Police an increase of 8.7% and 49.26% for Fire an increase of 5.4%. The PSPRS employee contribution will increase by 1% to 11.05% for the employee. The ASRS employer and employee contribution will be 11.6%. The ASRS pension and health insurance benefit will be 11.48% and the ASRS long-term disability benefit will be 0.12%, which is an overall increase of 2.9%. The cost to all funds is approximately $4.7 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 is $34,000 for the FY2015 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, 2013 and July 1, 2014.

RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Stormwater Analyst	112	Utilities Management Analyst	113	1
Library Assistant I	5	Librarian	9	1
Landfill Supervisor	10	Public Works Supervisor	11	1
Solid Waste Supervisor	10	Public Works Supervisor	11	2
Housing Manager	15	Deputy Housing Director	16	1
IT Specialist - GIS	R8	IT Analyst - GIS	R12	1
IT Technician – GIS	R6	IT Specialist – GIS	R8	1
IT Administrator – GIS	R113	IT Technician	R6	1
IT Technician – ITAC	R6	IT Specialist – ITAC	R8	1
Assistant City Manager – Communications	113	Same	114	1
Executive Assistant	8	Assistant to City Manager	112	5
Administrative Specialist Zone 2	B22	Billing Specialist	7	1
Auditor I	9	Auditor II	112	1
Payroll Assistant	7	Payroll Specialist	8	1
Administrative Specialist Zone 3	B23	Administrative Specialist Leadworker	9	1
Police Officer	P09	Police Corporal/Detective	P11	2
Police Corporal/Detective	P11	Police Sergeant	P13	2
Police Emergency Communications Specialist	7	911 Coordinator	10	1
Library Assistant I	5	Library Specialist	B61	15
Librarian	109	Library Supervisor	110	1
Library Cataloging Assistant	7	Library Specialist	B62	1
Library Clerk I	3	Library Clerk	4	7
Library Page	1	Library Page	2	4
Mechanic Leadworker	9	Mechanic Supervisor	11	1
Program Assistant	7	Customer Relations Manager	Pending	1
Administrative Assistant Zone 3	B13	Solid Waste Dispatcher	Pending	1
Bin Maintenance Leadworker	7	Pending	Pending	1
Administrative Assistant Zone 2	B12	Administrative Specialist Zone 1	Pending	2

REZONE			
Current Job Title	Old Zone	New Zone	No. of Employees Effected
Administrative Assistant	1	2	1
Administrative Specialist	1	2	1
Administrative Specialist	2	3	1
Maintenance Worker	1	2	3
Maintenance Worker	2	3	1
Equipment Operator	1	2	3
Equipment Operator	2	3	2
Procurement Specialist	1	2	1
Accountant (1-Pending)	1	2	2
Accountant	2	3	1
Planning Development Manager (Pending)	1	2	1
Recreation Supervisor	1	2	6
Airport Operations/ARFF Specialist (Pending)	2	3	2

RETITLE		
Old Title	New Title	Range
Engineering Inspector	Construction Inspector	10
Inspection Supervisor	Senior Construction Inspector	11
Welder	Welder/Technician	7

NEW CLASSIFICATIONS

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

1. Police Crime Analyst was classified as a range 8.
2. Wildland Fire Crew Member – Senior was added to the temporary pay plan.
3. Administrative Assistant – Customer Service was added to the temporary pay plan.
4. Additional Building Plans Examiner in range 10.
5. Creative Services Lead Worker classified as range 9.
6. Additional IT Technician in range R6 pending changes with Court IGA.
7. Additional Meter Technician in range 4 for one year.
8. Additional Library Specialist for the East Branch Library in zone 1.
9. Fire Training Coordinator upon approval of an IGA classified as range 10.
10. Regulatory Compliance Manager classified as range 117.
11. Water Production Maintenance Workers added to the temporary pay plan.
12. Finance Intern added to the temporary pay plan for one year.

13. Water Bike Cops added to the temporary pay plan.

PAY PLAN CHANGES

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

1. All non-exempt steps were removed from each pay range within the structure.
2. The broad band for Maintenance Worker and Equipment Operator was updated from ranges 4-8 to ranges 5-8.
3. The Library Specialist broad band was created.

REORGANIZATIONS

The following reorganizations have been completed:

1. Utilities Reorganization Phase I: At the Wildcat Wastewater Treatment Plant 1.5 FTEs for temporary Equipment Operators were changed to 2 benefit-eligible Multi-Skilled Workers – Plant Technicians and the Stormwater Analyst was also reclassified to a Utilities Management Analyst.
2. Information Technology: The IT Administrator, Specialist and Technician in the GIS work program were reclassified along with the IT Technician in the ITAC work program.
3. The Flagstaff Police Department will be transitioning to a higher number of squads, so there will be two more Police Sergeants and Corporal/Detectives. 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.
4. Library Reorganization: The Library Page and Library Clerk positions were reclassified, the Library Assistant were reclassified to Library Specialists and a broad band pay structure was created and temporary pay was set at 5% below the minimum of the pay range for each classification.

ORGANIZATIONAL STUDIES

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

TURNOVER

City's turnover rate for calendar year 2013 is 11.16%. This is 5.74% lower than the government rate according to the Bureau of Labor Statistics.

POSITION ADDITIONS/DELETIONS

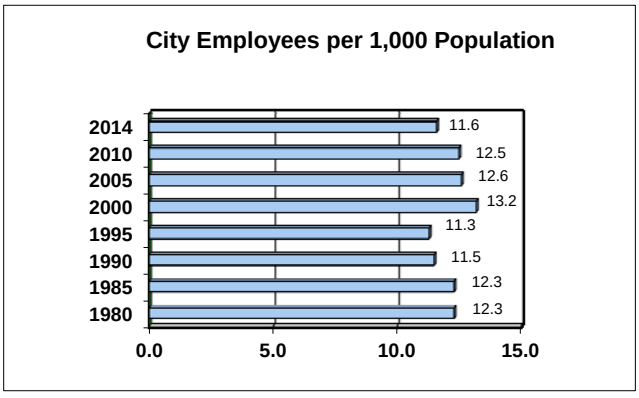
A review of the Personnel Table of Organization (see Appendix Section), provides complete detail, including staffing request changes that are reclassification requests and transfers of personnel between divisions to accommodate changing program needs.

There is a net increase of 2.61 FTE's across all funds for FY 2015. 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				
	2011	2012	2013	2014	2015
Public Safety	260.00	257.00	256.00	254.00	255.00
Public Works	153.59	149.87	148.16	201.98	200.21
Comm Enrich	110.43	112.75	107.59	0.00	0.00
General Admin	72.68	71.48	70.93	72.10	73.10
Utilities	68.50	67.50	67.50	67.50	68.50
Community Dev	61.88	57.08	56.08	58.38	57.86
Housing Authority	23.50	23.50	24.00	22.00	22.00
Mgmnt Services	39.00	38.25	38.25	89.65	90.55
Econ Vitality	35.75	34.99	33.99	33.43	34.43
	825.33	812.42	802.50	799.04	801.65

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
2014 **	69,353	2015	801.65	11.6



* 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 2015

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	$	687,239	63,574	43,519	-	81,177	8,253	18,480	71,243	15,975	989,460	302,221
City Clerk		207,658	15,204	12,779	1,651	40,967	2,022	2,916	25,411	3,214	311,822	104,164
Human Resources		348,924	41,112	29,751	-	55,783	5,578	8,832	43,371	10,087	543,438	194,514
Risk Management		89,827	10,491	8,434	879	22,018	1,356	1,995	15,749	2,217	152,966	63,139
Law		316,672	33,308	32,385	36,709	110,874	4,877	6,578	76,070	7,051	624,524	307,852
Information Systems		561,798	12,396	24,792	-	333,551	16,528	16,528	92,681	37,188	1,095,462	533,664
Management Services		356,973	32,585	31,963	20,072	192,147	17,289	14,147	59,587	7,195	731,958	374,985
Customer Services		141,980	9,693	6,567	1,062	624,382	17,440	23,378	166,423	8,408	999,333	857,353
Sales Tax		299,812	6,650	11,969	218,769	33,248	0	3,990	35,908	3,990	614,336	314,524
Finance		596,436	70,452	40,351	25,415	116,940	7,622	39,414	71,917	14,944	983,491	387,055
Community Dev Admin		446,926	-	-	-	-	-	-	-	-	446,926	-
Engineering		1,360,028	0	392,001	-	-	-	-	-	-	1,752,029	392,001
Community Investments		137,013	14,909	14,496	2,952	49,629	2,183	2,944	34,050	3,156	261,332	124,319
Public Works Administration		2,956	0	94,986	-	-	-	13,302	32,674	16,337	160,255	157,299
Mechanical Shop		28,575	1,229	45,451	12,822	0	257	1,736	98,924	126	189,120	160,545
Facilities Maintenance		508,738	67,736	0	-	36,925	11,406	37,108	31,124	2,712	695,749	187,011
Council & Commissions		179,198	15,748	13,224	4,303	57,885	6,553	3,491	35,355	7,173	322,930	143,732
Non-Departmental		2,487,589	62,042	103,654	10,640	313,080	11,879	41,568	228,759	13,029	3,272,240	784,651
Total General Fund	$	8,758,342	457,129	906,322	335,274	2,068,606	113,243	236,407	1,119,246	152,802	14,147,371	5,389,029
General Administration	$	2,212,118	176,085	151,660	39,239	644,370	38,614	55,329	324,525	75,732	3,717,672	1,505,554
Community Development		1,806,954	-	392,001	-	-	-	-	-	-	2,198,955	392,001
Management Services		1,395,201	119,380	90,850	265,318	966,717	42,351	80,929	333,835	34,537	3,329,118	1,933,917
Public Works		540,269	68,965	140,437	12,822	36,925	11,663	52,146	162,722	19,175	1,045,124	504,855
Economic Vitality		137,013	14,909	14,496	2,952	49,629	2,183	2,944	34,050	3,156	261,332	124,319
Non-Departmental		2,666,787	77,790	116,878	14,943	370,965	18,432	45,059	264,114	20,202	3,595,170	928,383
	$	8,758,342	457,129	906,322	335,274	2,068,606	113,243	236,407	1,119,246	152,802	14,147,371	5,389,029

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 2015 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. The goal is to remove 12 light duty and 6 heavy duty vehicles/equipment.
- Initiate an employee education campaign to increase vehicle miles per gallon efficiency through efficient driving practices and vehicle maintenance practices.
- Draft a Sustainable Purchasing Policy for new vehicle purchases, based on best practices for fuel economy on lifetime 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 2014 we reviewed 24 replacement requests and agreed on replacing 19 vehicles and equipment. The General Fund replacements include a 24 year old fire engine, an 18 year old zamboni and 4 patrol cars. The Utility Fund includes the 34 year old dredge, 34 year old dozer and 2 service trucks. HURF fund will be 2 sweeper replacements and trading 3 loaders and 3 motor graders for 3 new

all-wheel drive motor graders. The Solid Waste Fund is replacing a dozer, 1 front load truck, 1 residential side load truck and a chassis on a bin maintenance truck.

Worked with City of Flagstaff Sections reviewing underutilized vehicles/equipment justifications and eliminating vehicles/equipment that are not needed. Two vehicles were eliminated.

Other FY2014 accomplishments include:

- Continued to track fuel usage by section to decrease consumption usage. Fuel usage down 2.04%.
- Conducted Sustainability Fleet Drivers training.
- Facilitated an online reservation system for the pool vehicles.

Other objectives for FY 2015 include:

- Research replacement alternative funding methods.
- Coordinate with the Sustainability Section 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 2015 REPLACEMENTS

DIVISION/SECTION	AMOUNT
051 FIRE	
FIRE ENGINE	$ 495,000
061 POLICE	
CRUISERS (4)	114,500
156 RECREATION	
ZAMBONI	100,900
TOTAL GENERAL FUND FLEET	215,400
161 STREETS	
SWEEPERS (2)	560,000
AWD MOTORGRADERS (3)	1,119,500
TOTAL HURF FLEET	1,679,500
222 AIRPORT	
ARRF REPLACEMENT VEHICLE	1,350,000
TOTAL AIRPORT FLEET	1,350,000

DIVISION/SECTION	AMOUNT
303 WATER DISTRIBUTION	
PICK UP TRUCK FLATBED	19,000
4x4 PICK UP TRUCK OUTFITTED	44,500
311 WASTEWATER TREATMENT	
4x4 PICK UP TRUCK OUTFITTED	45,000
DOZER	177,000
313 WASTEWATER COLLECTION	
ONE-TON PICK UP TRUCK OUTFITTED	80,000
4x4 PICK UP TRUCK OUTFITTED	45,000
DUMP TRUCK	125,000
TOTAL UTILITIES FLEET	535,500
165 SOLID WASTE - LANDFILL	
DOZER	750,000
166 SOLID WASTE - COLLECTIONS	
RAPID RAIL TRUCK	215,000
BIN MAINTENANCE TRUCK	77,320
TOP LOADER TRUCK	215,000
TOTAL SOLID WASTE	1,257,320
TOTAL FLEET REPLACEMENTS	$ 5,037,720

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
- Replacement of network core switches that are no longer supported.
- Addition of a fourth camera to the video recording system in council chambers
- Additional PC refreshes

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.

FY2015 Acquisitions - $430,633: Large purchases include the Microsoft Enterprise agreement, Automated Time Entry, and Scheduling Software.

CITY OF FLAGSTAFF
IT 5-YEAR PROJECTION
FY 2015 - 2019

IT Five Year Projections	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
GF Phone	$ 49,363	66,175	66,175	66,175	66,175	66,175	66,175	66,175
Replacement Programs								
Replacement PC's and Printers	51,484	44,020	44,020	44,020	44,020	44,020	44,020	44,020
Network equip	42,268	44,020	44,020	44,020	44,020	44,020	44,020	44,020
Server Equipment	10,374	44,020	44,020	44,020	44,020	44,020	44,020	44,020
Total - Replacement Programs	104,126	132,060	132,060	132,060	132,060	132,060	132,060	132,060
GIS								
Hardware upgrades/replacement	8,439	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aerial Photography	-	-	30,591	-	-	-	-	-
Total GIS	8,439	10,000	40,591	10,000	10,000	10,000	10,000	10,000
E-Gov	11,961	20,000	20,000	20,000	30,000	30,000	30,000	30,000
New Hardware & Software and Upgrades								
Scheduling Software	-	90,000	25,000	65,000	-	-	-	-
Automated Time Entry	-	50,000	-	50,000	-	-	-	-
Microsoft Enterprise Agreement	128,721	135,000	127,527	135,000	185,000	185,000	185,000	125,000
Microsoft SQL Licenses	-	35,000	35,000	-	-	-	-	-
Kiva Replacement	-	30,000	8,000	22,000	-	-	-	-
Innoprise Updates	53,536	15,333	-	15,333	-	-		-
VOIP Migration - next phase	10,095	30,000	13,000	47,000	-	-	-	-
SAN for Disaster Recovery	24,989	-	-	-	-	-	-	-
Planning & Development	-	5,000	-	5,000	-	-	-	-
Engineering	-	25,100	13,800	11,300	-	-	-	-
One Time PC Replacement	-	-	-	70,000	-	-	-	-
One Time Camera	-	-	-	10,000	-	-	-	-
Total New Hardware & Software	217,341	415,433	222,327	430,633	185,000	185,000	185,000	125,000
Public Safety								
Police Upgrades	59,553	-	-	-	-	-	-	-
Total Public Safety	59,553	-	-	-	-	-	-	-
Total Expenditures	450,783	643,668	481,153	658,868	423,235	423,235	423,235	363,235
Funding								
General Fund MIS allocation	415,794	393,235	368,762	403,235	423,235	423,235	423,235	363,235
One time monies	-	65,100	79,391	86,300	-	-	-	-
Carryover	34,989	185,333	33,000	169,333	-	-	-	-
Total Funding	$ 450,783	643,668	481,153	658,868	423,235	423,235	423,235	363,235

FY 2014 UPDATES

QUALITY INFRASTRUCTURE

In the FY 2015 budget, Council continues to address funding needs of maintenance and to improve the City's infrastructure. FY 2015 Budget focus was on Facilities and IT. See Quality Infrastructure under FY2015 Issues for further information.

USER FEES

For FY 2015 Budget, Council approved an increase in recreation fees that will generate approximately an additional $70,000 in revenues.

LIBRARY DISTRICT TAX REVENUES

For FY 2015, the assessed valuation for the Library District remained relatively flat. In addition, the property tax rate was flat. All the libraries in the Library District have structurally balanced their budgets to the current level of ongoing revenue and those libraries also support some of their one-time expenditures with accumulated reserves. The County-wide assessed valuation is anticipated to grow next fiscal year, reinstating funding levels to prior year revenues by Fiscal Year 2017. The City of Flagstaff and Coconino County review the projected revenues and the current and projected work program to assure the property tax rate is appropriately set to meet the adopted work program.

FY 2015 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, information technology, 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, 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 in February 2013. The Council reaffirmed this goal during the December 2013 and February 2014 budget retreats with a priority for FY 2015 on Facilities and Information Technology.

Conclusion

Council adopted a budget that included an additional $650,000 for street pavement preservation, $1.9 million for facility repairs/improvements, $480,000 for information technology replacements/improvements and $580,000 for park improvements.

ADOR SALES TAX OPERATION CHANGES TRANSACTION PRIVILEGE (SALES) TAX SIMPLIFICATION

There are two ways Arizona municipalities collect Transaction Privilege Taxes, as a program city or as a non-program city. Program cities elect to have the Arizona Department of Revenue administer their city tax code and non-program cities elect to self-administer their city tax code. The City of Flagstaff is a non-program city and self-administers its city tax code.

Background/Discussion

In May, 2012, Arizona Governor Jan Brewer issued Executive Order 2012-01, calling for the creation of a Transaction Privilege Tax Simplification Task Force. The Task Force was charged with:

...reviewing, identifying, or developing proposals that would simplify the TPT code and TPT practice in order to alleviate taxpayer frustration, improve compliance, and avoid redundancies. Specific areas of focus shall include, but not be limited to:

a. options for a single point administration to avoid redundancies;
b. identification of differences between state statute and the Model City Tax Code; and
c. standardization of definitions of taxable transactions between taxing authorities.

Since the creation of the task force, many changes have been made to state and city tax codes. The most important outcome of the task force is that

Arizona cities may no longer remain as non-program, or self- administered cities, effective January 1, 2015.

Conclusion

With the loss of its status as a non-program city, the City of Flagstaff anticipates a reduction in revenues after the Arizona Department of Revenue takes over administration of the City's tax code. The anticipation of lost revenues is mainly due to the historical increase other Arizona cities have noticed when they have changed their status from a program city to a non-program city. Currently, the estimated lost revenue in FY15 is $150,000. The effects of this change will be closely monitored over the next fiscal year.

OUTSOURCING

An emphasis in the FY2015 Budget process was to look into outsourcing as a potential way to improve efficiency and save taxpayer dollars. During the budget review meetings in March 2014, divisions were asked to review their operation to see if there were opportunities to outsource and what the pros and cons were for each outsourcing opportunity.

Conclusion

The City is already outsourcing many services when the City doesn't have the expertise in-house or when the need for that service is only temporary or one-time in nature. Some of the more recent outsourcing by the City includes the copy & mail center and plan reviews. The City will continue to look for opportunities where it is more advantageous to outsource versus being performed by current staff or needing to hire new staff.

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2014-2015

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2014	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2014-2015	INTERFUND TRANSFERS 2014-2015 IN	INTERFUND TRANSFERS 2014-2015 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2014-2015	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2014-2015	FUND BALANCE 6/30/2015
General Fund	$ 22,596,412	52,261,920	3,524,656	(9,798,047)	68,584,941	50,503,241	4,618,405	819,653	1,475,000	57,416,299	11,168,642
Special Revenue Funds:											
Library	1,083,205	5,671,658	1,663,951	(289,196)	8,129,618	7,306,930	213,390	-	100,000	7,620,320	509,298
Highway User Revenue	3,453,850	7,026,242	9,630,626	(20,701)	20,090,017	5,048,527	13,341,682	552,753	100,000	19,042,962	1,047,055
Transportation	9,762,247	13,512,192	-	(8,659,285)	14,615,154	4,889,216	-	1,169,850	2,000,000	8,059,066	6,556,088
Flagstaff Urban Trails	2,654,735	136,059	550,000	-	3,340,794	-	2,871,134	-	-	2,871,134	469,660
Beautification	3,121,211	1,241,055	-	(426,139)	3,936,127	141,823	3,026,213	-	10,000	3,178,036	758,091
Economic Development	346,653	725,422	251,000	-	1,323,075	648,288	-	336,918	170,070	1,155,276	167,799
Tourism	545,178	2,010,228	-	(140,907)	2,414,499	1,942,800	-	-	50,000	1,992,800	421,699
Arts & Science	457,249	467,122	-	-	924,371	420,123	200,900	-	10,000	631,023	293,348
Recreation-BBB	3,057,400	2,050,732	-	(2,024,447)	3,083,685	-	2,664,460	-	-	2,664,460	419,225
Housing and Comm Svcs	1,088,854	1,995,202	-	(152,500)	2,931,556	2,823,032	-	-	-	2,823,032	108,524
Metro Planning Org	-	1,152,579	22,500	-	1,175,079	925,079	-	-	250,000	1,175,079	-
EDA Revolving Loan Fund	220,071	2,201	-	-	222,272	220,000	-	-	-	220,000	2,272
Debt Service Funds:											
G.O. Bond Fund	-	-	7,496,194	-	7,496,194	-	-	7,496,194	-	7,496,194	-
Sec. Property Tax	7,384,991	5,672,845	-	(7,496,194)	5,561,642	-	-	-	-	-	5,561,642
Special Assessment Bond	236,375	737,080	-	-	973,455	-	-	740,850	-	740,850	232,605
Permanent Funds:											
Perpetual Care	243,244	24,833	-	-	268,077	-	-	-	-	-	268,077
Capital Projects Funds:											
Municipal Facilities Corp	(309,261)	12,492,669	2,320,000	-	14,503,408	-	14,478,509	-	-	14,478,509	24,899
G.O. Bonds	3,197,891	25,821,880	5,050,896	-	34,070,667	-	32,724,917	-	-	32,724,917	1,345,750
Enterprise Funds:											
Water and Wastewater	17,979,095	28,125,775	-	(499,693)	45,605,177	15,301,946	15,911,256	4,330,324	1,800,000	37,343,526	8,261,651
Airport	200,734	9,417,214	807,000	(16,784)	10,408,164	2,443,591	7,016,635	286,685	500,000	10,246,911	161,253
Solid Waste	7,112,763	15,785,212	-	(4,977,083)	17,920,892	9,364,032	2,729,801	250,000	612,000	12,955,833	4,965,059
Sustainability & Env Mgmt	132,043	1,052,959	220,000	(233,730)	1,171,272	1,018,083	-	-	30,000	1,048,083	123,189
Stormwater Utility	597,381	1,709,213	3,538,796	(396,613)	5,448,777	922,870	4,323,096	-	10,000	5,255,966	192,811
Flagstaff Housing Authority	405,233	6,812,330	55,700	-	7,273,263	5,799,185	243,691	-	1,001,250	7,044,126	229,137
TOTAL ALL FUNDS	$ 85,567,554	195,904,622	35,131,319	(35,131,319)	281,472,176	109,718,766	104,364,089	15,983,227	8,118,320	238,184,402	43,287,774

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2014-2015

	ESTIMATED FY 2013-2014	FY 2014-2015
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	$ 5,742,768	$ 5,901,999
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	$ 5,520,173	$ 5,561,740
B. Secondary Property Taxes	5,530,453	5,611,045
C. Total Property Tax Levy Amount	$ 11,050,626	$ 11,172,785
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2013-2014 Levy	$ 5,355,000	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,455,000	
B. Secondary Property Taxes:		
(1) FY 2013-2014 Levy	5,530,453	
(2) Total Secondary Property Taxes Collected	5,530,453	
C. Total Property Taxes Collected	$ 10,985,453	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8429	0.8418
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6795	1.6784

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 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 15,744,648	15,850,368	15,915,500	16,350,601	500,233	3.16%
Franchise Tax	2,302,643	2,345,338	2,415,000	2,462,093	116,755	4.98%
Licenses and permits						
Business Licenses	20,015	33,000	33,000	33,000	-	0.00%
Building Permits	1,309,720	1,119,250	1,119,250	1,141,075	21,825	1.95%
Other Licenses and permits	326,400	157,930	247,930	218,930	61,000	38.62%
Intergovernmental revenues						
State Income Tax Sharing	6,728,479	7,300,000	7,348,797	7,920,000	620,000	8.49%
State Shared Sales Tax	5,391,580	5,418,188	5,650,000	5,760,175	341,987	6.31%
Vehicle License Tax	2,510,832	2,543,750	2,500,000	2,548,750	5,000	0.20%
Federal Grants	1,317,140	2,113,654	2,088,568	1,596,446	(517,208)	-24.47%
State Grants	1,000,199	1,592,827	846,827	1,853,381	260,554	16.36%
Local Intergovernmental Agreements	863,622	850,000	850,000	860,000	10,000	1.18%
Charges for services						
General Government	238,031	366,100	405,300	255,300	(110,800)	-30.26%
Parks & Recreation	1,372,629	1,578,830	1,568,730	1,646,730	67,900	4.30%
Public Safety	1,264,540	910,863	908,015	957,100	46,237	5.08%
Cemetery	135,135	135,340	135,340	135,000	(340)	-0.25%
Fines and forfeits	1,540,987	1,115,151	1,115,151	1,154,462	39,311	3.53%
Interest on investments	226,353	207,500	213,000	216,000	8,500	4.10%
Miscellaneous revenues	1,519,862	2,810,642	2,326,787	1,717,552	(1,093,090)	-38.89%
Total General Fund	43,812,815	46,448,731	45,687,195	46,826,595	377,864	0.81%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	53,882	25,000	25,000	79,000	54,000	216.00%
Library District Taxes	3,843,643	6,116,924	4,406,534	5,501,560	(615,364)	-10.06%
Interest on investments	34,004	37,437	31,261	37,624	187	0.50%
Miscellaneous revenues	494,502	20,474	62,500	53,474	33,000	161.18%
Total Library Fund	4,426,031	6,199,835	4,525,295	5,671,658	(528,177)	-8.52%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	-	36,000	3,838	179,924	143,924	399.79%
Highway User Tax	6,007,741	5,955,798	6,007,741	6,397,818	442,020	7.42%
Assistance Funds	-	200,000	-	-	(200,000)	-100.00%
Interest on investments	10,995	6,000	22,000	6,000	-	0.00%
Miscellaneous revenues	36,507	540,000	1,265,922	442,500	(97,500)	18.06%
Total Highway User Revenue Fund	6,055,243	6,737,798	7,299,501	7,026,242	385,944	5.73%
TRANSPORTATION FUND						
Transportation Tax	11,114,898	11,081,675	11,215,156	11,459,192	377,517	3.41%
Interest on Investments	89,879	89,000	90,000	53,000	(36,000)	-40.45%
Miscellaneous revenues	-	4,500,000	3,100,000	2,000,000	(2,500,000)	-55.56%
Total Transportation Fund	11,204,777	15,670,675	14,405,156	13,512,192	(2,158,483)	-13.77%
FUTS FUND						
Intergovernmental revenues						
State Grants	-	1,239,339	56,310	129,419	(1,109,920)	-89.56%
Interest on investments	-	-	-	6,640	6,640	0.00%
Total Beautification Fund	-	1,239,339	56,310	136,059	(1,103,280)	-89.02%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	$ 360,932	-	8,750	-	-	0.00%
BBB Tax	1,180,604	1,186,405	1,210,000	1,233,595	47,190	3.98%
Interest on investments	43,404	6,120	43,757	7,460	1,340	21.90%
Miscellaneous Revenues	8,349	-	-	-	-	0.00%
Total Beautification Fund	1,593,289	1,192,525	1,262,507	1,241,055	48,530	4.07%
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
Federal Grants	102,128	-	-	-	-	0.00%
State Grants	-	100,000	65,000	35,000	(65,000)	-65.00%
BBB Tax	560,934	563,542	574,750	585,958	22,416	3.98%
Interest on investments	3,199	2,977	2,977	6,933	3,956	132.89%
Miscellaneous revenues	40,020	41,637	39,737	97,531	55,894	134.24%
Total Economic Development Fund	706,281	708,156	682,464	725,422	17,266	2.44%
TOURISM FUND						
Intergovernmental revenues						
BBB Tax	1,771,839	1,779,608	1,815,000	1,850,393	70,785	3.98%
Retail Sales	84,756	62,620	85,000	86,000	23,380	37.34%
Interest on investments	6,423	6,452	6,452	8,178	1,726	26.75%
Miscellaneous revenues	30,399	25,403	25,403	65,657	40,254	158.46%
Total Tourism Fund	1,893,416	1,874,083	1,931,855	2,010,228	136,145	7.26%
ARTS AND SCIENCE FUND						
BBB Tax	442,844	444,902	453,750	462,598	17,696	3.98%
Interest on investments	2,975	2,866	2,866	4,524	1,658	57.85%
Miscellaneous revenues	612	-	-	-	-	0.00%
Total Arts and Science Fund	446,431	447,768	456,616	467,122	19,354	4.32%
RECREATION-BBB FUND						
BBB Tax	1,927,444	1,957,568	1,996,500	2,035,432	77,864	3.98%
Interest on investments	12,566	7,000	12,000	15,300	8,300	118.57%
Miscellaneous revenues	2,692	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,942,702	1,964,568	2,008,500	2,050,732	86,164	4.39%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	383,389	912,174	368,054	1,192,034	279,860	30.68%
State Grants	153,708	660,000	186,832	803,168	143,168	21.69%
Interest on investments	7,809	-	8,830	-	-	0.00%
Miscellaneous revenues	693,929	650,000	360,418	-	(650,000)	-100.00%
Total Housing and Community Svcs Fund	1,238,835	2,222,174	924,134	1,995,202	(226,972)	-10.21%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	273,244	660,071	345,227	897,579	237,508	35.98%
Miscellaneous revenues	8,980	255,000	5,000	255,000	-	0.00%
Total Metro Planning Organization Fund	282,224	915,071	350,227	1,152,579	237,508	25.96%
EDA REVOLVING LOAN FUND						
Intergovernmental revenues						
Federal Grants	-	220,000	220,000	-	(220,000)	-100.00%
Interest on investments	-	855	71	2,201	1,346	157.43%
Total EDA Revolving Loan Fund	-	220,855	220,071	2,201	(218,654)	-99.00%
TOTAL SPECIAL REVENUE FUNDS	29,789,229	39,392,847	34,122,636	35,990,692	(3,304,655)	-8.39%
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	75,439	59,700	78,100	61,800	2,100	3.52%
Total Secondary Property Tax Fund	75,439	59,700	78,100	61,800	2,100	3.52%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
SPECIAL ASSESSMENT BONDS						
Special Assessments	$ 722,733	902,000	902,000	735,250	(166,750)	-18.49%
Interest on investments	2,627	3,100	2,646	1,830	(1,270)	-40.97%
Total Special Assessment Bonds	725,360	905,100	904,646	737,080	(168,020)	-18.56%
TOTAL DEBT SERVICE FUNDS	800,799	964,800	982,746	798,880	(165,920)	-17.20%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Intergovernmental revenues						
Federal Grants	2,389,000	6,000,000	6,000,000	-	(6,000,000)	-100.00%
Interest on investments	16,908	10,355	9,216	1,880	(8,475)	-81.84%
Miscellaneous Revenue	-	9,711,092	91,106	9,620,000	(91,092)	-0.94%
Total G.O. Bonds Projects	2,405,908	15,721,447	6,100,322	9,621,880	(6,099,567)	-38.80%
MUNICIPAL FACILITIES CORP						
Intergovernmental revenues						
Grant Revenues	20,025	4,600,000	301,111	4,394,303	(205,697)	-4.47%
Miscellaneous Revenue	-	8,024,000	-	635,866	(7,388,134)	-92.08%
Total Municipal Facilities Corp	20,025	12,624,000	301,111	5,030,169	(7,593,831)	
TOTAL CAPITAL PROJECTS FUNDS	2,425,933	28,345,447	6,401,433	14,652,049	(13,693,398)	-48.31%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	23,935	20,306	22,300	22,746	2,440	12.02%
Interest on investments	1,743	2,067	1,948	2,087	20	0.97%
Total Perpetual Care Fund	25,678	22,373	24,248	24,833	2,460	11.00%
TOTAL PERMANENT FUNDS	25,678	22,373	24,248	24,833	2,460	11.00%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	321,894	290,500	30,000	60,000	(230,500)	-79.35%
Federal Grants	1,266,975	300,000	220,500	370,000	70,000	23.33%
Water Revenues	13,160,007	16,410,270	15,652,438	18,116,191	1,705,921	10.40%
Wastewater Revenues	8,772,026	8,945,972	9,171,360	9,463,434	517,462	5.78%
Interest on investments	109,599	95,950	115,000	116,150	20,200	21.05%
Miscellaneous revenues	218,325	91,000	91,000	-	(91,000)	-100.00%
Total Water and Wastewater Fund	23,848,826	26,133,692	25,280,298	28,125,775	1,992,083	7.62%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	749,375	7,211,173	3,391,985	7,256,464	45,291	0.63%
State Grants	415,961	466,102	417,608	263,210	(202,892)	-43.53%
Airport Revenues	1,664,579	1,726,440	1,659,193	1,656,120	(70,320)	-4.07%
Interest on investments	1,990	2,160	2,160	2,010	(150)	-6.94%
Miscellaneous revenues	81,380	328,520	232,117	239,410	(89,110)	-27.12%
Total Airport Fund	2,913,285	9,734,395	5,703,063	9,417,214	(317,181)	-3.26%
SOLID WASTE						
Intergovernmental revenues						
Federal Grants	120,004	-	-	-	-	0.00%
Solid Waste Revenues	12,190,788	11,384,327	11,306,570	11,788,712	404,385	3.55%
Interest on investments	66,001	47,044	66,496	66,500	19,456	41.36%
Miscellaneous revenues	30,817	-	-	-	-	0.00%
Total Environmental Services Fund	12,407,610	11,431,371	11,373,066	11,855,212	423,841	3.71%

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
SUSTAINABILITY AND ENVIRONMENTAL MGMT						
Intergovernmental revenues						
Federal Grants	$ 120,004	-	-	-	-	0.00%
Environmental Services Revenues	990,465	1,001,509	1,001,509	1,002,819	1,310	0.13%
Interest on investments	-	-	128	-	-	0.00%
Miscellaneous revenues	22,573	23,600	50,000	50,140	26,540	112.46%
Total Environmental Services Fund	1,133,042	1,025,109	1,051,637	1,052,959	27,850	2.72%
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	-	25,000	25,000	200,000	175,000	700.00%
Stormwater Utility Revenues	1,458,358	1,471,171	1,460,888	1,507,789	36,618	2.49%
Interest on investments	7,834	4,338	7,328	1,424	(2,914)	-67.17%
Miscellaneous revenues	462	-	219	-	-	0.00%
Total Stormwater Utility Fund	1,466,654	1,500,509	1,493,435	1,709,213	208,704	13.91%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues						
Federal Grants	4,411,539	5,542,089	4,449,574	5,332,047	(210,042)	-3.79%
Rents and Other Tenant Income	994,123	990,000	957,958	956,633	(33,367)	-3.37%
Miscellaneous revenues	190,711	548,045	433,053	523,650	(24,395)	-4.45%
Total Stormwater Utility Fund	5,596,373	7,080,134	5,840,585	6,812,330	(267,804)	-3.78%
TOTAL ENTERPRISE FUNDS	47,365,790	56,905,210	50,742,084	58,972,703	2,067,493	3.63%
TOTAL REVENUES	$ 124,220,244	172,079,408	137,960,342	157,265,752	(14,716,156)	-8.55%

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2014-2015

	PROJECT NAME	BUDGETED REVENUES 2013-2014	ESTIMATED REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CITY MATCH 2014-2015	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
Police	ACJC - Metro (Northern Az Street Crimes Task Force)	$ 316,672	316,672	339,964	-	100%	F/S
Police	COPS Hiring 2011	308,180	308,180	237,996	-	100%	F
Police	RICO Funds for Metro	201,847	201,847	212,724	-	100%	F/L
Police	TSA - Law Enforcement Officer	80,900	74,814	86,986	20,877	76%	F
Police	GOHS - DUI Enforcement	20,000	11,000	45,000	-	100%	S
Police	FUSD - Resource Officer	66,375	66,375	66,375	-	100%	F/L
Police	RICO - Overtime	45,000	45,000	45,000	-	100%	L
Police	DOJ - Bullet Proof Vest Program	6,500	6,500	6,500	3,250	50%	F
Police	PSN Gang Prev/Educ	10,000	10,000	10,000	-	100%	F
Police	US Marshall OT	5,000	5,000	15,000	-	100%	F
Police	Homeland Security Grant	100,000	100,000	100,000	-	100%	F/S
Police	ACJC - Statewide Gang Task Force	127,473	127,473	131,672	32,918	75%	S
Police	Internet Crimes Against Children	4,500	4,500	4,500	-	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	53,402	43,402	40,000	-	100%	F
Police	NPS Dispatch Services	-	-	5,000	-	100%	F
Police	USFS Dispatch Services	-	-	5,000	-	100%	F
Police	Homeland Security Grant	-	-	25,000	-	100%	F/S
Police	NA Gang Taskforce	-	-	40,000	-	100%	S
					-		
Fire	AZ Homeland Security	40,000	40,000	40,000	-	100%	F/S
Fire	GOHS Grant	30,000	30,000	25,000	-	100%	S
Fire	Assistance to Firefighters	350,000	350,000	279,000	-	100%	F
Fire	SAFER Grant	360,000	360,000	-	-	100%	F
Fire	Naval Observatory	10,000	10,000	10,000	-	100%	F
Fire	Hazardous Fuels Grant	107,500	107,500	100,000	50,000	50%	S
					-		
Court	Court Warrant Fees	65,357	65,357	65,360	-	100%	L
Court	TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
Court	TCPF/Local JCEF - Court Training Officer	13,930	13,930	13,930	-	100%	L
Court	Court Improvement Fees	236,000	-	200,000	-	100%	L
Court	County JCEF - Information System Tech	36,600	36,600	-	-	100%	L
Court	Court Interpreter - County	20,000	20,000	20,000	-	100%	L
Court	Court 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	27,870	27,870	27,870	-	100%	L
Court	County - Interpreter	32,500	32,500	32,500	-	100%	L
Court	Disposition Entry Fee - Facility Fund	490,000	-	700,000	-	100%	L
Court	Fill-The-Gap	20,000	-	36,000	-	100%	L
Court	Court Tech/EDMS	-	-	114,000	-	100%	L
					-		
Public Wks	EPA Brownfields Assessment	418,500	418,500	281,500	-	100%	F
Public Wks	N Country Healthcare	14,425	14,425	-	-	100%	L
	SUBTOTAL-GENERAL FUND	3,706,481	2,935,395	3,449,827	107,045		
Library	Library/Various Grants	25,000	25,000	79,000	-	100%	S
	SUBTOTAL	25,000	25,000	79,000	-		
HURF	Beulah Blvd Extension-FMPO Funds	36,000	3,838	179,924	10,795	94%	F/S
	SUBTOTAL	36,000	3,838	179,924	10,795		
Capital	Business F40 Overlay	-	14,145	179,924	10,795	94%	F
Capital	EDA - Innovation Mesa	4,000,000	301,111	3,294,303	1,647,152	50%	F
Capital	NAU - Innovation Mesa	-	-	1,100,000	550,000	50%	L
Capital	Court Facility	600,000	-	-	-	100%	S
Capital	Observatory Mesa	6,000,000	6,000,000	-	-	100%	S
	SUBTOTAL	10,600,000	6,301,111	4,394,303	550,000		
Beaut	NPS-FUTS Interpretive Signage	-	8,750	-	-	50%	F/S
	SUBTOTAL	-	8,750	-	-		
FUTS	ADOT - Walnut/Florence Underpass (Round 11)	500,000	-	-	-	94%	F/S
FUTS	AZ State Parks - FUTS Signage Program	95,000	45,250	4,000	-	100%	F/S
FUTS	ADOT - TE 4th St - Huntington to Butler (Round 18)	644,339	11,060	125,419	7,149	94%	F/S
	SUBTOTAL	1,239,339	56,310	129,419	7,149		

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2014-2015

	PROJECT NAME	BUDGETED REVENUES 2013-2014	ESTIMATED REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CITY MATCH 2014-2015	BUDGETED GRANT REIMB %	FUNDING
Housing	HUD - 10/11 CDBG Entitlement	$ 7,174	7,174	-	-	100%	F
Housing	HUD - 11/12 CDBG Entitlement	56,558	7,511	48,197	-	100%	F
Housing	HUD- 12/13 CDBG Entitlement	315,977	309,924	39,348	-	100%	F
Housing	HUD-13/14 CDBG Entitlement	532,465	43,445	489,020	-	100%	F
Housing	HUD-14/15 CDBG Entitlement	-	-	615,469	-	100%	F
Housing	AZ HUD - FY 12 Owner Occupied Housing Emergency Repairs	330,000	-	330,000	-	100%	F/S
Housing	AZ HUD - FY 13 Owner Occupied Housing Rehab	330,000	186,832	473,168	-	100%	F/S
	SUBTOTAL	1,572,174	554,886	1,995,202	-		
MPO	ADOT-PL Funds FMPO 2013	24,801	24,801	-	-	94%	F/S
MPO	AFOT- PL Funds FMPO 2014	100,000	100,000	-	-	94%	F/S
MPO	AFOT- PL Funds FMPO 2015	-	-	105,031	6,302	94%	F/S
MPO	ADOT- FTA 20 Funds FMPO 2013	30,263	30,263	-	-	94%	F/S
MPO	ADOT- FTA 21 Funds FMPO 2014	-	-	36,290	2,177	94%	F/S
MPO	ADOT- FTA 5304 Funds FMPO 2014	-	-	300,000	60,000	80%	F/S
MPO	ADOT - SPR Funds FMPO 2013	57,815	57,815	-	-	80%	F/S
MPO	ADOT- SPR Funds FMPO 2014	125,000	76,234	61,555	12,311	80%	F/S
MPO	ADOT- SPR Funds FMPO 2015	-	-	118,625	23,725	80%	F/S
MPO	FHWA - STP Funds Traffic Count	17,192	6,114	11,078	698	94%	F/S
MPO	FHWA - STP Funds RTP Study	100,000	40,000	95,000	5,700	94%	F/S
MPO	FHWA - STP Funds Milton Model	105,000	-	53,000	3,180	94%	F/S
MPO	FHWA - STP Funds Adaptive Control	100,000	-	100,000	6,000	94%	F/S
MPO	FHWA - STP Funds Regional Freight Study	-	10,000	17,000	1,020	94%	F/S
	SUBTOTAL	660,071	345,227	897,579	121,113		
Util	AWPF - Picture Canyon	290,500	30,500	260,000	-	100%	S
Util	NAZ Water Supply Feasibility	300,000	190,000	110,000	45,100	59%	F
Util	WIFA	-	30,000	-	-	100%	F
Util	Smart Meter Grant	-	-	60,000	-	100%	F
	SUBTOTAL	590,500	250,500	430,000	45,100		
Storm	Rio De Flag	25,000	25,000	200,000	-	100%	S
	SUBTOTAL	25,000	25,000	200,000	-		
Airport	ADOT E2F2C-Apron Reconstruction	216,000	251,100	-	-	90%	S
Airport	FAA - ARRF Replacement Vehicle	1,282,500	-	1,282,500	114,656	91%	F
Airport	ADOT Match ARRF Replacement Vehicle	33,750	-	33,750	32,063	5%	S
Airport	FAA - AIP 37 Sustainability Master Plan	-	-	270,000	24,300	91%	F
Airport	ADOT MATCH - AIP 37 Sustainability Master Plan	-	-	13,254	12,591	5%	S
Airport	FAA - AIP 36 Const Westplex Taxi Lane	5,094,923	3,391,985	1,683,114	151,480	91%	F
Airport	ADOT Match - AIP-36 Constr Westplex	250,102	166,508	93,506	8,416	91%	S
Airport	FAA - AIP XX Pulliam Drive 215	-	-	3,187,100	286,839	91%	F
Airport	ADOT Match - AIP XX Pulliam Drive 215	-	-	156,450	148,628	5%	S
Airport	DOT-Small Community Air Service Development Program	800,000	-	800,000	-	100%	F
	SUBTOTAL	7,677,275	3,809,593	7,519,674	778,972		
Econ Vit	Az Dept of Commerce - REDG Grant Joy Cone	100,000	65,000	35,000	-	100%	S
Econ Vit	EDA Revolving Loan	220,000	220,000	-	-	100%	F/S
	SUBTOTAL	320,000	285,000	35,000	-		
FHA	ROSS	401,697	401,697	243,691	-	100%	F
FHA	Low Income Public Housing	1,207,212	956,023	982,830	-	100%	F
FHA	Section 8/MRO SRO	3,933,180	3,091,854	4,105,526	-	100%	F
	SUBTOTAL	5,542,089	4,449,574	5,332,047	-		
TOTAL		$ 31,993,929	19,050,184	24,641,975	1,620,174		

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 2014-2015

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	3,524,656	9,798,047
SPECIAL REVENUE FUNDS			
Library Fund	-	1,663,951	289,196
Highway User Revenue Fund	-	9,630,626	20,701
Transportation Fund	-	-	8,659,285
FUTS Fund	-	550,000	-
Beautification Fund	-	-	426,139
Economic Development	-	251,000	-
Tourism Fund	-	-	140,907
Recreation-BBB Fund	-	-	2,024,447
Housing & Community Services	-	-	152,500
MPO	-	22,500	-
Total Special Revenue Funds	-	12,118,077	11,713,175
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	7,496,194
G.O. Bond Fund	-	7,496,194	-
Total Debt Service Funds	-	7,496,194	7,496,194
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	16,200,000	5,050,896	-
Municipal Facilities Corporation	7,462,500	2,320,000	-
Total Capital Projects Funds	23,662,500	7,370,896	-
ENTERPRISE FUNDS			
Water and Wastewater Fund	-	-	499,693
Stormwater Utility	-	3,538,796	396,613
Airport Fund	-	807,000	16,784
Solid Waste Fund	3,930,000	-	4,977,083
Sustainability and Environmental Mgmt	-	220,000	233,730
Flagstaff Housing Authority	-	55,700	-
Total Enterprise Funds	3,930,000	4,621,496	6,123,903
TOTAL ALL FUNDS	$ 27,592,500	35,131,319	35,131,319

SCHEDULE OF TRANSFERS
FISCAL YEAR 2014-2015

General Fund

Transfers In:

Library Fund - $289,196
This transfer represents the APSES $39,196 lease payment and $250,000 for parking lot project.

Highway User Revenue Fund - $20,701
This transfer is $13,000 for right-of-way maintenance completed by Parks staff and $7,701 for the APSES lease payment.

Beautification Fund - $426,139
This represents $359,938 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, $5,201 in support for the citywide publication and $4,000 for downtown district assessment fee.

Tourism Fund - $104,407
This transfer includes $92,569 for community events, $6,238 as a contribution towards the citywide publication, $1,600 for the APSES lease payment and $4,000 toward the Downtown District.

Recreation-BBB Fund - $2,024,447
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $213,088, $1,257,359 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects, $550,000 for the operation of Recreation Programs, and $4,000 toward the Downtown District.

Housing and Community Services Fund - $130,000
This transfer of $130,000 is to assist with general fund expenditures.

Water and Wastewater Fund - $123,797
This is transfer of $44,900 to fund a Meter Technician position and $78,897 is for the APSES lease payment.

Airport Fund - $16,784
This is a transfer for $16,784 to assist with the APSES lease payment.

Solid Waste Fund - $65,083
This transfer represents $4,678 for advertising in the citywide publication, $7,405 for the APSES lease payment, and a fee holiday for operating expenses for the general fund internal accounts totaling $53,000.

Stormwater Fund - $90,372
This transfer represents one FTE position for a Project Manager in Community Development.

Sustainability and Environmental Management Fund - $233,730
This transfer represents $214,005 for code compliance and $19,725 for funding of the Greater Flagstaff Forest Partnership contract.

Transfers Out:

Library Fund - $1,627,451
This is the operating transfer from the General Fund to the Library for general services, plus one time general maintenance repairs.

Highway User Revenue Fund - $1,220,600
This is $180,600 for general street maintenance operation, $40,000 for street sweeping, and $1,000,000 for street improvement program.

Economic Development Fund - $251,000
This is a transfer of $251,000 for the Incubator.

Stormwater Fund - $3,538,796
Transfer of funds for the Rio de Flag project.

Airport Fund - $807,000
This transfer is comprised of $264,000 for capital projects at the Airport and $543,000 for operating uses, including operating capital equipment, terminal repair and street repair.

Flagstaff Housing Authority - $33,200
This transfer represents an amount to fund compensation increases for merit and triggers for FHA staff.

Capital Projects Fund - $2,320,000
This transfer is for a portion of the construction costs related to a new court facility.

Library Fund

Transfers In:

General Fund - $1,627,451
This is the operating transfer from the General Fund to the Library for general services, plus one time general maintenance repairs.

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

Transfers Out:

General Fund - $289,196
This transfer represents the APSES $39,196 lease payment and $250,000 for parking lot project.

Highway User Revenue Fund

Transfers In:

General Fund - $1,220,600
This is $180,600 for general street maintenance operation, $40,000 for street sweeping, and $1,000,000 for street improvement program.

Transportation Fund - $8,086,785
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,368,660 for miscellaneous projects. $6,718,125 is from Street improvements for Transportation funded projects.

Stormwater Fund - $306,241
This transfer includes $306,241 for drainage maintenance.

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

Transfers Out:

General Fund - $20,701
This transfer is $13,000 for right-of-way maintenance completed by Parks staff and $7,701 for the APSES lease payment.

Transportation Fund

Transfers Out:

Highway User Revenue Fund - $8,086,785
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,368,660 for miscellaneous projects. $6,718,125 is from Street improvements for Transportation funded projects.

Flagstaff Metropolitan Planning Organization – $22,500
This transfer is to assist in the non-grant reimbursable costs associated with transit planning.

FUTS Fund - $550,000
This is $550,000 to fund various FUTS projects within the multi-modal transportation projects.

FUTS Fund

Transfer In:

Transportation Tax Fund - $550,000
This is $550,000 to fund various FUTS projects within the multi-modal transportation.

Beautification Fund

Transfers Out:

General Fund - $426,139
This represents $359,938 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, $5,201 in support for the citywide publication and $4,000 for downtown district assessment fee.

Economic Development Fund

Transfers In:

General Fund - $251,000
This is a transfer of $251,000 for the Incubator.

Tourism Fund

Transfers Out:

General Fund - $104,407
This transfer includes $92,569 for community events, $6,238 as a contribution towards the citywide publication, $1,600 for the APSES lease payment and $4,000 toward the Downtown District.
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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 - $2,024,447
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $213,088, $1,257,359 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects, $550,000 for the operation of Recreation Programs, and $4,000 toward the Downtown District.

Housing and Community Services Fund

Transfers Out:

Flagstaff Housing Authority - $22,500
This transfer is to help fund the Section 8 program.

General Fund - $130,000
This transfer of $130,000 is to assist with general fund expenditures.

Flagstaff Metro Planning Organization Fund

Transfers In:

Transportation Fund - $22,500
This transfer to assist in the non-grant reimbursable costs associated with transit planning.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $7,496,194
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

Secondary Property Tax Fund

Transfers Out:

G.O. Bond Fund - $7,496,194
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

Water and Wastewater Fund

Transfers Out:

General Fund - $123,797
This is a transfer of $44,900 to fund a Meter Technician position and $78,897 is for the APSES lease payment.

G.O. Capital Projects Fund - $375,896
This is a transfer for Utilities portion of the remaining Street and Utility Bond project.

Stormwater Fund

Transfers In:

General Fund - $3,538,796
Transfer of funds for the Rio de Flag project.

Transfers Out:

Highway User Revenue Fund - $306,241
This transfer includes $306,241 for drainage maintenance.

General Fund - $90,372
This transfer represents one FTE position for a Project Manager in Community Development.

Airport Fund

Transfers In:

General Fund - $807,000
This transfer is comprised of $264,000 for capital projects at the Airport and $543,000 for operating uses, including operating capital equipment, terminal repair and street repair.

Transfers Out:

General Fund - $16,784
This is a transfer for $16,784 to assist with the APSES lease payment.

Solid Waste Fund

Transfers Out:

General Fund - $65,083
This transfer represents $4,678 for advertising in the citywide publication, $7,405 for the APSES lease payment, and a fee holiday for operating expenses for the general fund internal accounts totaling $53,000.

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

G.O. 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.

Sustainability and Environmental Management Fund-$220,000
This transfer represents $160,000 for service related to the HPC program and $60,000 to assist with other program costs.

FHA Fund

Transfer In:
Housing and Community Services Fund - $22,500
This transfer is to help fund the Section 8 program.

General Fund - $33,200
This transfer represents an amount to fund compensation increases for merit payments and triggers for FHA staff.

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 - $2,320,000
This transfer is for a portion of the construction costs related to a new court facility.

Water and Wastewater Fund - $375,896
This is a transfer for Utilities portion of the remaining Street and Utility Bond project.

Sustainability and Environmental Management Fund

Transfers In:

Solid Waste Fund - $220,000
This transfer represents $160,000 for service related to the HPC program and $60,000 to assist with other program costs.

Transfers Out:

General Fund - $233,730
This transfer represents $214,005 for code compliance and $19,725 for funding of the Greater Flagstaff Forest Partnership contract.

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 7,645,383	8,470,643	8,161,891	9,115,681	645,038	7.6%
Community Development	3,717,118	4,293,997	4,275,997	4,350,389	56,392	1.3%
Management Services	3,040,627	3,171,917	3,169,917	3,357,893	185,976	5.9%
Fire	9,908,235	10,304,847	10,304,847	10,740,696	435,849	4.2%
Police	15,968,273	17,556,777	17,546,854	18,378,086	821,309	4.7%
Public Works	4,991,648	10,674,003	8,884,957	11,344,740	670,737	6.3%
Economic Vitality	171,783	612,978	612,978	464,303	(148,675)	(24.3%)
Community Enrichment	3,206,917	-	-	-	-	0.0%
Non-departmental	(2,319,701)	3,568,519	1,550,482	(1,810,489)	(5,379,008)	(150.7%)
Contingency	20,926	1,565,000	215,000	1,475,000	(90,000)	(5.8%)
Total General Fund	46,351,209	60,218,681	54,722,923	57,416,299	(2,802,382)	(4.7%)
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	150,716	148,678	148,678	176,085	27,407	18.4%
Management Services	134,552	7,025,781	5,073,267	7,182,596	156,815	2.2%
Public Works	87,664	81,044	81,044	68,965	(12,079)	(14.9%)
Economic Vitality	27,272	14,800	14,800	14,909	109	0.7%
Community Enrichment	4,976,235	-	-	-	-	0.0%
Non-departmental	93,095	89,293	89,293	77,765	(11,528)	(12.9%)
Contingency	258	222,000	-	100,000	(122,000)	(55.0%)
	5,469,792	7,581,596	5,407,082	7,620,320	38,724	0.5%
HIGHWAY USER REVENUE FUND						
General Administration	118,391	109,645	109,645	151,660	42,015	38.3%
Community Development	3,267,660	7,310,840	3,195,359	7,929,401	618,561	8.5%
Management Services	73,428	66,108	66,108	91,171	25,063	37.9%
Public Works	5,868,177	9,408,233	8,289,321	10,639,677	1,231,444	13.1%
Economic Vitality	24,888	13,892	13,892	14,496	604	4.3%
Non-departmental	85,536	88,851	88,851	116,557	27,706	31.2%
Contingency	-	100,000	-	100,000	-	0.0%
	9,438,080	17,097,569	11,763,176	19,042,962	1,945,393	11.4%
TRANSPORTATION FUND						
General Administration	52,014	41,592	41,592	39,239	(2,353)	(5.7%)
Management Services	215,009	251,419	251,419	265,318	13,899	5.5%
Public Works	-	-	-	12,822	12,822	0.0%
Economic Vitality	7,789	5,455	5,455	2,952	(2,503)	(45.9%)
Non-departmental	6,225,715	6,943,202	5,233,923	5,738,735	(1,204,467)	(17.3%)
Contingency	-	-	-	2,000,000	2,000,000	0.0%
	6,500,527	7,241,668	5,532,389	8,059,066	817,398	11.3%
FUTS FUND						
Community Development	-	3,446,341	321,526	2,871,134	(575,207)	(16.7%)
	-	3,446,341	321,526	2,871,134	(575,207)	(16.7%)
BEAUTIFICATION FUND						
Community Development	759,757	-	-	-	-	0.0%
Economic Vitality	776,837	2,794,669	586,485	3,168,036	373,367	13.4%
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	1,536,594	2,804,669	586,485	3,178,036	373,367	13.3%
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	1,030,408	968,885	907,955	985,206	16,321	1.7%
Reserve/Contingency	7,033	45,000	-	170,070	125,070	277.9%
	1,037,441	1,013,885	907,955	1,155,276	141,391	13.9%
			-			
TOURISM FUND						
Economic Vitality	1,688,004	1,879,658	1,891,958	1,942,800	63,142	3.4%
Reserve/Contingency	19,420	50,000	-	50,000	-	0.0%
	1,707,424	1,929,658	1,891,958	1,992,800	63,142	3.3%

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	$ 395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Reserve/Contingency	1,605	10,000	-	10,000	-	0.0%
	397,192	652,206	408,806	631,023	(21,183)	(3.2%)
RECREATION-BBB FUND						
Public Works	-	1,100,000	34,791	2,664,460	1,564,460	142.2%
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,472,673	2,740,457	751,891	2,783,066	42,609	1.6%
Non-departmental	27,322	38,284	32,284	39,966	1,682	4.4%
	1,499,995	2,778,741	784,175	2,823,032	44,291	1.6%
METRO PLANNING ORG FUND						
Community Development	279,163	666,445	372,501	903,425	236,980	35.6%
Non-departmental	17,260	21,126	21,126	21,654	528	2.5%
Contingency	-	250,000	-	250,000	-	0.0%
	296,423	937,571	393,627	1,175,079	237,508	25.3%
EDA REVOLVING LOAN FUND						
Economic Vitality	-	220,000	-	220,000	-	0.0%
Total Special Revenue Funds	27,883,468	46,803,904	28,031,970	51,433,188	4,629,284	9.9%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	4,289,412	7,460,125	7,045,125	7,496,194	36,069	0.5%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	905,475	905,600	902,850	740,850	(164,750)	(18.2%)
Total Debt Service Funds	5,194,887	8,365,725	7,947,975	8,237,044	(128,681)	(1.5%)
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	10,299,536	49,203,033	18,176,690	32,724,917	(16,478,116)	(33.5%)
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	51,338	13,074,250	579,059	14,478,509	1,404,259	10.7%
Total Capital Projects Funds	10,350,874	62,277,283	18,755,749	47,203,426	(15,073,857)	(24.2%)
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	626,188	621,261	621,261	644,370	23,109	3.7%
Management Services	915,248	857,869	857,869	967,305	109,436	12.8%
Public Works	59,122	48,039	48,039	36,925	(11,114)	(23.1%)
Economic Vitality	73,918	44,347	44,347	49,629	5,282	11.9%
Utilities	18,794,799	26,946,257	19,879,280	33,474,920	6,528,663	24.2%
Non-departmental	263,254	270,184	270,184	370,377	100,193	37.1%
Contingency	92,667	1,800,000	-	1,800,000	-	0.0%
	20,825,196	30,587,957	21,720,980	37,343,526	6,755,569	22.1%
AIRPORT FUND						
General Administration	62,750	61,759	61,759	55,329	(6,430)	(10.4%)
Management Services	119,449	94,151	94,151	81,024	(13,127)	(13.9%)
Public Works	125,633	105,195	105,195	52,146	(53,049)	(50.4%)
Economic Vitality	2,467,914	9,432,657	5,451,530	9,513,448	80,791	0.9%
Non-departmental	57,063	59,662	59,662	44,964	(14,698)	(24.6%)
Contingency	16,023	500,000	100,000	500,000	-	0.0%
	2,848,832	10,253,424	5,872,297	10,246,911	(6,513)	(0.1%)

CITY OF FLAGSTAFF
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
SOLID WASTE						
General Administration	$ 398,292	425,155	425,155	358,624	(66,531)	(15.6%)
Management Services	376,834	323,645	323,645	349,621	25,976	8.0%
Public Works	11,046,304	9,508,438	8,735,957	11,327,142	1,818,704	19.1%
Economic Vitality	61,828	44,291	44,291	35,471	(8,820)	(19.9%)
Non-departmental	244,599	282,110	282,110	272,975	(9,135)	(3.2%)
Contingency	53,769	612,000	-	612,000	-	0.0%
	12,181,626	11,195,639	9,811,158	12,955,833	1,760,194	15.7%
SUSTAINABILITY AND ENVIRONMENTAL MGMT						
General Administration	-	18,020	18,020	41,635	23,615	131.0%
Management Services	-	21,367	21,367	19,186	(2,181)	(10.2%)
Public Works	-	887,221	934,445	944,622	57,401	6.5%
Economic Vitality	-	4,628	4,628	1,735	(2,893)	(62.5%)
Non-departmental	-	18,560	18,560	10,905	(7,655)	(41.2%)
Contingency	-	-	-	30,000	30,000	0.0%
	-	949,796	997,020	1,048,083	98,287	10.3%
STORMWATER UTILITY FUND						
General Administration	38,734	37,905	37,905	38,614	709	1.9%
Management Services	50,435	53,860	53,860	42,471	(11,389)	(21.1%)
Public Works	10,921	9,626	9,626	11,663	2,037	21.2%
Economic Vitality	3,782	2,035	2,035	2,183	148	7.3%
Utilities	1,394,536	5,508,079	1,902,466	5,132,723	(375,356)	(6.8%)
Non-departmental	15,138	14,022	14,022	18,312	4,290	30.6%
Contingency	4,408	10,000	10,000	10,000	-	0.0%
	1,517,954	5,635,527	2,029,914	5,255,966	(379,561)	(6.7%)
FLAGSTAFF HOUSING AUTHORITY						
Community Development	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	5,675,976	7,184,870	6,230,784	7,044,126	(140,744)	
Total Enterprise Funds	43,049,584	65,807,213	46,662,153	73,894,445	8,087,232	12.3%
TOTAL ALL FUNDS	$ 132,830,022	243,472,806	156,120,770	238,184,402	(5,288,404)	(2.2%)

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 1,344,404	1,477,942	1,476,467	1,712,039	234,097	15.8%
City Court	2,560,761	2,647,378	2,647,378	2,769,094	121,716	4.6%
Law	1,340,474	1,420,380	1,420,380	1,507,056	86,676	6.1%
Human Resources	547,366	716,488	571,726	744,087	27,599	3.9%
Risk Management	140,591	178,670	178,670	185,740	7,070	4.0%
Information Technology	1,711,787	2,029,785	1,867,270	2,197,665	167,880	8.3%
TOTAL	7,645,383	8,470,643	8,161,891	9,115,681	645,038	7.6%
COMMUNITY DEVELOPMENT						
Community Development Admin.	289,516	301,793	301,793	312,921	11,128	3.7%
Planning & Development Services	1,973,527	2,307,246	2,289,246	2,299,621	(7,625)	(0.3%)
Capital Improvement	(104,279)	(77,818)	(77,818)	(148,837)	(71,019)	91.3%
Engineering	1,341,738	1,497,308	1,497,308	1,586,977	89,669	6.0%
Housing	216,616	265,468	265,468	299,707	34,239	12.9%
Community Housing Services	920,473	1,084,613	36,080	974,214	(110,399)	(10.2%)
Community Housing Grants	153,709	660,000	186,832	803,167	143,167	21.7%
CDBG Grant	398,491	995,844	528,979	1,005,685	9,841	1.0%
Transportation CIP	2,733,877	6,760,601	2,645,120	7,537,400	776,799	11.5%
Flag Urban Trails System	759,757	3,446,341	321,526	2,871,134	(575,207)	(16.7%)
Metro Planning Organization	279,163	666,445	372,501	903,425	236,980	35.6%
Flagstaff Housing Authority	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
TOTAL	14,638,564	24,091,461	14,597,819	24,488,290	396,829	1.6%
MANAGEMENT SERVICES						
Management Services Admin.	713,257	779,658	779,658	817,897	38,239	4.9%
Finance/Budget	933,924	969,377	969,377	1,019,195	49,818	5.1%
Sales Tax & Licensing	1,393,446	1,422,882	1,420,882	1,520,801	97,919	6.9%
Library	-	3,337,480	2,884,966	3,842,256	504,776	15.1%
Library County Direct	-	644,044	644,044	586,198	(57,846)	(701,890)
Library Grants	-	2,927,865	1,427,865	2,634,737	(293,128)	(10.0%)
TOTAL	3,040,627	10,081,306	8,126,792	10,421,084	339,778	3.4%
FIRE						
Fire	9,556,143	9,262,847	9,262,847	10,155,696	892,849	9.6%
Fire Grants	352,092	1,042,000	1,042,000	585,000	(457,000)	(43.9%)
TOTAL	9,908,235	10,304,847	10,304,847	10,740,696	435,849	4.2%
POLICE						
Police	14,167,570	15,673,262	15,690,339	16,849,790	1,176,528	7.5%
Police Grants	1,800,703	1,883,515	1,856,515	1,528,296	(355,219)	(18.9%)
TOTAL	15,968,273	17,556,777	17,546,854	18,378,086	821,309	4.7%
PUBLIC WORKS						
Public Works Administration	27,369	22,216	22,216	24,430	2,214	10.0%
USGS Facilities	1,085,873	1,323,583	1,323,583	1,109,739	(213,844)	(16.2%)
Parks	2,590,408	3,203,838	3,145,592	3,230,736	26,898	0.8%
Fleet Services	18,616	1,657,497	(39,843)	1,715,143	57,646	3.5%
Cemetery	208,471	204,576	204,576	211,129	6,553	3.2%
Public Facilities Maintenance	1,060,911	1,000,624	974,164	1,763,815	763,191	76.3%
Recreation	-	3,261,669	3,254,669	3,289,748	28,079	0.9%
Street Maintenance & Repairs	4,068,217	4,127,570	4,027,570	5,821,705	1,694,135	41.0%
Street Const. & Reconstruction	1,118,315	4,561,000	3,542,088	4,124,782	(436,218)	(9.6%)
Street & Highway User Rev Bonds	544,784	549,211	549,211	552,753	3,542	0.6%
Solid Waste - Landfill	3,595,947	2,960,666	2,505,185	4,153,538	1,192,872	40.3%
Solid Waste - Collections	6,112,973	5,731,800	5,731,800	6,710,249	978,449	17.1%
Solid Waste - Capital	107	342,000	275,000	42,000	(300,000)	(87.7%)
Solid Waste Debt Service	-	250,000	-	250,000	-	-
Sustainability and Environmental Mgmt	1,094,044	873,431	920,655	934,081	60,650	6.9%
Recreation-BBB	-	1,100,000	34,791	2,664,460	1,564,460	142.2%
TOTAL	21,526,035	31,169,681	26,471,257	36,598,308	5,428,627	17.4%

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
Community Investment	$ 171,783	612,978	612,978	464,303	(148,675)	(24.3%)
Airport	2,172,795	9,141,216	5,160,089	9,223,819	82,603	0.9%
Debt Service - Airport	286,685	286,685	286,685	286,685	-	-
Arts and Science	395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Urban Design	177,503	175,309	150,470	141,823	(33,486)	(19.1%)
Streetscape	599,334	2,619,360	436,015	3,026,213	406,853	15.5%
Economic Development	779,903	713,332	652,402	648,288	(65,044)	(9.1%)
Economic Development Debt Service	250,505	255,553	255,553	336,918	81,365	31.8%
EDA Revolving Loan Program	-	220,000	-	220,000	-	-
Tourism - Gen. Admin.	1,339,287	1,518,280	1,523,080	1,561,816	43,536	2.9%
Visitor Services	348,717	361,378	368,878	380,984	19,606	5.4%
TOTAL	6,522,099	16,546,297	9,854,956	16,911,872	365,575	2.2%
COMMUNITY ENRICHMENT						
Library	3,022,271	-	-	-	-	-
Library County Direct	490,619	-	-	-	-	-
Library Grants	1,463,345	-	-	-	-	-
Recreation	3,206,917	-	-	-	-	-
TOTAL	8,183,152	-	-	-	-	-
UTILITIES						
Administration	1,290,232	1,411,719	1,311,719	2,145,540	733,821	52.0%
Lake Mary Water Plant	3,574,407	4,476,904	4,049,604	5,316,559	839,655	18.8%
Water Distribution System	1,482,379	1,572,676	1,528,176	1,824,341	251,665	16.0%
Water Capital	2,556,806	6,632,960	2,603,418	7,131,856	498,896	7.5%
Wastewater Treatment	2,190,397	2,420,774	2,297,774	3,587,285	1,166,511	48.2%
Wastewater Collection	924,167	1,232,693	1,062,693	1,393,376	160,683	13.0%
Wastewater Monitoring	270,768	451,639	451,639	297,957	(153,682)	(34.0%)
Reclaim Water Plant	884,434	1,153,102	1,031,902	1,249,282	96,180	8.3%
Wastewater Capital	317,173	3,385,867	1,334,432	4,853,400	1,467,533	43.3%
Reclaim Water Capital	-	-	-	1,345,000	1,345,000	-
Debt Service	5,304,036	4,207,923	4,207,923	4,330,324	122,401	2.9%
Stormwater Utility	528,847	632,151	623,135	809,627	177,476	28.1%
Stormwater Capital	865,689	4,875,928	1,279,331	4,323,096	(552,832)	(11.3%)
TOTAL	20,189,335	32,454,336	21,781,746	38,607,643	6,153,307	19.0%
NON-DEPARTMENTAL						
Council & Commissions	400,338	414,197	414,197	392,036	(22,161)	(5.4%)
Non-Departmental	2,325,712	7,129,079	6,105,042	2,882,061	(4,247,018)	(59.6%)
Real Estate Proceeds	-	1,000,000	-	-	(1,000,000)	(100.0%)
G.O. Bond - Debt Service	4,289,412	7,460,125	7,045,125	7,496,194	36,069	0.5%
SID-Debt	905,475	905,600	902,850	740,850	(164,750)	(18.2%)
G.O. Bond Funded Projects	10,299,536	49,203,033	18,176,690	32,724,917	(16,478,116)	(33.5%)
Municipal Facilities Corp	51,338	13,074,250	579,059	14,478,509	1,404,259	10.7%
Transportation	4,098,972	5,738,691	4,732,012	4,553,942	(1,184,749)	(20.6%)
4th Street Debt Service	2,109,073	1,182,775	480,175	1,169,850	(12,925)	(1.1%)
Facility Improvement Debt	512,354	514,458	514,458	366,063	(148,395)	(28.8%)
TOTAL	24,992,210	86,622,208	38,949,608	64,804,422	(21,817,786)	(25.2%)
RESERVES/CONTINGENCIES	216,109	6,175,250	325,000	8,118,320	1,943,070	31.5%
GRAND TOTAL	$ 132,830,022	243,472,806	156,120,770	238,184,402	(5,288,404)	(2.2%)

This schedule includes the entire budgetary responsibility of the division without regard to funding source.

