2018

FLAGSTAFF | ARIZONA

Empowering Flagstaff Families with Affordable Housing Options

City of Flagstaff
Annual Budget and Financial Plan

2017-2018

CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Annual Budget and Financial Plan

Fiscal Year 2017-2018
City of Flagstaff, Arizona

CITY COUNCIL

Coral Evans, Mayor
Jamie Whelan, Vice-Mayor
Celia Barotz
Jim McCarthy
Charlie Odegaard
Scott Overton
Eva Putzova

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For the Fiscal Year Beginning

July 1, 2016

Executive Director

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Users Guide

The budget document serves a myriad of purposes. Most important is its use as a communication device. The budget presents the public an opportunity to review the types and levels of services 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, budget summary and goals provide readers with a synopsis of the resource allocation priorities established by the City Council.

Budget Overview - The budget overview provides a high-level overview of the budget, key policy issues, priorities and strategies which shaped the budget, the budget process and format, revenue assumptions and expenditure highlights.

Policies and Procedures - The policies and procedures include excerpts of City fiscal and budget policies and procedures.

Issues and Updates - Provides the key issues and updates considered during the budget process.

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.

Division 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.

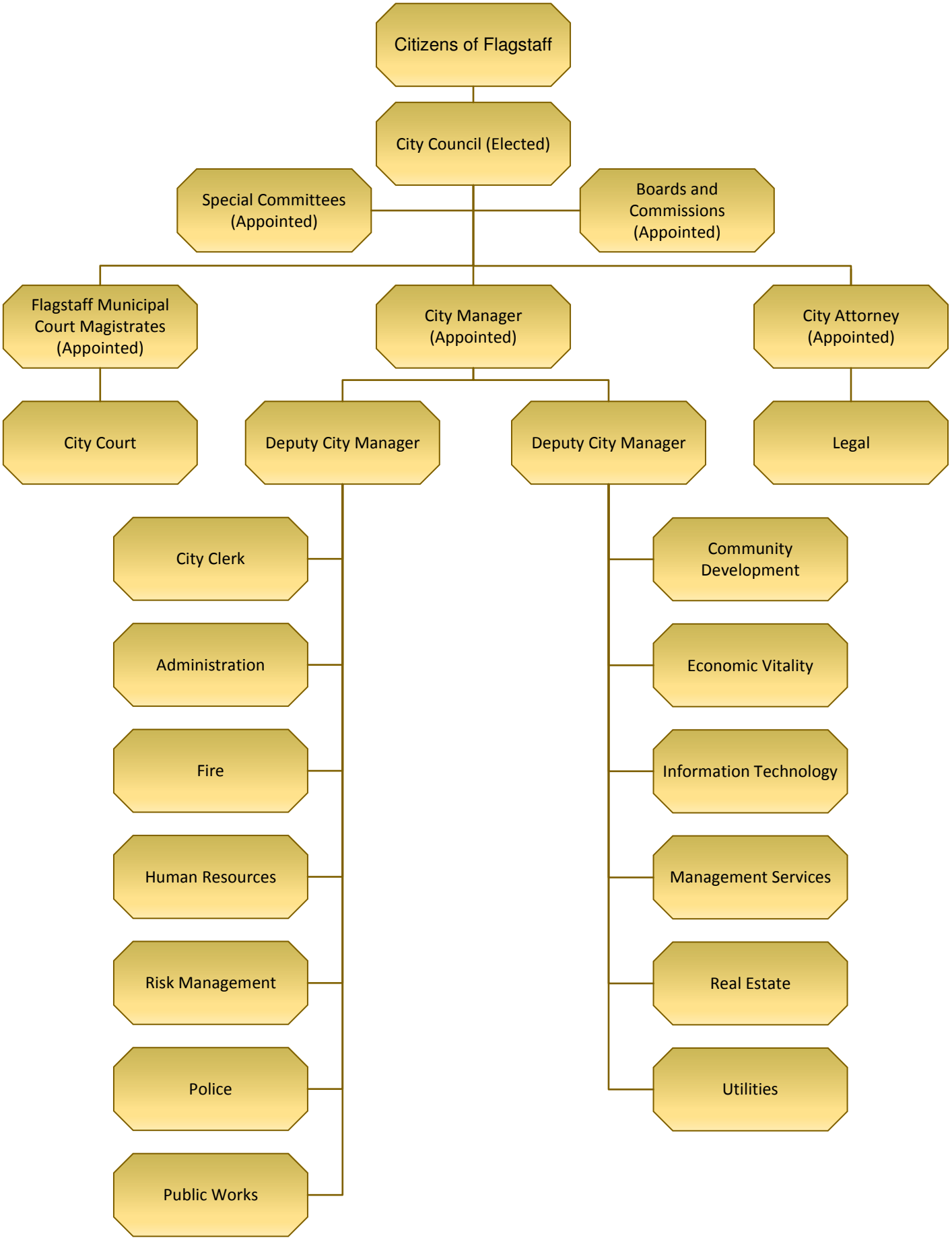
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile – The community profile section includes information related to the City of Flagstaff, e.g., history, economic information and services.

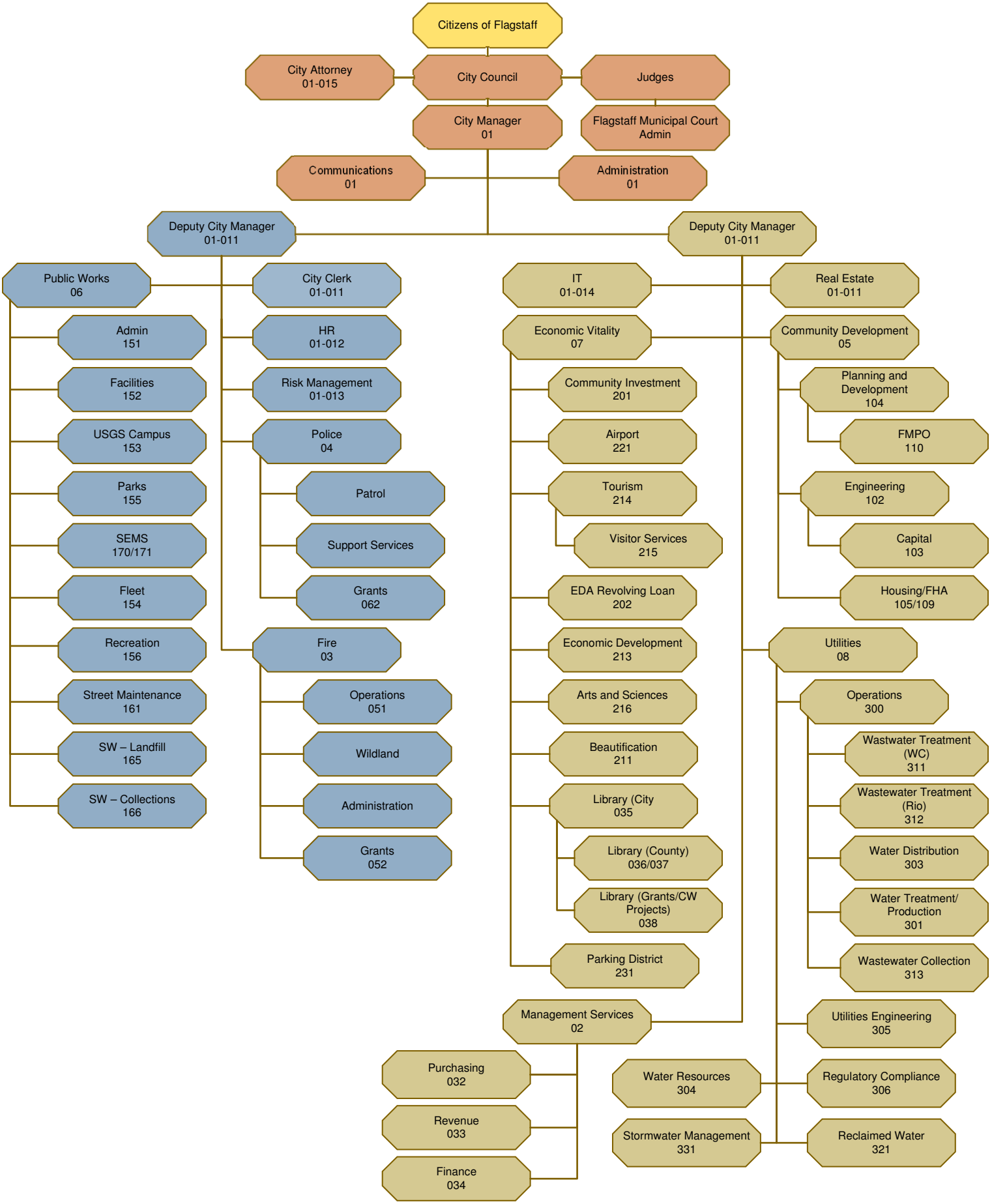
Appendices - In the appendices the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by division, City pay plans and a list of acronyms.

For additional information, please call the Finance and Budget Office directly at (928) 213-2217. This budget document may also be viewed in Adobe Acrobat format on the City of Flagstaff website, www.flagstaff.az.gov under the City Hall/Departments/Finance Section/Financial Reports and Budget Documents.

City of Flagstaff



City of Flagstaff



City Council

Mayor Coral Evans

Mayor Coral Evans was elected as Mayor in November 2016. Although new to the position of Mayor, Ms. Evans is not new to the Flagstaff City Council. She was first elected to serve on the Flagstaff City Council in 2008 and reelected in 2012. She served as Vice Mayor of the City from 2012-2014.

She is the third generation of her family to live in Flagstaff. Her family (the Dorsey's) have been an active part of the Flagstaff and greater Northern Arizona community since the early 1900's.

In addition to serving on the Council, Ms. Evans is the Executive Director of a nonprofit organization (the Sunnyside Neighborhood Association of Flagstaff, Inc.) and a small business owner (Destiney's Creations).

Presently Mayor Evans 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. She has a Masters level certificate in Public Management and is nationally certified in public participation practices. Ms. Evans is a Flinn-Brown Fellow and a graduate of the Flagstaff Leadership Program.

Her recognitions include the Greater Flagstaff Chamber of Commerce Athena Award, the United Way of Northern Arizona Community Builder Award, the Coconino Hispanic Advisory Council Cesar E. Chavez Community Award, the State of Black Arizona Community Luminary Award, the Arizona Informant Newsmaker Award and the Soroptimist International AZ Peaks Rudy and Women of Distinction (Economic & Social Development) awards.

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

Vice-Mayor Jamie Whelan

Councilmember Jamie Whelan was elected to the Flagstaff City Council in November 2016. She received the most votes in the general election and was selected by Council to serve as Vice-Mayor from 2016-2018.

Jamie has lived in Flagstaff for over 26 years. She has owned several small businesses while continuing her career as a teacher. She and her wife Laura Anne have two children and have owned the Old Town Creperie for over 12 years.

Jamie started her teaching career in New Jersey where she worked as a special educator for over 14 years. She also taught in the Flagstaff Unified School District for over 12 years and received the 2005 Moral Courage Award for Teaching Tolerance and Humanitarian Values. She began teaching at Northern Arizona University in the College of Education, Educational Specialties department. In 2014 she was awarded Teacher of the Year by her colleagues in the College of Education and joined the NAU Teacher's Academy. As a Senior Lecturer, Jamie coordinated, directed and supervised the Praxis Partnership

Program preparing teachers to teach in the field of Elementary Education and Special Education. She also was a member of the President's Commission on the Status of Women at NAU and a Golden Axe recipient. Jamie continues to be a Special Education advocate for student and parent rights.

Jamie is a member of the Coconino County Fatality Review Board and has been a Board Member and President of Victim Witness Services of Coconino County.

"I look forward to participation in a City Council whose members collaborate with one another, a City Council that is based in the community's collective wisdom, one that is transparent, and one that you can count on."

Councilmember Celia Barotz

Councilmember Celia Barotz was first elected to the Flagstaff City Council in May 2010 when she received the most votes and was selected by the other members of the council to serve as Vice-Mayor from 2010-2012. In her bid for re-election, she again received the most votes of the six candidates and served as Vice-Mayor for a second time from 2014-2016.

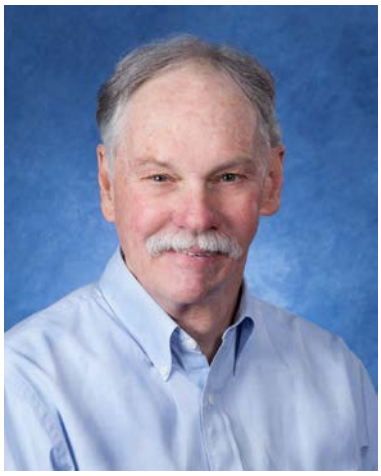
Celia ran for Flagstaff City Council after learning about the issues facing the city and gaining an understanding of governmental processes. For seven years she was a member of several local boards and commissions, including the Coconino County Planning and Zoning Commission and the City of Flagstaff Planning and Zoning Commission, Water Commission, Open Spaces Commission and Board of Adjustment.

During her tenure on the City Council, Celia has served as the City Council representative on the Flagstaff City-Coconino County Public Library Board, the Flagstaff Arts Council and the Economic Collaborative of Northern Arizona (ECONA). She was a City Council representative on the Board of Directors of the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) for six years. Currently, Celia is one of three City Council representatives on the Flagstaff Metropolitan Planning Organization board of directors.

Celia is a very strong open space advocate. In 2016, she co-led the Greater Buffalo Park campaign, which was on the ballot as Proposition 413 and Flagstaff voters passed by 86.7%. The measure will preserve as passive open space a total of 300 acres of extremely valuable city owned undeveloped land on McMillan Mesa and south of Buffalo Park.

Celia has practiced real estate and land use law and was the Alternative Dispute Resolution (ADR) Program Coordinator for Coconino County Superior Court in Flagstaff where she oversaw the dispute resolution program and also mediated civil and family law cases. 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. She is devoted to her yoga practice and loves to read and explore the Flagstaff Urban Trail System and forests in the area with her beloved rescue dog Bailey.

Councilmember Jim McCarthy



Jim McCarthy was elected to a four-year term on the Flagstaff City Council in November 2016. Before being elected to Council, Jim served six years on the city Planning and Zoning Commission, and five years on the City Water Commission.

Jim earned a BS in mechanical engineering and started his professional career at AiResearch, serving as a performance analyst and project engineer. He later worked at Learjet as a flight support engineer and at Hughes Aircraft as a test engineer. He returned to AiResearch, now part of Honeywell, and managed an engineering group before retiring.

Jim was raised in Arizona and lives in Flagstaff with his wife Kathy. To supplement his engineering background, he earned a Master of Environmental Planning (land use planning). This led to his appointment to the Flagstaff Planning & Zoning Commission.

Jim loves diversity. He appreciates the power of place in anything from downtown Flagstaff to the backcountry of the Grand Canyon. He has 238 days below the Canyon rim, on backpacks and river trips. Being a photo buff, he has a darkroom in his home. He writes folk songs and volunteers for Flagstaff Friends of Traditional Music.

Jim believes in the power of freedom and equal opportunity, and knows that with freedom comes responsibility. Shunning a set ideology, he seeks out practical solutions.

Councilmember Charlie Odegaard

Charlie Odegaard was elected to a four-year term on the Flagstaff City Council in November 2016. Before being elected to Council, Charlie served for three years on the City Water Commission.

Charlie is a 30-year resident of Flagstaff. He graduated from Flagstaff High School and attended NAU. Charlie is a third generation owner of Odegaard's Sewing Center which was started by his grandparents in 1969.

Charlie is married with several children and grandchildren. He serves on the Council at Shepherd of the Hills Lutheran Church and has served as Past President.

Councilmember Scott Overton

Scott Overton was re-elected to his third, four-year term on the Flagstaff City Council in November 2014. He served as Vice Mayor from 2006 to 2008.

He is a Flagstaff native and graduate of Sinagua High School and Northern Arizona University. His leadership role is based on a solid foundation of experiences as a small business owner and an instructor in the Flagstaff Unified School district teaching career and technical education courses at Flagstaff High School.

Councilmember Overton graduated with a Bachelor of Science degree in Industrial Technology Education in 1996 and a Master of Education degree in Educational Leadership in 2002, currently, he operates a small construction company, SR Overton Construction. He 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 Eva Putzova

Councilmember Eva Putzova was elected to the Flagstaff City Council in November 2014 to a four-year term. As a council representative, she served on the Board of Directors of the Flagstaff Arts Council and on the Audit Committee from 2015 through 2016. She is a current board member of the Economic Collaborative of Northern Arizona and the Northern Arizona Intergovernmental Public Transportation Authority. Her policy interests include social, economic, and environmental justice issues. In 2016, she led a successful local citizen initiative, raising Flagstaff's minimum wage to $15 by 2021, implementing one fair wage by 2026, and establishing local labor standards enforcement.

Prior to her election to the City Council, Eva was an active board member of Friends of Flagstaff's Future—a multi-issue organization that advocates for a socially and environmentally just Flagstaff. Over the years, she has also contributed to the goals of local commissions and committees, including the Regional Plan Citizen Advisory Committee, Coconino Community College Citizen Review Panel, Citizen Review Commission for Flagstaff Regional Five-Year and Long-Range Transit Plan, and the Greater Flagstaff Economic Council.

Eva was born and raised in Slovakia and made Flagstaff her home in 2000. With an academic background in economics and marketing, she started her professional career in the renewable energy sector at Southwest Windpower and, in 2003, began working in higher education. During her 14-year tenure at Northern Arizona University she held a number of positions, including Director of Strategic Planning and Executive Director for Marketing and Strategic Communications. She was instrumental in designing and implementing CCC2NAU—a collaborative program between NAU and CCC to streamline student pathways from the community college to the university. In addition to earning her master's degree from the University of Economics in Bratislava, Slovakia, Eva completed leadership programs at Harvard University and Cornell University. Since 2007, she has also operated a professional services consulting company, collaborating with public and private sector clients in the area of strategic planning, assessment, marketing management, and external grant evaluation.

Fiscal Year 2018 Manager's Budget Transmittal Letter
Executive Summary

July 5, 2017

Mayor, Vice-Mayor and Council:

Each year, in accordance with our City Charter, the City Manager is responsible to prepare the annual budget estimates and submit them to the Council. This process represents a significant investment in both time and energy for City staff as we recognize that among our highest duties is the responsibility to remain fully accountable and transparent in the use of public funds. With this letter, I transmit the City Manager's FY 2018 Recommended Budget for your review and consideration. This recommended budget provides a solid foundation upon which the City Council can deliberate and determine a plan on how best to allocate municipal revenues to further the City's mission of protecting and enhancing the quality of life for all of its citizens.

This recommended budget constitutes a collaboration with the City Council that began in early January when we met to discuss Council's goals and budget priorities. At that time the City Council directed City staff to focus on the following priorities for FY 2018:

- Affordable Housing
- Transportation and Other Public Infrastructure
- Building and Zoning/Regional Plan
- Social Justice
- Economic Development
- Water Conservation
- Environmental and Natural Resources
- Climate Change

We met again in February to further refine your budget priorities and discuss our fiscal challenges. I believe that this Manager's Recommended Budget reflects a commitment to furthering your goals and budget priorities in an efficient and strategic manner.

This Council has expressed its desire to take bold and meaningful action in the area of Affordable Housing in the near term. In response, I will be recommending your approval of $300,000 in funding to prepare for and incentivize the development of affordable housing units in partnership with community stakeholders and the private sector. In order to accomplish this objective in an expeditious fashion, City staff will first

concentrate on available parcels of land that the City already owns. Additionally, I am recommending that we hire a Project Manager for Housing who will have the requisite skills, knowledge and experience to effectively leverage this new funding. Medium and longer term strategies are also being considered and, to that end, I have identified $75,000 in one-time dollars to explore potential funding strategies for affordable housing, including a possible ballot question if Council should decide to move in that direction.

Another highlight of this year's recommended budget is a commitment to fund public safety staffing which represents one of the most significant core services that the City provides and is integral to our quality of life. I have authorized the police and fire departments to seek grant funding for six new police officers and six new fire fighters and have dedicated the needed City matching funds requirement through the life of those grants. If the grants are approved, we will hire the additional public safety personnel sometime after January 2018. In order to help provide for adequate stability of funding these new positions into the future, I am recommending that the City Council approve the available property tax levy/revenue increase in the amount of 7% beginning on July 1, 2017 and another 7% beginning on July 1, 2018. This will result in a cumulative increase of 14% to the levy/revenue over the two-year period. This action will help assure that we are not in the position of having to reduce public safety staffing after the grant period has ended if future revenues to the General Fund do not prove sufficient to sustain them.

The Manager's Recommended Budget for FY 2018 presents a financially sustainable plan under which to perform City services and operations in a manner which helps to achieve City Council priorities and goals. While this letter is involved with communicating our plan for wisely allocating taxpayer provided resources for this coming fiscal year, we acknowledge that much progress can and is being made with existing resources. So while the recommended new budget expenditures may be relatively small amounts in some areas, it isn't a reflection of all the effort that is being made in that area. My focus with the Budget Team and Leadership for this year's budget was to make sure that the City of Flagstaff, as an organization, is fully capable to serve our community at a level commensurate with its high expectations for quality. As a result of recessionary decreases to revenues, the City has gone through a tough process of refinement over the past few years that, on one hand, has resulted in a more efficient and nimble organization; and this is a good thing. On the other hand, however, the City organization is struggling to keep up with increasing demands for critical services and infrastructure. So while this recommended budget offers us a greater ability to respond to the needs of a growing community, it is by no means a return to those days of the past. To use a wellness analogy: we have slimmed down as an organization and have added some muscle back in areas where it is needed in order to do the heavy lifting required. We will continue to be very strategic and purposeful as we grow in future years and how we do that will be dependent upon the direction we receive from the City Council in response to the will of our community.

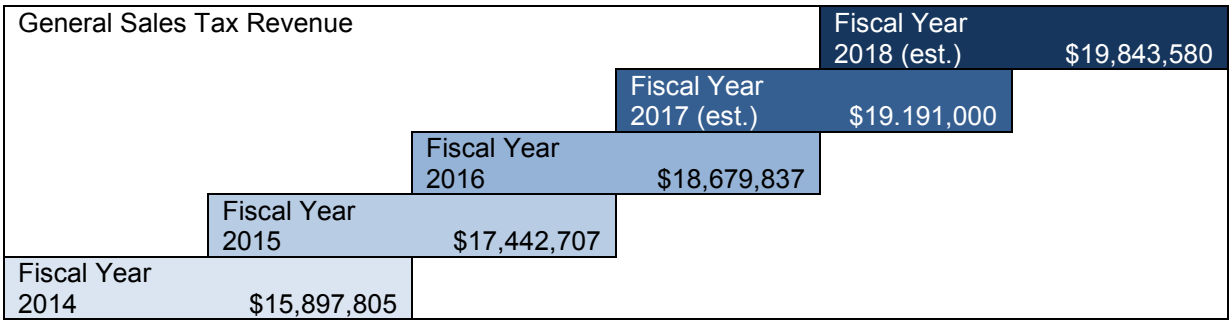
Respectfully Submitted,

Josh Copley
City Manager

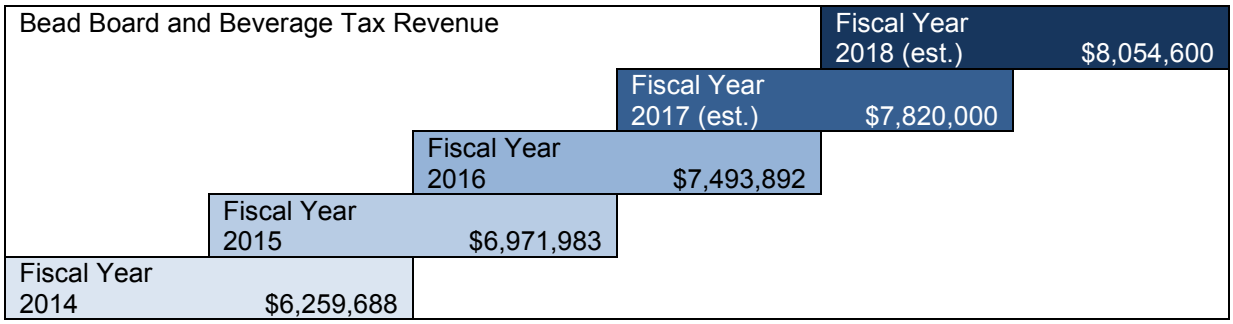
Economic Condition

National, state and local economic conditions have improved since the Great Recession. Locally, the Flagstaff economy can perhaps best be measured by four indicators--sales tax, Bed, Board and Beverage (BBB) tax, state shared income tax, and the construction industry.

The City collects three different sales taxes. The first is a 1% tax on all general sales except food. Revenues from this sales tax support General Fund operations. The City has seen growth in this category, with FY 2015 and FY 2016 seeing increases of 9% and 7% respectively, which consistently outpaces the state sales tax growth. For FY 2017 we estimate a 2% growth followed by 3% growth in FY 2018. Some of the stronger sales tax categories are Restaurants/Bars, Hotels/Motels, Retail and Property Rentals, commercial and residential.



The BBB tax is another important indicator of the health of the local economy. As mentioned above, Restaurants/Bars and Hotels/Motels tax categories are showing strong trends. BBB revenues increased by over 11% in FY 2015 and continue to have growth of approximately 5% per year. Estimates for FY 2018 are conservatively set at 3% which translates to a gain in revenues of approximately $235,000.



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 FY 2018, State Shared Income Tax is projected to grow 2.7% with only small increases in future years. This percentage is artificially low as there have been reductions in the corporate income tax collections due to state legislation. Personal income tax revenues are estimated to increase by 5.6%.

In pre-recession times, the combination of new residential and commercial construction growth provided its own stimulation to the economy through building permits, construction material and sales taxes. Construction growth also resulted in reduced sales tax leakage because new residents were spending money at new retail establishments, locally. This helped drive our local economy. Calendar year (CY)

2016 saw growth in total new construction valuation of $137,709,978 compared to $76,668,780 in CY 2015. In CY 2016, total new residential and commercial construction permits were up 9% from CY 2015. Total single family dwelling units were up in CY 2016: 239 compared to 206 in CY 2015, total dwelling units were up 18% in CY 2016: 480 compared to 402 in CY 2015 (this is single and multi-family units).

In summary, our economy is growing incrementally stronger and this translates into modest growth in our ongoing revenues.

Fund Accounting

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

Revenues

Recurring revenues are the portion of City funds that can reasonably be expected to continue year-over-year with a certain degree of predictability. Property and sales taxes are an example of recurring revenues. One-time revenue is money that the City receives that we do not expect to reoccur in subsequent fiscal years. Primary sources of one-time revenue include: 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. At the February budget retreat Council expressed a willingness to consider additional revenues through increased property taxes and community development and fire user fees. The FY 2018 City Manager recommended budget includes revenue growth in the General Fund of $1.5 million related to property tax, sales tax and state shared revenues, plus new ongoing budgeted user fee revenues of $520,000. Additionally, there is $2.1 million of one-time capacity from fund balance estimates. The FY 2017 City Manager recommended budget for the General Fund included $1.7 million in ongoing revenue and $3.0 million in one-time capacity.

Expenditures

Even though we find ourselves in a relatively better financial position for the coming year, we are still recovering from the effects of the "great recession" and the necessary constraints it has placed on our spending over the past eight years. Last year's budget reflected good progress towards restoring City services to a level consistent with the expectations of City Council and our community. However, with revised service level requests from across the organization for new spending in excess of $16.6 million we were challenged to deal with the lingering pent up demand. I called upon our Leadership Team to help prioritize the $3.9 million in new personnel requests. The FY 2018 Recommended Budget provides for $10.9 in new spending over last year for personnel, equipment and services, which means that many of this year's requests from the various City divisions were denied. In addition, many of the ongoing requests were only approved as one-time expenditures as ongoing dollars were limited. The FY 2018 budget is structurally balanced in accordance with the requirements of our City Charter and state law.

As in previous budgets, we split both revenue and expenditures between recurring and one-time dollars within each fund. Identifying ongoing revenues is helpful in understanding the degree of impact the expenditure change can make on the level of service and/or Council goals and priorities. In addition to

Council's administrative goals which includes Personnel, the FY 2018 budget addresses your priorities of Affordable Housing, Transportation and Other Public Infrastructure, Building and Zoning/Regional Plan, Social Justice, Economic Development, Water Conservation, Environmental and Natural Resources, and Climate Change.

The following chart summarizes new budget investments by Council goal:

Employee Compensation and Investment

This year we will implement Phase Two of a three-year strategy to bring all City pay structures up to market level. This strategy is currently built into all five-year plans. Achieving market based pay has been a goal of Council for the past few years and is supported by our Employee Advisory Committee (EAC). While some positions that are further below market will receive more than those positions closer to market, City employees will receive a minimum of a 2% increase unless they are at or above the maximum of the proposed pay structure.

Additionally, we have been able to fund increased costs to the public safety pension system with ongoing dollars, instead of one-time dollars, which further enhances our financial stability. This year's budget includes ongoing funding for a $1.1 million increase in our public safety pension liability that was based upon a revaluation of our actuarial numbers in the aftermath of recent court rulings.

Building upon the success of last year's "Investing in You" training, which includes such topics as communications skills, ethics and leadership, I am recommending another one-time appropriation of $35,000 to continue this effort in developing our employees to better serve our community.

Understanding that the high cost of housing in our community has a direct bearing on our ability to recruit and retain quality employees, I am recommending that we expand our popular Employer Assisted Housing Program with an additional $100,000 in funding to include all City employees. This program was piloted in the Police Department as a means to address recruitment and retention of police officers and has been demonstrated to be successful in meeting this objective.

Staffing

The FY 2018 recommended budget includes twenty-three (23) new staff positions in the General Fund, including five (5) that are funded with 100% direct offsets from new revenues, and a total of eight (8) new positions throughout all other funds for a total of thirty-one (31) positions throughout the organization. Of the twenty-three new staff positions in the General Fund, twelve are police officers and fire fighters. Our public safety first responders continue to deal with the challenges of higher demands for services brought on, in recent years, by increased development and population. In 2009, at the beginning of the last recession, the police department had a total of 118 sworn officer positions. Today, the police department has 112 sworn positions and are responding to a 6% increase in call volume. Similarly, the fire department had a total of 93 fire fighters in 2009 and now have 80 who are responding to an almost 50% increase in call volume. The result is an increase in public safety response times and a less safe work environment for our employees.

These thirty-one new positions help achieve Council's budget priorities and goals and are designed to meet current service levels, build required infrastructure and facilitate continued economic development:

General Fund Positions:

- Labor Standards Manager
- IT Intern - .375 (1X)
- Development Engineering Project Manager (Contingent on Courthouse project)
- Capital Improvements Project Manager (1X)
- Associate Planner
- Building Inspector (Contingent on new permit fees)
- Comprehensive Planning Intern - .475 (1X)
- Affordable Housing Project Manager (1X)
- Fire Fighters - 6
- Police Officers - 6
- Mechanic Assistant
- Parts Specialist
- Aquatics Lifeguard Staff - 1

All Other Fund Positions:

- Administrative Specialist for Transportation and Infrastructure Planning (1X)
- Creative Services Specialist
- ParkFlag Parking Coordinator
- Executive Assistant to the Library Director (Contingent on increased Library District funding)
- Utilities SCADA Administrator
- Water Services Technician - 2
- Utilities GIS Specialist

Transportation and Other Public Infrastructure

The City continues to make good progress towards Council's goal of delivering quality community assets while continuing to advocate for the implementation of a highly performing multi-modal transportation system. In appreciation of the enormity of our present and future transportation needs, we realize that it will take the cumulative and sustained effort of the City of Flagstaff and its agency partners to make headway in this area.

This year's recommended budget continues this investment with approximately $140.3 million in capital expenditures, across all funds, for improvements to community assets like the Flagstaff Urban Trails System (FUTS), Flagstaff Pulliam Airport, landfill, and water/wastewater utilities, just to name a few examples. This amount includes $45.1 million for improvements to streets and transportation infrastructure that is funded through a combination of Highway User Revenue Funds (HURF), Transportation Tax and Road Repair and Street Safety Tax. Another highlight of this recommended budget includes $300,000 to construct new public restroom facilities at Buffalo and Thorpe Parks.

Building and Zoning Codes and Regional Plan

In order to further Council's goal of revising the Zoning and Building Codes in order to remove ambiguities while ensuring that it is consistent with community values and the Regional Plan, I am asking for your approval of $100,000 in this year's budget for consulting services and other expenses associated with this effort. This will include work to help improve the experience of citizens, customers and other users as they navigate through these large, regulatory and guidance documents.

Social Justice

This year Council has provided a goal of advancing social justice in our community. To help further this goal, the FY 2018 Manager's Recommended Budget contains $6,000 in funding for outreach and meetings with indigenous communities in Northern Arizona. We would also like to conduct a Native Youth Service Academy at Picture Canyon as a pilot program in FY 2018 with a budget of $2,000. Additionally, we have identified another $5,000 to bolster our social media to better communicate Council activity to the public.

Economic Development Strategies

The City of Flagstaff continues to invest in the local economy in a diverse manner with positive results indicated through increased revenues. Some investments the City has made and continues to make include the Downtown, Auto Mall, Southside revitalization, the City's Incubator and Accelerator operated by Northern Arizona Center for Entrepreneurship and Technology, and the newly formed Parking District. As a regional hub in northern Arizona, Flagstaff continues to look at retail development to decrease leakage to the larger metropolitan areas. In addition, the City has a robust tourism industry that continues to outpace both state and nationwide recovery numbers. The City looks to enhance primary high wage sectors including the bio-sciences, astronomy, advanced manufacturing, health care, and digital products. These efforts have come about through a multi-pronged approach that includes internal change as well as direct assistance that encourages existing and new businesses that will grow and strengthen a more equitable and resilient economy.

Water Conservation

In pursuit of Council's goal to become a national leader in water conservation in all sectors, I have included an additional $128,000 in this budget to develop a Water Conservation Plan, implement WaterSmart software and increase our public outreach and engagement. The WaterSmart Software will enable our water customers to access data and analytics to increase their water use awareness and improve their on-line experience with the City.

Environmental and Natural Resources

In the new budget year, the City will continue to actively manage and protect all environmental and natural resources under our purview. This includes $100,000 to enable our Hazardous Product Center to more effectively dispose of increasing amounts of electronic waste and other materials. Other new ideas include funding to coordinate a Zero Waste program and a Waste to Profit pilot project. These initiatives will help meet Council goals, conserve space in our landfill, and encourage activities and behaviors that reduce waste.

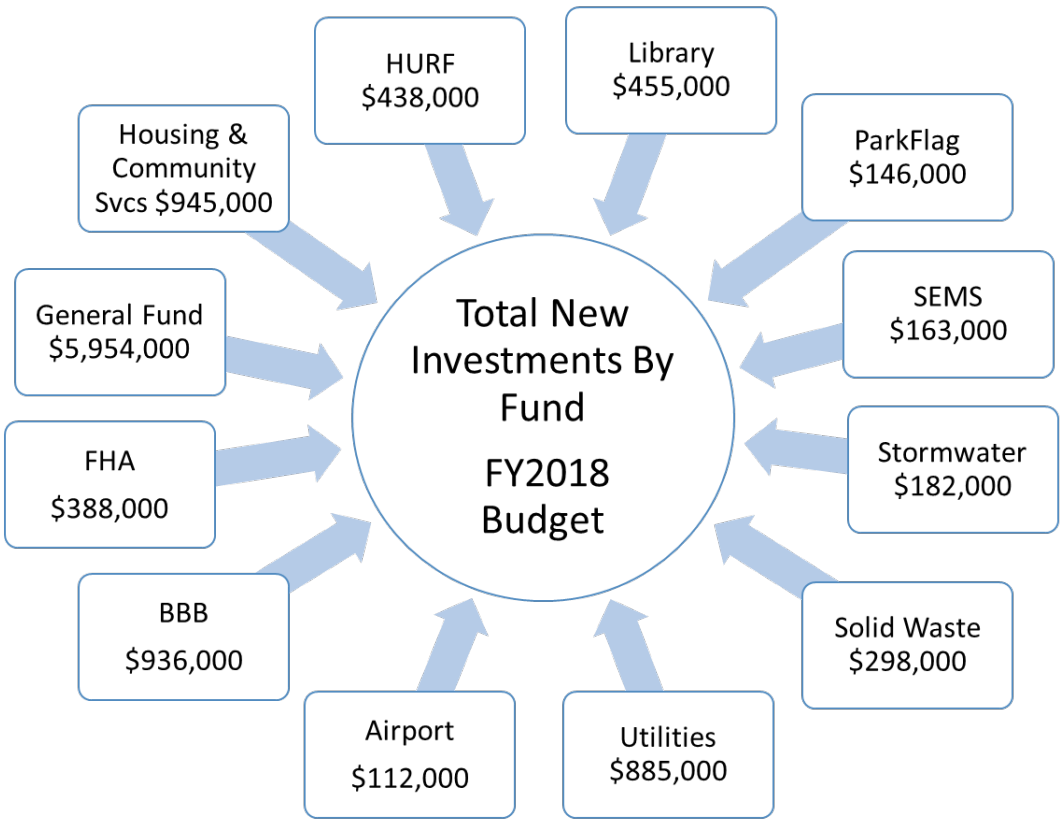
Climate Change

On April 6, 2010 the Flagstaff City Council adopted Resolution No. 2010-16 which committed the City to achieve 20% of its energy consumption as renewable by 2015, 35% by 2020, and 50% by 2050. During its January and February budget retreats, the City Council set a new, ambitious objective of eventually becoming a 100% renewable energy city organization and community.

In order to assist in facilitating this objective, I am recommending the allocation of $35,000 to develop a Climate Action Plan in FY 2018. Additionally, I have identified $45,000 to complete repairs on the solar thermal hot water system at the City's Aquaplex. This system has not functioned properly since the facility opened and is currently not operational. The energy consumed by the Aquaplex facility to heat water for the swimming pools represents a significant portion of its total energy budget. This repair will not only further our renewable energy goal but also result in quite a bit of savings on our energy bill.

Summary by Fund

The following is a summary for new investments of $10.9 million for the FY 2018 Budget by Fund:



The City of Flagstaff
Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

**Teamwork* *Accountability* *Communication*
**Transparency* *Excellence **Leadership* *Integrity

Strategic Plan

Strategic Priority: Provide Exceptional Service

- Serve as ambassadors for the Flagstaff community
- Serve the public through quality internal and external customer service
- Foster clear and consistent communication
- Provide employees tools, training and support
- Demonstrate respect, equity and strong ethics

Strategic Priority: Invest in Our People

- Ensure effective resources for employees
- Provide competitive compensation
- Empower employees to make the City better
- Maintain and enhance a safe and positive organizational culture

Strategic Priority: Foster a Resilient and Economically Prosperous City

- Enhance the organization's fiscal stability and resourcefulness
- Deliver outstanding services through a healthy environment, resources and infrastructure
- Support sustainable economic development and its practices
- Promote policies that reflect a positive and safe community
- Continue to enhance community outreach and engagement

Strategic Priority: Work In Partnership to Enhance a Safe and Livable Community

- Foster a safe, healthy, equitable and accessible community
- Cultivate community partnerships through civic engagement and participation
- Facilitate and encourage diversity
- Promote high quality of life through consistent standards, rules and regulations

City of Flagstaff

City Council Goals: 2017-2019

Revised February 2017

1) Economic Development
- Grow and strengthen a more equitable and resilient economy.

2) Affordable Housing
- Support development and increase the inventory of public and private affordable housing for renters and home-owners throughout the community.

3) Social Justice
- Advance social justice in our community.

4) Transportation and Other Public Infrastructure
- Deliver quality community assets and continue to advocate and implement a highly performing multi-modal transportation system.

5) Building and Zoning/Regional Plan
- Revise the zoning code to remove ambiguities, and ensure it is consistent with community values and the regional plan.

6) Climate Change
- Take meaningful climate change action.

7) Water Conservation
- Become a national leader in water conservation in all sectors.

8) Environmental and Natural Resources
- Actively manage and protect all environmental and natural resources.

9) Personnel
- Attract and retain quality staff.

10) Community Outreach
- Enhance public transparency and accessibility.

11) Town & Gown
- Enhance relationships between City and institutions of Higher Education.

12) Code Compliance
- Achieve comprehensive and equitable code compliance.

Budget Overview

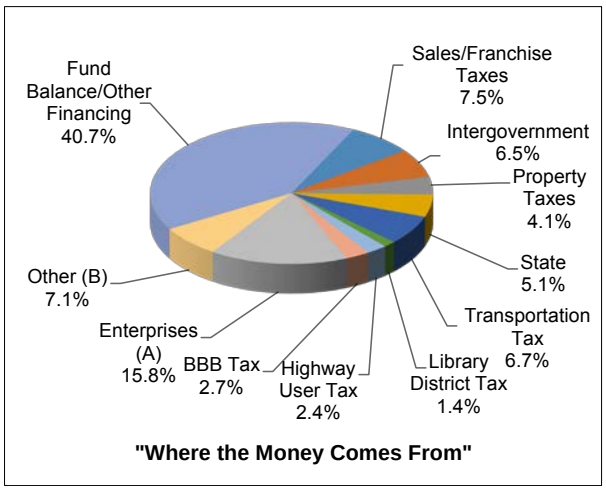
The City of Flagstaff FY 2018 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also 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 documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations*, *Revenues* and *Capital Improvements Plan (CIP)* for FY 2018; and *Debt Structure*, which are the operating framework of the Financial Plan.

Financial Resources Available

Sales/Franchise Taxes	$ 22,533,271	7.5%
Intergovernment	19,673,654	6.5%
Property Taxes	12,442,918	4.1%
State	15,304,694	5.1%
Transportation Tax	20,119,903	6.7%
Library District Tax	4,189,419	1.4%
Highway User Tax	7,308,360	2.4%
BBB Tax	8,054,600	2.7%
Enterprises (A)	47,613,609	15.8%
Other (B)	21,379,288	7.1%
Fund Balance/Other Financing	123,399,912	40.7%
	$ 302,019,628	100.0%

Enterprises (A):	
Water	$ 18,711,835
Wastewater	11,550,998
Stormwater Utility	1,707,364
Solid Waste	11,792,010
Sustainability and Env Mgmt	999,693
Airport	1,744,709
Flagstaff Housing Authority	1,107,000
	$ 47,613,609
Other Revenue (B):	
Licenses and Permits	$ 2,630,260
Vehicle License Tax	3,074,550
Charges for Services	3,109,665
Fines and Forfeits	1,544,457
Investment Earnings	849,131
Miscellaneous	10,171,225
	$ 21,379,288

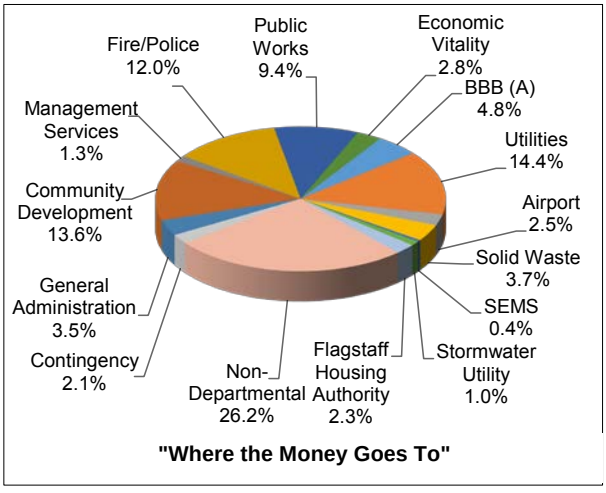


"Where the Money Comes From"

Total Appropriations

General Administration	$ 10,712,958	3.5%
Community Development	41,102,272	13.6%
Management Services	3,981,955	1.3%
Fire/Police	36,140,570	12.0%
Public Works	28,343,999	9.4%
Economic Vitality	8,540,322	2.8%
BBB (A)	14,405,092	4.8%
Utilities	43,627,814	14.4%
Airport	7,449,071	2.5%
Solid Waste	11,111,628	3.7%
SEMS	1,131,747	0.4%
Stormwater Utility	3,018,471	1.0%
Flagstaff Housing Authority	7,024,065	2.3%
Non-Departmental	79,028,414	26.2%
Contingency	6,401,250	2.1%
	$ 302,019,628	100.0%

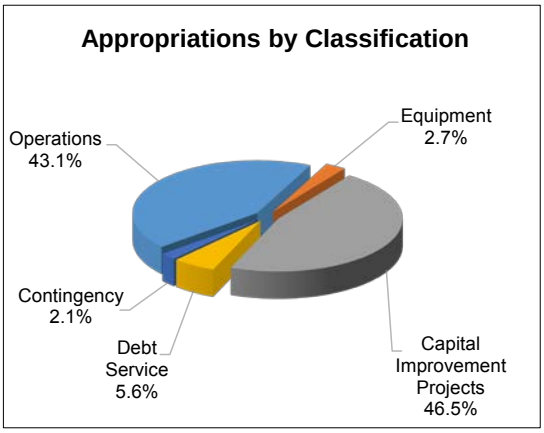
BBB Tax Funds (A):	
Beautification	$ 8,018,351
Tourism	2,617,794
Economic Development	1,373,357
Arts and Science	866,217
Recreation	1,529,373
	$ 14,405,092



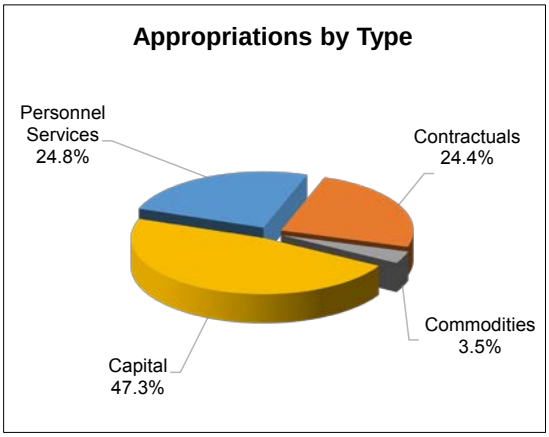
"Where the Money Goes To"

The following graphs depict total appropriations for the FY 2018 budget by major classifications and major types.

Appropriations by Classification		
Operations	$	130,268,780
Equipment		8,267,419
Capital Improvement Projects		140,308,333
Debt Service		16,773,846
Contingency		6,401,250
	$	302,019,628



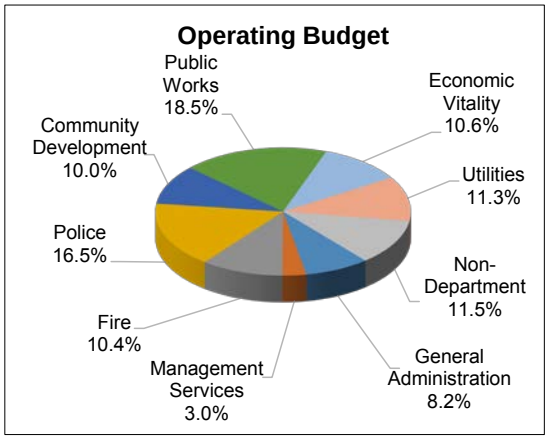
Appropriations by Type		
Personnel Services	$	74,868,238
Contractuals		73,778,224
Commodities		10,609,546
Capital		142,763,620
	$	302,019,628



Operating Expenditures by Division

City operations include traditional municipal services that citizens expect 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	$	10,625,792
Management Services		3,919,955
Fire		13,535,464
Police		21,534,515
Community Development		13,011,465
Public Works		24,117,284
Economic Vitality		13,854,201
Utilities		14,658,121
Non-Department		15,011,983
	$	130,268,780
* Exclusive of Debt Service	$	16,773,846



General Administration activities comprise 8.2% of the budget ($10.6 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, Flagstaff Municipal Court, Human Resources, Risk Management and Information Technology.

Management Services comprises 3.0% of the operating budget ($3.9 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, grants management and sales tax.

Fire Department services comprise 10.4% of the operating budget ($13.5 million) excluding the debt service requirements of ($86,000). 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 ($21.5 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 10.0% of the operating budget ($13.0 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, Flagstaff Metropolitan Planning Organization (FMPO), Community Redevelopment Services and Flagstaff Housing Authority. The services provided by this division meet the current needs of the community and plans for the future.

Public Works activities are provided by eight sections that account for 18.5% of the operating budget ($24.1 million) excluding the debt service requirements for streets of ($673,000). The services provided include: recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

Economic Vitality activities comprise 10.6% of the operating budget ($13.9 million) excluding debt service requirements for Airport ($232,000) and Business Incubator ($259,000) and Parking District ($115,000). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development. In addition, the division includes the operations of the City/County public library system.

Utilities comprise 11.3% of the operating budget ($14.7 million), excluding $3.9 million in debt service requirements. There is one administrative section responsible for management of water, wastewater, reclaimed water 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. There is also one section for Reclaimed Water. The Stormwater Utility is also included here, inclusive of the Spot Improvement Program, Drainage Program, Rio De Flag project, Engineering and Master Planning.

Non-Departmental operations comprise 11.5% of the budget ($15.0 million) exclusive of $11.5 million in debt service requirements. The Council and Commission, Transit, Special Assessment 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 which were 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 available 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 to be provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is then 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. It includes each Section's *Mission, Program Description, Accomplishments, 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 two years prior, *Estimated Expenditures* prior year, and the *Adopted Budget* prior and current year. Expenditures are shown by category and program. 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:

- Personnel 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, Division and Section 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, 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 within 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.

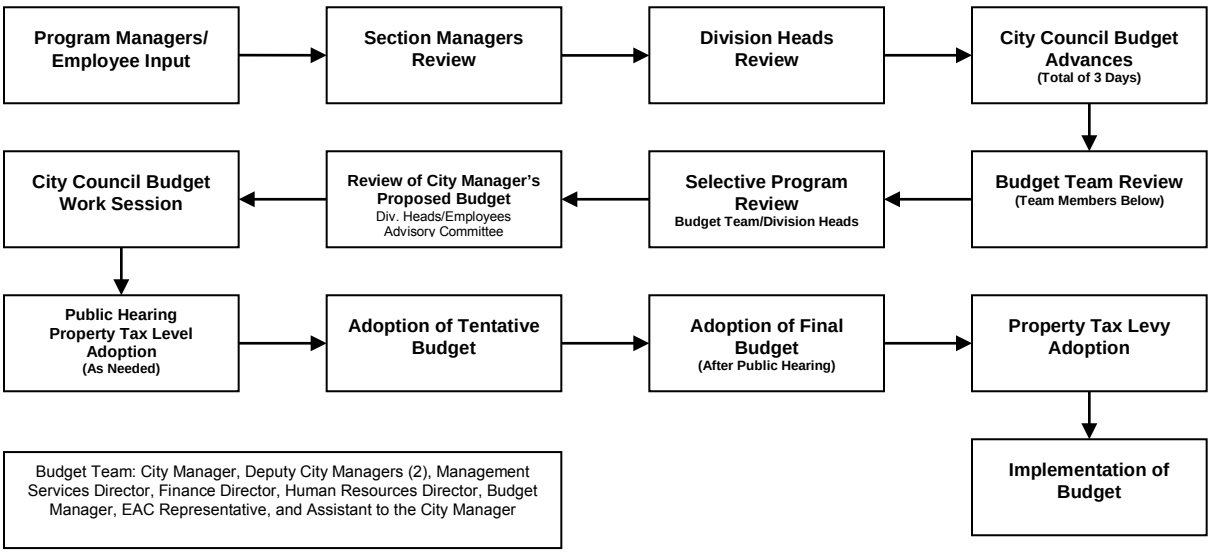
The following table represents the structure for the City.

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 Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Revenue Purchasing Finance
		Community Development	Community Development Administration Capital Management Planning and Development Engineering Housing
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Public Works	Public Works Administration Parks Fleet Services Cemetery Facilities Maintenance USGS Campus Recreation Services
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Real Estate Proceeds Non-Departmental
SPECIAL REVENUE	Library	Economic Vitality	Library City Direct Library County Direct Library Grants and County Wide Projects
	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 and 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	Economic Vitality	EDA Revolving Loan
	Parking District	Economic Vitality	Parking District
DEBT SERVICE	GO 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	GO 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 - 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 and Env Mgmt *	Public Works	Sustainability Environmental Management
	Flagstaff Housing Authority*	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2016 CAFR

Process

Budget Process Flowchart:



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* include 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* provides both narrative and financial data for the City's divisions. The budget commentary provides an explanation of significant budget changes.
- The *Capital Improvement* section lists projects, costs and funding sources in the Capital Improvement Plan (CIP).
- The *Appendices* includes detailed personnel schedules, pay plans, budget resolution, property tax ordinance, glossary and acronyms.

Budget Calendar

December 14	Budget Module Available to all Divisions
January 16	Capital Improvement and Equipment Requests Reviewed by Capital Improvements and Purchasing
January 19	Winter Council Budget Advance
February 16	Winter Council Budget Advance
February 27 to March 10	Review with Division Directors and the Budget Team
April 26 - 27	Council Study Sessions Proposed Budget Available (Operating and Capital) to Public
June 6	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 20	Final Budget Hearing and Final Budget Adoption
June 20/July 5	Property Tax Levy Adoption

Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreats were held in January and 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 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 occured on June 20, 2017. 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 and Beverage 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 ($302,019,628). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($149,172,916) and this total cannot be exceeded.

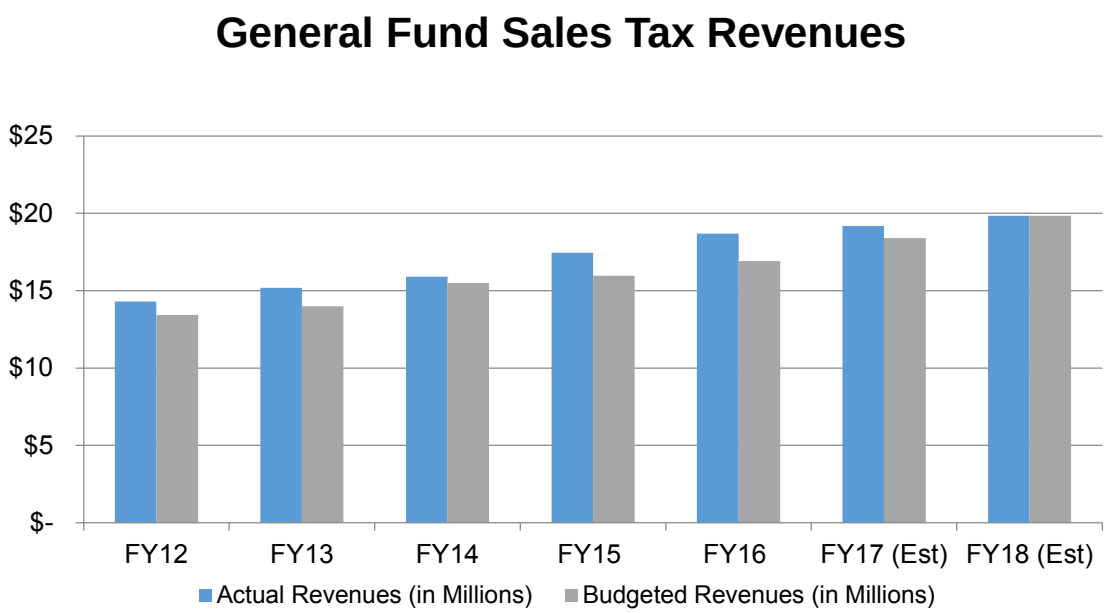
Budget authority can be transferred between line items within a section. At year-end, division budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Council can also amend total appropriations for a fund during the year by Resolution as long as there 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 continues to see improvements in the economy. We have seen small to moderate improvements each year since FY 2010 in our local and state shared sales tax revenues. The economic analysts for our local and state region estimate there will be continued growth in the local economy over the next few years.

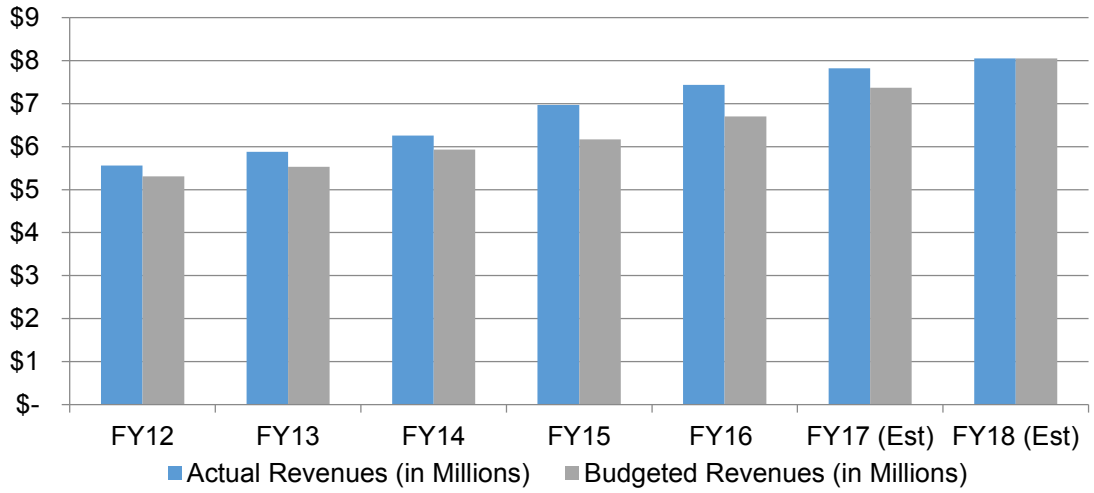
The City collects three different sales taxes. The first is a 1% tax on all general sales, except for food. This is a general purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved an extension of the tax in May 2010. This tax expires in 2024. We have seen consistent growth in sales tax revenues and are estimating a 3% growth in FY 2018.



The second sales tax is a 1.051% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The previous rate was 0.721% but voters approved a 0.33% increase in November 2014 with an effective date of January 1, 2015. A majority of the transportation tax components expire in 2020. As the 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.

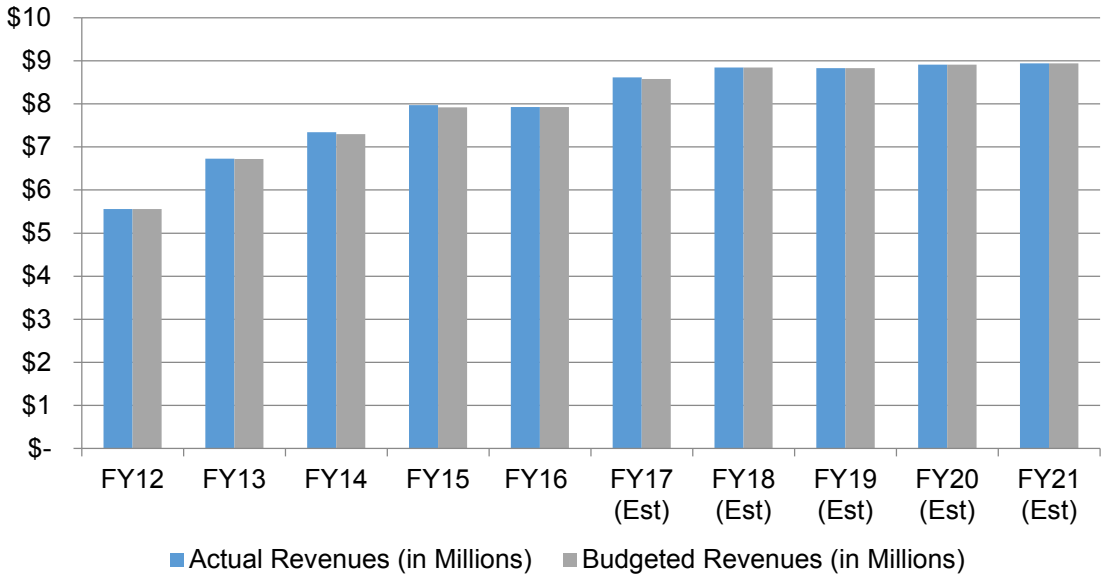
The third sales tax is a Bed, Board and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. This tax is restricted in use for economic development, arts and science, beautification, recreation or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing since FY 2010. This tax must go before the voters every fifteen years to be validated. Voters approved an extension of the tax in May 2010 with an expiration in 2028. This sales tax revenue has been outpacing the general sales tax due to a strong hotel, restaurant and bar sector. For FY 2017 we are estimating a 5% growth followed by 3% growth in FY 2018.

Bed, Board, and Beverage (BBB) Tax Revenues



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. The allocation of shared revenues was changed for FY 2017 to be based on the Census Bureau estimates with the exception of the actual census figures each decade. Prior to the change the populations were determined by the Arizona Department of Economic Security based on a number of factors including new homes and student enrollment. The City estimates that FY 2018 state shared revenues will be approximately $386,000 higher than the FY 2017 budget. The state continues to reduce corporate income tax revenues however strong individual income tax and state sales tax makes up for the difference.

State Shared Income Tax Revenues



Highway User Revenue (gas tax) funds are projected to be above budget for FY 2017. For FY 2018, the City anticipates that the State will continue to redirect revenues to fund the Department of Public Safety. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based in part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular driving destination for Las Vegas, Los Angeles and Phoenix. These revenues continue to grow with fuel prices low and a steadily growing economy.

Property tax revenues are projected to see a slight increase due to new construction in FY 2018. Council has not set the FY 2018 rates at the time of this publication. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. For the past five years, City 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. The City now has the capacity to increase property tax levies by a maximum of 12% due to holding levies flat the past five years plus this year's allowable increase. Discussion on the levy will be discussed during the April Budget Retreat. Upon Council direction, if the levy is increased, the first public hearing on Truth in Taxation will be held June 6, 2017. Impacts to homeowners will be provided with the final budget document.

Expenditures

At the January Retreat, Council was asked to identify budget priorities for FY 2018. Council concluded that the priorities for the FY 2018 budget include: economic development, affordable housing, social justice, transportation and other public infrastructure, building and zoning/regional plan, climate change, water conservation, environmental and natural resources, personnel, community outreach, town and gown, and code compliance.

At a follow up Council Budget Retreat in February, staff provided updated revenue and expenditure projections with a focus on opportunities and strategies to advance the Council budget priorities previously listed above. In addition, Council provided direction on potential increased revenue opportunities.

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 budgets. Divisions were asked to correlate their increased funding requests to the Council's budget priorities and goals. Based on this information, the FY 2018 proposed budget includes the continuation of a 3-year plan to transition to market based pay for all employees, several new positions related to capacity and public safety needs, needed infrastructure, economic development funding and some additional appropriations to help support existing service levels.

At the final Council Retreat in April, Council added additional items into the final adopted FY 2018 budget including additional funding for housing initiatives.

Details of the previous discussions can be found in the City Manager's transmittal letter in the Transmittal section.

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, Sustainability and Environmental Management, Airport, Stormwater; and activities funded from a special revenue source dedicated to that activity. These include the BBB Tax funds, Transportation Tax fund, Streets, Library, Housing and Community Services, Metropolitan Planning Organization, FUTS and Parking District.

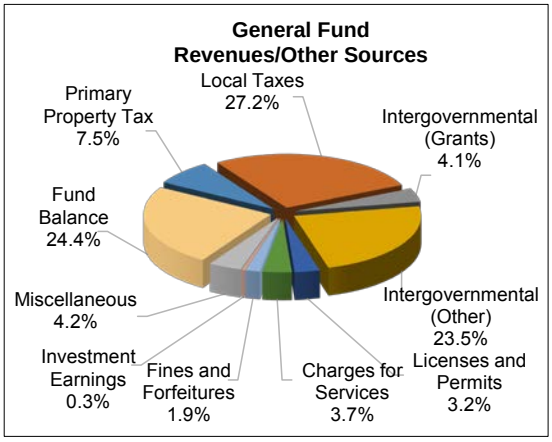
Total resources available for expenditures for FY 2018 are $83.0 million including the estimated beginning fund balance of $20.3 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of the 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 are expected to remain relatively flat. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2017 due to the completion of several projects and one-time expenditures anticipated in FY 2018.

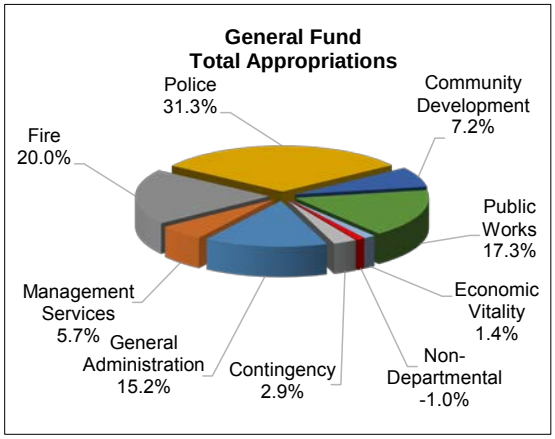
General Fund total appropriations compared to year-end estimates have increased by 25.0%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years.

The financial position of the General Fund remains balanced.

Revenues/Other Sources	Estimated 2016-2017	Budget 2017-2018
Primary Property Tax	$ 5,727,976	$ 6,217,976
Local Taxes	21,875,700	22,533,271
Intergovernmental (Grants)	1,688,769	3,394,415
Intergovernmental (Other)	18,963,216	19,490,238
Licenses and Permits	2,214,880	2,630,260
Charges for Services	3,137,220	3,109,665
Fines and Forfeitures	3,251,863	1,544,456
Investment Earnings	331,871	260,000
Miscellaneous	1,250,149	3,460,113
Fund Balance, Net of Transfers	21,680,234	14,855,658
Fund Balance for Carryovers	2,891,683	5,488,439
	$ 83,013,561	$ 82,984,491



Appropriations	Estimated 2016-2017	Budget 2016-2017
General Administration	$ 10,030,344	$ 10,712,958
Management Services	3,760,254	3,981,955
Fire	12,387,477	14,081,950
Police	20,039,388	22,058,620
Community Development	4,483,447	5,095,122
Public Works	8,784,500	12,207,736
Economic Vitality	175,166	990,494
Non-Departmental	(3,346,318)	(734,543)
Contingency	-	1,990,000
	$ 56,314,258	$ 70,384,292



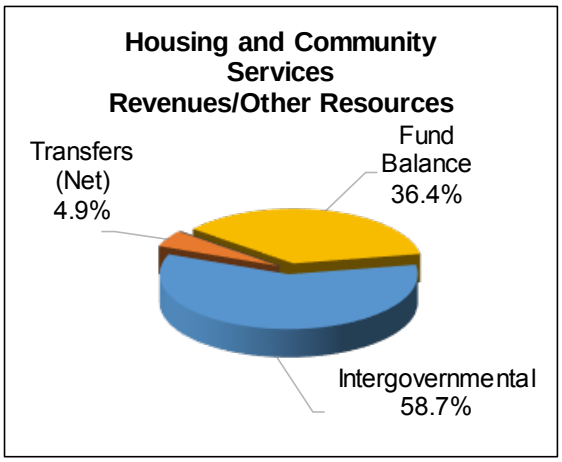
Special Revenue Funds

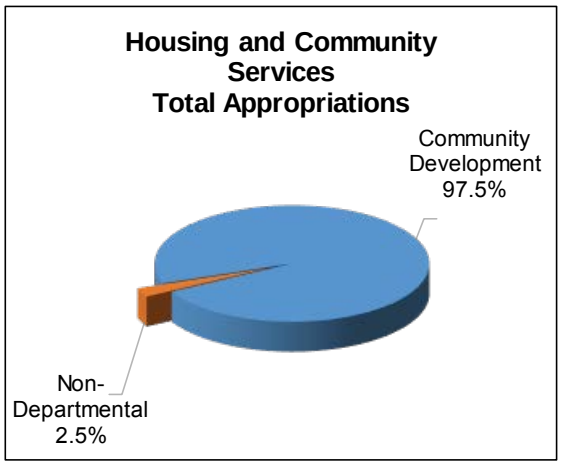
Housing and Community Services Fund

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $3.5 million appropriated to this activity for FY 2018. Expenditures in this fund include $780,000 in State Housing grants and $1,128,169 in CDBG grant activities.

Revenues/Other Sources		
Intergovernmental	$	2,172,169
Transfers (Net)		182,000
Miscellaneous		4
Fund Balance		1,351,301
	$	3,705,474

Appropriations		
Community Development	$	3,449,647
Non-Departmental		89,405
	$	3,539,052





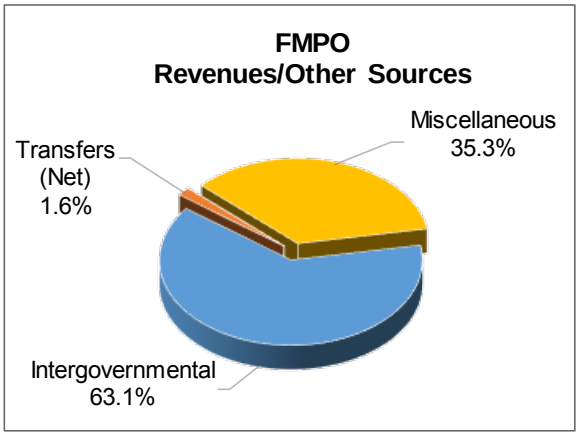
Flagstaff Metropolitan Planning Organization Fund

This fund was established to account for funding derived from the areas status as a designated Flagstaff Metropolitan Planning Organization (FMPO). The FMPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The City has appropriated $1,326,749 for this program for FY 2018. This includes operating funds for transportation, transit planning and $500,000 for contingency.

Revenues/Other Sources		
Intergovernmental	$	836,736
Transfers (Net)		22,500
Miscellaneous		467,513
	$	1,326,749

Appropriations		
Community Development	$	789,262
Non-Departmental		37,487
Contingency		500,000
	$	1,326,749

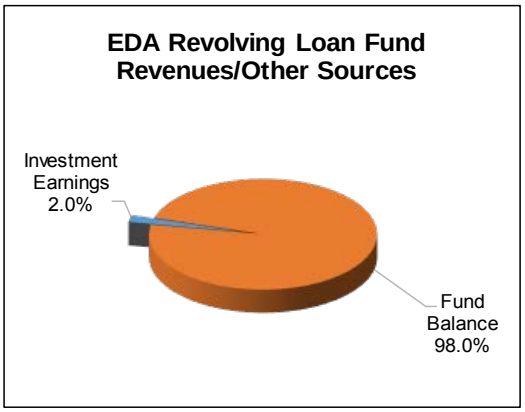


EDA Revolving Loan Fund

On June 30, 2012, Northern Arizona Council of Governments (NACOG) received authorization from the U.S. Department of Commerce Economic Development Administration (EDA) to transfer ownership of the Revolving Loan Fund (RLF) to the City in an effort to better maximize the benefits and utilization of the funds. Via resolution from NACOG, the EDA Revolving Loan Fund portfolio was transferred to the City for management of loans for funding small business concerns. Revenues and expenditures will have a neutral impact to the City budget. 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 Sources		
Investment Earnings	$	5,328
Fund Balance		266,420
	$	271,748

Appropriations		
Economic Vitality	$	271,748
	$	271,748

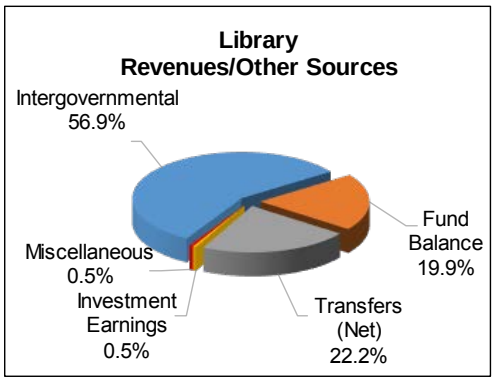


Library Fund

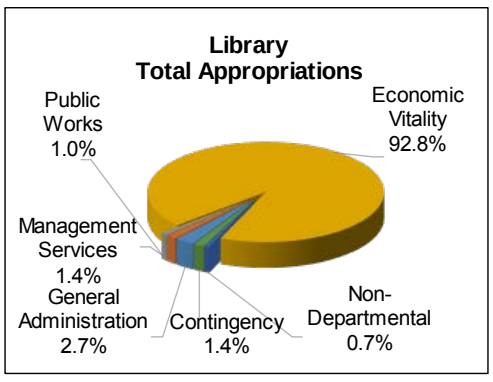
The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. Approximately $2.3 million of the funding for library operations comes from the library district tax; with an additional amount as a pass-through to district libraries. An additional $1.7 million of funding is a transfer from the General Fund to further support the Flagstaff libraries.

In July 2014, 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 are directed by the Library Council with affirmation by the County Board of Supervisors.

Revenues/Other Sources		
Intergovernmental	$	4,264,419
Fund Balance		1,494,066
Transfers (Net)		1,662,813
Investment Earnings		38,000
Miscellaneous		41,000
	$	7,500,298



Appropriations		
General Administration	$	181,956
Management Services		94,917
Public Works		68,688
Economic Vitality		6,349,989
Non-Departmental		49,357
Contingency		100,000
	$	6,844,907



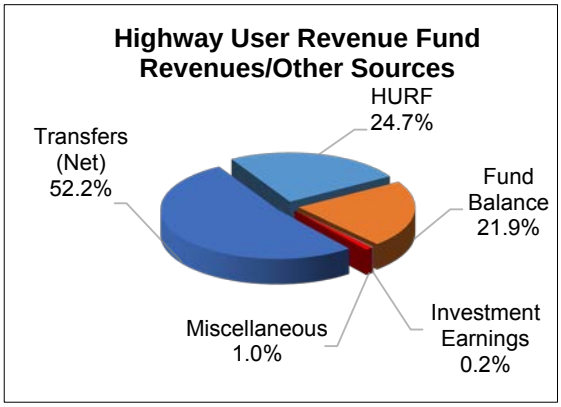
Highway User Revenue Fund

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

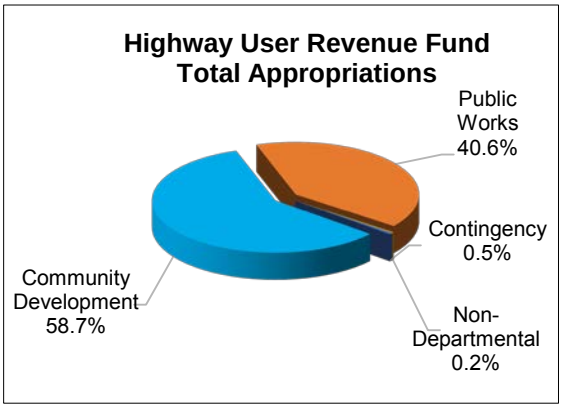
HURF revenues have seen steady growth over the past five years as fuel prices fall and the economy experiences slow continuous growth.

Appropriations total $27.8 million in FY 2018 and major projects budgeted include the annual pavement maintenance program, Beulah extension and Industrial Drive improvements.

Revenues/Other Sources		
HURF	$	7,308,360
Fund Balance		6,463,483
Investment Earnings		32,000
Miscellaneous		300,000
Transfers (Net)		15,428,089
	$	29,531,932



Appropriations		
General Administration	$	199,817
Management Services		67,945
Community Development		16,183,302
Public Works		11,170,516
Economic Vitality		12,658
Non-Departmental		57,159
Contingency		100,000
	$	27,791,397

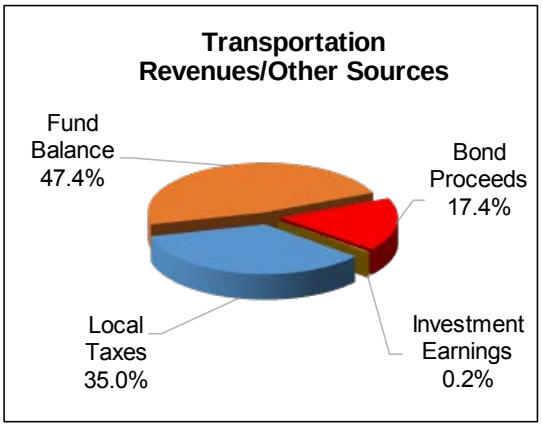


TRANSPORTATION FUND

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. In FY 2015, voters approved an additional transportation tax for road repair and street safety which is valid through 2035. In FY 2016, voters approved an extension of the transit tax to 2030. The sales tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit, 4th Street Overpass and Road Repair and Street Safety 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.

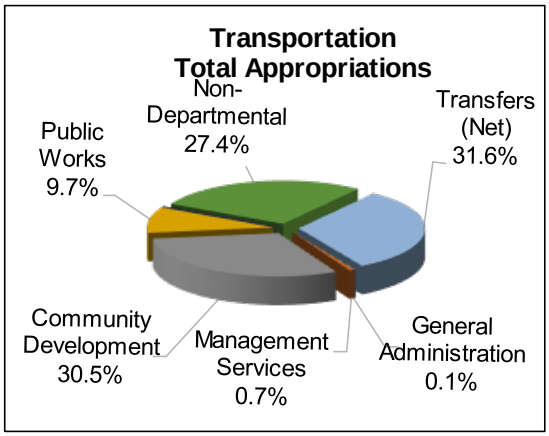
Projects	Budget FY 2018 Revenues
4th Street Overpass	$ 3,062,973
Traffic Flow and Safety Improvements	3,560,706
Safe-to-School, Pedestrian and Bike	1,531,486
Transit Service Enhancements	5,647,357
Road Repair and Street Safety	6,317,381
Total	$ 20,119,903

Revenues/Other Sources		
Local Taxes	$	20,119,903
Fund Balance		27,250,714
Bond Proceeds		10,000,000
Investment Earnings		135,000
	$	57,505,617



Appropriations total $52.8 million in FY 2018. Appropriations include $8.0 million for transit operations and capital projects, $3.8 million for debt service and $21.3 million for road repair and street safety projects. Transfers include $15.9 million to HURF for safety and street improvements, $200,000 to Capital Projects for the Core Service Facility, $22,500 to FMPO and $550,000 to FUTS. The tax rate for transportation is 1.051%.

Appropriations/Transfers		
General Administration	$	56,172
Management Services		369,494
Community Development		16,089,334
Public Works		5,100,000
Economic Vitality		3,337
Non-Departmental		14,444,401
Transfers (Net)		16,699,344
	$	52,762,082

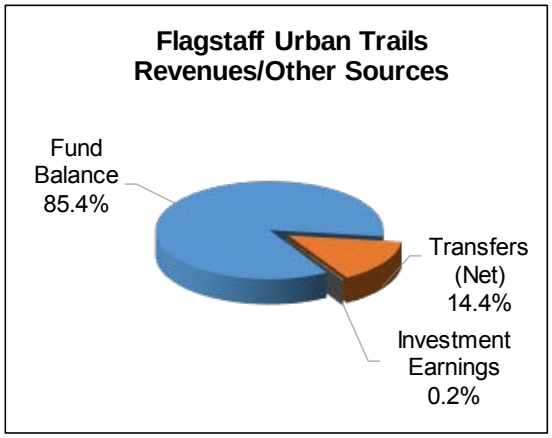


Flagstaff Urban Trail Fund

Total resources available for FUTS activities are $3.8 million. The Safety Improvement Tax provides $550,000 and the remainder comes from available fund balance.

Expenditures in this fund are primarily related to capital improvement projects. The major projects in FY 2018 include the Sheep Crossing Trail, Switzer Canyon Trail and BNSF Walnut Florence Underpass. A full project listing is located in the CIP Section.

Revenues/Other Sources		
Fund Balance	$	3,262,386
Transfers (Net)		550,000
Investment Earnings		8,160
	$	3,820,546
Appropriations		
Community Development	$	3,798,082
	$	3,798,082

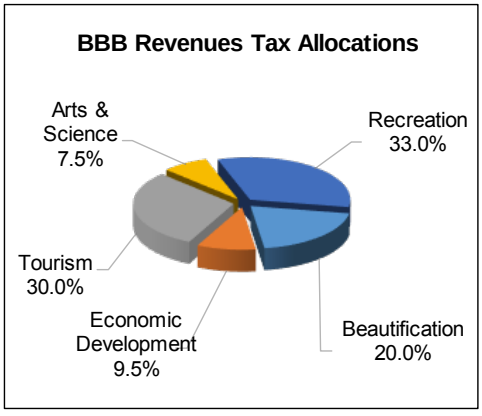


Bed, Board and Beverage (BBB) Funds

A dedicated 2% bed, board and beverage sales tax collected on the services provided by lodging, restaurants and bars was approved by voters in 1988 with a ten-year sunset clause. The dedicated tax was extended by the voters for fifteen years in 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds are allocated into the following percentages: Recreation 33%; Economic Development 9.5%; Beautification 20%; Arts and Science 7.5%; Tourism 30%.

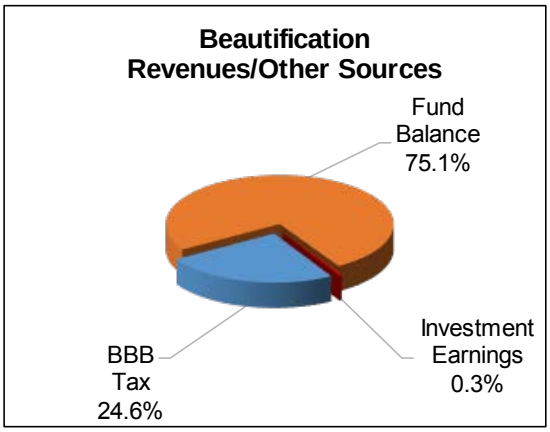
Revenue for FY 2018 is projected to increase slightly over FY 2017 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.

		Budget FY 2017	Estimate FY 2017	Budget FY 2018
Beautification	$	1,474,600	1,564,000	1,610,920
Economic Development		700,435	742,900	765,187
Tourism		2,211,900	2,346,000	2,416,380
Arts & Science		552,975	586,500	604,095
Recreation		2,433,090	2,580,600	2,658,018
	$	7,373,000	7,820,000	8,054,600



Beautification Fund: Total resources available for Beautification Fund activities amount to $6.5 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the US 89 medians – Fanning to Marketplace, Downtown, Non-Gateway and Buffalo Park parking improvements. A full project listing is located in the CIP Section. A $433,156 transfer to the General Fund is used primarily for the maintenance of streetscapes.

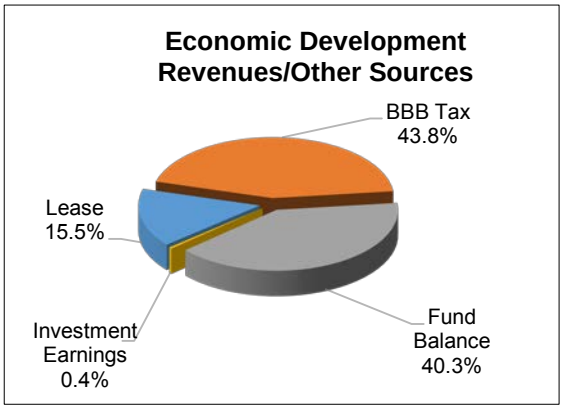
Revenues/Other Sources		
BBB Tax	$	1,610,920
Fund Balance		4,914,762
Investment Earnings		15,000
	$	6,540,682
Appropriations		
Economic Vitality		4,220,269
Contingency		10,000
Transfers (Net)		433,156
	$	4,663,425



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.

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 approximately $1.7 million, of which $765,187 is from the BBB dedicated tax for economic development, lease revenue of $269,964 and fund balance of $704,359.

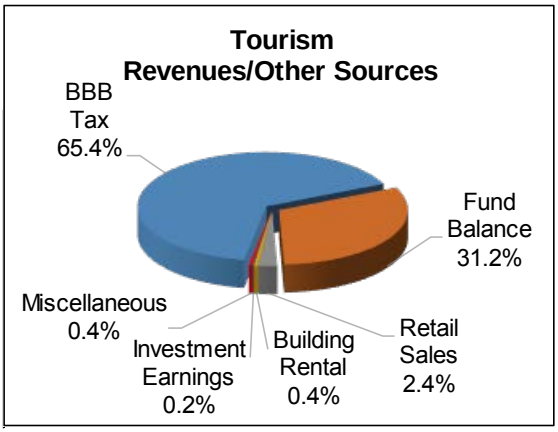
Revenues/Other Sources		
Lease	$	269,964
BBB Tax		765,187
Fund Balance		704,359
Investment Earnings		7,200
	$	1,746,710
Appropriations/Transfers		
Economic Vitality	$	1,373,357
Contingency		145,000
Transfers (Net)		80,014
	$	1,598,371



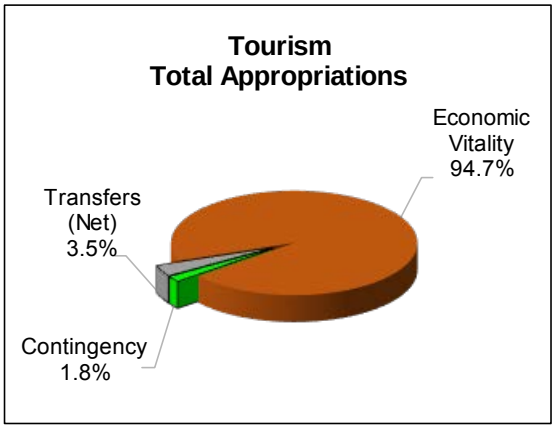
Tourism Fund: Total resources available in FY 2018 are approximately $3.7 million, of which an estimated $2.4 million is from the BBB tax. The total appropriations are approximately $2.8 million, which includes $2.1 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for $492,000.

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 Sources		
BBB Tax	$	2,416,380
Fund Balance		1,148,322
Retail Sales		86,612
Building Rental		13,369
Investment Earnings		5,742
Miscellaneous		13,528
	$	3,683,953



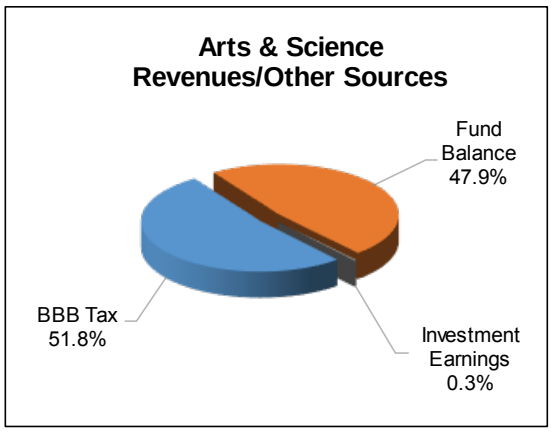
Appropriations/Transfers		
Economic Vitality	$	2,617,794
Contingency		50,000
Transfers (Net)		97,738
	$	2,765,532



Arts and Science Fund: Total resources available for Arts and Science activities are approximately $1.2 million, including estimated revenues from the BBB tax of $604,095. Expenditures include: Public Art for $347,000, Service Partner Contracts for $450,000 and the Science Foundation for $25,000.

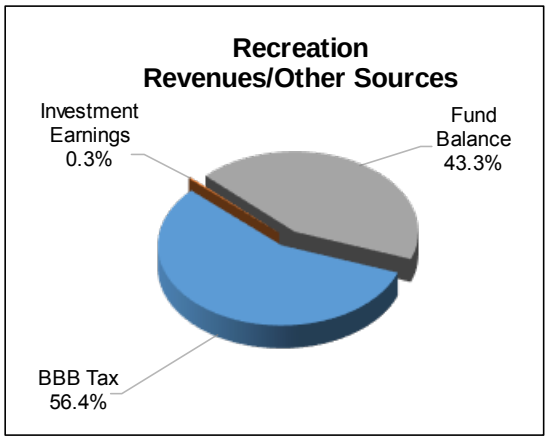
Revenues/Other Sources		
BBB Tax	$	604,095
Fund Balance		558,016
Investment Earnings		4,000
	$	1,166,111

Appropriations		
Economic Vitality	$	866,217
Contingency		10,000
	$	876,217



Recreation Fund: There are appropriations in the amount of $4.4 million in FY 2018 for Recreation Fund activities and projects. Expenditures in this fund are capital in nature and include basketball court resurfacing and repair at Codgill and Ponderosa, new restroom facilities at Buffalo and Thorpe parks and upgraded playground equipment at Thorpe, Mobile Haven and Smokerise parks. 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 several years, the City Council has re-examined the use of these funds and in FY 2018 directs $1.3 million to fund recreational programming, $1.6 million to fund FUTS maintenance, BBB recreation fields operation and maintenance. These are funded via a transfer to the General Fund.

Revenues/Other Sources		
BBB Tax	$	2,658,018
Investment Earnings		12,200
Fund Balance		2,039,946
	$	4,710,164
Appropriations/Transfers		
Public Works	$	1,529,373
Transfers (Net)		2,903,866
	$	4,433,239

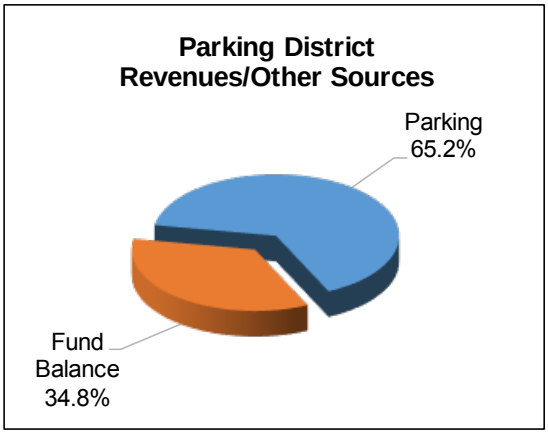


Parking District Fund

The Parking District Fund was created in FY 2017. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for acquisition and development of new public parking spaces in the downtown area.

The revenue and other sources for FY 2018 include $919,454 in parking revenues. Total appropriations for the fund are approximately $946,000 which includes $831,000 for operations and $115,000 for debt service.

Revenues/Other Sources		
Parking	$	919,454
Fund Balance		491,202
	$	1,410,656
Appropriations		
Economic Vitality	$	940,963
Contingency		5,000
	$	945,963



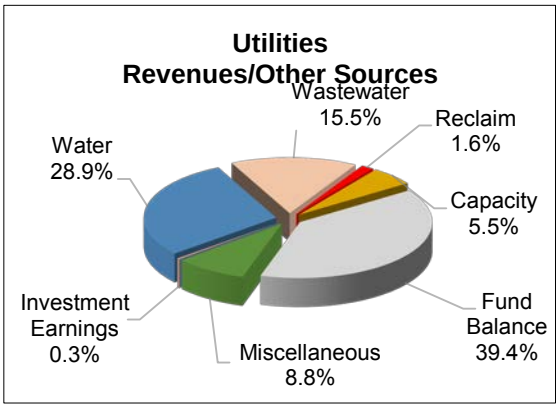
Enterprise Funds

Utilities Fund

The City's water, wastewater and reclaimed water 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: operating and maintenance costs; capital improvements considered routine in nature; principle 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 $47.7 million.

The City contracted for a rate model update in FY 2016 which identified a need to increase water and wastewater rates. The Council was presented with the recommended increases in the spring of 2016. Rates were increased on July 1, 2016 and again on January 1, 2017. The next increase will be effective January 1, 2018.

Revenues/Other Sources		
Water	$	16,977,835
Wastewater		9,123,998
Reclaim		927,000
Capacity		3,234,000
Fund Balance		23,134,965
Miscellaneous		5,200,000
Transfers (net)		6,780
Investment Earnings		163,485
	$	58,768,063

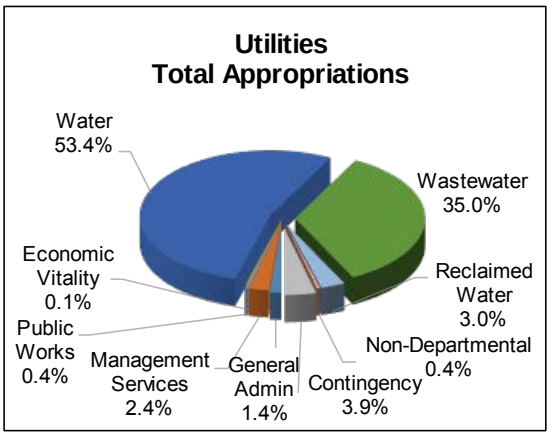


Water Operations: Total appropriations relating to direct costs for the water operations are approximately $25.5 million. Water fees are the major source of revenue supporting water operations. Bond funds support future water rights. Revenue estimates total approximately $17.0 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are approximately $16.7 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately $9.1 million in wastewater charges.

Reclaimed Water Operations: Total appropriations related to the direct cost for the reclaimed water operations are $1.4 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total $927,000 in reclaimed water charges.

Appropriations		
General Administration	$	678,300
Management Services		1,145,760
Public Works		183,023
Economic Vitality		37,671
Water		25,497,907
Wastewater		16,717,348
Reclaimed Water		1,412,559
Non-Departmental		177,915
Contingency		1,850,000
	$	47,700,483

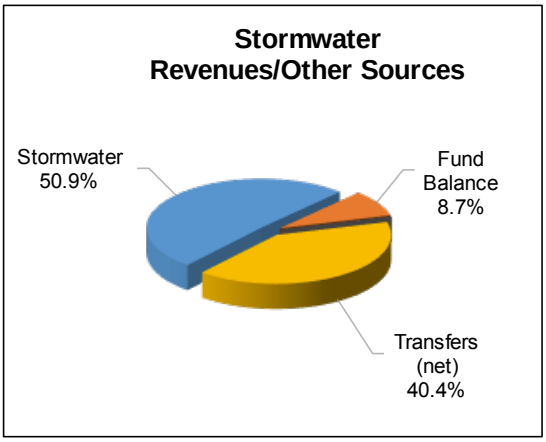


Stormwater Fund

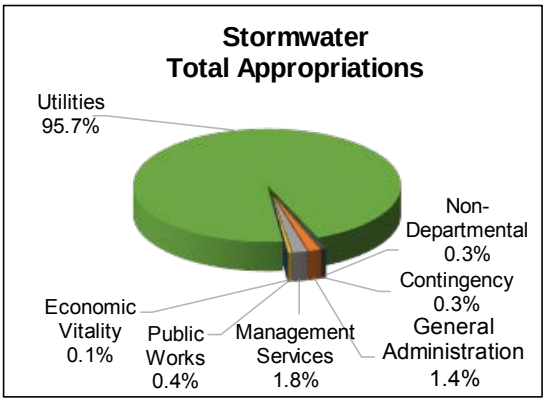
The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 square feet of impervious area (ERU). Rates were increased on July 1, 2016 and again on January 1, 2017. The next increase will be effective January 1, 2018.

Total revenues/other sources for Stormwater total approximately $3.4 million for FY 2018. Total appropriations of $3.2 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.

Revenues/Other Sources		
Stormwater	$	1,707,364
Fund Balance		293,651
Investment Earnings		920
Transfers (net)		1,354,836
	$	3,356,771



Appropriations		
General Administration	$	45,469
Management Services		56,529
Public Works		12,915
Economic Vitality		1,521
Utilities		3,018,471
Non-Departmental		9,239
Contingency		10,000
	$	3,154,144

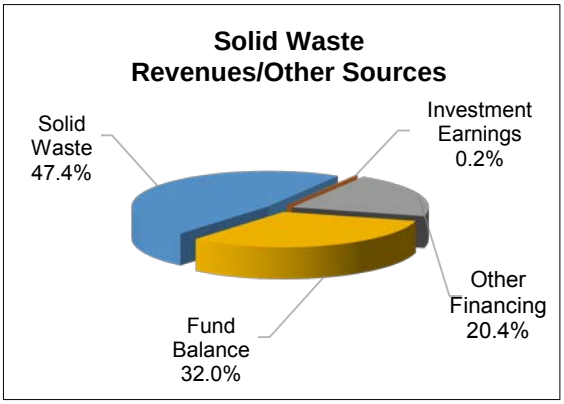


Solid Waste Fund

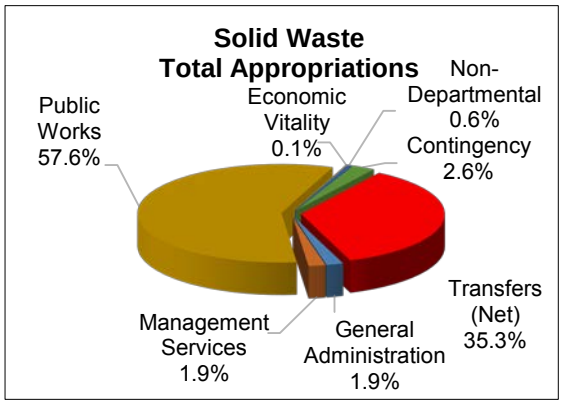
Total financial sources are $25.0 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

The existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to ensure sufficient funds will be available to meet these requirements. A new rate study is anticipated to be completed in FY 2018.

Revenues/Other Sources		
Solid Waste	$	11,792,010
Investment Earnings		71,264
Other Financing Sources		5,125,000
Fund Balance		8,029,328
	$	25,017,602



Appropriations/Transfers		
General Administration	$	377,485
Management Services		371,493
Public Works		11,278,543
Economic Vitality		27,199
Non-Departmental		122,824
Contingency		500,000
Transfers (Net)		6,904,678
	$	19,582,222

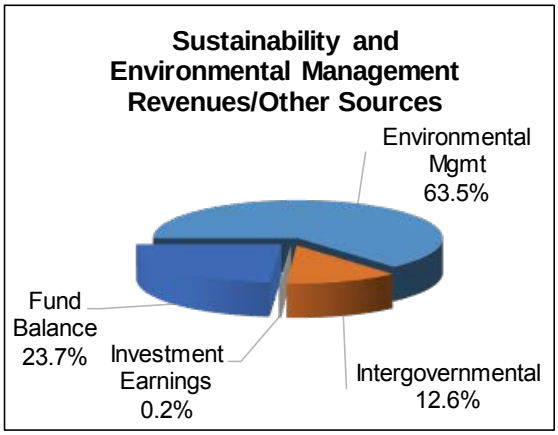


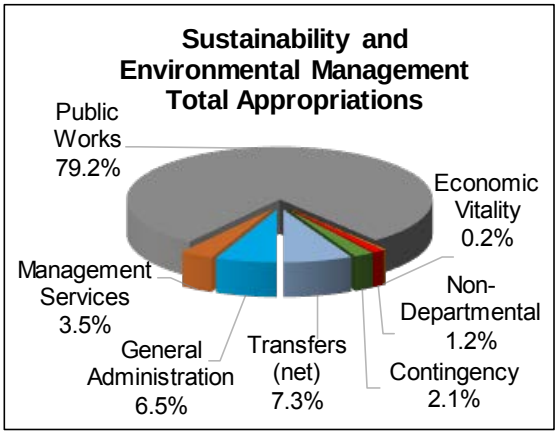
Sustainability and Environmental Management Fund

Total financial sources are approximately $1.6 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management Section's (SEMS) operations. This fee is based on cost of operations. SEMS is housed within the Public Works Division and includes the Sustainability Section, Environmental Management Section, as well as Open Space Management. Through transfers out to the General Fund, this user fee partially funds Code Enforcement in the Community Development Division and the Greater Flagstaff Forest Partnership contract within the Fire Department.

Revenues/Other Sources		
Environmental Mgmt	$	999,693
Intergovernmental		198,446
Investment Earnings		3,038
Miscellaneous		510
Fund Balance		372,888
	$	1,574,575

Appropriations/Transfers		
General Administration	$	92,655
Management Services		50,380
Public Works		1,134,222
Economic Vitality		2,825
Non-Departmental		16,884
Contingency		30,000
Transfers (net)		104,611
	$	1,431,577





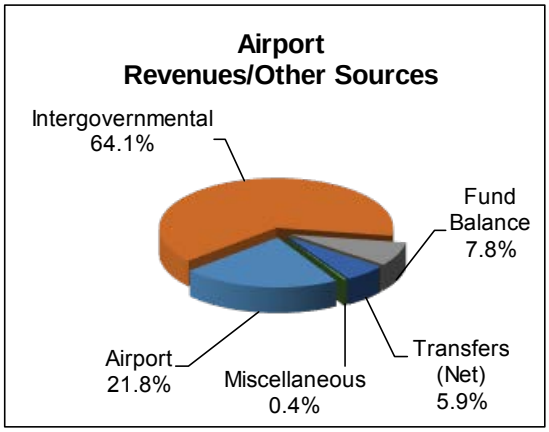
Airport Fund

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix. Total appropriations are $7.8 million: $2.8 million for operations and reserve, $0.2 million for debt and $4.8 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

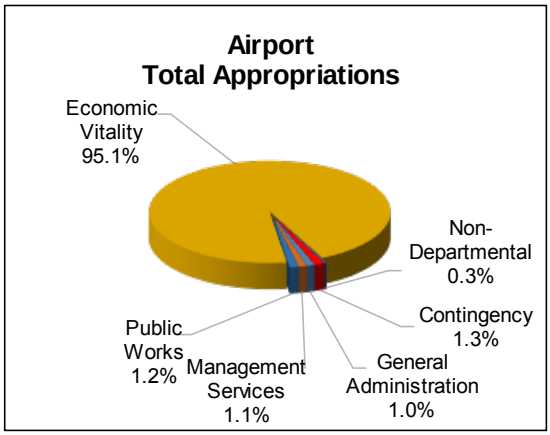
In FY 2018, of the $4.8 million in capital improvements, approximately 91% of the budgeted expenses are being funded with grants from the FAA. Additional funding may be available to support these projects through ADOT.

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

Revenues/Other Sources		
Airport	$	1,744,709
Intergovernmental		5,144,525
Fund Balance		622,678
Investment Earnings		3,676
Transfers (Net)		475,000
Miscellaneous		31,041
	$	8,021,629



Appropriations		
General Administration	$	78,043
Management Services		83,141
Public Works		94,926
Economic Vitality		7,452,750
Non-Departmental		19,817
Contingency		100,000
	$	7,828,677

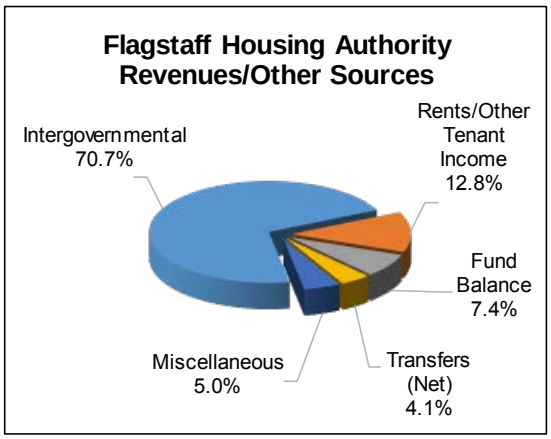


Flagstaff Housing Authority

The Flagstaff Housing Authority (FHA) owns and operates 265 units of low income public housing, manages 80 units of low income housing and administers 439 Section 8 Housing Choice Vouchers, which include 4 homeless Vouchers and 106 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons.

Total financial resources are approximately $8.7 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 74.3% of funding, or $6.1 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 and management of Flagstaff Housing Corporation. 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 Sources		
Intergovernmental	$	6,137,418
Rents/Other Tenant Incom		1,107,000
Fund Balance		640,135
Transfers (Net)		360,200
Miscellaneous		434,951
	$	8,679,704
APPROPRIATIONS		
Community Development	$	7,024,065
Contingency		1,001,250
	$	8,025,315



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 fluctuations in fund balance from beginning to ending, the change is related to carryovers for capital projects and/or budgeting of such items. Funds such as the General Fund, Highway User Revenue Fund, Transportation Fund, Beautification Fund, Recreation – BBB Fund, Housing and Community Services Fund and 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 on current program needs and revenue estimates are achievable.

The five-year projections are located in the Financial Summaries 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 projection 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 53% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include the Core Services facility and the Accelerator funding. A portion of one-time items are the result of carryover requests from the previous year. The General Fund will maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

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 five years. The City currently expects to receive State housing grants every year. The Housing and Community Services fund balance decreases by 88% due to planned one-time expenditures.

Metropolitan 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.

EDA Revolving Loan

The primary source for this fund is 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.

Library

The forecast for the Library fund 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 decreases by 56% due to planned expenditures for circulation materials, ADA capital investment and other one-time items.

Highway User Revenue

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 73% due to several planned capital projects.

Flagstaff Urban Trail System

This fund accounts for capital projects related to the Flagstaff Urban Trail System (FUTS). The primary source for this fund is a revenue transfer from the safety improvement component of the transportation tax. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how this is accomplished.

Beautification

The primary source for this fund is BBB taxes. This fund generally 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 62% due to planned expenditures for the completion of various capital projects.

Economic Development

This fund is balanced with ongoing revenues from BBB taxes, lease revenues and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreases by 79% in FY 2018 due to the use of excess fund balance to cover planned expenditures which will attract long-term business investment into the City.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are 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 2018 by 20% due to phased expenditures to increase the investment in tourisim promotion and Visitor Center needs.

Arts and Science

This fund is balanced with ongoing revenues from BBB taxes and has ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in our community. Planned public art projects result in an Arts and Science fund decrease of 48% in FY 2018.

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 parks and recreation capital projects.

ParkFlag – Parking District

This fund was established in FY 2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance decreased 5% in FY 2018 due to planned capital project and parking needs.

General Obligation Bond

This fund is used to service payments on general obligation bonds. This five-year projection 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 decreased by 107% 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 decreased 1% in FY 2018.

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

These funds are 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 three projects still remaining to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects. In November of 2012, two projects were approved by the voters and in November 2016 one additional project was 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. GO Bond Funded Projects
2. Non-GO Bond Funded Projects

The fund balances are affected by the timing of bond proceeds and capital expenditures.

Water, Wastewater and Reclaimed Water

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. City Council recently adopted a rate increase effective July 1, 2016. The Water, Wastewater and Reclaimed Water fund balance decreases by 52% due to the planned completion of capital projects.

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. City Council adopted a rate increase effective on July 1, 2016. The rate increase will self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreases 31% due to the timing of capital projects and planned one-time expenditures.

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 the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 32% decrease in fund balance due to planned capital projects.

Sustainability and Environmental Management

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth rate of two percent. This coincides with ongoing operations and revised service levels for all operations. The Sustainability and Environmental Management fund anticipates a 62% decrease due to an increase in one-time costs relating to a zero waste coordinator and climate action plan.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. The majority of revenues are grants related to continued expansion and capital improvements at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The City's General Fund currently makes a transfer to the Airport to cover the match portion of capital grants awarded and to aid operations. The Airport fund balance decreases by 69% due to the timing of expenditures for operational capital and maintenance needs, as well as the construction capital program in FY 2018.

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 and 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 increased intergovernmental revenues in FY 2018, the City anticipates the FHA fund balance to increase by 2%.

Revenues

Historical trend information for select revenues.

All Funds

Federal and State Grants

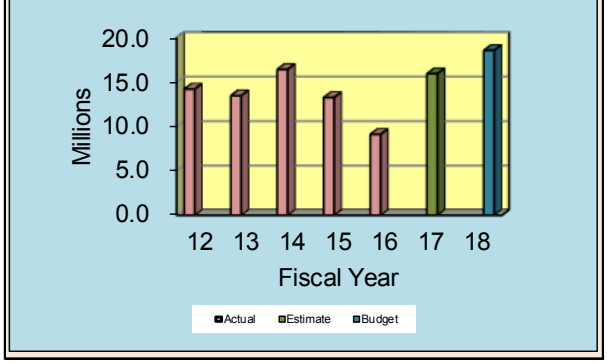
Description: Federal and State agencies and foundations provide various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

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.

Projects funded by Federal and State grants in FY 2018 include transportation planning efforts through FMPO; Airport improvements; a focus on improvements to recently-acquired open space areas Picture Canyon and Observatory Mesa; and grants supporting thinning efforts by the Fire Department augmenting the Flagstaff Watershed Protection Project. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low Income Public Housing (See Schedule C-1 for details).

Federal and State Grants

FY	Amount	% Change
11-12	$ 14,209,064	34.6%
12-13	13,459,399	-5.3%
13-14	16,423,052	22.0%
14-15	13,263,009	-19.2%
15-16	9,110,986	-31.3%
16-17	15,946,150	75.0%
17-18	18,562,660	16.4%



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.

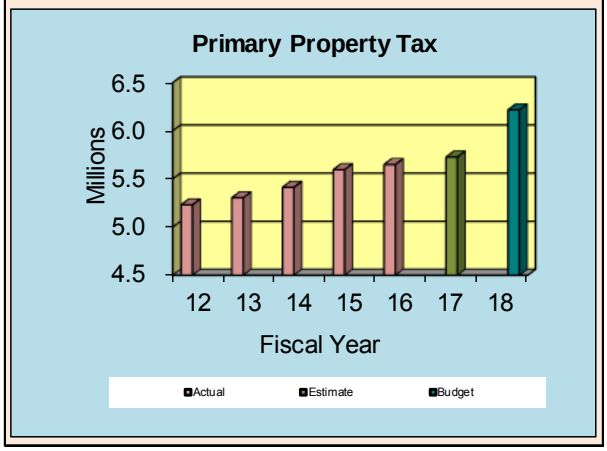
Description: Property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

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 through FY 2017 Council voted to keep the levy flat plus new construction. The City's capacity for levy increase is 12%. In FY 2018, the levy increase was approved for 7%.

Primary property taxes generally change on an annual basis for two reasons: new construction added to the tax rolls and the reassessment of existing property. New construction added $7.9 million dollars to the assessed valuation and existing primary property tax values increased by 5.5%.

Primary Property Tax

FY	Amount	% Change
11-12	$ 5,230,618	2.3%
12-13	5,304,734	1.4%
13-14	5,413,125	2.0%
14-15	5,597,027	3.4%
15-16	5,649,356	0.9%
16-17	5,727,976	1.4%
17-18	6,217,976	8.6%



City Sales Tax (Transaction Privilege Tax)

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

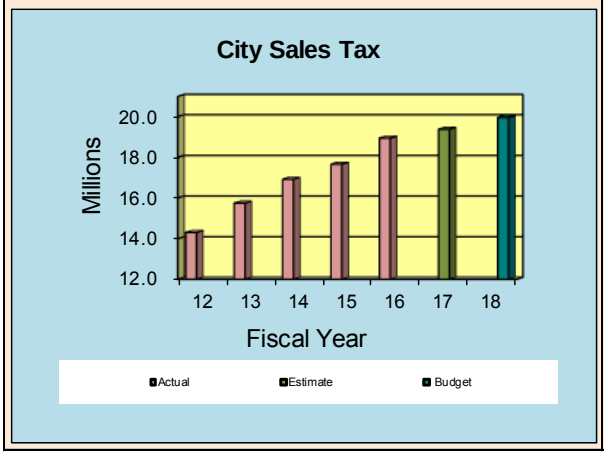
Tax currently sunsets November 2024.

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 1.051% transportation tax which are shown on the following pages.

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. The City will no longer collect local sales tax from this date forward. At this time, it is uncertain what the impact will be on local revenues collections, therefore FY 2018 includes conservative estimates. FY 2018 continues to show moderate increases in revenues.

City Sales Tax

FY	Amount	% Change
11-12	$ 14,304,655	5.8%
12-13	15,744,648	10.1%
13-14	16,916,865	7.4%
14-15	17,655,291	4.4%
15-16	18,942,730	7.3%
16-17	19,376,000	2.3%
17-18	19,958,580	3.0%



State Sales Tax

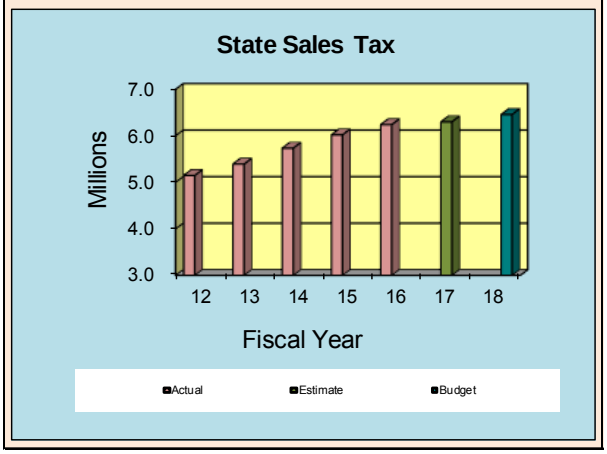
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D).

