



2011

FLAGSTAFF, ARIZONA

Strengthening
Flagstaff's
Economic Future
With Sustainable
Technologies

City of Flagstaff
Annual Budget
and Financial Plan

2010-2011

Annual Budget and Financial Plan

Fiscal Year 2010-2011
City of Flagstaff, Arizona

CITY COUNCIL

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



BUDGET TEAM

Kevin Burke, City Manager
James S. Wine, Deputy City Manager
Ben Fisk, Deputy City Manager
Barbara Goodrich, Management Services Director
Rick Tadder, Finance Director
Brandi Suda, Finance Manager
Shannon Anderson, Human Resources Director
Ladd Vagen, Information Technology Director

PREPARED BY

Tricia Almendarez, Payroll Manager
Stacey Brechler-Knaggs, Grants Manager
Carol Hartz, Accountant I
Merle McCabe, Accountant I
Debbie Nichols, Accountant II
Wanda Noffz, Accountant I
Maryellen Pugh, Finance Manager
Brandi Suda, Finance Manger



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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City of Flagstaff
Arizona

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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**CITY OF FLAGSTAFF, ARIZONA
DIVISION SUMMARY
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USERS GUIDE

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

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

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

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

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

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

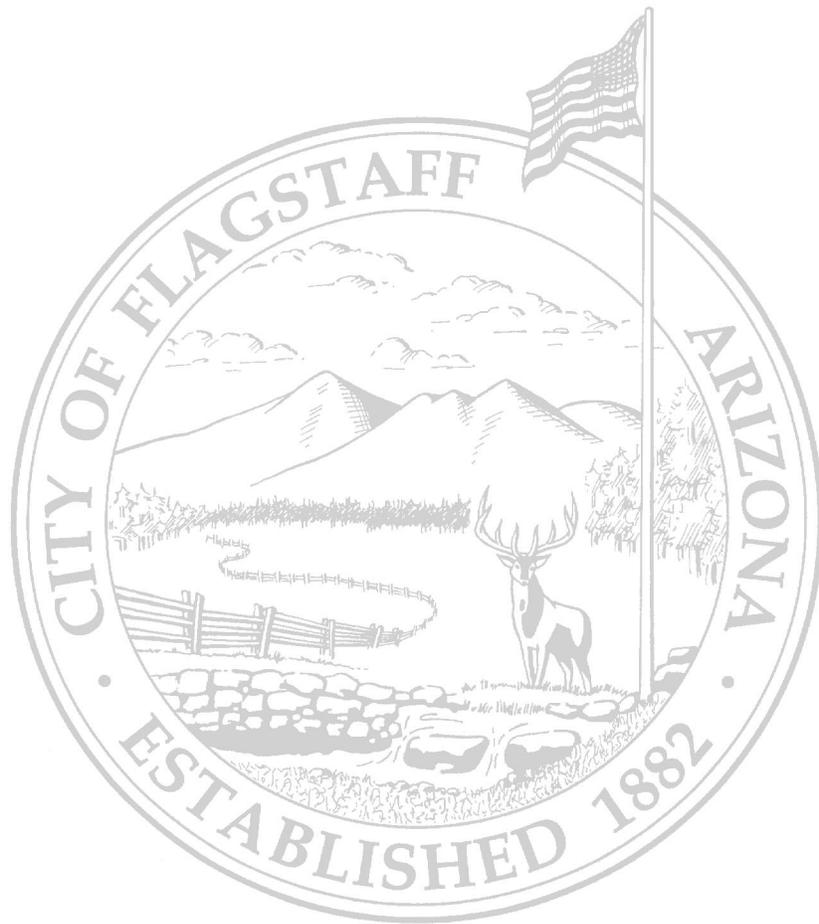
Department Detail - Each operating Division Summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

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

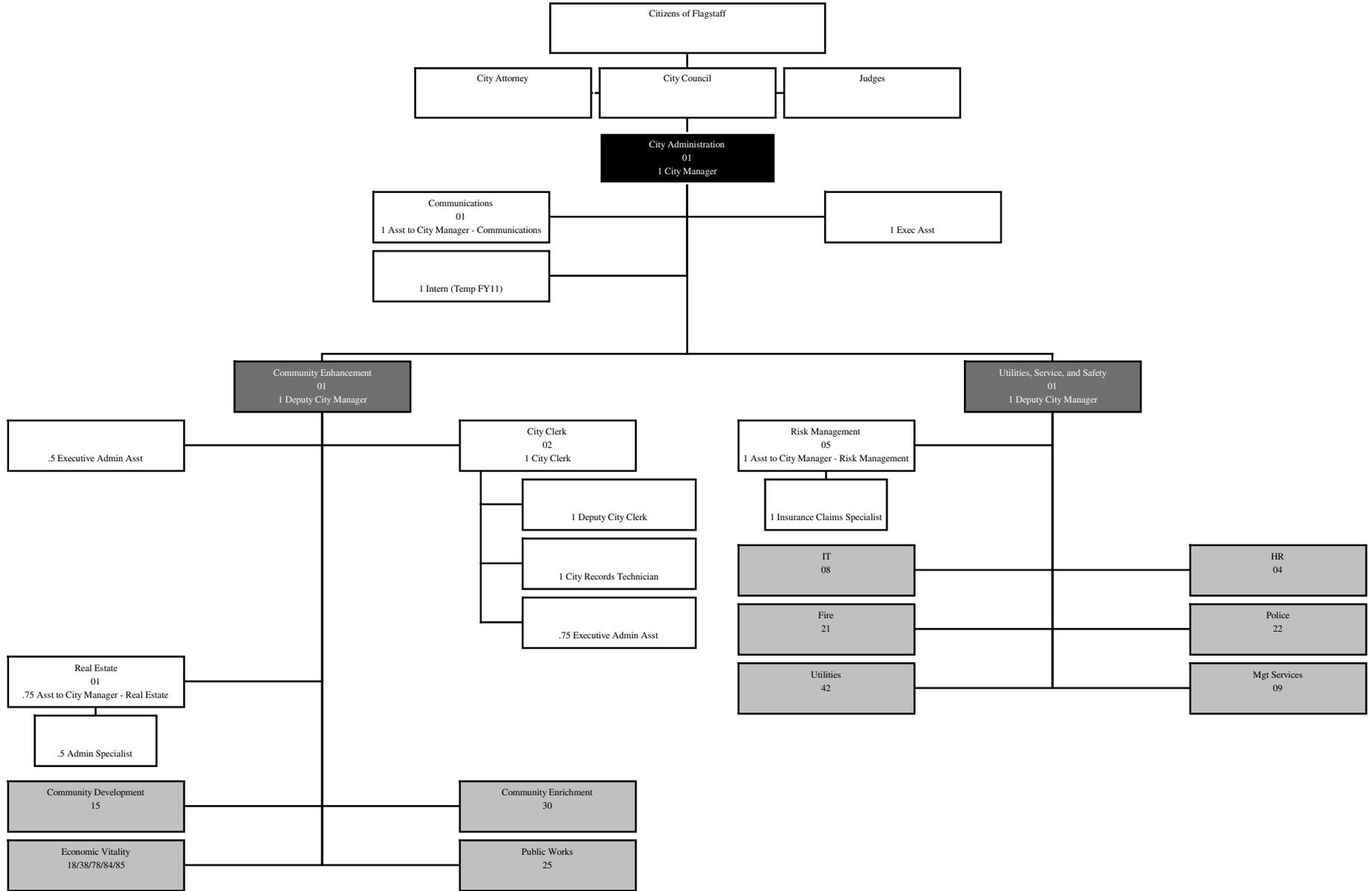
Community Profile - The profile provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical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

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

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



CITY ADMINISTRATION



City Council

CITY COUNCIL GOALS

PUBLIC SAFETY

Increase the visibility and availability of public safety services, through best practices and maximizing resources, to prevent crime and fires.

FAMILY, YOUTH & COMMUNITY

Improve opportunities for all members of our community to actively participate, invest and feel a part of a high quality of life community.

AFFORDABLE HOUSING

Facilitate an environment where housing opportunities, both in acquiring and sustaining, match the income diversity of our community. Facilitate a regulatory, market and where necessary, assisted housing environment to match the income continuum of Flagstaff.

FACILITIES & BASIC SERVICES

Identify and provide the desired or current service levels and accompanying facilities of basic municipal services.

COMMUNITY SUSTAINABILITY

Encourage the community and operate the government in a manner that sustains economic vitality, environmental protection, and social inclusion so that current and future residents and visitors may enjoy the same or better quality of life.



Mayor Sara Presler

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

Born in Buffalo Grove, Illinois and raised in rural Arizona, Presler has called Flagstaff home since 1997. Sara graduated Cum Laude, earning a Bachelor of Science degree in history and a minor in English from Northern Arizona University in 2002.

After, earning her law degree from Michigan State University in 2005, she returned to Flagstaff to serve as a public defense attorney for Coconino County until 2008, defending the rights of parents, children, the mentally ill, and low income persons in the justice system.

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

Vice-Mayor Celia Barotz

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



City Council

CITY COUNCIL GOALS

FISCAL HEALTH (Management Goal)

Maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written polices that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.



Councilmember Art Babbott

Art served his first term on Flagstaff City Council from 2002-2006 and was recently re-elected in 2010. Art is a strong proponent of land use planning which maintain and enhance the characteristics that he believes makes Flagstaff different from other communities. He has B.A. in Political Science from Amherst College and an M.A. in Urban Affairs and Public Policy from the University of Delaware. Art is a small business owner who runs, with his wife Heather and daughter Lila, the Flagstaff Community Markets, a local farmers' market. He is also one of the managing partners at Pine Mountain Amphitheater and was one of the founding members of the Orpheum Theater in Flagstaff. His experience as a business owner gives him a strong foundation in responsible fiscal planning. Art has served on the Coconino County Planning and Zoning Commission, was co-chair of the Southwest Renewable Energy Fair and as a council member, served as council liaison to the Water Commission, the Flagstaff Housing Authority and the Coconino Water Advisory Council. Art believes strongly in forward thinking energy and water policy as well as ensuring that people of all income levels can live and thrive in Flagstaff.

Councilmember Karla Brewster

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



City Council



Councilmember Coral Evans

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

Councilmember Scott Overton

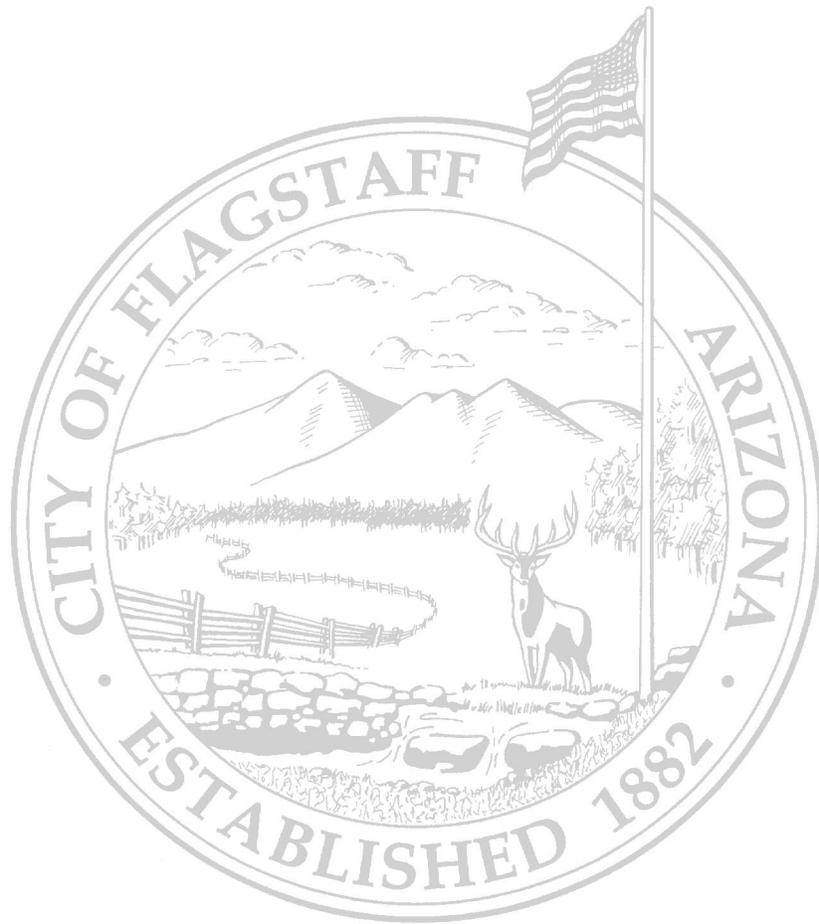
Councilmember Scott Overton was elected to the Flagstaff City Council in May 2006, re-elected in 2010, and served as the Vice-Mayor from 2006-2008. He is a Flagstaff native and graduate of Sinagua High School and Northern Arizona University. His leadership role is based on a solid foundation of experiences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



Councilmember Al White

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







City of Flagstaff

June 30, 2010

Dear Mayor and Council:

How we spend the public's money is our most important business. How we spend it during the most severe recession since the Great Depression is even more critical. While there is a degree of desperation in preserving municipal services, there is also an opportunity for change. Some change is imperative as we must balance expenditures to projected revenues. Other changes represent a policy choice and this letter will help outline that choice for Council consideration. By charter, I am required to provide my professional recommendation to you as to how to meet your goals and objectives with the financial resources available. This document will provide that recommendation.

PROBLEM STATEMENT

As we budget for Fiscal Year 2011 (July, 1 2010 through June 30, 2011), we find ourselves in the midst of 26 straight months of declining sales tax revenue. The State operated almost the entirety of FY 2010 without an adopted balanced budget--instead operating in the red by over a billion dollars. Their inability to arrive at an adopted budget has meant continued uncertainty to the status of State Shared Revenue with cities. While they entertain various proposals that redirect voter approved percentage of State income tax and sales tax to cities, both revenue sources continue to contract at unprecedented rates further impacting the City's ability to maintain programs and services.

FY 2011's budget challenges, State and locally, are compounded with the budget challenges from the previous years. To give you an idea of this compounding effect, take a look at the five year General Fund revenues that were budgeted in FY 2008 versus actual and current projections (excludes grants and miscellaneous revenues):

General Fund	FY2008 Act	FY2009 Act	FY2010 Est	FY2011 Est	% Change
As Budgeted in FY2008	\$49,451,345	\$51,507,304	\$53,442,383	\$55,563,423	12%
Current Actuals and Estimates	\$47,058,511	\$45,454,464	\$41,800,614	\$40,481,610	-14%
Change	(\$2,392,834)	(\$6,052,840)	(\$11,641,769)	(\$15,081,813)	(\$35,169,256)

As you can see from the chart above, the decreases projected for FY 2011 are stacked upon decreases from previous years. This cumulative effect results in a decrease of \$35 million compared to what was expected or a 14% decline versus where we were just three years ago. Yet, if you look at: 1) the services the City provides, they have not changed noticeably; and 2) the level of service provided within these services, that has not changed noticeably either. This is because we have focused on preserving the aspects that are most visible to the public, while cutting those that are less visible. This makes logical sense, but as I will explain, it is not sustainable.

FY2011 BUDGET

The Council Adopted Budget largely follows the discussions we had at the City Council retreat and follow-up in February. Moreover, each division consulted with their associated Boards or Commission for feedback. In the end, the final budget summarizes as follows:

- Revenue increases were minimal and took the form of increases in the cost to non-residents for fire services; increase to developers for lab fees; and the previously adopted increase in Solid Waste fees (2007).
- We will see approximately 26 positions eliminated in this budget, but only six of those will come in the form of layoffs.
- Public Safety services are largely in-tact.
 - All seven Fire Stations will be operating, but Station Seven (by the Furniture Barn) will run a rescue rather than an engine depending upon daily staffing.
 - Wildland Fire Management services continue through the use of grant funds and contracted labor but reduced 3 FTE.
 - All Police programs and staffing remains in-tact.
 - Animal Control services remain in place.
- Recreation services experienced no cuts.
- Community Development has taken above average cuts in-line with the decrease in work-load.
- Reorganizations occurred in Management Services, Public Works, IT, and Courts to accommodate personnel reductions.
- CVB maintains marketing levels despite personnel cut.
- Riordan Mansion maintenance is funded with in-kind city labor funded by BBB Beautification dollars.
- J. Lively will be rebuilt and possibly expanded.
- Power costs increased yet power consumption remained flat to falling.
- Created one time savings using Smartworks program.
- Restored United Way funding by \$70,000 to \$270,000.
- Restored the EcoPass, \$7,600 for Council Travel, and \$53,000 for Heritage Square maintenance and Downtown Street Sweeping
- Restored Arts and Science grant funding

While we were able to hold compensation flat for FY 2011, health benefits were decreased through the use of plan changes. Health insurance rates were proposed to increase by approximately 11% for FY 2011. As you know, we are part of a Trust which includes the County, FUSD, CCC, and NAIPTA. Collectively, the increase in health insurance could not be absorbed by the employers. So the benefits were reduced to lessen the increase in premiums. In anticipation of a large increase in health insurance, the Budget Team had set aside \$300,000 in its initial planning to deal with any increases in benefit costs. Since the collective was not able to absorb the increase, we have used the \$300,000 to restore six positions throughout the City for FY 2011.

Unfortunately, I could not foresee a way that we could fully implement the new Property Maintenance Ordinance (PMO) program in FY 2011. We will certainly develop the ordinance; develop the court procedures to prosecute these offenders; and begin writing tickets; but we are down to two code enforcers in Community Development and one code enforcer in Sustainability and Environmental Management Services. Moreover, we have no increase in prosecutors or court staff to process these tickets and quite frankly went the opposite direction of reducing staff in these areas in FY 2010. So while we can, and will, put the PMO infrastructure in place, we must manage expectations that there will be a significant difference in service delivery because the personnel are not available.

Similarly, we continue to be exposed to the interconnectedness of criminal justice activities. This recession has hit all governmental functions hard. The County Attorney's office continues to face budget cuts and as a result they are redirecting some Class 6 felonies to Municipal Court (about 150-200 cases). This will result in increased case load for prosecutors, public defenders, and municipal court staff. Additionally, while we lost a total of 13 positions in the Police Department in FY 2010, Patrol was largely unchanged and in fact increased citations by 36% (from 11,203 to 15,271). This ripple effect was felt in the aforementioned agencies plus the county jail who are again facing decreases of their own.

Also included in this budget is a redirection of stimulus dollars that were allocated to the auto industry in the form of waiving the 1% sales tax on the purchase of new or used vehicles to the construction industry to help incentivize new construction. We had previously allocated \$100,000 to pay for the auto sales tax waiver. As of March, 2010 approximately 46 people had taken advantage of the program at a cost of approximately \$8,000. Assuming another \$2,000 gets used in the transition, we will redirect \$90,000 to the construction stimulus program outlined at the budget retreat last year. The construction stimulus program originally did not take effect because we never had an adopted balanced State budget. This stimulus is intended to get projects that have already been reviewed by Community Development (and therefore our costs are already spent) to be picked up and started. If these incentives are enough to push a project over the hump, then the whole Flagstaff economy will benefit.

The budget preserves most programs with minimal decreases in service levels; addresses some unique situations (J. Lively and Riordan Mansion); and balances the budget. It is, however, not sustainable past FY 2011 if revenues decline or even remain constant.

A STRATEGIC CHOICE

We know we must cut from FY 2010 base in order to operate with a budget that balances expenditures to revenues. But there are two distinct ways we can accomplish this. The most typical way is to reduce expenditures that have minimal short-term impacts and leave programs and services largely intact. This is the most typical because politically it is the most acceptable and has the least personnel impact. Each City program or service has a constituency (with the exception of overhead related functions). Any attempt to eliminate or reduce a program usually activates those constituents who use that service and would have their lives affected. Consequently, it is typical to make only those cuts that are absolutely necessary to keep the program or service alive until next year, when "hopefully" revenues will improve.

This is what I term, the "hold your breath and hope" approach. As you saw above, this is how I have crafted the budget thus far. We, as a municipal corporation, do this all the time. We hold a position vacant and spread out the work assuming that when times get better we will fill that position. Or we agree to defer replacing a piece of equipment recognizing we'd rather be in the business operating an old piece of equipment versus being out of the business completely. The problem is, what happens when the revenue doesn't return? How long before the maintenance costs on the equipment become more than the replacement costs? How long before a roof fails? How long can staff run at this higher pace with less pay? In short, we must look past the immediate fiscal year and say how do we build a sustainable ship for the longer haul?

In this budget year, each Division Director and Section Head was asked to cut anywhere from 6.5% to 34% over the previous year budget which saw cuts as high as 22%. When asked if the budget they had developed was sustainable over the next three to five years if they got no more revenue, the answer was consistently "yes...with the exception of:"

- ❖ Equipment – vehicles, tractors, graders, etc
- ❖ Facilities – roofs, HVAC, custodial services, etc.
- ❖ Infrastructure – streets, water lines, pumps, sewer lines, parks
- ❖ Personnel – training, compensation (if other markets increase), uniforms, etc.

In other words, we can continue to provide this level of service from a workload standpoint, so long as the tools we rely upon don't break. Moreover, in the short term, we believe the breakdown's will be unremarkable in the first year (which was FY 2010) and stressed in the second year (FY 2011), but will come due in the third year and beyond. In the end, it is my determination that **we cannot sustain the proposed level of programs and services for the long-run.**

So we have a choice to make: 1) do we budget at a level that minimizes visible impacts to programs and services and then re-evaluate next year and either cut deeper if needed or look at new revenue sources to accomplish the structural support (equipment, facilities, compensation) necessary to sustain that level of service; or 2) do we cut deeper now affecting services and increasing layoffs, but know that we are able to sustain that level of service for the long run? To answer this question, you need to know what the future looks like. Of course the degree of accuracy when looking into a crystal ball is murky at best. Very few saw the degree of decline that the State of Arizona and City of Flagstaff would experience starting in the fall of 2008, three months in advance let alone 3-5 years in advance. But we need to look out 3-5 years.

Recognizing the limitations of my Bachelors degree in economics (the Master's was in Public Administration), I will defer to others to provide predictions and use my knowledge to interpret the impacts of the forecast on this budget. Forecasts by the Federal Open Market Committee predict the national economy will grow around 2.8-3.5 percent during 2010 and between 3.5 and 4.5 percent in 2011 and 2012. Arizona economists consistently predict the State will grow slower than the national economy, but will still grow in calendar year 2010. Meanwhile, NAU economist Ron Gunderson's forecast in November 2009 was no signs of the local economy recovery in 2010. NAU economist Dennis Foster at the same conference projected a local recovery could take as long as 5 years.

This provides an interesting outlook for our municipal corporation. From a contractals and commodities standpoint (equipment, fuel, computer hardware and software, etc), a growing national economy will insert a degree of price inflation back into expenditures; however, if the local economy remains flat, it becomes difficult to even keep up with 1-2% inflation. As a result, the cost of providing the same level of services for Flagstaff is not possible and cuts must be made. From a personnel standpoint, which is our most significant resource and expense, there is a question about worker mobility. Mobility within the state of Arizona is pretty high as demonstrated by the quick departure of police officers to Valley communities when pay differentials are minimal, but add in cost of living between Flagstaff and the Valley and the differential is more significant and more attractive to leave this area. But if the State economy continues to suffer, those in-state employment options become limited. However, if the national economy is rebounding much faster, the compensation and cost of living differential may become great enough to entice workers to move out of State. When this happens, our corporation struggles significantly as we are in a perpetual state of training new hires, which in turns means lower levels of customer service and in turn poorer performance. Maintaining competitive wages (that retain and attract quality workers) is the single most important structural element to a sustainable ship. No matter how small we might get; no matter how few programs we might offer; if we don't have a quality workforce to deliver it, there will be continual dissatisfaction with the organization which will lead to constant turnover (including elected officials). These arguments would seem to lead us towards the obvious choice of #2: keep cutting and make the ship sustainable for the next 3-5 years. But what would that take?

Looking at the categories outlined above, here are some estimates to “maintain what we’ve got:”

Equipment –

- Fleet (General Fund w/o fire engines)-\$500,000/yr (FY11 Budget = \$250,000)
- Fire Engines - \$400,000/yr (FY11 Budget = \$0)
- Solid Waste Equipment - \$2 million/yr (FY11 Budget= \$1.8 million)
- Utilities (vehicles and plants) - \$1million per year (FY11 Budget = \$0)
- IT Capital - \$700,000/yr (FY11 Budget = \$470,000)

Infrastructure –

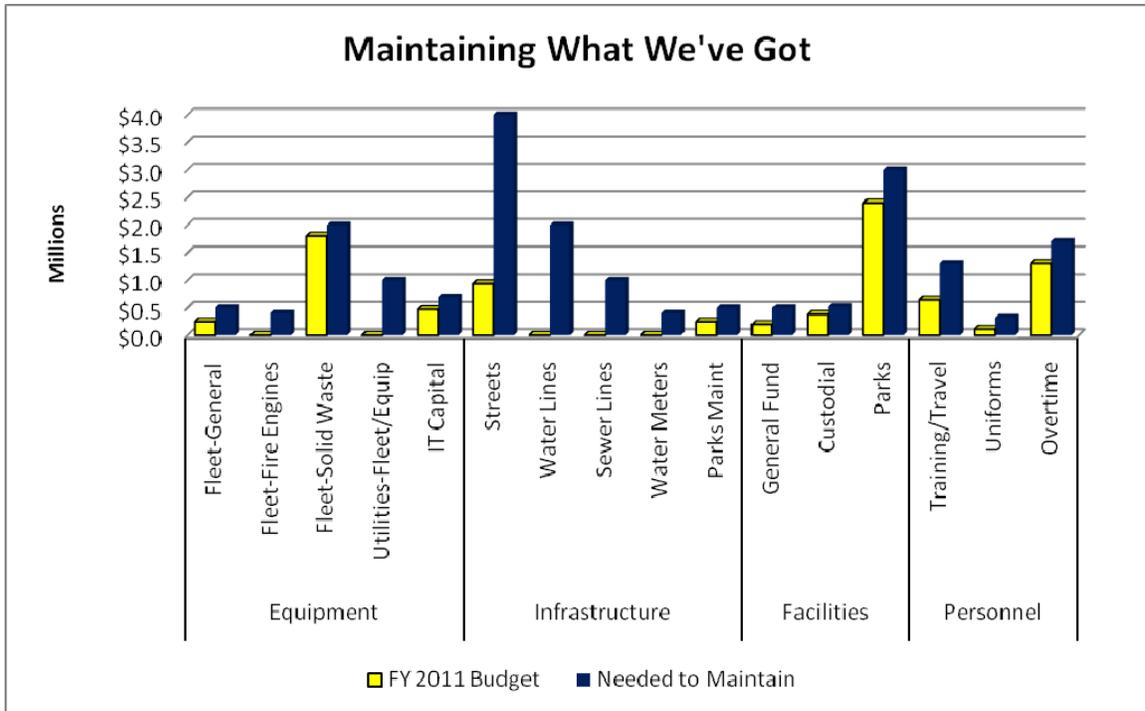
- Street preservation - \$4 million/yr (FY11 Budget = \$937,000)
- Water lines - \$2 million/yr (FY11 Budget = \$0)
- Sewer lines - \$1 million/yr (FY11 Budget = \$0)
- Water meters - \$400,000/yr (FY11 Budget = \$0)
- Future water supply for build-out - \$200M - \$600M
- Parks capital - \$500,000/yr (FY11 budget = \$250,000)

Facilities –

- General Fund - \$500,000/yr (FY11 Budget = \$200,000)
- Custodial - \$525,000/yr (FY11 Budget = \$383,000)
- Parks Maintenance - \$3 million/yr (FY11 Budget = \$2.4 million)

Personnel –

- Training and Travel - \$1.3 million/yr (FY11 Budget = \$647,619)
- Compensation (average 19% below market) - \$6.3 million/yr to catch up
- Uniforms - Police \$1,200 /person/yr - \$224,000 (FY11 Budget = \$112,000)
- Fire \$1,000/pers/yr (not including safety gear) - \$100,000 (FY11 Budget = \$0)
- Overtime (primarily Police, Fire and Snow removal) - \$1.7M/year (FY11 Budget = \$1.3M)



The total deficit of these ongoing needs (not including future water supply or compensation) is approximately \$11 million per year. For just the General Fund & BBB (Park Maintenance) it is approximately \$6.5 million. To meet these ongoing structural support expenditures would take significant and severe expenditure cuts. If we look back at the items added back to the proposed budget during the February council retreat, deleting those items would save \$1.7 million and have significant program and service impacts. To get to this larger number we would need to consider a cut equivalent to a half cent sales tax.

To expound, our 1¢ sales currently generates about \$13 million. This is equal to 27% of all the revenue in the General Fund. We know that if that went away today, we would be faced with eliminating about 3 out of every 10 jobs in the General Fund. The structural support expenses are equivalent to half these amounts. This would mean significant reductions in programs and service levels in core services such as Police, Fire, and Courts. Remember that just \$1.7 million in cuts meant closing 2 fire stations, eliminating all police liaison positions, and no funding for warrants or public defenders in the Municipal Court. This is almost 4 times as severe a cut.

Of course, the alternative is revenue enhancement. The decision between cuts and revenue enhancements (once efficiencies have been achieved) always comes back to the level of service debate. If the public demand for certain services are quite low, then the cuts may be acceptable. If the demand is high, the cuts become less acceptable and revenue enhancement becomes more viable.

Given that the City Council has created a Budget Advisory Task Force to help provide guidance for the FY 2012 budget, it makes sense to defer these questions and these choices until that committee has had an opportunity to weigh in on them and provide their advice to Council and staff. Therefore, my recommendation on how to spend city dollars in FY 2011 is to stay with lesser cuts now and address the long term sustainability of this level of service with the Budget Task Force during this upcoming fiscal year. The details of the Council Adopted Budget are captured in the pages that follow.

Sincerely,



Kevin Burke
City Manager



The City of Flagstaff Service At A Higher Elevation

Mission

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

Vision

The City of Flagstaff will be a sustainable, safe and vibrant community retaining the character, high quality of life and charm of a small town.

Flagstaff will offer economic opportunities, educational choices, attainable housing, a protected environment and cultural and career opportunities to a diverse population

Values

Our Values

As employees we hold ourselves accountable to these values:

Accountability

We value accountability.

Responsiveness

We value addressing our customers' concerns.

Quality

We provide high-quality customer service

Professionalism

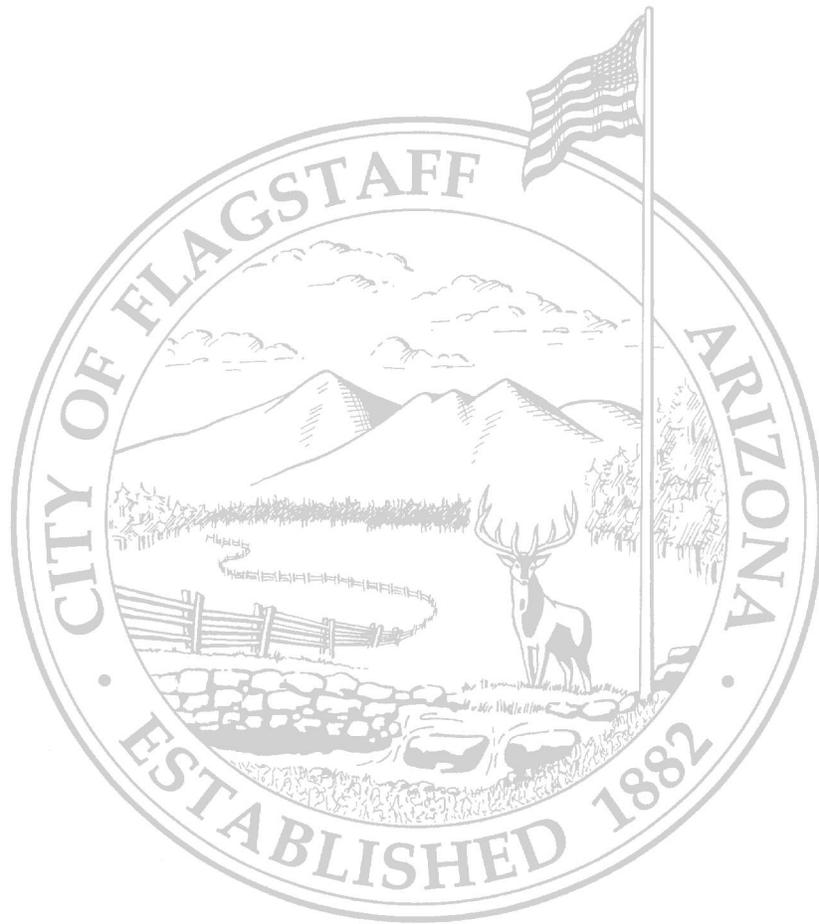
We are honest, responsible, accountable, highly-trained, and cost conscious.

Teamwork

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

Problem Solving

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



BUDGET OVERVIEW

The City of Flagstaff FY 2011 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating

requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations, Revenues, and Capital Improvements Plan (CIP)* for FY 2011; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

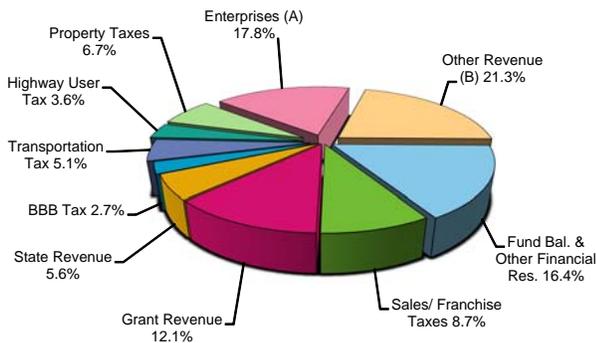
Sales/Franchise Taxes	\$ 15,785,500	8.7%
Grant Revenue	22,112,969	12.1%
State Revenue	10,200,000	5.6%
BBB Tax	4,920,203	2.7%
Transportation Tax	9,235,030	5.1%
Highway User Tax	6,562,309	3.6%
Property Taxes	12,233,554	6.7%
Enterprises (A)	32,553,972	17.8%
Other Revenue (B)	38,992,613	21.3%
Fund Bal. & Other Financial Res.	30,056,378	16.4%
	<u>\$ 182,652,528</u>	<u>100.0%</u>

(A) Enterprises:

Water	\$ 10,403,400
Wastewater	7,151,500
Airport	1,642,679
Environmental Services	10,809,131
Stormwater Utility	1,406,262
Flagstaff Housing Authority	1,141,000
	<u>\$ 32,553,972</u>

(B) Other Revenue:

Licenses and Permits	\$ 1,014,650
Vehicle License Tax	2,248,000
Charges for Services	3,502,569
Fines and Forfeits	1,261,400
Library District Tax	6,351,957
Interest on Investments	678,371
LTA/Misc Revenue	23,935,666
	<u>\$ 38,992,613</u>



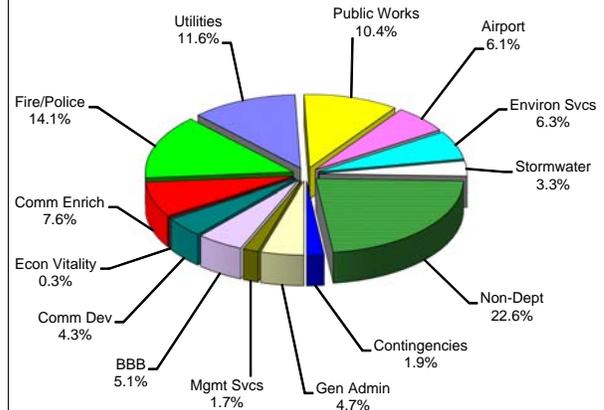
"WHERE THE MONEY COMES FROM"
\$182,652,528

TOTAL APPROPRIATIONS

General Administration	\$ 8,496,243	4.7%
Management Services	3,070,118	1.7%
BBB (A)	9,282,743	5.1%
Community Development	7,796,639	4.3%
Economic Vitality	606,095	0.3%
Community Enrichment	13,909,275	7.6%
Fire/Police	25,671,065	14.1%
Utilities	21,122,801	11.6%
Public Works	18,954,873	10.4%
Airport	11,170,235	6.1%
Environmental Services	11,463,797	6.3%
Stormwater	6,038,195	3.3%
Non Departmental	41,265,449	22.6%
Reserves/Contingencies	3,805,000	1.9%
	<u>\$ 182,652,528</u>	<u>100.0%</u>

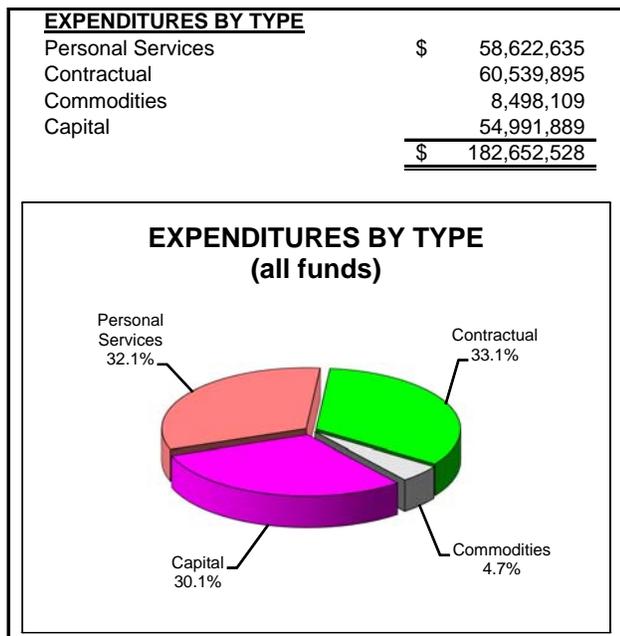
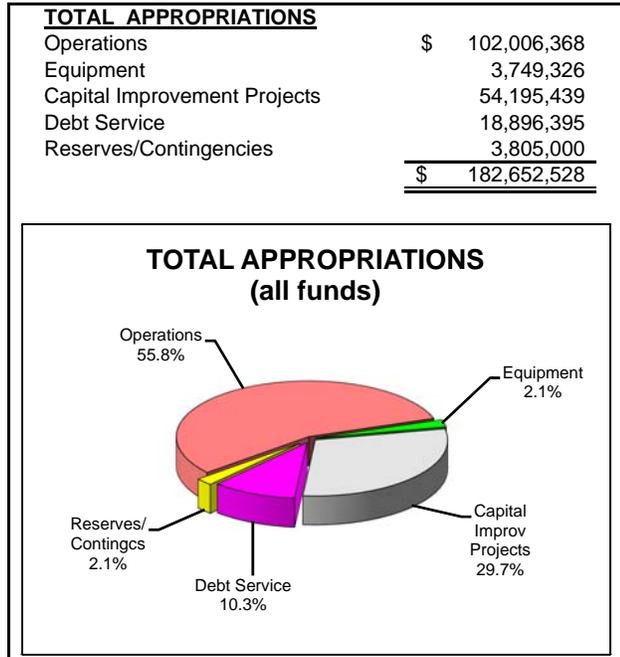
(A) BBB Tax Funds:

Beautification	\$ 6,087,009
Tourism	1,552,628
Economic Development	969,634
Arts and Science	673,472
	<u>\$ 9,282,743</u>



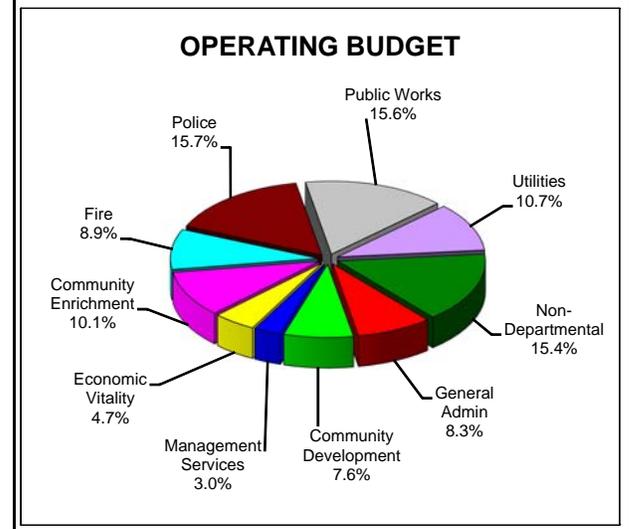
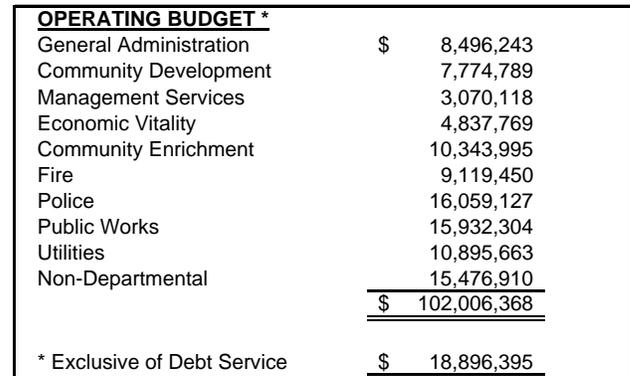
"WHERE THE MONEY GOES TO"
\$182,652,528

The following graphs depict the major classifications of appropriation for the total 2010-2011 budget and expenditures by major types.



OPERATING EXPENDITURES BY DIVISION

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



General Administration activities comprise 8.3% of the budget (\$8.5 million). The sections within this Division provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This division consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management and Information Technology.

Community Development (CD) comprises 7.6% of the operating budget (\$7.8 million). The services in this Division include Planning & Development Services, Engineering, Capital Improvements, Housing, MPO (Metropolitan Planning Organization), Community Redevelopment Services, FUTS

(Flagstaff Urban Trail System) and CD Administration. The services provided by these divisions meet the current needs of the community and plan for the future.

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

Fire Department services comprise 8.9% of the operating budget (\$9.1 million). The Division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

Police Department activities comprise 15.7% of the operating budget (\$16.1 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works activities are provided by seven sections that account for 15.6% of the operating budget (\$15.9 million), excluding the debt service requirements for streets (\$2.3 million), Fourth Street (\$2.3 million), and USGS facility (\$1.9 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, fleet services, and transportation services.

Economic Vitality activities comprise 4.7% of the operating budget (\$4.8 million) excluding debt service requirements for Airport (\$0.3 million) and Business Incubator (\$0.3 million). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Community Enrichment activities comprise 10.1% of the operating budget (\$10.3 million) excluding debt service requirements for Recreation (\$35 thousand). The division provides the following services: recreation services and operations of the City/County public library system.

Utilities comprises 10.7% of the operating budget (\$10.9 million), excluding \$6.4 million debt service requirements. There is one administrative section responsible for management of water, wastewater, and stormwater activities. Three sections within water operations and four sections within

wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. The Stormwater Utility is also included here.

Non-Departmental operations comprise 15.4% of the budget (\$15.5 million) exclusive of \$5.4 million debt service. Some sections are contractual in nature and include Contributions to Other Agencies. The Council and Commission and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

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

FORMAT

The Division Detail presents each operating activity at the Section level with each Section's *Mission, Program Description, FY 2010 Accomplishments, FY 2011 New Initiatives and Goals, Performance Measures, and Financial Summary*. The performance measures look at the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2009*, the *Estimated Actual for FY 2010*, and the *Adopted Budget for FY 2010 and FY 2011*. Expenditures are shown by category as well as 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:

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

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

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

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

The following table represents the structure for the City.



Illustration of Relationship between Funds, Divisions, and Sections

Annual Financial Plan

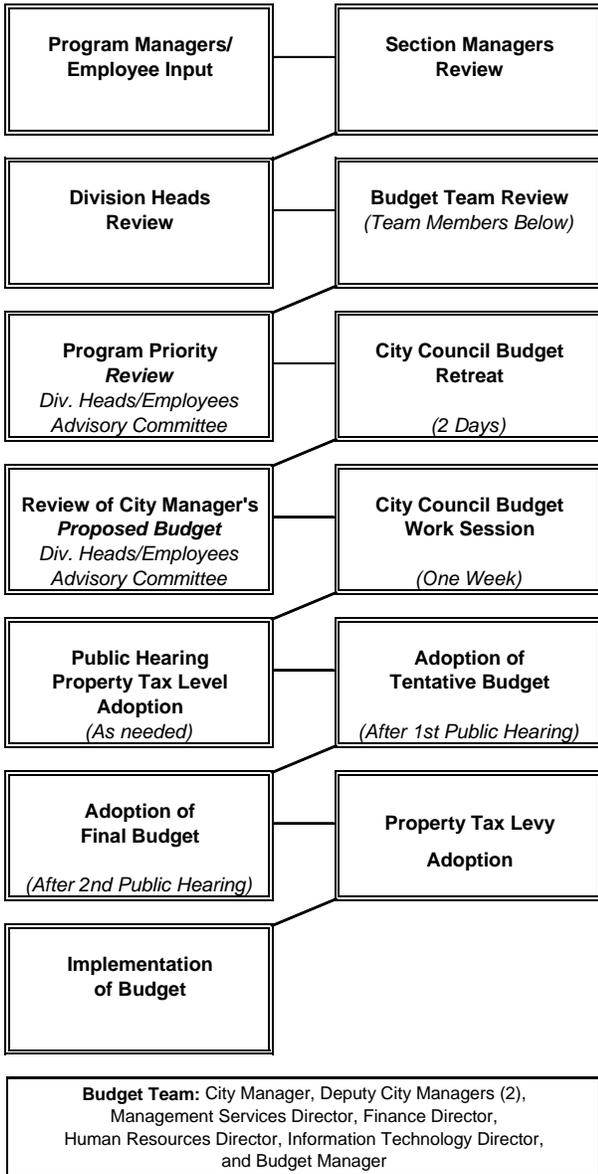
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City of Flagstaff

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

BUDGET 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.
- *Policies and Procedures* provide an overview of both fiscal and budgetary practice.
- The Issues and Update section includes discussions on personnel costs, cost allocation, Fleet Management, IT Plan, and issue papers discussed during the budget study sessions.

- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the Division level for operational control purposes.
- The *Division Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2011.
- The *Capital Improvement Plan* (CIP) for FY 2011 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- The *Community Profile* section outlines key factors that contribute to the uniqueness of our community.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.

BUDGET CALENDAR	
December	Budget Module available to all Divisions
January 5 & 6	Program Priority Review with Budget Team and Division Managers
January 8	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
February 4 & 5	Council Retreat
February 22 - March 5	Review with Department Heads and City Manager
April 21 - 23	Council Study Sessions Proposed Budget available to public
May 25	Tentative budget hearing and Tentative budget adoption
June 8	Final budget hearing and Final budget adoption Truth in taxation hearing
June 11	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 27	Adopt Property Tax Levy

Review and Approval: Issues presented during the review and approval period include discussion topics of the Council Spring retreat. The Spring retreat was held in February, to give city staff the opportunity to present major discussion points to

Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Work Sessions in April. The Council reviews and discusses all personnel recommendations, capital equipment recommendations, and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption occurred on June 8, 2010. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

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

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

The Adopted Budget reflects the total funds appropriated (\$182,652,528). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$125,293,759), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Section. At year-end, Division budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Council can also amend total appropriations for a fund during the year by Resolution as long as there

is a corresponding increase/decrease in another fund so that the total appropriation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

The City of Flagstaff has had negative economic indicators since approximately December 2007. All local and state shared sales tax, construction revenues, state shared income tax, and highway user (gas tax) revenues have continued to decrease. Housing sales have decreased and the median home price has decreased moderately. Our community partners in both the public, private, and governmental sectors have experienced closure, staffing layoffs or furloughs, and declining revenues. A number of new projects anticipated to build the retail sector have been delayed or canceled due to the lack of available capital. The economic analysts for our local and state region give mixed messages on when the recovery may start.

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

Local sales tax declines have been realized every month since December 2007 in comparison to the same month in the prior year except for April 2008. Based on business activity reported through January 2010, tax revenue from business activity for FY 2010 has decreased 10.3% as compared to a year ago. Almost all local sales tax sectors have experienced reduction in business activity. The three sectors with the greatest impact on tax revenue are construction with a 31.9% decrease, hospitality with a 4.8% decrease and retail sales with a 8.1% decrease. Construction, hospitality and retail sales represent 14%, 20% and 59% respectively of sales tax receipts. Overall local sales tax estimates are approximately \$1 million dollars less for FY2011 than what had been projected a year ago.

The second tax is a 0.721% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The four components of this tax include Safety Improvements, Street Improvements, 4th Street Overpass, and Transit. The transportation tax components expire in 2020. As these funding shifts

from construction to maintenance, the City will pursue a permanent component to this tax. As similar sales are taxed with this source, revenue declines follow the same trends as the general sales tax.

The third tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for motel rooms/campgrounds, restaurants, and bars. This tax is restricted in use to certain economic, arts, beautification, recreation, or tourism activities. Tourism is a major industry for our sector and overall sales have been consistently decreasing on a monthly basis since approximately July 2008 when the gas prices were peaking. Overall revenue is expected to decrease 5.6% over FY 2009 actual revenue. This tax must go before the voters every fifteen years to be validated. Voters approved and extension of the tax in May 2010. This tax next expires in 2028.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and student enrollment. Flagstaff's greatest challenge is that while population is growing, it is growing at a slower rate than some of the other communities in the state. This has translated into a decreased proportionate share in the past. Currently the City is holding a steady population percentage in relationship to the rest of the state at approximately 1.25%.

The State has experienced similar or greater revenue declines as the City. Construction, tourism, and auto sales are the three hardest hit industries. In addition to sales tax declines, the distributions of personal income tax are not meeting stated projections. Our estimate for FY 2010 is 14% below the prior year actual and FY 2011 is projected to be 25% below the FY 2010 amount. Estimates are provided by the Joint Legislative Budget Committee.

Highway user revenue (gas tax) funds are projected to end FY2010 slightly below budget and are expected to be flat for FY2011. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based on part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular drive destination for Las Vegas, Los Angeles, and Phoenix; however that trend is not yet evident in our monthly receipts.

Property tax revenues continue to see slight increases even though property tax valuation has decreased. This occurs as there is an approximate 18 – 24 month lag in home valuation and property tax assessment payment, and primary property taxes are based on limited assessed valuation. Property tax valuations have decreased for FY2011 as projected by the city. As the State of Arizona caps the primary property tax increases on an annual basis, homeowners will actually realize a 1% rate decrease from \$0.6547 to \$0.6479 per \$100 of assessed value.

Another area of concern that will impact FY2011 is the results of the 2010 federal census count. In the 2000 census, the U.S. Federal Census determined that the City had only grown by approximately 200 people from the 1995 special census. Even though the City of Flagstaff could demonstrate the federal census was incorrect, the Census Bureau declined to make any adjustment. As noted earlier, as State funds are distributed by a community's relative share of total state population, this cost the City in excess of \$2 million dollars in reduced funding that took a number of years to recoup.

Preliminary estimates of revenues and expenditures in the Fall of 2009 had predictions of a \$3.5 million deficit in the General Fund. This represented a 6.5% cut to all divisions in the General Fund. Original direction was for all divisions to prepare their program budget based on the 6.5% cut. This exercise resulted in 57 positions in the General Fund to be eliminated (on top of the 82 positions in current year) plus further reductions in contractual and commodities. Revenue estimates were reviewed once again in January which resulted in a revised deficit of \$6 million. The major changes were in city sales tax, state shared sales tax, user fees, and interest income. The Budget Team looked at other methods of balancing the difference from the first cuts. Some of the items included eliminating wage increases and merits, eliminating inflation increases for contractual and commodities, and a drastic reduction in annual funding for capital outlays such as fleet and facilities. The Budget Team also looks at potential further reductions in some divisions such as Community Development and sections such as Recreation.

This information was brought to the Council during the February retreat. Council gave the City Manager input of what they felt may be acceptable and helped identify add backs and cuts. A net of 15.5 positions were added back during this process.

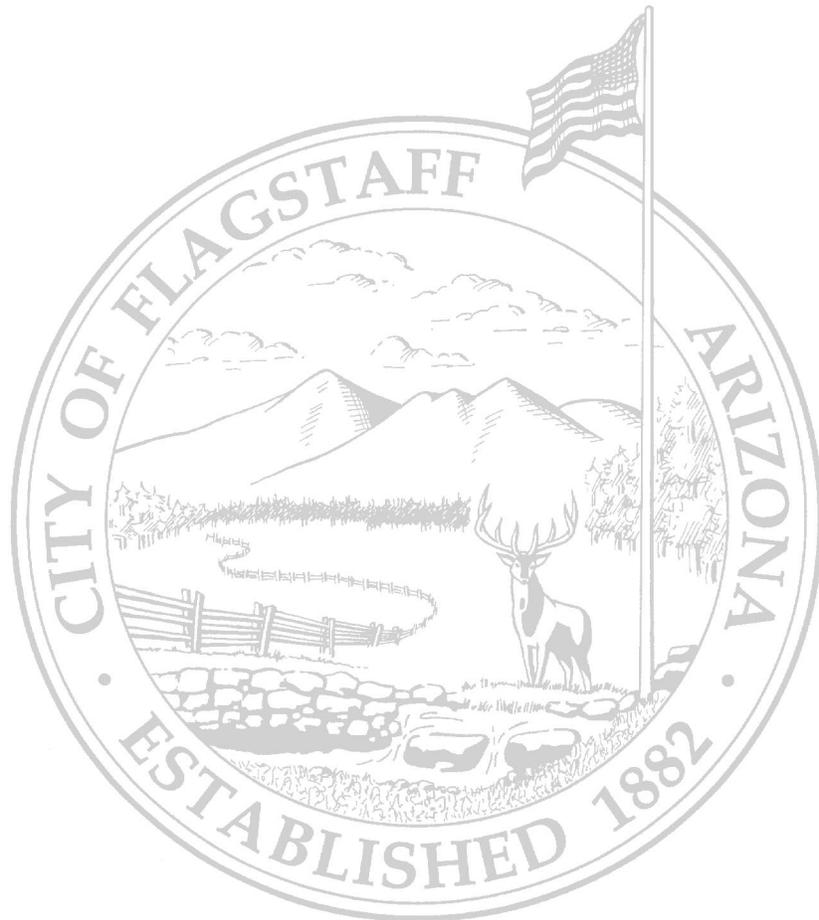
During Department Reviews the Budget Team reviewed proposals and firmed up the revenue

During Department Reviews the Budget Team reviewed proposals and firmed up the revenue estimates and looked at all funding options that may be available. After completion of the reviews, there was a net 10 positions that were funded for FY 2011 either on a one time or ongoing basis. This proposal was brought to the City Council during the April Budget Work Sessions by the City Manager. Council had then made a decision to use additional one-time funding to add back 6 full time positions for a one year basis.

All other funds were expected to balance their 5-year projected expenditures with any revenue changes.

The City was very active in pursuing Federal stimulus dollars on a number of levels. To date, the City has been awarded; \$587,100 in Energy Efficiency Block Grant funds; \$311,417 to fund Police overtime; and \$165,677 in CDBG dollars; \$1,691,302 for 8 police officers our Metro program support; \$542,500 for well development; \$126,900 for brownfield cleanup; and \$613,298 for our urban trail system. The City will continue to actively pursue this federal source of funding.

The City is confident that it will successfully emerge from this recession and will continue to positively grow the City within available resources to assure long-term viability.



EXPENDITURES

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

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

Fund Balance – The carry forward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa3. The projected fund balance at the end of FY 2011 is estimated at \$5,656,587 in the General Fund. A general fund balance equal to 15% of general fund revenues has been City practice, but due to the current economic conditions, the City has reduced the policy fund balance to 12% of ongoing revenue effective during FY 2010 budget process. The General Fund balance is currently projected to be 33% (mostly related to carryover of capital projects) at the end of FY 2011 and 14% at the end of FY 2012.

The FY 2011 budget anticipates using excess fund balances to fund some ongoing operations for the second of a two year period as the economy recovers. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

The General Fund was challenged with a 11% projected shortfall due to state and local revenue declines. The City has reduced programs resulting in staff layoffs across the organization, as well as forgoing staff raises for the year, reducing benefits and decreasing contractual and commodity expense across the board. All funds experienced reductions to some degree and balanced within available resources.

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

The Council developed five priorities that encompass the areas of Affordable Housing, Public Safety, Family, Youth and Community, Facilities and Basic Services, and Community Sustainability. City leadership also added fiscal health as a primary goal.

Budget review includes:

- *Estimated Actual Expenditures FY 2010.* Sections were asked to estimate expected expenditures by line item for FY 2010. Overage and underage amounts (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2011.
- *Staffing Requests/Increases in Level of Service.* Divisions are required to provide narratives for increases in service levels and addition of staff. Generally, new staff additions are encouraged to have an independent funding source, or are needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Information Technology staff reviewed hardware and software needs. Funding was decreased and future needs have been reprioritized.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that section.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

GENERAL FUND

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

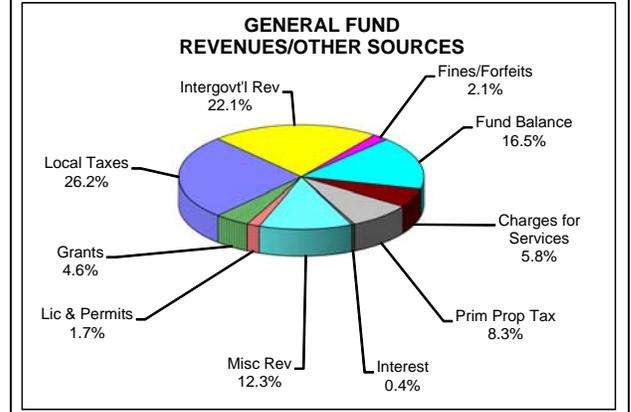
Total resources available for General Fund expenditures for FY 2011 are \$60.2 million including the estimated beginning fund balance of \$14.0 million. A substantial portion of General Fund resources comes from two revenue categories: 1) local sales and franchise taxes and 2) intergovernmental revenues (specific detail including comparative data is shown in Schedule 3 of Financial Summaries Section). A more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates have decreased by 3.9%. The City is anticipating reduction in all major revenue categories due to the local, state, and national economic downturn. Categorically, the areas most affected are construction, auto sales, and tourism.

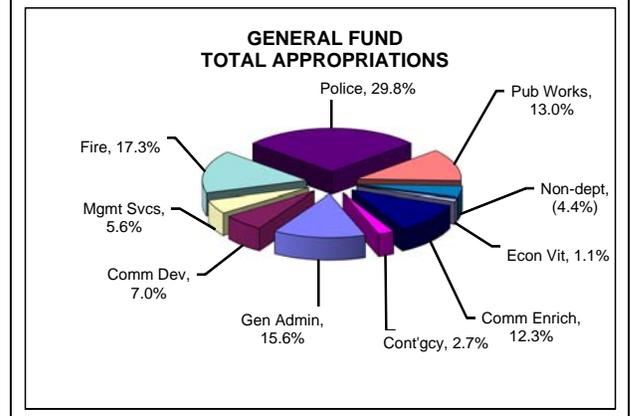
General Fund total appropriations compared to year-end estimates have increased by 12.2%. Overall operating expenditures decreased by 2.4% and capital expenditures increased by 30.3%. The increase in capital expense is due to the reconstruction of the Jay Lively Ice Rink that collapsed during the winter storms and is financed through insurance proceeds.

The financial position of the General Fund remains balanced.

REVENUES/OTHER SOURCES	EST ACTUAL FY2010	BUDGET FY 2011
Licenses and permits	\$ 1,059,905	\$ 1,014,650
Grants	2,414,731	2,769,586
Local taxes	15,640,000	15,785,500
Intergovernmental	15,420,000	13,298,000
Fines and forfeits	1,241,647	1,261,400
Fund Balance, net of Transfers	15,221,301	9,936,641
Fund Balance for Carryovers	1,365,000	836,587
Charges for services	3,339,062	3,471,980
Primary Property Tax	4,900,000	5,005,000
Interest	200,000	250,000
Miscellaneous	1,853,030	6,602,898
	<u>\$ 62,654,676</u>	<u>\$ 60,232,242</u>



APPROPRIATIONS	EST ACTUAL FY2010	BUDGET FY 2011
General Administration	\$ 7,212,234	\$ 8,496,243
Community Development	4,286,515	3,802,064
Management Services	3,013,284	3,070,118
Fire	10,163,897	9,419,450
Police	16,660,908	16,251,615
Public Works	4,978,419	7,092,127
Non-departmental	(2,356,205)	(2,392,216)
Economic Vitality	417,698	606,095
Community Enrichment	3,683,846	6,730,159
Contingencies	575,000	1,500,000
	<u>\$ 48,635,596</u>	<u>\$ 54,575,655</u>



SPECIAL REVENUE FUNDS

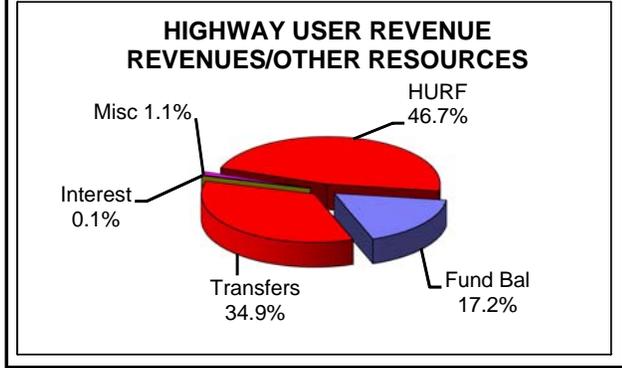
HIGHWAY USER REVENUE FUND

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

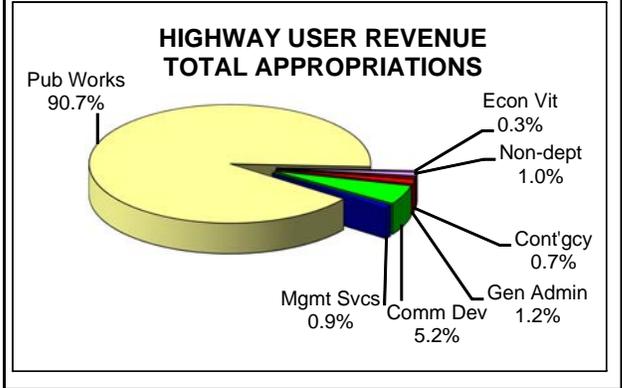
HURF appropriations have been significantly affected due to decreased revenue receipts over the past two years. Revenue has decreased by 18.8% comparing the FY2009 budget to the FY2011 budget.

Appropriations total \$13.4 million in FY 2011 and major projects budgeted include the annual pavement maintenance program, Sunnyside Phase V and West Arrowhead Improvements. However, a number of projects have been delayed or eliminated to balance this fund.

REVENUES/OTHER RESOURCES	
HURF	\$ 6,562,309
Fund Balance	2,420,718
Transfers (net)	4,905,166
Interest	4,000
Miscellaneous	146,038
	<u>\$ 14,038,231</u>



APPROPRIATIONS	
General Administration	\$ 162,907
Community Development	689,931
Management Services	123,758
Public Works	12,125,410
Economic Vitality	36,623
Non-departmental	131,405
Contingency	100,000
	<u>\$ 13,370,034</u>



TRANSPORTATION FUND

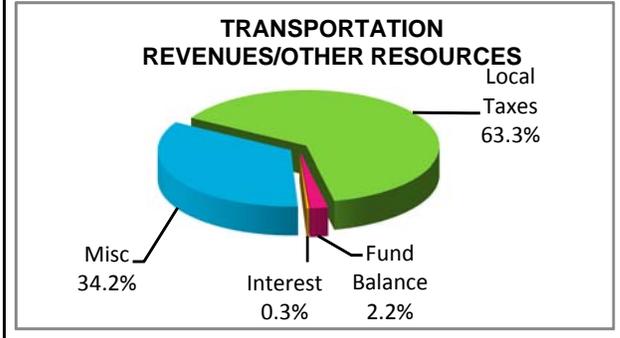
The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. The Sales Tax revenue collected for transportation is recorded in this fund. The expenditures related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

Projects	Budget FY 2011 Revenues
4th Street Overpass	\$ 2,049,382
Safe-to-School, Pedestrian and Bike	1,024,691
Traffic Flow and Safety Improvements	2,382,407
Transit Service Enhancements	3,778,550
Totals	\$ 9,235,030

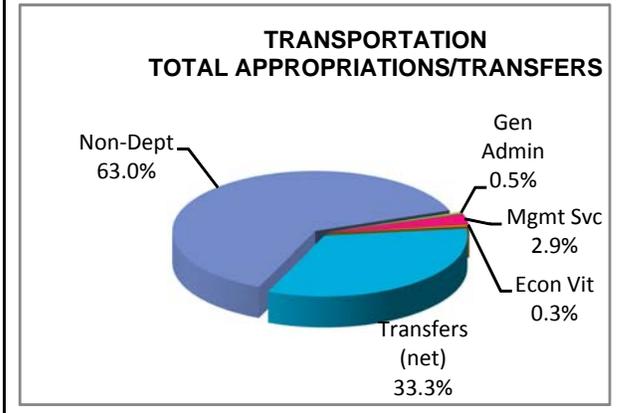
Appropriations total \$7.5 million in FY 2011. Appropriations are comprised of \$4.7 million for transit operations, and \$2.3 million for debt service. Transfers include \$3.2 million to the HURF Fund for Safety and Street Improvements and \$515,000 to fund FUTS projects in Beautification. The tax rate for transportation is 0.721%.

This fund has also experienced significant declines due to the reduction in sales tax receipts. Projects have been delayed or eliminated to balance the budget.

REVENUES/OTHER RESOURCES	
Local Taxes	\$ 9,235,030
Fund Balance	320,620
Interest	44,000
Miscellaneous	5,000,000
	<u>\$ 14,599,650</u>



APPROPRIATIONS	
General Administration	\$ 58,784
Management Services	323,165
Economic Vitality	38,240
Transfers (net)	3,734,405
Non-Departmental	7,047,444
	<u>\$ 11,202,038</u>

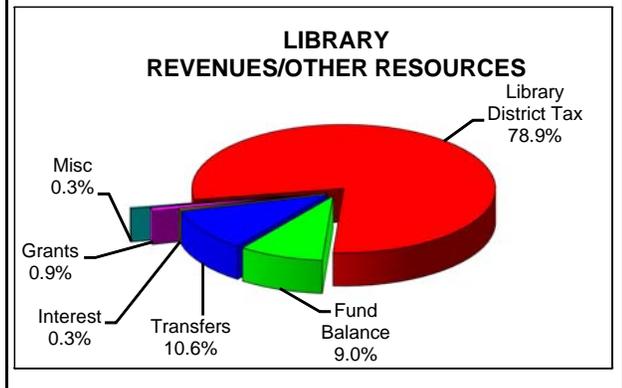


LIBRARY FUND

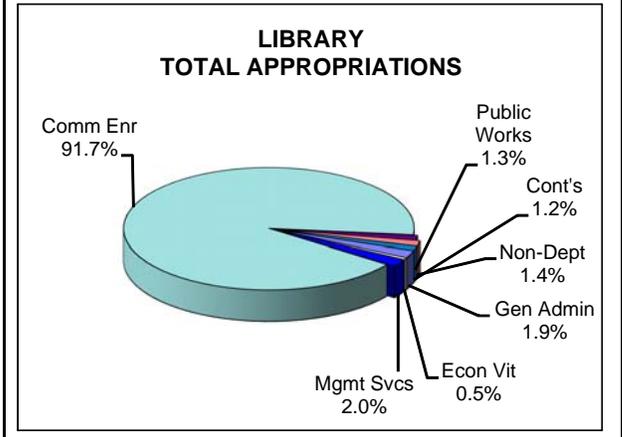
The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. \$6.4 million of the funding for library operations comes from the library district tax.

During 1997, the County, in concert with the affected entities throughout, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities and the distribution of any additional monies as directed by the Library Council with affirmation by the County Board of Supervisors. For 2011, additional money available is treated as a one-time funding increase.

REVENUES/OTHER RESOURCES	
Library District Tax	\$ 6,351,957
Fund Balance	727,912
Transfers (net)	850,560
Interest	26,980
Grants	74,214
Miscellaneous	20,474
	<u>\$ 8,052,097</u>



APPROPRIATIONS	
General Admin	\$ 147,710
Economic Vitality	37,938
Management Services	156,025
Community Enrichment	7,179,116
Public Works	98,152
Non-Departmental	111,066
Contingencies	100,000
	<u>\$ 7,830,007</u>



BBB FUNDS

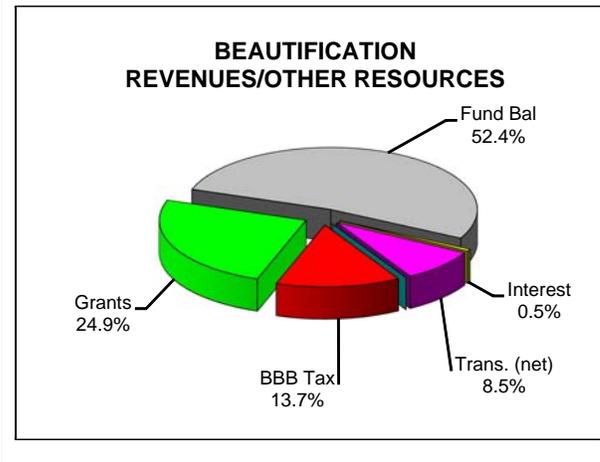
A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 and again in the 2010 general election. The BBB tax approved by voters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

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

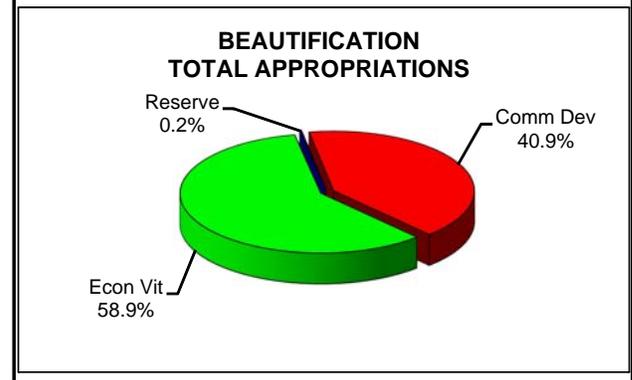
Revenue for FY 2011 is projected with no growth over 2010 year end estimates, however, FY2010 receipts are 5.8% under budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the reduced sales tax receipts and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to \$7.2 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.)

REVENUES/OTHER RESOURCES	
BBB Tax	\$ 984,041
Grants	1,784,194
Fund Balance	3,743,901
Interest	39,060
Transfers (net)	607,147
	<u>\$ 7,158,343</u>



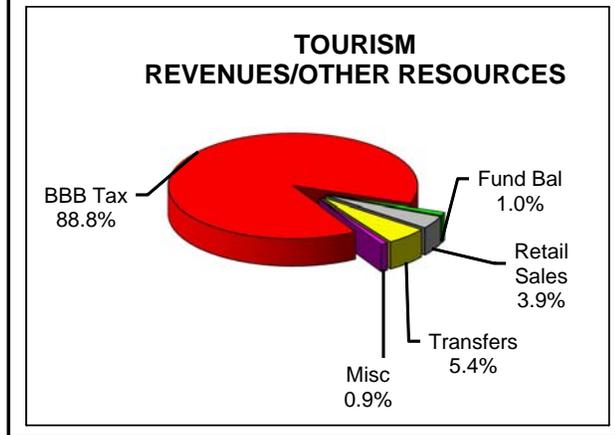
APPROPRIATIONS	
Community Development	\$ 2,493,239
Economic Vitality	3,593,770
Reserve	10,000
	<u>\$ 6,097,009</u>



Tourism Fund: Total resources available in FY 2011 are \$1.7 million. The total appropriations are \$1.6 million, which include \$1.2 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations, Film Office, and Economic Stimulus Advertising. The Visitors Center programs account for \$325,000. In addition, there is a \$50,000 reserve for contingencies.

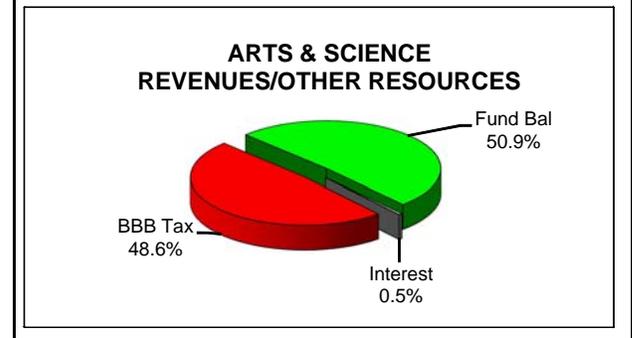
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools. The Visitor Center programs include the Train Station Operations and General Administration.

REVENUES/OTHER RESOURCES	
BBB Tax	\$ 1,476,061
Fund Balance	16,557
Retail Sales	65,047
Transfers (Net)	90,563
Miscellaneous	14,712
	<u>\$ 1,662,940</u>
APPROPRIATIONS	
Economic Vitality	\$ 1,552,628
Contingency	50,000
	<u>\$ 1,602,628</u>



Arts & Science Fund: Total resources available for Arts & Science activities are \$759,992 including estimated revenues from the BBB tax of \$369,015. Expenditures include: Public Art for \$269,622, FCP Administration, and Grants to Other Agencies of \$402,825. In addition, there is a \$10,000 reserve for contingencies.

REVENUES/OTHER RESOURCES	
BBB Tax	\$ 369,015
Fund Bal, net of Transfers	387,106
Interest	3,871
	<u>\$ 759,992</u>
APPROPRIATIONS	
General Administration	\$ 673,472
Contingency	10,000
	<u>\$ 683,472</u>

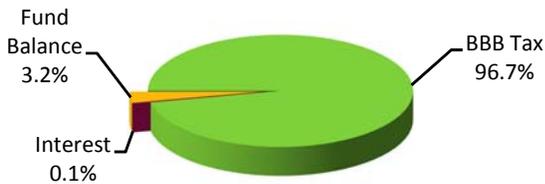


Recreation Fund: There are no appropriations in FY 2011 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Due to the recent recession, City Council has reexamined the use of these funds and has now redirected \$200,000 for FY 2011 to fund recreational programming via a transfer to the General Fund. Use of these revenues will be discussed again next year.

REVENUES/OTHER RESOURCES	
BBB Tax	\$ 1,623,667
Interest	\$ 300
Fund Balance	54,573
	<u>\$ 1,678,540</u>

APPROPRIATIONS/TRANSFERS	
Transfers (net)	\$ 1,459,636
	<u>\$ 1,459,636</u>

RECREATION REVENUES/OTHER RESOURCES

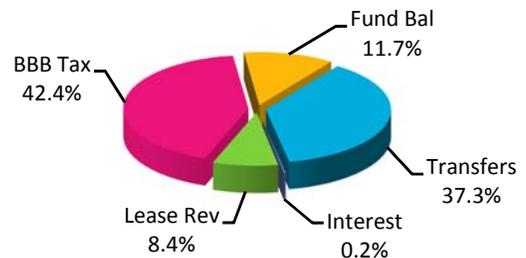


Economic Development Fund: This fund continues to focus on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop 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 such as clean energy, sustainability or BioScience. Total resources allocated to this effort are \$1.1 million with all monies from BBB dedicated tax for economic development including a general fund contribution of \$411,698 to support the business incubator operations and debt service.

REVENUES/OTHER RESOURCES	
Lease Revenues	\$ 92,718
BBB Tax	467,419
Fund Balance	129,222
Transfers (net)	411,698
Interest	1,292
	<u>\$ 1,102,349</u>

APPROPRIATIONS	
Economic Vitality	\$ 969,634
Contingency	25,000
	<u>\$ 994,634</u>

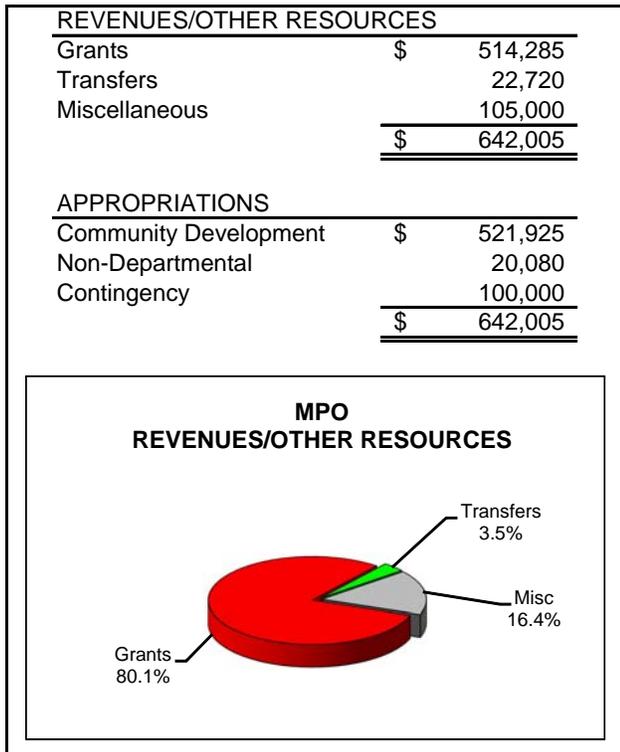
ECONOMIC DEVELOPMENT REVENUES/OTHER RESOURCES



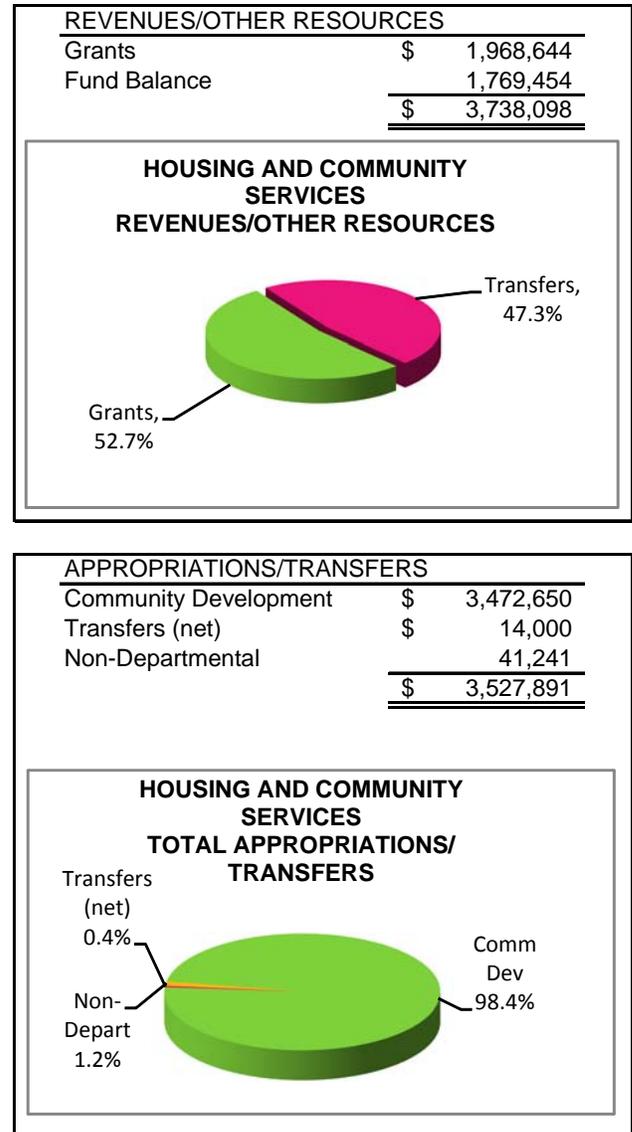
OTHER FUNDS

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

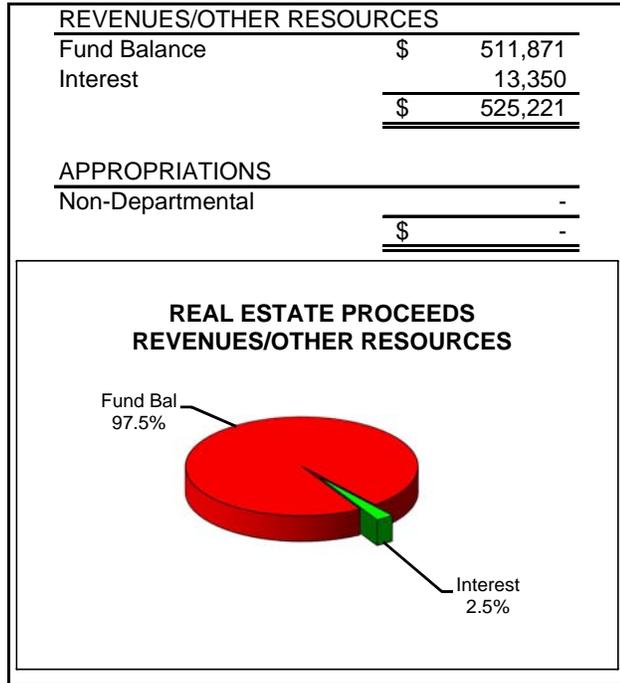
The MPO has appropriated \$642,005 for this program for FY 2011. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through Coconino County.



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$1.3 million appropriated to this activity for FY 2011. Expenditures in this fund include \$630,000 in state grants activities.



Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. There are no appropriations for FY2011.

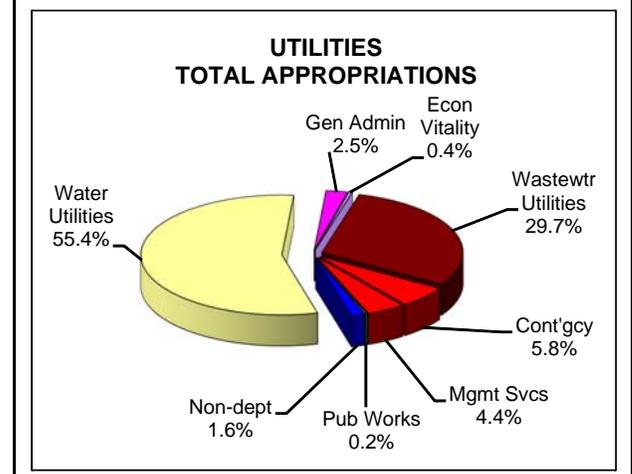
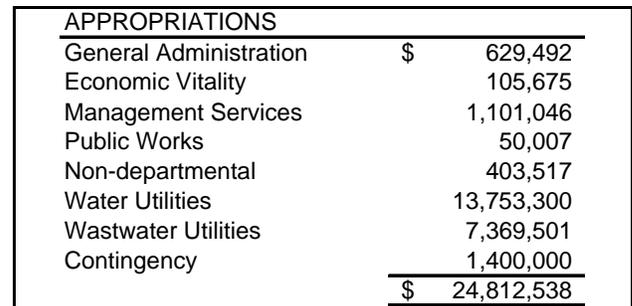
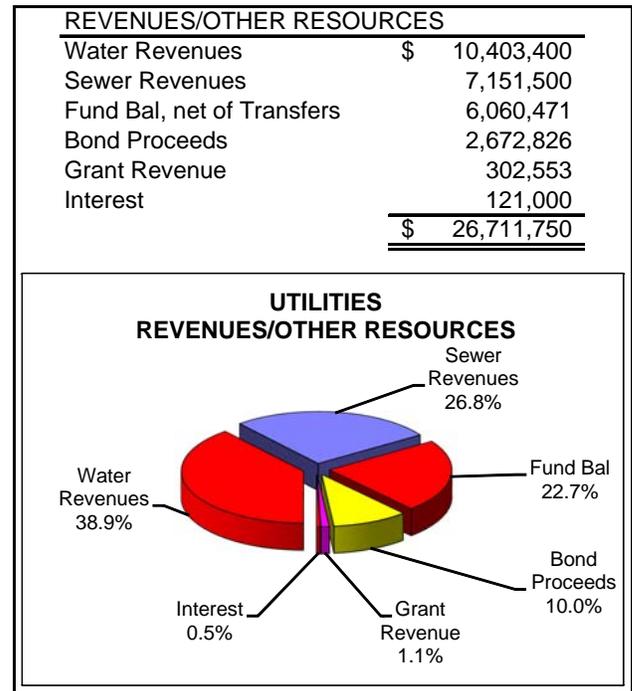


ENTERPRISE FUNDS

UTILITIES FUND

The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are \$24.8 million. Resources include \$10.4 million in water revenues and \$7.2 million in sewer revenues.

The City is currently reviewing the water and wastewater rate structure. The last rate increase occurred January 1, 2009. The next proposed rate increase is planned for January 1, 2011, pending council approval.



Water Operations: Total appropriations relating to direct costs for the water operations are \$13.8 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total \$10.4 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are \$7.4 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total \$7.2 million in wastewater service charges.

ENVIRONMENTAL SERVICES FUND

Total financial resources are \$15.8 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, and commercial recycling) with different rates for each category based on cost of service.

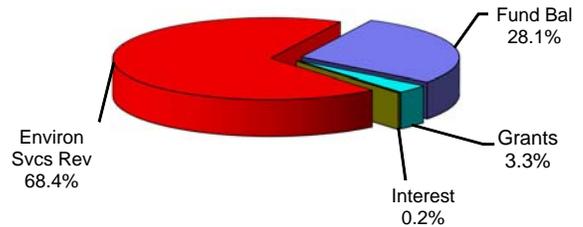
User fees are the major revenue source of sustainability and environmental management operations. The user fee is the environmental fee that is based on the cost of service. Currently, this revenue does not recover the cost of service. This shortage is funded by the solid waste division.

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 insure sufficient funds will be available to meet these requirements.

REVENUES/OTHER RESOURCES

Environmental Svcs Revenue	\$ 10,809,131
Fund Bal, net of Transfers	4,440,591
Grants	517,958
Interest	36,000
	<u>\$ 15,803,680</u>

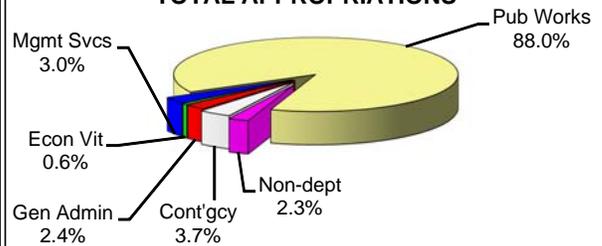
ENVIRONMENTAL SERVICES REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$ 327,877
Economic Vitality	75,585
Management Services	396,188
Public Works	11,802,655
Non-departmental	303,624
Contingency	500,000
	<u>\$ 13,405,929</u>

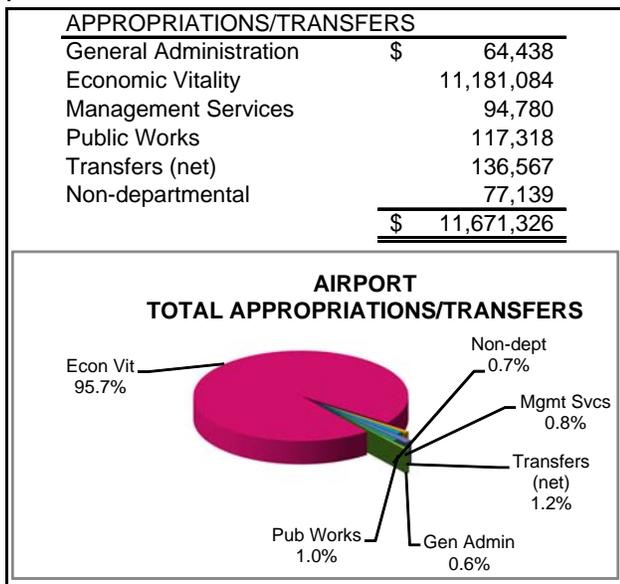
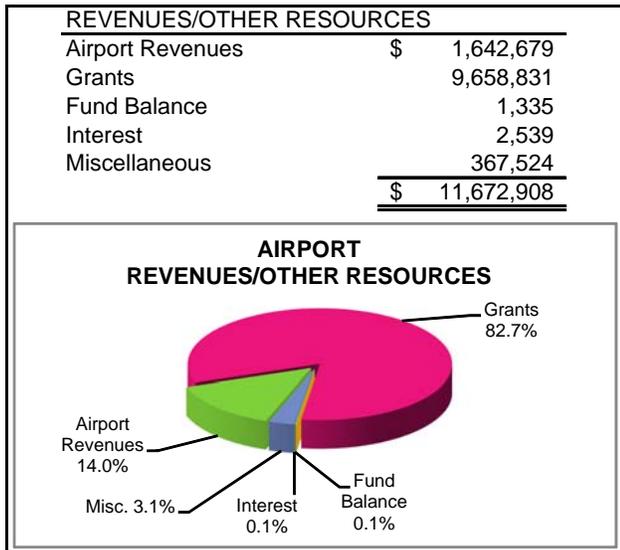
ENVIRONMENTAL SERVICES TOTAL APPROPRIATIONS



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 and Los Angeles. Total appropriations are \$11.5 million: \$1.5 million for operations, \$0.3 million for debt and \$9.7 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

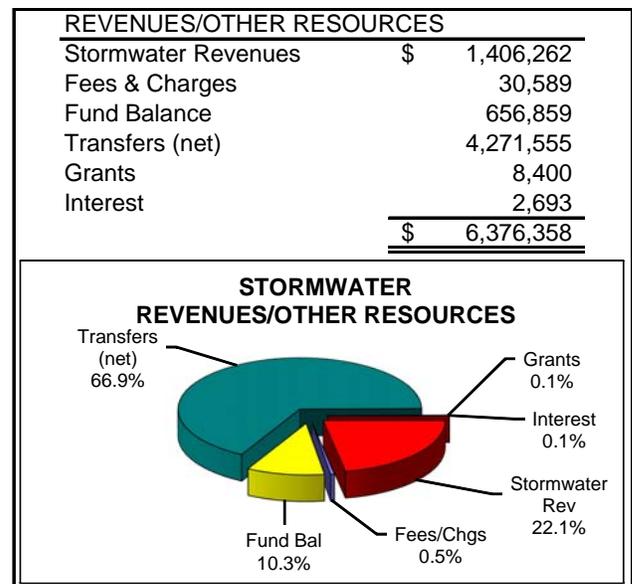
This year, of the \$9.7 million in capital improvements, 99% are being funded by the FAA and ADOT.



STORMWATER FUND

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

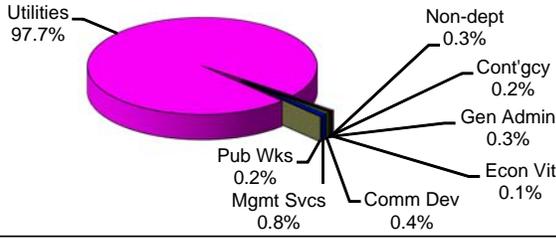
Total revenues/other resources of \$6.4 million include a transfer of \$4.6 million from the general fund for the Rio de Flag project. Total appropriations of \$6.2 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag including related parking.



APPROPRIATIONS

General Admin	\$	19,708
Community Development		28,042
Management Services		48,977
Public Works		12,434
Utilities		6,038,195
Non-departmental		17,773
Economic Vitality		5,436
Contingency		10,000
	\$	<u>6,180,565</u>

**STORMWATER
TOTAL APPROPRIATIONS**



FIVE-YEAR PROJECTIONS BY FUND

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

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

The preparation of the five-year plan is a cooperative effort between division heads, section heads, and budget staff to assure projections are

based in current program needs and revenue estimates are achievable.

The five-year projections are located in the Financial Summary section, Schedule 11. The following narratives present the highlight of the forecasts by funds:

GENERAL

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

The General Fund balance decreases by 60% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include redevelopment and Rio de Flag flood control.

LIBRARY

The five-year plan for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through Library District Taxes. The Library fund balance decreased by 69% due to planned expenditures at both the branch and the decrease in district tax revenue witnessed in declining property values.

HIGHWAY USER

This fund is devoted to the maintenance, improvement, and construction of street related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 72% due to planned expenditures for the completion of various capital projects and decreased HURF revenue projections.

TRANSPORTATION

The Transportation Fund is used to track revenues and expenditures related to a dedicated sales tax approved by voters. The construction of the 4th Street Overpass was completed in FY 2007. The ongoing funding of the transit system is operated by the NAIPTA. Other projects are funded through

revenue transfers to the fund where the projects are budgeted. In 2008, voters approved a rate increase for transit services for a new rate of 0.721%. The fund balance increase is substantially due to projected 4th Street land sales.

BEAUTIFICATION

The primary sources for this fund include BBB taxes, grants, and revenue transfers. This fund primarily accounts for capital projects related to FUTS and Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 72% due to planned expenditures for the completion of various capital projects.

The BBB revenue for Beautification, Economic Development, Tourism, Arts and Science, and Recreation-BBB are scheduled to end in 2028, and will be put before the voters prior to that time to extend the tax.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development Fund Balance decreases by 17% in 2012 due to a decrease in the General Fund transfer and a reduced beginning fund balance from FY-2011.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance increases due to reductions in personnel, contractals and commodities.

ARTS AND SCIENCE

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to contributions to agencies for projects related to awareness of arts and science in our community. The Arts and Science fund balance decreases by 80% due to planned expenditures for public art.

RECREATION-BBB

This fund is used for the improvements to city and school recreational parks and fields. In addition, maintenance cost related to the improved parks and fields, maintenance of FUTS trails, debt service of bonds issued for improvements, and a transfer for

construction of new FUTS trails are funded with ongoing revenues. The Recreation – BBB fund balance increases by 301% as the fund has recovered from a planned negative balance. As the fund accumulates reserves, new capital projects will be scoped and constructed.

REAL ESTATE PROCEEDS

This fund is used for one-time revenues and expenditures related to sale and acquisition of property. As the City sells additional properties, those funds will be restricted for a similar purchase of land as intended with the original land acquisition. The Real Estate Proceed fund balance increases by 3% due to anticipated interest earnings.

HOUSING AND COMMUNITY SERVICES

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every year. The City General Fund makes contributions annually to fund a revolving loan program, land acquisition, and affordable housing assistance. The Housing and Community Services fund balance increased by 88% due to planned expenditures.

METROPOLITAN PLANNING ORGANIZATION

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

GENERAL OBLIGATION BOND

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

SECONDARY PROPERTY TAX

This fund is used for tracking of secondary property tax revenue and the subsequent transfer to other funds to make debt service requirements. The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization to be issued in the future and maintaining the existing tax rate. This allows the City to look at the long-term property tax rates to smooth the highs and lows and maintains a more

level tax rate from year to year. The Secondary Property tax fund balance increases by 70% due to the decrease in the debt service assistance to the Utility Fund.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment districts. The Special Assessment Bond fund balance increased due to the planned retirement of debt, and the residual balance of this retired debt.

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 by 9% as the fund contributions increased and expenditures will not be budgeted until there is adequate fund balance.

CAPITAL PROJECTS BOND

This fund is used to track the revenues and expenditures of the voter approved bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects. The exception is for Water and Wastewater projects that will be presented in the Utilities five-year plan. 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 three components:

1. The Aspen at Sawmill project fund balance decreases by 100% due to planned capital expenditures.
2. The Municipal Facilities Corp fund balance increases by 222% due to the timing of receiving bond proceeds.
3. The GO Bond Funded Projects fund balance increases by \$40.5 million due to the timing of G.O. bond proceeds.

WATER AND WASTEWATER

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Water and Wastewater fund balance decreases by 69% due to the planned completion of capital projects.

AIRPORT

This fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future

revenues are grants related to continued expansion and capital improvements at the airport. A second airline began service June, 2008 as the runway expansion was completed. The Airport Fund is approaching its goal of self-sufficiency beginning in FY 2012. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund currently makes a transfer to the Airport Fund to cover the match portion of capital grants awarded. The Airport fund balance remains relatively flat due to careful controls of its expenditures in relationship to its revenues and the General Fund subsidy.

ENVIRONMENTAL SERVICES

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a rate escalator of five percent per year over the next two years. This coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill, and related increase of user fees that will coincide with the construction of a new cell. The Environmental Services fund balance decreases by 47% to fund anticipated capital expenditures and contingency funding, as well as the shortfall within Sustainability and Environmental Management division.

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. A rate increase was approved in FY 2007, with annual increases through FY 2010. The rate increase is to self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreased 20% due to planned capital expenditures.

REVENUES

Historical Trend Information for Select Revenues

GENERAL FUND

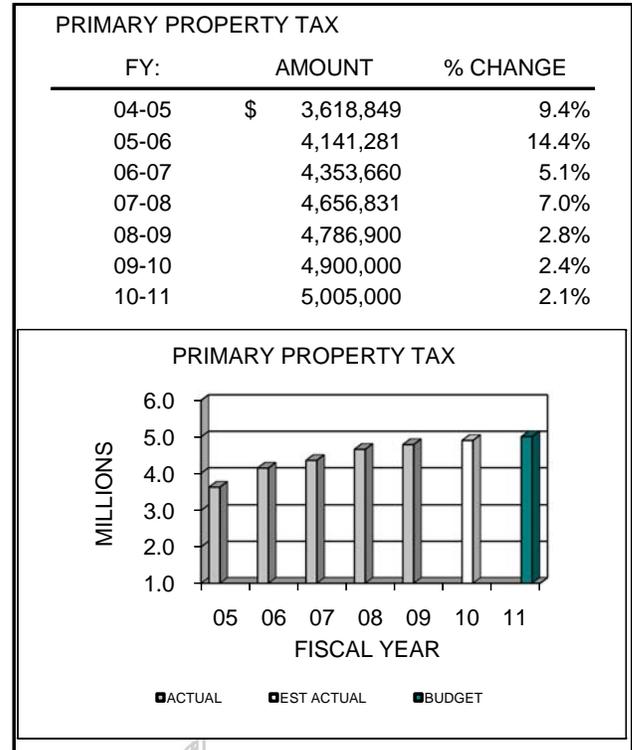
PROPERTY TAX RECEIPTS CURRENT, PRIMARY

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

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

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

Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over \$7 million dollars to the assessed valuation for FY 2011 and accounts for 31.4% of the increase.



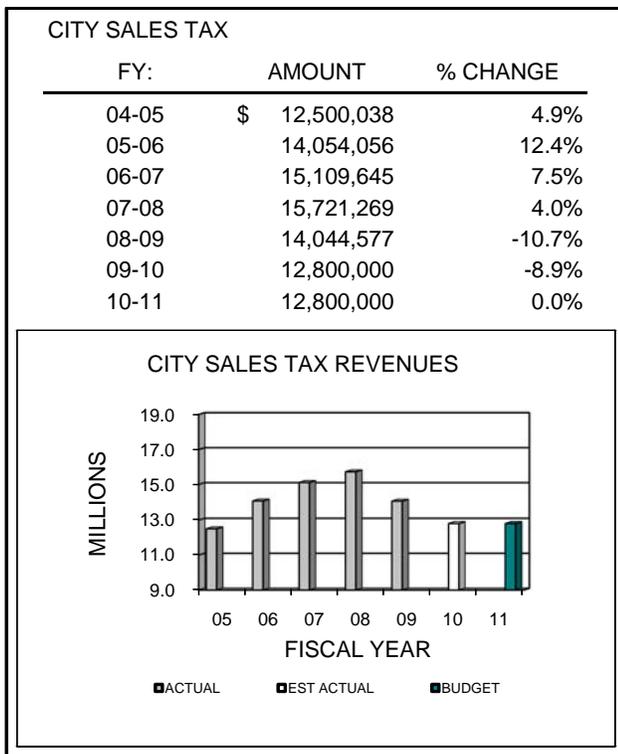
CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

Tax currently sunsets November 2024.

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

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule 3. The decrease in revenues for FY 2010 was driven by decreases in construction, tourism, and retail sales. Revenue projections in these three categories remains weak for FY 2011 and no recovery for the fiscal year is currently anticipated.

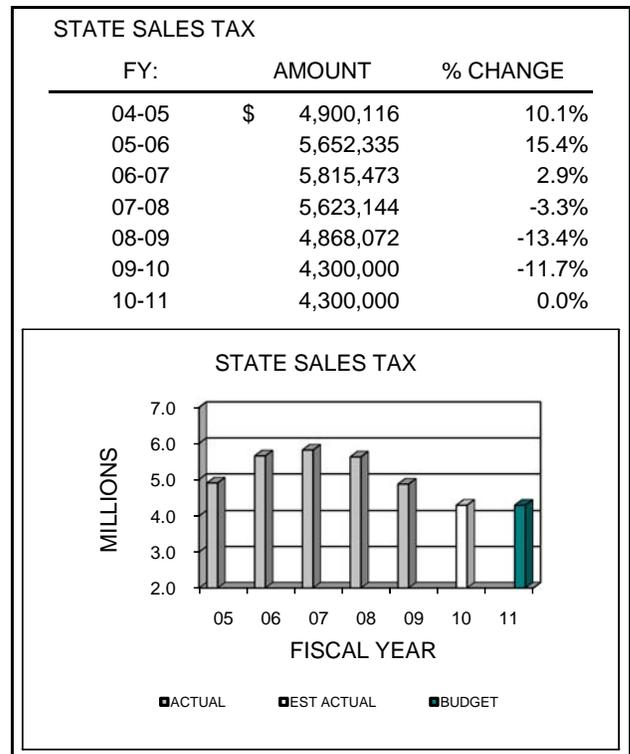


STATE SALES TAX

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

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

The sales tax revenue estimated for FY 2010 reflects the economic downturn at the state level due to the declines in residential construction, retail, auto sales, and tourism. Recovery in FY 2011 is not anticipated at this time.

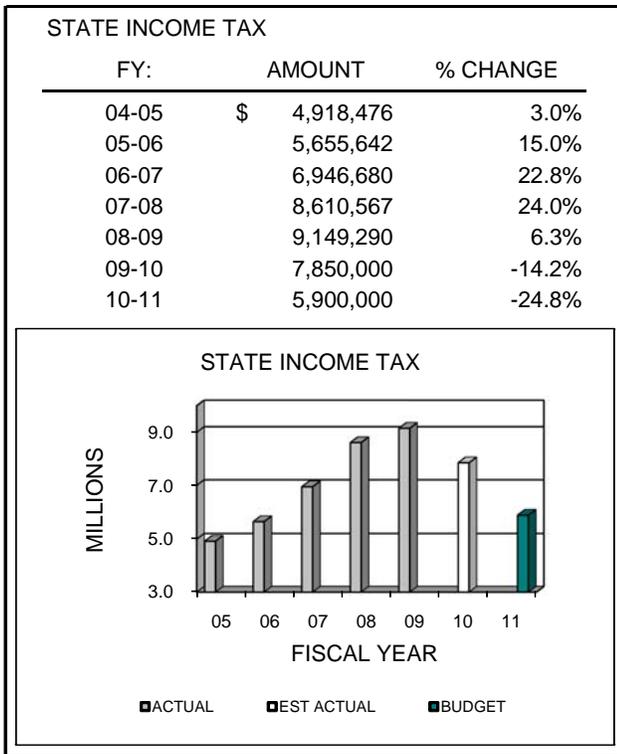


STATE INCOME TAX (REVENUE SHARING)

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

Description: The City shares in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2000 Census and adjusted by the annual DES POPTAC estimates. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

FY 2010 experienced a large decrease as the State received less revenue from income tax than previously estimated. All cities have received a proportionate decrease. The League of Arizona Cities and Towns has provided the revenue estimate for FY 2011. The large decrease in FY 2011 is driven by a reduction in the income tax rate coupled with decreased corporate and personal income tax revenue. FY 2011 revenue is based on the 2009 tax year, so no recovery is anticipated.



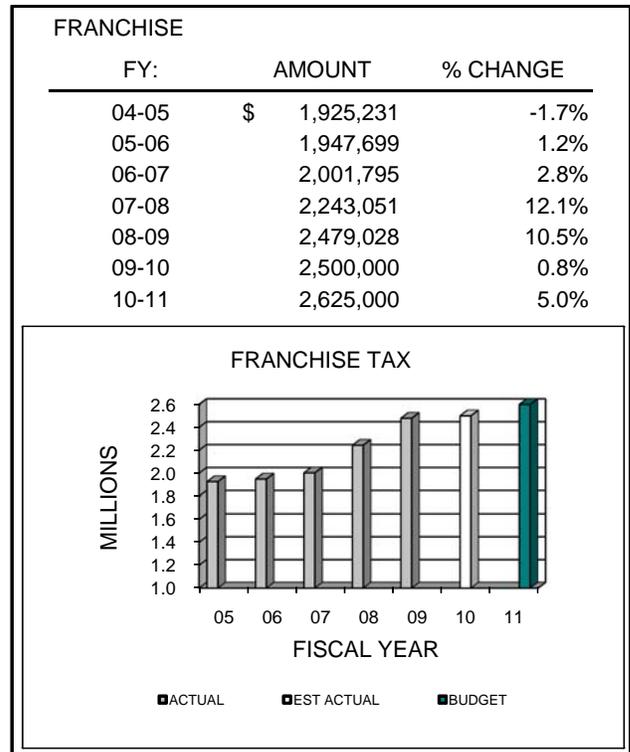
FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

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

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

The growth rate for franchise tax revenue in FY 2010 is due to normal growth in consumer accounts. A renegotiated franchise agreement with APS went before the voters in May 2010 and successfully passed. The renegotiated agreement will allow the City to collect both a franchise fee and sales tax on electricity charges. Franchise tax had previously netted against sales tax receipts. This change will result in approximately \$1,000,000 in additional sales and transportation tax revenue in FY 2012.



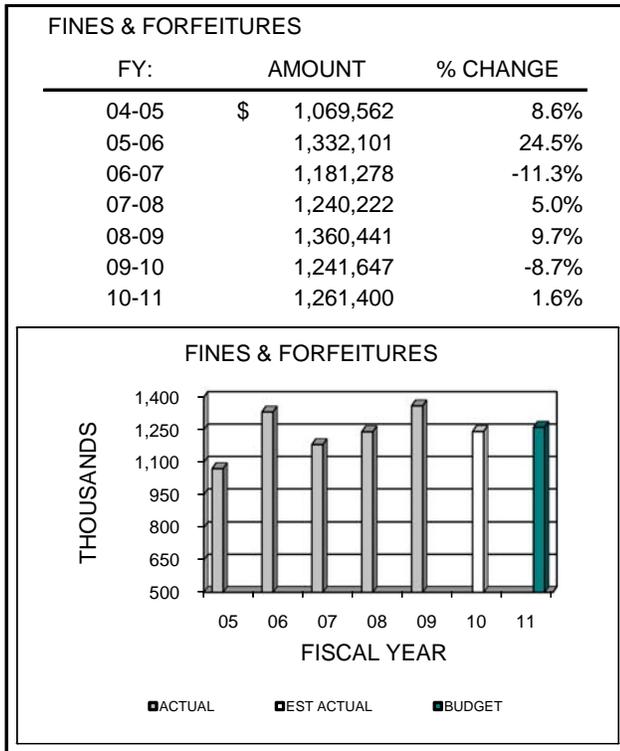
FINES & FORFEITURES

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

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

The increase in FY 2006 was due to the inception of the FARE program. Revenues vary on an annual basis dependent on the mix of criminal and civil cases handled by the court system in any particular year.

The current year increase is anticipated due to the shift of certain cases from the County to the Municipal Court for adjudication.

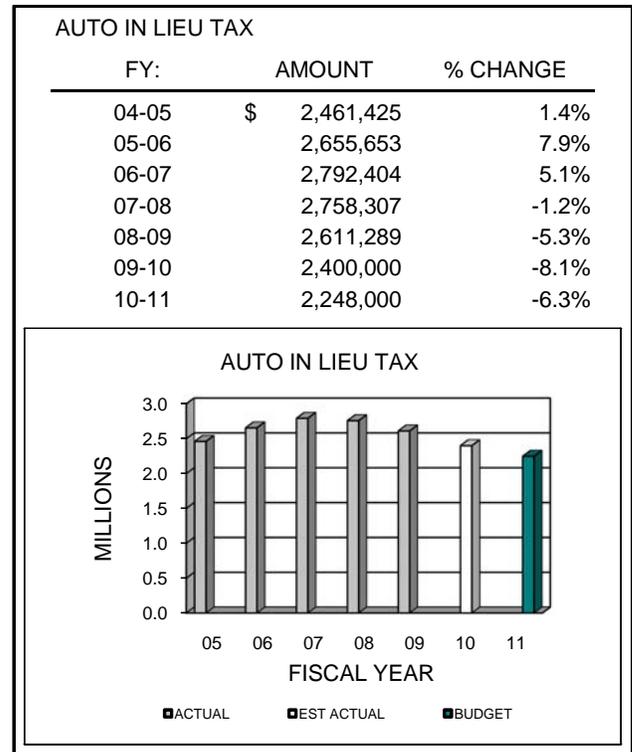


AUTO IN LIEU TAX

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

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

Revenues had been steadily increasing due to the sales boosts in auto sales due to 0% financing and other offered incentives. Collections began normalizing in 2008. Collections decreased in 2009 and has continued due to the severe slump in the auto industry. Auto in Lieu tax is received on a declining scale over a 5-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue decreased. Even with the opening of the Auto Mall and a local sales tax rebate for energy efficient cars, revenues continued to decline for FY 2010 and are anticipated to continue for FY 2011, based on sales data extrapolated from sales tax reporting.



SPECIAL REVENUE FUNDS

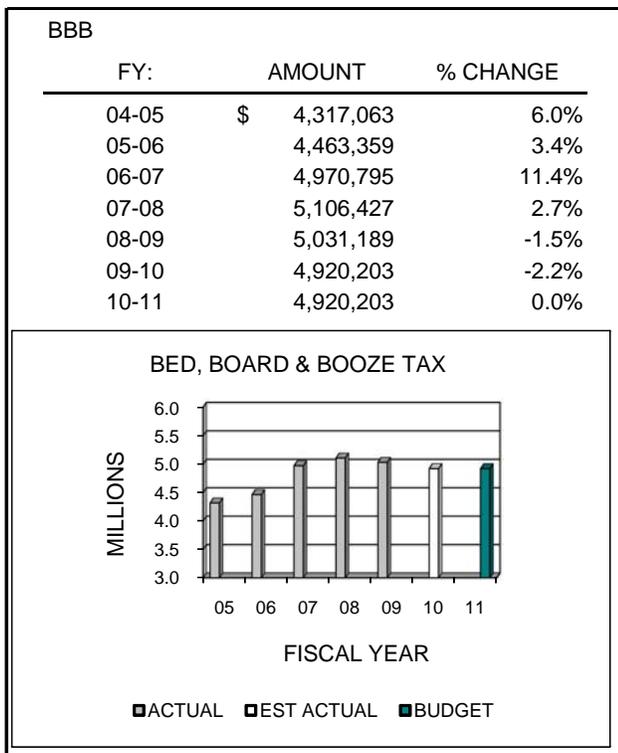
BBB FUNDS

BED, BOARD & BOOZE TAX

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

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

The decreases in revenues for FY 2009 and FY 2010 were driven by declines in the local and overall State economy. The BBB Revenue projection for FY 2011 reflects no increase due to the current overall State economy.



HIGHWAY USER REVENUE FUND

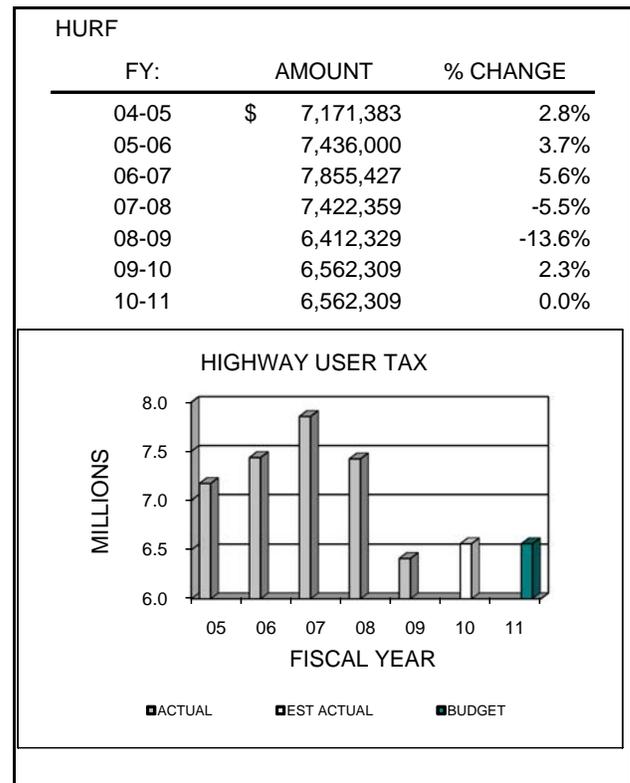
HIGHWAY USER TAX

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

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

The large decrease in FY2009 is due to State appropriation for Department of Public Safety Services (DPS) and decreased sales due to record gas prices.

The City expects no increase in HURF revenues in FY-2011 based on projections provided by the Arizona Department of Transportation.

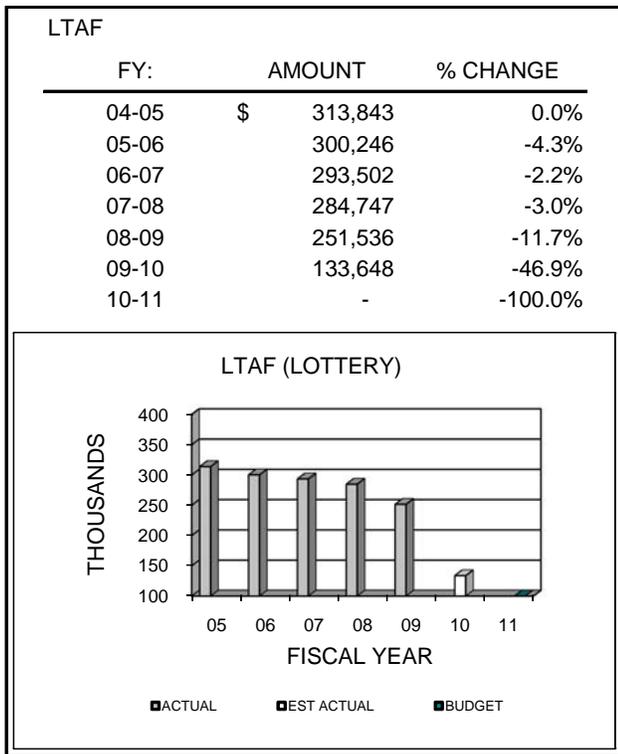


LOCAL TRANSPORTATION ASSISTANCE

Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 - 1102

Description: A portion of the lottery monies is distributed to cities and towns. Distribution is based on the population of a city as compared to the total populations of all the cities and towns. These funds must be used for transportation systems including street and highway projects and transit programs.

The City is eligible for monies from the Powerball Lottery game; however, this program has only reached the revenue thresholds that resulted in distribution to the Cities in FY 1998. The State lottery dollars have been swept by the State and the City does not expect to receive these funds in the future.



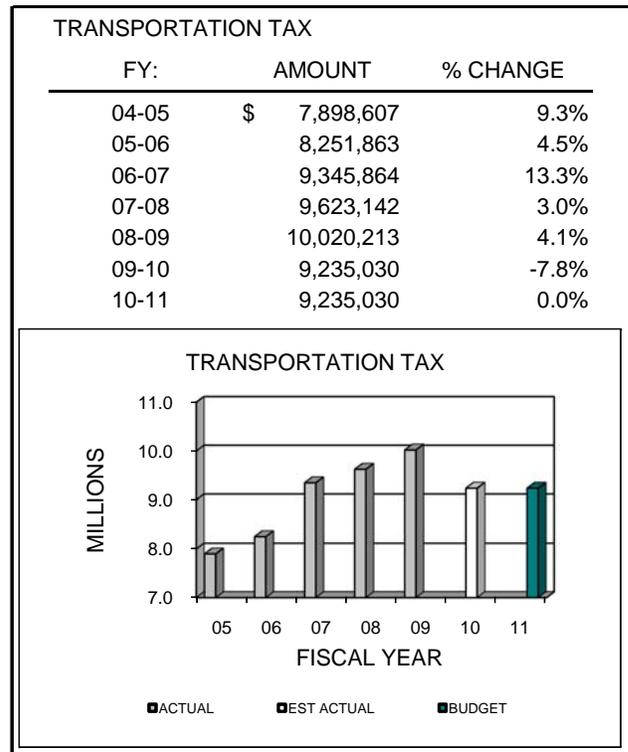
TRANSPORTATION TAX

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

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

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

No increase is anticipated in overall Transportation tax revenue because of local economic downturn.



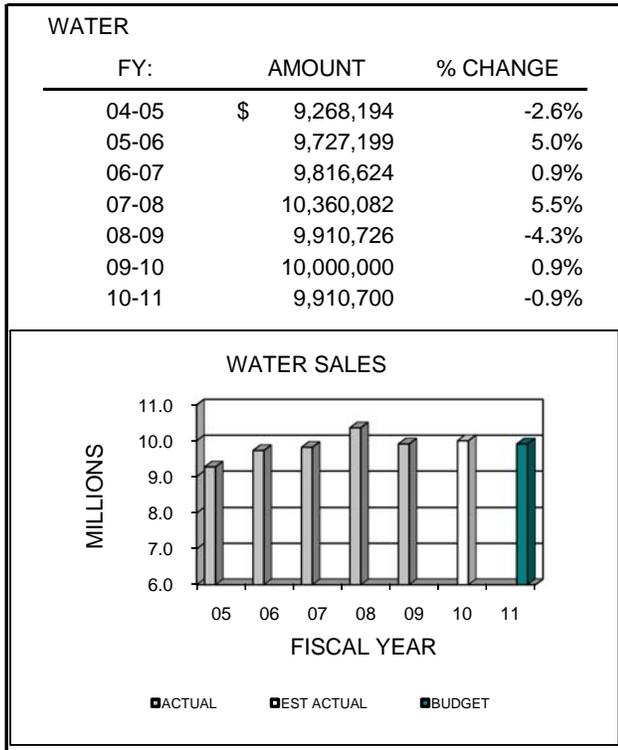
ENTERPRISE FUNDS

WATER SALES

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

Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of a base charge for the amount of water consumed with an inverted rate structure for consumption levels above the base amount so as to encourage water conservation practices. The rates for each customer class are reviewed annually to assure adequate user charges. The last rate increase occurred January 2009.