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES * 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
General Fund	$ 7,645,383	8,470,643	8,161,891	9,115,681	645,038	7.6%
Library Fund	150,716	148,678	148,678	176,085	27,407	18.4%
HURF Fund	118,391	109,645	109,645	151,660	42,015	38.3%
Transportation Fund	52,014	41,592	41,592	39,239	(2,353)	(5.7%)
Water and Wastewater Fund	626,188	621,261	621,261	644,370	23,109	3.7%
Airport	62,750	61,759	61,759	55,329	(6,430)	(10.4%)
Solid Waste Fund	398,292	425,155	425,155	358,624	(66,531)	(15.6%)
Sustainability & Environment Mgmt Fund	-	18,020	18,020	41,635	23,615	131.0%
Stormwater Utility Fund	38,734	37,905	37,905	38,614	709	1.9%
TOTAL	9,092,468	9,934,658	9,625,906	10,621,237	686,579	6.9%
COMMUNITY DEVELOPMENT						
General Fund	3,717,118	4,293,997	4,275,997	4,350,389	56,392	1.3%
HURF Fund	3,267,660	7,310,840	3,195,359	7,929,401	618,561	8.5%
FUTS Fund	-	3,446,341	321,526	2,871,134	(575,207)	(16.7%)
Beautification Fund	759,757	-	-	-	-	0.0%
Housing and Community Services Fund	1,472,673	2,740,457	751,891	2,783,066	42,609	1.6%
Metro Planning Organization Fund	279,163	666,445	372,501	903,425	236,980	35.6%
Flagstaff Housing Authority	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
TOTAL	15,172,347	24,641,700	15,148,058	24,880,291	238,591	1.0%
MANAGEMENT SERVICES						
General Fund	3,040,627	3,171,917	3,169,917	3,357,893	185,976	5.9%
Library Fund	134,552	7,025,781	5,073,267	7,182,596	156,815	2.2%
HURF Fund	73,428	66,108	66,108	91,171	25,063	37.9%
Transportation Fund	215,009	251,419	251,419	265,318	13,899	5.5%
Water and Wastewater Fund	915,248	857,869	857,869	967,305	109,436	12.8%
Airport Fund	119,449	94,151	94,151	81,024	(13,127)	(13.9%)
Solid Waste Fund	376,834	323,645	323,645	349,621	25,976	8.0%
Sustainability & Environment Mgmt Fund	-	21,367	21,367	19,186	(2,181)	(10.2%)
Stormwater Utility Fund	50,435	53,860	53,860	42,471	(11,389)	(21.1%)
TOTAL	4,925,582	11,866,117	9,911,603	12,356,585	490,468	4.1%
FIRE						
General Fund	9,908,235	10,304,847	10,304,847	10,740,696	435,849	4.2%
TOTAL	9,908,235	10,304,847	10,304,847	10,740,696	435,849	4.2%
POLICE						
General Fund	15,968,273	17,556,777	17,546,854	18,378,086	821,309	4.7%
TOTAL	15,968,273	17,556,777	17,546,854	18,378,086	821,309	4.7%
PUBLIC WORKS						
General Fund	4,991,648	10,674,003	8,884,957	11,344,740	670,737	6.3%
Library Fund	87,664	81,044	81,044	68,965	(12,079)	(14.9%)
HURF Fund	5,868,177	9,408,233	8,289,321	10,639,677	1,231,444	13.1%
Transportation Fund	-	-	-	12,822	12,822	0.0%
Recreation-BBB Fund	-	1,100,000	34,791	2,664,460	1,564,460	142.2%
Water and Wastewater Fund	59,122	48,039	48,039	36,925	(11,114)	(23.1%)
Airport Fund	125,633	105,195	105,195	52,146	(53,049)	(50.4%)
Solid Waste Fund	11,046,304	9,508,438	8,735,957	11,327,142	1,818,704	19.1%
Sustainability & Environment Mgmt Fund	-	887,221	934,445	944,622	57,401	6.5%
Stormwater Utility Fund	10,921	9,626	9,626	11,663	2,037	21.2%
TOTAL	22,189,469	31,821,799	27,123,375	37,103,162	5,281,363	16.6%

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES * 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
General Fund	$ 171,783	612,978	612,978	464,303	(148,675)	(24.3%)
Library Fund	27,272	14,800	14,800	14,909	109	0.7%
HURF Fund	24,888	13,892	13,892	14,496	604	4.3%
Transportation Fund	7,789	5,455	5,455	2,952	(2,503)	(45.9%)
Beautification Fund	776,837	2,794,669	586,485	3,168,036	373,367	13.4%
Economic Development Fund	1,030,408	968,885	907,955	985,206	16,321	1.7%
EDA Revolving Loan Fund	-	220,000	-	220,000	-	0.0%
Tourism Fund	1,688,004	1,879,658	1,891,958	1,942,800	63,142	3.4%
Arts and Science Fund	395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Water and Wastewater Fund	73,918	44,347	44,347	49,629	5,282	11.9%
Airport Fund	2,467,914	9,432,657	5,451,530	9,513,448	80,791	0.9%
Solid Waste Fund	61,828	44,291	44,291	35,471	(8,820)	(19.9%)
Sustainability & Environment Mgmt Fund	-	4,628	4,628	1,735	(2,893)	(62.5%)
Stormwater Utility Fund	3,782	2,035	2,035	2,183	148	7.3%
TOTAL	6,730,010	16,680,501	9,989,160	17,036,191	355,690	2.1%
COMMUNITY ENRICHMENT						
General Fund	3,206,917	-	-	-	-	0.0%
Library Fund	4,976,235	-	-	-	-	0.0%
TOTAL	8,183,152	-	-	-	-	0.0%
UTILITIES						
Water and Wastewater Fund	18,794,799	26,946,257	19,879,280	33,474,920	6,528,663	24.2%
Stormwater Utility Fund	1,394,536	5,508,079	1,902,466	5,132,723	(375,356)	(6.8%)
TOTAL	20,189,335	32,454,336	21,781,746	38,607,643	6,153,307	19.0%
NON-DEPARTMENTAL						
General Fund	(2,319,701)	3,568,519	1,550,482	(1,810,489)	(5,379,008)	(150.7%)
Library Fund	93,095	89,293	89,293	77,765	(11,528)	(12.9%)
HURF Fund	85,536	88,851	88,851	116,557	27,706	31.2%
Transportation Fund	6,225,715	6,943,202	5,233,923	5,738,735	(1,204,467)	(17.3%)
Housing and Community Services Fund	27,322	38,284	32,284	39,966	1,682	4.4%
Metro Planning Organization Fund	17,260	21,126	21,126	21,654	528	2.5%
General Obligation Bonds Fund	4,289,412	7,460,125	7,045,125	7,496,194	36,069	0.5%
Special Assessment Bonds Fund	905,475	905,600	902,850	740,850	(164,750)	(18.2%)
G.O. Bonds Funded Projects Fund	10,299,536	49,203,033	18,176,690	32,724,917	(16,478,116)	(33.5%)
Municipal Facilities Corp Fund	51,338	13,074,250	579,059	14,478,509	1,404,259	10.7%
Water and Wastewater Fund	263,254	270,184	270,184	370,377	100,193	37.1%
Airport Fund	57,063	59,662	59,662	44,964	(14,698)	(24.6%)
Solid Waste Fund	244,599	282,110	282,110	272,975	(9,135)	(3.2%)
Sustainability & Environment Mgmt Fund	-	18,560	18,560	10,905	(7,655)	(41.2%)
Stormwater Utility Fund	15,138	14,022	14,022	18,312	4,290	30.6%
TOTAL	20,255,042	82,036,821	34,364,221	60,342,191	(21,694,630)	(26.4%)

CITY OF FLAGSTAFF
BUDGET SUMMARY BY DIVISION OF EXPENDITURES
COMPARISON OF FISCAL YEAR 2014 AND 2015
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES * 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
RESERVES/CONTINGENCIES						
General Fund	$ 20,926	1,565,000	215,000	1,475,000	(90,000)	(5.8%)
Library Fund	258	222,000	-	100,000	(122,000)	(55.0%)
HURF Fund	-	100,000	-	100,000	-	0.0%
Transporation Fund	-	-	-	2,000,000	2,000,000	0.0%
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	7,033	45,000	-	170,070	125,070	277.9%
Tourism Fund	19,420	50,000	-	50,000	-	0.0%
Arts and Science Fund	1,605	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	250,000	-	250,000	-	0.0%
Water and Wastewater Fund	92,667	1,800,000	-	1,800,000	-	0.0%
Airport Fund	16,023	500,000	100,000	500,000	-	0.0%
Solid Waste Fund	53,769	612,000	-	612,000	-	0.0%
Stormwater Utility Fund	4,408	10,000	10,000	10,000	-	0.0%
Sustainablity & Environmental Mgmt Fund	-	-	-	30,000	30,000	0.0%
Flagstaff Housing Authority Fund	-	1,001,250	-	1,001,250	-	0.0%
TOTAL	216,109	6,175,250	325,000	8,118,320	1,943,070	31.5%
ALL FUNDS TOTAL	$ 132,830,022	243,472,806	156,120,770	238,184,402	-5,288,404	(2.2%)

* 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 2015

FUND	FULL-TIME EQUIVALENTS (FTE) 2014-2015	EMPLOYEE SALARIES AND HOURLY COSTS 2014-2015	RETIREMENT COSTS 2014-2015	HEALTHCARE COSTS 2014-2015	OTHER BENEFIT COSTS 2014-2015		TOTAL ESTIMATED PERSONNEL COMPENSATION 2014-2015
GENERAL FUND	530.77	$ 30,851,780	$ 6,544,141	$ 3,404,527	$ 2,585,095	=	$ 43,385,543
SPECIAL REVENUE FUNDS							
Library	52.40	2,193,215	230,919	315,985	167,793	=	2,907,912
HURF	35.92	1,578,899	161,813	184,656	214,493		2,139,861
Beautification	1.25	104,843	12,108	9,694	8,018		134,663
Economic Development	2.25	171,592	19,931	16,379	13,754		221,656
Tourism	14.18	689,648	74,287	79,243	52,984		896,162
Housing and Comm Services	1.00	51,749	6,003	406	4,160		62,318
Metro Planning Organization	2.88	212,642	22,359	17,763	16,066		268,830
Total Special Revenue Funds	109.88	5,002,588	527,420	624,126	477,268	=	6,631,402
ENTERPRISE FUNDS							
Water & Wastewater	63.75	3,813,251	430,375	452,240	347,915	=	5,043,781
Airport	9.75	500,384	155,968	52,312	35,520		744,184
Stormwater	4.75	340,969	37,761	27,408	27,918		434,056
Solid Waste	47.05	2,319,025	260,999	315,666	264,201		3,159,891
Sustainability & Environmental Mgmt	8.00	421,819	48,696	56,538	36,059		563,112
Flagstaff Housing Authority	22.00	1,325,229	146,360	154,996	125,321		1,751,906
Total Enterprise Funds	155.30	8,720,677	1,080,159	1,059,160	836,934	=	11,696,930
CAPITAL PROJECTS FUNDS							
G.O. Bond Funded Projects	0.50	56,536	20,362	4,489	2,813	=	84,200
Total Special Revenue Funds	0.50	56,536	20,362	4,489	2,813	=	84,200
TOTAL ALL FUNDS	796.45	$ 44,631,581	$ 8,172,082	$ 5,092,302	$ 3,902,110	=	$ 61,798,075

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2014-2015

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2013-2014	BUDGET 2014-2015
GENERAL FUND				
014	IT Department	Network Core Switches	$ -	70,000
		Camera	-	10,000
051	Fire	Fire Engine Replacement	-	495,000
		Thermal Imaging Cameras (2)	-	18,000
052	Fire Grants	AZ Homeland Security Equipment	-	310,000
061	Police	Police Cruisers Replacement (4)	-	114,500
062	Police Grants	Communications Equipment	-	100,000
		Police Equipment	-	20,000
154	Fleet Services	Setaside for Catastrophic / Vehicle Replace Fund	1,697,340	1,732,723
155	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	17,300	39,300
		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	81,892
156	Recreation	Annual Recreation Capital	7,000	43,590
		Zamboni Replacement	-	100,900
402	Non-Departmental	Quadrant Remodel - 2nd Floor East	93,000	293,000
		GENERAL FUND TOTAL	1,855,586	3,661,905
LIBRARY				
035	Library	Setaside for Fleet Replacement Fund	29,195	58,390
		Public Restroom ADA Compliance	15,000	45,000
		Ramp Access ADA Compliance	15,000	80,000
		Annual Building Improvement	-	30,000
		LIBRARY TOTAL	59,195	213,390
HIGHWAY USER REVENUE				
161	Street Maintenance & Repairs	Sweeper Replacement (2)	-	560,000
		AWD Motorgraders (3)	-	1,119,500
		HIGHWAY USER REVENUE TOTAL	-	1,679,500
BBB RECREATION				
158	BBB Recreation	HVAC Unit	-	15,000
		Security Cameras (2)	-	10,000
		Portable Cash Register	-	5,000
		Lobby Seating	-	13,000
		Rubber Flooring	-	20,000
		BBB RECREATION TOTAL	-	63,000

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2014-2015

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2013-2014	BUDGET 2014-2015
WATER & WASTEWATER				
300	Utilities Administration	Computer Hardware	$ -	20,000
301	Water Production	Back-up Generator	-	400,000
		SCADA Improvements	22,700	72,700
		Water Pump Station	35,000	35,000
		Fixed Drive Replacement	125,000	125,000
		RTUs and Communication	30,000	30,000
303	Water Distribution	Hand Held Meter Readers	-	28,000
		Flatbed Truck	-	19,000
		Backhoe Trailer	-	19,000
		Keyscan Entry System	-	10,000
		Tapping Machine	-	35,000
		Diesel Truck 4x4 with Outfitting Replacement	44,500	44,500
311	Wastewater Treatment-WC	Facilities Repair	-	30,000
		WCH Sump Pump Replacement	-	20,000
		4x4 One Ton Pick-up Truck with Plow Replacement	-	45,000
		Sludge Dredge Replacement	-	275,000
		Dozer Replacement	-	177,000
		Crane Repairs	-	12,000
		Gas Conveyence System Improvements	123,000	123,000
312	Wastewater Treatment-RIO	Facilities Repair	-	23,500
		Discharge Flow Monitoring	-	20,000
		Crane Repairs	-	7,500
		Rio WRP Building Facilities Repair	22,000	22,000
		Replace Carbon Filter Media	75,000	75,000
		Chlorination Feed System at Buffalo Park	24,200	24,200
313	Wastewater Collection	4x4 One Ton Pick-up Truck Replacement	-	80,000
		Diesel Truck 4x4 with Outfitting Replacement	45,000	45,000
		Dump Truck Replacement	125,000	125,000
370	Water Capital Projects	Water Vault / Compound Meters	-	32,000
375	Wastewater Capital Projects	WWTP Security	10,000	10,000
		WATER & WASTEWATER TOTAL	681,400	1,984,400
HOUSING AUTHORITY				
FHA	Flagstaff Housing Authority	Housing Facilites Improvements	-	243,691
		HOUSING AUTHORITY TOTAL	-	243,691
AIRPORT				
222	Airport Capital Projects	ARRF Replacement Vehicle	1,350,000	1,350,000
		AIRPORT TOTAL	1,350,000	1,350,000

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2014-2015

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2013-2014	BUDGET 2014-2015
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT				
165	Solid Waste - Landfill	Dozer Replacement	$ -	750,000
		Dust Control	-	45,000
		Annual Setaside - Landfill Closure	-	160,000
		South Borrow Pit	60,115	60,115
		Scale House Software	134,996	134,996
		Litter Fencing NW	105,000	105,000
		Scale Replacement	57,370	57,370
		Waste Management Plan Study	50,000	50,000
166	Solid Waste - Collections	Rapid Rail Truck Replacement	-	215,000
		Bin Maintenance Truck Replacement	-	77,320
		Top Loader Truck Replacement	-	215,000
167	Solid Waste	Improvements	42,000	42,000
		ENVIRONMENTAL SERVICES TOTAL	449,481	1,911,801
		TOTAL	$ 4,395,662	11,107,687

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2014-2015

SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
GENERAL FUND				
105	Housing	FHA Office Improvements	$ -	50,000
152	Facility Maintenance	Facilities Improvements	-	480,000
201	Community Investment	Brownfield Assessment	-	281,500
402	Non-Departemental	Redevelopment	145,000	145,000
		GENERAL FUND TOTAL	145,000	956,500
HIGHWAY USER REVENUE				
112	Transportation CIP	Bike / Ped and Safety Improvement	-	121,000
		Transportation Planning and Programming	-	90,000
		Reserve for Transportation Improvements	-	167,500
		West / Arrowhead Improvement	2,119,100	2,119,100
		Industrial Drive / Fanning Wash	516,115	2,267,140
		Traffic Signal Program	423,660	423,660
		Beulah Blvd / University Drive	-	1,500,000
		HSIP Program	-	79,000
		Soliere Avenue - Fanning Wash Crossing	-	250,000
		Franklin Safety Improvements	-	250,000
		4th Street Safety Improvements	-	270,000
162	Street Construction	Reserve for Improvements	-	50,000
		Minor Transporation Improvements	-	50,000
		Sidewalk Replacement Program	-	15,000
		Street Improvement Program	172,982	2,968,982
		Sunnyside	850,000	850,000
		Business F 40 Overlay	-	190,800
		HIGHWAY USER REVENUE TOTAL	4,081,857	11,662,182
FUTS				
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	-	50,000
		FUTS Signage Program	4,000	4,000
		Arizona Trail	168,989	169,034
		Country Club FUTS Trail	-	5,000
		Cedar Trail	20,000	20,000
		Switzer Mesa Trail	5,000	141,350
		BNSF Walnut - Florence Underpass	1,311,260	1,315,200
		Mall Transfer Center Trail Realignment	30,949	37,000
		Fourth Street Trail	133,000	133,000
		Pine Knoll Trail	10,000	10,000
		Hospital Rim FUTS Trail	259,260	266,750
		Brannen Connector	40,000	40,000
		High Country Trail	-	280,000
		Sheep Crossing Trail	-	125,000
		Lonetree Trail	-	100,000
		Ponderosa Trail Rehab	-	174,800
		FUTS TOTAL	1,982,458	2,871,134

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2014-2015

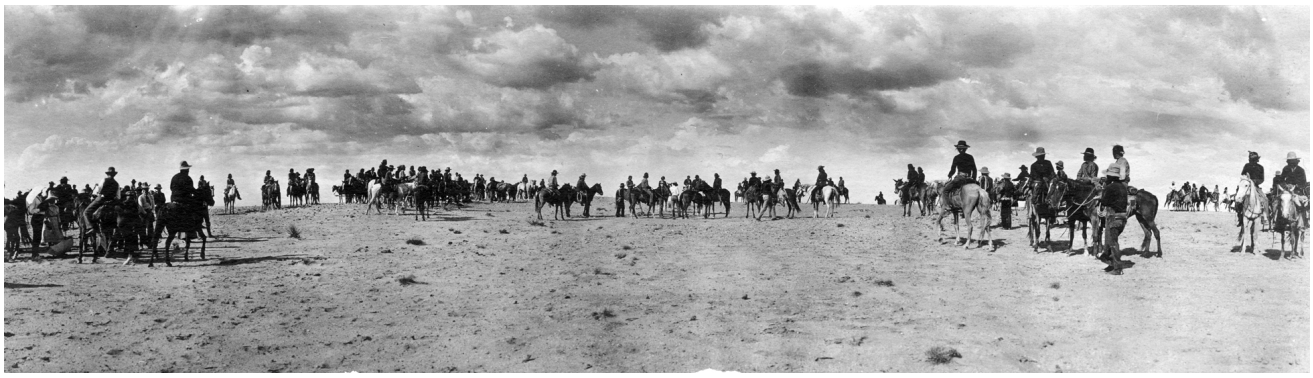
SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
BEAUTIFICATION				
212	Streetscape	Special Projects and Unprogrammed Work	$ -	60,000
		Historic Facades	-	50,000
		4th Street Neighborhood Gateway	169,113	169,113
		Neighborhood Gardens	10,000	10,000
		4th Street Corridor Improvements	1,300,000	1,537,100
		Butler Avenue - North Edge	392,500	492,500
		Fort Valley Road Enhancements	20,000	20,000
		Beautification in Action	-	12,500
		Lockette Avenue - North Edge	-	50,000
		Milton Avenue - North Edge	-	20,000
		Capital Repair Project	-	50,000
		Train Station Platform	-	300,000
		City Gateways	-	75,000
		Non-Conforming Sign Program	-	80,000
		Gutter Diversions - Sustainable Streets	-	100,000
		BEAUTIFICATION TOTAL	1,891,613	3,026,213
ARTS & SCIENCE				
216	Arts & Science	Kings House Mural	-	25,000
		Fort Valley Wall	-	25,000
		Art in the Alley	-	50,000
		West Rt66 - North Edge	-	10,000
		Utility Box Art	-	12,500
		Ariport Murals	-	70,000
		TBD	-	8,400
		ARTS & SCIENCE TOTAL	-	200,900
RECREATION				
158	BBB Recreation	Bushmaster Park	1,065,209	1,666,460
		Tennis Court Replacements (4)	-	480,000
		Second Chiller	-	250,000
		Aquaplex Improvements	-	60,000
		Ice Rink Improvements	-	145,000
		BBB RECREATION TOTAL	1,065,209	2,601,460
CAPITAL PROJECTS				
421	GO Capital Projects Fund	FUTS / Open Space Land Acquisition	-	1,076,094
		Rose Avenue	1,288,160	1,429,000
		La Plaza Viega	-	5,000
422	MFC Capital Projects Fund	Innovation Mesa	495,191	7,228,509
424	Core Service Facility	Core Services Maintenance Facility	28,275,000	28,295,000
425	Flagstaff Watershed	Watershed Protection Project	1,380,000	1,919,823
426	Court Facility	Court Facility	7,250,000	7,250,000
		CAPITAL PROJECTS TOTAL	38,688,351	47,203,426

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2014-2015

SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
WATER & WASTEWATER				
301	Water Production	SCADA Communication Towers	$ -	225,000
		Vehicle Equipment Storage	73,600	73,600
312	Wastewater Treatment-Wildcat	COGEN Improvements	-	340,000
370	Water Capital Projects	Aging Water Infrastucture Replacement	-	284,128
		Radio Read Meter Replacements	50,000	350,000
		Switzer Canyon Transmission Line	245,932	1,525,545
		West / Arrowhead Waterline	110,433	110,433
		Water Meter Vault Replacement Program	106,500	106,500
		Westside Waterline Expansion	444,000	444,000
		Reserve for Improvements	-	300,000
		Rio de Flag Waterline Relocations	200,000	200,000
		San Francisco Alley Waterline	108,702	170,960
		Walapai Drive Alley Waterline	182,834	265,720
		McCallister Well, Pump, and Building	600,000	1,050,000
		Water Rate Study	148,400	148,400
		Cheshire Tank Repairs	300,000	300,000
		Future Water Rights	592,000	597,200
		Lake Mary Well #2 - 12" Pipeline	321,000	321,000
		NAZ Water Supply Feasibility	110,000	110,000
		Leroux St Waterline / Sewerline	-	815,970
375	Wastewater Capital Projects	WWTP Energy Efficiency Program	198,400	948,400
		Wildcat Solids Disposal	823,000	823,000
		Wildcat Septage and Grease Station	-	600,000
		Wildcat Centrate	-	450,000
		Bushmaster RW Pump Station	-	495,000
		Wildcat RW pump Station and Piping	-	850,000
		Wildcat Barscreens	400,000	400,000
		Aging Sewer Infrastructure Replacements	347,225	430,000
		Rio de Flag Sewer Replacements	242,000	242,000
		Reserve for Improvements	-	300,000
		Picture Canyon	260,000	260,000
		Bonito Sewer Replacement	-	320,000
		Sinclair Sewer Replacement	-	70,000
		WATER & WASTEWATER TOTAL	5,864,026	13,926,856
STORMWATER				
385	Stormwater Capital Projects	Rio de Flag Project	2,338,796	2,338,796
		Rio Parking Replacement	1,200,000	1,200,000
		Spot Improvement - Annual	-	75,000
		Spot Improvement - 5 Points	-	175,000
		Spot Improvement - Rio Culvert	-	10,000
		Spot Improvement - Clay Ave Wash	-	1,500
		Spot Improvement - Fanning / Steves Culvert	-	35,000
		Spot Improvement - Columbia Circle	108,550	338,000
		Spot Improvement - City Prop 116 Butler	29,800	29,800
		Spot Improvement - Schultz Creek Design Phase I	-	90,000
		Spot Improvement - Cottage and Elden	-	30,000
		STORMWATER TOTAL	3,677,146	4,323,096

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2014-2015

SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
AIRPORT				
222	Airport Capital Projects	Sustainability Master Plan	$ -	296,508
		Rehab Airport Access/Public Circulation Road	-	3,500,000
		Westplex Taxiway - Rehab Phase II	1,870,127	1,870,127
		AIRPORT TOTAL	1,870,127	5,666,635
SOLID WASTE				
165	Solid Waste	Stormwater Infrastructure	34,000	44,000
		Maintenance Building	-	150,000
		Alternative Liner Test Pilots	-	75,000
		Paper Sludge Storage	-	500,000
		Road Extension	49,000	49,000
		ENVIRONMENTAL SERVICES TOTAL	83,000	818,000
		Total	$ 59,348,787	93,256,402



CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2014-2015

	ORIGINAL ISSUE	OUTSTANDING 07/01/2014*	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND						
Existing Debt:						
USGS-Series 12	$ 4,700,000	1,260,000	400,000	50,350	3,240	453,590
Capital Lease - APSES	3,800,000	231,583	231,583	3,914	1,600	237,097
Certificates of Participation - Fire Equipment	350,000	222,631	34,224	7,158	3,665	45,047
Capital Lease - Renewable Energy Equipment	1,014,557	1,002,292	55,742	28,177	-	83,919
	22,864,557	2,716,506	721,549	89,599	8,505	819,653
STREETS FUND						
Certificates of Participation - Street Overlay	4,610,000	2,932,369	450,776	94,287	7,690	552,753
	4,610,000	2,932,369	450,776	94,287	7,690	552,753
4TH STREET						
2003 MFC Revenue Bonds	25,000,000	-	-	-	-	-
2012 Pledged Revenue Partial Advance Refunding	12,530,000	12,530,000	695,000	469,750	5,100	1,169,850
	37,530,000	12,530,000	695,000	469,750	5,100	1,169,850
ECONOMIC DEVELOPMENT						
Existing Debt:						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	2,965,000	125,000	124,563	7,355	256,918
Proposed Other debt (loan) - Innovation Building 2015	3,150,000	-	-	80,000	-	80,000
	6,520,000	2,965,000	125,000	204,563	7,355	336,918
GENERAL OBLIGATION BOND FUND						
Existing Debt:						
G.O. Series 2006 Capital Projects	31,500,000	19,560,000	1,620,000	823,838	3,600	2,447,438
G.O. Series 2011 Capital Projects	12,845,000	12,510,000	1,650,000	310,850	3,200	1,964,050
G.O. Series 2011 NAU Public Safety	3,952,287	3,292,927	378,269	74,491	1,920	454,680
G.O. Series 2011 Refunding Parks & Recreation	1,394,136	212,704	212,704	2,127	1,920	216,751
G.O. Series 2013 Capital Projects	11,460,000	11,460,000	560,000	315,413	4,740	880,153
G.O. Series 2014A Capital Projects	6,600,000	6,600,000	-	165,900	3,200	169,100
G.O. Series 2014B Partial Advance Refunding 2006 Projects	8,270,000	8,270,000	-	267,822	3,200	271,022
Proposed G.O. Series Core Services Facility 2015	14,000,000	-	417,500	500,000	6,400	923,900
Proposed G.O. Open Space Series 2015	2,200,000	-	-	165,900	3,200	169,100
	92,221,423	61,905,631	4,838,473	2,626,341	31,380	7,496,194
SPECIAL ASSESSMENT DISTRICT						
Sawmill District	19,075,000	8,605,000	305,000	430,250	5,600	740,850
	19,075,000	8,605,000	305,000	430,250	5,600	740,850
SUSTAINABILITY AND ENVIRONMENTAL SERVICES						
Proposed G. O. Series - Public Works Facility	3,470,000	-	125,000	125,000	-	250,000
	3,470,000	-	125,000	125,000	-	250,000
WATER AND WASTEWATER FUND						
Existing Debt:						
G.O. Series 2003	8,230,000	-	-	-	-	-
G.O. 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,504,660	63,660	23,626	22,092	109,378
G.O. Series 2011 Current Refunding of 1997 Series	1,620,864	247,296	247,296	2,473	5,390	255,159
2002 Water Revenue Bonds (WIFA)	6,775,760	3,634,606	349,864	70,837	51,895	472,596
2006 WIFA Revolving Loan - Water	7,900,000	5,645,000	355,000	97,322	82,012	534,334
2007 WIFA Revolving Debt - Wastewater	23,100,000	18,404,554	1,040,307	359,834	268,266	1,668,407
2008 WIFA Revolving Debt - Water	8,500,000	6,923,844	350,695	155,890	101,227	607,812
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,136,884	87,340	22,783	21,193	131,316
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	196,001	9,797	2,685	2,867	15,349
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	594,951	451,188	23,372	4,175	6,593	34,140
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	942,142	48,804	8,719	13,766	71,289
Other debt - Lease Purchase - Co-Generators	2,000,000	695,913	221,528	29,427	4,415	255,370
Other debt - Lease Purchase - Renewable Energy Equipmen	1,936,443	1,913,033	106,393	53,781	-	160,174
Proposed WIFA Revolving Loan - Future Water Rights 2015	177,007	-	10,000	5,000	-	15,000
	66,443,958	41,695,121	2,914,056	836,552	579,716	4,330,324
AIRPORT FUND						
Other debt - Lease Purchase - Hangars	2,782,598	1,822,343	131,773	99,963	-	231,736
Other debt - Loan - Hangars	600,000	127,362	48,830	6,119	-	54,949
	3,382,598	1,949,705	180,603	106,082	-	286,685
Total Debt Service Requirements	$ 256,117,536	135,299,332	10,355,457	4,982,424	645,346	15,983,227

* As restated due to change in accounting principle application

Galaxy
DINER

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 19,952,440	19,552,029	23,292,421	22,596,412	11,168,642	10,997,403	10,754,213	10,664,074
Revenues								
Taxes								
Sales Tax	15,744,648	15,850,368	15,915,500	16,350,601	16,282,333	16,372,798	16,702,190	17,038,288
Property Tax	5,304,734	5,355,000	5,355,000	5,435,325	5,516,855	5,599,608	5,683,602	5,768,856
Franchise Fees	2,302,643	2,345,338	2,415,000	2,462,093	2,449,782	2,462,031	2,511,272	2,561,497
Intergovernmental Revenues								
State Shared Income Tax	6,728,479	7,300,000	7,348,797	7,920,000	8,079,318	8,236,865	8,195,680	8,236,659
State Shared Sales Tax	5,391,580	5,418,188	5,650,000	5,760,175	5,731,374	5,760,031	5,875,232	5,992,736
Auto Lieu Tax	2,510,832	2,543,750	2,500,000	2,548,750	2,536,006	2,548,686	2,599,660	2,651,653
Federal Grants	1,317,140	2,113,654	2,088,568	1,596,446	469,584	261,464	261,464	261,464
State/Local Grants	1,000,199	1,592,827	846,827	1,853,381	638,282	638,282	638,282	638,282
Other IGA	863,622	850,000	850,000	860,000	860,000	860,000	860,000	860,000
License & Permits								
Business Licenses	20,015	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Building Permits	1,309,720	1,119,250	1,119,250	1,141,075	1,135,370	1,141,047	1,163,868	1,187,145
Other Licenses and Permits	326,400	157,930	247,930	218,930	218,930	218,930	218,930	218,930
Charges for Services								
General Government	238,031	366,100	405,300	255,300	315,300	315,300	315,300	315,300
Parks and Recreation	1,372,629	1,578,830	1,568,730	1,646,730	1,578,730	1,578,730	1,578,730	1,578,730
Public Safety	1,264,540	910,863	908,015	957,100	915,266	919,979	924,739	929,546
Cemetery	135,135	135,340	135,340	135,000	136,350	137,714	139,091	140,482
Fines & Forfeitures								
Court Fines	768,189	820,190	820,190	819,000	827,190	835,462	843,817	852,255
Other Fines	772,798	294,961	294,961	335,462	299,970	302,971	306,000	309,060
Other Revenue								
Interest Earnings	226,353	207,500	213,000	216,000	212,650	214,821	217,012	219,124
Miscellaneous	2,534,419	6,810,642	5,312,230	1,717,552	1,594,377	1,596,260	1,598,161	1,600,083
Total Revenues	50,132,106	55,803,731	54,027,638	52,261,920	49,830,667	50,033,979	50,666,030	51,393,090
Transfers In								
Library	78,391	328,391	78,391	289,196	-	-	-	-
HURF	85,401	28,401	28,401	20,701	13,000	13,000	13,000	13,000
Beautification	357,558	510,985	510,985	426,139	422,139	422,139	422,139	422,139
Tourism	9,437	99,685	99,685	104,407	98,807	98,807	98,807	98,807
Recreation-BBB	1,366,633	1,948,789	1,907,843	2,024,447	2,020,447	2,020,447	2,020,447	2,020,447
Housing and Comm Svcs	14,000	-	-	130,000	-	-	-	-
Utilities fund	157,794	157,794	157,794	123,797	44,900	-	-	-
Airport	33,567	33,567	33,567	16,784	-	-	-	-
Environmental Services	77,903	72,488	72,488	65,083	57,678	57,678	4,678	4,678
Sustainability and Environ Mgmt	-	239,681	239,681	233,730	233,730	233,730	233,730	233,730
Stormwater	80,700	86,300	86,300	90,372	90,372	90,372	90,372	90,372
Capital Projects Fund	-	-	120,000	-	-	-	-	-
Total Transfers In	2,261,384	3,506,081	3,335,135	3,524,656	2,981,073	2,936,173	2,883,173	2,883,173
Total Revenues & Transfers In	52,393,490	59,309,812	57,362,773	55,786,576	52,811,740	52,970,152	53,549,203	54,276,263
Total Sources of Funds	72,345,930	78,861,841	80,655,194	78,382,988	63,980,382	63,967,555	64,303,416	64,940,337

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Uses of Funds								
Divisions								
General Administration	$ 7,645,381	7,826,975	7,711,329	9,035,681	8,044,953	8,184,953	8,044,953	8,184,953
Management Services	3,040,628	3,171,917	3,169,917	3,357,893	3,291,887	3,291,887	3,291,887	3,291,887
Community Development	3,717,117	4,293,997	4,275,997	4,300,389	4,230,353	4,230,353	4,230,353	4,230,353
Fire	9,134,025	9,904,847	9,904,847	9,917,696	9,300,463	9,300,463	9,300,463	9,500,463
Police	15,938,299	17,258,026	17,201,026	18,143,586	17,699,123	17,541,386	17,641,386	17,641,386
Public Works	4,252,897	7,971,387	7,944,927	8,179,745	7,838,104	7,838,104	7,838,104	7,838,104
Economic Vitality	171,783	194,478	194,478	182,803	182,355	182,355	182,355	182,355
Community Enrichment	3,199,358	-	-	-	-	-	-	-
Non-Departmental	2,669,853	3,298,276	2,512,239	2,836,097	2,154,400	2,154,400	2,154,400	2,154,400
Contingency	20,926	1,565,000	215,000	1,475,000	100,000	100,000	100,000	100,000
Less Indirect Charges	(5,558,105)	(5,489,215)	(5,483,215)	(5,450,649)	(5,450,649)	(5,450,649)	(5,450,649)	(5,450,649)
Total Department Expenditures	44,232,162	49,995,688	47,646,545	51,978,241	47,390,989	47,373,252	47,333,252	47,673,252
Debt Service								
Leases-Energy	470,993	472,659	472,659	321,016	83,919	83,919	83,919	83,919
Leases-Fire Equipment	41,720	41,799	41,799	45,047	45,047	45,047	45,047	45,047
Bonds (001-06-1990)	465,896	669,330	669,330	453,590	453,590	453,590	453,590	453,590
Total Debt Service	978,609	1,183,788	1,183,788	819,653	582,556	582,556	582,556	582,556
Total Operating Budget	45,210,771	51,179,476	48,830,333	52,797,894	47,973,545	47,955,808	47,915,808	48,255,808
Future Uses								
PSRS - FD Increases	-	-	-	-	-	-	200,000	204,000
Benefit Increases		-		-	280,000	420,000	560,000	700,000
Available 1X's	-	-	-	-	590,000	600,000	700,000	700,000
Total Revised Service Levels	-	-	-	-	870,000	1,020,000	1,460,000	1,604,000
Capital/CIP								
Fleet	803,827	2,337,037	645,828	2,835,015	757,783	757,783	757,783	757,783
Information Technology	-	643,668	450,562	-	-	-	-	-
Capital Improvement Projects	(28,022)	5,563,500	4,418,500	956,500	-	-	-	-
Operating Capital	364,633	495,000	377,700	826,890	285,000	285,000	285,000	285,000
Total Capital/CIP	1,140,438	9,039,205	5,892,590	4,618,405	1,042,783	1,042,783	1,042,783	1,042,783
Transfers Out								
Library	1,137,951	1,187,951	1,187,951	1,627,451	1,398,951	1,448,951	1,498,951	1,548,951
Hurf	721,100	1,437,100	1,437,100	1,220,600	1,265,500	1,220,600	1,237,600	1,237,600
Economic Development	491,500	261,000	261,000	251,000	251,000	251,000	251,000	251,000
MPO	22,493	-	-	-	-	-	-	-
Capital Projects Fund	63,270	1,626,000	13,962	2,320,000	-	-	-	-
Airport	99,000	552,000	43,000	807,000	148,000	241,000	200,000	220,000
Stormwater	166,986	3,927,428	392,846	3,538,796	-	-	-	-
Flagstaff Housing Authority	-	-	-	33,200	33,200	33,200	33,200	33,200
Total Transfers Out	2,702,300	8,991,479	3,335,859	9,798,047	3,096,651	3,194,751	3,220,751	3,290,751
Excess revenues over expenditures	3,339,981	(9,900,348)	(696,009)	(11,427,770)	(171,239)	(243,190)	(90,139)	82,921
Total Uses of Funds	49,053,509	69,210,160	58,058,782	67,214,346	52,982,979	53,213,342	53,639,342	54,193,342
Ending Fund Balance	$ 23,292,421	9,651,681	22,596,412	11,168,642	10,997,403	10,754,213	10,664,074	10,746,995

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012 -2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 800,433	873,900	818,932	1,083,205	509,298	485,571	399,922	292,436
Revenues								
State Grants	53,882	25,000	25,000	79,000	100,000	100,000	100,000	100,000
Intergovernmental	3,843,643	6,116,924	4,406,534	5,501,560	3,956,552	3,975,789	4,038,329	4,118,732
Interest Revenue	34,004	37,437	31,261	37,624	37,812	39,006	39,201	39,397
Miscellaneous	494,502	20,474	62,500	53,474	20,474	20,474	20,474	20,474
Total Revenues	4,426,031	6,199,835	4,525,295	5,671,658	4,114,838	4,135,269	4,198,004	4,278,603
Transfers In								
Tourism	2,700	36,500	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	1,137,951	1,187,951	1,187,951	1,627,451	1,389,420	1,431,102	1,474,035	1,518,256
Total Transfers In	1,140,651	1,224,451	1,224,451	1,663,951	1,425,920	1,467,602	1,510,535	1,554,756
Total Sources of Funds	6,367,115	8,298,186	6,568,678	8,418,814	6,050,055	6,088,442	6,108,462	6,125,795
Uses of Funds								
Departments								
Library City Direct	3,022,271	3,278,285	2,884,966	3,628,866	3,369,805	3,462,890	3,558,606	3,657,032
Library County	490,619	644,044	644,044	586,198	536,614	551,137	566,064	581,407
Library Grants	53,881	25,000	25,000	79,000	100,000	100,000	100,000	100,000
County Wide Projects & Growth	1,409,464	2,902,865	1,402,865	2,555,737	1,060,313	1,065,027	1,069,882	1,074,883
Indirect Costs	493,299	450,207	450,207	457,129	468,557	480,271	492,278	504,585
Capital Expenditures	-	59,195	-	213,390	29,195	29,195	29,195	29,195
Reserves/Contingencies	258	222,000	-	100,000	-	-	-	-
Total Department Expenditures	5,469,792	7,581,596	5,407,082	7,620,320	5,564,484	5,688,520	5,816,026	5,947,102
Transfer Out								
General Fund	78,391	328,391	78,391	289,196	-	-	-	-
Total Transfers Out	78,391	328,391	78,391	289,196	-	-	-	-
Total Uses of Funds	5,548,183	7,909,987	5,485,473	7,909,516	5,564,484	5,688,520	5,816,026	5,947,102
Ending Fund Balance (1)	$ 818,932	388,199	1,083,205	509,298	485,571	399,922	292,436	178,693

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

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 2,243,491	2,546,353	3,008,503	3,453,850	1,047,055	927,801	917,984	946,744
Revenues								
Intergovernmental Revenues	-	36,000	3,838	179,924	1,181,238	-	-	2,249,765
Highway User Revenues	6,007,741	5,955,798	6,007,741	6,397,818	6,461,797	6,921,033	6,399,453	6,559,440
LTAF	-	200,000	-	-	-	-	-	-
Interest Revenues	10,995	6,000	22,000	6,000	5,000	5,000	5,000	5,000
Miscellaneous Revenues	36,507	540,000	1,265,922	442,500	1,500,000	-	-	-
Total Revenues	6,055,243	6,737,798	7,299,501	7,026,242	9,148,034	6,926,033	6,404,453	8,814,205
Transfers In								
General Fund	721,100	1,437,100	1,437,100	1,220,600	1,220,600	1,220,600	1,237,600	1,237,600
Stormwater	206,243	338,818	288,818	306,241	312,366	318,613	324,985	331,485
Environmental Services	17,000	17,000	17,000	17,000	17,000	17,000	-	-
Transportation Tax	3,288,907	7,309,986	3,194,505	8,086,785	5,276,260	1,274,085	6,070,285	3,493,973
Total Transfers in	4,233,250	9,102,904	4,937,423	9,630,626	6,826,226	2,830,298	7,632,870	5,063,058
Total Sources of Funds	12,531,984	18,387,055	15,245,427	20,110,718	17,021,315	10,684,132	14,955,307	14,824,006
Uses of Funds								
Departments								
Operating Expenditures	3,256,246	3,927,570	3,827,570	4,142,205	3,951,499	4,030,528	4,111,139	4,193,362
Indirect Cost	972,887	999,187	999,187	906,322	999,187	1,024,167	1,049,771	1,076,015
Capital Expenditures	4,664,163	11,521,601	6,387,208	13,341,682	10,577,075	4,145,700	8,281,900	8,005,353
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-
Total Expenditures	8,893,296	16,548,358	11,213,965	18,490,209	15,527,761	9,200,395	13,442,810	13,274,730
Debt Service								
Debt Service	544,784	549,211	549,211	552,753	552,753	552,753	552,753	552,753
Total Debt Service	544,784	549,211	549,211	552,753	552,753	552,753	552,753	552,753
Transfers Out								
General Fund	85,401	28,401	28,401	20,701	13,000	13,000	13,000	13,000
Total Transfers Out	85,401	28,401	28,401	20,701	13,000	13,000	13,000	13,000
Total Uses of Funds	9,523,481	17,125,970	11,791,577	19,063,663	16,093,514	9,766,148	14,008,563	13,840,483
Ending Fund Balance	$ 3,008,503	1,261,085	3,453,850	1,047,055	927,801	917,984	946,744	983,523

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 3,746,142	4,397,568	4,641,485	9,762,247	6,556,088	6,080,798	9,581,177	8,469,391
Revenues								
Sales Tax	11,114,898	11,081,675	11,215,156	11,459,192	11,391,945	11,448,907	11,677,884	11,911,441
Interest Revenues	89,879	89,000	90,000	53,000	37,000	47,000	67,000	71,000
Miscellaneous Revenues	-	4,500,000	3,100,000	2,000,000	-	-	-	-
Total Revenues	11,204,777	15,670,675	14,405,156	13,512,192	11,428,945	11,495,907	11,744,884	11,982,441
Total Sources of Funds	14,950,919	20,068,243	19,046,641	23,274,439	17,985,033	17,576,705	21,326,061	20,451,832
Uses of Funds								
Departments								
Operating								
Indirect Costs	292,482	320,202	320,202	335,274	343,656	352,247	361,053	370,080
Transit	4,098,972	5,738,691	4,732,012	4,553,942	3,476,418	3,562,820	3,631,056	4,045,974
Contingency	-	-	-	2,000,000	-	-	-	-
Total Expenditures	4,391,454	6,058,893	5,052,214	6,889,216	3,820,074	3,915,067	3,992,109	4,416,054
Transfers Out								
Highway User Revenue Fund	3,288,907	7,309,986	3,194,505	8,086,785	5,276,260	1,274,085	6,070,285	3,493,973
MPO	-	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Beautification Fund	520,000	-	-	-	-	-	-	-
FUTS Fund		535,000	535,000	550,000	550,000	550,000	550,000	550,000
Total Transfers Out	3,808,907	7,867,486	3,752,005	8,659,285	5,848,760	1,846,585	6,642,785	4,066,473
Total Debt Service	2,109,073	1,182,775	480,175	1,169,850	2,235,400	2,233,875	2,221,775	2,226,525
Total Use of Funds	10,309,434	15,109,154	9,284,394	16,718,351	11,904,234	7,995,527	12,856,669	10,709,052
Ending Fund Balance	$ 4,641,485	4,959,089	9,762,247	6,556,088	6,080,798	9,581,177	8,469,391	9,742,779

CITY OF FLAGSTAFF
FLAGSTAFF URBAN TRAILS FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ -	-	-	2,654,735	469,660	265,608	241,268	416,868
Revenues								
Intergovernmental Revenue	-	1,239,339	56,310	129,419	500,000	-	-	-
Interest Earnings	-	-	-	6,640	1,170	660	600	1,040
Total Revenues	-	1,239,339	56,310	136,059	501,170	660	600	1,040
Transfers In								
Beautification Fund	-	2,349,259	2,384,951	-	-	-	-	-
Transportation Tax	-	535,000	535,000	550,000	550,000	550,000	550,000	550,000
Total Transfers In	-	2,884,259	2,919,951	550,000	550,000	550,000	550,000	550,000
Total Sources of Funds	-	4,123,598	2,976,261	3,340,794	1,520,831	816,268	791,868	967,908
Uses of Funds								
Departments								
Capital Expenditures	-	3,446,341	321,526	2,871,134	1,255,223	575,000	375,000	475,000
Total Expenditures		3,446,341	321,526	2,871,134	1,255,223	575,000	375,000	475,000
Total Uses of Funds	-	3,446,341	321,526	2,871,134	1,255,223	575,000	375,000	475,000
Ending Fund Balance	$ -	677,257	2,654,735	469,660	265,608	241,268	416,868	492,908

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 5,011,988	4,685,665	5,341,125	3,121,211	758,091	622,913	624,827	507,890
Revenues								
BBB Tax Revenue	1,180,604	1,186,405	1,210,000	1,233,595	1,227,427	1,233,564	1,258,235	1,283,400
Intergovernmental Revenue	360,932	-	8,750	-	-	-	-	-
Interest Earnings	43,404	6,120	43,757	7,460	7,800	1,900	1,560	1,560
Miscellaneous	8,349	-	-	-	-	-	-	-
Total Revenues	1,593,289	1,192,525	1,262,507	1,241,055	1,235,227	1,235,464	1,259,795	1,284,960
Transfers In								
Transportation Tax-STS	520,000	-	-	-	-	-	-	-
Recreation-BBB Fund	110,000	-	-	-	-	-	-	-
Total Transfers In	630,000	-	-	-	-	-	-	-
Total Sources of Funds	7,235,277	5,878,190	6,603,632	4,362,266	1,993,318	1,858,377	1,884,622	1,792,850
Uses of Funds								
Departments								
General Operating	177,503	175,309	150,470	141,823	145,369	149,003	152,728	156,546
Capital Expenditures	1,359,091	2,619,360	436,015	3,026,213	762,500	587,500	687,500	677,500
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-
Total Expenditures	1,536,594	2,804,669	586,485	3,178,036	907,869	736,503	840,228	834,046
Transfers Out								
General Fund	357,558	510,985	510,985	426,139	462,537	497,047	536,505	576,649
Flagstaff Urban Trails Fund	-	2,045,634	2,384,951	-	-	-	-	-
Total Transfers Out	357,558	2,556,619	2,895,936	426,139	462,537	497,047	536,505	576,649
Total Uses of Funds	1,894,152	5,361,288	3,482,421	3,604,175	1,370,406	1,233,549	1,376,733	1,410,695
Ending Fund Balance	$ 5,341,125	516,902	3,121,211	758,091	622,913	624,827	507,890	382,154

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 146,347	282,960	311,144	346,653	167,799	146,414	120,511	112,365
Revenue								
BBB Tax Revenue	560,934	563,542	574,750	585,958	583,028	585,943	597,662	609,615
Lease Proceeds	40,020	41,637	39,737	97,531	269,342	384,168	407,812	454,272
Grant Revenues	102,128	100,000	65,000	35,000	-	-	-	-
Interest Income/Misc Rev.	3,199	2,977	2,977	6,933	3,356	2,928	2,410	2,247
Total Revenues	706,281	708,156	682,464	725,422	855,726	973,040	1,007,884	1,066,134
Transfer In								
Capital Projects	4,457							
General Fund	491,500	261,000	261,000	251,000	353,500	251,000	251,000	251,000
Total Transfer In	495,957	261,000	261,000	251,000	353,500	251,000	251,000	251,000
Total Sources of Funds	1,348,585	1,252,116	1,254,608	1,323,075	1,377,025	1,370,454	1,379,395	1,429,499
Uses of Funds								
Departments								
General Operating	779,903	713,332	652,402	648,288	813,692	833,025	850,112	877,462
Reserve/Contingencies	7,033	45,000	-	170,070	-	-	-	-
Total Expenditures	786,936	758,332	652,402	818,358	813,692	833,025	850,112	877,462
Debt Service								
Debt Service	250,505	255,553	255,553	336,918	416,918	416,918	416,918	416,918
Total Debt Service	250,505	255,553	255,553	336,918	416,918	416,918	416,918	416,918
Total Uses of Funds	1,037,441	1,013,885	907,955	1,155,276	1,230,610	1,249,943	1,267,030	1,294,380
Ending Fund Balance	$ 311,144	238,231	346,653	167,799	146,414	120,511	112,365	135,119

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Begining Fund Balance	$ 467,611	645,165	641,466	545,178	421,699	415,454	391,145	359,158
Revenues								
BBB Tax Revenues	1,771,839	1,779,608	1,815,000	1,850,393	1,841,141	1,850,346	1,887,353	1,925,100
Building Rental Revenue	12,366	12,403	12,403	12,527	12,652	12,779	12,907	13,036
Interest on Investments	6,423	6,452	6,452	8,178	6,325	6,232	5,867	5,387
Visitor Center Retail Sales	84,756	62,620	85,000	86,000	87,720	89,474	91,264	93,089
Miscellaneous Revenues	18,033	13,000	13,000	53,130	13,261	13,394	13,528	13,663
Total Revenues	1,893,416	1,874,083	1,931,855	2,010,228	1,961,099	1,972,225	2,010,919	2,050,276
Total Sources of Funds	2,361,027	2,519,248	2,573,321	2,555,406	2,382,798	2,387,680	2,402,064	2,409,433
Uses of Funds								
Departments								
Operating Expenditures	1,688,004	1,879,658	1,891,958	1,942,800	1,832,037	1,861,228	1,907,599	1,955,184
Reserve	19,420	50,000	-	50,000	-	-	-	-
Total Expenditures	1,707,424	1,929,658	1,891,958	1,992,800	1,832,037	1,861,228	1,907,599	1,955,184
Transfers Out								
Library fund	2,700	36,500	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	9,437	99,685	99,685	104,407	98,807	98,807	98,807	98,807
Total Transfers Out	12,137	136,185	136,185	140,907	135,307	135,307	135,307	135,307
Total Uses of Funds	1,719,561	2,065,843	2,028,143	2,133,707	1,967,344	1,996,535	2,042,906	2,090,491
Ending Fund Balance	$ 641,466	453,405	545,178	421,699	415,454	391,145	359,158	318,942

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 360,200	388,524	409,439	457,249	293,348	126,933	60,798	61,369
Revenues								
BBB Tax Revenues	442,844	444,902	453,750	462,598	460,285	462,587	471,838	481,275
Miscellaneous	612	-	-	-	-	-	-	-
Interest Income	2,975	2,866	2,866	4,524	3,055	1,642	1,116	1,218
Total Revenues	446,431	447,768	456,616	467,122	463,340	464,229	472,954	482,493
Total Sources of Funds	806,631	836,292	866,055	924,371	756,688	591,162	533,752	543,862
Uses of Funds								
Departments								
Operating Expenditures	395,587	408,806	408,806	420,123	404,755	401,964	407,382	401,370
Capital Expenditures	-	233,400	-	200,900	225,000	128,400	65,000	65,000
Reserve	1,605	10,000	-	10,000	-	-	-	-
Total Expenditures	397,192	652,206	408,806	631,023	629,755	530,364	472,382	466,370
Total Uses of Funds	397,192	652,206	408,806	631,023	629,755	530,364	472,382	466,370
Ending Fund Balance	$ 409,439	184,086	457,249	293,348	126,933	60,798	61,369	77,492

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 1,405,674	1,751,379	1,871,743	3,057,400	419,225	382,019	350,303	313,823
Revenues								
BBB Tax Revenue	1,927,444	1,957,568	1,996,500	2,035,432	2,025,255	2,035,381	2,076,088	2,117,610
Interest on Investments	12,566	7,000	12,000	15,300	2,100	1,900	2,000	2,000
Miscellaneous Revenues	2,692	-	-	-	-	-	-	-
Bond Proceeds	-	1,100,000	1,100,000	-	-	-	-	-
Bond Premiums	-	-	19,791	-	-	-	-	-
Total Revenues	1,942,702	3,064,568	3,128,291	2,050,732	2,027,355	2,037,281	2,078,088	2,119,610
Total Sources of Funds	3,348,376	4,815,947	5,000,034	5,108,132	2,446,580	2,419,300	2,428,391	2,433,433
Uses of Funds								
Departments								
Capital Expenditures	-	1,100,000	34,791	2,664,460	-	-	-	-
Total Expenditures	-	1,100,000	34,791	2,664,460	-	-	-	-
Transfers Out								
General Fund	1,366,633	1,948,789	1,907,843	2,024,447	2,064,561	2,068,998	2,114,568	2,161,505
Beautification	110,000	-	-	-	-	-	-	-
Total Transfers Out	1,476,633	1,948,789	1,907,843	2,024,447	2,064,561	2,068,998	2,114,568	2,161,505
Total Uses of Funds	1,476,633	3,048,789	1,942,634	4,688,907	2,064,561	2,068,998	2,114,568	2,161,505
Ending Fund Balance	$ 1,871,743	1,767,158	3,057,400	419,225	382,019	350,303	313,823	271,928

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 1,224,054	796,818	948,895	1,088,854	108,524	108,524	108,524	108,524
Revenues								
Intergovernmental Revenues	537,097	1,572,174	554,886	1,995,202	1,225,000	1,225,000	1,225,000	1,225,000
Interest Revenue	7,809	-	8,830	-	-	-	-	-
Sale of Real Property	642,444	650,000	315,112	-	-	-	-	-
Miscellaneous Revenues	51,485	-	45,306	-	-	-	-	-
Total Revenues	1,238,835	2,222,174	924,134	1,995,202	1,225,000	1,225,000	1,225,000	1,225,000
Total Sources of Funds	2,462,890	3,018,992	1,873,028	3,084,056	1,333,524	1,333,524	1,333,524	1,333,524
Uses of Funds								
Departments								
Operating Expenditures	1,499,995	2,778,741	784,175	2,823,032	1,225,000	1,225,000	1,225,000	1,225,000
Total Department Expenditures	1,499,995	2,778,741	784,175	2,823,032	1,225,000	1,225,000	1,225,000	1,225,000
Transfers Out								
General Fund	14,000	-	-	130,000	-	-	-	-
Flagstaff Housing Authority	-	-	-	22,500	-	-	-	-
Total Transfers Out	14,000	-	-	152,500	-	-	-	-
Total Uses of Funds	1,513,995	2,778,741	784,175	2,975,532	1,225,000	1,225,000	1,225,000	1,225,000
Ending Fund Balance	$ 948,895	240,251	1,088,854	108,524	108,524	108,524	108,524	108,524

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 12,607	-	20,900	-	-	48,770	97,540	146,310
Revenues								
Intergovernmental Revenue	273,244	660,071	345,227	897,579	321,501	321,501	321,501	321,501
Miscellaneous Revenues	8,980	255,000	5,000	255,000	5,000	5,000	5,000	5,000
Total Revenues	282,224	915,071	350,227	1,152,579	326,501	326,501	326,501	326,501
Transfers In								
Transportation	22,493	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Transfers In	22,493	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Sources of Funds	317,324	937,571	393,627	1,175,079	349,001	397,771	446,541	495,310
Uses of Funds								
Departments								
Operating Expenditures	279,164	666,445	372,501	903,425	278,035	277,481	276,912	276,329
Indirect Grant Cost	17,260	21,126	21,126	21,654	22,196	22,750	23,319	23,902
Reserves/Contingencies	-	250,000	-	250,000	-	-	-	-
Total Expenditures	296,424	937,571	393,627	1,175,079	300,231	300,231	300,231	300,231
Total Uses of Funds	296,424	937,571	393,627	1,175,079	300,231	300,231	300,231	300,231
Ending Fund Balance	$ 20,900	-	-	-	48,770	97,540	146,310	195,079

CITY OF FLAGSTAFF
EDA REVOLVING LOAN FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ -	-	-	220,071	2,272	2,317	2,364	2,411
Revenue								
EDA Grant	-	220,000	220,000	-	-	-	-	-
Interest Income/Misc Rev.	-	855	71	2,201	45	46	47	48
Total Revenues	-	220,855	220,071	2,201	45	46	47	48
Total Sources of Funds	-	220,855	220,071	222,272	2,317	2,364	2,411	2,459
Uses of Funds								
Departments								
EDA Revolving Loans	-	220,000	-	220,000	-	-	-	-
Total Expenditures	-	220,000	-	220,000	-	-	-	-
Total Uses of Funds	-	220,000	-	220,000	-	-	-	-
Ending Fund Balance	$ -	855	220,071	2,272	2,317	2,364	2,411	2,459

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 378,057	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax Fund	3,911,355	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Transfers In	3,911,355	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Sources of Funds	4,289,412	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Uses of Funds								
Debt Service								
Debt Service	4,289,412	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Debt Service	4,289,412	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Uses of Funds	4,289,412	7,460,125	7,045,125	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Ending Fund Balance	$ -	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 6,234,327	8,471,639	8,821,564	7,384,991	5,561,642	3,298,028	821,846	414,943
Revenues								
Secondary Property Taxes	6,423,153	5,530,453	5,530,453	5,611,045	5,677,255	6,118,454	7,659,290	7,505,757
Interest Revenue	75,439	59,700	78,100	61,800	64,000	66,200	68,500	70,900
Total Revenues	6,498,592	5,590,153	5,608,553	5,672,845	5,741,255	6,184,654	7,727,790	7,576,657
Total Sources of Funds	12,732,919	14,061,792	14,430,117	13,057,836	11,302,897	9,482,682	8,549,636	7,991,600
Uses of Funds								
Transfers Out								
G. O. Bond Fund	3,911,355	7,460,125	7,045,126	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Transfers Out	3,911,355	7,460,125	7,045,126	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Total Uses of Funds	3,911,355	7,460,125	7,045,126	7,496,194	8,004,869	8,660,837	8,134,693	7,505,474
Ending Fund Balance	$ 8,821,564	6,601,667	7,384,991	5,561,642	3,298,028	821,846	414,943	486,127

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 414,694	414,729	234,579	236,375	232,605	228,305	224,005	219,605
Revenues								
Special Assessments	722,733	902,000	902,000	735,250	735,000	739,000	737,000	734,250
Interest on Investments	2,627	3,100	2,646	1,830	1,300	1,300	1,200	1,200
Total Revenues	725,360	905,100	904,646	737,080	736,300	740,300	738,200	735,450
Total Sources of Funds	1,140,054	1,319,829	1,139,225	973,455	968,905	968,605	962,205	955,055
Uses of Funds								
Debt Service	905,475	905,600	902,850	740,850	740,600	744,600	742,600	739,850
Total Debt Service	905,475	905,600	902,850	740,850	740,600	744,600	742,600	739,850
Total Uses of Funds	905,475	905,600	902,850	740,850	740,600	744,600	742,600	739,850
Ending Fund Balance	$ 234,579	414,229	236,375	232,605	228,305	224,005	219,605	215,205

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 193,318	214,968	218,996	243,244	268,077	293,387	319,181	345,470
Revenues								
Contributions	23,935	20,306	22,300	22,746	23,201	23,665	24,138	24,621
Interest on Investments	1,743	2,067	1,948	2,087	2,108	2,129	2,151	2,172
Total Revenues	25,678	22,373	24,248	24,833	25,309	25,794	26,289	26,793
Total Sources of Funds	218,996	237,341	243,244	268,077	293,387	319,181	345,470	372,263
Uses of Funds								
Departments								
Operating Expenditures	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 218,996	237,341	243,244	268,077	293,387	319,181	345,470	372,263

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES
FIVE YEAR PLAN 2015 - 2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ (58,815)	(436,750)	(31,313)	(309,261)	24,899	-	-	-
Revenues								
Bond Proceeds	-	3,000,000	-	4,300,000	-	-	-	-
Loan Proceeds	-	-	-	3,162,500	-	-	-	-
MFC Bond Proceeds	-	2,700,000	-	-	-	10,000,000	-	10,000,000
Grant Revenue	20,025	4,600,000	301,111	4,394,303	384,561	-	-	-
Real Estate Proceeds	-	5,449,000	-	-	-	-	-	-
Miscellaneous Revenues	-	2,575,000	-	635,866	-	-	-	-
Total Revenues	20,025	18,324,000	301,111	12,492,669	384,561	10,000,000	-	10,000,000
Transfers In								
General Fund	63,271	1,626,000	-	2,320,000	-	-	-	-
Total Transfers In	63,271	1,626,000	-	2,320,000	-	-	-	-
Total Sources of Funds	24,481	19,513,250	269,798	14,503,408	409,460	10,000,000	-	10,000,000
Uses of Funds								
Expenditures								
USGS Miscellaneous Bldgs.	-	-	-	-	-	10,000,000	-	10,000,000
Innovation Mesa	45,472	1,074,250	579,059	7,228,509	409,460	-	-	-
Court Facility	5,866	12,000,000	-	7,250,000	-	-	-	-
Total Capital Expenditures	51,338	13,074,250	579,059	14,478,509	409,460	10,000,000	-	10,000,000
Transfers Out								
Economic Development	4,456	-	-	-	-	-	-	-
Total Uses of Funds	55,794	13,074,250	579,059	14,478,509	409,460	10,000,000	-	10,000,000
Ending Fund Balance	$ (31,313)	6,439,000	(309,261)	24,899	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2015 - 2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 5,540,050	9,692,198	9,761,539	3,197,891	1,345,750	1,131,664	716,603	-
Revenues								
Bond Proceeds	11,460,000	19,500,000	5,500,000	16,200,000	2,000,000	2,000,000	2,000,000	2,000,000
Bond Premium	542,689	-	98,953	-	-	-	-	-
Real Estate Proceeds	-	9,711,092	91,106	9,620,000	-	-	-	-
Interest Income	16,908	10,355	9,216	1,880	630	421	-	-
Intergovernmental Revenue	2,389,000	6,000,000	6,000,000	-	-	-	-	-
Total Revenues	14,408,597	35,221,447	11,699,275	25,821,880	2,000,630	2,000,421	2,000,000	2,000,000
Transfers In								
Environmental Services	112,428	4,675,000	19,805	4,675,000	-	-	-	-
Utilities	-	25,000	-	375,896	-	-	-	-
GO Fund	-	-	195	-	-	-	-	-
Gen Fund (USGS)	-	-	13,962	-	-	-	-	-
Total Transfers In	112,428	4,700,000	33,962	5,050,896	-	-	-	-
Total Sources of Funds	20,061,075	49,613,645	21,494,776	34,070,667	3,346,380	3,132,085	2,716,603	2,000,000
Uses of Funds								
Expenditures								
Fire Stations	3,405	-	2,609	-	-	-	-	-
FUTS/Open Space Acquis.	40,871	1,163,845	1,223,461	1,076,094	214,716	415,482	716,603	-
Picture Canyon	4,927,009	-	-	-	-	-	-	-
Observatory Mesa	110,730	12,020,000	12,166,844	-	-	-	-	-
Public Work Facility	112,428	28,295,000	20,000	28,295,000	-	-	-	-
Watershed Protection Project	56,993	1,500,000	120,000	1,919,823	2,000,000	2,000,000	2,000,000	2,000,000
2010 Street/Utility	5,044,360	6,224,188	4,643,776	1,434,000	-	-	-	-
Communication Sys 2010	3,740	-	-	-	-	-	-	-
Total Capital Expenditures	10,299,536	49,203,033	18,176,690	32,724,917	2,214,716	2,415,482	2,716,603	2,000,000
Transfer Out								
General Fund	-	-	120,000	-	-	-	-	-
PW Facility Fund	-	-	195	-	-	-	-	-
Total Transfers Out	-	-	120,195	-	-	-	-	-
Total Uses of Funds	10,299,536	49,203,033	18,296,885	32,724,917	2,214,716	2,415,482	2,716,603	2,000,000
Ending Fund Balance	$ 9,761,539	410,612	3,197,891	1,345,750	1,131,664	716,603	-	-

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 10,992,035	13,948,971	13,948,971	17,979,095	8,261,651	8,360,266	7,440,825	6,465,547
Revenues								
Intergovernmental	1,588,869	590,500	250,500	430,000	-	-	-	-
Water Revenues	13,109,566	14,367,887	14,582,561	15,158,279	15,339,450	15,552,801	15,799,557	16,050,239
Wastewater Revenues	7,981,725	8,169,409	8,346,360	8,567,184	8,669,295	8,789,262	8,927,764	9,068,463
Reclaim Revenues	790,301	776,563	825,000	896,250	907,005	919,703	934,418	949,369
Capacity Fees	50,441	2,042,383	1,069,877	2,957,912	800,000	17,500	137,500	1,783,935
Interest Revenues	109,599	95,950	115,000	116,150	117,312	118,485	119,669	120,866
Bond Proceeds	91,100	628,600	628,600	-	-	-	-	-
Miscellaneous Revenues	218,325	91,000	91,000	-	-	-	-	-
Total Revenues	23,939,926	26,762,292	25,908,898	28,125,775	25,833,062	25,397,751	25,918,908	27,972,872
Total Sources of Funds	34,931,961	40,711,263	39,857,869	46,104,870	34,094,713	33,758,017	33,359,733	34,438,419
Uses of Funds								
Departments								
Operating Expenditures	10,323,075	11,769,007	11,528,007	13,233,340	12,122,307	12,349,735	12,583,530	12,973,768
Indirect Costs	1,937,730	1,841,700	1,841,700	2,068,606	2,120,300	2,173,300	2,227,600	2,283,300
Capital Expenditures	3,167,688	10,969,327	4,143,350	15,911,256	7,500,000	7,975,000	8,387,000	9,267,000
Reserves/Contingencies	92,667	1,800,000	-	1,800,000	-	-	-	-
Total Expenditures	15,521,160	26,380,034	17,513,057	33,013,202	21,742,607	22,498,035	23,198,130	24,524,068
Debt Service	5,304,036	4,207,923	4,207,923	4,330,324	3,946,940	3,819,157	3,696,056	3,697,955
Transfers Out								
General Fund	157,794	157,794	157,794	123,797	44,900	-	-	-
Capital Projects Fund	-	25,000	-	375,896	-	-	-	-
Total Transfers Out	157,794	182,794	157,794	499,693	44,900	-	-	-
Total Uses of Funds	20,982,990	30,770,751	21,878,774	37,843,219	25,734,447	26,317,192	26,894,186	28,222,023
Ending Fund Balance	$ 13,948,971	9,940,512	17,979,095	8,261,651	8,360,266	7,440,825	6,465,547	6,216,396

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 230,649	215,819	360,535	200,734	161,253	224,842	164,059	163,201
Revenues								
Intergovernmental Revenues	1,165,336	7,677,275	3,809,593	7,519,674	3,510,488	11,277,289	5,493,330	382,120
Airport Revenues	1,464,920	1,448,440	1,420,193	1,441,120	1,531,770	1,546,498	1,561,419	1,576,493
Interest Revenue	1,990	2,160	2,160	2,010	1,610	2,248	1,641	1,632
Recovery of Indirect Costs	47,796	325,520	218,060	236,410	213,660	294,503	301,866	22,678
Miscellaneous Revenues	33,584	3,000	14,057	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	199,659	278,000	239,000	215,000	265,000	265,000	265,000	265,000
Total Revenues	2,913,285	9,734,395	5,703,063	9,417,214	5,525,528	13,388,538	7,626,256	2,250,923
Transfers In								
General Fund-Operating	(15,000)	278,000	-	543,000	7,000	7,000	7,000	61,000
General Fund-Capital	114,000	274,000	43,000	264,000	-	259,000	3,000	18,000
Total Transfers In	99,000	552,000	43,000	807,000	7,000	266,000	10,000	79,000
Total Sources of Funds	3,242,934	10,502,214	6,106,598	10,424,948	5,693,781	13,879,380	7,800,315	2,493,124
Uses of Funds								
Departments								
Operating Expenditures	1,102,177	1,956,089	1,156,089	2,207,184	1,285,420	1,318,830	1,353,140	1,388,380
Indirect Cost	373,329	325,523	325,523	236,407	287,320	294,503	301,866	309,412
Capital Expenditures	1,086,641	7,185,127	4,004,000	7,016,635	3,609,514	11,842,777	5,750,372	400,000
Reserve	16,023	500,000	100,000	500,000	-	-	-	-
Total Expenditures	2,562,147	9,966,739	5,585,612	9,960,226	5,182,254	13,456,110	7,405,378	2,097,792
Debt Service								
Leases	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	27,475	-	-
Total Debt Service	286,685	286,685	286,685	286,685	286,685	259,211	231,736	231,736
Total Expenditures	2,848,832	10,253,424	5,872,297	10,246,911	5,468,939	13,715,321	7,637,114	2,329,528
Transfers Out								
General Fund	33,567	33,567	33,567	16,784	-	-		-
Total Transfers Out	33,567	33,567	33,567	16,784	-	-	-	-
Total Uses of Funds	2,882,399	10,286,991	5,905,864	10,263,695	5,468,939	13,715,321	7,637,114	2,329,528
Ending Fund Balance	$ 360,535	215,223	200,734	161,253	224,842	164,059	163,201	163,596

CITY OF FLAGSTAFF
SOLID WASTE FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance, as restated	$ 5,958,602	4,922,416	5,845,876	7,112,763	4,965,059	7,057,106	7,495,225	8,875,161
Revenues								
Solid Waste Revenues	12,078,360	11,384,327	11,306,570	11,788,712	11,960,731	12,177,622	12,398,518	12,623,490
Intergovernmental Revenues	120,004	-	-	-	-	-	-	-
Interest on Investments	66,001	47,044	66,496	66,500	67,830	69,526	71,264	73,046
Miscellaneous Revenues	30,817	-	-	-	-	-	-	-
Other Financing Sources	-	3,950,000	-	3,930,000	250,000	250,000	250,000	3,250,000
Total Revenues	12,295,182	15,381,371	11,373,066	15,785,212	12,278,561	12,497,148	12,719,782	15,946,536
Total Sources of Funds	18,253,784	20,303,787	17,218,942	22,897,975	17,243,620	19,554,254	20,215,007	24,821,697
Uses of Funds								
Departments								
Operating Expenditures	8,678,900	7,944,470	7,919,470	8,175,986	7,863,239	8,055,100	8,251,644	8,452,984
Indirect Costs	1,324,786	1,299,173	1,299,173	1,188,046	1,217,747	1,248,191	1,279,396	1,311,381
Capital Expenditures	2,124,171	1,089,996	592,515	2,729,801	616,450	2,263,372	1,383,086	8,275,283
Reserves/Contingencies	53,769	612,000	-	612,000	-	-	-	-
Total Expenditures	12,181,626	10,945,639	9,811,158	12,705,833	9,697,436	11,566,663	10,914,126	18,039,648
Debt Service								
Capital Lease	-	250,000	-	250,000	250,000	250,000	250,000	950,000
Total Debt Service	-	250,000	-	250,000	250,000	250,000	250,000	950,000
Transfers out:								
General Fund	77,903	72,488	72,488	65,083	57,678	57,678	4,678	4,678
Environmental Management		185,728	185,728	220,000	164,400	167,688	171,042	174,463
Capital Projects Fund	-	4,675,000	19,805	4,675,000	-	-	-	-
HURF Fund	17,000	17,000	17,000	17,000	17,000	17,000	-	-
Total Transfers Out	94,903	4,950,216	295,021	4,977,083	239,078	242,366	175,720	179,141
Total Uses of Funds	12,276,529	16,145,855	10,106,179	17,932,916	10,186,514	12,059,029	11,339,846	19,168,789
Ending Fund Balance (1)	$ 5,977,255	4,157,932	7,112,763	4,965,059	7,057,106	7,495,225	8,875,161	5,652,908

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

CITY OF FLAGSTAFF
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance, as restated	$ -	-	131,379	132,043	123,189	143,125	160,237	174,381
Revenues								
Sustainability and Environ Mgmt Rev	-	1,001,509	1,001,509	1,002,819	1,022,875	1,043,332	1,064,198	1,085,482
Interest on Investments	-	-	128	-	-	-	-	-
Miscellaneous	-	23,600	50,000	50,140	-	-	-	-
Total Revenues	-	1,025,109	1,051,637	1,052,959	1,022,875	1,043,332	1,064,198	1,085,482
Transfers In								
Solid Waste Fund	-	185,728	185,728	220,000	164,400	167,688	171,042	174,463
Total Transfers In	-	185,728	185,728	220,000	164,400	167,688	171,042	174,463
Total Sources of Funds	-	1,210,837	1,368,744	1,405,002	1,310,464	1,354,145	1,395,477	1,434,326
Uses of Funds								
Departments								
Operating Expenditures	-	873,431	920,655	934,081	843,252	863,339	883,916	904,996
Indirect Costs	-	76,365	76,365	84,002	85,682	87,396	89,144	90,927
Reserves/Contingencies	-	-	-	30,000	-	-	-	-
Total Expenditures	-	949,796	997,020	1,048,083	928,934	950,735	973,060	995,923
Transfers Out								
General Fund	-	239,681	239,681	233,730	238,405	243,173	248,036	252,997
Total Transfers Out	-	239,681	239,681	233,730	238,405	243,173	248,036	252,997
Total Uses of Funds	-	1,189,477	1,236,701	1,281,813	1,167,339	1,193,908	1,221,096	1,248,920
Ending Fund Balance	$ -	$ 21,360	132,043	123,189	143,125	160,237	174,381	185,406

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 1,287,389	867,572	1,116,132	597,381	192,811	272,825	354,495	437,867
Revenues								
Stormwater Revenues	1,430,561	1,441,171	1,442,411	1,477,788	1,477,788	1,477,788	1,477,788	1,477,788
User Fees	27,452	29,370	18,387	29,355	29,424	29,495	29,567	30,306
Permits	345	630	91	646	662	678	695	713
Intergovernmental Revenues	-	25,000	25,000	200,000	-	-	-	-
Interest Revenues	7,834	4,338	7,328	1,424	964	1,364	1,772	2,189
Miscellaneous Revenues	462	-	219	-	-	-	-	-
Total Revenues	1,466,654	1,500,509	1,493,435	1,709,213	1,508,838	1,509,325	1,509,823	1,510,997
Transfers in								
General Fund	166,986	3,927,428	392,846	3,538,796	-	-	-	-
Total Transfers in	166,986	3,927,428	392,846	3,538,796	-	-	-	-
Total Sources of Funds	2,921,029	6,295,509	3,002,413	5,845,390	1,701,649	1,782,151	1,864,318	1,948,864
Uses of Funds								
Departments								
Operating Expenditures	528,847	632,151	623,135	809,627	580,233	575,250	620,150	615,594
Indirect Costs	119,010	117,448	117,448	113,243	116,074	118,976	121,950	124,999
Capital Expenditures	865,689	4,875,928	1,279,331	4,323,096	325,000	325,000	275,000	275,000
Reserves/Contingencies	4,408	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Department Expenditures	1,517,954	5,635,527	2,029,914	5,255,966	1,031,307	1,029,226	1,027,100	1,025,594
Transfers Out								
General Fund	80,700	86,300	86,300	90,372	91,276	92,188	93,110	94,041
HURF	206,243	288,818	288,818	306,241	306,241	306,241	306,241	306,241
Total Transfers Out	286,943	375,118	375,118	396,613	397,517	398,429	399,351	400,282
Total Uses of Funds	1,804,897	6,010,645	2,405,032	5,652,579	1,428,823	1,427,655	1,426,452	1,425,876
Ending Fund Balance	$ 1,116,132	284,864	597,381	192,811	272,825	354,495	437,867	522,987

CITY OF FLAGSTAFF
FLAGSTAFF HOUSING AUTHORITY FUNDS
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013 - 2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sources of Funds								
Beginning Fund Balance	$ 875,035	536,380	795,432	405,233	229,137	143,404	151,423	224,072
Revenues								
Intergovernmental Revenues	4,411,539	5,542,089	4,449,574	5,332,047	4,448,202	4,578,915	4,624,705	4,670,953
Rents and Other Tenant Income	994,123	990,000	957,958	956,633	975,000	984,750	994,598	1,004,544
Investment Income		-	-	-	-	-	-	-
Miscellaneous Revenue	190,711	548,045	433,053	523,650	528,176	468,774	473,462	478,196
Total Revenue	5,596,373	7,080,134	5,840,585	6,812,330	5,951,378	6,032,439	6,092,765	6,153,693
Transfers In								
Housing & Community Svcs Fund	-	-	-	22,500	-	-	-	-
General Fund	-	-	-	33,200	33,200	33,200	33,200	33,200
Total Transfers In		-		55,700	33,200	33,200	33,200	33,200
Total Sources of Funds	6,471,408	7,616,514	6,636,017	7,273,263	6,213,715	6,209,043	6,277,388	6,410,965
Uses of Funds								
Departments								
Low Income Public Housing	1,885,464	1,868,728	1,773,319	1,848,172	1,866,421	1,876,083	1,829,963	1,848,263
ROSS Grant	56,048	63,991	45,984	64,113	64,043	-	-	-
Section 8, MRO, SRO, & VASH	3,576,043	3,523,223	3,678,231	3,563,849	3,567,436	3,603,403	3,639,438	3,675,834
Non-HUD Program	46,267	41,786	47,358	42,414	42,839	43,267	43,699	44,136
FHC	-	284,195	284,195	280,637	283,444	286,278	289,141	292,032
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	5,563,822	6,783,173	5,829,087	6,800,435	5,824,183	5,809,031	5,802,241	5,860,265
Capital Expenditures	112,154	401,697	401,697	243,691	246,128	248,589	251,075	253,586
Total Use of Funds	5,675,976	7,184,870	6,230,784	7,044,126	6,070,311	6,057,620	6,053,316	6,113,851
Ending Fund Balance	$ 795,432	431,644	405,233	229,137	143,404	151,423	224,072	297,114

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2012)

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015
Sources of Funds				
Total Beginning Fund Balance	$ 67,416,328	73,812,846	82,509,743	85,567,554
Revenues	147,923,435	217,843,461	159,178,582	195,904,622
Total Funds Available	215,339,763	291,656,307	241,688,325	281,472,176
Use of Funds				
Departments				
General Administration	7,645,383	8,470,643	8,161,891	9,115,681
Management Services	3,040,627	10,081,306	8,126,792	10,421,084
Community Development	14,638,564	17,330,860	14,597,819	24,488,290
Fire	9,866,515	10,304,847	10,263,048	10,695,649
Police	15,968,273	17,556,777	17,546,854	18,378,086
Public Works	20,517,383	36,461,741	25,456,150	35,341,965
Economic Vitality	5,984,909	16,004,059	9,312,718	16,288,269
Community Enrichment	8,183,152	-	-	-
Utilities	14,885,299	28,246,413	17,573,823	34,277,319
Non-Departmental	6,866,383	14,281,967	11,293,050	7,873,086
Contingency	216,109	6,175,250	325,000	8,118,320
Total Departments	107,812,597	164,913,863	122,657,145	174,997,749
Debt Service				
G.O. Bonds	4,289,412	7,460,125	7,045,125	7,496,194
Capital Leases	512,713	514,458	514,458	366,063
4th Street	2,109,073	1,182,775	480,175	1,169,850
Street & Highway Revenue Bonds	544,784	549,211	549,211	552,753
Economic Development	250,505	255,553	255,553	336,918
Airport	286,685	286,685	286,685	286,685
Environmental Services	-	250,000	-	250,000
Special Assessment Districts	905,475	905,600	902,850	740,850
USGS	463,868	669,330	465,896	453,590
Utilities	5,304,036	4,207,923	4,207,923	4,330,324
Total Debt Service	14,666,551	16,281,660	14,707,876	15,983,227
Other Activities				
Capital Projects Bond Funds	10,350,874	62,277,283	18,755,749	47,203,426
Total Other Activities	10,350,874	62,277,283	18,755,749	47,203,426
Total Appropriations	132,830,022	243,472,806	156,120,770	238,184,402
Excess (Deficiency) of Revenues over Appropriations	15,093,413	(25,629,345)	3,057,812	(42,279,780)

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2014 AND 2015
(WITH ACTUALS FOR FISCAL YEAR 2012)

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015
Ending Fund Balances				
General Fund	$ 23,292,421	9,651,681	22,596,412	11,168,642
Special Revenue Funds:				
Library	818,932	388,199	1,083,205	509,298
HURF	3,008,503	1,261,085	3,453,850	1,047,055
Transportation	4,641,485	4,959,089	9,762,247	6,556,088
Flagstaff Urban Trails	-	677,257	2,654,735	469,660
Beautification	5,341,125	516,902	3,121,211	758,091
Economic Development	311,144	238,231	346,653	167,799
Tourism	641,466	453,405	545,178	421,699
Arts & Science	409,439	184,086	457,249	293,348
Recreation	1,871,743	1,767,158	3,057,400	419,225
Housing and Community Svc	948,895	240,251	1,088,854	108,524
Metro Planning Org	20,900	-	-	-
EDA Revolving Loan	-	855	220,071	2,272
Debt Service Funds:				
G.O. Bond Fund	-	-	-	-
Sec. Property Tax	8,821,564	6,601,667	7,384,991	5,561,642
Special Assessment	234,579	414,229	236,375	232,605
Capital Projects Funds:				
Municipal Facilities Corp	(31,313)	6,439,000	(309,261)	24,899
G.O. Bonds	9,761,539	410,612	3,197,891	1,345,750
Permanent Funds				
Perpetual Care	218,996	237,341	243,244	268,077
Enterprise Funds:				
Utilities	13,948,971	9,940,512	17,979,095	8,261,651
Airport	360,535	215,223	200,734	161,253
Solid Waste	5,977,255	4,157,932	7,112,763	4,965,059
Sustainability & Environ Mgmt	-	21,360	132,043	123,189
Stormwater Utility	1,116,132	284,864	597,381	192,811
Flagstaff Housing Authority	795,432	431,644	405,233	229,137
Total Ending Fund Balance	$ 82,509,743	41,126,533	85,567,554	43,287,774

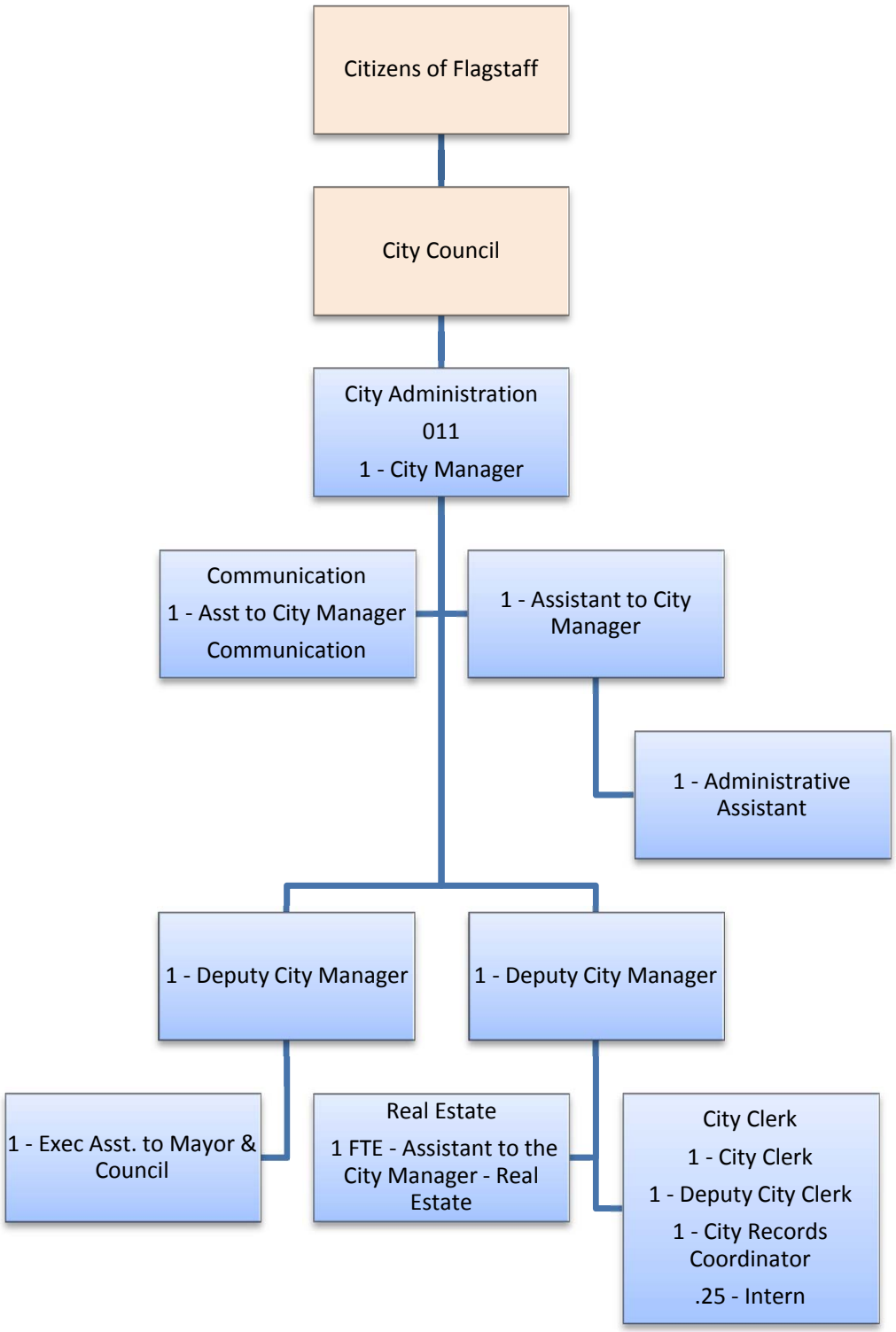
GENERAL ADMINISTRATION DIVISIONS MISSION

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 **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 effective accomplishment of the City's goals and objectives. The program provides guidance in planning of projects affecting property and facilities and ensures the transfer of property rights are accomplished in ways that are beneficial, effective, and compliant.

CITY MANAGER



GENERAL ADMINISTRATION DIVISION 011 CITY MANAGER

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 City Manager informs and advises the Council on the affairs of the City, studies and proposes alternatives and 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 14 ACCOMPLISHMENTS

- ✓ Get approval of a Red Gap Pipeline Right-of-Way
  - Built a coalition of support minus ADOT
  - Over the past year, staff met with the following agencies in an attempt to move the I-40 Right-of-Way issue forward:
    - Arizona Department of Water Resources Director
    - Arizona State Land Department Commissioner
    - Arizona Department of Transportation Director
    - Governor's Office
    - Former AG attorney assigned to ADOT
- ✓ Allocate $800K-1M in new dollars toward infrastructure (not including utilities)
  - Increased ongoing pavement preservation from $1.2 million to $2.2 million.
  - Increased one time pavement preservation from $0 to $1 million.
  - Funded maintenance of General Funded Parks, Facilities, and Fleet quality infrastructure in the amount of $390,000.
- ✓ Increase employee pay
  - Increased employee pay by 3.2% starting July 1, 2013.
- ✓ Acquire Property for Public Works Facility
  - Staff completed environmental assessments of the current Public Works Yard.
  - RFP drafted and distributed.
  - Initial phase of proposal review completed.
- ✓ Complete Agreements for Forest Health
  - Agreements were developed and signed with the following project partners:
    - U.S. Forest Service
    - State of Arizona
    - Coconino County
    - Greater Flagstaff Forest Partnership
    - Northern Arizona University
- ✓ Complete Comprehensive Water Policy
  - Staff met with City Council on policy several times over the course of the year.
  - Final version of the policy is drafted and will be presented in early 2014 for consideration and adoption.
- ✓ Complete PPAs for Airport, Rio, and Aquaplex
  - Projects are 100% complete and all sites are generating power.
- ✓ Determine New Strategic Direction for Rio De Flag

- Staff pursued Self Administration of the project.
- Hired a firm to complete a preliminary design and cost estimate of for project.
- Final LLR was submitted to Corps of Engineers Headquarters for review.

✓ Complete "Straightening the Pipes" Internal Process Initiative
- Developed and implemented over a dozen ongoing "pipe straightening" strategies with the help of the Leadership Team.
- Engaged Extended Leadership Team and Employee Advisory Committee on initiative.

✓ Sell Fire Station 1 &2 and North San Francisco Land for Courthouse
- Bid process was completed for Fire Station #1 (7)
- Sale of Fire Station #2 was evaluated and determined it is legally restricted from the sale or a non-park lease.
- Sale of North San Francisco Parcel was not completed as directed by Council.

✓ Establish new search engine for City Website
- Search tool was established and implemented.

✓ Complete Citizen Survey
- New Citizen Survey instrument was developed and administered.
- Results presented to Council in January 2014.

✓ Implement New Customer Service Plan
- Completed first phase of Customer Service Initiative.

✓ Conduct a Strategic Planning Retreat with Leadership
- Conducted Leadership Retreat in August 2013.

✓ Clerk acquire codification service
- Acquired and implemented Code Publishing service.

✓ Clerk to implement new Document Management Process
- Developed, implemented, and evaluated integrated Document Management Process.

FY 15 NEW INITIATIVES AND GOALS

- Get approval of a Red Gap Pipeline Right-of-Way
- Successful adoption and voter ratification of the Regional Plan
- Place on the ballot and conduct outreach on the Road Repair and Street Safety Initiative
- Address employee merit pay and compaction
- Determine path forward for Courthouse
- Acquire property for Public Works Facility
- Complete EIS on FWPP and treat 300 acres of City, Federal, and/or State land
- Receive Rio de Flag Design Concept Report and determine strategic direction
- Complete review of Council Boards and Commissions
- Conduct a Blue Ribbon Panel on Long Term Revenue Planning
- Complete review of Council Boards and Commissions
- Administer successful Regional Plan election including acceptable IGA with County
- Administer successful candidate election including acceptable IGA with County
- Implement New Customer Service Initiative
- Complete Arizona City/County Management Association task on university relationships
- Place on the ballot and conduct outreach on Road Repair and Street Safety Initiative
- Complete and document 10 "Straightening the Pipes" initiatives citywide
- Resolve Phoenix Avenue leases
- Dispose of Property Inventory consistent with Council direction (priority to Open Space parcels)
- Multi-year strategy to manage liability and workers comp premiums

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PERFORMANCE MEASURES

Priority: Management - 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 workgroups 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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Annual Evaluation of City Manager by City Council	Substantial Accomp-lishment	Substantial Accomp-lishment	Substantial Accomp-lishment	Substantial Accomplish ment

Priority: Management - 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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Survey Response Rate	N/A	N/A	31%	N/A
Survey Results – Percentage of residents rating overall City services as “good” or “better”	N/A	N/A	69%	N/A
Survey Results – Percentage of residents rating ease of accessing government information and services as “good” or “better”	N/A	N/A	43%	N/A

Priority: Management - 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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Number of Facebook “likes”	N/A	200	429	800
Number of Twitter followers	N/A	150	427	800
Report a Concern Online – percentage of concerns “closed”	N/A	85%	5% increase from last year	10% increase from last year

Priority: **Management - 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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Completed division-level continuity of operations plan and/or emergency response plan updates	N/A	N/A	75%	100%

GENERAL ADMINISTRATION DIVISION 011-0014 CITY MANAGER – REAL ESTATE

MISSION

The mission of the Real Estate Program is to provide assistance and support services to internal stakeholders in the acquisition, sale, leasing, and management of property necessary for effective accomplishment of the City's goals and objectives. The program provides guidance in planning of projects affecting property and facilities, and ensures the transfer of property and property rights is accomplished in ways that are beneficial, effective, and compliant.

PROGRAM DESCRIPTION

The Real Estate program provides oversight and direct assistance for the acquisition and conveyance of property and property rights, and in the 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, title, and valuation information to departments. This program performs negotiation and acquisition for properties identified for various projects and works with internal staff to assist them. The sale, leasing, or exchange of excess properties is coordinated with legal review and procurement standards along with a City-wide overview.