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.

Recovery from the recession began in FY 2011. In FY 2012 the City experienced a shift in Arizona state population which went from 1.25% to 1.31% based on the 2010 census figures. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2017 share was 1.299% and FY 2018 is 1.301%.

State Sales Tax

FY	Amount	% Change
11-12	$ 5,147,101	9.2%
12-13	5,391,580	4.7%
13-14	5,733,507	6.3%
14-15	6,019,777	5.0%
15-16	6,238,827	3.6%
16-17	6,300,000	1.0%
17-18	6,456,555	2.5%



State Income Tax (Revenue Sharing)

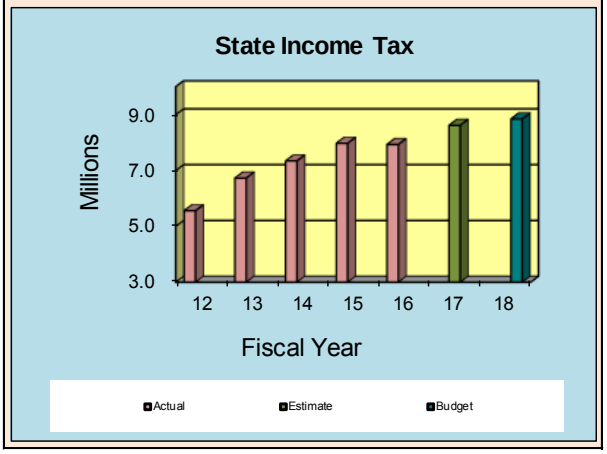
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

Description: Arizona cities share in 15.8% of the State income tax collected based on the proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. 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.

The City of Flagstaff gained a relative population share as a result of the 2010 Census as well as began to see increases due to the recovery from the recession. The decrease in FY 2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2018 will see gains in individual income tax while corporate income tax will continue to decline due to state mandated changes.

State Income Tax

FY	Amount	% Change
11-12	$ 5,559,477	-6.6%
12-13	6,728,479	21.0%
13-14	7,342,048	9.1%
14-15	7,973,971	8.6%
15-16	7,930,739	-0.5%
16-17	8,618,216	8.7%
17-18	8,848,139	2.7%



Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

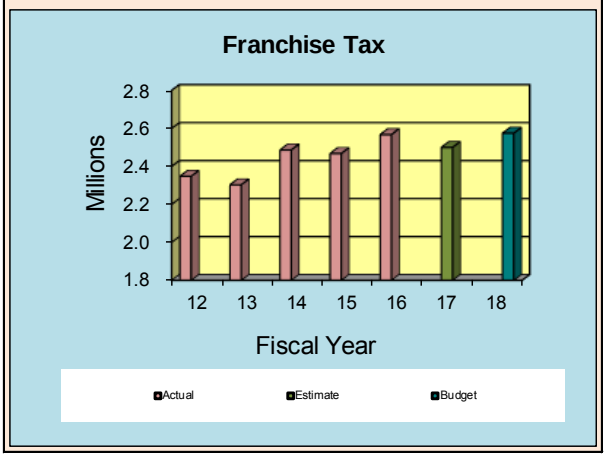
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, A T & T: Ordinance 585 and NPG: Resolution 2006-72 (expired 12-31-2016, has been extended and is in the process of renewing).

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%.

The increase in FY 2014 was due to the additional category of electric franchise tax. Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2017 most categories are down slightly. We expect moderate growth in FY 2018.

Franchise Tax

FY	Amount	% Change
11-12	$ 2,347,952	40.0%
12-13	2,302,643	-1.9%
13-14	2,486,617	8.0%
14-15	2,467,635	-0.8%
15-16	2,567,289	4.0%
16-17	2,499,700	-2.6%
17-18	2,574,691	3.0%



Fines and Forfeitures

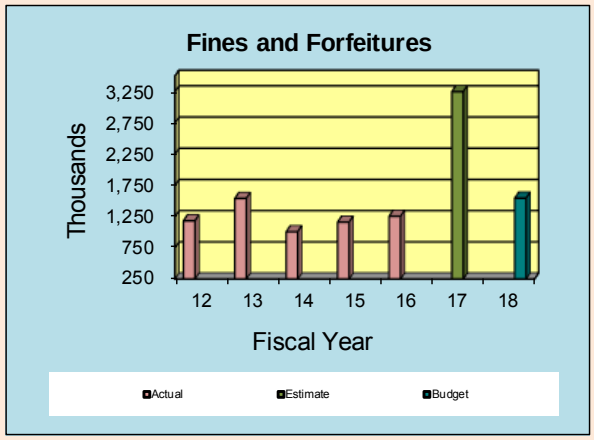
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure and City Code, Title 1, Chapter 15, Section 8.

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). The significant increase seen in FY 2017 was due to the use of approximately $2.0 million in restricted court fines and forfeitures for the construction of a new courthouse. These funds were accumulated over several years and for budget purposes were recognized in the year the expenditures were budgeted.

Fines and Forfeitures

FY	Amount	% Change
11-12	$ 1,182,413	-22.1%
12-13	1,540,987	30.3%
13-14	1,007,801	-34.6%
14-15	1,161,663	15.3%
15-16	1,255,133	8.0%
16-17	3,251,863	159.1%
17-18	1,544,457	-52.5%



Auto in Lieu Tax

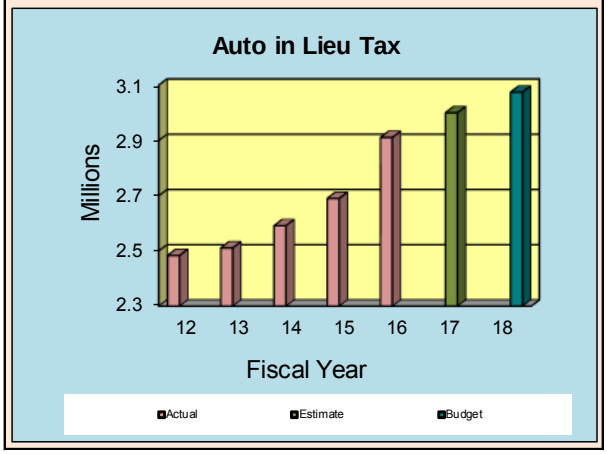
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c).

Description: Twenty-five percent (25%) 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 five-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue was low from FY 2010 through FY 2012. Revenues have been steadily increasing since FY 2013. We are anticipating a 3% growth in FY 2017 followed by a 2.5% growth in FY 2018.

Auto in Lieu Tax

FY	Amount	% Change
11-12	$ 2,483,244	0.1%
12-13	2,510,832	1.1%
13-14	2,591,413	3.2%
14-15	2,689,916	3.8%
15-16	2,910,589	8.2%
16-17	3,000,000	3.1%
17-18	3,074,550	2.5%



Special Revenue Funds

Bed, Board and Beverage Funds

Bed, Board and Beverage Tax

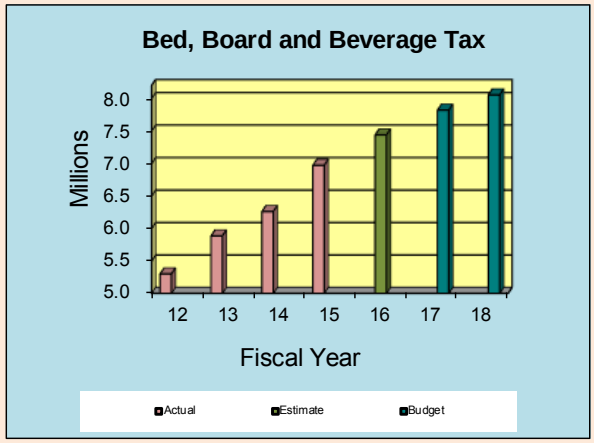
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

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 and sciences.

FY 2018 continues to show an increase in projected revenue and demonstrates the strength of tourism in Northern Arizona. The growth demonstrated in year-over-year receipts indicates the funds used toward targeted tourism is paying off.

Bed, Board and Beverage Tax

FY	Amount	% Change
11-12	$ 5,559,566	5.7%
12-13	5,883,665	5.8%
13-14	6,259,688	6.4%
14-15	6,971,983	11.4%
15-16	7,439,892	6.7%
16-17	7,820,000	5.1%
17-18	8,054,600	3.0%



Highway User Revenue Fund

Highway User Tax

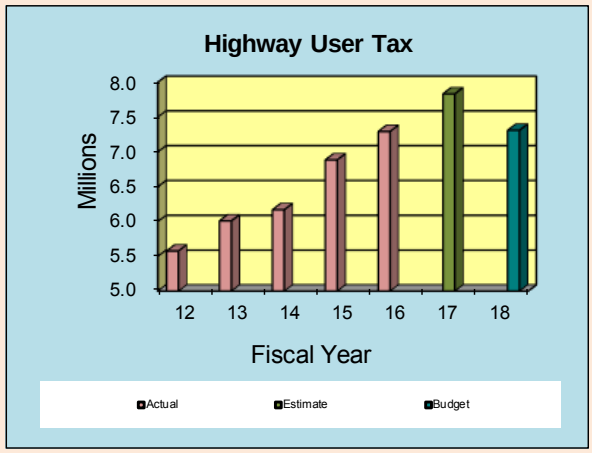
Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (for method of distribution see ARS 28-1598 (D.3).

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 City experienced an 11.6% increase in HURF revenues in FY 2015 due to the State approving an additional $30 million of HURF revenues to be allocated to cities and counties, plus an overall increase in HURF collection due to decreasing gas prices. The City expects a decrease in FY 2018 due to a small percentage decrease in the City's proportionate share of population compared to total population for all incorporated towns and cities due to mid-decade census changes as well as the elimination of special distributions.

Highway User Tax

FY	Amount	% Change
11-12	$ 5,576,167	-11.5%
12-13	6,007,741	7.7%
13-14	6,168,101	2.7%
14-15	6,884,173	11.6%
15-16	7,292,355	5.9%
16-17	7,831,030	7.4%
17-18	7,308,360	-6.7%



Transportation Tax

Legal Authority: Resolution 2004-48, approved by voters May 2000, Ordinance 2014-34 approved by voters November 2014 and Resolution 2016-25 approved by voters November 2016.

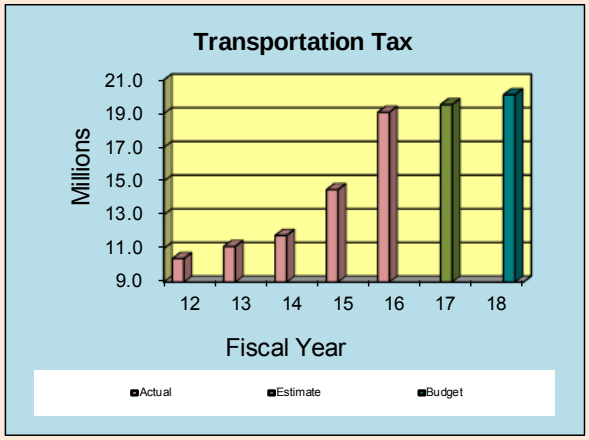
Description: The transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps to pay for the 4th Street overpass, safety improvements, street improvements and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 1.051%.

In 2016, voters approved to extend the current transit tax until 2035.

The increase in FY 2015 and FY 2016 was due to a new 0.33% Road Repair and Street Safety tax approved by the voters in November 2014 with an effective date of January 1, 2015. The City anticipates moderate growth in FY 2018.

Transportation Tax

FY	Amount	% Change
11-12	$ 10,399,189	5.6%
12-13	11,114,898	6.9%
13-14	11,769,839	5.9%
14-15	14,491,488	23.1%
15-16	19,083,051	31.7%
16-17	19,533,886	2.4%
17-18	20,119,903	3.0%



Transportation Tax Rate Breakdown	
4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Road Repair and Street Safety	0.330%
Transit Services	0.295%
Total	1.051%

Enterprise Funds

Water Sales

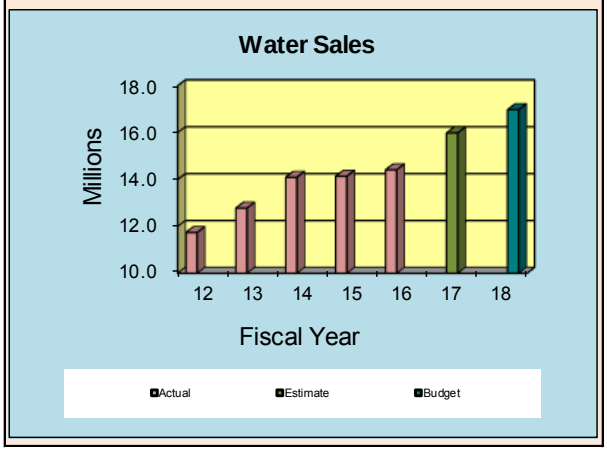
Legal Authority: City Code, Title 7, Chapter 3, Section 11.

Description: The principle 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 charge 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 2016 using an outside consultant. Water rates were increased on July 1, 2016 and again on January 1, 2017 by 4.4% respectively. The next 4.4% increase will be effective January 1, 2018.

Water Sales

FY	Amount	% Change
11-12	$ 11,735,459	7.8%
12-13	12,776,436	8.9%
13-14	14,093,054	10.3%
14-15	14,132,681	0.3%
15-16	14,410,523	2.0%
16-17	15,985,150	10.9%
17-18	16,977,835	6.2%



Wastewater Service Charges

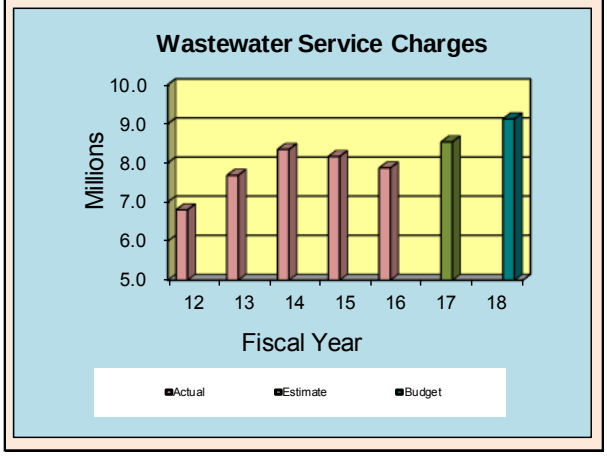
Legal Authority: City Code, Title 7, Chapter 2, Section 39.

Description: The principle 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 preceding 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 2016 using an outside consultant. Water rates were increased on July 1, 2016 and again on January 1, 2017 by 7% respectively. The next 7% increase will be effective January 1, 2018.

Wastewater Service Charges

FY:	AMOUNT	% CHANGE
11-12	$ 6,799,892	14.4%
12-13	7,682,210	13.0%
13-14	8,343,646	8.6%
14-15	8,163,826	-2.2%
15-16	7,870,906	-3.6%
16-17	8,537,734	8.5%
17-18	9,123,998	6.9%



Reclaimed Water Sales

Legal Authority: City Code, Title 7, Chapter 3, Section 18.

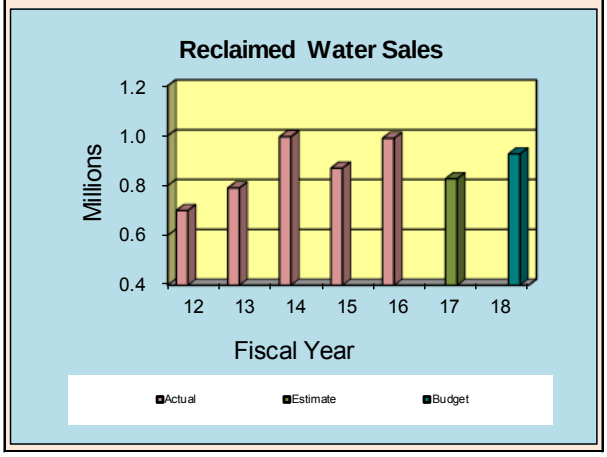
Description: The principle revenue for operating and managing the City's reclaimed water system is derived from rates and charges for reclaimed water usage. Monthly reclaimed water bills consist of 1) a base charge based on meter size and 2) a charge based on actual reclaimed water consumption by customer class. The primary use of reclaimed water is for lawn watering and construction.

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 expected decrease of 16.4% in Reclaimed water sales for FY 2017 is the result of decreased demands due to a wet winter and monsoon season.

Reclaimed Water Sales

FY	Amount	% Change
11-12	$ 699,476	8.0%
12-13	790,301	13.0%
13-14	995,453	26.0%
14-15	869,615	-12.6%
15-16	989,299	13.8%
16-17	827,000	-16.4%
17-18	927,000	12.1%



Stormwater

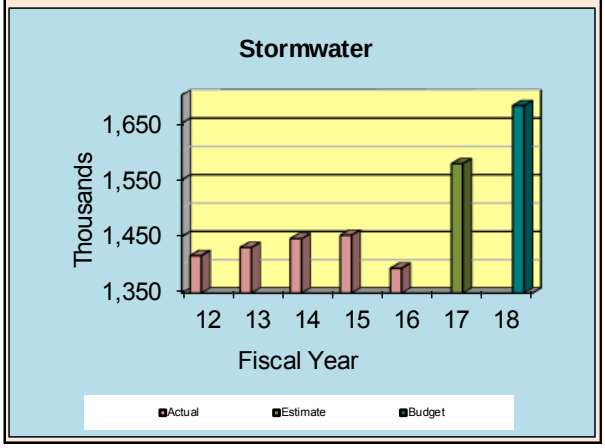
Legal Authority: City Code, Title 12, Chapter 2, Section 3.

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

The first year of implementation was FY 2004 with a rate of $.53 per ERU. The rate was then adjusted in FY 2007 to $0.92 per ERU which 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 once again increased to its current level of $1.30 per ERU. City Council adopted new rates in FY 2016 which went into effect on July 1, 2016 with an additional rate increase on January 1, 2017. The rate has been increased to the current level of $1.47 per ERU. The next rate increase will be effective January 1, 2018 and City Council has adopted rate increases of 6% each year until budget year 2020.

Stormwater

FY	Amount	% Change
11-12	$ 1,416,204	30.0%
12-13	1,430,561	1.0%
13-14	1,446,080	1.1%
14-15	1,452,139	0.4%
15-16	1,393,881	-4.0%
16-17	1,578,292	13.2%
17-18	1,680,881	6.5%



Solid Waste

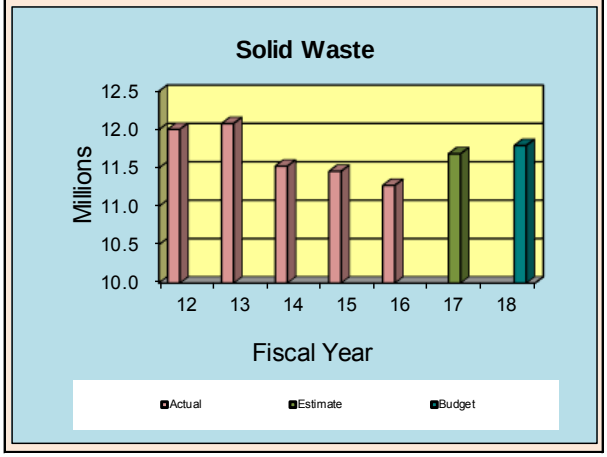
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

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 slight increase in revenues for FY 2018 is related to projected growth.

Solid Waste

FY	Amount	% Change
11-12	$ 12,003,304	3.0%
12-13	12,078,360	0.6%
13-14	11,523,489	-4.6%
14-15	11,456,414	-0.6%
15-16	11,273,025	-1.6%
16-17	11,684,706	3.7%
17-18	11,792,010	0.9%



Sustainability and Environmental Management

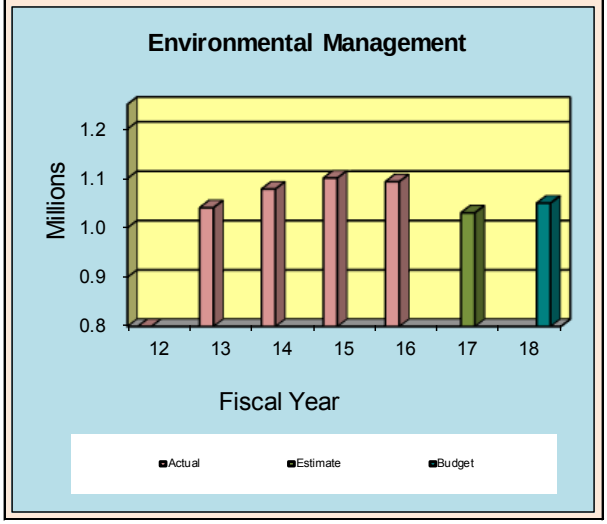
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

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 slight increase in revenues for FY 2018 is related to projected growth.

Environmental Management

FY	Amount	% Change
11-12	$ -	N/A
12-13	990,465	100.0%
13-14	1,028,222	3.8%
14-15	1,050,537	2.2%
15-16	1,043,044	-0.7%
16-17	980,091	-6.0%
17-18	999,693	2.0%



Airport

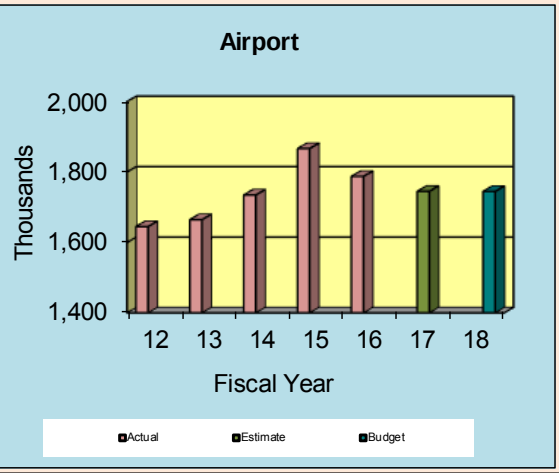
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8.

Description: Airport revenue is derived from the rental of airplane hangars, tie-downs, tie-downs 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 2016, the PFC charge assessed was $4.50 per ticket. The $4.50 PFC amount continues to be in effect in the foreseeable future. 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.

Revenues are conservatively estimated reflecting ground leases transition, hangar executive box vacancies and lower volume fuel flowage fees. The expectation is that the Airport revenues will possibly decline slightly due to the fluctuations in the general economy.

Airport

FY	Amount*	% Change
11-12	$ 1,644,876	8.4%
12-13	1,664,579	1.2%
13-14	1,734,537	4.2%
14-15	1,866,359	7.6%
15-16	1,787,341	-4.2%
16-17	1,744,841	-2.4%
17-18	1,744,709	0.0%



* Revenue is comprised of PFC Revenue + Airport Operating Revenues (excludes miscellaneous and indirect revenues)

Housing Authority

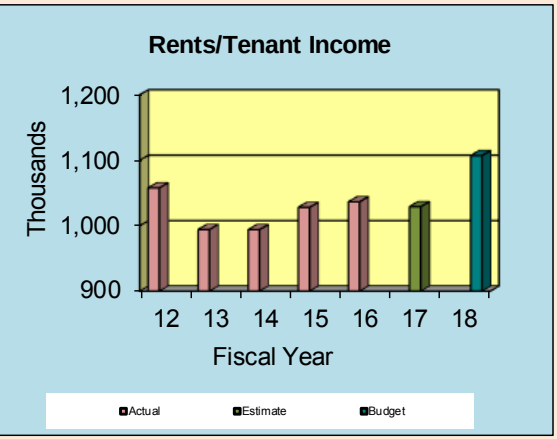
Legal Authority: U.S. Housing Act of 1937, as amended, and Title 24 Code of Federal Regulations.

Description: Flagstaff 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 the Federal subsidy that supports the operation of public housing decreases. HUD funds operate based on a formula for reasonable expenditures; so if rental income increases, HUD Operating Subsidy decreases.

Residents may choose between flat rent and rent that is income based. FHA began implementing higher flat rents in FY 2011, which resulted in more families paying higher rents. The decrease in income for FY 2012 through FY 2014 was due to falling incomes for the families/individuals served. Rent is projected to increase in FY 2018.

Rents/Tenant Income

FY	Amount	% Change
11-12	$ 1,057,705	-7.2%
12-13	994,123	-6.0%
13-14	993,909	0.0%
14-15	1,027,946	3.4%
15-16	1,036,391	0.8%
16-17	1,029,000	-0.7%
17-18	1,107,000	7.6%



Capital Budget

Relationship Between Operating and Capital Budget

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared 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 interrelated.

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 as the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year.

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

BBB projects will have a significant impact on operating budget requirements. Streetscape maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

Capital Improvement Plan

What is a Capital Improvement Plan?

A Capital Improvement Plan (CIP) 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 divisions, the development of the Capital Improvement Plan is completed. This requires coordination between the budget function and engineering due to 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 budget. 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 2018 Capital Improvement Plan

The City's budget for FY 2018 includes capital improvement projects totaling $140.3 million. Project funding includes the following: $5.9 million in grants primarily for airport projects, $45.8 million in general obligation (GO) bonds, revenue bonds and capital leases for FUTS/Open Space Land Acquisition, Flagstaff Watershed Protection Project and other projects that were approved by the voters in the 2004, 2010, 2012 and 2016 General Elections. In the 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 the November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling $21.2 million. In the November 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling $24.0 million. In the November 2016 General Elections, the citizens of Flagstaff authorized the City to proceed with one new project totaling $12.0 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. Detailed project descriptions including location, justification, planning document references, operating impact, funding and expenditure data are provided for all funded projects.

General Government – Ten projects are scheduled for FY 2018 for a total of $53.7 million. Major projects include the building of the new Core Services Maintenance Facility, new Courthouse, Flagstaff Watershed Protection Project which was authorized by voters in the November 2012 election and FUTS and Open Space land acquisitions.

Streets/Transportation – The City currently has 664 miles of paved streets, 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 Fourth Street Improvements and Traffic Signal Program. There are a total of thirty-three Streets/Transportation projects scheduled at a budgeted cost of $45.1 million. Transportation Tax is funding $39.6 million and HURF and other revenues are funding $5.5 million.

FUTS Fund – Major projects include Florence – Walnut BNSF underpass and trail, Sheep Crossing Trail and Switzer Canyon Trail. Eleven projects are scheduled at a budgeted cost of $3.8 million for FY 2018.

BBB Funds – Three categories make up the BBB Funds Capital Projects for FY 2018. Arts and Science includes twelve projects at a budged cost of $332,500. Recreation includes nine projects at a budgeted cost of $1.5 million. Beautification includes twenty-five projects at a budgeted cost of $3.9 million. Major projects include Milton Avenue – North Edge, Joel Montalvo Park, South Edge of Route 66, Library Entry Art Base and new restrooms at Buffalo and Thorpe Parks.

Utilities Fund – Major projects for water, wastewater and reclaimed water include Rio Plant – New Well and Pump house, Aging Water Infrastructure Replacement (AWIR), Radio Read Meter Replacements, WWTP Energy Efficiency Program and Aging Sewer Infrastructure Replacement (ASIR) and Bushmaster Park Reclaimed Pump Station. Twenty-one water projects, sixteen wastewater projects and three reclaimed water projects are scheduled at a combined budget of $24.3 million for FY 2018.

Stormwater Fund – Three projects, Fanning/Lockett Culvert Construction, Rio De Flag and Annual Spot Improvements are budgeted in the Stormwater Fund with a cost of $2.3 million in FY 2018.

Solid Waste Fund - Five projects are scheduled for a budgeted cost of $559,000 in FY 2018. The projects include Stormwater Infrastructure, Scale House Remodel and Storage Areas for HPC and Maintenance Building.

Sustainability and Environmental Management Fund - Three projects are scheduled for a budgeted cost of $221,446 in FY 2018. The projects include grant funded Improvements on Picture Canyon Trail and Observatory Mesa funded by Arizona State Parks and Arizona Game and Fish respectively. Also, there is a non-grant funded project focused on Shultz Creek Trail Improvements.

Airport Fund – Three major projects, Airport Master Plan Update, Wildlife Assessment and the Runway Mill and Overlay Construction projects are scheduled at a budgeted cost of $4.8 million for FY 2018.

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 of general obligation debt over the previous five years is shown in the Community Profile section. The table shows 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, November 2010 in the amount of $21.2 million, November 2012 in the amount of $24.0 million, November 2016 in the amount of $12.0 million and $1.1 million remaining from November 1996 voter approved debt of $8.2 million.

Utility Rate Structure: The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2016. This rate model provides for major capital improvements, additional bond funding and increased operating costs. The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. The next rate study will be completed in FY 2021.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision. The tax was renewed an additional fifteen years in March 1996 and 2010, extending the tax to March 2028. Capital projects currently underway include streetscape along corridors as well as various recreation and arts and science 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, which 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%. In November 2014, voters approved an additional 0.33% tax dedicated for Road Repair and Street Safety projects, raising the total transportation tax to 1.051%. In November of 2016, voters approved an extension of the transit tax until 2035.

Debt

Debt Capacity

The City's legal debt margin demonstrates adequate capacity to complete the capital projects passed with the November 1996, May 2004, November 2010, November 2012 and November 2016 bond elections. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

Current Debt Position

The City's underlying bond ratings are presently as follows:

Type	Standard & Poor's	Moody's Investor's Service
General Obligation Bonds	AA	Aa2
Revenue Bonds	AA-	Not Available
Certificates of Participation	AA-	Not Available
Improvement District Bonds	Not Available	Aa3

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 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 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 include the professionalism of the administration relative to budgetary policies and practices, financial reporting, results of independent audits and effective management practices. Debt limitations, tax rate, 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.

General Obligation Debt July 1, 2017			
20% Limitation		6% Limitation	
Assessed Valuation	$ 702,767,941	Assessed Valuation	$ 702,767,941
Allowable 20% Debt	$ 140,553,588	Allowable 6% Debt	$ 42,166,076
20% Debt Outstanding	(46,137,414)	6% Debt Outstanding	-
Allowable Debt Margin	$ 94,416,174	Allowable Debt Margin	$ 42,166,076

Debt Service

At July 1, 2017, the total actual indebtedness is $124.2 million. FY 2018 annual debt payments are $15.6 million. At the start of the fiscal year, the City's 20% general obligation debt of $46.1 million is well below the legal limit of $140.6 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $42.2 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2018	$ 11,856,434	3,718,068	15,574,502
2019	12,225,943	3,297,321	15,523,264
2020	12,464,418	2,860,096	15,324,514
2021	8,537,326	2,403,724	10,941,050
2022	6,064,866	2,091,610	8,156,476
2023	5,824,264	1,863,752	7,688,016
2024	6,054,708	1,640,728	7,695,436
2025	6,082,112	1,415,036	7,497,148
2026	6,115,949	1,191,387	7,307,336
2027	5,732,137	966,005	6,698,142
2028	4,196,998	752,546	4,949,544
2029	2,643,034	592,018	3,235,052
2030	2,518,821	484,796	3,003,617
2031	2,367,043	381,722	2,748,765
2032	1,915,000	286,150	2,201,150
2033	1,455,000	207,600	1,662,600
2034	1,510,000	149,400	1,659,400
2035	1,090,000	89,000	1,179,000
2036	1,135,000	45,400	1,180,400
	$ 99,789,053	24,436,359	124,225,412

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 (GO) 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 GO 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 Bed, Board and Beverage (BBB) tax has been levied on lodging, restaurant, and bar services. This tax has been designated for enhancing the quality of life through beautification projects, economic development, tourism efforts, arts and science contributions, and recreation operations and projects. The City has dedicated ($.01051) sales tax for transportation purposes, the majority of which is set to expire in 2020 and the remaining ($.0033) in 2035. In November 2016, voters approved to extend the transit tax until 2035.

The City's goal is to maintain a minimum general fund balance of 20% of operating revenues, but not to go below 15%. The projected fund balance for FY 2017 is 47%, for FY 2018 is 22% and for FY 2019 is 24%.

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". The Water/Wastewater/ Reclaim, Solid Waste, Sustainability and Environmental Management and Stormwater Utility Funds operations are managed on the basis that they be self-sustaining operations. The rate models include all capital costs and routine maintenance items. The City has just completed updating the rate studies for water, wastewater and stormwater fees. A rate increase has been approved for water, wastewater and stormwater fees effective January 1, 2018. Airport revenues generally have a Consumer Price Index (CPI) increase and several services are competitively bid.

A capital reserve rate associated with the Solid Waste rates will be evaluated annually to provide funding for costs of landfill capital expenses.

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 funds.

Real Estate Proceeds

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, Arts and Sciences, Economic Development, Tourism and Recreation) 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 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 voter approved BBB tax 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 during 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. The relationship between funds, divisions, and sections is presented in the Budget Overview section.

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 – Account 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, Flagstaff Urban Trails (FUTS), Beautification, Economic Development, Tourism, Arts and Sciences, Recreation - BBB, Housing and Community Services, Metropolitan Planning Organization, EDA Revolving Loan and Parking District.
- 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, Secondary Property Tax and Special Assessment Funds in this category.
- Capital Projects Funds – Established to separately reflect major capital acquisitions and/or construction from other ongoing operating activity. The City of Flagstaff has established Non GO Bond and GO Bond Capital Project Funds.

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/Wastewater, Solid Waste, and 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 and 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.

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 and 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 five major categories: Fourth Street Overpass, Street Improvements, Safety Improvements, Transit and Road Repair and Street Safety. 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 $2.1 million for annual capital maintenance of the street system which includes ADA compliance in the street system. In addition, the new transportation tax (Road Repair and Street Safety) has allocated $10.1 million to overlay maintenance and pavement preservation over the next five years with additional annual commitments to pavement preservation beyond the five year capital plan.

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 twenty year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $10.3 million will be needed over thirty 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 Solid Waste 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 compensation study was updated by Human Resources to capture changes in the City municipal organization and the benchmark organizations were updated by 2.96% for commissioned police positions, 1.91% for commissioned fire positions scheduled for 2,912 hours per year and 1.03% for all other positions. As a result, the City is an average of 3.09% below market.

Effective July 1, 2017, the City will implement phase two of the market based pay plan for the Fire 2,912, regular 2,080, skill based pay and broad band pay plans. Employees will receive a minimum of a two percent (2%) increase, except when the two percent (2%) will exceed the maximum of the range. In addition, temporary employee hourly rates will be increased by two percent (2%) unless the hourly rate is already adjusted due to minimum wage and/or the market based pay plan phase two implementation.

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 normal 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 and paramedic pay will not be adjusted.

The total amount of compensation is approximately $35.3 million in the General Fund.

Benefits

Fiscal year 2018 begins the twenty-fifth year the City has participated in the joint purchase of health insurance through the Northern Arizona Public Employees Benefit Trust (NAPEBT). The NAPEBT trust includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College and the City of Flagstaff and two non-voting members: Northern Arizona Intergovernmental Public Transportation (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 offers a wellness program including fitness and nutrition classes, wellness challenges, wellness week for employees to focus on wellness related education and activities with their co-workers, an annual awards banquet and annual health fair. In FY 2017 NAPEBT added a near site wellness clinic where employees may receive primary care, health coaching, physical therapy and sick care services for free or pay the fair market value if the employee participates in the high deductible health plan. Employees are able to receive flu shots, mammography and prostate exams and wellness screenings free of charge. These wellness assessments are included in a Wellness Incentive Program including an online Health Risk Assessment (HRA). The Wellness Incentive Program includes three levels.

Level 1: The employee completes the biometric screening and health risk assessment to receive seven (7) points worth a $120 per year discount on insurance premiums.

Level 2: The employee completes level 1 and earns an additional eight (8) points for a total of fifteen (15) points worth a $240 per year discount on insurance premiums.

Level 3: The employee completes level 1 and 2 and earns an additional ten (10) points for a total of (25) points 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 or health savings account.

The overall premium increase for health insurance was 9.2% and 11.6% for prescription drugs based on national trend. The trustees voted to pass on an average increase of 13%. This included a 15% increase for the buy-up plan, 13% increase for the base plan and 11% increase for the High Deductible Health Plan to move premiums closer to claims and expenses spending in each plan. The overall increase for healthcare costs is approximately $461,000 in the General Fund.

The funding in FY 2018 included increasing the employee premium for employee only coverage, however the City chose to off-set this amount using one-time funding capacity. The City will continue to pay the full premium for employees participating in the base plan and provide a $325 per month dependent subsidy. If an employee does not participate in the Wellness Incentive Program and has not authorized a payroll deduction, the employee will be defaulted into the high deductible health plan (HDHP) and there will be no contribution to the health savings account (HSA) or flexible spending account (FSA). The dependent subsidy was reduced effective July 1, 2009 and this will continue during fiscal year 2018. The total budget for employee only health insurance is $4.9 million. The total cost of the dependent subsidy to the City is $1.1 million.

NAPEBT will continue to allow an opt-out provision for employees with proof of group health insurance outside of the trust. City employees who do not elect dependent health insurance coverage normally receive $60 per month in deferred compensation, but this benefit was suspended beginning July 1, 2009 and will continue through FY 2018.

The dental insurance premiums will increase 2% for FY 2018. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is $303,087.

The premiums for vision insurance benefits will not change in FY 2018. The City provides a basic vision benefit for the employee and dependents. The employee has a buy up option for employee and dependent coverage. The cost to all funds is $13,725.

The City provides a basic life and accidental death and 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 $103,848.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will be dependent upon which tier the employee falls. The employer contribution for Tier 1 Police is 54.73% and Fire 75.11%. Tier 2 employer contributions for Police is 54.73% and Fire is 75.11% for Defined Benefit (DB) only and 79.11% for the Hybrid. All employees beginning on or after July 1, 2017 will be considered Tier 3 employees and contributions for the Police is 49.74% for DB only, 52.74% for the Hybrid and 49.97% for Deferred Compensation (DC) only. Tier 3 Fire employees will receive an employer contribution of 67.99% DB only, 70.99% Hybrid and 68.22% for DC only. The PSPRS employee contribution will vary depending upon the employees' membership date and tier. The Arizona State Retirement System (ASRS) pension and health insurance benefit will be 11.34% and the long-term disability benefit will be 0.16%. The cost to all funds is approximately $9.3 million for PSPRS and $3.9 million for ASRS.

Supplemental Benefits

The City provides supplemental benefits to employees including the Employee Assistance Program (EAP) and repetitive motion therapy (RMT).

All benefit-eligible employees are eligible to participate in the EAP. The program provides twelve 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 and Alcohol Training for Supervisors.

The total amount budgeted for the Employee Assistance Program is $36,000 for the FY 2018 budget.

The City provides a 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 compensation 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 in FY 2011 and this will continue to be the budgeted amount this fiscal year.

Voluntary Benefits

The City offers three voluntary benefits to employees. These benefits include supplemental 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 $150,000. 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 an external market comparison and then the decision band method for internal comparison.

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

1. Reclassification - 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. Human Resources received fourteen (14) reclassification, three (3) rezone and two (2) retitle requests throughout the fiscal year. The following requests have been approved between July 1, 2016 and June 30, 2017.

Reclassifications/Reranges				
Old Job Title	**Old Range**	**New Job Title**	**New Range**	**No. of Employees Impacted**
Senior Procurement Specialist	B73	Purchasing Manager	115	1
Dispatch Call Taker	4	Police Emergency Communications Specialist	7	2
Inspection Supervisor	11	Building Inspection Manager	113	1
HR Recruiter	7	HR Recruitment Specialist	9	1
Multimodal Transportation Planner	113	Project Manager	B52	1

Rezones			
Job Title	**Old Zone**	**New Zone**	**No. of Employees Impacted**
Administrative Specialist	1	2	1
Administrative Specialist	2	3	1
Equipment Operator	1	2	7
Equipment Operator	2	3	3
Library Specialist	1	2	1
Maintenance Worker	1	2	4
Maintenance Worker	2	3	5
Project Manager	1	2	6
Recreation Program Coordinator	1	2	1
Recreation Supervisor	2	2	1
Senior Assistant City Attorney	1	2	1

New Positions		
Title	**Range**	**Additional Info**
Utilities SCADA Administrator		1 FTE
Utilities GIS System Specialist		1 FTE
MSW – Water Services Technician		2 FTEs
Parking Coordinator		1 FTE
Head Lifeguard		2 FTEs - Offset by 1 FTE Temporary Staff
Creative Services Specialist		1 FTE
Labor Standards Manager		1 FTE
Associate Planner		1 FTE
Executive Assistant - Library		1 FTE – Pending District Funding
Parts Specialist		1 FTE
Mechanic Assistant		1 FTE
Administrative Specialist – HURF		1 FTE – 2 Year Contract Temporary
Housing Project Manager		1 FTE – 2 Year Contract Temporary
Recreation Manager		1 FTE – Offset by 1 FTE Supervisor
Building Inspector		1 FTE – Offset by Permit Fees
Project Manager – Development		1 FTE – Offset by Permit Fees
Project Manager – Capital		1 FTE (1X) – Pending IGA
Firefighter		6 FTEs (Safer Grant)
Police Officer		6 FTEs (COPS Grant)
Administrative Assistant – Court		1 FTE (1X)
Collection Specialist – Court		1 FTE (1X)
Open Space Specialist		1 FTE (1X)
Library – Sunday Hours (Clerk, Page Specialist)		1 FTE
IT GIS Intern		0.324 FTE (1X)
Siler Homes Temp Staff		.778 FTE (1X)
CART Paramedic		1 FTE (1X)
Library Clerk – East Flagstaff Library		.5 FTE – Pending District Funding
Library Clerk – Temporary EFCL		.487 (1X)
Library Specialist		.125 (1X)
Comprehensive Planning Intern		.475 (1X)
Administrative Assistant Temp – Housing		.475 (1X)
Recreation Temporary Hours – Jay Lively		.568 FTE (1X)
Recreation Temporary Hours – Joe C Montoya		.06 FTE (1X)

Organization Studies

The Human Resources division did not complete any requests during this fiscal year.

Turnover

The City's turnover rate for calendar year 2016 is 11.50%. This is 6.30% lower than the government rate according to the Bureau of Labor Statistics.

Position Additions/Deletions

The City has planned for a total net increase of 31.194 full-time equivalents across all funds for FY 2018. A review of the Authorized Personnel/Positions Summary (see Appendix A), will provide all details of this increase including staffing request changes for reclassification requests and transfers of personnel between divisions for changing program needs.

The following graph illustrates the five year historical staffing trend of the City by division.

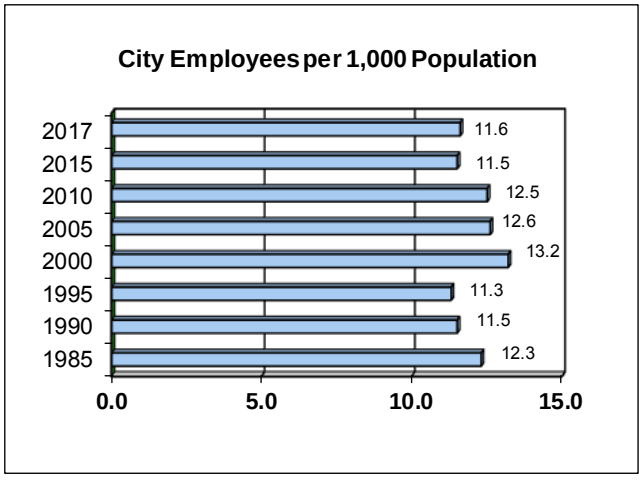
Personnel by Division
Five Year Historical Trend

	Fiscal Year				
	2014	2015	2016	2017	2018
General Administration	72.100	74.350	77.600	81.600	82.924
Management Services	89.650	38.250	39.750	45.000	45.000
Fire	85.000	87.000	88.000	89.000	95.000
Police	169.000	169.000	167.000	167.000	173.000
Community Development	80.380	81.860	82.460	83.655	89.130
Public Works	201.980	201.020	204.900	206.210	211.056
Economic Vitality	33.430	81.730	83.855	89.138	92.687
Utilities	67.500	68.500	70.500	72.500	76.500
	799.040	801.710	814.065	834.103	865.297

The following detail highlights the City's level of staffing in comparison to population.

Census Year		Population	Budget Year	Employees	Emp/Pop
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
2015	***	70,000	2016	801.71	11.5
2017	***	71,656	2018	834.10	11.6

* Census Figures per United States Census Bureau
** Per Arizona Department of Economic Security Estimates
*** Estimated Population



City of Flagstaff
Cost Allocation Plan
For Fiscal Year 2018

Providing Sections	General Fund 001	Library Fund 030	Highway User Fund 040	Transportation Funds 041-046	Water and Wastewater Funds 202-204	Stormwater Fund 206	Solid Waste Fund 211	SEMS Fund 214	Airport Fund 221	Total	Charges to Other Funds
Building Depreciation	$ 241,147	-	-	-	12,310	2,503	12,091	-	-	268,051	26,904
Equipment Depreciation	1,211,051	-	-	-	-	-	-	-	-	1,211,051	-
402 Non-Departmental	528,660	38,892	44,548	8,944	124,372	4,571	85,638	8,333	14,837	858,795	330,135
011 City Manager	727,472	54,752	43,975	39	100,901	4,569	71,929	10,385	9,931	1,023,953	296,481
011 City Clerk	239,943	15,553	11,927	1,643	30,269	1,473	21,497	5,306	3,450	331,061	91,118
014 Information Technology	679,338	-	58,264	-	330,867	28,689	128,769	55,208	39,548	1,320,683	641,345
015 City Attorney	485,393	39,666	39,005	53,260	116,083	4,687	83,813	8,705	11,337	841,949	356,556
012 Human Resources	511,648	59,800	37,382	-	77,104	4,905	54,907	10,730	11,098	767,574	255,926
013 Risk Management	120,886	12,185	9,264	1,230	23,076	1,146	16,570	2,321	2,679	189,357	68,471
032 Purchasing	212,873	8,655	19,400	56,949	119,747	19,925	31,545	899	16,939	486,932	274,059
034 Finance	810,267	76,416	47,429	33,683	131,179	16,784	77,434	23,386	34,240	1,250,818	440,551
033 Revenue - Licensing and Collections	236,706	2,146	-	278,568	15,879	-	13,734	2,131	1,288	550,452	313,746
033 Revenue - Customer Service	96,626	7,700	1,116	294	878,955	19,820	248,780	23,964	30,674	1,307,929	1,211,303
151 Public Works	8,437	-	49,665	-	-	-	4,708	2,338	37,895	103,043	94,606
152 Facility Maintenance	620,089	67,253	-	-	168,741	12,896	17,186	-	52,562	938,727	318,638
154 Fleet Management	65,009	1,435	84,588	-	14,282	19	145,021	137	4,469	314,960	249,951
101 Community Development	430,399	-	-	-	-	-	-	-	-	430,399	-
102 Engineering	1,413,383	-	504,395	-	-	-	-	-	-	1,917,778	504,395
201 Community Investment	157,518	12,872	12,658	3,337	37,671	1,521	27,199	2,825	3,679	259,280	101,762
401 Council and Commissions	227,944	10,465	12,611	4,702	41,233	2,165	25,095	8,551	4,980	337,746	109,802
Total Allocations	$ 9,024,789	407,790	976,227	442,649	2,222,669	125,673	1,065,916	165,219	279,606	14,710,538	5,685,749
Divisions											
General Administration	$ 2,764,680	181,956	199,817	56,172	678,300	45,469	377,485	92,655	78,043	4,474,577	1,709,897
Management Services	1,356,472	94,917	67,945	369,494	1,145,760	56,529	371,493	50,380	83,141	3,596,131	2,239,659
Community Development	1,843,782	-	504,395	-	-	-	-	-	-	2,348,177	504,395
Public Works	693,535	68,688	134,253	-	183,023	12,915	166,915	2,475	94,926	1,356,730	663,195
Economic Vitality	157,518	12,872	12,658	3,337	37,671	1,521	27,199	2,825	3,679	259,280	101,762
Non-Departmental	2,208,802	49,357	57,159	13,646	177,915	9,239	122,824	16,884	19,817	2,675,643	466,841
Total Allocations	$ 9,024,789	407,790	976,227	442,649	2,222,669	125,673	1,065,916	165,219	279,606	14,710,538	5,685,749

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, 2016. 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 cost allocation 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 2016; 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 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.

Fleet Management has set the following FY 2018 goals:

- Select a GPS-driven Fleet Tracking system and complete a pilot test during the first half of fiscal 2018. Our goal is to provide GPS tracking capabilities to maximize productivity with the City's resources, monitor driver behavior and equipment performance.
- Research and choose a fuel management system to enhance the reliability with dispensing, tracking and billing fuel in the operation of the City's vehicles and equipment.
- Research and choose a lubricant management system for the vehicle repair shop at Public Works Core Services facility. This will improve inventory control, billing and reliability of product.

Fleet Management FY 2017 accomplishments include:

- Completed vehicle/equipment utilization analysis of all City vehicles/equipment. The Fleet Management Committee reviewed 15 justification requests, approved 12, requested more information on two and voted to retire one vehicle.
- Fleet Services and Summit Fire Vehicle Maintenance Department worked together this past year by servicing several vehicles from Flagstaff Fire Departments fleet. This synergy allowed for some backlogged minor repairs to be addressed while allowing Fleet Services to keep current with preventative maintenance and emergency repairs.
- Fleet Services reduced the City's fleet by two vehicles and refurbished two vehicles that replaced one vehicle that was totaled after hitting an elk and another that was not economical to repair.

Other FY 2017 accomplishments:

- Fleet Service Technicians hold 71 ASE/EVT certifications with four being Master Certified Technicians.
- 2016/2017 Snow Operations and Fleets role supporting our front line sections was deemed highly successful achieving maximum productivity from our snow moving equipment.
- Fleet Services was instrumental with the design and construction of Streets new paint stripper. This unit is now in service updating the City's street lines.
- Assisted Solid Waste with the specifications of seven new Solid Waste Collections Trucks and re-furbished four roll offs and four collection trucks, ensuring consistent collection service.
- To ensure quality preventative maintenance inspections, Fleet instituted a documented 45 point preventive maintenance (PM) checklist which is completed with all light duty and sedan maintenance. This checklist includes two employees double-checking critical areas like wheel torque, oil level and verifying that there are no leaks.

Other objectives for FY 2017 include:

- Complete conversion of equipment parts inventory to bar coding and perform physical inventory.
- Prepare the City of Flagstaff's vehicle shop for relocation to the new Public Works Core Services Maintenance Facility; this includes removing obsolete parts and equipment, clearly identifying discontinued items in our parts inventory so that they can be used first, clearing out accumulated items that cannot be justified saving any longer located around our current location.

Fleet Management Fiscal Year 2018 Replacements

Division/Section	Amount	Division/Section	Amount
033 Revenue		303 Water Distribution	
Truck - Meter Services	$ 62,000	Trailer	19,000
		Blue Stake Truck	40,000
051 Fire			
Fire Administration Vehicles (2)	110,000	306 Regulatory Compliance	
		Lake Mary Lab	36,000
061 Police		Industrial Waste Vehicle	25,000
Patrol Vehicles (4)	150,000		
Police Administration Vehicle	28,000	313 Wastewater Collection	
		Vactor/TV Truck	300,000
102 Engineering			
Inspection Vehicle	30,000	**Total Utilities Fleet**	420,000
152 Facility Maintenance		166 Solid Waste - Collections	
General Adminstration Vehicle	28,000	Rear Loader Truck	290,000
		Side Loader Truck	290,000
154 Fleet Services		Front Loader Truck	230,000
Pool Vehicle	34,000		
		Total Solid Waste Fleet	810,000
155 Parks			
Tractor	35,000	221 Airport Operations	
		Rapid Response Fire Suppression Truck	152,550
156 Recreation			
Passenger Van	35,000	**Total Airport Fleet**	152,550
Total General Fund Fleet	512,000	**Total Fleet Replacements**	$ 1,894,550

Information Technology

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.
- To 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.

The Division of Information Technology supports all of the City's other divisions with the exception of the Library which has its own staff, the Police Department which is supported at the LEAF via an IGA with the County and the Courts which are mandated to be supported by the State. IT consists of fourteen (14) FTE's in the areas of Application support, Systems support, Network support, GIS support and the Information Technology Assistance Center (ITAC) helpdesk.

For a list of FY 2017 accomplishments and FY 2018 new initiatives and goals, please see the Department Detail section.

FY 2017 Updates

Public Safety Pension Plan and Funding

The cost of public safety pensions continue to escalate at a significant rate. In FY 2017, the required pension contribution increased by $571,297 to a total of $7.4 million. This represents an overall percentage increase of 8.4%. In FY 2018, the City will once again experience a significant increase in pension contributions totaling $1.9 million to a total contribution of $9.3 million. This is a 25.6% increase. One of the main reasons for the significant increase in the contribution is the repeal of portions of SB1609 which resulted in an overall larger actuarial liability due to permanent benefit increases (PBI). This significant increase has had a negative impact on the City's ability to fund other items within the General Fund budget. With the adoption of the FY 2018 budget, 100% of the increase in the pension contribution is funded with ongoing dollars in the General Fund.

Recruitment and Retention of Sworn Personnel and Dispatch Personnel

The Flagstaff Police Department has been challenged over the years to recruit and retain sworn officers and dispatch personnel. Since the beginning of calendar year 2013 the City experienced a 29.4% overturn for sworn officers and 36.0% for dispatch personnel. With the implementation of the market based pay plan for sworn officers, a significant increase in dispatch personnel pay and other retention initiatives, the turnover rates have decreased significantly for sworn officers and slightly for dispatch personnel to 14.15% and 31.82%, respectfully, in calendar year 2016. The City continues to work to attract and retain sworn officers and dispatch personnel with the addition of a housing assistance program and hiring incentives.

FY 2018 Issues

Market Based Pay for All City Employees

One of Council's goals for FY 2018 is related to "Personnel" and the priority to "Attract and Retain Quality Staff". The City continues to address this goal and priority by moving the City's pay plans to Phase 2 of a market based pay structure.

Background:

The City's pay plan has consistently been under market. In FY 2016, the City's overall pay plan was 5.19% below market. Rather than continuing to provide across the board market increases the City is using budget funding to strategically move the pay structure closer to what is found in the market. Using benchmark organizations and positions the City has created a pay structure based on a market comparison. This supports the City's structure in becoming more market competitive in order to attract and retain quality staff members.

Conclusion:

Council approved a budget that includes a three year plan for moving all of our positions into a market based pay structure. While some positions will receive a higher increase to bring them into the new market based pay structure, all employees who are eligible, including temporary personnel, will receive at least a 2% increase. Phase I of the three year plan was completed in FY 2017 and Phase II was approved and funded in the FY 2018 budget. Phase III of the pay plan is projected to go into effect in FY 2019 pending budget approval.

Parking District

In FY 2016, Council adopted the Comprehension Parking Management Program and an ordinance to establish a special revenue fund for the Parking District. The Parking District includes the downtown area, Southside and surrounding areas. The expenditures are restricted to certain physical and operational parking related costs. Following the adoption, City staff started working with stakeholders on implementation of the program. This included the development of Administrative Guidelines and initiating an educational outreach program designed to inform the general users of the new programs and requirements.

In FY 2017, the Parking District has continued with the implementation of the parking program through the completion of parking plans, purchase of parking meter and education for areas affected by the new regulations.

Background:

Historically, three general areas in Flagstaff have experienced notable parking issues including downtown, downtown neighborhoods and Southside. The north downtown area has experienced issues with parking shortages and parking turn-over which affect the north end neighborhoods with spill-over parking. In recent years, the Southside has also experienced issues resulting from student spill-over parking and the successful ongoing Southside redevelopment.

Discussions of addressing parking issues in north downtown date back to the 1950s and include five parking studies which have been commissioned since the 1980s. In 2008, there was a partially successful effort to formulate a solution to the parking and other downtown issues. However, that limited success was conditioned on resolving the remaining parts, notably including the development of more comprehensive solutions and achieving accord between, and buy-in from, all of the stakeholders. In addressing the unresolved parts, the follow-up work resulted in the formation of the Flagstaff Downtown Business Improvement and Revitalization District, however without addressing the parking issues. In 2011 there was an effort to solve some of the early renditions of parking issues in the Southside.

Conclusion:

The City established a new special revenue fund to record the activities of the Parking District and Council approved a budget of $945,963 for FY 2018. This includes the completion of purchasing and installing parking meters as well as operation costs including five full-time equivalent positions. The adopted program calls for one full-time equivalent position for every 300 parking spaces being managed. The parking meters will be installed late in FY 2017. Of these funds, no less than twenty percent of the gross revenue will be further reserved for increasing the supply of parking.

Business Accelerator Internal Loan

In 2014 the City began construction of the Innovation Mesa Business Accelerator and Secondary Emergency Operations Center. The construction completed in 2015 with the doors opening in July of 2015. The cost of the project was approximately $7.7 million with primary funding provided by grants. The City intended on issuing up to $3.0 million in revenue obligation debt as approved by voters for the USGS Campus expansion. The City completed several analysis of the impact of the project and the Economic Development Fund's ability to pay back the debt. It was determined by management that in order to reduce the impact to the Economic Development Fund due to higher interest rates, the City would complete internal financing for the project. The City would use available fund balance from the General Fund to be paid back over time with a 1% interest rate.

Conclusion:

To assist in financing the construction, management agreed to do a revenue transfer of approximately $2.6M from the General Fund to the Capital Projects Fund for the accelerator project. The Economic Development Fund, which receives the lease proceeds from the leasing of space at the accelerator, will provide revenue transfers to the General Fund with a 1% interest rate and annual payments over 20 years. The source of repayment will come from the Economic Development Fund through rents and BBB tax revenues. The first payment back to the General will occur in fiscal year 2018 for $143,757 and then annual payments on June 30 until paid off. The Finance division will monitor the funding and future budget decisions could allow the debt to be paid off earlier than scheduled.

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2018

The final opportunity for public input on the City of Flagstaff Fiscal Year 2017-2018 budget will occur
on June 20, 2017 at 6:00 PM in the Flagstaff High School Hurley Theater, 400 West Elm Avenue, Flagstaff, AZ 86001
The budget may be reviewed at the City of Flagstaff in the City Clerks Office, 211 West Aspen Avenue, Flagstaff, AZ 86001
or the Flagstaff City-County Public Library, 300 West Aspen Avenue, Flagstaff, AZ 86001
or the East Flagstaff Community Library, 3000 North 4th Street, Flagstaff, AZ 86004 or the official website "flagstaff.az.gov"

Fiscal Year		Sch	FUNDS							
			General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	Total All Funds
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	63,513,733	71,855,079	8,739,261	43,209,304	0	77,676,781	0	264,994,158
2017	Actual Expenditures/Expenses**	E	56,314,258	34,622,359	11,624,481	3,062,295	0	59,220,376	0	164,843,769
2018	Fund Balance/Net Position at July 1***		26,699,303	49,944,977	1,969,022	27,388,203	287,842	33,093,645	0	139,382,992
2018	Primary Property Tax Levy	B	6,171,607	0	0	0		0	0	6,171,607
2018	Secondary Property Tax Levy	B	0	0	6,271,311	0		0	0	6,271,311
2018	Estimated Revenues Other than Property Taxes	C	56,468,787	45,130,261	282,428	2,855,623	11,816	61,427,883	0	166,176,798
2018	Other Financing Sources	D	0	10,000,000	0	4,000,000	0	8,700,000	0	22,700,000
2018	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2018	Interfund Transfers In	D	3,778,063	18,915,902	7,179,103	13,536,395	0	3,957,722	0	47,367,185
2018	Interfund Transfers (Out)	D	10,133,269	21,284,618	7,179,103	0	0	8,770,195	0	47,367,185
2018	Reduction for Amounts Not Available									
Less:	Amounts for Future Debt Retirement									0
										0
										0
										0
2018	Total Financial Resources Available		82,984,491	102,706,522	8,522,761	47,780,221	299,658	98,409,055	0	340,702,708
2018	Budgeted Expenditures/Expenses	E	70,384,292	91,402,646	7,389,453	52,130,108	0	80,713,129	0	302,019,628

Expenditure Limitation Comparison	2017	2018
1. Budgeted Expenditures/Expenses	$ 264,994,158	$ 302,019,628
2. Add/Subtract: Estimated Net Reconciling Items	0	0
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	264,994,158	302,019,628
4. Less: Estimated Exclusions	120,746,047	153,591,941
5. Amount Subject to the Expenditure Limitation	$ 144,248,111	$ 148,427,687
6. EEC Expenditure Limitation	$ 145,156,751	$ 149,172,916

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes expenditure/expense adjustments approved in the current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts on this line represent fund balance/net position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017-2018

	Unreserved Fund Balance/ Retained Earnings at 7/1/2017	Estimated Revenues and Other Financing Sources 2017-2018	Interfund Transfers 2017-2018 In	Interfund Transfers 2017-2018 Out	Total Financial Resources Available 2017-2018	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2017-2018	Fund Balance 6/30/2018
General Fund	$ 26,699,303	62,640,394	3,778,063	(10,133,269)	82,984,491	63,650,404	4,344,907	398,981	1,990,000	70,384,292	12,600,199
Special Revenue Funds:											
Housing and Comm Svcs	1,351,301	2,172,173	232,000	(50,000)	3,705,474	3,539,052	-	-	-	3,539,052	166,422
Metro Planning Organization	-	1,304,249	22,500	-	1,326,749	826,749	-	-	500,000	1,326,749	-
EDA Revolving Loan	266,420	5,328	-	-	271,748	271,748	-	-	-	271,748	-
Library	1,494,066	4,343,419	1,662,813	-	7,500,298	6,294,742	450,165	-	100,000	6,844,907	655,391
Highway User Revenue	6,463,483	7,640,360	16,241,089	(813,000)	29,531,932	5,362,464	21,780,996	547,937	100,000	27,791,397	1,740,535
Transportation	27,250,714	30,254,903	-	(16,699,344)	40,806,273	8,352,070	23,863,793	3,846,875	-	36,062,738	4,743,535
Flagstaff Urban Trails	3,262,386	8,160	550,000	-	3,820,546	-	3,798,082	-	-	3,798,082	22,464
Beautification	4,914,762	1,625,920	-	(433,156)	6,107,526	328,379	3,891,890	-	10,000	4,230,269	1,877,257
Economic Development	704,359	1,042,351	207,500	(287,514)	1,666,696	1,114,514	-	258,843	145,000	1,518,357	148,339
Tourism	1,148,322	2,535,631	-	(97,738)	3,586,215	2,587,794	30,000	-	50,000	2,667,794	918,421
Arts and Science	558,016	608,095	-	-	1,166,111	533,717	332,500	-	10,000	876,217	289,894
Recreation - BBB	2,039,946	2,670,218	-	(2,903,866)	1,806,298	7,500	1,521,873	-	-	1,529,373	276,925
Parking District	491,202	919,454	-	-	1,410,656	540,688	285,249	115,026	5,000	945,963	464,693
Debt Service Funds:											
GO Bonds	-	-	7,179,103	-	7,179,103	-	-	7,179,103	-	7,179,103	-
Secondary Property Tax	1,610,064	6,346,311	-	(7,179,103)	777,272	-	-	-	-	-	777,272
Special Assessments	358,958	207,428	-	-	566,386	-	-	210,350	-	210,350	356,036
Permanent Funds:											
Perpetual Care	287,842	11,816	-	-	299,658	-	-	-	-	-	299,658
Capital Project Funds:											
Non GO Bonds	10,824,026	6,000,000	2,623,395	-	19,447,421	-	22,447,421	-	-	22,447,421	(3,000,000)
GO Bonds	16,564,177	855,623	10,913,000	-	28,332,800	-	29,682,687	-	-	29,682,687	(1,349,887)
Enterprise Funds:											
Water/Wastewater/Reclaim	23,134,965	35,626,318	1,423,661	(1,416,881)	58,768,063	16,163,180	25,827,308	3,859,995	1,850,000	47,700,483	11,067,580
Stormwater	293,651	1,708,284	1,675,861	(321,025)	3,356,771	843,283	2,300,861	-	10,000	3,154,144	202,627
Solid Waste	8,029,328	16,988,274	-	(6,904,678)	18,112,924	9,709,545	2,342,999	125,000	500,000	12,677,544	5,435,380
Sustainability and Env Mgmt	372,888	1,201,687	23,000	(127,611)	1,469,964	1,075,520	221,446	-	30,000	1,326,966	142,998
Airport	622,678	6,923,951	475,000	-	8,021,629	2,685,538	4,811,403	231,736	100,000	7,828,677	192,952
Flagstaff Housing Authority	640,135	7,679,369	360,200	-	8,679,704	6,381,893	642,172	-	1,001,250	8,025,315	654,389
Total All Funds	$ 139,382,992	201,319,716	47,367,185	(47,367,185)	340,702,708	130,268,780	148,575,752	16,773,846	6,401,250	302,019,628	38,683,080

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2017-2018

	Estimate FY 2016-2017	FY 2017-2018
Expenditure Limitation [Economic Estimates Commission]		$ 149,172,916
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 6,301,017	$ 6,495,442
2. Amount Received from Primary Property Taxation in FY 2016-2017 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	$ 5,707,178	$ 6,171,607
B. Secondary Property Taxes	5,879,357	6,271,311
C. Total Property Tax Levy Amount	$ 11,586,535	$ 12,442,918
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2016-2017 Levy	$ 5,607,178	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,707,178	
B. Secondary Property Taxes:		
(1) FY 2016-2017 Levy	5,879,357	
(2) Total Secondary Property Taxes Collected	5,879,357	
C. Total Property Taxes Collected	$ 11,586,535	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8121	0.8233
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6487	1.6599

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 district 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 2017 and 2018
(With Actuals for Fiscal Year 2016)

Source of Revenues	Actual Revenues 2015-2016	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	$ 18,942,730	18,644,170	19,376,000	19,958,580	1,314,410	7.05%
Franchise Tax	2,567,289	2,539,140	2,499,700	2,574,691	35,551	1.40%
Licenses and Permits						
Business Licenses	29,750	30,000	30,000	30,000	-	0.00%
Building Permits	2,682,658	1,395,000	1,600,000	1,577,580	182,580	13.09%
Other Licenses and Permits	427,444	496,680	584,880	1,022,680	526,000	105.90%
Intergovernmental						
State Income Tax Sharing	7,930,739	8,578,408	8,618,216	8,848,139	269,731	3.14%
State Shared Sales Tax	6,238,827	6,094,663	6,300,000	6,456,555	361,892	5.94%
Vehicle License Tax	2,910,589	2,788,408	3,000,000	3,074,550	286,142	10.26%
Federal Grants	693,978	823,482	823,482	2,576,827	1,753,345	212.92%
State Grants	523,446	865,687	865,287	817,587	(48,100)	-5.56%
Local Intergovernmental Agreements	1,134,833	1,022,600	1,045,000	1,110,994	88,394	8.64%
Charges for Services						
General Government	723,314	467,800	743,300	710,800	243,000	51.95%
Parks and Recreation	1,482,860	1,546,950	1,525,550	1,525,550	(21,400)	-1.38%
Public Safety	715,351	825,000	720,500	724,565	(100,435)	-12.17%
Cemetery	154,922	145,800	147,870	148,750	2,950	2.02%
Fines and Forfeits	1,255,133	3,298,980	3,251,863	1,544,457	(1,754,523)	-53.18%
Investment Earnings	277,480	262,000	331,871	260,000	(2,000)	-0.76%
Miscellaneous	2,468,619	1,964,509	1,250,149	3,506,482	1,541,973	78.49%
Total General Fund	51,159,962	51,789,277	52,713,668	56,468,787	4,679,510	9.04%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	693,675	958,291	922,029	1,128,169	169,878	17.73%
State Grants	229,762	1,130,000	86,000	1,044,000	(86,000)	-7.61%
Investment Earnings	7,854	-	8,216	-	-	0.00%
Miscellaneous	566,838	-	171,343	4	4	0.00%
Total Housing and Community Svcs Fund	1,498,129	2,088,291	1,187,588	2,172,173	83,882	4.02%
Metro Planning Organization Fund						
Intergovernmental						
Federal Grants	691,977	611,116	517,289	836,736	225,620	36.92%
Miscellaneous	5,000	505,000	5,000	467,513	(37,487)	-7.42%
Total Metro Planning Organization Fund	696,977	1,116,116	522,289	1,304,249	188,133	16.86%
EDA Revolving Loan Fund						
Intergovernmental						
Federal Grants	262,206	-	-	-	-	0.00%
Investment Earnings	1,514	5,256	2,700	5,328	72	1.37%
Miscellaneous	-	13,766	-	-	(13,766)	-100.00%
Total EDA Revolving Loan Fund	263,720	19,022	2,700	5,328	(13,694)	-71.99%
Library Fund						
Intergovernmental						
State Grants	33,947	25,000	102,049	75,000	50,000	200.00%
Library District Taxes	3,694,945	4,465,820	3,715,820	4,189,419	(276,401)	-6.19%
Investment Earnings	33,032	37,812	37,812	38,000	188	0.50%
Miscellaneous	82,851	41,000	41,000	41,000	-	0.00%
Total Library Fund	3,844,775	4,569,632	3,896,681	4,343,419	(226,213)	-4.95%
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	7,292,355	7,149,600	7,831,030	7,308,360	158,760	2.22%
Investment Earnings	34,774	6,000	6,000	32,000	26,000	433.33%
Miscellaneous	601,550	-	-	300,000	300,000	0.00%
Total Highway User Revenue Fund	7,928,679	7,155,600	7,837,030	7,640,360	484,760	6.77%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2017 and 2018
(With Actuals for Fiscal Year 2016)

Source of Revenues	Actual Revenues 2015-2016	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	Change (Bdgt-Bdgt)	% Change
Transportation Fund						
Transportation Tax	$ 19,083,051	18,912,924	19,533,886	20,119,903	1,206,979	6.38%
Investment Earnings	130,843	152,000	152,000	135,000	(17,000)	-11.18%
Miscellaneous	10	-	-	-	-	0.00%
Total Transportation Fund	19,213,904	19,064,924	19,685,886	20,254,903	1,189,979	6.24%
FUTS Fund						
Intergovernmental						
State Grants	69,040	392,970	-	-	(392,970)	-100.00%
Investment Earnings	24,892	10,000	30,000	8,160	(1,840)	-18.40%
Total FUTS Fund	93,932	402,970	30,000	8,160	(394,810)	-97.98%
Beautification Fund						
Intergovernmental						
State Grants	29,974	-	-	-	-	0.00%
BBB Tax	1,485,611	1,474,600	1,564,000	1,610,920	136,320	9.24%
Investment Earnings	36,511	15,000	45,000	15,000	-	0.00%
Miscellaneous	752	-	-	-	-	0.00%
Total Beautification Fund	1,552,848	1,489,600	1,609,000	1,625,920	136,320	9.15%
Economic Development Fund						
BBB Tax	708,021	700,435	742,900	765,187	64,752	9.24%
Investment Earnings	14,139	10,540	10,540	7,200	(3,340)	-31.69%
Miscellaneous	91,974	156,169	109,169	269,964	113,795	72.87%
Total Economic Development Fund	814,134	867,144	862,609	1,042,351	175,207	20.21%
Tourism Fund						
BBB Tax	2,235,862	2,211,900	2,346,000	2,416,380	204,480	9.24%
Retail Sales	84,914	86,700	86,700	86,612	(88)	-0.10%
Investment Earnings	3,943	4,755	4,755	5,742	987	20.76%
Miscellaneous	53,845	26,173	26,067	26,897	724	2.77%
Total Tourism Fund	2,378,564	2,329,528	2,463,522	2,535,631	206,103	8.85%
Arts and Science Fund						
BBB Tax	558,966	552,975	586,500	604,095	51,120	9.24%
Investment Earnings	4,046	6,705	6,705	4,000	(2,705)	-40.34%
Miscellaneous	38	-	-	-	-	0.00%
Total Arts and Science Fund	563,050	559,680	593,205	608,095	48,415	8.65%
Recreation - BBB Fund						
BBB Tax	2,451,432	2,433,090	2,580,600	2,658,018	224,928	9.24%
Investment Earnings	23,991	13,000	13,000	12,200	(800)	-6.15%
Total Recreation - BBB Fund	2,475,423	2,446,090	2,593,600	2,670,218	224,128	9.16%
Parking District Fund						
Parking	-	556,760	-	919,454	362,694	65.14%
Total Parking District Fund	-	556,760	-	919,454	362,694	65.14%
Total Special Revenue Funds	41,324,135	42,665,357	41,284,110	45,130,261	2,464,904	5.78%
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	95,619	75,000	59,500	75,000	-	0.00%
Total Secondary Property Tax Fund	95,619	75,000	59,500	75,000	-	0.00%
Special Assessment Bond Fund						
Special Assessments	4,747,237	205,750	205,750	206,000	250	0.12%
Investment Earnings	2,278	900	1,400	1,428	528	58.67%
Total Special Assessment Bonds Fund	4,749,515	206,650	207,150	207,428	778	0.38%
Total Debt Service Funds	4,845,134	281,650	266,650	282,428	778	0.28%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2017 and 2018
(With Actuals for Fiscal Year 2016)

Source of Revenues	Actual Revenues 2015-2016	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	Change (Bdgt-Bdgt)	% Change
Permanent Funds						
Perpetual Care Fund						
Contributions	$ 15,470	17,780	8,780	8,956	(8,824)	-49.63%
Investment Earnings	2,339	2,129	2,832	2,860	731	34.31%
Total Perpetual Care Fund	17,809	19,909	11,612	11,816	(8,093)	-40.65%
Total Permanent Funds	17,809	19,909	11,612	11,816	(8,093)	-40.65%
Capital Project Funds						
Non GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	521,834	-	100,892	-	-	0.00%
Federal Grants	143,504	-	47,112	-	-	0.00%
Real Estate Proceeds	-	-	-	2,000,000	2,000,000	0.00%
Interest on investments	5,503	-	7,500	-	-	0.00%
Total Non GO Bonds Projects Fund	670,841	-	155,504	2,000,000	2,000,000	0.00%
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	100,000	280,000	270,000	603,952	323,952	115.70%
Investment Earnings	5,278	6,440	5,900	4,830	(1,610)	-25.00%
Miscellaneous	25,000	540,000	-	246,841	(293,159)	-54.29%
Total GO Bonds Projects Fund	130,278	826,440	275,900	855,623	29,183	3.53%
Total Capital Projects Funds	801,119	826,440	431,404	2,855,623	2,029,183	245.53%
Enterprise Funds						
Water, Wastewater and Reclaimed Water Fund						
Intergovernmental						
Federal Grants	32,933	-	-	-	-	0.00%
Water	15,933,597	16,986,426	17,735,150	18,711,835	1,725,409	10.16%
Wastewater	9,585,892	10,632,154	11,494,734	11,550,998	918,844	8.64%
Investment Earnings	202,642	153,015	195,658	163,485	10,470	6.84%
Miscellaneous	220,640	200,000	9,199	200,000	-	0.00%
Total Water, Wastewater and Reclaimed	25,975,704	27,971,595	29,434,741	30,626,318	2,654,723	9.49%
Stormwater Fund						
Intergovernmental						
Federal Grants	120,000	113,960	113,960	-	(113,960)	-100.00%
Stormwater Utility	1,430,131	1,610,453	1,607,512	1,707,364	96,911	6.02%
Investment Earnings	9,430	6,546	6,675	920	(5,626)	-85.95%
Miscellaneous	(244)	-	-	-	-	0.00%
Total Stormwater Fund	1,559,317	1,730,959	1,728,147	1,708,284	(22,675)	-1.31%
Solid Waste Fund						
Solid Waste	11,273,025	11,581,437	11,684,706	11,792,010	210,573	1.82%
Investment Earnings	74,720	69,526	69,526	71,264	1,738	2.50%
Miscellaneous	42,807	-	-	1,425,000	1,425,000	0.00%
Total Solid Waste Fund	11,390,552	11,650,963	11,754,232	13,288,274	1,637,311	14.05%
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	13,316	269,998	185,998	198,446	(71,552)	-26.50%
Environmental Services	1,043,044	993,288	980,091	999,693	6,405	0.64%
Investment Earnings	3,534	2,993	2,993	3,038	45	1.50%
Miscellaneous	20,460	500	500	510	10	2.00%
Total Sustainability and Env Mgmt Fund	1,080,354	1,266,779	1,169,582	1,201,687	(65,092)	-5.14%
Airport Fund						
Intergovernmental						
Federal Grants	132,020	5,917,209	7,011,841	5,116,259	(800,950)	-13.54%
State Grants	6,481	555,072	20,066	28,266	(526,806)	-94.91%
Airport	1,787,341	1,801,965	1,744,841	1,744,709	(57,256)	-3.18%
Investment Earnings	8,863	3,408	3,408	3,676	268	7.86%
Miscellaneous	2,475	336,250	36,397	31,041	(305,209)	-90.77%
Total Airport Fund	1,937,180	8,613,904	8,816,553	6,923,951	(1,689,953)	-19.62%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2017 and 2018
(With Actuals for Fiscal Year 2016)

Source of Revenues	Actual Revenues 2015-2016	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	Change (Bdgt-Bdgt)	% Change
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	$ 4,812,893	5,881,395	4,880,145	6,137,418	256,023	4.35%
Rents and Other Tenant Income	1,036,391	1,029,000	1,029,000	1,107,000	78,000	7.58%
Miscellaneous	439,148	442,595	442,595	434,951	(7,644)	-1.73%
Total Flagstaff Housing Authority Fund	6,288,432	7,352,990	6,351,740	7,679,369	326,379	4.44%
Total Enterprise Funds	48,231,539	58,587,190	59,254,995	61,427,883	2,840,693	4.85%
Total Revenues	$ 146,379,698	154,169,823	153,962,439	166,176,798	12,006,975	7.79%

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2017-2018

		Project Name	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	City Match 2017-2018	Budgeted Grant Reimb %	Funding
	General Fund							
6050	Police	ACJC - Metro (NAZ Street Crimes Task Force)	$ 133,330	133,330	142,062	-	100%	F/S
6050	Police	RICO Funds for Metro	199,996	199,996	213,092	-	100%	F/L
6056	Police	DOJ - COPS Hiring	-	-	427,920	-	100%	F
6060	Police	TSA - Law Enforcement Officer	44,100	44,100	-	-	76%	F
6069	Police	GOHS - DUI Enforcement	165,636	165,636	195,000	-	100%	S
6082	Police	RICO - Overtime	50,000	50,000	50,000	-	100%	L
6084	Police	DOJ - Bullet Proof Vest Program	8,250	8,250	8,250	-	50%	F
6085	Police	PSN Gang Prevention/Education	10,000	10,000	10,000	-	100%	F
6070	Police	AZ HLS - Livescan Fingerprint match	22,300	22,300	50,000	-	100%	F/S
6091	Police	AZ Homeland Security Grant	102,000	102,000	102,000	-	100%	F/S
6092	Police	Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
6100	Police	GOHS Click It or Ticket	5,000	5,000	5,000	-	100%	F/S
6101	Police	DOJ - Ed Bryne Memorial JAG - Overtime	95,000	95,000	95,000	-	100%	F
6088	Police	NPS Dispatch Services	5,000	5,000	5,000	-	100%	F
224	Police	USFS Dispatch Services	5,000	5,000	5,000	-	100%	F
6088	Police	County Dispatch Services (Summit)	10,000	10,000	15,000	-	100%	L
6161	Police	NA Gang Taskforce - FBI	74,000	74,000	80,000	-	100%	S
6164	Police	RICO Equipment - PD	40,000	40,000	40,000	-	100%	L
6163	Police	RICO Equipment - Metro	32,626	32,626	32,626	-	100%	F/L
6090	Police	DPS Statewide GIITEM	112,030	112,030	133,446	-	75%	S
6058	Police	RICO Officers	80,965	80,965	66,423	-	100%	L
6043	Fire	AZ Homeland Security	40,000	40,000	75,000	-	100%	F/S
6044	Fire	GOHS Grant	25,000	25,000	45,000	-	100%	S
6045	Fire	Assistance to Firefighters	184,866	184,866	90,000	-	100%	F
6046	Fire	SAFER	-	-	436,078	-	75%	F
6047	Fire	Naval Observatory	5,800	5,800	-	-	100%	F
6039	Fire	Camp Navajo	-	-	25,000	-	100%	F
6203	Fire	Coconino County RX Fire Grant	7,300	7,300	10,000	-	100%	L
6506	Court	TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
6506	Court	County Info Systems Tech	111,000	110,600	110,600	-	100%	L
6501	Court	County - Trainer	27,870	27,870	28,800	-	100%	L
6502	Court	County - Interpreter	52,500	52,500	52,500	-	100%	L
6159	Legal	Victims Rights	10,100	10,100	10,100	-	100%	S
6620	Econ Vit	2017 EPA Brownfields	-	-	806,017	-	100%	F
		Subtotal	1,689,169	1,688,769	3,394,414	-		
	Library	Library/Various Grants	25,000	102,049	75,000	-	100%	S
		Subtotal	25,000	102,049	75,000	-		
3274	Capital	EDA - Innovation Mesa Bus Accelerator	-	148,004	-	-	52%	F
6201	Fire	WBBI - 14-601 Section 12	45,000	35,000	10,000	10,000	50%	F/S
6204	Fire	Wildland Fire Hazardous Fuels 15-202	135,000	135,000	-	-	90%	F/S
6206	Fire	WBBI Observatory Mesa	100,000	100,000	-	-	50%	F/S
6210	Capital	ADEMA lighting Core Svs	-	-	250,000	-	100%	S
6216	Fire	Obs Mesa Forest Health	-	-	178,952	19,836	90%	F/S
6225	Fire	WBBI 16-601 ASF Forest Health	-	-	40,000	40,000	50%	F/S
6219	Fire	WBBI State Wildfire Grant	-	-	125,000	125,000	50%	F/S
		Subtotal	280,000	418,004	603,952	194,836		
7577	FUTS	ADOT - Walnut/Florence Underpass (Round	392,970	-	-	-	94%	F/S
		Subtotal	392,970	-	-	-		
3105	Housing	HUD - 14/15 CDBG Entitlement	63,530	124,155	-	-	100%	F
3105	Housing	HUD - 15/16 CDBG Entitlement	256,451	357,504	-	-	100%	F
	Housing	HUD - 16/17 CDBG Entitlement	638,310	440,370	-	-	100%	F
	Housing	HUD - 17/18 CDBG Entitlement	-	-	1,128,169	-	100%	F
3139	Housing	ADOH - Home Grant	450,000	-	450,000	-	100%	F/S
3141	Housing	ADOH - Owner Occupied Housing Rehab	330,000	-	330,000	82,500	75%	F/S
	Housing	Subrecipient w/ Coconino County (ADOH)	350,000	86,000	264,000	-	100%	F/S
		Subtotal	2,088,291	1,008,029	2,172,169	82,500		

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2017-2018

		Project Name	Budgeted Revenues 2016-2017	Estimated Revenues 2016-2017	Budgeted Revenues 2017-2018	City Match 2017-2018	Budgeted Grant Reimb %	Funding
	MPO	ADOT - PL Funds FMPO 2017	$ 138,387	108,394	123,375	7,403	94%	F/S
	MPO	ADOT - PL Funds FMPO 2018	-	-	41,237	-	94%	F/S
1408	MPO	ADOT - FTA 5304 Funds FMPO 2014	68,839	68,839	-	-	80%	F/S
	MPO	ADOT - FTA 5305 FMPO 2016	36,290	36,290	36,290	7,258	80%	F/S
	MPO	ADOT - FTA 5304 FMPO 2016	100,000	100,000	250,000	50,000	80%	F/S
1404	MPO	ADOT - SPR Funds FMPO 2016	142,600	142,600	-	-	80%	F/S
1404	MPO	ADOT - SPR Funds FMPO 2017	125,000	61,166	188,834	37,767	80%	F/S
	MPO	FHWA - STP HSIP Strategic Safety Plan	-	-	197,000	-	94%	F/S
		Subtotal	611,116	517,289	836,736	102,427		
6198	SEMS	ASP Picture Canyon Trail	79,998	29,998	124,446	82,134	34%	S
6199	SEMS	Community Partners Grant	150,000	150,000	-	-	34%	S
3340	SEMS	AZGF Observatory Mesa Grant	40,000	6,000	74,000	-	100%	S
		Subtotal	269,998	185,998	198,446	82,134		
6208	STORM	Francis Short Pond	33,960	33,960	-	-	100%	F
6166	STORM	FEMA CTP	80,000	80,000	-	-	100%	F
		Subtotal	113,960	113,960	-	-		
3728	Airport	FAA - ARRF Replacement Vehicle	1,000,000	-	-	-	91%	F
3728	Airport	ADOT Match - ARRF Replace Vehicle	50,000	-	-	-	5%	S
3729	Airport	FAA - AIP37 Sustainability Plan	85,698	85,698	-	-	91%	F
3729	Airport	ADOT MATCH - AIP37 Sustainability Plan	2,255	2,255	-	-	5%	S
3332	Airport	FAA - AIP41 Runway 3/21 Mill & Overlay Const	2,984,660	5,597,624	3,727,571	365,962	91%	F
3332	Airport	ADOT Match - AIP41 Runway 3/21 Overlay	146,513	-	-	45,776	91%	S
37XX	Airport	FAA - AIP38 Runway 3/21 - Design	270,591	184,909	81,173	4,509	91%	F
37XX	Airport	ADOT Match - AIP38 Runway 3/21 - Design	7,121	4,866	4,510	-	5%	S
3334	Airport	FAA - AIP39 Master Plan Update	546,360	263,710	279,360	15,520	91%	F
3334	Airport	ADOT Match - AIP39 Master Plan Update	26,820	12,945	15,520	-	5%	S
37XX	Airport	FAA - AIP40 Wildlife Hazard Assessment	150,000	-	148,255	8,237	91%	F
		ADOT Match - APXX Wildlife Hazard Assess	7,363	-	8,236	-	5%	S
37XX	Airport	ADOT Match - AIPXX Airport Drainage - Design	315,000	-	-	-	5%	S
3842	Airport	DOT - Small Comm Air Service Devel Prgm	879,900	879,900	879,900	-	100%	F
		Subtotal	6,472,281	7,031,907	5,144,525	440,004		
	FHA	Low Income Public Housing	1,121,841	1,020,591	1,144,246	-	100%	F
	FHA	Section 8/MRO SRO	4,759,554	3,859,554	4,993,172	-	100%	F
		Subtotal	5,881,395	4,880,145	6,137,418	-		
	TOTAL		$ 17,824,180	15,946,150	18,562,660	819,767		

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 2017-2018

Fund	Proceeds from Other Financing Sources	Interfund Transfers In	Interfund Transfers Out
General Fund	$ -	3,778,063	10,133,269
Special Revenue Funds			
Housing and Community Services	-	232,000	50,000
FMPO	-	22,500	-
Library	-	1,662,813	-
Highway User Revenue	-	16,241,089	813,000
Transportation	10,000,000	-	16,699,344
FUTS	-	550,000	-
Beautification	-	-	433,156
Economic Development	-	207,500	287,514
Tourism	-	-	97,738
Recreation - BBB	-	-	2,903,866
Total Special Revenue Funds	10,000,000	18,915,902	21,284,618
Debt Service Funds			
GO Bonds	-	7,179,103	-
Secondary Property Tax	-	-	7,179,103
Total Debt Service Funds	-	7,179,103	7,179,103
Capital Project Funds			
Non GO Bond Funded Projects	4,000,000	2,623,395	-
GO Bond Funded Projects	-	10,913,000	-
Total Capital Projects Funds	4,000,000	13,536,395	-
Enterprise Funds			
Water, Wastewater and Reclaimed Water	5,000,000	1,423,661	1,416,881
Stormwater Utility	-	1,675,861	321,025
Solid Waste	3,700,000	-	6,904,678
Sustainability and Environmental Management	-	23,000	127,611
Airport	-	475,000	-
Flagstaff Housing Authority	-	360,200	-
Total Enterprise Funds	8,700,000	3,957,722	8,770,195
Total All Funds	$ 22,700,000	47,367,185	47,367,185

City of Flagstaff
Schedule of Transfers
Fiscal Year 2017-2018

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	370,955	Streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Beautification Fund	5,201	Contribution towards citywide publication
General Fund	Economic Development Fund	287,514	Debt payment for Accelerator
General Fund	Tourism Fund	6,238	Contribution towards citywide publication
General Fund	Tourism Fund	25,000	Support for community-wide events
General Fund	Recreation - BBB Fund	251,992	Contribution to the maintenance of FUTS which is a Parks responsibility
General Fund	Recreation - BBB Fund	1,346,449	Increased maintenance in Parks budget related to additional field maintenance associated with recreation bond projects
General Fund	Recreation - BBB Fund	1,282,425	Operation of recreation programs
General Fund	Solid Waste Fund	4,678	Contribution towards citywide publication
General Fund	Sustainability and Environmental Management Fund	107,886	Code compliance
General Fund	Sustainability and Environmental Management Fund	19,725	Funding of the Greater Flagstaff Forest Partnership contract
	Total	**$ 3,778,063**	
Housing and Community Services Fund	General Fund	232,000	FHA office remodel and other affordable housing programs
	Total	**$ 232,000**	
Flagstaff Metro Planning Organization Fund	Transportation Fund	22,500	Non-grant reimbursable costs
	Total	**$ 22,500**	
Library Fund	General Fund	1,596,313	Library operational and capital
Library Fund	Tourism Fund	66,500	Library operational support
	Total	**$ 1,662,813**	
Highway User Revenue Fund	Transportation Fund	12,871,093	Transportation funded street improvement projects
Highway User Revenue Fund	Transportation Fund	3,055,751	Transportation funded safety improvement projects
Highway User Revenue Fund	Stormwater Fund	314,245	Drainage maintenance
	Total	**$ 16,241,089**	
FUTS Fund	Transportation Fund	550,000	Fund FUTS projects
	Total	**$ 550,000**	
Economic Development Fund	General Fund	207,500	Incubator debt service
	Total	**$ 207,500**	
GO Bond Fund	Secondary Property Tax Fund	7,179,103	Repayment of GO bonds
	Total	**$ 7,179,103**	
Capital Project Fund	General Fund	2,623,395	Innovation Mesa
Capital Project Fund	General Fund	3,013,000	Core facility
Capital Project Fund	HURF	800,000	Core facility
Capital Project Fund	Transportation	200,000	Core facility
Capital Project Fund	Solid Waste	6,900,000	Core facility
	Total	**$ 13,536,395**	
Water Fund	Stormwater Fund	6,780	Regulatory compliance services
Water Fund	Wastewater Fund	1,348,499	Wastewater share of operational support
Water Fund	Reclaimed Water Fund	68,382	Reclaimed Water share of operational support
	Total	**$ 1,423,661**	
Sustainability and Environmental Management Fund	Recreation-BBB	23,000	Schultz Creek Trailhead Construction
	Total	**$ 23,000**	
Airport Fund	General Fund	475,000	Operational and capital support
	Total	**$ 475,000**	
Flagstaff Housing Authority Fund	General Fund	310,200	Compensation increases and temporary staffing
Flagstaff Housing Authority Fund	Housing & Comm Dev	50,000	
	Total	**$ 360,200**	
	Total Transfers	**$ 47,367,185**	

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Fund/Division	Actual Expenditures Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
General Fund						
General Administration	$ 9,149,939	10,973,306	10,030,344	10,712,958	(260,348)	(2.4%)
Community Development	4,182,580	4,637,447	4,483,447	5,095,122	457,675	9.9%
Management Services	3,426,864	3,822,504	3,760,254	3,981,955	159,451	4.2%
Fire	11,652,909	12,607,477	12,387,477	14,081,950	1,474,473	11.7%
Police	19,221,486	20,277,258	20,039,388	22,058,620	1,781,362	8.8%
Public Works	9,378,324	11,289,893	8,784,500	12,207,736	917,843	8.1%
Economic Vitality	341,971	175,166	175,166	990,494	815,328	465.5%
Non-Departmental	(3,341,247)	(869,318)	(3,346,318)	(734,543)	134,775	(15.5%)
Contingency	89,453	600,000	-	1,990,000	1,390,000	231.7%
Total General Fund	54,102,279	63,513,733	56,314,258	70,384,292	6,870,559	10.8%
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	1,307,127	2,868,583	972,779	3,449,647	581,064	20.3%
Non-Departmental	44,778	58,650	58,650	89,405	30,755	52.4%
	1,351,905	2,927,233	1,031,429	3,539,052	611,819	20.9%
Metro Planning Organization Fund						
Community Development	720,865	594,918	518,384	789,262	194,344	32.7%
Non-Departmental	56,522	43,698	43,698	37,487	(6,211)	(14.2%)
Contingency	-	500,000	-	500,000	-	0.0%
	777,387	1,138,616	562,082	1,326,749	188,133	16.5%
EDA Revolving Loan Fund						
Economic Vitality	-	281,828	-	271,748	(10,080)	(3.6%)
	-	281,828	-	271,748	(10,080)	(3.6%)
Library Fund						
General Administration	191,757	181,405	181,405	181,956	551	0.3%
Management Services	4,657,098	93,895	93,895	94,917	1,022	1.1%
Public Works	94,591	65,383	65,383	68,688	3,305	5.1%
Economic Vitality	17,485	6,704,752	5,251,545	6,349,989	(354,763)	(5.3%)
Non-Departmental	73,142	84,869	84,869	49,357	(35,512)	(41.8%)
Contingency	-	100,000	-	100,000	-	0.0%
	5,034,073	7,230,304	5,677,097	6,844,907	(385,397)	(5.3%)
Highway User Revenue Fund						
General Administration	155,859	197,820	197,820	199,817	1,997	1.0%
Community Development	3,527,544	8,418,573	1,323,892	16,183,302	7,764,729	92.2%
Management Services	96,769	86,123	86,123	67,945	(18,178)	(21.1%)
Public Works	5,694,914	11,973,028	8,224,859	11,170,516	(802,512)	(6.7%)
Economic Vitality	13,729	17,838	17,838	12,658	(5,180)	(29.0%)
Non-Departmental	126,761	121,777	121,777	57,159	(64,618)	(53.1%)
Contingency	-	100,000	-	100,000	-	0.0%
	9,615,576	20,915,159	9,972,309	27,791,397	6,876,238	32.9%
Transportation Fund						
General Administration	40,595	58,900	58,900	56,172	(2,728)	(4.6%)
Community Development	843,453	8,963,109	2,857,053	16,089,334	7,126,225	79.5%
Management Services	302,624	339,102	339,102	369,494	30,392	9.0%
Public Works	5,741,757	3,000,000	400,000	5,100,000	2,100,000	70.0%
Economic Vitality	1,643	3,188	3,188	3,337	149	4.7%
Non-Departmental	6,984,423	11,500,601	7,901,780	14,444,401	2,943,800	25.6%
	13,914,495	23,864,900	11,560,023	36,062,738	12,197,838	51.1%
FUTS Fund						
Community Development	701,425	3,797,713	218,280	3,798,082	369	0.0%
	701,425	3,797,713	218,280	3,798,082	369	0.0%
Beautification Fund						
Economic Vitality	590,062	4,642,458	590,768	4,220,269	(422,189)	(9.1%)
Contingency	-	10,000	-	10,000	-	0.0%
	590,062	4,652,458	590,768	4,230,269	(422,189)	(9.1%)
Economic Development Fund						
Economic Vitality	957,980	1,220,926	1,061,404	1,373,357	152,431	12.5%
Contingency	2,356	45,000	-	145,000	100,000	222.2%
	960,336	1,265,926	1,061,404	1,518,357	252,431	19.9%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Fund/Division	Actual Expenditures Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
Tourism Fund						
Economic Vitality	$ 2,117,910	2,168,077	2,168,077	2,617,794	449,717	20.7%
Contingency	7,439	50,000	-	50,000	-	0.0%
	2,125,349	2,218,077	2,168,077	2,667,794	449,717	20.3%
Arts and Science Fund						
Economic Vitality	434,052	757,640	620,140	866,217	108,577	14.3%
Contingency	1,859	10,000	-	10,000	-	0.0%
	435,911	767,640	620,140	876,217	108,577	14.1%
Recreation - BBB Fund						
Public Works	1,936,978	1,293,427	266,554	1,529,373	235,946	18.2%
	1,936,978	1,293,427	266,554	1,529,373	235,946	
Parking District Fund						
Economic Vitality	-	1,454,690	894,196	940,963	(513,727)	(35.3%)
Contingency	-	47,108	-	5,000	(42,108)	(89.4%)
	-	1,501,798	894,196	945,963	(555,835)	(37.0%)
Total Special Revenue Funds	37,443,497	71,855,079	34,622,359	91,402,646	19,547,567	27.2%
Debt Services Funds						
General Obligation Bonds Fund						
Non-Departmental	6,701,811	8,527,911	11,413,131	7,179,103	(1,348,808)	(15.8%)
	6,701,811	8,527,911	11,413,131	7,179,103	(1,348,808)	
Special Assessment Bonds Fund						
Non-Departmental	4,716,000	211,350	211,350	210,350	(1,000)	(0.5%)
	4,716,000	211,350	211,350	210,350	(1,000)	
Total Debt Service Funds	11,417,811	8,739,261	11,624,481	7,389,453	(1,349,808)	(15.4%)
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	763,109	18,071,600	194,502	22,447,421	4,375,821	24.2%
	763,109	18,071,600	194,502	22,447,421	4,375,821	
GO Bonds Funded Projects Fund						
Non-Departmental	953,661	25,137,704	2,867,793	29,682,687	4,544,983	18.1%
	953,661	25,137,704	2,867,793	29,682,687	4,544,983	
Total Capital Projects Funds	1,716,770	43,209,304	3,062,295	52,130,108	8,920,804	20.6%
Enterprise Funds						
Water, Wastewater, and Reclaimed Water Fund						
General Administration	614,863	665,856	665,856	678,300	12,444	1.9%
Management Services	1,063,323	1,221,812	1,221,812	1,145,760	(76,052)	(6.2%)
Public Works	43,679	39,451	39,451	183,023	143,572	363.9%
Economic Vitality	43,177	56,584	56,584	37,671	(18,913)	(33.4%)
Utilities	22,691,411	35,256,194	24,182,302	43,627,814	8,371,620	23.7%
Non-Departmental	354,602	348,840	348,840	177,915	(170,925)	(49.0%)
Contingency	57,087	1,800,000	-	1,850,000	50,000	2.8%
	24,868,142	39,388,737	26,514,845	47,700,483	8,311,746	21.1%
Stormwater Utility Fund						
General Administration	39,650	49,480	49,480	45,469	(4,011)	(8.1%)
Management Services	44,800	40,780	40,780	56,529	15,749	38.6%
Public Works	4,613	4,517	4,517	12,915	8,398	185.9%
Economic Vitality	3,101	2,381	2,381	1,521	(860)	(36.1%)
Utilities	995,122	4,275,626	3,747,898	3,018,471	(1,257,155)	(29.4%)
Non-Departmental	15,609	17,090	17,090	9,239	(7,851)	(45.9%)
Contingency	1,700	10,000	-	10,000	-	0.0%
	1,104,595	4,399,874	3,862,146	3,154,144	(1,245,730)	(28.3%)
Solid Waste Fund						
General Administration	322,088	381,308	381,308	377,485	(3,823)	(1.0%)
Management Services	334,415	332,201	332,201	371,493	39,292	11.8%
Public Works	9,640,345	14,500,037	11,556,038	11,278,543	(3,221,494)	(22.2%)
Economic Vitality	29,313	40,125	40,125	27,199	(12,926)	(32.2%)
Non-Departmental	195,906	232,398	232,398	122,824	(109,574)	(47.1%)
Contingency	13,293	500,000	-	500,000	-	0.0%
	10,535,360	15,986,069	12,542,070	12,677,544	(3,308,525)	(20.7%)

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Fund/Division	Actual Expenditures Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
Sustainability and Environmental Management Fund						
General Administration	$ 65,389	87,814	87,814	92,655	4,841	5.5%
Management Services	37,380	33,672	33,672	50,380	16,708	49.6%
Public Works	923,511	1,112,287	927,172	1,134,222	21,935	2.0%
Economic Vitality	2,876	4,027	4,027	2,825	(1,202)	(29.8%)
Non-Departmental	15,234	24,623	24,623	16,884	(7,739)	(31.4%)
Contingency	-	30,000	-	30,000	-	0.0%
	1,044,390	1,292,423	1,077,308	1,326,966	34,543	2.7%
Airport Fund						
General Administration	55,959	84,236	84,236	78,043	(6,193)	(7.4%)
Management Services	86,555	87,528	87,528	83,141	(4,387)	(5.0%)
Public Works	90,405	103,613	103,613	94,926	(8,687)	(8.4%)
Economic Vitality	1,882,916	8,544,809	8,495,388	7,452,750	(1,092,059)	(12.8%)
Non-Departmental	61,555	51,856	51,856	19,817	(32,039)	(61.8%)
Contingency	-	100,000	-	100,000	-	0.0%
	2,177,390	8,972,042	8,822,621	7,828,677	(1,143,365)	(12.7%)
Flagstaff Housing Authority Fund						
Community Development	5,979,485	6,636,386	6,401,386	7,024,065	387,679	5.8%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	5,979,485	7,637,636	6,401,386	8,025,315	387,679	
Total Enterprise Funds	45,709,362	77,676,781	59,220,376	80,713,129	3,036,348	3.9%
Total All Funds	$ 150,389,720	264,994,158	164,843,769	302,019,628	37,025,470	14.0%

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Division/Section	Actual Expenditures/ Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
General Administration						
City Manager	$ 1,474,133	1,786,514	1,691,961	1,874,768	88,254	4.9%
Flagstaff Municipal Court	2,846,656	3,165,706	3,165,706	3,074,763	(90,943)	(2.9%)
City Attorney	1,568,857	1,660,566	1,660,566	1,724,264	63,698	3.8%
Human Resources	766,167	899,243	834,343	979,837	80,594	9.0%
Risk Management	195,841	214,982	214,982	219,082	4,100	1.9%
Information Technology	2,298,285	3,246,295	2,462,786	2,840,244	(406,051)	(12.5%)
Total	9,149,939	10,973,306	10,030,344	10,712,958	(260,348)	(2.4%)
Community Development						
Community Development Administration	326,907	319,336	319,336	334,661	15,325	4.8%
Planning and Development Services	2,337,599	2,595,221	2,441,221	2,821,611	226,390	8.7%
Capital Improvement	(262,850)	(131,626)	(131,626)	(150,439)	(18,813)	14.3%
Engineering	1,523,948	1,582,209	1,582,209	1,737,249	155,040	9.8%
Housing	256,976	272,307	272,307	352,040	79,733	29.3%
Community Housing Services	379,488	838,942	23,400	1,277,478	438,536	52.3%
Community Housing Grants	232,619	1,130,000	86,000	1,044,000	(86,000)	(7.6%)
CDBG Grant	695,020	899,641	863,379	1,128,169	228,528	25.4%
Transportation CIP	3,113,597	8,039,191	944,510	15,678,907	7,639,716	95.0%
Road Repair Construction	843,453	8,963,109	2,857,053	16,089,334	7,126,225	79.5%
Flagstaff Urban Trails System	701,425	3,797,713	218,280	3,798,082	369	0.0%
Metro Planning Organization	720,865	594,918	518,384	789,262	194,344	32.7%
Flagstaff Housing Authority	5,979,485	6,636,386	6,401,386	7,024,065	387,679	5.8%
Total	16,848,532	35,537,347	16,395,839	51,924,419	16,387,072	46.1%
Management Services						
Management Services Administration	244,175	272,369	272,369	248,436	(23,933)	(8.8%)
Purchasing	510,589	574,934	526,184	855,757	280,823	48.8%
Finance/Budget	1,135,500	1,359,292	1,345,792	1,192,718	(166,574)	(12.3%)
Sales Tax and Licensing	1,536,600	1,615,909	1,615,909	1,685,044	69,135	4.3%
Library City Direct	3,194,079	-	-	-	-	0.0%
Library County Direct	605,969	-	-	-	-	0.0%
Library Grants	763,847	-	-	-	-	0.0%
Total	7,990,759	3,822,504	3,760,254	3,981,955	159,451	4.2%
Fire						
Fire Administration	11,550,651	12,323,970	12,103,970	13,235,512	911,542	7.4%
Fire Grants	102,258	283,507	283,507	846,438	562,931	198.6%
Total	11,652,909	12,607,477	12,387,477	14,081,950	1,474,473	11.7%
Police						
Police Administration	18,050,412	18,983,032	18,745,162	20,186,188	1,203,156	6.3%
Police Grants	1,171,074	1,294,226	1,294,226	1,872,432	578,206	44.7%
Total	19,221,486	20,277,258	20,039,388	22,058,620	1,781,362	8.8%
Public Works						
Public Works Administration	45,603	16,848	16,848	49,587	32,739	194.3%
USGS Facilities	1,466,575	731,149	681,149	1,703,762	972,613	133.0%
Parks	3,148,131	3,545,505	3,357,322	3,806,340	260,835	7.4%
Fleet Services	32,174	1,944,992	304,632	985,269	(959,723)	(49.3%)
Cemetery	224,583	-	-	-	-	0.0%
Public Facilities Maintenance	1,322,500	1,659,956	1,061,706	1,791,689	131,733	7.9%
Recreation	3,138,758	3,391,443	3,362,843	3,871,089	479,646	14.1%
Street Maintenance and Repairs	4,459,754	5,439,098	4,898,098	4,977,237	(461,861)	(8.5%)
Street Construction and Reconstruction	526,037	5,829,533	2,622,364	5,511,089	(318,444)	(5.5%)
Road Repair Pavement Preservation	5,741,757	3,000,000	400,000	5,100,000	2,100,000	70.0%
Street and Highway User Revenue Bonds	546,666	550,514	550,514	547,937	(2,577)	(0.5%)
Solid Waste - Landfill 165	2,760,424	5,824,822	3,005,823	3,964,837	(1,859,985)	(31.9%)
Solid Waste - Collections 166	6,716,650	8,386,755	8,386,755	7,021,791	(1,364,964)	(16.3%)
Solid Waste Debt Service	-	125,000	-	125,000	-	0.0%
SEMS - Sustainability	458,616	788,624	603,509	922,092	133,468	16.9%
SEMS - Environmental Management	447,984	323,600	323,600	209,655	(113,945)	(35.2%)
Recreation - BBB	1,936,978	1,293,427	266,554	1,529,373	235,946	18.2%
Total	32,973,190	42,851,266	29,841,717	42,116,747	(734,519)	(1.7%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Division/Section	Actual Expenditures/ Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
Economic Vitality						
Community Investment	$ 341,971	175,166	175,166	990,494	815,328	465.5%
Airport	1,591,807	8,279,661	8,230,240	7,217,335	(1,062,326)	(12.8%)
Debt Service - Airport	286,685	259,211	259,211	231,736	(27,475)	(10.6%)
Arts and Science	434,052	757,640	620,140	866,217	108,577	14.3%
Urban Design	279,389	339,408	339,408	328,379	(11,029)	(3.2%)
Streetscape	310,673	4,303,050	251,360	3,891,890	(411,160)	(9.6%)
Economic Development	707,426	963,783	804,761	1,114,514	150,731	15.6%
Economic Development Debt Service	250,554	257,143	256,643	258,843	1,700	0.7%
EDA Revolving Loan Program	-	281,828	-	271,748	(10,080)	(3.6%)
Library City Direct	-	4,359,294	3,774,129	4,351,832	(7,462)	(0.2%)
Library County Direct	-	611,096	669,450	594,335	(16,761)	(2.7%)
Library Grants	-	1,715,190	788,794	1,390,950	(324,240)	(18.9%)
Parking District	-	1,364,690	836,683	825,937	(538,753)	(39.5%)
Debt Service - Parking District	-	90,000	57,513	115,026	25,026	27.8%
Tourism - General Administration	1,725,388	1,691,275	1,691,275	2,095,767	404,492	23.9%
Visitor Services	392,522	476,802	476,802	522,027	45,225	9.5%
Total	6,320,467	25,925,237	19,231,575	25,067,030	(858,207)	(3.3%)
Utilities						
Administration	773,818	887,466	887,466	840,760	(46,706)	(5.3%)
Lake Mary Water Plant	3,652,214	5,080,100	4,518,543	5,086,097	5,997	0.1%
Water Distribution System	1,866,744	1,742,137	1,685,637	2,065,747	323,610	18.6%
Water Resource Management	359,917	632,501	632,501	714,199	81,698	12.9%
Utility Engineering Services	564,878	552,354	552,354	669,374	117,020	21.2%
Regulatory Compliance	902,939	1,020,197	1,020,197	1,157,443	137,246	13.5%
Wastewater Treatment	2,393,840	2,784,684	2,418,309	2,470,689	(313,995)	(11.3%)
Reclaim Water Plant	833,196	1,069,511	1,041,451	866,000	(203,511)	(19.0%)
Wastewater Collection	989,475	1,274,675	1,274,675	1,478,867	204,192	16.0%
Reclaim Water	221,965	406,764	406,764	502,559	95,795	23.6%
Water Capital	3,693,760	8,438,440	4,601,723	12,954,910	4,516,470	53.5%
Wastewater Capital	2,195,299	7,146,296	1,343,122	10,051,174	2,904,878	40.6%
Reclaim Water Capital	196,142	105,720	105,720	910,000	804,280	760.8%
Debt Service	4,047,224	4,115,349	3,693,840	3,859,995	(255,354)	(6.2%)
Stormwater Utility	595,422	824,851	778,190	702,610	(122,241)	(14.8%)
Stormwater Capital	399,700	3,450,775	2,969,708	2,315,861	(1,134,914)	(32.9%)
Total	23,686,533	39,531,820	27,930,200	46,646,285	7,114,465	18.0%
Non-Departmental						
Council and Commissions	372,020	395,941	395,941	337,892	(58,049)	(14.7%)
Non-Departmental	1,716,040	4,438,817	1,961,817	4,341,225	(97,592)	(2.2%)
GO Bond - Debt Service	6,701,811	8,527,911	11,413,131	7,179,103	(1,348,808)	(15.8%)
SID - Debt	4,716,000	211,350	211,350	210,350	(1,000)	(0.5%)
GO Bond Funded Projects	953,661	25,137,704	2,867,793	29,682,687	4,544,983	18.1%
Non GO Bond Funded Projects	763,109	18,071,600	194,502	22,447,421	4,375,821	24.2%
Transportation	4,747,117	8,534,285	4,848,189	10,583,880	2,049,595	24.0%
4th Street Debt Service	2,232,000	2,230,975	2,261,375	2,266,375	35,400	1.6%
Road Repair Debt Service	-	722,500	779,375	1,580,500	858,000	118.8%
Facility Improvement Debt	170,959	293,502	293,502	398,981	105,479	35.9%
Total	22,372,717	68,564,585	25,226,975	79,028,414	10,463,829	15.3%
Reserves/Contingencies	173,187	4,903,358	-	6,401,250	1,497,892	30.5%
Grand Total	$ 150,389,720	264,994,158	164,843,769	302,019,628	37,025,470	14.0%