The decrease in FY 2005 is because of water restrictions due to a drought year. Revenues in FY 2009 decreased again due to a wet summer season. We expect revenues to be flat for two reasons: 1) growth has slowed down substantially versus prior years and 2) no rate increases will occur at this time. Currently our rate model shows the need for a rate increase. This has not been reviewed or approved by council.

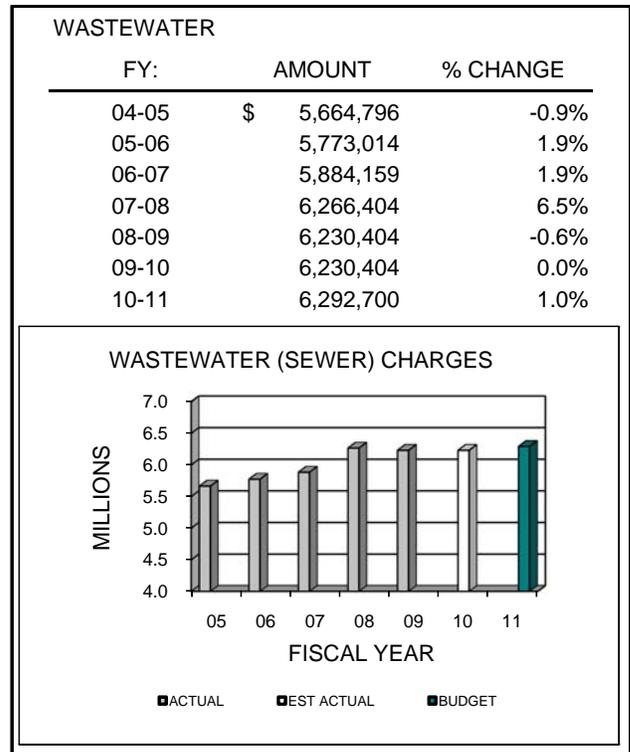


WASTEWATER SERVICE CHARGES

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

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

The revenue projections are expected to be flat for FY 2010 and 2011 due to two factors: 1) growth has slowed down substantially versus prior years and 2) no rate increases will occur at this time. Currently our rate model shows the need for a rate increase. This has not been reviewed or approved by council.

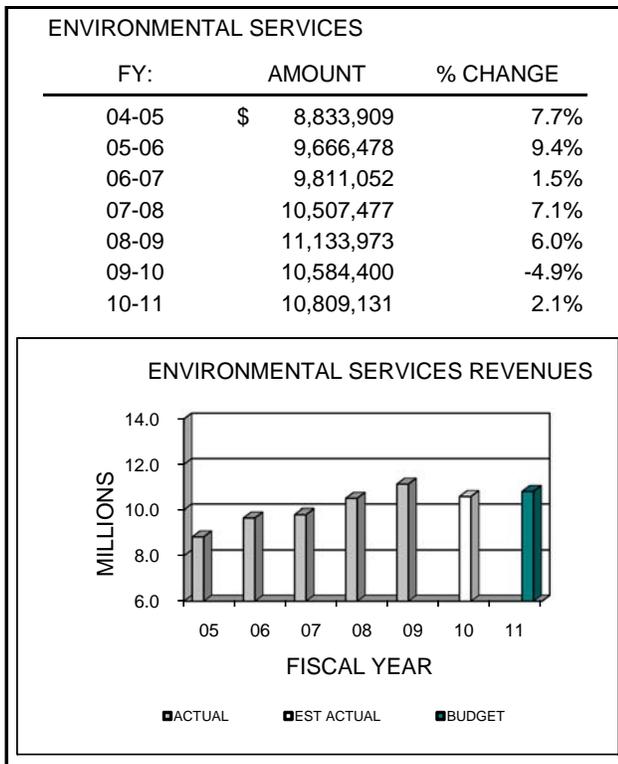


ENVIRONMENTAL SERVICES

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

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

The increase in revenues for FY 2011 reflects a rate increase effective mid-year FY2010 and is planned to escalate by five percent per year over the next two years.

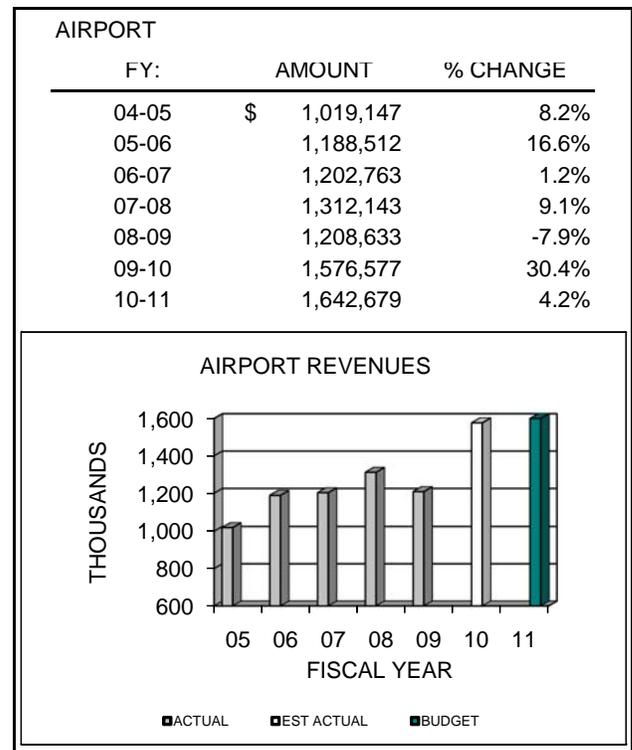


AIRPORT

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

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. A \$3.00 PFC charge is collected from the ticket sales of passengers embarking from Pulliam.

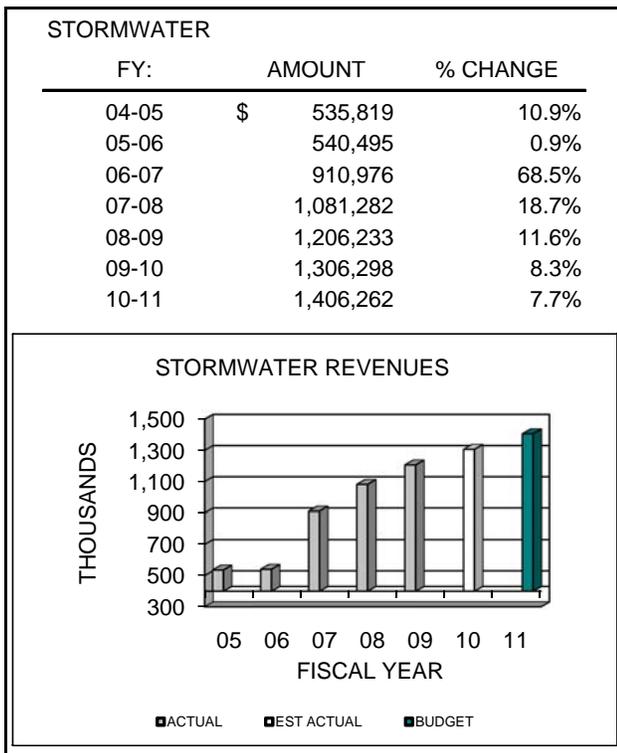
The increases from FY 2004 through FY 2011 (with the exception of 2009) are mainly due to a new terminal lease, growth in ground leases, auto rental revenues, and revenue from new hangars that were constructed in FY 2005. Revenue is down in FY2009 due to hanger/tie down vacancies and decreased passenger travel during the economic slump.



STORMWATER

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

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers. The first year of implementation was FY 2004 with a rate of \$.53 per ERU. The FY 2007 actual revenue increase of 68.5% was due to the new stormwater rate of \$0.92 per ERU. It covered additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. The rate increased by \$0.10 per year, where it currently resides at \$1.22 for FY 2010 and will increase to \$1.30 in FY 2011, where it will remain static.



CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

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

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

The Water and Wastewater Enterprise Fund's revenue structure is not sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. Proposed, as well as existing, debt service is included because the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year. A rate study was completed in FY 2010 and will be presented to council in FY 2011.

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

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

CAPITAL IMPROVEMENT PLAN

What is a Capital Improvement Plan?

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

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

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

What does a CIP provide?

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

FY 2011 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2011 includes capital improvement projects totaling \$54.2 million. This amount includes \$13.7 million in carryover items that have been budgeted. Project funding is comprised of the following: \$10.6 million in grants primarily for airport improvements and beautification projects. \$13.6 million in general obligation (G.O.) bonds and capital leases for the construction of Fire Stations, and FUTS open space and other projects that were approved by the voters in the 2004 General Election. In May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling \$155.2 million. These projects will be phased in over a ten-year period with debt being issued in conjunction with the timing of each project. Each proposed project will be discussed below in its appropriate fund. Project listings are located in the Capital Improvement section of this book.

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

General Government – Fifteen projects are scheduled for FY 2011 for a total of \$23.5 million. Projects included in this category are several of the projects authorized by voters in the May 2004 election. These include, Fire Fighting Facilities and open space acquisition. Also included in this category are the Incubator Expansion, Science Park Sewermain, and Reconstruction of Jay Lively.

Streets/Transportation – The City currently has 634 miles of paved streets, as well as an additional 14 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the Sunnyside Street Improvements and Ponderosa Parkway. There are a total of 19 Streets Transportation projects scheduled at a budgeted cost of \$5.4 million. HURF revenues fund \$2.0 million of these projects with Transportation Tax funding \$2.7 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. These projects include Southside Plan, Woodland/Beulah Medians and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of \$1.1 million. 29 projects are scheduled at a budgeted cost of \$5.9 million for FY 2011.

Utilities Fund – Major projects for Water production and distribution include \$1.5 million for well development and \$1.0 million for Future Water Rights. 16 water projects and a wastewater project are scheduled at a combined budget of \$4.3 million for FY 2011.

Airport Fund – Four projects are scheduled at a budgeted cost of \$9.3 million for FY 2011. The projects include taxiway reconstruction and pavement marking installation.

Environmental Services Fund - This year's CIP includes three projects for a total cost of \$385,000 for proposed retrofit at the MRF for glass recycling, stormwater infrastructure and maintenance building upgrades.

Stormwater Fund – Three projects are budgeted in the Stormwater fund with a cost of \$5.4 million in FY 2011. These projects include; drainage spot improvement and the Rio De Flag Drainage Project.

CAPITAL PLAN IMPLICATIONS

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

Property Tax: Servicing general obligation debt over the previous five years is shown in the community profile section. The table shows that debt as a percentage of assessed and per capita debt has actually declined. In May 2004, voters authorized sale of bonds to implement 10 new projects totaling \$155.2M that will be phased in over the next 10 years. The next bond election is slated for November 2010.

Utility Rate Structure: The City has contracted with an outside agency to review the Water and Wastewater rate structure and provided a new rate modeling program. The last rate increase occurred in January 2009. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model has demonstrated a need for a rate increase which will be presented to council. If adopted, rates will increase in January 2011. In May 2004 the voters authorized the sale of bonds to support 3 new Utility projects. These projects are reclaimed water system and related wastewater improvements; water wells; and water rights acquisition.

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

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

DEBT

DEBT CAPACITY

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

CURRENT DEBT POSITION

The City's underlying bond rating for general obligation bonds is presently "AA" by Standard & Poor's Corporation and "Aa3" by Moody's Investor Services representing an upgrade from A1. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an

entity's ability to repay its debt. Some of these factors are described in the following text.

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

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

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

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

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

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

General Obligation Debt	
July 1, 2010	
20% Limitation (Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilities Purpose Debt)	
Assessed Valuation	\$ 864,039,469
Allowable 20% Debt	\$ 172,807,894
20% Debt Outstanding	(31,555,000)
Allowable Debt Margin	<u>\$ 141,252,894</u>
6% Limitation (All Other General Obligation Debt)	
Assessed Valuation	\$ 864,039,469
Allowable 6% Debt	\$ 51,842,368
6% Debt Outstanding	-
Allowable Debt Margin	<u>\$ 51,842,368</u>

DEBT SERVICE

At July 1, 2010, the total actual indebtedness is \$131 million. FY 2011 annual debt payments are projected to be \$16.6 million. At the start of the fiscal year, July 1, 2010, the City's 20% general obligation debt of \$31,555,000 is well below the legal limit of \$172,807,894. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of \$51,842,368 is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2011	\$ 11,378,717	\$ 5,212,718	\$ 16,591,435
2012	11,869,980	4,768,193	16,638,173
2013	9,945,826	4,291,262	14,237,088
2014	8,409,561	3,890,134	12,299,695
2015	8,006,575	3,551,922	11,558,497
2016	8,105,510	3,234,446	11,339,956
2017	7,846,421	2,888,667	10,735,088
2018	8,034,946	2,570,793	10,605,739
2019	8,386,161	2,237,997	10,624,158
2020	8,745,616	1,888,622	10,634,238
2021	6,268,435	1,543,106	7,811,541
2022	6,519,752	1,311,989	7,831,741
2023	5,595,900	1,074,118	6,670,018
2024	4,012,638	884,766	4,897,404
2025	4,051,827	746,189	4,798,016
2026	4,099,667	611,651	4,711,318
2027	1,820,776	473,875	2,294,651
2028	2,182,785	348,105	2,530,890
2029	1,660,545	250,853	1,911,398
2030	1,460,000	173,101	1,633,101
2031	1,285,000	99,375	1,384,375
2032	1,345,001	33,624	1,378,625
	<u>\$ 131,031,639</u>	<u>\$ 42,085,506</u>	<u>\$ 173,117,145</u>

FY 2011 CITY COUNCIL PRIORITIES:

PUBLIC SAFETY

Increase the visibility and availability of public safety services, through best practices and maximizing resources, to prevent crime and fires.

FAMILY, YOUTH & COMMUNITY

Improve opportunities for all members of our community to actively participate, invest and feel a part of a high quality of life community.

AFFORDABLE HOUSING

Facilitate an environment where housing opportunities, both in acquiring and sustaining, match the income diversity of our community.

Facilitate a regulatory, market and where necessary, assisted housing environment to match the income continuum of Flagstaff.

FACILITIES & BASIC SERVICES

Identify and provide the desired or current service levels and accompanying facilities of basic municipal services.

COMMUNITY SUSTAINABILITY

Encourage the community and operate the government in a manner that sustains economic vitality, environmental protection, and social inclusion so that current and future residents and visitors may enjoy the same or better quality of life.

FISCAL HEALTH (Management Goal)

Maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written policies that provide for a balanced budget that meets the vast array of community needs, which ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.

POLICIES AND PROCEDURES

FISCAL POLICIES

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

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

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

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

GENERAL

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

The City's sales tax is used to meet the general operating needs of the City. An additional two cents (\$.02) BBB tax has been levied on lodging, restaurant, and bar services. This latter tax has been designated for enhancing the quality of life through Beautification projects, Economic Development, Tourism efforts, Arts & Science contributions, and Recreation projects.

The City has dedicated (\$.00721) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 12%. The projected fund balance for FY 2011 is 33% (primarily due to carryover of capital projects) and for FY 2012 is 14%.

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

ENTERPRISE FUNDS

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service." All Utilities Fund, Environmental Services Fund, and Stormwater Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. A new rate model study was conducted in the FY 2010 to assess future rate adjustments. The Environmental Services fund implemented a rate increase for FY 2008 and has a 5% annual escalator for commercial and residential refuse, commercial and curbside recycling, and tipping fees thru FY2013. As a matter of policy, the City will raise the landfill fee to an amount higher than the tipping fee at the Material Recovery Facility (MRF) to encourage recycling.

The stormwater program has scheduled a series of increases from FY 2006 to FY 2010 to fund increased operational and needed capital improvements.

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

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

REAL ESTATE PROCEEDS FUND

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

DEBT PERFORMANCE

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

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

DEBT MANAGEMENT

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

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

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

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

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

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

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

FUND BALANCES AND RESERVES

The City will strive to maintain fund balances of at least twelve percent (12%) in the General Fund and ten percent (10%) in the Special Revenue and Enterprise Operating funds. Five percent (5%) 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. Current estimates are almost \$16 million. The landfill rates include an allocation to the sinking fund.

EXPENDITURE LIMITATION CONTROL

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

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

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

BUDGET POLICIES

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

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

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

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

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

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

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

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

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

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

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

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

REVENUE DISTRIBUTION

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

Local Transportation Assistance Funds (LTAF) funding has been eliminated for FY 2011 by the

State budget process which will eliminate funding of a portion of the annual streets maintenance program. We do not currently see this funding being restored in the near future.

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

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

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

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

OPERATING BUDGET IMPACT

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

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

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

MINIMUM LEVELS OF CAPITAL INVESTMENT

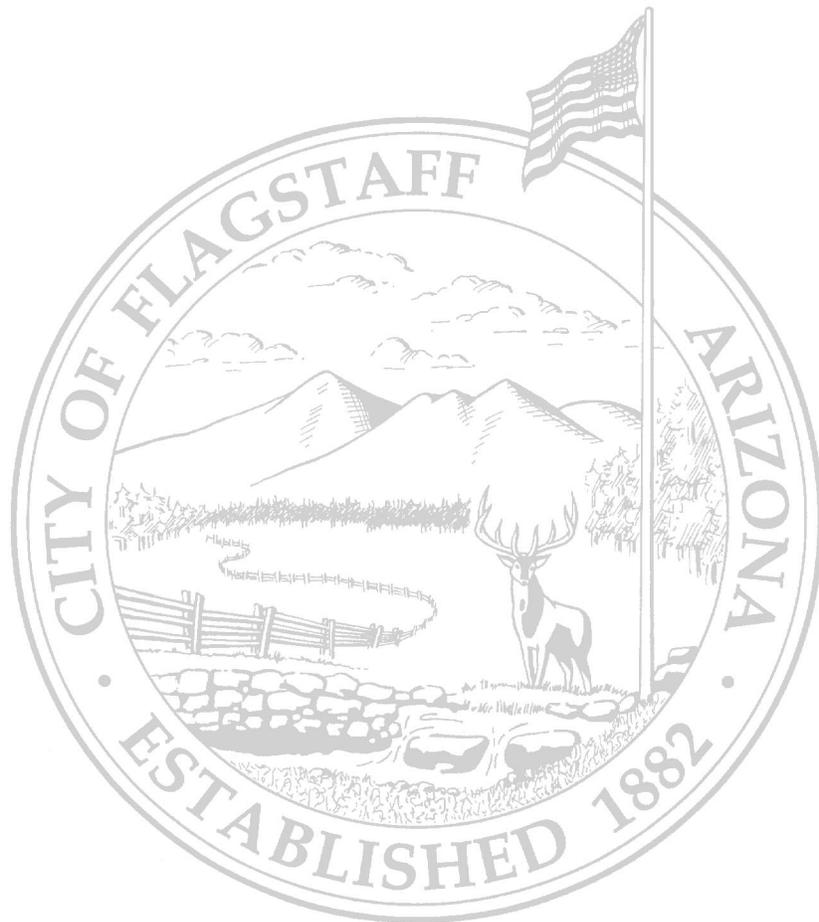
The Street Improvement Program will strive to commit \$1.5 million for annual capital maintenance of the street system which includes ADA compliance in the street system.

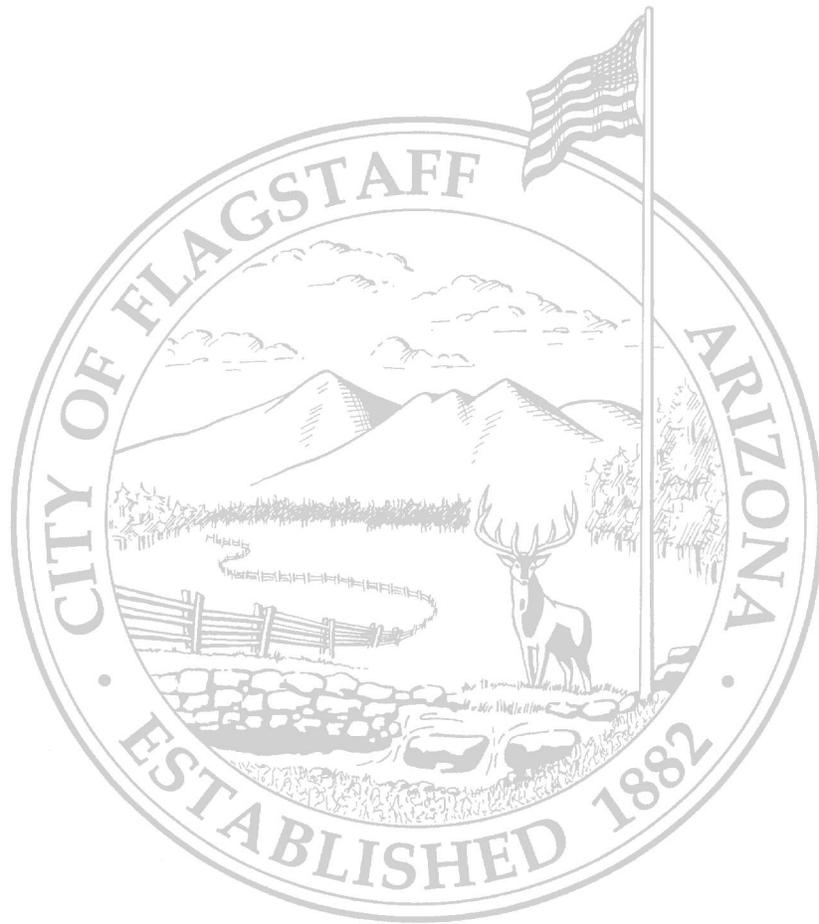
The Water and Sewer system will undertake sufficient capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be charged out over a 20-year period.

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

NON-RECURRING REVENUES

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





ISSUES AND UPDATES

PERSONNEL SERVICE COSTS

COMPENSATION

The fiscal year 2011 budget does not include a market or merit increase for classified and exempt employees due to the financial condition of the organization. The City's pay plan was decreased by 1.2% on May 1, 2009 and will continue through fiscal year 2011, which saves approximately \$505,952 in the general fund.

Employees who are in the skill based pay plan are eligible for pay adjustments based on acquiring skills and knowledge that are associated with skill blocks. Each of the skill blocks will continue to be reduced by 1.2%

Hazardous Assignment Pay is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the norm for the job, and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position. Assignment pay will continue to be reduced by 1.2%.

The Flagstaff Housing Authority compensation has decreased from FY2010 Budget to FY2011 by \$37,251 due to salary being lower than the projected and a 0.75 decrease in full time equivalents. The total amount budgeted for compensation is \$1,109,119. As part of the ongoing alignment of Housing Authority operations with City operations, a \$30,000 reserve has been included in the Housing Authority budget to address any differences in pay between the Housing Authority and City. Any salaries that match the City pay scale will not be adjusted.

COMPENSATION STUDY UPDATE

The Compensation Study was completed this fiscal year and the Human Resources division has implemented the following recommendations based on the results of the study.

- Retention pay was eliminated as an add-pay and was incorporated into new pay classifications, effecting Police, Fire, Information Technology and some positions in Legal.
- A job analysis questionnaire was created to add the City's values to each job description. This will promote the use of the City's values when communicating job requirements and making hiring decisions.

- An implementation team of section heads has been identified and the team has had an introductory meeting to discuss the goals and objectives of the assignment. The team's recommendation will go through the Employee Advisory Committee and Leadership and those proposed changes will be forwarded to City Council.

BENEFITS

Fiscal year 2011 begins the 18th year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff and two non-voting members: NAIPTA and the Accommodation School.

NAPEBT continues to fund a wellness program in an effort to control costs. This year NAPEBT held its second annual health fair. All of the insurance providers and various community medical providers and wellness vendors participated in the two day event. Employees were able to receive flu shots and wellness assessments free of charge. The POP mobile was also added this year to promote prostate health.

The overall premium increase for health insurance is 10.98%. This increase was mitigated through plan design changes such as increases in the PPO deductible, office visit co-pays, emergency room access fees, urgent care co-pays, prescription drug increases in tiers II-IV and a decrease to the Buy Up out-of-network coinsurance. The base plan contribution rate has increased by two percent. There is \$300,000 set aside in one time dollars to help off-set these increases in contribution rates and the cost of services.

NAPEBT voted to allow an opt-out provision for fiscal year 2011. An employee may discontinue employee-only coverage with proof of group health insurance outside of the Trust. This provision will provide savings to the City, but will not provide an incentive to the employee to opt-out.

The Trust's decision to become self insured in 2007 has led to the lower premium increases experienced over the last three years. The overall increase for health insurance is still below the national trend of approximately 12-15%.

The City will continue paying the full premium for the employee and \$254 per month for dependent subsidy. The dependent subsidy was reduced effective July 1, 2009 and this will continue fiscal year 2011. The total budget for employee only

health insurance is \$3.9 million dollars. The total cost of the dependent subsidy to the City is \$898,779.

The Flagstaff Housing Authority pays the full premium for the employee and 60% for dependent coverage. The budget for employee health insurance and the dependent subsidy is \$158,534.

City employees who do not elect dependent health insurance coverage normally receive \$60 per month in deferred compensation, but this benefit was suspended beginning July 1, 2009 and will continue through fiscal year 2011. The savings to all funds is approximately \$357,438.

The Flagstaff Housing Authority provides a deferred compensation benefit of \$50 per month to employees who do not elect dependent coverage. The total cost for deferred compensation is \$4,800.

The City added another dental plan in an effort to provide 100% preventive care. The employees may choose between Plan A and Plan B. The dental insurance premiums for both plans resulted in a rate decrease of approximately 2%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately \$291,825.

The Flagstaff Housing Authority provides Plan B to employees and will also experience a 2% decrease in the premium. The Housing Authority pays 100% of employee coverage and employees pay 100% of dependent coverage. The total cost for dental insurance is \$12,027.

The City provides a basic vision benefit for the employee and dependents. The employee does have a buy up option for employee and dependent coverage. The vision insurance premiums resulted in a rate decrease of approximately 4%. The cost to all funds is approximately \$12,500.

The Flagstaff Housing Authority provides all employees and dependents with the buy up vision plan. Employees are also eligible for vision expense reimbursement of up to \$150 per employee and \$90 per insured dependent. The total cost of vision insurance has decreased by 4% and is budgeted for \$2,272.

The City provides a basic life and accidental death & dismemberment benefit in the amount of one times the employee's annual salary to a maximum of \$150,000. The cost of this benefit is \$76,640. The Airport Service Workers receive an additional occupational accidental death & dismemberment (AD&D) benefit in the amount of two times the employee's annual salary to a maximum of \$150,000; since this group of employees is not

eligible for the Public Safety Personnel Retirement System. The cost of the additional occupational AD&D is \$541.

The Flagstaff Housing Authority provides basic life and accidental death & dismemberment coverage in the amount of one times the employee's annual salary to a maximum of \$150,000. The total budgeted cost for this coverage is \$2,085.

Employees of the City and the Housing Authority may choose to purchase additional group term life coverage for themselves or their dependents and the employee pays 100% of those premiums.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will increase by 0.17% for Police and decrease by 1.52% for Fire. The PSPRS employee contribution will remain 7.65% for the employee. The Arizona State Retirement System (ASRS) contribution will be 9.85%, which is an increase of 0.45% for both the employer and employee. The ASRS pension and health insurance benefit will be 9.6%, which is a 0.6% increase in contribution rates. The ASRS long-term disability will be 0.25%, which is a 0.15% decrease in contribution rates. The cost to all funds is approximately \$2.6 million for PSPRS and \$2.6 million for ASRS.

The Flagstaff Housing Authority participates in the Arizona State Retirement System (ASRS) and the overall contribution increased by 0.45%. The total cost for ASRS is \$108,226.

SUPPLEMENTAL BENEFITS

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

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

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

The total amount budgeted for the Employee Assistance Program is \$34,000, which includes \$20,000 of one-time dollars.

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

- All employees with current workman's compensation claims or claims closed for less than one year have first priority when scheduling an appointment. However, employees with current workman's comp claims who do not follow their prescribed course of treatments will not have priority when scheduling an appointment.
- All other employees who are susceptible to a repetitive motion therapy are eligible for one therapy session per week.

The total amount budgeted for Repetitive Motion Therapy is \$12,000, which was reduced by approximately 67% this fiscal year.

The City provides an ECPass to all benefit eligible employees. The ECPass is a deeply discounted Mountain Line bus pass to the City which allows city employees to ride the buss for free. In FY2011 this supplemental benefit was scheduled to be suspended to save a total of \$20,000 in the General Fund. During budget discussions with the Council in April, this benefit was added back.

SUCCESSION PLANNING

The Human Resources division has proposed a phased retirement program in efforts to provide succession planning for key personnel. The program would provide for substantial savings to the organization in reduced salary, payroll taxes, unemployment, workers compensation and the elimination of the Arizona State Retirement System employer contribution.

All employees eligible for normal retirement with Arizona State Retirement System and demonstrating above average performance are eligible for the phased retirement program. There must be a recommendation from the supervisor and an agreement between the Supervisor, Division Director, Deputy City Manager and the employee regarding the critical projects or succession steps that will be completed during the contract period. The contract period may be set a three months to one year with the ability to extend the period for one additional year.

CLASSIFICATION

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

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

1. RECLASS - An individual(s) within a classification is evaluated in regard to moving that person(s) from others in the same classification to a higher (or lower) classification. Some instances may include a title change.
2. RERANGE - A classification in a given pay range is evaluated in regard to moving that position classification to a higher (or lower) pay range. This affects all employees in the classification, including single incumbent classifications. Some instances may include a title change.
3. RETITLE - A job title is evaluated in regard to changing the job title only. This does not affect pay.
4. REZONE – An individual within a broadband may be move to a higher-level zone within the broadband based on the employee's performance.

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

All requests from divisions were submitted to the Human Resources division for review, and only those recommended for approval were forwarded to the Budget Team for inclusion in the FY2011 budget. The Human Resources division has notified all Division Directors of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2010.

The Human Resources division received a total of 11 requests for reclassifications/reranges and 10 requests for rezones. The following shows those that were approved:

7/1/10 RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Equipment Operator (Zone 3)	B83	Env Services Leadworker	9	2
Inspector I	8	Building Inspector	10	2
Inspector II	9	Building Inspector	10	3

7/1/10 REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Administrative Assistant	B11	Administrative Assistant	B12	3
Administrative Assistant	B12	Administrative Assistant	B13	1
Administrative Specialist	B21	Administrative Specialist	B22	1
Administrative Specialist	B22	Administrative Specialist	B23	1
Project Manager	B52	Project Manager	B53	1
Water Services Specialist	B32	Water Services Specialist	B33	1

Human Resources also received the following requests mid-year for new classifications, reclassifications, reranges and salary adjustments:

MID YEAR CHANGES	
NEW CLASSIFICATIONS	
Title	Range
Zoning Code Manager	12
Downtown/4 th Street Manager	12

SALARY ADJUSTMENTS	
Fire Captain (3)	Promotional rates for those promoted directly from Firefighter to Fire Captain were adjusted (to a minimum of 11%) to provide more equitability in the Fire Captain rank.

REORGANIZATIONS

The following reorganizations have been completed:

- Information Technology – The GIS function will begin reporting to the IT Director. A help desk technician has been added to the Information Technology Assistance Center in order to better meet the organization’s needs. The reorganization successfully created progression from the entry level technician to Specialist, Analyst and Administrator. The two IT Specialists in Applications and Systems have

been reclassified to IT Analysts, the Applications and Systems Manager has been reclassified to an IT Operations Manager, the Senior Network Administrator has been reclassified to a IT Manager – Network and the Network Administrator has been reclassified to an IT Specialist – Network. The IT division has also added resources to project management as part of this reorganization.

- Library – The library will establish a Library Information Technology Services group utilizing existing library IT staff. One of the IT

Coordinators will be reclassified as an IT Manager and assumed supervisory responsibility for all other library IT staff. The other IT Coordinator will be reclassified to an IT Analyst. Human Resources will conduct an additional organization study during FY 2010-2011 to analyze the remaining IT positions in the Library section.

- Management Services – Many of the sections within Management Services have reorganized to build internal capacity to meet current and future City needs. The Tax and Revenue and Customer Service sections have merged. A Revenue Director position has been created to oversee the new section and the Customer Service Manager and Tax and License Administrator positions have been eliminated. One Auditor II full-time equivalent will be reclassified to an Auditor I. Two mid-level supervisory positions (Sales Tax Manager and Administrative Specialist Supervisor) have been created which allows for leadership development within the Division. The copy center and switchboard also moved from Purchasing and Finance to the new Revenue section. There was a slight reduction to the switchboard position.
- Public Works – The Public Works division has consolidated seven sections into three and has eliminated the Assistant Public Works Director position. The new sections will be the combination of Environmental Services and Fleet Services; Parks, Streets and Cemetery; and Sustainability and Environmental Manager and Facilities Maintenance. The three section heads have been classified, the Supervisors and Managers have been reclassified and there has been the creation of additional lead workers in the Parks program. There were reductions of personnel in Fleet and Parks.

- Fire – The Wildland Fire program eliminated two positions due to budget reductions. The Wildland Fire Manager will have three grant funded full-time equivalents, the Wildland Fire Leadworker, the Wildland Fire Specialist and a group of temporary employees (Wildland Fire Crew Members). The Fire Department has also eliminated the training Battalion Chief position.
- Community Development – Community Development has eliminated the Building Inspection Manager, two Building Inspectors, , Materials Technician II, Engineering Tech Leadworker, Administrative Specialists (1.5 FTEs) and a Development Engineering Project Manager. The Construction Manager will assume direct supervision of the Material Lab due to the elimination of the Material Technician II. The Housing section realigned duties for the Land Trust Manager with the elimination of the Housing Project Manager.

ORGANIZATIONAL STUDIES

The Human Resources division conducted two organization studies this year. The Information Technology study included all positions within the Information Technology division. The Airport Service Worker study is regarding issues related specific to the level I and II positions.

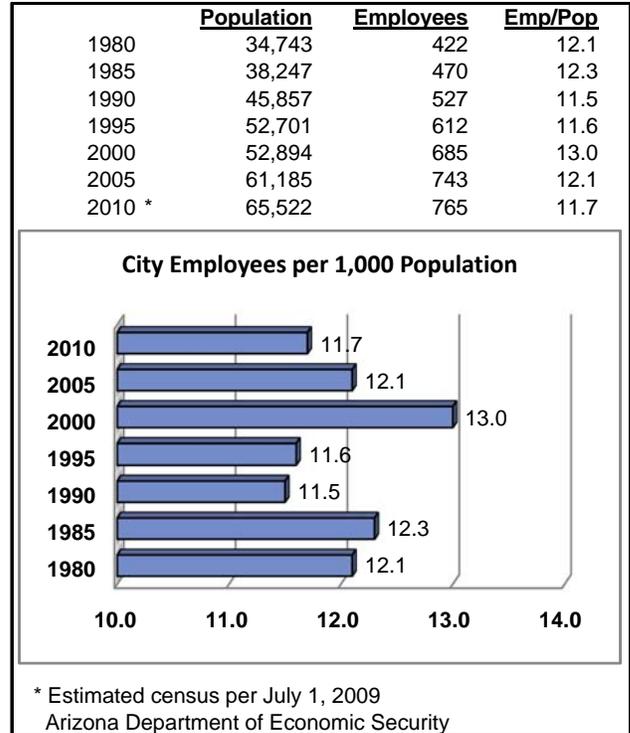
POSITION ADDITIONS/DELETIONS

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

A total of 25.65 FTE's were cut across all funds for FY2010. The following detail highlights the five year historical staffing trend as well as the City's calculation of City staff in comparison to population.

PERSONNEL IN EACH FUNCTION CATEGORY 5 YEAR HISTORICAL TREND					
	Fiscal Year				
	2007	2008	2009	2010	2011
Public Safety	264.75	275.75	282.75	267.00	260.00
Public Works	205.67	241.89	250.35	159.09	153.59
Comm Enrich	0.00	0.00	0.00	110.43	110.43
General Admin	76.00	80.13	83.88	73.88	72.68
Utilities	79.00	80.25	81.75	70.50	68.50
Community Dev	94.00	99.38	102.38	69.58	61.88
Housing Authority	0.00	0.00	0.00	0.00	23.50
Mgmt Services	92.27	98.78	105.41	38.75	39.00
Econ Vitality	0.00	0.00	0.00	38.25	35.75
	811.69	876.18	906.52	827.48	825.33

Employees per 1000 Population



The table below lists each section with staff level reductions for FY2011:

Section	FY2010 Authorized Personnel	FY2011 Authorized Personnel	FY2011 Personnel Reductions
City Manager/City Clerk	11.5	11.5	0
Human Resources	6.75	6.25	0.5
Risk Management	2	2	0
Law	14.75	14.75	0
Information Technology	13	13	0
Management Services – Purchasing	8.5	7	1.5
Management Services – Revenue	18.75	20	+1.25
Management Services – Finance	11.5	12	+0.5
FMPO	2.88	2.88	0
Community Development – Administration	2.5	2	0.5
Community Development – Capital Improvement	11	11	0
Community Development – Planning & Development Services	27.2	24	3.2
Community Development – Engineering	20	17	3
Community Development – Housing	6	5	1
Flagstaff Housing Authority	24.25	23.5	0.75
Fire	99	92	7
Police	168	168	0
Community Enrichment – Library	50.77	50.77	0
Community Enrichment – Recreation	59.66	59.66	0
Public Works – Administration	4	2.5	1.5
Public Works – Parks	28.2	27.2	1
Public Works – Fleet	14	13	1
Public Works – Facilities Maintenance	11	11	0
Public Works – Streets Maintenance	36.31	36.31	0
Public Works – Environmental Services	53.5	52.5	1
Public Works – SEMS	12.08	11.08	1
Utilities – Administration	10	9	1
Utilities – Water Production	11	11	0
Utilities – Water Distribution	15	14	1
Utilities – Wildcat Wastewater Treatment Plant	12.5	12.5	0
Utilities – Wastewater Collection	9	9	0
Utilities – Industrial Waste	3	3	0
Utilities – Rio Wastewater Treatment Plant	4	4	0
Utilities – Stormwater	6	6	0
City Court	25.88	25.18	0.7
Economic Vitality – Economic Development	2	2	0
Economic Vitality – Airport	9.5	9.5	0
Economic Vitality – Community Investment	6	5	1
Economic Vitality – CVB	10	9	1
Economic Vitality – Visitors Center	5.75	5.25	0.5
Total	846.73	820.33	26.40*

*The total reductions for the City of Flagstaff is 25.65. The 26.40 includes the Flagstaff Housing Authority reductions of 0.75 FTEs.

CITY OF FLAGSTAFF										
Cost Allocation										
For Fiscal Year 2011										
PROVIDING SECTIONS	GENERAL 001	LIBRARY 030	HURF 40	TRANSPOR- TATION 041-044	UTILITY 201	STORMWATER 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT GF
General Fund Services										
City Manager	\$ 580,392	45,396	41,246	13	91,063	5,797	12,481	72,586	848,974	268,582
City Clerk	144,449	11,090	9,964	7,672	25,868	1,511	2,856	20,191	223,601	79,152
Human Resources	343,844	35,241	24,019	-	49,843	4,496	7,417	48,935	513,795	169,951
Risk Management	125,243	12,669	10,992	7,440	27,544	1,697	3,143	21,404	210,132	84,889
Law	469,911	43,314	41,813	43,659	120,650	6,207	12,386	86,297	824,237	354,326
Information Systems	532,925	-	34,873	-	314,524	-	26,155	78,464	986,941	454,016
Management Services	501,636	47,382	57,571	51,336	227,663	21,816	36,555	56,673	1,000,632	498,996
Customer Services	26,921	1,291	1,043	1,045	717,877	20,937	18	194,015	963,147	936,226
Sales Tax	399,871	41,621	884	241,756	35,976	-	28,766	58,349	807,223	407,352
Finance	649,748	65,731	64,260	29,028	119,530	6,224	29,441	87,151	1,051,113	401,365
Community Dev Admin	180,737	-	-	-	-	-	-	-	180,737	-
Engineering	1,647,382	-	689,931	-	-	28,042	-	-	2,365,355	717,973
Community Investments	738,044	37,938	36,623	38,240	105,675	5,436	10,849	75,585	1,048,390	310,346
Public Works Administration	77,796	-	179,085	-	-	-	12,830	69,890	339,601	261,805
Mechanical Shop	74,948	510	65,983	-	17,412	427	4,776	106,890	270,946	195,998
Facilities Maintenance	909,274	97,642	17,596	-	32,595	12,007	99,712	162,078	1,330,904	421,630
Council & Commissions	264,310	25,031	24,163	25,230	69,723	3,587	7,158	49,870	469,072	204,762
Non-Departmental	2,660,106	86,035	107,242	59,463	333,794	14,186	69,981	253,754	3,584,561	924,455
Total General Fund	\$ 10,327,537	550,891	1,407,288	504,882	2,289,737	132,370	364,524	1,442,132	17,019,361	6,691,824
General Administration	\$ 2,196,764	147,710	162,907	58,784	629,492	19,708	64,438	327,877	3,607,680	1,410,916
Community Development	1,828,119	-	689,931	-	-	28,042	-	-	2,546,092	717,973
Management Services	1,578,176	156,025	123,758	323,165	1,101,046	48,977	94,780	396,188	3,822,115	2,243,939
Public Works	1,062,018	98,152	262,664	-	50,007	12,434	117,318	338,858	1,941,451	879,433
Economic Vitality	738,044	37,938	36,623	38,240	105,675	5,436	10,849	75,585	1,048,390	310,346
Non-Departmental	2,924,416	111,066	131,405	84,693	403,517	17,773	77,139	303,624	4,053,633	1,129,217
	\$ 10,327,537	550,891	1,407,288	504,882	2,289,737	132,370	364,524	1,442,132	17,019,361	6,691,824

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, 2009. The City utilized the services of a consultant to prepare this year's plan. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2009; 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

Fleet Management is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces greenhouse gas and preserves the environment for the Citizens of Flagstaff.

Fleet Management has set the goals of:

- Preserving the environment
- Purchasing environmentally compatible vehicles
- Improving fuel efficiency
- Conserving resources
- Downsizing vehicles
- Reducing green house emissions by using alternative energy
- Rotating under-utilized vehicles

Each piece of equipment submitted for review is evaluated by the Fleet Superintendent and fleet staff. Units are forwarded to the Fleet Review Committee that is comprised of a few supervisors and line workers familiar with equipment use and application. Based on the evaluated vehicle physical condition, fiscal year-to-date costs, and probability of major component failure, units are recommended for retention or replacement. Recommendations are determined by Fleet Review Committee using strict budget funds and guidelines.

This past fiscal year the Fleet committee saw a large number of units being deferred for budget cuts. None the less, Fleet committee was very busy as follows:

- Fleet Review committee reviewed 31 replacement requests. 90% were purchased as hybrids, diesels, E-85 Ethanol Flex-fueled.
- Continued policy of purchasing diesel engines for 3/4 ton and larger trucks so as to operate on Biodiesel.
- Purchased 6 E-85 (Ethanol) Flex-fueled vehicles for the Police department.
- Provided Fleet Review committee members with training on the Fleet computer system.
- Updated the five and ten year fleet equipment/vehicle plan using the H.T.E. fleet system.
- Continued to monitor practical vehicle utilization and rotation.

FLEET FISCAL YEAR 2011 REPLACEMENTS			
DIVISION	AMOUNT	DIVISION	AMOUNT
17 ENGINEERING		41 ENVIRONMENTAL SERVICES	
PICKUP TRUCK	\$ 21,850	REFURBISH G8018 COMPACTOR	300,000
22 POLICE		REFURBISH G8024 DOZER	350,000
PATROL SEDANS (2)	48,000	PAC RAT REFUSE TRUCK	150,000
FULL SIZE SUV (1)	33,500	FUEL TANKER	150,000
26 PARKS		TOTAL ENVIRONMENTAL SERVICES FLEET	950,000
PICKUP, 3/4 TON 4X4 DIESEL W/UTIL	49,500	32 STREET MAINTENANCE AND REPAIRS	
TOTAL GENERAL FUND FLEET	152,850	1 TON DIESEL DUALY W/UTIL	65,000
		1 TON DIESEL CREW CAB W/UTIL	65,000
		TOTAL HURF FUND FLEET	130,000
		TOTAL FLEET REPLACEMENTS	\$ 1,232,850

Proposed objectives for FY 2011 include:

- Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV'S).
- Coordinate with Purchasing to include estimated MPG estimates in all bids for vehicles and equipment and awarding bids to the most fuel efficient when possible.
- Continue to identify and to reduce units from the fleet that are under-utilized.
- To purchase 90% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- Provide quarterly fleet system training to all City employees, if interested.
- Continue to participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of alternative fuels and vehicles.

Five-Year Information Technology Plan

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

Items to consider

- Replacement of old telephone system with voice over IP in a 3-4 year phased approach

- Implementation of Sales Tax Software
- Continuation of disaster recovery planning including real time off-site data replication
- Development of 5 year strategic plan
- Data sharing and collaboration with public and private agencies

FY2011 Acquisitions - \$696,556

IT expenditures have decreased in FY2011 in line with the city-wide 11% decrease. Large purchases include the Microsoft Enterprise agreement and the next phase of VOIP implementation.

PC and Network Replacements & Upgrades - \$91,500

The budgeted amount will allow replacement of those pieces of end-user equipment on an as needed basis.

E-Government - \$10,000

Implement the expansion of video streaming of council meetings to include television broadcast.

Public Safety - \$189,700

The police departments Information Technology will be replaced on an as needed basis.

IT Five Year Projection FY2011-2016

IT Five Year Projections	Actual FY2009	Budget FY2010	Actual FY2010	Budget FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Replacement Programs									
Replacement PC's and Printers	425,674	173,000	173,000	45,750	70,000	70,000	70,000	70,000	70,000
Network equip	-	143,448	143,448	45,750	240,000	240,000	240,000	240,000	240,000
Total - Replacement Programs	425,674	316,448	316,448	91,500	310,000	310,000	310,000	310,000	310,000
GIS									
Hardware upgrades/replacement	-	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Software upgrades	-	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Total GIS	-	20,000	20,000	-	20,000	20,000	20,000	20,000	20,000
E-Gov	-	90,000	90,000	10,000	30,000	30,000	30,000	30,000	30,000
New Hardware & Software and Upgrades									
Sales Tax Software	-	-	-	20,000	20,000	20,000	20,000	20,000	20,600
Scheduling Software	-	-	-	90,000	-	-	-	-	-
Automated Time Entry	-	-	-	50,000	-	-	-	-	-
Parking Solution	-	-	-	90,000	-	-	-	-	-
Microsoft Enterprise Agreement	-	185,000	185,000	185,000	138,750	138,750	138,750	-	-
VOIP Migration - next phase	-	100,000	100,000	95,750	-	-	-	-	-
Hardware & Software Purchases	152,371	587,500	587,500	113,456	116,860	120,365	123,976	127,696	131,527
Equipment	-	-	-	52,350	-	-	-	-	-
Total New Hardware & Software	152,371	872,500	872,500	696,556	275,610	279,115	282,726	147,696	152,127
Public Safety									
Police Upgrades	-	199,700	199,700	117,700	121,231	124,868	128,614	132,472	136,447
Add PD to City Email	-	45,000	45,000	45,000	-	-	-	-	-
PD MS Office	-	-	-	10,000	-	-	-	-	-
PD Booking Photo Import	-	-	-	10,000	-	-	-	-	-
PD POS	-	-	-	7,000	-	-	-	-	-
Total Public Safety	-	244,700	244,700	189,700	121,231	124,868	128,614	132,472	136,447
Total Expenditures	578,045	1,543,648	1,543,648	987,756	756,841	763,983	771,340	640,168	648,573
Funding									
General Fund MIS allocation	-	-	-	-	-	-	-	-	-
One time monies	-	-	-	-	-	-	-	-	-
Carryover	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Total Funding	-	-	-	-	-	-	-	-	-
Expenditure Summary									
Replacement Program	425,674	316,448	316,448	91,500	310,000	310,000	310,000	310,000	310,000
Local & Wide Area Network	-	-	-	-	-	-	-	-	-
GIS	-	20,000	20,000	-	20,000	20,000	20,000	20,000	20,000
E-Gov	-	90,000	90,000	10,000	30,000	30,000	30,000	30,000	30,000
New Hardware & Software Purchases	152,371	872,500	872,500	696,556	275,610	279,115	282,726	147,696	152,127
Public Safety	-	244,700	244,700	189,700	121,231	124,868	128,614	132,472	136,447
Total Expenditures	578,045	1,543,648	1,543,648	987,756	756,841	763,983	771,340	640,168	648,573

FY 2011 ISSUES

NEW ECONOMIC DEVELOPMENT MODEL

The City of Flagstaff staff conducted a Listening Tour associated with Economic Development (E.D.) activities. It was started this in February of 2009. This tour evolved into a series of “Summits” associated with trying to find a new model that was more inclusive, financially diverse, and kept the City in the business. The last point was important because the City is responsible for the BBB revenue earmarked for Economic Development; the City is the only one who can provide tax incentives as a E.D. tool (beside the State); and the City is one of the largest land owners in town and often business attraction and retention deals involve land.

The Summits spent a great deal of time struggling with the governance issue. We would find a framework and then find a problem with that framework. Finally a small subcommittee took the key elements of the discussion and put together a concept. The Summit participants preferred the name Economic Collaborative of Northern Arizona (ECoNA) and we are now working under that title. All of the participants in these Summits have signed-off on the concept meaning they agreed with the concept and would take it back to their decision makers for consideration. That process has occurred during the month of April and May.

In summary, there are four tiers to this model. In Tier 1, there is an Advisory Council. Anyone would be welcome to participate at this Advisory Council level (by organization or by individual). At the start, the Advisory Council would consist of the 32 individuals representing 16 agencies that participated in the Summits, but would grow to those interested. The second tier would consist of an Executive Committee made up of a single representative from each of eight sectors of the economy—City, County, Small Business (Chamber of Commerce), Large Business, Education, Development, Utilities, and Non-Profits. Each would need to make a financial contribution to sit at the table and pick a single representative for that slot. The Executive Committee would manage an Executive Director and make appointments to the Economic Development Teams. The Executive Director would be responsible for coordinating and providing staff support to five Economic Development Teams –Business Attraction, Business Retention & Expansion, Workforce Development, Redevelopment and Economic Gardening. These teams are made up of agencies appointed by the executive committee. For example, Economic Gardening may consist of NACET, NAU Tech

Transfer, SEDI, and SBDC working collaboratively to facilitate entrepreneurs into the market.

Four of the Summit participants have verbally committed to funding this new model pending approval by their Board. The City is one of them. These Founders would each contribute \$40,000 per year for three years. They are, City of Flagstaff, Coconino County, Flagstaff Chamber of Commerce, and Greater Flagstaff Economic Council (GFEC). It is anticipated that GFEC would dissolve with this action and transfer their assets and organization (i.e. Articles of Incorporation, bylaws and 501(c)(3) status) to ECoNA (obviously there are more specific legal actions that need to be taken but that would be the net effect). Along with financially supporting the Founding of this new organization, they want to earmark a portion of their assets for a micro-loan program.

Again, all parties to the Summit have signed-off on the concept and agreed to seek their agency’s participation in this new collaborative. We believe that the City must be in the Economic Development business, but that we will not succeed if we go it alone. Working in a collaborative arrangement maximizes our resources, includes public and private expertise, and diversifies the funding mechanism so that the activity can survive changes in any one participant.

OUTSIDE LEGAL COUNSEL

The City Charter (Article IV Section 4) states that the City Attorney is the City’s chief legal advisor and responsible for all legal matters. Given the staffing level and specialization required for certain legal matters, for years the City has utilized the services of contracted attorneys to assist the City Attorney’s office. The City Attorney has a system in place to track and monitors the legal activities of these contracted attorneys. However because the budget(s) for these outside Attorneys are not within the City Attorney Divisional budget, there is not a clear process to monitor the expenditures.

Administrative Policy

When a Division, other than the City Attorney or City Court Divisions, require the legal services of a contracted attorney, the request will be made in writing to the appropriate Deputy City Manager, with a copy to the City Attorney. Such requests will include: reason, funding source, estimated duration of the project/services, and approximate cost and budget for the services. The Deputy City Manager will consult with the City Attorney and approve, disapprove or amend the request and inform the

requesting division. It will be the responsibility of the Deputy City Manager to receive from the requesting Division regular reports as to the project cost and duration. Supervision of the contracted attorneys shall be by the City Attorney's office.

PROPERTY MANAGEMENT ORDINANCE IMPACT

For several years the City has considered adopting a Property Maintenance Ordinance (PMO) that would apply Citywide to provide for clear enforceable regulations for the maintenance and upkeep of all properties. Following a number of work sessions with the City Council on the PMO, and discussion with key stakeholders such as the League of Neighborhoods, staff has received very clear direction on the structure and content of the PMO, and how it should be applied and enforced in the community. There is also consensus that the PMO is important to the City Council and numerous members of the community, and hence as soon as staff has completed work on the adoption and implementation of the new zoning code, work will commence on the PMO.

Possible Future Budget Impacts

It is anticipated that the City Council will adopt the new zoning code in January 2011. At least three months will be needed thereafter to ensure that the new zoning code is implemented smoothly with training on the new code with staff, developers, designers, contractors and interested citizens, completion of desired user's guides, completion of the new documentation for revised processes, etc. Thus, in April 2011 work on a PMO can commence in earnest with adoption anticipated in the late fall/winter of 2011.

After adoption of the PMO, consistent with community desires and the City Council's direction thus far, it is anticipated that the PMO will be phased in with City staff initially seeking compliance via education and employing a more lenient enforcement approach rather than achieving compliance through the courts. Also, staff will only respond to complaints rather than actively seek out possible violations. Minimal enforcement will result in minimal impact; significant enforcement will see significant impact.

Thus, at least for the first year of the PMO's implementation, it is reasonable to assume the following:

- There will be a need for one additional Code Compliance Officer in the Planning and

Development Services Section to enforce the PMO. This will increase the size of the Code Compliance Program to a total of two individuals who between them should be able to handle the tasks associated with general code compliance and the implementation of the PMO through outreach and education, and employing a more lenient enforcement approach.

- There will an impact on the City Attorney's office as there is a strong likelihood of many questions during the educational phase, and there will be a need to be getting geared up for the active enforcement phase. Thus there will be the need for hiring at a minimum one new attorney.
- It is not expected that there would be a significant impact on the Municipal Court at the inception of the PMO.

However, in the medium to long term, there may be a community desire for more active enforcement and possibly for an expanded PMO. Under this scenario, even with a new civil hearing process in place, it is reasonable to assume that:

- There will be a need for at least one additional Code Compliance Officer in the Planning and Development Services Section and possibly an additional Code Compliance Officer in the Sustainability and Environmental Management Division to enforce the PMO.
- There will be an increase in the number of civil cases for review and prosecution by the City Prosecutor's office and the Municipal Court that may warrant an increase in staff, implementation of a night court, etc.

Conclusion

In the short term assuming that the PMO is not aggressively enforced and City staff employs a more educational approach rather than achieving compliance through the courts, an additional Code Compliance Officer and an additional attorney will be needed to handle the increased work load resulting from the adoption of a PMO. However, in the medium to long term assuming a community desire for more active enforcement there is likely to be a need for additional Code Compliance Officers and there will be a potential impact on the City Prosecutor's office and the Municipal Court.

CONSTRUCTION STIMULUS

In January 2009, the idea of a local stimulus package was introduced by the City Manager. One of the tools in that package was a sales tax rebate program for new and used autos. That program was funded at \$100,000 and rebates the 1% sales tax to

those who purchase an automobile in Flagstaff. Also introduced and presented was a construction stimulus proposal. This proposal would essentially waive building permit fees for new construction. The price tag and conditions associated with this program was \$250,000 and was contingent upon the State adopting its balanced budget. This latter condition was because we had set aside contingency funds in the FY2010 budget to deal with and decrease in state shared revenue that might arise and that was how we would fund a construction stimulus program.

At this time, the State just passed a balanced budget for FY2010 and we knew that decreases associated with State shared revenue will consume the entire contingency. Therefore the original funding source identified for the construction stimulus is not available.

As FY2010 progressed, there has been very low participation in the Auto Sales Tax Rebate program. As of March 31, 2010 there have been a total of 46 rebates and \$7,821 spent.

The City will now discontinue the Auto Rebate Program on May 1 and transfer the money to the Construction Stimulus program. Community Development staff developed the guidelines for the program. We will provide \$80,000 in fee waivers for construction while allowing funding for any outstanding auto rebates to be processed. If there are surplus funds when that program is closed out, we could move it to the construction stimulus program. The \$80,000 is only a third of the original program, but we believe it may be enough to influence this building season.

BBB-RECREATION REVENUE TRANSFERS

The BBB-Recreation portion of the City BBB tax is 33% or approximately \$1.6 million dollars per year. The specific issue is the possible reallocation of the BBB funds earmarked for Parks and Recreation capital projects to be used to supplement other Recreation operating costs (programming) on an ongoing basis.

Overview

Within the BBB funding allocation there are three programs that are funded within Parks: Streetscapes/Medians, BBB Recreation Fields, and FUTS. The BBB Recreation Fields funding allocation amount is approximately \$1.1 million annually, of which roughly \$200,000 goes towards the maintenance of FUTS and the remainder is for

maintenance of other projects associated with sports fields constructed by the 1996 Bond Election.

The primary function of the BBB funding has long been considered a mechanism to construct parks and recreation capital projects. However, as construction occurs a greater portion of the tax dollars has been allocated towards the maintenance of these projects. Some of these capital projects have included Thorpe Park improvements (\$6.3M), Foxglenn Park improvements (\$2.7M), Continental Park improvements (\$1.6M), school field improvements (\$1.9M), and FUTS trail construction (\$1.6M).

After transfers are completed for maintenance and construction, the ending fund balance is carried over and used for future unfunded projects, as determined by the Parks and Recreation Commission. For several years, the fund balance was in the negative, due to planned overdraws to fund projects such as the Thorpe improvements.

In 2008, the Parks and Recreation Commission prioritized their top unfunded capital projects with hopes to be able to acquire BBB revenues over the years to fund these projects. One of the primary responsibilities of the Commission is planning for future parkland acquisitions, improvements, and construction. At the March 24, 2010 meeting, the Commission was presented the proposal to transfer BBB capital money into recreation operational funding. In a unanimous vote, the Parks and Recreation Commission endorsed the transfer for the FY2011 only. They expressed a desire to have future transfers come before them annually for their review before making any recommendations to City Council.

An ongoing/annual transfer of \$200,000 from the BBB-Recreation fund towards Recreation operations and programming would significantly reduce the accumulation of funding towards future Parks and Recreation capital projects.

Recommendation

While additional funding in recreation operations would be highly beneficial, particularly for those program areas and centers that have limited resources, there remains a significant impact towards planning for future capital projects in a community already deficient in its inventory of sports fields, new parkland acquisition, and community facilities. With millions of dollars worth of unfunded Parks and Recreation capital projects in the CIP database, transferring BBB funding into recreation

operations would hinder our ability to strategically plan for the future by eliminating a key funding mechanism. Recreation programs would indeed benefit from the transfer, but at the cost of significantly reducing the accumulation of funding towards future Parks and Recreation capital projects. The City will transfer \$200,000 to the General Fund to pay for Recreation programs in FY 2011. We will revisit the transfer during next budget cycle and provide a recommendation to the Parks and Recreation Commission in the Spring of 2011.

DOWNTOWN MANAGEMENT PLAN UPDATE

The Downtown Management Plan seeks to address community stakeholders concerns regarding parking, enhanced downtown maintenance, and business support services in the Central Business District. The concerns with parking include managing the current parking supply efficiently so as to minimize the need of new parking, managing the spill-over affects of changes in downtown parking, and increasing the supply of public parking. Desires for enhanced maintenance needs include comprehensive management, capital maintenance, additional cleaning, and additional snow removal. Downtown businesses seek additional support including a Downtown Manager, ambassadors, common marketing, event and seasonal decoration planning, common trash service, and traditional business attraction and retention specialized and dedicated to downtown.

Proposal Goals

The community stakeholders are proposing to phase the development and implementation of the Downtown Management Plan. The first phase would include the installation of approximately 60 new on-street parking spaces, instituting business and residential permit parking programs, the installation of parking meters, and increasing enforcement to cover all areas served and for more frequency. All of this phase occurs in north downtown. It is proposed that the revenues from parking (permits and meters) would cover program costs and that the surplus would be saved for future garage construction, lessening the amount financed.

Future phases include the formation of a business district, garage construction, an expanded parking management area, downtown maintenance, and business support services would all be developed and implemented at an unspecified later date as future phases.

Overview

The Downtown Management Plan Concept 2009 previously presented to the City Council, comprehensively addressed community stakeholders concerns with several effective but ambitious strategies. Notable features included:

- The formation of a district (PBID for convenience) that could provide overall comprehensive management and that through assessment and parking revenues could provide district operational income and capital for garage construction.
- A public/private partnership that would use municipal bonds to finance the garage construction and that split the construction cost between the PBID and the City as a whole with both portions reduced by potential grants.
- A contract whereby the PBID would receive City funds currently dedicated to downtown maintenance, would be responsible for performing the work, and could supplement those funds with their own funds to enhance the maintenance.
- Boundaries that formally united north downtown and south downtown as well as peripheral areas toward Columbus Avenue and Franklin Avenue.

Update

Since the concept was presented to the City Council (August 25, 2009), additional community stakeholders were sought out and focus groups were convened to develop the various aspects of the plan in detail. The process involved approximately 75 people from all over the district, and City staff, and over 30 planning meetings were held between August 2009 and present. Some groups continue to meet though the work has been cut down to match current phased proposal. Over the same period of time, a series of public meetings were convened, with outreach designed to reach all parts of the district and with meetings conducted in various venues around the district.

Some highlights of the work completed includes inventorying all services provided by the City and assigning costs to those services, developing and calculating budgets and potential assessments for services that were sought by the stakeholders, researching and discussing the merits of various district types that could be used, developing new on-street parking plans, and developing three types of parking permit programs.

In arriving at the current proposal, to proceed with one limited phase, the Steering Committee had several things in mind:

- Being a comprehensive plan, and the process being fully transparent, adds another notable

feature – the concept is multi-faceted and detailed, and thus complicated. The Steering Committee expressed that they were having difficulty understanding it themselves much less communicating the plan to others in any simple terms. Staff has similarly struggled with balancing “transparency” and “simplicity” in light of the multi-faceted goals.

- The EDA grant, that would have covered about a third of the garage construction cost, was not accepted. However, two other grants (FTA) are currently being pursued that would cover 80% of the cost, with City owned land making up the remaining 20%. Responses to these applications could come at any time, but also could come as late as six months from now.
- The political realities of forming a PBID do not seem favorable right now. The limitations of Arizona law, in terms of possible district types and governance requirements, have been a particularly challenging discussion for the group. As well, businesses and property owners not involved in the development of the concept, and those in the peripheral areas, have not yet seen the advantages of such an organization or recognized the plan as more than a parking plan serving the core area. Both of these elements need more time for resolution.
- Continuing from there, the political realities of enacting an assessment, notably in light of the current economic circumstances, also did not seem favorable. The economic challenges currently facing businesses have been the subject of much discussion. Even businesses and property owners that have been engaged and involved have been struggling with the concept of volunteering to pay more taxes for any purpose.
- Steering Committee members had great concerns that the garage(s) would not be included in the upcoming bond election and that even if included, the bonds would not pass. Their discussion on this centered on the idea that a bond at a later date would separate this project from the tax renewals and the current bond effort, and that the savings of parking revenues in the intervening years would allow a future bond request for a lesser amount.
- Across all City Departments, staff support has been overwhelmingly positive in facilitation, participation, and the development of plan content. However, regardless of what staff, or how many, this leadership is (and will be) insufficient without numerous stakeholders, of varied interests, who can spread the vision and gain support in the community at large.

The fiscal impact of proceeding with only phase one at this time is entirely positive. The business plan shows that the costs of the services sought are significantly outweighed by the revenues generated from parking permits and meters and that saving up for a garage (or down payment) is quite feasible.

RIORDAN MANSION STATE HISTORIC PARK

Overview

Due to the State’s dire budget situation and State Parks funds being ‘swept’, Riordan Mansion is slated for closure. Originally the Park was to be closed indefinitely beginning February 22; however, a number of community partners came forward with a proposal to keep the Park open and subsequently delayed the closure. Recently, the Arizona State Parks (ASP) board considered a proposal recommending that the Park be leased by the Arizona Historical Society, and operated by Northern Arizona Pioneer Historical Society (NAPHS) for three years. This recommendation is currently pending approval by the Arizona Historical Society. Additionally, Riordan Action Network (RAN) is providing a reliable funding source through donations and fundraising to support ongoing operations of the Park. Staff presented a recommendation on February 16 for Council reconsideration that included funding landscape maintenance and/or snow removal both in the current fiscal year (\$10,000) and next fiscal year (\$20,000).

Our goal is to provide funding for Riordan Mansion State Historic Park (RMSHP) in FY11 for landscape maintenance and/or snow removal services as part of a greater community partnership which will allow the Park to remain open and continue providing valuable educational and visitor programs. We can achieve this by:

- Working with other community partners to provide services to help offset the Park’s operating costs.
- Providing funding for landscape maintenance and/or snow removal services.
- Keeping Riordan Mansion open in order to provide valuable historic, arts, and cultural programming for residents and visitors alike.

Fiscal Impact

At the February 16 meeting, Council supported funding \$10,000 this fiscal year towards landscape maintenance. These dollars will come from the BBB Beautification Fund, specifically the Redevelopment Opportunities budget. The Redevelopment

Opportunities budget has an allocation of \$50,000 that in years past has been used primarily for concept drawings for economic development purposes; however, no funds have been spent in this line item year-to-date. This budget has been cut for next fiscal year and therefore not available to provided future funding.

Four funding options were provided to council for the \$20,000 needed for FY 2011. These options come from the BBB Beautification Fund

- Utilizing a portion of the fund balance normally set-aside for Capital beautification projects. The annual allocation is approximately \$450,000, and a portion of this is normally carried forward for larger projects. Notable projects currently being saved up for include streetscape improvements along Butler Avenue and streetscape improvements along the Fourth Street Corridor. The projects will be delayed or have the scope of work somewhat reduced.
- Two projects slated for construction this spring and into next fiscal year (Southside Streetscape Improvements and the Woodlands/Beulah Medians and Sidewalks) are also being funded through the above mentioned fund balance and could be reduced in scope or delayed.
- There are seven (7) Beautification and Public Art projects anticipated for next year. Although smaller in scope, these projects could be delayed or reduced in scope to allow for Riordan Mansion funding. They include: City Hall Flower Beds, Route 66 Northside Streetscape, Chamber Plaza, Wheeler Park Seasonal Lighting, City Hall Lawn – Xeriscape, Fourth Street Neighborhood Gateway, and Neighborhood Gardens.
- There are available funds in the Special Projects/Unprogrammed Work budget that could be utilized for Riordan Mansion. This approach would not impact any specific, planned, or committed projects, but would limit our ability to respond to other unforeseen needs next year. This line item has \$50,000 allocated for such uses.

Staff recommended and council approved the last option above as the funding source for landscape maintenance and/or snow removal for Riordan Mansion in FY2011.

UTILITIES BLANK SLATE

The Utilities Department was asked to write up an issue paper to explain what the department would do differently if they were able to start from scratch and rebuild the utility system. This also could be

viewed as “lessons learned” exercise or best practices from reviewing other utilities. If Utilities could start from scratch, what practices should be implemented was asked from the Section Heads in Utilities and their comments summarized in the follow paragraphs. Additional detail of the Section Head’s responses can be found in the appendix.

Finance

The public wants to pay the “true cost of water” and does not want to jeopardize the quality or quantity of the City’s water supply or drainage systems. Utilities across the nation have been hesitant to request adequate funding. The Federal grants of the early Wastewater Treatment programs have skewed the true costs to maintain a water/wastewater and storm water systems. Utilities have relied on bonding and growth to fund the O&M of existing infrastructure. Utilities need to create sinking funds for replacement of equipment and infrastructure. Growth needs to be managed for both short term and long term impacts. Utility managers engineer systems with effective solutions in order to minimize rates or increasing costs. However, this short term thinking doesn’t pay off in the long term because eventually the bills come due. Good financial information and solid business based decisions are required. Lack of funding issues for a correct fix is not available so a substandard approach may be used for short term gain..

Infrastructure/Engineering/Standards/Policies

The public likes to see “long term thinking” when discussing long range water plans. They want to have policies and standards that treat everyone fairly and equally. Utility personnel respond to answer complaints where in most cases the systems were not built correctly as pipes not joined properly, inadequate design, construction was completed before being annexed or was annexed without standards in place, or someone knew someone and was allowed to install a substandard system. In most cases it is easier to do the construction work right the first time, it much harder to respond to complaints, and rebuild the construction after the area is developed. Decisions based on sound information are important. Data collection, record keeping and analyzing the information takes time and money but the costs of not having the information are greater. In most cases, the cost of design and the preliminary work is much cheaper then the construction. In many cases our utility infrastructure is over 60 years old and needs replacement. In fact 25 miles of the City’s water mains are between 60-100 years old and needs to be replaced as soon as possible. Flagstaff’s aging

infrastructure is not just a local problem. City of Flagstaff Utility has a planned system replacement and upgrade program that provides for annual main replacements. The Utility needs to replace over 415 miles of pipe in the next 40 years to renew the system. A planned annual increase in spending to accomplish this goal by 2050 will be proposed.

Staff/Training

The lack of funding over the last three years has caused a staff reduction from 76 people to 60. The demand for services and maintenance has not been reduced so there is a large amount of work that is going undone. Combining positions make it difficult maintain all functions including responding to grants, complying with grants and permits, and community outreach. Other positions as GIS coordinator, construction project manager, utilities and storm water plan reviewer pay for themselves and provide good customer service. Positions that should be considered in the future are water rights attorney, construction crew to rehabilitate water/sewer mains projects, and a business manager to manage finances and purchasing. Travel and training has been reduced over the past three years. Training is important to bring in new ideas and staying current with new technology and regulations. Training of existing personnel is cheaper and more productive than hiring new people without the system background.

Technology

Numerous technology items were discussed by sections. They included SCADA improvements, tracking of regulatory requirements, GIS applications, wireless devices to have mobile connections, and linking of technologies with other government entities. The investment of time and expenses for software/ hardware and training are difficult to budget for but invaluable in the long term payoff in time saving, quality decision making, record keeping and storage. Investments are needed in developing a smart water system grid measured by smart meters and automated information availability.

Communication

Sharing information with the public and staff is a crucial aspect of Utilities. Having an opportunity for outreach and education improves public opinion and allows for more educated discussions. Linking up with other regional partners for regional planning and emergency preparedness is an important element of a utility. The regional database for land information and general information sharing was an excellent suggestion between regional government entities. Becoming a great utility has much to do employees' and customers' need to understand the utilities vision, a strategy for getting there, and why it is important.

Looking Ahead

As the water utility industry begins to move from the past and current economy, characterized by heavy reliance on Federal funding of wastewater and water treatment facilities, aging infrastructure and consumers who under value water, toward a new economy that includes less reliance on federal money for infrastructure, a smarter water system grid, increased use of renewable energy resources and active informed consumers. A great utility is a company that applies information to the water consumer, maximizing its reliability, affordability and sustainability from generation to end customers. Becoming a great utility requires more than just technology investments; it requires a real investment in people and processes.

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2010-2011

Annual Financial Plan

Schedule 1 : Total Resources and Appropriations Summary

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2010	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2010-2011	INTERFUND TRANSFERS 2010-2011		TOTAL FINANCIAL RESOURCES AVAILABLE 2010-2011	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2010-2011	FUND BALANCE 6/30/2011
			IN	OUT							
General Fund	\$ 14,019,080	49,459,014	5,153,014	(8,398,866)	60,232,242	45,542,786	5,096,338	2,436,531	1,500,000	54,575,655	5,656,587
Special Revenue Funds:											
Library	727,912	6,473,625	1,178,951	(328,391)	8,052,097	7,730,007	-	-	100,000	7,830,007	222,090
Highway User Revenue	2,420,718	6,712,347	5,490,567	(585,401)	14,038,231	5,288,747	5,621,169	2,360,118	100,000	13,370,034	668,197
Transportation	320,620	14,279,030	-	(3,734,405)	10,865,245	5,203,675	-	2,263,958	-	7,467,633	3,397,612
Beautification	3,743,901	2,807,295	1,125,000	(517,853)	7,158,343	152,194	5,934,815	-	10,000	6,097,009	1,061,334
Economic Development	129,221	561,429	411,698	-	1,102,348	715,456	-	254,178	25,000	994,634	107,714
Tourism	16,557	1,555,820	100,000	(9,437)	1,662,940	1,552,628	-	-	50,000	1,602,628	60,312
Arts & Science	387,106	372,886	-	-	759,992	673,472	-	-	10,000	683,472	76,520
Recreation-BBB	54,573	1,623,967	-	(1,459,636)	218,904	-	-	-	-	-	218,904
Real Estate Proceeds	511,871	13,350	-	-	525,221	-	-	-	-	-	525,221
Housing and Comm Svcs	1,769,454	1,968,644	-	(14,000)	3,724,098	3,513,891	-	-	-	3,513,891	210,207
Metro Planning Org	-	619,285	22,720	-	642,005	542,005	-	-	100,000	642,005	-
Debt Service Funds:											
G.O. Bond Fund	348,355	-	3,517,453	-	3,865,808	-	-	3,517,453	-	3,517,453	348,355
Sec. Property Tax	2,811,348	7,259,054	-	(5,329,128)	4,741,274	-	-	-	-	-	4,741,274
Special Assessment Bond	99,122	1,405,625	-	-	1,504,747	-	-	1,405,625	-	1,405,625	99,122
Permanent Funds:											
Perpetual Care	157,042	14,750	-	-	171,792	-	-	-	-	-	171,792
Capital Projects Funds:											
Special Improvement District	26,210	-	-	-	26,210	-	26,210	-	-	26,210	-
Municipal Facilities Corp	49,204	4,687,000	-	-	4,736,204	-	4,578,000	-	-	4,578,000	158,204
G.O. Bonds	2,702,841	55,545,508	-	(500,000)	57,748,349	-	14,486,989	-	-	14,486,989	43,261,360
Enterprise Funds:											
Water and Wastewater	6,218,265	20,651,279	1,811,675	(1,969,469)	26,711,750	12,579,709	4,460,983	6,371,846	1,400,000	24,812,538	1,899,212
Airport											
Operating	1,335	11,671,573	63,000	(199,567)	11,536,341	1,502,448	9,745,625	286,686	-	11,534,759	1,582
Environmental Services	4,540,071	11,363,089	10,000	(109,480)	15,803,680	10,958,659	1,947,270	-	500,000	13,405,929	2,397,751
Stormwater Utility	656,859	1,447,944	4,650,222	(378,667)	6,376,358	738,061	5,432,504	-	10,000	6,180,565	195,793
Flagstaff Housing Authority	636,248	5,976,462	-	-	6,612,710	5,312,630	614,862	-	-	5,927,492	685,218
TOTAL ALL FUNDS	\$ 42,347,913	206,468,976	23,534,300	(23,534,300)	248,816,889	102,006,368	57,944,765	18,896,395	3,805,000	182,652,528	66,164,361

City of Flagstaff

Schedule 2: Tax Levy

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2010-2011

	ESTIMATED FY 2009-2010	FY 2010-2011
Expenditure Limitation [Economic Estimates Commission]		\$ 125,293,759
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 5,119,660	\$ 5,268,981
2. Amount Received from Primary Property Taxation in FY 2009-2010 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	\$ 5,119,660	\$ 5,268,981
B. Secondary Property Taxes	7,631,176	7,228,554
C. Total Property Tax Levy Amount	\$ 12,750,836	\$ 12,497,535
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2009-2010 Levy	\$ 4,900,000	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,000,000	
B. Secondary Property Taxes:		
(1) FY 2009-2010 Levy	7,631,176	
(2) Total Secondary Property Taxes Collected	7,631,176	
C. Total Property Taxes Collected	\$ 12,631,176	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6547	0.6479
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.4913	1.4845

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

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

Schedule 3: Revenues Other than Property Taxes

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2010 AND 2011
(WITH ACTUALS FOR FISCAL YEAR 2009)

SOURCE OF REVENUES	ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	ESTIMATED ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	\$ 14,384,321	13,803,121	13,140,000	13,160,500	(642,621)	-4.66%
Franchise Tax	2,479,028	2,519,408	2,500,000	2,625,000	105,592	4.19%
Licenses and permits						
Business Licenses	36,126	81,000	80,000	84,000	3,000	3.70%
Building Permits	1,104,822	1,040,000	750,000	690,000	(350,000)	-33.65%
Other Licenses and permits	236,482	355,201	229,905	240,650	(114,551)	-32.25%
Intergovernmental revenues						
State Income Tax Sharing	9,149,290	7,850,000	7,850,000	5,900,000	(1,950,000)	-24.84%
State Shared Sales Tax	4,868,072	5,191,194	4,300,000	4,300,000	(891,194)	-17.17%
Vehicle License Tax	2,611,289	2,550,000	2,400,000	2,248,000	(302,000)	-11.84%
Federal Grants	1,087,713	2,170,177	2,054,246	2,374,506	204,329	9.42%
State Grants	273,067	316,338	360,485	395,080	78,742	24.89%
Local Intergovernmental Agreements	930,132	860,000	870,000	850,000	(10,000)	-1.16%
Charges for services						
General Government	166,621	1,227,432	631,799	761,200	(466,232)	-37.98%
Parks & Recreation	1,449,214	1,429,010	1,278,013	1,298,080	(130,930)	-9.16%
Public Safety	1,297,588	1,067,377	1,307,500	1,285,700	218,323	20.45%
Cemetery	110,252	135,572	121,750	127,000	(8,572)	-6.32%
Fines and forfeits	1,360,441	1,242,929	1,241,647	1,261,400	18,471	1.49%
Interest on investments	483,883	650,000	200,000	250,000	(400,000)	-61.54%
Miscellaneous revenues	1,060,254	1,958,593	1,853,030	6,602,898	4,644,305	237.12%
Total General Fund	43,088,595	44,447,352	41,168,375	44,454,014	6,662	0.01%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	59,041	25,000	95,489	74,214	49,214	196.86%
County Aid	3,805,955	6,449,810	4,374,759	6,351,957	(97,853)	-1.52%
Interest on investments	44,908	50,000	26,980	26,980	(23,020)	-46.04%
Miscellaneous revenues	44,805	20,809	20,474	20,474	(335)	-1.61%
Total Library Fund	3,954,709	6,545,619	4,517,702	6,473,625	(71,994)	-1.10%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	-	765,600	765,600	-	(765,600)	-100.00%
Highway User Tax	6,412,329	6,662,309	6,562,309	6,562,309	(100,000)	-1.50%
Local Transportation						
Assistance Funds	251,536	300,246	133,648	-	(300,246)	-100.00%
Interest on investments	60,275	36,000	16,000	4,000	(32,000)	-88.89%
Miscellaneous revenues	(64,535)	1,376,327	1,311,113	146,038	(1,230,289)	-89.39%
Total Highway User Revenue Fund	6,659,605	9,140,482	8,788,670	6,712,347	(1,197,846)	-13.10%
TRANSPORTATION FUND						
Transportation Tax	10,020,213	9,721,245	9,235,030	9,235,030	(486,215)	-5.00%
Interest on Investments	82,885	99,000	7,400	44,000	(55,000)	-55.56%
Miscellaneous revenues	21,282	-	642,000	5,000,000	5,000,000	0.00%
Total Transportation Fund	10,124,380	9,820,245	9,884,430	14,279,030	4,458,785	45.40%

Schedule 3: Revenues Other than Property Taxes

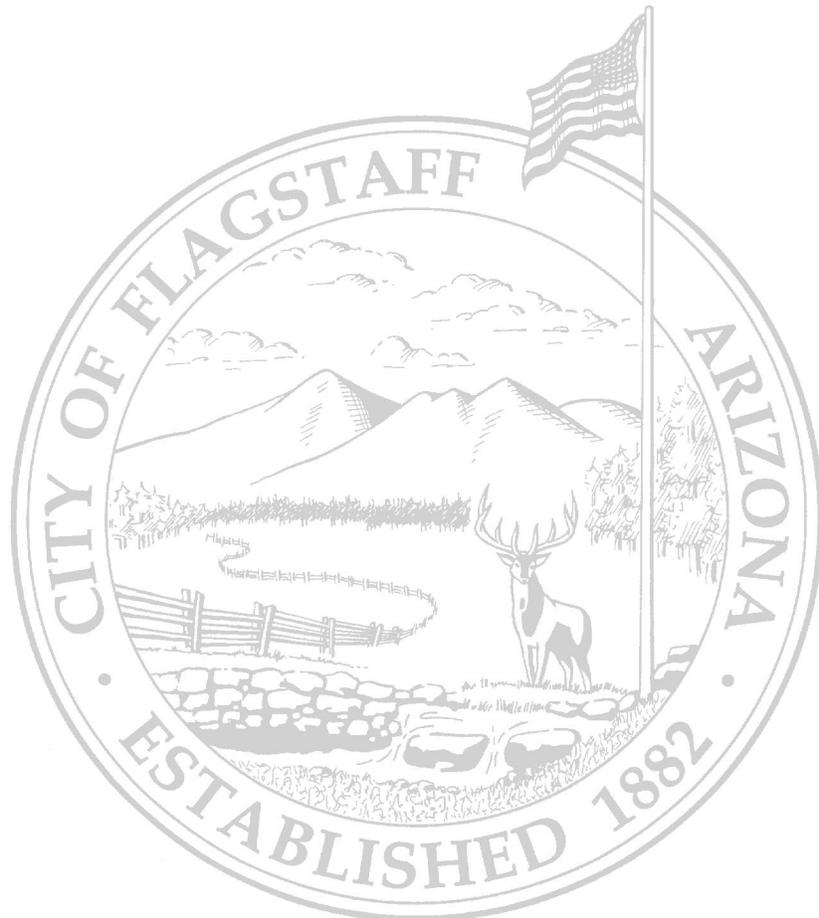
SOURCE OF REVENUES	ACTUAL	BUDGETED	ESTIMATED	BUDGETED	CHANGE (BDGT-BDGT)	% CHANGE
	REVENUES 2008-2009	REVENUES 2009-2010	ACTUAL REVENUES 2009-2010	REVENUES 2010-2011		
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	\$ 588,474	1,845,000	714,723	1,784,194	(60,806)	-3.30%
BBB Tax	1,010,341	1,044,629	984,041	984,041	(60,588)	-5.80%
Interest on investments	75,230	83,227	43,000	39,060	(44,167)	-53.07%
Miscellaneous	150	-	414	-	-	0.00%
Total Beautification Fund	1,674,195	2,972,856	1,742,178	2,807,295	(165,561)	-5.57%
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
State Grants	3,225	-	-	-		
BBB Tax	479,912	496,199	467,419	467,419	(28,780)	-5.80%
Miscellaneous	60,000	91,800	90,900	92,718	918	1.00%
Interest on investments	7,224	5,000	5,547	1,292	(3,708)	-74.16%
Total Economic Development Fund	550,361	592,999	563,866	561,429	(31,570)	-5.32%
TOURISM FUND						
BBB Tax	1,494,995	1,566,944	1,476,061	1,476,061	(90,883)	-5.80%
Retail Sales	67,424	65,047	65,047	65,047	-	0.00%
Interest on investments	4,689	1,000	1,000	-	(1,000)	-100.00%
Miscellaneous revenues	31,721	14,442	14,442	14,712	270	1.87%
Total Tourism Fund	1,598,829	1,647,433	1,556,550	1,555,820	(91,613)	-5.56%
ARTS AND SCIENCE FUND						
BBB Tax	378,878	391,736	369,015	369,015	(22,721)	-5.80%
Interest on investments	6,157	9,623	3,810	3,871	(5,752)	-59.77%
Total Arts and Science Fund	385,035	401,359	372,825	372,886	(28,473)	-7.09%
RECREATION-BBB FUND						
BBB Tax	1,667,063	1,723,638	1,623,667	1,623,667	(99,971)	-5.80%
Interest on investments	-	-	435	300	300	0.00%
Total Recreation-BBB Fund	1,667,063	1,723,638	1,624,102	1,623,967	(99,671)	-5.78%
REAL ESTATE PROCEED FUND						
Interest on investments	18,153	14,350	14,350	13,350	(1,000)	-6.97%
Total Real Estate Proceeds Fund	18,153	14,350	14,350	13,350	(1,000)	-6.97%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	498,121	1,255,040	634,621	1,338,644	83,604	6.66%
State Grants	108,774	600,000	621,820	630,000	30,000	5.00%
Interest on investments	25,446	-	10,000	-	-	0.00%
Miscellaneous revenues	231,623	-	53,943	-	-	0.00%
Total Community Redevelopment Fund	863,964	1,855,040	1,320,384	1,968,644	113,604	6.12%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	484,413	296,526	289,273	514,285	217,759	73.44%
Miscellaneous revenues	5,000	105,000	5,000	105,000	-	0.00%
Total Metro Planning Organization Fund	489,413	401,526	294,273	619,285	217,759	54.23%
TOTAL SPECIAL REVENUE FUNDS	27,985,707	35,115,547	30,679,330	36,987,678	3,102,420	8.83%

Schedule 3: Revenues Other than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	ESTIMATED ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	\$ 56,633	79,700	29,504	30,500	(49,200)	-61.73%
Total Secondary Property Tax Fund	56,633	79,700	29,504	30,500	(49,200)	-61.73%
SPECIAL ASSESSMENT BONDS						
Special Assessments	2,382	1,402,250	1,402,256	1,403,625	1,375	0.10%
Interest on investments	4,295	2,400	2,485	2,000	(400)	-16.67%
Miscellaneous revenues	1,383	-	-	-	-	0.00%
Total Special Assessment Bonds	8,060	1,404,650	1,404,741	1,405,625	975	0.07%
TOTAL DEBT SERVICE FUNDS	64,693	1,484,350	1,434,245	1,436,125	(48,225)	-3.25%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Interest on investments	389,042	82,248	32,790	11,770	(70,478)	-85.69%
Miscellaneous Revenue	-	-	-	8,933,738	8,933,738	10776.26%
Total G.O. Bonds Projects	389,042	82,248	32,790	8,945,508	8,863,260	10776.26%
MUNICIPAL FACILITIES CORP						
Intergovernmental revenues						
Grant Revenues	-	3,000,000	-	-	2,576,384	85.88%
Interest on investments	-	-	-	87,000	87,000	0.00%
Total Municipal Facilities Corp	-	3,000,000	-	87,000	2,663,384	
SPECIAL IMPROVEMENT DISTRICT						
Interest on investments	76,860	-	8,785	-	-	0.00%
Miscellaneous Revenue	1,304,536	477,635	489,710	-	(477,635)	-100.00%
Total Capital Projects Bond Funds	1,381,396	477,635	498,495	-	(477,635)	-100.00%
TOTAL CAPITAL PROJECTS FUNDS	1,770,438	3,559,883	531,285	9,032,508	11,049,009	310.38%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	13,325	12,485	25,420	12,734	249	1.99%
Interest on investments	1,996	3,497	1,224	2,016	(1,481)	-42.35%
Total Perpetual Care Fund	15,321	15,982	26,644	14,750	(1,232)	-7.71%
TOTAL PERMANENT FUNDS	15,321	15,982	26,644	14,750	(1,232)	-7.71%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	13,716	334,571	32,018	302,553	(32,018)	-9.57%
Water Revenues	10,864,107	11,656,833	10,651,720	10,403,400	(1,253,433)	-10.75%
Sewer Revenues	7,433,110	7,972,942	7,276,299	7,151,500	(821,442)	-10.30%
Interest on Investments	151,599	173,000	124,000	121,000	(52,000)	-30.06%
Miscellaneous revenues	9,375	-	-	-	-	0.00%
Total Water and Wastewater Fund	18,471,907	20,137,346	18,084,037	17,978,453	(2,158,893)	-10.72%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	2,180,176	5,687,036	37,154	8,960,689	3,273,653	57.56%
State Grants	40,725	338,850	2,052,090	698,142	359,292	106.03%
Airport Revenues	1,208,633	1,560,316	1,576,577	1,642,679	82,363	5.28%
Interest on investments	7,028	50	4,900	2,539	2,489	4978.00%
Miscellaneous revenues	126,995	342,043	18,765	367,524	25,481	7.45%
Total Airport Fund	3,563,557	7,928,295	3,689,486	11,671,573	3,743,278	47.21%

Schedule 3: Revenues Other than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	ESTIMATED ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
Federal Grants	\$ 69,448	587,100	262,569	517,958	(69,142)	-11.78%
Environmental Services Revenues	11,133,973	11,968,972	10,584,400	10,809,131	(1,159,841)	-9.69%
Interest on investments	160,380	204,603	37,400	36,000	(168,603)	-82.40%
Miscellaneous revenues	124,920	27,300	291,281	-	(27,300)	-100.00%
Total Environmental Services Fund	11,488,721	12,787,975	11,175,650	11,363,089	(1,424,886)	-11.14%
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	-	-	-	8,400	8,400	0.00%
Stormwater Utility Revenues	1,206,233	1,306,298	1,306,298	1,406,262	99,964	7.65%
Charges for Services	35,202	51,346	30,589	30,589	(20,757)	-40.43%
Interest on investments	5,801	11,100	2,693	2,693	(8,407)	-75.74%
Miscellaneous revenues	(1,341)	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,245,895	1,368,744	1,339,580	1,447,944	79,200	5.79%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues	-	-	-	4,514,304	4,514,304	0.00%
Rents and Other Tenant Income	-	-	-	1,141,000	1,141,000	0.00%
Miscellaneous revenues	-	-	-	321,158	321,158	0.00%
Total Stormwater Utility Fund	-	-	-	5,976,462	5,976,462	0.00%
TOTAL ENTERPRISE FUNDS	34,770,080	42,222,360	34,288,753	48,437,521	6,215,161	14.72%
TOTAL REVENUES	\$ 107,694,834	126,845,474	108,128,632	140,362,596	20,323,795	16.02%



CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2010 - 2011

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
		IN	OUT
GENERAL FUND	\$ -	5,153,014	8,398,866
SPECIAL REVENUE FUNDS			
Library Fund	-	1,178,951	328,391
Highway User Revenue Fund	-	5,490,567	585,401
Transportation Fund	-	-	3,734,405
Beautification Fund	-	1,125,000	517,853
Economic Development	-	411,698	-
Tourism Fund	-	100,000	9,437
Recreation-BBB Fund	-	-	1,459,636
Housing & Community Services	-	-	14,000
MPO	-	22,720	-
Total Special Revenue Funds	-	8,328,936	6,649,123
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	5,329,128
G.O. Bond Fund	-	3,517,453	-
Total Debt Service Funds	-	3,517,453	5,329,128
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	46,600,000	-	500,000
Municipal Facilities Corporation	4,600,000	-	-
Total Capital Projects Funds	51,200,000	-	500,000
ENTERPRISE FUNDS			
Water and Wastewater Fund	2,672,826	1,811,675	1,969,469
Stormwater Utility	-	4,650,222	378,667
Airport Fund	-	63,000	199,567
Environmental Services Fund	-	10,000	109,480
Total Enterprise Funds	2,672,826	6,534,897	2,657,183
TOTAL ALL FUNDS	\$ 53,872,826	23,534,300	23,534,300

SCHEDULE OF TRANSFERS FISCAL YEAR 2010-2011

General Fund

Transfers In:

Library - \$328,391

This transfer represents the APSES \$78,391 lease payment and \$250,000 for the parking lot relocation project.

Highway User Revenue Fund - \$85,401

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

Beautification Fund - \$507,853

This represents \$452,652 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, \$5,201 for the citywide publication and \$50,000 for the 4th Street Redevelopment FTE.

Tourism Fund - \$9,437

This transfer includes \$6,238 as a contribution towards the citywide publication, and \$3,199 for the APSES lease payment.

Recreation-BBB Fund - \$1,349,636

This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for \$204,476, \$945,160 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and \$200,000 for the operation of Recreation Programs.

Housing and Community Services Fund - \$14,000

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

Water and Wastewater Fund - \$1,969,469

This is a transfer of \$1,811,675 utility revenue through the General Fund to Highway User Revenue Fund for a payment of debt and \$157,794 for the APSES lease payment.

Airport - \$199,567

This is a transfer for \$33,567 to assist with the APSES lease payment and \$166,000 for excess of overhead cost allocation.

Environmental Services Fund - \$109,480

This transfer represents \$4,678 for advertising in the citywide publication, \$14,810 for the APSES lease

payment and \$89,992 that supports one position in the Brownfield program.

Stormwater Fund - \$79,780

This transfer represents one FTE position.

Capital Projects Fund - \$500,000

This transfer is to restore excess funds to the General Fund from the sale of fire stations.

Transfers Out:

Library Fund - \$1,178,951

This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - \$1,972,275

This is \$1,811,675 for debt service, \$149,600 for the de-icer program and \$11,000 for street sweeping.

Economic Development - \$411,698

This is a transfer to assist in the expenditures in the amounts of \$301,698 for the Incubator, \$40,000 for the Coordinating Council, \$50,000 for the Science and \$20,000 for the SEDI foundations.

Tourism Fund - \$100,000

This transfer of Economic Incentive Funds will encourage the investment of outside monies into the City financial base.

MPO - \$22,720

This transfer represents \$18,934 to assist in the payment of the multi model planner position and \$3,786 to assist in the payment of the Administration Assistant.

Stormwater Fund - \$4,650,222

Transfer funds for Rio de Flag project.

Airport Fund - \$63,000

This transfer is for a portion of the capital projects at the Airport.

Library Fund

Transfers In:

General Fund - \$1,178,951

This is the operating transfer from the General Fund to the Library for general services.

Transfers Out:

General Fund - \$328,391

This transfer represents the APSES \$78,391 lease payment and \$250,000 for the parking lot relocation project.

Highway User Revenue Fund

Transfers In:

General Fund - \$1,972,275

This is \$1,811,675 for debt service, \$149,600 for the de-icer program and \$11,000 for street sweeping.

Transportation Fund - \$3,219,405

This is a transfer of the transportation tax to fund various transportation projects. Safety funding is \$760,426 for miscellaneous projects. \$2,458,979 is from Street Improvement for Transportation funded projects.

Stormwater Fund - \$298,887

This transfer is for drainage maintenance.

Transfers Out:

General Fund - \$85,401

This transfer is \$70,000 for right-of-way maintenance completed by Parks staff and \$15,401 for APSES repayment.

Beautification Fund - \$500,000

This transfer is to support the Beaver/San Francisco Southside Project.

Transportation Fund

Transfers Out:

HURF - \$3,219,405

This is a transfer of the transportation tax to fund various transportation projects. Safety funding is \$760,426 for miscellaneous projects. \$2,458,979 is from Street Improvement for Transportation funded projects.

Beautification Fund - \$515,000

This is \$490,000 to fund various FUTS projects within the multi-modal transportation projects and \$25,000 for the 4th Street North Study.

Beautification Fund

Transfers In:

Highway User Revenue Fund - \$500,000

This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Transportation Tax - \$515,000

This is \$490,000 to fund various FUTS projects within the multi-modal transportation projects and \$25,000 for the 4th Street North Study.

Recreation-BBB Fund - \$110,000

This transfer is for new FUTS construction.

Transfers Out:

General Fund - \$507,853

This represents \$452,652 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, \$5,201 in support of the citywide publication, and \$50,000 for the 4th Street Redevelopment FTE.

Environmental Services - \$10,000

This transfer is for water infrastructure work to be completed at the Izabel Community Agricultural site.

Economic Development Fund

Transfers In:

General Fund - \$411,698

This is a transfer to assist in the expenditures in the amounts of \$301,698 for the Incubator, \$40,000 for the Coordinating Council, \$50,000 for the Science and \$20,000 for the SEDI foundations.

Tourism Fund

Transfers In:

General Fund - \$100,000

This transfer of Economic Incentive Funds will encourage the investment of outside monies into the City financial base

Transfers Out:

General Fund - \$9,437

This transfer includes \$6,238 as a contribution towards the citywide publication and \$3,199 for the APSES lease payment.

Recreation-BBB Fund

Transfers Out:

General Fund - \$1,349,636

This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility of \$204,476. \$945,160 is for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and \$200,000 is for the operation of Recreation Programs.

Beautification Fund - \$110,000

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

Housing and Community Services Fund

Transfers Out:

General Fund - \$14,000

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

Metro Planning Organization Fund

Transfers In:

General Fund - \$22,720

This transfer represents \$18,934 to assist in the payment of the multi model planner position and \$3,786 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - \$3,517,453

A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Secondary Property Tax Fund

Transfers Out:

G.O. Bond Fund - \$3,517,453

A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Water and Wastewater Fund - \$1,811,675

A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund - \$1,811,675

A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund - \$1,969,469

This is a transfer of \$1,811,675 utility revenue to the General Fund; these funds are subsequently transferred to Highway User Tax Fund for a payment of debt and \$157,794 for the APSES lease payment.

Stormwater Fund

Transfers In:

General Fund - \$4,650,222

This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - \$298,887

This transfer is for drainage maintenance.

General Fund - \$79,780

This transfer represents one FTE position.

Airport Fund

Transfers In:

General Fund - \$63,000

This transfer is for a portion of the capital projects at the Airport.

Transfers Out:

General Fund - \$199,567

This is a transfer for \$33,567 to assist with the APSES lease payment and \$166,000 for excess of overhead cost allocation.

Environmental Services Fund

Transfers In:

Beautification - \$10,000

This transfer is for water infrastructure work to be completed at the Izabel Community Agricultural site.

Transfers Out:

General Fund - \$109,480

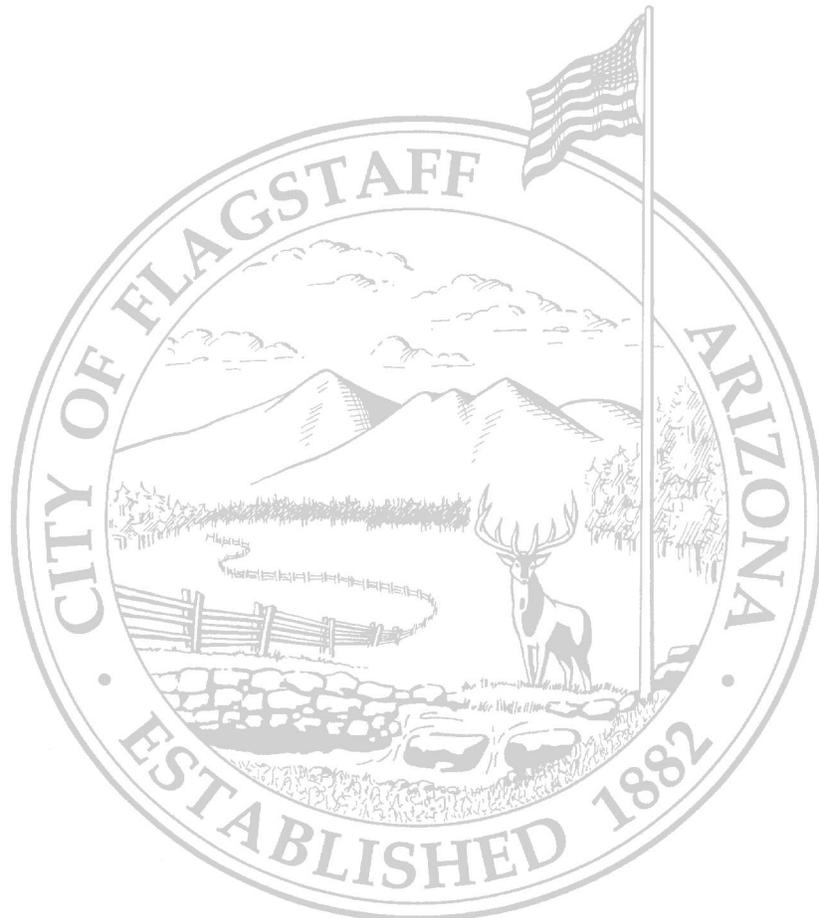
This transfer represents \$4,678 for advertising in the citywide publication, \$14,810 for the APSES lease payment and \$89,992 that supports one position in the Brownfield program plus operating expense and the city match of the EPA Brownfield grant.

Capital Projects Fund

Transfers Out:

General Fund - \$500,000

This transfer is to restore excess funds to the General Fund from the sale of fire stations.



Schedule 5: Grant Revenues

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2010-2011

PROJECT NAME		BUDGETED REVENUES 2009-2010	ESTIMATED REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	CITY MATCH 2010-2011	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	ACJC - RECOVERY METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	\$ 383,064	318,322	360,317	-	100%	F/S
POLICE	RICO FUNDS FOR METRO	-	184,770	185,941	-	100%	
POLICE	AZHLS - NORTHERN ARIZONA 700 MHZ EQUIPMENT	1,026	-	-	-	100%	F
POLICE	TSA - LAW ENFORCEMENT OFFICER	-	230,262	56,808	227,000	76%	F
POLICE	ACJC - GUN INTELLIGENCE	-	30,000	-	-	100%	S
POLICE	AZHLS - MULTI HIT BALLISTIC PLATE	18,846	19,455	-	-	100%	S
POLICE	GOHS - IN CAR VIDEO	29,200	-	-	-	100%	S
POLICE	GOHS - COLLISION TEAM TRAINING	20,760	29,991	10,740	-	100%	S
POLICE	GOHS - DUI ENFORCEMENT	26,400	-	-	-	100%	S
POLICE	GOHS - LIVESCAN FINGERPRINT MACHINE	13,441	-	-	-	100%	S
POLICE	FUSD - RESOURCE OFFICER	55,000	55,000	55,000	-	100%	L
POLICE	AATA - FY10 PROFESSIONAL TRAINING	2,128	-	-	-	100%	S
POLICE	AATA - FY 10 PUBLIC AWARENESS	8,808	-	-	-	100%	S
POLICE	ACJC - DUI ABATEMENT	13,500	-	-	-	100%	S
POLICE	AZHLS - BUFFER ZONE PROTECTION	80,000	80,000	-	-	100%	S
POLICE	AZHLS - MT. ELDEN EMERGENCY POWER IMPROVEMENTS	7,750	6,200	-	-	100%	S
POLICE	AZHLS - CALL TAKER STATION	175,000	-	89,200	-	100%	S
POLICE	AZHLS - PORTABLE RADIOS	110,460	10,460	-	-	100%	S
POLICE	SNA - WEED & SEED OVERTIME	9,883	-	-	-	100%	F/NP
POLICE	USDOJ - RECOVERY COPS GRANT	145,000	144,611	449,166	-	100%	F
POLICE	BRYNE GRANT	72,500	-	-	-	100%	F
POLICE	USDOJ - RECOVERY JAG OVERTIME/RADIOS	311,417	112,941	198,907	-	100%	F
POLICE	COUNTY - CANNABIS ERADICAITON	-	3,534	-	-	100%	
POLICE	RICO - OVERTIME	-	30,000	-	-	100%	L
POLICE	GOHS - FY 10 ACCIDENT RECONSTRUCTION EQUIPMENT	-	-	7,051	-	100%	S
POLICE	DOJ - BULLET PROOF VEST PROGRAM	-	3,800	3,855	3,855	50%	F
POLICE	ACJC - STATEWIDE GANG TASK FORCE	171,446	150,057	167,809	41,952	75%	S
POLICE	ACJC - ANTI-GANG INITIATIVE	20,018	43,921	-	-	100%	F/S
POLICE	GOHS - DUI ENFORCEMENT	-	4,153	30,000	-	100%	F/S
POLICE	SNA - WEED & SEED OVERTIME	-	11,526	8,000	-	100%	F/NP
POLICE	USDOJ - FY09 ED BRYNE MEMORIAL JAG - OVERTIME	33,530	72,338	-	-	100%	F
POLICE	ACJC DUI ABATEMENT	-	-	14,771	-	100%	S
FIRE	AZHLS - FY08 HOMELAND SECURITY	-	51,905	-	-	100%	F
FIRE	AZHLS - FY09 HOMELAND SECURITY	140,000	140,000	-	-	100%	S
FIRE	DHS - FY09 ASSISTANCE TO FIREFIGHTERS	200,000	200,000	-	-	100%	F
FIRE	HLS - FY09 SAFER GRANT	96,000	96,000	-	-	100%	F
FIRE	GOHS - FY09 EQUIPMENT	25,000	25,000	-	-	100%	S
FIRE	AZSF - HAZARDOUS FUEL	-	-	96,941	-	100%	S
FIRE	AZHLS - FY10 HLS	-	-	150,000	-	100%	F/S
FIRE	GOHS - FY10 EQUIPMENT	-	-	10,000	-	100%	S
FIRE	DHS - FY10 ASSISTANCE TO FIREFIGHTERS	-	-	120,000	-	100%	F
FIRE	DHS - FY10 SAFER	-	-	360,000	-	100%	F
COURT	COURT WARRANT FEES	65,745	65,745	67,060	-	100%	L
COURT	TCPF/STATE JCEF - COURT TRAINING OFFICER	25,000	25,000	25,750	-	100%	S
COURT	TCPF/LOCAL JCEF - COURT TRAINING OFFICER	16,580	16,580	16,990	-	100%	L
COURT	COURT IMPROVEMENT FEES	175,853	220,000	94,025	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	33,160	33,160	33,990	-	100%	L
COURT	TCPF/LOCAL JCEF - COMPUTERS	-	-	84,690	-	100%	L
COURT	COURT IGA	-	-	50,000	-	100%	L
COURT	COUNTY INFO SYSTEMS TECH	-	-	22,575	-	100%	L
SUBTOTAL-GENERAL FUND		2,486,515	2,414,731	2,769,586	272,807		
LIBRARY	STATE GRANT IN AID	25,000	25,000	25,000	-	100%	S
LIBRARY	YOUTH SERVICES GRANTS	-	-	49,214	-	100%	S
LIBRARY	LIBRARY VARIOUS GRANTS	-	70,489	-	-	100%	S
SUBTOTAL		25,000	95,489	74,214	-		
CAPITAL	DOL - AUTOMOTIVE TRAINING CENTER	3,000,000	-	-	-	100%	F
SUBTOTAL		3,000,000	-	-	-		

Schedule 5: Grant Revenues

PROJECT NAME		BUDGETED REVENUES 2009-2010	ESTIMATED REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	CITY MATCH 2010-2011	BUDGETED GRANT REIMB %	FUNDING
HURF	ATTPL- LAKE MARY IMPROVEMENTS	\$ 765,600	765,600	-	-	100%	F/S
	SUBTOTAL	765,600	765,600	-	-		
BEAUT	ADOT - TEA 21 - FUTS RIO TO SAN FRANCISCO (ROUND 9)	500,000	516,303	16,044	-	100%	S
BEAUT	ADOT - TEA 21 - RT 66 EAST - CC TO MALL TRAIL (ROUND 14)	345,000	100,000	366,570	26,845	94%	S
BEAUT	ADOT - TEA 21 - BEAVER/SF SOUTHSIDE PLAN IMPLEMENTATION (ROUND 15)	500,000	-	500,000	30,222	94%	S
BEAUT	ADOT - TEA 21 - WOODLANDS / BEULAH MEDIANS (ROUND 16)	500,000	98,420	401,580	54,824	94%	S
BEAUT	ADOT - WALNUT - FLORENCE UNDERPASS (ROUND 11)	-	-	500,000	30,222	94%	S
	SUBTOTAL	1,845,000	714,723	1,784,194	142,113		
HSG	HUD - 08/09 CDBG ENTITLEMENT	415,252	356,642	78,432	-	100%	F
HSG	HUD - 09/10 CDBG ENTITLEMENT	674,937	245,659	372,514	-	100%	F
HSG	HUD - 09/10 RECOVERY	164,851	32,320	122,671	-		
HSG	AZHUD - FY 09 OWNER OCCUPIED HOUSING EMERGENCY REPAIRS	300,000	310,910	-	-	100%	F/S
HSG	AZHUD - FY 09 OWNER OCCUPIED HOUSING REHAB	300,000	310,910	-	-	100%	F/S
HSG	HUD - 10/11 CDBG ENTITLEMENT	-	-	765,027	-	100%	F
HSG	AZHUD - FY 10 OWNER OCCUPIED HOUSING EMERGENCY REPAIRS	-	-	300,000	-	100%	F/S
HSG	AZHUD - FY 10 OWNER OCCUPIED HOUSING REHAB	-	-	330,000	-	100%	F/S
	SUBTOTAL	1,855,040	1,256,441	1,968,644	-		
MPO	ADOT - FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2008	29,706	11,098	-	-	93%	F/S
MPO	ADOT - FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2009	266,820	278,175	295,386	20,677	93%	F/S
MPO	ADOT - FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2010	-	-	218,899	15,323	93%	F/S
	SUBTOTAL	296,526	289,273	514,285	36,000		
UTIL	AZG&F - FRANCIS SHORT POND PH. II	2,475	2,475	-	-	100%	S
UTIL	AZG&F - FRANCIS SHORT POND PH. III	29,543	29,543	-	-	100%	S
UTIL	AWPF - PICTURE CANYON	302,553	-	302,553	-	100%	S
	SUBTOTAL	334,571	32,018	302,553	-		
STORM	ADEQ - WATER QUALITY IMPROVEMENT GRANT	-	-	8,400	-	100%	S
	SUBTOTAL	-	-	8,400	-		
AIRPT	ADOT - LAND ACQUISITION (ADOT E6S44)	-	1,026,044	-	-	90%	S
AIRPT	ADOT - LAND ACQUISITION (ADOT E1107)	-	1,026,045	-	-	90%	S
AIRPT	FAA - RUNWAY EXTENSION	-	-	430,498	-	95%	F
AIRPT	ADOT - TERMINAL SECURITY	-	37,155	-	-	2.5%	S
AIRPT	FAA - PAVEMENT MARKING INSTALL	338,850	-	338,850	37,650	95%	F
AIRPT	FAA - REHAB TAXIWAY RECONSTRUCT	5,230,245	-	5,230,245	275,276	95%	F
AIRPT	FAA - SNOW REMOVAL AND SWEEPER EQUIPMENT	456,791	-	456,791	24,042	95%	F
AIRPT	FAA - TERMINAL ACCESS ROAD RECONSTRUCTION	-	-	2,843,155	157,953	95%	F
AIRPT	ADOT - TERMINAL ACCESS ROAD RECONSTRUCTION	-	-	157,953	-	2.5%	S
AIRPT	ADOT - PAVEMENT MAINTENANCE	-	-	201,339	22,371	90%	S
	SUBTOTAL	6,025,886	2,089,244	9,658,831	517,292		
ENV	DOE - ENERGY EFFICIENCY/CONSERVATION	587,100	262,569	248,958	-	100%	F
ENV	NP - LIVING CITIES	-	-	269,000	-	100%	N/P
	SUBTOTAL	587,100	262,569	517,958	-		
FHA	LOW INCOME PUBLIC HOUSING	-	-	1,379,527	-	100%	F
FHA	SECTION 8/MRO SRO	-	-	3,134,777	-	100%	F
	SUBTOTAL	-	-	4,514,304	-		
TOTAL		\$ 17,221,238	7,920,088	22,112,969	968,212		

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

Schedule 6: Appropriations by Fund

CITY OF FLAGSTAFF
 SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
 COMPARISON OF FISCAL YEAR 2010 AND 2011
 (WITH ACTUAL FOR FISCAL YEAR 2009)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	\$ 6,299,595	7,278,584	7,212,234	8,496,243	1,217,659	16.7%
Community Development	5,215,368	4,462,098	4,286,515	3,802,064	(660,034)	(14.8%)
Management Services	4,175,574	3,242,905	3,013,284	3,070,118	(172,787)	(5.3%)
Fire	10,272,153	10,251,298	10,163,897	9,419,450	(831,848)	(8.1%)
Police	17,536,946	16,815,469	16,660,908	16,251,615	(563,854)	(3.4%)
Public Works	9,306,421	6,523,505	4,978,419	7,092,127	568,622	8.7%
Economic Vitality	-	477,559	417,698	606,095	128,536	26.9%
Community Enrichment	-	3,214,735	3,683,846	6,730,159	3,515,424	109.4%
Utilities	26,125	-	-	-	-	-
Non-departmental	(161,817)	203,209	(2,356,205)	(2,392,216)	(2,595,425)	(1,277.2%)
Contingency	711	1,875,000	575,000	1,500,000	(375,000)	(20.0%)
Total General Fund	52,671,076	54,344,362	48,635,596	54,575,655	231,293	0.4%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	132,253	142,628	142,628	147,710	5,082	3.6%
Community Development	27,708	-	-	-	-	-
Management Services	4,744,074	171,125	171,125	156,025	(15,100)	(8.8%)
Public Works	93,327	105,112	105,112	98,152	(6,960)	(6.6%)
Community Enrichment	-	7,187,493	5,039,501	7,179,116	(8,377)	(0.1%)
Economic Vitality	-	23,208	23,208	37,938	14,730	63.5%
Utilities	1,002	-	-	-	-	-
Non-departmental	110,184	110,950	110,950	111,066	116	0.1%
Contingency	-	100,000	-	100,000	-	-
	5,108,548	7,840,516	5,592,524	7,830,007	(10,509)	(0.1%)
HIGHWAY USER REVENUE FUND						
General Administration	193,821	168,593	168,593	162,907	(5,686)	(3.4%)
Community Development	791,706	752,512	752,512	689,931	(62,581)	(8.3%)
Management Services	187,242	247,240	247,240	123,758	(123,482)	(49.9%)
Public Works	19,403,702	19,165,672	14,032,047	12,125,410	(7,040,262)	(36.7%)
Economic Vitality	-	24,774	24,774	36,623	11,849	47.8%
Utilities	1,723	-	-	-	-	-
Non-departmental	260,572	139,124	139,124	131,405	(7,719)	(5.5%)
Contingency	-	100,000	-	100,000	-	-
	20,838,766	20,597,915	15,364,290	13,370,034	(7,227,881)	(35.1%)
TRANSPORTATION FUND						
General Administration	-	72,840	72,840	58,784	(14,056)	(19.3%)
Community Development	4,556,606	-	-	-	-	-
Management Services	-	197,948	197,948	323,165	125,217	63.3%
Public Works	-	-	-	-	-	-
Economic Vitality	-	27,959	27,959	38,240	10,281	36.8%
Non-departmental	-	6,222,361	6,154,410	7,047,444	825,083	13.3%
	4,556,606	6,521,108	6,453,157	7,467,633	946,525	14.5%
BEAUTIFICATION FUND						
Community Development	2,233,961	1,948,256	1,281,431	2,493,239	544,983	28.0%
Economic Vitality	-	2,970,050	1,419,487	3,593,770	623,720	21.0%
Reserve/Contingency	-	10,000	-	10,000	-	-
	2,233,961	4,928,306	2,700,918	6,097,009	1,168,703	23.7%
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	-	987,869	766,128	969,634	(18,235)	(1.8%)
Non-departmental	629,673	-	-	-	-	-
Reserve/Contingency	-	25,000	-	25,000	-	-
	629,673	1,012,869	766,128	994,634	(18,235)	(1.8%)
TOURISM FUND						
General Administration	2,150,889	-	-	-	-	-
Economic Vitality	-	1,630,262	1,581,454	1,552,628	(77,634)	(4.8%)
Reserve/Contingency	-	50,000	-	50,000	-	-
	2,150,889	1,680,262	1,581,454	1,602,628	(77,634)	(4.6%)

Schedule 6: Appropriations by Fund

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	\$ 383,063	736,797	366,653	673,472	(63,325)	(8.6%)
Reserve/Contingency	-	10,000	-	10,000	-	-
	<u>383,063</u>	<u>746,797</u>	<u>366,653</u>	<u>683,472</u>	<u>(63,325)</u>	<u>(8.5%)</u>
REAL ESTATE PROCEEDS FUND						
Non-departmental	138,312	-	-	-	-	-
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,348,314	3,567,776	1,551,887	3,472,650	(95,126)	(2.7%)
Non-departmental	41,358	43,684	36,183	41,241	(2,443)	(5.6%)
	<u>1,389,672</u>	<u>3,611,460</u>	<u>1,588,070</u>	<u>3,513,891</u>	<u>(97,569)</u>	<u>(2.7%)</u>
METRO PLANNING ORG FUND						
Community Development	479,296	288,419	298,234	521,925	233,506	81.0%
Non-departmental	23,630	37,407	37,407	20,080	(17,327)	(46.3%)
Contingency	-	100,000	-	100,000	-	-
	<u>502,926</u>	<u>425,826</u>	<u>335,641</u>	<u>642,005</u>	<u>216,179</u>	<u>50.8%</u>
Total Special Revenue Funds	<u>37,932,416</u>	<u>47,365,059</u>	<u>34,748,835</u>	<u>42,201,313</u>	<u>(5,163,746)</u>	<u>(10.9%)</u>
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,019,026	3,470,772	3,272,471	3,517,453	46,681	1.3%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	95,360	1,500,801	1,500,801	1,405,625	(95,176)	(6.3%)
Total Debt Service Funds	<u>3,114,386</u>	<u>4,971,573</u>	<u>4,773,272</u>	<u>4,923,078</u>	<u>(48,495)</u>	<u>(1.0%)</u>
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	5,427,196	4,454,190	2,990,637	14,486,989	10,032,799	225.2%
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	1,320,128	5,498,756	124,099	4,578,000	(920,756)	(16.7%)
SPECIAL IMPROVEMENT DISTRICT FUND						
Non-departmental	10,848,627	1,759,656	472,285	26,210	(1,733,446)	(98.5%)
Total Capital Projects Funds	<u>17,595,951</u>	<u>11,712,602</u>	<u>3,587,021</u>	<u>19,091,199</u>	<u>7,378,597</u>	<u>63.0%</u>
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	357,908	620,084	620,084	629,492	9,408	1.5%
Community Development	101,872	-	-	-	-	-
Management Services	713,770	1,037,074	1,037,074	1,101,046	63,972	6.2%
Public Works	80,233	51,228	51,228	50,007	(1,221)	(2.4%)
Economic Vitality	-	63,941	63,941	105,675	41,734	65.3%
Utilities	31,913,181	23,312,590	20,856,330	21,122,801	(2,189,789)	(9.4%)
Non-departmental	519,805	393,271	393,271	403,517	10,246	2.6%
Contingency	45,222	1,400,000	-	1,400,000	-	-
	<u>33,731,991</u>	<u>26,878,188</u>	<u>23,021,928</u>	<u>24,812,538</u>	<u>(2,065,650)</u>	<u>(7.7%)</u>

Schedule 6: Appropriations by Fund

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	\$ 39,188	66,443	66,443	64,438	(2,005)	(3.0%)
Community Development	9,923	-	-	-	-	-
Management Services	85,308	57,198	57,198	94,780	37,582	65.7%
Public Works	3,821,984	117,860	117,860	117,318	(542)	(0.5%)
Economic Vitality	-	7,793,788	3,753,570	11,181,084	3,387,296	43.5%
Utilities	373	-	-	-	-	-
Non-departmental	88,839	89,443	89,443	77,139	(12,304)	(13.8%)
	<u>4,045,615</u>	<u>8,124,732</u>	<u>4,084,514</u>	<u>11,534,759</u>	<u>3,410,027</u>	<u>42.0%</u>
ENVIRONMENTAL SERVICES FUND						
General Administration	204,079	337,504	337,504	327,877	(9,627)	(2.9%)
Community Development	54,687	-	-	-	-	-
Management Services	286,160	479,591	479,591	396,188	(83,403)	(17.4%)
Public Works	10,403,143	11,724,305	8,991,361	11,802,655	78,350	0.7%
Economic Vitality	-	52,346	52,346	75,585	23,239	44.4%
Utilities	175,853	-	-	-	-	-
Non-departmental	303,680	316,973	316,973	303,624	(13,349)	(4.2%)
Contingency	67,659	500,000	-	500,000	-	-
	<u>11,495,261</u>	<u>13,410,719</u>	<u>10,177,775</u>	<u>13,405,929</u>	<u>(4,790)</u>	<u>(0.0%)</u>
STORMWATER UTILITY FUND						
General Administration	26,959	26,002	26,002	19,708	(6,294)	(24.2%)
Community Development	1,472,386	37,503	37,503	28,042	(9,461)	(25.2%)
Management Services	11,571	32,987	32,987	48,977	15,990	48.5%
Public Works	15,181	13,579	13,579	12,434	(1,145)	(8.4%)
Economic Vitality	-	3,773	3,773	5,436	1,663	44.1%
Utilities	18,072	8,455,786	3,501,731	6,038,195	(2,417,591)	(28.6%)
Non-departmental	21,299	18,779	18,779	17,773	(1,006)	(5.4%)
Contingency	2,581	10,000	-	10,000	-	-
	<u>1,568,049</u>	<u>8,598,409</u>	<u>3,634,354</u>	<u>6,180,565</u>	<u>(2,417,844)</u>	<u>(28.1%)</u>
FLAGSTAFF HOUSING AUTHORITY						
Non-departmental	-	-	-	5,927,492	5,927,492	
Total Enterprise Funds	<u>50,840,916</u>	<u>57,012,048</u>	<u>40,918,571</u>	<u>61,861,283</u>	<u>4,849,235</u>	<u>8.5%</u>
TOTAL ALL FUNDS	<u>\$ 162,154,745</u>	<u>175,405,644</u>	<u>132,663,295</u>	<u>182,652,528</u>	<u>7,246,884</u>	<u>4.1%</u>

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2010 AND 2011
(WITH ACTUAL FOR FISCAL YEAR 2009)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	\$ 871,900	897,880	855,092	1,524,807	626,927	69.8%
City Clerk	288,897	406,198	398,906	-	(406,198)	(100.0%)
City Court	2,845,672	2,462,933	2,511,339	2,533,266	70,333	2.9%
Law	1,589,365	1,463,618	1,395,855	1,501,355	37,737	2.6%
Human Resources	517,850	493,646	504,436	480,432	(13,214)	(2.7%)
Risk Management	185,911	197,381	188,431	185,021	(12,360)	(6.3%)
Tourism - Gen. Admin.	1,717,290	-	-	-	-	-
Visitor Services	433,599	-	-	-	-	-
Information Technology	-	1,356,928	1,358,175	2,271,362	914,434	67.4%
TOTAL	8,450,484	7,278,584	7,212,234	8,496,243	1,217,659	16.7%
COMMUNITY DEVELOPMENT						
Community Development Admin.	306,180	288,275	284,458	258,264	(30,011)	(10.4%)
Planning & Development Services	2,500,731	2,279,073	2,225,666	2,060,392	(218,681)	(9.6%)
Capital Improvement	(224,919)	(119,021)	(162,865)	(211,886)	(92,865)	78.0%
Engineering	1,807,535	1,698,879	1,620,124	1,445,136	(253,743)	(14.9%)
Housing	-	314,892	319,132	250,158	(64,734)	(20.6%)
Community Redevelopment	1,348,314	3,567,776	1,551,887	3,472,650	(95,126)	(2.7%)
Community Investment	825,841	-	-	-	-	-
Stormwater Utility	648,731	-	-	-	-	-
Stormwater Capital	129,905	-	-	-	-	-
Drainage	616,832	-	-	-	-	-
Transportation	2,607,256	-	-	-	-	-
Debt Service-4th Street	1,949,350	-	-	-	-	-
Urban Design	102,288	-	-	-	-	-
Streetscape	1,390,900	-	-	-	-	-
Flag Urban Trails System	740,773	1,948,256	1,281,431	2,493,239	544,983	28.0%
Arts and Science	383,063	-	-	-	-	-
Metro Planning Organization	479,296	288,419	298,234	521,925	233,506	81.0%
TOTAL	15,612,076	10,266,549	7,418,067	10,289,878	23,329	0.2%
MANAGEMENT SERVICES						
Information Systems	1,517,084	-	-	-	-	-
Management Services Admin.	986,553	705,136	640,375	649,914	(55,222)	(7.8%)
Finance/Budget	1,019,421	958,738	894,315	882,907	(75,831)	(7.9%)
Sales Tax & Licensing	652,516	670,153	612,999	688,129	17,976	2.7%
Customer Service	-	908,878	865,595	849,168	(59,710)	(6.6%)
Library	3,522,752	-	-	-	-	-
Library Grants	1,070,812	-	-	-	-	-
TOTAL	8,769,138	3,242,905	3,013,284	3,070,118	(172,787)	(5.3%)
FIRE	10,272,153	10,251,298	10,163,897	9,419,450	(831,848)	(8.1%)
POLICE						
Police	16,304,349	15,083,670	15,119,567	14,614,050	(469,620)	(3.1%)
Police Grants	1,232,597	1,731,799	1,541,341	1,637,565	(94,234)	(5.4%)
TOTAL	17,536,946	16,815,469	16,660,908	16,251,615	(563,854)	(3.4%)

Schedule 7: Appropriations by Department

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
PUBLIC WORKS						
Public Works Administration	\$ 249,949	231,032	252,544	69,840	(161,192)	(69.8%)
USGS Facilities	1,060,764	1,597,368	929,516	2,533,298	935,930	58.6%
Parks	2,972,306	2,667,206	2,599,726	2,801,764	134,558	5.0%
Fleet Services	182	(857)	-	621	1,478	(172.5%)
Cemetery	210,600	405,135	218,054	365,948	(39,187)	(9.7%)
Public Facilities Maintenance	1,411,078	1,623,621	978,579	1,320,656	(302,965)	(18.7%)
Recreation	3,401,542	-	-	-	-	-
Street Maintenance & Repairs	4,399,466	4,015,924	4,148,360	4,058,459	42,535	1.1%
Street Const. & Reconstruction	6,230,018	8,952,350	5,211,682	2,773,207	(6,179,143)	(69.0%)
Transportation CIP	6,703,640	3,649,460	2,555,100	2,670,962	(978,498)	(26.8%)
Street & Highway User Rev Bonds	1,805,294	2,332,955	1,901,922	2,360,118	27,163	1.2%
Airport	3,043,476	-	-	-	-	-
Debt Service - Airport	655,235	-	-	-	-	-
Solid Waste	10,014,327	11,345,640	8,612,696	9,750,461	(1,595,179)	(14.1%)
Sustainability	-	-	-	1,713,336	1,713,336	-
TOTAL	42,157,877	36,819,834	27,408,179	30,418,670	(6,401,164)	(17.4%)
ECONOMIC VITALITY						
Community Investment	-	477,559	417,698	606,095	128,536	26.9%
Airport	-	7,499,504	3,459,286	10,883,549	3,384,045	45.1%
Debt Service - Airport	-	286,685	286,685	286,686	1	0.0%
Arts and Science	-	736,797	366,653	673,472	(63,325)	(8.6%)
Urban Design	-	110,066	118,759	152,194	42,128	38.3%
Streetscape	-	2,859,984	1,300,728	3,441,576	581,592	20.3%
Economic Development	-	987,869	766,128	969,634	(18,235)	(1.8%)
Tourism - Gen. Admin.	-	1,258,534	1,223,057	1,223,259	(35,275)	(2.8%)
Visitor Services	-	371,728	358,397	329,369	(42,359)	(11.4%)
TOTAL	-	14,588,726	8,297,391	18,565,834	3,977,108	27.3%
COMMUNITY ENRICHMENT						
Library	-	3,781,777	3,653,296	3,748,140	(33,637)	(0.9%)
Library Grants	-	3,405,716	1,386,205	3,430,976	25,260	0.7%
Recreation	-	3,214,735	3,683,846	6,730,159	3,515,424	109.4%
TOTAL	-	10,402,228	8,723,347	13,909,275	3,507,047	33.7%
UTILITIES						
Administration	1,195,009	1,475,631	1,096,512	969,381	(506,250)	(34.3%)
Lake Mary Water Plant	3,440,955	3,795,167	3,701,307	3,769,049	(26,118)	(0.7%)
Customer Service	913,308	-	-	-	-	-
Water Distribution System	1,339,131	1,405,606	1,404,272	1,371,874	(33,732)	(2.4%)
Booster Stations	198,758	77,705	56,690	81,334	3,629	4.7%
Betterments & Imp. Water Dist	962,883	910,536	482,102	340,209	(570,327)	(62.6%)
Betterments & Imp. Water Prod	5,036,005	4,174,024	3,541,881	3,209,659	(964,365)	(23.1%)
Wastewater Treatment	2,133,486	1,676,586	1,808,321	1,936,220	259,634	15.5%
Wastewater Collection	1,025,881	936,320	933,982	961,290	24,970	2.7%
Wastewater Monitoring	352,893	300,801	300,216	427,950	127,149	42.3%
Reclaim Water Plant	933,580	909,356	823,761	929,785	20,429	2.2%
Wastewater Treatment Imp	7,216,184	1,075,682	365,331	495,000	(580,682)	(54.0%)
Wastewater Collection Imp	2,155,698	251,479	113,683	259,204	7,725	3.1%
Debt Service - Water	2,959,040	3,960,351	3,864,926	4,011,794	51,443	1.3%
Debt Service - Sewer	2,273,518	2,363,346	2,363,346	2,360,052	(3,294)	(0.1%)
Stormwater Utility	-	782,496	716,631	605,691	(176,805)	(22.6%)
Stormwater Capital	-	335,000	66,623	782,282	447,282	133.5%
Drainage	-	7,338,290	2,718,477	4,650,222	(2,688,068)	(36.6%)
TOTAL	32,136,329	31,768,376	24,358,061	27,160,996	(4,607,380)	(14.5%)

Schedule 7: Appropriations by Department

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2008-2009	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2009-2010	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	CHANGE (BDGT-BDGT)	% CHANGE
NON-DEPARTMENTAL						
Council & Commissions	\$ 366,502	304,166	302,438	358,287	54,121	17.8%
Contributions to Other Agencies	1,086,016	979,585	959,585	944,583	(35,002)	(3.6%)
Non-Departmental	3,666,728	5,155,235	2,676,830	2,585,401	(2,569,834)	(49.8%)
Real Estate Proceeds	138,312	-	-	-	-	-
G.O. Bond - Debt Service	3,019,026	3,470,772	3,272,471	3,517,453	46,681	1.3%
SID-Debt	95,360	1,500,801	1,500,801	1,405,625	(95,176)	(6.3%)
G.O. Bond Funded Projects	5,427,196	4,454,190	2,990,637	14,486,989	10,032,799	225.2%
Municipal Facilities Corp	1,320,128	5,498,756	124,099	4,578,000	(920,756)	(16.7%)
Special Improvement District	10,848,627	1,759,656	472,285	26,210	(1,733,446)	(98.5%)
Economic Development	629,673	-	-	-	-	-
Transportation	-	3,864,616	3,796,665	4,698,793	834,177	21.6%
4th Street Debt Service	-	2,264,458	2,264,458	2,263,958	(500)	(0.0%)
Facility Improvement Debt	506,001	539,440	472,658	472,658	(66,782)	(12.4%)
Flagstaff Housing Authority	-	-	-	5,927,492	5,927,492	-
TOTAL	27,103,569	29,791,675	18,832,927	41,265,449	11,473,774	38.5%
RESERVES/CONTINGENCIES	116,173	4,180,000	575,000	3,805,000	(375,000)	(9.0%)
GRAND TOTAL	\$ 162,154,745	175,405,644	132,663,295	182,652,528	7,246,884	4.1%

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.