FY 14 ACCOMPLISHMENTS

- ✓ The sale of Fire Station #7
- ✓ Implemented revised Property and Development Team framework
- ✓ Completed property inventory
- ✓ The receipt of Council direction on unrestricted land parcels over one acre
- ✓ Leased property located at 311 Cherry

FY 15 NEW INITIATIVES AND GOALS

- ➢ Accomplish Council direction on four or more parcels from the Property Inventory process, including the Schultz parcel and the N San Francisco parcel
- ➢ Provide acquisition support for the Switzer – Turquoise Roundabout using Federal funds
- ➢ Identify a lessee for FAA

PERFORMANCE MEASURES

Priority: **Management - Effective Governance**
Goal: Most beneficial use of land
Objective: Enact Council guidance on use of land from the Property Inventory
Type of Measure: Output
Tool: Process
Frequency: 4x per year
Scoring: 100%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Parcel implementation based on Council Guidance			4 parcels (100%)	4 parcels (100%)

Priority: Regional Plan (2030) – Open Space (Goal OS.1)
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Complete acquisitions and easements	95%	95%	95%	95%

Priority: Council Budget – Infrastructure
Goal: Right of Way Acquisitions
Objective: Acquire Rights of Way and Easements as necessary
Type of Measure: Output
Tool: Process
Frequency: Per Project Term
Scoring: 95%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Complete acquisitions and easements	95%	95%	95%	95%

Priority: Council - Address Core Services 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Complete acquisitions and easements	0%	50%	100%	NA

GENERAL ADMINISTRATION	DIVISION 011-0015	CITY MANAGER – CITY CLERK

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 publications meet legal compliance.

PROGRAM DESCRIPTION

The City Clerk's Office provides broad organizational support to the City of Flagstaff, and 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/commission member training, and ensuring that all official notices and advertising are legally compliant.

FY 14 ACCOMPLISHMENTS

- ✓ Established Contract Management Program using laser fiche imaging and provided departmental training
- ✓ Conducted successful Board/Commission trainings
- ✓ Standardized web pages/process for Boards/Commissions, including electronic application submission
- ✓ Conducted successful Special Election for the Regional Plan

FY 15 NEW INITIATIVES AND GOALS

- ➢ Conduct successful candidate elections and possible road repair special election (November 2014)
- ➢ Integrate active old contracts into imaging system for tracking
- ➢ Assist/coordinate proposed changes to the Flagstaff Charter

PERFORMANCE MEASURES

Priority: **Management - 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: →

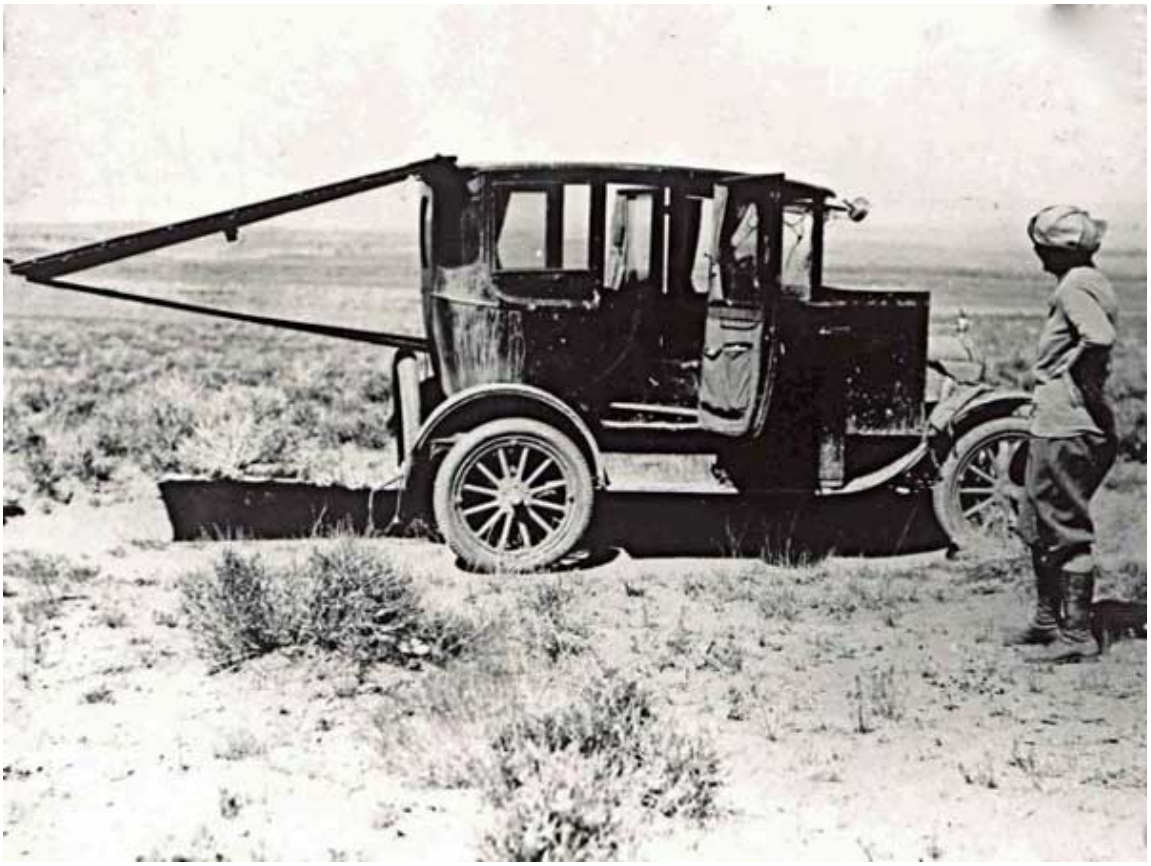
Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Sets of Council meeting minutes ready by the next Council meeting	N/A	100%	95%	100%
Document management – Number of days for Administration/Council routed documents	N/A	30 day annual average	6 day annual average	5 day annual average
Scanning of Contracts into Imaging System	N/A	N/A	26 day annual average	10 day annual average

GENERAL ADMINISTRATION	DIVISION 011-0015	CITY MANAGER – CITY CLERK

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

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Board and Commission vacancy rate*	N/A	25%	10%	5%
# of Boards/Commission at full membership	N/A	50%	65%	75%
% of applications received electronically	N/A	50%	70%	75%

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



DIVISION: **01-011-CITY MANAGER**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,084,472	$ 1,177,325	$ 1,177,325	$ 1,213,593	$ 36,268
Contractuals	241,611	299,929	298,929	497,787	197,858
Commodities	18,319	688	213	659	(29)
TOTAL	**$ 1,344,402**	**$ 1,477,942**	**$ 1,476,467**	**$ 1,712,039**	$ 234,097

EXPENDITURES BY PROGRAM:

General Administration	$ 850,844	$ 919,866	$ 919,866	$ 976,090	$ 56,224
Disability Awareness	4,119	3,288	1,813	4,763	1,475
Public Information	52,659	60,000	60,000	57,000	(3,000)
Customer Service	11,313	16,154	16,154	13,000	(3,154)
Property Management	78,701	79,715	79,715	98,542	18,827
City Clerk	267,430	273,919	273,919	562,644	288,725
Elections	79,336	125,000	125,000	-	(125,000)
TOTAL	**$ 1,344,402**	**$ 1,477,942**	**$ 1,476,467**	**$ 1,712,039**	$ 234,097

SOURCE OF FUNDING:

GENERAL FUND	$ 1,297,014
LIBRARY FUND	78,778
HIGHWAY USER REVENUE FUND	56,298
TRANSPORTATION FUND	1,651
WATER AND WASTEWATER FUND	122,144
STORMWATER FUND	10,275
AIRPORT FUND	21,396
SOLID WASTE FUND	105,294
SEMS	19,189
	$ 1,712,039

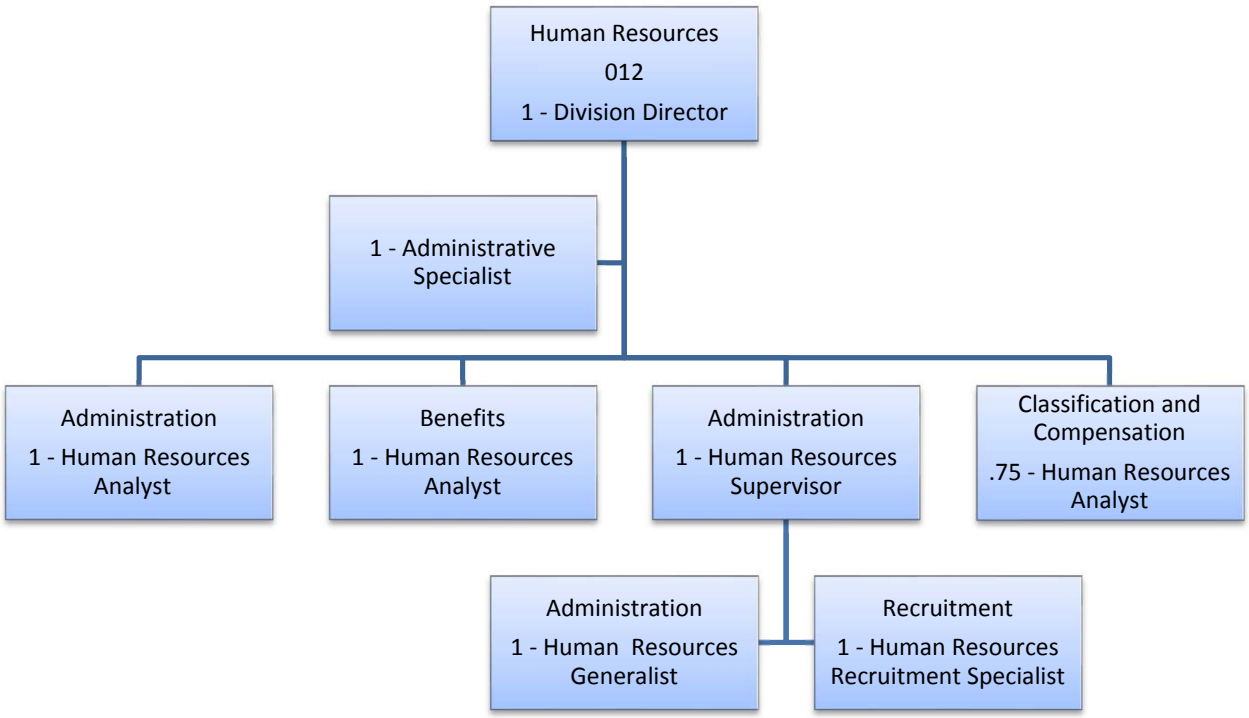
COMMENTARY:

The City Manager's operating budget has increased 16% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and an increase in cost of benefits. Contractual increase is due to an increase in miscellaneous services which is covering the cost of the fall election and charter election for spring. Commodities decreases are due to a decrease in food and in photo copying charges. There is no major capital (>$10,000) for this Section.

HUMAN RESOURCES DIVISION MISSION

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.

HUMAN RESOURCES



GENERAL ADMINISTRATION | DIVISION 012 | HUMAN RESOURCES

MISSION

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

PROGRAM DESCRIPTION

Human Resources 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, and workforce planning), recruitment, classification and compensation, and benefits and wellness.

FY 14 ACCOMPLISHMENTS

- ✓ Updated the compensation study with market information and determined the City is an average of 7.89% below market.
- ✓ Explored a citywide market-based pay plan.
- ✓ Created the second phase of a market-based commissioned police pay structure.
- ✓ Implemented the maintenance worker and equipment operator trigger.
- ✓ Conducted a special compensation study for the Economic Vitality division.
- ✓ Reviewed the hazardous assignment pay.
- ✓ Completed phase one of the Utilities division structure, classification, and compensation.
- ✓ Implemented an ongoing annual supervisor's academy with Coconino Community College.
- ✓ Updated the leave and classification / compensation sections of the Employee Handbook to reflect changes in federal law, state law, and best practices.
- ✓ Created a current HIPAA manual to reflect changes in federal law and best practices.
- ✓ Assisted NAPEBT with RFPs on dental and vision, and an onsite/nearby clinic.
- ✓ Completed an RFP on a performance management system.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Implementation of a citywide market based pay plan.
- ➢ Complete phase two of the Utilities Division structure, classification, and compensation.
- ➢ Creation of an annual citywide training plan.
- ➢ 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.
- ➢ Implement new customer service initiative.
- ➢ Implement compensation and staffing solutions adopted by City Council.
- ➢ Implement a NAPEBT onsite/nearby clinic.
- ➢ Implement health care reform tracking process to avoid penalty taxes.
- ➢ Implement the performance management system.

PERFORMANCE MEASURES

Priority: Management - 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: → Caution

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of Employee Grievances	1	3	2	2
Number of Grievances resolved	1	2	2	2
Percent of Grievances resolved within defined timeframe	100%	100%	100%	100%
Number of Complaints *	2	8	2	2
Complaints with substantiated findings	0	5	1	1
Corrections implemented	0	5	1	1

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

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of Classification Requests	14	39	20	20
Percent of Classification Requests approved	100%	100%	75%	75%
Number of pay inequities	1	0	1	1
Percent of pay inequities resolved	100%	N/A	100%	100%
Salaries compared to market	19.05% below	11.11% below	7.89% below	9.69% below
Percent of salary adjustment	1.2%	3.2%	2.0%	2.0%
Turnover	11.16%	11.16%	12%	12%
Above/Below Government Turnover Rate*	Below 5.74	Below 5.74	Below 4.0	Below 4.0

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

Priority: **Management - 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: ↑ Progressing at or above

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of vacancies *	344	299	300	300
Average time to complete the recruitment process	55.50 days	34.67 days	35 days	35 days
Number of positions advertised multiple times	14	9	10	10
Number of positions advertised as open until filled	11	4	8	8
Number of declinations	39	10	25	25
Percent of declinations compared to vacancies	11%	3.34%	8.3%	8.3%
Percent of internal promotions	16%	28.04%	10%	10%

* Vacancies include miscellaneous recruitment efforts.

DIVISION: **01-012-HUMAN RESOURCES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 496,289	$ 557,025	$ 543,383	$ 573,459	$ 16,434
Contractuals	33,036	53,460	12,735	64,625	11,165
Commodities	17,780	106,003	15,608	106,003	-
Capital	261	-	-	-	-
TOTAL	**$ 547,366**	**$ 716,488**	**$ 571,726**	**$ 744,087**	$ 27,599

EXPENDITURES BY PROGRAM:

General Administration	$ 374,446	$ 458,357	$ 368,357	$ 483,483	$ 25,126
Recruitment and Selection	37,956	65,493	65,493	50,699	(14,794)
Benefits	67,160	83,292	69,650	88,175	4,883
Compensation and Classification	63,090	66,063	66,063	67,282	1,219
Employee Training and Counseling	2,859	42,375	1,255	53,540	
Diversity Awareness	1,855	908	908	908	-
TOTAL	**$ 547,366**	**$ 716,488**	**$ 571,726**	**$ 744,087**	$ 27,599

SOURCE OF FUNDING:

GENERAL FUND	$ 549,573
LIBRARY FUND	41,112
HIGHWAY USER REVENUE FUND	29,751
WATER AND WASTEWATER FUND	55,783
STORMWATER FUND	5,578
AIRPORT FUND	8,832
SOLID WASTE FUND	43,371
SEMS	10,087
	$ 744,087

COMMENTARY:

The Human Resources operating budget has increased 4% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and an increase in cost of benefits. Contractual increase is due to an increase in education and training. Commodities had no change. There is no major capital (>$10,000) for this section.

RISK MANAGEMENT DIVISION MISSION

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.

RISK MANAGEMENT

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, and 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 14 ACCOMPLISHMENTS

- ✓ Reviewed and eliminated unfavorable flood insurance policies, saving the City $12,342.
- ✓ Implemented Supervisors Risk Management Manual to enhance reporting procedures and improve claim handling.
- ✓ Redesigned our online accident reporting forms, resulting in a streamlined process, enhancing the data we receive and taking less time for our employees to report.
- ✓ Wrote new policy in compliance with A.R.S. 38-961 (Public Safety Supplemental Benefits Plan Injury Policy)
- ✓ Rewrote policies on: Sick Industrial Leave, light duty, and drug and alcohol testing protocols.
- ✓ Negotiated a 12.5% increase in our Workers' Compensation program discounts, saving the City $190,000.
- ✓ Marketed our General Liability insurance program 3 months ahead of the previous year and secured competing quotes resulting in a 10% decrease in our premium, saving the City $100,000.
- ✓ Established new reporting, light duty, communication, and goal protocols, resulting in a 10% decrease in the frequency of Workers' Compensation claims and a 50% drop in the severity of our Workers' Compensation claims.
- ✓ Lowered our experience modifier from 1.18 to 1.10, resulting in additional premium savings of $60,000.
- ✓ Established a citywide accident review Safety Committee to review employee injuries and provide recommendations for citywide training, "Safety Minutes," to protect our employees from future injuries.
- ✓ Enhanced our safety training by utilizing loss control professionals from Travelers Insurance, CopperPoint Insurance, and Willis of Arizona.
- ✓ Restructured internal recording and filing processes, reducing the time that is required to review and work case files. This change in process resulted in both time savings and statistical reporting improvements.
- ✓ Conducted numerous ride-alongs with entry and frontline supervisory staff to gain buy-in to new Risk Management programs and to identify opportunities to reduce exposures to loss.
- ✓ Initiated formal training of our Risk Specialist to improve overall operational knowledge and job-specific skills.
- ✓ Established working relationships with both current and potential vendors to improve service levels and reduce net cost. Entities include: Travelers, CopperPoint Mutual, Concentra, One Beacon, Willis, Risk Pool, and various legal attorneys both defense and plaintiff side.
- ✓ Completed citywide "records of training" database and reported to management on overall compliance with O.S.H.A. required training.

- ✓ Assisted Recreation Department and acted as Safety Officer for the Dew Downtown 2013 event.
- ✓ Risk Management Specialist position hired.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Provide statistical and historical data that supports an increase in our general liability deductible resulting in additional net premium savings.
- ➢ Achieve 95% compliance with Global Harmonized System and Blood-borne Pathogen training citywide.
- ➢ Apply for educational grants for Public Risk Managers annual conference and Public Risk Managers training institute to enhance professional knowledge of our Risk Specialist.
- ➢ Secure safety training from a nationally known speaker, Gordon Graham.
- ➢ Reduce Workers' Compensation recordable injury claims by an additional 10%.
- ➢ Review and update the employee Safety Handbook.
- ➢ Conduct audit of employees Workers' Compensation class codes for accuracy.

PERFORMANCE MEASURES

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
% of liability claims proceeding to litigation	8%	8%	8%	5%
# of closed litigated claims / total number of claims closed in calendar year	6/56	6/60	4/60	4/55

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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
OSHA incidence rate (# of injuries per 100 FTE /Hrs worked by all.	10.1	7.50	7.00	8.0

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Overall rating of meets or exceeds expectations	Meets Expecta-tions	Meets Expecta-tions	Meets Expectations	Meets Expectations

Priority: Council - Fund existing and consider expanded recreational services and/or Management -- 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
% of reviewed events receiving authorization	95%	95%	95%	98%

GENERAL ADMINISTRATION DIVISION 013 RISK MANAGEMENT

DIVISION: **01-013-RISK MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 121,494	$ 149,143	$ 149,143	$ 156,213	$ 7,070
Contractuals	9,460	25,211	25,211	25,211	-
Commodities	9,637	4,316	4,316	4,316	-
TOTAL	**$ 140,591**	**$ 178,670**	**$ 178,670**	**$ 185,740**	$ 7,070

EXPENDITURES BY PROGRAM:

General Administration	$ 140,591	$ 178,670	$ 178,670	$ 185,740	$ 7,070
TOTAL	**$ 140,591**	**$ 178,670**	**$ 178,670**	**$ 185,740**	$ 7,070

SOURCE OF FUNDING:

GENERAL FUND	$ 122,601
LIBRARY FUND	10,491
HIGHWAY USER REVENUE FUND	8,434
TRANSPORTATION FUND	879
WATER AND WASTEWATER FUND	22,018
STORMWATER FUND	1,356
AIRPORT FUND	1,995
SOLID WASTE FUND	15,749
SEMS	2,217
	$ 185,740

COMMENTARY:

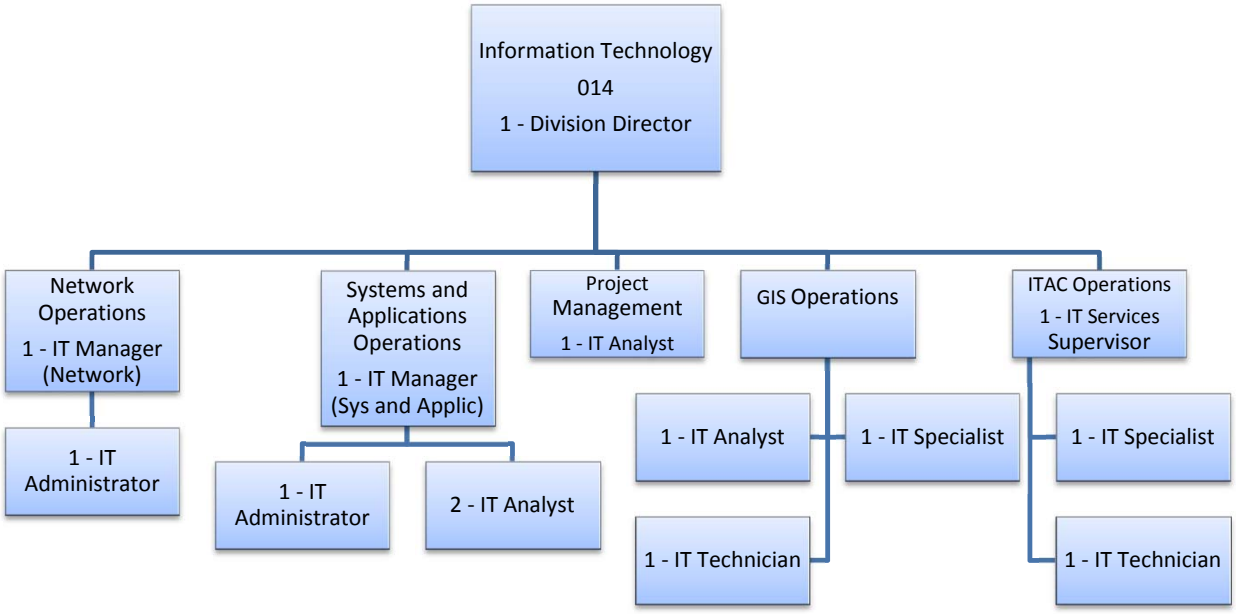
The Risk Management operating budget has increased 4% with no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and increase in cost of benefits. There are no changes in contractual and commodities for this section. There is no major capital (>$10,000) for this section.

INFORMATION TECHNOLOGY 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.

INFORMATION TECHNOLOGY



GENERAL ADMINISTRATION DIVISION 014 INFORMATION TECHNOLOGY

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 14 ACCOMPLISHMENTS

- ✓ Implemented Phase One of the migration to the Harris ERP Financial applications
- ✓ Implemented Microsoft System Center
- ✓ Upgraded the Exchange email/groupware system to new hardware and updated software
- ✓ Upgraded VoIP hardware and software to new hardware and updated software
- ✓ Upgraded the GIS servers to new hardware and updated software
- ✓ Reorganized the IT Division to enable full staffing

FY 15 NEW INITIATIVES AND GOALS

- ➢ Implement Phase Two of Harris ERP Financial applications
- ➢ Implement Harris ERP ComDev applications
- ➢ Complete migration of City PCs/laptops to Windows 7
- ➢ Complete deployment of VoIP phones to remote sites where possible
- ➢ Replace obsolete backbone routers that control all network traffic for the City
- ➢ Implement emergency announcement/paging systems over VoIP phones

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PERFORMANCE MEASURES

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of uptime hours versus total hours	99.84%	99.95%	99.96%	99.97%

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Customer surveys returned with an overall rating of satisfactory or better	95.5%	96%	96%	96%

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Count of outstanding (not yet completed) work requests	75	50	40	30

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percent completion	.1%	50%	85%	100%

GENERAL ADMINISTRATION DIVISION 014 INFORMATION TECHNOLOGY

DIVISION: **01-014-INFORMATION TECHNOLOGY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 942,975	$ 1,020,104	$ 1,020,104	$ 1,104,784	$ 84,680
Contractuals	360,022	421,083	451,674	419,083	(2,000)
Commodities	408,790	588,598	395,492	593,798	5,200
Capital	-	-	-	80,000	80,000
TOTAL	**$ 1,711,787**	**$ 2,029,785**	**$ 1,867,270**	**$ 2,197,665**	$ 167,880

EXPENDITURES BY PROGRAM:

General Administration	$ 185,841	$ 181,876	$ 181,876	$ 188,719	$ 6,843
Applications	313,558	401,390	401,390	407,218	5,828
Systems	243,635	208,794	208,794	209,199	405
Services	135,911	140,523	140,523	258,460	117,937
Network	214,337	246,230	246,230	319,138	72,908
GIS	167,722	207,304	207,304	156,063	(51,241)
IT Non Departmental	450,783	643,668	481,153	658,868	15,200
TOTAL	**$ 1,711,787**	**$ 2,029,785**	**$ 1,867,270**	**$ 2,197,665**	$ 167,880

SOURCE OF FUNDING:

GENERAL FUND	$ 1,664,001
LIBRARY FUND	12,396
HIGHWAY USER REVENUE FUND	24,792
WATER AND WASTEWATER FUND	333,551
STORMWATER FUND	16,528
AIRPORT FUND	16,528
SOLID WASTE FUND	92,681
SEMS	37,188
	$ 2,197,665

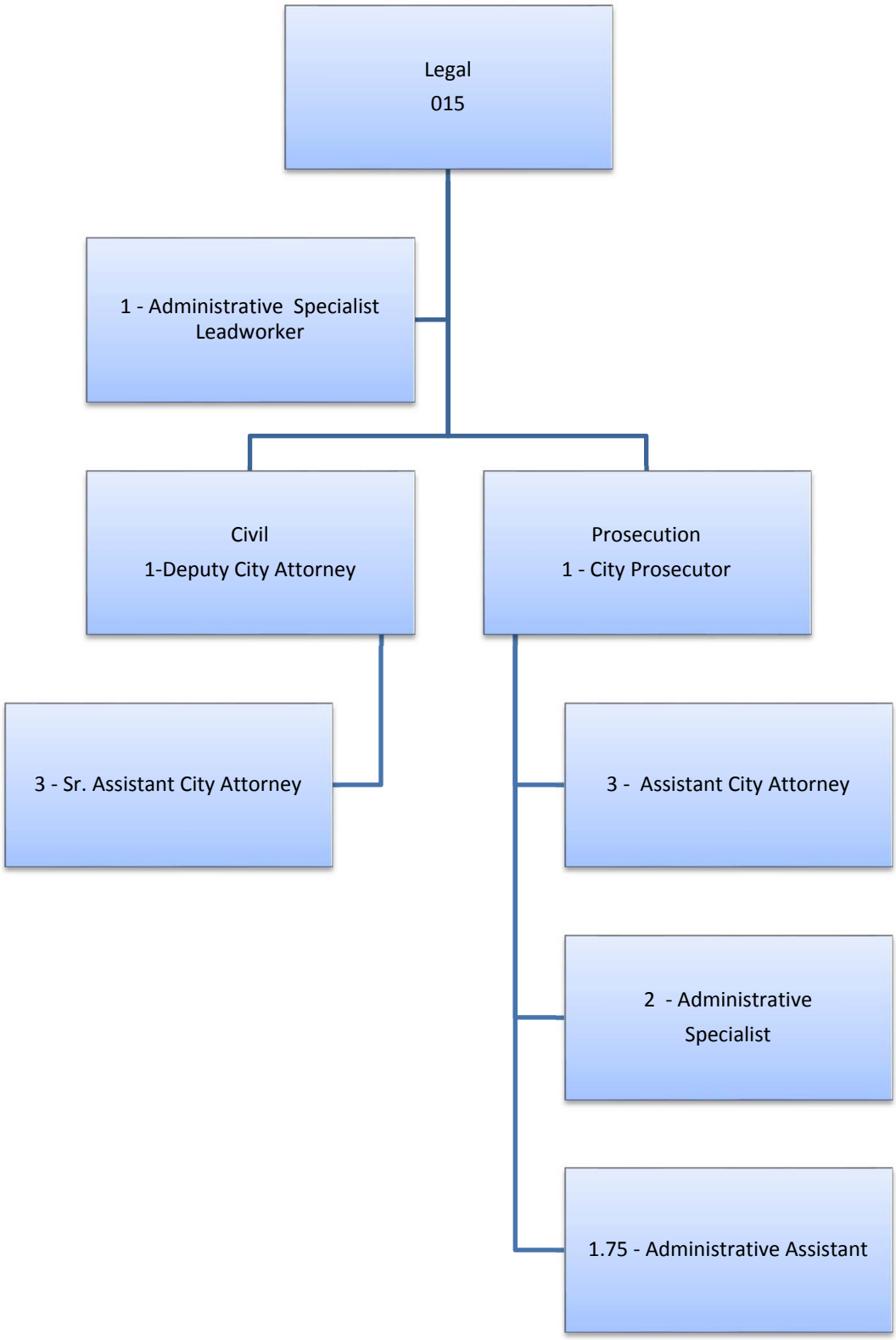
COMMENTARY:

The Information Technology operating budget has increased 4% and capital expenditures total $80,000, resulting in an overall net increase of 8%. Personnel Services increases are due to a merit increase, one time payments, increase cost of benefits, and a 1.0 FTE new position (IT Technician). Contractual decreases are due to reductions in computer equipment maintenance. Commodities decreases are due a decrease in computer software. Major capital (>$10,000) is for Network Core Switches ($70,000) and a Camera ($10,000).

LEGAL DIVISION
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.

LEGAL


Legal
015
1 - Administrative Specialist Leadworker
Civil
1-Deputy City Attorney
Prosecution
1 - City Prosecutor
3 - Sr. Assistant City Attorney
3 - Assistant City Attorney
2 - Administrative Specialist
1.75 - Administrative Assistant

GENERAL ADMINISTRATION DIVISION 015 LEGAL

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 14 ACCOMPLISHMENTS

- ✓ Assisted Community Development Staff and City Clerk with legal services related to the Regional Plan.
- ✓ Provided legal services related to the elections changes required by the State Legislature.
- ✓ Completed agreements with W.L. Gore related to the utility extension and property exchange.
- ✓ Worked with partnering agencies to develop a Veteran's Court.
- ✓ Provided legal services in support of the new Downtown Improvement District and Innovation Mesa.
- ✓ Increased support services provided to the Police Department.
- ✓ Provided legal services in support of the Core Services Facility and Forest Health and Water Supply Protection Project.
- ✓ Drafted ordinances involving aggressive panhandling, outdoor dining, and wildlife feeding.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Increase training to the Police Department.
- ➢ Support Staff in progress to a Core Services Facility and Courthouse.
- ➢ Support the City Clerk in successful 2014 Regional Plan, possible transportation tax, and candidate election.
- ➢ More successfully track service to victims and witnesses to ensure quality.
- ➢ Support Staff with ADOT P3 Project, review of Zoning Code amendments, Phoenix Avenue leases, Infill Incentive Policy, Employee Handbook Revisions, Downtown Street Closure Plan, Heritage Square Management Plan, and Water Policy.
- ➢ Work with outside counsel to obtain resolution of Hopi lawsuit and obtain Red Gap Pipeline, as well as obtaining good results in other ongoing litigation.
- ➢ Prepare three contract templates and begin compiling standard real-estate forms.
- ➢ Revisit subdivision bonds and incorporate lessons-learned from the last downturn.

Requests for Legal Assistance - Civil	CY 2009	CY 2010	CY2011	CY2012	CY2013
Contracts (includes contracts, development agreements, grants, IGAs, bids)	193	171	211	202	161
Legal Opinions/Research	174	101	169	149	164
Ordinances/Resolutions	98	115	78	60	59
Real Estate	53	52	77	79	62
Claims/Litigation/Hearings	80	94	75	57	81
Public Records Requests	24	36	33	82	122
Miscellaneous	19	19	13	32	34
Total:	**641**	**588**	**656**	**661**	**683**
% Increase from Prior Year:	3%	-8%	12%	1%	3%
Number of cases per attorney:	142	141	187	167	153
Number of cases per attorney and staff:	128	126	146	133	138

* Number of cases: City Attorney and Legal Assistant are counted as .5 due to administrative work not reflected in statistics; staff vacancies, if any, are prorated.

Criminal Cases - Prosecution	CY09	CY10	CY11	CY12	CY13
New Criminal Cases	4,681	4,746	4,818	5,013	4,226
Domestic Violence Cases	628	746	691	762	682
Driving Under the Influence (DUI) cases	586	599	629	635	507
Criminal Traffic Cases (excluding DUI)	850	816	661	475	442
Sales Tax Cases	28	16	13	0	1
Other Cases	1,829	1,841	1,931	2,249	2,016
Underage Alcohol	313	355	482	498	298
Drug/Drug paraphernalia cases	318	248	251	237	206
City Code Violations (other than sales tax)	129	125	135	136	59
Cases Involving a Victim **(FY stats)**	1,715	2,177	2,458	2,453	2,348
Victims' Services Performed **(FY stats)**	18,923	24,042	24,937	13,972	15,991
Mental Health Court Cases	32	27	25	21	15
Cases Reviewed for Charging Referred by PD	205	234	188	234	198
Pending DUI files at year end	263	272	298	436	345
% Increase in New Criminal Cases from Prior Year:	7.83%	1.39%	1.52%	4.05%	-15.70%
New cases per attorney:	936	949	964	1,202	1,215
New cases per support staff:	1,337	1,265	1,377	1,396	1,127
New cases for all Prosecution staff:	551	542	567	647	585

PERFORMANCE MEASURES

Priority: Management - 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 cases.
Type of Measure: Program Efficiency
Tool: Calculate the ratio of number of cases opened to the number closed annually.
Frequency: Annually
Scoring: 90+% Performing; 75-90% Warning; below 75% Unacceptable
Trend: ↓

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of cases opened	5,013	4,226	4,775	4,907
Number of cases closed	4,580	2,419	4,298	4,417
Percentage of cases closed	91%	57%	90%	90%

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Overall rating of meets or exceeds expectations	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

* Survey method changed for CY13. City Attorney met with each Division Director to request information and feedback.

GENERAL ADMINISTRATION DIVISION 015 LEGAL

DIVISION: **01-015-CITY ATTORNEY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,240,934	$ 1,365,482	$ 1,365,482	$ 1,441,372	$ 75,890
Contractuals	69,751	32,658	32,658	42,309	9,651
Commodities	29,789	22,240	22,240	23,375	1,135
TOTAL	**$ 1,340,474**	**$ 1,420,380**	**$ 1,420,380**	**$ 1,507,056**	$ 86,676

EXPENDITURES BY PROGRAM:

General Administration	$ 125,464	$ 129,088	$ 129,088	$ 139,809	$ 10,721
Council and Department Support	591,966	655,266	655,266	667,586	12,320
Police Court	623,044	636,026	636,026	699,661	63,635
TOTAL	**$ 1,340,474**	**$ 1,420,380**	**$ 1,420,380**	**$ 1,507,056**	$ 86,676

SOURCE OF FUNDING:

GENERAL FUND	$ 1,199,198
LIBRARY FUND	33,308
HIGHWAY USER REVENUE FUND	32,385
TRANSPORTATION FUND	36,709
WATER AND WASTEWATER FUND	110,874
STORMWATER FUND	4,877
AIRPORT FUND	6,578
SOLID WASTE FUND	76,070
SEMS	7,057
	$ 1,507,056

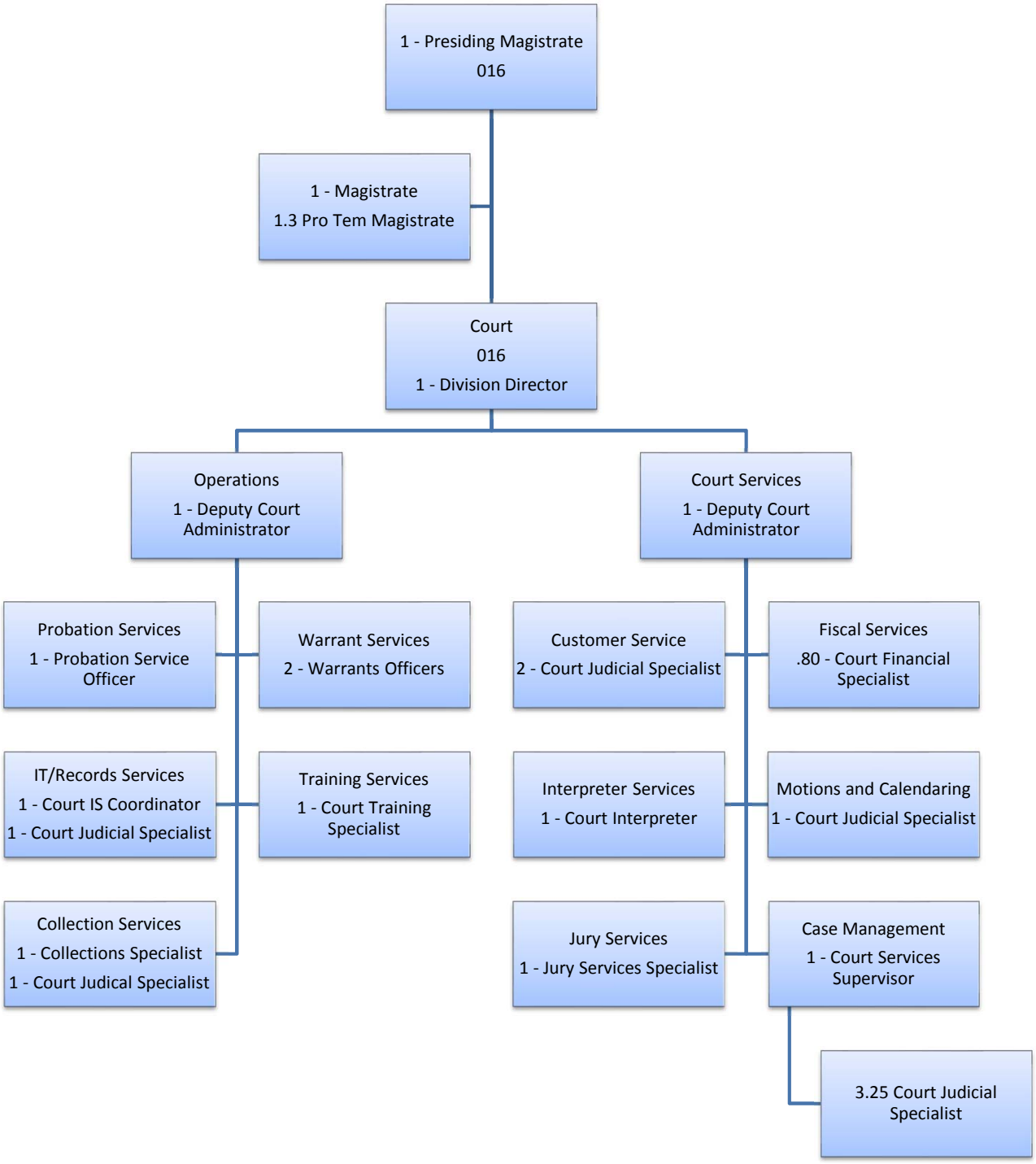
COMMENTARY:

The City Attorney operating budget has increased 6% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and increase in cost of benefits. Contractual increases are due to an increase in education and training. Commodities increase is due to a increase in books and subscriptions. There is no major capital (>$10,000) for this section.

FLAGSTAFF MUNICIPAL COURTS DIVISION 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.

Flagstaff Municipal Court



GENERAL ADMINISTRATION	DIVISION 016	FLAGSTAFF MUNICIPAL COURT

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 14 ACCOMPLISHMENTS

- ✓ Through active case management, adjudicated 95% of all cases within 90 days, and 89% of all cases including time a case spent out on a warrant (exceeds state average of 81% for municipal courts).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 60,000 specific case inquiries and 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 almost $3.5M in financial transactions; have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely.
- ✓ Reviewed an RFP for development of a Courthouse; no proposal was accepted at this time.
- ✓ Implemented a CaseFlow Management process to streamline processing of criminal cases.
- ✓ Participated in the implementation of a Veteran's Court, coordinating our efforts with others in the area.
- ✓ Participated in the development, implementation, and facilitation of the Justice 2030 strategic plan for the Courts in Coconino County.
- ✓ Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system in the county.
- ✓ Continued participation 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 backlogged cases.
- ✓ Participation with the Model Case Time Standards for Trial Courts Oversight Committee resulted in an Administrative Order setting standards for the entire State.
- ✓ 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 15 NEW INITIATIVES

- Develop a Serial Inebriate Program and support in coordination with City Prosecutors and the CJCC.
- Create a separate Electronic Document Management System (EDMS) and scan all current active documents to move to a truly paperless system.
- Continue to manage the court's case load, not only meeting all legal requirements as given in rule and statute, but exceeding 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.
- Participate in the pilot and implementation of a new automated Limited Jurisdiction Case Management System (LJCMS).
- Expand the use of, and search for funds to allow the full integration of handheld electronic citation devices at the Flagstaff Police Department.
- Review the current Justice System Integration project and review a new Inter-Governmental Agreement for management and expansion.
- 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 FY15 in cooperation with the Criminal Justice Coordinating Council and Justice 2030.

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.

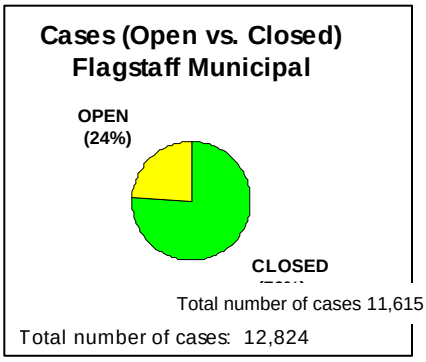
TIME TO DISPOSITION

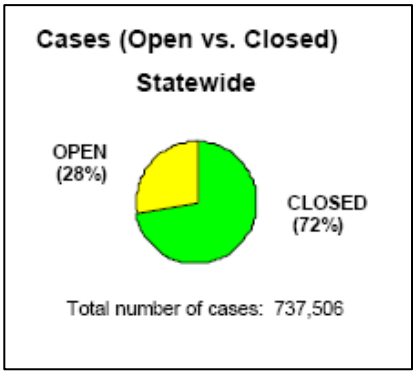
Priority: Effective Governance
Goal: Timely Adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Time to Disposition for all case types
Frequency: Annual
Scoring: Excluding warrant time: Green – 90%+ in 90 days, Yellow – 80% to 89% in 90 days, Red – Less than 80% in 90 days.
Current Score: Green
Trend: →

GENERAL ADMINISTRATION DIVISION 016 FLAGSTAFF MUNICIPAL COURT

Measures:	CY 12 Actual		CY 13 Actual		CY 14 Estimate		CY 15 Proposed	
Total cases cleared in 90 days excluding warrant time	96%		95%		95%		95%	
	W	Ex	W	Ex	W	Ex	W	Ex
Cases completed in 0 - 30 days (CY11 state average = 48%)	53%	57%	51%	55 %	52%	54 %	52 %	54 %
Cases completed in 31 -60 days (CY11 state average = 23%)	27%	29%	31%	33 %	30%	32 %	30 %	32 %
Cases completed in 61 - 90 days (CY11 state average = 10%)	8%	9%	7%	7%	8%	9%	87 %	9%
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%)	9%	1%	8%	1%	8%	1%	8%	1%

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





CLOSED CASES

Council Priority: Effective Governance
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 4%**.**
Last year we exceeded the statewide average for Limited Jurisdiction Courts by 3%

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: →

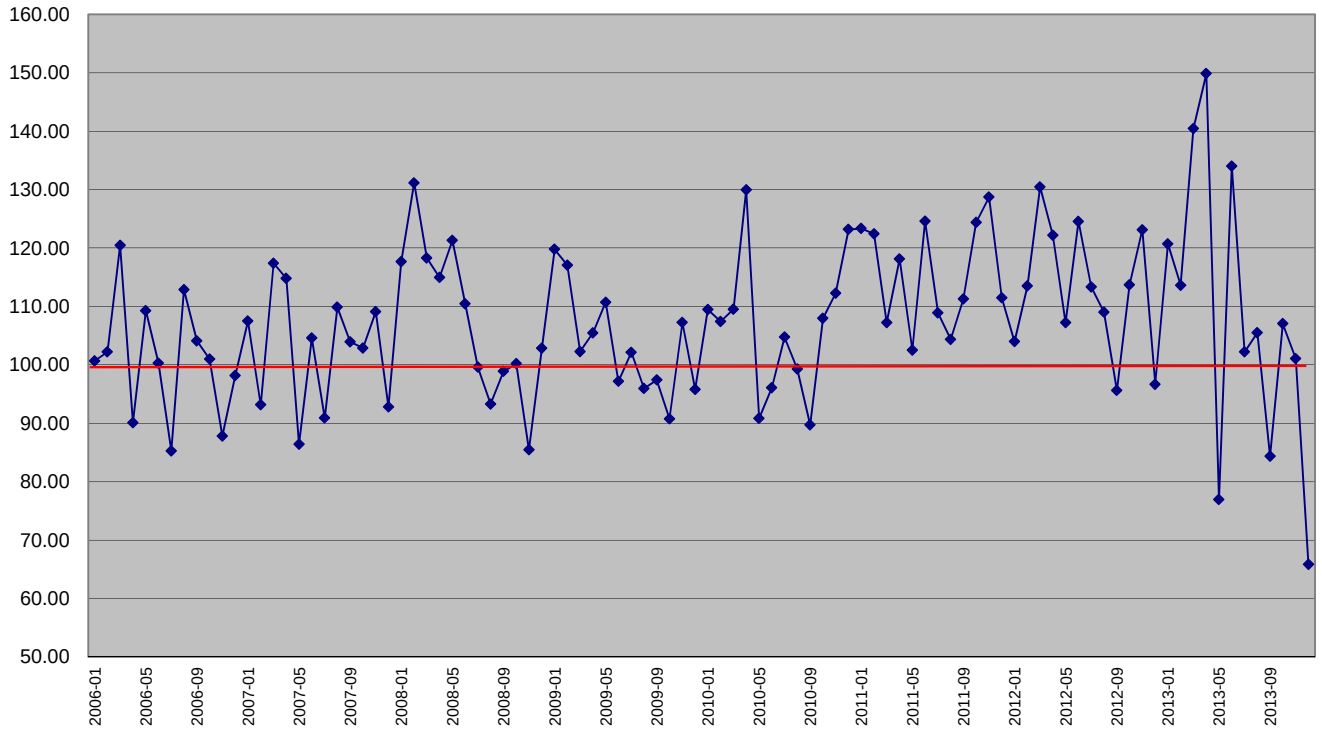
Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Amount of city general funds receipted	$872,671	$743,176	$750,000	$750,000
Amount of surcharges/state funds receipted	$1,613,810	$1,534,067	$1,600,000	$1,600,000
Amount of other local funds receipted	$512,720	$621,671	$650,000	$650,000
Total amount of fines/fees receipted	$2,999,203	$2,898,914	$3,000,000	$3,000,000
Amount of restitution paid	$34,858	$53,574	$40,000	$40,000
Amount of bonds posted	$836,143	$515,495	$550,000	$550,000
Amount paid to County (Justice Court, Probation and Sheriff)	n/a	$7,446	$8,000	$8,000
Total amount of pass-through funds	$871,001	$576,515	$598,000	$598,000
Total all financial transactions	$3,870,204	$3,475,429	$3,598,000	$3,598,000

CLEARANCE RATE

Council Priority: Effective Governance
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 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Clearance Rate	111.27%	112.77%	%	100.00%	100.00%

Clearance Rate 2006-2013



ACCESS AND FAIRNESS

Council Priority: Customer Service
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
ACCESS				
Finding the courthouse was easy.	89%	91%	90%	90%
The forms I needed were clear and easy to understand.	83%	80%	80%	80%
I felt safe in the courthouse.	87%	88%	87%	88%
The court makes reasonable efforts to remove physical and language barriers to service.	85%	84%	85%	85%
I was able to get my business done in a reasonable amount of time.	81%	76%	78%	79%
Court staff paid attention to my needs.	81%	88%	85%	85%
I was treated with courtesy and respect.	89%	93%	90%	90%
I easily found the courtroom or office I needed.	93%	85%	86%	87%
The court's website was useful.	52%	59%	60%	60%
The court's hours of operation made it easy for me to do my business.	73%	83%	80%	80%
FAIRNESS				
The way my case was handled was fair.	75%	78%	80%	80%
The judge listened to my side of the story before he or she made a decision.	73%	74%	75%	76%
The judge had the information necessary to make good decisions about my case.	77%	75%	76%	78%
I was treated the same as everyone else.	83%	88%	90%	90%
As I leave the court I know what to do next about my case.	78%	84%	85%	87%

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

GENERAL ADMINISTRATION — DIVISION 016 — FLAGSTAFF MUNICIPAL COURT

DIVISION: **01-016-MUNICIPAL COURT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,870,689	$ 1,843,671	$ 1,843,671	$ 1,884,082	$ 40,411
Contractuals	636,361	742,827	742,827	811,827	69,000
Commodities	53,711	60,880	60,880	73,185	12,305
TOTAL	**$ 2,560,761**	**$ 2,647,378**	**$ 2,647,378**	**$ 2,769,094**	$ 121,716

EXPENDITURES BY PROGRAM:

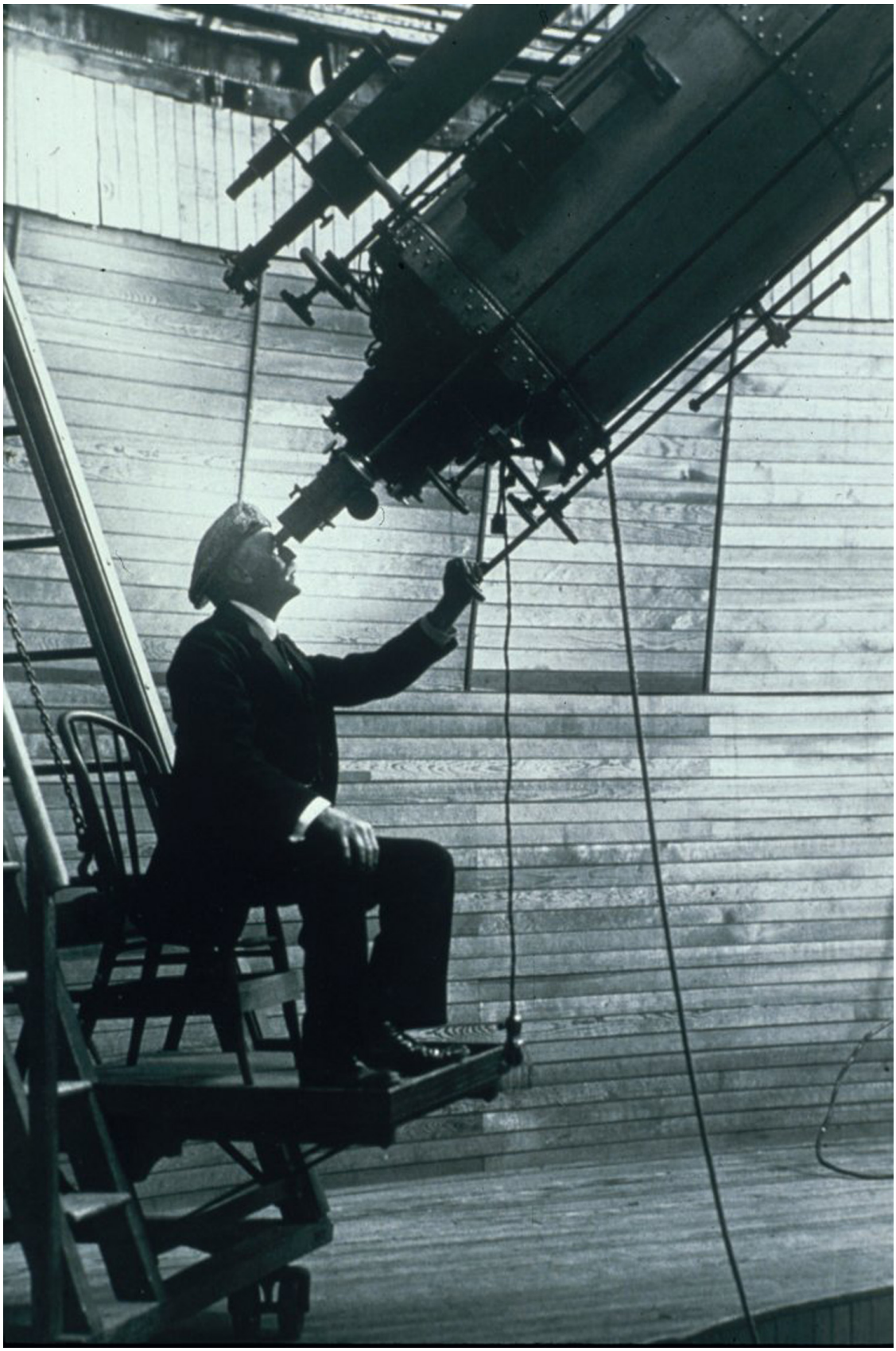
General Administration	$ 439,849	$ 604,648	$ 604,648	$ 635,077	$ 30,429
Court Services	806,270	646,584	646,584	625,997	(20,587)
Record Management	137,164	120,629	120,629	85,548	(35,081)
Court Enforcement	209,257	237,055	237,055	297,394	60,339
Warrant Division	333,045	357,847	357,847	336,057	(21,790)
Court Operations	170,619	197,970	197,970	332,479	134,509
Judicial Services	464,557	482,645	482,645	456,542	(26,103)
TOTAL	**$ 2,560,761**	**$ 2,647,378**	**$ 2,647,378**	**$ 2,769,094**	$ 121,716

SOURCE OF FUNDING:

GENERAL FUND	$ 2,769,094
	$ 2,769,094

COMMENTARY:

The Municipal Court operating budget has increased 5%, and there are no major capital expenditures planned. Personal Services increases of 2% are due to a merit increase, one time payments and increased cost of benefits. Contractual increases of 9% are due to anticipated utility rate increases for electricity, building maintenance, and the EDMS support needs. Commodities increases are due to computer equipment replacement as part of a state-wide roll-out. There are one-time authorized expenditures budgeted for $5,000 for a flood door, $75,000 for computer equipment maintenance, $50,000 for court records scanning catch-up, $10,177 for computer equipment, and $1,717 for Arc Flash Hazards update.



MANAGEMENT SERVICES DIVISION MISSION

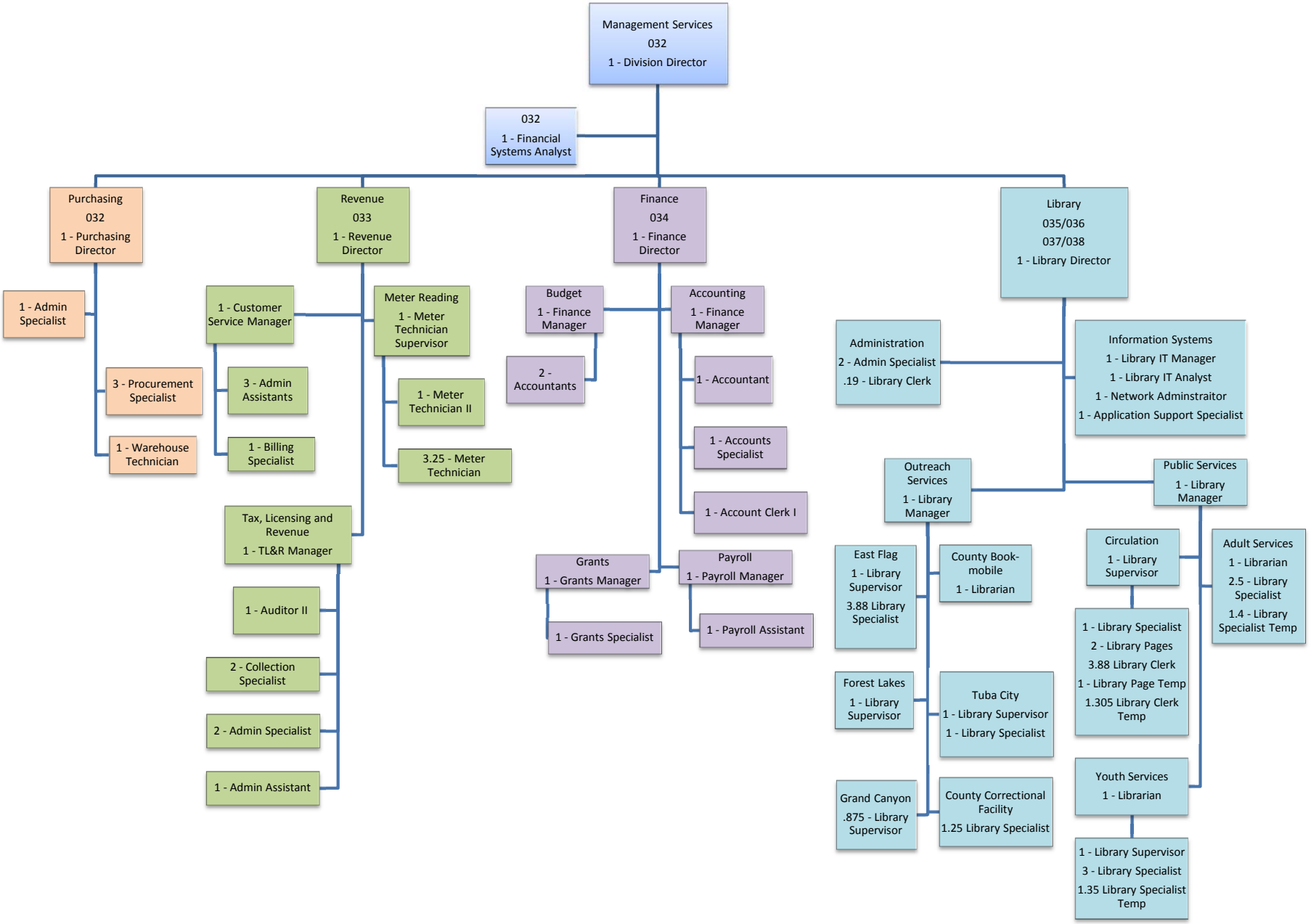
The mission of the **Purchasing Section** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees in accordance with all applicable local, state and federal procurement rules and regulations, and assist in making best value procurement decisions while maintaining the highest ethical standards.

The mission of the **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. Within Revenue, Customer Service 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 **Finance 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.

The mission of the **Library Section** 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.

MANAGEMENT SERVICES



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 to assist in making best-value procurement decisions while maintaining the highest ethical standards.

PROGRAM DESCRIPTION

The objective 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; to satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required; to maintain continuity of supplies in support of Citywide programs; and the disposition of surplus property.

FY 14 ACCOMPLISHMENTS

- ✓ The Purchasing Section was awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI) for the third year in a row. Information with regard to the award from the AEP Committee is below. 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 City of Flagstaff was 1 of only 16 government agencies in Arizona, and 1 of only 58 Cities in the United States to receive this award.
  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).
- ✓ Purchasing Section staff researched and identified two (2) national Cooperative Purchasing Contracts, in addition to what we utilize currently, that have provided more competitive pricing for goods and services. These two (2) Cooperative Purchasing Contracts are the National Joint Powers Alliance (NJPA) and the National Cooperative Purchasing Alliance (NCPA). Both of these national Cooperative Purchasing Contracts are nationwide government purchasing cooperatives that can significantly reduce the cost of goods and services by leveraging the purchasing power of public agencies across the nation.
- ✓ Purchasing Section staff 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 **$75,729** in cost savings/cost avoidance for the first six (6) months of FY 2014. The Warehouse has brought in **$18,988** in revenues through two (2) public auctions conducted the first six (6) months of FY 2014 for the sale of surplus property.
- ✓ Purchasing Section staff 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.
- ✓ Purchasing Section staff continued work on identifying "contribution dollars" given to various nonprofit organizations approved by Council and creating contracts with these organizations to hold them responsible and ensure mutuality of obligations for the services they provide. This is an effort to better monitor, manage, and keep apprised of expiration dates for renewals/extensions or the need for a new competitive solicitation process.

- ✓ Purchasing Section staff worked with the Finance Section, IT Division, Management Services Division Business Analyst, and Project Managers from Harris/Innoprise to conduct "Client Acceptance Testing" training and "go-live" implementation to complete the Innoprise Financial Software conversion that occurred on November 20, 2013.
- ✓ Purchasing Section staff worked with the City's Management Services Division Director and Revenue Director on outsourcing Copy Center and Mailroom Services. We conducted an RFP process that was structured to evaluate Copy Center and/or Mailroom Services; either on-site or off-site. This was a long and arduous process where we were successful in negotiating a contract with Xerographics of Flagstaff, with an annual savings of $5,000 to provide both Copy Center and Mailroom Services on-site, and the contract was approved by Council on January 21, 2014. This project was identified as a goal and objective for the City in an effort to provide better customer service by utilizing a vendor who specializes and has been successful in operating and providing copy center and mailroom services at a cost savings to public sector organizations.

FY 15 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 Implement competitive bid processes, where bidders submit their respective bids electronically (online).
- ➢ Develop and implement a formal 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.
- ➢ Continue to identify and implement cost savings / cost avoidance opportunities through competitive solicitations, vendor management, and vendor negotiations when applicable.
- ➢ Maintain professional purchasing certifications for Purchasing Section staff through ongoing professional development.

PERFORMANCE MEASURES

Priority: **Management - 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/feedback
Frequency: Annually
Scoring: 75%+ progressing (Average)
Trend: ↓, The Purchasing Section will be meeting with our end-users to identify areas of dissatisfaction and formulate a plan to address these areas to better meet expectations.

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Overall rating of meets or exceeds expectations	85%	90%	72%	85%

Priority: Management - 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/feedback
Frequency: Quarterly
Scoring: Quarterly- Progressing (Average), Semi-annual-Caution (Warning), One (1) time per yr. - Need to Review
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Overall rating of meets or exceeds expectations	Quarterly	Quarterly	Quarterly	Bi-monthly

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Total cost savings and/or cost avoidance	$90,000	$100,000	$110,000	$120,000

Priority: Management - 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: Reports that reflect the percentage of total purchases utilizing procurement cards for small dollar purchases in lieu of a purchase order.
Frequency: Annually
Scoring: 12%- Progressing (Average), 10% -- 12%-Caution (Warning), 10% and less- Need to Review
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	15%	17%	18%	20%

Priority: Management - 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: Reports that reflect the total or length of time it takes purchasing staff to process a requisition into a purchase order.
Frequency: Annually

Scoring: Within 24 hrs. - Progressing (Average), 24hrs. – 36 hrs. - Caution (Warning), More than 36 hrs. - Need to Review
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 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: 032-PURCHASING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 658,347	$ 734,545	$ 734,545	$ 772,709	$ 38,164
Contractuals	37,558	38,236	38,236	38,236	-
Commodities	17,352	6,877	6,877	6,952	75
TOTAL	**$ 713,257**	**$ 779,658**	**$ 779,658**	**$ 817,897**	$ 38,239

EXPENDITURES BY PROGRAM:

General Administration	$ 237,352	$ 276,320	$ 276,320	$ 304,623	$ 28,303
Purchasing	390,644	416,117	416,117	424,642	8,525
Warehouse	85,261	87,221	87,221	88,632	1,411
TOTAL	**$ 713,257**	**$ 779,658**	**$ 779,658**	**$ 817,897**	$ 38,239

SOURCE OF FUNDING:

GENERAL FUND	$ 442,912
LIBRARY FUND	32,585
HIGHWAY USER REVENUE FUND	31,963
TRANSPORTATION FUND	20,072
WATER AND WASTEWATER FUND	192,147
STORMWATER FUND	17,289
AIRPORT FUND	14,147
SOLID WASTE FUND	59,587
ENVIRONMENTAL SERVICES FUND	7,195
	$ 817,897

COMMENTARY:
The Management Services operating budget has increased 5% and there are no no capital expenditures planned. Personnel Services increase is due to a merit increase, one time payments and increase cost of benefits as well as one-time funds for temporary staffing. Commodities increases are due to work order charges.

MISSION

The mission of the Revenue section is to ensure compliance with the City's business license ordinances and assist the public so tax reporting problems can be avoided.

Within Revenue, the Customer Service Section's mission 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

The 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.

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: customer service phones and cashiering.

FY 14 ACCOMPLISHMENTS

- ✓ Processed approximately 42,500 City sales tax returns for FY14. This is an increase of 6% over FY13.
- ✓ Issued approximately 800 sales tax and business licenses in FY14.
- ✓ Performed approximately 60 sales tax audits and reviews that will generate over $800,000 in revenue at current assessment, penalty, and interest.
- ✓ Tested and installed upgrade 3.4 to the sales tax system.
- ✓ Updated City Tax Code for all changes adopted in Model City Tax Code through December 2013.
- ✓ Implemented the new water and sewer rates effective January 1, 2014.
- ✓ Added over 800 new radio read devices into the meter system.
- ✓ Identified, diagnosed, and repaired more than 950 failed electronic receiver/transmitters (ERTs) throughout the City.
- ✓ Collected over $1,000,000 from delinquent miscellaneous revenue accounts.
- ✓ Collected on over 2,500 library delinquent accounts totaling over $125,000 in library material fines.
- ✓ Billed monthly through miscellaneous receivables over 600 accounts for over $8,000,000
- ✓ Managed over 500 community restitution workers with over 10,000 hours of service.
- ✓ Restructured the utility billing cycles to improve efficiency in meter reading, billing, and customer service.
- ✓ Completed the procurement for a new water meter vendor.
- ✓ Implemented a pilot fixed network meter reading system.
- ✓ Outsourced copy center and mail room services.
- ✓ Procured a new vendor for bill printing and mailing services.

FY 15 NEW INITIATIVES AND GOALS

- Implement changes to accommodate the takeover of City sales tax collection by the Arizona Department of Revenue as required by HB 2111.
- Perform 60 sales tax audits and reviews.
- Implement the new Innoprise utility and miscellaneous billing systems.
- 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 adding to the City's fixed network meter reading system with more fixed network data collection technology.
- Continue to install electronic read meters to bring the City to 100% electronic reads.

PERFORMANCE MEASURES

Priority: Management - 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: ←→ Meets expectations.

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Output-The number of people attending the seminars	45	29	40	40
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	92%	95%	95%	95%

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.34%	0.29%	0.30%	0.30%

Priority: Management - Effective Governance
Goal: Invest City funds with the goal of maximum return but keeping in 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Rate of return on investments outside LGIP since inception. (2011)	1.31%	0.61%	0.65%	0.65%
Benchmark rate of return since inception (2011)	0.98%	0.54%	0.50%	0.50%
Spread between City and benchmark returns since inception (2011)	0.33%	0.07%	0.10%	0.10%

Priority: Management - 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.

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Audit assessments for the fiscal year	$276,294	$523,305	$800,000	$400,000
Audit program expenses	$83,000	$102,000	$105,000	$105,000
Number of audits and reviews performed	20	58	60	60

Priority: Management - 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 are expected to normalize around $100,000.

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Actual	CY 15 Proposed
Annual write off of customer accounts, excluding bankruptcies	$97,198.35	$121,300.64	$100,000	$100,000
Write offs as a percentage of total billed	0.33%	0.38%	0.15%	0.15%

Priority: Management - Effective Governance
Goal: Provide accurate billings.
Objective: Limit the number of estimated read billings.
Type of Measure: Outcome
Tool: Spreadsheet data for meter reading.
Frequency: Monthly
Scoring: Reading Estimate: <2% Exceeding, 2-5% Meeting, >5% Not Meeting
Trend: Reading – ↑ Meeting expectations

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Actual	CY 15 Proposed
Percent of estimated meter reads	4.40%	11.36%	5.00%	5.00%

SECTION: **033-REVENUE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,046,274	$ 1,039,893	$ 1,039,893	$ 1,137,812	$ 97,919
Contractuals	302,380	336,589	334,589	334,489	(2,100)
Commodities	44,792	46,400	46,400	48,500	2,100
TOTAL	**$ 1,393,446**	**$ 1,422,882**	**$ 1,420,882**	**$ 1,520,801**	$ 97,919

EXPENDITURES BY PROGRAM:

General Administration	$ 199,164	$ 166,860	$ 166,860	$ 171,053	$ 4,193
Licensing and Support	97,313	103,892	103,892	105,792	1,900
Auditing	147,531	162,767	162,767	173,085	10,318
Sales Tax Collections	91,282	75,866	75,866	77,952	2,086
Customer Service	537,731	625,760	625,760	608,739	(17,021)
Billing and Collections	44,582	900	900	48,438	47,538
Print and Mail Services	9,967	10,900	10,900	10,900	-
Meter Services	265,876	275,937	273,937	324,842	48,905
TOTAL	**$ 1,393,446**	**$ 1,422,882**	**$ 1,420,882**	**$ 1,520,801**	$ 97,919

SOURCE OF FUNDING:

GENERAL FUND	$ 348,924
LIBRARY FUND	16,343
HIGHWAY USER REVENUE FUND	18,536
TRANSPORTATION FUND	219,831
WATER AND WASTEWATER FUND	657,630
STORMWATER FUND	17,440
AIRPORT FUND	27,368
SOLID WASTE FUND	202,331
SEMS	12,398
	$ 1,520,801

COMMENTARY:

The Revenue operating budget has increased 7% and there are no capital expenditures planned. Personnel Services increases are an increase in 1.0 FTE for Meter Techicians and the elimination of 1.0 FTE related to outsourcing the Copy Center, a merit increase, one time payments and increase cost of benefits. Contractuals decreases are due to decreases in equipment maintenance and other miscellaneous services. Commodities increases are due to increase in motor vehicle parts. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Finance 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 14 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for Fiscal Year (FY) 2014 for the 20th consecutive year.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2013 for the 20th consecutive year.
- ✓ Completed Fiscal Year 2013 financial audit.
- ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2015-2019 for $27.3M to FAA and ADOT
- ✓ Began implementation of the November 2012 approved $10M bond to support the Flagstaff Watershed Protection Project
- ✓ Awarded a grant from the AZ State Parks, Growing Smarter State Trust and purchased 2,251.20 acres of State Trust Lands at Observatory Mesa.
- ✓ Received an Airport Sustainability Master Planning Grant
- ✓ Successfully completed the 2010 Winter Storm Audit with Department of Military Affairs.
- ✓ Received a Southwest Region 2013 Best Projects Award for Water and Environment for the Disaster Recovery-Inner Basin Pipeline Reconstruction Project.
- ✓ Successfully closed out the Transportation Enhancement Grant for Southside Improvements with no compliance issues.
- ✓ Worked with the Department of Justice to correct prior years Equitable Sharing Annual Certification Reports.
- ✓ Continue to work with Coalition Members through the Brownfield Assessment Grant to develop potential Petroleum and Hazardous Substance sites for assessments.
- ✓ Worked with other community partners to secure the National Civilian Community Corp, AmeriCorps project for Flagstaff.
- ✓ Worked extensively with community partners to submit a proposal to the Department of Commerce for the Investing in Manufacturing Communities Partnership program.
- ✓ Successfully incorporated the new Regional Plan 2030 priorities/goals into the FY 2015 Budget Performance Measurement Reports.
- ✓ Began process for improving the budget process through the Straightening the Pipes initiative.
- ✓ Enhanced the Payroll website
- ✓ Created the Northern Arizona Grants Connection (NAGC) and began hosting quarterly meetings with community grant professional.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Continue implementation of the Economic Development Administration grant for a Business Accelerator and Alternate Emergency Operations Center.
- ➢ Successfully complete the Schultz Flooding FEMA/ADEM Audit and receive reimbursement.

- Implement the Economic Development Administration Revolving Loan Fund.
- Through the Small Air Service Community Grant, continue to work with staff to secure second airline.
- Continue to work with staff to purchase Airport Land from the Coconino National Forest Service.
- Continue to submit required reports such as EEOP, FFATA, and DBE to meet grant compliance
- Continue full implementation of the Grants Navigator database and train internal users.

PERFORMANCE MEASURES

Priority: Management – Effective Governance
Goal: To maintain external validation of appropriate budget and year end financial reporting.
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.
Type of Measure: Outcome
Tool: Produce Documents and Submit for Review
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Priority: Management – Effective Governance
Goal: Continue to maintain budgeted grant revenue levels.
Objective: To budget & apply for projected grant revenue in the amount of approximately $10 million per Fiscal Year.
Type of Measure: Outcome
Tool: Budget Document, Schedule of Grant Revenues, FY Grant Revenue Reconciliation, Grants Management Database
Frequency: Yearly
Scoring: $10 million or more
Trend: ↑

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Projected Grant Budgeted Revenue	$28,958,385	$29,776,120	$31,993,929	$25,000,000
Actual Grant Revenue Received	$7,047,512	$8,235,865	$8,000,000	$8,000,000
Grant Amounts Awarded During the Fiscal Year	$7,509,846	$15,230,258	$8,000,000	$8,000,000

Priority: Management – Effective Governance
Goal: To apply and succeed in grant applications submitted
Objective: Of the grants applied for expect successful awards on more that 50%.
Type of Measure: Outcome
Tool: Grants Management Database
Scoring: > 60%=Exceeding, 50%-60%=Meeting, <50%=Needs Attention
Trend: ↑

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Grants Applications Submitted	47	35	16 to date, est. 35	50
Grants Awarded	32 (68%)	26	7 to date, est. 30	35
Active Grants Worked During Fiscal Year	178	140	105 to date, est. 200	175

Priority: Management – Customer Service and Straightening the Pipes
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Vendors paid by EFT	175	186	200	225
Number of Payments Made by EFT	1,527	1,604	1,800	2,000
Percent of Total Payments	21%	25%	28%	30%
Percent of Total Dollars Paid	n/a	47%	50%	50%

Priority: Management – Effective Governance
Goal: Limit the number of single audit auditor findings.
Objective: To have no audit findings on either the City general or single audit.
Type of Measure: Outcome
Tool: Single Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
City of Flagstaff control deficiencies	1	2	0	0
City of Flagstaff significant deficiencies	0	0	0	0
Single audit findings	1	2	0	0

MANAGEMENT SERVICES SECTION 034 FINANCE

EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 869,901	$ 900,789	$ 900,789	$ 948,707	$ 47,918
Contractuals	44,107	51,972	51,972	53,372	1,400
Commodities	19,916	16,616	16,616	17,116	500
TOTAL	**$ 933,924**	**$ 969,377**	**$ 969,377**	**$ 1,019,195**	$ 49,818
EXPENDITURES BY PROGRAM:					
General Administration	$ 114,061	$ 124,315	$ 124,315	$ 132,585	$ 8,270
Accounting	354,803	368,833	368,833	402,625	33,792
Payroll	147,602	148,716	148,716	159,799	11,083
Accounts Payable	128,376	133,382	133,382	126,394	(6,988)
Grants Management	189,082	194,131	194,131	197,792	3,661
TOTAL	**$ 933,924**	**$ 969,377**	**$ 969,377**	**$ 1,019,195**	$ 49,818

SOURCE OF FUNDING:	
GENERAL FUND	$ 632,140
LIBRARY FUND	70,452
HIGHWAY USER REVENUE FUND	40,351
TRANSPORTATION FUND	25,415
WATER AND WASTEWATER FUND	116,940
STORMWATER FUND	7,622
AIRPORT FUND	39,414
SOLID WASTE FUND	71,917
SEMS	14,944
	$ 1,019,195

COMMENTARY:

The Finance operating budget has increased 5% and there are no capital expenditures planned. Personnel Services increases are due to a merit increase, one time payments and increase cost of benefits and reclasses. Contractual increases are due to increases in travel and training. Commodities increases are related to one-time authorization for computer equipment.

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 14 ACCOMPLISHMENTS

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

- ✓ Branch Server Room: The Server Room project was completed at East Flagstaff Community Library. This secondary server room provides the libraries with off-site backup data storage and redundancy to library systems in case of catastrophe or hardware failure at the Main library's server room.
- ✓ The implementation of the new Resource Description and Access (RDA) rules for cataloging has been underway for about a year. The records we download from the Online Computer Library Center and the Library of Congress have been a mix of old and new.
  - o The full transition is a long process, but we are using the new records and will continue to do so as older items are discarded and new items are added.
- ✓ Refurbished the children's restrooms and installed a sink in the circulation workroom at Main.
- ✓ Introduced non-fiction based programming with a Factology Friday Program.
- ✓ Early Literacy: Introduced iStorytime programming, giving preschoolers the opportunity to interact with iPads before beginning kindergarten.
- ✓ Embarked upon an internal digitization project to preserve local historical documents.
- ✓ Provided quality, diverse adult programming using grants and fundraising efforts.
- ✓ Improved the email notification system for more efficient communication with patrons.
- ✓ Computer Hardware Upgrades/Replacements: Replaced all Public Access Computers (PACs) and staff computers at Flagstaff Public Library & East Flagstaff Community Library.
- ✓ Completed two stimulus grants: Job Help & Training, and Hardware & Software for the Public.
  - o Repurposed the grant funded laptops for one-on-one training and in-house public use.

Coconino County Library District

- ✓ Accomplished the migration of library catalog and user records from Follett systems at Forest Lakes, Grand Canyon, Tuba City, Fredonia, and Williams libraries into the shared County Integrated Library System (ILS).
  - o 78,245 bibliographic records; 90,086 item records; 21,605 patron records.
  - o IT staff now maintain & support one ILS instead of seven & have centralized administration to monitor performance, modify settings, and gather statistical data for any library from their desks in Flagstaff.
- ✓ Online Access for Library Users: All the County libraries are now online with local, interactive library websites.
  - o County Library users can now access their library accounts online to search their local library catalog, renew books, place holds, and access licensed online resources.
  - o This online access is available on multiple platforms: computers, smart phones, and tablets (including apps for iOS & android).
- ✓ All County libraries now have Early Literacy Computer Stations.

- ✓ Page Public Library
  - o Created a library presence at the Page Adult Center.
- ✓ Williams Public Library
  - o Replaced all the Public Access Computers (PACs).
  - o Became part of the Arizona Memory Project.
- ✓ Fredonia Public Library
  - o Because it is a depressed area, the library does a Free Clothes Drive each month.
  - o Summer Reading for Youth, Teens, and Adults; Adult e-reader training
  - o Early Literacy for ages 0-5; Preschool Storytime and Regular Storytimes
- ✓ Forest Lakes Community Library
  - o Installed a new, and this library's first, Early Literacy Station (ELS).
  - o Planned, organized, and implemented summer children programming and library fundraising activities.
  - o Evaluated and weeded the children's collection and purchased new materials to increase.
- ✓ Bookmobile
  - o Proposed and received two grants for purchasing additional children's literature and works by Navajo authors.
  - o Added stops requested by patrons: Mormon Lake and Sandstone Highland Apartments.
  - o Surpassed records: Circulation and patron visits increased by over 50%.
  - o Created a short promotional DVD about the Assisted Living Performance Series and expanded the program to include a broad range of cultural and ethnic events.
- ✓ Tuba City Public Library
  - o Refinished public restroom floors.
- ✓ County Correctional Facility Library
  - o Implemented a new system for delivering periodicals to inmates.
- ✓ Sedona Public Library
  - o Replaced 18 public computers.
  - o Upgraded analog phone system to Voice Over Internet Protocol (VOIP)
  - o Received grant to replace two Early Learning Stations

FY 15 NEW INITIATIVES AND GOALS

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

- ➢ Merge records that were not combined by the Sirsi processing due to slight differences in match points. These will be done individually by catalogers at the Main Library.
- ➢ Process Authority records electronically to bring them up to date with our bibliographic holdings.
- ➢ Introduce a gamer's club after school to provide more computer access.
- ➢ Pilot new Summer Reading Program software developed by the Maricopa Library District.
- ➢ Remove computers from lab & repurpose the space for greater efficiency within the circulation department.
- ➢ Write grants that provide for adult programming, including STEM based experiences for our patrons.
- ➢ Plan continuing education opportunities for staff in order to meet the technology and service needs of the community, including e-reader trends & training.
- ➢ Add a full-time employee to the East Flagstaff Community Library, self-funded with branch savings.

Coconino County Library District

- ➢ E-Resource Central: The libraries recently gained access to downloadable eBooks & audio books. Staff plans to implement E-Resource Central for all the libraries that share the County Integrated Library System (ILS). This new ILS module will make access to e-resources easier for end-users.
- ➢ Implement the ability to print from patrons' personal laptops to accommodate those patrons using Wi-Fi access.
- ➢ Computer Hardware Upgrades/Replacements: Library IT staff will replace public access computers at Page Public Library, including laptops used for library instruction and programming.