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

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Division/Fund	Actual Expenditures/ Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses * 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
General Administration						
General Fund	$ 9,149,939	10,973,306	10,030,344	10,712,958	(260,348)	(2.4%)
Library Fund	191,757	181,405	181,405	181,956	551	0.3%
HURF Fund	155,859	197,820	197,820	199,817	1,997	1.0%
Transportation Fund	40,595	58,900	58,900	56,172	(2,728)	(4.6%)
Water, Wastewater and Reclaimed Water Fund	614,863	665,856	665,856	678,300	12,444	1.9%
Airport Fund	55,959	84,236	84,236	78,043	(6,193)	(7.4%)
Solid Waste Fund	322,088	381,308	381,308	377,485	(3,823)	(1.0%)
Sustainability and Environment Mgmt Fund	65,389	87,814	87,814	92,655	4,841	5.5%
Stormwater Utility Fund	39,650	49,480	49,480	45,469	(4,011)	(8.1%)
Total	10,636,099	12,680,125	11,737,163	12,422,855	(257,270)	(2.0%)
Community Development						
General Fund	4,182,580	4,637,447	4,483,447	5,095,122	457,675	9.9%
HURF Fund	3,527,544	8,418,573	1,323,892	16,183,302	7,764,729	92.2%
Transportation Fund	843,453	8,963,109	2,857,053	16,089,334	7,126,225	79.5%
FUTS Fund	701,425	3,797,713	218,280	3,798,082	369	0.0%
Housing and Community Services Fund	1,307,127	2,868,583	972,779	3,449,647	581,064	20.3%
Metro Planning Organization Fund	720,865	594,918	518,384	789,262	194,344	32.7%
Flagstaff Housing Authority Fund	5,979,485	6,636,386	6,401,386	7,024,065	387,679	5.8%
Total	17,262,479	35,916,729	16,775,221	52,428,814	16,512,085	46.0%
Management Services						
General Fund	3,426,864	3,822,504	3,760,254	3,981,955	159,451	4.2%
Library Fund	4,657,098	93,895	93,895	94,917	1,022	1.1%
HURF Fund	96,769	86,123	86,123	67,945	(18,178)	(21.1%)
Transportation Fund	302,624	339,102	339,102	369,494	30,392	9.0%
Water, Wastewater and Reclaimed Water Fund	1,063,323	1,221,812	1,221,812	1,145,760	(76,052)	(6.2%)
Airport Fund	86,555	87,528	87,528	83,141	(4,387)	(5.0%)
Solid Waste Fund	334,415	332,201	332,201	371,493	39,292	11.8%
Sustainability and Environment Mgmt Fund	37,380	33,672	33,672	50,380	16,708	49.6%
Stormwater Utility Fund	44,800	40,780	40,780	56,529	15,749	38.6%
Total	10,049,828	6,057,617	5,995,367	6,221,614	163,997	2.7%
Fire						
General Fund	11,652,909	12,607,477	12,387,477	14,081,950	1,474,473	11.7%
Total	11,652,909	12,607,477	12,387,477	14,081,950	1,474,473	11.7%
Police						
General Fund	19,221,486	20,277,258	20,039,388	22,058,620	1,781,362	8.8%
Total	19,221,486	20,277,258	20,039,388	22,058,620	1,781,362	8.8%
Public Works						
General Fund	9,378,324	11,289,893	8,784,500	12,207,736	917,843	8.1%
Library Fund	94,591	65,383	65,383	68,688	3,305	5.1%
HURF Fund	5,694,914	11,973,028	8,224,859	11,170,516	(802,512)	(6.7%)
Transportation Fund	5,741,757.19	3,000,000	400,000	5,100,000	2,100,000	70.0%
Recreation - BBB Fund	1,936,978.00	1,293,427	266,554	1,529,373	235,946	18.2%
Water, Wastewater and Reclaimed Water Fund	43,679	39,451	39,451	183,023	143,572	363.9%
Airport Fund	90,405	103,613	103,613	94,926	(8,687)	(8.4%)
Solid Waste Fund	9,640,345	14,500,037	11,556,038	11,278,543	(3,221,494)	(22.2%)
Sustainability and Environment Mgmt Fund	923,511	1,112,287	927,172	1,134,222	21,935	2.0%
Stormwater Utility Fund	4,613	4,517	4,517	12,915	8,398	185.9%
Total	33,549,117	43,381,636	30,372,087	42,779,942	(601,694)	(1.4%)
Economic Vitality						
General Fund	341,971	175,166	175,166	990,494	815,328	465.5%
Library Fund	17,485	6,704,752	5,251,545	6,349,989	(354,763)	(5.3%)
HURF Fund	13,729	17,838	17,838	12,658	(5,180)	(29.0%)
Transportation Fund	1,643	3,188	3,188	3,337	149	4.7%
Beautification Fund	590,062	4,642,458	590,768	4,220,269	(422,189)	(9.1%)
Economic Development Fund	957,980	1,220,926	1,061,404	1,373,357	152,431	12.5%
EDA Revolving Loan Fund	-	281,828	-	271,748	(10,080)	(3.6%)
Tourism Fund	2,117,910	2,168,077	2,168,077	2,617,794	449,717	20.7%
Arts and Science Fund	434,052	757,640	620,140	866,217	108,577	14.3%
Parking District Fund	-	1,454,690	894,196	940,963	(513,727)	(35.3%)
Water, Wastewater and Reclaimed Water Fund	43,177	56,584	56,584	37,671	(18,913)	(33.4%)
Airport Fund	1,882,916	8,544,809	8,495,388	7,452,750	(1,092,059)	(12.8%)
Solid Waste Fund	29,313	40,125	40,125	27,199	(12,926)	(32.2%)
Sustainability and Environment Mgmt Fund	2,876	4,027	4,027	2,825	(1,202)	(29.8%)
Stormwater Utility Fund	3,101	2,381	2,381	1,521	(860)	(36.1%)
Total	6,436,215	26,074,489	19,380,827	25,168,792	(905,697)	(3.5%)

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2017 and 2018
(With Actual for Fiscal Year 2016)

Division/Fund	Actual Expenditures/ Expenses 2015-2016	Adopted Budgeted Expenditures/ Expenses 2016-2017	Estimated Expenditures/ Expenses * 2016-2017	Proposed Budgeted Expenditures/ Expenses 2017-2018	Change (Budget-Budget)	% Change
Utilities						
Water, Wastewater and Reclaimed Water Fund	$ 22,691,411	35,256,194	24,182,302	43,627,814	8,371,620	23.7%
Stormwater Utility Fund	995,122	4,275,626	3,747,898	3,018,471	(1,257,155)	(29.4%)
Total	23,686,533	39,531,820	27,930,200	46,646,285	7,114,465	18.0%
Non-Departmental						
General Fund	(3,341,247)	(869,318)	(3,346,318)	(734,543)	134,775	(15.5%)
Library Fund	73,142	84,869	84,869	49,357	(35,512)	(41.8%)
HURF Fund	126,761	121,777	121,777	57,159	(64,618)	(53.1%)
Transportation Fund	6,984,423	11,500,601	7,901,780	14,444,401	2,943,800	25.6%
Housing and Community Services Fund	44,778	58,650	58,650	89,405	30,755	52.4%
Metro Planning Organization Fund	56,522	43,698	43,698	37,487	(6,211)	(14.2%)
General Obligation Bonds Fund	6,701,811	8,527,911	11,413,131	7,179,103	(1,348,808)	(15.8%)
Special Assessment Bonds Fund	4,716,000	211,350	211,350	210,350	(1,000)	(0.5%)
GO Bonds Funded Projects Fund	953,661	25,137,704	2,867,793	29,682,687	4,544,983	18.1%
Non GO Bond Funded Projects Fund	763,109	18,071,600	194,502	22,447,421	4,375,821	24.2%
Water, Wastewater and Reclaimed Water Fund	354,602	348,840	348,840	177,915	(170,925)	(49.0%)
Airport Fund	61,555	51,856	51,856	19,817	(32,039)	(61.8%)
Solid Waste Fund	195,906	232,398	232,398	122,824	(109,574)	(47.1%)
Sustainability and Environment Mgmt Fund	15,234	24,623	24,623	16,884	(7,739)	(31.4%)
Stormwater Utility Fund	15,609	17,090	17,090	9,239	(7,851)	(45.9%)
Total	17,721,866	63,563,649	20,226,039	73,809,506	10,245,857	16.1%
Reserves/Contingencies						
General Fund	89,453	600,000	-	1,990,000	1,390,000	231.7%
Library Fund	-	100,000	-	100,000	-	0.0%
HURF Fund	-	100,000	-	100,000	-	0.0%
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	2,356	45,000	-	145,000	100,000	222.2%
Tourism Fund	7,439	50,000	-	50,000	-	0.0%
Parking District Fund	-	47,108	-	5,000	(42,108)	(89.4%)
Arts and Science Fund	1,859	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	500,000	-	500,000	-	0.0%
Water, Wastewater and Reclaimed Water Fund	57,087	1,800,000	-	1,850,000	50,000	2.8%
Airport Fund	-	100,000	-	100,000	-	0.0%
Solid Waste Fund	13,293	500,000	-	500,000	-	0.0%
Stormwater Utility Fund	1,700	10,000	-	10,000	-	0.0%
Sustainability and Environmental Mgmt Fund	-	30,000	-	30,000	-	0.0%
Flagstaff Housing Authority Fund	-	1,001,250	-	1,001,250	-	0.0%
Total	173,187	4,903,358	-	6,401,250	1,497,892	30.5%
All Funds Total	$ 150,389,720	264,994,158	164,843,769	302,019,628	37,025,470	14.0%

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

City of Flagstaff
Full-Time Employee and Personnel Compensation
Fiscal Year 2018

Fund	Full-Time Equivalent (FTE) 2018	Employee Salaries and Hourly Costs 2018	Retirement Costs 2018	Healthcare Costs 2018	Other Benefit Costs 2018	Total Estimated Personnel Compensation 2018
General Fund	580.985	$ 35,279,731	$ 11,201,020	$ 4,216,771	$ 2,911,088	$ 53,608,610
Special Revenue Funds						
Housing and Community Services	1.000	55,971	6,436	6,683	4,947	74,037
Metro Planning Organization	2.880	212,528	23,451	19,956	17,028	272,963
Library	56.037	2,444,318	252,096	414,908	189,290	3,300,612
HURF	33.020	1,649,483	161,283	215,970	202,339	2,229,075
Beautification	1.700	131,809	15,200	16,964	9,945	173,918
Economic Development	2.750	183,727	21,192	20,157	14,647	239,723
Tourism	15.500	812,334	90,969	105,008	62,848	1,071,159
Arts and Science	0.400	30,826	3,566	3,930	2,391	40,713
Parking District	5.000	186,037	21,395	52,224	14,908	274,564
Total Special Revenue Funds	118.287	5,707,033	595,588	855,800	518,343	7,676,764
Enterprise Funds						
Water, Wastewater and Reclaimed Wtr	71.000	4,545,802	510,609	528,280	401,861	5,986,552
Stormwater	5.500	370,800	41,323	49,634	28,923	490,680
Solid Waste	49.000	2,413,502	277,690	377,056	247,071	3,315,319
Sustainability and Environmental Mgmt	8.000	425,265	48,905	58,397	33,228	565,795
Airport	9.750	503,182	268,541	77,436	32,873	882,032
Flagstaff Housing Authority	21.275	1,273,239	144,663	172,948	116,478	1,707,328
Total Enterprise Funds	164.525	9,531,790	1,291,731	1,263,751	860,434	12,947,706
Capital Project Funds						
GO Bond Funded Projects	1.500	95,101	73,270	11,962	6,255	186,588
Total Capital Projects Funds	1.500	95,101	73,270	11,962	6,255	186,588
Total All Funds	865.297	$ 50,613,655	$ 13,161,609	$ 6,348,284	$ 4,296,120	$ 74,419,668

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2017-2018

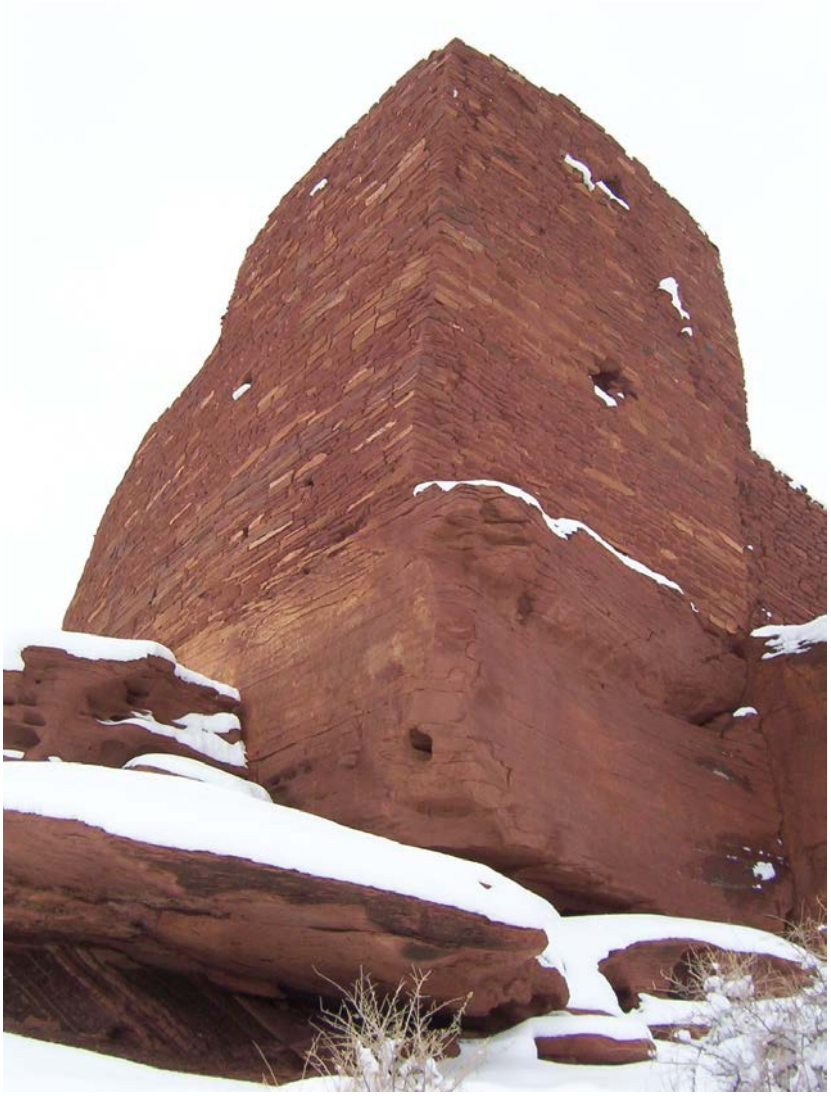
Sect #	Section	Operating Capital	Carry Forward 2016-2017	Budget 2017-2018
General Fund				
061	Court	Polycom Camera	$ -	5,500
033	Revenue	Truck Replacement - Meter Services	-	62,000
051	Fire	Truck Replacement - Admin Vehicle	-	55,000
		Quint Ladder Truck Rebuild	-	100,000
		General Admin 2 Wheel-Drive Truck Replacement	-	55,000
		Re-chassis of Rescue 2	150,000	150,000
		Apparatus Reallocation	55,000	55,000
052	Fire Grants	GOHS Funded Police Equipment	-	45,000
061	Police	Police Patrol Vehicle Replacements (4)	24,105	144,105
		Animal Control Truck - New Addition	-	30,000
		Police Admin Vehicle Replacement	-	28,000
		COPS Grant Positions Vehicles and Equipment (3)	-	150,000
062	Police Grants	Police Motorcycle Replacement and Other Equipment	-	50,000
		DOJ Bomb Robot and Other Equipment	-	102,000
		RICO Police Equipment	-	20,000
102	Engineering	Vehicle Replacement - ½ Ton Pickup Ext Cab 4x4	-	30,000
152	Facility Maintenance	Vehicle Replacement - Compact Pickup Ext Cab 4x4	-	28,000
154	Fleet Services	Heavy Duty Mobile Column Lifts (6)	-	63,905
		Dual Purpose Diagnostic Leak Locator	-	5,800
		City Hall Pool Vehicle Replacement	44,158	78,158
		Set-aside for Catastrophic/Vehicle Replacement Fund	692,406	837,406
155	Parks	Park/Cemetery Utility Tractor Replacement	-	35,000
		McPherson Park Parking Lot Chip Seal, Patch, and Stripe	45,000	45,000
		Thorpe Park - Replace Railroad Tie Walls with Block	20,000	45,000
		Thorpe Park Tennis Courts - Resurface Courts (4)	-	72,500
		Joel Montalvo Park - Renovate Restrooms	-	15,000
		McPherson Park - Replace Basketball Court	-	17,500
		Cheshire Park - Repair and Paint Tennis/Basketball Courts	6,400	6,400
		Bushmaster Park - Outdoor Fitness Equipment	34,177	34,177
		Thorpe Park Parking Lot - Chip, Crack Seal and Stripe	48,300	48,300
		Bushmaster Park - Chip, Crack Seal and Stripe Parking Lot	16,873	16,873
		Continental Sports Complex - Replace Field #1 Outfield Turf	-	37,500
		Laser-level and Add Infield Mix at Schools and City Sports Fields	-	15,000
		Foxglenn Park - Replace 10' Walkway Path	-	72,500
156	Recreation	Passenger Van Replacement	-	35,000
		Hal Jensen Recreation Center Equipment	-	10,000
		Joel C Montoya Treadmill	-	6,000
		Aquaplex Gym Curtain	-	10,000
		Jay Lively Activity Center Boiler	-	19,000
		Capital Contingency	-	10,000
		Aquaplex Cabana Repairs	-	75,000
		Aquaplex Solar Thermal System Repair	-	25,000
		Aquaplex LED Lighting Upgrades	-	8,000
		Aquaplex VFD	-	6,500
		Aquaplex Pump Switch Relocation	-	5,000
		RecTrac Upgrade	7,000	7,000
		JCM Lobby Furniture	5,000	5,000
		Contingency	6,600	6,600
402	Non-Departmental	Humphreys ROW and ADA Ramp Construction	150,000	150,000
		JWP Improvement District Study	187,500	187,500
		General Fund Total	1,492,519	3,121,224

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2017-2018

Sect #	Section	Operating Capital	Carry Forward 2016-2017	Budget 2017-2018
Library Fund				
035	Library	RFID - Phase I - Library Remodel	$ 311,775	311,775
		ADA Compliance Remodel - Restrooms	50,000	50,000
		Set-aside for Fleet Replacement Fund	58,390	58,390
		Library Fund Total	420,165	420,165
Highway User Revenue Fund				
161	Street Maintenance and Repairs	Cartegraph Asset Management Software	-	200,000
		Skid Steer with Cold Planer Attachment	-	100,000
		Mini Excavator	91,000	91,000
		Asphalt Bed on Patch Truck Replacement	100,000	100,000
		Transport Trailer Replacement	90,000	90,000
		Asphalt/Concrete Saw	10,000	10,000
		Highway User Revenue Fund Total	291,000	591,000
Tourism Fund				
215	Visitor Services	Visitor Center Remodel	-	30,000
		Tourism Fund Total	-	30,000
Parking District Fund				
231	Parking District	Parking Meters and Installation	265,249	265,249
		Southside Curbs	20,000	20,000
		Parking District Fund Total	285,249	285,249
Water, Wastewater and Reclaimed Water Fund				
301	Water Production	Raw Water Pump Station Upgrades (4)	-	55,000
		Lake Mary Control Room Sixnet RTU Replacement	-	90,000
		VFD Replacements	-	55,000
		Lake Mary Wells Supplemental Radio Antennae Masts and Radios	-	55,000
		Woody Mountain RTU Upgrades	-	88,000
		Woody Mountain Microwave and Master TCP/IP Radio	-	53,000
		Back-up Generator	322,000	322,000
303	Water Distribution	UPM Storage - Shop/Commerce Building - HMB	-	150,000
		Blue Stake Locator Truck Replacement	-	40,000
		Trailer Replacement	19,000	19,000
306	Regulatory Compliance	Lake Mary Lab Truck Replacement	-	36,000
		IWD Truck Replacement	-	25,000
312	Wastewater Treatment - Rio Plant	Influent Check Valve Replacements	28,060	28,060
313	Wastewater Collection	Camel Vactor Combo Truck	-	300,000
375	Wastewater Capital Improvements	Gravity Belt Thickener	-	240,000
		Water, Wastewater and Reclaimed Water Fund Total	369,060	1,556,060
Solid Waste Fund				
165	Solid Waste - Landfill	Back-up Compactor GPS	68,999	138,999
		Permanent Litter Fence Maintenance	-	50,000
		Annual Set-aside - Landfill Closure	-	160,000
		Landfill Perimeter Tree Clearing	-	40,000
		Map Plotter	-	5,000
		Dust Control	-	10,000
		Tier II Gas Sampling	-	35,000
		Landfill Permit Revisions	-	100,000
		Lydar Fly Over	-	10,000
		Phase 2 Sub-Surface Geo Study	400,000	400,000
		Waste Management Plan Study	25,000	25,000

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2017-2018

Sect #	Section	Operating Capital	Carry Forward 2016-2017	Budget 2017-2018
166	Solid Waste - Collections	Rear Loader - New Addition	$ -	290,000
		Auto-Car Side Load Collection Truck - Replacement	-	290,000
		Front Load Collection Truck - Replacement	-	230,000
		Solid Waste Fund Total	493,999	1,783,999
Airport Fund				
221	Airport Operations	Rapid Response Fire Suppression Truck	152,550	152,550
		Airport Fund Total	152,550	152,550
Flagstaff Housing Authority Fund				
109	Housing Authority	FHA Dwelling Units Improvements	-	257,172
		Siler Homes Remodel	70,000	70,000
		Flagstaff Housing Authority Fund Total	70,000	327,172
		Total	$ 3,574,542	8,267,419



City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2017-2018

Sect #	Section	Project	Carry Forward 2016-2017	Budget 2017-2018
General Fund				
014	Information Technology	Microwave Tower	$ 81,666	81,666
152	Facility Maintenance	Facilities Improvements	286,000	336,000
201	Community Investment	Brownfields Assessment	-	806,017
		General Fund Total	367,666	1,223,683
Library Fund				
035	Library City District	East Flagstaff City Library Youth Restroom Construction	-	30,000
		Library Fund Total	-	30,000
Highway User Revenue Fund				
162	Street Construction	Reserve for Improvements	-	50,000
		Minor Transportation Improvements	-	50,000
		Sidewalk Replacement Program	-	15,000
		Street Improvement Program	2,400,000	4,588,920
		Sunnyside	684,537	684,537
		Business F 40 Overlay	122,632	122,632
		Highway User Revenue Fund Total	3,207,169	5,511,089
Transportation Fund				
112	Transportation CIP	Bike/Pedestrian and Safety Improvement	47,000	172,000
		Brannen Homes Sidewalk	301,789	762,051
		Transportation Planning and Programming	-	90,000
		Reserve for Transportation Improvements	-	193,900
		Butler/Huntington Adaptive Signal Control	787,420	787,420
		Switzer/Turquoise Roundabout	239,658	647,533
		San Francisco and Franklin Avenue Signal	-	400,000
		Industrial Drive - Huntington to Purina	676,920	3,181,735
		Beulah Boulevard/University Drive	2,567,645	7,292,645
		HSIP Program	-	75,000
		Soliere Avenue/Fanning Wash Crossing	250,000	250,000
		Franklin Safety Improvements	32,865	32,865
		Lockett Transportation Study	99,876	99,876
		Fourth Street Bridge/I-40 Design	290,000	290,000
		Fourth Street Safety Improvements	103,882	103,882
		Transportation Master Plan	250,000	250,000
		Lonetree Pedestrian Improvements	150,000	150,000
		Southside Curbs	300,000	300,000
		Northbound Milton/Butler Right Turn Lane	-	400,000
		Reserve for Development Contributions	100,000	200,000
113	Fourth Street Improvements	Fourth Street Improvements	2,275,000	2,693,259
163	Road Repair Pavement Preservation	Pavement Maintenance	2,600,000	5,100,000
116	Road Repair Construction	Utility Replacements and Overlays	3,392,463	8,474,366
		Zuni Drive	1,650,436	3,100,436
		Lockett Road	1,063,157	2,606,962
		East Route 66	-	1,888,770
		Transportation Fund Total	17,178,111	39,542,700

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2017-2018

Sect #	Section	Project	Carry Forward 2016-2017	Budget 2017-2018
Flagstaff Urban Trail Fund				
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	$ -	50,000
		FUTS Signage Program	46,608	46,608
		Cedar Trail	20,000	20,000
		Switzer Canyon Trail	244,408	646,666
		BNSF Walnut - Florence Underpass	2,112,815	2,112,815
		Florence - Walnut Underpass	105,858	105,858
		Mall Transfer Center Trail Realignment	21,392	21,392
		Fourth Street Trail	76,590	76,590
		Pine Knoll Trail	51,841	51,841
		Sheep Crossing Trail	411,233	501,312
		Downtown Underpass	-	165,000
		Flagstaff Urban Trail Fund Total	3,090,745	3,798,082
Beautification Fund				
212	Streetscape	North Edge - Milton	11,300	261,300
		Train Station Platform	357,874	357,874
		Lake Mary/Beulah Gateway	188,870	188,870
		Gutter Diversions - Sustainable Streets	165,391	165,391
		Urban Forest	50,000	50,000
		US 89 Medians (ADOT) Fanning to Marketplace	245,659	245,659
		Joel Montalvo Park	182,011	366,611
		Downtown Tree Wells	230,000	230,000
		Steve's Blvd Corners	61,185	76,185
		Frances Short Pond Master Plan	40,000	115,000
		Downtown Non-Gateway (Jimmy Johns)	250,000	250,000
		Buffalo Parking Enhancements	250,000	250,000
		South Edge - East Route 66	50,000	250,000
		City Gateway at I-17/Milton Road	-	50,000
		Stem City Platforms (Parklets)	-	50,000
		Santa Fe Triangle - Pocket Park	-	50,000
		Milton & Butler Drainage	-	100,000
		McAllister Route 66 Interpretive Plaza	-	50,000
		N/W Corner Humphreys and Ft. Valley	-	50,000
		Innovation Mesa Art Base	-	50,000
		Route 66 Interpretive Trail	-	125,000
		Holiday Decorations	-	60,000
		Vieja Park	-	100,000
		Library Entry (Art Base)	-	250,000
		Downtown Paver Redux	-	150,000
		Beautification Fund Total	2,082,290	3,891,890
Arts and Science Fund				
216	Arts and Science	East Flagstaff Gateway (4th Street)	10,000	10,000
		Inset Sidewalk Art, Jimmy John's Beaver	10,000	20,000
		West Route 66 - North Edge	25,000	25,000
		Joel Montalvo Park Surrounds	-	35,000
		Monte Vista	-	20,000
		Children's Garden Sculpture Fox Glenn	-	45,000
		Mosaics at Thorpe Bridge	-	40,000
		FT Valley and Humphreys Sculpture	-	10,000
		Manusco Mural Conservation RT 66	-	2,500
		Mural on Century link Building	-	25,000
		Thorpe Sculpture	50,000	100,000
		Arts and Science Fund Total	95,000	332,500

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2017-2018

Sect #	Section	Project	Carry Forward 2016-2017	Budget 2017-2018
Recreation Fund				
158	BBB Recreation	Codgill Resurface BB Court, Ponderosa, Patch and Repair Court	$ -	45,000
		New Restrooms, Buffalo Park Thorpe Park	-	300,000
		Upgrade Playground Equipment Various Parks	-	150,000
		Flagstaff Recreation Center Tennis Courts	441,847	441,847
		J Lively Ice Rink	70,000	70,000
		Thorpe Park Adaptive Playground Surfacing	168,000	168,000
		Wheeler Park Improvements	191,026	191,026
		Hal Jensen Recreation Center Storage Area Add-on	10,000	10,000
		J Lively Back Roof and Locker Room Repairs	146,000	146,000
		Recreation Fund Total	1,026,873	1,521,873
Capital Projects Fund				
421	GO Capital Projects Fund	FUTS/Open Space Land Acquisition	1,086,750	1,486,750
422	Capital Projects Fund	USGS Building	9,947,321	9,947,321
424	Core Service Facility	Core Services Maintenance Facility	22,278,372	24,675,724
425	Flagstaff Watershed	Watershed Protection Project	804,789	3,520,213
426	Court Facility	Court Facility	8,045,100	12,500,100
		Capital Projects Fund Total	42,162,332	52,130,108
Water, Wastewater and Reclaimed Water Fund				
301	Water Production	LM Water Flow Meters Replacements	119,400	119,400
		Communication Towers for Operations (3)	99,015	99,015
370	Water Capital Projects	Aging Water Infrastructure Replacement (AWIR)	361,733	461,733
		West/Arrowhead Waterline	87,949	87,949
		Water Meter Vault Replacement Program	-	150,000
		Radio Read Meter Replacements	469,042	1,119,042
		Reserve for Improvements	-	300,000
		Brannen Subdivision Waterline - Phase 2	-	1,300,000
		Grand Canyon Waterline	-	1,650,000
		LMWTP Sedimentation Basins (Floculations)	-	300,000
		Woody Mountain Clarifier Engineering Design	-	100,000
		Soliere Waterline Upsizing	-	600,000
		Country Club I-40 Transmission Line	-	1,800,000
		Amberwood Zone B Extension	-	60,000
		Future Water Rights	282,459	282,459
		McCallister Well, Pump and Building	406,710	406,710
		WTP Security and SCADA Improvements	77,617	77,617
		Hydrological Studies	159,000	159,000
		Route 66 Waterline Improvements	678,000	678,000
		New Well and Pump House	1,500,000	3,300,000
		Well Pump House Improvements	122,400	122,400
311	Wastewater Treatment - Wildcat	COGEN Improvements	283,936	283,936
		Gas Conveyance & Improvements	88,125	88,125
		Facility Improvements	4,688	4,688
375	Wastewater Capital Projects	WWTP Energy Efficiency Program	1,725,308	1,725,308
		Wildcat Solids Disposal	200,000	400,000
		Westside Interceptor Improvements	600,000	1,100,000
		Aging Sewer Infrastructure Replacements	1,192,929	1,192,929
		Reserve for Improvements	-	300,000
		Mikes Pke Sewerline Replacement	-	2,250,000
		Milton Road Sewerline Rehabilitation	-	300,000
		Rio WRP HVAC Replacement	-	300,000
		Westside Interceptor Clay Ave Wash Oversizing	-	300,000
		Wildcat Septage and Grease Station	728,543	728,543
		Rio Plant - Replace UV System	1,196,002	1,196,002
		WWTP Security and SCADA Improvements	18,392	18,392

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2017-2018

Sect #	Section	Project	Carry Forward 2016-2017	Budget 2017-2018
380	Reclaimed Water Capital Projects	8" Bottleneck - Reclaimed Line Replacement	$ -	100,000
		Advanced Treatment Concept Design & Public Outreach	-	100,000
		Bushmaster Park Reclaimed Pump Station	-	710,000
		Water, Wastewater and Reclaimed Water Fund Total	10,401,248	24,271,248
Stormwater Fund				
385	Stormwater Capital Projects	Rio de Flag Project	1,675,861	1,675,861
		Spot Improvement - Annual	-	75,000
		Spot Improvement - Fanning/Lockett Culvert Construction	-	550,000
		Stormwater Fund Total	1,675,861	2,300,861
Solid Waste Fund				
165	Solid Waste	Stormwater Infrastructure	-	64,000
		Scale House Remodel	-	25,000
		Storage Areas for HPC and Maint Bldg	-	45,000
		Alternative Liner Test Plots	275,000	275,000
		South Borrow Pit Design/Roads/Scales	150,000	150,000
		Solid Waste Fund Total	425,000	559,000
Sustainability and Environmental Management Fund				
170	Environmental Management	Observatory Mesa Improvements	34,000	74,000
		Picture Canyon Trails Improvements	50,000	124,446
		Shultz Creek Trailhead Construction	-	23,000
		Sustainability and Environmental Management Fund Total	84,000	221,446
Airport Fund				
222	Airport Capital Projects	Runway 321 Mill and Overlay Construction	3,069,461	4,093,533
		Master Plan Update 2016	310,400	310,400
		Runway Mill and Overlay Design	90,192	90,192
		Wildlife Hazard Assessment	164,728	164,728
		Airport Fund Total	3,634,781	4,658,853
Flagstaff Housing Authority Fund				
109	Community Housing Services	FHA Building Remodel	165,000	315,000
		Flagstaff Housing Authority Fund Total	165,000	315,000
		Total	$ 85,596,076	140,308,333

City of Flagstaff
Debt Service Requirements
Fiscal Year 2017-2018

	Original Issue	Outstanding 7/1/17	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Existing Debt:						
Certificates of Participation - Fire Equipment	$ 350,000	116,784	37,399	3,733	677	41,809
Capital Lease - Renewable Energy Equipment	1,014,557	827,806	62,845	23,050	1,600	87,495
Capital Lease - Heart Monitors	160,279	122,815	39,150	5,527	-	44,677
Proposed: Courthouse Revenue Bonds	4,000,000	-	130,500	94,500	-	225,000
	5,524,836	1,067,405	269,894	126,810	2,277	398,981
Streets Fund						
Certificates of Participation - Street Overlay	4,610,000	1,538,216	492,601	49,167	6,169	547,937
	4,610,000	1,538,216	492,601	49,167	6,169	547,937
4th Street						
2012 Pledged Revenue Partial Advance Refunding	12,530,000	6,265,000	2,010,000	251,275	5,100	2,266,375
	12,530,000	6,265,000	2,010,000	251,275	5,100	2,266,375
Road Repair and Street Safety Fund						
Revenue Bonds Series 2016 - Road Repair	8,930,000	8,455,000	450,000	328,000	2,500	780,500
Proposed: Revenue Bonds - Road Repair	10,000,000	-	475,000	325,000	-	800,000
	18,930,000	8,455,000	925,000	653,000	2,500	1,580,500
Economic Development						
Existing Debt:						
GADA Revenue Bonds Series 2010A - Incubator	3,370,000	2,435,000	145,000	106,488	7,355	258,843
	3,370,000	2,435,000	145,000	106,488	7,355	258,843
Parking District						
Capital Lease - Parking Meters	1,000,000	949,173	88,134	26,892	-	115,026
General Obligation Bond Fund						
Existing Debt:						
GO Series 2011 Capital Projects	12,845,000	4,665,000	1,600,000	159,325	3,950	1,763,275
GO Series 2011 NAU Public Safety	3,952,287	1,724,502	415,912	41,388	-	457,300
GO Series 2013 Capital Projects	11,460,000	8,870,000	700,000	275,150	4,740	979,890
GO Series 2014A Capital Projects	6,600,000	5,880,000	265,000	215,288	3,200	483,488
GO Series 2014B Partial Advance Refunding 2006 Projects	8,270,000	8,270,000	1,940,000	366,600	3,200	2,309,800
GO Series 2016	16,105,000	15,490,000	565,000	613,950	6,400	1,185,350
	59,232,287	44,899,502	5,485,912	1,671,701	21,490	7,179,103
Special Assessment District						
Sawmill District	19,075,000	2,120,000	100,000	106,000	4,350	210,350
	19,075,000	2,120,000	100,000	106,000	4,350	210,350
Solid Waste Fund						
Proposed Capital Lease - Core Services Facility	3,700,000	-	-	125,000	-	125,000
	3,700,000	-	-	125,000	-	125,000
Water Fund						
Existing Debt:						
GO 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,237,912	71,941	19,856	18,569	110,366
2002 Water Revenue Bonds (WIFA)	6,775,760	2,158,907	402,214	44,204	32,384	478,802
2006 WIFA Revolving Loan - Water	7,900,000	4,155,000	405,000	73,960	62,326	541,286
2008 WIFA Revolving Debt - Water	8,500,000	5,438,840	407,273	125,638	81,582	614,493
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	817,040	98,733	22,740	21,154	142,627
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	155,073	10,986	2,178	2,326	15,490
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	594,951	354,208	25,748	3,365	5,314	34,427
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	739,633	53,766	7,026	11,094	71,886
Proposed Bonds - Water	2,000,000	-	-	-	-	-
	31,379,644	15,056,613	1,475,661	298,967	234,749	2,009,377
Wastewater Fund						
2007 WIFA Revolving Debt - Wastewater	23,100,000	14,018,933	1,194,330	282,060	210,284	1,686,674
Other Debt - Lease Purchase - Renewable Energy Equipment	1,936,443	1,579,996	119,950	43,994	-	163,944
Proposed Bonds - Wastewater	3,000,000	-	-	-	-	-
	28,036,443	15,598,929	1,314,280	326,054	210,284	1,850,618
Airport Fund						
Other Debt - Lease Purchase - Hangars	2,782,598	1,404,215	155,451	76,285	-	231,736
	2,782,598	1,404,215	155,451	76,285	-	231,736
Total Debt Service Requirements	$ 190,170,808	99,789,053	12,461,933	3,817,639	494,274	16,773,846

City of Flagstaff
General Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 25,259,501	23,975,214	29,013,436	26,699,303	12,600,199	13,814,541	14,009,211	13,011,501
Revenues								
Taxes								
Property Tax	5,649,356	5,732,476	5,727,976	6,217,976	6,687,976	6,737,976	6,787,976	6,837,976
Sales Tax	18,942,730	18,644,170	19,376,000	19,958,580	20,548,337	19,940,887	19,940,887	20,337,405
Franchise Fees	2,567,289	2,539,140	2,499,700	2,574,691	2,651,931	2,572,374	2,572,374	2,623,820
Intergovernmental								
State Shared Sales Tax	6,238,827	6,094,663	6,300,000	6,456,555	6,617,000	6,386,398	6,354,466	6,449,147
State Shared Income Tax	7,930,739	8,578,408	8,618,216	8,848,139	8,834,343	8,911,090	8,941,732	8,679,404
Auto Lieu Tax	2,910,589	2,788,408	3,000,000	3,074,550	3,150,953	3,041,142	3,025,936	3,071,023
Federal Grants	693,978	823,482	823,482	2,576,827	1,034,310	779,685	170,312	170,312
State/Local Grants	523,446	865,687	865,287	817,587	684,861	684,861	684,861	684,861
Other IGA	1,134,833	1,022,600	1,045,000	1,110,994	948,500	948,500	948,500	948,500
License and Permits								
Business Licenses	29,750	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	2,682,658	1,395,000	1,600,000	1,577,580	1,571,580	1,571,580	1,571,580	1,571,580
Other Licenses and Permits	427,444	496,680	584,880	1,022,680	1,024,688	1,026,716	1,028,764	1,030,833
Charges for Services								
Community Development	723,314	467,800	743,300	710,800	710,800	710,800	710,800	710,800
Parks and Recreation	1,482,860	1,546,950	1,525,550	1,525,550	1,525,550	1,525,550	1,525,550	1,525,550
Public Safety	715,351	825,000	720,500	724,565	728,671	732,817	737,006	741,235
Cemetery/General Government	154,922	145,800	147,870	148,750	150,215	151,694	153,188	154,697
Fines and Forfeitures								
Court Fines	711,170	802,000	694,250	757,300	764,873	772,522	780,247	788,049
Other Fines and Forfeitures	543,963	2,496,980	2,557,613	787,156	679,858	683,397	686,972	690,582
Other								
Investment Earnings	277,480	262,000	331,871	260,000	262,600	265,226	267,878	270,557
Miscellaneous	2,468,619	1,964,509	1,250,149	3,460,113	1,142,827	1,144,736	1,146,666	1,148,616
Total Revenues	56,809,318	57,521,753	58,441,644	62,640,394	59,749,874	58,617,951	58,065,695	58,464,947
Transfers In								
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification	460,645	433,465	433,465	433,156	433,156	433,156	433,156	433,156
Economic Development	-	143,757	-	287,514	143,757	143,757	143,757	143,757
Tourism	31,238	31,238	31,238	31,238	31,238	31,238	31,238	31,238
Recreation - BBB	2,186,434	2,335,134	2,235,784	2,880,866	2,417,091	2,417,091	2,417,091	2,417,091
Parking District	-	-	-	-	192,699	192,699	-	-
Utilities	44,900	-	15,000	-	-	-	-	-
Stormwater	91,276	-	-	-	-	-	-	-
Environmental Services	57,678	57,678	57,678	4,678	4,678	4,678	4,678	4,678
Sustainability and Environmental Mgmt	170,512	199,162	191,836	127,611	190,611	190,611	190,611	190,611
Capital Projects	54,396	-	-	-	-	-	-	-
Total Transfers In	3,110,079	3,213,434	2,978,001	3,778,063	3,426,230	3,426,230	3,233,531	3,233,531
Total Revenues and Transfers In	59,919,397	60,735,187	61,419,645	66,418,457	63,176,104	62,044,181	61,299,226	61,698,478
Total Sources of Funds	85,178,898	84,710,401	90,433,081	93,117,760	75,776,302	75,858,722	75,308,437	74,709,979

City of Flagstaff
General Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Uses of Funds								
Operating Expenditures								
General Administration	$ 8,702,497	10,293,976	9,694,960	10,625,792	9,396,923	9,236,923	9,396,923	9,236,923
Management Services	3,385,747	3,790,504	3,728,254	3,919,955	3,730,896	3,682,146	3,682,146	3,682,146
Community Development	4,179,851	4,637,447	4,483,447	5,065,122	4,765,968	4,690,968	4,690,968	4,690,968
Fire	11,371,359	11,960,777	11,945,777	13,621,950	12,920,845	13,050,845	13,169,407	13,169,407
Police	18,687,540	20,015,658	19,801,893	21,534,515	20,435,327	20,435,327	20,564,767	20,564,767
Public Works	7,549,593	8,839,232	8,337,549	10,169,617	8,596,387	8,596,387	8,596,387	8,596,387
Economic Vitality	186,710	175,166	175,166	184,477	184,477	184,477	184,477	184,477
Non-Departmental	2,063,006	4,522,258	2,195,258	4,341,617	2,082,064	2,082,064	2,082,064	2,082,064
Contingency	89,453	600,000	-	1,990,000	560,000	560,000	560,000	560,000
Less: Indirect Charges	(5,601,004)	(5,997,578)	(5,997,578)	(5,812,641)	(5,812,641)	(5,912,641)	(5,962,641)	(5,912,641)
Total Operating Expenditures	50,614,752	58,837,440	54,364,726	65,640,404	56,860,246	56,606,496	56,964,498	56,854,498
Debt Service								
Leases - Energy	84,779	206,925	206,925	87,404	86,925	86,925	86,925	86,925
Leases - Fire Equipment	86,180	86,577	86,577	86,577	86,577	86,577	-	-
Bonds	882,877	-	-	225,000	225,000	225,000	225,000	225,000
Total Debt Service	1,053,836	293,502	293,502	398,981	398,502	398,502	311,925	311,925
Future Uses								
Ongoing	-	-	-	-	695,000	835,000	975,000	1,115,000
One-Time	-	-	-	-	100,000	100,000	-	-
Total Future Uses	-	-	-	-	795,000	935,000	975,000	1,115,000
Capital Expenditures								
Fleet	794,561	2,685,661	816,196	1,722,669	757,000	757,000	757,000	757,000
Operating	1,064,323	896,800	557,450	1,398,555	310,000	310,000	310,000	310,000
Capital Improvement Projects	574,807	800,330	282,384	1,223,683	-	-	-	-
Total Capital Expenditures	2,433,691	4,382,791	1,656,030	4,344,907	1,067,000	1,067,000	1,067,000	1,067,000
Total Expenditures	54,102,279	63,513,733	56,314,258	70,384,292	59,120,748	59,006,998	59,318,423	59,348,423
Transfers Out								
Housing and Community Services	$ -	-	-	232,000	-	-	-	-
Library	1,604,860	1,605,111	1,605,111	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
HURF	-	-	-	-	380,000	700,000	700,000	700,000
Economic Development	251,000	251,000	251,000	207,500	207,500	208,000	251,000	251,000
Parking District	-	385,398	385,398	-	-	-	-	
Stormwater	187,371	1,860,361	1,379,294	1,675,861	-	-	-	-
Airport	-	384,950	1,095,000	475,000	262,000	330,000	423,000	406,000
Flagstaff Housing Authority	19,952	88,200	55,298	310,200	8,200	8,200	8,200	8,200
Capital Projects Fund	-	2,520,000	2,648,419	5,636,395	387,000	-	-	-
Total Transfers Out	2,063,183	7,095,020	7,419,520	10,133,269	2,841,013	2,842,513	2,978,513	2,961,513
Excess Revenues Over Expenditures	3,753,935	(9,873,566)	(2,314,133)	(14,099,105)	1,214,343	194,670	(997,710)	(611,458)
Total Uses of Funds	56,165,462	70,608,753	63,733,778	80,517,561	61,961,761	61,849,511	62,296,936	62,309,936
Ending Fund Balance	$ 29,013,436	14,101,648	26,699,303	12,600,199	13,814,541	14,009,211	13,011,501	12,400,043

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 1,048,918	1,127,222	1,195,142	1,351,301	166,422	166,422	166,422	166,422
Revenues								
Intergovernmental	923,437	2,088,291	1,008,029	2,172,169	1,379,000	1,345,000	1,345,000	1,345,000
Investment Earnings	7,854	-	8,216	-	-	-	-	-
Sale of Real Property	-	-	-	4	-	-	-	-
Miscellaneous	566,838	-	171,343	-	-	-	-	-
Total Revenues	1,498,129	2,088,291	1,187,588	2,172,173	1,379,000	1,345,000	1,345,000	1,345,000
Transfers In								
General Fund	-	-	-	232,000	-	-	-	-
Total Transfers In	-	-	-	232,000	-	-	-	-
Total Sources of Funds	2,547,047	3,215,513	2,382,730	3,755,474	1,545,422	1,511,422	1,511,422	1,511,422
Uses of Funds								
Expenditures								
Operating	1,351,905	2,927,233	1,031,429	3,539,052	1,379,000	1,345,000	1,345,000	1,345,000
Total Expenditures	1,351,905	2,927,233	1,031,429	3,539,052	1,379,000	1,345,000	1,345,000	1,345,000
Transfers Out								
Flagstaff Housing Authority	-	50,000	-	50,000	-	-	-	-
Total Transfers Out	-	50,000	-	50,000	-	-	-	-
Total Uses of Funds	1,351,905	2,977,233	1,031,429	3,589,052	1,379,000	1,345,000	1,345,000	1,345,000
Ending Fund Balance	$ 1,195,142	238,280	1,351,301	166,422	166,422	166,422	166,422	166,422

City of Flagstaff
Metro Planning Organization Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 75,203	-	17,293	-	-	-	-	-
Revenues								
Intergovernmental	691,977	611,116	517,289	836,736	313,202	313,202	313,202	272,060
Miscellaneous	5,000	505,000	5,000	467,513	5,000	5,000	5,000	5,000
Total Revenues	696,977	1,116,116	522,289	1,304,249	318,202	318,202	318,202	277,060
Transfers In								
Transportation	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Transfers In	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Sources of Funds	794,680	1,138,616	562,082	1,326,749	340,702	340,702	340,702	299,560
Uses of Funds								
Expenditures								
Operating	720,865	594,918	518,384	789,262	303,215	303,215	303,215	264,012
Indirect Grant Cost	56,522	43,698	43,698	37,487	37,487	37,487	37,487	35,548
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	777,387	1,138,616	562,082	1,326,749	340,702	340,702	340,702	299,560
Total Uses of Funds	777,387	1,138,616	562,082	1,326,749	340,702	340,702	340,702	299,560
Ending Fund Balance	$ 17,293	-	-	-	-	-	-	-

City of Flagstaff
EDA Revolving Loan Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ -	262,806	263,720	266,420	-	-	-	-
Revenues								
Intergovernmental	262,206	-	-	-	-	-	-	-
Program Income	-	13,766	-	-	-	-	-	-
Investment Earnings	1,514	5,256	2,700	5,328	-	-	-	-
Total Revenues	263,720	19,022	2,700	5,328	-	-	-	-
Total Sources of Funds	263,720	281,828	266,420	271,748	-	-	-	-
Uses of Funds								
Expenditures								
Operating	-	281,828	-	271,748	-	-	-	-
Total Expenditures	-	281,828	-	271,748	-	-	-	-
Total Uses of Funds	-	281,828	-	271,748	-	-	-	-
Ending Fund Balance	$ 263,720	-	266,420	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 1,180,809	1,475,171	1,632,871	1,494,066	655,391	717,489	714,565	656,650
Revenues								
Federal/State/Local Grants	33,947	25,000	102,049	75,000	100,000	100,000	100,000	100,000
Intergovernmental	3,694,945	4,465,820	3,715,820	4,189,419	4,265,481	4,343,527	4,423,607	4,505,774
Investment Earnings	33,032	37,812	37,812	38,000	38,190	38,381	38,573	38,766
Miscellaneous	82,851	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,844,775	4,569,632	3,896,681	4,343,419	4,444,671	4,522,908	4,603,180	4,685,540
Transfers In								
Tourism	36,500	36,500	36,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,604,860	1,605,111	1,605,111	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,641,360	1,641,611	1,641,611	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	6,666,944	7,686,414	7,171,163	7,500,298	6,762,875	6,903,210	6,980,558	7,005,002
Uses of Funds								
Expenditures								
Library City Direct	3,194,079	3,874,260	3,514,169	3,901,667	3,566,512	3,665,200	3,766,685	3,871,044
Library County	605,969	669,450	669,450	594,335	610,866	627,867	645,352	663,332
Library Grants	34,496	25,000	102,049	75,000	100,000	100,000	100,000	100,000
County Wide Projects and Growth	729,352	1,436,745	686,745	1,315,950	1,320,829	1,325,854	1,331,029	1,336,360
Indirect Costs	470,178	444,724	444,724	407,790	417,985	444,724	455,842	467,238
Capital	-	680,125	259,960	450,165	29,195	25,000	25,000	25,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,034,073	7,230,304	5,677,097	6,844,907	6,045,386	6,188,645	6,323,908	6,462,975
Total Uses of Funds	5,034,073	7,230,304	5,677,097	6,844,907	6,045,386	6,188,645	6,323,908	6,462,975
Ending Fund Balance (1)	$ 1,632,871	456,110	1,494,066	655,391	717,489	714,565	656,650	542,028

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

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 4,560,401	6,105,914	6,818,604	6,463,483	1,740,535	1,728,661	1,755,917	1,744,477
Revenues								
Intergovernmental	-	-	-	-	542,214	-	-	-
Highway User	7,292,355	7,149,600	7,831,030	7,308,360	7,381,444	7,160,001	7,231,601	7,303,917
Investment Earnings	34,774	6,000	6,000	32,000	9,000	9,000	9,000	9,000
Miscellaneous	601,550	-	-	300,000	893,099	-	-	-
Total Revenues	7,928,679	7,155,600	7,837,030	7,640,360	8,825,757	7,169,001	7,240,601	7,312,917
Transfers In								
General Fund	-	-	-	-	380,000	700,000	700,000	700,000
Stormwater	279,457	311,134	281,134	314,245	316,724	319,891	323,090	329,552
Solid Waste	17,000	17,000	17,000	-	-	-	-	-
Transportation	3,661,643	8,589,705	1,495,024	15,926,844	5,996,291	3,643,717	-	-
Total Transfers in	3,958,100	8,917,839	1,793,158	16,241,089	6,693,015	4,663,608	1,023,090	1,029,552
Total Sources of Funds	16,447,180	22,179,353	16,448,792	30,344,932	17,259,307	13,561,270	10,019,608	10,086,946
Uses of Funds								
Expenditures								
Operating	3,970,023	4,361,098	4,361,098	4,386,237	4,237,711	4,230,635	4,272,942	4,358,403
Indirect Costs	969,522	956,823	956,823	976,227	1,000,633	1,025,649	1,051,290	1,077,572
Capital	4,129,365	14,946,724	4,103,874	21,780,996	9,735,150	5,988,955	2,937,899	3,031,745
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	9,068,910	20,364,645	9,421,795	27,243,460	14,973,494	11,245,239	8,262,131	8,467,720
Debt Service								
Debt Service	546,666	550,514	550,514	547,937	544,152	547,114	-	-
Total Debt Service	546,666	550,514	550,514	547,937	544,152	547,114	-	-
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects	-	-	-	800,000	-	-	-	-
Total Transfers Out	13,000	13,000	13,000	813,000	13,000	13,000	13,000	13,000
Total Uses of Funds	9,628,576	20,928,159	9,985,309	28,604,397	15,530,646	11,805,353	8,275,131	8,480,720
Ending Fund Balance	$ 6,818,604	1,251,194	6,463,483	1,740,535	1,728,661	1,755,917	1,744,477	1,606,226

City of Flagstaff
Transportation Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance*	$ 12,584,847	21,699,730	11,592,375	27,250,714	4,743,535	3,590,452	4,121,351	4,939,662
Revenues								
Sales Tax	19,083,051	18,912,924	19,533,886	20,119,903	20,723,499	20,101,794	11,953,969	12,193,050
Bond Proceeds	-	-	10,000,000	10,000,000	-	-	-	-
Investment Earnings	130,843	152,000	152,000	135,000	33,000	26,000	21,000	24,000
Miscellaneous	10	-	-	-	-	-	-	-
Total Revenues	19,213,904	19,064,924	29,685,886	30,254,903	20,756,499	20,127,794	11,974,969	12,217,050
Total Sources of Funds	31,798,751	40,764,654	41,278,261	57,505,617	25,500,034	23,718,246	16,096,320	17,156,712
Uses of Funds								
Expenditures								
Indirect Costs	350,168	414,031	414,031	442,649	453,715	465,059	296,850	304,271
Operating	4,761,636	6,338,085	4,926,989	7,909,421	4,791,201	4,821,644	4,910,708	5,026,907
Capital	6,570,691	14,159,309	3,178,253	23,863,793	6,250,000	6,250,000	4,362,500	5,287,500
Total Expenditures	11,682,495	20,911,425	8,519,273	32,215,863	11,494,916	11,536,703	9,570,058	10,618,678
Transfers Out								
HURF	3,661,643	8,589,705	1,495,024	15,926,844	5,996,291	3,643,717	-	-
Utilities	-	-	400,000	-	-	-	-	-
Capital Projects	-	-	-	200,000	-	-	-	-
MPO	22,500	22,500	22,500	22,500	22,500	22,500	-	-
FUTS	550,000	550,000	550,000	550,000	550,000	550,000	-	-
Total Transfers Out	4,234,143	9,162,205	2,467,524	16,699,344	6,568,791	4,216,217	-	-
Debt Service	2,232,000	2,953,475	3,040,750	3,846,875	3,845,875	3,843,975	1,586,600	1,581,400
Total Uses of Funds	18,148,638	33,027,105	14,027,547	52,762,082	21,909,582	19,596,895	11,156,658	12,200,078
Ending Fund Balance	$ 13,650,113	7,737,549	27,250,714	4,743,535	3,590,452	4,121,351	4,939,662	4,956,634

* Beginning fund balance for FY 2017 was restated for change in accounting principle, wherein debt service payments, including both principal and interest reductions, are recognized in the fiscal year paid.

City of Flagstaff
Flagstaff Urban Trails Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 2,958,159	3,874,881	2,900,666	3,262,386	22,464	22,524	22,584	22,644
Revenues								
Intergovernmental	69,040	392,970	-	-	-	-	-	-
Investment Earnings	24,892	10,000	30,000	8,160	60	60	60	60
Total Revenues	93,932	402,970	30,000	8,160	60	60	60	60
Transfers In								
Transportation	550,000	550,000	550,000	550,000	550,000	550,000	-	-
Total Transfers In	550,000	550,000	550,000	550,000	550,000	550,000	-	-
Total Sources of Funds	3,602,091	4,827,851	3,480,666	3,820,546	572,524	572,584	22,644	22,704
Uses of Funds								
Expenditures								
Capital	701,425	3,797,713	218,280	3,798,082	550,000	550,000	-	-
Total Expenditures	701,425	3,797,713	218,280	3,798,082	550,000	550,000	-	-
Total Uses of Funds	701,425	3,797,713	218,280	3,798,082	550,000	550,000	-	-
Ending Fund Balance	$ 2,900,666	1,030,138	3,262,386	22,464	22,524	22,584	22,644	22,704

City of Flagstaff
Beautification Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 3,827,854	4,254,159	4,329,995	4,914,762	1,877,257	2,060,497	1,396,843	1,387,103
Revenues								
BBB Tax	1,485,611	1,474,600	1,564,000	1,610,920	1,659,248	1,609,470	1,609,470	1,641,660
Intergovernmental	29,974	-	-	-	-	-	-	-
Investment Earnings	36,511	15,000	45,000	15,000	15,000	15,000	15,000	3,470
Miscellaneous	752	-	-	-	-	-	-	-
Total Revenues	1,552,848	1,489,600	1,609,000	1,625,920	1,674,248	1,624,470	1,624,470	1,645,130
Total Sources of Funds	5,380,702	5,743,759	5,938,995	6,540,682	3,551,505	3,684,967	3,021,313	3,032,233
Uses of Funds								
Expenditures								
Operating	279,389	339,408	339,408	328,379	345,651	350,542	355,556	360,695
Capital	310,673	4,303,050	251,360	3,891,890	675,000	1,400,000	700,000	900,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	590,062	4,652,458	590,768	4,230,269	1,020,651	1,750,542	1,055,556	1,260,695
Transfers Out								
General Fund	460,645	433,465	433,465	433,156	470,357	537,582	578,655	628,857
Total Transfers Out	460,645	433,465	433,465	433,156	470,357	537,582	578,655	628,857
Total Uses of Funds	1,050,707	5,085,923	1,024,233	4,663,425	1,491,008	2,288,124	1,634,210	1,889,552
Ending Fund Balance	$ 4,329,995	657,836	4,914,762	1,877,257	2,060,497	1,396,843	1,387,103	1,142,681

City of Flagstaff
Economic Development Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance*	$ 741,102	638,807	652,154	704,359	148,339	136,713	120,867	161,816
Revenues								
BBB Tax	708,021	700,435	742,900	765,187	788,143	764,498	764,498	764,498
Lease Proceeds	62,092	156,169	109,169	269,964	298,300	326,653	355,023	383,411
Investment Earnings	14,139	10,540	10,540	7,200	2,448	2,256	1,994	2,670
Miscellaneous	29,882	-	-	-	-	-	-	-
Total Revenues	814,134	867,144	862,609	1,042,351	1,088,891	1,093,407	1,121,516	1,150,579
Transfers In								
General Fund	251,000	251,000	251,000	207,500	207,500	208,000	251,000	251,000
Total Transfers In	251,000	251,000	251,000	207,500	207,500	208,000	251,000	251,000
Total Sources of Funds	1,806,236	1,756,951	1,765,763	1,954,210	1,444,730	1,438,120	1,493,383	1,563,396
Uses of Funds								
Expenditures								
Operating	707,426	963,783	804,761	1,114,514	906,217	916,453	926,966	937,766
Contingency	2,356	45,000	-	145,000	-	-	-	-
Total Expenditures	709,782	1,008,783	804,761	1,259,514	906,217	916,453	926,966	937,766
Debt Service								
Debt Service	250,554	257,143	256,643	258,843	258,043	257,043	260,843	258,830
Total Debt Service	250,554	257,143	256,643	258,843	258,043	257,043	260,843	258,830
Transfers Out								
General Fund	-	143,757	-	287,514	143,757	143,757	143,757	143,757
Total Transfers Out	-	143,757	-	287,514	143,757	143,757	143,757	143,757
Total Uses of Funds	960,336	1,409,683	1,061,404	1,805,871	1,308,017	1,317,253	1,331,566	1,340,353
Ending Fund Balance	$ 845,900	347,268	704,359	148,339	136,713	120,867	161,816	223,042

*Beginning fund balance for FY 2017 was restated for change in accounting principle, wherein debt service payments, including both principal and interest reductions, are recognized in the fiscal year paid.

City of Flagstaff
Tourism Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 735,138	950,946	920,615	1,148,322	918,421	1,305,896	1,577,972	1,807,806
Revenues								
BBB Tax	2,235,862	2,211,900	2,346,000	2,416,380	2,488,871	2,414,205	2,414,205	2,462,489
Building Rental	13,237	12,779	13,394	13,369	13,503	13,638	13,774	13,912
Investment Earnings	3,943	4,755	4,755	5,742	4,592	6,529	7,890	9,039
Visitor Center Retail Sales	84,914	86,700	86,700	86,612	88,344	90,111	91,913	93,752
Miscellaneous	40,608	13,394	12,673	13,528	13,663	13,800	13,938	14,077
Total Revenues	2,378,564	2,329,528	2,463,522	2,535,631	2,608,973	2,538,284	2,541,720	2,593,269
Total Sources of Funds	3,113,702	3,280,474	3,384,137	3,683,953	3,527,394	3,844,179	4,119,692	4,401,075
Uses of Funds								
Expenditures								
Operating	2,117,910	2,118,077	2,118,077	2,587,794	2,123,761	2,168,469	2,214,148	2,260,817
Capital	-	50,000	50,000	30,000	-	-	-	-
Contingency	7,439	50,000	-	50,000	-	-	-	-
Total Expenditures	2,125,349	2,218,077	2,168,077	2,667,794	2,123,761	2,168,469	2,214,148	2,260,817
Transfers Out								
Library	36,500	36,500	36,500	66,500	66,500	66,500	66,500	66,500
General Fund	31,238	31,238	31,238	31,238	31,238	31,238	31,238	31,238
Total Transfers Out	67,738	67,738	67,738	97,738	97,738	97,738	97,738	97,738
Total Uses of Funds	2,193,087	2,285,815	2,235,815	2,765,532	2,221,499	2,266,207	2,311,886	2,358,555
Ending Fund Balance	$ 920,615	994,659	1,148,322	918,421	1,305,896	1,577,972	1,807,806	2,042,520

City of Flagstaff
Arts and Science Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 457,812	551,955	584,951	558,016	289,894	274,912	316,861	356,289
Revenues								
BBB Tax	558,966	552,975	586,500	604,095	622,218	603,551	603,551	615,622
Miscellaneous	38	-	-	-	-	-	-	-
Investment Earnings	4,046	6,705	6,705	4,000	2,612	4,124	4,753	5,344
Total Revenues	563,050	559,680	593,205	608,095	624,830	607,675	608,304	620,966
Total Sources of Funds	1,020,862	1,111,635	1,178,156	1,166,111	914,724	882,587	925,165	977,255
Uses of Funds								
Expenditures								
Operating	434,052	530,140	530,140	533,717	469,813	470,726	468,876	469,826
Capital	-	227,500	90,000	332,500	170,000	95,000	100,000	100,000
Contingency	1,859	10,000	-	10,000	-	-	-	-
Total Expenditures	435,911	767,640	620,140	876,217	639,813	565,726	568,876	569,826
Total Uses of Funds	435,911	767,640	620,140	876,217	639,813	565,726	568,876	569,826
Ending Fund Balance	$ 584,951	343,995	558,016	289,894	274,912	316,861	356,289	407,429

City of Flagstaff
Recreation Fund - BBB
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 3,596,673	1,817,442	1,948,684	2,039,946	276,925	430,789	444,328	406,994
Revenues								
BBB Tax	2,451,432	2,433,090	2,580,600	2,658,018	2,737,759	2,655,626	2,655,626	2,708,738
Investment Earnings	23,991	13,000	13,000	12,200	13,000	4,200	4,200	2,000
Total Revenues	2,475,423	2,446,090	2,593,600	2,670,218	2,750,759	2,659,826	2,659,826	2,710,738
Total Sources of Funds	6,072,096	4,263,532	4,542,284	4,710,164	3,027,684	3,090,615	3,104,154	3,117,732
Uses of Funds								
Expenditures								
Operating	10,366	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Capital	1,926,612	1,285,927	259,054	1,521,873	-	-	-	-
Total Expenditures	1,936,978	1,293,427	266,554	1,529,373	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	2,186,434	2,335,134	2,235,784	2,903,866	2,589,395	2,638,787	2,689,660	2,742,060
Total Transfers Out	2,186,434	2,335,134	2,235,784	2,903,866	2,589,395	2,638,787	2,689,660	2,742,060
Total Uses of Funds	4,123,412	3,628,561	2,502,338	4,433,239	2,596,895	2,646,287	2,697,160	2,749,560
Ending Fund Balance	$ 1,948,684	634,971	2,039,946	276,925	430,789	444,328	406,994	368,172

City of Flagstaff
Parking District Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ -	-	-	491,202	464,693	120,640	55,765	95,921
Revenues								
Parking	-	556,760	-	919,454	1,112,000	1,139,000	1,157,540	1,176,451
Other Financing Sources	-	880,000	1,000,000	-	-	-	-	-
Total Revenues		1,436,760	1,000,000	919,454	1,112,000	1,139,000	1,157,540	1,176,451
Transfers In								
General Fund	-	385,398	385,398	-	-	-	-	-
Total Transfers In	-	385,398	385,398	-	-	-	-	-
Total Sources of Funds	-	1,822,158	1,385,398	1,410,656	1,576,693	1,259,640	1,213,305	1,272,371
Uses of Funds								
Expenditures								
Operating	-	420,776	40,067	540,688	692,037	575,850	613,350	613,350
Indirect Costs	-	-	-	-	42,500	85,000	85,000	85,000
Capital	-	943,914	796,616	285,249	406,291	227,800	296,508	300,290
Contingency	-	47,108	-	5,000	7,500	7,500	7,500	7,500
Total Expenditures	-	1,411,798	836,683	830,937	1,148,328	896,150	1,002,358	1,006,140
Debt Service								
Debt Service	-	90,000	57,513	115,026	115,026	115,026	115,026	115,026
Total Debt Service	-	90,000	57,513	115,026	115,026	115,026	115,026	115,026
Transfers Out								
General Fund	-	-	-	-	192,699	192,699	-	-
Total Transfers Out	-	-	-	-	192,699	192,699	-	-
Total Uses of Funds	-	1,501,798	894,196	945,963	1,456,053	1,203,875	1,117,384	1,121,166
Ending Fund Balance	$ -	320,360	491,202	464,693	120,640	55,765	95,921	151,205

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance*	$ -	-	(6,198,472)	-	-	-	-	-
Revenues								
Other Financing Sources	-	-	79,300	-	-	-	-	-
Total Revenues	-	-	79,300	-	-	-	-	-
Transfers In								
Secondary Property Tax	6,701,811	8,527,911	17,532,303	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Transfers In	6,701,811	8,527,911	17,532,303	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Sources of Funds	6,701,811	8,527,911	11,413,131	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Uses of Funds								
Debt Service								
Debt Service	6,701,811	8,527,911	11,413,131	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Debt Service	6,701,811	8,527,911	11,413,131	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Uses of Funds	6,701,811	8,527,911	11,413,131	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Ending Fund Balance	$ -	-	-	-	-	-	-	-

*Beginning fund balance for FY 2017 was restated for change in accounting principle, wherein debt service payments, including both principal and interest reductions, are recognized in the fiscal year paid.

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 14,090,759	12,466,195	13,203,510	1,610,064	777,272	239,563	199,243	434,587
Revenues								
Secondary Property Taxes	5,718,943	5,879,357	5,879,357	6,271,311	6,773,016	7,543,937	7,325,694	7,338,722
Investment Earnings	95,619	75,000	59,500	75,000	36,000	20,000	-	-
Total Revenues	5,814,562	5,954,357	5,938,857	6,346,311	6,809,016	7,563,937	7,325,694	7,338,722
Total Sources of Funds	19,905,321	18,420,552	19,142,367	7,956,375	7,586,288	7,803,500	7,524,937	7,773,309
Uses of Funds								
Transfers Out								
GO Bonds	6,701,811	8,527,911	17,532,303	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Transfers Out	6,701,811	8,527,911	17,532,303	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Total Uses of Funds	6,701,811	8,527,911	17,532,303	7,179,103	7,346,725	7,604,258	7,090,350	7,082,463
Ending Fund Balance	$ 13,203,510	9,892,641	1,610,064	777,272	239,563	199,243	434,587	690,846

City of Flagstaff
Special Assessment Bond Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 329,643	328,866	363,158	358,958	359,286	356,393	246,509	243,134
Revenues								
Special Assessments	4,747,237	205,750	205,750	206,000	206,000	205,750	205,250	199,500
Investment Earnings	2,278	900	1,400	1,428	1,457	1,486	974	994
Total Revenues	4,749,515	206,650	207,150	207,428	207,457	207,236	206,224	200,494
Total Sources of Funds	5,079,158	535,516	570,308	566,386	566,743	563,628	452,734	443,627
Uses of Funds								
Debt Service								
Debt Service	4,716,000	211,350	211,350	210,350	210,350	210,100	209,600	203,850
Total Debt Service	4,716,000	211,350	211,350	210,350	210,350	210,100	209,600	203,850
Total Uses of Funds	4,716,000	211,350	211,350	210,350	210,350	210,100	209,600	203,850
Ending Fund Balance	$ 363,158	324,166	358,958	356,036	356,393	353,528	243,134	239,777

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 258,421	276,293	276,230	287,842	299,658	311,682	323,917	336,368
Revenues								
Contributions	15,470	17,780	8,780	8,956	9,135	9,318	9,504	9,694
Investment Earnings	2,339	2,129	2,832	2,860	2,889	2,917	2,947	2,976
Total Revenues	17,809	19,909	11,612	11,816	12,024	12,235	12,451	12,670
Total Sources of Funds	276,230	296,202	287,842	299,658	311,682	323,917	336,368	349,038
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 276,230	296,202	287,842	299,658	311,682	323,917	336,368	349,038

City of Flagstaff
Capital Projects Fund
Non GO Bond Funded Projects
Five Year Plan 2018 - 2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ (1,693,127)	953,784	(1,785,395)	10,824,026	(3,000,000)	-	-	-
Revenues								
Other Financing Sources	-	10,000,000	10,000,000	-	22,000,000	-	10,000,000	-
Grants	665,338	-	148,004	-	-	-	-	-
Real Estate Proceeds	-	-	-	2,000,000	-	-	-	-
Investment Earnings	5,503	-	7,500	-	-	-	-	-
Miscellaneous	-	-	-	4,000,000	-	-	-	-
Total Revenues	670,841	10,000,000	10,155,504	6,000,000	22,000,000	-	10,000,000	-
Transfers In								
General Fund	-	2,520,000	2,648,419	2,623,395	-	-	-	-
Total Transfers In	-	2,520,000	2,648,419	2,623,395	-	-	-	-
Total Sources of Funds	(1,022,286)	13,473,784	11,018,528	19,447,421	19,000,000	-	10,000,000	-
Uses of Funds								
Expenditures								
Capital	763,109	18,071,600	194,502	22,447,421	19,000,000	-	10,000,000	-
Total Expenditures	763,109	18,071,600	194,502	22,447,421	19,000,000	-	10,000,000	-
Total Uses of Funds	763,109	18,071,600	194,502	22,447,421	19,000,000	-	10,000,000	-
Ending Fund Balance	$ (1,785,395)	(4,597,816)	10,824,026	(3,000,000)	-	-	-	-

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2018 - 2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 1,515,191	5,479,999	844,484	16,564,177	(1,349,887)	639,143	-	-
Revenues								
Other Financing Sources	-	20,450,000	17,784,224	-	4,000,000	2,000,000	-	-
Investment Earnings	5,278	6,440	5,900	4,830	2,030	2,120	-	-
Intergovernmental	100,000	280,000	270,000	603,952	-	-	-	-
Miscellaneous	-	540,000	-	246,841	-	-	-	-
Private Contributions	25,000	-	-	-	-	-	-	-
Total Revenues	130,278	21,276,440	18,587,681	855,623	4,002,030	2,002,120	-	-
Transfers In								
Utilities	207,072	-	-	-	-	-	-	-
Transportation	-	-	-	200,000	-	-	-	-
HURF	-	-	-	800,000	-	-	-	-
General Fund	-	-	-	3,013,000	387,000	-	-	-
Solid Waste	-	-	-	6,900,000	-	-	-	-
Total Transfers In	207,072	-	-	10,913,000	387,000	-	-	-
Total Sources of Funds	1,852,541	26,756,439	19,432,165	28,332,800	3,039,143	2,641,263	-	-
Uses of Funds								
Expenditures								
Operating	762,200	440,000	420,000	-	-	-	-	-
Capital	191,461	24,697,704	2,447,793	29,682,687	2,400,000	2,641,263	-	-
Total Expenditures	953,661	25,137,704	2,867,793	29,682,687	2,400,000	2,641,263	-	-
Transfers Out								
General Fund	54,396	-	-	-	-	-	-	-
Solid Waste	-	-	195	-	-	-	-	-
Total Transfers Out	54,396	-	195	-	-	-	-	-
Total Uses of Funds	1,008,057	25,137,704	2,867,988	29,682,687	2,400,000	2,641,263	-	-
Ending Fund Balance	$ 844,484	1,618,735	16,564,177	(1,349,887)	639,143	-	-	-

City of Flagstaff
Water, Wastewater and Reclaimed Water Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance*	$ 22,014,957	21,074,736	19,824,519	23,134,965	11,067,581	8,239,375	8,680,669	10,492,811
Revenues								
Intergovernmental	32,933	-	-	-	-	-	-	-
Water	14,410,523	15,783,546	15,985,150	16,977,835	17,590,277	18,225,282	18,883,687	19,566,362
Wastewater	7,870,906	8,930,621	8,537,734	9,123,998	9,746,278	10,411,956	11,124,070	11,235,265
Reclaim	989,299	919,703	827,000	927,000	935,900	944,889	953,968	963,138
Capacity Fees	2,248,761	1,984,710	3,880,000	3,234,000	3,283,680	3,334,204	3,385,586	3,437,843
Investment Earnings	202,642	153,015	195,658	163,485	145,508	109,527	104,158	111,795
Other Financing Sources	43,877	-	-	5,000,000	14,950,000	3,500,000	1,700,000	-
Miscellaneous	220,640	200,000	9,199	200,000	200,000	200,000	200,000	200,000
Total Revenues	26,019,580	27,971,595	29,434,741	35,626,318	46,851,643	36,725,858	36,351,469	35,514,403
Transfers In								
Wastewater	1,201,476	1,177,516	1,153,121	1,348,499	1,317,848	1,272,176	1,325,505	1,257,671
Reclaimed Water	56,062	55,457	69,253	68,382	66,260	39,538	42,753	40,792
Stormwater	5,441	5,550	5,550	6,780	6,893	7,006	7,119	7,232
Transportation	-	-	400,000	-	-	-	-	-
Total Transfers In	1,262,979	1,238,523	1,627,924	1,423,661	1,391,001	1,318,720	1,375,377	1,305,695
Total Sources of Funds	49,297,516	50,284,854	50,887,184	60,184,944	59,310,225	46,283,953	46,407,515	47,312,909
Uses of Funds								
Expenditures								
Operating	11,570,010	13,334,110	13,236,610	13,940,511	13,667,800	13,763,500	13,860,300	13,235,639
Indirect Costs	2,119,644	2,332,543	2,332,543	2,222,669	2,278,300	2,332,500	2,390,900	2,450,600
Capital	7,074,177	17,806,735	7,251,852	25,827,308	28,439,000	14,588,925	12,713,000	10,707,000
Contingency	57,087	1,800,000	-	1,850,000	-	-	-	-
Total Expenditures	20,820,918	35,273,388	22,821,005	43,840,488	44,385,100	30,684,925	28,964,200	26,393,239
Debt Service								
Debt Service	4,047,224	4,115,349	3,693,840	3,859,995	5,298,836	5,576,238	5,554,355	5,556,028
Total Debt Service	4,047,224	4,115,349	3,693,840	3,859,995	5,298,836	5,576,238	5,554,355	5,556,028
Transfers Out								
Water	1,257,538	1,232,973	1,222,374	1,416,881	1,386,914	1,342,122	1,396,150	1,329,022
General Fund	44,900	-	15,000	-	-	-	-	-
Capital Projects	207,072	-	-	-	-	-	-	-
Total Transfers Out	1,509,510	1,232,973	1,237,374	1,416,881	1,386,914	1,342,122	1,396,150	1,329,022
Total Uses of Funds	26,377,652	40,621,710	27,752,219	49,117,364	51,070,850	37,603,285	35,914,705	33,278,289
Ending Fund Balance	$ 22,919,864	9,663,144	23,134,965	11,067,580	8,239,375	8,680,668	10,492,810	14,034,620

*Beginning fund balance for FY 2017 was restated for change in accounting principle, wherein debt service payments, including both principal and interest reductions, are recognized in the fiscal year paid.

City of Flagstaff
Stormwater Utility Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 1,069,121	1,309,181	1,335,040	293,651	202,627	396,437	686,920	995,838
Revenues								
Stormwater	1,393,881	1,581,233	1,578,292	1,680,881	1,790,138	1,906,497	1,944,627	1,983,520
User Fees	35,110	28,541	28,541	25,633	26,274	26,931	27,604	28,294
Permits	1,140	679	679	850	871	893	915	938
Intergovernmental	120,000	113,960	113,960	-	-	-	-	-
Investment Earnings	9,430	6,546	6,675	920	1,013	1,982	3,435	4,979
Miscellaneous	(244)	-	-	-	-	-	-	-
Total Revenues	1,559,317	1,730,959	1,728,147	1,708,284	1,818,296	1,936,303	1,976,581	2,017,731
Transfers In								
General Fund	187,371	1,860,361	1,379,294	1,675,861	-	-	-	-
Total Transfers In	187,371	1,860,361	1,379,294	1,675,861	-	-	-	-
Total Sources of Funds	2,815,809	4,900,501	4,442,481	3,677,796	2,020,923	2,332,739	2,663,501	3,013,570
Uses of Funds								
Expenditures								
Operating	595,422	812,106	765,445	717,610	572,055	586,887	602,118	617,757
Indirect Costs	107,773	114,248	114,248	125,673	128,815	132,035	135,336	138,719
Capital	399,700	3,463,520	2,982,453	2,300,861	600,000	600,000	600,000	600,000
Contingency	1,700	10,000	-	10,000	-	-	-	-
Total Expenditures	1,104,595	4,399,874	3,862,146	3,154,144	1,300,870	1,318,922	1,337,454	1,356,476
Transfers Out								
Water	5,441	5,550	5,550	6,780	6,893	7,006	7,119	7,232
General Fund	91,276	-	-	-	-	-	-	-
HURF	279,457	311,134	281,134	314,245	316,724	319,891	323,090	329,552
Total Transfers Out	376,174	316,684	286,684	321,025	323,617	326,897	330,209	336,784
Total Uses of Funds	1,480,769	4,716,558	4,148,830	3,475,169	1,624,487	1,645,819	1,667,663	1,693,260
Ending Fund Balance	$ 1,335,040	183,943	293,651	202,627	396,437	686,920	995,838	1,320,309

City of Flagstaff
Solid Waste Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 8,387,923	2,780,684	8,958,649	8,029,328	5,435,380	5,735,647	3,092,827	2,238,546
Revenues								
Solid Waste	11,273,025	11,581,437	11,684,706	11,792,010	11,886,084	11,931,040	12,169,660	12,413,052
Investment Earnings	74,720	69,526	69,526	71,264	73,046	74,872	76,744	78,663
Miscellaneous	42,807	-	-	-	-	-	-	-
Other Financing Sources	-	5,075,000	-	5,125,000	206,040	208,100	1,960,181	212,283
Total Revenues	11,390,552	16,725,963	11,754,232	16,988,274	12,165,170	12,214,012	14,206,585	12,703,998
Transfers In								
Capital Projects	-	-	195	-	-	-	-	-
Total Transfers In	-	-	195	-	-	-	-	-
Total Sources of Funds	19,778,475	19,506,647	20,713,076	25,017,602	17,600,550	17,949,659	17,299,412	14,942,543
Uses of Funds								
Expenditures								
Operating	8,554,725	8,896,578	8,896,578	8,643,629	8,661,221	8,872,553	9,089,044	9,310,817
Indirect Costs	1,044,993	1,149,492	1,149,492	1,065,916	1,092,564	1,119,878	1,147,875	1,176,572
Capital	922,349	5,314,999	2,496,000	2,342,999	1,900,400	4,651,623	4,259,088	2,132,127
Contingency	13,293	500,000	-	500,000	-	-	-	-
Total Expenditures	10,535,360	15,861,069	12,542,070	12,552,544	11,654,185	14,644,054	14,496,007	12,619,516
Debt Service								
Capital Lease	-	125,000	-	125,000	206,040	208,100	560,181	562,283
Total Debt Service	-	125,000	-	125,000	206,040	208,100	560,181	562,283
Transfers Out:								
General Fund	57,678	57,678	57,678	4,678	4,678	4,678	4,678	4,678
Environmental Management	209,788	67,000	67,000	-	-	-	-	-
Capital Projects	-	-	-	6,900,000	-	-	-	-
HURF	17,000	17,000	17,000	-	-	-	-	-
Total Transfers Out	284,466	141,678	141,678	6,904,678	4,678	4,678	4,678	4,678
Total Uses of Funds	10,819,826	16,127,747	12,683,748	19,582,222	11,864,903	14,856,832	15,060,866	13,186,477
Ending Fund Balance (1)	$ 8,958,649	3,378,900	8,029,328	5,435,380	5,735,647	3,092,827	2,238,546	1,756,067

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

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 330,210	286,008	405,450	372,888	142,998	126,790	115,839	110,284
Revenues								
Environmental Management	1,043,044	993,288	980,091	999,693	1,019,687	1,044,567	1,070,054	1,096,163
Intergovernmental	13,316	269,998	185,998	198,446	-	-	-	-
Investment Earnings	3,534	2,993	2,993	3,038	3,084	3,130	3,177	3,225
Miscellaneous	20,460	500	500	510	520	530	541	552
Total Revenues	1,080,354	1,266,779	1,169,582	1,201,687	1,023,291	1,048,227	1,073,772	1,099,940
Transfers In								
Recreation - BBB	-	-	-	23,000	-	-	-	-
Solid Waste	209,788	67,000	67,000	-	-	-	-	-
Total Transfers In	209,788	67,000	67,000	23,000	-	-	-	-
Total Sources of Funds	1,620,352	1,619,787	1,642,032	1,597,575	1,166,289	1,175,017	1,189,611	1,210,224
Uses of Funds								
Departments								
Operating	906,600	992,226	891,111	910,301	724,974	742,175	759,796	777,847
Indirect Costs	137,790	150,199	150,199	165,219	123,914	126,392	128,920	131,498
Capital	-	119,998	35,998	221,446	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	1,044,390	1,292,423	1,077,308	1,326,966	848,888	868,567	888,716	909,345
Transfers Out								
General Fund	170,512	199,162	191,836	127,611	190,611	190,611	190,611	190,611
Total Transfers Out	170,512	199,162	191,836	127,611	190,611	190,611	190,611	190,611
Total Uses of Funds	1,214,902	1,491,585	1,269,144	1,454,577	1,039,499	1,059,178	1,079,327	1,099,956
Ending Fund Balance	$ 405,450	128,202	372,888	142,998	126,790	115,839	110,284	110,268

City of Flagstaff
Airport Fund
Five Year Plan 2018-2022

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 653,856	340,751	413,646	622,678	192,952	205,920	210,922	201,275
Revenues								
Intergovernmental	138,501	6,472,281	6,152,007	5,144,525	1,050,830	1,050,830	2,913,665	1,050,830
Airport	1,468,658	1,530,045	1,530,045	1,529,913	1,529,913	1,529,913	1,529,913	1,529,913
Investment Earnings	8,863	3,408	3,408	3,676	1,930	-	-	-
Recovery of Indirect Costs	6,787	333,170	33,317	27,961	9,445	9,445	25,575	9,445
Miscellaneous	(4,312)	3,080	3,080	3,080	3,080	3,080	3,080	3,080
Passenger Facility Charges	318,683	271,920	214,796	214,796	214,796	214,796	214,796	214,796
Total Revenues	1,937,180	8,613,904	7,936,653	6,923,951	2,809,994	2,808,064	4,687,029	2,808,064
Transfers In								
General Fund	-	384,950	1,095,000	475,000	262,000	330,000	423,000	406,000
Total Transfers In	-	384,950	1,095,000	475,000	262,000	330,000	423,000	406,000
Total Sources of Funds	2,591,036	9,339,605	9,445,299	8,021,629	3,264,946	3,343,984	5,320,951	3,415,339
Uses of Funds								
Expenditures								
Operating	1,446,825	2,239,658	1,379,758	2,405,932	1,440,694	1,468,156	1,496,441	1,525,576
Indirect Costs	298,898	353,170	333,170	279,606	286,596	333,170	341,499	350,036
Capital	144,982	6,020,003	6,850,482	4,811,403	1,100,000	1,100,000	3,050,000	1,100,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	1,890,705	8,712,831	8,563,410	7,596,941	2,827,290	2,901,326	4,887,940	2,975,612
Debt Service								
Leases/Loans	286,685	259,211	259,211	231,736	231,736	231,736	231,736	231,736
Total Debt Service	286,685	259,211	259,211	231,736	231,736	231,736	231,736	231,736
Total Uses of Funds	2,177,390	8,972,042	8,822,621	7,828,677	3,059,026	3,133,062	5,119,676	3,207,348
Ending Fund Balance	$ 413,646	367,563	622,678	192,952	205,920	210,922	201,275	207,991

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2018-2022

	Actual 2015 -2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sources of Funds								
Beginning Fund Balance	$ 305,584	771,667	634,483	640,135	634,337	705,945	819,425	977,298
Revenues								
Intergovernmental	4,812,893	5,881,395	4,880,145	6,137,418	5,276,764	5,364,444	5,453,770	5,544,774
Rents and Other Tenant Income	1,036,391	1,029,000	1,029,000	1,107,000	1,118,070	1,173,974	1,232,673	1,294,307
Miscellaneous	439,148	442,595	442,595	434,951	439,301	443,694	448,131	452,611
Total Revenue	6,288,432	7,352,990	6,351,740	7,679,369	6,834,135	6,982,112	7,134,574	7,291,692
Transfers In								
Housing and Community Service	11,752	50,000	-	50,000	-	-	-	-
General Fund	8,200	88,200	55,298	310,200	20,000	20,000	20,000	20,000
Total Transfers In	19,952	138,200	55,298	360,200	20,000	20,000	20,000	20,000
Total Sources of Funds	6,613,968	8,262,857	7,041,521	8,679,704	7,488,472	7,708,057	7,973,999	8,288,990
Uses of Funds								
Expenditures								
Low Income Public Housing	1,696,075	1,906,053	1,906,053	1,946,540	1,965,812	1,985,338	2,005,192	2,025,244
Section 8, MRO, SRO and VASH	3,635,479	3,722,540	3,722,540	4,060,295	4,174,312	4,254,467	4,336,194	4,419,521
Non-HUD Program	43,134	39,644	39,644	40,107	40,508	40,913	41,322	41,735
FHC	295,753	328,595	328,595	334,951	338,301	341,684	345,101	348,551
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	5,670,441	6,998,082	5,996,832	7,383,143	6,518,933	6,622,402	6,727,809	6,835,051
Capital Expenditures	309,044	639,554	404,554	642,172	263,594	266,230	268,892	271,581
Total Uses of Funds	5,979,485	7,637,636	6,401,386	8,025,315	6,782,527	6,888,632	6,996,701	7,106,632
Ending Fund Balance	$ 634,483	625,221	640,135	654,389	705,945	819,425	977,298	1,182,358

City of Flagstaff
Summary of All Fiscal Activity
Fiscal Years 2017 and 2018
(With Actuals for Fiscal Year 2016)

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018
Sources of Funds				
Beginning Fund Balance	$ 104,288,955	112,802,411	100,145,808	139,382,992
Revenues	157,791,873	202,186,656	204,080,953	201,319,716
Total Funds Available	262,080,828	314,989,067	304,226,761	340,702,708
Use of Funds				
Departments				
General Administration	9,149,939	10,973,306	10,030,344	10,487,958
Management Services	7,990,759	3,822,504	3,760,254	3,981,955
Community Development	16,848,532	35,537,347	16,395,839	51,924,419
Fire	11,652,909	12,607,477	12,387,477	14,081,950
Police	19,221,486	20,277,258	20,039,388	22,058,620
Public Works	31,543,647	42,175,752	29,291,203	41,443,810
Economic Vitality	5,783,228	25,408,883	18,715,721	24,576,451
Utilities	19,639,309	35,416,471	24,236,360	42,786,290
Non-Departmental	6,835,177	13,279,043	7,148,434	15,372,971
Contingency	173,187	4,903,358	-	6,401,250
Total Departments	128,838,173	204,401,399	142,005,020	233,115,674
Debt Service				
GO Bonds	6,701,811	8,527,911	11,413,131	7,179,103
Revenue Bonds - Courthouse	-	-	-	225,000
Capital Leases	170,959	383,502	351,015	289,007
Road Repair and Street Safety	-	722,500	779,375	1,580,500
4th Street	2,232,000	2,230,975	2,261,375	2,266,375
Street and Highway Revenue Bonds	546,666	550,514	550,514	547,937
Economic Development	250,554	257,143	256,643	258,843
Airport	286,685	259,211	259,211	231,736
Environmental Services	-	125,000	-	125,000
Special Assessment Districts	4,716,000	211,350	211,350	210,350
USGS	882,877	-	-	-
Utilities	4,047,224	4,115,349	3,693,840	3,859,995
Total Debt Service	19,834,776	17,383,455	19,776,454	16,773,846
Other Activities				
Capital Projects Bond Funds	1,716,770	43,209,304	3,062,295	52,130,108
Total Other Activities	1,716,770	43,209,304	3,062,295	52,130,108
Total Appropriations	150,389,719	264,994,158	164,843,769	302,019,628
Excess (Deficiency) of Revenues over Appropriations	7,402,154	(62,807,502)	39,237,184	(100,699,912)

City of Flagstaff
Summary of All Fiscal Activity
Fiscal Years 2017 and 2018
(With Actuals for Fiscal Year 2016)

	Actual 2015-2016	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018
Ending Fund Balances				
General Fund	$ 29,013,436	14,101,648	26,699,303	12,600,199
Special Revenue Funds:				
Housing and Community Services	1,195,142	238,280	1,351,301	166,422
Metro Planning Organization	17,293	-	-	-
EDA Revolving Loan	263,720	-	266,420	-
Library	1,632,871	456,110	1,494,066	655,391
HURF	6,818,604	1,251,194	6,463,483	1,740,535
Transportation	13,650,113	7,737,549	27,250,714	4,743,535
Flagstaff Urban Trails	2,900,666	1,030,138	3,262,386	22,464
Beautification	4,329,995	657,836	4,914,762	1,877,257
Economic Development	845,900	347,268	704,359	148,339
Tourism	920,615	994,659	1,148,322	918,421
Arts and Science	584,951	343,995	558,016	289,894
Recreation	1,948,684	634,971	2,039,946	276,925
Parking District	-	320,360	491,202	464,693
Debt Service Funds:				
Secondary Property Tax	13,203,510	9,892,641	1,610,064	777,272
Special Assessment	363,158	324,166	358,958	356,036
Capital Projects Funds:				
Non GO Bond Funded Projects	(1,785,395)	(4,597,816)	10,824,026	(3,000,000)
GO Bond Funded Projects	844,484	1,618,735	16,564,177	(1,349,887)
Permanent Funds:				
Perpetual Care	276,230	296,202	287,842	299,658
Enterprise Funds:				
Water/Wastewater/Reclaim	22,919,864	9,663,144	23,134,965	11,067,580
Stormwater Utility	1,335,040	183,943	293,651	202,627
Solid Waste	8,958,649	3,378,900	8,029,328	5,435,380
Sustainability and Environmental Mgmt	405,450	128,202	372,888	142,998
Airport	413,646	367,563	622,678	192,952
Flagstaff Housing Authority	634,483	625,221	640,135	654,389
Total Ending Fund Balance	$ 111,691,109	49,994,909	139,382,992	38,683,080

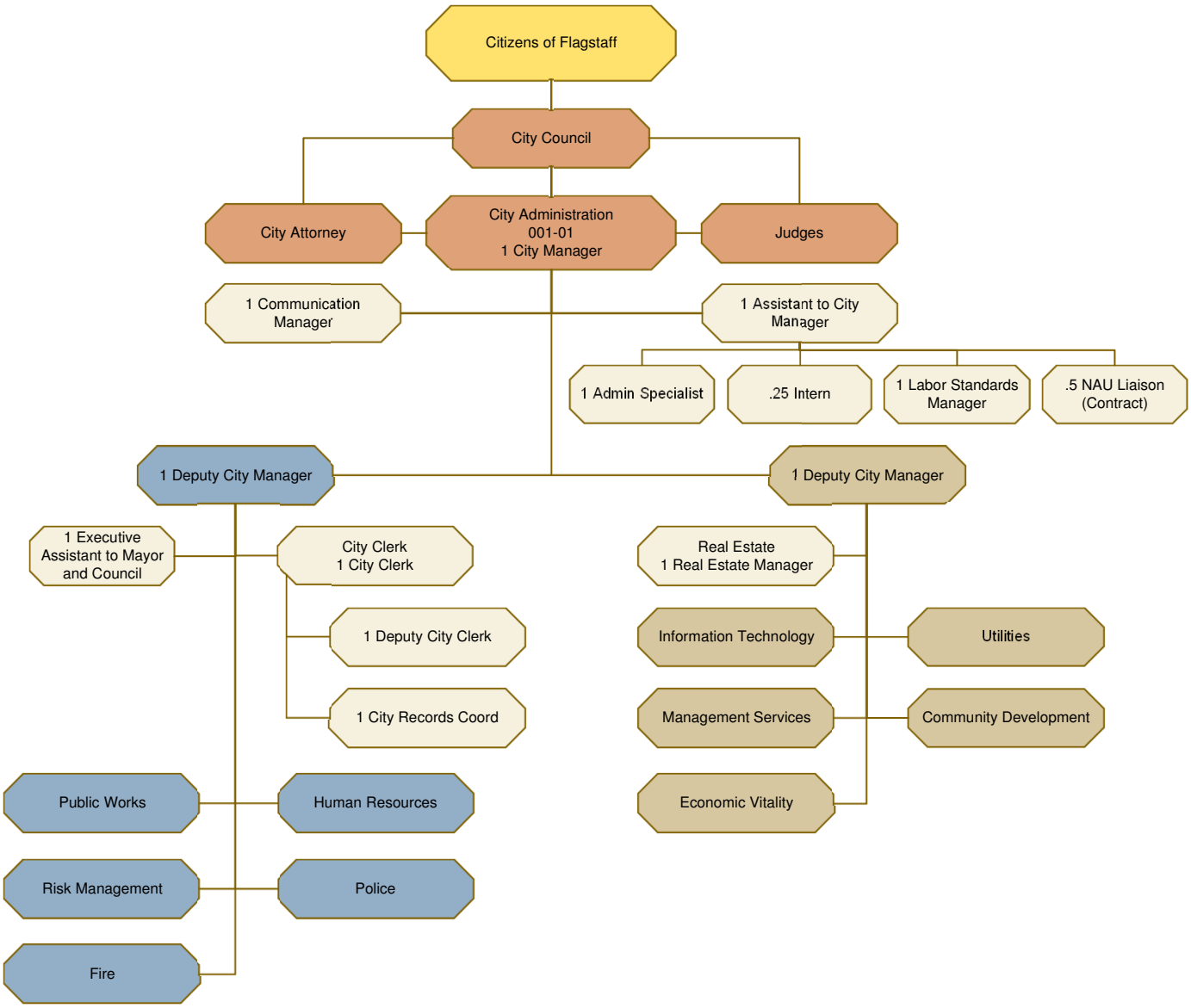
City Manager Division Mission

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

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

The mission of the **Real Estate Program** is to serve the public with the utmost professionalism, quality customer service and attention to detail; through the acquisition, sale, lease and management of City property, by working collaboratively with city departments to achieve the City Council goals and objectives, thus providing and enhancing the quality of life for the citizens of Flagstaff.

City Administration



Mission

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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 their authority to provide effective services at the lowest possible costs.

The ***Real Estate Office*** is directly responsible for the acquisition, disposition and management of all City property. Prepares and negotiates contracts, leases, licenses and agreements. Works collaboratively with various City departments; City Manager's Office, Community Development, Economic Vitality, Finance, FMPO, Legal, Public Works and Utilities. Assists the public on requests for abandonments, leases and licenses of City property. Provides information to the City Manager, City Council and internal departments on property title requests, valuations and market conditions. Provides guidance and recommendations related to real estate transactions and the planning of projects. Ensures compliance with City codes, City charter, state and federal laws.

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Conducted a successful 2016 election that included Mayor/Council candidates, a sales tax question for transit, a bond question for a new Courthouse, an initiative for a Greater Buffalo Park and an initiative for a Living Wage
- ✓ Implemented an automated Public Records Request software program
- ✓ Successfully processed three initiative petitions
- ✓ Implemented a new module for maintenance of Boards/Commissions membership records
- ✓ Successfully published three issues of Cityscape reaching over 38,000 households per issue
- ✓ Provided more than 100 press releases generating positive interviews, articles and media results
- ✓ Aligned city social media accounts with Archive Social to comply with A.R.S. Statute 9-499.15

- ✓ Achieved a 99% closure rate on the Report a Concern module
- ✓ Initiated the City of Flagstaff website redesign
- ✓ Continued collaboration with vendor and nearing completion of new Council voting record software
- ✓ Established policies and procedures for abandonments
- ✓ Established electronic records for leases, licenses, easement, rights of way and title records

Strategic Plan Priority: Invest in Our People

- ✓ Attended the annual Arizona League of Cities and Towns Conference
- ✓ Attended the Public Information Officers Awareness Training hosted by Federal Emergency Management Association (FEMA)
- ✓ Attended the Emergency Management Exercise Training
- ✓ Attended the Arizona City/County Managers Association Winter Conference
- ✓ Member City-County Communications and Marketing Association (3CMA)
- ✓ Member of the National Information Officers Association (NIOA)
- ✓ Hosted the Arizona Information Officers Association statewide meeting
- ✓ Was the keynote speaker for the webinar, *Building the Case for Social Media Archiving* in Flagstaff, Arizona
- ✓ Real Estate attended six different classes from the International Right of Way Association and is working toward a Right of Way Agent Certification

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Began marketing and implementation of Title 15 minimum wage law that goes into effect July 1, 2017
- ✓ Established the office of Labor Standards
- ✓ Flagstaff Urban Trails System (FUTS) acquired
  - Lone Tree Trail
  - Nestle Purina Trail
  - The Trax Trail
- ✓ Right of way acquired for Capital Improvement Projects citywide
  - Fourth Street ramps to comply with the American with Disability Act (ADA)
  - Beulah sidewalk
  - Humphreys right of way (Marriot property)
  - Switzer Canyon right of way for roundabout project
- ✓ Easements acquired for development projects citywide
  - McMillan Mesa easement
  - Mr. Flagstaff sidewalk easement
  - Cedar Crest easement
  - Right of way and easements for the Lofts project
  - APS easements at Wheeler Park
  - APS easement at the Airport
  - APS easement off of Phoenix Avenue
  - Sanctuary Subdivision easement
  - Fort Tuthill easements
  - Pine Forest easement
  - Drainage easement Station 1 at Route 66
  - Easement at Mountain View Avenue
  - Easement from Mountainside Mar LLC
  - Easement from Coconino Community College (CCC) Flagstaff LLC
  - The Trax easement
  - Country Club and I-40 easement

- ✓ Special use permits acquired for Capital Improvements Projects
  - Zuni special use permit from the Forest Service for Zuni Improvement Project
- ✓ Property management
  - New 20-year lease with U.S. Geological Survey (USGS) for Building 6
  - American Tower Corp ground lease
  - War 2 In License addendum
  - Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) Comfort Station lease extension
  - Lease renewal for United States Geological Survey (USGS) Building 3
  - Submitted proposal to General Services Administration (GSA) for new build to suit United States Geological Survey (USGS) facility.
  - Moffit lease addendum, for South San Francisco Street
  - Observatory Mesa Management Plan Review
  - License for staging site at Nestle Purina property
- ✓ Donations of City property
  - Donation of ten acres to the Arizona Department of Veterans' Services for a Veteran's Home
  - Established procedure for splitting City property

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Increased social media engagement
- ✓ Launched "Be a Good Neighbor" and distributed 4,400 campaign door hangers
- ✓ Finalized City Hall lobby displays with recognitions, awards and Flagstaff products that highlight our community
- ✓ Created Winter Survival Partners working group to address issue of exposure injuries and/or deaths
- ✓ Prepared crisis communication messages that maintained accurate and factual information
- ✓ Participated and hosted six Indigenous Circle of Flagstaff Forums

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Complete City of Flagstaff website redesign
- ➢ Policies and procedures
  - Complete abandonment procedures
  - Draft property acquisition procedures
- ➢ Record keeping
  - Obtain hard copies and electronic copies of all leases, licenses and permits
  - Work with Contract Specialist to review contracts, organize and set up tickler system for contract milestones

Strategic Plan Priority: Invest in Our People

- ➢ Attend City-County Communications and Marketing Association (3CMA) or National Information Officers Association (NIOA) conference
- ➢ Attend Enhanced All-Hazards Incident Management/Unified Command Course (MGT-314)
- ➢ Attend classes with the International Right of Way Association to complete Right of Way Certification

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Complete implementation of Title 15

- Acquisitions for Capital Improvement Projects
  - Fourth Street Flagstaff Urban Trails System (FUTS)
  - Sheep's Crossing Flagstaff Urban Trails System FUTS
  - Riordan Road sidewalk
  - Industrial Drive Blocklite right of way acquisition
  - Mikes Pike private property corner cutoff
  - Right of way acquisition from Northern Arizona University (NAU) off Lonetree Road
- Easement acquisitions
  - Walnut Canyon Road easement from the Forest Service and right of way acquisition
  - Landfill Road easement from the Forest Service
  - Easement from Catholic Church - relocation of light pole
- Donations
  - Donation of City right of way at Arrowhead to Arizona Department of Transportation (ADOT)
- Right of way/easement abandonments
  - Abandonment of Forest View right of way
  - Alley and road abandonments to Northern Arizona University (NAU)
- Sales of City property
  - Sale or lease of 303 Elden Street
  - Sale of Municipal Courthouse
  - Kochfield properties
- Property management
  - Install new carpet and paint for USGS Building 6
  - Begin planning and construction for new build to suit USGS campus
  - Extend the Car Concession leases at the airport
  - New request for proposal for airport hangar
  - Complete lease for AMRG at the airport
  - Airport Master Plan
  - License agreement for temporary bus stop on Humphreys Road
  - Annexation or de-annexation of parcel 113-18-005B
  - Airport Gift Shop site, go back out for request for proposal

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Conduct community citizen survey
- Formalize monitoring and tracking of social media engagement
- Continue to build upon the community outreach Council goal and strategic priority to enhance public transparency and accessibility through community outreach and engagement
- Complete review/update of administrative policies
- Develop a plan to encourage use of AgendaQuick for boards/commissions
- Develop Procedures Manual for positions within City Clerk's Office
- Implement electronic process of liquor license applications in coordination with the State of Arizona
- Enhance and encourage use of imaging system to facilitate records management and workflow

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Respond efficiently in processing of contracts

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Obtain signatures, process and scan contracts timely	85%	0%	0%	75%	80%

Strategic Priority – Goal: Provide Exceptional Service – Foster Clear and Consistent Communication

Strategic Objective: Provide effective, accurate and transparent information to the public and Council

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Post accurate agendas for City Council meetings	95%	100%	100%	98%	99%
Post accurate minutes of City Council meetings	90%	100%	50%	75%	90%

Strategic Objective: Respond to citizen concerns timely and professionally

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track Report a Concern Module	99%	95%	98%	98%	99%

Strategic Objective: Provide open communication and consistent follow up to internal and external customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Follow up regularly with project managers and the public regarding the status of a project; keep a communication log on all projects; create a timeline for completing projects	90%	N/A	N/A	90%	90%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Continue to Enhance Community Outreach and Engagement

Strategic Objective: Increase social media views, followers and likes

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Monitor social media activity (posts/likes)	365	800	1,540	2,000	3,000

Strategic Objective: Work to complete all requests for acquisitions and dispositions in a timely manner

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Acquire/dispose of easements and rights of way and real property	100%	95%	95%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Encourage/promote participation on the City's boards/commissions

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce vacancy rate on City's boards and commissions	1%	5%	1%	3%	2%

Strategic Objective: Establish clear policies and procedures for the Real Estate Program

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Work collaboratively with various departments to receive input and feedback in the creation of policies for the Real Estate Program; establish and implement written policies and procedures for acquisition and disposition of; city owned fee simple real estate, easements and right of ways	3 Updates Annually	0 Updates Annually	3 Updates Annually	3 Updates Annually	3 Updates Annually

Strategic Objective: Increase community engagement and participation

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Support community partners and city events, activities, workshops, open houses and forums	50% Participant Increase	N/A	N/A	N/A	50% Participant Increase
Conduct Citizen Survey	30% Response Rate	N/A	N/A	N/A	30% Response Rate

Division:	**011 - City Manager**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,195,509	$ 1,387,311	$ 1,387,311	$ 1,576,543	$ 189,232
Contractuals	237,162	392,657	298,104	295,679	(96,978)
Commodities	41,463	6,546	6,546	2,546	(4,000)
Total	**$ 1,474,134**	**$ 1,786,514**	**$ 1,691,961**	**$ 1,874,768**	**$ 88,254**
Expenditures by Program:					
General Administration	$ 938,216	$ 1,148,309	$ 1,063,756	$ 1,175,344	$ 27,035
Disability Awareness	13	-	-	-	-
Public Information	15,624	55,700	55,700	56,700	1,000
Customer Service	37,931	39,690	31,690	38,690	(1,000)
Property Management	69,282	91,140	89,140	135,328	44,188
City Clerk	411,774	301,675	301,675	311,475	9,800
Elections	1,294	150,000	150,000	-	(150,000)
Minimum Wage Compliance	-	-	-	157,231	157,231
Total	**$ 1,474,134**	**$ 1,786,514**	**$ 1,691,961**	**$ 1,874,768**	**$ 88,254**
Source of Funding:					
	General Fund			$ 1,445,530	
	Library Fund			80,005	
	Highway User Revenue Fund			59,129	
	Transportation Fund			1,036	
	Water and Wastewater Fund			135,894	
	Stormwater Fund			9,407	
	Airport Fund			21,346	
	Solid Waste Fund			106,322	
	SEMS Fund			16,099	
				$ 1,874,768	

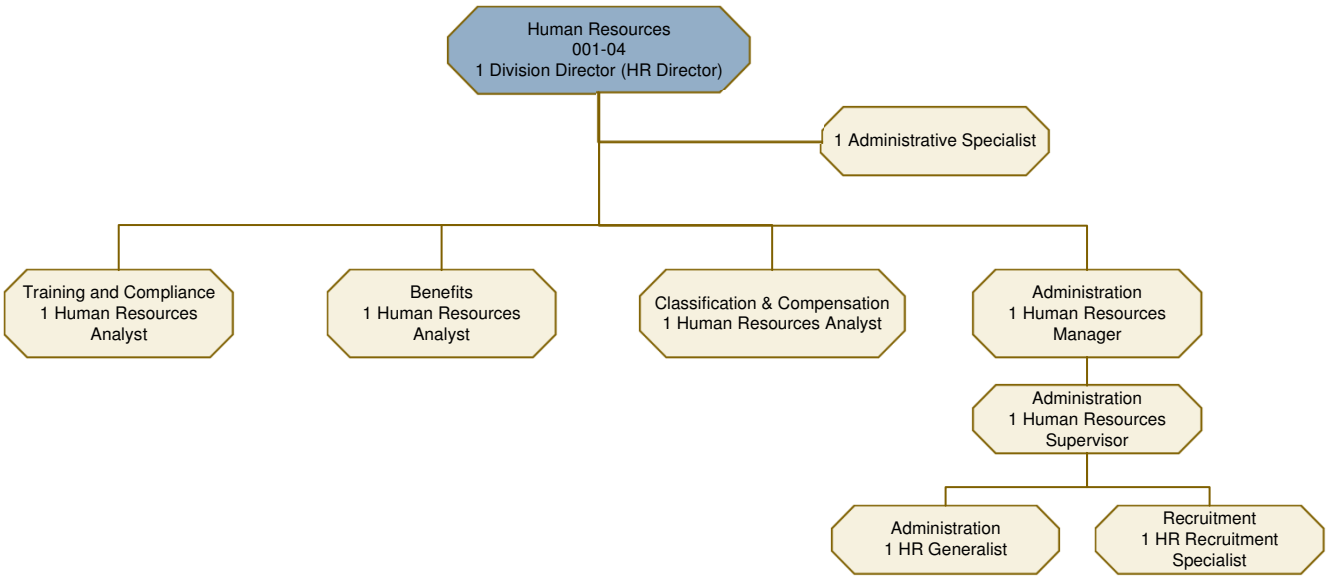
Commentary:
The City Manager's operating budget has increased by 5% and there are no capital expenditures. The Personnel Services increase of 14% is due to one new FTE, market pay increases and an increase in medical and dental insurance. Contractuals decreases of 25% is mainly due to prior year one-time costs related to the elections as well as bond program outreach. Commodities decreases of 61% is due to prior year one-time computer software purchases. There is no major capital (>$10,000) for this section.