Schedule 8: Operating Capital

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2010-2011

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2009-2010	BUDGET 2010-2011
17	ENGINEERING	1/2 TON EXT CAB 4 X 4 PICKUP TRUCK	\$ 21,850	21,850
21	FIRE	FIRE COMMUNICATION EQUIPMENT	-	150,000
		FIRE RESCUE VEHICLE	-	150,000
22	POLICE	COPIER	10,000	10,000
		FAX MACHINE	4,737	4,737
		FULL SIZE 4 X 4 SUV	-	33,500
		TWO POLICE SEDANS	-	48,000
23	POLICE GRANTS	ACCIDENT RECONSTRUCTION SOFTWARE	-	7,051
		DISPATCH REMODEL	13,800	89,200
26	PARKS	PU TRUCK 3/4 TON WITH PLOW AND TOOL BOX	-	49,500
		BUSHMASTER SKATE TRACK SURFACE REPAIRS	-	19,000
		CONTINENTAL FENCE REPLACEMENT	-	23,000
		FENCE REPAIRS	-	5,000
		FENCE REPLACEMENT	-	5,000
		LASER LEVEL BALL FIELDS	-	9,025
		SOD REPLACEMENT	-	5,975
		SOFFAL ENGINEERED WOOD FIBER REPLACEMENT	-	22,000
		TENNIS COURT RESURFACING	-	41,000
30	RECREATION	GENERAL BUILDING IMPROVEMENTS - JAY LIVELY	15,000	30,000
32	STREET MAINT & REPAIRS	12,000 GALLON PLASTIC LIGNON STORAGE TANK	-	15,000
		MESSAGE BOARD	-	15,000
		PU TRUCK, 1 TON CREW CAB	-	40,000
		PU TRUCK, 1 TON CREW CAB	-	50,000
		REPLACE 6 SNOW PLOWS	-	47,000
		UTILITY BED	-	10,000
37	AIRPORT CAPITAL PROJECTS	SNOW BLOWER	468,333	468,333
38	AIRPORT	SNOW BLOWER REPLACEMENT	12,500	12,500
41	SOLID WASTE	1998 LANDFILL DOZER (REFURB)	-	350,000
		2004 LANDFILL COMPACTOR (REFURB)	-	300,000
		ANNUAL SET ASIDE	-	388,000
		COMPUTER SOFTWARE UPDATE	-	10,000
		E.S. SOFTWARE SHARED WITH LANDFILL	-	75,000
		FLAT BED TRAILER	-	10,000
		FUEL TANKER	-	150,000
		MAP PLOTTER	-	10,000
		PAC RAT	-	150,000
		PYTHON ARMS/RAPID RAILS	55,000	55,000
		SOUTH BOROUGH PIT	64,270	64,270
47	LAKE MARY WATER PLANT	JEEP REPLACEMENT	29,463	29,463
		SCADA EQUIPMENT FOR NEW WELL SITES	23,119	39,560
56	RECLAIMED WATER PLANT-RIO	CARBON FILTER	11,500	11,500
58	WW COLLECTION IMPROVE	RECLAIM REBATES	-	110,000
	FLAGSTAFF HOUSING AUTHORITY	MISCELLANEOUS EQUIPMENT AND REPAIRS	-	614,862
		TOTAL	\$ 729,572	3,749,326

Schedule 9: Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-2011

SECT #	SECTION	PROJECT	CARRYFWD 2009-2010	BUDGET 2010-2011
24	CAPITAL PROJECTS FUND	2010 POTENTIAL BOND PROJECTS	\$ -	1,365,000
		FIRE STATIONS	563,557	2,765,530
		FIRE TRAINING TOWER	-	29,184
		FUTS/OPEN SPACE LAND ACQUISITION	1,222,106	1,627,275
		INCUBATOR EXPANSION	-	2,500,000
		JAY LIVELY-2ND SHEET ICE	-	5,000,000
		PRESIDIO SUBDIVISION	-	3,700,000
		SCIENCE PARK SEWERMAIN	-	500,000
		USGS 2010 SFO	-	1,578,000
26	PARKS	ARROYO PARK IMPROVEMENTS	-	87,500
28	CEMETERY	CEMETERY OFFICE ADDITION	140,000	140,000
30	RECREATION	JAY LIVELY RECONSTRUCTION	-	1,500,000
		JAY LIVELY IMPROVEMENTS	-	2,000,000
33	STREET CONSTRUCTION	MINOR TRANSPORTATION IMPROVEMENTS	-	100,000
		PONDEROSA PARKWAY	785,223	785,223
		RESERVE FOR IMPROVEMENTS	-	40,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMPROVEMENT PROGRAM	-	937,500
		SUNNYSIDE PHASE V	515,952	895,484
34	DRAINAGE	RIO DE FLAG PROJECT	3,419,813	3,450,222
		RIO PARKING REPLACEMENT	1,200,000	1,200,000
37	AIRPORT CAPITAL PROJECTS	TERMINAL ACCESS ROAD RECONSTRUCT PULLIAM DRIVE	-	3,159,061
		APRON RECONSTRUCTION	-	223,710
		PAVEMENT MARKING INSTALLATION	-	376,500
		REHAB TAXIWAY RECONSTRUCT	-	5,505,521
41	ENVIRONMENTAL SERVICES	MAINTENANCE BUILDING	-	75,000
		MRF RETROFIT FOR GLASS RECYCLING	300,000	300,000
		STORMWATER INFRASTRUCTURE	-	10,000
47	LAKE MARY WTR TRT PLANT	INNER BASIN PIPELINE	-	76,388
51	BETTRMTS & IMP WATER DIST	BENTON/SF ALLEY/ELDEN WL	17,100	17,100
		STONEHOUSE PUMPHOUSE	103,581	200,000
		LAKE MARY UTILITY RELOCATE	63,408	73,109
		RESERVE FOR IMPROVEMENTS	-	50,000
52	BETTRMTS & IMP WATER PRODUCTION	CHLORINE DIOXIDE	4,013	10,833
		FUTURE WATER RIGHTS	-	1,000,000
		RAILROAD SPRINGS RESEVOIR	450,000	450,000
		WATER RESOURCES SUSTAINABILTY STUDY	-	276,000
		WATER WELLS PRODUCTION - BOND	1,440,684	1,472,826
57	WASTEWATER TREATMENT IMPRV	PICTURE CANYON	315,000	315,000
		WC TREATMENT UPGRADE/REC CONN	180,000	180,000
58	WSTWTR COLLECTION IMPRV	MALL RECLAIM BOOSTER	80,000	80,000
		RESERVE FOR IMPROVEMENTS	-	50,000
		WESTSIDE INTERCEPTOR IMPROVEMENTS	15,432	15,432
		XERISCAPE PROJECTS	3,772	3,772
66	NON-DEPARTMENTAL	REDEVELOPMENT	645,000	645,000

Schedule 9: Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-2011

SECT #	SECTION	PROJECT	CARRYFWD	BUDGET
			2009-2010	2010-2011
74	STREETSCAPE	4TH STREET CORRIDOR IMPROVEMENTS	-	200,000
		4TH STREET CORRIDOR NORTH - STUDY	-	46,518
		4TH STREET NEIGHBORHOOD GATEWAY	-	100,000
		BUTLER MEDIANS PHASE III	-	100,000
		CITY HALL FLOWER BEDS	-	59,526
		CITY HALL LAWN	-	50,000
		HISTORIC FACADES	-	83,529
		NEIGHBORHOOD GARDENS	-	40,000
		NEON CORRIDOR / ROUTE 66 PRESERVATION PROJECT	48,566	135,788
		ROUTE 66 NORTH SIDE STREETSCAPE	-	280,000
		SOUTHSIDE PLAN - BEAVER SAN FRANCISCO	82,494	1,485,945
		SPECIAL PROJECTS & UNPROGRAMMED WORK	29,738	49,740
		WOODLANDS/BEULAH MEDIANS	776,580	810,530
75	FLAGSTAFF URBAN TRAIL	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	-	32,674
		ARROWHEAD CONNECTOR	-	18,000
		COUNTRY CLUB FUTS TRAIL	-	30,000
		DOWNTOWN UNDERPASS	-	20,000
		FLORENCE - WALNUT UNDERPASS	-	452,048
		FUTS SIGNAGE PROGRAM	250,000	250,000
		HOSPITAL RIM FUTS TRAIL	50,000	135,000
		LINDA VISTA FUTS CONNECTOR	-	161,000
		MALL TRANSFER CENTER TRAIL REALIGNMENT	-	75,000
		MUSEUM CONNECTOR	-	15,000
		RIO NORTH - CRESCENT BRIDGE	-	296,433
		ROUTE 66 EAST-COUNTRY CLUB TO MALL TRAIL	245,000	526,040
		ROUTE 66-RIO NORTH TO SAN FRANCISCO	16,044	16,044
		SIXTH AVE CONNECTOR	-	36,000
		SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
		SWITZER CANYON FUTS TRAIL	80,000	380,000
92	TRANSPORTATION CIP	BEULAH BLVD EXTENSIONS	-	468,600
		BRANNEN & GABEL PAVING	416	416
		DOWNTOWN RAIL CROSSING MODIFICATIONS	-	21,318
		INDUSTRIAL - HUNTINGTON TO PURINA	38,500	38,500
		LAKE MARY RD/FOREST HIGHWAY 3	15,582	17,520
		MALL RT 66 INFRASTRUCTURE	-	175,000
		MISCELLANEOUS BIKE/PEDESTRIAN IMPROVEMENTS	-	100,000
		MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000
		RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000
		TRAFFIC SIGNAL PROGRAM	297,108	304,608
		TRANSPORTATION PLANNING & PROGRAMMING	-	115,000
		WEST/ARROWHEAD IMPROVEMENT	-	1,200,000
		WEST/SIXTH INTERSECTION	5,000	5,000
95	SPEC IMPRV DIST CAPITAL PROJ	ASPEN PLACE AT SAWMILL	26,210	26,210
99	STORMWATER CAPITAL PROJEC	DRAINAGE SPOT IMPROVEMENT	268,377	782,282
		Total	<u>\$ 13,694,256</u>	<u>54,195,439</u>

Schedule 10: Debt Service Requirements

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2010-2011

	ORIGINAL ISSUE	OUTSTANDING 07/01/2010	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,21,30,80]						
Existing Debt:						
USGS-Series 12	\$ 4,700,000	2,360,000	350,000	110,371	3,240	463,611
Capital Lease - APSES	3,800,000	1,950,932	408,474	62,519	1,665	472,658
Capital Lease - AquaPlex Cardio Equipment	100,000	52,839	33,249	2,031	-	35,280
Certificates of Participation - Fire Equipment	350,000	350,000	30,696	10,722	324	41,742
Proposed MFC Revenue Bonds - USGS Building	4,600,000	-	1,000,000	420,000	3,240	1,423,240
	<u>13,550,000</u>	<u>4,713,771</u>	<u>1,822,419</u>	<u>605,643</u>	<u>8,469</u>	<u>2,436,531</u>
STREETS FUND [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	3,345,000	1,620,000	190,455	1,220	1,811,675
Certificates of Participation - Street Overlay	4,610,000	4,610,000	404,304	141,223	2,916	548,443
	<u>10,190,000</u>	<u>7,955,000</u>	<u>2,024,304</u>	<u>331,678</u>	<u>4,136</u>	<u>2,360,118</u>
4TH STREET [87]						
2003 MFC Revenue Bonds	25,000,000	17,530,000	1,445,000	814,700	4,258	2,263,958
	<u>25,000,000</u>	<u>17,530,000</u>	<u>1,445,000</u>	<u>814,700</u>	<u>4,258</u>	<u>2,263,958</u>
ECONOMIC DEVELOPMENT [78]						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	3,320,000	115,000	135,938	3,240	254,178
	<u>3,370,000</u>	<u>3,320,000</u>	<u>115,000</u>	<u>135,938</u>	<u>3,240</u>	<u>254,178</u>
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2001 Parks & Recreation	3,100,000	1,885,000	440,000	86,808	1,920	528,728
G.O. Series 2006 Capital Projects	31,500,000	23,980,000	1,410,000	1,075,025	3,700	2,488,725
Proposed G.O. Series Capital Projects 2010PBP	44,200,000	-	-	400,000	-	400,000
Proposed G.O. Series Capital Projects	2,400,000	-	-	100,000	-	100,000
	<u>81,200,000</u>	<u>25,865,000</u>	<u>1,850,000</u>	<u>1,661,833</u>	<u>5,620</u>	<u>3,517,453</u>
SPECIAL ASSESSMENT DISTRICT [96]						
Existing Debt:						
Sawmill District	19,075,000	18,615,000	485,000	918,625	2,000	1,405,625
	<u>19,075,000</u>	<u>18,615,000</u>	<u>485,000</u>	<u>918,625</u>	<u>2,000</u>	<u>1,405,625</u>
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Bonds '97	8,000,000	1,680,000	-	75,600	-	75,600
G.O. Series 2003	8,230,000	4,010,000	1,860,000	130,326	5,390	1,995,716
Wastewater Revolving Debt - 1992 (WIFA)	6,000,000	796,018	391,351	27,080	2,388	420,819
2002 Water Revenue Bonds (WIFA)	6,775,760	4,613,908	315,123	163,678	-	478,801
2006 WIFA Revolving Loan - Water	7,900,000	6,650,000	325,000	218,120	-	543,120
2007 WIFA Revolving Debt - Wastewater	23,100,000	21,318,449	937,971	428,927	319,777	1,686,675
2008 WIFA Revolving Debt - Water	8,500,000	6,011,987	312,537	304,903	-	617,440
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	2,022,737	79,668	62,958	-	142,626
2010 WIFA Revolving Debt - Sinagua Well Improvement	232,500	223,763	8,990	6,500	-	15,490
2010 WIFA Revolving Debt - Fort Tuthill Well Improvement	1,000,000	960,655	40,000	34,173	-	74,173
2010 WIFA Revolving Debt - Local Aquifer Study	800,000	768,524	40,000	28,829	-	68,829
Other debt - Lease Purchase - Co-Generators	2,000,000	1,396,672	188,994	61,963	1,600	252,557
Proposed WIFA Revolving Loan - Future Water Rights	2,725,000	-	-	-	-	-
	<u>77,363,260</u>	<u>50,452,713</u>	<u>4,499,634</u>	<u>1,543,057</u>	<u>329,155</u>	<u>6,371,846</u>
AIRPORT FUND [39]						
Existing Debt:						
Other debt - Lease Purchase - Hangars	2,782,598	2,282,495	105,714	126,022	-	231,736
Other debt - Loan - Hangars	600,000	297,660	39,092	15,858	-	54,950
	<u>3,382,598</u>	<u>2,580,155</u>	<u>144,806</u>	<u>141,880</u>	<u>-</u>	<u>286,686</u>
Total Debt Service Requirements	\$ 233,130,858	131,031,639	12,386,163	6,153,354	356,878	18,896,395

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 23,716,943	18,726,225	18,825,583	14,019,080	5,656,587	4,228,266	2,929,881	2,375,583	3,041,778
Revenues									
Taxes									
Sales Tax	14,384,322	13,803,121	13,140,000	13,160,500	13,799,315	13,944,734	14,091,831	14,240,628	14,391,149
Property Tax	4,786,900	5,113,881	4,900,000	5,005,000	5,155,150	5,155,150	5,155,150	5,155,150	5,309,804
Franchise Fees	2,479,028	2,519,408	2,500,000	2,625,000	2,881,250	3,025,313	3,176,579	3,335,408	3,502,178
Intergovernmental Revenues									
State Shared Income Tax	9,149,290	7,850,000	7,850,000	5,900,000	5,723,000	5,837,460	5,954,209	6,073,293	6,194,759
State Shared Sales Tax	4,868,072	5,191,194	4,300,000	4,300,000	4,171,000	4,296,130	4,467,975	4,606,482	4,749,283
Auto Lieu Tax	2,611,289	2,550,000	2,400,000	2,248,000	2,292,960	2,338,819	2,385,595	2,433,307	2,481,973
Federal Grants	1,087,713	2,170,177	2,054,246	2,374,506	435,941	-	-	-	-
State Grants	273,067	316,338	360,485	395,080	318,773	327,409	336,263	345,366	261,451
Other IGA	930,132	860,000	870,000	850,000	870,000	890,500	911,513	933,050	955,127
License & Permits									
Business Licenses	36,126	81,000	80,000	84,000	88,200	92,610	97,241	102,103	107,208
Building Permits	1,104,822	1,040,000	750,000	690,000	811,200	843,648	877,394	912,490	948,990
Other Licenses and Permits	236,482	355,201	229,905	240,650	251,150	262,175	273,751	285,906	298,669
Charges for Services									
General Government	166,621	1,227,432	631,799	761,200	799,261	839,226	881,188	925,248	971,509
Parks and Recreation	1,449,214	1,429,010	1,278,013	1,298,080	1,468,718	1,536,851	1,608,266	1,683,124	1,761,595
Public Safety	1,297,588	1,067,377	1,307,500	1,285,700	1,296,810	1,308,399	1,320,488	1,333,101	1,346,260
Cemetery	110,252	135,572	121,750	127,000	133,350	140,018	147,019	154,370	162,089
Fines & Forfeitures									
Court Fines	1,028,651	1,059,907	1,011,000	1,025,500	1,040,415	1,055,712	1,071,407	1,087,515	1,104,054
Other Fines	331,791	183,022	230,647	235,900	241,040	246,317	251,733	257,294	263,004
Other Revenue									
Interest Earnings	483,883	650,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000
Miscellaneous	1,060,254	1,958,593	1,853,030	6,602,898	3,131,174	3,160,201	3,239,821	3,270,442	3,301,914
Total Revenues	47,875,498	49,561,233	46,068,375	49,459,014	45,158,707	45,550,672	46,497,423	47,384,277	48,361,016
Other Financing Source									
Lease Proceeds	109,352	-	-	-	-	-	-	-	-
Transfers In									
Library	78,391	328,391	78,391	328,391	78,391	78,391	78,391	39,196	-
HURF	85,401	85,401	85,401	85,401	85,401	85,401	85,401	77,701	70,000
Beautification	433,948	495,739	451,260	507,853	520,301	483,092	496,234	509,737	523,612
Tourism	6,847	6,847	6,847	6,847	6,847	6,847	6,847	6,543	6,238
Visitor Center	2,590	2,590	2,590	2,590	2,590	2,590	2,590	1,295	-
Recreation-BBB	1,128,807	1,342,115	1,342,115	1,349,636	1,383,095	1,417,519	1,454,045	1,491,666	1,530,416
Real Estate Proceeds	1,126,000	-	-	-	-	-	-	-	-
Community Redevelopment	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Utilities fund	1,965,272	1,958,565	1,958,565	1,969,469	1,978,305	157,794	157,794	78,897	-
Airport	33,567	116,567	33,567	199,567	89,567	69,567	33,567	256,784	-
Environmental Services	19,488	131,653	223,603	109,480	110,975	112,805	114,671	109,170	103,706
Stormwater	-	73,312	73,312	79,780	80,578	81,384	82,197	83,019	83,850
Capital Projects Fund	-	-	-	500,000	-	-	-	-	-
Total Transfers In	4,880,311	4,555,180	4,269,651	5,153,014	4,350,050	2,509,389	2,525,737	2,668,007	2,331,822
Total Revenues & Transfers In	52,865,161	54,116,413	50,338,026	54,612,028	49,508,757	48,060,061	49,023,160	50,052,284	50,692,838
Total Sources of Funds	76,582,104	72,842,638	69,163,609	68,631,108	55,165,344	52,288,327	51,953,041	52,427,867	53,734,616

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Uses of Funds									
Divisions									
General Administration	6,299,595	7,278,584	7,212,234	7,548,612	7,005,906	6,917,978	7,019,612	6,931,754	7,033,457
Management Services	4,175,574	3,242,905	3,013,284	3,070,118	3,072,445	3,074,784	3,077,134	3,079,496	3,081,871
Community Development	5,179,859	4,578,765	4,286,515	3,780,214	3,732,952	3,728,607	3,724,278	3,719,966	3,715,670
Fire	10,133,408	9,628,298	9,488,992	9,119,450	8,481,533	8,485,618	8,489,723	8,493,849	8,497,995
Police	17,076,427	16,307,325	16,368,951	16,059,127	14,938,732	14,947,065	14,955,440	14,963,856	14,972,315
Public Works	8,345,472	5,296,946	4,091,766	4,721,254	6,239,190	6,257,219	6,278,563	6,302,820	6,313,098
Economic Vitality	-	314,892	417,698	606,095	607,708	609,328	610,957	612,594	614,239
Community Enrichment	-	3,199,735	3,183,846	3,200,159	3,206,404	3,212,681	3,218,988	3,225,328	3,231,699
Non-Departmental	4,050,626	3,745,338	3,223,586	3,243,271	3,030,914	3,015,096	2,999,199	2,983,222	2,967,166
Contingency	711	1,875,000	575,000	1,500,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(5,760,939)	(6,775,217)	(6,767,716)	(6,753,145)	(6,077,831)	(5,773,939)	(5,773,939)	(5,773,939)	(5,773,939)
Total Department Expenditures	49,500,733	48,692,571	45,094,156	46,095,155	44,487,954	44,724,437	44,849,955	44,788,946	44,903,571
Debt Service									
Leases	538,301	550,720	483,938	472,658	472,658	472,658	472,658	280,497	45,000
Bonds	462,774	463,854	472,658	1,963,873	459,446	462,656	462,656	459,850	459,850
Total Debt Service	1,001,075	1,014,574	956,596	2,436,531	932,104	935,314	935,314	740,347	504,850
Total Operating Budget	50,501,808	49,707,145	46,050,752	48,531,686	45,420,058	45,659,751	45,785,269	45,529,293	45,408,421
Capital/CIP									
Fleet	449,621	246,500	257,570	152,850	286,670	293,837	301,183	308,713	316,431
Information Technology	578,045	1,543,648	715,267	947,631	972,461	998,037	1,024,379	1,051,512	1,079,459
Capital Improvement Projects	466,608	790,000	500,000	4,372,500	-	-	-	-	-
Operating Capital	674,994	2,057,069	1,112,007	570,988	445,000	445,000	445,000	445,000	445,000
Total Capital/CIP	2,169,268	4,637,217	2,584,844	6,043,969	1,704,131	1,736,874	1,770,562	1,805,225	1,840,890
Transfers Out									
Library	1,225,802	1,260,910	1,260,910	1,178,951	1,262,660	1,277,103	1,307,909	1,322,853	1,358,280
MPO	30,000	24,300	24,300	22,720	22,720	22,720	22,720	22,720	22,720
Hurf	1,807,748	2,074,355	2,074,355	1,972,275	1,970,111	149,600	149,600	149,600	149,600
Transit	-	120,000	120,000	-	-	-	-	-	-
Economic Development	322,000	449,000	(223,183)	411,698	358,398	351,398	353,398	354,398	354,398
Tourism	313,556	-	-	100,000	-	-	-	-	-
Arts and Science	20,000	-	-	-	-	-	-	-	-
Real Estate Proceeds	25,000	-	-	-	-	-	-	-	-
Housing and Community Svcs	375,400	229,074	229,074	-	-	-	-	-	-
Airport	152,000	313,000	305,000	63,000	199,000	161,000	188,000	202,000	138,000
Stormwater	721,989	7,338,290	2,718,477	4,650,222	-	-	-	-	-
Environmental Services	91,950	-	-	-	-	-	-	-	-
Total Transfers Out	5,085,445	11,808,929	6,508,933	8,398,866	3,812,889	1,961,821	2,021,627	2,051,571	2,022,998
Excess revenues over expenditures	(4,891,360)	(12,036,878)	(4,806,503)	(8,362,493)	(1,428,321)	(1,298,385)	(554,298)	666,195	1,420,529
Total Uses of Funds	57,756,521	66,153,291	55,144,529	62,974,521	50,937,078	49,358,446	49,577,458	49,386,089	49,272,309
Ending Fund Balance	\$ 18,825,583	6,689,347	14,019,080	5,656,587	4,228,266	2,929,881	2,375,583	3,041,778	4,462,307

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 626,643	626,643	620,215	727,912	222,090	259,776	265,255	275,550	280,237
Revenues									
State Grants	59,041	25,000	95,489	74,214	100,000	100,000	100,000	100,000	100,000
Library District Taxes	3,805,955	4,367,874	4,374,759	6,351,957	3,539,276	3,625,730	3,700,550	3,744,448	3,789,062
Interest Revenue	44,908	50,000	26,980	26,980	27,115	27,250	37,437	37,624	37,812
Miscellaneous	44,805	20,809	20,474	20,474	20,474	20,474	20,474	20,474	20,474
Total Revenues	3,954,709	4,463,683	4,517,702	6,473,625	3,686,865	3,773,455	3,858,461	3,902,546	3,947,348
Transfers In									
General Fund	1,225,802	1,260,910	1,260,910	1,178,951	1,262,660	1,277,103	1,307,909	1,332,853	1,358,280
Total Transfers In	1,225,802	1,260,910	1,260,910	1,178,951	1,262,660	1,277,103	1,307,909	1,332,853	1,358,280
Total Sources of Funds	5,807,154	6,351,236	6,398,827	8,380,488	5,171,615	5,310,334	5,431,625	5,510,949	5,585,865
Uses of Funds									
Departments									
Library	3,522,752	3,781,777	3,653,296	3,748,140	3,649,137	3,740,793	3,834,793	3,931,203	4,030,082
Library Grants	59,042	25,000	95,489	74,214	100,000	100,000	100,000	100,000	100,000
Indirect Costs	514,984	553,023	553,023	550,891	523,346	536,430	549,841	563,587	577,677
Subtotal Departments	4,096,778	4,359,800	4,301,808	4,373,245	4,272,483	4,377,223	4,484,634	4,594,790	4,707,759
County Wide Projects & Growth	1,011,770	3,380,716	1,290,716	3,356,762	560,965	564,464	568,050	571,727	575,495
Subtotal County Wide Proj & Growth	1,011,770	3,380,716	1,290,716	3,356,762	560,965	564,464	568,050	571,727	575,495
Total Operating Expenditures	5,108,548	7,740,516	5,592,524	7,730,007	4,833,448	4,941,687	5,052,685	5,166,517	5,283,254
Reserves/Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	-	-	-	-	-	25,000	25,000	25,000	25,000
Total Capital	-	-	-	-	-	25,000	25,000	25,000	25,000
Transfer Out									
General Fund	78,391	328,391	78,391	328,391	78,391	78,391	78,391	39,196	-
Total Uses of Funds	5,186,939	8,168,907	5,670,915	8,158,398	4,911,839	5,045,078	5,156,076	5,230,712	5,308,254
Ending Fund Balance (1)	\$ 620,215	264,265	727,912	222,090	259,776	265,255	275,550	280,237	277,611

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

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 5,645,340	1,808,943	(309,412)	2,420,718	668,197	669,486	814,335	889,004	270,367
Revenues									
Intergovernmental Revenues	-	765,600	765,600	-	-	-	-	-	-
Highway User Revenues	6,412,329	6,662,309	6,562,309	6,562,309	6,693,556	6,827,427	6,963,975	7,207,714	7,459,984
LTAF	251,536	300,246	133,648	-	-	-	-	-	-
Interest Revenues	60,275	36,000	16,000	4,000	7,000	7,000	8,000	9,000	3,000
Other Financing Sources	-	4,500,000	4,629,066	-	-	-	-	-	-
Miscellaneous Revenues	(64,535)	1,376,327	1,311,113	146,038	1,515,505	1,365,505	1,365,505	-	-
Total Revenues	6,659,605	13,640,482	13,417,736	6,712,347	8,216,061	8,199,932	8,337,480	7,216,714	7,462,985
Transfers In									
General Fund	1,807,748	2,074,355	2,074,355	1,972,275	1,981,111	160,600	160,600	160,600	160,600
Stormwater	239,473	289,668	234,193	298,887	306,359	314,018	321,869	329,915	338,163
Capital Projects	370,650	200,000	200,000	-	-	-	-	-	-
Transportation Tax	6,183,640	3,578,930	2,253,537	3,219,405	3,413,143	4,997,843	2,467,943	1,998,693	4,789,343
Total Transfers in	8,601,511	6,142,953	4,762,085	5,490,567	5,700,613	5,472,461	2,950,412	2,489,194	5,288,092
Total Sources of Funds	20,906,457	21,592,378	17,870,409	14,623,632	14,584,871	14,341,879	12,102,227	10,594,913	13,021,445
Uses of Funds									
Departments									
Operating Expenditures	3,687,683	3,920,924	4,056,970	3,881,459	3,971,583	4,064,095	4,159,059	4,256,539	4,356,602
Indirect Cost	1,700,348	1,547,226	1,547,226	1,407,288	1,370,347	1,404,605	1,439,720	1,475,713	1,512,606
Capital Expenditures	13,645,441	12,696,810	7,858,172	5,621,169	6,119,100	7,425,000	4,980,600	3,966,150	6,640,900
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-	-
Total Expenditures	19,033,472	18,264,960	13,462,368	11,009,916	11,461,030	12,893,700	10,579,379	9,698,402	12,510,108
Debt Service									
Debt Service	1,805,294	2,332,955	1,901,922	2,360,118	2,368,954	548,443	548,443	548,443	548,443
Total Debt Service	1,805,294	2,332,955	1,901,922	2,360,118	2,368,954	548,443	548,443	548,443	548,443
Transfers Out									
Beautification	291,702	500,000	-	500,000	-	-	-	-	-
General Fund	85,401	85,401	85,401	85,401	85,401	85,401	85,401	77,701	70,000
Total Transfers Out	377,103	585,401	85,401	585,401	85,401	85,401	85,401	77,701	70,000
Total Uses of Funds	21,215,869	21,183,316	15,449,691	13,955,435	13,915,385	13,527,544	11,213,223	10,324,546	13,128,551
Ending Fund Balance	\$ (309,412)	409,062	2,420,718	668,197	669,486	814,335	889,004	270,367	(107,106)

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 663,749	(1,508,608)	(502,116)	320,620	3,397,612	2,392,558	(449,135)	(731,093)	(576,461)
Revenues									
Sales Tax	10,020,213	9,721,245	9,235,030	9,235,030	9,327,380	9,420,654	9,514,861	9,770,284	10,032,620
Interest Revenues	82,885	99,000	7,400	44,000	39,000	33,000	27,000	35,000	64,000
Miscellaneous Revenues	21,282	-	642,000	5,000,000	-	-	-	-	-
Total Revenues	10,124,380	9,820,245	9,884,430	14,279,030	9,366,380	9,453,654	9,541,861	9,805,284	10,096,620
Transfers In									
General Fund	-	120,000	120,000	-	-	-	-	-	-
Total Transfers In	-	120,000	120,000	-	-	-	-	-	-
Total Sources of Funds	10,788,129	8,431,637	9,502,314	14,599,650	12,763,992	11,846,212	9,092,726	9,074,191	9,520,159
Uses of Funds									
Departments									
Operating									
Indirect Costs	-	392,034	392,034	504,882	479,638	491,629	503,920	516,518	529,430
Transit	2,539,109	3,755,186	3,653,296	4,698,793	3,714,140	4,025,362	4,058,843	4,327,129	4,430,182
Capital Expenditures									
4th Street Overpass	68,147	109,430	143,369	-	-	-	-	-	-
Total Expenditures	2,607,256	4,256,650	4,188,699	5,203,675	4,193,778	4,516,991	4,562,763	4,843,647	4,959,613
Transfers Out									
Highway User Revenue Fund	6,183,640	3,578,930	2,253,537	3,219,405	3,413,143	4,997,843	2,467,943	1,998,693	4,789,343
Beautification Fund	550,000	475,000	475,000	515,000	504,000	520,000	535,000	550,000	550,000
Total Transfers Out	6,733,640	4,053,930	2,728,537	3,734,405	3,917,143	5,517,843	3,002,943	2,548,693	5,339,343
Total Debt Service	1,949,350	2,264,458	2,264,458	2,263,958	2,260,513	2,260,513	2,258,113	2,258,313	2,260,913
Total Use of Funds	11,290,246	10,575,038	9,181,694	11,202,038	10,371,434	12,295,347	9,823,819	9,650,653	12,559,869
Ending Fund Balance	\$ (502,116)	(2,143,401)	320,620	3,397,612	2,392,558	(449,135)	(731,093)	(576,461)	(3,039,711)

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 4,574,913	3,127,179	4,568,901	3,743,901	1,061,334	411,476	430,203	961,512	1,571,750
Revenues									
BBB Tax Revenue	1,010,341	1,044,629	984,041	984,041	993,881	1,003,820	1,013,858	1,023,997	1,034,237
Intergovernmental Revenue	588,474	1,845,000	714,723	1,784,194	300,000	800,000	-	-	-
Interest Earnings	75,230	83,227	43,000	39,060	37,440	10,620	4,120	4,300	9,610
Miscellaneous	150	-	414	-	-	-	-	-	-
Total Revenues	1,674,195	2,972,856	1,742,178	2,807,295	1,331,321	1,814,440	1,017,978	1,028,297	1,043,847
Transfers In									
General Fund	-	-	-	-	-	-	-	-	-
Transportation Tax-STIS	550,000	475,000	475,000	515,000	504,000	520,000	535,000	550,000	550,000
Highway User Revenue	291,702	500,000	-	500,000	-	-	-	-	-
Arts and Science	36,000	-	-	-	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	987,702	1,085,000	585,000	1,125,000	614,000	630,000	645,000	660,000	660,000
Total Sources of Funds	7,236,810	7,185,035	6,896,079	7,676,196	3,006,655	2,855,916	2,093,182	2,649,809	3,275,596
Uses of Funds									
Departments									
General Operating	102,288	110,066	118,759	152,194	109,874	112,621	115,436	118,322	121,280
CIP	2,131,673	4,808,240	2,582,159	5,934,815	1,965,004	1,830,000	520,000	450,000	600,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	2,233,961	4,928,306	2,700,918	6,097,009	2,074,878	1,942,621	635,436	568,322	721,280
Transfers Out									
General Fund	433,948	495,739	451,260	507,853	520,301	483,092	496,234	509,737	523,612
Environmental Services	-	-	-	10,000	-	-	-	-	-
Total Transfers Out	433,948	495,739	451,260	517,853	520,301	483,092	496,234	509,737	523,612
Total Uses of Funds	2,667,909	5,424,045	3,152,178	6,614,862	2,595,179	2,425,712	1,131,670	1,078,059	1,244,892
Ending Fund Balance	\$ 4,568,901	1,760,991	3,743,901	1,061,334	411,476	430,203	961,512	1,571,750	2,030,705

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2011-2016

Annual Financial Plan

Schedule 11: Five-year Plans

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City of Flagstaff

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 311,979	48,647	554,667	129,222	107,715	65,429	81,537	99,614	118,673
Revenue									
BBB Tax Revenue	479,912	496,199	467,419	467,419	472,094	476,814	481,582	486,398	491,262
Incubator Lease	60,000	91,800	90,900	92,718	93,645	94,582	95,527	96,483	97,448
Grant Revenues	3,225	-	-	-	-	-	-	-	-
Interest Income/Misc Rev.	7,224	5,000	5,547	1,292	1,077	654	815	-	-
Total Revenues	550,361	592,999	563,866	561,429	566,816	572,050	577,925	582,881	588,709
Transfer In									
General Fund	322,000	449,000	40,057	411,698	358,398	351,798	353,198	354,448	354,248
Total Transfer In	322,000	449,000	40,057	411,698	358,398	351,798	353,198	354,448	354,248
Total Sources of Funds	1,184,339	1,090,646	1,158,590	1,102,349	1,032,929	989,276	1,012,660	1,036,943	1,061,631
Uses of Funds									
Departments									
Administration	109,904	62,622	78,871	59,742	61,356	63,013	64,715	66,463	68,258
Job Site Marketing/Partnerships	63,788	-	-	-	-	-	-	-	-
Flagstaff 40 Science Fund	50,000	50,000	50,000	50,000	50,000	-	-	-	-
NACOG	8,988	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
NAU	12,387	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Business Ret & Work Force Develop	9,900	106,942	53,217	67,492	68,167	68,849	69,537	70,232	70,935
Airport Consultant	512	-	-	-	-	-	-	-	-
Incubator	286,981	311,800	309,938	313,201	308,582	309,337	310,100	310,870	311,648
Coordinating Council	-	-	-	40,000	40,000	40,000	40,000	40,000	40,000
SEDI	25,000	20,000	20,000	20,000	20,000	10,000	10,000	10,000	10,000
Business Attraction	-	113,865	84,865	105,621	106,359	107,104	107,856	108,616	109,384
Partnership Training	62,213	-	300	-	-	-	-	-	-
Reserve/Contingencies	-	25,000	-	25,000	-	-	-	-	-
Total Expenditures	629,673	749,629	656,591	740,456	713,863	657,702	661,608	665,582	669,626
Debt Service									
Debt Service	-	263,240	109,537	254,178	253,638	250,038	251,438	252,688	252,488
Total Debt Service	-	263,240	109,537	254,178	253,638	250,038	251,438	252,688	252,488
Transfer out									
General Fund	-	-	263,240	-	-	-	-	-	-
Total Transfers Out	-	-	263,240	-	-	-	-	-	-
Total Uses of Funds	629,673	1,012,869	1,029,368	994,634	967,501	907,740	913,046	918,270	922,113
Ending Fund Balance	\$ 554,667	77,777	129,222	107,715	65,429	81,537	99,614	118,673	139,517

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Begining Fund Balance	\$ 298,839	50,334	50,898	16,557	60,312	36,473	(7,536)	(71,307)	(153,843)
Revenues									
BBB Tax Revenues	1,494,995	1,566,944	1,476,061	1,476,061	1,490,822	1,505,730	1,520,787	1,535,995	1,551,355
Building Rental Revenue	10,940	10,854	10,854	11,125	11,403	11,688	11,980	12,280	12,587
Interest on Investments	4,689	1,000	1,000	-	1,000	-	-	-	-
Visitor Center Retail Sales	67,424	65,047	65,047	65,047	68,299	71,714	75,300	79,065	83,018
Miscellaneous Revenues	20,781	3,588	3,588	3,587	3,677	3,769	3,863	3,960	4,059
Total Revenues	1,598,830	1,647,433	1,556,550	1,555,820	1,575,201	1,592,902	1,611,931	1,631,300	1,651,019
Transfers In									
Self Insurance Trust Fund	238,556	-	-	-	-	-	-	-	-
General Fund	75,000	-	-	100,000	-	-	-	-	-
Total Transfers In	313,556	-	-	100,000	-	-	-	-	-
Total Sources of Funds	2,211,224	1,697,767	1,607,448	1,672,377	1,635,513	1,629,375	1,604,395	1,559,993	1,497,177
Uses of Funds									
Departments									
Operating Expenditures	2,110,798	1,630,262	1,581,454	1,552,628	1,589,603	1,627,474	1,666,265	1,705,998	1,746,698
Capital Expenditures	40,091	-	-	-	-	-	-	-	-
Reserve/Contingencies	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	2,150,889	1,680,262	1,581,454	1,602,628	1,589,603	1,627,474	1,666,265	1,705,998	1,746,698
Transfers Out									
General Fund	9,437	9,437	9,437	9,437	9,437	9,437	9,437	7,838	6,238
Total Transfers Out	9,437	9,437	9,437	9,437	9,437	9,437	9,437	7,838	6,238
Total Uses of Funds	2,160,326	1,689,699	1,590,891	1,612,065	1,599,040	1,636,911	1,675,702	1,713,836	1,752,936
Ending Fund Balance	\$ 50,898	8,068	16,557	60,312	36,473	(7,536)	(71,307)	(153,843)	(255,759)

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2011-2016
SUMMARY

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 394,963	384,912	380,934	387,106	76,520	56,572	36,483	13,205	(11,588)
Revenues									
BBB Tax Revenues	378,878	391,736	369,015	369,015	372,705	376,432	380,196	383,998	387,838
Interest Income	6,157	9,623	3,810	3,871	765	566	365	-	-
Total Revenues	385,035	401,359	372,825	372,886	373,470	376,998	380,561	383,998	387,838
Transfers In									
General Fund	20,000	-	-	-	-	-	-	-	-
Total Transfers In	20,000	-	-	-	-	-	-	-	-
Total Sources of Funds	799,998	786,271	753,759	759,992	449,991	433,570	417,044	397,203	376,250
Uses of Funds									
Departments									
General Operating	49	600	150	100	103	105	108	110	113
Public Art	3,663	273,984	6,928	269,622	30,000	30,000	30,000	30,000	30,000
FCP Administration - 7104	73,500	69,825	69,825	69,825	73,316	76,982	80,831	82,852	86,995
Contribution to Other Agencies	305,000	289,750	289,750	333,000	290,000	290,000	292,900	295,829	298,787
To Be Determined by BPAC - 7101	851	102,638	-	925	-	-	-	-	-
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	383,063	746,797	366,653	683,472	393,419	397,087	403,839	408,791	415,895
Transfers Out									
Beautification	36,000	-	-	-	-	-	-	-	-
Total Transfers Out	36,000	-	-	-	-	-	-	-	-
Total Uses of Funds	419,063	746,797	366,653	683,472	393,419	397,087	403,839	408,791	415,895
Ending Fund Balance	\$ 380,934	39,474	387,106	76,520	56,572	36,483	13,205	(11,588)	(39,645)

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ (545,670)	(77,904)	(117,414)	54,573	218,904	366,813	497,396	608,717	699,646
Revenues									
BBB Tax Revenue	1,667,063	1,723,638	1,623,667	1,623,667	1,639,904	1,656,303	1,672,866	1,689,595	1,706,491
Interest on Investments	-	-	435	300	1,100	1,800	2,500	3,000	3,500
Total Revenues	1,667,063	1,723,638	1,624,102	1,623,967	1,641,004	1,658,103	1,675,366	1,692,595	1,709,991
Total Sources of Funds	1,121,393	1,645,734	1,506,688	1,678,540	1,859,908	2,024,916	2,172,762	2,301,312	2,409,636
Uses of Funds									
Transfers Out									
General Fund	1,128,807	1,342,115	1,342,115	1,349,636	1,383,095	1,417,519	1,454,045	1,491,666	1,530,416
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,238,807	1,452,115	1,452,115	1,459,636	1,493,095	1,527,519	1,564,045	1,601,666	1,640,416
Total Uses of Funds	1,238,807	1,452,115	1,452,115	1,459,636	1,493,095	1,527,519	1,564,045	1,601,666	1,640,416
Ending Fund Balance	\$ (117,414)	193,619	54,573	218,904	366,813	497,396	608,717	699,646	769,220

CITY OF FLAGSTAFF
 REAL ESTATE PROCEEDS FUND
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 592,680	435,030	497,521	511,871	525,221	538,571	551,921	565,271	578,621
Revenues									
Interest on Investments	18,153	14,350	14,350	13,350	13,350	13,350	13,350	13,350	13,350
Total Revenues	18,153	14,350	14,350	13,350	13,350	13,350	13,350	13,350	13,350
Transfers In									
Self Insurance Trust	1,126,000	-	-	-	-	-	-	-	-
General Fund	25,000	-	-	-	-	-	-	-	-
Total Transfers In	1,151,000	-	-	-	-	-	-	-	-
Total Sources of Funds	1,761,833	449,380	511,871	525,221	538,571	551,921	565,271	578,621	591,971
Uses of Funds									
Departments									
Capital Expenditures	138,312	-	-	-	-	-	-	-	-
Total Expenditures	138,312	-	-	-	-	-	-	-	-
Transfers Out									
General Fund	1,126,000	-	-	-	-	-	-	-	-
Total Transfers Out	1,126,000	-	-	-	-	-	-	-	-
Total Uses of Funds	1,264,312	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 497,521	449,380	511,871	525,221	538,571	551,921	565,271	578,621	591,971

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 1,972,374	1,663,992	1,822,066	1,769,454	210,207	196,207	182,207	168,207	154,207
Revenues									
Intergovernmental Revenues	606,895	1,855,040	1,256,441	1,968,644	1,356,776	1,320,437	1,285,915	1,253,120	1,221,964
Interest on Investments	25,446	-	10,000	-	-	-	-	-	-
Miscellaneous Revenues	231,623	-	53,943	-	-	-	-	-	-
Total Revenues	863,964	1,855,040	1,320,384	1,968,644	1,356,776	1,320,437	1,285,915	1,253,120	1,221,964
Transfers In									
General Fund	375,400	229,074	229,074	-	-	-	-	-	-
Total Transfers In	375,400	229,074	229,074	-	-	-	-	-	-
Total Sources of Funds	3,211,738	3,748,106	3,371,525	3,738,098	1,566,983	1,516,644	1,468,122	1,421,327	1,376,171
Uses of Funds									
Departments									
Operating Expenditures	1,389,672	3,611,460	1,588,070	3,513,891	1,356,776	1,320,437	1,285,915	1,253,120	1,221,964
Total Expenditures	1,389,672	3,611,460	1,588,070	3,513,891	1,356,776	1,320,437	1,285,915	1,253,120	1,221,964
Transfers Out									
General Fund	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Total Transfers Out	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Total Uses of Funds	1,389,672	3,625,460	1,602,070	3,527,891	1,370,776	1,334,437	1,299,915	1,267,120	1,235,964
Ending Fund Balance	\$ 1,822,066	122,646	1,769,454	210,207	196,207	182,207	168,207	154,207	140,207

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 5,581	-	17,068	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	484,413	296,526	289,273	514,285	296,833	266,722	266,722	268,947	268,947
Miscellaneous Revenues	5,000	105,000	5,000	105,000	105,000	105,000	105,000	105,000	105,000
Total Revenues	489,413	401,526	294,273	619,285	401,833	371,722	371,722	373,947	373,947
Transfers In									
General Fund	25,000	24,300	24,300	22,720	22,720	22,720	22,720	22,720	22,720
Total Transfers In	25,000	24,300	24,300	22,720	22,720	22,720	22,720	22,720	22,720
Total Sources of Funds	519,994	425,826	335,641	642,005	424,553	394,442	394,442	396,667	396,667
Uses of Funds									
Departments									
Operating Expenditures	479,296	288,419	298,234	521,925	304,473	274,362	274,362	276,587	276,587
Indirect Grant Cost	23,630	37,407	37,407	20,080	20,080	20,080	20,080	20,080	20,080
Total Expenditures	502,926	325,826	335,641	542,005	324,553	294,442	294,442	296,667	296,667
Contingency	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000
Total Uses of Funds	502,926	425,826	335,641	642,005	424,553	394,442	394,442	396,667	396,667
Ending Fund Balance	\$ 17,068	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
 GENERAL OBLIGATION BOND FUND
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
Secondary Property Tax Fund	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Total Transfers In	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Total Sources of Funds	3,367,381	3,819,127	3,620,826	3,865,808	6,785,226	7,168,026	7,208,026	7,448,223	7,490,439
Uses of Funds									
Debt Service									
Debt Service	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Total Debt Service	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Total Uses of Funds	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Ending Fund Balance	\$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
 SECONDARY PROPERTY TAX FUND
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 2,084,225	2,355,611	2,224,494	2,811,348	4,741,274	3,744,046	4,185,629	4,949,740	5,854,352
Revenues									
Secondary Property Taxes	7,253,788	7,631,176	7,631,176	7,228,554	7,228,554	7,228,554	7,589,982	7,969,481	8,367,955
Interest Revenue	56,633	79,700	29,504	30,500	31,600	32,700	33,800	35,000	36,200
Total Revenues	7,310,421	7,710,876	7,660,680	7,259,054	7,260,154	7,261,254	7,623,782	8,004,481	8,404,155
Total Sources of Funds	9,394,646	10,066,487	9,885,174	10,070,402	12,001,428	11,005,300	11,809,411	12,954,221	14,258,507
Uses of Funds									
Transfers Out									
G. O. Bond Fund	3,019,026	3,470,772	3,272,471	3,517,453	6,436,871	6,819,671	6,859,671	7,099,869	7,142,085
Airport	343,648	-	-	-	-	-	-	-	-
Utilities	3,807,478	3,801,355	3,801,355	1,811,675	1,820,511	-	-	-	-
Total Transfers Out	7,170,152	7,272,127	7,073,826	5,329,128	8,257,382	6,819,671	6,859,671	7,099,869	7,142,085
Total Uses of Funds	7,170,152	7,272,127	7,073,826	5,329,128	8,257,382	6,819,671	6,859,671	7,099,869	7,142,085
Ending Fund Balance	\$ 2,224,494	2,794,360	2,811,348	4,741,274	3,744,046	4,185,629	4,949,740	5,854,352	7,116,423

CITY OF FLAGSTAFF
 PERPETUAL CARE FUND
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 115,077	129,519	130,398	157,042	171,792	186,828	202,164	217,807	233,762
Revenues									
Contributions	13,325	12,485	25,420	12,734	12,989	13,249	13,514	13,784	14,060
Interest on Investments	1,996	3,497	1,224	2,016	2,046	2,087	2,129	2,171	2,215
Total Revenues	15,321	15,982	26,644	14,750	15,035	15,336	15,643	15,956	16,275
Total Sources of Funds	130,398	145,501	157,042	171,792	186,828	202,164	217,807	233,762	250,037
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 130,398	145,501	157,042	171,792	186,828	202,164	217,807	233,762	250,037

CITY OF FLAGSTAFF
 CAPITAL PROJECTS FUND
 SPECIAL IMPROVEMENT DISTRICT
 ASPEN AT SAWMILL
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 9,467,232	1,291,971	-	26,210	-	-	-	-	-
Revenues									
Interest Income	76,860	-	8,785	-	-	-	-	-	-
Developer Proceeds	1,304,536	477,635	489,710	-	-	-	-	-	-
Total Revenues	1,381,396	477,635	498,495	-	-	-	-	-	-
Total Sources of Funds	10,848,628	1,769,606	498,495	26,210	-	-	-	-	-
Uses of Funds									
Expenditures									
Aspen at Sawmill	9,894,878	1,759,656	472,285	26,210	-	-	-	-	-
Capitalized Interest Expense	953,750	-	-	-	-	-	-	-	-
Total Capital Expenditures	10,848,628	1,759,656	472,285	26,210	-	-	-	-	-
Total Uses of Funds	10,848,628	1,759,656	472,285	26,210	-	-	-	-	-
Ending Fund Balance	\$ -	9,950	26,210	-	-	-	-	-	-

CITY OF FLAGSTAFF
 CAPITAL PROJECTS FUND
 MUNICIPAL FACILITIES CORP
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ (1,876,571)	(3,312,666)	(3,196,697)	49,204	158,204	160,204	162,204	164,204	166,204
Revenues									
MFC Bond Proceeds	-	14,500,000	3,370,000	4,600,000	10,000,000	10,000,000	10,000,000	-	-
Grant Revenue	-	3,000,000	-	-	-	-	-	-	-
Interest Income	-	-	-	87,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	-	17,500,000	3,370,000	4,687,000	10,002,000	10,002,000	10,002,000	2,000	2,000
Total Sources of Funds	(1,876,571)	14,187,334	173,303	4,736,204	10,160,204	10,162,204	10,164,204	166,204	168,204
Uses of Funds									
Expenditures									
USGS Miscellaneous Buildings	-	-	-	1,578,000	10,000,000	10,000,000	10,000,000	-	-
USGS Office/Lab Building	1,968	1,954,000	3,510	-	-	-	-	-	-
Business Incubator	1,318,160	44,756	120,589	-	-	-	-	-	-
Incubator Expansion	-	-	-	2,500,000	-	-	-	-	-
Science Park Sewermain	-	500,000	-	500,000	-	-	-	-	-
Automotive Training School	-	3,000,000	-	-	-	-	-	-	-
Total Capital Expenditures	1,320,128	5,498,756	124,099	4,578,000	10,000,000	10,000,000	10,000,000	-	-
Total Uses of Funds	1,320,126	5,498,756	124,099	4,578,000	10,000,000	10,000,000	10,000,000	-	-
Ending Fund Balance	\$ (3,196,697)	8,688,578	49,204	158,204	160,204	162,204	164,204	166,204	168,204

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 9,436,949	4,053,630	4,028,145	2,702,841	43,261,360	37,542,429	49,404,329	20,194,829	14,243,239
Revenues									
Bond Proceeds	-	1,900,000	-	46,600,000	-	44,390,000	1,000,000	1,500,000	5,500,000
Sale of Knowles Property Fire	-	200,000	200,000	-	-	-	-	-	-
Fire Equip Lease Proceeds	-	-	350,000	-	-	-	-	-	-
Sale of Fire Stations	-	1,225,000	991,262	233,738	-	-	-	-	-
Interest Income	389,042	82,248	32,790	11,770	790	371,900	490,500	198,410	138,910
Miscellaneous Revenues	-	-	-	8,700,000	-	-	-	-	-
Total Revenues	389,042	3,407,248	1,574,052	55,545,508	790	44,761,900	1,490,500	1,698,410	5,638,910
Transfers In									
Environmental Services - PW facility	-	27,300	291,281	-	-	-	-	-	-
Total Transfers In	-	27,300	291,281	-	-	-	-	-	-
Total Sources of Funds	9,825,991	7,488,178	5,893,478	58,248,349	43,262,150	82,304,329	50,894,829	21,893,239	19,882,149
Uses of Funds									
Expenditures									
Fire Stations	3,573,726	2,295,284	1,726,476	2,765,530	19,721	-	-	-	-
Aquaplex	853,074	9,500	60,222	-	-	-	-	-	-
FUTS/Open Space Acquisition	66,614	2,122,106	900,000	1,627,275	-	1,500,000	-	1,500,000	-
Bond Funded Fire Equipment	359,540	-	-	-	-	-	-	-	-
Observatory Mesa	-	-	-	-	-	-	-	-	5,500,000
Public Work Facility Study	5,510	27,300	291,281	-	-	-	-	-	-
2010 Potential Bond Projects	-	-	-	1,365,000	5,700,000	30,400,000	29,700,000	6,150,000	12,000,000
Parks Acquisition	-	-	-	-	-	1,000,000	1,000,000	-	-
Fire Training Tower	568,732	-	12,658	29,184	-	-	-	-	-
Jay Lively-2nd Sheet Ice	-	-	-	5,000,000	-	-	-	-	-
Presidio Subdivision	-	-	-	3,700,000	-	-	-	-	-
Total Capital Expenditures	5,427,196	4,454,190	2,990,637	14,486,989	5,719,721	32,900,000	30,700,000	7,650,000	17,500,000
Transfers Out									
Transfer to HURF	370,650	200,000	200,000	-	-	-	-	-	-
Transfer to General Fund	-	-	-	500,000	-	-	-	-	-
Total Transfers Out	370,650	200,000	200,000	500,000	-	-	-	-	-
Total Uses of Funds	5,797,846	4,654,190	3,190,637	14,986,989	5,719,721	32,900,000	30,700,000	7,650,000	17,500,000
Ending Fund Balance	\$ 4,028,145	2,833,988	2,702,841	43,261,360	37,542,429	49,404,329	20,194,829	14,243,239	2,382,149

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2014-2016
Sources of Funds									
Beginning Fund Balance	\$ 11,419,608	8,659,657	6,192,485	6,218,265	1,899,212	121,842	(935,640)	(19,115)	995,651
Revenues									
Intergovernmental	13,716	334,571	32,018	302,553	-	-	-	-	-
Water Revenues	10,864,107	11,656,833	10,651,720	10,403,400	10,507,400	10,612,500	10,718,700	10,825,900	10,934,100
Wastewater Revenues	7,433,110	7,972,942	7,276,299	7,151,500	7,223,000	7,295,300	7,368,200	7,441,800	7,516,100
Interest Revenues	151,599	173,000	124,000	121,000	47,000	-	-	-	-
Bond Proceeds	8,190,755	1,527,440	3,120,881	2,672,826	1,300,000	1,005,000	-	-	-
Miscellaneous Revenues	9,375	-	-	-	-	-	-	-	-
Total Revenues	26,662,662	21,664,786	21,204,918	20,651,279	19,077,400	18,912,800	18,086,900	18,267,700	18,450,200
Transfers In									
Debt Service Fund	3,807,478	3,801,355	3,801,355	1,811,675	1,820,511	-	-	-	-
Total Transfers In	3,807,478	3,801,355	3,801,355	1,811,675	1,820,511	-	-	-	-
Total Sources of Funds	41,889,748	34,125,798	31,198,758	28,681,219	22,797,123	19,034,642	17,151,260	18,248,585	19,445,851
Uses of Funds									
Departments									
Operating Expenditures	11,306,760	10,396,607	9,997,976	10,289,972	10,392,900	10,496,900	10,602,000	10,708,000	10,815,200
Indirect Costs	1,550,440	2,165,598	2,165,598	2,289,737	2,175,300	2,229,700	2,285,400	2,342,500	2,401,100
Capital Expenditures	15,597,011	6,592,286	4,630,082	4,460,983	1,530,000	1,125,000	120,000	120,000	120,000
Reserves/Contingencies	45,222	1,400,000	-	1,400,000	-	-	-	-	-
Total Expenditures	28,499,433	20,554,491	16,793,656	18,440,692	14,098,200	13,851,600	13,007,400	13,170,500	13,336,300
Debt Service									
Bonds	5,232,558	6,323,697	6,228,272	6,371,846	6,598,776	5,960,888	4,005,181	4,003,537	4,006,565
Total Debt Service	5,232,558	6,323,697	6,228,272	6,371,846	6,598,776	5,960,888	4,005,181	4,003,537	4,006,565
Transfers Out									
General Fund	1,965,272	1,958,565	1,958,565	1,969,469	1,978,305	157,794	157,794	78,897	-
Total Transfers Out	1,965,272	1,958,565	1,958,565	1,969,469	1,978,305	157,794	157,794	78,897	-
Total Uses of Funds	35,697,263	28,836,753	24,980,493	26,782,007	22,675,281	19,970,282	17,170,375	17,252,934	17,342,865
Ending Fund Balance	\$ 6,192,485	5,289,045	6,218,265	1,899,212	121,842	(935,640)	(19,115)	995,651	2,102,986

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 1,763	2,518	1,686	1,335	1,582	1,572	1,790	1,839	1,709
Revenues									
Intergovernmental Revenues	2,220,901	6,025,886	2,089,244	9,658,831	3,233,682	2,890,602	1,517,033	7,868,615	-
Airport Revenues	1,183,731	1,440,316	1,416,577	1,442,679	1,480,989	1,498,914	1,527,344	1,556,091	1,575,127
Interest Revenue	7,028	50	4,900	2,539	32	31	36	37	34
Recovery of Indirect Costs	123,620	338,543	2,370	364,524	165,247	165,247	50,818	372,925	-
Miscellaneous Revenues	3,375	3,500	16,395	3,000	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	24,902	120,000	160,000	200,000	240,000	240,000	240,000	240,000	240,000
Loan/Lease Proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	3,563,558	7,928,295	3,689,486	11,671,573	5,122,950	4,797,794	3,338,231	10,040,668	1,818,161
Transfers In									
Advanced PFC collections	-	-	123,244	-	-	-	-	-	-
Airpark Fund	19,900	-	-	-	-	-	-	-	-
Secondary Prop Tax Fund	343,648	-	-	-	-	-	-	-	-
General Fund-Operating	297,000	-	75,000	-	-	-	88,000	-	138,000
General Fund-Capital	(145,000)	313,000	230,000	63,000	199,000	161,000	99,000	202,000	-
Total Transfers In	515,548	313,000	428,244	63,000	199,000	161,000	187,000	202,000	138,000
Total Sources of Funds	4,080,869	8,243,813	4,119,416	11,735,908	5,323,532	4,960,367	3,527,020	10,244,507	1,957,870
Uses of Funds									
Departments									
Operating Expenditures	1,096,983	1,136,650	1,140,078	1,137,924	1,166,360	1,195,520	1,225,400	1,256,030	1,287,420
Indirect Cost	346,904	338,543	338,543	364,524	346,298	354,955	363,829	372,925	382,248
Capital Expenditures	1,946,493	6,362,854	2,319,208	9,745,625	3,433,050	3,051,850	1,615,700	8,070,375	-
Total Expenditures	3,390,380	7,838,047	3,797,829	11,248,073	4,945,708	4,602,325	3,204,929	9,699,330	1,669,668
Debt Service									
Bonds	368,550	-	-	-	-	-	-	-	-
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,949	54,949	54,950	54,949	54,949	54,949	54,949	54,949
Total Debt Service	655,235	286,685	286,685	286,686	286,685	286,685	286,685	286,685	286,685
Total Expenditures	4,045,615	8,124,732	4,084,514	11,534,759	5,232,393	4,889,010	3,491,614	9,986,015	1,956,353
Transfers Out									
General Fund	33,567	116,567	33,567	199,567	89,567	69,567	33,567	256,784	-
Total Transfers Out	33,567	116,567	33,567	199,567	89,567	69,567	33,567	256,784	-
Total Uses of Funds	4,079,182	8,241,299	4,118,081	11,734,326	5,321,960	4,958,577	3,525,181	10,242,799	1,956,353
Ending Fund Balance	\$ 1,686	2,514	1,335	1,582	1,572	1,790	1,839	1,709	1,517

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICE FUND
FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 3,991,159	3,358,297	4,057,080	4,540,071	2,397,751	1,405,944	(749,958)	(2,235,368)	(2,852,434)
Revenues									
Environmental Services Revenues	11,133,973	11,968,972	10,584,400	10,809,131	11,040,851	11,338,454	11,614,447	11,897,438	12,187,610
Intergovernmental Revenues	69,448	587,100	262,569	517,958	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	300,000	3,800,000
Interest on Investments	160,380	204,603	37,400	36,000	36,900	37,823	38,769	39,738	40,731
Miscellaneous Revenues	124,920	27,300	291,281	-	-	-	-	-	-
Total Revenues	11,488,721	12,787,975	11,175,650	11,363,089	11,077,751	11,376,277	11,653,216	12,237,176	16,028,341
Transfers In									
General Fund	91,950	-	-	-	-	-	-	-	-
Beautification Fund	-	-	-	10,000	-	-	-	-	-
Total Transfers In	91,950	-	-	10,000	-	-	-	-	-
Total Sources of Funds	15,571,830	16,146,272	15,232,730	15,913,160	13,475,503	12,782,221	10,903,258	10,001,808	13,175,907
Uses of Funds									
Departments									
Operating Expenditures	8,563,387	9,716,803	7,953,595	9,516,527	8,999,881	9,247,379	9,501,682	9,762,977	10,031,461
Indirect Costs	1,413,275	1,565,079	1,565,079	1,442,132	1,370,025	1,404,276	1,439,383	1,468,171	1,497,534
Capital Expenditures	1,450,940	1,628,837	659,101	1,947,270	1,588,373	2,767,408	2,082,572	1,513,600	6,953,043
Reserves/Contingencies	67,659	500,000	-	500,000	-	-	-	-	-
Total Expenditures	11,495,261	13,410,719	10,177,775	13,405,929	11,958,279	13,419,063	13,023,637	12,744,748	18,482,038
Debt Service									
Bonds	-	-	-	-	-	-	-	-	163,000
Total Debt Service	-	-	-	-	-	-	-	-	163,000
Transfers out:									
General Fund	19,488	131,653	223,603	109,480	111,280	113,116	114,989	109,494	104,037
Capital Projects Fund	-	27,300	291,281	-	-	-	-	-	-
Total Transfers Out	19,488	158,953	514,884	109,480	111,280	113,116	114,989	109,494	104,037
Total Uses of Funds	11,514,749	13,569,672	10,692,659	13,515,409	12,069,559	13,532,179	13,138,626	12,854,242	18,749,075
Ending Fund Balance (1)	\$ 4,057,080	2,576,600	4,540,071	2,397,751	1,405,944	(749,958)	(2,235,368)	(2,852,434)	(5,573,168)

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

CITY OF FLAGSTAFF
 STORMWATER UTILITY FUND
 FIVE YEAR PLAN 2011-2016

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 380,300	554,990	540,661	656,859	195,793	221,512	253,982	293,501	317,415
Revenues									
Stormwater Revenues	1,206,233	1,306,298	1,306,298	1,406,262	1,455,527	1,477,367	1,499,534	1,499,534	1,499,534
User Fees	34,902	50,936	29,989	29,989	30,739	31,507	32,295	33,102	33,930
Permits	300	410	600	600	615	630	646	662	679
Grants	-	-	-	8,400	-	-	-	-	-
Interest Earnings	5,801	11,100	2,693	2,693	3,916	4,430	5,080	5,870	6,348
Misc	(1,341)	-	-	-	-	-	-	-	-
Total Revenues	1,245,895	1,368,744	1,339,580	1,447,944	1,490,796	1,513,935	1,537,555	1,539,169	1,540,491
Transfers in									
General Fund	721,989	7,338,290	2,718,477	4,650,222	-	-	-	-	-
Total Transfers in	721,989	7,338,290	2,718,477	4,650,222	-	-	-	-	-
Total Sources of Funds	2,348,184	9,262,024	4,598,718	6,755,025	1,686,589	1,735,447	1,791,537	1,832,670	1,857,907
Uses of Funds									
Departments									
Operating Expenditures	648,732	782,496	716,631	605,691	581,939	596,248	610,910	625,933	641,327
Indirect Costs	170,000	132,623	132,623	132,370	125,752	128,895	132,118	135,421	138,806
Capital Expenditures	746,737	7,673,290	2,785,100	5,432,504	370,000	360,000	350,000	340,000	310,000
Reserves/Contingencies	2,581	10,000	-	10,000	-	-	-	-	-
Total Expenditures	1,568,050	8,598,409	3,634,354	6,180,565	1,077,691	1,085,143	1,093,028	1,101,354	1,090,133
Transfers Out									
General Fund		73,312	73,312	79,780	80,578	81,384	82,198	83,020	83,850
HURF	239,472	289,668	234,193	298,887	306,808	314,938	322,811	330,881	339,649
Total Transfers Out	239,472	362,980	307,505	378,667	387,386	396,322	405,009	413,901	423,499
Total Uses of Funds	1,807,522	8,961,389	3,941,859	6,559,232	1,465,077	1,481,465	1,498,036	1,515,254	1,513,632
Ending Fund Balance	\$ 540,661	300,635	656,859	195,793	221,512	253,982	293,501	317,415	344,274

CITY OF FLAGSTAFF
 FLAGSTAFF HOUSING AUTHORITY FUNDS
 FIVE YEAR PLAN 2011-2016

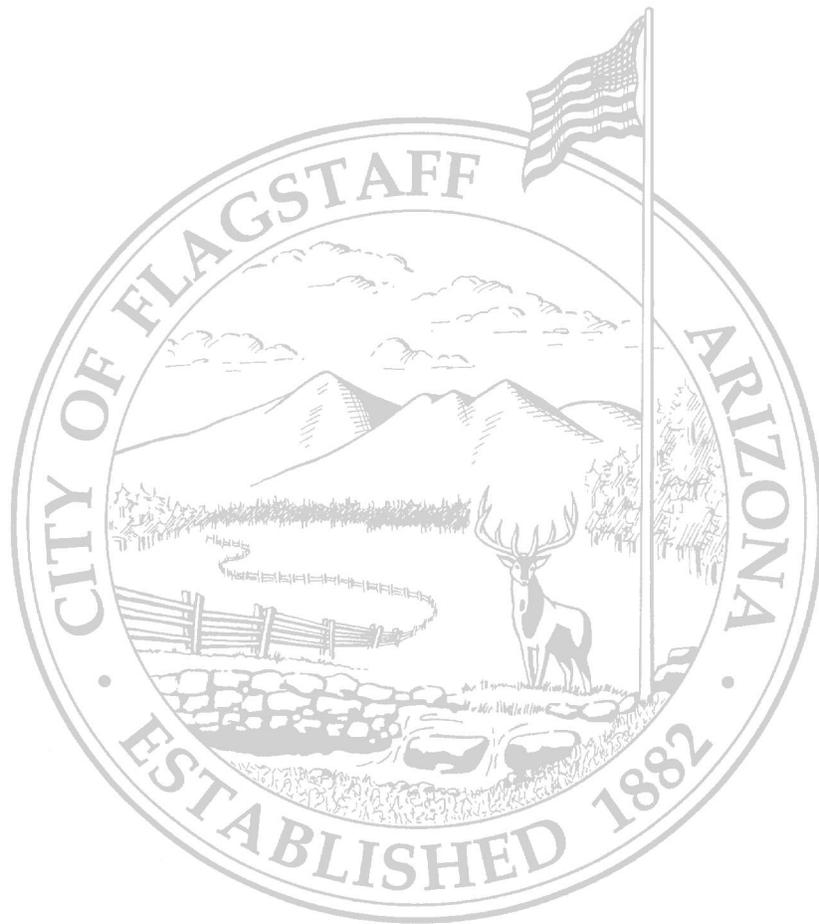
	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Sources of Funds									
Beginning Fund Balance	\$ 747,718	847,021	847,021	636,248	685,218	724,966	765,508	806,861	849,041
Revenues									
Intergovernmental Revenue	4,441,403	4,902,869	4,411,830	4,514,304	4,604,591	4,696,682	4,790,616	4,886,428	4,984,157
Rents and Other Tenant Income	935,134	953,000	1,108,602	1,141,000	1,163,820	1,187,096	1,210,838	1,235,055	1,259,756
Miscellaneous Revenues	79,180	64,256	314,819	321,158	317,381	323,729	330,204	336,808	343,544
Total Revenues	5,455,717	5,920,125	5,835,251	5,976,462	6,085,792	6,207,507	6,331,658	6,458,291	6,587,457
Total Sources of Funds	6,203,435	6,767,146	6,682,272	6,612,710	6,771,010	6,932,473	7,097,166	7,265,152	7,436,498
Uses of Funds									
Departments									
Operating Expenditures	4,885,544	5,072,594	5,345,071	5,312,630	5,418,885	5,527,263	5,637,809	5,750,565	5,865,577
Indirect Costs	-	-	-	-	-	-	-	-	-
Capital Expenditures	470,870	402,562	700,953	614,862	627,159	639,702	652,496	665,546	678,857
Total Expenditures	5,356,414	5,475,156	6,046,024	5,927,492	6,046,044	6,166,965	6,290,305	6,416,111	6,544,434
Total Use of Funds	5,356,414	5,475,156	6,046,024	5,927,492	6,046,044	6,166,965	6,290,305	6,416,111	6,544,434
Ending Fund Balance	\$ 847,021	1,291,990	636,248	685,218	724,966	765,508	806,861	849,041	892,064

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2010 AND 2011
(WITH ACTUALS FOR FISCAL YEAR 2009)

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011
Sources of Funds				
Total Beginning Fund Balance	\$ 73,928,813	42,824,226	41,053,944	41,724,665
Flag. Hsg. Authority Beg. Fund Balance	-	-	-	623,248
Revenues	129,279,876	163,442,971	133,321,016	206,468,976
Total Funds Available	203,208,689	206,267,197	174,374,960	248,816,889
Use of Funds				
Departments				
General Administration	8,450,484	7,278,584	7,212,234	8,496,243
Management Services	8,769,138	3,242,905	3,013,284	3,070,118
Community Development	15,612,076	10,266,549	7,418,067	10,289,878
Fire	10,272,153	10,251,298	10,163,897	9,419,450
Police	17,536,946	16,815,469	16,660,908	16,251,615
Public Works	37,285,224	31,335,327	22,777,945	23,907,743
Economic Vitality	-	14,038,801	7,901,169	18,024,970
Community Enrichment	-	10,402,228	8,723,347	13,909,275
Utilities	26,903,771	25,444,678	18,129,789	20,789,150
Non-Departmental	5,854,931	12,556,781	9,988,696	16,701,492
Contingency	116,173	4,180,000	575,000	3,805,000
Total Departments	130,800,896	145,812,620	112,564,336	144,664,934
Debt Service				
G.O. Bonds	3,019,026	3,470,771	3,272,471	3,517,453
Capital Leases	538,301	550,720	483,938	549,680
4th Street	1,949,350	2,264,458	2,264,458	2,263,958
Street & Highway Revenue Bonds	1,805,294	2,332,955	1,901,922	2,360,118
Economic Development	-	263,240	109,537	254,178
Airport	655,235	286,685	286,685	286,686
Environmental Services	-	-	-	-
Special Assessment Districts	95,360	1,500,801	1,500,801	1,405,625
USGS	462,774	887,094	463,854	1,886,851
Utilities	5,232,558	6,323,698	6,228,272	6,371,846
Total Debt Service	13,757,898	17,880,422	16,511,938	18,896,395
Other Activities				
Capital Projects Bond Funds	17,595,951	11,712,602	3,587,021	19,091,199
Total Other Activities	17,595,951	11,712,602	3,587,021	19,091,199
Total Appropriations	162,154,745	175,405,644	132,663,295	182,652,528
Excess (Deficiency) of Revenues over Appropriations				
	(32,874,869)	(11,962,673)	657,721	23,816,448
Ending Fund Balances				
General Fund	18,825,583	6,689,347	14,019,080	5,656,587
Special Revenue Funds:				
Library	620,215	264,265	727,912	222,090
HURF	(309,412)	409,062	2,420,718	668,197
Transportation	(502,116)	(2,143,401)	320,620	3,397,612
Beautification	4,568,901	1,760,990	3,743,901	1,061,334
Economic Development	554,667	77,777	129,221	107,714
Tourism	50,898	8,068	16,557	60,312
Arts & Science	380,934	39,474	387,106	76,520
Recreation	(117,414)	193,619	54,573	218,904
Real Estate Proceeds	497,521	449,380	511,871	525,221
Housing and Community Svc	1,822,066	122,646	1,769,454	210,207
Metro Planning Org	17,068	-	-	-
Debt Service Funds:				
G.O. Bond Fund	348,355	348,355	348,355	348,355
Sec. Property Tax	2,224,494	2,794,360	2,811,348	4,741,274
Special Assessment	195,182	800	99,122	99,122

CITY OF FLAGSTAFF
 SUMMARY OF ALL FISCAL ACTIVITY
 FISCAL YEARS 2010 AND 2011
 (WITH ACTUALS FOR FISCAL YEAR 2009)

	Actual 2008-2009	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011
Capital Projects Funds:				
Special Improvement District		9,950	26,210	-
Municipal Facilities Corp	(3,196,697)	8,688,578	49,204	158,204
G.O. Bonds	4,028,145	2,833,988	2,702,841	43,261,360
Permanent Funds				
Perpetual Care	130,398	145,501	157,042	171,792
Enterprise Funds:				
Utilities				
Operating	6,192,485	5,289,045	6,218,265	1,899,212
Airport				
Operating	124,930	2,514	1,335	1,582
Environmental Services	4,057,080	2,576,600	4,540,071	2,397,751
Stormwater Utility	540,661	300,635	656,859	195,793
Flagstaff Housing Authority	-	-	-	685,218
Total Ending Fund Balance	\$ 41,053,944	30,861,553	41,711,665	66,164,361



GENERAL ADMINISTRATION DIVISION MISSION

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

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

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

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

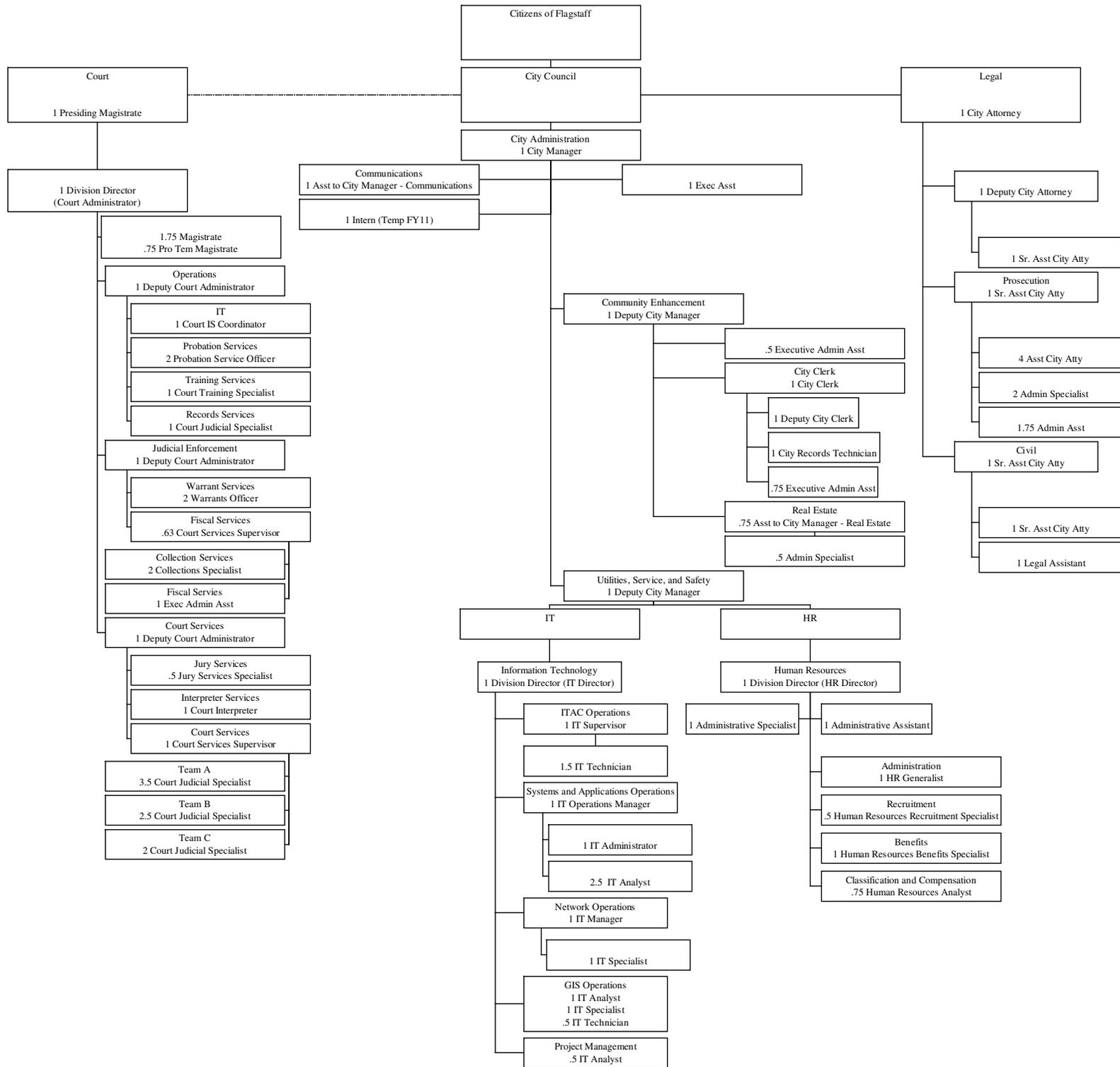
The mission of the **City Attorney's Office** is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

The mission of the **Information Technology Division** is to enable City staff to make informed decisions by providing: The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information; Helpdesk services, software, hardware, system analysis, software development, and product evaluation support services. To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies.

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

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

GENERAL ADMINISTRATION



MISSION

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

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

Council Goals:

- ✓ Housing – Established 61 new affordable housing units.
- ✓ Facilities & Basic Services – Successful stimulus street overlay project.
- ✓ Public Safety – Crime rate is down.
- ✓ Sustainability – Greenhouse Gas emissions down & waste diversion up.
- ✓ Family, Youth & Community – Successful inaugural year at the Aquaplex.

- ✓ Fiscal Health – Made mid-year (FY 08/09) cuts and balanced 09/10 budget.

Other Accomplishments:

- ✓ Effective communication with Council and employees.
- ✓ \$3 Million acquired for Rio de Flag.
- ✓ Held two Townhalls and Cityfest.
- ✓ Made polling available for community feedback.
- ✓ Live streaming of Council Meetings, Special Meetings and all employee meetings.
- ✓ Developed Meet & Confer Ordinance.
- ✓ Economic Vitality Listening Tour.
- ✓ Bond Advisory Task Force established.
- ✓ Budget driven reorganizations.
- ✓ Wildcat Wastewater Treatment Plant expansion.
- ✓ Police storefront opened in Sunnyside.
- ✓ Red Gap feasibility study complete.
- ✓ Fourth of July and New Years fireworks.
- ✓ Successful management of second largest snow storm in Flagstaff history.

FY 11 NEW INITIATIVES AND GOALS

- Successful passage of Bond Projects.
- Successful passage of Sales Tax/BBB renewal.
- Cityscape RFP.
- Completion of new Fire Station #2.
- Little Colorado River water settlement.
- Train horns quieted.
- Rebuild Jay Lively Ice Rink.
- Continue to construct Rio de Flag flood control project.
- Conceptual Design of Municipal Services Facility.
- Continue progress on Downtown Management Plan.
- Identification of and plan for snow play area.
- Adoption of Local Preference Ordinance.

PERFORMANCE MEASURES

Council Priority: Fiscal Health, Public Safety, Family, Youth & Community, Community Sustainability, Affordable Housing and Facilities & Basic Services.

Goal: Meet Council goals established in this Fiscal Year

Objective: City Council will see results/progress in Council priorities through the Council Cabinets and other work groups established and facilitated by the City Manager.

Type of Measure: Policy Outcome

Tool: Evaluation by Council

Frequency: Annually

Scoring: Below Expectation, Partial Accomplishment, Substantial Accomplishment, Complete

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Evaluation By Council	N/A	Substantial	Substantial	Substantial

Council Priority: Family, Youth & Community

Goal: Flagstaff citizens participate in community activities and decision making opportunities because they have access to information about these activities and opportunities.

Objective: Outreach and information dissemination by the City will increase citizen knowledge and involvement in the community.

Type of Measure: Program Effectiveness

Tool: Citizen Survey

Frequency: Annually

Scoring: Below Expectation, Partial Accomplishment, Substantial Accomplishment, Complete

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Survey Results	N/A	Substantial	Substantial	Substantial

MISSION

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

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

- ✓ Acquisition of right of way for Rio De Flag, Sale of Fire Stations 3 & 5, initiate direct purchase of lands in the Northern Arizona Land Exchange (NALEX), Fire Station 2 acquisition, Renewal of Homeless Shelter Lease

FY 11 NEW INITIATIVES AND GOALS

- Acquisition of Open Space, FUTS trail expansion, USGS facility expansion, Rio De Flag right of way, & complete purchase of lands in NALEX

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: Flood Control Improvements

Objective: Acquire right of way and easements for Rio De Flag

Type of Measure: Output

Tool: Process

Frequency: Per project term

Scoring: 90%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Complete acquisition of right of way	85%	90%	90%	95%

GENERAL ADMINISTRATION	SECTION 0109	REAL ESTATE
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Council Priority: Planning for Growth
Goal: Open Space & FUTS
Objective: Acquire Open Space & FUTS easements
Type of Measure: Output
Tool: Process
Frequency: Per project term
Scoring: 95%
Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Complete acquisitions & easements	85%	90%	90%	95%



MISSION

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

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

- ✓ Doubled the number of Council meeting agenda packets prepared
- ✓ Supported the Bond Advisory Task Force
- ✓ Processed Meet and Confer Referendum
- ✓ Conducted the 2010 Primary and General Elections
- ✓ Participated as a member of the Bond Committee and Sales Tax Committee
- ✓ Updated Board and Commission Member Handbook

FY 11 NEW INITIATIVES AND GOALS

- Update Citywide Policy and Procedures Manual
- Conduct November Bond Election
- Maintain/Increase Performance Standards
- Fully Implement Customer Survey Card

PERFORMANCE MEASURES

Council Priority: Family, Youth, and Community, Community Sustainability

Goal: Conduct two Board and Commission Member training sessions.

Objective: To present effective training that is meaningful to Board and Commission Members

Type of Measure: Well attended training sessions.

Tool: Participant Feedback Card

Frequency: Bi-annually.

Scoring: 35%+ 5 Ratings = Excellent; 30% “5” Ratings = Caution; Less than 30% “5” Ratings = Needs Reevaluation

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
The number of commissioners attending training	unknown	44	28	48
The whole number of commissioners who have been trained	unknown	110	98	110
The entire number of commissioners who need to attend training	unknown	69	63	59
Ratings from Training	unknown	86.3% rated at 4 or higher; 54.5% rated at 5	92% at a 4 or higher; 33-1/3% rated at 5	60% at 4 or higher.

Council Priority: Family, Youth, and Community, Fiscal Health, Facilities and Basic Services

Goal: Elections

Objective: To conduct an effective election by mail; increase voter turnout; increase probability of passage of ballot issues.

Type of Measure: Voter Turnout

Tool: Voter Registration Rolls

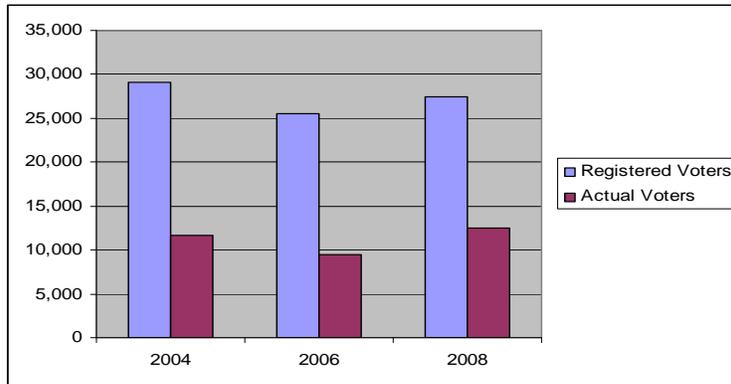
Frequency: Biennially

Scoring: 40%+ Turnout = Excellent; 35-38% Turnout = Good; 30-35% Turnout = Caution; less than 30% = Needs

Trend: ↑

Measures:

	FY 06 Actual	FY 08 Actual	FY 10 Estimate	FY 11 Proposed
Registered Voters	25,473	27,452	27,480	27,480
Voter Turnout Percentage	37.08%	45.62%	40%	42%
Actual Number of Voters	9,445	12,523	TBD	TBD
Complaints Filed	0	0	TBD	TBD
All Deadlines met	100%	100%	TBD	TBD



Council Priority: Fiscal Health, Affordable Housing, Facilities and Basic Services, Community Sustainability

Goal: Council Agendas

Objective: Quality Control--to prepare accurate, concise, and effective agendas for all types of City Council meetings.

Type of Measure: Numbers and types of agendas, ordinances, resolutions, code changes, and staff summaries prepared, processed, and completed

Tool: Timeliness of posting on both website and official posting place

Frequency: Almost daily

Scoring: 100% = Perfect; Less Than 100% = Needs More Attention

Trend: ↑

Council Priority: Fiscal Health, Affordable Housing, Facilities and Basic Services, Community Sustainability

Goal: Council Agendas

Objective: Quality Control--to prepare accurate, concise, and effective agendas for all types of City Council meetings.

Type of Measure: Numbers and types of agendas, ordinances, resolutions, code changes, and staff summaries prepared, processed, and completed

Tool: Timeliness of posting on both website and official posting place

Frequency: Almost daily

Scoring: 100% = Perfect; Less Than 100% = Needs More Attention

Trend: ↑

Measures:

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Open Meeting Law: 24 hr. required posting time	100%	99.7%	100%	100%
No. of agendas posted in posting place		174	199	176
No. of agendas posted to website		175	199	176
No. of agenda packets not fully linked on website		Unknown	4	0
No. of staff summaries where assistance provided			135	100
No. of corrections to agendas.		Unknown	Unknown	0
No. of agendas reposted due to errors		Unknown	Unknown	0
No. of deadlines extended		80%	75%	50%
No. of staff summaries matching agenda item		50%	75%	90%

The numbers associated with agenda preparation are substantial inasmuch as the Clerk’s Office is involved in every aspect of the agenda, from preparing Code changes, writing/editing ordinances and resolutions, providing assistance on staff summaries and agenda process, to the actual preparation of the agenda based on these documents, and providing guidance to staff on procedures and process. This year’s numbers establish a baseline for coming years.

GENERAL ADMINISTRATION

SECTION 01

CITY MANAGER

SECTION:		01-CITY MANAGER			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 618,029	\$ 747,538	\$ 694,508	\$ 1,292,967	\$ 545,429
CONTRACTUAL	241,816	160,523	152,920	248,446	87,923
COMMODITIES	12,055	(10,181)	7,664	(16,606)	(6,425)
TOTAL	\$ 871,900	\$ 897,880	\$ 855,092	\$ 1,524,807	\$ 626,927
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 701,404	\$ 711,393	\$ 675,026	\$ 978,366	\$ 266,973
DISABILITY AWARENESS	4,213	3,550	1,995	3,319	(231)
PUBLIC INFORMATION	139,764	71,500	70,500	60,000	(11,500)
CUSTOMER SERVICE	26,519	14,000	9,200	10,000	(4,000)
PROPERTY MANAGEMENT	-	97,437	98,371	117,262	19,825
CITY CLERK - GEN ADMIN	-	-	-	260,860	260,860
CITY CLERK - ELECTIONS	-	-	-	95,000	95,000
TOTAL	\$ 871,900	\$ 897,880	\$ 855,092	\$ 1,524,807	\$ 626,927
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 1,181,000	
	LIBRARY FUND			56,486	
	HIGHWAY USER REVENUE FUND			51,210	
	TRANSPORTATION FUND			7,685	
	WATER AND WASTEWATER FUND			114,313	
	STORMWATER FUND			7,308	
	AIRPORT FUND			14,028	
	ENVIRONMENTAL SERVICES FUND			92,777	
				\$ 1,524,807	
COMMENTARY:					
The City Manager's operating budget has increased 70% and there are no capital expenditures. Personal Services and Contractual increases are due to the merging of the City Clerk Division with the City Manager Division. Personal Services also include a 1X payout of retirement benefits for an Assistant to City Manager - Real Estate position and a 1X 1.0 FTE Intern position. Commodities decreases are due to reduction in internal work order charges. There is no major capital (>\$10,000) for this Section.					

ADMINISTRATION

SECTION 02

CITY CLERK

SECTION: 02-CITY CLERK					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 275,016	\$ 270,876	\$ 263,969	\$ -	\$ (270,876)
CONTRACTUAL	12,979	132,837	132,837	-	(132,837)
COMMODITIES	902	2,485	2,100	-	(2,485)
TOTAL	\$ 288,897	\$ 406,198	\$ 398,906	\$ -	\$ (406,198)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 288,897	\$ 282,037	\$ 274,745	\$ -	\$ (282,037)
ELECTIONS	-	124,161	124,161	-	(124,161)
TOTAL	\$ 288,897	\$ 406,198	\$ 398,906	\$ -	\$ (406,198)
SOURCE OF FUNDING:					
GENERAL FUND				\$ -	
LIBRARY FUND				-	
HIGHWAY USER REVENUE FUND				-	\$ (812,396)
TRANSPORTATION FUND				-	
WATER AND WASTEWATER FUND				-	
STORMWATER FUND				-	
AIRPORT FUND				-	
ENVIRONMENTAL SERVICES FUND				-	
				\$ -	
COMMENTARY:					
The City Clerk has been merged with City Manager (Section 01) for FY 2011.					

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), recruitment, classification and compensation, and benefits and wellness.

FY 10 ACCOMPLISHMENTS

- ✓ Developed new and updated existing policies and procedures to reflect the organizational structure and best practices.
- ✓ Revised the City's 457 Deferred Compensation plan document to reflect current IRS regulations and compliment the State retirement plans.
- ✓ Evaluate and implement the SmartWorks program to provide succession and the transfer of knowledge as key personnel retire.

- ✓ Developed the Meet and Confer Ordinance.
 - ✓ Established compensation policies and procedures such as zone criteria checklist for rezones, inclusion of City values in job descriptions, updated the City's FLSA overtime practices, and compensation implementation team.
 - ✓ Evaluated and recommended changes to the City's benefits in order to sustain a competitive total compensation package.
-

FY 11 NEW INITIATIVES AND GOALS

- Develop new and update existing policies to keep current with changes in employment law, benefits and compensation.
 - Implement compensation policies and procedures that support the City's philosophy.
 - Implement Meet and Confer processes outlined in the approved ordinance.
-

PERFORMANCE MEASURES**Council Priority: Facilities & Basic Services**

Goal: Maintaining a work environment that is free of discrimination, harassment, intimidation and retaliation.

Objective: Preventing and correcting unlawful discrimination and harassment in employment policies, procedures, practices and operations.

Type of Measure: Policy Outcome

Tool: Human Resources data

Frequency: Annually

Scoring: 0-1 Investigations with 100% resolution is Progressing at or above expectations, 2-3 Investigations with 95% resolution is Caution, and 4 or more Investigations with 90% resolution is Need to Review.

Trend: ↓ Need to Review

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Employee Grievances	1	0	3	5
Number of Grievances resolved	1	0	3	5
Percent of Grievances resolved within defined timeframe	100%	N/A	0%	100%
Number of Investigations *	1	1	20	15
Investigations with substantiated findings	0	1	10	7
Corrections implemented	0	1	10	7

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

Council Priority: Facilities & Basic Services

Goal: Provide a comprehensive and competitive compensation package that will attract, retain and motivate City employees.

Objective: Provide equitable salary structures, market competitiveness, and increase retention.

Type of Measure: Output

Tool: Human Resources data

Frequency: Annually

Scoring: 20 or less class requests, 1-2 inequities and 10-14.99% below market are Progressing at or above; 21-30 class requests, 3-4 inequities and 15-19.99% below market are Caution; and 31 or more class requests, 5 or more inequities and 20% or more below market are Need to Review.

Trend: ↓ Need to Review/Caution

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Classification Requests	35	17	23	10
Percent of Classification Requests approved	25	17	19	10
Number of pay inequities	3	3	4	2
Percent of pay inequities resolved	100%	100%	100%	
Salaries compared to market	12.6094% below	19.05% below	19.05% below**	19.05% below
Percent of salary adjustment	0%	0%	0%	0%
Turnover	11.18%	8.71%	9.00%***	9.00%
Above/Below Government Turnover Rate*	4.12% below	6.79% below	6.5% below	6.5% below

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

** Estimated based on a poll of the benchmark organizations. Most are staying flat this year with the exception of some decreases and negotiated Fire Department personnel increases.

*** This estimate includes anticipated layoffs in Spring 2010

GENERAL ADMINISTRATION	SECTION 04	HUMAN RESOURCES
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Council Priority: Facilities & Basic Services

Goal: Recruitment of qualified applicants.

Objective: Provide recruitment services to City staff so they can recruit qualified applicants.

Type of Measure: Program Outcome

Tool: Human Resources data

Frequency: Annually

Scoring: 40 days or less to recruit and 95% agree is Progressing at or above, 41 to 65 days to recruit and 94-90% agree is Caution and 66 or more days to recruit and less than 90% is Need to Review.

Trend: ←→ Caution

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of vacancies *	236	124	233**	200
Average time to complete the recruitment process	65 days	52 days	40 days	40 days
Number of positions advertised multiple times	22	2	1	1
Number of positions advertised as open until filled	23	20	15	15
Number of declinations	N/A*	N/A*	8	5

* Vacancies include miscellaneous recruitment efforts.

** The number of miscellaneous recruitment efforts has increased significantly with the temporary employees at the Aquaplex



GENERAL ADMINISTRATION

SECTION 04

HUMAN RESOURCES

SECTION: 04-HUMAN RESOURCES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 432,083	\$ 423,927	\$ 439,381	\$ 419,442	\$ (4,485)
CONTRACTUAL	65,869	41,519	37,130	34,327	(7,192)
COMMODITIES	19,898	28,200	25,925	26,663	(1,537)
CAPITAL	-	-	2,000	-	-
TOTAL	\$ 517,850	\$ 493,646	\$ 504,436	\$ 480,432	\$ (13,214)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 334,204	\$ 288,393	\$ 305,868	\$ 298,092	\$ 9,699
RECRUITMENT AND SELECTION	64,387	65,221	30,984	33,317	(31,904)
BENEFITS	1,470	62,483	61,283	63,401	918
COMPENSATION AND CLASS	816	50,199	62,509	62,989	12,790
TRAINING & DEVELOPMENT	101,492	25,550	41,992	20,950	(4,600)
DIVERSITY AWARENESS COMM	15,481	1,800	1,800	1,683	(117)
TOTAL	\$ 517,850	\$ 493,646	\$ 504,436	\$ 480,432	\$ (13,214)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 310,481	
	LIBRARY FUND			35,241	
	HIGHWAY USER REVENUE FUND			24,019	
	WATER AND WASTEWATER FUND			49,843	
	STORMWATER FUND			4,496	
	AIRPORT FUND			7,417	
	ENVIRONMENTAL SERVICES FUND			48,935	
				\$ 480,432	
COMMENTARY:					
<p>The Human Resources operating budget has decreased 3% and there are no capital expenditures. Personal Services decreases are due to a 0.5 FTE Human Resources Recruitment Specialists position. Contractual decreases are due to reductions in education/training, advertising, and travel. Commodities increases are due to photo copying and office supplies. There is no major capital (>\$10,000) for this division.</p>					

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 it's employees, property and citizens, and enable the City to achieve its primary aims of enhanced quality of life and service to it's citizens.

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

- ✓ Liability Claims – 58 closed during calendar year 2009.
- ✓ \$32,470 recovered from negligent 3rd parties.
- ✓ Arizona Governmental Safety Association Municipality Safety Award for greatest improvements in safety results.

FY 11 NEW INITIATIVES AND GOALS

- Provide acceptable service levels to internal and external customers.
- Offer training citywide expanding the delivery methods presently offered to users.
- Conduct customer service survey.

PERFORMANCE MEASURES

Council Priority: Fiscal Health

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

Objective#1 : Reduce liability claim expenditures

Type of Measure: Program effectiveness

Tool: Risk management paid claims data

Frequency: Quarterly review with Council

Scoring: # of claims proceeding to litigation - Progressing less than 5%; Average 6-10%; Caution More than 10%

Trend: ↓

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
% of liability claims proceeding to litigation	8%	7%	8%	8%
# of closed litigated claims / total number of claims closed in calendar year	5 / 62	4 / 58	5 / 64	5 / 64

GENERAL ADMINISTRATION	SECTION 05	RISK MANAGEMENT
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Objective: Reduce # of OSHA recordable injuries or illness as compared to previous year by stated %
Type of Measure: Program effectiveness
Tool: Risk management claims data
Frequency: Annual
Scoring: Progressing Reduce more than 10%, Average Reduce 0-10%, Caution Increase <10%,
Trend: ↓

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Reduce # of recordable injury/illness claims as compared to previous year by stated %	28%	<12%	7.5%	7.5%

Objective: Reduce number of injuries relative to hours worked.
Type of Measure: Program effectiveness
Tool: Risk management claims data/OSHA 300 report
Frequency: Annual
Scoring: Progressing Less than 3 per 100,000 hours worked, Average Reduce 3 to 4 Per, Caution Exceeding 4 injury per 100,000 hours worked
Trend: ↓

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Number of recordable injury/illness claims per 100,000 hours worked.	3.28	3.36	3.25	3.10

Council Priority: Facilities and Basic Services

Goal: To be a valued resource to City staff, providing them assistance needed to perform their missions most efficiently.
Objective: Provide assistance timely, competently, and in a format most useful to recipient.
Type of Measure: Program effectiveness
Tool: Internal survey measuring satisfaction.
Frequency: Ongoing,
Scoring: Progressing 90%+ ; Average 70-90%; Caution <70%
Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Proposed
Satisfaction % as based on received surveys	n/a	n/a	n/a	85%

Council Priority: Family, Youth, and Community

Goal: A wide range of activities and events are available to community.
Objective: Assist event producers in meeting City's safety and insurance requirements contained in Event requirements.
Type of Measure: Outcome
Tool: Analysis of special event log
Frequency: Annual
Scoring: 95%+ progressing, Average, 85-95%, Caution, 85%
Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
% of reviewed events receiving authorization	n/a	98%	95%	95%

GENERAL ADMINISTRATION

SECTION 05

RISK MANAGEMENT

SECTION: 05-RISK MANAGEMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 165,317	\$ 152,611	\$ 152,312	\$ 152,391	\$ (220)
CONTRACTUAL	18,343	39,251	33,000	28,730	(10,521)
COMMODITIES	2,251	5,519	3,119	3,900	(1,619)
TOTAL	\$ 185,911	\$ 197,381	\$ 188,431	\$ 185,021	\$ (12,360)
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	\$ 185,911	\$ 197,381	\$ 188,431	\$ 185,021	\$ (12,360)
TOTAL	\$ 185,911	\$ 197,381	\$ 188,431	\$ 185,021	\$ (12,360)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 100,132	
LIBRARY FUND				12,669	
HIGHWAY USER REVENUE FUND				10,992	
TRANSPORTATION FUND				7,440	
WATER AND WASTEWATER FUND				27,544	
STORMWATER FUND				1,697	
AIRPORT FUND				3,143	
ENVIRONMENTAL SERVICES FUND				21,404	
				\$ 185,021	
COMMENTARY:					
The Risk Management operating budget has decreased 6% with no capital expenditures. Personal Services decreases are due to a decrease in workman's compensation rate. Contractual decrease are due to reduction in consultant fees and education & training. Commodities increase is due to internal work order charges. There is no major capital (>\$10,000) for this 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.

PROGRAM DESCRIPTION

The Law Division 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. This division 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 division also prepares or reviews all contracts, ordinances, resolutions and other legal documents involving the City.

FY 10 ACCOMPLISHMENTS

- ✓ Collaborated with the Police Department to establish a repeat offender program.
- ✓ Successfully represented the City in obtaining approval for the City's railroad quiet zone and wayside horns.
- ✓ Researched and successfully negotiated APS Franchise Agreement.
- ✓ Drafted a complex land exchange and cost sharing agreement for the construction of Ponderosa Parkway
- ✓ Protected the City's interests in troubled development projects.
- ✓ Drafted legal documents for the Courtesy Snow Bank Removal Program for the Disabled.

FY 11 NEW INITIATIVES AND GOALS

- Acquire on-site access to Department of Public Safety criminal history information.
- Reduce outside counsel expenditures.

Criminal Cases	CY05	CY06	CY07	CY08	CY09
New Criminal Cases	3,604	3,740	4,024	4,341	4,681
Domestic Violence Cases	529	604	659	642	628
Driving Under the Influence (DUI) cases	679	723	686	567	586
Criminal Traffic Cases (excluding DUI)	623	567	555	584	850
Sales Tax Cases	39	28	22	28	28
Other Cases	1,334	1,370	1,587	1,885	1,829
Underage Alcohol	93	152	194	295	313
Drug/Drug paraphernalia cases	307	296	321	340	318
City Code Violations (other than sales tax)	Not Available	Not Available	Not Available	Not Available	129
Cases Involving a Victim (FY stats)	693	983	1,161	1,655	1,715
Victims' Services Performed (FY stats)	6,636	8,866	12,761	17,165	18,923
Cases Reviewed for Charging Referred by PD	Not Available	223	449	332	205
Pending DUI files at year end	204	247	225	201	263
<i>% Increase in New Criminal Cases from Prior Year:</i>	-1%	4%	7%	7%	7%
New cases per attorney:	Not Available	Not Available	Not Available	868	936
New cases per support staff:	Not Available	Not Available	Not Available	1,240	1,337
New cases for all Prosecution staff:	Not Available	Not Available	Not Available	511	551

Requests for Legal Assistance	CY 2006	CY 2007	CY 2008	CY 2009
Contracts (includes contracts, development agreements, grants, IGAs, bids)	220	275	233	193
Legal Opinions/Research	99	80	129	174
Ordinances/Resolutions	117	117	108	99
Real Estate	33	29	44	53
Claims/Litigation/Hearings	22	15	54	80
Public Records Requests	18	10	18	24
Miscellaneous	55	80	35	19
Total:	564	606	621	642
<i>% Increase from Prior Year:</i>	7%	7%	2%	3%
<i>Number of cases per attorney:</i>	Not Available	Not Available	113	142
<i>Number of cases per attorney and staff:</i>	Not Available	Not Available	104	128

PERFORMANCE MEASURES

Council Priority: Public Safety

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

Objective: Avoid a backlog of cases.

Type of Measure: Program Efficiency

Tool: Calculate the ratio of number of charges opened to the number closed annually.

Frequency: Annually

Scoring: 90+% Performing; 75-90% Warning; below 75% Unacceptable

Trend: ↓

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Number of charges opened	8335	9021	9652	10,327
Number of charges closed	7618	7760	8303	9300

For Calendar Year 09 our scoring was within the Warning range of 75-90%

Council Priority: Basic Services

Goal: Promote the timely and lawful provision of City services.