- Library IT staff will provide local computer training opportunities for library staff, including hardware, operating system, networking, and software application topics.
- Fredonia Public Library
  - Plan summer reading programs for Youth, Teens, and Adults.
  - Coordinate Early Literacy 0-5yrs programs, travel to the preschool for programs and Storytimes.
  - Plan computer training.
  - Train staff on new computers and software.
- Forest Lakes Community Library
  - Establish a relationship with the Forest Lakes Owners Association to pursue and create fundraising ideas and programs benefitting both the library & FLOA entities.
  - Plan and organize weekly summer programs for children.
  - Begin a community awareness program regarding self-sustainability.
- Bookmobile
  - Apply for grants, and expand the Assisted Living Performance Series.
  - Research the viability of a stop at the Twin Arrows Casino for employees.
- Grand Canyon Community Library
  - Work with the Park Service to replace carpet.
  - Explore feasibility of additional hours and staffing.
- Tuba City Public Library
  - Replace carpet, and research parking and exterior design improvements.
  - Explore feasibility of additional hours and staffing.
  - Collaborate with CCC on GED courses at library.
- County Correctional Facility Library
  - Go through circulated materials to make room for new and requested items.
- Sedona Public Library
  - Increase programming for Latino community by offering additional English as a Second Language classes, digital literacy classes, and college prep for first generation college-bound students.
  - Offer health screenings in cooperation with Northern Arizona Medical.
- Williams Public Library
  - Expand library programming.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Community Character, Community Design (Goal CC.3) and Arts, Sciences, and Education (Goal CC.5)
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, and seniors.
Type of Measure: Outcome and Output; Number of Programs and Participants in Library Programs
Tool: Customer Surveys, Hardcopy and Online (Library Website); Customer Questions/ Feedback; Program Stats
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 99%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Customer satisfaction with programs offered at the Library	96%	99%	99%	99%
Number of programs offered	1,147	1,117	1,140	1,152
Number of participants in programs	28,602	27,031	27,653	28,206

Priority: Regional Plan (2030) – Community Character, Community Design (Goal CC.3) and Arts, Sciences, and Education (Goal CC.5)
Goal: Provide exceptional customer service.
Objective: Provide a welcoming community space and 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 and Online (Library Website); Customer Questions and Feedback
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 99%
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Customers pleased with their Library experience	97%	99%	99%	99%

Priority: Regional Plan (2030) – Community Character, Community Design (Goal CC.3) and Arts, Sciences, and Education (Goal CC.5)
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 and Output.
Tool: Customer Surveys, Hardcopy and Online (Library Website); Customer Questions and Feedback, Circulation Statistical Records
Frequency: Daily, Weekly, Quarterly, Annually (ongoing)
Scoring: 98%
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Customers believe that having access to the library and library resources enhances their quality of life	99%	98%	99%	99%
Number of items circulated/checked out by patrons	1,220,624	1,064,698	1,076,152	1,097,675
E-materials: electronic format checkouts & database use	12,980	20,670	20,872	21,236

Priority: Regional Plan (2030) – Community Character, Arts, Sciences, and Education (CC.5), Community Design (Goal CC.3, Economic Development, Education and Workforce Training (Goal ED.2)
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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Computer Usage: all public computers, Early Literacy Stations use, and wireless internet users	258,733	255,207	259,035	262,532
Computer Training, Classes, Tutoring, and Job Help	377	937	950	966
Hits to the Library website	325,782	559,767	587,764	608,679

SECTION: 035-LIBRARY CITY DIRECT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 2,203,961	$ 2,231,982	$ 2,231,982	$ 2,390,978	$ 158,996
Contractuals	360,790	391,336	391,336	585,189	193,853
Commodities	457,520	654,967	261,648	652,699	(2,268)
Capital	-	59,195	-	213,390	154,195
TOTAL	**$ 3,022,271**	**$ 3,337,480**	**$ 2,884,966**	**$ 3,842,256**	$ 504,776

EXPENDITURES BY PROGRAM:

General Administration	$ 434,937	$ 527,749	$ 468,554	$ 967,137	$ 439,388
Technical Services	743,489	769,545	592,965	889,440	119,895
Public Services	1,353,273	1,618,463	1,401,724	1,493,215	(125,248)
East Flag Library	478,727	400,773	400,773	471,514	70,741
Main Library Automation	11,501	19,500	19,500	19,500	-
Outreach	344	1,450	1,450	1,450	-
TOTAL	**$ 3,022,271**	**$ 3,337,480**	**$ 2,884,966**	**$ 3,842,256**	$ 504,776

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,842,256
	$ 3,842,256

COMMENTARY:

The Library operating fund has increased by 11%. Personnel Services witness an increase of 7% for merit increases, section reorganization and a new position at the East Flagstaff Branch. Contractual had a increase of 50% which represents one time allowances. Commodities decrease of 1% is related to the reorganization plan. The capital for this section is related to set-asides for future fleet replacements and renovations related to ADA guidelines.

SECTION: 036-LIBRARY COUNTY DIRECT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 323,866	$ 377,265	$ 377,265	$ 368,038	$ (9,227)
Contractuals	61,413	91,000	91,000	83,500	(7,500)
Commodities	91,672	175,779	175,779	134,660	(41,119)
Capital	13,668	-	-	-	-
TOTAL	**$ 490,619**	**$ 644,044**	**$ 644,044**	**$ 586,198**	$ (57,846)

EXPENDITURES BY PROGRAM:

County Jail	$ 55,702	$ 84,670	$ 84,670	$ 77,202	$ (7,468)
County Bookmobile	80,396	99,308	99,308	84,515	(14,793)
Forest Lakes Library	67,577	96,768	96,768	91,015	(5,753)
Tuba City Library	188,490	227,176	227,176	223,109	(4,067)
Supai Library	2,346	15,500	15,500	15,500	-
Grand Canyon	96,108	120,622	120,622	94,857	(25,765)
TOTAL	**$ 490,619**	**$ 644,044**	**$ 644,044**	**$ 586,198**	$ (57,846)

SOURCE OF FUNDING:

LIBRARY FUND	$ 586,198
	$ 586,198

SECTION: **038-LIBRARY GRANTS AND COUNTY WIDE PROJECTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 143,478	$ 149,674	$ 149,674	$ 152,546	$ 2,872
Contractuals	1,065,786	2,586,691	1,086,691	2,292,301	(294,390)
Commodities	254,081	191,500	191,500	189,890	(1,610)
TOTAL	**$ 1,463,345**	**$ 2,927,865**	**$ 1,427,865**	**$ 2,634,737**	$ (293,128)

EXPENDITURES BY PROGRAM:

Surge of Technology Grant G11-05	$ 4,912	$ -	$ -	$ -	$ -
BTOP II Recovery Grant	14,773	-	-	-	-
Flagstaff AZ: A Look Back Grant G11-06	5,927	-	-	-	-
AZ State Grant in Aid 13	24,999	-	-	-	-
State Grants In Aid 2014	-	25,000	25,000	-	(25,000)
Youth Services Grant	3,270	-	-	24,000	24,000
State Grant-in-Aid FY 2014	-	-	-	25,000	25,000
Showcasing Science through Sustainable Space	-	-	-	30,000	30,000
County-wide Projects	1,409,464	2,902,865	1,402,865	2,555,737	(347,128)
TOTAL	**$ 1,463,345**	**$ 2,927,865**	**$ 1,427,865**	**$ 2,634,737**	$ (293,128)

SOURCE OF FUNDING:

LIBRARY FUND	$ 2,634,737
	$ 2,634,737

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.

RIO DE FLAG
NATURE TRAIL

COMMUNITY DEVELOPMENT DIVISION MISSION

The missions of the **Community Development Administration, Engineering Section, Planning and Development Services** 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.

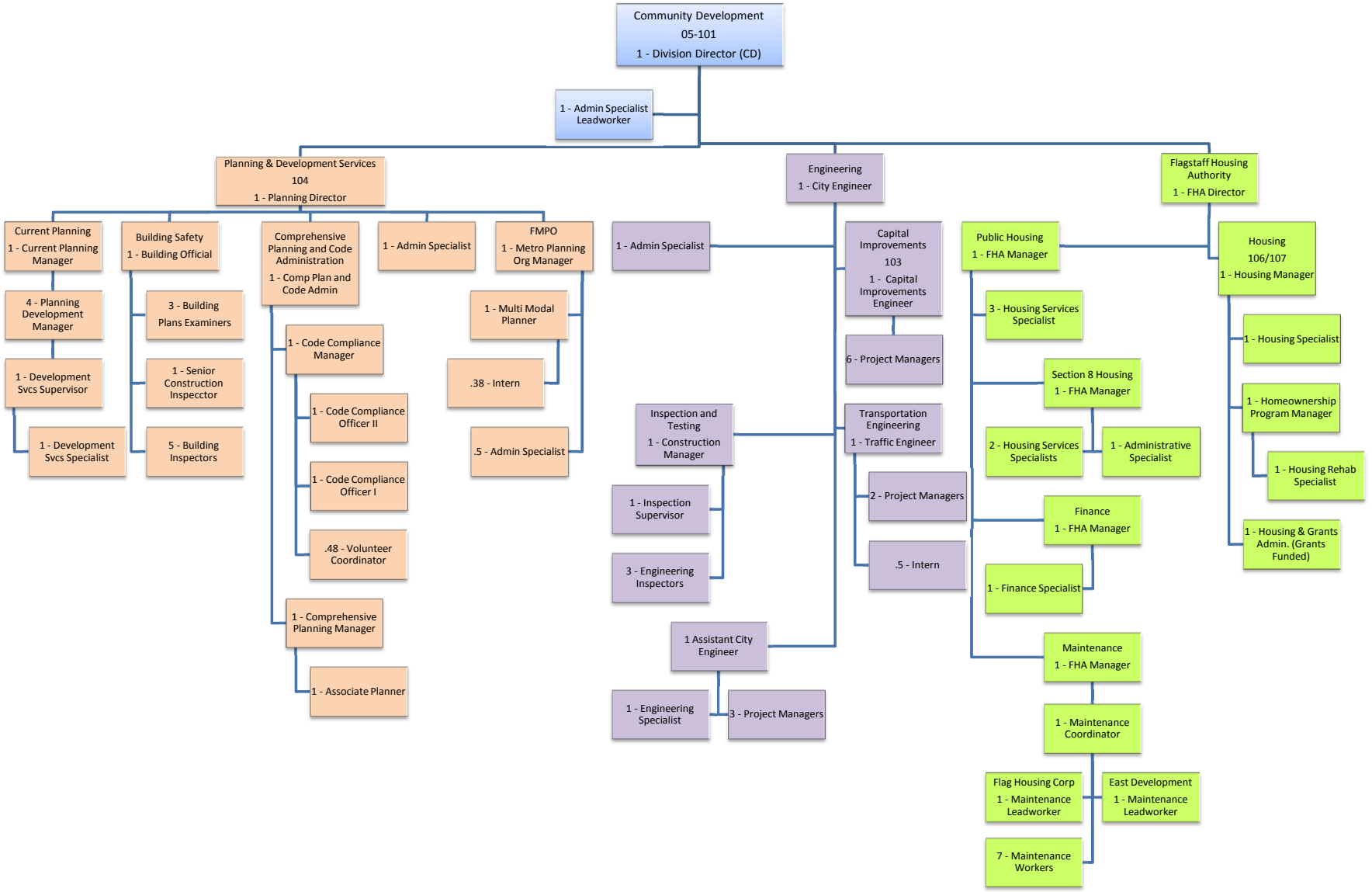
The mission of the **Capital Improvement Section** is to provide for the delivery of high quality community projects that improve the quality of life for the citizens of Flagstaff, through the efficient management of public resources.

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.

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.

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT SECTION 101 CD ADMINISTRATION

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, and coordinates the activities of the Engineering Section, the Housing Section, Flagstaff Housing Authority, and the Planning and Development Services Section. Administration also serves Community Development by coordinating issue resolution with other City Divisions and with external agencies. The only two staff in this section are the Division Director and Administrative Specialist.

FY 14 ACCOMPLISHMENTS

- ✓ Presidio in the Pines Landscaping Bond out of court settlement for greater than full penal value of bond
- ✓ Managed and led long-term ADOT/City Public Private Partnership Project
- ✓ Hired a new Planning Director
- ✓ Moved Juniper Point, Canyon del Rio, and Little America projects forward
- ✓ Advanced a potential Improvement District for approximately 2,200 acres in south central Flagstaff
- ✓ Regional Plan adopted by Council
- ✓ Continued to provide leadership for the Rio de Flag project team

FY 15 NEW INITIATIVES AND GOALS

- ➢ Fully merge the Flagstaff Housing Authority Section and the Flagstaff Housing Section
- ➢ Creatively address the Housing Authority budget shortfalls
- ➢ Bring our new permit tracking system (CommDev) online
- ➢ Work with Management Services to develop a new Cost of Services study
- ➢ Complete Rio de Flag FEMA analysis
- ➢ Advance the John Wesley Powell Area Improvement District
- ➢ Advance the ADOT/City Public Private Partnership Project on Milton

COMMUNITY DEVELOPMENT SECTION 101 CD ADMINISTRATION

SECTION:	101-COMMUNITY DEVELOPMENT				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 233,456	$ 243,281	$ 243,281	$ 254,409	$ 11,128
Contractuals	40,284	47,134	47,134	47,134	-
Commodities	15,776	11,378	11,378	11,378	-
TOTAL	**$ 289,516**	**$ 301,793**	**$ 301,793**	**$ 312,921**	$ 11,128
EXPENDITURES BY PROGRAM:					
General Administration	$ 289,516	$ 301,793	$ 301,793	$ 312,921	$ 11,128
TOTAL	**$ 289,516**	**$ 301,793**	**$ 301,793**	**$ 312,921**	$ 11,128
SOURCE OF FUNDING:					
	GENERAL FUND			$ 312,921	
				$ 312,921	

COMMENTARY:
The Community Development operating budget has increased 4%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractuals remain flat. Commodities also remain flat.

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 103), Transportation Engineering, Development Engineering, and Engineering Inspection & Testing.

FY14 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, Canyon del Rio, Soliere and Country Club, Little America, TRAX, The Standard, Mountain Trails Apartment, Camryn Pines, and various other smaller traffic impact reports.
- ✓ 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 Fourth Street at WL Gore crosswalk Rectangular Rapid Flashing Beacon Pedestrian Crossing.
- ✓ In cooperation with GIS and Public Works have completed the Citywide sign inventory and populated the Cartegraph management software with the sign attribute data.
- ✓ One Project Manager completed a weeklong training course on the transportation modeling software TransCAD.
- ✓ Completed a Citywide crosswalk and stop bar inventory and have completed the Citywide installations to upgrade these markings through the HSIP program.

- ✓ Developed projects related to the Highway Safety Improvement Program. Projects that "kick-off" this year include a Citywide Guardrail Assessment and Replacement project, Beulah Blvd. Bike Lanes, and intersection redesign for Switzer Canyon at Turquoise.
- ✓ In cooperation with the FMPO, developed revised Transportation Impact Analysis guidelines for private development projects.
- ✓ Developed a permitting process for oversized loads.
- ✓ Contributed to the rewrite of the Encroachment Ordinance, including holding a public meeting with the Transportation Commission on the subject.
- ✓ Created 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), including a customer survey closeout process.
- ✓ Ensured proper signal timing and operation of 57 City-owned traffic signals and pedestrian actuated crosswalks.
- ✓ Collaborated with NAU on the Beaver Street Green Bike Lanes experiment and study.
- ✓ Collaborated with Texas A&M University (Texas Transportation Institute) on Rectangular Rapid and Circular Rapid Flashing Beacon effectiveness study. This study is being funded by the Federal Highway Administration to determine the relative effectiveness of different rapid flashing beacon displays for inclusion in the next Manual on Uniform Traffic Control Devices.

Development Engineering

- ✓ Assisted other internal divisions/sections/programs including Transportation, Public Works, and Stormwater with service requests such as field surveying and inventory counts.
- ✓ 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.
- ✓ Revised permit application processes and procedures to comply with House Bill 2443 requirements.
- ✓ Continued implementation of the new Innoprise permit and project tracking software into the Program.
- ✓ Continued to refine and simplify processes in order to improve internal/external customer service.
- ✓ Completed archiving of dated records and drawings including relocation to records retention warehouse.

Engineering Inspection & Testing

- ✓ Performed 11,389 inspections in the City of Flagstaff.
- ✓ Performed 4,154 materials tests (asphalt, concrete & soils).
- ✓ 22 major construction projects received a Final Letter of Acceptance.
- ✓ Inspected 102 Franchise Utility small permits in the City right-of-way.
- ✓ Inspected 49 Public Improvement small permits in the City right-of-way.
- ✓ There was no warranty work required on completed projects this fiscal year.
- ✓ Assisted Storm Water and Public Works with Inspection & Testing service requests.
- ✓ Two Inspectors obtained next level of NICET (National Institute of Certification in Engineering Technologies) Underground Utilities Construction Certifications Level II.
- ✓ Two Inspectors obtained next level of NICET Underground Utilities Construction Certifications Level III.
- ✓ Four Inspectors obtain ACI (American Concrete Institute) Concrete Field Testing – Grade I.
- ✓ All inspectors attended and received competent certification in Trench and Excavations.
- ✓ All inspectors attended and received competent certification in Confined Space Entry.
- ✓ Partnering meeting with Streets Section lead personnel and Engineering Inspection to promote good communication and build a good working relationship between Divisions.
- ✓ No vehicle accidents in FY13.

FY15 NEW INITIATIVES AND GOALS

Administration

- Provide leadership and support for Engineering Section staff.
- 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 citizens' 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.
- Support City Manager's Work Plan.

Transportation Engineering

- Continue to support the Transportation Commission and its advisory committees to engage the public and establish positive working relationships.
- Work on the Regional Transportation Plan through the FMPO.
- In cooperation with the FMPO, explore and possibly develop revised Transportation Impact Analysis impact assessment techniques for pedestrian, bicycle, and transit modes.
- Coordinate with Public Works and local astronomical community to develop revised Engineering Standards for roadway lighting.
- Continue to develop and create efficiencies in the Transportation Engineering's customer service processing and tracking systems.
- In coordination with Capital Improvements, develop plans and specifications for the Butler Avenue Corridor advanced signal timing project.

Development Engineering

- 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.
- Continue to advance the new processes and procedures developed for compliance with House Bill 2443.
- Continue to review and process all land development and right-of-way permit applications in a timely and comprehensive manner.
- Continue to successfully coordinate the construction phase and C-of-O processes for commercial land development projects.
- Perform thorough reviews of civil construction plans in order to ensure new infrastructure is designed and constructed in compliance with the Engineering Standards.

Engineering Inspection & Testing

- Maintain current levels of NICET certifications through continued education.
- Ensure reliable, quality infrastructure through implementation of the 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 construction projects.
- Continue to ensure the public's, contractors' and staff's safety on all permitted projects in the right-of-way.
- Coordinate with Utility Franchise Companies on construction phases to ensure work is completed in a timely fashion.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Transportation, Safe and Efficient Multimodal Transportation (Goal T.2)
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:	CY12 Actual	CY13 Actual	CY14 Estimated	CY15 Proposed
Number of work orders provided to public works plus number of traffic studies performed	101	96	85	80

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)
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:	CY12 Actual	CY13 Actual	CY14 Estimated	CY15 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	100%	100%	100%	100%

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)
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: Program Outcome
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:	CY12 Actual	CY13 Actual	CY14 Estimated	CY15 Proposed
On-time review of land development applications	98%	100%	95%	95%

Priority: **Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)**
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:	CY12 Actual	CY13 Actual	CY14 Estimated	CY15 Proposed
Percentage of Lab tests performed that meet or exceed appropriate criteria after the initial test	99%	99%	99%	95%

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

Measures:	CY12 Actual	CY13 Actual	CY14 Estimated	CY15 Proposed
Percentage of projects that do not have any corrective work issues that arise during the 1-year warranty period	100%	100%	100%	95%

SECTION: **102-ENGINEERING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,257,180	$ 1,427,639	$ 1,427,639	$ 1,316,902	$ (110,737)
Contractuals	55,113	47,327	47,327	256,378	209,051
Commodities	29,445	22,342	22,342	13,697	(8,645)
TOTAL	**$ 1,341,738**	**$ 1,497,308**	**$ 1,497,308**	**$ 1,586,977**	$ 89,669

EXPENDITURES BY PROGRAM:

General Administration	$ 174,167	$ 194,868	$ 194,868	$ 205,432	$ 10,564
Transportation Engineering	204,268	273,665	273,665	325,332	51,667
Development Engineering	434,381	468,695	468,695	457,720	(10,975)
Public Works Inspection	401,133	409,306	409,306	598,493	189,187
Materials Testing	127,789	150,774	150,774	-	(150,774)
TOTAL	**$ 1,341,738**	**$ 1,497,308**	**$ 1,497,308**	**$ 1,586,977**	$ 89,669

SOURCE OF FUNDING:

GENERAL FUND	$ 1,194,976
HIGHWAY USER REVENUE FUND	392,001
	$ 1,586,977

COMMENTARY:

The Engineering operating budget has increased 6%, and there are no major capital expenditures planned. Personal Services decreases are due to a decrease in 2 FTE for Materials Tech positions, while incurring a merit increase, one time payments and increased cost of benefits for the remaining positions. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, increases for a traffic impact analysis review ($25,000), traffic counters repair ($8,000), survey services ($10,000) and material testing consultant services ($183,798) which is on a cost recovery basis. Commodities decreases are due to the Material Testing program outsourcing and the related reduction in motor vehicle costs, lab and safety supplies and workorder charges. There is $18,000 budgeted as one-time authorized expenditures for $8,000 for traffic counters repair and maintenance and $10,000 for a survey consultant.

MISSION

The Capital Management 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 Management 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 14 ACCOMPLISHMENTS

- ✓ Supported John Wesley Powell area Improvement District/Master Planning effort.
- ✓ 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.
- ✓ Continued project definition and development efforts through project scoping.
- ✓ Coordinate internal review of proposed 5-year plans for Division 111 (FUTS) and Transportation Tax.
- ✓ Continued delivery of 2010 Street/Utility Bond projects including completion of the Coconino/Elden/Humphreys and Cedar Avenue projects, and continued delivery of S. Beaver & S. Leroux, La Plaza Vieja, and Rose Street projects.
  - o Continued Rio de Flag project coordination with Army Corps of Engineers.
  - o Procured Design Phase services for Rio de Flag FEMA Design Concept Report.
  - o Completed project administration services for Skunk Canyon Drainage Improvements.
  - o Procured Design Phase services for Innovation Mesa Business Accelerator – Secondary Emergency Operations Center.
  - o Gained Council approval of IGA to provide Construction Administration services for the NAIPTA Bus Facility Expansion.
  - o Continued project management services for multiple FUTS projects.
  - o Coordination with ADOT on the Pine Knoll Safe Routes to School Project and Fourth St. FUTS Project.
  - o Obtained Self-Administration Approval from ADOT for design of the Fourth St. FUTS and B40 Overlay Projects.
  - o Engineered design documents in progress toward construction for 19 capital projects valued at $10.8M, including:
- ✓ Rose St. 2010 Bond Project @ 100%
- ✓ Walapai Alley Waterline @ 100%
- ✓ San Francisco Utility Replacement @ 100%
- ✓ FUTS - Hospital Rim @ 100%
- ✓ FUTS - Rt. 66 to McMillan Mesa @ 100%
- ✓ Industrial Dr. – Huntington to Nestle Purina @ 100%
- ✓ NAIPTA Bus Facility Expansion @ 90%
- ✓ HSIP Beulah Bike Lanes @ 90%
- ✓ Switzer Canyon Transmission Main Project Phase II @ 90%
- ✓ FUTS Signage @ 80% (construction scheduled to start in Fall 2014)
- ✓ HSIP Sign Management @ 80% (Phase I construction scheduled to be complete in 2015)
- ✓ Bonito St. Water and Sewer Project @ 60%
- ✓ FUTS - Mall Realignment @ 60%
- ✓ HSIP Switzer/Turquoise Roundabout @ 15% (final design to scheduled to start in 2015)
- ✓ HSIP Guardrails @ 15%
- ✓ Leroux St. Water & Sewer Improvements @ 30%
- ✓ Lake Mary Well Field #2 @ 10%
- ✓ Cheshire Water Tank Painting @ 10%

- ✓ FUTS - Pine Knoll Trail @ 10%
- ✓ Projects under construction include 4 capital projects valued at $5.5M:
  - o La Plaza Vieja 2010 Bond Project (50% complete)
  - o Switzer Canyon Transmission Main - Phase I (90% complete)
  - o West St. and Arrowhead Ave. Phase II (63% complete)
  - o HSIP Transverse Markings (15% complete)
- ✓ Construction projects completed and under warranty include 10 city projects valued at $11.3M including:
  - o S. Beaver & S. Leroux 2010 Bond Improvements
  - o Coconino/Elden/Humphreys 2010 Bond
  - o Cedar Avenue 2010 Bond Project
  - o Rte. 66 Waterline - Woody Mtn. to McCallister
  - o Hillside Water & Sewer Replacement
  - o Woodlands Village Blvd. Median
  - o Butler Median Improvements – Phase III
  - o FUTS 6th/Arrowhead Connector
  - o West Street - Phase I
  - o Milton/Sitgreaves ADA Ramp

FY 15 NEW INITIATIVES AND GOALS

- ➢ 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 project (Rose Ave.).
- ➢ 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.
- ➢ 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.
- ➢ The forecast for projects that the Capital Improvements Program expects to achieve major milestones encompasses 8 projects with a total City value of $7.2M and includes:
  - o Rose St. 2010 Bond Project - construction complete Fall 2014
  - o Walapai Alley Utility Replacement - construction complete Fall 2014
  - o San Francisco Utility Replacement - construction complete Fall 2014
  - o FUTS - Hospital Rim – construction complete Fall 2014
  - o FUTS – ATA Rt. 66 to McMillan Mesa – construction complete Fall 2014
  - o West Street & Arrowhead Avenue - Phase II – anticipated completion Fall 2014
  - o Butler Traffic Signal Control System – design complete in 2015
  - o FUTS – Country Club Rt. 66 to Cortland - design complete in 2014 (ADOT administered)

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)
Goal: Fiscal responsibility
Objective: Deliver Capital projects within approved budgets
Type of Measure: Program Outcome
Tool: Aggregated data from database that tracks projects completed within 105% of approved budget.
Frequency: Quarterly (using a 12-month moving trend)
Scoring: Dashboard – Green (>90%)
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of projects completed within 5% of authorized amount	84.6%	93.6%	90%	90%

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)
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 – Yellow (<90% & >80%)
Trend: ↓

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of projects completed within 3 months of accepted schedule	96.9 %	85.3%	90%	90%

SECTION: **103-CAPITAL MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 790,452	$ 836,999	$ 836,999	$ 765,980	$ (71,019)
Contractuals	8,449	18,092	18,092	18,092	-
Commodities	(903,180)	(932,909)	(932,909)	(932,909)	-
TOTAL	**$ (104,279)**	**$ (77,818)**	**$ (77,818)**	**$ (148,837)**	$ (71,019)

EXPENDITURES BY PROGRAM:

General Administration	$ 17,989	$ 30,183	$ 30,183	$ 30,183	$ -
Capital Improvement Engineering	(176,446)	(108,001)	(108,001)	(179,020)	(71,019)
ADOT Project Coordination	15,126	-	-	-	-
Unplanned/Unprogrammed Work	3,841	-	-	-	-
5 Year Capital Program Development	35,211	-	-	-	-
TOTAL	**$ (104,279)**	**$ (77,818)**	**$ (77,818)**	**$ (148,837)**	$ (71,019)

SOURCE OF FUNDING:

GENERAL FUND	$ (148,837)
	$ (148,837)

COMMENTARY:

The Capital Management operating budget has decreased 91% and there are no capital expenditures planned. Personnel Services decreases are due to a Budget FY 2014 one-time retirement payout that is not budgeted for FY 2015. 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

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, and 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 recently adopted Zoning Code and the existing and proposed new 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 Citywide input through the Inter-Division Staff. 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 counter receives and disseminates 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, and 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 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 is responsible for engaging the community to participate in developing comprehensive planning for the 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 suggested Property Maintenance Ordinance.

FY 14 ACCOMPLISHMENTS

Planning for Growth and Customer Service

- ✓ Current Planning Manager continues to be the staff liaison and provides administration to the Planning and Zoning Commission.
- ✓ Current Planning continues to improve and refine 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 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, processes, and procedures related to the front counter. Audited all permit applications to maintain updated requirements, processing, and procedures.
- ✓ The Current Planning Program reviewed a total of 116 concept and site plan proposals throughout the review period.
- ✓ Assisted with the detailed review of approximately 90 miscellaneous building permits during the fiscal year.
- ✓ Continue to process lot-split requests. The Current Planning Program Management processed 37 lot splits during the fiscal year.
- ✓ Implemented and educated clients on the new zoning code.
- ✓ Continue to provide assistance to the Housing Section to provide workforce housing projects. The Current Planning Program is discussing affordable housing with the various rezoning, site plan, and subdivision applications.
- ✓ Current Planning Program has submitted comments concerning proposed developments with the County Planning Division as agreed with the regional mutual review system. The Section also receives comments from the County on proposals adjacent to the City Limits.
- ✓ Kept plan review time frames at a maximum 4-week turnaround time.
- ✓ Adopted the 2012 International Building Codes and 2009 Energy Code.
- ✓ The City's ISO rating is back to a 3 for residential and commercial buildings.
- ✓ Kept inspections on a same-day response timeframe.
- ✓ There were no personnel accidents or injuries, including field inspectors.
- ✓ Adoption of the Flagstaff Regional Plan 2030 by the City Council on January 14, 2014 and ratification of the Plan by Flagstaff residents is expected on May 20, 2014. This was a team project, led by Comprehensive Planning with staff support from Current Planning.
- ✓ Development of an online interactive mapping application to enable Flagstaff residents to view and interact with the maps and their supporting data included in the Regional Plan.
- ✓ Completion of amendments to the Flagstaff zoning code to establish a new process and review procedure for zone change applications and to create a new sign district for the Flagstaff Mall and Marketplace.
- ✓ Expansion of the City of Flagstaff's volunteer program with the hiring of a part-time Volunteer Coordinator position shared with the Sustainability and Environmental Management Program.
- ✓ Expansion of the City's Graffiti Buster program to include recruitment, training, and deployment of volunteers in neighborhoods. Currently 27 active volunteers are enrolled in the program who donated over 600 hours of service in FY14
- ✓ The volunteer programs responsible for cleanups across the community (Adopt-An-Avenue, Adopt-A-Park, and Adopt-A-FUTS) continue to expand. These programs provide an essential service to ensure that neighborhoods, parks, streets, and FUTS are kept as free from litter and trash as possible. Some statistics demonstrate the value of these programs:
  - o Adopt-An-Avenue: 103 segments, 296 volunteers, and est. 353 hours of donated time
  - o Adopt-A-Park: 8 parks adopted and est. 107 hours of donated time
  - o Adopt-A-FUTS: 15 FUTS trail segments adopted, 156 volunteers, and est. 216 hours of donated time.

- ✓ Increased work on the abatement of dangerous and unsightly buildings using existing City Codes and procedures, and through the utilization of a database of all suspected or identified distressed properties. In FY14 a total of 23 distressed properties were identified, of which 4 were successfully abated through staff action, 3 court actions are pending, and 3 were abated by the property owner.
- ✓ Ongoing work on future amendments to the Flagstaff zoning code, with specific reference to the Sign Regulations, as well as general amendments throughout the zoning code for possible adoption by the City Council in FY15.
- ✓ Initial review and implementation of the Flagstaff Regional Plan; inclusion of goal and policy analysis in all reports and staff summaries submitted to City boards, commissions, and the City Council.
- ✓ Detailed analysis of the Flagstaff zoning code to ensure consistency with the Flagstaff Regional Plan, with as necessary, the identification of future amendments for consideration by the City Council.
- ✓ Improved enforcement of sidewalk maintenance requirements.
- ✓ Completion of comprehensive updates to the Comprehensive Planning and Code Compliance Program web pages.
- ✓ Completion of amendments to the City to assist with the abatement of graffiti and to provide more streamlined standards and review procedures for outdoor cafes on public sidewalks in the downtown and in other commercial zones within the City.
- ✓ Provided assistance to the City Attorney's office with initial background research on a proposed Relocation Ordinance for inclusion in the zoning code.
- ✓ Managed an amendment to the Regional Plan land use map on behalf of Little America Resorts and Hotels Inc. for their approximately 520 acre property, approval of which was granted by the City Council in December 2013.
- ✓ Habitat Harmony contacted the City seeking a more active role in neighborhood cleanup efforts. They continue to be an important ally in the effort to keep the community clean.
- ✓ Support of the Solid Waste Section through active enforcement of solid waste code violations continues, and in FY14 162 solid waste cases were recorded.
- ✓ Refinement of the single point of contact system in concert with the development review process.
- ✓ Revised planning applications to be in compliance with the SB 1598 & 2443.
- ✓ Member of the P3 RFP review committee on the City and ADOT Properties.
- ✓ Member of the RFP on the Fourth Street and Route 66 property and Core Services Maintenance Facility.
- ✓ Member of the Core Services Maintenance Facility property negotiating team.
- ✓ Updated the Current Planning & Front Counter Procedures and Processes manuals.
- ✓ Managed and operated CD TV that informs our clients, customers, and stakeholders of current events.
- ✓ The Planning and Zoning Commission is represented on the Open Spaces Commission, Board of Adjustment and Water Commission.
- ✓ Working with Gore to process an annexation and utility service improvement for future expansions.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Implement the Regional Land Use and Transportation 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 2443.
- ➢ Continue to process miscellaneous building permits and lot-split requests, and coordinate land information system.
- ➢ Provide Current Planning Program staff assistance to implement the Tracking software to mirror our many development processes.
- ➢ Continue to participate in the City/County mutual review system.
- ➢ Continue to provide Planner of the Day services to the general public by telephone and front counter services.
- ➢ Continue to provide excellent customer service.
- ➢ Implement Electronic Plan Review.
- ➢ Add another Plans Examiner and Building Inspector.

- Configure and implement Innoprise permitting software.
- Work at streamlining plan reviews, the permit process, and inspections.
- Implementation of the Flagstaff Regional Plan through the development and adoption of various neighborhood, activity center, and area Illustrative Plans, including for example: working on the S. Milton Corridor Plan, completion and adoption by the City Council of the La Plaza Vieja Neighborhood Master Plan, and participation in future planning of the 4th Street Corridor and completion/update of a possible future Southside Area Plan.
- Identify, draft, and adopt comprehensive amendments to the Flagstaff zoning code and the subdivision regulations.
- Implementation of the Regional Plan annual report template.
- Increase the number of volunteer hours utilized in the Graffiti Busters Program from 8 to 15 hours per week.
- Implement a program through the use of volunteers (e.g. adult probation) for the initial cleanup and ongoing maintenance of utility easements in such areas as Sunnyside and Upper and Lower Greenlaw.
- Implement a program to locate waste dumpsters in temporary hubs in strategic locations to be timed with the departure and arrival of students.
- Completion of the installation of new signage on FUTS trails to acknowledge the adoption of various sections of the FUTS system by community volunteer organizations and individuals.
- Regional Plan Implementation
    - Upon voter ratification of the Flagstaff Regional Plan in May 2014 as the City's new general plan, implementation of the Plan will commence. A broad range of goals and policies have been developed for each of the following elements: neighborhoods and housing, energy, economic development, growth and land use, public facilities, environmental planning and conservation, open space, recreation, community character, cost of development, transportation, and water resources. The plan's goals and policies will be used to help inform development decisions as well as internal programs and Division projects. In addition to goals and policies, the Regional Plan employs numerous Smart Growth principles to promote, for example, multimodal transportation options, walkable neighborhoods, infill and redevelopment, open space conservation, and compact development. The Plan draws on the potential of "activity centers" to attain the community's vision for the built environment. This concept seeks to concentrate private and public projects and investment at key points in the City (activity centers), at a scale and form that is appropriate to the surrounding area. Over time, the reinvestment sites, neighborhoods, and corridors within and adjacent to activity centers will be viable options for public/private partnerships and investment.

PERFORMANCE MEASURES

Priority: Council - 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 12 Actual	CY 13 Actual	CY 14 Actual	CY 15 Proposed
Percent of land development applications approved without "surprise" conditions when conceptual to 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 12 Actual	CY 13 Actual	CY 14 Actual	CY 15 Proposed
Percent of building permits issued without "surprise" construction plan conditions of approval.	94%	95%	**95**%	**96**%

Priority: Regional Plan (2030) - Growth Areas & Land Use, Applicable to All Land Uses (Goal LU.4)
Goal: Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.
Objective: Policy LU 4.1 Develop neighborhood plans, specific plans, areas plans, and master plans for neighborhoods, activity centers, corridors, and gateways.
Policy LU 4.2 Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.
Type of Measure: (a) Progress on, and completion of, Regional Plan implementation (b) Pursue the adoption of neighborhood, specific, area, and master plans
Tool: (A) Annual Report and interactive mapping application updates
(B) Neighborhood and Area Plan work
Frequency: Quarterly
Scoring: (A) Percent completed to meet deadline,
Trend: ←→

Measures: (A)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Regional Plan milestones (percent complete)	75%	90%	100%	N/A
Goals and policies covering every subject listed above plus: - Urban Conservation - Economic Development - Responsive Government - Energy - Heritage Preservation	-	90%	100%	N/A
Establishment of an Annual Report template	-	80%	100%	N/A
Develop template for the first annual report for the Flagstaff Regional Plan	-	-	100%	N/A
Update background maps listed in Policy LU 4.2 in the Regional Plan with current data (coincides with the annual report)	-	-	-	100%
La Plaza Vieja Neighborhood Plan (updated for new Regional Plan) presented to, and adopted by, Council	80%	80%	80%	100%

Priority: Regional Plan (2030) – Growth Areas & Land Use, Activity Centers & Corridors (Goal LU.18, LU.19) and Economic Development, Responsive Government (Goal ED.1)
Goal: To support implementation of the Regional Plan within activity centers, economic corridors, and gateways.
Objective: Contribute to Milton Corridor Study being conducted by the FMPO
Type of Measure: Policy effectiveness
Tool: Report on project progress
Frequency: Quarterly
Scoring: (A) Percent completed to meet deadline
Trend: ←→

Measures: (A)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Participate in micro-simulation study of transportation and mobility for South Milton Avenue	NA	NA	70%	100%

Priority: Council - 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 for amending the Zoning Code.
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 with increased public support.
Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Progress reports,
(B) Weighted average of the following targets:

- Community stakeholders and organizations: Target at 90% attendance and 90% participation.
- General public: Major meeting: target at 20 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Zoning Code Amendment Milestones (Percent completed)		25%	100%	Ongoing

Measures: (B)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Zoning Code (Percent major meeting public attendance goal)	-	95%	95%	Ongoing
Zoning Code (Percent minor meeting public attendance goal.)	-	95%	95%	Ongoing

Priority: Regional Plan (2030) – Neighborhoods, Housing & Urban Conservation (Goal NH.1, NH.4, NH.6)
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, and graffiti abatement to foster clean, safe, and orderly neighborhoods.
Type of Measure: Program Outcome

Measures: (A)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Support successful curbside recycling and solid waste pick up	-	Ongoing	Ongoing	Ongoing
Participate in neighborhood cleanup 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 by, for example, attending neighborhood meetings.	Ongoing	Ongoing	Ongoing	Ongoing
Ensure the timely removal of graffiti through the "Graffiti Busters" program.	-	Ongoing	Ongoing	Ongoing
Expand the Shopping Cart Retrieval Program.	-	Ongoing	Ongoing	Ongoing

Tool: Participation by staff
Frequency: Large neighborhood cleanups will continue to be organized a minimum of 2 times per year; other cleanups by volunteer groups will continue, on average 1 per week.
Scoring: 60% Progressing
Tool: Survey or tracking of staff contacts with residents
Frequency: Monthly report
Scoring: 75-90% Average
Trend: ←→

Measures: (A)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Measure response to staff contact with residents by recording compliments and complaints.	Ongoing	90%	90%	90%

Priority: Management - Customer Service
Goal: Timely processing of 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

Measures: (A)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percent of development applications that meet two or more of Council policies.	98%	98%	98%	98%

Measures: (B)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percent of built projects that meet scoring target.	90%	90%	98%	98%

Priority: Management - Effective Governance
Goal: To support efficient implementation of the Flagstaff Regional Plan.
Objective: Integrate the Regional Plan goals into existing City processes and programs, and educate City employees on their roles in implementing the Regional Plan.
Type of Measure: Policy efficiency
Tool: Internal Education and Training
Frequency: Quarterly
Scoring: (A) Percent completed to meet deadline,
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Create link to Regional Plan goals in Agenda Quick and other relevant reporting software	NA	NA	Ongoing	Ongoing
Conduct trainings and summary material for divisions and departments concerning the relationship between their programs and the Regional Plan.	NA	NA	50%	100%

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percent of error-free plan reviews	100%	100%	100%	100%
Percent of error-free building inspections	100%	100%	100%	100%

Measures: (B)	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percent of contractor rating plan review as satisfactory or better	95%	95%	98%	98%
Percent of builders rating building inspections as satisfactory or better	95%	95%	98%	98%

SECTION: **104-PLANNING AND DEVELOPMENT SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,687,716	$ 2,001,644	$ 2,001,644	$ 2,093,104	$ 91,460
Contractuals	235,309	208,120	190,120	133,870	(74,250)
Commodities	50,502	97,482	97,482	72,647	(24,835)
TOTAL	**$ 1,973,527**	**$ 2,307,246**	**$ 2,289,246**	**$ 2,299,621**	$ (7,625)

EXPENDITURES BY PROGRAM:

General Administration	$ 236,037	$ 220,088	$ 220,088	$ 216,555	$ (3,533)
Advanced Planning	212,792	270,070	252,070	176,501	(93,569)
Building Plan Review	52	-	-	-	-
Building Inspection	848,718	837,523	837,523	893,250	55,727
Current Planning	485,734	594,276	594,276	600,834	6,558
Code Compliance	173,796	191,108	191,108	199,044	7,936
Code Compliance-SEMS	16,398	194,181	194,181	213,437	19,256
TOTAL	**$ 1,973,527**	**$ 2,307,246**	**$ 2,289,246**	**$ 2,299,621**	$ (7,625)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,299,621
	$ 2,299,621

COMMENTARY:
The Planning and Development operating budget has decreased less than 1%, and there are no major capital expenditures planned. Personal Services increases are due to an increase in one FTE for a Building Plans Examiner, a merit increase, one time payments and increased cost of benefits. Contractual decreases are due to a reduction in consultant fees, postage and freight. Commodities decreases are due to reductions in copying, printing, books and subscriptions. There is $31,080 budgeted as one-time authorized expenditures including $18,000 for the carry forward for the Flagstaff Regional Plan, $10,000 for overtime, electronic plan review software and licenses, and GIS based tools.

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 14 ACCOMPLISHMENTS

Division 19

- ✓ Sold two newly constructed Izabel Homes to qualified households (Both from Phase 3)
- ✓ Continued contract management with BOTHANDS for long-term administration of Izabel
- ✓ Owner Occupied Housing Rehabilitation (OOHR)
    - o Completed seven OOHR projects
    - o Two OOHR projects in process on 12/31/13
    - o OOHR program monitored by Arizona Department of Housing (ADOH) with no findings
    - o Applied for and received $423,500 in new HOME funding from ADOH
- ✓ Supported a resale 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 Post-purchase support for Izabel and Habitat land trust program homeowners
    - o Contract and relationship management for partners providing affordability administration (BOTHANDS and Habitat)
    - o Obtained 14% affordable housing commitment in the Trailside Apartments (12 units)
    - o Completed a land trade, with limited City resources, that will generate one permanently affordable townhome and five private market-rate townhomes in a target neighborhood – homes under construction
    - o Realized a $24,000 contribution to further affordable housing goals from the Village at Aspen Place
- ✓ Assisted with the writing of the Housing Element in the Regional Plan
- ✓ Administered development agreements for 91 permanently affordable rental housing units: Ridge at Clear Creek and Elevation Apartments
- ✓ Administered the Incentive Policy for Affordable Housing and associated Incentive Fund
- ✓ Assisted developers applying for Low Income Housing Tax Credits
- ✓ Worked with Innoprise ComDev team to prepare for new software
- ✓ Partnered with United Way, Coconino County Community Services and Career Center, Goodwill of Northern Arizona, and the Public Defender's office to complete a Community Vitality Study
- ✓ Participated in developer negotiations as appropriate with Development Services

Division 31

- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council
  - o BOTHANDS - Sharon's Attic
  - o BOTHANDS - Financial Assistance Program
  - o Catholic Charities - Minor Rehabilitation or Emergency Shelter and Transitional Housing
  - o Catholic Charities - PATH Operational Assistance
  - o City of Flagstaff - Owner Occupied Housing Rehabilitation Program
  - o City of Flagstaff - Arroyo Park Roadway Access Improvements
  - o Northland Hospice - Operational Assistance
  - o DNA People's Legal Services - Housing Legal Assistance
- ✓ Participated actively in the local Continuum of Care
- ✓ Participated actively in the Coconino County Action Advisory Board
- ✓ Administered Federal and State grants successfully
- ✓ Continued public education on fair housing and landlord/tenant laws
- ✓ Assisted in coordinating and staffing Project Homeless Connect

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FY 15 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.
- ➢ Re-energize employer assisted housing efforts
- ➢ Plan for and begin implementation of merger with City of Flagstaff Housing Section and Housing Authority.

PERFORMANCE MEASURES

Housing Authority reported within Division 106

Priority: **Regional Plan (2030) – Neighborhoods, Housing, & Urban Conservation**
Goal: To assist 95% of clients within identified time frames
Objective: Service Delivery
Type of Measures: Output
Tool: Statistical Counting
Frequency: Quarterly
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Clients assisted within identified time frames	N/A	100%	100%	100%

Priority: **Regional Plan (2030) – Neighborhoods, Housing & Urban Conservation**
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of compliance achieved with requirements for grants received from the State and Federal governments.	100%	100%	100%	100%

SECTION: **105-HOUSING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 241,366	$ 314,264	$ 314,264	$ 298,503	$ (15,761)
Contractuals	2,065	9,258	9,258	9,258	-
Commodities	(26,815)	(58,054)	(58,054)	(58,054)	-
Capital	-	-	-	50,000	50,000
TOTAL	**$ 216,616**	**$ 265,468**	**$ 265,468**	**$ 299,707**	$ 34,239

EXPENDITURES BY PROGRAM:

General Administration	$ 134,291	$ 176,181	$ 176,181	$ 294,607	$ 118,426
Land Trust	82,325	89,287	89,287	5,100	(84,187)
TOTAL	**$ 216,616**	**$ 265,468**	**$ 265,468**	**$ 299,707**	$ 34,239

SOURCE OF FUNDING:

GENERAL FUND	$ 299,707
	$ 299,707

COMMENTARY:
The Housing operating budget has decreased 6% and capital expenditures totaling $50,000 result in an overall net increase of 13%. Personnel Services decreases are due to a decrease in salary costs and are offset by a merit increase, one time payments and increase in cost of benefits. Contractuals and commodities had no changes. The capital for this section is related to a remodel of Siler homes offices to accommodate the housing section staff.

SECTION: **106-COMMUNITY HOUSING SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ 917,435	$ 1,084,613	$ 36,080	$ 974,214	$ (110,399)
Commodities	3,039	-	-	-	-
TOTAL	**$ 920,474**	**$ 1,084,613**	**$ 36,080**	**$ 974,214**	$ (110,399)

EXPENDITURES BY PROGRAM:

Revolving Loan - General Fund	$ -	$ 70,000	$ -	$ 90,001	$ 20,001
Workforce Housing Incentives	102,958	210,692	23,352	150,433	(60,259)
Workforce Housing Development	-	-	-	1	1
Land Acquisition-GF	817,516	803,921	12,728	733,779	(70,142)
TOTAL	**$ 920,474**	**$ 1,084,613**	**$ 36,080**	**$ 974,214**	$ (110,399)

SOURCE OF FUNDING:

HOUSING AND COMMUNITY SERVICES FUND	$ 974,214
	$ 974,214

COMMENTARY:
The Housing operating budget has decreased 10% and there are no capital expenditures. There are no personnel services. Contractuals decreased due to a decrease in Land Acquistion and Housing Incentive funds. There are no commodities for this section. There are no major capital (>$10,000) for this section.

SECTION: **107-COMMUNITY HOUSING GRANTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ 140,627	$ 660,000	$ 186,832	$ 803,167	$ 143,167
Commodities	13,082	-	-	-	-
TOTAL	**$ 153,709**	**$ 660,000**	**$ 186,832**	**$ 803,167**	$ 143,167

EXPENDITURES BY PROGRAM:

AZ Housing Trust Funds	$ -	$ 330,000	$ -	$ 330,000	$ -
Home Grant Rehab	153,709	330,000	186,832	473,167	143,167
TOTAL	**$ 153,709**	**$ 660,000**	**$ 186,832**	**$ 803,167**	$ 143,167

SOURCE OF FUNDING:

HOUSING AND COMMUNITY SERVICES FUND	$ 803,167
	$ 803,167

COMMENTARY:
This is a grant funded section with no capital expenditures. There are no personnel services for this section. There are no changes in contractuals and commondities. No major capital (>$10,000) for this section.

SECTION: **108-COMMUNITY DEVELOPMENT BLOCK GRANTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 65,552	$ 71,463	$ 83,663	$ 62,318	$ (9,145)
Contractuals	313,889	920,931	445,316	940,972	20,041
Commodities	19,050	3,450	-	2,395	(1,055)
TOTAL	**$ 398,491**	**$ 995,844**	**$ 528,979**	**$ 1,005,685**	$ 9,841

EXPENDITURES BY PROGRAM:

CDBG Entitlement Administration	$ 60,022	$ 83,663	$ 83,663	$ 73,463	$ (10,200)
CDBG Rehab of Acquired Homes	50,886	67,175	66,174	1,000	(66,175)
CDBG Construction of New Homes	3,361	7,512	28,214	152,479	144,967
CDBG Housing Rehab	122,184	95,001	117,026	171,414	76,413
CDBG Miscellaneous Projects	-	532,465	13,100	69,900	(462,565)
CDBG Home Buyers Assistance	79,457	66,855	96,431	252,549	185,694
CDBG Public Facility	13,778	42,124	82,609	85,534	43,410
CDBG Housing Stabilization	9,303	101,048	19,884	80,313	(20,735)
CDBG Public Facility Ops	59,500	1	-	78,911	78,910
TOTAL	**$ 398,491**	**$ 995,844**	**$ 528,979**	**$ 1,005,685**	$ 9,841

SOURCE OF FUNDING:

HOUSING AND COMMUNITY SERVICES FUND	$ 1,005,685
	$ 1,005,685

COMMENTARY:

This grant funded section increased 1% and there are no capital expenditures for this section. Personnel Services decreases are due to a change in personnel. Contractuals increased 2% due to an anticipanted CDBG grant award amount. Commodities decreased due to a reduction in copy charges. There is no major capital (>$10,000) for this section.

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 14 ACCOMPLISHMENTS

- ✓ Launched Regional Transportation Plan Technical Update
- ✓ Launched Milton Road Operations Alternatives Analysis
- ✓ Engaged business community in regional freight strategy discussion
- ✓ Successful Montoya Fellowship inaugural run with NAIPTA and NAU
- ✓ FUTS Signing Program out to bid
- ✓ Sidewalk inventory, priorities, and project cost estimates complete
- ✓ LED lighting research initiative and conference support with Lowell Observatory

FY 15 NEW INITIATIVES AND GOALS

- ➢ Complete Regional Transportation Plan Technical Update. Launch public outreach phase
- ➢ Coordinate with City of Flagstaff and ADOT on Milton Road Corridor Study
- ➢ Routine: Annual Work Program; Annual Transportation Improvement Program; data collection
- ➢ Training opportunities for member agencies in operations, maintenance, and GIS

PERFORMANCE MEASURES

Council Priority: Regional Plan (2030) – 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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Trip Diary Results (2006 = 42.9%)	49.8%	n/a	n/a	n/a
Transit trips per city capita (fiscal year results)	19	27	29	31
Journey to Work (Drove alone ACS 3-yr avg (CY 10 = 64.4) (CY 11 = 61.7)	62.3	62 (est)	62 (est)	62 (est)

Council Priority: Regional Plan (2030) – Transportation
Goal: Improve transportation system performance by providing plans, programs, studies, tools, and data that inform decision-making.
Objective: Annually produce a regional transportation model that exceeds industry standards.
Type of Measure: Program outputs / System performance outcomes
Tools:

- **Regional Travel Model:** Updated every 2-3 years with objective to update annually. Reports on vehicle miles traveled (VMT – with through trips factored out), vehicle hours traveled (VHT), and miles of congested roadway. Model performance is gauged by 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)
- **TIP - Projects aligned with RTP priorities:** Starting with staff assessment of projects and project delivery against the weighted criteria in the RTP and RTP prioritized projects. Will work toward survey instrument and view of project selection scores in FY15.
- **UPWP – Work Program aligned with RTP priorities:** See TIP

Frequency: annually
Scoring: percent under industry standard
Trends:

- VMT ↓
- VHT ><
- TIP ><
- UPWP ><
- Model RMSE - down ↓ (smaller is better)
- Mode Share – down ↓ (expect accuracy to lag between surveys)

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Outcomes				
Vehicle Miles Traveled per capita (region)	21 (2007)	20 (2010)	20	19.5
Vehicle Hours Traveled per capita (region)	0.79 (2007)	0.74 (2010)	.75	.75
Outputs – Mandated documents				
Transportation Improvement Program	M	S	M	M
Unified Planning Work Program	S	S	S	S
Outputs – Tools and Data				
Root mean square error for roadway volumes FMPO RMSE/Industry RMSE 35	18/35	18/35	18/35	18/35
Non-auto mode share accuracy (based on trip diary survey every 5 years)	65%	70%	70%	70%

SECTION: **110-FLAGSTAFF MPO**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 232,880	$ 271,198	$ 260,120	$ 268,830	$ (2,368)
Contractuals	82,148	430,307	150,641	668,855	238,548
Commodities	(35,865)	(35,060)	(38,260)	(34,260)	800
TOTAL	**$ 279,163**	**$ 666,445**	**$ 372,501**	**$ 903,425**	$ 236,980

EXPENDITURES BY PROGRAM:

FMPO Administration	$ 105,934	$ 232,445	$ 243,084	$ 239,342	$ 6,897
Short Range Data Collection	63,629	30,000	18,922	17,078	(12,922)
Short Range Transportation Improvements	8,810	1,000	1,000	1,000	-
Long Range Transportation Plan	51,746	135,000	107,495	78,505	(56,495)
Short Range Planning	18,423	265,000	-	265,000	-
Long Range Other Transportation	10,579	-	-	-	-
Public Information Program	956	3,000	2,000	2,500	(500)
Long Range Transit Plan	19,086	-	-	300,000	300,000
TOTAL	**$ 279,163**	**$ 666,445**	**$ 372,501**	**$ 903,425**	$ 236,980

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 903,425
	$ 903,425

COMMENTARY:

The MPO operating budget has increased 36% and there are no capital expenditures. Personnel Services decreases are due to reduction in temporary pay. Contractual increases are due to a increase in consultant fees. Commodities decreases are due to a decrease in computer equipment. 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

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, and 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 provide 12 Section 8 Certificates for the seriously mentally ill in partnership with the Guidance Center.

FY 14 ACCOMPLISHMENTS

- ✓ Maintain Public Housing High Performer status from HUD. This system measures financial management, maintenance, and physical plant and overall management of the public housing program, including a lease-up rate in excess of 98% for the year ending June 30, 2014.
- ✓ Maintain High Performer status for the Section 8 Housing Choice Voucher Program, including a lease-up rate in excess of 98% for the year ended June 30, 2014.
- ✓ Continue to upgrade units and grounds, and replace aging equipment by utilizing HUD's Capital Fund Program.
- ✓ Improve public housing resident satisfaction by supporting the resident council, hosting seasonal barbeques, publishing a newsletter, and continuing to assist residents in education, employment, job training, and youth services under our ROSS program.
- ✓ Obtain non-HUD funding for ROSS activities to improve resident opportunities for self-sufficiency.
- ✓ Complete Fiscal Year 2014 financial audit with no findings.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Complete site plan and identify funding sources to increase inventory of affordable rental housing for low-moderate income households. Anticipated location is site adjacent to Clark Homes identified by City Council for potential affordable housing development.
- ➢ Seek new sources of operating income and reduce costs to cope with increasingly tight Federal Budget.
- ➢ Maintain status of a High Performing Agency in both the Public Housing and Section 8 Housing Choice Voucher programs.
- ➢ Partner with the Guidance Center on funding for additional Section 8 assistance for the seriously mentally ill.
- ➢ Continue to use the Capital Fund Program for energy conservation.
- ➢ Plan for and begin implementation of merger with City of Flagstaff Housing Section and Housing Authority.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) Neighborhoods, Housing & Urban Conservation
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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
PHAS High Performer	100%	100%	100%	100%
SEMAP High Performer	100%	100%	100%	100%

Priority: Regional Plan (2030) Neighborhoods, Housing & Urban Conservation
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: 66%
Trend: ↓

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Housing Authority control deficiencies	0	0	0	0
Housing Authority significant deficiencies	0	0	0	0
Housing Authority audit findings	0	2	0	0

SECTION: **FLAGSTAFF HOUSING AUTHORITY**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2012 - 2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
PERSONAL SERVICES	$ 1,358,838	$ 1,763,963	$ 1,562,503	$ 1,751,906	$ (12,057)
CONTRACTUAL	4,025,107	4,878,449	4,101,471	4,888,149	9,700
COMMODITIES	179,877	140,761	165,113	160,380	19,619
CAPITAL	112,154	401,697	401,697	243,691	- 158,006
TOTAL	**$ 5,675,976**	**$ 7,184,871**	**$ 6,230,784**	**$ 7,044,126**	$ (140,744)
EXPENDITURES BY PROGRAM:					
LOW INCOME PUBLIC HOUSING	$ 1,997,618	$ 2,270,425	$ 2,175,016	$ 2,091,863	$ (178,562)
ROSS GRANT	56,048	63,991	45,984	64,113	122
SEC 8 HSG CHOICE VOUCHER/MRO	3,576,043	3,523,223	3,678,231	3,563,849	40,626
NON-HUD PROGRAM	46,267	41,786	47,358	42,414	628
FLAGSTAFF HOUSING CORP	-	284,195	284,195	280,637	- 3,558
CONTINGENCY	-	1,001,250	-	1,001,250	-
TOTAL	**$ 5,675,976**	**$ 7,184,870**	**$ 6,230,784**	**$ 7,044,126**	$ (140,744)
SOURCE OF FUNDING:					
FLAGSTAFF HOUSING AUTHORITY FUND				$ 7,044,126	
				$ 7,044,126	

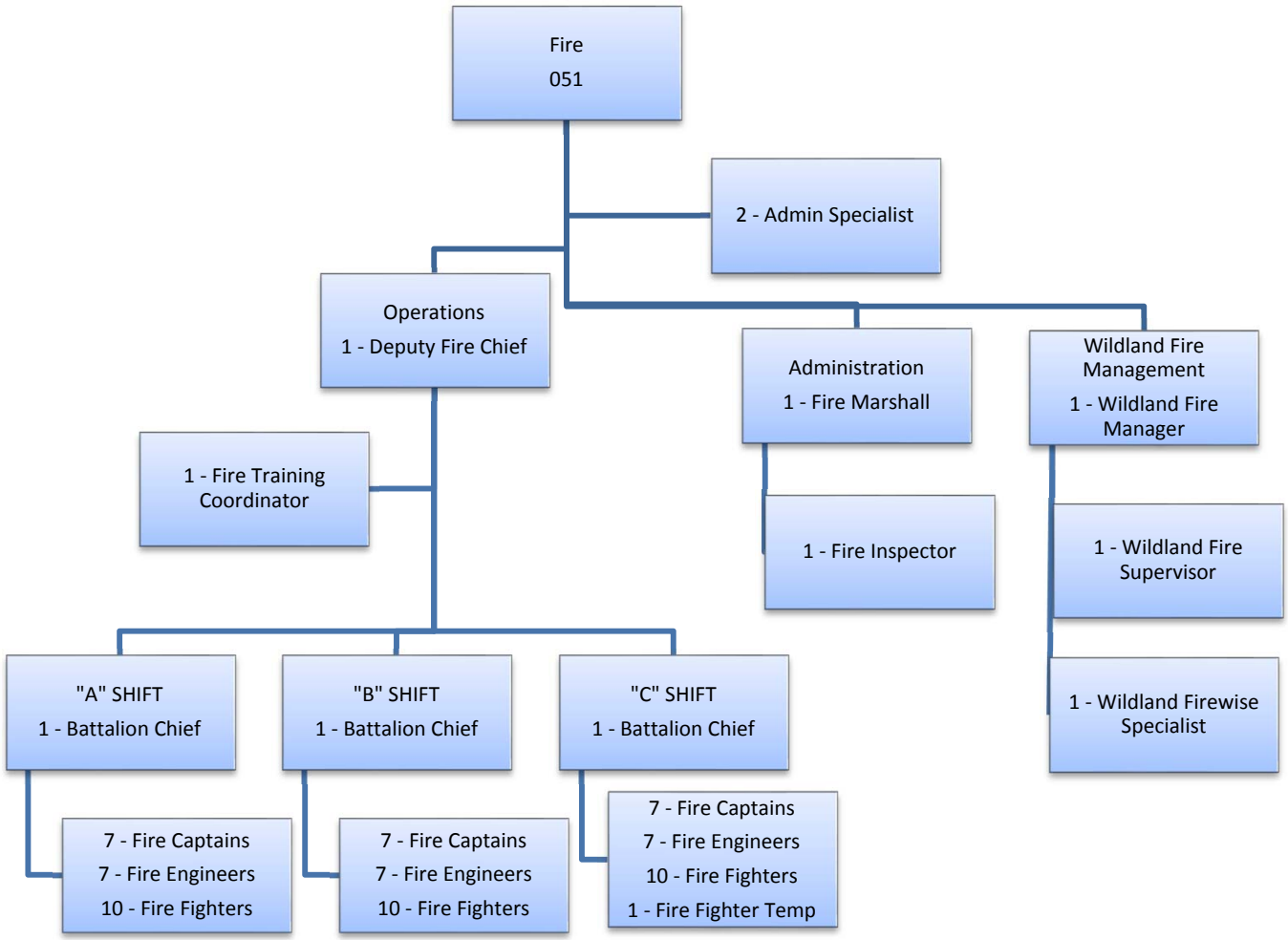
COMMENTARY:

The Housing Authority operating budget has decreased 0.3% and their capital expenditures total $243,691 resulting in an overall net decrease of 2.0%. Personal services increases are due to market increases and changes in benefits. Contractuals decreases are primarily due to reductions in Housing Assistance Payments, utilities, and training. Commodities increase is due to general inflationary cost increases. Major capital (>$10,000) is for roof and siding replacement ($243,691). Capital improvements are funded by HUD's Capital Grant program.

FIRE DIVISION
MISSION

The mission of **Flagstaff Fire** is to provide caring and excellent customer service utilizing our highly trained professional staff, innovative leadership and aggressive problem solving skills. We will provide a rapid and effective response to all requests for service by the community, visitors and surrounding regions.

FIRE


Fire
051
2 - Admin Specialist
Operations
1 - Deputy Fire Chief
Administration
1 - Fire Marshall
Wildland Fire Management
1 - Wildland Fire Manager
1 - Fire Training Coordinator
1 - Fire Inspector
1 - Wildland Fire Supervisor
"A" SHIFT
1 - Battalion Chief
"B" SHIFT
1 - Battalion Chief
"C" SHIFT
1 - Battalion Chief
1 - Wildland Firewise Specialist
7 - Fire Captains
7 - Fire Engineers
10 - Fire Fighters
7 - Fire Captains
7 - Fire Engineers
10 - Fire Fighters
7 - Fire Captains
7 - Fire Engineers
10 - Fire Fighters
1 - Fire Fighter Temp

MISSION

The Mission of Flagstaff Fire Department is to provide caring and excellent customer service, utilizing our highly trained professional staff, innovative leadership, and aggressive problem solving skills. We will provide a rapid and effective response to all requests for service by the community, visitors, and surrounding region.

VISION

The Vision of the Flagstaff Fire Department is to serve as the leader in all areas of community protection. We will dedicate ourselves to the region through innovation, compassion, efficiency, collaboration, and partnerships.

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 14 ACCOMPLISHMENTS

- ✓ Continually monitored response data to maximize effectiveness.
- ✓ Continued to lead the Flagstaff Watershed Protection Project (FWPP): completed 26 separate major benchmarks and accounted for slightly over $900,000 in partner contributions.
- ✓ Continued leadership roles in *Greater Flagstaff Forests Partnership* (GFFP), *Four Forests Restoration Initiative* (4FRI), and the *State Forest Health Council* (FHC), and began engagement with the *State Forest Stewardship Committee.*
- ✓ Completed forest treatment on a total of 948 acres (combination of selective tree thinning, chipping, and prescribed fire.
- ✓ Removed 387 individual hazard trees throughout the community (a record for a one-year period).
- ✓ Prevention staff reviewed 546 plans for fire protection systems, building permits, and concepts for conformance with adopted codes and standards.
- ✓ Continued updates in Fire House software and inspection lists of annual inspection program. Fire department line personnel conducted a total of 1,061 annual fire inspections on medium and high-risk occupancies.
- ✓ Developed and posted on the fire department website the governing codes, requirements, and submittal checklists for sprinkler, alarm, and hood fire protection systems, and rural development requirements.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Coordinate outreach and initial launching of self-inspection program.
- ➢ Improve data tracking in Firehouse that will reflect approximate value/loss in relation to fires as well as corresponding training for line personnel in order to improve quarterly/annual reporting.
- ➢ Streamline Fire Department Development Review Fees to be included in the CD permitting process.
- ➢ 2012 International Fire Code - Begin the process of the adoption of code, including local amendments.
- ➢ Collaborate with the Police Department to explore a partnership on fire prevention patrols.
- ➢ Monitor response data and maximize efficiencies.
- ➢ Manage the *Flagstaff Watershed Protection Project* (FWPP).
- ➢ Evaluate an adaptive response to non-emergency calls in Flagstaff.
- ➢ Develop and maintain a Regional Training Officer through collaboration with area partners.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Public Buildings, Services, Facilities, and Safety, Resiliency Planning (Goal PF.1)
Goal: Provide high-quality emergency response and public safety 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Customer Satisfaction	99.2.%	99%	98%	98%

Priority: Regional Plan (2030) - Public Buildings, Services, Facilities, and Safety, Public Safety (Goal PF.3)
Goal: To confine flame spread to the room of origin.
Objective: To ensure the Fire Department response system is operating at a measurable standard.
Type of Measure: Program Efficiency
Tool: Using our National Fire Incident Reporting System database, we can track flame spread and property damage.
Frequency: Quarterly
Scoring: Use first year to set a standard.
Trend: TBA

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
To confine flame spread to the room of origin	TBA	TBA	TBA	TBA

Priority: Regional Plan (2030) - Public Buildings, Services, Facilities, and Safety, Public Safety (Goal PF.3)
Goal: On priority medical patients, we will maintain a patient contact to scene departure time with 25 minutes 90% of the time.
Objective: Rapid response of paramedics from the scene to the hospital setting.
Type of Measure: Program Effectiveness
Tool: National Fire Incident Reporting System database.
Frequency: Quarterly
Scoring: 95% progress, 94% to 90% Caution, below 89% Evaluate the program
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
On priority Medical patients, we will maintain a patient contact to scene departure time with 25 minutes 90% of the time.	New	90%	90%	90%

Priority: Regional Plan (2030) - Public Buildings, Services, Facilities, and Safety, Public Safety (Goal PF.3)
Goal: Provide the quickest response to 911 emergency calls.
Objective: Achieve response time to satisfy stated goal.
Type of Measure: Program Efficiency
Tool: Response time analysis in our database system.
Frequency: Quarterly
Scoring: 75% progressing, 74% to 65% Caution, Below 64% revaluation of the program.
Trend: ←→ New Goal CY 2013. Under revaluation

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
The first arriving vehicle is on scene of an incident within 5 minutes	61%	58.2%	60%	65%

Regional Plan (2030) - Public Buildings, Services, Facilities, and Safety, Public Safety (Goal PF.3)
Goal: Resiliency and Preparedness Efforts, Flagstaff Watershed Protection Project
Type of Measure: Program & Policy Effectiveness
Tool: Planning, Implementation, Evaluation, Reporting - Database system has this reporting capability**.**
Frequency: Quarterly
Scoring: Relative to each goal, actual numbers

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, the Flagstaff Watershed Protection Project, and other planning documents.

Outcome: Risk to resiliency of our forests is diminished; sustainability is enhanced.
Objective: Complete 180 acres of combined treatment.

Measures:	CY 12 Actual	CY 13 Actual	CY 13 Estimate	CY 14 Proposed
Thinning - Complete 80 acres	168 acres	240 acres	245 acres	320 acres
Debris Disposal - Complete 80 acres (*Pile burning, chipping, or removal)*	479 acres	320 acres	703 acres	320 acres
Ecosystem Health - Complete 60 acres of broadcast burning	302 acres	240 acres	0 acres	240 acres

GOAL #2: Our community 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: Risk to the public and emergency personnel is diminished, and response is efficient and effective.
Objective: Limit wildfire size

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Proposed (4-Year average)
Limit average wildfire size on treated property	4.0	.2	.3	.2	1.2
Limit average wildfire size on non-treated property	7.6	18.3	1.3	4.2	7.9

SECTION: **051-FIRE OPERATIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 7,973,162	$ 8,396,930	$ 8,396,930	$ 8,724,660	$ 327,730
Contractuals	357,002	393,300	393,300	423,400	30,100
Commodities	471,447	472,617	472,617	494,636	22,019
Capital	754,532	-	-	513,000	513,000
TOTAL	**$ 9,556,143**	**$ 9,262,847**	**$ 9,262,847**	**$ 10,155,696**	$ 892,849

EXPENDITURES BY PROGRAM:

General Administration	$ 517,918	$ 671,946	$ 671,946	$ 608,408	$ (63,538)
Fire Prevention	232,699	224,004	224,004	224,953	949
Training	4,656	8,250	8,250	85,750	77,500
Fire Suppression	8,559,955	8,152,243	8,152,243	8,965,925	813,682
Fuel Management	240,915	206,404	206,404	270,660	64,256
TOTAL	**$ 9,556,143**	**$ 9,262,847**	**$ 9,262,847**	**$ 10,155,696**	$ 892,849

SOURCE OF FUNDING:

GENERAL FUND	$ 10,155,696
	$ 10,155,696

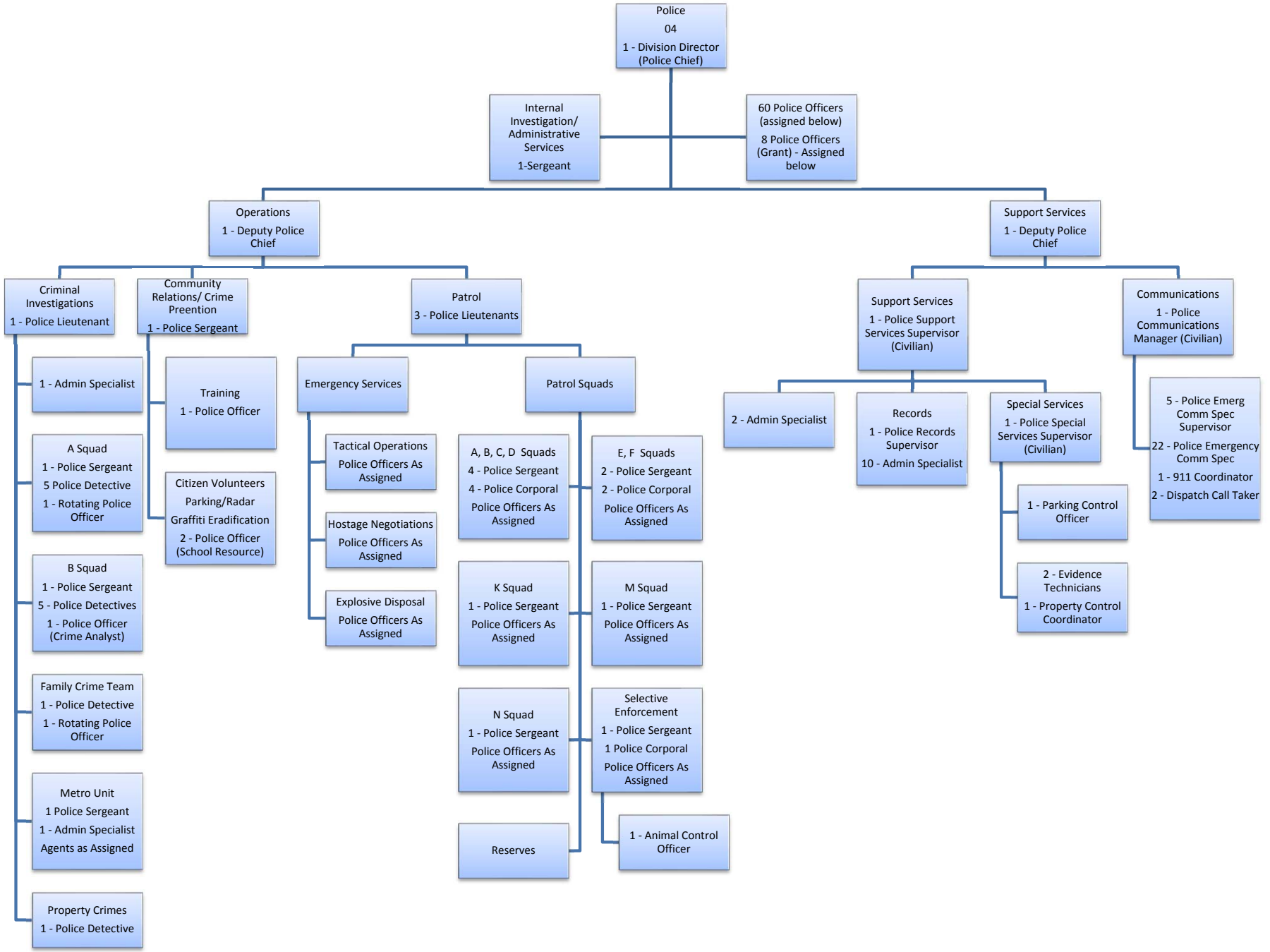
COMMENTARY:
The Fire Department operating budget has increased 4% and capital expenditures total $513,000, resulting in an overall net increase of 9%. Personnel Services increases are due to a increase in 1 FTE for a Training Coordinator, increase in overtime, a merit increase, one-time payments and increase cost of benefits as well as one-time retirement payouts. Contractual increases are due to increases in training and maintenance. Commodities decreases are due to prior year one-time budget authorizations. Other one-time authorized expenditures totaling $74,600 include Arc Hazard Survey, EMT recertifications, recruitment academy and MDC replacements. Major capital (>$10,000) is for a Fire Engine ($495,000) and 2 Thermal Imaging Cameras ($18,000).

SECTION:	052-FIRE GRANTS				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 253,571	$ 612,000	$ 612,000	$ 195,000	$ (417,000)
Contractuals	56,746	-	-	5,000	5,000
Commodities	22,454	30,000	30,000	75,000	45,000
Capital	19,321	400,000	400,000	310,000	(90,000)
TOTAL	**$ 352,092**	**$ 1,042,000**	**$ 1,042,000**	**$ 585,000**	$ (457,000)
EXPENDITURES BY PROGRAM:					
Hazardous Fuels Projects	$ 42,679	$ 10,000	$ 10,000	$ -	$ (10,000)
Camp Navajo	5,161	7,000	7,000	-	(7,000)
General Wildfire Response	214,044	-	-	-	-
AZ Homeland Security	23,729	50,000	50,000	40,000	(10,000)
GOHS	-	30,000	30,000	25,000	(5,000)
Assistance To Firefighter	-	350,000	350,000	310,000	(40,000)
SAFER	-	360,000	360,000	-	(360,000)
Naval Observatory Thin 10	9,870	10,000	10,000	10,000	-
FY2012 Hazardous Fuel	35,753	215,000	215,000	200,000	(15,000)
NAU GFFP Thinning	20,856	10,000	10,000	-	(10,000)
TOTAL	**$ 352,092**	**$ 1,042,000**	**$ 1,042,000**	**$ 585,000**	$ (457,000)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 585,000	
				$ 585,000	

POLICE DIVISION
MISSION

The mission of the **Flagstaff Police** 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
04
1 - Division Director (Police Chief)
Internal Investigation/ Administrative Services
1-Sergeant
60 Police Officers (assigned below)
8 Police Officers (Grant) - Assigned below
Operations
1 - Deputy Police Chief
Support Services
1 - Deputy Police Chief
Criminal Investigations
1 - Police Lieutenant
Community Relations/ Crime Preention
1 - Police Sergeant
Patrol
3 - Police Lieutenants
Support Services
1 - Police Support Services Supervisor (Civilian)
Communications
1 - Police Communications Manager (Civilian)
1 - Admin Specialist
A Squad
1 - Police Sergeant
5 Police Detective
1 - Rotating Police Officer
B Squad
1 - Police Sergeant
5 - Police Detectives
1 - Police Officer (Crime Analyst)
Family Crime Team
1 - Police Detective
1 - Rotating Police Officer
Metro Unit
1 Police Sergeant
1 - Admin Specialist
Agents as Assigned
Property Crimes
1 - Police Detective
Training
1 - Police Officer
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, B, C, D Squads
4 - Police Sergeant
4 - Police Corporal
Police Officers As Assigned
K Squad
1 - Police Sergeant
Police Officers As Assigned
N Squad
1 - Police Sergeant
Police Officers As Assigned
Reserves
E, F Squads
2 - Police Sergeant
2 - Police Corporal
Police Officers As Assigned
M Squad
1 - Police Sergeant
Police Officers As Assigned
Selective Enforcement
1 - Police Sergeant
1 Police Corporal
Police Officers As Assigned
1 - Animal Control Officer
2 - Admin Specialist
Records
1 - Police Records Supervisor
10 - Admin Specialist
Special Services
1 - Police Special Services Supervisor (Civilian)
1 - Parking Control Officer
2 - Evidence Technicians
1 - Property Control Coordinator
5 - Police Emerg Comm Spec Supervisor
22 - Police Emergency Comm Spec
1 - 911 Coordinator
2 - Dispatch Call Taker

POLICE DEPARTMENT	SECTION 061	POLICE

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.

VISION

- We Value Life
  - Preserving life is our highest priority.
- We Value the Consitutution
  - 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 crime 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 14 ACCOMPLISHMENTS

- ✓ We worked with local schools to offer input on lockdown and active shooter (escape and evade) policies.
- ✓ Through investigation, use of outside resources, and partnerships with several agencies, we caught a serial rapist.
- ✓ We opened a Southside substation and maintained a Southside presence 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.
- ✓ We improved our response to violence against women initiatives in a number of ways. 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 began research on a lethality assessment tool. We enacted a new Order of Protection Service protocol, which allows the victim to drop off the order, and requires the officers to advise the victim when the order is served. This has resulted in a reduced backlog of orders waiting to be served. We maintained a presence on the domestic fatality review team and the coordinated community response team.
- ✓ We created a New Victim's Rights form for misdemeanor incidents to help streamline the victims' rights process.
- ✓ We strengthened the multi-agency CART (Child Abduction Response Team) through expanded training for the team to include dispatchers and detectives as well as first responders.

- ✓ Completed an analysis of case studies for the Navajo Nation Human Rights Commission (NNHRC) and conducted department-wide training on Native American cultures.
- ✓ We initiated our Phase II upgrade, which will allow the Communications Center to better process and respond to emergency wireless 911 calls. This new service will provide the Center, and therefore the responding agencies, the approximate location of the wireless caller by latitude and longitude and the wireless telephone callback number.
- ✓ We conducted 104 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 reduced citizen complaints in 2013 by 31%, from 114 in 2012 to 79 in 2013.
- ✓ We reduced use of force incidents by 9%, from 178 in 2012 to 162 in 2013.
- ✓ We increased our civilian volunteer hours by 51%, from 1,691 hours to 2,559.
- ✓ We decreased our administrative investigations by 55%, from 22 in 2012 to 12 in 2013.
- ✓ Several "straightening the pipes" initiatives were introduced:
- ✓ We reevaluated the hours our Records Section was open to the public, closing earlier on nights and weekends when front counter traffic was minimal.
- ✓ We introduced call notes reporting, which allows officer to write comments in the dispatch call notes on minor incidents, rather than filling out a full, time-consuming police report.
- ✓ We issued smart cell phones to our detectives, which allow instant access and forwarding of wanted or missing persons to media/investigators, and the immediate dissemination of criminal intelligence and group messages.
- ✓ We began purchasing all-wheel drive patrol cars, so staff time is not lost putting chains on rear-wheel drive cars, and response times are less impacted by winter weather.
- ✓ We streamlined the processing of license plates suspended due to financial responsibility, so they are not treated as evidence.
- ✓ We increased the skill and confidence level of our officers by providing more training; our advanced officer training hours increased by 26%, from 5,589 to 7,055 hours. This included an on-location mandatory report writing class for all newer officers.
- ✓ We strengthened the Department's informal and formal counseling abilities through the expansion and additional training for the CISM (crisis incident stress management) teams and the Department's Peer Mentoring Program.
- ✓ We revised our employee evaluation system in patrol to emphasize outcomes as opposed to outputs, and align officer efforts with Comp-Stat initiatives.

FY 15 NEW INITIATIVES AND GOALS

Customer Service Initiatives:

- ➢ Implement a lethality assessment indicator for domestic violence incidents to help identify and address violent suspects and those victims most at risk.
- ➢ Place three emergency communications trainees into a formal dispatch academy and provide in-house advanced training to existing employees twice annually.
- ➢ Move forward with the Phase II 911 system, updating maps, testing, and troubleshooting, with the goal of going live by October 1st, 2014.
- ➢ Continue to revise Comp-Stat by introducing a strategic management system to allow for more timely information sharing and preemptive policing to help prevent crime.
- ➢ Continue to explore technology advancements to improve efficiency and effectiveness of the department, including: body cameras for officers, paperless/electronic citations and warnings, and a new MDC/tablet platform for vehicles.

Climate Resiliency and Preparedness:

- ➢ Expand the Woods Watch Program, increasing directed patrols of "hot" crime spots 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.

- Explore a partnership with the Fire Department on fire prevention patrols.
- Revise the Field Training Program to help increase success rates of trainees.

Straightening the Pipes initiatives:

- Implement an assessment tool during the hiring and training process to help identify prospective dispatch applicants who possess the necessary skills to perform the position.
- Develop a master training calendar to help minimize staff overtime, and complete mandatory training for all officers within legal time limits.
- Move the patrol squads from a six to an eight squad format, to better cover high call load times and reduce overtime and improve retention.
- Explore a "hire for attitude" revision of the new hire process for officers.
- Reduce staff turnover to under 15%.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) - Planning, Public Safety (Goal PF.3)

Goal: Provide high-quality emergency response and public safety services. Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.

Objective: 1. Reduce property crime by 10%. 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.

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet the 2012 national benchmark of 28.6 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY13 Actual	CY14 *Goal	CY15 Proposed
Property Crimes per 1,000 residents	46	42	43	39	37
Shoplifting Incidents	888	964	989	852	926
Vehicle Burglaries	415	225	296	281	265

*Our goal for 2014 is a 10% reduction from the previous three-year average.

Objective: 2. Maintain the current outstanding clearance rate for property crimes in comparison to the 2012 ICMA benchmark of 26% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes Detectives 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.

3. 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 2012 national benchmark of 4.8 arrests per 1,000 residents.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the ICMA benchmark of 26%. Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 4.8 arrests per 1,000 residents.

Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 14 Proposed
Property Crimes Cleared	36%	39%	37%	39%	40%
Arrests for Part II drug offenses	9	8.2	7.8	8.7	8.6

Priority: Regional Plan (2030) – Transportation, Mobility, and Access (Goal T.1) and Safe and Efficient Multimodal Transportation (Goal T.2)

Goal: Improve mobility and access throughout the region. Improve transportation safety and efficiency for all modes. 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 and increased enforcement (5% increase of three-year average) of collision-causing violations such as impaired driving, speed, red light, and following too closely.

Type of Measure: Output/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in traffic collisions.