HOTEL
MONTE VISTA
SAN FRANCISCO ST

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, workforce planning, employee appreciation, engagement and recognition), recruitment, classification and compensation, benefits and wellness.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Created a customer service survey and included it in the signature line of all Human Resources electronic communications
- ✓ TeamWell received an award from the Northern Arizona Employee Benefit Trust in recognition of their efforts to promote wellness in the City of Flagstaff
- ✓ Piloted a new annual personnel request process to improve ease for customers and develop teamwork throughout the City

Strategic Plan Priority: Invest in Our People

- ✓ Completed the first year of Investing in You University training for City personnel with an overall satisfaction rating of 87%
- ✓ Added six new courses to Investing in You University
- ✓ Developed a partnership with Goodwill to offer technical computer training
- ✓ Implemented phase one of market based pay to improve the competitiveness of the City's pay structure
- ✓ Implemented changes to minimum wage
- ✓ Updated the Sick Leave policy in the Employee Handbook of Regulations

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Collect customer service feedback by asking those who HR staff speak to in person to complete the survey
- ➢ Identify existing partnerships to maintain and new partnerships to develop as Ambassadors
- ➢ Develop a communication strategy to share information that is meaningful, accurate and consistent

Strategic Plan Priority: Invest in Our People

- ➢ Measure employees satisfaction of resources provided by the Human Resources staff
- ➢ Complete a pay equity study
- ➢ Implement phase two of market based pay to improve the competitiveness of the City's pay structure

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Build and maintain partnerships throughout the community

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Identify existing partnerships to maintain and new partnerships to develop as Ambassadors	10% Existing/ 10% New	N/A	N/A	7%/5%	10%/10%

Strategic Objective: Improve consistency and accuracy of information

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Develop a communication strategy to get information out that is meaningful, accurate and consistent	85% Clear and Accurate/ <5% Inaccurate	N/A	84%/9%	85%/6%	87%/5%

Strategic Priority – Goal: Invest in Our People - Ensure Effective Resources for Employees

Strategic Objective: Provide resources that are meaningful to employees

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Measure employees satisfaction of resources provided by Human Resources	80%	N/A	87%	88%	89%

Strategic Priority – Goal: Invest in Our People - Provide Competitive Compensation

Strategic Objective: Create a pay structure that will provide for competitive compensation

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Implement a market based pay structure and strategy for remaining market competitive	3-5% of Benchmark	5%	3%	2%	5%

Division: 012 - Human Resources

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 669,661	$ 692,638	$ 692,638	$ 770,841	$ 78,203
Contractuals	27,358	143,230	78,330	146,430	3,200
Commodities	69,156	63,375	63,375	62,566	(809)
Total	**$ 766,175**	**$ 899,243**	**$ 834,343**	**$ 979,837**	**$ 80,594**

Expenditures by Program:

General Administration	$ 515,526	$ 550,547	$ 485,647	$ 621,490	$ 70,943
Recruitment and Selection	58,701	130,582	130,582	100,109	(30,473)
Benefits	83,511	86,410	86,410	99,240	12,830
Compensation and Classification	88,059	90,979	90,979	77,482	(13,497)
Employee Training and Counseling	18,741	31,715	31,715	77,320	45,605
Diversity Awareness	4	908	908	908	-
Disability Awareness	1,633	8,102	8,102	3,288	(4,814)
Total	**$ 766,175**	**$ 899,243**	**$ 834,343**	**$ 979,837**	**$ 80,594**

Source of Funding:

General Fund	$ 773,397
Library Fund	45,721
Highway User Revenue Fund	32,905
Water and Wastewater Fund	61,677
Stormwater Fund	4,337
Airport Fund	9,155
Solid Waste Fund	44,935
SEMS Fund	7,710
	$ 979,837

Commentary:

The Human Resources operating budget has increased by 9% and there are no capital expenditures. The Personnel Services increase of 11% is due to a position reclassification, market pay increases as well as an increase in medical and dental insurance. Contractuals increases of 2% is mainly due to an increase in education and training. Commodities decrease of 1% is mainly due to a reduction in food offset by an increase in computer software. 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, 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Responded to contract insurance questions, permit reviews and all communications within 48 hours
- ✓ Successfully negotiated the settlement of five litigated cases including; a City judge, Equal Employment Opportunity Commission (EEOC), general liability and auto claims in favor of the City

Strategic Plan Priority: Invest in Our People

- ✓ Taught 40 sessions of the new loss control class called "Saving our Assets"; the overall investment in this training direction has resulted in reducing our employee injury rate by 50% and serious employee injuries by more than 75%
- ✓ Taught additional classes on "Leadership and Motivation", "Insurance Certificates and Indemnity" and "Penetrating the Cone of Silence"

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ All insurance policies were renewed at a 2% reduction overall; the total three-year premium savings, keeping the same insurance carriers and coverage exceeds $1.7 million
- ✓ Reduced our premium multiplier for our Workers' Compensation coverage from 1.18 to .76 over the past three years resulting in six digit decreases in net premium

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Keynote speaker at Arizona State Occupational Safety and Health Administration (OSHA) seminars on two occasions
- ✓ Resolved claims and complaints with multiple citizens throughout the year

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Conduct outreach training to employees on risk exposure identification
- Continue to proactively review insurance certificates, endorsements and indemnity language to insure the City is protected in the event of a loss

Strategic Plan Priority: Invest in Our People

- Design and teach a new program "Overcoming Fear of Public Speaking and Selling Ideas"
- Design and teach the next generation of "Saving our Assets" training to further reduce and enhance loss control efforts
- Design and teach a new program, "Strategic Approach to Claims Management"

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Renew all of our insurance policies at a net reduction in premium for the fourth year in a row

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Request that Arizona State OSHA conduct a formal review of our training programs on site
- Serve in a leadership role for Public Risk Managers on both the State and National levels

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Performance Measures

Strategic Priority – Goal: Invest in Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: Reduce the frequency and severity of employee injuries

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of injuries	<50	39	44	50	42

Strategic Objective: Reduce the overall frequency of vehicle accidents

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of vehicle accidents	10% Reduction	49	88	90	81

Division: 013 - Risk Management

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 175,440	$ 185,455	$ 185,455	$ 189,555	$ 4,100
Contractuals	15,210	24,461	24,461	24,461	-
Commodities	5,191	5,066	5,066	5,066	-
Total	**$ 195,841**	**$ 214,982**	**$ 214,982**	**$ 219,082**	**$ 4,100**

Expenditures by Program:

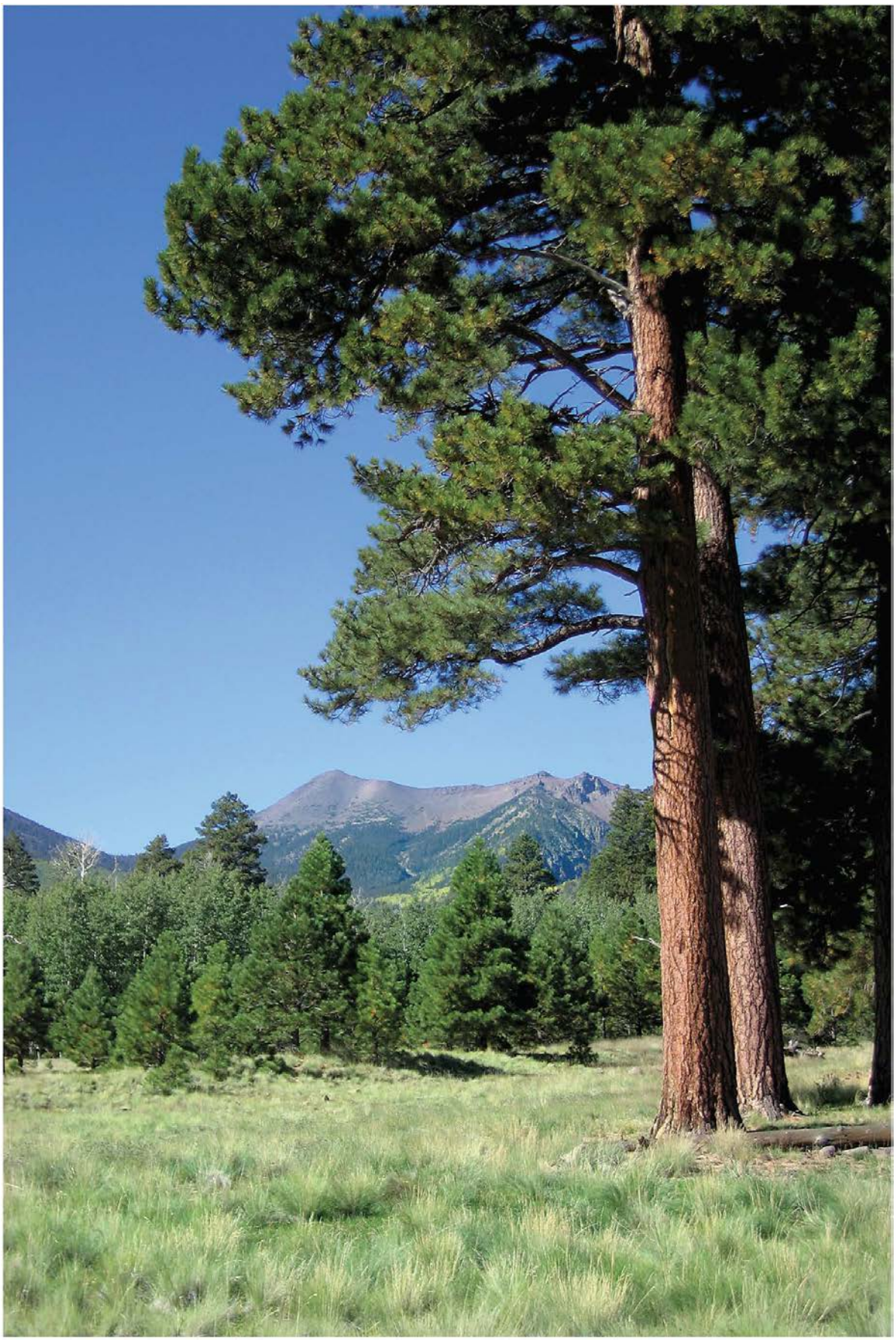
General Administration	$ 195,841	$ 214,982	$ 214,982	$ 219,082	$ 4,100
Total	**$ 195,841**	**$ 214,982**	**$ 214,982**	**$ 219,082**	**$ 4,100**

Source of Funding:

General Fund	$ 151,357
Library Fund	11,971
Highway User Revenue Fund	9,342
Transportation Fund	802
Water and Wastewater Fund	22,985
Stormwater Fund	1,214
Airport Fund	2,792
Solid Waste Fund	16,513
SEMS Fund	2,106
	$ 219,082

Commentary:

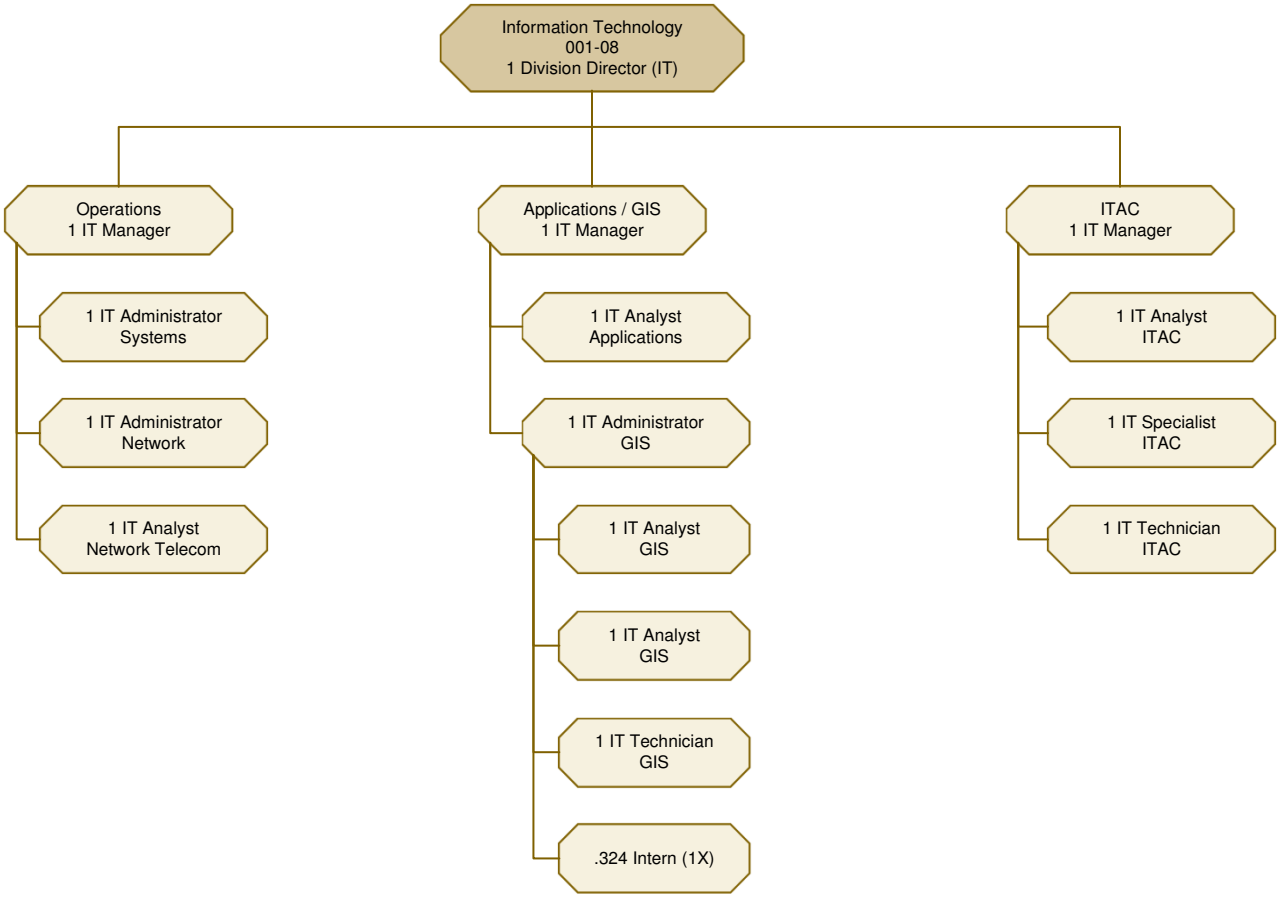
The Risk Management operating budget has increased by 2% and there are no capital expenditures. The Personnel Services increase of 2% is due to market pay increases as well as an increase in medical and dental insurance. There were no changes in budgeted Contractuals and Commodities. There is no major capital (>$10,000) for this section.



Information Technology Division Mission

- The mission of the Division of Information Technology (DoIT) is to:
  - Support technology infrastructure and resources;
  - Provide an IT Infrastructure to maximize employee productivity and provide clear, concise and accurate data.

Information Technology



Mission

The mission of the Division of Information Technology (DoIT) is to:
- Support technology infrastructure and resources;
- Provide an IT Infrastructure to maximize employee productivity and provide clear, concise and accurate data.

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 personal computer (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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Implemented a new more efficient Help Ticket software, decreased response time, improved issue tracking
- ✓ Replaced 82 aging personal computers as part of our four-year replacement cycle
- ✓ Organized and digitized cemetery data
- ✓ Assisted with getting a Kiosk for the Cemetery to help the citizenry
- ✓ Assisted with the Utilities billing transition
- ✓ Provided payment system and workflow for the court's OnBase system to help the courts and citizen be more efficient and paperless
- ✓ Provided support for the Firehouse application
- ✓ Helped improve Inspection processes
- ✓ Digitally provided City and Northern Arizona University (NAU) building maps on iPads for Fire Department
- ✓ Worked with Forest Service and Fire Department to provide needed information for the Flagstaff Watershed Protection Project (FWPP)
- ✓ Hired a specialized Telecom Analyst to provide better service for our growing Voice over Internet Protocol (VoIP) needs
- ✓ Added additional server and network monitoring TV's for proactive problem monitoring

Strategic Plan Priority: Invest in Our People

- ✓ IT Tech Partners Program – provide enhanced IT training to select employees to improve IT response times and empower them to complete basic IT tasks within their own departments
- ✓ OnBase training (one employee – four-day training)
- ✓ AGIC regional GIS user group conference (two employees – two-day training)
- ✓ Python (one employee – three-day training)
- ✓ ESRI conference in San Diego (one employee – five-day conference)
- ✓ Server administrative training (one employee)
- ✓ A+ training (one employee – five-day training)
- ✓ Added Office 365 licensing providing additional tools enabling employees to do their jobs more effectively
- ✓ Added Self-Service VoIP functionality to access voice features from a web browser

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Completed build and implementation of the City's new microwave network
- ✓ Upgraded the landfill's payment system Auto Scale to make payments easier

- ✓ Created downtown tours maps to help drive business to downtown
- ✓ Implemented a new backup and disaster recovery software in order to increase the data resiliency at the City
- ✓ Provided server failover clustering to prevent single points of failure in our datacenter environment

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Created and published GIS Web Maps, including, but not limited to:
  - o Road repair and street safety
  - o Five-year capital projects
  - o Community Development projects currently in review
  - o Forest fire activity
- ✓ Received three independent audits to identify potential areas of improvement for our data security

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Continue replacing aging personal computers as part of our four-year replacement lifecycle
- ➢ Expand our new Ticketing Software to include service requests
- ➢ Implement project management standards to allow for increased communication and visibility into IT Infrastructure projects
- ➢ Increase our monitoring platform to include critical business applications

Strategic Plan Priority: Invest in Our People

- ➢ Continue IT Tech Partner training sessions to expand on current knowledge base
- ➢ Provide more employee training session on various tech topics
- ➢ Provide additional availability and funding for IT personnel training and technical conferences
- ➢ Implement voicemail to email integration

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Develop an in-house Automatic Vehicle Locator (AVL) tracking solution
- ➢ Utilize more Microsoft Azure cloud based datacenter functionality

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Implement many of the security audit recommendations from FY 2017

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quick and excellent service to problems as they arise

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
The speed and quality at which problems are resolved	90% Resolution in 24 Hours/ 95% Satisfaction	N/A	N/A	85%/ 95%	90%/ 100%

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Stay up to date on current IT trends and technology

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Staying up to date on current IT trends and technology through training (one class and one conference per employee per year)	100%	N/A	N/a	50%	100%

Strategic Objective: Provide technical training for City employees

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide regular training sessions for City employees	6	0	0	3	6

Strategic Priority – Goal: Invest in Our People - Provide Competitive Compensation

Strategic Objective: Provide competitive compensation compared to our primary local competitors

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide compensation competitive with competitive organizations (NAU and County)	100%	88%	88%	88%	90%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Ensure high availability of IT services

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Keeping the IT infrastructure up and running	99.5%	N/A	N/A	N/A	99.0%

Division: 014 - Information Technology

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,101,273	$ 1,250,367	$ 1,250,367	$ 1,320,875	$ 70,508
Contractuals	434,356	423,925	423,925	448,225	24,300
Commodities	379,639	892,673	453,110	989,478	96,805
Capital	383,020	679,330	335,384	81,666	(597,664)
Total	**$ 2,298,288**	**$ 3,246,295**	**$ 2,462,786**	**$ 2,840,244**	**$ (406,051)**

Expenditures by Program:

General Administration	$ 182,227	$ 269,677	$ 67,730	$ 447,160	$ 177,483
Applications	372,748	367,992	367,992	437,849	69,857
Systems	234,361	485,699	476,699	265,201	(220,498)
Services	362,140	527,276	455,276	437,085	(90,191)
Network	708,241	959,912	594,466	467,731	(492,181)
GIS	202,322	353,739	353,739	351,102	(2,637)
Microsoft Settlement	442	-	-	-	-
IT Non Departmental	235,807	282,000	146,884	434,116	152,116
Total	**$ 2,298,288**	**$ 3,246,295**	**$ 2,462,786**	**$ 2,840,244**	**$ (406,051)**

Source of Funding:

General Fund	$ 2,226,879
Highway User Revenue Fund	55,779
Water and Wastewater Fund	316,303
Stormwater Fund	29,094
Airport Fund	37,407
Solid Waste Fund	122,063
SEMS Fund	52,719
	$ 2,840,244

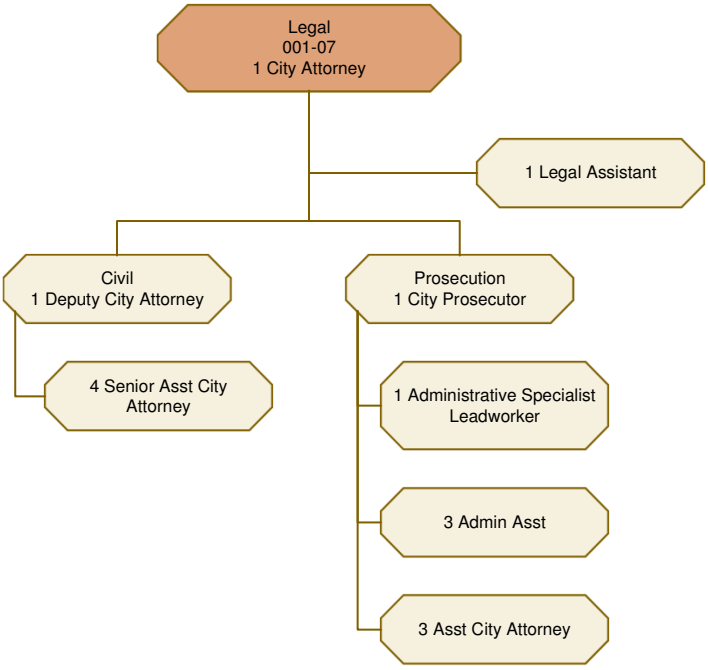
Commentary:

The Information Technology operating budget has increased by 7%. There are capital expenditures ($81,666) resulting in an overall net decrease of 13%. The Personnel Services increase of 6% is due to a market pay increase, an increase in medical and dental insurance and increase in FTE for a part-time IT intern. Contractuals increases of 6% are due to increased costs for employee training, computer maintenance and licensing, as well as rent for the new microwave tower. Commodities increases of 11% are due to increases in network equipment and time entry software purchases.

City Attorney's 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.

City Attorney



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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Regularly advised Council and staff on legal issues related to many difficult matters involving litigation
- ✓ Worked with Council and staff to provide smooth transition for new members of Council elected in FY 2017
- ✓ Advised Council and staff on numerous difficult legal issues involving deed restrictions on Mogollon Property, McAllister Ranch Property, Clark Homes Property and Buffalo Park Property

Strategic Plan Priority: Invest in Our People

- ✓ Hired many replacement employees in the City Attorney's Office including:
  - o Deputy City Attorney
  - o City Prosecutor
  - o Senior Assistant City Attorney
  - o Assistant City Attorney (Prosecutor)
  - o Administrative Assistant
- ✓ Enrolled attorneys and support staff in various legal seminars and conferences to empower employees by allowing them to strengthen their specific areas of expertise and provide better customer service to clients
- ✓ Continued to provide Human Resources Division on updates to employee policies and procedures

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Obtained an Act of Congress removing Federal reversion on old Railroad property near Fourth Street
- ✓ Provided legal advice to Council and staff on successful development agreement for Timber Sky
- ✓ Provided extensive legal advice on voter initiative related to minimum wage and Council amendment to same

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Advised Council and staff on successful bond propositions and initiative for the following:
  - o Continued bus service
  - o Greater Buffalo Park Area
  - o Increased minimum wage
  - o New Municipal Court Facility which will also house the City Prosecutors
- ✓ Continued to provide legal advice to Police Department related to several difficult matters in FY 2017

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Provide sound legal advice to the Council on legal questions
- Work with internal clients to identify hot topic legal issues that will be impacting the City this fiscal year
- Continue to focus attorney training on legal issues in order to provide timely and quality legal services when those issues arise

Strategic Plan Priority: Invest in Our People

- Continue to expand the expertise of the City Attorney's Office by focusing on training and employee development
- Obtain new case management software for Prosecution section
- Recognize exceptional employee performance

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Provide advice to Council and staff on matters related to finance, economic development and sustainability
- Take advantage of our attorneys' litigation skills by handling more litigation in house, which will reduce City expenditures for outside counsel

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Work with the County to move forward with planning and construction of the new Municipal Court which will also house our City prosecutors
- Continue to work in partnership with law enforcement and the court to provide prosecution services to the City of Flagstaff

Requests for Legal Assistance	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016
Contracts (includes contracts, development agreements, grants, IGAs, bids)	202	161	192	179	202
Legal Opinions/Research	149	164	174	205	164
Ordinances/Resolutions	60	59	77	60	79
Real Estate	79	62	82	73	96
Claims/Litigation/Hearings	57	81	58	69	80
Public Records Requests	82	122	89	83	102
Miscellaneous (may include but not limited to: tax/licensing, personnel, forms, policies/procedures, elections, boards and commissions)	32	34	76	100	116
Total:	**661**	**683**	**748**	**769**	**839**
% Increase from Prior Year:	1%	3%	10%	3%	9%
Number of Cases per Attorney:	167	153	155	146	153
Number of Cases per Attorney and Staff:	133	138	141	134	140

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

Criminal Cases	CY2012	CY2013	CY2014	CY2015	CY2016
New Criminal Cases	5,013	4,226	4,456	3,765	3,569
Domestic Violence Cases	762	682	627	645	567
Driving Under the Influence (DUI) Cases	635	507	470	465	461
Criminal Traffic Cases (excluding DUI)	475	442	410	385	333
Sales Tax Cases	0	1	1	3	0
Other Cases	2,249	2,016	2,222	1,804	1,759
Underage Alcohol	498	298	340	183	115
Drug/Drug Paraphernalia Cases	237	206	225	234	245
City Code Violations (other than sales tax)	136	59	95	55	82
Cases Involving a Victim (FY Stats)	2,453	2,348	2,481	2,286	3,285
Victims' Services Performed (FY Stats)	13,972	15,991	16,698	11,961	16,837
Mental Health Court Cases	21	15	66	46	54
Cases Reviewed for Charging Referred by PD	234	198	271	220	269
Pending DUI Files at Year End	436	345	336	421	322
% Increase in New Criminal Cases from Prior Year:	4.05%	-15.70%	5.44%	-15.51%	-5.26%
New Cases per Attorney:	1,202	1,215	1,173	941	892
New Cases per Support Staff:	1,396	1,127	1,273	941	892

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Protect citizens and crime victims through the timely and fair prosecution of State laws and City ordinances

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Avoid a backlog of cases	90+%	72%	69%	75%	80%

Strategic Objective: Promote the timely and lawful provision of City services

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide satisfactory legal services within client established deadlines	Meets or Exceeds Expectations	Meets	Meets	Meets	Meets

Division: 015 - City Attorney

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,494,584	$ 1,571,907	$ 1,571,907	$ 1,617,676	$ 45,769
Contractuals	48,490	49,714	49,714	65,658	15,944
Commodities	25,782	38,945	38,945	40,930	1,985
Total	**$ 1,568,856**	**$ 1,660,566**	**$ 1,660,566**	**$ 1,724,264**	**$ 63,698**

Expenditures by Program:

General Administration	$ 126,389	$ 144,373	$ 144,373	$ 151,979	$ 7,606
Council and Department Support	768,253	817,905	817,905	859,035	41,130
Police Court	664,116	688,188	688,188	703,150	14,962
Victim's Rights Grant	10,098	10,100	10,100	10,100	-
Total	**$ 1,568,856**	**$ 1,660,566**	**$ 1,660,566**	**$ 1,724,264**	**$ 63,698**

Source of Funding:

General Fund	$ 1,334,213
Library Fund	43,708
Highway User Revenue Fund	40,665
Transportation Fund	57,062
Water and Wastewater Fund	128,997
Stormwater Fund	5,428
Airport Fund	13,536
Solid Waste Fund	91,475
SEMS Fund	9,180
	$ 1,724,264

Commentary:

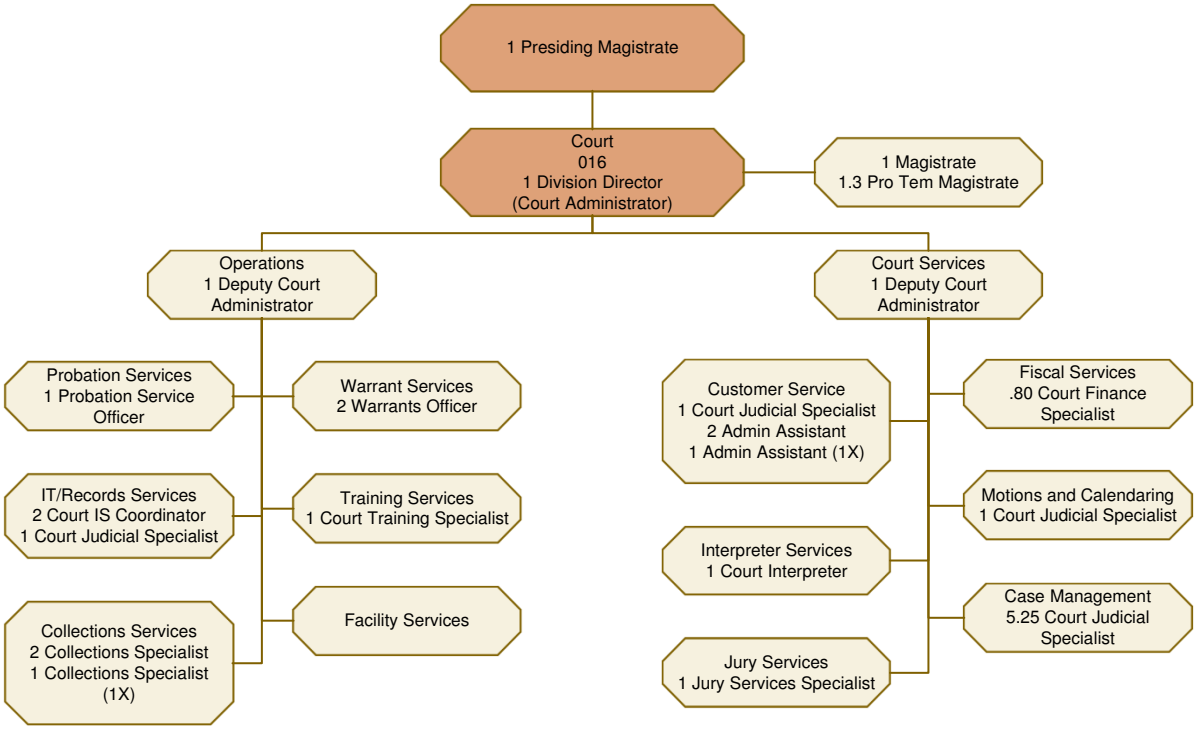
The City Attorney's operating budget has increased by 4% and there are no capital expenditures. The Personnel Services increase of 3% is due to market pay increases as well as an increase in medical and dental insurance. Contractuals increases of 32% are mainly due to one-time costs for a Process Server. Commodities increases of 5% are due to an increase in subscriptions for online law research. There is no major capital (>$10,000) for this section.

SKYDOME

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.

Court


1 Presiding Magistrate
Court
016
1 Division Director
(Court Administrator)
1 Magistrate
1.3 Pro Tem Magistrate
Operations
1 Deputy Court
Administrator
Court Services
1 Deputy Court
Administrator
Probation Services
1 Probation Service
Officer
Warrant Services
2 Warrants Officer
IT/Records Services
2 Court IS Coordinator
1 Court Judicial Specialist
Training Services
1 Court Training Specialist
Collections Services
2 Collections Specialist
1 Collections Specialist
(1X)
Facility Services
Customer Service
1 Court Judicial Specialist
2 Admin Assistant
1 Admin Assistant (1X)
Fiscal Services
.80 Court Finance
Specialist
Motions and Calendaring
1 Court Judicial Specialist
Interpreter Services
1 Court Interpreter
Case Management
5.25 Court Judicial
Specialist
Jury Services
1 Jury Services Specialist

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, fair 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Through active case management, adjudicated 91% of all cases within 90 days including the time a case spent out on a warrant (exceeds state average of 82% for all courts)
- ✓ Provided accurate information to the public in over 60,000 specific case inquiries, 56,000 visits by the public and participated in ongoing statistical reporting; all public court case information is available to the public through an online data warehouse
- ✓ Expanded our customer service and court collection capabilities
- ✓ Continued participation in the development, review and rollout of a new statewide automated case management system (CMS), and participated with the steering committee for the program
- ✓ Continued expansion of the Criminal Justice Integration System (CJI), renewed the Intergovernmental Agreement (IGA) and developed support agreement through a service provider
- ✓ Participated in the Tuba City Judicial District Court to resolve outstanding court cases for residents in Tuba City and outlying areas; in coordination with the Flagstaff Justice Court and District 5 Supervisor Lena Fowler
- ✓ Participated in the 4th Annual High Country Veterans Stand Down

Strategic Plan Priority: Invest in Our People

- ✓ All court staff completed the orientation and training requirements of the Arizona Judicial Branch and we have reported such in a timely manner
- ✓ Judges participated in the Coconino County Limited Jurisdiction Courts Annual Workshop, as well as, the Statewide Judicial Conference
- ✓ Completed 5th year of development and implementation of the Coconino County Court Staff Conference for training of court employees

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Processed over $3.5 million in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported in a timely manner
- ✓ Completed an external audit of our financial management process and reported timely

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Complied with all Rules of Court and statutory case handling requirements
- ✓ Completed Arizona Supreme Court pilot project for electronic arrest warrant process to improve speed and accuracy

- ✓ Performed a joint facility feasibility study with Coconino County to determine costs and possibilities for a new courthouse facility
- ✓ Completed public education program for Proposition 412, a ballot initiative to partially fund a new courthouse
- ✓ Worked with the Model Time Standards Steering Committee in setting standards for the entire State and began reporting compliance with standards at the Flagstaff Municipal Court
- ✓ Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system throughout the county
- ✓ Continued use of both the Mental Health Court and the Veteran's Court at the Flagstaff Municipal Court
- ✓ Participation on the Supreme Court Task Force on Court Management of Digital Evidence

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Through active case management, adjudicate 91% of all cases within 90 days including the time a case spent out on a warrant (exceed state average of for all courts)
- ➢ Provide accurate information to the public in specific case inquiries, visits by the public and participate in ongoing statistical reporting; provide all public court case information through an online data warehouse
- ➢ Expand our customer service and court collection capabilities while integrating the recommendations, statutory changes and rule changes
- ➢ Continue participation in the development, review and rollout of a new statewide automated case management system, and participate with the steering committee for the program
- ➢ Continue expansion of the Criminal Justice Integration System providing increased electronic filing capabilities
- ➢ Scan current active case related documents into our Electronic Document Management System
- ➢ Participate in the Tuba City Judicial District Court to resolve outstanding court cases for residents in Tuba City and outlying areas; in coordination with the Flagstaff Justice Court and District 5 Supervisor Lena Fowler
- ➢ Participate in the 5th Annual High Country Veterans Stand Down

Strategic Plan Priority: Invest in Our People

- ➢ Have all court staff complete the orientation and training requirements of the Arizona Judicial Branch and report such in a timely manner
- ➢ Have Judge participate in the regional LJ conference as well as the Statewide Judicial Conference
- ➢ Complete 6th year of development and implementation of the Coconino County Court Staff Conference for training of court employees

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Process over $3.7 million in financial transactions, comply with the Arizona Supreme Court Minimum Accounting Standards and report in a timely manner

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Comply with all Rules of Court and statutory case handling requirements
- ➢ Move forward with the process in creating an agreement with Coconino County for a new court facility
- ➢ Choose a new courthouse design team and begin to move forward on the design process for a new court facility
- ➢ Work with the Model Time Standards Steering Committee in setting standards for the entire State and roll out next phase of report compliance at the Flagstaff Municipal Court
- ➢ Work with the Criminal Justice Coordinating Council (CJCC) in developing coordinated plans for the criminal justice system throughout the county
- ➢ Continue the use of both the Mental Health Court and the Veteran's Court at the Flagstaff Municipal Court
- ➢ Continue to implement the Courts within Coconino County strategic plan as outlined in Justice 2035
- ➢ Continue participation on the Supreme Court Task Force on Court Management of Digital Evidence

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Court user treated fairly and the Court was accessible

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Yearly conduct and improve upon the results of the Access and Fairness Survey	80%	76%	82%	79%	80%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Consistent and accurate collection of court ordered monetary obligations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Improve the collection of court ordered monetary obligations	Annual Increase	$3,344,854	$3,797,229	$3,948,500	$4,263,600

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Promote Policies That Reflect a Positive and Safe Community

Strategic Objective: Timely adjudication of cases filed in the court

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Meet or exceed the state average of closed cases	≥ State Average	>8%	>6%	>5%	>5%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Timely adjudication of cases filed in the court

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Meet or exceed the state average of clearance rates of cases	100%	111%	111%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Timely adjudication of cases filed in the court

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Meet or exceed the state average of time to disposition of cases	≥ State Average - 82%	94%	91%	90%	90%

Division: **016 - Municipal Court**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,886,344	$ 2,243,788	$ 2,243,788	$ 2,196,323	$ (47,465)
Contractuals	807,272	854,323	854,323	803,345	(50,978)
Commodities	88,620	67,595	67,595	69,595	2,000
Capital	64,422	-	-	5,500	5,500
Total	**$ 2,846,658**	**$ 3,165,706**	**$ 3,165,706**	**$ 3,074,763**	**$ (90,943)**

Expenditures by Program:

General Administration	$ 813,386	$ 786,447	$ 786,447	$ 718,491	$ (67,956)
Court Services	661,267	721,270	721,270	733,112	11,842
Record Management	115,753	186,006	186,006	132,631	(53,375)
Court Enforcement	257,759	381,988	381,988	375,166	(6,822)
Warrant Division	345,998	342,855	342,855	346,486	3,631
Court Operations	183,464	272,624	272,624	275,039	2,415
Judicial Services	469,031	474,516	474,516	493,838	19,322
Total	**$ 2,846,658**	**$ 3,165,706**	**$ 3,165,706**	**$ 3,074,763**	**$ (90,943)**

Source of Funding:

General Fund	$ 3,074,763
	$ 3,074,763

Commentary:
The Municipal Court operating budget has deceased by 3%. The Personnel Services decrease of 2% is mainly due to reduced temporary labor funding, offset by a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 6% are for one-time prior year conversion costs for the Electronic Document Management System (EDMS). Commodities increases of 3% are due to small equipment replacements. There is no major capital (>$10,000) for this section.

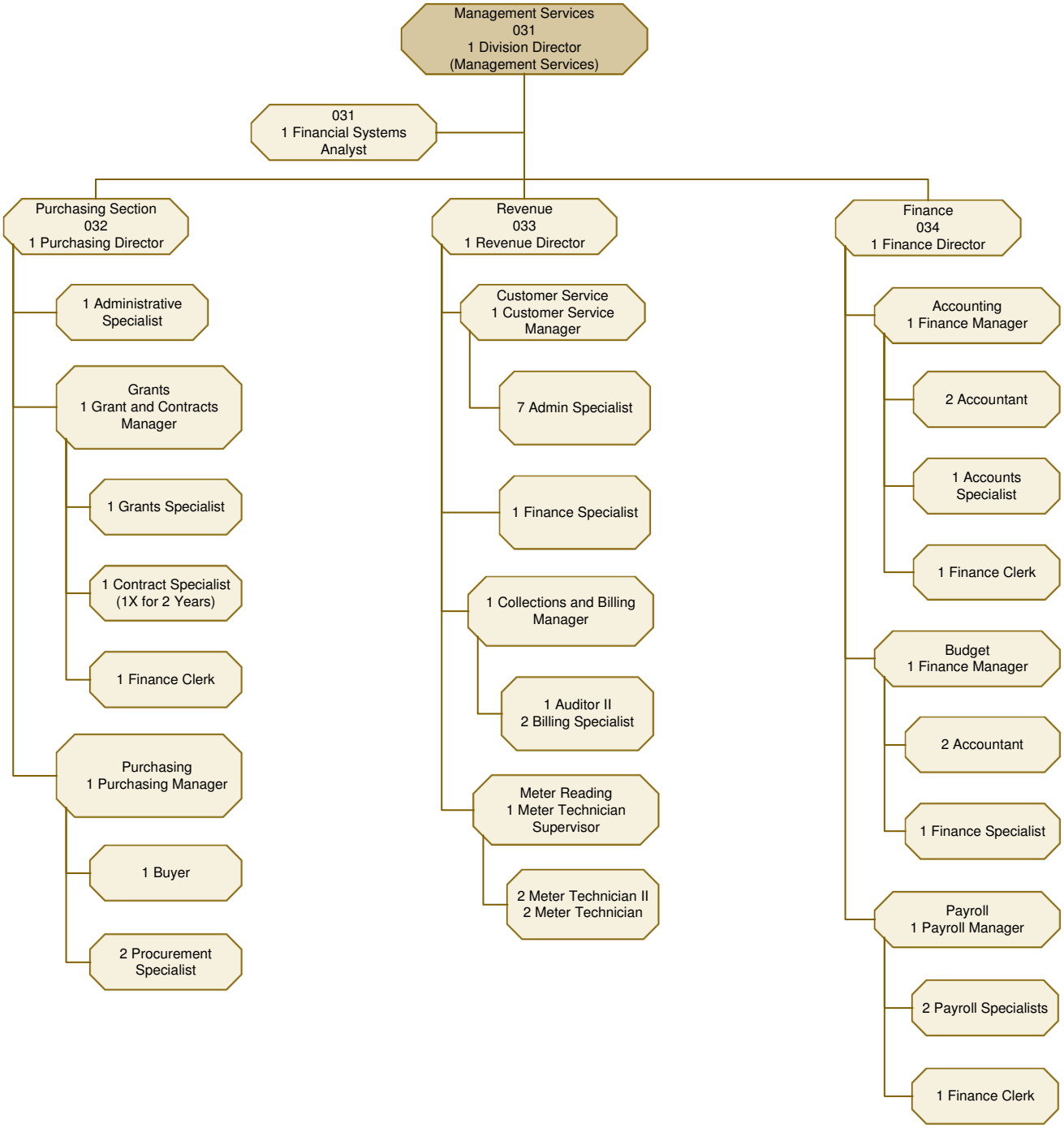
Management Services Division Mission

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 the City is accurately gathering data, as well as interacting with commerce to promote adherence to local, state, and federal requirements, as they pertain to municipal services, business licenses, and sales tax reporting, in order to safeguard City revenue.

The mission of the **Finance Section** is to ethically provide oversight, fiscal management and customer service through accountability and transparency.

Management Services



Section: **031 - Management Services**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 226,840	$ 257,145	$ 257,145	$ 233,212	$ (23,933)
Contractuals	14,047	13,624	13,624	13,624	-
Commodities	3,287	1,600	1,600	1,600	-
Total	**$ 244,174**	**$ 272,369**	**$ 272,369**	**$ 248,436**	**$ (23,933)**

Expenditures by Program:

General Administration	$ 244,174	$ 272,369	$ 272,369	$ 248,436	$ (23,933)
Total	**$ 244,174**	**$ 272,369**	**$ 272,369**	**$ 248,436**	**$ (23,933)**

Source of Funding:

General Fund	$ 242,464
Library Fund	669
Highway User Revenue Fund	623
Transportation Fund	874
Water and Wastewater Fund	1,975
Stormwater Fund	83
Airport Fund	207
Solid Waste Fund	1,400
SEMS Fund	141
	$ 248,436

Commentary:
The Management Services operating budget has decreased by 9% and there are no capital expenditures. The Personnel Services decrease of 9% is due to turn over and a change in personnel. Contractuals and Commodities remained the same between FY 2017 and FY 2018. There is no major capital (>$10,000) for this section.

Mission

The mission of the Purchasing Section is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees in accordance with all applicable local, state, and federal procurement rules and regulations, and 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 a competitive informal or competitive 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Each fiscal year, the Purchasing section strives to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI), which signifies and demonstrates exceptional knowledge, experience and procurement processes that allows the Purchasing Section to provide exceptional services to both internal and external customers; this fiscal year, we improved and actually exceeded our previous scores, based on 35 evaluation criteria and for the 6th consecutive year, we were awarded the AEP award; the City of Flagstaff's Purchasing Section is one of only 13 agencies in Arizona and one of only 72 Municipalities in the United States and Canada to receive the award
- ✓ Implemented and now utilize an E-bidding software system to accommodate electronic submissions of bids, proposals and statements of qualifications from vendors, contractors and professional design firms; this electronic process has allowed Purchasing staff to conduct informal and formal solicitations much more efficiently, effectively and virtually paperless
- ✓ Provided purchasing related training to various divisions/sections and individual "one-on-one" training sessions
- ✓ Purchasing staff makes every effort to meet periodically with their respective divisions/sections they provide purchasing services to in an effort to maintain work relationships, discuss and resolve any purchasing related issues associated with a project they are working on and to identify additional customer service opportunities to implement
- ✓ Continue to conduct both internal and external customer satisfaction surveys to determine where there are opportunities for improvement in providing procurement related services
- ✓ Completed and provided a comprehensive report to City Council that recaps all of our contract awards; this is an annual report that we provide to Council that recaps all contracts that originate from a formal competitive solicitation process and provides various statistical information

Strategic Plan Priority: Invest in Our People

- ✓ Provided many professional development and training opportunities that help our purchasing staff to maintain their professional purchasing certifications, as well as keeping current with purchasing trends, best practices and new legislation that effects public sector purchasing
- ✓ One of our Purchasing section Senior Procurement Specialists was nominated and recruited by the Alliance for Construction Excellence (ACE) at Arizona State University to work in conjunction with the Center for Job Order Contracting (JOC) Excellence to design and implement a JOC certification program (the first of its kind) on a national level; this certification program has and will continue to educate, train and foster the importance of certification programs related to the procurement of construction related alternative project delivery methods

- ✓ Our Procurement Card (P-card) administrator continued a series of P-card training sessions and passed a very rigorous written exam and obtained the Certified Purchasing Card Professional (CPCP) certification

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Continued providing "procurement process" training to our local vendor community in an effort to educate them on our City's procurement process and how to submit stellar bids and proposals, especially when responding to formal solicitations; these training opportunities are designed to help them be more frequently the lowest bidder when responding to an Invitation for Bids and score higher in each of the evaluation criteria when responding to a Request for Proposals or a Request for Statements of Qualifications
- ✓ Continued to make reasonable good faith efforts to solicit quotations from local vendors when conducting an informal procurement of goods, services and construction when informal quotations are required
- ✓ Continued to be successful in identifying and implementing cost savings/cost avoidance associated with purchases of goods, services and construction through vendor/contractor negotiations that help our division/section budgets
- ✓ Worked collaboratively with divisions/sections with oversight of allocated budgets so they are expended correctly for various procurement of goods, services and construction
- ✓ Through effective administration, monitoring and management of the City's P-card program, our P-card program continues to expand each year in the number of annual transactions and has grown in the number of P-card transactions by 13% this year over last year, with an increase of 10% in rebate dollars back to the City

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Continue to meet or exceed all of the 35 evaluation criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing institute (NPI)
- ➢ Research and demo other modules of our E-bidding software to determine if there are other features and capabilities we can utilize to capitalize on additional efficiencies and processes associated with competitive solicitations
- ➢ Continue conducting both internal and external customer satisfaction surveys to monitor overall customer satisfaction and identify areas where there are opportunities for improvement
- ➢ Continue to complete and provide the annual contract awards report to City Council that recaps all of our contract awards; this is an annual report that we provide to Council that recaps all contracts that originate from a formal competitive solicitation process and provides various statistical information
- ➢ Centralize our monitoring and management of Citywide contracts (e.g., leases, IGAs, development agreements, term contracts, etc.) to enhance our ability to keep track of and monitor contract deliverables, critical contractual milestones and lease related escalator clauses to make sure we capture the appropriate revenues in terms of lease payments to the City

Strategic Plan Priority: Invest in Our People

- ➢ Continue training and professional growth opportunities for purchasing staff
- ➢ Continue with training, study sessions and taking required exams to maintain existing professional purchasing certifications, as well as obtaining new certifications
- ➢ Continue with participation in the Job Order Contracting (JOC) certification program (the first of its kind) on a national level with phase II of the certification program to complete the overall development process of this program; Phase II will begin to mold and solidify the minimum requirements and overall exam structure for this certification program, which will also continue to provide Purchasing section staff additional education and training related to the procurement of construction related alternative project delivery methods

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue to work collaboratively with divisions/sections with oversight of allocated budgets so they are expended correctly for various procurement of goods, services and construction
- Work with our partner agencies that make up the Flagstaff Alliance for the Second Century to identify opportunities for more "joint purchasing" and establishing more "cooperative contracts" to leverage our purchases by combining our respective needs for goods, services and construction
- Expand our P-card program to include contractors and other vendors where we can utilize our P-card program to make payments on invoices that will help increase our rebate dollars for the City

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quality internal and external customer service

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Obtain high percentage score on Customer Satisfaction Surveys (Survey Monkey)	80%	78%	76%	80%	82%

Strategic Objective: Timely distribution of Council approved contracts to obtain all required signatures

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
The time period from Council approval to a fully executed contract	5 Business Days	N/A	N/A	N/A	<5

Strategic Objective: Increase utilization of procurement card (P-Card)

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase the number of P-Card transactions on an annual basis	3%	3%	4%	6%	>3%

Strategic Objective: Provide vendor training on the City's procurement process

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Schedule and conduct formal vendor training workshops	Quarterly	50%	50%	75%	100%

Strategic Objective: Contract management

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Successful management of contract deliverables to achieve best value	90%	N/A	N/A	N/A	95%

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Vendor relationship management

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Manage and monitor positive vendor relations with those we have contracts with	Three vendor meetings per month	N/A	N/A	N/A	5

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide professional development opportunities for staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Identify and attend procurement related workshops	100%	100%	100%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Identify and implement cost saving/cost avoidance opportunities

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total cost savings/cost avoidance identified and realized on an annual basis	>$50,000	$50,368	$119,746	$60,000	>$75,000

Section: **032 - Purchasing**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 484,738	$ 578,932	$ 530,182	$ 804,791	$ 225,859
Contractuals	11,738	12,127	12,127	33,789	21,662
Commodities	14,113	(16,125)	(16,125)	17,177	33,302
Total	**$ 510,589**	**$ 574,934**	**$ 526,184**	**$ 855,757**	**$ 280,823**

Expenditures by Program:

General Administration	$ 3,104	$ 1,000	$ 1,000	$ -	$ (1,000)
Purchasing	492,624	573,934	525,184	532,473	(41,461)
Warehouse	14,861	-	-	-	-
Grants and Contracts Management	-	-	-	323,284	323,284
Total	**$ 510,589**	**$ 574,934**	**$ 526,184**	**$ 855,757**	**$ 280,823**

Source of Funding:

General Fund	$ 476,446
Library Fund	22,381
Highway User Revenue Fund	33,310
Transportation Fund	28,467
Water and Wastewater Fund	192,838
Stormwater Fund	16,195
Airport Fund	19,116
Solid Waste Fund	62,987
SEMS Fund	4,017
	$ 855,757

Commentary:

The Purchasing operating budget has increased by 49% and there are no capital expenditures. The Personnel Services increase of 39% is due to three FTE Grant Program positions being moved from Finance to Purchasing, market pay increases and an increase in medical and dental insurance. Contractuals increases of 179% and are due to the Grant Program being moved from Finance to Purchasing. Commodities increases of 207% are due to an increase in computer software. There is no major capital (>$10,000) for this section.

Mission

The mission of the Revenue section is to ensure the City is accurately billing and collecting City revenues and to ensure that customers and the City are complying with all applicable local, state, and federal rules and regulations.

Program Description

The Revenue section performs a wide variety of functions for the City through its various areas which include Customer Service, Meter Services, Sales Tax and Licensing, and oversight of the vendored Copy Center. Customer Service is responsible for billing, collections, copy center, cashiering and phones. Meter services is responsible for meter reading, utility account service orders, and meter change-outs and repairs. Sales Tax and Licensing is responsible for license issuance and renewal, tax return processing,sales tax collections and business licensing. The Copy Center is responsbile for copying, printing, scanning and mail processing.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Initiated goal to provide quality internal Customer Service through process improvements; opened discussions with stakeholders on service delivery, such as petty cash for City Records Coordinator and distribution of Liquor License workload with City Clerk's office
- ✓ Initiated goal of limiting hold time for external clients calling Customer Service queue phone line; baseline is at two minutes and fifty-nine seconds with a future goal of two minutes, maximum

Strategic Plan Priority: Invest in Our People

- ✓ Initiated goal to reduce Customer Service call duration, while still effectively transmitting information, which involves training staff on customer service and telephone etiquette

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Initiated goal to train staff in applicable rules and regulations; staff has completed training in Driver Safety Training, Effective Communication and Excel

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Initiated goal to reduce direct mailing costs and associated labor through increased Municipal Statement and Miscellaneous Accounts Receivable e-billing
- ✓ Continued to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the Investment Procedure Manual

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Continue goal to provide quality internal Customer Service through process improvements; improve petty cash procedures, allowing for reimbursements through electronic fund transfers; engage stakeholders in the implementation of the Business Licensing Module to assist with various programs, such as liquor licenses, grants, and Real Estate; establish credit card processing capabilities for areas which were previously limited to cash or checks for monetary transactions
- Continue goal of limiting hold time for external clients calling Customer Service queue phone line to less than two minutes, maximum

Strategic Plan Priority: Invest in Our People

- Continue goal to reduce Customer Service call duration, while still effectively transmitting information, through training staff on customer service and telephone etiquette; maintain an average of less than five minutes, notwithstanding the initiation of Downtown Parking Meter implementation and new staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue goal to train staff in applicable rules and regulations; continue applicable training in Driver Safety Training, Effective Communication and Excel, while branching out to other applicable areas to improve performance.

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Continue goal to reduce direct mailing costs and associated labor through increased Municipal Statement and Miscellaneous Accounts Receivable e-billing; this can be achieved with the implementation of Point and Pay services promoting e-bills through the customer portal, social media and affiliation with Sustainability campaigns
- Continue to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the Investment Procedure Manual

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quality internal customer service through process improvements

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Obtain high percentage score on Customer Satisfaction Surveys (Survey Monkey)	80%	N/A	N/A	80%	82%

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Provide quality customer service through timely telephone communication

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Limit hold time for external clients calling Customer Service queue phone line	<2 Minutes	N/A	2:59	2:46	2:44

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide consistent information, training and support to team members on system changes, in order to transmit information to clients

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce Customer Service call duration, including combined talk and hold times, as information is effectively transmitted	<5 Minutes	N/A	2:36	2:31	2:29

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Maintain a high collection rate and diligence in account maintenance

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Maintain utility and miscellaneous accounts receivable write-offs below 1% of total revenue	<1% Total Revenue	0.56%	0.25%	0.45%	.35%

Strategic Objective: Invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Achieve a rate of return on managed investments that exceeds the designated benchmark rate	>.25% Very Good, .1% to .25%, Adequate, <.1% Underperform	-.01%	-.01%	0.06%	.05%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Support Sustainable Economic Development and Its Practices

Strategic Objective: Research and implement measures to improve e-bills in coordination with customer outreach to reduce costs and improve services

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce direct mailing costs and associated labor through increased utility and miscellaneous accounts Receivable e-billing	2%	N/A	N/A	17%	19%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Train staff in applicable rules and regulations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Report minimum level of education during the year	100%	N/A	N/A	60%	70%

Section: **033 - Revenue**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,103,290	$ 1,151,770	$ 1,151,770	$ 1,157,915	$ 6,145
Contractuals	329,718	388,339	388,339	400,039	11,700
Commodities	62,475	43,800	43,800	65,090	21,290
Capital	41,117	32,000	32,000	62,000	30,000
Total	**$ 1,536,600**	**$ 1,615,909**	**$ 1,615,909**	**$ 1,685,044**	**$ 69,135**

Expenditures by Program:

General Administration	$ 150,508	$ 247,658	$ 247,658	$ 361,564	$ 113,906
Licensing and Support	109,275	97,418	97,418	60,027	(37,391)
Auditing	125,803	179,164	179,164	73,068	(106,096)
Sales Tax Collections	95,812	70,377	70,377	21,132	(49,245)
Customer Service	735,964	658,429	658,429	778,758	120,329
Billing and Collections	6,032	-	-	-	-
Print and Mail Services	3,984	-	-	-	-
Meter Services	309,222	362,863	362,863	390,495	27,632
Total	**$ 1,536,600**	**$ 1,615,909**	**$ 1,615,909**	**$ 1,685,044**	**$ 69,135**

Source of Funding:

General Fund	$ 193,235
Library Fund	6,672
Highway User Revenue Fund	11,576
Transportation Fund	279,250
Water and Wastewater Fund	922,697
Stormwater Fund	16,865
Airport Fund	35,023
Solid Waste Fund	203,412
SEMS Fund	16,314
	$ 1,685,044

Commentary:

The Revenue Section operating budget increased 2%. There are Capital expenditures ($62,000), resulting in an overall increase of 4%. The Personnel Services increase of 1% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 3% are due to increased costs for computer equipment and other miscellaneous services. Commodities increases of 49% are due to increases in credit card fees and postage increases. Major capital (>$10,000) includes a meter services vehicle.

Mission

The mission of the Finance section is to ethically provide oversight, fiscal management and customer service through accountability and transparency.

Program Description

The Finance section provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting and financial reporting.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Implementation of a Transparency Website with OpenGov software

Strategic Plan Priority: Invest in Our People

- ✓ Provided budget and other finance related training to various divisions/sections and individual one-on-one training sessions
- ✓ Implementation of Phase II of Market Based Pay
- ✓ Implementation of new PSPRS and EORP (Public Safety and Elected Official) pension plan changes

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Issued $10 million in revenue bonds for Road Repair and Street Safety projects and $1 million in general obligation bonds for various city projects
- ✓ For the 23rd consecutive year, received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for FY 2017
- ✓ For the 23rd consecutive year, received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2016
- ✓ No findings, material weakness and significant deficiencies reported as part of the FY 2016 financial and single audit

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Provided Finance staff with internal/external training

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Develop and communicate a Finance Code of Ethics and standard operating procedure manual

Strategic Plan Priority: Invest in Our People

- ➢ Implementation of new time entry software
- ➢ Implementation of new Innoprise software for Work Management, Capital Assets, and Payroll/Human Resources

- Provide City-wide and one-on-one training opportunities to employees on payroll, budgeting, the City's ERP system and other finance related topics
- Process PSPRS refunds to current and retired employees
- Implementation of Phase III of Market Based Pay

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Implement GASB 77 for tax abatement disclosures

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Continue to provide training and professional growth opportunities for Finance staff

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To provide financial transparency reporting

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create and maintain transparency website (OpenGov)	>500 Visitors	N/A	N/A	250	500

Strategic Priority – Goal: Provide Exceptional Service - Demonstrate Respect, Equity and Strong Ethics

Strategic Objective: Develop and communicate a Finance Code of Ethics and Finance Internal Controls

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create the document, educate Finance staff and have sign off on the document	100%	N/A	N/A	N/A	75%

Strategic Priority – Goal: Invest in Our People - Ensure Effective Resources for Employees

Strategic Objective: Provide technical expertise to employees to facilitate decision making

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Accurate grant financial and compliance reporting	<10 Revised Reports	N/A	N/A	10	10
Accurate payroll financial and compliance reporting	<4 Corrected/ Reissued Payroll Checks	N/A	4	4	4
Accurate accounts payable financial and compliance reporting	<5 Corrected/Reissued 1099s	N/A	N/A	5	5

Strategic Objective: Ensure finance employee provide training and presentations to City staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Finance staff to provide citywide trainings	>10	3	3	7	10

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Provide accurate and timely financial information to internal and external customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Timely and accurate regulatory financial reports	100%	N/A	N/A	100%	100%
Timely and accurate GFOA financial reports	100%	100%	100%	100%	100%
Timely and accurate financial reports with no single audit findings reported	0	3	0	0	0

Strategic Objective: Maintain minimum level of fiscal policy

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Meeting minimum bond rating level of AA-	100%	100%	100%	100%	100%
Meeting minimum level of fund balance for all funds	100%	100%	100%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Training staff in applicable rules and regulations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Report minimum level of education during the year	100%	N/A	N/A	75%	100%

Section: **034 - Finance**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,033,598	$ 1,255,706	$ 1,255,706	$ 1,126,712	$ (128,994)
Contractuals	62,317	84,552	71,052	52,930	(31,622)
Commodities	39,588	19,034	19,034	13,076	(5,958)
Total	**$ 1,135,503**	**$ 1,359,292**	**$ 1,345,792**	**$ 1,192,718**	**$ (166,574)**
Expenditures by Program:					
General Administration	$ 164,185	$ 144,808	$ 144,808	$ 125,669	$ (19,139)
Accounting	481,188	651,473	637,973	681,930	30,457
Payroll	184,871	252,407	252,407	259,487	7,080
Accounts Payable	95,862	80,385	80,385	125,632	45,247
Grants Management	209,397	230,219	230,219	-	(230,219)
Total	**$ 1,135,503**	**$ 1,359,292**	**$ 1,345,792**	**$ 1,192,718**	**$ (166,574)**

Source of Funding:	
General Fund	$ 834,697
Library Fund	64,173
Highway User Revenue Fund	40,614
Transportation Fund	30,511
Water and Wastewater Fund	104,302
Stormwater Fund	7,637
Airport Fund	33,182
Solid Waste Fund	64,402
SEMS Fund	13,200
	$ 1,192,718

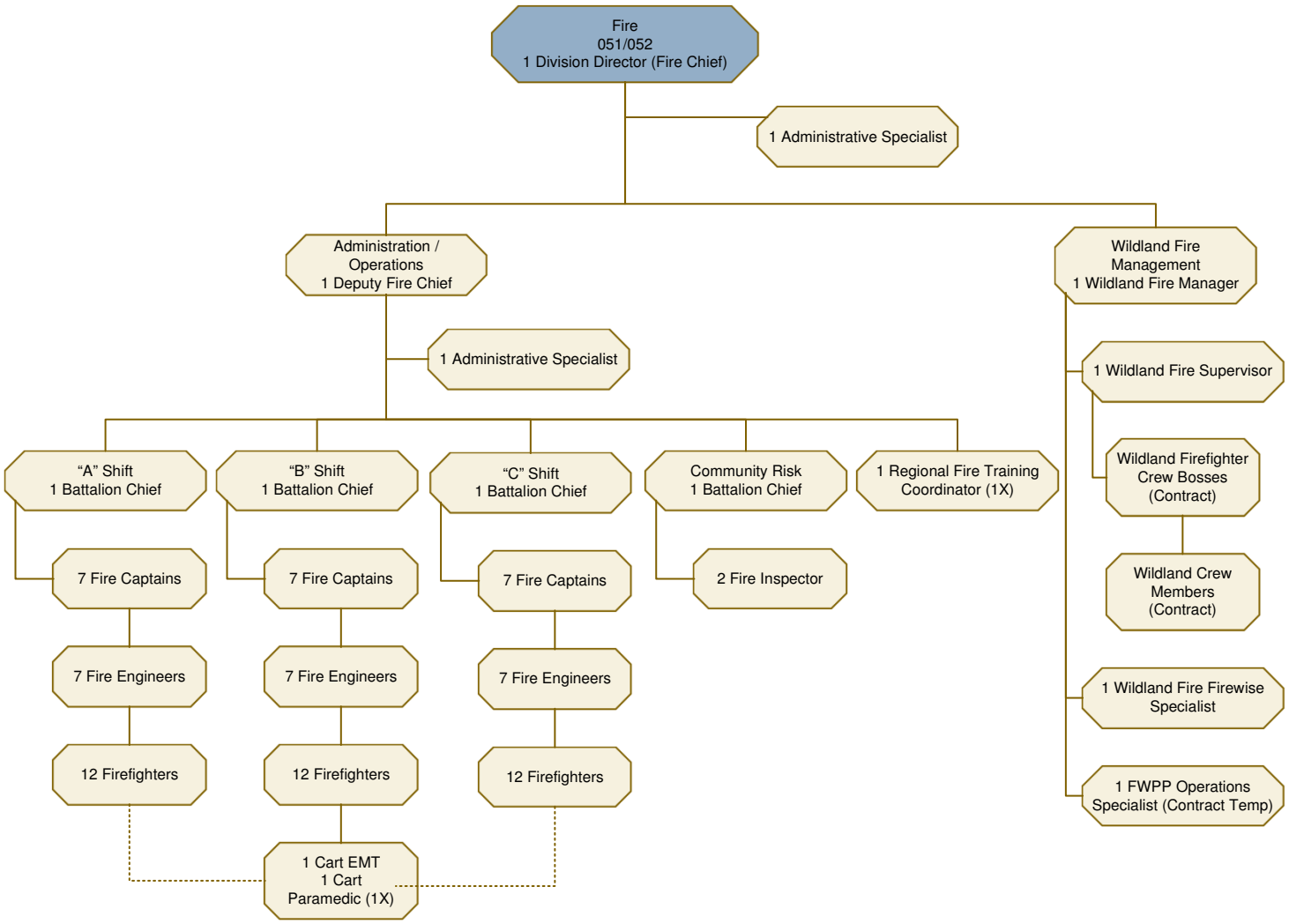
Commentary:
The Finance operating budget has decreased 12% and there are no capital expenditures. The Personnel Services decrease of 10% is due to three FTE Grant Program positions being moved from Finance to Purchasing, offset by market pay increases and an increase in medical and dental insurance. Contractuals decreases of 37% and Commodities decreases of 31% are due to the Grant Program being moved from Finance to Purchasing. There is no major capital (>$10,000) for this section.

pepsi
AMPHITHEATER AT FORT TUTHILL COUNTY PARK

Fire Division
Mission

The mission of the **Flagstaff Fire Division** 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.

Fire


Fire
051/052
1 Division Director (Fire Chief)
1 Administrative Specialist
Administration / Operations
1 Deputy Fire Chief
1 Administrative Specialist
Wildland Fire Management
1 Wildland Fire Manager
1 Wildland Fire Supervisor
Wildland Firefighter Crew Bosses (Contract)
Wildland Crew Members (Contract)
1 Wildland Fire Firewise Specialist
1 FWPP Operations Specialist (Contract Temp)
"A" Shift
1 Battalion Chief
"B" Shift
1 Battalion Chief
"C" Shift
1 Battalion Chief
Community Risk
1 Battalion Chief
1 Regional Fire Training Coordinator (1X)
7 Fire Captains
7 Fire Captains
7 Fire Captains
2 Fire Inspector
7 Fire Engineers
7 Fire Engineers
7 Fire Engineers
12 Firefighters
12 Firefighters
12 Firefighters
1 Cart EMT
1 Cart Paramedic (1X)

Mission

The Mission of the 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, Community Risk, Training, Operations and Wildland Fire Management.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Increased call volume by approximately 11%, with total calls for service at 14,040 in calendar year 2016
- ✓ Developed a cooperative response agreement on the 180 corridor to enhance service levels to both the City of Flagstaff and the Summit Fire District which brings the closest units regardless of jurisdiction
- ✓ Utilized an ASRS Paramedic along with an EMT on the CART to provide better service coverage and increase their scope of work; when staffed, and proper EMD, FFD saw an increase of 60% in responses by this unit
- ✓ Provided 1,225 (3,675 man hours) company inspections and 515 fire inspector inspections (300 man hours)
- ✓ Held critical patient scene time under 25 minutes 85% of the time
- ✓ Invested in a new electronic patient care field reporting system; this will provide better EMS tracking, decrease report documentation times and meet new state medical reporting recommendations
- ✓ Maintained a paramedic on every fire unit in the City 85% of the time to provide Advanced Life Support care
- ✓ Saved an estimated $56 million dollars from fire loss, compared to only $1.67 million in estimated loss
- ✓ Convinced the Summit Fire board to bring all 911 calls back into the FPD dispatch center for regional efficiency
- ✓ All Fire inspections are now completed electronically by our division, with the assistance of a partnership with Northern Arizona University; this new process streamlines operations documentation and enhances our customer service

Strategic Plan Priority: Invest in Our People

- ✓ Provided internal professional development opportunities for an interim deputy chief position and acting opportunities at the battalion chief, captain and engineer positions through an Intergovernmental Agreement (IGA)
- ✓ Facilitated a regional academy through Greater Flagstaff Region (GFR) to build better regional efficiency and save money through spreading out resources and instructors
- ✓ Hired four paramedics and put three through class to up our paramedics available in the City for All-Risk and EMS response; FFD continues to look for ongoing budgetary support in this area
- ✓ Created a new task book for engineer and captain to facilitate consistency in professional development
- ✓ Participated in the first-ever International Association of Fire Chiefs exchange of wildland fire program staff
- ✓ Staffed the vacant Flagstaff Watershed Protection Project (FWPP) Operations Specialist position

- ✓ Provided well over the 16,811 hours of documented individual training to division personnel
- ✓ In 2016 FFD hired a new fire inspector and are now in the process of getting him specific fire protection inspection training to assist in the increasing workload

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Put together an eight (8) year apparatus replacement plan that works directly with all divisions and Fleet which is projected to save $3.73 million dollars over the typical replacement schedule
- ✓ Invoiced the State $1.1 million in reimbursable Wildfire callout incidents (38 separate incidents)
- ✓ Awarded $206,000 in Forest health and management grant funds
- ✓ Awarded $195,000 for a regional grant "Blue Card" to enhance regional command and control tactics
- ✓ Worked with Summit Fire and Medical District to save and reinitiate a contract protection area that retains almost $60,000 annual income to the City

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Reallocated $587,000 for a new Engine to better serve division apparatus and Team Flagstaff needs
- ✓ Finished the first year of an IGA with Summit Fire Department to provide management oversight with some significant areas of success in operational efficiencies and financial balance
- ✓ Continued to lead the Flagstaff Watershed Protection Project (FWPP): completed 26 planned major benchmarks (out of 30), treated 800 acres (thinning/harvesting and prescribed burns), completed lay-out and preparation of 4,000 acres, chipped 525 acres, reached conceptual agreement with the Navajo Nation on access and treatment of the Brookbank Meadow parcel, signed conducted numerous public outreach and education events, and have accounted for $3.4 million in partner contributions
- ✓ Removed 148 individual hazard trees throughout the community
- ✓ Continued leadership roles in Greater Flagstaff Forests Partnership (GFFP) and the Four Forests Restoration Initiative (4FRI) and have engaged in efforts with Camp Navajo to plan-and-develop a Biomass plant on the facility
- ✓ Completed the Observatory Mesa Natural Area Forest Stewardship Plan
- ✓ Initiated and utilized an Inter-Operability Crew Agreement with both Ponderosa Fire District and Summit Fire and Medical Department
- ✓ Lead the Community Wildfire Preparedness Day, including hosting the 1st Harvesting Methods Open House at the Aquaplex
- ✓ Treated property sustained 300% less acres lost than areas not treated by Wildfire Management efforts
- ✓ The adoption of the 2012 International Fire Code and local amendments to keep current with state minimum requirements as well as consistency with the building divisions' use of the 2012 IBC – future updates on both of these codes will come at the same time.
- ✓ In 2016 we categorized the community's operational maintenance inspections into high, moderate and low risk; future high risk inspections will be completed annually by fire inspectors and fire crews; moderate risk every other year; and low risk occupancies will become self-inspections
- ✓ Flagstaff Fire presented a Fire Safety presentation to eight of the thirteen public and private schools during Fire prevention month of this past year; the target group was students K-4 with a goal next year to schedule all thirteen schools

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Provide 90% paramedic staffing to all units 24/7
- ➢ Develop and launch new metrics to track staff time distribution and program accomplishments in Wildfire management

- Continue to establish drop boundary responses for improved service levels
- Continue to work towards regionalization in an effort to improve our service levels
- Work on improving the EMD response for "man-down" type calls

Strategic Plan Priority: Invest in Our People

- Revise staff position descriptions in the Wildfire management division
- Develop a battalion chief level task book to promote professional development
- Put all acting captains through the Blue Card certification process

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Improve our plans review and streamline permitting process
- Add clarity and consistency to our user fee program

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Develop a financial plan to bring long-term stability to the Wildland Fire Management program
- Procure through grants for active shooter equipment for our personnel
- Community Risk Fire Inspectors will complete 100% of all high-risk type occupancy inspections
- Look at options to further improve the IGA with Summit through blending of resources

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: On priority medical calls maintain a patient contact to transport time at 25 minutes 90% of the time

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Have paramedics on scene to initiate aggressive Advanced Life Support (ALS) care to reduce scene to hospital times	85%	84%	85%	86%	87%

Strategic Objective: Maintain a paramedic on all front line units for EMS service provision

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Have a paramedic on 100% of all EMS calls in order to provide ALS care	100%	86%	85%	88%	90%

Strategic Objective: Provide highly trained and equipped units to minimize the amount of damage due to structure fires

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Lost structures versus saved structures (based on actual assessed values)	80%	90%	97%	90%	90%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Promote Policies That Reflect a Positive and Safe Community

Strategic Objective: Our forests are resilient to disturbances in accordance with management objectives and regional plans

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Complete 500+ acres of combined treatment	500	1,379	2,032	1,250	1,100

Strategic Objective: Assess the risk of wildfire to the public and emergency personnel and work to minimize these through effective treatment and management

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Document the difference of average wildfire size on Treated vs. Non-Treated property and identify steps to address if target not met	100%	600%	600%	300%	300%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Provide the quickest possible response to 911 emergency calls

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Response time analysis based on meeting a combined turnout/travel time of six minutes	70%	56%	59%	60%	60%

Strategic Objective: Confine fire to room of origin in order to reduce risk to life and property loss

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Confine the fire to the room of origin 80% of the time	80%	82%	81%	80%	80%

Section: **051 - Fire Operations**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 10,290,252	$ 10,658,734	$ 10,658,734	$ 11,738,476	$ 1,079,742
Contractuals	481,006	420,800	420,800	429,800	9,000
Commodities	531,553	632,736	617,736	652,236	19,500
Capital	281,550	611,700	406,700	415,000	(196,700)
Total	**$ 11,584,361**	**$ 12,323,970**	**$ 12,103,970**	**$ 13,235,512**	**$ 911,542**

Expenditures by Program:

General Administration	$ 615,376	$ 656,893	$ 656,893	$ 990,300	$ 333,407
Fire Prevention	293,346	354,717	354,717	354,741	24
Training	77,323	83,254	83,254	86,946	3,692
Fire Suppression	10,257,561	10,945,915	10,725,915	11,422,233	476,318
Fuel Management	340,755	283,191	283,191	381,292	98,101
Total	**$ 11,584,361**	**$ 12,323,970**	**$ 12,103,970**	**$ 13,235,512**	**$ 911,542**

Source of Funding:

General Fund	$ 13,235,512	
	$ 13,235,512	

Commentary:

The Fire Operations Section operating budget has increased by 9%. There are capital expenditures ($415,000), resulting in an overall net increase of 7%. The Personnel Services increase of 10% is due to five retirement payouts, a market based pay increase, an increase in PSPRS, medical and dental insurance, acting pay and overtime authorized. Contractuals increases of 2% are due to Lexipol oversight for policy and procedures which put all policies in electronic format with annual updates and maintenance provided. In addition, QIC funding for Station #4 boiler, #4 kitchen equipment and roof, #2 broken concrete on rear ramp and #4 and #6 to repair, reseal and paint their respective parking lots. Training is now restored to pre-recession levels. Commodities increases of 3% are due to a restructuring of the budget to address shifts where needed, in addition to increased approved one-time authorizations for: personal protection equipment replacement for out of date/compliance suppression gear (year 2 of 3); TRT harnesses and rope replacements that are out of service date (year 2 of 3); replacement of SCBA masks that are out-of-stock for repair and replacement needs; new PPE for SAFER positions; repair equipment damaged on wildfire callouts from the wildfire equipment account, station aged mattress replacements and carryforward of the apparatus reallocation plan. Major capital (>$10,000) includes the replacement of two General Administration vehicles ($110,000); a partial rebuild of the 1998 75' Quint Ladder truck $100,000; and the carryforward for the re-chassis of Rescue 2 for $150,000.

Section: **052 - Fire Grants**

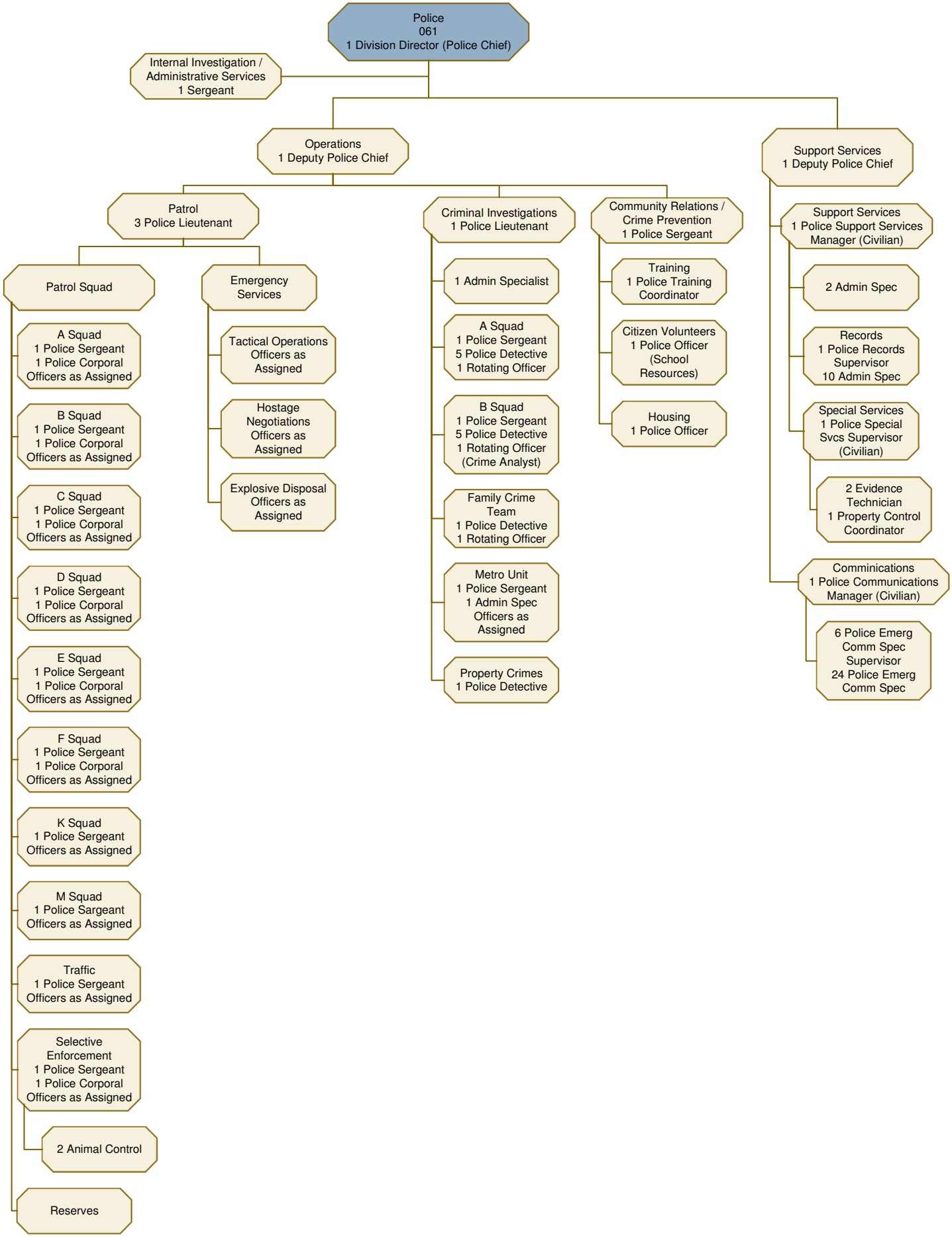
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ (17,836)	$ 11,900	$ 11,900	$ 613,938	$ 602,038
Contractuals	193,621	195,407	195,407	110,000	(85,407)
Commodities	(73,528)	41,200	41,200	77,500	36,300
Capital	-	35,000	35,000	45,000	10,000
Total	**$ 102,257**	**$ 283,507**	**$ 283,507**	**$ 846,438**	**$ 562,931**
Expenditures by Program:					
Camp Navajo	$ -	$ -	$ -	$ 25,000	$ 25,000
General Wildfire Response	(217,558)	-	-	-	-
AZ Homeland Security	-	40,000	40,000	75,000	35,000
GOHS	-	25,000	25,000	45,000	20,000
Assistance To Firefighter	-	205,407	205,407	100,000	(105,407)
SAFER	-	-	-	581,438	581,438
Naval Observatory Thinning FY10-19	-	5,800	5,800	10,000	4,200
Cooperative Forestry Assistance Grants	118,112	-	-	-	-
Fire- Coconino County -RX Fire Grant	-	7,300	7,300	10,000	2,700
Misc Fire Reimburseables	201,703	-	-	-	-
Total	**$ 102,257**	**$ 283,507**	**$ 283,507**	**$ 846,438**	**$ 562,931**
Source of Funding:					
	General Fund			$ 846,438	
				$ 846,438	

Commentary:
The significant increase in Personnel Services is due to budgeting for six new fire fighters and the SAFER (Staffing for Adequate Fire and Emergency Response) grant.

POLICE DIVISION
MISSION

The mission of the **Flagstaff Police Division** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

Police


Police
061
1 Division Director (Police Chief)
Internal Investigation / Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Patrol
3 Police Lieutenant
Criminal Investigations
1 Police Lieutenant
Community Relations / Crime Prevention
1 Police Sergeant
Patrol Squad
Emergency Services
A Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
B Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
C Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
K Squad
1 Police Sergeant
Officers as Assigned
M Squad
1 Police Sargeant
Officers as Assigned
Traffic
1 Police Sergeant
Officers as Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
Officers as Assigned
2 Animal Control
Reserves
Tactical Operations
Officers as Assigned
Hostage Negotiations
Officers as Assigned
Explosive Disposal
Officers as Assigned
1 Admin Specialist
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Officer
B Squad
1 Police Sergeant
5 Police Detective
1 Rotating Officer
(Crime Analyst)
Family Crime Team
1 Police Detective
1 Rotating Officer
Metro Unit
1 Police Sergeant
1 Admin Spec
Officers as Assigned
Property Crimes
1 Police Detective
Training
1 Police Training Coordinator
Citizen Volunteers
1 Police Officer
(School Resources)
Housing
1 Police Officer
Support Services
1 Police Support Services Manager (Civilian)
2 Admin Spec
Records
1 Police Records Supervisor
10 Admin Spec
Special Services
1 Police Special Svcs Supervisor
(Civilian)
2 Evidence Technician
1 Property Control Coordinator
Comminications
1 Police Communications Manager (Civilian)
6 Police Emerg Comm Spec Supervisor
24 Police Emerg Comm Spec

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, intelligence-led policing, and other proactive tactics to suppress 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Sharing of more data and information with the public via Facebook and creation and use of the new website FPD Transparency.com
- ✓ Provided exceptional service by providing employees with tools, training and support (i.e., provided officers with Lexipol daily training bulletins and continue to provide de-escalation training)
- ✓ Continued training of sworn personal in mental health first aid and in crisis intervention training (CIT)
- ✓ In order to maintain our strong ethical values it is mandated all sworn personal complete implicit bias training; provided a four hour session to all of our sworn personnel and are preparing to start the second phase with a two hour training session
- ✓ Implemented a Phase II 911 system and upgraded maps which will provide first responders with better locations, thus providing better response times
- ✓ Established protocols and began using electronic process for search warrants after courts have closed
- ✓ Will provide better service to the community with an additional animal control officer, granted last budget process to begin July of 2017
- ✓ Establish partnerships with faith based communities
- ✓ Reported a 2% decrease in violent crime
- ✓ Remained proactive in domestic violence investigations; reported a 9% decrease in reported incidents
- ✓ Reported a 7% decrease in injury related collisions

Strategic Plan Priority: Invest in Our People

- ✓ Corrected discrepancy/inequity of hazard pay for our SWAT team members
- ✓ Obtained additional budget funds for increase in uniform allowance/reimbursement from $1,000 to $1,200
- ✓ Continued efforts to advocate for employees to maintain competitive compensation by staying with in a market based pay plan
- ✓ Provided employees with the resources needed to attend a multitude of trainings so they are able to keep current on their certifications and become more proficient in their skills and abilities
- ✓ Continued to use grant funding and additional funding sources to provide body armor for officers
- ✓ Maintained peer mentoring program for patrol
- ✓ Provided Active Shooter/ Negotiations training for dispatchers in communications center
- ✓ Continued to purchase new Tasers and Taser equipment to remain current on less lethal force options
- ✓ Obtained Bair Analytics program for Crime Analyst to assist with CompStat related initiatives and predictive policing methods to locate "hot spots" for proactive policing

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Continued to be successful in grant opportunities that provide overtime compensation and equipment for traffic enforcement and special events
- ✓ Communications center has contracted with six (6) outside agencies for dispatch services which generates over $67,000 per year
- ✓ Currently have seven (7) detectives that take part in an FBI Task force that pays for overtime and some equipment

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Continued initiatives of joint police, prosecution and community confrontation of repeat offenders to deter criminal activity (including "pulling levers", repeat offender program, etc.)
- ✓ Continue to work with federal law enforcement partners (FBI, ATF, US Marshalls) on certain initiatives and task forces to help maintain and enhance a safe community

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Continue to build upon Citizen Liaison Committee to foster communication and education on current trends
- ➢ Begun to explore a program called Blue Courage/Nobility and Policy Training to enhance our service to the public and our commitment to ethical policing
- ➢ Continued training and growth in all aspects of social media so we may better inform our community
- ➢ Obtain additional officers to form an eight (8) squad format in patrol to help with calls for service, reduce call holding times and work load, therefore providing better service to our citizens
- ➢ Emphasize strategies to reduce property crime and continue efforts with the FRAPA (Flagstaff Retail and Assets Protection Association)
- ➢ Complete ethics training quarterly
- ➢ Continue to strengthen the community policing program
- ➢ Complete implicit bias training with Dr. Gooding
- ➢ Train all patrol officers in the eight hour Mental Health First Aid Training and/or one CIT 40 hour class in FY 2018

Strategic Plan Priority: Invest in Our People

- Continue to provide safety equipment through appropriate funding for ballistic vest, uniform allowance and grant opportunities
- Continued training through Lexipol and continued trainings through AZPOST and other qualified sources
- Stay within market based pay plan, which should help retain employees both sworn and civilian
- Maintain current IT related initiatives such as body camera program and stay current on IT related equipment and software
- Keep funds available for training for both sworn and civilian personnel
- Continue to provide leadership training
- Work towards an eight (8) squad format in patrol to better align staffing with calls for service and work load
- Maintain safety equipment, such as ballistic vests and helmets, Tasers, new motorcycle helmets and explore the use of a mini robot for Emergency Response Teams
- Establish a training calendar to include annual proficiency training
- Continue to provide in-house training on report writing
- Continue to integrate employee wellness (physical and mental) into organizational culture
- Increase the division's efforts toward climate resiliency and preparedness through various efforts (Woods Watch, Op 40, and Fire Prevention); continue training on emergency operations, conducting EOC tabletop exercises and after action reviews

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue to look for grant opportunities for salaries, overtime and equipment
- Maintain proper oversight of current budget and grants to assure monies are appropriated and used correctly

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Continue to work with federal and local law enforcement partners to enhance public safety
- Continue to work with the Citizens Liaison Committee (CLC) and other community organizations to continue building and enhancing those relationships as we continue our positive steps towards community policing
- Continue efforts to enhance all community policing projects such as night court, National Night Out and the Citizens Police Academy
- Strengthen the intern program in the Public Information Office
- 5% reduction in property crime from the previous three-year average
- 5% reduction in violent crime from the previous three-year average

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Maintain positive citizen feedback on customer surveys and quality assurance questionnaires

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Send out 50 customer surveys per month	77%	85%	86%	87%	88%

Strategic Objective: Continue community policing programs and outreach efforts

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Conduct two citizen police academies per year, continue holding public meetings - outreach	Increase Participation 5%	269	320	250	275

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Reduce the number of founded complaints on employees

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase training to emphasize exemplary service/commitment to department mission	Reduction of 5% Annually	4	7	2	1

Strategic Objective: Maintain average patrol response time

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Accurately dispatch emergency calls for service	<5.52 Minutes	4.32	4.27	4.22	4.19

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Conduct de-escalation training

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide training to all sworn officers	100%	N/A	25%	50%	100%

Strategic Priority – Goal: Invest In Our People - Provide Competitive Compensation

Strategic Objective: Maintain market based pay plan for sworn and dispatch

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Stay abreast of changes in the market	100% of Market Change	100%	0%	0%	0%

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: Reduce work related injuries

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Continued safety training and situational awareness	Annual Reduction	11	10	9	8

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Reduce property crime

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Review monthly property crime reports through CompStat program and review hot spots	Reduce by 5% Annually	2,659	2,816	2,700	2,686

Strategic Objective: Reduce traffic collisions and associated injuries

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Review monthly traffic collisions - review hot spots and conduct enforcement efforts	Reduce by 5% Annually	2,962	2,871	2,780	2,668

Strategic Objective: Reduce Part 1 violent crimes

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase enforcement activities by patrol officers through investigations	<3.68 per 1,000 Residents	3.60	3.50	3.58	3.43

Strategic Objective: Continue enforcement emphasis on serial inebriate related crimes

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Directed patrol efforts, CompStat initiatives, hot spot monitoring and woods watch	5% Reduction Annually	183	231	210	207

Section: **061 - Police Operations**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 15,685,693	$ 16,234,332	$ 16,234,332	$ 17,266,065	$ 1,031,733
Contractuals	1,503,486	1,477,755	1,477,755	1,571,690	93,935
Commodities	327,283	1,153,645	939,880	996,328	(157,317)
Capital	533,946	117,300	93,195	352,105	234,805
Total	**$ 18,050,408**	**$ 18,983,032**	**$ 18,745,162**	**$ 20,186,188**	**$ 1,203,156**

Expenditures by Program:

General Administration	$ 1,542,126	$ 2,679,192	$ 2,679,192	$ 2,725,893	$ 46,701
Patrol	10,539,513	10,131,535	9,893,665	10,943,324	811,789
Detectives	2,106,242	2,027,330	2,027,330	2,169,399	142,069
Records	788,296	744,664	744,664	766,162	21,498
Communications	2,208,852	2,398,960	2,398,960	2,555,685	156,725
Special Services	669,329	613,169	613,169	678,935	65,766
Crime and Prevention Training	196,050	388,182	388,182	346,790	(41,392)
Total	**$ 18,050,408**	**$ 18,983,032**	**$ 18,745,162**	**$ 20,186,188**	**$ 1,203,156**

Source of Funding:

General Fund	$ 20,186,188
	$ 20,186,188

Commentary:

The Police Operations operating budget has increased by 5%. There are capital expenditures ($352,105), resulting in an overall net increase of 6%. The Personnel Services increase of 6% is mainly due to market based pay increases, PSPRS pension rate increases and medical and dental insurance increases. The Contractuals increase of 6% is mainly due to additional maintenance for computer and other equipment. The Commodities decrease of 14% is mainly due to prior year approved one-time authorizations for WebRMS upgrades. Major capital (>$10,000) includes replacement of five (5) patrol vehicles ($174,000), replacement of one (1) administration vehicle ($28,000) and the purchase of three (3) new patrol vehicles ($150,000).

Section: **062 - Police Grants**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 505,082	$ 448,664	$ 448,664	$ 1,076,806	$ 628,142
Contractuals	151,324	188,800	188,800	173,800	(15,000)
Commodities	514,672	512,462	512,462	449,826	(62,636)
Capital	-	144,300	144,300	172,000	27,700
Total	**$ 1,171,078**	**$ 1,294,226**	**$ 1,294,226**	**$ 1,872,432**	**$ 578,206**

Expenditures by Program:

Metro Grant	$ 291,660	$ 333,327	$ 333,327	$ 447,874	$ 114,547
COPS Hiring Grant	1,326	-	-	570,560	570,560
COPS Hiring (City Share) One Year Obligation	192,419	-	-	-	-
RICO Funds for Police	94,735	80,965	80,965	67,628	(13,337)
Law Enforcement Officer Reimbursement	212,644	98,000	98,000	-	(98,000)
GOHS - DUI Enforcement	75,358	165,636	165,636	195,000	29,364
State HLS - Livescan Fingerprint Mach	-	22,300	22,300	50,000	27,700
RICO/METRO Overtime	42,126	50,000	50,000	50,000	-
Bullet Proof Vest	8,844	16,500	16,500	16,500	-
FY12 PSN Gang Prevention & Education	-	10,000	10,000	10,000	-
Homeland Security "SLOT" Overtime	2,477	-	-	-	-
Dispatch Services Agreement (NPS)	5,000	15,000	15,000	15,000	-
Statewide Gang Task Force(GITEM)	21,146	149,372	149,372	90,744	(58,628)
10-AZ Home Land Security	-	102,000	102,000	102,000	-
AZ Internet Crimes Child	3,873	4,500	4,500	4,500	-
GOHS Clicket or Ticket	30,880	-	-	-	-
Edward Byrne Memorial (JAG)	-	5,000	5,000	5,000	-
FY 14 NA Gang Task Force OT	27,262	95,000	95,000	95,000	-
RICO-Metro Equipment	93,554	74,000	74,000	80,000	6,000
RICO-Metro Equipment	38,205	32,626	32,626	32,626	-
RICO-PD Equipment	3,099	40,000	40,000	40,000	-
ATF SLOT Overtime	26,470	-	-	-	-
Total	**$ 1,171,078**	**$ 1,294,226**	**$ 1,294,226**	**$ 1,872,432**	**$ 578,206**

Source of Funding:

General Fund	$ 1,872,432
	$ 1,872,432

Commentary:

The Personnel Services increase of 140% is due to budgeting for six (6) new Police Officers and the COPS grant.

COMMUNITY DEVELOPMENT DIVISION MISSION

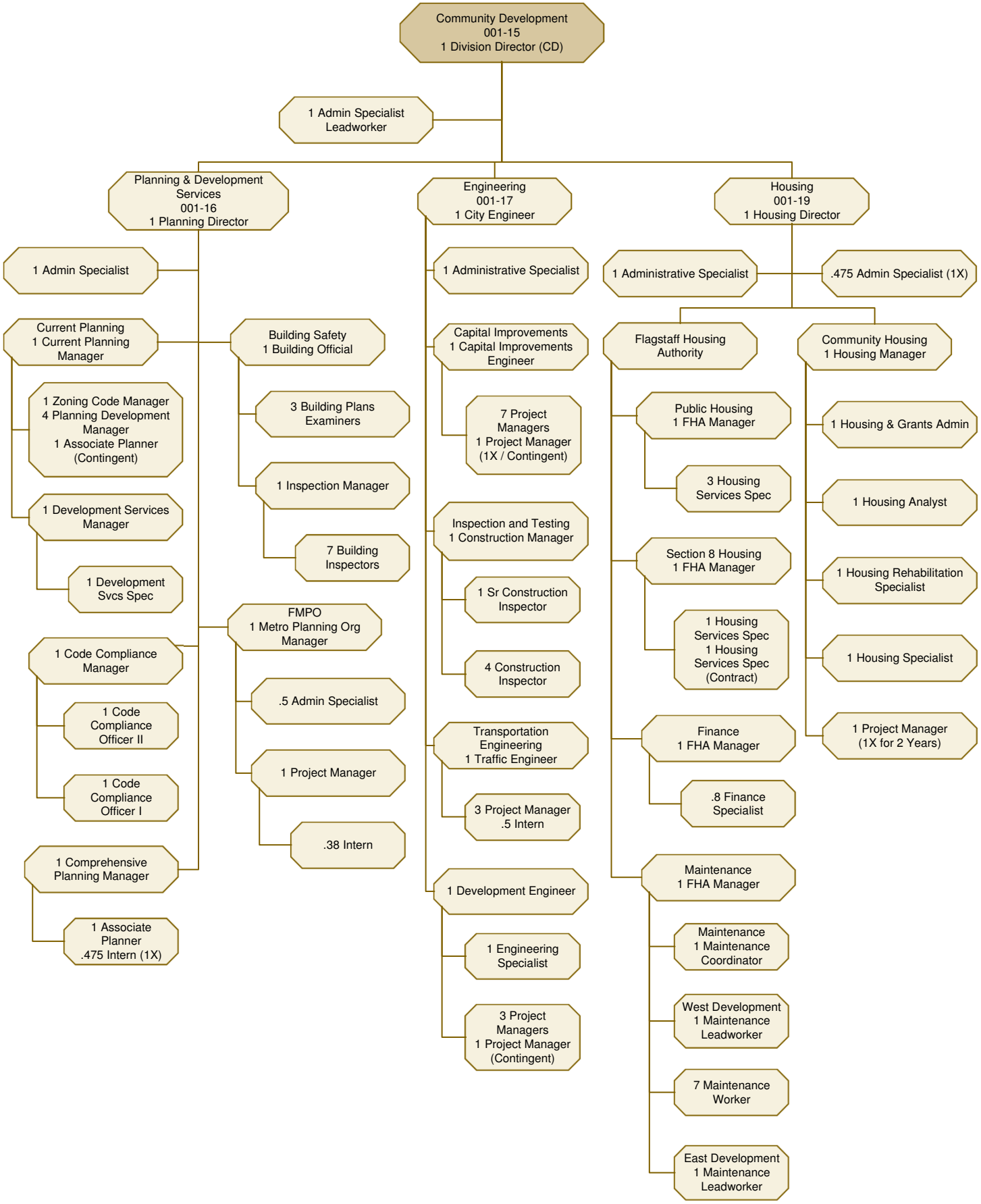
The missions of the **Community Development Administration, Engineering Section, Planning and Development Services Section** are to be client focused teams that enable quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies and plans.

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 Metropolitan Planning Organization (FMPO)** is to leverage cooperation to maximize resources among local governments and partners for the creation, maintenance and preservation of a sound multi-modal transportation system. Our vision is to create the finest multi-modal transportation system in the country for a region of similar size.

Community Development



Community Development	Section 101	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, Housing, Flagstaff Housing Authority and Planning and Development Services sections. Administration also serves Community Development by coordinating issue resolution with other City divisions and with external agencies.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Disposal of City-owned property at Butler/Lone Tree to further affordable housing goals

Strategic Plan Priority: Invest in Our People

- ✓ Certified Public Manager for the Planning Director

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Arizona Department of Transportation (ADOT)/City/Private Partner Milltown Redevelopment – redevelopment of 17 acres along Milton Road including major transportation infrastructure improvements to University Drive and Beulah/Yale

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ John Wesley Powell Area Specific Plan – funding by City, procuring professional services and meetings with area property owners

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Advance the SLEDS study to continue to provide a world-leading, dark skies compliant street light system

Strategic Plan Priority: Invest in Our People

- ➢ Continue tradition of Certified Public Manager training for key management staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ ADOT/City/Private Partner Milltown Redevelopment – redevelopment of 17 acres along Milton Road including major transportation infrastructure improvements to University Drive and Beulah/Yale
- ➢ Work with ADOT on study to replace existing 4th Street/I-40 bridges – create four travel lanes on 4th Street

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- John Wesley Powell Area Specific Plan – funding by City, procuring professional services and meetings with area property owners
- Work with Army Corps of Engineers to advance Rio de Flag project to 100% design – if funding approved by Federal Government

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Foster clear and consistent communication

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Hold weekly meetings with section heads	50	95%	95%	95%	95%

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: Maintain and enhance a safe and positive organizational culture

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Hold quarterly staff meetings and quarterly leadership team meetings	8	100%	100%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Deliver outstanding services through a healthy environment, resources and infrastructure

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Advance major development and capital projects	Total Advanced	N/A	N/A	66	66

Section:	**101 - Community Development**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 257,615	$ 260,824	$ 260,824	$ 272,849	$ 12,025
Contractuals	53,193	47,134	47,134	50,434	3,300
Commodities	13,369	11,378	11,378	11,378	-
Capital	2,729	-	-	-	-
Total	**$ 326,906**	**$ 319,336**	**$ 319,336**	**$ 334,661**	**$ 15,325**
Expenditures by Program:					
General Administration	$ 326,906	$ 319,336	$ 319,336	$ 334,661	$ 15,325
Total	**$ 326,906**	**$ 319,336**	**$ 319,336**	**$ 334,661**	**$ 15,325**
Source of Funding:					
	General Fund			$ 334,661	
				$ 334,661	

Commentary:
The Community Development section operating budget has increased by 5%. There are no capital expenditures (> $10,000), resulting in an overall net increase of 5%. The Personnel Services increase of 5% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increased by 7% to enable training for the Certified Public Manager's program for key staff. Commodities remained unchanged from the prior year.

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 four programs: Capital Improvements (see Section 103), Transportation Engineering, Development Engineering and Engineering Inspection and Testing.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

Administration
- ✓ Responsive to the needs of Council, citizens, City Manager and other divisions/sections
- ✓ Attended Council meetings, Executive Sessions and Work Sessions
- ✓ Attended regular meetings with Flagstaff Unifies School District's (FUSD) Assistant Superintendent of Operations
- ✓ Attended regular coordination meetings with Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) staff
- ✓ Attended bi-monthly meetings with Arizona Department of Transportation's (ADOT) District Engineer and staff
- ✓ Monitored and reported out on established performance measures for the Engineering section
- ✓ Provided consistent leadership and support for the Engineering section
- ✓ Member of the Change Order Committee
- ✓ Member of Flagstaff Metropolitan Planning Organization's (FMPO) Technical Advisory Committee

Development Engineering
- ✓ Assisted internal divisions/sections/programs with service requests for field surveying, preparation and review of legal descriptions and records retention of as-built drawings for public infrastructure
- ✓ Continued to refine and simplify processes in order to improve internal/external customer service
- ✓ Performed liaison role for numerous ADOT projects
- ✓ Participated in County's Utility Coordination meetings

Transportation Engineering
- ✓ Member of FMPO Technical Advisory Committee
- ✓ Continued meeting with ADOT Flagstaff District staff to discuss mutual transportation issues
- ✓ Supported the Transportation Commission to engage the public and provide forum for public input
- ✓ Sponsored a Northern Arizona University (NAU) Civil Engineering Capstone Team
- ✓ Presented to NAU Student ITE Chapter meetings
- ✓ Met with FUSD Administration staff, Thomas Elementary, Knoles Elementary, Kinsey Elementary, Northland Prep Academy, BASIS, Haven Montessori and Pine Forest Charter School on school area safety and circulation concerns
- ✓ Coordinated enforcement and outreach efforts with Flagstaff Police Department – Patrol, in various neighborhoods throughout the community
- ✓ Coordinated with NAIPTA staff on bus routing and bus stop concerns and modifications, also attended a multi-day NAIPTA five-year plan development retreat

Strategic Plan Priority: Invest in Our People

Administration
- ✓ Conducted Engineering section staff meetings
- ✓ Conducted Engineering section Program Manager meetings
- ✓ Toured completed, current and future projects
- ✓ Member of the Inter-Division Staff (IDS) development review team
- ✓ Member of Community Development's (CD) Oversight Team

Transportation Engineering
- ✓ Hosted numerous ITE and Federal Highway Administration (FHWA) produced webinars for City, FMPO and ADOT staff on topics including Bicycle and Pedestrian programs, MUTCD updates and Innovative Traffic Control Devices
- ✓ One staff member completed a Master's in Engineering Management

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Development Engineering
- ✓ Reviewed numerous Inter-Division Staff (IDS) applications for land development projects (pre-application, concept and site plans)
- ✓ Reviewed and processed construction plan applications for required public improvements associated with private development projects
- ✓ Performed Single Point of Contact duties and managed construction phase, including Certificate of Occupancies, for a number of challenging high profile commercial and multi-family land development projects
- ✓ Continued archival of dated records and drawings including relocation to records retention warehouse
- ✓ Managed User Fee Analysis (conducted by Finance) on behalf of Community Development

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Transportation Engineering
- ✓ Ensured proper signal timing/operation of 57 city owned traffic signals and pedestrian actuated crosswalks
- ✓ Managed signage/striping improvements associated with capital and private development projects
- ✓ Addressed citizen concerns/complaints related to the transportation network through use of internal tracking system, including a customer survey closeout process
- ✓ Conducted traffic studies and ordered associated improvements to ensure safe traffic operation
- ✓ Provided support for Traffic Impact Analyses associated with land development applications
- ✓ Provided private and capital plan reviews on numerous projects
- ✓ Continued developing projects related to the Highway Safety Improvement Program
- ✓ In cooperation with the FMPO, continued developing revised Transportation Impact Analysis guidelines for private development projects
- ✓ In coordination with Capital Improvements developed plans and specifications for the Butler Avenue Corridor advanced signal timing project
- ✓ Managed Street Lighting to Enhance Dark Skies (SLEDS) consultant contract including stakeholder team chartering and project meetings with consultant as well as attended Citizen Lighting Committee meetings.
- ✓ Supported the High Occupancy Housing Transportation Group
- ✓ Supported Economic Vitality in establishment of Comprehensive Parking Management Plan
- ✓ Prepared a trip generation and parking demand report for student housing projects
- ✓ Participated the Inter-Division Staff (IDS) meetings
- ✓ Participated in the Engineering Standards Revision Committee

Engineering Inspection and Testing
- ✓ Performed 11,066 inspections in the City-of-way
- ✓ Performed 3,898 materials tests (asphalt, concrete and soils)
- ✓ There was no warranty work required on completed projects this fiscal year

- ✓ Continued NICET (National Institute of Certification in Engineering Technologies) certifications for all staff
- ✓ Ensured that inspectors obtained ACI (American Concrete Institute) Concrete Field Testing – Grade I
- ✓ Ensured that inspectors obtained ATTI (Arizona Technical Testing Institute) Field
- ✓ All inspectors received competent certification in Trench and Excavations as well as Confined Space Entry
- ✓ Successfully managed private sector consultant provided Materials Testing services with budget

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

Administration
- ➢ Provide leadership and support for Engineering section staff
- ➢ Work closely with other divisions/sections to ensure thorough communication
- ➢ Increase Engineering section's use of the City's webpage
- ➢ Continue to improve citizen's satisfaction with Engineering section's work outcome through defined performance measurements
- ➢ Maximize use of Innoprise project tracking software and review with Council performance measures regarding processing of development applications
- ➢ Support City Manager's Work Plan

Development Engineering
- ➢ Ensure proper records retention of construction plan record drawings for public infrastructure and ease of availability for our customers
- ➢ Continue working with GIS staff to ensure a team-centered approach for implementation of address procedures and development record drawings
- ➢ Continue working with all City departments to develop an ongoing process for regular updates to the City of Flagstaff Engineering Standards
- ➢ Adopt new processes and technology for conducting electronic plan review to reduce the amount of paper required for plan review (Bluebeam)
- ➢ Continue liaison role for ADOT projects
- ➢ Continue to participate in County's Utility Coordination meetings

Transportation Engineering
- ➢ Continue to support the Transportation Commission and its advisory committees to engage the public and establish positive working relationships
- ➢ Continue to develop and create efficiencies in the Transportation Engineering's customer service processing and tracking systems

Engineering Inspection and Testing
- ➢ Continue to provide timely inspections and materials tests for both private development and capital improvement projects

Strategic Plan Priority: Invest in Our People

Administration
- ➢ Ensure a well-trained, team centered, client focused staff
- ➢ Promote leadership's culture and values

Engineering Inspection and Testing
- ➢ Encourage increased levels of NICET certifications through continued education and testing
- ➢ Continue to administer materials testing contract for professional services to be within allotted budget and to provide expected level of customer service

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Development Engineering
- Review IDS applications for land development projects (pre-application, concept and site plans)
- 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 Certificate of Occupancy 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 Design and Construction Standards and Specifications for New Infrastructure

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Transportation Engineering
- Ensure proper signal timing/operation of 57 city owned traffic signals and pedestrian actuated crosswalks
- Address citizen concerns/complaints related to the transportation network through use of internal tracking system, including a customer survey closeout process
- Conduct traffic studies and order associated improvements to ensure safe traffic operation
- Provide support for Traffic Impact Analyses (TIA) associated with land development applications
- Provide private and capital plan reviews on numerous projects
- Coordinate with Public Works and local astronomical community to develop revised Engineering Standards for roadway lighting
- Ensure successful operation of Butler/Huntington Corridor advanced signal timing project

Engineering Inspection and Testing
- Ensure reliable, quality infrastructure through implementation of the Engineering Design and Construction Standards and Specifications for New Infrastructure
- Ensure compliance with approved plans and permitted conditions.
- Continue to maintain an extremely low amount of warranty wok on construction projects
- Continue to ensure the publics, contractor's and staff's safety on all permitted projects in the right-of-way
- Coordinate with utility franchise companies to ensure their permitted work is completed in a timely fashion

Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Promote Policies That Reflect a Positive and Safe Community

Strategic Objective: Ensure that private developments mitigate project impacts and provide required public improvements in accordance with publicly adopted standards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide comprehensive and punctual construction plan review to be in accordance with the Engineering Standards	>90% in 30 Work Days or Less	100%	100%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

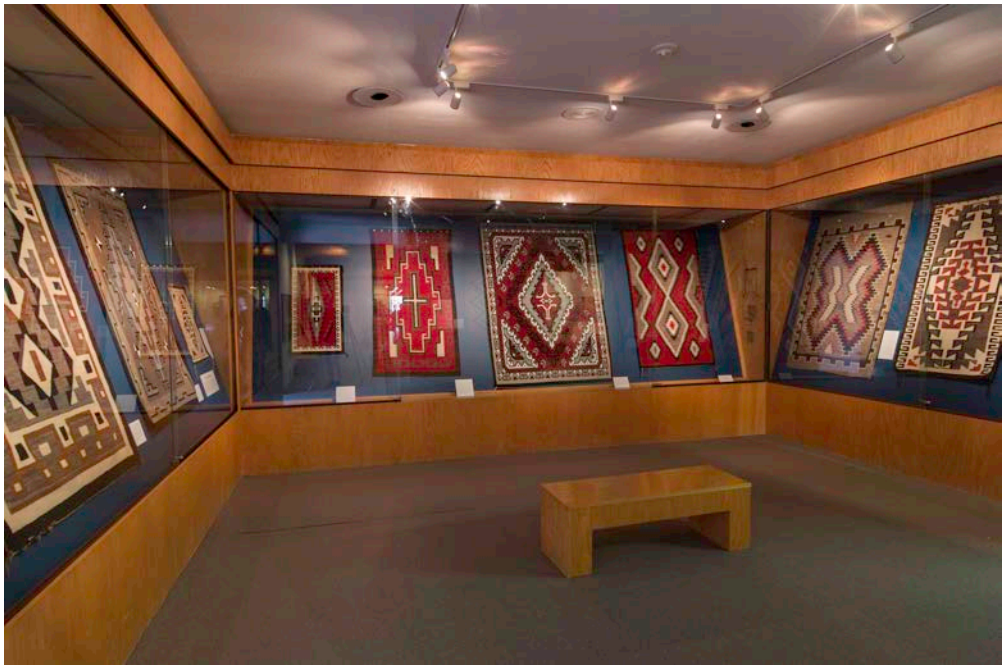
Strategic Objective: Provide safe and high quality roadway, water, sewer and drainage systems for long lasting use by our community and guests

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase contractor's performance and understanding of the Engineering Standards and construction plans and specifications through communication in order to ensure construction quality and efficiency	>95% of Inspections Pass on Initial Performance	98%	97%	98%	98%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Maintain or improve traffic, bicycle and pedestrian safety as traffic volumes, congestion and delays increase

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Professionally evaluate and improve transportation network's operational safety, as a result of citizen input, staff observation, agency collaboration or Transportation Commission recommendation	>80/Year (Studies and/or Work Orders)	88	71	80	90



Section: **102 - Engineering**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,373,768	$ 1,492,284	$ 1,492,284	$ 1,611,324	$ 119,040
Contractuals	206,402	251,978	251,978	252,978	1,000
Commodities	(56,219)	(162,053)	(162,053)	(157,053)	5,000
Capital	-	-	-	30,000	30,000
Total	**$ 1,523,951**	**$ 1,582,209**	**$ 1,582,209**	**$ 1,737,249**	**$ 155,040**

Expenditures by Program:

General Administration	$ 196,457	$ 209,192	$ 209,192	$ 218,253	$ 9,061
Transportation Engineering	289,264	348,322	348,322	365,667	17,345
Development Engineering	414,553	424,674	424,674	517,150	92,476
Public Works Inspection	515,067	600,021	600,021	636,179	36,158
Materials Testing	108,610	-	-	-	-
Total	**$ 1,523,951**	**$ 1,582,209**	**$ 1,582,209**	**$ 1,737,249**	**$ 155,040**

Source of Funding:

General Fund	$ 1,357,867
Highway User Revenue Fund	379,382
Stormwater Fund	-
	$ 1,737,249

Commentary:

The Engineering section operating budget has increased by 8%. There are capital expenditures (>$10,000), resulting in an overall net increase of 10%. The Personnel Services increase of 8% is due to a market based pay increase as well as an increase in medical and dental insurance. In addition, there is a one-time increase in authorized inspection overtime of $5,000 and one FTE for a Project Manager. Contractuals remain flat. Commodities decrease of 3% is due to prior year one-time authorizations. Current year one-time authorizations include computer equipment for the new Project Manager position along with affiliated workspace setup needs. Capital of $30,000 is for the replacement of a Fleet vehicle.

Mission

The Capital Improvements Program provides for the delivery of high quality community projects that improve the quality of life for the citizens of Flagstaff through the efficient management of public resources.