Objective: Provide satisfactory legal services within client-established deadlines

Type of Measure: Program Effectiveness

Tool: Survey

Frequency: Annual

Scoring: 90+% Performing; 75-90% Warning; Below 75% Needs Attention

Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Overall rating of meets or exceeds expectations	n/a	90%	90%	90%

SECTION: 07-CITY ATTORNEY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,504,088	\$ 1,410,060	\$ 1,346,774	\$ 1,446,457	\$ 36,397
CONTRACTUAL	27,064	27,748	23,347	28,138	390
COMMODITIES	58,213	25,810	25,734	26,760	950
TOTAL	\$ 1,589,365	\$ 1,463,618	\$ 1,395,855	\$ 1,501,355	\$ 37,737
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 155,480	\$ 132,240	\$ 114,107	\$ 166,690	\$ 34,450
COUNCIL, COMM & DEPT'S	717,896	607,631	592,266	644,252	36,621
POLICE COURT	715,989	723,747	689,482	690,413	(33,334)
TOTAL	\$ 1,589,365	\$ 1,463,618	\$ 1,395,855	\$ 1,501,355	\$ 37,737
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,147,029	
LIBRARY FUND				43,314	
HIGHWAY USER REVENUE FUND				41,813	
TRANSPORTATION FUND				43,659	
WATER AND WASTEWATER FUND				120,650	
STORMWATER FUND				6,207	
AIRPORT FUND				12,386	
ENVIRONMENTAL SERVICES FUND				86,297	
				\$ 1,501,355	
COMMENTARY:					
The City Attorney operating budget has increased 3% and there are no capital expenditures. Personal Services increases are due to a 1X funded position of Senior Assistant Attorney and the 1X payout of retirement benefits for the City Attorney position. Contractual increases are due to additions to travel, registration, and postage. Commodities increase is due to additions to non-library books/subscriptions and office supplies. There is no major capital (>\$10,000) for this division.					

MISSION

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

- To enable City staff to make informed decisions by providing:
 - The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information;
 - Helpdesk services, software, hardware, system analysis, software development, and product evaluation support services.
- To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies.

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

- ✓ Maintained an average of 99.90% availability of IT services
- ✓ Together with the PIO, continued to improve the streaming video system
- ✓ Implemented smart phones where appropriate
- ✓ Redesigned the City's intranet
- ✓ Redesigned the City's network file structure
- ✓ Added private wireless hotspots for City staff and added free public wireless internet access (in addition to Pulliam airport, City Hall, and the Aquaplex) at several more fire stations, the adult center, and the east side utilities facility
- ✓ Added a map gallery to the City's internet site
- ✓ Together with Facilities Maintenance, permanently mounted a projector, speakers and a VoIP conference phone in the staff conference room

FY 11 NEW INITIATIVES AND GOALS

- Continue deployment of Voice over IP telephony phones throughout the City
- Replace aging network core switches
- Improve disaster recovery capabilities
- Develop a 3-5 year IT Strategic Plan
- Implement new Sales Tax application
- Together with the PIO and NAU, enable television broadcasting of council meetings along with streaming
- Reestablish television broadcast of City Council meetings

PERFORMANCE MEASURES

Council Priority: Customer Service

Goal: Ensure high availability of DoIT services

Objective: Achieve 99.97% uptime of DoIT Services

Type of Measure: Program effectiveness

Tool: Server and network monitoring software

Frequency: 24x7x52, availability checks run every 3-5 minutes

Scoring: 99.97%

Trend: ↔

Measures:	CY 08 Average	CY 09 Average	CY 10 Estimate	FY 11 Proposed
Percentage of uptime hours versus total hours	99.95%	99.92%	99.90%	99.90%

Council Priority: Customer Service

Goal: Ensure a high level of satisfaction with DoIT Services

Objective: Achieve 95% customer rating of satisfactory or better

Type of Measure: Program effectiveness

Tool: Web survey

Frequency: Random computer selection average of 43.5% of those work requests that have been completed with an average survey return rate of 38.3%

Scoring: 95%

Trend: ↓

Measures:	CY 08 Average	CY 09 Average	CY 10 Estimate	FY 11 Proposed
Customer surveys returned with an overall rating of satisfactory or better	95%	94.68%	95%	95%

Council Priority: Customer Service

Goal: Ensure a high level of satisfaction with DoIT Services

Objective: Ensure that the backlog of uncompleted work requests is kept to a minimum

Type of Measure: Program effectiveness

Tool: Data extraction and reporting

Frequency: yearly

Scoring: 98%

Trend: ↓

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Proposed
Percentage of work requests completed versus submitted	99.3%	98.7%	94.5%	96%

SECTION: 08-INFORMATION TECHNOLOGY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,000,277	\$ 973,079	\$ 973,095	\$ 915,740	\$ (57,339)
CONTRACTUAL	461,004	355,489	358,746	396,094	40,605
COMMODITIES	55,803	28,360	26,334	959,528	931,168
TOTAL	\$ 1,517,084	\$ 1,356,928	\$ 1,358,175	\$ 2,271,362	\$ 914,434
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	\$ 289,794	\$ 241,474	\$ 235,930	\$ 170,991	\$ (70,483)
APPLICATIONS	-	-	-	362,398	362,398
SYSTEMS	473,944	488,962	495,239	190,661	(298,301)
SERVICES	209,876	87,971	91,786	151,549	63,578
NETWORK	232,898	220,801	221,260	215,794	(5,007)
GIS	310,572	317,720	313,960	159,663	(158,057)
IT NON-DEPARTMENTAL	-	-	-	1,020,306	1,020,306
TOTAL	\$ 1,517,084	\$ 1,356,928	\$ 1,358,175	\$ 2,271,362	\$ 914,434
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,817,346	
HIGHWAY USER REVENUE FUND				34,873	
WATER AND WASTEWATER FUND				314,524	
AIRPORT FUND				26,155	
ENVIRONMENTAL SERVICES FUND				78,464	
				\$ 2,271,362	
COMMENTARY:					
<p>The Information Technology operating budget has increased 67% with no capital expenditures. Personal Services decreases are due to the net of eliminating 1.0 FTE GIS Manager and 0.5 FTE GIS Technician positions for 1.5 FTE IT Technician position. Contractual increases are due to telephone, maintenance equipment upgrades, and addition of IT Non-Departmental items from Flagstaff Police Department and Flagstaff Fire Department. Commodities increases are due to computer equipment, communications equipment, and computer software.</p>					

MISSION

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

PROGRAM DESCRIPTION

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

FY 10 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 96% of all cases within 90 days, 82% of all cases including time a case spent out on a warrant (exceeds state average of 79% for municipal courts).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 60,000 specific case inquiries, 53,000 visits by the public and participated in ongoing statistical reporting. All public court case information is available through an online data warehouse.
- ✓ All court staff have completed the orientation and training requirements of the Arizona Judicial Branch and we have reported timely.
- ✓ Processed over \$M in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely. Completed an external audit of financial operations.
- ✓ Implemented Homeless Court Program and protocols in coordination with local shelters.

- ✓ Updated a court Self-Evaluation tool in cooperation with the Limited Jurisdiction Court Administrators Association that includes operational standards for limited jurisdiction courts.
- ✓ Implemented the court strategic planning agenda for 09. Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system in the county.
- ✓ Participated in the development, review and implementation of a new statewide automated case management system (CMS). The CMS for Superior Courts has been implemented, the system for limited jurisdiction courts is continuing its development.
- ✓ Used state FARE funds along with state Fill The Gap funds and local court improvement fees to help with additional case load and elimination of backlog cases.
- ✓ Expanded electronic transfer process of case information including citations, booking information and long form complaints (court integration program CJI).
- ✓ Participated with Arizona Chief Justices' Committee on Electronic Courts and implemented a process to provide for electronic filing.
- ✓ Participated with the Chief Justices' Advisory Committee on public access to court records and implemented approved rule changes.
- ✓ Participated in the development of curriculum and as faculty for the Court Leadership Institute.
- ✓ Maintained the DUI case management plan to help reduce the time needed to process DUI cases. Coordinated this effort with a county wide DUI case processing plan.
- ✓ Participated in collaboration efforts with numerous groups including the Limited Jurisdiction Court (LJC) Committee a subcommittee of the Arizona Judicial Council, the Criminal Justice Coordinating Council (CJCC), the Court Automation Coordinating Committee (CACC), the Commission on Technology (COT), Rule 123 Committee, E-Court Committee, Limited Jurisdiction Case Management System Development Group (LJCMS), Criminal Justice Integration (CJI), Limited Jurisdiction Court Administrators Association (LJCAA), Arizona Court Association (ACA), Justice 2025, and state and local meetings with criminal justice partners.

- ✓ Evaluated effectiveness and continued operation of specialty courts to meet the needs of defendants with cases in the court including the DUI/Drug Court, Mental Health Court.
- ✓ Implemented a reorganization of court staffing and responsibilities around changes in automation, case filing and budget changes.
- ✓ Completed the second phase of a facility evaluation study. Moving toward future site selection and eventual bond election for new courthouse.
- ✓ Implement an Electronic Document Management System (EDMS) in coordination with state and county partners.
- ✓ Redesigned the Court calendar to improve efficiencies in the Case Management Plan. Applied continuance and other policies modifications to all cases.

FY 11 NEW INITIATIVES

- Continue to manage the courts case load not only meeting all legal requirements as given in rule and statute, but exceed accepted standards of time to disposition on both a national and statewide basis.
- Get Supreme Court approval of local rules of procedure for civil cases that may be filed at the Municipal Court.
- Implement the use of case management teams to review case loads and develop accountability in the management of cases.
- Implement additional CourTool performance measures to review case management team effectiveness and overall court performance.

- Continue with the development of options for new facilities to improve work environment, community access and security at the Municipal Court.
 - Create a viable option to present to the City Council for location, funding and construction of a new court facility working through a voter approved bond. Develop RFP and design.
 - Study the nature and size of cases that are backlogged in the system, create an action plan through the reorganization process to reduce.
 - Work toward process and automation changes that will meet the requirements so that the electronic records may be designated as the official record of the court.
 - Participate in the pilot and implementation of a new automated Limited Jurisdiction Case Management System (LJCMS).
 - Participate in the department wide roll-out of handheld electronic citation devices at the Flagstaff Police Department.
 - Participate in leadership development of court staff through the Court Leadership Institute of Arizona (CLIA) and the creation of individual professional development plans.
 - Develop and implement a Strategic Plan for FY10 in cooperation with the Criminal Justice Coordinating Council.
 - Search for funds to allow full implementation of handheld electronic citation units at the Flagstaff Police Department through Judicial Collection Enforcement Funds (JCEF).
 - Remodel the Court Collection Program based on possible budget cuts by implementing an automated workflow process through the Court's EDMS.
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GENERAL ADMINISTRATION	SECTION 65	FLAGSTAFF MUNICIPAL COURT
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PERFORMANCE MEASURES

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

Council Priority: Public Safety

Goal: Timely Adjudication of cases filed in the court.

Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.

Type of Measure: Outcome

Tool: Time to Disposition for all case types

Frequency: Annual

Scoring: Excluding warrant time: **Green – 90%+ in 90 days**, **Yellow – 80% to 89% in 90 days**, **Red – Less than 80% in 90 days**.

Trend: ↑

Measures:	FY 08 Actual		FY 09 Actual		FY 10 Estimate		FY 11 Proposed	
Total cases cleared in 90 days excluding warrant time	95%		96%		95%		94%	
	W	Ex	W	Ex	W	Ex	W	Ex
Cases completed in 0 - 30 days (09 state average = 46%)	54%	63%	54%	63%	54%	63%	53%	63%
Cases completed in 31 -60 days (09 state average = 22%)	22%	25%	21%	24%	22%	25%	20%	24%
Cases completed in 61 - 90 days (09 state average = 11%)	6%	7%	8%	9%	6%	7%	6%	7%
Cases completed in 91 - 120 days (09 state average = 8%)	4%	4%	4%	4%	4%	4%	4%	5%
Cases completed 121+ days (09 state average = 13%)	14%	1%	13%	0%	14%	1%	17%	1%

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

Ex - Excludes warrant status time, less than 1% of cases exceed 121+ days unless they are on warrant.

GENERAL ADMINISTRATION	SECTION 65	FLAGSTAFF MUNICIPAL COURT
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Council Priority: Public Safety

Goal: Timely Adjudication of cases filed in the court.

Objective: Meet or exceed state average for limited jurisdiction courts.

Type of Measure: Outcome

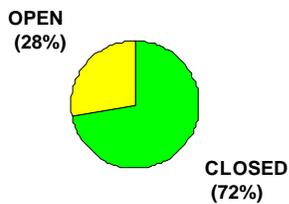
Tool: % of Closed Cases as Portion of All Cases Filed in FY 2009

Frequency: Annual

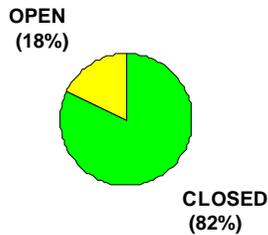
Scoring: Green - Above Statewide Average, Yellow – Matches Statewide Average, Red – Below Statewide Average.

Trend: ↑

**Cases (Open vs. Closed)
Statewide**



**Cases (Open vs. Closed)
Flagstaff Municipal**



The Flagstaff Municipal Court exceeded the Statewide average for Limited Jurisdiction Courts by 10%.

Council Priority: Public Safety

Goal: Timely adjudication of cases filed in the court.

Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.

Type of Measure: Outcome

Tool: Clearance Rate for all case types

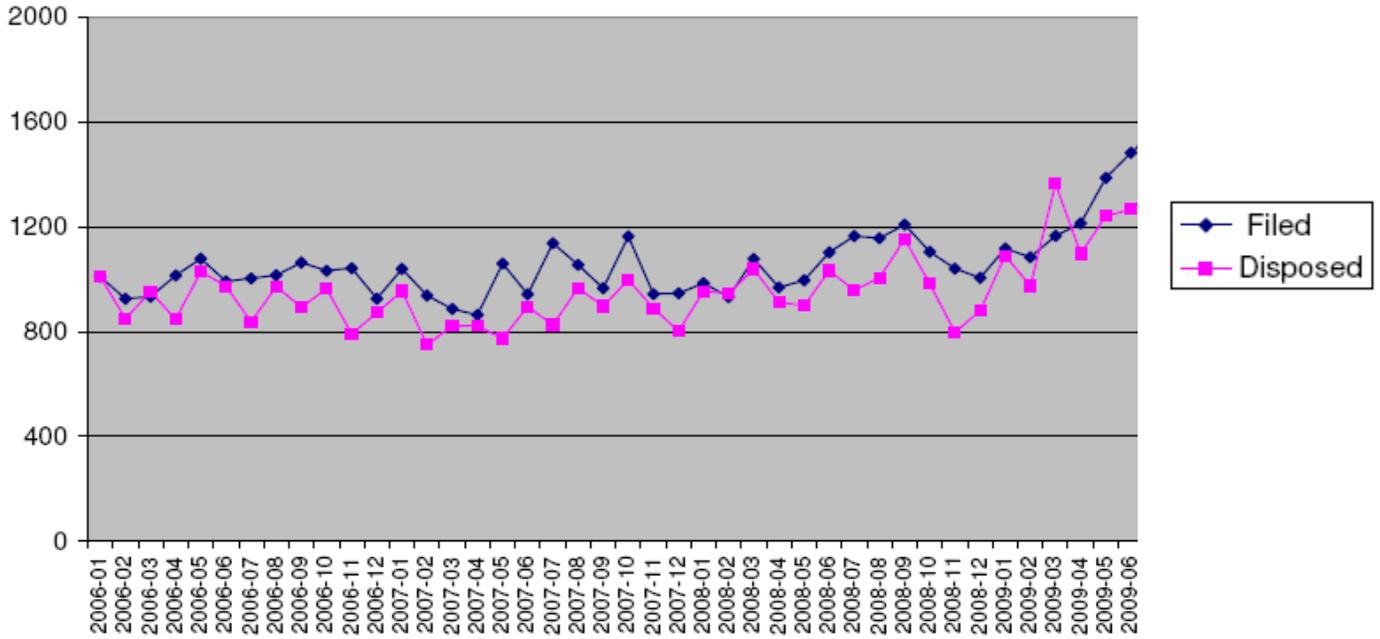
Frequency: Annual

Scoring: Green – 90%+, Yellow – 70% to 89%, Red – Below 70% .

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Clearance Rate	88%	91%	91%	90%

Clearance Rate 2006-2009



Council Priority: Fiscal Accountability**Goal:** Consistent and accurate collection of fines imposed and other funds collected by the Municipal Court.**Objective:** Accurately account for all funds and increase financial compliance.**Type of Measure:** Output**Tool:** Collection of Monetary Penalties and Fees**Frequency:** Annual**Scoring:** Dollar Amount**Trend:** →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Amount of city general funds collected	\$1,123,337	\$1,096,280	\$1,100,000	\$1,000,000
Amount of surcharges/state funds collected	\$1,802,946	\$1,610,844	\$1,700,000	\$1,500,000
Amount of other local funds collected	\$304,584	\$305,161	\$300,000	\$300,000
Total amount of fines/fees collected	\$3,230,867	\$3,012,285	\$3,100,000	\$2,800,000
Amount of restitution paid	\$45,231	\$40,791	\$40,000	\$38,000
Amount of bonds posted	\$848,604	\$819,759	\$800,000	\$760,000
Total amount of pass-through funds	\$893,835	\$860,550	\$840,000	\$798,000
Total all financial transactions	\$4,124,702	\$3,872,835	\$3,940,000	\$3,598,000

Council Priority: Family, Youth and Community**Goal:** To have the public perceive the court to be fair and accessible when they come to do business there.**Objective:** To have a majority of clients agree that the court treated them fairly and was accessible to them.**Type of Measure:** Outcome**Tool:** Survey of Access and Fairness of the Court**Frequency:** Annual**Scoring:** Green – 70% or more agree or strongly agree, Yellow - 50% to 69% agree or strongly agree, Red – less than 50% agree or strongly agree.**Trend:** ↑

Measures: Those that Agree or Strongly Agree That:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
ACCESS				
Finding the courthouse was easy.	84%	87%	85%	85%
The forms I needed were clear and easy to understand.	81%	83%	85%	85%
I felt safe in the courthouse.	86%	87%	86%	86%
The court makes reasonable efforts to remove physical and language barriers to service.	76%	81%	81%	82%
I was able to get my business done in a reasonable amount of time.	73%	81%	75%	70%
Court staff paid attention to my needs.	81%	79%	80%	80%
I was treated with courtesy and respect.	88%	85%	90%	90%
I easily found the courtroom or office I needed.	88%	87%	88%	88%
The court's website was useful.	54%	48%	60%	60%
The court's hours of operation made it easy for me to do my business.	76%	80%	76%	70%
FAIRNESS				
The way my case was handled was fair.	71%	76%	75%	75%
The judge listened to my side of the story before he or she made a decision.	74%	77%	75%	76%
The judge had the information necessary to make good decisions about my case.	70%	73%	75%	75%
I was treated the same as everyone else.	78%	81%	80%	80%
As I leave the court I know what to do next about my case.	84%	85%	85%	85%

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

GENERAL ADMINISTRATION

SECTION 65

FLAGSTAFF MUNICIPAL COURT

SECTION: 65-FLAGSTAFF MUNICIPAL COURT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,993,592	\$ 1,838,759	\$ 1,838,609	\$ 1,829,454	\$ (9,305)
CONTRACTUAL	782,866	558,826	612,615	642,510	83,684
COMMODITIES	69,214	65,348	60,115	61,302	(4,046)
TOTAL	\$ 2,845,672	\$ 2,462,933	\$ 2,511,339	\$ 2,533,266	\$ 70,333
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 1,369,461	\$ 1,105,165	\$ 1,113,055	\$ 854,300	\$ (250,865)
COURT SERVICES	668,035	661,297	715,259	809,810	148,513
RECORDS MANAGEMENT	274,949	14,000	193,502	284,269	270,269
COURT ENFORCEMENT	531,050	486,545	472,745	315,380	(171,165)
WARRANT DIVISION	1,475	118,460	5,300	138,095	19,635
COURT OPERATIONS	702	77,466	11,478	131,412	53,946
TOTAL	\$ 2,845,672	\$ 2,462,933	\$ 2,511,339	\$ 2,533,266	\$ 70,333
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,533,266	
				\$ 2,533,266	
COMMENTARY:					
<p>The Flagstaff Municipal Court operating budget has increased by 3% overall. 1X increases were authorized for a Deputy court Administrator using Court Improvement Funds, a Court Judicial Specialist and for the Criminal Justice Integration program. Ongoing increases in contractals were authorized for Janitorial services, Public Defender Services, and for Warrant Entry services. Through a reorganization, net reductions in personnel were limited to 0.7 total FTE after all 1X's were added. The positions affected by the reorganization/personnel reductions were as follows: Collection Specialist (-1.0 FTE), Court Judicial Specialist (-0.5 FTE), Deputy Court Administrator (-1.0 FTE), Executive Admin Asst (-1.0 FTE), Magistrate (-.12 FTE), Probation Services Officer (-0.5 FTE), Court Interpreter (+0.1 FTE), Court Services Supervisor (+0.37 FTE), Deputy Court Administrator (+1.0 FTE funded for FY-2011 only), Jury Services Specialist (+0.5 FTE), Pro-Tem magistrate (+0.05 FTE), and a Warrant Officer (+0.4 FTE).</p>					

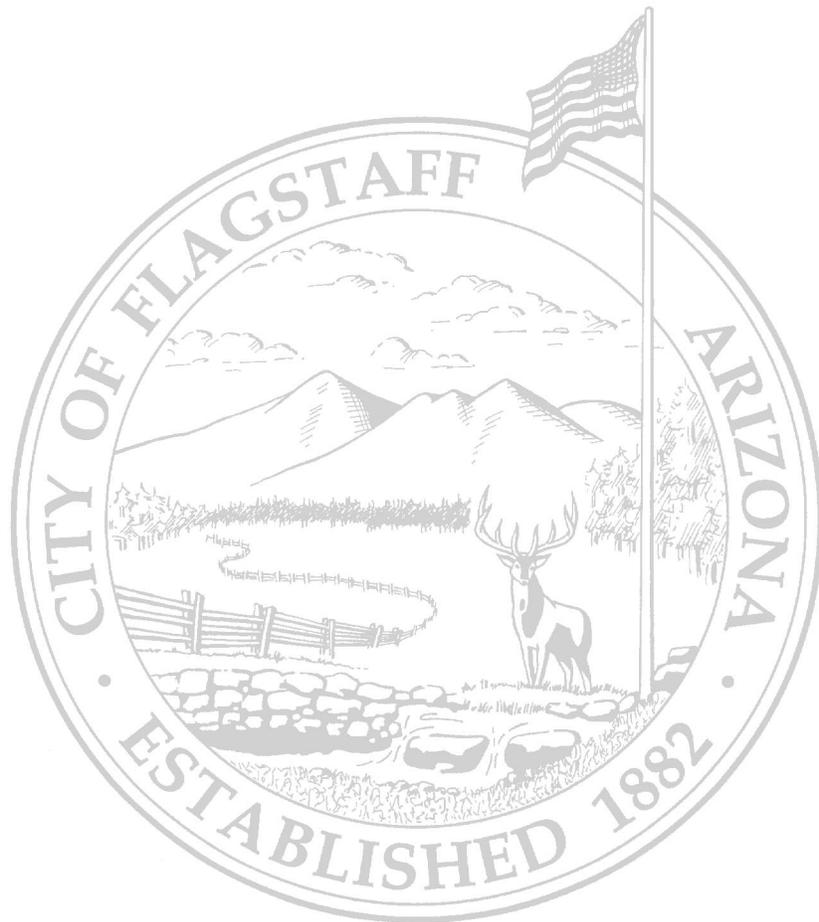
MANAGEMENT SERVICES DIVISION MISSION

The mission of the **Customer Service Section** is to ensure accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services.

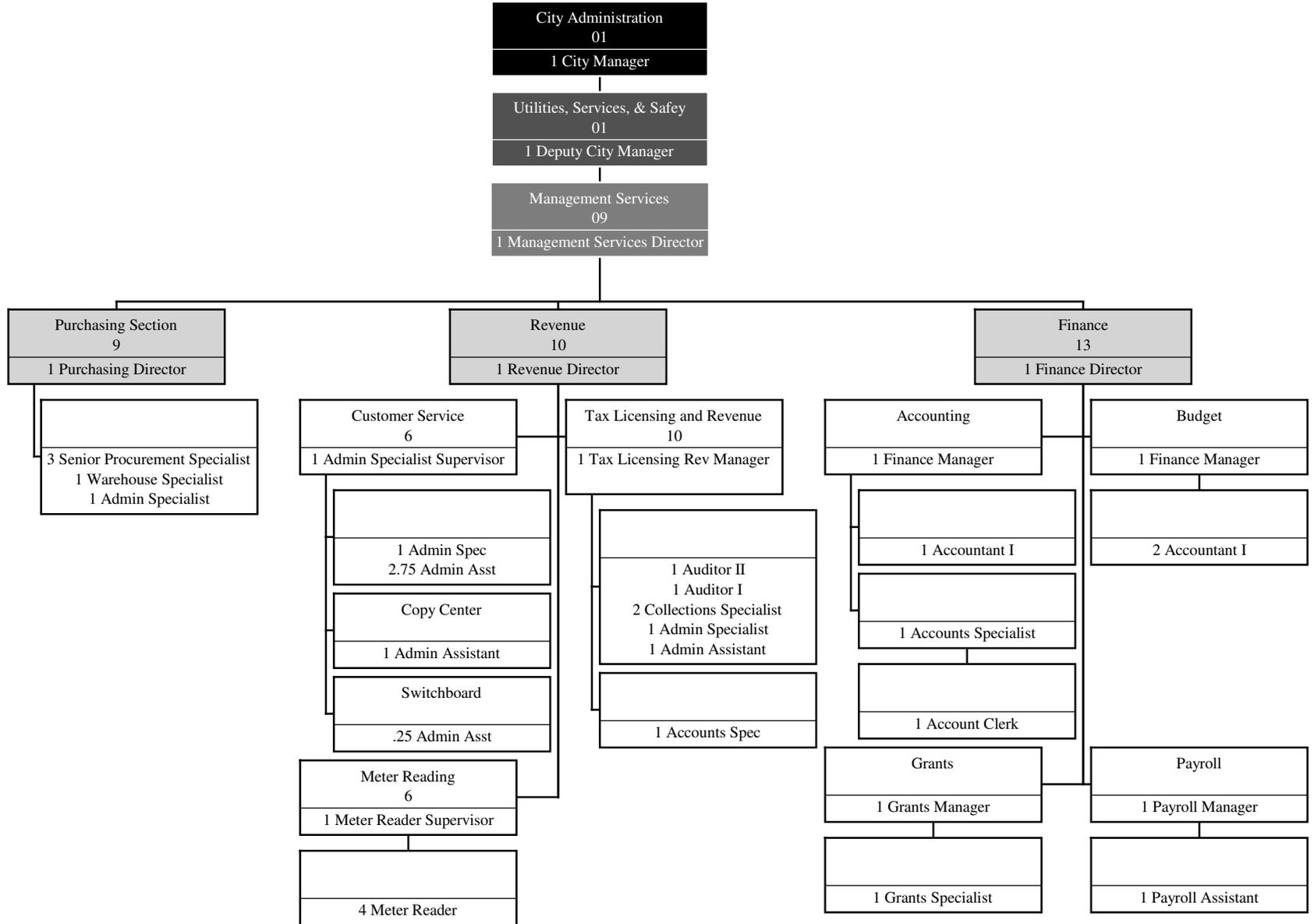
The mission of the **Purchasing Section** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees, and assist in making best value procurement decisions while maintaining the highest ethical standards.

The mission of the **Tax, Licensing, and Revenue Section** is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided.

The mission of the **Finance and Budget Section** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.



MANAGEMENT SERVICES



MISSION

The mission of the Customer Service Section is to strive to provide accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services. To also be committed to providing excellent customer service to both our internal and external customers. To assist in all copier center needs as well as answer all incoming calls to the switchboard.

PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock off of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction. In addition Customer Service operates the copy center and switchboard with the responsibilities of incoming and out going mail as well as any copier center needs for our internal customers as well as answering and directing any calls coming into the switchboard.

FY 10 ACCOMPLISHMENTS

- ✓ Work Order Conversion – Converted the Sungard Service Orders to Work Orders. This allowed Environmental Services to begin using Work Orders to help them be more efficient in management of information of the section.
- ✓ Mail Processing Equipment – Purchased new hardware and software to help process daily mail from customers. The system reads the payment stubs and checks, and then we upload the payments into the cash receipts system. Images can be stored and the information can be sent to our bank for immediate processing.

- ✓ Automated On-line Bill Pay – Worked with our bank to change customer on-line payments they make through their bank from a check form to and electronic transfer. Money is now remitted to bank sooner and a file is uploaded to cash receipts.
- ✓ Reorganization – Work with Management Service Director and other section heads in restructuring the various sections within management services to minimize layoffs and reduce expenses over all.

FY 11 NEW INITIATIVES AND GOALS

- Landfill and Police Cashiering – Work with these two sections to allow them to use the Sungard Cash Receipt system. This eliminates double entry and allows better reconciliation and research. Using the cash receipt system will also allow the acceptance of credit cards at these locations.
- Work toward integration between the Sungard Land Management application and the City's GIS Mapping application so that our information is more consistent.
- Work with the Management Services Division to assure the transfer of switchboard and copy center services is effective and seamless to our customers.
- Continue to promote Paperless Billing & Bank Drafting.
- Convert remaining water meters to automated meter reads.

MANAGEMENT SERVICES	SECTION 06	CUSTOMER SERVICE
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PERFORMANCE MEASURES

Council Priority: Fiscal Health

Goal: Limit the amount of accounts written off.

Objective: Timely collections of past due accounts and adequate deposits billed to reduce the amount of receivables written off.

Type of Measure: Program Outcome

Tool: Annual accounts presented to Council and written off.

Frequency: Annual

Scoring: <.20% Very Good, .20 to .30% Adequate, >.30% needs attention

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Annual write off of customer accounts, excluding bankruptcies	\$39,784	\$57,408	\$50,000	\$50,000
Write offs as a percentage of total billed	0.18%	0.25%	0.20%	0.20%

Council Priority: Facilities and Basic Services

Goal: Provide timely and accurate billings.

Objective: Limit the number of estimated read billings and send bills to customers in a timely manner.

Type of Measure: Outcome

Tool: Spreadsheet data for meter reading and billing calendar.

Frequency: Monthly

Scoring: Reading Estimate: (FY08-FY10) <2% Exceeding, 2-5% Meeting, >5% Not Meeting
 (FY11) <15% Exceeding, 15-25% Meeting, >25% Not Meeting

Billing: 34+ bills sent=Meeting, <34 bills sent=Not Meeting

Trend: Reading - ←→, Billing - ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percent of estimated meter reads	4.66%	2.71%	4.50%	20.00%
Number of bills sent out within 34 days of prior bill (36 total)	35	36	36	36

MANAGEMENT SERVICES

SECTION 06

CUSTOMER SERVICE

SECTION: 06-CUSTOMER SERVICE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ 581,738	\$ 531,628	\$ 510,298	\$ (71,440)
CONTRACTUAL	-	278,440	299,970	302,995	24,555
COMMODITIES	-	48,700	29,170	35,875	(12,825)
CAPITAL	-	-	4,827	-	-
TOTAL	\$ -	\$ 908,878	\$ 865,595	\$ 849,168	\$ (59,710)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ -	\$ 270,710	\$ 215,826	\$ 254,016	\$ (16,694)
FIELD READING	-	207,162	202,611	202,119	(5,043)
COLLECTION	-	95,935	97,845	88,482	(7,453)
MAIL ROOM	-	-	-	8,500	8,500
CUSTOMER SERVICE	-	335,071	349,313	296,051	(39,020)
TOTAL	\$ -	\$ 908,878	\$ 865,595	\$ 849,168	\$ (59,710)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (87,058)	
LIBRARY FUND				1,291	
HIGHWAY USER REVENUE FUND				1,043	
TRANSPORTATION FUND				1,045	
WATER AND WASTEWATER FUND				717,877	
STORMWATER FUND				20,937	
AIRPORT FUND				18	
ENVIRONMENTAL SERVICES FUND				194,015	
				\$ 849,168	
COMMENTARY:					
Customer Service was transferred to Management Services from Utilities in the 2010 Citywide reorganization. The Customer Service operating budget has decreased 7% and there are no capital expenditures. Personal Services decreases are due to the Management Services reorganization. Contractuals increases are due to increases in credit card fees. Commodities decreases are due to reductions in automotive parts and other miscellaneous equipment. 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, and assist in making best value procurement decisions while maintaining the highest ethical standards.

PROGRAM DESCRIPTION

The objectives of the Purchasing Section is to provide program support in maximizing value for purchase dollars spent through either an informal or formal solicitation process, and contract management; satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required; maintain continuity of supplies in support of City-wide programs; and disposition of surplus property.

FY 10 ACCOMPLISHMENTS

- ✓ Conducted Business Outreach Program to educate our vendor community on "How To Do Business With The City of Flagstaff".
- ✓ Conducted "Joint Bidding" with other Cities to leverage purchases and obtain more competitive pricing.
- ✓ Developed a format for the City's list of contracts for goods, services, and construction and posted to the City's website.
- ✓ Better standardization with the purchase of cell phones and office supplies that have resulted in cost savings and price protection.

- ✓ Successful vendor and contract management that resulted in \$147,000 in revenues back to the City.
- ✓ Successfully completed 2 auctions in the first 6 months of FY 2010 for the sale of surplus property that resulted in \$60,249 in revenues back to the City.
- ✓ Implemented an "on-line" fillable vendor application form on our City's website.
- ✓ All Buyers within the Purchasing Section have met various experience and educational requirements and have successfully passed rigorous purchasing related exams to obtain their professional purchasing certifications.
- ✓ Completed a City-wide draft Procurement Code Manual that is currently being reviewed by our City Attorney's office.
- ✓ Successfully defended all formal protests filed with the City regarding a procurement process.

FY 11 NEW INITIATIVES AND GOALS

- Centralize and manage all IGAs, development agreements, term contracts, and lease agreements within the "Contract Assistant Software" (Enterprise Version).
- Conduct training with internal customers on procurement rules and practices as it pertains to the City's Procurement Code Manual.
- Implement more long-term contracts through a formal solicitation process to obtain more competitive pricing.
- Develop and implement a vendor performance database to track vendor performance on City contracts.

MANAGEMENT SERVICES	SECTION 09	PURCHASING
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PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services

Goal: Provide exemplary customer service for the procurement of goods, services and construction.

Objective: To provide timely formal and informal solicitations, contract management, and vendor management.

Type of Measure: Program Effectiveness

Tool: Internal Customer Survey

Frequency: Annually

Scoring: 75%+ progressing (Average)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Overall rating of meets or exceeds expectations	n/a	80%	90%	92%

Council Priority: Fiscal Health

Goal: Provide cost effective procurement of goods, services, and construction.

Objective: Identify and implement cost saving, and cost avoidance opportunities in the procurement of goods, services, and construction.

Type of Measure: Program Efficiency

Tool: Documented comparison of budgeted dollars to actual dollars expended.

Frequency: Annually

Scoring: \$50,000 - Progressing (Average), \$35,000-Caution (Warning), \$35,000 and less-Need to Review

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Total cost savings and/or cost avoidance	n/a	\$35,000	\$52,000	\$60,000

Council Priority: Fiscal Health

Goal: To be efficient and effective with small dollar purchases.

Objective: Continue to utilize procurement card program for more efficient and effective purchases of small dollar maintenance, repair and operating supplies.

Type of Measure: Program Efficiency

Tool: Percentage of total purchases utilizing procurement cards.

Frequency: Annually

Scoring: 12%- Progressing (Average), 10% -- 12%-Caution (Warning), 10% and less- Need To Review

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	4%	5%	10%	15%

MANAGEMENT SERVICES	SECTION 09	PURCHASING
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Council Priority: Fiscal Health

Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved.

Objective: To make purchases for requested material goods, services and construction in a timely manner.

Type of Measure: Program Efficiency

Tool: Total or length of time.

Frequency: Annually

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

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Length of time it takes to process a purchase order once a requisition has been approved.	n/a	n/a	n/a	Within 24 hrs.

SECTION: 09-PURCHASING					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 920,640	\$ 668,337	\$ 605,492	\$ 618,263	\$ (50,074)
CONTRACTUAL	49,220	29,718	26,560	25,427	(4,291)
COMMODITIES	16,693	7,081	8,323	6,224	(857)
TOTAL	\$ 986,553	\$ 705,136	\$ 640,375	\$ 649,914	\$ (55,222)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 183,067	\$ 176,659	\$ 114,133	\$ 161,577	\$ (15,082)
PURCHASING	587,410	442,510	441,988	411,645	(30,865)
MAIL SERVICES	28,268	8,500	7,690	-	(8,500)
WAREHOUSE	86,400	77,467	76,564	76,692	(775)
PROPERTY MANAGEMENT	101,408	-	-	-	-
TOTAL	\$ 986,553	\$ 705,136	\$ 640,375	\$ 649,914	\$ (55,222)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 146,991	
	LIBRARY FUND			47,382	
	HIGHWAY USER REVENUE FUND			57,571	
	TRANSPORTATION FUND			51,336	
	WATER AND WASTEWATER FUND			230,281	
	STORMWATER FUND			21,816	
	AIRPORT FUND			37,864	
	ENVIRONMENTAL SERVICES FUND			56,673	
				\$ 649,914	
COMMENTARY:					
The Purchasing operating budget has decreased 8% with no capital expenditures. Personal Services decreases are due to .5 FTE staffing reduction of a Buyer position. In addition, there are small benefit increases. Contractual decreases are due to the Mail Services program budget moved to Customer Service section. Commodities decrease are due to reductions in office supplies. There is no major capital (>\$10,000) for this section.					

MISSION

The mission of the Tax, Licensing and Revenue section is to ensure compliance with the City’s Business License ordinances and assist the public so the tax reporting problems can be avoided.

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue section is responsible for the licensing of new businesses and the processing of city sales tax returns. Staff also audits taxpayers for sales tax liability, collects delinquent sales tax and business license accounts. Division staff holds tax workshops and disseminates City and State sales tax information to the local taxpayers. This division is responsible for the collection of delinquencies from utility billings, library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff also bills monthly for the miscellaneous receivable accounts. This division also manages City’s daily cash needs and invests excess funds.

FY 10 ACCOMPLISHMENTS

- ✓ Processed 38,317 city sales tax returns for FY 10. This is an increase of 0.6% over FY 09.
- ✓ Issued 1,002 sales tax and business licenses in FY 10.

- ✓ Performed 40 sales tax audits and reviews that generated \$275,000 in additional tax revenue.
- ✓ Collected \$1.7 million from delinquent miscellaneous revenue accounts.
- ✓ Managed collections for over 5,200 parking tickets totaling over \$138,000.
- ✓ Collected for over 2,100 library delinquent accounts for over \$97,000 in library fines.
- ✓ Collected delinquent sales tax of \$1.2 million.
- ✓ Collected 4,056 delinquent tax returns.
- ✓ Pursued collections for over 200 non-sufficient funds checks.
- ✓ Miscellaneous revenue monthly billings averaged over 500 accounts and \$1.2 million.
- ✓ Implemented billing process for Fire Department User Fees collection.
- ✓ Implemented Special Improvement District fees collection for Aspen Sawmill Development.

FY 11 NEW INITIATIVES AND GOALS

- Implement new tax and licensing software program that will enable our taxpayers to apply for license, file sales tax returns, make payments and maintain account information online.
- Reposition our investment portfolio to achieve better overall returns in this low interest rate environment.

PERFORMANCE MEASURES

Council Priority: Fiscal Health

Goal: Provide sales tax education to new business owners

Objective: Conduct at least 5 seminars during the year

Type of Measure: Output and Outcome

Tool: Output: Number of people that attend the seminars. The goal is 60 people per year, an average of 12 per seminar.

Tool: Outcome: At least 90% of the seminar evaluations completed by the attendees show that the seminars provided information and instructions that were easy to follow and that the material presented was basic, but provided sufficient detail.

Frequency: 5 per year

Scoring: Declining

Trend: ↓ Due to downturn in new license applications the number of attendees has declined.

Trend: ↔ The seminars continue to meet the needs of our customers.

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Output-The number of people attending the seminars	75	70	40	60
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	83%	91%	84%	80%

Council Priority: Fiscal Health

Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.

Objective: Keep write-offs below 1% of total revenue.

Type of Measure: Program Outcome

Tool: Evaluate the amount of write-offs taken to council each year

Frequency: Annually

Scoring: Progressing

Trend: ↔ The amounts written-off remain well under the goal of 1% of revenues.

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.4%	0.1%	0.32%	0.4%
Outcome-Miscellaneous receivables as a percentage of revenue	0.1%	0.1%	0.19%	0.4%

Council Priority: Fiscal Health

Goal: Invest city funds with the goal of maximum return but keeping mind that safety of the principal is more important than the return on that principal.

Objective: Achieve a rate of return on investments outside the Local Government Investment Pool (LGIP) that exceeds the LGIP rate.

Type of Measure: Program Outcome

Tool: Compare rate of return on investments outside the LGIP with the rate of return at the LGIP.

Frequency: Annually

Scoring: Declining

Trend: ←→ Although declining compared to last year, investment returns remain well above LGIP and two year treasury notes average.

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Annual rate of return on investments outside LGIP	4.202%	4.05%	2.5%	2.5%
LGIP annual rate of return	3.99%	1.22%	0.11%	0.11%

Council Priority: Fiscal Health

Goal: Have a sales tax audit program that is financially productive and performing enough audits and reviews to keep a high profile within the business community.

Objective: Sales tax audit assessments will exceed the cost of operating an audit program and performing approximately 70 audits and reviews per year.

Type of Measure: Program Outcome

Tool: Compare sales tax audit assessments with the expenses required to have an audit function.

Frequency: Annually

Scoring: Declining

Trend: ←→ Continuing to meet program objectives.

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Audit assessments for the fiscal year	538,813	275,967	275,000	350,000
Audit program expenses	165,605	164,424	176,714	155,058
Number of audits and reviews performed	133	60	40	70

MANAGEMENT SERVICES

SECTION 10

TAX, LICENSING, & REVENUE

SECTION: 10-TAX, LICENSES, AND REVENUE COLLECTION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 598,340	\$ 616,027	\$ 558,135	\$ 632,010	\$ 15,983
CONTRACTUAL	33,517	37,784	39,014	39,376	1,592
COMMODITIES	20,659	16,342	15,850	16,743	401
TOTAL	\$ 652,516	\$ 670,153	\$ 612,999	\$ 688,129	\$ 17,976
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 211,139	\$ 234,575	\$ 169,180	\$ 286,527	\$ 51,952
AUDIT	164,424	169,585	176,714	137,953	(31,632)
COLLECTIONS	140,086	122,895	122,895	120,423	(2,472)
LICENSING AND CLERICAL	83,705	88,865	88,865	89,367	502
ACCOUNTS RECEIVABLE	53,162	54,233	55,345	53,859	(374)
TOTAL	\$ 652,516	\$ 670,153	\$ 612,999	\$ 688,129	\$ 17,976
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 280,777	
	LIBRARY FUND			41,621	
	HIGHWAY USER REVENUE FUND			884	
	TRANSPORTATION FUND			241,756	
	WATER AND WASTEWATER FUND			35,976	
	STORMWATER FUND			-	
	AIRPORT FUND			28,766	
	ENVIRONMENTAL SERVICES FUND			58,349	
				\$ 688,129	
COMMENTARY:					
<p>The Sales Tax operating budget has increased 3% with no capital expenditures. Personal Services increases are due to one-time temporary staffing for the implementation of new sales tax software. In addition, there are small benefit increases. Contractual increases are due to increases in travel and education. Commodities increases are due to increases in office supplies. There is no major capital (>\$10,000) for this section.</p>					

MISSION

The mission of the Finance/Budget division is to ensure that City’s financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting, grant management, citywide switchboard operations, and performance reporting.

FY 10 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for Fiscal Year (FY) 2010 for the sixteenth consecutive year.
- ✓ Received special recognition from the GFOA on our FY 2010 budget document for performance measurements for the third consecutive year.
- ✓ Received the GFOA Certificate of Achievement in financial reporting for FY 2008 for the fifteenth consecutive year.
- ✓ Began submitting vendor payments thru Electronic Funds Transfers (EFT) and projecting 6% of payments made with this method.
- ✓ Completed Fiscal Year 2009 financial audit with new audit agency.
- ✓ Completed Fiscal Year 2009 financial audit with no major deficiencies.
- ✓ Offered employees an Employee Self Serve website to review payroll information including prior check inquiry, accruals inquiry, and “what if” calculations.
- ✓ Eliminated printing of employee direct deposit check stubs.
- ✓ American Recovery & Reinvestment Act Funding – grant application amount submitted \$17,921,263 / amount awarded \$4,038,194.

- ✓ Attended a number of Recovery Act webinars & organized Recovery Team meetings for Grants Representatives administering recovery funding.
- ✓ Reviewed quarterly 1512 Recovery Reports,
- ✓ Worked with multi-agency team to submit a large Recovery Competitive Energy Efficiency Block Grant Application.
- ✓ Extensive work on receiving the COPS Hiring award for 6 new officers’ positions.
- ✓ Continued training and testing of the new Grants Administration Program Application.
- ✓ Completed an audit with the Government Accountability Office for Recovery Act funding.
- ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2011-2015.
- ✓ Presented the Economic Development Administration Grant proposal to NACOG Regional Council for the Downtown Parking Garage and prepared and submitted the grant application in the amount of \$25 million.
- ✓ Presented information and direction in Council Executive Session regarding Airport project claim and submitted letter of request to FAA for settlement cost reimbursement.
- ✓ Presented Tribal Gaming Pass thru Proposal to the Yavapai-Apache Tribal Council.
- ✓ Received and updated quarterly performance reporting statistics for various divisions.
- ✓ Worked with IT Division to implement and improve the City’s phone system as we move to a voice over internet system.
- ✓ Assisted Management Services Director in the reorganization of our divisions.

FY 11 NEW INITIATIVES AND GOALS

- Work with the Federal Housing Authority of Flagstaff (FHA) as their services and fiscal policies become aligned with the City of Flagstaff organization.
- Train and enhance use of the Sungard Grants Administration application.
- Complete Recovery Act funding projects on time and in compliance with grant terms & conditions.
- Continue to increase grant application submission and success on award approval.
- Implement time entry and schedule software for citywide use.
- Continue to explore paperless payroll as a City policy decision.

MANAGEMENT SERVICES	SECTION 13	FINANCE/BUDGET
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- Work on citywide project to explore and possible implementation of a document imaging software.
- Improve budget processes to add efficiencies.
- Work with sections for improved and timely financial reporting thru automated reporting tools

such as QRep and Extended Reporting which the City has in place.

PERFORMANCE MEASURES

Council Priority: Fiscal Health

Goal: To maintain external validation of appropriate budget and year end financial reporting.

Objective: Maintain the Government Finance Officer’s Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.

Type of Measure: Outcome

Tool: Produce Documents and Submit for Review

Frequency: Yearly

Scoring: 100%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Council Priority: Fiscal Health

Goal: Continue to maintain budgeted grant revenue levels.

Objective: To budget & apply for projected grant revenue in the amount of approximately \$10 million per Fiscal Year.

Type of Measure: Outcome

Tool: Budget Document, Schedule of Grant Revenues, FY Grant Revenue Reconciliation, Grants Management Database

Frequency: Yearly

Scoring: \$10 million or more

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Projected Grant Budgeted Revenue	\$18,815,572	\$15,301,097	\$17,221,239	\$14,571,521
Actual Grant Revenue Received	\$14,995,764	\$5,249,709	\$10,000,000	\$10,000,000
Grant Amounts Awarded During the Fiscal Year	\$5,812,317	\$5,476,603	\$7,000,000	\$10,000,000

Council Priority: Fiscal Health

Goal: To apply and succeed in grant applications submitted

Objective: Of the grants applied for expect successful awards on more that 50%.

Type of Measure: Outcome

Tool: Grants Management Database

Scoring: > 60%=Exceeding, 50%-60%=Meeting, <50%=Needs Attention

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Grants Applications Submitted	45	65	80	70
Grants Awarded	26 (58%)	44 (68%)	55 (68%)	42 (60%)
Active Grants Worked During Fiscal Year	150	141	163	150

Council Priority: Fiscal Health

Goal: Increase the number of vendors paid through Electronic Funds Transfers.

Objective: Continue to increase the percentage of EFT versus paper check payments.

Type of Measure: Output

Tool: Check Registers

Frequency: Every Check-Run

Scoring: >10% Very Good, 5%-10% Good, <5% Needs Attention

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Vendors paid by EFT	0	23	75	125
Number of Payments Made by EFT	0	113	500	1,000
Percent of Total Payments	0.00%	1.25%	6.00%	10.00%

Council Priority: Fiscal Health

Goal: Limit the number of single audit auditor findings.

Objective: To have no audit findings on either the City general or single audit.

Type of Measure: Outcome

Tool: Single Audit

Frequency: Yearly

Scoring: 100%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
City of Flagstaff control deficiencies	3	0	0	0
City of Flagstaff significant deficiencies	0	0	0	0
Single audit findings	2	0	0	0

MANAGEMENT SERVICES

SECTION 13

FINANCE/BUDGET

SECTION: 13-FINANCE AND BUDGET					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 962,483	\$ 921,852	\$ 849,806	\$ 844,153	\$ (77,699)
CONTRACTUAL	33,866	23,655	27,586	23,904	249
COMMODITIES	23,072	13,231	16,923	14,850	1,619
TOTAL	\$ 1,019,421	\$ 958,738	\$ 894,315	\$ 882,907	\$ (75,831)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 183,877	\$ 135,193	\$ 92,091	\$ 111,841	\$ (23,352)
ACCOUNTING	414,923	371,218	360,694	335,523	(35,695)
PAYROLL	140,050	133,406	135,426	135,906	2,500
ACCTS PAYABLE/ RECEIVABLE	159,676	144,612	144,947	124,524	(20,088)
BUDGET	7,384	5,536	6,146	6,500	964
GRANTS ADMINISTRATION	113,511	168,773	155,011	168,613	(160)
TOTAL	\$ 1,019,421	\$ 958,738	\$ 894,315	\$ 882,907	\$ (75,831)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 481,542	
LIBRARY FUND				65,731	
HIGHWAY USER REVENUE FUND				64,260	
TRANSPORTATION FUND				29,028	
WATER AND WASTEWATER FUND				119,530	
STORMWATER FUND				6,224	
AIRPORT FUND				29,441	
ENVIRONMENTAL SERVICES FUND				87,151	
				\$ 882,907	
COMMENTARY:					
<p>The Finance and Budget operating budget has decreased 8% with no capital expenditures. Personal Services decreases are due to .25 FTE staffing reduction of an Account Clerk and limiting all Accountant positions to Accountant I positions. In addition, there are small benefit increases. There were small contractual and commodities increases for printing, copying and postage. There is no major capital (>\$10,000) for this section.</p>					

COMMUNITY DEVELOPMENT DIVISION MISSION

The mission of the **Capital Improvement Section** is to provide efficient and responsible management of resources in order to deliver a quality program and projects that improve the community of Flagstaff.

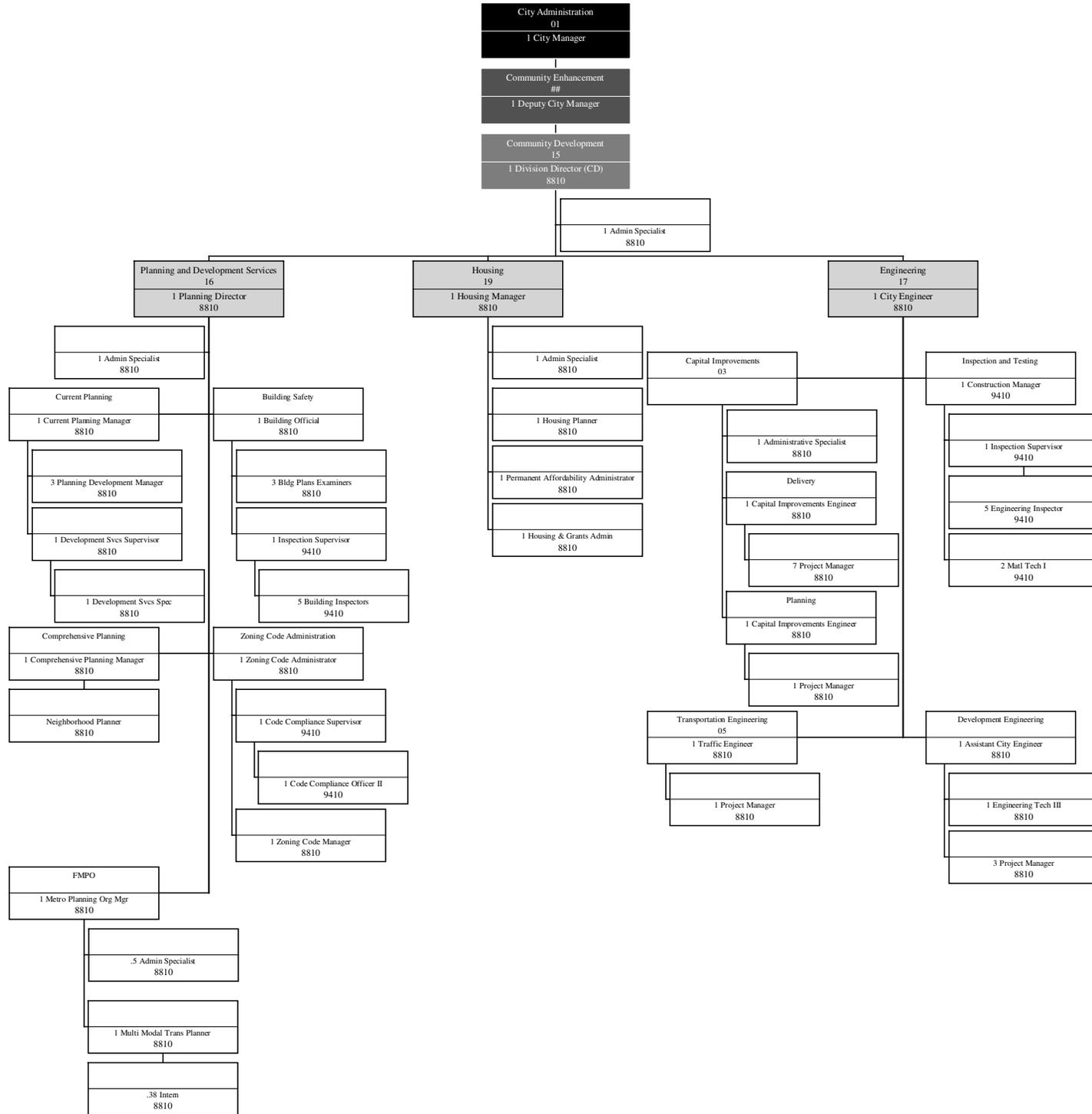
The mission of the **Metropolitan Planning Organization** is to provide innovative solutions and communications with the public, achieved through intellectual and professional integrity.

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

The mission of the **Traffic Engineering Section** is to enhance the mobility of our citizens and visitors by providing a safe, efficient, well balanced, multimodal transportation system, through the application of sound transportation engineering, planning, safety, and design principles.

The mission of the **Housing Section** is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular Flagstaff's workforce and low / moderate income households thus fostering a diverse and sustainable community.

COMMUNITY DEVELOPMENT



MISSION

The Capital Improvements Program provides efficient and responsible management of resources in order to deliver a quality program and projects to improve the community of Flagstaff.

PROGRAM DESCRIPTION

The Capital Improvements Program coordinates the development of the City's 5-year Capital Plan and provides individual project planning and delivery for Capital Improvements Projects. The Program is responsible for the efficient and effective project planning, programming (budget, schedule, scoping) and administration of design and construction services for City facilities and infrastructure while ensuring an appropriate level of public involvement and accountability.

FY 10 ACCOMPLISHMENTS

- ✓ Engineered design documents in progress toward construction for 19 capital projects valued at \$36.07M. Projects with design percent completed (status as of 1/13/10) include:
 - Fire station #2 @ 57%
 - Presidio Woody Mt. Roadway redesign @ 83%
 - Sunnyside PH V @ 58%
 - Ponderosa Parkway @ 95%
 - Rio De Flag Flood control @ 90%
 - Rio De Flag Utility, Lower reach @ 59%
 - Rio De Flag Downtown RR bridge @ 50%
 - Neon Corridor/E. Rte 66 historical @ 90%
 - Woodland Village Blvd Medians @ 71%
 - Southside Traffic improvements @ 86%
 - Rt. 66 Milton Pork Chop @ 90%
 - FUTS Crescent – Cheshire bridge @ 100%
 - FUTS Hospital rim @ 0%
 - FUTS Florence St – Walnut St underpass @ 30%
 - Woodlands Village sidewalk south @ 3%
 - Industrial Dr – 'the' Fanning wash @ 43%

- ✓ Initiated construction or are under construction for 7 projects valued at \$5.8M. Projects with construction percent completed (status as of 1/13/10) include:
 - Rio De Flag Butler Tunnel @ 51%
 - Lake Mary Rd. Utility @ 80%
 - Rt 66 South of Tracks beautification @ 92%
 - FUTS Rte 66 Downtown trail @ 69%
 - Rail crossing modifications @ 82%
 - West/Sixth intersection @ 86%
 - Industrial Dr. –Fanning to Eagle Mtn @ 92%
- ✓ Construction completed with projects under warranty for 17 city projects valued at \$65.0M include:
 - US 89 Streetscape
 - Aspen Sawmill
 - USGS Building Demolition
 - Fire station #3
 - Fire station #5
 - Aquaplex
 - Business Incubator NACET
 - Sunnyside single driveway improvement
 - Rio De Flag, Clay Basin
 - FUTS – Crescent – Cheshire (Observ Mesa)
 - FUTS – Rio North Blue Willow to 180
 - Visitor Center paver replacement
 - Fort Valley sidewalk
 - Navajo/Bonito sidewalk
 - Huntington Dr Improvements PH II
 - Brannen & Colorado dirt St. paving
 - Steves Rail crossing study
- ✓ Continued to facilitate monthly Capital Improvements Committee meetings to provide internal review and oversight.
- ✓ Assisted in the development of proposed bond program for 2010 and provided support for the Bond Advisory Task Force.
- ✓ Provided assistance for development of Regional Transportation Plan update.
- ✓ Facilitated the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements.
- ✓ Continued project definition and development efforts through project scoping and concept DRB review.
- ✓ Maintained City-wide data base of capital projects for funding division input and up-dates.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP up-date for 2011–2016.

- ✓ Assisted in the identification of potential economic stimulus projects at both the local and Federal level.
- ✓ Provided project management services for the South Fourth St. Corridor Study and for Lone Tree Overpass Study.
- ✓ Facilitated monthly coordination meetings for Urban Streetscape and Urban Trails Programs.
- ✓ Initiated contract and construction phase for the Quiet Zone at grade crossings throughout Flagstaff.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Butler Tunnel.
- ✓ Continuous project management services for Fire Stations #2 and #3 and associated Ponderosa parkway.
- ✓ Construction administration services for the paving of Industrial Dr. between Fanning Dr. and Eagle Mountain Dr.
- ✓ Continued project management services for the FUTS projects.
- ✓ Project management and design phase services for the Sixth Ave/West St. intersection improvements.
- ✓ Ongoing delivery of FHWA and US Forest Service for the \$11 M Lake Mary Road Improvements project.
- ✓ Provided project management and construction contract administration for the US 89 N. Streetscape project.
- ✓ Complimentary project management services for the design of Sunnyside Ph V Street improvements.

FY 11 NEW INITIATIVES AND GOALS

Facilities and Public Safety

- Ensure development and completion of all public facilities and infrastructure, including Fire Stations, Quiet Zones/Wayside Horns and street improvements in a manner that promotes the effective delivery of basic services and assures the public safety.

Fiscal Health

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

Community Sustainability

- Continue facilitation of the capital planning process and five year capital program to assure the most effective allocation of the City's capital resources.
- Support public information program for potential bond projects and coordinate programming and implementation of projects that may be authorized in November 2010.
- Provide assistance and expertise required for further development of USGS Campus and Science & Technology Facilities.

Capital Project Delivery

- The forecast for projects that the Capital program expects to achieve major milestones encompasses 14 projects with a total City Value of \$20 M including:
 - Milton Rd Corridor study – Fall '10
 - USGS SFO Office/Lab Buildings – Design Spring '11
 - Bond 2010 project(s) – Fall '10
 - Fourth St Corridor study – Complete Spring '11
 - FUTS – ATA Rte 66 to Switzer Mesa - Design Spring '11
 - FUTS – Country Club Rte 66 to Cortland - Design Summer '11
 - FUTS – Linda Vista Connector - Design summer '10
 - FUTS - Switzer Canyon Trail - Design Fall '10
 - FUTS – Milton Site grave ADA walkway
 - FUTS – Arrowhead and 6th Connectors - Design Fall '10
 - Beulah Blvd Extension - Complete prospectus Fall '10
 - Lone Tree overpass study – Complete study Spring '10
 - West & Arrowhead reconstruction Design Spring '11
 - NAIPTA/NAU Mt. Link Design Summer '10

PERFORMANCE MEASURES

Council Priority: Fiscal Health

Goal: Fiscal Responsibility

Objective: Deliver Capital projects within approved budgets

Type of Measure: Program Outcome

Tool: Aggregated data from a MS Access data base that tracks projects completed within +/- 5% of approved budget.

Frequency: Quarterly (using a 12 month moving trend)

Scoring: Dashboard – Yellow 80 – 90%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of projects completed within 5% of authorized amount	41 %, (Two quarter avg.)	65 %, (Four quarter avg.)	(88 %) (Two quarter avg.)	90%

Council Priority: Fiscal Health

Goal: Fiscal Responsibility

Objective: Deliver Capital projects within approved schedule

Type of Measure: Program Outcome

Tool: Aggregated data for projects completed as defined by the schedule at the time of Council award of construction.

Frequency: Quarterly (using a 12 month moving trend)

Scoring: Dashboard – Red < 80%

Trend: ↑/→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of projects completed within 3 months of accepted schedule	52 %, (Two quarter avg.)	87.9 %, (Four quarter avg.)	(76.4 %) (Two quarter avg.)	90%

Council Priority: Community Sustainability

Goal: Effective establishment and allocation of capital resources to deliver community improvements based on Council priorities

Objective: Coordination and development of a comprehensive, integrated 5 year capital program

Type of Measure: Program Outcome

Tool: Coordination with Divisions responsible for capital programs, number of projects active vs. budgeted

Frequency: Annual

Scoring: Dashboard – Yellow 70 – 80%

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of programmed projects implemented within 2 years of the project's initially programmed starting year	No measurement	66%	(70%)	75%

COMMUNITY DEVELOPMENT

SECTION 03

CAPITAL IMPROVEMENTS

SECTION: 03-CAPITAL IMPROVEMENTS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,311,107	\$ 1,111,855	\$ 1,113,186	\$ 1,101,931	\$ (9,924)
CONTRACTUAL	82,538	156,750	86,340	73,092	(83,658)
COMMODITIES	(1,618,564)	(1,387,626)	(1,362,391)	(1,386,909)	717
TOTAL	\$ (224,919)	\$ (119,021)	\$ (162,865)	\$ (211,886)	\$ (92,865)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 128,540	\$ 96,100	\$ 96,030	\$ 28,183	\$ (67,917)
PROJECT MANAGEMENT	(462,614)	(371,796)	(367,368)	(416,799)	(45,003)
ADOT PROJECT COORDINATION	12,979	12,099	8,224	11,816	(283)
UNPLANNED/UNPROGAMED WORK	7,464	-	8,623	-	-
5 YEAR CAPITAL PROG DEV	84,012	144,576	73,926	147,731	3,155
BOND ELECTION DEVELOPMENT	4,700	-	17,700	17,183	17,183
TOTAL	\$ (224,919)	\$ (119,021)	\$ (162,865)	\$ (211,886)	\$ (92,865)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (211,886)	
				\$ (211,886)	
COMMENTARY:					
<p>The Capital Improvements operating budget has increased 78% and there are no capital expenditures. Personal Services decreases are due to decrease in workman's compensation rate. Contractuals decreases are related to consultant fees which were one time funded in FY 2010. Commodities slight increase is a result in an increase in work order charges. The Capital Management Section is allocated to the sections it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the section are allocated.</p>					

MISSION

Innovative solutions and communications with the public define the FMPO as the leader for coordinating regional transportation and land use planning. Intellectual and professional integrity keep us there.

PROGRAM DESCRIPTION

The transportation vision for the region is created by the FMPO partners actively engaging our stakeholders and public. The FMPO, with our partners and stakeholders, aggressively advances its plans and projects to fulfill that vision.

FY 10 ACCOMPLISHMENTS

- ✓ Regional Transportation Plan update completed
 - ✓ Building a Quality Arizona statewide transportation vision completed with FMPO input
 - ✓ Achieved FUTS objectives in design, acquisition, funding and construction
 - ✓ Coordinated several federal pass-through grant programs for transit, human services transportation, and transportation enhancements
-

FY 11 NEW INITIATIVES

- Snow Play Area transportation impacts and alternatives
 - Roadway Maintenance Costing Tool
 - Coordination and support for state and local initiatives like Regional Plan 2012, State Long Range Transportation Plan, Camp Navajo
-

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: To maintain a transportation system performance monitoring and reporting system

Objective: To annually educate policy makers, transportation system operators and the public on how successful transportation policies are being achieved through capital, land use and operations.

Type of Measure: Program Outcome

Tool: Report comprised of Citizen Survey (aspect of Cityscape effort); regional transportation model outputs, other

Frequency: Annual

Scoring: Citizen Perception (77% - 10/06 trip diary survey: system meets travel needs); FMPO Executive Board acceptance

Trend: Citizen Perception – Up ↑; Board acceptance – static ↔

Measures:	FY 08 Actual	FY 09 Estimate	FY 10 Actual	FY 11 Estimate
Percent of regional residents finding transportation system meets their needs somewhat well or very well.	n/a	77%	No cityscape survey	80% Assumes survey
Executive Board accepts findings of annual Performance Report	n/a	n/a	100%	100%

Council Priority: Community Sustainability

Goal: Achieve public support for federal, state and local funding or legislation to fulfill broader transportation policies.

Objective: Develop and sustain 70% public support for transportation funding measures proposed by the state or city that comply with the FMPO regional transportation plan.

Type of Measure: Outcome

Tool: Survey (with city or other support); citizen comment forms

Frequency: quarterly

Scoring: Green = Progressing, Average

Trend: ↑ (Up as information is disseminated, issues identified and responded to)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percent of city and/or regional residents supporting proposal	n/a	n/a	70%	n/a

Council Priority: Community Sustainability

Goal: Achieve increasing mode share for walk, bicycle, transit and carpool modes.

Objective: Achieve a combined mode share of 25% for the region by 2040.

Type of Measure: Outcome

Tool: Trip Diary Survey (with city or other support); transit reports, bicycle commutes logged by Flagstaff Biking Organization

Frequency: full survey every 3-5 years, annual tracking of other measures

Scoring: Green = Progressing, Average, Yellow = static; Red = regressing

Trend: ↑ (Up –based on 1997 estimates and 2006 Trip Diary Survey Results)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Trip Diary Results	n/a	n/a	n/a	n/a
Transit trips per capita	14.2	16.3	17.9	19.6
Bike-to-work week registered commutes by bike	2541	3380	4056	4867

Council Priority: Facilities & Basic Services

Goal: Provide design level transportation system detail for use by city, county and state transportation staff and local development interests.

Objective: Annually produce a regional transportation model that exceeds industry standards.

Type of Measure: Program output

Tool: Model output compared to industry standards for production-attraction balance, screen-line and functional classification on percent and root-mean square error basis (total error based on variance of model from counts)

Frequency: annually

Scoring: percent under industry standard

Trend: Model RMSE - down ↓ (smaller is better)

Mode Share – down ↓ (expect accuracy to lag between surveys)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Root mean square error for roadway volumes FMPO/Industry (RMSE 35)	n/a	20/35	20/35	19/35
Non-auto mode share accuracy (based on trip diary survey every 3-5 years)	Unknown	70%	65%	60%

SECTION: 14-FLAGSTAFF MPO					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 237,237	\$ 238,392	\$ 238,392	\$ 240,868	\$ 2,476
CONTRACTUAL	288,761	82,920	88,606	297,020	214,100
COMMODITIES	(46,702)	(32,893)	(28,764)	(26,963)	5,930
CAPITAL	-	-	-	11,000	11,000
TOTAL	\$ 479,296	\$ 288,419	\$ 298,234	\$ 521,925	\$ 233,506
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 101,113	\$ 231,419	\$ 183,020	\$ 188,625	\$ (42,794)
PUBLIC PLAN DEVELOPMENT	-	-	-	9,000	9,000
SHORT RANGE PLANNING PROG	109,602	-	4,378	176,000	176,000
TANSPORTATION IMPROV PLAN	-	-	-	700	700
SHORT RANGE DATA COLLECTN	30,916	3,000	3,000	30,000	27,000
LONG RANGE TRANSIT PLAN	39,312	-	1,677	-	-
LONG RANGE TRANSPORT PLAN	177,622	54,000	98,142	117,600	63,600
LONG RANGE "OTHER" TRANSP	20,731	-	8,017	-	-
TOTAL	\$ 479,296	\$ 288,419	\$ 298,234	\$ 521,925	\$ 233,506
SOURCE OF FUNDING:					
METROPOLITAN PLANNING FUND				\$ 521,925	
				\$ 521,925	
COMMENTARY:					
<p>The Flagstaff MPO operating budget has increased 77% and and capital expenditures total \$11,000 resulting in an overall net increase of 81%. Personal Services include health insurance and dental insurance increases. Contractual increases are due to Winter Recreation Impact Sudy. Commodities decreases are due to the Contra Work Order Charges. Major capital (>\$10,000) includes \$11,000 assoicated with the Milton Study. The MPO is a 100% grant reimbursed program.</p>					

MISSION

CREATING COMMUNITY TOGETHER. We are a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

Community Development Administration provides leadership and vision for and coordinates the activities of the Engineering Section, the Housing Section and the Planning and Development Services Section. Administration also serves Community Development by coordinating issue resolution with other City Divisions and with external agencies.

FY 10 ACCOMPLISHMENTS

- ✓ Aspen Place at Sawmill ID Constructed
 - ✓ Flagstaff Housing Authority Integration
 - ✓ Presidio in the Pines – Bonding Construction
 - ✓ Fire Station Construction of 3rd Station
 - ✓ CD Leadership Team and on-going excellence initiatives
 - ✓ Rio de Flag Project – Butler Tunnel and Value Engineering
 - ✓ Development Oversight Team to continually review process and outcomes
 - ✓ Downsizing Division to match workload
-

FY 11 NEW INITIATIVES AND GOALS

- Aspen Place at Sawmill Project Vitality
 - Flagstaff Housing Authority Integration
 - Presidio in the Pines
 - Fire Station Construction of 4th Station
 - CD Leadership Team and on-going excellence initiatives
 - Rio de Flag Project – Phase 2A Construction and Scheduling/Funding/LRR
 - Development Oversight Team to continually review process and outcomes
-

PERFORMANCE MEASURES

Council Priority: Community Sustainability

Goal: Create a built community that enhances the community’s character

Objective: Ensure that developments within the City are creating a positive built environment

Type of Measure: Outcome

Tool: Survey of C.D. clients

Frequency: Annually

Scoring: 75% of clients favorable

Trend: →

	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Measures: Percentage of Community Development clients and citizens who agree that a sampling of new development, capital and housing projects are positively affecting our built environment	N/A	N/A	75%	75%

SECTION: 15-COMMUNITY DEVELOPMENT ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 277,015	\$ 256,912	\$ 253,095	\$ 230,246	\$ (26,666)
CONTRACTUAL	8,389	7,963	14,563	16,790	8,827
COMMODITIES	20,776	23,400	16,800	11,228	(12,172)
TOTAL	\$ 306,180	\$ 288,275	\$ 284,458	\$ 258,264	\$ (30,011)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 306,180	\$ 288,275	\$ 284,458	\$ 258,264	\$ (30,011)
TOTAL	\$ 306,180	\$ 288,275	\$ 284,458	\$ 258,264	\$ (30,011)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 258,264	
				\$ 258,264	
COMMENTARY:					
The Community Development operating budget has decreased by 10% and there are no capital expenditures. Personal Services decreases are due a reduction of .5 FTE of an Administrative Specialist. Contractual increases are due to increased costs related to the maintenance of equipment. Commodities decreases are due to the reduction of office supplies and other operating supplies. There are no major capital (>\$10,000) expenditures planned for this section.					



MISSION

The mission of the Community Development Division is to be a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Planning & Development Services Section is responsible for working closely with applicants and the general public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection, and finally occupancy approval. This section is also responsible for processing changes to the Regional Plan and Land Development Code. Our customers include the general public, developers, trade groups, other city and county staff, the Planning and Zoning Commission, and the City Council.

The Section is divided into five programs.

The **Current Planning Program** is responsible for administering, implementing and enforcing the Land Development Code (LDC) and the Flagstaff Regional Land Use and Transportation Plan. The Program provides single point of contact service to both our clients and our various customers. The Section also provide customer service to external and interal clients and is the imformation hub to the Community Development Division for all activities that a funneled though the front counter. The front courter recieves and deceminates various applications, reviews application for completeness, provides direct customer support to all, issues permits and reviews applications (such as site plans, rezoning, & plats).

The **Building Safety Program** is primarily responsible for administering and enforcing the provisions of the various International model codes and energy codes. This entails adopting changes to the City's Title 4 for building codes that regulate horizontal and vertical construction, reviewing and approving building permit applications for residential and commercial construction as well as providing inspection to ensure safe compliant construction.

The **Zoning Code Administration Program** is responsible for ensuring fair and consistent interpretation and administration of the City's zoning code and providing timely updates and amendments to the code. For the current and upcoming fiscal years, the primary task will be completing work on the comprehensive rewrite of the Land Development Code, and ensuring its coordination with the Regional Plan. After the zoning code is completed and implemented, work will commence on the proposed Property Maintenance Ordinance. In addition, the Code Compliance Program promotes the health, well-being, and general quality of life for the citizens of Flagstaff by ensuring compliance with relevant city codes.

The **Advance Planning Program** is responsible for engaging the community to participate in developing comprehensive planning for preservation and growth of a sustainable Flagstaff through the creation, adoption and implementation of the Regional Plan, Neighborhood Plans, Area and Specific Plans, as well as providing technical assistance to city departments **and outside agencies** to ensure proposed developments, programs, policies and goals support the vision of the Regional Plan as adopted by City Council and ratified by Flagstaff citizens.

FY 10 ACCOMPLISHMENTS

- ✓ Current Planning continues to be the staff liaison and provide administration to the Planning and Zoning Commission.
- ✓ Current Planning spear headed the detailed leadership and administration to the Planning & Development Services Director in the refinement Development Review Board process. The process implemented and improved the single-point of contact to provide excellent customer service in processing the various types of development proposals.
- ✓ A newly Implemented Pre-Application process was initiated that allows our clients to get a basic, free and timely pre-development review with minimal information. This process is a direct response from our customers to obtain basic information prior to any substantial commitments by the applicants.
- ✓ Completed the Current Planning Business Practices manual. The manual fully documents all of the business processes, steps, requirements, and techniques related to Current Planning. The manual has been updated to account the new fee structures.
- ✓ Initiated a refinement tracking system of all permits, process and procedures related to the front counter. Audit all permit applications to maintain updated requirements, processing and procedures.
- ✓ The Current Planning Program reviewed a total of 89 concept and site plan proposals throughout the review period.
- ✓ Assisted with the detailed review of approximately 146 miscellaneous building permits during the fiscal year.
- ✓ Continue to process lot-split request. The Current Planning Program Management processed 14 lot splits during the fiscal year.
- ✓ Assisted Information Services in implementing the new Fee Schedule within Kiva. This effort included the auditing of all permits within Planning, Engineering, Housing & Economic Vitality to assure seamless customer service though out the various permitting processes.
- ✓ Current Planning provided assistance to Zoning Administration Section. The Current Planning Program has provided expertise and suggests amendments to the LDC and will further assist the Zoning Administration Section in the re-write of the LDC and any interim revision program.
- ✓ Provide assistance to Comprehensive Planning Section with the updating of the Regional Land Use and Transportation Plan. Provide assistance to Regional Planning Core Team and the Citizen Advisory Commission as needed.
- ✓ Adoption of amendments to the Land Development Code to allow for a new off-premise sign at the Flagstaff Auto Mall.
- ✓ Following approval by the City Council in January 2009 of a contract with Opticos Design Inc. and their team, work has commenced in earnest on the comprehensive rewrite of the zoning code. Task 1 (Background Review and Initial Public Participation) and Task 2 (Documentation and Analysis) were completed in summer 2009, and Task 3 (Design Charrette) was completed by the end of the year. Work is now well underway with Task 4, code drafting and a complete public review draft is scheduled for release on June 1, 2010.
- ✓ Successful development of improved relationships between neighborhood organizations and code compliance staff, (e.g. Plaza de Vieja, Southside and Sunnyside).
- ✓ Completed updates to a comprehensive process and procedures manual for the code compliance program.
- ✓ Successful implementation of stronger working relationships with the Police Department and other City Divisions on compliance issues.
- ✓ Continue with the implementation of a proactive program to ensure compliance with the City's lighting code to protect the quality of Flagstaff's dark skies.
- ✓ City hosted a Lighting Forum in cooperation with the Flagstaff Dark Sky Coalition to educate business owners on the benefits of dark skies.
- ✓ Established and implemented the adopted 2009 City of Flagstaff Building Code amendments. This incorporated a full review and inclusion of all of the 2006 International Energy Conservation Code requirements into new construction [adoption has been stalled by an Arizona State wide moratorium on all new building code amendments for existing subdivisions for a period of two years].

- ✓ A completed documentation of all work program processes has been completed and a goal for FY 11 will be to transfer the work information to a publicly available website for better customer service.
 - ✓ Adoption of 2009 amendments to the 2006 International Building Codes, the 2006 International Energy Code with amendments and train both inspection/plan review staff and work out-reach training of local builders.
 - ✓ No vehicle accidents for any of the assigned pick-up and hybrid inspection vehicles.
 - ✓ No on the job injuries.
 - ✓ Combined the continued in-house training making all inspectors conduct inspections in both the Residential and Commercial areas with the plans examiners.
 - ✓ Performed 99% of all requested inspections within 24 hours of the request.
 - ✓ Updated training and re-newel of Inter-governmental agreement (IGA) with the State of Arizona office of Manufactured Housing done with City Council and Mayor. This allows continued timely inspections for a nominal fee for new and re-located manufactured housing.
 - ✓ Added new training for the inspection of safe installations of photovoltaic, solar thermal, and wind generation systems to include requirements by Arizona Public Service and State DOE sponsored plan review requirements.
 - ✓ Developed a business practices manual to document the business practices of the building inspection section.
 - ✓ Transitioned inspectors with in-house training with the Fire Inspectors to perform annual kitchen hood and commercial building fire sprinkler safety inspections due to reduction of personnel in Fire Department.
 - ✓ Added inspection assistance to Public Works Division in performing detailed annual inspections of back-flow prevention devices and grease trap interceptors.
 - ✓ Adjusted staffing due to workload changes, but through the process, management was able to secure a re-range for existing personnel and re-instate a 10% salary reduction for remaining staff.
 - ✓ Established Citizens Advisory Committee and Steering Committee to provide guidance of the *Regional Plan 2012* which was kicked- off.
-
- ✓ Public Participation Plan of the *Regional Plan 2012* adopted and implemented with Open Houses and Focus Groups.
 - ✓ Completed the La Plaza Vieja Neighborhood Plan for adoption
 - ✓ Established Complete Count Committee for the Census 2010 which oversaw the outreach efforts to bring awareness of the Census 2010.
 - ✓ Completed the *NAU Town Gown Report*.
 - ✓ Comprehensive review of bond initiatives in respect to the Regional Plan.
 - ✓ Project review in relation to the Regional Plan (i.e. Fourth Street, Downtown Parking Management, etc.)
-
- FY 10 ADDITIONAL ACCOMPLISHMENTS**
- ✓ Refinement of the single point of contact system in concert with the development review process. Conducted a single point of contact retreat. Conducted several lesson's learned meeting with the team that resulted in further refinements.
 - ✓ Implemented the new Development Fees into the review process.
 - ✓ Implemented the Development Impact Fee system into the review process.
 - ✓ Reviewed and approved the Super Walmart building permit.
 - ✓ Manage and operated CD TV that inform our clients, customers and stakeholders of current events.
 - ✓ Completed the Current Planning & Front Counter Procedures and Processes manual.
 - ✓ Assisted Zoning Administration with an amendment to the LDC for auto park signage.
 - ✓ Reviewed RSOQ for Planning/consulting services for Parks, Recreation and Open Space Organizational Master Plan.
 - ✓ The Planning Commission has reviewed 22 items from January 2008 through January of 2009. They approved several redevelopment projects, new development and residential subdivisions. Some of the more interesting cases included:

- ✓ St Francis de Assisi Church Rezoning, including an associated development agreement amendment.
- ✓ Science Technology Park rezoning case.
- ✓ Worksessions on Land Development Code. The Commission also is represented on the Open Spaces Commission, Board of Adjustment, Water Commission and the Transportation Advisory Committee.

FY 11 NEW INITIATIVES AND GOALS

➤ Public Safety:

Continue with proactive and reactive code compliance to courteously enforce community values to foster clean, safe and orderly neighborhoods.

Continue with the implementation of a comprehensive report writing program developed in cooperation with the Police Department to ensure tracking of timely follow-up inspections and detailed recording of compliance history on a property.

Ensure that all code compliance officers are certified as Zoning Inspectors and Property Maintenance Inspectors with the International Code Council (ICC).

Continue to build and strengthen relationships with other enforcement agencies within the City.

The Building and Inspection management offices will be combined and placed under one manager in the fall of 2010. The physical facilities have already been merged to provide better one-stop client services. A public forum process was initiated in January 2010 to review and prepare the 2010 Building Code Amendments that will eventually adopt the 2009 International Building Code series.

➤ Family, Youth and Community

A primary goal is the drafting and creation of the Regional Plan 2012 for City Council approval and voter consideration in 2012. Much of this will

be accomplished in advanced planning by a series of new initiatives:

- ✓ Leverage community assets (i.e. NAU, Rural Policy Institute, interns), grant sources and technology (Decision Theater and/or In-house GIS) to provide planning analysis to optimize, test and achieve the primary goal.
- ✓ Creation and adoption of an **Airport Area Plan** allowing internal and external stakeholders to understand the potential and appropriate land uses for Flagstaff's Welcome Mat.
- ✓ Adoption of the **Butler Corridor Access Area Plan**
- ✓ Serving as Steering Committee members for NAU Master Plan ensuring the compatibility with the *Regional Plan 2012*.
- ✓ Collaborative with FMPO's **Milton Corridor Study**
- ✓ Collaboration with Economic Vitality proposals with long-range and neighborhood plans to foster new ideas and economic development opportunities are compatible with plans and community desires
- ✓ Implement at least 3 of 19 goals from **the Town Gown Report** in partnership and direction from the Mayor and the President of NAU's offices

Continue with the process of working with Opticos Design Inc. and their team to rewrite the Land Development Code based on Smart Growth principles and sustainable development policies to ensure it is consistent with the Regional Plan and to make it simpler, easier to use and understand. Numerous opportunities for public input and participation will continue to be provided throughout this process.

Continue to implement a Community Oriented Code Compliance (COCC) initiative that will bring code officers in closer contact with community residents to inform them about code compliance issues and solicit their participation in caring for their communities.

Following successful completion and implementation of the new zoning code, commence work on a proposed Property Maintenance Ordinance.

- Affordable Housing:
Through the Land Development Code rewrite actively promote and encourage the development of affordable housing opportunities. New energy conservation efforts through new code changes are assuring that affordable housing will also be sustainable by assure that increasing energy costs are partially mitigated.
- Community Sustainability: Through the adoption of an updated zoning ordinance: encourage sustainable economic vitality, environmental protection and social inclusion so that community residents and visitors can enjoy a better quality of life.

Continue with the implementation of a proactive program to ensure compliance with the City's lighting code to protect the quality of Flagstaff's dark skies.

Sustainability must be extended to the manmade environment and through the encouragement of using local materials, energy conservation requirements and better fire/life safety coordination, Planning and Development Services is providing superior facilities to meet current and future needs.

- Economic Vitality:
Through the eventual adoption of a revised and updated Land Development Code, promote economic vitality through new growth and development.
- Environmental Sustainability.
Through the Land Development Code rewrite actively promote and encourage sustainable development practices to protect and enhance Flagstaff's unique environment. City Council has amended Title 4 to adopt an aggressive energy conservation codes that will assure that existing resources are wisely used.
- Facilities and Basic Services.
Continue to implement a Community Oriented Code Compliance (COCC) initiative that will bring code officers in closer contact with community residents to inform them about code compliance issues and provide them with a high standard of basic municipal services.

PERFORMANCE MEASURES

Council Priority: (A) Sustainability (Economic Vitality, Environment, and Affordable Housing) and (B) Family, Youth and Community plus Social Inclusion

Goal: (A) Facilitate the creation and adoption of a community supported, innovative, and comprehensive updated Regional Land Use Plan, Land Development Code, and annual review of Building/Energy Code.

(B) Increase public awareness of and participation in the process.

(C) Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.

Objective: (A) Adoption of a new Regional Land Use Plan, Land Development Code and Energy Code, on schedule and within budget, that supports Economic Vitality, Environmental Enhancement, and Affordable Housing. (B) Significantly increase efforts for public awareness of and participation in determining the future "look and feel" of Flagstaff resulting in increased public support in the three processes and products. (C) Approval of development proposals that support the City's Economic Vitality, Environmental and Affordable Housing goals. (D) Determine support for resultant built environment.

Type of Measure: (A) Output, (B) Policy outcome

Tool: (A) Progress reports,

(B) Weighted average of the following targets:

- Groups invited: Target at 100% attendance and 100% participation.
- General public: Larger meetings - target at 50/meetings at 50% participation. Focus group meetings - target at 25/meetings at 75% participation.

Frequency: Quarterly

Scoring: (A) Percent completed to meet deadline, (B) New measure

Trend: ↔

Measures: (A)	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Regional Plan Milestones (Percent completed)	30%	50%	75%	90%
Percent of development applications that meet two or more of Council policies	N/A	95%	100%	100%
Land Development Code Milestones (Percent completed)	50%	95%	100%	100%
Energy Code (Percent completed)	100%	100%	100%	100%

Measures: (B)	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Regional Plan (Percent scoring met in public & group awareness in project)	90%	95%	95%	95%
Regional Plan (Percent scoring met in public and group participation in project)	90%	95%	95%	95%
Land Development Code (Percent scoring met in public and group awareness in project)	90%	95%	95%	95%
Land Development Code (Percent scoring met in public and group participation in project)	90%	95%	95%	95%
Energy Code (Percent scoring met in public & group awareness in project)	90%	95%	95%	95%
Energy Code(Percent scoring met in public and group participation in project)	50%	90%	95%	95%
Percent of built projects that meet scoring target	N/A	80%	90%	95%

Council Priority: Public Safety

Goal: To courteously enforce community values within neighborhoods.

Objective: Through education and community outreach foster clean, safe and orderly neighborhoods.

Type of Measure: Program Outcome

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Participate in neighborhood clean-up efforts.	N/A	50%	0%	100%

Tool: Participation by staff

Frequency: Min. 2 times per year [Lack of funding from the County, City and local neighborhood organizations resulted in no organized neighborhood clean-ups. However, outreach on the need for keeping neighborhoods, clean, safe and orderly continued.]

Scoring: 50% Progressing

Trend: ↓

	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Measures: Meet with neighborhood groups to build stronger relationships.	N/A	Ongoing	100%	100%

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

	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Measures: Measure community response to COCC by recording compliments and complaints.	N/A	Ongoing	100%	100%

Tool: Survey or tracking of citizen contacts with staff
Frequency: Monthly report
Scoring: 75-90% Average
Trend: ↔

Council Priority: (A) Sustainability (Economic Vitality, Environment, and Affordable Housing) and (B) Family, Youth and Community plus Social Inclusion

Goal: Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.

Objective: (A) Approval of development proposals that support the City’s Economic Vitality, Environmental and Affordable Housing goals. (B) Determine support for resultant built environment.

Type of Measure: (A) Output, (B) Policy outcome

Tool: (A) Statistical counts, (B) Survey clients on overall success.

Frequency: (A) Quarterly, (B) Annually

Scoring: (A) New measure, (B) New measure

Trend: New measure

	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Measures: (A) Percent of development applications that meet two or more of Council policies.	N/A	95%	100%	100%

	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Measures: (B) Percent of built projects that meet scoring target.	N/A	80%	90%	90%

Council Priority: Public Safety

Goal: Ensure safety of new construction.

Objective: (A) Ensure building code and construction practices meet all safety requirements. (B) High customer satisfaction

Type of Measure: (A) Output, (B) Policy outcome

Tool: (A) Statistical counts, (B) Survey applicants on satisfaction with review process.

Frequency: (A) Quarterly, (B) Annually

Scoring: (A) New measure, (B) New measure

Trend: New measure

Measures: (A)	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Percent of error free plan reviews	N/A-	95%	98%	98%
Percent of error free building inspections	N/A-	95%	98%	98%

Measures: (B)	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Percent of contractor rating plan review as satisfactory or better	N/A-	80%	90%	90%
Percent of builders rating building inspections as satisfactory or better	N/A-	85%	90%	90%

Council Priority: Community Sustainability

Goal: Provide development project applicants all the information needed at the earliest opportunity to secure approval of a quality project while providing for safe and functioning transportation, water, sewer and drainage systems for lasting use by current and future residents and visitors.

Objective: Provide punctual and comprehensive client focused site plan review to enable quality development.

Type of Measure: Program output

Tool: Project tracking software/Program Manager analysis

Frequency: Each application

Scoring: Percentage of occurrence

Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Percent of land development applications approved without “surprise” conditions when conceptual site plan was not altered or modified by the applicant/developer.	N/A-	90%	95%	95%

Type of Measure: Program output

Tool: Project tracking software/Program Manager analysis

Frequency: Each permit issued

Scoring: Percentage of occurrence

Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	FY 11 Proposed
Percent of building & engineering permits issued without “surprise” construction plan conditions of approval.	N/A-	95%	90%	95%

COMMUNITY DEVELOPMENT

SECTION 16

PLANNING & DEVELOPMENT SERVICES

SECTION: 16-PLANNING & DEVELOPMENT SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,340,767	\$ 2,142,813	\$ 2,097,548	\$ 1,927,064	\$ (215,749)
CONTRACTUAL	91,978	76,046	75,377	78,025	1,979
COMMODITIES	67,986	60,214	52,741	55,303	(4,911)
TOTAL	\$ 2,500,731	\$ 2,279,073	\$ 2,225,666	\$ 2,060,392	\$ (218,681)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 295,161	\$ 280,581	\$ 280,229	\$ 276,921	\$ (3,660)
COUNCIL AND COMMISSIONS	326	-	-	-	-
ADVANCE PLANNING	97,060	203,781	203,294	222,642	18,861
BUILDING PLANNING REVIEW	418,736	336,124	365,035	258,835	(77,289)
BUILDING INSPECTION	790,441	650,320	569,891	529,795	(120,525)
CODE COMPLIANCE	236,765	248,848	247,430	339,830	90,982
DEVELOPMENT REVIEW	662,242	559,419	559,787	432,369	(127,050)
TOTAL	\$ 2,500,731	\$ 2,279,073	\$ 2,225,666	\$ 2,060,392	\$ (218,681)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,060,392	
				\$ 2,060,392	
COMMENTARY:					
<p>The Planning and Development Services operating budget has decreased by 10% and there are no capital expenditures. Personal Services decreases are due to 4.2 FTE staffing reductions that include an Admin Specialist (1.0 FTE), Building Inspection Manager (1.0 FTE), Code Compliance Officer II (1.0 FTE), Inspectors (1.2 FTE). Contractual increases are due to advertising. Commodities decreases are primarily due to reductions in vehicle related maintenance expenses. One time expenditures for this division are for advertising, postage and freight, and copying/printing for LDC and Regional Plan. There are no major capital (>\$10,000) expenditures planned for this section.</p>					

MISSION

The Community Development Division is a client focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Engineering Section is made up of 4 Programs: Capital Improvements (see Section 03), Transportation Engineering, Development Engineering and Engineering Inspection & Testing.

FY 10 ACCOMPLISHMENTS

Administration

- ✓ Conducted Section staff meetings
- ✓ Attended Program staff meetings
- ✓ Toured completed, current and future projects with staff
- ✓ Responsive to the needs of Council, citizens, City Manager and other Divisions/Sections
- ✓ Provided consistent leadership and support for the Engineering Section
- ✓ Attended monthly meetings with FUSD's Assistant Superintendent of Operations
- ✓ Attended bi-monthly meetings with ADOT's District Engineer and staff
- ✓ Attended quarterly Executive meetings with US Army Corps of Engineers for the Rio de Flag project
- ✓ Met regularly with Purchasing Director and Assistant Public Works Director
- ✓ Member of Capital Improvements and Change Order Committees
- ✓ Member of the Development Review Board
- ✓ Member of FMPO Technical Advisory Committee
- ✓ Attended Council Meetings, Executive Sessions and Work Sessions
- ✓ Attend Traffic Commission meetings
- ✓ Established meaningful performance measures for the Engineering Section
- ✓ Member of Community Development's Development Oversight Team

- ✓ Participated in ongoing improvements to Community Development's Single Point of Contact development review process

Transportation Engineering

- ✓ Provided support for Traffic Impact Analysis' for Wal-Mart Supercenter, Hawkins Properties, and Juniper Point
- ✓ Member of FMPO Technical Advisory Committee
- ✓ Supported the Traffic Commission to engage the public and provide forum for public input
- ✓ The Traffic Commission completed hearings for long standing Neighborhood Traffic Calming Projects for Beal Road and the Bow and Arrow Neighborhood
- ✓ Provided private and capital plan reviews on numerous projects
- ✓ Addressed Citizen complaints in part with 44 new internal Work Orders for new or revised traffic control devices
- ✓ Process signage and striping improvements city wide
- ✓ Supported Risk Management in the defense of roadway related claims against the City
- ✓ In cooperation with GIS, developed and updated a comprehensive crash database and mapping tool
- ✓ Provided support for numerous Mountain Line Transit initiatives including the Downtown Transfer Center, Route 4 improvements and the Mountain Links Project
- ✓ Implemented Traffic Signal timing plans for Butler Avenue, N Hwy 89 and Columbus Avenue corridors

Development Engineering

- ✓ Streamlined a number of internal processes to enhance productivity and customer service
- ✓ Provided support to promote completion of the Presidio in the Pines development
- ✓ Successfully transferred operation of the records management work tasks to the Survey & Mapping group
- ✓ Developed comprehensive plan review checklists for use by project managers
- ✓ Provided written instructions, training sessions and support to internal KIVA users
- ✓ Assisted with preparation of the technical sections of the new Land Development Code

Engineering Inspection & Testing

- ✓ There were no on the job injuries
- ✓ The Materials Lab performed 5,865 individual tests
- ✓ There was no warranty work required on any of the construction projects.
- ✓ All staff attended and received competent person certifications in Trench and Excavation Safety Training
- ✓ The Inspectors performed 12,081 inspections in the City right of way
- ✓ All personnel attended Confined Space Training
- ✓ 27 major construction projects received a Final Letter of Acceptance
- ✓ All staff attended the Blue Stake Seminar
- ✓ Inspected 44 Private Development projects (including Courtyard by Marriott, McMillan Mesa Village and YMCA) and 17 Capital Improvement Projects (including Fire Station #3, Industrial Drive Reconstruction, West/Sixth Intersection Improvements and Sunnyside Phase IV)
- ✓ Provided additional materials tests on-site for Public Works and Utilities projects
- ✓ All of the inspectors attended Traffic Control Training

FY 11 NEW INITIATIVES AND GOALS**Administration**

- Provide leadership and support for the Engineering Section
- Work closely with other Divisions and Sections to ensure thorough communication and coordinate work programs
- Ensure a well trained, team centered, client focused staff
- Increase Engineering Section's use of the City's webpage
- Promote Leadership's Culture and Values
- Continue to improve citizen's satisfaction with Engineering Section's work outcome through defined performance measurement

Transportation Engineering

- Continue to support the Traffic Commission and its advisory committees to engage the public and establish positive working relationships

- Work on the Transportation Element and related portions of the Regional Land Use Plan update
- Develop implementation strategies for some of the key elements of the recently completed Regional Transportation Plan
- In cooperation with the Flagstaff MPO, develop revised Traffic Impact Analysis guidelines for private development projects
- ✓ In coordination with the overall DMP, continue to find new opportunities for additional parking resources in and around the Downtown area
- ✓ Work with the Land Development Code re-write project to ensure the new elements in the LDC are consistent with our mission to provide a safe, balanced and efficient transportation system

Development Engineering

- Continue to streamline internal processes to enhance productivity and customer service
- Continue to educate the development and consulting professionals community regarding code, processing, and construction requirements
- Process revisions to Engineering Design and Construction Standards and Specifications
- Assist IT with completion of GIS links to the documents currently filed in the FREDII database
- Continue to expand the information available on the City's public website

Engineering Inspection & Testing

- Maintain the current levels of NICET (National Institute for Certification In Engineering Technologies) through continued education and some staff will have the opportunity to obtain the next levels of certification
- Continue to provide timely inspections and materials tests for both private development and capital improvement projects
- Completion of the FUTS – Route 66 Downtown Trail, Fort Tuthill Water/Sewer Phase I, Sunnyside Phase V, Foxglenn Well House, Ponderosa Parkway, Southside Traffic Improvements, Presidio in the Pines and The Ridge at Clear Creek
- Continue to maintain a low amount of warranty work on the construction projects

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: In unison with FMPO, develop a procedure to improve traffic & pedestrian safety on City roadways.

Objective: Identify high accident locations, perform safety audits, prioritize and implement low cost improvements and evaluate before & after performance of the improvements.

Type of Measure: Program Outcome

Tool: Accident counts, safety audits and physical improvements

Frequency: Annual, in conjunction with FMPO, Police and GIS.

Scoring: green (<350)

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Reduce existing crash rate per 100 million vehicle miles traveled for all reported crash types within the FMPO Region	Not Measured	Not Measured	350	350

Council Priority: Community Sustainability

Goal: In unison with FMPO, accurately predict traffic behavior associated with development/growth and maintain acceptable level of service (LOS D) on City roadways.

Objective: Maintain comprehensive and accurate traffic model for current and full build out conditions for use in developing Traffic Impact Analyses and to predict capital improvements in advance of unacceptable levels of congestion

Type of Measure: Program Outcome

Tool: Syncro (microscopic traffic simulation software) and field measurement

Frequency: Annually

Scoring: green (<540 NB; <360 SB)

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Travel time (in seconds) through the 89N corridor (Fanning Drive east to City limits) during the PM Peak	Not Measured	NB = 536.7 SB = 360.9	NB = 540 SB = 360	NB = 540 SB = 360

COMMUNITY DEVELOPMENT	SECTION 17	ENGINEERING
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Council Priority: Community Sustainability

Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.

Objective: Ensure the installation of durable, well-designed, properly functioning infrastructure that remains acceptable at the end of the warranty period.

Type of Measure: Program outcome

Tool: Logged citizen and client phone calls and internal survey from City Divisions who are responsible for infrastructure maintenance

Frequency: Quarterly

Scoring: yellow (95% - 85%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	Not measured	92.5%	95%	95%

Type of Measure: Program outcome

Tool: Completed and processed variance forms and field change forms prepared by Development Engineering Project Managers and Engineering Inspectors

Frequency: Quarterly

Scoring: yellow (95% - 85%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of development projects completed with no required design variances to the City Engineering Standards or field changes to approved construction plans	Not measured	85%	88%	90%

Council Priority: Community Sustainability

Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.

Objective: Provide punctual and comprehensive customer service to ensure successful delivery of new infrastructure projects.

Type of Measure: Output

Tool: Tracking by program staff of number of sheets completed with specified amount of time

Frequency: Quarterly

Scoring: red (<80%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of as-built drawings for new infrastructure completed within allotted time frame	Not measured	66%	90%	95%

Type of Measure: Output

Tool: Tracking (KIVA) by program staff of review time for every application and number of times that it is met

Frequency: Quarterly

Scoring: red (<80%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
On-time review of land development applications	Not measured	71%	85%	85%

Council Priority: Community Sustainability

Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.

Objective: Increase the contractors understanding of the City of Flagstaff Standards through improved communication with external clients regarding approved plans & specifications in order to improve construction quality.

Type of Measure: Output

Tool: Daily Materials Laboratory Reports

Frequency: Monthly

Scoring: green (>95%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of Lab tests performed that pass appropriate criteria after the initial (1 st) test	Not measured	95%	98%	98%

Type of Measure: Output

Tool: Daily Inspection Reports

Frequency: Monthly

Scoring: yellow (95% - 85%)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of projects that do not have any corrective work issues that arise during the 1 year warranty period	Not measured	95%	98%	98%

Type of Measure: Output

Tool: Certification Awards

Frequency: Annually

Scoring: red (<85%)

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of Inspection staff with Highway Construction Certifications	63%	75%	100%	100%
Percentage of Inspection staff with Underground Utilities Certifications	75%	88%	100%	100%
Percentage of Materials Testing Staff with Materials Testing Certifications	75%	75%	33%	100%

COMMUNITY DEVELOPMENT

SECTION 17

ENGINEERING

SECTION: 17-ENGINEERING					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,641,601	\$ 1,578,431	\$ 1,534,256	\$ 1,343,038	\$ (235,393)
CONTRACTUAL	77,218	37,559	35,864	46,827	9,268
COMMODITIES	53,207	36,889	45,854	33,421	(3,468)
CAPITAL	35,509	46,000	4,150	21,850	(24,150)
TOTAL	\$ 1,807,535	\$ 1,698,879	\$ 1,620,124	\$ 1,445,136	\$ (253,743)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 257,864	\$ 143,997	\$ 149,515	\$ 139,606	\$ (4,391)
TRAFFIC BOARDS & COMMISSN	353	-	-	-	-
TRAFFIC ENGINEERING	244,890	204,167	160,910	163,415	(40,752)
PRIVATE DEVELOPMENT ENGR	329,953	563,255	557,478	435,555	(127,700)
PUBLIC WORKS INSPECTION	611,561	604,400	557,030	579,889	(24,511)
MATERIALS TESTING	250,789	183,060	195,119	126,671	(56,389)
SURVEYING	112,125	-	72	-	-
TOTAL	\$ 1,807,535	\$ 1,698,879	\$ 1,620,124	\$ 1,445,136	\$ (253,743)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 727,163	
	HIGHWAY USER REVENUE FUND			689,931	
	STORMWATER FUND			28,042	
				\$ 1,445,136	
COMMENTARY:					
<p>The Engineering operating budget has decreased 15%. There is a 1X carry-forward for a pickup truck capital expenditure from FY 2010 for \$21,850. Personal Services decreases are due to 3.0 FTE staffing reductions that include the following: Engineering Tech Leadworker (1.0 FTE), Materials Tech II (1.0 FTE), and a Project Manager (1.0 FTE). Contractual increases are due to consultant fees, equipment maintenance, and utilities. Commodities decreases are due to vehicle-related reductions. One-time expenditures for this division are for equipment.</p>					

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 10 ACCOMPLISHMENTS

Affordable Housing Development and Neighborhood Revitalization – Division 19

- ✓ Lease on Home Alternatives building extended.
- ✓ Lease on property for construction of new full-service shelter approved.
- ✓ Entered into contract for design services with Loven Contracting for Izabel Homes.
- ✓ Three homes at Izabel under construction
- ✓ City owned land inventory completed

FY 10 ACCOMPLISHMENTS (continued)

Planning and Administration – Division 31

- ✓ Active participation in local Continuum of Care
- ✓ Entered into contract with BOTHANDS, Inc. for homebuyer /owner services.
- ✓ Federal and State grant funds administered successfully

Planning and Administration – Division 19

- ✓ CUP granted to Hope Cottage for overflow shelter beds
- ✓ Administration of 33 City of Flagstaff deed restricted and CLPT homes.
- ✓ Completed a full revision to the Incentive for Affordable Housing Policy.

Affordable Housing Development and Neighborhood Revitalization – Division 31

- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council.
- ✓ Provided home repair assistance to moderate-income households through the Owner Occupied Housing Rehabilitation Program.

FY 11 NEW INITIATIVES AND GOALS

- Continue to pursue additional funding to increase the number of affordable housing units available to the public.
- Pursue a 10% goal of affordable rental and ownership housing opportunities created based on total rental units receiving building plan approval
- Provide General Fund for continuation of the Community Homebuyer Assistance Program (CHAP) to provide homebuyer education and downpayment and closing cost assistance.
- Approval by HUD for the City’s 5-year Consolidated Plan and Analysis of Impediments to Fair Housing.

COMMUNITY DEVELOPMENT	SECTION 19	HOUSING
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PERFORMANCE MEASURES

Council Priority: Affordable Housing & Community Sustainability

Goal: To maintain income diversity within the City of Flagstaff by providing housing opportunities.

Objective: Produce, or cause to be produced, housing for identified target populations.

Type of Measures: Output

Tool: Statistical Counting

Frequency: Quarterly

Scoring: Unknown – New Measure

Trend: Unknown – New Measure

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of affordable housing units created based on the number of total residential units created.	N/A	10%	30%	10%
Number of developer contributed permanently affordable units.	N/A	5	129	187
Percentage of affordable housing opportunities created or delivered based on total housing units needed to reach 20% goal presented in the Nexus Study.	N/A	8%	30%	10%
Number of units created through the City program with partnerships.	N/A	5	131*	175*

*It is anticipated that projects that have spent the past year + in the planning process will now be ready for construction. This includes 4 LIHTC projects, the Section 202 project, the initial phase of Izabel Homes, and an estimate of 10 units per year will be provided by private developers.

Council Priority: Affordable Housing & Community Sustainability

Goal: To maintain income diversity within the City of Flagstaff by providing housing opportunities.

Objective: Community Outreach and Education

Type of Measure: Outcome

Tool: Attendee Survey

Frequency: As outreach and education sessions occur, compiled quarterly

Scoring: Unknown – New Measure

Trend: Unknown – New Measure

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Increase in citizen awareness and knowledge of housing opportunities within Flagstaff	N/A	80%	80%	80%

Council Priority: Affordable Housing & Community Sustainability

Goal: Address the economic and social needs of Flagstaff’s population through targeted programming and planning.

Objective: Serve target populations through City funded or administered programs that produce a greater quality of life.

Type of Measure: Program outcome

Tool: Client Survey

Frequency: Quarterly reports from programs and sub-recipients

Scoring: Unknown – New Measure

Trend: Unknown – New Measure

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Program effectiveness based on client satisfaction and impact on quality of life.	N/A	85%	85%	85%

Council Priority: Affordable Housing & Community Sustainability

Goal: Administer grant funding in full compliance with funding source requirements.

Objective: Planning & Delivery

Type of Measure: Outcome

Tool: Compilation of evaluation reports

Frequency: Annually, dependent on Federal and State feedback

Scoring: Unknown – New Measure

Trend: Unknown – New Measure

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of compliance achieved with requirements for grants received from the State and Federal governments.	N/A	100%	100%	100%

SECTION:		19-HOUSING			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ 376,167	\$ 379,967	\$ 299,485	\$ (76,682)
CONTRACTUAL	-	8,750	7,091	9,258	508
COMMODITIES	-	(70,025)	(67,926)	(58,585)	11,440
TOTAL	\$ -	\$ 314,892	\$ 319,132	\$ 250,158	\$ (64,734)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ -	\$ 229,581	\$ 233,650	\$ 228,719	\$ (862)
LAND TRUST	-	85,311	85,482	21,439	(63,872)
TOTAL	\$ -	\$ 314,892	\$ 319,132	\$ 250,158	\$ (64,734)
SOURCE OF FUNDING:					
GENERAL FUND					
				\$ 250,158	
				\$ 250,158	
COMMENTARY:					
The Housing operating budget has decreased 21% and there are no capital expenditures planned. Personal Services decreases are due to 1 FTE staffing reduction of Housing Project Coordinator. Contractuals increase are due to travel. Commodities increases are due to work order charges to ADOH/CDBG grants. There is no major capital (>\$10,000) for this section.					



COMMUNITY DEVELOPMENT

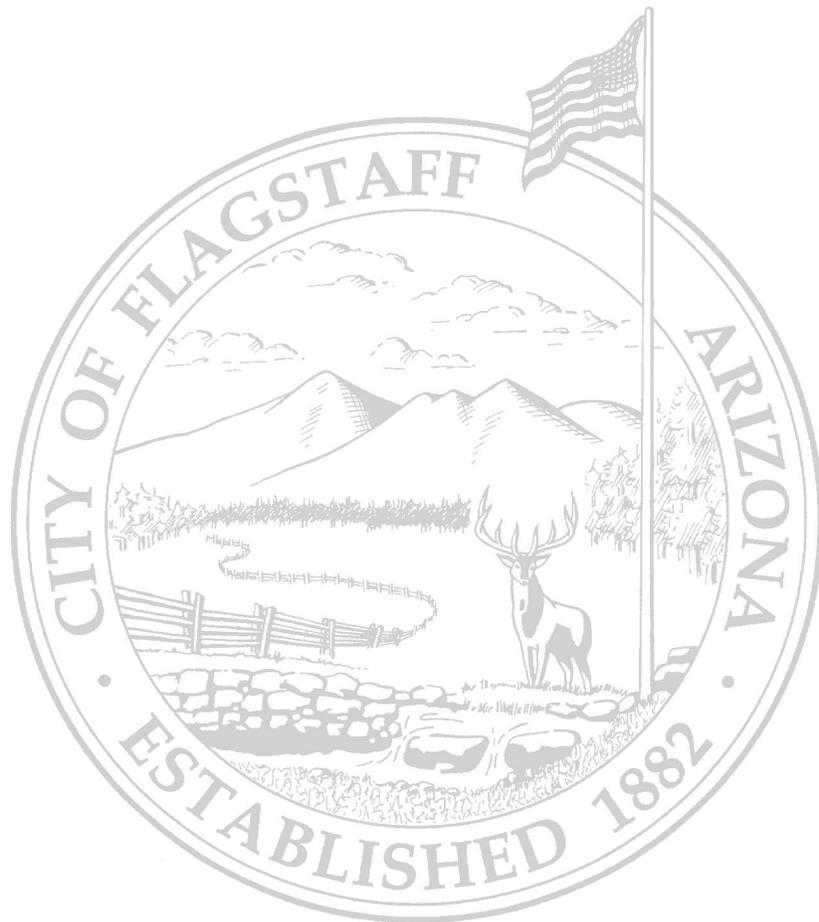
SECTION 31

COMMUNITY REDEVELOPMENT

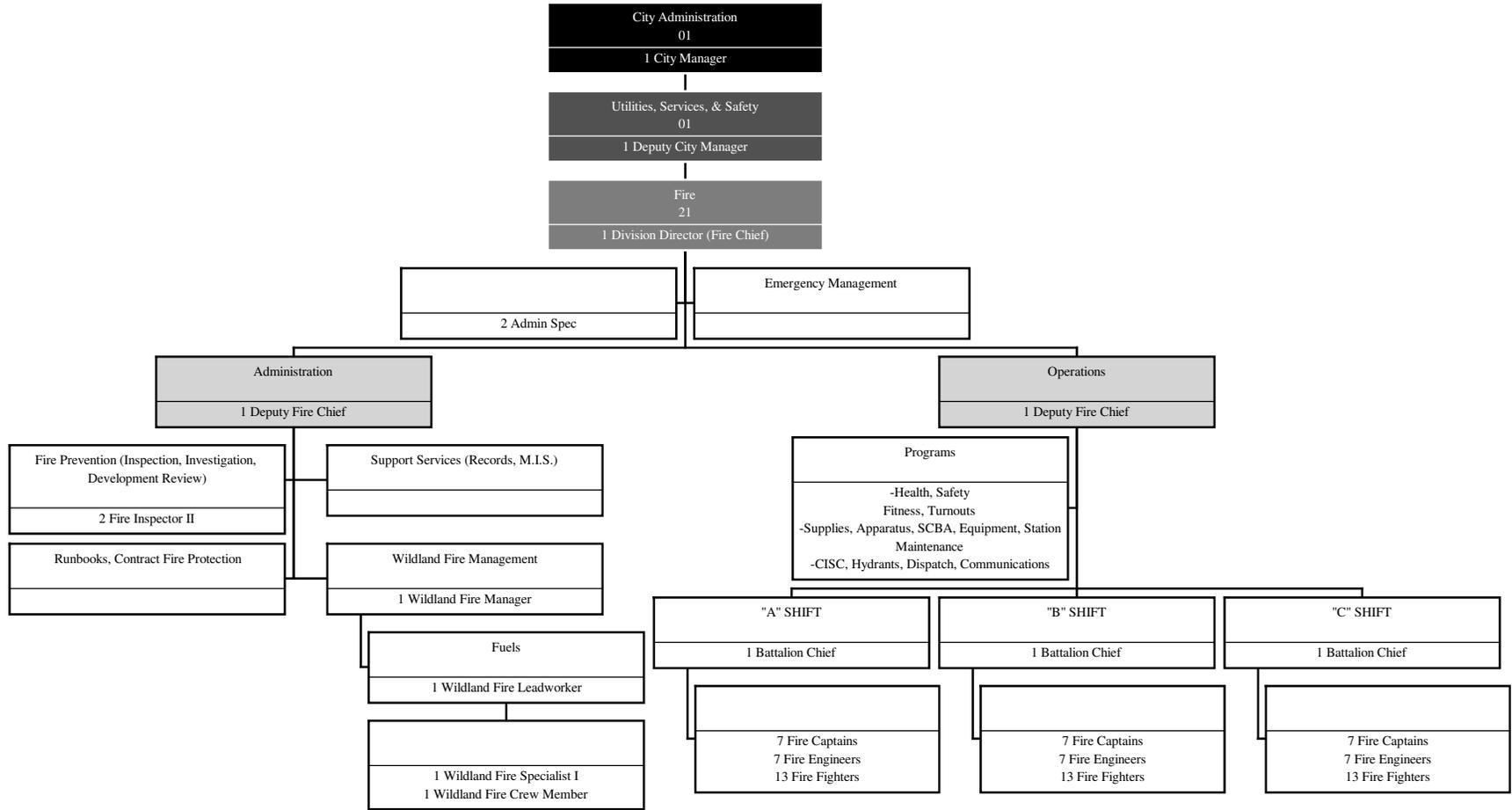
SECTION: 31-COMMUNITY REDEVELOPMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 72,323	\$ 69,553	\$ 68,518	\$ 66,759	\$ (2,794)
CONTRACTUAL	1,065,380	3,421,423	1,398,249	3,335,991	(85,432)
COMMODITIES	25,887	76,800	76,800	69,900	(6,900)
CAPITAL	184,724	-	8,320	-	-
TOTAL	\$ 1,348,314	\$ 3,567,776	\$ 1,551,887	\$ 3,472,650	\$ (95,126)
EXPENDITURES BY PROGRAM:					
REVOLVING LOAN GEN FUND	\$ 433,408	\$ 190,708	\$ 286,300	\$ -	\$ (190,708)
CDBG ENTITLEMENT ADMIN	75,410	81,253	58,398	97,659	16,406
LAND ACQUISITION-GF	260,745	1,265,184	-	1,265,184	-
AZ HOUSING TRUST FUNDS	42,226	300,000	315,015	300,000	-
HOME GRANT	66,548	300,000	306,805	330,000	30,000
WORKFORCE HSG INCENTIVES	-	300,528	20,465	280,063	(20,465)
WORKFORCE HOUSING DEVELP	37,741	-	-	-	-
ADOH LOAN REPAYMENT -HOME	5,487	-	-	-	-
CDBG-REHAB OF ACQ HOMES	54,671	112,500	54,720	228,432	115,932
CDBG-NEIGH REV/HSG CONSTR	-	-	-	-	-
CDBG-PUBLIC IMPROVEMENTS	-	-	-	-	-
CDBG HOUSING REHAB	75,513	288,750	153,903	153,477	(135,273)
CDBG MISC PROJECTS	65,101	120,000	-	15,000	(105,000)
CDBG HOME BUYERS ASSIST	50,014	65,200	61,689	200,000	134,800
CDBG ECONOMIC DEVELOP	-	30,000	-	40,000	10,000
CDBE IDA MATCHING	453	-	-	-	-
CDBG PUBLIC FACILITY REHAB	33,903	180,000	92,155	174,405	(5,595)
CDBG HSG SUBSIDY GRANTS	112,600	164,090	109,957	87,000	(77,090)
CDBG HSG STABILIZATION	34,494	121,313	50,213	141,614	20,301
CDBG PUBLIC FACILITY OPS	-	48,250	9,947	37,145	(11,105)
CDBG-R OWNER OCCUPIED REHAB	-	-	25,000	106,743	106,743
CDBG-R HOUSING STABILIZATION	-	-	7,320	15,928	15,928
TOTAL	\$ 1,348,314	\$ 3,567,776	\$ 1,551,887	\$ 3,472,650	\$ (95,126)
COMMENTARY:					
<p>The Housing and Community Services operating budget has decreased 3% and there are no capital expenditures. Personal Services include changes in employee benefits. Contractuals decreases are due to reductions in the CHAPs program. Commodities decreases are due to work orders charges for Housing staff time charged to state and federal grants. There is no major capital (>\$10,000) for this section.</p>					

FIRE DIVISION MISSION

The mission of the **Flagstaff Fire Division** is to responsibly protect values at risk in our community, which are accomplished by protecting life, property, and community resources; through preparation, prevention, response and mitigation.



FIRE



MISSION

The mission of the Flagstaff Fire Department is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response, and mitigation.

PROGRAM DESCRIPTION

The Fire Department is responsible for protecting life, property, and resources through the delivery of public safety services. Prevention, preparedness, mitigation, and response represent the core of the program efforts. The organized divisions include Administration, Prevention, Training, Operations, and Fuel Management.

FY 10 ACCOMPLISHMENTS

- ✓ Deployed Rescue vehicle (As able basis)
- ✓ Built and deployed 1 Fire station (replaces station 3)
- ✓ Continued to migrate the Radio system to FFC requirements
- ✓ Continued fuels treatment as budget allowed

FY 11 NEW INITIATIVES AND GOALS

- Shut down old station 1 (7) as new station 2 is deployed
- Monitor our response data to identify budget reduction impact.
- Monitor Fuel treatments for grant compliance

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: To provide the highest level of customer services

Objective: Monitor and increase Customer satisfaction

Type of Measure: Program Effectiveness

Tool: Customer Satisfaction Survey

Frequency: Quarterly

Scoring: Percent received with an above satisfactory score. We will use the first year to set a standard.