Trend: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Traffic Citations Issued	12,828	10,411	9,844	11,562	11,135
Warnings Issued	12,451	10,001	8,471	10,823	10,877
Number of DUI Arrests	767	840	619	779	783
Speed Citations	1,913	1,825	1,926	1,982	2,007
Red Light Violation Citations	429	307	384	392	379
Following Too Closely Citations	126	73	66	92	81
Seat Belt/Child Restraint Citations	688	425	300	495	427
All Collisions	2,534	2,632	2,554	2,444	2,416
DUI Related Collisions	98	72	64	74	66

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics. 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 2012 ICMA benchmark of 59%.

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 ICMA benchmark of 59%.

Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Total cases assigned to Detectives	3,288	3,714	3,175	3,222	3,202
Violent crime cases assigned to Detectives	265	265	254	248	243
% of violent crime cases cleared	52%	64%	61%	62%	65%

Objective: 2. Reduce Part 1 violent crimes, including aggravated assault, allowing no more than the 2012 national benchmark of 3.87 victims per 1,000 residents through increased enforcement activities by patrol officers.

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part 1 crimes to meet national benchmark of 3.87 per 1,000 residents.

Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Part 1 violent crimes per 1,000 residents	4.0	4.0	3.67	3.5	3.3
Aggravated Assault	186	190	177	175	172

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: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
% of Domestic Violence incidents where an arrest is made	43%	43%	42%	45%	45%
Total Number of Domestic Violence Incidents	1,891	2,040	1,797	1,814	1,790
Total Number of Misdemeanor D.V. Incidents	1,667	1,775	1,550	1,581	1,556
Total Number of Felony Domestic Violence Incidents	224	265	247	233	235

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics. 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 Academies per 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 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Volunteer Hours donated	1,824	1,691	2,559	2,125	2,231
Community Support Meetings	57	85	104	86	96

Objective: 2. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts, resulting in a 5**%** reduction in public intoxicants from the previous three-year average, and a 5% reduction of the three-year average in serial inebriate related crime.

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.

Trend: ↓(away from)

Measures:	**CY 10 Actual**	**CY 11 Actual**	**CY 12 Actual**	**CY 13 Actual**	**CY 14 Goal**	**CY 15 Proposed**
Contacts with Public Intoxicants	2,466	2,256	2,855	3,271	2,654	2,781
Serial Inebriate related crime *	333	204	184	306	219	224

***** 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. Lower the crime rate through the use of Sunnyside Officers and Fourth Street Store front. According to the 2010 Census the population of Sunnyside is 5,923 or roughly 9% of the City.

4. Lower the crime rate in Southside through the use of Southside COPS grant officers. The population of Southside is estimated at 1,368 according to FPD estimates based on the 2010 census, or roughly 2.1% of the city total (65,870).

Scoring: Meets/exceeds, progressing towards, or away from rates consistent with the remainder of the City.

Trend: ↑ (progressing)

Violent Crime					
YEAR	**City Wide**	**Sunnyside only**	**Sunnyside % of City**	**Southside only**	**Southside % of City**
2010	269	60	22%	30	11%
2011	265	53	20%	33	12.5%
2012	262	51	19.5%	31	11.8%
2013	245	42	17%	14	5.7%

Property Crime					
YEAR	**City wide**	**Sunnyside only**	**Sunnyside % of City**	**Southside only**	**Southside % of City**
2010	2962	349	12%	127	4.3%
2011	3019	313	10.40%	106	3.5%
2012	2834	202	7.10%	102	3.6%
2013	2867	243	8.5%	70	2.4%

Objective: 5. 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: ↓(away from)

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

Objective: 6. Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the ICMA benchmark of 77%.

Type of Measure: Program effectiveness
Tool: Surveys
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 77% positive rating on citizen responses to surveys
Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
% of positive responses to surveys	84%	92%	95%	95%	98%

Priority: **Regional Plan (2030) – Planning, Public Safety (Goal PF.3)**
Goal: Provide high-quality emergency response and public safety services. Continuously improve public safety by ensuring rapid response to emergency calls for service to internal and external customers.
Objective: 1. Maintain average patrol response time to priority one calls that exceeds the 2011 ICMA benchmark of 5.52 minutes (ICMA did not update this benchmark in 2012).
2. Reduce dispatch times of FPD priority 1 calls (from receipt of call to dispatch) to under the NFPA standard (2009) of 1 minute.

Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining average response time to priority 1 calls that exceeds the 2011 ICMA Benchmark of 5.52 minutes.
Trend: ↑ (exceeds)

Measures:	CY11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Average patrol response time to priority one calls	4.52 min.	4.48 min.	4.41 min.	4.42 min.	4.22 min.
Dispatch times of FPD priority one calls in minutes	.90 min.	1.01 min.	.69 min.	.82 min.	.80 min.

3. Meet the National Fire Protection Standards of dispatch times of priority 1 fire calls.
The 2012-13 standard was to process 95% of emergency calls within 60 seconds, and 99% of call processing within 90 seconds.
The 2014 standard is to process 80% of emergency calls for service within 60 seconds, and 95% within 106 seconds.

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Percent of Flagstaff Fire calls being dispatched within 60 seconds	95.7%	95.5%	>80%	>80%
Percent of Flagstaff Fire calls being dispatched within 90 seconds (2014 =106 seconds)	98.2%	98.2%	>95%	>95%

*** 2013 benchmarks from ICMA FY 2011 are as follows:**
Response Time to Police 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

2014 benchmarks are from ICMA FY 2012, and are as follows:
Response Time to Police Priority 1 calls = not updated
Property Crimes per 1,000 = 28.6
Violent Crimes per 1,000 = 3.87
ICMA Property Crimes Cleared = 26%
ICMA Violent Crimes Cleared = 59%
Positive Response to Surveys = 77%

SECTION: **061-POLICE OPERATIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 12,547,606	$ 13,473,277	$ 13,473,277	$ 14,392,218	$ 918,941
Contractuals	1,310,938	1,386,311	1,386,311	1,516,695	130,384
Commodities	279,052	614,923	584,923	826,377	211,454
Capital	29,974	198,751	245,828	114,500	(84,251)
TOTAL	**$ 14,167,570**	**$ 15,673,262**	**$ 15,690,339**	**$ 16,849,790**	$ 1,176,528

EXPENDITURES BY PROGRAM:

General Administration	$ 1,268,556	$ 2,028,299	$ 2,028,299	$ 2,172,572	$ 144,273
Patrol	7,848,993	8,384,715	8,401,792	9,226,317	841,602
Detectives	1,689,286	1,649,611	1,649,611	1,626,640	(22,971)
Records	617,235	735,380	735,380	776,193	40,813
Communications	1,952,949	2,056,780	2,056,780	2,195,287	138,507
Special Services	670,428	685,921	685,921	676,894	(9,027)
Crime and Prevention Training	120,123	132,556	132,556	175,887	43,331
TOTAL	**$ 14,167,570**	**$ 15,673,262**	**$ 15,690,339**	**$ 16,849,790**	$ 1,176,528

SOURCE OF FUNDING:

GENERAL FUND	$ 16,849,790	
	$ 16,849,790	

COMMENTARY:
The Police Departments operating budget has increased 8% and captial expenditures total $114,500 with an overall net increase of 8%. Personnel Services increases are due to a merit increase, new officer uniform allowance, reclasses transferring six police officers from the COPS grant to Patrol, one time payments and large increases in PSPRS retirement contributions as well as one-time retirement payouts. Contractual increases are due to increases in maintenance contracts and facility repairs. Commodities increases are due to one-time expenditures budget authorization for MDCs, computers, digital cameras, body cameras, servers and other safety equipment. Major capital (>$10,000) includes (4) police cruisers.

SECTION: **062-POLICE GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,290,317	$ 1,468,213	$ 1,468,213	$ 991,496	$ (476,717)
Contractuals	111,987	104,500	104,500	146,400	41,900
Commodities	398,399	210,802	183,802	270,400	59,598
Capital	-	100,000	100,000	120,000	20,000
TOTAL	**$ 1,800,703**	**$ 1,883,515**	**$ 1,856,515**	**$ 1,528,296**	$ (355,219)
EXPENDITURES BY PROGRAM:					
Metro Grant	$ 287,514	$ 316,672	$ 316,672	$ 339,703	$ 23,031
COPS Hiring Grant - FY11	262,455	308,180	308,180	319,371	11,191
COPS Hiring (City Share) One Year Obligation	257,441	460,175	460,175	-	(460,175)
RICO Funds for Police	180,260	201,847	201,847	175,702	(26,145)
Law Enforcement Officer Reimbursement	182,831	80,900	72,900	88,900	8,000
GOHS - DUI Enforcement	29,726	20,000	11,000	45,000	25,000
FUSD Resource Officer	66,139	66,375	66,375	66,375	-
Recovery COPS Grant	159,983	-	-	-	-
Recovery JAG Grant	65,145	-	-	-	-
Recovery - METRO Grant	(164)	-	-	-	-
RICO/METRO Overtime	46,819	45,000	45,000	45,000	-
Bullet Proof Vest	7,462	6,500	6,500	6,500	-
FY12 PSN Gang Prevention & Education	1,681	10,000	10,000	10,000	-
Dispatch Services Agreement (NPS)	12,535	5,000	5,000	5,000	-
Statewide Gang Task Force(GITEM)	203,622	169,964	169,964	175,345	5,381
10-AZ Home Land Security	-	100,000	100,000	100,000	-
AZ Internet Crimes Child	4,001	4,500	4,500	4,500	-
07-AZ Home Land Security	-	-	-	25,000	25,000
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	29,980	83,402	73,402	40,000	(43,402)
FY 14 NA Gang Task Force OT	3,273	-	-	40,000	40,000
RICO-Metro Equipment	-	-	-	16,900	16,900
RICO-PD Equipment	-	-	-	20,000	20,000
TOTAL	**$ 1,800,703**	**$ 1,883,515**	**$ 1,856,515**	**$ 1,528,296**	$ (355,219)

SOURCE OF FUNDING:	
GENERAL FUND	$ 1,528,296
	$ 1,528,296

PUBLIC WORKS DIVISION 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.

The mission of **Facility Maintenance** is to strive to maximize its resources by maintaining all City Buildings in a safe and efficient manner for all users.

The mission of **USGS Maintenance** is to strive to maximize its resources by maintaining all USGS Buildings in a safe and efficient manner for all users.

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** 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 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 **Recreation** is enhance our community through people, parks and programs

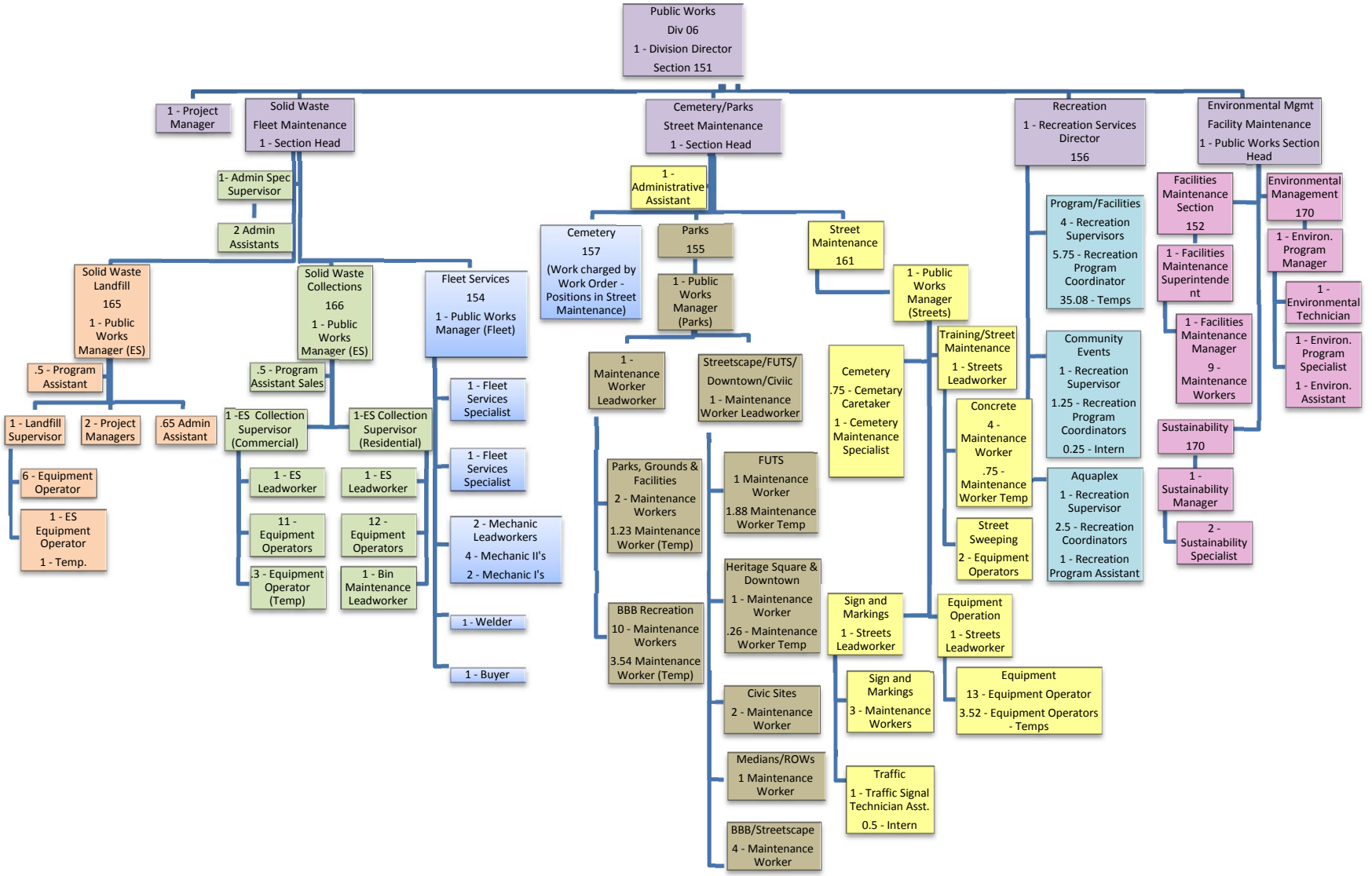
The **Cemetery Section** employees dedicate themselves to offering quality customer service in a time of need by being compassionate and providing proper grounds maintenance that is aesthetically pleasing to the public.

The 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 provide the community with affordable, efficient and sustainable comprehensive solid waste solutions.

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

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 Parks & Recreation opportunities.

PROGRAM DESCRIPTION

Public Works Administration provides leadership and general direction for Solid Waste, Fleet Maintenance, Sustainability and Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery, Parks Maintenance, and Recreation Services.

FY 14 ACCOMPLISHMENTS

- ✓ Utilized Department of Corrections crews within all aspects of Public Works
- ✓ With a $6 million grant from Arizona State Parks, staff managed the acquisition of 2,251 acres of conservation land at Observatory Mesa. Required matching funds were provided from the 2004 Open Space bond initiative
- ✓ 25% energy use reduction at City Hall (via energy efforts and new photovoltaic system)
- ✓ Completed Phase 3 of the City's renewable energy efforts. 811 kilowatts of solar renewable energy systems were installed at the Flagstaff Aquaplex, Rio de Flag Wastewater Treatment Facility, and Wildcat Hill Wastewater Treatment Facility

FY 15 NEW INITIATIVES AND GOALS

- ➢ Acquire property for Core Services Maintenance Facility
- ➢ Complete design of Core Services Maintenance Facility
- ➢ Develop and seek adoption of Downtown Street Closure Plan
- ➢ Develop and seek adoption of Heritage Square Management Plan
- ➢ Complete construction of Bushmaster Phase 1 improvements
- ➢ In collaboration with the Open Spaces Commission, draft a Flagstaff Open Space Master Plan.

PERFORMANCE MEASURES

Priority: **Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of accidents chargeable compared to previous year	22 Accidents	24 Accidents	21 Accidents	19 Accidents
Number of miles driven	1,021,492	980,218	1,015,000	1,050,000
Number of accidents per thousand miles	1 accident/ 46,431 miles	1 accident/ 40,842 miles	1 accident/ 48,333 miles	1 accident/ 55,263 miles

SECTION: **151-PUBLIC WORKS ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 114,017	$ 119,498	$ 119,498	$ 120,114	$ 616
Contractuals	1,409	3,051	3,051	3,051	-
Commodities	(88,057)	(100,333)	(100,333)	(98,735)	1,598
TOTAL	**$ 27,369**	**$ 22,216**	**$ 22,216**	**$ 24,430**	$ 2,214

EXPENDITURES BY PROGRAM:

General Administration	$ 27,369	$ 22,216	$ 22,216	$ 24,430	$ 2,214
TOTAL	**$ 27,369**	**$ 22,216**	**$ 22,216**	**$ 24,430**	$ 2,214

SOURCE OF FUNDING:

GENERAL FUND	$ (131,319)
HIGHWAY USER REVENUE FUND	94,986
AIRPORT FUND	13,302
SOLID WASTE FUND	31,124
SEMS	16,337
	$ 24,430

COMMENTARY:

The Public Works operating budget has increased 10%, and there are no major capital expenditures planned. Personal Services increases are due to a a merit increase, one time payments and increased cost of benefits. Contractuals remain flat. Commodities increases are reflective of the change in work order credits.

MISSION

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

PROGRAM DESCRIPTION

The Facilities Maintenance Section is responsible for maintenance and upgrades of City buildings.

FY 14 ACCOMPLISHMENTS

- ✓ 25% energy use reduction at City Hall (via energy efforts and new photovoltaic system).
- ✓ Long Range Capital Improvements: Roofing repairs at City Hall, McPherson Center, and Coconino Warehouse.
- ✓ City Hall: Carpet replacement in Fire Administration and Human Resources.
- ✓ Reduction in size of fleet for Facilities Maintenance, as well as increased fleet utilization and average age of fleet.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Continue energy use reduction at City Hall.
- ➢ Long Range Capital Improvements: City Hall front entry stair reconstruction, City Hall bridge way stairs carpet replacement, fire annunciation systems at two facilities, and replacing conference room chairs.
- ➢ Improve average Facilities Assessment scores to 70%.

PERFORMANCE MEASURES

Priority: Council - Repair, Replace, Maintain Infrastructure and Management - Resiliency and Preparedness Efforts
Goal: To maintain infrastructure through 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 (progressing/average): >70%; Yellow (caution): 65-69%; Red (Needs immediate attention): <65%. This is the average score of all buildings assessed during the calendar year.
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	61%	65%	66%	70%

Priority: Regional Plan (2030) – Energy, Efficient Use of Energy (Goal E.1) and Management - Resiliency and Preparedness Efforts

Goal: Reduce energy consumption at the USGS complex. This meets the Regional Plan Policy to use energy efficiently. In addition, it contributes to the resiliency and preparedness effort aimed at the reduction of demand, costs, and ensuring energy delivery.

Objective: To contribute to Resiliency and Preparedness efforts through the implementation of policies, procedures, method changes, and strategies affecting energy use, such as 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.

Tool: Naviline, My Energy Pro, Facilities staff

Frequency: Yearly

Scoring: Green: Reduction >1%; Yellow: 0 – 1% Increase; Red: Any increase.

Trend: ↓

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 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. Please note that CY13 reduction is attributed primarily to the new Solar System / Parking Structure.	791,200 N/A	563,040 (28%)	557,000 (1%)	550,000 (1%)

SECTION: **152-FACILITIES MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 670,761	$ 720,742	$ 720,742	$ 754,687	$ 33,945
Contractuals	521,509	542,878	516,418	788,986	246,108
Commodities	(131,359)	(262,996)	(262,996)	(259,858)	3,138
Capital	-	-	-	480,000	480,000
TOTAL	**$ 1,060,911**	**$ 1,000,624**	**$ 974,164**	**$ 1,763,815**	$ 763,191

EXPENDITURES BY PROGRAM:

General Administration	$ 342,705	$ 297,663	$ 297,663	$ 322,785	$ 25,122
Custodial Service	85,799	91,508	91,508	93,288	1,780
Structural & Other Maintenance	318,717	288,071	288,071	868,071	580,000
Maintenance-Mechanical, Electrical and Plumbir	255,102	268,098	265,098	284,877	16,779
Catastrophic Set Aside	28,348	28,400	4,940	151,860	123,460
Rio Properties	15,484	15,930	15,930	16,857	927
Phoenix Building	14,756	10,954	10,954	11,077	123
City Leased Property Maintenance	-	-	-	15,000	15,000
TOTAL	**$ 1,060,911**	**$ 1,000,624**	**$ 974,164**	**$ 1,763,815**	$ 763,191

SOURCE OF FUNDING:

GENERAL FUND	$ 1,576,804
LIBRARY FUND	67,736
WATER AND WASTEWATER FUND	36,925
STORMWATER FUND	11,406
AIRPORT FUND	37,108
SOLID WASTE FUND	31,124
SEMS	2,712
	$ 1,763,815

COMMENTARY:

The Facility Maintenance operating budget has increased 28%, and there are major capital expenditures of $480,000 planned for City facility improvements. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, and set-aside for catastrophic facilities events. Commodities increases are due to City Hall chemicals for the cooling tower and custodial workorder charges. There are one-time expenditures budgeted which include training and travel, additional City Hall cleaning interior and windows, chemicals for the cooling tower, $15,000 for leased/vacant properties repairs, and $123,460 for both unused carryforward money from FY2014 and additional funds for catastrophic facilities set aside.

MISSION

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

PROGRAM DESCRIPTION

Section 153 (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 14 ACCOMPLISHMENTS

- ✓ USGS-3: HVAC – replaced two units. Minor interior painting.
- ✓ USGS-4: HVAC – replaced two units. Replaced three pedestrian exterior wood doors (to steel doors). Minor interior painting.
- ✓ USGS-5: HVAC – replaced one unit. Minor interior painting.
- ✓ USGS-6: Interior paint. Completed Arc Flash study and electrical system preventive maintenance inspection. Metal roof miscellaneous repairs.
- ✓ Reduced campus electric energy use year over year by 1%.

FY 15 NEW INITIATIVES AND GOALS

- ➢ USGS-3: HVAC – replace two more units; flooring replacement in several areas; roofing repairs – scupper rebuilds; miscellaneous painting and door replacements.
- ➢ USGS-4: HVAC – replace two more units; flooring replacement in several areas; roofing repairs – scupper rebuilds; miscellaneous painting and door replacements.
- ➢ Continue reduction in campus electric energy use.

PERFORMANCE MEASURES

Priority: Council - Repair, Replace, Maintain Infrastructure, Management - Resiliency and Preparedness Efforts
Goal: To maintain infrastructure through 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 70%. This guarantees safe, functional, and reliable buildings.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly
Scoring: Green (progressing/average): >70%; Yellow (caution): 65-69%; Red (Needs immediate attention): <65%.
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	68%	74%	76%	75%

Priority: Regional Plan (2030) – Energy, Efficient Use of Energy (Goal E.1), Management - Resiliency and Preparedness Efforts
Goal: Reduce energy consumption at the USGS complex. This meets the Regional Plan Policy to use energy efficiently. In addition, it contributes to the resiliency and preparedness effort aimed at the reduction of demand, costs, and ensuring energy delivery.
Objective: To contribute to Resiliency and Preparedness efforts through the implementation of policies, procedures, method changes, and strategies affecting energy use, such as 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.
Tool: Naviline, My Energy Pro, Facilities staff
Frequency: Yearly
Scoring: Green: Reductions; Yellow: Increases >0 to 0.5% Increase; Red: Increases >0.5%.
Trend: ↓

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
USGS Campus electric energy use of all buildings. Top=Total kWh, Bottom = % inc./dec.	1,762,553 3.7% inc.	1,663,729 (1.0%) dec.	1,550,000 (0.5%) dec.	1,500,000 (0.1%) dec.

SECTION: **153-USGS Campus**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ 565,778	$ 525,236	$ 525,236	$ 525,236	$ -
Commodities	82,221	129,017	129,017	130,913	1,896
Capital	(28,022)	-	-	-	-
TOTAL	**$ 619,977**	**$ 654,253**	**$ 654,253**	**$ 656,149**	$ 1,896

EXPENDITURES BY PROGRAM:

Maintenance Building 3	$ 131,013	$ 178,118	$ 178,118	$ 178,578	$ 460
Maintenance Building 4	270,001	214,637	214,637	215,230	593
Maintenance Building 5	40,516	66,574	66,574	66,840	266
Maintenance Building 6	178,447	194,924	194,924	195,501	577
TOTAL	**$ 619,977**	**$ 654,253**	**$ 654,253**	**$ 656,149**	$ 1,896

SOURCE OF FUNDING:

GENERAL FUND	$ 656,149
	$ 656,149

COMMENTARY:

The USGS Campus operating budget has increased less than 1%, and there are no major capital expenditures planned. Contractuals remain flat. Commodities increases are due to work order charges for snow removal and landscaping.

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 City divisions in accomplishing their goals and objectives with a high focus on public safety.

FY 14 ACCOMPLISHMENTS

- ✓ Kept return work under .9%. Return work was .2%.
- ✓ Implemented new pricing structure.
- ✓ Maintained technician productivity above 90%.
- ✓ Conducted Fleet Service section meetings to communicate and educate sections of operational issues that could decrease operational costs.
- ✓ Continued to train and certify public safety technicians. Fleet Services has two certified EVT (Emergency Vehicle Technician), one a level III (master) the other a level II.
- ✓ Created a preventive maintenance scheduling spreadsheet.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Initiate tracking repairs out of preventative maintenance program. The goal is to reduce unscheduled work.
- ➢ Continue to build equipment specific preventive maintenance checklists. The goal is to prolong equipment life.
- ➢ Allocate training funds to employee training for preventive maintenance.
- ➢ Plan, aid in design, outfit, and move into Core Service Facility.
- ➢ Maintain current technicians' training and certifications. Certify and train newly hired technicians on City of Flagstaff's equipment.
- ➢ Update diagnostic software and hardware.

PERFORMANCE MEASURES

Priority: Management - Effective Governance
Goal: Keep repair comebacks under .9%.
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: .9% of all repair jobs tracked in Fleet Services work order system
Trend: ↓

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Average percentage of repair comebacks per technician.	<0.09%	<0.2%	<0.9%	<0.9%

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 14 ACCOMPLISHMENTS

- ✓ Worked with City of Flagstaff sections to review underutilized vehicles/equipment justifications and eliminate vehicles/equipment that were not needed. Two vehicles were eliminated.
- ✓ Continued to track fuel usage by section to decrease consumption usage. Fuel usage down 2.04%.
- ✓ Conducted four Fleet/Sustainability drivers trainings, focused on anti-idling, distracted driving, drug and alcohol policy, and sustainable fleet.
- ✓ Facilitated an online reservation system for the pool vehicles.

FY 15 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.
- ➢ Initiate an employee education campaign to increase vehicle miles per gallon efficiency through efficient driving practices and vehicle maintenance practices.
- ➢ Draft a Sustainable Purchasing Policy for new vehicle purchases, based on best practices for fuel economy on lifetime costs.
- ➢ Re-audit the fleet for underutilized vehicles and by class of vehicle, introduce mileage/hours of operation, and adjust the fleet policy criteria accordingly for replacement scheduling.
- ➢ Establish a rental rate for pool vehicles.

PERFORMANCE MEASURES

Priority: **Management - 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 12 Actual	CY 13 Actual	CY 14 Actual	CY 15 Proposed
Percent of decrease in fuel used.	2.5%	2.04%	2.5%	2.5%

Priority: **Management - Effective Governance**
Goal: Review underutilized vehicles/equipment, removing unnecessary 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of vehicles to be eliminated	25 units	2 units	12 units	2 units
Percentage of total vehicles	4.1%	.9%	5.3%	.9%

SECTION: **154-FLEET SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 85,512	$ 193,008	$ 193,008	$ 215,006	$ 21,998
Contractuals	113,372	107,151	107,151	107,151	-
Commodities	(180,268)	(340,002)	(340,002)	(339,737)	265
Capital	-	1,697,340	-	1,732,723	35,383
TOTAL	**$ 18,616**	**$ 1,657,497**	**$ (39,843)**	**$ 1,715,143**	$ 57,646

EXPENDITURES BY PROGRAM:

General Administration	$ 87,966	$ (70,232)	$ (70,232)	$ (63,541)	$ 6,691
Inventory Management	70,218	74,278	74,278	75,292	1,014
Prevention Maintenance	108,086	129,460	129,460	134,030	4,570
Vehicle Repair	(301,304)	(248,685)	(248,685)	(247,000)	1,685
Pool Vehicles - City Hall	5,522	5,500	5,500	5,500	-
Pool Vehicles - Shop	365	4,400	4,400	4,400	-
Other Shop Work	47,763	65,436	65,436	73,739	8,303
Catastrophic/Major Repair Funding	-	1,697,340	-	1,732,723	35,383
TOTAL	**$ 18,616**	**$ 1,657,497**	**$ (39,843)**	**$ 1,715,143**	$ 57,646

SOURCE OF FUNDING:

GENERAL FUND	$ 1,554,598
LIBRARY FUND	1,229
HIGHWAY USER REVENUE FUND	45,451
WATER AND WASTEWATER FUND	12,822
STORMWATER FUND	257
AIRPORT FUND	1,736
SOLID WASTE FUND	98,924
ENVIRONMENTAL SERVICES FUND	126
	$ 1,715,143

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. Personnel Services increases are due to a merit increase, one-time payments and increase cost of benefits. Changes in commodities are due to the increase cost of work order charges. Major capital items include funding set-aside for the catastrophic/future vehicle replacement fund program.

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 Recreation funds, City right-of-ways, BBB Beautification funded Streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings (including recreation centers, library, City Hall), 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 14 ACCOMPLISHMENTS

- ✓ Bushmaster Park concept plan was developed that identifies and addresses public safety, access, and increased park usage.
- ✓ Community Development Block Grant – Completed design work for Phase I improvements at Arroyo Park.
- ✓ Chip, crack seal, and stripe parking lots at Continental Sports Complex, Foxglenn, Thorpe, and Cheshire parks.
- ✓ Mill and overlay Ponderosa Park parking lot and Thorpe Park basketball courts.
- ✓ Completed concrete surface repairs to skate track at Bushmaster Park.
- ✓ Renovated horseshoe courts at Bushmaster Park.
- ✓ Bushmaster Park – relocated existing bark park to new location as identified in the Bushmaster Park Design Project.
- ✓ Installed one ramada and two picnic shelters at the Thorpe Park bark park.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Start construction of the recommended Phase I improvements at Bushmaster Park.
- ➢ Research and identify possible funding to fund Phase II improvements at Bushmaster Park.
- ➢ Acquire Community Development Block Grant to fund Phase II improvements at Arroyo Park.
- ➢ Replace the synthetic turf on the McPherson Park tennis courts.
- ➢ Research possibilities of securing east side storage yard to improve efficiencies.
- ➢ Make concrete surface and fence repairs to the skate track in Foxglenn Park.
- ➢ Replace the damaged sod in Wheeler Park.
- ➢ Chip, crack seal, and stripe parking lot at Bushmaster Park.

PERFORMANCE MEASURES

Priority: Council - Repair, Replace, Maintain Infrastructure
Goal: Maintain safe parks through active involvement in an integrated maintenance program that reflects a Service Level 2 in BBB Recreation Fields and Service Level 3 in Parks Grounds
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, Excel spreadsheet
Frequency: Daily, Weekly, Bi-weekly
Scoring: 100%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
BBB Recreation Fields - Conduct inspections of parks and complete maintenance activities at a Service Level 2	70%	75%	90%	100%
Park Grounds - Conduct inspections of parks and complete maintenance activities at a Service Level 3	65%	75%	85%	100%

Priority: Management - Resiliency and Preparedness Efforts
Goal: Implement water saving strategies that protect 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	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
	59,906,597				
Target		58,708,465	58,708,465	58,708,465	58,708,465
Gallons Consumption		36,888,738	39,460,645	45,379,741	42,429,684
Reduction Amount		(21,819,727)	(19,247,820)	(13,328,724)	(16,278,781)

*2% Target is based off of 2010 actuals

SECTION: **155-PARKS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,410,045	$ 1,616,077	$ 1,616,077	$ 1,666,102	$ 50,025
Contractuals	495,549	759,067	759,067	667,901	(91,166)
Commodities	383,937	532,748	532,748	542,541	9,793
Capital	300,877	295,946	237,700	354,192	58,246
TOTAL	**$ 2,590,408**	**$ 3,203,838**	**$ 3,145,592**	**$ 3,230,736**	$ 26,898

EXPENDITURES BY PROGRAM:

General Administration	$ 104,470	$ 130,407	$ 130,407	$ 140,967	$ 10,560
Park Grounds Maintenance	704,689	692,850	675,550	718,384	25,534
Park Buildings and Facility Maintenance	24,123	29,389	29,389	29,785	396
BBB - Streetscape/Median Maintenance	352,323	448,784	448,784	369,690	(79,094)
Right-of-Way/ Median	62,619	88,229	88,229	84,766	(3,463)
FUTS Trail System	161,373	210,128	210,128	213,088	2,960
Heritage Square Maintenance	43,647	41,221	41,221	41,728	507
BBB Recreation Fields	963,872	1,369,257	1,328,311	1,442,736	73,479
Downtown/Plaza Maintenance	15,398	19,445	19,445	19,874	429
Non-Park Grounds and Landscapes	150,487	164,128	164,128	169,718	5,590
Open Space Maintenance-Parks	7,407	10,000	10,000	-	(10,000)
TOTAL	**$ 2,590,408**	**$ 3,203,838**	**$ 3,145,592**	**$ 3,230,736**	$ 26,898

SOURCE OF FUNDING:

GENERAL FUND	$ 3,230,736
	$ 3,230,736

COMMENTARY:

The Parks operating budget has decreased 1% and capital expenditures total $354,192 resulting in an overall net increase of 1%. Personnel Services increases are due to a merit increase, one-time payments and increase cost of benefits trigger for Maintenance workers offset partially by the reduction in temps. Contractual decreases are due to a reduction in miscellaneous services. Commodities increases are due to increase in gas and oil, horticultural supplies and operating supplies. Major capital (>$10,000) is for basketball / tennis court overlay ($43,670), Thorpe Bark Park equipment ($39,300), Skate Track surface repairs ($24,000), Continental Fence repair ($7,500), BBB Setaside for Fleet Replacement ($81,892), and parking lot overlay ($157,830).

MISSION

Enhancing our community through people, parks, and programs.

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 Activity Center, Flagstaff 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.

FY 14 ACCOMPLISHMENTS

Aquaplex

- ✓ Increased membership benefits at the Aquaplex through the addition of free babysitting services.
- ✓ Solar covered parking structures were installed in the east lot of the Aquaplex.
- ✓ Through the Aquaplex Guest Services initiative, facility rental revenues have increased by 69.5% from July 1, 2013 through December 31, 2013, as compared to July 1, 2012 through December 31, 2012.
- ✓ Additional contract instructor classes were added at the Aquaplex that include Personal Training, Traditional Yoga, Ballet for Kids, and an additional night of Tai Chi.
- ✓ Completed facility enhancements at the Aquaplex, including reupholstered circuit equipment and weight benches on the fitness floor, installed wireless projection and sound system in the community rooms, installed new lighting above the front desk, and installed a monitored alarm and security system throughout the facility.

Adult Athletics

- ✓ Successful first annual Homerun Derby had 22 participants and over 150 spectators in attendance.
- ✓ Revamped the Adult Basketball League and went back to two sessions that attracted 44 teams, which was a 100% increase over the previous session.
- ✓ Adult Volleyball League had 126 teams sign up for Spring and Fall leagues.
- ✓ Adult Softball League had 311 teams participate in the first and second sessions.
- ✓ Adult Hockey League remained at capacity with 130 participants and leagues running twice annually.

Community and Special Events

- ✓ Special event permit packet was rewritten to comply with the new SB1598 law.
- ✓ Created an easier application for private events that want to incorporate carnival amusements, such as bounce houses and rides.
- ✓ Successfully implemented the multi-divisional run “Dew Downtown Flagstaff Urban Ski and Snowboard Festival.” The event drew over 20,000 participants to downtown Flagstaff.

Flagstaff Recreation Center

- ✓ Northern Arizona’s Got Talent was broadcast on television and the radio.
- ✓ Flagstaff Recreation Center hosted a Holiday event that had over 200 participants.
- ✓ Flagstaff Recreation Centers’ Recreation Program Coordinator was a presenter for one of APRA’s educational sessions on the Daddy Daughter Ball.

Jay Lively Activity Center

- ✓ Hosted Special Olympics skating events at Jay Lively Activity Center.
- ✓ Purchased and installed compressors at the ice rink.
- ✓ Zamboni was approved for replacement through the catastrophic fund.
- ✓ Implemented ten skate-themed events that included Turkey Bowl, Sweetheart Skate, and Winter Skate.

Joe C. Montoya Community and Senior Center

- ✓ Installed carpeting throughout Joe C. Montoya Community and Senior Center.
- ✓ Joe C. Montoya Center partnered with AARP to provide free tax preparation.
- ✓ Implemented “Senior Tours” where seniors were able to tour different facilities, including Jay Lively Activity Center, City Hall, and the Aquaplex.

FY 15 NEW INITIATIVES AND GOALS

- Introduce new swimming lesson program and increase aquatics revenue.
- Increase business pass participation and rental revenue.
- Increase diversity of group exercise classes by adding additional staff-led classes at the Aquaplex.
- Expand staff-led classes to offer greater diversity of exercise classes.
- Rework the special event permit packet so that event producers and the event's office can meet realistic deadline goals. This would be keeping with the new Arizona State Law statues SB1598 and HB2443.
- Create and implement street closure criteria for north downtown Flagstaff.
- Create and implement a Heritage Square Management Plan.
- Continue to provide excellent customer service to our community through staff trainings.
- Work towards running all electrical and coolant lines for backup chiller system.
- Add in specialized lighting/lasers for public skating and special events.
- Repair/replace locker room shower flooring and walls at Jay Lively Activity Center.
- Expand the ice rinks digital signage for arena programs.
- Set aside money for facility upgrades and upkeep.
- Increase parking lot size at Joe C. Montoya Community and Senior Center to provide adequate parking for able and disabled patrons.
- Improve quality of programming and membership participation by addressing training opportunities for temporary staff.
- Replace aging equipment to maintain membership appeal and competitive equipment with like facilities.

PERFORMANCE MEASURES

Priority: <u>Council Budget - Infrastrucutre</u>
Goal: Maintain Recreation facilities at the highest quality
Objective: In conjunction with the Facilities Section, provide safe, functional, and attractive facilities for our patrons
Type of Measure: Outcome
Tool: Facility full assessment reports, monthly facility site visit/inspections
Frequency: Monthly, every other year
Scoring: 70%+ Progressing, average, 65% – 69%, Caution, warning, <65% - needs attention
Trend: →

Measures:	CY13 Actual	CY 14 Projected	CY15 Proposed
Facility Assessment Average Score – Measures quality of staff work, efficiency of work order program	74%	70%	72%

Priority: <u>Management – Customer Service</u>
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: City of Flagstaff Citizen Survey, customer feedback, program surveys
Frequency: Quarterly
Scoring: 90%+ Progressing, average, 75 – 90%, Caution, warning, 75% - needs attention
Trend: →

Measures:	CY12 Actual	CY 13 Actual	CY14 Projected	CY15 Proposed
Customer Service Target rating of 90% of the overall experience rated good or excellent.	85%	80%	90%	90%

Priority: Management – Effective Governance
Goal: Meet revenue expectation through effective marketing and program offerings
Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages
Type of Measure: Outcome
Tool: Program evaluation reports and Quarterly Budget Reports
Frequency: Monthly
Scoring: 90%+ Progressing, average, 75 – 90%, Caution, warning, 75% - needs attention
Trend: →

Measures:	FY12 Actual	FY 13 Actual	FY 14 Projected	FY15 Proposed
Meet expected revenue goals through sound fiscal management and adherence to program fees and established fee philosophies	100%	95%	100%	100%

Priority: Management – Effective Governance
Goal: Fiscal Accountability
Objective: Adequate revenue generated to meet cost recovery expectations
Type of Measure: Outcome
Tool: Monthly Budget Reports
Frequency: Quarterly, Annually
Scoring: 70%+ Goal met, 61% – 69%, Caution, warning, <60% - needs attention
Trend: ↑

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Proposed
Annual Cost Recovery Rate between 50% - 70%	60%	62%	65%	70%

SECTION: **156-RECREATION SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,913,330	$ 1,866,268	$ 1,866,268	$ 1,917,777	$ 51,509
Contractuals	933,558	952,685	952,685	863,225	(89,460)
Commodities	352,470	402,716	402,716	364,256	(38,460)
Capital	7,559	40,000	33,000	144,490	104,490
TOTAL	**$ 3,206,917**	**$ 3,261,669**	**$ 3,254,669**	**$ 3,289,748**	$ 28,079

EXPENDITURES BY PROGRAM:

General Administration	$ 448,131	$ 431,347	$ 424,347	$ 460,418	$ 29,071
Youth Commission	62	-	-	-	-
Community Services/Events	157,105	150,248	150,248	160,581	10,333
Adult Athletics	255,651	279,822	279,822	290,036	10,214
Jay Lively Activity Center	479,792	517,428	517,428	583,023	65,595
Aquaplex	1,266,074	1,300,890	1,300,890	1,254,219	(46,671)
Joe C Montoya Community and Sr Center	206,412	232,474	232,474	224,213	(8,261)
Flag Recreation Center	264,358	265,035	265,035	272,258	7,223
Cogdill Recreation Center	118,960	70,000	70,000	45,000	(25,000)
North Country Killip Grant	10,372	14,425	14,425	-	(14,425)
TOTAL	**$ 3,206,917**	**$ 3,261,669**	**$ 3,254,669**	**$ 3,289,748**	$ 28,079

SOURCE OF FUNDING:

GENERAL FUND	$ 3,289,748
	$ 3,289,748

COMMENTARY:

The Recreation operating budget has increased 1% and has a capital expenditure of $144,490 for a net increase of 1%. Personnel Services increases are due to a merit increase, one-time payments and increased cost of benefits and is offset by a decrease in temps related to a grant. The Contractual decrease is mainly related to reduction of the support for Boys and Girls Club based on a contract and prior year one-time items. Contractuals decreased related to prior year one-time items related to maintenance and utilities. There is major capital (>$10,000) expenditures for general improvements ($43,590) and an ice rink zamboni ($100,900).

MISSION

Citizens 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, and facility and grounds maintenance. The Cemetery staff also provides the opening and closing services for the Calvary Cemetery.

FY 14 ACCOMPLISHMENTS

- ✓ All concerns/complaints were addressed promptly.
- ✓ Addition of two donated granite benches on cemetery grounds.
- ✓ Brought Interment and Reservation filing up to date.
- ✓ Beautification of the Cemetery Office Island.
- ✓ Partnered with the Parks Section on pruning trees and shaping their canopies.
- ✓ Coordinated with the Department Of Correction crews to help ground improvements before Memorial Day.
- ✓ Made copies of all the sections books to store off-site.
- ✓ Installed a solar powered automatic gate.

FY 15 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.”
- ➢ Install solar lighting on three Veteran Sections flag poles.

PERFORMANCE MEASURES

Priority: Management - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Gallons Consumption	13,311,700	11,818,400	13,719,674	13,445,280
Target	14,279,659	13,999,666	13,719,674	13,445,280
Target is based on a 2% reduction in gallons of water from 2009 actuals	(285,708)	(279,994)	(274,393)	(268,905)

SECTION:	157-CEMETERY				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 11,824	$ 4,815	$ 4,815	$ 4,815	$ -
Contractuals	26,866	34,132	34,132	34,632	500
Commodities	169,781	165,629	165,629	171,682	6,053
TOTAL	**$ 208,471**	**$ 204,576**	**$ 204,576**	**$ 211,129**	$ 6,553
EXPENDITURES BY PROGRAM:					
General Administration	$ 116,692	$ 41,281	$ 41,281	$ 43,373	$ 2,092
Opening & Closing	26,667	52,071	52,071	53,711	1,640
Maintenance of Buildings	4,037	9,373	9,373	9,428	55
Maintenance of Grounds	61,075	101,851	101,851	104,617	2,766
TOTAL	**$ 208,471**	**$ 204,576**	**$ 204,576**	**$ 211,129**	$ 6,553
SOURCE OF FUNDING:					
	GENERAL FUND			$ 211,129	
				$ 211,129	

COMMENTARY:
The Cemetery operating budget has increased 3%, and there are no major capital expenditures planned. Personal Services remain flat. Contractual increases are due to education and training. Commodities increases are due to work order charges related to opening/closing and grounds maintenance. There is $500 budgeted as one-time authorized expenditures for education and training.

MISSION

The mission of the Streets Section is to provide the citizens of Flagstaff with a safe transportation system within the City's right-of-ways. As the Streets Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

PROGRAM DESCRIPTION

The Streets Section is responsible for all of the multimodal transportation system. The Streets Section is solely responsible for every aspect of the system in regards to street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, guardrail repair, signing and marking operations, asphalt paving, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections, and urban trail maintenance.

FY 14 ACCOMPLISHMENTS

- ✓ Cross-trained staff within Public Works to become more efficient in maintenance operations.
- ✓ Researched efficiencies within operations to reduce fuel usage.
- ✓ Used a streetlight audit to provide a comprehensive document that Arizona Public Service and the City of Flagstaff used for maintenance and billing purposes.
- ✓ Worked with the Fleet Management committee to reduce the fleet by one.
- ✓ Reviewed street sweeping operations to identify efficiencies within the operation.
- ✓ Completed a signal project using capital monies to upgrade electrical services, and installed Uninterruptible Power Sources at the remaining signalized intersections that needed upgrading.
- ✓ Worked with Burlington Northern Railroad to improve the Beaver Street railroad crossing.
- ✓ Successfully made snow and constructed the course for the third annual Dew Downtown Urban Ski and Snowboard festival, which was the most attended thus far.
- ✓ Completed the Highway Safety Improvement Program (HSIP) replacement of crosswalks with thermoplastic material.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Purchase three all-wheel drive motor graders with the budgeted funds. This could be accomplished with a cooperative contract, trade in of three motor-graders, and the trade in of three loaders. This will help accomplish the goal of reducing the aging fleet and reduce the overall fleet by three.
- ➢ Replace two street sweepers that are aged and are requiring extensive maintenance.
- ➢ Work with Fleet Management to review operations, looking for efficiencies to reduce the fleet.
- ➢ Work with the Observatories to identify a mutually acceptable fixture to replace the Low Pressure Sodium street lighting fixtures we are currently using, to become fiscally sustainable.
- ➢ Acquire a funding source to address street maintenance needs throughout the City.
- ➢ Work with the Flagstaff Metropolitan Planning Organization to complete an assessment of street maintenance best practices.
- ➢ Through procurement, secure a contractor to conduct street lighting maintenance.
- ➢ Complete Phase I of the replacement of street signs through the Highway Safety Improvement Program (HSIP) to meet the Manual of Uniform of Traffic Control Devices (MUTCD) standards.
- ➢ Complete the Highway Safety Improvement Program (HSIP) replacement of guardrails that are not in compliance with National Standards.

PERFORMANCE MEASURES

Priority: **Council - Repair, replace, maintain infrastructure**
Goal: Sweeping of main, arterial, and residential roads.
Objective: Sweeping of main, arterial, and residential roads within established schedules.
Type of Measure: Percentage of time meeting established schedules.
Tool: Inspections by Leadworker.
Frequency: Weekly.
Scoring: 100%
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Meeting street sweeping schedules based on the time of the year.	N/A	N/A	90%	95%

Priority: **Council - Repair, replace, maintain infrastructure**
Goal: Coverage time for pothole repair.
Objective: Patch all reported potholes within 24 hours 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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Patch potholes within 24 hours of notification.	99%	99%	99%	100%
Potholes patched.	1,515	2,054	2,500	1,500

SECTION: **161-STREET MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,969,540	$ 2,369,305	$ 2,359,305	$ 2,409,673	$ 40,368
Contractuals	595,299	717,423	717,423	829,577	112,154
Commodities	691,407	840,842	750,842	902,955	62,113
Capital	811,970	200,000	200,000	1,679,500	1,479,500
TOTAL	**$ 4,068,216**	**$ 4,127,570**	**$ 4,027,570**	**$ 5,821,705**	$ 1,694,135

EXPENDITURES BY PROGRAM:

General Administration	$ 183,848	$ 370,957	$ 370,957	$ 371,507	$ 550
Street Cleaning	312,125	231,837	231,837	847,769	615,932
Snow Control	1,107,248	754,591	654,591	1,915,123	1,160,532
Sign, Signal, Mark & Light	269,070	337,246	337,246	360,402	23,156
Street Maintenance	1,299,661	1,417,673	1,417,673	1,278,157	(139,516)
Drainage-way Maintenance	156,245	288,818	288,818	306,241	17,423
Training	518	1,900	1,900	1,900	-
Streetlights	354,975	381,702	381,702	504,702	123,000
Traffic Signal Maintenance	344,526	342,846	342,846	235,904	(106,942)
Autopark Association Fees	40,000	-	-	-	-
TOTAL	**$ 4,068,216**	**$ 4,127,570**	**$ 4,027,570**	**$ 5,821,705**	$ 1,694,135

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 5,821,705
	$ 5,821,705

COMMENTARY:

The Street Maintenance operating budget has increased 5%, and capital expenditures total $1,679,500, resulting in an overall net increase of 41%. Personal Services increases are due to a merit increase, employee reclasses and rezones, one time payments and increase cost of benefits. Contractual increases are due to anticipated utility rate increases for electricity and one-time budget authorization for street light maintenance. Commodities increase are due to increases in motor vehicle parts and oil and gas that related one-time budget authorizations for snow plowing and street sweeping. Major capital (>$10,000) is for (2) street sweepers ($560,000) and (3) all wheel drive motorgraders ($1,119,500).

MISSION

The mission of the Solid Waste section is to provide the community with affordable, efficient, and sustainable comprehensive solid waste solutions.

PROGRAM DESCRIPTION

The Solid Waste section provides the citizens of Flagstaff with superior customer service, timely refuse and recycling collections, and sound landfill management practices. The section works toward efficient operations by utilizing the implementation of additional waste diversion and recycling programs that will sustain landfill resources.

FY 14 ACCOMPLISHMENTS

- ✓ Collections/Landfill- Procured Solid Waste Business Management software that will integrate collection programs with the landfill programs.
- ✓ Collections/Landfill- Developed staff for career succession using NAU CTC, AGTS Supervisor's Academy, and other training.
- ✓ Collections- Developed effective, sustainable equipment replacement alternatives, providing cost savings and greater longevity.
- ✓ Collections- Reach out to new partners for potential IGA's to increase recycling tonnage and market share (ongoing).
- ✓ Collections- Develop further route restructuring and efficiency strategies to continue operational cost savings with the goal of reducing the Solid Waste fleet (ongoing).
- ✓ Landfill- Examination of soil resources and future liner/cap construction (ongoing).
- ✓ Landfill- An integrated waste management plan will be drafted to help to determine triggers for implementation of waste programs at Cinder Lake Landfill.
- ✓ Landfill- Feasibility study to determine the potential future use of paper pulp millings as an alternative cap and liner in solid waste cells (ongoing).
- ✓ Landfill- Development of an excavation plan for Sequence D, which consists of a 33 acre site located in the southern part of Cinder Lake Landfill (ongoing).
- ✓ Administration- Cross-training with Fleet Service and Public Works administrative staff, and will assume additional administrative responsibilities (ongoing).
- ✓ 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.
- ✓ Landfill- Reconstruction of northwest corner of Sequence B-4 with the implementation of a passive landfill gas collection system (ongoing).
- ✓ Landfill- Replaced truck scales.
- ✓ Landfill- Addition of 1000 linear feet of litter fencing.
- ✓ Landfill- Conduct Tier II Landfill Gas Analysis.
- ✓ Landfill- Conducted multiple tours of the landfill for the elementary schools, high schools, and colleges.
- ✓ Landfill- Assisted with teaching courses at NAU with the College of Engineering and Natural Sciences.

FY 15 NEW INITIATIVES AND GOALS

- Administration- Increase communication between the commercial and residential teams by holding weekly meetings and listening to their requests.
- Administration- Redesign our "go back" program to enhance customer service for customers that call in missed containers.
- Administration- Train the administration team in every aspect of the new routing and landfill software.
- Administration- Design an outreach mailer that will inform our customers about timely can placement, when their containers should be moved from the curb, and any additional fees for go-back services.
- Administration- Implement an employee recognition program to increase morale and become more team oriented.
- Collections/ Landfill- Training and Education: Section and division cross-training (supervisory, operations, admin) to improve staff utilization, provide coverage, and maintain expected customer service levels across Solid Waste and Public Works.
- Collections/ Landfill- Procurement and implementation of Solid Waste Business Management Software that will integrate collections and landfill operations (carryover from FY14).
- Collections/ Landfill- Continued implementation of the Solid Waste Strategic Plan.
- Collections/ Landfill/ Fleet Services- Section reorganization to improve efficiency and productivity, improve workflow and communication, and positively impact customer service response.
- Collections- Recycling: Increase the volume of recyclables diverted and collected from the waste stream. Develop and implement new advertising and education strategies to increase the voluntary participation of residential and commercial customers.
- Collections- Recycling: Development of IGA's and agreements with new partners who wish to recycle, increasing tonnage into the MRF.
- Collections- Development and implementation of a new bulky trash collection schedule (9 month) to accomplish division cross-training and staffing needs through the winter season.
- Collections- Recycling: Increase the tonnage of curbside glass collected.
- Collections- Service and Staffing: Development of alternative residential and commercial collection schedules and routing to maximize effectiveness of programs and service levels.
- Landfill- Staff will continue to explore new technologies and methodologies that can improve the densities that we achieve in our daily cells in the landfill. Staff will continue to develop best practices for increasing and sustaining productivity and the conservation of landfill air space.
- Landfill- Develop an alternative liner/cap utilizing paper sludge millings.
- Landfill- Staff has determined that additional airspace can be realized by excavating deeper than what the approved Landfill Design allows. Staff also recognized that in order to accomplish getting more depth in the future lined cells of the landfill we would need to mine some of the existing footprint and re-align the permit boundaries adjacent to the Eastern Expansion area (current soil borrow pit).
- Landfill- Renew the agreement with SCA (good through December 31st, 2019) with an option to terminate the agreement after December 31st, 2017.
- Landfill- Staff will reevaluate future needs for this operation. The special use permit with USFS is up for renewal in December 2014.

PERFORMANCE MEASURES

Priority: Council – Repair, replace, maintain infrastructure
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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
% of tasks to be completed that make up the Solid Waste Management Plan.	25%	75%	100%	100%

Priority: Council – Repair, replace, maintain infrastructure
Goal: Initiate the development of an alternative Landfill Liner/Cap (4-Year Plan).
Objective: CY 13 –

1. Staff will examine and confirm the physical properties of the paper pulp millings from SCA Tissue, along with data from the hydrologic study (FY14).
2. Staff will prepare a storage area for paper sludge and develop Test Plots to be used in developing Alternative liner / cap (FY15).
3. Staff will continue to develop liner, and 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 (FY16).

Type of Measure: Outcome
Tool: CY13- Landfill document completed; CY14- Storage Site Completed; CY15- Test plots developed and potential liner material developed; CY16- Develop and propose alternative liner to ADEQ as part of the Landfill Facility Plan.
Frequency: Annually.
Scoring: CY13-Determine physical properties of paper sludge 25%, CY14-Prepare storage area and develop 1st test plot 50%, CY15-Develop additional test plots and began writing ADEQ proposal 75%, CY16-Submit proposal to ADEQ 100%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
% of tasks to be completed that will get us approved for alternative Landfill Cap/Liner	0%	25%	50%	75%

Priority: Regional Plan (2030) – Environment Planning & Conservation, Soils (Goal E&C.9)
Goal: Curbside collection of residential glass for recycling.
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: 15-50%
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
% of 600 tons collected, by curbside	15.01% (90.08 tons)	25.08% (150.49 tons)	30% (180 tons)	50% (300 tons)

- Growth / increase determined by economic factors; CY12 from Jan- Dec; CY13 from Jan-Dec; CY14 & CY 15: anticipated program growth.

SECTION: **165-SOLID WASTE - LANDFILL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	` Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 1,312,637	$ 1,307,222	$ 1,307,222	$ 1,169,657	$ (137,565)
Contractuals	254,044	287,936	262,936	219,194	(68,742)
Commodities	469,754	592,512	592,512	584,206	(8,306)
Capital	2,124,171	772,996	377,515	2,180,481	1,407,485
TOTAL	**$ 4,160,606**	**$ 2,960,666**	**$ 2,540,185**	**$ 4,153,538**	$ 1,192,872

EXPENDITURES BY PROGRAM:

General Administration	$ 532,562	$ 555,790	$ 555,790	$ 392,042	$ (163,748)
Sanitary Landfill	3,385,614	2,135,259	1,714,778	3,475,048	1,339,789
Landfill Outside Contract	242,423	267,117	267,117	268,948	1,831
Inert Material Landfill	7	2,500	2,500	17,500	15,000
TOTAL	**$ 4,160,606**	**$ 2,960,666**	**$ 2,540,185**	**$ 4,153,538**	$ 1,192,872

SOURCE OF FUNDING:

ENVIRONMENTAL SERVICES FUND	$ 4,153,538
	$ 4,153,538

COMMENTARY:
The solid waste landfill operating budget had a decrease of 10% and capital expenditures total $2,180,481 resulting in an overall net increase of 40%. Personnel Services decreased by 11% due to a reallocation of administrative staff within the new sections. Contractuals decreased by 24% with a minimal decrease in commodities, also related to separating of administrative costs. One-time expenditures for this section are for internal work requests. Major capital (>$10,000) includes capital equipment and capital improvements ongoing at the landfill.

SECTION: **166-SOLID WASTE - COLLECTIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	` Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 2,085,120	$ 2,031,887	$ 2,031,887	$ 2,323,225	$ 291,338
Contractuals	2,318,356	2,674,526	2,674,526	2,740,509	65,983
Commodities	1,144,838	1,025,387	1,025,387	1,139,195	113,808
Capital	-	-	-	507,320	507,320
TOTAL	**$ 5,548,314**	**$ 5,731,800**	**$ 5,731,800**	**$ 6,710,249**	$ 978,449

EXPENDITURES BY PROGRAM:

General Administration	$ -	$ -	$ -	$ 363,883	$ 363,883
Residential Collection	1,653,783	1,604,152	1,604,152	1,900,727	296,575
Bin Maintenance - Residential	23,908	67,269	67,269	65,546	(1,723)
Recycling Curbside Collection	768,298	905,492	905,492	864,026	(41,466)
Commercial Collection	2,110,243	2,053,240	2,053,240	2,193,223	139,983
Bin Maintenance - Commercial	70,204	90,122	90,122	169,731	79,609
Commercial Recycling	551,272	592,424	592,424	801,287	208,863
Commercial Sales	3,923	7,960	7,960	-	(7,960)
Hoist & Haul	366,683	411,141	411,141	351,826	(59,315)
TOTAL	**$ 5,548,314**	**$ 5,731,800**	**$ 5,731,800**	**$ 6,710,249**	$ 978,449

SOURCE OF FUNDING:

ENVIRONMENTAL SERVICES FUND	$ 6,710,249
	$ 6,710,249

COMMENTARY:

The solid waste - collections operating budget had a increase of 8% and capital expenditures total $507,320 resulting in an overall net increase of 17%. Personnel Services increased by 14% due to a reallocationof administrative staff within the new sections. Contractuals increased by 2% and an increase in commodities of 11%, also related to separating of administrative costs between sections. One-time expenditures for this division are for internal work requests. Major capital (>$10,000) includes capital equipment as rolling stock.

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 policies 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 storm water, 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 14 ACCOMPLISHMENTS

- ✓ Completed Phase 3 of the City's renewable energy efforts. 811 kilowatts of solar renewable energy systems were installed at the Flagstaff Aquaplex, Rio de Flag Wastewater Treatment Facility, and Wildcat Hill Wastewater Treatment Facility.
- ✓ Initiated the Energy Rebate Program, which disbursed $49,200 of rebate funds to Flagstaff residences for air sealing, duct sealing, attic insulation, and energy efficient water heaters and furnaces. These improvements will annually save an estimated 324,785 kilowatt hours of energy.
- ✓ With a $6 million grant from Arizona State Parks, staff managed the acquisition of 2,251 acres of conservation land at Observatory Mesa. Required matching funds were provided from the 2004 Open Space bond initiative as recommended by the Open Spaces Commission.
- ✓ Provided energy efficiency training and distributed 170 "Do It Yourself" energy efficiency kits to Flagstaff households, improving heat retention and reducing air leakage.
- ✓ Worked with Flagstaff Foodlink to construct a new community garden on O'Leary Street, which provided additional gardening space for the displaced Southside gardeners.
- ✓ Completed the Picture Canyon Management Plan, which provides a guiding vision and policies for the long-term management of Picture Canyon.
- ✓ Implemented year-round phone book recycling at the Materials Recovery Facility.
- ✓ 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, and collected over 800 lbs of fluorescent lamps.

FY 15 NEW INITIATIVES AND GOALS

- Achieve Municipal Sustainability Plan goals: reduce municipal energy consumption 5% from 2009 levels; reduce municipal fuel use 10% 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.
- Develop Observatory Mesa Stakeholders Group and draft the Observatory Mesa Management Plan.

- In collaboration with the Open Spaces Commission, draft a Flagstaff Open Space Master Plan.
- Provide sustainable office makeovers for 50 offices at City Hall, helping to reduce electrical consumption and decrease recycling contamination rates.
- Continue providing "Do It Yourself" training to Flagstaff residents and distribute 300 "Do It Yourself" energy efficiency kits.
- Collaborate with the East Branch Library to collect residential batteries, ink toner cartridges, compact discs, and cell phones.
- Research a permanent drop-off receptacle for disposal of used sharps.

PERFORMANCE MEASURES

Priority: Management - Resiliency and Preparedness, Regional Plan (2030) Public Buildings, Services, Facilities, & Safety, Resiliency Planning (Goal PF.1), Energy, Efficient Use of Energy (Goal E.1), Open Space (Goal OS.1)
Goal: Reduce natural resource consumption in the municipal organization. Increase community participation in open space, recycling education, and garden initiatives.
Objective: Track progress in reducing resource consumption and community participation in programming.
Type of Measure: Program effectiveness.
Tool: Energy consumption and program participation.
Frequency: Annual.
Scoring: Acceptable = any decrease in energy consumption and increase in community measures. Cautionary = a 1 to 15% increase in energy consumption or decrease in community measures. Unacceptable = more than 15% increase in energy consumption or decrease in community measures.
Trend: ↑ acceptable progress in measures

Track progress in decreasing natural resource consumption and increasing community participation in programming.

Municipal Measures	CY 2012 Actual	CY 2013 Actual	CY 2014 Estimate	CY 2015 Proposed
Total Municipal Energy Consumption (MWh)	55,570	52,046	51,500	51,000
Municipal energy consumption in City facilities per square foot (kWh)	30.1	28.8	28.5	28
Municipal renewable energy generation (MWh)	2,197	2,623	3,750	4,000

Community Measures	CY 2012 Actual	CY 2013 Actual	CY 2014 Estimate	CY 2015 Proposed
Open Space volunteer activities completed	N/A	N/A	3	5
Open Space volunteer hours	N/A	N/A	150	175
In-person recycling outreach to community members	1,210	1,130	1,250	1,350
Community garden participants	99	114	125	130
Acreage dedicated to food production	0.86	1.06	1.25	1.50

Priority: Management - Resiliency and Preparedness, Regional Plan (2030) - Energy, Efficient Use of Energy (Goal E.1.)
Goal: Increase residential energy efficiency in the Flagstaff community through the Energy Rebate Program (funding received for a two-year program).
Objective: Track program participation and number of energy efficient appliances and insulation installed and successful utilization of UniSource 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: ↑

Energy Rebate Program Measures	CY 2012 Actual	CY 2013 Actual	CY 2014 Estimate	CY 2015 Proposed (program ends in 2014)
Number of households served through the two year energy rebate program	2	68	85	n/a
Estimated annual energy savings (kWh)	4,338	217,073	324,785	n/a
Estimated utility savings ($)	$148	$7,873	$12,070	n/a
Number of residents participating in “Do It Yourself” energy efficiency program	N/A	105	300	n/a

Priority: **Management - Resiliency and Preparedness, Regional Plan (2030) - Environmental Planning & Conservation, (Goal E&C.6)**
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.

Measures:	**CY 12 Actual**	**CY 13 Actual**	**CY 14 Estimate**	**CY 15 Proposed**
Number of residential visitors to the HPC	3,259	3,490	3,500	3,600
Residential and small business waste hazardous waste tonnage	59 tons	80 tons	85 tons	90 tons
Residential and small business waste electronics tonnage	95 tons	105 tons	110 tons	115 tons

SECTION: **170-SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 672,666	$ 582,477	$ 582,477	$ 563,812	$ (18,665)
Contractuals	295,212	227,507	274,731	305,362	77,855
Commodities	126,166	63,447	63,447	64,907	1,460
TOTAL	**$ 1,094,044**	**$ 873,431**	**$ 920,655**	**$ 934,081**	$ 60,650

EXPENDITURES BY PROGRAM:

Sustainability	$ 269,619	$ 287,671	$ 287,671	$ 287,104	$ (567)
Environmental Management	470,941	542,160	515,760	504,337	(37,823)
Conservation	141,193	-	-	-	-
Energy Contracts	46,202	20,000	20,000	20,000	
Open Space Maintenance-SEMS	-	-	-	72,500	72,500
Recovery-Energy Efficiency Conservation Block	84,717	-	-	-	-
EECBG Program Income	46,000	23,600	97,224	50,140	26,540
Department of Energy Program Grant	35,372	-	-	-	-
TOTAL	**$ 1,094,044**	**$ 873,431**	**$ 920,655**	**$ 934,081**	$ 60,650

SOURCE OF FUNDING:

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT	$ 934,081
	$ 934,081

COMMENTARY:
The Sustainability and Environmental Management operating budget has increased 7% and there are no capital expenditures. Personnel Services witnessed a decrease of 3%, with the transfer of the volunteer coordinator position net of increases for merits. Contractual increases of 34% are due to the transition of open space maintenance in this section. There is a slight increase in commodities of 2%.

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 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, local character, and the cultural diversity and heritage of Flagstaff.

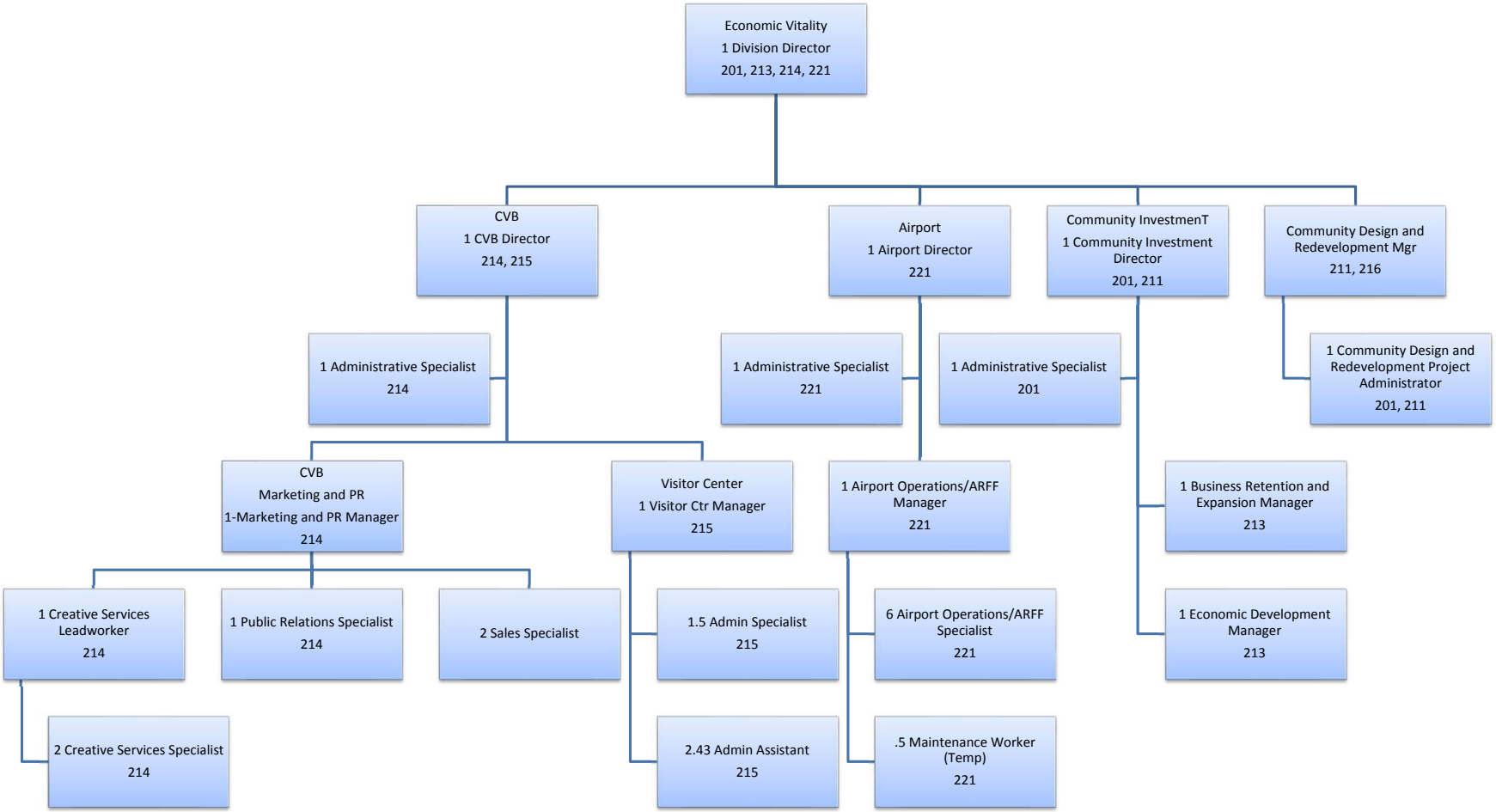
The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

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.

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 **Airport Section** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of Northern Arizona.

ECONOMIC VITALITY



ECONOMIC DEVELOPMENT

Includes Community Investment General Administration and Economic Development.

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 14 ACCOMPLISHMENTS

- ✓ Successfully managed and executed a Pre-Annexation, Development, and Over-sizing Agreement between W.L. Gore and Associates and the City of Flagstaff which allows for future potential expansion.
- ✓ Successfully managed and executed a Real Estate Donation and Exchange Agreement between W.L. Gore and Associates and the City of Flagstaff which also contributes land to the FUTS Program.
- ✓ Worked successfully with Tesla Motors to locate and open a charging station in Flagstaff.
- ✓ Sold Lots 1, 13, and Tract A at the Flagstaff Autopark.
- ✓ Facilitated the negotiation and sale of City parcels at Fourth Street and Route 66 to Evergreen Development Company for new retail development, known as The Trax.
- ✓ Expanded economic development outreach to over 300 small and large businesses, entrepreneurs, stakeholders, industry groups/associations, real estate executives, and developers in Flagstaff, and presented economic development services.
- ✓ Coordinated with ECONA on the presentation of the Certified Sites Program by the Arizona Commerce Authority to regional commercial brokers; began populating the site which is a primary tool for site selectors.
- ✓ Expanded business retention and expansion business interviews to include some or all of the following tools: stakeholder needs analysis, B3 interviews, Economic Development toolbox, incentive and grant overview, and advocacy and coordination between the business community and City Hall.
- ✓ Advanced community efforts for workforce development by taking a position on the Workforce Investment Board, collaboratively developing an internship seminar, and sponsoring five (5) students through the Manufacturing Certification Program.
- ✓ Worked with two (2) local businesses to submit applications to the Arizona Commerce Authority grants program by promoting available grant and incentive opportunities to all local applicable businesses.
- ✓ Continued managing the Arizona Commerce Authority Rural Economic Development Grant which was awarded to the Joy Cone Company for the decommissioning of their incinerator and expansion of their batter room.
- ✓ Promoted the newly established Northern Arizona Capital Loan Fund with regional partners and funded eight (8) loans to local businesses.
- ✓ Successfully implemented the City's Revolving Loan Fund (RLF) through the Economic Development Administration for $217,000 for expansion and retention purposes.
- ✓ Used the Buxton data (consumer-based demographic information) to provide custom needs-based market reports to numerous startups and existing businesses, as well as retail prospects.

- ✓ Added six (6) new and expanding retailers to the community, targeting established developments and infill opportunities: Modern Grove, Sprouts, REI, Alliance Bank, National Bank of Arizona, and Ceiba Adventures, which amounted to 225 jobs created and 66,450 square feet, with four (4) more announcements prior to fiscal year-end.
- ✓ Added three (3) new non-retail businesses and start-ups to the general community: Sidlinger Tech, Stealth Tech, and the Campbell Group.
- ✓ Facilitated locating, planning, and development of the new APS Substation to provide expanded power service to the Airport Business Park and surrounding area for commercial and industrial business expansion.
- ✓ Implemented an initiative to connect City leadership to business with numerous site tours to private and not-for-profit businesses.
- ✓ Continued financial and personnel support to ECONA, STEM Consortium, Flinn Foundation, and Science Foundation Arizona.
- ✓ Continued leadership support of ECONA in the areas of Business Retention and Expansion, and Business Attraction.
- ✓ Developed and published new website ChooseFlagstaff.com, providing updated information and links.
- ✓ Responded to eight (8) PIF's from the Arizona Commerce Authority for new business attraction/relocation.
- ✓ Continued building relationship with Community Development Division, by providing support and a "bridge" to companies locating or expanding.
- ✓ Participated in expansion of Flagstaff Medical Center operations in rural areas.
- ✓ Facilitated and completed design and award construction contract for Business Accelerator on Innovation Mesa.
- ✓ Coordinated regional effort to submit an application for designation as a "Manufacturing Community" through the Investing in Manufacturing Communities Partnership (IMCP) program and EDA.
- ✓ Continued working with NACET to provide assistance in creating 50 new jobs (42 new jobs reported as of third quarter).
- ✓ Continued supporting Flagstaff's entrepreneurial environment through outreach with SBDC/CCC, NACET, and various other groups working to diversify and strengthen our economic base.
- ✓ Developed marketing and listing RFP for the undeveloped parcels in and around the Airport Business Park to encourage new development and increase our economic base.
- ✓ Advanced community connectivity with stakeholders, businesses, and developers in other markets to increase deal flow, correctly position Flagstaff's opportunities, and provide more resources to the local business community.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Facilitate the construction of expanded infrastructure services and annexation of parcels owned by W.L. Gore and Associates.
- ➢ Continue outreach to increase awareness and visibility of the City's Economic Development program and services; specifically business retention, expansion, and attraction.
- ➢ Explore and advance workforce development opportunities for pre-K through higher education through partnerships with First Things First, Coconino County Career Center, Flagstaff Chamber of Commerce, and ECONA for specific industry sectors.
- ➢ Develop and implement an action plan to build the manufacturing network in the community and region as articulated in the IMCP application.
- ➢ 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 business(es) utilizing the City's Revolving Loan Fund for retention and expansion purposes (as part of the greater Northern Arizona Capital Loan Fund Committee).
- ➢ Provide custom needs-based market reports to existing and prospective businesses, as well as developers.
- ➢ Assist three (3) existing businesses with expansion for a total of ten (10) new jobs using Buxton data.
- ➢ Add three (3) new non-retail businesses and startups to the general community.

- Sell a minimum of one (1) lot at the Flagstaff Autopark.
- Facilitate the construction 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.
- Develop a "map" or flowchart of the development review process for existing and new businesses to assist them in navigating the process.
- Continue building relationship with Community Development Division by providing support and a "bridge" to companies locating or expanding.
- Continue working with NACET to provide assistance in creating fifty (50) new jobs.
- Continue supporting Flagstaff's entrepreneurial environment through outreach with SBDC/CCC, NACET, and various other groups working to diversify and strengthen our economic base.
- Advance community connectivity with stakeholders to increase deal flow, and correctly position Flagstaff's opportunities.

PERFORMANCE MEASURES

Priority: Council - 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, Buxton market analysis, City, State and Federal grant and incentive programs, Revolving Loan Fund, ECONA, staff advocacy, workforce development tools, Northern Arizona Business Capital Loan Fund Committee, NACET, and other business performance programs.
Frequency: Regular contact via phone, email, and in-person business visits, speaking engagements, ChooseFlagstaff.com, and educational outreach.
Scoring: Retain 95% of Flagstaff's major employers (75 or more employees) and add 10 new jobs to three (3) existing businesses using Buxton data.
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Local businesses retained and/or expanded; and, net new jobs created	95% / N/A	95% / N/A	95% / 10	95% / 10
Job creation: Incubator and Accelerator	N/A	42 (through 3rd quarter)	50	60

Priority: Regional Plan (2030) – Economic Development, Business Attraction (Goal ED.4)
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: Buxton data, Arizona Commerce Authority, ECONA, ChooseFlagstaff.com, FlagstaffProspector.com, certified sites, 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 Economic Development staff to conduct 350 sales calls to qualified businesses interested in locating to Flagstaff.
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Respond to qualified new business leads	100%	100%	100%	100%
Outbound business development efforts to businesses, commercial real estate executives and stakeholders looking to locate or invest in Flagstaff	N/A	540	400	600
Expand workforce through the creation of high wage / low impact jobs	N/A	5	5	8

Priority: Regional Plan (2030) – Economic Development, Responsive Government (Goal ED.1)
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 ChooseFlagstaff.com and social media updates, regular business/industry meetings, annual ICSC attendance, and other trade shows.
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Transition viable projects to DRB/IDS process	85%	90%	90%	90%
Square footage of new locates Economic Development staff have assisted	N/A	66,450	75,000	125,000

SECTION: **201-COMMUNITY INVESTMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 152,916	$ 162,210	$ 162,210	$ 150,385	$ (11,825)
Contractuals	11,268	98,453	98,453	20,268	(78,185)
Commodities	7,599	28,315	28,315	12,150	(16,165)
Capital	-	324,000	324,000	281,500	(42,500)
TOTAL	**$ 171,783**	**$ 612,978**	**$ 612,978**	**$ 464,303**	$ (148,675)

EXPENDITURES BY PROGRAM:

General Administration	$ 104,611	$ 128,201	$ 128,201	$ 114,591	$ (13,610)
Community Design	59,854	66,277	66,277	68,212	1,935
Brownfields Management	1,593	-	-	-	-
Brownfield Assessment	5,725	418,500	418,500	281,500	(137,000)
TOTAL	**$ 171,783**	**$ 612,978**	**$ 612,978**	**$ 464,303**	$ (148,675)

SOURCE OF FUNDING:

GENERAL FUND	$ 339,984
LIBRARY FUND	14,909
HIGHWAY USER REVENUE FUND	14,496
TRANSPORTATION FUND	2,952
WATER AND WASTEWATER FUND	49,629
STORMWATER FUND	2,183
AIRPORT FUND	2,944
SOLID WASTE FUND	34,050
SEMS	3,156
	$ 464,303

COMMENTARY:

The Community Investment operating budget has decreased 37%, and capital expenditures total $281,500, resulting in an overall net decrease of 24%. Personal Services decreases are due to salary savings from position turnover net of increases for merit. Contractual decreases are due to reductions in Consultant Fees, travel, lodging, meals, postage and advertising. Commodities decreases are due to a reduction in workorder credits, operating supplies, promotional materials, copying and printing. Major capital (>$10,000) is for the Brownfield Coalition Grant ($281,500).

SECTION: **213-ECONOMIC DEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 220,742	$ 212,987	$ 187,057	$ 221,656	$ 8,669
Contractuals	534,578	481,617	446,617	408,248	(73,369)
Commodities	24,583	18,728	18,728	18,384	(344)
TOTAL	**$ 779,903**	**$ 713,332**	**$ 652,402**	**$ 648,288**	$ (65,044)

EXPENDITURES BY PROGRAM:

General Administration	$ 64,766	$ 37,619	$ 37,619	$ 84,630	$ 47,011
Incubator	257,500	265,947	265,947	267,563	1,616
Service Partner Agencies	115,401	64,500	64,500	5,400	(59,100)
Business Retention & Expansion	101,052	90,241	90,241	98,687	8,446
Business Attraction	139,060	155,025	129,095	157,008	1,983
Recovery-Econ Dev Commerce Grant-SWWP	(4)	-	-	-	-
ACA Rural Grant FY 12/13 (Mach. Solutions)	95,044	-	-	-	-
ACA Rural Grant FY 13 (Joy Cone)	7,084	100,000	65,000	35,000	(65,000)
TOTAL	**$ 779,903**	**$ 713,332**	**$ 652,402**	**$ 648,288**	$ (65,044)

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 648,288
	$ 648,288

COMMENTARY:

The Economic Development operating budget has decreased 9%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractual decreases are due to reductions in service partner contracts. Commodities decreases are due to reduction in stakeholder meeting amenities. There are one-time authorized expenditures of $2,500 for increased workforce training. The ACA Rural Grant (Joy Cone) has a carry forward from FY 2014 of $35,000.