Program Description

The Capital Improvements Program coordinates the development of the City's Five-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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Managed/administered design and construction of numerous City projects, including one year warranty period
- ✓ Coordinated planning/programming of 5-Year plans for FUTS and Transportation Tax

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Continued project definition and development efforts through project scoping for programmed projects
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers
- ✓ Continued project management services for several water/sewer replacement projects
- ✓ Continued delivery of Transportation Tax funded projects
- ✓ Continued coordination with ADOT on several grant funded projects
- ✓ Continued delivery of Highway Safety Improvements Program (HSIP) projects
- ✓ Continued delivery of full reconstruct projects and utility replacements and overlays bundled projects associated with the Road Repair and Street Safety Tax
- ✓ Continued work on Adaptive Signal Control Technology for the Butler/Huntington Corridor (Beaver to Fourth)
- ✓ Continued delivery of numerous FUTS projects

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ 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

Strategic Plan Priority: Invest in Our People

- ➢ Maintain well trained and team-centered staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Ensure development and completion of all public facilities and infrastructure in a manner that promotes the effective delivery (on-time commitment and within approved budget) of basic services and assures the public's safety
- Provide assistance and expertise to develop a strategic plan to advance delivery of the Rio de Flag 100 year flood control project
- 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 delivery of Transportation Tax, Road Repair & Street Safety Tax, FUTS, Utility Replacement, General Government (Bond Funded) and ADOT/HSIP administered projects
- Continue delivery of the next phases of Sunnyside Improvements

Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Foster public trust by delivering prioritized community improvements with limited public funds

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Deliver capital projects within budget	>90% Within 5% of Authorized Amount	90%	91%	90%	90%

Strategic Objective: Foster public trust by delivering community improvements that minimize construction related impacts to adjacent businesses and residents and to the traveling public

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Deliver capital projects within schedule	>90% Within Three Months of Accepted Schedule	97%	94%	90%	90%

Section: **103 - Capital Improvements**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 843,980	$ 873,191	$ 873,191	$ 968,328	$ 95,137
Contractuals	8,608	18,092	18,092	19,383	1,291
Commodities	(1,115,440)	(1,022,909)	(1,022,909)	(1,138,150)	(115,241)
Total	**$ (262,852)**	**$ (131,626)**	**$ (131,626)**	**$ (150,439)**	**$ (18,813)**

Expenditures by Program:

General Administration	$ 18,112	$ 30,183	$ 30,183	$ 30,183	$ -
Capital Improvement Engineering	(322,478)	(161,809)	(161,809)	(180,622)	(18,813)
ADOT Project Coordination	3,810	-	-	-	-
5 Year Capital Program Development	37,704	-	-	-	-
Total	**$ (262,852)**	**$ (131,626)**	**$ (131,626)**	**$ (150,439)**	**$ (18,813)**

Source of Funding:

GENERAL FUND	$ (150,439)
	$ (150,439)

Commentary:
The Capital Improvements operating budget has increased 14% and there are no capital expenditures planned. Personnel Services increases of 11% are due to the addition of one FTE for a new Project Manager, a market based pay increase and an increase in dental and health insurance. The Capital Improvement 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 and 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. The Code Compliance program works with owners to ensure the health and well-being of the community. Our customers include the general public, developers, trade groups, other city and county staff, the Planning and Zoning Commission and the City Council.

The Section is divided into four programs:

The **Current Planning Program** is responsible for education, administration and implemention of the adopted Zoning Code and Flagstaff Regional Plan 2030. The program also prepares amendments to the Zoning Code. The program provides single point of contact service to both our clients and our various customers by coordinating City wide conditions and comments through the Inter-Divisional Staff meetings. 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 and subdivision plats. Work will continue on various amendments to the City Code and implementation of the Flagstaff Regional Plan 2030.

The **Comprehensive Planning Program** 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 and Neighborhood Specific Plans. It also provides technical assistance to City departments and other government agencies to ensure proposed developments, programs, master plans and goals and policies support the vision of the Regional Plan. Coordination of the Regional Plan with other City Code updates and the review of development applications is also a priority. This program is also the Census contact for the City.

The combined **Building Safety Program** is responsible for the education, administration and enforcement of 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 construction. This program consists of a plan review group that reviews both residential and commercial construction plans, and an inspection group 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 **Code Compliance** staff promotes 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. The codes enforced include those in zoning, solid waste, rights of way, nuisance and licensing. In addition, the program manages volunteers who participate in graffiti abatement and education. Ensuring that the Zoning Code is up-to-date and coordinated with the Regional Plan is also a priority.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Current Planning Manager serves as the staff liaison and provides administration to the Planning and Zoning Commission and the Board of Adjustment
- ✓ 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
- ✓ Configuring and maintaining Innoprise software to Community Development module for all permits and processes
- ✓ Improved the Concept Applications process, which allows our clients to obtain a consensus of a proposed development prior to seeing a site plan review; this modification is a direct response from our customers to streamline our requirements without an unduly burden for the applicant nor for staff
- ✓ Maintained the Current Planning Business Practices manual; the manual fully documents all of the business processes, steps, requirements and techniques related to Current Planning
- ✓ Initiated a refinement tracking system of all permits, process and procedures related to the front counter; audit all permit applications to maintain updated requirements, processing and procedures
- ✓ Implemented and educated clients concerning the zoning code
- ✓ Continued to provide assistance to the Housing section on work force housing projects; the Current Planning Program discusses affordable housing with the various rezoning, site plan and subdivision applications
- ✓ Assisted Comprehensive Planning Program with Flagstaff Regional Plan 2030 implementation
- ✓ Refinement of the single point of contact system in concert with the development review process
- ✓ Updated the Current Planning and Front Counter Procedures and Processes manuals
- ✓ Manage and operate Community Development's TV that informs our clients, customers and stakeholders of current events
- ✓ Updated and streamlined the Concept and Site Plan Review checklist
- ✓ Processed the first phase of Zoning Code amendments
- ✓ Completion of the Flagstaff Regional Plan Annual Report
- ✓ Increased public participation through the Flagstaff Community Forum (an online citizen engagement tool) in coordination with city Communications staff and the Flagstaff Metropolitan Planning Organization (FMPO); the Forum has been selected by the Alliance for Innovation as a case study for the 2017 Transforming Local Government conference
- ✓ Launched an online interactive map that is automatically updated with Regional Plan data from City GIS servers
- ✓ Initiation of the High Occupancy Housing Plan; held ten public meetings and conducted online public engagement throughout the process
- ✓ Preparing a contract for Community Mapping and Visioning associated with the Southside Neighborhood Specific Plan
- ✓ Assist other City and partner planning efforts, including Regional Transportation Plan (RTP) Update (FMPO), Airport Master Plan, Bicycle and Pedestrian Master Plan and NAIPTA Spine Route Study
- ✓ Began test review of sample plans using Bluebeam Plan Review software for electronic plan review
- ✓ Began resulting field inspections in real-time with laptops and printers
- ✓ Streamlined plan reviews through the one to three day plan review for small projects
- ✓ Kept 99% of field inspections on a next day response time

Strategic Plan Priority: Invest in Our People

- ✓ Provided ongoing training and certification maintenance for our planners, plans examiners, building inspectors, development services staff and code compliance officers
- ✓ Planning Director completed Certified Public Manager program
- ✓ There were no personnel accidents or job injuries for all Building Safety

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ The Current Planning Program reviewed a total of 132 concept and site plan proposals though-out the review period
- ✓ Assisted with the detailed review of approximately 126 miscellaneous building permits during the fiscal year
- ✓ The Current Planning Program management processed 66 lot splits during the year
- ✓ Adoption of plan amendments to Chapter 3 of the Regional Plan
- ✓ Updated Regional Plan data for amendments
- ✓ Completed the Annexation and Rezoning for the Timber Sky development
- ✓ Completed a charrette for P3 property to foster a redesign the development

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Member of the State of Arizona P3 committee
- ✓ Completed the Annexation and Rezoning of the City's Open Space properties
- ✓ The Graffiti Busters program volunteers recorded 862 abatements this fiscal year as of February 2017
- ✓ Enforcement of sidewalk violations including failure to remove snow and ice and failure to keep sidewalks clear from overgrown vegetation; there have been over 300 cases recorded and abated
- ✓ Support of the Solid Waste section through active enforcement of solid waste code violations; in FY 2017 there have been 67 cases recorded and abated
- ✓ Participation in neighborhood cleanups in support of local organizations (i.e., in October 2016 effort was widespread across town with volunteers cleaning tunnels under I-40, transient camps off of 4th Street and Butler Avenue and graffiti and trash cleanup at Lay-Z-Boy property)
- ✓ Worked with the County Adult Probation Program to retrieve shopping carts and return them to stores
- ✓ Progress on the abatement of dangerous and unsightly buildings using existing City Codes and procedures and through a database of all suspected or identified distressed properties; the majority of distressed properties have been either abated or buildings in violation demolished, mostly by the property owner; as of February 2017 there are 14 distressed properties remaining
- ✓ Configured and implemented the Innoprise permitting software for Building Safety
- ✓ Filled new Building Inspector position
- ✓ Reviewed building plans for large mixed use projects in-house instead of sending to second party plan review

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Implement the Regional Land Use and Transportation Plan and administer the Zoning Code trough 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, lot-split request and coordinate land sync system
- ➢ Provide Current Planning Program staff assistance to implementing 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
- ➢ Provide excellent customer service
- ➢ Fully implement electronic plan review process
- ➢ Develop the Citizen Access portion of Innoprise to handle electronic plan submittals and what Citizens can view
- ➢ Continue to find ways to speed up plan review and conduct better inspection practices

Strategic Plan Priority: Invest in Our People

- Continue to fund training to maintain professional certifications and licenses
- Send one manager to the Certified Public Manager program

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Completion of the next Regional Plan Annual Report
- Prepare for and commence updates to City Code Title 11 (General Plans and Subdivisions)
- Assist and support John Wesley Powell Specific Plan, NAIPTA with five-year plan update, and Bicycle and Pedestrian Master Plan
- Complete High Occupancy Housing Plan in Fall 2017
- Complete Southside Neighborhood Specific Plan by Spring 2018

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Coordinate City input into the 2020 Census operational preparations
- Outreach with Arizona Department of Transportation (ADOT) and other related agencies on transit, safety and congestion in the South Milton Corridor
- Recruit additional Graffiti Busters' volunteers to increase abatement numbers in the next fiscal year
- Partner with the Downtown Business Alliance (DBA) Clean Team to work together in graffiti abatements and trash cleanup in the downtown area

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Effectively implement codes and standards through efficient and accurate review of development applications

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Process development applications	100%	99%	99%	99%	99%

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Maintain professional certifications (Planners-AICP; Building Department and counter certifications)

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Attend appropriate training for specific certifications	75%	100%	100%	100%	100%

Strategic Priority – Goal: Provide Exceptional Service - Demonstrate Respect, Equity and Strong Ethics

Strategic Objective: Review development and zoning applications adhering to the AICP code of ethics

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Planners maintain AICP membership	100%	100%	100%	85%	85%

Strategic Priority – Goal: Invest In Our People – Ensure Effective Resources for Employees

Strategic Objective: Ability to accurately report implementation of the Regional Plan Annual Report

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Produce the Regional Annual Report	90% or Greater/ One New Metric	N/A	0%/60	98%/4	98%/1

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Trend of Regional Plan Implementation

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Produce the Regional Annual Report	75%	N/A	N/A	N/A	75%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Progress on implementing the Regional Plan through specific plans

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create new specific plans and update adopted plans	One Underway/ Under Review and Completion Variable	1/0	1/1	2/2	1/3

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Invite the public to collaborate on PDS-led plans, policies and code updates (Advanced Planning, Current Planning and FMPO)

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track number of public meetings in Planning and Development Services	5	3	6	12	10
Track number of participants for each public meeting and online public engagement	100 Participants	N/A	N/A	250	200

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Upkeep of the Regional Plan

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track amendments to the Regional Plan	1	N/A	2	1	1

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Review and inspect building permit applications

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Implement building and safety codes through plan review and inspections	100% Error Free	97%	97%	97%	97%

Section: **104 - Planning and Development Services**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 2,108,716	$ 2,286,300	$ 2,186,300	$ 2,458,390	$ 172,090
Contractuals	173,792	248,120	194,120	289,420	41,300
Commodities	55,096	60,801	60,801	73,801	13,000
Total	**$ 2,337,604**	**$ 2,595,221**	**$ 2,441,221**	**$ 2,821,611**	**$ 226,390**

Expenditures by Program:

General Administration	$ 233,740	$ 236,615	$ 236,615	$ 238,177	$ 1,562
Advanced Planning	166,767	238,318	184,318	336,711	98,393
Building Plan Review	297	-	-	-	-
Building Inspection	923,261	1,086,943	986,943	1,108,492	21,549
Current Planning	619,254	645,123	645,123	878,635	233,512
Code Compliance	205,344	204,719	204,719	74,603	(130,116)
Code Compliance-SEMS	188,941	183,503	183,503	184,993	1,490
Total	**$ 2,337,604**	**$ 2,595,221**	**$ 2,441,221**	**$ 2,821,611**	**$ 226,390**

Source of Funding:

General Fund	$ 2,821,611
	$ 2,821,611

Commentary:

The Planning and Development section operating budget has increased by 9%. There are no capital expenditures (> $10,000), resulting in an overall net increase of 9%. The Personnel Services increase of 8% is due to a market based pay increase as well as an increase in medical and dental insurance, net of the addition of 2.475 FTE for an Associate Planner, a Building Inspection Manager, a Building Inspector and a .475 Comprehensive Planning Intern and a reduction of an Inspection Supervisor. Personnel Services also includes a one-time for Emergency On Call Inspections of $10,000. In addition, there are budgeted expenditures for staff retirements. Contractuals increases of 17% are due to one-time authorizations for credit card service processing charges ($20,000), Plan and Code Linking ($100,000), one-time FY17 to FY18 carryforward for the Southside Neighborhood Plan ($50,000) and High-Occupancy Housing ($5,000). Commodities increases of 21% reflect one-time increases for computer technology, workspace needs, vehicle support costs, and other items for the new personnel. There is no capital requested for this section.

Mission

The mission of the Housing section is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular Flagstaff's workforce and low/ moderate income households thus fostering a diverse and sustainable community.

Program Description

The Housing section administers the Community Development Block Grant Entitlement Program; provides technical assistance to non-profits in the community seeking Federal or State funding to provide services for low or moderate income members of the community; designs and implements new affordable housing programs as funding allows, such as the Community Land Trust Program; works with the greater housing community to develop City policies encouraging private sector solutions for affordable housing; works to encourage development of affordable housing not related to policy; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation or provides support for numerous community planning processes and documents.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Administered all aspects of the permanent affordability program
  - o Managed right of first refusal, resale and client requests for 25 deed restricted homes and 20 land trust units
  - o Post purchase support for Izabel and Habitat land trust program homeowners
  - o Contract and relationship management for partners providing affordability administration (Housing Solutions of Northern Arizona and Habitat)
  - o Obtained a formal commitment from Timber Sky for 100 permanently affordable units to be incorporated into the City of Flagstaff Land Trust Program
  - o Conducted a Request for Proposals process for the City owned parcel located at 308 Elden
- ✓ 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
- ✓ Administered the Owner Occupied Housing Rehabilitation (OOHR)
  - o Completed two OOHR projects within City limits
  - o Continued Intergovernmental Agreement (IGA) with Coconino County for administration of the County's Housing Rehabilitation program – completed two projects in Coconino County
  - o OOHR program monitored by Arizona Department of Housing (ADOH) and US Department of Housing and Urban Development (HUD) with no findings

Strategic Plan Priority: Invest in Our People

- ✓ Managed the Employer Assisted Housing Program for the Police Department (for sworn and dispatch personnel) – assisted eight households (26 individuals)

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ In partnership with Habitat for Humanity of Northern Arizona, sold one newly constructed Izabel Home to a qualified household
- ✓ Continued contract management with Housing Solutions of Northern Arizona for long term administration of Izabel Homes
- ✓ Assisted developers interested in possibly applying for Low Income Housing Tax Credits
- ✓ Continued to assist the Townsite Community Land Trust with start-up
- ✓ Participated in developer negotiations as appropriate with Development Services
- ✓ Participated on the High Occupancy Housing Plan team
- ✓ Participated in Front Door (Coordinated Entry) implementation
- ✓ Provided Community Development Block Grant (CDBG) funding to benefit vulnerable populations
  - o Flagstaff Shelter Services – Operational Assistance for Housing Services and Winter Overflow Program
  - o Coconino County Community Services – Housing Stabilization
  - o Flagstaff Shelter Services – Energy Efficiency Rehabilitation
  - o Housing Solutions of Northern Arizona – Housing Assistance and Counseling
  - o Northland Family Help Center – Shelter Renovations
  - o City of Flagstaff - Owner Occupied Housing Rehabilitation
  - o City of Flagstaff – Hal Jensen Recreation Center Rehabilitation
- ✓ Lead agency for the 2016 Project Homeless Connect
- ✓ Lead agency for the 2016 Coconino County Point in Time
- ✓ Served on the Executive Board for the local Continuum of Care
- ✓ Participated actively in the Coconino County Action Advisory Board
- ✓ Participated actively in the Closing the Gap Committee
- ✓ Administered Federal and State grants successfully
- ✓ Continued public education on fair housing and landlord/tenant laws

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Evaluate the Owner Occupied Housing Rehabilitation Program for program efficiencies and sustainability
- ➢ Seek community feedback on housing programs and specifically evaluate the workflow of the Section 8 and Public Housing programs
- ➢ Convert Section 8 and Public Housing application process to an online process

Strategic Plan Priority: Invest in Our People

- ➢ Create an Employer Assisted Housing program for City of Flagstaff employees
- ➢ Complete physical relocation of Housing Staff from City Hall to Siler Offices

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Review the incentives provided in both the Zoning Code and the Incentive Policy for Affordable Housing for effectiveness and present an updated Incentive Policy, based on community input, to Council for review
- ➢ Identify potential timeline and funding resources for achieving Council's Affordable Housing goals

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Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Assure greatest utilization of Public Housing units and Section 8/VASH Vouchers possible

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Maintain 98% or higher occupancy rate	98%	Achieved	Achieved	>98%	>98%

Strategic Objective: Assure timely client and resident recertification

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Maintain 98% or higher annual recertification rate	98%	Achieved	Achieved	>98%	>98%

Strategic Objective: Maintain High Performer score

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Achieve a score of 90% or higher in the Public Housing Assessment System (PHAS) and Section Eight Management Assessment System (SEMAP)	>90%	Achieved	Achieved	>90%	>90%

Strategic Objective: Increase number of affordable units

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Add additional affordable housing units to the housing stock in Flagstaff	5%	N/A	N/A	5%	5%

Strategic Objective: Administer grant funding in full compliance with funding source requirements

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Achieve full grant compliance	100%	100%	100%	100%	100%

Section:	**105 - Housing**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 294,804	$ 321,103	$ 321,103	$ 400,836	$ 79,733
Contractuals	6,904	9,158	9,158	9,158	-
Commodities	(44,732)	(57,954)	(57,954)	(57,954)	-
Total	**$ 256,976**	**$ 272,307**	**$ 272,307**	**$ 352,040**	**$ 79,733**
Expenditures by Program:					
General Administration	$ 249,133	$ 267,207	$ 267,207	$ 346,940	$ 79,733
Land Trust	7,843	5,100	5,100	5,100	-
Total	**$ 256,976**	**$ 272,307**	**$ 272,307**	**$ 352,040**	**$ 79,733**
Source of Funding:					
	General Fund			$ 352,040	
				$ 352,040	

Commentary:
The Housing section operating budget has increased by 29%, with no capital items. The Personnel Services increase of 25% is due primarily to the addition of a new Housing Project Manager, a market based pay increase and an increase in medical and dental insurance. Contractuals and Commodities overall remain at the same levels as prior year budget.

Section: **106 - Community Housing Services**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Contractuals	$ 343,660	$ 838,942	$ 23,400	$ 1,366,883	$ 527,941
Total	**$ 343,660**	**$ 838,942**	**$ 23,400**	**$ 1,366,883**	**$ 527,941**

Expenditures by Program:

General Administration	$ -	$ 33,000	$ -	$ 33,000	$ -
Revolving Loan - General Fund	43,232	118,770	23,400	200,001	81,231
Workforce Housing Incentives	44,997	193,031	-	183,617	(9,414)
Workforce Housing Development	-	1	-	325,001	325,000
Land Acquisition - GF	255,431	494,140	-	429,894	(64,246)
ADOH Loan Repayment - Home	-	-	-	195,370	195,370
Total	**$ 343,660**	**$ 838,942**	**$ 23,400**	**$ 1,366,883**	**$ 527,941**

Source of Funding:

Housing and Community Services Fund	$ 1,366,883
	$ 1,366,883

Commentary:
The Community Housing Services operating budget has increased by 63%, with no capital items. There are no Personnel Services in this section. Contractuals increases of 63% are due to increases in other miscellaneous services for affordable housing land and building acquisitions. There are no commodities or capital items for this section.

Section: **107 - Community Housing Grants**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Contractuals	$ 232,588	$ 1,130,000	$ 86,000	$ 1,044,000	$ (86,000)
Commodities	32	-	-	-	-
Total	**$ 232,620**	**$ 1,130,000**	**$ 86,000**	**$ 1,044,000**	**$ (86,000)**

Expenditures by Program:

AZ Housing Trust Funds	$ -	$ 330,000	$ -	$ 330,000	$ -
Home Grant Rehab	80,946	450,000	-	450,000	-
Coconino County Housing Grants	151,674	350,000	86,000	264,000	(86,000)
Total	**$ 232,620**	**$ 1,130,000**	**$ 86,000**	**$ 1,044,000**	**$ (86,000)**

Source of Funding:

Housing and Community Services Fund	$ 1,044,000
	$ 1,044,000

Commentary:
The Community Housing Grants operating budget has decreased by 8%, with no capital items. There are no Personnel Services. Contractuals decreases of 8% are due to decreases in other miscellaneous services for housing rehabilitations. There are no commodities for this section. There is no major capital (>$10,000) for this section.

Section:	**108 - Community Development Block Grants**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 68,804	$ 64,867	$ 64,868	$ 74,037	$ 9,170
Contractuals	478,465	834,774	798,511	956,332	121,558
Commodities	36,544	-	-	8,395	8,395
Capital	147,035	-	-	-	-
Total	**$ 730,848**	**$ 899,641**	**$ 863,379**	**$ 1,038,764**	**$ 139,123**
Expenditures by Program:					
CDBG Entitlement Administration	$ 115,932	$ 64,867	$ 64,868	$ 90,823	$ 25,956
CDBG Construction of New Homes	219,247	-	-	-	-
CDBG Public Improvement	151,752	-	-	-	-
CDBG Housing Rehab	40,867	150,000	293,908	39,810	(110,190)
CDBG Miscellaneous Projects	6,630	56,400	45,000	750,000	693,600
CDBG Home Buyers Assistance	92,125	183,530	83,849	103,078	(80,452)
CDBG Public Facility	43,078	332,244	327,289	6,480	(325,764)
CDBG Housing Stabilization	9,562	24,600	10,752	16,286	(8,314)
CDBG Public Facility Ops	51,655	88,000	37,713	32,287	(55,713)
Total	**$ 730,848**	**$ 899,641**	**$ 863,379**	**$ 1,038,764**	**$ 139,123**
Source of Funding:					
	Housing and Community Services Fund			$ 1,038,764	
				$ 1,038,764	

Commentary:
The Community Development Block Grants operating budget has increased by 15%, with no capital items. The Personnel Services increase of 14% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 15% are due to increases in other miscellaneous services for the CDBG construction of new homes, public improvement and housing rehabilitation programs. There is no major capital (>$10,000) for this section.

Mission

The mission of the Flagstaff Housing Authority Program 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 Program is committed to operating in an efficient, ethical, and professional manner. The Housing Authority Program will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this mission.

Program Description

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing, administers 333 Section 8 Housing Choice Vouchers and 106 VASH Vouchers for Veterans. We partner with the Veterans Administration (VA) on this program. We also manage Clark Homes, 80 units of 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Partnered with Parks and Recreation Department to begin providing after school youth services at the Siler Homes Activity Center
- ✓ Opened Siler Homes office over lunch hour to provide increased access for residents and applicants

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Maintained Public Housing High Performer status from Housing and Urban Development (HUD). This system measures financial management, maintenance and physical plant and overall management the of public housing program, including a lease-up rate in excess of 98% for the year ending June 30, 2016
- ✓ Maintained High Performer status for the Section 8 Housing Choice Voucher Program, including a lease up rate of 94.7% for the year ended June 30, 2016
- ✓ Continued to upgrade units, grounds and replace aging equipment by utilizing HUD's Capital Fund Program
- ✓ Received award of additional 20 VASH Vouchers, effective January 1, 2017

FY 2018 Initiatives – *See Section 105*

Performance Measures – *See Section 105*

Section: **109 - Flagstaff Housing Authority**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,406,501	$ 1,693,575	$ 1,693,575	$ 1,707,328	$ 13,753
Contractuals	4,018,381	4,217,587	4,217,587	4,588,895	371,308
Commodities	245,559	85,670	85,670	85,670	-
Capital	309,044	639,554	404,554	642,172	2,618
Total	**$ 5,979,485**	**$ 6,636,386**	**$ 6,401,386**	**$ 7,024,065**	**$ 387,679**
Expenditures by Program:					
Low Income Public Housing	$ 2,005,119	$ 2,545,607	$ 2,310,607	$ 2,588,712	$ 43,105
Sec 8 housing Choice Voucher/MO	3,635,479	3,722,540	3,722,540	4,060,295	337,755
Non-HUD Program	43,134	39,644	39,644	40,107	463
Flagstaff Housing Corp	295,753	328,595	328,595	334,951	6,356
Total	**$ 5,979,485**	**$ 6,636,386**	**$ 6,401,386**	**$ 7,024,065**	**$ 387,679**
Source of Funding:					
	Flagstaff Housing Authority Fund			$ 7,024,065	
				$ 7,024,065	

Commentary:
The Housing Authority operating budget has increased 6%. Personal Services increases of 1% are due to a market based pay increase and an increase in dental and medical insurance. Contractuals increases of 9% are primarily due to an increase in Section 8 Voucher assistance payments. Commodities remained flat year over year. Major capital (>$10,000) is $642,172 for housing related projects.

Mission

The mission of the Flagstaff Metropolitan Planning Organization (FMPO) is to leverage cooperation to maximize resources among local governments and partners for the creation, maintenance and preservation of a sound multi-modal transportation system. Our vision is to create the finest multi-modal transportation system in the country for a region of similar size

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Completion of the Regional Transportation Plan update with solid recommendations for future transportation investments and policy
- ✓ Held half-day retreat with FMPO Boards, Committees and Stakeholders to define what it means to thrive as an organization and to set strategic directives for improving service
- ✓ Updated Title VI Plan and reporting and outreach procedures and efforts

Strategic Plan Priority: Invest in Our People

- ✓ Advancement of the Roads and Streets Operations and Maintenance Efficiency Study that, when implemented, will result in greater efficiency and productivity in the Public Works Streets division
- ✓ Supported FMPO Manager in his participation on the Association of Metropolitan Planning Organization Board of Directors

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Completed the Milton Road Operations Alternatives Microsimulation Study to provide critical input to a forthcoming ADOT corridor study

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Successfully advanced by one-year funds for development of a Regional Strategic Transportation Safety Plan that will prioritize dangerous locations, solutions, and determine eligibility for funding
- ✓ Developed numerous working papers toward an Active Transportation Master Plan; policy development will proceed shortly
- ✓ Supported successful acquisition of two parcels for FUTS program
- ✓ To advance transportation choices, lower transportation costs and enable fuller societal participation by disadvantaged persons, participated with NAIPTA in production of the Bus Rapid Transit: Locally Preferred Alternative Study, Five-Year Transit Plan Update and Coordinated Public Transportation Human Services Plan Update

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Work closely with the FMPO Executive Board to refine the mission and vision, develop staffing plans, communications plans, and clear project and organizational priorities

Strategic Plan Priority: Invest in Our People

- Support Multimodal Planner in achieving American Institute of Certified Planner certification
- Evaluate Administrative Assistant for a broadband zone advancement
- Apply to have FMPO Manager enrolled in the Flagstaff Leadership Program
- Continue to support training opportunities for regional transportation and public works staff through the Local Technical Assistance Program

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Develop funding strategies and communications tools for a series of priority projects
- Support ADOT and regional partners in the development of Milton Road and US 180 Corridor Master Plans
- Support City of Flagstaff tax advisory committee in whatever capacity needed

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Work in partnership with the Northern Arizona Council of Governments and Central Yavapai MPO to produce the Regional Strategic Transportation Safety Plan
- Complete the Active Transportation Master Plan
- Work with the City of Flagstaff to see connectivity development standards, other policies and project successfully translated from the FMPO Regional Transportation Plan to a City Streets Master Plan

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Effectively communicate Flagstaff's regional transportation priorities to State and Federal funding agencies

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Communications	80% of Meetings Attended	20%	30%	50%	80%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Effectively pursue and utilize transportation grants

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Federal funding	95% of Funds Obligated	97%	97%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Trend of Regional Transportation Plan implementation

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Produce the Regional Transportation Plan annual report	75% Trending Positively or Stable	N/A	N/A	N/A	75%

Section: **110 - Flagstaff Metropolitan Planning Organization**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 263,250	$ 270,814	$ 270,814	$ 272,963	$ 2,149
Contractuals	474,299	350,639	274,105	529,984	179,345
Commodities	(16,683)	(26,535)	(26,535)	(13,685)	12,850
Total	**$ 720,866**	**$ 594,918**	**$ 518,384**	**$ 789,262**	**$ 194,344**

Expenditures by Program:

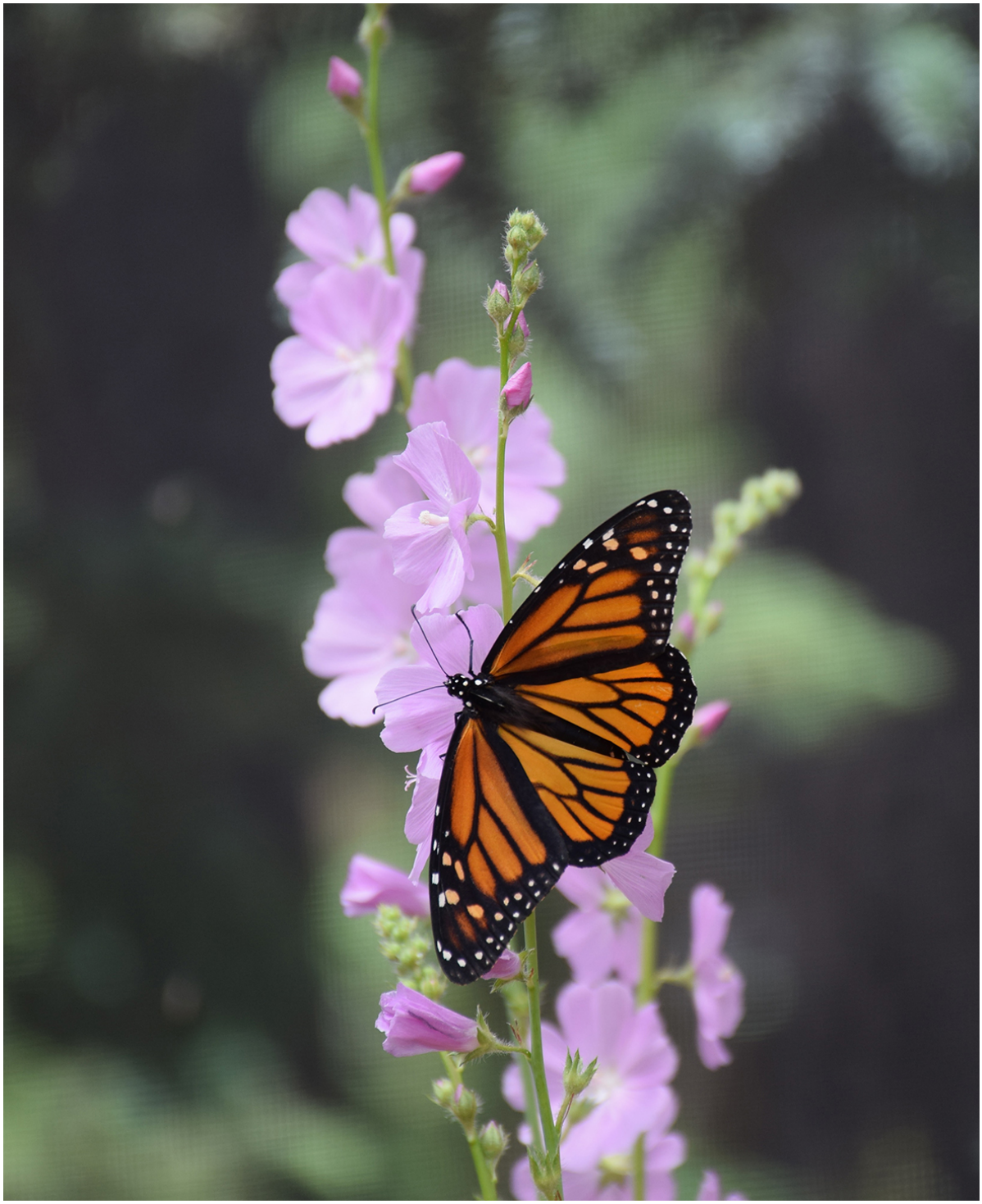
General Administration	$ 40,179	$ -	$ -	$ -	$ -
FMPO Administration	156,134	260,179	247,479	274,578	14,399
Short Range Data Collection	1,079	22,268	22,268	-	(22,268)
Short Range Transportation Improvements	3,813	950	950	1,300	350
Long Range Transportation Plan	72,373	600	600	1,800	1,200
Short Range Planning	182,243	241,332	177,498	260,834	19,502
Long Range Other Transportation	51,444	-	-	-	-
Public Information Program	1,298	750	750	750	-
Long Range Transit Plan	17,031	-	-	250,000	250,000
Transit Spine Route Study	195,272	68,839	68,839	-	(68,839)
Total	**$ 720,866**	**$ 594,918**	**$ 518,384**	**$ 789,262**	**$ 194,344**

Source of Funding:

Metropolitan Planning Fund	$ 789,262
	$ 789,262

Commentary:

The FMPO operating budget has increased by 33% and there are no capital expenditures. The Personnel Services increase of 1% is due to market pay increases as well as an increase in medical and dental insurance. Contractuals increases of 51% are mainly due to increased consultant fees. Commodities increases of 48% is mainly due to one-time computer software and equipment purchases and increased copying and printing charges. There is no major capital (>$10,000) for this section. With the exception of the Transportation Fund transfer of $22,500, FMPO is a 100% grant reimbursed program.



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 conscious 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.

The mission of the **Facility Maintenance Section** 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 Management Section** is 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.

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 **Parks Section** is to provide exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle.

The mission of the **Recreation Section** is to enhance the Flagstaff community through people, parks and programs.

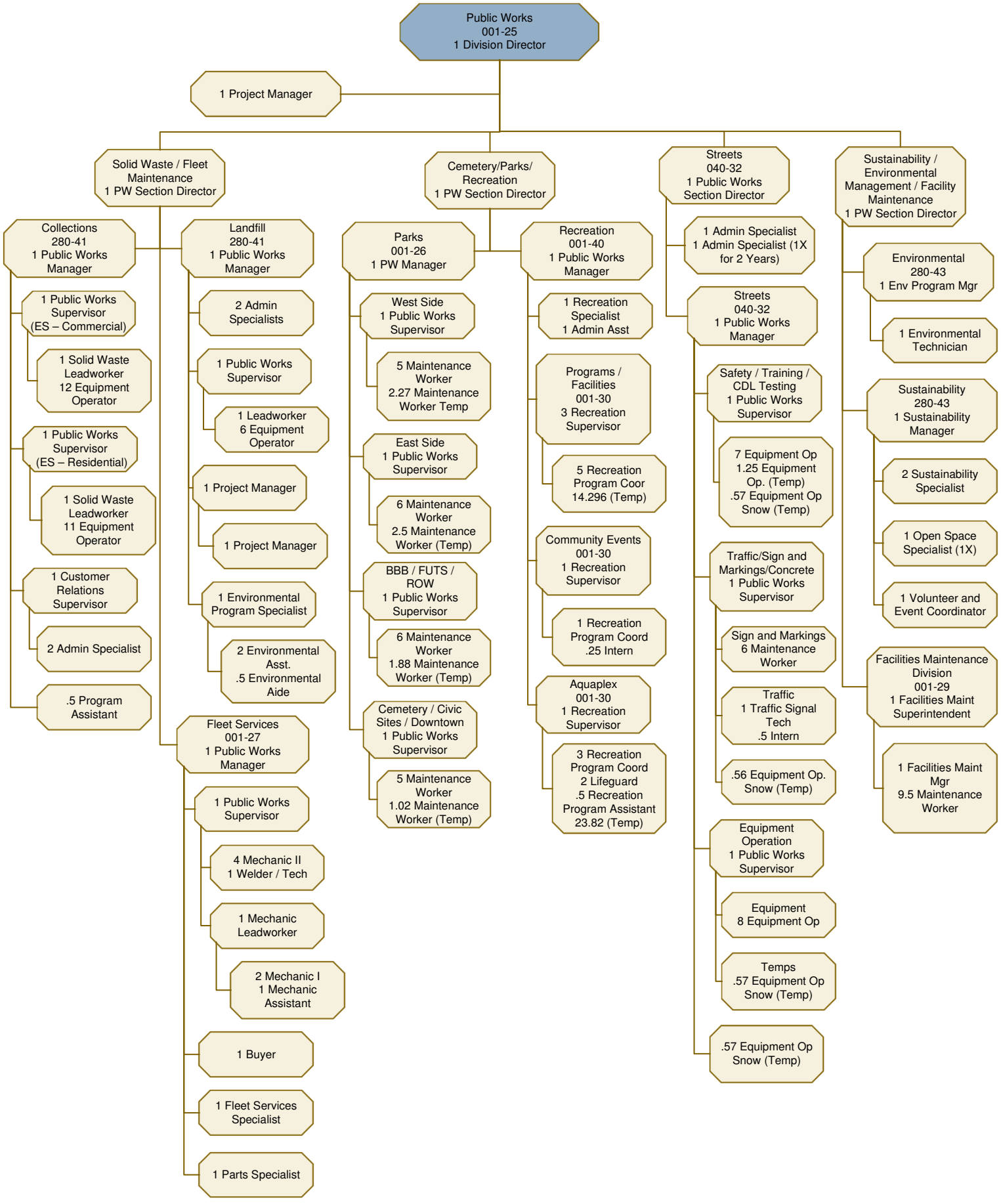
The mission of the **Streets Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Streets Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

The mission of **Solid Waste Section** is to provide the community with affordable, efficient and sustainable comprehensive solid waste solutions.

The **Sustainability Section** serves the community and municipal organization as a catalyst for economic, environmental and social sustainability through policy development, project implementation, leadership, and education.

The **Environmental Management Section** protects the health and safety of the public, staff and the environment by ensuring that City operations are in compliance with federal and state environmental regulations.

Public Works



Mission

The mission of Public Works Administration is to direct and coordinate the efforts of Public Works programs by providing cost-efficient, quality-based services to the citizens of Flagstaff. By ensuring a well-trained, safety-conscious work staff, Public Works Administration strives to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs, enhanced transportation and enhanced parks and 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Fielded several citizen phone calls during snow operations and responded to all concerns within 24 hours

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Completed design and GMP of the Core Services Facility

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Completed improvements on 160 city streets through the 2016 Street Maintenance Program; 15 lane miles of overlay and 84 lane miles of chip seal, for a total of 13.9% of total city lane miles; Road Repair and Street Safety Programs included a total of 34% lane miles improved

FY 2018 Initiatives

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Begin construction of the Core Services Facility

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ➢ Complete improvements on city streets through implementing the 2017 Street Maintenance Program

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Provide excellent customer service to the citizens of Flagstaff by addressing all complaints and concerns

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Respond to all citizen concerns within 24 hours	95%	N/A	N/A	90%	95%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Promote Policies That Reflect a Positive and Safe Community

Strategic Objective: Develop a new and safe yard for Core Services to better serve the citizens of Flagstaff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track progress on the new Core Services Yard	100%	N/A	25%	42%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Provide the citizens of Flagstaff with streets free of distresses and danger

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track progress of 2017 Street Maintenance Program	100%	19%	34%	49%	64%

Section: **151 - Public Works Administration**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 137,658	$ 108,576	$ 108,576	$ 140,713	$ 32,137
Contractuals	3,809	3,151	3,151	3,753	602
Commodities	(95,863)	(94,879)	(94,879)	(94,879)	-
Total	**$ 45,604**	**$ 16,848**	**$ 16,848**	**$ 49,587**	**$ 32,739**

Expenditures by Program:

General Administration	$ 45,604	$ 16,848	$ 16,848	$ 49,587	$ 32,739
Total	**$ 45,604**	**$ 16,848**	**$ 16,848**	**$ 49,587**	**$ 32,739**

Source of Funding:

General Fund	$ (117,079)
Highway User Revenue Fund	83,333
Airport Fund	83,333
	$ 49,587

Commentary:
The Public Works Administration section operating budget has increased by 194% and there are no capital expenditures. The Personnel Services increase of 30% is due to an increase of the Division Director's cost split charged to this section, market based pay increases as well as an increase in medical, dental, and workers' compensation insurance. Contractuals has increased by 19% due to an increase in staff training. Commodities remain unchanged from the prior year.

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Staff has utilized innovative processes, methods/techniques and procedures to maximize efficiency and effectiveness while they utilize modern equipment, materials and technologies to improve and maintain the City's Resources

Strategic Plan Priority: Invest in Our People

- ✓ Leadership has supported staff development and expertise in the trades to better serve the community and organization starting with employee cross training with the electrical discipline
- ✓ Employees have been given technical tools to provide for remote access to databases and system interfaces while promoting computer literacy and raising the level of excellence in service

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ In the process of refining the five-year plan to implement new processes and materials to extend maintenance intervals on existing structures including the roof emulsions on the U.S. Geological Survey (USGS) Buildings 3 and 4, Courthouse and Hal Jensen Recreation Center Gymnasium

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Partnered with the Sustainability section to enhance the usability, comfort and efficiency of facilities by installing bottle filling stations for water dispensing, LED lighting retrofits in the airport terminal and City Hall, and supported the installation and operation of solar photovoltaic parking structures
- ✓ Upgraded the performing arts facility, Threatrikos, with the installation of upgraded thermal pane windows and entry doors

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Strive for higher efficiency with the implementation of computer tablets to provide remote access to local IT shared drive databases, allowing technicians to retrieve and post work orders, research information, view building diagrams and other sources of information

Strategic Plan Priority: Invest in Our People

- Provide a high level of professional maintenance services, focusing on customer satisfaction by offering the availability of course work in higher education training as funds are made available
- Provide for funding to sponsor staff to attend facilities trade shows; allowing the opportunity to access new and improved technology applied to facilities maintenance

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Following through with the Facility section's mission statement to ensure that the custodial needs are met, the safety systems are functional and updated as required and the repair needs and after-hours maintenance service is provided to the satisfaction of the end users

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Key projects for FY 2018 include the resurfacing pavement preservation of the City Hall parking lot with LED retrofits on all area lighting; the replacement of the primary UPS (Un-interruptible Power Supply) supporting the IT departments computer system database servers providing higher level system security
- Continue with facility assessment for the determination of the overall health and service needs of the structures involved evaluating safety and infrastructure in conjunction with the site representatives

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Employee effectiveness and satisfaction

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Recruit and retain the highest quality talent – establish training standards in FY 2018	100%	N/A	N/A	N/A	100%

Strategic Priority – Goal: Invest In Our People – Empower Employees to Make the City Better

Strategic Objective: Quality Customer Service

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Improve customers service ratings based on work order statistics – implement new work order system and develop baselines in FY 2018	100%	N/A	N/A	N/A	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Support the City's sustainability vision

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Develop and implement an organizational structure that allows identification, completion and monitoring of energy conservation projects	15% Reduction/ 51,927 MWh	0%/ 507,200 KW	1%/ 503,520 KW	.1%/ 503,000 KW	.2%/ 502,000 KW

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Support the City's initiative to maintain and improve existing structures

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Complete and maintain the facilities assessment inspections for protecting City resources	>75%	74%	74%	74%	75%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Promote Policies that Reflect a Positive and Safe Community

Strategic Objective: Provide leadership in the immediate management and long-term preservation of the City's physical assets and resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Optimize the total cost of ownership of the City's physical assets	100%	N/A	65%	70%	80%

Section: **152 - Facility Maintenance**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 794,116	$ 801,491	$ 801,491	$ 776,684	$ (24,807)
Contractuals	486,856	886,028	517,166	856,253	(29,775)
Commodities	(125,327)	(223,563)	(278,951)	(205,248)	18,315
Capital	166,857	196,000	22,000	364,000	168,000
Total	**$ 1,322,502**	**$ 1,659,956**	**$ 1,061,706**	**$ 1,791,689**	**$ 131,733**

Expenditures by Program:

General Administration	$ 519,548	$ 369,551	$ 369,551	$ 382,831	$ 13,280
Custodial Service	61,037	95,288	95,288	116,288	21,000
Structural & Other Maintenance	348,473	684,144	235,097	799,618	115,474
City Hall	316,049	284,877	284,877	284,877	-
Catastrophic Set Aside	24,703	181,957	44,431	165,926	(16,031)
Milligan House	240	-	-	-	-
Prosecutor's Bldg	15,251	16,395	16,395	16,395	-
Phoenix Building	20,686	14,077	14,077	14,077	-
City Leased Property Maintenance	16,515	13,667	1,990	11,677	(1,990)
Total	**$ 1,322,502**	**$ 1,659,956**	**$ 1,061,706**	**$ 1,791,689**	**$ 131,733**

Source of Funding:

General Fund	$ 1,615,817
Library Fund	64,287
Water and Wastewater Fund	23,565
Stormwater Fund	4,444
Airport Fund	18,524
Solid Waste Fund	65,052
	$ 1,791,689

Commentary:

The Facility Maintenance operating budget has decreased by 2% with Capital expenditures of ($364,000), resulting in an overall increase of 8%. The Personnel Services decrease of 3% is due to retirement payouts in FY 2017, net of a market based pay increase, an increase in medical and dental insurance and the elimination of a temporary position. Contractuals decreases of 3% are due to prior year one-time authorizations for maintenance and repairs. Commodities decreases of 8% are due to one-time authorizations for facility repairs in FY 2017. Major capital expenditures (>$10,000) include facility improvement ($336,000) and a vehicle replacement ($28,000).

Mission

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

Program Description

United States Geological Survey (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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Utilization of innovative processes, methods/techniques and procedures to maximize efficiency and effectiveness while they utilize modern equipment, materials and technologies to improve and maintain the City's resources

Strategic Plan Priority: Invest in Our People

- ✓ Leadership supported staff development and expertise in the trades to better serve the community and organization starting with employee cross training with the electrical discipline
- ✓ Employees given technical tools to provide for remote access to databases and system interfaces while promoting computer literacy and raising the level of excellence in service

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Refined the five-year plan to implement new processes and materials to extend maintenance intervals on existing structures including the roof emulsions on the USGS buildings 3 and 4
- ✓ Replaced the carpet in building 3 while correcting the surface water drainage adjacent to the structure
- ✓ Improved the drainage adjacent to building; correcting water infiltration into the structure
- ✓ Replaced the main air handler cooling coil and condensing unit serving building 6

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Partnered with the Sustainability Section to enhance the usability, comfort and efficiency of facilities by installing LED lighting retrofits

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Strive for higher efficiency with the implementation of computer tablets to provide remote access to local IT share drive databases allowing technicians to retrieve and post work orders, research information, view building diagrams and other sources of information

Strategic Plan Priority: Invest in Our People

- Provide a high level of professional maintenance services focusing on customer satisfaction by offering the availability of course work in higher education training as funds are made available
- Provide for funding to sponsor staff to attend facilities trade shows allowing the opportunity to access new and improved technology applied to facilities maintenance

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Ensure that custodial needs are met, the safety systems are functional and updated as required and the repair needs and after-hours maintenance service is provided to the satisfaction of the end users

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Key projects for FY 2018 to include the complete carpeting replacement and painting of building 6 covering 62 offices and library for 27,525 square feet
- Continue with facility assessment for the determination of the overall health and service needs of the structures involved evaluating safety and infrastructure in conjunction with the site representatives

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Employee effectiveness and satisfaction

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Recruit and retain the highest quality talent – establish training standard in FY 2018	100%	N/A	N/A	N/A	100%

Strategic Priority – Goal: Invest In Our People – Empower Employees to Make the City Better

Strategic Objective: Quality Customer Service

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Improve customers service ratings based on work order statistics – implement new work order system and develop baseline in FY 2018	100%	N/A	N/A	N/A	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Support the City's sustainability vision by reducing energy consumption through the production of power plant gas emissions

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Develop and implement an organizational structure that allows identification, completion and monitoring of energy conservation projects	15% Reduction/ 1.53M Kilowatts	(9%)/ 1.64M	(16%)/ 1.38M	(1%)/ 1.36M	1%/ 1.38M

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Promote Policies That Reflect a Positive and Safe Community

Strategic Objective: Provide leadership in the immediate management and long-term preservation of the City's physical assets and resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Optimize the total cost of ownership of the City's physical assets – maintenance plans complete by FY 2019	100%	N/A	N/A	50%	75%

Section: **153 - USGS Campus**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Contractuals	$ 512,313	$ 665,236	$ 615,236	$ 1,637,849	$ 972,613
Commodities	71,384	65,913	65,913	65,913	-
Total	**$ 583,697**	**$ 731,149**	**$ 681,149**	**$ 1,703,762**	**$ 972,613**
Expenditures by Program:					
Maintenance Building 3	$ 114,660	$ 158,578	$ 158,578	$ 188,470	$ 29,892
Maintenance Building 4	251,884	215,230	215,230	235,733	20,503
Maintenance Building 5	35,209	41,840	41,840	46,495	4,655
Maintenance Building 6	179,732	315,501	265,501	733,064	417,563
Total	**$ 583,697**	**$ 731,149**	**$ 681,149**	**$ 1,703,762**	**$ 972,613**
Source of Funding:					
General Fund				$ 1,703,762	
				$ 1,703,762	

Commentary:
The USGS Campus operating budget has increased 133% and there are no capital expenditures. Contractual increases of 146% are due to required painting and carpet replacements as well as increased landscaping costs due to minimum wage increases. Commodities remain flat from FY 2017. There is no major capital (>$10,000) for this section.

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 develop and implement policies and procedures for fleet operations. 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 their useful life.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Fleet Service maintains three repairs logs; the purpose of these logs is to enhance communication and set priorities for equipment repair
- ✓ Contracted with an outside vendor to deliver the bulk of diesel fuel to the landfill, Wildcat Facility, airport and the City's fire stations; 16 hours per week of time saved
- ✓ Vehicles have been refurbished for use in the Fleet section's pool and as loaners for internal customers
- ✓ Sand blasted and painted a Park Section's utility box for an estimated $2,000 savings to the program

Strategic Plan Priority: Invest in Our People

- ✓ Recognized two technicians with QSI awards
- ✓ Developed a targeted "Empire Caterpillar" training for staff in order to perform electronic evaluations
- ✓ Replaced outdated fuel truck
- ✓ Added two heavy-duty lifts in order to raise ten-wheel trucks
- ✓ Replaced uniforms, with input from staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Three vehicles made available for the Prosecutors office and for the Building and Safety program
- ✓ Repurposed an underutilized cab-chassis when building the new service/fuel truck, which resulted in $64,000 in savings
- ✓ Revenue surplus of approximately $211,000 returned to City programs by maximizing productivity and improved billing disciplines

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Worked closely with Public Safety in the development of safety checks, planning and specification development on future purchases and targeting enhanced investment on older equipment, so as to maximize its life and payback
- ✓ Sent two staff to Henderson Nevada with two Fire Department staff to inspect a Quantum Pumper that was to be refurbished; this joint effort will save the City over $200,000 on the purchase of one fire engine
- ✓ Accompanied staff from City's Streets Section to Ohio to inspect the City's new paint striper; this allowed the necessary repairs and adjustments to be completed at the factory as opposed to having to return the vehicle after its initial delivery

- ✓ Assist the Core Services Facility design team on the new vehicle shop; resulted in cost savings, a smaller foot print and a shop design that will reduce footsteps for staff which should result in a more productive product to the customers served

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Provide excellent and timely communication with customers; provide repair time forecasts when possible and work with each program, establishing priorities for repair in an effort to balance resources with the needs of the City
- Maintain three dynamic repair logs (Flagstaff Fire Department, Solid Waste and Streets) with prioritized reviews and updates
- Ensure quality repairs by requiring that two members of Fleet's staff verify procedures on a checklist; continue to enhance these documents and procedures in 2018
- Hold staff accountable for repairs and the service through the review of vehicles that continue to have issues after repair or maintenance
- Share compliments; openly discuss challenges and goals in weekly meetings in order to create buy-in as well as recognize new ideas and opportunities to improve; utilize the City's QSI (Quality Step Increase) and WOW (Wonderful Outstanding Worker) programs to reward exceptional service whenever possible

Strategic Plan Priority: Invest In Our People

- Foster and maintain a safe work environment through weekly team meetings that use internal as well as external resources; includes multi-media and employee created presentations
- Provide ample opportunities for enhancement to Fleet's team skills and knowledge in all aspects of Fleet operations; include a budget for training opportunities and job certifications to add to the 64 Automotive Service Excellence (ASE) certifications and Emergency Vehicle Technician (EVT) certifications currently held by Fleet staff
- Plan and budget for the purchase of necessary equipment and software
- Work to find solutions for vehicle/equipment needs that include rebuilding, refurbishing, re-purposing; assist in the specification development and procurement process for new purchases

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Fleet Services and the Fleet Management Committee (FMC) are committed to be good stewards of the capital resources; continue to work hard adhering to established replacement criteria while being open to changing needs occurring within the many City programs that are supported
- Look for opportunities to fill needs from within current City resources that become available; add six vehicles to the pool in the last 18 months; plan to add four additional vehicles to the pool in FY 2018; remove vehicles from rotation if needed; through these efforts Fleet Services will be able to provide three vehicles to City programs without utilizing capital resources, two to the Fire Department and one to IT
- Create specification requirements for technical airport, fire apparatus and other unique equipment needs; plan for future needs in order to maximize capital investments
- Travel and inspect new and refurbished equipment

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Remain involved in the design and evolution of the new vehicle shop within the Core Services project; clear out many years of accumulated parts, material, tires and outdated equipment in preparation of this move; budget and acquire new, portable equipment not included in the facilities equipment purchase plan; identification of over one million dollars of savings from the original plan to date

- Work with Management Services and IT in the development of the City's new work management program which will replace the current Fleet System by SunGard/Navaline
- Work with the City's procurement section and Coconino County to identify a new fuel management software/hardware vendor in order to guarantee the ability to provide accurate and reliable fuel resources in support of all City programs while monitoring who is dispensing it and where
- Support the front-line programs and their missions to serve the City of Flagstaff through fostering excellent communication, jointly establishing work priorities, being open to ideas and suggestions and most of all by being flexible
- Work closely with Risk Management; participate in Risk Management's monthly Accident Review Board (ARB); participation on the ARB will aid in identifying safety hazards and procedures so as to enhance the safety of employees and citizens

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quality maintenance and repairs on the municipal vehicle and equipment inventory

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Scheduled Preventative Maintenance for vehicles and equipment completed at specific intervals – minimum of 208	100%	77%	79%	87%	95%

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide tools, training and an overall environment that allows mechanic's productivity to maintain a 90% productivity level, less benefit

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Technical work force's billed labor hours plus training to be tracked and published on a quarterly basis	>90%	88%	95%	100%	95%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Through communication with City sections, with regards to equipment maintenance and condition, Fleet will reduce the City's rolling stock and facilitate a better utilization of equipment through anticipating equipment retirement or reassignment

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce City's rolling stock by six units	100%	N/A	100%	67%	67%

Section: **154 - Fleet Management**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 51,193	$ 252,017	$ 252,017	$ 229,286	$ (22,731)
Contractuals	108,965	107,151	107,151	110,451	3,300
Commodities	(213,555)	(298,837)	(298,837)	(339,737)	(40,900)
Capital	51,714	1,884,661	244,301	985,269	(899,392)
Total	**$ (1,683)**	**$ 1,944,992**	**$ 304,632**	**$ 985,269**	**$ (959,723)**

Expenditures by Program:

General Administration	$ 136,971	$ (50,534)	$ (50,534)	$ (14,873)	$ 35,661
Inventory Management	(18,510)	77,524	77,524	82,082	4,558
Prevention Maintenance	156,986	347,384	347,384	124,300	(223,084)
Vehicle Repair	(373,060)	(193,466)	(237,624)	(168,055)	25,411
Pool Vehicles - City Hall	9,590	5,500	5,500	39,500	34,000
Pool Vehicles - Shop	7,388	4,400	4,400	4,400	-
Other Shop Work	78,952	76,623	76,623	80,509	3,886
Catastrophic/Major Repair Funding	-	1,677,561	81,359	837,406	(840,155)
Total	**$ (1,683)**	**$ 1,944,992**	**$ 304,632**	**$ 985,269**	**$ (959,723)**

Source of Funding:

General Fund	$ 797,437
Library Fund	1,096
Highway User Revenue Fund	70,550
Water and Wastewater Fund	15,886
Stormwater Fund	73
Airport Fund	1,756
Solid Waste Fund	98,408
SEMS Fund	63
	$ 985,269

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 environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. Personnel Services decreases due to two new positions, market based pay increases, as well as increases in health and dental insurance, offset by an increase in charges to other divisions related to the two new positions. The Contractuals increase of 3% is due to an increase in education and training. The Commodities decrease of 14% is due to a reduction in stationary machinery and equipment parts. There is major capital (> $10,000) which includes the replacement of one (1) pool vehicle ($34,000), catastrophic funds ($882,000) and a heavy duty lift system ($64,000).

Mission

Parks
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.

Cemetery
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

Parks
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.

Cemetery
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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Installed outdoor fully accessible fitness equipment at Bushmaster Park
- ✓ Renovated landscape walls and landscaping at Thorpe Park
- ✓ Completed the design and will be constructing drainage improvements in Wheeler Park
- ✓ Installed adaptive playground equipment and surfacing at Thorpe Park
- ✓ Cemetery's kiosk has been activated for the public's use
- ✓ Cemetery now has the ability to process credit card transactions on site
- ✓ Purchased two tablets for field operations and started inventory of all irrigation systems components
- ✓ Will be fully reconstructing the tennis courts at the Hal Jensen Recreation Center
- ✓ Chipped, crack sealed and striped parking lots at Bushmaster Park and Thorpe Park Sports Complex

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Completed park enhancements at Old Town Springs Park in partnership with the La Plaza Vieja Neighborhood Association
- ✓ Completed the Children's Garden in Foxglenn Park in partnership with the JLB Project

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Construct two fully accessible restrooms at Joel Montalvo Park

- Resurface four tennis courts at Thorpe Park
- Coordinate with the American Legion on a solution for damaged bricks in Veterans Section "K" at the Cemetery
- Install adaptive play equipment and surfacing at Guadalupe Park
- Construct a permanent restroom facility at Buffalo Park
- Replace damaged walkways at Foxglenn Park

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide employee training for career development

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track training courses provided to staff – eight trainings per year	100%	100%	100%	100%	100%

Strategic Objective: Research and implement new innovative practices to improve operational efficiencies through the use of new technology

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase use of software for inventory and inspection reports	100%	N/A	N/A	25%	50%

Section: **155 - Parks**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,643,083	$ 1,991,041	$ 1,991,041	$ 2,113,673	$ 122,632
Contractuals	539,729	688,551	671,118	686,654	(1,897)
Commodities	363,638	550,913	550,913	545,263	(5,650)
Capital	601,697	315,000	144,250	460,750	145,750
Total	**$ 3,148,147**	**$ 3,545,505**	**$ 3,357,322**	**$ 3,806,340**	**$ 260,835**

Expenditures by Program:

General Administration	$ 117,999	$ 136,372	$ 136,372	$ 189,493	$ 53,121
Park Grounds Maintenance	784,641	793,988	722,588	807,410	13,422
Park Buildings and Facility Maintenance	26,649	31,890	31,890	29,970	(1,920)
BBB - Streetscape/Median Maintenance	401,339	371,264	371,264	375,447	4,183
Right-of-Way/ Median	67,110	82,514	82,514	83,171	657
FUTS Trail System	179,725	238,486	238,486	251,992	13,506
Heritage Square Maintenance	28,965	45,615	45,615	43,179	(2,436)
BBB Recreation Fields	1,353,706	1,411,645	1,312,295	1,544,467	132,822
Downtown/Plaza Maintenance	17,501	5,094	5,094	2,344	(2,750)
Non-Park Grounds and Landscapes	170,274	176,524	176,524	165,803	(10,721)
Cemetery	(312)	232,353	232,353	295,631	63,278
AZGFD Heritage - Prairie Dog Handbook	550	19,760	2,327	17,433	(2,327)
Total	**$ 3,148,147**	**$ 3,545,505**	**$ 3,357,322**	**$ 3,806,340**	**$ 260,835**

Source of Funding:

General Fund	$ 3,806,340
	$ 3,806,340

Commentary:

The Parks operating budget has increased 4% with Capital expenditures ($460,750), resulting in an overall increase of 7%. The Personnel Services increase of 6% is due to a market pay increase as well as an increase in medical and dental insurance. Commodities decrease of 1% is mainly due to grant expenditures budgeted in FY 2017. Major capital (>$10,000) includes projects to complete improvements to multiple City parks and recreation facilities including Thorpe Park ($165,800), Bushmaster Park ($51,050), McPherson Park ($62,500), Fox Glen Park ($72,500) and Continental Sports Fields ($52,500).

Section:	**157 - Cemetery**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 13,480	$ -	$ -	$ -	$ -
Contractuals	30,493	-	-	-	-
Commodities	180,611	-	-	-	-
Total	**$ 224,584**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures by Program:					
General Administration	$ 4,689	$ -	$ -	$ -	$ -
Opening & Closing	72,285	-	-	-	-
Maintenance of Buildings	4,797	-	-	-	-
Maintenance of Grounds	142,813	-	-	-	-
Total	**$ 224,584**	**$ -**	**$ -**	**$ -**	**$ -**
Source of Funding:					
	General Fund			$ -	
				$ -	

Commentary:
The Cemetery was combined with Parks beginning in FY 2017. Cemetery is now a program within Parks.

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, the Hal Jensen 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ **Aquaplex:** Implemented a wide variety of new programming to meet the needs of the fitness community, including new Zumba classes, suspension training, spin classes, Pilates, nutrition and other core training
- ✓ **Athletics:** Hosted a successful Adult Hockey Tournament in conjunction with Jay Lively Activity Center that generated approximately $5,000 in revenue
- ✓ **Athletics:** Held a Homerun/Target Derby with winners receiving prizes such as a bat, backpack, batting gloves, or gift cards donated by Chick-Fil-A
- ✓ **Athletics**: 25% increase in Adult Basketball team registrations and a 12% increase in Adult Volleyball team registrations over FY 2016
- ✓ **Hal Jensen Recreation Center:** Programmed a new activity center in the Siler homes neighborhood in collaboration with the Flagstaff Housing Authority; this was year one of a two-year pilot program
- ✓ **Hal Jensen Recreation Center:** Opened a computer lab with the addition of six new computers for public use
- ✓ **Hal Jensen Recreation Center:** Added six new pieces of cardio equipment and a new full dumbbell set to the weight room
- ✓ **Hal Jensen Recreation Center:** Applied for and received Community Development Block Grant (CDBG) funding for seven major projects including an upgrade to the electrical panels; installation of 50,000 square feet of artificial turf in the back of the facility; installation of ceramic tile in both locker rooms to replace vinyl tile; installation of interior and exterior security cameras throughout facility; completely sanding, re-painting, and refinishing the gym and racquetball court hardwood floors; tear out and replace the outdoor basketball court; and build additional storage space on facility
- ✓ **Joe C. Montoya Community and Senior Center:** Continue to enhance the weight room for public use by purchasing a new treadmill and a new weight bench
- ✓ **Joe C. Montoya Community and Senior Center:** Purchased $1,000 in equipment for annual Baseball Camps as they continue to reach capacity each summer

Strategic Plan Priority: Invest in Our People

- ✓ Permanent and temporary staff attended several trainings, seminars, state, and national conferences relating to Parks and Recreation, Certified Pool Operator training and Certifications, leadership and supervisory training, ethics, active shooter and lockout/lockdown procedures, and computer skills training; Recreation Coordinator graduated from the Flagstaff Leadership Program in 2017

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ **Athletics:** Implemented the Thorpe Ballfield banner sponsorship program
- ✓ **Aquaplex:** Implemented the Second Annual Membership drive in January 2017, collecting over $70,000 in revenue
- ✓ **Community Events:** Increased participation in the Downtown Banners program by approximately 25%
- ✓ **Joe C. Montoya Community and Senior Center:** National Senior Health and Fitness Day hosted over 30 local venders and service providers sharing information with approximately 300 community members, informing them of the myriad services available to seniors in Flagstaff

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ **Administration:** Approved applications and offered low cost Recreation programs to over 105 families who could not otherwise afford to participate
- ✓ **Aquaplex:** Continued partnership with the Northern Arizona Public Employee Benefit Trust (NAPEBT), hosting fitness classes for benefit eligible employees and dependents
- ✓ **Athletics:** Flagstaff Bone and Joint supplied 400 BPA free water bottles for distribution to adult softball leagues participants
- ✓ **Community Events:** Strengthened relationship with the Downtown Business Alliance to collaborate on future events and usage of Heritage Square
- ✓ **Hal Jensen Recreation Center:** Flagstaff Police Department (FPD) partnership continues for Night Court, a safe place for youth a police officers to play basketball together and enhance community relations
- ✓ **Hal Jensen Recreation Center:** St. Mary's Food Bank - working so that Hal Jensen can become a summer feeding site for youth under 18
- ✓ **Joe C. Montoya Community and Senior Center:** Developed partnership with Northern Arizona University, College of Nursing by having Nursing students work with Center participants during their gerontology module to gain practical experience working with seniors in a community center setting
- ✓ **Joe C. Montoya Community and Senior Center:** Became a Satellite office for the Arizona Attorney General's (AG) office; two times each month members from the community can meet with a representative from the AG's office to discuss items of concern

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ **Athletics:** Create a marketing plan to further increase team participation and company registrations in all adult sports leagues, and establish early registration incentives to maximize team signups
- ➢ **Community Events:** Revise special event permit packet and introduce an online version of the application
- ➢ **Hal Jensen Recreation Center:** Advertise and promote all-inclusive programing including cultural programming; begin offering computer training including resume seminars in the computer lab for the community
- ➢ **Jay Lively Activity Center:** Increase summer ice arena programming for local patrons
- ➢ **Joe C. Montoya Community and Senior Center:** Continue to enhance weight room by purchasing a new treadmill
- ➢ **Joe C. Montoya Community and Senior Center:** Redevelop the National Senior Health and Fitness Day to become a three-day event at the Center, with a greater focus on medical and social issues facing seniors with guest speakers and educational sessions

Strategic Plan Priority: Invest in Our People

- ➢ **Athletics:** Attend NRPA and NIRSA National Conventions
- ➢ **Hal Jensen Recreation Center:** Seek out training opportunities for temporary staff (CPR, First Aid)

- **Joe C. Montoya Community and Senior Center:** Staff will attend National Parks and Recreation Association, National Congress; a staff member will attend the Arizona Parks and Recreation Association Annual Conference

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- **Administration:** Seek and implement opportunities to improve water and energy efficiency and reduce waste at all facilities and for all programs

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- **Administration:** Increase funds to offer Recreation programming to additional lower income families living in the community
- **Administration:** Advertise and promote low cost Recreation programming to lower income families
- **Aquaplex:** Continue to foster the healthy partnership with NAPEBT to increase participation and programming
- **Hal Jensen Recreation Center:** Continued partnership with the FPD to work on new programs to foster healthy and respectful relationships
- **Hal Jensen Recreation Center:** Host community forums on relevant community topics
- **Joe C. Montoya Community and Senior Center:** Expand and further develop the relationship with the Arizona AG's Office by offering educational talks for the public on topics such as consumer fraud and elder abuse issues, and other topical areas of concern

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Develop and implement customer service training for all staff, including part-time staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Train all staff on how to provide exceptional service	90%	N/A	N/A	50%	90%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Enhance partnerships with outside organizations to improve programming

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase programming through partnerships	Annual Increase	N/A	N/A	5	7

Section: **156 - Recreation Services**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,954,508	$ 2,116,372	$ 2,116,372	$ 2,422,846	$ 306,474
Contractuals	789,967	846,806	836,806	851,108	4,302
Commodities	302,556	373,265	373,265	369,035	(4,230)
Capital	91,726	55,000	36,400	228,100	173,100
Total	**$ 3,138,757**	**$ 3,391,443**	**$ 3,362,843**	**$ 3,871,089**	**$ 479,646**

Expenditures by Program:

General Administration	$ 394,061	$ 380,347	$ 361,747	$ 567,255	$ 186,908
Parks & Recreation Commission	240	-	-	-	-
Community Services/Events	134,433	216,771	216,771	205,187	(11,584)
Adult Athletics	243,707	290,067	290,067	318,018	27,951
Jay Lively Activity Center	522,353	518,450	518,450	552,415	33,965
Aquaplex	1,271,263	1,340,678	1,340,678	1,667,326	326,648
Joe C Montoya Community and Sr Center	235,371	302,066	292,066	260,366	(41,700)
Flag Recreation Center	316,028	289,064	289,064	280,522	(8,542)
Cogdill Recreation Center	21,301	20,000	20,000	20,000	-
Siler Homes After School Program	-	34,000	34,000	-	(34,000)
Total	**$ 3,138,757**	**$ 3,391,443**	**$ 3,362,843**	**$ 3,871,089**	**$ 479,646**

Source of Funding:

General Fund	$ 3,871,089	
	$ 3,871,089	

Commentary:

The Recreation Services operating budget increased by 9% with Capital expenditures ($228,100), resulting in an overall increase of 14%. The Personnel Services increase of 14% is due to a market pay increase, an increase in medical and dental insurance and the addition of two full-time FTEs. Major capital (>$10,000) of $228,100 is to improve, repair and add equipment to Aquaplex facility, parks and other recreational needs. It includes the purchase of a 10-12 passenger van ($35,000), Aquaplex repairs and improvements ($129,500) and boiler replacement ($19,000) at J Lively Center.

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Completed large asphalt skim patches on roads that are identified for large capital projects to rebuild the roads; these roads were identified as they would probably fall to near total failure condition before spring (Lockett, Zuni, Old Route 66 behind the mall, Lake Mary Road and High Country)

Strategic Plan Priority: Invest in Our People

- ✓ Instituted a snow stipend pay increase for snow operations to aid with recruitment, morale and retention of employees for street operations; key for snow plowing efforts throughout the winter in order to have sufficient operators for the 12th largest snowfall in Flagstaff history
- ✓ Continued basic traffic control training, flagger training, confined space and shoring training

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Completed an "Operation and Maintenance" study of Street operations to identify ways to become more efficient
- ✓ Drainage maintenance

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Purchased a paint striper
- ✓ Purchased and installed updated computers for ten dump trucks to operate the hydraulic controls of the vehicle (cinder spreader, plow and dump bed)
- ✓ Purchased and installed an Uninterrupted Power Supply (UPS) for the traffic signal at San Francisco and Butler to ensure the traffic signal will remain operational during power outages
- ✓ Purchased and installed two solar speed radar signs on Butler Avenue, near Knowles School
- ✓ Worked with the Traffic section on Phase II of the Highway Safety Improvement Program (HSIP), a federal granted sign replacement program, to meet the Manual of Uniform Traffic Control Devices (MUTCD) standards
- ✓ Worked with Community Development section to identify a streetlight fixture that is acceptable for the maintenance operations and the Dark Sky community; 100 of these fixtures will be tested in a neighborhood and monitored

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Implement findings of the Operations and Maintenance Study by implementing Cartegraph Asset Management software, utilizing the consultant that completed the study for direction
- Purchase a bobcat wheel loader with an asphalt planer for achieving higher quality asphalt patches

Strategic Plan Priority: Invest in Our People

- Continued education for employees, including the Road Scholar I, II and III programs, enhanced traffic control training through the International Municipal Signal Association (IMSA) traffic signal training through the American Traffic Safety Services Association (ATSSA) and various trainings through the State of Arizona's Local Technical Assistance Program (LTAP)

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- The new paint striper will further the goal of striping all roads before August 1st; refresh the main arterials and collectors prior to winter
- Work with Community Development division for the construction and installation of signal timing on Butler and Huntington from Beaver to Fourth Street; this will allow for enhanced signal timing on this corridor

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide employee training and information sharing

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Track training courses provided to staff	Annual Increase	N/A	N/A	6	10

Strategic Objective: Provide efficiencies related to maintenance

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Implement software for asset management, planning, organizing, scheduling and controlling of work	100%	N/A	N/A	10%	50%

Strategic Priority – Goal: Invest In Our People - Provide Competitive Compensation

Strategic Objective: Provide compensation comparable to the market

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Employee turnover and recruitment interest	100%	N/A	60%	80%	92%

Section: **161 - Street Maintenance**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 2,369,865	$ 2,434,952	$ 2,434,952	$ 2,488,887	$ 53,935
Contractuals	873,808	831,277	831,277	832,481	1,204
Commodities	636,115	1,094,869	1,094,869	1,064,869	(30,000)
Capital	579,960	1,078,000	537,000	591,000	(487,000)
Total	**$ 4,459,748**	**$ 5,439,098**	**$ 4,898,098**	**$ 4,977,237**	**$ (461,861)**

Expenditures by Program:

General Administration	$ 306,098	$ 372,306	$ 372,306	$ 410,358	$ 38,052
Street Cleaning	803,001	580,694	330,694	324,453	(256,241)
Snow Control	346,280	938,890	938,890	870,366	(68,524)
Sign, Signal, Mark & Light	327,570	864,013	864,013	384,486	(479,527)
Street Maintenance	1,471,943	1,569,653	1,278,653	1,908,113	338,460
Drainage-way Maintenance	279,455	351,134	351,134	313,588	(37,546)
Training	279	3,500	3,500	3,500	-
Streetlights	567,648	516,702	516,702	516,702	-
Traffic Signal Maintenance	313,474	242,206	242,206	245,671	3,465
Autopark Association Fees	44,000	-	-	-	-
Total	**$ 4,459,748**	**$ 5,439,098**	**$ 4,898,098**	**$ 4,977,237**	**$ (461,861)**

Source of Funding:

Highway User Revenue Fund	$ 4,977,237
	$ 4,977,237

Commentary:

The Street Maintenance section operating budget has increased by 1%. There are capital expenditures totaling $591,000, resulting in an overall net decrease of 9%. The Personnel Services increase of 2% is mainly due to the addition of one position for the implementation of Cartegraph, market based pay increases, increases in medical and dental insurance offset by a decrease in Mechanical Shop Labor. Contractuals remained flat from FY 2017 to FY 2018. The Commodities decreases of 3% reflects a decrease in motor vehicle and machinery parts offset by an increase in gas and oil expenditures. There is major capital (>$10,000) which includes the implementation of Cartegraph ($200,000), skid steer ($100,000), lowboy ($90,000), patch bed ($100,000), saw cutting machine ($10,000) and a mini excavator ($91,000).

Mission

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Filled four vacant operator positions
- ✓ Trained a total of seven new employees
- ✓ Replaced seven pieces of aging equipment in accordance with our five-year plan which allowed fleet to repair equipment and bring our trucks to front-line ready status
- ✓ Performed an audit on commercial customers in an effort to straighten out our routes
- ✓ Cross trained staff at Cinder Lake Landfill; employees at the Hazardous Product Center (HPC) are able to fill in for the Scale House Attendant at planned intervals allowing the expansion of the hours that the HPC is open to the public

Strategic Plan Priority: Invest in Our People

- ✓ Reduced mandatory overtime on our operators, which has allowed an increase in preventative maintenance and reduced total overtime by one third; training goals are now attainable due to greater flexibility on route coverages
- ✓ Pursued continuing education of staff with city sponsored events, university courses and third-party seminars
- ✓ Utilization of trained professionals inside and outside of organization in the areas of safety and operations

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Reworked bulky schedule to better suit Flagstaff's needs without adding additional costs
- ✓ Manage landfill operations in a manner that provides improved performance measures; through the use of GPS and specific operating procedures the landfill has achieved an average compaction level of 1,500 pounds per cubic yard, thereby optimizing soil and airspace use

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Successfully negotiated a $2.2 million contract with the Arizona Board of Regents
- ✓ Adopted a new color scheme for trash and recycling containers in an effort to increase diversion
- ✓ The landfill has achieved 423 days of incident free safe operations as of March; through the use of internal City experts, external training programs and the creation of a culture that expects an incident-free workplace the Landfill has experienced a successful culture shift in the area of safety for both the employees and the general public that use the landfill

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ✓ Follow bulk pickup schedule without falling behind, work with code enforcement to enforce bulk pickup regulations
- ✓ Utilize new advertising opportunities such as Facebook and website to increase communications with public
- ✓ Update Waste Management Software to reflect current routes and customers/procure RFID system that tracks residential customer pickups
- ✓ Procure work order system software to manage daily tickets
- ✓ Provide viable methods for reducing the soil deficit at Cinder Lake Landfill

Strategic Plan Priority: Invest in Our People

- ➢ Increase ability to service customer's needs without interruption from employee time-off
- ➢ Invest in the continuing education/self-improvement of staff
- ➢ Implement specific training and certification program for each piece of heavy equipment at the landfill; each equipment operator will be certified on every type of equipment in use at the landfill enhancing the operational efficiency by all operators being able to cover planned and unplanned vacancies

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Evaluate current operations to find areas for improvement: White Goods Outsourcing
- ➢ Provide a well maintained residential and commercial solid waste infrastructure
- ➢ Extend the life of the landfill by a minimum of ten years; prepare a finalized plan for excavation of the landfill below the existing design elevation; the excavation plan will be prepared by August 1, 2017

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Redesign current infrastructure to move toward less landfilling of recyclable material
- ➢ Develop alternative liner/cap utilizing paper millings; projected completion date, December 31, 2018

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Remove large items placed curbside in accordance to the bulk pickup schedule

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Follow bulk pickup schedule without falling behind, work with code enforcement to enforce bulk pickup regulations	100%	80%	80%	70%	95%

Strategic Objective: Reduce missed containers and customer call backs

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Update Waste Management software to reflect current routes and customers/procure RFID system that tracks residential customer pickups – track customer call backs and code them as "Didn't Know", "Late Put Out" or "Missed"	<5% Missed	20%	20%	30%	5%

Strategic Objective: Provide viable methods for reducing the soil deficit at Cinder Lake Landfill

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Prepare and finalize a new contract with SCA Tissue for paper millings	100%	0%	20%	100%	100%

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Increase transparency through communications with public

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Utilize new advertising opportunities such as Facebook and website to increase communications with public – track customer call backs and code them as "Didn't Know", "Late Put Out" or "Missed"	<5% Didn't Know	20%	20%	10%	5%

Strategic Objective: Increase internal communications

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Procure work order system software to manage daily tickets	100%	80%	80%	90%	100%

Strategic Objective: Cross train staff at Cinder Lake Landfill

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Employees at the Hazardous Product Center (HPC) will be able to fill in for the Scale House Attendant at planned intervals	100%	0%	75%	100%	100%

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Maintain ten year fleet capital replacement program

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Update fleet capital replacement schedule to reflect current fleet and replacement schedule, purchase and take delivery of current fiscal year replacements	100%	50%	50%	100%	100%

Strategic Objective: Increase ability to service customer's needs without interruption from sick or vacation days

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Continue to cross train operators on all pieces of equipment and administration on all administrative areas of our operations	100%	50%	50%	50%	100%

Strategic Objective: Foster the growth of our staff for the advancement of our operations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Invest in the continuing education/self-improvement of staff by providing at least two group trainings per year outside of mandated trainings provided by the City	100%	90%	90%	90%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Manage landfill operations in a manner that provides improved performance measures

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Achieve optimal compaction and soil usage - optimal compaction (1,500 lb./cy) and cover usage (3 parts trash to 1 part cover)	100%	100%	50%	100%	100%

Strategic Objective: Extend the life of the landfill by minimum of ten years

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Prepare a finalized plan for excavation of the landfill below the existing design elevation	100%	50%	75%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Develop financially feasible measures for increasing efficiency at Cinder Lake Landfill

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Conduct field testing of alternative liner and cap	100%	0%	80%	100%	100%

Strategic Objective: Maintain fleet to front-line ready condition

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Update Fleet Maintenance schedule daily	100%	80%	80%	90%	100%

Strategic Objective: Find innovative ways to reduce waste

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Evaluate current operations to find areas for improvement: White Goods Outsourcing	100%	50%	50%	50%	100%

Strategic Objective: Provide a well maintained residential and commercial solid waste infrastructure

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Evaluate current infrastructure and identify areas for improvement	100% (<2 Day Turnaround for Container Repair/ Maintenance)	70%	70%	90%	100%

Strategic Objective: Advance the Zero-Waste Initiative

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Redesign current infrastructure to move toward less landfilling of recyclable material	100% (Replace all Sunnyside recycling containers)	0%	0%	50%	100%

Section:	**165 - Solid Waste - Landfill**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	` Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 1,212,400	$ 1,275,317	$ 1,275,317	$ 1,479,653	$ 204,336
Contractuals	512,822	435,599	435,599	414,003	(21,596)
Commodities	471,637	585,907	585,907	538,182	(47,725)
Capital	24,015	3,527,999	709,000	1,532,999	(1,995,000)
Total	**$ 2,220,874**	**$ 5,824,822**	**$ 3,005,823**	**$ 3,964,837**	**$ (1,859,985)**
Expenditures by Program:					
General Administration	$ 317,268	$ 436,788	$ 436,788	$ 829,667	$ 392,879
Sanitary Landfill	1,646,848	4,752,814	1,933,815	2,381,121	(2,371,693)
Landfill Outside Contract	241,819	299,514	299,514	351,888	52,374
Inert Material Landfill	14,939	17,500	17,500	2,500	(15,000)
Hazardous Product Center (Landfill)	-	318,206	318,206	399,661	81,455
Total	**$ 2,220,874**	**$ 5,824,822**	**$ 3,005,823**	**$ 3,964,837**	**$ (1,859,985)**
Source of Funding:					
	Environmental Services Fund			$ 3,964,837	
				$ 3,964,837	

Commentary:
The Solid Waste - Landfill section operating budget has increased by 6% and there are capital expenditures ($1,532,999), resulting in an overall net decrease of 32%. The Personnel Services increase of 16% is due to market based pay increases as well as an increase in medical and dental insurance. Contractuals decreases of 5% are due to decreases in miscellaneous services and building maintenance. Commodities decreases of 8% is due primarily to a reduction in the fuel budgets. Major capital (>$10,000) includes capital equipment and capital improvements ongoing at the landfill.

Section: **166 - Solid Waste - Collections**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 2,665,809	$ 2,347,201	$ 2,347,201	$ 2,238,657	$ (108,544)
Contractuals	2,823,164	2,988,583	2,988,583	2,836,163	(152,420)
Commodities	1,247,039	1,263,971	1,263,971	1,136,971	(127,000)
Capital	8,736	1,787,000	1,787,000	810,000	(977,000)
Total	**$ 6,744,748**	**$ 8,386,755**	**$ 8,386,755**	**$ 7,021,791**	**$ (1,364,964)**
Expenditures by Program:					
General Administration	466,825	$ 435,850	$ 435,850	$ 346,118	$ (89,732)
Residential Collection	1,882,263	2,437,924	2,437,924	2,242,397	(195,527)
Bin Maintenance - Residential	83,371	50,628	50,628	82,274	31,646
Recycling Curbside Collection	781,523	1,195,277	1,195,277	881,611	(313,666)
Commercial Collection	2,413,186	2,302,188	2,302,188	2,422,404	120,216
Bin Maintenance - Commercial	122,755	150,131	150,131	118,106	(32,025)
Commercial Recycling	609,116	1,011,930	1,011,930	648,357	(363,573)
Commercial Sales	4,967	-	-	-	-
Hoist & Haul	380,742	802,827	802,827	280,524	(522,303)
Total	**$ 6,744,748**	**$ 8,386,755**	**$ 8,386,755**	**$ 7,021,791**	**$ (1,364,964)**
Source of Funding:					
	Environmental Services Fund			$ 7,021,791	
				$ 7,021,791	

Commentary:
The Solid Waste - Collections section operating budget has decreased by 6% and there are capital expenditures ($810,000), resulting in an overall decrease of 16%. The Personnel Services decrease of 5% is due to salary savings offset by a market based pay increase and an increase in medical and dental insurance. Contractuals decreases of 5% are due primarily to one-time costs in the prior year for a Norton contract deficit. Commodities decreases of 10% are mainly due to reductions in fuel costs. Major capital (>$10,000) includes the replacement of three (3) collection vehicles.

Mission

The **Sustainability** section serves the community and municipal organization as a catalyst for economic, environmental and social sustainability through policy development, project implementation, leadership and education.

The **Environmental Management** section protects the health and safety of the public, City staff, and the environment by ensuring that City operations are in compliance with federal and state environmental regulations.

Program Description

The Sustainability section provides practical and innovative solutions to increase efficiencies and improve resourceful practices through programming in: Climate, Community Stewards, Energy, Food Systems, Open Spaces, and Waste Prevention. The Sustainability section works with all sectors of the community and City divisions to integrate sustainability into daily practice while empowering them to be resilient and resourceful.

The Environmental Management section 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.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

Open Space

- ✓ Developed and launched a monthly electronic newsletter service to keep community members and partners engaged in open space programming and projects
- ✓ Partnered with Willow Bend Environmental Education Center to provide guided tours of Picture Canyon Natural and Cultural Preserve for community groups and Flagstaff Unified School District (FUSD) classes
- ✓ Developed bi-fold brochure for Picture Canyon Natural and Cultural Preserve and distributed them throughout the community to market the preserve as an outdoor recreation site in northern Arizona
- ✓ Awarded the 2016 Award in Public Archaeology from the Governor's Archaeology Advisory Commission for the City's efforts to preserve and interpret Picture Canyon Natural and Cultural Preserve

Waste Prevention

- ✓ Hosted two drop-off day events where over 600 community members disposed of 16,600 pounds of sensitive documents, 22 car seats, 200 pounds medication, 241 paint containers, 499 gallons of usable paint and 8,017 pounds of electronic waste, CFLs and batteries
- ✓ Installed a liquid disposal station and unified trash and recycling bins at the Flagstaff Airport, which were funded by a $5,000 grant from the Arizona Recycling Coalition
- ✓ Installed 36 unified trash and recycling bins throughout downtown Flagstaff
- ✓ Installed 13 unified trash and recycling bins in Thorpe Park and Bushmaster Park
- ✓ Installed water bottle refill stations at the Airport, Courts, Aquaplex, Hal Jenson Recreation Center, Jay Lively Ice Rink and Joe C. Montoya Community and Senior Center
- ✓ Conducted an outreach campaign in support of Solid Waste's efforts to re-bin and recolor recycling/trash bins

Environmental Management

- ✓ Provided an Asbestos Awareness training to 70 City employees as required by the Environmental Protection Agency (EPA) and Occupational Health and Safety Association (OSHA) for individuals who contact but do not disturb asbestos containing material (ACM)
- ✓ Updated all information on the Environmental Management Section webpage so it is current and accurate

- ✓ Completed AZSERC Tier II annual chemical inventory reporting for City facilities that contain more than ten thousand (10,000) pounds of hazardous material or more than five thousand (5,000) pounds of acutely hazardous material
- ✓ Converted 2-hr Asbestos Awareness training and Stormwater Awareness training to an online platform
- ✓ Assisted Cinder Lake Landfill staff with the successful transition of the Hazardous Products Center to Landfill management
- ✓ Provided a qualitative respirator fit test for Facilities Maintenance employees
- ✓ Updated the Public Works Maintenance Yard, Flagstaff Airport Stormwater Pollution Prevention, Spill Prevention, Control and Countermeasures Plans to ensure compliance with Arizona Department of Environmental Quality (ADEQ) regulations
- ✓ Assisted Utilities staff with the proper disposal of friable asbestos waste generated during asbestos containing concrete pipe cut/snap operations; Environmental Management inspected the friable asbestos waste, ensured all appropriate paperwork was completed and the waste was disposed of at the Painted Desert Landfill
- ✓ Reviewed and responded to 20 environmental records requests
- ✓ Assisted the Business Retention and Expansion Manager with identifying three odor consultants to assist with the Nestle Purina odor mitigation project

Strategic Plan Priority: Invest in Our People

- ✓ Sustainability Specialist participated in a workshop on Sustainable Consumption in Cities in partnership with the Sustainable Consumption Research and Action Initiative and the Urban Sustainability Directors Network
- ✓ Sustainability Specialist attended the Urban Sustainability Directors Network Annual Meeting
- ✓ Sustainability staff were sponsored to attend the One Young World training
- ✓ Sustainability Specialists and Sustainability Aides attended the Arizona Food and Farm Finance Forum
- ✓ Sustainability Aide presented at the Arizona Recycling Coalition Annual Conference
- ✓ Hired a full-time Volunteer and Event Coordinator to coordinate the Community Stewards Program as well as sustainability events such as Earth Day, Fix-it Clinics, DIY Energy Efficiency Workshops, Make a Difference Day, 15 Minute Makeover and the Growing Community Summer Workshop Series

Waste Prevention
- ✓ Provided resource consumption education to 107 employees at new employee orientations and to 23 employees through individual office assessments

Environmental Management
- ✓ The Environmental Management Manager and Environmental Technician attended the AHERA Building Inspector training at the Asbestos Institute in Phoenix, AZ
- ✓ The Environmental Technician attended the AHERA Contractor Supervisor training at the Asbestos Institute in Phoenix, AZ
- ✓ The Environmental Management Manager obtained the AHERA Contractor Supervisor re-certification
- ✓ Joined the National Association for Environmental Management for professional networking opportunities
- ✓ Attended the Strategies for Communicating with Elected Leaders and Citizens training hosted by Human Resources
- ✓ The Environmental Technician attended an Arizona Department of Environmental Quality/Arizona Department of Transportation sponsored conference pertaining to recycling, litter clean-up and brownfields

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Climate
- ✓ Generated Flagstaff community and municipal greenhouse gas emissions reports
- ✓ Completed Flagstaff Airport Sustainability Plan

Community Stewards
- ✓ Leveraged 2,172 volunteers, serving 4,953 hours with an estimated savings to the City of $71,769

Energy
- ✓ Distributed $26,000 in rebates for efficient gas water heaters and furnaces, attic insulation, air sealing, and duct sealing to 68 households as part of the Energy Rebate Program; these efficiency measures will save approximately 245,000 kilowatt hours annually in our community
- ✓ Hosted seven DIY Home Energy Efficiency Workshops, providing energy efficiency kits and education to 59 residents from 44 households
- ✓ Upgraded lighting at the Airport, Fire Station 5, Hal Jensen Recreation Center and City Hall
- ✓ Secured 274 kilowatts of renewable energy through the Arizona Power Authority and Western Area Power Administration; the Hoover Dam electricity will be delivered to Lake Mary Water Treatment Facility and Wildcat Wastewater Treatment Facility

Food Systems
- ✓ Provided eight free community garden workshops in partnership with Flagstaff Foodlink focusing on rainwater harvesting, fruit trees, composting, among others
- ✓ Hosted Flagstaff Community Seed Exchange in partnership with Flagstaff Foodlink, Grow Flagstaff Seed Library, Coconino County Cooperative Extension and NAU for Sustainable Living and Urban Gardening
- ✓ Hosted a food waste challenge with students at Mount Elden Middle School to educate students and their families on preventing wasted food

Open Space
- ✓ Partnered with the Arboretum at Flagstaff to secure $20,000 in grant funding to treat invasive weeds along the FUTS trail on City-owned property southwest of Foxglenn Park

Waste Prevention
- ✓ Hosted three Fix-it Clinics; 225 families brought 350 items to be fixed with a 70% fix rate

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Climate
- ✓ Facilitated Resiliency and Preparedness workshops with IT and Economic Vitality divisions, resulting in action items for both to incorporate as they plan future budget priorities

Community Stewards
- ✓ Coordinated Community Stewards groups in cleaning up 111 miles of trails and avenues, collecting 940 bags of trash and 262 bags of recycling
- ✓ Hosted Flagstaff Earth Day Celebration and Service Projects; 1,600 community members participated in the celebration and 74 volunteers contributed 148 service hours to clean up over 30 bags of litter

Energy
- ✓ Managed the Employee Bicycle Fleet and the Employee Bus Pass programs, selling 70 monthly bus passes and adding four more bikes to the fleet
- ✓ Partnered with Coconino County to host the Coconino County Sustainable Building Tour

Food Systems
- ✓ 126 community gardeners cultivated 5,124 square feet of growing space across four community gardens
- ✓ Hosted a six week food waste challenge for 30 City staff members, resulting in a 30% reduction in food waste
- ✓ Hosted a weekend-long beekeeping workshop to educate community members on safe and sustainable apiculture on the Colorado Plateau

Open Space
- ✓ Partnered with multiple organizations, including Natural Channel Design and Friends of the Rio de Flag to host a wetland restoration event at the I-40 Wetlands as part of the annual Make a Difference Day event, drawing 114 volunteers to donate a total of 399 hours of their time
- ✓ Published a geo-referenced map of the trail system at Picture Canyon Natural and Cultural Preserve for smart phones to improve visitor's experience and navigation abilities within the preserve

- ✓ Installed the first phase of trail signs along the Tom Moody Trail to improve visitor's experience and navigation
- ✓ Designated Observatory Mesa Natural Area as a watchable wildlife site with the Arizona Watchable Wildlife Experience given its importance as a regional wildlife corridor
- ✓ Partnered with Flagstaff Area National Monuments, Arizona State Parks and American Conservation Experience to construct the Waterbird Trail at Picture Canyon Natural and Cultural Preserve, providing a safe and designated route for visitors to experience the preserve's most accessible cultural site
- ✓ Organized volunteer events for 814 volunteers to donate an estimated 3,452 hours maintaining trails, restoring wetlands, removing invasive weeds and pick up trash in Flagstaff's open spaces

Waste Prevention
- ✓ Developed a Master Recycler Program, which trained 30 community members to provide outreach on recycling and waste prevention
- ✓ Conducted a multifamily recycling pilot that replaced aging trash and recycling infrastructure; the pilot increased the number of recycling dumpsters in the complex to achieve a one-to-one ratio of trash and recycling dumpsters; residents of the multifamily received new indoor recycling bins, recycling guides and in-person outreach through door-to-door canvassing by staff
- ✓ Partnered with Willow Bend Environmental Education Center to offer recycling and waste prevention programming to all first and fourth grade classes in Flagstaff
- ✓ Rolled out new recycling outreach campaign and web interface by Recycle by City
- ✓ Installed new individual recycling bins in the Prosecutor's office
- ✓ Installed new individual recycling bins throughout the Main Library

Environmental Management
- ✓ Reviewed 88 commercial renovation/demolition permits to ensure that the proposed work was in compliance with National Emissions Standards for Hazardous Air Pollutants (NESHAP) regulations
- ✓ Conducted annual ACM re-inspections of 16 City-owned facilities
- ✓ Conducted annual comprehensive storm water inspections of the Flagstaff Airport and the Public Works Maintenance Yard to ensure compliance with the ADEQ Multi-Sector General Permit (MSGP) requirements, and update all applicable documentation
- ✓ Performed a limited AHERA asbestos survey of the Buffalo Park backflow facility in preparation for a scheduled renovation project
- ✓ Drafted two new Standard Operating Procedure (SOP) documents pertaining to ACM sampling procedure and qualitative respiratory fit testing procedure
- ✓ Performed a Limited Environmental Site Assessment (LESA) of a proposed public utility easement corridor at The Commons at Sawmill Apartments in preparation for the installation of an 8" waterline, 4" fire service, 4" sanitary sewer service and 1" domestic service
- ✓ Coordinated an abatement of asbestos containing Transite siding at the Lake Mary Water Treatment Plant
- ✓ Coordinated a Phase I Environmental Site Assessment (ESA) of 3900 E. Industrial Dr. and the 4th St. Corridor
- ✓ Performed mold remediation in conjunction with City facility improvement projects at the Aquaplex and Jay Lively Activity Center

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

Community Stewards
- ➢ Replace existing Adopt-an-Avenue signs with new Community Stewards signs that will reduce future costs for adoption program

Food Systems
- ➢ Review existing City codes to better support urban agriculture
- ➢ Evaluate livestock animal keeping code to determine community impacts

Open Space
- Launch a pilot program for a full-day service academy for Native American youth to learn about STEM careers and projects at Picture Canyon Natural and Cultural Preserve
- Install trail counters at Picture Canyon Natural and Cultural Preserve and Observatory Mesa Natural Area to better understand use patterns and visitation trends to develop access and trail opportunities
- Establish a formal trailhead for FUTS and Forest Service Trails at the City-owned Schultz Creek Trailhead

Waste Prevention
- Expand Master Recycler Program to provide training on the Navajo Reservation
- Expand multifamily recycling pilot
- Install additional recycling infrastructure in City parks
- Install additional water bottle refill stations
- Expand battery recycling to East Flagstaff Library
- Increase Fix-it Clinics to four per year
- Explore opportunities for additional Drop-off Day events
- Explore opportunities for diverting construction and demolition waste
- Review existing City policies and codes to increase waste diversion and prevention

Environmental Management
- Investigate the potential for implementing an Environmental Training Program dedicated to providing City staff with information pertaining to stormwater pollution prevention, mold, radon, lead-based paint (LBP) and asbestos awareness
- Develop outreach materials pertaining to asbestos awareness and city/state/federal regulations for residential and commercial use; outreach material will assist residents and commercial property owners with understanding the requirements regarding managing, removing and disposing of ACM.
- Provide free home radon test kits to residents attending the Do-It Yourself Energy Efficiency Workshop
- Provide City Facilities Maintenance staff with a mold awareness training; this training will discuss how and where mold develops, the different types of mold, when and how to remove it, and when to contact Environmental Management for a more detailed evaluation

Strategic Plan Priority: Invest in Our People

- Provide professional development opportunities to staff

Environmental Management
- Obtain AHERA Contractor Supervisor and AHERA Building Inspector re-certifications for the Environmental Manager and Environmental Technician
- Obtain ASTM E1527 Phase I ESA for Commercial Real Estate training for the Environmental Manager and Environmental Technician
- Attend the annual National Association for Environmental Management Environmental Health and Safety Forum

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Climate
- Partner with Economic Vitality

Energy
- Expand Do It Yourself home efficiency program to include multi-family complexes

Food Systems
- Launch food waste prevention outreach campaign

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Climate
- Launch Climate Leadership Academy
- Implement Climate Action Plan
- Incorporate public health into climate programming

Community Stewards
- Launch adopt a trail campaign

Energy
- Expand *Do It Yourself* home energy efficiency program

- Develop plan to reach 100% renewable energy target for the municipal organization

Open Space
- Coordinate with the Flagstaff Metropolitan Planning Organization and Observatory Mesa Stakeholders Group to establish a Trail System Plan for Observatory Mesa Natural Area
- Partner with local organizations to treat significant populations of invasive weeds along FUTS trails and in open spaces as a means of protecting the Rio de Flag watershed
- Install remaining trail signs to designate the official trail system at Picture Canyon Natural and Cultural Preserve and encourage visitors to remain on a trail and foster improved visitor experiences at the Preserve

Environmental Management
- Re-institute the City-owned facility LBP survey program to conduct annual LBP inspections of painted surfaces in buildings previously identified to contain lead based paint; this is necessary to classify the condition of LBP and determine if it presents a hazard to employees and needs to be abated
- Ensure all "high priority" City-owned facilities (facilities constructed prior to 1978 where the public and children frequent) have been identified and surveyed for LBP
- Implement an ISO 14001 certified environmental management system (EMS)
- Investigate the potential for implementing a Radon Detection Program in partnership with the Arizona Radiation Regulatory Agency for City of Flagstaff facilities

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Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Reduce energy consumption and increase the use of clean energy and transition away from fossil fuels

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce the City's internal energy consumption by 15% from FY 2009 levels of 51,927 MWh	Annual Reduction of kWh per Square Foot	24.5 kWh	25.8 kWh	23 kWh	20 kWh
Increase the City's renewable energy generation 30% by FY 2020	30%	9%	9%	9%	20%
Reduce greenhouse gas emissions generated from City operations 50% from 2005 levels by 2030	50%	(1%)	TBD	10%	15%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Ensure resiliency in water infrastructure

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce municipal water consumption 15% from FY 2012 levels of 58.3 million gallons	15%	3%	TBD	3%	3%

Strategic Objective: Manage resources responsibly and effectively

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Decrease internal and external contamination rates to 20% by 2030	20%	23%	12%	20%	25%
Increase internal paper use efficiency - reduce paper purchased 50% based on FY 2010 rates to 626,075 pieces of paper	50%	24%	30%	33%	35%
Adhere to sustainability purchasing practices - develop sustainable purchasing catalog	100%	N/A	N/A	100%	N/A

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Ensure healthy and vibrant ecosystems

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Establish a regional open space network – regional plan developed by 2020	100%	10%	15%	20%	25%
Preserve and restore open space lands – trail system constructed by FY 2018	100%	N/A	N/A	N/A	100%

Strategic Objective: Protect the health and safety of City staff, the public and environment by ensuring compliance to all applicable local, state and federal regulations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Eliminate the potential for asbestos release episodes from City wide operations - develop internal asbestos tracking by FY 2018	100%	N/A	N/A	N/A	100%
Eliminate the potential for Lead-Based Paint (LBP) exposure amongst City staff and the public by addressing deteriorating and/or disturbed LBP concerns pro-actively – annual City facility surveys	9	N/A	N/A	2	7

Strategic Objective: Flagstaff supports a vibrant, sustainable and equitable food system that produces healthy food for the community

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase local food production and access to fresh and healthy foods	10%	N/A	N/A	5%	10%

Strategic Objective: Conduct environmental site assessments (ESA) to identify potential environmental issues prior to acquisition to protect the City from future environmentally related liability

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Ensure all ESA are performed to the ASTM standard	5	N/A	1	3	5

Strategic Objective: Improve the health and safety of City staff and the public through the identification and mitigation of environmental hazards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase Radon education and outreach to the Flagstaff community – provide 100 free Radon test kits to residents by FY 2018	100	N/A	N/A	30	70
Adhere to asbestos-free building material purchasing practices by tracking materials	25%	N/A	N/A	0%	25%

Section: **170 - Sustainability**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 563,831	$ 569,335	$ 490,835	$ 397,401	$ (171,934)
Contractuals	279,868	258,770	236,155	183,992	(74,778)
Commodities	86,828	131,560	131,560	119,253	(12,307)
Capital	3,398	119,998	35,998	221,446	101,448
Total	**$ 933,925**	**$ 1,079,663**	**$ 894,548**	**$ 922,092**	**$ (157,571)**

Expenditures by Program:

Sustainability	$ 385,886	$ 442,726	$ 364,226	$ 623,531	$ 180,805
Environmental Management	456,368	291,039	291,039	-	(291,039)
Energy Contracts	14,112	20,000	2,385	37,615	17,615
Open Space Maintenance-SEMS	36,192	55,900	50,900	62,500	6,600
AFG Observatory Mesa	6,993	40,000	6,000	74,000	34,000
EECBG Program Income	24,530	-	-	-	-
USDN WAA Adaptation Grant	6,157	-	-	-	-
Picture Canyon Trail	316	79,998	29,998	124,446	44,448
Arizona Recycling Coalition Foundation Grant	3,371	150,000	150,000	-	(150,000)
Total	**$ 933,925**	**$ 1,079,663**	**$ 894,548**	**$ 922,092**	**$ (157,571)**

Source of Funding:

SEMS Fund	$ 922,092
	$ 922,092

Commentary:

The Sustainability section operating budget has decreased by 27% and there are capital expenditures ($221,446), resulting in an overall net decrease of 15%. The Personnel Services decreases of 30% is due to the Environmental Services payroll transferred to Section 171, offset by market based pay increases as well as an increase in medical and dental insurance. Contractuals decreases of 29% are due to one-time prior year services for disposal costs related to the Arizona Recycling Coalition Foundation Grant. Commodities decreases of 9% are mainly due to reductions from prior year for the Energy Rebate Program. Major capital (>$10,000) includes Schultz Creek Trailhead ($23,000), Observatory Mesa ($40,000), Access ($34,000), Picture Canyon ($75,000) and RTP ($50,000).

Section: **171 - Environmental Management**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 54	$ 700	$ 700	$ 176,794	$ 176,094
Contractuals	1,080	24,715	24,715	25,793	1,078
Commodities	2,091	7,146	7,146	7,068	(78)
Total	**$ 3,225**	**$ 32,561**	**$ 32,561**	**$ 209,655**	**$ 177,094**

Expenditures by Program:

Environmental Management	$ 3,225	$ 32,561	$ 32,561	$ 209,655	$ 177,094
Total	**$ 3,225**	**$ 32,561**	**$ 32,561**	**$ 209,655**	**$ 177,094**

Source of Funding:

SEMS Fund	$ 209,655
	$ 209,655

Commentary:

The Environmental Management section operating budget has increased by 544%. The Personnel Services increases are due to the transfer of Environmental Services payroll from section 170, market based pay increases and an increase in medical and dental insurance. Contractuals increase of 4% is due to an increase in travel. Commodities decrease of 1% is due to a decrease in other equipment under $5,000. There is no major capital (>$10,000) for this section.

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 Section** is 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.

The mission of the **Convention and Visitors Bureau** 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.

The mission of **Visitor Services Section** 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.

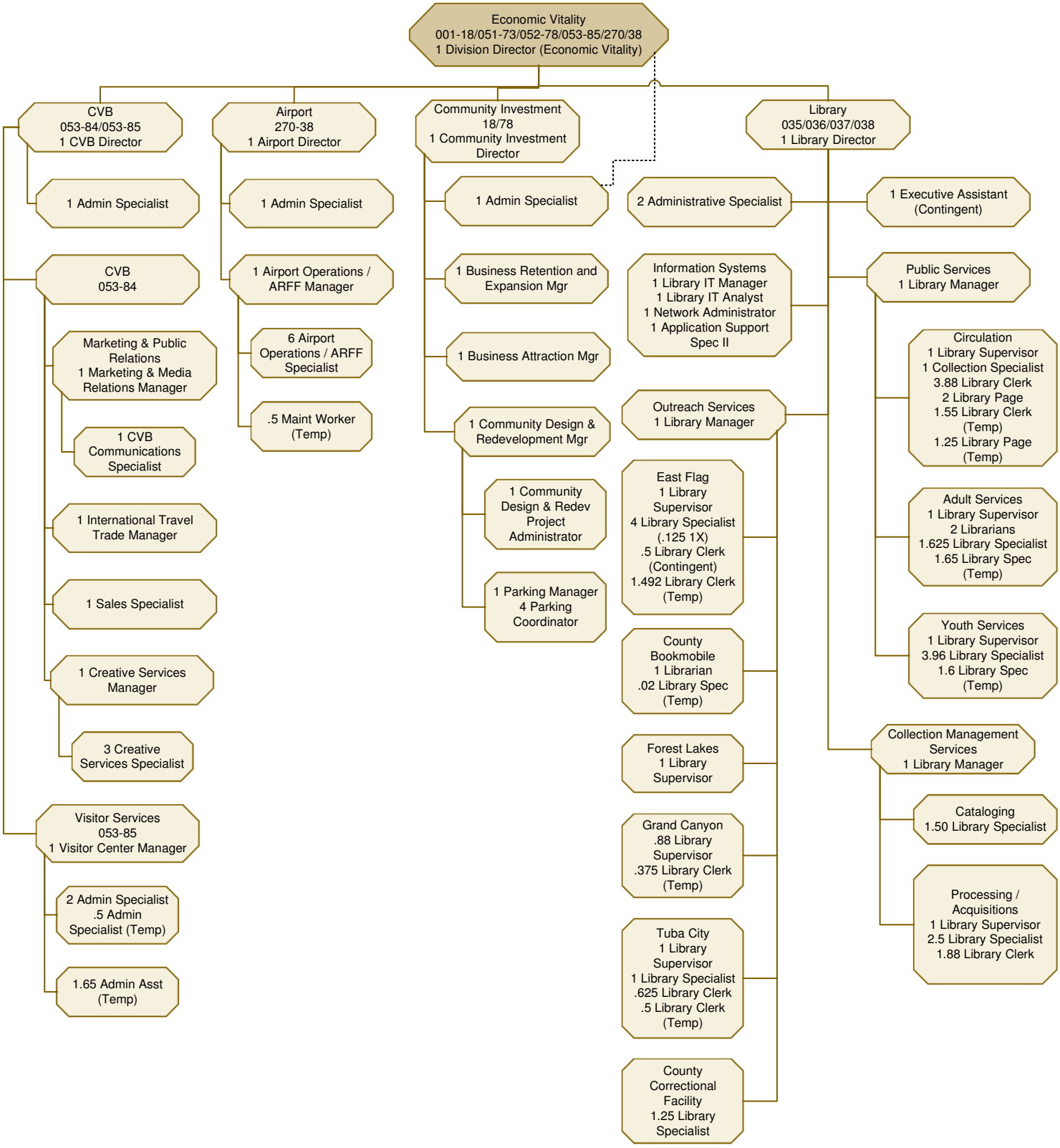
The mission of the **Arts and Science Section** is to protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

The **Airport Section's** mission is dedicated to providing a friendly, safe, and welcoming facility to serve our flying patrons and the community of Northern Arizona.

The mission of the **Flagstaff City – Coconino County Public Library** is to inspire learning, enrich lives, and strengthen community.

The mission of the **Parking Section** is to have a fair and balanced parking system providing the most benefit for all.

Economic Vitality



Mission

The mission of the Flagstaff City-Coconino County Public Library is to inspire learning, enrich lives and strengthen community.