Trend: New program

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customer Satisfaction	N/A	N/A	95%	95%

FIRE DEPARTMENT	SECTION 21	FIRE
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Council Priority: Public Safety

Goal: To have all Fire Code violations corrected with 120 days of recognition.

Objective: To ensure Fire Code violation are fixed or cleared.

Type of Measure: Program Efficiency

Tool: Using our Data Base system we can track violations and the clearing of them

Frequency: Quarterly

Scoring: Over 85% = progress, 84% to 70% = Caution, below 69% evaluate the program

Trend: ↑ (New program)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Correct, or refer to fire prevention 100% of fire code violations found during quarterly engine company inspections within 120 days (Note: All fire code violations are ultimately corrected.)	75%	82%	85%	85

Council Priority: Public Safety

Goal: Maintain a low level of Property loss due to fire

Objective: Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value.

Type of Measure: Program Effectiveness

Tool: The fire loss reporting system

Frequency: Quarterly

Scoring: .2 or below = progressing, .2 to .3 = Caution, more than .3 = reevaluate the program.

Trend: ↑ (New program)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value. (Note: Fire Loss includes contents not reflected in a property's full cash value).	.170	.003	.175	.175

Council Priority: Public Safety

Goal: Provide Advance Life Support (ALS) to all areas of the City

Objective: Track and maintain above 94% of days with ALS personnel operating in each fire station district.

Type of Measure: Program Effectiveness

Tool: Track via daily staffing rosters

Frequency: Quarterly

Scoring: 95% progress, 94% to 90% Caution, below 89% Evaluate the program

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Station #1	95%	94%	95%	95%
Station #2	94%	97%	95%	95%
Station #3	99%	98%	95%	95%
Station #4	97%	95%	95%	95%
Station #5	89%	89%	95%	95%
Station #6	97%	94%	95%	95%
Station #7	100%	94%	95%	95%

Council Priority: Public Safety

Goal: To complete 2 hours of training per day, per employee a total of 60 hour per person.

Objective: To ensure our firefighters perform 60 hours of training per quarter as per ISO guidelines.

Type of Measure: Program Effectiveness

Tool: Reports from our record keeping system.

Frequency: Quarterly

Scoring: Over 60 hours = progressing. 59 to 45 denote Caution, below 44 triggers a Evaluation of the program.

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of training hours per person completed this year in support of ISO guidelines.	262	88 per quarter Year=352	240	240

Council Priority: Public Safety

Goal: Limit the amount of lost time due to line of duty injuries to .5 FTE's per day.

Objective: To maintain a level of less then .5 FTE's of lost time due to line of duty injuries.

Type of Measure: Outcome

Tool: Review in Accident Report

Frequency: Quarterly

Scoring: Below .5 Progressing, .6 to 3.8 Caution, 3.9 or more reevaluate the program.

Trend: ↑ (New goal)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Limit the amount of lost time resulting from line of duty injuries to .5 FTE's per day.	N/A	.07	.5	.5

Council Priority: Public Safety

Goal: Provide the quickest response to 911 emergency call.

Objective: Achieve response time with NFPA 1710 standards

Type of Measure: Program Efficiency

Tool: Response time analysis in our data base system.

Frequency: Quarterly

Scoring: 90% progressing,89%to 75% Caution, Below 74% revaluation of the program.

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
The first arriving vehicle is on scene of an incident within 4 minutes, 90% on the time.	66%	65%	50%	50%
The balance of the first alarm assignment on fire calls arrives on scene within 8 minutes, 90% of the time.	80%	80%	70%	70%
Companies initiate response within 1 minute of receipt of the alarm, 90% of the time.	64%	67%	70%	70%

Council Priority: Public Safety

Goal: Ensure the department is actively reducing Wildfire risk to the community.

Objective: Complete 250 acres of combined treatment and limit wildfire size on treated and non treated property

Type of Measure: Program Effectiveness

Tool: Data base system has this reporting capability.

Frequency: Quarterly

Scoring: Relative to each goal actual numbers

Trend: ←→

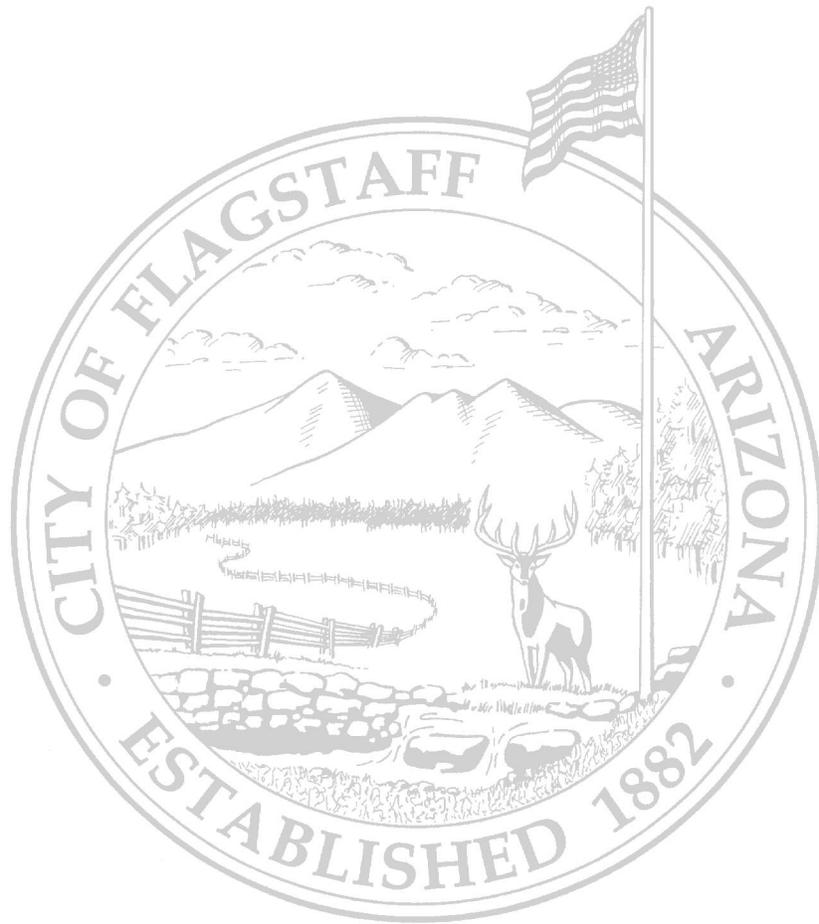
Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Complete 100 acres of tree thinning.	N/A	N/A	100%	100%
Complete 100 acres of pile burning, chipping, or removal (debris disposal)			100%	100%
Complete 50 acres of broadcast burning (ecosystem health)			100%	100%
Limit average wildfire size on treated property to 5 acres or less.			>5 Acres	>5 Acres
Limit average wildfire size on non-treated property to 20 acres or less.			>20 Acres	>20 Acres

FIRE DEPARTMENT

SECTION 21

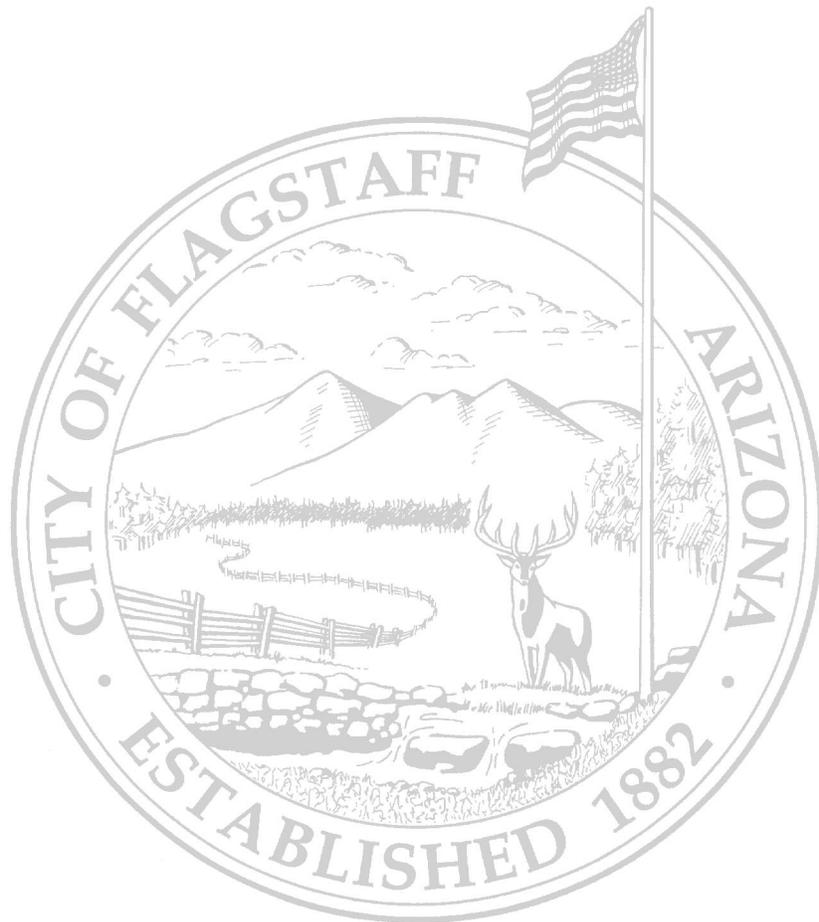
FIRE

SECTION:		21-FIRE				
EXPENDITURES BY CATEGORY:						
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance	
PERSONAL SERVICES	\$ 9,110,827	\$ 8,813,209	\$ 8,807,900	\$ 8,302,179	\$ (511,030)	
CONTRACTUAL	390,452	400,720	359,103	382,083	(18,637)	
COMMODITIES	632,129	414,369	321,989	435,188	20,819	
CAPITAL	138,745	623,000	674,905	300,000	(323,000)	
TOTAL	\$ 10,272,153	\$ 10,251,298	\$ 10,163,897	\$ 9,419,450	\$ (831,848)	
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 146,073	\$ 924,679	\$ 345,173	\$ 825,095	\$ (99,584)	
FIRE PREVENTION	343,833	277,120	279,271	290,614	13,494	
TRAINING	135,739	120,564	137,235	10,303	(110,261)	
FIRE OPERATIONS	8,608,570	7,902,692	8,174,279	7,292,419	(610,273)	
NAU FIRE GRANT II	12	-	-	-	-	
FUEL MANAGEMENT PROGRAM	574,149	491,243	487,901	192,336	(298,907)	
GENERAL WILDFIRE RESPONSE	281,197	-	145,395	-	-	
CAPITAL LEASE - ENGINE	-	-	7,738	41,742	41,742	
FY 07 HLS GRANTS	89,735	-	-	-	-	
FY 08 HLS GRANTS	85,945	-	51,905	-	-	
FM GLOBAL FIRE PREVENTION	2,500	-	-	-	-	
FY 08 GOHS-EXTR EQUIPMENT	4,400	-	-	-	-	
FY 09 AZ HLS	-	140,000	140,000	-	(140,000)	
FY 09 ASSIST TO FF	-	250,000	250,000	-	(250,000)	
FY 09 SAFER GRANT	-	120,000	120,000	-	(120,000)	
FY 09 GHOHS	-	25,000	25,000	-	(25,000)	
HAZARDOUS FUEL	-	-	-	96,941	96,941	
FY 10 AZ HLS	-	-	-	150,000	150,000	
GOHS	-	-	-	10,000	10,000	
FY 10 ASSIST TO FF	-	-	-	150,000	150,000	
FY 10 SAFER	-	-	-	360,000	360,000	
TOTAL	\$ 10,272,153	\$ 10,251,298	\$ 10,163,897	\$ 9,419,450	\$ (831,848)	
SOURCE OF FUNDING:						
	GENERAL FUND			\$ 9,419,450		
				\$ 9,419,450		
COMMENTARY:						
<p>The Fire Department operating budget has decreased 5% and capital expenditures total \$300,000 resulting in an overall net decrease of 8%. Personal Services decreases are due to 8.0 FTE staffing reductions that includes 2 Asst Wildland Fire Mgr, Fire Battalion Chief, 3 Fire Fighter, 1 Wildland Fire Mtg Crew Member and 1 Wildland Fire Specialist. 1X funded positions for FY 2011 include: 1-Wildland Fire Specialist, 3 Fire Captains, 3 Fire Engineers, and 4 Firefighters. Contractual decreases are due to utility cost for light and power. Commodities increases are due to multiple grants that have been applied for. Major capital (>\$10,000) is for possible grant funded FY 10 AZ Homeland Security (\$150,000) and FY 10 Assistance to FireFighters (\$150,000).</p>						

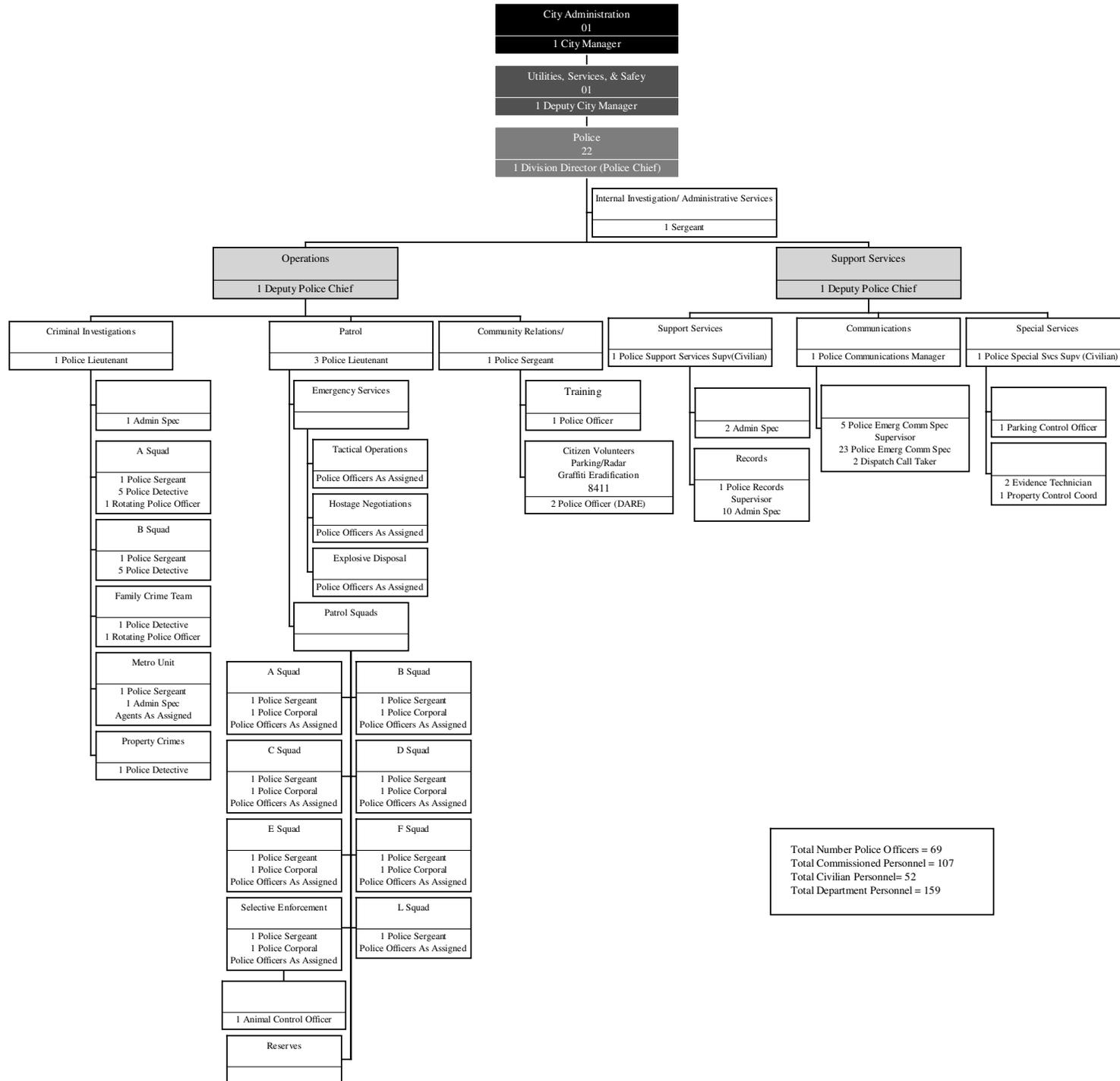


POLICE DIVISION MISSION

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



Total Number Police Officers = 69
 Total Commissioned Personnel = 107
 Total Civilian Personnel= 52
 Total Department Personnel = 159

MISSION

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

CORE VALUES

We value life - preserving life is our highest priority.

We value the Constitution - 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 crime prevention, community policing programs, suppression of crime and the apprehension of criminal offenders. The Metro Narcotics Task Force, a multi-agency investigative unit, has helped to fight illegal drug use and associated crime in our community and is one of many State and Federal grants the Flagstaff Police Department has received.

FY 10 ACCOMPLISHMENTS

- ✓ Implemented new web-based services of crime mapping and police reports to improve customer service.
- ✓ CompStat & Intelligence-led policing emphasis has contributed to reduction in both property crime & violent crime rates.
- ✓ Hired non-paid Volunteer Coordinator to oversee volunteer program & increase hours contributed by volunteers.
- ✓ Introduced new youth outreach initiatives like "Night Court" basketball to reduce juvenile crime in neighborhoods.
- ✓ Projects "Party-poopers", "Operation 40" and "R.O.P.E." have reduced party related disturbances and criminal activity attributed to street drunks.

FY 11 NEW INITIATIVES

- Formation of Flagstaff Retail Asset Protection Association (F.R.A.P.A.) as a partnership between local businesses and the police in order to reduce property crime.
- Strengthen the repeat offender program (R.O.P.E.) to identify top 15 misdemeanor offenders and develop strategies to reduce criminal activity by this group.
- Work with City Attorney & Community Enrichment Services to recommend adoption of "no alcohol without permit" policy in city parks.
- In conjunction with CompStat, adopt a management by objectives "MBO" approach to neighborhood problem solving.
- New anti-gang strategies to include better identification and tracking of known gang members.

PERFORMANCE MEASURES**Council Priority: Public Safety**

Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.

Objective: 1. Reduce property crimes to achieve the national benchmark of no more than 34 per 1,000 residents through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet national benchmark of 34 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	FY 08 Actual	FY 09 Actual	FY10 Estimate	FY11 Proposed
Value of Stolen Property	\$2,461,303	\$2,121,255	\$2,015,192	\$1,914,433
Property Crimes per 1,000 residents	57	49	47	45
Graffiti Incidents	557	310	503	478
Volunteer Hours for Graffiti Eradication	174	20*	192	192

*recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in property crimes (*does not incl. volunteer hrs. contributed by Juvenile Probation)

Objective: 2. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 22% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes detective to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the national benchmark of 22%.

Trend: ↑ (exceeds)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Property Crimes Cleared	37%	41%	39%	39%

Council Priority/Goal: Public Safety

Goal: Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visible deterrent.

Objective: 1. Reduce traffic collisions and associated injuries by 5%, from FY07 (3,379), through the identification & targeting of collision-causing violations such as impaired driving, speed, red light and seat belt violations.

Type of Measure: Output/Outcome

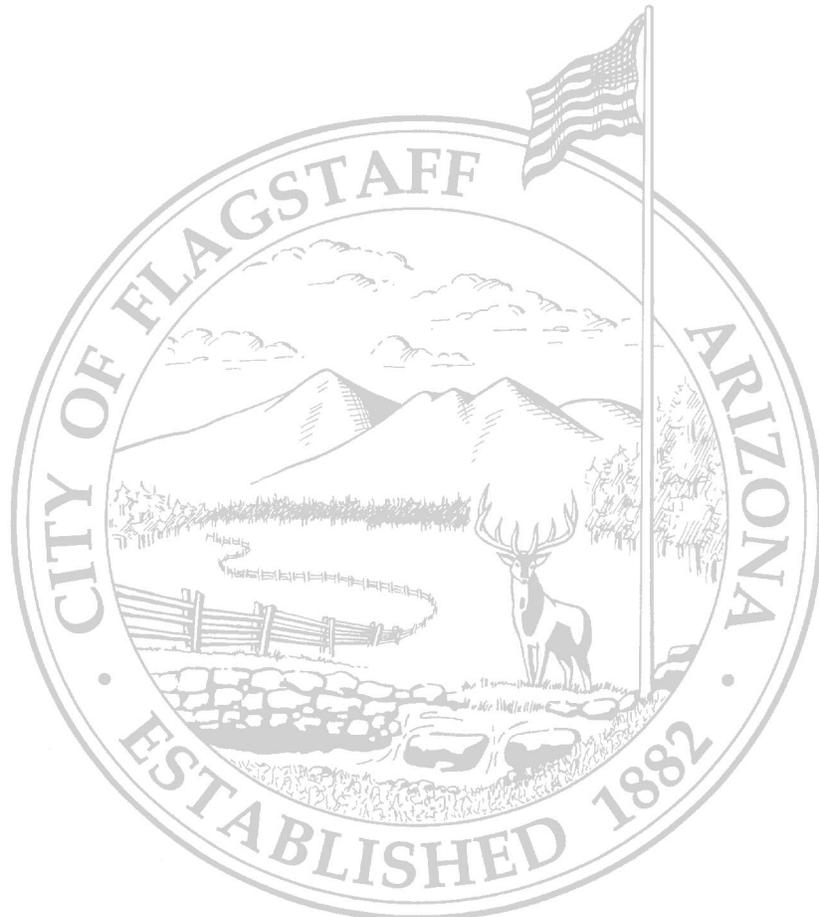
Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or way from 5% reduction in traffic collisions.

Trend: ↑ (exceeds)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Traffic Citations Issued	11,136	15,271	11,838	12,430
Warnings Issued	10,819	12,207	10,876	11,420
Number of DUI Arrests	928	898	1,000	1,000
Speed Citations	1,795	2,317	1,676	1,760
Red Light Violation Citations	506	718	481	505
Seat Belt/Child Restraint Citations	398	650	464	487
All Collisions	3,129	2,803	3,210	3,210
DUI Related Collisions	130	89	124	124



POLICE	SECTION 22	POLICE
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Council Priority/Goal: PUBLIC SAFETY

Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.

Objective: 1. In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC) and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the national benchmark of 60%.

Type of Measure: Workload/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the national benchmark of 60%.

Trend: ↑ (meets)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Total cases assigned to Detectives	4,585	4,169	4,300	4,300
% of cases cleared	60%	60%	60%	60%

2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 4.0 per 1,000 residents through increased enforcement activities by patrol officers. (Based upon current staffing levels)

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 4.0 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Part 1 violent crimes per 1,000 residents	4.9	4.4	4.8	4.7
Aggravated Assault	175	184	175	174

*recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in part one crimes.

3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists.

Scoring: Meets/exceeds, progressing towards, or away from 2% increase from FY07 (42%) in full custody arrests for domestic violence

Trend: ↑ (meets)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% of Domestic Violence incidents where an arrest is made	52%	45%	46%	47%

POLICE	SECTION 22	POLICE
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Council Priority/Goal: Public Safety

Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.

Objective: 1. Increase staff and citizen participation at least 5% in Community Policing programs such as Community Support Meetings, Neighborhood Watch, Citizens Police Academy and Volunteer Program.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from 5% increase in staff and citizen participation in CP programs

Trend: ↑ (meets)

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Volunteer Hours donated	2,016	1,812	1,903	1,903
Community Support Meetings	-		24	24

2. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse with at least a 5% increase in arrests from FY08.

Scoring: Meets/exceeds, progressing towards, or away from a %5 increase in arrests for dangerous drugs.

Trend: ↑ (exceeds)

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Arrests for Dangerous Drugs	92	104	109	109

3. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40 with a resulting 5% reduction in public intoxicants from FY08.

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.

Trend: ↑ (exceeds)

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Contacts with Public Intoxicants	4,495	3,810	3,810	3,620

POLICE	SECTION 22	POLICE
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Council Priority/Goal: Public Safety

Goal: Continuously improve service to internal and external customers.

Objective: 1. Hold no more than 12% of total calls for service 20 minutes or longer.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from holding no more than 12% of total calls 20 minutes or longer

Trend: ↑ (exceeds)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% of calls held 20 minutes or longer.	10%	7%	10%	10%

2. Reduce number of founded complaints on employees by at least 5% from FY07 (17) with increased training and by encouraging staff to pursue their educational goals.

Type of Measure: Program effectiveness

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from at least a 5% reduction in the number of founded complaints.

Trend: ↑ (exceeds)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of founded complaints from citizens	13	13	13	13

3. Improve customer service as indicated by at least an 80% positive rating on citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys.

Type of Measure: Program effectiveness

Tool: Surveys

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 80% positive rating on citizen responses to surveys

Trend: ↑ (exceeds)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% of positive responses to surveys	92%	87%	85%	85%

POLICE

SECTION 22

POLICE

SECTION:		22-POLICE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 14,278,192	\$ 13,104,315	\$ 13,088,535	\$ 12,882,582	\$ (221,733)
CONTRACTUAL	1,564,039	1,406,828	1,494,497	1,255,467	(151,361)
COMMODITIES	183,568	392,484	371,229	379,764	(12,720)
CAPITAL	278,550	180,043	165,306	96,237	(83,806)
TOTAL	\$ 16,304,349	\$ 15,083,670	\$ 15,119,567	\$ 14,614,050	\$ (469,620)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 1,992,376	\$ 1,919,631	\$ 1,315,747	\$ 1,786,998	\$ (132,633)
PATROL	9,219,882	8,128,401	8,594,237	7,816,789	(311,612)
DETECTIVES	1,720,968	1,469,199	1,709,060	1,660,019	190,820
RECORDS	736,131	814,985	744,544	708,879	(106,106)
COMMUNICATIONS	2,039,839	2,174,290	2,241,373	2,131,090	(43,200)
SPECIAL SERVICES	463,487	445,037	399,021	394,243	(50,794)
CRIME PREVENTION & TRAINING	131,666	132,127	115,585	116,032	(16,095)
TOTAL	\$ 16,304,349	\$ 15,083,670	\$ 15,119,567	\$ 14,614,050	\$ (469,620)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 14,614,050	
				\$ 14,614,050	
COMMENTARY:					
<p>The Police Departments operating budget has decreased 3% and capital expenditures total \$96,237 with an overall net decrease of 3%. Personal Services decreases are due to two Police Officers being moved to Section 23 (Police Grants) and a 1X reallocation of position resources to fund training needs. Contractual decreases are due to reductions in medical fees, telephone, travel, lodging and meals, registration, education, rents and other miscellaneous services. Commodities decreased due to reductions in office supplies, miscellaneous computer equipment, office equipment, gas and oil, and other operating supplies. Major capital (>\$10,000) includes (1) Full Size SUV (\$33,500), (2) police cruisers (\$48,000), \$10,000 carryforward for photocopier, \$4,737 carryforward for fax machine.</p>					

POLICE

SECTION 23

POLICE GRANTS

SECTION: 23-POLICE GRANTS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 426,627	\$ 1,323,886	\$ 850,004	\$ 1,360,081	\$ 36,195
CONTRACTUAL	137,209	28,510	173,396	158,106	129,596
COMMODITIES	486,792	51,302	391,290	23,127	(28,175)
CAPITAL	181,969	328,101	126,651	96,251	(231,850)
TOTAL	\$ 1,232,597	\$ 1,731,799	\$ 1,541,341	\$ 1,637,565	\$ (94,234)
EXPENDITURES BY PROGRAM:					
METRO	\$ 306,282	\$ 383,064	\$ -	\$ -	\$ (383,064)
UNDERAGE DRINKING PREVENT	6,755	-	-	-	-
FY08 HOMELAND SECURITY	81,734	-	-	-	-
AZ INTERNET CRIME	4,908	-	-	-	-
RICO FUNDS FOR METRO	62,876	-	184,770	185,941	185,941.00
NO AZ 700/800 MHZ COMM.	80,356	1,026	-	-	(1,026.00)
LEO GRANT	268,223	-	230,262	56,808	56,808.00
ACJC GUN INTELLIGENCE	12,705	-	30,000	-	-
FY08-09 AATA PROF TRAIN	2,272	-	-	-	-
FY08-09 AATA PUBLIC AWARE	7,096	-	-	-	-
CTR SUICIDE BOMBER DETEC	35,684	-	-	-	-
IGA-FUSD-RESOURCE OFFICE	54,672	-	-	-	-
SHLS - MULTI HIT BALLAST	-	18,846	19,455	-	(18,846.00)
GOHS - IN CAR VIDEO	-	29,200	-	-	(29,200.00)
GOHS - COLLISION TEAM TRAIN	-	20,760	29,991	10,740	(10,020.00)
GOHS - DUI ENFORCEMENT	-	26,400	-	-	(26,400.00)
SHLS - LIVESCAN FINGERPRNT	-	13,441	-	-	(13,441.00)
FUSD - RESOURCE OFFICER	-	55,000	55,000	55,000	-
AATA - PROF TRAINING	-	2,128	-	-	(2,128.00)
AATGA - PUBLIC AWARENESS	-	8,808	-	-	(8,808.00)
ACJC - DUI ABATEMENT	13,500	13,500	-	-	(13,500.00)
AZ HLS	22,781	373,210	96,660	89,200	(284,010.00)
FY08-09 WEED AND SEED	-	9,883	-	-	(9,883.00)
COPS GRANT	-	145,000	144,611	449,166	304,166.00
BRYNE GRANT	-	72,500	-	-	(72,500.00)
RECOVERY JAG GRANT	-	311,417	112,941	198,907	(112,510.00)
RECOVERY - METRO	-	-	318,322	360,317	360,317.00
CANNABIS ERADICATION	-	-	3,534	-	-
RICO/METRO OVERTIME	-	-	30,000	-	-
FY10 GOHS/ACCIDENT EQUIP	-	-	-	7,051	7,051.00
BULLET PROOF VEST	6,726	22,622	3,800	3,855	(18,767.00)
STATEWIDE GANG TASK	187,581	171,446	150,057	167,809	(3,637.00)
07-AZ HOME LAND SECURITY	7,536	-	-	-	-
ACJC ANTI GANG INITIATE	7,813	20,018	43,921	-	(20,018)
07-GOHS DUI ENFORCEMENT	21,190	-	4,153	30,000	30,000
08-WEED & SEED OVERTIME	31,367	-	11,526	8,000	8,000
08-ED BRYNE MEMORIAL(JAG)	10,540	33,530	72,338	-	(33,530)
ACJC DUI ABATEMENT 07/08	-	-	-	14,771	14,771
TOTAL	\$ 1,232,597	\$ 1,731,799	\$ 1,541,341	\$ 1,637,565	\$ (94,234)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 1,637,565	
				\$ 1,637,565	

PUBLIC WORKS DIVISION MISSION

The mission of **Public Works Administration** is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

The mission of the **Parks Section** is to provide exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle.

The mission of the **Fleet Services Section** vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition and as economically as possible.

The **Cemetery Division** employees dedicate themselves to offering quality customer service in time of need by being compassionate and providing proper grounds maintenance that is aesthetically pleasing to the public.

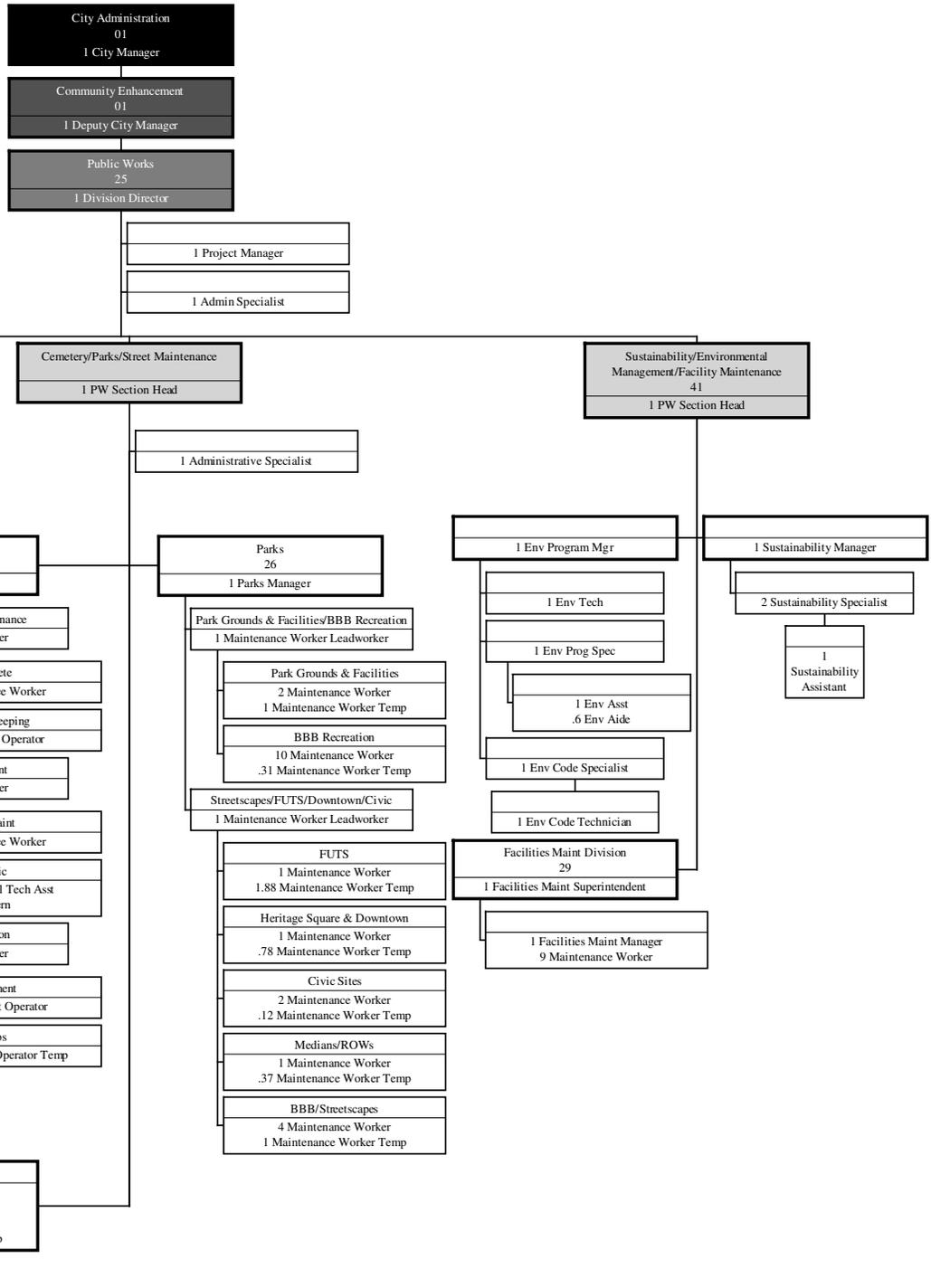
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

The mission of the **Street Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Street Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

The **Environmental Services Section** mission is to efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

The **Sustainability and Environmental Management Section's** mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through leadership and education.

PUBLIC WORKS



PUBLIC WORKS	SECTION 20	USGS MAINTENANCE
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MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that all US Geological Survey (USGS) facilities are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all USGS and public users.

PROGRAM DESCRIPTION

Division 20 (USGS) accounts for the costs associated with the USGS facilities owned by the City and leased by the GSA. The City currently has responsibility for Buildings 3, 4, 5 and 6. The Facilities and Parks Sections share responsibility for the maintenance.

FY 10 ACCOMPLISHMENTS

- ✓ USGS panel/circuit labeling.
- ✓ USGS-6 North side snow-stop installation.
- ✓ USGS-6 HVAC controls improvements.

FY 11 NEW INITIATIVES AND GOALS

- USGS-6 Server Room upgrades.
- USGS-3 HVAC unit replacements (2 units).
- USGS complex pavement chip/seal.
- 3% energy use reductions at all facilities.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: Facility assessment scores

Objective: Track the maintenance work for all buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities.

Type of Measure: Output and Program Effectiveness

Tool: Inspection assessment

Frequency: Yearly

Scoring: 90% + (average score of all buildings and assessment sections)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	N/A	85%	85%	90%

Council Priority: Facilities & Basic Services

Goal: Work order dispatching

Objective: Tracks the timeliness of the work orders dispatched and completed by city facilities staff for the USGS buildings.

Type of Measure: Output

Tool: Naviline – Work Orders

Frequency: Yearly

Scoring: 95% (1-5 days), 90% (6-10 days), 85% (10-15 days), 80% (15-20 days), 75% (+21 days)

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Work Order Dispatching - Average # of days to complete a work order.	95%	90%	85%	85%

Note – this measure was taken from Qtr3 2008 and Qtr3 2009.

PUBLIC WORKS

SECTION 20

USGS MAINTENANCE

SECTION: 20-USGS MAINTENANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 8,190	\$ -	\$ 7,566	\$ -	\$ -
CONTRACTUAL	847,650	1,260,818	831,756	2,271,043	1,010,225
COMMODITIES	162,679	336,550	89,194	262,255	(74,295)
CAPITAL	42,245	-	1,000	-	-
TOTAL	\$ 1,060,764	\$ 1,597,368	\$ 929,516	\$ 2,533,298	\$ 935,930
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	\$ 462,968	\$ 887,094	\$ 463,854	\$ 1,886,851	\$ 999,757
MAINTENANCE-BLDG #2	5,143	-	6,900	-	-
BUILDING 6	171,410	168,715	174,550	149,419	(19,296)
USGS BUILDING 3	180,238	303,259	139,656	285,989	(17,270)
USGS BUILDING 4	142,457	177,609	121,967	159,122	(18,487)
USGS BUILDING 5	28,872	60,691	22,000	51,917	(8,774)
BUILDING #2 DEMO	69,676	-	589	-	-
TOTAL	\$ 1,060,764	\$ 1,597,368	\$ 929,516	\$ 2,533,298	\$ 935,930
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,533,298	
				\$ 2,533,298	
COMMENTARY:					
The USGS Maintenance operating budget has increased 59% due to the regular payment of Principal, Interest, and Agent Fees for the Bond Issue. There are no capital expenditures planned. There are no personnel associated with this account. Work is provided through internal work order charges. Reductions in Program Expenditures were a result of deferring workorder charges.					

MISSION

The mission of Public Works Administration is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

PROGRAM DESCRIPTION

Public Works Administration provides leadership and general direction for Environmental Services, Fleet Maintenance Sustainability and Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery, and Parks Maintenance.

FY 10 ACCOMPLISHMENTS

- ✓ Environmental Services obtained a 5-year extension of the conditional use permit issued by the USFS for the inert pit.
- ✓ Facility Maintenance completed upgrades to Flag. Recreation & Cogdill Centers.
- ✓ Parks Maintenance completed new park sign rules standards.

FY 11 NEW INITIATIVES AND GOALS

- Environmental Services – Implement Pac Rate route
- Facility Maintenance – Reduction of electrical usage by 3% at City Hall.
- Cemetery – Proposal to allow cemetery staff to be only ones to set headstones within cemetery.
- SEMS - Implement municipal sustainability policies such as energy efficiency/conservation, anti-idling, and resource conservation
- Park Maintenance – Concrete surface repairs to the skate track – Bushmaster Park
- Street Maintenance - Conduct a route analysis on snow plow routes for efficiencies.

PERFORMANCE MEASURES

Council Priority: Fiscal Health

Goal: Effective Vehicle Safety Program

Objective: Reduce Vehicular Accidents by 15%

Type of Measure: Outcome

Tool: Reports Using Excel Spreadsheets

Frequency: Annual

Scoring: 75%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of accidents compared to last year	20 Accidents	11 Accidents	18 Accidents	12 Accidents
Number of miles driven	1,158,935	1,089,228	1,108,685	1,045,387
Number of accidents per thousand miles	1 accident/ 57,947 miles	1 accident/ 99,020 miles	1 accident/ 61,593 miles	1 accident/ 87,115 miles

PUBLIC WORKS	SECTION 25	PW ADMINISTRATION
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Council Priority: Fiscal Health

Goal: Develop bi-annual customer Service Survey for both internal and external customers

Objective: To assist with evaluation of Public Works services as they relate to customer expectations

Type of Measure: Program Outcome

Tool: Customer Surveys

Frequency: Annual

Scoring: 90%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Develop and distribute 2 surveys per year to both internal and external customers. Surveys will focus on the quality of service received from the various Public Works Sections	N/A	N/A	Create external survey. Distribute 1 external and 1 internal survey. Analyze results to identify the top areas for improvement. Outline an action plan to improve in the areas identified.	Conduct 1 external survey in the fall of 2010. Work with Sections on action plan to increase in low rated areas.
Results	N/A	N/A	Internal survey just recently completed. Results were between satisfactory and above average. Will be working on an action plan to increase in areas that were low.	

PUBLIC WORKS

SECTION 25

PW ADMINISTRATION

SECTION: 25-PUBLIC WORKS ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 346,650	\$ 296,776	\$ 317,760	\$ 135,200	\$ (161,576)
CONTRACTUAL	(2,247)	4,217	5,195	4,601	384
COMMODITIES	(94,454)	(69,961)	(70,411)	(69,961)	-
TOTAL	\$ 249,949	\$ 231,032	\$ 252,544	\$ 69,840	\$ (161,192)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 249,949	\$ 231,032	\$ 252,544	\$ 69,840	\$ (161,192)
TOTAL	\$ 249,949	\$ 231,032	\$ 252,544	\$ 69,840	\$ (161,192)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ (191,965)	
	HIGHWAY USER REVENUE FUND			179,085	
	AIRPORT FUND			12,830	
	ENVIRONMENTAL SERVICES FUND			69,890	
				\$ 69,840	
COMMENTARY:					
<p>The Public Works Administration operating budget has decreased 70% and there are no capital expenditures. Personal Services include both salary and benefit decreases by eliminating an Admin Specialist (.5 FTE), and the Assistant Public Works Director (1.0 FTE). Contractual increases are due to training costs. Commodities budget is unchanged from the prior year. There are no major capital (>\$10,000) expenditures nor one time expenditures planned for this section.</p>					

MISSION

The Parks Section is dedicated to providing exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; school fields improved by BBB funds; HURF right-of-ways, BBB Streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings, including recreation centers, library, City Hall, and USGS, and snow removal from City owned parking lots and designated City sidewalks and alleyways. The City's Parks weed and tree management plan are also budgeted in this division.

FY 10 ACCOMPLISHMENTS

- ✓ Replaced Sof'Fall playground surface material at Mobile Haven and Smokerise Park.
- ✓ Resurfaced two tennis courts and two basketball courts at Bushmaster Park.
- ✓ Replaced chain link fence at the tennis and basketball courts at Bushmaster Park.
- ✓ Replaced of Turf Soil Reliever attachment.
- ✓ Coordinated and maintained landscaping installation at the East Flagstaff TI.
- ✓ Replaced out field fencing at Thorpe Senior L.L. and Multi-purpose field.
- ✓ Replaced wooden dowel fence at Bushmaster Park and Mobile Haven Park with metal FUTS type fencing.
- ✓ Replaced fence fabric at Ponderosa Park and Cogdill Recreation Center playgrounds.
- ✓ Changed over the potable irrigation water service to reclaim irrigation water at Joel Montalvo Field.
- ✓ Repaired/Removed vandalism at City Parks, at a total estimated cost of \$38,572.
- ✓ Replaced the Holiday tree at Heritage Square with a new tree with LED lights.
- ✓ Installed the new rules sign in Heritage Square Plaza.

- ✓ Completed the new park sign rules standards.
- ✓ Helped coordinate with the Flagstaff Rotary Club for improvements of the picnic ramada, extension of the ramada cobblestone, installation of the sitting benches, repairs to the buffalo statue, restoring the entrance gates and a entrance sign to match the original design at Buffalo Park
- ✓ Helped coordinate the Foxglenn sewer line project.
- ✓ Staff installed nineteen holiday wreaths in the downtown area which was paid for by the Flagstaff Downtown Business Alliance.
- ✓ Provided assistance for the completion of the US HWY 89 North landscape, Medians/FUTS, Huntington Drive Phase II landscape, Sawmill Butler/Lonetree Medians, Industrial Drive Phase II landscape, Clay Ave/Milton Rd landscape project, Phoenix Ave Parking Lot, Cedar Trail and the Downtown Trail.

FY 11 NEW INITIATIVES

- Replacement of Sof'Fall playground surface material at Ponderosa, Cogdill and Old Town Park.
- Resurface four tennis courts at Flagstaff Recreation Center.
- Replacement of chain link fence at the tennis courts at Flagstaff Recreation Center.
- Make concrete surface repairs to the skate track at Bushmaster Park.
- Replace the outfield fence on Field #1 at the Continental Sports Complex.
- Laser level and install infield mix on the infields at MEMS and Killips School and Field #4 at Continental Sports Complex.
- Replacement of chain link fence at Ponderosa and Guadalupe Park.
- Soccer goal replacements at Foxglenn Park.
- Replacement of wooden fencing with metal FUTS type fencing at University Heights and the FUTS Arizona trail.
- Replacement of the ramada roof at Ponderosa Park.
- Replacement of the infield sod on Field #4 at the Continental Sports Complex.
- Add exterior chain link fencing to the wrought iron fence at Foxglenn Skate Park.

PUBLIC WORKS	SECTION 26	PARKS
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PERFORMANCE MEASURES

Council Priority: Public Safety, Family, Youth & Community and Facilities & Basic Services

Goal: Maintain safe parks through active involvement in an integrated public safety system

Objective: Identify and complete maintenance upgrades and inspections at all parks and park amenities; develop highly trained and certified parks staff to ensure professional performance.

Type of Measure: Output and Program Outcome

Tool: Inspection and Inspection Reports

Frequency: Bi-weekly

Scoring: 75%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Conduct Bi-weekly safety inspections of parks and playground equipment	85%	85%	80%	80%
Complete daily and weekly maintenance tasks at all park sites.	70%	70%	65%	60%
Claims for accidents/injuries	N/A	0	0	0

Council Priority: Community Sustainability and Family, Youth & Community

Goal: Enhance the quality of life for our community by providing comprehensive park resources, services and programs.

Objective: Strive to maintain parks, trails, and beautification projects at the highest level of service.

Type of Measure: Output and Program Outcome

Tool: Annual Surveys of City Services and Work Schedules

Frequency: Yearly

Scoring: 75%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
BBB Landscape areas – Bi-weekly Irrigation checks, litter control, prune 20% plant units per year or as needed, Bi-monthly rodent control, Monthly weed and noxious control and disease and insect control.	40%	70%	60%	40%
Sports Field Turf Maintenance – Weekly Mowing (during rain season twice per week), the following are done three times per year over seeding, top dressing; aeration – six times per year; and fertilizing – four times per year.	70%	70%	60%	50%

PUBLIC WORKS	SECTION 26	PARKS
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Council Priority: Public Safety and Facilities & Basic Services

Goal: Decrease Park Vandalism.

Objective: Implement a tracking and response log that will identify annual vandalism costs, locations and frequencies, and types, in order to develop prevention procedures to address and deter future acts.

Type of Measure: Outcome and Program Outcome

Tool: Excel Worksheet

Frequency: Monthly

Scoring: 75%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Annual vandalism costs	\$27,000	\$38,572	\$30,000	\$30,000
Respond time to correction	36 hrs.	36 hrs.	24 hrs/75%	36 hrs.

SECTION: 26-PARKS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,570,299	\$ 1,529,143	\$ 1,502,717	\$ 1,404,490	\$ (124,653)
CONTRACTUAL	659,818	580,060	569,973	710,196	130,136
COMMODITIES	468,544	286,578	264,321	433,778	147,200
CAPITAL	273,645	271,425	262,715	253,300	(18,125)
TOTAL	\$ 2,972,306	\$ 2,667,206	\$ 2,599,726	\$ 2,801,764	\$ 134,558
EXPENDITURES BY PROGRAM:					
GENERAL ADMIN	\$ 124,492	\$ 185,453	\$ 169,367	\$ 136,496	\$ (48,957)
PARK GROUNDS MAINT	778,152	514,004	506,969	546,829	32,825
PARK BLDGS & FAC MAINT	40,837	29,895	30,071	29,785	(110)
BBB-STREETScape/MEDIAN	359,716	345,220	328,253	452,000	106,780
RIGHT OF WAYS/MEDIAN	75,922	75,844	73,063	80,971	5,127
FUTS TRAIL SYSTEM	131,053	200,953	192,681	204,476	3,523
HERITAGE SQUARE MAINT	67,024	21,306	22,290	64,627	43,321
BBB RECREATION FIELDS	1,110,027	1,157,004	1,127,324	1,007,236	(149,768)
DOWNTOWN MAINTENANCE	54,958	20,820	21,023	16,776	(4,044)
NON-PARKS GROUNDS/LANDSCAPE	230,125	116,707	116,582	175,068	58,361
SNOW PLAY AREA	-	-	12,103	-	-
ARROYO PARK IMPROVEMENTS	-	-	-	87,500	87,500
TOTAL	\$ 2,972,306	\$ 2,667,206	\$ 2,599,726	\$ 2,801,764	\$ 134,558
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 2,801,764	
				\$ 2,801,764	
COMMENTARY:					
<p>The Parks operating budget has increased 6% and capital expenditures total \$253,300 resulting in an overall net increase of 5%. Personal Services decreases are due to 1.0 FTE Parks Superintendent position. Contractuals and Commodities increases are due to increases to Parks operating budget for Streetscape and Heritage Square Maintenance. Major capital (>\$10,000) includes replacement items for various City parks and upgrades to Arroyo Park.</p>					

PUBLIC WORKS	SECTION 27	FLEET SERVICES
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MISSION

The mission of the Fleet Services Section vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition and as economically as possible.

PROGRAM DESCRIPTION

To establish efficient and effective delivery of City fleets services by providing customer agencies with safe, reliable, economical, and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

FY 10 ACCOMPLISHMENTS

- ✓ Hired two replacement technicians.
- ✓ Reduced preventive maintenance intervals to achieve budget savings (annually from four scheduled to three).

- ✓ Monitored cost saving measures of outsourcing preventive maintenance services.
- ✓ Maintained overall mechanic productivity at 90.1% using established labor rate standards when applicable.
- ✓ Maintained scheduled preventive maintenance services at 98.6%.
- ✓ Most mechanics adding own labor on repair orders using the H.T.E. system.

FY 11 NEW INITIATIVES AND GOALS

- Reduce preventive maintenance intervals to achieve budget savings of 50% (annually from three scheduled to two).
- Provide the Fleet Committee with under utilized vehicle reports.
- Use the H.T.E. fleet computer system to provide preventive maintenance scheduling.
- Identify and streamline the customer service provided by Fleet Services to improve efficiencies.
- Expand fleet computer training to user sections to strengthen individual user effectiveness using the fleet information system.

PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services

Goal: Technicians to input repair data, maintain productivity at 90% using flat rate standards as applicable with less than 1% repair comebacks.

Objective: To improve technician skills by measuring performance and reduce comebacks.

Type of Measure: Output

Tool: Supervisor Inspection, H.T.E. repair order system/customer feedback

Frequency: Weekly

Scoring: 99% (Average score of all technicians on completed repair orders)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Average percentage of repair come backs per technician.	1%	1%	<1%	<1%

PUBLIC WORKS

SECTION 27

FLEET SERVICES

Council Priority: Facilities and Basic Services

Goal: To reduce number of light duty P/M interval from three to two per year.

Objective: Extend P/M intervals and save sections 33% on P/M's.

Type of Measure: Outcome

Tool: Compare the total number of P/M's from three intervals to two and monitor cost effectiveness.

Frequency: Quarterly

Scoring: 33% fewer P/M's and a 33% cost savings.

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of P/M's scheduled and completed.	1415	1210	900	600

SECTION: 27-FLEET SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 288,384	\$ 247,934	\$ 245,816	\$ 250,130	\$ 2,196
CONTRACTUAL	99,744	89,851	101,748	92,651	2,800
COMMODITIES	(413,030)	(338,642)	(347,564)	(342,160)	(3,518)
CAPITAL	25,084	-	-	-	-
TOTAL	\$ 182	\$ (857)	\$ -	\$ 621	\$ 1,478
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ (131,711)	\$ (27,585)	\$ (29,599)	\$ (42,447)	\$ (14,862)
INVENTORY MANAGEMENT	182,828	62,658	64,274	71,043	8,385
PREVENTIVE MAINTENANCE	139,556	124,147	124,320	125,097	950
VEHICLE REPAIR	(271,631)	(219,755)	(218,603)	(215,104)	4,651
POOL VEHICLES-CITY HALL	10,304	4,500	3,720	4,500	-
POOL VEHICLES-SHOP	4,612	-	610	-	-
OTHER SHOP WORK	66,224	55,178	55,278	57,532	2,354
TOTAL	\$ 182	\$ (857)	\$ -	\$ 621	\$ 1,478
SOURCE OF FUNDING:					
GENERAL FUND				\$ (195,377)	
LIBRARY FUND				510	
HIGHWAY USER REVENUE FUND				65,983	
WATER AND WASTEWATER FUND				17,412	
STORMWATER FUND				427	
AIRPORT FUND				4,776	
ENVIRONMENTAL SERVICES FUND				106,890	
				\$ 621	
COMMENTARY:					
<p>The Fleet Services overall budget is a zero base budget meaning the division expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and an environmental disposal fee. The current shop rate is \$62.00 per hour and does not cover one-time and capital requests. Personal Services decreases are due to 1 FTE staffing reduction of a Fleet Mgmt Supt., offset by labor charge outs to obtain a zero budget. Contractual increase are due to utilities. Commodities decreases are due to offset by fuel, parts, and environmental charge outs to obtain a zero budget. There is no major capital (>\$10,000) expenditures for this section.</p>					

MISSION

Fleet Management is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces green house gas and preserves the environment for the Citizens of Flagstaff.

PROGRAM DESCRIPTION

Fleet Management consists of line workers and supervisors representing major divisions that are dedicated to maximizing vehicle and equipment life, retaining units as long as economically possible and replacing units that have met or exceeded useful life. The committee identifies replacement and additional units that are more fuel efficient and environmentally friendly.

FY 10 ACCOMPLISHMENTS

- ✓ Coordinated with sustainability in developing "Green Fleet Policies"
- ✓ Purchased 6 E-85 flex fuel vehicles for the police department.
- ✓ Reduced fleet size by 16 under-utilized coordinated with budget cuts.

- ✓ Continue to provide Naviline fleet computer system training to committee members.
- ✓ The Fleet Committee reviewed 31 replacement requests and approved 11 for replacement 90% purchased units were flex-fuel and diesel vehicles.

FY 11 NEW INITIATIVES AND GOALS

- Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV's).
- Coordinate with Purchasing to include estimated MPG estimates on all bids for vehicles and equipment and awarding bids to the most fuel efficient when possible.
- Continue to identify and to reduce units from the fleet that is under-utilized.
- To purchase 90% of all replacement and new additions that will be hybrids, FFV's, diesels, and more fuel efficient with lower emissions to reduce greenhouse gasses.

PERFORMANCE MEASURES**Council Priority: Facilities and Basic Services**

Goal: Conduct a utilization study coordinated with Fleet Services to reduce the number of under utilized fleet vehicles (cars, pickups, vans and SUV's).

Objective: To improve vehicle utilization by reducing unnecessary vehicles thus reducing divisions operation costs.

Type of Measure: Identify units with usage less than 4,000 miles annually

Tool: H.T.E. fleet system, Compare equipment totals before and after budget cuts, coordinate with the Fleet Review Committee

Frequency: Semiannually

Scoring: 100%

Trend: ↑

PUBLIC WORKS	SECTION 27	FLEET MANAGEMENT
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Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of vehicles that can be eliminated or rotated	0%	0%	5% (18 units)	2% (6 units)

Council Priority: Facilities and Basic Services

Goal: Evaluate the fuel efficiency of all proposed fleet replacement or new additions requests that can be hybrids, FFV's, or diesel.

Objective: To conserve energy and increase usage of alternative fuels

Type of Measure: On Going

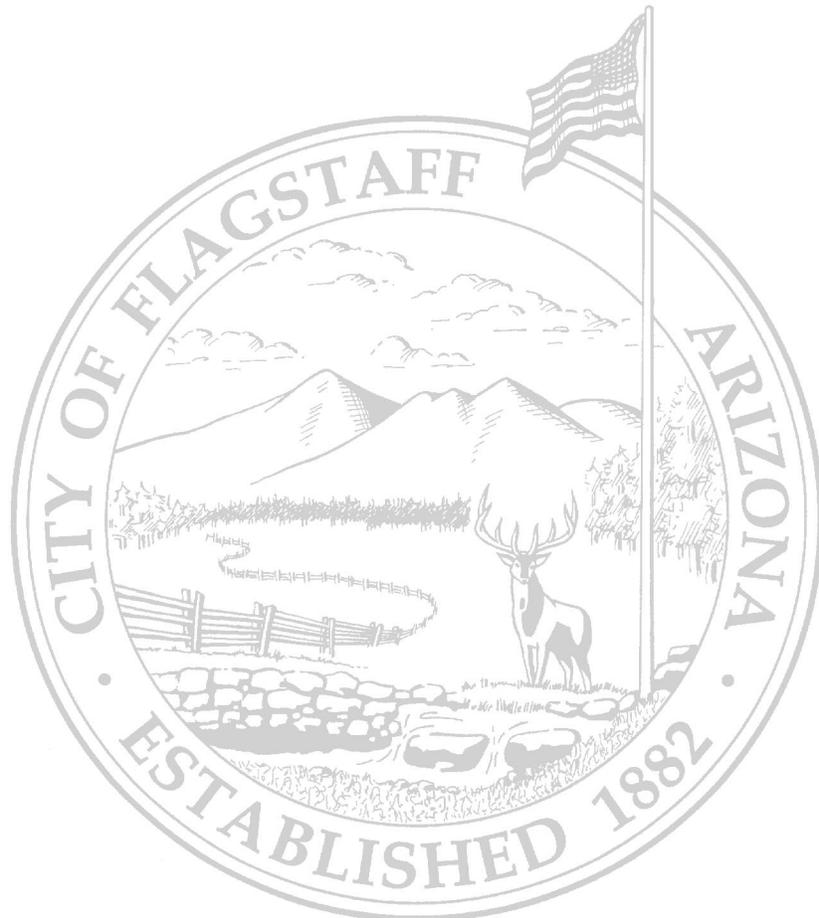
Tool: Coordination with the Fleet Review Committee and Sustainability

Frequency: On going

Scoring: 100% (Total eligible purchases)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percent of purchased vehicles that meet sustainability, conservation and energy standards.	70%	80%	85%	90%



MISSION

Citizen Cemetery employees dedicate themselves to offering quality customer service in a time of need and providing proper grounds maintenance that is aesthetically pleasing to the public.

PROGRAM DESCRIPTION

Under the direction of the Public Works Director, the City maintains Citizens Cemetery performing services related to opening/closing of graves, lot sales, record keeping, facility and grounds maintenance. The Cemetery also provides opening/closing services for the Calvary Cemetery.

FY 10 ACCOMPLISHMENTS

- ✓ Planning and preparation of new cemetery office.
 - ✓ Sell plots and perform interments in Citizens Section "N".
 - ✓ All complaints/concerns were addressed promptly.
 - ✓ Addition of two donated granite benches throughout the cemetery.
-

FY 11 NEW INITIATIVES

- Propose to take over all headstone setting throughout Citizen Cemetery.
 - Completion of Cemetery office addition with separate office, greeting room, and public restrooms.
 - Addition of new cemetery office
 - Work with the Masonic Lodge on their purchase of a new columbarium in Masonic Section "A".
-

PERFORMANCE MEASURES

Council Priority: COMMUNITY SUSTAINABILITY

Goal: Reduce the amount of gallons by 2% for reclaimed water usage.

Objective: To maintain healthy grass while cutting water costs.

Type of Measure: Program Effectiveness

Tool: Efficiently monitor the quantity and quality of water usage in turf sections and personal plots.

Frequency: Weekly/Seasonal

Scoring: 90% Depending on Precipitation

Trend: ← →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage used of Yearly Budget	100%	75%	95%	90%
Gallons Consumption	14,277,300	13,478,900	13,209,322	12,945,136
Reclaimed Water Cost	\$34,151.73	\$32,847.85	\$32,785.54	\$32,712.56

PUBLIC WORKS	DIVISION 28	CEMETERY
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Council Priority: FACILITIES & BASIC SERVICES

Goal: To provide better accommodations to the public and employees.

Objective: To offer a greeting room with separate office, and public restrooms.

Type of Measure: Policy Effectiveness

Tool: Build better accommodations for the public.

Frequency: Annually

Scoring: 60%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of families that fit in current office	60%	60%	60%	100%

Council Priority: FAMILY, YOUTH AND COMMUNITY

Goal: To maintain a high level of quality service throughout the community, including families of Veterans, Masonics, and

Odd Fellows.

Objective: To upkeep grounds for the community, and those who have loved ones at Citizen Cemetery.

Type of Measure: Outcome

Tool: Effectively resolve citizen complaints and requests

Frequency: Annually

Scoring: 80% Pending Temporary Employee

Trend: ← →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Mowing turf sections every week	80%	85%	90%	80%
Trimming of turf sections biweekly	75%	65%	75%	75%
Pruning cemetery quarterly	50%	80%	70%	60%

PUBLIC WORKS

DIVISION 28

CEMETERY

SECTION:		28-CEMETERY			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 163,550	\$ 18,734	\$ 155,752	\$ 11,303	\$ (7,431)
CONTRACTUAL	38,945	46,764	47,379	41,735	(5,029)
COMMODITIES	8,105	199,637	14,923	172,910	(26,727)
CAPITAL	-	140,000	-	140,000	-
TOTAL	\$ 210,600	\$ 405,135	\$ 218,054	\$ 365,948	\$ (39,187)
EXPENDITURES BY PROGRAM:					
GENERAL SERVICES	\$ 52,828	\$ 58,777	\$ 48,843	\$ 48,865	\$ (9,912)
OPENING & CLOSING	42,529	215,874	51,225	196,554	(19,320)
MAINTENANCE OF BUILDINGS	6,547	8,721	7,129	9,034	313
MAINTENANCE OF GROUNDS	108,696	121,763	110,857	111,495	(10,268)
TOTAL	\$ 210,600	\$ 405,135	\$ 218,054	\$ 365,948	\$ (39,187)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 365,948	
				\$ 365,948	
COMMENTARY:					
The Cemetery operating budget has decreased 10%. Personal Services decreased due to the personnel being housed in another division, with all Cemetery functions billed through the work order system. Contractuals and Commodities were reduced overall to meet budget reduction requirements.					

PUBLIC WORKS	SECTION 29	FACILITIES MAINTENANCE
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MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

PROGRAM DESCRIPTION

Under the direction of the Assistant Public Works Director, the Public Facilities Maintenance Section is responsible for all maintenance and upgrades of all City buildings.

FY 10 ACCOMPLISHMENTS

- ✓ Electrical Panel Hazard Inspections: Airport, City Hall, Ice Rink.
- ✓ Flagstaff Rec. aerobics room window upgrade.
- ✓ Visitor Center exterior painting.
- ✓ Cogdill exterior painting and new gym entry.
- ✓ Visitor Center flat roof replacement.
- ✓ Security-Best lock key systems: Ice Rink, Library, and Flagstaff Recreation.

FY 11 NEW INITIATIVES AND GOALS

- 3% energy use reduction at City Hall.
- 3% reduction in contracts / commodities costs through process analysis and modifications.
- * Fire system upgrades: Ice Rink.
- * Security-Best lock key systems: Visitor Center, Milligan House, Cogdill Rec.
- * Pending funding availability.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: facility assessment scores

Objective: Track maintenance work for all buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities. Not all facilities are assessed each year; smaller sites are on a 2 or 3-year frequency.

Type of Measure: Output and Program Effectiveness

Tool: Inspection Assessment

Frequency: Yearly, Bi-annual, Tri-annual.

Scoring: 90% + (Average score of all buildings assessed within the reporting period)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	80%	85%	80%	90%

PUBLIC WORKS	SECTION 29	FACILITIES MAINTENANCE
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Council Priority: Facilities & Basic Services

Goal: Maintenance Productivity

Objective: This tracks the timeliness of starting work orders. How many days elapse before a work order is actually started?

Type of Measure: Output

Tool: Naviline – Work Order Backlog Tracking

Frequency: Yearly

Scoring: 95% (0-5 days), 90% (6-10 days), 85% (11-14 days), 80% (15-20 days), 75% (21+ days)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Work Order Dispatching – Work Request Date to Job Start Work date.	N/A	5.4 (90%)	2.8 (95%)	2.5 (95%)

Council Priority: FACILITIES & BASIC SERVICES

Goal: Maintenance Productivity

Objective: This tracks the timeliness of completing work orders. How many days on average does it take to finish a work order?

Type of Measure: Output

Tool: Naviline – Work Order Production/Effectiveness

Frequency: Yearly

Scoring: 95% (0-5 days), 90% (6-10 days), 85% (11-14 days), 80% (15-20 days), 75% (21+ days)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Work Order Dispatching – Job Start Date to Job Finish Date.	8.6 (90%)	5.5 (90%)	4.8 (95%)	4.0 (95%)

PUBLIC WORKS

SECTION 29

FACILITIES MAINTENANCE

SECTION: 29-PUBLIC FACILITIES MAINTENANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 619,110	\$ 686,846	\$ 608,132	\$ 688,842	\$ 1,996
CONTRACTUAL	299,653	626,617	289,816	727,774	101,157
COMMODITIES	475,949	(29,842)	(59,369)	(95,960)	(66,118)
CAPITAL	16,366	340,000	140,000	-	(340,000)
TOTAL	\$ 1,411,078	\$ 1,623,621	\$ 978,579	\$ 1,320,656	\$ (302,965)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 299,213	\$ 228,682	\$ 302,047	\$ 390,952	\$ 162,270
CUSTODIAL SERVICE	95,528	83,510	84,485	85,885	2,375
STRUCTURAL & OTHER MAINT	645,092	964,000	265,501	579,800	(384,200)
MAINT-MECH,ELECT & PLUMB	305,907	281,676	279,297	217,879	(63,797)
MILLIGAN HOUSE	17,978	14,364	15,620	12,043	(2,321)
PREVENTATIVE MAINTENANCE	103	-	-	-	-
APS BUILDING	1,063	-	200	-	-
RIO PROPERTIES	29,051	36,441	18,672	20,218	(16,223)
MURDOCK	11	-	-	-	-
PHOENIX BUILDING	17,132	14,948	12,757	13,879	(1,069)
TOTAL	\$ 1,411,078	\$ 1,623,621	\$ 978,579	\$ 1,320,656	\$ (302,965)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 899,026	
LIBRARY FUND				97,642	
HIGHWAY USER REVENUE FUND				17,596	
WATER AND WASTEWATER FUND				32,595	
STORMWATER FUND				12,007	
AIRPORT FUND				99,712	
ENVIRONMENTAL SERVICES FUND				162,078	
				\$ 1,320,656	
COMMENTARY:					
The Public Facilities Maintenance budget has decreased 19% overall. There are no capital expenditures planned for FY 2011. Decreases in custodial, building maintenance, consultant fees, building materials and supply comprise the bulk of the reductions to meet the target budget.					

MISSION

The mission of the Street Section is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Street Section maintains the current infrastructure, They continue to meet the current needs of expansion of the transportation system.

PROGRAM DESCRIPTION

The Street Section is responsible for all of the multi model transportation system. Streets are solely responsible for every aspect of the system in regards of street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, repair, guardrail repair, signing and painting operations, pavement marking installation, asphalt paving, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections and urban trail maintenance.

FY 10 ACCOMPLISHMENTS

- ✓ As accomplished thru the Chemical De-Icer program, accident ratios have dropped 30% in 3 years during winter months.
- ✓ Pavement preservation stimulus program of 3.5 million dollars has reduced the amount of asphalt deficiencies.
- ✓ Hiring of summer temporary drainage crew to work on open channel, and all drainage repairs

- allowing Street Section employees to concentrate on other priorities.
- ✓ Replaced 5 snow plows, 3 10 wheel dump trucks, and 3 cinder boxes helping reduce cost of repairs to aged equipment.
- ✓ Street Improvement Program completed in the cost of 2.6 million dollars, reducing the amount of asphalt deficiencies.
- ✓ Replaced 1 signal cabinet and 9 signal controllers.
- ✓ Helped support special events by supplying barricades to the 4th of July fireworks show and the pinecone drop on New Years Eve.
- ✓ Helped create the Xeriscape garden at Clay/Milton with other City Sections. \
- ✓ Successful management of second largest snow storm in Flagstaff history.

FY 11 NEW INITIATIVES AND GOALS

- Replace 4 Un-Interrupted Power supplies in signal cabinets.
- Replace dust abatement tank, Sign and Paint service truck and 6 snow plows with funds available from capital.
- Conduct a route analysis on snow plow routes.
- Conduct a route analysis on sweeper routes.
- Continue to lower accident rates on De-Icer routes.
- Establish sign inventory by collecting data and entering it into software that has been purchased.

PERFORMANCE MEASURES

Council Priority: Public Safety & Quality of Life

Goal: Maintain snow priorities within set timeframes.

Objective: 0 – 3rd 1st priorities. 2nd priorities residential plowing 3-8" within 12 hrs, 8-12" within 18 hrs, 12+ within 36 hrs after snowfall stops.

Type of Measure: Clearing Streets within timeframes

Tool: Inspections by Leadworkers, filling all routes (with available equipment)

Frequency: Each snowfall

Scoring: 96%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Complete 2 nd priorities while maintaining 1 st priorities.	94%	96%	98%	98%

PUBLIC WORKS	SECTION 32	STREETS
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Council Priority: Public Safety

Goal: Shoulder streets without curb & gutters

Objective: Complete West side, spring of 10, East side spring of 11

Type of Measure: Shoulder West side while maintaining washouts on East side.

Tool: Provide proper flagging/barricading and public announcements.

Frequency: Spring/Fall

Scoring: 95%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Place material on shoulders of roads without curb improvements to preserve roadways from deterioration. Approximately 100 miles per year are repaired.	50%	90%	95%	95%

Council Priority: Public Safety

Goal: Coverage time for pothole repair

Objective: Patch all reported potholes within 24hrs. of notification

Type of Measure: Provide coverage to West and East sides once monthly while responding to all calls.

Tool: Tracking operator logs

Frequency: Daily

Scoring: 98%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Patch potholes within 24 hours of notification.	96%	97%	97%	98%

Council Priority: Public Safety

Goal: Signal maintenance

Objective: Insure proper operation and correct operational deficiencies.

Type of Measure: Intersection operational level of service

Tool: Preventive Maintenance and Inspections, Unscheduled repairs, Scheduled repairs (ie: software updates, replacement of components before failure)

Frequency: Inspections 3 times annually, Corrective repairs as needed.

Scoring: 80%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Does the intersection meet operational standards at time of inspection.	n/a	n/a	80%	75%

PUBLIC WORKS

SECTION 32

STREETS

SECTION: 32-STREET MAINTENANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,323,636	\$ 2,427,328	\$ 2,452,189	\$ 2,340,137	\$ (87,191)
CONTRACTUAL	516,425	715,726	766,128	727,908	12,182
COMMODITIES	847,622	777,870	838,653	813,414	35,544
CAPITAL	711,783	95,000	91,390	177,000	82,000
TOTAL	\$ 4,399,466	\$ 4,015,924	\$ 4,148,360	\$ 4,058,459	\$ 42,535
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ (1,072,112)	\$ 289,872	\$ 179,730	\$ 328,609	\$ 38,737
STREET CLEANING	342,951	352,968	362,904	355,605	2,637
SNOW CONTROL	2,139,821	850,425	1,046,396	815,218	(35,207)
SIGN,SIGNAL,MARK & LIGHT	332,812	370,082	341,449	436,414	66,332
STREET MAINTENANCE	1,787,474	1,283,566	1,439,845	1,226,267	(57,299)
DRAINAGE WAY MAINTENANCE	239,636	289,668	234,193	299,705	10,037
TRAINING	1,955	1,900	1,900	1,900	-
STREET LIGHTS	340,980	368,770	368,770	381,702	12,932
TRAFFIC SIGNAL MAINTENANCE	285,949	208,673	173,173	213,039	4,366
TOTAL	\$ 4,399,466	\$ 4,015,924	\$ 4,148,360	\$ 4,058,459	\$ 42,535
SOURCE OF FUNDING:					
HIGHWAY USER REVENUE FUND				\$ 4,058,459	
				\$ 4,058,459	
COMMENTARY:					
<p>The Streets Maintenance operating budget has decreased 1% and capital expenditures total \$177,000 resulting in an overall net increase of 1%. Personal Services decreased due to a retirement payout in FY2010 budget. In addition, there are small benefit increases. Contractuals increases are due to increases in electricity for streetlighting . Commodities increase are due to a decrease in the workorders requested by other sections. Major Capital (>\$10,000) includes two pickup truck, six snow plows, a message board and a storage tank.</p>					

MISSION

To efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Environmental Services section provides the citizens of Flagstaff with quality customer service, timely refuse and recycling collections and sound landfill management practices. The section works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 10 ACCOMPLISHMENTS

- ✓ Collections scheduling/re-routing resulting in improved safety, and efficiency. Overall productivity increases of 14.12%
- ✓ Diversion/collection of wood and green waste increased by 62.5%.
- ✓ Monitor, track and forecast trash compaction rates, landfill sequencing, and airspace and cover usage to estimate landfill life and on site cover exhaustion.
- ✓ Initiated meetings with ADEQ on potential alternatives to the future development of the south borrow pit.
- ✓ Successfully petitioned the Arizona Department of Environmental Quality to implement Wood Waste Pilot Study at the Cinderlakes Landfill.
- ✓ Developed Commercial Landfill Application process.
- ✓ Provided Operations staff a Solid Waste Association of North America 11 week "Landfill Operations in house Training Course"
- ✓ Provided Operations staff a Solid Waste Association of North America 7 week "Landfill Health and Safety in house Training Course"
- ✓ Conducted landfill slopes and erosion repairs.
- ✓ Prepared 4 acres of land in the expansion area at the landfill.
- ✓ Began landfill equipment fuel use and performance tracking.

- ✓ Obtained a five year extension of the conditional use permit issued by the United States Forest Service for the Dry Lakes Inert Materials pit.
- ✓ Conducted Noxious Weed abatement activities at the Sinclair Wash Inert Materials pit.
- ✓ Developed a schedule of staff cross training to ensure operational flexibility, efficiency and coverage while enhancing response and customer service levels.
- ✓ Downtown Trash/Recycling. Develop alternative strategies for the collection of trash and recyclables in high visibility areas such as dual use compactors& shared collection locations.
- ✓ Developed Pac Rat routes for high density areas, improving efficiency& safety.
- ✓ Developed Standard Operating Procedures & Job Hazard Analysis' for Scale House Operations, the SCA program, and new equipment, improving efficiency and safety.
- ✓ Developed staff for career succession using NAU CTC, AGTS Supervisor's Academy, and other training.
- ✓ Implemented sales lead program resulting in over \$116,000 in new and ongoing commercial revenue.
- ✓ Implement customer call back program to move our customer service satisfaction toward our goal of 100%.

FY 11 NEW INITIATIVES AND GOALS

- Collections- Glass recycling. Implement diversion & capture of residential glass through MRF retrofit to accept commingled materials or begin Residential subscription curbside glass collection.
- Collections- Implement same day collection services to improve service and operational efficiency.
- Collections- develop wood pallet collection program to further enhance commercial revenues and supplement materials for the ADEQ Wood Waste Pilot Study at Cinder Lakes Landfill.
- Landfill- implement Customer Waste Profile Program to track waste stream for additional diversion opportunities, extending Landfill life.
- Landfill/Collections- Establish a performance bench mark program for Administrative staff.

PUBLIC WORKS	SECTION 41	SOLID WASTE
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- Landfill-Increase average density by 10% in landfill cell construction by implementing a 12 week landfill compaction training program.
- Landfill-Examination of soil resources and future liner/cap construction.
- Landfill Gas Study.

- Landfill-Drainage improvements and Haul Road Extensions.

PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services

Goal: Initiate the Development of an Integrated Waste Management Plan.

Objective: Track waste stream by commercial customer. Identify potentials for additional waste diversion programs. Improve customer relations. Identify other means to educate customers on alternative services. Improve safety.

Type of Measure: Output

Tool: Council Reports VIA memos and meetings. Monthly Activity Report implementation

Frequency: Monthly

Scoring: 70-100%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Profile system approved and ready for implementation	N/A	N/A	50%	100%

Council Priority: Environmental Sustainability

Goal: Increase capture of green & wood waste materials, reduced fuel use and carbon footprint

Objective: Diversion of green & wood waste from the current waste stream; collaborate with FFD to capture slash pile green waste, reducing burning and utilizing green waste as alternative daily cover at the Cinder Lake Landfill.

Type of Measure: Output

Tool: Tonnage reports, operator performance tracking system, fuel usage reports, route audits

Frequency: Monthly, quarterly, annually

Scoring: 50- 75%

Trend: ↑ CY09 Combined Residential & Commercial program diversion rate 50.35%

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% increase of tonnage of green & wood waste material diverted from landfill over prior year	20.5%	50.35%	50%	65%

PUBLIC WORKS	SECTION 41	SOLID WASTE
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Council Priority: Facilities and Basic Services

Goal: Establish measure unit for tracking our customer service calls.

Objective: Track customer's response to our service requests within a 24hr period.

Type of Measure: Program Outcome

Tool: Graph designed to equate the flow of timeliness of response and service satisfaction.

Frequency: Daily call backs and monthly graph

Scoring: 75%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% of completion of the graph/report tracking system in service calls	N/A	N/A	75%	100%

Council Priority: Environmental Sustainability

Goal: Implement collection of residential glass for recycling.

Objective: Diversion of as much as 3,000 tons per year, dependent on method of collection.

Type of Measure: Output

Tool: Graphs/ spreadsheets to track collection and tonnage data.

Frequency: monthly

Scoring: 25-50%

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
% of 3,000 tons collected, dependent on method of collection	N/A	N/A	N/A	50%



PUBLIC WORKS

SECTION 41

SOLID WASTE

SECTION: 41-SOLID WASTE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 4,089,200	\$ 4,308,037	\$ 3,653,856	\$ 3,244,209	\$ (1,063,828)
CONTRACTUAL	3,457,721	3,680,279	3,014,079	2,983,344	(696,935)
COMMODITIES	1,598,851	1,728,487	1,275,660	1,575,638	(152,849)
CAPITAL	856,099	1,628,837	669,101	1,947,270	318,433
TOTAL	\$ 10,001,871	\$ 11,345,640	\$ 8,612,696	\$ 9,750,461	\$ (1,595,179)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 527,618	\$ 573,568	\$ 422,926	\$ 574,981	\$ 1,413
RESIDENTIAL COLLECTION	1,652,011	1,762,036	1,497,630	1,867,162	105,126
COMMERCIAL COLLECTION	2,087,565	2,363,849	1,936,584	2,061,121	(302,728)
SANITARY LANDFILL	2,150,687	2,080,100	1,745,909	2,763,830	683,730
BIN MAINT-RESIDENTIAL	146,756	146,628	141,480	20,522	(126,106)
BIN MAINT-COMMERCIAL	123,512	114,674	84,118	69,356	(45,318)
HOIST & HAUL	355,535	393,156	359,106	412,051	18,895
LANDFILL OUTSIDE CONTRACT	566,676	291,650	118,493	155,347	(136,303)
RECYCLING - CURBSIDE COLLCT	785,775	1,240,098	878,262	1,221,322	(18,776)
INERT MATERIAL LANDFILL	30,895	-	6,962	2,500	2,500
COMMERCIAL RECYCLING	526,085	806,208	471,868	594,309	(211,899)
CONSERVATION EDUCATION	(640)	-	-	-	-
SUSTAINABILITY	158,905	179,904	176,739	-	(179,904)
ENVIRONMENTAL MANAGEMENT	452,267	474,715	468,079	-	(474,715)
CONSERVATION	350,602	323,994	256,580	-	(323,994)
COMMERCIAL SALES	7,993	7,960	7,960	7,960	-
LANDFILL SITE IMPROVEMENTS	9,712	-	-	-	-
HH HAZARDOUS WASTE BUILD	35	-	-	-	-
06 EPA BRNFLD ASSESMNT	69,882	-	-	-	-
ENERGY EFF/CONSERVATION	-	587,100	40,000	-	(587,100)
TOTAL	\$ 10,001,871	\$ 11,345,640	\$ 8,612,696	\$ 9,750,461	\$ (1,595,179)
SOURCE OF FUNDING:					
ENVIRONMENTAL SERVICES FUND				\$ 9,750,461	
				\$ 9,750,461	
COMMENTARY:					
<p>The Environmental Services operating budget has decreased 20% and capital expenditures total \$1,947,270 resulting in an overall net decrease of 14%. The major shift is related to the reorganization of this section with the new section of Sustainability and Environmental Management. Personal Services decreases are due to reorganization of positions. Contractuals and commodities decreases are due to decreased costs related to utilities related to decreased tonnage and overall reduction of services related to gas and fleet. One-time expenditures for this division are for internal work requests. Major capital (>\$10,000) includes capital equipment, as well as capital improvements ongoing at the landfill. Refer to Schedules 8 and 9 for a detailed listing.</p>					

MISSION

The Sustainability and Environmental Management Section's mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Section is comprised of three main program areas: Sustainability, Conservation, and Environmental Management. We provide sustainability information and resources to city employees and the community and we work to incorporate sustainable practices into our own operations to reduce greenhouse gas emissions. The Conservation Program includes Environmental Code Enforcement, organization of anti-litter campaigns and volunteer clean-ups, and outreach and education regarding recycling and composting. Environmental Management works to ensure that all City operations are in compliance with federal and state regulations as they pertain to the environment, including asbestos, lead-based paint, underground storage tanks, and petroleum contaminated soils. They also manage the operations and compliance of the Hazardous Product Center located at the Cinder Lake Landfill for the collection of hazardous wastes from residents and small businesses of Coconino County and the City of Flagstaff.

FY 10 ACCOMPLISHMENTS

- ✓ The Sustainability Program developed a residential energy efficiency program. Through programming, we reduced roughly 3,581,605 kilowatt hours and 6,780,000,000 pounds of carbon dioxide equivalents from being released in the atmosphere.
- ✓ The Sustainability Program secured Federal American Recovery and Reinvestment Act funding to expand the residential energy efficiency program.

- ✓ Environmental Management began working with the City's Housing Section to ensure Housing and Urban Development funded projects for residential homes are in compliance with asbestos regulations. Seven residential houses were sampled for asbestos during FY 10.
- ✓ Environmental Management coordinated the safe removal and proper disposal of regulated asbestos-containing building materials and lead-based paint from a city-acquired property in preparation for the construction of new Fire Station Number 2 near Route 66 and Enterprise.
- ✓ In November, Conservation Program staff partnered with SCA Tissue on a project for America Recycles Day. "SOS for Education" encouraged everyone to donate Surplus Office Supplies to local schools. During the week of November 16 – 20, 2009, collection boxes were available at City Hall, the Main & East Libraries, Staples, the Aquaplex, SCA Tissue, and at all Fire Stations. More than 850 items were donated for reuse including recycle/trash cans, pens, paperclips, file folders, pencils, note pads, paper and envelopes. SCA Tissue also made a cash donation of \$700 to Flagstaff Unified School District to purchase copy paper.
- ✓ Litter Clean-Ups have increased from 67 during FY 07 to an estimate of 310 during FY 10. Litter complaints received from the public totaled 348 during FY 07 and are projected to decrease to a total of 164 for FY 10. The increased litter clean-ups have most likely resulted in the reduction in litter complaints. Two years of the 15-Minute Makeover may have also helped in reducing litter complaints.

FY 11 NEW INITIATIVES AND GOALS

- Develop and implement a Power Purchase Agreement project for the construction and use of renewable energy on City properties.
- If awarded by the Department of Energy (DOE), implement \$9.5 Million expansion of the Residential Energy Efficiency Retrofit Program using funding from the DOE's competitive Energy Efficiency and Conservation Block Grant program.

- Develop a Sustainable Business Guide to assist local businesses become more sustainable in their operations.
 - Implement municipal sustainability policies such as energy efficiency/conservation, anti-idling, and resource conservation.
-
- Environmental Code Enforcement will begin surveying the public on a regular basis to track opinions on the presence or absence of litter in the community. The initiative will help staff track the effectiveness of pro-active anti-litter programs.

PERFORMANCE MEASURES

Council Priority/Goal: Community Sustainability

Goal: Promote the reduction of greenhouse gas emissions in the municipal organization and the Flagstaff community.

Objective: Track progress in reducing greenhouse gas emissions as directed by Council Resolution 2006-58.

Type of Measure: Input

Tool: Energy consumption and fuel use.

Frequency: Annual municipal inventory, every other year community inventory

Scoring: Acceptable = any decrease in measures. Cautionary = a 1 to 15% increase in measures. Unacceptable = more than 15% increase in measures.

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Municipal GHG emissions	N/A	54,152 MTCO ₂ e*	52,527 MTCO ₂ e	51,444 MTCO ₂ e
Municipal energy consumption	55,832 MWh**	61,090 MWh	59,257 MWh	58,0356 MWh
Municipal fuel use	483,848 Gal.***	458,887 Gal.	435,943 Gal.	412,998 Gal.
Community GHG emissions	N/A	N/A	1,900,900 MTCO ₂ e	1,805,855 MTCO ₂ e
Community energy consumption	N/A	N/A	58,000,000 MWh	57,000,000 MWh
Community fuel use	N/A	N/A	76,000,000 Gal.	75,000,000 Gal.

*MTCO₂e = Metric Tons of Carbon Dioxide equivalent.

**MWh = Electric and natural gas consumption in megawatt hours.

***Gal. = Fleet and water pumping fuel consumption in gallons.

Council Priority: Community Sustainability

Goal: Increase energy efficiency and create/retain jobs in the Flagstaff community utilizing American Recovery and Reinvestment Act (ARRA) funds.

Objective: Track the energy efficiency of program participants, creation/retention of jobs, and successful utilization of ARRA funding.

Type of Measure: Program effectiveness

Tool: Reports, participant information

Frequency: Monthly and quarterly reports

Scoring: Acceptable = any increase in energy savings and jobs created/retained as outlined in the goals of the ARRA funding request. Cautionary = a 1 to 30% decrease. Unacceptable = more than 30% decrease.

Trend: N/A (new initiative)

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of participants	N/A	N/A	250	250
GHG emissions	N/A	N/A	1,088 MTCO ₂ e	1,088 MTCO ₂ e
Energy Savings	N/A	N/A	3,000 MWh	3,000 MWh
Number of jobs created/retained	N/A	N/A	8	6

Council Priority: Family, Youth and Community

Goal: Evaluate the effectiveness of the Adopt-An-Avenue Program in maintaining a litter-free community.

Objective: Survey citizens to evaluate the presence or absence of litter along city streets.

Type of Measure: Program effectiveness

Tool: To be determined: web-based survey, mailer, or available at City Hall and other city facilities

Frequency: Twice per year

Scoring: Acceptable = more than 40% of respondents think the sides of streets are very clear of litter. Cautionary = between 10 and 40% of respondents think the sides of streets are very clear of litter. Unacceptable = less than 10% of respondents think the sides of streets are very clear of litter.

Trend: N/A (new initiative)

Measures: (survey results)	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Sides of streets very clear of litter	N/A	N/A	45%	55%
Sides of streets moderately littered	N/A	N/A	45%	35%
Sides of streets very littered	N/A	N/A	10%	10%

Council Priority: Community Sustainability

Goal: Preserve and enhance the natural environment and extend the life of the landfill by providing an option for residents and small businesses to recycle and properly dispose of hazardous wastes at the Hazardous Products Center (HPC).

Objective: Monitor participation and tonnage at the HPC to evaluate the effectiveness of the program.

Type of Measure: Input

Tool: Track number of customers and hazardous waste disposal tonnage.

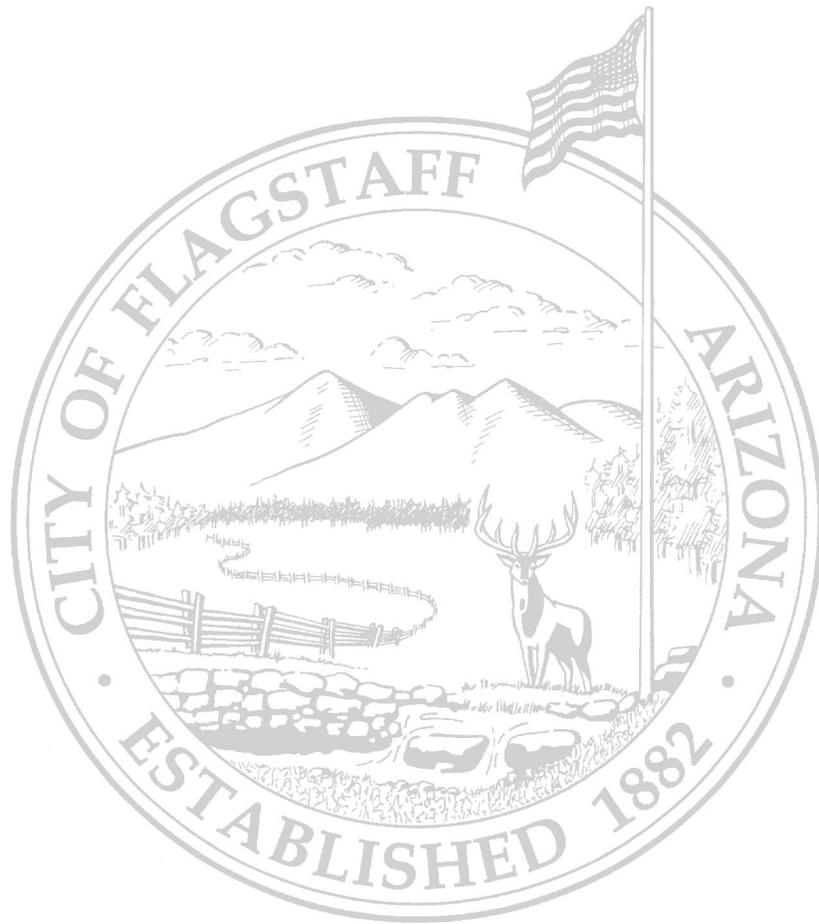
Frequency: Monthly with quarterly and annual reporting

Scoring: Acceptable = increase or less than 10% decrease in participation and tonnage, Cautionary = 10 to 30% decrease in participation and/or tonnage, Unacceptable = more than 30% decrease in participation and/or tonnage.

Trend: Stable for participation, ↑ for hazardous waste disposal except electronics

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of residential visitors to the HPC	2,935	3,047	2,860	3,000
Number of active small business waste customers	76	65	70	73
Residential and Small business waste hazardous waste tonnage	72 tons	72 tons	82 tons	85 tons
Residential and Small business waste electronics tonnage	88 tons	108 tons	60 tons	63 tons

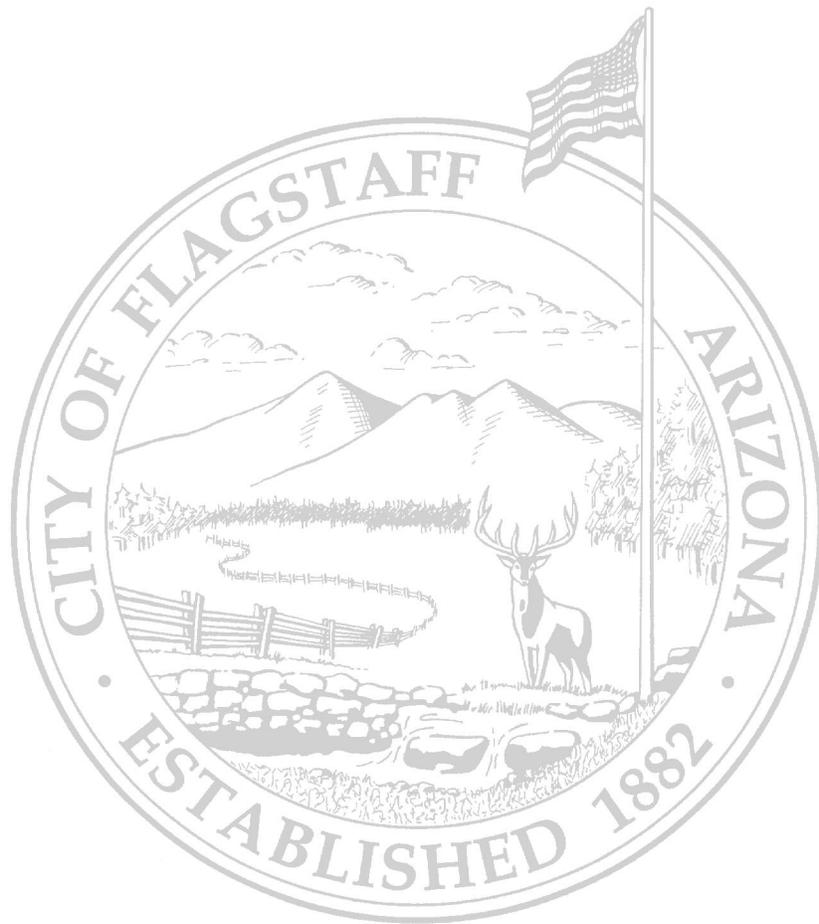
SECTION: 43-SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ 731,186	\$ 731,186
CONTRACTUAL	-	-	-	890,268	890,268
COMMODITIES	-	-	-	91,882	91,882
TOTAL	\$ -	\$ -	\$ -	\$ 1,713,336	\$ 1,713,336
EXPENDITURES BY PROGRAM:					
SUSTAINABILITY	\$ -	\$ -	\$ -	\$ 246,395	\$ 246,395
ENVIRONMENTAL MANAGEMENT	-	-	-	500,051	500,051
CONSERVATION	-	-	-	209,373	209,373
ENERGY EFF CONSER GRANT	-	-	-	488,517	488,517
LIVING CITIES GRANT	-	-	-	269,000	269,000
TOTAL	\$ -	\$ -	\$ -	\$ 1,713,336	\$ 1,713,336
SOURCE OF FUNDING:					
ENVIRONMENTAL SERVICES FUND				\$ 1,713,336	
				\$ 1,713,336	
COMMENTARY:					
The Sustainability and Environmental Management section was previously housed in section 41 - Solid Waste. Overall, this section operations decreased by 2%. The majority of the decrease is in personal services due to the sections reorganization. There is no capital for this section.					



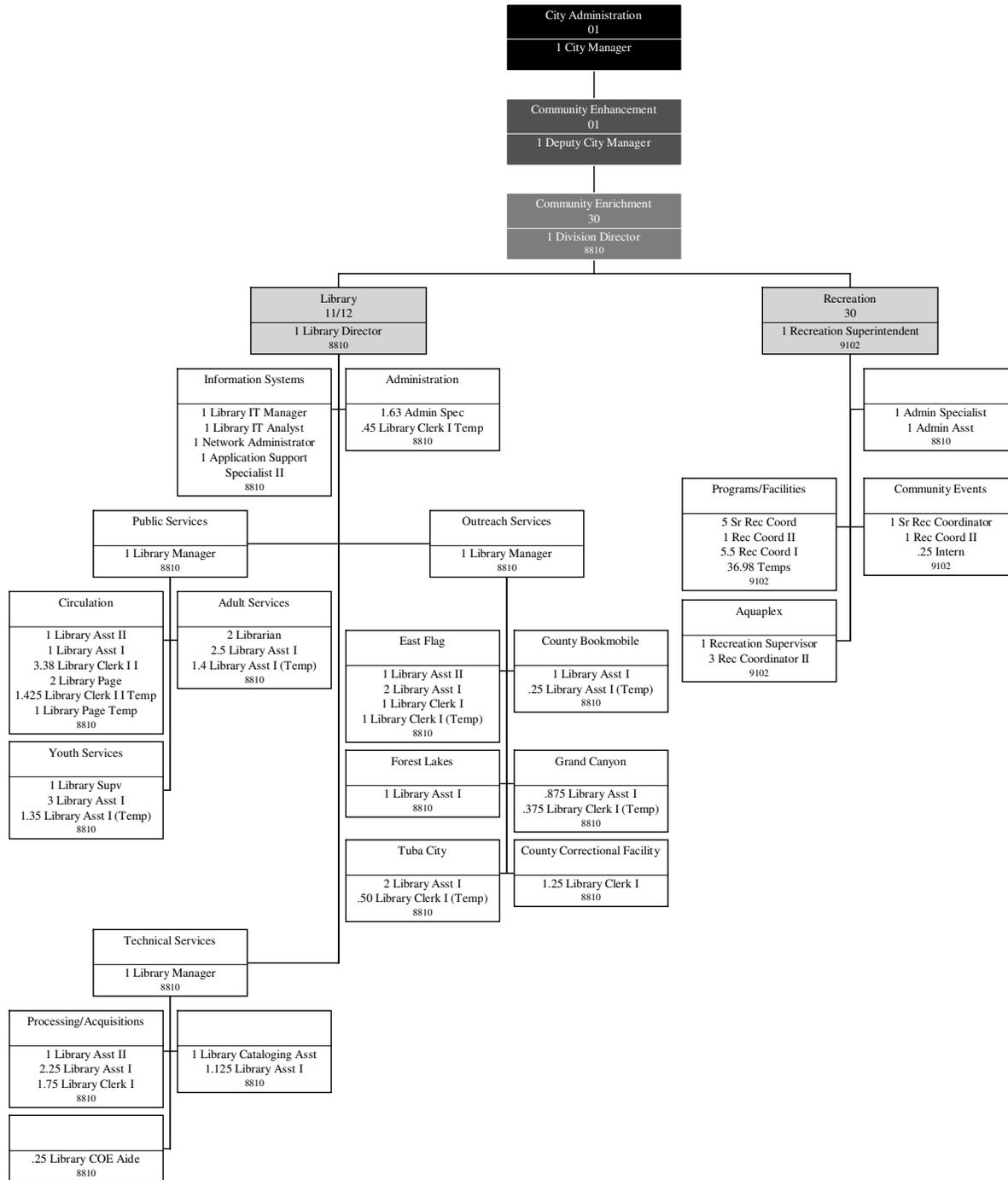
COMMUNITY ENRICHMENT DIVISION MISSION

The mission of the **Flagstaff City-Coconino County Pubic Library** is to enhance the quality of life for citizens by providing services, materials, programs, Internet access and electronic resources that will meet the diverse needs of adult and youth residents as well as tourists of Flagstaff and Coconino County.

The mission of **Recreation Services** is to enrich the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.



COMMUNITY ENRICHMENT



MISSION

The mission of the Flagstaff City Coconino County Public Library is to provide a supportive environment for the community, enhancing their quality of life through services, materials, programs, Internet access and electronic resources that meet the diverse needs of residents of all ages as well as visitors to Flagstaff and Coconino County.

PROGRAM DESCRIPTION

We support this mission by providing a user-friendly information and communication gateway for our patrons. The Library's print, electronic, and audio-visual collections support many areas of interest, including culture, business, education, literacy, entertainment, life-long learning, general and local history, genealogy, and government. The Library offers professional assistance in accessing information from a variety of sources and formats and provides Internet access and computers for public use. The Library also serves as a community center for the dissemination of ideas and the promotion of information literacy. We are dedicated to freedom of access for all while respecting established library policies.

FY 10 ACCOMPLISHMENTS

- ✓ Flagstaff Public Library was voted the Best Public Agency in 2009.
- ✓ Main and East Flagstaff Community (EFC) libraries broke past records on visitor counts, computer usage, and circulation.
- ✓ Received grants totaling over 78K.
- ✓ Purchased Early Literacy Stations for EFCL, Grand Canyon, Tuba City, Fredonia, & Williams Libraries.
- ✓ Promoted early literacy by creating preschool subject-specific book boxes and purchasing interactive learning materials and kits through Every Child Ready to Read grant.
- ✓ Gained access to several new databases (Mango Languages, Learning Express Library, Discover Spanish, and A to Z Maps).
- ✓ Increased Main library's bandwidth from 8 Mbps to 10 Mbps.

- ✓ Set up wireless internet at EFCL, Main, Grand Canyon, Fredonia, Tuba City, & Williams libraries.
- ✓ Worked with Facilities on a new parking area for the bookmobiles in the City Warehouse.
- ✓ Enhanced bookmobile programming to seniors and schools.
- ✓ Replaced servers at the Main library.
- ✓ Created wireless internet laptop workstations.
- ✓ Offered more computer classes to the public, including one on one tutorials.
- ✓ Expanded adult programs and services and offer an adult oriented program monthly.
- ✓ Expanded youth-oriented services, offering more between, teen, and early literacy programs.
- ✓ Implemented first 'green' summer reading program and created more community partnerships.
- ✓ Purchased self-check machines for Main, EFCL, and Page Library.
- ✓ Received Broadband Technologies grant for 30 new laptops and 12 new desktop computers.
- ✓ EFCL was selected as one of the first libraries in the nation to display the Harry Potter's World Exhibition.
- ✓ Page Library repaired roof & retiled bathroom.
- ✓ Page & Sedona moved to the Sirsi Dynix Symphony integrated library system.
- ✓ Sedona offered bilingual story times, computer classes and movies in Spanish.
- ✓ The Williams Library commissioned & completed a mural depicting local history.
- ✓ Upgraded catalog servers at Forest Lakes, Grand Canyon, Tuba City, Fredonia, and Williams Libraries.

FY 11 NEW INITIATIVES AND GOALS

- Create family oriented free library programs via grant funding.
- Increase bandwidth from 10 Mbps to 15 Mbps.
- Initiate cultural pass partnership between library and local cultural attractions.
- Modernize and improve the community room at Main.
- Provide more computers to the public to meet increasing need.
- Update library website to increase database usage and better promote Library services.
- Upgrade to the Sirsi Dynix Symphony ILS.

COMMUNITY ENRICHMENT SERVICES	SECTION 11/12	LIBRARY
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| <ul style="list-style-type: none"> ➤ Initiate the migration of the separate county library catalog databases onto one centralized catalog server. ➤ Install new carpeting at the Forest Lakes Library. ➤ Create an outdoor space for Wi-Fi users at the Grand Canyon Library. | <ul style="list-style-type: none"> ➤ Replace book drop receptacle at Tuba City Library. ➤ Install a self sign-up computer for internet access at the Williams Library. ➤ Create more efficient and ergonomic work spaces for volunteers and staff at Sedona. |
|--|---|

PERFORMANCE MEASURES

Council Priority: Family, Youth & Community

Goal: Provide positive opportunities for educational, cultural and leisure activities for all ages

Objective: Offer special programming for children, youth, adults & seniors

Type of Measure: Outcome & Output

Tool: Customer Surveys; patron feedback

Frequency: Daily, Monthly, Quarterly, Annually (ongoing)

Scoring: 90%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customer satisfaction with programs offered at the Library	NA	94%	95%	99%
Number of programs offered	908	1037	1014	1025
Number of participants in programs	24,866	23,643	25,044	26,045

Council Priority: Family, Youth & Community

Goal: Provide exceptional customer service

Objective: To meet the informational needs, requests and desires of library patrons

Type of Measure: Outcome

Tool: Customer Surveys, customer questions and feedback, number of people utilizing the library and its resources

Frequency: Daily, Monthly, Quarterly, Annually (ongoing)

Scoring: 95%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customers pleased with their Library experience	NA	96%	98%	99%

COMMUNITY ENRICHMENT SERVICES

SECTION 11

LIBRARY

Council Priority: Family, Youth, & Community

Goal: Provide access to computers and a wide variety of materials to enhance the quality of life for the community

Objective: Select, acquire, prepare, and maintain quality resources in different formats for use by the public

Type of Measure: Outcome

Tool: Surveys, Customer Feedback

Frequency: Daily, Weekly, Quarterly, Annually (ongoing)

Scoring: 95%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customers believe that having access to library resources enhances their quality of life	NA	95%	97%	99%

SECTION: 11-LIBRARY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,471,105	\$ 2,490,311	\$ 2,514,689	\$ 2,438,641	\$ (51,670)
CONTRACTUAL	494,088	467,979	459,629	477,172	9,193
COMMODITIES	554,409	823,487	678,978	832,327	8,840
CAPITAL	3,150	-	-	-	-
TOTAL	\$ 3,522,752	\$ 3,781,777	\$ 3,653,296	\$ 3,748,140	\$ (33,637)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 513,397	\$ 467,409	\$ 465,053	\$ 437,725	\$ (29,684)
TECHNICAL SERVICES	749,078	762,404	766,171	759,951	(2,453)
PUBLIC SERVICES	1,406,834	1,547,000	1,362,599	1,547,701	701
COUNTY JAIL	67,130	69,655	69,655	70,023	368
COUNTY BOOKMOBILE	67,320	86,016	86,019	86,244	228
FOREST LAKES LIBRARY	57,552	92,019	92,019	92,296	277
TUBA CITY LIBRARY	170,479	229,348	229,348	229,907	559
SUPAI LIBRARY	2,222	15,500	15,500	15,500	-
EAST FLAGSTAFF LIBRARY	401,613	387,022	441,528	382,387	(4,635)
OUTREACH	388	1,850	1,850	1,450	(400)
GRAND CANYON	69,857	105,229	105,229	105,456	227
MAIN LIBRARY AUTOMATION	16,897	18,325	18,325	19,500	1,175
EAST FLAG COMMUNITY LIB	(15)	-	-	-	-
TOTAL	\$ 3,522,752	\$ 3,781,777	\$ 3,653,296	\$ 3,748,140	\$ (33,637)
SOURCE OF FUNDING:					
LIBRARY FUND				\$ 3,748,140	
				\$ 3,748,140	
COMMENTARY:					
The Library operating fund has decreased 2% with no capital expenditures. Personal Services decreases are due to reductions in Public Services that include a shift in regular to temporary wages, a decrease in General Administration temporary wages, and savings from staff retirement. Contractual increases are due to increases in maintenance and utilities. Commodities increases represent increases in circulated materials and office equipment. One-time commodities expenses are for internal work order charges, and computer equipment. There is no major capital (>\$10,000) for this section.					

**COMMUNITY ENRICHMENT
SERVICES**

SECTION 12

LIBRARY GRANTS

SECTION: 12-LIBRARY GRANTS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 86,294	\$ 139,882	\$ 139,882	\$ 136,551	\$ (3,331)
CONTRACTUAL	849,607	3,118,634	1,035,427	2,812,511	(306,123)
COMMODITIES	134,911	147,200	210,896	481,914	334,714
TOTAL	\$ 1,070,812	\$ 3,405,716	\$ 1,386,205	\$ 3,430,976	\$ 25,260
EXPENDITURES BY PROGRAM:					
COUNTY WIDE PROJECTS	\$ 1,011,770	\$ 3,380,716	\$ 1,290,716	\$ 3,356,762	\$ (23,954)
C.O.O.L.	4,643	-	-	-	-
TELEPHONE DIRECTORY PRES	8,595	-	624	-	-
BRANCH OUT W LIBRARY	12,058	-	31	-	-
CHILDREN L.O.V.E.	8,748	-	23,912	-	-
STATE GRANT IN AID 08-09	24,998	-	-	-	-
FY 10 STATE GRANT IN AID	-	25,000	25,000	-	(25,000)
YOUTH SERVICES GRANT	-	-	1,786	49,214	49,214
EDGAR ALLAN POE GRANT	-	-	400	-	-
EVERY CHILD READY TO READ	-	-	12,387	-	-
READING STIMULAS	-	-	26,549	-	-
LEARNING LECTURES	-	-	1,000	-	-
BOOKMOBILE ENRICHMENT	-	-	3,800	-	-
FY 11 STATE GRANT IN AID	-	-	-	25,000	25,000
TOTAL	\$ 1,070,812	\$ 3,405,716	\$ 1,386,205	\$ 3,430,976	\$ 25,260
SOURCE OF FUNDING:					
	LIBRARY FUND			\$ 3,430,976	
				\$ 3,430,976	

MISSION

Recreation Services enriches the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of the Flagstaff Aquaplex, the Thorpe Park Community and Senior Center, the Jay Lively Ice Arena, Flagstaff Recreation Center, Cogdill Recreation Center, and numerous sports fields. Special community events and use permits are coordinated for organizations and individuals; recreational activities and classes are programmed for all ages and abilities, and sports are facilitated for both youth and adults. All Recreation administrative functions and master plan management are also budgeted in this section.

FY 10 ACCOMPLISHMENTS

- ✓ Met cost recovery directives for the Flagstaff Aquaplex, while increasing programs, services, rentals, and pass holder sales.
- ✓ The Aquaplex received the ARPA Outstanding Facility Award in the State of Arizona.
- ✓ 23 new programs and classes were introduced at the Flagstaff Aquaplex.
- ✓ Created an Inclement Weather Policy for the Aquaplex pool
- ✓ Recreation Services participated in "Drowning Impact Awareness Month"
- ✓ Jay Lively Activity Center has extended the available ice to 12 months (compared to 10 months in the past)
- ✓ The Youth Commission was re-organized to an Advisory Committee to allow more youth to participate.
- ✓ Recreation Superintendent as an active board member of ASCOT (Arizona State Commission on Trails) put on a trails workshop in Flagstaff with over 100 participants in attendance.
- ✓ Initiated steps in creation of a new Parks and Recreation and Open Space Master Plan.

- ✓ Recreation Services hosted the Capitol Christmas tree at the Aquaplex.
- ✓ Active contributors to Family, Youth and Community Cabinet, FUTS and Open Space Cabinet, Snowplay Committee, and the 4th of July Celebration Committee.
- ✓ Contributors and played a major role facilitating public forums regarding the Regional Plan Update.
- ✓ The Recreation Superintendent was appointed the Staff Liaison to the Open Space Commission.
- ✓ Increased the number of special event permits issued to outside groups and organizations from 244 in FY08 to 314 in FY09.
- ✓ Implemented a new special event permit packet and new fee structure.
- ✓ Adult sports experienced significant growth in participation (basketball 25% and softball 15% or 360 teams).
- ✓ Flagstaff Recreation Center implemented a new program "Night Court" in partnership with FPD & CASA where teens play basketball once a month against FPD Officers.
- ✓ Thorpe Park Community and Senior Center increased Senior Olympics participation by 20% and introduced Archery and Table Tennis to the event.
- ✓ Thorpe Park Community and Senior Center implemented new volunteer and staff led classes including; Wii Bowling, Introduction to Spanish, Senior Aerobics and Beginning Bridge.
- ✓ Cogdill delivered over 250 gift bags and toys to local neighborhoods during their Holiday Gift Bag Extravaganza.

FY 11 NEW INITIATIVES AND GOALS

- Improve all marketing efforts to reach the greater Flagstaff community.
- Continue to expand the volunteer base and community partnerships to offer low cost/high quality programming.
- Coordinate efforts to rebuild Jay Lively Activity Center in a timely manner and ensure ice is available to the public as soon as possible.
- Meet or exceed cost recovery directives for the Flagstaff Aquaplex.
- Work with the Library to offer dynamic and quality "collaborative" programs.

COMMUNITY ENRICHMENT SERVICES	SECTION 30	RECREATION SERVICES
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- | | |
|--|---|
| <ul style="list-style-type: none"> ➤ Maintain high level of customer satisfaction in a challenging economic climate. ➤ Offer a wide variety of high quality programming to the entire community at low or no cost. ➤ Increase revenue through great number of facility rentals. | <ul style="list-style-type: none"> ➤ Enhance existing programs and implement new programs through community partners and sponsorships. |
|--|---|

PERFORMANCE MEASURES

Council Priority: Family, Youth & Community

Goal: Superior customer service in the delivery of recreational programs and services

Objective: Professional, knowledgeable, outgoing, and friendly staff

Type of Measure: Process Outcome (new measure)

Tool: Customer comment cards & feedback (weighted at 30%), Program surveys (weighted at 40%), Direct staff observations (weighted at 10%), and staff performance evaluations (weighted at 20%).

Frequency: Daily, Monthly, Quarterly & Yearly

Scoring: 90%

Trend: ↑

	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Measures: Target rating of 100% of staff assistance and performance rated good or excellent by customers.	Not available	75%	85%	90%

Council Priority: Family, Youth & Community

Goal: Customer satisfaction with programs & services

Objective: Provide quality recreation programs and services that create positive leisure experiences for all participants

Type of Measure: Program Outcome

Tool: City of Flagstaff Citizen Survey, customer feedback, program surveys

Frequency: Daily, Monthly, Quarterly & Yearly

Scoring: 90%

Trend: ↑

	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Measures: Results of the culmination of participant surveys, with a Target rating of 90% of the overall experience rated good or excellent – target is also impacted by high percentage of respondents unfamiliar with the service.	Not available	65%	87%	90%

COMMUNITY ENRICHMENT SERVICES	SECTION 30	RECREATION SERVICES
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Council Priority: Fiscal Health

Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs

- Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives
- Prior to FY2010 cost recovery of youth and adult programming was not assessed separately

Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.

Type of Measure: Outcome

Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports

Frequency: Quarterly, Annually

Scoring: 85%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Targeted cost recovery of 100% of adult programs following established philosophy.	Not available	50%	85%	90%

Council Priority: Fiscal Health

Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs

(Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives)

Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.

Type of Measure: Outcome

Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports

Frequency: Quarterly, Annually

Scoring: 75%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Targeted cost recovery of 50% for youth programs following established philosophy.	Not available	50%	65%	75%

Council Priority: Fiscal Health

Goal: Fiscal Accountability – Flagstaff Aquaplex

Objective: Adequate revenue generated to meet cost recovery expectations

Type of Measure: Outcome

Tool: Monthly Budget Reports

Frequency: Quarterly, Annually

Scoring: 90%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Annual Cost Recovery Rate between 50% - 70%	Not available	Not available	65%	70%

COMMUNITY ENRICHMENT SERVICES	SECTION 30	RECREATION SERVICES
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Council Priority: Family ,Youth and Community

Goal: Expand community wide events for residents and visitors.

Objective: Increase attendance at signature community event via expanded marketing and innovative programming.

Type of Measure: Process outcome (new measure)

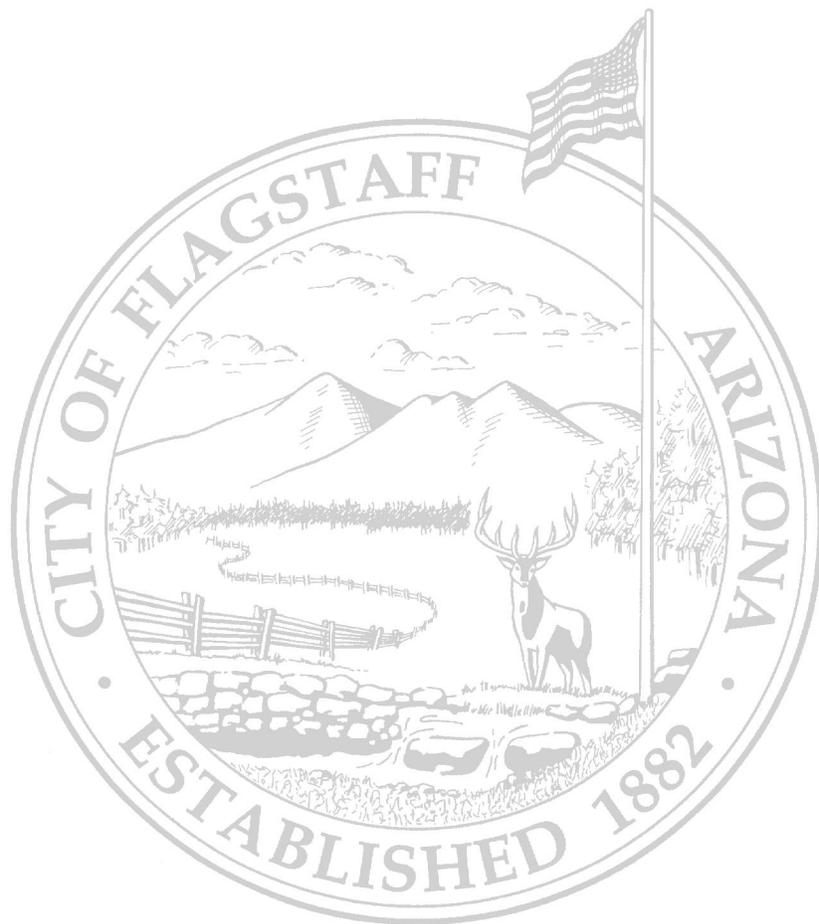
Tool: Direct staff observation, tracking via participant clicker device, and vendor surveys.