ECONOMIC VITALITY	SECTION 201/211/216	COMMUNITY DESIGN & REDEVELOPMENT

- ✓ Designed, procured, and installed Route 66 FUTS Rest Stop Interpretive Sign Project.
- ✓ Completed Route 66 BNSF Underpass Beautification project (in partnership with Community Development staff).
- ✓ Completed East Flagstaff Gateway public outreach and design; construction documents underway.
- ✓ Completed Butler North Edge public outreach and design; construction documents underway.
- ✓ Inventoried, evaluated, and issued RFP for the rights-of-way beautification maintenance areas; maintenance of areas to remain in-house through the Parks program.
- ✓ Assisted with design for Innovation Mesa project and site plan approval.
- ✓ Assisted with design for new APS Substation.
- ✓ Assisted Housing Section with several designs for the O'Leary Street site.
- ✓ Assisted Public Works with several designs for the Core Services Facility.
- ✓ Assisted Real Estate Manager with several designs associated with City property disposition.
- ✓ Designed Habitat Verde project; secured site plan approval and building permits.
- ✓ Processed three Landmark designations including first archeological site.
- ✓ Assisted Seligman with historic preservation technical matters related to the Cottage Hotel.
- ✓ Assisted Housing Section and Environmental Services with NHPA Section 106 Compliance.
- ✓ Brought significant cultural resource studies to Heritage Preservation Commission for consideration: Tourist Home and 23 S. Agassiz Street.
- ✓ Secured curation of cultural resource studies by Cline Library.
- ✓ Completed study of Community Reinvestment Policy and presented to City Council for action.
- ✓ Continued Northern Arizona partnership on Route 66 Coalition Brownfields Grant.
- ✓ Formed Downtown Revitalization District: provided day-to-day management for downtown during transition.
- ✓ Presented Fourth Street Corridor Master Plan to City Council for action.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Continue grant seeking, using said funds to leverage the execution of other goals.
- ➢ Maintain a high level of community partnering.
- ➢ Maintain a high level of community engagement and outreach.
- ➢ Continue to provide excellent customer service for external and internal customers.
- ➢ Designate additional local landmarks.
- ➢ Continue to conduct outreach efforts for VisionFlagstaff.com and advance implementation of notable projects.
- ➢ Finalize and implement Infill Incentive Policy for commercial businesses.
- ➢ Finalize/Close-out Brownfield Community-wide Assessment Grant.
- ➢ Complete significant Beautification Projects: Butler North Edge, Fourth Street Interim, East Flagstaff Gateway, and Train Station Platform.
- ➢ Complete significant public art projects: Airport Murals, Kings House Partnership Mural, and Utility Box Art.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Economic Development, Community Character (Goal ED.7)
Goal: Implement Community Design and Redevelopment programs and associated projects to improve Flagstaff's surroundings and residents' quality of life.
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; projects added to VisionFlagstaff.com and transitioned to feasibility studies
Frequency: Tallied quarterly
Scoring: 1 (Low) through 5 (High); 3 = Neutral
Trend: ← →

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Average score of survey asking respondents to rate Flagstaff as a place to live.	N/A	< 3	<3.3	<3.5

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Average score of survey asking respondents to rate if CD&R programs have improved the quality of life in Flagstaff.	N/A	< 3	<3.3	<3.5

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Number of projects on VisionFlagstaff.com website; number transitioned to feasibility studies	N/A	29 / 0	40 / 2	45 / 4

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 Community Design, Arts and Science, and Beautification General Administration, and are planned comprehensively. See Section 201/216/211, Community Design and Redevelopment, for greater detail.

FY 14 ACCOMPLISHMENTS

- ✓ See Section 201/216/211, Community Design and Redevelopment.

FY 15 NEW INITIATIVES AND GOALS

- ➢ See Section 201/216/211, Community Design and Redevelopment.

PERFORMANCE MEASURES

See Section 201/211/216, Community Design and Redevelopment.

SECTION:	211-BEAUTIFICATION				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 138,911	$ 126,034	$ 126,034	$ 134,663	$ 8,629
Contractuals	35,893	48,375	23,375	6,450	(41,925)
Commodities	2,699	900	1,061	710	(190)
TOTAL	**$ 177,503**	**$ 175,309**	**$ 150,470**	**$ 141,823**	$ (33,486)
EXPENDITURES BY PROGRAM:					
General Administration	$ 106,488	$ 130,309	$ 130,309	$ 141,623	$ 11,314
Commission	490	-	161	200	200
Enhanced Service District	48,645	20,000	-	-	(20,000)
Wheeler Park Lighting	21,880	25,000	20,000	-	(25,000)
TOTAL	**$ 177,503**	**$ 175,309**	**$ 150,470**	**$ 141,823**	$ (33,486)
SOURCE OF FUNDING:					
	BEAUTIFICATION FUND			$ 141,823	
				$ 141,823	

COMMENTARY:
The Beautification operating budget has decreased 19% and there are no major capital expenditures planned. Personnel Services increases are due to a merit increase, one-time payments and increase cost of benefits. Contractual decreases are due to the removal of Wheeler Park Lighting and FY 2014 having a one-time budgeted amount for the Enhanced Service District. The Commodities decreases are due to decrease in office supplies and copying and printing. There is $3,348 budgeted for travel and registration, training, and web hosting. There is no major capital (>$10,000) for this section.

SECTION:	202-EDA REVOLVING LOAN				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ -	$ 220,000	$ -	$ 220,000	$ -
TOTAL	**$ -**	**$ 220,000**	**$ -**	**$ 220,000**	$ -
EXPENDITURES BY PROGRAM:					
EDA Revolving Loan	$ -	$ 220,000	$ -	$ 220,000	$ -
TOTAL	**$ -**	**$ 220,000**	**$ -**	**$ 220,000**	$ -
SOURCE OF FUNDING:					
	GENERAL FUND			$ 220,000	
				$ 220,000	

COMMENTARY:
The EDA Revolving Loan program implementation was delayed from FY 2014 to FY 2015, thus, the budget for FY 2015 is the same as FY 2014.

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 14 ACCOMPLISHMENTS

- ✓ Increased BBB revenues by 4.42% (thru Dec 2013) through targeted media advertising plans, enhanced leisure, meetings, group sales, and increased public relations efforts.
- ✓ Rolled out new imagery and marketing campaign. The overall reimaging won a Marcom Platinum Award and the destination marketing campaign was a Marcom Gold award winner.
- ✓ Launched newly designed and content rich website along with a mobile version.
- ✓ Increased frequency and reach of marketing efforts, specifically for a Cactus League Spring Training program, promotion of the winter season, and in the Las Vegas DMA.
- ✓ Utilized high-impact outdoor advertising placements in the Phoenix market to launch the new imagery and campaign. This included five (5) light rail center wraps and four (4) metro bus “king kong” wraps focusing on the downtown areas.
- ✓ Re-designed the Official Flagstaff Visitor Guide for 2014, which includes components of the new imagery as well as new maps and resources.
- ✓ Developed new sales and media kits for use in promoting Flagstaff as a premier travel destination with professional services.
- ✓ Conducted multiple photo shoot productions and photo assignments with local photographers and models.
- ✓ Secured local video production company to film the Flagstaff destination video series, creating 10 new videos and generating a library of footage.
- ✓ Updated the Flagstaff Explore Guide copy for translation and redesign of the publication.
- ✓ Hosted more than 40 media familiarization tours.
- ✓ PR increased presence with Flagstaff media through regular appearances on local radio stations and with tourism articles in Flagstaff Business News.
- ✓ Staff pitched and assisted with media coverage for a total publicity value of $2,716,340 which is a 3% increase over the prior year. Noteworthy coverage included Sunset Magazine, the New York Times, LA Times, and North Valley Magazine, among others.
- ✓ Created and managed social media promotions on Facebook including: I Found Flagstaff: Visitor Stories, North Pole Experience Christmas in July Giveaway, Dew Downtown Flagstaff VIP Experience Giveaway, and Spring Training Giveaway.
- ✓ Developed 35 specialty pages/micro sites for the website promoting different partners and events. This included a Travel Advisory page with up-do-date information regarding the government shutdown and area park closures, with resources for both visitors and travel professionals.
- ✓ New Facebook followers increased by 71.9% over the same time period last fiscal year.
- ✓ Placed 370 advertisements including print, online, and specialty inserts.

- ✓ Launched local outreach campaign to educate both stakeholders and the community regarding the CVB and its role. The campaign included local radio, TV, and newsprint spots, distribution of bookmarks with tourism stats, multiple community group presentations, vehicle decals and window clings welcoming visitors to Flagstaff, and offering directions to the Visitor Center.
- ✓ Produced the Governor's Conference on Economic Development Community Route 66 Reception for approximately 225 attendees consisting of elected officials and economic development professionals from around the state. This reception was held on Mike's Pike and brought attention to the redevelopment and exciting new establishments on the south side.
- ✓ Attended the second annual Arizona Science & Astronomy Expo to increase the astronomy and science based visitors to Flagstaff; collected information on 56 astronomer and science contacts.
- ✓ Increased the number of meeting/event leads by 3%.
- ✓ Performed data collection from 13 international tour operators to further compare actual numbers of rooms booked annually.
- ✓ Met with 220 tour operators and increased the number of overall leads by 52%.
- ✓ Utilized Educational Guide for Student Groups to assist in securing two (2) new student group tour bookings.
- ✓ Created a product inventory of Australian tour operators through IPW 13, Visit USA Australia, and the US Commercial Service Australian office.
- ✓ Developed Note from the Director eNewsletter and utilized the format for travel advisories and meeting invitations.
- ✓ Developed the "Tourism Coffee Klatch" where the CVB Director meets with area stakeholders monthly to give a recap of past and future efforts.
- ✓ Assisted with the Dew Downtown event through sponsorship creation and sales, along with marketing and design.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Foster student tour interest in Flagstaff and secure two (2) new student tour groups.
- ➢ Secure new tours or FIT itineraries with three (3) Australian tour operators.
- ➢ Increase international bookings by 1% and utilize tracking form to show performance to stakeholders.
- ➢ Conduct 1:1 sales meetings with a minimum of 50 stakeholders.
- ➢ Grow niche markets of Astronomy, Biotech, and Sciences by showing a 1% increase in leads.
- ➢ Target a minimum of 12 local businesses or organizations to educate them on the CVB services we provide.
- ➢ Improve the online presence of Flagstaff meeting resources available through flagstaffarizona.org .
- ➢ Increase Public Relations value of earned media by 2% through targeted presence in key markets.
- ➢ Increase fan/follower engagement on social media sites, including Facebook and Twitter, by 3% through interactive elements, contests, and providing timely, up-to-date information.
- ➢ Continue quarterly e-communication with media by offering timely and relevant story ideas and news.
- ➢ Establish a destination blog optimizing the content by utilizing professional bloggers and writers.
- ➢ Continue strategic collaboration between Visitor Services, Sales, Public Relations, and Marketing programs to create a cohesive destination message.
- ➢ Implement an innovative, comprehensive, and aggressive media plan in targeted markets utilizing a mix of advertising media.
- ➢ Post video content online at least six (6) times throughout the year.
- ➢ Utilize landing pages and interactive elements on website to provide content which speaks to the user needs and optimizes the visitor experience.

PERFORMANCE MEASURES

Priority: **Council - 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: STR report, BBB revenue report, room night bookings generated through leads, 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, Occupancy, RevPar, and ADR
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY15 Proposed
Bed Board and Booze (BBB) Tax revenues	$5,667,320	$6,078,903	$6,125,000	$6,185,000
Occupancy	65.5%	66.4%	67.0%	67.7%
RevPAR (Revenue per available room)	$50.94	$54.61	$55.15	$55.70
ADR (Average Daily Rate)	$75.80	$82.24	$83.06	$83.89

SECTION: **214-TOURISM**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 548,848	$ 600,448	$ 600,448	$ 684,074	$ 83,626
Contractuals	670,296	804,785	809,585	745,467	(59,318)
Commodities	120,143	113,047	113,047	132,275	19,228
TOTAL	**$ 1,339,287**	**$ 1,518,280**	**$ 1,523,080**	**$ 1,561,816**	$ 43,536

EXPENDITURES BY PROGRAM:

General Administration	$ 623,542	$ 662,480	$ 667,280	$ 749,411	$ 86,931
Marketing and Promotion	613,218	727,150	727,150	701,255	(25,895)
Sales	68,626	85,780	85,780	77,280	(8,500)
Public Relations	33,108	42,120	42,120	33,120	(9,000)
Film Office	793	750	750	750	-
TOTAL	**$ 1,339,287**	**$ 1,518,280**	**$ 1,523,080**	**$ 1,561,816**	$ 43,536

SOURCE OF FUNDING:

TOURISM FUND	$ 1,561,816
	$ 1,561,816

COMMENTARY:

The Tourism operating budget has increased by 3%, and there are no major capital expenditures planned. Personal Services increases are due to an increase in one FTE for a Creative Services Leadworker, a merit increase, one-time payments and increase cost of benefits. Contractual decreases are due to anticipated utility rate increases for electricity and increases in building maintenance, and reductions in advertising from prior year one-time allocations. Commodities increases are due to marketing and promotional expenditures into a new market. There are one-time authorized expenditures for travel, training, lodging and meals, $105,000 for advertising, $8,000 for marketing and promotional materials, $19,000 for copying and printing, $3,200 for a controllable webcam, $6,500 for new booth displays for tradeshows and promotional items, and $3,000 for a carry forward of unused catastrophic funds from FY 2014.

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 provide superior customer service to aid in their decision to extend their stay and/or encourage return visits to Flagstaff.

PROGRAM DESCRIPTION

Located in the Historic Train Station, the 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 14 ACCOMPLISHMENTS

- Assisted 42,391 visitors in the first six months of the fiscal year and 85,519 in calendar year 2013.
- Enhanced relationships with front-line hotel staff and local businesses to broaden awareness of Visitor Center services.
- Maximized partnerships through our Referral Program, receiving 245 for the 2013 calendar year, a 2% increase over the prior year.
- Increased Visitor Center services through the placement of referral coupons; received 99 coupons with this newly established program.
- Generated further awareness of the Visitor Center through distribution/placement of CVB window clings in the historic Downtown district welcoming visitors to our location.
- Sold 770 Grand Canyon entrance passes: 715 weekly and 55 annual “America the Beautiful” passes. A 33% increase for calendar year 2013 over 2012.
- Participated in First Friday Art Walk, bringing an additional 1,756 walk-ins into the Visitor Center and increasing awareness of visitor services within our community.
- Expanded outreach through participation in National Train Day, CVB Holiday Open House, and National Tourism Week.
- Distributed/redeemed 1,178 Route 66 Passports to Visitors; a 51% increase in calendar year 2013 over 2012.
- Assisted with 239 inquiries for Pioneer Museum Historic/Haunted Tours.
- Developed and provided on-site opportunities: three (3) educational forums and 12 informational displays for local attractions and businesses.
- Hosted representatives from the Council for Indigenous Arts and Culture, created Tourism Week activities, along with a Train Day event, to enhance both the visitor and local community’s experience.
- Improved the visitor experience by enhancing the historic appeal of the Visitor Center through facility upgrades.

FY 15 NEW INITIATIVES AND GOALS

- Increase visitor walk-ins by 1% through enhanced programming.
- Participate in Visitor Profile Survey to update previous 2008 survey information.
- Continue discussion with the Beautification & Public Art Commission and Heritage Preservation Commission on the long range project to improve quality and functionality of the Train Station platform.
- Enhance the referral program through stronger engagement of hotel front line staff.
- Participate in the development of a self-guided Southside Historic Tour Brochure, utilizing stories provided by the Southside Association and transcripts from the Cline Library Oral History Project.
- Monitor and measure Trip Advisor satisfaction ratings of the Visitor Center, and maximize reply communications to project positive image and raise customer service level ratings.

PERFORMANCE MEASURES

Priority: Management - Customer Service
Goal: Customer service will be provided in an efficient, equitable, and effective manner.
Objective: Provide excellent customer service which meets/exceeds the City of Flagstaff's mission.
Type of Measure: Customer service satisfaction ratings, staff knowledge of Flagstaff area, and walk-ins.
Tool: Customer service surveys, Trip Advisor ratings, and walk-in data.
Frequency: Monthly
Scoring: 96% and above is excellent; 90 to 95 is caution; less than 90% is concerning.
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
VC Customer Service Survey (# surveys / % satisfaction)	438 / 97.9%	441 / 98%	450 / 98%	475 / 98%
Trip Advisor (# comments / % satisfaction rating)	48 / 94%	66 / 97%	73 / 97%	82 / 98%
Trip Advisor (Ranking out of 42 Flagstaff attractions)	6th place	6th place	5th place	5th place
Visitor Center Walk-ins	87,272	85,519	86,375	87,250

SECTION: **215-VISITOR SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 205,335	$ 216,903	$ 216,903	$ 212,088	$ (4,815)
Contractuals	93,093	112,654	120,154	138,829	26,175
Commodities	50,289	31,821	31,821	30,067	(1,754)
TOTAL	**$ 348,717**	**$ 361,378**	**$ 368,878**	**$ 380,984**	$ 19,606

EXPENDITURES BY PROGRAM:

General Administration	$ 231,830	$ 250,078	$ 257,578	$ 250,493	$ 415
Train Station Operations	116,887	111,300	111,300	130,491	19,191
TOTAL	**$ 348,717**	**$ 361,378**	**$ 368,878**	**$ 380,984**	$ 19,606

SOURCE OF FUNDING:

TOURISM FUND	$ 380,984
	$ 380,984

COMMENTARY:

The Visitor Services operating budget has increased 5%, and there are no major capital expenditures planned. Personal Services decreases are due to a reduction in overtime expense net of increase. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance and structures, and landscaping. Commodities decreases are due to computer equipment replaced last fiscal year. There are one-time authorized expenditures of $22,000 for building maintenance and structures repairs, $2,500 for installation of a concrete walkway, and $7,500 for the carry forward for unused catastrophic budgeted expenditures from FY 2014.

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 Community Design, Arts and Science, and Beautification General Administration, and are planned comprehensively. See Section 201/211/216, Community Design and Redevelopment, for greater detail.

FY 14 ACCOMPLISHMENTS

- ✓ See Section 201/211/216, Community Design and Redevelopment.

FY 15 NEW INITIATIVES AND GOALS

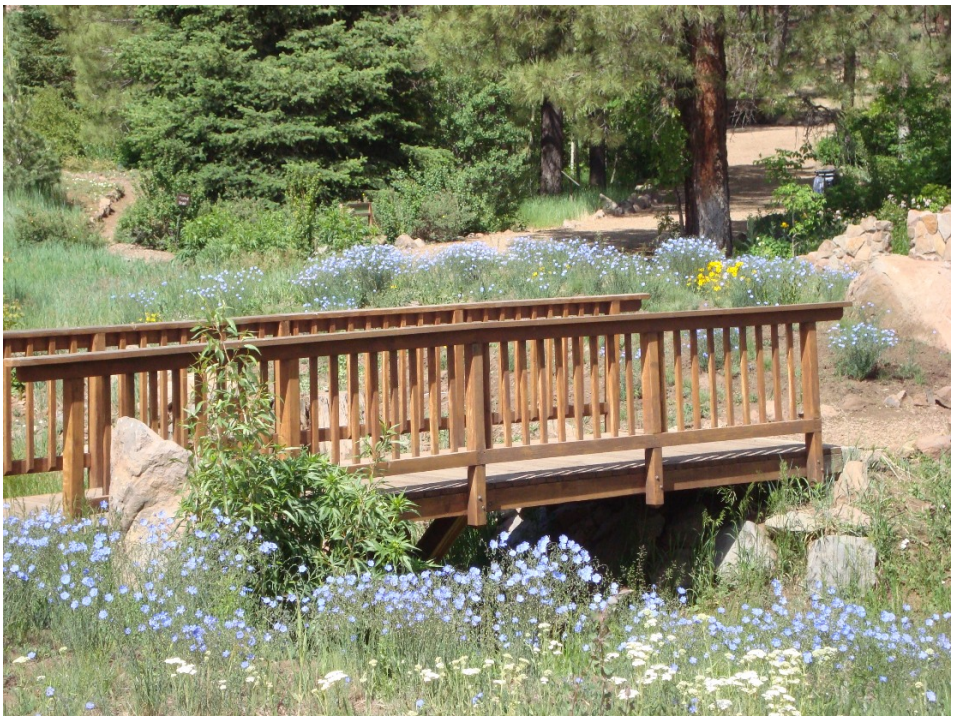
- ➢ See Section 201/211/216, Community Design and Redevelopment.

PERFORMANCE MEASURES

See Section 201/211/216, Community Design and Redevelopment.

SECTION:	216-ARTS AND SCIENCE				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ 381,437	$ 405,683	$ 405,683	$ 409,500	$ 3,817
Commodities	-	3,123	3,123	3,123	-
Capital	14,150	233,400	-	208,400	(25,000)
TOTAL	**$ 395,587**	**$ 642,206**	**$ 408,806**	**$ 621,023**	$ (21,183)
EXPENDITURES BY PROGRAM:					
General	$ 800	$ 183	$ 183	$ -	$ (183)
Public Artwork	19,787	237,023	3,623	212,023	(25,000)
Service Partner Agencies	290,000	340,000	340,000	340,000	-
FCP Administration	65,000	65,000	65,000	69,000	
Riordan Mansion	20,000	-	-	-	-
TOTAL	**$ 395,587**	**$ 642,206**	**$ 408,806**	**$ 621,023**	$ (21,183)
SOURCE OF FUNDING:					
	ARTS AND SCIENCE FUND			$ 621,023	
				$ 621,023	

COMMENTARY:
The Arts and Science operating budget has increased 1%, and capital expenditures total $208,400, resulting in an overall net decrease of 3%. There are no Personal Services in this section. Contractual increases are due to contract increases for partner administration. Commodities remained flat. There is $15,000 budgeted as one-time authorized expenditures for the Science Foundation Arizona. Major capital (>$10,000) is for various public art projects totaling $208,400 which were project delays originally planned for FY 2014 now moved to FY 2015 and FY 2017.



MISSION

Flagstaff Airport is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

PROGRAM DESCRIPTION

Flagstaff 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 14 ACCOMPLISHMENTS

- ✓ Upgraded appearance of ticketing area in the terminal by remodeling airline counters.
- ✓ Achieved a discrepancy-free FAA Certification and Safety inspection.
- ✓ Released Request for Proposal for additional air carrier service from Flagstaff to a hub city east and/or west of Flagstaff; advanced efforts to secure second airline utilizing SCASDP grant.
- ✓ Worked with the FAA/Airways Facilities to replace the Instrument Landing System, and initiated construction.
- ✓ Airport Director was elected 1st Vice President of the Arizona Airports Association.
- ✓ Airport Director mentored students at Sinagua Middle School to increase their knowledge of aviation and expand their curriculum as part of the STEM Program.
- ✓ Secured ADOT grant to replace joint seals on south concrete ramp.
- ✓ Initiated Westplex taxilane pavement project.
- ✓ Renewed rental car leases.
- ✓ Transferred control of airspace from Albuquerque Center to Phoenix TRACON.
- ✓ Began EMT training for all Airport Operations/ARFF Specialist.
- ✓ Created new Airport logo and initiated branding efforts.
- ✓ Obtained and awarded Sustainability Master Planning Grant for the Airport.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Secure a second air carrier and/or new route(s) from Flagstaff.
- ➢ Finalize the Airport Sustainability Master Plan.
- ➢ Complete the Westplex taxilane repaving project.
- ➢ Secure additional FAA grant funding for Airport capital projects.
- ➢ Train additional Airport Operations/ARFF Specialist in the FAA Certification and Safety Inspection process.
- ➢ Plan and host the annual Armed Forces Day Open House to promote community awareness of the Airport.
- ➢ Maintain full occupancy of the aircraft storage hangars and shade facilities.
- ➢ Release RFP/RFQ for development of the adjacent parcels to the Airport.
- ➢ Promote Airport usage through public speaking engagements with business and community members.
- ➢ Work with ADOT to obtain additional grant funding for Airport capital projects.
- ➢ Advance the merger of American Airlines and US Airways.

PERFORMANCE MEASURES

Priority: Council - Repair, Replace, Maintain Infrastructure
Goal: Ensure that Airport operations and facilities 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of scheduled commercial flights cancelled	2.2%	3.48%	3.0%	3.0%

Priority: Regional Plan (2030) – Transportation, Mobility and Access (Goal T.10)
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.
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage change in annual passenger enplanements	+3.0%	-7.9%	+1.0%	+3.0%

Priority: Regional Plan (2030) – Public Buildings, Services, Facilities, & Safety, Resiliency Planning (Goal PF.3)
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Percentage of emergency call responses within three minutes	100%	100%	100%	100%

SECTION: **221-AIRPORT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 620,268	$ 651,646	$ 651,646	$ 751,284	$ 99,638
Contractuals	360,816	1,161,010	361,010	1,251,876	90,866
Commodities	105,070	143,433	143,433	204,024	60,591
TOTAL	**$ 1,086,154**	**$ 1,956,089**	**$ 1,156,089**	**$ 2,207,184**	$ 251,095

EXPENDITURES BY PROGRAM:

General Administration	$ 467,211	$ 490,673	$ 490,673	$ 492,748	$ 2,075
Safety and Security	112,173	111,277	111,277	143,340	32,063
Snow Control	51,763	74,803	74,803	83,964	9,161
Maintenance Buildings & Grounds	407,934	401,721	401,721	598,561	196,840
Maintenance Runway & Taxiway	47,073	77,615	77,615	88,571	10,956
Small Commercial Air Service Development	-	800,000	-	800,000	-
TOTAL	**$ 1,086,154**	**$ 1,956,089**	**$ 1,156,089**	**$ 2,207,184**	$ 251,095

SOURCE OF FUNDING:

AIRPORT FUND	$ 2,207,184
	$ 2,207,184

COMMENTARY:

The Airport operating budget has increased 13%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increase cost of benefits for some employees from ASRS to PSPRS. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, a security gate replacement, and terminal repairs. Commodities increases are due to hangar repairs and partial street overlay project, hangar structural repairs, and signage improvements. There are one-time authorized expenditures for $40,000 for a security gate replacement, $45,000 for terminal repairs, $58,000 for hanagar repairs and street overlay project, and $8,000 for structural repairs of a hangar.

UTILITIES DIVISION MISSION

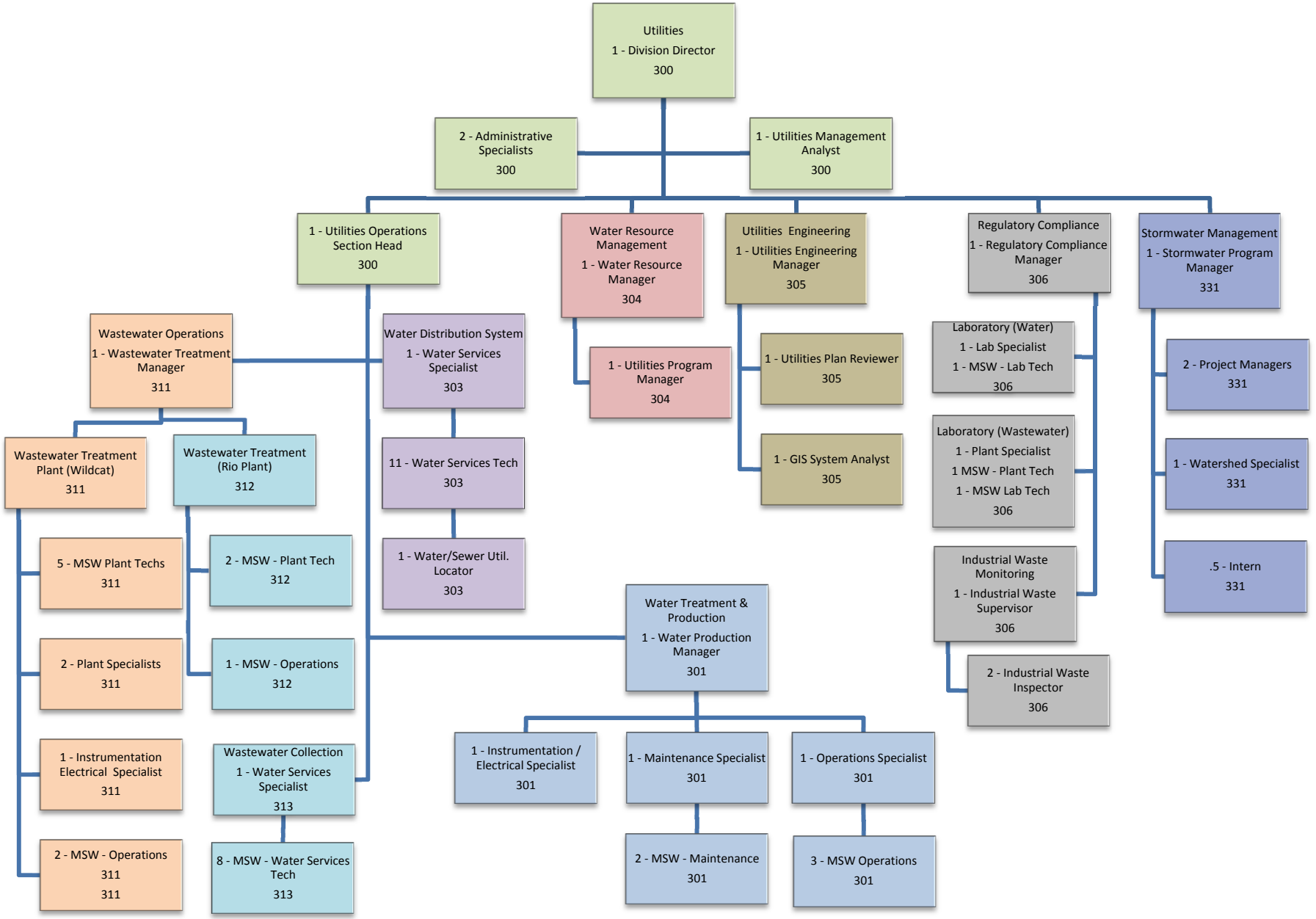
The mission of **Utilities** is to professionally and cost effectively provide water, reclaimed water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

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
1 - Division Director
300
2 - Administrative Specialists
300
1 - Utilities Management Analyst
300
1 - Utilities Operations Section Head
300
Water Resource Management
1 - Water Resource Manager
304
Utilities Engineering
1 - Utilities Engineering Manager
305
Regulatory Compliance
1 - Regulatory Compliance Manager
306
Stormwater Management
1 - Stormwater Program Manager
331
Wastewater Operations
1 - Wastewater Treatment Manager
311
Water Distribution System
1 - Water Services Specialist
303
1 - Utilities Program Manager
304
1 - Utilities Plan Reviewer
305
Laboratory (Water)
1 - Lab Specialist
1 - MSW - Lab Tech
306
2 - Project Managers
331
Wastewater Treatment Plant (Wildcat)
311
Wastewater Treatment (Rio Plant)
312
11 - Water Services Tech
303
1 - GIS System Analyst
305
Laboratory (Wastewater)
1 - Plant Specialist
1 MSW - Plant Tech
1 - MSW Lab Tech
306
1 - Watershed Specialist
331
5 - MSW Plant Techs
311
2 - MSW - Plant Tech
312
1 - Water/Sewer Util. Locator
303
Industrial Waste Monitoring
1 - Industrial Waste Supervisor
306
.5 - Intern
331
Water Treatment & Production
1 - Water Production Manager
301
2 - Plant Specialists
311
1 - MSW - Operations
312
2 - Industrial Waste Inspector
306
1 - Instrumentation Electrical Specialist
311
Wastewater Collection
1 - Water Services Specialist
313
1 - Instrumentation / Electrical Specialist
301
1 - Maintenance Specialist
301
1 - Operations Specialist
301
2 - MSW - Operations
311
311
8 - MSW - Water Services Tech
313
2 - MSW - Maintenance
301
3 - MSW Operations
301

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 coworkers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our coworkers 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 prevention, 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 and backflow prevention.

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, including: representation to Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Northern Arizona Municipal Water Users Association, U.S. 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, and Emergency Operations and Safety Programs, as required.

FY 14 ACCOMPLISHMENTS

- ✓ Initiated the Feasibility Study with the Coconino Plateau Water Advisory Council Environmental Assessment for the pumping at Red Gap Ranch
- ✓ Continued to plan for the future – Initiated water and wastewater master planning efforts
- ✓ Addressed resiliency and preparedness efforts in how we approach our daily operations during normal conditions, and how we respond during inclement weather conditions. Efforts included: redundancy of storage of critical data and increased plant security.
- ✓ Initiated a leak detection program for the water distribution system
- ✓ Completed Phase I of the Utilities Division reorganization

FY 15 NEW INITIATIVES AND GOALS

- ➢ Complete Phase II of the Utilities Division reorganization
- ➢ Complete Water Policy

- ➢ Complete Water & Wastewater Rate Study
- ➢ Complete Compliance with ADEQ Consent Order

PERFORMANCE MEASURES

Priority: **Management - Effective Governance**
Goal: Maintain public safety and employee safety while remaining committed to short response times
Objective: No employee accidents resulting in injury or lost time; 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of Injury Accidents	2	4	2	0
Number of Non-injury Accidents	0	2	1	0

Priority: **Council - Repair, replace, maintain infrastructure (streets & utilities)**
Goal: Infrastructure and public services will be provided in an efficient, equitable, and effective manner
Objective: Exceed customers' water and wastewater service expectations, and minimize unscheduled water outage hours (repairs)
Type of Measure: Outcome
Tool: Compliance testing, monitoring condition of infrastructure
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Capital Projects Managed	7	16	13	13
Product Quality Regulatory Compliance				
• Drinking water compliance rate [1]		100%	100%	100%
• Wastewater treatment effectiveness rate [2]	96%	98%	100%	100%
• Notice of Violations [3]	1	1	0	0
Water Distribution Pipe Replacement Rate [4]	1.6	1.212	1.91	
• Total miles of pipe needed to be replaced [5]	26.5	26.5		
Wastewater Collection Pipe Replacement Rate [4]	0.65	.42	.63	
• Total miles of pipe needed to be replaced [5]	11.3	11.3	11.3	
Insurance claims ($)	$408,000	TBD	$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

Priority: Regional Plan (2030) – Growth Areas & Land Use, Applicable to All Land Uses (Goal LU.7 and LU.8)
Goal: Provide for public services and infrastructure. Balance future growth with available water resources.
Objective: Ensure water and sewer infrastructure is adequate for new development to occur and to 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of Development Review Board plans reviewed	301	372	350	375
Number of water and sewer impact analysis performed	6	4	6	6

Priority: Management - Effective governance
Goal: Provide a rate structure to meet the financial needs of the utility while allowing us to maintain efficient operations; 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.
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 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)	N/A			
Customer accounts per employee (Water)	321	307	307	307
Customer accounts per employee (Wastewater)		294	294	294
Customer service complaints per 1000 customers	55	51	14	0

Priority: Management - Customer Service
Goal: Infrastructure and public services will be provided in an efficient, equitable, and effective manner.
Objective: Exceed customers' 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Total Number of customer complaints	55	35	33	0
• Water	48	13	8	0
• Wastewater	6	5	5	0
• Stormwater	1	17	20	0
Number of complaints resolved	55	35	100%	100%
Number of compliments received	10	30	30	30
Customer Survey Rating	N/A	N/A	100%	100%
First call resolution	N/A	N/A	100%	100%

SECTION: **300-UTILITIES ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 819,692	$ 815,620	$ 815,620	$ 457,137	$ (358,483)
Contractuals	415,003	563,979	463,979	445,509	(118,470)
Commodities	50,914	32,120	32,120	8,700	(23,420)
Capital	630	-	-	-	-
TOTAL	**$ 1,286,239**	**$ 1,411,719**	**$ 1,311,719**	**$ 911,346**	$ (500,373)

EXPENDITURES BY PROGRAM:

General Administration	$ 943,543	$ 1,051,354	$ 951,354	$ 799,135	$ (252,219)
Water Commission	286	180	180	180	-
Engineering	141,060	145,092	145,092	-	(145,092)
Water Conservation	127,899	136,667	136,667	-	(136,667)
GIS-Utilities	73,451	78,426	78,426	-	(78,426)
Operations Management	-	-	-	112,031	112,031
TOTAL	**$ 1,286,239**	**$ 1,411,719**	**$ 1,311,719**	**$ 911,346**	$ (500,373)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 911,346
	$ 911,346

COMMENTARY:

The Utilities Administration operating budget has decreased 35% and there is no capital expenditures planned. Personnel Services decreases are due to an increase in 1.0 FTE for a Regulatory Compliance Manager, 1.0 FTE Transfer for a Management Analyst, a merit increase, one time payments and increase in cost benefits. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, and one-time budgeted amounts for pumps, engineering services and consultants. Commodities increases are due to well monitoring and database implementations. There is $567,322 budgeted as one-time authorized expenditures including contingency fees, assessment contract, services & consultants, temporary staff, water festival outreach, and computer software.

MISSION

The mission of the Utilities Division 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 coworkers. 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 coworkers 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 are 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 operate and maintain system water tanks and booster stations. 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 14 ACCOMPLISHMENTS

- ✓ Replaced the old motor control and electronic infrastructure at Woody Mountain Well #6
- ✓ Installed microwave communication between Lake Mary Water Plant and Mt. Elden to improve SCADA reliability and enhance performance
- ✓ Completed the SCADA Master Plan
- ✓ Coated basin trough to protect against further concrete degradation
- ✓ Began seasonal Inner Basin (IB) water production after completion of water line rehab from 2010 fire damage
- ✓ New variable frequency drives (VFD's) installed at Tuthill and Shop wells
- ✓ Casing patch and repair along with new pump and seal for WM 9
- ✓ Installed more efficient well water pumps at RWPS

FY 15 NEW INITIATIVES AND GOALS

- ➢ Install three SCADA network access points: Woody Mountain Well Field, Lake Mary Well Field, and Shop Well.
- ➢ Purchase the land beneath the Lake Mary Water Plant from the U.S. Forest Service.
- ➢ Implementation of SCADA master plan in phases:
    1) Run fiber throughout all LM plant buildings
    2) Install CISCO switches
    3) SCADA equipment standardization
    4) Continue improving SCADA tracking and information gathering/trending
- ➢ Recover sample water flows at WMBS for ADEQ de minimus compliance
- ➢ Begin bringing LM sludge bed "tank" containment vessels up to ADEQ standards for aquifer protection

PERFORMANCE MEASURES

Priority: Management - Effective Governance
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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Injury Accidents	1	0	0	0
Non-Injury Accidents	0	0	0	0
Lost Work Days	0	0	0	0
Accidents per Million Gallons Produced	0.00037	0	0	0
Safety Training (hr/person)	20.3	12.1	20	20

Priority: Council - Repair, replace, maintain infrastructure (streets & utilities)
Goal: Provide safe drinking water to the 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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Number of Safe Drinking Water Act Violations	1	0	0	0

Priority: Management - Resiliency and Preparedness Efforts
Goal: Provide uninterrupted water service to the citizens of Flagstaff.
Objective: To provide a level of service that meets the FY09 benchmark service level.
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 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Gallons produced in MG	2,706 MG	2,816 MG	2,750 MG	2,825 MG
Cost per 1000 gallons to produce [1]	$1.22	$1.33	$1.30	$1.30
Actual vs. Projected Power Costs to Produce 1000 gallons [3]	$0.67/0.75	$0. 70 /0.78	$0.78/0.78	$0.78/0.78
Production vs Total Capacity – Peak Day [2]	51%	54%	60%	60%

1 Note: Cost to produce 1000 gallons is based on total expenses compared to total gallons produced for 2013
2 Note: Total capacity includes all wells, North Reservoir Plant, and Lake Mary Water Plant
3 Note: Costs to produce do not include Water Distribution or Utilities overhead

Priority: **Council - 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. 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 be unable to control by established methods.
Tool: Customer Complaint Forms
Frequency: Daily
Scoring: 90% = ≤ 22 complaints, 75-90% = 37 complaints, 75% = 55 complaints
Trend: * ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimate	CY 15 Proposed
Number of customer complaints	15	12	30*	30*
Number of complaints per 1000 customers	0.78	0.62	1.6	1.6
Number of compliments received	0	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 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 than well water.

SECTION: **301-WATER PRODUCTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 715,751	$ 791,160	$ 791,160	$ 870,415	$ 79,255
Contractuals	2,515,622	2,872,424	2,731,424	2,894,786	22,362
Commodities	251,763	500,020	500,020	590,058	90,038
Capital	7,441	313,300	27,000	961,300	648,000
TOTAL	**$ 3,490,577**	**$ 4,476,904**	**$ 4,049,604**	**$ 5,316,559**	$ 839,655

EXPENDITURES BY PROGRAM:

General Administration	$ 323,664	$ 811,703	$ 703,103	$ 1,118,296	$ 306,593
Water Treatment Operation	313,818	454,065	454,065	490,442	36,377
Chemical Analysis	223,283	252,354	252,354	252,589	235
Buildings and Grounds Maintenance	41,832	84,391	84,391	57,035	(27,356)
Equipment Maintenance	189,931	316,628	191,628	279,339	(37,289)
SCADA Tracking	25,750	117,386	64,686	183,886	66,500
Local Wells	931,220	1,028,574	887,574	1,487,722	459,148
Lake Mary Wellfield	318,178	335,823	335,823	358,522	22,699
Woody Mountain Wellfield	921,520	797,876	797,876	820,574	22,698
North Reservoirs	34,381	45,769	45,769	59,350	13,581
Inner Basin Maintenance	33,251	110,865	110,865	115,645	4,780
Upper Lake Mary Dam Imp	32,857	12,000	12,000	-	(12,000)
Red Gap Ranch Operation & Mgmt	3,993	8,100	8,100	23,100	15,000
Booster Station Administration	36,558	34,498	34,498	18,406	(16,092)
Zone A - RFP	776	250	250	250	-
Kinlani	1,480	1,911	1,911	1,911	-
University Highlands #1	2,681	1,600	1,600	1,600	-
Airport Booster	2,465	1,700	1,700	1,700	-
Amberwood Booster	3,683	6,351	6,351	6,351	-
Railroad Springs Booster	20,587	25,650	25,650	25,650	-
Inner Basin Pipeline Maintenance	28,669	29,410	29,410	14,191	(15,219)
TOTAL	**$ 3,490,577**	**$ 4,476,904**	**$ 4,049,604**	**$ 5,316,559**	$ 839,655

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 5,316,559
	$ 5,316,559

COMMENTARY:

The Water Distribution operating budget has increased 5% and capital expenditures total $931,000, resulting in an overall net increase of 19%. Personnel Service increased due to a merit increase, one time payments and increase cost benefits. Contractual decreases are due to a decrease in maintenance costs for electrical and computer equipment. Commodities increases are due to one-time expenditure for switches. Major capital (>$10,000) is for a back-up generator ($400,000), communication towers ($225,000), and SCADA upgrades ($72,700) and carryover items of fixed drive replacement ($125,000), vehicle/equipment storage ($73,600), and water pump station ($30,000).

MISSION

The mission of the 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 coworkers.

PROGRAM DESCRIPTION

The Water Distribution Section safely and efficiently operates, maintains, and repairs 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 14 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned, and operated all valves throughout the city, adjusted as deemed necessary.
- ✓ Crewmembers isolated lines and 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., and 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, insuring proper standards. There were approximately 13,392 linear feet of asphalt overlay inspected for utilities.
- ✓ Our bluestake locator completed 3,234 tickets (7/1/13 to 2/13/14).
- ✓ Crewmembers worked side-by-side with contractors for the following CIP/Bond Projects: West St./Arrowhead Ave., Beaver/Leroux, Cedar Ave., Switzer Canyon Dr., La Plaza Vieja, etc.
- ✓ Established an annual valve maintenance program.
- ✓ Established an annual fire hydrant replacement program.

FY 15 NEW INITIATIVES AND GOALS

- ➢ Locate, clean, and operate valves throughout the City of Flagstaff; adjust and repair as needed.
- ➢ Isolate lines, flush fire hydrants, and clean out 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.
- ➢ 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.

PERFORMANCE MEASURES

Priority: Council - Repair, replace, maintain infrastructure (Water Quality Issues / Complaints / Outage time)
Goal: Provide good, safe, and reliable drinking water to the citizens of Flagstaff / Reduce water outage time hours
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 as soon as possible
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 12 Actual	CY13 Actual	CY14 Estimate	CY 15 Proposed
Number of Complaints	16	16	12	12
Number of Complaints per 1000 Customers	0.83	0.62	>0.62	>0.62
Number of Compliments	4	4	6	6
Number of Water Breaks	15	16	12	10
Number of Water Breaks per 100 Miles of Pipe	3.46	2.77	>2.77	>2.77
Total Water Outage Time in hours	1,709	1250	1250	1250
a. Scheduled	947	750	750	750
b. Unscheduled	762	500	500	500
c. Isolation time (estimate)	30 min.	30 min.	30 min.	30 min.
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks)	3.4%	3.9%	>5.1%	>5.1%

Priority: Management - Effective Governance
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 12 Actual	CY13 Actual	CY 14 Estimate	CY 15 Proposed
Number of Injury Accidents	1	2	0	0
Number of Lost Time Accidents	1	0	0	0
Safety Training Hours per Employee	20.3	18.8	30	30

SECTION: **303-WATER DISTRIBUTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 899,597	$ 924,279	$ 924,279	$ 963,944	$ 39,665
Contractuals	64,782	215,650	215,650	263,513	47,863
Commodities	403,414	387,747	387,747	441,384	53,637
Capital	2,817	45,000	500	155,500	110,500
TOTAL	**$ 1,370,610**	**$ 1,572,676**	**$ 1,528,176**	**$ 1,824,341**	$ 251,665

EXPENDITURES BY PROGRAM:

General Administration	$ 162,081	$ 201,301	$ 156,801	$ 250,575	$ 49,274
Water System Maintenance & Operation	225,324	233,615	233,615	408,720	175,105
Main & Service Line Repair	315,615	338,327	338,327	379,972	41,645
Main Ext. - Fire Hydrant & Valve	31,912	31,869	31,869	33,314	1,445
Valve & Fire Hydrant Maintenance	119,975	251,196	251,196	221,472	(29,724)
Meter Installation	376,235	378,234	378,234	421,386	43,152
Meter Repair and Testing	101,098	101,038	101,038	71,907	(29,131)
Blue Stake	38,370	37,096	37,096	36,995	(101)
TOTAL	**$ 1,370,610**	**$ 1,572,676**	**$ 1,528,176**	**$ 1,824,341**	$ 251,665

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,824,341
	$ 1,824,341

COMMENTARY:

The Water Distribution operating budget has increased 9% and capital expenditures total $155,000, resulting in an overall net increase of 16%. Personnel Services increases are due to merit increase, one time payments and increase cost of benefits. Contractual increases are due to one-time expenditures for building roof repairs and hydraulic jack repair. Commodities decrease are due to one-time consultant and gas alert detectors. Major capital (>$10,000) is for computer hardware ($28,000) three vehicle replacements ($82,500), backhoe trailer ($19,000), tapping machine ($35,000), and keyscan entry system ($10,000).

UTILITIES	SECTION 304	WATER RESOURCE MANAGEMENT

This Section is new in FY 2015. The mission, goals and performance measures are in the process of being developed.

SECTION:	304-WATER RESOURCE MANAGEMENT				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 217,365	$ 217,365
Contractuals	-	-	-	157,700	157,700
Commodities	-	-	-	153,100	153,100
TOTAL	**$ -**	**$ -**	**$ -**	**$ 528,165**	$ 528,165
EXPENDITURES BY PROGRAM:					
General Administration	$ -	$ -	$ -	$ 100,737	$ 100,737
Water Resources	-	-	-	160,250	160,250
Water Conservation	-	-	-	207,178	207,178
Smart Meter Grant	-	-	-	60,000	60,000
TOTAL	**$ -**	**$ -**	**$ -**	**$ 528,165**	$ 528,165
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 528,165	
				$ 528,165	
COMMENTARY:					

UTILITIES	SECTION 305	UTILITIES ENGINEERING SERVICES

This Section is new in FY 2015. The mission, goals and performance measures are in the process of being developed.

SECTION:	305-Utilities Engineering Services				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 280,794	$ 280,794
Contractuals	-	-	-	192,670	192,670
Commodities	-	-	-	145,320	145,320
Capital	-	-	-	-	-
TOTAL	**$ -**	**$ -**	**$ -**	**$ 618,784**	$ 618,784
EXPENDITURES BY PROGRAM:					
General Administration	$ -	$ -	$ -	$ 393,620	$ 393,620
GIS-Utilities	-	-	-	225,164	225,164
TOTAL	**$ -**	**$ -**	**$ -**	**$ 618,784**	$ 618,784
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 618,784	
				$ 618,784	
COMMENTARY:					

MISSION

The mission of the Regulatory Compliance 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, and to maintain a Backflow Prevention / Cross-Connection program to provide our citizens with safe, clean, and uncontaminated drinking water throughout the distribution system. The Regulatory Compliance 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

The Regulatory Compliance 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 of the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program and wastewater monitoring.

FY 2014 ACCOMPLISHMENTS

- ✓ Worked with laboratory to determine cause of false positive selenium violations. Violations were due to lack of sample pretreatment to remove interferences and analytical methods that did not allow for interferences during analysis
- ✓ Completed the changes to the Industrial Waste Services (IWS) building to address the needs of wastewater workers
- ✓ Provided further training to inspectors to increase the level of customer service and compliance
- ✓ Increased the efficiency of the cross-connection control component of the IWS program by implementing technology to automate the backflow preventer testing and tracking process throughout the first year of its inception
- ✓ Improved the accuracy of certain industrial discharge flow monitoring by installing our own software, which enabled the Regulatory Compliance Section to monitor flow without relying on industry staff to relay the information, thereby removing the conflict of interest when calculating wastewater fees and penalties for non-compliance
- ✓ Continued to assure industry compliance with local, state, and federal discharge regulations
- ✓ Continued to foster mutually beneficial relationships with local industries and businesses
- ✓ Attended utility systems disaster preparedness seminars sponsored by the Department of Homeland Security to assist in the AZWARN program and local disaster preparedness response
- ✓ Persuaded a local industry to change their biocides to a chemical compound which is less harmful to the Wildcat Hill wastewater treatment plant, resulting in further reduction of Total Trihalomethanes (TTHM) formation
- ✓ Performed project management duties for the local limits study, a critical component of the ADEQ consent order compliance path
- ✓ Spearheaded fundraising duties for the United Way campaign within the Utilities department

FY 2015 NEW INITIATIVES AND GOALS

- ➢ Adopt and enforce the newly established local limits for our Significant Industrial Users (SIU's)
- ➢ Continue to keep delinquent backflow prevention tests below 10%
- ➢ Continue to enforce the Fats, Oils, and Greases (FOG) program on local restaurants and industries to protect our collections system from blockages and corrosion

- Install in-situ, real-time, web-based flow and pH monitoring at all SIU's
- Implement new technology in the form of portable tablets to facilitate information access while inspectors are in the field
- Continue to encourage and fund training and education for all Industrial Waste Section staff
- Become more proficient with budgetary analysis and expenditure
- Foster the success of the new regulatory section within the Utilities department

PERFORMANCE MEASURES

Priority: Management - Effective Governance and Resiliency & Preparedness Efforts
Goal: Protect wastewater treatment facilities from possible damage from business and 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 12 Actual	FY 13 Actual	FY 14 Estimate	FY 15 Proposed
# of blockages/Notice of Violations (NOV's) issued	3	0	1	0
# resulting in sewer line cleaning	3	0	2	0

Priority: Council - 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 12 Actual	FY 13 Actual	FY 14 Estimate	FY 15 Proposed
# of backflow prevention assemblies (bpa) tested	2872	2872	3000	3000
% of bpa's tested that failed	10%	10%	<10%	<10%
Water quality violations due to bpa failing	0	0	0	0

Priority: Management - Effective Governance and Resiliency & Preparedness Efforts
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 12 Actual	FY 13 Actual	FY 14 Estimate	FY 15 Proposed
# of Industry and plant samples analyzed	2773	2773	2800	2800
# of NOV's written to industries	1	0	0	0
# of NOV's written to commercial sites	3	0	1	0

This Section is new in FY 2015. The mission, goals and performance measures are in the process of being developed.

SECTION:	306-Regulatory Compliance				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 672,257	$ 672,257
Contractuals	-	-	-	240,767	240,767
Commodities	-	-	-	87,170	87,170
Capital	-	-	-	-	-
TOTAL	**$ -**	**$ -**	**$ -**	**$ 1,000,194**	$ 1,000,194
EXPENDITURES BY PROGRAM:					
General Administration	$ -	$ -	$ -	$ 87,245	$ 87,245
Water Regulatory and Lab Services	-	-	-	252,589	252,589
Wastewater Regulatory and Lab Services	-	-	-	362,403	362,403
Industrial Waste Administration	-	-	-	107,964	107,964
NPDES Monitoring - Wastewater Plants	-	-	-	44,241	44,241
Industrial Waste Monitoring	-	-	-	55,587	55,587
Backflow Cross Connection Control	-	-	-	90,165	90,165
TOTAL	**$ -**	**$ -**	**$ -**	**$ 1,000,194**	$ 1,000,194
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 1,000,194	
				$ 1,000,194	

COMMENTARY:
The Regulatory Compliance is a new section beginning FY 2015 and there are no budgeted capital expenditures.

This information from Section 314 is now a part of Section 306 for FY 2015.

SECTION:	314-INDUSTRIAL WASTEWATER MONITORING				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 193,965	$ 196,207	$ 196,207	$ -	$ (196,207)
Contractuals	159,407	239,417	239,417	-	(239,417)
Commodities	13,793	16,015	16,015	-	(16,015)
Capital	-	-	-	-	-
TOTAL	**$ 367,165**	**$ 451,639**	**$ 451,639**	**$ -**	$ (451,639)
EXPENDITURES BY PROGRAM:					
General Administration	$ 103,196	$ 113,405	$ 113,405	$ -	$ (113,405)
NPDES Monitoring-Wastewater Plants	38,034	44,002	44,002	-	(44,002)
Industrial Waste Monitoring	52,432	55,348	55,348	-	(55,348)
Backflow X Conn Control	90,527	88,884	88,884	-	(88,884)
Local Limits Management	82,976	150,000	150,000	-	(150,000)
TOTAL	**$ 367,165**	**$ 451,639**	**$ 451,639**	**$ -**	$ (451,639)
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ -	
				$ -	

UTILITIES	SECTION 311	WASTEWATER TREATMENT PLANT - WILDCAT

MISSION

To provide wastewater treatment and reclaimed water that meets or exceeds all regulatory requirements, minimize treatment cost per-unit of treated wastewater, maintain state-certified Laboratory Standards, and 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 reclaimed water to the reclaimed water distribution system. The plant operates a state-certified laboratory, which performs the majority of the required routine lab analysis.

FY 14 ACCOMPLISHMENTS

- ✓ Started solids handling pilot testing
- ✓ Achieved less than 8 total nitrogen for the 5-month rolling geo mean
- ✓ Resolved issues within ADEQ consent order regarding cyanide and selenium
- ✓ Second solar panel project completed
- ✓ Filled Instrumentation & Electrical Specialist position (long-term vacancy)
- ✓ Completed Process Optimization Study
- ✓ Replaced existing bar screens

FY 15 NEW INITIATIVES AND GOALS

- ➢ Complete all elements of ADEQ Consent Order
- ➢ Start temporary solids handling
- ➢ Maintain total nitrogen levels
- ➢ Produce A + reclaimed water on a consistent basis
- ➢ Upgrade SCADA System

PERFORMANCE MEASURES

Priority: <u>Management - Resiliency and Preparedness Efforts</u>
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
% of Digester gas vs Natural gas	65.7% DG	0 *	98%**	99%

***Co-Generation system saw only intermittent use in 2013 due to digester gas delivery problems.**
****Following completion of digester gas improvements**

Priority: Management - Resiliency and Preparedness Efforts
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of complaints (odors etc.)	0	0	0	0
Number of on-the-job lost time accidents / injuries	2	0	1	0

Priority: Management - Effective Governance
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Cost per thousand to treat (influent)	$1.59	$1.71	$1.76	$1.80

Note: Costs for treatment do not include wastewater collection, industrial waste, or administration overhead.

Priority: Management - Effective Governance
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State, and Water Reuse Permits.
Objective: Production and distribution 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of regulatory permit violations (within plant design)	6*	10*	0	0
Number of regulatory permit violations (beyond plant capabilities)	9*	5*	0	0

*Most of these violations are from recurring issues the facility has been working on identified within existing ADEQ Consent Order.

UTILITIES	SECTION 311	WASTEWATER TREATMENT PLANT - WILDCAT

Priority: Council - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Gallons of wastewater treated (billions)	1.21	1.17 →	1.20	1.20
Gallons of septage treated (millions).	3.12	3.17 →	3.25	3.25
Gallons of reclaim water sold (millions).	405	268 ↓	300	400
Gallons of grease treated (thousands).	630	772 ↑	800	800
Gallons of mud sludge (thousands).	30	47 ↑	50	50
Dry metric tons of solids/sludge injected.	686	943 ↑	1000	1000

SECTION: **311-WASTEWATER TREATMENT - WILDCAT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 814,520	$ 911,110	$ 911,110	$ 896,621	$ (14,489)
Contractuals	992,153	1,025,050	1,025,050	1,102,650	77,600
Commodities	294,629	296,614	296,614	566,014	269,400
Capital	11,856	188,000	65,000	1,022,000	834,000
TOTAL	**$ 2,113,158**	**$ 2,420,774**	**$ 2,297,774**	**$ 3,587,285**	$ 1,166,511

EXPENDITURES BY PROGRAM:

General Administration	$ 159,407	$ 268,291	$ 145,291	$ 774,530	$ 506,239
Plant Operations	1,118,991	1,126,988	1,126,988	1,216,092	89,104
Plant Maintenance	517,344	695,534	695,534	594,164	(101,370)
Lab Process Control and Monitor	215,168	227,708	227,708	237,862	10,154
Septage Collection	694	650	650	20,650	20,000
WH Rio Maintenance	2,793	1,700	1,700	1,700	-
Solids Handling	98,761	90,703	90,703	731,365	640,662
Reclaim Services	-	9,200	9,200	10,922	1,722
TOTAL	**$ 2,113,158**	**$ 2,420,774**	**$ 2,297,774**	**$ 3,587,285**	$ 1,166,511

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 3,587,285
	$ 3,587,285

COMMENTARY:
Wastewater Treatment Plant operating budget increased by 15% and capital expenditures total $1,022,000 resulting in an overall net increase of 48%. Personnel Services decrease is due to a prior year expense which offset merit increases, one time payments and an increase in cost of benefits. Contractuals increased due utilities and maintenance. Commodities increased due to new computer equipment, chemicals and other operating supplies. Major capital (>$10,000) includes COGEN improvements $340,000), building improvements ($30,000), vehicle replacement ($45,000), machinery replacement ($452,000), crane repairs ($12,000), sump pump replacement ($20,000) and carryover of gas conveyance system improvements ($123,000).

MISSION

To provide wastewater treatment and reclaimed water 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 reclaimed water for all approved uses throughout the City of Flagstaff and vicinity.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and treats reclaimed water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaimed water, but it is also used for non-potable commercial and industrial uses. Excess reclaimed water is released to the Rio de Flag wash for riparian enhancement and groundwater augmentation. This semi-automated treatment facility uses advanced technology to produce reclaimed 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 reclaimed water storage facilities at Buffalo Park.

FY 14 ACCOMPLISHMENTS

- ✓ Buffalo Park tank inspected and cleaned
- ✓ Updated SCADA Software installed on new servers and workstations
- ✓ Improved security by having an automatic gate installed at the plant entrance with security camera and monitoring equipment

FY 15 NEW INITIATIVES AND GOALS

- ➢ Improve control of the UV disinfection system
- ➢ Install chlorination system at Buffalo Park tank.
- ➢ Begin implementing recommendations from the SCADA Master Plan

PERFORMANCE MEASURES

Priority: Council - Repair, Replace, Maintain Infrastructure (streets & utilities)
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State, and 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of Permit Violations	0	1*	0	0

- Violations contained within ADEQ consent order are not due to water quality; they are due to compliance with permit reporting requirements

Priority: Council - 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, thereby offsetting the demand 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Gallons of Wastewater Treated (millions)	707	698	700	700
Gallons of Reclaimed Water Sold (millions)	315	333	360	360

Priority: Management - Effective Governance
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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Cost per thousand gallons of reclaimed water produced	$1.26	$1.31	$1.35	$1.38

Note: Cost to treat does not include wastewater collection, industrial waste, or administrative overhead.

Priority: Council - 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Number of complaints (odors etc.)	0	0	0	0
Number of on the job lost time accidents / injuries	0	0	0	0

SECTION: **312-WASTEWATER TREATMENT - RIO PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 351,458	$ 371,933	$ 371,933	$ 431,413	$ 59,480
Contractuals	424,748	494,550	494,550	490,027	(4,523)
Commodities	91,350	115,419	115,419	155,642	40,223
Capital	-	171,200	50,000	172,200	1,000
TOTAL	**$ 867,556**	**$ 1,153,102**	**$ 1,031,902**	**$ 1,249,282**	$ 96,180

EXPENDITURES BY PROGRAM:

General Administration	$ 69,254	$ 133,133	$ 111,133	$ 187,394	$ 54,261
Plant Operations	513,463	660,033	585,033	618,854	(41,179)
Plant Maintenance	149,379	201,879	177,679	236,493	34,614
Lab Process Control and Monitor	135,460	124,057	124,057	124,541	484
Reclaim Services	-	34,000	34,000	82,000	48,000
TOTAL	**$ 867,556**	**$ 1,153,102**	**$ 1,031,902**	**$ 1,249,282**	**$ 96,180**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,249,282
	$ 1,249,282

COMMENTARY:

The Rio de Flag Treatment Plant operating budget increased 10% and capital expenditures total $172,200 resulting in an overall net increase of 8%. Personnel Services increases are related to a merit increase, one time payments and increases in cost of benefits. Contractual decrease is related to a reduction in electrical plant maintenance. The Commodities increase is related to an increase in chlorine use. Major capital (>$10,000) is for building improvements ($45,500), and discharge flow monitoring ($20,000) and carryover of carbon filter media replacement ($75,000) and chlorination system ($24,200).

MISSION

The mission of the 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 coworkers.

PROGRAM DESCRIPTION

The Wastewater Collections system staff safely and efficiently operate, maintain, and repair all wastewater collection and reclaim distribution mains and manholes, while eliminating or reducing health hazards, system failures, customer complaints, and property damage throughout our community.

FY 14 ACCOMPLISHMENTS

- ✓ Crews have been to all plants removing mud, grease, and debris
- ✓ Assisted the Water Distribution Section with all frozen lines as needed
- ✓ Crews assisted the Streets Section with cleaning out stormwater catch basins
- ✓ Assisted the Rio de Flag Water Reclamation Plant by locating and repairing four leaks in the reclaim system on plant site
- ✓ Crews inspected the Presidio subdivision to ensure that everything was still okay after it sat for years
- ✓ Repaired two mains, five service saddles, and conducted five walkthrough inspections
- ✓ Assisted various departments within the City of Flagstaff
- ✓ With our cleaning schedule and procedures we located a partially-failed trunk line that could have caused the City a disaster. This was and will be kept up with until fixed

FY 15 NEW INITIATIVES AND GOALS

- ➢ Stay within budget and keep the same level of service
- ➢ Reduce the number of blockages in the main lines
- ➢ Reschedule cutting and cleaning procedures to compensate for changes that are discovered, in order to eliminate blockages
- ➢ Install two new manholes on the interceptor with a composite manhole material
- ➢ Convert the Sewer Inspection (TV) Van from VHS tape and paper to DVD, and upgrade the Pipe Logix software with an external computer hard drive. Finish this project, and make it work the way it is supposed to
- ➢ Assist other sections within Utilities as needed
- ➢ Establish a manhole maintenance program

PERFORMANCE MEASURES

Priority: Management - Customer Service
Goal: Exceed customers' sewer service expectations.
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 12 Actual	CY13 Actual	CY 14 Estimate	CY 15 Proposed
Number of Main Line Blockages	14	12	12	12
Miles of Sewer Jetted (cleaned)	207	211	220	220
Percent of Sewer Collection System Cleaned	75%	77%	80%	80%
Miles of Sewer Inspected	23.3	30	30	30
Miles of Sewer Inspected per 100	8.5	11	11	11
Complaints	9	10	6	6
Compliments	1	5	5	5
Complaints per 1000 Customers	0.47	0.35	0.35	0.35

Priority: Management - Effective Governance
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:	FY12 Actual	FY13 Actual	FY 14 Estimate	FY 15 Proposed
Number of Accidents resulting in Injury	1	1	0	0
Number of Lost Time Accidents	1	1	0	0
Safety Training (hr/person)	10.4	10.5	20	20

SECTION: **313-WASTEWATER COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 653,912	$ 677,274	$ 677,274	$ 700,957	$ 23,683
Contractuals	40,441	107,530	107,530	227,530	120,000
Commodities	188,770	214,889	214,889	214,889	-
Capital	41,044	233,000	63,000	250,000	17,000
TOTAL	**$ 924,167**	**$ 1,232,693**	**$ 1,062,693**	**$ 1,393,376**	$ 160,683

EXPENDITURES BY PROGRAM:

General Administration	$ 256,981	$ 492,095	$ 322,095	$ 443,337	$ (48,758)
Service Connections	55,023	49,917	49,917	50,683	766
Preventive Maintenance	367,213	353,221	353,221	358,937	5,716
TV Inspect and Hydro Clean	159,130	168,633	168,633	170,540	1,907
Corrective Maintenance	75,189	157,499	157,499	358,455	200,956
Reclaimed Waterline	10,631	11,328	11,328	11,424	96
TOTAL	**$ 924,167**	**$ 1,232,693**	**$ 1,062,693**	**$ 1,393,376**	$ 160,683

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,393,376
	$ 1,393,376

COMMENTARY:

The Wastewater Collection operating budget has increased 14% and capital expenditures total $250,000 resulting in an overall net increase of 13%. Personnel Services increased due to a merit increase, one time payments and increase in cost of benefits. Contractual increase is for manhole rehab to address aging infrastructure. Commodities had no changes. Major Capital (>$10,000) is for vehicle replacement ($80,000) and carryover of replacement vehicle ($45,000) and replacement dump truck ($125,000).

MISSION

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 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, data collection, field inspection, and plan review components.

FY 14 ACCOMPLISHMENTS

- ✓ Constructed $873,000 worth of capital drainage improvement projects, including Skunk Canyon Drainage Improvements and the Rio de Flag culvert at Route 66
- ✓ Completed Phase 1 City Hall LID demonstration project
- ✓ Achieved a Class 5 CRS rating for the community flood insurance rating
- ✓ Achieved full compliance with NPDES Municipal Permit
- ✓ Completed FEMA Elevation Certificate Project
- ✓ Completed four Stormwater Section public outreach events
- ✓ Completed Bow and Arrow Drainage master plan
- ✓ Improved flood warning network
- ✓ Formed collaborative watershed management group with City, NAU, County, and the private sector
- ✓ Aquaplex LID demonstration project completed
- ✓ Substantially completed Phase 1 of Picture Canyon
- ✓ Initiated Phase 2 of Picture Canyon

FY 15 NEW INITIATIVES AND GOALS

- ➢ Construct $700,000 worth of capital drainage improvement projects (including: Citizen residential flooding improvements, Columbia Circle drainage mitigation, and Schultz Creek design and construction)
- ➢ Complete Phase 2 City Hall LID demonstration project
- ➢ Draft Project Scope for a potential $200,000 Grant award from FEMA for Cooperating Technical Partner Agreement
- ➢ Conduct Master Plan related activities including: Bow and Arrow Wash 100% design, Sinclair Wash, and Clay Ave. Wash basin studies
- ➢ Expand flood warning network
- ➢ Initiate pervious pavement demonstration project with NAU

PERFORMANCE MEASURES

Priority: Management - Effective Governance
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: Risk Management reports, **c**ommunication & feedback, injury reports, employee health & safety
Tool: Verbal, e-mail, phone contact; ongoing safety training
Frequency: Annual employee training

Scoring: 100% - Section participation
Trend: ↑

Measures:	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
a. Number of accidents resulting in injury	0	0	100%	100%
b. Non-injury accidents	0	0	100%	100%
c. Number of related lost work days	0	0	100%	100%
d. Number of job related sick time (% of total)	0	0	100%	100%
e. Safety training (hrs/person)	4	4	100%	100%

Priority: Management - Resiliency and Preparedness Efforts and Customer Service
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. 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 affected 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 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
a. Complaints received	17	50	30	30
Complaints resolved	13	30	15	30
c. No public infrastructure damages (100% = no damages; goal achieved)	100%	95%	100%	100%
d. No damages/claims to private property (100% = no damages; goal achieved)	100%	90%	100%	100%

Priority: Management - Resiliency and Preparedness Efforts
Goal: Drainage Channel Maintenance Program - Coordinate and 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 affected customers**.**
Tool: Field verification
Frequency: As drainage issues are received and resolved.
Scoring: 100% - Follow through whether solution is possible or not
Trend: ↑

Measures:	**CY 12 Actual**	**CY 13 Actual**	**CY 14 Estimated**	**CY 15 Proposed**
Annual miles of channels cleaned	6	6	6	6
Percent of catch basins and culverts cleaned	100%	100%	100%	100%
Percent of inventory cleaned	75%	75%	75%	75%

SECTION: **331-STORMWATER**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 467,411	$ 488,646	$ 488,646	$ 434,456	$ (54,190)
Contractuals	51,924	107,045	112,629	338,392	231,347
Commodities	14,472	36,460	21,860	36,779	319
TOTAL	**$ 533,807**	**$ 632,151**	**$ 623,135**	**$ 809,627**	$ 177,476

EXPENDITURES BY PROGRAM:

General Administration	$ 254,831	$ 277,249	$ 277,249	$ 216,471	$ (60,778)
Engineering and Master Planning	17,289	50,000	65,984	79,016	29,016
Operations	261,687	279,902	279,902	289,140	9,238
Rio de Flag Restoration	-	25,000	-	25,000	-
FEMA Flood Hazard Mitigation Studies	-	-	-	200,000	200,000
TOTAL	**$ 533,807**	**$ 632,151**	**$ 623,135**	**$ 809,627**	$ 177,476

SOURCE OF FUNDING:

STORMWATER UTILITY FUND	$ 809,627
	$ 809,627

COMMENTARY:
The Stormwater Utility operating budget has increase of 28% and there are no capital expenditures. Personnel Services decreases are due to an FTE position which is split between Utilities and Stormwater. Contractual increases overall are due to a FEMA grant. Commodities increased due to a water restoration grant. 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 **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 our services an excellent choice for communities of Northern Arizona.

NON DEPARTMENTAL SECTION 401 COUNCIL AND COMMISSIONS

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: **401-COUNCIL AND COMMISSIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 327,523	$ 337,042	$ 337,042	$ 307,281	$ (29,761)
Contractuals	69,124	74,710	74,710	79,510	4,800
Commodities	3,691	2,445	2,445	5,245	2,800
TOTAL	**$ 400,338**	**$ 414,197**	**$ 414,197**	**$ 392,036**	$ (22,161)

EXPENDITURES BY PROGRAM:

General Administration	$ 400,282	$ 414,197	$ 414,197	$ 392,036	$ (22,161)
Boards and Commissions	56	-	-	-	-
TOTAL	**$ 400,338**	**$ 414,197**	**$ 414,197**	**$ 392,036**	$ (22,161)

SOURCE OF FUNDING:

GENERAL FUND	$ 248,304
LIBRARY FUND	15,748
HIGHWAY USER REVENUE FUND	13,224
TRANSPORTATION FUND	4,303
WATER AND WASTEWATER FUND	57,885
STORMWATER FUND	6,553
AIRPORT FUND	3,491
SOLID WASTE FUND	35,355
ENVIRONMENTAL SERVICES FUND	7,173
	$ 392,036

COMMENTARY:

The Council and Commissions operating budget has decreased 5% and there are no capital expenditures. Personnel Services decreases are due to a legislative change effecting the pension account for this section. Contractual increases are due to an increase in membership costs. Commodities increases are due to an increase in office supplies. There are no major capital (>$10,000) expenditures for this section.

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 (e.g. mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

SECTION: **402-NON-DEPARTMENTAL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	$ 51,466	$ (146,079)	$ (246,079)	$ (300,000)	$ (153,921)
Contractuals	2,250,973	3,070,158	2,384,121	2,852,061	(218,097)
Commodities	(32,924)	(40,000)	(40,000)	(108,000)	(68,000)
Capital	56,197	4,245,000	4,007,000	438,000	(3,807,000)
TOTAL	**$ 2,325,712**	**$ 7,129,079**	**$ 6,105,042**	**$ 2,882,061**	$ (4,247,018)

EXPENDITURES BY PROGRAM:

General Administration	$ 364,895	$ 4,257,535	$ 3,894,535	$ 420,694	$ (3,836,841)
Service Partner Agencies	853,464	883,559	863,559	949,132	65,573
Employee Benefits	59,196	57,500	57,500	57,500	-
Insurance	833,164	1,144,492	1,144,492	689,492	(455,000)
Consultants	199,283	395,740	109,240	405,706	9,966
Copy Center	(1,290)	29,171	29,171	5,000	(24,171)
Redevelopment	17,000	361,082	6,545	354,537	(6,545)
Solar Project Phase 3	-	-	-	-	-
TOTAL	**$ 2,325,712**	**$ 7,129,079**	**$ 6,105,042**	**$ 2,882,061**	$ (4,247,018)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,097,410
LIBRARY FUND	62,042
HIGHWAY USER REVENUE FUND	103,654
TRANSPORTATION FUND	10,640
WATER AND WASTEWATER FUND	313,080
STORMWATER FUND	11,879
AIRPORT FUND	41,568
SOLID WASTE FUND	228,759
ENVIRONMENTAL SERVICES FUND	13,029
	$ 2,882,061

COMMENTARY:

The Non-Departmental operating budget has decreased by 15% and capital expenditures total $438,000 resulting in an overall net decrease of 60%. Personnel Services have decreased because of the elimination of copy center staffing as we will outsource this service and the impact for salary savings planned for vacancies. Decrease in contractuals is due to reduction in insurance expense paid to the self insurance fund offset by increases related to Humane Society, carryover of legal fees, and downtown district fees. Commodities decreased related to the change of outsourcing the copy center. The major capital (>$10,000) is for the second floor quadrant remodeling ($293,000) and carryover of redevelopment funds ($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 14 ACCOMPLISHMENTS

- ✓ Named the American Public Transportation Association's Transit System of the Year
- ✓ Obtained over $3.3 million in competitive federal funding for transit capital
- ✓ Offered inaugural extended service on New Year's Eve
- ✓ Launched a completely redesigned website aimed at better providing the information that riders are seeking
- ✓ Broke ground on Facility Expansion – adding 31 bus storage facility and on-site automated bus wash bldg.
- ✓ Purchased 60-foot articulated bus to handle peak loads on Route 10 Mountain Line Fixed Route
- ✓ Projected to increase ridership by 2%, from 1.85 M to 1.9 M
- ✓ Estimated to continue to decrease cost per boarding through increased efficiencies
- ✓ Upgraded more than 25 stops – increasing visibility, ADA access, safety of stops, and improving passenger comfort
- ✓ Improved fuel economy and lowered maintenance cost by retiring most of the oldest El Dorado buses
- ✓ Achieved 85% Hybrid Electric Fleet with addition of 6 more buses delivered
- ✓ Began implementation of new fare collection and people counter systems on all Mountain Line vehicles to streamline the boarding process and gather useful data

Mountain Lift Para-Transit

- ✓ Continued to promote use of Taxi Voucher service, providing more options to riders and costing less to provide
- ✓ Continued to improve trips per service hour, achieving 3.20 trip per hour
- ✓ Maintain on-time performance of 99% without sacrificing trips or service
- ✓ Prepare to launch Van-Pool service from outlying areas of County into the City

FY 15 NEW INITIATIVES AND GOALS

- ➢ Obtain additional funding from Federal Transit Administration and other sources
- ➢ Complete implementation of new fare collection system
- ➢ Launch new service in Bow and Arrow neighborhood and on Milton Road
- ➢ Complete construction of Facility Expansion
- ➢ Prepare to launch 15 minute frequency on a new cross-town "Spine" Route
- ➢ Increase awareness and use of electronic information, including route status and public information process
- ➢ Increase available federal transit funds by achieving "Small Transit Intensive City" status

PERFORMANCE MEASURES

Priority: Regional Plan (2030) – Transportation, Transit (Goal T.7)
Goal: Provide a high-quality, safe, convenient, accessible public transportation system, to serve as an attractive alternative to single-occupant vehicles where feasible.
Objective: 2.5% increase of riders using existing services and routes.
Type of Measure: Program efficiency
Tool: Calculation of data, real-time tracking system
Frequency: Quarterly
Scoring: 90%+ progressing
Trend: ↑

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Total Ridership	1,748,333	1,840,330	1,877,654	1,891,420
Average Riders per Day	4,816	5,070	5,173	5,211
On-time Performance	84%	85%	90%	95%

Priority: Regional Plan (2030) – Transportation, Safe and Efficient Multimodal Transportation (Goal T.2)
Goal: Improve transportation safety and efficiency for all modes.
Objective: Identify efficiencies to maintain and control costs.
Type of Measure: Program efficiency
Tool: Calculation of data
Frequency: Monthly
Scoring: 95% progressing
Trend: →

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Operational Cost per Hour	$71.23	$70.89	$69.95	$75.89
Administrative Cost per Hour	$14.21	$15.66	$16.78	$18.10

Priority: Regional Plan (2030) – Transportation, Safe and Efficient Multimodal Transportation (Goal T.2)
Goal: Improve transportation safety and efficiency for all modes.
Objective: Identify efficiencies to maintain and control costs.
Type of Measure: Program efficiency
Tool: Calculation of data
Frequency: Monthly
Scoring: 95% progressing
Trend: →

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Cost per Passenger	$2.77	$2.85	$2.75	$2.98
Farebox Return	27.7%	25.8%	25.9%	23.9%

Priority: Regional Plan (2030) – Transportation, Mobility and Access (Goal T.1)
Goal: Improve mobility and access throughout the region.
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 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Service Hours	57,661	60,655	60,655	61,955
Revenue Miles	715,357	754,864	754,864	772,854

Priority: Regional Plan (2030) – Transportation, Mobility and Access (Goal T.1)
Goal: Improve mobility and access throughout the region.
Objective: 1) Install previously developed shelters at locations along routes to provide amenities like shade, shelter, and resting at bus stops. 2) Develop maintenance and storage yard on currently undeveloped section of NAIPTA property, increasing infrastructure and support capacity through bus wash station, on-site fueling, and additional garage parking for vehicles.
Type of Measure: Outcome
Tool: Schedule for construction, calculation of data
Frequency: Semi-annual
Scoring: 75 – 90% average
Trend: ↑

Measures:	FY 12 Actual	FY 13 Actual	FY 14 Estimated	FY 15 Proposed
Identify Sites and Implement Passenger Shelter and Amenities (total # of sites)	69	78	99	125
Construct Maintenance/Storage Yard		0	.5	.5

SECTION: **404-NAIPTA/TRANSIT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	$ 4,014,833	$ 5,738,691	$ 4,732,012	$ 4,553,942	$ (1,184,749)
TOTAL	**$ 4,014,833**	**$ 5,738,691**	**$ 4,732,012**	**$ 4,553,942**	$ (1,184,749)

EXPENDITURES BY PROGRAM:

Transit Contribution	$ 4,014,833	$ 5,738,691	$ 4,732,012	$ 4,553,942	$ (1,184,749)
TOTAL	**$ 4,014,833**	**$ 5,738,691**	**$ 4,732,012**	**$ 4,553,942**	$ (1,184,749)

SOURCE OF FUNDING:

	TRANSPORTATION FUND			$ 4,553,942	
				$ 4,553,942	

COMMENTARY:
The Transit budget has decreased by 25% this fiscal year due to larger capital funding needed in FY 2013-2014. 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 2015 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2015 represents a $93.3 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 59.2% of the funding being provided on the pay-as-you-go basis versus 46.8% in FY 2014. The major projects in this year's budget are Flagstaff Watershed Protection Project, West/Arrowhead Improvements, Switzer Canyon Transmission Line, Rehab Airport Access / Public Circulation Road, Court Facility, and Core Services Maintenance Facility. This year's capital improvement program is funded 29.2% through debt financing including the 2013 Streets/Utility projects, FUTS/Open Space and Flagstaff Watershed Protection Project. The grant funding of 11.6% 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.

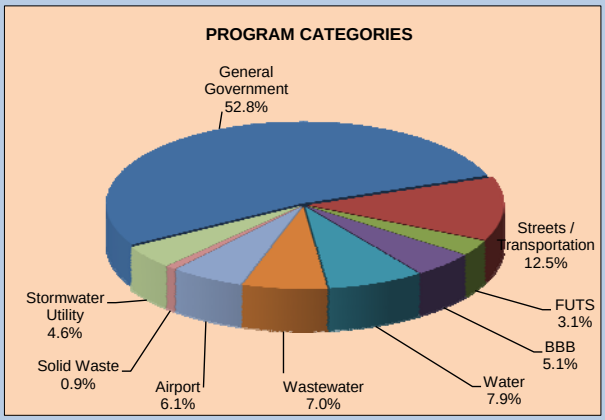
In November 2012 voters approved two bond projects totaling $24.0 million. These projects are the Municipal Maintenance Facility and the Watershed Protection Project. These projects will be phased in over a 6-year period and budgeted on a cash flow basis.

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.

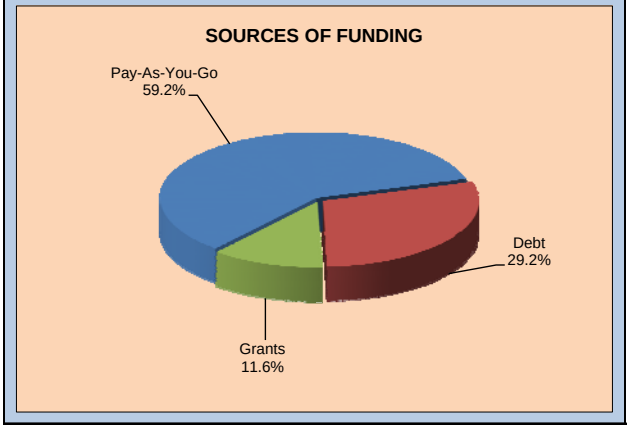
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	52.8%	$	49,244,926
Streets / Transportation	12.5%		11,662,182
FUTS	3.1%		2,871,134
BBB	5.1%		4,743,573
Water	7.9%		7,398,456
Wastewater	7.0%		6,528,400
Airport	6.1%		5,666,635
Solid Waste	0.9%		818,000
Stormwater Utility	4.6%		4,323,096
	100.0%	$	93,256,402



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	59.2%	$	55,191,508
Debt	29.2%		27,246,323
Grants	11.6%		10,818,571
	100.0%	$	93,256,402



FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	59.2%
Debt Financing	29.2%
Grants	11.6%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 59.2% 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. $55.1 million is outstanding on July 1, 2014, and the City has $40.2 million in available capacity at the 6% debt margin and $78.8 million in available capacity at the 20% debt margin as of July 1, 2014.

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 $48.68 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.

On July 1, 2014, $1.8 million, $3.6 million and $33.7 million is outstanding for GO, Revenue, and loans payable, respectively.

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, 2014, $8.6 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, 2014 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 $3.2 million is still outstanding as of June 30, 2014.

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 57.6% 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.