Program Description

The library provides:

- an inclusive and welcoming environment that connects people to opportunities
- access to free print and digital materials, including books, movies, magazines, vocational and educational tests and more
- professional assistance with technology, including access to computers and the internet
- research assistance
- community meeting spaces
- excellent and equitable customer service
- resources and services for education, information and personal development
- instructive and enlightening experiences that enhance the quality of life of citizens of Flagstaff and Coconino County and visitors from around the world

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

County Library District-wide

- ✓ Implemented Navajo and Spanish keyboards for public use
- ✓ Offered many electronic resources including e-books, e-audiobooks, Zinio (magazines), InstantFlix (movies), and ComicsPlus; other online resources included automotive repair guides, Genealogy Connect, Learning Express Library, ReferenceUSA and more; a total of 37,066 e-resources were used in calendar year 2016
- ✓ Implemented Accelerated Reading Levels in the online catalog to allow easier searching by level

Flagstaff City-Coconino County Public Library (FPL) and East Flagstaff Community Library (EFCL)

- ✓ Offered exceptional service by providing answers to nearly 118,000 reference questions, provided over 135,000 resident computer sessions and over 19,500 non-resident guest sessions in calendar year 2016
- ✓ Provided public access to library materials and computers via library cards, computer use only cards and visitor passes
- ✓ Implemented self-service document scanning

Flagstaff Public Library

- ✓ Provided one-on-one computer tutoring to the public several days a week, in a wide variety of areas
- ✓ Rearranged materials to allow easier access
- ✓ Provided assistance with the courtesy phone and limited-time long distance calls via the circulation desk phone
- ✓ Increased internet access speed from 70Mbps to 100 Mbps
- ✓ Increased wi-fi access to accommodate a higher volume of users
- ✓ Implemented online community room scheduling

East Flagstaff Community Library

- ✓ Served as an election polling site for the community
- ✓ Hosted a town hall meeting with the Secretary of State to discuss ballot measures
- ✓ Presented Spanish/English bilingual Toddler Tales program

Coconino County Library District Branch and Affiliate Libraries

- ✓ Tuba City Public Library offered eight workshops as part of the Crafting Creative Communities grant which included painting, photography, jewelry making, ceramics and beeswax candle making
- ✓ Grand Canyon Community Library staff participated in the Grand Canyon Village Community Meeting which promotes local resources and activities for area residents
- ✓ Forest Lakes Community Library provided a variety of programs including a ranger-led hike, fishing derby and various craft and cooking activities
- ✓ Detention Center Library weeded and refurbished their entire collection
- ✓ Provided outreach and new children's books to the Supai community
- ✓ Offered advisement to County Affiliate Libraries
- ✓ Page Public Library reopened on Mondays
- ✓ Page Public Library brought in many donations for programs and students
- ✓ Fredonia Public Library hired a new assistant employee
- ✓ Fredonia Public library partnered with Coconino Community College (CCC) to install a virtual classroom in the back room of the library which allows CCC students to take classes with those in Flagstaff and be able to see and speak with the teacher
- ✓ Fredonia Public Library moved in a positive direction toward purchasing nearby land for library expansion
- ✓ Williams Public Library opened up a new space
- ✓ Sedona Public Library received a mini-grant to launch a community reads project
- ✓ Sedona Public Library created a new mobile-friendly website
- ✓ Coconino County Law Library set up Arizona Court Help Legal Talks Program and Help website

Strategic Plan Priority: Invest in Our People

Flagstaff and County Branch Libraries

- ✓ Attended training, both with the City's Investing in You program and in individual trainings that are relevant to our various staff duties (Excel, working with youth, programming for children, First Things First Early Childhood Summit, Arizona Library Association Conference, Bookmobile Conference and more)

Flagstaff Public Library

- ✓ Provided free trainings on Excel and Outlook to City of Flagstaff Facilities staff; more are planned for Facilities and Recreation staff in the future
- ✓ Implemented online staff scheduling
- ✓ Installed an insulated cabinet around the disc cleaning machines, resulting in a noticeable 2/3 noise reduction and increased aesthetic appeal
- ✓ Coordinated the electrical and lighting work at the warehouse for the Bookmobile and PALS mobile

East Flagstaff Community Library

- ✓ Added additional office, storage and meeting space

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Flagstaff Public Library

- ✓ Provided over 600 engaging and educational programs for youth to foster school-readiness and a love of learning and to promote an educated and successful workforce for the future
- ✓ Over 500 people used our jobs computer to search for employment or update a resume
- ✓ Implemented new processes to enable greater ease of transfer of secondary records from Affiliate Libraries to the master Main Library record
- ✓ Installed new fireplace screens by a local artist
- ✓ Replaced carpet in public areas using local vendor

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Flagstaff Public Library and East Flagstaff Community Library
- ✓ Partnered with North Country Healthcare to install Early Literacy Stations, Listening Stations and books at their location for the children who use their facility
- ✓ Partnered with Sustainability to provide battery and/or recycling stations at the library

Flagstaff Public Library
- ✓ Partnered with St. Mary's Food Bank to provide free lunches during the summer to children in need; the Library also partnered with Northern Arizona Food Bank to provide sack lunches to adults as well
- ✓ Partnered with Halo House and other organizations who serve at-risk populations to conduct informational outreach
- ✓ Partnered with the Flagstaff Family Food Center on a Summer Reading Enrichment Program
- ✓ PALS mobile (Preschoolers Acquiring Literacy Skills) partnered with the Science Festival program at Science in the Park, checking out Science-Technology-Engineering-Math (STEM) books and helping families create over 200 STEM straw rockets
- ✓ Flagstaff Public Library, through an Environmental Stewardship grant, partnered with local non-profit Terra Birds to offer programs teaching children and adults how to garden; the garden on the northwest corner of the library grounds was cleaned up, native grasses and shrubs were planted and a rock fountain to divert water runoff from the roof was created; additional programs expanding on the theme of sustainability and conservationism were offered
- ✓ Remodeled public restrooms, making them ADA compliant

City/County Bookmobile
- ✓ Provided a variety of cultural programs at the senior homes including Nuvatukya'Ovi Sinom, a Hopi dance group; Sambatuque, a Brazilian inspired percussion group; Halau Hula Napuaokalei'ilima, a Hula group; and Flagstaff Youth Chorale; among others

Tuba City Public Library
- ✓ Collaborated with First Things First to plan visits from the Coconino County Public Health Educator; these programs included a craft, songs, story time, learning activities, healthy snacks and educational information for adults and children

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

County Library District-wide
- ➢ Increase digital collection

Flagstaff Public Library and East Flagstaff Community Library
- ➢ Will provide programming (including book clubs, author visits, fine arts and/or lectures) to enhance patrons' informational and entertainment needs
- ➢ Will assist with materials tagging for the Radio Frequency Identification (RFID) project and continue to assist with collection maintenance (selection and deselection)
- ➢ Will continue to organize the collection in a way that is helpful to library patrons
- ➢ Plan to implement StackMap, a resource locator software
- ➢ Plan to go-live with RFID technologies (including associated construction)
- ➢ Implement an integrated eCommerce solution

Flagstaff Public Library
- ➢ Will provide new programming for parents on how to support early literacy using digital media

- Will continue to provide exceptional service by answering patron questions and serving their informational and entertainment needs
- Reinvent the library website
- Enhance Library archive

East Flagstaff Community Library
- Plan to offer more early literacy materials, tools and parent/child workshop materials
- Plan to offer programs on social skills, crafting and how-to-topics

Coconino County Library District Branch and Affiliate Libraries
- Expand City/County Bookmobile route to offer more service to more people
- City/County Bookmobile plans to offer additional English and Spanish material for teens
- Tuba City Public Library plans to add programming for teens
- Forest Lakes Community Library plans to purchase language DVDs and increase their summer programs
- Grand Canyon Community Library plans to purchase outdoor furniture for wireless area
- Williams will furnish expanded library space
- FPL will work with Affiliate Libraries: Fredonia Public Library, Page Public Library, Sedona Public Library and Williams Public Library on their FY 2018 goals

Strategic Plan Priority: Invest in Our People

County Library District
- Provide additional staff continuing education opportunities, including COSUGI, AZ CODI, and AzLA conferences, as well as in-person trainings and webinars that address working with diverse populations and their needs.

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

County Library District
- Update public access computers

Flagstaff Public Library
- Will continue to provide computer tutoring and assistance with job searching

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Flagstaff Public Library
- Remodel Downtown Library exterior ramp, making it ADA compliant
- Install new library exterior sign

East Flagstaff Community Library
- Repurpose quiet area space into a children's room, allowing space for large and fine motor skill learning toys and a dedicated space for children and parents to gather in the library

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Provide information and assistance to the public on jobs, health care, visitor services, veteran services, shelters, food, clothing and legal services

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide a variety of assistance through all of the library's service desks	97% Satisfaction Rate	96%	96%	97%	97%

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide information and services to inspire learning, enrich lives and strengthen community; provide free access to computers, Wi-Fi, books and other resources; continue to adapt/evolve to meet the information needs of patrons

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Select, acquire, prepare and maintain quality resources in different formats	Circulation of 1,000,000; Computer Usage of 200,000	990,036/ 230,622	1,048,364/ 201,977	1,045,602/ 203,959	1,050,830/ 208,038

Strategic Priority – Goal: Invest In Our People – Ensure Effective Resources for Employees

Strategic Objective: Support new technology and projects from staff via the Library's IT department

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide computers and technology assistance to staff	Increase Staff Computers Annually	56	56	60	60

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Improve quality of life through technology and job assistance

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide monthly trainings on job readiness, assist with job applications and enhance technology skills	100 Trainings/ Attendees Annually	132/ 304	109/ 174	100/ 183	100/ 190

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Provide a welcoming and safe community space that is open to all; provide early literacy trainings and a safe computing environment for children; retag Library collection for RFID implementation

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Maintain consistent and extensive library hours; provide early literacy stations for children, plan and host story time, Parent/Child Play and Learn and other workshops and trainings	670,741 Patrons Annually	668,134	655,742	664,100	670,741

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Provide outreach to community groups in Flagstaff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Educate outside agencies on library programs and services that can complement their mission and serve their target populations	12 Community Meetings Annually/ Attendees	42/ 139	29/ 68	28/ 75	30/ 79

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Facilitate and Encourage Diversity

Strategic Objective: Provide materials and programming that foster the diversity of the community and enhance quality of life

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Plan and host a variety of programs to meet the diverse cultural and educational needs of the community	98% Satisfaction Rate/ Programs/ Attendees	98%/ 1,258/ 27,291	99%/ 1,158/ 25,325	98%/ 1,112/ 23,942	98%/ 1,116/ 24,007

Section: **035 - Library City Direct**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 2,368,015	$ 2,504,736	$ 2,504,736	$ 2,677,234	$ 172,498
Contractuals	343,116	420,364	420,364	398,364	(22,000)
Commodities	482,947	754,069	754,069	826,069	72,000
Capital	-	680,125	680,125	450,165	(229,960)
Total	**$ 3,194,078**	**$ 4,359,294**	**$ 4,359,294**	**$ 4,351,832**	**$ (7,462)**
Expenditures by Program:					
General Administration	$ 474,457	$ 1,189,785	$ 1,189,785	$ 1,025,342	$ (164,443)
Technical Services	771,352	945,034	945,034	1,024,290	79,256
Public Services	1,362,261	1,528,917	1,528,917	1,525,585	(3,332)
East Flag Library	503,177	587,733	587,733	666,805	79,072
Main Library Automation	12,299	29,500	29,500	29,500	-
Outreach	70,532	78,325	78,325	80,310	1,985
Total	**$ 3,194,078**	**$ 4,359,294**	**$ 4,359,294**	**$ 4,351,832**	**$ (7,462)**
Source of Funding:					
	Library Fund			$ 4,351,832	
				$ 4,351,832	

Commentary:
Library section operating budget has increased by 6%. There are capital expenditures ($450,165), resulting in an overall net change of 0%. The Personnel Services increase of 7% is due to a market based pay increase, an increase in medical and dental insurance and a net change of 1.049 FTEs. Personnel costs reflect an ongoing commitment to Sunday hours at the Flagstaff Main Library and the addition of an Executive Assistant. Contractuals decreases of 5% are due to decreases in one time services in FY 2017. Commodities increases of 10% are due to carryforwards for computer equipment and FY 2018 one-time appropriations for circulation budget needs for both the East Flagstaff Library and the Main Library. Major capital (>$10,000) is comprised of ($30,000) for construction of a Youth Bathroom at the East Flagstaff City Library, carryforwards from FY 2017 for the RFID Phase 2, restroom plans and construction ($361,775) and for Library the fleet replacement ($58,390).

Section: **036 - Library County Direct**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 428,380	$ 456,965	$ 456,965	$ 464,406	$ 7,441
Contractuals	56,183	74,379	74,379	63,979	(10,400)
Commodities	71,585	79,752	79,752	65,950	(13,802)
Total	**$ 556,148**	**$ 611,096**	**$ 611,096**	**$ 594,335**	**$ (16,761)**

Expenditures by Program:

County Jail	$ 76,867	$ 80,056	$ 80,056	$ 82,372	$ 2,316
County Bookmobile	78,737	85,655	85,655	84,719	(936)
Forest Lakes Library	76,165	85,018	85,018	87,520	2,502
Tuba City Library	228,877	254,587	254,587	231,943	(22,644)
Supai Library	2,075	5,367	5,367	5,367	-
Grand Canyon	93,427	100,413	100,413	102,414	2,001
Total	**$ 556,148**	**$ 611,096**	**$ 611,096**	**$ 594,335**	**$ (16,761)**

Source of Funding:

Library Fund	$ 594,335	
	$ 594,335	

Commentary:
Library County Direct section operating budget has decreased by 3%. The Personnel Services increases of 2% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 14% are due to decreases in one-time services. Commodities decreases of 17% are due to decreases related to one-time requests. There is no major capital (>$10,000) for this section.

Section: **038 - Library Grants and County Wide Projects**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 155,711	$ 158,638	$ 158,638	$ 162,622	$ 3,984
Contractuals	150,012	1,420,312	1,434,612	1,036,088	(384,224)
Commodities	167,438	136,240	151,270	192,240	56,000
Total	**$ 473,161**	**$ 1,715,190**	**$ 1,744,520**	**$ 1,390,950**	**$ (324,240)**
Expenditures by Program:					
County-wide Projects	$ 442,288	$ 1,690,190	$ 1,690,190	$ 1,315,950	$ (374,240)
Youth Services Grant	256	-	-	20,000	20,000
Toddler Tools for Tuba City	5,129	-	-	-	-
Expanding Access to STEM Technology	5,031	-	-	-	-
Bookmobile Grant-Flagstaff Community Founda	550	-	-	-	-
State Grant-in-Aid FY 2016	19,400	-	-	-	-
Library-(SIGA) State Grant in Aid FY2017	-	25,000	25,000	-	(25,000)
Build Community Digital Access	-	-	6,000	-	-
Get to Know Your Library	-	-	7,030	-	-
LSTA Crafting Creative Communities	507	-	-	-	-
Env Steward At Flag Public Library	-	-	12,300	-	-
Library State Grant-in-Aid FY2018	-	-	-	25,000	25,000
Library LSTA FY2018	-	-	-	30,000	30,000
National Library of Medicine Grant	-	-	2,000	-	-
LSTA Soldier Sister, Fly Home	-	-	2,000	-	-
Total	**$ 473,161**	**$ 1,715,190**	**$ 1,744,520**	**$ 1,390,950**	**$ (324,240)**
Source of Funding:					
	Library Fund			$ 1,390,950	
				$ 1,390,950	

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 one-time in nature.

Economic Vitality	Section 201/213	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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Nestle-Purina PetCare Odor Mitigation Plan development
- ✓ Obtained Sewer Line Easement for Public Works Facility and development of west side of Flagstaff including expansion of existing industry
- ✓ Facilitated refinance support to Orpheum Presents to close on schedule
- ✓ Facilitated refinance support to Joy Cone Company to close on schedule
- ✓ Responded to over twenty requests for information (100% of requests received) from businesses considering Flagstaff
- ✓ Provided Buxton and other analytics information to over 24 stakeholders
- ✓ Connected brokers to prospective tenants
- ✓ Advocated as appropriate for businesses working through the development process

Strategic Plan Priority: Invest in Our People

- ✓ Attended professional development courses on Economic Development, Entrepreneurial and Small Business Development and many other topics through the International Economic Development Council
- ✓ Two staff received their Arizona Economic Development Pro Certification
- ✓ Partnered with Sustainability section to jointly attend a training on Sustainable Economic Development with actionable items to be brought forward in FY 2018

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Represented the City of Flagstaff on the Coconino County Workforce Development Board
- ✓ Developed a program to enhance the Automotive Technician pipeline with the Az@Work Business Services Team
- ✓ Developed a program to provide hospitality training to business community, residents and visitors with the Az@Work Business Services Team
- ✓ Represented the City of Flagstaff on the Science-Technology-Engineering-Math (STEM) City Board of Directors
- ✓ Supported Hiring Flagstaff site to connect businesses to potential employees and interns
- ✓ Supported and assisted Hypo2 with a recent expansion
- ✓ Provided Mother Road Brewery site selection support and resource direction to assist with their recent expansion
- ✓ Continued service as resource broker to all Flagstaff businesses and entrepreneurs

- ✓ Supported new businesses to locate in Flagstaff: Texas Road House, Fairfield Inn, Marriott Residence Inn, Hampton Inn and Suites, Clean Freak Carwash, Sephora, Chopstix Vietnamese, Grimaldi's Pizza, Lululemon, Dutch Brothers Coffee, Shyft, Southside Tavern, Esenem Yoga, LaVetta Cucina Italiano and Harkins relocation; Your Pie Pizza and In-n-Out have filed applications as well
- ✓ Advocated for code changes to support the micro-brewery and micro-distillery industries in Flagstaff
- ✓ Provided internal analysis and acquired third party economic impact analysis to understand the impact of a potential incentive to a developer

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Worked with the Arizona State Land Department to auction land on the west side of Flagstaff
- ✓ Delivered display case project to celebrate Flagstaff local products along with other interdepartmental staff
- ✓ Continued partnership with the Burlington Northern Santa Fe Railroad to deliver a transload facility in Northern Arizona

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Further utilize Buxton analytics and other data to assist existing businesses in adapting to changing market conditions
- ➢ Continue to enhance our newly designed website to provide better services to businesses, site selectors and other stakeholders
- ➢ Work with specific industry clusters such as breweries, astronomy, biomedical/advanced manufacturing and others to further develop their prosperity and impact on the community

Strategic Plan Priority: Invest in Our People

- ➢ Initiate professional development programs for staff including an MBA program and a Certified Public Manager Program
- ➢ Continue providing skills development and leadership training to staff throughout the section

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Develop an Adaptive Reuse Policy to assist small business and preserve the existing diversity of our built environment
- ➢ Develop a marketing campaign that uniquely connects our business environment to our community at large
- ➢ Aggressively market the Autopark and other available commercial properties
- ➢ Complete the Community Investment Strategic Plan
- ➢ Continue to help Northern Arizona Center for Entrepreneurship and Technology (NACET) with occupancy at the Incubator and Accelerator

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Develop a pilot program to engage entrepreneurs to develop a creative and profitable way to address waste products
- ➢ Work with other internal partners to identify ways to provide greater development ability through enhanced access to the Arizona State Land Department property

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Communicate a clear understanding of programs to staff, stakeholders and community

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create a Bette digital presence by enhancing our Choose Flagstaff site and more	Increased Page Views Annually	15,000	15,500	16,000	20,000

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Team members continue to grow in their skills through City provided training through Human Resources and external resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Ensure each team member attends a professional development opportunity	100%	N/A	N/A	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Provide support to businesses to assist with retention and expansion

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Regular contact between City staff and existing businesses	Increasing Business Contact Annually	894	972	975	980

Strategic Objective: Aggressively market to targeted sectors

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Respond to 100% of qualified leads and conduct sales calls	300 Contacts	200	250	300	300

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Partner with NACET on messaging the Incubator and Accelerator facilities

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Continue to market the entrepreneurs accomplishments	Target for NACET is 50% Leased	0%	25%	50%	75%

Section: **201 - Community Investment**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 137,965	$ 143,290	$ 143,290	$ 152,601	$ 9,311
Contractuals	40,908	20,226	20,226	20,226	-
Commodities	7,838	11,650	11,650	11,650	-
Capital	155,261	-	-	806,017	806,017
Total	**$ 341,972**	**$ 175,166**	**$ 175,166**	**$ 990,494**	**$ 815,328**

Expenditures by Program:

General Administration	$ 110,468	$ 118,758	$ 118,758	$ 124,990	$ 6,232
Community Design	50,279	56,408	56,408	59,487	3,079
Brownfield Assessment	181,225	-	-	206,017	206,017
2017 EPA Brownfield Assessment Grant	-	-	-	600,000	600,000
Total	**$ 341,972**	**$ 175,166**	**$ 175,166**	**$ 990,494**	**$ 815,328**

Source of Funding:

General Fund	$ 841,242
Library Fund	19,172
Highway User Revenue Fund	17,838
Transportation Fund	3,188
Water and Wastewater Fund	56,584
Stormwater Fund	2,381
Airport Fund	5,937
Solid Waste Fund	40,125
SEMS Fund	4,027
	$ 990,494

Commentary:

The Community Investment section operating budget has increased by 5%. There are capital expenditures ($806,017), resulting in an overall net increase of 465%. The Personnel Services increase of 6% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals and Commodities remained flat from FY 2017 to FY 2018. Major capital (>$10,000) includes expenditures related to the Brownfield Assessment grant.

Section: **213 - Economic Development**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 267,362	$ 270,992	$ 239,386	$ 289,723	$ 18,731
Contractuals	414,907	664,907	537,491	796,907	132,000
Commodities	24,208	27,884	27,884	27,884	-
Capital	952	-	-	-	-
Total	**$ 707,429**	**$ 963,783**	**$ 804,761**	**$ 1,114,514**	**$ 150,731**

Expenditures by Program:

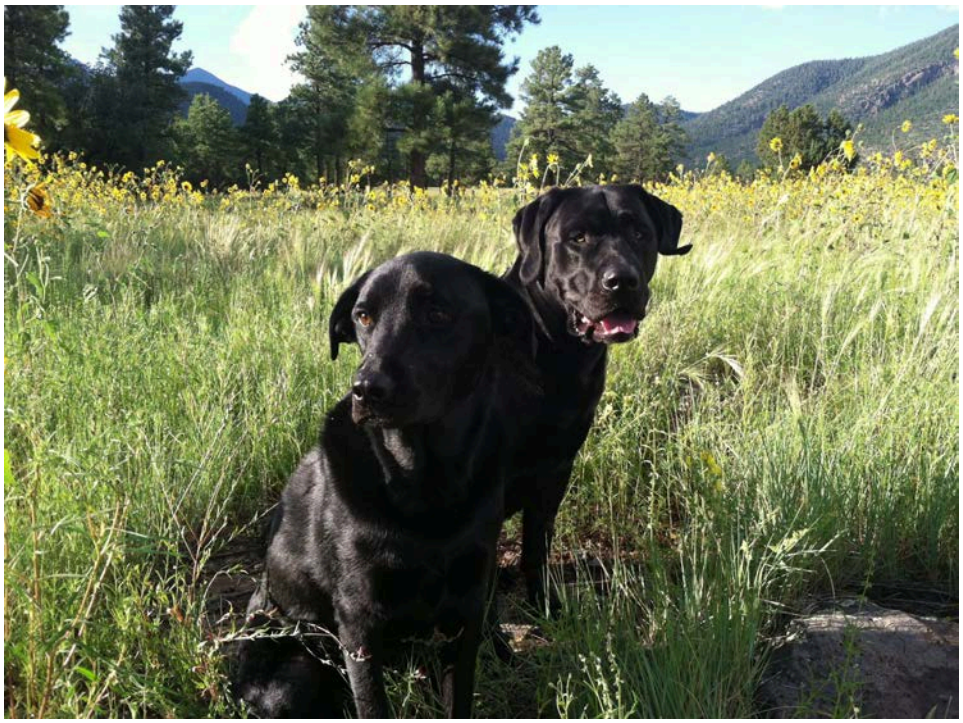
General Administration	$ 115,972	$ 146,836	$ 116,836	$ 200,817	$ 53,981
Incubator	265,983	317,563	267,563	317,563	-
Service Partner Agencies	5,401	5,400	5,400	5,400	-
Business Retention & Expansion	89,728	104,943	104,943	107,068	2,125
Business Attraction	125,549	155,221	91,199	249,846	94,625
Business Accelerator - Innovation Mesa	104,796	233,820	218,820	233,820	-
Total	**$ 707,429**	**$ 963,783**	**$ 804,761**	**$ 1,114,514**	**$ 150,731**

Source of Funding:

Economic Development Fund	$ 1,114,514
	$ 1,114,514

Commentary:

The Economic Development section operating budget has increased by 16% and there are no capital expenditures. The Personnel Services increase of 7% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 20% are due to marketing, advertising and promotion of new initiative relationships. Commodities remained flat from FY 2017 to FY 2018. There is no major capital (>$10,000) for this section.



Section:	**202 - EDA Revolving Loan**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Contractuals	$ -	$ 281,828	$ -	$ 271,748	$ (10,080)
Total	**$ -**	**$ 281,828**	**$ -**	**$ 271,748**	**$ (10,080)**
Expenditures by Program:					
EDA Revolving Loan	$ -	$ 281,828	$ -	$ 271,748	$ (10,080)
Total	**$ -**	**$ 281,828**	**$ -**	**$ 271,748**	**$ (10,080)**
Source of Funding:					
	General Fund			$ 271,748	
				$ 271,748	

Commentary:
The EDA Revolving Loan program budget reflects loans granted with monthly payback implemented according to the terms of the agreements. Funds repaid to the EDA Revolving Loan program will be used for new loans. The goal of this fund is to be at a net-zero overall.

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.

Beautification - With Beautification and Public Art Commission oversight and in accordance with the provisions of the Lodging, Restaurant, and Lounge (BBB) Tax, this program delivers streetscapes, landscaping, building and signage improvement programs and projects. The program includes small grants for historic preservation projects and smaller beautification projects, as well as initiating, executing and maintaining medium and large projects of this nature.

Community Design – For development review and economic development customers, and for the City of Flagstaff, staff provide direct professional architectural, engineering and landscaping demonstrations and services, reconciling the various goals for a particular project. In addition, as a part of the design review process, and in accordance with the Zoning Code, staff measures development application compliance with established site and building standards that are designed to protect and enhance the character of Flagstaff.

Heritage Preservation – Under the direction of the Heritage Preservation Commission, and in accordance with the Zoning Code, staff coordinates the protection of archeological and architectural cultural resources, including the designation of landmarks, specialized design review in established districts, impact analysis within the design review process, technical and design assistance, grant oversight and coordination with State and Federal agencies.

Redevelopment – This program seeks to foster redevelopment of sites, districts and neighborhoods through the recommendation and development of policies and incentives, beautification projects and planning. Within this program, staff supports the newly established downtown district, as well as the east side/4th Street corridor. In addition, the Brownfield Land Recycling Program provides technical support and incentives for the redevelopment of underutilized sites or sites that may be contaminated.

FY 2017 Accomplishments

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Beautification

- ✓ Completed Projects:
  - Steve's Boulevard corners
  - US 89 Medians – Part 2
  - Paint Downtown Green
  - Prototype for downtown tree wells
  - Specialty holiday decorations for Fourth Street Gateway
  - Interpretive signs for Old Town Spring Park
  - Access plan and interpretive signs for Route 66 and McAllister Ranch

Community Design

- ✓ Final Design (Under construction)
  - Joel Montalvo Park
  - Lake Mary/Beulah Gateway
  - Milton/Route 66 – Route 66 Gateway
  - Downtown pavers/tree wells

  - Buffalo Park parking
  - Downtown Library ADA access and signs
- ✓ Survey of all downtown furniture, fixtures and equipment

Heritage Preservation
- ✓ City Council and Commission review of heritage preservation requirements and procedures
- ✓ Heritage resources considered in 100 development projects
- ✓ Reduction in destruction of historic properties (2015 = 9, 2016 = 3, 2017 = 0)
- ✓ Two properties added to Landmarks Overlay Zone
- ✓ McAllister Ranch Compliance Plan
- ✓ Train Station Platform Compliance Plan

Redevelopment
- ✓ ParkFlag design and implementation completed (develop Administrative Guidelines; stakeholder consensus; Special Revenue Fund; organizational changes, hiring, and training; procurement; installations; and outreach)
- ✓ Downtown Fee for Service Agreement
- ✓ FY 2012 Brownfield Grant completed
- ✓ FY 2018 Brownfield Grant application filed

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Beautification
- ✓ Completed Projects:
  - Jim David Outdoor Classroom at Frances Short Pond
  - Historic District street signs for four historic districts

Community Design
- ✓ Final Design (Under construction)
  - Francis Short Pond Master Plan
- ✓ High Occupancy Housing Core Team participation
- ✓ County Tiny House Committee membership
- ✓ Pursuit of and working with developer on downtown Cultural Arts Facility

Heritage Preservation
- ✓ Heritage Preservation Commission El Pueblo Motel ad hoc committee

Strategic Plan Priority: Provide Exceptional Service

Heritage Preservation
- ✓ Flagstaff heritage preservation efforts presented at State Heritage Preservation Conference and State Planning Conference

Redevelopment
- ✓ Hosted EPA Workshop
- ✓ Flagstaff Brownfield efforts presented at State Conference and National Conference

Strategic Plan Priority: Invest in Our People
- ✓ Participated in Champions of Team Flagstaff (City Manager's Award)

FY 2018 Initiatives

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Beautification
- Completion of significant Beautification Projects:
    - Joel Montalvo Park
    - Lake Mary Road / Beulah Gateway
    - Milton / Route 66 – Route 66 Gateway
    - Downtown Pavers / Tree Wells
    - Buffalo Park Parking
    - Downtown Non-Gateway (Jimmy Johns)
    - Milton and Butler Beautification
    - East Route 66 - South Edge: Fanning to Route 66
    - Library Entry (art base)
    - Vieja Park
    - Route 66 Interpretive Trail
    - N/W Corner Humphreys and Ft. Valley

Community Design
- Specific Projects
    - Continue to pursue I-17 / Milton gateway
    - Minor City Gateway Signs

Heritage Preservation
- Continue to promote the preservation of Flagstaff heritage resources through existing regulatory and incentive programs, marketing and educational outreach and other efforts
- Heritage resources considered in 80 development projects
- Add one or more property to Landmark Overlay Zone

Redevelopment
- Operate ParkFlag and revise plan and implementation as warranted, complete lesser components (such as addressing loading zones, park-n-rides and lease parking lots) and maintain fairness and stakeholder consensus
- Continue to promote the Brownfields program through incentive programs (new grant), marketing and educational outreach and other efforts

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Beautification
- Completion of significant Beautification projects:
    - Frances Short Pond Specific Projects

Community Design
- Continued participation in Community Development and other community design related committees / efforts

Heritage Preservation
- Assist five internal or external applicants solve heritage preservation issues

Strategic Plan Priority: Provide Exceptional Service

Heritage Preservation

- Continue to improve heritage preservation requirements and procedures through Commission review and recommendations incorporating best practices and lessons learned culminating in City council approval (if required)

Strategic Plan Priority: Invest in our people

- Each staff member attends at least one continuing education/professional development seminar/conference

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Team members continue to grow in their skills through City provided training through Human Resources and external resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Ensure each team member attends a professional development opportunity	100%	100%	100%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Improved perception of quality of life in Flagstaff through Beautification projects

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Annual survey respondents report an improved perception of quality of life in Flagstaff through Beautification projects	4/5	3/5	3/5	3/5	4/5

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Activate community engagement and participation in projects

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of participation events and partnerships in which the community actively participates and is engaged	12	12	12	12	12

Section: **211 - Beautification**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 157,418	$ 164,947	$ 164,947	$ 173,918	$ 8,971
Contractuals	64,653	172,261	172,261	152,261	(20,000)
Commodities	1,390	2,200	2,200	2,200	-
Total	**$ 223,461**	**$ 339,408**	**$ 339,408**	**$ 328,379**	**$ (11,029)**

Expenditures by Program:

General Administration	$ 171,543	$ 180,908	$ 180,908	$ 189,879	$ 8,971
Commission	139	1,000	1,000	1,000	-
Special Projects and Unprogrammed Work	-	70,000	70,000	50,000	(20,000)
Beautification Grant Program	-	87,500	87,500	87,500	-
Total	**$ 223,461**	**$ 339,408**	**$ 339,408**	**$ 328,379**	**$ (11,029)**

Source of Funding:

Beautification Fund	$ 328,379
	$ 328,379

Commentary:

The Beautification operating budget has decreased 3% and there are no major capital expenditures. Personnel Services increases of 5% are due to a market pay increase as well as an increase in dental and health insurance. Contractual decreases of 12% are due to prior year one-time Christmas decoration and banner repair contributions. There are no major capital (>$10,000) items for this section.

Mission

The mission of the Convention and Visitors Bureau (CVB) is to develop, promote and maintain Flagstaff as a year-round visitor destination with professional services that will benefit the community economically, environmentally and socially.

Vision

Flagstaff is recognized as the destination for all seasons.

Program Description

The CVB is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ CVB exceeded all Tourism metrics; Occupancy, Revenue per Available Room (RevPAR), Average Daily Rate (ADR) and BBB
- ✓ Travel Trade Sales staff have met with, or conducted site tours with, 22 of Flagstaff's Industry Partners and are on track to meet this goal by the end of the fiscal year
- ✓ Communications staff is trending to increase CVB assisted editorial pieces by 5%

Strategic Plan Priority: Invest in Our People

- ✓ Team members have participated in multiple, Investing in You, City trainings

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Meetings and Events staff have met with 54 new planner contacts to date and is trending to meet with 70 more this fiscal year, showcasing Flagstaff as the premiere four season meetings and event destination
- ✓ Meetings and Events staff have increased the number of room nights sent in leads by 31% over last year
- ✓ Meetings and Events Staff have increased the number of booked room nights by 179% over last year resulting in a total economic impact of $3,113,525
- ✓ Travel Trade Sales staff has met with a total of 271 travel professionals to promote Flagstaff as a premier destination; currently over 25% are new contacts; travel trade staff is currently on track to meet or exceed this goal
- ✓ Two restaurant-based FAMs were hosted focusing on the evolving restaurant atmosphere that resulted in multiple influencer postings
- ✓ Marketing staff is on trend to exceed unique page views by 20% and sessions by 32% through flagstaffarizona.org due to enhanced content, including video, use of the webcam and sweepstakes
- ✓ Marketing staff has executed a targeted media schedule for pre-arrival awareness and includes new digital elements of GEO fencing, as well as inserts into major daily newspapers that have spring training baseball teams in Phoenix

- ✓ Marketing and communications staff have utilized digital and social networks to drive brand awareness and engagement for Flagstaff and are on trend to exceed fan-base growth by more than 10% on all platforms

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Marketing and Communication staff have assisted in enhancing the customer experience, in collaboration with multiple city, county and state agencies with cohesive safe snow play and Winter Wonderland messaging using multiple media and public relations platforms, as well as translating messages to clearly communicate to a broader audience

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ CVB plans to exceed all Tourism metrics; Occupancy, RevPAR, ADR, and BBB
- ➢ Meetings and Events staff will work with the creative team to create conference services materials for conferences; the goal of these materials is for them to be provided to conference attendees to encourage them to get out in the community and visit attractions, eat at restaurants and shop
- ➢ The CVB Creative Team will work city-wide with all divisions to assist with creative projects and needs to help improve the overall all city image
- ➢ Marketing and communications will continue to strategize for optimum media performance with targeted and refined messaging to address key topics and markets
- ➢ A redevelopment of the flagstaffarizona.org site will result in a more responsive site recognizing an increasing number of visitor decisions are made via mobile devices; further, the site will be developed enabling a richer user experience with more and stronger content, updated imagery and video that will result in more time on site, and more eyes on our city's attractions, hotels and restaurants

Strategic Plan Priority: Invest in Our People

- ➢ Two creative specialists will attend the 2018 HOW Design conference, the largest annual gathering of creative professionals in the world
- ➢ Marketing team member to attend U.S. Travel Association's Educational Seminar for Tourism Organizations (ESTO) and Data and Marketing Mastery (DMA) conferences to garner new knowledge on emerging trends associated with Destination Marketing Organization (DMO) marketing

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Meetings and Events will meet with 65 new planner contacts showcasing Flagstaff as the premier four season meetings and event destination
- ➢ Meetings and Events staff will increase the number of leads by 10%
- ➢ International Travel Industry Sales and Marketing will utilize statistical information to maximize the use of our Brand USA promotional efforts in our targeted markets; reaching at least three targeted international markets and providing specific results to assist the City and industry partners in their decision making on future market focus
- ➢ International Travel Trade Staff will work with the Arizona Office of Tourism to develop a path to enter the Chinese tourist market and to demonstrate an increase in Chinese visitors to Flagstaff through the development of five new Chinese tour operator leads
- ➢ Marketing and communications will leverage budget to increase target market reach by adding out-of-home messaging in the Phoenix DMA to capture attention with a call-to-action to visit Flagstaff
- ➢ CVB will partner with Economic Development on a Visit and Grow campaign that will help to enhance the visit message as well as the business attraction, retention and expansion program

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- In collaboration with city, county and state leaders will continue as safe snow play and Winter Wonderland messaging will evolve as we improve the customer experience with messaging in multiple media outlets
- The CVB team will work collaboratively to increase the Science, Technology, Engineering, Arts and Math communication efforts through a Flagstaff Arts Council partnership.

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: To have up-to-date and accurate information on the Tourism website

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase number of year-over-year visits to website on an annual basis	3%	366,965	561,500	565,836	582,811

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Enhance the organization's fiscal stability through earned media

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of editorial pieces generated in a year	99	95	92	94	99

Strategic Objective: Leverage the budget and increase Tourism's reach

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Dollar amount of value added	$30,000	N/A	N/A	$27,600	$30,000

Strategic Objective: Enhance Tourism's resourcefulness via its relationships with journalists

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase number of meetings with qualified travel writers by 5% year-over-year	560	527	507	533	560

Strategic Objective: Enhance fiscal stability of Flagstaff via the Travel Trade Market (International)

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase the number of tour operators that our travel trade sales manager meets with by 3% year-over-year	412	350	361	400	412

Strategic Objective: Enhance fiscal stability of Flagstaff via the Meetings Market

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase the number of new Meeting Planners the CVB Sales Staff connects with by 3% year-over-year	52	33	35	50	52
Increase the number of Meetings and Events leads sent to our partners by the CVB by 10% year-over-year	86	70	71	78	86

Strategic Objective: Enhance fiscal stability of Flagstaff via social media engagement

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase the number of Twitter followers	8,798	6,331	7,271	7,998	8,798

Strategic Objective: Enhance the community's overall quality of life

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase hotel/motel occupancy	76.25%	70.00%	74.40%	75.50%	76.25%
Increase in Revenue per Available Room (RevPar)	$74.68	$59.99	$69.19	$73.95	$74.68
Increase in Average Daily Rate (ADR)	$98.92	$85.71	$93.05	$97.95	$98.92
Increase in Bed Board and Beverage (BBB) Tax Revenues	$7.5 million	$6.2 million	$6.9 million	$7.4 million	$7.5 million

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Partnership with Flagstaff Arts Commission to promote Science, Technology, Engineering, Arts and Math

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase number of visits to the partnership Flagstaff365.com website by 3% year-over-year	74,469	79,373	71,721	72,300	74,469

Section:	**214 - Tourism**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 681,693	$ 739,030	$ 739,030	$ 827,765	$ 88,735
Contractuals	836,807	794,620	794,620	1,110,833	316,213
Commodities	206,887	157,625	157,625	157,169	(456)
Total	**$ 1,725,387**	**$ 1,691,275**	**$ 1,691,275**	**$ 2,095,767**	**$ 404,492**
Expenditures by Program:					
General Administration	$ 783,901	$ 822,711	$ 822,711	$ 936,250	$ 113,539
Marketing and Promotion	820,600	714,789	714,789	1,014,642	299,853
Sales	72,735	98,925	98,925	90,425	(8,500)
Public Relations	46,578	36,500	36,500	53,100	16,600
Film Office	1,573	18,350	18,350	1,350	(17,000)
Total	**$ 1,725,387**	**$ 1,691,275**	**$ 1,691,275**	**$ 2,095,767**	**$ 404,492**
Source of Funding:					
	Tourism Fund			$ 2,095,767	
				$ 2,095,767	

Commentary:
The Tourism section operating budget has increased by 24%. There are no capital expenditures (> $10,000), resulting in an overall net increase of 24%. The Personnel Services increase of 12% is due to the addition of 1 FTE, as well as market based pay increases and an increase in medical and dental insurance. Contractuals increases of 40% are due to increased one-time and ongoing marketing and travel, conference registration, advertising, Route 66 Anniversary promotional costs, memberships, holiday decorations, education and training. Commodities decreases of less than 1% are due to a decrease in need for replacement computer equipment.

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.

Vision

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

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 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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Improved quarterly events held at the Visitor Center
  - o Chocolate Walk: 873 Passports, 28 participating businesses, added online ticket sales, added a second passport and coordinated volunteers from NAU to assist with the event
  - o Snowflake Festival: partnered with Flagstaff Downtown Business Alliance (FDBA), 260 participants, Santa pictures, cookie decorating and crafts
- ✓ Added water bottle filling station as another service to visitors
- ✓ Increased TripAdvisor engagement, added 'Please review us on TripAdvisor' cards to Visitor Center

Strategic Plan Priority: Invest in Our People

- ✓ Visitor Center Manager and Retail Lead attended Great Smokey Mountain Gift Show in Gatlinburg, TN to bring in new products and provide career training to new Visitor Center staff member

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Assisted 51,644 visitors in the first seven months of FY 2017 for an increase of 2% over this same time in FY 2016
- ✓ Added model railroad to the Visitor Center – adding this attraction helped to increase the walk-in traffic and retail sales at the Visitor Center; the following represents the history of Flagstaff that was integrated into the model
  - o The engine is a replica of the historic Two Spot engine that sits just east of the Visitor Center
  - o Mural Mice painted a mural of Flagstaff looking out from the depot circa 1920s
  - o Mainenti Miniatures built model buildings of Flagstaff (circa 1920's) looking out from the station

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Implemented the Flagstaff Snowplay hotline to provide accurate snowplay and driving conditions for visitors coming to the Flagstaff area to play in the snow
- ✓ Ensured proper snow removal and cindering occurred at the Visitor Center

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Visitor Center staff will embrace the role of ambassadorship, striving for market knowledge and cohesive messaging partnering with the Flagstaff Downtown Business Alliance (FDBA) Clean Team
- Remodel restrooms to improve the overall experience of visitors and locals to the Visitor Center

Strategic Plan Priority: Invest in our people

- Visitor Center staff will have the ability to convey product knowledge to the visiting public, training will be provided by industry partners during monthly Visitor Center staff meetings
- Cultivate a positive organizational culture by having consistent two-way communication between Visitor Center Manager and staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Visitor Center staff will engage in community partnerships to assist in furthering private businesses' objectives by partnering with the DBA and other industry partners
- Strive to enhance the fiscal stability of the Visitor Center by increasing walk-ins to the Visitor Center by 2%
- Strive to have a sustainable economic model at the Visitor Center via the retail component at the Visitor Center by remodeling the gift shop to create a more cohesive space to further sales

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Visitor Center will have up-to-date messaging for the community and traveling public by continuing the Snowplay Hotline

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve as Ambassadors for the Flagstaff Community

Strategic Objective: Visitor Center staff to embrace the role of ambassadorship by having market knowledge and delivering cohesive messaging for visitors

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Having three training topics per monthly meeting	33	N/A	N/A	15	33

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Increasing the delivery of up-to-date and relevant messaging for the community and the traveling public via the Snow Play hotline

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Snow play hotline calls received	1,000	N/A	N/A	900	1,000

Strategic Priority – Goal: Invest In Our People – Ensure Effective Resources for Employees

Strategic Objective: For staff to have product knowledge and display on a daily basis with the traveling public

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Industry Partner product trainings at Visitor Center monthly meetings	10	N/A	N/A	7	10

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: Cultivate a positive organizational environment through consistent two-way communication between Visitor Center manager and staff through one-on-one meetings with all staff on a regular basis

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
One-on-one meetings with all staff	40	N/A	N/A	35	40

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Strive to enhance the fiscal stability of the Visitor Center

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase Visitor Center visitation by 2% over prior year	95,832	90,305	92,111	93,953	95,832

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Strive to have a sustainable economic model at via the retail component at the Visitor Center

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase gross annual income from sales of the unique items at the Visitor Center by 2% over prior year	$257,000	$216,885	$231,007	$245,000	$257,000

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: For Visitor Center staff to engage in community partnerships to assist in furthering private businesses objectives

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of annual partnerships with FDBA	5	3	3	4	5

Section: **215 - Visitor Services**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 217,101	$ 231,206	$ 231,206	$ 243,394	$ 12,188
Contractuals	113,555	133,344	133,344	210,381	77,037
Commodities	22,663	62,252	62,252	38,252	(24,000)
Capital	39,200	50,000	50,000	30,000	(20,000)
Total	**$ 392,519**	**$ 476,802**	**$ 476,802**	**$ 522,027**	**$ 45,225**

Expenditures by Program:

General Administration	$ 266,169	$ 298,811	$ 298,811	$ 384,772	$ 85,961
Train Station Operations	126,350	177,991	177,991	137,255	(40,736)
Total	**$ 392,519**	**$ 476,802**	**$ 476,802**	**$ 522,027**	**$ 45,225**

Source of Funding:

Tourism Fund	$ 522,027
	$ 522,027

Commentary:

The Visitor Services section operating budget has increased by 15%. There are capital expenditures ($30,000) resulting in an overall net increase of 9%. The Personnel Services increase of 5% is due to market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 58% are due to one-time expenditures for winter decorations, promotional and advertising materials and Airport marketing. Commodities decreases of 39% are due to a decrease in one-time authorizations. Major capital (>$10,000) includes the renovation of the Visitor Center bathrooms and retail space.

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

Arts, science and cultural opportunities in Flagstaff are fostered by our partnership with the Flagstaff Arts Council, providing direct technical and financial support to non-profit and private agencies engaged in these fields. With Beautification and Public Art Commission oversight and in accordance with the provisions of the Lodging, Restaurant and Lounge (BBB) Tax a variety of public art programs and projects are delivered.

FY 2017 Accomplishments

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Arts and Sciences
- ✓ Funding was delivered to more than forty arts, science, and cultural agencies.
- ✓ Additional funding was delivered to two Science-Technology-Engineering-Math (STEM) organizations.
- ✓ A new contract for services by the Flagstaff Arts Council was approved by the City Council that features a better compensation scheme and a longer term.

Public Art
- ✓ Helped fund the Telepoem Booth
- ✓ Public Art Map new print version
- ✓ Frontier Adventure Sculpture restoration
- ✓ Rainbow De Rio Mosaics

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Arts and Sciences
- ✓ Participation in Facilities Committee of the Flagstaff Arts Council (Cultural Arts Facility)

Strategic Plan Priority: Provide Exceptional Service

Arts and Sciences
- ✓ National Park Service 100-year anniversary posters in lobby

Public Art
- ✓ Led, 'Flagstaff Walks' public art tour

FY 2018 Initiatives

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

Public Art Projects to be Accomplished
- ✓ Create a smart phone app version of the Public Art Map
- ✓ Bushmaster Park Mural
- ✓ Art in the Alley
- ✓ Inset Sidewalk Art, Jimmy John's Beaver
- ✓ Thorpe Sculpture
- ✓ Mural on the Monte Vista

- ✓ Children's Garden Sculpture
- ✓ N/W Corner Ft. Valley & Humphreys
- ✓ Joel Montalvo Park Surrounds
- ✓ Mancuso Mural Conservation
- ✓ Mural on the Century Link Building

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

Arts and Sciences
- ✓ Continue funding to more than forty arts, science, and cultural agencies.
- ✓ Continue additional funding to two STEM organizations.

Strategic Plan Priority: Provide Exceptional Service

Arts and Sciences
- ✓ Continue participation in Facilities Committee of the Flagstaff Arts Council (Cultural Arts Facility)

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Continue to grow team members' skills through City provided training from Human Resources and external resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Each team member attends a minimum of one professional development opportunity	1	1	1	1	1

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Improved perception of quality of life in Flagstaff through Arts and Science funding and projects

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Annual survey respondents report an improved perception of quality of life in Flagstaff through Arts and Science funding and projects (5 Point Scale)	4/5	3/5	3/5	3/5	4/5

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: Activate community engagement and participation in projects

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of participation events and partnerships in which the community actively participates and is engaged	12	12	12	12	12

Section: **216 - Arts and Science**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 35,626	$ 38,136	$ 38,136	$ 40,713	$ 2,577
Contractuals	398,428	478,881	478,881	479,381	500
Commodities	-	3,123	3,123	3,123	-
Capital	-	237,500	100,000	343,000	105,500
Total	**$ 434,054**	**$ 757,640**	**$ 620,140**	**$ 866,217**	**$ 108,577**

Expenditures by Program:

General	$ 38,154	$ 40,017	$ 40,017	$ 44,594	$ 4,577
Public Artwork	-	242,623	105,123	346,623	104,000
Service Partner Agencies	299,900	400,000	400,000	385,000	(15,000)
FCP Administration	96,000	75,000	75,000	90,000	15,000
Total	**$ 434,054**	**$ 757,640**	**$ 620,140**	**$ 866,217**	**$ 108,577**

Source of Funding:

Arts and Science Fund	$ 866,217
	$ 866,217

Commentary:
The Arts and Science section operating budget has increased by 1%. There are capital expenditures ($343,000), resulting in an overall net increase of 14%. The Personnel Services increase of 7% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals and Commodities remained flat year over year. Major capital (>$10,000) include several artwork projects.

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, pavement, 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 as well as the Convention and Visitors Bureau (CVB) with visitor travel.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ The airport remained open during snow storms allowing medical flights to proceed even when American Airlines called for cancellations due to the great work staff did to remove the snow and clear the runway
- ✓ Airport hired Coffman and Associates and began our Airport Master Plan process
- ✓ Airport Sustainability Plan was completed and began putting many of the findings into practice: a water bottle refill station was added in the Terminal Gate hold area for public usage, began replacement of fluorescent lighting in the terminal and replaced nine airport terminal ceiling circulation fans with four newer magnetic motor fans
- ✓ New carpet, paint, trash cans and paintings were added to enhance the airport terminal
- ✓ Staff held over 19 meetings and discussions with airlines to encourage new air service to and from Flagstaff
- ✓ Staff worked with various groups helping to offer the airport conference room for meetings free of charge

Strategic Plan Priority: Invest in Our People

- ✓ Staff completed the annual Air Rescue Firefighting Facility (ARFF) certification
- ✓ A staff member was sent to Ithaca, New York to complete training in Wildlife Management
- ✓ A staff member was sent to Buffalo, New York to complete training in the new Snow Notice to Airman requirements
- ✓ A staff member was sent to Coconino Community College to receive Emergency Medical Technician training
- ✓ A staff member was sent to Coconino Community College to receive Paramedics training
- ✓ A staff member was sent to Phoenix to receive Terrorism Liaison Officer training.
- ✓ A staff member was sent to an Airport Marketing training
- ✓ A staff member was sent to Social Media training

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ The airport completed the Airport Sustainability Master Plan
- ✓ Pulliam Drive was repaved for easier access in and out of the airport
- ✓ An airport marketing campaign was created and implemented that resulted in over 24 print advertisements designed to re-engage the local community to fly local helping to keep enplanements flat even when cancellations were experienced, helped draw business to the rental car companies and the café

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ The airport worked with the Federal Aviation Administration to replace the Visual Approach Slope Indicator (VASI) with a newer LED Procession Approach Path Indicator
- ✓ The airport held community outreach meetings for the Sustainability Master Plan
- ✓ The airport held community outreach meetings for the Airport Master plan
- ✓ The airport along with the Experimental Aircraft Association held an airport open house

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Staff will continue to meet with potential airlines in an effort to develop new air service to and from Flagstaff
- ➢ The airport will resurface the runway to increase safety and provide longer life expectancy; this will be provided through a Federal Aviation Administration grant
- ➢ Staff will continue to market the airport to increase enplanements and help attract other airlines to offer us service
- ➢ The airport will work to make the State Legislature aware of the need to protect the State Aviation Fund for funding local airports like Flagstaff

Strategic Plan Priority: Invest in Our People

- ➢ Airport Rescue Fire Fighter training will be completed to retain certifications
- ➢ Additional staff training will be held to maintain the security needs of the airport
- ➢ Additional staff training will be held to maintain wildlife management requirements
- ➢ The airport will seek outside training options for staff in operations, security, different snow removal methods and runway marking
- ➢ The airport will continue to look at new methods such as project management of security, wildlife control, and safety to empower frontline staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Staff will work with other city sections to sell/lease land on the airport to increase revenues
- ➢ Staff will work to increase media advertising options in the terminal to increase overall marketing revenues and to gain stronger relationships with our partners
- ➢ Staff will promote the airport through advertising in an effort to increase passenger enplanements
- ➢ The airport will work with the Federal Aviation Administration to get a release on the parking lot, as well as trying to find funding to expand or meet future parking needs; this release will allow the airport to work toward the City Council's direction of charging for airport parking

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ➢ Staff will hold community outreach for the Airport Master Plan process
- ➢ The eleventh annual Airport Open House will be held
- ➢ Staff will present to various Flagstaff business leaders and organizations to encourage flying and share direction of the airports future
- ➢ The airport will work with the Flagstaff Fire Department to enhance safety through mutual training

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Improve airline customer service through reduction of cancelations by maintaining the runway, taxiway and aircraft movement areas

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Percentage decrease in annual cancellations	2.00%	2.80%	1.45%	2.00%	2.00%

Strategic Priority – Goal: Invest In Our People - Provide Competitive Compensation

Strategic Objective: To support increased employee compensation for retaining and cultivating good employees and reducing turnover

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of FTEs that experience turnover	0	2	2	3	0

Strategic Priority – Goal: Invest In Our People – Empower Employees to Make the City Better

Strategic Objective: Empower employees through project management and the training necessary to achieve results by developing a training manual, reorganizing staff to provide a growth path that will benefit both the employees and the City, and reducing turnover by increasing staff trainings and supporting decision making at all levels

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of training sessions per employee	7	0	2	3	7

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: Promote and encourage air service in Flagstaff by marketing the airport to the community and work to attract additional air service

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase monthly and annual enplanements	2.00%	-1.90%	-1.30%	1.00%	1.00%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Promote Policies that Reflect a Positive and Safe Community

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Category number of the Airport security level	Category III	Category II	Category II	Category II	Category III

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

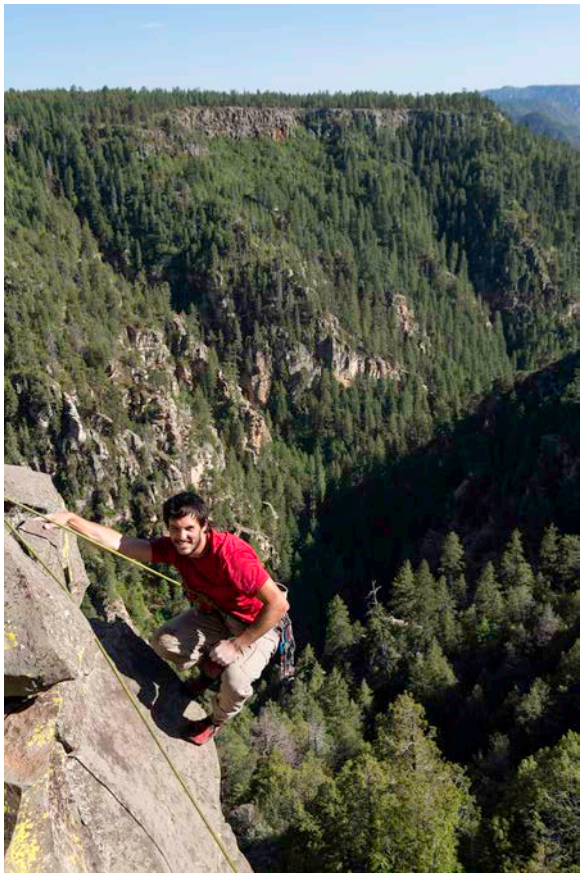
Strategic Objective: Provide emergency services at a high level and with a quick response to promote safety and meet FAA requirements

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Percentage of response times of three minutes or less to all aircraft alerts	100%	100%	100%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: To establish an environment of equality for businesses, visitors and employees by making sure all Rules and Regulations meet the most current needs, standards and requirements to promote the best interests of the City while meeting all Federal and State standards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Perform annual review and update of all Airport Rules and Regulations	100%	100%	N/A	N/A	100%



Section: **221 - Airport**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 535,454	$ 846,458	$ 846,458	$ 888,732	$ 42,274
Contractuals	427,526	1,256,976	377,076	1,359,176	102,200
Commodities	244,875	156,224	156,224	158,024	1,800
Capital	-	152,550	-	152,550	-
Total	**$ 1,207,855**	**$ 2,412,208**	**$ 1,379,758**	**$ 2,558,482**	**$ 146,274**
Expenditures by Program:					
General Administration	$ 221,388	$ 476,343	$ 476,343	$ 494,446	$ 18,103
Safety and Security	173,771	337,614	185,064	344,814	7,200
Snow Control	102,126	104,457	104,457	117,879	13,422
Maintenance Buildings & Grounds	627,373	480,685	480,685	582,713	102,028
Maintenance Runway & Taxiway	83,197	133,209	133,209	138,730	5,521
Small Commercial Air Service Development	-	879,900	-	879,900	-
Total	**$ 1,207,855**	**$ 2,412,208**	**$ 1,379,758**	**$ 2,558,482**	**$ 146,274**
Source of Funding:					
	Airport Fund			$ 2,558,482	
				$ 2,558,482	

Commentary:

The Airport section operating budget has increased by 6%. The Personnel Services increase of 5% are due to a market based pay increase, pension increase for PSPRS, as well as an increase in medical and dental insurance. Contractuals increases of 8% are due to carryover of prior year one-time authorization for consultant fees. Commodities increases of 1% are due to minor anticipated increases from prior year prices. There is no major capital (> $10,000) for this section.

Mission

A fair and balanced parking system providing the most benefit for all.

Program Description

ParkFlag is special revenue fund charged with managing, for efficiency, the currently limited supply of parking and acquiring additional parking supply without external financial support. These goals are achieved by instituting a pay-to-park system and permit parking programs. The funds generated by pay-to-park requirements support the operations of ParkFlag such as programmatic costs, permit parking programs and enforcement, but also supports the acquisition of parking for both the short term and the long term. Pay-to-park in the form of metered parking spaces is a parking management tool in itself, encouraging employees, business owners and others to park in provided facilities and thus freeing up the appropriate spaces for customers and visitors. The various parking permit programs assure that employees, business owners, residents, customers and visitors are afforded reasonable opportunities to park and that no single stakeholder, or parking customer, is at a disadvantage (or advantage) relative to other customers. At the same time, public parking is maintained. Though still containing regulatory functions, the system is further designed to be exceptionally customer friendly, such that willing participants have the best possible experience with the parking management.

FY 2017 Accomplishments

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Conducted community building exercise to develop broadly supported program concept and administrative guidelines; eleven identified stakeholder groups were engaged and support the outcomes; the plan provides an appropriate balance of business and tourism friendliness, management of limited resources, financial impacts and solutions, protection of neighborhoods and responsible use of public assets and funds
- ✓ Obtained City Council and other approvals of the program; necessary ordinance changes; several inter-divisional, intergovernmental and third party agreements; position creation; organizational changes; various purchasing and hiring requirements; and permitting
- ✓ Implemented the program including surveying, design and documentation; physical installation of 1,600 meters and signs in town; back-of-software purchase, development and implementation; office setup and procedures; staffing and training
- ✓ Maintained community building methodology and provided extensive multi-media public outreach to inform the public and manage expectations
- ✓ Hired and trained Parking Aides

FY 2018 Initiatives

Strategic Plan Priority: Work in partnership to enhance a safe and livable community

- ➢ Start operations
- ➢ Adjust design, guidelines and procedures as warranted
- ➢ Implement the Residential Permit Parking Program as requests are received
- ➢ Hire Parking Manager after six months of operations and additional Parking Aides as the program expands
- ➢ Implement portions of plan intentionally delayed until after start-up

Performance Measures

Measurements will be implemented in Budget 2019

Section:	231 - ParkFlag				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ -	$ 214,000	$ -	$ 274,564	$ 60,564
Contractuals	-	8,750	36,067	37,750	29,000
Commodities	-	198,026	4,000	228,374	30,348
Capital	-	943,914	796,616	285,249	(658,665)
Total	**$ -**	**$ 1,364,690**	**$ 836,683**	**$ 825,937**	**$ (538,753)**
Expenditures by Program:					
General Administration	$ -	$ 79,000	$ 4,000	$ 279,564	$ 200,564
Compliance	-	147,000	-	29,000	(118,000)
Metering and Permits	-	186,026	30,567	223,374	37,348
Parking Facilities	-	8,750	5,500	8,750	-
Parking District Capital	-	943,914	796,616	285,249	(658,665)
Total	**$ -**	**$ 1,364,690**	**$ 836,683**	**$ 825,937**	**$ (538,753)**
Source of Funding:					
	Parking District Fund			$ 825,937	
				$ 825,937	

Commentary:

The Parking District section operating budget increased 28% and there is capital ($285,249), resulting in an overall decrease of 39%. Personnel Services increase of 28% is due to the addition of one (1) FTE as well as an increase in medical and dental insurance. Personnel Services includes the salary and benefits of five (5) FTE's to oversee and enforce parking within the district. Contractuals increases of 331% is mainly due to the costs related to a building lease for the new location of the Parking District staff. The Commodities increase of 15% is mainly due to software maintenance. Major capital (> $10,000) includes the cost of parking meter installations. FY 2017 is the first year of the Parking District.

Utilities Division Mission

The mission of the **Utilities Division Administration** 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 **Water Production Section** is to make the safest water everyday through regular monitoring, continuous investment, and deploying the best available technologies and practices to meet the growing water demands of Flagstaff.

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 applicable floodplain and stormwater regulations.

The mission of the **Water Resources Section** is to ensure residents a present and future water supply that meets the water quality needs of the community, the environment and our co-workers. This is accomplished through water supply planning and forecasting, promoting water efficiency by the utility and by the consumer, supply and demand tracking as new subdivision plats are approved, and through policy recommendation and advocacy.

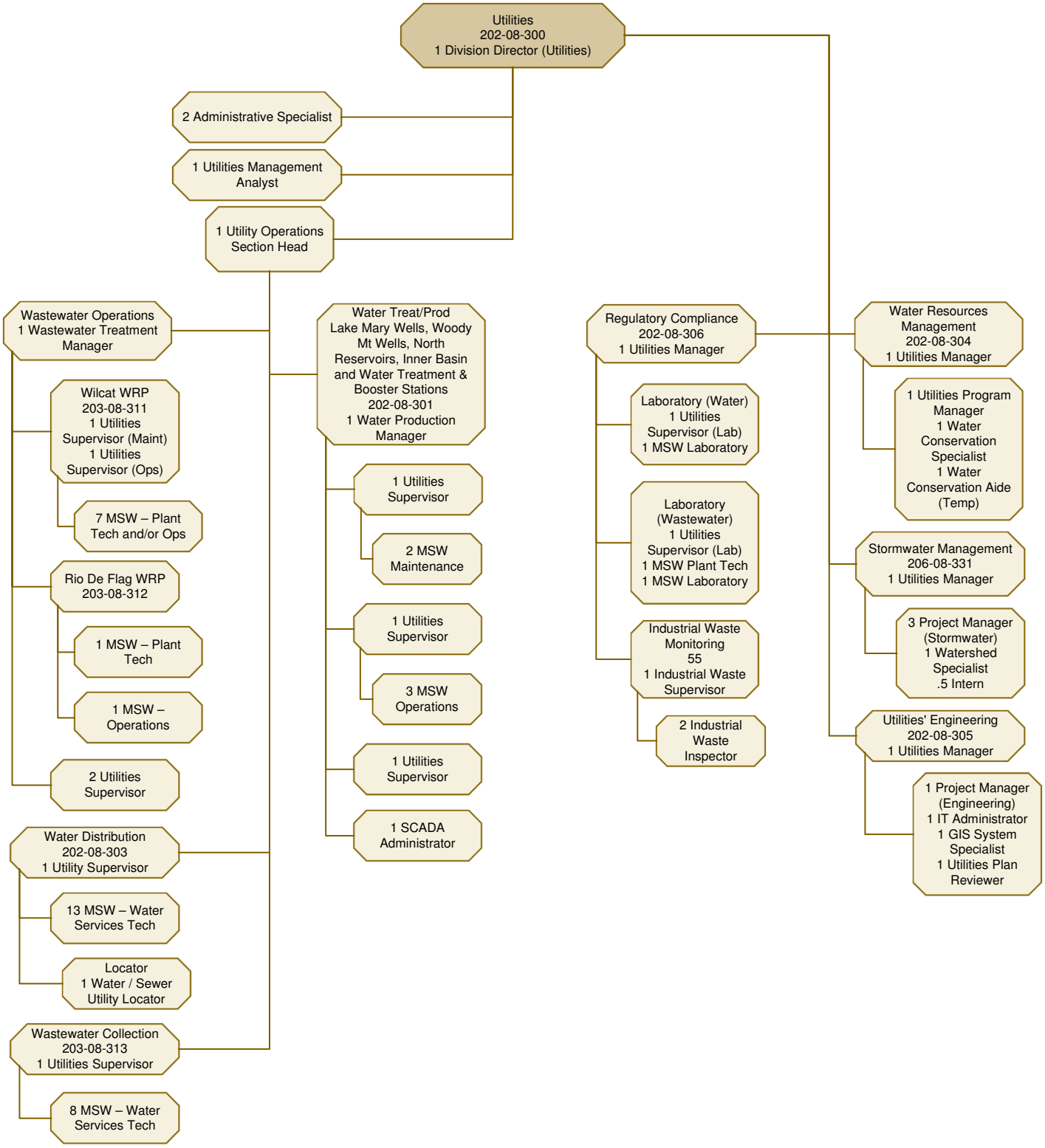
The mission of the **Regulatory Compliance Section** of the Utilities Division is to ensure that the City is compliant with all sampling and reporting requirements as directed under state and federal regulations for our water, wastewater, reclaimed water, stormwater, industrial pretreatment and backflow systems. This is accomplished through monitoring, testing and reporting as required by regulations and best management practices. Staff philosophy is responsiveness, performing duties with honesty and integrity, and a commitment to meeting industry standards of excellence.

The mission of the **Wildcat Reclamation Plant** is to provide wastewater treatment and Class A+ reclaimed water that meets or exceeds all regulatory requirements; minimize treatment cost per unit of treated wastewater.

The mission of the **Rio Reclamation Plant** is 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.

The mission of the **Utilities Division/Wastewater Collections Section** is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

Utilities


Utilities
202-08-300
1 Division Director (Utilities)
2 Administrative Specialist
1 Utilities Management Analyst
1 Utility Operations Section Head
Wastewater Operations
1 Wastewater Treatment Manager
Wilcat WRP
203-08-311
1 Utilities Supervisor (Maint)
1 Utilities Supervisor (Ops)
7 MSW – Plant Tech and/or Ops
Rio De Flag WRP
203-08-312
1 MSW – Plant Tech
1 MSW – Operations
2 Utilities Supervisor
Water Distribution
202-08-303
1 Utility Supervisor
13 MSW – Water Services Tech
Locator
1 Water / Sewer Utility Locator
Wastewater Collection
203-08-313
1 Utilities Supervisor
8 MSW – Water Services Tech
Water Treat/Prod
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin and Water Treatment & Booster Stations
202-08-301
1 Water Production Manager
1 Utilities Supervisor
2 MSW Maintenance
1 Utilities Supervisor
3 MSW Operations
1 Utilities Supervisor
1 SCADA Administrator
Regulatory Compliance
202-08-306
1 Utilities Manager
Laboratory (Water)
1 Utilities Supervisor (Lab)
1 MSW Laboratory
Laboratory (Wastewater)
1 Utilities Supervisor (Lab)
1 MSW Plant Tech
1 MSW Laboratory
Industrial Waste Monitoring
55
1 Industrial Waste Supervisor
2 Industrial Waste Inspector
Water Resources Management
202-08-304
1 Utilities Manager
1 Utilities Program Manager
1 Water Conservation Specialist
1 Water Conservation Aide (Temp)
Stormwater Management
206-08-331
1 Utilities Manager
3 Project Manager (Stormwater)
1 Watershed Specialist
.5 Intern
Utilities' Engineering
202-08-305
1 Utilities Manager
1 Project Manager (Engineering)
1 IT Administrator
1 GIS System Specialist
1 Utilities Plan Reviewer

Mission

The mission of the Utilities division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

Core functions of the Utilities division include Utilities Operations, Engineering, 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 and booster stations.

The Division also administers the following programs and commissions: Division Safety Program, Water Commission, and the City Change Order Committee. We are a liaison with numerous outside agencies and organizations. These include representation to the: 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 Watershed Partnership and the National Park Service/U.S. Forest Service Lake Mary Watershed Planning Group. In addition, staff review proposed State and Federal water legislation and provide input to Council and Legislators. Utilities asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Utilities engineering evaluate capital improvement needs, including prioritization, and provide project management engineering services for capital improvement projects. Utilities staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff, and City Council inquiries and follow up on complaints. Utilities staff provide water quality regulatory permit administration for various Federal (USEPA) and State (ADEQ) programs including: Safe Drinking Water Act, Clean Water Act, National Pollutant Discharge Elimination System (NPDES), Arizona Aquifer Protection Permit (APP), Water Reuse, Emergency Operations and Safety Programs as required. Within the Utilities Division, the Stormwater Management Section is responsible for Floodplain Administration, as detailed in Title 12 Floodplain Regulations.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Reduced customer complaints and ensured that all complaints received were resolved

Strategic Plan Priority: Invest In Our People

- ✓ Provided opportunity for all administrative staff to receive training

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Provided accurate revenue projection allowing the utilities department to appropriate more funding to projects

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Completed Water, Wastewater and Stormwater rate study

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Reduce customer complaints
- Ensure all complaints received are resolved

Strategic Plan Priority: Invest In Our People

- Ensure all staff has the opportunity to attend trainings
- Provide clear and consistent channels of communication between management and staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Provide accurate revenue projections to allow utilities department to appropriate funding to more projects

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Complete the Reclaimed Water rate study

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total number of customer complaints - water, wastewater and stormwater	0	43	21	8	8

Strategic Objective: Ensure all utility customer complaints are resolved in a timely manner

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total number of customer complaints resolved	100%	100%	100%	100%	100%

Strategic Objective: Provide outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total number of customer compliments received	Annual Increase	1	0	14	14

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Provide utility customer the opportunity to effectively communicate with staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Customer survey rating	100%	100%	100%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: By providing an accurate revenue projection, utilities department is able to appropriate more funding to projects

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Review water and wastewater revenues budget vs actual	100%	90%	90%	100%	100%

Section: **300 - Utilities Administration**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 463,198	$ 476,757	$ 476,757	$ 522,051	$ 45,294
Contractuals	283,234	396,509	396,509	304,509	(92,000)
Commodities	14,864	14,200	14,200	14,200	-
Total	**$ 761,296**	**$ 887,466**	**$ 887,466**	**$ 840,760**	**$ (46,706)**

Expenditures by Program:

General Administration	$ 646,225	$ 767,918	$ 767,918	$ 718,272	$ (49,646)
Water Commission	1	1,180	1,180	1,180	-
Operations Management	115,070	118,368	118,368	121,308	2,940
Total	**$ 761,296**	**$ 887,466**	**$ 887,466**	**$ 840,760**	**$ (46,706)**

Source of Funding:

Water and Wastewater Fund	$ 840,760
	$ 840,760

Commentary:

The Utilities Administration operating budget has decreased by 5% and there are no capital expenditures. The Personnel Services increase of 10% is due to a market pay increase, an increase in medical and dental insurance and the addition of a one-time authorization for Communications Temp Staff for half of the year. Contractuals decreases of 23% are due to a reduction in one-time legal fees budgeted in FY 2017 Commodities had no change in budgeted expenditures. There is no major capital (> $10,000) for this section.

Mission

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Program Description

The Water Production section of Utilities provides conventional surface water treatment 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 a system of water storage tanks and booster stations. The State certified Compliance Lab provides analysis for process control and water quality sampling for compliance. This section cost effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide water to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Completed warranty inspection of newly refurbished Cheshire Reservoir
- ✓ Installed available 1000KW generator permanently at Shop Well for emergency stand-by power
- ✓ Implemented new coagulant to reduce overall chemical treatment costs
- ✓ Upgraded Water Production Citect SCADA to standardize versions of all facilities for Utilities

Strategic Plan Priority: Invest In Our People

- ✓ Completed comprehensive Zone Change Checklist for Utilities Supervisors
- ✓ New roofs installed for the Lake Mary Treatment Plant administration and original 1941 plant structures
- ✓ Completed construction of steel equipment storage building

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Upgraded controls for Fort Toothily, Rio and Shop Well
- ✓ Upgraded communications North Reservoir Filter Plant
- ✓ Placed VFD control for influent water for surface plant on SCADA
- ✓ Replaced Lake Mary Well #8 with new energy efficient pump and motor
- ✓ Completed network communications tower for the Woody Mountain Wellfield
- ✓ Completed Lake Mary RTU #2 repairs and upgrades implementing surge suppression which adds reliability

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Remediated exterior asbestos for original 1941 structures
- ✓ New roofs installed for the Lake Mary Treatment Plant administration and original 1941 plant structures

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Establish design standards for SCADA Programming
- Design improvements to refurbish Lake Mary sedimentation basins
- Upgrade controls for Interchange and Continental Wells

Strategic Plan Priority: Invest In Our People

- Update and standardize MSW skill level pay system
- New control room and server security

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Replace Woody Mountain Well #10 with new energy efficient pump and motor
- Improve Raw Water Pump Station with modern controls and radios
- Upgrade controls for Interchange and Continental Wells
- Upgrade Continental Well with new roof, disinfection and booster pump
- Work with US forest Service to improve radio communications for the Lake Mary Wellfield

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Upgrade main electrical service for the Lake Mary Treatment Plant
- Replace deteriorated sedimentation basin walkway

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide training to prevent any accidents

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Safety training hours	3.6	10.0	3.6	3.6	3.6

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: To create safety awareness through training

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of reported injury and non-injury accidents	0	0	0	0	0

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: To provide a level of service that meets the FY 2009 benchmark service level

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Cost of production per 1,000 gallons	$1.75	$1.70	$1.72	$1.73	$1.75

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To provide the best quality water by meeting or exceeding all requirements

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Safe drinking water act violations	0	1	1	0	0

Strategic Objective: To provide uninterrupted water to the citizens of Flagstaff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Gallons produced in MG	2,866	2,640	2,650	2,756	2,866

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: To ensure that production demand as a percentage of production capacity

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Power costs to produce 1,000 gallons	$0.87	$0.94	$0.83	$0.85	$0.87

Section: **301 - Water Production**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 681,611	$ 750,912	$ 750,912	$ 900,442	$ 149,530
Contractuals	2,518,208	2,713,638	2,713,638	2,724,138	10,500
Commodities	332,070	596,510	596,510	525,102	(71,408)
Capital	14,676	1,019,040	1,019,040	936,415	(82,625)
Total	**$ 3,546,565**	**$ 5,080,100**	**$ 5,080,100**	**$ 5,086,097**	**$ 5,997**

Expenditures by Program:

General Administration	$ 476,592	$ 596,881	$ 596,881	$ 307,423	$ (289,458)
Water Treatment Operation	383,175	1,252,501	1,252,501	1,503,548	251,047
Buildings and Grounds Maintenance	44,299	67,839	67,839	11,242	(56,597)
Equipment Maintenance	171,718	288,795	288,795	5,000	(283,795)
SCADA Tracking	114,532	122,994	122,994	284,509	161,515
Local Wells	990,673	1,349,185	1,349,185	1,300,983	(48,202)
Lake Mary Wellfield	491,161	332,214	332,214	447,012	114,798
Woody Mountain Wellfield	697,661	792,209	792,209	938,007	145,798
North Reservoirs	56,345	62,346	62,346	65,976	3,630
Inner Basin Maintenance	56,825	117,339	117,339	120,969	3,630
Red Gap Ranch Operation & Mgmt	7,095	24,809	24,809	24,809	-
Booster Station Administration	13,398	21,086	21,086	22,901	1,815
Zone A - RFP	-	250	250	250	-
Kinlani	1,448	1,505	1,505	1,505	-
University Highlands #1	3,566	1,545	1,545	1,545	-
Airport Booster	1,955	1,545	1,545	1,545	-
Amberwood Booster	3,125	6,336	6,336	6,336	-
Railroad Springs Booster	20,421	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	12,576	15,537	15,537	17,353	1,816
Total	**$ 3,546,565**	**$ 5,080,100**	**$ 5,080,100**	**$ 5,086,097**	**$ 5,997**

Source of Funding:

Water and Wastewater Fund	$ 5,086,097
	$ 5,086,097

Commentary:

The Water Production operating budget has increased by 2%. There are capital expenditures ($936,415), resulting in an overall net change of 0%. The Personnel Services increase of 20% is due to a market pay increase, an increase in medical and dental insurance, as well as the addition of 1.0 FTE SCADA (Utilities) Administrator. Contractuals remained flat year over year. Commodities decreases of 12% are due to decreases in prior year one-time requests. Major capital (>$10,000) includes raw water pump station upgrades ($55,000); Lake Mary control room Sixnet RTU replacement ($90,000); Supplemental Radio Antennae Masts for five sites seven radios, Lake Mary Wells ($55,000); Replacement VFD's for legacy hardware ($55,000); Woody Mountain microwave and Master TCP/IP radio ($53,000) and Woody Mountain RTU upgrades ($88,000). In addition, there were Capital carryforwards from FY2017 to FY2018 for the Radio Towers and equipment building ($21,115), Asphalt Basin Walkways ($77,900); Lake Mary Flow Meters ($119,400) and Lake Mary Electrical Upgrades ($322,000).

Mission

The mission of the Utilities division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Crewmembers isolated lines, flushed fire hydrants, cleaned main lines in the commercial areas, such as in the areas of north downtown, south downtown, South Milton Road, West Route 66, East Butler Avenue and Woodlands Village Boulevard.; 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
- ✓ Our Bluestake Locator completed 3,384 tickets between July 1, 2016 to January 26, 2017 which was an increase of 234 tickets due to the increase of development compared to the prior year
- ✓ Crews completed the fabrication of an existing trailer, turning it into a water main break response trailer, ensuring we have most everything needed for emergencies; trailer includes pumps, traffic control, repair fittings, etc. to ensure that our jobs are completed in a more timely manner; Water Distribution crews saved the City a significant amount of money by performing this work in-house compared to contracting the work out or purchasing a fully complete trailer
- ✓ Utilities to complete two additional phases of the annual leak detection program by end of fiscal year, identifying any possible water line leaks in the system in order to help reduce the amount of unaccounted water loss within the distribution system
- ✓ Continue to reduce the amount of unaccounted water loss through meter replacement
- ✓ Utilities received new fleet of four service trucks replacing the problematic diesel engines from the previous fleet, thus increasing effectiveness and response times
- ✓ Water Distribution was able to fill all open positions and is now fully staffed
- ✓ Utilities completed the ADOT Blanket Permit allowing for a much more efficient process in order to work on utilities within an ADOT right of way

Strategic Plan Priority: Invest In Our People

- ✓ Conducted 35 hours of training per employee including safety, technical skills, traffic control, computer, and other work related topics

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout varying elevations and pressure zones

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Crewmembers work during the night and day to complete inspections of valves, manholes, etc. associated with the Public Works Division's Asphalt Overlay Projects to ensure that they are within Engineering Standards
- ✓ Crewmembers worked with the Flagstaff Fire Department in identifying fire hydrants in need of reflective marking antennas in areas of concern
- ✓ Utilities assisted other divisions when called upon such as emergency snow removal operations, assisting in water quality sampling, assisting the Water Production sectional needs, etc.

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Locate, clean and operate valves throughout the City of Flagstaff, adjust and or repair as needed
- ➢ Isolate lines, flush fire hydrants, clean out main lines in areas that may be financially and physically affected by dirty water
- ➢ Develop a main line flushing program to ensure quality water delivery to our customers
- ➢ Continue to reduce the amount of unaccounted water loss through an annual meter replacement program identifying non-radio read waters and meters greater than ten years old

Strategic Plan Priority: Invest In Our People

- ➢ Encourage employee advancement through operator certifications and the skill block program
- ➢ Conduct 30+ hours of training per employee including safety, technical skills, computerized maintenance management systems (CMMS) and other work related topics

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ➢ Expand the use of reflective fire hydrant marking antennas to aid in snow removal operations and general locating of hydrants in maintenance and emergency operations
- ➢ Water Distribution to assist other sections within the Utilities Division and City of Flagstaff as needed

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: By providing outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of complaints per 1,000 customers	0.00	0.73	0.14	0.09	0.05

Strategic Objective: By providing outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of compliments	0	1	2	5	5

Strategic Objective: To provide safe and reliable drinking water to the citizens of Flagstaff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of water breaks per 100 miles of pipe	0.00	2.29	2.89	1.50	2.50

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: To communicate the importance of safety and loss control through our safety program

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Safety training hours per employee	30	15	29	35	30

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: To reduce accidents and maintain high safety standards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of injury accidents	0	2	1	0	0

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To reduce infrastructure problems that result in water quality issues by properly operating and maintaining the water distribution system

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Unaccounted for water loss through meter inaccuracy, hydrant flushing, leaks/breaks, etc.	<10%	11%	12%	10%	10%

Strategic Objective: To reduce infrastructure problems that result in water quality issues by properly operating and maintaining the water distribution system

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total water outage time in hours for both scheduled and unscheduled maintenance	0	1,427	1,554	1,400	1,250

Section: **303 - Water Distribution**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 937,142	$ 970,763	$ 970,763	$ 1,153,450	$ 182,687
Contractuals	197,159	263,013	263,013	261,013	(2,000)
Commodities	518,018	434,284	434,284	442,284	8,000
Capital	19,394	74,077	74,077	209,000	134,923
Total	**$ 1,671,713**	**$ 1,742,137**	**$ 1,742,137**	**$ 2,065,747**	**$ 323,610**

Expenditures by Program:

General Administration	$ 95,663	$ 217,784	$ 217,784	$ 177,290	$ (40,494)
Water System Maintenance & Operation	347,336	323,411	323,411	473,719	150,308
Main & Service Line Repair	382,059	374,983	374,983	508,929	133,946
Main Ext. - Fire Hydrant & Valve	39,028	33,770	33,770	35,161	1,391
Valve & Fire Hydrant Maintenance	223,192	255,374	255,374	269,140	13,766
Meter Installation	479,766	425,586	425,586	444,390	18,804
Meter Repair and Testing	66,471	73,028	73,028	78,043	5,015
Blue Stake	38,198	38,201	38,201	79,075	40,874
Total	**$ 1,671,713**	**$ 1,742,137**	**$ 1,742,137**	**$ 2,065,747**	**$ 323,610**

Source of Funding:

Water and Wastewater Fund	$ 2,065,747
	$ 2,065,747

Commentary:

The Water Distribution operating budget has increased by 11%. There are capital expenditures ($209,000), resulting in an overall net increase of 19%. The Personnel Services increase of 19% is due to a market pay increase, an increase in medical and dental insurance, as well as the addition of two new MSW-Water Services Technicians. Contractuals decreases of 1% are due to prior year one-time items. Commodities 2% increase reflects one-time investment in safety supplies ($7,500). Major capital (>$10,000) includes a blue stake locator's service truck ($40,000) and a UPM storage-shop building hot mix bay for $150,000. In addition, there is a carryforward from FY2017 to FY2018 of a trailer replacement ($19,000).

Mission

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Program Description

Core functions of the Water Resources Section include administration of the Water Resources Management and Water Conservation Programs. Under the Water Resources Management Program, we serve on committees with numerous outside agencies and organizations that include: Arizona Department of Water Resources (ADWR), U.S. Forest Service, National Park Service, U.S. Fish and Wildlife, Arizona Game and Fish, and serve on boards and technical advisory groups with the Coconino Plateau Water Advisory Council, Northern Arizona Municipal Water Users Association, and the Lake Mary-Walnut Canyon Watershed Planning Group. In addition, staff review proposed water legislation and provide input to Council and Legislators. Staff continually work to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff track current, committed, and projected water demands and Council-approved plats and report this information annually to ADWR, as required by Community Water Systems and the City's Designation of Adequate Water Supply (DADE). Regional watershed and aquifer conditions are monitored under this program and oversees groundwater-modeling work required under the City's DADE.

Core functions of the Water Conservation Program are to administer the non-residential and residential water rebate and audit programs, coordinate educational activities including the annual Project WET Water Festival, organize community water workshops, staff booths at water and science events throughout the year, track community water use, and manage the Utilities Water Loss Control Program. Two permanent staff and two temporary water conservation enforcement staff, supervised by the Water Resources Manager, coordinate the Program.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Staff addressed customer phone calls, performed water audits, and issued rebates to customers
- ✓ Staff expanded programming to focus on both residential and non-residential sectors of the community
- ✓ Staff worked with other city staff on various initiatives and reporting needs

Strategic Plan Priority: Invest In Our People

- ✓ Staff attended trainings inside and outside the organization, for career development and city initiatives from Human Resources
- ✓ Staff have presented at as well as attended conferences and continue to be an active part of the agencies and organizations listed above
- ✓ Utilities provided a nice new working space at the Rio de Flag Water Reclamation for staff in water conservation
- ✓ Utilities freed up a vehicle specific for water conservation staff to utilize

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Continued to secure water resources, track water use, track water demand, and investigate the costs of new technology or water supply.

- ✓ Provided incentives to the public for changing out inefficient water fixtures, and offered audits free of charge
- ✓ Expanded community programming educated the community on water awareness and the water cycle

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Worked with Sustainability to develop a plan for water conservation programming, which was approved by City Council and the Water and Sustainability Commissions in FY 2017, to be implemented in FY 2017
- ✓ Worked with Customer Service to identify better methods to service the customers who may have leaks, those struggling to pay their bills, or those having questions about their water use.
- ✓ The Toilet Assistance Program (TAP) was developed to assist the fixed and low income program

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Expand water awareness programs to include curriculum trainings under Project WET for Flagstaff teachers, a community program called *Conserve2Enhance*, expanded and specific information for the landscape rebate program through a partnership with the Arboretum
- ➢ Staff are developing a Community Water Forum and expanding their programming Communications Plan
- ➢ Expand customer service by offering a software that will provide customers an interface to do things as pay bills, review and evaluate their water use, and provide examples to save water
- ➢ Enhance customer knowledge of online customer portal where customers can apply for all of Utilities rebates
- ➢ Reach out to Sustainability to see if their rebates could be processed through the same customer portal
- ➢ Expand social media outreach through frequent updates and short educational videos

Strategic Plan Priority: Invest In Our People

- ➢ Multiple staff will be presenting at or attending conferences
- ➢ Staff try to attend Human Resource offered trainings, both mandatory and optional

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Implement a Utility Water Loss Control Program that will provide guidance to Utilities and the Customer Service Department regarding tracking and the validity of our lost and unaccounted for water, working with Customer Service to improve customers' experience and staff's ability to track water use though a water education and awareness software package, working with Sustainability on a Water Conservation Efficiency Plan, developing costs with consultants to provide ideas and costs for Flagstaff to consider expanding water reuse in Flagstaff
- ➢ Begin drilling a new water well; a new well is necessary to maintain system redundancy and stay ahead of growth as per the City's Water Policies (2014)
- ➢ Utilities water system leak detection

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ➢ Continue to support projects that provide system resilience and redundancy and reduce risk and vulnerability to natural or other disasters; this includes the Upper Lake Mary Watershed Monitoring Program in partnership with SRP, and the C-aquifer monitoring project with the US Geological Survey

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Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City – Support Sustainable Economic Development and its Practices

Strategic Objective: To ensure Flagstaff has a long-term water supply for future needs

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Committed water demand (acre-feet/year)	900	786	833	900	900
Peak reserved for anticipated summer demand (MGD)	14.0	13.5	13.5	13.5	14.0
Peak capacity available for development (MGD)	<80%	78%	80%	80%	80%

Strategic Objective: To develop programs to minimize lost and unaccounted for water

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of gallons saved per minute through leak detection	100	59	N/A	100	100

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Continue to Enhance Community Outreach and Engagement

Strategic Objective: To provide incentives for customers to use less water and to save money on their water bills

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Toilet, turf and rainwater harvesting rebates given out throughout the community	300	201	464	300	300

Section: 304 - Water Resource Management

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 219,774	$ 303,101	$ 303,101	$ 311,099	$ 7,998
Contractuals	117,368	299,300	299,300	293,510	(5,790)
Commodities	19,871	30,100	30,100	109,590	79,490
Total	**$ 357,013**	**$ 632,501**	**$ 632,501**	**$ 714,199**	**$ 81,698**
Expenditures by Program:					
General Administration	$ 98,251	$ 104,547	$ 104,547	$ 105,249	$ 702
Water Resources	82,515	197,950	197,950	155,250	(42,700)
Water Conservation	176,247	330,004	330,004	453,700	123,696
Total	**$ 357,013**	**$ 632,501**	**$ 632,501**	**$ 714,199**	**$ 81,698**
Source of Funding:					
	Water and Wastewater Fund			$ 714,199	
				$ 714,199	

Commentary:
The Water Resource Management operating budget has increased by 13% and there are no capital expenditures. The Personnel Services increase of 3% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 2% are due to prior year one-time authorizations. Commodities increases of 264% are due to a $10,000 one-time Utility billing analysis with County assessor data; creation of a Water Conservation Plan ($60,000); joint effort to set up WaterSmart Customer and Staff Water Tracking and Billing Services ($13,000); and joint effort WaterSmart Software maintenance ($30,000). There is no major capital (> $10,000) for this section.

Mission

The mission of the Utilities division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

Core functions of the Utilities Engineering section include Project Management of a $7M Capital Improvement Program (CIP) program, new development, plan review and GIS database administration, system installation and maintenance.

The section also administers all ADEQ Water and Sewer permits and the City Change Order Committee. 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 evaluates capital improvement needs, including prioritization, and provides 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.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Received one customer complaint and resolved it quickly to customer's satisfaction
- ✓ Customer compliments – we received five customer compliments

Strategic Plan Priority: Invest In Our People

- ✓ Provided opportunity for all engineering staff to receive training
- ✓ Engineering staff provided GIS training to collection and distribution crews

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Managed and administered the design and construction of numerous city projects
- ✓ Completed replacement of 5,145 feet of water line and 4,010 feet of sewer line within the Brannen Neighborhood in Southside area
- ✓ Completed replacement of 3,800 feet of aging water line within Grand Canyon Avenue in downtown area Completed replacement of 2,200 feet of water line and 1,150 feet of sewer line within Mikes Pike
- ✓ Tracked water and sewer demand of Council approved subdivision plats in collaboration with Water Resources
- ✓ Implemented numerous energy conservation projects throughout all operations increasing the "wire to air blower efficiency" at the Rio Water Reclamation Plant
- ✓ Applied and received financial rebates from APS Energy Services in the amount of approximately $110,000

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Completed installation of the Buffalo Park Tank chlorination building to ensure safe RW supply
- ✓ Completed Water, Wastewater and Stormwater rate study

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Ensure development and completion of all public infrastructure improvements on time and within approved budget in a collaborative manner with staff and the public

Strategic Plan Priority: Invest In Our People

- Maintain a well-trained and team-centered staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue delivery of the Annual Waterline and Sewerline pipe replacement programs
- Complete installation of new Ultra Violet Disinfection system equipment at Rio WRP
- Complete installation of the Gas Conveyance System and CoGen improvements to reduce Wildcat Hill Waste Water Treatment Plants greenhouse gas emissions and overall carbon footprint
- Complete installation of new Septage Receiving station project

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Implement additional plant energy efficiency measures identified in the 2010 Energy Audit study
- Continue to ensure an appropriate level of public involvement and accountability on all projects
- Complete user fee analysis for grease and septage receiving customers

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To ensure water and sewer infrastructure is adequate for new development to occur and to make the best use of water and energy resources

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
To balance future growth with available water resources through number of Inter Division Staff plan reviews	435	384	377	424	435

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To exceed customer water service expectations and minimize unscheduled outage hours

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Water distribution pipe replacement rate	2.00	1.91	1.59	1.36	2.00
Miles of water pipe that is to be replaced	19.13	24.08	22.49	21.13	19.13
Wastewater collection pipe replacement rate	1.00	0.63	0.79	0.59	1.00
Miles of wastewater pipe to be replaced	8.51	10.80	10.10	9.51	8.51

Section: 305 - Utilities Engineering

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 344,787	$ 366,864	$ 366,864	$ 435,884	$ 69,020
Contractuals	217,591	176,520	176,520	206,400	29,880
Commodities	5,822	8,970	8,970	27,090	18,120
Total	**$ 568,200**	**$ 552,354**	**$ 552,354**	**$ 669,374**	**$ 117,020**
Expenditures by Program:					
General Administration	$ 466,471	$ 457,653	$ 457,653	$ 464,770	$ 7,117
GIS-Utilities	101,729	94,701	94,701	204,604	109,903
Total	**$ 568,200**	**$ 552,354**	**$ 552,354**	**$ 669,374**	**$ 117,020**
Source of Funding:					
Water and Wastewater Fund				$ 669,374	
				$ 669,374	

Commentary:
The Utilities Engineering Services operating budget has increased by 21% and there are no capital expenditures. The Personnel Services increase of 19% is due to a market pay increase, an increase in medical and dental insurance and an additional FTE added for a GIS System Specialist. Contractuals increases of 17% are due to increases for consultant Fees from ESRI for GIS system and licensing needed to create work orders in Cityworks from other programs and databases. Commodities increases of 202% are due to investment in GIS computer equipment . There is no major capital (> $10,000) for this section.

Mission

The mission of the Regulatory Compliance section of the Utilities division is to ensure that the City of Flagstaff is compliant with all sampling and reporting requirements and best management practices (BMPs) as directed under state and federal regulations and permits for our water, wastewater, reclaimed water, surface water, stormwater, industrial pretreatment and backflow programs. The Regulatory Compliance Section is also responsible for ensuring each facility in Utilities is properly permitted and any discharge is correctly reported to the Arizona Department of Environmental Quality. Staff philosophy is responsiveness, performing duties with honesty and integrity, and a commitment to meeting industry standards of excellence.

Program Description

Core functions of the Regulatory Compliance section include sampling, testing, documenting and reporting the quality of the City's water, wastewater, reclaimed water, and industrial pretreatment and backflow systems as directed under state and federal regulations and permits. The Section manages two (2) State licensed laboratories, administers the Multi-Sector General Permit (MSGP) at the Wildcat Hill and Rio de Flag Wastewater Reclamation Plants, administers the Municipal Separate Storm Sewer System (MS4) permit for the City, and works with regulatory agencies to update permits. The section also coordinates the Utilities Division's safety programs.

The Regulatory Compliance Section represents the City by maintaining relationships with other professionals in the water and environmental compliance field by participating in or hosting meetings and workshops. We are a liaison with numerous outside agencies and organizations that include the United States Environmental Protection Agency (USEPA), Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Advisory Panel on Emerging Contaminants, and Environmental Laboratory Advisory Committee. In addition, staff review proposed water quality legislation and provide input to State Agencies, City Council and Legislators. Staff also provides water quality regulatory permit administration for all programs within the Regulatory Compliance Section for various Federal (USEPA) and State (ADEQ) programs including: Safe Drinking Water Act, Clean Water Act, Clean Air Act, National Pollutant Discharge Elimination System (NPDES), Arizona Pollutant Discharge Elimination System (AZPDES), Arizona Aquifer Protection Permit (APP), Reclaimed Water Permit, Multi-Sector General Permit (MSGP), Municipal Separate Storm Sewer System (MS4), and Emergency Operations and Safety Programs as required.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Coordinated with a major significant industrial user (SIU) to prevent a large potential discharge from negatively impacting the Wildcat Hill WRP
- ✓ Conducted an MS4 workshop for other municipalities to learn what to submit as part of their Notice of Intent (NOI) to meet the requirements of the new MS4 general permit
- ✓ Assisted the Arboretum at Flagstaff to become a public water system using water from the Woody Mountain raw water transmission line with the City to collect monthly Arboretum compliance samples; potable use of the water at the Arboretum created a service connection prior to the entry point to the distribution system and was in violation of drinking water rules, the Arboretum becoming a public water system keeps the city in compliance with drinking water rules
- ✓ Drinking water lab successfully responded to 24 drinking water complaints

Strategic Plan Priority: Invest In Our People

- ✓ Purchased new DR3900 Spectrophotometer at Wildcat Hill and moved older DR2500 Spectrophotometer Industrial Waste Building IWS building to meet the 15-minute regulatory hold time requirement when sampling Frances Short Pond
- ✓ Cross Trained Wildcat Lab staff to help with sampling and analysis at the Lake Mary lab

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Successfully converted the air quality permit for the Wildcat Hill WRP to a registration, the primary factor in requiring an air quality permit was the generator using digester gas to create electricity, Regulatory Compliance was able to demonstrate that the overall emissions at Wildcat Hill was below the regulatory threshold to require a permit, helping save the City money in annual fees and staff time conducting visual monitoring
- ✓ Coordinated efforts between the wastewater lab and industrial waste to sample the effluent from the Rio de Flag and Wildcat Hill wastewater reclamation plants to save the City money in sampling costs
- ✓ Successfully updated the Aquifer Protection Permits (APP) for the Wildcat Hill and Rio de Flag Water Reclamation Facility Plants; each facility was required to submit a permit amendment as part of a compliance schedule

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Successfully implemented a vehicle cone policy to help prevent backing accidents; cones are placed at the front or rear of the vehicle to aid the driver to look for objects or dangers when backing or leaving a parking place
- ✓ Increased number of monthly total coliform samples collected by the drinking water lab in the distribution system from 70 to 80 to reflect the growing population
- ✓ Continually improved annual required testing of backflow preventers to approach 100% compliant
- ✓ Provided process sampling and oversight at the Lake Mary Water Treatment Plant to prevent a reoccurrence of the HAA5 DBP exceedance of 2015, including implementation of new non-regulatory in-house TOC and DBP sampling and analysis
- ✓ All regulatory required sampling conducted to meet compliance at the Rio de Flag WRP, Wildcat Hill WRP and the public water system, which consisted of the Lake Mary and North Reservoir water treatment plants, well sites and distribution system
- ✓ Completed a system to add reclaimed water to maintain the level of the Frances Short Pond minimizing excessive aquatic plants and enhancing its overall health

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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Complete lead and copper sampling of the City's distribution system to assure a safe water supply
- ➢ Adequately address all complaints efficiently and completely

Strategic Plan Priority: Invest In Our People

- ➢ Train leaders of tomorrow to be ready and willing to assure the City stays compliant with all state and federal permitting and rules
- ➢ Send staff to training opportunities to learn new drinking water and wastewater rules
- ➢ Update equipment at the City's two water reclamation plants

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Complete study of the Rio de Flag monitoring well to meet all requirements of ADEQ to be representative of the uppermost aquifer without drilling a new well

- Require additional monitoring of industries to assure compliance and protect the health of the City's Water Reclamation Plants
- Provide support to the City's water reclamation plants and drinking water system to assure peak efficiency and compliance

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Complete and revise Flagstaff's Stormwater Management Plan (SWMP) to meet the requirements of the new small MS4 permit; after 14 years, ADEQ finally issued a new AZPDES Small Municipal Separate Storm Sewer System (MS4) general permit for small MS4s; the current permit expired in 2007 and was administratively extended; the new permit encompassed changes that should have been included in revision in 2007 and 2012
- Continue to monitor and make necessary changes to never repeat the HAA5 exceedance of 2015

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To maintain pubic trust and monitor city water and wastewater quality

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Customer complaints received/addressed	100%	5/5	13/13	20/20	20/20

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To protect water quality and prevent cross connections into water system

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Backflow prevention assemblies tested	2,700	2,789	2,700	2,700	2,700

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: To protect human health and environmental quality

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Compliance tracking of sampling and reporting requirements with ADEQ permits and rules – Number of water samples	1,200	1,303	1,350	1,200	1,200
Compliance tracking of sampling and reporting requirements with ADEQ permits and rules – Number of wastewater samples	3,200	3,221	3,225	3,200	3,200

Strategic Objective: To protect wastewater treatment facilities and the environment from business and industrial discharges

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Blockages/Notice of violations issued	0	0	3	3	3

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Cultivate Community Partnerships Through Civic Engagement and Participation

Strategic Objective: To ensure that no missed compliance sampling events or deadlines with agencies

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Compliance reports being sent to ADEQ	40	37	40	40	40

Section: **306 - Regulatory Compliance**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 622,102	$ 695,736	$ 695,736	$ 771,582	$ 75,846
Contractuals	172,686	219,733	219,733	221,533	1,800
Commodities	74,289	104,728	104,728	103,328	(1,400)
Capital	-	-	-	61,000	61,000
Total	**$ 869,077**	**$ 1,020,197**	**$ 1,020,197**	**$ 1,157,443**	**$ 137,246**

Expenditures by Program:

General Administration	$ 78,207	$ 113,211	$ 113,211	$ 123,895	$ 10,684
Water Regulatory and Lab Services	229,725	262,302	262,302	295,460	33,158
Wastewater Regulatory and Lab Services	291,923	313,165	313,165	297,422	(15,743)
Reclaim Water Regulatory and Lab Services	2,994	14,404	14,404	1,104	(13,300)
Stormwater Regulatory and Lab Services	5,000	5,000	5,000	6,000	1,000
Industrial Waste Administration	108,289	312,115	312,115	433,562	121,447
NPDES Monitoring-Wastewater Plants	18,412	-	-	-	-
Industrial Waste Monitoring	39,989	-	-	-	-
Backflow Cross Connection Control	94,538	-	-	-	-
Total	**$ 869,077**	**$ 1,020,197**	**$ 1,020,197**	**$ 1,157,443**	**$ 137,246**

Source of Funding:

Water and Wastewater Fund	$ 1,157,443
	$ 1,157,443

Commentary:
The Regulatory Compliance operating budget has increased by 7% and there are capital expenditures ($61,000), resulting in an overall net increase of 13%. The Personnel Services increase of 11% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 1% are due to increases in travel, registration, training, lodging and meals. Commodities decreases of 1% are due to prior year one-time authorizations. Major capital (>$10,000) includes replacement vehicles for $36,000 and $25,000.

Mission

Provide wastewater treatment for Class A reclaimed water that meets or exceeds all regulatory requirements; minimize treatment cost per unit of treated wastewater.

Program Description

The Wildcat Hill Wastewater Treatment Plant is a 6 million gallon-per-day rated facility. This program is responsible for the day-to-day operation and maintenance of wastewater treatment, solids handling and the treatment of Class "A" reclaimed water.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Maintain total nitrogen levels below 8 mg/L
- ✓ Produce A reclaimed water on a consistent basis
- ✓ Continuously improve operations and maintenance
- ✓ Upgraded the SCADA system and control room
- ✓ Install a pump and control panel in the Dedicated Land Disposal (DLD) lake to improve the return of this flow.
- ✓ Started utilizing and electronic log book
- ✓ Installation of new Micro C feed station

Strategic Plan Priority: Invest In Our People

- ✓ Continue vendor equipment training at the facilities
- ✓ Continue computerized bi-weekly safety training for staff
- ✓ Replaced the HVAC system

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Install Gravity Thickener (GT)
- ✓ Improve Geo Bag process and Dredge operations
- ✓ Replacement of existing Chlorinator
- ✓ Installed a PLC in the Primary effluent Pump Station
- ✓ Rebuild a Primary effluent pump
- ✓ Have certified calibrations completed on automation equipment

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Security Upgrades by installing cameras around the facility
- ✓ Increase energy efficiencies, by installing VFD's in the Primary and secondary effluent Pump stations
- ✓ Replaced all drip traps in the digester making is a safer place to work

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Maintain total nitrogen levels below 8 mg/L
- Produce "A" reclaimed water on a consistent basis
- Continuously improve operations and maintenance practices
- Optimize the new Micro C and DLD pump
- Continue to improve on the SCADA system and network

Strategic Plan Priority: Invest In Our People

- Continue vendor equipment training at the facilities
- Continue computerized bi-weekly safety training for staff
- Improve staff safety awareness and training
- Have all staff obtain a certification (minimum Class 1 Wastewater)

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Install 2nd Gravity Thickener (GT)
- Improve Geo Bag process and Dredge operations
- Develop contingency plans and review with staff

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Security Upgrades by installing cameras around the facility
- Improve SCADA system reliability and operability

Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To exceed the expectations of our customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Gallons of wastewater treated (billions)	1.27	1.32	1.27	1.27	1.27
Gallons of septage treated (millions)	1.37	2.66	1.37	1.37	1.37
Gallons of grease treated (thousands)	452	614	452	452	452
Gallons of mud sludge (thousands)	47	61	47	47	47

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: To provide wastewater treatment and Class A reclaimed water that meets or exceeds criteria for Federal, State and Water Reuse permits

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Regulatory permit violations issued by ADEQ	0	0	0	0	0

Section: **311 - Wastewater Treatment - Wildcat**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 774,073	$ 668,843	$ 668,843	$ 681,448	$ 12,605
Contractuals	923,506	1,041,600	1,041,600	985,000	(56,600)
Commodities	341,535	445,492	445,492	427,492	(18,000)
Capital	66,378	628,749	628,749	376,749	(252,000)
Total	**$ 2,105,492**	**$ 2,784,684**	**$ 2,784,684**	**$ 2,470,689**	**$ (313,995)**

Expenditures by Program:

General Administration	$ 264,550	$ 749,415	$ 749,415	$ 554,923	$ (194,492)
Plant Operations	1,154,396	1,278,547	1,278,547	1,206,081	(72,466)
Plant Maintenance	451,822	406,129	406,129	405,729	(400)
Septage Collection	4,852	27,650	27,650	650	(27,000)
WH Rio Maintenance	10,632	1,700	1,700	1,700	-
Solids Handling	219,240	303,243	303,243	296,206	(7,037)
Reclaim Services	-	18,000	18,000	-	(18,000)
Wildcat SCADA Tracking	-	-	-	5,400	5,400
Total	**$ 2,105,492**	**$ 2,784,684**	**$ 2,784,684**	**$ 2,470,689**	**$ (313,995)**

Source of Funding:

Water and Wastewater Fund	$ 2,470,689
	$ 2,470,689

Commentary:
The Wastewater Treatment - Wildcat operating budget has decreased by 3%. There are capital expenditures in this section ($376,749), resulting in an overall net decrease of 11%. The Personnel Services increase of 2% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals and Commodities decreases of 5% and 4% are due to prior year one-time authorizations. There is major capital (> $10,000) in this section. The FY 2018 capital is for a carryforward from FY 2017 for Cogen Improvements $283,936, HVAC $4,688, and Gas Conveyance and Improvements $88,125.

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.

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Replaced the Influent Pumps Variable Frequency Drives (VFD's) on Pumps 2,5 and 6
- ✓ Produce "A+" reclaimed water on a consistent basis
- ✓ Continuously improve operations and maintenance
- ✓ Upgraded the SCADA system
- ✓ Started utilizing and electronic log book

Strategic Plan Priority: Invest In Our People

- ✓ Continue vendor equipment training at the facilities
- ✓ Continue computerized bi-weekly safety training for staff
- ✓ Enclosed the Atrium to create a conference room
- ✓ Created a central location and test area for our I&E staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Rebuild three Influent Pumps
- ✓ Replacement parts on the current UV System
- ✓ Have certified calibrations completed on automation equipment
- ✓ Replaced the slide gate at the Bow and Arrow location

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Headwork's Security Upgrades (Rio WRP) - Install cameras and door access locks.

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Install new check valves at the Influent Pump Station
- ➢ Rebuild remaining influent pumps (2)

- Produce “A+” reclaimed water on a consistent basis
- Continuously improve operations and maintenance
- Upgrade the SCADA system

Strategic Plan Priority: Invest In Our People

- Continue vendor equipment training at the facilities
- Continue computerized bi-weekly safety training for staff
- Improve staff safety awareness and training
- Have all staff obtain a certification (minimum Class 1 Wastewater)

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Install a sodium Hypochlorite system to be used if UV system fails
- Replace the existing Centrifugal blowers with a more efficient blower

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Replace the existing UV system with new units

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To exceed the expectations of our customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Flow measurements of treated wastewater (million gallons)	700	700	714	700	700

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: To provide wastewater treatment that meets or exceeds criteria for Federal, State, and Water Reuse permits

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Production and distribution of reclaimed water this is safe for its intended use. (Number of permit violations issued by ADEQ)	0	0	0	0	0

Section: **312 - Wastewater Treatment - Rio Plant**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 323,404	$ 265,142	$ 265,142	$ 307,371	$ 42,229
Contractuals	423,343	397,677	397,677	454,877	57,200
Commodities	50,291	96,692	96,692	75,692	(21,000)
Capital	48,306	310,000	310,000	28,060	(281,940)
Total	**$ 845,344**	**$ 1,069,511**	**$ 1,069,511**	**$ 866,000**	**$ (203,511)**

Expenditures by Program:

General Administration	$ 132,532	$ 105,840	$ 105,840	$ 103,194	$ (2,646)
Plant Operations	534,803	583,065	583,065	557,329	(25,736)
Plant Maintenance	177,984	305,606	305,606	205,477	(100,129)
Reclaim Services	25	75,000	75,000	-	(75,000)
Total	**$ 845,344**	**$ 1,069,511**	**$ 1,069,511**	**$ 866,000**	**$ (203,511)**

Source of Funding:

Water and Wastewater Fund	$ 866,000
	$ 866,000

Commentary:
The Wastewater Treatment – Rio Plant operating budget has increased by 10%. There are capital expenditures ($28,060) in this section, resulting in an overall net decrease of 19%. The Personnel Services increase of 16% is due to increases for a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 14% are due to increased utility costs. Commodities decreases of 22% are due to prior year one-time authorizations. There is major capital (> $10,000) for this section. The capital is for a carryforward of $28,060 from FY 2017 to replace influent check valves at Rio WRP.

Mission

The mission of the Utilities division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Wastewater collections system staff safely and efficiently operates to maintain and repair all wastewater collection and reclaimed distribution mains and manholes. In addition, eliminating or reducing the amount of health hazards, system failures, customer complaints and property damage throughout the community are additional requirements for the Section.

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FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Crews have assisted other Utilities Sections including Wildcat Hill and Rio facilities several times, removing solids, grease and other debris from within their operation
- ✓ Assisted the Storm Water Section cleaning out storm drains and catch basins downtown with the combo truck and TV van
- ✓ Crews assisted Wildcat Hill cleaning tanks as part of an emergency repair at the headworks building
- ✓ Crews cleaned three major sanitary sewer overflows behind Muffler Magic, Spruce Ave. and Spring Street
- ✓ Emergency repair of 21'' trunk line
- ✓ Crews participated in Final Construction Walk–Thru's
- ✓ Crew participated in inspections of valves, manholes, etc. as part of the Public Works Asphalt Overlay Project
- ✓ Collections was able to fill all positions and now fully staffed
- ✓ Collections received two new service trucks, one as part of the replacement of the problematic diesel engines of the previous fleet

Strategic Plan Priority: Invest In Our People

- ✓ Conducted 35 hours of training per employee including safety, technical skills, traffic control, computer, and other work related topics

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ The Collections crew maintains the collection system with three combo trucks and a CCTV van in order to maintain proper flows to the wastewater facilities.
- ✓ Wastewater Collections also maintains and repairs the reclaim distribution system

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Working with other departments to help their system function properly
- ✓ Assist other divisions for emergency for snow removal and treatment plants

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Reduce the number of blockages in main sewer lines. Stay within budget and keep the same level of service. Continue to assist other Sections within Utilities; reschedule cutting and cleaning operations in order to reduce service calls and overflows
- Collections received approval through Fleet Management and Utilities for a new TV van in FY 2018
- Continue the Sewer Manhole repair and replacement program throughout the system. Old sewer manholes in poor condition are either repaired or replace to current standards

Strategic Plan Priority: Invest In Our People

- Encourage employee advancement through operator certifications and the skill block program
- Conduct 30+ hours of training per employee including safety, technical skills, computerized maintenance management systems (CMMS) and other work related topics

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Wastewater collection operators safely and efficiently operate, maintain and repair all sewer lines and reclaim distribution lines

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Establish a valve maintenance program for the reclaim distribution system
- Wastewater Collections to assist other Sections within the City of Flagstaff as needed

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Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To exceed customer's sewer service expectations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce the number of sanitary sewer system backups; number of main line blockages resulting in a Sanitary Sewer Overflow (SSO)	5	10	0	4	5

Strategic Objective: By providing outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of compliments	5	0	0	5	5
Number of complaints per 1,000 customers	0.00	0.00	0.00	0.25	0.25

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: To communicate the importance of safety and loss control through our safety program

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Safety training hours per employee	30	12	53	30	30

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: To reduce accidents and maintain high safety standards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of injury accidents	0	3	1	0	0

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: To exceed customer's sewer service expectations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce the number of sanitary sewer system backups through proper maintenance and inspection procedures (percent of sewer collection system cleaned)	60%	74%	51%	30%	60%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: To exceed customer's sewer service expectations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce the number of sanitary sewer system backups through proper maintenance and inspection procedures (Miles of sewer inspected via TV)	9.5	19.0	12.4	4.0	9.5

Section: 313 - Wastewater Collection

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 708,413	$ 662,443	$ 662,443	$ 736,648	$ 74,205
Contractuals	56,553	335,180	335,180	219,580	(115,600)
Commodities	145,394	222,639	222,639	222,639	-
Capital	8,624	54,413	54,413	300,000	245,587
Total	**$ 918,984**	**$ 1,274,675**	**$ 1,274,675**	**$ 1,478,867**	**$ 204,192**
Expenditures by Program:					
General Administration	$ 300,622	$ 312,546	$ 312,546	$ 257,559	$ (54,987)
Service Connections	57,389	49,631	49,631	55,591	5,960
Preventive Maintenance	327,303	350,547	350,547	696,130	345,583
TV Inspect and Hydro Clean	150,962	167,803	167,803	182,892	15,089
Corrective Maintenance	79,590	394,148	394,148	284,587	(109,561)
Reclaimed Waterline	3,118	-	-	2,108	2,108
Total	**$ 918,984**	**$ 1,274,675**	**$ 1,274,675**	**$ 1,478,867**	**$ 204,192**
Source of Funding:					
	Water and Wastewater Fund			$ 1,478,867	
				$ 1,478,867	

Commentary:
The Wastewater Collection operating budget has decreased by 3% and there are capital expenditures ($300,000), resulting in an overall net increase of 16%. The Personnel Services increase of 11% is due to a market pay increase, an increase in medical and dental insurance, as well as a one-time retirement payout. Contractuals decreases of 34% are due to one-time costs in the prior year. Commodities remained flat year over year. Major capital (>$10,000) includes a camel vactor combo truck or TV truck.