Frequency: Quarterly, Annually

Scoring: 90%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Participation growth	Not available	Not available	20%	Additional 10%

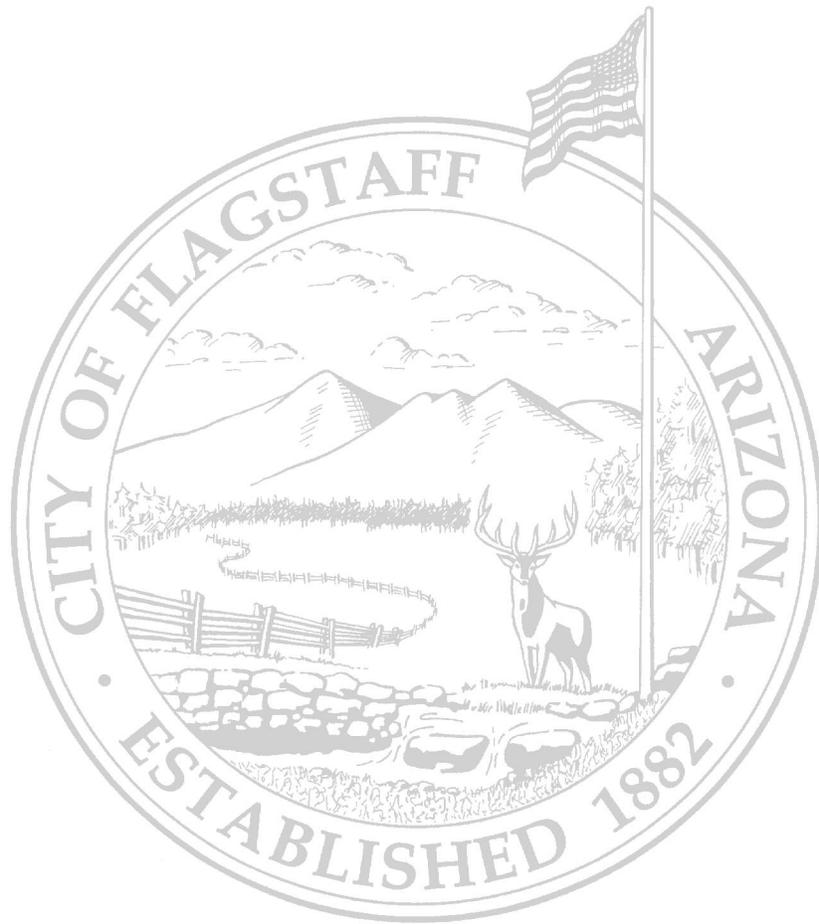


**COMMUNITY ENRICHMENT
SERVICES**

SECTION 30

RECREATION SERVICES

SECTION:		30-RECREATION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,042,726	\$ 1,919,999	\$ 1,914,893	\$ 1,951,123	\$ 31,124
CONTRACTUAL	831,524	934,668	910,595	887,028	(47,640)
COMMODITIES	376,512	345,068	358,358	362,008	16,940
CAPITAL	150,780	15,000	500,000	3,530,000	3,515,000
TOTAL	\$ 3,401,542	\$ 3,214,735	\$ 3,683,846	\$ 6,730,159	\$ 3,515,424
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 585,854	\$ 478,424	\$ 500,374	\$ 488,453	\$ 10,029
ATHLETIC PROGRAMS	255,958	232,569	234,335	241,529	8,960.00
PARKS & RECR COMMISSION	83	-	-	-	-
AQUATICS	140,811	-	599	-	-
MURDOCK CENTER	929	-	-	-	-
FLAGSTAFF RECREATION CENTER	326,821	231,629	235,560	237,505	5,876.00
THORPE PARK COMM/SEN CENTER	241,164	212,991	213,953	193,437	(19,554.00)
COGDILL CENTER	225,013	208,565	210,565	196,213	(12,352.00)
YOUTH COMMISSION	5,748	5,435	5,435	5,380	(55.00)
JAY LIVELY ACTIVITY CENTER	409,081	419,971	401,883	434,630	14,659.00
COMMUNITY SERVICES/EVENTS	93,458	100,708	88,818	89,396	(11,312.00)
AFTER SCHOOL ANCHOR PROGRAMS	112	-	-	-	-
RECREATION GRANTS	611	-	-	-	-
DISASTER RECOVERY	-	-	208	-	-
AQUAPLEX	1,115,546	1,324,443	1,256,836	1,308,336	(16,107.00)
APS - GREENSAK BAGS GRANT	353	-	-	-	-
AQUAPLEX-CAPITAL LEASES	-	-	35,280	35,280	35,280.00
JAY LIVELY SNOW DISASTER	-	-	500,000	3,500,000	3,500,000.00
TOTAL	\$ 3,401,542	\$ 3,214,735	\$ 3,683,846	\$ 6,730,159	\$ 15,424
SOURCE OF FUNDING:					
GENERAL FUND				\$ 6,730,159	
				\$ 6,730,159	
COMMENTARY:					
<p>The Recreation operating budget has increased less than 1% and have capital expenditures of \$3,530,000. Personal Services increase is due to moving prior year contractual cost to temp personnel. In addition, there are benefit increases. Contractual and commodities changes are due to reallocating expense from contractual to personal services and commodities. Major capital (>\$10,000) expenditures include \$30,000 for general building improvements at the ice rink (\$15,000 is carryover from prior year) and \$3,500,000 for the ice rink reconstruction and improvements. For the entire \$4 million over the two year period, \$2 million is expected to come from insurance proceeds due to the collapsed roof during the January snow storm and the other \$2 million is expected to be funded with contributions for improvements or expansion.</p>					



ECONOMIC VITALITY DIVISION MISSION

The mission of the **Community Investment Section** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

The **Airport Section** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

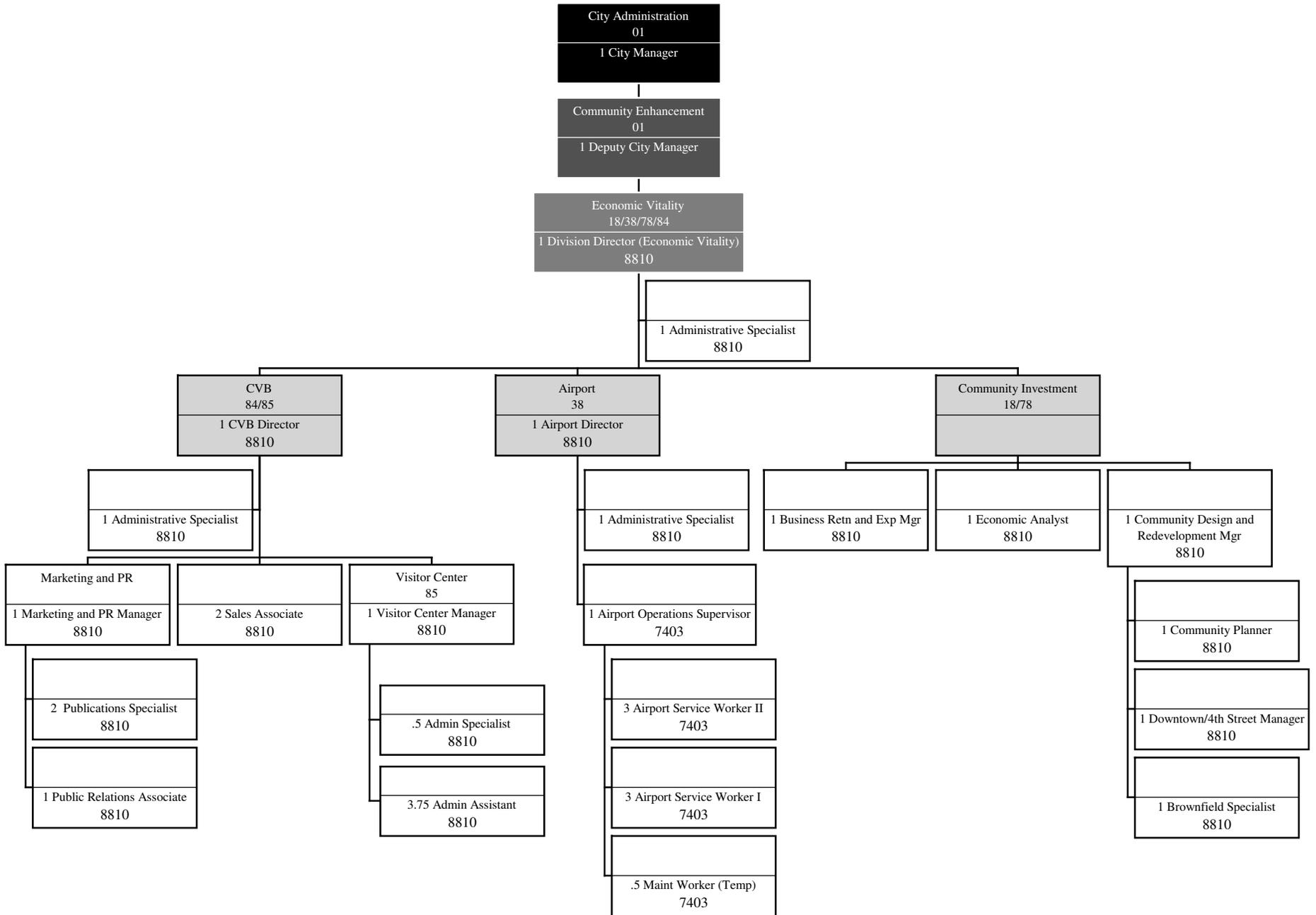
The mission of **The Arts and Science Section** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

The mission of **Beautification General Administration** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the sense of place, both the built and natural environment, of Flagstaff.

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

The mission of **Visitor Services** is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits and length of stay to Flagstaff.

ECONOMIC VITALITY



ECONOMIC DEVELOPMENT

Includes 1801 (Community Investment General Administration), 78 (Business Retention and Expansion and Business Attraction)

MISSION

Retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

PROGRAM DESCRIPTION

Promote sustainable retail, commercial, and industrial development that enhances high wage/low impact employment and increases revenues by providing support, analysis and programs for businesses; developing and cultivating infrastructure that preserves quality of life and allows access to intellectual resources; and, developing connections between businesses, people, and the organizations that can help take them to the next level.

FY 10 ACCOMPLISHMENTS

- ✓ Assisted Southwest Windpower in the retention of their base operations in Flagstaff; and, provided workforce training opportunities.
- ✓ Worked with Prent Corporation to retain their facility in Flagstaff preserving more than 100 jobs.
- ✓ Nestle-Purina entered GPLET Agreement in 2003 with total FTE's at 176 and an average wage of \$48,323. As of CY09, they now employ 225 FTE's at an average wage of \$63,253.
- ✓ Completed GPLET agreement with the Orpheum Theater enhancing the vibrancy of the downtown retail/entertainment core.
- ✓ Added new Volkswagen dealership to the Flagstaff Auto Park.
- ✓ Hired commercial real estate marketing organization to actively market and recruit new dealers for the Flagstaff Auto Park.
- ✓ Revised the University to Business Connection program with NAU's College of Engineering and W.A. Franke College of Business to align the program with the University's academic year and take advantage of the Capstone project process.

- ✓ Established new client for University to Business program.
- ✓ Commenced construction of the Lumberyard Taproom and Grille at the former Copeland Lumber building resulting in a \$2.6 million investment and 36 new FTE jobs.
- ✓ Identified and commenced interviews with over 90 business for the B3 (Building Bridges to Business) Program.
- ✓ Provided support and over 10 referrals to the Northern Arizona Center for Emerging Technologies (NACET).
- ✓ Facilitated USGS expansion on McMillan Mesa.
- ✓ Facilitated assignment of the lease with the developer for approximately 200,000 square feet of commercial space for the Science and Technology Park on McMillan Mesa.
- ✓ Conducted "Listening Tour" with key economic development stakeholders to gain a greater understanding of the needs, abilities and resources to revitalize the City's economic development program.
- ✓ Revised Economic Development collateral materials and included the "Live, Work, Play" brand in new brochures and rack cards.
- ✓ Completed rework of the CityofInnovation.com website, highlighting the community's advances in the sciences, renewable energy, and medical device manufacturing.
- ✓ Expanded FlagstaffProspector.com by adding the participation of 20 commercial brokers and/or property owners, as well as Google Streets and enhanced demographic information.
- ✓ Completed Retail Analysis and presented results to community stakeholders and targeted companies at the International Council of Shopping Centers trade shows in Las Vegas and San Diego.
- ✓ Promoted Flagstaff at the Medical Device & Manufacturing trade show and Solar International trade show, as part of a coordinated statewide effort.
- ✓ Developed partnership with Greater Phoenix Economic Council (GPEC), Tucson Regional Economic Organization (TREGO) and Greater Yuma Economic Corporation (GYEC) for targeted business attraction program.

- ✓ Conducted a wage study comparing Flagstaff to 12 other communities in the Southwest region and presented results to stakeholders.
- ✓ Worked with Sustainable Economic Development Initiative (SEDI) to measure economic sustainability and assisted in the development of a business plan for the proposed Workforce Training Center.

FY 11 NEW INITIATIVES AND GOALS

- Broaden business retention and expansion efforts by conducting interviews with over 50 businesses and documenting critical performance standards by utilizing B3 as a data management tool to gauge economic activity and foster relationships between the City and local industry.
 - Attend Medical Device & Manufacturing and Solar International trade shows to attract businesses that complement existing companies in an effort to build a transferrable workforce.
 - Establish an additional company for the University to Business program.
 - Build upon our community partnerships to identify and target needed workforce development programs.
 - Develop additional employee recruiting materials that feature Flagstaff as an ideal place to live, work and play.
 - Expand the "Business Toolbox" on the City of Innovation website to provide all necessary information and links to starting, relocating, or expanding a business in Flagstaff.
 - Develop a database and collaborative marketing materials that identifies federal, state and local incentive programs available to businesses.
 - Utilize enhanced demographic data to target compatible retail opportunities for various developments including Mall and Marketplace, Aspen Place and Mountain View Village.
 - Lead the development process for the USGS expansion at McMillan Mesa.
 - Work with NACET on facility expansion with the goal of making leasable space sustainable.
 - Increase interest and awareness of the Airport Business Park and secure at least one ground lease.
 - Market Auto Park to secure dealers and provide signage enhancements to improve dealer exposure.
 - Continue our relationship with the statewide alliance (GPEC, TREO, GYEC) for targeted business attraction and meeting with a minimum of 10 companies interested in relocating to Northern Arizona.
 - Implement Economic Development Coordinating Council as a result of the "Listening Tour" to further enhance the economic development community wide effort.
 - Develop a baseline of primary sector economic activity in the greater Flagstaff region whereby overall industrial expansion or contraction can be measured.
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ECONOMIC VITALITY	SECTION 18/78	COMMUNITY INVESTMENT
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PERFORMANCE MEASURES

Council Priority: Community Sustainability

Goal: Create an environment that retains and expands local businesses in Flagstaff.

Objective: Monitor health of businesses in the community and provide tools and programs for existing businesses to improve their performance.

Type of Measure: Program outcome

Tools: Trend analysis through B3, City and State incentive programs, staff advocacy, workforce development tools, and other business performance programs.

Frequency: Regular contact via phone, email, and in-person business visits, CityofInnovation.com updates, Quarterly e-newsletter.

Scoring: Retaining 95% of Flagstaff’s major employers (75 or more employees).

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Local businesses retained and/or expanded	N/A	N/A	100%	95%

Council Priority: Fiscal Health and Community Sustainability

Goal: Create an environment that is attractive to high wage/low impact companies.

Objective: Market aggressively to targeted sectors and utilize incentive policies.

Type of Measure: Policy/Program outcome

Tools: Statewide Alliance, Arizona Department of Commerce, CityofInnovation.com, FlagstaffProspector.com, trade shows, advertising and other marketing pieces, and generating appropriate leads through existing companies.

Frequency: Regular meetings with existing companies, planned trade shows, ongoing web site updates and quarterly e-newsletter.

Scoring: Respond to 100% of appropriate leads through/from Arizona Department of Commerce, site locators, and existing companies.

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Respond to appropriate new business leads	N/A	N/A	100%	100%
Percentage of total commercial listings on Prospector site	N/A	N/A	75%	85%

Council Priority: Fiscal Health and Community Sustainability

Goal: Sustain existing development projects

Objective: Facilitate and support existing developments, developers, leasing agents, and funders by providing assistance in locating appropriate tenants and helping to navigate the DRB process.

Type of Measure: Program Outcome

Tool: FlagstaffProspector.com, Development Review Process, LDC, Regional Plan, Incentive Policies, Retail Analysis and other data research

Frequency: Quarterly e-newsletter to site location firms, regular business meetings, annual ICSC attendance.

Scoring: Based on Economic Development staff contacts from committed projects/tenants, 80% of viable developments and signed leases transitioned to DRB process.

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
Transition viable projects to DRB process	N/A	N/A	80%	80%
Number of current listings on Prospector site	N/A	N/A	75%	85%

COMMUNITY DESIGN & REDEVELOPMENT

Includes 1807 (Community Design), 1815 (Brownfield Land Recycling Program), 71 (Arts and Science), and 73 (Beautification General Administration)

MISSION

The Community Design and Redevelopment Program creates, enhances, and preserves the sense of place, the built and natural environment, and the cultural heritage of Flagstaff by implementing the community's vision for character and design, the environment, resources, and economic sustainability.

PROGRAM DESCRIPTION

The Community Design and Redevelopment Program is accomplished through a series of programs described as follows:

Arts and Sciences – This program involves the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff. Program staff works with the Beautification and Public Art Commission for public art and with Flagstaff Cultural Partners for support of local arts, science, and cultural activities and projects.

Community Design – This program generates and executes beautification projects, as well as provides demonstrative design work for economic development, the Design Review Board, heritage preservation, capital improvements, and other internal and external customers. Program staff works with the Beautification and Public Art Commission for beautification projects.

Design Review – Program staff serves as a member of the Design Review Board, providing design review, comments, and conditions to assure that public and private development is consistent with the community's vision and meets design and aesthetic standards.

Heritage Preservation – Sustaining heritage and cultural resources, through preservation and re-use, is the focus of this program. Work includes inventories, landmark and historic district formation and maintenance, design review, and impact analysis. Program staff works with the Historic Preservation Commission on heritage preservation efforts.

Redevelopment – This program facilitates infill, redevelopment, revitalization, and preservation within targeted areas through policy development, planning, infrastructure development, and other community investment projects. Program staff also assists property owners and developers with planning, design, and permit processing.

Brownfields – The Brownfield Land Recycling Program is dedicated to revitalization of abandoned, idle, or underused commercial and industrial properties with real or perceived environmental contamination. Program staff assists property owners and developers by providing technical assistance, grants, and resource information for site assessment, clean-up, and redevelopment.

FY 10 ACCOMPLISHMENTS

- ✓ Installed outdoor public art notably a new community mural on Summit Street and the PAWS (Mountain Lion) Project.
- ✓ Installed various forms of indoor public art in four municipal facilities.
- ✓ Installed water-wise and aesthetic median landscaping along U.S. 89.
- ✓ Landscaped parcel at Milton and Clay Avenues as a neighborhood beautification project.
- ✓ Worked with staff and Walmart on design of supercenter to meet design standards.
- ✓ Approved second floor addition, two-story outbuilding, and other projects in Townsite Historic District.
- ✓ Listed Southside Historic District on the National Register of Historic Places.
- ✓ Completed painting for preservation and aesthetic maintenance of "Two Spot" the train.
- ✓ Completed CBD Parking Study and 2009 Concept Downtown Management Plan.
- ✓ Completed conceptual plans for the redevelopment of Fourth Street public realm.
- ✓ Initiated process, including stakeholder outreach, for update of redevelopment and infill policies and plans.

- ✓ Completed grant funded Brownfield Assessment Program and received additional grant for second program area.
- ✓ Completed grant funded Brownfield Sensitivity Map within GIS for planning purposes. Completed grant funded redevelopment plan and clean-up of Phoenix Avenue Brownfield.

- Continue to provide design assistance and excellent customer service in design review.
- Integrate heritage preservation into the Land Development Code.
- Develop final Downtown Management Plan and form merchant district.
- Seek capital for Fourth Street improvements, with possible formation of a merchant district.
- Present for Council consideration, redevelopment and infill policy and plan options, including Brownfield opportunities.
- Integrate Brownfields knowledge into project review information through GIS database.
- Expand program opportunities by identifying and securing Brownfield clean-up funding sources.

FY 11 NEW INITIATIVES AND GOALS

- Install significant public art piece (i.e. King's House Mural).
- Install new streetscape on Beaver and San Francisco Streets (Southside).
- Install water-wise and aesthetic median landscaping along Beulah and Woodlands Village Blvd.

PERFORMANCE MEASURES

Council Priority: Family, Youth, and Community, Community Sustainability, and Fiscal Health

Goal: Improve citizens' quality of life, protect our natural and built environment, and utilize our resources efficiently by stimulating redevelopment and infill.

Objective: Facilitate the stakeholder development of sustainable strategies for resource and operational management for Downtown and East Flagstaff.

Type of Measure: Outcome

Tool: Survey seeking stakeholder satisfaction with process, timeliness, and output.

Frequency: Quarterly

Scoring: Percent satisfaction.

Trend: ← →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Stakeholder satisfaction with facilitation and strategy development.	N/A	N/A	80%	80%

ECONOMIC VITALITY	SECTION 18/71/73	COMMUNITY INVESTMENT
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Council Priority: Public Safety, Family, Youth, and Community, Community Sustainability

Goal: Remove existing environmental hazards, improve citizens' quality of life, and protect our natural and built environment, by assisting in the clean-up of contaminated properties.

Objective: Continue to provide community education, funding, and technical assistance for the identification, assessment, and clean-up of Brownfields.

Type of Measure: Output

Tool: Monitoring outcome.

Frequency: Annual

Scoring: Count

Trend: ← →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of customer properties with clean-up completed or determined to not be required.	N/A	N/A	5	5

Council Priority: Family, Youth, and Community

Goal: Improve citizens' quality of life through the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff.

Objective: Tangible, accessible preservation or enhancement programs or works in beautification, art, sciences, or cultural arts.

Type of Measure: Output

Tool: Monitoring outcome.

Frequency: Quarterly

Scoring: Count.

Trend: ← →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of programs or works	N/A	32	32	32

ECONOMIC VITALITY

SECTION 18

COMMUNITY INVESTMENT

SECTION: 18-COMMUNITY INVESTMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 776,820	\$ 411,082	\$ 251,919	\$ 283,593	\$ (127,489)
CONTRACTUAL	35,576	53,514	156,267	306,714	253,200
COMMODITIES	13,445	12,963	9,512	15,788	2,825
TOTAL	\$ 825,841	\$ 477,559	\$ 417,698	\$ 606,095	\$ 128,536
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 320,236	\$ 314,620	\$ 159,920	\$ 188,857	\$ (125,763)
COMMUNITY DESIGN	192,276	68,505	65,805	66,555	(1,950)
REINVEST AND ECONOMIC DEV	41,706	4,330	2,451	-	(4,330)
HOUSING	178,960	-	-	-	-
COMMISSIONS	-	400	-	-	(400)
LAND TRUST PROGRAM	92,663	-	-	-	-
BROWNFIELDS	-	89,704	78,905	89,992	288
BROWNFIELDS	-	-	102,117	-	-
RT 66 CREOSOTE PIT SITE	-	-	8,500	118,400	118,400
GREATER SUNNYSIDE REDEV	-	-	-	142,291	142,291
TOTAL	\$ 825,841	\$ 477,559	\$ 417,698	\$ 606,095	\$ 128,536
SOURCE OF FUNDING:					
GENERAL FUND				\$ 295,749	
LIBRARY FUND				37,938	
HIGHWAY USER REVENUE FUND				36,623	
TRANSPORTATION FUND				38,240	
WATER AND WASTEWATER FUND				105,675	
STORMWATER FUND				5,436	
AIRPORT FUND				10,849	
ENVIRONMENTAL SERVICES FUND				75,585	
				\$ 606,095	
COMMENTARY:					
<p>The Community Investment operating budget has increased 27% as a result of two grants being approved. There are no capital expenditures. Personal Services decreases are from eliminating the Community Investment Director (1.0 FTE). Contractual & Commodities increases are due to the grant funded projects. There are no major capital (>\$10,000) expenditures or one time expenditures planned for this section.</p>					

SECTION: 78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 110,119	\$ 198,148	\$ 162,323	\$ 185,289	\$ (12,859)
CONTRACTUAL	509,895	751,331	587,204	769,290	17,959
COMMODITIES	9,659	38,390	16,602	15,055	(23,335)
TOTAL	\$ 629,673	\$ 987,869	\$ 766,129	\$ 969,634	\$ (18,235)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 110,416	\$ 62,622	\$ 78,871	\$ 59,742	\$ (2,880)
INCUBATOR PROGRAM	286,981	311,800	309,938	313,201	1,401
MARKETING	60,563	-	1	-	-
CONTRIBUTIONS	106,275	74,400	74,400	114,400	40,000
PARTNERSHIP TRAINING	62,213	-	300	-	-
BUS RETENTION & EXPANSION	-	161,942	108,217	122,492	(39,450)
BUSINESS ATTRACTION	-	113,865	84,865	105,621	(8,244)
REDI GRANT	3,225	-	-	-	-
DEBT SERVICE	-	263,240	109,537	254,178	(9,062)
TOTAL	\$ 629,673	\$ 987,869	\$ 766,129	\$ 969,634	\$ (18,235)
SOURCE OF FUNDING:					
ECONOMIC DEVELOPMENT FUND				\$ 969,634	
				\$ 969,634	
COMMENTARY:					
The Economic Development overall budget has decreased 2% and there are no capital expenditures budgeted. Reductions in budgeted expenditures include the areas memberships, travel, lodging & meals, work order charges, and promotional materials. The Contributions Program was increased for the Coordinating Council. Personnel Services reductions were due to the reclassification of the Business Retention & Expansion Manager position.					

MISSION

The Airport Section is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

PROGRAM DESCRIPTION

The Airport Section operates and maintains Flagstaff Pulliam Airport. The Airport is certificated as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the section include administration, safety, operation, and maintenance of all buildings, pavements and airfield lighting with federal mandates to provide aircraft rescue/firefighting, medical first response and area security. Certain segments of passenger and terminal security are also Airport responsibilities as outlined in Department of Homeland Security (DHS) and Transportation Security Administration (TSA) directives. Other services are provided through lease agreements with the direct service providers (i.e., airlines, car rental agencies, fixed base operator and other concessionaires). The Airport Section is also partnering with the Economic Development staff to expand development of the Airport Business Park.

FY 10 ACCOMPLISHMENTS

- ✓ Gained FAA approval and worked with Mesa Air as they introduced regional jet service to Flagstaff
- ✓ Successfully worked with FAA airspace planners to publish four additional instrument approaches to FLG's two runways
- ✓ Helped Community Investment reach agreement with FedEx to construct and occupy their large airpark ground sorting facility

- ✓ Enjoyed another discrepancy-free annual FAA Certification and Safety Inspection
- ✓ Recognized as Arizona's 2009 Airport of the Year by the state's Aeronautics Division
- ✓ Selected for the FAA Western-Pacific Region 2009 Safety Award in competition with airports from Arizona, Nevada, California and Hawaii
- ✓ Set new airport records for total commercial enplanements (68,296 passengers) and flight cancellation reductions; a remarkably low 2.4%
- ✓ Successfully negotiated with Horizon Air to extend their commercial contract with FLG for an additional two years
- ✓ Hosted a hugely successful 2009 Armed Forces Day Open House

FY 11 NEW INITIATIVES AND GOALS

- Continue to meet passenger air travel needs for both reliability and choice using at least two different air carriers
- Seek opportunities to expand Flagstaff's air service direct destination choices, especially to the north and/or east
- Seek additional Business Park revenue and employment opportunities through new business lease agreements
- Streamline airport operations and maintenance costs to preserve budget dollars
- Continue to enhance airport snow removal capability to minimize both the number and length of runway closures during snow events
- Maintain full occupancy of airport general aviation hangar and shade storage facilities to maximize aircraft storage revenues
- Plan and host a third annual no-fee airport open house to increase community awareness of their airport's capabilities, functions and equipment

PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services

Goal: Ensure all of the airport’s operational and facility tasks function in concert to promote and support reliable commercial air travel.

Objective: Reduce commercial flight cancellations through effective runway and taxiway maintenance, timely snow removal operations and regular maintenance of airfield navigation aids.

Type of Measure: Program Outcome

Tool: Air carrier flight activity and landing reports, daily operations inspection logs, published Notices to Airmen and passenger feedback.

Frequency: Monthly

Scoring: 5% or less cancelled – Progressing, average. 5+ to 7% cancelled – Caution, warning. More than 7% cancelled, Need to review, discuss.

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of scheduled commercial flights cancelled	5.1%	2.4%	2.5%	3.0%

Council Priority: Community Sustainability

Goal: Provide a safe and secure environment where air passengers have multiple travel destination choices at affordable prices.

Objective: Grow commercial air travel to and from Flagstaff in the form of increased enplanements.

Type of Measure: Program Effectiveness

Tool: Air carrier flight activity and landing reports, passenger comment cards, CVB, Visitor Center and Chamber of Commerce feedback.

Frequency: Measured monthly; reported annually.

Scoring: 3% growth or more – Progressing, average. Less than 3% to zero growth – Caution, warning. Any annual decline – Need to review, discuss.

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage change in annual passenger enplanements	-1.2%	+48.4%	+3.3%	+3.0%

Council Priority: Public Safety

Goal: Meet or exceed FAA requirements for Aircraft Rescue Firefighting and on-airport medical responses.

Objective: Consistently arrive at the scene within three minutes of alert notification

Type of Measure: Program Effectiveness

Tool: Air Traffic Control tower logs, Airport incident report forms, daily operations inspection checklists/logs.

Frequency: Measured monthly; reported annually

Scoring: 100% of responses within 3 minutes – Progressing, average. 99.9% to 97% response success – Caution, warning. Less than 97% of responses within 3 minutes – Need to review, discuss.

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Percentage of emergency call responses within 3 minutes	100%	100%	100%	100%

ECONOMIC VITALITY

SECTION 38

AIRPORT

SECTION:		38-AIRPORT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 629,386	\$ 639,390	\$ 644,756	\$ 654,989	\$ 15,599
CONTRACTUAL	366,916	334,193	335,054	333,195	(998)
COMMODITIES	142,753	163,067	160,268	149,740	(13,327)
CAPITAL	539,820	12,500	-	12,500	-
TOTAL	\$ 1,678,875	\$ 1,149,150	\$ 1,140,078	\$ 1,150,424	\$ 1,274
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 395,684	\$ 415,538	\$ 409,657	\$ 429,289	\$ 13,751
SAFETY AND SECURITY	116,833	124,707	125,539	123,441	(1,266)
SNOW CONTROL	451,837	107,540	95,818	107,696	156
MAINT BLDGS AND GROUNDS	461,191	403,627	411,410	392,096	(11,531)
MAINT RUNWAY & TAXIWAY	242,837	97,438	97,354	97,602	164
AIRPORT COMMISSION	156	300	300	300	-
LAW ENFORCEMENT OFFICER	9,086	-	-	-	-
UNISOURCE GRANT	1,250	-	-	-	-
TOTAL	\$ 1,678,875	\$ 1,149,150	\$ 1,140,078	\$ 1,150,424	\$ 1,274
SOURCE OF FUNDING:					
	AIRPORT FUND			\$ 1,150,424	
				\$ 1,150,424	
COMMENTARY:					
The Airport budget has remained level from FY-2010 and capital expenditures total \$12,500. Personal Services increases are due to a retirement payout in the 1st quarter of FY2011. There are no staff reductions. Budget reductions were achieved in the Contractual and Commodities areas by reducing vehicle costs, supplies, maintenance, and workorder charges.					

MISSION

The Arts and Science Fund deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

PROGRAM DESCRIPTION

The Arts and Science Fund utilizes dedicated Bed, Board, and Beverage Tax monies to support the operations of local arts, science, and cultural organizations, and their projects, as well as to install public art within the community. Grant funding of organizations and their projects is administered by Flagstaff Cultural Partners, and overseen by program staff. Public art includes an indoor art program that utilizes City owned facilities including City Hall, Thorpe Park Community and Senior Center, Pulliam Airport Terminal building, and the Aquaplex for display. Permanent outdoor art pieces are installed at various locations throughout the City.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 18 (Community Design) and Section 73 (Beautification General Administration), and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 10 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.
-

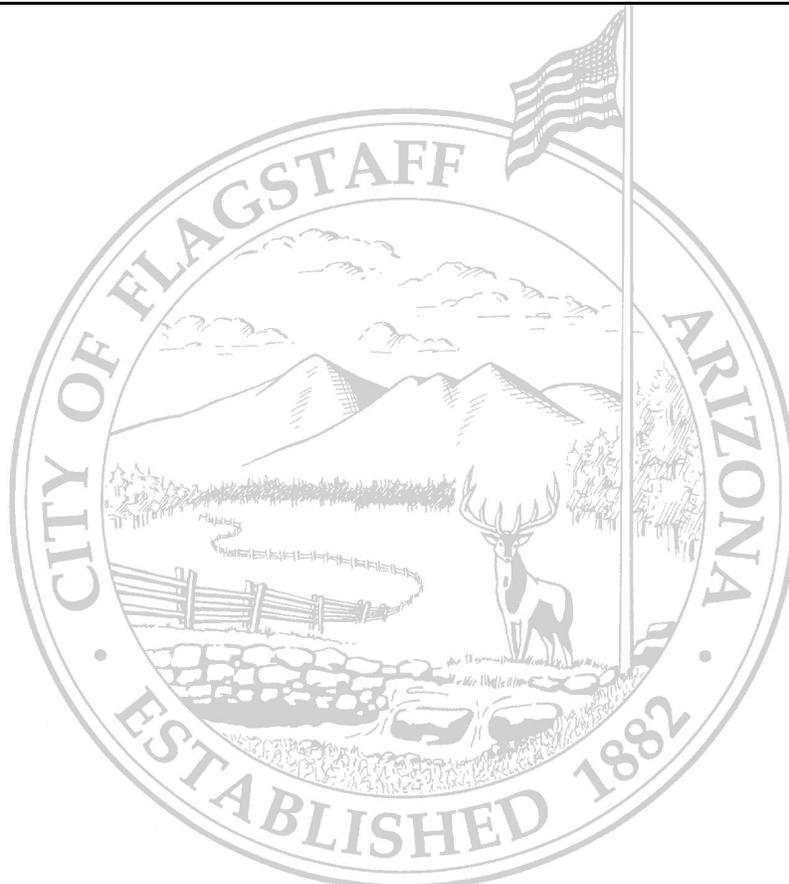
FY 11 NEW INITIATIVES AND GOALS

- See Section 18, Community Investment.
-

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION:		71-ARTS AND SCIENCE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 127	\$ -	\$ -	\$ -	\$ -
CONTRACTUAL	382,228	733,155	363,103	670,464	(62,691)
COMMODITIES	708	3,642	3,550	3,008	(634)
TOTAL	\$ 383,063	\$ 736,797	\$ 366,653	\$ 673,472	\$ (63,325)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 900	\$ 103,238	\$ 150	\$ 1,025	\$ (102,213)
CONTRACTUAL SERVICES	305,000	289,750	289,750	333,000	43,250
PUBLIC ARTWORK	3,663	273,984	6,928	269,622	(4,362)
FCP ADMINISTRATION	73,500	69,825	69,825	69,825	-
TOTAL	\$ 383,063	\$ 736,797	\$ 366,653	\$ 673,472	\$ (63,325)
SOURCE OF FUNDING:					
ARTS AND SCIENCE FUND				\$ 673,472	
				\$ 673,472	
COMMENTARY:					
The Arts and Science overall budget has been reduced by 9%. Reductions reflect reduced funding for Public Art and BPAC determined allocations. There were Contractual increases for Contributions to Other Agencies over FY-2010. There are no capital expenditures planned for FY-2011.					



MISSION

The Beautification General Administration program deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the sense of place, both the built and natural environment, of Flagstaff.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 18 (Community Design) and Section 71 (Arts and Science Fund) and are planned comprehensively. See Section 18, Community Investment, for greater detail.

PROGRAM DESCRIPTION

The Beautification General Administration program oversees the expenditures of Bed, Board, and Beverage Tax monies that are dedicated to beautification. This includes Beautification and Public Art Commission staff support, beautification projects generated under the Community Design program, and other activities related to the development of the community.

FY 10 ACCOMPLISHMENTS

✓ See Section 18, Community Investment.

FY 11 NEW INITIATIVES AND GOALS

➤ See Section 18, Community Investment.

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION: 73-BEAUTIFICATION GENERAL ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 92,595	\$ 105,016	\$ 104,995	\$ 104,114	\$ (902)
CONTRACTUAL	7,058	3,150	12,200	46,905	43,755
COMMODITIES	2,635	1,900	1,564	1,175	(725)
TOTAL	\$ 102,288	\$ 110,066	\$ 118,759	\$ 152,194	\$ 42,128
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 102,021	\$ 109,366	\$ 108,509	\$ 107,194	\$ (2,172)
COMMISSION	267.00	700	250	-	(700)
WHEELER PARK LIGHTING	-	-	-	25,000	25,000
RIORDAN MANSION	-	-	10,000	20,000	20,000
TOTAL	\$ 102,288	\$ 110,066	\$ 118,759	\$ 152,194	\$ 42,128
SOURCE OF FUNDING:					
BEAUTIFICATION FUND				\$ 152,194	
				\$ 152,194	
COMMENTARY:					
The Beautification operating budget has increased 38% and there are no capital expenditures. Personal Services decrease is due to a decrease in workman's compensation rate. Contractual increases are due to the addition of Wheeler Park Lighting and Riordan Mansion Operating Assistance. Commodities decrease are due to reductions in copying, office supplies, and promotional materials. There is no major capital (>\$10,000) for this section.					

MISSION

The mission of the Convention and Visitors Bureau (CVB) is to develop, promote and maintain Flagstaff as a year round visitor destination with professional visitor services that will benefit the community economically, environmentally and socially.

PROGRAM DESCRIPTION

The CVB is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. 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 10 ACCOMPLISHMENTS

- ✓ Developed Flagstaff Visitor Profile based on information gathered in the 2008-2009 Flagstaff Visitor Study.
- ✓ Conducted 2009-2010 Winter Visitor Study focusing on snow play market to supplement 2008-2009 downhill ski/snowboard Winter Visitor Study.
- ✓ Hosted CVB 20th Anniversary event in conjunction with first annual 'Treasure Tourism Awards' celebrating individuals and organizations in the Flagstaff tourism industry.
- ✓ Organized and promoted city-wide "3 for 2" campaign with emphasis on increasing multi-day winter visitation.
- ✓ Sales efforts in Japanese market resulted in four major tour operators adding multi-night Flagstaff itineraries to their product offerings.
- ✓ Secured Spotlight on the Southwest 2010 trade show, Governor's Rural Regional Economic Development 2010 Conference, and Foundation of Robotics Research 2011 meeting.
- ✓ Seventy percent (70%) of meeting leads were converted to booked business in Flagstaff.

- ✓ Jointly hosted Korean tour operator with San Juan County/Utah Visitor Services Department which created a new partnership to reach international markets interested in the southwest region
- ✓ Garnered significant media coverage including *Arizona Highways*, *National Geographic Adventure*, *Backpacker*, *CBS Early Show*, *Sunset Magazine* and *The Vancouver Province*.
- ✓ Utilized new technology for pitching media including: Pitchengine, Open Press, PR Log, and HARO (Help a Reporter Out) to reach increased number of media outlets.
- ✓ Developed several splash pages within the CVB website supporting specific promotions, including High Country Holidays, Fourth of July events, Arizona Cardinals Training Camp, Winter Recreation and "3 for 2" campaign.
- ✓ Increased Flagstaff's social media presence and interaction with fans/followers on Twitter, Facebook and You Tube.
- ✓ Streamlined process for collecting email addresses for consumer marketing purposes and launched quarterly e-newsletter.
- ✓ Condensed library of Flagstaff HD video footage into usable b-roll format for use by media outlets.

FY 11 NEW INITIATIVES

- Increase number and quality of tour/travel room nights produced through CVB generated leads and assists.
- Secure an increased number of association, corporate and religious market meetings, generating room nights in Flagstaff.
- Expand Flagstaff's message by seeking out and providing creative marketing opportunities that are available for stakeholder participation.
- Enhance the CVB website by implementing viable opportunities making the site more useful to consumers and converting them to visitors.
- Develop methods to effectively reach qualified "new media" (i.e. bloggers) in addition to current efforts with traditional media.
- Continue exploring and increasing awareness of sustainable tourism opportunities.

PERFORMANCE MEASURES

Council Priority: Community Sustainability and Fiscal Health

Goal: Provide the community with resources that meet or exceed expectations through increased BBB revenues.

Objective: Increase awareness of Flagstaff to maintain strong travel patterns and increase shoulder/off-season travel.

Type of Measure: Outcome

Tool: Room night bookings generated through leads, RevPAR (revenue per available room) and occupancy reports, restaurant/bar sales, attraction visitation, media coverage and AVE (advertising value equivalent), reach and frequency of marketing, website visits, fulfillment request/distribution and e-marketing/social media subscribers.

Frequency: Monthly

Scoring: BBB revenues at or above projection

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Bed Board and Booze (BBB) Tax revenues	\$5,111,566	\$5,027,519	\$4,932,148	\$5,100,000

SECTION: 84-CONVENTION AND VISITORS BUREAU					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 680,101	\$ 617,086	\$ 606,340	\$ 550,202	\$ (66,884)
CONTRACTUAL	888,037	524,772	510,699	571,229	46,457
COMMODITIES	149,152	116,676	106,018	101,828	(14,848)
TOTAL	\$ 1,717,290	\$ 1,258,534	\$ 1,223,057	\$ 1,223,259	\$ (35,275)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 746,533	\$ 656,902	\$ 641,022	\$ 579,543	\$ (77,359)
MARKETING AND PROMOTION	583,566	487,140	479,000	532,500	45,360
SALES	101,977	77,657	73,920	80,028	2,371
PUBLIC RELATIONS	43,294	31,495	25,365	30,438	(1,057)
FILM OFFICE	3,364	5,340	3,750	750	(4,590)
ECON STIMULUS ADVERTISING	238,556	-	-	-	-
TOTAL	\$ 1,717,290	\$ 1,258,534	\$ 1,223,057	\$ 1,223,259	\$ (35,275)
SOURCE OF FUNDING:					
TOURISM FUND				\$ 1,223,259	
				\$ 1,223,259	
COMMENTARY:					
The Convention and Visitors Bureau operating budget has decreased 3% overall and there are no capital expenditures budgeted. Reductions include the elimination of a Sales Manager (1.0 FTE). One-time budget increases in advertising, copy/printing, travel, lodging & meals, registration, and food were authorized.					

MISSION

The mission of the Visitor Center is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits to Flagstaff and length of stay.

PROGRAM DESCRIPTION

Located in the Historic Train Station, the Flagstaff Visitor Center is charged with providing local, state and regional information to visitors in order to enhance or extend their stay. The Visitor Center (VC) is funded through the Flagstaff Convention and Visitors Bureau (CVB) allocation of BBB tax collections. Programs include visitor services, train station operations, educational programs, and creation of local partnerships.

FY 10 ACCOMPLISHMENTS

- ✓ Increased number of Historic, Route 66 and Haunted tours offered, serving over 1,300 guests.
- ✓ Enhanced Historic Tours program by adding Route 66 tour during International Route 66 Days Festival.
- ✓ Continued facility upgrades including exterior paint and brick replacement/repair throughout the building.

- ✓ Completed downtown Route 66 FUTS trail segment along north side of Historic Train Station property which included re-alignment of parking, placement of new signage, addition of heating element along trail for improved snow removal, and updated landscaping with xeriscape features.
- ✓ Upgraded exterior lighting for the Visitor Center and train platform to maintain historic quality of building in compliance with Federal Railroad Administration and Flagstaff Dark Skies lighting standards.

FY 11 NEW INITIATIVES

- Increase walk-ins at the Visitor Center to meet or exceed 2006 levels (approx. 100,000).
- Participate in State of Arizona Centennial Celebrations, including creation of the 'Centennial Walk' along the north side of the building.
- Broaden awareness of Visitor Center services within the community and among state-wide partners.
- Increase recruitment efforts and use of volunteers at the Visitor Center in order to maintain or increase customer service levels.
- Improve visitor services through outreach efforts to ensure we are meeting customer expectations and fulfilling CVB and VC mission.
- Display historic Santa Fe Railroad baggage "float" which was donated by Amtrak.

PERFORMANCE MEASURES

Council Priority: Community Sustainability and Family, Youth & Community

Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission.

Objective: Enhance existing customer service programs to encourage visitors to stay longer and/or revisit Flagstaff.

Type of Measure: Program Effectiveness

Tool: Customer service surveys, fulfillments, walk-in visitation, tour program attendance

Frequency: Monthly

Scoring: Percentage of survey respondents with satisfaction rating of 4 or above on scale or 1 to 5 (5 being highest) and number of visitors that utilize the Visitor Center

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Visitor Center Customer Service Survey (# surveys/% satisfaction)	N/A	324/ 96%	500 / 96%	600 / 96%
Visitor Center Walk-ins	118,121	99,276	94,000	100,000

SECTION: 85-VISITOR SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 271,695	\$ 251,285	\$ 241,298	\$ 224,124	\$ (27,161)
CONTRACTUAL	85,810	77,936	93,029	79,709	1,773
COMMODITIES	54,094	42,507	24,070	25,536	(16,971)
CAPITAL	22,000	-	-	-	-
TOTAL	\$ 433,599	\$ 371,728	\$ 358,397	\$ 329,369	\$ (42,359)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 297,098	\$ 272,260	\$ 261,613	\$ 244,144	\$ (28,116)
TRAIN STATION OPERATIONS	96,410	99,468	96,784	85,225	(14,243)
VISITOR CENTER PAVER	40,091	-	-	-	-
TOTAL	\$ 433,599	\$ 371,728	\$ 358,397	\$ 329,369	\$ (42,359)
SOURCE OF FUNDING:					
TOURISM FUND				\$ 329,369	
				\$ 329,369	
COMMENTARY:					
The Visitor Center's operating budget has decreased 11% and there are no major capital expenditures. Personal Services decreases are due to a staffing reduction for an Administrative Assistant (1.26 FTE), with an addition of a one time authorization for an Administrative Assistant (.76 FTE), for a net decrease of .5 FTE for 2011. The Contractual area had decreases in Custodial services to offset the increases in other Miscellaneous services (snow removal, landscaping, trash). Commodities decreases are primarily a result reduced work order charges.					

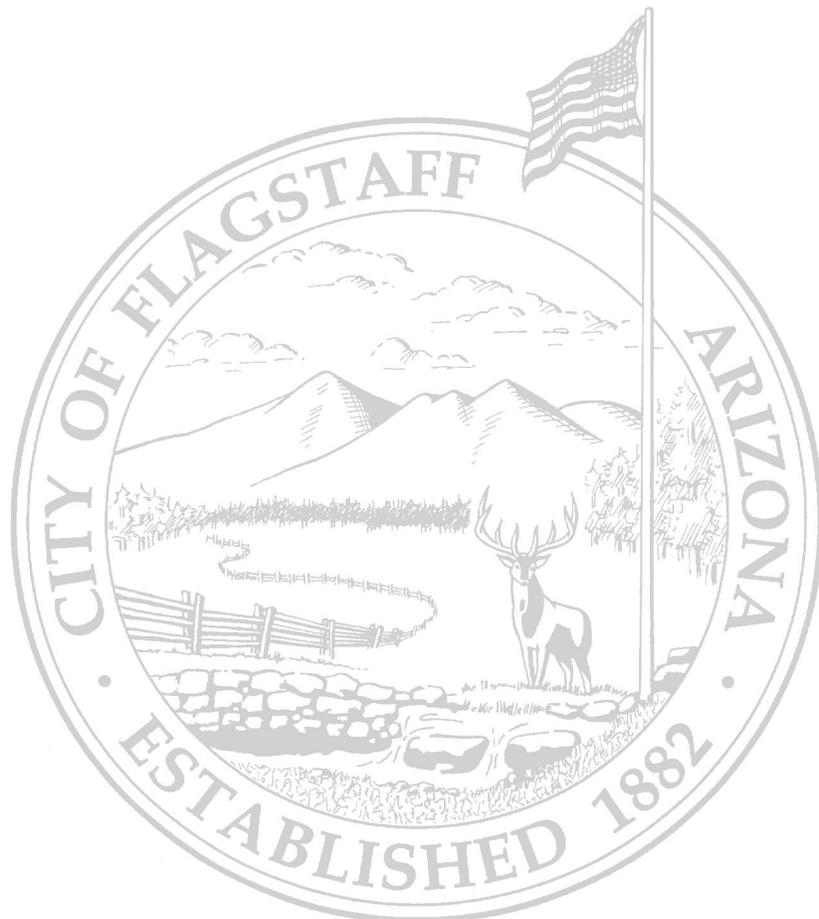
UTILITIES DIVISION MISSION

The mission of the **Utilities Section** is to professionally and cost effectively provide water, storm-water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

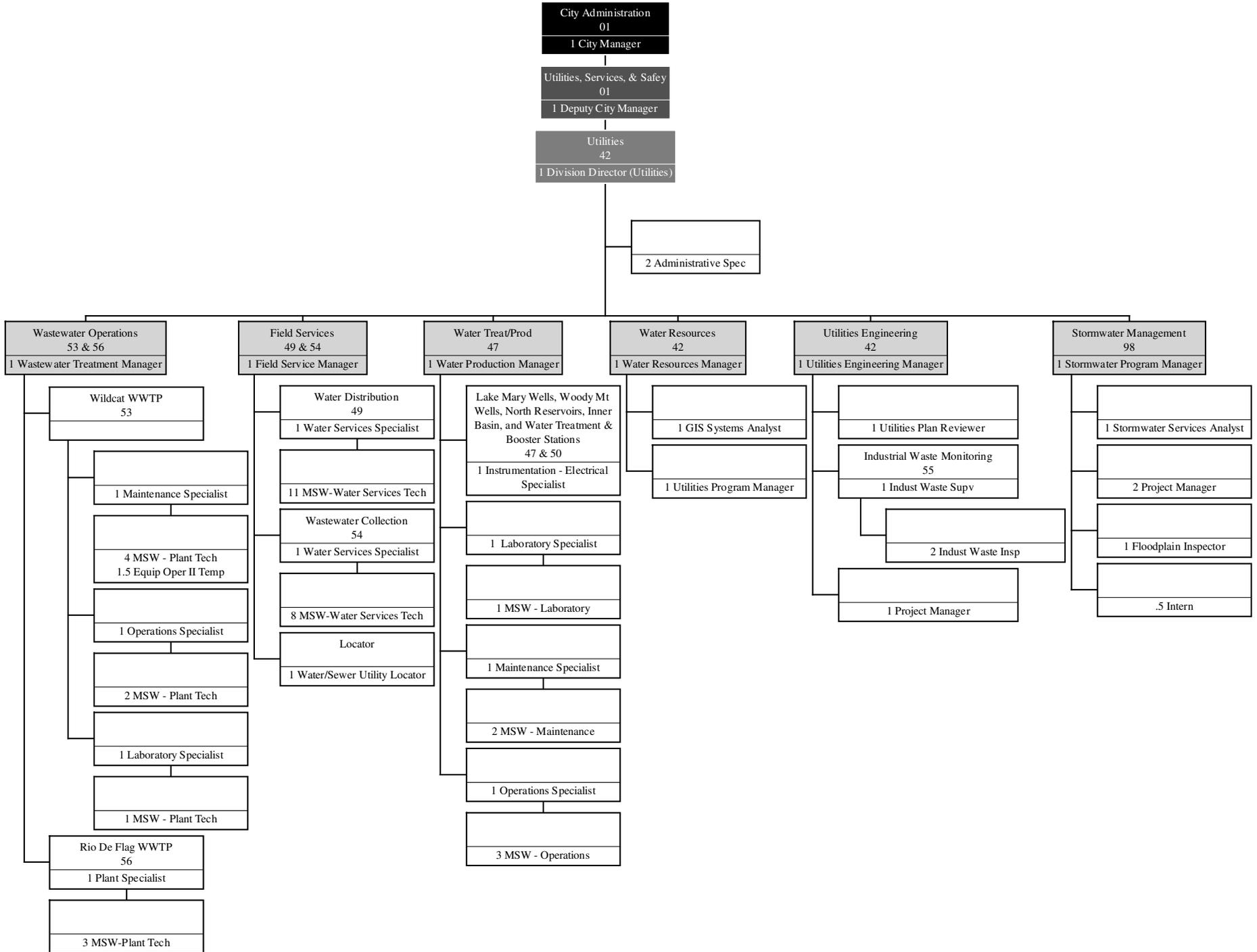
We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.



UTILITIES



MISSION

The mission of the Utilities Division is to professionally and cost effectively provide water, storm-water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

Coordinate activities of the Utilities Division including Water Production, Distribution, Wastewater Collection, Treatment, Reclaimed Water Distribution, Booster Stations, Industrial Waste, Backflow and Stormwater Program. Administers water resources, water conservation program, safety program, water commission activities, City Change order committee, and acts as a Forest Service liaison. Provides representation for the City of Flagstaff to various planning groups such as the Technical Advisory group for the Coconino Plateau Water Advisory Council and the Technical Advisory Committee for the National Park Service/U.S. Forest Service Lake Mary Watershed planning group. Reviews proposed water legislation and provides input to Council and legislators. Represents the City of Flagstaff on the Northern Arizona Water Users Association. Assesses Utilities capital improvement needs, prioritizes needs and provides project management engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Investigates customer, staff, and City Council inquiries and follows up on complaints.

Provides regulatory permit administration for NPDES, APP, Reuse Emergency Operations and Safety Programs as required. Reviews new developments and represents the Department on a multitude of various committees. Provides all clerical services for the Department and Utilities GIS services for the City.

FY 10 ACCOMPLISHMENTS

- ✓ Fort Tuthill Well Bldg. and Connections
- ✓ Stonehouse Well and Testing
- ✓ Sinagua Well and Connections
- ✓ Sinagua Well WIFA Grant
- ✓ Rio Well Landscaping
- ✓ Continued Work on the Water Settlement
- ✓ WIFA loan for legal fees
- ✓ Red Gap/NCRS Water Storage Tanks
- ✓ Completion of the Wildcat Hill WWTP
- ✓ Rehabilitation Cedar Hill Tank
- ✓ Continued Work on Picture Canyon
- ✓ Red Gap Pipeline Feasibility Study
- ✓ Bushmaster Reclaimed Line
- ✓ McMillan Mesa/ Foxglenn sewer upsize
- ✓ Lake Mary Road Water line Relocates
- ✓ Water Commission Approval of Water Rate Study
- ✓ Local Aquifer Study started

FY 11 NEW INITIATIVES AND GOALS

- Continued Work on the Water Settlement
- Completion of Picture Canyon
- Completion of the Water Rate Study
- Red Gap Pipeline Feasibility Study
- Local Aquifer Study Completion

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Provide safe work environment for utility department employees

Objective: No employee accidents resulting in injury or Lost Time accidents LTA's.

Type of Measure: Outcome

Tool: Risk management tracking of recordable incidents.

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: 50-70%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Proposed	FY 11 Proposed
Number of Accidents resulting in Injury	0	0	0	0
Number of Lost Time Accidents	0	0	0	0

Council Priority: Facilities and Basic Services

Goal: Maintain adequate customer service levels for the citizens of Flagstaff.

Objective: Exceed customer's water and wastewater service expectations, reduce water outage hours (repairs), and reduce number of service complaints.

Type of Measure: Outcome

Tool: Maintenance repair costs, CMMS and customer survey

Frequency: Daily

Scoring: 50-70%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Proposed	FY 11 Proposed
Number of customer complaints	144	140	100	100
Number of complaints resolved	144	140	100	100
Number of compliments received	47	50	50	50
Customer Survey Rating	None	None	88%	90%

Council Priority: Community Sustainability

Goal: Provide uninterrupted water and sewer service to the citizens of Flagstaff.

Objective: Insure water and sewer infrastructure is adequate for new development to occur. Assist our clients and customers with application questions and communicate utility requirements early in the permit process.

Type of Measure: Output

Tool: KIVA software to track reviews, Division reports

Frequency: Monthly

Scoring: 50-70%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Proposed	FY 11 Proposed
Number of Development Review Board plans reviewed	350	120	130	60
Number of water and sewer impact analysis performed	17	12	12	6
Capital Projects Managed	17	9	7	5
Per capita water use GPCD	120	124	116	115

UTILITIES	SECTION 42	UTILITIES ADMINISTRATION
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Council Priority: Fiscal Health

Goal: Provide a rate structure to meet the financial needs of the utility.

Objective: Update rates on a regular basis. Maintain utility infrastructure necessary to adequately meet current and future community needs.

Type of Measure: Outcome

Tool: Financial Revenue Reports

Frequency: Monthly

Scoring: 95%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Proposed	FY 11 Proposed
Review Rates with internal rate model	Yes	Yes	Yes	Yes
Update rate model to accommodate system changes	No	No	Yes	Yes
Water Revenues % Actual vs Budget	95%	93%	99%	100%
Sewer Revenues % Actual vs Budget	92%	95%	99%	100%

SECTION: 42-UTILITIES ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,027,301	\$ 921,525	\$ 825,001	\$ 723,468	\$ (198,057)
CONTRACTUAL	214,469	519,231	244,060	209,188	(310,043)
COMMODITIES	44,627	34,875	27,451	36,725	1,850
TOTAL	\$ 1,286,397	\$ 1,475,631	\$ 1,096,512	\$ 969,381	\$ (506,250)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 757,392	\$ 986,812	\$ 739,959	\$ 573,334	\$ (413,478)
WATER COMMISSION	3,831	75	100	75	-
CITY WTR SYSTEM ANALYSIS	7,293	7,285	7,285	13,285	6,000
FIXED ASSET INVENTORY	29,431	-	-	-	-
CITY SWR SYSTEM ANALYSIS	9,840	3,648	4,440	3,648	-
ENGINEERING	213,979	212,244	208,555	164,398	(47,846)
WATER CONSERVATION	124,556	112,096	26,939	63,996	(48,100)
GIS-UTILITIES	94,460	91,866	90,916	92,302	436
FRANCIS SHORT POND PH II	-	5,139	-	5,139	-
FRANCES SHORT POND PHIII	33,646	52,205	14,057	48,943	(3,262)
RED GAP OPER & LAND MGMT	11,969	4,261	4,261	4,261	-
TOTAL	\$ 1,286,397	\$ 1,475,631	\$ 1,096,512	\$ 969,381	\$ (506,250)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 969,381	
				\$ 969,381	
COMMENTARY:					
<p>The Utilities Administration operating budget has decreased 34% and there are no capital expenditures. Personal Services decreases of 21% are due to holding two positions vacant for six months (pending January 1st rate increases) and the elimination of one position. In addition, there are benefit increases. Contractual decreases are due to legal fees decrease of \$320,000, elimination of low flow water and turf rebates. The increase in Commodities is due communication equipment for video conferencing, printing, and office supplies. These are offset mostly with the elimination of promotional items for water conservation. There is no major capital (>\$10,000) for this section.</p>					

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides conventional surface water treatment for water from upper Lake Mary. Staff is responsible for the operation of the Water Plant and all other water production facilities including: Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, local wells and the Reservoir Filtration Plant. Staff also operates and maintains system water tanks and booster stations (Division 50). The State certified Compliance Lab provides analysis for process control and water sampling for compliance. This division cost effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide flows to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 10 ACCOMPLISHMENTS

- ✓ New Production Tuthill Well was installed, test pumped, equipped, completed and added to the system.
- ✓ New Production Sinaqua Well was cleaned, equipped, completed and added to the system.
- ✓ Foxglenn Wellhouse was modified for Sinagua Well addition

- ✓ New Production Stonehouse Well was drilled, installed, test pumped and equipped.
- ✓ Lake Mary Well #9 was cleaned and converted from line-shaft to submersible.
- ✓ Lake Mary Well #8 had its motor rebuilt.
- ✓ Lake Mary Well #7 was re-equipped.
- ✓ Lake Mary Well #4 was cleaned & re-equipped
- ✓ Raw Water Pump Station Well Water Pump was overhauled/ rebuilt.
- ✓ Lake Mary Dam repairs were completed.
- ✓ Inner Basin Waterline Road was maintained and Inner Basin Wellhouses were weatherproofed.
- ✓ North Reservoir Filtration Plant skylights were repaired.
- ✓ Gates were replaced or installed at Woody Mountain, Lake Mary and FS533.
- ✓ Lake Mary Blower was overhauled/ rebuilt.
- ✓ Radios were replaced at Lake Mary and Woody Mountain Booster Station.
- ✓ Powdered Activated Carbon (PAC) system was installed at the Raw Water Pump Station for taste & odor mitigation.
- ✓ Contractors were assisted with Lake Mary Road construction.
- ✓ The Water Compliance Laboratory completed their Lake Study.
- ✓ Chlorine storage was reconfigured for the North Reservoir Filtration Plant and Lake Mary Water Treatment Plant minimizing Risk Management Plan requirements.
- ✓ Over one billion gallons of surface water was produced.

FY 11 NEW INITIATIVES AND GOALS

- Replace switch gears at Lake Mary Well #4, Woody Mountain Well #7, or Woody Mountain Well #6.
- Pull and rehab Lake Mary Well #5
- Reconfigure reclaim water lines at the Lake Mary Water Treatment Plant to inject upstream of Chlorine Dioxide System.
- Maintain system performance at minimal cost.

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Reduce injury accidents.

Objective: Reduce the number of employee accidents by increasing safety awareness through training.

Type of Measure: Outcome

Tool: Quarterly Reports

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: 90% = ≤ 1 injury accident, 75-90% = 2-3 injury accidents, 75% = 3-5 injury accidents

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Injury Accidents	2	1	0	0
Non-Injury Accidents	0	1	0	0
Lost Work Days	0	1	0	0
Sick Time (% of total)	2.5	2.5	2.5	2.5
Safety Training (hr/person)	4.2	15	10	10

Council Priority: Public Safety

Goal: Provide safe drinking water to citizens of Flagstaff

Objective: Reduce the amount of violations. Continue to provide the best quality water by meeting or exceeding all requirements.

Type of Measure: Outcome

Tool: Monitoring and instrumentation readings, laboratory testing

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: 90% = ≤ 1 monitoring violation, 75-90% = 2 monitoring violations, 75% = > 2 monitoring violations or 1 violation requiring 30 day public notice.

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Safe Drinking Water Act Violations	0	1	0	0

UTILITIES	SECTION 47	LAKE MARY WATER TREATMENT PLANT
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Council Priority: Facilities & Basic Services, & Fiscal Health

Goal: Provide uninterrupted water service to the citizens of Flagstaff.

Objective: Provide FY 09 service level (minimum to meet demand) at a minimum budget with two new deep wells, increased power and chemical costs, and increased sampling and testing requirements. Production demand divided by production capacity will be measured daily. The highest daily percentage is given.

Type of Measure: Outcome

Tool: Section Reports

Frequency: Monthly

Scoring: Cost per 1000 gals to produce 90% = ≤ \$1.50/1000 gals, 75-90% = \$1.58/1000 gals, 75% = \$1.65/1000 gals.

Trend: ←→

Scoring: Production demand as a percent of production capacity Green = ≤ 90%, Yellow = 90 – 95%, Red = >95%.

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Gallons produced in MG	2,810 MG	2,787 MG	2,800 MG	2,800 MG
Cost per 1000 gallons to produce	1.17	1.33	1.50	1.50
Actual vs Projected Power Costs to Produce 1000 gallons	\$0.59/0.55	\$0.62/0.61	\$0.69	\$0.69
Production Percent of Demand – Lowest Day	86.54	56.57	<90%	<90%

Council Priority: Community Sustainability

Goal: Reduce the number of complaints in the highest water production related category.

Objective: Minimize complaints for taste and odor by 1. Optimizing blending from different water sources and/or 2. Switching to well water during lake algal blooms and/or 3. Utilize new Powdered Activated Carbon (PAC) system for taste and odor mitigation.

Tool: Customer Complaint Forms

Frequency: Daily

Scoring: 90% = ≤ 22 complaints, 75-90% = 37 complaints, 75% = 55 complaints

Trend: * ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of customer complaints	37	* 55	* 55	* 55
Number of complaints resolved	37	55	55	55
Number of compliments received	0	0	0	0

* Note – Complaint tracking included only site visits until January 2009. All telephone, verbal, and site visits are now included. The number recorded is anticipated to increase, but is considered more appropriate for measurement purposes and continuous improvement.

UTILITIES

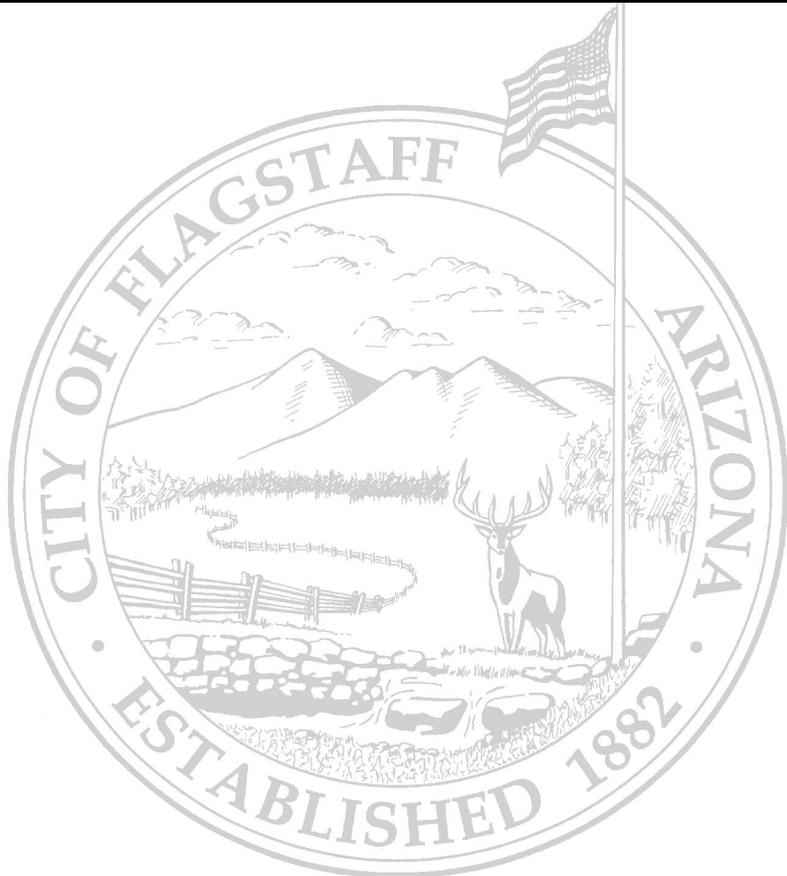
SECTION 47

**LAKE MARY WATER
TREATMENT PLANT**

SECTION: 42-UTILITIES ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,027,301	\$ 921,525	\$ 825,001	\$ 723,468	\$ (198,057)
CONTRACTUAL	214,469	519,231	244,060	209,188	(310,043)
COMMODITIES	44,627	34,875	27,451	36,725	1,850
TOTAL	\$ 1,286,397	\$ 1,475,631	\$ 1,096,512	\$ 969,381	\$ (506,250)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 757,392	\$ 986,812	\$ 739,959	\$ 573,334	\$ (413,478)
WATER COMMISSION	3,831	75	100	75	-
CITY WTR SYSTEM ANALYSIS	7,293	7,285	7,285	13,285	6,000
FIXED ASSET INVENTORY	29,431	-	-	-	-
CITY SWR SYSTEM ANALYSIS	9,840	3,648	4,440	3,648	-
ENGINEERING	213,979	212,244	208,555	164,398	(47,846)
WATER CONSERVATION	124,556	112,096	26,939	63,996	(48,100)
GIS-UTILITIES	94,460	91,866	90,916	92,302	436
FRANCIS SHORT POND PH II	-	5,139	-	5,139	-
FRANCES SHORT POND PHIII	33,646	52,205	14,057	48,943	(3,262)
RED GAP OPER & LAND MGMT	11,969	4,261	4,261	4,261	-
TOTAL	\$ 1,286,397	\$ 1,475,631	\$ 1,096,512	\$ 969,381	\$ (506,250)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 969,381	
				\$ 969,381	
COMMENTARY:					
<p>The Utilities Administration operating budget has decreased 34% and there are no capital expenditures. Personal Services decreases of 21% are due to holding two positions vacant for six months (pending January 1st rate increases) and the elimination of one position. In addition, there are benefit increases. Contractual decreases are due to legal fees decrease of \$320,000, elimination of low flow water and turf rebates. The increase in Commodities is due communication equipment for video conferencing, printing, and office supplies. Theses are offset mostly with the elimination of promotional items for water conservation. There is no major capital (>\$10,000) for this section.</p>					

UTILITIES	SECTION 48	CUSTOMER SERVICE
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SECTION: 48-CUSTOMER SERVICE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 607,711	\$ -	\$ -	\$ -	\$ -
CONTRACTUAL	254,452	-	-	-	-
COMMODITIES	37,649	-	-	-	-
CAPITAL	13,496	-	-	-	-
TOTAL	\$ 913,308	\$ -	\$ -	\$ -	\$ -
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 272,678	\$ -	\$ -	\$ -	\$ -
FIELD READING	196,476	-	-	-	-
COLLECTION	91,553	-	-	-	-
CUSTOMER SERVICE	352,601	-	-	-	-
TOTAL	\$ 913,308	\$ -	\$ -	\$ -	\$ -
SOURCE OF FUNDING:					
NO SOURCE OF FUNDING				\$ -	
				\$ -	
COMMENTARY:					
Customer Service has been transferred from Utilities to Management Services (Section 06) for 2010.					



MISSION

The mission of the Utilities Department / Water Distribution Section is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 10 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned and operated all valves through out the city, adjusted and repaired as needed.
- ✓ Crewmembers isolated lines, flushed fire hydrants, cleaning our main lines in the commercial areas, such as in the areas of north downtown, south downtown, south Milton, W. Rt. 66, E. Butler Ave., Woodlands Blvd. These are areas that have a high amount of restaurants and hotels that may be financially and physically affected by dirty water when the Fire Department does their annual fire hydrant check program.
- ✓ Crewmembers installed a new meter, backflow preventer, 120 ft of yard line, 2 outdoor farm hydrants with a 4 ft. gravel drainage ring around each hydrant for the Victory Garden on Bonito.
- ✓ Crewmembers flushed dead end lines and areas of low chlorine and low demand and or flow to prevent the possibility of poor quality water.
- ✓ Crewmembers installed a new 16" main line valve in front of the Summit Center located at 1485 N. Turquoise Dr. in order to shorten the isolation distance between valves.
- ✓ During a 2 week period the Utilities Locator along with the help of 5 crewmembers located all of our water lines (mains and services) for the Rio De Flag / Army Corp of engineers flood project for design to assist as much as we could to get good precise information to the design engineering

firm. Crewmembers worked at the Flagstaff Arboretum removing an old 4" compound meter and vault that was not properly installed way back when. Crewmembers installed a new 2" meter that is better for the scenario in which water is being used.

- ✓ Crewmembers performed soil stratification test holes from Ft. Tuthill to J W Powell to gather soil test for boring a new water line under interstate.
- ✓ Crewmembers worked at Red Gap Ranch installing 4each, 5'000 gallon tanks and 8 each, 750 gal stock tanks with all piping, valves, drains, etc. per National Resources Conservation Service and City of Flagstaff request.
- ✓ Crewmembers put the 4" potable water meter back into service at the Continental Ball Fields. New tie in, backflow preventer, and abandoned previous supply.
- ✓ Crewmembers worked mostly at night on the Asphalt Overlay Projects through out the City to perform inspections of the valves and manhole insuring proper standards. There was approximately 46,250 ft of asphalt overlay that was inspected for utilities.

FY 11 NEW INITIATIVES AND GOALS

- Locate, clean and operate valves through out the city, adjust and repair as needed.
- Isolate lines, flush fire hydrants, clean our main lines. Areas that may that may be financially and physically affected by dirty water.
- Locate, adjust / repair, and flush dead end lines.
- Flush areas of low demand and/or flow to prevent poor water quality issues.
- Increased involvement in the fire hydrant check program that the Fire Department is currently performing.
- Continue to work on getting the CMMS system to a more workable state.
- GPS all infrastructure assets such as fire hydrants, valves, blow offs, air release, etc.
- Reduce the amount of unaccounted water loss through meter replacement.
- Replace the 6" fire service meter and vault at the BIA Dormitory and at Black Barts.

➤ Stay within budget reductions and keep the same level of service.

➤ Field Services to assist other Sections within Utilities as needed.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services (Water Quality Issues / Complaints / Outage time)

Goal: Provide good, safe, and reliable drinking water to citizens of Flagstaff / Reduce water outage time hrs.

Objective: Reduce infrastructure problems that result in water quality issues by properly operating and maintaining water distribution system, return ample water pressure to public A.S.A.P. after downtime.

Type of Measure: Outcome

Tool: Monitoring and instrumentation readings, laboratory testing, complaints.

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: (5.1%) Acceptable Water loss, - 7% /acceptable, - 8% /high risk, greater then 8% is unacceptable.)

Trend: ←→ average

Measures: (based on 6 months usage)	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Dirty Water / Clarity - complaints	No History (see Section #42)	50 (Many fire dept. issues)	24 (Many fire dept. issues)	24 (Many fire dept. issues)
Number of High/Low Pressure - complaints	0	10	16 noted (the breaks were to many to document)	16
Number of Taste and Odor - complaints	0	10	28	28
Damages	0	0	0	0
Number of compliments		15	18	18
Total Water Outage Time in hours	No History	1800	2775	2775
a. Scheduled		400	750	750
b. Un-Scheduled		1400	2025	2025
c. Isolation time (estimate - average)		30 min.	30 min.	30 min.
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks, new main line installation flushing, etc.	6.72% of production	5.1%. of production	10.1%. of production	10.1% of production

Council Priority: Public Safety

Goal: Reduce accidents and maintain high safety standards.

Objective: To communicate the importance of safety and loss control through our safety program

Type of Measure: Outcome

Tool: Risk management tracking of recordable incidents

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: low –accidents, (-1.25% -2% -2.5% /low to high)

Trend: ←→ average

Measures: (based on 6 months usage)	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Injury Accidents	1	1	2	2
Number of Lost Time Accidents	0	0	0	
Sick time % of Total	0	1.6%	2.2%	2%
Safety Training	0	500hrs (38.5 per.)	352hrs. (29.3 per.)	352 hrs. (29.3 per.)

UTILITIES

SECTION 49

WATER DISTRIBUTION

SECTION: 49-WATER DISTRIBUTION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 992,279	\$ 947,077	\$ 970,451	\$ 926,376	\$ (20,701)
CONTRACTUAL	27,519	51,350	67,200	63,400	12,050
COMMODITIES	319,333	407,179	366,621	382,098	(25,081)
TOTAL	\$ 1,339,131	\$ 1,405,606	\$ 1,404,272	\$ 1,371,874	\$ (33,732)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 169,293	\$ 185,465	\$ 225,767	\$ 162,757	\$ (22,708)
WATER SYS MAINT-OPERATION	275,838	205,087	210,997	225,375	20,288
MAIN & SERVICE LINE REPAIR	335,939	349,749	347,173	312,096	(37,653)
MAIN EXT-FIRE HYDR/VALVE	27,361	33,904	28,604	31,586	(2,318)
VALVE & FIRE HYDR MAINT	159,051	143,820	149,400	133,095	(10,725)
METER INSTALLATION	251,474	363,707	311,157	373,351	9,644
METER REPAIR & TESTING	88,053	89,468	96,068	98,191	8,723
BLUE STAKE	32,122	34,406	35,106	35,423	1,017
TOTAL	\$ 1,339,131	\$ 1,405,606	\$ 1,404,272	\$ 1,371,874	\$ (33,732)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,371,874	
				\$ 1,371,874	
COMMENTARY:					
Water Distribution operating budget has decreased 2% and there are no capital expenditures. Personal Services decreases are due to eliminating the temporary maintenance workers offset with some benefits increases. Contractual increase is due to the transfer of computer maintenance from another Utilities Section. Commodity decreases are due to a reduction in water and sewer parts. There is no major capital (>\$10,000) for this section.					

UTILITIES	SECTION 50	BOOSTER STATIONS
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MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

This program provides for the operation and maintenance of Booster Stations and Storage Tanks. Booster Stations increase water pressure for domestic and fire service outside of the normal pressure zones of the distribution system (higher elevations.) Storage Tanks provide pressure and low when booster pumps are not running or pumped flow is inadequate to keep up with demand.

FY 10 ACCOMPLISHMENTS

- ✓ Lake Mary Water Treatment Plant Backwash Tank, Railroad, and Kinlani Reservoir Storage Tanks had their cathodic protection serviced.
- ✓ Lake Mary Water Treatment Plant Clearwell was cleaned.
- ✓ A Water Quality Monitoring Panel was installed at the University Heights Booster Station.
- ✓ Distribution was assisted in the installment of stock tanks at Red Gap.
- ✓ Repairs on site were made to the 27" and 30" distribution lines and Distribution was assisted with system valving near Pine Canyon.

FY 11 NEW INITIATIVES AND GOALS

- Maintain system performance at minimal cost.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: Keep facilities operational and aesthetically pleasing while maintaining water quality.

Objective: Clean and inspect inside of the Woody Mountain Clarifier and the Raw Water Pump Station wet well if funds permit.

Type of Measure: Outcome

Tool: Inspection

Frequency: Annual

Scoring: 90% if 2 tanks can be cleaned, 75-90% if one tank can be cleaned, 75% if no tanks are cleaned

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Tanks Cleaned (diving contract)	2	1	1	1

UTILITIES

SECTION 50

BOOSTER STATIONS

SECTION: 50-BOOSTER STATIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 34,769	\$ 32,830	\$ 32,897	\$ 36,484	\$ 3,654
CONTRACTUAL	50,492	42,150	22,737	42,150	-
COMMODITIES	114,217	2,725	1,056	2,700	(25)
TOTAL	\$ 199,478	\$ 77,705	\$ 56,690	\$ 81,334	\$ 3,629
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 56,031	\$ 39,830	\$ 45,341	\$ 43,484	\$ 3,654
ZONE A	113,710	250	-	250	-
KINLANI	1,270	1,675	1,300	1,650	(25)
UNIVERSITY HIGHLANDS #1	1,792	1,600	2,000	1,600	-
AIRPORT BOOSTER	3,739	3,200	3,100	3,200	-
AMBERWOOD BOOSTER	4,542	5,300	4,949	5,300	-
RAILROAD SPRINGS BOOSTER	18,394	25,850	-	25,850	-
TOTAL	\$ 199,478	\$ 77,705	\$ 56,690	\$ 81,334	\$ 3,629
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 81,334	
				\$ 81,334	
COMMENTARY:					
The Booster Station operating budget has increased 5% and there are no capital expenditures. Personal Services increases are due to a change in internal charge outs. Contractual expenses stayed flat. Commodities decreased by \$25 for parts. There is no major capital (>\$10,000) for this section.					

UTILITIES	SECTION 53	WILDCAT WASTEWATER TREATMENT PLANT
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MISSION

Provide wastewater treatment and reclaim water that meets or exceeds all federal and state permit requirements, Minimize treatment cost per unit of treated wastewater, Maintain State Certified Laboratory Standards, Encourage use of reclaim water by Fairfield golf courses and contractors, Submit all required state and federal monitoring reports accurately and on time

PROGRAM DESCRIPTION

The Wildcat Hill Wastewater Plant is a 6 million gallon- per- day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses, Buffalo tank and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY 10 ACCOMPLISHMENTS

- ✓ Plant upgrade complete.
- ✓ Co generation engine running on digester gas.
- ✓ Booster station on line to buffalo tank.
- ✓ 24 hr. access to reclaim water.
- ✓ Septage receiving grinding unit on line.
- ✓ New grease receiving station that treats more effectively and holds more volume.
- ✓ 5 year RMP update completed.
- ✓ AZPDES permit renewed.

FY 11 NEW INITIATIVES AND GOALS

- Improve on Co-Generation.
- Improve customer service.
- Improve on water quality for our customers and the environment.
- Continue to cut costs where we can.
- Improve on solids handling and disposal.

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits

Objective: Production and distribution of reclaimed water that is safe for its intended use.

Type of Measure: Outcome

Tool: Laboratory testing

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of NPDES permit violations (within plant design)	10	1	0	0
Number of NPDES permit violations(beyond plant capabilities)	4	0	0	0

UTILITIES	SECTION 53	WILDCAT WASTEWATER TREATMENT PLANT
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Council Priority: Family, Youth & Community

Goal: Provide a good quality of life for our customers, neighbors, and employees.

Objective: Reduce the number of complaints and injuries.

Type of Measure: Outcome

Tool: Reports received from customers

Frequency: Daily

Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of complaints /odors ect.	2	0	0	0
Number of on the job lost time accidents / injuries.	0	0	0	0

Council Priority: Facilities & Basic Services

Goal: Exceed the expectations of our customers.

Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.

Type of Measure: Input

Tool: Flow measurements

Frequency: Daily

Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity = 75-50%

Trend: ↔

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Gallons of influent treated (billions).	1.28	1.21	1.19	1.22
Gallons of septage treated (millions).	1.665	1.76	2.30	1.90
Gallons of reclaim water sold (millions).	357.7	364.4	523	414.0
Gallons of grease treated (thousands).	477,165	524,980	475,000	493,000
Gallons of interceptor sludge (thousands).	40,725	31,400	21,840	31,500
Dry metric tons of solids/sludge injected.	1,163.26	549.31	1,012	1,200

Council Priority: Community Sustainability

Goal: Promote the use of reclaim water.

Objective: Increase the number of customers using reclaim water

Type of Measure: Input

Tool: New permits administered

Frequency: Quarterly / Yearly

Scoring: >25 = 100% 20-25 = 90% 15-19 =75%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of new reuse permits administered.	13	20	20	20

UTILITIES	SECTION 53	WILDCAT WASTEWATER TREATMENT PLANT
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Council Priority: Co-Generation Efficiency

Goal: Run Co-Generation at 100% power on digester gas.

Objective: Reduce demand on public utilities by utilizing available digester gas.

Type of Measure: Outcome

Tool: Meters on digester and natural gas at Co-Gen.

Frequency: Quarterly / Yearly

Scoring: Efficiency based on % digester gas.

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Digester gas / Natural gas	N/A	<50%	80%	100%

Council Priority: Fiscal Health

Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.

Objective: Maintain cost per thousand to treat.

Type of Measure: Outcome

Tool: Financial Reports

Frequency: Monthly

Scoring: < \$1.60 = 100% \$1.60 - \$1.80 = 90% >\$1.80 = 75-50%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Cost per thousand to treat (influent).	\$1.48	\$1.76	\$1.80	\$1.50



UTILITIES

SECTION 53

**WILDCAT WASTEWATER
TREATMENT PLANT**

SECTION: 53-WILDCAT WASTEWATER TREATMENT PLANT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 861,659	\$ 796,222	\$ 709,541	\$ 838,616	\$ 42,394
CONTRACTUAL	944,612	609,150	853,673	823,150	214,000
COMMODITIES	327,215	271,214	245,107	274,454	3,240
TOTAL	\$ 2,133,486	\$ 1,676,586	\$ 1,808,321	\$ 1,936,220	\$ 259,634
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 127,843	\$ 137,220	\$ 102,411	\$ 125,340	\$ (11,880)
WC-PLANT OPERATIONS	1,100,520	726,389	956,731	958,605	232,216
WC-PLANT MAINTENANCE	656,379	590,197	534,578	599,943	9,746
WC-LAB-PROC CNTRL-MONTR	201,376	192,930	170,115	217,672	24,742
WC-SEPTAGE	481	650	494	650	-
WC-WH RIO MAINTENANCE	3,833	1,700	1,000	6,510	4,810
WC-DRYING BEDS OPERATIONS	-	400	-	400	-
WC-SLUDGE INJECTION	43,054	27,100	42,992	27,100	-
TOTAL	\$ 2,133,486	\$ 1,676,586	\$ 1,808,321	\$ 1,936,220	\$ 259,634
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,936,220	
				\$ 1,936,220	
COMMENTARY:					
Wastewater Treatment Plant operating budget increased by 15%, and there are no capital expenditures. Personal Services increases are due to skill based pay and benefit increases. Contractual increases are due to cost of utilities (electric \$162,500 increase, water/sewer/trash \$8,500 increase, and natural gas \$60,000 increase). Commodities increases are due to work order charges and are offset slightly by equipment and operating supplies decreases. There is no major capital (>\$10,000) for this section.					

MISSION

The mission of the Utilities Division / Wastewater Collections Section is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collections system operators safely and efficiently operate, maintain and repair all wastewater collection and reclaim distribution mains and manholes. Eliminating or reducing health hazards, system failures, customer complaints and property damage throughout our community.

FY 10 ACCOMPLISHMENTS

- ✓ Crewmembers using our larger hydro-jet cleaner mounted to skids (to keep the jetter in the center of pipe), cleaned the trunk line (46,000 linear feet of 27" through 42" pipe) from S. Lone Tree Rd. to the Wildcat Sewer Treatment Plant
- ✓ Crewmembers installed a new 6" tap, 6" service line, 4" meter and vault for Coconino County truck load out station located near Wildcat Wastewater Treatment Plant.
- ✓ Crewmembers vacuumed digested sludge at the Wildcat Wastewater Treatment plant due to an overflow at the facility (recovery/ cleanup).
- ✓ Crewmembers cleaned up a 2 acre area of overflow material, chlorinated, turned the soil, overlaid with new soil.
- ✓ Crewmembers located, removed existing, and rebuilt a missing manhole at the Sawmill Project that was in excess of 18 ft. deep.
- ✓ Crewmembers installed a 6" pressure relief valve within Rio De Flag Plant in order to maintain constant pressures within the Reclaim

Distribution System during storage tank maintenance downtime.

- ✓ Crewmembers worked with Rio crewmembers to replace sump pump within plant.
- ✓ Crewmembers excavated at the Wildcat Plant locating main line piping within facility.
- ✓ Installed a drain system for the Lake Mary Water Treatment Plant at one of there pump house sites (Delores). As part of a Homeland Security Grant.
- ✓ Televised much of the main sewer lines along the Rio De Flag Project to get accurate measurements of services and lateral lines (better engineering information).

FY 11 NEW INITIATIVES AND GOALS

- Stay within budget reductions and keep the same level of service.
- Continue to reduce the number of blockages every year.
- Increase the schedule of cutting and cleaning procedures to compensate for the decrease in chemical root control.
- Install new reclaim line for continental ball field. These consists of a tap on the existing reclaim main, 600' of pipe and redo the plumbing to the PRV vault, and connecting the two main lines together at the end of Railhead, and also installing 10" meter and vault at the side of Country Club Rd.
- We will investigate the problem with the court house line (service calls) and work on resolving the problem, this has been on going for years, but has just gotten a lot worst in the last year.
- Schedule and clean Pine Canyon for the first sewer cleaning.
- Field Services to assist other Sections within Utilities as needed.

PERFORMANCE MEASURES

Council Priority: Fiscal Health, Customer Service & Public Safety

Goal: Exceed Customers sewer service expectation.

Objective: Reduce the number Sanitary Sewer system backups through proper maintenance and inspection procedures.

Type of Measure: Outcome

Tool: CMMS Maintenance tracking system

Frequency: Monthly, Quarterly and Yearly

Scoring: low / Blockages per quarter 5-7-9 (low to high), claims 10,000, 15,000, 20,000 (low to high)

Trend: below

Measures: (based on 6 months usage)	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Main line blockages	26 (approx) 1/2 of these are City Courts)	21 (many of these were City Courts)	21 (many of these are City Courts)	21 (many of these will be City Courts)
Number of Manhole Overflows / Surface Spills 100 gal. or less	6	5	6	6
Number of Manhole Overflows / Surface Spills 101 gal. or more	0	2 - (one each at 300 gal. & 1500 gal.)	2 - (one each at 200 gal. & 500,000 gal.)	2
Number of Notice of Violations (NOV's)	0	0	1 - (NOV) at the end of Railhead Ave./ 500,000 gal.	0
Number of Main line blockage claims: Information comes from Risk Management for \$.amount	0	0	0	0
Number of Main line cleaning claims (jetting): Information comes from Risk Management for \$.amount	8 at a cost of \$729	4 (2 current)	4 (1 claim is \$4102.08)	4

Council Priority: Public Safety

Goal: Reduce accidents and maintain high safety standards.

Objective: To communicate the importance of safety and loss control through our safety program.

Type of Measure: Outcome

Tool: Risk management tracking of recordable incidents.

Frequency: Daily, Monthly, Quarterly and Yearly

Scoring: high / above average injuries this year (1, 2, 3) low to high

Trend: ↓

Measures: (based on 6 months usage)	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Accidents resulting in Injury	0	4	2	2
Number of Lost Time Accidents	0	2	1	1

UTILITIES

SECTION 54

WASTEWATER COLLECTION

SECTION: 54-WASTEWATER COLLECTION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 724,660	\$ 700,969	\$ 705,547	\$ 743,247	\$ 42,278
CONTRACTUAL	67,158	30,520	42,400	39,930	9,410
COMMODITIES	215,723	200,331	186,035	178,113	(22,218)
CAPITAL	18,340	4,500	-	-	(4,500)
TOTAL	\$ 1,025,881	\$ 936,320	\$ 933,982	\$ 961,290	\$ 24,970
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 303,492	\$ 254,807	\$ 265,891	\$ 263,474	\$ 8,667
SERVICE CONNECTIONS	50,768	50,307	50,407	53,560	3,253
PREVENTIVE MAINTENANCE	420,397	357,354	347,904	367,929	10,575
TV INSPECT & HYDRO-CLEAN	166,473	159,954	163,754	166,806	6,852
CORRECTIVE MAINTENANCE	70,594	101,302	94,330	97,046	(4,256)
RECLAIMED WATER LINE	14,157	12,596	11,696	12,475	(121)
TOTAL	\$ 1,025,881	\$ 936,320	\$ 933,982	\$ 961,290	\$ 24,970
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 961,290	
				\$ 961,290	
COMMENTARY:					
The Wastewater Collection operating budget has decreased 3%, and there are no capital expenditures. Personal Services increase is due to skill based pay and benefit increases. Contractual increases are due to maintenance of computers and equipment. Commodities decreases are due to gas and oil, street materials, and work order charges offset by a carryover of \$4,500 for sewer equipment. There is no major capital (>\$10,000) for this section.					

MISSION

To cost effectively protect the water supply from contamination while educating the public on how to reduce cross contamination into the drinking water system. To cost effectively protect the wastewater collection system environment from harmful materials that could adversely affect the collection crew and POTW personnel as well as the POTW and collection system.

PROGRAM DESCRIPTION

This section provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City of Flagstaff's sewer system to assure compliance with Local, State and Federal mandated pretreatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, wastewater monitoring, and seepage control.

FY 10 ACCOMPLISHMENTS

- ✓ Updated Cross Connection Control ordinance to reference correct documents as well as provide more information to the customer.
- ✓ Reduced the Fats, Oils and Greases (FOG) from being discharged into the sanitary sewer by working with a select industry.
- ✓ Worked with building department inspectors when their work load diminished and the Industrials Waste Sections increased due to staff cuts and high turnover in the commercial sectors.
- ✓ Developed a better procedure with the fire department for plan review on sites, both residential and commercial, that have fire sprinkler systems so the customer and builder is informed early in the project on backflow protection needs.

FY 11 NEW INITIATIVES AND GOALS

- Educate the businesses and industries on the updated cross connection codes.

PERFORMANCE MEASURES

Council Priority: Customer Service

Goal: Protect wastewater treatment facilities from possible damage from business & industrial discharges.

Objective: Inspect all businesses connected to City of Flagstaff water system for pretreatment needs.

Type of Measure: Output

Tool: Inspections

Frequency: Daily

Scoring: 75%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
# of blockages/Notice of Violations (NOV's) issued	1	4	1	1
# resulting in sewer line cleaning	2	5	1	2

Council Priority: Quality of Life & Customer Service

Goal: Protect city drinking water.

Objective: Protect water quality and prevent cross connections into water system.

Type of Measure: Outcome

Tool: Testing and installation of Backflow prevention assemblies

Frequency: Daily

Scoring: 75% - (more inspections of businesses to educate resulting in fewer problems)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
# of backflow prevention assemblies tested	2166	2288	2300	2300
% of bpa's tested that failed	9%	10%	10%	10%
Water quality violations due to bpa failing	0	0	0	0

Council Priority: Public Safety & Customer Service

Goal: Prevent harmful and illegal discharges into collection system

Objective: Prevent damage and upsets of the wastewater collection system that could harm equipment or personnel.

Type of Measure: Outcome

Tool: Notifications, Inspections

Frequency: Daily

Scoring: 75% - (fewer problems due to better communication and education with the public)

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
# of Industry and plant samples analyzed	2287	1827	1890	1890
# of NOV's written to industries	3	0	0	0
# of NOV's written to commercial sites	28	4	0	1

UTILITIES

SECTION 55

INDUSTRIAL WASTE

SECTION: 55-INDUSTRIAL WASTE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 265,627	\$ 208,021	\$ 207,736	\$ 210,303	\$ 2,282
CONTRACTUAL	71,439	79,088	78,888	204,088	125,000
COMMODITIES	15,827	13,692	13,592	13,559	(133)
TOTAL	\$ 352,893	\$ 300,801	\$ 300,216	\$ 427,950	\$ 127,149
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 167,817	\$ 112,191	\$ 111,218	\$ 112,832	\$ 641
NPDES MONITORING	50,435	57,541	57,638	57,950	409
INDUSTRIAL WASTE MONITOR	73,704	70,641	70,738	71,050	409
BACKFLOW X CONN. CONTROL	60,937	60,428	60,622	61,118	690
LOCAL LIMITS STUDY	-	-	-	125,000	125,000
TOTAL	\$ 352,893	\$ 300,801	\$ 300,216	\$ 427,950	\$ 127,149
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 427,950	
				\$ 427,950	
COMMENTARY:					
The Industrial Waste operating budget has increased 42% and there are no capital expenditures. Personal Services increase is due to benefit increases. Contractual increase is for a Local Limits study which will be about \$250,000 over two years. Commodities remained flat. There is no major Capital (>\$10,000) for this section.					

MISSION

To provide wastewater reclamation that exceeds all federal, state and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception. To promote the use of reclaim water for all approved uses throughout the City of Flagstaff and vicinity. To educate the public on issues related to water reclamation, water conservation, and sustainable use.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaim water but water is also used for non-potable commercial and industrial uses. Excess reclaim water is released to the Rio de Flag wash for riparian enhancement. This semi-automated treatment facility uses advanced technology to produce non-potable water that is rated as Grade A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaim water storage facilities at Buffalo Park.

FY 10 ACCOMPLISHMENTS

- ✓ Maintained service levels with reduced staffing.
- ✓ Replaced carbon in the odor control vessels.
- ✓ Rebuilt one influent pump.
- ✓ Rebuilt one reclaim pump.
- ✓ Installed 2 new chopper pumps.
- ✓ Modified operating procedure of the chopper pumps resulting in an annual energy savings of approximately \$15,000.

FY 11 NEW INITIATIVES AND GOALS

- Continue to work closely with WCH to provide reclaim water that meets customer demand at the lowest cost.
- Provide an overall reduction in our budget while maintaining current staffing levels.

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits

Objective: Production and distribution of reclaimed water that is safe for its intended use.

Type of Measure: Outcome

Tool: Laboratory Analysis

Frequency: Daily, Weekly, Monthly, Quarterly, Annual

Scoring: : 1-2 = 90% 3-5 = 75% ≥6 = 50%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of Permit Violations	2	4	0	0

FY 09. These were due to exceeding the 24 hour 2.0 turbidity average.

Council Priority: Community Sustainability

Goal: Promote and encourage use of reclaimed water through education and Public Relations programs. Schedule tours and provide information in a timely manner.

Objective: Promote the use of reclaimed water where appropriate, there by off setting the demands for potable water.

Type of Measure: Program Outcome

Tool: Plant Flow Reports

Frequency: Monthly

Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity =75-50%

Trend: ←→

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Gallons of Wastewater Treated (millions)	826.8	791.8	715.0	715.0
Gallons of Reclaim Water Reused (millions)	349.6	281.6	300.0	300.0

Council Priority: Fiscal Health

Goal: Maintain operations, maintenance and lab budgets within the projected amounts.

Objective: Control our costs while maintaining service levels at existing levels

Type of Measure: Program Outcome

Tool: Financial Reports

Frequency: Monthly

Scoring: < \$1.20 = 100% \$1.20 - \$1.40 = 90% >\$1.40 = 75-50%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Cost/thousand gallons of reclaimed water produced	\$1.29	\$1.17	\$1.23	\$1.27

Council Priority: Family, Youth & Community

Goal: Provide a good quality of life for our customers, neighbors, and employees.

Objective: Reduce the number of complaints and injuries.

Type of Measure: Outcome

Tool: Reports received from customers

Frequency: Daily

Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Number of complaints /odors ect.	0	0	0	0
Number of on the job lost time accidents / injuries.	0	0	0	0

UTILITIES

SECTION 56

RIO DE FLAG RECLAIM PLANT

SECTION: 56-RIO DE FLAG WASTEWATER TREATMENT PLANT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 316,501	\$ 315,704	\$ 289,479	\$ 336,044	\$ 20,340
CONTRACTUAL	500,771	437,800	430,957	477,200	39,400
COMMODITIES	69,425	112,852	73,935	105,041	(7,811)
CAPITAL	46,883	43,000	29,390	11,500	(31,500)
TOTAL	\$ 933,580	\$ 909,356	\$ 823,761	\$ 929,785	\$ 20,429
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 73,973	\$ 98,154	\$ 68,968	\$ 96,605	\$ (1,549)
PLANT OPERATIONS	583,807	509,701	510,256	563,596	53,895
PLANT MAINTENANCE	201,973	205,156	154,592	159,908	(45,248)
LAB-PROCESS CONTROL-MONTR	73,827	96,345	89,945	109,676	13,331
TOTAL	\$ 933,580	\$ 909,356	\$ 823,761	\$ 929,785	\$ 20,429
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 929,785	
				\$ 929,785	
COMMENTARY:					
The Rio de Flag Treatment Plant operating budget increased by 6%, and there are no capital expenditures. Personal Services increases are due to skill based pay and benefit increases. Contractual increase is for electricity. Commodities decrease is due work orders. Major capital (>\$10,000) is carryover for carbon filter \$11,500.					

MISSION

The mission of the Stormwater Section is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions within the City of Flagstaff, and to comply with the applicable floodplain and stormwater regulations.

PROGRAM DESCRIPTION

The Stormwater Section includes: administration, utility management, engineering/hydrology technical support, master planning, customer service, data collection, field inspection, and plan review components.

FY 10 ACCOMPLISHMENTS

- ✓ Completed two drainage improvement projects for a program cost of \$245,000
- ✓ Completed the drainage system inventory, GIS inventory layer & field inspections
- ✓ Received written verification from ADEQ that our NPDES program “satisfactorily complies with the AZPDES General Permit”
- ✓ Ensured that construction projects meet regulatory requirements

- ✓ Developed a Low Impact Development ordinance as well as the related design manual
- ✓ Awarded 238 additional CRS rating points for a total of 1850 points. 150 additional points are required to satisfy the next greater classification level, (Class 6).
- ✓ Completed Phase 2 of the Stormwater Master Plan
- ✓ Received ADEQ Grant for “Bark Park” water quality improvement

FY 11 NEW INITIATIVES AND GOALS

- LID implementation
- Negotiate permit terms for the renewed NPDES permit
- Develop a Stormwater Management Plan that will comply with the renewed permit
- Begin Phase 3 of the Stormwater Master Plan
- Move up one rating classification in the Community Rating System (CRS) program if cost effective
- Develop a comprehensive Drainage Maintenance Plan, including inventory, inspection & scheduling
- Develop Rainwater Harvesting Ordinance
- Revise Floodplain Management Ordinance

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Personnel safety: No accidents, injuries or job related illnesses; utilize safety training.

Objective: Safe vehicle operating and equipment handling with no injuries or work related sick days.

Type of Measure: Communication & feedback, injury reports; employee health & safety

Tool: Verbal, e-mail, phone contact; on-going safety training

Frequency: Annual employee training

Scoring: 100% - Section participation

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
a. No on-the-job injuries or accidents		100%	100%	100%
b. No on-the-job non-injury accidents		100%	100%	100%
c. No job related lost work days		100%	100%	100%
d. No job related sick time (% of total)		100%	100%	100%
e. Safety training (4 hrs/person)	NA	100%	100%	100%

Council Priority: Facilities & Basic Services

Goal: Respond to all Drainage Complaints within 24 hrs. of receiving complaint. Notify customer when a solution has been determined – usually within two weeks. Minimize flood damages and maximize responsiveness to citizen need during periods of potential flood hazard.

Objective: Provide excellent internal and external customer service in response to any drainage issues or concerns that develop. As well as provide timely responses to requests for information and assistance. Monitor areas of known drainage issues and develop a strategy for implementing corrective measures when fiscally possible.

Type of Measure: Direct communication (phone, in person or e-mail) with effected customers.

Tool: Verbal, e-mail, phone contact; site visit, field inspection

Frequency: As received

Scoring: 100% - Follow through whether solution is possible or not

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
a. Complaints received		39	30	40
Complaints resolved (for FY 2009, 9 of the 39 complaints require longer term solutions and are being researched & resolved)		30	30	35
c. No public infrastructure damages (100% = no damages; goal achieved)		100%	100%	100%
d. No damages/claims to private property (100% = no damages; goal achieved)		100%	100%	100%

Council Priority: Public Safety

Goal: Drainage Channel Maintenance Program - Coordinate & oversee internal projects performed by streets channel maintenance crew as well as routine infrastructure maintenance.

Objective: Monitor areas of known drainage issues and develop a strategy for implementing corrective measures where fiscally possible.

Type of Measure: Direct communication (phone, in person or e-mail) with streets supervisor and/or effected customers.

Tool: Field verification

Frequency: As drainage issues are received & resolved.

Scoring: 100% - Follow through whether solution is possible or not

Trend: ↑

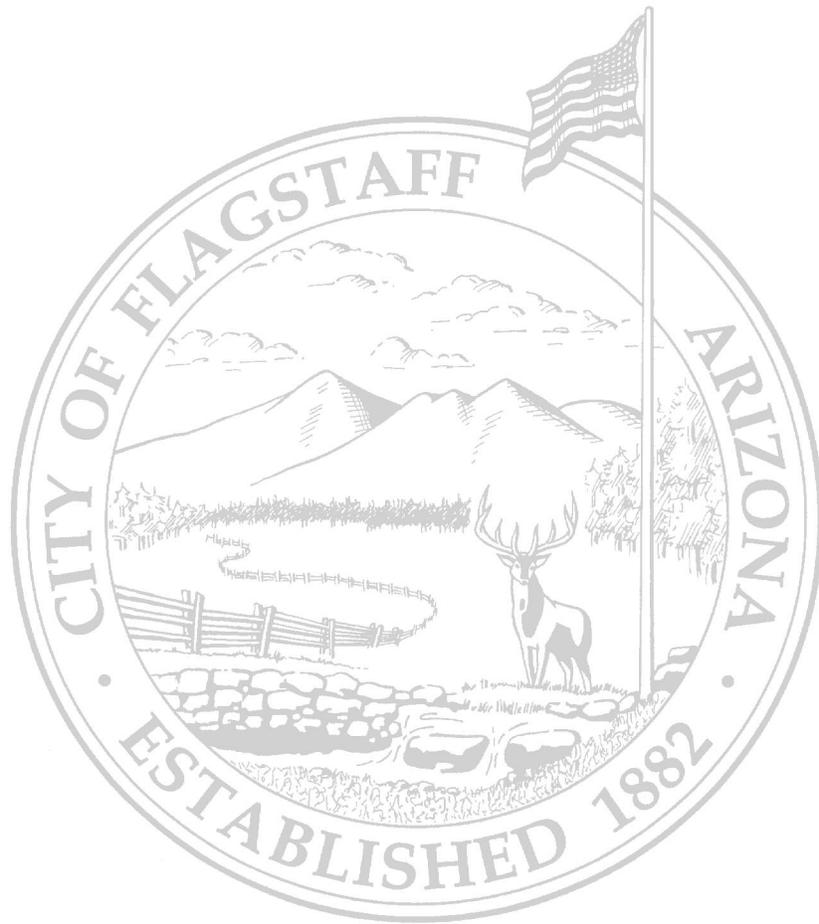
Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Annual miles of channels cleaned		3	3	3
Per cent of catch basins & culverts cleaned	NA	100%	100%	100%
Per cent of inventory cleaned	NA	75%	75%	75%

UTILITIES

SECTION 98

STORMWATER

SECTION: 98-STORMWATER UTILITY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 510,050	\$ 481,561	\$ 474,683	\$ 487,524	\$ 5,963
CONTRACTUAL	128,671	289,475	232,455	106,707	(182,768)
COMMODITIES	19,067	11,460	9,493	11,460	-
TOTAL	\$ 657,788	\$ 782,496	\$ 716,631	\$ 605,691	\$ (176,805)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 241,501	\$ 262,858	\$ 246,018	\$ 255,743	\$ (7,115)
ENG. & MASTER PLANNING	105,157	267,034	190,718	76,316	(190,718)
OPERATIONS	311,130	252,604	253,824	265,232	12,628
WATER QUALITY IMPR GRANT	-	-	26,071	8,400	8,400
TOTAL	\$ 657,788	\$ 782,496	\$ 716,631	\$ 605,691	\$ (176,805)
SOURCE OF FUNDING:					
STORMWATER UTILITY FUND				\$ 605,691	
				\$ 605,691	
COMMENTARY:					
The Stormwater Utility operating budget has decreased 23% overall, and there are no staffing reductions nor capital expenditures. Contractual reductions for Consultant Fees are due to the completion of this phase of the Master Planning project. The Operations Program increased for Temporary Employee salaries and a Quality Step Increase for an existing employee.					



NON-DEPARTMENTAL MISSION

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The **Transit Section** collects the portion of the transportation tax that is earmarked for Transit activities. NAIPTA administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the NAIPTA.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

PROGRAM DESCRIPTION

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs; sets the tax rate; determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

SECTION: 63-COUNCIL AND COMMISSIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 222,522	\$ 217,074	\$ 217,074	\$ 272,366	\$ 55,292
CONTRACTUAL	92,783	71,600	67,900	73,460	1,860
COMMODITIES	51,197	15,492	17,464	12,461	(3,031)
TOTAL	\$ 366,502	\$ 304,166	\$ 302,438	\$ 358,287	\$ 54,121
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 366,194	\$ 299,866	\$ 298,238	\$ 357,437	\$ 57,571
BOARDS AND COMMISSIONS	308	4,300	4,200	850	(3,450)
TOTAL	\$ 366,502	\$ 304,166	\$ 302,438	\$ 358,287	\$ 54,121
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 153,525	
	LIBRARY FUND			25,031	
	HIGHWAY USER REVENUE FUND			24,163	
	TRANSPORTATION FUND			25,230	
	WATER AND WASTEWATER FUND			69,723	
	STORMWATER FUND			3,587	
	AIRPORT FUND			7,158	
	ENVIRONMENTAL SERVICES FUND			49,870	
				\$ 358,287	
COMMENTARY:					
The Council and Commissions operating budget has increased 18% and there are no capital expenditures. Personal Services include both salary and benefit increases. Salary increases were approved by voters and this brings the remaining three Councilmember positions up to the approved amount. Contractual increases are due to an increase in travel and registration. Commodities decreases are due to reductions in copying and food. There are no major capital (>\$10,000) expenditures for this section.					

NON-DEPARTMENTAL

SECTION 64

**CONTRIBUTIONS TO
OTHER AGENCIES**

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens.

The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

SECTION: 64-CONTRIBUTIONS TO OTHERS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
CONTRACTUAL	\$ 1,086,016	\$ 979,585	\$ 959,585	\$ 944,583	\$ (35,002)
TOTAL	\$ 1,086,016	\$ 979,585	\$ 959,585	\$ 944,583	\$ (35,002)
EXPENDITURES BY PROGRAM:					
HEALTH & SOC SERVICES	\$ 342,470	\$ 302,624	\$ 302,624	\$ 270,000	\$ (32,624)
OTHER CONTRIBUTIONS	743,546	676,961	656,961	674,583	(2,378)
TOTAL	\$ 1,086,016	\$ 979,585	\$ 959,585	\$ 944,583	\$ (35,002)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 944,583	
				\$ 944,583	
COMMENTARY:					
The Contributions to Others operating budget has decreased 4% and there are no capital expenditures. Contributions are as follows: United Way \$270,000; Humane Society \$163,625; Greater Flagstaff Forest Partnership \$19,925; FACTS \$249,819; Weed & Seed \$5,563; Youth Coalition \$19,869; NACOG Rural Transportation \$4,202, Intake Triage \$75,000, Cardinals \$31,264; Rural Policy Institute \$25,000; Victim Witness \$41,724; NACASA \$15,787; Sister Cities \$2,805; and carryover of Emergency Housing Funds \$20,000.					

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment

insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

SECTION: 66-NON-DEPARTMENTAL					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 75,969	\$ (163,713)	\$ 38,645	\$ 47,624	\$ 211,337
CONTRACTUAL	2,586,002	2,676,800	1,987,077	1,966,777	(710,023)
COMMODITIES	514,182	1,492,148	648,108	(74,000)	(1,566,148)
CAPITAL	490,575	1,150,000	3,000	645,000	(505,000)
TOTAL	\$ 3,666,728	\$ 5,155,235	\$ 2,676,830	\$ 2,585,401	\$ (2,569,834)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 954,170	\$ 2,060,248	\$ 930,027	\$ 134,500	\$ (1,925,748)
EMPLOYEE BENEFITS	88,117	75,500	66,500	77,500	2,000
INSURANCE	669,444	589,200	589,200	608,674	19,474
CONSULTANTS	342,927	915,500	459,757	544,103	(371,397)
COPY CENTER	(47,551)	(6,213)	(15,355)	(12,126)	(5,913)
REDEVELOPMENT	1,659,621	1,521,000	644,701	1,232,750	(288,250)
PBID DEVELOPMENT	-	-	2,000	-	-
TOTAL	\$ 3,666,728	\$ 5,155,235	\$ 2,676,830	\$ 2,585,401	\$ (2,569,834)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,660,946	
LIBRARY FUND				86,035	
HIGHWAY USER REVENUE FUND				107,242	
TRANSPORTATION FUND				59,463	
WATER AND WASTEWATER FUND				333,794	
STORMWATER FUND				14,186	
AIRPORT FUND				69,981	
ENVIRONMENTAL SERVICES FUND				253,754	
				\$ 2,585,401	
COMMENTARY:					
The Non-Departmental operating budget has decreased 52% and capital expenditures total \$645,000. Personal Services increases are due to a change in the allocation methodologies. Contractual decreases are due to the completion of several larger consulting agreements. Commodities decreases are related to moving the information technology hardware and software costs to Section 08. Major capital (>\$10,000) is for redevelopment efforts.					

MISSION

Getting you where you want to go.

Our Vision: To create the Finest Transportation Experience making NAIPTA services an Excellent Choice for Northern Arizona Communities.

PROGRAM DESCRIPTION

The **Transit Division** collects the portion of the transportation tax that is designated for Transit activities. Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) administers the Transit program per the Intergovernmental Agreement (IGA) between the City and NAIPTA.

FY 10 ACCOMPLISHMENTS

- ✓ Completed of new Administrative and Maintenance facility for Public Transit vehicles and services at 3773 N Kaspar Dr.
- ✓ Estimated to have cut cost per hour by 10% over FY2009.
- ✓ Move towards Hybrid Electric Fleet for Flagstaff area. Purchase of 3 additional hybrids completed.
- ✓ Received award of over \$1,000,000 in ARRA funds for 100% funding of capital program. Purchased one of three new hybrids.

Mountain Line Fixed Route:

- ✓ Expanded frequency on Route 4 – offering 20 minute peak service Monday thru Friday.
- ✓ Realigned Route 2 to provide service in an unserved area along the East Route 66 corridor – traveling up Cummins, across Lynch and Kaspar Dr to serve Mobile Home, Mount Elden Hills, and our new facility.
- ✓ Continued with implementation of route timing strategies to improve on time performance.
- ✓ Projected to increase ridership by 8% from 1,041,360 to 1,122,124
- ✓ Projected to increase average numbers of riders per day from 2,832 to projected 3,091

- ✓ Maintained customer satisfaction by evaluating feedback regarding routes, stops, shelters, and on time performance.

Mountain Lift Para-Transit

- ✓ Successfully increased awareness of Taxi Voucher program and increased use of programs, creating a cost saving for the regular para-transit service. Service provides more flexibility to customers and is more cost efficient.
- ✓ Continued to improve trips per service hour – increasing efficiency of service and decreasing the cost of the program.
- ✓ Improved on-time service from 98% to 99.5% without sacrificing trips or service.

FY 11 NEW INITIATIVES AND GOALS

- Obtain additional funding from federal transit administration and other sources.
- Continue building public awareness of benefits of transit, including affordable living, mobility for those with no alternatives, and less environmental impact that single-occupancy-vehicle traffic,
- Continue increasing ridership and use of public transportation.
- Continue to build on mobility options by expansion of travel training programs and available information on how to use the system.
- Increase awareness and use of electronic information, including route status and public information process.
- Improve Customer Service and encourage use of passes through improved sales outlets, including internet.
- Build Transit Spine and prepare for launch of Mountain Links system

PERFORMANCE MEASURES

Council Priority: Community Sustainability

Goal: Increase use of Public Transit System

Objective: 2.5% increase of riders using existing services and routes. Provide reliable alternative to single-occupancy vehicle use for commuting trips.

Type of Measure: Program efficiency

Tool: Calculation of data, customer survey

Frequency: Quarterly

Scoring: 90%+ progressing

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Total Ridership	899,201	1,098,400	1,122,124	1,178,230
Average Riders per Day	2,464	3,009	3,091	3,246
On time performance	88%	91%	95%	95%

Council Priority/Goal: Fiscal Health

Goal: Maintain operational cost per hour

Objective: Identify efficiencies to maintain and control costs. i.e. Bring maintenance of vehicles in house and prevent mark up cost of outside vendor. Improve farebox return by preventing fraudulent use of passes, tickets, and transfers as well as increasing fares proportionate to ridership increase.

Type of Measure: Program efficiency

Tool: Calculation of data, customer survey

Frequency: Quarterly

Scoring: 100% progressing

Trend: ↓

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Operational Cost per Hour	\$86.21	\$81.01	\$71.84	\$75.01
Administrative Cost per Hour	\$21.08	\$15.38	\$16.24	\$15.56
Farebox Return	16%	14%	16%	20%

Council Priority/Goal: Family, Youth, and Community/Community Sustainability

Goal: Evaluation of Updated 5 Year Transportation Plan and efforts to truth with community needs for growth and development.

Objective: Implementation of service increases as approved by voting public and consistent with community needs.

Type of Measure: Output

Tool: Calculation of data

Frequency: Quarterly/Annual

Scoring: 75 – 90% average

Trend: →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Service Hours	36,252	37,058	46,767	47,508
Revenue Miles	544,030	544,030	637,076	647,170

NON-DEPARTMENTAL	SECTION 97	NAIPTA
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Council Priority/Goal: Facilities and Basic Services

Goal: Develop and construct Transit Facility on property at 3773 E Kaspar Dr, Flagstaff.

Objective: Use existing structure to develop a transit facility that allows for internal maintenance, improved storage that restores life of vehicles, and provides customer service center to improve ticket and pass sales.

Type of Measure: Outcome

Tool: Schedule for construction, calculation of data

Frequency: Semi-annual

Scoring: 75 – 90% average

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Construction of site/Remodel of Facility/Move In	15% complete	90% complete	100% complete	n/a
Increase customer use of tickets and passes versus cash fare	36%	40%	40%	45%

Council Priority/Goal: Community Sustainability

Goal: Improve customer satisfaction to a 6 on a scale of 1 to 7, or extremely satisfied.

Objective: Complete annual customer satisfaction evaluation of both existing and potential customers to identify satisfaction and barriers for potential customers. Use results to evaluate services and implement improvements.

Type of Measure: Program outcome

Tool: Customer survey

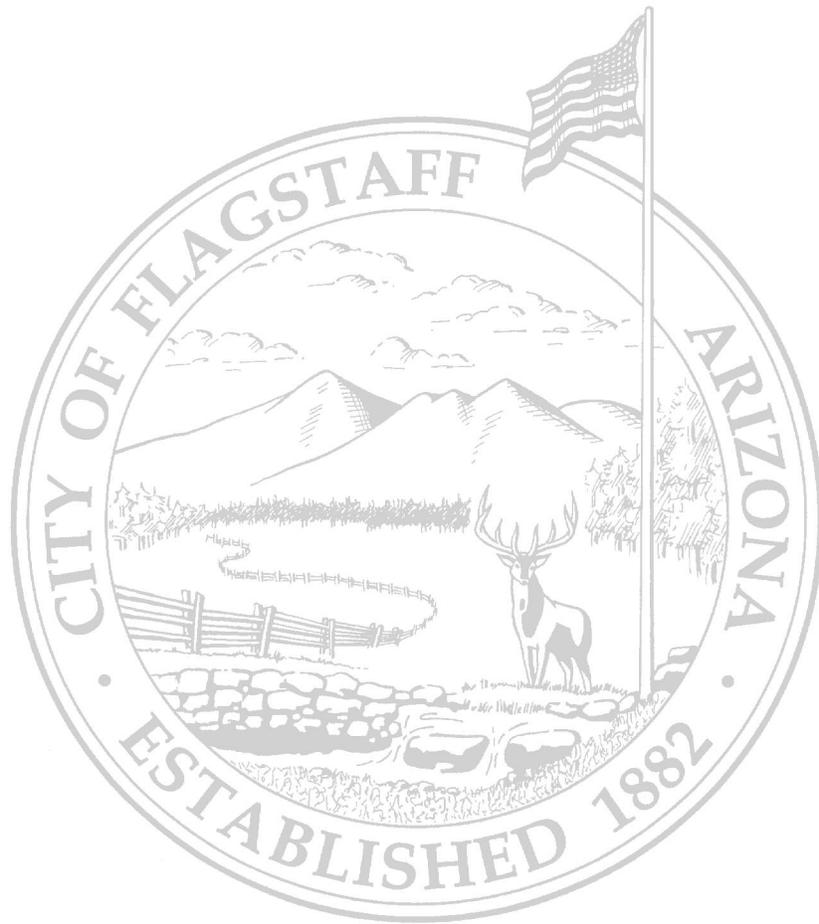
Frequency: Semi-annual

Scoring: 90% progressing

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Customer Satisfaction Score	5.73	5.9	6.1	6.3

SECTION: 97-NAIPTA					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2008-2009	Adopted Budget 2009-2010	Estimated Expenditures 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
CONTRACTUAL	\$ 2,914,193	\$ 3,755,186	\$ 3,653,297	\$ 4,698,793	\$ 943,607
TOTAL	\$ 2,914,193	\$ 3,755,186	\$ 3,653,297	\$ 4,698,793	\$ 943,607
EXPENDITURES BY PROGRAM:					
TRANSIT	\$ 2,914,193	\$ 3,755,186	\$ 3,653,297	\$ 4,698,793	\$ 943,607
TOTAL	\$ 2,914,193	\$ 3,755,186	\$ 3,653,297	\$ 4,698,793	\$ 943,607
SOURCE OF FUNDING:					
	TRANSPORTATION FUND			\$ 4,698,793	
				\$ 4,698,793	
COMMENTARY:					
The Transit budget has increased by 25% this fiscal year. This is due to increased costs related to new transit tax propositions that passed in FY09. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.					