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

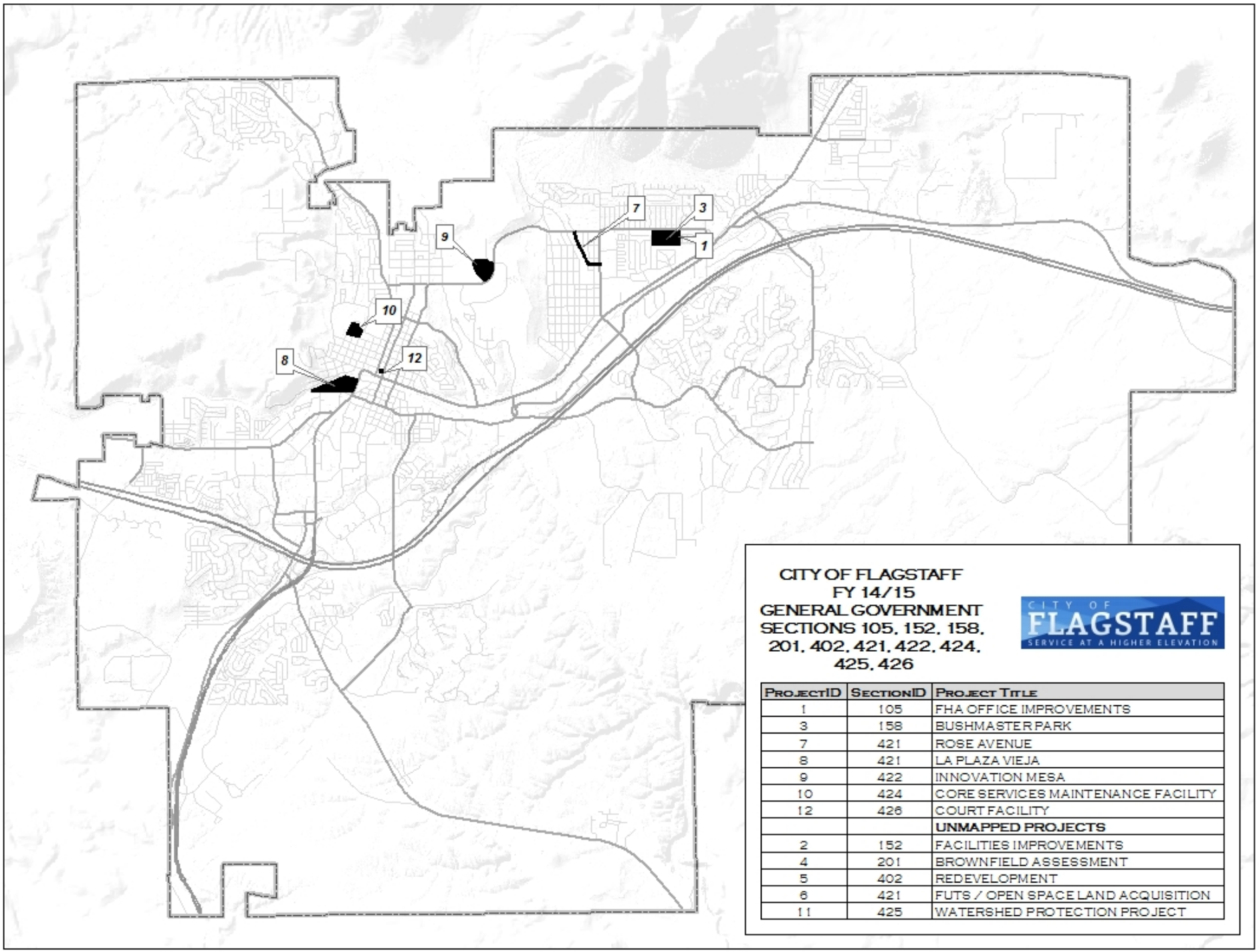
GENERAL GOVERNMENT

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	105	FHA Office Improvements	$ -	50,000
2	152	Facilities Improvements	-	480,000
3	158	Bushmaster Park	1,065,209	1,085,000
4	201	Brownfield Assessment	-	281,500
5	402	Redevelopment	145,000	145,000
6	421	FUTS / Open Space Land Acquisition	-	1,076,094
7	421	Rose Avenue	1,288,160	1,429,000
8	421	La Plaza Vieja	-	5,000
9	422	Innovation Mesa	495,191	7,228,509
10	424	Core Services Maintenance Facility	28,275,000	28,295,000
11	425	Watershed Protection Project	1,380,000	1,919,823
12	426	Court Facility	7,250,000	7,250,000
		TOTAL GENERAL GOVERNMENT	$ 39,898,560	49,244,926

SOURCES OF FUNDING

	SECT	PROJECT	BONDS	GRANTS	OTHER	TOTAL
1	105	FHA Office Improvements	$ -	-	50,000	50,000
2	152	Facilities Improvements	-	-	480,000	480,000
3	158	Bushmaster Park	1,085,000	-	-	1,085,000
4	201	Brownfield Assessment	-	281,500	-	281,500
5	402	Redevelopment	-	-	145,000	145,000
6	421	FUTS / Open Space Land Acquisition	1,076,094	-	-	1,076,094
7	421	Rose Avenue	1,429,000	-	-	1,429,000
8	421	La Plaza Vieja	5,000	-	-	5,000
9	422	Innovation Mesa	2,834,206	4,394,303	-	7,228,509
10	424	Core Services Maintenance Facility	14,000,000	-	14,295,000	28,295,000
11	425	Watershed Protection Project	1,919,823	-	-	1,919,823
12	426	Court Facility	4,300,000	-	2,950,000	7,250,000
		TOTAL GENERAL GOVERNMENT	$ 26,649,123	4,675,803	17,920,000	49,244,926



CITY OF FLAGSTAFF
FY 14/15
GENERAL GOVERNMENT
SECTIONS 105, 152, 158, 201, 402, 421, 422, 424, 425, 426

ProjectID	SectionID	Project Title
1	105	FHA OFFICE IMPROVEMENTS
3	158	BUSHMASTER PARK
7	421	ROSE AVENUE
8	421	LA PLAZA VIEJA
9	422	INNOVATION MESA
10	424	CORE SERVICES MAINTENANCE FACILITY
12	426	COURT FACILITY
		UNMAPPED PROJECTS
2	152	FACILITIES IMPROVEMENTS
4	201	BROWNFIELD ASSESSMENT
5	402	REDEVELOPMENT
6	421	FUTS / OPEN SPACE LAND ACQUISITION
11	425	WATERSHED PROTECTION PROJECT

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

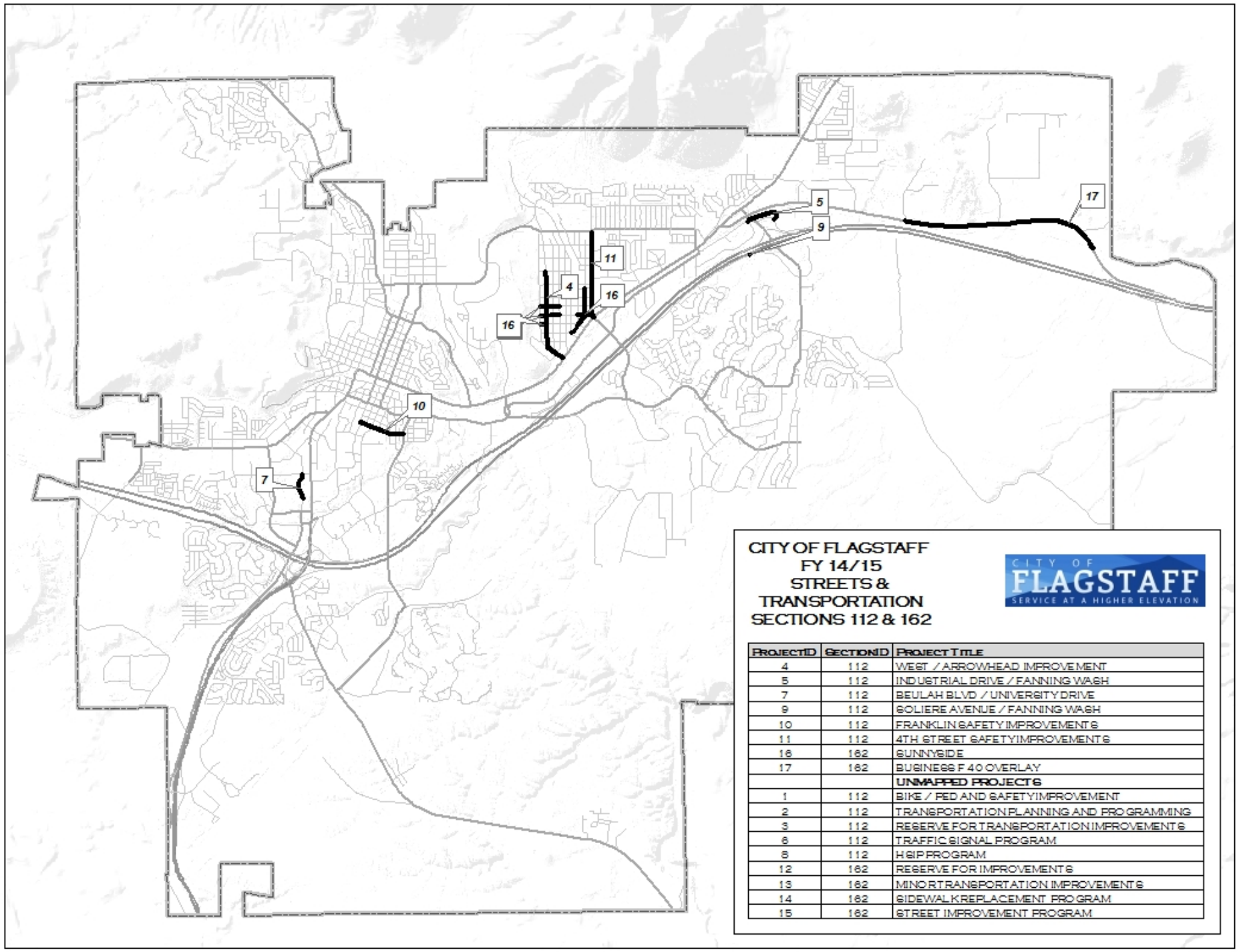
STREETS/TRANSPORTATION

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	112	Bike / Ped and Safety Improvement	$ -	121,000
2	112	Transportation Planning and Programming	-	90,000
3	112	Reserve for Transportation Improvements	-	167,500
4	112	West / Arrowhead Improvement	2,119,000	2,119,100
5	112	Industrial Drive / Fanning Wash	516,115	2,267,140
6	112	Traffic Signal Program	423,660	423,660
7	112	Beulah Blvd / University Drive	-	1,500,000
8	112	HSIP Program	-	79,000
9	112	Soliere Avenue - Fanning Wash Crossing	-	250,000
10	112	Franklin Safety Improvements	-	250,000
11	112	4th Street Safety Improvements	-	270,000
12	162	Reserve for Improvements	-	50,000
13	162	Minor Transportation Improvements	-	50,000
14	162	Sidewalk Replacement Program	-	15,000
15	162	Street Improvement Program	172,982	2,968,982
16	162	Sunnyside	850,000	850,000
17	162	Business F 40 Overlay	-	190,800
		TOTAL STREETS AND TRANSPORTATION	$ 4,081,757	11,662,182

SOURCES OF FUNDING

	SECT	PROJECT	HURF	TRANS-PORTATION	GRANTS	TOTAL
1	112	Bike / Ped and Safety Improvement	$ -	121,000	-	121,000
2	112	Transportation Planning and Programming	-	90,000	-	90,000
3	112	Reserve for Transportation Improvements	-	167,500	-	167,500
4	112	West / Arrowhead Improvement	-	2,119,100	-	2,119,100
5	112	Industrial Drive / Fanning Wash	-	2,267,140	-	2,267,140
6	112	Traffic Signal Program	-	423,660	-	423,660
7	112	Beulah Blvd / University Drive	-	1,500,000	-	1,500,000
8	112	HSIP Program	-	79,000	-	79,000
9	112	Soliere Avenue - Fanning Wash Crossing	-	250,000	-	250,000
10	112	Franklin Safety Improvements	-	250,000	-	250,000
11	112	4th Street Safety Improvements	-	270,000	-	270,000
12	162	Reserve for Improvements	50,000	-	-	50,000
13	162	Minor Transportation Improvements	50,000	-	-	50,000
14	162	Sidewalk Replacement Program	15,000	-	-	15,000
15	162	Street Improvement Program	2,968,982	-	-	2,968,982
16	162	Sunnyside	850,000	-	-	850,000
17	162	Business F 40 Overlay	10,876	-	179,924	190,800
		TOTAL STREETS AND TRANSPORTATION	$ 3,944,858	7,537,400	179,924	11,662,182



CITY OF FLAGSTAFF
FY 14/15
STREETS &
TRANSPORTATION
SECTIONS 112 & 162

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
4	112	WEST / ARROWHEAD IMPROVEMENT
5	112	INDUSTRIAL DRIVE / FANNING WASH
7	112	BEULAH BLVD / UNIVERSITY DRIVE
9	112	SOLIERE AVENUE / FANNING WASH
10	112	FRANKLIN SAFETY IMPROVEMENTS
11	112	4TH STREET SAFETY IMPROVEMENTS
16	162	SUNNYSIDE
17	162	BUSINESS I 40 OVERLAY
		UNMAPPED PROJECTS
1	112	BIKE / PED AND SAFETY IMPROVEMENT
2	112	TRANSPORTATION PLANNING AND PROGRAMMING
3	112	RESERVE FOR TRANSPORTATION IMPROVEMENTS
6	112	TRAFFIC SIGNAL PROGRAM
8	112	HSIP PROGRAM
12	162	RESERVE FOR IMPROVEMENTS
13	162	MINOR TRANSPORTATION IMPROVEMENTS
14	162	SIDEWALK REPLACEMENT PROGRAM
15	162	STREET IMPROVEMENT PROGRAM

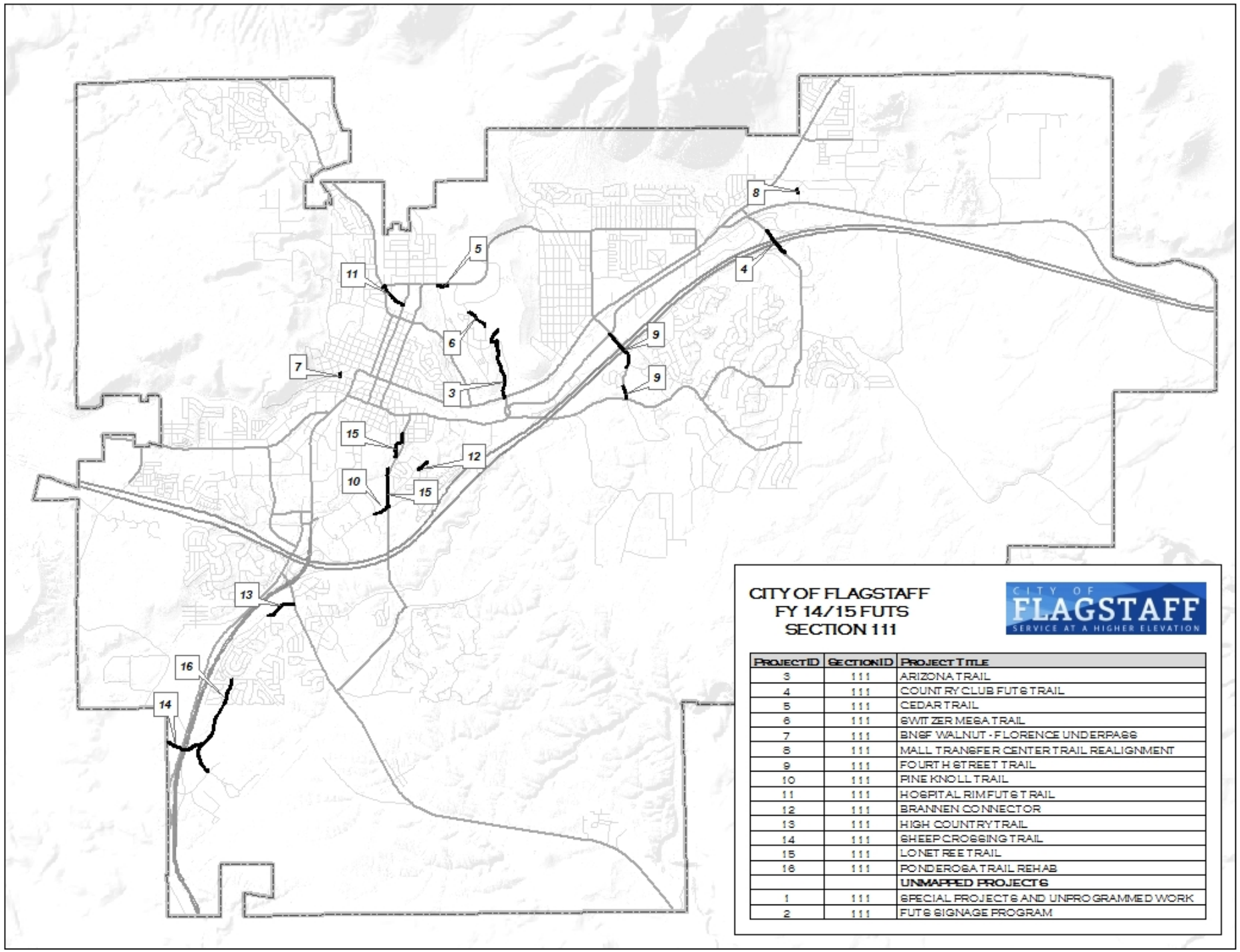
FUTS

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	111	Special Projects and Unprogrammed Work	$ -	50,000
2	111	FUTS Signage Program	4,000	4,000
3	111	Arizona Trail	168,989	169,034
4	111	Country Club FUTS Trail	-	5,000
5	111	Cedar Trail	20,000	20,000
6	111	Switzer Mesa Trail	5,000	141,350
7	111	BNSF Walnut - Florence Underpass	1,311,260	1,315,200
8	111	Mall Transfer Center Trail realignment	30,949	37,000
9	111	Fourth Street Trail	133,000	133,000
10	111	Pine Knoll Trail	10,000	10,000
11	111	Hospital Rim FUTS Trail	259,260	266,750
12	111	Brannen Connector	40,000	40,000
13	111	High Country Trail	-	280,000
14	111	Sheep Crossing Trail	-	125,000
15	111	Lonetree Trail	-	100,000
16	111	Ponderosa Trail Rehab	-	174,800
		TOTAL BBB	$ 1,982,458	2,871,134

SOURCES OF FUNDING

	SECT	PROJECT	TRANS-PORTATION	GRANTS	TOTAL
1	111	Special Projects and Unprogrammed Work	$ 50,000	-	50,000
2	111	FUTS Signage Program	-	4,000	4,000
3	111	Arizona Trail	169,034	-	169,034
4	111	Country Club FUTS Trail	5,000	-	5,000
5	111	Cedar Trail	20,000	-	20,000
6	111	Switzer Mesa Trail	141,350	-	141,350
7	111	BNSF Walnut - Florence Underpass	1,315,200	-	1,315,200
8	111	Mall Transfer Center Trail realignment	37,000	-	37,000
9	111	Fourth Street Trail	7,581	125,419	133,000
10	111	Pine Knoll Trail	10,000	-	10,000
11	111	Hospital Rim FUTS Trail	266,750	-	266,750
12	111	Brannen Connector	40,000	-	40,000
13	111	High Country Trail	280,000	-	280,000
14	111	Sheep Crossing Trail	125,000	-	125,000
15	111	Lonetree Trail	100,000	-	100,000
16	111	Ponderosa Trail Rehab	174,800	-	174,800
		TOTAL BBB	$ 2,741,715	129,419	2,871,134



CITY OF FLAGSTAFF
FY 14/15 FUTS
SECTION 111

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
3	111	ARIZONA TRAIL
4	111	COUNTRY CLUB FUTS TRAIL
5	111	CEDAR TRAIL
6	111	SWITZER MESA TRAIL
7	111	BNSF WALNUT - FLORENCE UNDERPASS
8	111	MALL TRANSFER CENTER TRAIL REALIGNMENT
9	111	FOURTH STREET TRAIL
10	111	PINE KNOLL TRAIL
11	111	HOSPITAL RIM FUTS TRAIL
12	111	BRANNEN CONNECTOR
13	111	HIGH COUNTRY TRAIL
14	111	SHEEP CROSSING TRAIL
15	111	LONETREE TRAIL
16	111	PONDEROSA TRAIL REHAB
		UNMAPPED PROJECTS
1	111	SPECIAL PROJECTS AND UNPROGRAMMED WORK
2	111	FUTS SIGNAGE PROGRAM

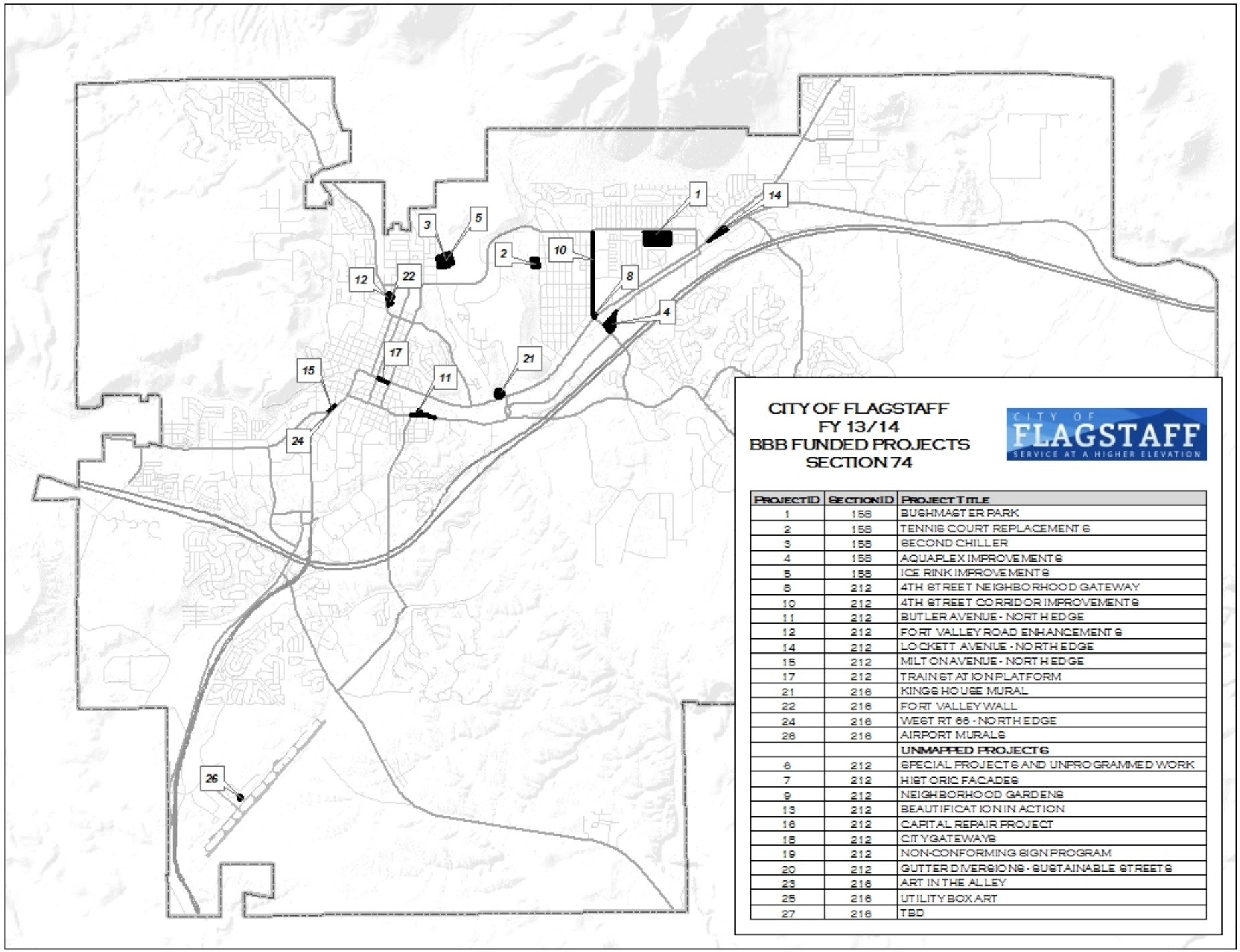
BBB

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	158	Bushmaster Park	$ -	581,460
2	158	Tennis Courts Replacements (4)	-	480,000
3	158	Second Chiller	-	250,000
4	158	Aquaplex Improvements	-	60,000
5	158	Ice Rink Improvements	-	145,000
6	212	Special Projects and Unprogrammed Work	-	60,000
7	212	Historic Facades	-	50,000
8	212	4th Street Neighborhood Gateway	169,113	169,113
9	212	Neighborhood Gardens	10,000	10,000
10	212	4th Street Corridor Improvements	1,300,000	1,537,100
11	212	Butler Avenue - North Edge	392,500	492,500
12	212	Fort Valley Road Enhancements	20,000	20,000
13	212	Beautification in Action	-	12,500
14	212	Lockett Avenue - North Edge	-	50,000
15	212	Milton Avenue - North Edge	-	20,000
16	212	Capital Repair Project	-	50,000
17	212	Train Station Platform	-	300,000
18	212	City Gateways	-	75,000
19	212	Non-Conforming Sign Program	-	80,000
20	212	Gutter Diversions - Sustainable Streets	-	100,000
21	216	Kings House Mural	-	25,000
22	216	Fort Valley Wall	-	25,000
23	216	Art in the Alley	-	50,000
24	216	West Rt 66 - North Edge	-	10,000
25	216	Utility Box Art	-	12,500
26	216	Airport Murals	-	70,000
27	216	TBD	-	8,400
		TOTAL BBB	$ 1,891,613	4,743,573

SOURCES OF FUNDING

	SECT	PROJECT	BBB	BONDS	TOTAL
1	158	Bushmaster Park	$ 581,460	-	581,460
2	158	Tennis Courts Replacements (4)	480,000	-	480,000
3	158	Second Chiller	250,000	-	250,000
4	158	Aquaplex Improvements	60,000	-	60,000
5	158	Ice Rink Improvements	145,000	-	145,000
6	212	Special Projects and Unprogrammed Work	60,000	-	60,000
7	212	Historic Facades	50,000	-	50,000
8	212	4th Street Neighborhood Gateway	169,113	-	169,113
9	212	Neighborhood Gardens	10,000	-	10,000
10	212	4th Street Corridor Improvements	1,537,100	-	1,537,100
11	212	Butler Avenue - North Edge	492,500	-	492,500
12	212	Fort Valley Road Enhancements	20,000	-	20,000
13	212	Beautification in Action	12,500	-	12,500
14	212	Lockett Avenue - North Edge	50,000	-	50,000
15	212	Milton Avenue - North Edge	20,000	-	20,000
16	212	Capital Repair Project	50,000	-	50,000
17	212	Train Station Platform	300,000	-	300,000
18	212	City Gateways	75,000	-	75,000
19	212	Non-Conforming Sign Program	80,000	-	80,000
20	212	Gutter Diversions - Sustainable Streets	100,000	-	100,000
21	216	Kings House Mural	25,000	-	25,000
22	216	Fort Valley Wall	25,000	-	25,000
23	216	Art in the Alley	50,000	-	50,000
24	216	West Rt 66 - North Edge	10,000	-	10,000
25	216	Utility Box Art	12,500	-	12,500
26	216	Airport Murals	70,000	-	70,000
27	216	TBD	8,400	-	8,400
		TOTAL BBB	$ 4,743,573	-	4,743,573



CITY OF FLAGSTAFF
FY 13/14
BBB FUNDED PROJECTS
SECTION 74

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	158	BUSHMASTER PARK
2	158	TENNIS COURT REPLACEMENTS
3	158	SECOND CHILLER
4	158	AQUAPLEX IMPROVEMENTS
5	158	ICE RINK IMPROVEMENTS
8	212	4TH STREET NEIGHBORHOOD GATEWAY
10	212	4TH STREET CORRIDOR IMPROVEMENTS
11	212	BUTLER AVENUE - NORTH EDGE
12	212	FORT VALLEY ROAD ENHANCEMENTS
14	212	LOCKETT AVENUE - NORTH EDGE
15	212	MILTON AVENUE - NORTH EDGE
17	212	TRAIN STATION PLATFORM
21	216	KINGS HOUSE MURAL
22	216	FORT VALLEY WALL
24	216	WEST RT 66 - NORTH EDGE
26	216	AIRPORT MURALS
		UNMAPPED PROJECTS
6	212	SPECIAL PROJECTS AND UNPROGRAMMED WORK
7	212	HISTORIC FACADES
9	212	NEIGHBORHOOD GARDENS
13	212	BEAUTIFICATION IN ACTION
16	212	CAPITAL REPAIR PROJECT
18	212	CITY GATEWAYS
19	212	NON-CONFORMING SIGN PROGRAM
20	212	GUTTER DIVERSIONS - SUSTAINABLE STREETS
23	216	ART IN THE ALLEY
25	216	UTILITY BOX ART
27	216	TBD

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

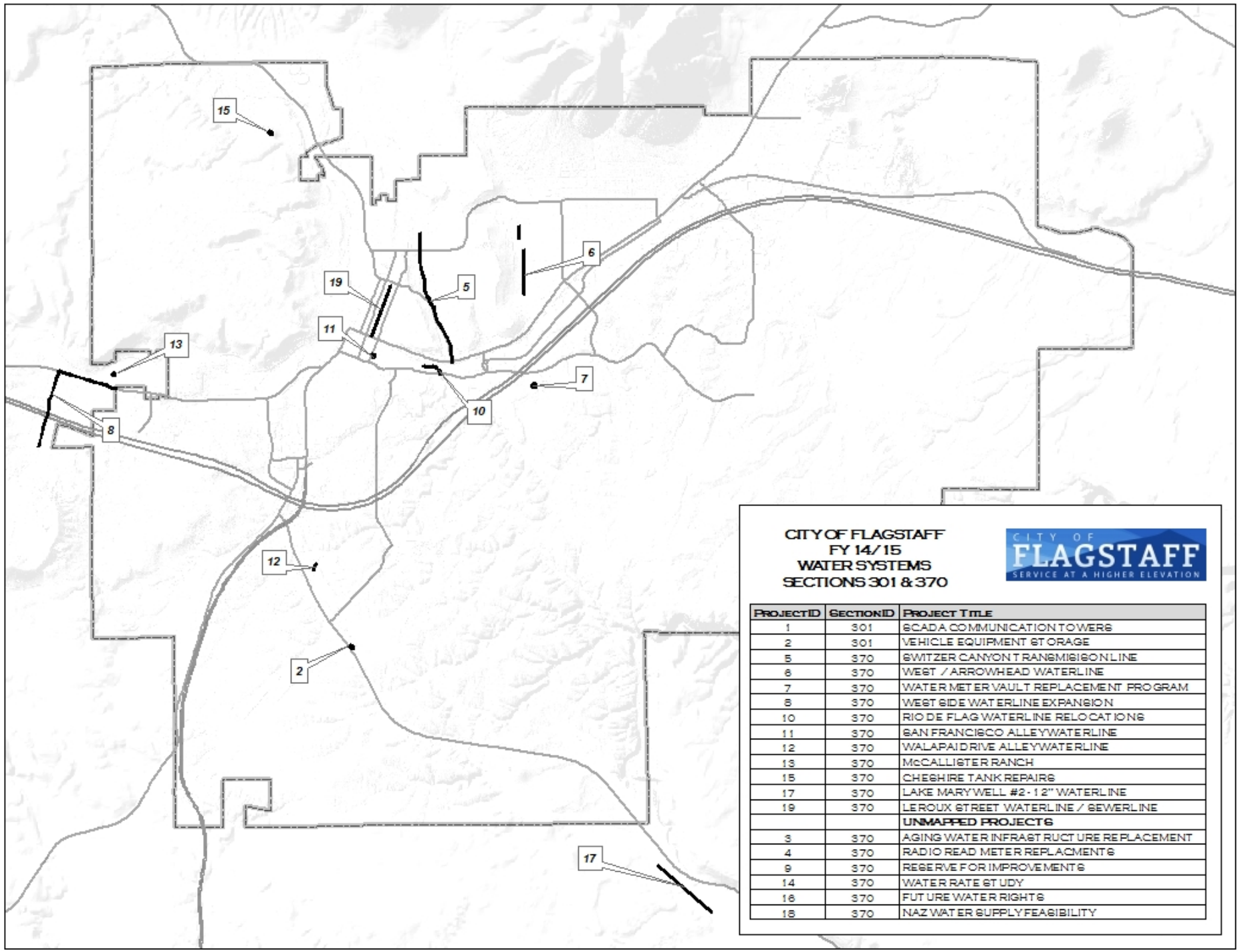
WATER

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	301	SCADA Communication Towers	$ -	225,000
2	301	Vehicle Equipment Storage	73,600	73,600
3	370	Aging Water Infrastucture Replacement	-	284,128
4	370	Radio Read Meter Replacements	50,000	350,000
5	370	Switzer Canyon Transmission Line	245,932	1,525,545
6	370	West / Arrowhead Waterline	110,433	110,433
7	370	Water Meter Vault Replacement Program	106,500	106,500
8	370	Westside Waterline Expansion	444,000	444,000
9	370	Reserve for Improvements	-	300,000
10	370	Rio de Flag Waterline Relocations	200,000	200,000
11	370	San Francisco Alley Waterline	108,702	170,960
12	370	Walapai Drive Alley Waterline	182,834	265,720
13	370	McCallister Ranch	600,000	1,050,000
14	370	Water Rate Study	148,400	148,400
15	370	Cheshire Tank Repairs	300,000	300,000
16	370	Future Water Rights	592,000	597,200
17	370	Lake Mary Well #2 - 12" Pipeline	321,000	321,000
18	370	NAZ Water Supply Feasibility	110,000	110,000
19	370	Leroux St Waterline / Sewerline	-	815,970
		TOTAL WATER	$ 3,593,401	7,398,456

SOURCES OF FUNDING

	SECT	PROJECT	OPERATING	BONDS	GRANTS	TOTAL
1	301	SCADA Communication Towers	$ 225,000	-	-	225,000
2	301	Vehicle Equipment Storage	73,600	-	-	73,600
3	370	Aging Water Infrastucture Replacement	284,128	-	-	284,128
4	370	Radio Read Meter Replacements	290,000	-	60,000	350,000
5	370	Switzer Canyon Transmission Line	1,525,545	-	-	1,525,545
6	370	West / Arrowhead Waterline	110,433	-	-	110,433
7	370	Water Meter Vault Replacement Program	106,500	-	-	106,500
8	370	Westside Waterline Expansion	444,000	-	-	444,000
9	370	Reserve for Improvements	190,000	-	110,000	300,000
10	370	Rio de Flag Waterline Relocations	200,000	-	-	200,000
11	370	San Francisco Alley Waterline	170,960	-	-	170,960
12	370	Walapai Drive Alley Waterline	265,720	-	-	265,720
13	370	McCallister Ranch	1,050,000	-	-	1,050,000
14	370	Water Rate Study	148,400	-	-	148,400
15	370	Cheshire Tank Repairs	300,000	-	-	300,000
16	370	Future Water Rights	-	597,200	-	597,200
17	370	Lake Mary Well #2 - 12" Pipeline	321,000	-	-	321,000
18	370	NAZ Water Supply Feasibility	110,000	-	-	110,000
19	370	Leroux St Waterline / Sewerline	815,970	-	-	815,970
		TOTAL WATER	$ 6,631,256	597,200	170,000	7,398,456



CITY OF FLAGSTAFF
FY 14/15
WATER SYSTEMS
SECTIONS 301 & 370

ProjectID	SectionID	Project Title
1	301	SCADA COMMUNICATION TOWERS
2	301	VEHICLE EQUIPMENT STORAGE
5	370	SWITZER CANYON TRANSMISISON LINE
6	370	WEST / ARROWHEAD WATERLINE
7	370	WATER METER VAULT REPLACEMENT PROGRAM
8	370	WEST SIDE WATERLINE EXPANSION
10	370	RIO DE FLAG WATERLINE RELOCATIONS
11	370	SAN FRANCISCO ALLEYWATERLINE
12	370	WALAPAI DRIVE ALLEYWATERLINE
13	370	McCALLISTER RANCH
15	370	CHESHIRE TANK REPAIRS
17	370	LAKE MARY WELL #2 - 12" WATERLINE
19	370	LEROUX STREET WATERLINE / SEWERLINE
		UNMAPPED PROJECTS
3	370	AGING WATER INFRASTRUCTURE REPLACEMENT
4	370	RADIO READ METER REPLACMENTS
9	370	RESERVE FOR IMPROVEMENTS
14	370	WATER RATE STUDY
16	370	FUTURE WATER RIGHTS
18	370	NAZ WATER SUPPLY FEASIBILITY

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

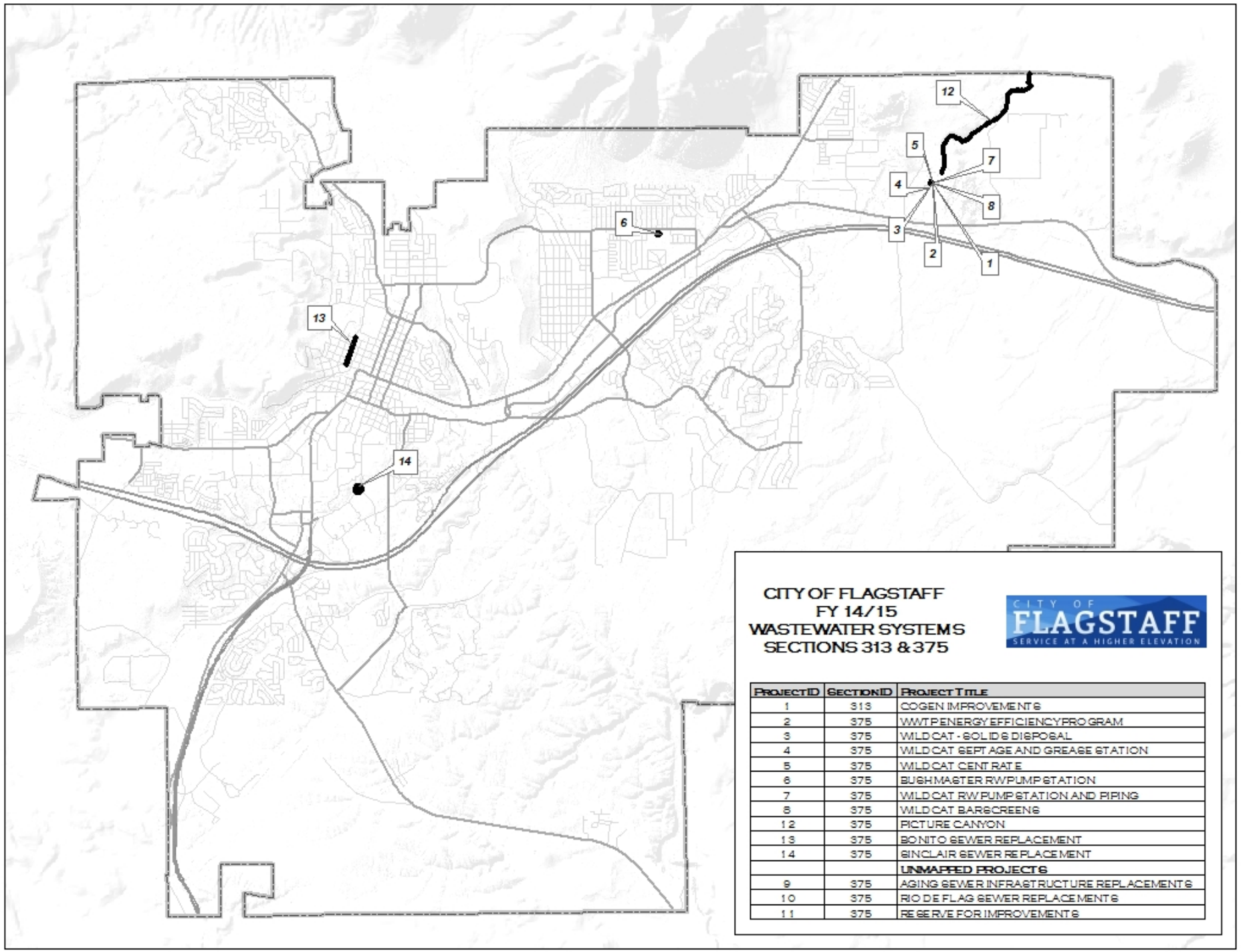
WASTEWATER

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	313	COGEN Improvements	$ -	340,000
2	375	WWTP Energy Efficiency Program	498,400	948,400
3	375	Wildcat Solids Disposal	823,000	823,000
4	375	Wildcat Septage and Grease Station	-	600,000
5	375	Wildcat Centrate	-	450,000
6	375	Bushmaster RW Pump Station	-	495,000
7	375	Wildcat RW Pump Station and Piping	-	850,000
8	375	Wildcat Bar Screens	400,000	400,000
9	375	Aging Sewer Infrastructure Replacements	347,225	430,000
10	375	Rio de Flag Sewer Replacements	242,000	242,000
11	375	Reserve for Improvements		300,000
12	375	Picture Canyon	260,000	260,000
13	375	Bonito Sewer Replacement	-	320,000
14	375	Sinclair Sewer Replacement	-	70,000
		TOTAL WASTEWATER	$ 2,570,625	6,528,400

SOURCES OF FUNDING

	SECT	PROJECT	OPERATING	GRANT	TOTAL
1	313	COGEN Improvements	$ 340,000	-	340,000
2	375	WWTP Energy Efficiency Program	948,400	-	948,400
3	375	Wildcat Solids Disposal	823,000	-	823,000
4	375	Wildcat Septage and Grease Station	600,000	-	600,000
5	375	Wildcat Centrate	450,000	-	450,000
6	375	Bushmaster RW Pump Station	495,000	-	495,000
7	375	Wildcat RW Pump Station and Piping	850,000	-	850,000
8	375	Wildcat Bar Screens	400,000	-	400,000
9	375	Aging Sewer Infrastructure Replacements	430,000	-	430,000
10	375	Rio de Flag Sewer Replacements	242,000	-	242,000
11	375	Reserve for Improvements	300,000	-	300,000
12	375	Picture Canyon	-	260,000	260,000
13	375	Bonito Sewer Replacement	320,000	-	320,000
14	375	Sinclair Sewer Replacement	70,000	-	70,000
		TOTAL WASTEWATER	$ 6,268,400	260,000	6,528,400



CITY OF FLAGSTAFF
FY 14/15
WASTEWATER SYSTEMS
SECTIONS 313 & 375

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

ProjectID	SectionID	Project Title
1	313	COGEN IMPROVEMENTS
2	375	WWTP ENERGY EFFICIENCY PROGRAM
3	375	WILDCAT - SOLIDS DISPOSAL
4	375	WILDCAT SEPTAGE AND GREASE STATION
5	375	WILDCAT CENTRATE
6	375	BUSHMASTER RW PUMP STATION
7	375	WILDCAT RW PUMP STATION AND PIPING
8	375	WILDCAT BARSCREENS
12	375	PICTURE CANYON
13	375	BONITO SEWER REPLACEMENT
14	375	SINCLAIR SEWER REPLACEMENT
		UNMAPPED PROJECTS
9	375	AGING SEWER INFRASTRUCTURE REPLACEMENTS
10	375	RIO DE FLAG SEWER REPLACEMENTS
11	375	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

AIRPORT

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	222	Sustainability Master Plan	$ -	296,508
2	222	Rehab Airport Access/Public Circulation Road	-	3,500,000
3	222	Westplex Taxiway - Rehab Phase II	1,870,127	1,870,127
		TOTAL AIRPORT	$ 1,870,127	5,666,635

SOURCES OF FUNDING

	SECT	PROJECT	GRANTS	OTHER	TOTAL
1	222	Sustainability Master Plan	$ 282,735	13,773	296,508
2	222	Rehab Airport Access/Public Circulation Road	3,337,428	162,572	3,500,000
3	222	Westplex Taxiway - Rehab Phase II	1,783,261	86,866	1,870,127
		TOTAL AIRPORT	$ 5,403,425	263,210	5,666,635

CITY OF FLAGSTAFF
FY 14/15
AIRPORT SECTION 222
CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION
ProjectID | SectionID | Project Title
1 | 222 | SUSTAINABILITY MASTER PLAN
2 | 222 | REHAB AIRPORT ACCESS / PUBLIC CIRCULATION ROAD
3 | 222 | WESTPLEX TAXIWAY - REHAB PHASE II
2
3

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

SOLID WASTE

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	165	Stormwater Infrastructure	$ 34,000	44,000
2	165	Maintenance Building	-	150,000
3	165	Alternative Liner Test Pilots	-	75,000
4	165	Paper Sludge Storage	-	500,000
5	165	Road Extension	49,000	49,000
		TOTAL SOLID WASTE	$ 83,000	818,000

SOURCES OF FUNDING

	SECT	PROJECT	OPERATING	TOTAL
1	165	Stormwater Infrastructure	$ 44,000	44,000
2	165	Maintenance Building	150,000	150,000
3	165	Alternative Liner Test Pilots	75,000	75,000
4	165	Paper Sludge Storage	500,000	500,000
5	165	Road Extension	49,000	49,000
		TOTAL SOLID WASTE	$ 818,000	818,000

CITY OF FLAGSTAFF
FY 14/15
SOLID WASTE
SECTION 165
CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION
PROJECTID | SECTIONID | PROJECT TITLE
1 | 165 | STORMWATER INFRASTRUCTURE
2 | 165 | MAINTENANCE BUILDING
3 | 165 | ALTERNATE LINER TEST PILOTS
4 | 165 | PAPER SLUDGE STORAGE
5 | 165 | ROAD EXTENSION
1
2
3
4
5

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2014-2015

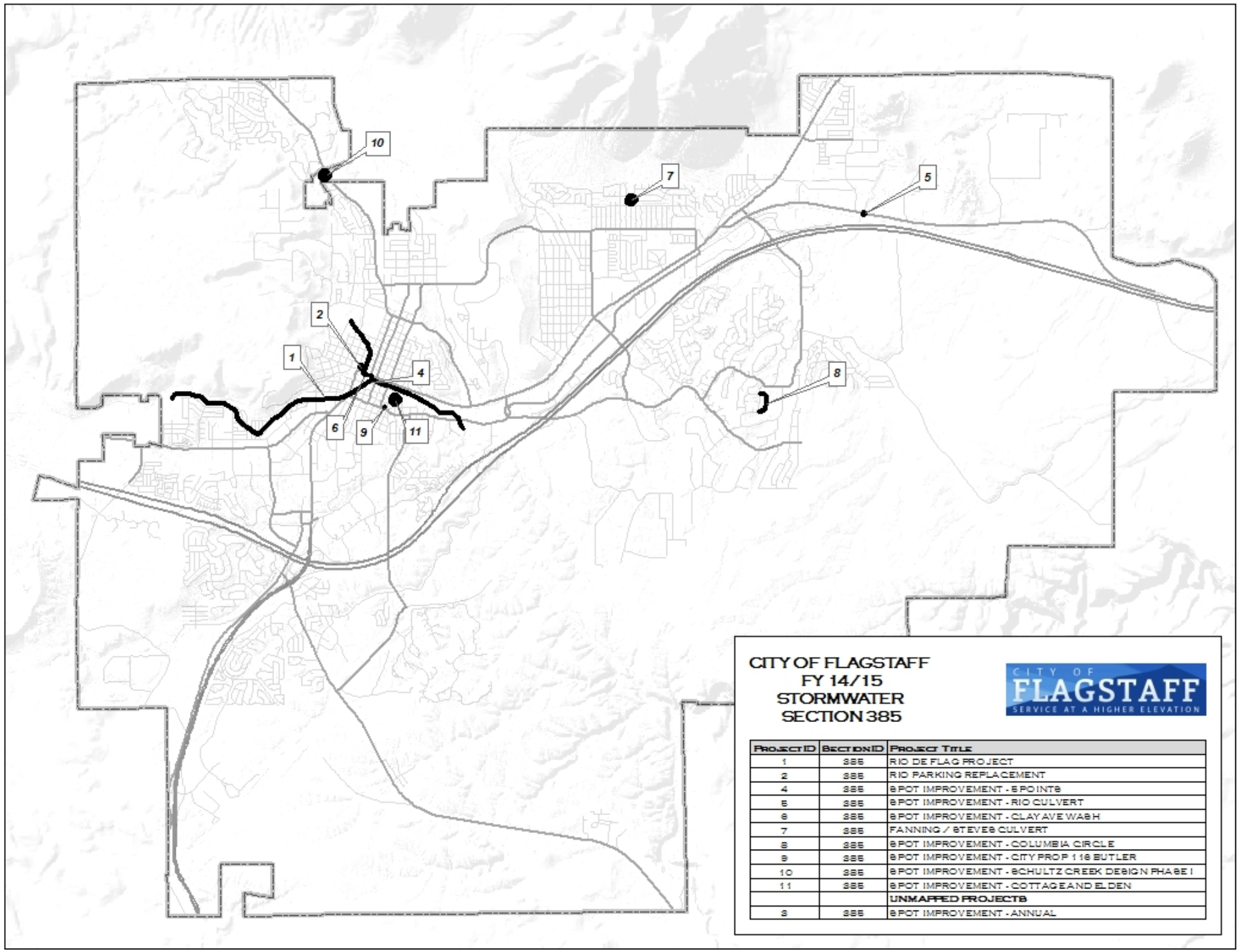
STORMWATER UTILITY

APPROPRIATIONS

	SECT	PROJECT	CARRYOVER FY 2014	BUDGET FY 2015
1	385	Rio de Flag Project	$ 2,338,796	2,338,796
2	385	Rio Parking Replacement	1,200,000	1,200,000
3	385	Spot Improvement - Annual	-	75,000
4	385	Spot Improvement - 5 Points	-	175,000
5	385	Spot Improvement - Rio Culvert	-	10,000
6	385	Spot Improvement - Clay Ave Wash	-	1,500
7	385	Spot Improvement - Fanning / Steves Culvert	-	35,000
8	385	Spot Improvement - Columbia Circle	108,550	338,000
9	385	Spot Improvement - City Prop 116 Butler	29,800	29,800
10	385	Spot Improvement - Schultz Creek Design Phase I	-	90,000
11	385	Spot Improvement - Cottage and Elden	-	30,000
		TOTAL STORMWATER UTILITY	$ 3,677,146	4,323,096

SOURCES OF FUNDING

	SECT	PROJECT	OPERATING	TOTAL
1	385	Rio de Flag Project	$ 2,338,796	2,338,796
2	385	Rio Parking Replacement	1,200,000	1,200,000
3	385	Spot Improvement - Annual	75,000	75,000
4	385	Spot Improvement - 5 Points	175,000	175,000
5	385	Spot Improvement - Rio Culvert	10,000	10,000
6	385	Spot Improvement - Clay Ave Wash	1,500	1,500
7	385	Spot Improvement - Fanning / Steves Culvert	35,000	35,000
8	385	Spot Improvement - Columbia Circle	338,000	338,000
9	385	Spot Improvement - City Prop 116 Butler	29,800	29,800
10	385	Spot Improvement - Schultz Creek Design Phase I	90,000	90,000
11	385	Spot Improvement - Cottage and Elden	30,000	30,000
		TOTAL STORMWATER UTILITY	$ 4,323,096	4,323,096



CITY OF FLAGSTAFF
FY 14/15
STORMWATER
SECTION 385

CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

Project ID	Section ID	Project Title
1	385	RIO DE FLAG PROJECT
2	385	RIO PARKING REPLACEMENT
4	385	SPOT IMPROVEMENT - 5 POINTS
5	385	SPOT IMPROVEMENT - RIO CULVERT
6	385	SPOT IMPROVEMENT - CLAY AVE WASH
7	385	FANNING / STEVES CULVERT
8	385	SPOT IMPROVEMENT - COLUMBIA CIRCLE
9	385	SPOT IMPROVEMENT - CITY PROP 116 BUTLER
10	385	SPOT IMPROVEMENT - SCHULTZ CREEK DESIGN PHASE I
11	385	SPOT IMPROVEMENT - COTTAGE AND ELDEN
		UNMAPPED PROJECTS
3	385	SPOT IMPROVEMENT - ANNUAL

FY 2015 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **FHA Office and Building Improvements:** Improvements will include replacing roof and updating kitchen components.

2. **Facilities Improvements:** Funding provided to assist in improving City facilities as it related to the Quality Infrastructure Committee. Projects to be determined.

3. **Parks and Recreation (Bushmaster Park):** 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.

4. **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.

5. **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.

6. **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.

7. **Rose Avenue:** Water and sewer replacements and full street reconstruction from Third Street to Cedar Avenue.

8. **La Plaza Vieja:** Provide for new water and sewer improvements; replace miscellaneous concrete curb, gutter, sidewalk, and valley gutters. Pavement resurfacing or apply chip seal to the neighborhood streets.

9. **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.

10. **Core Services Maintenance Facility:** Continue to pursue the addition of a new Maintenance Facility.

11. **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.

12. **Court Facility:** Budget appropriation for Municipal Courts improvements, renovations or relocation contingent on availability of funding.

STREETS/TRANSPORTATION

1. **Bike / Pedestrian and Safety Improvements:** Annual appropriation for infrastructure enhancements which provide improved safety and accessibility for bicyclists, pedestrians and vehicular traffic.

2. **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.

3. **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).

4. **West / Arrowhead Improvement:** Completion of construction of collector street improvements at West Street and Arrowhead Avenue as authorized by the local transportation tax approved in May 2000.

5. **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 BNSF right-of-way.

6. **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.

7. **Beulah Blvd / University Drive:** Upgrade the intersection to current Engineering Standards. Improvements include new curbs & gutter, sidewalks, access ramps, traffic signal, lighting, drainage, FUTS trail, landscaping, and signing & marking.

8. **HSIP Program:** The HSIP Program is a federally-funded grant program through the Flagstaff Metropolitan Organization (FMPO) under the Transportation Improvement Program (TIP). Projects are either systematic or spot specific.

9. **Soliere Avenue – Fanning Wash Crossing:** Design and construct a culvert beneath Soliere at Fanning Wash and realign the profile of the road to allow for a safe all-weather crossing at this location.

10. **Franklin Safety Improvements:** A project to install safety / traffic calming devices on Franklin Avenue. This project was initiated through public requests and process by the Transportation Commission.

11. **4th Street Safety Improvements:** A project to install safety improvements to improve the pedestrian environment along and crossing Fourth Street. Project elements include new Pedestrian Actuated Signals including raised pedestrian refuges, sidewalks, landscaped parkways, and improved lighting.

12. **Reserve for Improvements:** Annual allocation for un-programmed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

13. **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.

14. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

15. **A) Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.
    B) 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.

16. **Sunnyside:** Additional neighborhood street reconstruction.

17. **Business F 40 Overlay:** Design of crack patching and asphalt mill and overlay on approximately 9,200 LF of Frontage Road 40 in East Flagstaff.

FUTS

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 3,300 LF of aggregate FUTS Trail with rock retaining walls from Route 66 to the top of McMillan Mesa. This segment will complete 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 Pine Cliff Drive. To the east, the trail 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 and provide a new connection point to the Flagstaff Mall property for pedestrians using the Mall Transfer Center.

9. **Fourth Street Trail:** Design for missing segments of concrete trail along the west side of Fourth Street from Huntington Drive to Butler Avenue.

10. **Pine Knoll Trail:** Design and start of construction of trail planned along the north side of Pine Knoll Drive. Completes a connection between San Francisco Street and Lone Tree Road.

11. **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.

12. **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.

13. **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.

14. **Sheep Crossing Trail:** The planned trail follows an existing, well-used social trail from Pulliam Drive to Fort Tuthill south of the Ponderosa Trails Neighborhood. The trail will use an existing underpass, originally built for moving sheep herds under I-17.

15. **Lone Tree Trail:** This project will complete several missing segments of FUTS trail along Lone Tree Road between Butler Avenue and Pine Knoll Drive.

16. **Ponderosa Trail Rehab:** Rehabilitation of the existing paved FUTS trail adjacent to Pulliam Drive between the Ponderosa Trails neighborhood and Pulliam Airport.

BBB (Arts and Science, Recreation, and Beautification)

1. **Bushmaster Park:** Design and construction of park improvements, utilizing $1.1 million from a voter approved bond. These improvements will improve access to the park and provide new recreational facilities.

2. **Four (4) Tennis Courts Replacement:** Design and construction for the replacement of the existing tennis courts at the Flagstaff Recreation Center. BBB Recreation Funds will be used for this project.

3. **Second Chiller:** The second chiller will be fully connected and operational in FY15. This will include plumbing to new cooling tower and the existing glycol cooling system and the installation of a control panel.

4. **Aquaplex Improvements:** Three projects, which will consist of removal and replacement of the fake rock in pool area, installation of control access point, and the construction of a chemical storage building.

5. **Ice Rink Improvements:** HVAC improvements to address the humidity and air flow issues at the ice rink.

6. **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.

7. **Historic Facades:** A very successful program to assist property owners with preservation of historic properties, building, and signs. Distribution overseen by Historic Preservation Commission.

8. **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.

9. **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.

10. **Fourth Street Corridor Improvements:** To be determined – per the Fourth Street Corridor Study – North.

11. **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.

12. **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.

13. **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.

14. **Lockett Avenue – North Edge:** Landscaping of peninsula of Right of Way area between US 89 and Kaspar Drive.

15. **Milton Avenue – North Edge:** Landscaping at the Right of Way in front of Barnes & Noble.

16. **Capital Repair Project:** Three projects consisting of maintaining landscaping in the Crazy Bill's median, planting at Colton Community Park, and maintaining the Right of Way on Milton Road west of former Home Alternatives building.

17. **Train Station Platform:** The installation of a sub-surface drainage system under the existing brick pavers at the Visitor's Center.

18. **City Gateways:** Project addresses the aesthetics of Milton Road from Interstate 17 Northbound.

19. **Non-Conforming Sign Program:** This program would purchase non-conforming signs on condition of the installation of conforming signs to enhance the public realm.

20. **Gutter Divisions – Sustainable Streets:** Addition of diversions of street stormwater to municipal landscaped areas.

21. **Kings House Mural:** Formerly privately proposed Route 66 themed mural location. Motel donated wall for BPAC use. Commission likes location, but is considering theme in light of recent works.

22. **Fort Valley Wall:** Wall of the Fort Valley Shopping Center that faces Fort Valley Road. Large concrete wall that is often tagged. Commission discussed three-dimensional art works.

23. **Art in the Alley:** Using art to enhance downtown alleys and to discourage tagging.

24. **West Rt 66 – North Edge:** Possible art component of Beautification project at the Right of Way in front of Barnes & Noble. This project would complement Milton Avenue – North Edge project.

25. **Utility Box Art:** This project would decorate utility boxes in the community. Serves aesthetic and anti-tagging role.

26. **Airport Murals:** Pulliam Airport terminal has a series of walls on the north elevation of the main lobby space that would be ideal for a series of murals depicting Northern Arizona destinations.

27. **TBD:** Projects as designated by the City Council or via the Budget Committee.

WATER

1. **SCADA Communication Towers:** Installation of three prefabricated 80 foot SCADA Radio Communication towers at three property sites for use with the Utilities SCADA Controls system. Project will improve on the remote monitoring and controls of remote water wells and other facilities spread throughout the service area.

2. **Vehicle Equipment Storage:** Construction of equipment storage shelter fro equipment and vehicles at the Lake Mary Water Treatment Plant.

3. **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.

4. **Radio Read Meter Replacements:** Annual replacement of water meters to new style radio read meters.

5. **Switzer Canyon Transmission Line:** Replace the aging 16" CI waterline from Route 66 to the Reservoir Filtration Plant. The project will be broken up into several phases.

6. **West / Arrowhead Waterline:** Completion of construction of aging waterline in Sunnyside Neighborhood. West Street from Johnson Avenue to Aroowhead Avenue, Arrowhead Avenue from West Street to Route 66.

7. **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.

8. **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.

9. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

10. **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.

11. **San Francisco Alley Waterline:** Replace 240 feet of water and sewer mains in the alley just west of San Francisco Street, between Benton and Cottage Streets.

12. **Walapai Drive Alley Waterline:** Provide new water service connections to the residents that are connected to an aging 2" waterline in the alley adjacent to Walapai and Mohawk Drive. Install new 8" water main to improve service to residents within the Bow and Arrow neighborhood.

13. **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.

14. **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.

15. **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.

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. **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.

19. **Leroux St. Waterline / Sewer Line:** This project will design, permit and construct 3,200 feet of new 8-inch pipeline to replace aging and leaking pipeline in the City's water system. The 8-inch Cast Iron waterlines to be replaced were originally installed in 1900 are a high priority pipeline improvements contained in the Waterline Replacement Program. Through this project the City is improving water supply reliability in the downtown area as well as providing for additional in-fill development in the future.

WASTEWATER & RECLAIMED WATER

1. **Cogen Improvements:** Improvements to the Wildcat Hill co-generation unit digester gas delivery system. This project will construct new digester gas delivery system piping, gas moisture removal system, control equipment, and modifications to limited portions of the gas distribution piping. Project will increase the flow of digested gas to the existing co-generation Jenbacher engine to support operations.

2. **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.

3. **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.

4. **Wildcat Septage & Grease Station:** Installation of a new Septage and Grease Receiving Station at the Wildcat Hill WWTP facility. The project will add a grease concentrator to remove water that otherwise goes to digesters requiring additional heating and reducing solids concentration. The project would include a trash removal mechanism to reduce trash entering the digester.

5. **Wildcat Centrate:** Evaluate and implement a batch sidestream treatment process to remove ammonia and nitrogen from the centrate returning to the Wildcat Hill WWTP plant process. The Wildcat Hill WWTP solids handling process of the digested sludge results in high levels of ammonia and nitrates returning to the plant process that disrupt the plant treatment process and negatively impact the plant from meeting necessary effluent permit levels. This project will develop physical / chemical and biological options for dealing with the Centrate in order to help improve the plants effluent quality.

6. **Bushmaster – RW Pump Station:** Design and construction of new reclaim water pump station located in Bushmaster Park. This project is necessary for utility operations in order to provide more reclaim water to the reclaim water system and the Buffalo Park storage tank.

7. **Wildcat – RW Pump Station:** Replace existing reclaim water pump station at the Wildcat Hill facility. Equipment is at the end of its useful life. This project is necessary for utility operations in order to provide more reclaim water to the reclaim water system and the Buffalo Park storage tank.

8. **Wildcat Bar Screens:** Replacement of two existing bar screens at the headwork's of the Wildcat Hill facility.

9. **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.

10. **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.

11. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.

12. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

13. **Bonito Sewer Replacement:** Design and start of construction for four blocks of sewer and water improvements between Santa Fe Avenue and Elden Avenue. Includes concrete and asphalt surface improvements and stormwater drainage.

14. **Sinclair Sewer Improvement:** The project will replace approximately 200 feet of existing 30-inch sewer line that is damaged and outside the existing roadway along Sinclair Wash. The project will eliminate a sewer line backup condition and potential sanitary sewer overflow condition that exists within this area of the sewer system.

AIRPORT

1. **Sustainability Master Plan:** To assist the Airport in maintaining high and stable levels of economic growth, protect the environment while recognizing the needs of the stakeholders.

2. **Rehab Airport Access / Public Circulation Road:** This project will mill the asphalt on Pulliam drive from JW Powell to the Terminal. It includes sub-base, new asphalt, and street markings.

3. **Westplex Taxiway – Rehab Phase II:** This project is milling the asphalt around the aircraft storage area of the airport and replacing with new asphalt.

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. **Maintenance Building:** The installation of an overhead crane at the landfill maintenance building. There will also be an upgrade in the power supply to accommodate the new crane. This will allow a more efficient maintenance of onsite equipment.

3. **Alternative Liner Test Plots:** These test plots are going to help staff determine the effectiveness of using the paper sludge as an Alternative Lining/Cap at the Landfill.

4. **Paper Sludge Storage:** Staff has determined that in order to preserve enough paper sludge for use in the Alternative Lining/Cap, we will need to begin separating and storing the paper sludge. This project will prepare (excavate) a site in the Landfill where the sludge will be stored for future use.

5. **Road Extension:** Street infrastructure related to access of SCA loading area.

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 – 5 Points:** Open channel installed and extension of box culvert at the Milton and Butler intersection. This will alleviate longstanding and significant flooding in the area.

5. **Spot Improvement – Rio Culvert:** Investigation of structural integrity of culvert, located on Beaver Street, which flows into Rio de Flag.

6. **Spot Improvement – Clay Ave Wash:** Open channel installed and extension of box culvert at the Milton and Butler intersection. This will alleviate longstanding and significant flooding in the area.

7. **Spot Improvement – Fanning / Steves Culvert:** A design will be contracted to alleviate flooding through Upper Greenlaw. This will involve the construction of a new headwall inlet structure and berm.

8. **Spot Improvement – Columbia Circle:** A design will be conducted to solve residential flooding of structures and yards near Columbia Circle Drive.

9. **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.

10. **Spot Improvement – Shultz Creek Design Phase I:** A design will be contracted to create a channel from Highway 180 west to the Rio de Flag for removing 20 homes from the flood plain and alleviate major flooding.

11. **Spot Improvement – Cottage and Elden:** A drainage study will be conducted to assess the flooding problems and proposed solution in the area around Cottage and Elden.

Capital Budget Impact on the Operating Budget

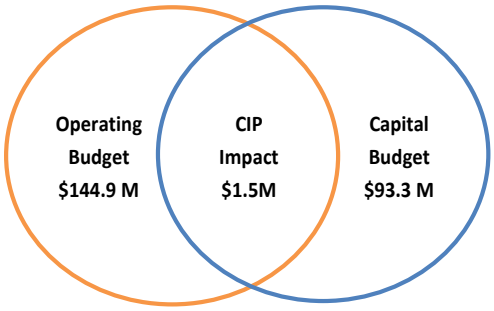
The City of Flagstaff prepares a Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life), which is prepared along with the Annual Budget and Financial Plan (focus on municipal service delivery programs which 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 2015 is estimated as indicated in the following table.

Incremental Impact of Capital Budget on Fiscal Year 2014 - 2015 Operating Budget

	FY15
New Debt Service	
General Government (General Obiligation)	$ 1,343,000
New Operations and Maintenance	
FUTS Funds	9,079
BBB Funds	17,374
Water / Wastewater Funds	62,000
Solid Waste Funds	52,000
Total	$ 1,483,453



The new FY 2015 debt service is attributed to new 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.

The table below lists the CIP projects budgeted for completion during FY 2014 – 2015 by major CIP Program area. There associated operating budget impacts will take effect the following budget year, FY2015 – 2016.

Fiscal Year 2014 - 2015 CIP Projects and Operating and Maintenance Budget Impacts		
Program and Project Name	Fund	Annual Impact
General Government Program		
Municipal Maintenance Facility	General	TBD
Court Facility	General	TBD
FUTS Program		
Arizona Trail	FUTS	2,545
Country Club FUTS Trail	FUTS	795
Cedar Trail	FUTS	66
Switzer Mesa Trail	FUTS	1,193
BNSF Walnut - Florence Underpass	FUTS	133
Fourth Street Trail	FUTS	1,442
Pine Knoll Trail	FUTS	451
Hospital Rim FUTS Trail	FUTS	1,193
Brannen Connector	FUTS	537
High Country Trail	FUTS	724
BBB		
4th Street Neighborhood Gateway	BBB Fund	6,140
Butler Avenue - North Edge	BBB Fund	6,000
Lockett Avenue - North Edge	BBB Fund	5,165
Milton Avenue - North Edge		69
Water / Wastewater		
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		
Maintenance Building	Solid Waste	10,000
Road Extension	Solid Waste	2,000
Alternative Liner Test Plots	Solid Waste	25,000
Paper Sludge Storage	Solid Waste	15,000
Total Operating Impact of FY 2014 - 2015 CIP Projects	**$**	**140,453**

A description of each project will be listed in FY 2015 Project Descriptions section.

Within the General Government Program, the operating & maintenance estimates for the Municipal Maintenance Facility and Court Facility 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 $9,079.

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 $17,374.

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 $62,000.

The Solid Waste Program has four projects that will require maintenance of street infrastructure. The projected annual impact will be $52,000.

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 2015-2016 to Fiscal Year 2018-2019

Program and Project Name	Fund	2015-2016	2016-2017	2017-2018	2018-2019	Total
General Government Program						
FUTS/Open Space Land Acquisitions	Capital Projects	$ -	-	100,400	-	$ 100,400
USGS Misc Buildings	Capital Projects	-	213,500	-	-	213,500
Innovation Mesa	Capital Projects	144,320	-	-	-	144,320
Streets Program						
Business F 40 Overlay	Transportation	15,000	-	-	-	15,000
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						
Sheep Crossing Trail	FUTS	3,608	-	-	-	3,608
Lonetree Trail	FUTS	2,248	-	-	-	2,248
Switzer Canyon Trail	FUTS	-	1,969	-	-	1,969
Schultz Pass Trail	FUTS	-	1,680	-	-	1,680
BBB						
City Gateways	BBB Fund	9,450	-	-	-	9,450
South Edge - East Route 66	BBB Fund	-	-	1,550	-	1,550
Water / Wastewater						
LM Electrical Service Upgrade	Utilities	1,200	-	-	-	1,200
Railroad Springs Resevoir #1 Repaint	Utilities	4,100	-	-	-	4,100
New Well and Pumphouse	Utilities	-	-	-	7,500	7,500
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
Airport						
Non-Revenue Parking	Airport	-	-	7,500	-	7,500
Solid Waste						
Cell Preparation Fees	Solid Waste	-	-	-	50,000	50,000
Total Operating Impacts		**$ 188,516**	**233,149**	**114,950**	**60,175**	**$ 596,790**

As shown above, a total of 21 CIP projects are projected to produce approximately $596,790 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 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-
Resources								
Debt	42,656,283	16,498,820	27,246,323	2,239,615	12,415,482	2,716,603	15,000,000	76,116,843
Grants	14,409,364	10,848,602	10,818,571	5,243,825	11,277,289	5,493,330	2,631,885	46,313,502
Pay-as-you-go	50,396,534	13,061,913	55,191,508	16,125,048	12,712,088	16,698,442	18,152,968	131,941,967
Total Resources	107,462,181	40,409,335	93,256,402	23,608,488	36,404,859	24,908,375	35,784,853	254,372,312
Expenditures								
General Government	68,940,783	24,209,040	49,244,926	2,624,176	12,415,482	2,716,603	12,000,000	103,210,227
Streets/Transportation	11,321,601	6,187,208	11,662,182	8,247,075	2,985,700	7,781,900	7,455,353	44,319,418
Flagstaff Urban Trails System	3,446,341	321,526	2,871,134	1,255,223	575,000	375,000	475,000	5,872,883
BBB: Arts & Science	233,400	-	200,900	225,000	128,400	65,000	65,000	684,300
BBB: Recreation	-	-	1,516,460	-	-	-	-	1,516,460
BBB: Streetscape	2,619,360	436,015	3,026,213	762,500	587,500	687,500	677,500	6,177,228
Utilities: Water	6,710,560	2,607,418	7,398,456	3,300,000	2,975,000	5,222,000	6,194,000	27,696,874
Utilities: Wastewater	3,366,867	1,325,432	5,183,400	3,500,000	3,860,000	2,025,000	1,933,000	17,826,832
Utilities: Reclaimed Water	-	-	1,345,000	-	-	-	-	1,345,000
Airport	5,835,127	4,004,000	5,666,635	3,259,514	11,842,777	5,750,372	400,000	30,923,298
Solid Waste	108,000	108,000	818,000	110,000	710,000	10,000	6,310,000	8,066,000
Stormwater Utility	4,880,142	1,210,696	4,323,096	325,000	325,000	275,000	275,000	6,733,792
Total Expenditures	107,462,181	40,409,335	93,256,402	23,608,488	36,404,859	24,908,375	35,784,853	254,372,312
Ending Balance	$ -	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
General Government								
General Fund								
Redevelopment	$ 145,000	-	145,000	-	-	-	-	145,000
Solar Panel Project	4,000,000	4,000,000	-	-	-	-	-	4,000,000
Brownfield Assessement	418,500	418,500	281,500	-	-	-	-	700,000
Property Purchase / Improvement	1,000,000	1,000,000	-	-	-	-	-	1,000,000
FHA Building Improvements	-	-	50,000	-	-	-	-	50,000
Facilities Improvements	-	-	480,000	-	-	-	-	480,000
Capital Projects Bond Funded								
Fire Stations	-	2,609	-	-	-	-	-	2,609
FUTS / Open Space Land Acquisition	1,163,845	1,223,461	1,076,094	214,716	415,482	716,603	-	3,646,356
USGS Misc Buildings	-	-	-	-	10,000,000	-	10,000,000	20,000,000
Innovation Mesa	1,074,250	579,059	7,228,509	409,460	-	-	-	8,217,028
Observatory Mesa	12,020,000	12,166,844	-	-	-	-	-	12,166,844
2010 Street / Utility Projects								
S. Beaver / S. Leroux Street	2,130,650	1,575,615	-	-	-	-	-	1,575,615
Dodge Avenue	10,667	-	-	-	-	-	-	-
Rose Avenue	1,449,260	161,100	1,429,000	-	-	-	-	1,590,100
Coco / Elden / Humphrey	-	17,508	-	-	-	-	-	17,508
La Plaza Vieja	1,957,236	2,105,935	5,000	-	-	-	-	2,110,935
Cedar Avenue	676,375	783,618	-	-	-	-	-	783,618
Parks and Recreation	1,100,000	34,791	1,085,000	-	-	-		1,119,791
Watershed Protection Project	1,500,000	120,000	1,919,823	2,000,000	2,000,000	2,000,000	2,000,000	10,039,823
Court Facility	12,000,000	-	7,250,000	-	-	-	-	7,250,000
Core Services Maintenance Facility	28,295,000	20,000	28,295,000	-	-	-	-	28,315,000
Total General Government	$ 68,940,783	24,209,040	49,244,926	2,624,176	12,415,482	2,716,603	12,000,000	103,210,227

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Streets / Transportation								
Streets - HURF								
Street Improvement Program	$ 2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	12,876,000
Street Improvement Program - 1X funding	1,450,000	1,277,018	822,982	-	-	-	-	2,100,000
Sunnyside	850,000	-	850,000	-	-	-	-	850,000
Minor Transportation Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement Program	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Business F 40 Overlay	-	4,070	190,800	1,259,200	-	-	-	1,454,070
Transportation Tax Funded								
West / Arrowhead Improvement	4,821,575	2,047,795	2,119,100	110,000	-	-	-	4,276,895
Traffic Signal Program	445,000	21,340	423,660	477,000	-	512,000	-	1,434,000
Reserve for Transportation Improvements	159,500	159,500	167,500	175,900	184,700	193,900	203,600	1,085,100
Bike / Ped and Safety Improvement	669,526	200,000	121,000	125,000	125,000	125,000	125,000	821,000
Transportation Planning and Programming	90,000	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Beulah Blvd / University Drive	-	-	1,500,000	1,350,000	-	4,525,000	-	7,375,000
Industrial Drive - Huntington to Purina	575,000	58,885	2,267,140	2,173,975	-	-	-	4,500,000
Butler / 4th Intersection Reconstruction	-	-	-	-	-	-	3,235,753	3,235,753
Fourth Street Bridge / I-40 Design	-	-	-	-	-	-	350,000	350,000
HSIP Program	-	67,600	79,000	75,000	75,000	75,000	75,000	446,600
Country Club / Oakmont	-	-	-	-	-	-	1,115,000	1,115,000
Soliere Avenue - Fanning Wash Crossing	-	-	250,000	-	-	-	-	250,000
Franklin Safety Improvements	-	-	250,000	-	-	-	-	250,000
4th Streeet Safety Improvements	-	-	270,000	-	250,000	-	-	520,000
Beulah Blvd / University Drive Public Infra. Contro	-	-	-	150,000	-	-	-	150,000
Total Streets / Transportation	$ 11,321,601	6,187,208	11,662,182	8,247,075	2,985,700	7,781,900	7,455,353	44,319,418

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 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	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUTS Signage Program	95,000	45,250	4,000	-	-	-	-	49,250
Arizona Trail	283,438	114,449	169,034	-	-	-	-	283,483
Country Club FUTS Trail	3,500	6,778	5,000	-	-	-	-	11,778
Cedar Trail	20,000	-	20,000	-	-	-	-	20,000
Switzer Mesa Trail	5,000	-	141,350	-	-	-	-	141,350
BNSF Walnut - Florence Underpass	1,315,200	3,940	1,315,200	-	-	-	-	1,319,140
Florence - Walnut Underpass	530,223	439	-	530,223	-	-	-	530,662
Mall Transfer Center Trail Realignment	33,934	2,985	37,000	-	-	-	-	39,985
Fourth Street Trail	683,286	11,729	133,000	-	-	-	-	144,729
Pine Knoll Trail	50,000	8,456	10,000	-	-	-	-	18,456
Hospital Rim FUTS Trail	266,760	7,500	266,750	-	-	-	-	274,250
Brannen Connector	40,000	-	40,000	-	-	-	-	40,000
High Country Trail	70,000	70,000	280,000	-	-	-	-	350,000
Sheep Crossing Trail	-	-	125,000	200,000	-	-	-	325,000
Lonetree Trail	-	-	100,000	250,000	-	-	-	350,000
Ponderosa Trail Rehab	-	-	174,800	-	-	-	-	174,800
Switzer Canyon Trail	-	-	-	225,000	300,000	-	-	525,000
Shultz Pass Trail	-	-	-	-	150,000	-	-	150,000
Lake Mary Road Trail	-	-	-	-	-	-	225,000	225,000
Little America Trail	-	-	-	-	-	-	150,000	150,000
Marshall Trail	-	-	-	-	75,000	325,000	-	400,000
Walnut Canyon West Trail	-	-	-	-	-	-	50,000	50,000
Total FUTS Fund	$ 3,446,341	321,526	2,871,134	1,255,223	575,000	375,000	475,000	5,872,883

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CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
BBB FUNDS								
Arts and Science								
Rendezvous Sulpture	$ 200,000	-	-	200,000	-	-	-	200,000
Kings House Mural	-	-	25,000	-	-	-	-	25,000
Fort Valley Wall	-	-	25,000	-	-	-	-	25,000
Art in the Alley	-	-	50,000	-	-	-	-	50,000
West Rt 66 - North Edge	-	-	10,000	-	-	-	-	10,000
Utility Box Art	-	-	12,500	-	-	-	-	12,500
Airport Murals	-	-	70,000	-	-	-	-	70,000
TBD	-	-	8,400	-	-	-	-	8,400
East Flagstaff Gateway	33,400	-	-	-	58,400	-	-	58,400
Vision Flagstaff	-	-	-	25,000	25,000	65,000	65,000	180,000
Route 66 FUTS Rest Area	-	-	-	-	45,000	-	-	45,000
	233,400	-	200,900	225,000	128,400	65,000	65,000	684,300
BBB Recreation								
Bushmaster Park	-	-	581,460	-	-	-	-	581,460
Four (4) Tennis Courts	-	-	480,000	-	-	-	-	480,000
Second Chiller	-	-	250,000	-	-	-	-	250,000
Aquaplex Improvements	-	-	60,000	-	-	-	-	60,000
Ice Rink Improvements	-	-	145,000	-	-	-	-	145,000
	-	-	1,516,460	-	-	-	-	1,516,460
Beautification								
Streetscape								
Special Projects & Unprogrammed Work	50,000	50,000	60,000	50,000	50,000	50,000	50,000	310,000
Historic Facades	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Neon Corridor	-	20,000	-	-	-	-	-	20,000
4th Street Neighborhood Gateway	184,360	15,247	169,113	-	-	-	-	184,360
Neighborhood Gardens	20,000	5,000	10,000	-	-	-	-	15,000
Butler Medians Phase III	352,500	225,768	-	-	-	-	-	225,768
4th Street Corridor Improvements	1,300,000	-	1,537,100	100,000	100,000	100,000	100,000	1,937,100
Visitor Center Route 66 Planter	-	25,000	-	-	-	-	-	25,000
Arts Incubator Façade Contribution	125,000	-	-	-	-	-	-	-
Milton Signs	100,000	20,000	-	-	-	-	-	20,000
Beautification in Action	12,500	12,500	12,500	12,500	12,500	12,500	12,500	75,000
Butler Avenue - North Edge	400,000	7,500	492,500	-	-	-	-	500,000
Fort Valley Road Enhancements	25,000	5,000	20,000	-	-	-	-	25,000
Lockett Avenue - North Edge	-	-	50,000	-	-	-	-	50,000
Milton Avenue - North Edge	-	-	20,000	-	-	-	-	20,000
Capital Repair Project	-	-	50,000	-	-	-	-	50,000
Train Station Platform	-	-	300,000	-	-	-	-	300,000
City Gateways	-	-	75,000	325,000	-	-	-	400,000
Non-Conforming Sign Program	-	-	80,000	25,000	25,000	25,000	25,000	180,000

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FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
BBB FUNDS								
Beautification								
Streetscape (continued)								
Gutter Diversions - Sustainable Streets	-	-	100,000	100,000	100,000	-	-	300,000
Urban Forest	-	-	-	50,000	50,000	50,000	50,000	200,000
US 89 Medians	-	-	-	50,000	150,000	-	-	200,000
South Edge - East Route 66	-	-	-	-	50,000	150,000	-	200,000
Vision Flagstaff - Future Projects	-	-	-	-	-	250,000	390,000	640,000
	2,619,360	436,015	3,026,213	762,500	587,500	687,500	677,500	6,177,228
Total BBB FUNDS	$ 2,852,760	436,015	4,743,573	987,500	715,900	752,500	742,500	8,377,988

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CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 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	$ 195,000	65,000	300,000	300,000	300,000	300,000	300,000	1,565,000
Future Water Rights	624,000	32,000	597,200	-	-	-	-	629,200
Aging Water Infrastructure Replacement	451,741	-	284,128	1,000,000	2,200,000	2,832,000	2,832,000	9,148,128
Radio Read Meter Replacements	100,960	50,960	350,000	300,000	300,000	340,000	340,000	1,680,960
Water Meter Vault Replacement Program	120,000	13,500	106,500	-	-	-	-	120,000
Rio de Flag Waterline Relocations	200,000	-	200,000	-	-	200,000	222,000	622,000
San Francisco Alley Waterline	117,000	8,298	170,960	-	-	-	-	179,258
Lake Mary Land Acquisition	-	-	-	-	-	1,400,000	-	1,400,000
McCallister Ranch	900,000	300,000	1,050,000	-	-	-	-	1,350,000
Lake Mary Well #2 - 12" Pipeline	332,000	11,000	321,000	-	-	-	-	332,000
LM Electrical Service Upgrade	-	-	-	300,000	-	-	-	300,000
Water System Master Plan	120,000	120,000	-	-	-	150,000	-	270,000
Switzer Canyon Transmission Line	1,546,259	1,300,327	1,525,545	-	-	-	-	2,825,872
West / Arrowhead Waterline	330,000	219,567	110,433	-	-	-	-	330,000
SCADA Master Plan	20,000	20,000	-	-	-	-	-	20,000
SCADA Control Upgrades	80,000	80,000	-	-	-	-	-	80,000
Water Plant Efficiency Project	97,000	97,000	-	-	-	-	-	97,000
NAZ Water Supply Feasibility	300,000	190,000	110,000	-	-	-	-	300,000
Water Rate Study	150,000	1,600	148,400	-	175,000	-	-	325,000
Vehicle Equipment Storage	77,600	4,000	73,600	-	-	-	-	77,600
Westside Waterline Expansion	450,000	6,000	444,000	-	-	-	-	450,000
Cheshire Tank Repairs	300,000	-	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	199,000	16,166	265,720	-	-	-	-	281,886
SCADA Communication Towers	-	-	225,000	-	-	-	-	225,000
AWIR - Leroux St Waterline / Sewerline	-	72,000	815,970	1,200,000	-	-	-	2,087,970
	6,710,560	2,607,418	7,398,456	3,300,000	2,975,000	5,222,000	6,194,000	27,696,874