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.

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 2017 Accomplishments

The FY 2017 Accomplishments are presented with Section 312 (Wastewater Treatment – Rio Plant)

FY 2018 Initiatives

The FY 2018 Initiatives are presented with Section 312 (Wastewater Treatment – Rio Plant)

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To exceed the expectations of our customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Ensuring that supply meets demand for reclaimed water sales (millions of gallons of reclaimed water sold)	50	282	51	50	50
Ensuring that supply meets demand for reclaimed water sales for high-demand customers (millions of gallons of reclaimed water sold)	200	0	207	200	200

Strategic Objective: To ensure availability of reclaimed water to our customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
To promote the use of reclaimed water where appropriate, there by off-setting the demands for potable water (amount of reclaimed water delivered in millions of gallons)	300	360	305	300	300

Section: **321 - Reclaim Water**

Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 143,874	$ 167,492	$ 167,492	$ 219,387	$ 51,895
Contractuals	62,364	128,600	128,600	168,600	40,000
Commodities	51,578	80,672	80,672	114,572	33,900
Capital	-	30,000	30,000	-	(30,000)
Total	**$ 257,816**	**$ 406,764**	**$ 406,764**	**$ 502,559**	**$ 95,795**
Expenditures by Program:					
Reclaimed Distribution	$ 46,663	$ 17,579	$ 17,579	$ 9,870	$ (7,709)
Reclaimed Production-Wildcat	132,744	143,534	143,534	186,747	43,213
Reclaimed Production-Rio	78,409	244,651	244,651	282,042	37,391
Reclaimed SCADA	-	-	-	22,900	22,900
Reclaimed Storage-Buffalo Park	-	1,000	1,000	1,000	-
Total	**$ 257,816**	**$ 406,764**	**$ 406,764**	**$ 502,559**	**$ 95,795**
Source of Funding:					
	Water and Wastewater Fund			$ 502,559	
				$ 502,559	

Commentary:
The Reclaimed Water operating budget has increased by 33%. There are no capital expenditures, resulting in an overall net increase of 24%. The Personnel Services increase of 31% is due to increases for a market pay increase, an increase in medical and dental insurance, as well as a one-time retirement payout. Contractuals increases of 31% are due to increases in maintenance and repair costs. Commodities increases of 42% are a result of investment in computer equipment, SCADA network Supplies, SCADA Licensing, and chlorine cylinders. There is no major capital (> $10,000) for this section.

Mission

The mission of the Utilities division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Stormwater section includes Administration, Utility Management, Engineering/Hydrology Technical Support, Master Planning, Data Collection, Field Inspection and Plan Review Components.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Investigated and resolved ninety drainage complaints

Strategic Plan Priority: Invest In Our People

- ✓ Completed five stormwater section outreach events

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Completed design of Fanning Wash Drainage Improvements Project

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Started final design work on Phoenix Ave Bridge

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Investigate and resolve all drainage concerns received

Strategic Plan Priority: Invest In Our People

- ➢ Complete design of Phoenix Ave Bridge and secure funding for construction

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ➢ Construct Fanning Wash Drainage Improvements project at $1.7 million

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ➢ Expansion of our flood warning network

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: By providing outstanding customer service to all utility customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of complaints received	0	30	65	100	0
Number of complaints resolved	100%	83%	92%	90%	100%

Strategic Priority – Goal: Invest In Our People - Maintain and Enhance a Safe and Positive Organizational Culture

Strategic Objective: To reduce accidents and maintain high safety standards

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Number of injury accidents	0	0	0	0	0

Strategic Objective: To communicate the importance of safety and loss control through our safety program

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Safety training hours per employee	0	4	0	0	0

Section:	**331 - Stormwater**				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 268,901	$ 518,893	$ 472,232	$ 491,180	$ (27,713)
Contractuals	195,075	249,304	249,304	155,426	(93,878)
Commodities	19,304	43,909	43,909	56,004	12,095
Capital	-	12,745	12,745	-	(12,745)
Total	**$ 483,280**	**$ 824,851**	**$ 778,190**	**$ 702,610**	**$ (122,241)**
Expenditures by Program:					
General Administration	$ 53,566	$ 226,025	$ 226,025	$ 255,926	$ 29,901
Engineering and Master Planning	53,682	75,943	75,943	50,000	(25,943)
Operations	256,032	408,923	362,262	396,684	(12,239)
FEMA Flood Hazard Mitigation Studies	120,000	80,000	80,000	-	(80,000)
Frances Short Pond - AZ Game & Fish Grant	-	33,960	33,960	-	(33,960)
Total	**$ 483,280**	**$ 824,851**	**$ 778,190**	**$ 702,610**	**$ (122,241)**
Source of Funding:					
	Stormwater Fund			$ 702,610	
				$ 702,610	

Commentary:
The Stormwater operating budget has decreased by 13%. There are no capital expenditures, resulting in an overall net decrease of 15%. The Personnel Services decrease of 5% is due to personnel turnover salary savings, offset by a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 38% are due to decreased consultant fees and other professional services. Commodities increases of 28% are due to one-time costs. There is no major capital (>$10,000) for this section.

The Sweet Shoppe & Nut House
Gelato

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 the community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The mission of **NAIPTA** is to create the finest transportation experience by making our services an excellent choice for communities of Northern Arizona.

Mission

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

Program Description

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs, sets the tax rate, determines and develops policies for the City Manager to implement, and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates, and individuals to various boards, commissions, and committees.

Section: **401 - Council and Commissions**

Expenditures by Category:

	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 304,856	$ 315,886	$ 315,886	$ 286,337	$ (29,549)
Contractuals	65,988	38,310	38,310	43,310	5,000
Commodities	1,178	9,245	9,245	8,245	(1,000)
Capital	-	32,500	32,500	-	(32,500)
Total	**$ 372,022**	**$ 395,941**	**$ 395,941**	**$ 337,892**	**$ (58,049)**

Expenditures by Program:

General Administration	$ 372,022	$ 395,941	$ 395,941	$ 337,892	$ (58,049)
Total	**$ 372,022**	**$ 395,941**	**$ 395,941**	**$ 337,892**	**$ (58,049)**

Source of Funding:

General Fund	$ 220,701
Library Fund	11,094
Highway User Revenue Fund	10,863
Transportation Fund	2,386
Water and Wastewater Fund	42,477
Stormwater Fund	5,704
Airport Fund	4,517
Solid Waste Fund	30,249
SEMS Fund	9,901
	$ 337,892

Commentary:

The Council and Commissions operating budget has decreased by 7% and there are no capital expenditures. The Personnel Services decrease of 9% is the result of a change in fund split for the administrative assistant. Contractuals increases of 13% are due to increases in the travel budget. Commodities decreases of 11% are due to prior year one-time costs for office supplies. There is no major capital (> $10,000) 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 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	$ 2,948	$ (300,000)	$ (300,000)	$ (251,278)	$ 48,722
Contractuals	1,753,501	4,426,517	2,129,517	4,145,672	(280,845)
Commodities	(94,177)	32,300	2,300	72,694	40,394
Capital	25,945	280,000	130,000	374,137	94,137
Total	**$ 1,688,217**	**$ 4,438,817**	**$ 1,961,817**	**$ 4,341,225**	**$ (97,592)**

Expenditures by Program:

General Administration	$ 458,631	$ 673,608	$ 278,608	$ 421,108	$ (252,500)
Service Partner Agencies	922,665	1,115,132	1,095,132	1,065,132	(50,000)
Employee Benefits	64,468	78,500	63,500	131,875	53,375
Insurance	130,384	1,600,000	350,000	1,815,192	215,192
Consultants	128,940	625,740	55,240	399,740	(226,000)
Copy Center	(17,371)	119,800	99,800	114,178	(5,622)
Redevelopment	-	226,037	19,537	206,500	(19,537)
John Wesley Powell Study	500	-	-	187,500	187,500
Total	**$ 1,688,217**	**$ 4,438,817**	**$ 1,961,817**	**$ 4,341,225**	**$ (97,592)**

Source of Funding:

General Fund	$ 3,589,489
Library Fund	73,775
Highway User Revenue Fund	110,914
Transportation Fund	10,455
Water and Wastewater Fund	295,299
Stormwater Fund	8,972
Airport Fund	47,339
Solid Waste Fund	190,260
SEMS Fund	14,722
	$ 4,341,225

Commentary:

The Non-Departmental operating budget has decreased 5% and there are capital expenditures ($374,137), resulting in an overall net decrease of 2%. Personnel Services increase of 16% is due to the addition of 1 FTE for the copy center. Contractual decrease is related to one-time authorizations for service partner contracts for Boys & Girl Club and Humane Society, settlement claims payments, and pension actuarial and policy development along with carryover of several items in FY 2017. Commodities increase is mainly due to a one-time funding for downtown parking permits and Ecopass bus pass program. The capital expenditures of $374,137 include Marriot right of way and ADA ramp construction ($150,000), John Wesley Powell study ($187,500) and copier purchase ($36,637).

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 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Increased service hours by 5%
- ✓ Projected to increase ridership by 8%
- ✓ Improved services to provide better connections: added weekday service in order to maintain 8-minute frequency on Route 10, increased service to maintain 30-minute service on Route 10 for periods when school is not session, restored weekend service to Route 5, doubled Mountain Express service
- ✓ Achieved highest ever rating in rider satisfaction
- ✓ Introduced new technology to provide better information to riders and increase efficiency of reporting

Strategic Plan Priority: Invest in Our People

- ✓ Created two new full-time positions with expanded services
- ✓ Provided a 1% cost of living adjustment for all employees and offered a pay plan that resulted in an average of 3% increase as part of annual evaluation process
- ✓ Maintained health benefits and focused in Wellness Programs for employees

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Reduced operating cost per hour by 6%
- ✓ Completed Education and Information Campaign regarding benefits of public transportation and supported efforts to gain renewal of transit tax
- ✓ Received $6 million in federal funding for capital needs in our community
- ✓ Launched vanpools to connect people and jobs

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Refurbished Mountain Line shelters to improve existing condition and create longer life expectancy from the structures
- ✓ Constructed mobility enhancements to improve connectivity of sidewalks and shelters along the transit routes

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- ➢ Increase ridership by 2%

- Complete long term plan to inform transit decisions in future
- Provide service at same levels as FY 2017
- Maintain customer satisfaction as well as on-time performance

Strategic Plan Priority: Invest in Our People

- Increase staffing by two full-time positions
- Identify new or additional tools, resources and methods to improve staff effectiveness and raise efficiencies while reducing work load through reduction of procedures
- Provide a 1% cost of living adjustment for all staff
- Provide a pay plan that recognizes longevity and performance by an average of 2%

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Maintain operating cost
- Complete rehabilitation of the administrative facilities to maximize use of space and investment
- Expand bus storage facility to protect rolling stock and ensure life of equipment reaches full potential

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Evaluate and complete planning activities to determine viability of new routes, including stops, shelters and pedestrian access
- Continue refurbishment of existing shelters as well as implementation of new shelters to improve passenger conditions at bus stops

Performance Measures

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Identify efficiencies to maintain and control costs

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide services at cost that is equal to or less than prior provided services	Cost per Hour Increase <10%	$89.35	$82.83	$81.41	$90.82
Provide services at cost that is equal to or less than prior provided services	Cost per Passenger Increase <10%	$3.41	$3.41	$3.26	$3.57

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Provide transportation options that deliver alternatives to single occupancy vehicle

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase in ridership, as tracked by passengers per hour	>2%	1,902,718	1,951,760	2,075,290	2,127,062

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Deliver Outstanding Services Through a Healthy Environment, Resources and Infrastructure

Strategic Objective: Provide reliable transportations options

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Provide service that performs as scheduled	>95%	93%	94%	95%	95%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Foster a Safe, Healthy, Equitable and Accessible Community

Strategic Objective: Services reflective of voter approval and consistent with community needs

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Operation of services	Maintain Service Miles	918,763	959,612	1,065,418	1,070,769
Operation of services	Maintain Service Hours	72,711	80,408	83,515	84,208

Section:	404 - Transit				
Expenditures by Category:	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Contractuals	$ 4,580,404	$ 6,234,985	$ 4,823,804	$ 7,866,321	$ 1,631,336
Total	**$ 4,580,404**	**$ 6,234,985**	**$ 4,823,804**	**$ 7,866,321**	**$ 1,631,336**
Expenditures by Program:					
Transit Contribution	$ 4,580,404	$ 6,234,985	$ 4,823,804	$ 7,866,321	$ 1,631,336
Total	**$ 4,580,404**	**$ 6,234,985**	**$ 4,823,804**	**$ 7,866,321**	**$ 1,631,336**
Source of Funding:					
	Transportation Fund			$ 7,866,321	
				$ 7,866,321	

Commentary:
The Transit FY 2018 budget has increased 26% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.

Capital Improvements

FY 2018 Capital Improvement Program

The Capital Improvement Program (CIP) for FY 2018 represents a $140.3 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 63.2% of the funding being provided on the pay-as-you-go basis versus 58.9% in FY 2017. The major projects in this year's budget include the Flagstaff Watershed Protection Project (FWPP), BNSF Walnut – Florence FUTS Underpass, Court Facility, USGS Building Replacement and the Core Services Maintenance Facility. This year's capital improvement program is funded 32.7% through debt financing including the FUTS/Open Space land acquisitions, the Core Services Maintenance Facility and the Flagstaff Watershed Protection Project. The grant funding of 4.1% is primarily for Airport, FWPP and SEMS projects.

In May 2004 voters approved ten bond projects totaling $155.2 million. These projects were phased in over a 10-year period and budgeted on a cash flow basis. Only the FUTS and Open Space projects have funding capacity remaining from this bond issue.

In November 2012 voters approved two bond projects totaling $24.0 million. These projects are the Core Services 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.

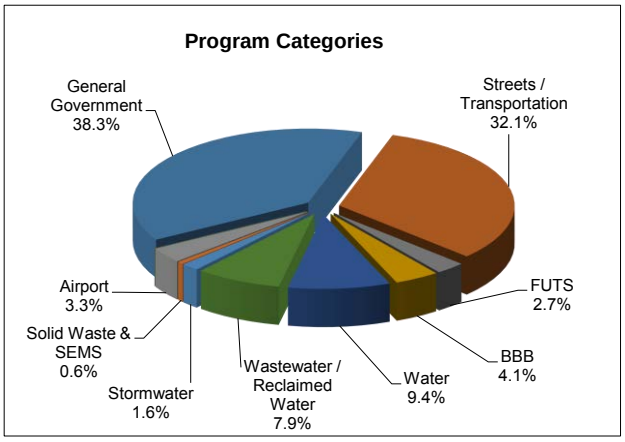
In November 2014 voters approved the Road Repair and Street Safety Initiative bond project totaling $20 million. These projects are designated exclusively as street improvements and the ongoing preservation of street condition inside the City limits, including the costs of related improvements.

In November 2016 voters approved the Municipal Court Facility bond project which authorized the City to issue bonds totaling $12.0 million to help build a new Municipal Court Facility.

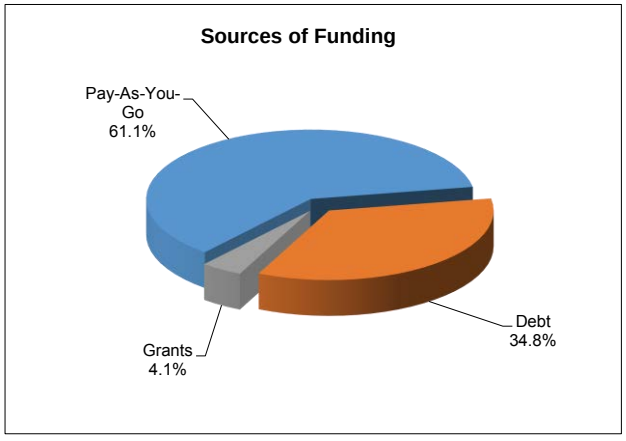
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

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.

General Government	38.3%	$ 53,698,791
Streets / Transportation	32.1%	45,053,789
FUTS	2.7%	3,798,082
BBB	4.1%	5,746,263
Water	9.4%	13,173,325
Wastewater / Reclaimed Water	7.9%	11,097,923
Stormwater	1.6%	2,300,861
Solid Waste & SEMS	0.6%	780,446
Airport	3.3%	4,658,853
	100.0%	$ 140,308,333



Pay-As-You-Go	61.1%	$ 85,667,354
Debt	34.8%	48,767,939
Grants	4.1%	5,873,040
	100.0%	$ 140,308,333



Financing the Capital Plan

The major sources of financing capital improvements in the upcoming fiscal year include:

Operating Funds	61.1%
Debt Financing	34.8%
Grants	4.1%

The rating agencies (Standard and Poor's and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 61.1% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be a 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 (GO) 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 GO 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. On July 1, 2017, the City has $44.9 million outstanding at the 20% debt margin, zero outstanding at the 6% debt margin, $90.7 million in available capacity at the 20% debt margin and $42.2 million in available capacity at the 6% debt margin.

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. The City had $1.5 million of HURF funded Certificates of Participation outstanding as of June 30, 2017.

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 $60.55 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 GO 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, 2017, $1.2 million, $2.2 million and $25.7 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, 2017, $2.1 million is outstanding.

Revenue Bonds

The City received voter authorization to issue $61.2 million in bonds for the construction of a business incubator and USGS office/lab building. The City issued $3.4 million in FY 2010, and $2.4 million is still outstanding. In 2012, the City finalized a partial advance refunding of its 2004 MFC Bonds, related to the Fourth Street Overpass. The City issued $12.5 million in pledged Revenue Bonds in FY 2012, and an additional $8.9 in FY 2016 with $14.7 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 $1.7 million is still outstanding as of June 30, 2017. As of June 30, 2017 the City had $4.9 million in outstanding lease obligations

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). As of June 30, 2017, the City had $4.9 million in outstanding lease obligations.

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. Water Infrastructure Financing Authority (WIFA), the agency 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 63.2% 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.

Schedules of Capital Improvements

The following pages provide listings of the FY 2018 Capital Improvement projects, including their appropriation amounts, sources of funding and map locations.

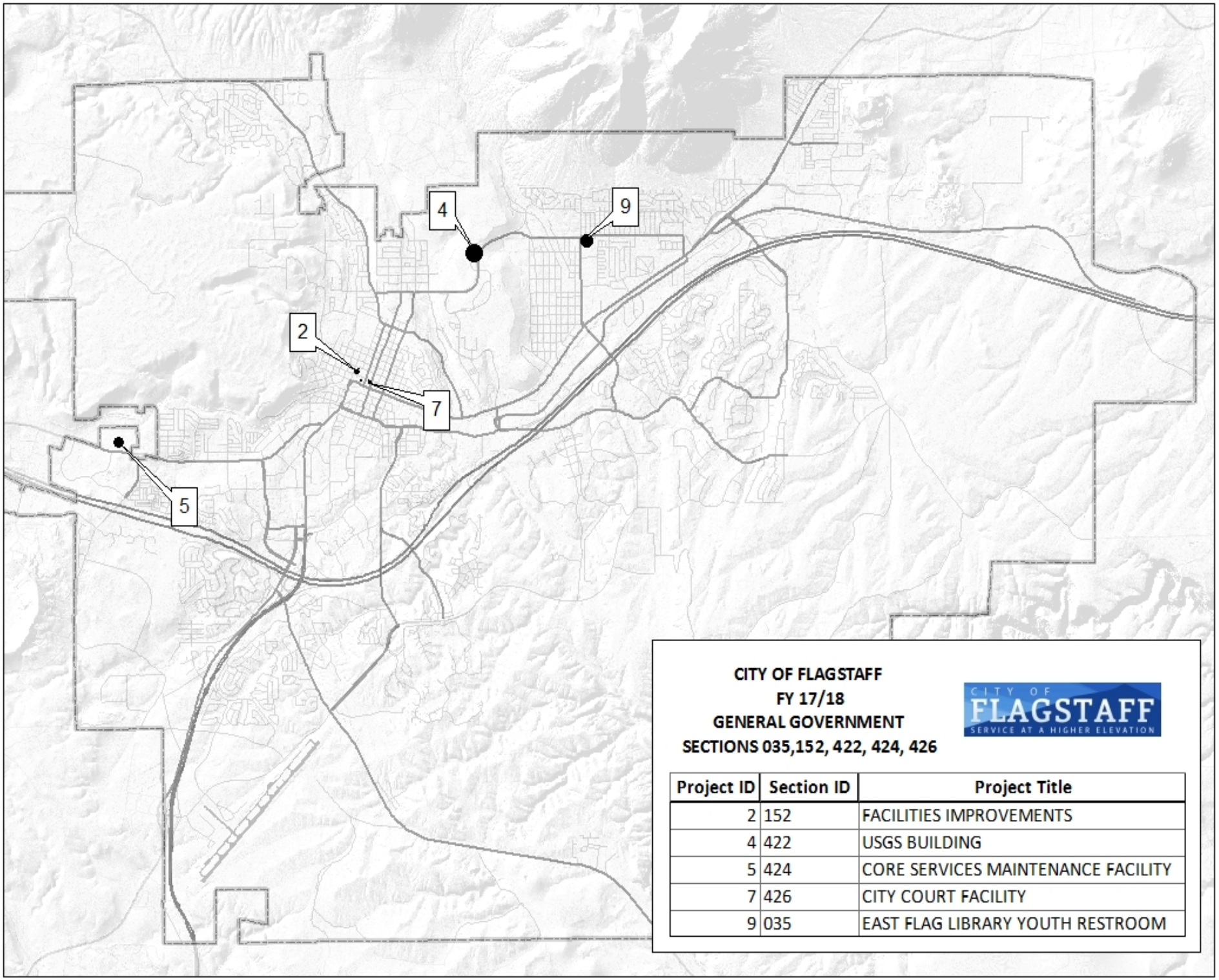
General Government

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	014	Microwave Network	$ 81,666	81,666
2	152	Facilities Improvements	286,000	336,000
3	421	FUTS / Open Space Land Acquisition	1,086,750	1,486,750
4	422	USGS Building	9,947,321	9,947,321
5	424	Core Services Maintenance Facility	22,278,372	24,675,724
6	425	Watershed Protection Project	804,789	3,520,213
7	426	Court Facility	8,045,100	12,500,100
8	201	Brownfields Assessment	-	806,017
9	035	East Flagstaff City Library Youth Restroom Constuction	-	30,000
10	109	FHS Building Remodel	165,000	315,000
		Total General Government	$ 42,694,998	53,698,791

Sources of Funding

	Sec	Project	Debt	Grants	Other	Total
1	014	Microwave Network	$ -	-	81,666	81,666
2	152	Facilities Improvements	-	-	336,000	336,000
3	421	FUTS / Open Space Land Acquisition	1,486,750	-	-	1,486,750
4	422	USGS Building	9,947,321	-	-	9,947,321
5	424	Core Services Maintenance Facility	14,000,000	-	10,675,724	24,675,724
6	425	Brownfields Assessment	1,333,868	353,952	1,832,393	3,520,213
7	426	Court Facility	7,000,000	-	5,500,100	12,500,100
8	201	Brownfields Assessment	-	806,017	-	806,017
9	035	East Flagstaff City Library Youth Restroom Constuction	-	-	30,000	30,000
10	109	FHS Building Remodel	-	-	315,000	315,000
		Total General Government	$ 33,767,939	1,159,969	18,770,883	53,698,791



CITY OF FLAGSTAFF
FY 17/18
GENERAL GOVERNMENT
SECTIONS 035,152, 422, 424, 426

Project ID	Section ID	Project Title
2	152	FACILITIES IMPROVEMENTS
4	422	USGS BUILDING
5	424	CORE SERVICES MAINTENANCE FACILITY
7	426	CITY COURT FACILITY
9	035	EAST FLAG LIBRARY YOUTH RESTROOM

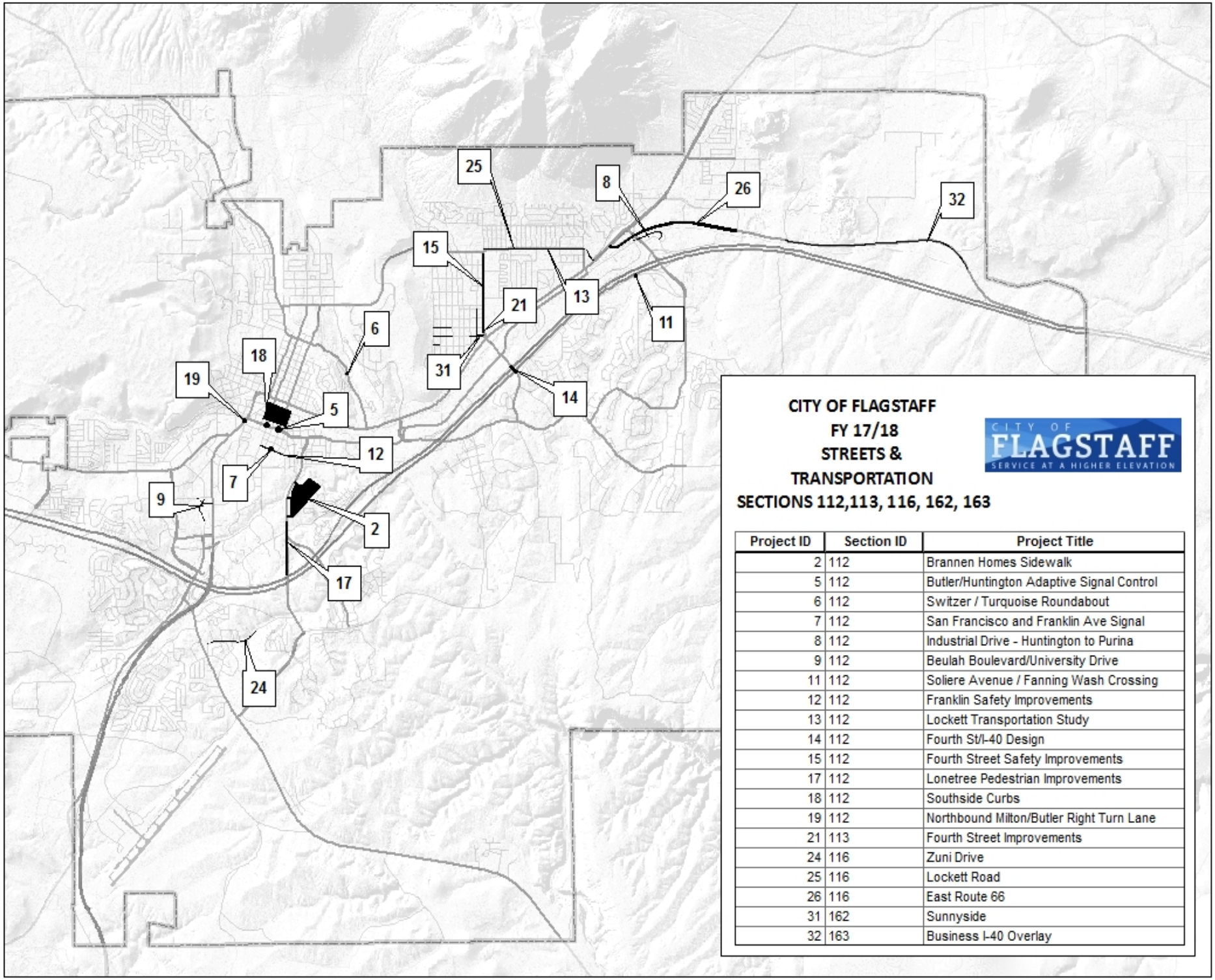
Streets and Transportation

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	112	Bike/Pedestrian and Safety Improvement	$ 47,000	172,000
2	112	Brannen Homes Sidewalk	301,789	762,051
3	112	Transportation Planning and Programming	-	90,000
4	112	Reserve for Transportation Improvements	-	193,900
5	112	Butler/Huntington Adaptive Signal Control	787,420	787,420
6	112	Switzer/Turquoise Roundabout	239,658	647,533
7	112	San Francisco and Franklin Avenue Signal	-	400,000
8	112	Industrial Drive - Huntington to Purina	676,920	3,181,735
9	112	Beulah Boulevard/University Drive	2,567,645	7,292,645
10	112	HSIP Program	-	75,000
11	112	Soliere Avenue/Fanning Wash Crossing	250,000	250,000
12	112	Franklin Safety Improvements	32,865	32,865
13	112	Lockett Transportation Study	99,876	99,876
14	112	Fourth Street Bridge/I-40 Design	290,000	290,000
15	112	Fourth Street Safety Improvements	103,882	103,882
16	112	Transportation Master Plan	250,000	250,000
17	112	Lonetree Pedestrian Improvements	150,000	150,000
18	112	Southside Curbs	300,000	300,000
19	112	Northbound Milton/Butler Right Turn Lane	-	400,000
20	112	Reserve for Development Contributions	100,000	200,000
21	113	Fourth Street Improvements	2,275,000	2,693,259
22	163	Pavement Maintenance	2,600,000	5,100,000
23	116	Utility Replacements and Overlays	3,392,463	8,474,366
24	116	Zuni Drive	1,650,436	3,100,436
25	116	Lockett Road	1,063,157	2,606,962
26	116	East Route 66	-	1,888,770
27	162	Reserve for Improvements	-	50,000
28	162	Minor Transportation Improvements	-	50,000
29	162	Sidewalk Replacement Program	-	15,000
30	162	Street Improvement Program	2,400,000	4,588,920
31	162	Sunnyside	684,537	684,537
32	163	Business F 40 Overlay	122,632	122,632
		Total Streets and Transportation	$ 20,385,280	45,053,789

Sources of Funding

	Sec	Project	HURF	Transportation	Debt	Total
1	112	Bike/Pedestrian and Safety Improvement	$ -	172,000	-	172,000
2	112	Brannen Homes Sidewalk	-	762,051	-	762,051
3	112	Transportation Planning and Programming	-	90,000	-	90,000
4	112	Reserve for Transportation Improvements	-	193,900	-	193,900
5	112	Butler/Huntington Adaptive Signal Control	-	787,420	-	787,420
6	112	Switzer/Turquoise Roundabout	-	647,533	-	647,533
7	112	San Francisco and Franklin Avenue Signal	-	400,000	-	400,000
8	112	Industrial Drive - Huntington to Purina	-	3,181,735	-	3,181,735
9	112	Beulah Boulevard/University Drive	-	7,292,645	-	7,292,645
10	112	HSIP Program	-	75,000	-	75,000
11	112	Soliere Avenue/Fanning Wash Crossing	-	250,000	-	250,000
12	112	Franklin Safety Improvements	-	32,865	-	32,865
13	112	Lockett Transportation Study	-	99,876	-	99,876
14	112	Fourth Street Bridge/I-40 Design	-	290,000	-	290,000
15	112	Fourth Street Safety Improvements	-	103,882	-	103,882
16	112	Transportation Master Plan	-	250,000	-	250,000
17	112	Lonetree Pedestrian Improvements	-	150,000	-	150,000
18	112	Southside Curbs	-	300,000	-	300,000
19	112	Northbound Milton/Butler Right Turn Lane	-	400,000	-	400,000
20	112	Reserve for Development Contributions	-	200,000	-	200,000
21	113	Fourth Street Improvements	-	2,693,259	-	2,693,259
22	163	Pavement Maintenance	2,690,991	-	2,409,009	5,100,000
23	116	Utility Replacements and Overlays	4,471,460	-	4,002,906	8,474,366
24	116	Zuni Drive	1,635,931	-	1,464,505	3,100,436
25	116	Lockett Road	1,375,551	-	1,231,411	2,606,962
26	116	East Route 66	996,601	-	892,169	1,888,770
27	162	Reserve for Improvements	50,000	-	-	50,000
28	162	Minor Transportation Improvements	50,000	-	-	50,000
29	162	Sidewalk Replacement Program	15,000	-	-	15,000
30	162	Street Improvement Program	4,588,920	-	-	4,588,920
31	162	Sunnyside	684,537	-	-	684,537
32	163	Business F 40 Overlay	122,632	-	-	122,632
		Total Streets and Transportation	$ 16,681,623	18,372,166	10,000,000	45,053,789



CITY OF FLAGSTAFF
FY 17/18
STREETS & TRANSPORTATION
SECTIONS 112,113, 116, 162, 163

Project ID	Section ID	Project Title
2	112	Brannen Homes Sidewalk
5	112	Butler/Huntington Adaptive Signal Control
6	112	Switzer / Turquoise Roundabout
7	112	San Francisco and Franklin Ave Signal
8	112	Industrial Drive - Huntington to Purina
9	112	Beulah Boulevard/University Drive
11	112	Soliere Avenue / Fanning Wash Crossing
12	112	Franklin Safety Improvements
13	112	Lockett Transportation Study
14	112	Fourth St/I-40 Design
15	112	Fourth Street Safety Improvements
17	112	Lonetree Pedestrian Improvements
18	112	Southside Curbs
19	112	Northbound Milton/Butler Right Turn Lane
21	113	Fourth Street Improvements
24	116	Zuni Drive
25	116	Lockett Road
26	116	East Route 66
31	162	Sunnyside
32	163	Business I-40 Overlay

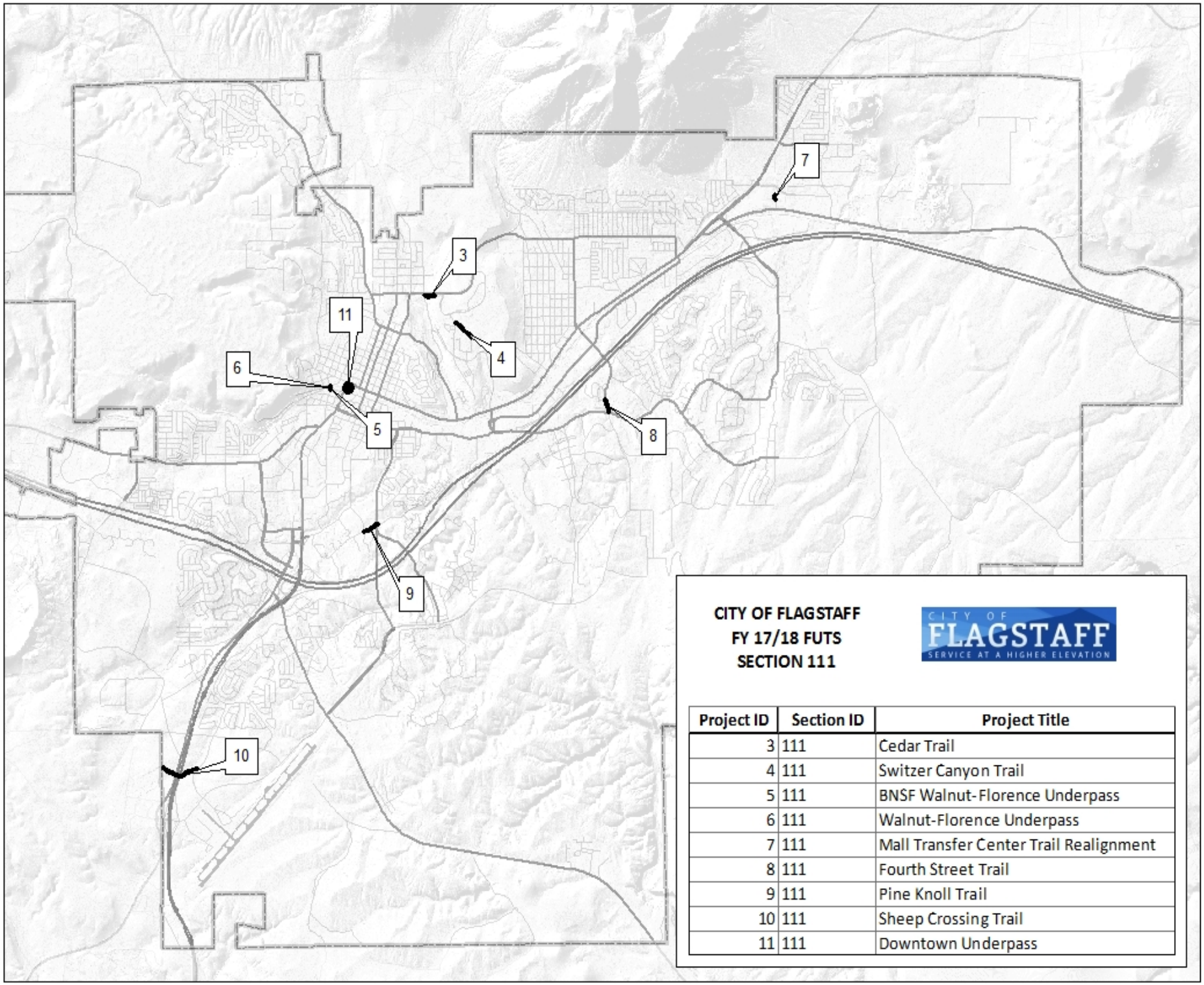
FUTS

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	111	Special Projects and Unprogrammed Work	$ -	50,000
2	111	FUTS Signage Program	46,608	46,608
3	111	Cedar Trail	20,000	20,000
4	111	Switzer Canyon Trail	244,408	646,666
5	111	BNSF Walnut - Florence Underpass	2,112,815	2,112,815
6	111	Florence - Walnut Underpass	105,858	105,858
7	111	Mall Transfer Center Trail Realignment	21,392	21,392
8	111	Fourth Street Trail	76,590	76,590
9	111	Pine Knoll Trail	51,841	51,841
10	111	Sheep Crossing Trail	411,233	501,312
11	111	Downtown Underpass	-	165,000
		Total FUTS	$ 3,090,745	3,798,082

Sources of Funding

	Sec	Project	Transportation	Grants	Total
1	111	Special Projects and Unprogrammed Work	$ 50,000	-	50,000
2	111	FUTS Signage Program	46,608	-	46,608
3	111	Cedar Trail	20,000	-	20,000
4	111	Switzer Canyon Trail	646,666	-	646,666
5	111	Fourth Street Trail	2,112,815	-	2,112,815
6	111	Florence - Walnut Underpass	105,858	-	105,858
7	111	Mall Transfer Center Trail Realignment	21,392	-	21,392
8	111	Fourth Street Trail	76,590	-	76,590
9	111	Pine Knoll Trail	51,841	-	51,841
10	111	Sheep Crossing Trail	501,312	-	501,312
11	111	Downtown Underpass	165,000	-	165,000
		Total FUTS	$ 3,798,082	-	3,798,082



CITY OF FLAGSTAFF
FY 17/18 FUTS
SECTION 111

Project ID	Section ID	Project Title
3	111	Cedar Trail
4	111	Switzer Canyon Trail
5	111	BNSF Walnut-Florence Underpass
6	111	Walnut-Florence Underpass
7	111	Mall Transfer Center Trail Realignment
8	111	Fourth Street Trail
9	111	Pine Knoll Trail
10	111	Sheep Crossing Trail
11	111	Downtown Underpass

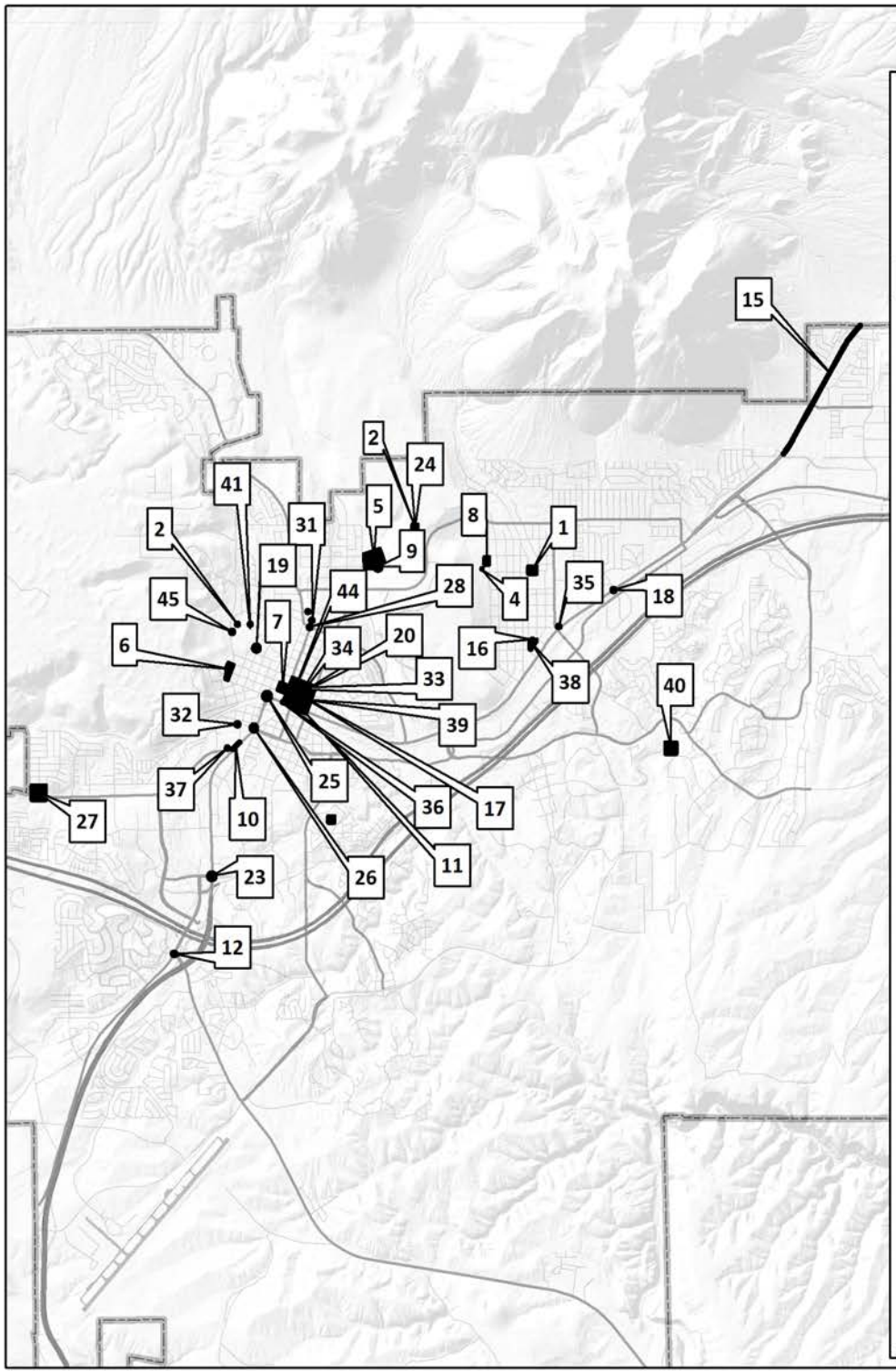
BBB

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	158	Cogdil Resurface BB Court, Ponderosa, Patch and Repair Court	$ -	45,000
2	158	New Restrooms, Buffalo Park Thorpe Park	-	300,000
3	158	Upgrade Playground Equipment Various Parks	-	150,000
4	158	Flagstaff Recreation Center Tennis Courts	441,847	441,847
5	158	J Lively Ice Rink	70,000	70,000
6	158	Thorpe Park Adaptive Playground Surfacing	168,000	168,000
7	158	Wheeler Park Improvements	191,026	191,026
8	158	Hal Jensen Recreation Center Sorage Area Add-on	10,000	10,000
9	158	J. Lively Back Roof and Locker Room Repairs	146,000	146,000
10	212	Milton Avenue - North Edge	11,300	261,300
11	212	Train Station Platform	357,874	357,874
12	212	Lake Mary/Beulah Gateway	188,870	188,870
13	212	Gutter Diversions - Sustainable Streets	165,391	165,391
14	212	Urban Forest	50,000	50,000
15	212	US 89 Medians (ADOT) Fanning to Marketplace	245,659	245,659
16	212	Joel Montalvo Park	182,011	366,611
17	212	Downtown Tree Wells	230,000	230,000
18	212	Steve's Blvd Corners	61,185	76,185
19	212	Frances Short Pond Master Plan	40,000	115,000
20	212	Downtown Non-Gateway (Jimmy Johns)	250,000	250,000
21	212	Buffalo Parking Enhancements	250,000	250,000
22	212	South Edge - East Route 66	50,000	250,000
23	212	City Gateway at I-17/Milton Road	-	50,000
24	212	Stem City Platforms (Parklets)	-	50,000
25	212	Santa Fe Triangle - Pocket Park	-	50,000
26	212	Milton & Butler Drainage	-	100,000
27	212	McAllister Route 66 Interpretive Plaza	-	50,000
28	212	N/W Corner Humphreys and Ft. Valley	-	50,000
29	212	Innovation Mesa Art Base	-	50,000
30	212	Route 66 Interpretive Trail	-	125,000
31	212	Holiday Decorations	-	60,000
32	212	Vieja Park	-	100,000
33	212	Library Entry (Art Base)	-	250,000
34	212	Downtown Paver Redux	-	150,000
35	216	East Flagstaff Gateway (4th Street)	10,000	10,000
36	216	Inset Sidewalk Art, Jimmy John's at Beaver	10,000	20,000
37	216	West Route 66 - North Edge	25,000	25,000
38	216	Joel Montalvo Park Surrounds	-	35,000
39	216	Monte Vista	-	20,000
40	216	Children's Garden Sculpture - Fox Glenn	-	45,000
41	216	Mosaics at Thorpe Bridge	-	40,000
42	216	Ft. Valley and Humphreys Sculpture	-	10,000
43	216	Mancuso Mural Conservation Route 66	-	2,500
44	216	Mural on Centurylink Building	-	25,000
45	216	Thorpe Sculpture	50,000	100,000
		Total BBB	$ 3,204,163	5,746,263

Sources of Funding

Sec	Project	BBB	Debt	Total
158	BBB Recreation Revenue	$ 1,521,873	-	1,521,873
212	BBB Beautification Revenue	3,891,890	-	3,891,890
216	BBB Arts and Science Revenue	332,500	-	332,500
	Total BBB	$ 5,746,263	-	5,746,263



CITY OF FLAGSTAFF
FY 17/18
BBB FUNDED PROJECTS
SECTIONS 158, 212, 216

Project ID	Section ID	Project Title
1	158	Cogdill Resurface BB Court, Ponderosa, Patch and Repair
2	158	New Restrooms, Buffalo Park and Thorpe Park
4	158	Flagstaff Recreation Center Tennis Courts
5	158	J. Lively Ice rink
6	158	Thorpe Park Adaptive Playground Surfacing
7	158	Wheeler Park Improvements
8	158	Hal Jensen Recreation Center Storage Area Add-on
9	158	J Lively Back Roof and Locker Room Repairs
10	212	Milton Avenue- North Edge
11	212	Train Station Platform
12	212	Lake Mary/ Beulah City Gateway
15	212	US 89 Medians
16	212	Joel Montalvo Park
17	212	Downtown Tree Wells
18	212	Steves Blvd. Corners
19	212	Frances Short Pond Master Plan
20	212	Downtown Non-Gateway (Jimmy John's)
21	212	Buffalo Parking Enhancements
23	212	City Gateway at I-17/Milton Rd.
25	212	Santa Fe Triangle - Pocket Park
26	212	Milton & Butler Drainage
27	212	McAllister Route 66 Interpretive Plaza
28	212	N/W Corner Humphreys and Ft. Valley
32	212	Vieja Park
33	212	Library Entry (Art Base)
34	212	Downtown Paver Redux
35	216	East Flagstaff Gateway (4th Street)
36	216	Inset Sidewalk Art, Jimmy John's at Beaver
37	216	West Rt 66- North Edge
38	216	Joel Montalvo Park Surrounds
39	216	Monte Vista
40	216	Children's Garden Sculpture Fox Glenn
41	216	Mosaics at Thorpe Bridge
42	216	Ft Valley and Humphreys Sculpture
44	216	Mural on Century Link Building
45	216	Thorpe Sculpture

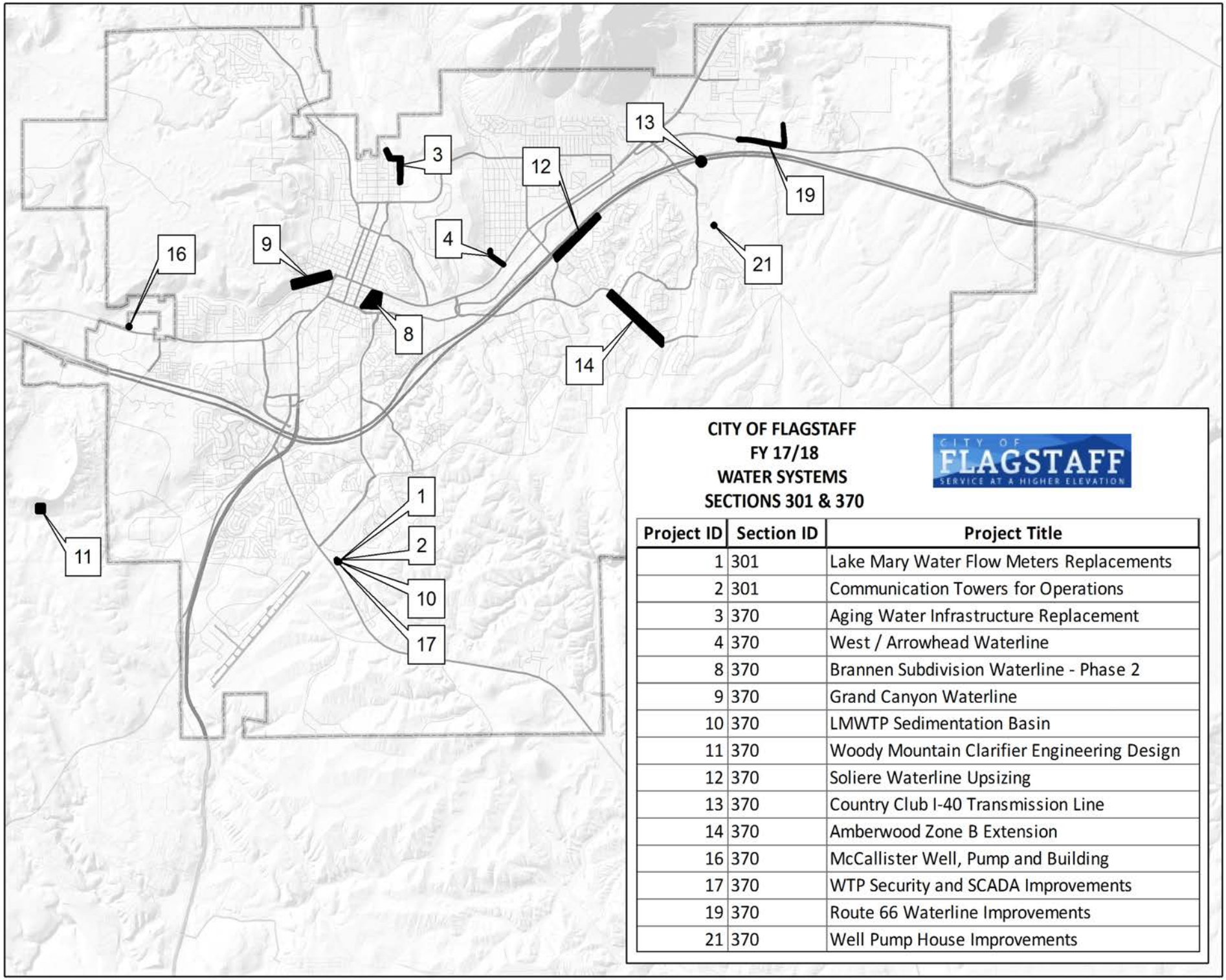
Water

Appropriations

	Sec	Project	Carryover FY 2016	Budget FY 2017
1	301	LM Water Flow Meters Replacements	$ 119,400	119,400
2	301	Communication Towers for Operations (3)	99,015	99,015
3	370	Aging Water Infrastructure Replacement (AWIR)	361,733	461,733
4	370	West/Arrowhead Waterline	87,949	87,949
5	370	Water Meter Vault Replacement Program	-	150,000
6	370	Radio Read Meter Replacements	469,042	1,119,042
7	370	Reserve for Improvements	-	300,000
8	370	Brannen Subdivision Waterline - Phase 2	-	1,300,000
9	370	Grand Canyon Waterline	-	1,650,000
10	370	LMWTP Sedimentation Basins (Floculations)	-	300,000
11	370	Woody Mountain Clarifier Engineering Design	-	100,000
12	370	Soliere Waterline Upsizing	-	600,000
13	370	Country Club I-40 Transmission Line	-	1,800,000
14	370	Amberwood Zone B Extension	-	60,000
15	370	Future Water Rights	282,459	282,459
16	370	McCallister Well, Pump and Building	406,710	406,710
17	370	WTP Security and SCADA Improvements	77,617	77,617
18	370	Hydrological Studies	159,000	159,000
19	370	Route 66 Waterline Improvements	678,000	678,000
20	370	New Well and Pump House	1,500,000	3,300,000
21	370	Well Pumphouse Improvements	122,400	122,400
		Total Water	$ 4,363,325	13,173,325

Sources of Funding

	Sec	Project	Operating	Capacity Fees	Debt	Total
1	301	LM Water Flow Meters Replacements	$ 119,400	-	-	119,400
2	301	Communication Towers for Operations (3)	99,015	-	-	99,015
3	370	Grand Canyon Waterline	461,733	-	-	461,733
4	370	LMWTP Sedimentation Basins (Floculations)	87,949	-	-	87,949
5	370	Water Meter Vault Replacement Program	150,000	-	-	150,000
6	370	Radio Read Meter Replacements	1,119,042	-	-	1,119,042
7	370	Reserve for Improvements	300,000	-	-	300,000
8	370	Brannen Subdivision Waterline - Phase 2	-	-	1,300,000	1,300,000
9	370	Grand Canyon Waterline	125,000	825,000	700,000	1,650,000
10	370	Inset Sidewalk Art, Jimmy John's at Beaver	300,000	-	-	300,000
11	370	Woody Mountain Clarifier Engineering Design	100,000	-	-	100,000
12	370	Soliere Waterline Upsizing	390,000	210,000	-	600,000
13	370	Country Club I-40 Transmission Line	900,000	900,000	-	1,800,000
14	370	Amberwood Zone B Extension	-	60,000	-	60,000
15	370	Future Water Rights	-	282,459	-	282,459
16	370	McCallister Well, Pump and Building	-	406,710	-	406,710
17	370	WTP Security and SCADA Improvements	77,617	-	-	77,617
18	370	Hydrological Studies	159,000	-	-	159,000
19	370	Route 66 Waterline Improvements	678,000	-	-	678,000
20	370	New Well and Pump House	-	3,300,000	-	3,300,000
21	370	Well Pumphouse Improvements	122,400	-	-	122,400
		Total Water	$ 5,189,156	5,984,169	2,000,000	13,173,325



CITY OF FLAGSTAFF
FY 17/18
WATER SYSTEMS
SECTIONS 301 & 370

Project ID	Section ID	Project Title
1	301	Lake Mary Water Flow Meters Replacements
2	301	Communication Towers for Operations
3	370	Aging Water Infrastructure Replacement
4	370	West / Arrowhead Waterline
8	370	Brannen Subdivision Waterline - Phase 2
9	370	Grand Canyon Waterline
10	370	LMWTP Sedimentation Basin
11	370	Woody Mountain Clarifier Engineering Design
12	370	Soliere Waterline Upsizing
13	370	Country Club I-40 Transmission Line
14	370	Amberwood Zone B Extension
16	370	McCallister Well, Pump and Building
17	370	WTP Security and SCADA Improvements
19	370	Route 66 Waterline Improvements
21	370	Well Pump House Improvements

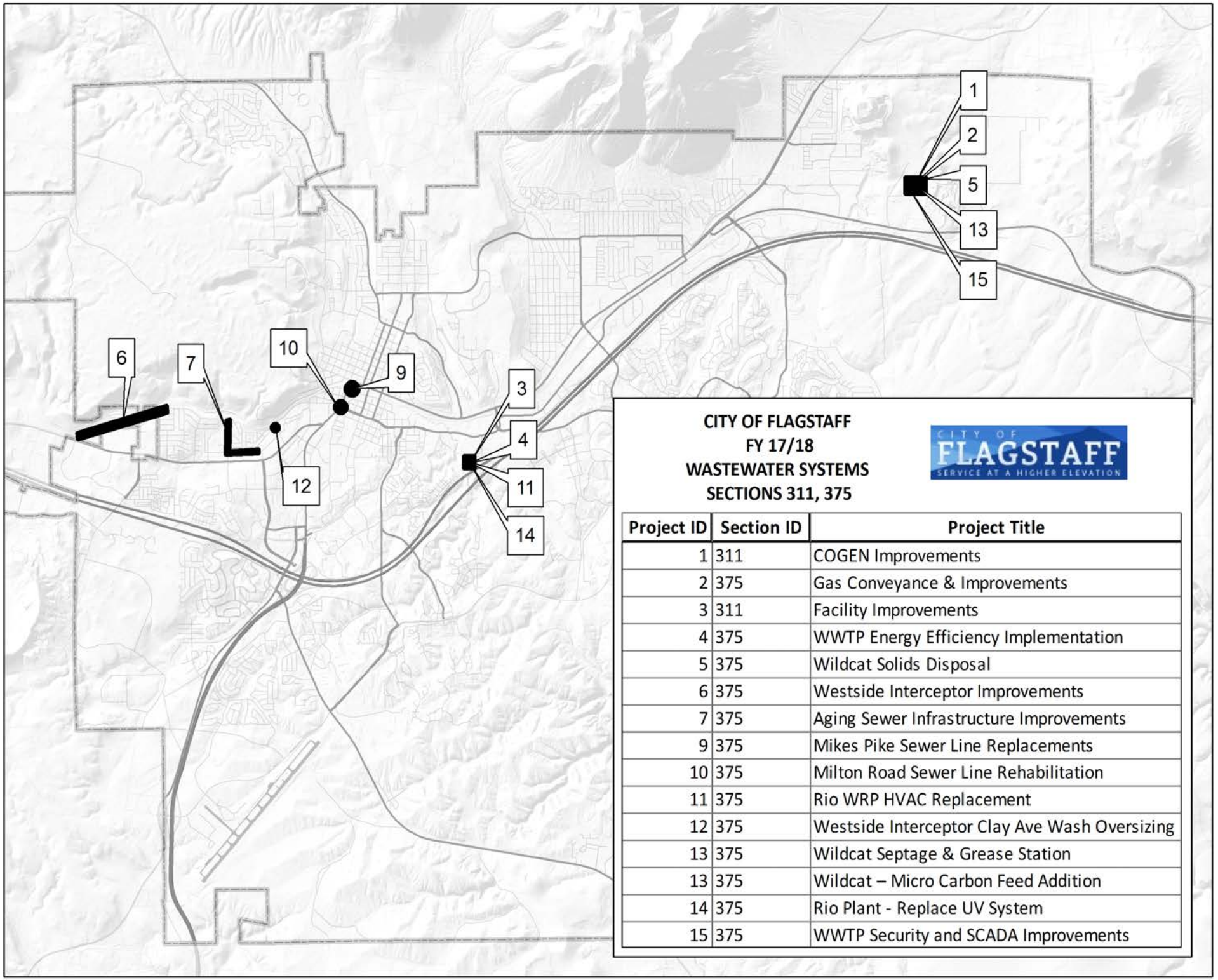
Wastewater

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	311	COGEN Improvements	$ 283,936	283,936
2	311	Gas Conveyance & Improvements	88,125	88,125
3	311	Facility Improvements	4,688	4,688
4	375	WWTP Energy Efficiency Program	1,725,308	1,725,308
5	375	Wildcat Solids Disposal	200,000	400,000
6	375	Westside Interceptor Improvements	600,000	1,100,000
7	375	Aging Sewer Infrastructure Replacements	1,192,929	1,192,929
8	375	Reserve for Improvements	-	300,000
9	375	Mikes Pike Sewer Line Replacement	-	2,250,000
10	375	Milton Road Sewer Line Rehabilitation	-	300,000
11	375	Rio WTP HVAC Replacement	-	300,000
12	375	Westside Interceptor Clay Ave Wash Oversizing	-	300,000
13	375	Wildcat Septage and Grease Station	728,543	728,543
14	375	Rio Plant - Replace UV System	1,196,002	1,196,002
15	375	WWTP Security and SCADA Improvements	18,392	18,392
		Total Wastewater	$ 6,037,923	10,187,923

Sources of Funding

	Sec	Project	Operating	Capacity Fees	Debt	Total
1	311	Reserve for Improvements	$ 283,936	-	-	283,936
2	311	Gas Conveyance & Improvements	88,125	-	-	88,125
3	311	Facility Improvements	4,688	-	-	4,688
4	375	WWTP Energy Efficiency Program	421,310	-	1,303,998	1,725,308
5	375	Wildcat Solids Disposal	120,000	280,000	-	400,000
6	375	Westside Interceptor Improvements	-	1,100,000	-	1,100,000
7	375	Aging Sewer Infrastructure Replacements	1,192,929	-	-	1,192,929
8	375	Reserve for Improvements	300,000	-	-	300,000
9	375	Mikes Pike Sewer Line Replacement	550,000	1,200,000	500,000	2,250,000
10	375	Milton Road Sewer Line Rehabilitation	300,000	-	-	300,000
11	375	Rio WTP HVAC Replacement	300,000	-	-	300,000
12	375	Westside Interceptor Clay Ave Wash Oversizing	-	300,000	-	300,000
13	375	Wildcat Septage and Grease Station	145,709	582,834	-	728,543
14	375	Rio Plant - Replace UV System	-	-	1,196,002	1,196,002
15	375	WWTP Security and SCADA Improvements	18,392	-	-	18,392
		Total Wastewater	$ 3,725,089	3,462,834	3,000,000	10,187,923



CITY OF FLAGSTAFF
FY 17/18
WASTEWATER SYSTEMS
SECTIONS 311, 375

Project ID	Section ID	Project Title
1	311	COGEN Improvements
2	375	Gas Conveyance & Improvements
3	311	Facility Improvements
4	375	WWTP Energy Efficiency Implementation
5	375	Wildcat Solids Disposal
6	375	Westside Interceptor Improvements
7	375	Aging Sewer Infrastructure Improvements
9	375	Mikes Pike Sewer Line Replacements
10	375	Milton Road Sewer Line Rehabilitation
11	375	Rio WRP HVAC Replacement
12	375	Westside Interceptor Clay Ave Wash Oversizing
13	375	Wildcat Septage & Grease Station
13	375	Wildcat – Micro Carbon Feed Addition
14	375	Rio Plant - Replace UV System
15	375	WWTP Security and SCADA Improvements

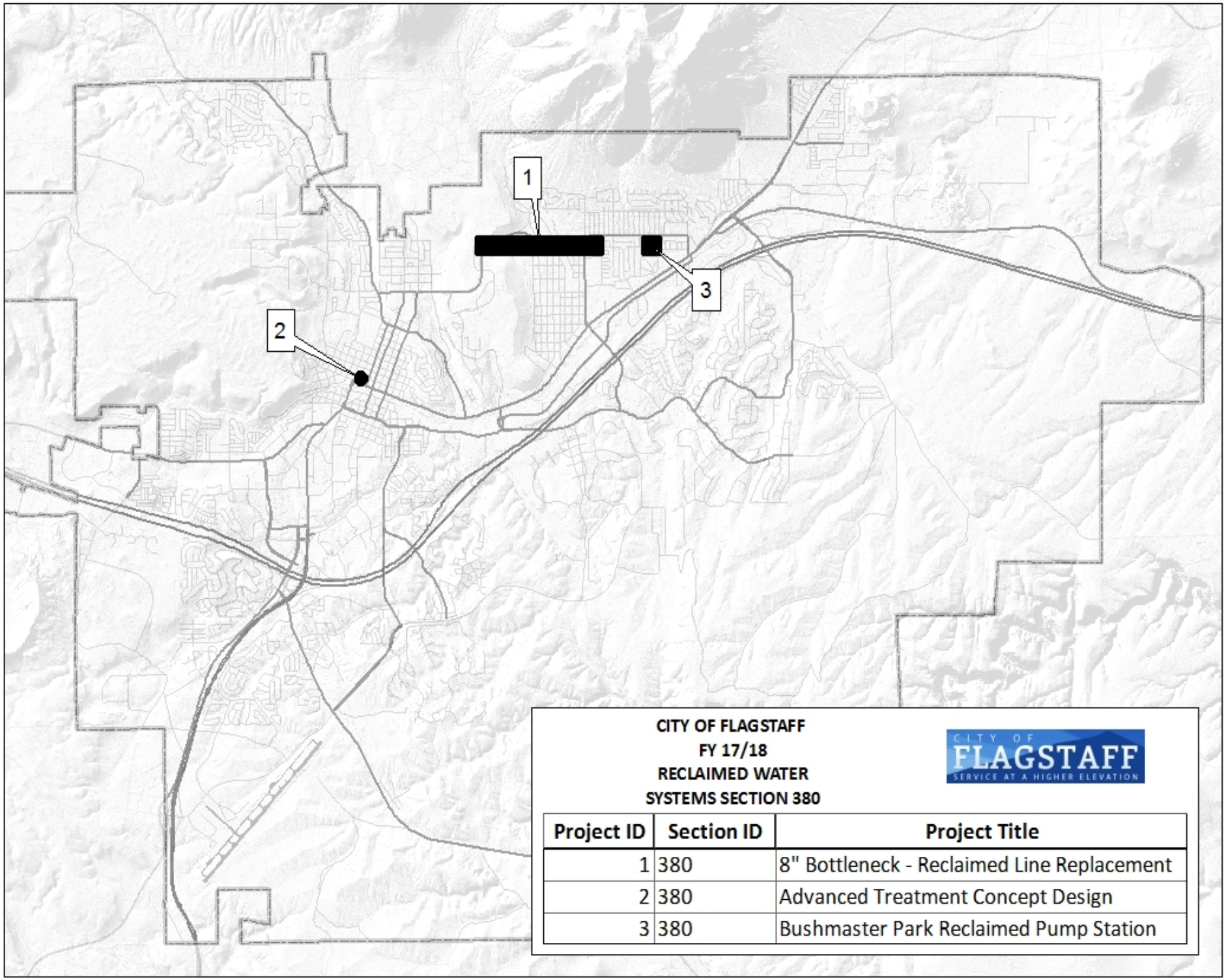
Reclaimed Water

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	380	8" Bottleneck - Reclaimed Line Replacement	$ -	100,000
2	380	Advanced Treatment Concept Design & Public Outreach	-	100,000
3	380	Bushmaster Park Reclaimed Pump Station	-	710,000
		Total Reclaimed Water	$ -	910,000

Sources of Funding

	Sec	Project	Operating	Total
1	380	Mikes Pike Sewer Line Replacement	$ 100,000	100,000
2	380	Milton Road Sewer Line Rehabilitation	100,000	100,000
3	380	Bushmaster Park Reclaimed Pump Station	710,000	710,000
		Total Reclaimed Water	$ 910,000	910,000



CITY OF FLAGSTAFF
FY 17/18
RECLAIMED WATER
SYSTEMS SECTION 380

Project ID	Section ID	Project Title
1	380	8" Bottleneck - Reclaimed Line Replacement
2	380	Advanced Treatment Concept Design
3	380	Bushmaster Park Reclaimed Pump Station

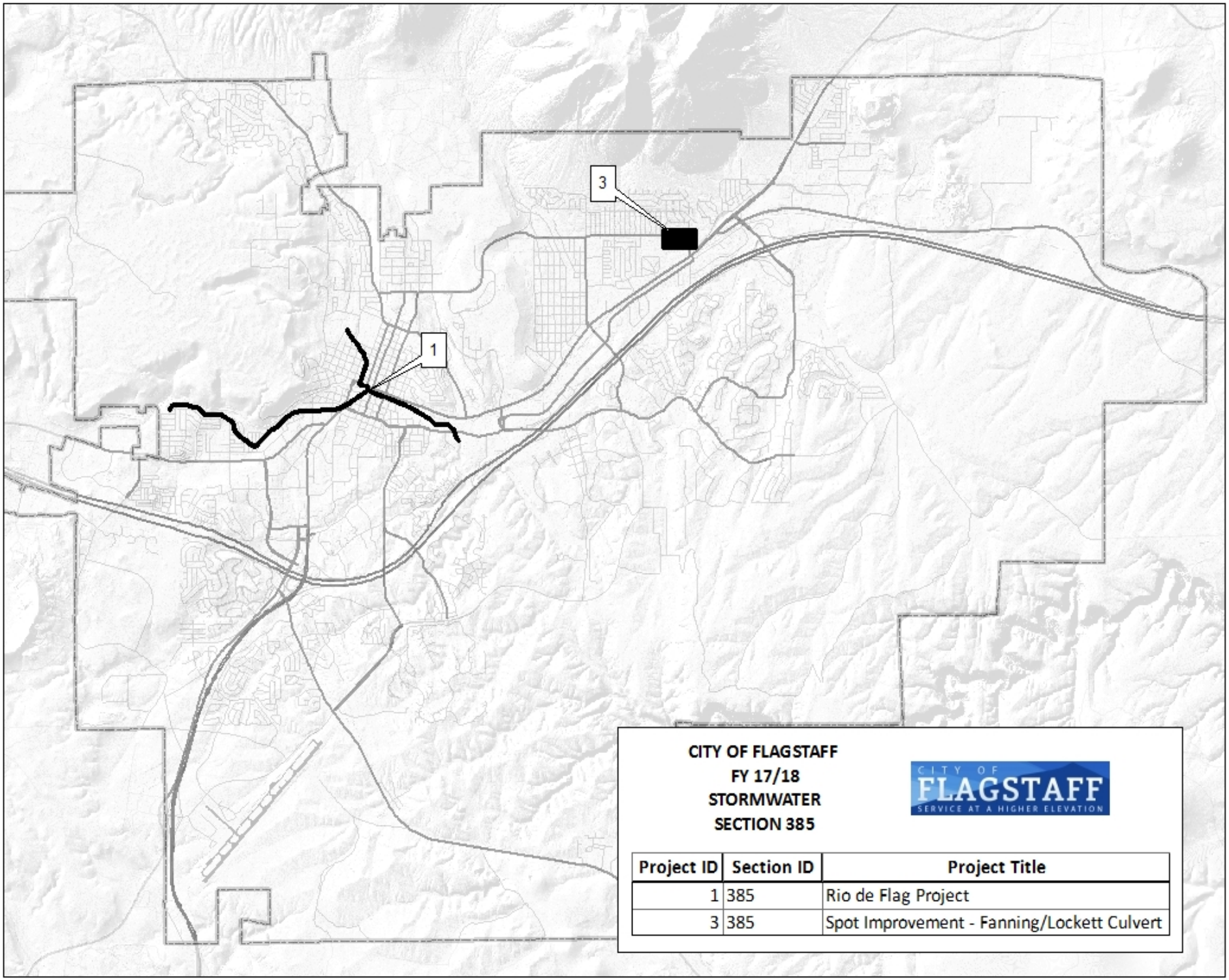
Stormwater Utility

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	385	Rio de Flag Project	$ 1,675,861	1,675,861
2	385	Spot Improvement - Annual	-	75,000
3	385	Spot Improvement - Fanning/Lockett Culvert Construction	-	550,000
		Total Stormwater Utility	$ 1,675,861	2,300,861

Sources of Funding

	Sec	Project	Operating	Total
1	385	Mikes Pike Sewer Line Replacement	$ 1,675,861	1,675,861
2	385	Milton Road Sewer Line Rehabilitation	75,000	75,000
3	385	Spot Improvement - Fanning/Lockett Culvert Construction	550,000	550,000
		Total Stormwater Utility	$ 2,300,861	2,300,861



Project ID	Section ID	Project Title
1	385	Rio de Flag Project
3	385	Spot Improvement - Fanning/Lockett Culvert

Solid Waste & SEMS

Appropriations

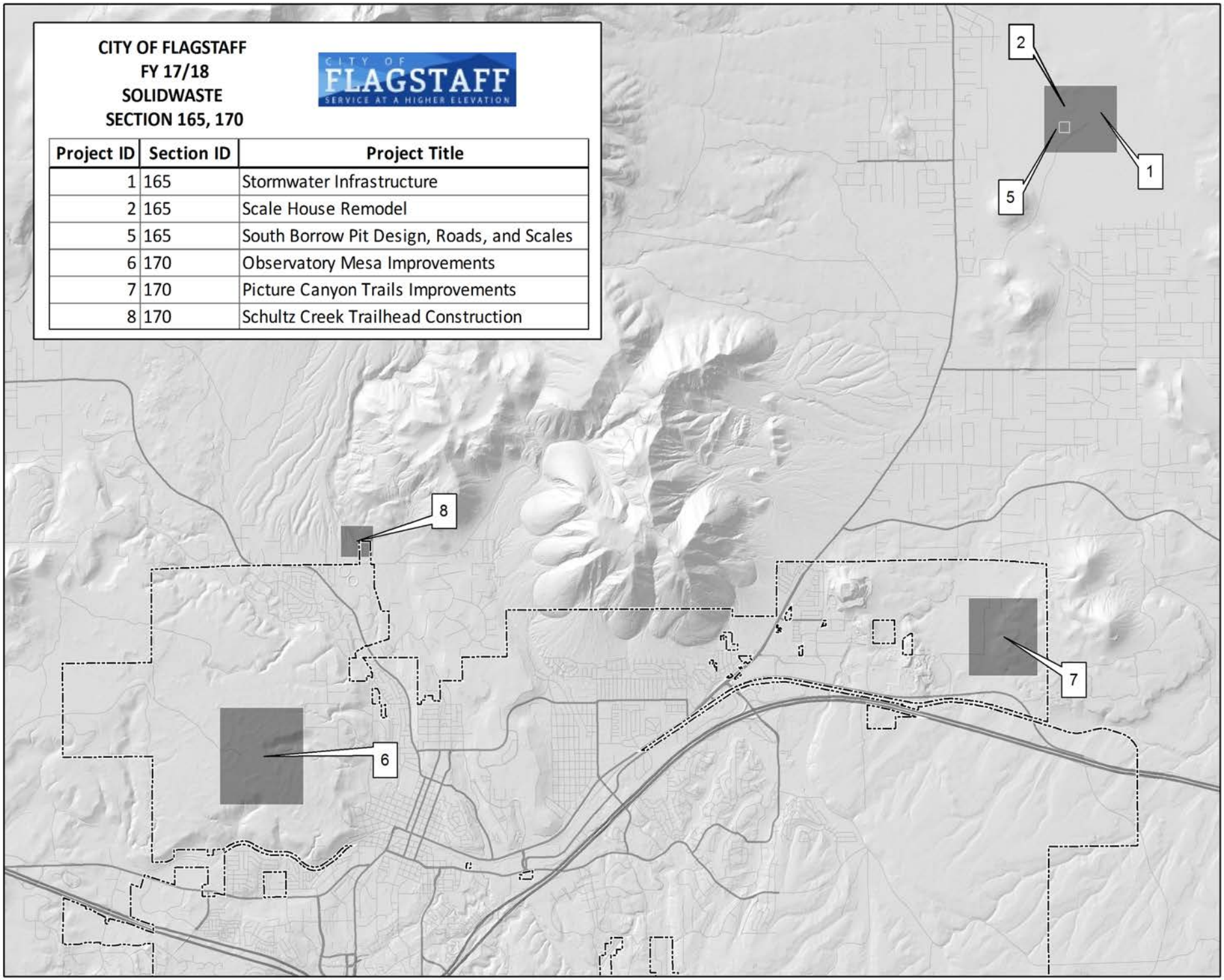
	Sec	Project	Carryover FY 2017	Budget FY 2018
1	165	Stormwater Infrastructure	$ -	64,000
2	165	Scale House Remodel	-	25,000
3	165	Storage Areas for HPC and Maint Bldg	-	45,000
4	165	Alternative Liner Test Plots	275,000	275,000
5	165	South Borrow Pit Design/Roads/Scales	150,000	150,000
6	170	Observatory Mesa Improvements	34,000	74,000
7	170	Picture Canyon Trails Improvements	50,000	124,446
8	170	Schultz Creek Trail Improvements	-	23,000
		Total Solid Waste & SEMS	$ 509,000	780,446

Sources of Funding

	Sec	Project	Operating	Grants	Total
1	165	Stormwater Infrastructure	$ 64,000	-	64,000
2	165	Scale House Remodel	25,000	-	25,000
3	165	Storage Areas for HPC and Maint Bldg	45,000	-	45,000
4	165	Alternative Liner Test Plots	275,000	-	275,000
5	165	South Borrow Pit Design/Roads/Scales	150,000	-	150,000
6	170	Observatory Mesa Improvements	-	74,000	74,000
7	170	Picture Canyon Trails Improvements	-	124,446	124,446
8	170	Schultz Creek Trail Improvements	23,000	-	23,000
		Total Solid Waste & SEMS	$ 582,000	198,446	780,446

CITY OF FLAGSTAFF
FY 17/18
SOLIDWASTE
SECTION 165, 170

Project ID	Section ID	Project Title
1	165	Stormwater Infrastructure
2	165	Scale House Remodel
5	165	South Borrow Pit Design, Roads, and Scales
6	170	Observatory Mesa Improvements
7	170	Picture Canyon Trails Improvements
8	170	Schultz Creek Trailhead Construction



Airport

Appropriations

	Sec	Project	Carryover FY 2017	Budget FY 2018
1	222	Runway 321 Mill and Overlay Construction	$ 3,069,461	4,093,533
2	222	Master Plan Update 2016	310,400	310,400
3	222	Runway Mill and Overlay Design	90,192	90,192
4	222	Wildlife Hazard Assessment	164,728	164,728
		Total Airport	$ 3,634,781	4,658,853

Sources of Funding

	Sec	Project	Grants	Other	Total
1	222	Milton Road Sewer Line Rehabilitation	$ 3,727,571	365,962	4,093,533
2	222	Master Plan Update 2016	294,880	15,520	310,400
3	222	Runway Mill and Overlay Design	85,683	4,509	90,192
4	222	Wildlife Hazard Assessment	156,491	8,237	164,728
		Total Airport	$ 4,264,625	394,228	4,658,853

CITY OF FLAGSTAFF
FY 17/18
AIRPORT SECTION 222

Project ID	Section ID	Project Title
3	222	RUNWAY MILL & OVERLAY DESIGN

Project Descriptions

General Government

1. **Microwave Tower:** Construction of a City owned microwave network to connect City remote sites.

2. **Facilities Improvements:** Relocate datacenter and remodel old data center area. Council Chambers improvements. City Hall Housing area improvements – once it is vacated by housing, Facilities staff and contractors will replace flooring, repaint, replace entire ceiling grid with 2x4 and install LED lighting. City Hall exterior main entry stairs – the main entry stairs will be demolished, new stairs constructed and a new ADA ramp installed. Library boilers – replace the single unit which is now 25+ years old with two new efficient units, one serving as a backup.

3. **FUTS / Open Space Land Acquisition:** Acquisition of core open space for FUTS trails as well as for protection of critical open space lands as authorized in May 2004.

4. **USGS Building:** Budget appropriation for USGS Facility improvements, renovations and building replacement contingent upon availability of funding.

5. **Core Services Maintenance Facility:** A new Core Services Maintenance Facility is scheduled to be constructed at the newly annexed McAllister Ranch (approximately 20 acres). This facility will house the City's Streets, Parks, Facility, Solid Waste and Fleet operations. Construction is scheduled to begin in the late fall of 2017 and be completed in the winter of 2018. Offsite improvements include a sewer main extension from a nearby subdivision, improvements to Route 66 (de-acceleration and acceleration lane) and franchise utility to the site.

6. **Watershed Protection Project:** This project is 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.

7. **Court Facility:** Budget appropriation for Municipal Court construction.

8. **Brownfields Assessment:** This project is a coalition of regional public agency members conducting assessments at potential Brownfields site contaminated with Petroleum or Hazardous substances. The scope includes preliminary survey and testing.

9. **East Flagstaff City Library Youth Restroom Construction:** This project is the construction of a youth restroom at the East Flagstaff City Library.

10. **FHA Building Remodel:** Budget appropriation to fund the remodel of the Flagstaff Housing Authority's building to accommodate current demands and future expansion.

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. **Brannen Homes Sidewalk:** Brannen Homes Neighborhood infrastructure improvements consisting of installing sidewalk, waterline relocation and intersection improvements at Brannen Circle / Paseo Del Rio.

3. **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.

4. **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 and FMPO).

5. **Butler / Huntington Adaptive Signal Control:** 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 volumes fluctuate throughout the day.

6. **Switzer / Turquoise Roundabout:** Construction of roadway intersection improvements incorporating a roundabout, new curb and gutter, sidewalks and bike/pedestrian accessibility.

7. **San Francisco and Franklin Avenue Signal:** Addition of new traffic signal at the intersection of San Francisco Street and Franklin Avenue.

8. **Industrial Drive – Huntington to Purina:** 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 Lite 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.

9. **Beulah Boulevard / University Drive:** Upgrade the intersection to current Engineering Standards. Improvements include new curbs and gutters, sidewalks, access ramps, traffic signal, lighting, drainage, FUTS trail, landscaping, signing and marking.

10. **Highway Safety Improvement Program (HSIP):** HSIP is a federally-funded grant program through the Flagstaff Metropolitan Planning Organization (FMPO) under the Transportation Improvement Program (TIP). Projects are either systematic or spot specific.

11. **Soliere Avenue – Fanning Wash Crossing:** Design and construct a culvert beneath Soliere Avenue at Fanning Wash and realign the profile of the road to allow for a safe all-weather crossing at this location.

12. **Franklin Safety Improvements:** A project to install safety and traffic calming devices on Franklin Avenue. This project was initiated through public requests and processed by the Transportation Commission.

13. **Lockett Transportation Study:** Community enhancement and planning study that incorporates the following four primary components: full build-out of Lockett Road, Regional Plan, Bushmaster Park Master Plan and neighborhood outreach to create a vision of the potential improvements along this corridor.

14. **Fourth Street Bridge / I-40 Design:** Appropriation of City funds to be used towards the design of a Fourth Street bridge structure to replace the existing narrow bridge over Interstate 40 at its existing location.

15. **Fourth Street Safety Improvements:** A project to install safety improvements to 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.

16. **Transportation Master Plan:** Develop a prioritized long range plan for transportation projects that will be used to populate the Transportation 5-Year Program based in part on the Flagstaff Metropolitan Planning Organization's Regional Transportation Plan as well as other local needs.

17. **Lonetree Pedestrian Improvements:** Construction of an aggregate pathway inclusive of a pedestrian guardrail/barrier separating vehicular traffic from pedestrians near Kinsey Elementary School.

18. **Southside Curbs:** Installation of edge improvements to aide in parking enforcement at locations yet to be determined.

19. **Northbound Milton / Butler Right Turn Lane:** Design and construction to extend northbound Milton Road right hand turn lane at Butler Avenue.

20. **Reserve for Development Contributions:** Annual appropriation of funding to support various development projects throughout the City.

21. **Fourth Street Improvements:** A component of the Transportation Tax designated specifically for use on roadway improvements along Fourth Street.

22. **Pavement Maintenance:** Funded by Road Repair and Street Safety Tax, this component of the annual street maintenance program will mill and overlay numerous roadways throughout the City.

23. **Utility Replacement and Overlays:** Funded by Road Repair and Street Safety Tax, this allocation will be assigned to specific street segments in need of underground utility replacements (water, sewer and stormwater) where the roadway surface requires only a mill and overlay.

24. **Zuni Drive:** Funded by Road Repair and Street Safety Tax, improvements along Zuni Drive within the Bow and Arrow neighborhood will consist of roadway reconstruction, water, sewer and storm drain improvements.

25. **Lockett Road:** Funded by Road Repair and Street Safety Tax, improvements along Lockett Road consist of roadway reconstruction, curb-gutter and sidewalk replacement, water main replacement and limited storm drain improvements.

26. **East Route 66:** Road Repair and Street Safety Tax funding appropriated for roadway surface improvements along East Route 66.

27. **Reserve for Improvements:** Annual allocation for un-programmed street improvements and/or City participation in projects of other agencies (i.e. ADOT, BNSF, NAU).

28. **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.

29. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalks in cases where property owners contribute 50% of replacement costs.

30. **Street Improvement Program:** HURF funded City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

31. **Sunnyside:** Additional neighborhood street reconstruction.

32. **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 and the City's grant share of construction.

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. **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.

4. **Switzer Canyon Trail:** Design and construction of a planned FUTS trail extending from Terrace Avenue (near downtown) to Switzer Canyon Drive. Approximate length of the trail is 0.75 miles and will travel through recently acquired Open Space property completing a missing trail segment between Downtown and Buffalo Park.

5. **BNSF Walnut - Florence Underpass:** A new dedicated bicycle and pedestrian underpass of the BNSF railroad tracks. This underpass allows for the construction of a short section of concrete trail to connect Florence Street on the south side of the tracks with Walnut Street on the north side.

6. **Florence - Walnut Underpass:** A short section of concrete trail to connect Florence Street on the south side of the tracks with Walnut Street on the North side utilizing the new dedicated bicycle and pedestrian underpass of the BNSF railroad tracks.

7. **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.

8. **Fourth Street Trail:** Design for missing segments of concrete trail along the west side of Fourth Street from Huntington Drive to Butler Avenue.

9. **Pine Knoll Trail:** Design and start of construction of trail planned along the north side of Pine Knoll Drive. This completes a connection between San Francisco Street and Lone Tree Road.

10. **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.

11. **Downtown Underpass:** FUTS component of the design for ADOT reconstruction of the Route 66 Rio de Flag crossing due to increased size to accommodate the addition of a FUTS trail.

BBB (Recreation, Beautification and Arts and Science)

1. **Cogdil Resurface Basketball Court / Ponderosa Park Patch and Repair Court:** Resurfacing of Cogdil Recreation Center basketball court and various patches and repairs to courts at Ponderosa Park.

2. **New Restrooms – Buffalo and Thorpe Parks:** Design and construction of new public restroom facilities at Buffalo Park and at Thorpe Park.

3. **Upgrade Playground Equipment Various Parks:** Replace the existing equipment at Smokerise, University Highlands, and Mobile Haven City parks.

4. **Flagstaff Recreation Center Tennis Courts:** Design and construction for the replacement of the existing tennis courts at the Flagstaff Recreation Center.

5. **J. Lively Ice Rink:** Replacement of the ice rink chiller at J. Lively Activity Center.

6. **Thorpe Park Adaptive Playground Surfacing:** Replacement of the existing woodchip surfacing with an adaptive play rubberized surface to improve ADA accessibility.
7. **Wheeler Park Improvements:** This project will allow for design and modifications to the park to accommodate Community Events. These modifications will address drainage issues in the park, improve electrical service and create more usable areas.

8. **Hal Jensen Recreation Center Storage Area Add-on:** A small storage area on the west side of the building to add storage capacity and also eliminate a secluded alcove on the back side of the building for safety purposes.

9. **J. Lively Back Roof and Locker Room Repairs:** The roof over the locker rooms needs to be reconstructed. The existing structure is causing leaks and damage throughout the locker rooms. If funds are available, the exhaust systems for the locker rooms will also be updated.

10. **North Edge - Milton Avenue:** Landscaping at the Right of Way in front of Barnes and Noble to serve as setting for Route 66 themed public art.

11. **Train Station Platform:** The installation of a sub-surface drainage system under the existing brick pavers at the Visitor's Center.

12. **Lake Mary / Beulah City Gateway:** Construction of a City Gateway on the northeast corner of the Lake Mary / Beulah Intersection.

13. **Gutter Diversions – Sustainable Streets:** Addition of diversions of street stormwater to municipal Low Impact Development (LID)/landscaped areas.

14. **Urban Forest:** This project would program and install trees (not full landscaping) in the urban area, capitalizing on State program assistance and complementing other infrastructure work.

15. **US 89 Medians (ADOT) Fanning to Marketplace:** While preserving existing investment, install landscaping to make ADOT installed medians match City landscaped medians to the north of Marketplace Drive.

16. **Joel Montalvo Park:** Enhancement of the parking lot (edging, surface and landscaping), addition of a plaza area, incorporation of restrooms into the maintenance building and landscaping the surrounds of the park.

17. **Downtown Tree Wells:** Replace with improved design the tree wells and grates that rise and pose tripping hazards and that require continual maintenance.

18. **Steve's Boulevard Corners:** Increase of FUTS width to standard, landscaping that provides accessible access and increases and enhances the pedestrian space and beautifies the corner.

19. **Frances Short Pond Master Plan:** Development of conceptual venue designs, associated illustrative exhibits and costs for the pond area.

20. **Downtown Non-Gateway (Jimmy John's):** Purchase or lease of the unused portion of the parking lot to create a pedestrian oriented gateway.

21. **Buffalo Park Parking Enhancements:** Parking surfacing, LID improvements and landscaping for the parking area.

22. **East Route 66 - South Edge: Fanning to Route 66:** Continuation of landscaping to complement the existing landscaping at Route 66 Park.

23. **City Gateway at I-17 and Milton Road:** Overhead gateway near University Avenue across Milton Road for welcoming visitors to the City of Flagstaff entering off Interstate 17.

24. **Stem City Platforms (Parklets):** Selected downtown parallel parking spaces and adjacent sidewalk spaces. Installations will feature scientifically themed displays and interactive exhibits.

25. **Santa Fe Triangle – Pocket Park:** Santa Fe & Summit Avenues. Small neighborhood parklet to include active recreation and/or beautification/neighborhood vegetable garden**.**

26. **Milton and Butler Drainage**: Landscaping in drainage easement adjacent to Milton at southwest corner of Clay Avenue and Milton Road.

27. **McAllister Route 66 Interpretive Plaza:** Route 66 monument, interpretation signage for McAllister Ranch, and parking located on the north side of West Route 66 at McAllister Ranch.

28. **Northwest Corner of Humphreys and Ft. Valley:** Beautification of strip between road and private property at northwest corner of Humphreys Street and Ft. Valley Road.

29. **Innovation Mesa Art Base:** Beautification of setting for future public art on Innovation Mesa at northwest corner of Cedar Avenue and Gemini Road.

30. **Route 66 Interpretive Trail:** Installations, at various locations along the Route 66 corridor within city limits, of monuments, signs, and pedestrian amenities to celebrate Route 66.

31. **Holiday Decorations:** Holiday themed, lighted display, at northeast corner of Route 66 and Fourth Street.

32. **Vieja Park:** Beautification/expansion of the park into city-owned parking area between the park and car-wash at the southeast corner of Florence Street and Tombstone Avenue.

33. **Library Entry (Art Base):** Americans with Disabilities Act front entry plaza retrofit and accommodation of public art piece and the Downtown City Library.

34. **Downtown Paver Redux:** Reinstallation of all pavers on geo-fabric to prevent subsidence at various Downtown locations.

35. **East Flagstaff Gateway (Fourth Street):** Revolving art project funding for the installation of art work.

36. **Inset Sidewalk Art, Jimmy John's at Beaver:** Pedestrian oriented sidewalk art such as specialty paving and inlays and other design components to be determined to announce Route 66 and the downtown area.

37. **West Route 66 – North Edge:** Art component of beautification project at the Right of Way in front of Barnes and Noble (Milton Avenue - North Edge Project).

38. **Joel Montalvo Park Surrounds:** Public art component of the larger beautification project at Joel Montalvo Park.

39. **Monte Vista:** Downtown overhead gateway on North San Francisco Street between Route 66 and Aspen Avenue.

40. **Children's Garden Sculpture at Fox Glenn Park:** Garden sculpture in the Children's Garden at Foxglenn Park.

41. **Mosaics at Thorpe Bridge:** Mosaics on the river side of the Thorpe Road Bridge over the Rio de Flag.

42. **Fort Valley and Humphreys Sculpture:** Public art component of the beautification project at the northwest corner of Humphreys Street and Fort Valley Road.

43. **Mancuso Mural Conservation Route 66:** Conservation of the existing mural on the west facing wall of the Peace Surplus building on Route 66 at Beaver Street.

44. **Mural on Centurylink Building:** Addition of a mural on the east facing wall of the Centurylink building in Downtown.

45. **Thorpe Sculpture:** This project anticipates creating a large scale sculpture at an undetermined location in or near Thorpe Park.

Water

1. **Lake Mary Water Flow Meters Replacements** Evaluation and replacement of the existing plant water meter at Lake Mary Facility. This replacement will improve measurement accuracy of the volume of water leaving the Water Treatment Plant.

2. **Communication Towers for Operations:** 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.

3. **Aging Water Infrastructure Replacement (AWIR):** Replace 11,000 feet of water main each year. Water mains will be prioritized by age, condition, material and maintenance repair costs.

4. **West / Arrowhead Waterline:** Replacement of 1,611 feet of aging water line, water services, pavement, curb and sidewalk along Arrowhead Avenue in Sunnyside Neighborhood. New infrastructure will be installed along West Street from Johnson Avenue to Arrowhead Avenue, and along Arrowhead Avenue from West Street to Route 66. Project is part of the Annual Waterline replacement program.

5. **Water Meter Vault Replacement Program:** Replace old and outdated water meter vaults that have maintenance and safety issues with newer updated structures. Black Bart's Fire Service vault to be replaced in FY18.

6. **Radio Read Meter Replacements:** Annual replacement of water meters to new style radio read meters.

7. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

8. **Brannen Subdivision Waterline – Phase 2:** Replacement of aging water line, water services, pavement, curb and sidewalk in the Brannen Addition southside neighborhood. Phase 2 of replacements is bounded by O'Leary on the west, Cottage Avenue on the north, Colorado/Lone Tree Street on the east, and Butler Avenue to the south. The existing water and service lines are up to 100 years old and vary in size and material type. Project is part of the Annual Waterline replacement program.

9. **Grand Canyon Waterline Replacement:** Replacement of 3,800 feet of aging water line, water services, pavement, curb and sidewalk along entire length of Grand Canyon Avenue. New infrastructure will be installed along Grand Canyon Avenue, one block of Spring Street and approximately two blocks of Coconino Avenue. The existing water and service lines are up to 83 years old and vary in size and material type. Project is part of the Annual Waterline replacement program.

10. **Lake Mary Water Sedimentation Basins:** Rehabilitation of the flocculation and sedimentation basins at the Lake Mary Water Treatment Plant. Includes replacement of all structural, mechanical, electrical and instrumentation associated with the flocculation and sedimentation basins and clarifier drive equipment. Existing basins were installed in 1964 and are beyond their expected asset life. This is a multi-year project totaling $4 million dollars with this first year budgeting the engineering design portion.

11. **Woody Mountain Clarifier Engineering Design:** Rehabilitation of the clarifier drive equipment and structural beams. Includes replacement of all deteriorated structural members, mechanical rakes and bridge, electrical and instrumentation. Existing clarifier was built in 1960, Original rake assemblies are in

disrepair, structural beams are rusted and need to be recoated. This is a multi-year project totaling $700k dollars with this first year budgeting the engineering design portion.

12. **Soliere Waterline Upsizing:** This is an oversize reimbursement project. The City is not managing installation of this waterline. Project consists of new water transmission main from pressure relief valve located north of I-40 across from Elk Run Street to the intersection of 4th Street and Soliere Avenue. This waterline will provide a looped water supply to Canyon Del Rio development and is larger than required of the developer to accommodate future growth in the Canyon Del Rio and Little America area. The Utilities Department contribution portion is estimated not to exceed $600,000.

13. **Country Club I-40 Transmission Line:** Replacement of 900 feet of water transmission line that runs beneath Interstate 40, east of the Country Club off-ramp. This waterline has failed (leaking) and is unable to be repaired in its current condition and location. A new transmission line and 36" casing will be installed underneath I-40 in an ADOT right of way. The existing line is currently valved off and out of commission until this new line is installed. Project is part of the Annual Waterline replacement program.

14. **Amberwood Zone B Extension:** Design and installation of 7,000 feet of 12 inch PVC water line along Butler Avenue, from Sinagua Heights Drive to Amberwood Street. This new water main will eliminate the need for the existing Amberwood Booster Pump station, improve water quality in Amberwood subdivision and reduce operational costs. This is a multi-year project with this first year budgeting the engineering design portion only.

15. **Future Water Rights:** Acquisition of water rights and continued development of the water ranch. Preliminary expenditures include the Red Gap Ranch Pipeline feasibility study currently in progress.

16. **McCallister Well, Pump and Building:** Construction of new well pump house building, clear well 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.

17. **WTP Security and SCADA Improvements:** This tenant improvement to the Lake Mary WTP facility will install a SCADA computer server room within the existing plant administration building. Facility improvement will include all walls, doors and electrical wiring to provide a secure computer server equipment area that meets Department of Homeland Security requirements.

18. **Hydrological Studies:** This engineering study is for investigating new well sites for water production in the Flagstaff area. The need for additional well capacity is required to support the growth of the community. Per the newly adopted Flagstaff Regional Plan the City of Flagstaff can expect 1.4% to 2.5% annual growth which triggers the need for additional wells.

19. **Route 66 Waterline Improvements:** Installation of 4,000 feet of water line and pavement along Route 66 from Test Drive to El Paso Gas Road. This waterline will provide a looped water supply to customers along Route 66 and El Paso Gas Road and is being upsized to accommodate future growth in the eastern edge of City distribution system.

20. **New Well and Pump House:** Drill and equip an additional well production, construction and furnishing of a pump house and tie into the existing city water infrastructure. The need for additional well capacity is required to support the growth of the community.

21. **Well Pump House Improvements:** Improvements to Continental Well pump house facility as outlined in the facilities condition assessment. Improvements include roof replacement, additional storage tank and installation of a new booster pump with variable frequency drive.

Wastewater

1. **CoGEN Improvements:** Rebuild or replacement of co-generation Jenbacher engine. Existing engine requires extensive maintenance, requiring a comprehensive engine overhaul and rebuilt cylinder's. Project needed to support onsite electrical generation operations from digester methane gas.

2. **Gas Conveyance 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 Jenbacher engine to support co-generation operations.

3. **Facility Improvements:** This project involves necessary roof repair and painting at the Rio De Flag Administration building, replacement of the existing water heater and repairing hot water piping leaks. Roof replacement and hot water piping repairs were identified in the Rio WRP Facility condition assessment report completed in 2014.

4. **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. This project will replace the existing blowers with new energy efficient blower equipment at both the Wildcat and Rio de Flag Wastewater treatment plants. These projects will reduce the energy consumption and lower operational costs at both of the treatment plants.

5. **Wildcat Solids Disposal:** Professional engineering services to define the long term biosolids management, treatment and disposal needs and develop plan for addressing those needs. The Plan will address biosolids produced at each of the City's two wastewater treatment plants – Rio De Flag WRF and Wildcat Hill WWTP. Outside consultant will prepare a condition assessment and estimate the future production of wastewater solids through ultimate build-out of the City of Flagstaff's service area. Projections will include secondary solids from the Rio De Flag WRF, as well as both secondary and primary solids from Wildcat Hill WWTP

6. **Westside Interceptor Improvements:** Utilities to provide financial reimbursements to the Public Works department for the oversizing of 4,630 feet of 18 inch diameter sewer line along Clay Avenue wash and Route 66. Oversizing is required to handle projected and Council approved growth on the west side of Flagstaff.

7. **Aging Sewer Infrastructure Replacements:** Replace 5,300 feet of sewer main each year. Sewer mains will be prioritized by age, condition, material and maintenance repair costs.

8. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.

9. **Mikes Pike Sewerline Replacement:** Replacement of 1,150 feet of aging sewer line, sewer services, pavement, curb and sidewalk along entire length of Mikes Pike Avenue. New infrastructure will be installed along Mikes Pike Avenue, one block of Kendrick Street and approximately one block of Benton Avenue. The existing 8 inch VCP sewer and service lines are up to 98 years old and are beyond their asset life. Project is part of the Annual Sewerline replacement program.

10. **Milton Road Sewer Rehabilitation:** Replacement of 200 feet of aging sewer line, sewer services along Milton Avenue from Butler to Phoenix Avenue. City discovered severe corrosion and structural deterioration in an 8-inch diameter cast iron sewer pipe (CIP) located under South Milton Road (between Butler Avenue and Phoenix Avenue). Given the critical location of the sewer and the risk of structural failure due to the pipe deterioration, the City is moving forward with an emergency project to repair and rehabilitate the sewerline. Project is part of the Annual Sewerline replacement program.

11. **Rio Plant – Replacement of HVAC System:** Replace aging heating, ventilation and air conditioning systems at the Rio WRP facility. Existing HVAC system components are 25 years old, has high annual maintenance costs due to its age and are in need of replacement at this time.

12. **Westside Interceptor- Clay Avenue Wash:** Replacement of 1980 feet of undersized 10 inch VCP sewer line, along the Clay Avenue Wash with 24 inch diameter pipe. Oversizing is required to support Council approved growth on the west side of Flagstaff. Project is funded through new user capacity fees.

13. **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.

14. **Rio Plant – Replace UV System:** Replace Ultraviolet UV system at the Rio De Flag Water Reclamation Plant. HDR Engineering has been retained to prepare the system design. The existing UV disinfection system is over 25 years old and has high annual maintenance costs due to its age, condition and availability of parts.

15. **WWTP Security and SCADA Improvements:** This tenant improvement to the Wildcat and Rio de Flag Wastewater treatment plants will install a SCADA computer server room within the existing plant administration buildings. Facility improvement will include all walls, doors and electrical wiring to provide a secure computer server equipment area that meets department of homeland security requirements.

Reclaimed Water

1. **8" Bottleneck – Reclaimed Line Replacement:** Replacement of 6,300 feet of undersized 8 inch PVC reclaimed water line, along Cedar Avenue from Buffalo Park storage tank to Ellen Street. Oversizing is required to increase reclaimed supply into the distribution from the Wildcat Hill Water Reclamation Plant.

2. **Advanced Treatment Concept Design and Public Outreach:** Engineering analysis and planning-level cost evaluation study of the advanced water treatment facilities necessary to treat 10 million gallons per day of tertiary effluent to drinking water standards at the Wildcat Hill Wastewater Treatment Plant Study is aimed at direct potable reuse of recycled water in the future. This planning-level cost evaluation is the purpose of this engineering study.

3. **Bushmaster Park Reclaimed 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 reclaimed water to the reclaimed water distribution system and the Buffalo Park storage tank.

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 the central business district.

2. **Spot Improvement – Annual:** Annual Maintenance of the storm drain system.

3. **Spot Improvement – Fanning / Lockett Culvert Construction:** Construction of a new culvert at Fanning and Lockett to pass the 100 year storm event.

Solid Waste and Sustainability and Environment Management

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. **Scale House Remodel:** Appropriation for remodeling the Cinder Lakes Landfill Scale House.

3. **Storage Areas for Hazardous Products Center and Maintenance Building:** Addition of storage areas to accommodate increased need for storage at the Hazardous Products Center and Maintenance Building at the Cinder Lakes Landfill.

4. **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.

5. **South Borrow Pit Design, Roads and Scales:** Cell E (South Borrow Pit) is a 40-acre site that consists of existing cells of buried trash, soil and rock. Staff is proposing to excavate portions of the solid waste and soil from the area to accommodate future trash cells. This project consists of re-designing the depth of excavation, thereby gaining another 8 to 20 years of valuable landfill airspace. The scope of work includes considerations for infrastructure such as water, power, roads and other facilities.

6. **Observatory Mesa Improvements**: This is part of the Open Space program, enhancing recreation opportunities through improvements and development of trail and parking areas, informational and interpretive signs.

7. **Picture Canyon Trails Improvements:** This is part of the Open Space program providing recreation opportunities through improvements and development of trails and interpretive support facilities at Picture Canyon Natural and Cultural Preserve.

8. **Schultz Creek Trail Improvements:** These funds will be used to construct the Schultz Creek Trailhead on City property along Schultz Pass Road. This will include an unimproved parking area for approximately 20 vehicles, culverts for drainage, an entry kiosk, two interpretive signs, trail signs, and portable toilets.

Airport

1. **Runway 321 Mill and Overlay Construction:** Construction for project that will mill the entire length of Runway 3/21 (8,800' x 15') and replace with new FAA approved asphalt. The project will also repaint to the latest FAA Advisory Circular Standards and match to the adjacent intersections and taxiways, 90% FAA grants, 5% ADOT grants and 5% General Fund.

2. **Master Plan Update 2016:** This project is to update the existing Airport Master Plan. Updates are often necessary as the dynamic conditions of the industry are reflected in activity and future needs. The Airport Master Plan is the City's concept of the long-term development of its airport. It graphically displays the concept and reports the data and logic upon which the plan is based, 90% FAA grants, 5% ADOT grants and 5% General Fund.

3. **Runway Mill and Overlay Design:** Design for project that will mill the entire length of Runway 3/21 (8,800' x 15') and replace with new FAA approved asphalt. The project will also repaint to the latest FAA Advisory Circular Standards and match to the adjacent intersections and taxiways, 90% FAA grants, 5% ADOT grants and 5% General Fund.

4. **AIR – Wildlife Hazard Assessment:** FAA required project to analyze the Airport's wildlife impact and develop a plan to manage, 90% FAA grants, 5% ADOT grants and 5% General Fund.

Capital Budget Impact on the Operating Budget

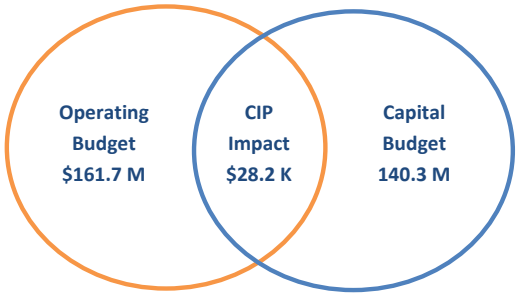
The City of Flagstaff prepares a Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life), which is prepared along with the Annual Budget and Financial Plan (focus on municipal service delivery programs which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

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 likely 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 projects 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 2018 is estimated as indicated in the following table.

Incremental Impact of Capital Budget on
Fiscal Year 2017 - 2018 Operating Budget

New Debt Service	FY17
General Government (General Obligation)	$ 1,025,000
New Operations and Maintenance	
General Funds	-
FUTS Funds	6,005
BBB Funds	6,225
Water / Wastewater / Reclaimed Water Funds	-
Stormwater Fund	6,000
Solid Waste & SEMS Funds	10,000
Total	$ 1,053,230



The new FY 2018 debt service is attributed to new General Obligation (GO) 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 GO bonds within the General Government program will be paid out of the Debt Service Fund with secondary property tax revenue.

The table on the following page lists the CIP projects budgeted for completion during FY 2018 by major CIP Program area. The associated operating budget impacts of capital projects completed, or substantially completed, early in the current fiscal year will take effect during the current budget year.

Fiscal Year 2017 - 2018 CIP Projects and Operating and Maintenance Budget Impacts			
Program and Project Name	Fund		Annual Impact
General Government			
Core Services Maintenance Facility	General		TBD
Court Facility	General		TBD
USGS Building	General		TBD
FUTS			
Cedar Trail	FUTS		65
Sheep Crossing Trail	FUTS		3,445
Switzer Canyon Trail	FUTS		2,495
BBB			
Lake Mary/Beulah City Gateway	BBB		4,725
Joel Montalvo Park Surrounds	BBB		1,500
Stormwater			
Bow and Arrow Wash	Stormwater		6,000
Solid Waste and Sustainability Environment Management			
Stormwater Infrastructure	Solid Waste		1,000
South Borrow Pit Road/Scale Design/Construction	Solid Waste		2,000
Alternative Liner Test Plots	Solid Waste		2,000
Core Services Maintenance Facility	Solid Waste		5,000
Total Operating Impact of FY 2017 - 2018 CIP Projects		**$**	**28,230**

Within the General Government Program, the operating and maintenance estimates for the Core Services Maintenance Facility, the Court Facility and the USGS Building Replacement will be determined upon finalized planning of each project.

The projects within the FUTS Program 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 $6,005.

Beautification has six projects expected to be completed in FY 2018, all of which will require annual maintenance. The projected annual impact is $6,225.

The project within the Stormwater Program consist of operating and maintenance costs in maintaining City stormwater infrastructure. The projected annual impact is estimated at $6,000.

Solid Waste and SEMS have four projects being completed in FY 2018 that will require annual maintenance. The projected annual impact will be $10,000.

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 Forecast
Fiscal Year 2017-2018 to Fiscal Year 2021-2022

Program and Project Name	Fund	2018-2019	2019-2020	2020-2021	2021-2022	Total
General Government						
FUTS/Open Space Land Acquisitions	Capital Projects	$ 100,400	-	-	-	100,400
USGS Miscellaneous Buildings	Capital Projects	213,500	-	-	213,500	427,000
Streets						
Beulah Blvd/University Drive	Transportation	5,500	-	-	-	5,500
Traffic Signal Program	Transportation	-	-	2,000	-	2,000
Country Club/Oakmont	Transportation	-	2,675	-	-	2,675
FUTS						
Fourth Street Trail	FUTS	1,440	-	-	-	1,440
Florence - Walnut Underpass	FUTS	120	-	-	-	120
Lone Tree Trail	FUTS	-	1,320	-	-	1,320
Pine Knoll Trail	FUTS	425	-	-	-	425
Marshall Trail	FUTS	-	925	-	-	925
BBB						
East RT 66 - South Edge: Fanning to RT 66	BBB Fund	1,550	-	-	-	1,550
Northwest Corner Humphreys and Ft. Valley	BBB Fund	100	-	-	-	100
Corner of Milton and RT 66	BBB Fund	1,500	-	-	-	1,500
Santa Fe Triangle - Pocket Park	BBB Fund	750	-	-	-	750
Corner Milton RT 66	BBB Fund	1,000	-	-	-	1,000
Urban Forest	BBB Fund	1,500	-	-	-	1,500
City Gateway at I-17/Milton Road	BBB Fund	-	4,725	-	-	4,725
Highest Point of RT 66	BBB Fund	-	-	250	-	250
Southside Triangle	BBB Fund	-	-	250	-	250
Water/Wastewater/Reclaimed Water						
New Well and Pumphouse	Utilities	7,500	2,500	-	-	10,000
Cheshire Tank Upgrade	Utilities	-	-	2,500	-	2,500
Stormwater						
Bow and Arrow Wash	Stormwater	3,000	-	-	-	3,000
Steve's Boulevard Wash - Soliere Crossing	Stormwater	3,000	-	-	-	3,000
West Phoenix	Stormwater	-	2,000	-	-	2,000
Spruce Avenue Wash Dortha Inlet	Stormwater	-	2,000	-	-	2,000
Hospital Hill	Stormwater	-	2,000	-	-	2,000
Sunnyside Hill	Stormwater	-	-	2,000	-	2,000
Shadow Mountain Phase II	Stormwater	-	-	1,000	-	1,000
Smokerise	Stormwater	-	-	1,000	-	1,000
McMillan Mesa	Stormwater	-	-	1,000	-	1,000
Darleen Drive Drainage Improvements	Stormwater	-	-	1,000	-	1,000
Mobile Haven	Stormwater	-	-	-	2,000	2,000
Univ. Heights and S. Litzler Storm Drains	Stormwater	-	-	-	2,000	2,000
Penstock Wash Crossings	Stormwater	-	-	-	1,000	1,000
N. Sunset Drainage Improvements	Stormwater	-	-	-	1,000	1,000
Solid Waste and Sustainability Environment Management						
Cell Preparation Fees	Solid Waste	-	-	-	50,000	50,000
Airport						
Runway Rehab/Reconstruction	Airport	20,000	-	-	-	20,000
Non-Revenue Parking	Airport	5,000	-	-	-	5,000
Total Operating Impacts		**$ 366,285**	**18,145**	**11,000**	**269,500**	**664,930**

As shown above, a total of 38 CIP projects are projected to produce approximately $664,930 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 years shown.