MISSION

The mission of the Flagstaff Housing Authority is to assist low income families with safe, decent, and affordable housing opportunities as they strive to improve the quality of their lives. The Flagstaff Housing Authority is committed to operating in an efficient, ethical, and professional manner. The Flagstaff Housing Authority will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this Mission.

PROGRAM DESCRIPTION

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing; administers 333 Section 8 Housing Choice Vouchers; manages Clark Homes, and 80 unit low-income, Section 8 New Construction development; and provides 12 Section 8 Certificates for the seriously mentally ill in partnership with the Guidance Center.

FY 10 ACCOMPLISHMENTS

- ✓ Successfully administered a \$602,290 American Recovery and Reinvestment Act (ARRA) grant – energy efficient improvements to the low-income public housing units.
- ✓ Maintained Public Housing High Performer status from HUD. This system measures financial management, maintenance and physical plant and overall management the of public housing program.

- ✓ Maintained High Performer status for the Section 8 Housing Choice Voucher Program. This program status reflects our excellent use of Section 8 resources, including a lease up rate over 98% for the year ended June 30, 2009.
 - ✓ Continued to upgrade units, grounds and replace aging equipment by utilizing HUD's Capital Fund Program.
 - ✓ Increased resident interaction by providing regular meetings with staff; monthly BBQs at Siler Homes, Brannen Homes and Clark Homes; publishing a newsletter to help residents in education, employment, job training and youth services.
 - ✓ Completed Fiscal Year 2009 financial audit with no findings, comments or deficiencies.
-

FY 11 NEW INITIATIVES AND GOALS

- Continue to assist the Aztec Acres Corporation in obtaining approval from HUD for the development of 26 units of Section 202 Housing for the Elderly.
- Continue to maintain status of a High Performing Agency in both the Public Housing and Section 8 Housing Choice Voucher programs.
- Partner with the Guidance Center on funding for additional Section 8 assistance for the Seriously Mentally ill.
- Continue to use the Capital Fund Program for energy conservation.
- Pursue funding for additional low-income housing.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services

Goal: To maintain external validation of program management for Low Income Public Housing and Section 8 Housing Choice Voucher Programs under HUD’s assessment programs, known as PHAS and SEMAP, respectively.

Objective: Maintain PHAS and SEMAP ratings at High Performer status.

Type of Measure: Outcome

Tool: HUD PHAS and SEMAP certification programs.

Frequency: Yearly, based on fiscal year performance

Scoring: 100%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
PHAS High Performer	100%	100%	100%	100%
SEMAP High Performer	100%	100%	100%	100%

Council Priority: Fiscal Health

Goal: Maintain zero audit finding status.

Objective: To have no audit findings on either Flagstaff Housing Authority audit.

Type of Measure: Outcome

Tool: Audit

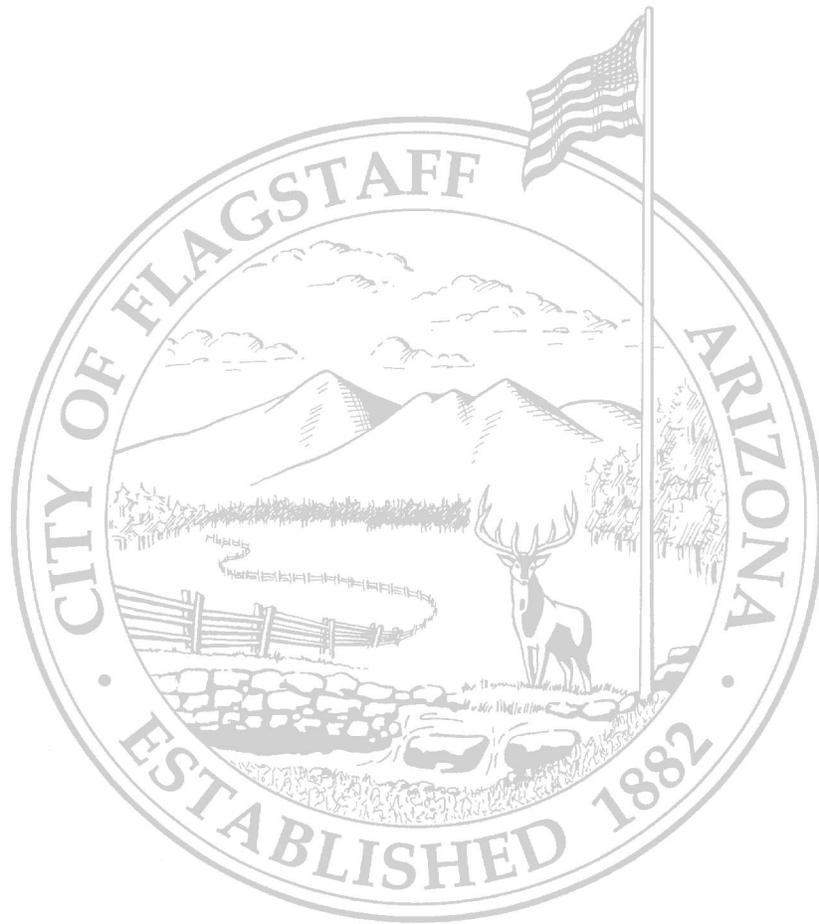
Frequency: Yearly

Scoring: 100%

Trend: ↑

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Estimate	FY 11 Proposed
Housing Authority control deficiencies	0	0	0	0
Housing Authority significant deficiencies	0	0	0	0
Housing Authority audit findings	0	0	0	0

SECTION: FLAGSTAFF HOUSING AUTHORITY (*)					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures (*) 2008-2009	Adopted Budget (*) 2009-2010	Estimated Expenditures (*) 2009-2010	Proposed Budget 2010-2011	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,488,671	\$ 1,581,990	\$ 1,508,212	\$ 1,530,585	\$ (51,405)
CONTRACTUAL	3,497,260	3,592,215	3,750,189	3,680,247	88,031
COMMODITIES	153,619	101,256	86,669	101,798	543
CAPITAL	402,562	402,562	700,953	614,862	212,300
TOTAL	\$ 5,542,112	\$ 5,678,023	\$ 6,046,024	\$ 5,927,492	\$ 249,469
EXPENDITURES BY PROGRAM:					
LOW INCOME PUBLIC HOUSING	\$ 2,222,044	\$ 2,346,967	\$ 2,456,112	\$ 2,487,477	\$ 140,510
SEC 8 HSG CHOICE VOUCHER/MRO	3,039,557	3,044,756	3,306,645	3,143,278	98,521
NON-HUD PROGRAM	280,511	286,300	283,267	296,737	10,437
TOTAL	\$ 5,542,112	\$ 5,678,023	\$ 6,046,024	\$ 5,927,492	\$ 249,469
SOURCE OF FUNDING:					
FLAGSTAFF HOUSING AUTHORITY FUND				\$ 5,927,492	
				\$ 5,927,492	
COMMENTARY:					
<p>(*) This is the first year that the Flagstaff Housing Authority (FHA) budget has been received and approved by council. Amounts shown were provided by FHA for comparison purposes only.</p> <p>The Housing Authority Budget operating budget is increasing by 4%. Personal Services decreases are due to .75 FTE staffing reduction of a part time maintenance worker and temporary administrative clerk. Contractual expense increase is primarily due to anticipated increases in the cost of monthly housing assistance payments in the Section 8 Housing Choice Voucher program. Capital expenditures are projected at \$614,862, an increase of \$212,300 from budget year 2010; capital improvements are funded by HUD's Capital Grant program.</p>					



CAPITAL IMPROVEMENTS

FY 2011 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2011 represents a \$54.2 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 55.5% of the funding being provided on the pay-as-you-go basis versus 50.8% in FY 2010. The major projects in this year's budget are Fire Stations, Rio De Flag project, FUTS/Open Space Acquisition, and Jay Lively Reconstruction. This year's capital improvement program is funded 25.0% through debt financing including the Water and Wastewater projects, FUTS/Open Space and Fire Stations. The grant funding of 19.5% is primarily for airport projects and Beautification.

In May 2004 voters approved 10 bond projects totaling \$155.2 million. These projects will be phased in over a 10-year period and budgeted on a cash flow basis.

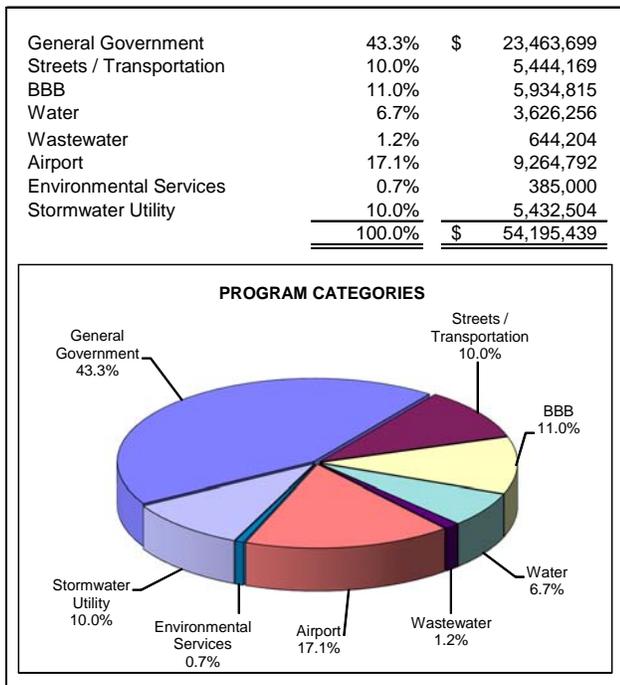
City Council has selected 4 bond projects totaling \$86.2 million for voters to vote on in November 2010. Projects include Municipal Court Courthouse, Municipal Services Maintenance Center, Public Safety/City Operations Communications Systems, and Street and Utilities Improvements.

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.

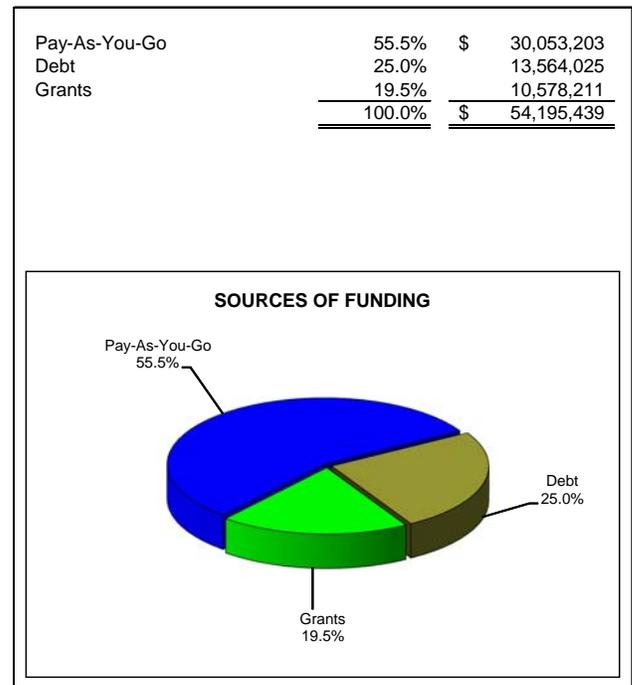
The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan. The latest version of this plan can be found on the city website under Finance and Budget.

The following pages provided listing of the Capital Improvement projects along with a map to show the location of the improvements.

Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:



Sources of funding are categorized in three categories as shown below:



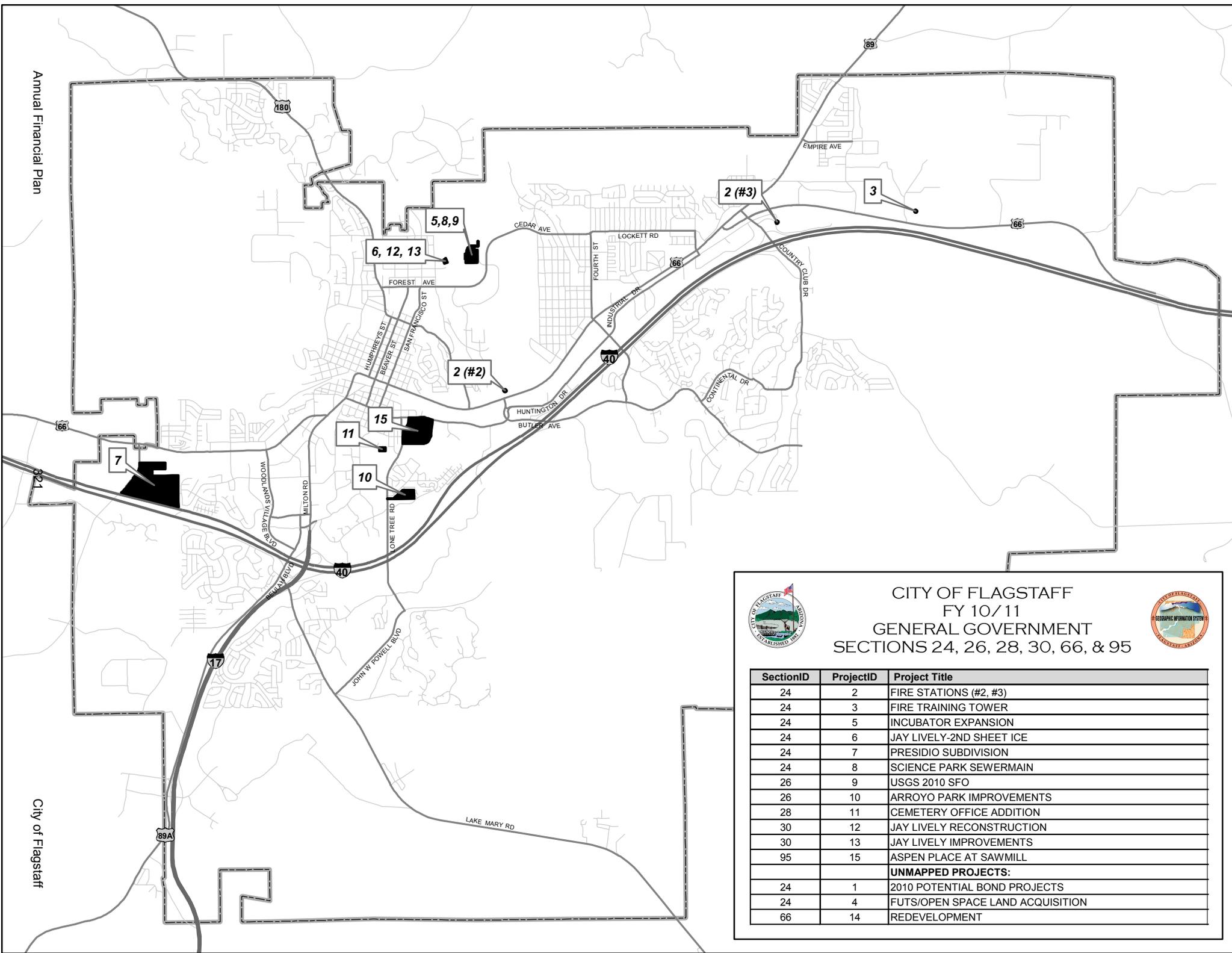
SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

**GENERAL GOVERNMENT
APPROPRIATIONS**

DIV		PROJECT	CARRYOVER FY 2010	BUDGET FY 2011
1	24	2010 POTENTIAL BOND PROJECTS	\$ -	1,365,000
2	24	FIRE STATIONS	563,557	2,765,530
3	24	FIRE TRAINING TOWER	-	29,184
4	24	FUTS/OPEN SPACE LAND ACQUISITION	1,222,106	1,627,275
5	24	INCUBATOR EXPANSION	-	2,500,000
6	24	JAY LIVELY-2ND SHEET ICE	-	5,000,000
7	24	PRESIDIO SUBDIVISION	-	3,700,000
8	24	SCIENCE PARK SEWERMAIN	-	500,000
9	26	USGS 2010 SFO	-	1,578,000
10	26	ARROYO PARK IMPROVEMENTS	-	87,500
11	28	CEMETERY OFFICE ADDITION	140,000	140,000
12	30	JAY LIVELY RECONSTRUCTION	-	1,500,000
13	30	JAY LIVELY IMPROVEMENTS	-	2,000,000
14	66	REDEVELOPMENT	645,000	645,000
15	95	ASPEN PLACE AT SAWMILL	26,210	26,210
TOTAL GENERAL GOVERNMENT			<u>\$ 2,596,873</u>	<u>23,463,699</u>

SOURCES OF FUNDING

DIV		PROJECT	BONDS	OTHER	TOTAL
1	24	2010 POTENTIAL BOND PROJECTS	\$ 1,365,000	-	1,365,000
2	24	FIRE STATIONS	2,765,530	-	2,765,530
3	24	FIRE TRAINING TOWER	29,184	-	29,184
4	24	FUTS/OPEN SPACE LAND ACQUISITION	1,627,275	-	1,627,275
5	24	INCUBATOR EXPANSION	2,500,000	-	2,500,000
6	24	JAY LIVELY-2ND SHEET ICE	-	5,000,000	5,000,000
7	24	PRESIDIO SUBDIVISION	-	3,700,000	3,700,000
8	24	SCIENCE PARK SEWERMAIN	500,000	-	500,000
9	26	USGS 2010 SFO	1,578,000	-	1,578,000
10	26	ARROYO PARK IMPROVEMENTS	-	87,500	87,500
11	28	CEMETERY OFFICE ADDITION	-	140,000	140,000
12	30	JAY LIVELY RECONSTRUCTION	-	1,500,000	1,500,000
13	30	JAY LIVELY IMPROVEMENTS	-	2,000,000	2,000,000
14	66	REDEVELOPMENT	-	645,000	645,000
15	95	ASPEN PLACE AT SAWMILL	26,210	-	26,210
TOTAL GENERAL GOVERNMENT			<u>\$ 10,391,199</u>	<u>13,072,500</u>	<u>23,463,699</u>





CITY OF FLAGSTAFF
FY 10/11
GENERAL GOVERNMENT
SECTIONS 24, 26, 28, 30, 66, & 95



SectionID	ProjectID	Project Title
24	2	FIRE STATIONS (#2, #3)
24	3	FIRE TRAINING TOWER
24	5	INCUBATOR EXPANSION
24	6	JAY LIVELY-2ND SHEET ICE
24	7	PRESIDIO SUBDIVISION
24	8	SCIENCE PARK SEWERMAIN
26	9	USGS 2010 SFO
26	10	ARROYO PARK IMPROVEMENTS
28	11	CEMETERY OFFICE ADDITION
30	12	JAY LIVELY RECONSTRUCTION
30	13	JAY LIVELY IMPROVEMENTS
95	15	ASPEN PLACE AT SAWMILL
UNMAPPED PROJECTS:		
24	1	2010 POTENTIAL BOND PROJECTS
24	4	FUTS/OPEN SPACE LAND ACQUISITION
66	14	REDEVELOPMENT

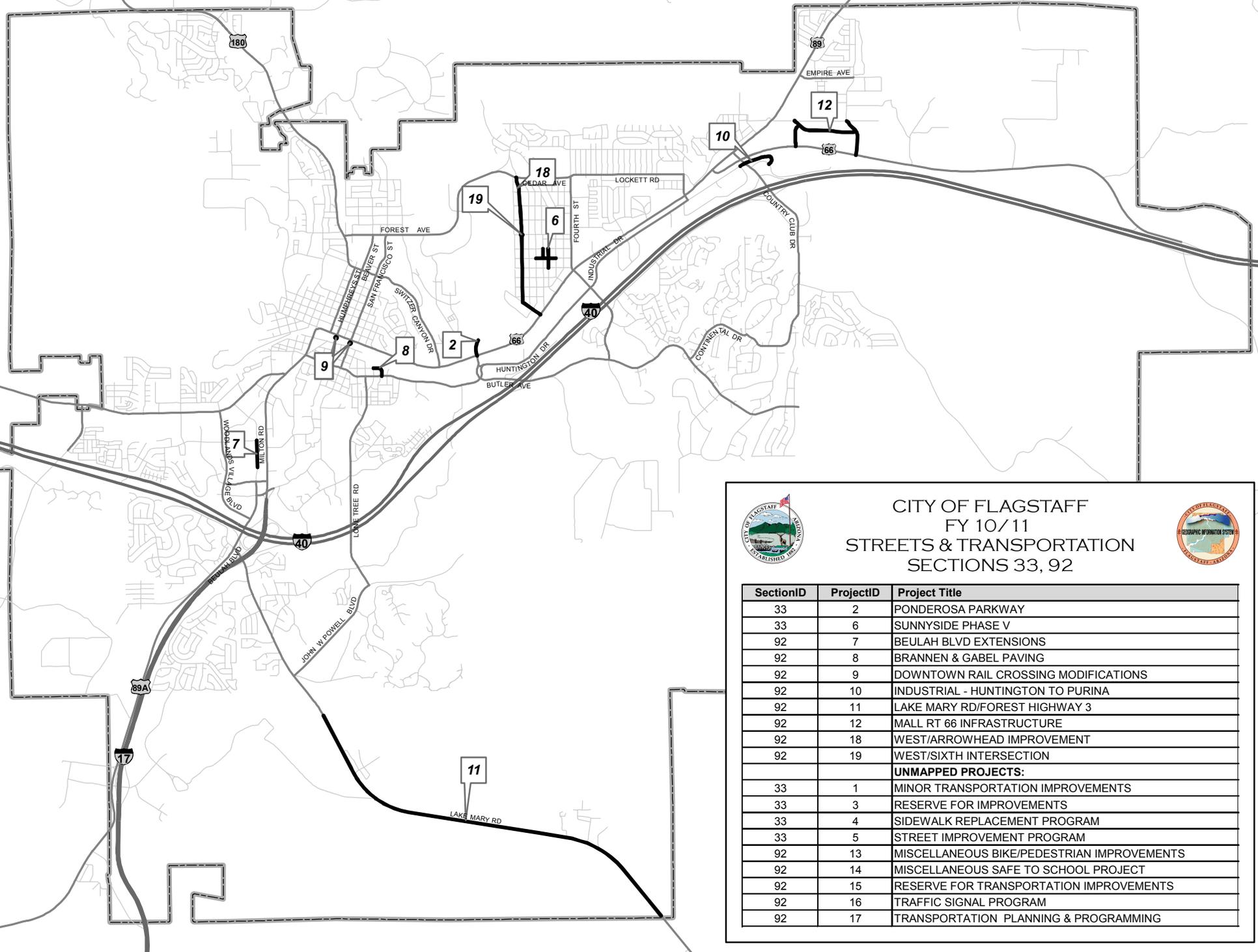
SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

**STREETS/TRANSPORTATION
APPROPRIATIONS**

DIV		PROJECT	CARRYOVER FY 2010	BUDGET FY 2011
1	33	MINOR TRANSPORTATION IMPROVEMENTS	\$ -	100,000
2	33	PONDEROSA PARKWAY	785,223	785,223
3	33	RESERVE FOR IMPROVEMENTS	-	40,000
4	33	SIDEWALK REPLACEMENT PROGRAM	-	15,000
5	33	STREET IMPROVEMENT PROGRAM	-	937,500
6	33	SUNNYSIDE PHASE V	515,952	895,484
7	92	BEULAH BLVD EXTENSIONS	-	468,600
8	92	BRANNEN & GABEL PAVING	416	416
9	92	DOWNTOWN RAIL CROSSING MODIFICATIONS	-	21,318
10	92	INDUSTRIAL - HUNTINGTON TO PURINA	38,500	38,500
11	92	LAKE MARY RD/FOREST HIGHWAY 3	15,582	17,520
12	92	MALL RT 66 INFRASTRUCTURE	-	175,000
13	92	MISCELLANEOUS BIKE/PEDESTRIAN IMPROVEMENTS	-	100,000
14	92	MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000
15	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000
16	92	TRAFFIC SIGNAL PROGRAM	297,108	304,608
17	92	TRANSPORTATION PLANNING & PROGRAMMING	-	115,000
18	92	WEST/ARROWHEAD IMPROVEMENT	-	1,200,000
19	92	WEST/SIXTH INTERSECTION	5,000	5,000
TOTAL STREETS AND TRANSPORTATION			\$ 1,657,781	5,444,169

SOURCES OF FUNDING

DIV		PROJECT	HURF	TRANS- PORTATION	OTHER	TOTAL
1	33	MINOR TRANSPORTATION IMPROVEMENTS	\$ 100,000	-	-	100,000
2	33	PONDEROSA PARKWAY	-	-	785,223	785,223
3	33	RESERVE FOR IMPROVEMENTS	40,000	-	-	40,000
4	33	SIDEWALK REPLACEMENT PROGRAM	15,000	-	-	15,000
5	33	STREET IMPROVEMENT PROGRAM	937,500	-	-	937,500
6	33	SUNNYSIDE PHASE V	895,484	-	-	895,484
7	92	BEULAH BLVD EXTENSIONS	-	468,600	-	468,600
8	92	BRANNEN & GABEL PAVING	-	416	-	416
9	92	DOWNTOWN RAIL CROSSING MODIFICATIONS	-	21,318	-	21,318
10	92	INDUSTRIAL - HUNTINGTON TO PURINA	-	38,500	-	38,500
11	92	LAKE MARY RD/FOREST HIGHWAY 3	-	17,520	-	17,520
12	92	MALL RT 66 INFRASTRUCTURE	-	175,000	-	175,000
13	92	MISCELLANEOUS BIKE/PEDESTRIAN IMPROVEMENTS	-	100,000	-	100,000
14	92	MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000	-	100,000
15	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000	-	125,000
16	92	TRAFFIC SIGNAL PROGRAM	-	304,608	-	304,608
17	92	TRANSPORTATION PLANNING & PROGRAMMING	-	115,000	-	115,000
18	92	WEST/ARROWHEAD IMPROVEMENT	-	1,200,000	-	1,200,000
19	92	WEST/SIXTH INTERSECTION	-	5,000	-	5,000
TOTAL STREETS AND TRANSPORTATION			\$ 1,987,984	2,670,962	785,223	5,444,169



CITY OF FLAGSTAFF
 FY 10/11
 STREETS & TRANSPORTATION
 SECTIONS 33, 92

SectionID	ProjectID	Project Title
33	2	PONDEROSA PARKWAY
33	6	SUNNYSIDE PHASE V
92	7	BEULAH BLVD EXTENSIONS
92	8	BRANNEN & GABEL PAVING
92	9	DOWNTOWN RAIL CROSSING MODIFICATIONS
92	10	INDUSTRIAL - HUNTINGTON TO PURINA
92	11	LAKE MARY RD/FORREST HIGHWAY 3
92	12	MALL RT 66 INFRASTRUCTURE
92	18	WEST/ARROWHEAD IMPROVEMENT
92	19	WEST/SIXTH INTERSECTION
UNMAPPED PROJECTS:		
33	1	MINOR TRANSPORTATION IMPROVEMENTS
33	3	RESERVE FOR IMPROVEMENTS
33	4	SIDEWALK REPLACEMENT PROGRAM
33	5	STREET IMPROVEMENT PROGRAM
92	13	MISCELLANEOUS BIKE/PEDESTRIAN IMPROVEMENTS
92	14	MISCELLANEOUS SAFE TO SCHOOL PROJECT
92	15	RESERVE FOR TRANSPORTATION IMPROVEMENTS
92	16	TRAFFIC SIGNAL PROGRAM
92	17	TRANSPORTATION PLANNING & PROGRAMMING

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

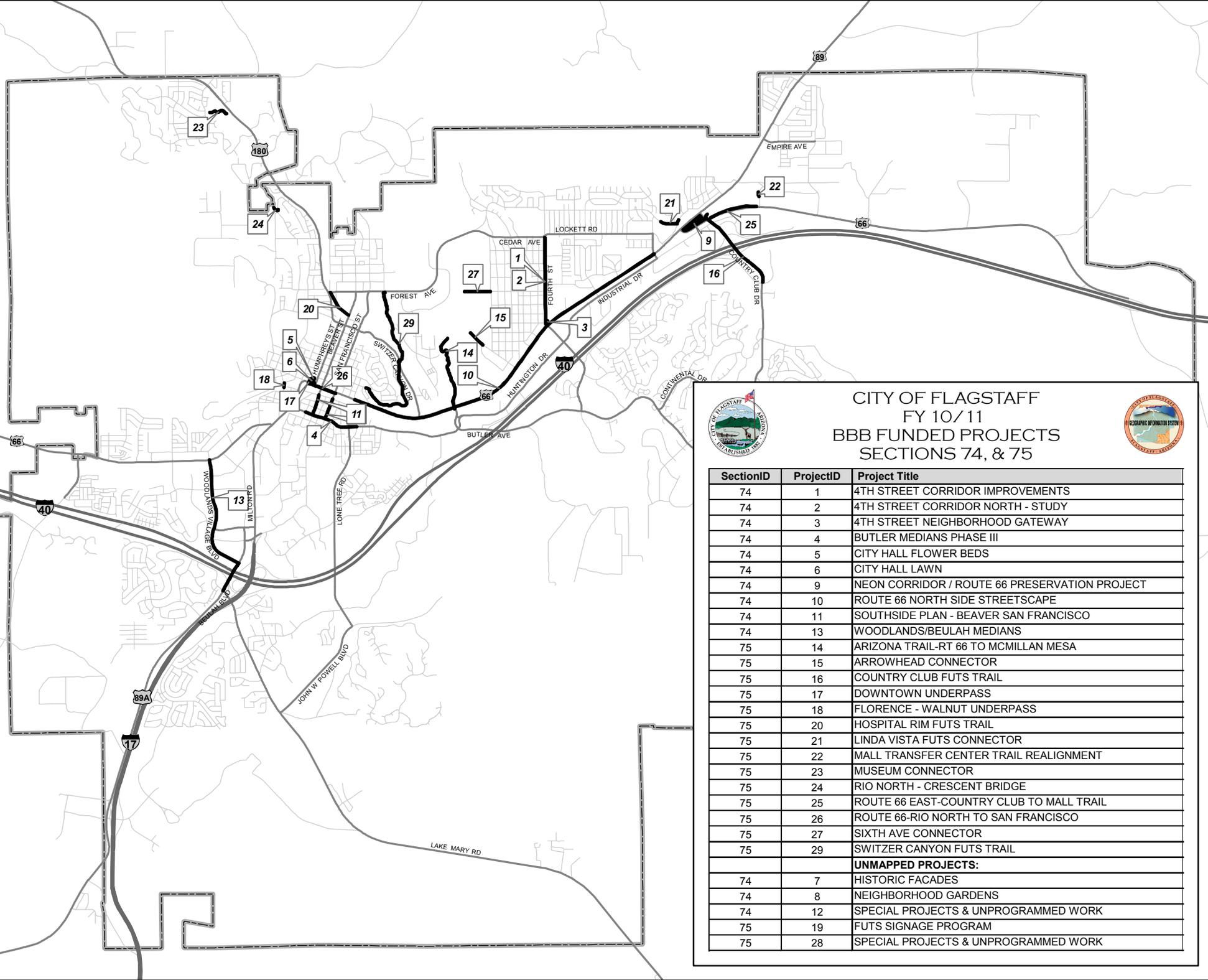
BBB

APPROPRIATIONS

DIV	PROJECT	CARRYOVER	BUDGET
		FY 2010	FY 2011
1 74	4TH STREET CORRIDOR IMPROVEMENTS	\$ -	200,000
2 74	4TH STREET CORRIDOR NORTH - STUDY	-	46,518
3 74	4TH STREET NEIGHBORHOOD GATEWAY	-	100,000
4 74	BUTLER MEDIANS PHASE III	-	100,000
5 74	CITY HALL FLOWER BEDS	-	59,526
6 74	CITY HALL LAWN	-	50,000
7 74	HISTORIC FACADES	-	83,529
8 74	NEIGHBORHOOD GARDENS	-	40,000
9 74	NEON CORRIDOR / ROUTE 66 PRESERVATION PROJECT	48,566	135,788
10 74	ROUTE 66 NORTH SIDE STREETScape	-	280,000
11 74	SOUTHSIDE PLAN - BEAVER SAN FRANCISCO	82,494	1,485,945
12 74	SPECIAL PROJECTS & UNPROGRAMMED WORK	29,738	49,740
13 74	WOODLANDS/BEULAH MEDIANS	776,580	810,530
14 75	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	-	32,674
15 75	ARROWHEAD CONNECTOR	-	18,000
16 75	COUNTRY CLUB FUTS TRAIL	-	30,000
17 75	DOWNTOWN UNDERPASS	-	20,000
18 75	FLORENCE - WALNUT UNDERPASS	-	452,048
19 75	FUTS SIGNAGE PROGRAM	250,000	250,000
20 75	HOSPITAL RIM FUTS TRAIL	50,000	135,000
21 75	LINDA VISTA FUTS CONNECTOR	-	161,000
22 75	MALL TRANSFER CENTER TRAIL REALIGNMENT	-	75,000
23 75	MUSEUM CONNECTOR	-	15,000
24 75	RIO NORTH - CRESCENT BRIDGE	-	296,433
25 75	ROUTE 66 EAST-COUNTRY CLUB TO MALL TRAIL	245,000	526,040
26 75	ROUTE 66-RIO NORTH TO SAN FRANCISCO	16,044	16,044
27 75	SIXTH AVE CONNECTOR	-	36,000
28 75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
29 75	SWITZER CANYON FUTS TRAIL	80,000	380,000
TOTAL BBB		<u>\$ 1,578,422</u>	<u>5,934,815</u>

SOURCES OF FUNDING

DIV	PROJECT	BBB	TRANS-	GRANTS	BONDS	OTHER	TOTAL
			PORTATION				
1 74	4TH STREET CORRIDOR IMPROVEMENTS	\$ 200,000	-	-	-	-	200,000
2 74	4TH STREET CORRIDOR NORTH - STUDY	46,518	-	-	-	-	46,518
3 74	4TH STREET NEIGHBORHOOD GATEWAY	100,000	-	-	-	-	100,000
4 74	BUTLER MEDIANS PHASE III	100,000	-	-	-	-	100,000
5 74	CITY HALL FLOWER BEDS	59,526	-	-	-	-	59,526
6 74	CITY HALL LAWN	50,000	-	-	-	-	50,000
7 74	HISTORIC FACADES	83,529	-	-	-	-	83,529
8 74	NEIGHBORHOOD GARDENS	40,000	-	-	-	-	40,000
9 74	NEON CORRIDOR / ROUTE 66 PRESERVATION PROJECT	135,788	-	-	-	-	135,788
10 74	ROUTE 66 NORTH SIDE STREETScape	280,000	-	-	-	-	280,000
11 74	SOUTHSIDE PLAN - BEAVER SAN FRANCISCO	485,945	-	500,000	500,000	-	1,485,945
12 74	SPECIAL PROJECTS & UNPROGRAMMED WORK	49,740	-	-	-	-	49,740
13 74	WOODLANDS/BEULAH MEDIANS	810,530	-	-	-	-	810,530
14 75	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA	-	32,674	-	-	-	32,674
15 75	ARROWHEAD CONNECTOR	-	18,000	-	-	-	18,000
16 75	COUNTRY CLUB FUTS TRAIL	-	30,000	-	-	-	30,000
17 75	DOWNTOWN UNDERPASS	-	20,000	-	-	-	20,000
18 75	FLORENCE - WALNUT UNDERPASS	-	-	452,048	-	-	452,048
19 75	FUTS SIGNAGE PROGRAM	-	190,000	-	-	60,000	250,000
20 75	HOSPITAL RIM FUTS TRAIL	-	135,000	-	-	-	135,000
21 75	LINDA VISTA FUTS CONNECTOR	-	161,000	-	-	-	161,000
22 75	MALL TRANSFER CENTER TRAIL REALIGNMENT	-	75,000	-	-	-	75,000
23 75	MUSEUM CONNECTOR	-	15,000	-	-	-	15,000
24 75	RIO NORTH - CRESCENT BRIDGE	-	296,433	-	-	-	296,433
25 75	ROUTE 66 EAST-COUNTRY CLUB TO MALL TRAIL	-	404,470	121,570	-	-	526,040
26 75	ROUTE 66-RIO NORTH TO SAN FRANCISCO	-	16,044	-	-	-	16,044
27 75	SIXTH AVE CONNECTOR	-	36,000	-	-	-	36,000
28 75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	-	-	-	50,000	50,000
29 75	SWITZER CANYON FUTS TRAIL	-	380,000	-	-	-	380,000
TOTAL BBB		<u>\$ 2,441,576</u>	<u>1,809,621</u>	<u>1,073,618</u>	<u>500,000</u>	<u>110,000</u>	<u>5,934,815</u>



CITY OF FLAGSTAFF
 FY 10/11
 BBB FUNDED PROJECTS
 SECTIONS 74, & 75

SectionID	ProjectID	Project Title
74	1	4TH STREET CORRIDOR IMPROVEMENTS
74	2	4TH STREET CORRIDOR NORTH - STUDY
74	3	4TH STREET NEIGHBORHOOD GATEWAY
74	4	BUTLER MEDIANS PHASE III
74	5	CITY HALL FLOWER BEDS
74	6	CITY HALL LAWN
74	9	NEON CORRIDOR / ROUTE 66 PRESERVATION PROJECT
74	10	ROUTE 66 NORTH SIDE STREETScape
74	11	SOUTHSIDE PLAN - BEAVER SAN FRANCISCO
75	14	ARIZONA TRAIL-RT 66 TO MCMILLAN MESA
75	15	ARROWHEAD CONNECTOR
75	16	COUNTRY CLUB FUTS TRAIL
75	17	DOWNTOWN UNDERPASS
75	18	FLORENCE - WALNUT UNDERPASS
75	20	HOSPITAL RIM FUTS TRAIL
75	21	LINDA VISTA FUTS CONNECTOR
75	22	MALL TRANSFER CENTER TRAIL REALIGNMENT
75	23	MUSEUM CONNECTOR
75	24	RIO NORTH - CRESCENT BRIDGE
75	25	ROUTE 66 EAST-COUNTRY CLUB TO MALL TRAIL
75	26	ROUTE 66-RIO NORTH TO SAN FRANCISCO
75	27	SIXTH AVE CONNECTOR
75	29	SWITZER CANYON FUTS TRAIL
		UNMAPPED PROJECTS:
74	7	HISTORIC FACADES
74	8	NEIGHBORHOOD GARDENS
74	12	SPECIAL PROJECTS & UNPROGRAMMED WORK
75	19	FUTS SIGNAGE PROGRAM
75	28	SPECIAL PROJECTS & UNPROGRAMMED WORK

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

WATER

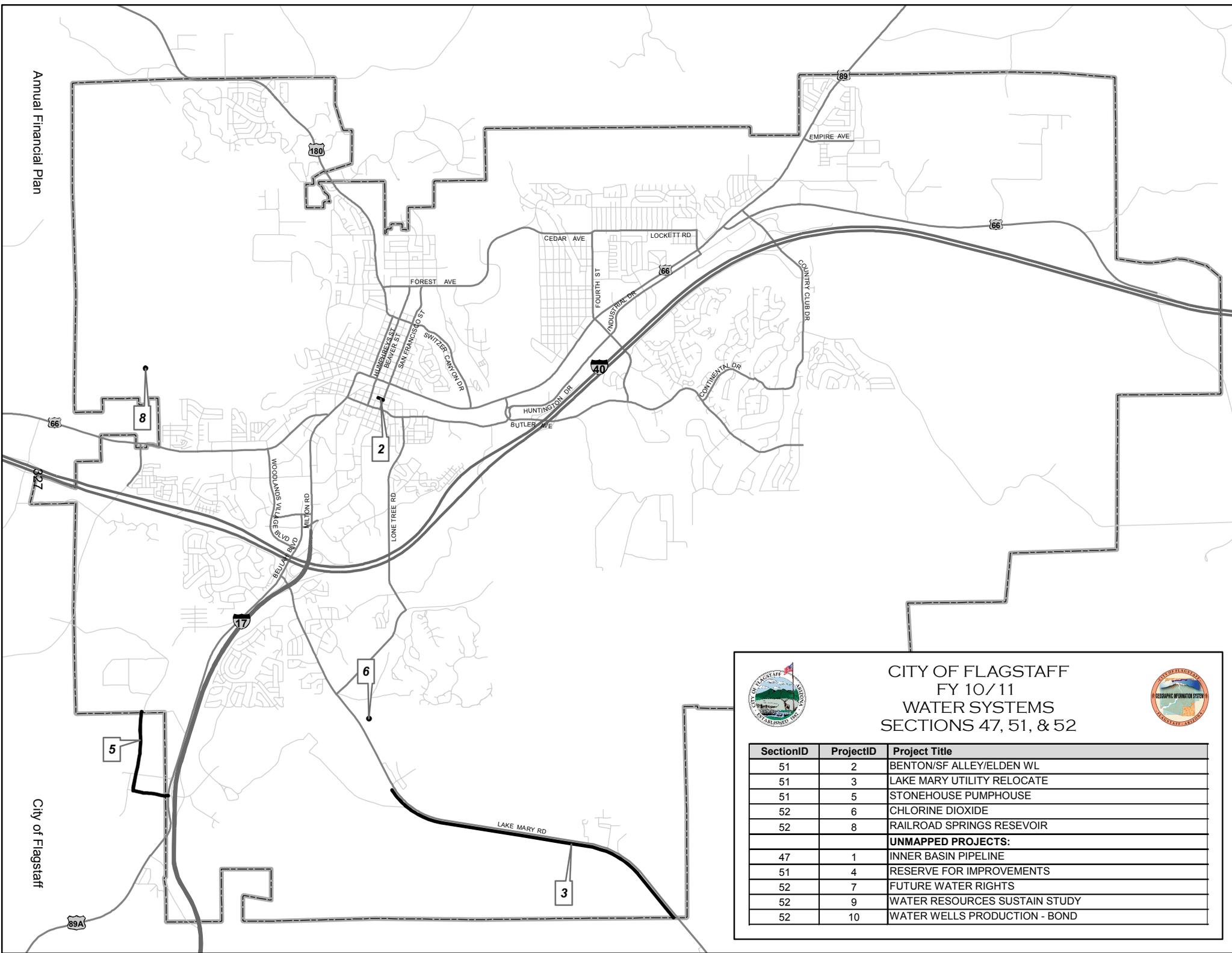
APPROPRIATIONS

DIV	PROJECT	CARRYOVER	BUDGET
		FY 2010	FY 2011
1	47 INNER BASIN PIPELINE	\$ -	76,388
2	51 BENTON/SF ALLEY/ELDEN WL	17,100	17,100
3	51 LAKE MARY UTILITY RELOCATE	63,408	73,109
4	51 RESERVE FOR IMPROVEMENTS	-	50,000
5	51 STONEHOUSE PUMPHOUSE	103,581	200,000
6	52 CHLORINE DIOXIDE	4,013	10,833
7	52 FUTURE WATER RIGHTS	-	1,000,000
8	52 RAILROAD SPRINGS RESEVOIR	450,000	450,000
9	52 WATER RESOURCE SUSTAINABILITY STUDY	-	276,000
10	52 WATER WELLS PRODUCTION - BOND	1,440,684	1,472,826
	TOTAL WATER	\$ 2,078,786	3,626,256

SOURCES OF FUNDING

DIV	PROJECT	OPERATING	BONDS	TOTAL
1	47 INNER BASIN PIPELINE	\$ 76,388	-	76,388
2	51 BENTON/SF ALLEY/ELDEN WL	17,100	-	17,100
3	51 LAKE MARY UTILITY RELOCATE	73,109	-	73,109
4	51 RESERVE FOR IMPROVEMENTS	50,000	-	50,000
5	51 STONEHOUSE PUMPHOUSE	-	200,000	200,000
6	52 CHLORINE DIOXIDE	10,833	-	10,833
7	52 FUTURE WATER RIGHTS	-	1,000,000	1,000,000
8	52 RAILROAD SPRINGS RESEVOIR	450,000	-	450,000
9	52 WATER RESOURCE SUSTAINABILITY STUDY	276,000	-	276,000
10	52 WATER WELLS PRODUCTION - BOND	-	1,472,826	1,472,826
	TOTAL WATER	\$ 953,430	2,672,826	3,626,256





CITY OF FLAGSTAFF
 FY 10/11
 WATER SYSTEMS
 SECTIONS 47, 51, & 52

SectionID	ProjectID	Project Title
51	2	BENTON/SF ALLEY/ELDEN WL
51	3	LAKE MARY UTILITY RELOCATE
51	5	STONEHOUSE PUMPHOUSE
52	6	CHLORINE DIOXIDE
52	8	RAILROAD SPRINGS RESEVOIR
UNMAPPED PROJECTS:		
47	1	INNER BASIN PIPELINE
51	4	RESERVE FOR IMPROVEMENTS
52	7	FUTURE WATER RIGHTS
52	9	WATER RESOURCES SUSTAIN STUDY
52	10	WATER WELLS PRODUCTION - BOND

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

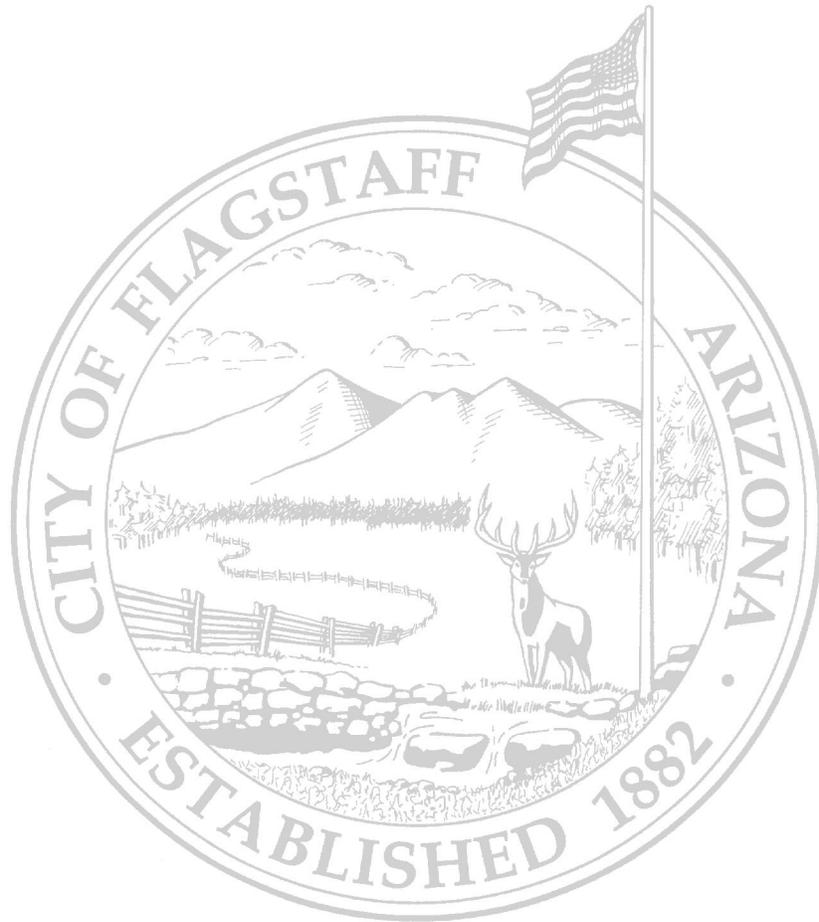
WASTEWATER

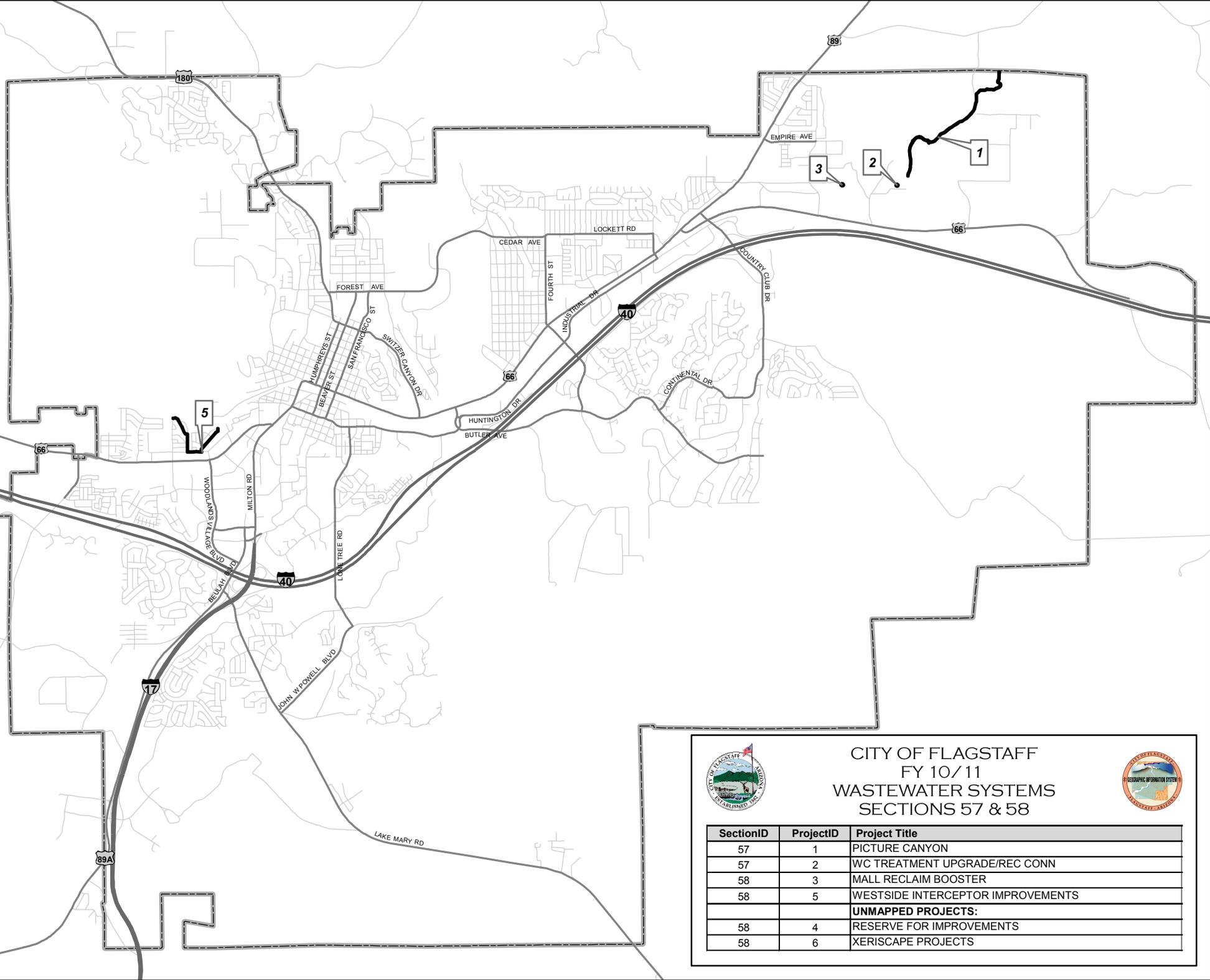
APPROPRIATIONS

DIV	PROJECT	CARRYOVER FY 2010	BUDGET FY 2011
1	57 PICTURE CANYON	\$ 315,000	315,000
2	57 WC TREATMENT UPGRADE/REC CONN	180,000	180,000
3	58 MALL RECLAIM BOOSTER	-	80,000
4	58 RESERVE FOR IMPROVEMENTS	80,000	50,000
5	58 WESTSIDE INTERCEPTOR IMPROVEMENTS	-	15,432
6	58 XERISCAPE PROJECTS	15,432	3,772
TOTAL WASTEWATER		\$ 590,432	644,204

SOURCES OF FUNDING

DIV	PROJECT	OPERATING	GRANT	TOTAL
1	57 PICTURE CANYON	\$ 12,447	302,553	315,000
2	57 WC TREATMENT UPGRADE/REC CONN	180,000	-	180,000
3	58 MALL RECLAIM BOOSTER	80,000	-	80,000
4	58 RESERVE FOR IMPROVEMENTS	50,000	-	50,000
5	58 WESTSIDE INTERCEPTOR IMPROVEMENTS	15,432	-	15,432
6	58 XERISCAPE PROJECTS	3,772	-	3,772
TOTAL WASTEWATER		\$ 341,651	302,553	644,204





CITY OF FLAGSTAFF
 FY 10/11
 WASTEWATER SYSTEMS
 SECTIONS 57 & 58

SectionID	ProjectID	Project Title
57	1	PICTURE CANYON
57	2	WC TREATMENT UPGRADE/REC CONN
58	3	MALL RECLAIM BOOSTER
58	5	WESTSIDE INTERCEPTOR IMPROVEMENTS
		UNMAPPED PROJECTS:
58	4	RESERVE FOR IMPROVEMENTS
58	6	XERISCAPE PROJECTS

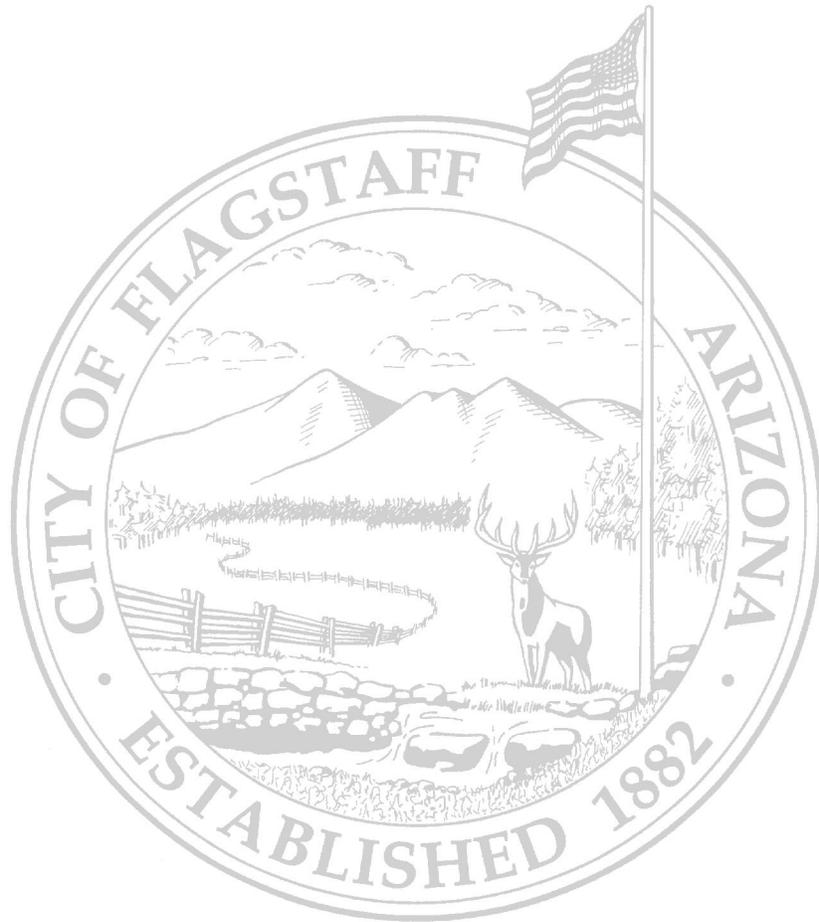
SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

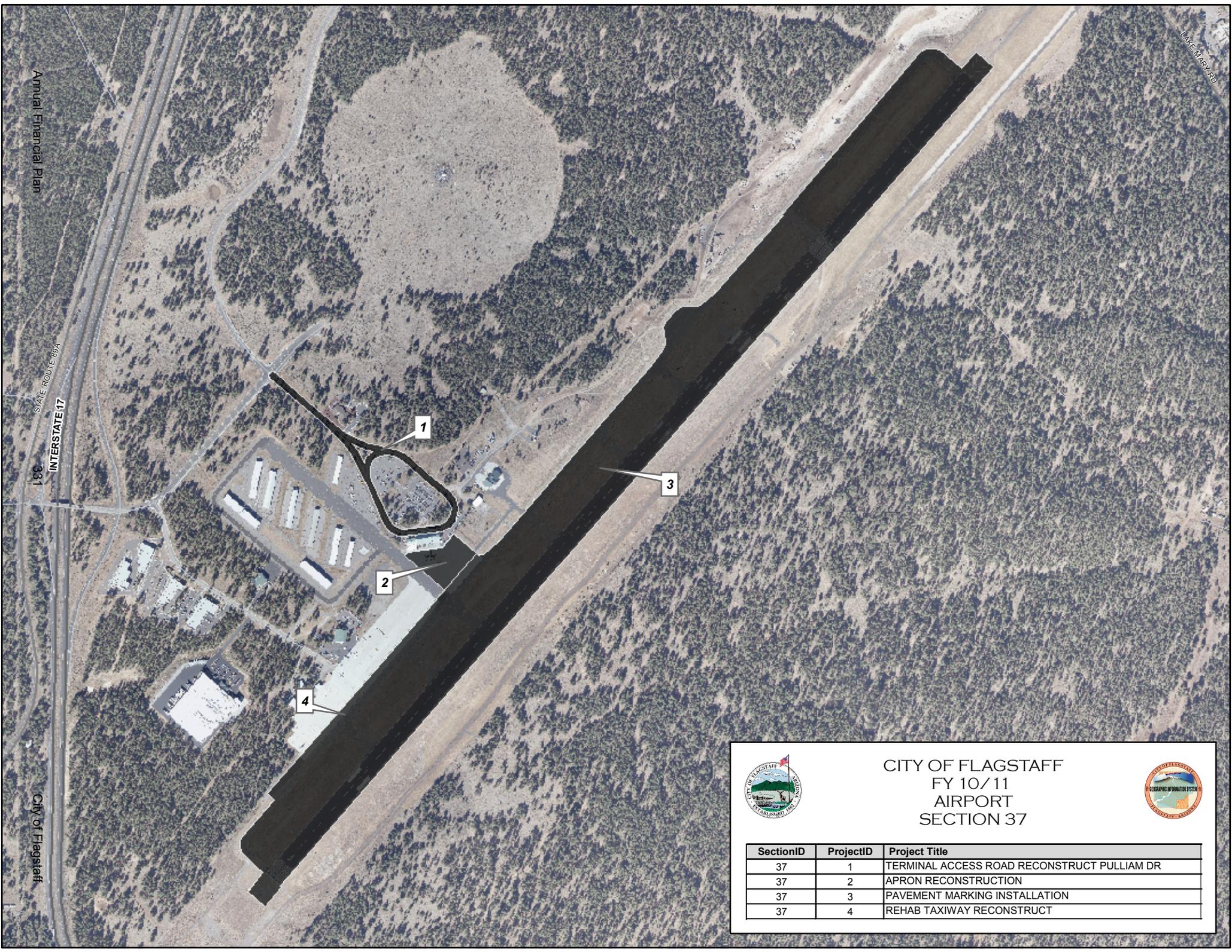
AIRPORT

APPROPRIATIONS		CARRYOVER	BUDGET
DIV	PROJECT	FY 2010	FY 2011
1	37 TERMINAL ACCESS RD RECONSTRUCT PULLIAM DR	\$ -	3,159,061
2	37 APRON RECONSTRUCTION	-	223,710
3	37 PAVEMENT MARKING INSTALLATION	-	376,500
4	37 REHAB TAXIWAY RECONSTRUCT	-	5,505,521
	TOTAL AIRPORT	\$ -	9,264,792

SOURCES OF FUNDING

DIV	PROJECT	GRANTS	OTHER	TOTAL
1	37 TERMINAL ACCESS RD RECONSTRUCT PULLIAM DR	\$ 3,137,664	21,397	3,159,061
2	37 APRON RECONSTRUCTION	222,195	1,515	223,710
3	37 PAVEMENT MARKING INSTALLATION	373,950	2,550	376,500
4	37 REHAB TAXIWAY RECONSTRUCT	5,468,231	37,290	5,505,521
	TOTAL AIRPORT	\$ 9,202,040	62,752	9,264,792





CITY OF FLAGSTAFF
FY 10/11
AIRPORT
SECTION 37



SectionID	ProjectID	Project Title
37	1	TERMINAL ACCESS ROAD RECONSTRUCT PULLIAM DR
37	2	APRON RECONSTRUCTION
37	3	PAVEMENT MARKING INSTALLATION
37	4	REHAB TAXIWAY RECONSTRUCT

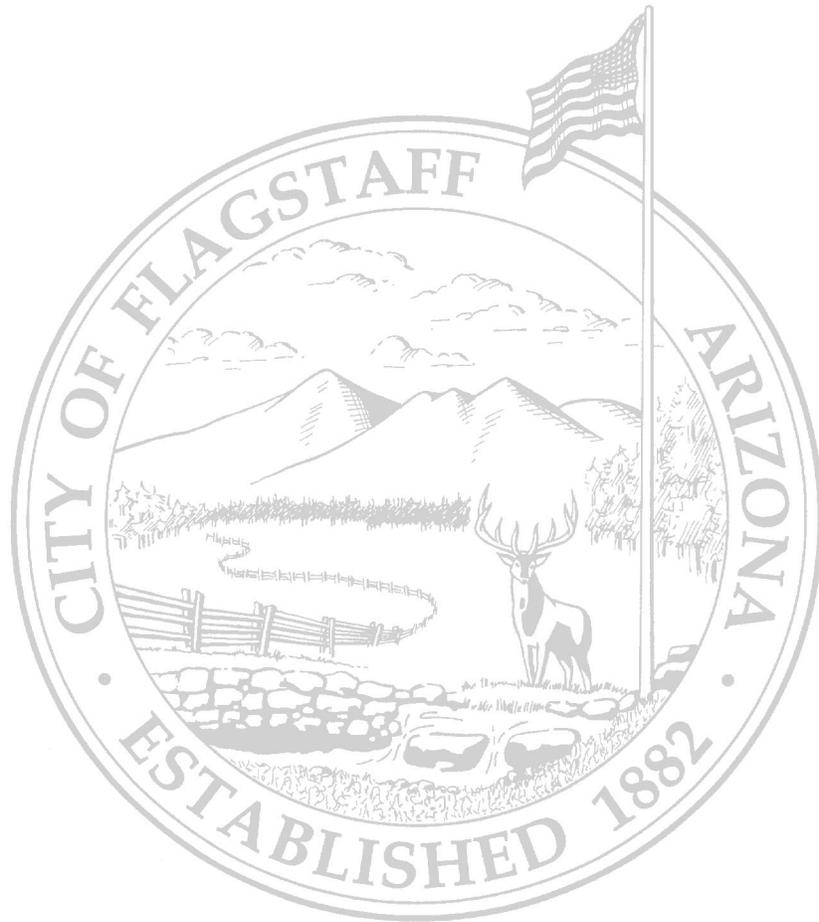
SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

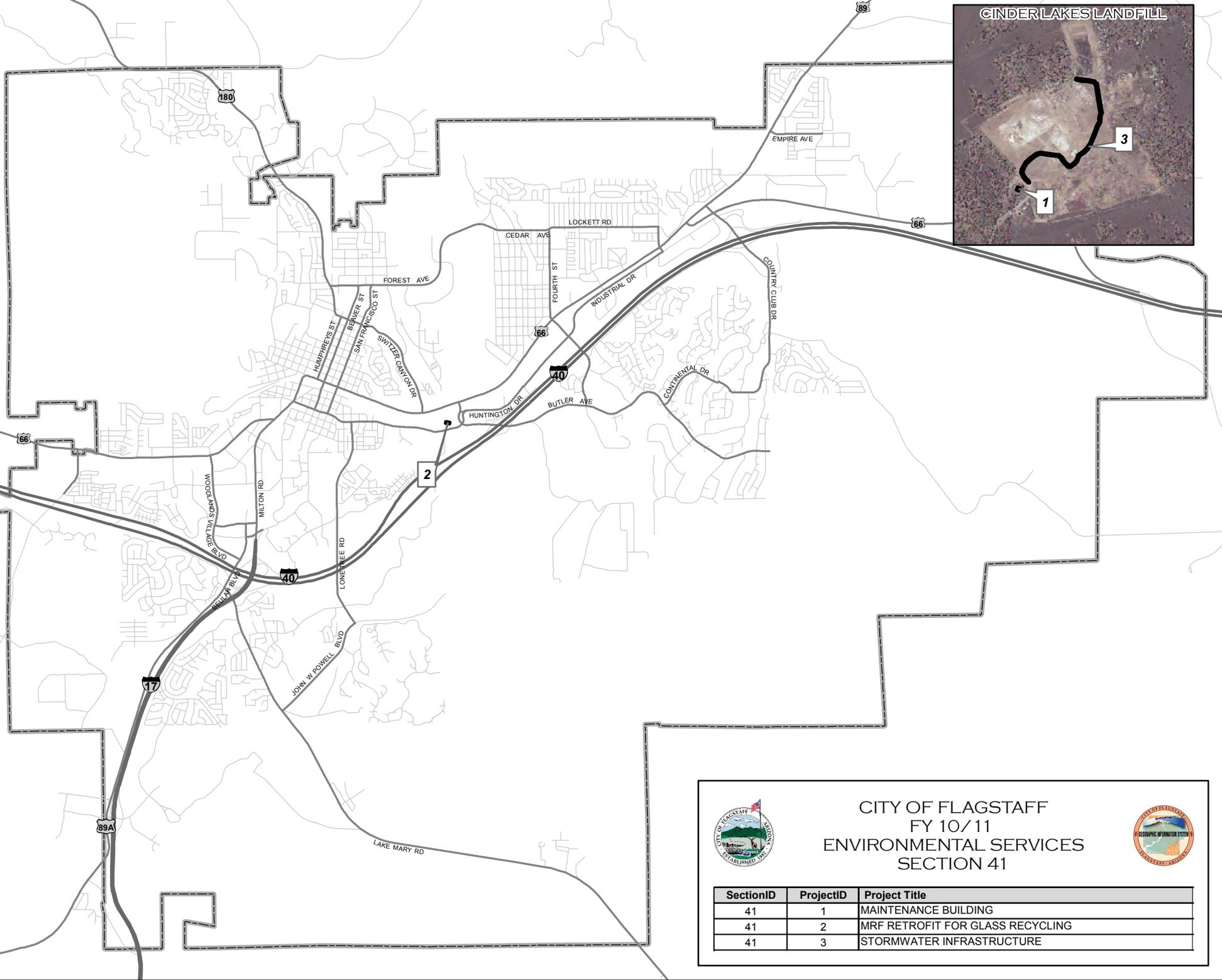
ENVIRONMENTAL SERVICES
APPROPRIATIONS

DIV		PROJECT	CARRYOVER FY 2010	BUDGET FY 2011
1	41	MAINTENANCE BUILDING	\$ -	75,000
2	41	MRF RETROFIT FOR GLASS RECYCLING	300,000	300,000
3	41	STORMWATER INFRASTRUCTURE	-	10,000
TOTAL ENVIRONMENTAL SERVICES			<u>\$ 300,000</u>	<u>385,000</u>

SOURCES OF FUNDING

DIV		PROJECT	OPERATING	TOTAL
1	41	MAINTENANCE BUILDING	\$ 75,000	75,000
2	41	MRF RETROFIT FOR GLASS RECYCLING	300,000	300,000
3	41	STORMWATER INFRASTRUCTURE	10,000	10,000
TOTAL ENVIRONMENTAL SERVICES			<u>\$ 385,000</u>	<u>385,000</u>







CITY OF FLAGSTAFF
FY 10/11
ENVIRONMENTAL SERVICES
SECTION 41



SectionID	ProjectID	Project Title
41	1	MAINTENANCE BUILDING
41	2	MRF RETROFIT FOR GLASS RECYCLING
41	3	STORMWATER INFRASTRUCTURE

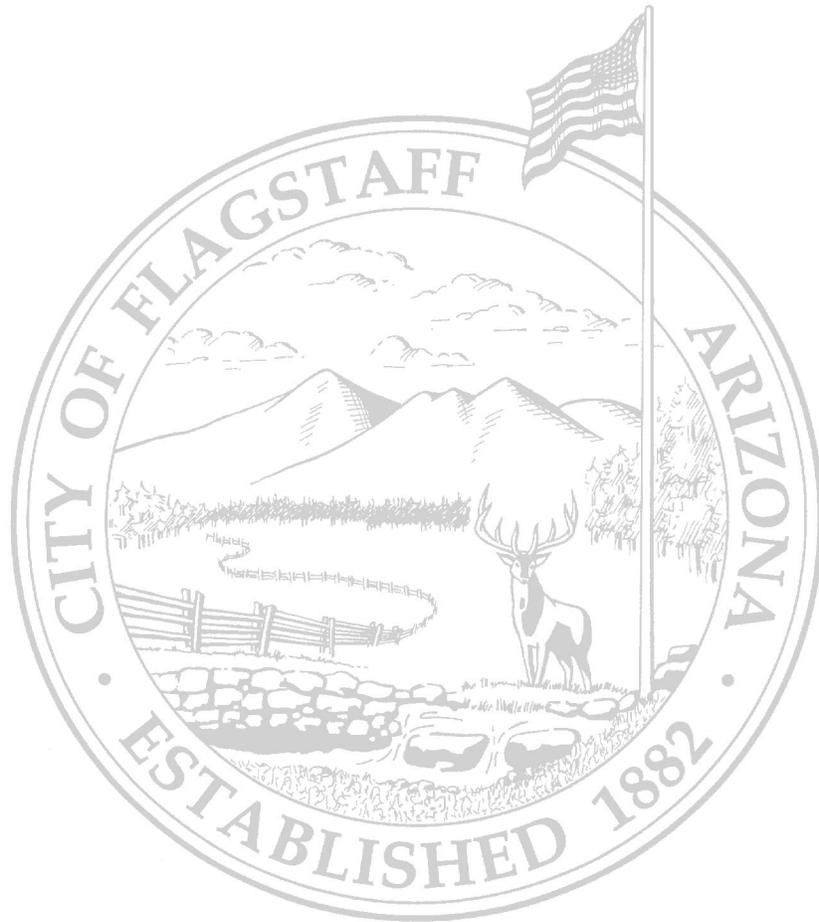
SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2010-2011

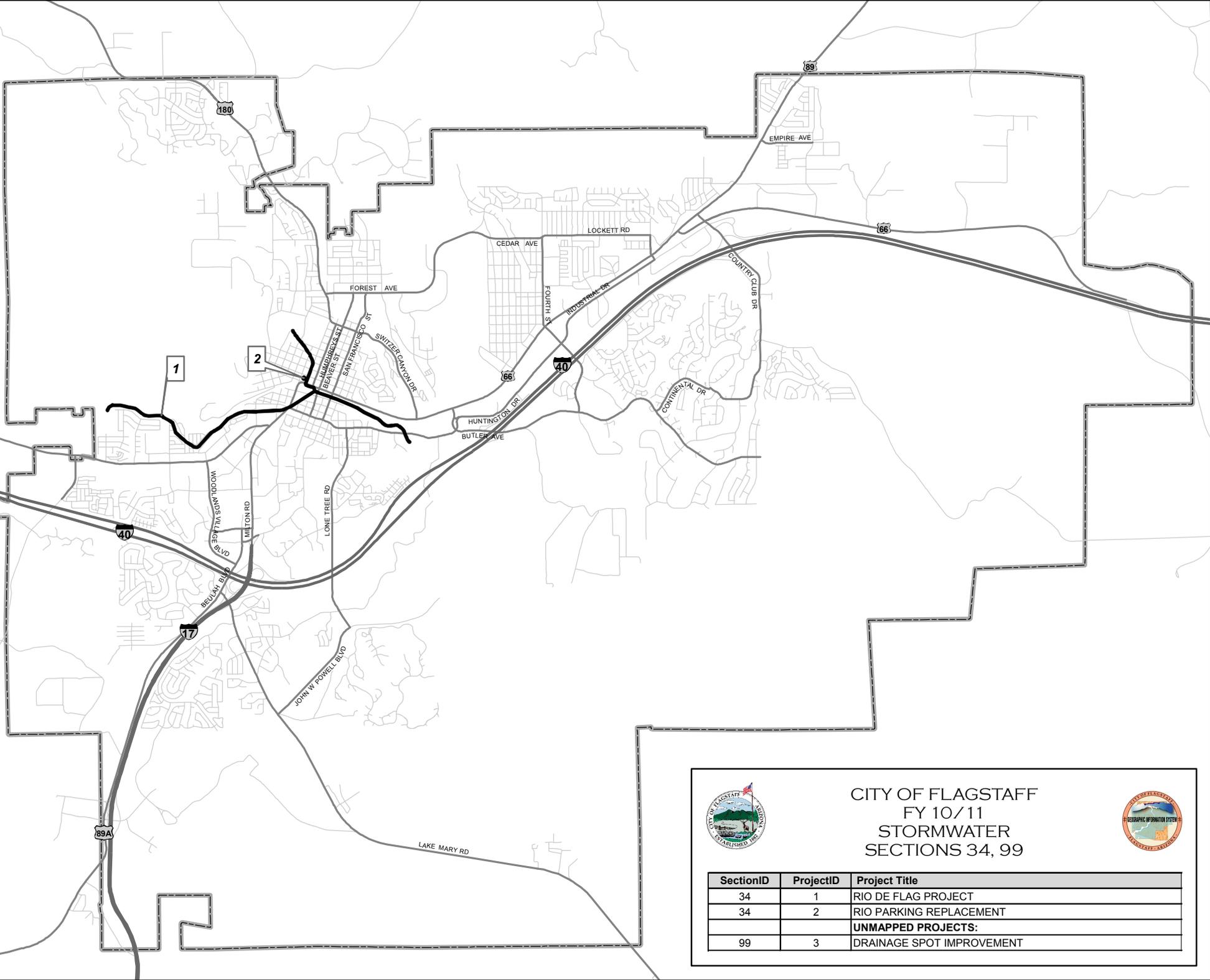
STORMWATER UTILITY
APPROPRIATIONS

		CARRYOVER	BUDGET
DIV	PROJECT	FY 2010	FY 2011
1	34 RIO DE FLAG PROJECT	\$ 3,419,813	3,450,222
2	34 RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99 DRAINAGE SPOT IMPROVEMENT	268,377	782,282
TOTAL STORMWATER UTILITY		\$ 4,888,190	5,432,504

SOURCES OF FUNDING

DIV	PROJECT	OPERATING	GEN FUND	TOTAL
1	34 RIO DE FLAG PROJECT	\$ -	3,450,222	3,450,222
2	34 RIO PARKING REPLACEMENT	-	1,200,000	1,200,000
3	99 DRAINAGE SPOT IMPROVEMENT	782,282	-	782,282
TOTAL STORMWATER UTILITY		\$ 782,282	4,650,222	5,432,504







CITY OF FLAGSTAFF
FY 10/11
STORMWATER
SECTIONS 34, 99



SectionID	ProjectID	Project Title
34	1	RIO DE FLAG PROJECT
34	2	RIO PARKING REPLACEMENT
UNMAPPED PROJECTS:		
99	3	DRAINAGE SPOT IMPROVEMENT

FY 2011 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **2010 Potential Bond Projects:** Budget allocation for procurement of consultant services and initial design for any bond-funded capital projects that may be approved at the November 2010 special election.
2. **Fire Stations:** Development and construction of four new fire stations to replace existing facilities and improve response times as authorized at general election 2004.
3. **Fire Training Tower:** Development and construction of a new training facility and classroom setting that replaces the old fire training facility at Fire Station #3 located at (4800 Railhead Ave), which is slated to be torn down for the Eastside Redevelopment Project.
4. **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.
5. **Incubator Expansion:** Design and construction services for an expansion of existing NACET facilities subject to funding via lease agreements.
6. **Jay Lively – 2nd Sheet Ice:** Contingent budget allocation for facility expansion at the Jay Lively Ice Rink.
7. **Presidio Subdivision:** Budget allocation to be funded by development surety for the completion of public improvements in the event of default of other settlement agreement.
8. **Science Park Sewermain:** Funding allocation for any public sewer main extension required for the development of the Science Park complex in accordance with private development master ground lease.
9. **USGS 2010 SFO:** Design of general office and lab space to replace existing USGS facilities subject to lease agreements with General Services Administration and Geological Survey.
10. **Arroyo Park Improvements:** Budget appropriation for relatively minor neighborhood park enhancements funded via private development contribution.
11. **Cemetery Office Addition:** Expansion of existing Cemetery Office to provide family meeting area, office space and employee break room with restroom facilities.
12. **Jay Lively Reconstruction:** Funding for demolition and reconstruction due to roof collapse and storm damage at municipal ice rink.
13. **Jay Lively Improvements:** Funding for demolition and reconstruction due to roof collapse and storm damage at municipal ice rink.
14. **Redevelopment:** The City has been working with the property owners in the downtown area on enhancing the amenities in the area. The City is proposing a project that would add parking meters to both the north and south business areas and develop controlled parking lots for the employees, businesses and visitors alike. Property owners have expressed concerns with the lack of parking enforcement and turnover as one of the major obstacles for promotion of downtown.
15. **Aspen Place at Sawmill:** Improvement district funding for public infrastructure associated with a forty acre mixed-use redevelopment project located at the southeast corner of Butler Avenue and Lone Tree Road.

STREETS/TRANSPORTATION

1. **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.
2. **Ponderosa Parkway:** City participation in design and construction of arterial roadway improvements north of Route 66 opposite Enterprise Rd. To facilitate access to the new Fire Station No. 2 and development at the south end of McMillan Mesa.
3. **Reserve for Improvements:** Annual allocation for un-programmed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).
4. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

5. **Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.
 6. **Sunnyside Phase V:** Street reconstruction including full curb, gutter and sidewalk improvements at portions of Third Avenue, Second Avenue, Main Street or First Street.
 7. **Beulah Blvd Extension:** Land and right-of-way acquisition for the future extension of Beulah Blvd from Forest Meadows Drive to Yale Street at University Avenue as authorized by Transportation Program 2000.
 8. **Brannen and Gabel Paving:** Provide engineering design and construction services administration for the paving of Brannen Avenue and Gabel Street in the Southside neighborhood.
 9. **Downtown Rail Crossing Modifications:** Rail crossing modifications necessary to eliminate train horns at Beaver Street, San Francisco Street, Enterprise Road, Steves Blvd and Fanning Drive railroad crossings.
 10. **Industrial – Huntington to Purina:** Design, construction documents and right-of-way acquisition for paving of Industrial Dr. from Huntington Dr. to Ralston Purina Dr.
 11. **Lake Mary Rd/Forest Hwy 3:** Interagency project including City, County and Federal highways to provide safety improvements at Lake Mary Road (Forest Highway 3) including reconstruction from Walapai Drive to southern city limits to provide pavement widening and shoulder improvements.
 12. **Mall Route 66 Infrastructure:** City contribution via development agreement for E. Route 66 improvements associated with the Flagstaff Market Place expansion.
 13. **Miscellaneous Bike / Pedestrian Improvements:** Annual appropriation for infrastructure enhancements which improve safety and accessibility to pedestrians and bicyclists.
 14. **Miscellaneous Safe to School:** Annual appropriation for traffic control and other improvements which provide increased safety and accessibility to public schools.
 15. **Reserve for Transportation Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements with other agencies (i.e. ADOT, NAU, FMPO).
 16. **Traffic Signal Program:** Transportation tax appropriation for the installation of new traffic signals or other traffic control improvements at existing intersections as warranted.
 17. **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.
 18. **West / Arrowhead Improvement:** Design, services, and right-of-way acquisition for the construction of collector street improvements at West St. and Arrowhead Ave. as authorized by the local transportation tax approved in May 2000.
 19. **West / Sixth Intersection:** Intersection and pedestrian improvements at the intersection of West Street and Sixth Avenue in the Sunnyside Neighborhood.
- BBB**
1. **Fourth Street Corridor Improvements:** To be determined – per the Fourth Street Corridor Study – North.
 2. **Fourth Street Corridor North - Study:** This study seeks to address community concerns for public safety and aesthetics addressing traffic issues, the lack of pedestrian facilities, and the need for beautification. Capital improvements recommended by the study are currently unfunded.
 3. **Fourth Street Neighborhood Gateway:** This project would create an entrance element on the northeast corner of Route 66 and Fourth Street that could include neighborhood signage, landscaping, and public art.
 4. **Butler Median Phase III:** The medians between the new medians at Sawmill and the new medians at the HCCC would be raised and planted to match the surrounding new medians.

5. **City Hall Flower Beds:** Landscaping the “pork chop” on the Route 66 side of City Hall (at Santa Fe and Milton Corner).
6. **City Hall Lawn:** At City Hall, this project would replace some or all high water usage lawn area with water wise landscaping.
7. **Historic Facades:** A very successful program to assist property owners with preservation of historic properties, building, and signs. Distribution overseen by Historic Preservation Commission.
8. **Neighborhood Gardens:** The Commission has considered this as having two parts: The first part is a neighborhood micro-grant program and the second is community garden start-up funding. Both are intended to deliver small scale beautification projects.
9. **Neon Corridor / Route 66 Preservation Project:** Part of 1936 Route 66 preserved in place under E Flag TI Project that will have enhancements including FUTS trail connection, landscaping, interpretive signage, rest area, and possibly some historic neon sign installations.
10. **RT 66 North Side Streetscape:** Implementation of prototype streetscape design beginning with El Pueblo Motel.
11. **Southside Plan – Beaver / San Francisco:** Provide traffic, pedestrian and/or bicycle improvements at South Beaver and San Francisco Streets.
12. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor streetscape projects, plant replacements, irrigation system repairs, art installation needs, and other miscellaneous beautification needs.
13. **Woodlands / Beulah Medians:** Landscaping for Woodlands and Beulah medians (completed) in order to comply with Engineering Standards, to replace dead plants, and to install needed irrigation.
14. **Arizona Trail - Rt 66 to McMillan Mesa:** Construction of about 3/4 mile of aggregate FUTS trail, from Route 66 to the top of McMillan Mesa. Completes the last missing segment of the Arizona Trail through Flagstaff.
15. **Arrowhead Connector:** Short connecting trail on the east slope of McMillan Mesa beginning from Izabel Street and Arrowhead Avenue, which travels north along the hillside and will intersect with the Sixth Avenue Connector trail.
16. **Country Club FUTS Trail:** Completes missing section of FUTS trail along the east side of Country Club Drive between Cortland Boulevard and the East Flag Traffic Interchange.
17. **Downtown Underpass:** Bicycle and pedestrian underpass trail under the BNSF tracks adjacent to the planned Rio channel in downtown Flagstaff.
18. **Florence – Walnut Underpass:** Pedestrian and bicycle underpass trail at the BNSF tracks between Walnut and Florence Streets just west of downtown.
19. **FUTS Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.
20. **Hospital Rim FUTS Trail:** Aggregate-surfaced trail will provide a connection between Beaver Street and the intersection of Fort Valley Road and Forest Avenue.
21. **Linda Vista FUTS Connector:** Provides a trail connection between the east end of Linda Vista Avenue and the Winifred Ranch Trail at Kaspar Drive.
22. **Mall Transfer Center Trail Realignment:** Reconstruction of a short section of the El Paso FUTS Trail to accommodate improvements to the Mall Transfer Center.
23. **Museum Connector:** Short section of trail will allow direct access from the Rio North FUTS Trail to the Museum of Northern Arizona.
24. **Rio North - Crescent Bridge:** Prefabricated bicycle and pedestrian bridge over the Rio de Flag channel along the Rio North FUTS Trail.
25. **Route 66 East-Country Club to Mall Trail:** FUTS Trail per Regional Land Use and Transportation Plan FUTS Trail Map along Route 66 connecting Country Club to the Flagstaff Mall.
26. **Route 66 – Rio North to San Francisco:** Short section of paved FUTS trail along the south side of Route 66 through downtown.

27. **6th Avenue Connector:** Trial connection on the east slope of McMillan mesa, from the Sunnyside neighborhood to the Arizona Trail on top of McMillan mesa.
28. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.
29. **Switzer Canyon FUTS Trail:** Concrete trail follows an open space corridor along the east side of Turquoise Drive between Forest Avenue and Switzer Canyon Drive. The north end of this trail was constructed as part of the Summit Center, and another segment is under construction as part of the YMCA project.

WATER

1. **Inner Basin Pipeline:** Yearly replacement of pipeline, valves, and appurtenances from the inner basin down to the reservoir filtration plant on Ft. Valley Rd.
2. **Benton/San Francisco Alley/Elden Water Line:** Replace old undersized waterline and old deteriorated sewer line in the L-shaped alley between Benton Ave and S. San Francisco St.
3. **Lake Mary Utility Relocate:** Various utility relocates on Lake Mary Road from water plant to cattle guard to accommodate Forest Service road widening project.
4. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.
5. **Stonehouse Pumphouse:** Replace the old undersized O'Neil Springs waterline on Ft. Tuthill property.
6. **Chlorine Dioxide:** New, additional type of disinfection system for the Lake Mary plant to comply with regulatory requirements.
7. **Future Water Rights:** Acquisition of water rights, water ranch, or development of the Redwall Aquifer.
8. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 to 1,000,000 gallons.

9. **Water Resources Sustain Study:** Engineering study to evaluate the city's long term sustainable water supplies.
10. **Water Wells Production - Bond:** Design, drilling, equipping and construction of well buildings and water system connections.

WASTEWATER

1. **Picture Canyon:** Realign Rio de Flag channel to original configuration.
2. **Wildcat Treatment Upgrades:** Construction of upgrades to the Wildcat Plant to replace obsolete and deteriorating equipment which will improve discharge and reclaimed water quality.
3. **Mall Reclaim Booster:** A reclaimed water booster station located near the new mall to lift reclaimed water from Wildcat Plant to the Buffalo Park Tank.
4. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.
5. **Westside Interceptor Improvements:** Construct 1700 LF of new 18" sewer in Thompson St. to accommodate future growth.
6. **Xeriscape Project:** Xeriscape planting around the 1.9 acre Rio well site as a community educational demonstration area.

AIRPORT

1. **Terminal Access Road Reconstruct Pulliam Drive:** Mill and overlay or otherwise reconstruct Pulliam Drive from John Wesley Powell Blvd around in front of the airport terminal building and back to where the road reconnects with itself approaching John Wesley Powell.
2. **Apron Reconstruction:** Joint repairs between commercial ramp concrete slabs. Project includes replacing backer rod spacers and permanently sealing joints to prevent concrete slab "heave."
3. **Pavement Marking Installation:** Restripe the parallel taxiway and runway to refresh paint that has faded and been scraped off due to plowing.

4. **Rehab Taxiway Reconstruction:** Design and reconstruct existing segment of taxiway "A" from connector A-6 south to connector A-9 including work on subgrade, drainage, paving and restriping. Upgrade existing airfield lighting and sign circuits along full length of the existing runway.

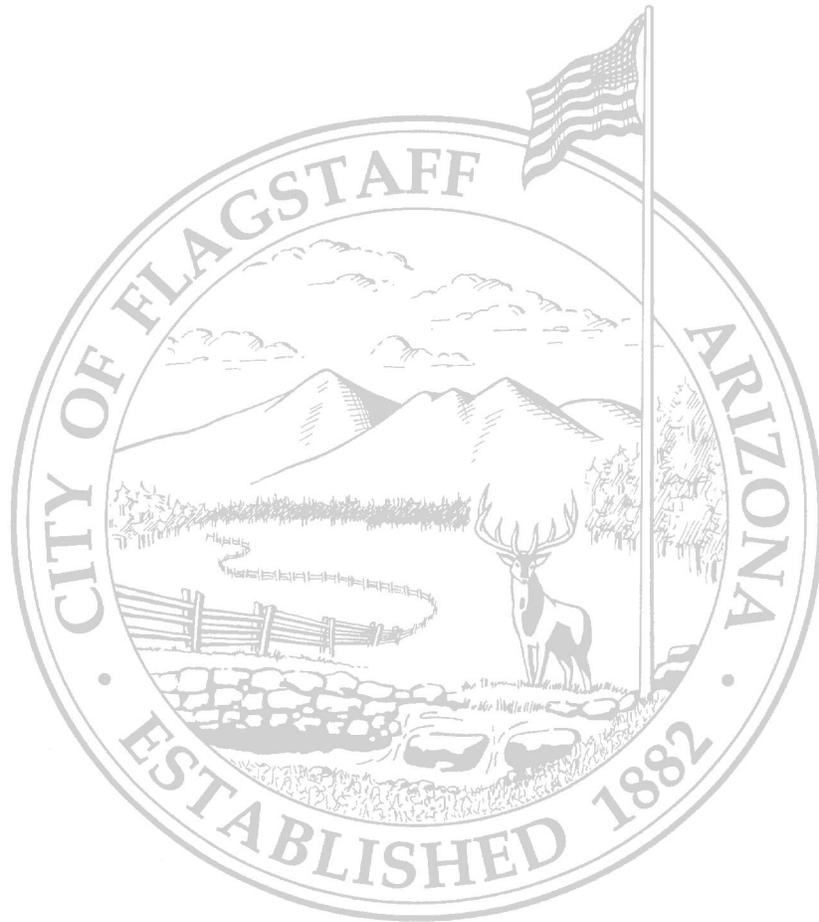
ENVIRONMENTAL SERVICES

1. **Maintenance Building:** We will be adding an overhead crane to the facility in order to be able to do maintenance and repairs on the heavy equipment at the landfill.
2. **MRF Retrofit for Glass Recycling:** The City is in negotiation with Norton Environmental to retrofit the MRF to handle glass in the commingled recycling. This money would be used seed money in the negotiations to get the project off the ground.

3. **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.

STORMWATER

1. **Rio De Flag Project:** City participation in Army corps of engineers flood control project to mitigate potential flood damage and facilitate redevelopment in central business district.
2. **Rio Parking Replacement:** General Fund allocation for partial funding to replace parking displaced by the Rio de Flag Project.
3. **Drainage Spot Improvement:** Annual allocation of Stormwater Utility funds to mitigate localized drainage problems.



OPERATING BUDGET IMPACT

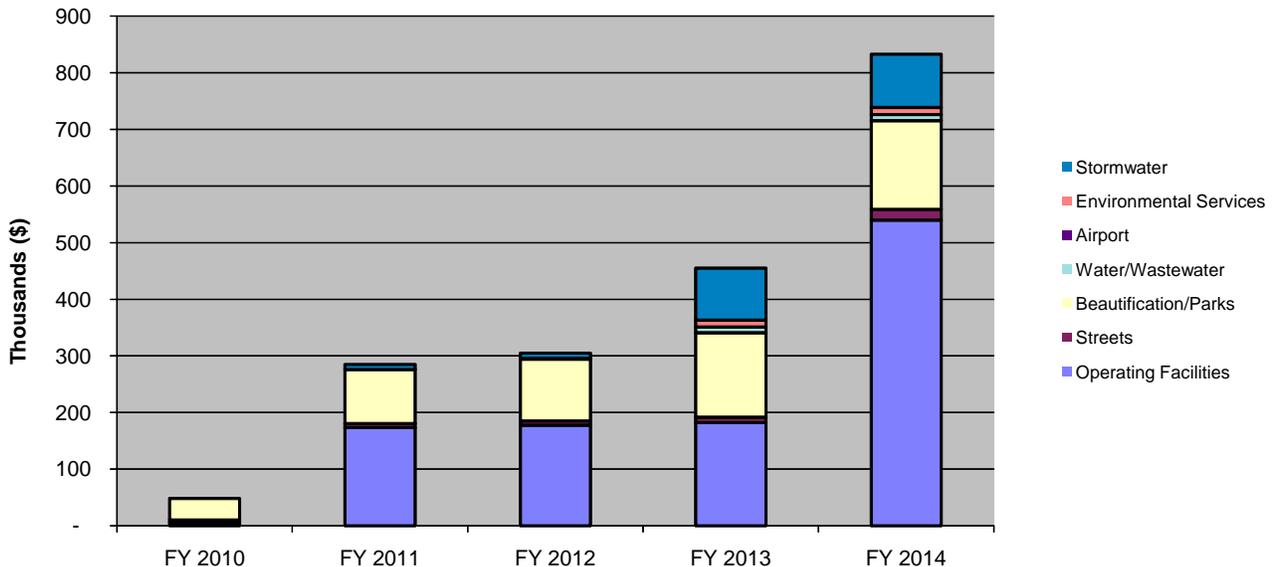
The Capital Improvement Plan (CIP) identifies the costs required to construct City facilities and infrastructure. However, the completion of these projects creates effects in continuing costs that must be absorbed in the operating budget. These costs include new personnel, maintenance, and various utilities needs. As the City develops the Capital Improvement Plan (CIP), attempts are made to identify and plan for operating costs resulting from the projects undertaken. The City is not anticipating any significant operational cost savings due to the Capital Improvement Plan (CIP).

When analyzing the fiscal impacts of the CIP, city staff invests considerable time in evaluating the necessary operating elements of each project. Staffing levels, including position classification, are analyzed and determined. Equipment needs and the cost of operations and maintenance are also looked at and estimated. Inflationary impacts are also factored into future operating costs.

The following table and graph shows the operating impact by project type and includes compounded increases due to expected project phases. A number of projects such as the Fire Stations and Business Incubator are included in the costs below and will require funds for maintenance and operations.

ESTIMATED OPERATING IMPACT BY PROJECT TYPE

<u>PROJECT TYPE</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Operating Facilities	\$ 5,000	173,300	177,600	182,000	539,600
Streets	4,900	7,100	7,300	9,500	19,000
Beautification/Parks	38,013	95,100	109,200	149,000	156,900
Water/Wastewater	-	-	-	10,300	10,600
Environmental Services	-	-	1,000	12,300	12,600
Stormwater	-	9,200	9,400	91,600	93,900
TOTAL	\$ 47,913	284,700	304,500	454,700	832,600



**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
General Government									
General Fund									
Cemetery Office Addition	\$ 140,000	-	140,000	-	-	-	-	-	140,000
Redevelopment	650,000	-	645,000	-	-	-	-	-	645,000
Arroyo Park Improvements	-	-	87,500	-	-	-	-	-	87,500
Jay Lively Reconstruction	-	500,000	1,500,000	-	-	-	-	-	2,000,000
Jay Lively Improvements	-	-	2,000,000	-	-	-	-	-	2,000,000
General Fund Bond Fund									
Fire Stations	2,295,284	1,731,727	2,765,530	19,721	-	-	-	-	4,516,978
Fire Training Tower	-	12,658	29,184	-	-	-	-	-	41,842
Aquaplex	9,500	60,222	-	-	-	-	-	-	60,222
FUTS/Open Space Land Acquisition	2,122,106	900,000	1,627,275	-	1,500,000	-	1,500,000	-	5,527,275
USGS Office/Lab	1,954,000	3,510	-	-	-	-	-	-	3,510
USGS 2010 SFO	-	-	1,578,000	10,000,000	10,000,000	10,000,000	-	-	31,578,000
Business Incubator	44,756	120,589	-	-	-	-	-	-	120,589
Incubator Expansion	-	-	2,500,000	-	-	-	-	-	2,500,000
Science Park Sewermain	500,000	-	500,000	-	-	-	-	-	500,000
Automotive Training School	3,000,000	-	-	-	-	-	-	-	-
Observatory Mesa	-	-	-	-	-	-	-	5,500,000	5,500,000
Parks Acquisition	-	-	-	-	1,000,000	1,000,000	-	-	2,000,000
Public Works Facility Study	27,300	291,281	-	-	-	-	-	-	291,281
2010 Potential Bond Projects	-	-	1,365,000	5,700,000	30,400,000	29,700,000	6,150,000	12,000,000	85,315,000
Aspen Place At Sawmill	1,759,656	472,285	26,210	-	-	-	-	-	498,495
Jay Lively - 2nd Sheet Ice	-	-	5,000,000	-	-	-	-	-	5,000,000
Presidio Subdivision	-	-	3,700,000	-	-	-	-	-	3,700,000
Total General Government	\$ 12,502,602	4,092,272	23,463,699	15,719,721	42,900,000	40,700,000	7,650,000	17,500,000	152,025,692

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
Streets/Transportation									
Streets									
Minor Transportation Improvements	\$ 100,000	-	100,000	100,000	125,000	125,000	125,000	125,000	700,000
Presidio Roundabout	35,000	35,000	-	-	-	-	-	-	35,000
Sidewalk Replacement Program	15,000	5,716	15,000	15,000	15,000	15,000	15,000	15,000	95,716
Street Improvement Program	2,215,494	636,835	937,500	1,499,400	1,835,600	1,871,100	1,605,900	1,490,000	9,876,335
Overlay (Bonded Project)	3,670,000	2,990,678	-	-	-	-	-	-	2,990,678
Sunnyside Phase V	776,856	260,904	895,484	850,000	-	-	-	-	2,006,388
Ponderosa Parkway	2,100,000	1,249,029	785,223	-	-	-	-	-	2,034,252
Reserve for Improvements	40,000	33,520	40,000	40,000	50,000	50,000	50,000	50,000	313,520
Transportation									
Fourth Street Corridor Study	109,430	143,369	-	-	-	-	-	-	143,369
Miscellaneous Safe to School Project	100,000	10,535	100,000	100,000	100,000	100,000	100,000	100,000	610,535
Misc Bike/Pedestrian Improvements	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Country Club Drive	2,180	2,180	-	-	-	-	-	-	2,180
Transportation Planning & Programing	100,000	98,245	115,000	100,000	100,000	100,000	100,000	100,000	713,245
Huntington Drive Improvements	2,496	4,552	-	-	-	-	-	-	4,552
Beulah Blvd Extension	497,200	497,320	468,600	-	-	-	650,000	2,550,000	4,165,920
Downtown Rail Crossing Modifications	139,960	208,796	21,318	-	-	-	-	-	230,114
Reserve for Transportation Improvements	125,000	112,500	125,000	144,700	151,900	159,500	167,500	175,900	1,037,000
Lake Mary Rd/Forest Highway 3	85,055	69,473	17,520	-	-	-	-	-	86,993
Industrial Drive/Fanning Wash	-	86,120	-	-	-	-	-	1,215,000	1,301,120
Brannen & Gabel Paving	80,681	33,784	416	-	-	-	-	-	34,200
West/Sixth Intersection	526,551	231,031	5,000	-	-	-	-	-	236,031
Industrial Drive-Fanning to Eagle Mtn Drive	855,720	734,729	-	-	-	-	-	-	734,729
Industrial Drive-Huntington to Purina	222,800	136,680	38,500	-	-	-	-	-	175,180
Steves Blvd Rail X-ing Study	124,317	70,628	-	-	-	-	-	-	70,628
Traffic Signal Program	297,500	392	304,608	-	302,500	-	332,750	-	940,250
West/Arrowhead Improvement	-	-	1,200,000	2,420,000	3,695,000	1,460,000	-	-	8,775,000
Mall Rt 66 Infrastructure	175,000	-	175,000	-	-	-	-	-	175,000
Lone Tree Overpass Study	215,000	238,787	-	-	-	-	-	-	238,787
Total Streets/Transportation	\$ 12,711,240	7,890,803	5,444,169	5,369,100	6,475,000	3,980,600	3,246,150	5,920,900	38,326,722

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

Annual Financial Plan

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City of Flagstaff

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
BBB FUNDS									
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	\$ 50,000	20,262	49,740	50,000	50,000	-	-	-	170,002
Historic Facades	83,529	-	83,529	-	-	-	-	-	83,529
Neon Corridor/Route 66 Preservation Project	127,420	78,854	135,788	-	-	-	-	-	214,642
US 89 Railhead to Snowflake	-	19,200	-	-	-	-	-	-	19,200
Redevelopment Opportunity	50,000	50,000	-	-	-	-	-	-	50,000
Rt 66 - South of the Tracks Screening	88,585	77,013	-	-	-	-	-	-	77,013
Woodlands/Beulah Medians	875,000	98,420	810,530	-	-	-	-	-	908,950
Southside Plan - Beaver San Francisco	685,450	602,956	1,485,945	-	-	-	-	-	2,088,901
City Hall Flower Beds	-	-	59,526	-	-	-	-	-	59,526
Plaza Vieja Gateway	-	21,203	-	-	-	-	-	-	21,203
Rt 66 North Side Streetscape	280,000	-	280,000	-	-	-	-	-	280,000
4th Street Corridor North - Study	200,000	203,482	46,518	-	-	-	-	-	250,000
Chamber Plaza	75,000	-	-	75,000	-	-	-	-	75,000
E. Flag TI ADOT Corridor	-	29,338	-	-	-	-	-	-	29,338
City Hall Lawn	-	-	50,000	-	-	-	-	-	50,000
4th Street Neighborhood Gateway	-	-	100,000	-	-	-	-	-	100,000
Neighborhood Gardens	-	-	40,000	-	-	-	-	-	40,000
Butler Medians Phase III	-	-	100,000	100,000	100,000	-	-	-	300,000
4th Street Corridor Improvements	-	-	200,000	225,000	225,000	-	-	-	650,000
FUTS									
Special Projects & Unprogrammed Work	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
FUTS Signage Program	350,000	100,000	250,000	-	-	-	-	-	350,000
Route 66 East - Country Club to Mall Trail	345,000	100,000	526,040	-	-	-	-	-	626,040
Arizona Trail - Rt 66 to McMillan Mesa	-	15,326	32,674	252,000	-	-	-	-	300,000
Rio North - Crescent to Observatory Mesa	424,272	99,849	-	-	-	-	-	-	99,849
Route 66 - Rio North to San Francisco	598,179	516,303	16,044	-	-	-	-	-	532,347
Santa Fe - West Village to Walnut BNSF	-	-	-	100,000	200,000	-	-	-	300,000
Hopsital Rim FUTS Trail	60,000	10,000	135,000	-	-	-	-	-	145,000
Rio North - Blue Willow to Hwy 180	4,360	3,835	-	-	-	-	-	-	3,835
Country Club FUTS Trail	11,445	11,445	30,000	100,000	540,000	-	-	-	681,445
Sixth Avenue Connector	-	-	36,000	163,360	-	-	-	-	199,360
Arrowhead Connector	-	-	18,000	81,180	-	-	-	-	99,180
Brannen Connector	-	-	-	-	40,000	-	-	-	40,000
Museum Connector	-	-	15,000	40,000	-	-	-	-	55,000
Cedar Trail - Turquoise Dr to AZ Trail	240,000	134,000	-	-	-	-	-	-	134,000
Linda Vista FUTS Connector	10,000	14,000	161,000	-	-	-	-	-	175,000
Switzer Mesa Trail - Forest to AZ Trail	100,000	85,000	-	-	-	-	-	-	85,000
Switzer Canyon FUTS Trail	100,000	20,000	380,000	-	-	-	-	-	400,000
Downtown Underpass	-	-	20,000	200,000	325,000	-	-	-	545,000
Mall Transfer Center Trail Realignment	-	-	75,000	-	-	-	-	-	75,000
Picture Canyon Mall to County	-	-	-	-	-	50,000	150,000	200,000	400,000
Florence - Walnut Underpass	-	39,488	452,048	408,464	-	-	-	-	900,000
Sheep Crossing-Ponderosa Tr-Soldiers Tr	-	-	-	50,000	150,000	-	-	-	200,000
High Ctry Tr. Wild West - Lk Mary Rd	-	-	-	-	-	50,000	150,000	150,000	350,000
Hilltop Connector	-	-	-	-	50,000	50,000	-	-	100,000

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
BBB FUNDS									
FUTS (Cont'd)									
Marshall Tr-Fort Valley-Rio North Tr	\$ -	-	-	-	100,000	120,000	-	-	220,000
Woodlands Tr - Rt 66 - Santa Fe West Tr	-	-	-	-	-	200,000	-	-	200,000
Lake Mary - Wild West to JW Powell	-	-	-	-	-	-	100,000	200,000	300,000
Rio North - Crescent Bridge	-	182,185	296,433	-	-	-	-	-	478,618
Lonetree - Sawmill Rd - Sinclair Wash	-	-	-	70,000	-	-	-	-	70,000
Total BBB	\$ 4,808,240	2,582,159	5,934,815	1,965,004	1,830,000	520,000	450,000	600,000	13,881,978

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
Water/Wastewater									
Water									
Lake Mary Utility Relocate	\$ 90,436	27,028	73,109	-	-	-	-	-	100,137
Purchase of Property Rights - Watershed	-	-	-	20,000	20,000	20,000	20,000	20,000	100,000
Stonehouse Pumphouse	500,000	396,419	200,000	-	-	-	-	-	596,419
Benton/SF Alley/Elden Waterline	17,100	-	17,100	-	-	-	-	-	17,100
Beaver Street WL (Phoenix/Dupont)	3,000	-	-	-	-	-	-	-	-
Inner Basin Pipeline	40,000	43,333	76,388	-	-	-	-	-	119,721
Reserve for Improvements	100,000	4,318	50,000	50,000	50,000	50,000	50,000	50,000	304,318
Town Well #5	77,632	81,081	-	-	-	-	-	-	81,081
Water Optimization Study	-	3,872	-	-	-	-	-	-	3,872
Railroad Springs Reservoir	500,000	50,000	450,000	-	-	-	-	-	500,000
Red Gap Improvements (Grant)	-	30,060	-	-	-	-	-	-	30,060
Water Wells Production - Bond	1,738,030	297,346	1,472,826	-	-	-	-	-	1,770,172
Future Water Rights	1,822,362	3,023,535	1,000,000	1,300,000	1,005,000	-	-	-	6,328,535
Chlorine Dioxide	36,000	31,987	10,833	-	-	-	-	-	42,820
Water Resource Sustainability Study	-	24,000	276,000	-	-	-	-	-	300,000
	\$ 4,924,560	4,012,979	3,626,256	1,370,000	1,075,000	70,000	70,000	70,000	10,294,235
Wastewater									
WC Treatment Upgrade/Rec Conn	550,000	346,802	180,000	-	-	-	-	-	526,802
Picture Canyon	330,328	15,328	315,000	-	-	-	-	-	330,328
Westside Interceptor Improvements	15,432	-	15,432	-	-	-	-	-	15,432
Bushmaster Reclaim Line	37,726	-	-	-	-	-	-	-	-
McMillan Mesa Sewer Upsize	-	2,379	-	-	-	-	-	-	2,379
Mall Reclaim Booster	80,000	-	80,000	-	-	-	-	-	80,000
Xeriscape Projects	8,321	1,304	3,772	-	-	-	-	-	5,076
Reserve for Improvements	195,354	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	\$ 1,217,161	365,813	644,204	50,000	50,000	50,000	50,000	50,000	1,260,017
Total Water And Wastewater	\$ 6,141,721	4,378,792	4,270,460	1,420,000	1,125,000	120,000	120,000	120,000	11,554,252

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
Airport									
Land Acquisition	\$ -	2,280,099	-	-	-	-	-	-	2,280,099
Glycol Recovery Projects	-	-	-	-	-	638,700	-	-	638,700
Non-Revenue Parking Design	-	-	-	-	-	777,000	-	-	777,000
Non-Revenue Parking	-	-	-	-	-	-	8,070,375	-	8,070,375
Rehab Taxiway Reconstruct	5,505,521	-	5,505,521	-	-	-	-	-	5,505,521
Terminal Security Enhancements	-	39,109	-	-	-	-	-	-	39,109
Terminal Access Rd Reconstruct Pulliam Dr	-	-	3,159,061	-	-	-	-	-	3,159,061
Pavement Marking Installation	376,500	-	376,500	-	-	200,000	-	-	576,500
Westplex Taxilane - Design	-	-	-	554,318	-	-	-	-	554,318
Rehab Taxiway - Westplex	-	-	-	2,878,732	2,878,732	-	-	-	5,757,464
Apron Reconstruction	-	-	223,710	-	173,118	-	-	-	396,828
Total Airport	\$ 5,882,021	2,319,208	9,264,792	3,433,050	3,051,850	1,615,700	8,070,375	-	27,754,975

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
Environmental Services									
Maintenance Building	\$ -	-	75,000	-	100,000	-	-	-	175,000
Stormwater Infrastructure	-	-	10,000	10,000	10,000	10,000	-	-	40,000
Methane Gas Collection Wells	-	-	-	-	-	-	300,000	2,000,000	2,300,000
Road Extension	-	-	-	-	70,000	-	-	-	70,000
Cinderlake Residential Drop-Off	-	-	-	-	-	-	-	100,000	100,000
Fueling Station-Project #414501	-	-	-	275,000	-	-	-	-	275,000
MRF Retrofit for Glass Recycling	300,000	-	300,000	-	-	-	-	-	300,000
Cell Preparatrimon Fees	-	-	-	-	-	-	-	1,800,000	1,800,000
Total Environmental Services	\$ 300,000	-	385,000	285,000	180,000	10,000	300,000	3,900,000	5,060,000

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2011-2016**

	Budget 2009-2010	Estimate 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Total Plan
Stormwater Utility									
Drainage Spot Improvement	\$ 335,000	66,623	782,282	370,000	360,000	350,000	340,000	310,000	2,578,905
Rio De Flag Project	6,138,290	2,718,477	3,450,222	-	-	-	-	-	6,168,699
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	-	1,200,000
Total Stormwater Utility	\$ 7,673,290	2,785,100	5,432,504	370,000	360,000	350,000	340,000	310,000	9,947,604

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	55.5%
Debt Financing	25.0%
Grants	19.5%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 55.5% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. The City has elected to use this option. \$31.6 million is outstanding on July 1, 2010, and the City has \$51.8 million in available capacity at the 6% debt margin and \$141.3 million in available capacity at the 20% debt margin as of July 1, 2010.

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 does not have any outstanding HURF Bonds.

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 issued \$5.2 million of junior lien bonds in FY 1993 and \$3.3 million is outstanding as of July 1, 2010. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately \$26.2 million in capacity is currently available in junior lien bonds or as senior lien bonds.

WATER AND SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the City can sell bonds that pledge utility revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its water and sewer system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there is only the practical limitations imposed by what the utility rate structures will support.

The \$40.7 million authorized by voters in November 1990 can be either G.O. bonds or revenue bonds. G.O. bonds accounted for \$33.9 million of the issuance, with \$5.7 million outstanding at July 1, 2010. The \$6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with \$4.6 million outstanding at July 1, 2010. The City is pledging the revenue of its water and wastewater system. Of the \$46.6 million authorized by voters in 2004, \$44.2 has been issued, with \$38.0 outstanding at July 1, 2010.

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, 2010. \$18.6 million is outstanding.

MUNICIPAL FACILITIES CORPORATION (MFC) BONDS

The Flagstaff Municipal Facilities Corporation, Inc. (MFC) is a not for profit corporation over which the City exercises significant oversight authority. It was formed to assist the City in acquiring land and constructing improvements thereon, constructing and acquiring improvements upon land owned by the City, and in any other way incurring expenses to improve the use of presently owned facilities, or as they may be expanded in the future. The City Charter requires that to construct projects, with the exception of utilities, public safety and street facilities in excess of \$1 million require voter approval. The \$1 million limit is adjusted annually by the consumer price index at July 1 of each year. The estimated amount July 1, 2010 is \$2 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved \$4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and \$2.4 million is still outstanding. In May 2000, the City received voter authorization to issue \$25 million in bonds for the construction of an overpass at 4th Street. The City issued these bonds in FY 2004, and \$17.5 million is still outstanding.

The City received voter authorization to issue \$61.2 million in bonds for the construction of a business incubator and USGS office/lab building. The City issued \$3.4 million in FY 2010, and \$3.3 million is still 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, all of which is outstanding on July 1, 2010.

LEASE FINANCING

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are sufficient to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set-aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life as long as the terms of bonds issued.

GRANTS

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity, or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements, and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscape project under the ISTEA (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs: The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

INTERGOVERNMENTAL AGREEMENTS (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan, in particular, may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

STATE REVOLVING LOAN FUND

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. In order to qualify for the Federal monies, the State must match a 20%

contribution into the fund. The WIFA that issues bonds that are then lent to different governmental entities to finance projects manages Arizona's fund. Projects are submitted to WIFA for review, and prioritization. Based on this compilation, projects are then eligible for funding.

Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency.

PAY AS YOU GO FINANCING

Projects funded on a pay as you go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non-debt financing does not incur interest costs. The major drawbacks of pay as you go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 55.5% of capital improvements on a pay as you go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

UNFUNDED PROJECTS

Projects that do not have a funding source are classified as unfunded City capital projects. These projects are evaluated annually as changes in funding occur and estimates are revised as well as changes in priorities for the City. The following schedule is a list of the current unfunded projects through FY 2021.

UNFUNDED CAPITAL PROJECTS

FY 2011 - 2021

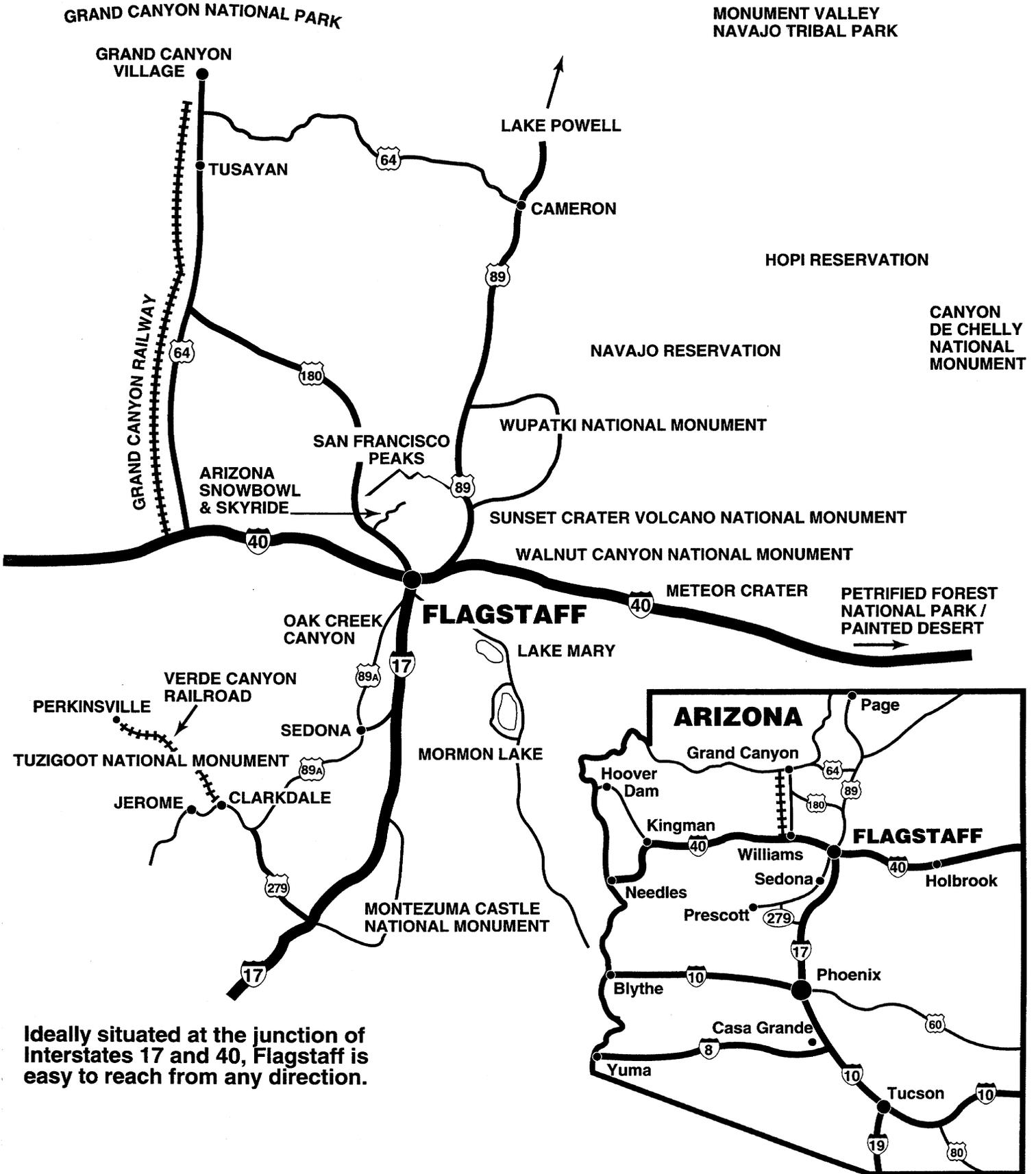
The following is a list of projects that currently do not have a funding source and are therefore unfunded City capital projects at this time. This list is updated annually as changes in funding occur and estimates are revised as well as changes in priorities for the City.