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CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Water/Wastewater								
Wastewater								
Picture Canyon	290,500	30,500	260,000	-	-	-	-	290,500
Westside Interceptor Improvements	-	-	-	500,000	-	-	-	500,000
Sewer / Reclaimed Water Master Plan	104,200	104,200	-	-	-	125,000	-	229,200
Rio Plant - Replace UV System	-	-	-	-	1,400,000	-	-	1,400,000
WWTP Energy Efficiency Program	301,400	103,000	948,400	950,000	650,000	-	-	2,651,400
Wildcat - Barscreens	414,000	14,000	400,000	-	-	-	-	414,000
Wildcat - Replacement Grit Pumps	-	-	-	150,000	-	-	-	150,000
Wildcat - Solids Disposal	1,130,000	307,000	823,000	-	-	-	-	1,130,000
Wildcat - Septage & Grease Station	-	-	600,000	-	-	-	-	600,000
Wildcat - Centrate	-	-	450,000	-	-	-	-	450,000
Wildcat - Primary Pump Station	-	-	-	300,000	-	-	-	300,000
Aging Sewer Infrastructure Replacements	484,225	137,000	430,000	368,600	1,300,000	1,300,000	1,300,000	4,835,600
Rio de Flag Sewer Relocates	242,000	-	242,000	-	-	300,000	333,000	875,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	210,000	-	-	210,000
East Flag Shop Improvements	30,000	30,000	-	-	-	-	-	30,000
Hillside Sewer Replacement	255,542	333,542	-	-	-	-	-	333,542
Bonito Sewer Replacement	-	81,190	320,000	931,400	-	-	-	1,332,590
Sinclair Sewer Replacement	-	70,000	70,000	-	-	-	-	140,000
Cogen Improvements	-	-	340,000	-	-	-	-	340,000
Reserve for Improvements	115,000	115,000	300,000	300,000	300,000	300,000	300,000	1,615,000
	3,366,867	1,325,432	5,183,400	3,500,000	3,860,000	2,025,000	1,933,000	17,826,832
Reclaimed Water								
Wildcat - RW Pump Station	-	-	850,000	-	-	-	-	850,000
Bushmaster - RWP Pump Station	-	-	495,000	-	-	-	-	495,000
	-	-	1,345,000	-	-	-	-	1,345,000
Total Water and Wastewater	$ 10,077,427	3,932,850	13,926,856	6,800,000	6,835,000	7,247,000	8,127,000	46,868,706

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FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 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
Runway Rehab / Reconstruction	-	-	-	3,259,514	-	-	-	3,259,514
Westplex Taxiway - Rehab Phase II	5,595,127	3,725,000	1,870,127	-	-	-	-	5,595,127
Apron Rehab	240,000	279,000	-	-	-	-	-	279,000
Airport Heliport	-	-	-	-	-	1,750,372	-	1,750,372
Future Projects - Pavement Marking	-	-	-	-	-	-	400,000	400,000
Sustainability Master Plan	-	-	296,508	-	-	-	-	296,508
Update Master Plan	-	-	-	-	350,000	-	-	350,000
Rehab Airport Access / Public Circulation Road	-	-	3,500,000	-	-	-	-	3,500,000
Land Acquisitions FY19	-	-	-	-	6,715,000	-	-	6,715,000
Total Airport	$ 5,835,127	4,004,000	5,666,635	3,259,514	11,842,777	5,750,372	400,000	30,923,298

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FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Solid Waste								
Maintenance Building	$ -	-	150,000	-	-	-	-	150,000
Stormwater Infrastructure	34,000	34,000	44,000	10,000	10,000	10,000	10,000	118,000
Road Extension	49,000	49,000	49,000	-	-	-	-	98,000
Cell Preparation Fees	-	-	-	-	-	-	6,300,000	6,300,000
Sub-Surface Geo Physical Study	25,000	25,000	-	-	-	-	-	25,000
Alternative Liner Test Plots	-	-	75,000	-	-	-	-	75,000
Paper Sludge Storage	-	-	500,000	-	-	-	-	500,000
South Borrow Pit Design / Roads / Scales	-	-	-	100,000	700,000	-	-	800,000
Total Solid Waste	$ 108,000	108,000	818,000	110,000	710,000	10,000	6,310,000	8,066,000

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FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Stormwater Utility								
Spot Improvement - Annual	$ 75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Spot Improvement - 5 Points	-	-	175,000	-	-	-	-	175,000
Spot Improvement - Rio Culvert	-	-	10,000	-	-	-	-	10,000
Spot Improvement - East Rt 66 Culvert	250,000	250,000	-	-	-	-	-	250,000
Spot Improvement - Fanning / Steves Culvert	-	-	35,000	-	-	-	-	35,000
Spot Improvement - Clay Ave Wash	-	10,400	1,500	-	-	-	-	11,900
Spot Improvement - Columbia Circle	129,000	20,450	338,000	-	-	-	-	358,450
Spot Improvement - City Prop 116 Butler	32,500	-	29,800	-	-	-	-	29,800
Spot Improvement - Shultz Creek Design Phase I	-	-	90,000	250,000	-	-	-	340,000
Spot Improvement - 10 Bundled Projects	462,000	462,000	-	-	-	-	-	462,000
Spot Improvement - Cottage and Elden	-	-	30,000	-	250,000	-	-	280,000
Spot Improvement - Spruce Ave Wash-Linda Vista	-	-	-	-	-	200,000	-	200,000
Spot Improvement - Spruce Ave Wash-Dortha Inlet	-	-	-	-	-	-	200,000	200,000
Rio De Flag Project	2,731,642	392,846	2,338,796	-	-	-	-	2,731,642
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	1,200,000
Total Stormwater Utility	$ 4,880,142	1,210,696	4,323,096	325,000	325,000	275,000	275,000	6,733,792

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2015- 2024

The following is a list of projects that currently do not have a funding source and therefore are unfunded
Revised 06/23/2014

GENERAL GOVERNMENT

Police Department		
Police Admin. Facility Expansion	$	2,650,000
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
		565,000
Municipal Facilities		
Municipal Courts Facility		8,000,000
Downtown Parking Garage		25,000,000
City Hall Annex		3,750,000
Records Storage Facility		250,000
City Hall Main Entry Redesign		500,000
		37,500,000
Total General Government		**43,215,000**

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
Wheeler Park Re-Design Phase I	1,100,000
	107,576,800
Cemetery	
Cemetery Entrance at Lone Tree/Woodlans	706,520
	706,520

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2015- 2024

Recreation		
Aquaplex Expansion - 25 meter	$	6,000,000
Competitive Lap Pool - 50 meter		20,000,000
Enclosed Tennis Courts/Flag Rec Center		1,000,000
Snow Play Area		5,640,000
Girls Softball Facility		TBD
Flagstaff Recreation Center Expansion		TBD
Second Sheet of Ice at Jay Lively Activity Center		TBD
Special Events Facility/Venue		TBD
		32,640,000
Total Public Works		**195,923,320**

TRANSPORTATION

Priority		
1	Fourth St./I-40 Overpass & Roadway	10,000,000
2	J. Wesley Powell Blvd - Pine Canyon to S. Fourth St.	25,000,000
3	Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
4	J. Wesley Powell Blvd - Airport to L. Mary Rd.	8,000,000
	Lone Tree Corridor	
5	Rte 66 to Butler Ave	50,000,000
6	Pine Knoll to J Wesley Powell Blvd	47,900,000
7	Sawmill to Pine Knoll	TBD
8	Steves Blvd. / Lakin Realignment	1,550,000
9	Old Walnut Canyon Road Paving	1,700,000
10	Milton Rd. Corridor Improvements (ADOT Partnership)	13,000,000
11	Riordan Ranch St. Backage Rd.	2,000,000
12	Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
13	Woody Mtn Loop - Rte 66 to I-17	28,000,000
14	I-17/Woody Mtn Rd Traffic Interchange	23,300,000
15	E. Butler Ave Extension to Section 20	15,000,000
16	Empire Ave. Extension to E. Rte 66	10,700,000
17	Lockett Road, Fourth to Fanning Reconstruction	3,700,000
18	Beaver, Columbus to Cherry Reconstruction	2,000,000
19	Ponderosa Parkway Improvements	TBD
		258,850,000
	Total Transportation	**258,850,000**

ECONOMIC VITALITY

Community Design/Streetscape	
N. Fourth St. Corridor Improvements	18,000,000
	18,000,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2015- 2024

Airport Capital		
Airport Terminal Access Road Reconstruction - Pulliam Dr	$	3,160,000
		3,160,000
Community Investment		
Visitor Center/Train Station Remodel		100,000
		100,000
Total Economic Vitality		**21,260,000**

URBAN TRAILS

Bow & Arrow Trail - Lone Tree to AZ Trail	75,000
Downtown Underpass	550,000
Linda Vista Trail - Linda Vista to Winifred Ranch Trail	175,000
Santa Fe West Trail - Clay Ave. to Railroad Springs	200,000
Santa Fe West Trail - Walnut to Rio	1,050,000
Woodlands Trail - Rte 66 to Santa Fe West	200,000
	2,250,000
Total Urban Trails	**2,250,000**

UTILITIES

Water	
Water Capital Improvement (370)	
Lake Mary Watershed Forest Thinning	1,000,000
Zone C+ Realignment pipeline project -Eliminate Amberwood Booster station	220,000
Replace PRV 4 Zone A at Linda Vista	140,000
Upgrade PRV 3 Cedar Turquoise	100,000
Fort Tuthill 16" waterline Loop -County	500,000
30" Dia Transmission Waterline replacement-Woody Mountain Wellfield to Woodlands Village 17,000 LF	4,250,000
Handheld Readers	75,000
Water Loadout Facility	200,000
JW Powell to 4th Street Transmission Line	1,500,000
Replace Inner Basin Water line 3 Miles	3,960,000
Woody Mountain Clarifier Improvements	400,000
Lake Mary Raw Water Pump Station	250,000
Lake Mary Treatment Plant Improvements	6,500,000
Inner Basin Water Treatment Plant Filter upgrades	2,500,000
LM WTP 2&4 Pitless Adapters	120,000
WTP Replace switchgear at Woody Mtn. Wells 6 & LM#4	150,000
WTP Groundwater Rule Measurement Equipment	75,000
Water Security Monitoring Program qty 8	100,000
Video Surveillance (water production facilities)	300,000
Lake Mary WTP treatment basin upgrades	1,000,000
Lake Mary WTP Flocculator Drive Assemblies	350,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2015- 2024

Water Capital Improvement (370) (continued)		
Lake Mary Well #7 & 9 Rehab	$	250,000
Precast Concrete Structures at Paradise & X-mas Tank sites		75,000
Upgrade Existing Wellhouses-Annual 1 per yr		150,000
Red Gap Ranch drill 10 proving wells		1,350,000
Red Gap Pump test of wells		9,000,000
Red Gap Pipeline & Wellfield Final Design		3,300,000
Red Gap Environmental Impact Study & Statement		9,000,000
Red Gap ROW Acquisition		4,050,000
Red Gap Construction		250,000,000
		300,865,000
		601,730,000

Wastewater

Wastewater Capital Improvement (375)	
Permanent Solids Disposal at Wildcat Hill WWTP	
Design of Solids Handling Facility New sludge thickening, dewatering facilities	4,430,000
Wildcat Hill WWTP	
Carbon storage and feed system	318,000
Post anoxic zone	2,152,000
Initial anaerobic zone	1,440,000
Improve baffling and weirs at secondary clarifiers	480,000
Third Digester	3,000,000
Odor Scrubber Media Replacement	450,000
Jenbacher top end rebuild	260,000
Plant influent isolation valve and vault and actuator	275,000
Plant HRS distribution system	310,000
VFD and PUMP replacements for our Primary Effluent pump station	300,000
Rio De Flag WRP - Blower Replacement	1,400,000
WCH & Rio HVAC system replacements	250,000
Wildcat Screenings Monster	150,000
WW SCADA Improvements	975,000
WW Treatment Plant Expansion-Engineering Design	4,000,000
WW Treatment Plant Expansion-Land Acquisition/permitting	2,000,000
RW 20" Transmission Line - 8" Bottleneck	2,500,000
Reclaim Storage - 2 MG Storage Reservoir at Buffalo park	2,200,000
Westside Interceptor Improvements-Reimbursement for WL Gore	1,500,000
Interceptor upsize and replacement- I-40 to Wildcat Hill Treatment Plant	1,600,000
Sunnyside Phase VII sewer main replacements	2,810,000
Continental Reclaim Line replacement	2,000,000
	34,800,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2015- 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 Ave 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 Mtn 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 Dr. Street Drainage Improvements		120,000
13	Mobile Haven		575,861
14	N. Sunset Drainage Improvements		TBD
15	Flag Truckstop		149,000
16	Leroux Ave. Storm Drain Upgrade		30,000
			21,180,957
	Total Utilities		**356,845,957**
	TOTAL UNFUNDED PROJECTS	**$**	**878,344,277**

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FLAGSTAFF ATTRACTIONS 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 Airport
9 Flagstaff Chamber of Commerce
10 Flagstaff City Hall
11 Flagstaff Convention and Visitors Bureau Administration Office*
12 Flagstaff Main Library
13 Flagstaff Mall and The Marketplace
14 Flagstaff Medical Center
15 Flagstaff Police Department
16 Fort Tuthill County Park
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 Hotel Monte Vista*
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 VISITOR CENTER

One E. Route 66, Flagstaff, AZ 86001 | 800.842.7293 | 928.213.2951 | visitorcenter@flagstaffaz.gov

Open Monday-Saturday 8 a.m.-5 p.m., Sunday 9 a.m.-4 p.m. Closed Thanksgiving, Christmas and New Year's Day.

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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-six 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	42.2	15.3	2.04
February	44.9	18.0	1.98
March	50.3	22.4	2.01
April	58.6	28.0	1.23
May	68.0	34.3	0.60
June	78.0	41.8	0.44
July	81.6	51.0	2.53
August	79.0	49.8	2.76
September	73.5	41.9	1.92
October	63.4	31.4	1.47
November	51.6	22.5	1.60
December	43.3	16.6	2.03
(average)	61.2	30.9	20.47

Source: Western Regional Climate Center (Jan. 1893-May 2014)

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	2013
Flagstaff	52,894	65,870	67,502
Coconino County	116,320	134,421	135,695
Arizona	5,130,632	6,392,017	6,581,054

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 2014
Telecom	230
Publishing	43
Job Printing	51
Restaurants/Bars	378
Amusements	49
Commercial Rental	699
TPP Rental	552
Contracting	2,191
Retail	3,849
Advertising	61
Hotel/Motel	158
Franchise	132
BBB	523
Service Related (Business Licenses)	1,594
Total Liceneses	10,510

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total retail sales generated by Flagstaff businesses reached $3.35 billion in FY 2014.

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	2013*
(Annual Average)			
Civilian Labor Force	34,589	76,599	70,378
Unemployed	1,582	6,819	5,584
Unemployment Rate	4.5%	8.9%	7.9%

*Source: Bureau of Labor Statistics, *Dec 2013*

Growth Indicators	2000	2010	2014
Business Licenses	5,440	9,762	10,510
Retail Sales	1,238,195,104	1,787,828,409	2,061,700,450
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, 1 magnet school, and 2 high schools. In addition to the public school system, there are 9 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 33 associate degrees and 21 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2013, enrollment was 4,394 students (1,405 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 2013, NAU offered 87 Bachelor, 48 Master, and 10 Doctorate along with 38 Undergraduate and 26 Graduate certificates. Top enrollment for its 26,606 students (19,320 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 1,500-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 4,000 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 Pepsi 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	5

Other Facilities:	
Arboretum	1
Art Galleries	13
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	1 1/4 Hours
Lake Powell, AZ	2 1/2 Hours
Nogales, AZ	4 3/4 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	3/4 Hour
Tucson, AZ	4 Hours
Albuquerque, NM	4 3/4 Hours
El Paso, TX	8 1/4 Hours
Las Vegas, NV	4 Hours
Los Angeles, CA	7 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 2013

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 17,147,023	2.20%
W L Gore & Associates, Inc.	Manufacturer	12,851,171	1.88%
Nestle Purina Petcare Company	Distribution/Retail	4,603,873	0.67%
Qwest Corporation	Utility	4,034,349	0.63%
Wal-Mart Stores, Inc.	Shopping Center	3,546,846	0.48%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	3,235,942	0.45%
Unisource Energy Corporation	Utility	2,422,510	0.31%
BNSF Railway Company	Railroad	2,371,683	0.31%
Ridge at Clear Creek LLC	Real Estate	2,247,343	0.30%
Walgreens Arizona Drug Co	Distribution	2,226,561	0.30%
Total Principal Taxpayers		$ 54,687,301	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
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
2013	1.5497	4.8712	0.4927	0.7847	7.6983

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
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	10.4460
2014	1.0000	0.7210	2.0000	1.1250	5.6000	10.4460

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	664.00
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, 2014	
Merit System	515
Exempt	167
Temporary	244
Elected Officials	7
Total Payroll for the Year Ending 2014:	$ 40,845,809

Fire Protection	
Number of Stations	6
Number of Employees (FTE) FY 2014	86.00

Police Protection	
Number of Employees (FTE) FY 2015	169
Number of Employees (FTE) FY 2014	169
Number of Calls for Service per 12/31/2013	47,508
Ave. Patrol Officers for 24 hour period	27.1
Vehicular Patrol Units	27
Coconino County Jail Prisoner Capacity	477

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	134
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 May 2014	
Number of Registered Voters	28,069
Number of Votes Cast	7,079
% of Registered Voters that Voted	25.22%

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	5

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	9,843
Charter	2,651
Northern Arizona University	
Flagstaff Campus	19,320
All Locations	26,606
Coconino Community College	
Full-Time	1,405
Part-Time	2,989

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax

Retail Sales Last 10 Fiscal Years:

2014	$ 2,061,700,450
2013*	1,865,322,500
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

Total Sales Tax Revenue (All Categories) for Fiscal Year 2013 $ 15,210,634

*Beginning in FY13, the City changed its Gross Income calculations for retail sales due to internal sales tax reporting changes / re-categorizations.

Utility Enterprise

Total Active Accounts on June 30, 2014	
Water	19,961
Single Family Average	
Gallons/Household/Month	5,022
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	26
Reservoirs	9
Reclaimed Reservoirs	1

Population

Census Population Count

2013**	67,502
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 A G.O. Projects	2014 B G.O. Refunding
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	2.000	-
2017	4.182	2.400	2.000	-	4.000	1.625	1.500	-
2018	4.402	2.400	3.500	-	4.000	1.750	1.500	-
2019	4.502	2.400	3.500	-	3.500	2.000	1.750	3.00/4.00
2020	4.602	2.400	2.750	-	3.750	3.000	2.000	4.000
2021	-	2.400	-	-	-	2.000	2.000	5.000
2022	-	-	-	-	-	4.000	2.250	5.000
2023	-	-	-	-	-	4.000	4.000	-
2024	-	-	-	-	-	4.000	5.000	-
2025	5.215	-	-	-	-	4.000	3.000	-
2026	-	-	-	-	-	3.000	3.000	-
2027	-	-	-	-	-	3.000	4.500	-
2028	-	-	-	-	-	3.000	4.500	-
2029	-	-	-	-	-	-	4.500	-
2030	5.480	-	-	-	-	-	4.000	-
2031	-	-	-	-	-	-	4.000	-
2032	-	-	-	-	-	-	4.000	-
2033							4.000	
2034							4.000	
2035							4.000	

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

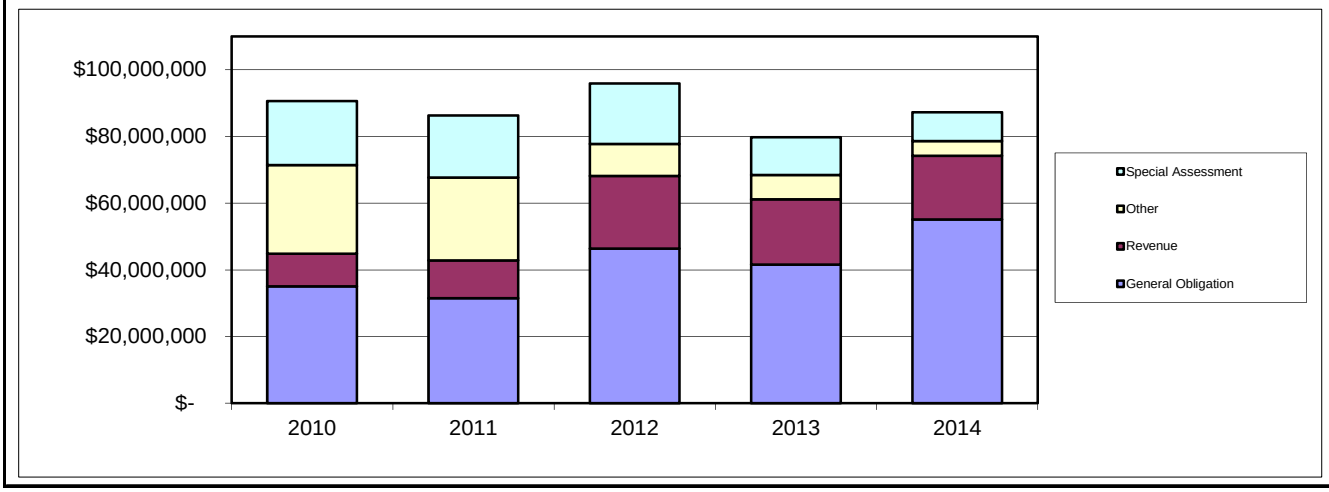
Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2004	61,270	$ 464,257,886	$ 30,967,902	$ 3,920,000	$ 27,047,902	6%	$ 441.45
2005	61,145	501,655,440	26,784,064	3,915,000	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
2013	67,502	765,276,651	48,787,587	4,731,930	44,055,657	6%	652.66

(1) Arizona Department of Economic Security projected population increases except 2010, which are official census figures.

(2) From County Assessors Office.

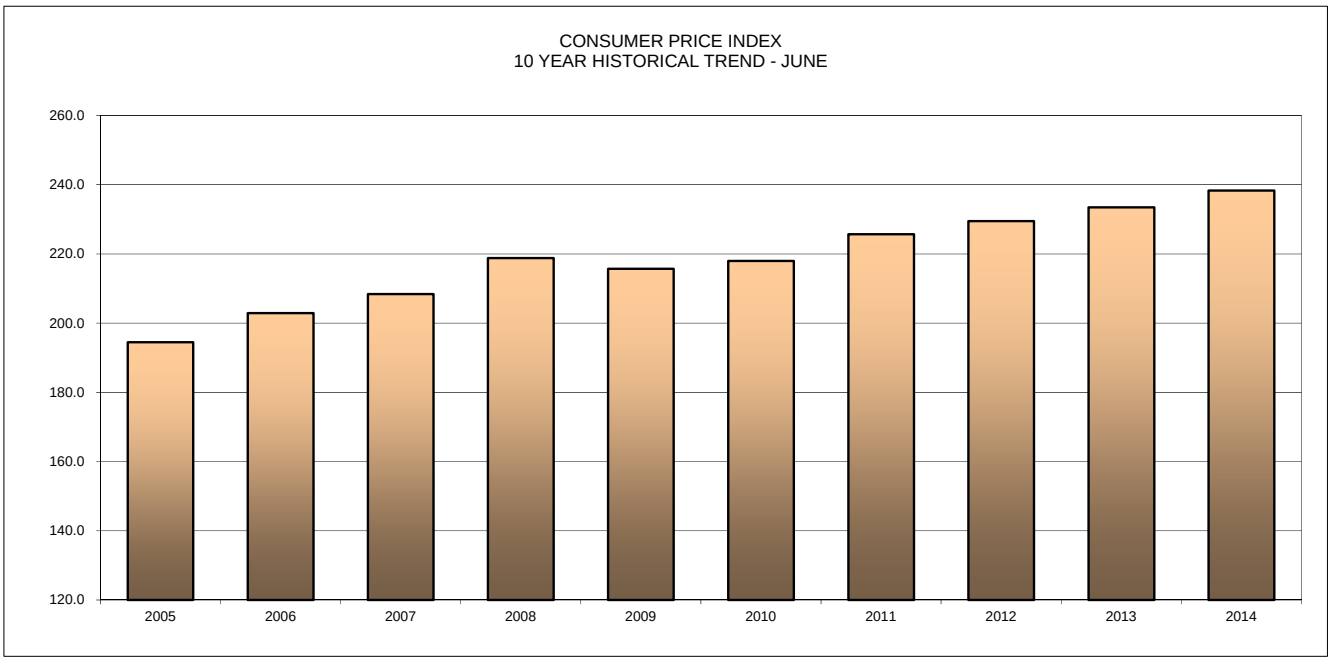
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

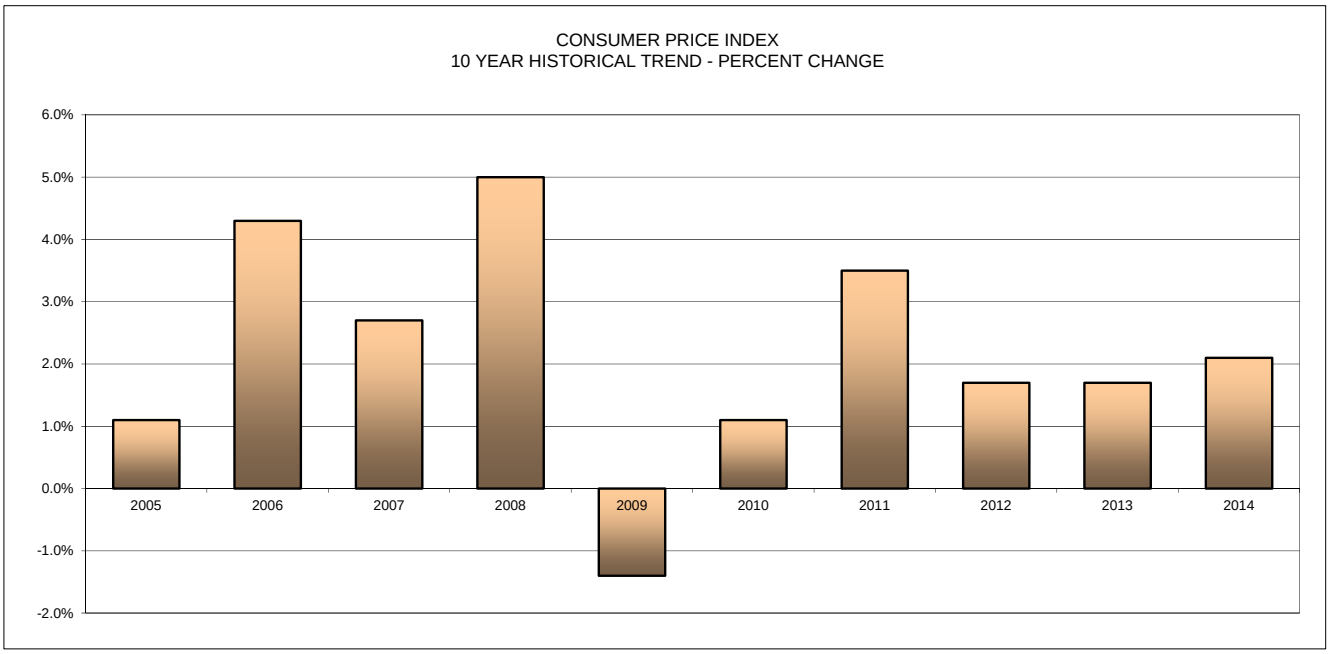
	2010	2011	2012	2013	2014
General Obligation	$ 35,105,000	31,555,000	46,366,115	41,573,736	55,092,587
Revenue	9,783,234	11,278,908	21,758,785	19,587,483	19,129,606
Other	26,585,000	24,850,000	9,595,000	7,285,000	4,415,000
Special Assessment	19,169,000	18,615,000	18,130,000	11,362,000	8,605,000
Total Bonds Payable	$ 90,642,234	86,298,908	95,849,900	79,808,219	87,242,193



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
June	194.5	202.9	208.4	218.8	215.7	218.0	225.7	229.5	233.5	238.3
Percent Change	1.1%	4.3%	2.7%	5.0%	-1.4%	1.1%	3.5%	1.7%	1.7%	2.1%





Source: Tax, Licensing, and Revenue Section

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
CITY MANAGER						
Admin Assistant	0	0	0	1	0	1
Admin Specialist	0.5	0	0	0	0	0
Assistant to City Mgr	0	0	0	0	0	1
Assistant to City Mgr (Communications)	1	1	1	1	0	1
Assistant to City Mgr (Real Estate)	0.75	1	1	1	0	1
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	0	0	1	1	0	1
City Records Technician	1	1	0	0	0	0
Deputy City Clerk	0.875	0.875	1	1	0	1
Deputy City Clerk (Funded in FY11)	0.125	0	0	0	0	0
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1.25	1	0	0	0	0
Executive Assistant	1	1	2	2	0	1
Intern	0	0.25	0.25	0.25	0	0.25
Mgmt Assistant (Funded in FY11 & FY12)	1	0.67	0	0	0	0
Total	11.5	10.795	10.25	11.25	0	11.25
CITY CLERK						
City Clerk	Transfer	0	0	0	0	0
City Records Technician	Transfer	0	0	0	0	0
Deputy City Clerk	Transfer	0	0	0	0	0
Executive Admin Assistant	Transfer	0	0	0	0	0
Total	0	0	0	0	0	0
CAPITAL IMPROVEMENTS						
Admin Specialist	1	1	Transfer	0	0	0
Capital Improvements Engineer	2	1	1	1	0	1
Project Manager	8	6	6	6	0	6
Total	11	8	7	7	0	7
HUMAN RESOURCES						
Admin Assistant	1	1	1	0	0	0
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	1	1	1	1	0	1
Human Resources Analyst	0.75	1.75	1.75	2.75	0	2.75
Human Resources Benefit Spec.	1	1	1	0	0	0
Human Resources Generalist	1	1	2	1	0	1
Human Resources Recruiter	0	0	0	1	0	1
Human Resources Recrt Spec	0.5	0	0	0	0	0
Human Resources Supervisor	0	0	0	1	0	1
Total	6.25	6.75	7.75	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
LAW						
Admin Assistant	1.75	1.5	1.75	1.75	0	1.75
Admin Asst (Funded in FY12)	0	0.25	0	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	3	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	0	1	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	3	2	3	3	0	3
Senior Ass't City Attorney (Funded in FY11)	1	0	0	0	0	0
Total	14.75	13.75	13.75	13.75	0	13.75

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
INFORMATION TECHNOLOGY						
Division Director (IT)	1	1	1	1	0	1
IT Adminstrator	1	1	3	2	0	2
IT Analyst	4	4	3	4	0	4
IT Manager	2	2	2	2	0	2
IT Services Supervisor	1	1	1	1	0	1
IT Specialist	1	1	1	2	0	2
IT Technician	2	2	2	1	1	2
System Administrator	1	1	0	0	0	0
Total	13	13	13	13	1	14
MANAGEMENT SERVICES						
Admin Assistant	Transfer	0	0	0	0	0
Admin Specialist	1	1	1	1	0	1
Division Director (Mgmt Services)	1	1	1	1	0	1
Financial Systems Analyst	0	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Procurement Specialist	0	0	3	3	0	3
Senior Procurement Specialist	3	3	0	0	0	0
Warehouse Technician	1	1	1	1	0	1
Total	7	8	8	8	0	8
REVENUE						
Accounts Specialist	1	1	0	0	0	0
Admin Assistant	5	5	5	5	-1	4
Admin Specialist	2	2	2	2	0	1
Admin Spclst Supervisor	1	1	0	0	0	0
Auditor I	1	0	0	0	0	0
Auditor II	1	1	1	1	0	1
Billing Specialist	0	0	1	1	0	2
Collections Specialist	2	2	2	2	0	2
Customer Srvc Manager	0	0	1	1	0	1
Meter Reader	3.25	0	0	0	0	0
Meter Reader (Funded in FY11)	0.75	0	0	0	0	0
Meter Reader Supervisor	1	0	0	0	0	0
Meter Technician Supervisor	0	1	1	1	0	1
Meter Technician	0	3.25	2.25	2.25	1	3.25
Meter Technician II	0	0	1	1	0	1
Revenue Director	1	1	1	1	0	1
Sales Tax Manager	1	1	0	0	0	0
Tax Licensing & Revenue Mgr	0	0	1	1	0	1
Total	20	18.25	18.25	18.25	0	18.25
FINANCE						
Account Clerk I	1	1	1	1	0	1
Accountant	0	0	3	3	0	3
Accountant I	3	3	0	0	0	0
Accounts Specialist	1	1	1	1	0	1
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	2	0	2
Grants Specialist	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Payroll Assistant	1	1	1	1	0	0
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	0	0	0	0	0	1
Total	12	12	12	12	0	12
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	1	1	1	1	0	1
Division Director (CD)	1	1	1	1	0	1
Total	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
PLANNING & DEVELOPMENT SERVICES						
Admin Specialist	1	1	1	1	0	1
Associate Planner	0	0	0	1	0	1
Building Inspector	5	5	5	5	0	5
Building Official	1	1	1	1	0	1
Building Plans Examiner	3	2	2	2	1	3
Code Complance Officer I	0	0	Transfer	1	0	1
Code Compliance Officer II	0	0	Transfer	1	0	1
Code Compliance Officer II (Funded in FY11)	1	0	0	0	0	0
Code Compliance Manager	1	1	1	1	0	1
Comprehensive Planning and Code Administrator	0	0	0	1	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	Transfer	0	0	0
Inspection Supervisor	1	1	1	1	0	0
Neighborhood Planner	1	1	1	0	0	0
Planning Development Mgr.	3	3	3	4	0	4
Planning Director	1	1	1	1	0	1
Planning Techician	0	0.5	0	0	0	0
Senior Construction Inspector	0	0	0	0	0	1
Volunteer Coordinator	0	0	0	Transfer	0	0.48
Zoning Code Administrator	1	1	1	0	0	0
Zoning Code Manager (Funded thru in FY13)	1	1	1	0	0	0
Total	24	22.5	22	24	1	25.48
ENGINEERING						
Admin Specialist	0	Transfer	1	1	0	1
Assistant City Engineer	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Inspector	0	0	0	0	0	3
Construction Manager	1	1	1	1	0	1
Engineering Inspector	5	4	3	3	0	0
Engineering Specialist	0	0	1	1	0	1
Engineering Technician III	1	1	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Intern	0	0	0.5	0.5	0	0.5
Materials Tech I	2	2	2	2	-2	0
Project Manager	4	4.7	4.7	5	0	5
Traffic Engineer	1	1	1	1	0	1
Total	17	16.7	17.2	17.5	-2	15.5
COMMUNITY INVESTMENT						
Admin Specialist	0	0	0	0	0	1
Admin Spclst Leadworker	1	1	1	1	0	0
Brownfield Specialist	1	1	0	0	0	0
Community Design & Redevelopment Mgr	1	1	1	1	0	1
Community Design & Redevel. Project Admin.	0	1	1	1	0	1
Community Planner	1	0	0	0	0	0
Division Director (Economic Vitality)	1	1	1	1	0	1
Manager of Enhanced Svcs Dist (Eff 2010-13)	1	1	1	0	0	0
Total	6	6	5	4	0	4
HOUSING						
Admin Specialist	1	1	1	0	0	0
Homeownership Program Manager	0	0	0	1	0	1
Housing & Grants Adm. (Grant Fnd)	1	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Housing Rehab Specialist	0	0	0	1	0	1
Housing Specialist	0	0	0	1	0	1
Community Housing/Neigh Planner	1	1	1	0	0	0
Permanent Afford Adm (Grant Fnd)	1	1	1	0	0	0
Total	5	5	5	5	0	5

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
FIRE						
Admin Specialist	2	2	2	2	0	2
Deputy Fire Chief	2	1	1	1	0	1
Division Director (Fire Chief)	1	1	1	1	0	1
Fire Battalion Chief	3	3	3	3	0	3
Fire Captain	21	21	21	21	0	21
Fire Captain (Funded in FY11)	3	0	0	0	0	0
Fire Engineer	18	21	21	21	0	21
Fire Engineer (Funded in FY11)	3	0	0	0	0	0
Fire Fighter	29	31	31	30	0	30
Fire Fighter - Temp	0	0	0	1	0	1
Fire Fighter (Funded in FY11)	4	0	0	0	0	0
Fire Inspector	0	0	1	1	0	1
Fire Inspector II	2	1	0	0	0	0
Fire Marshall	0	1	1	1	0	1
Fuel Manager	0	0	0	0	0	0
Fuel Mgt. Crew Member	0	0	0	0	0	0
Fuel Mgt. Leadworker	0	0	0	0	0	0
Training Coordinator (FY2015 - FY2017)	0	0	0	0	1	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Mgt Crew Mmbr (Grt Funded)	1	0	0	0	0	0
Wildland Fire Specialist I (Funded in FY11)	1	0	0	0	0	0
Wildland Fire Specialist I (Grant Funded)	0	1	0	0	0	0
Wildland Fire Supervisor	0	0	1	1	0	1
Wildland Fire Leadworker (Grant Funded)	1	1	0	0	0	0
Wildland Fire Firewise Specialist	0	0	1	1	0	1
Total	92	85	85	85	1	86
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	1	2	2	2	0	2
Dispatch Admin Call Taker (Funded in FY11)	1	0	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 911 Coordinator	0	0	0	0	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	22
Police Emerg Comm Speclst Sup.	5	5	5	5	0	5
Police Lieutenant	4	4	4	4	0	4
Police Officer	66	65	65	62	0	66
Police Officer (Funded in FY12)	0	1	0	0	0	0
Police Records Supervisor	1	1	1	1	0	1
Police Sergeant	12	12	12	12	0	14
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	1	0	1
Total	156	156	155	153	0	159
POLICE GRANTS						
Admin Specialist	1	1	1	1	0	1
Police Officer	10	14	14	14	0	8
Police Sergeant	1	1	1	1	0	1
Total	12	16	16	16	0	10
PUBLIC WORKS ADMINISTRATION						
Admin Specialist	0.5	0.5	0	0	0	0
Division Director (Public Works)	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Total	2.5	2.5	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
PARKS						
Maintenance Worker - Temps	3.2	3.46	4.69	7.91	-1	6.91
Maintenance Worker	21	21	21	21	0	21
Maintenance Worker Leadworkers	2	2	2	2	0	2
Public Works Manager (Parks)	1	1	1	1	0	1
Total	27.2	27.46	28.69	31.91	-1	30.91
FLEET SERVICES						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	0	1	1	1	0	1
Mechanic I	3	3	3	2	0	2
Mechanic II	4	4	4	4	0	4
Mechanic III Leadworker	2	2	2	2	0	1
Mechanic Supervisor	0	0	0	0	0	1
Public Works Manager (Fleet)	1	1	1	1	0	1
Service Writer	1	0	0	0	0	0
Welder	1	1	1	1	0	0
Welder/Technician	0	0	0	0	0	1
Total	13	13	13	12	0	12
FACILITIES MAINTENANCE						
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
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	0	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Recreation Coord. I	5.5	5.5	0	0	0	0
Recreation Coordinator II	5	5	0	0	0	0
Recreation Program Coordinator	0	0	9.5	9.5	0	9.5
Recreation Services Director	0	1	1	1	0	1
Recreation Supervisor	1	1	6	6	0	6
Recreation Supt.	1	0	0	0	0	0
Recreation Temporaries	37.91	39.31	36.15	35.08	0	35.08
Recreation Temporaries (Grant Funded)	0	0.29	0.29	0.29	-0.29	0
Senior Recreation Coordinator	6	6	0	0	0	0
Total	59.66	61.35	56.19	54.12	-0.29	53.83
CITY COURT						
Collection Specialist	1	1	1	1	0	1
Court Finance Specialist	0	0	0.75	0.8	0	0.8
Court Info Systems Coordinator	1	1	1	1	0	1
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	6.75	7.75	6.75	8.25	0	8.25
Court Judicial Specialist (Funded in FY11)	1	0	0	0	0	0
Court Services Supervisor	1.75	1.75	2	1	0	1
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	1	1	0	0	0	0
Division Director (Court)	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1.63	1.63	1.63	1	0	1
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1.5	1.5	1.5	1	0	1
Pro-Tem Magistrate	0.55	0.55	0.55	1.3	0	1.3
Warrant Officer	2	2	2	2	0	2
Total	25.18	25.18	24.18	24.35	0	24.35

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
LIBRARY - CITY						
Admin Specialist	1.63	2	2	2	0	2
Librarian	2	2	2	2	1	3
Library Assistant I	12.12	11.89	12.21	12.14	-1.1	0
Library Assist. I (temp)	3	3	3	3	0	0
Library Assistant II	3	2	2	0	0	0
Library Cataloging Assistant	1	1	1	1	0	0
Library Clerk I	6.13	5.94	6.7	5.76	0	5.76
Library Clerk I (temp)	3.75	3.75	3.18	3.18	0	3.18
Library COE Aide	0.25	0.25	0	0	0	0
Library Director	1	1	1	1	0	1
Library IT Analyst	0	1	1	1	0	1
Library Inf. Tech. Coord.	2	0	0	0	0	0
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Specialist	0	0	0	1.19	1	13.46
Library Specialist (temp)	0	0	0	0	0	2.77
Library Supervisor	1	2	2	4	0	5
Network Administrator	1	1	1	1	0	1
Total	43.88	42.83	43.09	43.27	0.9	44.17
LIBRARY - COUNTY						
Application Support Specialist II	1	1	1	1	0	1
Librarian	0	0	0	1	0	1
Library Assistant I	4.63	5.13	4.81	1	0	0
Library Clerk I	1.25	1.44	1.5	0	0	0
Library IT Manager	0	1	1	1	0	1
Library Specialist	0	0	0	1.25	0	2.25
Library Supervisor	0	0	0	2.88	0	2.88
Total	6.88	8.57	8.31	8.13	0	8.13
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	2.97	3.52	0	3.52
Equipment Operator	15	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. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Public Works Manager (Streets)	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Streets Leadworker	3	3	3	3	0	3
Traffic Signal Technician Ass't	1	1	1	1	0	1
Total	36.31	36.31	34.97	35.52	0	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 Development Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
TOURISM						
Admin Specialist	1	1	1	1	0	1
Creative Services Leadworker	0	0	0	0	1	1
Creative Services Specialist	0	0	2	2	0	2
CVB Director	1	1	1	1	0	1
Marketing & Public Relations Manager	1	1	1	1	0	1
Publication Specialist	2	2	0	0	0	0
Public Relations Associate	1	1	0	0	0	0
Public Relations Specialist	0	0	1	1	0	1
Sales Associate	2	2	0	0	0	0
Sales Specialist	0	0	2	2	0	2
Total	8	8	8	8	1	9
TOURISM-VISITOR CENTER						
Admin Asst	2.99	1.99	1.99	2.43	0	2.43
Admin Asst (Funded in FY11)	0.76	0	0	0	0	0
Admin Specialist	0.5	1.5	1.5	1.5	0	1.5
Visitor Center Manager	1	1	1	1	0	1
Total	5.25	4.49	4.49	4.93	0	4.93
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	Transfer
Project Manager	1	0	0	0	0	0
Utilities Engineering Manager	1	1	1	1	0	Transfer
Utilities Management Analyst	0	0	0	Transfer	0	1
Utilites Operations Section Head	0	0	Transfer	1	0	1
Utilities Plan Reviewer	1	1	1	1	0	Transfer
Utilities Program Manager	1	1	1	1	0	Transfer
Water Resource Manager	1	1	1	1	0	Transfer
Total	9	8	8	9	0	5
WATER RESOURCE MGMT						
Utilities Program Manager	0	0	0	Transfer	0	1
Water Resource Manager	0	0	0	Transfer	0	1
Total	0	0	0	0	0	2
UTILITY ENGINEERING		0				
GIS System Analyst	0	0	0	Transfer	0	1
Utilities Engineering Manager	0	0	0	Transfer	0	1
Utilities Plan Reviewer	0	0	0	Transfer	0	1
Total	0	0	0	0	0	3
REGULATORY COMPLIANCE						
Regulatory Compliance Manager	0	0	0	0	1	1
Industrial Waste Inspector	0	0	0	Transfer	0	2
Industrial Waste Supervisor	0	0	0	Transfer	0	1
Laboratory Specialist	0	0	0	Transfer	0	1
MSW - Laboratory	0	0	0	Transfer	0	2
MSW - Plant Tech	0	0	0	Transfer	0	1
Plant Specialist	0	0	0	Transfer	0	1
Total	0	0	0	0	1	9

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
LAKE MARY WATER PLANT						
Instrumentation/Electrical Spec	1	1	1	1	0	1
Laboratory Specialist	1	1	1	1	0	Transfer
Maintenance Specialist	1	1	1	1	0	1
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	1	1	0	Transfer
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	9
WATER DISTRIBUTION SYSTEM						
Field Services Manager	1	1	1	Transfer	0	0
Maintenance Worker	1	1	1	1	0	0
MSW - Water Services Tech	10	10	10	10	0	11
Water Services Specialist	1	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	14	14	14	13	0	13
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	0	0	0
Instrumentation/Electrical Spec	0	1	1	1	0	1
MSW - Operations	0	2	2	2	0	2
MSW - Plant Tech	6	4	4	6	0	5
Plant Specialist	4	3	3	3	0	2
Wastewater Treatment Manager	1	1	1	1	0	1
Total	12.5	12.5	12.5	13	0	11
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	Transfer
Industrial Waste Supervisor	1	1	1	1	0	Transfer
Total	3	3	3	3	0	0
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	1	0	0	0	0	0
MSW - Laboratory Tech	1	1	1	1	0	Transfer
MSW - Plant Tech	1	2	2	2	0	2
Plant Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	3
STORMWATER						
Floodplain Inspector	1	1	0	0	0	0
Intern	1	1	1	0.5	0	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	Transfer
Watershed Specialist	0	0	1	1	0	1
Total	6	6	6	5.5	0	4.5

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
FLAGSTAFF HOUSING AUTHORITY						
Administrative Clerk/Occupancy Specialist	1	1	0	0	0	0
Occupancy Specialist	0	0	1	1	0	1
Executive Director	1	1	0	0	0	0
FHA Director	0	0	1	1	0	1
FHA Manager	0	0	4	4	0	4
Finance Assistant	1	1	0	0	0	0
Finance Director	1	1	0	0	0	0
Finance Specialist	0	0	1	1	0	1
Housing Director	2	2	0	0	0	0
Housing Services Administrator	5	5	0	0	0	0
Housing Services Specialist	0	0	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenace Director	1	1	0	0	0	0
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	0	0	5	5	0	5
Maintenance Worker III	1	1	0	0	0	0
Maintenace Worker II	4	4	0	0	0	0
Maintenance Worker I	0	0	2	2	0	2
Temporary Maintenance Worker	3.5	3.5	2	0	0	0
Total	23.5	23.5	24	22	0	22
AIRPORT						
Admin Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	0	6	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	0	0	0	0	0
Airport Service Worker II	3	0	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
LANDFILL						
Admin Assistant	1	1	0.65	0.65	0	0.65
Admin Specialist	1	1	1	1	0	1
Environmental Aide	Transfer	0	0	0	0	0
Environmental Assistant	Transfer	0	0	0	0	0
Environmental Code Specialist	Transfer	0	0	0	0	0
Environ Program Manager	Transfer	0	0	0	0	0
Environmental Program Specialist	Transfer	0	0	0	0	0
Environmental Technician	Transfer	0	0	0	0	0
Equipment Operator	6	6	6	6	0	6
ES Equip. Oper I - Temp	1	1	1	1	0	1
Landfill Supervisor	1	1	1	1	0	0
Program Asst	0.5	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	2	0	2
Public Works Manager (ES)	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Public Works Supervisor	0	0	0	0	0	1
Sustainability and Env Mgr	Transfer	0	0	0	0	0
Sustainability Assistant (Grant Funded)	Transfer	0	0	0	0	0
Sustainability Manager	Transfer	0	0	0	0	0
Sustainability Specialist	Transfer	0	0	0	0	0
Total	14.5	14.5	14.15	14.15	0	14.15

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
SOLID WASTE COLLECTIONS						
Admin Assistant	2.5	2	2	2	0	2
Admin Spclst Supervisor	1	1	1	1	0	1
Bin Maint. Leadworker	1	1	1	1	0	1
Environmental Aide	Transfer	0	0	0	0	0
Environmental Assistant	Transfer	0	0	0	0	0
Environmental Code Specialist	Transfer	0	0	0	0	0
Environ Program Manager	Transfer	0	0	0	0	0
Environmental Program Specialist	Transfer	0	0	0	0	0
Environmental Technician	Transfer	0	0	0	0	0
Equipment Operator	28	24	24	23.3	0	23.3
ES Collection Super	2	2	2	2	0	0
ES Leadworkers	2	2	2	2	0	2
Program Asst	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager (ES)	1	1	1	1	0	1
Public Works Supervisor	0	0	0	0	0	2
Total	38	33.5	33.5	32.8	0	32.8
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES						
Environmental Aide	0.6	0.6	0.6	0	0	0
Environmental Assistant	1	1	1	1	0	1
Environmental Code Enf Officer	1	0	0	0	0	0
Environmental Code Specialist	1	1	1	Transfer	0	0
Environmental Code Technician	0	1	1	Transfer	0	0
Environ Program Manager	1	1	1	1	0	1
Environmental Program Specialist	1	1	1	1	0	1
Environmental Technician	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Sustainability Assistant (Grant Funded)	0.48	1	0.25	0	0	0
Sustainability Manager	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	0	2
Volunteer Coordinator	0	0	0	0.48	0	Transfer
Total	11.08	11.6	10.85	8.48	0	8
GRAND TOTALS	825.32	812.42	802.50	799.04	2.61	801.65

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
1				9.7800	11.4704	13.2071
A-1-0				782.40	917.63	1056.57
				20342.40	23858.43	27470.77
2	10205	N	Library Page	11.2721	13.2189	15.2004
A-1-1				901.77	1057.51	1216.03
				23445.97	27495.31	31616.83
3				12.2395	14.4079	16.5293
A-1-2				979.16	1152.63	1322.34
				25458.16	29968.43	34380.94
4	10423	N	Cemetery Caretaker	14.1164	16.6111	19.0473
A-1-3	10422	N	Dispatch Call Taker	1129.31	1328.89	1523.78
	10427	N	Library Clerk I	29362.11	34551.09	39618.38
	10424	N	Meter Technician			
	10407	N	Parking Control Officer			
	10410	N	Property Control Coord			
	10426	N	Recreation Program Asst			
	10425	N	Volunteer Coordinator			

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
5	10501	N	Meter Technician II	14.8157	17.6602	20.4462
B-2-1				1185.26	1412.82	1635.70
				30816.66	36733.22	42528.10
6	10639	N	Account Clerk	15.2705	18.1847	21.0872
B-2-2	10601	N	Animal Control Officer	1221.64	1454.78	1686.98
	10636	N	Environmental Aide	31762.64	37824.18	43861.38
	10637	N	Env Code Enfrcmnt Aide			
R06	10640	N	IT Technician	16.0341	19.0938	22.1416
				1282.73	1527.50	1771.33
				33350.93	39715.10	46054.53
7	10752	N	Billing Specialist	16.7042	19.8751	23.0574
B-2-3	10748	N	Bin Maint Leadworker	1336.34	1590.01	1844.59
	10739	N	Environmental Assistant	34744.74	41340.21	47959.39
	10705	N	Evidence Tech			
	10751	N	Fleet Services Specialist			
	10755	N	HR Recruiter			
	10700	N	Mechanic I			
	10754	N	Police Training Coordinator			
	10717	N	Program Assistant			
	10753	N	Sustainability Assistant			
	10702	N	Water/Sewer Utility Locator			
R07	10725	N	Police Emerg Comm Spec	17.5396	20.8688	24.2101
				1403.17	1669.50	1936.81
				36482.37	43407.10	50357.01

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
8	10849	N	Accounts Specialist	19.6068	23.3020	27.0555
B-2-4	10827	N	Buyer	1568.54	1864.16	2164.44
	10839	N	Cemetery Maint Speclst	40782.14	48468.16	56275.44
	10819	N	Code Compl Officer I			
	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			
	10860	N	FHA Finance Specialist			
	10859	N	FHA Resident Svcs Coord			
	10863	N	Housing Specialist			
	10812	N	Industrial Waste Insp			
	10862	N	Materials Technician			
	10808	N	Mechanic II			
	10865	N	Payroll Specialist			
	10864	N	Police Crime Analyst			
	10809	N	Probation Service Officer			
	10850	N	Public Relations Specialist			
	10853	N	Warehouse Specialist			
	10803	N	Welder			
108	20801	E	Executive Asst	19.6068	23.3312	27.0555
	20802	E	Sales Specialist	1568.54	1866.49	2164.44
				40782.14	48528.79	56275.44
R08	10857	N	IT Specialist	20.5872	24.4671	28.4082
				1646.98	1957.37	2272.66
				42821.38	50891.57	59089.06

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
9	10958	N	Admin Spec Leadworker	20.7841	24.7590	28.6758
B-2-5	10957	N	Auditor I	1662.73	1980.72	2294.06
	10937	N	Brownfield Specialist	43230.93	51498.72	59645.66
	10944	N	Code Compl Officer II			
	10961	N	Court Finance Specialist			
	10923	N	Court Training Specialist			
	10936	N	Environmental Program Specialist			
	10955	N	Environmental Services Leadworker			
	10960	N	FHA Housing Svcs Spec			
	10959	N	Grants 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	24.9409	29.0977
				1662.73	1995.27	2327.82
				43230.93	51877.11	60523.30
R09	10934	N	Network Administrator	21.8233	25.9969	30.1095
	10946	N	App Support Specialist II	1745.86	2079.75	2408.76
				45392.46	54073.55	62627.76

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
10	11021	N	Associate Planner	21.7633	25.9365	30.0280
B-2-6	11028	N	Building Inspector	1741.06	2074.92	2402.24
	11015	N	Building Plans Examiner	45267.66	53947.92	62458.24
	11033	N	City Records Coordinator			
	11023	N	Construction Inspector			
	11025	N	Development Svs Superv			
	11032	N	Fire Inspector			
	11031	N	FHA Maintenance Coord			
	11037	N	Housing Rehab Specialist			
	11035	N	Meter Tech Supervisor			
	11024	N	Police Records Supervisor			
	11030	N	Risk Management Specialist			
	10929	N	Traffic Signal Technician			
	11034	N	Watershed Specialist			
	11036	N	Wildland Fire Supervisor			
10	11016	N	Admin Spec Supervisor	21.7633	25.9365	30.0280
B-3-1	11018	N	Court Services Supervisor	1741.06	2074.92	2402.24
	11038	N	HR Supervisor	45267.66	53947.92	62458.24
	11027	N	Streets Leadworker			
110	21002	E	Library Supervisor	21.7633	26.4424	31.1215
				1741.06	2115.39	2489.72
				45267.66	55000.21	64732.76
R10	11020	N	Court IT Coordinator	22.8516	27.2334	31.5294
	11022	N	PECS Supervisor	1828.13	2178.67	2522.35
				47531.33	56645.47	65581.15
11	11104	N	Inspection Supervisor	24.0597	28.6294	33.2103
B-3-2	11112	N	Public Works Supervisor	1924.78	2290.35	2656.82
	11111	N	Senior Construction Inspector*	50044.18	59549.15	69077.42
111	21108	E	Police Spec Svcs Superv	24.0597	29.2325	34.4054
				1924.78	2338.60	2752.43
				50044.18	60803.67	71563.17
R11	11110	N	IT Supervisor	25.2628	30.0607	34.8708
				2021.02	2404.86	2789.66
				52546.62	62526.26	72531.26

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
112	21275	E	Airport Ops/ARFF Mgr	24.7125	30.2728	35.8331
C-4-1	21245	E	Auditor II	1977.00	2421.83	2866.65
	21268	E	Business Retn & Exp Mgr	51402.00	62967.43	74532.85
	21277	E	Code Compliance Mgr			
	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	HR Analyst			
	21201	E	Industrial Waste Supv			
	21272	E	Marketing and PR Manager			
	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
				53972.26	66103.23	78234.42

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
13		N		27.2537	32.8140	38.4207
C-4-2				2180.30	2625.12	3073.66
				56687.70	68253.12	79915.06
113	21326	E	Construction Manager	27.2537	33.3858	39.5179
C-4-2	21354	E	Customer Service Manager	2180.30	2670.86	3161.43
	21332	E	Homeownership Prog Mgr	56687.70	69442.43	82197.16
	21355	E	Library Manager			
	21333	E	Multi Modal Transportation Planner			
	21349	E	Payroll Manager			
	21353	E	Sustainability Manager			
	21356	E	Utilities Management Analyst			
R13	21352	E	IT Administrator	28.6164	35.0551	41.4938
	21350	E	IT Manager	2289.31	2804.41	3319.50
				59522.11	72914.61	86307.10
114	21447	E	Asst to City Mgr (Comm)	30.5991	37.4824	44.3660
C-4-3	21446	E	Asst to City Mgr (Rl Est)	2447.93	2998.61	3549.28
	21428	E	Asst to City Mgr (Risk)	63646.13	77963.71	92281.28
	21438	E	Building Official			
	21433	E	Comp Planning Mgr			
	21437	E	Deputy Court Admin			
	21429	E	Facilities Mainenance Supt			
	21425	E	Field Service Manager			
	21442	E	Fire Marshall			
	21445	E	FHA Manager			
	21443	E	Grants Manager			
	21419	E	Police Communications Manager			
	21412	E	Police Support Svcs Manager			
	21444	E	Public Works Manager			
	21439	E	Tax License Revenue Manager			
	21426	E	Wastewater Treatment Mgr			
	21424	E	Water Production Manager			
	21436	E	Wildland Fire Manager			
R14	21441	E	IT Manager (Network)	32.1292	39.3568	46.5842
				2570.34	3148.54	3726.74
				66828.74	81862.14	96895.14

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
115	21524	E	Assistant City Engineer	31.2403	38.7415	46.2426
C-5-1	21531	E	Capital Impv Engineer	2499.22	3099.32	3699.41
	21521	E	Comm Dsgn & Redev Mgr	64979.82	80582.22	96184.61
	21532	E	Cprhsv Plng & Code Admin			
	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)			
	21518	E	Metropolitan Planning Org Mgr			
	21512	E	Stormwater Program Mgr			
	21528	E	Traffic Engineer			
R15	21529	E	IT Mgr (Systems & Apps)	32.8023	40.6785	48.5547
	21525	E	Utilities Engineering Mgr	2624.18	3254.28	3884.38
	21526	E	Water Resources Mgr	68228.78	84611.28	100993.78
16				33.4785	41.5100	49.5415
C-5-2				2678.28	3320.80	3963.32
116				69635.28	86340.80	103046.32
R16				35.1524	43.5855	52.0186
				2812.19	3486.84	4161.49
				73116.99	90657.84	108198.69

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
17	21723	E	Airport Director	34.8495	45.3043	55.7591
D-6-1	21729	E	City Clerk	2787.96	3624.3450	4460.73
117	21722	E	City Engineer	72486.96	94232.95	115978.93
	21714	E	Community Invstmnt Dir			
	21727	E	CVB Director			
	21724	E	Finance Director			
	21730	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	37.6374	48.9287	60.2199
D-6-2				3010.99	3914.29	4817.59
118				78285.79	101771.59	125257.39
R18	21806	E	City Prosecutor	39.5586	49.6381	59.7173
	21804	E	Deputy City Attorney	3164.69	3971.05	4777.38
				82281.89	103247.25	124211.98
19				40.6484	52.8430	65.0375
D-6-3				3251.87	4227.44	5203.00
119				84548.67	109913.34	135278.00

CITY OF FLAGSTAFF
Regular Pay Plan (2080 Hours)
FY 2015

Range	Pos #		Position Title	Min	Mid	Max
20				43.9003	57.0704	70.2405
E-8-1				3512.02	4565.63	5619.24
120				91312.62	118706.43	146100.24
21				47.4123	61.6360	75.8597
E-8-2				3792.98	4930.88	6068.78
121				98617.58	128202.88	157788.18
22				51.2053	66.5669	81.9285
E-8-3				4096.42	5325.35	6554.28
122				106507.02	138459.15	170411.28
23				55.3017	71.8923	88.4828
E-8-4				4424.14	5751.38	7078.62
123				115027.54	149535.88	184044.22
24	22400	E	Deputy City Manager	59.7259	77.6437	95.5614
E-9-1				4778.07	6211.49	7644.91
123				124229.87	161498.79	198767.71
26	22601	E	City Manager	64.5039	83.8551	103.2063
F-10-2				5160.31	6708.41	8256.50
126				134168.11	174418.61	214669.10

CITY OF FLAGSTAFF
Accountant/Procurement Specialist Broad Band
FY 2015

			Zone 1	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B71	81801	Accountant	20.78	28.57
	81111	Procurement Specialist	3602.58	4952.76
			43230.93	59433.09

			Zone 2	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B72	81802	Accountant	24.18	32.09
	81112	Procurement Specialist	4190.71	5562.42
			50288.58	66749.07

			Zone 3	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B73	81803	Accountant	27.69	35.82
	81113	Procurement Specialist	4800.36	6209.04
			57604.35	74508.51

CITY OF FLAGSTAFF
Administrative Assistant Broad Band
FY 2015

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B11	80101 N	Admin Assistant	12.2395	14.5843	16.9290
			2121.51	2527.95	2934.36
			25458.16	30335.34	35212.32

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B12	80102 N	Admin Assistant	13.9982	16.3429	18.6876
			2426.35	2832.77	3239.18
			29116.26	33993.23	38870.21

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B13	80103 N	Admin Assistant	15.7567	18.1014	20.4462
			2731.16	3137.58	3544.01
			32773.94	37650.91	42528.10

CITY OF FLAGSTAFF
Admin Specialist/Court Judicial Specialist Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B21	80201	N	Admin Specialist	14.8157	17.1704	19.5251
	80801	N	Court Judicial Speclst	2568.05	2976.20	3384.35
				30816.66	35714.43	40612.21

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B22	80202	N	Admin Specialist	16.5819	18.9364	21.2911
	80802	N	Court Judicial Speclst	2874.20	3282.31	3690.46
				34490.35	39387.71	44285.49

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B23	80203	N	Admin Specialist	18.3477	20.7024	23.0574
	80803	N	Court Judicial Speclst	3180.27	3588.42	3996.62
				38163.22	43060.99	47959.39

CITY OF FLAGSTAFF
Airport Operations/ARFF Specialist Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B61	82101	N	Airport Ops/ARFF Spec	15.2705	18.6376	22.0047
	82401	N	Library Specialist	2646.89	3230.52	3814.15
				31762.64	38766.21	45769.78

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B62	82102	N	Airport Ops/ARFF Spec	17.7956	21.1630	24.5301
	82402	N	Library Specialist	3084.57	3668.25	4251.88
				37014.85	44019.04	51022.61

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B63	82103	N	Airport Ops/ARFF Spec	20.3210	23.6883	27.0555
	82403	N	Library Specialist	3522.31	4105.97	4689.62
				42267.68	49271.66	56275.44

CITY OF FLAGSTAFF
Assistant City Attorney Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R61	81401	E	Asst. City Attorney	32.1292	37.8119	43.4947
				5569.06	6554.06	7539.08
				66828.74	78648.75	90468.98

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R62	81402	E	Asst. City Attorney	36.3912	42.0740	47.7566
				6307.81	7292.83	8277.81
				75693.70	87513.92	99333.73

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R63	81403	E	Asst. City Attorney	40.6532	46.3359	52.0186
				7046.55	8031.56	9016.56
				84558.66	96378.67	108198.69

CITY OF FLAGSTAFF
Senior Assistant City Attorney Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R71	81501	E	Sr. Asst. City Atty	32.8024	39.7859	46.7696
				5685.75	6896.22	8106.73
				68228.99	82754.67	97280.77

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R72	81502	E	Sr. Asst. City Atty	38.0397	45.0237	52.0073
				6593.55	7804.11	9014.60
				79122.58	93649.30	108175.18

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
R73	81503	E	Sr. Asst. City Atty	43.2775	50.2614	57.2449

CITY OF FLAGSTAFF
Division Director Broad Band
FY 2015

			Zone 1	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B91	81901	Division Director	43.9003	65.0183
			3512.02	5201.46
			91312.62	135238.06

			Zone 2	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B92	81902	Division Director	55.6325	76.7505
			4450.60	6140.04
			115715.60	159641.04

			Zone 3	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B93	81903	Division Director	67.3647	88.4828
			5389.18	7078.62
			140118.58	184044.22

			Zone 1	
Band	**Pos #**	**Position Title**	**Min**	**Max**
R91	82001	Division Director (IT)	46.0953	68.2692
			3687.62	5461.54
			95878.22	135238.06

			Zone 2	
Band	**Pos #**	**Position Title**	**Min**	**Max**
R92	82002	Division Director (IT)	58.4141	80.5880
			4673.13	6447.04
			121501.33	167623.04

			Zone 3	
Band	**Pos #**	**Position Title**	**Min**	**Max**
R93	82003	Division Director (IT)	70.7329	92.9069

CITY OF FLAGSTAFF
Equipment Operator/Maintenance Worker Broad Band
FY 2015

			Zone 1	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B81	81601 N	Equipment Operator	14.8157	21.2956
	81701 N	Maintenance Worker	1185.26	1703.65
			30816.66	44294.85

			Zone 2	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B82	81602 N	Equipment Operator	17.6957	24.1755
	81702 N	Maintenance Worker	1415.66	1934.04
			36807.06	50285.04

			Zone 3	
Band	**Pos #**	**Position Title**	**Min**	**Max**
B83	81603 N	Equipment Operator	20.5756	27.0555
	81703 N	Maintenance Worker	1646.05	2164.44
			42797.25	56275.44

CITY OF FLAGSTAFF
Fire Pay Plan
FY 2015

Range	Pos #		Position Title	Min	Mid	Max	
8	10813	N	Firefighter	14.0049	16.6442	19.3254	
208				3398.52	4038.99	4689.63	
				40782.27	48467.91	56275.56	
R29	10905	N	Fire Engineer	15.5883	18.5694	21.5069	
				27165.21	32360.27	37479.36	
				45393.13	54074.09	62628.09	
Range	**Pos #**		**Position Title**	**Min**	**Mid**		**Max**
13	11300	N	Fire Captain	19.4670	23.4386		27.4435
213				4723.99	5687.77		6659.62
				56687.90	68253.20		79915.47

CITY OF FLAGSTAFF
Manager Broad Band
FY 2015

				Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
B51	81201 E	Planning Dev Manager	24.7125	30.3279	35.9430	
	81301 E	Project Manager	4283.50	5256.84	6230.12	
			51402.00	63082.03	74761.44	

				Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
B52	81202 E	Planning Dev Manager	28.9242	34.5391	40.1545	
	81302 E	Project Manager	5013.53	5986.78	6960.11	
			60162.34	71841.33	83521.36	

					Zone 3	
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
B53	81203 E	Planning Dev Manager	33.1354	38.7508	44.3660	
	81303 E	Project Manager	5743.47	6716.81	7690.11	

CITY OF FLAGSTAFF
Police Pay Plan
FY 2015

Range	Pos #		Position Title	Min			Max	
PT9	10963	N	Police Officer Recruit	22.5959			23.1906	
				1807.67			1855.25	
				46999.47			48236.45	
PT9	10964	N	Police Officer Lateral	23.1906				
				1855.25				
				48236.45				
P09	10903	N	Police Officer	22.9144		27.2677	31.6105	
				1833.15		2181.42	2528.84	
				47661.95		56716.82	65749.84	
P11	11100	N	Police Corp/Det	25.2627		30.0911	34.8837	
				2021.02		2407.29	2790.70	
				52546.42		62589.49	72558.10	

Range	Pos #		Position Title	Min	Mid	Max
P13	11301	N	Police Sergeant	28.6164	34.4548	40.3419
				2289.31	2756.38	3227.35
				59522.11	71665.98	83911.15
P15	21503	E	Police Lieutenant	32.8023	40.6749	48.5474
				2624.18	3253.99	3883.79
				68228.78	84603.69	100978.59
P18	21801	E	Deputy Police Chief	39.5584	49.6459	59.7333
				3164.67	3971.67	4778.66
				82281.47	103263.37	124245.26

CITY OF FLAGSTAFF
Recreation Program Coordinator Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BA1	82201	N	Rec Prog Coord	16.7042	20.1246	23.5451
				2895.39	3488.26	4081.15
				34744.74	41859.17	48973.81

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BA2	82202	N	Rec Prog Coord	19.2695	22.6900	26.1104
				3340.05	3932.93	4525.80
				40080.56	47195.20	54309.63

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BA3	82203	N	Rec Prog Coord	21.8348	25.2553	28.6758
				3784.70	4377.59	4970.47
				45416.38	52531.02	59645.66

CITY OF FLAGSTAFF
Recreation Supervisor Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB1	82301	E	Recreation Supervisor	21.7633	25.7800	29.7965
				3772.31	4468.53	5164.73
				45267.66	53622.40	61976.72

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB2	82302	E	Recreation Supervisor	24.7757	28.7924	32.8090
				4294.45	4990.68	5686.89
				51533.46	59888.19	68242.72

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
BB3	82303	E	Recreation Supervisor	27.7883	31.8048	35.8214
				4816.64	5512.83	6209.04
				57799.66	66153.98	74508.51

CITY OF FLAGSTAFF
Utilities Specialist (Non Exempt) Broad Band
FY 2015

				Zone 1		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B31	80501	N	Inst/Electrical Spec	20.7841	24.3345	27.8851
	80601	N	Maintenance Spec	3602.58	4217.98	4833.42
	80701	N	Operations Spec	43230.93	50615.76	58001.01
	80301	N	Plant Specialist			
	80401	N	Water Services Spec			

				Zone 2		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B32	80502	N	Inst/Electrical Spec	23.4469	26.9972	30.5475
	80602	N	Maintenance Spec	4064.13	4679.51	5294.90
	80702	N	Operations Spec	48769.55	56154.18	63538.80
	80302	N	Plant Specialist			
	80402	N	Water Services Spec			

				Zone 3		
Band	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
B33	80503	N	Inst/Electrical Spec	26.1096	29.6600	33.2103
	80603	N	Maintenance Spec	4525.66	5141.07	5756.45
	80703	N	Operations Spec	54307.97	61692.80	69077.42
	80303	N	Plant Specialist			
	80403	N	Water Services Spec			

CITY OF FLAGSTAFF
Utilities Specialist (Exempt) Broad Band
FY 2015

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B41	81101 E	Laboratory Spec	20.78	24.52	28.25
			3602.58	4249.70	4896.87
			43230.93	50996.40	58762.50

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B42	81102 E	Laboratory Spec	23.58	27.32	31.05
			4087.95	4735.10	5382.26
			49055.34	56821.23	64587.12

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B43	81103 E	Laboratory Spec	26.38	30.12	33.85
			4573.30	5220.47	5867.59
			54879.55	62645.65	70411.12

CITY OF FLAGSTAFF
Skill Based Pay
FY 2015

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. 2014-20

A RESOLUTION ADOPTING THE BUDGET FOR FISCAL YEAR 2014-2015.

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on June 3, 2014 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 3, 2014, 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 17, 2014, 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 2014-2015.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 17th day of June, 2014.

/s/ Gerald W. Nabours
MAYOR

ATTEST:

/s/ Elizabeth Burke
CITY CLERK

APPROVED AS TO FORM:

/s/ Michelle D'Andrea
CITY ATTORNEY

ORDINANCE NO. 2014-12

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, 2015

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2014-2015 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 0.8418 for the fiscal year ending on the 30th day of June, 2015. 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, 2015.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Effective Date. The tax levies imposed by this Ordinance shall take effect August 1, 2014.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 1st day of July, 2014.

/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)

AVAILABLE – Collectible within the current period or soon enough, thereafter, to be used to pay liabilities of the current period.

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.

DEPRECIATION - Depreciation is systematic allocation of the cost of a fixed asset over its useful life. It is a way of matching the cost of a fixed asset with the revenue (or other economic benefits) it generates over its useful life. Without depreciation accounting, the entire cost of a fixed asset would be recognized in the year of purchase. This would give a misleading view of the financial status of the entity.

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.

FIDUCIARY FUND - Fiduciary Funds account for assets held in a trustee or agent capacity for outside parties, including individuals, private organizations, and other governments.

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.

GOVERNMENTAL FUND - Term used in government accounting to apply to all funds except for the profit and loss funds (e.g., enterprise fund, internal service fund, and trust and agency fund). Examples of government funds are the general fund, special assessment fund, and capital projects fund. Governmental funds use the modified accrual accounting method.

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.

PROPRIETARY FUND - Proprietary funds are used to account for the government's ongoing organizations and activities that are similar to those often found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. Proprietary funds use the economic resources measurement focus and the accrual basis of accounting. There are two types of proprietary funds: enterprise funds and internal service funds.

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
ACI	American Concrete Institute
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
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
AED	Automated External Defibrillators
AEP	Achievement of Excellence in Procurement
AG	Attorney General
AGTS	Arizona Governmental Training Service
AIP	Airport Improvement Program
ALS	Advance Life Support
APP	Aquifer Protection Permit
APS	Arizona Public Service
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
ASCT	Adaptive Signed Control Technology
ASRS	Arizona State Retirement System
ATA	Arizona Trail Authority
AWD	All Wheel Drive
AZHLS	Arizona Homeland Security
AZWARN	Arizona Water/Wastewater Agency Response Network
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
C of O	Certificate of Occupancy
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
CCRT	Coordinated Community Response Team
CCSO	Coconino County Sheriff's Office
CD	Community Development
CD&R	Community Design & Redevelopment
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan/Projects
CISM	Crisis Incident Stress Management
CJCC	Criminal Justice Coordinating Council
CJI	Criminal Justice Integration
CLIA	Court Leadership Institute of Arizona
CM	City Manager

ACRONYMS

Acronym	Description
CMMS	Computerized Maintenance Management System
CMS	Case Management System
COF, CofF	City of Flagstaff
COGEN	Cogeneration
CommDEV	New Permit Tracking System (Online) for the City of Flagstaff
COMPSTAT	COMPuter STATistics / COMParative STATistics
COPS	Community Oriented Policing Services
COT	Commission on Technology
CRS	Community Rating System
CTC	Computer Training Center
CVB	Convention and Visitor Bureau
CY	Calendar Year
CY	Cubic Yards
DARE	Drug Abuse Resistance Education
DBE	Disadvantaged Business Enterprise Program
DBM	Decision Band Method
DEIS	Draft Environmental Impact Statement
DES	Department of Economic Security
DES POPTAC	Department of Economic Security Population Technical Advisory Committee
DHS	Department of Homeland Security
DMA	Data Marketing Association
DMV	Department of Motor Vehicles
DNS	Domain Name System
DOE	Department of Energy
DOJ	Department of Justice
DoIT	Division of Information Technology
DOT	Department of Transportation
DPS	Department of Public Safety
DRB	Development Review Board
DRIP	Drainage Improvement Project
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EAP	Employee Assistance Program
ECE	Environmental Code Enforcement
ECONA	Economic Collaborative of Northern Arizona
EDA	Economic Development Administration
EDMS	Electronic Document Management System
EEOP	Equal Employment Opportunity Plans
EFCL	East Flagstaff Community Library
EIS	Environmental Impact Statement
ELS	Early Literacy Station
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
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
FFATA	Federal Funding Accountability and Transparency Act
FFD	Flagstaff Fire Department
FFV	Flexible Fuel Vehicle
FHA	Flagstaff Housing Authority
FHC	State Forest Health Council

ACRONYMS

Acronym	Description
FHWA	Federal Highway Administration
FLOA	Forest Lakes Owners Association
FMPO	Flagstaff Metropolitan Planning Organization
FOG	Fats, Oils, and Greases
FPD	Flagstaff Police Department
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
FWPP	Flagstaff Watershed Protection Project
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GCCL	Grand Canyon Community Library
GED	General Educational Development
GFFP	Greater Flagstaff Forests Partnership
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
HB	House Bill
HCCC	High Country Conference Center
HHPCC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HOA	Home Owners Association
HPC	Hazardous Product Center
HR	Human Resources
HRA	Health Risk Assessment
HRIS	Human Resource Information Services
HRS	Heat Recovery System
HSIP	Highway Safety Improvement Project
HTE	Sungard Public Sector Software
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, Air Conditioning
I-17	Interstate Highway 17
IACP	International Association of Chiefs of Police
IB	Inner Basin
ICM	Institute for Court Management
ICMA	International City/County Management Association
IDS	Interdivisional Staff
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
ILS	Integrated Library System
ISM	Institute of Supply Management
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
IWM	Industrial Wastewater Monitoring

ACRONYMS

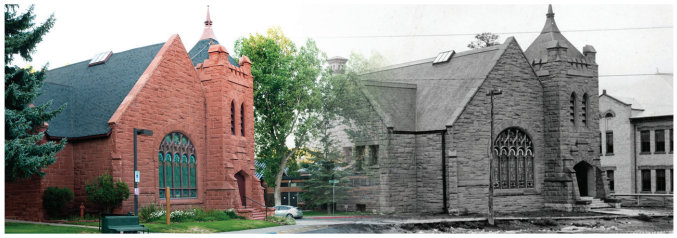
Acronym	Description
IWS	Industrial Waste Services
JAG	Judge Advocate General
JCEF	Judicial Collection Enhancement Fund
kWh	Kilowatt Hour
LEAF	Law Enforcement Administrative Facility
LED	Light Emitting Diode
LID	Low Impact Development
LF	Lineal Feet
LGIP	Local Government Investment Pool
LJC	Limited Jurisdiction 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
LRR	Limited Re-evaluation Report
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
MUTCD	Manual of Uniform of Traffic Control Devices
MWh	Milliwatt-hour is 1/1000 W.h
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
NAGC	Northern Arizona Grants Connection
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
NCPA	National Cooperative Purchasing Alliance
ND	Non-Departmental
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NICET	National Institute of Certification in Engineering Technologies
NIGP	National Institute of Governmental Purchasing
NJPA	National Joint Powers Alliance
NNHRC	Navajo Nation Human Rights Commission
NOV	Notice of Violation
NPDES	National Pollutant Discharge Elimination System
NPI	National Purchasing Institute
NPS	National Public Safety
NRP	North Reserve Plant
NSF	Non-Sufficient Funds
OMB	Office of Management and Budget
OOHR	Owner Occupied Housing Rehabilitation

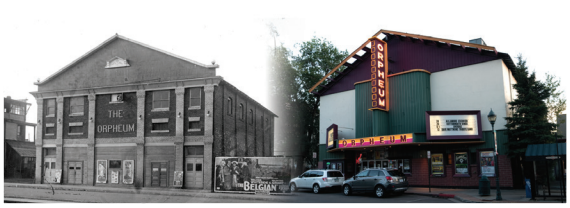
ACRONYMS

Acronym	Description
OSHA	Occupational, Safety, and Health Administration
OT	Overtime
P3	Public Private Partnership
P-CARD	Procurement Card
PAC	Public Access Computers
PARA	Planning Assistance for Rural Areas
PC	Personal Computer
PD	Police Department
PDES	Pollutant Discharge Elimination System
PFC	Passenger Facility Charge
PHAS	Public Housing Assessment System
PIO	Public Information Officer
PL	Refers to Metropolitan Planning Funds
PL	Public Library
PM	Project Management (Manager)
PMO	Property Maintenance Ordinance
POC	Point of Compliance
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
RDA	Resource Description and Access
REVPAR	Revenue per Available Room
RFP	Request for Proposal
RFP	Reservoir Filtration Plant
RFQ	Request for Quote
RICO	Racketeer Influenced and Corrupt Organizations Act
RLF	Revolving Loan Fund
RMSE	Root Mean Square Error
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
RTP	Regional Transportation Plan
RW	Reclaimed Water
RWP	Reclaimed Water Pump
RWPS	Reclaimed Water Pump Station
SAN	Storage Area Network
SB	Senate Bill
SBDC	Small Business Development Center
SCADA	Supervisory and Control Data Acquisition
SCASDP	Small Community Air Service Development Program
SCIP	Sustainable Community Indicators Project
SDWA	Safe Drinking Water Act
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

ACRONYMS

Acronym	Description
SIU	Significant Industrial Users
SPR	Statewide Planning and Research
SRO	Single Room Occupancy
SRO	School Resource Officer
SSB	Solids Storage Basin
SSS	Student Support Services
STEM	Science, Technology, Engineering, Math
STP	Surface Transportation Program
STS	Safe-to-School
SUV	Sport Utility Vehicle
TBD	To be Determined
TCPF	Traffic Citation Progressive Fund
TCPL	Tuba City Public Library
TIP	Transportation Improvement Program
TRACON	Terminal Radar Approach Control Facilities
TransCad	Transportation Modeling Software used by the CofF
TSA	Transportation Security Administration
TTHM	Total Trihalomethanes
TXPPA	Texas Public Purchasing Association
UPWP	Unified Planning Work Program
USACE	United Stated Army Corp of Engineers
USDOJ	United States Department of Justice
USEPA	United States Environmental Protection Agency
USFS	United States Forest Service
USGS	United States Geological Survey
UV	Ultra Violet
VASH	Veterans Affairs Supported Housing
VC	Visitor Center
VFD	Variable Frequency Drive
VHF	Very High Frequency
VHT	Vehicle Hours Traveled
VMT	Vehicle Miles Traveled
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WIFA	Water Infrastructure Financing Authority
WIMS	Waste Information Management System
WM	Woody Mountain
WMBS	Woody Mountain Booster Station
WMWF	Woody Mountain Well Field
WPL	Williams Public Library
WQ	Water Quality
WRF	Water Reclamation Facility
WRP	Water Reclamation Plant
WSIA	Water and Sewer Impact Analyses
WTP	Water Treatment Plant
WWTP	WasteWater Treatment Plant





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