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Beginning Balance	-	-	-	-	-	-	-	-
Resources								
Debt	$ 27,576,815	12,895,591	48,767,939	21,000,000	2,312,920	11,500,000	1,500,000	97,976,450
Grants	5,485,349	6,756,009	5,873,040	1,593,044	1,385,185	1,050,830	1,050,830	17,708,938
Pay-as-you-go	75,909,806	7,569,127	85,667,354	45,036,106	30,927,878	21,422,569	19,335,415	209,958,449
Total Resources	108,971,970	27,220,727	140,308,333	67,629,150	34,625,983	33,973,399	21,886,245	325,643,837
Expenditures								
General Government	44,009,634	3,362,679	53,698,791	21,400,000	2,643,103	10,000,000	-	91,104,573
Streets/Transportation	28,028,033	6,745,127	45,053,789	15,485,150	11,738,955	6,800,399	7,819,245	93,642,665
Flagstaff Urban Trails System	3,797,713	218,280	3,798,082	550,000	550,000	-	-	5,116,362
BBB: Beautification	4,303,050	251,360	3,891,890	675,000	1,400,000	700,000	900,000	7,818,250
BBB: Arts and Science	227,500	90,000	332,500	170,000	95,000	100,000	100,000	887,500
BBB: Recreation	1,285,927	259,054	1,521,873	-	-	-	-	1,780,927
Utilities: Water	8,906,247	4,908,047	13,173,325	14,670,000	9,024,425	7,000,000	7,000,000	55,775,797
Utilities: Wastewater	7,494,920	1,403,122	10,187,923	11,519,000	4,464,500	4,563,000	2,600,000	34,737,545
Utilities: Reclaimed Water	105,720	105,720	910,000	1,150,000	-	50,000	7,000	2,222,720
Stormwater Utility	3,450,775	2,969,708	2,300,861	600,000	600,000	600,000	600,000	7,670,569
Solid Waste and SEMS	2,594,998	185,998	780,446	310,000	3,010,000	2,710,000	1,760,000	8,756,444
Airport	4,767,453	6,721,632	4,658,853	1,100,000	1,100,000	1,450,000	1,100,000	16,130,485
Total Expenditures	108,971,970	27,220,727	140,308,333	67,629,150	34,625,983	33,973,399	21,886,245	325,643,837
Ending Balance	$ -	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
General Government								
General Fund								
Facilities Improvements	$ 196,000	40,000	336,000	-	-	-	-	376,000
Microwave Network	604,330	260,384	81,666	-	-	-	-	342,050
Brownfields Assessments (2015 & 2017)	-	-	806,017	-	-	-	-	806,017
Library Fund								
East Flagstaff City Library Youth Restroom Construction	-	-	30,000	-	-	-	-	30,000
Capital Projects Bond Funded								
GO Bond Funded Projects								
FUTS/Open Space Land Acquisition	1,416,815	330,065	1,486,750	400,000	330,183	-	-	2,546,998
Bushmaster Park (Parks and Recreation)	-	-	-	-	-	-	-	-
Core Services Maintenance Facility	21,280,889	902,517	24,675,724	-	-	-	-	25,578,241
Watershed Protection Project	2,440,000	1,635,211	3,520,213	2,000,000	2,312,920	-	-	9,468,344
Non GO Bond Funded Projects								
Business Accelerator	26,500	166,704	-	-	-	-	-	166,704
Court Facility	8,045,100		12,500,100	9,000,000	-	-	-	21,500,100
USGS Miscellaneous Buildings	10,000,000	27,798	9,947,321	10,000,000	-	10,000,000	-	29,975,119
Flagstaff Housing Authority Fund								
Housing Building Completion	-	-	315,000	-	-	-	-	315,000
Total General Government	$ 44,009,634	3,362,679	53,698,791	21,400,000	2,643,103	10,000,000	-	91,104,573

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Streets / Transportation								
Streets - HURF								
Street Improvement Program	$ 4,182,000	1,782,000	4,588,920	2,232,698	2,277,352	2,322,899	2,416,745	15,620,614
Sunnyside	1,383,533	698,996	684,537	793,099	-	-	-	2,176,632
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	149,000	26,368	122,632	-	-	-	-	149,000
Transportation Tax Funded								
Safety Improvements								
Transportation Planning and Programming	25,000	25,000	25,000	25,000	25,000	-	-	100,000
HSIP Program	75,000	75,000	75,000	75,000	75,000	-	-	300,000
Franklin Safety Improvements	437,626	7,135	32,865	-	-	-	-	40,000
Fourth Street Safety Improvements	161,708	57,826	103,882	-	-	-	-	161,708
Lonetree Pedestrian Improvements	150,000	-	150,000	-	-	-	-	150,000
La Plaza Vieja Traffic Improvements	350,000	-	-	350,000	-	-	-	350,000
Bike/Pedestrian and Safety Improvement	125,000	78,000	172,000	125,000	125,000	-	-	500,000
Brannen Homes Sidewalk	395,084	93,295	762,051	-	-	-	-	855,346
Traffic Signal Program	-	-	-	-	50,000	-	-	50,000
Butler/Huntington Adaptive Signal Control	908,850	121,430	787,420	-	-	-	-	908,850
Switzer/Turquoise Roundabout	292,658	53,000	647,533	-	-	-	-	700,533
SF/Franklin Signal	-	-	400,000	-	-	-	-	400,000
Mall Way/East Rt 66 Signal	-	-	-	400,000	-	-	-	400,000
Sparrow Pedestrian Improvements	-	-	-	400,000	-	-	-	400,000
Street Improvements								
Transportation Planning and Programming	65,000	65,000	65,000	65,000	65,000	-	-	260,000
Reserve for Transportation Improvements	184,700	184,700	193,900	203,600	213,800	-	-	796,000
Lockett Transportation Study	100,000	124	99,876	-	-	-	-	100,000
Auto Mall Lot Assessment for Harkins	150,000	-	-	-	-	-	-	-
Soliere Avenue - Fanning Wash Crossing	250,000	-	250,000	-	-	-	-	250,000
Transportation Master Plan	250,000	-	250,000	-	-	-	-	250,000
Southside Curbs	300,000	-	300,000	-	-	-	-	300,000
Fourth Street Bridge/I-40 Design	350,000	60,000	290,000	-	-	-	-	350,000
Industrial Drive - Huntington to Purina - Phase 3	800,920	124,000	3,181,735	-	-	-	-	3,305,735
Beulah Boulevard/University Drive	2,567,645	-	7,292,645	-	-	-	-	7,292,645
Reserve for Development Contributions	100,000	-	200,000	100,000	-	-	-	300,000
Country Club/Oakmont	-	-	-	1,115,000	-	-	-	1,115,000
Northbound Milton/Butler Right Turn Lane	-	-	400,000	-	-	-	-	400,000
Butler/4th Intersection Reconstruction	-	-	-	3,235,753	-	-	-	3,235,753
Major Road Reconstruction (Streets)	-	-	-	-	526,062	-	-	526,062
Fourth Street Reconstruction	-	-	-	-	2,016,741	-	-	2,016,741
Fourth Street Improvements	2,275,000	-	2,693,259	-	-	-	-	2,693,259

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Streets / Transportation								
Road Repair and Street Safety								
Pavement Maintenance	3,000,000	400,000	5,100,000	2,000,000	1,000,000	1,000,000	1,000,000	10,500,000
Utility Replacements and Overlays	4,062,309	669,846	8,474,366	3,625,000	3,975,000	3,300,000	3,200,000	23,244,212
Zuni Drive	2,340,000	689,564	3,100,436	-	-	-	-	3,790,000
Lockett Avenue	1,782,000	718,843	2,606,962	-	-	-	-	3,325,805
Pullium Drive	-	-	-	225,000	1,275,000	-	-	1,500,000
East Route 66	700,000	700,000	1,888,770	400,000	-	-	-	2,988,770
1st Avenue	-	-	-	-	-	62,500	187,500	250,000
Mountain Drive	-	-	-	-	-	-	300,000	300,000
Colanthe Avenue	-	-	-	-	-	-	600,000	600,000
Total Streets / Transportation	$ 28,028,033	6,745,127	45,053,789	15,485,150	11,738,955	6,800,399	7,819,245	93,642,665

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
FUTS Fund								
FUTS								
Special Projects and Unprogrammed Work	$ 50,000	21,048	50,000	50,000	50,000	-	-	171,048
FUTS Signage Program	90,812	24,204	46,608	-	-	-	-	70,812
Country Club FUTS Trail	3,879	-	-	-	-	-	-	-
Lone Tree Trail - Sinclair Wash to Pine Knoll Drive	99,843	1,119	-	-	-	-	-	1,119
Ponderosa Trail Rehabilitation	12,449	-	-	-	-	-	-	-
Cedar Trail - Turquoise Drive to Arizona Trail	30,000	-	20,000	-	-	-	-	20,000
Mall Transfer Center Trail Realignment	34,640	3,248	21,392	-	-	-	-	24,640
Fourth Street Trail - Huntington to Butler	135,504	8,914	76,590	-	-	-	-	85,504
Pine Knoll Trail - San Francisco to Lone Tree	114,737	42,896	51,841	-	-	-	-	94,737
Sheep Crossing Trail	435,000	23,767	501,312	-	-	-	-	525,079
Switzer Canyon Trail	320,000	75,592	646,666	-	-	-	-	722,258
Downtown Underpass	-	-	165,000	-	-	-	-	165,000
BNSF Walnut - Florence Underpass	2,290,149	15,050	2,112,815	-	-	-	-	2,127,865
Florence - Walnut Underpass	108,300	2,442	105,858	150,000	-	-	-	258,300
Lone Tree Trail - Sawmill Road Sinclair Wash	72,400	-	-	250,000	250,000	-	-	500,000
Marshall Trail	-	-	-	100,000	250,000	-	-	350,000
Total FUTS Fund	$ 3,797,713	218,280	3,798,082	550,000	550,000	-	-	5,116,362

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
BBB Funds								
Arts and Science								
Fort Valley Wall	$ 10,000	10,000	-	-	-	-	-	10,000
Art in the Alley	50,000	50,000	-	-	-	-	-	50,000
West Route 66 - North Edge	25,000	-	25,000	-	-	-	-	25,000
Thorpe Sculpture	50,000	-	100,000	-	-	-	-	100,000
Utility Box Art	42,500	-	-	-	-	-	-	-
East Flagstaff Gateway (4th Street)	20,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Bushmaster Park Mural	10,000	10,000	-	-	-	-	-	10,000
Circle K Mural Dortha and 4th Street	10,000	10,000	-	-	-	-	-	10,000
Inset Sidewalk Art, Jimmy John's at Beaver	10,000	-	20,000	-	-	-	-	20,000
Joel Montalvo Park Surrounds	-	-	35,000	-	-	-	-	35,000
Monte Vista	-	-	20,000	-	-	-	-	20,000
Childrens Garden Sculpture FoxGlenn	-	-	45,000	-	-	-	-	45,000
Mosaics at Thorpe Bridge	-	-	40,000	-	-	-	-	40,000
FT Valley and Humphreys Sculpture	-	-	10,000	-	-	-	-	10,000
Manusco Mural Conservation RT 66	-	-	2,500	-	-	-	-	2,500
Mural on Century link Building	-	-	25,000	-	-	-	-	25,000
Buffalo Park Sculpture	-	-	-	50,000	-	-	-	50,000
Library Sculpture	-	-	-	100,000	-	-	-	100,000
Crosswak Art	-	-	-	10,000	-	-	-	10,000
Aural Sculpture	-	-	-	-	40,000	-	-	40,000
Route 66 FUTS Rest Area Site	-	-	-	-	45,000	-	-	45,000
NAIPTA Bus Wraps	-	-	-	-	-	25,000	-	25,000
NAIPTA Bus Stops	-	-	-	-	-	15,000	-	15,000
Art for Banner Sign Holders	-	-	-	-	-	-	10,000	10,000
Aural History Kiosks	-	-	-	-	-	-	20,000	20,000
TBD	-	-	-	-	-	50,000	60,000	110,000
	227,500	90,000	332,500	170,000	95,000	100,000	100,000	887,500
BBB Recreation								
Bushmaster Park Improvements	68,351	68,351	-	-	-	-	-	68,351
Flagstaff Recreation Center, Replace Four (4) Tennis Courts	465,626	23,779	441,847	-	-	-	-	465,626
Ice Rink Improvements	70,000	-	70,000	-	-	-	-	70,000
Thorpe Park Adaptive Playground Surfacing	42,000	-	42,000	-	-	-	-	42,000
Pavement Preservation - Various Recreation Facilities	75,000	75,000	-	-	-	-	-	75,000
Thorpe Park Adaptive Playground Unit/Surfacing	126,000	-	126,000	-	-	-	-	126,000
Hal Jensen Recreation Center Storage Area Add-on	10,000	-	10,000	-	-	-	-	10,000
Aquaplex Sliding Doors at Pool Entrance	35,000	35,000	-	-	-	-	-	35,000
J. Lively Back Roof and Locker Room Repairs	150,000	4,000	146,000	-	-	-	-	150,000
Wheeler Park Drainage Improvements	243,950	52,924	191,026	-	-	-	-	243,950
Cogdil Resurface BB Court, Ponderosa, Patch and Repair Court	-	-	45,000	-	-	-	-	45,000
New Restrooms - Buffalo Park and Thorpe Park	-	-	300,000	-	-	-	-	300,000
Upgrade Playground Equipment - Univ. Highlands, Mobile Haven, Smokerise	-	-	150,000	-	-	-	-	150,000
	1,285,927	259,054	1,521,873	-	-	-	-	1,780,927
Beautification								
Streetscape								
4th Street Corridor Improvements	1,570,800	-	-	-	-	-	-	-
Fort Valley Road Enhancements	50,000	-	-	-	-	-	-	-
North Edge - Lockett to Route 66 Along Kaspar	348,600	-	-	-	-	-	-	-
Train Station Platform	365,700	7,826	357,874	-	-	-	-	365,700

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Beautification								
Streetscape (continued)								
Lake Mary/Beulah City Gateway	198,139	9,269	188,870	-	-	-	-	198,139
Downtown Green	125,000	125,000	-	-	-	-	-	125,000
Downtown Tree Wells	250,000	20,000	230,000	-	-	-	-	250,000
Gutter Diversions - Sustainable Streets	165,391	-	165,391	-	-	-	-	165,391
US 89 Medians	290,815	45,156	245,659	-	-	-	-	290,815
Downtown Non-Gateway (Jimmy Johns)	250,000	-	250,000	-	-	-	-	250,000
Buffalo Parking Enhancements	250,000	-	250,000	-	-	-	-	250,000
Milton Avenue - North Edge	11,300	-	261,300	-	-	-	-	261,300
Joel Montalvo Park	211,151	29,140	366,611	-	-	-	-	395,751
Steve's Boulevard Corners	66,154	4,969	76,185	-	-	-	-	81,154
South Edge - East Route 66	50,000	-	250,000	-	-	-	-	250,000
Frances Short Pond Master Plan	50,000	10,000	115,000	75,000	-	-	-	200,000
Urban Forest	50,000	-	50,000	50,000	50,000	50,000	-	200,000
City Gateway at I-17/Milton Road	-	-	50,000	50,000	300,000	-	-	400,000
Stem City Platforms (parklets)	-	-	50,000	50,000	50,000	50,000	-	200,000
Santa Fe Triangle - Pocket Park	-	-	50,000	-	-	-	-	50,000
Milton & Butler Drainage	-	-	100,000	-	-	-	-	100,000
McAllister Route 66 Interpretive Plaza	-	-	50,000	-	-	-	-	50,000
N/W Corner Humphreys & Ft. Valley	-	-	50,000	-	-	-	-	50,000
Innovation Mesa Art Base	-	-	50,000	-	-	-	-	50,000
Route 66 Interpretive Trail	-	-	125,000	-	-	-	-	125,000
Holiday Decorations	-	-	60,000	-	-	-	-	60,000
Vieja Park	-	-	100,000	100,000	-	-	-	200,000
Library Entry (art base)	-	-	250,000	150,000	-	-	-	400,000
Downtown Paver Redux	-	-	150,000	150,000	-	-	-	300,000
Highest Point of Route 66 in AZ	-	-	-	50,000	50,000	-	-	100,000
Minor City Gateway Signs	-	-	-	-	50,000	-	-	50,000
Southside Triangle	-	-	-	-	75,000	-	-	75,000
Historic District Signs	-	-	-	-	75,000	-	-	75,000
Phoenix Ave - SF to Mike's Pike	-	-	-	-	-	100,000	250,000	350,000
Phoenix Parking Plaza	-	-	-	-	-	100,000	250,000	350,000
To Be Determined - Future Projects	-	-	-	-	750,000	400,000	400,000	1,550,000
	4,303,050	251,360	3,891,890	675,000	1,400,000	700,000	900,000	7,818,250
Total BBB Funds	$ 5,816,477	600,414	5,746,263	845,000	1,495,000	800,000	1,000,000	10,486,677

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Water/Wastewater/Reclaimed Water								
Water								
Reserve for Improvements	$ 300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Aging Water Infrastructure Replacement (AWIR)	2,565,081	835,880	461,733	3,200,000	3,000,000	3,000,000	3,000,000	13,497,613
Radio Read Meter Replacements	850,000	380,958	1,119,042	950,000	400,000	400,000	400,000	3,650,000
Future Water Rights	549,002	266,543	282,459	-	-	-	-	549,002
Water Meter Vault Replacement Program	-	-	150,000	150,000	150,000	150,000	150,000	750,000
Rio de Flag Waterline Relocations	199,000	199,000	-	4,000,000	-	-	-	4,199,000
McCallister Well, Pump and Building	996,843	590,133	406,710	-	-	-	-	996,843
Hydrological Studies	224,632	65,632	159,000	-	-	-	-	224,632
Westside Waterline Expansion	85,000	85,000	-	-	-	-	-	85,000
Route 66 Waterline Improvements	678,000	-	678,000	-	-	-	-	678,000
West/Arrowhead Waterline	88,382	433	87,949	-	-	-	-	88,382
Facility Improvements	150,000	30,600	119,400	-	-	-	-	150,000
Communication Towers for Operations	317,807	275,724	99,015	-	-	-	-	374,739
WTP Security and SCADA Improvements	227,500	149,883	77,617	-	-	-	-	227,500
Well Pumphouse Improvements	175,000	52,600	122,400	-	-	-	-	175,000
New Well and Pumphouse	1,500,000	-	3,300,000	3,000,000	1,500,000	1,500,000	1,500,000	10,800,000
Water System Master Plan	-	-	-	-	150,000	-	-	150,000
Switzer Canyon Transmission Line	-	-	-	-	-	950,000	950,000	1,900,000
Cheshire Tank Upgrade	-	-	-	-	-	700,000	700,000	1,400,000
Brannen Subdivision Waterline-Phase I	-	1,367,468	-	-	-	-	-	1,367,468
Brannen Subdivision Waterline - Phase 2	-	-	1,300,000	-	-	-	-	1,300,000
Grand Canyon Waterline	-	308,193	1,650,000	-	-	-	-	1,958,193
LMWTP Sedimentation Basins (Floculations)	-	-	300,000	2,000,000	2,000,000	-	-	4,300,000
Woody Mountain Clarifier Engineering Design	-	-	100,000	470,000	100,000	-	-	670,000
Soliere Waterline Upsizing	-	-	600,000	-	-	-	-	600,000
Country Club I-40 Transmission Line	-	-	1,800,000	-	-	-	-	1,800,000
Amberwood Zone B Extension	-	-	60,000	600,000	-	-	-	660,000
Lonetree 16" Transmission Line	-	-	-	-	1,424,425	-	-	1,424,425
	8,906,247	4,908,047	13,173,325	14,670,000	9,024,425	7,000,000	7,000,000	55,775,797

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Water/Wastewater/Reclaimed Water								
Wastewater								
WWTP Security and SCADA Improvements	73,000	54,608	18,392	-	-	-	-	73,000
Rio Plant - Replace UV System	1,280,261	84,259	1,196,002	-	-	-	-	1,280,261
Wildcat - Septage and Grease Station	760,288	31,745	728,543	-	-	-	-	760,288
Westside Interceptor Improvements	600,000	-	1,100,000	-	-	-	-	1,100,000
Gas Conveyance & Improvements	-	-	88,125	-	-	-	-	88,125
WWTP Energy Efficiency Program	1,797,770	72,462	1,725,308	1,000,000	-	-	-	2,797,770
Wildcat - Centrate	349,920	349,920	-	-	-	-	-	349,920
Wildcat - Micro Carbon Feed Addition	50,000	50,000	-	-	-	-	-	50,000
COGEN Improvements	283,936	-	283,936	-	-	-	-	283,936
Wildcat - Facility Improvements	4,688	-	4,688	-	-	-	-	4,688
Rio - Facility Improvements-Plant	60,000	60,000	-	-	-	-	-	60,000
Rio de Flag Sewer Relocates	242,000	-	-	4,000,000	-	-	-	4,000,000
Aging Sewer Infrastructure Replacements	1,493,057	300,128	1,192,929	1,050,000	1,800,000	1,800,000	1,800,000	7,943,057
Wildcat - Solids Disposal	200,000	-	400,000	3,276,000	1,732,000	-	-	5,408,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Mikes Pike Sewerline Replacement	-	100,000	2,250,000	-	-	-	-	2,350,000
Milton Road Sewerline Rehabilitation	-	-	300,000	-	-	-	-	300,000
Rio WRP HVAC Replacement	-	-	300,000	-	-	-	-	300,000
Westside Interceptor Clay Ave Wash Oversizing	-	-	300,000	700,000	-	-	-	1,000,000
Wildcat Gas Conveyance System Improvements	-	-	-	493,000	-	-	-	493,000
Wildcat Gen Bacher Rebuild	-	-	-	600,000	-	-	-	600,000
Wildcat Repair Digester #2	-	-	-	100,000	-	-	-	100,000
Wildcat New Digester #3	-	-	-	-	520,000	1,900,000	500,000	2,920,000
Sewer/Reclaimed Water Master Plan	-	-	-	-	112,500	-	-	112,500
Rate Study - Sewer Portion	-	-	-	-	-	63,000	-	63,000
Westside Inceptor Thompson-Kaibab Oversizing	-	-	-	-	-	500,000	-	500,000
	7,494,920	1,403,122	10,187,923	11,519,000	4,464,500	4,563,000	2,600,000	34,737,545

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Water/Wastewater/Reclaimed Water								
Reclaimed Water								
Buffalo Tank Chlorination	105,720	105,720	-	-	-	-	-	105,720
Rate Study - Reclaimed Portion	-	-	-	-	-	-	7,000	7,000
Sewer/Reclaim Master Plan	-	-	-	-	-	50,000	-	50,000
8" Bottleneck - Reclaimed Line Replacement	-	-	100,000	1,150,000	-	-	-	1,250,000
Advanced Treatment Concept Design & Public Outreach	-	-	100,000					100,000
Bushmaster Park Reclaimed Pump Station	-	-	710,000		-	-	-	710,000
	105,720	105,720	910,000	1,150,000	-	50,000	7,000	2,222,720
Total Water, Wastewater, and Reclaimed Water	$ 16,506,887	6,416,889	24,271,248	27,339,000	13,488,925	11,613,000	9,607,000	92,736,062

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Stormwater Utility								
Spot Improvements								
Annual	$ 75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Phoenix Avenue Culvert Design	75,000	150,000	-	-	-	-	-	150,000
Phoenix Avenue Culvert Construction	230,000	215,414	-	-	-	-	-	215,414
5 Points	9,618	-	-	-	-	-	-	-
Rio Culvert Construction	171,917	-	-	-	-	-	-	-
Fanning/Lockett Culvert Construction	435,992	1,150,000	550,000	-	-	-	-	1,700,000
Shultz Creek Design Phase I	42,887	-	-	-	-	-	-	-
Cottage and Elden	250,000	-	-	-	-	-	-	-
Columbia Circle	300,000	-	-	-	-	-	-	-
Drainage Spot Improvement	-	-	-	525,000	525,000	525,000	525,000	2,100,000
Rio De Flag Project	1,860,361	429,294	1,675,861	-	-	-	-	2,105,155
Rio Parking Replacement	-	950,000	-	-	-	-	-	950,000
Total Stormwater Utility	$ 3,450,775	2,969,708	2,300,861	600,000	600,000	600,000	600,000	7,670,569

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Solid Waste								
Alternative Liner Test Plots	$ 275,000	-	275,000	-	-	-	-	275,000
Truck Barn and LEED Retrofit	1,936,000	36,000	-	-	-	-	-	36,000
Stormwater Infrastructure	64,000	64,000	64,000	10,000	10,000	10,000	10,000	168,000
South Borrow Pit Design/Roads/Scales	200,000	50,000	150,000	-	3,000,000	-	-	3,200,000
Scale House Remodel	-	-	25,000	-	-	-	-	25,000
Storage Areas for HPC and Maint Bldg	-	-	45,000	-	-	-	-	45,000
Methane Gas Collection Wells	-	-	-	300,000	-	2,500,000	-	2,800,000
Cell Preparation Fees	-	-	-	-	-	200,000	1,750,000	1,950,000
	2,475,000	150,000	559,000	310,000	3,010,000	2,710,000	1,760,000	8,499,000
Sustainability and Environmental Management								
Schultz Creek Trail Improvements	-	-	23,000	-	-	-	-	23,000
Picture Canyon Trail Improvements	79,998	29,998	124,446	-	-	-	-	154,444
Observatory Mesa Improvements	40,000	6,000	74,000	-	-	-	-	80,000
Total Solid Waste & SEMS	$ 2,594,998	185,998	780,446	310,000	3,010,000	2,710,000	1,760,000	8,756,444

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2018-2022

	Budget 2016-2017	Estimate 2016-2017	Budget 2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total Plan
Airport								
Sustainability Master Plan	$ 90,208	90,208	-	-	-	-	-	90,208
Master Plan Update	600,000	289,600	310,400	-	-	-	-	600,000
Runway 321 Mill and Overlay Design	284,833	194,641	90,192	-	-	-	-	284,833
Runway 321 Mill and Overlay Construction	3,277,685	6,147,183	4,093,533	-	-	-	-	10,240,716
AIR - Wildlife Hazard Assessment	164,727	-	164,728	-	-	-	-	164,728
Airport Drainage Improvements - Design - ADOT	350,000	-	-	-	-	350,000	-	350,000
FAA Future Projects - FAA	-	-	-	1,100,000	1,100,000	1,100,000	1,100,000	4,400,000
Total Airport	$ 4,767,453	6,721,632	4,658,853	1,100,000	1,100,000	1,450,000	1,100,000	16,130,485

City of Flagstaff
Unfunded Capital Improvements
FY 2018- 2027

Revised 04/19/2017

The following is a list of projects that currently do not have a funding source and therefore are unfunded City Capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City

General Government

Police Department

Radio System upgrades ($400K/yr for 10-years)	$	4,000,000
Metal Building on Commerce Site		3,000,000
Dispatch Expansion		300,000
Police Admin. Facility Expansion		2,650,000
		9,950,000

Fire Department

Signal Pre-emption	965,000
Station 4 - Facility replacement (not land)	2,750,000
Station 10 - AC unit installations	30,000
Station 7 - Planning & Engineering (JWP area)	3,500,000
Training Center Facility Improvements (structure)	1,500,000
Training Center Ground Improvements	800,000
	9,545,000

Municipal Facilities

Police/Fire (Station 7) Shared Facility	TBD
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
	29,500,000

Total General Government	**48,995,000**

Public Works

Streets

Sunnyside Neighborhood Improvements	5,000,000
	5,000,000

City of Flagstaff
Unfunded Capital Improvements
FY 2018- 2027

Parks

Buffalo Park Improvements	1,328,000
Cheshire Park Improvements	5,570,000
Christensen Park Development	9,766,000
Clay Basin West Park Development	13,708,000
Continental Regional Park Phase I	30,616,000
Continental Regional Park Phase II	16,100,000
Mogollon Yard Restoration	TBD
Lake Mary Regional Park Development	25,146,000
	102,234,000

Cemetery

Veteran's Section Expansion & Cremains (3'x3' plots) Garden Design	185,000
Cemetery Road Network Improvements	TBD
Cemetery Master Plan	TBD
Cemetery Entrance at Lone Tree/Woodlands	728,000
	913,000

Recreation

Aquaplex Expansion - 25 meter	6,000,000
Competitive Lap Pool - 50 meter	20,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
	31,640,000

Total Public Works	**$**	**139,787,000**

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 Lake 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

City of Flagstaff
Unfunded Capital Improvements
FY 2018- 2027

Transportation (continued)

Priority			
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	Ponderosa Parkway Extension (Rt. 66 to the north)		TBD
18	Linda Vista Extension (Fanning to 89N)		TBD
			253,150,000
	Total Transportation	**$**	**253,150,000**

Economic Vitality

Business Retention and Expansion

APS Substation Infrastructure Extension		TBD

Airport Capital

Airport Paid Parking Structure	$	8,000,000

Community Investment

Total Economic Vitality	**$**	**8,000,000**

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**

City of Flagstaff
Unfunded Capital Improvements
FY 2018- 2027

Utilities

Water

Water Distribution		
North Reservoir Treatment Plant	$	1,200,000
Woody Mountain Booster Station		450,000
Main Tank Rehabilitation		2,400,000
Christmas Tree Tank Rehabilitation		1,000,000
Paradise Tank Rehabilitation		500,000
Kinlani Booster Station Upgrade		650,000
Water Production		
Red Gap Ranch Boring-Canyon Crossings Seg 1 only		4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 2 only		4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 3 only		14,000,000
Red Gap Ranch Pipeline 100% Design		12,000,000
Red Gap Ranch Pipeline Construction		220,000,000
		260,200,000

Wastewater

Wastewater Treatment Improvements (Monitoring) (Div 57)	
Rio WRP-Back up Electrical Generator	400,000
Rio WRP-Filter Expansion, TF-1	550,000
Wildcat WWTP-Improve baffling and weirs at secondary clarifiers	480,000
Wildcat WWTP-Add post anoxic zone	2,152,000
Wildcat WWTP-Add initial anaerobic zone	2,400,000
Wildcat WWTP-Replace all three anoxic mixers on IFAS	150,000
Wildcat WWTP-Plant influent isolation valve, vault and actuator	280,000
Wildcat WWTP-Rebuild top-end of Jenbacher engine unit on co-gen equipment	500,000
Wildcat WWTP-Replace activated carbon for odor control on primary and centrifuge air handlers	200,000
Design of WWTP Plant Expansion 5MG	9,600,000
WWTP Plant Expansion-5 MGD	80,000,000
	96,712,000
Wastewater Collection/Reclaim Distribution	
Flagstaff Interceptor (Butler to CCC)	5,600,000
Reclaim Storage	2,000,000
Continental Reclaim Line Replacement	2,000,000
	9,600,000

City of Flagstaff
Unfunded Capital Improvements
FY 2018- 2027

Stormwater

Priority		
1	West Street Wash	5,595,037
2	Switzer Canyon Wash Upper Reach	5,351,513
3	Fanning Drive Wash Upper Reach	2,631,526
4	Switzer Canyon Wash Lower Reach	1,578,522
5	Walapai Drainage Improvements (TBD)	315,000
6	Rio de Flag Flood Control Project	28,000,000
		43,471,598

Total Utilities	**$**	**409,983,598**
Total Unfunded Projects	**$**	**862,165,598**

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 and Bark Park
6. Coconino County Courthouse*
7. Continental Country Club and Elden Hills Golf Course
8. Flagstaff Airport
9. Greater Flagstaff Chamber of Commerce
10. Flagstaff City Hall
11. Flagstaff Convention and Visitors Bureau Administration Office/ Historic Milligan House*
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. Jim Cullen Memorial Park
22. Historic 1890 Lumberyard*
23. McMillan (Bank) Building*
24. McMillan Mesa Park
25. McPherson Park
26. Hotel Monte Vista*
27. NAU Walkup Skydome
28. Orpheum Theater*
29. Sawmill County Park
30. Thorpe Park
31. Thorpe Park Softball Complex and Bark Park
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.

flagstaffarizona.org

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

Month	Average Temperature (F) Daily Max.	Daily Min.	Average Precipitation (in.)
January	42.2	15.3	2.07
February	44.8	18.0	2.01
March	50.2	22.4	2.03
April	58.5	28.0	1.25
May	68.0	34.3	0.62
June	78.0	41.8	0.44
July	81.6	50.9	2.47
August	79.1	49.8	2.73
September	73.5	41.9	1.91
October	63.4	31.5	1.49
November	51.6	22.5	1.60
December	43.4	16.6	2.03
(Average)	61.2	31.1	20.65

Source: Western Regional Climate Center (Jan 1893 - June 2016)

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 4,600,000 visitors a year. In addition, the City is home to Northern Arizona University (NAU) and other scientific and high tech research and development industries.

Population	2000	2010	2016
Flagstaff	52,894	65,870	71,656
Coconino County	116,320	134,421	142,560
Arizona	5,130,632	6,392,017	6,835,518

Sources: Arizona Department of Administration and U.S. Census Bureau

Northern Arizona University, the largest employer in the City, has a major economic impact annually. It is the home of over 30,300 students in their 155 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.

Sales Tax Licenses	June 2017
Advertising	61
Amusement	98
Commercial Rental Leasing and Licensing for use of TPP	517
Communications	315
Construction Contracting Owner Builder	3
Construction Contracting Speculative Builders	12
Contracting Prime	1,814
Job Printing	43
MRRA Amount	45
Online Lodging MP - Less Than 29 Days	5
Publishing	43
Rental Leasing and Licensing for use of TPP	451
Restaurant and Bar	452
Retail	5,715
Severance Metalliferous Mining	1
Telcom Franchise	149
Timbering and other Extraction	1
Transient Lodging <30 Days	179
Transporting	11
Utilities	18
Vehicle Use Tax	1
Total Licenses	9,934

Source: City of Flagstaff, Tax, Licensing and Revenue Division

Five business and industrial parks are situated with excellent access to the interstates (I-40 and I-17). One additional site resides within fifteen miles of the City limits. Major manufacturers include W.L. Gore and Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet food; and Joy Cone, manufacturer of ice cream cones.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer and sightseers viewing the aspens turning gold in the fall. Non-city residents provide an estimated 50% of the sales tax revenues. The City has 631 licensed businesses generating Bed, Board and Beverage (BBB) tax revenues (an additional 2% sales tax from restaurants/bars and hotels/motels).

Economic Indicators	2000	2010	2017
Sales Tax Licenses	5,440	9,762	9,934
Sales Tax Revenue	9,910,837	13,537,779	21,648,994
Primary Net Assessed Value	399,244,815	813,239,868	749,618,241

Sources: AZ Department of Revenue; City of Flagstaff

Major private employers in the Flagstaff area include Flagstaff Medical Center, W. L. Gore and Associates, Grand Canyon Railway, Joy Cone and Nestle Purina. Major public employers in the Flagstaff area include 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	2017*
(Annual Average)			
Civilian Labor Force	34,589	76,599	75,000
Unemployed	1,582	6,819	4,200
Unemployment Rate	4.5%	8.9%	5.6%

*Source: Bureau of Labor Statistics, *Mar 2017*

Education

Flagstaff Unified School District #1 includes ten elementary schools, two middle schools, two alternative schools, one magnet school and three high schools. In addition to the public school system, there are nine charter schools. These schools provide educational opportunities for children kindergarten thru high school and specialize in everything from specific learning styles to programs focused on the arts.

Coconino County Community College offers 31 associate degrees and 21 certificate programs, as well as continuing education courses and special programs for small businesses. Enrollment for the 2015-2016 school year was 5,480 students.

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 2016, NAU offered 91 Bachelor, 50 Master, and 14 Doctorate along with 47 Undergraduate and 31 Graduate certificates. Top enrollment for its 30,368 students (22,134 of which were enrolled at the Flagstaff campus) are Elementary Education, Biology, Biomedical Science, Nursing, Hotel and Restaurant Management, and Criminology and Criminal Justice, Mechanical Engineering and Physical Therapy.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Since arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities come from the Lodging, Restaurant and Lounge 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 (FSO) 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 the 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:		**Other Facilities:**	
Basketball Courts	19	Arboretum	1
BMX Facility	1	Art Galleries	12
Disc Golf Course	2	Bowling Alleys	1
Horseshoe Courts	12	Fairgrounds/Race Track	1
Ice Rink/Activity Center	1	Libraries	3
Off Leash Areas - Bark Parks	2	Movie Screens	12
Parks - Developed	27	Museums	5
Parks - Undeveloped	4	Outdoor Amphitheater	2
Playgrounds	20	Observatories	3
Racquetball Courts	4	Ski Resort/Nordic Center	2
Ramadas	16	Swimming Pools*	2
Recreation Centers	3	Symphony Orchestra	1
Recreation Center - Swimming Pool	1		
Skate Tracks	2		
Soccer Fields	4		
Softball/Baseball Fields	17		
Tennis Courts	17		
Volleyball Courts	4		
Outdoor Roller/Hockey Rink	1	*Owned by schools	
Outdoor Artificial Turf Play Area	1		
Outdoor Fitness Area	1		

Transportation

Flagstaff is a major crossroad 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 shuttle and 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 56 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, 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 already have means we do not have to find additional sources of water as often.

City of Flagstaff, Arizona
Principal Property Taxpayers
Tax Year 2016

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City's Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 18,192,334	2.40%
W L Gore and Associates, Inc.	Manufacturer	18,164,529	2.39%
Nestle Purina Petcare Company	Distribution/Retail	3,567,236	0.47%
Wal-Mart Stores, Inc.	Shopping Center	3,445,405	0.45%
Little America Hotels and Resorts Inc	Shopping Center	3,314,514	0.44%
Qwest Corporation	Utility	3,257,520	0.43%
BACM 2005-6 N US HWY 89 LLC	Shopping Center	2,905,193	0.38%
Unisource Energy Corporation	Utility	2,687,608	0.35%
RRIM Ridge Holdings LLC	Real Estate	2,442,648	0.32%
Pacific Prime Properties	Real Estate	2,379,836	0.31%
Total Principal Taxpayers		$ 60,356,823	7.94%

Source: Coconino County Assessor

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
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
2015	1.3300	0.7210	2.0000	1.3000	5.6000	10.9510
2016	1.3300	0.7210	2.0000	1.3000	5.6000	10.9510
2017	1.3300	0.7210	2.0000	1.3000	5.6000	10.9510

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	Total
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
2014	1.6795	5.1939	0.5879	0.9022	8.3635
2015	1.6784	5.1867	0.6056	0.9202	8.3909
2016	1.6600	5.4555	0.6105	0.9291	8.6551
2017	1.6487	5.5681	0.6214	0.9344	8.7726

Note: Tax rates are per $100 assessed valuation.

City of Flagstaff, Arizona
Miscellaneous Statistics

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
February 5, 2016

Form of Government
Council, City Manager

Area - Square Miles
66.04

Infrastructure as of June 30, 2017	
Miles of Streets	664.00
Miles of Alleys	13.69
Miles of Sidewalks	166.00
Miles of Waterlines	474.19
Miles of Reclaim Waterlines	25.83
Miles of Sewer	
Storm	93.19
Sanitary	296.64
Number of Street Lights	3,502
Number of Fire Hydrants	3,257
Number of Reclaim Hydrants	14
Number of Manholes	7,514

Employees as of June 30, 2017	
Merit System	559
Exempt	192
Temporary	249
Elected Officials	7
Total Payroll for the Year Ending 2017:	$ 47,047,803

Police Protection	
Number of Employees (FTE) FY 2018	173
Number of Employees (FTE) FY 2017	167
Number of Calls for Service	
12/31/2016	46,707
Avg. Patrol Officers for 24 hour period	32
Vehicular Patrol Units	39
Coconino County Jail Prisoner Capacity	477

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	132
Tiedowns	12
Enclosed Hangars	61
Open Hangars	44

Elections	
Last Municipal Election November 2016	
Number of Registered Voters	38,493
Number of Votes Cast	29,401
Registered Voters that Voted	76.40%
Last Special Election November 2015	
Number of Registered Voters	28,513
Number of Votes Cast	6,745
Registered Voters that Voted	23.66%

Parks and Recreation	
Number of Developed Parks	23
Number of Un-developed Parks	5
Park Acreage	741
Flagstaff Urban Trail System - Miles	56
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Courses	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas - Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	16
Recreation Centers	4
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools	1
Tennis Courts	17
Volleyball Courts	4
Outdoor Roller/Hockey Rink	1
Outdoor Artificial Turf Play Area	1
Outdoor Fitness Area	1

Fire Protection	
Number of Stations	7
Number of Employees (FTE) FY 2018	95

Utility Enterprise	
Total Active Accounts on June 30, 2017	
Water	20,327
Single Family Average	
Gallons/Household/Month	4,867
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

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax Revenue

Last 10 Fiscal Years

2017*	$	21,648,994
2016		18,674,205
2015		15,993,644
2014		15,990,917
2013		15,210,634
2012		14,291,161
2011		13,109,800
2010		13,537,779
2009		13,658,763
2008		15,734,346
2007		15,367,821

* Estimate

Population

Census Population Count

2016**	71,656
2015**	70,643
2014**	69,391
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: Arizona Department of Economic Security

Principal Employers

Employer	Employees
Northern Arizona University	2,815
Flagstaff Medical Center	2,350
W.L. Gore & Associates	2,200
Flagstaff United School District	1,436
Coconino County	1,294
City of Flagstaff (3)	872
Walmart	630
Grand Canyon Railway	421
SCA Tissue *	279
Dell Systems	250

* Closed operations June 2017

Source: City of Flagstaff
Comprehensive Annual Financial Report

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		2.6
Average Family Size		3.1
Median Household Income	$	53,889
Per Capita Income	$	28,930

Census information available at the following websites:
https://www.census.gov/quickfacts/fact/table/US/PST045216

Education

Number of Schools

Public Elementary	10
Public Middle Schools	2
Public High Schools	3
Alternative Schools	2
Private Schools	3
Magnet Schools	1
Charter Schools	9
Community College (Coconino)	1
University (Northern Arizona)	1

Number of Students (Fall 2016)

Flagstaff Unified School District	9,761
Charter	3,200
Northern Arizona University	
Flagstaff Campus	22,134
All Locations	30,368
Coconino Community College	
Full-Time Equivalent	1,699
Part-Time	3,781

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	2006 GO Fire, FUTS, Aquatic/Multi		2007 Special Assessment Sawmill	2009 Certificates of Participation Street Overlay & Fire Equipment	2010 A Revenue Infrastructure	2011 NAU-Public Safety Communications	2011 GO Projects Parks, Water	2012 4th Street Revenue Partial Refunding
2018	4.500	%	5.000	3.500	4.402	2.400	3.500	4.000
2019	4.500		5.000	3.750	4.502	2.400	3.500	3.500
2020	4.125		5.000	4.000	4.602	2.400	2.750	3.750
2021	4.125		5.000	-	-	2.400	-	-
2022	4.000		5.000	-	-	-	-	-
2023	3.250		5.000	-	-	-	-	-
2024	-		5.000	-	-	-	-	-
2025	-		5.000	-	5.215	-	-	-
2026	-		5.000	-	-	-	-	-
2027	-		5.000	-	-	-	-	-
2028	-		5.000	-	-	-	-	-
2029	-		5.000	-	-	-	-	-
2030	-		5.000	-	5.480	-	-	-
2031	-		5.000	-	-	-	-	-
2032	-		5.000	-	-	-	-	-

Fiscal Year	2013 GO Projects		2014 A GO Projects	2014 B GO Refunding	2016 GO Projects	2016 Revenue Street, Road Repair
2018	1.750	%	1.500	-	3.000	4.000
2019	2.000		1.750	3.00/4.00	3.000	4.000
2020	3.000		2.000	4.000	4.000	4.000
2021	2.000		2.000	5.000	4.000	2.000
2022	4.000		2.250	5.000	4.000	4.000
2023	4.000		4.000	-	4.000	4.000
2024	4.000		5.000	-	4.000	4.000
2025	4.000		3.000	-	4.000	4.000
2026	3.000		3.000	-	4.000	4.000
2027	3.000		4.500	-	4.000	4.000
2028	3.000		4.500	-	4.000	4.000
2029	-		4.500	-	4.000	4.000
2030	-		4.000	-	4.000	4.000
2031	-		4.000	-	4.000	4.000
2032	-		4.000	-	4.000	4.000
2033	-		4.000	-	4.000	4.000
2034	-		4.000	-	4.000	4.000
2035	-		4.000	-	4.000	4.000
2036	-		-	-	4.000	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

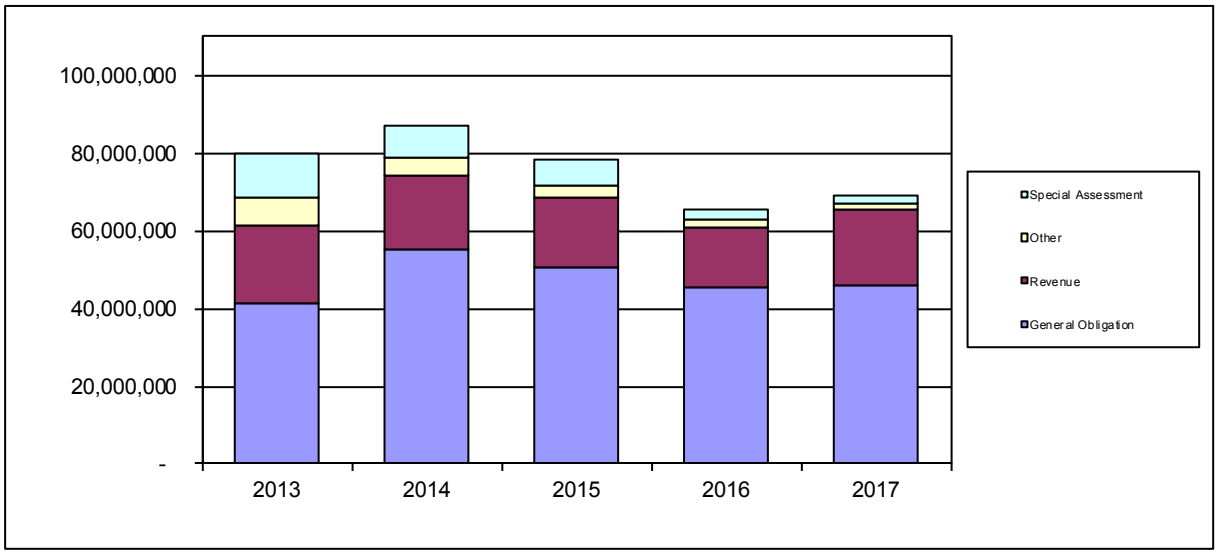
Fiscal Year	Population (1)	Full Cash Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2007	63,489	624,199,899	44,540,000	4,675,000	39,865,000	6%	627.90
2008	63,867	750,538,367	39,865,000	4,760,000	35,105,000	5%	549.66
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	55,092,587	4,731,930	50,360,657	7%	746.06
2014	69,391	661,062,990	50,360,657	5,167,985	45,192,672	7%	651.28
2015	70,320	670,696,280	45,192,672	5,509,319	39,683,353	6%	564.33
2016	71,656	712,507,496	46,137,414	5,557,853	40,579,561	6%	566.31

(1) Arizona Department of Economic Security projected population increases except 2010, which are official census figures.

(2) From County Assessors Office.

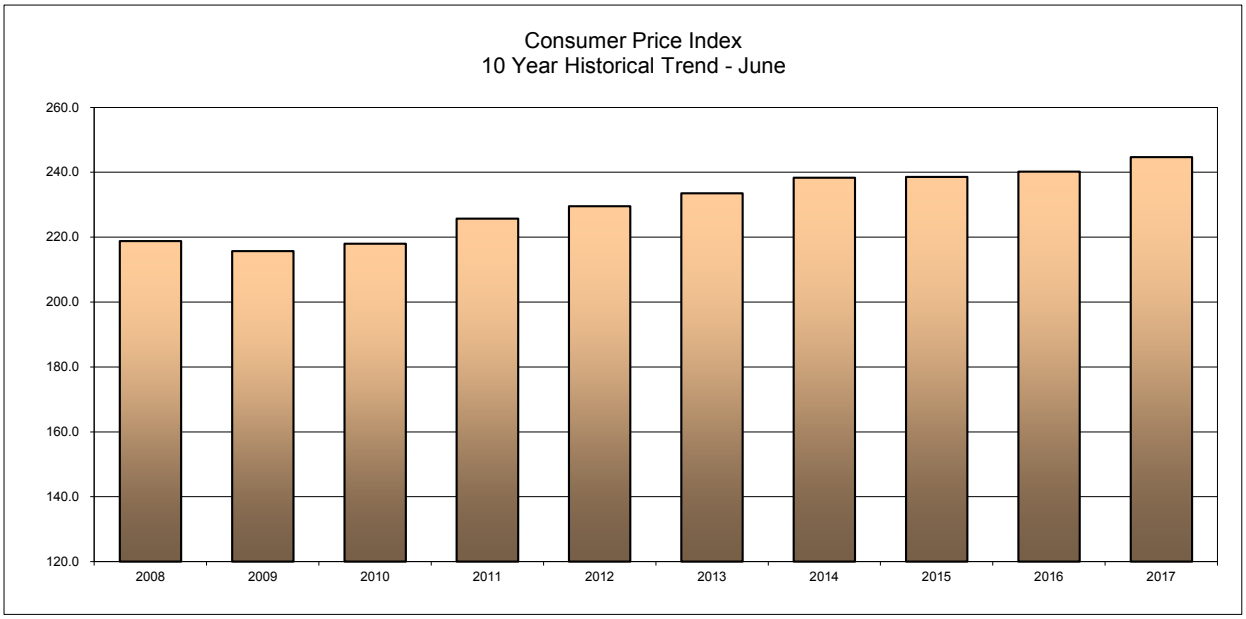
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

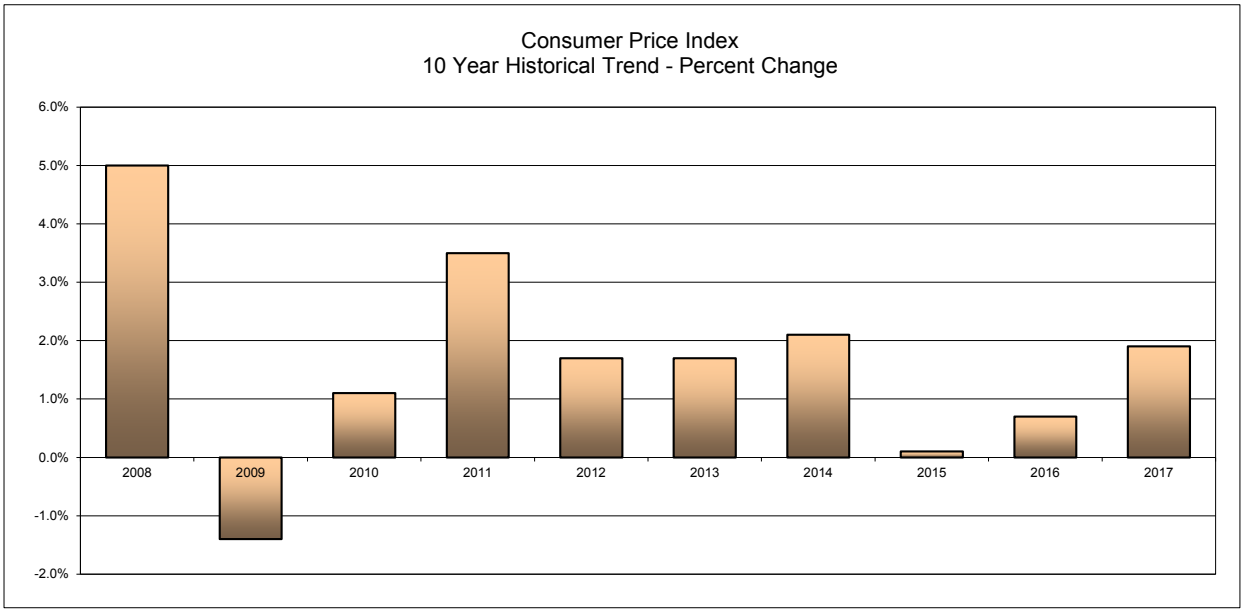
	2013	2014	2015	2016	2017
General Obligation	41,573,736	55,092,587	50,360,657	45,192,672	46,137,414
Revenue	19,587,483	19,129,606	17,959,743	15,672,468	19,313,907
Other	7,285,000	4,415,000	3,530,000	2,170,000	1,655,000
Special Assessment	11,362,000	8,605,000	6,705,000	2,215,000	2,120,000
Total Bonds Payable	$ 79,808,219	87,242,193	78,555,400	65,250,140	69,226,321



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
June	218.8	215.7	218.0	225.7	229.5	233.5	238.3	238.6	240.2	244.7
Percent Change	5.0%	-1.4%	1.1%	3.5%	1.7%	1.7%	2.1%	0.1%	0.7%	1.9%





Source: Tax, Licensing, and Revenue Section

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
City Manager						
Administrative Specialist	1	1	1	1	0	1
Assistant to City Manager	0	1	1	1	0	1
Communications Manager	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Assistant	2	1	1	1	0	1
Intern (Temp)	0.25	0.25	0.25	0.25	0	0.25
Labor Standards Manager	0	0	0	0	1	1
Total	11.25	11.25	11.25	11.25	1	12.25
Human Resources						
Administrative Specialist	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Human Resources Analyst	2.75	2.75	3	3	0	3
Human Resources Generalist	1	1	1	1	0	1
Human Resources Manager	0	0	1	1	0	1
Human Resources Recruitment Specialist	0	0	0	0	1	1
Human Resources Recruiter	1	1	1	1	-1	0
Human Resources Supervisor	1	1	1	1	0	1
Total	7.75	7.75	9	9	0	9
Risk Management						
Risk Management Director	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
Information Technology						
Division Director	1	1	1	1	0	1
IT Administrator	2	2	2	3	0	3
IT Analyst	4	3	3	5	0	5
IT Intern	0	0	0	0	0.324	0.324
IT Manager	2	4	4	3	0	3
IT Services Supervisor	1	0	0	0	0	0
IT Specialist	2	2	2	1	0	1
IT Technician	1	2	2	2	0	2
Total	13	14	14	15	0.324	15.324
City Attorney						
Administrative Assistant	1.75	3	3	3	0	3
Administrative Specialist	2	0	0	0	0	0
Administrative Specialist Leadworker	0	1	1	1	0	1
Assistant City Attorney	3	3	3	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	0	1
Senior Assistant City Attorney	3	3	4	4	0	4
Total	13.75	14	15	15	0	15

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Municipal Court						
Administrative Assistant	0	2	2	2	0	2
Administrative Assistant (1X Temp)	0	0	0	1	0	1
Collection Specialist	1	1	2	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	1	1	1	2	0	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	8.25	0	8.25
Court Services Supervisor	1	0	0	0	0	0
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Division Director	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1	1	1	1	0	1
Magistrate Pro-Tem	1.3	1.3	1.3	1.3	0	1.3
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1	1	1	1	0	1
Warrant Officer	2	2	2	2	0	2
Total	24.35	25.35	26.35	29.35	0	29.35
Management Services						
Division Director	1	1	1	1	0	1
Financial Systems Analyst	1	1	1	1	0	1
Total	2	2	2	2	0	2
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	0	0	0	1	0	1
Contract Specialist	0	0	0	1	0	1
Finance Clerk	0	0	0	1	0	1
Finance Specialist - Grants	0	0	0	1	0	1
Grants and Contracts Manager	0	0	0	1	0	1
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	0	0	0	1	0	1
Procurement Specialist	3	3	3	2	0	2
Warehouse Specialist	1	1	1	0	0	0
Total	6	6	6	10	0	10
Revenue						
Administrative Assistant	5	4	0	0	0	0
Administrative Specialist	2	1	4.75	7	0	7
Auditor II	1	1	1	1	0	1
Billing Specialist	1	2	2	2	0	2
Collections and Billings Manager	0	0	0	1	0	1
Collections Specialist	2	2	1.75	0	0	0
Customer Services Manager	1	1	1	1	0	1
Finance Specialist	0	0	0	1	0	1
Meter Technician Supervisor	1	1	1	1	0	1
Meter Technician	2.25	3.25	3.25	2	0	2
Meter Technician II	1	1	1	2	0	2
Revenue Director	1	1	1	1	0	1
Tax Licensing and Revenue Manager	1	1	1	0	0	0
Total	18.25	18.25	17.75	19	0	19

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Finance						
Accountant	3	3	4	4	0	4
Accounts Specialist	1	1	1	1	0	1
Finance Clerk	1	1	1	2	0	2
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	2	0	2
Finance Specialist	0	0	1	1	0	1
Grants Specialist	1	1	1	Transfer	0	0
Grants Manager	1	1	1	Transfer	0	0
Payroll Assistant	1	0	0	0	0	0
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	0	1	1	2	0	2
Total	12	12	14	14	0	14
Fire Operations						
Administrative Specialist	2	2	2	2	0	2
Deputy Fire Chief	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Fire Battalion Chief	3	4	4	4	0	4
Fire Captain	21	21	21	21	0	21
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	30	30	30	0	30
Fire EMT	1	1	2	1	0	1
Fire Inspector	1	1	1	2	0	2
Fire Marshall	1	0	0	0	0	0
CART Paramedic - Civilian	0	0	0	1	0	1
Regional Fire Training Coordinator	0	1	1	1	0	1
FWPP Operations Specialist	0	1	1	1	0	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	1	0	1
Total	85	87	88	89	0	89
Fire Grants						
Fire Fighter	0	0	0	0	6	6
Total	0	0	0	0	6	6
Police Operations						
Administrative Specialist	13	13	13	13	0	13
Animal Control Officer	1	1	1	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	2	2	2	1	-1	0
Division Director	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2
Parking Control Officer	1	1	1	0	0	0
Police 911 Coordinator	0	1	1	0	0	0
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	19	19	19	0	19
Police Crime Analyst	0	1	1	1	0	1
Police Emergency Communication Specialist	23	22	22	23	1	24
Police Emergency Communication Specialist Sup.	5	5	5	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	62	65	65	68	0	68
Police Records Supervisor	1	1	1	1	0	1
Police Sergeant	12	14	14	14	0	14
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1
Property Control Coordinator	1	1	1	1	0	1
Police Training Coordinator	1	1	1	1	0	1
Total	153	159	159	162	0	162

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	14	8	6	3	6	9
Police Sergeant	1	1	1	1	0	1
Total	16	10	8	5	6	11
Community Development Administration						
Administrative Specialist	1	0	0	0	0	0
Administrative Specialist Lead worker	0	1	1	1	0	1
Division Director	1	1	1	1	0	1
Total	2	2	2	2	0	2
Engineering						
Administrative Specialist	1	1	1	1	0	1
Assistant City Engineer	1	0	0	0	0	0
City Engineer	1	1	1	1	0	1
Construction Inspector	0	4	4	4	0	4
Construction Manager	1	1	1	1	0	1
Development Engineer	0	1	1	1	0	1
Engineering Inspector	3	0	0	0	0	0
Engineering Specialist	1	1	1	1	0	1
Inspection Supervisor	1	0	0	0	0	0
Intern	0.5	0.5	0.5	0.5	0	0.5
Materials Technician I	2	0	0	0	0	0
Project Manager	5	5	6	6	1	7
Senior Construction Inspector	0	1	1	1	0	1
Traffic Engineer	1	1	1	1	0	1
Total	17.5	16.5	17.5	17.5	1	18.5
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	6	7	7	7	1	8
Total	7	8	8	8	1	9
Planning and Development						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	1	1	1	1	1	2
Building Inspection Manager	0	0	0	0	1	1
Building Inspector	5	5	5	6	1	7
Building Official	1	1	1	1	0	1
Building Plans Examiner	2	3	3	3	0	3
Code Compliance Officer I	1	1	1	1	0	1
Code Compliance Officer II	1	1	1	1	0	1
Code Compliance Manager	1	1	1	1	0	1
Comprehensive Planning and Code Administrator	1	1	1	0	0	0
Comprehensive Planning Intern	0	0	0	0	0.475	0.475
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	0	0	0	1	0	1
Development Services Specialist	1	1	1	1	0	1
Development Services Supervisor	1	1	1	0	0	0
Inspection Supervisor	1	1	1	1	-1	0
Planning Development Manager	4	4	4	4	0	4
Planning Director	1	1	1	1	0	1
Volunteer Coordinator	Transfer	0.48	0.48	Transfer	0	0
Zoning Code Manager	0	0	0	1	0	1
Total	24	25.48	25.48	26	2.475	28.475

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Housing						
Deputy Housing Director	1	1	0	0	0	0
Homeownership Program Manager	1	1	0	0	0	0
Housing and Grants Administrator	1	1	1	1	0	1
Housing Analyst	0	0	1	1	0	1
Housing Director	0	0	0	1	0	1
Housing Manager	0	0	1	1	0	1
Housing Project Manager	0	0	0	0	1	1
Housing Rehabilitation Specialist	1	1	1	1	0	1
Housing Specialist	1	1	1	1	0	1
Total	5	5	5	6	1	7
Flagstaff Housing Authority						
Administrative Assistant (Temp)	0	0	0	0.475	0	0.475
Administrative Specialist	0	0	1	1	0	1
Occupancy Specialist	1	1	0	0	0	0
Housing Director	1	1	1	Transfer	0	0
Housing Manager	3	3	3	3	0	3
Finance Manager	1	1	1	1	0	1
Finance Specialist	1	1	0.8	0.8	0	0.8
Housing Services Specialist	5	5	4.8	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	5	5	7	7	0	7
Maintenance Worker I	2	2	0	0	0	0
Temporary Maintenance Worker	0	0	0	0	0	0
Total	22	22	21.6	21.275	0	21.275
Flagstaff Metropolitan Planning Organization						
Intern	0.38	0.38	0.38	0.38	0	0.38
Administrative Specialist	0.5	0.5	0.5	0.5	0	0.5
Metropolitan Planning Organization Manager	1	1	1	1	0	1
Multi Modal Transportation Planner	1	1	1	0	0	0
Project Manager	0	0	0	1	0	1
Total	2.88	2.88	2.88	2.88	0	2.88
Public Works Administration						
Division Director	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
Facilities Maintenance						
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9	9	9.5	9.5	0	9.5
Total	11	11	11.5	11.5	0	11.5
Fleet Management						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	2	2	2	0	2
Mechanic II	4	4	4	4	0	4
Mechanic Assistant	0	0	0	0	1	1
Mechanic Lead worker	2	2	1	1	0	1
Parts Specialist	0	0	0	0	1	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	0	0	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	12	12	12	12	2	14

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Parks						
Maintenance Worker - Temp	7.91	7.67	7.67	7.67	0	7.67
Maintenance Worker	21	20	21	22	0	22
Maintenance Worker Lead workers	2	0	0	0	0	0
Public Works Manager	1	1	1	1	0	1
Public Works Supervisors	0	3	4	4	0	4
Total	31.91	31.67	33.67	34.67	0	34.67
Recreation						
Administrative Assistant	1	1	1	1	0	1
Administrative Specialist	1	1	1	0	0	0
Head Lifeguard	0	0	0	0	2	2
Intern	0.25	0.25	0.25	0.25	0	0.25
Public Works Manager	0	0	0	0	1	1
Public Works Section Director	0	0	0	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	9	0	9
Recreation Services Director	1	1	1	0	0	0
Recreation Specialist	0	0	0	1	0	1
Recreation Supervisor	6	6	6	6	-1	5
Recreation Temporaries	35.08	35.08	37.71	38.27	-0.154	38.116
Recreation Temporaries (Grant Funded)	0.29	0	0	0	0	0
Total	54.12	53.83	56.46	57.02	1.846	58.866
Street Maintenance and Repairs						
Administrative Specialist	1	1	1	1	1	2
Cemetery Caretaker	0.75	0.75	0	0	0	0
Cemetery Maintenance Specialist	1	0	0	0	0	0
Equipment Operators (Temp)	3.52	3.52	3.52	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	6	0	6
Maintenance Worker (Temp)	0.75	0.75	0	0	0	0
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	0	4	3	3	0	3
Streets Lead worker	3	0	0	0	0	0
Traffic Signal Technician	1	1	1	1	0	1
Total	35.52	35.52	33.02	32.02	1	33.02
Solid Waste - Landfill						
Administrative Assistant	0.65	0	0	0	0	0
Administrative Specialist	1	2	2	2	0	2
Equipment Operator	6	7	7	6	0	6
Equipment Operator Lead worker	0	0	0	1	0	1
ES Equipment Operator I (Temp)	1	0	0	0	0	0
Landfill Environmental Aide	0	0	Transfer	0.5	0	0.5
Landfill Environmental Assistant	0	0	Transfer	2	0	2
Landfill Environmental Program Specialist	0	0	Transfer	1	0	1
Landfill Supervisor	1	0	0	0	0	0
Program Assistant	0.5	0.5	0.5	0	0	0
Project Manager	2	2	2	2	0	2
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	0	1	1	1	0	1
Total	14.15	14.5	14.5	17.5	0	17.5

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Solid Waste - Collections						
Administrative Assistant	2	0	0	0	0	0
Administrative Specialist	0	3	3	2	0	2
Administrative Specialist Supervisor	1	0	0	0	0	0
Bin Maintenance Lead worker	1	0	0	0	0	0
Customer Relations Supervisor	0	1	1	1	0	1
Equipment Operator	23.3	22	22	23	0	23
ES Collection Supervisor	2	0	0	0	0	0
ES Lead workers	2	0	0	0	0	0
Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	0	2	2	2	0	2
Solid Waste Lead worker	0	3	3	2	0	2
Total	32.8	32.5	32.5	31.5	0	31.5
Sustainability						
Environmental Aide	0	0	0.25	0	0	0
Environmental Assistant	1	1	1	Transfer	0	0
Environmental Code Specialist	Transfer	0	0	0	0	0
Environmental Code Technician	Transfer	0	0	0	0	0
Environ Program Manager	1	1	1	Transfer	0	0
Environmental Program Specialist	1	1	1	Transfer	0	0
Environmental Technician	1	1	1	Transfer	0	0
Open Space Specialist	0	0	1	1	0	1
Public Works Section Director	1	1	1	Transfer	0	0
Sustainability Assistant (Grant Funded)	0	0	0	0	0	0
Sustainability Manager	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	0	2
Volunteer Coordinator	0.48	Transfer	0	Transfer	0	0
Total	8.48	8	9.25	4	0	4
Environmental Management						
Environmental Program Manager	0	0	0	1	0	1
Environmental Technician	0	0	0	1	0	1
Public Works Section Director	0	0	0	1	0	1
Volunteer and Event Coordinator	0	0	0	1	0	1
Total	0	0	0	4	0	4
Community Investment						
Administrative Specialist	0	0	1	1	0	1
Administrative Specialist Leadworker	1	1	0	0	0	0
Community Design and Redevelopment Manager	1	1	1	1	0	1
Community Design and Redevel. Project Admin	1	1	1	1	0	1
Community Investment Director	0	0	1	1	0	1
Division Director	1	1	1	1	0	1
Total	4	4	5	5	0	5
Economic Development						
Business Attraction Manager	0	0	1	1	0	1
Business Retention and Expansion Manager	1	1	1	1	0	1
Economic Development Manager	1	1	0	0	0	0
Total	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	0	1	1	1	0	1
Creative Services Specialist	2	2	2	2	1	3
CVB Communication Specialist	0	0	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	1	0	1
Public Relations Specialist	1	1	0	0	0	0
Sales Specialist	2	2	2	1	0	1
International Travel and Trade Manager	0	0	0	1	0	1
Total	8	9	9	9	1	10
Visitor Services						
Administrative Assistant	2.43	2.43	0.78	0	0	0
Administrative Assistant (Temp)	0	0	1.65	1.65	0	1.65
Administrative Specialist	1.5	1.5	1	2	0	2
Administrative Specialist (Temp)	0	0	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Total	4.93	4.93	4.93	5.15	0	5.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	6	6	0	6
Airport Operations/ARFF Manager	0	1	1	1	0	1
Airport Operations Supervisor	1	0	0	0	0	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	9.5	0	9.5
Parking District						
Parking Manager	0	0	0	1	0	1
Parking Coordinator	0	0	0	3	1	4
	0	0	0	4	1	5
Library - City						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	0	1	1	1	0	1
Executive Assistant	0	0	0	0	1	1
IT Analyst	1	1	1	1	0	1
Librarian	2	3	2	2	0	2
Library Assistant I	12.14	0	0	0	0	0
Library Assistant I (Temp)	3	0	0	0	0	0
Library Cataloging Assistant	1	0	0	0	0	0
Library Clerk	5.76	5.76	5.76	5.76	0.5	6.26
Library Clerk (Temp)	2.305	2.305	3.055	2.93	0.112	3.042
Library Director	1	1	1	1	0	1
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2.00
Library Page (Temp)	1	1	1	1.25	0	1.25
Library Specialist	1.19	12.46	13.835	13.648	-0.063	13.59
Library Specialist (Temp)	0	2.68	2.68	3.18	0	3.18
Library Supervisor	4	5	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	42.395	43.205	44.330	44.768	1.549	46.317

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Manager	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Assistant I	1	0	0	0	0	0
Library Clerk	0	0	0	0.625	0	0.625
Library Clerk (Temp)	0.875	0.875	0.875	0.875	0	0.875
Library Specialist	1.25	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	2.88	0	2.88
Total	9.005	9.095	9.095	9.720	0	9.720
Downtown Management						
Downtown Manager	1	0	0	0	0	0
Park Maintenance	1	0	0	0	0	0
Parking Ambassador	3	0	0	0	0	0
Total	5	0	0	0	0	0
Utilities Administration						
Administrative Specialist	2	2	2	2	0	2
Division Director	1	1	1	1	0	1
GIS System Analyst	1	Transfer	Transfer	0	0	0
Utilities Engineering Manager	1	Transfer	Transfer	0	0	0
Utilities Management Analyst	Transfer	1	1	1	0	1
Utilities Operations Section Head	1	1	1	1	0	1
Utilities Plan Reviewer	1	Transfer	Transfer	0	0	0
Utilities Program Manager	1	Transfer	Transfer	0	0	0
Water Resource Manager	1	Transfer	Transfer	0	0	0
Total	9	5	5	5	0	5
Water Production						
Instrumentation/Electrical Supervisor	1	1	1	0	0	0
Laboratory Specialist	1	Transfer	Transfer	0	0	0
Maintenance Supervisor	1	1	1	0	0	0
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	Transfer	Transfer	0	0	0
MSW Maintenance	2	2	2	2	0	2
Operations Supervisor	1	1	1	0	0	0
Utilities Supervisor	0	0	0	3	0	3
Water Production Manager	1	1	1	1	0	1
Utilities SCADA Administrator	0	0	0	0	1	1
Total	11	9	9	9	1	10
Water Distribution						
Field Services Manager	Transfer	0	0	0	0	0
Maintenance Worker	1	0	0	0	0	0
MSW - Water Services Tech	10	11	11	11	2	13
Utilities Supervisor	0	0	0	1	0	1
Water Services Supervisor	1	1	1	0	0	0
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	13	13	13	13	2	15
Water Resource Management						
Utilities Program Manager	Transfer	1	1	1	0	1
Water Conservation Enforcement Aide	0	0	1	1	0	1
Water Conservation Specialist	0	0	0	1	0	1
Water Resource Manager	Transfer	1	1	1	0	1
Total	0	2	3	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2013-2014	2014-2015	2015-2016	2016-2017	Add/Delete 2017-2018	Adopted 2017-2018
Utility Engineering						
GIS System Analyst	Transfer	1	0	0	0	0
GIS System Specialist	0	0	0	0	1	1
IT Administrator	0	0	1	1	0	1
Project Manager	0	0	1	1	0	1
Utilities Engineering Manager	Transfer	1	1	1	0	1
Utilities Plan Reviewer	Transfer	1	1	1	0	1
Total	0	3	4	4	1	5
Regulatory Compliance						
Regulatory Compliance Manager	0	1	1	0	0	0
Industrial Waste Inspector	Transfer	2	2	2	0	2
Industrial Waste Supervisor	Transfer	1	1	1	0	1
Utilities Supervisor	Transfer	1	1	1	0	1
MSW - Laboratory	Transfer	2	2	2	0	2
MSW - Plant Tech	Transfer	1	1	1	0	1
Utilities Manager	0	0	0	1	0	1
Utilities Supervisor	Transfer	1	1	1	0	1
Total	0	9	9	9	0	9
Wastewater Treatment						
Instrumentation/Electrical Supervisor	1	1	1	0	0	0
MSW - Operations	2	2	2	5	0	5
MSW - Plant Technician	6	5	5	2	0	2
Plant Supervisor	3	2	2	0	0	0
Utilities Supervisor	0	0	0	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	13	11	11	11	0	11
Wastewater Collection						
MSW- Water Services Technician	8	8	8	8	0	8
Utilities Supervisor	0	0	0	1	0	1
Water Services Supervisor	1	1	1	0	0	0
Total	9	9	9	9	0	9
Wastewater Monitoring						
Industrial Waste Inspector	2	Transfer	Transfer	0	0	0
Industrial Waste Supervisor	1	Transfer	Transfer	0	0	0
Total	3	0	0	0	0	0
Reclaimed Water						
MSW - Laboratory Technician	1	Transfer	Transfer	0	0	0
MSW - Operations	0	0	0	1	0	1
MSW - Plant Technician	2	2	2	1	0	1
Plant Supervisor	1	1	1	0	0	0
Utilities Supervisor	0	0	0	1	0	1
Total	4	3	3	3	0	3
Stormwater						
Intern	0.5	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	3	0	3
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	Transfer	Transfer	0	0	0
Watershed Specialist	1	1	1	1	0	1
Total	5.5	4.5	4.5	5.5	0	5.5
Grand Total	799.040	801.710	814.065	834.103	31.194	865.297

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
1				11.3497	13.7379	16.1260
A-1-0				23607.38	28574.73	33542.08
2	10205	N	Library Page	12.4150	15.0139	17.6127
A-1-1				25823.20	31228.81	36634.42
3				13.3405	16.1350	18.9296
A-1-2				27748.24	33560.83	39373.57
4	10427	N	Library Clerk I	14.6167	17.6639	20.7110
A-1-3	10424	N	Meter Technician	30402.74	36740.81	43078.88
	10428	N	Parking Aide			
	10407	N	Parking Control Officer			
	10426	N	Recreation Program Asst			
	10425	N	Event and Volunteer Coord			
D04	10422	N	Dispatch Call Taker	15.6167	18.6639	21.7110
				32482.74	38820.81	45158.88

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
5	10501	N	Meter Technician II	15.4520	18.8566	22.2612
B-2-1	10503	N	Property Control Coord	32140.16	39221.73	46303.30
6	10601	N	Animal Control Officer	16.4510	20.0857	23.7204
B-2-2	10636	N	Environmental Aide	34218.08	41778.26	49338.43
	10639	N	Finance Clerk			
	10641	N	Fire EMT			
	10640	N	IT Technician			
7	10752	N	Billing Specialist	17.8514	21.7918	25.7323
B-2-3	10739	N	Environmental Assistant	37130.91	45327.05	53523.18
	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			
D07	10725	N	Police Emerg Comm Spec	18.8514	22.7918	26.7323
				39210.91	47407.05	55603.18

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
8	10849	N	Accounts Specialist	19.8251	24.1838	28.5424
B-2-4	10827	N	Buyer	41236.21	50302.20	59368.19
	10819	N	Code Compl Officer I			
	10848	N	Collections Specialist			
	10831	N	Court Interpreter			
	10852	N	Development Svcs Speclst			
	10861	N	Engineering Specialist			
	10820	N	Environmental Technician			
	10860	N	Finance Specialist			
	10863	N	Housing Specialist			
	10812	N	Industrial Waste Insp			
	10857	N	IT Specialist			
	10843	N	Legal Assistant			
	10808	N	Mechanic II			
	10865	N	Payroll Specialist			
	10864	N	Police Crime Analyst			
	10809	N	Probation Service Officer			
	10853	N	Warehouse Specialist			
	10803	N	Welder			
108	20801	E	Executive Asst	21.0896	25.9566	30.8236
				43866.37	53989.73	64113.09

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
9	10958	N	Admin Spec Leadworker	21.2924	25.9771	30.6617
B-2-5	10946	N	App Support Specialist II	44288.19	54032.27	63776.34
	10944	N	Code Compl Officer II			
	10961	N	Court Finance Specialist			
	10923	N	Court Training Specialist			
	10966	N	Creative Services Specialist			
	10965	N	CVB Communications Spec			
	10936	N	Environmental Program Specialist			
	10960	N	Housing Svcs Spec (FHA)			
	10959	N	Grants Specialist *			
	10952	N	HR Generalist			
	10948	N	Jury Services Specialist			
	10956	N	Maintenance Worker Leadworker			
	10947	N	Mechanic Leadworker			
	10934	N	Network Administrator			
	10968	N	Recreation Database Specialist			
	10955	N	Solid Waste Leadworker			
	10951	N	Sustainability Specialist			
	10916	N	Warrants Officer			
	10954	N	Wildland Firewise Specialist			
109	20903	E	Librarian	22.4106	27.5832	32.7558
	20904	*E*	*^Sales Specialist*	46614.05	57373.06	68132.06

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
10	11021	N	Associate Planner	22.7788	27.7979	32.8170
B-2-6	11028	N	Building Inspector	47379.90	57819.63	68259.36
	11015	N	Building Plans Examiner			
	11033	N	City Records Coordinator			
	11023	N	Construction Inspector			
	11025	N	Development Svs Superv			
	11032	N	Fire Inspector			
	11031	N	Maintenance Coord (FHA)			
	11037	N	Housing Rehab Specialist			
	11035	N	Meter Tech Supervisor			
	11039	N	Open Space Specialist			
	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	11038	N	HR Supervisor	22.7788	27.7979	32.8170
B-3-1	11020	N	Court IS Coordinator	47379.90	57819.63	68259.36
110	21002	E	Library Supervisor	23.7229	29.3130	34.9031
				49343.63	60971.04	72598.45
D10	11022	N	PECS Supervisor	23.7788	28.7979	33.8170
				49459.90	59899.63	70339.36
11	11104	N	Inspection Supervisor	24.8065	30.2693	35.7321
B-3-2	11110	N	IT Supervisor	51597.52	62960.15	74322.77
	11112	N	Public Works Supervisor			
	11111	N	Senior Construction Inspector*			
111	21108	E	Police Spec Svcs Superv	25.5456	31.5589	37.5721
	21111	E	Customer Relations Superv	53134.85	65642.41	78149.97

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
112	21275	E	Airport Ops/ARFF Mgr	26.7288	33.2925	39.8563
C-4-1	21245	E	Auditor II	55595.90	69248.50	82901.10
	21280	E	Business Attraction Mgr			
	21268	E	Business Retn & Exp Mgr			
	21277	E	Code Compliance Mgr			
	21274	E	Comm Dsgn & Redev Proj Admin			
	21282	E	Creative Services Manager			
	21278	E	Deputy City Clerk			
	21261	E	Environ Program Manager			
	21266	E	Facilities Maintenance Manager			
	21276	E	Financial Systems Analyst			
	21252	E	Housing & Grants Administrator			
	21281	E	Housing Analyst			
	21225	E	HR Analyst			
	21201	E	Industrial Waste Supv			
	21283	E	Int'l Travel Trade Manager			
	21273	E	IT Analyst			
	21286	E	Labor Standards Manager			
	21272	E	Marketing and PR Manager			
	21284	E	Parking Manager			
	21279	E	Regional Fire Training Coord			
	21262	E	Utilities Plan Reviewer			
	21271	E	Utilities Program Manager			
	21267	E	Visitor Center Manager			

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
113	21340	E	Building Inspection Manager	28.9722	36.0821	43.1920
C-4-2	21326	E	Construction Manager	60262.18	75050.77	89839.36
	21354	E	Customer Service Manager			
	21335	E	Human Resources Manager			
	21352	E	IT Administrator			
	21350	E	Library IT Manager			
	21355	E	Library Manager			
	21349	E	Payroll Manager			
	21356	E	Utilities Management Analyst			
114	21451	E	Asst to City Mgr (Admin)	31.5928	39.3364	47.0801
C-4-3	21453	E	Billing and Collections Manager	65713.02	81819.82	97926.61
	21438	E	Building Official			
	21449	E	Communications Manager			
	21433	E	Comp Planning Mgr			
	21437	E	Deputy Court Admin			
	21429	E	Facilities Maintenance Supt			
	21445	E	FHA Manager			
	21443	E	Grants Manager			
	21441	E	IT Manager			
	21419	E	Police Communications Manager			
	21412	E	Police Support Svcs Manager			
	21444	E	Public Works Manager			
	21450	E	Reak Estate Manager			
	21448	E	Sustainability Manager			
	21439	E	Tax License Revenue Manager			
	21426	E	Wastewater Treatment Mgr			
	21424	E	Water Production Manager			
	21436	E	Wildland Fire Manager			

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
115	21531	E	Capital Impvs Engineer	33.4058	41.7661	50.1265
C-5-1	21521	E	Comm Dsgn & Redev Mgr	69484.06	86873.59	104263.12
	21532	E	Cprhsv Plng & Code Admin			
	21519	E	Current Planning Manager			
	21534	E	Development Engineer			
	21527	E	Finance Manager			
	21517	E	Housing Manager			
	21529	E	IT Mgr (Coordinating)			
	21518	E	Metropolitan Planning Org Mgr			
	21512	E	Stormwater Program Mgr			
	21528	E	Traffic Engineer			
	21533	E	Utilities Manager			
	21525	E	Utilities Engineering Mgr			
	21526	E	Water Resources Mgr			
16				35.8817	44.8596	53.8375
C-5-2				74633.94	93307.97	111982.00
116						

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
17	21723	E	Airport Director	37.9835	48.4639	58.9442
D-6-1	21729	E	City Clerk	79005.68	100804.81	122603.94
117	21722	E	City Engineer			
	21714	E	Community Investment Director			
	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 Director			
	21707	E	Purchasing Director			
	21725	E	Revenue Director			
	21732	E	Risk Management Director			
	21731	E	Utilities Operations Section Head			
18	21806	E	City Prosecutor	42.1617	53.7823	65.4029
D-6-2	21804	E	Deputy City Attorney	87696.34	111867.19	136038.03
118	21805	E	Deputy Fire Chief			
19				46.8147	59.7044	72.5940
D-6-3				97374.58	124185.05	150995.52
119						

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
24	22400	E	Deputy City Manager	61.7712	80.3027	98.8341
E-9-1				128484.10	167029.52	205574.93
124						
26	22601	E	City Manager	69.5916	90.4691	111.3466
F-10-2				144750.53	188175.73	231600.93
126						

City of Flagstaff
Administrative Assistant Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B11	80101 N	Admin Assistant	13.3405	15.8893	18.4380
			27748.24	33049.73	38351.04

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B12	80102 N	Admin Assistant	15.2521	17.8008	20.3496
			31724.37	37025.65	42327.17

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B13	80103 N	Admin Assistant	17.1636	19.7124	22.2612
			35700.29	41001.76	46303.30

City of Flagstaff
Assistant City Attorney Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BC1	81401 E	Asst. City Attorney	31.5928	37.9484	44.3041
			65713.02	78932.69	92152.53

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BC2	81402 E	Asst. City Attorney	36.3595	42.7152	49.0708
			75627.76	88847.63	102067.26

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BC3	81403 E	Asst. City Attorney	41.1263	47.4819	53.8375
			85542.70	98762.38	111982.00

City of Flagstaff
Accountant/Procurement Specialist Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B71	81801	Accountant	22.4106	27.0286	31.6466
	81111	Procurement Specialist	46614.05	56219.49	65824.93

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B72	81802	Accountant	26.5155	31.1334	35.7514
	81112	Procurement Specialist	55152.24	64757.58	74362.91

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B73	81803	Accountant	30.6203	35.2383	39.8563
	81113	Procurement Specialist	63690.22	73295.66	82901.10

City of Flagstaff
Admin Specialist/Court Judicial Specialist Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B21	80201 N	Admin Specialist	15.4520	18.3892	21.3264
	80801 N	Court Judicial Specist	32140.16	38249.55	44358.91

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B22	80202 N	Admin Specialist	17.6549	20.5921	23.5293
	80802 N	Court Judicial Specist	36722.19	42831.58	48940.94

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B23	80203 N	Admin Specialist	19.8578	22.7950	25.7323
	80803 N	Court Judicial Specist	41304.22	47413.63	53523.18

City of Flagstaff
Division Director Broad
Band FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B91	81901	Division Director	51.0002	59.7166	68.4330
			106080.42	124210.53	142340.64

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B92	81902	Division Director	60.6851	69.4014	78.1178
			126225.01	144355.02	162485.02

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B93	81903	Division Director	70.3699	79.0863	87.8027
			146369.39	164499.51	182629.62
	1	TOTAL CLASSIFICATION			

City of Flagstaff
Equipment Operator/Maintenance Worker Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B81	81601 N	Equipment Operator	15.4520	18.9171	22.3822
	81701 N	Maintenance Worker	32140.16	39347.59	46554.98

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B82	81602 N	Equipment Operator	18.5321	21.9972	25.4623
	81702 N	Maintenance Worker	38546.77	45754.18	52961.58

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**		**Max**
B83	81603 N	Equipment Operator	21.6122	25.0773	28.5424
	81703 N	Maintenance Worker	44953.38	52160.75	59368.19

City of Flagstaff
Fire Pay Plan (2919 Hours)
FY 2018

Range	Pos #		Position Title	Min	Mid	Max
8	10813	N	Firefighter	15.5302	18.4257	21.3212
208				1739.38	2063.68	2387.98
				45223.94	53655.64	62087.33
8	10813	N	Firefighter Paramedic	17.6602	20.5557	23.4512
F08				1977.94	2302.24	2626.54
				51426.50	59858.20	68289.89
209	10905	N	Fire Engineer	19.2089	21.7114	24.2138
				2151.39	2431.67	2711.95
				55936.32	63223.46	70510.59
F29	10905	N	Fire Engineer Paramedic	21.3389	23.8414	26.3438
				2389.95	2670.23	2950.51
				62138.88	69426.02	76713.15
Range	**Pos #**		**Position Title**	**Min**	**Mid**	**Max**
13	11300	N	Fire Captain	22.6596	25.7806	28.9016
213				2537.87	2887.42	3236.98
				65984.76	75073.11	84161.46
13	11300	N	Fire Captain Paramedic	24.7895	27.9105	31.0316
F13				2776.43	3125.98	3475.54
				72187.02	81275.52	90364.02
15	21514	E	Fire BC	26.4494	31.6310	36.8126
215				2962.34	3542.68	4123.01
				77020.65	92109.47	107198.29
18	21805	E	Deputy Fire Chief	43.3997	53.8048	64.2099
218				4860.77	6026.14	7191.50
				90271.38	111913.99	133556.59

*** Deputy Fire Chief hourly rate is MBP salary divided by 2080**

City of Flagstaff
Manager Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B51	81201 E	Planning Dev Manager	26.7288	32.5435	38.3581
	81301 E	Project Manager	55595.90	67690.40	79784.85

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B52	81202 E	Planning Dev Manager	31.0898	36.9045	42.7191
	81302 E	Project Manager	64666.78	76761.28	88855.73

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B53	81203 E	Planning Dev Manager	35.4508	41.2654	47.0801
	81303 E	Project Manager	73737.66	85832.09	97926.61

City of Flagstaff
Police Pay Plan
FY 2018

Range	Pos #		Position Title	Entry	fter cademy							
PT9	10963	N	Police Officer Recruit	23.7229 1897.83 49343.63	24.3471 1947.77 50641.97							
Range	**Pos #**		**Position Title**		**Entry**							
PT9	10963	N	Police Officer Lateral		24.3471 1947.77 50641.97							
Range	**Pos #**		**Position Title**	**Min**						**Max**		
P09	10903	N	Police Officer	24.9714 1997.71 51940.51			30.1281 2410.24 62666.35			35.2847 2822.78 73392.18		
P11	11100	N	Police Corp/Det	30.4294 2434.35 63293.15			35.2981 2823.84 73419.95			40.1667 3213.34 83546.74		
Range	**Pos #**		**Position Title**	**Min**			**Mid**					**Max**
P13	11301	N	Police Sergeant	35.6509 2852.07 74153.87			40.4638 3237.11 84164.81			45.2768 3622.14 94175.74		
P15	21503	E	Police Lieutenant	42.9929 3439.43 89425.23			49.0118 3920.95 101944.65			55.0308 4402.46 114464.06		
P18	21801	E	Deputy Police Chief	50.8498 4067.98 105767.58			62.7103 5016.82 130437.42			74.5708 5965.66 155107.26		

City of Flagstaff
Recreation Program Coordinator Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BA1	82201 N	Rec Prog Coord	17.8514	21.5114	25.1715
			37130.91	44743.76	52356.72

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BA2	82202 N	Rec Prog Coord	20.5964	24.2565	27.9166
			42840.51	50453.57	58066.53

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BA3	82203 N	Rec Prog Coord	23.3415	27.0015	30.6617
			48550.32	56163.21	63776.34

City of Flagstaff
Skill Based Pay
FY 2017

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	16.4510	17.9122	19.9532	21.9946	24.3819	27.1158	30.6617
	90201 N	MSW - Water Services Technician	34218.08	37257.38	41502.66	45748.77	50714.35	56400.86	63776.34
	90301 N	MSW - Laboratory							
	90401 N	MSW - Operations							
	90501 N	MSW - Maintenance							
	5	**TOTAL CLASSIFICATIONS**							
		Step 1 and 7 linked to 2080							
		All other steps increase by flat 2% in MBP II							

City of Flagstaff
Airport Operations/ARFF Specialist Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B61	82101 N	Airport Ops/ARFF Spec	16.4510	19.9057	23.3604
	82401 N	Library Specialist	34218.08	41403.80	48589.63

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B62	82102 N	Airport Ops/ARFF Spec	19.0420	22.4967	25.9514
	82402 N	Library Specialist	39607.36	46793.08	53978.91

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B63	82103 N	Airport Ops/ARFF Spec	21.6330	25.0877	28.5424
	82403 N	Library Specialist	44996.64	52182.50	59368.19

City of Flagstaff
Senior Assistant City Attorney Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BD1	81501 E	Sr. Asst. City Atty	33.4058	40.7025	47.9992
			69484.06	84661.14	99838.34

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BD2	81502 E	Sr. Asst. City Atty	38.8783	46.1750	53.4717
			80866.86	96043.94	111221.14

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BD3	81503 E	Sr. Asst. City Atty	44.3508	51.6475	58.9442
			92249.66	107426.89	122603.94
	1	**TOTAL CLASSIFICATION**			

City of Flagstaff
Recreation Supervisor Broad Band
FY 2018

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BB1	82301 E	Recreation Supervisor	23,7229	28,3325	32,9420
	82501 E	Utilities Supervisor	49343,63	58931,50	68519,36

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BB2	82302 E	Recreation Supervisor	27,1801	31,7896	36,3991
	82502 E	Utilities Supervisor	56534,61	66122,34	75710,13

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
BB3	82303 E	Recreation Supervisor	30,6372	35,2468	39,8563
	82503 E	Utilities Supervisor	63725.38	73313.28	82901.10

City of Flagstaff
Temporary Employee Pay Plan FY 2018

Position Title	Position Control #	Pay Grade	Step	FY 2018
Administrative Assistant - Customer Service	14814	800	Step 4	13.3405
Administrative Assistant - Sales Tax	14813	800	Step 4	13.3405
Administrative Assistant - Visitor Center	14813	800	Step 4	13.3405
Administrative Assistant - Visitor Center	14813	800	Step 16	17.3433
Administrative Specialist - PD - Temp	14810	800	Step 24	15.4520
Administrative Specialist - Temp	14810	800	Step 6	15.4520
Attorney	14945	700	Step 21	44.1346
Basketball Official - Adult	14700	900	Step 7	11.6102
Building Plans Examiner	14956	900	Step 42	30.0000
CART EMP - Temp	14039	800	Step 12	16.4510
CART Paramedic - Temp	14040	900	Step 26	24.3297
Collections Specialist Temp	14951	800	Step 23	20.3989
Contract Specialist Temp	14593	900	Step 41	22.5577
Dew Downtown Construction	14928	900	Step 16	21.6027
Enrichment Coordinator	14306	900	Step 7	11.6102
Env Aide - Temp	14020	800	Step 5	16.4510
Env Assistant - Temp	14943	800	Step 14	17.8514
Equipment Operator	14014	800	Step varies	15.4519 - 28.5424
Equipment Operator II - Snow	14015	800	Step 9	25.1522
Equipment Operator II - Snow (CDL)	14018	800	Step 9	25.1522
Equipment Operator II - Snow (CDL) - Airport	14038	800	Step 8	23.1522
Equipment Operator III - Snow	14016	800	Step 10	30.5424
Equipment Operator III - Snow (CDL)	14019	800	Step 10	30.5424
Finance Clerk - Temp	14936	800	Step 5	16.4510
Finance Clerk - Temp	14936	700	Step 24	18.5000
Finance Manager - Temp	14946	900	Step 30	46.9200
Fire Auxiliary Staff AD-A	14025	700	Step 1	11.1600
Fire Auxiliary Staff AD-B	14026	700	Step 2	12.2800
Fire Auxiliary Staff AD-C	14027	700	Step 3	13.6400
Fire Auxiliary Staff AD-D	14028	700	Step 4	15.0800
Fire Auxiliary Staff AD-E	14029	700	Step 5	16.5400
Fire Auxiliary Staff AD-F	14030	700	Step 6	18.1000
Fire Auxiliary Staff AD-G	14031	700	Step 7	21.0000
Fire Auxiliary Staff AD-H	14032	700	Step 8	24.0000
Fire Auxiliary Staff AD-I	14033	700	Step 9	24.5200
Fire Auxiliary Staff AD-J	14034	700	Step 10	26.9400
Fire Auxiliary Staff AD-K	14035	700	Step 11	29.6000
Fire Auxiliary Staff AD-L	14036	700	Step 13	35.4800
Fire Auxiliary Staff AD-M	14037	700	Step 14	42.1800
Fire Inspector	14041	700	Step 23	18.0000
Fitness Instructor	14705	900	Step 20	20.8080
Flag Football Official - Adult	14307	900	Step 7	11.6102
Flag Watershed Protection Project Ops Specialist	14938	800	Step 20	21.2924

CITY OF FLAGSTAFF
Temporary Employee Pay Plan FY 2018

Position				
Position Title	Control #	Pay Grade	Step	FY 2018
Grants Compliance Specialist	14929	700	Step 15	105.0000
Head Lifeguard	14315	700	Step 17	11.9563
Hockey Official - Adult	14310	900	Step 7	11.6102
Intern	14800	900	Step Varies	Varies
IT Analyst - Project Management	14931	900	Step 18	52.0200
Library Clerk - Temp	14401	805	Step 2	13.8859
Library Page - Temp	14201	805	Step 1	11.7942
Library Specialist - Temp	14601	805	Step 3	15.6285
Lifeguard	14958	900	Step 44	10.6500
Maintenance Worker	14305	800	Step varies	15.4520 - 28.5424
Maintenance Worker - Airport Snow	14304	900	Step 19	12.1503
Maintenance Worker - Parks	14313	900	Step 9	13.5252
Maintenance Worker - Recreation	14303	900	Step 6	11.0703
Maintenance Worker Temp - Recreation	14967	900	Step 52	11.7500
Mechanic Assistant	14955	900	Step 34	16.3200
Mechanic I Temp	14935	800	Step 14	17.8514
Open Space Aide	14944	900	Step 12	15.6060
Public Works Manager	14939	900	Step 17	31.5751
Recreation Assistant	14957	900	Step 43	10.5000
Recreation Instructor I	14960	900	Step 44	10.6500
Recreation Instructor II	14961	900	Step 46	11.0000
Recreation Instructor III	14962	900	Step 47	20.8080
Recreation Leader I	14959	900	Step 45	10.7500
Recreation Leader II	14963	900	Step 48	11.3500
Recreation Official I	14964	900	Step 49	10.9500
Recreation Official II	14965	900	Step 50	12.0000
Recreation Official III	14966	900	Step 51	14.3103
Recreation Program Coordinator	14314	800	Step 14	17.8514
Softball Official - Adult	14600	900	Step 11	14.3103
Temporary - Specialized	14900	900	Step Varies	Varies
Volunteer Coordinator	14941	800	Step 11	20.7110
Waste Minimization Assistant	14954	900	Step 31	13.2600
Water Conservation Enforcement Aide	14017	900	Step 12	15.6060
Water Conservation Enforcement Aide	14017	900	Step 28	14.7900
Water Conservation Enforcement Aide	14017	900	Step 33	20.4000
Weight Training Specialist	14706	900	Step 29	11.6103
Wildland Fire Crew Member	14914	900	Step 35	14.3820
Wildland Fire Crew Member (plus add pay)	14914	900	Step 36	15.3820
Wildland Fire Crew Member Senior	14934	900	Step 37	15.9120
Wildland Fire Crew Member Senior (plus add pay)	14934	900	Step 38	17.4120
Wildland Fire Squad Boss	14930	900	Step 39	17.8500
Wildland Fire Squad Boss (plus add pay)	14930	900	Step 40	19.8500

700 = No adjustments, set by grant or limited due to division budget
800 = Temps linked back to 2080 and eligible for markets
805 = Linked to 2080 at 5% less than minimum
900 = Temps ***NOT*** linked to 2080 but are eligible for markets

RESOLUTION NO. 2017-20

A RESOLUTION OF THE COUNCIL OF THE CITY OF FLAGSTAFF, ARIZONA ADOPTING THE BUDGET FOR THE CITY OF FLAGSTAFF FOR FISCAL YEAR 2017-2018

RECITALS:

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on June 6, 2017 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 6, 2017, 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 20, 2017, in the Hurley Theater at Flagstaff High School 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).

ENACTMENTS:

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 2017-2018.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 20th day of June, 2017.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

ORDINANCE NO. 2017-21

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, 2018

RECITALS:

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2017-2018 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.

ENACTMENTS:

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 0.8233 for the fiscal year ending on the 30th day of June, 2018. 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, 2018.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the

property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Effective Date. The tax levies imposed by this Ordinance shall take effect August 4, 2017.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 5th day of July, 2017.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

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 twelve 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.

Bond Rating – System of rating securities to provide investors with a simple system of gradation by which future relative creditworthiness of securities may be gauged.

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 more. 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 attached 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 State law and generally accepted accounting principles, only those costs related 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 Development Division – Refers to the following group of Sections: Community Development, Engineering, Capital Improvements, Planning and Development, Housing, Community Housing Services, Flagstaff Metropolitan Planning Organization and Flagstaff Housing Authority.

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 services used for operating or construction activities. Examples include legal fees, postage and freight, rents, utilities and debt service costs.

Cost Center – An organizational budget and/or operating unit within each city division or department.

Cost of Service - The degree to which the cost (direct and/or indirect) of facilities, services, and programs is supported by user fees and/or other designated funding mechanism such as grants, partnerships, etc.

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.

Depreciation – Depreciation is a 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.

Division – A major administrative division of the city that indicates overall management responsibility for an operation or group of related operations within a functional area.

Economic Vitality Division – Refers to the following group of Sections: Community Investment, Beautification, EDA Revolving Loan, Tourism, Visitor Services Arts and Science, Airport, Library and Parking District.

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, goods, or 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 twelve-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 are 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 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 – 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.

Generally Accepted Accounting Principles – Common set of accounting principles, standards and procedures that companies use to the compile their financial statements.

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 Accounting Standards Board – Independent private-sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles.

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 governmental 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.

Hazardous Assignment Pay – Eligible employee compensation above which they are normally entitled. It is a monetary incentive that 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.

Home Rule – Privilege of citizens at the grass roots level to manage their own affairs with minimal interference from the state. Assumes that government issues should be solved at the level closest to the people. Need to reach a population of 5,000 and there has to be an election ratifying a city/town charter. Allows city/town to pass any regulations or laws it deems necessary unless the state law prohibits it.

Interfund Transfer – Amounts transferred from one fund to another.

Major Fund – Those funds whose revenues, expenditures/expenses, assets or liabilities are at least ten percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total.

Management Services Division – Refers to the following group of Sections: Management Services Administration, Purchasing, Finance and Revenue.

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 Commissions, Non-Departmental and NAIPTA.

Non-Major Fund – Those funds whose revenues, expenditures/expenses, assets or liabilities are not at least ten percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total.

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 cannot be allocated to any particular division.

Pay As You Go Financing – The principle or practice of paying for goods and services at the time of purchase, rather than relying on credit.

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 the 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 And 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, Facilities Maintenance, USGS Campus, Fleet Services, Parks, Recreation Services, Streets, Solid Waste 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 or local government.

Revenues – Amounts estimated to be received from taxes and other sources during the fiscal year.

Revolving Loan Fund – A gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principle payment on old loans to issue new ones.

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 And 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, Water Production, Water Distribution, Water Resource Management, Utilities Engineering Services, Regulatory Compliance, Wastewater Treatment – Wildcat, Wastewater Treatment - Rio, Wastewater Collection, Reclaimed Water 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
ADR	Average Daily Rate
ADWR	Arizona Department of Water Resources
AEP	Achievement of Excellence in Procurement
AG	Attorney General
AIP	Airport Improvement Program
APP	Aquifer Protection Permit
APS	Arizona Public Service
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASCT	Adaptive Signed Control Technology
ASRS	Arizona State Retirement System
AWIR	Aging Water Infrastructure Replacement
BBB	Bed, Board, and Beverage Tax
BMX	Bicycle Motocross
BNSF	Burlington Northern Santa Fe Railroad Company
BPAC	Beautification and Public Art Commission
CACC	Court Automation Coordinating Committee
CAFR	Comprehensive Annual Financial Report
CAPPO	California Association of Public Procurement Officers
CCC	Coconino Community College
CCRT	Coordinated Community Response Team
CD	Community Development
CD&R	Community Design & Redevelopment
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan/Projects
CJCC	Criminal Justice Coordinating Council
CJI	Criminal Justice Integration
CLIA	Court Leadership Institute of Arizona
CM	City Manager
CMMS	Computerized Maintenance Management System
CMS	Case Management System
COF	City of Flagstaff
COGEN	Cogeneration
CommDEV	New Permit Tracking System (Online) for the City of Flagstaff
COPS	Community Oriented Policing Services
COT	Commission on Technology
CRS	Community Rating System
CVB	Convention and Visitor Bureau
CY	Calendar Year
CY	Cubic Yards
DBE	Disadvantaged Business Enterprise Program
DBM	Decision Band Method
DES	Department of Economic Security

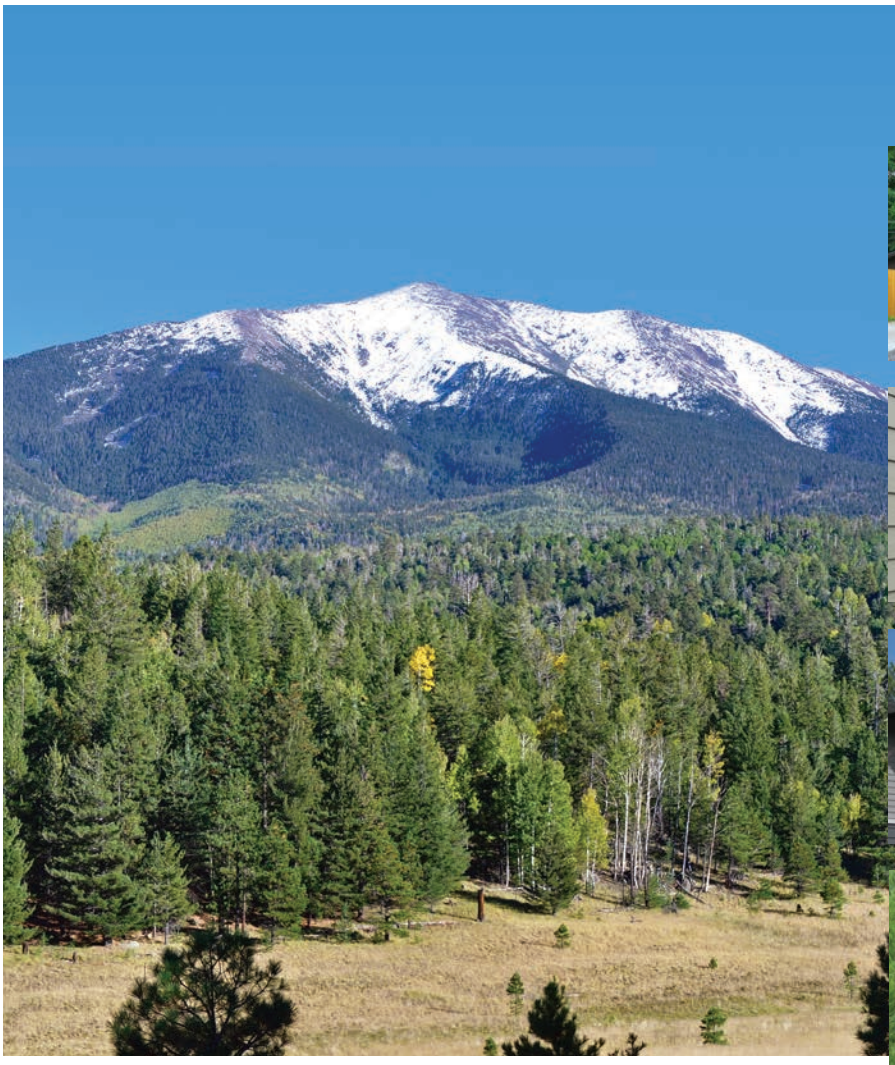
DES POPTAC	Department of Economic Security Population Technical Advisory Committee
DHS	Department of Homeland Security
DMV	Department of Motor Vehicles
DMA	Data and Marketing Mastery
DMO	Destination Marketing Organization
DOJ	Department of Justice
DoIT	Division of Information Technology
DOT	Department of Transportation
DRB	Development Review Board
DRIP	Drainage Improvement Project
DUI	Driving Under the Influence
EAH	Employer Assisted Housing
EAD	Employee Advisory Committee
EAP	Employee Assistance Program
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
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ERT	Electronic Receiver/Transmitters
ERU	Equivalent Rate Unit
ESTO	Educational Seminar for Tourism Organizations
FAA	Federal Aviation Administration
FAPPO	Florida Association of Public Procurement Officers
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FDBA	Flagstaff Downtown Business Alliance
FEMA	Federal Emergency Management Agency
FFATA	Federal Funding Accountability and Transparency Act
FFV	Flexible Fuel Vehicle
FHA	Flagstaff Housing Authority
FHC	State Forest Health Council
FHWA	Federal Highway Administration
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FPL	Flagstaff Public Library
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
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
GO	General Obligation
GOHS	Governor's Office of Highway Safety
GSA	Government Services Administration
HB	House Bill
HPC	Hazardous Product Center
HR	Human Resources
HRA	Health Risk Assessment
HRIS	Human Resource Information Services

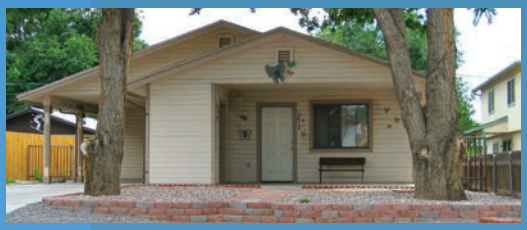
HSIP	Highway Safety Improvement Project
HTE	SunGard Public Sector Software
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, Air Conditioning
I-17	Interstate Highway 17
ICM	Institute for Court Management
ICMA	International City/County Management Association
IDS	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
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
LM	Lake Mary
LRR	Limited Re-evaluation Report
LSTA	Library Services and Technology Act
LTAF	Local Transportation Assistance Funds
MDC	Mobile Data Communications
METRO	Northern Arizona Street Crimes Task Force
MFC	Municipal Facilities Corporation
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
NACET	Northern Arizona Center for Entrepreneurship and Technology
NACOG	Northern Arizona Council of Government
NAEP	National Association of Educational Procurement
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAPEBT	Northern Arizona Public Employees Benefit Trust
NASPO	National Association of State Procurement Officials
NAU	Northern Arizona University
NAZ	Northern Arizona
NFPA	National Fire Protection Association
NHPA	National Historic Preservation Act
NICET	National Institute of Certification in Engineering Technologies
NIGP	National Institute of Governmental Purchasing
NPDES	National Pollutant Discharge Elimination System
NPI	National Purchasing Institute
NPS	National Public Safety
OMB	Office of Management and Budget
OOHR	Owner Occupied Housing Rehabilitation
OSHA	Occupational, Safety, and Health Administration
OT	Overtime
P3	Public Private Partnership
P-CARD	Procurement Card

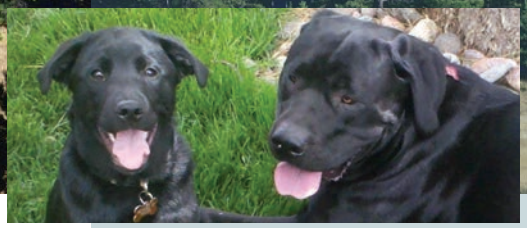
PC	Personal Computer
PD	Police Department
PFC	Passenger Facility Charge
PHAS	Public Housing Assessment System
PL	Refers to Metropolitan Planning Funds
PL	Public Library
POPTAC	Population Technical Advisory Committee
PR	Public Relations
PSPRS	Public Safety Personnel Retirement System
PVC	Polyvinyl-Chloride
RDA	Resource Description and Access
RevPar	Revenue per Available Room
RFP	Request for Proposal
RFP	Reservoir Filtration Plant
RICO	Racketeer Influenced and Corrupt Organizations Act
RLF	Revolving Loan Fund
RMSE	Root Mean Square Error
RMT	Repetitive Motion Therapy
ROSS	Resident Opportunities and Self-Sufficiency
ROW	Right of Way
RSL	Revised Service Level
RSOQ	Request for Statement of Qualifications
RTP	Regional Transportation Plan
RW	Reclaimed Water
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
SDWA	Safe Drinking Water Act
SEDI	Sustainable Economic Development Initiative
SEED	Sustainable Entrepreneurial Economic Development
SEMAP	Section Eight Management Assessment Program
SEMS	Sustainability and Environmental Management Section
SID	Special Improvement District
SIU	Significant Industrial Users
SPR	Statewide Planning and Research
SRO	Single Room Occupancy
SRO	School Resource Officer
STEM	Science, Technology, Engineering, Math
STP	Surface Transportation Program
SUV	Sport Utility Vehicle
TBD	To be Determined
TCPF	Traffic Citation Progressive Fund
TCPL	Tuba City Public Library
TIP	Transportation Improvement Program
TSA	Transportation Security Administration
TTHM	Total Trihalomethanes
TXPPA	Texas Public Purchasing Association
UPWP	Unified Planning Work Program
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
VHT	Vehicle Hours Traveled
VMT	Vehicle Miles Traveled
VoIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Financing Authority
WMBS	Woody Mountain Booster Station

WQ	Water Quality
WRF	Water Reclamation Facility
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882







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