	<u>Estimated Cost</u>
GENERAL GOVERNMENT	
Police Department	
P25 Trunked Radio System	\$ 4,700,000
Police Administration Facility Expansion	2,650,000
Joint City/County Evidence Storage	2,000,000
Fire Department	
Apparatus Replacement Program	5,517,000
Training Center Improvements	1,250,000
Station Re-Models & Administration Space	950,000
Municipal Facilities	
Municipal Courts Facility	23,000,000
Municipal Services Facility	42,000,000
Downtown Parking Garage	25,000,000
ECONOMIC VITALITY	
Community Design/Streetscape	
North Fourth Street Corridor Improvements	12,500,000
Tourism/Visitor Services	
Visitor Center Platform Reconstruction	323,000
COMMUNITY ENRICHMENT	
Recreation	
Aquaplex Expansion - 25 meter	10,000,000
Competitive Pool - 50 meter	20,000,000
Cogdill Recreation Center Structural Renovations	1,000,000
Enclosed Tennis Courts/Flag Recreation Center	1,000,000
Flagstaff Soccer Complex - Christiansen Parcel	4,000,000

PUBLIC WORKS	<u>Estimated Cost</u>
Parks	
Arroyo Park Improvements	\$ 1,302,500
Buffalo Park Improvements	1,263,800
Bushmaster Park Land/Expansion	1,894,200
Cheshire Park Improvements	5,296,300
Christiansen Park Development	9,297,500
Clay Basin West Park Development	13,050,000
Continental Regional Park Phase I	29,146,200
Continental Regional Park Phase II	15,260,300
Joe Montalvo Park Improvements	986,600
Lake Mary Regional Park Development	23,938,800
McPherson Park Improvements	1,579,700
Thorpe Park Improvements Phase II	9,629,700
Wheeler Park Re-Design	1,084,600
Woodlands Village Park Land Acquisition	4,380,000
Ft. Tuthill Park Land Acquisition/Snow Play	TBD
Cemetery	
Cemetery Entrance	680,000
Streets	
Sunnyside Neighborhood Improvements	8,100,000
Unfunded Street Pavement Preservation	20,000,000
Historic East Route 66 Overlay Rehab	3,500,000
TRANSPORTATION	
Lone Tree Corridor	
Route 66 to Butler Avenue	50,000,000
Butler Avenue to Pine Knoll	3,800,000
Pine Knoll to J. Wesley Powell Blvd	47,900,000
Milton Road Corridor Improvements	13,000,000
Riordan Ranch Street Backage Road	2,000,000
Yale/Plaza Way/Metz Walk Backage Road	3,000,000
Beulah Blvd - Airport T.I. to Lake Mary Road	14,000,000
Fourth Street/I-40 Overpass & Roadway	10,000,000
J. Wesley Powell Blvd - Airport to Lake Mary Road	8,000,000
Woody Mountain Loop - Route 66 to I-17	28,000,000
I-17/Woody Mountain Road Traffic Interchange	23,300,000
J. Wesley Powell Blvd - Lake Mary Road to South Fourth Street	25,000,000
East Butler Avenue Extension to Section 20	15,000,000
Empire Avenue Extension to East Route 66	10,700,000

	<u>Estimated Cost</u>
URBAN TRAILS	
Bow & Arrow Trail - Lone Tree to AZ Trail	\$ 75,000
Fourth Street Trail - Huntington to Butler	600,000
Foxglenn Trail - Rio South Trail to Harold Ranch Road	600,000
Sante Fe West Trail - Walnut to Rio	1,050,000
UTILITIES	
Water	
Water Resources-wells, RGR (7 projects)	24,800,000
Water Treatment-LMWTP (17 projects)	9,054,108
Water Storage Tanks (3 projects)	1,775,000
Water Transmission (5 projects)	8,266,600
Water Distribution (28 projects)	32,607,708
Water Planning and Master Plans (2 projects)	450,000
Wastewater	
Wastewater Collection System (15 projects)	16,494,495
Wastewater Interceptor (2 projects)	1,400,000
Wastewater Treatment Plant Improvements (14 projects)	23,337,012
Wastewater Planning and Master Plans (2 projects)	600,000
Reclaimed Water	
Reclaimed Water Storage (1 project)	2,000,000
Reclaimed Water Distribution (5 projects)	3,345,190
Stormwater	
Rio de Flag Flood Control (partially funded)	15,000,000
Rio de Flag Parking Replacement (partially funded)	3,800,000
TOTAL UNFUNDED PROJECTS	<u>\$ 705,235,313</u>

Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40, and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 64 square miles, is nestled at the base of the San Francisco Peaks and surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 108.8 inches, much to the enjoyment of skiers, ice skaters and

snowboarders. As the snow thaws into spring, blooming wildflowers are abundant and fragrant along Flagstaff's many hiking trails. Autumn is highlighted with the changing of the aspen leaves that transform the surrounding mountains into a golden tapestry of color. Flagstaff averages 288 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities.

Climate	Average Temperature		Average Precipitation
	Daily Max.	Daily Min.	
January	42.1	15.3	2.07
February	44.9	18.0	2.01
March	50.1	22.4	2.08
April	58.5	27.9	1.25
May	68.0	34.4	0.62
June	77.9	41.8	0.45
July	81.6	50.9	2.42
August	79.0	49.7	2.72
September	73.5	41.9	1.93
October	63.4	31.4	1.48
November	51.7	22.5	1.60
December	43.4	16.6	2.01
(average)	61.2	31.1	20.67

Source: Western Regional Climate Center (Jan. 1893-Dec. 2009)

Economic Information

Flagstaff is a governmental, educational, transportation, cultural and commercial center. Government is one of the largest employment sectors. Tourism is also a large employer as the city sees over 5,000,000 visitors a year. In addition, the City houses Northern Arizona University and other scientific and high tech research and development industries.

NAU, the largest employer in the City, has a major economic impact annually. It is the home of over 23,600 students in their 142 degree programs. In addition, NAU's year-round use of its campus facilities draws in tourists from throughout the world. Campus activities include hosting the Arizona Cardinals, Olympic and other high-caliber international and national athletes to train at the elite High Altitude Training Center, a multitude of music, educational and athletic camps, as well as a broad variety of conferences from across the nation.

Population	1990	2000	2009
Flagstaff	45,857	52,894	65,522
Coconino County	96,591	116,320	136,735
Arizona	3,665,228	5,130,632	6,683,129

Sources: Arizona Department of Commerce and U.S. Census Bureau

Five business and industrial parks are situated with excellent access to the Interstates (I-40 and I-17). One additional site resides within 15 miles of the City limits. Major manufacturers include W.L. Gore & Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet food; SCA Tissue, manufacturer of tissue paper; and Joy Cone, manufacturer of ice cream cones.

Business Licenses	June 2010
Misc. Retail	2,379
Construction Contracting	2,225
Service Related (Business Licenses)	1,735
Rentals	1,204
Home Furnishings	585
BBB	458
Auto Sales, Parts, etc.	356
Advertising, Publishing, and Printing	166
Food Stores	165
Building Materials	212
Franchise Accounts	133
Clothing Stores	106
Drug and Liquor Stores	20
General Merchandising Stores	18
Total	9,762

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached \$3.16 billion in FY 2010.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer, and sightseers viewing the aspen turning gold in the fall. Non-city residents provided an estimated 50% of the sales tax revenue. The City has 458 licensed businesses generating BBB tax revenues (an additional 2% sales tax).

Major private employers in the Flagstaff area are Flagstaff Medical Center, W. L. Gore & Associates, Walgreens Distribution, Grand Canyon Railway, SCA Tissue, Joy Cone, and Nestle Purina. Major public employers in the Flagstaff area are Northern Arizona University, Flagstaff Unified School District, Coconino County, City of Flagstaff, Coconino Community College, and the U.S. Forest Service.

Labor Force Data	1990	2000	2009
(Annual Average)			
Civilian Labor Force	26,111	34,589	37,118
Unemployed	1,604	1,582	1,908
Unemployment Rate	6.1%	4.5%	7.7%

Source: Bureau of Labor Statistics

Growth Indicators	1990	2000	2010
Business Licenses	4,000 (est.)	5,440	9,762
Retail Sales	631,835,742	1,238,195,104	1,787,828,409
Primary Net Assessed Value	223,050,141	399,244,815	813,239,868

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 9 elementary schools, 4 middle schools, 2 alternative schools, 4 magnet schools, and 3 high schools. In addition to the public school system, there are 12 charter schools and 4 private schools. These schools provide educational opportunities for children in kindergarten to high school. The schools specialize in everything from specific learning styles to programs focused on the Arts.

Coconino County Community College offers 40 associate degrees and 34 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2009, enrollment was 4,949 students (4,139 of which were enrolled at the two Flagstaff campus).

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 2009, NAU offered 95 Bachelor, 49 Master, and 9 Doctorate along with 19 Undergraduate and 19 Graduate certificates. Top enrollment for its 23,600 students (16,032 of which were enrolled at the Flagstaff campus) are Elementary Education, Biology, Hotel & Restaurant Management, Nursing, and Criminology & Criminal Justice.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Because arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities comes from the Bed, Board and Booze tax (Flagstaff Cultural Partners disburses these funds) and the General Fund. Throughout the year, there are art shows, festivals, live theater performances, and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra is a non-profit corporation dedicated to bringing world-class musical performances to their audiences, and to providing innovative programs in music education for youth across northern Arizona. The FSO conducts seven concerts from September through April form the core of the Symphony's season, with additional

Young People's Concerts for children in the Flagstaff Unified School District, and a Lollipop concert in December for families with young children. Regular concerts are held in 1500-seat Ardrey Auditorium on the campus of Northern Arizona University.

Lowell Observatory was founded in 1894 by Boston mathematician Percival Lowell and is best known for the discovery of Pluto. Lowell Observatory is also where astronomer V.M. Slipher gathered the first evidence that the universe is expanding. The Observatory will soon be home to the Discovery Channel Telescope scheduled to open in 2010. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 80,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events, and other educational activities. The Observatory offers daily-guided tours and evening programs.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology, and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople, and Flagstaff students. Contemporary fine crafts, western art, and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances, and other presentations.

The Pine Mountain Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic destinations as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument, and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:		Other Facilities:	
Basketball Courts	19	Arboretum	1
Disc Golf Course	2	Art Galleries	12
Horseshoe Courts	12	Bowling Alleys	1
Ice Rink/Activity Center	1	Fairgrounds/Race Track	1
Off Leash Areas-Bark Parks	2	Libraries	3
Parks-Developed	27	Movie Screens	12
Parks-Undeveloped	4	Museums	5
Playgrounds	20	Outdoor Amphitheater	2
Racquetball Courts	4	Observatories	3
Ramadas	11	Ski Resort/Nordic Center	2
Recreation Centers	3	Swimming Pools	2
Skate Tracks	2	Symphony Orchestra	1
Soccer Fields	4		
Softball/Baseball Fields	17		
Tennis Courts	17		
Volleyball Courts	6		

Transportation

Flagstaff is a major crossroads for the west. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico, and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	2 Hours
Lake Powell, AZ	3 1/2 Hours
Nogales, AZ	5 1/4 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	3/4 Hour
Tucson, AZ	4 1/4 Hours
Albuquerque, NM	5 Hours
El Paso, TX	9 Hours
Las Vegas, NV	4 1/4 Hours
Los Angeles, CA	7 1/4 Hours

Burlington Northern Santa Fe Railway serves the City of Flagstaff with more than 100 trains passing through town daily. Amtrak also services Flagstaff twice daily connecting with Los Angeles and Chicago. Bus services are available for within the City (Mountain Line), intra and interstate (Greyhound), and several tour guide companies provided service around Northern Arizona. In addition, there are several taxicab companies.

Flagstaff Pulliam Airport, located four miles south of downtown Flagstaff on I-17, provides frequent daily flights to and from Phoenix Sky Harbor International Airport and LAX Los Angeles International Airport, where national and international connections can be made.

Additionally, the City is committed to the development of a non-motorized urban trail (FUTS), which will interconnect all areas of the City when completed and will serve as an important transportation element, as well as a recreation amenity. The Flagstaff Regional Land Use and Transportation Plan shows an estimated 130 miles of FUTS. The City has completed approximately 50 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans, and more. More than 190 physicians are on active staff at the hospital, representing 33 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the balance of societal, environmental, and economic considerations. As a result, the City of Flagstaff has dedicated considerable resources to a variety of sustainability, environmental, and conservation efforts. The Sustainability and Environmental Management Division works to ensure that all residents of Flagstaff are provided with a clean, safe, and ecologically sound community. Programs promote sustainability and conservation strategies with an emphasis on recycling, anti-litter, waste reduction, safe disposal of hazardous products, environmental compliance, composting, sustainable community planning, climate management, energy efficiency, renewable energy and fuels, brownfield land recycling, and landfill management.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens, and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators, and turf removal/xeriscape projects. The City also sells rain barrels to residents. Additionally, an annual AZ Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we have means we do not have to find additional sources of water as often.

**City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2009**

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	\$ 14,799,541	1.62%
W L Gore & Associates Inc.	Manufacturer	13,908,787	1.52%
Qwest Corporation	Utility	7,388,952	0.81%
Nestle Purina Petcare Company	Distribution/Retail	4,976,928	0.54%
Lone Tree Investments, LLC	Residential Developer	5,102,144	0.56%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	4,344,604	0.47%
Little America Refining Co.	Hotel/Tourism	3,626,255	0.40%
Hopi Tribe Economic Development Corp.	Commercial Developer	2,578,254	0.28%
SACO Management, Inc.	Real Estate	2,848,466	0.31%
Ortholand, LLC	Medical	2,769,838	0.30%
Total Principal Taxpayers		\$ 62,343,769	6.81%

Source: Arizona Department of Revenue, Central Information Services

**City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years**

Fiscal Year	City	School District	Community College	County	Total
2001	\$ 1.7127	6.6885	0.5724	1.1336	10.1072
2002	1.7127	6.6741	0.5717	1.0951	10.0536
2003	1.7127	6.7590	0.5809	1.1941	10.2467
2004	1.7127	6.3679	0.5775	1.2369	9.8950
2005	1.7127	5.7236	0.5660	1.2212	9.2235
2006	1.6627	6.0786	0.5525	1.2010	9.4948
2007	1.5929	5.9009	0.5269	0.7521	8.7728
2008	1.5519	4.7713	0.4865	0.7588	7.5685
2009	1.5169	4.8334	0.4643	0.7603	7.5749
2010	1.4913	3.8860	0.4267	0.7244	6.5284

Note: Tax rates are per \$100 assessed valuation.

City of Flagstaff, Arizona
Sales Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

June 30	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
2001	1.0000	0.5100	2.0000	0.8000	5.6000	9.9100
2002	1.0000	0.5745	2.0000	0.8000	5.6000	9.9745
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995
2004	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2005	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2006	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2007	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2008	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2009	1.0000	0.7210	2.0000	1.1250	5.6000	10.4460
2010	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460

**City of Flagstaff, Arizona
Miscellaneous Statistics**

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
June 29, 1998

Form of Government
Council, City Manager

Area - Square Miles
June 2007 - 64.66

Infrastructure	
Miles of Streets	634.00
Miles of Alleys	13.69
Miles of Sidewalks	166.00
Miles of Waterlines	416.60
Miles of Reclaim Waterlines	24.20
Miles of Sewer	
Storm	87.17
Sanitary	271.20
Number of Street Lights	3,350
Number of Fire Hydrants	3,179
Number of Reclaim Hydrants	13
Number of Manholes	7,308

Employees as of June 30, 2010	
Merit System	611
Exempt	154
Temporary	265
Elected Officials	7
 Total Payroll for the Year Ending 2009:	 \$ 45,198,991

Fire Protection	
Number of Stations	7
Number of Employees (FTE) FY 2011	92.00

Police Protection	
Number of Employees (FTE) FY 2011	168
Number of Employees (FTE) FY 2010	168
Number of Calls for Service per	
Annual Report-12/31/08	48,424
Ave. Patrol Officers for 24 hour period	27.1
Vehicular Patrol Units	28
Coconino County Jail Prisoner Capacity	596

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	134
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2008	
Number of Registered Voters	27,452
Number of Votes Cast	12,523
% of Registered Voters that Voted	45.62%
Last Special Election May 2005	
Number of Registered Voters	28,704
Number of Votes Cast	17,167
% of Registered Voters that Voted	59.81%

Parks and Recreation	
Number of Developed Parks	27
Number of Un-developed Parks	4
Park Acreage	712.00
Flagstaff Urban Trail System-Miles	50.00
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	3
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools (School Owned)	2
Tennis Courts	17
Volleyball Courts	6

Education	
Number of Schools:	
Public Elementary	9
Public Middle School	4
Public High School	3
Alternative Schools	2
Magnet Schools	4
Charter Schools	12
Private Schools	4
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2009):	
Flagstaff Unified School District	10,711
Charter	1,355
Private (Fall 2004)	534
Northern Arizona University	
Flagstaff Campus	16,032
All Locations	23,600
Coconino Community College	
Flagstaff Campuses (2)	4,139
All Locations	4,949

**City of Flagstaff, Arizona
Miscellaneous Statistics**

Sales Tax

Retail Sales Last 10 Fiscal Years:		
2009	\$	1,884,139,784
2008		2,043,103,670
2007		1,896,091,014
2006		1,894,126,077
2005		1,749,149,158
2004		1,593,931,781
2003		1,458,775,346
2002		1,404,232,492
2001		1,324,735,136
2000		1,238,195,104
Total Sales Tax Revenue for Fiscal Year 2009	\$	13,658,763

Utility Enterprise

Total Active Accounts on June 30, 2009	
Water	18,371
Single Family Average	5,010
Gallons/Household/Month	
Plants Capacity (Million Gallons per Day):	
Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Number of Facilities:	
Wells	25
Reservoirs	9
Reclaimed Reservoirs	2

Population

Census Population Count-Last Five Censuses:	
2009**	65,522
2008**	64,693
2007**	64,200
2006**	62,030
2005**	61,185
2004**	61,270
2003**	61,030
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247

*Special Census
**Estimate

2000 Census Information:

Age Distribution of Population for Urbanized Areas Only	
1-4 Years	4,292
5-17 Years	5,937
18-64 Years	49,024
65+ Years	4,181
	<hr/>
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	63,434
Number of Housing Units	25,648
Average Persons per Housing Unit	2.61
Average Family Size	3.14
Median Household Income	\$ 47,289
Per Capita Income (2000)	\$ 23,276

2000 Census information available at the following websites:
<http://www.census.gov/census2000/states/az.html>
<http://www.de.state.az.us/links/economic/webpage/index.html>

**City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year**

Fiscal Year	1992 Revenue Street and Highway	1997 G.O. Public Safety, Parks, Water	2001 G.O. Parks & Rec	2001 Certificates of Participation USGS	2003 G.O. Parks, Water
2011	5.900 %	-	4.500	4.550	3.250
2012	5.500	-	4.500	4.600	3.250
2013	-	4.500	4.650	4.625	3.250
2014	-	-	4.750	4.750	-
2015	-	-	-	4.750	-
2016	-	-	-	4.750	-

Fiscal Year	2003 Revenue 4th Street	2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill	2009 Certificates of Participation St Overlay/Fire Eq	2010 A Revenue Infrastructure
2011	3.750 %	4.125	5.000	2.000	2.000
2012	4.000	5.000	5.000	2.500	3.000
2013	4.000	5.000	5.000	3.000	3.000
2014	4.000	5.250	5.000	3.000	3.000
2015	4.000	5.250	5.000	3.000	3.798
2016	5.000	5.250	5.000	3.000	4.057
2017	5.250	4.375	5.000	3.300	4.182
2018	5.250	4.500	5.000	3.500	4.402
2019	5.250	4.500	5.000	3.750	4.502
2020	5.250	4.125	5.000	4.000	4.602
2021	-	4.125	5.000	-	-
2022	-	4.000	5.000	-	-
2023	-	3.250	5.000	-	-
2024	-	-	5.000	-	-
2025	-	-	5.000	-	5.215
2026	-	-	5.000	-	-
2027	-	-	5.000	-	-
2028	-	-	5.000	-	-
2029	-	-	5.000	-	-
2030	-	-	5.000	-	5.480
2031	-	-	5.000	-	-
2032	-	-	5.000	-	-

City of Flagstaff, Arizona
Percent of Net General Bonded Debt to Secondary Assessed Value
and Net General Bonded Debt Per Capita
Last Ten Fiscal Years

Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2000	52,894 **	\$ 385,566,202	\$ 40,904,461	\$ 4,405,000	\$ 36,499,461	9%	\$ 690.05
2001	57,700	408,592,733	36,537,570	2,805,000	33,732,570	8%	584.62
2002	59,160	429,030,400	36,873,231	2,888,505	33,984,726	8%	574.45
2003	61,030	464,257,886	34,012,849	3,570,000	30,442,849	7%	498.82
2004	61,270	501,655,440	30,967,902	3,920,000	27,047,902	5%	441.45
2005	61,145	556,680,587	26,784,064	3,915,000	22,869,064	4%	374.01
2006	62,030	624,199,899	49,169,726	4,629,726	44,540,000	7%	718.04
2007	64,200	750,538,367	44,540,000	4,675,000	39,865,000	5%	620.95
2008	64,693	878,781,823	39,865,000	4,760,000	35,105,000	4%	542.64
2009	65,522	916,341,717	35,105,000	3,550,000	31,555,000	3%	481.59

(1) Arizona Department of Economic Security projected population increases except 2000, which are official census figures.

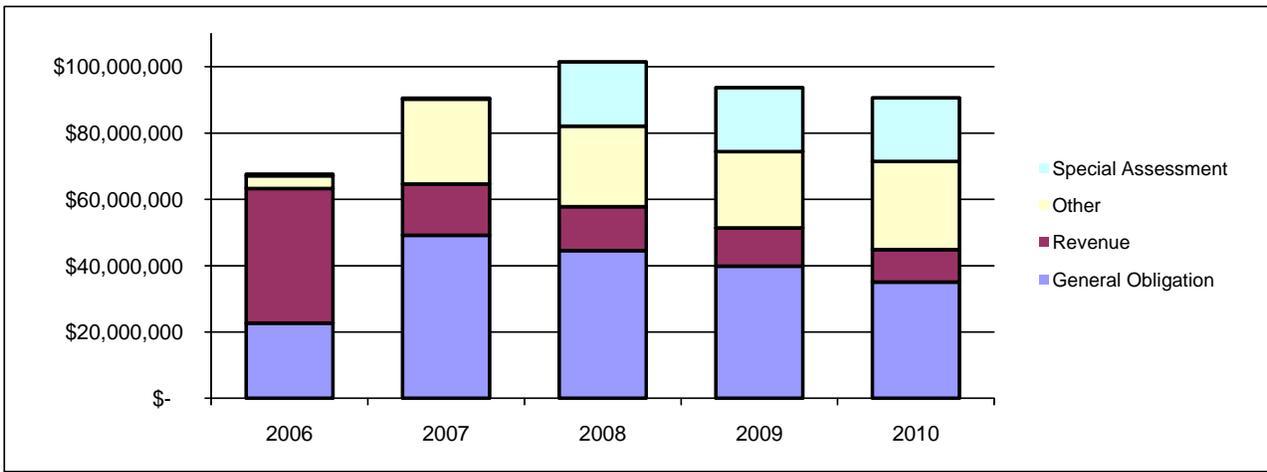
(2) From County Assessors Office.

** Census estimates exceeded actual 2000 census results.

FY2000 adjusted to reflect population per U.S. Census official results

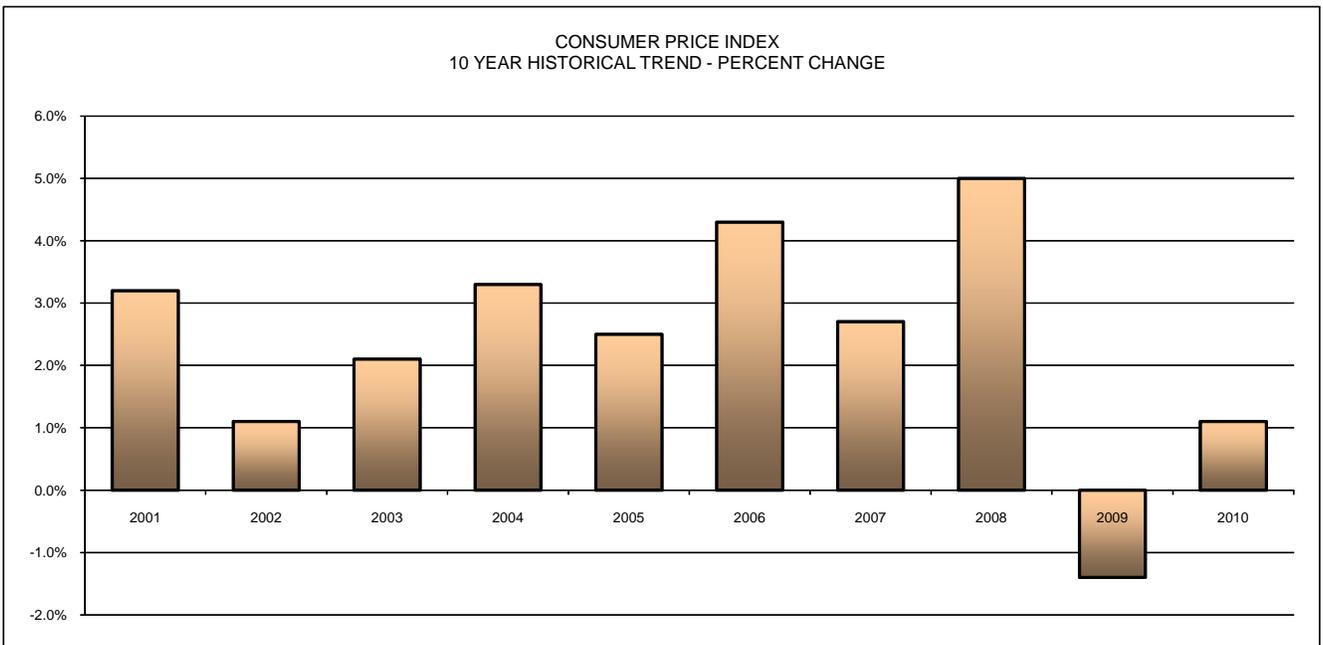
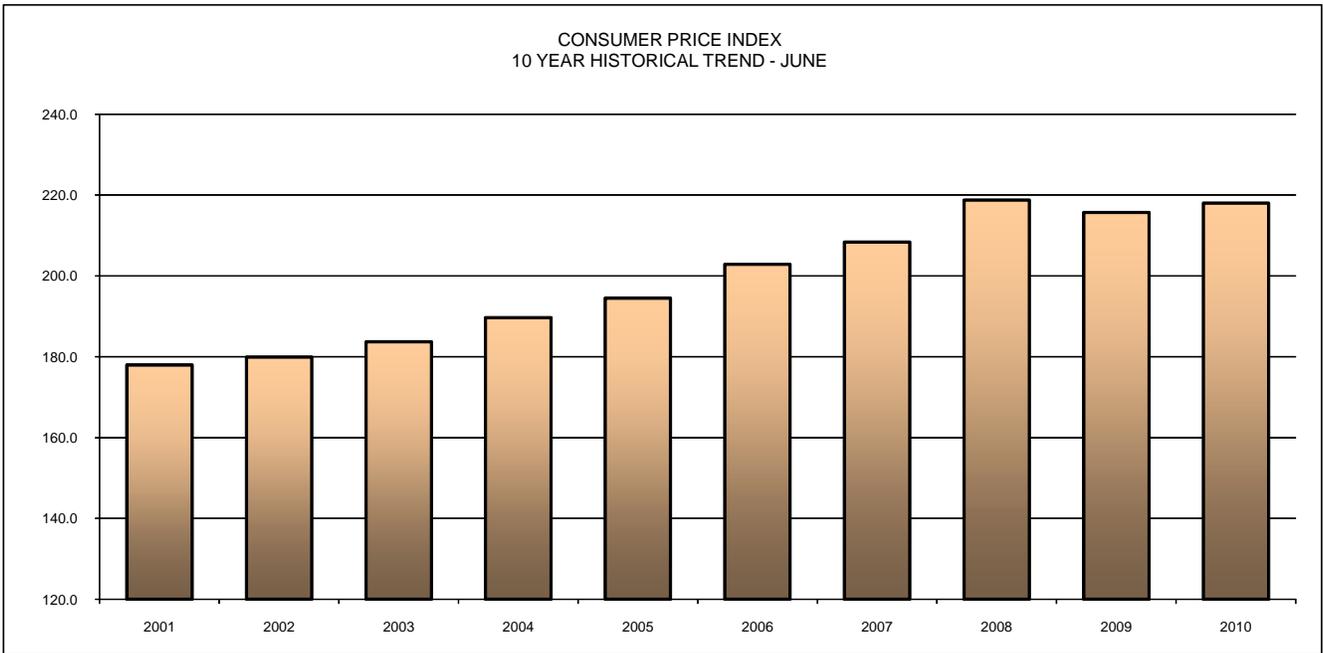
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

	2006	2007	2008	2009	2010
General Obligation	\$ 22,665,000	49,169,726	44,540,000	39,865,000	35,105,000
Revenue	40,579,792	15,435,075	13,220,967	11,537,135	9,783,234
Other	3,905,000	25,610,000	24,315,000	23,000,000	26,585,000
Special Assessment	415,000	340,000	19,339,000	19,257,000	19,169,000
Total Bonds Payable	\$ 67,564,792	90,554,801	101,414,967	93,659,135	90,642,234



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
June	178.0	179.9	183.7	189.7	194.5	202.9	208.4	218.8	215.7	218.0
Percent Change	3.2%	1.1%	2.1%	3.3%	2.5%	4.3%	2.7%	5.0%	-1.4%	1.1%



Source: Tax, Licensing, and Revenue Division

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
CITY MANAGER						
Admin Specialist	0	0	0.5	0.5	0	0.5
Assistant to City Mgr (Communications)	0	0	1	1	0	1
Assistant to City Mgr (Gov'tal Relations)	0	0	1	0	0	0
Assistant to City Mgr (Real Estate)	0	0	1	1	-0.25	0.75
City Clerk	0	0	0	0	0	1
City Manager	1	1	1	1	0	1
City Records Technician	0	0	0	0	0	1
Deputy City Clerk	0	0	0	0	0	0.875
Deputy City Clerk (Funded in FY11)	0	0	0	0	0	0.125
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1	1	-0.5	1.25
Executive Assistant	1	1	1	1	0	1
Intern (Funded in FY11)	0	0	0	0	1	1
PIO - Management Assistant	1	1	0	0	0	0
Total	6	6	8.5	7.5	0.25	11.5
CITY CLERK						
City Clerk	1	1	1	1	0	Transfer
City Records Technician	1	1	1	1	0	Transfer
Deputy City Clerk	1	1	1	1	-0.125	Transfer
Deputy City Clerk (Funded in FY11)	0	0	0	0	0.125	Transfer
Executive Admin Assistant	1	1	1	1	-0.25	Transfer
Total	4	4	4	4	-0.25	0
CAPITAL IMPROVEMENTS						
Admin Spclst	0	0	0	1	0	1
Capital Improvements Engineer	2	2	2	2	0	2
Eng Project Manager I	2	0	0	0	0	0
Eng Project Manager II	3	0	0	0	0	0
Engineering Technician IV	1	1	1	0	0	0
Intern	0.5	0.5	0.5	0	0	0
Project Manager	0	10	10	8	0	8
Senior Project Manager	5	0	0	0	0	0
Total	13.5	13.5	13.5	11	0	11
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	0	0	1	1	0	1
Human Resources Analyst	0.5	0.5	0.75	0.75	0	0.75
Human Resources Benefit Spec.	1	1	1	1	0	1
Human Resources Director	1	1	0	0	0	0
Human Resources Generalist	0	0	0	1	0	1
Human Resources Manager	1	1	1	0	0	0
Human Resources Specialist	1	0	0	0	0	0
Human Resources Supervisor	0	0	0	0	0	0
Human Resources Recrt Spec	0	1	1	1	-0.5	0.5
Total	6.5	6.5	6.75	6.75	-0.5	6.25
RISK MANAGEMENT						
Assistant to City Manager (Risk Mgt)	0	0	1	1	0	1
Risk Manager	1	1	0	0	0	0
Insurance Claim Specialist	1	1	1	1	0	1
Safety/Risk Management Specialist	1	1	1	0	0	0
Total	3	3	3	2	0	2

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
CUSTOMER SERVICE						
Admin Asst	2.5	2.75	2.75	2.75	0	4
Admin Spclst	2	2	2	2	0	1
Admin Spclst Supervisor	0	0	0	0	0	1
Customer Srvc Manager	1	1	1	1	-1	0
Meter Reader	4	4	4	4	-0.75	3.25
Meter Reader (Funded in FY11)	0	0	0	0	0.75	0.75
Meter Reader Supervisor	1	1	1	1	0	1
Total	10.5	10.75	10.75	10.75	-1	11
LAW						
Admin Asst	1	1	1	1.75	0	1.75
Admin Spclst	2	2	2	2	0	2
Admin Spec Supervisor	0	1	1	0	0	0
Asst City Attorney	0	4	4	4	0	4
Asst City Attny-Prosecution	3	0	0	0	0	0
City Attorney	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Executive Assistant/Paralegal	1	0	0	0	0	0
Intern	0.25	0.25	0.25	0	0	0
Legal Assistant	0	1	1	1	0	1
Prosecuter II	1	0	0	0	0	0
Senior Ass't City Attorney	4	5	5	4	-1	3
Senior Ass't City Attorney (Funded in FY11)	0	0	0	0	1	1
Total	14.25	16.25	16.25	14.75	0	14.75
INFORMATION TECHNOLOGY						
Application Support Specialist I	1	1	1	1	0	0
Application Support Specialist II	0	1	1	1	0	1
Computer Tech II	0	0	0	0	0	0
Database Analyst III	1	1	1	1	0	1
Division Director (IT)	0	0	1	1	0	1
GIS Analyst Senior	0	1	1	0	0	0
GIS Manager	1	1	1	1	-1	0
GIS Programmer Analyst	1	0	0	0	0	0
GIS Specialist	1	1	1	1	0	1
GIS System Analyst	1	0	0	1	0	1
GIS Technician	2	2	2	1	-0.5	0.5
Software Specialist	1	0	0	0	0	0
Series Administrator	0	0	0	0	0	0
IT Analyst	0	0	0	0	0	1
IT Director	1	1	0	0	0	0
IT Services Specialist	2	2	2	0	0	0
IT Services Supervisor	1	1	1	1	0	1
IT Techician	0	0	0	0	1.5	1.5
Network Administator	1	1	1	1	0	1
Senior GIS Technician	0	0	0	0	0	0
Senior Network Administrator	0	1	1	1	0	1
System and Applications Mgr	0	1	1	1	0	1
System Administrator	1	1	1	1	0	1
Window System Administrator	1	0	0	0	0	0
Total	16	16	16	13	0	13

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
MANAGEMENT SERVICES						
Admin Asst	2.5	3	3	1	0	Transfer
Admin Spclst	1	1	1	1	0	1
Buyer	1	2	2	0.5	-0.5	0
Contract Specialist	1	0	0	0	0	0
Division Director (Mgmt Services)	0	0	1	1	0	1
Management Services Director	1	1	0	0	0	0
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	1	Transfer	0	0	0
Senior Buyer	2	0	0	0	0	0
Senior Procurement Specialist	0	3	3	3	0	3
Warehouse Specialist	0	0	0	1	0	1
Warehouse Technician	1	1	1	0	0	0
Total	11.5	13	12	8.5	-0.5	7
SALES TAX						
Accounts Receivable Specialist	1	1	0	0	0	0
Accounts Specialist	0	0	1	1	0	1
Admin Assistant	2.5	2.5	1.5	1	0	1
Admin Specialist	0	0	1	1	0	1
Auditor I	0	0	0	0	0	1
Auditor II	2	2	2	2	0	1
Collections Specialist	0	1	2	2	0	2
Revenue Collector	2	1	0	0	0	0
Revenue Director	0	0	0	0	1	1
Sales Tax Manager	0	0	0	0	1	1
Tax Licensing & Revenue Adm	1	1	1	1	-1	0
Total	8.5	8.5	8.5	8	1	9
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.5	1.63	1.63	0	1.63
Application Support Specialist II	0	0	1	1	0	1
Librarian	1	2	2	2	0	2
Library Assistant I	14.38	16.01	16.76	16.76	0	16.76
Library Assist. I (temp)	2.75	2.75	3	3	0	3
Library Assistant II	3	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	6.5	7.38	7.38	7.38	0	7.38
Library Clerk I (temp)	2.75	3.25	3.75	3.75	0	3.75
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
Library Inf. Syst. Coord.	2	0	0	0	0	0
Library Inf. Tech. Coord.	0	2	2	2	0	0
Library IT Administrator	0	0	0	0	0	1
Library IT Analyst	0	0	0	0	0	1
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	0	0	3	0	0	0
Library Supervisor	1	1	1	1	0	1
Network Administrator	0	0	1	1	0	1
Total	43.13	47.14	53.77	50.77	0	50.77

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
FINANCE						
Account Clerk	0	0	0	0	0	1
Account Clerk I	2	2	2	1.5	-0.25	Transfer
Account Clerk II	1	1	1	0	0	0
Accountant I	1	1	1	0	0	3
Accountant II	4	5	3	3	0	0
Accounts Payable Specialist	1	1	0	0	0	0
Accounts Specialist	0	0	1	1	0	1
Finance/Budget Manager	1	1	0	0	0	0
Finance Director	0	0	1	1	0	1
Finance Manager	0	0	2	2	0	2
Grants Assistant	0	0	0	0	1	1
Grants Manager	1	1	1	1	0	1
Intern	0.14	0.14	0.14	0	0	0
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	0	0	0	1	0	1
Payroll Specialist	0	0	0	0	0	0
Payroll Supervisor	1	1	1	0	0	0
Total	13.14	14.14	14.14	11.5	0.75	12
FMPO						
Intern	0.25	0.38	0.38	0.38	0	0.38
Administrative Specialist	0.5	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	1	0	1
Multi modal Planner	1	1	1	1	0	1
Total	2.75	2.88	2.88	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	1	2	2	1.5	-0.5	1
Community Development Dir.	1	1	0	0	0	0
Division Director (CD)	0	0	1	1	0	1
Total	2	3	3	2.5	-0.5	2
PLANNING & DEVELOPMENT SERVICES						
Admin Spolst	2	2	2	2	-1	1
Advanced Planning Manager	0	1	0	0	0	0
Associate Planner	1	1	1	0	0	0
Building & Develp Services Dir	1	0	0	0	0	0
Building Inspection Mgr	1	1	1	1	-1	0
Building Inspectors	0	0	0	0	0	5
Building Official	0	1	1	1	0	1
Building Plans Examiner	3	4	3	3	0	3
Case Manager	5	5	5	0	0	0
City Engineer	1	0	0	0	0	0
Code Compliance Officer I	0	2	1	0	0	0
Code Compliance Officer II	0	1	1	1	-1	0
Code Compliance Officer II (Funded in FY11)	0	0	0	0	1	1
Code Compliance Supervisor	0	1	1	1	0	1
Comprehensive Planning Manager	0	0	1	1	0	1
Construction Manager	1	Transfer	0	0	0	0
Current Planning Mgr	0	0	0	1	0	1
Development Services Director	1	0	0	0	0	0
Development Services Rep	2	2	2	0	0	0
Development Services Specialist	0	0	0	1	0	1
Development Services Supervisor	0	0	1	1	0	1
Engineering Project Manager I	2	0	0	0	0	0
Engineering Project Manager II	1	0	0	0	0	0
Engineering Technician I p-time	0.5	Transfer	0	0	0	0
Engineering Technician II	1	Transfer	0	0	0	0
Engineering Technician III	1	Transfer	0	0	0	0

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
PLANNING & DEVELOPMENT SERVICES (cont.)						
Engineering Technician IV	1	Transfer	0	0	0	0
Inspector I	9	5	5	3.6	-1.6	0
Inspector II	6	4	3	2.7	0.3	0
Inspection Supervisor	1	Transfer	1	0.9	0.1	1
Material Tech I (temp)	0.5	Transfer	0	0	0	0
Materials Tech. I	2	Transfer	0	0	0	0
Materials Tech. II	1	Transfer	0	0	0	0
Neighborhood Planner	0	0	0	1	0	1
Planning Development Mgr.	0	0	0	3	0	3
Planning Director	0	1	1	1	0	1
Plans Examiner	1	0	0	0	0	0
Project Management Admin.	1	1	1	0	0	0
Zoning Code Administrator	0	1	1	1	0	1
Zoning Code Project Manager	0	0	0	1	0	1
Total	46	33	32	27.2	-3.2	24
ENGINEERING						
Admin Spclst	1	1	1	Transfer	0	0
Assistant City Engineer	0	1	1	1	0	1
City Engineer	0	1	1	1	0	1
Community Improvement Director	1	0	0	0	0	0
Construction Manager	0	1	1	1	0	1
Engineering Inspector	0	0	6	5	0	5
Engineering Project Manager	1	0	0	0	0	0
Engineering Technician I p-time	0	0.5	0.5	0	0	0
Engineering Technician II	0	1	1	0	0	0
Engineering Technician III	0	1	1	1	0	1
Engineering Technician IV	0	1	0	0	0	0
Engineering Tech Leadworker	0	0	1	1	-1	0
Inspector I	0	4	0	0	0	0
Inspector II	0	2	0	0	0	0
Inspection Supervisor	0	1	1	1	0	1
Intern	0	0.5	0.5	0	0	0
Material Tech Aide	0	0.5	0.5	0	0	0
Materials Tech I	0	2	2	2	0	2
Materials Tech II	0	1	1	1	-1	0
Project Manager	0	6	6	5	-1	4
Traffic Engineer	1	1	1	1	0	1
Traffic Project Manager II	2	0	0	0	0	0
Transportation Intern	0.25	0	0	0	0	0
Total	6.25	25.5	25.5	20	-3	17

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
COMMUNITY INVESTMENT						
Admin Spclst	2	2	1	1	0	1
Associate Planner	1	0	0	0	0	0
Brownfield Specialist	0	0	0	1	0	1
Community Code Administrator	1	Transfer	0	0	0	0
Community Code Enf Officer	2	Transfer	0	0	0	0
Community Code Officer II	1	Transfer	0	0	0	0
Community Code Enf Supervisor	1	Transfer	0	0	0	0
Community Housing & Grants Adm	1	1	Transfer	0	0	0
Community Housing Manager	0	1	Transfer	0	0	0
Community Housing/NeighPlanner	0	1	Transfer	0	0	0
Community Investment Director	1	1	1	1	-1	0
Comm/Neighborhood Planner	0	1	1	Transfer	0	0
Community Planner	1	1	1	1	0	1
Comm Reinvestment/ED Mgr	0	1	0	0	0	0
Economic Analyst	0	0	1	Transfer	0	0
Housing Manager	1	0	0	0	0	0
Housing Planner	1	0	0	0	0	0
Housing Project Coordinator	0	1	Transfer	0	0	0
Housing and CD Specialist	0	0	0	0	0	0
Land Trust Manager	1	1	Transfer	0	0	0
Long Range Planner	1	0	0	0	0	0
Community Design & Redevelopment Mgr	1	1	1	1	0	1
Redevelopment Program Mgr.	1	0	0	0	0	0
4th Street/Downtown Mgr (Eff. 2010-2012)	0	0	0	1	0	1
Total	17	12	6	6	-1	5
DOWNTOWN MANGEMENT						
Downtown Manager	0	1	1	1	0	1
Parking Ambassador	0	0	3	3	0	3
Park Maintenance	0	0	1	1	0	1
Total	0	1	5	5	0	5
HOUSING						
Admin Spclst	0	0	1	1	0	1
Housing & Grants Adm. (Grant Funded)	0	0	1	1	0	1
Housing Manager	0	0	1	1	0	1
Housing Planner	0	0	1	1	0	1
Housing Project Coordinator (Grant Funded)	0	0	1	1	-1	0
Permanent Affordability Adm (Grant Funded)	0	0	1	1	0	1
Total	0	0	6	6	-1	5

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
FIRE						
Admin Asst	1	1	1	0	0	0
Admin Spclst	1	1	1	2	0	2
Asst. Fire Chief	2	0	0	0	0	0
Asst. Fire Fuel Mgr	0	1	2	0	0	0
Asst. Fuel Mgr.	1	0	0	0	0	0
Asst. Wildland Fire Mgr.	0	0	0	2	-2	0
Community Firewise Coordinator	0	1	1	0	0	0
Deputy Fire Chief	0	2	2	2	0	2
Division Director (Fire Chief)	0	0	1	1	0	1
Fire Battalion Chief	3	4	4	4	-1	3
Fire Captain	21	21	21	24	-3	21
Fire Captain (Funded in FY11)	0	0	0	0	3	3
Fire Chief	1	1	0	0	0	0
Fire Engineer	21	21	21	21	-3	18
Fire Engineer (Funded in FY11)	0	0	0	0	3	3
Fire Fighter	39	39	39	36	-7	29
Fire Fighter (Funded in FY11)	0	0	0	0	4	4
Fire Fighter Fuel Mgt Tech	0	2	2	0	0	0
Fire Inspector II	2	3	3	2	0	2
Fire Training Officer	1	0	0	0	0	0
FireWise Coordinator	1	0	0	0	0	0
Fuel Manager	0	1	1	0	0	0
Fuel Management Officer	1	0	0	0	0	0
Fuel Mgt. Crew Member	2.75	2.75	2.75	0	0	0
Fuel Mgt. Leadworker	1	1	0	0	0	0
Fuel Management Technicians	2	0	0	0	0	0
Wildland Fire Manager	0	0	0	1	0	1
Wildland Fire Mgt Crw Mbr	0	0	0	2	-2	0
Wildland Fire Mgt Crew Mbr (Grant Fnd)	0	0	0	0	1	1
Wildland Fire Specialist I	0	0	0	1	-1	0
Wildland Fire Specialist I (Funded in FY11)	0	0	0	0	1	1
Wildland Fire Specialist II	0	0	0	1	-1	0
Wildland Fire Supervisor (Grant Fnd)	0	0	0	0	1	1
Total	100.75	101.75	101.75	99	-7	92
POLICE						
Admin Asst	10	10	0	0	0	0
Admin Spclst	4	4	15	13	0	13
Animal Control Officer	2	2	2	1	0	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	0	1	2	2	-1	1
Dispatch Admin Call Taker (Funded in FY11)	0	0	0	0	1	1
Division Director (Police Chief)	0	0	1	1	0	1
Emerg Comm Specialist	25	0	0	0	0	0
Emerg Comm Speclst - Idwkr	4	0	0	0	0	0
Evidence Technician	3	3	3	2	0	2
Parking Control Officer	1	1	1	1	0	1
Police Chief	1	1	0	0	0	0
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	18	18	19	19	0	19
Police Emerg Comm Specialist	0	25	25	23	0	23
Police Emerg Comm Speclst - Idwkr	0	5	0	0	0	0
Police Emerg Comm Speclst Sup.	0	0	5	5	0	5
Police Lieutenant	4	5	4	4	0	4
Police Officer	68	77	81	68	0	66
Police Records Leadworker	1	1	0	0	0	0
Police Records Supervisor	0	0	2	1	0	1
Police Sergeant	12	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	1	0	0	0
Police Support Serv. Sup.	0	0	0	1	0	1
Property Control Coord	1	2	2	1	0	1
Total	159	172	179	158	0	156

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	3	0	0	8	0	10
Police Sergeant	1	1	1	1	0	1
Total	5	2	2	10	0	12
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	-0.5	0
Assistant Public Works Director	0	1	1	1	-1	0
Executive Admin Assistant	0	0	0	0	0	0.5
Division Director (Public Works)	0	0	1	1	0	1
Project Manager	0	0	1	1	0	1
Public Works Director	1	1	0	0	0	0
Senior Project Manager	1	1	0	0	0	0
Total	3	4	4	4	-1.5	2.5
PARKS						
Maintenance Worker - Temps	6.75	8	5.46	3.2	0	3.2
Maintenance Worker	0	0	25	23	0	21
Maintenance Worker I	8	11	0	0	0	0
Maintenance Worker II	9	8	0	0	0	0
Maintenance Worker III	1	2	0	0	0	0
Maintenance Worker III Leadworker	1	0	0	0	0	0
Parks Leadworkers	0	0	0	0	0	2
Parks Manager	0	0	0	0	0	1
Parks Supt.	1	1	1	1	-1	0
Parks Supervisor	0	1	1	1	0	0
Total	26.75	31	32.46	28.2	-1	27.2
FLEET SERVICES						
Buyer	0	1	1	1	0	1
Buyer I	1	0	0	0	0	0
Fleet Manager	0	0	1	1	0	1
Fleet Mgmt. Supt.	1	1	1	1	-1	0
Fleet Supervisor	1	1	0	0	0	0
Mechanic Aide	1	1	0	0	0	0
Mechanic I	2	2	3	3	0	3
Mechanic II	6	4	4	4	0	4
Mechanic III Leadworker	0	2	2	2	0	2
Parts Specialist	0	1	1	0	0	0
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	14	15	15	14	-1	13
FACILITIES MAINTENANCE						
Custodian/Attendant	1	1	0	0	0	0
Facility Maintenance Manager	1	1	0	1	0	1
Facilities Maintenance Superintendent	0	0	1	1	0	1
HVACR Technician	0	0	1	0	0	0
Maintenance Worker	0	0	9	9	0	9
Maintenance Worker I	2	2	0	0	0	0
Maintenance Worker II	3	5	0	0	0	0
Maintenance Worker III	1	2	0	0	0	0
Maintenance Worker III - HVAC	1	0	0	0	0	0
Maintenance Worker III-Lead	1	1	1	0	0	0
Total	10	12	12	11	0	11

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
RECREATION						
Admin Asst	1	2	2	1	0	1
Admin Spclst	1	1	1	1	0	1
Division Director (Comm Enrichment)	0	0	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Manager	1	0	0	0	0	0
Parks & Recreation Director	0	1	0	0	0	0
Recreation Coord. I	6.5	7.5	7.5	5.5	0	5.5
Recreation Coordinator II	2	2	2	5	0	5
Recreation Manager	0	1	0	0	0	0
Recreation Supervisor	0	0	1	1	0	1
Recreation Supt.	1	1	1	1	0	1
Recreation Temporaries	21.32	45.48	45.48	37.91	0	37.91
Senior Recreation Coordinator	8	6	6	6	0	6
Total	42.07	67.23	67.23	59.66	0	59.66
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetery Caretaker	0	0.75	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	0	1	1	0	0	0
Equip. Oper. various temps	5.5	0	0	0	0	0
Equip. Oper. Snow temps	0	8.06	8.06	4.31	0	4.31
Equipment Operator	0	0	14	14	0	14
Equipment Operator I	3	4	0	0	0	0
Equipment Operator II	8	8	0	0	0	0
Equipment Operator III	3	3	0	0	0	0
Intern	0	0	0.5	0.5	0	0.5
Leadworker/Training Coord.	1	0	0	0	0	0
Maintenance Worker	0	0	8	7	0	7
Maint. Wkr. I	3	3	0	0	0	0
Maint. Wkr. II	3	3	0	0	0	0
Maint. Wkr. III	2	2	0	0	0	0
Maint. Wkr. III LDWKR	1	1	1	1	0	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	0	0	1	0	0	0
Streets Director	0	0	0	0	0	1
Streets Leadworker	0	0	0	3	0	3
Streets Manager	0	0	1	1	0	1
Street Superintendent	1	1	1	1	0	0
Street Supervisor	0	1	0	0	0	0
Supervisor of Operations	1	0	0	0	0	0
Traffic Signal Technician	1	1	1	0	0	0
Traffic Signal Technician Ass't	1	1	1	1	0	1
Transportation and Maint Mgr	1	Transfer	0	0	0	0
Total	37.25	40.56	41.06	36.31	0	36.31
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Director	0	0	1	1	0	1
Airport Manager	1	1	0	0	0	0
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	3	4	4	3	0	3
Airport Service Worker II	3	3	3	3	0	3
Equip. Operator II temp	0.5	0	0	0	0	0
Maintenance Wrks I Temp	0.5	0	0	0	0	0
Maintenance Wrks - Snow	0	0.5	0.5	0.5	0	0.5
Total	10.0	10.5	10.5	9.5	0	9.5

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
SOLID WASTE						
Admin Asst	2.5	2.5	3.5	3.5	0	3.5
Admin Spclst	2	1	1	1	0	1
Admin Spclst Supervisor	0	1	1	1	0	1
Bin Maint./Equip. Oper.	2	1	0	0	0	0
Bin Maint. Leadworker	0	1	1	1	0	1
Brownfield Specialist	1	1	1	Transfer	0	0
Brownfield Program Ass't	1	1	1	0	0	0
Code Enforcement Aide	1	0	0	0	0	0
Conservation Manager	1	1	1	1	-1	0
Environmental Aide	0.6	0.6	0.6	0.6	0	Transfer
Environmental Assistant	1.5	1.5	1	1	0	Transfer
Environmental Code Enf Aide	0	1	1	1	-1	0
Environmental Code Officer	1	0	0	0	0	0
Environmental Code Specialist	0	1	1	1	0	Transfer
Environ Operations Manager	1	0	0	0	0	0
Environ Program Manager	1	0	1	1	0	Transfer
Environmental Program Specialist	1	1	1	1	0	Transfer
Environmental Project Manager	1	1	0	0	0	0
Environmental Project Specialist	1	0	0	0	0	0
Environmental Services Director	1	0	0	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Supervisor	0	0	0	0	0	0
Environmental Technician	1	1	1	1	0	Transfer
Equipment Operator	0	0	38	37	-1	34
ES Director	0	0	0	0	0	1
ES Collection Super	2	2	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Equip. Oper I	4	4	0	0	0	0
ES Equip. Oper. II	11	11	0	0	0	0
ES Equip. Oper. III-Commercial	10	0	0	0	0	0
ES Equip. Oper. III-Relief Driver	1	0	0	0	0	0
ES Equip. Oper. III	0	11	0	0	0	0
ES Leadworker	0	0	0	0	0	2
ES Operations Mgr	0	1	1	1	0	0
Landfill Equip Operator I	1	1	0	0	0	0
Landfill Equip Operator II	2	2	0	0	0	0
Landfill Equip Operator III	3	2	0	0	0	0
Landfill Equip Operator III - Lead	0	1	1	0	0	0
Landfill Maint Operator	1	1	0	0	0	0
Landfill Supervisor	0	0	0	1	0	1
Program Asst	2	2	2	2	0	1
Project Manager	0	2	2	2	0	2
Project Manager II	1	0	0	0	0	0
Sustainability and Env Mgr	0	1	1	1	0	Transfer
Sustainability Assistant (Grant Funded)	0	0	0	0.48	0	Transfer
Sustainability Coordinator	1	0	0	0	0	0
Sustainability Manager	0	1	1	1	0	Transfer
Sustainability Specialist	0	0	1	1	1	Transfer
Total	62.6	61.6	68.1	65.58	-2	52.5
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES						
Environmental Aide	0	0	0	0	0	0.6
Environmental Assistant	0	0	0	0	0	1
Environmental Code Enf Officer	0	0	0	0	0	1
Environmental Code Specialist	0	0	0	0	0	1
Environ Program Manager	0	0	0	0	0	1
Environmental Program Specialist	0	0	0	0	0	1
Environmental Technician	0	0	0	0	0	1
Sustainability and Env Director	0	0	0	0	0	1

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES (cont.)						
Sustainability Assistant (Grant Funded)	0	0	0	0	0	0.48
Sustainability Manager	0	0	0	0	0	1
Sustainability Specialist	0	0	0	0	0	2
Total	0	0	0	0	0	11.08
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Assistant Utilities Director	1	0	0	0	0	0
Division Director (Utilities)	0	0	1	1	0	1
GIS System Analyst	1	1	1	1	0	1
Project Manager	0	0	0	1	0	1
Utilities Director	1	1	0	0	0	0
Utilities Engineer	1	0	0	0	0	0
Utilities Engineering Manager	0	1	1	1	0	1
Utilities Plan Reviewer	0	0	1	1	0	1
Utilities Program Assistant	1	1	1	1	-1	0
Utilities Program Manager	0	0	0	1	0	1
Utilities Senior Project Manager	1	1	1	0	0	0
Water Conservation Manager	1	1	1	0	0	0
Water Conservation Enforcement Aide	0.5	0.5	0.5	0	0	0
Water Resource Manager	0	1	1	1	0	1
Total	9.5	9.5	10.5	10	-1	9
LAKE MARY WATER PLANT						
Instrument Tech	1	0	0	0	0	0
Instrumentation/Electrical Spec	0	1	1	1	0	1
Lab Director/Chemist	1	0	0	0	0	0
Laboratory Specialist	0	1	1	1	0	1
Laboratory Tech	1	0	0	0	0	0
Maintenance Specialist	0	1	1	1	0	1
Mech. Maint. Wkr I (temp)	1	1	1	0	0	0
Mech. Maint. Wkr. III	2	0	0	0	0	0
Mech. Maint. Wkr. IV	1	0	0	0	0	0
MSW	0	0	0	0	0	0
MSW Operations	0	3	3	3	0	3
MSW Laboratory	0	1	1	1	0	1
MSW Maintenance	0	3	3	2	0	2
Operations Specialist	0	1	1	1	0	1
Plant Operator	3	0	0	0	0	0
Water Production Manager	1	1	1	1	0	1
Water Treat/Prod Chf Operator	1	0	0	0	0	0
Total	12	13	13	11	0	11
WATER DISTRIBUTION SYSTEM						
Admin Specialist	0	0	1	0	0	0
Field Services Manager	0	1	1	1	0	1
Field Services Supervisor	1	0	0	0	0	0
Maintenance Worker - Temp	1	1	1	1	-1	0
Maintenance Worker	1	1	1	1	0	1
MSW - Water Services Tech	0	0	11	10	0	10
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	12	12	0	0	0	0
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	17	17	17	15	-1	14

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW - Plant Tech	0	7	7	6	0	6
Plant Specialist	4	4	4	4	0	4
Plant Tech-Multi-Skilled Wrk	7	0	0	0	0	0
Wastewater Treatment Manager	1	1	1	1	0	1
Total	13.5	13.5	13.5	12.5	0	12.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	0	8	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	8	0	0	0	0	0
Total	9	9	9	9	0	9
WASTEWATER MONITORING						
Administrative Specialist	0.5	0.5	1	0	0	0
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3.5	3.5	4	3	0	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	0	1	1	1	0	1
MSW - Laboratory Tech	0	0	1	1	0	1
MSW - Plant Tech	0	2	1	1	0	1
Plant Specialist	1	1	1	1	0	1
Plant Tech Multi-Skilled Wrk	3	0	0	0	0	0
Total	4	4	4	4	0	4
CITY COURT						
Admin Asst	9	0	0	0	0	0
Admin Spclst	3.25	0	0	0	0	0
Collection Specialist	0	0	2	2	-1	1
Court Administrator	1	1	0	0	0	0
Court Collection Specialist	1	2	0	0	0	0
Court Info Systems Coordinator	0	0	1	1	0	1
Court Info Systems Spec	1	1	0	0	0	0
Court Interpreter	1	1	1	0.9	0.1	1
Court Judicial Specialist	0	8	9	7	-0.5	6.5
Court Judicial Specialist (Funded in FY11)	0	0	0	0	1	1
Court Services Super	0	1.63	1.63	1.63	0.37	2
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	3	3	3	-1	2
Deputy Court Administrator (Funded in FY11)	0	0	0	0	1	1
Division Director (Court)	0	0	1	1	0	1
Executive Admin Asst (Judicial)	0	1	1	1	-1	0
Jury Services Specialist	0	0.5	0.5	0.5	0.5	1
Magistrate	1.75	1.75	1.75	1.75	-0.12	1.63
Presiding Magistrate	1	1	1	1	0	1
Probation Officer	2	0	0	0	0	0
Probation Service Officer	0	2	2	2	-0.5	1.5
Pro-Tem Magistrate	0.5	0.75	0.75	0.5	0.05	0.55
Warrant Officer	2	2	3	1.6	0.4	2
Total	26.5	27.63	29.63	25.88	-0.7	25.18

**City of Flagstaff
Authorized Personnel/Position Summary**

SECTION	2006-2007	2007-2008	2008-2009	2009-2010	Reductions 2010-2011	Adopted 2010-2011
ECONOMIC DEVELOPMENT						
Business Attraction Manager	0	1	1	0	0	0
Business Retention & Expansion Mgr	0	1	1	1	0	1
Economic Analyst	0	0	0	1	0	1
Total	0	2	2	2	0	2
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	1	1	0	1	0	1
Division Director	0	0	1	1	0	1
Marketing Assistant	1	0	0	0	0	0
Marketing Manager	0	1	1	1	0	1
Publications Assistant	1	1	1	0	0	0
Publication Specialist	1	1	1	2	0	2
Public Relations Assistant	0	1	0	0	0	0
Public Relations Associate	0	0	1	1	0	1
Public Relations Manager	1	1	1	0	0	0
Sales Associate	0	2	2	2	0	2
Sales Marketing & Associate	2	0	0	0	0	0
Sales Manager	0	1	1	1	-1	0
Sales & Marketing Manager	1	0	0	0	0	0
Total	9	10	10	10	-1	9
TOURISM-VISITOR CENTER						
Admin Asst	4.25	4.25	4.25	4.25	-1.26	2.99
Admin Asst (Funded in FY11)	0	0	0	0	0.76	0.76
Admin Spclst	1.5	1.5	1.5	0.5	0	0.5
Visitor Center Manager	0	0	0	1	0	1
Visitor Center Supervisor	1	1	1	0	0	0
Total	6.75	6.75	6.75	5.75	-0.5	5.25
STORMWATER						
Floodplain Inspector	1	1	1	1	0	1
Intern	0.5	0.5	0.5	1	0	1
Project Manager	0	0	3	2	0	2
Project Manager I	2	3	0	0	0	0
Project Manager II	1	0	0	0	0	0
Stormwater Manager	1	0	0	0	0	0
Stormwater Program Manager	0	1	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	6.5	6.5	6.5	6	0	6
FLAGSTAFF HOUSING AUTHORITY						
Executive Director	0	0	0	0	0	1
Maintenace Director	0	0	0	0	0	1
Housing Director	0	0	0	0	0	2
Finance Director	0	0	0	0	0	1
Housing Services Administrator	0	0	0	0	0	5
Administrative Clerk/Occupancy Specialist	0	0	0	0	0	1
Finance Assistant	0	0	0	0	0	1
Maintenance Coordinator	0	0	0	0	0	1
Maintenance Lead Worker	0	0	0	0	0	2
Maintenance Worker III	0	0	0	0	0	1
Maintenace Worker II	0	0	0	0	0	4
Temporary Maintenance Worker	0	0	0	0	0	3.5
Total	0	0	0	0	0	23.5
GRAND TOTALS	811.69	876.18	906.52	827.48	-25.65	825.33

**City of Flagstaff
2080 Pay Plan
2010-2011**

Range	Pos #	Position Title	Step																	
			Min	Step 1	Step 2	Step 3	Step 4	Mid 1-4	Step 5	Mid 5-11	Step 6	Mid 12+	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	
1 A-1-0	10100	N Library Page	9.3082	9.7188	10.1070	10.5176	10.9169	11.3274	11.7268	12.1262	12.5700									
			744.66	777.50	808.56	841.41	873.35	906.19	938.14	970.10	1005.60									
			1613.42	1684.59	1751.88	1823.05	1892.26	1963.42	2032.65	2101.87	2178.80									
			19361.06	20215.10	21022.56	21876.61	22707.15	23560.99	24391.74	25222.50	26145.60									
2 A-1-1		N	10.7283	11.1832	11.6491	12.1152	12.5811	13.0582	13.5240	13.9901	14.4672									
			858.26	894.66	931.93	969.22	1006.49	1044.66	1081.92	1119.21	1157.38									
			1859.57	1938.42	2019.18	2099.97	2180.72	2263.42	2344.16	2424.95	2507.65									
			22314.86	23261.06	24230.13	25199.62	26168.69	27161.06	28129.92	29099.41	30091.78									
3 A-1-2	10302	N Library Clerk I	11.6491	12.1595	12.6810	13.2023	13.7126	14.2453	14.7556	15.2770	15.7319									
			931.93	972.76	1014.48	1056.18	1097.01	1139.62	1180.45	1222.16	1258.55									
			2019.18	2107.65	2198.04	2288.40	2376.85	2469.19	2557.64	2648.01	2726.86									
			24230.13	25291.76	26376.48	27460.78	28522.21	29630.22	30691.65	31776.16	32722.35									
4 A-1-3	10423 10422 10416 10407 10410 10419	N Cemetery Caretaker N Dispatch Call Taker N Meter Reader N Parking Control Officer N Property Control Coord N Recreation Coord I	13.4353	14.0234	14.6224	15.1994	15.8096	16.3865	16.9744	17.5736	18.1283									
			1074.82	1121.87	1169.79	1215.95	1264.77	1310.92	1357.95	1405.89	1450.26									
			2328.79	2430.72	2534.55	2634.56	2740.33	2840.33	2942.23	3046.09	3142.24									
			27945.42	29168.67	30414.59	31614.75	32883.97	34083.92	35306.75	36553.09	37706.86									

**City of Flagstaff
2080 Pay Plan
2010-2011**

Range	Pos #	Position Title	Min												
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
5 B-2-1	10500	N Library Assistant I	14.1010	14.6447	15.1772	15.7097	16.2755	16.8081	17.3406	17.8952	18.4279	18.9604	19.4596		
			1128.08	1171.58	1214.18	1256.78	1302.04	1344.65	1387.25	1431.62	1474.23	1516.83	1556.77		
			2444.17	2538.41	2630.71	2723.01	2821.09	2913.40	3005.70	3101.83	3194.17	3286.47	3373.00		
			29330.08	30460.98	31568.58	32676.18	33853.04	34960.85	36068.45	37222.02	38330.03	39437.63	40475.97		
6 B-2-2	10639	N Account Clerk	14.5337	15.0995	15.6432	16.2089	16.7637	17.3073	17.8731	18.4168	18.9604	19.5373	20.0698		
		N Airport Service Worker I	1162.70	1207.96	1251.46	1296.71	1341.10	1384.58	1429.85	1473.34	1516.83	1562.98	1605.58		
		N Animal Control Officer	2519.17	2617.25	2711.49	2809.54	2905.71	2999.93	3098.00	3192.25	3286.47	3386.47	3478.77		
		N Environmental Aide	30230.10	31406.96	32537.86	33714.51	34868.50	35999.18	37176.05	38306.94	39437.63	40637.58	41745.18		
		N Env Code Enforcement Aide													
		N Materials Tech I													
		N Parts Specialist													
		N Rec Coordinator II													
10614	N Service Writer														
R06	10640	N IS Technician	15.2604	15.8545	16.4254	17.0193	17.6019	18.1727	18.7668	19.3376	19.9084	20.5142	21.0733		
			1220.83	1268.36	1314.03	1361.54	1408.15	1453.82	1501.34	1547.01	1592.67	1641.14	1685.86		
			2645.14	2748.11	2847.07	2950.01	3051.00	3149.93	3252.91	3351.85	3450.79	3555.79	3652.71		
			31741.63	32977.36	34164.83	35400.14	36611.95	37799.22	39034.94	40222.21	41409.47	42669.54	43832.46		
7 B-2-3	10741	N Airport Service Worker II	15.8983	16.5085	17.1076	17.7066	18.3280	18.9161	19.5373	20.1254	20.7355	21.3456	21.9448		
		N Bin Maint Leadworker	1271.86	1320.68	1368.61	1416.53	1466.24	1513.29	1562.98	1610.03	1658.84	1707.65	1755.58		
		N Engineering Tech III	2755.71	2861.47	2965.32	3069.14	3176.85	3278.79	3386.47	3488.40	3594.15	3699.90	3803.77		
		N Environmental Assistant	33068.46	34337.68	35583.81	36829.73	38122.24	39345.49	40637.58	41860.83	43129.84	44398.85	45645.18		
		N Evidence Tech													
		N Executive Admin Asst													
		N Library Cataloging Asst													
		N Mechanic I													
		N Payroll Assistant													
		N Program Assistant													
		N Traffic Signal Technician Asst													
10702	N Water/Sewer Utility Locator														
10750	N Wildland Fire Specialist														
107	E		15.8983						19.0824				22.2665		
			1271.86						1526.59				1781.32		
			2755.71						3307.62				3859.53		
			33068.46						39691.39				46314.32		
R07	10725	N Police Emerg Comm Spec	16.6932	17.3339	17.9630	18.5919	19.2444	19.8619	20.5142	21.1317	21.7723	22.4129	23.0420		
			1335.46	1386.71	1437.04	1487.35	1539.55	1588.95	1641.14	1690.54	1741.78	1793.03	1843.36		
			2893.49	3004.54	3113.59	3222.60	3335.70	3442.73	3555.79	3662.83	3773.87	3884.90	3993.95		
			34721.86	36054.51	37363.04	38671.15	40028.35	41312.75	42669.54	43953.94	45286.38	46618.83	47927.36		

**City of Flagstaff
2080 Pay Plan
2010-2011**

Range	Pos #	Position Title	Min		Mid 1-4			Mid 5-11		Mid 12+			Step 12	Step 13		
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10			Step 11	
9	10909	N Accountant I	19,781.3	20,535.8	21,290.2	22,055.7	22,810.2	23,564.5	24,319.0	25,084.5	25,838.9	26,582.2	27,292.3			
B-2-5	10958	N Admin Specialist Leadworker	1582.50	1642.86	1703.22	1764.46	1824.82	1885.16	1945.52	2006.76	2067.11	2126.58	2183.38			
	10957	N Auditor I	3428.76	3559.54	3690.30	3822.99	3953.77	4084.51	4215.29	4347.98	4478.74	4607.58	4730.67			
	10937	N Brownfield Specialist	41145.10	42714.46	44283.62	45875.86	47445.22	49014.16	50583.52	52175.76	53744.91	55290.98	56767.98			
	10944	N Code Compliance Officer II														
	10923	N Court Training Specialist														
	10950	N Engineering Tech Leadworker														
	10945	N Environmental Code Specialist														
	10936	N Environmental Program Specialist														
	10955	N Environmental Services Leadworker														
	10907	N Fire Inspector II														
	10941	N HR Benefits Specialist														
	10952	N HR Generalist														
	10942	N Insurance Claims Specialist														
	10948	N Jury Services Specialist														
	10956	N Maintenance Worker Leadworker														
	10947	N Mechanic Leadworker														
10909	N Police Caseworker															
10951	N Sustainability Specialist															
10916	N Warrants Officer															
10954	N Wildland Fire Leadworker															
109	20903	E Librarian	19,781.3						23,736.5				27,691.7			
			1582.50						1898.92				2215.34			
			3428.76						4114.33				4799.89			
			41145.10						49371.92				57598.74			
R09	10903	N Police Officer	20,770.4	21,562.6	22,354.7	23,158.5	23,950.7	24,742.7	25,535.0	26,338.7	27,130.8	27,911.3	28,656.9			
			1661.63	1725.01	1788.38	1852.68	1916.06	1979.42	2042.80	2107.10	2170.46	2232.90	2292.55			
			3600.20	3737.52	3874.81	4014.14	4151.45	4288.73	4426.07	4565.37	4702.67	4837.96	4967.20			
			43202.43	44850.21	46497.78	48169.68	49817.46	51464.82	53112.80	54784.50	56432.06	58055.50	59606.35			
10	B-2-6	11028	N Building Inspector	20,713.3	21,501.1	22,310.9	23,098.6	23,897.4	24,685.2	25,472.8	26,271.6	27,059.3	27,869.2	28,579.3		
		11015	N Building Plans Examiner	1657.06	1720.09	1784.87	1847.89	1911.79	1974.82	2037.82	2101.73	2164.74	2229.54	2286.34		
		11023	N Engineering Inspector	3590.31	3726.86	3867.22	4003.76	4142.22	4278.77	4415.29	4553.74	4690.28	4830.66	4953.75		
		11019	N Recreation Supervisor	43083.66	44722.29	46406.67	48045.09	49706.59	51345.22	52983.42	54644.93	56283.34	57967.94	59444.94		
		11017	N Senior Procurement Specialist													
10	B-3-1	11016	N Administrative Specialist Supervisor	20,713.3	21,501.1	22,310.9	23,098.6	23,897.4	24,685.2	25,472.8	26,271.6	27,059.3	27,869.2	28,579.3		
		11011	N Airport Operations Supervisor	1657.06	1720.09	1784.87	1847.89	1911.79	1974.82	2037.82	2101.73	2164.74	2229.54	2286.34		
		11018	N Court Services Supervisor	3590.31	3726.86	3867.22	4003.76	4142.22	4278.77	4415.29	4553.74	4690.28	4830.66	4953.75		
		11025	N Development Svs Supervisor*	43083.66	44722.29	46406.67	48045.09	49706.59	51345.22	52983.42	54644.93	56283.34	57967.94	59444.94		
		11012	N Env Svcs Collection Supervisor													
		11026	N Landfill Supervisor													
11027	N Streets Leadworker															
110	21002	E Library Supervisor	20,546.8						24,962.5				29,378.1			
			1643.74						1997.00				2350.25			
			3561.45						4326.83				5092.20			
			42737.34						51922.00				61106.45			
R10	11029	N IT Coordinator	21,749.0	22,576.2	23,426.4	24,253.5	25,092.3	25,919.5	26,746.4	27,585.2	28,412.3	29,262.7	30,008.3			
			1739.92	1806.10	1874.11	1940.28	2007.38	2073.56	2139.71	2206.82	2272.98	2341.02	2400.66			
	11022	N Police Emerg Comm Spec Supervisor	3769.83	3913.21	4060.58	4203.94	4349.33	4492.71	4636.04	4781.43	4924.80	5072.20	5201.44			
			45237.92	46958.50	48726.91	50447.28	52191.98	53912.56	55632.51	57377.22	59097.58	60866.42	62417.26			
11	B-3-2	11109	N Assistant Wildland Fire Manager	22,899.0	23,764.3	24,651.8	25,517.2	26,382.6	27,248.0	28,124.3	28,978.6	29,866.3	30,731.6	31,608.1		
		11104	N Inspection Supervisor	1831.92	1901.14	1972.14	2041.38	2110.61	2179.84	2249.94	2318.29	2389.30	2458.53	2528.65		
		11100	N Police Corporal/Detective	3969.16	4119.15	4272.98	4422.98	4572.98	4722.99	4874.88	5022.96	5176.83	5326.81	5478.74		
111	21108	E Police Spec Services Supervisor	22,521.7						27,370.0				32,218.3			
			1801.74						2189.60				2577.46			
			3903.76						4744.13				5584.51			
	21109	E Police Support Services Supervisor	46845.14					56929.60				67014.06				

**City of Flagstaff
2080 Pay Plan
2010-2011**

Range	Pos #	Position Title	Min												
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
R11	N	IT Supervisor	24,044.00	24,952.50	25,884.40	26,793.10	27,701.70	28,610.40	29,530.00	30,427.50	31,359.60	32,268.20	33,188.50		
			1923.52	1996.20	2070.75	2143.45	2216.14	2288.83	2362.44	2434.20	2508.77	2581.46	2655.08		
			4167.63	4325.10	4486.63	4644.14	4801.63	4959.14	5118.62	5274.10	5435.66	5593.15	5752.67		
			50011.52	51901.20	53839.55	55729.65	57619.54	59509.63	61423.44	63289.20	65227.97	67117.86	69032.08		
12 C-4-1	N		23,830.90	24,651.80	25,461.70	26,282.70	27,103.70	27,924.60	28,734.60	29,555.60	30,376.60	31,197.50	32,007.40	32,828.50	33,582.80
			1906.47	1972.14	2036.94	2102.62	2168.30	2233.97	2298.77	2364.45	2430.13	2495.80	2560.59	2626.28	2686.62
			4130.69	4272.98	4413.36	4555.67	4697.97	4840.26	4980.66	5122.97	5265.28	5407.57	5547.95	5690.27	5821.02
			49568.27	51275.74	52960.34	54668.02	56375.70	58083.17	59767.97	61475.65	63183.33	64890.80	66575.39	68283.28	69852.22
112	21246	E Accountant II	23,520.20						28,806.70					34,093.20	
	21245	E Auditor II	1881.62						2304.54					2727.46	
	21268	E Business Retention and Exp Mgr	4076.83						4993.16					5909.49	
	21253	E Code Compliance Supervisor	48922.02						59917.94					70913.86	
	21257	E Community Planner I													
	21248	E Conservation Manager													
	21269	E Downtown/4th Street Manager													
	21264	E Economic Analyst													
	21261	E Environ Program Manager													
	21266	E Facilities Maintenance Manager													
	21252	E Housing & Grants Administrator													
	21225	E Human Resources Analyst													
	21201	E Industrial Waste Supv													
	21207	E Library Manager													
	21272	E Marketing and PR Manager													
	21237	E Stormwater Services Analyst													
	21255	E Sustainability Manager													
21262	E Utilities Plan Reviewer														
21271	E Utilities Program Manager														
21267	E Visitor Center Manager														
21270	E Zoning Code Manager														
R12	21273	E IT Analyst	24,696.20						30,247.00					35,797.90	
			1975.70						2419.76				2863.83		
			4280.67						5242.81				6204.97		
			51368.10						62913.76				74459.63		
13 C-4-2	11301	N Police Sergeant	25,938.80	26,815.20	27,702.70	28,579.30	29,477.90	30,343.30	31,230.90	32,107.30	33,006.00	33,871.30	34,758.80	35,635.30	36,567.20
			2075.10	2145.22	2216.22	2286.34	2358.23	2427.46	2498.47	2568.58	2640.48	2709.70	2780.70	2850.82	2925.38
			4496.06	4647.97	4801.80	4953.75	5109.50	5259.51	5413.36	5565.27	5721.04	5871.03	6024.86	6176.79	6338.31
			53952.70	55775.62	57621.62	59444.94	61314.03	63114.06	64960.27	66783.18	68652.48	70452.30	72298.30	74121.42	76059.78
113	21338	E Asst to City Mgr (Communications)	25,605.90						31,358.40					37,110.90	
	21324	E Asst to City Mgr (Real Estate)	2048.47						2508.67					2968.87	
	21339	E City Clerk	4438.36						5435.46					6432.56	
	21326	E Construction Manager	53260.27						65225.47					77190.67	
	21328	E Customer Service Manager													
	21341	E Grants Manager													
	21319	E Housing Planner													
	21333	E Multi Modal Transportation Planner													
	21337	E Neighborhood Planner													
	21349	E Payroll Manager													
	21332	E Permanent Affordability Administrator													
21351	E Public Works Manager														
R13	21352	E IT Administrator	26,886.20						32,926.30					38,966.40	
			2150.90						2634.10				3117.31		
			4660.27						5707.23				6754.18		
	21350	E IT Manager	55923.30					68486.70					81050.11		

**City of Flagstaff
2080 Pay Plan
2010-2011**

Range	Pos #	Position Title	Min												
			Step 1	Step 2	Step 3	Step 4	Mid 1-4 Step 5	Mid 5-11 Step 6	Mid 12+ Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
14 C-4-3	N		29,511.2	30,509.6	31,519.3	32,528.9	33,538.5	34,536.9	35,557.6	36,556.1	37,565.7	38,575.4	39,584.9	40,583.4	41,604.1
			2360.90	2440.77	2521.54	2602.31	2683.08	2762.95	2844.61	2924.49	3005.26	3086.03	3166.79	3246.67	3328.33
			5115.27	5288.33	5463.35	5638.34	5813.34	5986.40	6163.32	6336.39	6511.39	6686.40	6861.38	7034.46	7211.38
			61383.30	63459.97	65560.14	67660.11	69760.08	71836.75	73959.81	76036.69	78136.66	80236.83	82336.59	84413.47	86536.53
114	21428	E Asst to City Mgr (Risk Mgt)	29,122.9						35,674.2						42,225.4
	21438	E Building Official	2329.83						2853.93						3378.03
	21433	E Comprehensive Planning Manager	5047.97						6183.52						7319.07
	21437	E Deputy Court Administrator	60575.63						74202.23						87828.83
	21429	E Facilities Maintenance Supt													
	21425	E Field Service Manager													
	21419	E Police Communications Manager													
	21435	E Recreation Superintendent													
	21429	E Tax License Revenue Manager													
	21426	E Wastewater Treatment Mgr													
	21424	E Water Production Manager													
	21436	E Wildland Fire Manager													
	21432	E Zoning Code Administrator													
15 C-5-1	N		30,387.6	31,486.0	32,573.2	33,671.5	34,758.8	35,857.2	36,944.4	38,031.7	39,130.0	40,228.4	41,304.5	42,402.9	43,467.9
			2431.01	2518.88	2605.86	2693.72	2780.70	2868.58	2955.55	3042.54	3130.40	3218.27	3304.36	3392.23	3477.43
			5267.18	5457.57	5646.02	5836.39	6024.86	6215.25	6403.70	6592.16	6782.53	6972.92	7159.45	7349.84	7534.44
			63206.21	65490.88	67752.26	70036.72	72298.30	74582.98	76844.35	79105.94	81390.40	83675.07	85913.36	88198.03	90413.23
115	21524	E Assistant City Engineer	29,733.1						36,872.4						44,011.6
	21519	E Current Planning Manager	2378.65						2949.79						3520.93
	21527	E Finance Manager	5153.74						6391.21						7628.68
	21513	E Fire Battalion Chief (40)	61844.85						76694.49						91544.13
	21514	E Fire Battalion Chief (56)													
	21517	E Housing Manager													
	21518	E Metropolitan Planning Org Mgr													
	21521	E Comm Design and Redevelopment Mgr													
	21503	E Police Lieutenant													
	21512	E Stormwater Program Mgr													
21528	E Traffic Engineer														
R15	21529	E IT Operations Manager	32,706.4						40,559.6						48,412.8
	21526	E Water Resources Manager	2616.51						3244.77						3873.02
			5669.11						7030.33						8391.55
		68029.31							84363.97						100698.62

**City of Flagstaff
2912 Pay Plan
2010-2011**

Range	Pos #	Position Title	Min	Mid 1-4			Mid 5-11			Mid 12+					
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
8	10813 N	Firefighter	13.3292	13.8284	14.3357	14.8349	15.3420	15.8412	16.3483	16.8556	17.3548	17.8621	18.3930		
B-2-4			1492.87	1548.78	1605.60	1661.51	1718.30	1774.21	1831.01	1887.83	1943.74	2000.56	2060.02		
208			3234.55	3355.69	3478.80	3599.94	3722.99	3844.13	3967.19	4090.29	4211.43	4334.54	4463.37		
			38814.63	40268.30	41745.56	43199.23	44675.90	46129.57	47606.25	49083.51	50537.18	52014.44	53560.42		
R29	10905 N	Fire Engineer	14.8361	15.4018	15.9677	16.5419	17.1077	17.6735	18.2392	18.8135	19.3792	19.9367	20.4692		
			1661.64	1725.00	1788.38	1852.69	1916.06	1979.43	2042.79	2107.11	2170.47	2232.91	2292.55		
			25854.38	26840.20	27826.38	28827.02	29813.02	30799.02	31784.85	32785.66	33771.49	34743.02	35670.99		
			43202.72	44850.04	46497.94	48170.01	49817.62	51465.23	53112.55	54784.91	56432.23	58055.67	59606.31		
13	11300 N	Fire Captain	18.5278	19.1537	19.7877	20.4138	21.0557	21.6738	22.3078	22.9338	23.5758	24.1938	24.8277	25.4538	26.1194
C-4-2			2075.11	2145.21	2216.22	2286.35	2358.24	2427.47	2498.47	2568.59	2640.49	2709.71	2780.70	2850.83	2925.37
213			4496.08	4647.96	4801.82	4953.75	5109.52	5259.51	5413.36	5565.27	5721.06	5871.03	6024.86	6176.79	6338.31
			53952.95	55775.57	57621.78	59444.99	61314.20	63114.11	64960.31	66783.23	68652.73	70452.35	72298.26	74121.47	76059.69

**City of Flagstaff
Skill Based Pay Plan
2010-2011**

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SBI	90101 N	MSW - Plant Technician	14.5337	16.0648	17.8952	19.7259	21.8671	24.3190	27.2923
	90201 N	MSW - Water Services Technician	1162.70	1285.18	1431.62	1578.07	1749.37	1945.52	2183.38
			2519.17	2784.57	3101.83	3419.16	3790.30	4215.29	4730.67
			30230.10	33414.78	37222.02	41029.87	45483.57	50583.52	56767.98

Lake Mary Water Treatment Plant									
Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SBI	90301 N	MSW - Laboratory	14.5337	16.0648	17.8952	19.7259	21.8671	24.3190	27.2923
	90401 N	MSW - Operations	1162.70	1285.18	1431.62	1578.07	1749.37	1945.52	2183.38
	90501 N	MSW - Maintenance	2519.17	2784.57	3101.83	3419.16	3790.30	4215.29	4730.67
			30230.10	33414.78	37222.02	41029.87	45483.57	50583.52	56767.98

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
B11	80101 N	Admin Assistant	10.7283	11.2569	11.7855	12.3140	12.8426	13.3712	13.8998	14.4284	14.9568
			858.26	900.55	942.84	985.12	1027.41	1069.70	1111.98	1154.27	1196.54
			1859.57	1951.20	2042.82	2134.43	2226.05	2317.67	2409.30	2500.92	2592.51
			22314.86	23414.35	24513.84	25613.12	26712.61	27812.10	28911.58	30011.07	31110.14

			Zone 2								
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
B12	80102 N	Admin Assistant	12.3140	12.8426	13.3712	13.8998	14.4284	14.9568	15.4854	16.0140	16.5426
			985.12	1027.41	1069.70	1111.98	1154.27	1196.54	1238.83	1281.12	1323.41
			2134.43	2226.05	2317.67	2409.30	2500.92	2592.51	2684.14	2775.76	2867.38
			25613.12	26712.61	27812.10	28911.58	30011.07	31110.14	32209.63	33309.12	34408.61

			Zone 3								
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B13	80103 N	Admin Assistant	13.8998	14.4284	14.9568	15.4854	16.0140	16.5426	17.0712	17.5997	18.1283
			1111.98	1154.27	1196.54	1238.83	1281.12	1323.41	1365.70	1407.98	1450.26
			2409.30	2500.92	2592.51	2684.14	2775.76	2867.38	2959.01	3050.61	3142.24
			28911.58	30011.07	31110.14	32209.63	33309.12	34408.61	35508.10	36607.38	37706.86

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
B21	80201 N	Admin Specialist	14.1010	14.6613	15.2215	15.7819	16.3421	16.9024	17.4626	18.0229	18.5832
	80801 N	Court Judicial Specialist	1128.08	1172.90	1217.72	1262.55	1307.37	1352.19	1397.01	1441.83	1486.66
			2444.17	2541.29	2638.39	2735.53	2832.63	2929.75	3026.85	3123.97	3221.09
			29330.08	30495.50	31660.72	32826.35	33991.57	35156.99	36322.21	37487.63	38653.06

			<i>Zone 2</i>								
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
B22	80202 N	Admin Specialist	15.7819	16.3421	16.9024	17.4626	18.0229	18.5832	19.1434	19.7038	20.2640
	80802 N	Court Judicial Specialist	1262.55	1307.37	1352.19	1397.01	1441.83	1486.66	1531.47	1576.30	1621.12
			2735.53	2832.63	2929.75	3026.85	3123.97	3221.09	3318.19	3415.33	3512.43
			32826.35	33991.57	35156.99	36322.21	37487.63	38653.06	39818.27	40983.90	42149.12

			<i>Zone 3</i>								
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B23	80203 N	Admin Specialist	17.4626	18.0229	18.5832	19.1434	19.7038	20.2640	20.8243	21.3845	21.9448
	80803 N	Court Judicial Specialist	1397.01	1441.83	1486.66	1531.47	1576.30	1621.12	1665.94	1710.76	1755.58
			3026.85	3123.97	3221.09	3318.19	3415.33	3512.43	3609.55	3706.65	3803.77
			36322.21	37487.63	38653.06	39818.27	40983.90	42149.12	43314.54	44479.76	45645.18

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

			<i>Zone 1</i>									
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	
B31	80501 N	Inst/Electrical Spec	19.7813	20.6262	21.4709	22.3157	23.1604	24.0052	24.8499	25.6947	26.5396	
	80601 N	Maintenance Spec	1582.50	1650.10	1717.67	1785.26	1852.83	1920.42	1987.99	2055.58	2123.17	
	80701 N	Operations Spec	3428.76	3575.21	3721.62	3868.05	4014.47	4160.90	4307.32	4453.75	4600.20	
	80301 N	Plant Specialist	41145.10	42902.50	44659.47	46416.66	48173.63	49930.82	51687.79	53444.98	55202.37	
	80401 N	Water Services Spec										

			<i>Zone 2</i>									
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	
B32	80502 N	Inst/Electrical Spec	22.3157	23.1604	24.0052	24.8499	25.6947	26.5396	27.3842	28.2290	29.0738	
	80602 N	Maintenance Spec	1785.26	1852.83	1920.42	1987.99	2055.58	2123.17	2190.74	2258.32	2325.90	
	80702 N	Operations Spec	3868.05	4014.47	4160.90	4307.32	4453.75	4600.20	4746.59	4893.03	5039.46	
	80302 N	Plant Specialist	46416.66	48173.63	49930.82	51687.79	53444.98	55202.37	56959.14	58716.32	60473.50	
	80402 N	Water Services Spec										

			<i>Zone 3</i>									
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	
B33	80503 N	Inst/Electrical Spec	24.8499	25.6947	26.5396	27.3842	28.2290	29.0738	29.9185	30.7633	31.6081	
	80603 N	Maintenance Spec	1987.99	2055.58	2123.17	2190.74	2258.32	2325.90	2393.48	2461.06	2528.65	
	80703 N	Operations Spec	4307.32	4453.75	4600.20	4746.59	4893.03	5039.46	5185.87	5332.31	5478.74	
	80303 N	Plant Specialist	51687.79	53444.98	55202.37	56959.14	58716.32	60473.50	62230.48	63987.66	65744.85	

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

		<i>Zone 1</i>			
Band Pos #	Position Title	Min	Mid	Max	
B41	81101 E Laboratory Spec	41145.10	48536.18	55927.46	

		<i>Zone 2</i>			
Band Pos #	Position Title	Min	Mid	Max	
B42	81102 E Laboratory Spec	46688.51	54079.79	61470.86	

		<i>Zone 3</i>			
Band Pos #	Position Title	Min	Mid	Max	
B43	81103 E Laboratory Spec	52231.71	59622.99	67014.06	

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

			<i>Zone 1</i>		
Band	Pos #	Position Title	Min	Mid	Max
B51	81201 E	Planning Dev Manager	48922.02	60038.37	71154.51
	81301 E	Project Manager			

			<i>Zone 2</i>		
Band	Pos #	Position Title	Min	Mid	Max
B52	81202 E	Planning Dev Manager	57259.28	68375.42	79491.57
	81302 E	Project Manager			

			<i>Zone 3</i>		
Band	Pos #	Position Title	Min	Mid	Max
B53	81203 E	Planning Dev Manager	65596.34	76712.69	87828.83
	81303 E	Project Manager			

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

			<i>Zone 1</i>		
Band	Pos #	Position Title	Min	Mid	Max
R61	81401 E	Asst. City Attorney	63604.32	74854.21	86103.89

			<i>Zone 2</i>		
Band	Pos #	Position Title	Min	Mid	Max
R62	81402 E	Asst. City Attorney	72041.84	83291.73	94541.20

			<i>Zone 3</i>		
Band	Pos #	Position Title	Min	Mid	Max
R63	81403 E	Asst. City Attorney	80479.15	91728.83	102978.51

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

			<i>Zone 1</i>		
Band	Pos #	Position Title	Min	Mid	Max
R71	81501 E	Sr. Asst. City Atty	64937.18	78762.11	92587.25

			<i>Zone 2</i>		
Band	Pos #	Position Title	Min	Mid	Max
R72	81502 E	Sr. Asst. City Atty	75305.57	89130.91	102956.05

			<i>Zone 3</i>		
Band	Pos #	Position Title	Min	Mid	Max
R73	81503 E	Sr. Asst. City Atty	85674.37	99499.92	113324.85

**City of Flagstaff
Broad Band Pay Plan
2010-2011**

			<i>Zone 1</i>									
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
B81	81601 N	Equipment Operator	13.4353	14.0834	14.7316	15.3798	16.0279	16.6761	17.3242	17.9723	18.6205	19.2687
	81701 N	Maintenance Worker	1074.82	1126.67	1178.53	1230.38	1282.23	1334.09	1385.94	1437.78	1489.64	1541.50
			2328.79	2441.12	2553.48	2665.83	2778.17	2890.52	3002.86	3115.20	3227.55	3339.91
			27945.42	29293.47	30641.73	31989.98	33338.03	34686.29	36034.34	37382.38	38730.64	40078.90

			<i>Zone 2</i>									
Band	Pos #	Position Title	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B82	81602 N	Equipment Operator	16.6761	17.3242	17.9723	18.6205	19.2687	19.9168	20.5649	21.2132	21.8613	22.5094
	81702 N	Maintenance Worker	1334.09	1385.94	1437.78	1489.64	1541.50	1593.34	1645.19	1697.06	1748.90	1800.75
			2890.52	3002.86	3115.20	3227.55	3339.91	3452.25	3564.58	3676.95	3789.29	3901.63
			34686.29	36034.34	37382.38	38730.64	40078.90	41426.94	42774.99	44123.46	45471.50	46819.55

0.012			<i>Zone 3</i>									
Band	Pos #	Position Title	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20
B83	81603 N	Equipment Operator	19.9168	20.5649	21.2132	21.8613	22.5094	23.1575	23.8057	24.4539	25.1020	25.7501
	81703 N	Maintenance Worker	1593.34	1645.19	1697.06	1748.90	1800.75	1852.60	1904.46	1956.31	2008.16	2060.01
			3452.25	3564.58	3676.95	3789.29	3901.63	4013.97	4126.32	4238.68	4351.01	4463.35
			41426.94	42774.99	44123.46	45471.50	46819.55	48167.60	49515.86	50864.11	52212.16	53560.21

RESOLUTION NO. 2010-33

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2010-2011; AND DECLARING AN EMERGENCY.

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on May 25, 2010 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on May 25, 2010, 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 July 27, 2010, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

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

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2010-2011.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on June 8, 2010.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 8th day of June, 2010.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia J. Boomsma
CITY ATTORNEY

ORDINANCE NO. 2010-16

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, 2011, AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2010-2011 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.6479 for the fiscal year ending on the 30th day of June, 2011. 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, 2011.

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. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance is necessary for the preservation of the public peace, health and safety of the City. Therefore, an emergency is hereby declared to exist, and this Ordinance is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 27, 2010.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 8th day of _____ June, 2010.

/s/ Sara Presler
MAYOR

ATTEST:
/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:
/s/ Patricia Boomsma
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:

City Hall-Gross square feet of assigned spaces.
Coconino Warehouse-Gross square feet of assigned space.
APS Building-Gross square feet of assigned space.
Single Use-Value of building utilized.

Equipment Use:

General-Inventory value of assigned equipment.
Vehicles-Inventory value of assigned equipment.

Non-Departmental General Admin:

Personal-Number of full-time equivalent positions served excluding temporaries.
Fiscal-Total operating expenses.
Computer Replacement-Number of PC's supported

Non-Departmental Employee Benefits:

Services-Personal services expenditures.

Non-Departmental Insurance:

General Liability-Total operating expenses.
Auto Liability-Premium by department.
Property Liability-Premium by department.
Contractor Equipment-Premium calculation per division.
Employee Related-Number of full time equivalent positions served per division.
City Hall Insurance-Gross square feet of assigned space.
City Liability-Total operating expense.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:

Audit & Fiscal-Total operating expenses of units served.

Council & Commissions:

Council-Total operating expenses.

City Manager:

City Administration-Personal services expenditures.
Deputy City Manager-Personal services expenditures of units supervised.
Public Information Officer-Personal services expenditures.

City Clerk:

Council/Agenda-Total operating expenses.
Records Management-Number of boxes stored.
Citywide support-Number of FTE's per department.
Other Services-Total operating expenses.

City Attorney:

Civil Division-FY 2007 requests for legal services.
Council-Direct allocation to Council.

Human Resources:

Recruitment-Number of FTE's served, Police at 1.5.
Training/Benefits/Compensation-Number of full-time equivalent positions served, excluding temporaries.

Risk Management:

Risk Management-Number of full-time equivalent positions served.
Safety-Number of full-time equivalent positions served.
Claims-Total operating expenditures.

Management Services Administration:

Department Admin-Total operating expenditures.

Purchasing:

General Purchases-Number of encumbrance tranactions per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Value of contract administered.
Mail-Direct allocation to Mail Services.
Warehouse-Direct allocation to warehouse.

Mail Services:

Mail Services-FY 2009 mail charges.

Warehouse:

Warehouse Services-Cost of items issued through warehouse.

Property Management:

Property Management Services-Estimated effort spent on projects.

Copy Center:

Copy Center Services-Actual copy center charges.

Information Systems:

General Support-Number of personal computers supported.
GIS-Relative effort for departments supported.

Finance:

Accounting/Budget-Total operating expenditures.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Switchboard-Number of full-time equivalent positions per department.
Grants-Number of grants, with Federal grants weighted at 1.5.

Sales Tax & Licensing:

Collections-Estimated level of effort provided by Collections.

Accounts Receivable-Estimated level of effort provided by Accounts Receivable.

Transportation Tax Returns-Estimated level of effort.

Public Works Administration:

Director-Estimated effort expended by Public Works Director.

Administrative Specialist-Estimated effort expended by Public Works Director's Secretary.

Project Manager-Estimated effort expended by Project Manager.

Public Facilities Maintenance:

City Hall Custodial-Gross square feet of assigned space.

General Maintenance-Work hours by division.

City Hall Maintenance-Gross square feet of assigned space.

APS Building Maintenance-Gross square feet assigned.

Milligan House-Direct allocation to Tourism.

Rio Properties-Direct allocation to City Attorney.

Fleet Services:

Non-direct Charge Balance-Mechanical Shop labor charges for the fiscal year.

Customer Services:

City Support-Total expenditures excluding utilities.

Deposit Assistance-Number of cash receipts transactions processed.

Enterprise-Budgeted revenue of Utilities, Environmental Services, and Stormwater.

Field Reading-Direct allocation to Utilities.

Community Development Admin:

Department Administration-Level of effort provided.

Administrative Assistant-Level of effort provided.

Engineering:

Administration-Level of administrative effort.

Traffic-Direct allocation to Highway User.

Community Investments:

Planning Services-Total operating expenses.

Redevelopment – Total operating expenses.

Contributions:

United Way-Total expenditures

GLOSSARY

ACCRUAL BASIS OF ACCOUNTING – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APP – Aquifer Protection Permit

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board – A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL – Those items valued over \$5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY ENRICHMENT DIVISION – Refers to the following group of Sections: Flagstaff City-Coconino County Public Library and Recreation Services.

COMMUNITY DEVELOPMENT DIVISION – Refers to the following group of Sections: Capital Improvement, Metropolitan Planning Organization, Community Development Administration, Planning and Development, Engineering, and Housing.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

ECONOMIC VITALITY DIVISION – Refers to the following group of Sections: Community Investment, Airport, Arts and Science, Beautification General Administration, Convention and Visitors Bureau, and Visitor Services.

EMT - Executive Management Team - Team members selected from throughout the organization to participate in process improvement regarding organizational development.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation, sets this limit.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GENERAL ADMINISTRATION DIVISIONS – Refers to the following group of Sections: City Manager, Human Resources, Risk Management, City Attorney's Office, Information Technology, and Flagstaff Municipal Court.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

MANAGEMENT SERVICES DIVISIONS – Refers to the following group of Sections: Customer Service, Purchasing, Tax, Licensing and Revenue, and Finance and Budget.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Sections: Council and Commission, Contributions to Other Agencies, Non-Departmental, and NAIPTA.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

NRFP – North Reservoir Filtration Plant

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

PIT – Project Implementation Team – A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DIVISION – Refers to both Police and Police Grant Sections.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DIVISION – Refers to the following Sections: Public Works Administration, Parks, Fleet Services, Cemetery, Facility Maintenance, Street, Environmental Services, and Sustainability and Environmental Management.

PURCHASED CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each \$100 of assessed valuation.

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

UTILITIES DIVISION – Refers to the following Sections: Utilities Administration, Lake Mary Water Treatment Plant, Water Distribution, Booster Stations, Wildcat Wastewater Treatment Plant, Wastewater Collection, Industrial Waste, Rio De Flag Reclaim Plant, and Stormwater.

ACRONYMS

<u>Acronym</u>	<u>Description</u>
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOC	Arizona Department of Commerce
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
ALS	Advance Life Support
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASE	Automotive Service Excellence
ATP	Administrative/Technical Personnel
ATV	All Terrain Vehicle
AWWA	American Water Works Association
BBB	Bed, Board, and Booze Tax
BLS	Basic Life Support
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railroad Company
CAD	Computer Assisted Drafting
CAFR	Comprehensive Annual Financial Report
CAPER	Consolidated Annual Performance Evaluation Report
CCC	Coconino Community College
CCCY	Coconino Coalition for Children and Youth
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
C.E.R.T.	Citizen Emergency Response Teams
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
CMS	Case Management System
COL	Cost of Living
CPM	Center for Performance Measurement
CSI	Construction Specifications Institute
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBA	Downtown Business Alliance
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EEO/AA	Equal Employment Opportunity / Affirmative Action
EOC	Emergency Operations Center
ERU	Equivalent Rate Unit
FAA	Federal Aviation Administration
FAM	Familiarization Tour
FARE	Fines/Fees and Restitution Enforcement Program
FBI	Federal Bureau of Investigation

ACRONYMS

<u>Acronym</u>	<u>Description</u>
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority
FHS	Flagstaff High School
FHWA	Federal Highway Administration
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FRC	Flagstaff Recreation Center
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFFP	Greater Flagstaff Forest Partnership
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HHPC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HRM	Hotel/Restaurant Management
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
IDIS	Integrated Disbursement Information System
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
J.T.T.F.	Joint Terrorism Task Force
LAN	Local Area Network
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LEED	Leadership in Energy and Environment Design
LEPC	Local Emergency Planning Committee
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LLEBG	Local Law Enforcement Block Grant
LMWTP	Lake Mary Water Treatment Plant
LTAFF	Local Transportation Assistance Funds
LTCS	Lone Tree Corridor Study
MAS	Minimum Accounting Standards
MDC	Mobile Data Computers
MFC	Municipal Facilities Corporation

ACRONYMS

<u>Acronym</u>	<u>Description</u>
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NACOG	Northern Arizona Council of Government
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMC	Northern Arizona Marketing Coalition
NAPEBT	Northern Arizona Public Employees Benefit Trust
NATBI	Northern Arizona Technology and Business Incubator
NAU	Northern Arizona University
NAUPD	Northern Arizona University Police Department
ND	Non-Departmental
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PC	Personal Computer
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
POPTAC	Population Technical Advisory Committee
POTW	Public Owned Treatment Works
PR	Public Relations
PW	Public Works
RFP	Request for Proposal
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCEF	Traffic Citation Progressive Fund
TEA-21	Transportation Equity Act for the 21st Century
TIP	Tax Intercept Program
TND	Traditional Neighborhood Design
UCR	Uniform Crime Report
USACE	United States Army Corp of Engineers
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGBC	United States Green Building Council
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WMD	Weapons of Mass Destruction

The following is a list is related to the Utilities Blank Slate discussion provided in the Issues and Update Section of this budget book. This list is to provide examples of what each area in Utilities could do differently should they have the opportunity to start from scratch with the system we have in place.

Section 42-Administration

- Records center, time and money spent to maintain an excellent set of utility maps including the lot layout of all utilities
- Easements – Large easements to provide space for reconstruction
- Utility conduits (casings) installed under Interstates, Railroads and Major Streets
- Sinking funds established (earmarked) to fund equipment replacement
- Water Resource planning tied to land use planning
- SCADA center to control operations from one location and dispatch center
- Invest w/ APS into renewable electrical power to maintain rates for Utility operations
- Staff to include an attorney to maintain water rights/ financial person to determine costs/benefit and running balance
- Utility rates reviewed every 3 years to maintain an updated rate model to stay current with changing times
- Be careful on annexations, not to acquire utility systems that are poorly constructed and require a high amount of maintenance
- Activity based accounting to determine the cost/value of each of the services provided
- Office facilities centered in the City to house utility operations, collections, customer service, all functions of the utility
- GIS driven Groundwater analysis of the aquifers for sustainability for the region.
- Red Gap Ranch geodatabase maintenance for land management and tracking of parcels, water flows and water levels.
- Design water conveyance monitoring (Western Navajo Pipeline/Red Gap Ranch Pipeline) field data collection, environmental management, one call management, land management and right-of-way monitoring, assuring regulatory compliance and integrity management.
- Create data clearing house for all water resource data within the Flagstaff region in corroboration with USGS data library.
- Have a working modeling software product that has a sustainable connection to the GIS for impact studies, water quality and other treatment scenarios.

- Have a standard in place for design drawings to be routed through the Utility Engineering team for standardization on digital data submissions for quicker turn around time getting the information into a GIS for faster impact studies and other models.
- GIS Land Management database for Easement inventory and property purchase.
- Have a standard practice in place for GPS asset data collection at Final Walk Through with inspectors before line burial.
- Emergency preparedness planning using GIS data to better analyze disaster evacuation, hazardous situation awareness with mass notification ability. Running scenarios can greatly help prepare and should be a priority to Utilities and the City Organization.
- During a time of crisis, GIS supports business continuity planning. With any one plant or facility may experience a major business disruption including power outages, internal flooding, weather events, and fire, crime and transportation problems, GIS is a powerful planning tool for business continuity and contingencies.
- Hardware/Software support
- Solid back up server system budgeted and offsite data back up redundancy system.
- Commit to developing a complete interoperability technology with other applications across the division and the city organization to make well-informed decisions.
- GIS and IT staff are participants in design on any structural development within the Utility system.
- Strategic plan in place before moving forward with any technology.
- All technology plans and purchases evaluated for best return on investment.
- Broadband wireless//connection with all plants and satellite locations for monitoring.
- Televised communication with all facilities and stations.
- Solid replacement program budgeted for pc/laptop/GPS/communication units.
- GIS on an Enterprise level with all facets of the organization.
- Utilities GIS to be handed out on a web service to share across the organization.
- All Utilities personnel to have access to Arc Map desktop/laptop/cellular device/GPS
- Expandable CMMS work order tracking system for work orders and service request as a management tool to handle employee work schedule and cost accounting.

- Documentation, citations, regulations, certifications all address, land or asset based relation to GIS.
- Reduce the paper atlas map production.
- Full time IT support employee for support in all facilities.
- A team of well trained, highly knowledgeable people to maintain the Enterprise database.
- Crossing training with IT/GIS/Administration
- Record and maintain service line records on new home construction
- Fund training programs to maintain certifications/education levels
- Legal staff to deal with water right issues and contracts
- Encourage concentric growth around City Core rather than at edges of town (sprawling growth) is more expensive to build and maintain.
- Financial software system that is based upon an open database platform for ease of data extraction & input including trending, etc. Additionally, it should be connected to GIS
- Integrated Master Planning: updated every 5 years or as needed, integrated with GIS and Regional Plan land uses, all primary infrastructure needs be identified including water distribution and wastewater collection mains for maximum size and general locations; treatment plant sizing & timing for expansion; land use water demands balanced with water resource availability; technology needed to interconnect each operational facility for ease of operations & control

Section 47-Water Production

- Inner basin pipeline constructed as a pressure conduit for hydropower generation
- Large geophysical study to locate wells at the best locations
- Large wells of greater than 300 gallons per minute
- Maintenance of the trees in watersheds to maintain water yields to surface supplies.
- At construction, the facility construction plans can be extruded to 3D digital files. At which point, the diagram schematic file should be connected to a Computer Maintenance Management System (CMMS) for tracking work orders, task, inventory, history, associated documents and televised data. This allows for visual understanding of what and where any part of the plant is located, when it was built, installed or serviced. A tracking system can also monitor due dates for certifications, historic violations and quality assurance. Such 3D schematic

models should be constructed for all water storage and dam facilities as well to monitor capacities, age, movement, etc.

- One main SCADA (Supervisory Control And Data Acquisition) control center system would be an essential communication to outlying facilities and assets to monitor all of the utility functions from one location.
- Broadband wireless communication connection with plants and facilities (wells, tanks/stations) to monitor would free up money on repair/replacement with older radio service technology. (Utilities should invest in its own wireless communication system to eliminate service fees and encourage new online customers for financial support to maintenance a system.)
- Contractual maintenance to fly and collect aerial data for lake levels and such to track historic levels along with weather data, physical, biological demographic and economic concepts.
- Seal the bottom of Upper & Lower Lake Mary & develop lower lake for additional surface water storage capacity
- More surface water treatment options; capture more early spring water with membranes for potable delivery
- Additional power sources & feeds for remote wellfields
- Build new Water Production plant as an OZONE based technology rather than traditional chlorine treatment. Chlorine based plants less expensive to install, generally cost more to maintain.
- Electrical power to Inner basin wells

Section 49-Water Distribution

- Radio read meters installed to save time and funds to read meter and provide better customer service
- Ductile iron pipes for increased longevity
- Minimum size of water mains 8 inch diameter and dead end loops avoided.
- Unbreakable electronic radio reads should be able to collect GPS coordinate (lat, long) of all meters with the ability to download that data to a GIS database and georeference location.
- Customer Service should be integrated with the Utilities CMMS Service Request system, which is GIS-centric accessing through a website for fast tracking and problem solving. The CMMS should have the ability to retrieve customer information (account numbers, etc.)
- Automatic billing solutions for customer such as strategically placed kiosks, with automatic notification of possible water turn off.

- GIS-centric CMMS work order system and database of work performed on all pipelines for trouble shooting on older pipes, problem areas and new growth load impacts.
- Asset tracking for vehicle maintenance integrated with the CMMS daily work orders for supervisory triggers.
- Materials inventory tracking integrated with the CMMS work orders.
- Broadband/wireless infrastructure for continuous communication to all facilities, vehicles, field crews with such instruments as rugged laptops or other types of mobile communication units
- Professional GPS data collection at Final Walk Through with inspectors before asset burial.
- Improved pipeline installation techniques (pipe bedding & blow-off options)
- Hydrant lease fees to FD to support water use and hydrant repairs
- Maintain a new construction crew (3 +1 supv) for the ongoing replacement of water and sewer mains.
- Build RW system to handle fire flows and fire hydrants. Reduce demand and sizing for potable water mains.
- A 12-year meter replacement program (not just a conversion to radio reads) should be funded and implemented based upon age of meter to reduce "Non-Revenue" water loss
- Leak detection Program – lowering the % of unaccounted water waste.
- Cleaning (scrubbing) / pigging main water lines. Better flow, lower chlorine demand.
- Unidirectional main line flushing program – less complaints, improved taste and clarity
- Valve exercising program – improved water line isolation and less breakage of valves.

Section 50-Water Booster Stations and Water Storage

- Big Storage tanks 5 MG to 10 MG to save maintenance costs
- Storage constructed out of concrete, more durable than steel
- Two storage tanks in each zone to allow for maintenance
- "smart" design system main PRV valves for efficient pressure regulation
- Install 5 MG Zone B storage tank at Buffalo Park.
- Better location of water storage tanks near transmission mains and point of use

Section 53 and 56-Wastewater Treatment

- Business decision to develop one or more wastewater plants to save personnel and maintenance costs versus upsizing wastewater collection systems.
- Plant operations separated into treatment trains to be flexible to changing flows
- Utilize membrane treatment technology
- Increase reclaimed water storage
- Composting of digester solids and generated grease
- Efficient capture of digester gas for waste to energy co-generation
- Plant(s) designed to maximize gravity flow and minimize pumping requirements.
- Plant(s) designed with flexibility in operation of biological treatment process to meet changing conditions.
- Utilize UV disinfection technology and eliminate chlorine and sulfur dioxide gas.

Section 54-Wastewater Collection

- Trunks sized for the regional build-out for drainage basins
- Sanitary sewers constructed on poly mains to eliminate joints and root intrusion.
- Looping of reclaimed mains and long term planning for distribution system
- Install HDPE manholes –not susceptible to H2S corrosion

Section 55-Industrial Waster, Grease Traps, and Backflows

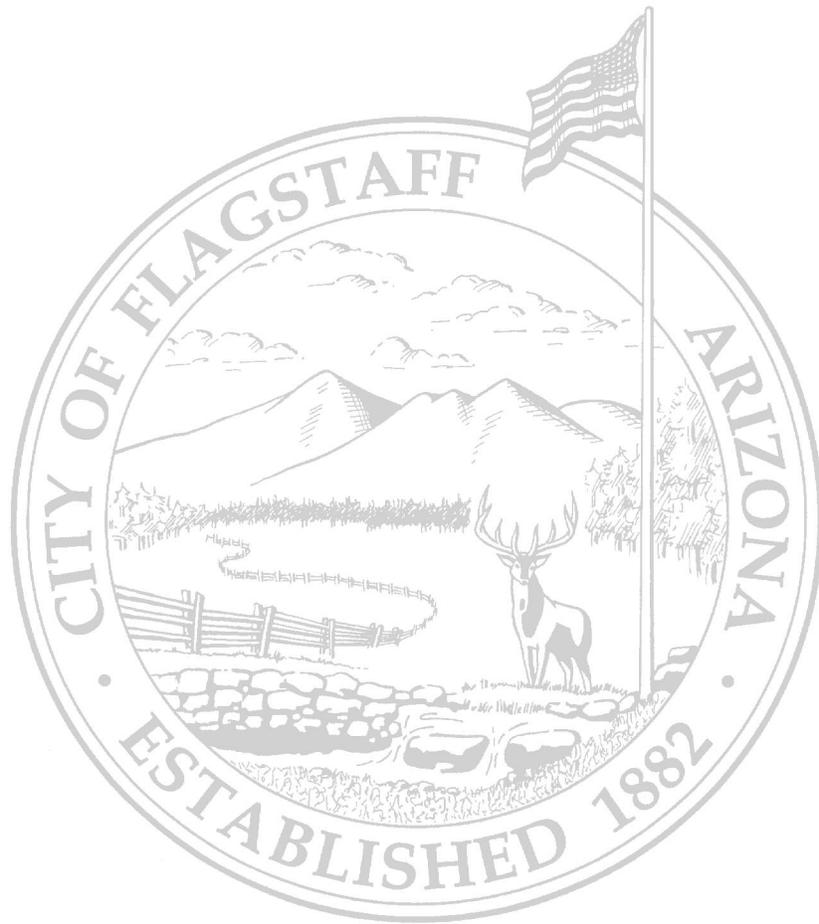
- Documentation/Inspections/Citations should be an address base relation with the GIS Land database. Access to Industrial Waste data through GIS website for easy access, monitoring and tracking in any city facility will greatly reduce paper, error and redundancy. This structure would enhance organizational practices
- On-site side stream treatment for major industrial processes
- All interceptors, including grease, lint and sand/oil, should be located outside the building footprint.
- All backflow prevention assemblies ¾" and larger shall be located outside the building. Freeze protection shall be provided on those assemblies that are needed year-round
- All oil/water interceptors for elevator vaults shall be at least 40 gallon capacity and shall drain into the sanitary sewer.

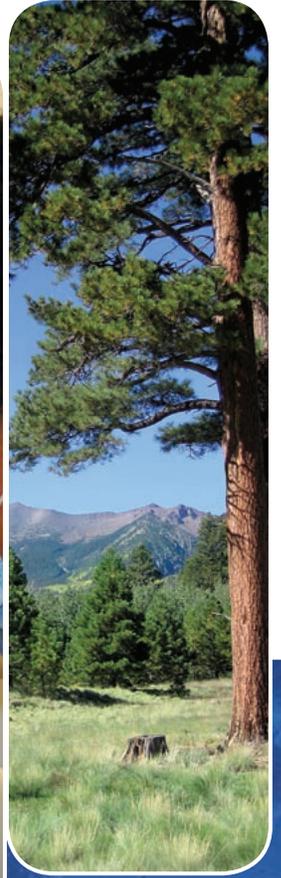
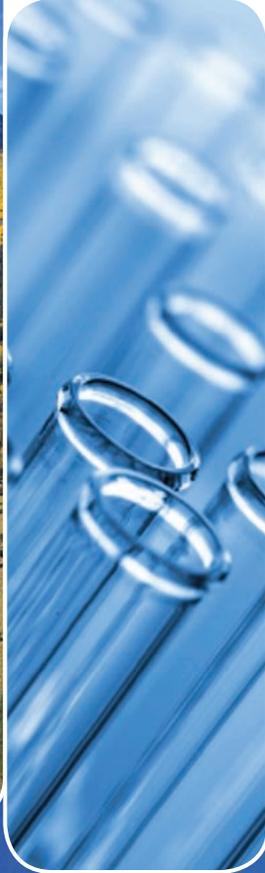
- All commercial/non-residential facilities shall have Reduced Pressure backflow assemblies at the meter at the start of construction.
- All fire line sprinklers shall have appropriately sized and installed backflow prevention assemblies that are either double checks or reduced pressure backflow prevention assemblies. This would include commercial, industrial and residential sites. Fire sprinklers rooms with RP backflow prevention assemblies shall have adequately sized drains to the sanitary sewer.
- Fire lines plans shall be submitted at the same time as building plans so they can be cross-referenced to ensure issues such as drains are addressed in a timely manner before the floor is poured.
- All industrial sites that are required to sample shall pay for the sampling performed by the City of Flagstaff Industrial Waste Section.
- Campaign to the Public on Fats, Oils and Grease
- Allow space provisions for Grease traps to be installed within road R/O/W in downtown area.
- Provide Grease and Oil pumping service to restaurant customers.
- Inspections shall be recorded electronically and linked automatically to a GIS database that all departments can access to reduce duplicate information on the same facility.

Section 98-Stormwater

- Allows for planning of development and preservation of floodplain/open space along major watercourses. This is typically accomplished through the development and adoption of a comprehensive Master Plan. Typically a community, through a public outreach process associated with the Master Plan, determines how much floodplain and resource is preserved. It is typical that some encroachment is permitted in certain areas, but overall the natural floodplain is preserved. This facilitates open space preservation, recreational opportunities and well as flood control benefits and water quality improvements.
- Green belts and limited construction allowed in the floodplains
- Any proposed structure(s) that may be allowed to encroach into the floodplain would be removed from the floodplain by FEMA processes, i.e. elevation on fill, and therefore, there would be no structures located in the floodplain. Therefore, participation in the National Flood Insurance Program would not be

- necessary and the City would be free from flooding concerns.
- The City would still adopt standards for local drainage design as well as detention/LID. These standards would likely be identical to standards currently in place. This would resolve local drainage complaint issues.
 - Optimize capture/recycling of storm water for beneficial use
 - Site specific treatment design for large runoff projects
 - Participation in the FEMA National Flood Insurance program (NFIP) would not be necessary as there would be no structures located within the floodplain, resulting in administrative savings to the city and there would be no flood insurance costs in the community.





**Northern Arizona Center for
Emerging Technologies (NACET)**

BIOSCIENCES

ADVANCED COMMUNICATIONS

SYNTHETIC FUELS

ALTERNATIVE ENERGY SOURCES

ENERGY CONSERVATION

ELECTRIC TRANSPORTATION

ADVANCED DIGITAL TECHNOLOGY



City of Flagstaff
211 West Aspen Avenue
Flagstaff, Arizona 86001

flagstaff.az.gov